



LOGISTICS UK

Supply Chain Resilience

Logistics UK Annual Business
Conference

London
20 March 2024





Welcome

Phil Roe

President
Logistics UK

Today's sponsors & exhibitor

LOGISTICS UK

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Please use your phones!

LOGISTICS UK

Use Sli.do for your questions

Free WiFi network: America Square Conference

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Join at: www.sli.do #SCR24

#SCR24



Today's programme

LOGISTICS UK

Start	End	Session name
09:00	09:05	Chair's welcome & Logistics UK introduction
09:00	09:30	Keynote: Government's view of UK supply chains and plans for the future
09:30	10:20	Panel session: Supply chain visibility - from IT solutions to supplier relationships
10:20	10:40	Coffee break & networking
10:40	11:40	Panel session: Global and local risks - trade route disruptions, military conflicts, ever changing legislation/regulation and climate change
11:40	12:00	Supply Chain Resilience modelling
12:00	12:50	Panel session: Are just-in-time logistics and sustainable technologies contributing to creating sustainable supply chains?
12:50	13:50	Lunch break & networking
13:50	14:20	Digital Readiness: Crafting Agile Supply Chains through Automation & APIs
14:20	14:50	Cyber security as key to resilience
14:50	15:30	Panel session: Is your HR strategy resilient?
15:30	15:40	Chair's close & open discussion



Keynote: Government's view of UK supply chains and plans for the future

Nusrat Ghani MP

Minister of state at the Department for Business and Trade

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Keynote: Government's view of UK supply chains and plans for the future

LOGISTICS UK

Q&A

To ask your question please use the link:

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LOGISTICS UK

Panel session: Supply chain visibility – from IT solutions to supplier relationships

- **Chair:** Richard Tucker, Director of new business development – Supply Chain, Endava
- James Doyle, Managing Partner, Boston Warwick
- Paul Brooks, Founder, Go Further Consulting

endava 

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Q&A

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#SCR24



Coffee break

Wednesday 20 March



LOGISTICS UK

Supply Chain Resilience

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Conference

London
20 March 2024



LOGISTICS UK

Panel session: Global and local risks to supply chains

- **Chair:** Michelle Gardner, Deputy Director – Policy, Logistics UK
- James Hookham, Director, Global Shippers Forum
- Darren Briggs, Director – Consulting ARUP

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James Hookham
Director, Global Shippers Forum

Use Sli.do for your questions
Join at: www.sli.do **#SCR24**

What do you do if you lose access to your ...

Markets or suppliers?

conflict, sanctions, tariffs, regulatory barriers, political/shareholder pressure

Critical infrastructure?

transport, energy, information networks

Places of doing business?

lockdowns, social distancing, public fear, civil unrest

Data archives and processing capacity?

hack, leak, ransom, glitch



What do you do if you lose access to your ...

❑ Markets or suppliers?

You can't trade with your suppliers or your customers profitably, or at all

- conflict
- sanctions
- tariffs
- regulatory barriers
- political/shareholder pressure



What do you do if you lose access to your ...

Critical infrastructure?

You can't physically bring in your supplies or get your goods to customers

- transport connectivity/congestion
- energy supplies
- information networks



What do you do if you lose access to your ...

❑ Places of doing business?

You can't bring your people together to make your supply chains work

- lockdowns
- social distancing
- public fear
- civil unrest



What do you do if you lose access to your ...

❑ Data archives and processing capacity?

You can't access the information you need to make your supply chains work

- hack
- leak
- ransom
- system glitch



What do you do if you lose access to your ...

- Markets or suppliers?
- Critical infrastructure?
- Places of doing business?
- Data archives and processing capacity?



LOGISTICS UK



Darren Briggs
Director – Consulting, ARUP

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ARUP

What are the risks?

Risk categories

- Economic
- Environmental
- Geopolitical
- Societal
- Technological

2 years



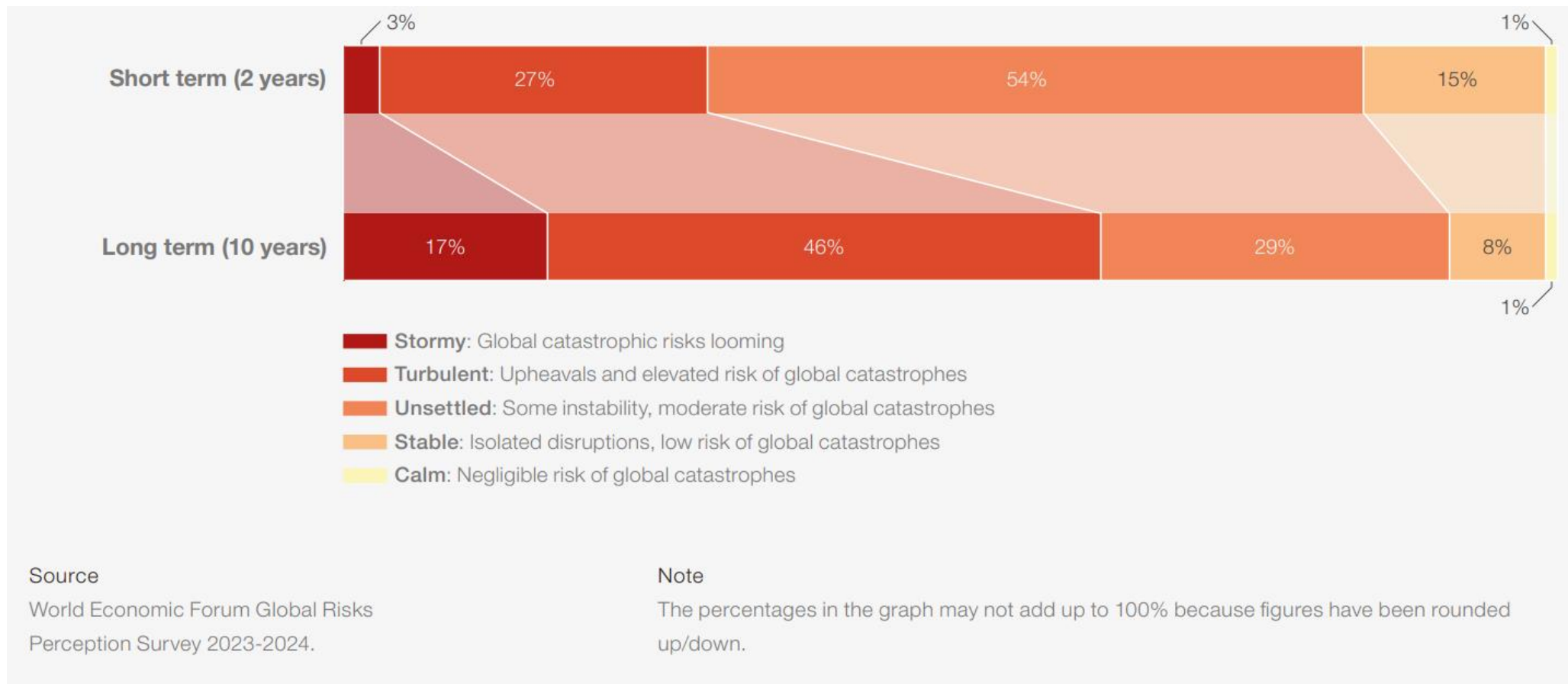
10 years



Source

World Economic Forum Global Risks Perception Survey 2023-2024.

What is impact?



What does this mean for logistics

Current freight network is increasingly inefficient, complex, and precarious.

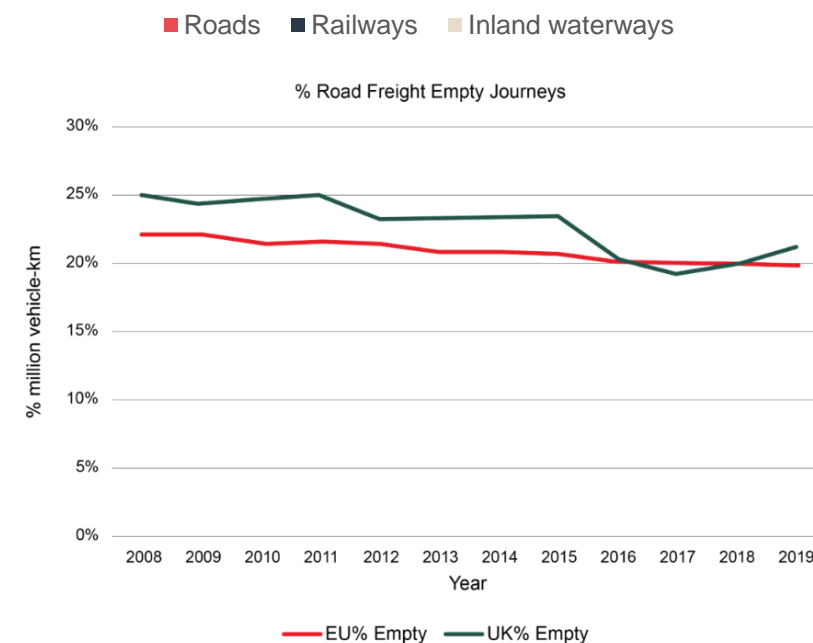
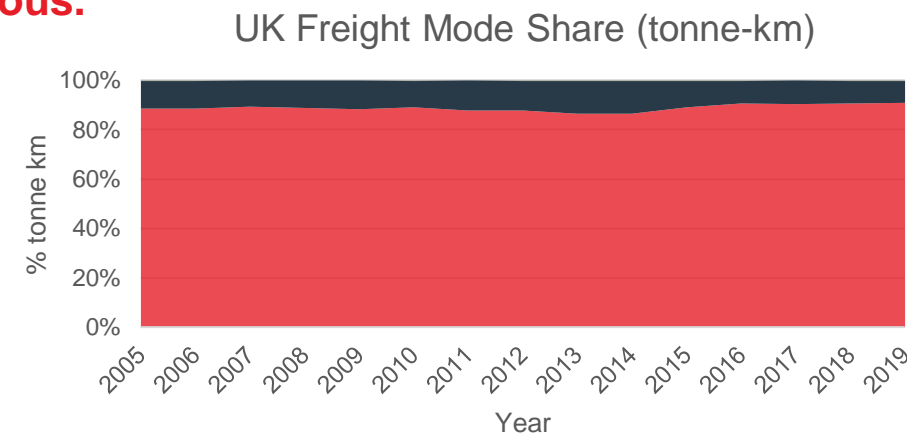
Carbon-intensive: Road transport dominates inland freight

Domestic freight distances in the UK have increased over time

Inefficient and empty trips are significant

Complex operations and reactive decision-making

Increasingly precarious



What are companies doing

Diversifying supply chain & locations

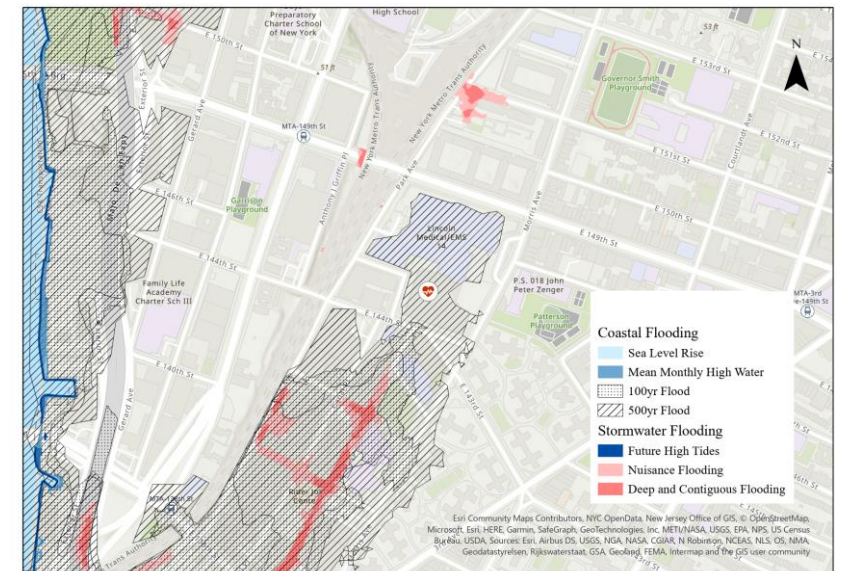
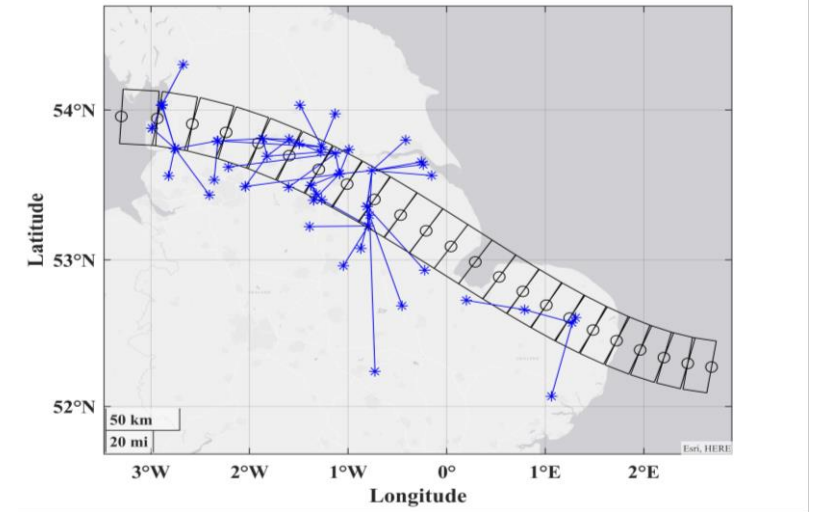
Increasing buffers

Improving forecasting

- Supply chain transparency

- Impossible to forecast every event

Collaboration





darren.briggs@arup.com

Director - Logistics & Operations



Q&A

To ask your question please use the link:

<https://www.sli.do/>

#SCR24

Supply Chain Resilience modelling

- Tim Lawrence, Director, Digital Supply Chain Innovation Hub
- Dr. Alok Choudhary, Professor of Supply Chain Management, WMG, Warwick University

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Supply chains made smarter, together

Get set for the future. **Now**

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CHAIN HUB



Modelling Resilience to manage risks in your supply chain

Tim Lawrence
Digital Catapult

Dr. Alok Choudhary
Warwick Manufacturing Group

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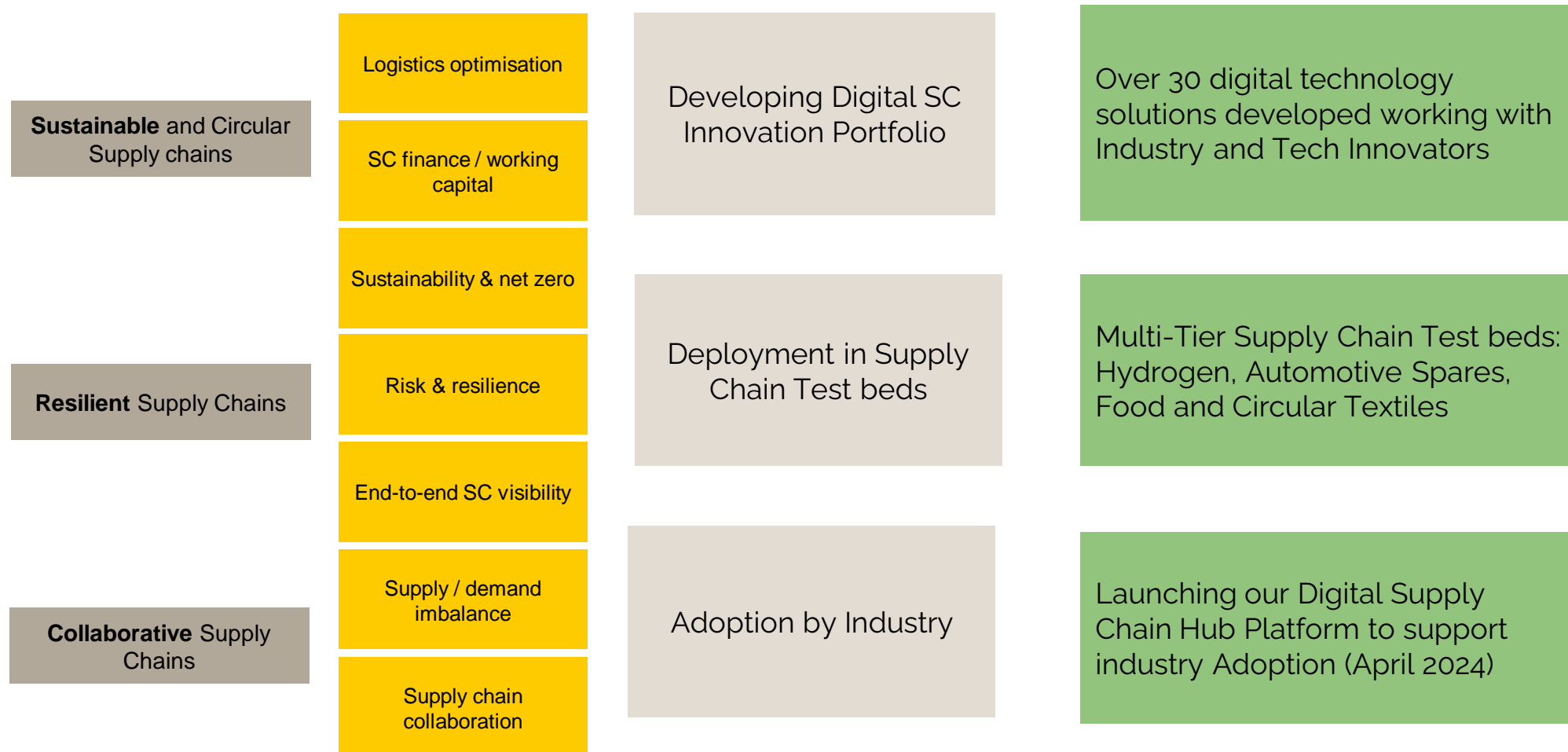
DIGITAL SUPPLY
CHAIN HUB

Part of, and inspired by, the Made Smarter movement

Our **vision** is to transform UK manufacturing through digitally empowered supply chains that are more **efficient, resilient and sustainable**.



Addressing Industry Challenges: Through Innovation, Deployment and Adoption



Uncertainty is becoming a fact of life for global supply chains:

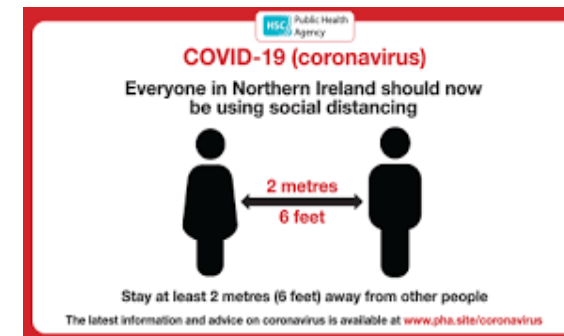
Wars and Political Unrest



Commodity Prices



Covid and recovery



New Technologies



Increasing Regulation



Environmental



Continuing to drive Supply Chain Resilience to top of the agenda for Business and Government

SUPPLY CHAIN

Red Sea attacks causing rising costs and increased shipping line rates

"Visibility into these challenges is much better understood now, and we have been working with businesses to develop pioneering new solutions that can provide retailers with early warnings of the potential for disruption to help them to prepare," said Lawrence.

OPINION

AI and Machine Learning will play a key role in strengthening supply chains next Christmas

Tim Lawrence explores real-world successes, urging businesses to embrace transformative solutions

By **TIM LAWRENCE**

Most of the supply chains that we rely upon today have been disrupted and shaped in some way by the events of recent years. These unprecedented challenges have highlighted the need for more agile and resilient supply chains to navigate uncertainty and minimise disruption. Tim Lawrence, Director of the Digital Supply Chain Hub, [Digital Catapult](#), explains.



UK Government

Critical Imports and Supply Chains Strategy

January 2024



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INNOVATION

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CHAIN HUB

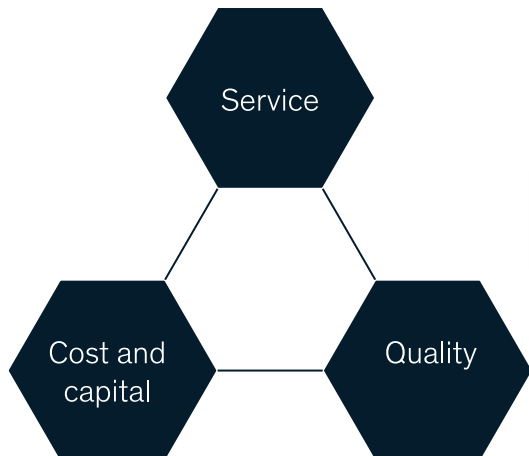
Retail Weekly
20 Dec 2023

Business Age
9 Jan 2024

Manufacturer
27 Dec 2023

Next-normal supply chains are significantly more complex.

Traditional supply chain strategy areas of focus



Next-normal strategy with new areas of focus

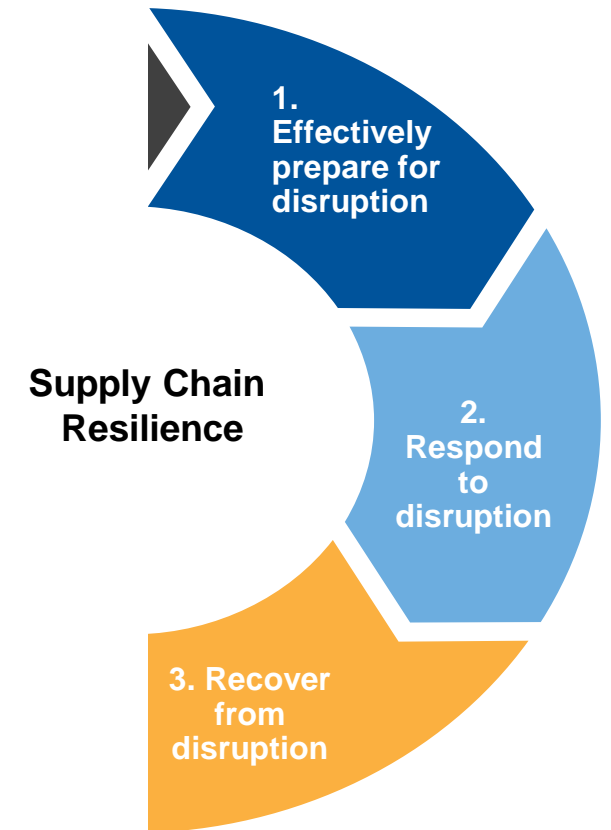


Next Normal Supply Chain Strategies

- 1 Diversifying your supplier base
- 2 Proactively planning for disruptions
- 3 Mapping down to the part-site level
- 4 Using both AI and supplier-validated mapping
- 5 Understanding and investing in your supplier's business capabilities
- 6 Focusing on materials that are critical to your highest revenue products
- 7 Integrating supplier risk insights into planning and procurement strategy
- 8 Collaborating directly with your suppliers and sub-tier suppliers to mitigate risk
- 9 Using AI-powered 24/7 supply chain monitoring to stay ahead of disruptions

New definition of Supply Chain Resilience

The ability of a supply chain to effectively prepare for, respond to, recover, and bounce forward from an unexpected disruption and grow sustainably by utilising natural and social resources responsibly and learning to adapt to future disruptions.



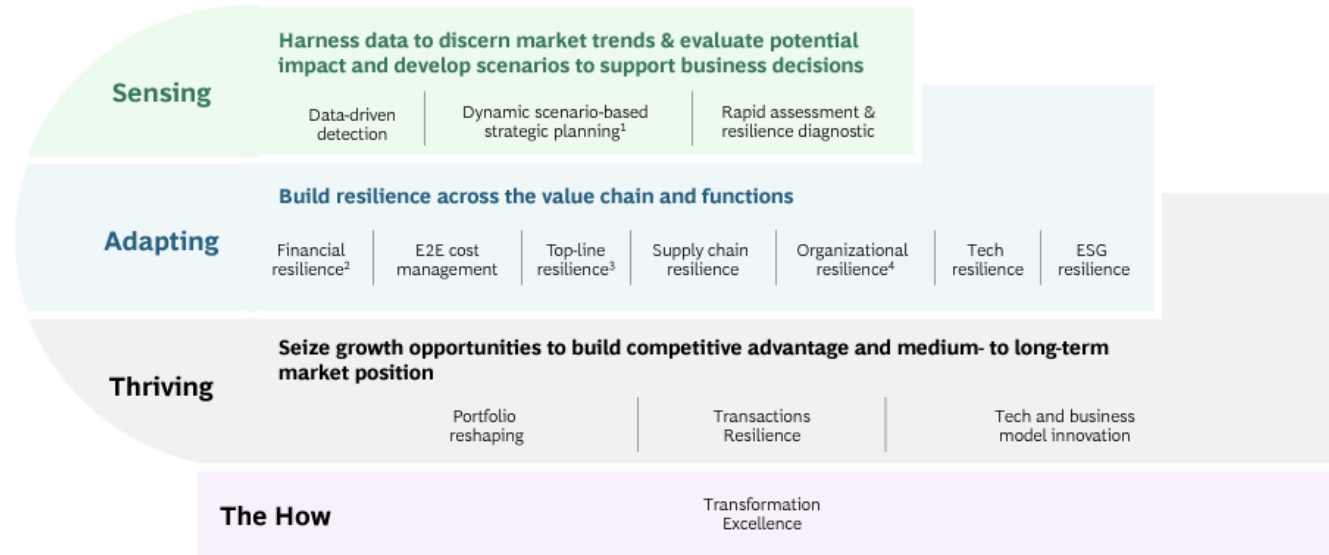
Six steps of supply chain resilience.

Supply Chain Resilience Frameworks

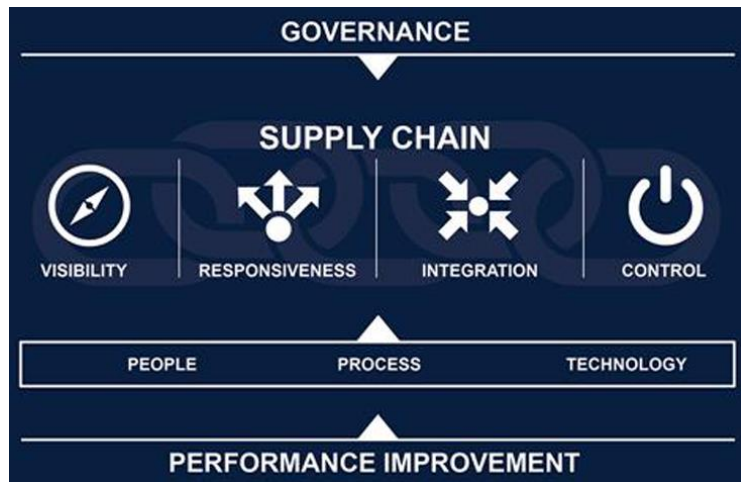
The Achilles Supply Chain Resilience Index (ASCRI)



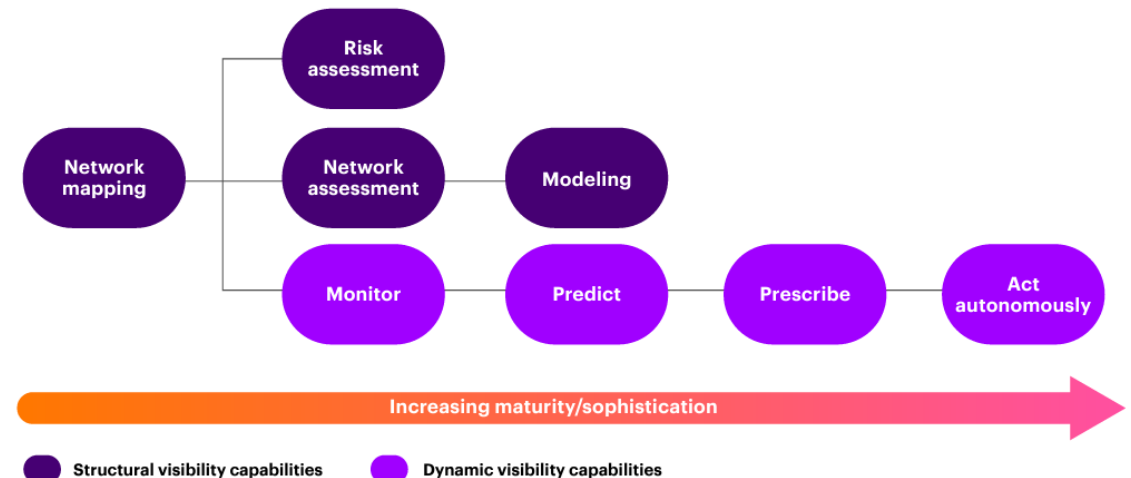
BCG: Sense, Adapt, Thrive Resilience Framework



Deloitte & Crowe SCR framework.



Accenture SCR framework.



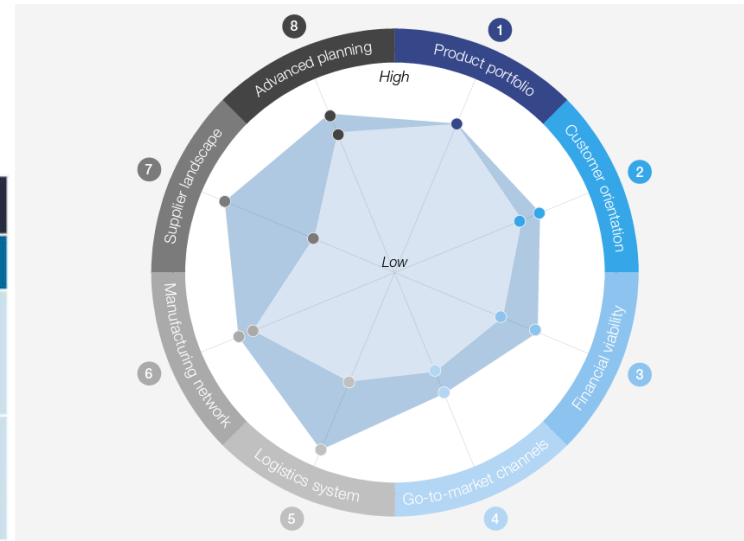
ASCM Benchmarking tool resilience framework

The supply chain's ability to bounce back and recover to a normal state of affairs



The supply chain's ability to bounce forward and adapt to a new normal

WEF resilience framework



The resiliency compass consists of eight dimensions:

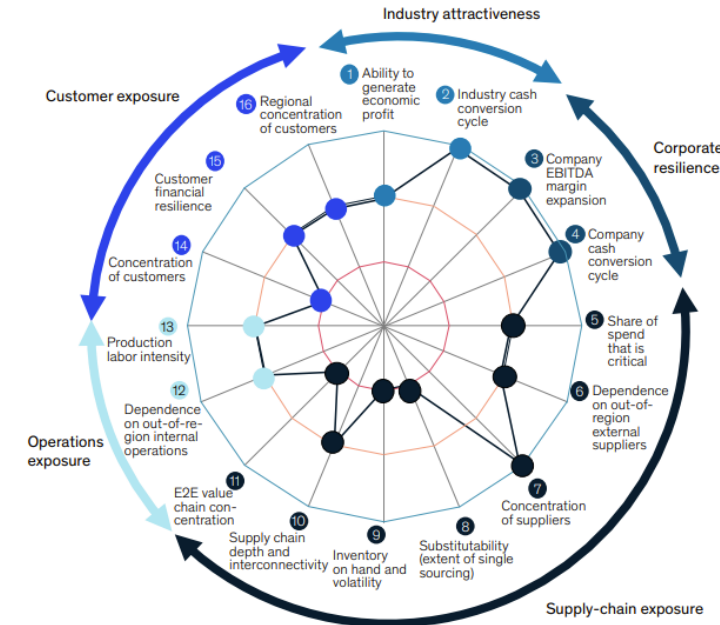
- 1 Product portfolio:** focus on product availability through active portfolio management.
- 2 Customer orientation:** level of diversity and geographic proximity of client demand.
- 3 Financial viability:** transparency on financial health across the end-to-end value chain.
- 4 Go-to-market channels:** ability to serve demand through multiple diverse channels.
- 5 Logistics system:** strong visibility and flexibility, and control over warehousing, inventory and transportation.
- 6 Manufacturing network:** production network designed with resiliency in mind.
- 7 Supplier landscape:** multiple and diverse sources of supply.
- 8 Advanced planning:** ability to rapidly sense shifts in supply and demand and pivot appropriately.



THE UNIVERSITY OF WARWICK



A stress test quantifies supply-chain resilience.



McKinsey Supply chain resilience stress test

Operational Capabilities					
Position & Prepare		Sense & Plan		Mitigate & Respond	
Supply Chain Risk Management Maturity	End-to-End Transparency	Visibility - Information Flow	Risk Monitoring & Early Warning Systems	Redundancy & Flexibility	Agility - Responsiveness
Supply Chain Risk Management Talent	Liquidity Ratio Leverage ratio	Risk Planning (BCPS/Scenario Planning & Stress Testing)	Supplier Collaboration	Safety & Security	Agility - Velocity

Operational Performance	
Recover	
Sensing	PP Change in Return on Assets PP Change in Operating Margin

Strategic Capabilities					
Lead		Build		Transform	
Leadership	Climate Risk Awareness	Supplier Relationships	Customer Relationships	Environmental Sustainability	Circularity
Corporate Commitments	Organizational Learning	Supply Chain Workforce	Supply Chain Talent	Strategic Supply Chain Risk Mitigation	Supply Chain Innovation
Board Level Engagement					

Strategic Performance	
Adapt	
Supplier Concentration	% Change Scope 3 Carbon Emissions
	Resource Use

Supply Chain Resilience Framework

Three core considerations

Sustainability (ESG), Leadership, and Strategy

Three phases: pre-disruption, during-disruption, and post-disruption with a focus on **readiness**, **responsiveness**, **recovery**, **sustainability & growth**.

Three sets of time-based strategies
Proactive, concurrent and reactive strategies



Seven SC Core Capabilities

1. SC Planning

1. Risk Identification
2. Sensing/trend monitoring
3. Supply & demand planning & forecasting
4. Production planning
5. SC network design

2. Visibility

1. End-to-end SC mapping
2. Prediction - exploring data to improve forecast and segmentation
3. Connectivity - collecting real-time data throughout the E2E SC
4. Security - securing data and flows
5. Transparency: tracking and traceability

3. Collaboration

1. Stakeholder management
2. Contract management
3. Information sharing
4. Partnerships
5. Aligning risk appetite between suppliers-focal firm

4. Resource Management

1. Cash & Finance Management
2. Product & Material Management
3. Information & Technology Management
4. Human Resource Management
5. Asset Maintenance

5. Supply Flexibility

1. Single vs. Multi-sourcing
2. Diversified sourcing
3. Process standardisation
4. Contingency transport and capacity management
5. Global, regional and local sourcing

6. Learning

1. Capturing lessons learnt internally and introducing new KPIs
2. Managing knowledge mobility internally and externally
3. Training and education package
4. Ownership of risks and control KPIs
5. Transilience = the ability to simultaneously restore process and change - often radically

7. Adaptability

As a result of a disruption, learning from this disruption must revise all steps below:

1. SC Planning
2. Visibility
3. Collaboration
4. Resource Management
5. Supply Flexibility

Digital Supply Chain Resilience (SCR) tool



Redefine Supply Chain Resilience

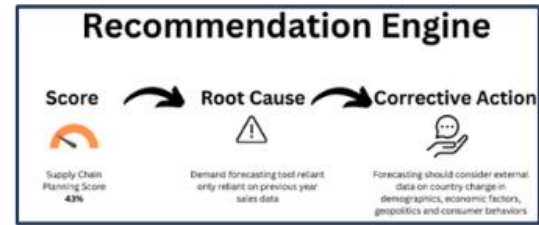
WVG Supply Chain Resilience

Supply Chain Planning

1. Does your demand forecasting tool/software incorporate the effect of external factors such as price changes, geopolitical tensions, economic factors?

- The tool incorporates real time external data and uses previous years internal data, inventory level etc. as a baseline for estimating forecasts
- The tool incorporates past external data and uses previous years internal data, inventory level etc. as a baseline for estimating forecasts
- The tool only incorporates past previous years internal data (sales, inventory level etc.) and expert knowledge for estimating forecasts
- The tool only incorporates previous years internal data (sales, inventory level etc.)
- No capabilities for demand forecasting and trend monitoring
- Not Applicable

Survey Questionnaire



Recommendation and Mitigation Strategies



Supply Chain Resilience Framework



Supply Chain Resilience Index



Integrate with other Sustainability tools ... ?



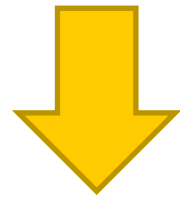
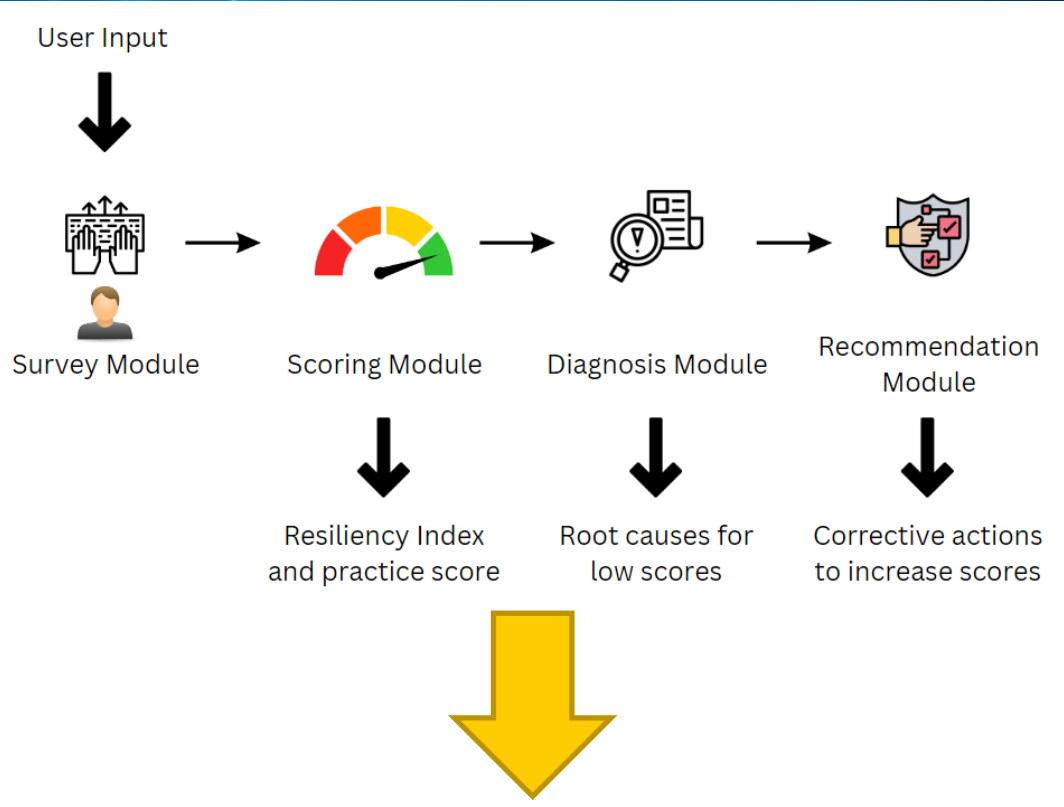
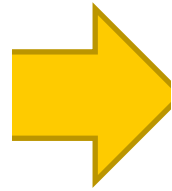
Visual demonstration of the SCR digital tool

WMG Supply Chain Resilience

Supply Chain Planning

1. Does your demand forecasting tool/software incorporate the effect of external factors such as price changes, geopolitical tensions, economic factors?

- The tool incorporates past real-time external data and uses previous years internal (sales, inventory level etc.) past data as baseline for estimating forecasts
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- The tool only incorporates past previous years internal data (sales, inventory level etc.) data and expert knowledge for estimating forecasts
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- Not Applicable



Recommendation Engine

Score → **Root Cause** → **Corrective Action**

Supply Chain Planning
43%

Demand forecasting tool only reliant on previous year sales data

Forecasting should consider external data on country change in demographics, economic factors, geopolitics and consumer behaviours
5% increase



Resilience Index Score

70%

Practice Area Scores

- Readiness**
 - Supply Chain Planning
 - Supply Chain Visibility
- Responsiveness**
 - Collaboration
 - Resource Management
 - Supply Flexibility
- Recovery**
 - Learning
 - Adapatability

Supply Chain Resilience Navigator

360 Degree Report



Resilience Navigator

A Comprehensive Toolkit for
Supply Chain Resilience Capability Assessment



Survey Completed by	Company	Date of Report
Luke Bellamy [luke.bellamy@warwick.ac.uk]	WMG, University of Warwick	15th January 2024

Address Resilience through Digital Innovation: examples

Using AI to better plan for supply shocks

Increasing SC resilience with UK Supplier Directory

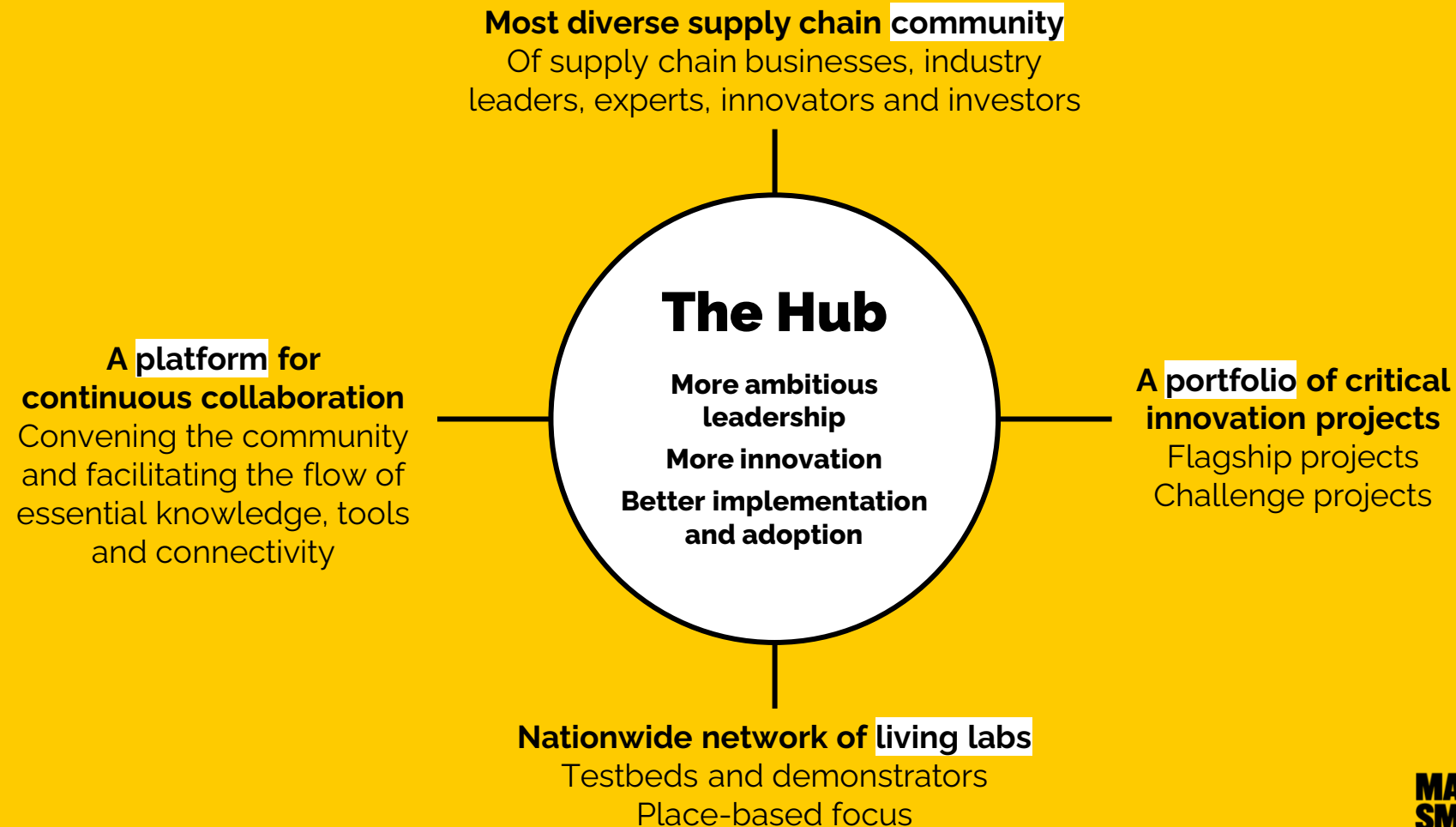


Multi-tier Supply Chain visibility using AI and NLP

- Client Data
- Text Sources
- Computer Vision
- Government Data

A true HUB offering

Delivering on the core objectives of Made Smarter Innovation



Building Responsible and Resilient UK Manufacturing Supply Chains

Our Vision

To develop, grow, and anchor supply chain capability and resilience in the UK by leveraging fundamental and applied supply chain research knowledge.

As a result, the UK's high-value manufacturing base will be strengthened against emerging new challenges and disruptions, and efforts to increase UK based manufacturing will be accelerated.



<https://supplychainresiliencehub.com/>
Email: alok.Choudhary@warwick.ac.uk

A hub for effective collaboration and innovation.



IN PARTNERSHIP WITH:



FUNDED BY:



UK Research and Innovation

Get in Contact or Register your interest at

digitalsupplychainhub.uk

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DIGITAL SUPPLY CHAIN HUB

Q&A

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LOGISTICS UK

Panel session: Are just-in-time logistics and sustainable technologies contributing to creating sustainable supply chains?

- Chair: Kevin Green, Policy Director, Logistics UK
- Scott Merrick, Product Director, Robotics and Automation, Wincanton
- Tim Morris, Group Head of Corporate Communications, Associated British Ports
- Ines Sordo, Sustainability Manager, Wickes

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LOGISTICS UK

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Lunch break

Wednesday 20 March



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LOGISTICS UK

Digital Readiness: Crafting Agile Supply Chains through Automation & APIs

- Billy Dawson, Business Manager, CNS Online
- Matthew White, Product Manager, CNS Online

CNS!

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DIGITAL READINESS

CRAFTING RESILIENT SUPPLY CHAINS THROUGH AUTOMATION & APIS



BILLY DAWSON
BUSINESS MANAGER



MATTHEW WHITE
PRODUCT MANAGER



Simpler Smarter Trading



INTRODUCTION TO DIGITAL READINESS



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Simpler Smarter Trading

BOOKING A HOLIDAY



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WHERE TO BEGIN?



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THE POWER TRIO: DIGITISATION, AUTOMATION, & API'S

Digitisation

Automation

APIs



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Digitisation

Converting Complexity into Clarity

Automation

APIs



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Digitisation

Automation

Efficiency and Precision at Scale

APIs



CNSI

Simpler Smarter Trading

Digitisation

Automation

APIs

The Connective Tissue of Digital Integration



CNSI

Simpler Smarter Trading

WHAT DOES THE FUTURE LOOK LIKE?



CNSI

Simpler Smarter Trading

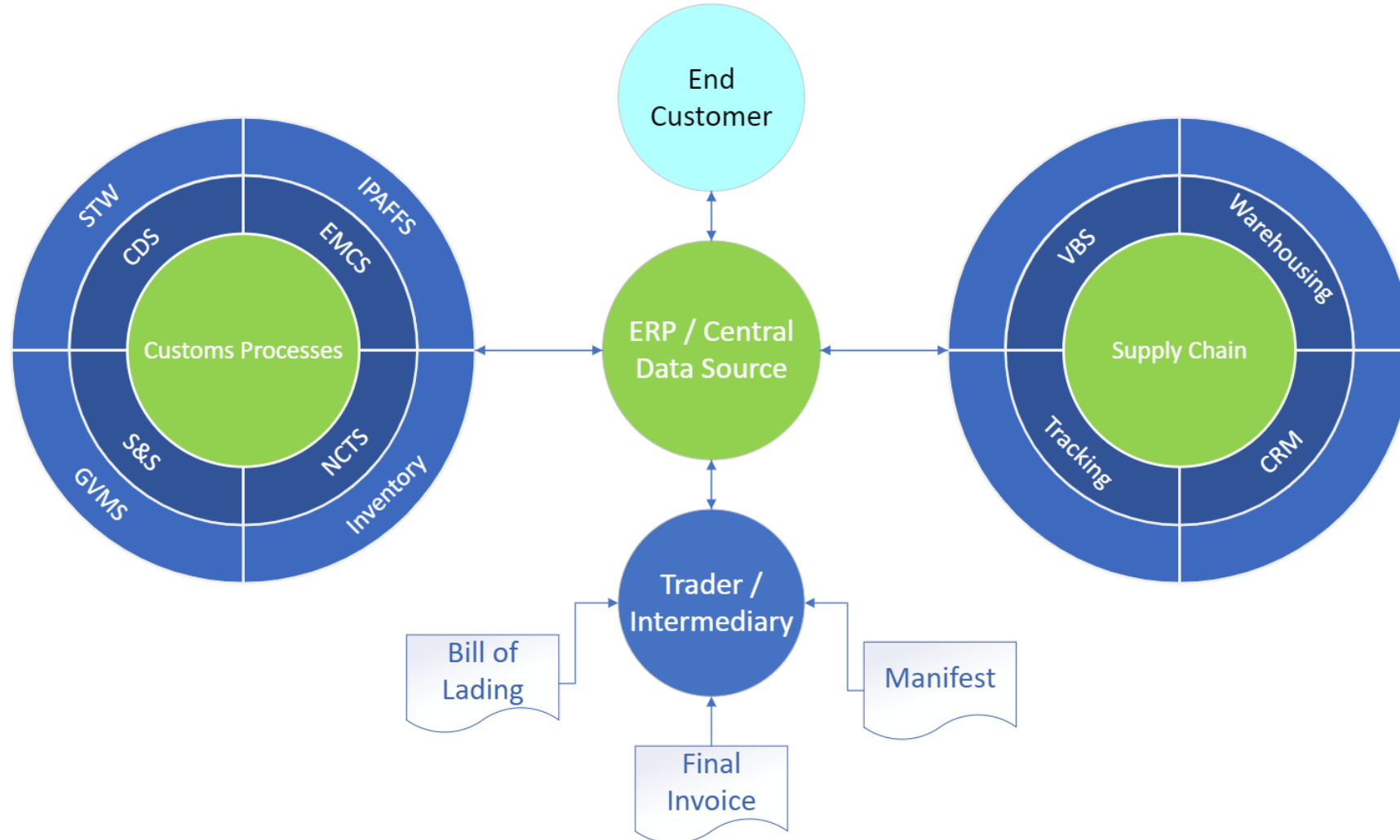
THE NEW ERA OF SUPPLY CHAIN COMPLEXITY



CNSI

Simpler Smarter Trading

THE AGILE SUPPLY CHAIN OF TOMORROW



CNSI

Simpler Smarter Trading

THANK YOU

CNSONLINE.CO.UK
Getonboard@csonline.net



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Q&A

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Cyber security as key to
resilience

Stewart Room
Partner, DWF LLP

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Stewart Room



“Room brings a wealth of data protection and cybersecurity experience to cases. He is highly regarded for his ability to advise on data investigations and contentious cases. He is pre-eminent for data security. He tells you what the regulators and court will think and he thinks of things you won't have thought of.” Chambers UK.

Biography

- ❑ Barrister & Solicitor, called to the Bar in 1991 and admitted to the Roll in 2022.
- ❑ Rated as a leading lawyer in Data Protection & Cyber Security by the Legal Directories since 2010.
- ❑ Global DP&CS Leader, DWF.
- ❑ Former Global DP&CS Legal Services Leader, PwC.
- ❑ Hon. President of the National Association of Data Protection Officers.
- ❑ Advisory Board Member, The Cyber Resilience Centre for London.
- ❑ Co-founder of The Cyber Security Challenge UK.
- ❑ Member of the EDPB expert support pool.
- ❑ Author/ co-author of various legal textbooks in DP&CS.
- ❑ Stewart.Room@DWF.Law
- ❑ <https://www.security.law>
- ❑ <https://www.linkedin.com/in/stewart-room-6308213/>

Part 1.

How do these topics
relate to one another?



Different topics, but indivisible

Key concepts

- ❑ Resilience is the ability to withstand shocks.
 - ❑ ISO 27031 says this is the “ability of an organisation to resist being affected by disruptions”.
 - ❑ NCSC says it is “a measure of how readily a system can persist in a changing environment”.
- ❑ Cyber Security is the protection of network and information systems and their users from cyber security threats.
- ❑ Therefore, a highly cyber-resilient organisation would be able to flex and adapt to a cyber-attack and its daily business would not be unduly disrupted.
- ❑ The indivisible nature of these topics is illustrated by:
 - ❑ HMG policy – Pillar 2 of the National Cyber Security Strategy is “Cyber Resilience”.
 - ❑ Standards for information security (a facet of cyber security) best practice include resilience within the various security domains to be addressed by security policies – see ISO 27002, Clause 5.1.
 - ❑ Standards for Business Continuity stress the significance of ICT Readiness – see ISO 22031.

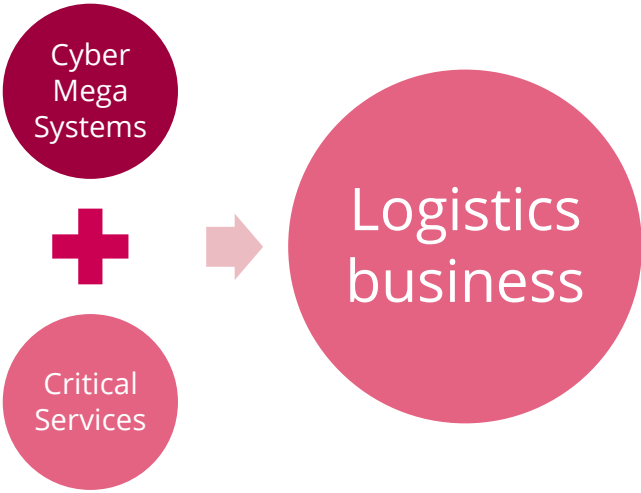
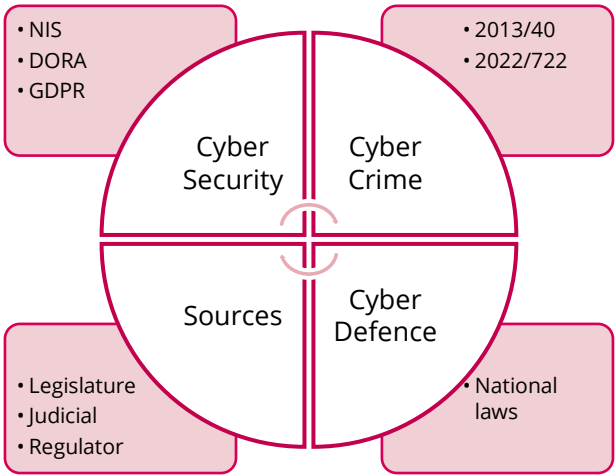
Part 2.

Why are we concerned
about supply chains

Two areas of focus

There are (a) supply chains and (b) logistics, but (b) will also use (a)

- ❑ The cyber attack surface and blast zones are massively expanded by the interconnectivity of actors in cyber space, i.e., we all rely on “suppliers”, thus a cyber-attack on a supplier can spawn an attack on the customer or impact many organisations (e.g., MoveIT breach).
- ❑ Many areas of rail, air, water and road transport logistics are critical services in the economy – see NIS Regulations.
- ❑ Civilian logistics blends into military domains.



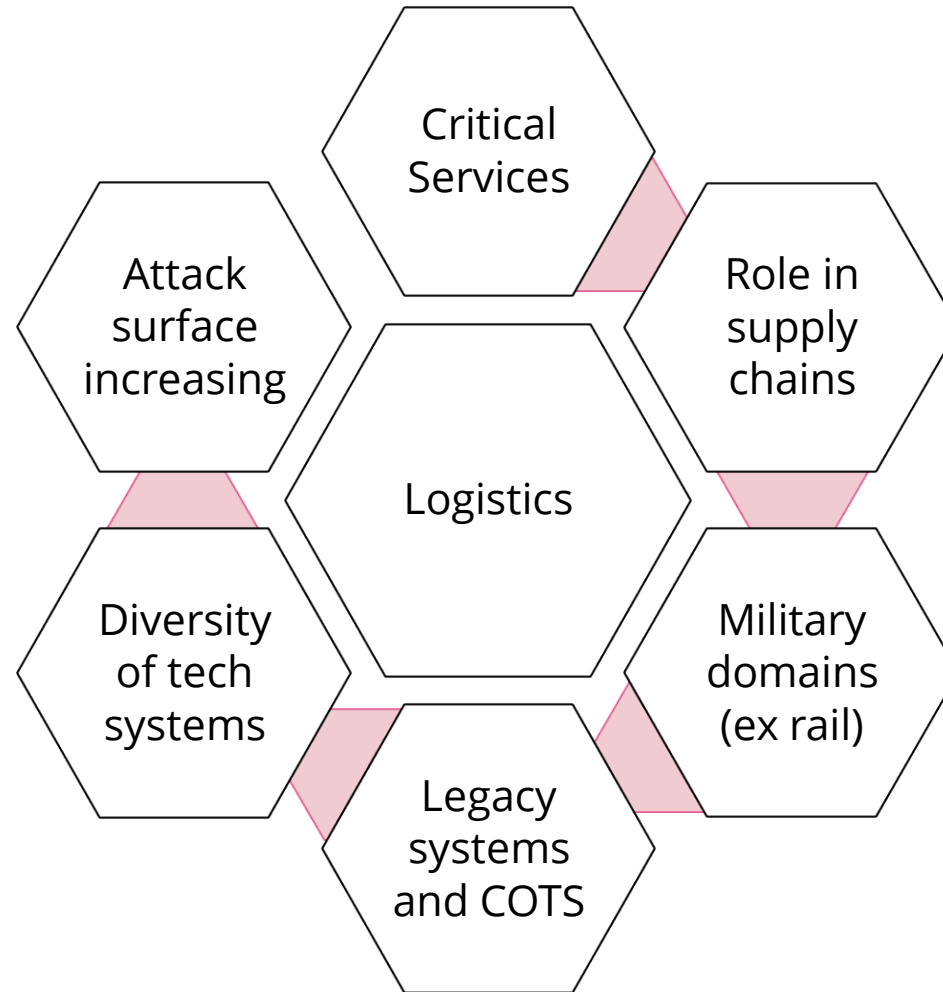


High profile attacks on logistics

Attacks on logistic are real, present dangers

- ❑ 2024 - Houthi Red Sea.
- ❑ 2024 - Grant Shapps jamming attack.
- ❑ 2023 – ENISA Threat Landscape: Transport Sector report:
 - ❑ Prime threats – ransomware 38%, data-related thefts 30%, malware 17%, DoS 16%, phishing 10%, supply-chain 10%.
 - ❑ Proximity – near, mid, far, global.
 - ❑ Threat actors – cybercriminals, hackers-for-hire, state-sponsored, hacktivists.
 - ❑ Motivations – espionage, financial gain, ideology, operational disruption.
- ❑ 2022 – Royal Mail.
- ❑ 2021 – Air India hack, affecting 4.5m customers.
- ❑ 2021 – Bangkok Air ransomware attack.
- ❑ 2021 – SITA passenger service system.
- ❑ 2019 – Travelex.
- ❑ 2018 – Gatwick drones.
- ❑ 2017 - NotPetya wiper attack on Ukraine, crippled Maersk.
- ❑ 2015 – ACARS hacks grounding Polish and US flights.
- ❑ 2012 – GPS jamming at Liberty international Airport.

Why logistics are exposed



Part 3.

What should we do
about it?



Critical action points

Recommendations

- ❑ Address cyber security within the context of business resilience. Cyber-attacks are inevitable, so we need to be able to transition from the attacked environment to a clean one.
 - ❑ Align cyber security to business continuity management and disaster recovery.
- ❑ Take a risk-based approach, measuring risk utilising both a top-down and bottom-up approach.
 - ❑ Often, security over-invests in the bottom-up approach of individual assets and controls, whereas a top-down approach will focus us on scenarios.
- ❑ Ensure that cyber security is a Board-level issue. If cyber is not owned at the Board level in a meaningful sense, you will fail.
 - ❑ Ensure that the Board is fit to provide effective challenge and that it sets an appropriate “tone from the top”.
 - ❑ Be honest with yourself.
- ❑ Align yourself to your legal obligations and the standards and advice that are published by government, their agencies and regulators.
- ❑ Make sure that you are properly rehearsed for an attack. You need a playbook.
- ❑ If you are a smaller organisation without the resources to do all of the above, be clever in your thinking about where you can turn for help and what your priorities are. For example, consider schemes such as Cyber Essentials.

Q&A

To ask your question please use the link:

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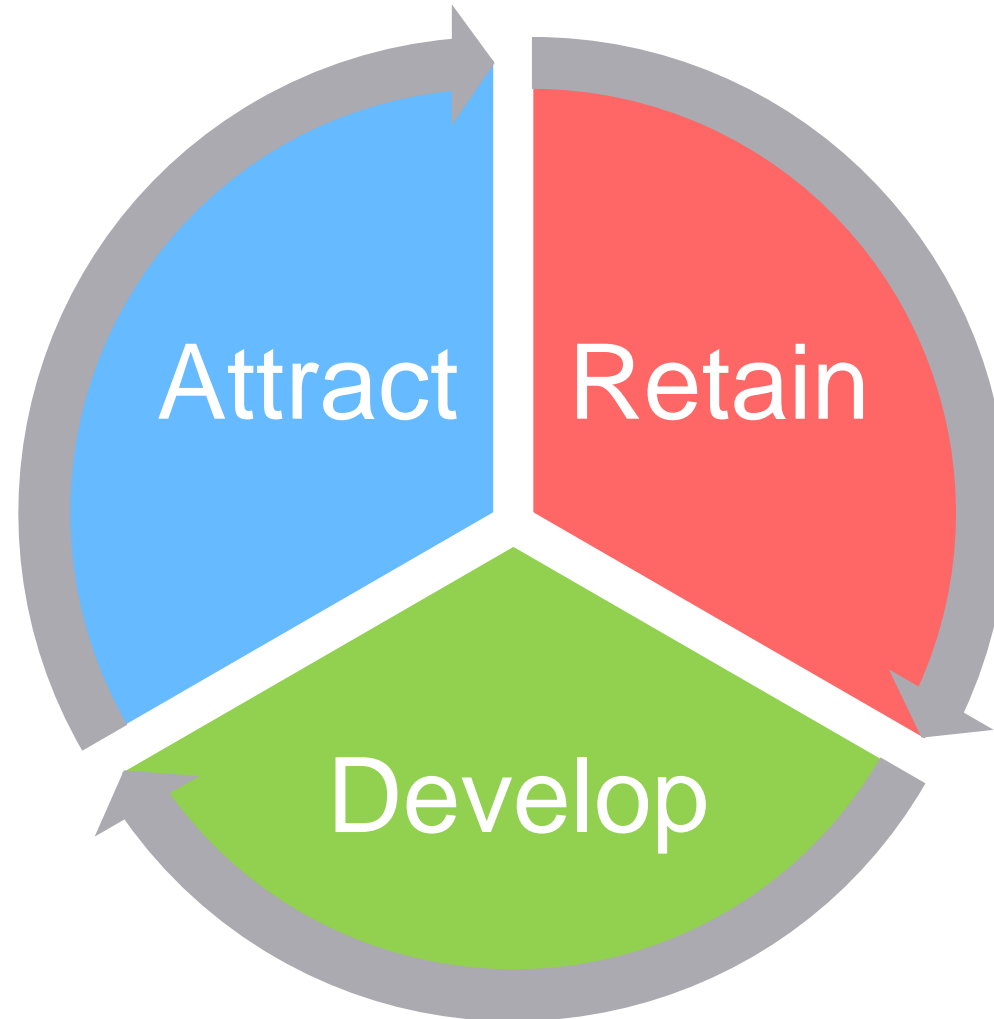
Panel Session: Is your HR strategy resilient?

- Louisa Hosegood, Transformation and Strategy Director, Visku
- Phil Roe, President, Logistics UK
- Bethany Windsor, Director of Stakeholder Engagement and Relationship Management, CILT

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Closing session

Phil Roe

Logistics UK

Andy Fitt

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Thank you!

