

MARCH 2025

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**MEET CILT'S YOUNGEST MEMBER | BRITAIN'S CHANGING BUS INDUSTRY
THE FUTURE OF HGV SECURITY | CELEBRATING INTERNATIONAL WOMEN'S DAY**



The Chartered
Institute of Logistics
and Transport

Virtual & In Person Event

FUELLING FUTURE LOGISTICS

15.05.25 | GXO East Midlands Gateway

Fuelling Future Logistics is a brand new, virtual and in-person event by CILT, aimed at bringing together the next generation of leaders in logistics, transport, and supply chain.

The inaugural event will be held in GXO East Midlands Gateway on 15 May 2025, focusing on upcoming industry challenges and harnessing technology to create effective solutions. The event will also enhance career development through learning, networking, and collaboration.

Speaker Highlights

Mark Simmons Senior Vice President, Human Resources GXO		
Laura Malcolm Head of Next Generation Talent DHL Supply Chain		
Eleanor Corish Senior Operations Manager Amazon		
Georgie Newby Senior Commercial and Customer Relationship Manager Network Rail (GBRTT)		

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The Next Generation edition

We are delighted to present this special edition, dedicated to celebrating the influx of new talent and the growing diversity within our sector. The logistics industry is evolving rapidly, and it is the fresh perspectives and innovative ideas of professionals that want to see change that are driving this transformation.



We are witnessing an inspiring increased desire to join logistics. From a young professional perspective, the growth of the logistics sector can be reflected in the increasing number of university partnerships with the Novus Trust programme. This initiative is a testament to the industry's commitment to nurturing young talent and bridging the skills gap.

The next generation of logisticians and transport professionals includes individuals of all ages who are passionate about making a difference. These individuals are steering us towards sustainable supply chains. The importance of reducing emissions and creating environmentally friendly logistics solutions cannot be overstated. The Next Generation is at the forefront, championing initiatives that prioritise sustainability for the benefit of future generations.

We invite you to join the Next Generation Forum, a vibrant community where

professionals can connect, share ideas, and collaborate on projects that will shape the future of logistics. Given the variety of industries that transport and logistics professionals can work in from rail to healthcare, it is essential for the Next Generation Forum to have members from all sectors. This diversity will enable us to learn from each other and develop innovative solutions that benefit the entire industry. As a forum, we prioritise personal discovery of the diverse opportunities available. To gain an understanding into the impactful work being done by the Next Generation forum, we encourage you to check out the multiple 'In conversation with..' videos uploaded on our YouTube channel.

I am excited to announce and invite you to our upcoming Next Generation Conference, titled 'Fueling Future Logistics', which will take place on 15th May, in GXO's Nestle warehouse (East Midlands Gateway).

This event is designed specifically for young professionals, providing a unique opportunity to gain insights into the current and upcoming challenges in logistics. You will hear firsthand from leaders about the various career paths they have taken, gain awareness of the current and upcoming challenges in logistics, and engage in discussions that explore the latest trends and technologies set to redefine our sector.

We encourage you to be part of the conversation that will drive our industry forward. Your contributions are vital to our collective success, and we look forward to seeing the incredible impact you will make.

Thank you for being part of this exciting journey. Together, we are fueling the future of logistics.

Happy reading! ☺

Hannah Kasongo

Supplier Engagement Lead, JLR Chair, Next Generation Forum, CILT(UK).

THIS MONTH'S CONTRIBUTORS

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ASHLEIGH BELLE PAGE

Sales Development Representative
UK & Ireland, GXO.

With a Bachelor of Laws from Birmingham City University, Ashleigh developed a strong ability to navigate complex commercial landscapes, which she now applies to driving sales growth and client engagement across the UK and Ireland. Her experience spans prospecting, relationship-building, and identifying tailored solutions to meet customer needs.

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ANDY ROBERTS

Bus Development Specialist,
Transport for West Midlands.

Andy is a Bus Development Specialist at Transport for West Midlands, where he helps implement strategic initiatives to improve bus services across the region. With over 12 years of experience in public transport, he started his career at Cheshire West and Chester Council before moving to the West Midlands and has recently completed a secondment at Transport for Greater Manchester focusing on bus franchising.

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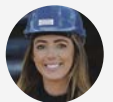


GEORGIA-MAE BOURKE

People Advisor,
Invar.

Georgia-Mae is People Advisor at Invar, a Wincanton-owned business, where she leverages her diverse operational experience from the Wincanton graduate scheme (2021-2023). A First Class BSc Geography graduate from the University of Leeds, Bourke has held roles including Transport Team Manager at Sainsbury's and Operations Development Analyst at Screwfix while pursuing her CIPD Level 5 qualification.

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KATE MORRIS

Warehouse Operations Manager,
PD Ports.

Kate oversees 70 staff across 350,000 square feet of Tees-based warehousing operations. Since joining as a graduate in 2017, she has advanced from commercial operations to warehouse management, where she now directs multi-million-pound logistics operations.

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Showcasing the future

The Next Generation is back once again for its 10th year! We have an exciting edition for you this month as *Focus* gives you a glimpse into the future, to educate, inspire and recognise the upcoming talent and potential in logistics, transport and the supply chain.

In this milestone edition, we had the privilege of interviewing Gracie Belwood, CILT's youngest member at 17. Her passion for the industry and fresh perspectives demonstrate exactly why bringing new voices into our sector is so vital. Gracie shares her insights on why she chose to join CILT and her aspirations for contributing to the future of transport and logistics.

This month's edition showcases the innovative thinking of our young professionals, with every article authored by members of our dynamic under-35 community. We dive deep into how modern data analytics is reshaping decision-making in supply chains, and explore the transformative impact of AI across our sector. Our sustainability feature examines practical solutions for reducing the industry's environmental footprint, written by those who will inherit these challenges.

We also address pressing current issues, with an in-depth analysis of HGV security challenges and solutions, alongside a compelling examination of the future of British bus services. These pieces offer fresh perspectives on long-standing industry challenges, demonstrating how the next generation of logistics and transport professionals are approaching complex problems with innovative thinking.

The depth and quality of content in this edition reflects the remarkable talent we have within our younger membership. Their contributions not only showcase their expertise but also their commitment to driving positive change in our industry. As we celebrate ten years of Next Generation edition of *Focus*, it's clear that the future of logistics, transport and supply chain is in capable hands.

As a young professional myself at 24, it's inspiring to see my peers tackle these crucial industry challenges with such innovation and determination. As always, we love to keep hearing from you so please do get in touch if there is a story or relevant information you would like to see in *Focus*.

Gianluca Spataro
Communications Coordinator, CILT(UK).
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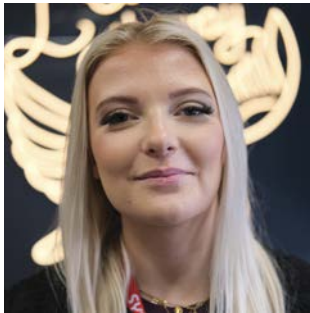
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As CILT(UK)'s youngest member at just 17, Gracie Belwood represents the future of transport planning. Currently working through SYSTRA's level 3 apprenticeship programme in transport planning, she shares insights on combining education with real-world experience and her vision for creating more sustainable transport solutions. In this interview, she discusses her journey from GCSEs to professional transport planning and how the next generation of transport professionals are helping to shape the industry's future.

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LOGISTICS & TRANSPORT FOCUS

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

ADVERTISING ENQUIRIES

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Advertising Sales Executive
patrick.tee-boon@ciltuk.org.uk

DESIGN & LAYOUT

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

PRINT

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

CILT(UK)

Earlstrees Court, Earlstrees Road,
Corby, Northants NN17 4AX
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REGISTRATION

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

TRADEMARK

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PRICE

£15.00 (free to members)



FROM THE WORLDS OF LOGISTICS AND TRANSPORT

Institute news

Rail experts urge government to simplify ticketing system and embrace tech

CILT(UK) is pushing for a major overhaul of Britain's complex railways ticketing system. Through its new report, "Rail fares and ticketing – a blueprint for action," the Institute outlines proposals for a more user-friendly approach that could revolutionise how passengers purchase train tickets.

Report lead Malcolm Pheasey FCILT, who brings over 50 years of rail industry experience, emphasises the urgent need for change. "The current system is complicated and confusing – coupled with restrictions – none of which are easy to understand. To compound the problem, travellers must navigate different websites for different rail

companies – often within the same area. We need the jargon to stop, ticketing systems to be simplified and a focus on single fare journeys."

The report advocates for a holistic approach, combining technological advancement with traditional purchasing methods. While pushing for enhanced mobile ticketing options, the proposals maintain support for conventional booking methods, ensuring accessibility for all passengers. "We know the sector is doing its best to keep up with tech, but we must move more quickly," Malcolm adds. "However, new tech does not mean we forget about the traditional ways of doing things." ☹

Heathrow expansion welcomed by CILT

CILT has responded positively to Chancellor Rachel Reeves' announcement on Heathrow Airport's expansion, while emphasising the need to balance growth with environmental responsibility. Paul Le Blond FCILT, Chair of the CILT(UK) Aviation Policy Group, outlines a measured approach to development.

"The first priority must be updating the 2018 Parliament-approved Airports National Policy Statement to reflect current aviation sector performance against legally-binding Carbon Budgets," says Le Blond. The organisation advocates for a strategic approach that maximises existing runway capacity while planning for future expansion.

David Parish FCILT, Vice Chair of the CILT(UK) Aviation Policy Group, highlights industry progress in sustainable technology: "The aviation industry is making significant strides in sustainable technology. Major manufacturers like Airbus are developing innovative low-carbon aircraft, which will be instrumental in ensuring any expansion aligns with Carbon Budget requirements."

The expansion strategy emphasises public transport integration, terminal modernisation, and strict adherence to environmental impact limits, all while leveraging private funding through passenger and shipping revenues. ☹

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Search begins for Next Generation professional to chair CILT Conference

ILT is inviting its next generation members to chair its Annual Conference, taking place at Silverstone Race Circuit on Thursday 25 September.

This opportunity is open to CILT(UK) members at student, graduate, affiliate, and MILT levels, offering them a chance to shape industry dialogue at one of the sector's most significant events of the year.

The selected chair will lead discussions on "Responding to Current Challenges and Shaping Future Opportunities in Transport, Logistics, and Supply Chain Networks" in front of an audience of approximately 150 industry leaders and professionals.

To apply, candidates should submit a two-minute video sharing their thoughts on the conference theme. The video submission forms the first stage of a two-part selection process, followed by a panel interview for shortlisted candidates.

The chosen chair will lead the conference proceedings and participate in PR and marketing activities leading up to the event. Candidates can opt to allow their video submissions to be used for promotional purposes, regardless of the selection outcome.

To apply for this opportunity, eligible members can submit their applications through the official online form. The deadline for submissions is 30 May 2025. ☹

For more information about the role and application process, scan the QR code:



Chancellor's Growth Strategy: CILT(UK) participates in key roundtable

Sue Terpilowski FCILT OBE, CILT(UK)'s Public Policy Committee Chair, participated in a significant roundtable discussion with Chancellor Rachel Reeves, focusing on infrastructure development and economic growth. The meeting, held jointly with the British Chamber of Commerce and Federation of Small Businesses, addressed crucial sector developments.

The discussion culminated in several major announcements for the transport and logistics sector. Heathrow's third runway received support, with projections of creating over 100,000 direct jobs and improving UK connectivity. The plans extend to other airports, including Gatwick, Luton, and London City Airport, plus support for reopening Doncaster Sheffield Airport.

A notable development includes a £1 billion partnership between Prologis and East

Midlands Airport to create an advanced manufacturing park within the Freeport zone, promising 2,000 new jobs. Infrastructure improvements also feature prominently, with the Lower Thames Crossing project advancing and significant upgrades planned for the Oxford-Cambridge corridor, including new East-West Rail services and the A428 dual carriageway development.

The government has also committed £65 million to expand the UK's EV charging network from 9,000 to 40,000 sockets, supporting the nation's transition to electric vehicles.

CILT(UK) PPC Chair Sue Terpilowski FCILT OBE said: "What stood out was the Chancellor's apparent strategic pivot towards smaller businesses, viewing them as crucial engines for delivering economic growth over the next four years." ☹

The Power of 3!

Three North-West aerospace and defence companies have decided to form an alliance to share training opportunities and resources and to improve the recognition and professional standing of their respective production planning, control and logistics teams.

Staff from BAE Systems (Air), MBDA and Safran Nacelles have attended courses together as part of the Production Planning and Logistics Learning & Development framework over the course of the last few months. They have learnt about key topics and theories relevant to their discipline, understood how to apply the models in differing production scenarios and have also networked with peers across the three companies.

The three companies marked the creation of the L&D forum by attending the recent CILT seminar "Driving Success through Artificial Intelligence and Diversity of thought" held at the BAE Systems ASK facility at Samlesbury. The key speakers were Paul Adams, CEO of CILT, who talked about the importance of diversity in all its forms to enhance team performance and problem solving capabilities and Simon Dixon, CEO and founder of Hatmill who discussed the recent advances in AI & Digitalisation and their applications in warehousing technology.

Darran Clarke, BAE Systems L&D Manager, commented "This was a great event which not only highlighted two really important and interesting topics which I think we need to learn more about, but also offered great networking opportunities between our three organisations".



Paul Adams, CEO at CILT(UK) said: "BAE Systems have been at the leading edge of CILT(UK)'s drive to professionalise the logistics, operational management, and supply chain profession by embedding learning and development frameworks into their strategy. Promoting CPD through collaboration with CILT(UK) will enable those working in supply chain and operational management to remain relevant and up to date in a rapidly developing sector."

Michael O'Reilly, Head of Digital Transformation at Safran, said "BAE Systems reached out to Safran and MBDA to generate the 'Power of 3'. It's a fantastic initiative, where we can work together and share training resources. The launch session was supported by Hatmill and CILT, and was excellently facilitated at their ASK centre. The content and discussion points were engaging, and I look forward to seeing the 'Power of 3' develop further in 2025."

Building on the training received so far and the success of the CILT seminar, BAE Systems, MBDA and Safran will review their collective training needs for 2025 in January after the final training course in December. ☹



Chris Chapman MILT appointed as new Transport Manager Forum Chair

CILT is pleased to announce the appointment of **Chris Chapman MILT** as the new Transport Manager (TM) Forum Chair.

With over 30 years of experience in the industry, Chris started his career as a driver before moving into transport management, taking on several successful roles in the sector. Now, he feels it is the right time to give back to the profession.

Chris brings extensive knowledge of managing large vehicle fleets and understands the challenges transport managers face. Over the years, he has introduced systems that have helped businesses improve operations, ensuring compliance and efficiency in logistics.

Speaking about his new role, Chris said:

"Education and spreading the word of compliance and the many ways it can be achieved is my main goal. I have a passion for providing guidance and encouragement to all TM professionals and business owners.

"It is through CILT and this forum I will be able to achieve my goals. With the help of many professionals involved with this forum, we will be able to inform and educate.

"CILT is the best platform in the industry, providing impartial information and guidance for all. Joining CILT for any TM wanting to develop the skills and knowledge base is the key to their success."

Chris's appointment strengthens CILT(UK)'s commitment to supporting transport managers and the wider logistics industry through education, best practice, and professional development.

How to join

You can view all of our specialist forums and policy groups by visiting, www.ciltuk.org.uk/About-Us/Forums-Communities and if you are interested in joining any, please contact: volunteer@ciltuk.org.uk ☹

Industry newsflash

EVRI COMMITS TO ACCESSIBILITY WITH NEW LISTENING PANEL INITIATIVE

Parcel delivery company Evri has announced a new company quarterly listening panel initiative called Evri Body Collective. This initiative official launched at the parcel company's largest Hub in Barnsley with Lucy Edwards, TikTok star and the first ever blind BBC Radio 1 presenter. Also in attendance were representatives from disability charity, Scope, disabled colleagues and couriers and Evri's Chief HR Officer Lyn Warren. Evri said this new initiative is part its long-term ambition to become the most accessible parcel delivery company.



AMAZON REVEALS FIRST UK DRONE DELIVERY SITE IN DARLINGTON

Amazon has announced Darlington as the location for its first UK drone delivery service following their promise of delivering to customers via its Prime Air initiative by the end of 2024. The e-commerce giant plans to operate the service from its existing fulfilment centre in the County Durham town, subject to approval from local authorities and the Civil Aviation Authority (CAA).

TRANSPENNINE EXPRESS LAUNCHES ITS FIRST EVER GRADUATE SCHEME

TransPennine Express is offering its first-ever graduate scheme, with four jobs up for grabs across the rail company. The train operator is looking for recent university graduates to work in areas like engineering, finance, customer service and project management. Each role comes with an apprenticeship qualification.



WHAT'S IN APRIL'S FOCUS

Well-being in transport and logistics

Special feature: Cyber security

- + The digital detox dilemma + Avoiding burnout
- + Gamification and the benefits on well-being
- + Wellness in the warehouse



PROLOGIS TO DELIVER NEW LOGISTICS PARK AT EAST MIDLANDS FREEPORT

East Midlands Airport (EMA) has named logistics real estate company Prologis as its development partner for a new industrial logistics and advanced manufacturing park. The partnership announcement from Manchester Airports Group (MAG), EMA's owner, follows Chancellor Rachel Reeves' speech on Wednesday, 29 January. The new development will be situated within the East Midlands Freeport tax site, designed to boost economic growth, investment and employment in the region.

MANCHESTER SECURES £86M CLEAN AIR INVESTMENT WITHOUT DRIVER CHARGES

The government has backed Greater Manchester's innovative clean air strategy, approving an £86 million investment package that will aim to improve air quality without imposing additional charges on drivers. Under the new plan, 117 new lower and zero-emission buses will be introduced, alongside targeted traffic management measures and support for transitioning taxi fleets to cleaner vehicles. This approach differs from other regions that have implemented Clean Air Zones with motorist charges.



CITY OF LONDON CRACKS DOWN ON POORLY PARKED E-BIKES

The City of London Corporation has launched a major clampdown on carelessly parked hire e-bikes confiscating more than 100 during a two-week enforcement campaign. This action comes in response to mounting complaints about e-bikes blocking pavements and causing hazards to pedestrians across the Square Mile. Seized bikes were held for 24 hours before operators could retrieve them for a fee to cover removal and storage costs.



GOVERNMENT UNVEILS £300M INVESTMENT IN WALKING AND CYCLING INFRASTRUCTURE

The government and Active Travel England (ATE) have announced a £291 million funding package to create 300 miles of new footpaths and cycle tracks across England. Revealed on 12 February, the funding has been put in place to help generate 30 million more active journeys annually. The investment will fund improved crossings and junctions to make walking, wheeling and cycling safer and more accessible nationwide. A significant portion of the expected new journeys will include over 20 walk-to-school journeys by children and their parents.

CO-OP LAUNCHES NEW 'WOMEN IN LEADERSHIP' LOGISTICS APPRENTICESHIP PROGRAMME

Co-op has launched its inaugural Women in Leadership Programme in Logistics to support the development and progression of female talent in the sector. This Level 3 Apprenticeship programme has been developed in tandem with learning and development company Raise the Bar. Co-op described the programme as a 'launchpad' for new aspiring individuals to take their first steps into Logistics leadership and management.



PLANS FOR MAJOR RAIL FREIGHT HUB IN LEICESTERSHIRE MOVE FORWARD

Logistics real estate developer, Tritax Big Box Developments (TBBD) has made new submissions to support its Development Consent Order (DCO) application for the Hinckley National Rail Freight Interchange (HNRFI), a significant infrastructure project planned for Leicestershire. The proposed development, which is expected to generate up to £406 million per year in Gross Value Added to the UK economy, comes as part of a broader government push for major infrastructure initiatives.



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Next generation policy spotlight

Alice Bulpin, Senior Strategic Planner (Rail Reform), Network Rail



Alice Bulpin is Senior Strategic Planner (Rail Reform) at Network Rail, she's also one of the youngest members of CILT's Public Policy Committee. Here, *Focus* finds out more about her experience in this committee, her background and how the industry can do more to engage young people.

You've progressed from a Network75 placement student to a Senior Strategic Planner (Rail Reform) at Network Rail in just under a decade. What motivated you to pursue a career in strategic planning?

My degree apprenticeship allowed me to explore various areas of Network Rail and the wider industry. During this time, I found the strategic aspect of the business especially interested me. I am a forward thinker, I like to understand the broader context in which the rail sector operates; connecting people and goods, promoting environmental sustainability, generating jobs, and creating economic growth. Strategic planning allows me to contribute to shaping the future of the rail industry, ensuring it remains sustainable, efficient, whilst supporting the diverse community we serve; all things I am passionate about.

As a young member of CILT's Public Policy Committee, what unique perspectives do you feel the next generation brings to policy discussions in the transport and logistics sector?

I believe the next generation is focused on the future and the impact we're having on both the environment and society. This generation has also grown up with technology, unlike generations before them, we must embrace this because technology will have an increasing impact on the logistics and transport industry, we must keep up with other sectors.

They are the leaders of tomorrow, and it's crucial to engage them early on to ensure that the future logistic and transport industry is fit for future generations.

Could you describe a specific policy initiative or discussion within the committee where you felt your fresh perspective as a younger member made a meaningful impact?

I feel that I have a unique perspective, often seeing multiple viewpoints on a policy. I share these views with the group, they always respect my views. The meetings cover a broad range of topics, and my experience has enabled me to bring a fresh perspective. For example, I'm able to bring a fresh perspective on rail freight and the growing area of express freight from my academic research and time within the Strategic Freight Unit at the Great British Railways Transition Team. Additionally, I offer insights on Rail Reform and working with a devolved Government, as I am based in Wales.

Your career has spanned both operational and strategic roles in the rail sector. How does this practical experience inform your contributions to CILT's policy work?

Whilst most of my career has been within the strategic transport space, I've gained valuable insight into the operational railway through my experience within the Strategic Freight Unit, project managing the Champions League Final and delivering infrastructure projects in Sponsorship. My diverse roles, coupled with my academic studies, have expanded my understanding of how both the rail and wider transport and logistic sector operates. This includes developing an awareness of the broader impact that rail and transport have on people and the economy. I bring these insights to the policy group, contributing to the discussion and policies.

For young professionals considering getting involved with CILT's policy committee, what would you say are the key benefits and learning opportunities they might not expect?

I have learnt a lot since being part of the group, it has also expanded my network and further developed my understanding of the wider industry.

Looking ahead, what do you think are the most critical policy areas that will need input from the next generation of transport and logistics professionals?

I think that there needs to be more policies to encourage increased use of public transport and sustainable freight transportation, to ensure our sector is sustainable. Additionally, initiatives to attract and retain the next generation into roles within the sector, this will be crucial.

Your academic background combines business management with logistics.

How important do you think this interdisciplinary knowledge is for effective policy-making in the transport sector?

The two subjects are interconnected. Transport and logistics are vital to the smooth operation of businesses, and to ensure a successful logistics and transport sector, we must apply business management principles to create an efficient, competitive and cost-effective system.

What would you say to young CILT members who might be hesitant about getting involved in policy work, thinking they don't have enough experience to contribute?

Go for it! I initially doubted whether I had enough experience, but I decided to give it a try. It turned out to be a fantastic decision, I've learned so much from being part of the policy group. I've contributed more than I expected, and the group has been very supportive of diverse perspectives. Diversity of thought is crucial; we need it to shape well-rounded policies for the next generation. ☹

Storm Darragh brings disruption to Irish Sea ferry crossings

Whe arrival of Storm Darragh on December 6th and 7th 2024 significantly disrupted Holyhead Port, underscoring the vulnerability of critical maritime infrastructure to extreme weather events. Due to a berthing incident, one of the support structures (dolphins) collapsed, along with a walkway connected to it. Both berths at Holyhead were affected, and the incident led to the closure of the port until all remaining structures could be inspected and debris recovered.

With berthing rendered unsafe, vessels were delayed or diverted, triggering a cascade of

logistical challenges. Lorries queued for hours, drivers faced extended delays, and the previous seamless flow of goods across the Irish Sea was brought to a halt. Passengers heading between the UK and Ireland for Christmas also had their travel plans disrupted.

In response, ferry operators used the vessels on alternative routes, with additional capacity between Holyhead and Liverpool and new temporary routes from Dublin to the South Wales ports. Additional capacity was also brought in for a Heysham to Dublin service. For Irish hauliers, the storm's repercussions were particularly pronounced. Delays in transit led to escalating costs as

companies absorbed additional expenses for fuel, driver wages, and, in some cases, alternative transport arrangements. Many firms reliant on Holyhead for time-sensitive deliveries found their operations severely disrupted, with consequences reverberating across supply chains.

On January 16th 2025, one berth reopened and this has allowed restoration of a full service, albeit with a coordinated timetable given the limited capacity at Holyhead. Engineering teams continue to work on the second to restore operations and reduce the risk of further delays – estimates are that this work will be completed in March.

The incident highlighted the critical role Holyhead Port plays in facilitating trade and travel between Britain and Ireland and underscored the broader risks posed by disruptions at such key logistical hubs. The challenges experienced by Irish hauliers during recent disruptions have underscored the urgent need for more resilient systems and collaborative planning. Key recommendations include creating contingency frameworks to address sudden infrastructure failures, exploring financial relief options for impacted stakeholders, and investigating alternative ports to ensure operational continuity during crises.

At the same time, Holyhead Port has an opportunity to redefine its role in the region's economy. The coordinated timetable provides scope for developing passenger services as ferries depart at regular 3 hour intervals, while the recently awarded freeport status for the Ynys Mon region around the port will its contribution to the regional economy. In an era of shifting trade patterns and increasing climate risks, Holyhead's ability to adapt and innovate will be key to ensuring its status as a vital maritime gateway.

In response to the disruption, the Cabinet Secretary for Transport and North Wales, Ken Skates MS, announced a taskforce led by the Welsh Government to look at this in more detail. This group will draw on expertise from both sides of the Irish Sea, and consider not only how to make the port more resilient but how to enhance the regional economy locally and across North Wales. CILT Cymru Wales and CILT Ireland welcome the establishment of this group, and look forward to opportunities to engage with its work. By looking beyond restoring normal operations, Holyhead can instead transform into a more robust, adaptable, and sustainable hub, while bringing resilience to Anglo-Irish traffic flows. ☹

Andrew Potter
Michael Whittaker
Cymru Wales Policy Group, CILT(UK).

Eoin Plant O'Toole
Tom Ferris
Chiagoziem Ozoani
Ireland Policy Group, CILT(UK).





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Celebrating IWD 2025

Industry leaders share their vision for gender equality in transport and logistics ahead of International Women's Day 2025.

As International Women's Day marks its 113-year legacy this March, the stark reality remains: at current rates, full gender parity won't be achieved until 2158. This sobering timeline from the World Economic Forum underscores why this year's theme, 'Accelerate Action,' resonates so powerfully across the transport and logistics sectors. While these industries have made strides in advancing women's equality, the pace of change demands greater urgency and more decisive steps.



International Women's Day

In this special feature, we speak with two distinguished industry leaders who are actively challenging this timeline:

Anna-jane Hunter FCILT, an experienced rail operations professional and CILT(UK) Deputy Chair, and **Amanda Duffy FCILT**, founder of Duffy Logistics. Through their personal journeys, strategic insights, and calls for concrete action, they illuminate both the challenges and opportunities in accelerating gender equality across our sectors. Their perspectives not only highlight how far we've come but, more importantly, chart a course for the swift and decisive action needed to forge a more equitable future.



Anna-jane Hunter FCILT



About Anna-jane

Anna-jane is a Rail Operations Professional with an expertise in complex stakeholder relations. Having led teams in Network Rail, Train Operating Companies, and as part of multi-agency industry groups she has a wealth of experience. With her straightforward and collaborative approach, she has pragmatically followed a system engineering approach, focussing on the operational integration of new and old rail systems.

Anna-jane is also Deputy Chair, CILT(UK).

Q: *As a Fellow of CILT and a leader in transport, what barriers did you encounter in your journey to leadership, and how did you overcome them?*

In 18 years of various roles in the rail industry I'm pleased to say things have gradually become better in terms of diversity, but we still have a long way to go. The main barriers I faced still exist to an extent today: convincing people who have a perception of what a strong/capable leader is that you can be that leader. There's still a lot of men in senior positions who recruit in their own image. Unconscious bias is real!

Q: *This year's International Women's Day theme is #AccelerateAction. How do you think we can speed up progress toward gender equality in the transport and logistics sectors?*

I (controversially perhaps) support the introduction of quotas to force the issue on balancing senior leadership teams; the gap is simply too big to wait for it to happen naturally. The acceleration I'd like to see would be in that space. I think we need to reach out to women with the potential to be future senior leaders and support them to stay and grow on that journey. Too many talented women are lost to the industry when they lack support in balancing life and work. The second controversial thing I'd push for is shared parental responsibility between men and women as a way to counteract this drop off.

Q: *What advice would you give to young women considering a career in transport and logistics today?*

This is a fantastic sector to work in with so much variety and potential. We need the best talent available to deliver on goals like rail reform, net zero and economic growth. Come and join us – you could be that talent!

Q: *As Deputy Chair at CILT(UK), how are you working to make the transport industry more attractive and accessible to women?*

I try to be the change that people need to see. I'm visible as a spokesperson for the industry and support other women wherever I can.

Q: *How has being a CILT member helped you support other women in the industry?*

Women early in their career need to be able to see where their career can take them. CILT offers such a wide array of visible career options-many of which I had never even considered! Having sight of those is a crucial benefit of CILT and enables me to encourage women in the industry to keep going and aim high!

“I think we need to reach out to women with the potential to be future senior leaders and support them to stay and grow on that journey.”

Amanda Duffy FCILT

Q: *As a Fellow of CILT and a leader in logistics, what barriers did you encounter in your journey to leadership, and how did you overcome them?*

As a woman in logistics, I've faced barriers that stem from traditional perceptions in our male-dominated industry. Early in my career, I often found myself as the only woman in the room, working harder to earn credibility and ensure my voice was heard. The main challenge was overcoming unconscious bias about my technical knowledge and leadership abilities. I overcame these by consistently delivering results and building strong networks. Mentorship was vital – both receiving it and now providing it to other women in the industry.

“Progress will only come when both women and men in the sector commit to advocating for change through collaboration between industry leaders, educational institutions, and professional bodies like CILT.”

Q: *This year's International Women's Day theme is #AccelerateAction. How do you think we can speed up progress toward gender equality in the transport and logistics sectors?*

To accelerate action, we need to focus on visibility, opportunity, and culture. We must spotlight women already thriving in the sector and create intentional recruitment strategies to attract diverse talent. Equally important is ensuring women have a seat at the decision-making table. Progress will only come when both women and men in the sector commit to advocating for change through collaboration between industry leaders, educational institutions, and professional bodies like CILT.



Q: *What advice would you give to young women considering a career in transport and logistics today?*

Go for it! This industry needs more women, and real change happens when we step forward and take our place. While it may be traditionally male-dominated, that shouldn't hold you back. There are incredible opportunities in transport and logistics, and you bring a valuable perspective to the industry.

Q: *How has being a CILT member helped you support other women in the industry?*

CILT has allowed me to actively support and uplift other women through sector committees and networking opportunities. It's helped me raise my profile in the industry, including recognition in the '35 Under 35' feature in *Focus* magazine. It's a fantastic platform to make meaningful connections and drive positive change.

About Amanda

Amanda is the founder of Duffy Logistics. With over a decade of experience, she has built a reputation as a transformative leader in logistics operations.

Her passion for road safety has been a cornerstone of her career, becoming a tireless advocate for safer roads.

She actively collaborates with industry stakeholders and policymakers to improve road safety and believes meaningful progress can only be achieved through collective effort.



***“Young people
can be very
open-minded about
new ideas and
are very ambitious
about the future.”***

Gracie Belwood

As CILT(UK)'s youngest member at just 17, Gracie Belwood represents the future of transport planning. Currently working through SYSTRA's level 3 apprenticeship programme in transport planning, she shares insights on combining education with real-world experience and her vision for creating more sustainable transport solutions. In this interview, she discusses her journey from GCSEs to professional transport planning and how the next generation of transport professionals are helping to shape the industry's future.

Could you tell our readers a little bit about you and your background?

I'm Gracie Belwood, I'm 17, and I'm a transport planner working for SYSTRA. Prior to working for SYSTRA, I was at school undertaking GCSEs. Before working at SYSTRA, I had little to no experience of working in a real-life job.

What inspired you to pursue a career in the transport planning sector?

At school, I had a passion for geography, especially in regards to sustainable development, relating to more active travel and other sustainable modes. That definitely made me go into a career of transportation, focusing on sustainable development as well.

At aged 17, you are CILT(UK)'s youngest member, what motivated you to join the Institute and has becoming a member benefited your early career journey so far?

I've found many benefits of joining professional bodies like CILT in the transport industry. It includes networking, training, and it's also helped with my CPD log for college. CILT provides many opportunities to learn from others in the industry and keeping up to date with news in the industry. For example, I look forward to joining the CILT 'A Day in the Life of a Transport Manager' – I think it'll give a really good insight into managing in transport and different positions within transport as well.

Has mentorship played a role in your development and what's the most valuable advice you've received?

As part of SYSTRA, it's been very helpful to have a 'buddy' and also a team, as well as a line manager. I found having a 'buddy' really helpful to answer my questions and provide guidance and advice throughout my early

career. The most valuable advice I received was from my line manager, which was to not be afraid to ask questions. I think it's so important to ask for help and get that support when needed.

Could you walk us through a typical day in your role as an apprentice technician at SYSTRA?

I get into work around eight o'clock, and I'd say my job is very varied day to day. I always check my emails first and messages on Teams, and then complete my work. The work varies – I could be on a site visit, doing work on behalf of National Highways, report writing and much more. In the afternoon, I attend any meetings I need to do via Teams, and then I'll finish work around 4pm.

What has been the most challenging project you've worked on so far and what key learnings did you take from it?

One of the most challenging projects I've worked on would be the Sheffield engagement project, where we were trying to engage with hard-to-reach groups in Sheffield. It was harder to gather the answers we were looking for about how we can get more hard-to-reach groups to interact with Sheffield Council and take part in active travel. There were a lot of barriers that we hadn't initially anticipated. The most important thing we took away from it was to have a meeting with the whole team to discuss what went well and what we could improve on next time.

How much of your role is split with education, and how do you balance both a job and study?

My role is split 20% education study and 80% work. I've found it beneficial to have my college's block release – two weeks every

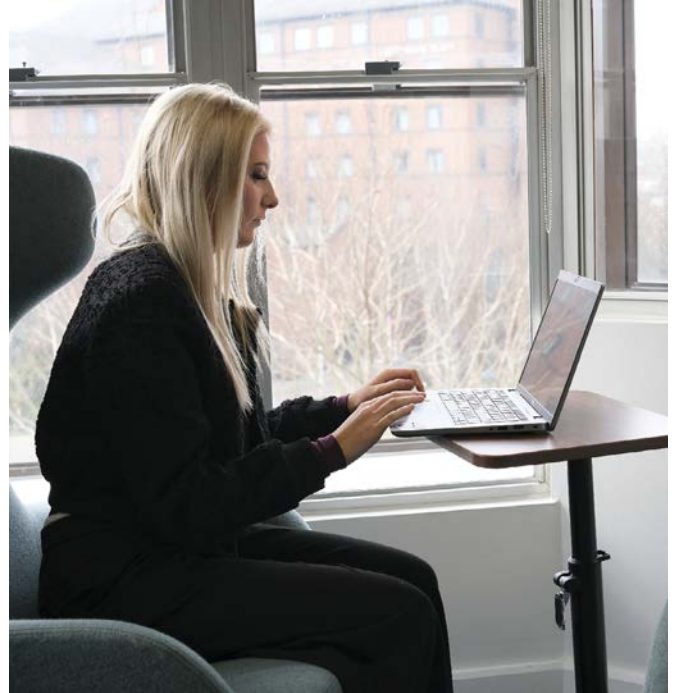
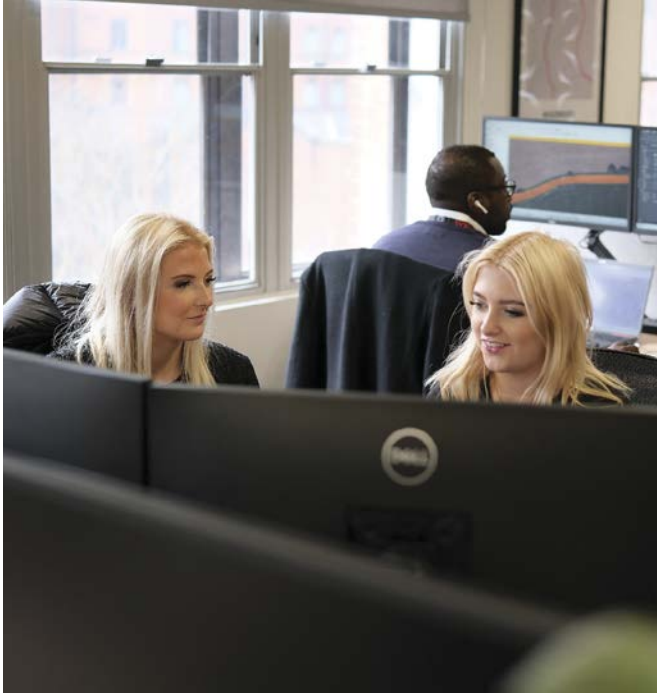


Images: Lucas John Photography/lucasjohn.photography

“I think young professionals give a completely different perspective to those who have been in the transport sector for years.”

Gracie Belwood





→ two months. It's allowed me to fully focus on my education within those two weeks without having to focus on work. Once I've finished a two-week block, I have time to do any assignments that I may need to do, and then I can get back into work and have full focus on my work.

Would you recommend the apprentice route for other people your age? If so, why?

I would 100% recommend the apprenticeship route to others my age as they bring so many advantages. With an apprenticeship you can gain qualifications, get paid and also have real-life responsibilities. I've also found it great at SYSTRA that I then have the opportunity to undertake a degree apprenticeship afterwards.

What unique perspective do you think young professionals bring to the transport sector?

I think young professionals give a completely different perspective to those who have been in the transport sector for years. We can be very open-minded about new ideas and are very ambitious about the future in regard to sustainable travel. Therefore, it's important to take into account and value young professionals' perspectives in the transport sector.

Where do you see the future of transport heading, and how do you hope to contribute to that future?

I believe the future of transport will enable all to choose more sustainable travel. This will be the more preferred option when sustainable transport becomes easier to manufacture and create, and more affordable compared to unsustainable

modes. In terms of my contribution, I have an electric car which I believe is better for the environment. I also think it's important to share my views in regards to sustainable travel and make more people aware of the importance of sustainability, especially in transport.

What are your career aspirations for the next five years and how do you plan to achieve them?

As my level 3 apprenticeship in transport planning is almost complete, I hope to undertake a level 6 degree apprenticeship with SYSTRA in September to further improve my knowledge and gain further qualifications. I then hope to work my way up the business in a management role, managing projects.

What role has technology played in your learning journey and how do you think it will shape the industry's future?

Technology has made learning more accessible to people. Instead of having to travel for meetings, we can now have online meetings which requires less organisation and is more accessible. In addition, artificial intelligence will play a big role in the future. For example, in my job role, instead of undertaking manual traffic counts, we can now use AI, which is much quicker and can access more information in transport movements.

Outside of work, what do you enjoy doing?

Outside of work I enjoy going to the gym as it allows me to have time to relax and clear my mind. In addition, I love to go watch Football as it is something I am passionate about and enjoy watching. Also, I love to travel and visit new places. ⊖

A young woman with long blonde hair, wearing a black jacket and a red lanyard with 'SYSTINA' written on it, is speaking into a black microphone. She is sitting at a table with papers in front of her. The background is slightly blurred, showing a large illuminated logo. There are green geometric shapes in the top-left and bottom-left corners of the image.

“I think it’s important to share my views in regards to sustainable travel and make more people aware of the importance of sustainability, especially in transport.”

Gracie Belwood

Boundary breakers

In a groundbreaking initiative at GXO, a law graduate's innovative project is transforming workplace inclusivity by enabling individuals with disabilities to operate Material Handling Equipment (MHE), challenging industry norms and creating new opportunities in logistics.



When I joined GXO in January 2023 with a law degree, I was eager to discover how my skills could develop and add value to the business. The GXO Operations Graduate Scheme offered me the chance to carve out a unique path. My journey has spanned key areas, from diversity and inclusion to safety, customer engagement, sustainability, and legal compliance – each playing a crucial role in logistics.

One of my most rewarding projects has been introducing opportunities for individuals with disabilities to operate Material Handling Equipment (MHE).

The power of networking: turning ideas into reality

At a graduate event, I was humorously dubbed the 'networking queen' – a title instrumental in taking my project to the next level. Through strategic connections, I was able to bring the project to life.

I began by reaching out to our MHE Training Business Partner and the QHSE

team with my initial idea – working to support individuals with disabilities to operate MHE safely and competently. Together, we began conducting site visits where we collaborated with key external organisations – including the likes of Mentor, RTITB, Linde, and the Transport Training Academy. This approach allowed us to assess potential risks and determine how to safely support employees with disabilities who aspired to operate MHE.

Challenging perceptions, creating solutions

One of the most inspiring cases involved two deaf colleagues who wanted to operate MHE – enthusiastic advocates for inclusive practices. Through site visits and scenario testing, we discovered that the key adjustments needed were not to the MHE itself, but to the surrounding workforce's awareness.

They explained that their defensive driving compensated for others' inattentiveness, reshaping our approach to workplace

adaptations. Site visits revealed that the key changes lay in workforce awareness, not the MHE itself. The brothers also taught me some sign language, giving me the sign name 'bubbly' – a testament to the connections we built.

Rather than modifying the MHE, the focus was on educating colleagues. The horn remained accessible, but the real shift came in raising awareness. Operators in the secure area where they worked, received training to enhance awareness. A buddy system was also introduced for emergency evacuations, and comprehensive risk assessments supported the initiative too. The innovation wasn't in the machinery, but in transforming mindsets and workplace culture.

Enhancing safety and opportunity

One colleague, who has Hemimelia – a condition affecting limb development, wanted to operate MHE to open up further career opportunities and to alleviate



IN
NUMBERS:

30%

of CILT Next
Generation
members are
female

health concerns. The physical strain of his previous tasks was causing back issues, and gaining an operator qualification provided a safer way for him to work on-site.

He shared, "I believe that the license for the MHE will help me perform more tasks, reduce physical effort, and increase productivity. It will give me more opportunities and make me feel more inclusive."

To support this, we conducted site visits, working with external partners to assess necessary modifications. We completed trials with him operating the equipment using his prosthetic – showing a reference to operate without it. Through these trials, we learned he had purchased accessories for his prosthetic to prevent bullying outside the warehouse, highlighting the importance of this opportunity. Adjustments such as specialised seatbelts and additional support features were integrated into low-level order pickers (LLOPs) and reach trucks. The focus was on adapting the equipment, not the individual.

Comprehensive risk assessments and training ensured he could operate safely. Today, he confidently uses both LLOPs and reach trucks, demonstrating that inclusive solutions enhance workplace safety and efficiency.

✘ One of Natalee's most inspiring cases involved two deaf colleagues who wanted to operate MHE enthusiastic advocates for inclusive practices

Overcoming resistance to change

One of the greatest challenges was changing mindsets. When I introduced the project, there was skepticism. Many believed a disability would prevent someone from safely operating MHE. However, by demonstrating real-life success stories, we shifted perceptions and broke down barriers.

At every presentation, I posed the question: "Do you think having a disability stops you from operating MHE?" Initially, responses were mixed. However, after showcasing successful adaptations, perspectives changed. This shift highlighted the power of education, awareness, and real-life examples.

A blueprint for the future

The success of these initiatives led to the creation of a centralised toolkit – a comprehensive guide outlining how to safely train and adjust MHE for individuals with disabilities. This toolkit ensures inclusivity is embedded within GXO's operations.

It includes:

- Best practices for adapting MHE training
- Guidance on modifying equipment for safety and usability
- E-learning videos on reasonable adjustments
- A framework for site managers to implement these initiatives

The goal is to make this a standard offering across all sites, ensuring every individual, regardless of ability, has meaningful opportunities in logistics.

Driving innovation and the future of logistics

This project has fueled my passion for driving innovative solutions. Now, as a Sales Development Representative for the UK & Ireland, I aim to integrate these approaches into GXO's customer solutions.

At GXO, we don't just offer logistics services – we create solutions that enhance efficiency, sustainability, and inclusivity. Whether through automation, customised supply chain strategies, or workforce diversity initiatives, we are shaping the future of logistics to benefit businesses and communities alike.

Having experienced multiple facets of the business, I understand customer priorities and how to align our services to meet their evolving needs. From fashion and beauty to food, retail, home & DIY, and many more my goal is to help customers see GXO as not just a logistics provider, but a strategic innovator.

My journey at GXO has shown that innovation often begins with small changes that lead to a profound impact. What started as a curiosity-driven project has now become a transformative initiative, proving that logistics is not just about moving goods – it's about moving forward, together.

The future of logistics is not just about technology; it's about adapting to new challenges and embracing change. By implementing innovative solutions, we can build a supply chain truly equipped for the future. ✘



Ashleigh Belle Page
Sales Development Representative
UK & Ireland, GXO.

Britain's changing bus industry

IN
NUMBERS:

1%

of CILT Next
Generation
members are
Fellows

Andy Roberts reflects on his 12-year career in public transport, from maintaining Cheshire's bus stops to shaping the future of bus services in the West Midlands and beyond.

It is hard to believe that I'm 31 and have already been working in the transport industry for over 12 years (if my maths doesn't fail me!). I entered the working environment at Cheshire West and Chester Council. I began as an apprentice, working alongside the Community Rail officer for the Mid-Cheshire line highlighting to me the real benefit of 'softer' approaches for transport by making it attractive and locally led for communities. I then gained a role doing something altogether different in assisting with School Transport eligibility, enquiries and ticketing and latterly Social and Special Educational needs transport services. My final role in my home county of Cheshire was as Information and Monitoring Officer for bus – effectively if something was wrong or needed changing at a bus stop in West Cheshire I was your man. Now those that know me know that going for this role was a bit 'out there' for me. Mapping, timetabling is my thing – bus stop DIY certainly is not! It was a bit of an eye opener for me – the number of service changes and how irate people can be adding or removing stops – and taking me out of my comfort zone as it turned out was a fantastic way to learn.

Speaking of taking myself out of my comfort zone I then upped sticks and headed to the Midlands joining Transport for West Midlands in their Transport Planning department. This was different again – all data, spreadsheets and modelling it seemed a world away from Cheshire. Instead of a transport department there was a whole transport orientated organisation! I finally joined the bus team in 2019 and helped out in writing one of the first Enhanced Partnerships designed to improve services by working together as well as setting off the initial stages of a Bus Franchising assessment. My current 'guise' is as a Bus Development Specialist. Strangely, the easiest way I find to describe it is that I am the filling of the sandwich. Our fantastic strategic team have big ideas of how we can move forward and I try and make that a reality – this is more challenging than it sounds particularly with a deregulated bus market and probably the biggest intervention of our times the Covid-19 pandemic.

I think it's safe to say we've now well and truly entered the period of a 'new-normal'



✘ The bus industry is undergoing major transformation, with authorities like Transport for West Midlands exploring new ways to design, promote and run networks

after this (I'm sure I never heard that cheesy phrase before the pandemic!) Despite this I've managed to be a part of bringing Bus Registration powers in-house, writing up the first instance of Maximum Frequencies on our bus corridors to prevent over-bussing and benchmarking the bus service model of the West Midlands against our European neighbours to see whether there are innovations we can make post-pandemic. I decided against going to university and am rather proud of myself, hopefully in a humble way, in completing through CILT both a Certificate and Diploma in Logistics & Transport during my working life. This has been fantastic as I have gained work experience whilst also gaining my qualifications and I can fully recommend it to anyone thinking of furthering their studies.

Following on from this I have been a member of the CILT's Bus & Coach Policy group. With the Bus Services Act 2017 and a new 'buses bill' currently going through parliament there's much to review and hopefully through groups like this and excellent ambassadors in the industry we can keep bus as the 'buzz' word for a number of years to come. My working life has been in local authorities and with many members of the group representing operators it's been enlightening to hear the viewpoints from this different angle over the many challenges faced in the industry both pre and post-Covid.

Over 2023/2024 I was lucky enough to spend a year back north being seconded

to Transport for Greater Manchester's bus team to gain an understanding of bus franchising 'at the coal face' as it were. Bus Franchising is in vogue at the moment with many authorities aiming to take more control of how the bus network is designed, promoted and ran. I do find it a little odd that it's viewed franchising has turned out poor for rail but seems to be the way forward for bus, though a theory I've had from a colleague is that rail operates as a natural monopoly with specific and expensive infrastructure needed by operators. Anyway, I'm determined this article won't be a debate around whether it is the right thing to do or not but it's certainly a new direction the industry is going in. It seems we are a far cry away from the Thatcher governments idea of heavy competition between operators vying for patronage producing higher quality alongside lower fares. I believe the way major operators have entrenched themselves into their own local patches of the country highlights there were some longer-term flaws in this plan. Sadly, bus appears to have become the mode of last resort for many and whatever model we take going forward hopefully we can better work together between modes as one 'whole public transport network', ensure road interventions don't negatively affect bus where possible and overall liven up the brand in a similar way to already great examples such as Best Impressions work on the 36 in Harrogate or London's new Superloop services.

Outside of work I'll admit it here and now I'm a bit of a train man. I can sometimes be seen guarding a train up the Fathew Valley on the Tallyllyn Railway and often have a sneaky trip somewhere to 'bash' a little used section of railway line. You could probably argue being transport related this is all a bit of a 'busman's holiday' but I don't care! I do also, with regularity, go through states of joy and despair in watching the latest fortunes of Everton FC. Looking to the future in my work I hope I can play a small-part in the fast changing pace of the bus industry. Franchising seems to be a fairly urban game at the moment but I'm intrigued by what will happen in our more rural patches. I live, and grew up, in a shire county and it's often the case here where patronage is desperately low and authorities struggle for funding or to gain political interest in local transport. However, buses have been a part of everyday life for over 200 years now – so I'm sure they'll be on our roads for some time to come! ✘

Andy Roberts
Bus Development Specialist,
Transport for West Midlands.

Three trends reshaping business

Drawing from experience across logistics and HR roles at Wincanton and Invar, a business technology specialist from CILT's Next Generation community examines three transformative trends reshaping today's corporate environment.

A recent change in the business environment includes the increased focus on equality, diversity, and inclusion (EDI). The benefits of building more inclusive cultures and diverse teams is now widely understood, with numerous businesses rolling out mandatory EDI training and supporting policies and documentation to foster a shared understanding of the benefits for both colleagues and the business when a safe working environment is created in which equal opportunities are offered to all. However, EDI is a continuous process of improvement rather than a one-time tick-box exercise, so it is crucial for businesses to run follow-up sessions and regular reviews to ensure that the theory learnt is being effectively rolled out within the day-to-day business environment. This is because the impacts of not implementing EDI strategies include reduced talent pools when recruiting, less innovation, a negative corporate image, high turnover, as well as reduced performance and engagement (CIPD, 2024).

Another recent trend is changes to working methods because of new government legislation including the day one right to request flexible working. Examples include the increase of remote and hybrid working models and in 2024, 28% of adults in the UK were hybrid workers (ONS, 2024) which is predicted to increase further. MTD (2024) break this data down to suggest that it is now common for males to remain at home due to women most frequently occupying roles in industries where remote working

is not possible, including healthcare and retail. This has given rise to a new generation called the 'WFH Husband' which has never been seen in the working world before. As a result, businesses have had to tackle increased flexible working requests and develop their management with the skills and knowledge required to handle flexible working requests fairly and consistently. Examples of how this can be achieved is through a series of workshops defining what is possible to accommodate and ensuring ongoing requests are regularly reviewed rather than approved indefinitely. Flexible working increases well-being, productivity and ensures businesses are compliant with government legislation. If businesses refuse to accommodate reasonable requests, employee tribunals can reward up to 8 weeks' pay as compensation (Citizens Advice, 2024). In the modern world,

flexible working is the new norm and the traditional 9-5 is now rarely observed and often avoided.

A potential future trend is the rapid development of generative artificial intelligence (AI), defined as a program utilising algorithms to generate new content based on a set of training data with examples including ChatGPT (Speakers Corner, 2024). BCG (2024) predict that in 2025, generative AI will occupy 30% of the AI market and increase in value from \$15 billion to over \$60 billion. Logistics firms are already exploring this space through improved efficiency of manual tasks, quicker data analysis, as well as tailoring the customer experience through personalised support. However, businesses must ensure they continue to capture all opportunities presented by AI to remain competitive, but this requires investment in training, advice, and support (Elite Businesses, 2024). As a result, education around using AI alongside the benefits and risks should be prioritised within management and leadership training otherwise productivity and customer satisfaction will fall below the industry average. ❌



Georgia-Mae Bourke
People Advisor, Invar Group.



The future of HGV Security

As criminal threats to haulage operations continue to evolve, particularly for high-value cargo, the transport industry must balance cutting-edge technology with human expertise to protect their assets. *Focus* finds out more.

Unfortunately, criminals target hauliers, especially when moving higher value products like tobacco, electronics and alcohol. My role as a Shrink and Security Partner at Tesco is to help us stay one step ahead and implement new ways to further strengthen our security measures to help reduce the impact of this type of crime.

I appreciate that for some, the security of loads may not be at the top of the priority list, with the focus often being on efficiency and delivery deadlines for customers. This was something I experienced first-hand when I used to work on the front line of a transport operation. However, in my current role I recognise the impact that this crime can have, and work to ensure that a proactive security strategy is implemented hand in hand with other KPIs.

It is also important that organisations work to future proof their strategies in this area.

I believe that the future of transport security is likely to be shaped by several emerging technologies. These range from enhanced analysis of trends and data, alongside improved authentication techniques. In addition, there will be improved technology in physical measures, such as smart containers equipped with sensors, that could detect tampering and environmental changes sending alerts in real time. As technology evolves, the threats we face on the road may also become more sophisticated. Traditional physical security measures such as locks and alarms will need to be updated with new technology like smart locks, remote immobilisation systems and real time surveillance. In addition, continued collaboration, such as information sharing, across the sector, will help deliver improved road security.

While technology will continue to play a vital role, it's important not to forget the

human element in security. Enhanced driver training to include awareness of potential security threats and suspicious behaviour on the road remains an important first line of defence. Human vigilance is arguably just as important as technological and infrastructure improvements as drivers have greater situational awareness, can recognise risks and can make in the moment decisions, based on their experience and training. Considering the challenges the industry faces, security must continue to be prioritised, and organisations should continue to develop and implement strategies to reduce the impact of this type of crime. ❌



Emma O'Donnell
UK Lead Shrink & Security
Partner – Transport Response,
Shrinkage & Security, Tesco.

With businesses operating on a global scale, understanding the implications of international supply chain management is crucial for future professionals.

Supply chain management is growing in popularity as a career and is considered a niche element of business management, making those who specialise in this area highly sought-after professionals.

By studying for a **BSc (Hons) in Supply Chain Management**, you'll gain the skills, knowledge, and international perspectives that are essential for succeeding in contemporary interconnected and dynamic global supply chain operations.

With a strong emphasis on sustainability and how this influences supply chains and logistics, you'll graduate armed with the knowledge and skills you need to uphold environmental and social standards to protect both people and the environment across the whole logistics network.

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To find out more about this exciting innovative degree, visit aru.ac.uk



Brexit and the changing marketplace

Jamie Hedgecox shares how the perfect storm of Brexit and a global pandemic transformed not just the logistics industry, but also revealed the true potential of innovative thinking and resilient leadership.

In the midst of a global pandemic, working in logistics was a daily challenge that was completely unique to anything we had encountered before. Then, on Christmas Eve 2020, the government announced a deal with the European Union, literally just as we'd finished working from home to log off for the festive break.

The new deal meant that anything imported from overseas would likely be subject to import duties upon arrival into the EU, in addition to the newly associated export declarations, import declarations and VAT responsibilities that were required as a result of the UK leaving the single market. The fact that this was done at the eleventh hour was helpful to no one. As an independent, UK business that specialises in European road freight, our UK operation and customer base was everything to us. As the manager of our Europa Road Birmingham branch at the time, I was responsible for guiding a team of 15 and circa 300 customers through the biggest change our industry had ever seen.

I now need to rewind a little in order to move forward, which ironically is quite metaphorical for Brexit! I want to talk a little about planning for Brexit as this is a period that is widely disregarded. No one wanted to talk about Brexit before it happened. Everyone was sure the government would come up with something. At Europa, we HAD come up with something and we were trying to talk to UK exporters about a 'Brexit beating DDP solution'. DDP (Delivered Duty Paid) was a sea freight term, a term that makes

the exporter wholly responsible for all facets of the sale of goods and it made everyone nervous. There was so much liability and so much at stake that many customers (and competitors for that matter) didn't believe that it was even possible.

At Europa, however, our mission was clear. We opened our own European customs brokerage businesses and gained the necessary global VAT registrations, safe in the knowledge that we could make this unique DDP product work. We spread the word via Microsoft Teams calls, as we were in lockdown due to COVID-19, to inform customers and prospects alike of how we could ensure the smooth transition to pre-Brexit shipping in a post-Brexit world.

The next big milestone was 2nd of January 2021, and the UK was no longer part of the EU. Europa's DDP product was launched alongside the more conventional DAP offering that the marketplace had led with and it couldn't have been more challenging. Despite the entire industry meticulously trying to prepare, it was clear that UK businesses and European customers certainly weren't ready for this whole world of change. This led to pretty much everything being delayed. It felt as though the small number of customers who'd put their faith in such an innovative idea, quickly questioned our credibility because it wasn't as seamless as we'd promised. That was so challenging to navigate and despite the initial delays being so far outside of our control, that was difficult to explain to businesses who had put so much faith in you. It meant you spent the entire day firefighting, and the evening until the early hours of the morning performing the tasks that your usual day job entailed.

That became a cycle, but in true Europa fashion we dug in. We worked whatever ridiculous hours the task required and collectively we made it through one day at a time. I will never forget Andrew, our CEO, travelling to Calais in the second week of January to personally go and help the declarants, as they embarked on the mammoth task of appeasing French customs so that goods could be cleared as they entered the EU before continuing to their final destination. It is actions like this, that I have witnessed throughout my

Europa career, that are the very reason why we are so successful and synonymous with our values.

As each day passed, things were getting better. The DAP shipments were moving and the main delays were a result of the European buyers and our DDP solution was going from strength to strength. During Q1, it really felt like every day we were making progress and as we entered Q2, we had taken on a significant portion of new customers, all needing DDP to save their European customer base. The hours were still relentless, but we could see why we had all believed in this product so much and the satisfaction was on a completely different level to anything I have ever experienced. We were told that DDP seemed too good to be true, but we were living it and delivering the frictionless product that we had promised the marketplace.

As the product improved month on month, support from our marketing team allowed us to spread the message even further than was happening by word of mouth. By spring 2021, we were experiencing the most unusual of circumstances - customers were contacting us, rather than the other way round, which was unheard of in the transport industry! It was an unbelievable feeling watching our business and market share grow due to something completely innovative and industry leading.

The success that Europa had during that period was unprecedented and it led to me becoming one of a number of people who were duly rewarded with a promotion. I went from managing our Birmingham branch, to becoming the Regional Manager for the Midlands & Ireland, responsible for six branches and a role that I have thoroughly enjoyed for three and a half years now.

As difficult as it was at the time, working in logistics during Brexit taught me the true meaning of hard work, resilience and how a company can really gain market share when they are ambitious, forward-thinking and never deviate from their plan. I know many people don't agree with Brexit, but I can't deny that it took me to levels professionally that I didn't know I could reach and for that I will be forever grateful. ✘



Jamie Hedgecox
Regional Manager, Europa.



Freight of the future

From autonomous trucks to AI-powered ships, emerging technologies are transforming how goods move across the globe. As the logistics industry faces mounting pressure to increase efficiency and sustainability, these innovations are revolutionising freight, maritime transport, and supply chain management.

The most significant technological advancement in the logistics and freight industry is the development of autonomous vehicles and drones. Companies like Tesla, Waymo, BYD, and TuSimple are leading the industry in developing autonomous trucking solutions. Self-driving trucks are expected to revolutionise road freight as they present a clear solution to driver shortages while reducing the reliance on human drivers.

This transformation will help companies reduce their labour costs, increase fuel efficiency, and enhance safety by eliminating human errors such as overworked drivers falling asleep at the wheel. Autonomous trucks are free from constraints such as mandatory resting periods, allowing businesses to increase their operating hours and reduce delivery times significantly.

Drones are also set to play a crucial role in delivery. Major companies like Amazon have already begun testing drone delivery

systems in the UK, demonstrating the potential for faster and more cost-effective package delivery, especially in remote or hard-to-reach areas. As drone technology continues to improve and safety concerns are addressed, widespread adoption in the logistics sector appears imminent.

IoT and digital integration transform supply chains

The Internet of Things (IoT) has revolutionised how goods are tracked and managed in the supply chain. Traditional freight forwarding services were heavily reliant on paperwork for documentation, customs clearance, and tracking shipments, making logistics a complex and error-prone process. Now, IoT-enabled sensors and devices provide real-time data on the location, condition, and status of shipments, allowing stakeholders to anticipate and react to delays or disruptions faster than ever before.



IN
NUMBERS:
15%
of CILT Next
Generation members
are Chartered
Members

✘ Companies like Tesla, Waymo, BYD, and TuSimple are leading the industry in developing autonomous trucking solutions

Kongsberg's Yara Birkeland which completed its maiden voyage in 2023, demonstrate how AI systems can navigate complex routes, optimise fuel consumption, and avoid collisions while reducing crew requirements.

Sustainable technologies shape the future

Environmental concerns are driving the adoption of sustainable technologies across all sectors. With countries like the UK committed to reaching net zero by 2050, the pressure to reduce emissions is intensifying. Electric and hybrid vehicles are becoming more common in road freight, with companies like Tesla and Nikola developing electric trucks with extended ranges and quick charging capabilities.

The maritime sector is making significant efforts to reduce its environmental impact through the development of alternative fuels such as liquefied natural gas (LNG). Energy-efficient technologies, including wind-assisted propulsion and solar panels, are being developed to reduce fuel consumption and emissions. These innovations could significantly reduce costs in the maritime sector as wind and solar power are free and zero-carbon.

The industry's digital transformation has additional environmental benefits. The shift from paper manifests to e-documents has not only reduced costs and environmental impact but also added a layer of security as electronic documents are less susceptible to manipulation.

Looking ahead

Technology continues to brighten the future of logistics, freight, and maritime sectors as constant advancements promise to revolutionise how goods are transported and managed. The integration of autonomous vehicles, IoT, AI, robotics, and sustainable technologies will shape these industries for decades to come. As these technologies evolve and mature, they will unlock new opportunities, increase efficiency, and improve sustainability across the global supply chain. Companies that embrace these innovations rather than resist them will be best positioned to thrive in an ever-changing global business landscape. ✘



Kupakwashe Motsi
Novus Student, University of Hull.

In the maritime and logistics sectors, IoT technology has become crucial for fleet management. Sensors track everything from engine performance to fuel consumption, enabling predictive maintenance and reducing the risk of unexpected breakdowns. For example, UPS uses IoT technology to monitor its trucks, optimising routes and delivery times while improving customer service through accurate delivery predictions. The implementation of IoT in ports and terminals also facilitates better coordination and efficiency in cargo handling and storage.

Automation and AI drive efficiency

Robotics and automation are transforming warehouses and distribution centers worldwide. Robotic arms, Automated Guided Vehicles (AGVs), and conveyor systems perform tasks such as picking, packing, and sorting with greater speed and accuracy than human workers. This

not only reduces labor costs but also minimises errors and improves overall efficiency.

In the maritime sector, automation is enhancing port operations through automated cranes, gantries, and stacking systems specifically engineered for container handling. These systems facilitate loading and unloading operations with precision and speed, reducing turnaround times and improving port productivity.

Artificial Intelligence and machine learning are revolutionising decision-making processes in logistics and freight. AI algorithms analyse vast amounts of data to optimise routes and improve inventory management, while machine learning systems improve through experience, enhancing efficiency in repetitive tasks. In maritime operations, AI is being used to analyze vessel performance, enhance navigation, and optimise ship operations. Autonomous ships, such as the

Each week brings a new challenge, from navigating driver working hours to finding logistical solutions that benefit the drivers and our customers

Driving change



The logistics industry provides a fast-paced, dynamic backdrop for young professionals hungry for a challenging and progressive career.

For Joe Bagworth, Senior Recruitment Consultant at Gi Group UK, working in an industry with people at its core has always been his focus and, at the age of 25, he's already experienced rapid professional progression. Joe reflects on his career to date and the industry hurdles he's overcome.

According to the latest data from the International Road Transport Union (IRU) only 13 per cent of the UK's logistics workforce is under the age of 25, which highlights one of our industry's leading challenges – an ageing workforce.

When I think about my path into logistics, it was Covid that really changed my goals and overall career outlook. Having that time to think made me realise that I wanted to work in an industry that made a real difference. I'd worked in hospitality for three years, so I knew I liked working with people, but I was ready for a new challenge.

People often don't recognise how diverse the logistics industry is which is certainly part of my fascination. Of course, the goal is to get goods from A to B and keep the world turning, but it's also so much more than that. Working on the recruitment side of operations, you see that it's really all about the critical roles people play.

In recent years, recruitment within the logistics industry has tackled a number of challenges, most notably IR35 compliance, the increase to minimum wage, new HGV driver insurance restrictions and an ageing HGV driver population.

I came into the recruitment industry looking for a new and exciting challenge. From day one, I have been manoeuvring around constant regulations and challenges to try and keep drivers on the road and goods moving. It's easy to assume that the role of recruitment in logistics ends when we get the right driver in the right role, but that really couldn't be

further from the truth. Recruitment consultants are an extension of our clients. We're constantly looking for driver solutions and we work tirelessly to adapt and overcome obstacles. It is vital we remain agile to keep both our clients and candidates happy.

Each week brings a new challenge, from navigating driver working hours to finding logistical solutions that benefit the drivers and our customers we maintain strong lines of communication to guarantee excellent customer service. It is really all about knowing the industry, knowing your client and doing what it takes to find the best solution.

I began my career at Encore Personnel in 2021, but I've continued my progression at Gi Group UK since our acquisition in 2023. Within this time, I've completed my level 3 qualification in Recruitment Practices from the Recruitment and Employment Confederation (REC) with a distinction.

Throughout this time, I've worked closely with Ed Vigars, Operations Director, as he has supported my progress from Business Development Consultant to my current position as Senior Recruitment Consultant in the space of just four years.

Ed has been my mentor helping me to become an adaptable and agile member of the team and showing me the importance of finding the best solution to our industry challenges. In our line of work, we look for a proactive approach that will push against the grain in our clients' best interests, which remains a key element of my role. There are a number of parallels between my career and Ed's so having the opportunity to see what my career could become keeps me motivated and driven to succeed.

I have always recognised the importance of connecting with my clients and investing in the longevity of my relationships, which is something I learnt from Ed very early on. I am constantly looking for new ways of interesting new candidates and I'm not afraid to get in our mobile recruitment van to directly approach potential new clients and candidates.

The UK logistics market is projected to grow significantly, with a compound annual growth rate (CAGR) of 7.5 per cent, reaching a market size of approximately \$251.8 billion. This growth is primarily driven by the need for efficient supply chain management, the expansion of e-commerce plus key trends like consolidation, an emphasis on last-mile delivery and the integration of technological advances.

Being part of the recruitment side of the logistics industry means we often see firsthand how it evolves, and how rapid that evolution can be. As we look to the future, we can see logistics moving towards the integration of EVs and a rapid decline in the number of 7.5 tonne drivers, as they reach retirement age – and it's my role to support clients and drivers through this. As we currently stand, EVs don't yet cover the miles we would require so this isn't an immediate shift, but supporting customers requiring 7.5 tonne drivers, is. As our industry adapts to accommodate innovative advancements, we make it our role to not only adjust accordingly, but we go one step further by encouraging upskilling at every opportunity to meet sector demand.

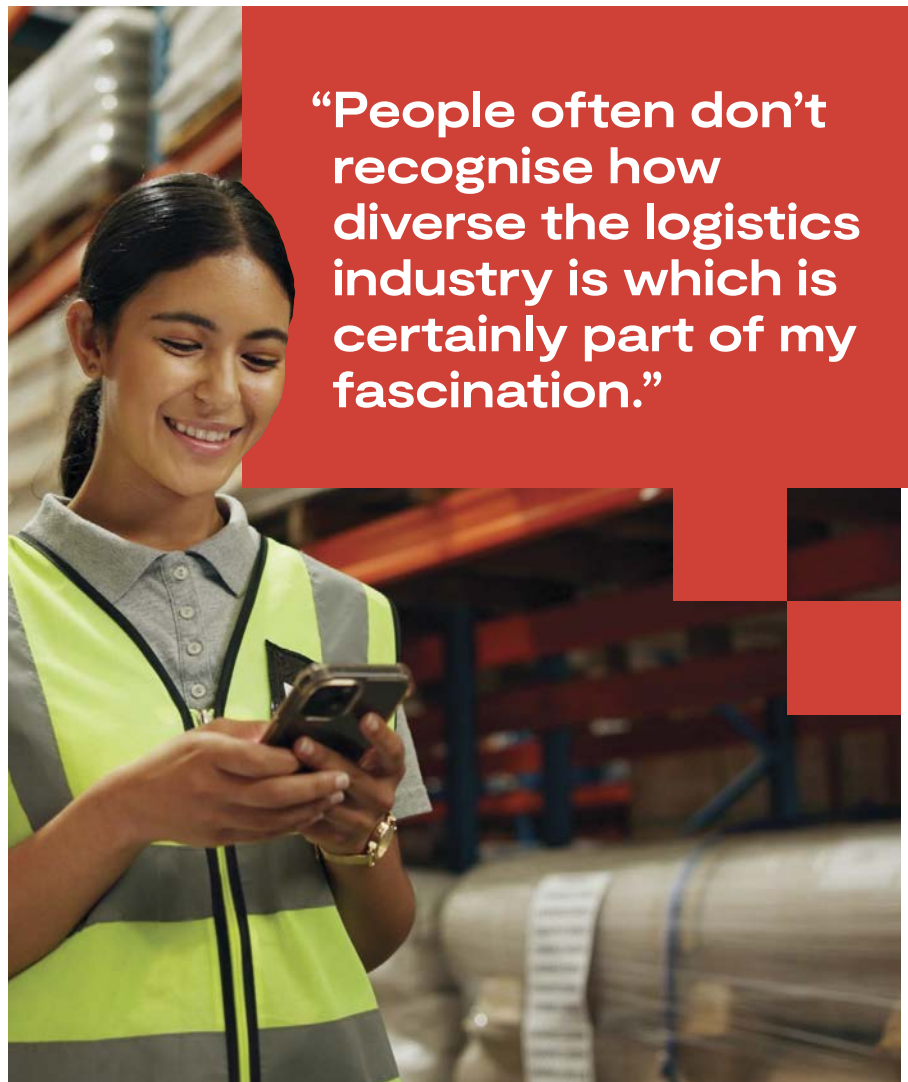
It's tricky to predict the future of this industry. It's so fast paced and ever-changing. I hope I can continue to establish myself and support my team around me as part of my growth and continued learning. It's important to learn from the bottom and work your way up through hard work and determination,

very few people in this industry start at the top. My focus is to continue this positive trajectory and to make a difference. Every day we deal with normal people which means everything we do matters. I'm very aware of the impact we have on the lives of those we work with and the opportunity I have to succeed in this industry, which is what keeps me motivated.

I truly believe, whether I had gone to university and got a degree or not, this is where I was meant to end up. From the beginning of my role in logistics, I've had a real passion for stepping away from conventional approaches and pushing myself out of my comfort zone. I'm open to setbacks, learning from my seniors and finding resourceful solutions. We have a wonderful team of exceptional individuals who work with innovative clients. It's such a fulfilling environment and it never fails to amaze me. ✘



Joe Bagworth
Senior Recruitment Consultant,
Gi Group UK.



“People often don't recognise how diverse the logistics industry is which is certainly part of my fascination.”

Today's supply chains are drowning in data, creating both unprecedented opportunities and risks for organisations seeking to harness its power. *Focus* finds out more.

IN
NUMBERS:

24%

of CILT Next
Generation members
are based in the
Midlands



Opportunities and risks of modern data

Today's supply chains are in turmoil. The uncertainty and risks inherent in these networks have been spotlighted by the most recent events faced. The emergence of globalisation showcased numerous benefits but also isolated a need for increased network visibility and sustainability, exacerbated by today's steadily increasing end-user demand for responsiveness and agility. Ranging from the remaining effects of the COVID-19 pandemic to the current volatile global geopolitical circumstances, the disruptions from these unpredictable black swan events have caused many modern companies to rethink their approach to supply chain risk, with data and automation playing a central role in this. Moving forward, in a world awash with data and rapidly advancing systems that capture it at ever-growing speeds, at what point does data become a benefit or a cost?

The level of detail or precision of the data captured is known as the granularity of data, with a direct relationship: the more data available, the higher granularity that is attainable. On the other hand, too simple of a data model would not be sufficient to cover all the relevant risks, or enable the responsiveness necessary to maintain a competitive edge through differentiation. A comprehensive Data Strategy is thus crucial for setting a scope with defined requirements, end-goal objectives, and Key Performance Indicators (KPIs) amongst other project management factors. An example of this would be limiting the number of core KPIs included in the strategy, as substantial resources will be needed to collect and interpret the KPI data. To avoid the creation of any more non-value adding work from a KPI overload, existing methods such as the IPA rule (*Important, Potential Improvement, Authority*) can ensure smart KPI decision-making¹.

Awareness of black swan events have led to a different approach to modern supply chain risks, with the overarching statement that supply chain leaders must anticipate and prepare for the future. Predictive analytics have resultingly become highly powerful tools to forecast future outcomes with the use of past and present data, machine learning and statistical modelling. The most powerful application of this would be to improve Demand Forecasting, exemplified by the ripple effects from the COVID-19 pandemic still present on key sectors such as the aviation and the semiconductor industries. Although a seemingly distant concept, this is now reality, with companies such as Coca-Cola being able

to forecast demand with 90% accuracy, effectively predicting consumer needs and minimising inventory and excess costs². As more use cases and early-adopter models continue to appear, what is now differentiation and competitive advantage will soon become a minimum requirement for firms to adapt to.

Another concept set to dominate the supply chain industry is automation technology, used to automate certain menial, repetitive tasks and free up resources in the supply chain, ultimately making 'more for less'. However, the sheer number of automation tools available disrupts this balance by offering too many options than what is needed. Overly implementing several automation tools will only delay problem remediation, increase costs and reduce overall productivity. Hence, pre-emptive consideration must go into the design and implementation of automation tools, to support the targeted streamlining and end-to-end visibility. Predictive alerting can be further set to ensure pro-active responsiveness to changes in trends and forecasts. However, the extent of their use must also be pre-emptively managed to avoid the disruptive 'alert storms' or 'cascading alerts': where numerous alerts of mixed value are captured³. These vast levels of information generated can ultimately obscure the real source of the problem or true value of the data.

Following the previous example, scenarios of Data Overload will therefore occur when there is too much information given for it to be processed correctly or to its intended value. If used correctly, Workflow automations can provide high value from simple models of automated PowerPoint presentations, research summaries, approval workflows, amongst others; harnessing improved time management for supply chain professionals. However, to ensure data accuracy and control, each workflow to a certain extent must be separated as an individual or group of projects. These must benchmark 'to-be' target processes against existing 'as-is' manual processes, with a predicted, improved value clearly established. The correct implementation of workflow practices and robust data governance policies will ensure Data Quality is successfully maintained and controlled.

A correct strategy for change management and professionals' skills can also be considered to manage Data Overload. The supply chain industry has undoubtedly undergone a significant transformation with rapid technological advancements in connection with increased sustainability and complexity. These rapid advancements also bring new

skills that will be required for future expectations. With this shifting landscape, it will be imperative for supply chain professionals to achieve a certain extent of data literacy and correct data practices. Likewise, supply chain firms must prioritise the investing and upskilling of professionals in these areas of future importance, as the introduction of new technologies must always be accompanied by the correct development of professionals.

Lastly, supply chain projects involving data must harness continuous improvement. To support this, stakeholder relationships must be treated as mutually beneficial relationships to understand their needs and requirements and improve the quality of work produced. Periodical performance management frameworks can also be leveraged through regular communications. These can further include previously set out objectives and approaches to the dialogue taken, to establish a structure for the regular communications. As a result, this enables both parties to understand the data together, improve the decision-making and ensure high data quality through joint efforts. External supplier relationships can resultingly be improved through effective information-sharing and improved data value and practices.

Rapid technological advancements will therefore continue to appear in today's supply chains, bringing revolutionary opportunities but also costs outweighing the benefits if there is no correct data management or implementation strategy in place. However, what will decide the future outcome of this trend solely hinges on a call to action: will the upskilling of supply chain professional skills bridge the gap with emerging technologies? ❌



Pablo Brereton Rodrigo
Supply Chain Analyst,
Microchip Technology Inc.

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Meet CILT's rising star

From graduate to award-winner: How PD Ports' **Kate Morris is reshaping modern logistics leadership.**

Kate Morris's meteoric rise in logistics has marked her as one of the industry's most promising young leaders, culminating in her recent win of CILT(UK)'s prestigious Rising Star award. At just 28 years old, Kate has transformed her role at PD Ports into a masterclass in modern logistics management, overseeing multi-million pound operations across 350,000 sq ft of warehousing with remarkable success.

"The biggest learning curve has been managing people," Kate shares enthusiastically. "Operational management is often viewed as moving things from one place to another, but the most important part is the team that physically does it." This people-first approach has become the cornerstone of her leadership style, inspiring and energizing a team of 70 across multiple sites at Teesport and Tees Commerce Park.

Kate's impressive trajectory at PD Ports showcases the exciting opportunities available in the logistics sector. Beginning as a graduate in a key account manager role, she quickly distinguished herself through an innovative development plan and her passionate commitment to understanding every aspect of port operations.

Her talent for positive transformation shines through in a recent safety initiative she championed. "We assembled a task group to review four key areas: people, equipment/infrastructure, product, and training," she explains with pride. This forward-thinking project revolutionized the workplace culture, leading to outstanding results – within 12 months, the incident rate plummeted by 35%, employee engagement soared, and the



business invested substantially in both facilities and employee benefits.

For those eyeing a career in logistics, Kate's journey offers inspiring insights. "I kind of stumbled across the sector rather than sought it out – but I'm so glad that happened," she shares warmly. "You get to see so many different industries in your

role, and no day is the same. There are so many opportunities to take, whether it's to improve your operations, services, or personal career growth."


Her exceptional leadership hasn't gone unnoticed. Christopher Leonard, PD Ports warehousing operations manager, celebrates her impact: "Kate is a fantastic example of someone that does everything with quality – everything she leads is done with a bit of class, and she is able to deliver a message in a calm and professional way. As a result, her team are fully behind her."

Kate's recognition at the CILT(UK) Awards underscores the sector's vibrant commitment to nurturing emerging talent. The 2025 awards are now open for entries across various categories, including the Rising Star award, celebrating the enthusiasm and innovation within the UK's logistics, transport, and supply chain sectors.

Her story exemplifies the boundless possibilities within modern logistics and the bright future awaiting young professionals in the sector. From graduate to award-winning operations manager, Kate's journey demonstrates that with passion, innovation, and supportive leadership, exceptional achievement is not just possible – it's within reach for the next generation of logistics leaders.

Organisations and individuals inspired by Kate's success can now submit their nominations for this year's CILT(UK) Awards through the institute's website. The awards continue to recognise excellence across the logistics and transport sector, championing both established leaders and rising stars who are boldly shaping the industry's future. ✘

35 under 35



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

With a record-breaking number of nominations in 2025, this year's cohort represents the most dynamic and diverse talent in our sector. Meet the visionaries who are redefining what's possible in logistics, transport and supply chain.

Meet this year's 35 under 35...



Ashleigh Belle Page

**Sales Development Representative
for the UK & Ireland, GXO.**

“One of my highest achievements has been leading a project to improve inclusivity by creating opportunities for individuals with disabilities to operate MHE.”

Jamie Bridgeman

CMILT



Depot Manager, Lockwood Haulage.

“Last year was a landmark year in my logistics and transport career, marked by several significant achievements. I completed the CILT (UK) Level 5 Professional Certificate in Supply Chain & Operations Management, which provided me with advanced expertise in optimising end-to-end supply chain processes.”



Craig Bickley

General Manager, Maritime Transport.

“I’d love to take my skills abroad, test myself in a new market. Logistics is a global industry, and understanding how different markets operate would be a huge advantage. My goal is to drive real change – whether through decarbonisation, improving operational efficiency, or making transport a more attractive career.”



CMILT

James Canham

Transport Manager, AB Agri.

“One of my aspirations is to be that leader who identifies potential around me, mentors, sponsors and develops them. I would not be here now without three influential individuals who believed in what I could offer them.”

Jayson John Churn



Director, CWD Logistics.

“My focus is on expanding our fleet and joining a pallet network, but more importantly, I want to create opportunities for others. Being an ambassador for Generation Logistics has shown me the importance of building clear pathways for newcomers to our industry.”

Alice Bulpin

CMILT

Senior Strategic Planner
(Rail Reform), Network Rail.



“The sector has so many opportunities, with something for everyone, whether you’re drawn to a strategic role like mine or the more dynamic, fast-paced world of operations. It’s a fantastic career with endless opportunities that also allows you to make a lasting impact.”

Matthew Broughton



Shift Manager, ID Logistics.

“I would tell anyone thinking of a career in logistics to 100% go for it. The connections and relationships I have built since being in the industry have allowed me to grow and develop as a manager and as a person. It is a fantastic industry to work in where no two days are the same.”



Simon Cutler

**Management Trainee,
Yusen Logistics UK.**

“I am deeply grateful to everyone who has dedicated their time to mentor or teach me about leadership. Regarding my impact on the industry, I would like to repay this debt to the generation after mine, using my position to develop those who come after me.”



Nicole Free

**Transportation Change
Coordinator, Cummins Inc.**

“Through mentoring and knowledge-sharing, I aim to help cultivate the next generation of talent in the industry, ensuring that it continues to evolve with the times.”

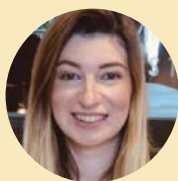


Zac Gaunt

**Assistant Commercial Manager,
Network Rail.**

“The transport industry is the second largest employing sector in the UK, and that statistic alone speaks for the volume of opportunity you have to explore.”

Sophia Hawkes

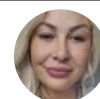


Head of Performance, EVRi.

“I’m passionate about drawing more focus to invisible disabilities in our industry. We need to create environments where everyone can thrive. As we embrace new technologies and automation, it’s crucial that we maintain a human-centric approach to development and leadership.”

Patrycja Anna Glazebrook

Finance Assistant, ID Logistics and Transport.



“My highest achievement in my logistics career was being entrusted with a system rollout despite having only received brief training. Within weeks, I led my depot to become the top-performing site, thanks to the efficient processes I developed. These processes were subsequently adopted across the country.”



Daniel Greaves

Graduate Trainee Manager, Wincanton.

“I’m passionate about driving sustainability initiatives, helping the industry move closer to net-zero emissions by championing greener technologies. Combining operational expertise with commercial acumen, I aim to implement innovative, customer-focused solutions that enhance both efficiency and environmental responsibility for the sector.”



Amy Hinsliff-Smith

Innovation Project Manager, Transition & Transformation, CEVA Logistics.

“I’m particularly passionate about leveraging technology and sustainable practices to navigate the challenges of globalisation. In a leadership role, I aim to inspire others, create a positive impact on young talent, and foster an environment where new ideas thrive.”

Jamie Hedgecox

Regional Manager, Europa Worldwide.



“I would tell someone considering a career in logistics and transport to grab the opportunity with both hands and never look back. There is a lot to learn, but as a result no two days are ever the same.”



Aidan Keys

Senior Construction Logistics Planner, Bridgehead Consultancy.

“I believe I will best impact the industry by focusing on continuous training for my team and I to ensure we are providing up to date information and expertise to our customers.”



Matt King

Network Manager, Arriva

“The bus sector offers young people a unique opportunity to create tangible, meaningful results in a vital industry that shapes daily life for millions. Unlike many fields, where impact can feel abstract, the bus sector provides immediate feedback.”

Alexandra Lanchester



Manager, Solutions Design, FORTNA UK.

“This sector provides the chance to travel, meet new people, and experience different cultures, which broadens your perspective and helps challenge the status quo. AI is a hot topic right now, and seeing how it integrates into the sector is something I find particularly fascinating.”

Fraser McVicar

Business Development -
Contract Logistics, CEVA Logistics.



“My key focus is to bring a fresh, forward thinking approach to new business and prospecting opportunities, helping CEVA tap into emerging markets and high growth industries.”

Charlie Molnar

MILT



Business Development Manager,
DigiHaul.

“I want to help shape industry conversations at the C-suite level, advocating for a broader view of ROI – one that considers not just cost savings, but also carbon reduction, operational resilience, and long-term value creation.”

Taryn O'Driscoll



Senior Contracts Officer, Leidos.

“I want to give back to the industry by being a mentor for young talent entering the industry, sharing my knowledge and experiences to help them grow, the same way it has supported me.”

Jonathan Fraser Ziebart



FCILT

Director, RebelGroup.

“Huge numbers of people rely on public transport, creating an industry where historic family businesses can operate alongside high-tech start-ups. Each stakeholder within the industry has a role to play, with an enormous amount of international opportunities for all interests.”

Matthew Rees

MILT



Dispatch Supervisor, UPS .

“My most significant achievement in my career thus far has been acquiring a comprehensive set of formal qualifications, including a leadership degree, advanced PRINCE2 project management certifications, a certificate of professional competence in Transport Management from CILT, and hopefully soon an advanced diploma in strategic people management.”

Michael Tetteh Ofoe-Osabutey

MILT

MSc Logistics & Supply Chain
Graduate, University of Northampton.

“I see myself at the forefront of autonomous logistics, driving the integration of drone delivery and AI-powered supply chain solutions. My goal is to be in a strategic role where I influence how organisations adopt emerging technologies.”





Pablo Brereton Rodrigo

Supply Chain Analyst, Microchip Technology.

“During the next five years, I aim to delve deeper into the metrics and analytics side of supply chains, and pivot my focus towards the potential for predictive analytics.”

Craig Rogers



Senior General Manager, CEVA Logistics.

“I would like to see myself in a Director role within CEVA Contract Logistics, leading a product portfolio for the UKIN business. I also want to spend more of my time supporting the next generation of leaders through coaching and mentorship and supporting with our Degree Apprenticeships at CEVA.”



Ian Speers

CEO and Co-Founder, Pacto Medical.

“Working in various low-resource environments taught me that successful medical logistics isn’t just about moving supplies – it’s about understanding the complex interplay between cost, storage, transportation, and ultimately, patient care.”



MILT

Lucy Westgarth

Environmental, Social & Governance Lead, Leidos Europe.

“The industry needs to embrace sustainable practices not just because it's the right thing to do, but because it makes business sense. Every decision we make has ripple effects across the supply chain.”

Ashley Sulley



Operations Director, DHL Supply Chain.

“Ultimately, my goal is to position myself for a CEO role one day, where I can lead with energy and purpose.”

Dimitrios Zaires

MILT

Senior Supply Chain Manager, Amazon.



“The future of logistics is not just about efficiency – it’s about vision, resilience, and leadership.”



Sasha Weightman

Project Manager, iForce.

“The best way to find the role and sector that you are most passionate about is getting started where you can, remaining broad-minded and watching how different teams interact to determine what may suit your attributes and preferences most.”



Matt Willmoth

Site Manager, DHL Supply Chain.

“Stepping into general management I feel has been my biggest achievement, looking back from where I started as a front-line customer service manager to where I am now in my career as a site manager makes me feel incredibly proud and grateful for the experiences.”

Sino Varghese

CMILT



Warehouse Area Manager,
Ocado Logistics.

“Through mentorship and training programs, I hope to inspire and develop the next generation of logistics professionals, helping bridge the talent gap in the industry.”

Hayley Wood

UK Commercial CRM
Analyst, DP World.



“One challenge we face is the constant evolution of customer expectations in the digital age. The biggest lesson learnt has been the importance of having a partnership approach with customers.”

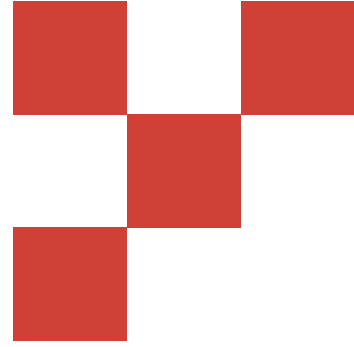
Vanessa Wragg



Infrastructure Maintenance
Engineer - Digital Rail, Network Rail.

“In the next five years, I see myself as a leader driving the transformation to a truly digital railway. By embracing digital technologies, we can enable smoother passenger journeys, reduce reliance on individual, emission heavy vehicles”

Freight's future focus



Captain Sunny Williams shares how technology and sustainability are reshaping India's shipping and logistics sector.

From the helm of merchant vessels to steering one of India's largest container freight operations, Captain Sunny Williams' journey exemplifies the dynamic possibilities within the logistics sector.

As Senior Vice President at Allcargo Terminals Ltd (ATL) a listed entity in Bombay Stock Exchange and Chief Commercial Officer at Speedy Multimodes Limited (SML) its Subsidiary, he oversees operations across western India, bringing maritime expertise to one of the country's premier container freight stations networks.

"I started my journey in the Merchant Navy in 1991," reflects Captain Sunny, whose career began with Hong Kong-based Univan Ship Management before progressing to Mediterranean Shipping Company. "The last seven to eight years of my sailing career was mainly on container ships, which provided the perfect foundation for my transition to shore-based operations."

Today, Captain Sunny helps manage four facilities in western India Allcargo CFS & Speedy CFS impressive 82-acre facilities both put together with capacity of 32000 TEUs in Nhava Sheva and 58 Acres facilities (Allcargo CFS & Speedy CFS) with capacity of 17000 Teus in Mundra Port. The organisation, which began as a cargo handling equipment & transport service provider in Mumbai port in 1993, has evolved into a comprehensive logistics powerhouse, offering comprehensive shipping and logistics services across the globe.



However, the CFS industry faces significant challenges. "Port congestion and infrastructure constraints are major issues," Captain Sunny explains. "Documentation delays and lack of standardisation across container freight stations create complexities for exporters and importers, ultimately increasing costs for end users."

When it comes to attracting the next generation of talent, Captain Sunny identifies technology adoption as a critical factor. "The world is changing very fast with technology, and the new generation is very tech-savvy. Our industry hasn't adopted technology at the same pace as sectors like banking, creating a significant gap between expectations and reality."

Yet, he sees positive changes on the horizon. "There's now a very concentrated, focused effort by companies in India to adopt technology and automation," he notes. This transformation could help attract younger professionals to the sector, where currently the average employee age hovers around 40.

His message to young professionals considering a career in logistics is both practical and inspiring: "Logistics and shipping is one of the oldest industries and a necessity for mankind. Things must move – food, clothes – regardless of recessions or global challenges. The opportunity for the new generation lies in making these movements more efficient, cost-effective, and sustainable through technology."

In 2024, Company of Master Mariners of India (CMMI) in joint venture with Indian institute of Management, Mumbai (IIM) has started MBA in Shipping & logistics." I was invited as a guest lecturer to interact and part some professional knowledge with the students. It was heartening to see the how India's next generation is preparing to spearhead the Shipping & logistics Industry," He shares.

As a longstanding CILT member since 2009, Captain Sunny recognises the value of professional development. Under his leadership, ATL & SML maintains comprehensive training programmes, particularly in specialised areas like hazardous cargo handling and management development, ensuring the industry's future leaders are well-equipped for tomorrow's challenges. ✘

Future leaders



Liverpool John Moores University MSc programmes are empowering ambitious young professionals to become tomorrow's leaders in global transport and logistics, combining cutting-edge research with real-world industry experience.

The global logistics and transport industry is constantly evolving, and it is more important than ever for professionals to stay ahead of the curve. As the demand for skilled leaders in transport, trade, and logistics grows, Liverpool John Moores University (LJMU) continues to offer cutting-edge postgraduate programmes designed to equip students with the expertise and knowledge to navigate the complexities of this dynamic sector. Among the university's standout offerings are the MSc in International Transport, Trade, and Logistics, MSc in Port Management, and MSc in Maritime Operations Management.

Research sits at the heart of these MSc programmes. LJMU's School of Engineering houses the Logistics and Operations Management (LOOM) Research Centre and the Global Centre for Maritime Innovation, both driving academic research that tackles current industry challenges. This research directly shapes the programmes' content, ensuring students benefit from the latest developments and real-world applications.

The university's strong connections with professional bodies and academic networks, including the Chartered Institute of Logistics and Transport (CILT), the Chartered Institute of Ship Brokers (ICS), and the International Association of Maritime Universities (IAMU), enhance the value of its programmes. These affiliations demonstrate LJMU's commitment to aligning its academic offerings with



Dr Dimitrios Paraskevadakis FCILT
Senior Lecturer – Programme Leader
MSc International Transport,
Trade and Logistics



Dr Sean Loughney
Reader – Programme Leader MSc
Maritime Operation Management
& MSc Port Management



Dr Robyn Pyne
Principal Lecturer Logistics and
Maritime & Associate Dean
Global Engagement

industry standards and professional practices. Both the MSc in International Transport, Trade, and Logistics and the MSc in Port Management benefit from these connections, particularly through CILT's integral role in curriculum development.

Practical learning is emphasised through regular site visits to logistics environments in the Northwest, providing students with hands-on experience and direct exposure to operational complexities. Students also access networking opportunities, industry events, and workshops hosted by CILT's Northwest regional group, enabling them to build professional relationships and gain insights from experienced practitioners.

In today's rapidly changing transport, trade, and logistics sectors, the MSc programmes at LJMU offer students the chance to develop critical skills in leadership, problem-solving, and strategic decision-making. The courses provide in-depth knowledge of logistics systems, port operations, and maritime management while emphasising sustainability, technological advancements, and global supply chain dynamics.

By combining expert teaching with research-driven content, industry connections, and practical experience, these programmes prepare students for leadership roles across various sectors. Graduates are well-positioned to excel in diverse fields and meet the challenges of tomorrow's global supply chains, both upstream and downstream. ✕



Sustainable revolution

Focus finds out how green innovations are transforming construction logistics.

The construction logistics industry is undergoing a seismic shift. As the demand for large-scale infrastructure projects grows, supply chains must evolve to meet the increasing need for efficiency and sustainability. With urban congestion, material shortages, and the urgent push for decarbonisation, the sector is facing one of its most transformative periods yet. Green logistics is no longer a buzzword – it's the future. This article delves into the challenges, cutting-edge innovations, and the game-changing case studies that are redefining the construction supply chain.

The challenges of sustainability in construction logistics

Managing a sustainable supply chain in construction is a high stakes balancing act. The sector is notorious for its heavy carbon footprint, fragmented logistics networks, and unpredictable supply disruptions. The industry must grapple with urban congestion, inefficiencies in material transportation, and the increasing demand for carbon neutrality. These factors create an urgent need for a new

approach – one that integrates smart technologies, sustainable materials, and cleaner energy sources into every facet of logistics operations.

The green revolution: innovations driving sustainability

The transition to sustainable logistics is gaining momentum as companies implement groundbreaking strategies to slash emissions and improve efficiency. Low-emission transportation is leading the charge, with construction firms investing heavily in electric and hydrogen-powered vehicles to cut their carbon footprint. Rail and water-based transport solutions are also gaining traction as viable alternatives to road freight, reducing traffic congestion and pollution.

Beyond transportation, material recycling and waste reduction are proving to be game changers. Construction companies are increasingly turning to recycled materials and circular supply chain strategies to minimise reliance on newly extracted resources. On-site material repurposing is reducing waste and transportation demands, while the use

of AI and data analytics is helping firms optimise the entire logistics process, from procurement to delivery.

Energy-efficient logistics hubs are another emerging trend, with solar-powered warehouses and smart energy management systems revolutionising how companies handle construction materials. Automated material handling, powered by AI-driven technology, is reducing human error, enhancing efficiency, and cutting down on excessive resource use.

Young professionals' perspective: leading the charge in green logistics

For young professionals entering the transport and logistics industry, sustainability offers a golden opportunity to make a tangible impact. The industry is in dire need of fresh perspectives, innovative thinking, and individuals willing to drive the change towards greener practices.

One of the most exciting aspects of modern logistics is the rapid advancement of technology. Young professionals who embrace AI, automation, and data



“Young professionals entering the transport and logistics industry, sustainability offers a golden opportunity to make a tangible impact.”

Real-world case studies: transforming the Industry

HS2's Commitment to Green Logistics

High-Speed 2 (HS2), the UK's largest infrastructure project, is setting a new standard for sustainability in construction logistics. By March 2024, the project was already forecasting a 32.5% reduction in carbon emissions against the baseline, a testament to its commitment to lowering the sector's environmental impact. HS2 is also pioneering the shift towards diesel-free construction sites. In 2021, the first diesel-free worksite was achieved, with currently 23 diesel-free worksites across the programme towards the ambitious target of achieving a 100% diesel-free sites by 2029. This initiative is being powered by electric machinery, low emission alternatives, renewable energy sources, and advanced logistics planning that reduces unnecessary vehicle movements.

analytics will find themselves at the forefront of industry transformation. Understanding digital supply chain management and emerging green technologies can be a major career differentiator in an increasingly competitive field.

Moreover, staying informed about evolving sustainability regulations and industry mandates is crucial. Governments worldwide are implementing stricter environmental laws, and companies that fail to comply will find themselves at a disadvantage. Young professionals who can bridge the gap between regulatory requirements and operational execution will be invaluable assets to their organisations.

Leadership in sustainability also requires a collaborative mindset. The construction supply chain is an intricate network involving multiple stakeholders, from suppliers to policymakers. Developing strong communication and coordination skills is essential for ensuring seamless collaboration between all parties involved.

Conclusion: the future is green

The landscape of construction logistics is shifting, and the message is clear: sustainability is not optional – it's imperative. Companies that integrate low-emission transport, circular supply chains, and energy-efficient logistics hubs will not only future-proof their operations but also gain a competitive edge in an evolving marketplace.

For young professionals, this transformation presents a unique opportunity to lead the charge towards a greener future. By harnessing technology, staying informed on regulatory changes, and adopting a collaborative approach, the next generation of logistics leaders can drive real change in an industry that is vital to infrastructure.

The time to act is now. The decisions made today will shape the logistics sector for decades to come. Sustainability is no longer just a corporate goal – it's a necessity for business longevity, industry leadership, and the planet's future. ❌

Artur Włodarczyk
Transport Manager – Flow Control, HS2.

The world of change

IN NUMBERS:

31-35

Is the majority age of CILT Next Generation members

Daniel Greaves offers a first-hand perspective on the transformative forces reshaping the logistics industry, from cutting-edge automation and sustainability initiatives to the critical importance of innovation.

The logistics industry is undergoing a revolution, where the only constant is change. This revolution is driven by the relentless demands of innovative technology, sustainability pressures, and the desire to stay ahead of competitors. These shifts are reshaping supply chains, challenging traditional methods, and pushing the need for organisations to innovate.

As someone who is currently experiencing this transformation first-hand through Wincanton's Graduate Scheme, I've seen how the need for adaptability and innovation is essential to staying ahead in a competitive and dynamic landscape. In this article, I'll explore three key emerging trends that are reshaping logistics automation, sustainability, and data-driven decision-making and share insights from my professional journey at Wincanton. From embracing AI in warehouses to tackling the challenges of greener supply chains, these experiences highlight not only the sector's current trajectory but also its immense potential for the future.

The rise of automation

Lessons were learned from the COVID pandemic and recent geopolitical events, fuelling the demand for integrating automation within the logistics industry. This brought many positives to the industry, paving the way for a more sustainable approach to operations within warehouses (EY, 2023). Automation is capable of handling physically demanding tasks, therefore reducing the strain on warehouse colleagues and improving workplace safety.

At the site where I am currently, Wincanton ASDA CDC Rochdale, Autonomous Mobile Robots (AMR) have been integrated into warehouse operations, streamlining processes such as sorting, picking, and packing. These systems not only increase efficiency but also reduce errors in handling a high volume of perishable and non-perishable goods. The introduction of automation has enhanced the CDC's ability to scale operations through their peak periods, such as the lead-up to

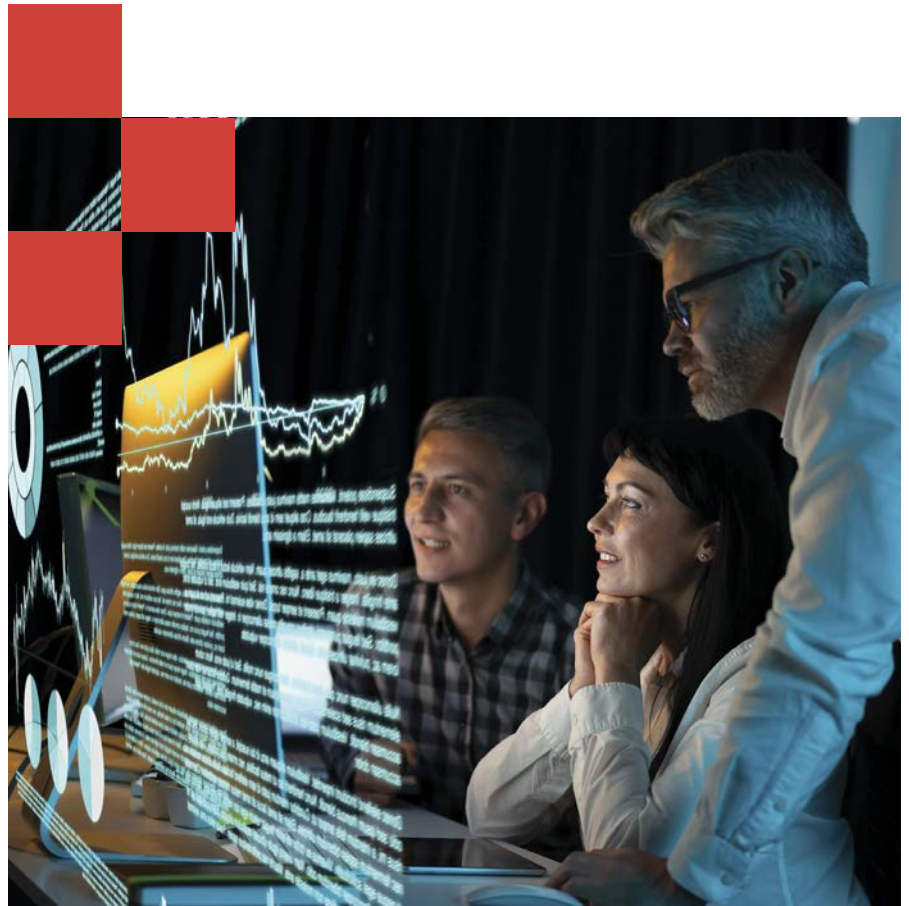
Christmas, with the demand for grocery products being very high. The success of the introduction of automation at the CDC highlights its role as a competitive advantage in logistics, especially with the customer's expectations when it comes to accuracy.

The rise of automation within the logistics industry not only meets the demands of the present but also positions itself to face future challenges. It highlights the evolving need for innovation in this fast-paced industry, in an era defined by quick changes and relentless customer demands.

The Race to net-zero

The journey to net zero is no longer a distant ambition, it's a defining challenge for the logistics industry, demanding innovative solutions to reshape supply chains for a sustainable future. Consumers are pushing for sustainable supply chains, thus creating an increasing demand for companies to respond by integrating sustainability into their everyday operations.

According to McKinsey & Company (2024), the logistics industry accounts for 7% of global GHG emissions, this shows the push for net zero in the logistics industry is as relevant as ever. Logistics companies have taken steps to transition their fleets to alternative fuels such as electric, LNG and LPG vehicles to reduce their carbon footprint. Despite these complexities, Wincanton is committed to protecting the



future of the planet and aims to achieve net-zero carbon emissions by 2040, cementing its desire to make a positive impact in the race to net-zero.

Wincanton's recent introduction of electric vehicles represents a significant step towards reducing emissions for last-mile deliveries, this supports both Wincanton's & IKEA's environmental goals. By using electric vans to deliver IKEA products directly to customers, Wincanton is not only cutting its footprint but also supporting IKEA's goal to achieve 100% zero-emission last-mile deliveries. The EV vehicles bring significant operational advantages including clean air zone compliance and lower running costs, however, while they show great promise for last-mile deliveries, the commercial vehicle market still faces challenges in scaling up electric solutions for larger vehicles travelling longer distances. With the introduction of EVs, it brings challenges as it requires a large-scale adoption of electric charging points designed for HGVs.

Despite the current challenges of shifting the commercial vehicle market to a more sustainable solution, Wincanton's innovative steps towards introducing EVs for last-mile deliveries prove that progress is possible if other logistics companies adopt similar steps to a more sustainable future. Hopefully, this will encourage other companies in the logistics industry

to follow in their footsteps and look to Wincanton as role models in the race to net-zero.

Innovate or fail

In today's rapidly evolving world of logistics, standing still is not an option. The logistics industry is a prime example of this, companies are now defined by their rapid technological advancements and increasing consumer expectations. Without a never-ending search for new solutions, companies risk falling behind competitors failing to meet their customer's expectations in the fast-moving world we live in. Innovation has become the lifeline for businesses that are determined to stay ahead, continually seeking out solutions and improvements to stay relevant (Forbes, 2024).

According to ONS (2024), UK businesses had spent £50 billion in 2023 on research and development (R&D), this was a 2.9% increase of £1.4 billion since 2022, this shows that innovation is seen as a necessity for companies, with yearly increases in spending on R&D to get ahead of their competitors. Wincanton introduced the W² Innovation Centre in 2017 and serves as a hub for collaborative professionals to co-create transformative solutions for the supply chain industry. The centre allows early-stage businesses to pitch their proposals which they think may be 'inspiring and showcasing tomorrow's supply chain solutions'

❑ Autonomous Mobile Robots (AMR) have been integrated into warehouse operations, streamlining processes such as sorting, picking, and packing

❑ Innovation is the dividing line between thriving and surviving in the logistics industry, companies must discover new innovative ideas to challenge the norm and evolve in a world that never stops advancing

(Wincanton, 2025). Wincanton's passion for innovation was strikingly clear during my visit to the W² Innovation Centre, it showcased cutting-edge technology and solutions and redefines what is possible in the logistics industry. During my visit to the centre, I witnessed how Wincanton utilise emerging technologies such as AI and robotics to address some of the industry's most critical challenges.

Innovation is the dividing line between thriving and surviving in the logistics industry, companies must discover new innovative ideas to challenge the norm and evolve in a world that never stops advancing. Wincanton's proactive approach proves that innovation isn't just about staying ahead of their competitors, it is about leading the industry to change towards a more efficient and sustainable future, hopefully inspiring other companies around the world to do the same and make a positive difference to the world. ❑



Daniel Greaves
Graduate Trainee Manager,
Wincanton.

How to get involved in mentoring

CILT(UK) offers two distinct mentoring programs designed to support both industry professionals and the next generation of logistics and transport talent. Whether you're an experienced professional looking to share your expertise or someone seeking guidance in your career journey, CILT(UK) provides structured opportunities for meaningful mentoring relationships.

CILT(UK) professional mentoring programme

The CILT(UK) mentoring service is a comprehensive program developed to support members' Continuing Professional Development (CPD) activities. This inclusive scheme welcomes all Institute members, regardless of their membership grade, age, or work status, creating opportunities for professional growth at every career stage.

Who can participate?

As a Mentee: Any CILT(UK) member seeking professional development and career guidance can apply. The program is particularly valuable for those looking to advance their careers or navigate professional challenges.

As a Mentor: Experienced professionals who demonstrate a strong commitment to the profession and support CILT(UK)'s mission of promoting professional excellence are encouraged to participate.

Benefits

For Mentees:

- Access to experienced, trusted advisers and guides
- Professional issue resolution support
- Career development and performance improvement guidance
- Academic support for study or research
- Assistance with reflecting on learning and development activities

For Mentors:

- Exposure to diverse industry perspectives
- Enhancement of interpersonal skills
- Network expansion opportunities
- Personal satisfaction from supporting others' development
- Development of coaching and reflective dialogue skills

Success story: a mentee's journey

Nagul Vaithiyalingam's experience with the CILT mentoring programme demonstrates the transformative power of professional mentorship. While pursuing his Level 5 Supply Chain and Operational Management qualification, Nagul sought guidance through CILT's mentoring programme. "I wanted to join the mentoring programme to gain inside knowledge from some of the industry's best minds," Nagul explains.

Under the guidance of his mentor, Nagul found the direction he was seeking. "She understood what I lacked and where I wanted to progress with my background. We had a clear strategy for me to implement towards my career progression."

What surprised Nagul most was the approachability of senior industry professionals. "I was apprehensive about approaching mentors with high positions and unsure how the interaction would go. It was pleasant when I first interacted with my mentor, as she was down to earth and willing to listen to my concerns and draw a detailed plan for career growth."

The Novus Programme: shaping future industry leaders

The Novus Programme represents CILT(UK)'s commitment to nurturing emerging talent in logistics and supply chain management. This initiative partners with 12 UK universities, connecting first and second-year undergraduate students with industry professionals for mentorship opportunities.

Program features

- Long-term mentoring relationships (up to 4 years)
- Comprehensive online mentoring training for professionals
- Student-led communication and online meetings
- Focus on practical industry insights and career guidance
- Opportunities for site visits and real-world exposure

Success story: a student's journey

The transformative impact of the Novus Programme is clearly illustrated through the experience of James, a student at the University of Lincoln set to graduate in 2026. Through the programme, James was paired with Ben Quinlan from DHL, whose mentorship has opened doors to unique industry experiences.

"I had the pleasure of visiting Heathrow Airport to see DHL's ground handling and turnaround operations through my Novus Professional mentor Ben Quinlan," James shares enthusiastically. "I couldn't get over my opportunity to get onto the A380, which is the largest commercial aircraft in the world, let alone seeing it from behind the scenes!"

James's experience exemplifies how the Novus Programme bridges the gap between academic learning and real-world industry operations. "It was a worthwhile experience, especially being a slight aviation geek myself," he adds, "and I am excited for further site visits, which Ben works hard to arrange for us." ✕

For the CILT(UK) Mentoring Programme contact the Professional Development, contact:

01536 740166
pd@ciltuk.org.uk

For the Novus Programme and to become a professional mentor, contact Zara Nash:

zara.nash@ciltuk.org.uk



**Membership
for individuals**

The Value of CILT(UK) Membership

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- ✓ Success! Career Development Platform
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- ✓ CPD Short Courses

Professional Recognition

- ✓ Post-Nominals MILT, CMILT, FCILT
- ✓ Association with Your Chartered Body

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RETAIL FORUM

Making the move to electric vehicles – lowering the environmental impact of fresh produce delivery from New Covent Garden Market

A special event was held at 07:00 on Tuesday, January 14, 2025, at the Food Exchange offices of the Covent Garden Market Authority in the Nine Elms Fresh Produce Market, London. Organised in partnership with Petit Forestier, a leading European company specialising in temperature-controlled commercial vehicle rental and contract hire, the event aimed to present the findings of an environmental research study conducted by supply chain experts.

The study marked the initial step in a broader vision to position New Covent Garden Market as a central Foodhub for London. It explored the feasibility of enhancing delivery efficiency and reducing costs in the final stage of food distribution to customers in Central London, as well as considering the need for operators to plan for the seismic change from ICE to alternative emissions free delivery vehicles.

Over 60 guests from the Market, Central Government, London Boroughs, trade associations such as the Cold Chain

Federation, NGOs including Cross River Partnership, academics and consultants joined with food supply chain specialists from the Chartered Institute of Logistics and Transport Retail Forum.

Wanda Goldwag OBE, Chair of the Covent Garden Market Authority, warmly welcomed everyone and expressed her view that the event served as a solid foundation for exploring broader food solutions for London, and provide 'food for thought' during this period of seismic change.

Barrie Javens, Managing Director of Petit Forestier UK, followed with an overview of technical, operational, and financial considerations, as well as insights into vehicle availability, before the launch of the summary report on the research, authored by David Kaner and delivered by Richard Stone, lead consultant. David and Richard are continuing to work on the document and an extended version will be made available once the EV trials are complete and the outcomes fully collated and discussed with the project stakeholders.

The work had been built on two linked objectives:

1. Are there more efficient ways of making deliveries in this urban landscape whilst maintaining high standards of customer service?
2. Making sure that the business needs of the food suppliers, such as those from the Market which make vital food deliveries into the West End of London, are recognised by London Councils when making changes to the road network and the Public Realm

The research examined the delivery process in three ways – Reduce, Remode and Retime.

It found that the daily volumes from the Market to customers in the West End cannot be reduced through consolidation, and retiming would require significant change and disruption to customer businesses. The transition to electric vehicles (EVs) was identified as having the most significant positive impact. Trial vehicles supplied by Petit Forestier were introduced as the next step to assist market traders in preparing for this shift.

The event also provided attendees with the opportunity to explore the latest advancements in temperature-controlled electric vehicle (EV) technology. Guests could engage with Petit Forestier's specialist team to discuss topics such as vehicle availability, capital costs, charging infrastructure, and operational and maintenance requirements – key considerations for transitioning from ICE to EV fleets.

Additionally, the event showcased a Schmitz Cargobull 13-meter refrigerated trailer equipped with Sunswap photovoltaic technology. Hubl Logistics Limited also displayed their innovative Coolrun roll cage and pallet containers, which utilize passive cooling to reduce costs and energy consumption in the chilled and frozen supply chain for vehicles and refrigeration. ■

Chris Sturman FCILT
Co-Chair, CILT Retail Forum.



An alternative education pathway

Gone are the days where apprenticeships were limited to traditional craftsmanship and trades – today there are over 700 apprenticeship standards available, with almost 150 specific to transport and the built environment. With options like transport scheduler, LGV driver, supply train practitioner and more, apprenticeships are driving growth and skill development across the industry.

How can apprenticeships benefit your organisation?

Flexible delivery

Apprenticeships are designed so that the majority of learning takes place on the job, complemented by dedicated study days. They can flex to employer needs meaning that apprenticeship schemes can tailor coursework, projects and additional certifications to directly address your organisation's present challenges, empowering your employees to make a direct impact.

Bridge vital skills gaps

The constant introduction of new technologies is revolutionising the way the transport & logistics industry does business. To remain competitive, organisations need employees with digital skills to capitalise on

technological innovations. Apprenticeships offer an innovative pathway for new hires or existing employees to upskill or re-skill. For example, the transport planner degree apprenticeship at Northeastern University London (NU London) focuses on emerging technologies, like AI, equipping future transport planners with skills and knowledge to stay relevant. With core competencies including data analytics and coding, and industry specific certifications built in, rather than taking away from an employee's work capacity, apprentices are equipped with tailored knowledge that can improve workplace practices.

Funded support

Apprenticeship schemes offer excellent value through various funding options. For employers with an annual pay bill over £3m, apprenticeships are fully-funded through the apprenticeship levy. For smaller employers routes to full-funding include at least 95% government co-investment (with additional funding for apprentices meeting certain criteria) and the opportunity to have the additional 5% funded via levy transfer from a larger supporting employer.

A spotlight on the transport planner degree apprenticeship

The transport planner degree apprenticeship offers new and existing staff

the opportunity to gain a full bachelor's degree, whilst gaining practical skills on the job to improve the management of transport systems.

Historically, few companies have taken advantage of this apprenticeship. In 2024, the Office for Students distributed funding to select apprenticeship providers with the goal of increasing starts on apprenticeships like transport planner to see the wider industry benefit. NU London was thrilled to be a selected recipient of this funding and will be launching an innovative transport planner degree apprenticeship in October 2025. Prior to this the university will be delivering a full programme of work experience to local schools, in partnership with employers to inspire the next generation of transport planners.

The transport planner degree apprenticeship is available to employers across England and was designed by a cross-sector group of employers representing SMEs, larger businesses and local government. The standard also benefits from links to professional registration with the Chartered Institution of Highways & Transportation (CIHT) or the Transport Planner Society (TPS).

To connect with NU London: contact apprenticeships@nulondon.ac.uk to book a complimentary consultation call.



Driving innovation: upskill through a transport planner degree apprenticeship



22nd Annual Transport Practitioners' Meeting

Showcase Your Business at TPM 2025



Date: 9 - 10 July 2025

Location: Manchester Metropolitan University

The Transport Practitioners' Meeting (TPM) is the UK's leading annual event for transport planners, engineers, and policymakers, providing a platform for knowledge exchange, networking, and showcasing innovation.

TPM offers a range of sponsorship opportunities, including exhibition spaces, programme sponsorship, and drinks reception sponsorship. We are happy to work with you to create a bespoke package that aligns with your promotional goals for the event.

Benefits of sponsorship:

- Increase brand visibility within the transport sector.
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FROM THE WORLDS OF OPERATIONS AND SUPPLY CHAIN MANAGEMENT



FOREWORD MANDEEP KAUL-VIRDI CMILT

The importance of young professionals in supply chain and operations management

Young professionals are critical to the evolution of supply chain and operations management. As the global business environment changes, their innovative viewpoints, flexibility, technological expertise, and dedication to sustainability and innovation are becoming increasingly vital. Below are several key reasons why young professionals are important in this field:

1. Embracing technology and innovation

Young professionals are more likely to be familiar with emerging technologies such as artificial intelligence, machine learning, blockchain, data analytics, and automation tools. These technologies are reshaping supply chain operations, allowing businesses to improve efficiency, reduce costs, and gain insights into consumer behaviour and market trends. Young professionals bring the technical skills and forward-thinking mindset necessary to leverage these innovations, making them integral to modernising and optimising supply chain processes.

2. Adaptability in a changing environment

The supply chain industry is continually affected by disruptions caused by factors such as globalisation, technological progress, political changes, and environmental challenges. Having grown up in a fast-changing world, young

professionals tend to be more flexible and receptive to new ideas and methods. This adaptability makes them particularly well-equipped to tackle challenges such as supply chain interruptions, the growth of e-commerce, and everchanging global demands. Their skill in managing uncertainty and quickly adjusting allows companies to stay agile and resilient.

3. Commitment to sustainability

Younger generations are more attuned to global issues like climate change, sustainability, and ethical sourcing. They recognise the importance of creating supply chains that minimise environmental impact and promote social responsibility. This value system influences the decisions they make in operations management, from selecting sustainable suppliers to implementing eco-friendly logistics practices. As sustainability becomes a key factor for consumers and stakeholders, young professionals are taking charge in building more responsible and environmentally conscious supply chains.

4. Diverse perspectives and global awareness

As globalisation continues to expand, supply chains are becoming increasingly complex and interconnected. Young professionals can offer a diverse range of perspectives, shaped by global experiences, cultural awareness, and an understanding of universal trends. They

are well-suited to manage cross-border collaborations, navigate various regulatory frameworks, and adapt to the needs of diverse customer bases. This global insight helps companies boost their competitive advantage in international markets.

5. Data-driven decision making

Younger generations are often more comfortable with data analytics. Their ability to analyse vast amounts of data quickly and extract actionable insights is key in supply chain management, where real-time decision-making is essential. By relying on data to predict trends, optimise routes, and improve inventory management, young professionals contribute to more informed and efficient operations.

In conclusion, young professionals play a crucial role in the ongoing growth and evolution of supply chain and operations management. Their energy, innovation, and new perspectives help organisations succeed in a fast-paced, competitive global market. As they advance in their careers, they will assume leadership positions, where their vision and strategies will drive the future of the industry, making supply chains more efficient, resilient, and sustainable than ever. ⊖

MANDEEP KAUL-VIRDI CMILT

Global Head of Supply Chain Transformation,
Duffry Group.



Nuclear energy: opportunities and challenges

As the UK nuclear sector experiences renewed growth, understanding the complex interplay of supply chain challenges and emerging opportunities becomes crucial for industry stakeholders.

CONTRIBUTOR



Sophie Manning

Nuclear power has recently made a remarkable resurgence in the UK, driven mainly by growing concerns over climate change and energy security. It is now widely recognised as a safe and low-carbon source of energy complementary to renewables.

The UK nuclear energy sector relies upon a complex and highly regulated supply chain with multiple stakeholders:

- Government entities
- Uranium mining companies
- Fuel fabricators and component manufacturers
- Constructors
- Subject Matter Experts (SMEs)/service providers
- Technology vendors

With innovation at a high and the sector rapidly expanding, organisations must utilise suitably qualified and experienced suppliers across all nuclear power plant lifecycle stages.

Supply chain challenges within the nuclear sector

Geopolitical risks

The UK nuclear supply chain heavily relies upon international suppliers for critical components. Tensions between countries can cause trade disputes and sanctions, potentially disrupting supply. Brexit, and other disruptions like the COVID-19 pandemic have also impacted supply chains and affected the movement of skilled labour to the UK.

Market volatility and resources

Prices for construction materials are subject to market volatility and can significantly affect the cost of building new reactors. The broader supply chain for nuclear systems, structures and components can also be volatile and depend upon skilled labour. With a growing shortage of talent due to an aging workforce and recent industry boom, the supply of new workers is not keeping up with demand. Industry professionals suggest this demand is over 2000 people per year.

Project management and planning

As nuclear projects involve a wide range of stakeholders, coordinating all of them and ensuring alignment on goals, timelines, risk profile and responsibilities can be challenging. Large nuclear projects require substantial investment, especially for First Of A Kind (FOAK) technology, and with funding from the private sector usually only providing a few billion pounds, a lot of the risk is left with Government. Delays in securing funding or changes in government support can lead to project stoppages or scaling back of project scope. Nuclear projects have also commonly experienced programme delays due to unexpected technical challenges, long lead times for critical components, and lack of sufficient contingency planning.

Opportunities and innovations

Innovative design

Small Modular Reactors (SMRs) are being developed to be more flexible and cost-effective than traditional plants. Advanced innovations could create opportunities for local manufacturing sites. SMRS use less fuel and, therefore, more sites could be supplied with fuel by local small fuel fabricators rather than transporting the fuel long distances, which is a highly complex process due to safeguards and safety requirements. There is also the opportunity to mass-produce Reactor Pressure Vessels (RPVs) in a factory setting due to them being smaller and more standardised in SMR designs, reducing cost and lead times.

Global collaboration

Global collaboration in the nuclear sector presents significant opportunities to accelerate innovation, enhance safety standards, and address global energy challenges. By sharing expertise and best practices through organisations such as the IAEA, WANO and INPO, countries can advance technology development and foster joint research initiatives, pooling knowledge to tackle complex issues. Examples of those collaborating internationally include Regulators like the ONR, NRC and CNSC, and companies working in multiple countries, such as GE Hitachi which is licensing in the UK,

Canada, US and Poland currently, and Rolls Royce which recently announced its deal to supply to Czech company CEZ. Collaboration aims to encourage common goals and standardisation of regulation, making it easier and cheaper to gain regulatory approval and encouraging stakeholders to invest in a technology which is already approved in another country.

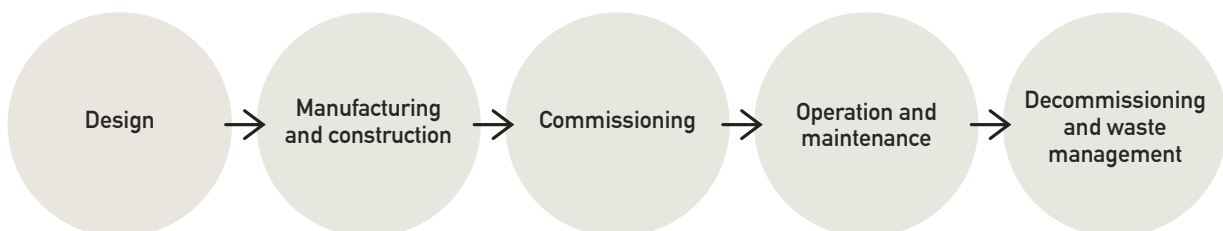
Attracting new talent

The nuclear industry is becoming increasingly appealing to young professionals, with many roles offering great development and training opportunities, attractive reimbursement, and exciting, varied work. The potential for nuclear power to play a critical role in combating climate change also makes it an attractive career path for individuals passionate about environmental sustainability. The industry has seen movement of skilled workers from other energy sectors, such as oil and gas, and other major projects, as there are many transferrable skills. The innovative state of nuclear currently and attractive opportunities also invites skilled workers from other countries to work on new research or implement their learning from other projects.

Conclusion

The nuclear supply chain is at a pivotal moment. Along with its challenges, there are significant opportunities to drive innovation, enhance resilience, and support the global transition to cleaner energy. Through movements to embrace advancements, foster international partnerships and attract a sufficient workforce, the nuclear industry can improve efficiency, enhance safety, and grow a more robust supply chain. As the sector continues to evolve, it will require long-term planning, investment, and collaboration between government, industry, and the public to meet the demands of a changing energy landscape and ensure a sustainable, low-carbon future. ☹

Sophie Manning
UK Licensing Engineer,
GE Hitachi Nuclear Energy.



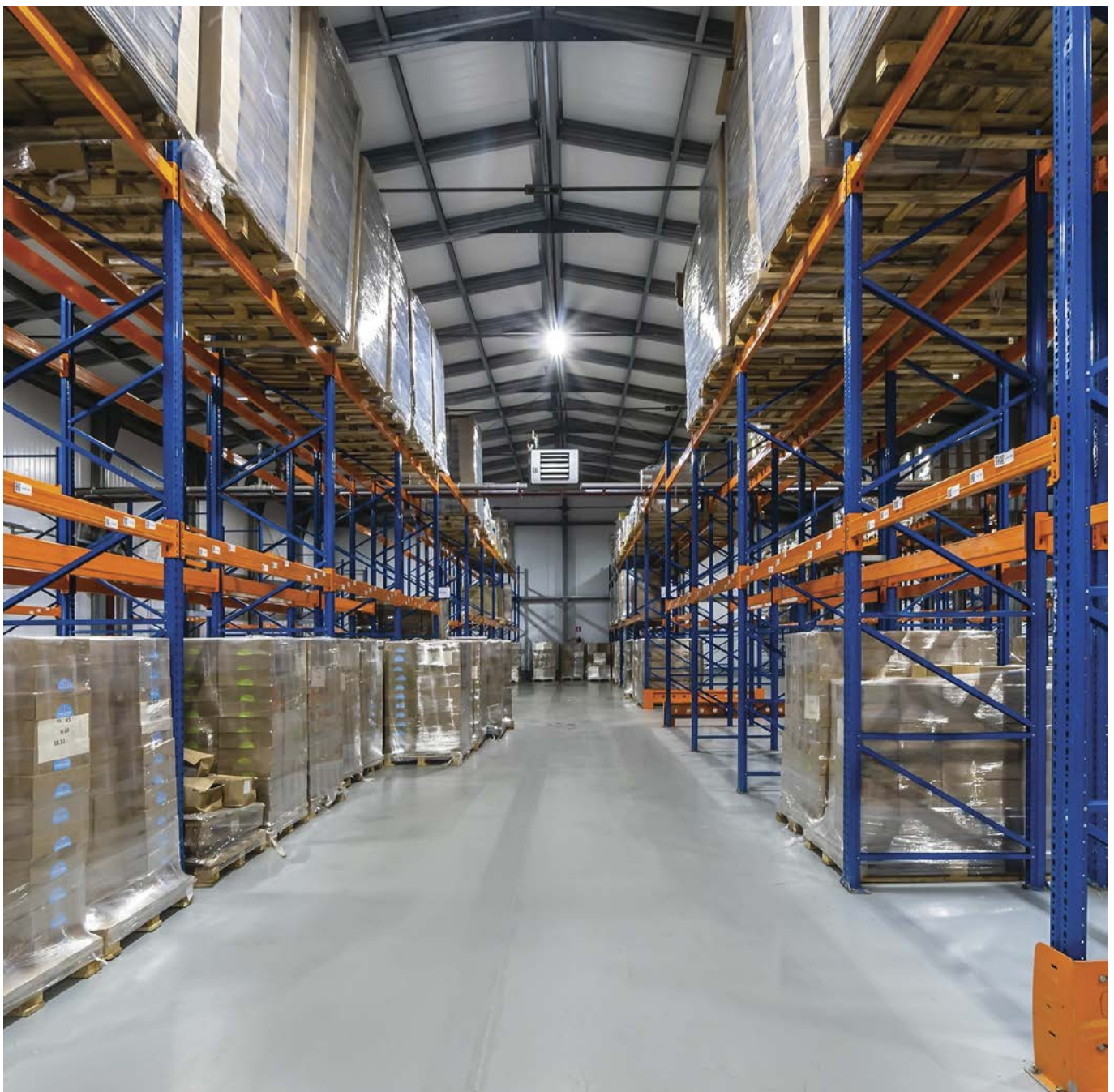
Effective inventory management

One of the most crucial challenges organisations face today is managing inventory effectively and efficiently to achieve sustainable business growth and profitability.

CONTRIBUTOR



Mostafa Rashdan MILT



With inventories typically representing 60% to 80% of a company's total assets, this significant portion of current assets – meant to be readily convertible to cash – requires thorough analysis and robust methodology to assess strengths and weaknesses from both strategic and tactical perspectives.

Cracking the strategic code: the BCG matrix

Like a skilled chess player planning multiple moves ahead, strategic inventory analysis requires both foresight and precision. Enter the BCG (Boston Consulting Group) matrix – a powerful tool that maps products based on their market performance and potential. This analysis categorises products into four distinct groups:

1. Stars: the rising champions

These high-performers shine bright in the product portfolio, combining impressive market growth with substantial market share. Think of them as the Olympic athletes of your product range – they demand high investment but deliver outstanding results.

Strategic directions:

- **Market penetration:** Focus on existing markets with current products
- **Market development:** Attract new customers for existing products
- **Forward vertical integration:** Move closer to end customers
- **Backward vertical integration:** Move towards raw material sources
- **Horizontal integration:** Acquire similar products at comparable marketing and production levels

2. Cash cows: the reliable performers

Like dependable dairy cows, these products consistently generate profit without requiring excessive resources. They're the backbone of any healthy product portfolio, funding growth opportunities across the business.

Strategic directions:

- **Product development**
- **Concentric diversification:** Acquire related products/services to enter new markets
- **Conglomerate diversification:** Acquire related or unrelated products/services
- **Retrenchment:** Reduce operations to cut expenses and improve financial stability



3. Dogs: the challenging decisions

These products sit in the corporate kennel, consuming resources while offering limited returns. They require tough decisions – whether to rehabilitate or retire them from the portfolio.

Strategic directions:

- **Retrenchment**
- **Divestiture: Sell non-core business units**
- **Liquidation: Sell assets and cease operations**

4. Question marks: the hidden gems

Like uncut diamonds, these products hold potential but need careful assessment and investment to shine. They represent both opportunity and risk, demanding strategic finesse to transform them into stars.

- **High growth rate and low market share**
- **Low cash generation and high consumption**
- **Potential to become Stars with proper investment**

Strategic directions:

- **Market penetration**
- **Market development**
- **Product development**
- **Divestiture**

From theory to practice: a real-world example

Consider a mid-sized manufacturer with three distinct product families:

- **Product Family A:**
Revenue: £1M
Market share: 25%
Largest competitor's share: 30%
Market growth: 4%
Classification: Cash Cow
- **Product Family B:**
Revenue: £650,000
Market share: 7%
Largest competitor's share: 35%
Market growth: 10%
Classification: Question Mark

- **Product Family C:**
Revenue: £430,000
Market share: 32%
Largest competitor's share: 45%
Market growth: 11%
Classification: Star

Tactical mastery: the GMROI approach

While strategy sets the direction, tactical analysis through Gross Margin Return on Investment (GMROI) provides the navigation system. This powerful metric reveals the true performance of your inventory investment: $GMROI = \text{Gross Margin} / \text{Average Inventory}$.

The GMROI matrix: four corners of performance

1. High gross margin, high turnover: Prime products requiring significant investment
2. High gross margin, low turnover: Potentially excellent products needing turnover improvement
3. Low gross margin, high turnover: Good sellers requiring profit margin attention
4. Low gross margin, low turnover: Candidates for retirement or minimal investment

GMROI improvement strategies:

- **Enhance gross profit through price adjustments or COGS reduction**
- **Improve inventory turnover by increasing sales volumes or optimising inventory levels**

Case study

A company's Question Mark category showed high gross margin but low turnover. Investigation revealed weak promotion methods. After implementing stronger promotional strategies and investing cash from Cash Cow products, the category successfully transitioned to Stars status. ☺

Mostafa Rashdan MILT
Senior Foreign Procurement,
Oriental Weaver.

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- Hsieh, Y. C., & Lin, C. Y. (2021). *Retail Merchandising Analytics: Maximising Revenue and Profitability*. CRC Press.
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Revolutionizing Logistics with AI: The Future of Collective Intelligence

The logistics industry is undergoing a monumental shift, driven by the transformative power of AI. When combined with human ingenuity, AI creates a synergy known as collective intelligence, empowering logistics organisations to achieve breakthroughs that were once impossible. By reshaping logistics operations and unlocking innovation across the value chain, AI will allow our industry to move beyond process optimization into new frontiers and possibilities.

To fully leverage AI's potential, logistics companies must thoughtfully implement it while addressing workforce needs and operational changes to ensure sustainable growth. To capitalise on the opportunities that AI presents, organisations will benefit from integrating AI with human intelligence to create a new collective intelligence.

There are a few simple steps that organisations can take to foster Human-AI Collaboration:



Upskilling and Reskilling: Train employees in AI tools, data analysis, and collaborative problem-solving.



Promote Adaptability: Encourage a culture of curiosity and learning about AI's potential.



Set Ambitious Goals: Go beyond operational improvements and explore transformative objectives, such as developing sustainable delivery models.



Transparent Communication: Address concerns about job security by highlighting the opportunities AI creates for higher-value roles.

By combining human creativity and AI's analytical strength, our industry will achieve innovations that neither machines nor humans could accomplish alone.

It's important to consider the ethical implications of AI:

As AI becomes integral to logistics, organisations must address certain challenges to maintain trust and ensure ethical use. Key concerns include minimizing biases in AI algorithms, safeguarding data privacy, and providing oversight to ensure equitable decision-making. By proactively managing these issues, logistics companies can build systems that align with ethical standards and deliver fair outcomes.

Maintaining the human element of logistics, and the vision for the future:

Despite AI's growing capabilities, human input remains critical. Humans bring emotional intelligence, ethical judgment, and the ability to navigate ambiguous situations—qualities that AI cannot yet replicate.

AI has the potential to revolutionize logistics by creating smarter, more resilient systems. Imagine supply chains that dynamically adapt to disruptions or logistics teams using AI to explore innovative customer solutions and sustainability goals. This vision becomes a reality when organizations embrace AI responsibly and collaboratively.

The future of logistics isn't about replacing humans but empowering them to achieve more by working alongside AI. By integrating human creativity with AI's capabilities, the industry can lead boldly into a smarter, more adaptive era.

If you would like to discuss further, please contact:

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Craig Lynskey, CMILT: craig.lynskey@baringa.com

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New Supply Chain Degree Launched

Anglia Ruskin University is launching an innovative International logistics and supply chain management degree this September. The new undergraduate programme comes alongside the relaunch of the university's Intelligence Supply Chain Research Centre, strengthening the institution's position in supply chain education and research.

"Supply chains, not individual businesses, are the true competitors in today's global marketplace," explains Mark Bentley, Senior Lecturer in Supply Chain Management at Anglia Ruskin University. "We've designed this programme to address a crucial gap in the market while meeting the growing demand for specialised supply chain expertise at the undergraduate level."

The programme stands out for its innovative approach to practical learning. A state-of-the-art Supply Chain Simulation Lab will give students hands-on experience with industry-standard software, allowing them to optimise supply chains, manage risks, and solve real-world challenges in a controlled environment. This technological integration sets the programme apart from traditional business education offerings.

"We're not just teaching theory," Mark emphasises. "Our students will work on live briefs with industry partners, tackling real-world challenges and applying their knowledge to global supply chain problems. This practical experience, combined with our simulation technology, ensures our graduates are ready to make an immediate impact in their careers."

The programme offers flexible study options, including a placement year opportunity. Through partnerships with industry leaders like Novus, students can gain valuable work experience, building professional networks while still in university. This industry connection extends beyond graduation, with many students pursuing postgraduate studies or stepping directly into specialist roles in procurement, logistics, or supply chain planning.

The Intelligence Supply Chain Research Centre, under the direction of Professor Manoj Van, will work closely with industry

partners to advance supply chain knowledge and practice. This connection between research and teaching ensures students benefit from the latest developments in the field while building valuable industry connections.

The BSc programme builds on the success of Anglia Ruskin University's established MSc in International Logistics and Supply Chain Management, which has attracted students from around the globe. The introduction of this undergraduate programme responds to a clear market need – there are surprisingly few BSc programmes in this field across the UK, despite growing industry demand for supply chain specialists.

"We're preparing students for careers, not just jobs," Mark states. "Whether they choose to progress to our MSc programme or enter the industry directly, our graduates will have the specialist knowledge and practical skills needed to thrive in the complex world of international supply chain management."

The programme welcomes both traditional undergraduate applicants and those with industry experience looking to formalise their qualifications. "We're seeing increasing

interest from people who have worked in business for a few years and now recognise the value of specialised supply chain education," Mark explains. "This programme offers them a pathway to transform that practical experience into a valuable academic qualification."

With a strong international outlook, the programme is designed to attract students from around the globe, particularly from regions with growing supply chain sectors such as India and Africa. This diverse student community enriches the learning experience, offering unique perspectives on global supply chain challenges.

The programme also aligns with various entry pathways, including Level 3 qualifications, making it accessible to students from different educational backgrounds. "Our goal is to open up opportunities in supply chain careers to as many capable students as possible," Mark adds. "The industry needs fresh talent and new perspectives to address today's complex supply chain challenges."

For more information about the BSc (Hons) Supply Chain Management programme starting in September 2025, visit our [website](#) or attend an upcoming open day.



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MARCH

3rd

INTERMODAL RAIL FREIGHT AND ITS ROLE IN UK LOGISTICS

18:00 - 19:00

Zoom webinar

Speakers: Tim Shoveller, Chief Executive Officer, Freightliner Group; Peter Graham, Policy & Regulatory Affairs Director, Freightliner Group

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

CPD hours: 0.5

MAKING TECHNOLOGY WORK FOR RAIL FREIGHT

16.30 - 17:45

Zoom webinar

Speakers: Various

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

CPD hours: 2

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

4th

SAVING THE SMALL THINGS IN RAILWAY HERITAGE

18:00 - 19:00

Zoom Webinar

Speaker: David Wright, Freelance Transport Writer

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

CPD hours: 0.5

11th

THE RISE & RISE OF WAREHOUSING IN THE MODERN ECONOMY - HYBRID

19:00 - 20:45

Location: University of Sussex, Falmer, Brighton BN1 9RH

Speaker: Clare Bottle FCILT, Chief Executive, UKWA

Cost: Members: Free
Non-members: Free

CPD hours: 1.5

13th

DP WORLD LONDON GATEWAY CUSTOMER INSIGHT DAY

09:45 - 14:00

Location: No 1 London Gateway, Stanford le hope, Essex SS17 9DY

Speakers: Various

Cost: Members: Free
Non-members: Free

CPD hours: 2.5

19th

BIRMINGHAM AIRPORT - FUTURE AVIATION STRATEGY & KEY DEVELOPMENTS

18:30 - 21:00

Location: Birmingham Airport 5th Floor Diamond House, Birmingham B26 3QJ

Speakers: Various

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

CPD hours: 2

27th

VISIT TO PANMURE HOUSE

15:00 - 17:00

Location: Panmure House, 4 Lochend Close, Edinburgh EH8 8BL

Speakers: Ed Sweeney, Professor of Logistics & Supply Chain Management, Edinburgh Business School, Heriot-Watt University; Adam Dixon, Adam Smith Professor of Sustainable Capitalism, Edinburgh Business School, Heriot-Watt University

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

Code: SR0556

CPD hours: 0.5

SHAPING THE SKILLS NEEDS FOR FUTURE EMPLOYEES AND 'SELLING' OUR PROFESSION TO THEM. A 'DOUBLE-VALUE' EVENT

09:00 - 13:00

Location: Reading College, Kings Road, Reading RG1 4HJ

Speakers: Various

Cost: Members: Free
Non-members: Free

CPD hours: 2

GOLF SOCIETY CHAIRMAN'S MEETING

09:00 - 17:00

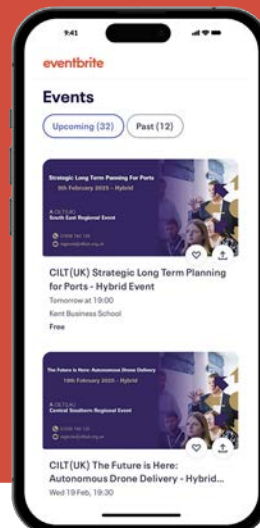
Location: West Hill Golf Club, Bagshot Road, Brookwood, Surrey GU24 0BH

Cost: Members: £85
Non-members: £100

Booking: Via lancchalmers@hotmail.com

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17-21 March
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Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 28

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1-4 April
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Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 22

DIPLOMA IN PRACTICAL TRADE COMPLIANCE

29 April-1 May
Centre: Morley Consulting Training Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 12

AEO CERTIFIED PRACTITIONER

24-27 June
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Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 22

ADVANCED CUSTOMS PRACTITIONER

8-10 July
Centre: Morley Consulting Training Ltd
Location: Live Virtual Classroom
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CPD hours: 12

LEARNING & DEVELOPMENT

TRANSPORT MANAGERS REFRESHER FOR PASSENGER TRANSPORT

8 & 10 April
Centre: CILT(UK) Learning Centre
Location: e-Learning
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TRANSPORT MANAGERS CPC BLENDED LEARNING FOR PASSENGER TRANSPORT

15 April
3 June - Exam
One day per week for approx 6 weeks
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Location: e-Learning
Booking:
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CPD hours: 59

TRANSPORT MANAGERS CPC BLENDED LEARNING FOR ROAD HAULAGE

17 April
3 June - Exam
One day per week for approx 6 weeks
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
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CPD hours: 59

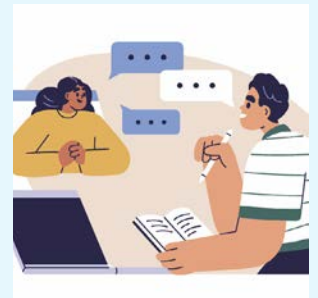
CILT(UK) LEVEL 3 PRACTITIONER CERTIFICATE IN LOGISTICS, SUPPLY CHAIN AND OPERATIONS MANAGEMENT

25 April
Centre: CILT(UK) Learning Centre
Location: e-Learning
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CILT(UK) LEVEL 5 PROFESSIONAL CERTIFICATE IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT

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Ganesh Gopalakrishna Kurup, Carrier Management Lead - Platform Shipping, TikTok Information Technologies Ltd

MEMBERSHIP RECOGNITION

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

This list was compiled on 31st January 2025 and includes those members who qualify up to 31st March 2025.

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

5 YEARS 2020

Ben Robinson CMILT	Benedict Normanton MILT
Jonathon Newbold FCILT	Yuxuan Zhou
Samuel Ribeiro FCILT	Justin Wythe
Alec Little MILT	Jon Boden
Stuart Tunstall MILT	Craig Harrison
John Leon MILT	Lee Robertson

10 YEARS 2015

Toni Tipper CMILT	Nick Caesari FCILT
Wayne Sayers CMILT	Stephen Burnell FCILT
David Williams CMILT	Simona Saat MILT
Johan Martin CMILT	Tara Cawte MILT
Susan McGowan CMILT	Teng Teng MILT
Nicola Evans CMILT	Donna Smit MILT
Milroy Sawyer CMILT	Timothy Jenkins MILT
Aristides Matopoulos FCILT	Richard Teece

Nicholas Vane CMILT

'The Chartered Institute of Logistics and Transport has been there for me throughout my career. I have been lucky to work with, and learn from, influential CILT members, including presidents and those involved in the specialist bus and rail forums.'



Nick has worked in passenger transport for thirty years. Beginning with London Transport Buses, his career included leadership roles in commercial, strategy, bidding and business development for FirstGroup and National Express. Nick has been fortunate to work with UK and overseas teams in the German bus market, supporting coach operations in Ireland, advising on franchised operations in Asia, and bus and rail bidding at home and North America. Recently, he was part of GBRTT, working with DfT shaping operating contracts.

Now leveraging this experience, Nick provides strategic advisory and consulting services for public and private sector clients, helping to deliver workable cost-effective solutions that benefit customers, transport authorities, and operators alike.

20 YEARS 2005

Iwan Cadwaladr CMILT	Richard Stevens FCILT
Graham Wilkinson CMILT	David Low MILT
Simon Willison CMILT	Timothy Bellamy MILT
Ed Wills FCILT	Alistair Houldsworth MILT
Nicholas Betteley FCILT	

30 YEARS 1995

Mark Chamberlain CMILT	Christopher Tarry FCILT
Nicholas Vane CMILT	Ian Smith FCILT
Adrian McMullan CMILT	Andrew Brown FCILT
Robert Whitehouse CMILT	Paul Chambers MILT
Phillip Bowen CMILT	Robert Moore MILT
William Bird CMILT	Roy Whittall MILT
Simon Flatau CMILT	Neil Gwyther MILT
John Dolan FCILT	Geoffrey Lewis
Stephen Harley FCILT	Stephen George
Paul Minter FCILT	

40 YEARS 1985

Anthony Strudwick CMILT	Philip Gibbs FCILT
Jonathan Weeks FCILT	Alan Barry MILT
Richard Iles FCILT	

50 YEARS 1975

Edmund Akehurst CMILT	Robert Monroe FCILT
Lord Peter Henty FCILT	



The Chartered
Institute of Logistics
and Transport



Entries open Monday 6 January 2025

- ★ Have you celebrated a big win this year?
- ★ Worked on an exciting project to increase efficiencies?
- ★ Used new technology to dramatically improve operations?
- ★ Or is your eye on a rising star within your organisation?

Now is the time to prepare your entries for The CILT(UK) Awards for Excellence, taking place in September 2025.

New for 2025 Logistics Research Network (LRN) Award.

This new award category celebrates best examples of applied-research projects co-developed and co-delivered by industrial and academic partners by acknowledging the significant impact of their projects on advancing knowledge, business and/or technological innovations.

Award Categories: Diversity Champion, Environmental Improvement, Health, Safety And Wellbeing, Logistics Best Practise, Logistics Research Network (**New**), Operations Management, Passenger Transport, People Development, Rising Star, Supply Chain Innovation, Technology Innovation, Unsung Hero



Visit ciltuk.org.uk/Awards2025 for the latest information and guidance. Or contact our events team at events@ciltuk.org.uk