

GENERATION

PUSH YOUR BOUNDARIES

LOGISTICS



Many people never consider logistics as a potential career choice, but it is one of the UK's biggest, most dynamic and thriving industries. In fact, it is the fifth largest sector in the economy, employing over seven million people involved in the making, selling and movement of goods anywhere and everywhere. Indeed, logistics underpins all other economic activity, delivering the raw materials and goods that other sectors need. Without it, no other sector can operate effectively.

Before Brexit, and pre-pandemic, most of the population had never given logistics a second thought. But, since then, the importance of the supply chain has been thrown into sharp relief. The Generation Logistics campaign was born out of this attention, with over 40 companies and business groups linked up to raise awareness of the career opportunities available within this dynamic, diverse and fast-paced sector.

This guide is intended to shine a light on the wide variety of jobs offered in logistics. Although operating vehicles and distributing goods are important parts of the profession, that's just the tip of the iceberg. Logistics offers a world

of opportunities for everyone, whatever their skills or interests. From delivering emergency aid to those affected by natural disasters around the world, to staging a global festival in a West Country farm, or ensuring that building materials are delivered to the latest national infrastructure projects, logistics businesses are central to ensuring that the nation's economy continues to thrive and grow.

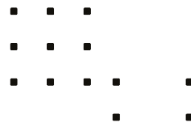
And the profession is ever changing. Decarbonisation is the biggest challenge currently facing the sector, but increasing automation and development of new technologies mean that those working in logistics always have the opportunity to learn and apply new skills. There is no "one size fits all" when it comes to the ideal logistician, but a willingness to learn, flexibility, composure and honesty will always help new recruits to progress and thrive. This guide is packed with information, opportunities and guidance to help people take the first step into logistics. It's a career many might not have considered, but one that could offer the career progression, challenges and security that will help them to succeed.



Phil Roe
EXECUTIVE SPONSOR
GENERATION LOGISTICS



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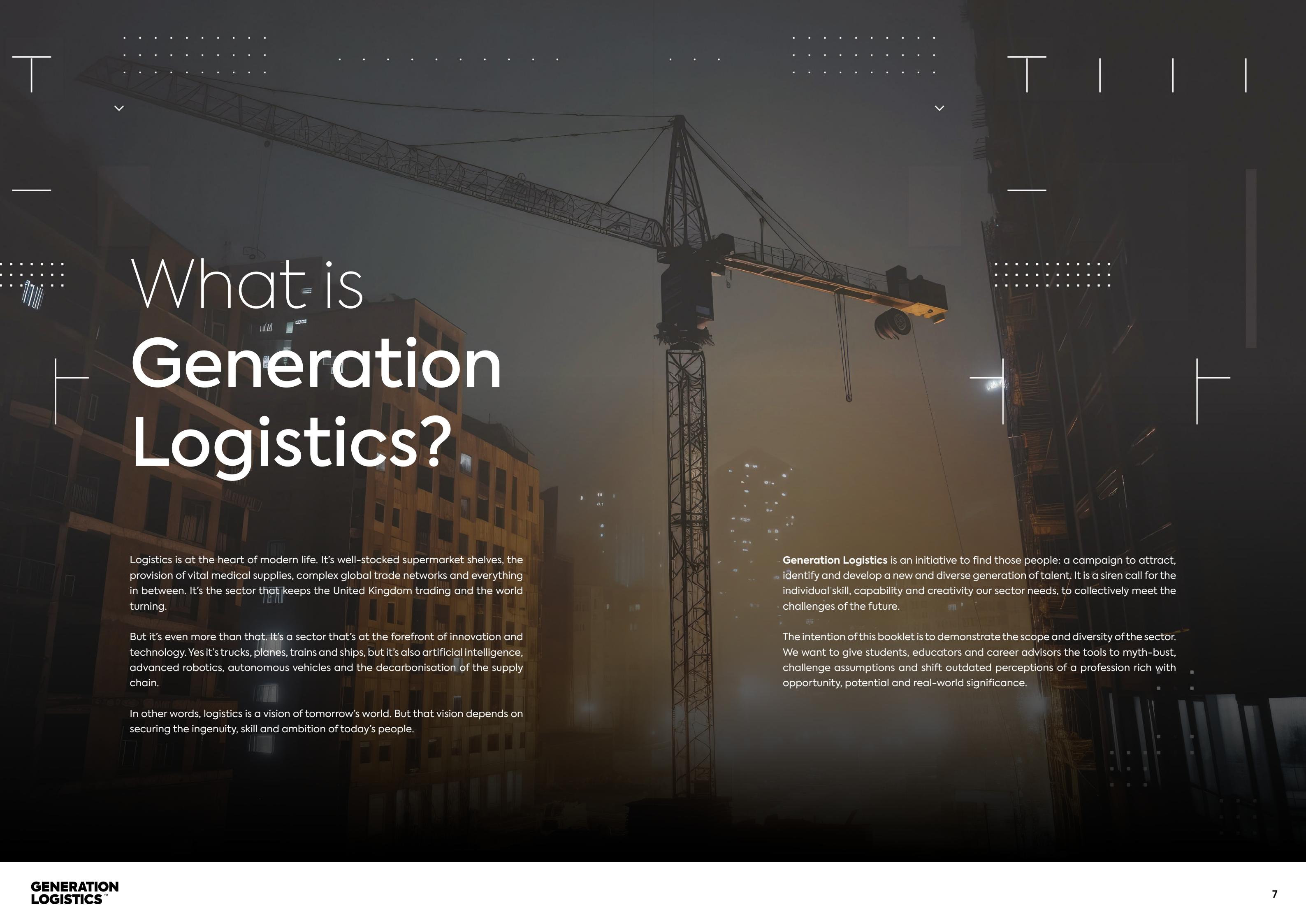


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What is Generation Logistics?

Logistics is at the heart of modern life. It's well-stocked supermarket shelves, the provision of vital medical supplies, complex global trade networks and everything in between. It's the sector that keeps the United Kingdom trading and the world turning.

But it's even more than that. It's a sector that's at the forefront of innovation and technology. Yes it's trucks, planes, trains and ships, but it's also artificial intelligence, advanced robotics, autonomous vehicles and the decarbonisation of the supply chain.

In other words, logistics is a vision of tomorrow's world. But that vision depends on securing the ingenuity, skill and ambition of today's people.

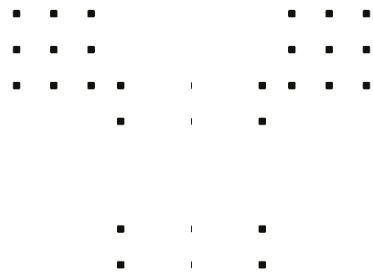
Generation Logistics is an initiative to find those people: a campaign to attract, identify and develop a new and diverse generation of talent. It is a siren call for the individual skill, capability and creativity our sector needs, to collectively meet the challenges of the future.

The intention of this booklet is to demonstrate the scope and diversity of the sector. We want to give students, educators and career advisors the tools to myth-bust, challenge assumptions and shift outdated perceptions of a profession rich with opportunity, potential and real-world significance.



Delivering the Future: A technological revolution

The landscape of logistics is undergoing a profound revolution, driven by technological advancements that promise to reshape the sector. Automation, artificial intelligence (AI), and the Internet of Things (IoT) are at the forefront of this change, making supply chains more efficient, cost-effective, and environmentally sustainable. Autonomous vehicles and drones are becoming more commonplace, particularly in humanitarian logistics, reducing transport times and minimising human intervention in challenging situations. Predictive analytics and machine-learning algorithms enable forecasting and inventory management to be more accurate, delivering many benefits, such as minimising waste. As sustainability becomes increasingly more important, companies are adopting green practices, such as electric vehicles and renewable energy sources. The future of logistics promises a seamless, interconnected and sustainable supply chain ecosystem that adapts to changing global dynamics and consumer expectations – so there has never been a better time to join the sector and be part of positive change for people, profit and planet.



Delivering the Future: A skills transformation

The transformative developments in logistics are not only revolutionising the sector but also creating exciting opportunities for the workforce. Increasing automation and technological sophistication demand a skilled workforce capable of designing, implementing and managing these advanced systems. Careers in data analytics, artificial intelligence and robotics are becoming essential to optimise supply chain processes. The rise of sustainable practices in logistics is opening up pathways in environmental management and green technology. Digital transformation in the sector will require professionals with expertise in cybersecurity to safeguard sensitive data and ensure the integrity of digital infrastructure.

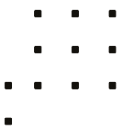
Moreover, the shift towards decentralised manufacturing and on-demand production is creating new roles in areas such as localised supply chain management. The future of logistics presents exciting prospects for individuals to build rewarding careers at the intersection of technology, sustainability, and innovation. As the sector evolves, so do the opportunities for a dynamic and fulfilling career in logistics. Explore the possibilities and be part of the workforce shaping the future of logistics.



Entry Routes: The logistics of getting into logistics

As with any career, the hardest step can be the first one.

Before we get into all of the different types of roles within logistics, we wanted to highlight the ways in which people can join our sector.



Direct Entry



“Coming from the shop floor and being promoted from Warehouse Operative stands me in good stead for my role”

— Jack Watts, Warehouse Operations Manager, Tesco

The skills shortage in the logistics sector means we need passionate people to join our workforce yesterday!

The Find your Future tool on the Generation Logistics website supports searchers in finding the right job family for them and details some of the many vacancies our sponsors are recruiting for right now.



Scan here to find out more.

Apprenticeships



“Through this apprenticeship, I’m excited to gain real-world experience, learn from experts in the field, and grow the skills I’ll need to build a successful career”

— Muhammad Tayub, Supply Chain Degree Apprentice, ASDA

Apprenticeships are open to all ages and combine practical training in a job with study. Alongside on-the-job training, Apprentices spend at least 20% of their working hours completing classroom-based learning with a college or training provider that leads to a nationally recognised qualification.

Common logistics Apprenticeships include Supply Chain Warehouse Operative (Level 2), Port Operative (Level 2), Transport and Warehousing Operations Supervisor (Level 3), and International Freight Forwarding Specialist (Level 3).



Higher & Degree Apprenticeship



“My favourite thing about my role is being able to make a change and empowering other people in the business to do the same”

— Megan Lynch, Degree Apprentice in Transition and Transformation, CEVA

Higher Apprenticeships are available at Levels 4 to 7 and are the equivalent to a foundation degree or above. Degree Apprenticeships are available at Levels 6 and 7 and are equivalent to a full Bachelor’s or Master’s degree.

Higher Apprenticeships take two to five years to complete, depending on the course level, and Degree Apprenticeships take three to six years to complete, depending on the course level. As with Apprenticeships, Higher and Degree Apprentices spend at least 20% of their working hours completing university-based learning, either per week or in blocks.

Higher Apprenticeships in logistics include Aviation Operations Manager (Level 4) and Port Marine Operations Officer (Level 4). There is also a Degree Apprenticeship at Level 6, called Supply Chain Leadership Professional.

Graduate



“Since starting the graduate programme I’ve been introduced to a wide variety of intriguing roles in an ever-changing industry!”

— Adriana Thompson, Transport Operations Manager, GXO

Degrees in supply chain, engineering, project management, business and more are welcomed in the logistics sector. Choosing a degree with a placement year is encouraged, as applied, sector-relevant experience in logistics allows graduates to step in and step up at pace.

Undergraduate degrees such as Business Management with Logistics and Supply Chain, or Logistics with Supply Chain Management are available through a multitude of universities. Novus, which supports students with placements and graduate roles, is a great place to start searching.

novus.uk.com



Job Families: The diversity of role and opportunity

We’ve emphasised how many different roles and skills are required within the logistics sector.

Now we want to demonstrate how true that is, and bust a few of those persistent myths along the way.

Warehousing

Job Family



Stories

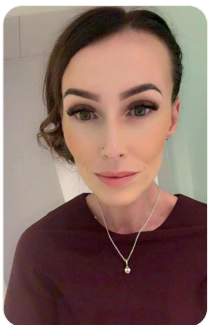


Mason Ward
Company: ASDA
Role: Warehouse Operative and Network Co-ordinator

Throughout my education when I was younger I was worried about not progressing in my work, so I went to university. When I first went to uni, I thought I would come out and instantly be in a CEO position, which simply wasn't realistic. As I grew up and through my time working at Asda in logistics, I understood more and more the importance of working your way into a role rather it being handed to you.

I worked in an Asda warehouse throughout my studies and decided there is an opportunity to progress here, so I stayed. Not too long after finishing uni and going into work full time, I was asked if I would like a position as a Network Co-ordinator where I track deliveries to and from my warehouse. At Asda, I am constantly trained on new skills like this and am taught how to function within every area of my depot. All of these new skills provide me with security and more confidence, something that Asda offer to all of their employees.

As logistics is such a broad sector, the transferable skills you learn are excellent. I could well see myself staying in this sector for the rest of my life, as it is unbelievably enjoyable solving the many problems that crop up, from something as small as finding an arrival time to something as big as an entire trailer being missing! It keeps me engaged and not many people can truly say they come home from work feeling accomplished and proud of the work that they do, Asda provides that feeling for me and I'm sure in the years to come, with some hard work and dedication, I will be taking on jobs with even more importance, and finding even more accomplishment from solving them.



Lauren Janicka
Company: CEVA
Role: Head of Operations

Before I began my logistics career, I was actually training in hairdressing. Logistics was only supposed to be something I did part-time, but it quickly became so much more than that. From my first day, I was drawn to the fast pace, the teamwork, and the sense of achievement that comes from seeing operations run smoothly and efficiently.

I joined CEVA 12 years ago as an agency colleague, supporting a leading power cleaning customer. This hands-on, practical work gave me a fundamental understanding of the value of every role in the supply chain. Even at that early stage, I could see logistics' opportunities for those willing to learn and grow.

Eager to develop, I became a Team Leader and soon after was promoted to a Supervisor, managing the same area where I had first started on the shop floor. That experience was incredibly grounding. It taught me the importance of empathy, communication, and leading by example.

After several years of progression, I became the Operations Manager for our Corby site. During my six years there, I learned how to balance people management with operational excellence and discovered just how rewarding it can be to help others grow in their careers.

Looking for new challenges, I moved to Dartford as a Campus Warehouse Operations Manager, where I spent two years managing a broad and busy operation. It was an excellent opportunity to expand my experience and strengthen my leadership skills.

Two years ago, I joined our Kettering team as Head of Operations. I lead a fantastic team focused on safety, performance, and continuous improvement. Alongside my role, I'm now one year into my Level 7 Senior Leader Master's Degree, a qualification that will help me enhance my strategic thinking and leadership capability as I progress in my logistics journey.

Looking back, I'm so glad I took that part-time opportunity all those years ago. Logistics has given me a career full of growth, challenge, and purpose. My journey proves that there's no single path into this sector-if you're open-minded, motivated, and ready to learn, logistics can take you further than you ever expected.

Warehousing

What is Warehousing?

Warehousing refers to the storage and stock management of goods before they are ordered and shipped to the customer, both businesses and consumers. Digital technologies, including robotics and augmented reality (AR), are changing the face of warehousing – and of the wide variety of jobs in the warehouse, too!

The Myth

“Warehousing is a dead end job”

The Truth

Not so. There are lots of progression opportunities in warehousing. Warehouse supervisors look after teams in the warehouse, and inventory managers organise and monitor products from delivery to dispatch. There are also “warehouse to wheels” programmemes, providing a route into driving for those that are looking for a change!

Warehousing roles:

Warehouse Operative: From £22,000 – £29,000

Warehouse Operatives have a varied role that includes unloading, sorting, preparing orders and stock checking. This vital role ensures that customers get the right thing delivered to the right place at the right time, so accuracy and self-motivation are necessary for success.

Warehouse Manager: From £29,000 – £45,000

Warehouse Managers are responsible for overall warehouse efficiency. This includes staffing, inventory control, quality assurance, and health and safety. Working in a busy warehouse environment, attention to detail, flexibility and problem solving skills are useful skills for a Warehouse Manager to have.

Apprenticeship Spotlight:



Level 2 Supply Chain Warehouse Operative

This Level 2 course will kick off a career in warehousing.

Transportation

Job Family



Stories



Harry Bromage
Company: Tesco
Role: Transport Planner

For Harry, logistics wasn't part of the career plan, but he realised that the professional experiences he'd had in other roles gave him the perfect skillset to thrive in the sector.

"To be honest, I never thought I would ever be part of a logistics team. My first job leaving school was as a sheet metal worker creating and repairing Jaguar E-Types. Looking back, that role gave me the ability to find creative solutions. And then I started working for Tesco."

That first position with Tesco was as a picker at a distribution centre, but, within a year, he'd become a Warehouse Service Coordinator. This showed him the progression prospects available to him in logistics and gave him a taste of a fast-paced work environment. From there, he began to hone his skills according to his interests, particularly in regards to planning technology.

"In my current role as a Transport Planner, I optimise the planning and execution of fresh and grocery product transportation from distribution centres to stores. I test and develop new in-house planning software and look for ways to identify and implement initiatives aimed at reducing our company's carbon footprint."

Harry feels his career journey has helped him evolve as a professional and to embrace the responsibility that's come his way.

"I feel quite privileged to be trusted to do the job I do, and get a kick out of seeing the cost and efficiency savings that my work has contributed to."



Karen Tingey
Company: ASDA
Role: HGV Instructor

I am an HGV driving Instructor with Asda Logistics Services. Asda recruits warehouse colleagues from around the country onto their Licence

Acquisition programme. Those colleagues come to our training facility at Lutterworth for a period of approximately 10 days and, during this time, they sit all their theory tests, which they take at our in-house Theory Test Suite. They then learn how to drive an HGV to test standard, covering coupling/uncoupling the unit from trailers and a reversing exercise to display competence.

My role involves dealing with a wide range of people with a vast range of skillsets and confidence levels and guiding them through this very intensive process, installing the knowledge and confidence to serve them well on the road driving an HGV and to pass their HGV practical driving test. I have held my HGV licence for 22 years. You need to have this licence yourself to be able to instruct others. I also am qualified to train as I hold an RTITB HGV qualification and I am on the NRI (National Register of Instructors)

I did not attend university; I was employed by Asda three years ago to set up the new Licence Acquisition programme that they wanted to launch. I had previous experience in HGV training and I brought these skills and knowledge with me when I joined the business. I found the position on Indeed (a job website) after looking for a new challenge, and this was a perfect fit. My previous experience in being an HGV driver myself for an extended period, coupled with the drive to share my knowledge with new people coming into the sector, meant that I was well suited to a role in training, and I found this an easy and natural progression.

The best thing about my role is going on the development journey with the colleagues that come through the programme. It is a pleasure to watch them grow as individuals and achieve the results in gaining their HGV licence. My biggest highlight to date was when I first joined the business, and I set up the programme that the business wanted. I was the last piece in many months of work behind the scenes to get this idea off the ground – my part was to put it all together and make it work and deliver results. This I achieved and now the Licence Acquisition programme is ever evolving and growing year on year, helping hundreds of colleagues to upskill and futureproofing the business in their retention of HGV drivers for years to come.

Transportation

What is Transportation?

In a nutshell, it's about getting things from one place to another. While this might seem like a straightforward task, in the dynamic world of the logistics sector, it involves complexities like choosing modes of transport, considering costs and meeting demand.

The Myth

“Working in transport means being an HGV driver”

The Truth

While HGV drivers form the backbone of the transport sector, it's not the only role available in transport! Delivery drivers and couriers are other driving roles, overseen by Transport Managers, planners and a whole host of other roles that make sure goods get to the right place at the right time.

Transportation roles:

HGV Driver: From £23,000 – £50,000

Reliability, organisational skills and, of course, a love of driving make for a great HGV driver! Drivers have a lot of time with only themselves, the road and their podcast or tunes of choice, making it a perfect option for those that prefer lone working.

Transport Planner: From £25,000 – £40,000

Transport Planners develop strategies to improve the transportation of goods, taking into account environmental factors, costs, health and safety and more. Analytical thinking skills and a flair for problem-solving are helpful in this role.

Training Spotlight:



HGV Driver

HGV Drivers need to hold a Driver Certificate of Professional Competence (CPC).

Customer Care

Job Family



Stories



Jack Carroll
Company: CEVA
Role: Project Manager

My name is Jack Carroll and I am a Project Manager. I am based out of the head office in Ashby and I joined CEVA after a year working in the Security team on a business placement from university. As part of my university degree, I had a module called Global Supply Chain Management that ultimately sparked my interest. It stood out to me as a fast-paced and exciting sector to work in. I also have family members that have worked in logistics, which prompted me to find a role for myself. Before joining the sector, I had the typical perception of the logistics sector: just trucks and warehouses. It is not necessarily the first choice of young people looking to build a career; however, I knew there were clear career progression opportunities following my university studies. It is now clear to me that there is so much more to logistics than the typical perception – there are so many different career pathways available within the sector in departments such as Finance, HR, Marketing, etc.

I would recommend a career in logistics to anyone who wants to work in a diverse, fast-paced environment that offers great opportunities. You can progress in a wide variety of business areas, not just operations. Personally, I enjoy the challenge of understanding our different operations as they all vary in some capacity. You get to travel a lot, which allows you to meet a wide variety of people so you can build your network, but you also get the option to work remotely. CEVA also provides a good base for young people to gain experience; I know this first hand, having completed a business placement here and then returning in a different role. In short, the opportunity for growth and the earnings potential, hard work will pay off! You also get great job satisfaction from solving new challenges that the sector throws at you.



Tori Hickinbotham
Company: Tesco
Role: Lead Account Manager

Tori's role includes ensuring all Fresh, Ambient, and Non-Food volume is effectively and efficiently delivered into our Tesco Distribution Network. She works with suppliers and manages hauliers through regular reviews to ensure service targets are achieved, identifying any trends and themes, and supports with robust plans for promotions and seasonal uplifts. Tori is responsible for a team of 16 colleagues, managing successful business relationships and ensuring that customers' needs are prioritised at every stage.

For the Distribution Graduate Programmeme, she needed a university degree; however, her current role does not require any specific qualifications.

Tori joined Tesco on their two-year rotational management programmeme, which included spending two weeks working in Tesco stores learning how they operate and link to her role. She began her journey as a Warehouse Team Manager and moved into Transport as a Delivery Service Team Manager, gaining breadth of business experience, and providing her with new challenges and more responsibilities. Tori then took an opportunity to learn a different area of the business and moved into Customer Fulfilment as a Delivery Manager, before settling into her role as an Account Manager.

Interpersonal skills, problem solving, and attention to detail are all key skills for a role in logistics. Being able to communicate effectively and build trusting relationships with key stakeholders is vital to understanding the needs of customers, working well as a team, and cultivating a positive outlook.

Making prompt decisions and resolving problems are also needed to provide excellent service and retain customers. In addition, paying attention to every detail, no matter how big or small, is key to avoiding problems such as delayed deliveries.

Tori enjoys talking to and meeting people, working as part of a team, and visiting suppliers and hauliers where she has gained an insight into operations outside of Tesco.

"Each day is different with new challenges and lots of variety, and I have been lucky to find what I enjoy and what keeps me ticking!"

Tori's roles in Tesco have shaped her leadership style and it has been rewarding to deliver service improvements whilst supporting Tesco suppliers and working together with hauliers to make a big difference for customers.

Customer Care

What is Customer Care?

Customers want the right thing in the right place at the right time, and at the right price, of course! Customer care is all about communication, sharing new innovations and solving problems across the global supply chain to keep customers satisfied.

The Myth

"AI will replace everyone in customer care"

The Truth

Customer Care roles are likely to become enhanced by AI, and some may be automated, but not all roles will be replaced. By automating simple administrative tasks and providing self-service options for customers, Customer Care operatives can focus on answering the more difficult questions, providing the customer with a better, more complete, service.

Customer Care roles:

Customer Service Coordinator: From £20,000 – £26,000

Customer Service Coordinators support companies by providing excellent customer service to increase customer loyalty and boost the company's reputation. Strong communication skills are essential, as are problem-solving skills to support organisational improvements.

Inventory Controller: From £23,000 – £32,000

Without inventory, it is impossible to meet the customer's needs. An Inventory Controller monitors incoming and outgoing stock and coordinates the logistics of orders and transfers. Communication with customers such as supermarkets, online retailers and more is a central part of the role.

Apprenticeship Spotlight:



Level 3 Supply Chain Practitioner

This Level 3 Apprenticeship is a great starting point for a career in Customer Care.

Solution Design

Job Family

Stories



Simon Andrew
Company: ASDA
Role: toyou Support Analyst

I work within the toyou parcel services team at Asda, acting as a link between the business and Asda Tech.

In simple terms, my role is about testing, supporting and improving the systems that keep our parcel network running. A big part of my job is User Acceptance Testing (UAT) – making sure new system changes actually work in real life before and after they go live. I also carry out post-release checks, support service issues and raise change requests when something needs to be improved.

Sometimes the role goes beyond normal office hours. I regularly join out-of-hours calls to validate software releases, and I've worked in-store in the middle of the night to make sure updates land properly. In the past, I've also been involved in major incident calls that have run for many hours. Ultimately, our job is to give the “business view”, helping technical teams understand the real-world impact of issues or changes on stores, depots and customers.

There were no high-level qualifications required for the role. It was very much about opportunity. I was available, the team needed someone quickly, and I had a track record of achieving my targets. Sometimes being visible, reliable and in the right place at the right time can open doors.

What attracted me was the chance to be part of something new. toyou was a fresh parcel click-and-collect venture with its own offices in Rochdale. I'd never worked on projects before, and this gave me the opportunity to learn how projects are designed, delivered and supported. It was a chance to try something completely different.

The best thing about my role is the variety. You never quite know what the day will bring. One day I might be validating a release, another I could be helping design a customer-facing system or troubleshooting a depot issue. I've worked with new systems like Manhattan, supported bespoke in-house software, and visited fulfilment sites, stores and depots to see systems in action. Working with a wide variety of teams has also broadened my experience.

My journey shows that you don't always need a straight path or a university degree to build a career in logistics and tech. Sometimes it's about saying yes to opportunity, learning as you go, and being willing to step up when it matters.



Claire Charlton
Company: GXO
Role: Head of Innovation

“I lead GXO's Accelerator programme. It's dedicated to advancing progress in the logistics sector by promoting collaboration with external partners, start-ups and internal colleagues, to develop digital technology-based products that enhance customer value in both the present and the future.”

With 25 years in logistics, and her thirst for new ideas, that made her the ideal candidate to lead the Accelerator programme. She thrives on variety and collaboration, and loves making people's lives easier and the world a better place.

“I love the diversity and challenge of my role. I'm a massive people person so I feel very fortunate to work with such talented colleagues across the GXO business as well as working with start-ups and suppliers from across the globe to create new solutions for our customers.”

Solution Design

What is Solution Design?

Designing solutions to logistics problems or challenges is, quite literally, the name of the game. Solution Designers are experts at understanding what customers need and working out ways to provide it through design methodology. Although there might be multiple routes to the same (theoretical) destination, Solution Designers are able to weigh up the options and decide on the most appropriate path to take.

The Myth

“Solution Design roles are only available in big companies”

The Truth

Solution Designers understand customer needs and support companies to grow their business, big or small. Solution Design is all about solving problems – and problems happen in all sizes of company!

Solution Design roles:

START HERE

Solution Design Graduate Trainee: From £25,000 – £34,000

Supply chains are complex things – everything needs to click into place to get goods and services from A to B. Those complex chains are the work of expert Solution Designers, whose job it is to make sure each element fits together, anticipating problems and providing solutions before they happen.

GET HERE

Supply Chain Analyst: From £35,000 – £63,000

As companies collect larger and larger amounts of data, Supply Chain Analysts are key to finding patterns and solving problems to improve product delivery and customer service. A passion for extracting, analysing and interpreting data is important, as is the ability to present findings in an accessible way across the business and beyond.

Degree Spotlight:



BSc (Hons) Business and Supply Chain Management

An understanding of supply chain systems and modelling can be gained on this degree.

Engineering

Job Family



Stories



Dominic Thomas-Fink
Company: DP World
Role: Engineering Apprentice

I'm currently an apprentice at DP World, where I work on a wide range of maintenance and repair tasks across the many assets we have at the port. The role is really varied – one day I might be focused on mechanical systems, the next on electrical work or fluid power. Alongside my hands-on work, I also attend college one day a week to complete my NVQ and continue developing my knowledge and skills.

To get into this role, I needed passes in my GCSEs. I didn't go to university, as I knew I wanted a more practical, hands-on career path. I actually found out about the opportunity through family, which gave me a great starting point to explore something I was already interested in.

What really attracted me to the position was my passion for engineering. I've always enjoyed understanding how things work and being able to fix or improve them. During school, I took part in more hands-on courses, which helped me realise that I'm much more suited to practical work rather than purely classroom-based learning. That experience confirmed that a role like this would be a good fit for me.

Since starting the apprenticeship, I've developed a wide range of technical skills across mechanical, electrical, and fluid systems. I've also built confidence, problem-solving ability, and teamwork skills, which are just as important in a busy port environment.

The best thing about my role is definitely the people I work with. Everyone is supportive, knowledgeable, and willing to help you learn, which makes a big difference when you're starting out and developing your skills.

My biggest career highlight so far has been seeing how much progress I've made since I first started. I can clearly see how much more I know now, and how I've grown not just professionally, but personally as well. It's rewarding to look back and realise how far I've come and it motivates me to keep improving.

Overall, my apprenticeship has given me the opportunity to turn my passion for engineering into a career, continuously learning and developing in a real-world environment.



Ionut Badescu
Company: GXO
Role: Head of Automation

My current role is leading teams across data, operations, engineering, and focuses on designing and delivering automation and digital solutions that support both manual and automated operations. I work closely with data analysts to build tools that reduce administrative workload for managers and improve decision-making, while also being involved in the engineering requirements needed to implement and scale automation.

My role has been shaped entirely through experience rather than formal qualifications. Over the past ten years in logistics, I have progressed through different roles, learning on the job and gaining practical knowledge in operations, leadership, automation, and continuous improvement. This hands-on journey has been central to my development and demonstrates how the logistics sector enables growth through experience and capability. Working in the warehouse, leading teams, and later becoming involved in automation and data provided a practical education that has been directly relevant to my career. Logistics is a sector where learning never stops, and my development has been driven by curiosity, problem-solving, and a willingness to take on challenges outside my comfort zone.

With a strong operational background, I was attracted to the position because I have always been interested in improving processes and reducing complexity for frontline teams. Automation offered the opportunity to combine operational knowledge with technology and innovation. The role attracted me because it allows me to be involved in implementing and scaling automation while also developing digital tools that support managers and teams across all areas of the operation.

A key career highlight has been delivering major operational change under extreme time pressure, including relocating an entire site within 48 hours. Another highlight has been deploying automation solutions faster than originally planned, proving what can be achieved through strong collaboration, trust, and leadership in a fast-moving logistics environment. I think that logistics suits people who can adapt, solve problems, and work effectively under pressure. Through my experience, I developed strong analytical skills, clear communication, and a practical leadership style. Working across different functions and managing change helped confirm that logistics was a sector where I could continuously develop and make a meaningful impact.

Engineering

What is Engineering?

This is the bit that ensures the infrastructure and equipment needed in the supply chain is fully operational and working as well as it can. As such, it's a combination of repair and maintenance, as well as innovation and creativity, to make sure everything is fit for purpose in the modern world.

The Myth
“Engineering has no transferable skills”

The Truth
An engineer's skills around logical thinking and problem solving are vitally important to the logistics sector. Operations management – the link between the different manufacturing elements and the business side of a manufacturing company – welcomes engineers. Purchasing careers are also an option, as you'll have a strong technical understanding of what needs to be bought.

Engineering roles:

Service and Maintenance Technician: From £28,000 – £40,000
Maintenance Technicians are responsible for the continuous running of equipment and machinery in industrial settings. Operating computerised systems, as well as routine maintenance, repairs and monitoring, is all part of the job, as is keeping on top of the latest trends in sustainable vehicles, so a passion for engineering is a must.

Workshop Manager: From £32,000 – £45,000
Keeping the UK moving requires vehicles and equipment to run smoothly. Establishing procedures, adhering to standards and managing a team are some of the key parts of a Workshop Manager's role, and, as such, good communication skills and strong attention to detail is essential.

Apprenticeship Spotlight:



Level 3 Heavy Vehicle Service & Maintenance Technician
From replacing parts to solving complex faults, this Level 3 Apprenticeship is a great place to start.

Environment & Sustainability

Job Family

Stories



Oliver Parnham
Company: CEVA
Role: HSEQ Degree Apprentice

Oliver joined CEVA Logistics as a HSEQ Degree Apprentice, specialising in Health, Safety, Environment and Quality, with a particular focus on environment and sustainability.

In his role, Oliver supports a range of projects across the business. From creating visual communications that are shared across CEVA sites, to coordinating HSEQ training courses and supporting environmental compliance across the UK and Ireland, his work gives him broad exposure to the operational side of sustainability in logistics.

After spending a year at university, Oliver realised that a traditional academic route was not the right fit for him. With a long-standing interest in sustainability, he decided that an apprenticeship would offer the best combination of practical experience and formal learning. Joining CEVA has allowed him to build skills while gaining valuable workplace experience from day one.

The variety of the role is something Oliver values most. Whether he's in the office, learning from home, joining online meetings or visiting sites across the business, every day is different. This variety has also helped him develop key skills including communication, creativity and strong digital capability, all of which are important in his role.

Working in logistics has also changed Oliver's perspective on the sector. He sees it as an essential but often overlooked part of everyday life, with people rarely considering the supply chain behind online shopping and home deliveries. With e-commerce continuing to grow, he sees logistics as a stable and exciting sector with strong long-term opportunities.

Looking ahead, Oliver hopes to progress into an Environmental Advisor role and eventually into management, building a long-term career in sustainability within logistics. He believes the sector offers a wide range of pathways and encourages others to consider it.

"I've always been interested in sustainability, and since joining logistics I've been able to turn that interest into a career. Every day I'm learning something new, whether that's through university, site visits or from the people around me."

"There are so many different avenues in logistics and no doors are closed. It's a growing sector, and if someone was considering a career in it, I'd definitely say go for it."



Catherine Hughes
Company: CEVA
Role: Corporate Social Responsibility Project Manager Europe

Catherine has worked across several departments at CEVA - from her first job in the central operations department, she's moved across HR, Health, Safety, Environment and Quality, and into Environment and Sustainability.

Working across these different departments has helped her to understand the role each department plays in the wider business; valuable knowledge when it comes to implementing company-wide sustainability strategies.

Catherine loves the fact that her role really matters and values the development opportunities that come with it. Recently, she became a full member of the Institute of Sustainability and Environmental Professionals (ISEP) and Assessment and a Chartered Environmentalist - the gold standard for environment and sustainability professionals.

Catherine encourages anyone interested in joining the sector to make the change. After all, each day she's making a difference and nurturing a passion.

"Since working in logistics, I've realised that sustainability is not only an interest of mine, but a real passion, and that I'm capable of leading change in a larger, growing business. The logistics sector has a huge task ahead of all of us to reach the goal of net zero by 2045. At CEVA, we're making real positive steps to achieve this goal."

"Even if you're not sure what particular career you want, just getting your foot in the door of a logistics business provides some great opportunities to grow an interest or a passion and to maybe find a career in something you haven't considered before. I'm so glad I joined CEVA, it's provided me with some fantastic opportunities, and I'd really encourage anyone else to join the logistics sector today."

Environment & Sustainability

What is Environment & Sustainability?

Logistics roles in sustainability look to make a positive impact on the sector's environmental footprint. As a sector, logistics is committed to achieving net zero – cutting the overall impact of greenhouse gases to zero. As such, creating, understanding and reviewing the technology, infrastructure and legal requirements to achieve this aim is critical. Roles in this area are constantly evolving as needs and knowledge changes, so it is an exciting time to be part of the change for people and the planet.

The Myth
“Logistics will never be ‘green’”

The Truth
By selecting sustainable transport and energy sources, improving the utilisation of space in warehouses and vehicles, and moving to sustainable packaging, logistics can become more sustainable. There are many more improvements to be made – and the sector needs forward-thinking people to help drive the change!

Environment & Sustainability roles:

Sustainability Analyst: From £32,000 - £45,000

A Sustainability Analyst measures the environmental impact of a company and its activities. Research and analytical skills are key, meaning attention to detail and the ability to work with large data sets is essential. Effective communication is needed to share important sustainability information right across the supply chain.

Sustainability Director: From £58,000

The role of a Sustainability Director is to provide advice to all areas of a business relating to sustainable practice. The Sustainability Director creates, implements and monitors environmental strategies and ensures compliance with environmental guidelines, targets and legislation.

Green Careers Spotlight:



For more information about green careers, jobs, and skills in the workplace, visit the Green Careers Hub, created by IEMA.

Digital Technology

Job Family

Stories



Christina Hughes

Company: GXO

Role: Operations and Data Manager

I joined the graduate programme and had a variety of roles during placements. The graduate programmeme was great for experiencing lots of different areas of the business and helped me find the area that I wanted to grow and develop in. After completing the graduation programmeme, I started my first non-graduate role as a Transport Operations Manager. I then went on to support our Middlewich site, again as a Transport Operations Manager. It was from here that I moved into my current role as Operations and Data Manager within Transport, where I've been based at our Data and Reporting Centre of Excellence in Derby until our move to The Hub in Nottingham.

Over the past year, I've worked closely with our planning teams and wider network on the development of processes and ways of working. Following the businesses purchase of Zeus (our digital platform to help us manage road freight), I've become an operational lead for the development and roll out of the digital market-place of EyeQ, our transformative digital transport product. This has been the most exciting project that I have worked on to date as it has given us exclusive access to market-leading technology in the UK that will be integral to our overall EyeQ product offering.

The graduate programme provided me with professional development and exposure to the wider company network. Being a graduate taught me a lot around resilience and managing change. Placements changed every six months, meaning lots of new teams and new faces. This helped me develop within myself. On one of my placements, I took my national and international Certificate of Professional Competence (CPC), a qualification that enables professional drivers to carry certain goods. I managed to pass first time!

Thinking about what's next for me, my current role is focused on developing the Supplier Support team to ensure we can offer our suppliers and hauliers the best customer service. I'm also focused on rolling out the EyeQ platform to the wider business, as well as ensuring our customers and colleagues receive the best benefits as we grow our digital platform to the wider market. I'm looking forward to the future of EyeQ, the rollout of the digital marketplace, and how this will grow the business and develop my role further.



Andrew Fleming

Company: ASDA

Role: Senior Product Manager

I'm a Senior Product Manager at Asda, where I lead both the Configuration and UAT teams supporting our Warehouse Management System, Manhattan Active.

In my role, I'm responsible for the product side of Asda's logistics systems. That means thinking strategically about the capabilities we need now and in the future to deliver for our customers. Alongside this, I focus on optimisation and stabilisation of our systems to ensure we're operating as efficiently as possible across the network.

Although I work within technology and lead technically skilled teams, my background is in logistics operations. I've spent 22 of my 23 years at Asda working in logistics roles, which has given me first-hand experience of how distribution centres run and the challenges teams face day-to-day. That operational understanding is invaluable in my current role, particularly when delivering large-scale system change.

What attracted me to this role was the opportunity to combine my logistics experience with technology and transformation. It's a position that allows me to develop new technical skills while driving meaningful change across the business, supporting logistics teams through a major period of transformation.

The most rewarding part of my job is the team I work with. While I enjoy problem-solving and regularly visiting different sites, the greatest satisfaction comes from seeing people in my team develop and succeed. Supporting others to grow, take on new opportunities, and progress in their careers is something I find incredibly rewarding.

When I reflect on my career, there isn't one single highlight. Instead, I'm most proud of the teams I've built and developed over the years. I've been fortunate to work with and lead some excellent people across a wide variety of roles. From coaching colleagues into leadership positions to seeing team members progress within the business – and sometimes beyond – those moments really stand out.

For anyone considering a career in logistics, I'd say it's a sector with huge variety and opportunity. Whether you're interested in operations, technology, leadership or strategy, there are many different pathways you can take. It's a sector where you can continue to learn, adapt and grow over time, and build a long and rewarding career.

Digital Technology

What is Digital Technology?

While logistics involves the physical movement of goods in the real world—think trucks, planes, ships, and trains—there's a hidden digital world of technology and services supporting this activity. Automated robotics in warehouses and the apps that customers use to monitor their deliveries are only two areas that are moving at pace to improve customer experience.

The Myth

“There is no room for creativity in digital technology roles”

The Truth

Technology is often used to solve problems of flexibility, efficiency and resilience. As such, its implementation requires plenty of creativity. Helping a company understand its processes and integrate new technologies can reduce costs and increase productivity: a big priority for all logistics companies.

Digital Technology roles:

START HERE

Service and Maintenance Technician: From £28,000 – £40,000

A fully-qualified Technician will be able to install, maintain, fault find and optimise hardware and software for a variety of systems. A commitment to professional development is essential for this role, as technology changes and evolves constantly!

GET HERE

Technology Manager: From £41,000 – £75,000

Technology Managers make sure that the digital technologies that the logistics sector depends on are performing to their very best. Testing and implementing new services and monitoring both performance and teams is critical, as is ensuring the security and continuity of the business.

Higher Apprenticeship Spotlight:



Level 4 Automation and Controls Engineering Technician

Secure high starting salaries by having a dedication to process and personal improvement, which is at the heart of this Level 4 qualification.

Customs & International Trade

Job Family

Stories



Szabina Varga
Company: DP World
Role: Customs Supervisor

I'm a Customs Supervisor at DP World and my job is to make sure goods move across borders smoothly and legally.

In simple terms, I help shipments get from one country to another without delays. That means checking paperwork, making sure the right customs documents are completed on time, and speaking to authorities like HM Revenue and Customs (HMRC) and UK Border Force. If the paperwork isn't right, goods can get stuck, and that can cause big problems for businesses waiting for their stock.

A big part of my job is problem-solving. Every shipment is different. Sometimes documents are missing, information is incorrect, or systems don't work as they should. When something goes wrong, it's up to us to fix it quickly. We often work to tight deadlines because goods need to be cleared fast to avoid delays. It can be high-pressure, but that's what makes it interesting.

I didn't go to university. Instead, I completed a Level 2 Customs Academy Award, which gave me the foundation I needed to work in customs. From there, I learned a lot on the job.

What attracted me to the position was the challenge. Customs rules can change with very little notice, so you have to stay updated all the time. You're also speaking to lots of different people every day, transport teams, warehouse operations, customers, and sometimes even customs offices in other countries. Everyone needs something at the same time, so you have to stay calm and organised.

The best thing about my job is seeing a difficult shipment finally clear because of the work I've done. It's satisfying knowing that my knowledge helped solve the problem. I also enjoy helping younger colleagues build their confidence and skills. Customs is quite a specialised area, and once you build experience, there's strong career potential because those skills are always in demand.

My biggest career highlight so far has been helping set up the bonded warehouse process for a brand new site. Being trusted to support something from the beginning and see it successfully up and running was a proud moment for me.

For anyone aged 13–24 thinking about careers, customs might not be something you hear about every day, but it's a vital part of how the world works. If you enjoy solving problems, working under pressure, and being part of something that keeps goods moving globally, it's definitely an exciting path to explore.



Katrina Simpson
Company: GXO
Role: Customs and Excise Duty Manager

I'm a Customs and Excise Duty Manager at GXO Logistics, supporting multiple sites across the UK. My role is all about

ensuring that our customs and excise processes are fully compliant with HMRC requirements, particularly across warehousing and international trade operations.

Day to day, I develop and implement standard operating procedures, carry out site audits, and support AEO (Authorised Economic Operator) compliance across the network. I work closely with operational teams to make sure goods are handled, recorded and moved correctly, while also mentoring my team and providing guidance on more complex customs processes.

I didn't take a traditional university route into logistics. Instead, I built my career through hands-on experience, learning on the job and developing my knowledge over time. Alongside this, I completed the Level 3 Certificate in Customs Compliance and the Level 3 Certificate in Excise Practices and Procedures, which have given me a strong technical foundation for the work I do.

I moved into my current role through internal progression. What attracted me most was the complexity and responsibility that comes with customs compliance. It's such a critical part of the supply chain and requires a real mix of technical knowledge and problem-solving skills.

The thing I enjoy most about my job is the variety. No two days are ever the same and there are always new challenges to solve. I find it really rewarding to support sites, improve compliance and performance, and see the difference that makes. Developing my team is also a big part of what I enjoy – helping people build confidence and capability in what can be a very technical area.

One of my biggest career highlights was progressing from managing the UK Duty Compliance Team into a broader role covering customs and AEO compliance. With the support of the company, I was able to expand my expertise into customs compliance and AEO accreditation (AEOF and AEOC), and I developed a GXO-wide AEO framework.

For anyone considering a career in logistics, I'd say it's a sector full of opportunity. There are so many different paths you can take, and you don't need to follow a traditional route to succeed. If you're willing to learn, develop your skills, and take on new challenges, it's a sector where you can build a really rewarding career.

Customs & International Trade

What is Customs & International Trade?

Ever wondered about the world of customs and international trade compliance? Probably not – but these roles play a crucial part in making sure goods move seamlessly between countries. 5.7 million tonnes of goods are lifted internationally by UK HGVs every year, all of which needs to be cleared and guided smoothly through customs. Quite a job!

The Myth
“Working in customs is all about paperwork”

The Truth
There's certainly an element of paperwork – managing freight bookings, for example, and checking documents for compliance. However, supplier management, liaison with ports, airports and warehouses, and customer service are all key parts of a customs role, too.

Customs & International Trade roles:

START HERE

Freight Forwarder: From £25,000 – £34,000
Freight Forwarders transport goods by road, rail, air and sea, overseeing things such as shipping and logistics arrangements, coordinating cargo movement and the preparation of documentation for customs clearance. The role also requires careful compliance with international trade regulations. Beginners can expect hands-on experience in managing shipments and working with customs procedures.

GET HERE

Customs and International Trade Compliance Manager: From £40,000 – £60,000
Excellent knowledge of tax laws, logistics and associated software is essential for this role, which centres around leading all customs compliance, import and export activities for the UK, Europe and beyond.

Apprenticeship Spotlight:



Level 3 International Freight Forwarding Specialist

With Level 3 qualifications in Air, Ocean and Road, there are plenty of opportunities to join customs and international trade.

Operations Excellence

Job Family



Stories



Rob Churcher
Company: Tesco
Role: Primary Rail Development

Rob's role is to help Tesco grow its rail network. Tesco Primary covers the start of the supply chain, collecting direct from the supplier gates and delivering to distribution centres to be sorted and moved into stores. He works closely with suppliers and hauliers to divert road transport through the rail network at a financially competitive rate.

He started working for a haulier that covered jobs for Tesco straight after university and maintained a Tesco customer contract with them afterwards. This opened his eyes to the distribution world within Tesco and helped him learn some of the ways of working. Rob then found the role on the Tesco careers website.

Rob has always had a personal interest in both sustainability and logistics. Helping to develop a retailer such as Tesco's rail network and encouraging suppliers to move from trucks to trains seemed like the perfect opportunity to combine these passions. At university, Rob studied International Business, with some modules on operations and supply chain management. He realised he was suited to a logistics role during his placement year..

"I feel being immersed in the day-to-day fast-paced business quickly taught me more than my first two years at university combined, learning the start-to-end, day-to-day operation. It was almost a trial and error for me, and I stumbled onto the truck planning side and felt I could connect routes as though it was a puzzle and got a buzz from it."

Rob's favourite things about his role can be split into two. Firstly, there is a job satisfaction that comes with growing the rail network. Every truck Tesco can take off the road reduces their supply chains road miles and in turn is a step in the right direction to help counter climate change.

The second is that his role can be quite a creative. *"You are provided a problem and need to find a solution. Over Christmas, some of our "festive 7" veg came from Spain. This meant Spanish truck drivers would drive from the likes of Valencia all the way to Livingston, in Scotland, and back. We managed to source a site near our rail terminal for these trucks to cross-dock onto refrigerated rail by train. This saved the driver over a day of driving!"*



Karolina Skaskiewicz
Company: Rudolph and Hellman
Role: Business Management Executive

I work as a Business Management Executive at Rudolph & Hellmann, where I support operations and strategy across the business. My role is incredibly varied – I'm often brought into different locations, sometimes internationally, to help troubleshoot new operations, onboard clients, and improve processes.

My route into logistics wasn't a traditional one. I originally trained as a teacher in Poland and Germany and hold a Master's degree, but when I moved to the UK in 2015, I started as a temporary warehouse operative. From there, I built my career within the business, becoming an Executive Assistant in 2017 and supporting three successive CEOs, before progressing into my current role.

What attracted me to logistics – and what has kept me here – is the variety and opportunity. It's a fast-moving, global sector where you're constantly learning. My role gives me independence, challenge, and the chance to make a real impact across the organisation, whether that's operationally onboarding new clients or implementing processes that influence how the business works.

One of the biggest things I've learned in my career is that you don't need to start with all the answers. Much of what I know today has come from experience, being open to learning, taking on new challenges, and building confidence over time.

The best thing about my role is the variety and the opportunity to work across different parts of the business and around the world. It's a challenging environment, but also incredibly rewarding. I enjoy being able to step into new situations, bring structure to complexity, and help teams succeed.

A key highlight in my career has been my progression from a temporary warehouse role into a senior leadership position within the organisation. I've also had the opportunity to support international operations and contribute to high-profile client projects, as well as represent the business at global leadership events. These experiences have broadened my perspective and shown me just how diverse and global logistics really is.

For anyone considering a career in logistics, my message would be simple: be curious, be open, and be willing to grow. There's no single path into this sector, and that's what makes it so exciting. Logistics isn't just about moving goods – it's about solving problems, connecting people and businesses, and making everyday life work.

Operations Excellence

What is Operations Excellence?

Operations Excellence is a field that thrives on innovation, efficiency, and making a positive impact on day-to-day operations. Operations Excellence embodies a diverse array of roles that are united by a shared goal — to elevate and enhance business operations.

The Myth
“Health and Safety is tedious”

The Truth
It's a myth that health and safety is all about making and mandating boring rules – health and safety strives to prevent accidents. In the 21st century, that means looking at AI, immersive technologies, wearable devices and more to help employees stay safe. Using VR goggles to train people – no one could say that's boring!

Operations Excellence roles:

Improvement Technician: From £23,000 – £30,000

An Improvement Technician works to solve problems and prevent their reoccurrence, often by implementing new processes and procedures. Process mapping and data analytics are useful skills to have, as is team working and communication, as Improvement Technicians need to make change across a company.

Health, Safety, Environment & Quality (HSEQ) Manager: From £40,000 – £55,000

Safety comes first in all operations, meaning the role of HSEQ Manager is critical. Understanding and complying with legislation is essential and monitoring risks, analysing data and influencing across the business and its supply chain is at the heart of the role.

Degree Spotlight



BSc Business Management (Logistics and Operations)

Operations Excellence is at the heart of improving business performance. A degree provides the skillset needed to respond to current developments and challenges in business.

Infrastructure

Job Family



Stories



Harveet Thethy

Company: SEGRO
Role: Graduate Surveyor

Harveet is a graduate surveyor at SEGRO and her role required a 2:1 in any degree. She learned about her role through a job advertisement sent via university email.

She was excited to join the SEGRO team because of the wide range of responsibilities outlined in the job description. Harveet also admired the company values, such as valuing employee's career journeys and allowing them to explore a range of specialties within the company.

Harveet has family that work in the residential property field, which encouraged her to explore other areas in property, such as industrial and logistics. After completing her degree in Economics, she realised that she didn't want to go into consulting or accountancy, but wanted to explore a field where she could learn something from scratch and that she could apply her economics knowledge to.

The level of responsibility on projects, the structured graduate scheme, which involves two rotations in different business areas, the career progression, and the volunteering opportunities allowed Harveet to have a better understanding of the company and makes for an exceptionally enjoyable job.

Working on projects that have benefitted the business such as completing new lettings and renewing leases for existing customers has been a real career highlight for Harveet, as well as her studying for her Masters degree in real estate.



Jim Hartley

Company: SEGRO
Role: Managing Director- Northern Europe

Jim is the Managing Director of SEGRO's Northern European business, which is in Germany and the Netherlands. He is responsible for the Property Operations teams, which cover investment, development, leasing and asset management of their 2.3m sq.m Logistics and Light Industrial portfolio.

He qualified as a Chartered Surveyor (MRICS) in the UK as part of the graduate programme at SEGRO. After seven years in the UK business, mainly in Asset Management and leasing roles, he got the opportunity to work in Continental Europe, initially on a six-month secondment in Paris.

Jim was previously the director of SEGRO'S European Logistics Partnership (SELP), which was set up in 2013 and has assets in seven Continental European countries. An opportunity came up within SEGRO to run the Northern European portfolio and fortunately, given his knowledge of the logistics assets within SELP that were in Germany and the Netherlands, he was considered the strongest candidate. The opportunity to develop his people management skills and run an operational business is what attracted Jim to the role.

Jim qualified as a Chartered Surveyor in the UK Logistics and Industrial market and has broadened his experience to other Continental European countries ever since, but he has always remained in the logistics sector.

Jim's career highlight was being given the honour to lead the Northern European team and working together with a team of 60 talented colleagues to create the high performing team SEGRO has today.

Infrastructure

What is Infrastructure?

Infrastructure concerns the facilities that keep goods moving. Whether items are coming in by air, road or sea, it's the quality of the infrastructure – the airports, roads, rails and ports – that keeps things moving smoothly. It is also all the places needed to house goods upon arrival – the distribution parks full of warehouses you'll see on the side of the motorway, for example.

The Myth

“The only thing property companies care about is money”

The Truth

There is much more to consider when creating a new logistics park than making money. Development requires consideration of the environment, how new infrastructure could impact the local community and the smooth integration of new technologies.

Infrastructure roles:

Graduate Surveyor: From £23,000 – £30,000

Consultancy, development, investment, management and planning are all key areas a Graduate Surveyor will experience in a commercial environment. Attention to detail, critical thinking and reasoning, and strong communication are all essential in bringing an infrastructure project to fruition.

Project Manager: From £40,000 – £70,000

Managing a project from start to finish is core to the Project Manager role. Producing clear briefs, with phases and costs, starts the process, then it's all about stakeholder management – working with anyone that has an impact on or is impacted by the project. Communicating through reports, meetings and more makes sure everyone knows what's happening and that the project is delivered on time and within budget.

Degree Apprenticeship Spotlight:



Becoming a Chartered Surveyor requires a degree or a Degree Apprenticeship. This Level 6 means students can earn whilst they learn.

Finance

Job Family



Stories



Josh James
Company: GXO
Role: Assistant Finance Manager

Josh was attracted to the GXO graduate scheme because logistics was new to him, and so he was excited to learn. Now working as Assistant Finance Manager, where he works to keep the GXO Milton Keynes site running smoothly, Josh first started out on the graduate scheme.

As part of the graduate scheme, Josh completed rotations of different teams to build his skillset. First, as a Fixed Asset Assistant, he was responsible for managing company investments in long-term assets, and learned to report to the wider business. He then became a Credit Controller, taking on two ledgers of GXO customers.

“This gave me a good understanding of how large the logistics business is and a good overview of how many customers we serve. I managed to visit a number of sites in this placement, seeing the different challenges faced by each site.”

After just one year of his graduate scheme, Josh became an Assistant Finance Manager, and is currently working towards his Level 7 Chartered Institute of Management Accountants (CIMA) chartership.

“GXO offers so many different qualifications, I am hoping to complete my CIMA soon so that I can build my development in other areas. For the future, I want to gain as much experience as possible. I don't see myself moving to another sector as I feel like there is always something new to learn. Chief Finance Officer of GXO one day!”

A highlight for Josh is working and contributing as part of a wider team and GXO community. He loves being able to ask that burning question without worry and is keen to stress that the support provided is fantastic.

“Working in logistics has been more interesting than I ever thought it could be. To someone considering a career in the sector, I'd say do it, there's definitely something that you'll love to do. Plus it's secure, people will always need things moving!”



Harsana Malde
Company: ASDA
Role: Finance Manager

I'm Harsana Malde, Asda Logistics Services (ALS) Finance Manager at Asda, and I've built my career in finance through continuous development, curiosity and a genuine passion for understanding the story behind the numbers.

I joined Asda in 2003 as a Payroll Clerk at the Lutterworth depot. Since then, I've progressed through various roles within the Finance department, taking on new responsibilities and broadening my experience across different areas of the business. Today, as ALS Finance Manager, I support logistics operations by providing financial insight, challenge and guidance to help the business make informed decisions.

The role requires a professional Chartered qualification in Finance, such as CIMA or ACCA. I went to university and studied Finance and Travel and Tourism, graduating in 1997. Since then, I've continued learning through apprenticeships, completing a Level 3 Leadership and Management qualification and a Level 7 Accountancy/ Taxation Professional apprenticeship. Completing the Level 7 programme awarded me the titles of Chartered Management Accountant (CIMA) and Chartered Global Management Accountant (CGMA), which was a proud moment in my career.

My progression hasn't come from changing companies, it has come from growing within Asda. Over the years, I've supported Finance teams across multiple functions and managed different depots, including General Merchandise, Clothing, Dot Com and Chilled Food. This variety has given me a broad understanding of how logistics and retail operations connect, and how finance underpins everything.

The best thing about my role is that retail and logistics are constantly evolving. The pace of change means my work is always challenging and varied – never repetitive. Every depot, every function, and every project brings something new to learn. That continuous change pushes me to develop new skills and techniques to excel as a Finance Manager.

My biggest career highlight has been qualifying as a professional Management Accountant. It was one of the most challenging periods of my life. There were moments when I doubted whether I could complete the qualification, but perseverance paid off. Achieving my chartered status was incredibly rewarding and proved to me that with determination and resilience, you can reach your goals at any stage of your career.

Finance

What is Finance?

Finance in logistics revolves around the careful supervision of money. This dynamic sector plays a crucial role in ensuring companies stay 'in the black' – profitable. Professionals in this field will be at the forefront of strategic financial decision making, contributing to the success and longevity of the organisation.

The Myth

“You have to be good at maths to work in finance”

The Truth

An understanding of maths and an interest in numbers is certainly helpful. However, analytical and critical thinking is also important: what do those numbers mean? What can the company do with that information? Digital literacy (as you'll be working with different systems) is also a highly sought-after quality in finance.

Finance roles:

START HERE

Financial Analyst: From £32,000 – £60,000

A Financial Analyst provides insight on business achievement through performance reporting. This might be supporting the month-end processes and assisting in ad-hoc support and analysis, or it might be preparing forecasting reports to help predict how the company might perform in the future.

GET HERE

Financial Controller: From £47,000 – £75,000

A Financial Controller sits within a company's senior leadership team with responsibility for strategic financial management. The role involves the development of financial strategies alongside the identification of profit-saving opportunities, as well as managing complex budgets and financial processes.

Apprenticeship Spotlight:



To progress in finance, professional qualifications like those offered by ACCA or CIMA should be considered. There are a wide variety of apprenticeships in Finance from Level 2 to Level 7.

Sales & Marketing

Job Family



Stories



Elise Harris
Company: CEVA
Role: Tender Management Support

Growing up with a parent who worked in logistics, Elise felt she already had the base of knowledge needed to seek out her own career in the sector.

While she appreciated the abundance of opportunity and a diverse range of roles to explore, she also saw logistics as a heavily male-dominated sector, with a strict 9-5 schedule, limited freedom, and a long list of rules to follow.

Since joining CEVA, that perception has changed: *“I am pleased to say that the sector is moving away from being male-dominated and is becoming much more flexible. In my role I am free to go into the office as I please and have the opportunity to travel abroad for business, meaning no two days at work feel the same.”*

Embracing this flexibility has proved important to Elise. *“There are plenty of opportunities to develop your career in any way you wish, and to participate in projects outside of your day-to-day role. There are so many opportunities to network around the business that allow me to learn what other roles involve.”*

When it comes to encouraging others to take the leap into logistics, Elise doesn’t hold back: *“I would say go for it! There are plenty of roles open for all experience levels. There are also opportunities to work your way up, and to enrol on training. Courses cover a wide range of topics, ranging from short courses of a few weeks all the way to degree apprenticeships.”*



Steven Cleary
Company: GXO
Role: Head of Development

I’m a Head of Development at GXO Logistics, working directly with our Sales Director. My role is focused on delivering new business, primarily across transport opportunities, which is where my background lies. However, I also get involved in a wide range of solutions across different sectors.

I work alongside three Business Development Managers and together we’re responsible for identifying, developing and securing new opportunities to grow the business. Collaboration is a big part of what we do: we work closely with solutions, finance and bid management teams, as well as key stakeholders across our business units, to develop the right offer for each customer.

I’ve been in the logistics sector for around 25 years, and at this stage in my career, experience and a track record of success are what matter most. That said, my academic background helped me get started – I studied Business Studies at a college within the University of London.

I spent 15 years in a privately owned logistics business, working my way up from a junior position into more senior roles. Around 10 years ago, I moved to Wincanton through a recruitment agency, and then later transitioned into GXO. My original role at Wincanton Containers was Head of Commercial, where I oversaw sales, customer service and account management, before moving into a company-wide sales role.

One of the best things about my role is the level of autonomy I have and the challenge of delivering against targets. I also really enjoy the variety – working with different customers, across multiple sectors, and across the breadth of GXO, keeps things interesting and engaging.

When it comes to career highlights, there isn’t a single standout moment. What I’m most proud of is the consistency I’ve shown over time, progressing within the organisations I’ve worked for, continuously building my experience, and developing my capability. That consistency has allowed me to adapt to change, take on new challenges, and grow alongside the businesses I’ve been part of.

For anyone considering a career in logistics, I’d say it’s a sector where you can really shape your own path. There are so many opportunities to develop, try different roles, and build a long-term career, especially if you’re willing to learn, stay adaptable, and take on new challenges as they come.

Sales & Marketing

What is Sales and Marketing?

Sales and Marketing is a crucial part of any sector and any business, and logistics is no different. It’s about promoting the inherent value of an offering and forging lasting commercial relationships. In logistics, this means being able to understand and articulate a company’s strengths in the market, very often revolving around principles of innovation, efficiency, and attention to detail.

The Myth
“You have to be an extrovert to achieve success in sales”

The Truth
Meeting with potential customers is a key part of a sales role, which often lends itself to a more extroverted personality. However, in smaller conversations, an introvert’s good listening skills can help them to offer meaningful solutions. There’s no “one size fits all” – sales performance is based on skills and willingness to succeed, not on personality type.

Sales & Marketing roles:

Sales Executive: From £25,000 – £50,000

As a Sales Executive, a key responsibility is initiating and maintaining customer relationships to highlight relevant products or services. This may include the creation and delivery of presentations to promote products, then the management of customer enquiries and issues to encourage future sales.

Digital Marketing Manager: From £34,000 – £55,000

A Digital Marketing Manager’s focus is predominantly online, using channels like websites and social media to promote a company’s products and services. Responsibility for developing, implementing and assessing campaigns is at the heart of the role, alongside working closely with sales teams to understand marketing’s impact on the bottom line.

Degree Apprenticeship Spotlight:



Level 6 Business to Business Sales Professional

A lot of logistics sales are to other companies – companies, not individuals, are customers. Understanding B2B sales is a useful skill to have.

Human Resources

Job Family

Stories



Ameila Mape
Company: HR Advisor
Role: William Stobart & Son

I didn't set out to work in logistics. I went to university to study Law, and like a lot of people, I assumed my career would follow a more traditional path. However, after finishing my studies, I was still working out what I wanted to do, and an opportunity came up through a friend in logistics.

I started in an administrative role within HR. At the time, I wasn't thinking long term, I just wanted to gain experience in a supportive environment and build my confidence in a professional setting. What I quickly realised, though, was how central people are to logistics. Behind everything that moves, there are teams of people making it happen, and supporting them became something I really enjoyed.

My role now as an HR Administrator is very varied, which is one of the things I like most about it. No two days are the same. One day I might be dealing with holiday requests or supporting employee queries, and the next I could be involved in investigations or helping with recruitment. I also oversee the induction process for new starters, making sure they feel welcomed, supported and confident from their first day.

I didn't need specific qualifications to get started in this role, but I've learned a huge amount since joining. Working in HR has given me the chance to develop skills that will stay with me throughout my career, from problemsolving and organisation to handling sensitive situations and building trust with people across the business.

One of the things that stood out to me early on was how much there is to learn about the sector itself. Before starting, I didn't fully understand how transport and logistics worked. Now I'm part of it, I get to see how everything connects, from the people side through to operations. Even something as simple as having the opportunity to sit in a truck and see how it operates gave me a completely different perspective on logistics!

For anyone considering logistics, I'd say don't worry if you don't have a clear plan or a specific background. There are so many different roles within the sector, and many of them rely on transferable skills like communication, organisation and teamwork. If you enjoy working with people and want a role where you can make a difference every day, logistics has a lot to offer.



Robert Vaughan
Company: SEGRO
Role: HR Business Partner

As an HR Business Partner at SEGRO, Robert is directly involved with the workforce in a role that covers everything from employee engagement to performance and development.

Whilst HR careers can be accessed via a range of apprenticeships, it was during Robert's BSc Business Management course at university where Robert's interest was first piqued. The clear career progression and high level of variety that HR offered was obvious, and having a positive impact on others was a huge motivating factor.

"The best thing about my role is seeing the positive impact that we can have on the people in our business. We try to really focus on the retention and development of our employees and it's great to see people grow over time."

"I enjoy working at SEGRO in particular because the business really prioritises the wellbeing and development of its people. There is a recognition that, if we are to reach our goal of being 'the best property company', our people need to be happy and motivated."

A career highlight for Robert was attaining his Chartered Institute of Personnel and Development (CIPD) Level 7 diploma - a difficult but highly rewarding process that involved working whilst studying, and becoming an HR Business Partner (HRBP).

"As an HRBP, you get allocated particular teams to work with and support. Having specific teams allows you to build strong relationships and I think you can have a bigger impact on the business that way."

Human Resources

What is Human Resources?

HR encompasses both the recruitment and retention of talent with an emphasis on the well-being of employees. HR professionals play a pivotal role in not only bringing in new talent but also in ensuring that existing staff members feel supported, valued, and motivated in their roles.

HR professionals work to identify people who not only possess the necessary skills and qualifications but also align with the company's values and culture. The recruitment process involves creating job descriptions, organising and holding interviews to assess candidates.

The Myth

“HR only works for the company, not for employees”

The Truth

HR requires business acumen, an eye for data, and, perhaps most importantly, strong interpersonal skills. The best HR professionals work with staff, supporting them and ensuring fair treatment, while balancing the company's needs and goals.

Human Resources roles:

HR Graduate: From £24,000 – £35,000

HR graduates get a range of experience in recruitment, performance management, compensation and benefits processes and more. Wanting to work with people is essential for working in HR, as are excellent interpersonal skills.

HR Manager: From £36,000 – £60,000

An HR Manager oversees the HR function within an organisation and leads a team of HR professionals. The role spans the employee lifecycle, from recruitment to retirement and everything in between, ensuring a great employee experience for all colleagues through strategic decision making.

Apprenticeship Spotlight:



There are a wide variety of apprenticeships in HR from Level 2 to Level 7.



Education Hub

The Generation Logistics Education Hub is a dedicated, downloadable, resource library of curriculum-relevant material for teachers and career advisors working with those aged 13-18.

You'll find engaging activities, as well as a host of other resources and student-ready tools. It's all with the aim of communicating the role of logistics in the modern world and its relevance to subjects your students enjoy.

Our hope is to help you deliver memorable learning experiences that deliver career-changing moments along the way and we'd love to hear your feedback.



Scan here to find out more.

Ambassador Network

The Generation Logistics Ambassador Network is a collective of passionate employees who help to enthuse the next generation of logistics recruits by sharing their stories and the opportunities they took advantage of. Ambassadors spread the logistics message across schools and colleges, through careers talks, site visits, classroom activities and more.

For more information, or to request engagement from the Generation Logistics Ambassador Network, please contact:

generationlogistics@logistics.org.uk

“As a Senior Talent Acquisition Specialist, I draw on a wide range of curriculum subjects in my everyday role. I use communication and language skills to craft compelling job adverts, conduct structured interviews, and build strong relationships with hiring managers and candidates to understand their needs, requirements and preferences. My understanding of psychology and sociology helps me assess candidate motivations, cultural fit, and team dynamics. Mathematics and data analysis support me in interpreting recruitment metrics, forecasting hiring needs, and making evidence-based decisions. Business and economics knowledge guide workforce planning, budgeting, and understanding market trends and additionally, technology and digital literacy are essential for leveraging applicant tracking systems, LinkedIn sourcing strategies, and recruitment analytics tools. Together, these subjects enable me to approach talent acquisition strategically, analytically, and with a strong people-focused mindset.”

— David Oughtred, Senior Talent Acquisition Specialist, DP World

“One of our highlights of working with our local Careers Hub was the Teacher Encounter Day we hosted. We invited 50 educators to get behind-the-scenes insights into logistics operations through workshops, talks, and live depot tours. Teachers told us they felt equipped to cascade what they learned in the classroom. For us, this is a wise investment in building our early talent pipelines to reach hundreds of students.”

— Melanie Richmond, Training Manager, ASDA

**GENERATION
LOGISTICS™**