



REPORT

Solving Hiring Challenges in Logistics

Aligning Underutilized Talent Pipelines with Retention Goals

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Executive Summary

The logistics industry is entering a period of unprecedented workforce pressure.

An aging workforce, persistent labor shortages, widening skill gaps, and changing employee expectations are making it increasingly difficult for organizations to attract and retain qualified talent. At the same time, demand for logistics services continues to grow, placing additional strain on already stretched workforces.

Organizations that succeed over the next decade will not simply hire more people. They will hire differently.

This report explores four major workforce challenges facing logistics organizations:

1. Accelerating retirements
2. Growing skills gaps
3. Culture misalignment with emerging talent pools
4. Outdated hiring practices

It also highlights practical strategies organizations can use to **strengthen attraction, retention, and workforce performance**, including:

- ▶ Engaging underutilized talent pools such as Gen Z and women
- ▶ Prioritizing potential over pedigree during hiring
- ▶ Creating stronger alignment between jobs and employee expectations
- ▶ Leveraging modern assessment technology to improve hiring decisions

Organizations that modernize hiring practices are seeing measurable workforce outcomes, including **reduced turnover, improved productivity, stronger performance, and safer operations.**



Introduction

The logistics industry is projected to grow from \$10.2 trillion in 2023 to \$20.1 trillion by 2033.³ Increased customer demand is already driving expansion, with 41% of companies planning facility growth and 37% planning workforce expansion.⁴ ***But will logistics companies have enough workers to fill essential roles and maintain efficient productivity?***

In 2025 alone, **40%** of companies are too short-staffed to meet demand.⁵ Skill shortages and increased retirement rates will widen that gap over the next five years.

2025	2030
▶ 25-33% of the workforce is at or near retirement⁶ ▶ 160,000 trucking jobs remain unfilled⁵ ▶ 45 average employee age⁶ ▶ 13% of the workforce is under 25⁵	▶ 2.1 million unfilled manufacturing jobs⁷ ▶ 400,000 more truckers retiring⁸ ▶ 320,000 trucking jobs unfilled⁵

High turnover is adding to the churn.



Turnover levels this high are not normal. To overcome the current hiring challenges, logistics operators must **align company culture** and **hiring practices** with younger candidates by **leveraging strategic solutions** that attract, retain, and optimize underutilized talent pipelines.



Current Hiring Challenges in Logistics

Logistics hiring challenges and turnover stem from workforce modernization outpacing that of the industry.

THE GREAT RETIREMENT

A major threat to retention began in 2019 and is accelerating.⁹ By 2030, more than **75 million Boomers** are expected to retire.¹⁰ The scale of this labor loss will far outweigh that of the Great Resignation, leaving critical gaps across the workforce.

SKILL GAPS

Logistics faces widening skill gaps in digital routing, transport management systems, real-time tracking, customer communication, and data literacy.¹¹ Veteran employees often rely on legacy systems, while younger workers have the tech skills but lack industry experience, creating strain on both ends.

CULTURE MISALIGNMENT

Younger workers are essential to filling logistics roles over the next five years, but many don't see their values reflected in the industry. They want work-life balance, transparent pay, and flexibility. Without these, turnover rises as candidates leave for employers who offer stronger cultural alignment.

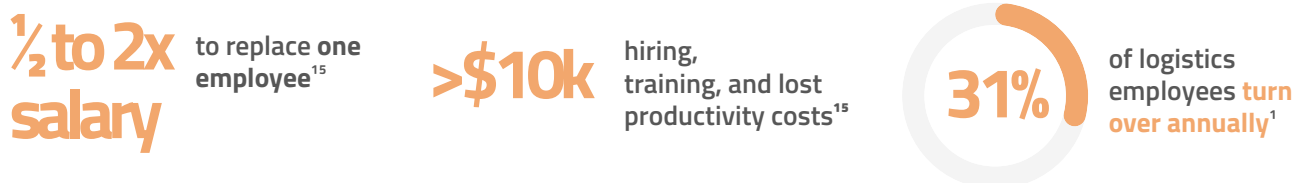


OUTDATED HIRING

Traditional hiring practices often prioritize pedigree over potential and slow down the hiring process. In a labor market defined by talent shortages, relying heavily on experience and credentials can cause organizations to overlook capable candidates with **transferable skills, adaptability, and long-term growth potential**.

THE REAL COSTS

Transportation, warehousing, delivery delays, fuel costs, and tariff pressures already strain margins. Turnover and lost productivity only compound those costs, creating significant operational and financial challenges for logistics organizations.





Creating a Culture that Drives Attraction

A positive, aligned workplace culture draws new hires and gives them reasons to stay.

WHERE IS THE OPPORTUNITY?

For logistics, underutilized talent pools like younger generations and women represent the greatest opportunity.

Multiple studies show that companies with more diverse workforces outperform competitors across the board, from retention and recruitment to creativity, innovation, and return on assets, creating **clear value** in investing in these talent pools.¹⁶

Drawing from a wider range of talent pools tackles three main obstacles in logistics hiring:

- ▶ Provides more hiring options
- ▶ Creates a younger, longer-lasting workforce
- ▶ Accelerates industry modernization and innovation

Why are Gen Z & women the two primary talent pools worth recruiting right now?

GEN Z

- ▶ Outnumbered Boomers in the workforce by 2024¹⁷
- ▶ 27% of the workforce currently¹⁸
 - 30% by 2030¹⁸
- ▶ Strong technical knowledge and digital literacy
- ▶ Drive sustainability, innovation, and automation

WOMEN

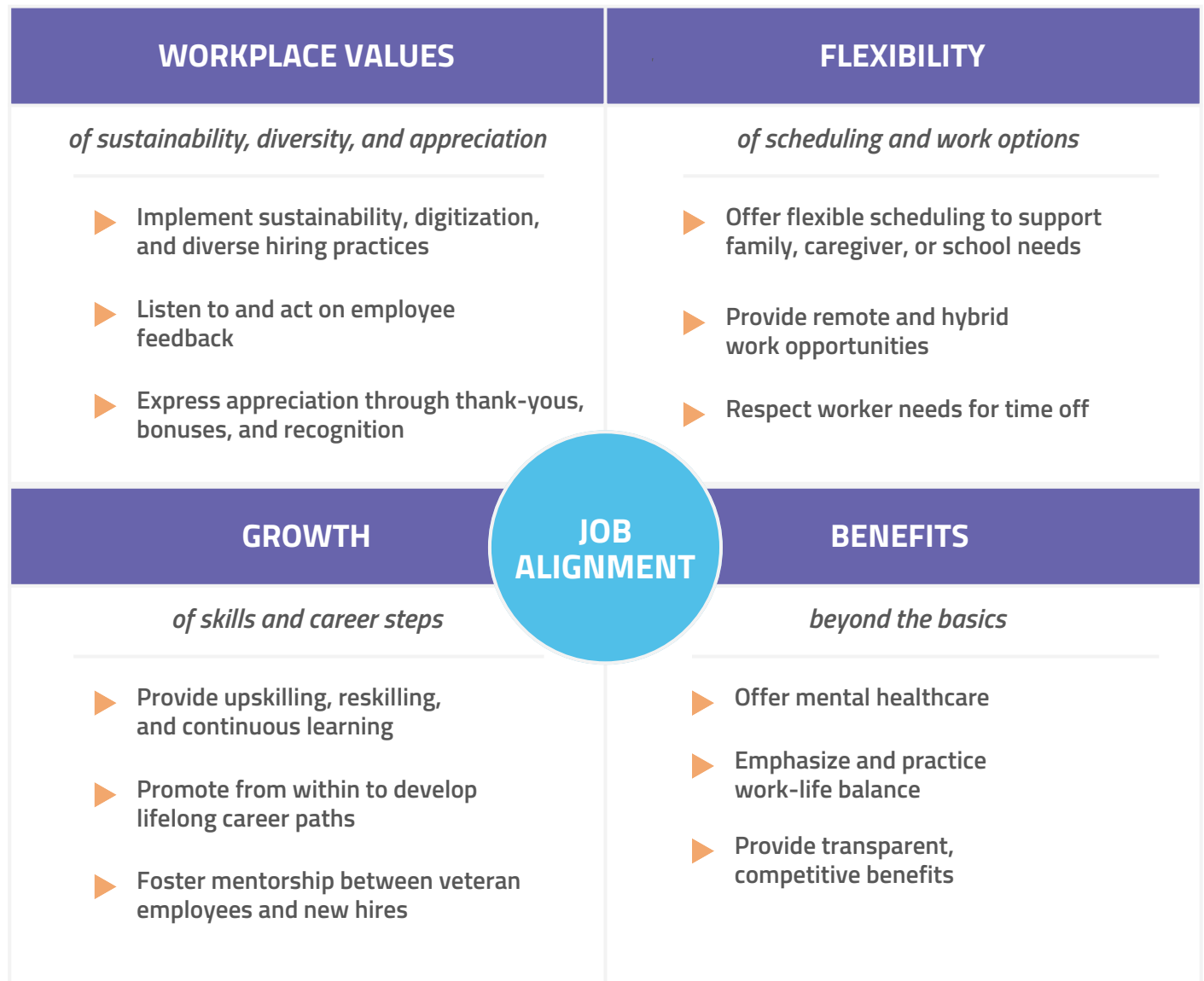
- ▶ 47% of the total workforce by 2031¹⁸
- ▶ 49.75% of the total population in 2025¹⁹
- ▶ Strong communication and problem-solving skills

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STEPS FOR CREATING JOB ALIGNMENT

Four pillars are key to **modernizing the logistics environment** to create a culture attractive to these talent pools.



WHAT DOES ALIGNMENT LOOK LIKE?

1. **Partnering** with high schools and higher education to support student tuition to gain supply chain accreditation and expand candidate pipelines (Penske Logistics and Macy's).²⁰
2. **Boasting** benefits like transparent, competitive total benefits packages that speak to Gen Z interests (CH Robinson).²⁰
3. **Training** to retain new workers with cross-functional projects, upskilling, and other skill development opportunities (Penske Logistics).²⁰



Strategic Solutions to Improve Hiring & Retention

To successfully hire and retain new talent, logistics operators must adapt their hiring process to meet modern candidate expectations by using the right tools to make that process more efficient and effective.

LEVERAGING TOOLS FOR HIRING ALIGNMENT

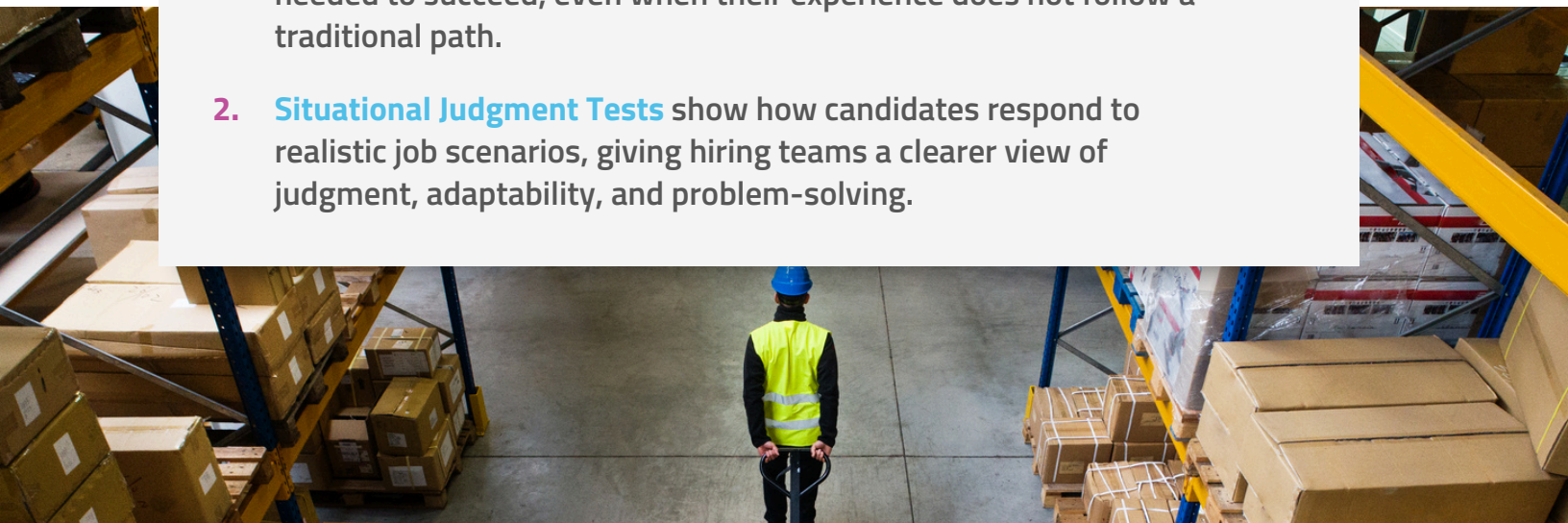
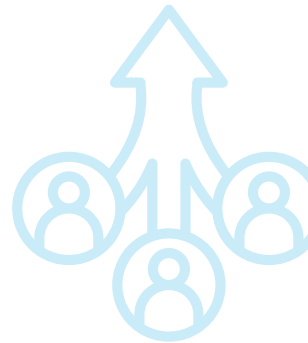
Effective hiring begins with screening. Strong screening practices help employers quickly connect with top talent while ensuring hiring managers aren't overwhelmed.

Pre-employment assessments help employers move beyond resumes and identify candidates based on their potential, not simply their experience. This approach expands talent pools, creates greater hiring consistency, and helps uncover candidates who may have been overlooked through traditional screening methods.

Organizations that prioritize potential often experience benefits far beyond hiring efficiency. HighMatch clients have used customized hiring assessments to reduce turnover by as much as 72%, decrease workplace incidents by 77%, improve productivity by 53%, and significantly increase employee performance. Better hiring decisions create measurable workforce outcomes.

These are two of the most valuable assessment tools for logistics hiring: **skills assessments** and **situational judgment tests**.

1. **Skills Assessments** help identify candidates with the capabilities needed to succeed, even when their experience does not follow a traditional path.
2. **Situational Judgment Tests** show how candidates respond to realistic job scenarios, giving hiring teams a clearer view of judgment, adaptability, and problem-solving.





How HighMatch Can Help

**BETTER HIRING.
BETTER WORKFORCE
OUTCOMES.**



Ready to **streamline your hiring process** and **improve candidate quality**? HighMatch helps logistics teams make faster, more confident hiring decisions. With over 15 years of experience helping operators save time and money, we leverage a robust, automated suite of hiring tools that **help you make the most efficient hiring decisions**.

Our team of I/O Psychologists **tailor your assessments** to the **traits needed for success in your unique roles**, empowering you to make faster, data-driven hiring decisions with confidence.



▶ **HighMatch Screen helps qualified candidates rise to the top.**

HighMatch Screen filters candidates early with knockout questions and automated scoring, so hiring teams can reduce wasted review time and focus on applicants who meet the role's core requirements.



▶ **HighMatch Assess helps reveal role readiness earlier.**

HighMatch Assess gives hiring teams a clearer view of the skills, traits, and potential connected to success in logistics roles, so they can focus time on candidates most likely to perform.



▶ **HighMatch Situational Judgment adds real-world context.**

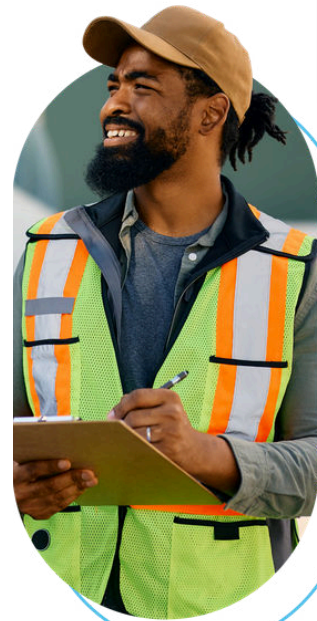
HighMatch's Situational Judgment capability shows how candidates are likely to handle practical logistics challenges, from shifting priorities to high-pressure decisions.



CASE STUDY: SPOT INC.



Spot Inc., a national logistics leader, faced high turnover in customer and carrier sales roles. After analyzing role requirements and benchmarking top performers, *HighMatch partnered with their team to develop a customized assessment.*



The results were significant:

47%

reduction in
sales turnover

95%

higher margins among
high-scoring candidates

47%

higher revenue
generated

3x

greater likelihood of
hitting load targets

By identifying candidates with the strongest potential for success, Spot improved both retention and business performance.

[VIEW THE FULL CASE STUDY HERE](#)





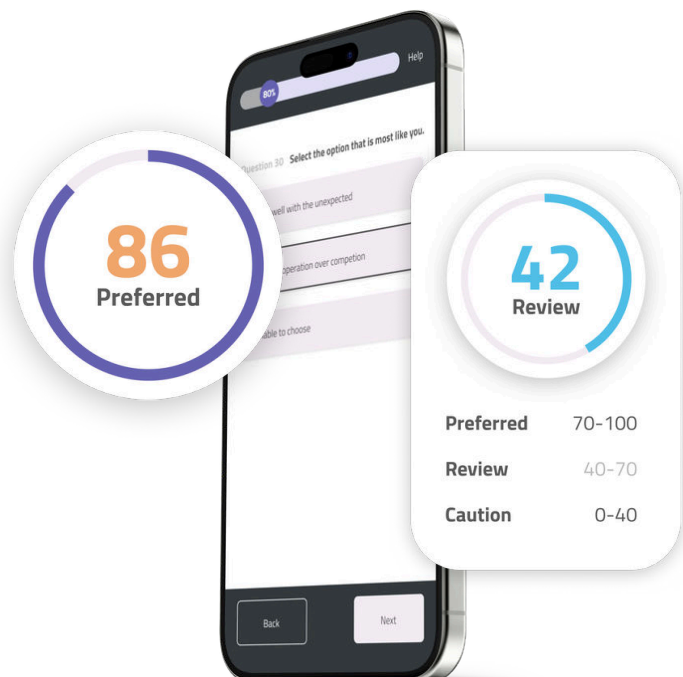
Conclusion

The logistics workforce challenge is not a future problem. It is happening now. Retirements, labor shortages, turnover, and evolving workforce expectations are already impacting organizations across the industry.

Companies that continue relying on outdated hiring practices risk missing qualified talent, increasing turnover, and limiting operational growth. Those that modernize hiring can unlock underutilized talent pools, improve workforce stability, and create measurable business outcomes.

By combining personalized assessments, top-performer benchmarking, and data-driven hiring decisions, organizations can identify candidates with the greatest potential to perform, contribute, and stay long term.

The organizations that gain a competitive advantage over the next decade will not simply hire more people. They will hire differently.



SEE MORE AT:



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highmatch.com



About HighMatch

HighMatch offers *modern assessments tailored to your organization's roles, competencies, and culture*. Personalized by workplace psychologists, our solutions can be delivered at any stage of the hiring process, with support for every job level. We provide highly relevant, data-driven insights that boost employee retention and engagement while streamlining your hiring process.

Launched in 2004, HighMatch is trusted by leading enterprise organizations, including Keller Williams, Mercedes-Benz, NVR, TSMC, and Comcast, to help solve their most pressing talent challenges.



***Personalized assessments.
Better hiring decisions.
Stronger long-term fit.***

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Resources

¹ <https://www.flexe.com/articles/institute-supply-chain-economics-hiring-retaining-labor-constraints#:~:text=Approximately%204.4%20million%20Americans%20quit,rate%20is%20sitting%20at%2031%25>

² <https://www.fleetowner.com/operations/article/55307188/is-the-trucking-industry-suffering-a-driver-shortage-or-excess>

³ <https://www.alliedmarketresearch.com/press-release/logistics-market.html>

⁴ <https://us.nttdata.com/en/engage/2025-third-party-logistics-study>

⁵ <https://www.wonderkind.com/blog/logistics-recruitment-still-in-crisis-key-trends-for-2025-and-practical-solutions-to-overcome-the-challenges>

⁶ <https://www.maersk.com/insights/growth/2023/02/09/leaders-in-logistics>

⁷ <https://nam.org/2-1-million-manufacturing-jobs-could-go-unfilled-by-2030-13743/?stream=workforce>

⁸ <https://prodriveru.com/how-millennials-and-gen-z-changing-the-trucking-industry/>

⁹ <https://www.pewresearch.org/short-reads/2020/11/09/the-pace-of-boomer-retirements-has-accelerated-in-the-past-year/>

¹⁰ <https://www.cogentinfo.com/resources/the-great-retirement-are-baby-boomers-causing-todays-hiring-shortage>

¹¹ <https://www.transvirtual.com/us/blog/logistics-skills-gap/>

¹² <https://www.hilostaffing.com/post/beyond-the-numbers-the-real-impact-of-turnover-in-logistics-1>

¹³ <https://zhenhub.com/blog/employee-retention-strategies-in-logistics/>

¹⁴ <https://www.worklife.news/talent/is-your-overly-complicated-application-process-driving-away-your-hottest-talent-prospects/>

¹⁵ <https://www.yourco.io/blog/challenges-in-logistics-industry>

¹⁶ <https://logichem.wbresearch.com/blog/women-in-logistics-a-groundbreaking-initiative-to-bridge-the-gender-gap-in-chemical-logistics-and-address-a-business-challenge>

¹⁷ <https://fortune.com/2023/11/16/gen-z-will-surpass-boomers-in-workforce-2024-glassdoor/>

¹⁸ <https://www.uschamber.com/workforce/data-deep-dive-the-workforce-of-the-future>

¹⁹ <https://statisticstimes.com/demographics/country/us-sex-ratio.php#:~:text=There%20are%20174%2C496%2C826%2C%20or%20174.50,male%20population%20of%201.72%20million.>

²⁰ <https://www.kornferry.com/insights/featured-topics/talent-recruitment/attracting-and-retaining-talent-supply-chain>



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