



Job Title: Warehouse General Manager

Reporting to: Chief Operating Officer

Responsible for: Operations Managers, Shift Managers, Section Managers and Supervisors

Purpose of the Role:

The Warehouse General Manager holds full responsibility for the leadership, commercial performance, and strategic direction of a major warehouse within the ILG logistics network. This includes end to end ownership of the site P&L, ensuring the delivery of strong financial results through effective cost control, operational excellence, and revenue growth.

As the senior leader on site, the role is at the centre of driving commercial performance, shaping and executing plans that enhance efficiency, service quality, and profitability. The Warehouse General Manager leads all warehouse functions including goods in, storage, inventory control, order fulfilment, dispatch, and workforce planning while ensuring compliance with safety standards and industry regulations.

A critical part of the role is building and maintaining strong client relationships, acting as the primary operational contact for key customers. The Warehouse General Manager ensures that client expectations are met or exceeded, identifies opportunities to add value, and collaborates with stakeholders to drive continuous improvement and sustainable long-term partnerships.

Key Relationships:

- Management team and board members at ILG
- Warehouse Managers, Regional Warehouse Managers, Continuous Improvement team and Dangerous Goods Consultant
- Managers across Client Services, Finance, HR, Health & Safety and Facilities
- Suppliers and clients at senior management level

Key Responsibilities:

- Oversee day to day warehouse operations, ensuring consistently high levels of accuracy, productivity, and service performance.
- Develop, implement, and monitor operational processes that optimise workflow, reduce costs, and enhance customer satisfaction.

- Maintain full oversight of goods in, put away, picking, packing, loading, and dispatch operations.
- Bring energy, vision, leadership, resilience and confident decision making to the organisation.
- Act as part of the management team within operations, providing motivation, mentoring, support and direction to the team.
- Challenge constructively to drive continued improvement in warehouse performance, always with ILG's growth strategy at the forefront.
- Build a strong team ethos within the warehouse team and the wider business.
- Conduct informative and clear daily briefings to ensure first class communication and understanding across the site.
- Make timely decisions at management level and empower managers on site to follow the same approach.
- Lead by example to ensure Operations Managers, Shift Managers, Section Managers and Supervisors make decisions that create win win situations for both labour control and client success.
- Complete ownership of the site P&L performance.
- Prepare and manage annual operating budgets, controlling labour, equipment and overhead costs.
- Analyse operational data to identify performance trends and opportunities for improvement.
- Lead continuous improvement initiatives including automation, layout optimisation, process efficiency and waste reduction.
- Present warehouse performance against KPIs, providing detailed and informed commentary.
- Provide leadership to direct reports, section managers, team leaders and operational teams, ensuring effective recruitment, onboarding and workforce development.
- Conduct performance reviews, succession planning and skills development to support long term organisational capability.
- Promote an inclusive workplace culture with high levels of engagement, morale and accountability.
- Assess and present cases to the Regional Manager for recruitment needs within the warehouse, making informed cost-based decisions based on labour budget and client gross profit performance and projections.
- Ensure full compliance with UK health and safety legislation including PUWER, LOLER and RIDDOR.
- Lead risk assessments, incident investigations and safety improvement programmes.
- Take responsibility for Health & Safety, ensuring full compliance and proactively managing risk by working in close collaboration with the Regional Manager, COO and Health & Safety Manager to create an industry leading environment for employees.
- Ensure adherence to quality standards, audit requirements and regulatory frameworks relevant to warehouse operations.
- Oversee inventory control processes to maintain stock accuracy and minimise shrinkage.
- Manage and optimise the Warehouse Management System (WMS) and integration with related or automated systems.

- Ensure operational data integrity and support system upgrades, testing and process change.
- Implement stock management strategies that reduce liability, control cost, improve order accuracy and achieve client KPIs, ultimately removing the need for wall to wall counts and moving to perpetual inventory.
- Develop and maintain strong relationships with customer service, human resources, health and safety, facilities and senior leadership teams.
- Resolve operational issues, investigate service failures and implement preventative measures.
- Represent the warehouse in cross functional projects and customer or supplier meetings.
- Where required, work closely with ILG sales and implementation teams to make informed decisions on new business opportunities.

Performance Standards:

- Order Accuracy: $\geq 99.5\%$ accuracy in picking, packing and shipping.
- Warehouse Productivity: Output per hour against agreed targets.
- Labour Cost as % of Revenue: Maintain within target range.
- Inventory Accuracy: $\geq 99.8\%$ based on cycle counts and stock audits.
- Client Satisfaction Score (CSAT): Metric to be agreed.
- Health & Safety Compliance: Minimum pass for internal audits, zero reportable incidents and 100% completion of mandatory training.
- Employee Turnover Rate: ≤ 12 to 15% voluntary leavers annually for operational staff.
- Budget Adherence: Regional operations within $\pm 2\%$ of forecasted budget / P&L.
- Continuous Improvement Initiatives: Minimum of 3 implemented projects per year with measurable impact.

Skills & Experience Required:

- Strong understanding of large-scale warehouse operations within a logistics, distribution or e commerce environment.
- In depth knowledge of relevant UK legislation related to warehousing, transport, health and safety and employment.
- Advanced proficiency with WMS platforms, data analysis, KPI reporting and operational planning tools.
- Demonstrable ability to lead multi shift operations and large workforce populations.
- Resilience in a fast paced, multi contract, omnichannel (wholesale, retail and e commerce) high volume environment.
- Experience working with automation technologies such as conveyors, robotics or automated storage and retrieval systems (AS/RS).
- Knowledge of lean methodologies, Six Sigma or continuous improvement frameworks.
- Understanding of supply chain principles and demand planning.
- Experience working with clients across the fashion and beauty sector.
- Proven experience in a senior warehouse leadership or General Manager role within a high volume, fast paced UK logistics environment.

- Track record of delivering operational improvements, budget control and performance optimisation.
- Experience managing complex organisational structures including agency labour and multi-client operations.
- Demonstrated success in leading safety critical operations and achieving high compliance standards.
- Experience managing high volumes of temporary staff (up to 150 plus per day in peak) alongside permanent staff.
- Proven ability to operate at management level with clients from different sectors.
- Sound financial acumen, particularly regarding cost management and labour control.

Personal Characteristics:

- Strong leadership presence with the ability to motivate, coach and influence at all levels.
- Excellent decision-making skills with a data driven and solution focused approach.
- Highly organised, resilient and able to work under pressure while managing competing priorities.
- Strong communication skills, both written and verbal, with the ability to build effective relationships.
- Continuous improvement mindset with a commitment to operational excellence and customer service.
- Results and success focused with strong attention to detail.
- Ability to cope with changing demands on a daily basis.
- High level of resilience with the ability to act with pace and proactivity.
- Self-starter able to operate with confidence.
- Comfortable dealing with demanding client environments.
- Forward thinker with a solutions-based approach.