

20 FOR 20

A LOGISTICS MAGAZINE SUPPLEMENT



The industry stars of 2020



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20 FOR 20 ★



David Wells

Chief Executive, FTA

Welcome

I am delighted to introduce *20 for 20*, our celebration of individuals drawn from business, government and academia working across the supply chain. Our senior policy team has nominated 20 outstanding individuals, from rising stars to board-level nominees, whose achievements have pushed our industry forward and who, we believe, will be driving the sector to new heights in 2020.

In these turbulent times, when a tightening labour market and skills shortages across the supply chain are a growing cause for concern, it is important that we profile and recognise those in our vital industry who are making a positive contribution.

The UK logistics industry forms the backbone of the UK economy, but it currently faces a period of acute uncertainty, with a Brexit deal very much in the balance at the time of writing. However, December is traditionally a time to take stock and celebrate our successes. By recognising and rewarding individual contributions in this way we can challenge others to raise their game and help improve professional standards for the wider industry.

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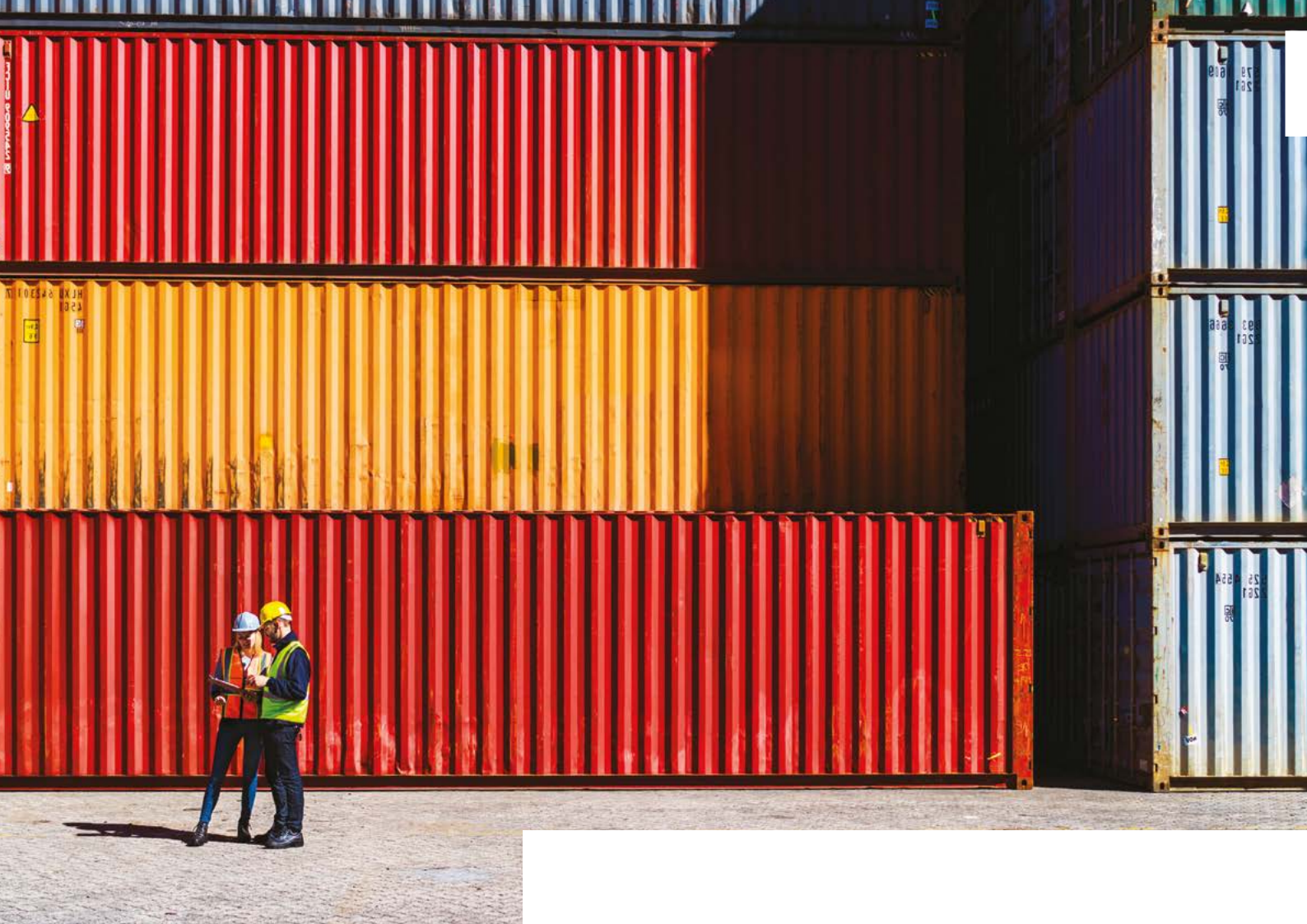
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**John Simkins**

*Head of Transport &
Logistics
Santander*

Towards the logistics of the future

Santander is delighted to be associated with FTA's 20 for 20 initiative. The UK logistics industry plays a critical role in the global and domestic supply chain, and our collaborative partnership with FTA has allowed us to shape a proposition aligned to meet the needs of those operating across the industry.

Certainly, there are challenges. The uncertain environment, including the unknowns of Brexit, has hit confidence across the economy. Santander's own Trade Barometer research, published this month, suggests just 56% of businesses are confident about their prospects for the next three years, down from 61% a year ago. Investment has taken a back seat: only 39% of businesses intend to invest in product development, for example, over the next 12 months, compared to 74% in November 2018.

The logistics sector can't escape these headwinds. But whilst operators are directly exposed to the fortunes of their customers, we believe the themes identified in FTA's 20 for 20 supplement underline the potential for the sector to move forward with optimism.

There will be many opportunities. In the retail sector, for example, the move to integrated multi-channel shopping requires a supply chain operation that can serve consumers' individual requirements; logistics businesses will need to modernise their fleets accordingly. In manufacturing, increasing numbers of companies are moving to the as-a-service model, signing servicing and maintenance contracts rather

than making one-off sales; again, their logistics providers will play a key role in this transition.

Trade will be a crucial battleground too. As the UK agrees new trading arrangements with the European Union and other global partners, the country's exporters will rely on the logistics sector to help them navigate the path to their customers.

Making the shift to this new type of relationship will not necessarily be straightforward. New technology requires a commitment to investment. The shift to cleaner fuels and lower emissions will carry costs too.

Yet the payback is worth the effort. New digital tools offer logistics companies a means with which to increase their own productivity and efficiency – through smarter packaging, route planning and warehouse optimisation, for example – as well as to better serve the customer.

There is every reason to be optimistic. Our Trade Barometer suggests confidence in the logistics sector has fallen 10 percentage points over the past year, but at 66% it remains higher than in other sectors. And while logistics businesses are more likely than their peers in other sectors to be concerned about the prevailing economic environment, they're also conscious of the potential for innovation, renewal and business model change. At Santander, we look forward to working with them during this exciting time. ★

Brexit at Britain's frontier



Doug Bannister

CEO, Port of Dover

How did you get your start in the logistics industry?

My career in logistics started many years ago working ships on the New York waterfront. This not only gave me a great grounding in the operations, but also a great passion for our industry. With the vast majority of the world's trade transported by ship, players in logistics have a profound role in facilitating global prosperity.

What does your current role entail?

Running Europe's busiest ferry port – as well as the UK's second busiest cruise port, a busy cargo business, marina and property businesses – has the key requirement of maximising our ability to handle intense volumes of people and goods efficiently on a daily basis. Keeping £122bn of UK trade flowing both now and beyond Brexit, delivering long-term capacity and doing it all in a sustainable way that maximises technology and innovation is where I am focused.

What's the biggest single change you have seen in logistics since joining the industry?

I think it is the sheer scale and diversity of trade that logistics facilitates and the pace at which it has to do so. As a result of both increasing and year-round consumer choice and the ability to order online with the expectation of goods arriving the next day, the need to handle more, quicker and sustainably has become the norm.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

Certainly within the maritime sector an issue has been awareness of what we do. Even though 95% of goods into

and out of the UK move by sea we are largely unseen. Growing that awareness and demonstrating how fundamental we are to people's everyday lives will help create the platform from which early and continuous education will lead to delivering the right skills, and those skills to employment.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

Logistics has a huge role to play. If consumers want to retain choice and have that choice whenever they want it, then we need to find a way of making the current supply chain models sustainable. That means clean vessels and vehicles operating in and out of smart ports all powered by clean fuels. That is certainly in my mind for Dover's long-term vision and our flagship £250 million western docks development, that will enable us to grow each of our businesses, has had sustainability built in right from specification and design to construction and operation.

What do you think is the most pressing issue facing the logistics sector?

Brexit is a once-in-a-generation event requiring profound changes in the way nations trade. Dover is at the heart of UK-EU trade and will be for many decades to come, but while we are prepared along with our ferry partners and sister ports in France, we still do not know what kind of Brexit deal we might be facing if one is achieved and there is less clarity on how strict the processes might be on the EU side if there is no deal. It is essential for the logistics sector to understand the rules of the game so we can adapt and respond.

What quality do you most admire in others?

Trust and integrity. Ports such as Dover are essential to people's lives and although an important one, we are but one cog in the logistics chain and we rely on others – ferry operators, hauliers, traders, border agencies – each to play their part. Together we provide the backbone of the economy, keeping factories busy, shops full and prices low. That requires first-rate collaboration built on trust and integrity.

What do you think 2020 holds for logistics?

Being 2020, I hope that it is a year where we all have clarity of vision on keeping trade flowing beyond Brexit. That is critical both for creating certainty in the short term but also for giving us the space to focus on the fundamental long-term issue of how to ensure the logistics industry can keep on delivering for Britain as efficiently as it does now, but doing so in a way that is truly sustainable. ★

Shaping the environment for vans



Rachel Bullen

*Fleet Operations Manager, Cadent Gas,
Chair of FTA's Van Policy Group*

How did you get your start in the logistics industry?

Working as an Admin Assistant aged 18 for an agricultural society in their transport office and being told that the Transport Manager CPC would be too hard for me to obtain. I passed the exams nine months later and have never looked back.

What does your current role entail?

I am a Fleet Operations Manager working with a small but great team of fellow industry professionals. I manage a mixed fleet of 2,500 vans, 60 HGV and specialist vehicles and 900 company cars for gas distribution company, Cadent.

What's the biggest single change you have seen in logistics since joining the industry?

The Driver Certificate of Professional Competence. Long overdue recognised training for our drivers.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

Training. There have been some great advances in training for our drivers but I think we need to continue improving, enhancing and – importantly – recognising this training.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

A vital one. This is a serious and important challenge for our industry and I believe that we should be cautious not to 'jump in' and make promises or decisions on fleets just to be seen to be doing something.

What is your view on the need for more sustainable fuels?

I don't believe electric will be the whole answer. Yes it has a place but for larger vehicles, and vehicles which have additional equipment and specialist applications, there needs to be a bigger focus on technology such as gas etc.

What quality do you most admire in others?

Honesty. Without this there is no trust or loyalty, and I believe these qualities are vital in order to have and maintain any relationship.

What has been your biggest achievement career wise to date?

Working as a National Training Instructor for FTA and being able to train and coach people in achieving their own Transport Manager Certificate of Professional Competence. Helping people to start or continue their own transport careers enabled me to give something back to our wonderful industry.

What do you think is the most pressing issue facing the logistics sector?

Meeting the reduced/zero emissions standards, especially for those of us that operate vehicles that run ancillary and specialist equipment.

What do you think 2020 holds for logistics?

Exciting, but challenging times! ★

“Without [honesty] there is no trust or loyalty, and I believe these qualities are vital in order to have and maintain any relationship.”

Accelerating autonomy



Mark Cracknell

Head of Technology, Zenzic

How did you get your start in the transport and logistics industry?

I joined Transport for London (TfL) in 2003 as a Graduate Electronic Engineer, as part of its graduate training programme. I spent two years moving round the business in different engineering and operational roles, before finally being placed in the R&D team in the 'Streets' directorate, looking at new technologies for roadside equipment.

What does your current role entail?

I left TfL in 2018 after nearly 15 years of running R&D teams and latterly working in the transport innovation directorate, looking at connected and automated mobility. I now work for Zenzic, which is a part-government and part-industry funded not-for-profit. Our role is to accelerate the self-driving sector in the UK with a particular focus on delivering the UK's world-class testing and development ecosystem. My specific role as Head of Technology is to work with our six testbed facilities to define how they can work together and create interoperable and complementary solutions. We want the UK to have the best cluster of testing facilities for self-driving technologies in the world. I was recently privileged to lead the UK Connected and Automated Mobility (CAM) roadmap to 2030, which sets out the UK's vision for harnessing the power of connected and self-driving vehicles to unlock societal and economic benefit.

What's the biggest single change you have seen in logistics since joining the industry?

For me the most remarkable change has come about in the last two to three years. A move away from traditional thinking around vehicle ownership and the number of

'disruptors' moving into the transport space is phenomenal. The proliferation of electric vehicles is only just starting to impact the logistics sector significantly, and autonomy is hot on its heels. I believe that the next five years will see a tide of new technologies changing the way we move goods around the country.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

I think that the skills gap in any one sector cannot be addressed in isolation. We see from other sectors that we work with that we are all fishing in the same pool of talent. The skills that we need are in demand all across the economy. By working cross-sector we can not only leverage the power of all, but we can find new ways of attracting and retaining key skills.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

The transition to electrified fleets is the single biggest contributor to achieving the zero emissions targets. But simply switching your fleet to electric will not solve this alone. The zero-emission vision affects the whole transport sector and we still need to consider how the fusion of personal mobility and logistics can lead to a dramatic reduction of vehicles on the roads. Smarter and fewer journeys will contribute to lower energy consumption and ease the burden of power generation.

What do you think is the most pressing issue facing the logistics sector?

From a slight outsider's perspective (I'm very conscious that I am not as embedded in the logistic sector as many of you), I think the need to work with your customer base to reduce the impact that the 'prime' and 'fast fashion' trends are having in our cities. The desire from the public to have items immediately is stretching both the road network's and the logistic sector's capacity to the limit. It will need a change of mindset from consumers and suppliers, but it cannot continue to expand as it has been over the last five years.

What do you think 2020 holds for logistics?

When I consider what the CAM roadmap indicates, I see that we need to be engaging more closely with logistics operators to see how self-driving technologies can be leveraged to support and deliver benefits today. We cannot wait until 2030 to unlock a huge impact on logistics, but similarly we need to define the small steps that we can take together to begin the journey. 2020 needs to be the year of collaboration. ★

★ www.zenzic.io

Setting the change agenda



Leon Daniels, OBE

Chair of ITT Hub 2020

How did you get your start in the transport and logistics industry?

I was working with the late Prince Marshall, who ran a magazine called Old Motor. He was a vintage vehicle enthusiast. He owned much scrap iron – unrestored vintage vehicles. A trip to America demonstrated to him that the professional way forward was commercial sponsorship, not amateur weekend efforts. Thus we found Johnnie Walker as a sponsor, and the first restoration was a 1930 red double-decker bus, which was an ideal moving billboard. The rest is history!

What does your current role entail?

I retired from Transport for London as MD Surface Transport (a £3.5bn business) at the end of 2017 after seven wonderful years there, and which had followed 13 years at FirstGroup plc to whom I had sold my own business for £23.8m in 1998. Keen to stay active and involved I set up my own consultancy business and am now working for nice companies and governments in a variety of non-executive and advisory roles. I am especially enjoying working for some tech start-ups – working with young people is so rewarding.

What's the biggest single change you have seen in logistics since joining the industry?

Technology has completely changed the face of the industry. As a result all the skill sets have had to change. I worked in freight forwarding when shipping bookings, deliveries and customs entry processes were all paper based. I worked in the bus business when all we knew was the daily cash takings per garage. Now we have a vast amount of data – frankly too much. What we need now is useful information!

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

There is a rich supply of good employees which are still not properly exploited. That's because they are women and others from non-white ethnic backgrounds.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

I think all transport operators – passenger and freight – are grappling with their VHS/Betamax problem. What is the appropriate energy solution for the medium term? With fast-moving technology will there even be a single solution? Battery electric is promising for urban operations; hydrogen looks more advantageous for longer distance and longer-range requirements. Both have their 'well to wheel' challenges, whether it be mining precious metals from countries with their own difficulties or using non-renewable electricity to prepare the energy needed for zero tailpipe emissions.

I think the transport operators are ready but far from prepared to invest significant sums on a gamble. If government has a target then it needs to provide appropriate financial and technical help.

What is your view on the need for more sustainable fuels?

I think aviation will show us the way. The business case for any new airport (or, in London's case, a new runway) all rather gambles on the delivery of energy from renewable sources. Otherwise the oil will run out before the payback is achieved. In addition the demand for oil and the demand for travel continues to rise against a background of significant green concerns over pollution. Aviation has to cure this in a safety-critical manner. The 'peace dividend' will show the way for other forms of transportation.

What do you think is the most pressing issue facing the logistics sector?

Without a doubt the demands by customers for immediate service, immediate action and full transparency at the lowest possible price.

What do you think 2020 holds for logistics?

Considerable downward pressure on costs, growing pressure on precise deliveries and whatever the consequences for leaving the European Union are – whenever that happens ★

Championing Welsh logistics



Geraint Davies

*Chief Operating Officer,
John Raymond Transport Ltd and
Chair of Road Council*

How did you get your start in the logistics industry?

I was working as a Welsh lecturer on a short-term contract for an academic year. I went to work for a company called Bridgens Transport (Tamworth) at their Swansea Depot with the intention of staying for the summer holidays and then returning to teaching. I started driving a 7.5 tonne Mercedes 814 curtain sided rigid delivering into Calsonic at Llanelli, I then did my class 2, class 1 then my international CPC. I then went on to take my PCV licence and passenger international CPC and the rest is history!

What does your current role entail?

My current role is a leadership function which has evolved over time. I oversee the full gambit of the operation with an emphasis on compliance, health and safety, procurement, HR and maintenance along with an overarching pastoral role.

What's the biggest single change you have seen in logistics since joining the industry?

The greatest change I have seen in the industry would be technical advancements and safety improvements at every level, along with changes in driver demographics and a very acute skills gap and shortage.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

The industry needs to continue to lobby government to ensure that there is a provision of fit-for-purpose qualifications and a clear, coherent pathway to vocational licence acquisition must be created.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

The government has a huge role to play; there must be clear, tangible goals that are not to the detriment of industry, and such goals must be realistic. Industry must not be left to shoulder the cost burden of forced change. This would particularly affect asset-based operations that typically depreciate equipment over a longer period of time.

What is your view on the need for more sustainable fuels?

Sustainable fuels need to be fully researched as an end-to-end process to ascertain true sustainability, this must be coupled with a full review of vehicle architectures to ensure their true green credentials. An example would be an unbiased comparison between a Euro 6d vehicle and an electric vehicle architecture. It must also be considered that there are no credible alternatives at this stage to diesel for larger vehicles such as a tractor unit plated at 44,000kg GTW.

What quality do you most admire in others?

Honesty.

What has been your biggest achievement career wise to date?

A difficult question; at a pan-industry level, being elected as one of the youngest chairpersons of the FTA UK Road Freight Council at Westminster. At a business level, having a key involvement in moving the whole business to a new state-of-the-art facility in Bridgend, ensuring that the project was compliant at every level and delivered within agreed timescales.

What do you think is the most pressing issue facing the logistics sector?

The impact of Brexit on supply-chain certainty as the prevailing uncertainty gives rise to a volatile marketplace. This uncertainty affects every area of the business, which is further exacerbated by the current skills shortage.

What do you think 2020 holds for logistics?

The industry will need to be pragmatic in times of uncertainty, asset-based operators will have a good foundation in the turbulent times ahead. ★

Capital issues



Florence Eshalomi

*Chair of the London Assembly
Transport Committee*

How did you get your start in the transport and logistics industry?

I was elected as the London Assembly Member for Lambeth & Southwark in May 2016 and since then I have held the role as the Labour Group Transport Spokesperson. In May 2019 I took up my current role as Chair of the London Assembly Transport Committee.

What does your current role entail?

As an Assembly Member my job is to hold the Mayor to account publicly. The team of 25 Assembly Members does this through various committee meetings, examining policies in plenary sessions and various visits and investigations.

In my role as the Chair of the Transport Committee, I work with other Transport Committee members to examine all aspects of the transport system in London, scrutinise the work of Transport for London and examine the Mayor's Transport Strategy to ensure it is implemented.

What's the biggest single change you have seen in logistics since joining the industry?

As a newcomer to the world of transport, one of the key changes I have seen over the year is the increase in the use of technology to help import/export streams.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

Training and apprenticeships are two areas worth expanding on to help plug the skills gap. It would be worth exploring the age and race profile of apprentices and focusing on

the recruitment of young people who do not traditionally consider employment in these roles.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

The main role for the logistics sector is around cleaning up the fleet of vehicles whether it is on the road, rail, sea or air. All these different transport modes contribute towards harmful toxic emissions. In London the introduction of the ULEZ (Ultra Low Emission Zone) will force major logistics operations to improve the fleet of cars, vans and lorries in use, especially when the zone expands to the North and South Circulars in 2021.

The logistics sector could also explore bigger consolidation centres to help serve businesses and trade bodies in busy town centres instead of individual contracts.

What is your view on the need for more sustainable fuels?

Air pollution, particularly in areas of London, often reaches illegal limits within mere weeks and months of annual targets. We all have a role to play and industries like logistics, which rely heavily on vehicles, need to look at ways of cleaning up their fleets.

What quality do you most admire in others?

Integrity – it's hard not to admire someone who has strong, honest moral convictions, especially in this present age where there seems to be so much fake news and increase in hate as a result of so many local, national and international situations.

What do you think is the most pressing issue facing the logistics sector?

In London I think the most pressing issue is the cost and additional expense attached to the sector as a result of congestion. The Mayor's Transport Strategy has an ambitious target to get 80% of the public using public transport and active travel by 2041. This will include more people walking and cycling and may result in more physical road space taken up for pedestrians. This will present a challenge for traditional freight and logistics operations and also opportunities to do things differently.

What do you think 2020 holds for logistics?

I think the logistics industry will face pressure of its environmental impacts and further technological advances will see consumers benefit from faster deliveries, but we must make sure there is a focus on cutting emissions. ★

★ www.london.gov.uk/about-us/london-assembly/london-assembly-committees/transport-committee



Leading the charge for Northern Ireland logistics

Antrim businesswoman Pamela Dennison, Chair of FTA's Northern Ireland Freight Council, can honestly claim to have logistics in her blood. The daughter of an owner of a well-known specialist furniture logistics company in Northern Ireland, she said she has always been "part and parcel of the business", and has learnt every aspect of it from sweeping the yards to senior management.

As well as working for her family business, she has also worked in compliance roles for European haulier McCulla Ireland and Beatties Distribution in its pharmaceutical division, as well as for a local council as a transport manager. "I just tried to learn more about road haulage," she said, "and the different aspects to it, the different sectors within it."

BREAKING THE MOULD

Young, female and highly articulate, Dennison does not fit the stereotypical image of a logistics worker and she is fiercely passionate about the industry she has grown up with. While her current role is that of a development manager, she also holds an HGV driver's licence and still drives trucks for the family business once a fortnight, and more frequently in the busy period in the run-up to Christmas.

On the reactions she gets as a woman trucker, she said, "I like to think that it's not as unusual as it used to be. I notice a big increase in female drivers in Northern Ireland, but in all honesty if you drive into Warrenpoint Harbour when it's Friday afternoon when it's home time for a lot of boys, they will literally just sit and watch you reversing and if someone's looking over your shoulder you're guaranteed to mess it up."

However, she says that the ratio is slowly moving in the right direction and she clearly enjoys driving a truck for a living: "It is a great job and I love it – I find driving so therapeutic."

FACILITATING DEBATE

Earlier in 2019, Dennison was appointed chair of FTA's Northern Ireland regional council. Meeting four times a year, Dennison's role is to facilitate the discussion of matters of regional and national significance by steering member companies and local authorities through a packed agenda. Unsurprisingly, given the fact that Northern Ireland shares a 310-mile long border with the Republic of Ireland, Brexit is often high on the agenda.



Pamela Dennison

Chair of Northern Ireland Freight Council

"Above normal day-to-day matters that the industry needs answers on, it's obviously dominated by Brexit," Dennison said. "It is absolutely fundamental to our industry that a Withdrawal Agreement with unfettered access of some sort is negotiated because Northern Ireland has such close links to the Republic of Ireland and the rest of the UK. But in addition to that we have no Northern Ireland Executive, so we're getting left behind regarding industry change, technological advances. I don't know whether it's arrived at a good time or a bad time, but haulage, logistics and transport are prominent in the headlines along with environmental issues. So yes it's great that we're getting the coverage, but a lot still needs to happen."

A BIGGER VOICE

While her family business, W.S. Dennison, has a fleet of 32 HGVs and 60 articulated trailers, it is classed as a small- to medium-sized enterprise (SME) and focusses solely on furniture logistics. Her work through FTA allows Dennison to amplify her message across the logistics industry. "It's allowing us as a business to let our voice be heard," she said, "which otherwise is very difficult to do because of our size. Just because we're a small operator it doesn't mean we shouldn't be heard. The chairship has given us

that voice. That's why I think FTA stands alone by giving hauliers that opportunity, that voice on matters that affect us all irrespective of size or scale."

PLUGGING THE SKILLS GAP

Dennison is similarly vocal about the logistics industry's need to attract and retain talent by showcasing the full range of career options on offer. Instead of being perceived as the industry of "trucks and warehousing", she argues that the sector needs to stand together and transform its image. The problem lies in part, she said, with the fact that the public do not appreciate the diverse career options available in the industry.

The industry has long suffered from driver shortages, a problem that isn't helped by the astonishing lack of diversity in the profession and remuneration that is often not commensurate with the level of responsibility. "Fifty per cent of the population is female and the UK only has one per cent female HGV drivers," Dennison said, "We need to look at shifts. Can we offer term-time working arrangements, shifts that fit around school hours and provide a more flexible work-life balance for everyone?"

ENTRY-LEVEL EDUCATION

The lack of training courses relevant to the logistics industry is a particular problem in Northern Ireland. "We have no further education in supply chain logistics and transport at all in Northern Ireland," she said, "Zero. There's absolutely nothing here available for school leavers. Until that changes how can we expect people to gain experience? We tell them to start from the ground up but how can we sell our industry and say here's what's on offer, here's why it's a great career choice? We don't do that as an industry. I think we may be failing, so industry bodies – FTA, CILT, RHA – all need to stand together collectively, with one voice being stronger."

PROMOTING DIVERSITY

Dennison has worked frequently with the press over the past year, commenting on the need for greater diversity in Northern Ireland's logistics sector, as well as Brexit. She feels a responsibility as a young female ambassador for logistics to show that women have an important role to play in the industry.

"I have a few male and female role models in the industry that I look up to," she said, "and I would say they are already pioneers in what they do and have achieved. But at the same time we need to get our voices out there to let people know that it's not male dominated. There are a lot of females out there. And I suppose being female and under 40 it's something that the media maybe pick up on. It plays to my benefit but at the same time I'm not going to be under 40 for ever."

ELIMINATING EMISSIONS

Dennison said that logistics should play a lead role in helping the government achieve its target of net zero emissions by 2050. However, she said that air freight and shipping must be subject to the same scrutiny that the more visible road haulage industry has to endure. While dismissive of the UK government's planned HGV platooning trial, as it is not solving

the problem, she is more positive about the introduction of B-trains (eco-trailers): "They consist of an eight-axle B-train truck, in which a tractor unit pulls two semi-trailers using fifth wheel couplings on both trailers, capacity fully laden is 60 tonnes, overall length is 25.25km. OK they're longer in length, but you've greater load capacity, reduced fuel consumption, one driver and therefore you have fewer lorries on the road."

ALTERNATIVE FUELS

Dennison believes that alternative fuels will only gain traction when the necessary infrastructure is in place. "You have to put the two in tandem," she said. "For small hauliers that haven't the capital to invest they need greater governmental support and incentives. You can't have alternative fuels without the infrastructure, it doesn't make operational or financial sense to travel 70-90 miles out of your way to refuel. If these are actioned it would be great to be part of this new era of vehicle technologies."

Weight capacity is another issue Dennison identified as preventing the widespread uptake of electric vehicles. As EVs are currently only available at the lighter end of the commercial fleet, this reduces payload and carrying capacity, which is going to increase the number of vehicles on the road. "I am sure the technology is moving towards addressing this and look forward to seeing what the next 10 years have to bring" she said.

ISLAND OF IRELAND TRADE

As her company trades frequently between the two sides of the island of Ireland, Dennison is severely concerned about the impact a no-deal Brexit will have on trade between the two. "Northern Ireland will be at a severe disadvantage in comparison to the rest of the UK," she said. "Nearly all haulage businesses in Ireland are family-owned or operated. We all rely heavily on unrestricted access to both North and South and any additional delays or additional fiscal processes will impact heavily on operations and margins, all of which puts Northern Ireland at a disadvantage. The only way forward is with an agreement of some sort with unfettered access."

2020 AND BEYOND

Despite her concerns about Brexit, Dennison is optimistic about the year ahead. "I think 2020 could bring a lot of opportunity," she said. "Ultimately for every challenge you've got to look at the upside."

For example, while Brexit has caused the industry a great deal of uncertainty, it has also pushed logistics to the top of the news agenda: "We have been given this opportunity in the press because of Brexit," Dennison said. "We need to move forward and sell our industry for service, careers and skills, sell our industry in terms of how important it is to the supply chain."

She continued: "When we have this opportunity to sell the industry, let's run with it, let's keep this momentum up and tell our good news stories on how and why we are the backbone of the economy. The limits are endless on where you could go with this, but the momentum needs to be upheld for 2020." ★

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Improving the industry's image



Steve Granite

CEO, Abbey Logistics

How did you get your start in the logistics industry?

I left school at 15 and was offered an apprenticeship with Abbey Logistics which was a small family business at the time. The owners approached their old school to recruit two young managers of the future and that's how my career in logistics started! Since then I've never looked back.

What does your current role entail?

As the CEO I am responsible for setting and delivering the strategy of the business and ensuring the overall performance of Abbey is in line with or above expectations of all the various stakeholders.

What's the biggest single change you have seen in logistics since joining the industry?

Two changes stand out to me since joining the industry. The first is the introduction of technology and how data and IT is now being used as a unique selling point to win and retain business. Second is the culture amongst drivers. In the early days of my career, drivers wanted to be away from home and down the pub with their colleagues. Society has moved on and now the traditional 'tramper' is a dying breed and with drivers preferring to be home each night. The industry needs to adapt to that and think outside the box.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

There is no silver bullet but the industry has to change! Drivers need to be given the right facilities and environment and the right pay. Additionally we have to change the perception of the industry by engaging with schools and colleges but also establish the right links with the

likes of ex-forces and the unemployed. If companies in our sector think they can leave it to government to fix our problem then they'll wait a long time. Think Logistics is doing excellent work to improve the industry's image to young people and we need more of this.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

Our sector can play a huge part in helping government achieve net zero emissions by 2050, but on this one I do believe the government should make funding available to help us make the transition. Alternative fuels are here but the infrastructure is not!

What is your view on the need for more sustainable fuels?

I am a big supporter of sustainable fuels as they're much kinder to the environment and tend to be more cost effective. The barrier to the sector taking this up on a much larger scale is infrastructure.

What quality do you most admire in others?

I love resilience in a person. When someone is resilient they will tend to learn from mistakes and become a better person and worker. It is great when you see someone face a setback but come back stronger, I admire that hugely.

What has been your biggest achievement career wise to date?

My biggest career achievement was in 2016 when I led an MBO (management buyout) to buy Abbey Logistics from the Lucy family with the backing of Northedge Capital. Not only was it a proud moment for me because I'd completed the takeover but I had a sense of pride that I'd 'repaid' the family for giving me this opportunity in life.

What do you think is the most pressing issue facing the logistics sector?

Unfortunately the same issue that we've been facing for over five years – the skills shortage. We're still no better off than we were five years ago and that concerns me. Good drivers are becoming even harder to find and with Brexit and low unemployment rates we need something drastic to change this issue or we will carry on facing it in another decade.

What do you think 2020 holds for logistics?

I think 2020 will be a turbulent year for the logistics sector with Brexit likely to happen. Some will prosper but others will suffer. With uncertainty comes opportunity and as a business we're optimistic and ready for the opportunities, but I don't feel that everyone is prepared for what's to come. ★

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Driving decarbonisation



Professor Philip Greening

Centre for Sustainable Road Freight

How did you get your start in logistics?

I trained as an aeronautical engineer but ended up in working on the first wireless systems. A natural home for these systems was in warehouses where they were used to replace paper pick systems. The change was transformational and this technology enabled the real time warehouse management systems with which we are now familiar.

What does your current role entail?

Lots of engagement with the sector, and a good deal of thought leadership. But most important lots of blue sky research – that's what I really enjoy.

What's the biggest single change you have seen in logistics since joining the industry?

I guess it is probably the data revolution – this got off to a slow start, but once it got established in the warehouse real-time systems soon found their way into the vehicle. This has resulted in a plethora of planning and executions systems – logistics has never been so efficient.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

I think the sector has to be exciting and the challenges we are now facing are certainly that. The perfect storm of data, AI, and the environmental imperative create an exciting context which will attract the best technologists and managers. These challenges also need to be addressed by the universities – and that's part of my job, our research has to find its way into a range of courses from graduate

apprentice schemes through to PhD topics. These are challenging times and we need good people.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

Logistics will play a vital role in the environmental challenge. It will be the most difficult sector to decarbonise – after all we move lots of heavy stuff long distances – that's not really suited to electrification. Decarbonisation of freight will require massive infrastructure investment, new operational models and even new business models. But importantly logistics will continue to be the oil of the economic engine.

What is your view on the need for more sustainable fuels?

We actually need carbon-free fuels, but there will be a role for low-carbon fuels in the transition from high- to low- to zero-carbon fuels.

What quality do you most admire in others?

Integrity – knowing you can trust somebody to behave with integrity means a lot, even if you disagree with them.

What has been your biggest achievement career wise to date?

I think that was probably becoming a professor, as this is an appointment made by your peers.

What do you think is the most pressing issue facing the logistics sector?

Decarbonisation – it's also the world's biggest challenge!

What do you think 2020 holds for logistics?

Lots of change and challenge – decarbonisation, digital revolution, electric vehicles, and of course... Brexit. ★

“ The perfect storm of data, AI, and the environmental imperative create an exciting context which will attract the best technologists and managers.



Leading the charge for women in logistics

Allison Kemp is pleased, if a little surprised, to hear herself described as a female ambassador for the logistics industry. As the Managing Director of Derbyshire-based A.I.M Commercial Services Ltd, she oversees a largely female workforce (out of 15 employees, only three are male), bucking the trend in an industry that has long been overwhelmingly male. To cap her status as one of the industry's leading women she was recently named as Woman of the Year at the 2019 everywoman in Transport and Logistics Awards.

A FAMILY AFFAIR

As both her grandfathers and her father worked in the industry in one form or another, Kemp is technically third generation logistics. After leaving school she worked in freight forwarding for a while before joining the Knights of Old Group logistics business where her father was a director. "I worked in the overland, their Italian-German side," she said. "I tried to stay out of [transport] but it just doesn't happen, does it? If it's in the family, it's just in your blood, isn't it?"

From there she worked as a transport manager in Wellingborough for four years before moving back to Derbyshire where she worked within the transport division of the county council. Then 17 years ago she set up A.I.M Commercial Services Ltd.

KEEPING CUSTOMERS COMPLIANT

Kemp's company offers training, tachograph analysis and audit and compliance services to transport operators. "It's providing services to customers, not hauling," Kemp explained. The company owns its own HGV tractor and trailer for training purposes. "We're big believers that if you're going to have a go at something, you do it properly, or don't bother," she said. "That's why we've got vehicles, we've got O licences, we are FORS associates and we deliver cycle training."

TAKING THE CHAIR

Kemp has been chair of FTA's East Midlands Freight Council for more than eight years and last year she was appointed vice chair of FTA's UK Council, the first woman ever to have held the post.

"It's great," Kemp said, "The council that I chair, we have some great feedback, we have some good discussions, we have some good conclusions. I think we're one of the



Allison Kemp

Vice Chair of Road Council and winner of Woman of the Year at 2019 everywoman in Transport and Logistics Awards

biggest [freight councils]. There's myself and Dave Rowlands who chairs West Midlands that's the biggest, and we have a bit of a challenge to keep inviting people in. I think the meetings are really useful and constructive."

ATTRACTING YOUNG TALENT

Above and beyond running her company and chairing FTA council meetings, Kemp also does a considerable amount of work with schools. "We need to get the next generation inspired by what we do," she said. Schoolchildren often believe that a career in logistics is limited to being a lorry driver or a forklift truck driver," she said: "It isn't – it can be for anybody at all."

Working with Derbyshire County Council, Kemp spends one day a month visiting her local school. She tells children in years 10 and 11 about the different career options available in logistics, from working as a transport solicitor to shipping goods to overseas markets. "We're getting there," she said. "It's taken four years to get to the stage that we're at now, which they tell me is pretty good. But it doesn't move fast enough for me."



I'm not an emotional person but actually it really touched me. And for us as a small company in Derbyshire, how amazing is that?

WOMAN OF THE YEAR

Earlier this year, Kemp was surprised and delighted in equal measure to be nominated by her customers in the Woman of the Year category for the everywoman in Transport and Logistics Awards. When she was told that she had won Kemp was completely bowled over: "I'm not an emotional person but actually it really touched me. And for us as a small company in Derbyshire, how amazing is that?"

Kemp said that if she could have afforded to she would have brought her whole team down to London for the award ceremony. "This award wasn't for me it was for all my staff," she said. "It was for every one of us here because we have worked so hard to do our best. I couldn't do my job without the team that I've got."

Earlier in her career, Kemp said that it was difficult for her as a female transport manager. This has strengthened her determination to offer opportunities to women in her business: "In my mind I need to give completely different people a chance and that's exactly what I've done." Kemp has recruited women from a variety of backgrounds including the retail and care industries and has helped them to pursue and develop their careers in transport.

NEED FOR GOVERNMENT SUPPORT

Kemp believes that as one of the UK's most tightly-regulated industries, logistics should receive more help and support from the government on a range of issues, from decarbonisation to wages and driver facilities. "I think we're so regulated that we don't know which way to turn next," she said. "Then they put so much pressure on us as well that we're just going to burst one day, that's how I feel."

BEST OF BRITISH

Kemp is optimistic about the UK's prospects after Brexit and believes the quality and workmanship of British goods will stand the country in good stead once it leaves the European Union. "We like Church's shoes, we like Melton Mowbray pork pies, we like Harris tweed," she said. "The British produce very good quality items, and actually we think we can tap back into that when we come out of Europe."

PRIZING QUALITY AND DETERMINATION

The qualities that Kemp admires above all others in those she works with are: "a determination to get the job done right" and "the quality of the work that they do".

Kemp believes that every one of her staff enjoys their job, in part because of the environment that she has worked

hard to create. Chip suppers are a regular feature on a Friday, and requests for flexible child-friendly working are accommodated wherever possible. "We make work fit in with their lives," Kemp said, "as long as it doesn't affect us commercially. If they come to us and say can I swap my day over because my lad's in a concert, we try and make it happen and I don't think we do that enough in our industry."

HEART OF THE COMMUNITY

Outside of work Kemp is a Community First Responder for the East Midlands Ambulance Service in the Amber Valley, for whom she does a lot of fundraising. "I work with some amazing people," she said. "We go on call and we go out so we're normally first on the scene. I feel very privileged to be part of the Amber Community First Responder Group and what they do in the local community."

Once a week, Kemp invites a community band into her premises for a weekly rehearsal. "On a Monday night we run a little community band, which the local council helps us fund. We give kids some new life skills and we hold a concert in our warehouse every year that helps us raise money to buy some more instruments."

SKILLS SHORTAGE CONCERNS

Kemp believes that the most pressing issue facing the logistics sector is the shortage of drivers, a situation which she describes as "absolutely dire." She recounts a recent visit to a customer's premises where she was delivering training and saw they had 20 trucks parked up because they could not find drivers to drive them. Her concern is that companies will begin to recruit drivers who are not suitable for the job because they are so desperate for staff.

She estimates that 2020 is going to be a tough year for the industry, partly owing to the Driver CPC deadline in 2019 compounding the ongoing driver shortage. The problem with recruitment is partly to do with the pay and conditions: "We call them professional drivers, but do we really pay professional money? I don't think we do," she said. "We don't give them proper facilities, proper food or the option to have that if they want. I don't think we provide enough of that for them."

Despite the tough recruitment outlook, however, Kemp's enthusiasm to do things properly and support others remains undimmed: "I think 2020 is probably going to be the hardest year that I've worked in the transport industry, but I remain passionate about helping people and getting things right." ★

Supporting a more sustainable Scotland



Stephen Halleran

*Regional Distribution Manager,
ADM Milling and Chair of Scotland
Freight Council*

How did you get your start in the logistics industry?

I planned to study veterinary medicine and surgery at the Royal School of Veterinary Studies. While waiting over the summer break I was offered a position with a leading distribution company and I never looked back.

What does your current role entail?

My current role is extremely varied, overseeing the regional distribution and warehousing activity. No two days are ever the same. My key focus is safety, operational efficiency, customer satisfaction and cost management.

What's the biggest single change you have seen in logistics since joining the industry?

The development of 1PL to 5PL. 3PL was a game changer when first conceived, it potentially provided a 'one-stop shop' of integrated supply chain services from transport and warehousing to inventory management, packaging and freight forwarding.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

We have an ageing profile within the logistics industry which is predominantly from a male-driven background. The key to recruitment is early interaction with schools and colleges to raise the profile of logistics, engaging the next generation and focusing on attracting a higher number of females for a better gender balance within the workplace. Sector skills councils can play a significant role in this engagement, with support from leading companies.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

I think sustainability is key as we move forward. If you look at the UK's greenhouse gas emissions, combined transport contributes 26% to the overall figure. We are seeing expansions of both the ULEZ (Ultra Low Emission Zone) and CCZ (Congestion Charge Zone) with it costing an estimated £1 for every minute an LGV idles in traffic. Consumer behaviours will influence the logistics chain as it pushes back and influences fleet compositions. We should fully engage with government over alternative fuelling options. Whilst there have been massive strides forward in the electrification of vans, I believe LGV technology is still some way away from being commercially viable for operators.

What is your view on the need for more sustainable fuels?

I think they will play an increasingly important role as we move on the government's ambitions to zero. Whilst BEVs (Battery Electric Vehicles) are the focus for van 'last-mile' deliveries, the LGV sector currently has natural gas, CNG, LNG, LPG or bio diesel as its main credible options. I believe electrification will come to the LGV sector in the future.

What quality do you most admire in others?

I believe the most important attribute an individual can have is integrity. I have always had the belief of "treat others as you wish to be treated" and you will set a good benchmark for everyone you deal with in life.

What has been your biggest achievement career wise to date?

While working for my previous employer I set up the UK's first flower wholesale imports from Aalsmeer, Holland into the then Safeway supermarket supply chain. They are now commonplace throughout the supermarket industry.

What do you think is the most pressing issue facing the logistics sector?

Climate change and sustainability. Under the Air Quality Plan the government has mandated the ban of new diesel and petrol cars and vans by 2040. That provides a massive challenge to the industry in how best to respond in a responsible manner.

What do you think 2020 holds for logistics?

In a word, Brexit. If you look at the top 10 trading partners of the UK, seven are EU member states for imports and exports resulting in 54.4% and 48.8% of trade. That represents £211.7 billion and £139.9 billion to the economy and has the potential to place significant strain on the logistics supply chain. ★

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Rebalancing Britain's infrastructure



Lucy Hudson

*Lead Officer Freight and Logistics,
Transport for the North*

How did you get your start in the transport industry?

I led the charge and saved a train! DfT consulted on reducing and breaking the service between Cleethorpes and Manchester Airport. Over 5,000 signatures on a petition, much economic research, Parliamentary debate and business petitioning, and many newspaper articles later, you can still get on a train from Cleethorpes and end up at Manchester Airport without having to change a train. What a way to enter the industry!

What does your current role entail?

I lead the Freight and Logistics function at Transport for the North (TfN). The function supports the delivery of key projects. This includes work on the Strategic Development Corridors which are bite-size chunks of the north where we can understand what we need to deliver to improve connections and enable economic growth to happen. I'm also involved in Northern Powerhouse Rail stakeholder engagement and I speak about our work at events right across the country (and sometimes abroad).

What's the biggest single change you have seen in logistics since joining the industry?

That the movement of coal has almost ceased. This will generate opportunities to allow more containers to access the railway, as long as they fit under and through the host of bridges and tunnels in the north. Transport for the North wants to see containers being moved on an east-west basis and is campaigning hard to enable this to happen.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

By showcasing itself as an awesome industry. Big firms do well out of graduates and young people because they present themselves as attractive employers and are then able to secure the best and brightest young talent. The freight industry could attract more talent if it marketed itself visibly in the right places at the right time.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

To be fair, it will be the tech industry that will lead the charge. Once solutions have been identified and if government can offer support in terms of grants and subsidies, then the industry can take over and use the tech. But the solutions that meet the needs of the sector must be invented and refined before industry can use them.

What is your view on the need for more sustainable fuels?

DO IT! We have a responsibility to future generations to care for our planet. TfN is increasing its activity within the sustainability sector because we recognise that we must look after our locality and contribute to global sustainability.

What quality do you most admire in others?

Humour. I really appreciate it when someone understands how to use humour to disarm a stressful situation or work process. This makes any task more fun and enjoyable. It also lowers blood pressure. Win win!

What do you think is the most pressing issue facing the logistics sector?

Reducing our carbon footprint. Ensuring the tech is up to the power and standard required by the logistics industry will be a challenge I hope the sector is up for. We want to provide a better transport network for this and future generations. Freight is a huge part of that. If we don't do it sustainably, then we won't be leaving the legacy we want to.

What do you think 2020 holds for logistics?

We will hopefully understand the implications of Brexit and learn of any benefits for the north. I hope the sector continues to grow and keep the rest of the country fed, watered, clothed, entertained and well. ★

Backing modal shift



Emma Leam-Saville

Agency Director, DFDS Seaways plc

How did you get your start in the shipping and logistics industry?

Very much by chance. I was 18 and a little lost as to what I wanted to do for a career. Looking through the job adverts I saw one for a Customs Clearance Clerk. I thought it looked interesting, applied the same day, attended an interview the day after and started the following week and here we are a good while later.

What does your current role entail?

As Agency Director for DFDS Ferry Division in Immingham I am fortunate to have a broad area of responsibility. Currently much of my time is spent engaging with Border Delivery, HMRC, customers and many others with regards to Brexit, making sure we are ready should we face a no-deal period. I am also responsible for the customer service and booking team which we call 'Customer Operational Services'. With a fantastic team behind me I am able to focus on Brexit and other compliance requirements.

What's the biggest single change you have seen in logistics since joining the industry?

I'm sure it will be no surprise when I say Brexit.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

I like this question. It is something I am continually pushing. I suppose the industry isn't that sexy. It is viewed as quite a traditional industry, so it doesn't necessarily jump out

at someone for a career choice especially if they have an interest in technology. We need to be more public facing.

I think the Institute of Chartered Shipbrokers have some good ideas in terms of engaging at a primary school level and showing how toys arrive.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

We all have a role to play in this. We need to engage in innovation and look to promote cleaner fuels.

What is your view on the need for more freight to shift onto inland waterways/short sea shipping?

I can only agree for the need to look at how cargo is moved in a more environmentally friendly way. Not just in terms of carbon footprint but also with regards to noise pollution and congestion.

What quality do you most admire in others?

Honesty and loyalty. I believe that we have a responsibility to be honest, I often say I'm here to do my job to the best of my ability and not just to say yes. Differing opinions are part of getting the best results.

What has been your biggest achievement career wise to date?

Can I answer this one in a few months? Then I would hope to say: "Helping to steer DFDS through Brexit."

What do you think is the most pressing issue facing the logistics sector?

The easy answer would be Brexit, but we are an industry that adapts and will cope. I think the biggest challenge is how we become more environmentally sustainable without an unacceptably high financial impact to the supply chain.

What do you think 2020 holds for logistics?

I think this is another one that depends on the Brexit outcome. Undoubtedly there will be changes as a result, regardless of deal or no deal. I think this will be a challenge to ensure the flow of goods continues in a way that sees little impact for the end user/consumer. ★

Championing skills and diversity



Philip Martin

*Head of Freight Policy,
Department for Transport*

What do you think is the most pressing issue facing the logistics sector?

The most pressing issue for the sector is the need to keep our economy running as before when we leave the European Union. Our just-in-time supply chains are dependent on the logistics sector to deliver goods on schedule. Those goods may come from Europe which will require the sector to be ready for the new driving and customs requirements.

I've yet to see a challenge the sector couldn't meet.

What's the biggest single change you have seen in logistics since joining the industry?

The biggest change I've seen is the development of battery technology which has enabled the industry to run fully electric van fleets and now small lorries. One of the first questions I asked (after "why were there so few women in the industry?") was, "why are there no electric trucks on the road?" In just four short years we now have full-size electric lorries on the horizon.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

The single biggest challenge for the industry has to be addressing the current labour shortages. At present that means finding the next generation of fleet engineers, drivers and warehouse staff. As technology develops and we see autonomous vehicles, automated warehouses and perhaps drone deliveries, the industry will need to adjust to employ workers with a whole different skill set.

One key issue is the lack of diversity. The sector cannot ignore 47% of the working population and expect to address the labour shortages. There is plenty of research that shows more diverse companies perform better and are more profitable. The ask for the sector is to make itself more attractive as a career option for women and minorities. By doing so it will also enable more men with young families to join the industry too.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

Clearly there has been significant progress on electric, hybrid and alternatively-fuelled vehicles but we aren't yet in a position where electric 44-tonne lorries are available, although that's not far off. However, that shouldn't mean that everything gets loaded into electric vans. The industry needs to look carefully at how to minimise empty running and the number and type of vehicles used. The biggest rise in vehicle use is cars and vans while lorries remain steady at around five per cent of vehicle miles travelled. We have to ensure that we don't pack goods into two dozen vans when one Euro VI, 44-tonne lorry would seriously reduce congestion.

The industry also needs to work to inform consumers. There is no such thing as free delivery and it would be useful if consumers were aware of the financial and environmental cost of their shopping choices. This would empower them to lessen their impact on the environment. We've seen great progress with plastic straws and coffee cups. People will make better choices if they have the information they need.

What quality do you most admire in others?

Obviously, the ability to cope with my lack of organisation. I always admire people with compassion, tolerance and the ability to actively listen.

What do you think 2020 holds for logistics?

The challenges for 2020 will be the same as the current key issues. Labour shortages, clean air, Brexit etc. I hope that I can work with the sector to meet them head on. To increase the number of women and minorities working in the sector. To see record numbers of companies offering paid internships through Career Ready and Think Logistics. To create a pathway for those leaving the military to find employment in the sector. To see record enrolments into the industry apprenticeships. And to reduce reoffending by working with HM Prison Service to provide a route out of crime for ex-offenders. ★

Greening the sector



Millie Pardoe

*Business Development Associate,
Pivot Power*

How did you get your start in the transport and logistics industry?

Driven by my concern about global warming and poor air quality I studied an MA in Climate Change at King's College London in 2018. Having heard of Pivot Power's bold plan to develop a national rapid electric vehicle (EV) charging network, I reached out and began interning which has since evolved into my current role.

What does your current role entail?

I am responsible for identifying potential customers for our private wire power network who will likely have future megawatt level power demands to enable them to install high-power charge points (or lower power in greater quantities). Typically, these will be charge point operators and fleet operators such as bus, logistics, last-mile delivery and taxi.

What's the biggest single change you have seen since joining the industry?

EVs passing tipping point. As the cost and availability of EVs improves, as well as the associated charging infrastructure to support them, the transition to electric is happening sooner and at a faster pace than previously anticipated.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

The transition to EVs is causing the logistics sector to adapt and draw on new types of technology and data. Industry can embrace and harness this change to create

an innovative and exciting working environment for current and prospective employees.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

With road transport accounting for nearly a third of UK greenhouse gas emissions, the transition to EVs is a good place to start. The purchase of the EV and charge point is the easy part. Logistics companies looking to electrify should identify the different options to increase power capacity, if required, as this can often be a complex and costly process.

What is your view on the need for more sustainable fuels?

While I consider the electrification of transport, from passenger to heavy duty vehicles, inevitable, I appreciate that for larger vehicles there simply isn't the availability at present. In the interim, sustainable fuels are a good stepping stone providing that investment in this doesn't hinder the development of a long-term electric future which ultimately, I consider would provide the most sustainable solution.

What quality do you most admire in others?

Progressiveness.

What has been your biggest achievement career wise to date?

Representing Pivot Power as we took home our first award at the Business Green Awards 2019 for Green Infrastructure Project of the Year!

What do you think is the most pressing issue facing the logistics sector?

Adopting and adapting to an electric future.

What do you think 2020 holds for logistics?

Innovation driven by advances in technology. From the electrification and autonomation of vehicles, to developing drone technology, the logistics industry is likely to see rapid and unprecedented transformation in 2020 and beyond. ★

Professionalising logistics



Leigh Pomlett

Chair, FTA Strategic Council

How did you get started in the industry?

Straight from university I knew I wanted to work in the freight industry in some form and got an opportunity to work for the nationalised NFC back in the early 80s.

What does your current role entail?

I chair FTA, providing services and representation for 18,000 members. My primary role is to strategically steer FTA, working with the non-executive board and the executive team led by CEO David Wells.

What is the biggest single change you have seen in the logistics industry?

This would have to be the technologies that drive and enable our industry. This includes the emergence of e-commerce, internet tracking and real-time dynamic scheduling, all of which have had a major impact on the industry.

The logistics sector has had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

We need to stop thinking of ourselves as an industry and rebrand ourselves as a profession. This will change the mind set of those who work within it. We need to represent the very best of our profession, case studying the phenomenal job that we do across the whole of the UK, including the use of high-level technology and the drive to reduce environmental impact upon our country. This should attract the most talented in the country.

What role do you think that logistics should play in the government's target to achieve net zero emissions by 2050?

Quite simply, we should enable it as far as we can whilst pointing out the practical difficulties sometimes. We should not stand in the way of this hugely important initiative. Increasingly the world will not allow us to and we should not be seen as resistant to it in any shape or form.

What is your view of the need for sustainable fuels?

Consistent with my previous answer, we have to find different ways of fuelling our businesses. Again, this can come from electric or hydrogen, but we must pursue it with increased urgency.

What quality do you most admire in others?

I admire leadership at all levels and the ability to affect organisations for the good.

What has been your biggest achievement, career wise, to date?

Operating across international boundaries, across Europe and the rest of the world, and being effective in those environments.

What do you think is the most pressing issue facing the logistics sector?

In the short term, dealing with the inevitable pressures of Brexit and maintaining supply chains in a significantly unhelpful environment. In the longer term, the environmental impact of our sector should be our prime concern.

What do you think 2020 holds for logistics?

Brexit will bring all sorts of challenges in 2020, but the one consistent theme running through our sector with or without Brexit is the shortage of skilled labour. ★



We need to stop thinking of ourselves as an industry and rebrand ourselves as a profession.

★ www.fta.co.uk/membership/fta-councils/freight-transport-council

Embracing the speed of change



Dave Rowlands

*Technical Director, Wincanton and
Chair of West Midlands Freight Council*

How did you get your start in the logistics industry?

I was born into a transport family. My father was a fleet engineer and our extended family operated trucks in quarry haulage and coal. So I knew nothing else, and hence started in the industry as an apprentice truck mechanic.

What does your current role entail?

My role is the management of Wincanton's vehicle engineering standards, fleet specification, fleet management, and road-going legal compliance including our operator licence undertakings.

What's the biggest single change you have seen in logistics since joining the industry?

The move to a 'connected vehicle' becoming the norm, with all aspects of a vehicle's major components being digitally controlled and the progressive ability to monitor the fleet in real time. This has transformed the way that vehicles are managed and most certainly improved how they are operated.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

We need to keep promoting the industry as a good career opportunity, and walking the talk. From drivers through technicians to transport and engineering managers, good people are hard to come by, and they need to be nurtured and looked after. They will then be our biggest advert for attracting new staff.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

We as an industry can offer up new solutions, adopt the latest technologies, and play a major role in continuing to clean up the environment, and it is not as though we are not already running hard to achieve this. However, quantum leaps in emission reductions will only occur if we are given the ability to make major changes in maximum loads carried, fuel types and vehicle autonomy, and have long-term infrastructure investment; we cannot do it alone, or when encumbered with the legislative barriers that we currently have.

What is your view on the need for more sustainable fuels?

It is a given that we will continue to move away from traditional fossil fuels, though there is not likely to be one silver bullet. All avenues – EV, HVO, H2, ethanol, gas etc – will need to be explored and exploited, perhaps choosing the fuel relative to the operational geography, as opposed to majoring on one. This will need investment and monetary 'pump priming' from governments, as our industry continues to operate in a commoditised market with very low margins, reducing the willingness to pioneer untested solutions.

What quality do you most admire in others?

I hold many in admiration for a multitude of reasons, but their integrity is perhaps the quality that I most admire. Without this trait, then many of their other attributes mean nothing.

What do you think is the most pressing issue facing the logistics sector?

I think the expected speed of change is the most pressing issue in our sector, for various reasons, whether it be Brexit, the environment, or simply customer demand. Our resources are already stretched, and with staffing challenges and low margins compounding the problem it will be an issue to many. But this is where good leadership, forward thinking and being light-footed allows the fittest to make headway and grow – it all makes for an interesting future.

What do you think 2020 holds for logistics?

I have no doubt that 2020 will bring its own challenges; some will be perennial, others new and perhaps surprising. We will continue to have to grapple with new legislation and ways of working, and find means of removing more cost and adding even more value, all wrapped up in a blanket of improved safety and reduced environmental impact... I am sure there will not be a dull moment! ★

Keeping logistics on track



Neil Sime

Managing Director, Victa Railfreight

How did you get your start in the transport industry?

I joined British Rail straight from school and worked in the Divisional Traffic Control at Beckenham in Kent, which was a great way to learn about what makes the railway 'tick'. During my first few years I was able to get out and visit a wide variety of operational locations giving me the basis of my wide knowledge and allowing me to meet some very experienced people.

What does your current role entail?

Leading a business of 80 staff providing rail operations support services to customers across the UK. As well as providing local rail operations around ports, terminals and a quarry, we also provide training and advisory services to a range of customers.

What's the biggest single change you have seen in logistics since joining the industry?

In my forty years in the sector I have seen many changes and I think the pace of change will accelerate over the next few years. Obviously, the continued growth of containerisation of cargo has changed the way cargo is handled and distributed. The changes in shopping habits and the expectations of fulfilment are now requiring ever more innovative ways of addressing customers' needs.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

We need to continue to review our working practices to ensure that we are able to offer a sensible work-life balance. Investment and development of our people is also

important in order to offer promotional opportunities and good experienced talent. Giving people experience of the many different facets of the industry is also becoming more important as environmental challenges become more prevalent and new ideas are called for.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

Clearly emissions from transport are a key area to address and the sector needs to look closely at how it operates and develop both modal and technological solutions to reduce the environmental impact.

What is your view on the need for more freight to shift onto rail?

Continued modal shift to rail is an important part of this strategy, with rail freight offering significant environmental benefits over road transport. Continued investment in port rail infrastructure and Strategic Rail Freight Interchanges (SRFIs), coupled with the development of new locomotive fleets offering further improvements on emissions and efficiency are key elements of this.

What quality do you most admire in others?

I admire those who have a clear vision and look after their people, who at the end of the day are key to the continued effectiveness of the logistics sector. Being prepared to do things differently and not be afraid of change are other attributes that I try to emulate.

What has been your biggest achievement career wise to date?

I think creating an organisation that continues to offer new ideas and good people to the logistics sector is a major accomplishment. The award of our UK-wide non-passenger train operator's licence, with the onerous safety certification process that underpins the process, is also a big achievement for a relatively small business.

What do you think is the most pressing issue facing the logistics sector?

Meeting the rapidly changing needs of the consumer, continuing to recruit good people and developing them into future leaders and meeting the environmental challenges imposed by government are all big issues to be addressed.

What do you think 2020 holds for logistics?

We'll obviously need to respond to whatever the outcome of Brexit turns out to be, at the same time meeting the continuing skills shortages and doing things differently to be more environmentally friendly and efficient. That should keep us busy for the next twelve months! ★

★ www.linkedin.com/company/victa-railfreight-limited

Shaping future transport policy



Sagar Singamsetty

Senior Manager, Transportation
EU Public Policy, Amazon

How did you get your start in the logistics industry?

Started in 2008 as an in-house legal counsel at TNT Express in the Netherlands.

What does your current role entail?

I lead advocacy efforts on transportation policy (all modes of transport) that enable Amazon and its partners to deliver a world-class experience to customers.

What's the biggest single change you have seen in logistics since joining the industry?

The definition of speed, quality of service and reliability has dramatically changed over the last 10+ years. With the evolution in customer expectations, the logistics sector has become more customer focused.

The logistics sector has long had an issue recruiting and retaining skilled employees. How do you think the industry can help plug the skills gap?

As technology continues to evolve, we need to make sure Amazon employees to elementary students have access to develop skills in high-demand fields, including logistics. That's why programmes such as Career Choice, which provides Amazon associates with the opportunity to get 95% of tuition and associated fees covered for nationally recognised courses – up to €8,000 over four years – are so valuable. It's also why Amazon continues to invest in STEM-related school programmes such as Amazon Future Engineer and Camp Amazon.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

Operational efficiency and innovation are key drivers to reduce emissions from the logistics sector. We recently announced The Climate Pledge, which calls on signatories to be net zero carbon across their businesses by 2040. As part of that effort, we have ordered 100,000 electric delivery vehicles from Rivian – the largest order ever of electric delivery vehicles – with vans starting to deliver packages to customers next year. That's just one example of the many ways we're evaluating our operation to make it more sustainable. You can learn more about The Climate Pledge at <https://sustainability.aboutamazon.com>.

What is your view on the need for more sustainable fuels?

Certainly we need sustainable fuels to achieve the net zero carbon goal. I will specifically add here that future policy should also encourage the investment in and use of alternative/sustainable fuels, which is not the case today.

What quality do you most admire in others?

Someone who can explain a complex issue in simple terms is a quality I admire.

What has been your biggest achievement career wise to date?

Let me start by sharing an industry achievement – coming from India, living in Europe and working for an American company, I've been inspired by the diversity and inclusiveness that enables us to all continue inventing and creating in the rapidly-growing industry of logistics. From an individual standpoint, the opportunity to work with policy makers and the business community in shaping future transport policies that allows for continued innovation in the transport and logistics industry is certainly something I would say is a highlight of my career to date.

What do you think is the most pressing issue facing the logistics sector?

To balance the need to be more efficient while operating in a more environmentally sustainable way.

What do you think 2020 holds for logistics?

Operational efficiency, innovation and sustainability. ★

Engaging with public bodies



Amanda Zambon

*Public Affairs Manager – Logistics,
DHL UK & Ireland*

How did you get your start in the logistics industry?

I started off studying history, law and international relations, and from there developed a passion for international trade while working for an MEP in Brussels. I continued focusing on trade at my next job at BritishAmerican Business, the US Chamber in the UK. When the job came up at DHL it sounded like the perfect opportunity to get more hands-on experience within the industry that makes trade happen!

What does your current role entail?

I cover various policy issues for DHL in the UK. This mostly involves a focus on aviation policy and urban logistics but also employment, taxation and other forms of regulatory change. About half of my job is inward facing, briefing the business on policy updates and understanding the impact on colleagues, the other half is engaging with public authorities (both local and national) and trade associations on these issues.

What's the biggest single change you have seen in logistics since joining the industry?

E-commerce has driven change in the industry with an increasing number of people buying online and therefore changing how our industry delivers for our customers too. According to various studies, e-commerce retail sales grew by 23% in 2018 compared to 2017 levels, and in 2019 there are apparently nearly two billion digital buyers worldwide! Internet shopping influences over half of in-store purchases, and the UK has one of the most mature click-and-collect markets worldwide.

What role do you think logistics should play in the government's target to achieve net zero emissions by 2050?

The logistics industry has a key role to play here. Trade generates so much prosperity, but we cannot ignore the fact that globally roughly 14% of human-induced greenhouse gas emissions can be attributed to transport. This is why DHL has had a 2050 net zero target for logistics-related emissions since 2017, with ambitious interim targets for 2025 driving our approach in this area, covering carbon efficiency, clean pick-up and delivery solutions, providing green sales solutions and training colleagues.

What is your view on the need for more sustainable fuels?

It's an exciting time for sustainable fuels, particularly for electric vans which are now entering the market at 3.5 tonnes and above. Deployment will require sufficient logistics land with the necessary infrastructure capacity for refuelling being made available in the right locations to account for range constraints.

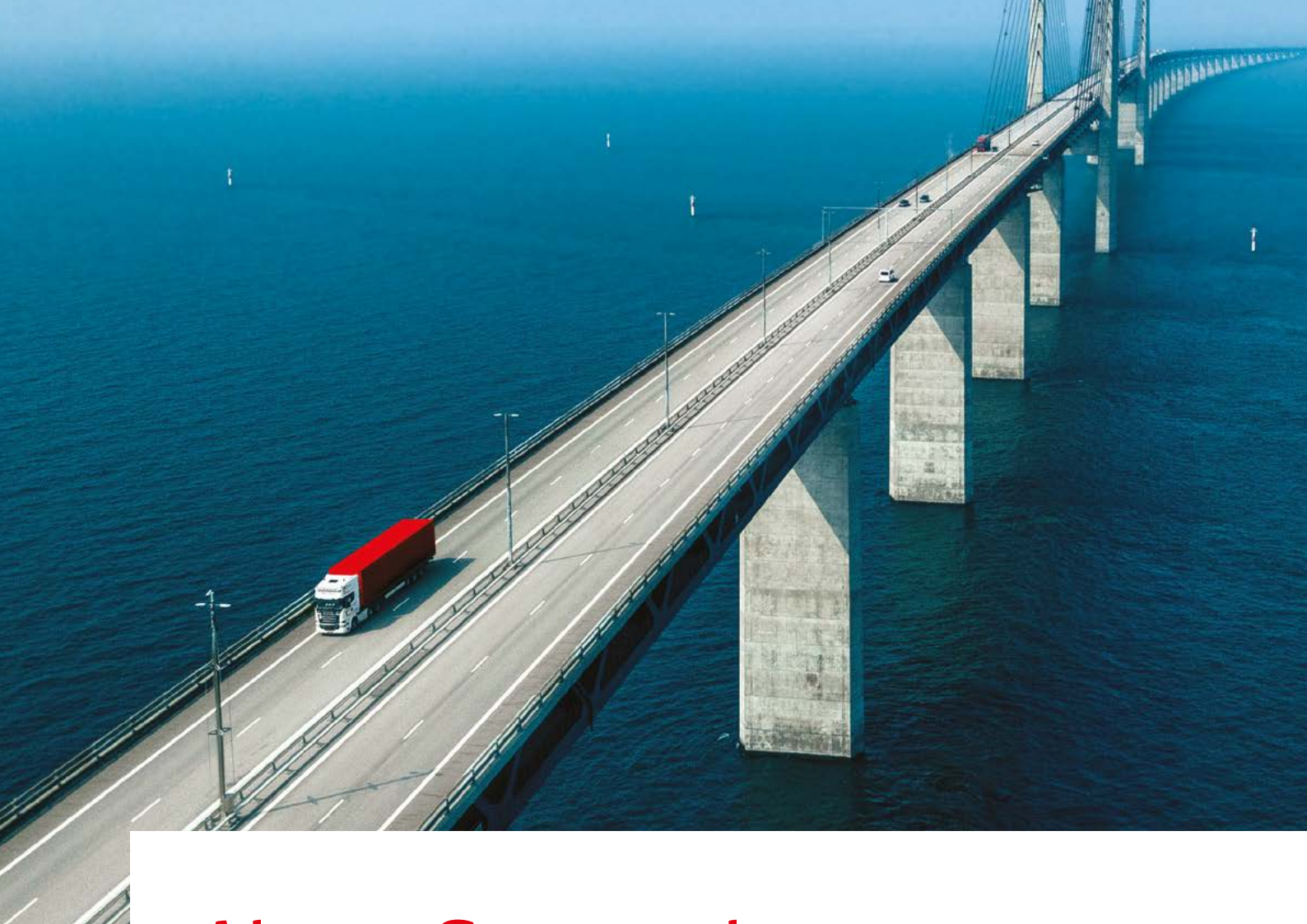
For heavier modes, such as HGVs and aviation fuels, decarbonisation will be more of a long-term project – and that's why having a clear road map is necessary. Electric drive systems are still some way off but work developing carbon neutral fuels such as biofuels and e-fuels has come a long way and will continue to gather pace. For HGVs, natural gas remains an important bridging technology that can be deployed today. Sustainable aviation fuels, such as power to liquid, show promising prospects for the future.

What quality do you most admire in others?

The ability to think strategically and see the bigger picture in order to drive things forward. When coupled with enthusiasm that's a great attribute!

What do you think 2020 holds for logistics?

I'm hoping there will be an opportunity to resolve some of the regulatory fragmentation that is driving further challenges for our industry. With the government's upcoming response to the National Infrastructure Commission's (NIC) Freight Study, there will be an opportunity to start a nationwide conversation about ensuring a holistic approach across regulatory bodies and policy issues. For example, reforming the London Lorry Control Scheme so that it doesn't create wasted miles, to align with London's air quality goals and the Mayor's Transport Strategy. The government's Aviation Strategy for 2050 will also be finalised next year, and it is crucial that this gives air cargo a central position and also links in with the strategy driven by NIC study too. ★



About Santander

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