



# 2024 State of the Frontline Workforce

US Logistics Report

# Table of contents

1. The US Logistics Frontline Worker

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2. Flexibility and Career Pathing

---

3. Gen Z's Career Mindset

---

4. The Future of Technology

---

5. Wrapping Up

---

6. Learn more

# Introduction

## The US logistics industry has started to normalize post-pandemic.

As of January 2024, the US Bureau of Labor and Statistics reports that 6.6 million people in the US work in logistics in critical roles like transportation, warehouse management, quality assurance, operations and more.

Quinyx surveyed 12,500 global frontline workers to help leaders understand what's most important to these critical employees on the front lines of their businesses. The insights in this report were based on 500 survey respondents working in logistics in the US, but the insights align with our global findings.

Our data revealed that **over 60% of logistics workers consider their roles long-term career commitments**. But at the same time, 71% reported feeling workplace stress and 69% are dissatisfied with the technology provided to them at work. And, with high inflation and the cost of living on a consistent rise, **pay was also a critical area of concern**.

In this report, we'll share what the survey data revealed about US frontline logistics workers, including their:

- **Priorities in life:** what's most important, career development, flexibility or pay?
- **Attitude towards technology:** why are 69% dissatisfied with the technology provided at work?
- **Engagement levels at work:** what's driving 40% of workers to want to quit?

During a transformative time for the logistics industry, the needs of your frontline workers can't be ignored. Let's dive into the data to identify how to better meet their needs.

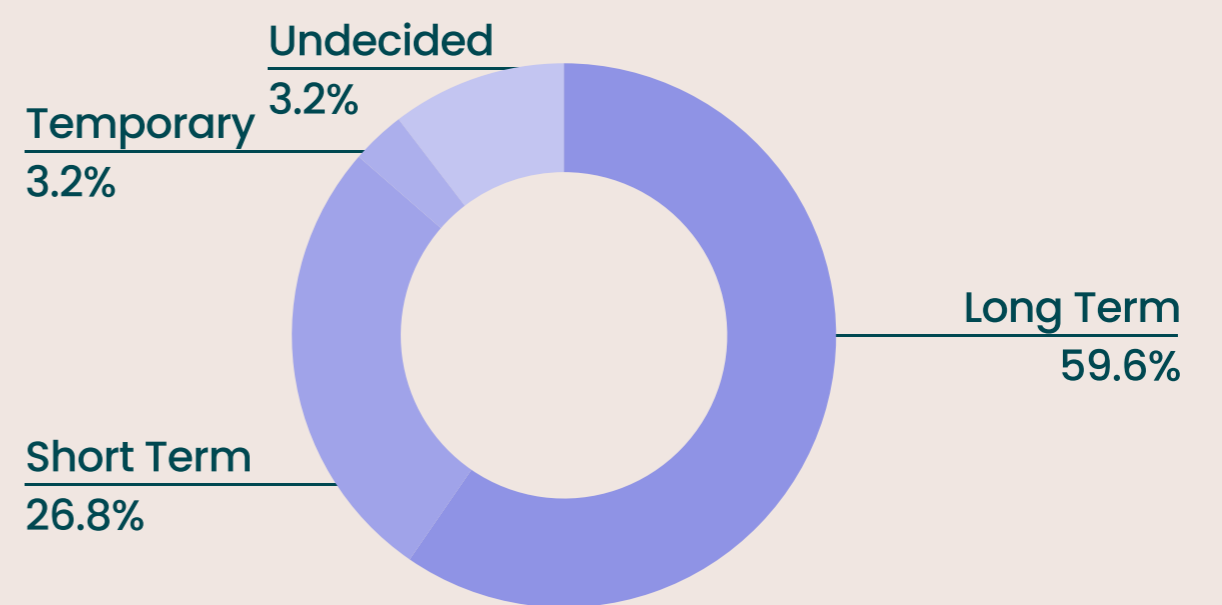
# US Logistics Frontline Workers



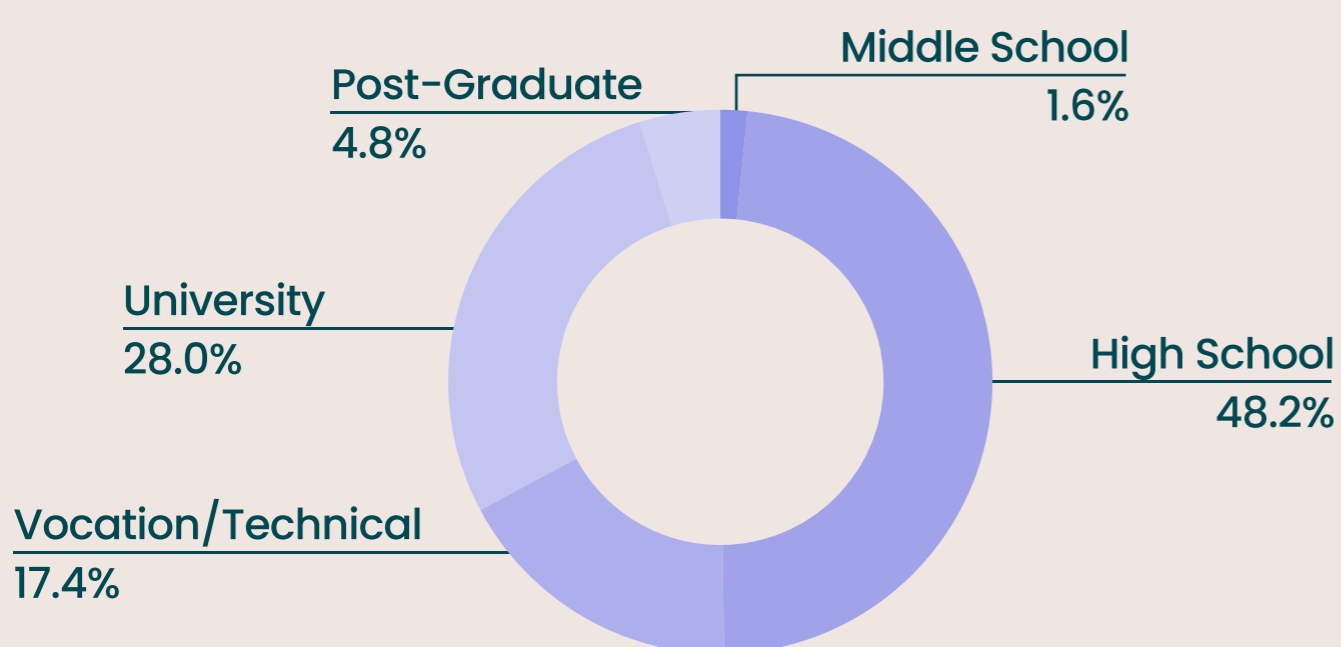
## The Majority of US Logistics Frontline Workers Are Over 35, And Career-Minded

Let's look at some overall demographics first. Here's how the respondents break down across age, education level, and career aspirations:

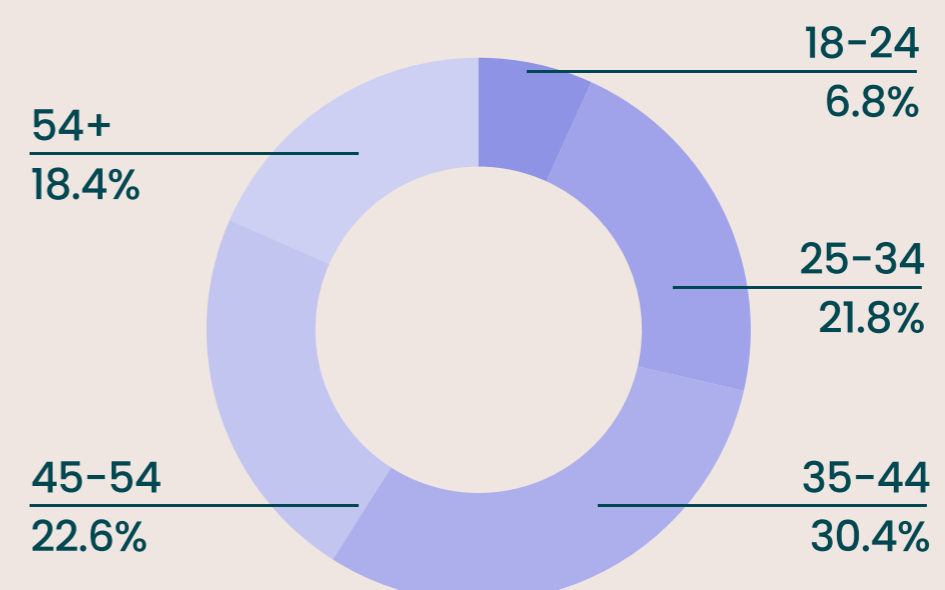
### Career goals



### Education level



### Age



**There's no one-size-fits all profile for logistics workers.** The education level of this group ranged a bit with 48% having a high-school degree, 28% a university degree and 17% a technical or vocational degree.

The majority of logistics frontline workers consider their role a long-term career commitment. This aligns, because 71% are over the age of 35 and are further along in their careers. *But what about younger generations - are they committed? We'll cover that later.*

# Pay is a Big Concern, But it's Not a Top Priority in Life.

Logistics workers made it very clear that their biggest concern is their level of pay. This emerged again and again throughout the survey data. Take a look:

- 71% reported experiencing workplace stress, **32% said it was because of low pay**
- The top reason why workers considered quitting their jobs was because of **low pay (30%)**
- Low pay was the **#1 reason for employee dissatisfaction**

It's clear that pay is extremely important - except when ranked against other priorities in life. That's when it dropped a bit in ranking.

This signals that frontline workers' desire for higher pay is more out of necessity (to support their families and partners) than any desire to simply be wealthy. They aren't dissatisfied with pay because they want to be rich - they just want to alleviate their financial stress.

Unfortunately, this pay gap isn't easily solvable for leadership. Pay rates are often restricted by corporate policies or regulated by state laws and guidelines. So leaders are left trying to figure out how to make their employees feel more valued in different ways.

## Priorities in Life, In Ranked Order:

1. Family / Partner
2. Career Development
3. Friends
4. Making Money
5. Health/Workout
6. Leisure/Hobbies

**In the rest of this report, we identify how to do this through adding flexibility, career pathing, increasing engagement, and embracing technology.**

# Better Flexibility and Career Pathing Can Improve Employee Retention.

Of the logistics workers surveyed, **21% had changed jobs in the last year**. Of the reasons for the departure, **27% cited it was because they needed more flexibility**. Nearly a third of departures could have been prevented if management better met the flexible scheduling needs of their teams. What does this mean in practice? Communication about schedules further in advance, and making it easier to pick up or swap shifts.

## What Scheduling Flexibility Do Workers Want?

37%

"Drop-in" scheduling for varied start times

28%

Advance knowledge of schedules

26%

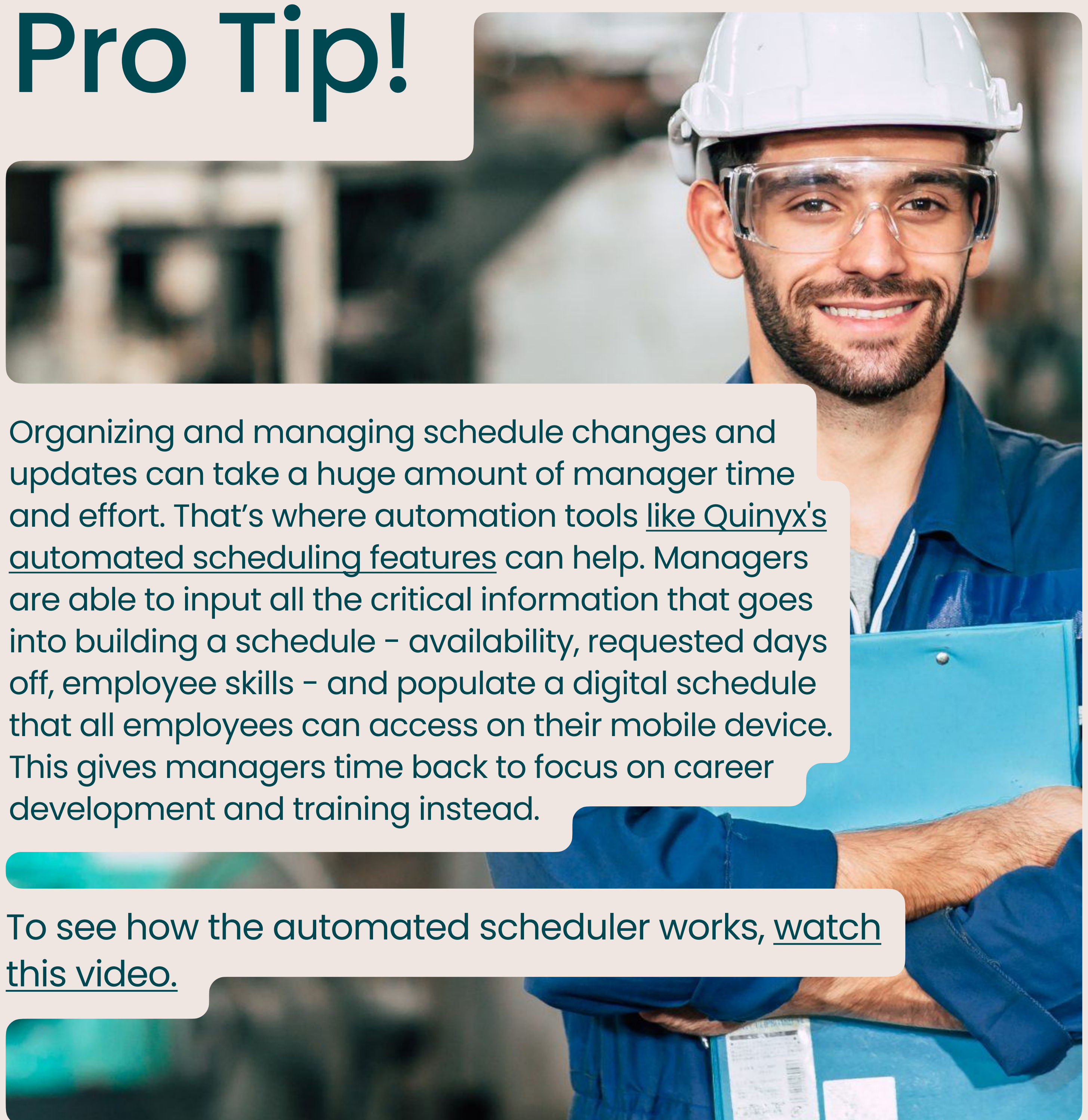
The ability to easily swap schedules within a 24-hour window

23%

Work a rotating shift schedule (ex. 3/10 or 4/12)

Without this kind of flexibility, many warehouses have to resort to mandatory overtime or time off due to poor scheduling communication and planning. This has a negative impact on frontline workers' personal lives and their ability to plan their income - and it's completely avoidable.

# Pro Tip!



Organizing and managing schedule changes and updates can take a huge amount of manager time and effort. That's where automation tools like Quinyx's automated scheduling features can help. Managers are able to input all the critical information that goes into building a schedule - availability, requested days off, employee skills - and populate a digital schedule that all employees can access on their mobile device. This gives managers time back to focus on career development and training instead.

To see how the automated scheduler works, [watch this video](#).

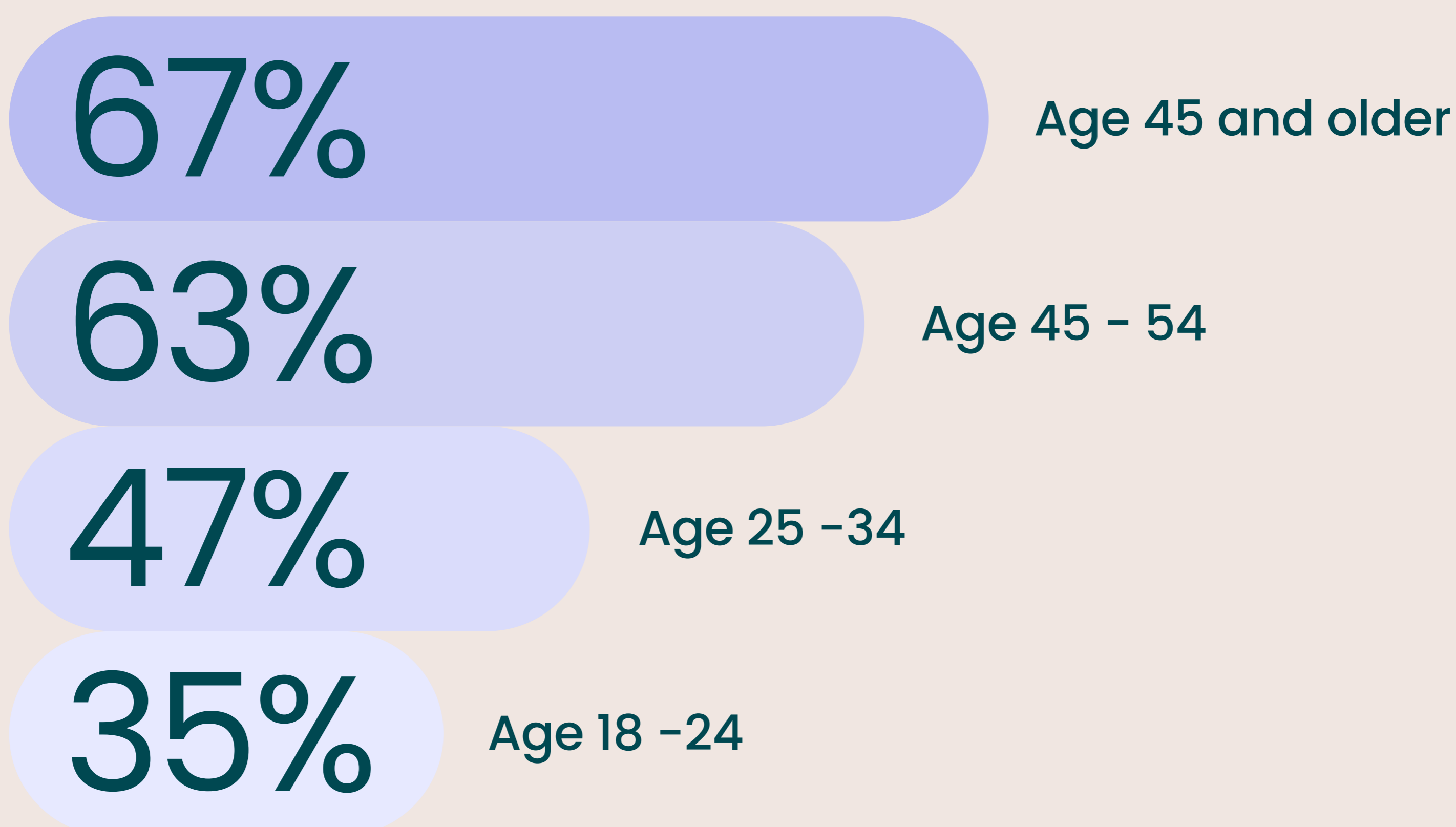
Another 9% of those surveyed cited they left their job in favor of better career opportunities. And as we shared before, career development was ranked as their second priority, just behind family.

Improving employee career pathing, including training and leadership development opportunities, will aid in retaining some of your most experienced and career-oriented employees. But our data also revealed that isn't the case for younger workers.

# The younger the frontline worker, the more support they need to consider this role a long-term career.

Looking at the survey data by age revealed a clear difference in perspective between younger and older generations of frontline workers in logistics. Only 35% of 18-24 year olds consider their job a long-term commitment, compared to 67% of 45-54 year olds.

## What percentage of frontline workers consider the job a long-term commitment?





# And the younger the respondent, the more likely they are to consider quitting.



18-24 year old frontline workers have thought about quitting their jobs in the past year.

Over half (52%) of 18-24 year olds considered quitting in the past year, compared to 36% of those 35+. We asked **why**, and found an interesting difference between the youngest group (Gen-Z) and the second youngest group (young millennials).

- Most 18-24 year olds that considered quitting reported it was because **they don't feel their employer values their work.**
- Most 25-34 year olds that considered quitting reported it was because **they want better pay.**

As age increases, pay becomes a more important factor. But it's not necessarily top of mind for your youngest employees. They want to feel more valued, understood and recognized for their contributions. Improving appreciation, boosting engagement, and increasing peer-to-peer communication will help younger workers adopt a more long-term career mindset.

# Pro Tip!



Employee engagement software can enable managers to improve communication and maintain a pulse on employee sentiment. Tools like [Quinyx](#) allow frontline workers to improve connections with their peers through company chat tools and appreciation features like rewarding a colleague with a badge. It increases connections between colleagues and with your brand. Managers can get instant feedback from their team through pulse surveys, so if engagement is dropping, they can take action right away.



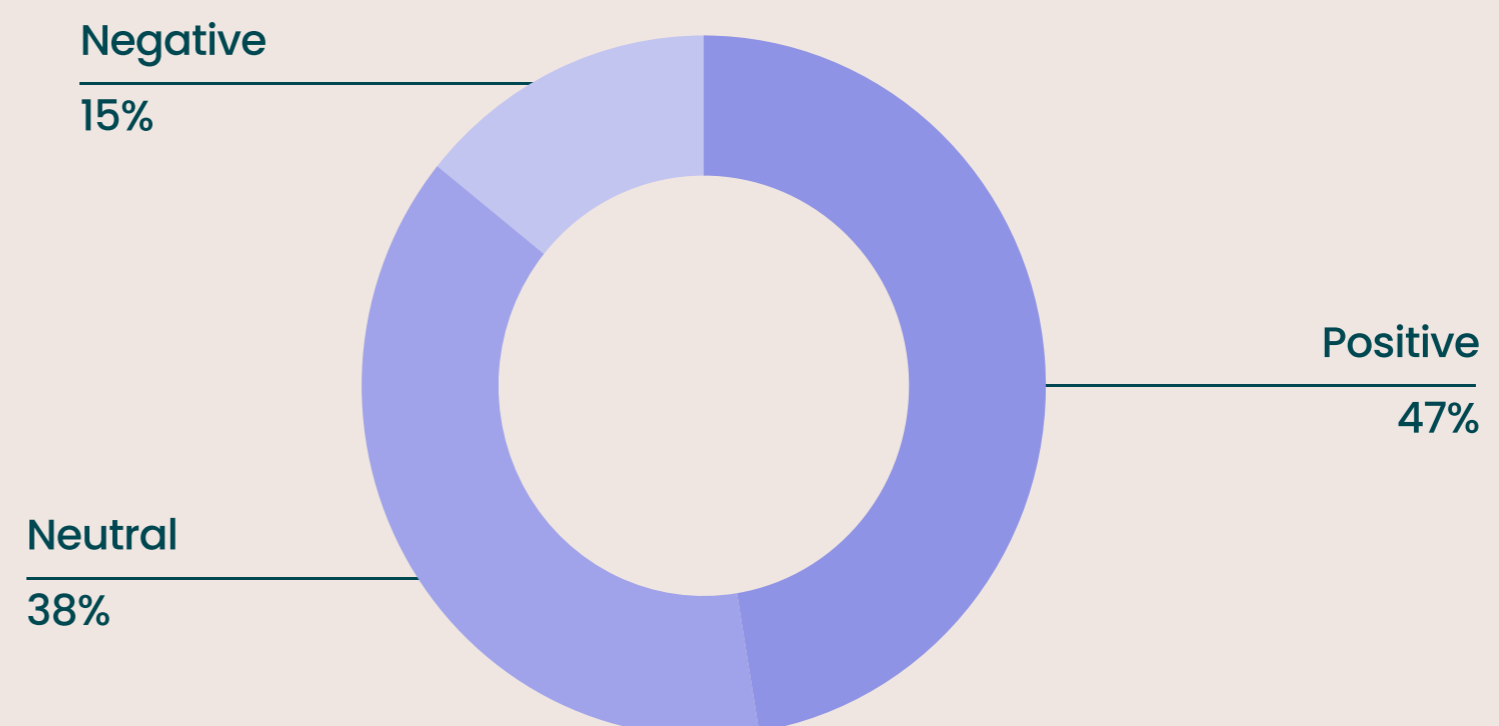
## Workers have mixed feelings about embracing technology – but they need it to improve their communication.

AI and new automation technology are being adopted rapidly because they improve efficiency and accuracy of warehouse management, distribution and shipping. [McKinsey](#) predicts warehouse robotics adoption to grow at a rate of 10% each year until 2030. Investing in this technology can improve frontline worker satisfaction, but there will be some education required to get the older generations on board.

According to our survey, 69% of frontline logistics workers are dissatisfied with the technology provided to them by their employers. **Overall, respondents (47%) believe the future of technology will impact their jobs positively.**

**But looking at the data by age reveals some differing opinions.**

### How do you feel future technology will impact your job?



When asked: “Do you think the future of technology can affect your job in a positive or negative way? (e.g. AI, QR-codes, self-checkouts, robots),” different age groups responded differently:

- **Under 35:** the majority (55%) feel positive
- **Age 35 to 54:** the majority (55%) feel either neutral or negative
- **Age 54+:** the majority (64%) feel either neutral or negative

We already shared that older workers more often consider their job a long-term career commitment. But they also have reservations about new technology. As you adopt new tools and platforms, be sensitive to this group of dedicated employees.

# Pro Tip!



## Handle technology implementation with care.

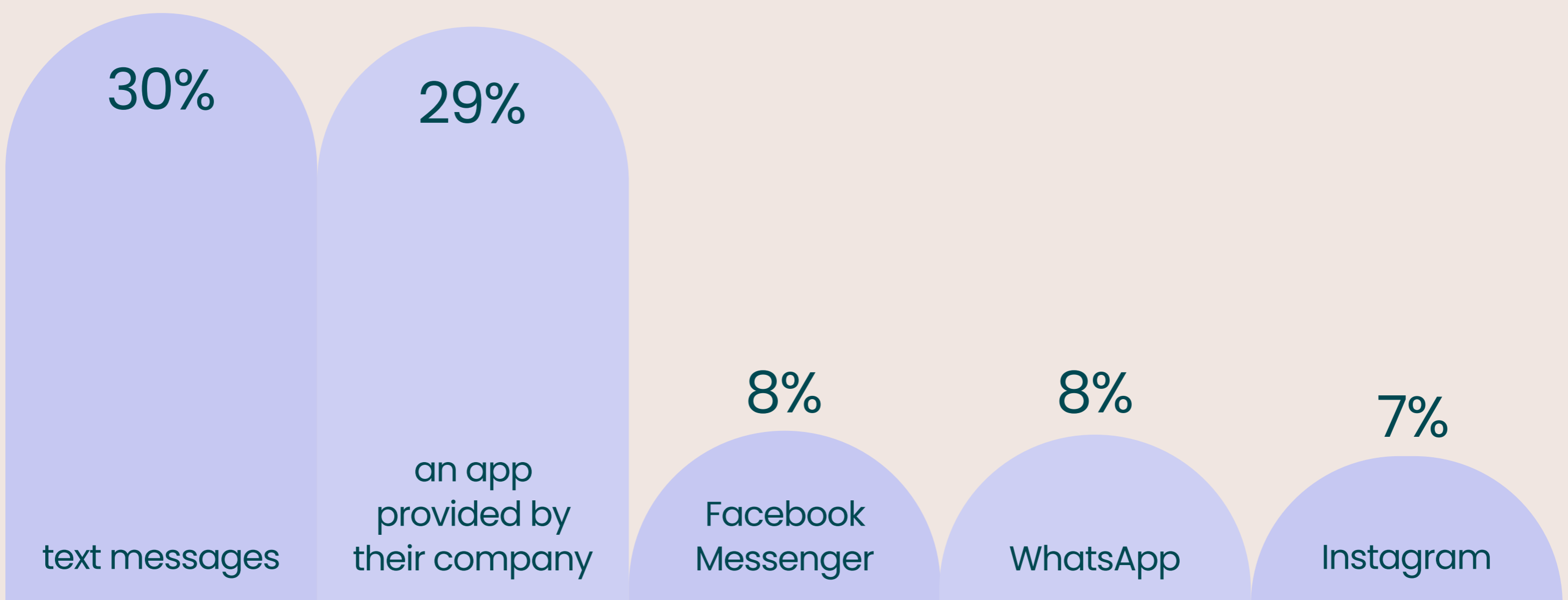
Robotics may be in the 5-year plan, but there's a digital transformation step that needs to happen first to set your warehouse up for success. An employee engagement tool that enables peer-to-peer communication and simplifies managers scheduling and staffing tasks is a good place to start. But you've got to proceed with caution.

Here are some tips to keep in mind:

1. Lead with open communication about the benefits and the opportunities at hand for career development.
2. Start with management. Show frontline workers the efficiency and productivity gains before asking them to do it themselves.
3. Evaluate tools with user-experience at their core - the easier to use, the better.
4. Consider making the digital transformation in steps (or even optional) depending on the role.

# Streamlined communication will benefit everyone.

Communication is key to running a successful warehouse. But most frontline workers don't have one central place to go for work-related communication. The survey revealed they use a wide variety of applications to communicate with colleagues and managers. Check it out:



Employees are resorting to creating their own communication channels because they need to. But these channels are not able to be monitored by HR and may create disparate communication gaps - some communicate in person, others by email. Some employees have smartphones and text, while others rely on the paper schedule at work and word-of-mouth. Warehouse leaders need to consolidate these fractured communication channels and encourage the use of a single application that offers personal and community-based messaging.

“Using two cups connected by a string would be smarter than what my company uses.”

- Survey respondent



# Pro Tip!



## The Benefits of An Employee-Provided Communications Tool

- **Consistency** - managers can set and uphold communication processes, so frontline workers know how to engage.
- **Safety** - worker communications can be monitored by management for inappropriate behavior.
- **Consolidation** - Managers can communicate with their team or individuals, and frontline workers can easily communicate with anyone in the organization.
- **Information sharing** - Every employee knows where to find documentation, news, updates, and more.
- **Judgment-free zone** - frontline workers can ask questions or ask for help in a dedicated environment.

With Quinyx, your employees have just one app to access everything they need to be engaged with your operations, culture, values, and each other. [Take a tour of the Quinyx platform](#) that breaks down silos to give your employees consistency, clarity, and a convenient way to ask questions.

# Wrapping up



## Frontline workers are more stressed out than ever

Frontline workers are working hard behind the scenes, powering your business and ensuring product moves through the supply chain as it is intended. They are an essential part of your business, and they need your help.

Over 60% of logistics workers consider their roles long-term career commitments. But at the same time, the majority are feeling stressed, dissatisfied and disengaged. And there are clear differences in expectations coming from the younger generations of workers, who want better recognition and support. The older generations are seeking higher pay to support their families.

New automation tools are changing the skill sets required by your frontline workforce. But with staffing shortages, you want to do everything you can to find and retain top talent and strengthen leadership skills.

With a holistic approach to managing and engaging the frontline – which includes streamlining communication and technology, offering flexibility, and fostering a culture of recognition – your business will thrive.

## How this survey was done

The 2024 State of the Frontline Workforce Report is based on an online survey that took place between February and April 2024. During that time, we received survey responses from a total of 12,500 frontline workers across the retail, hospitality, and logistics sectors. The survey was conducted in 8 countries: United States, United Kingdom, Germany, Netherlands, Sweden, Finland, Norway and Denmark. The US logistics report highlights responses from 500 frontline workers within the logistics sector in the United States.

Results were analyzed and compared to survey results from prior State of the Frontline Workforce reports to identify key trends. The most significant findings and what they mean for frontline employers are outlined in this report.

## Do you want to learn more?

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