

AI IMAGE

employer brand research 2026

logistics sector report.



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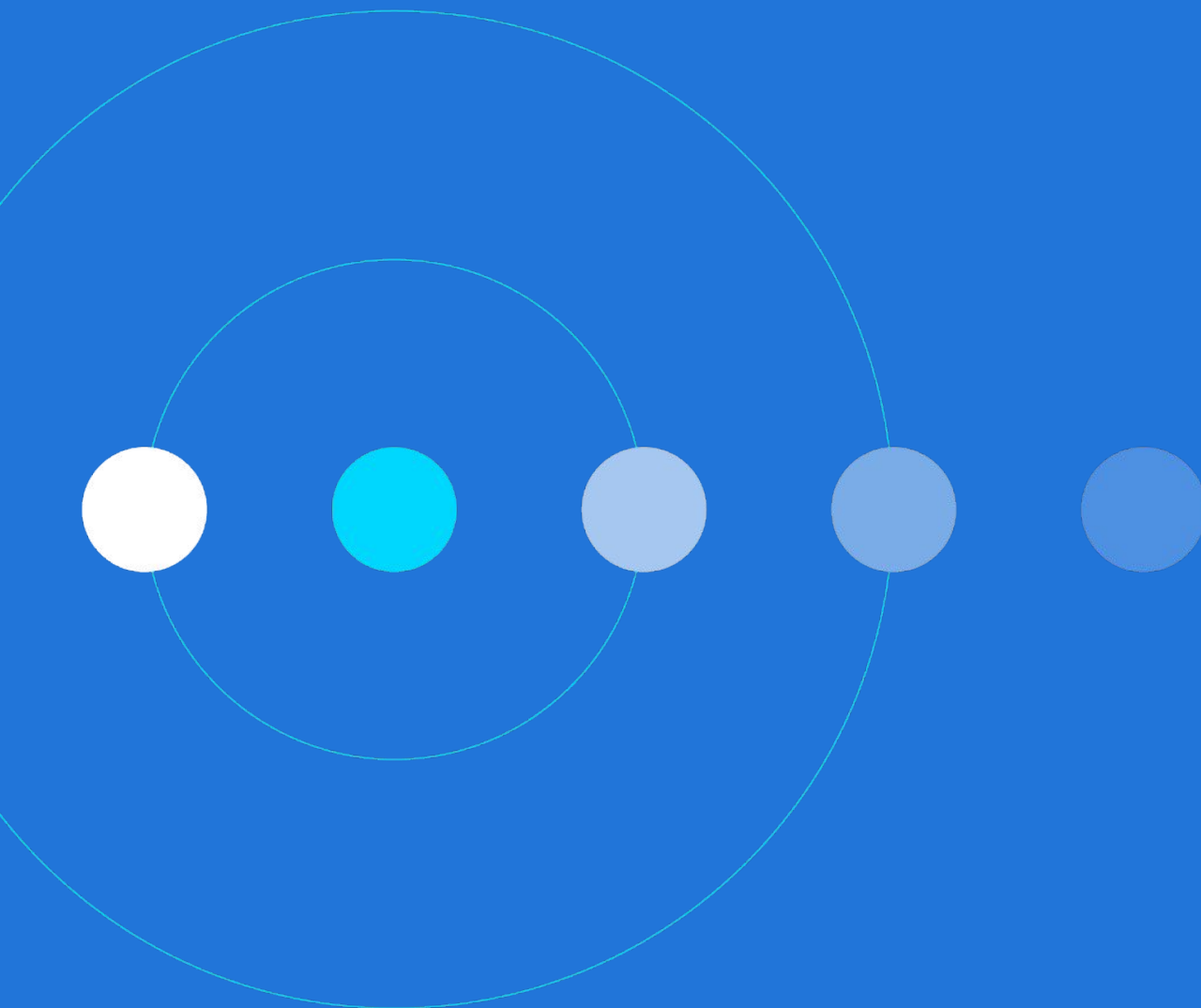
partner for talent.

shaping the future workforce in the transport & logistics sector.

As global workforce dynamics continue to shift, talent in the transport & logistics sector is adapting to new realities. From the growing integration of AI and automation - reshaping daily work and perceptions of job security - to rising living costs driven by geopolitical tensions, professionals are navigating an increasingly complex world of work. At the same time, the entry of new generations is reshaping expectations around flexibility, purpose, and work-life balance.

In this evolving context, the transport & logistics sector faces a distinct set of challenges and opportunities. Regional differences shape what workers value most, while generational and role-based perspectives reveal diverging expectations around compensation, work-life balance, job security, and career growth.

This report highlights the key trends influencing talent attraction and retention in the transport & logistics sector and offers actionable insights to help organisations refine their employer brand and strengthen their talent value proposition (EVP). By aligning more closely with the evolving priorities of today's workforce, employers can position themselves as employers of choice in an increasingly competitive, skills-driven labour market.



04 executive summary

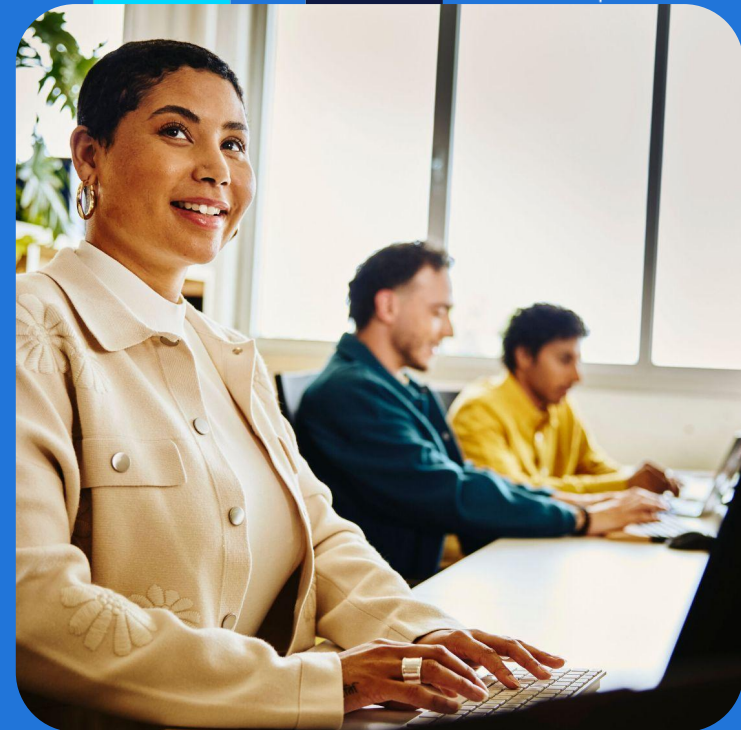
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executive summary.



salary and benefits lead employer expectations in logistics but show the largest gap in current delivery.

In the logistics sector, salary and benefits clearly anchor the ideal employer profile. They are both the most important and most prioritised driver, reinforcing pay as a primary decision trigger rather than a baseline expectation. Job security, work–life balance, pleasant work atmosphere, and career opportunities follow.

While pay dominates universally, markets differ in what strengthens the employer proposition beyond salary. APAC and North America largely reflect the global pattern, placing additional emphasis on work–life balance alongside job security. Europe places greater weight on stability and fairness, combined with a positive work environment. Latin America stands out by prioritizing career progression, pointing to a more growth- and advancement-oriented talent mindset.

Current employer evaluations indicate generally positive satisfaction, with strongest performance on long-term job security and a close alignment between expectations and experience for pleasant work atmosphere. Satisfaction is highest in APAC, while Europe shows more critical evaluations.

Despite this, clear gaps remain. Salary and benefits show the most pronounced mismatch between expectations and delivery, representing a clear retention risk if left unaddressed. Smaller but relevant gaps persist for work–life balance and career progression. Regionally, dissatisfaction with pay is most evident in APAC, while LATAM reflects a stronger sense of delivery despite higher expectations.



63%

of logistics professionals in LATAM consider career progression an important part of their ideal employer.

on average 70%

of logistics talent in APAC rate their current employer positively across the 12 drivers.

job security and work-life balance are built on financial stability and daily wellbeing.

In logistics, pay is non-negotiable: it is the strongest foundation of both job security and retention across all markets and generations. Beyond pay, what reinforces job security differs by region and career stage. Younger talent tends to associate job security with future employability and growth opportunities, while older generations rely more on financial reliability and long-term assurance. Regionally, job security is most strongly reinforced through fair employment practices in North America, through stability and day-to-day work environment in Europe, and through recognition and confidence in the employer's long-term strength in LATAM and APAC.

A healthy work-life balance is primarily shaped by a supportive work environment and adequate time off, followed by flexibility and workload management. Expectations are broadly aligned across generations, though older talent places particular importance on recovery time. LATAM again stands out, by linking work-life balance more to career growth and wellbeing, while flexibility plays a stronger role in Europe and North America.

Looking at secondary benefits, leave and time off together with retirement and financial security form the core expectations in logistics, while growth- and recognition-related benefits resonate most with younger talent and decline with age. Regionally, secondary benefits play different roles: North America places greater emphasis on health and wellbeing, APAC values practical day-to-day support such as workplace comfort, and LATAM shows the broadest and most diversified benefit expectations. Overall, secondary benefits seem to reflect what talent expects employers to compensate for locally: healthcare gaps in North America, broad life and career support in LATAM, and day-to-day work practicality in APAC.

50%

of older talent attribute work-life balance to time off and recovery.

87%

of North American logistics talent place high importance on health and wellbeing benefits.

talent mobility remains contained, but intent to move highlights growing retention pressure

34%

of LATAM logistics talent cite a lack of career growth as a reason to change employers.

28%

of european talent find a job through personal connections.

In logistics, job-switching intent exceeds actual movement, showing that mobility potential exists but is held back by market or personal constraints. In North America, intentions translate more directly into job changes, pointing to a more fluid labour market. LATAM shows the largest gap between intention and action, suggesting that many want to switch but face constraints such as limited opportunities or higher perceived risk. APAC displays lower switching intentions and behaviour overall, while Europe records relatively high intentions that do not proportionally translate into actual movement.

Across regions and generations, insufficient compensation remains the primary reason for changing employers. While switching drivers are broadly consistent, differences emerge in relative priority. Younger generations are more likely to leave due to a lack of career growth, whereas insufficient compensation becomes a more common trigger among older generations. Gen X stands out for its heightened sensitivity to unfair or unequal reward practices. Regionally, lack of career growth features more prominently among the top switching triggers in LATAM and APAC, while work-life balance and work atmosphere move higher up the priority list in North America. Despite being the main trigger to leave, salary and benefits perform relatively weakly in current employer evaluations, highlighting a clear gap between expectations and delivery.

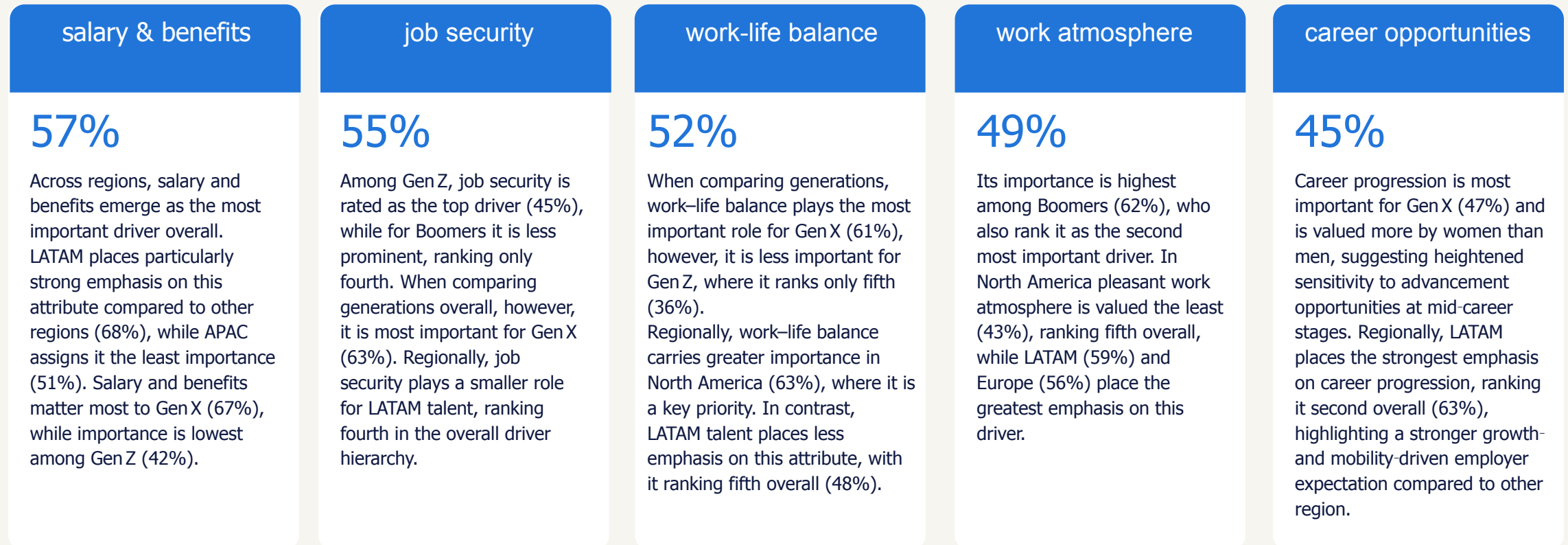
Job boards are the most widely used channel, but personal connections and referrals are the most effective in securing roles, suggesting many jobs are accessed informally rather than through active search. This reliance on networks is stronger in logistics than the global average. Younger talent mainly finds jobs via job portals, while older talent relies more on LinkedIn and public employment services. Europe is more network-driven in how jobs are found, while job boards play a more dominant role in other regions, despite personal connections still contributing across all markets.

key drivers.

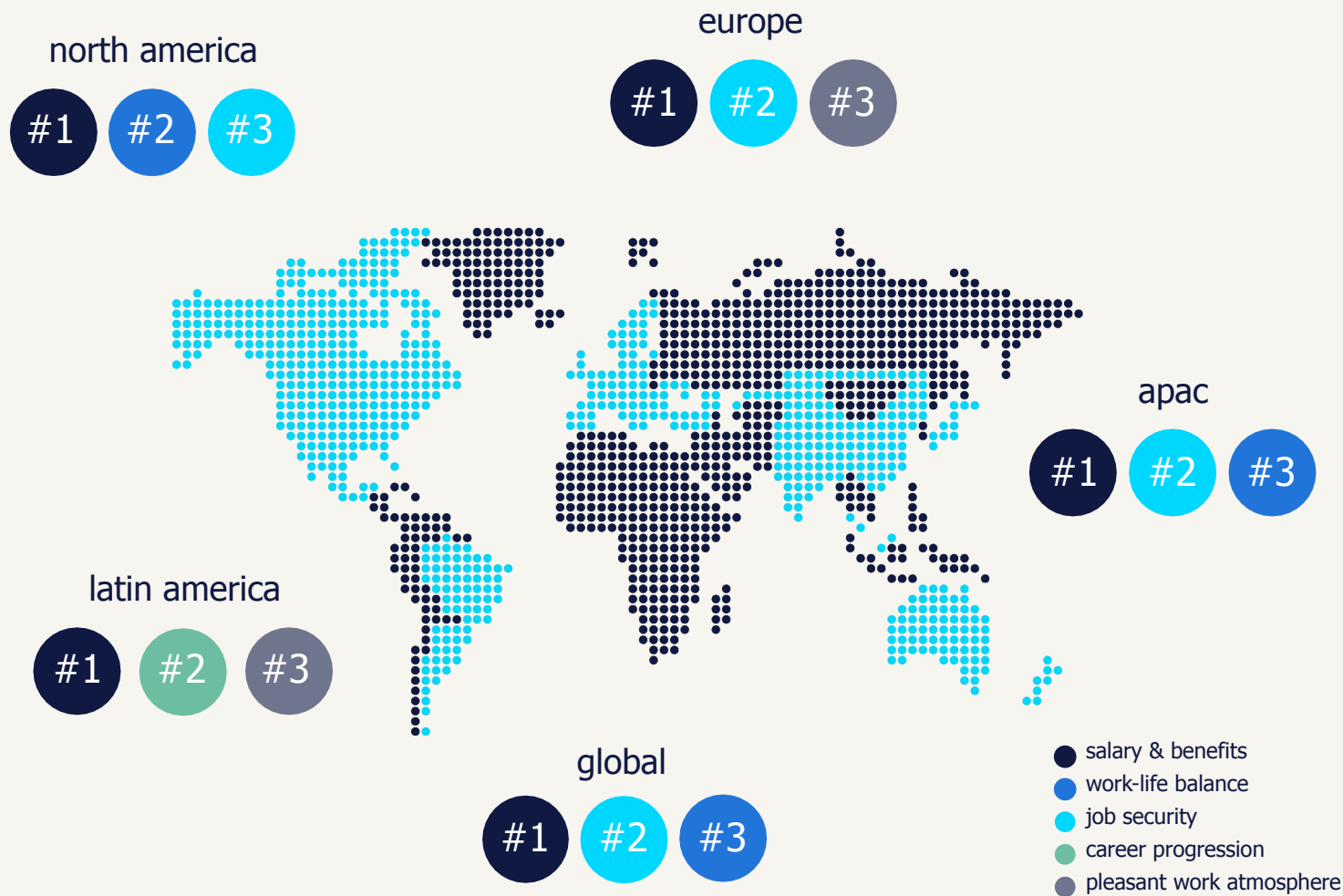


top five reasons transport & logistics talent choose an employer.

In the logistics sector, salary and benefits are the most important driver, closely followed by job security, with work-life balance, a pleasant work atmosphere, and career opportunities completing the ideal employer profile.



the ideal employer profile differs across regions



Beyond the universal importance of pay, clear regional differences emerge in how employer attractiveness within the logistics sector is shaped. APAC aligns very closely with the global pattern, with North America showing a similar profile, though with a slightly stronger emphasis on work-life balance.

Europe leans more strongly towards stability and the day-to-day work environment, with job security and a pleasant work atmosphere playing a central role in employer appeal. Latin America, by contrast, stands out for its stronger emphasis on career progression alongside a positive work atmosphere, reflecting a more growth and mobility-driven talent mindset.

explanation key drivers' relative priority.



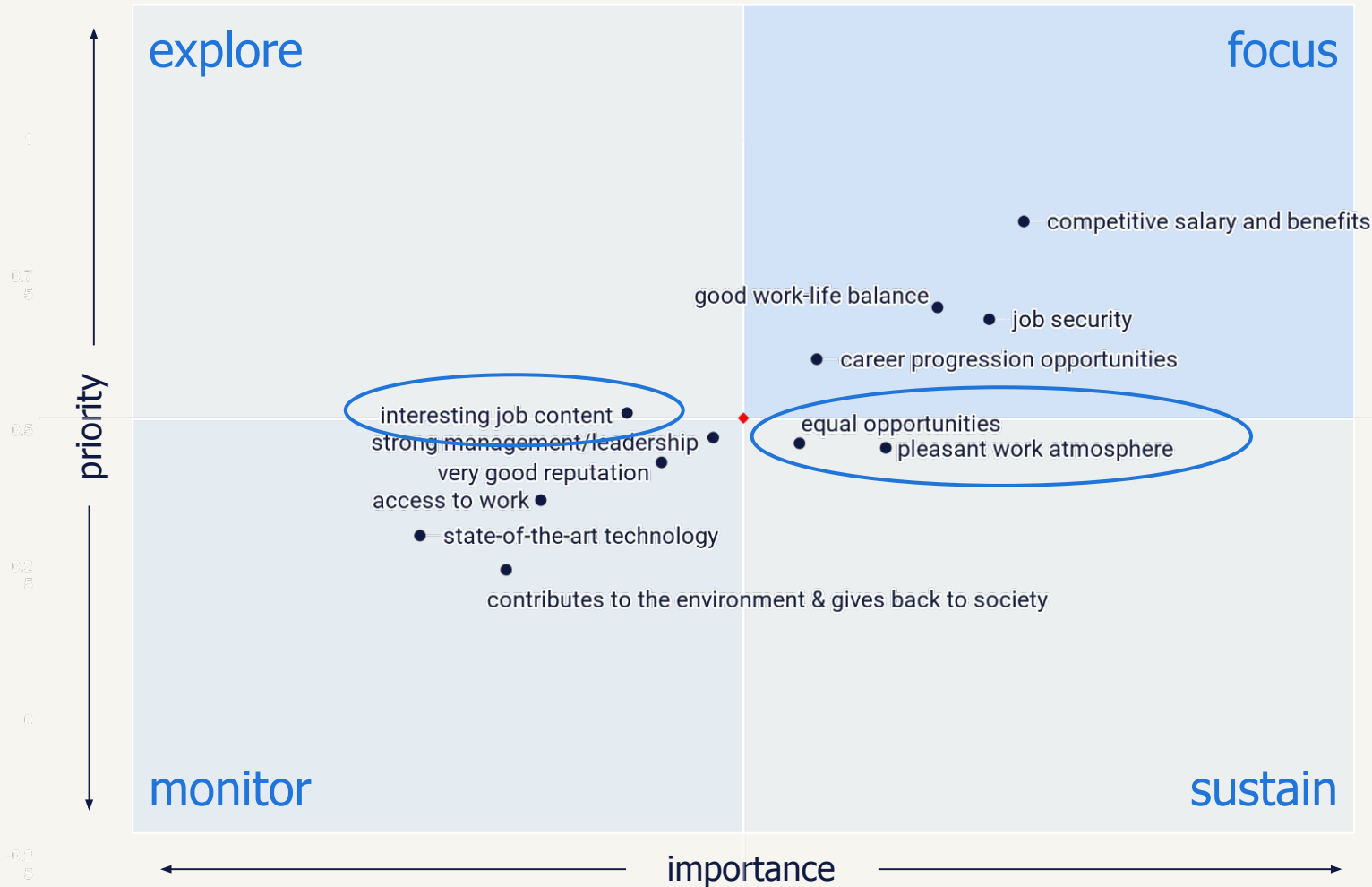
Higher-ranked drivers indicate greater importance or preference compared to those lower down, showing relative priorities.

This table illustrates both the absolute importance and the relative priority of the EVP drivers. Depending on their relationships, each driver falls into a different quadrant, and each quadrant provides distinct actionable insights.



Q. Based on your previous selections, please rank the most important factors that an ideal employer should have, in order of importance.

key drivers' relative priority.



Competitive salary and benefits anchors employer choice in the logistics sector. It is not only the most important driver, but also the highest in priority, reinforcing pay as a primary decision trigger.

Beyond pay, three of the top five drivers cluster in the Focus quadrant: work-life balance, career progression, and long-term job security. Their close alignment in both importance and priority points to a shared core package of expectations that employers are expected to deliver. Pleasant work atmosphere stands apart. It ranks lower in priority and aligns more closely with equal opportunities in the Sustain quadrant. This suggests these factors are widely assumed and become salient mainly when they are lacking.

By contrast, interesting job content sits in the Explore quadrant. While less important overall, its relatively higher priority signals niche appeal: these drivers can tip decisions for specific talent segments and job roles, indicating emerging expectations rather than universal needs within the transport and logistics sector.



Q. Based on your previous selections, please rank the most important factors that an ideal employer should have, in order of importance.

how logistics talent rate their current employer.

on average, around two out of three talent (65%) rate their current employer positively.

Long-term job security emerges as the strongest-performing driver in the current employer profile, with around seven in ten logistics talent rating their current employer positively. The top five is completed by equal opportunities, easy access to work, pleasant work atmosphere, and good reputation.

Looking across generations, younger talent evaluates their current employers more favourably overall (around 68%), suggesting either lower expectations or a better perceived fit early in career stages. Regionally, APAC shows the highest satisfaction levels (70%), while Europe records lower scores (57%), consistent with a broader pattern of more critical employer evaluations in the region.

the largest expectation gap is around attractive salary and benefits.

Alignment between ideal and current employer profiles is strong in several areas. Job security stands out, ranking second in importance and performing best in the current employer profile, while pleasant work atmosphere is also largely delivered as expected.

In contrast, the largest gaps emerge around the most important driver: salary and benefits, which ranks only ninth in the current employer assessment. This highlights a clear shortfall between expectations and delivery. Work-life balance and career progression show smaller gaps, suggesting these aspects are being met more adequately by current employers.

Regionally, logistics talent in APAC is most critical of salary and benefits performance, while LATAM shows a stronger sense of delivery despite high expectations.

54%

of older generations rate their current employer favourably overall, compared to 68% of younger generations.

No. 5

In LATAM, salary and benefits rank among the top five drivers in the current employer evaluation.

key driver deepdive.



elements that reinforce a strong sense of job security.

in the logistics sector, a strong sense of job security is mostly driven by reliable pay and benefits, consistent across regions and generations.

which elements most significantly contribute to a strong sense of job security?



This is followed by organisational and financial stability, transparent and trustworthy communication, performance recognition, and career continuity, which are closely grouped, indicating equal importance with little differentiation.

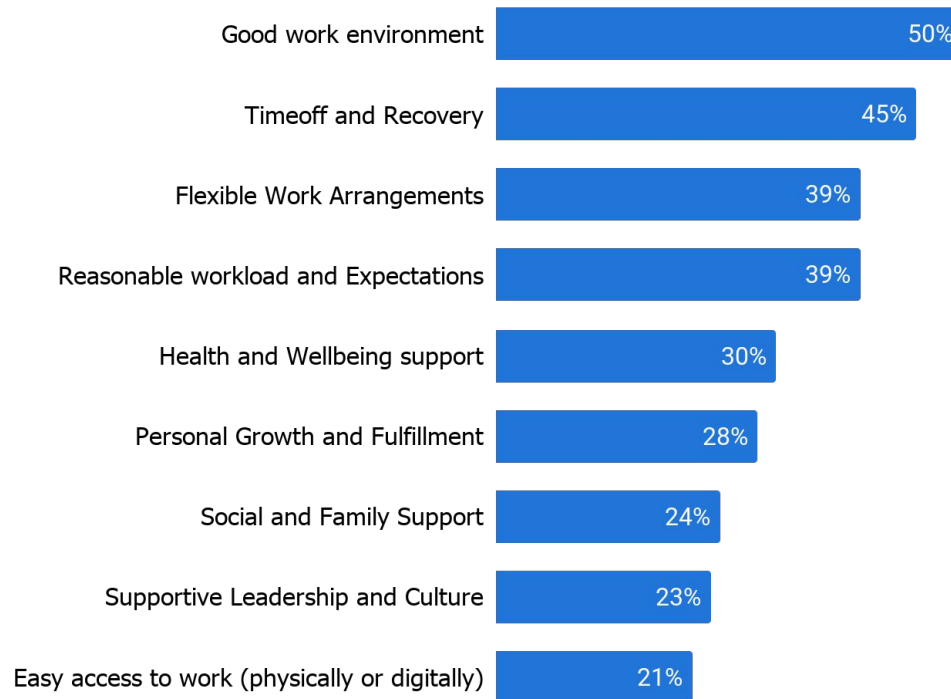
Compared to older generations, younger talent places greater emphasis on learning, development, and employability, reflecting a more future-oriented view of job security. In contrast, reliable pay and benefits gain importance with age, most notably among Baby Boomers, with eight in ten identifying this as a key priority. Fair and consistent employment practices stand out most for Gen X, ranking second overall (48%), reinforcing trust and long-term security at mid-career stages.

In North America, fair and consistent employment practices play a more critical role, ranking second (56%), highlighting the importance of trust and reliability in sustaining security. LATAM and APAC show identical patterns, prioritising performance recognition second, followed by organisational stability, Europe sits close to the overall pattern.

elements that strengthen work-life balance.

a healthy work-life balance is mainly achieved by a good work environment and by time off and recovery.

which elements most significantly enhance a healthy work-life balance?



These are followed by flexible work arrangements and reasonable workload and expectations.

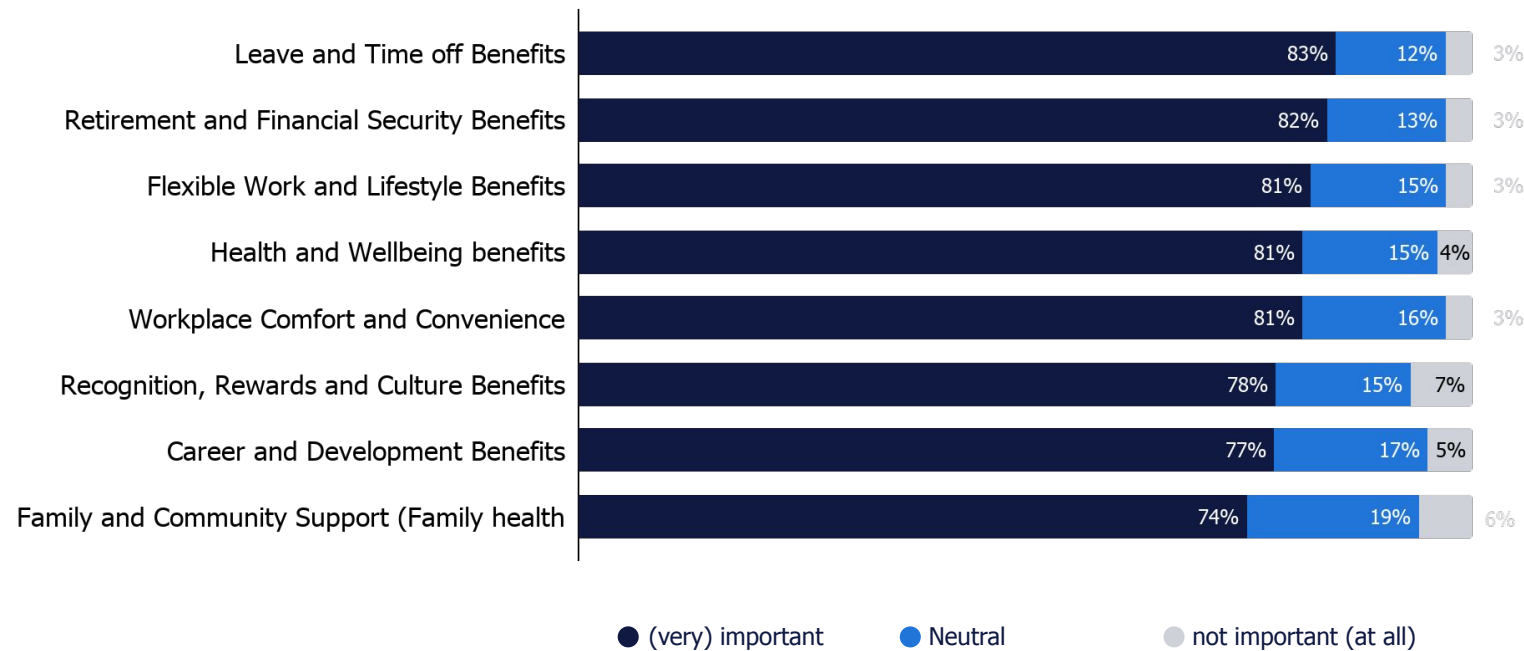
Across generations, patterns are broadly consistent, with a few differences. Younger talent places relatively more emphasis on social and family support (26% vs. 20%). Easy access to work ranks higher for both Gen Z and Baby Boomers, suggesting that convenience and commuting ease support work-life balance at both career entry and late-career stages.

Regionally, markets largely align with the overall average, with LATAM as a clear exception. In LATAM, personal growth and fulfilment emerges as the second most important driver of work-life balance (46%), followed by health and wellbeing support (40%), pointing to a more holistic understanding of balance beyond time and flexibility. Comparing regions directly, flexible work arrangements play a stronger role in Europe and North America (around 43%), while they are less important in LATAM (19%) and more moderate in APAC (36%).

most important secondary benefits.

leave and time-off benefits, together with retirement and financial security benefits, emerge as the most important secondary benefits in the logistics sector.

importance of secondary benefits

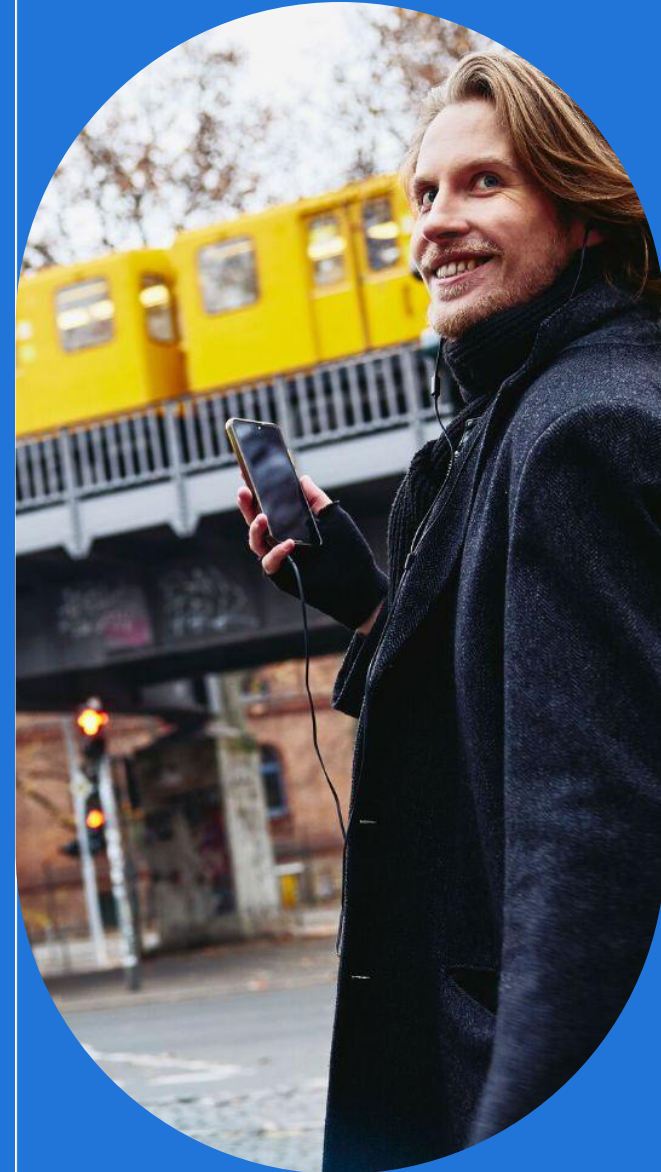


Overall, secondary benefits tend to matter least in Europe, while their importance is higher in APAC and LATAM.

Career and development benefits (84%), along with recognition, rewards, and company culture benefits (81%), are most important for Gen Z, with their relevance gradually declining with age.

In North America, health and wellbeing benefits rank as the second most important secondary benefit, reflecting the stronger role employers play in providing security beyond public systems. In LATAM, health and wellbeing, employment and career development, and flexible work benefits are valued almost equally, while leave and time-off benefits are comparatively less important. In APAC, workplace comfort and convenience stand out as the second most important benefit, followed by retirement as well as flexible work and lifestyle benefits.

job-switching behaviour in focus.

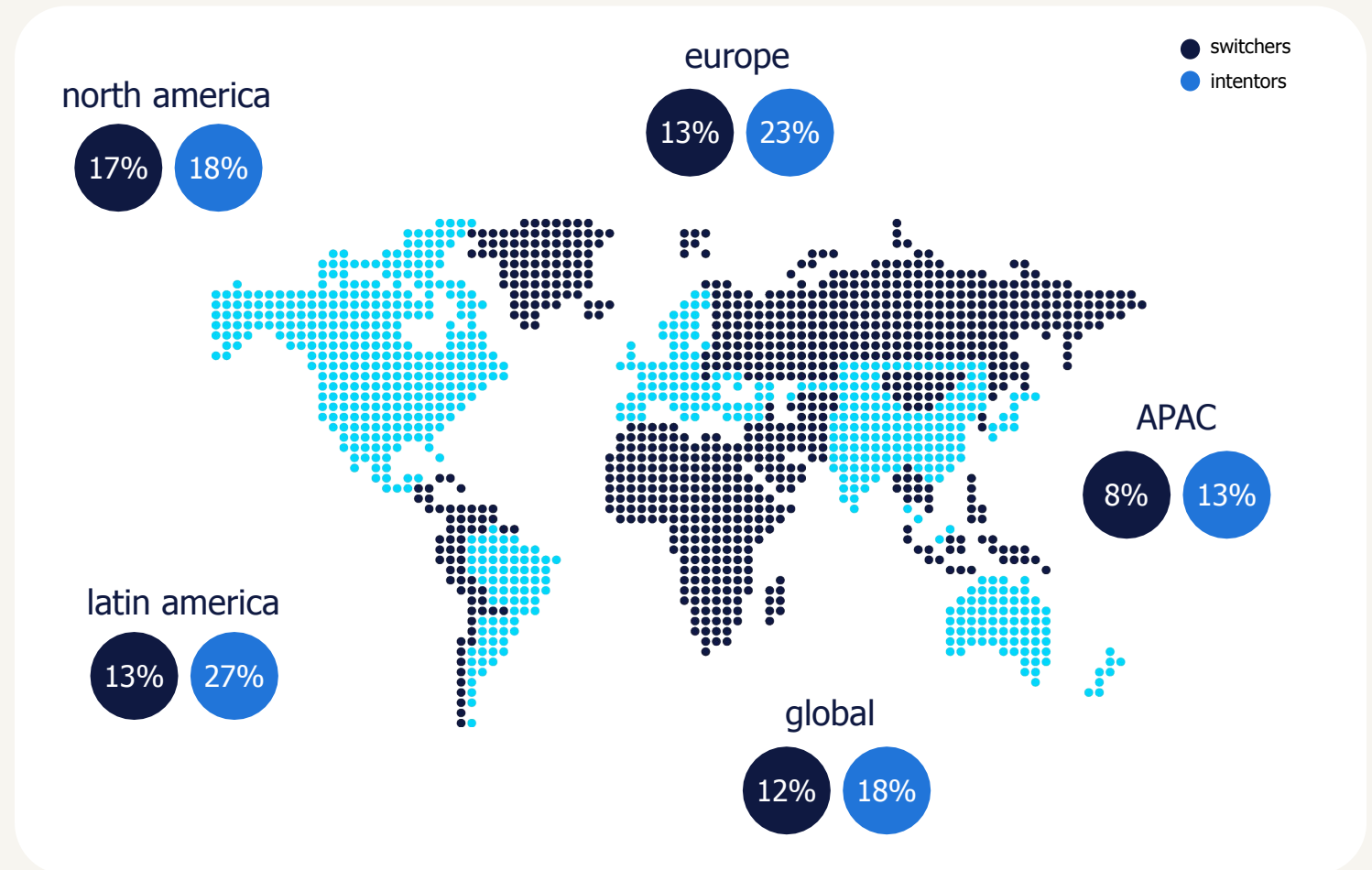


switching intentions slightly exceed actual job moves, indicating limited but not accelerating mobility in the logistics sector.

In North America, switching intentions are much more closely reflected in actual job moves, suggesting that people who consider changing employers are more likely to follow through, indicating lower barriers to mobility and a more fluid labour market. Europe, by contrast, records higher intentions to switch, though this does not translate proportionally into actual movement.

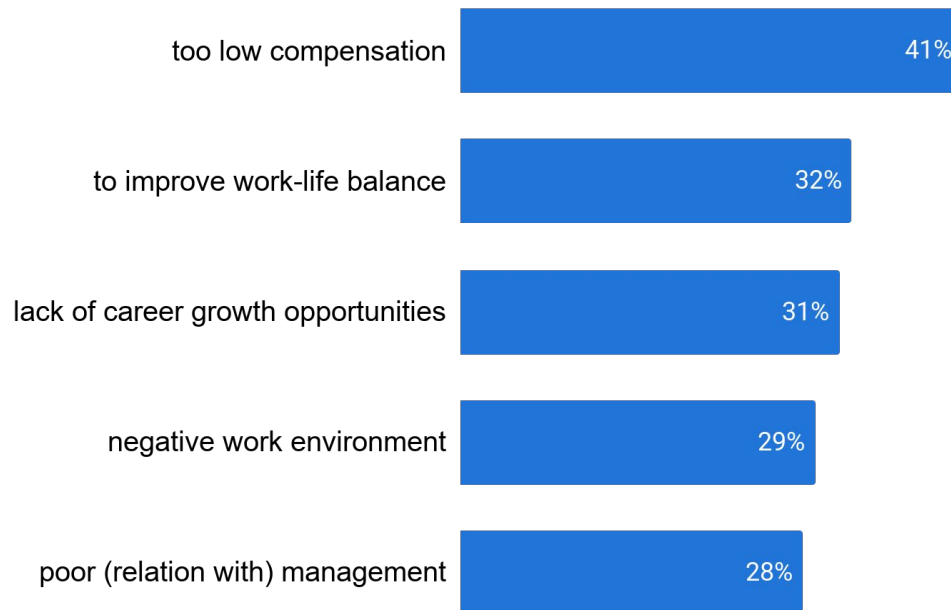
In LATAM, switching intentions are high, with 13% having switched jobs but more than twice as many logistics talent wanting to change jobs. This gap suggests constraints that limit follow-through, such as fewer opportunities or higher perceived risk in changing employers.

APAC shows slightly lower switching intentions and behaviour overall, indicating a more stable employment landscape.



too low compensation is the main reason across regions and generations to change employers in the logistics sector.

reasons for leaving



Overall, the top five reasons for switching are largely consistent across markets and generations, with only minor differences in ranking.

Generational differences nonetheless emerge. Younger talent tends to follow the global pattern more closely and is more likely to cite a lack of career growth as a reason to leave (33% vs. 26%). The importance of low compensation as a switching trigger increases with age, with older generations more likely to leave due to pay concerns (47%). For Gen X in particular, perceived unfair or unequal reward stands out as a key trigger, reflecting heightened sensitivity to equity and recognition at mid-career stages.

Regionally, Europe aligns closely with the global ranking. In LATAM and APAC, a lack of career growth opportunities is the second most important reason for switching, with the emphasis particularly strong in LATAM. By contrast, this factor ranks only fifth in North America, where improving work-life balance and fostering a pleasant work atmosphere play a more prominent role in driving switching behaviour. Notably, in APAC, poor relationships with managers fall outside the top five reasons to leave, ranking sixth instead, while fear of downsizing carries greater weight, underscoring stronger concerns around organisational stability.



how does it relate to current situation?

the largest gaps between expectations and delivery are seen around compensation for logistics talent.

reasons to leave

- | | |
|-----|---|
| 1. | too low compensation |
| 2. | to improve work-life balance |
| 3. | lack of career growth opportunities |
| 4. | negative work environment |
| 5. | poor (relation with) management |
| 6. | fear of losing job |
| 7. | lack of interest in job |
| 8. | not equally rewarded |
| 9. | poor reputation |
| 10. | lack of investment in technology and innovation |
| 11. | work is not easily accessible |
| 12. | no environmental or social contribution |

evaluation of current employer

- | | |
|-----|--------------------------------------|
| 1. | job security |
| 2. | equal opportunities |
| 3. | easy access to work |
| 4. | pleasant work atmosphere |
| 5. | very good reputation |
| 6. | work-life balance |
| 7. | career progression |
| 8. | interesting job content |
| 9. | salary & benefits |
| 10. | strong management/leadership |
| 11. | benefits the environment and society |
| 12. | state-of-the-art technology |

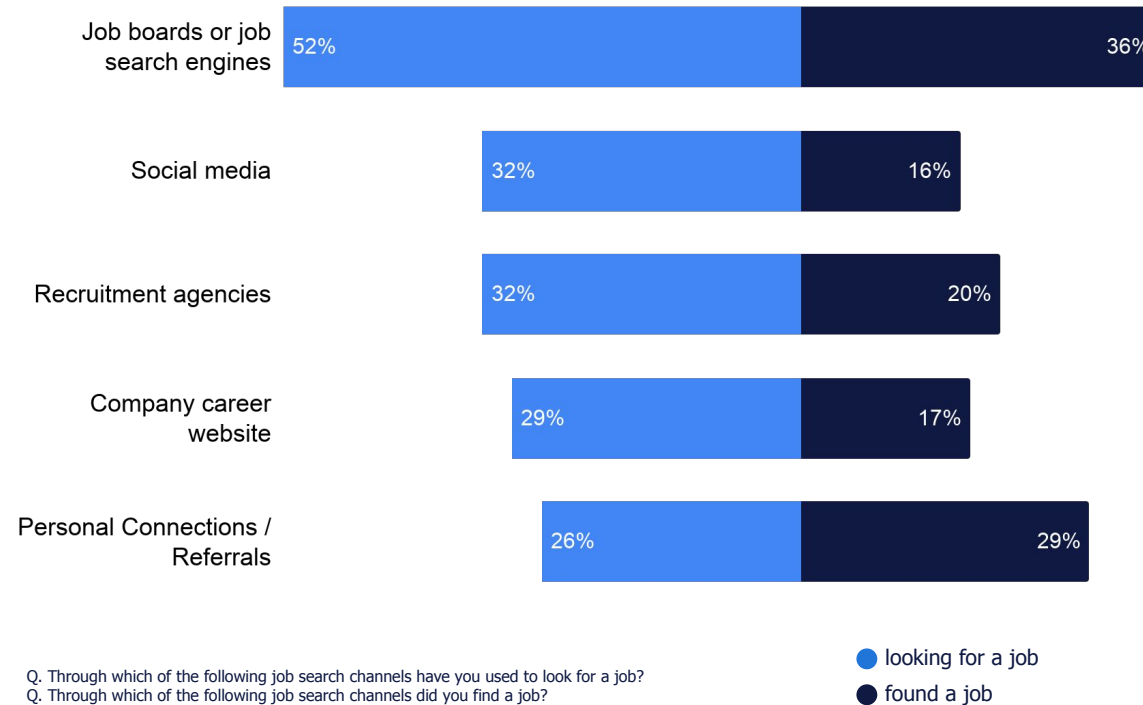
While it is universally agreed to be the main trigger for switching employers, salary and benefits rank only ninth in the current employer evaluation, with just around six in ten talent satisfied with their pay. Satisfaction is lowest in Europe and among older generations, indicating a potential priority area for employers.

Other notable gaps appear around work–life balance and career progression, followed by poor relationships with management. Overall, the top five reasons for switching align closely with the areas showing the weakest delivery relative to expectations, reinforcing that unmet core needs continue to drive mobility. Pleasant work atmosphere is an exception, showing a strong alignment between expectations and experience, though unmet expectations in this area can still prompt talent to leave.



job boards are the most widely used job-search channel in the logistics sector and offer the broadest reach.

sources for job opportunities



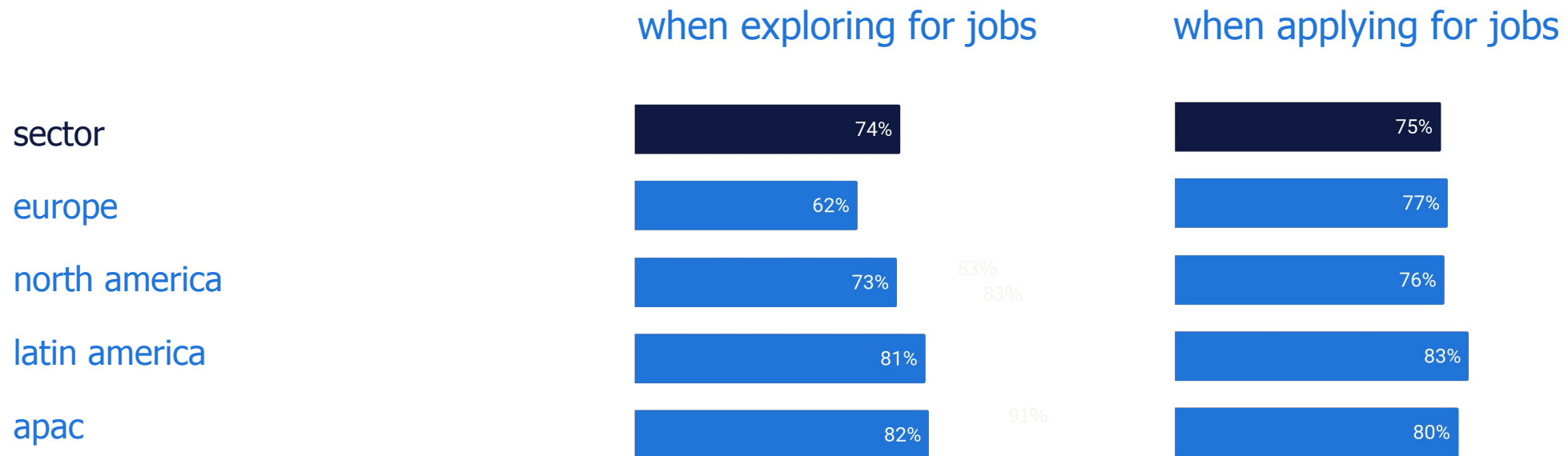
However, when looking at conversion, personal connections and referrals prove most effective in securing a job. This indicates that while fewer people actively search through personal networks, those channels are more successful, suggesting that many roles are accessed through informal outreach or offers rather than active job seeking. This reliance on networks appears more pronounced in logistics than in the global average.

Generationally, younger talent largely mirrors the global job-search pattern. Older generations, by contrast, rely more on company career websites and LinkedIn, with job boards playing a secondary role. In terms of outcomes, older talent most often finds jobs through LinkedIn and public employment services, while younger generations primarily secure roles via job portals, followed by LinkedIn, highlighting clear differences between search behaviour and successful conversion.

Regionally, Europe stands apart: LinkedIn is the most used channel and the main source of successful job matches, followed by personal connections. In other regions, job boards dominate usage and are also the channel through which most jobs are found. This underscores a more professional-network-driven labour market, compared to a more transaction-led, platform-driven approach elsewhere.

importance of in person contact.

The importance of personal contact is high overall, with around three in four logistics talent indicating that they value personal interaction when exploring and applying for jobs. In Europe, personal contact is less important at the exploration stage but becomes more critical during the application process. In LATAM and APAC, personal contact plays a consistently important role, underlining a stronger reliance on direct interaction and relationships throughout recruitment.





closing remarks.

The report has shown the ongoing dynamism within the priorities and perspectives of the global workforce in the transport & logistics sector, while also pinpointing key areas where employers can enhance their strategies or focus their efforts.

It provides just a glimpse into the wealth of insights available through our Employer Brand Research, both globally and locally, and underscores the enduring importance of cultivating a strong employer brand in today's competitive landscape.

Detailed data and deeper insights into sub-group analysis and the specializations are available in our local market reports, designed to help organizations stay informed and remain ahead in an ever-evolving marketplace.



appendix.

background
information.



34 markets surveyed.

covering more than 75% of the global economy



argentina	chile	hungary	the netherlands	spain
australia	china	india	new zealand	sweden
austria	czech republic	italy	norway	switzerland
belgium	france	japan	poland	united kingdom
brazil	germany	luxembourg	portugal	united states
canada	greece	malaysia	romania	uruguay
denmark	hong kong SAR	mexico	singapore	

a representative employer brand research based on perceptions of the general audience. Optimizing more than 25 years of successful employer branding insights.

an independent survey with more than 160,000 respondents and 6,400 companies surveyed worldwide.

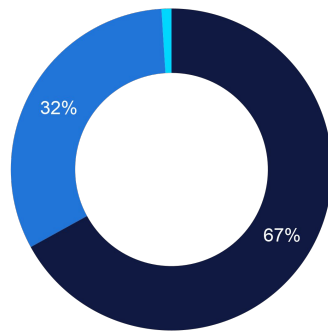
sample

- a total of 7,635 interviews among logistics talent worldwide
- aged 18 to retirement age
- representative on gender
- overrepresentation of age 25– 44
- comprised of students, employed and unemployed workforce

sample composition in transport & logistics sector report.

socio-demographics, education, region

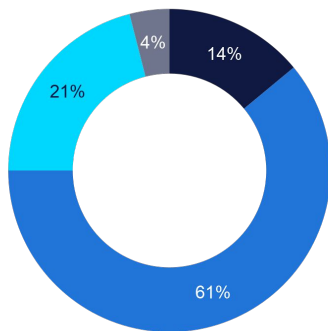
gender



- male
- female
- other*

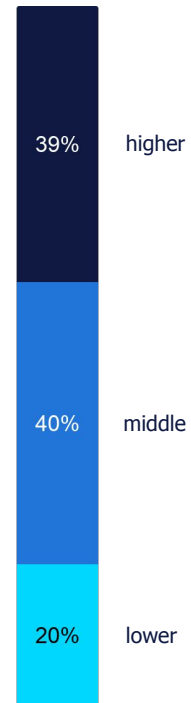
* other is comprised of all other gender identities and people who prefer not to answer the question

age

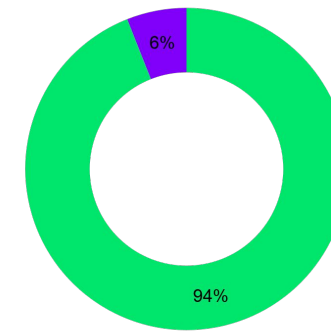


- Gen Z (1997-2012)
- Millennials (1981-1996)
- Gen X (1965-1980)
- Baby boomers (1946-1964)

education

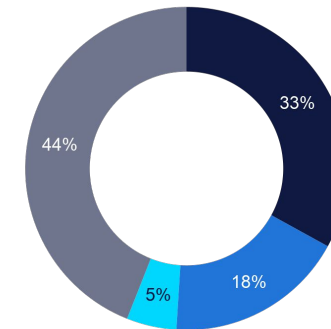


specializations



- operational
- professional
- digital

region



- Europe
- North America
- Latin America
- APAC

thank
you.



partner for talent.