

# the wave

Q2/2017





## MESSAGE FROM JOHN

### Preparing to support our customers for peak

We're more than half way through 2017 already and as usual we are asking ourselves "where on earth has the time gone?" We've been busy.

In this period we have achieved significant contract wins with Coca Cola and Tesco which will generate a substantial increase in volumes for the Distribution network and in the contract win with Tesco, we will now be performing all of the outbound fresh products to the South of England from Snodland, in Kent. A first for Maritime and we are delighted with these successes.

The container business has been through a prolonged period of turmoil as the merger and acquisition activity has produced new alliances and partnerships and a change in some UK ports of call. Now that these arrangements have been finalised we look forward to a period of stability as we enter the peak period.

We have also launched a major safety initiative in which we are establishing an Aviation Standard of safety throughout the entire company. Presentations to all staff and drivers have identified areas that we all need to focus and improve on and we are already witnessing a dramatic change in priorities and performance; a tremendous response from the Company.

As you will read further on in The Wave, we incentivise and reward our drivers for driving safely and we are now training all of our drivers to achieve qualifications in First Aid. I believe we are the only company in the UK to achieve this and as a result we have already had a number of our drivers assist members of the public in distress on our roads.

As a market leading company you would expect us to strive for outstanding safety and compliance, and we do. Grouped into the category 'General Fleet Conditions' as measured by DVSA/

FTA, we proudly recorded only 0.78 defects per vehicle/trailer inspection. When compared to the national average\* of 2.34 defects per vehicle/trailer inspection. We therefore outperform our competitors by 67%. This means we have a very pro-active ethos that, in turn, leads to minimal downtime of equipment. Another benefit has meant that roadside inspections of our equipment has decreased as our compliance reputation has risen.

We need to do more but we are extremely proud of our driving workforce and the staff that support them. Our operator's licence is the single most important document we possess, this covers 1,100 vehicles and 2,500 trailers across the six traffic area authorities in the UK. The traffic authorities measure all operators on a red, amber or green system; red is for danger, these are rogue and badly managed businesses, amber is for caution, an operator just out of, or heading into red and finally green is for go, a fully compliant operator and a well run business. We are green across all of the authorities.

We're now getting prepared for peak; our new vehicles have been delivered and are manned by our professional drivers, ready to support our customers.

With very best wishes, John

\*This average is taken from 1,108 companies operating vehicles of 3.5 tonnes GVW and above.



## INVESTING IN THE NEXT GENERATION VEHICLE

### We've introduced Scania's Next Generation Vehicle to our fleet

Earlier this year we placed orders with several of our vehicle manufacturers, including Scania, for over 230 new vehicles to be integrated onto our fleet. Within this significant order was an investment in Scania's Next Generation truck as we aim to trial its efficiency, sustainability, driver comfort and overall performance.

Scania and their vehicles have been an integral part of our fleet since John Williams' acquisition of the business back in 2001. As a result of year on year growth, purchasing a Scania has become the norm, and this year has been no exception as we ordered over 100 new Scania trucks, including five of their Next Generation vehicle, following its release in August 2016.

"All five of our Next Generation Scania's have now arrived and been integrated onto our fleet," said **Stuart Wardlaw**, Fleet Director. "Of the five Next Generation vehicles, three are the R450 and two are the S500. We've based them at several of our depot locations and each of our Driver Trainers, for those locations, has received specialist training on the new vehicle to ensure we maximise their potential whilst they're on fleet."

With a fleet of over 1,000 vehicles, spread across 27 strategically placed locations throughout the UK, fuel efficiency, driver comfort and safety are vital when introducing new models. Our commitment to sustainability, combined with Scania's investment in increased fuel efficiency, has meant the Next Generation Scania has so far been a welcomed addition to our ever-growing fleet.

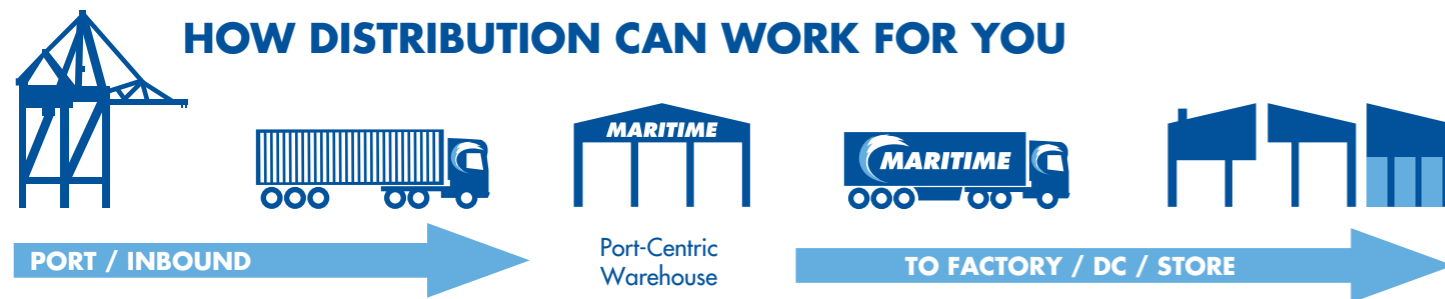
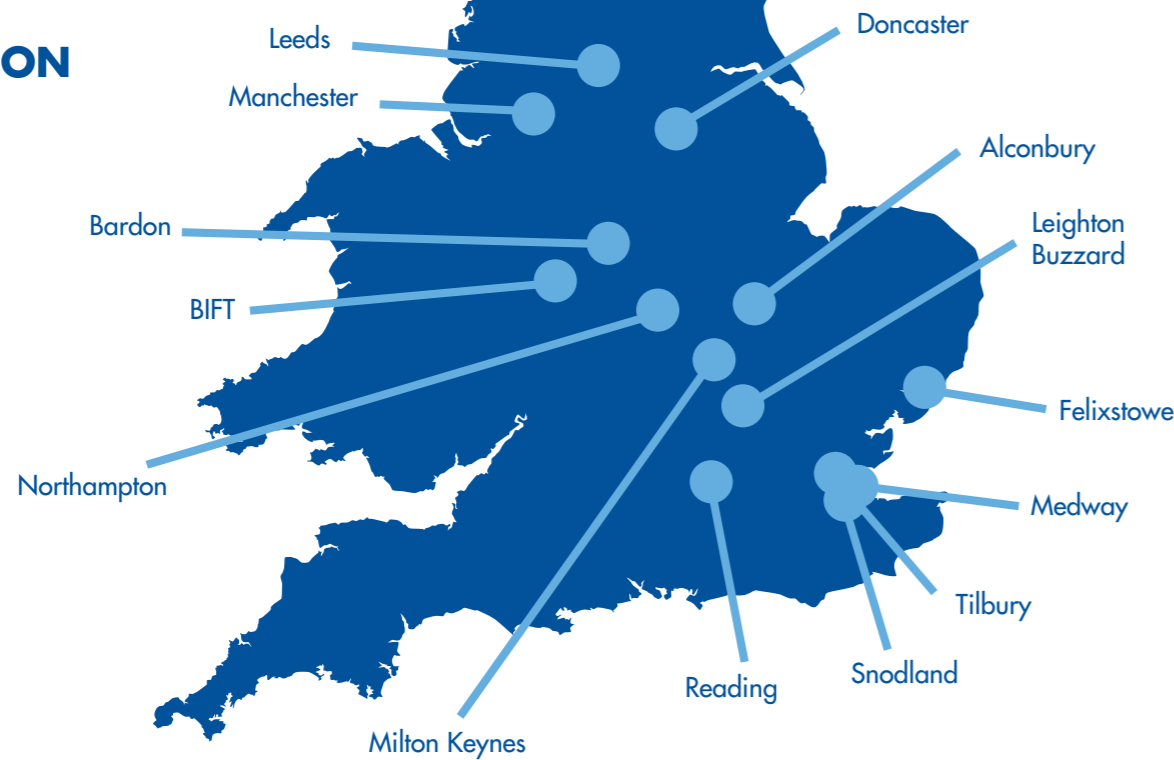
We asked **Steve Smith**, one of our Felixstowe Driver

Trainers, to provide us with some honest feedback on the new vehicles, based on performance, comfort and standard of equipment.

"Driving a mixture of motorways, dual carriageways, single carriageways and side roads, the first thing I noticed was how quiet the engine is. It still has the Scania trade mark low revving, high torque engine but there was little wind noise whilst driving on motorways. The torque coming out of the 450 and 500hp engines at 950 revs is virtually the same at 1,400 revs, ensuring the engine gives a smooth increase in road speed and uses as little fuel as possible. The gear box has been improved significantly, giving a near seamless gear change as the vehicle increases speed and the deep windscreen and new style mirrors offer good all round vision. These features, combined with some of the vehicles nifty new fittings, including a larger bed, pull table for mealtimes and an immensely improved driver's seat, meant I found the Scania R450 to be a lovely drive that ticks a lot of the boxes."

"Whilst developing our Next Generation Vehicles we've had the future in mind every step of the way," said Kevin Lanksford, Fleet and Specialist Vehicles Sales Director - Scania. "We share a belief with Maritime that sustainability is essential in business, along with performance and efficiency, and so we've tried to encompass this in our new generation trucks. We were delighted when Maritime placed their order earlier this year and their iconic blue and white livery looks fantastic on the Next Generation Scania."

## OUR DISTRIBUTION NETWORK



**27,403,570 million**  
distribution miles travelled in 2016

# SPOTLIGHT ON: DISTRIBUTION

## How we can support your distribution needs

As one of the country's largest container hauliers, we made the decision to diversify into the distribution market back in 2009 by purchasing 100 curtainsider trailers. Nearly seven years on, we now run a 24/7 operation, across 14 key locations throughout the UK, with dedicated teams and on-site support for many of our customers. Seeing significant annual increases year on year, our reliability and

flexibility has enabled us to secure some fantastic contract wins with several blue chip companies. As we continue to develop our offering, we are excited to support our customers through their upcoming peaks whilst maintaining, and building upon, the fantastic relationships we have with them.

See our stats to see if we can support your supply chain.

# TELEMATICS CONTRACT RENEWED

## We're continuing to invest in our telematics systems

Earlier this year we renewed our telemetry contract with our suppliers, Microlise. With this renewal we have committed a further £3million investment, taking advantage of new technology to reinforce telematics within the backbone of the business; improving safety, enhancing operational and vehicular efficiency, traceability and visibility to help meet increasing business and customer needs.

Included in this recent investment is the installation of the latest tracking device from Microlise to all of our vehicles. The incab ruggedised 7" Android tablet presents our drivers with truck-specific maps for navigation, journey information and communication (two way messaging and voice calls) whilst also enabling us to take great strides towards becoming paperless through utilising the devices ePOD (electronic Proof of Delivery) functionality.

"We have an aggressive plan to refresh the hardware across our entire vehicle fleet during Q2/Q3, this will allow us to roll out some key projects in 2017 to see an immediate return on investment," said **James Andrews**, General Manager - Systems Development. "We've been working closely with Microlise since 2012 and so we're delighted to be continuing to build upon our relationship and further invest in the technology which provides us, and our customers, with such important information."

As well as updating our incab tablets we will also be making

further use of the Microlise safety module which allows us to see granular detail, helping us to quickly and accurately investigate, what's occurred. Increasing the transparency of our data, our drivers will also be able to make use of the Driver Performance Module to receive feedback via the DriveTab on how safe and efficient their last drive was. With our driver bonus scheme rewarding drivers based on their driving performance, we believe giving them better feedback and visibility of this data will ensure our drivers continue to see great success each year receiving well-earned and significant bonuses.

Our improvements and investments don't end there. We're constantly analysing and reviewing the data available to us and we're confident we will be able to see even further improvements throughout the year. We're currently looking into streamlining several of our other processes, to further improve our efficiency, and soon our drivers will be able to complete their daily walk around checks using their devices which will link to, and update, our TMS.

"Maritime continue to invest in, and introduce, the latest technologies available to them," said **Chris Wallace**, Director of Sales - Microlise. "We're delighted to be able to support their business needs, providing them with new hardware and information to further strengthen their position as a market leader within the industry."

# FIRST AID TRAINING PROVES REWARDING

## Drivers first aid training being put to use

After an 18 month review of our driver training, last September we introduced our own, bespoke driver training programme which incorporates the Certificate of Professional Competence (DCPC).

The training programme has been developed in-house utilising the knowledge and experience our staff have from across the business. One aspect of the programme is providing our drivers with the skills and the confidence to deliver first aid should they need to.

"By including first aid training it means our drivers will be fully equipped to assist should they be the first on the scene of an accident" said **Gary Austin**, Transport Manager.

The decision to include a first aid module within the training was suggested by **Kevin Forth**, one of our Driver Trainers based at our Milton Keynes Depot. Kevin suggested we include the training within the programme after putting the skills he had

learnt at a first aid course to use after witnessing a motorcycle accident.

Our first aid training, which all drivers across the company receive, includes lifesaving skills such as CPR, as well as education on; burns, stemming/reducing bleeding, head and eye injuries, allergic reactions, heart attacks, seizures, shock, choking, fractures and dangerous substances.

"Our investment in first aid training is already proving worthwhile with several of our drivers having put these vital skills into practice after witnessing accidents on the road" said **Simon Smart**, Managing Director - Containers.

First aid training is just one aspect of our industry leading training programme. We will develop and review our programme as the needs of the business evolve to ensure our drivers have the knowledge they need to provide an excellent service to all of our customers across the country.



# FTA RECOGNISE ROADWORTHINESS

## Bristol depot earns prestigious award

Back in 2016, our Immingham depot received the FTA Roadworthiness Award in recognition of the high maintenance standards of our fleet, as well as our control over driver related defects. This year, our Bristol depot has received the award as the FTA highlight our efforts in ensuring our fleet is safe, legal and efficient.

The FTA Roadworthiness award looks to recognise excellent standards of vehicle safety, condition and maintenance in the UK and is designed to encourage and reward high standards of compliance with vehicle condition legislation.

"On behalf of the FTA I am delighted to have presented the prestigious Roadworthiness Award to Maritime Transport's Bristol depot, in recognition of the excellent standards they have in vehicle safety," said Eric Higham, FTA Senior Contract Manager. "This Award reflects the high standards of the Group

and I would like to congratulate all involved on the efforts that are obviously made to ensure that their fleet is safe, legal and efficient at all times."

As a leading logistics provider, focussing on successfully providing customers with safe, high quality, and cost effective services, this award has been gratefully received, particularly by those in Bristol, whose high standards in controlling driver reportable safety related defects ultimately won the FTA Award.

"We are incredibly proud of the high standards we maintain throughout our fleet," said **Stuart Wardlaw**, Fleet Director. "Safety is a high priority throughout the business and so this award can be attributed to everyone in our high quality workforce and recognises the exceptional contribution they make to maintain our excellent safety record."

# PEDAL FOR POUNDS

## One of our Curtainsiders made a delivery to Dortmund ahead of Huddersfield Town Football Club's Keep it Up campaign

We recently took on a special delivery for Huddersfield Town Football Club as they continue to raise money for the Yorkshire Air Ambulance. As part of their Keep it Up campaign, the football club this year organised their most ambitious fundraiser to date. Their eighth annual Pedal for Pounds bike ride took them on a journey from Manager David Wagner's old club in Dortmund, all the way back to Huddersfield.

"We decided we wanted to do something big this year to raise money for Yorkshire Air Ambulance," said Andy Booth, Club Ambassador for Huddersfield Town Football Club. "We made the decision to cycle from BFB Dortmund, in Germany, back to our club in Huddersfield. Whilst we'd committed to cycling home, we were left with the conundrum of getting all of our bikes and associated kit over to Germany ready for the

ride."

Upon hearing of Huddersfield Town's dilemma, we got in touch and offered to help them with the delivery to Dortmund. Back in April, one of our Drivers, Liam Gillard, headed over to Huddersfield Town Football Club and loaded 150 bikes onto one of our curtainsiders before Leeds Driver, Colin Redshaw, made the journey over to Dortmund in early May.

Andy described the move as Huddersfield Town Football Club's biggest logistical task to date but was glad we were on hand to help. "From start to finish Maritime were superb. From the depot in Leeds making all of the arrangements, Liam helping load all of the bikes, through to Colin who made the journey over to Germany, we simply couldn't have done it without them. Thank you Maritime on behalf of everyone at Huddersfield Town Football Club."



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# THE CLEANEST MILE

## The steps we have taken to be the greenest fleet on the road

As one of the country's largest transport companies, we recognise our responsibility to look at ways to reduce our carbon footprint. We are constantly looking at how we can reduce emissions across all of our operations. Improving driver training, increasing rail movements, efficient planning and a young fleet - of which 85% is Euro 6 compliant - all contribute to reducing our environmental impact.

"To take advantage of the most up-to-date technologies, and improved driving efficiency of new trucks, we continually replenish our fleet" said **Stuart Wardlaw**, Fleet Director. "This ensures our vehicles are no more than three years old and, along with improved driver training, are as economical as possible".

The latest addition of over 200 new vehicles to our fleet included five of the Next Generation Scania which has high environmental credentials. Every surface of the new Scania has been designed to produce minimum drag, reducing fuel consumption by 5% on average and has excellent aerodynamics to reduce noise pollution. As the most environmentally friendly HGV on the road, we will be monitoring these closely to see how they perform on our fleet.

In 2014, we increased the number of driver trainers across the business to improve driving efficiency. Drivers are then rewarded for safe and efficient driving and graded on five environmental and safety KPI's; Greenband driving, Engine Idling, Harsh Braking, Harsh Acceleration and Over-revving.

"Introducing an incentivised Driver Bonus Scheme, based on

a safe and economical driving style, has seen driving standards and fuel economy improve across the fleet," said **James Cole**, Telematics Manager. "In 2016, 92% of our drivers achieved A-C grades for their driving which has led to a 14% improvement in our cumulative MPG. With driving standards consistently improving, we expect these numbers to continue to go up year after year."

By improving driver training and having an incentivised driver bonus scheme, this improvement in MPG means we have reduced our CO<sub>2</sub> output by 14,921.71 tonnes per annum, taking us one step closer to producing the cleanest mile we possibly can.

As well as ensuring our fleet is as economical as possible whilst on the road, our dedicated rail terminal at BIFT helps ease congestion and takes loads off the road. Utilising rail movements is an environmentally friendly alternative for longer distance moves and helps reduce the CO<sub>2</sub> impact on the environment. With an extensive fleet network nationwide we are then able to cover the final delivery movements from the rail terminal.

Reducing the impact a transport company has on the environment is not easy. By ensuring our drivers are trained to be as efficient as possible, operating a fleet of Euro 6 or Euro 5 compliant vehicles and utilising rail movements, we are leading the way and setting an example of what can be done in the industry to help reduce emissions and become environmentally friendly.

# MULTIMODAL MUSE

## We throw it back to April when the logistics industry took to the NEC for Multimodal's annual exhibition

Whilst Multimodal now feels like a distant memory to us all, we wanted to reflect on the occasion and thank everyone who came to see us on stand 5040. As a business, we had a fantastic three days at the NEC and were delighted to see so many of our current customers, whilst also meeting new people and forming new relationships.

Not only did our stand see success throughout the event, our celebrations continued as we were again awarded 'Road Freight Operator of the Year', an award voted for by industry experts, for the second year running, at the Multimodal Awards Dinner.

"We were delighted to walk away with the award in 2016, so to be nominated, and voted for as winners by our customers once again is fantastic," said **Tom Williams**, Commercial Director. "As a growing business we are working hard to focus our efforts on continuing to improve whilst ensuring we are



offering our customers the best and most effective solutions."

Following our success at this year's event, we have confirmed we will be returning to the 2018 exhibition. Held in May next year, we're looking forward to welcoming our customers back onto our stand for drinks and nibbles as we continue to work together to forge successful relationships.

“

We are delighted that MSC continue to grow and we believe these new vehicles will benefit their operation throughout the UK

Paul Heyhoe, Operations Director



# DEDICATED TO OUR CUSTOMERS

## An increase in our dedicated vehicle fleet for MSC

Earlier this year we announced the introduction of several new vehicles to our dedicated fleet for Mediterranean Shipping Company (UK) Limited (MSC).

Our relationship with MSC, one of the world's leading container shipping lines, started in 2014 and continues to grow at pace, with no sign of abating. This latest increase in dedicated vehicles was agreed back in November and has so far benefitted our operation with MSC tremendously.

"We have worked with MSC for a number of years now and so we are delighted to be continuing our support as their requirements in the UK grow," said **Mark Sivyer**, MSC Contract Manager. "We started with 20 dedicated vehicles for MSC in 2014, and this has recently increased to 45 which really shows how closely our two companies are working together along with the strength of our relationship."

MSC have been able to take advantage of our extensive depot network throughout the UK by placing the 45 dedicated vehicles at a number of our locations, including Felixstowe, Southampton, Doncaster, Manchester, London Gateway and Alconbury.

"Placing dedicated vehicles at several of our depots means we're able to continue to support MSC and their requirements quickly and efficiently," said **Paul Heyhoe**, Operations

Director. "We are delighted that MSC continue to grow and we believe these new vehicles will benefit their operation throughout the UK."

"As an established multi-port operator we have grown our volumes with Maritime year on year with them supporting the MSC network in seven of the nine UK ports where MSC call. This coverage gives MSC customers the flexibility and reliability they have come to expect when using MSC and the associated multimodal road and rail product. We are delighted to see the new MSC livery trucks being added to our extensive and dedicated fleet," said Paul Garnham, Head of Intermodal – Mediterranean Shipping Company (UK) Limited.

20 of the 45 dedicated vehicles have been liveried specifically for MSC and were purchased earlier this year from one of our vehicle manufacturers, Volvo Group UK Ltd.

"Maritime placed another significant vehicle order with us at the beginning of the year," said David Clibborn, Head of Central Key Accounts – Volvo Group UK Ltd. "We're really pleased we've been able to deliver the 20 dedicated MSC vehicles on time and to both Maritime's and MSC's satisfaction and we're looking forward to delivering Maritime's remaining vehicles over the course of the next few months."



# LET THE NUMBERS DO THE TALKING...

## How we're investing and improving

So much is written about technology in transport these days, whether it is in the vehicles, operating systems or measuring a variety of KPI's, sometimes it's easy to forget the most important and complex asset employed within the transport industry, the driver.

All the technology and systems used to analyse what it produces counts for nothing if the 'nut behind the wheel' doesn't understand it or know exactly what is required of them.

At Maritime we have completely changed how we approach every aspect of our day to day dealings with our drivers, however one thing that has not changed, and will never change, is the human interaction between all departments and our drivers.

As technology has advanced through all areas of our industry, it is very easy to forget where it has the potential to fall down, and badly.

Over the last few years we have looked at, updated and developed how we pay a bonus to our drivers. Initially it was based on miles per gallon (MPG) and being 'at fault' accident free.

We came to realise, through feedback and discussions with our drivers, that a straight MPG bonus favoured long distance tramper drivers but hampered our shorter distance drivers, it also became dependant on vehicle make and the type of work a driver was doing.

With this in mind, we needed to look at a fairer system that still rewarded those who got the best out of their vehicle, irrespective of make or work deployed on.

To give you an idea of how this has developed, please see below:-

	Drivers	Bonus Totalling
2013	724 (78%)	£55,510
2014	907 (66%)	£84,429
2015	1,549 (92%)	£193,465
2016	1,609 (96%)	£357,465
2017	1,712 (97%)	£860,000 (predicted)

Also within the period, the average bonus received per driver has gone from £77 per driver, per year, to a projected £506.30 per driver, per year, for 2017; that's exceeding a 550% increase in just four years. The only thing we ask the drivers to do is take on board our training and drive their vehicle in the best way possible.

On top of this, the top day, night and tramper drivers in each depot get an additional bonus of £1,000 each for being the best in their depot, we really are crazy and like giving our money away... sort of.

They say there is no such thing as a free lunch and this money has to be earned by every driver. However, we do all we possibly can to help a driver achieve this, through constantly looking at, reviewing and improving what we do and how we support each and every individual driver to achieve the maximum possible bonus, it's just down to them to embrace it.

For every penny we save as a business through improved fuel consumption, lower accident rates, increased tyre life, better vehicle utilisation, profitable miles done and improvements in efficiencies, we share a large part of that with our drivers.

Not all this has come overnight; it has taken years to get here, with no let-up in making it better for years to come too.

Firstly, our recruitment policy has changed dramatically over the last five years. Just because you have a C+E licence does not mean you'll get a job with us, our recruitment process is very rigorous and requires any candidate to prove themselves in many areas of the job and, most importantly, they must want to be the best at whatever they do.

Part of the interview process includes an assessment of a candidates driving abilities and attitude.

The responsibility for this lies with our Driver Administrators, these are predominantly sourced from within our driving workforce and their experience and knowledge of driving is invaluable in selecting drivers with the right attributes.

A successful candidate is not thrown a set of keys and a delivery note and told to 'crack on' from day one. They undergo a bare minimum of one weeks supervised training by one of our driver mentors.

All depots have mentors who had to go through a very strict selection process themselves, as well as extra training. After this, the driver's future training needs are assessed by one of our driver trainers and during their first few weeks, weaknesses are tackled and targets are set.

Training doesn't stop there, our trainers are a vital part of our business and we have invested heavily in this area. All of our trainers have education and teaching qualifications, they are fully qualified first aid instructors and attend all of our vehicle and trailer manufacturer courses to learn how to use, and get optimum performance out of, every single piece of equipment we own and operate.

Our investment has also extended to the resources needed to carry out effective training.

Training is delivered in various ways, from whole day off the job one on one training, targeted training on a specific area/issue, classroom group training. We offer additional training over and above what is required for our business, we run courses that benefit the community too like first aid training, for example.

In the first six months of 2017 our 13 driver trainers have delivered the following courses;

Course	Number of Drivers
Annual one day Drive to Survive	297
One day risk and compliance training	76
Targeted training session	449
Emergency First Aid	180
Other training	201
Total	1,203

On top of this, our mentors have delivered 1,385 days mentoring in the first six months of this year.

How do we gauge the effectiveness of our recruitment policy, training and environment our drivers work in?

This is where the technology takes over from the human to give us pure and accurate data. Through working with our

Telematics partner Microlise, our driver trainers and most importantly our drivers, have parameters set up for each make and model of vehicle we operate, these parameters are set up to reflect the optimum performance of a vehicle.

Through these parameters each driver is graded A through to G, with A being the best. Bonus is earned from a C grade up with the amount earned reflected by their respective grade. In 2013 the company's average driver was a 'D' grade, this has now gone up to an average of a 'B' in 2017 with our

biggest depot, Felixstowe, having every single one of their 280 drivers achieving a bonus, with an impressive 95% of these an A or B grade.

All this has positive knock on effects in other areas too. One KPI area we are very proud of is tachograph infringements, as a business we have strived to improve year on year to the point where our maximum allowable target is 8% but we average a consistent 4% across the company. The national average is 9%.

Any driver that achieves zero infringements is rewarded too; we just love giving out rewards for achievements. This theme across our whole business is not accidental.

If a driver is 'at fault' accident free, we uplift their bonus by an additional 30%.

For this, we split the year into quarters. If a driver does have an at fault bump, they will lose that uplift for only that quarter, this is done so the driver is not discouraged to throw a whole year away by giving up. This has led to an insurance claims to premium ratio of just 30%.

Going back to good old MPG; the benchmark that the majority of the industry is fixated upon. Over the past four years, we have seen this improve across our fleet by over one MPG. This is partly due to training but also the capital investment we make annually with the purchase of over 300 trucks every year, ensuring we have the latest technology available. We also invest in our trailer fleet equally to ensure we always have the latest efficiencies on the market.

The devil really is in the detail here, which is reflected in our approach to our customer's needs and requirements too.

Interestingly, the nature of our work has changed from predominantly tramping operations with containers, to a more varied 24/7, direct delivery operation.

To date, in 2017, our vehicles have covered over 33 and a half million miles already and we have received a total of 12 complaints from members of the public; that's one complaint every 2.7 million miles. This is still too many, but on the plus side the majority of complaints are unfounded against our drivers.

It's not all about the money though; we are able to demonstrate a very settled workforce with a low driver churn. An extremely professional approach to the job, an understanding of our customers needs and where their vital role fits into the logistics chain.

Through training, engagement, education and knowledge, we give all of our staff the understanding, skills and tools to deliver a first class product in an ever-changing industry to a very demanding world.

We are very proud of our achievements, results and added value we bring to our customers activities, but we are never satisfied.

We know we can always do better, stealing a sporting term, its all about marginal gains to deliver a top class performance time and time again.

*Through training, engagement, education and knowledge, we give all of our staff the understanding, skills and tools to deliver a first class product.*



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