

WHERE TALENT AND TECHNOLOGY COLLIDE.

How AI is shaping the future of logistics

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THE **BIG** PICTURE

Using insights from the Adecco Group's Global Workforce of the Future and Business Leaders research, this report explores how artificial intelligence (AI) is driving change within the logistics sector. It captures the views of both employers and employees in the logistics sector. It highlights the urgent need for workforce strategies to keep pace with technological change.



AI & LOGISTICS

AI is big news in global logistics and supply chain management. In 2024 the market for intelligent AI-driven services and solutions was worth \$24 billion, and this is expected to soar to over \$740 billion by 2034, with a compound annual growth rate (CAGR) in excess of 40%.

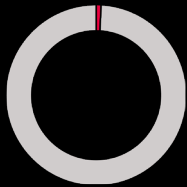
As AI technology continues to learn and adapt, its applications for logistics are unlimited. Accurate up-to-the-minute tracking, proactive communications, forecasting demand, improved efficiency and data-driven decision making are just the start of the journey.

While the industry is rapidly changing to embrace the benefits of AI, the waves are being felt in the workforce - particularly on the warehouse floor. The need for manual labor is decreasing, and demand for new roles and skill sets are emerging.

To capitalize on the benefits of AI and retain a competitive advantage, logistics companies must rethink their talent strategies from the ground up. Success will increasingly depend on organizations building workforce trust, strengthening digital fluency and enabling employees to adapt alongside technology. Only then, will employers be ready for the next era of global logistics.

KEY FINDINGS

Leaders recognize the importance of AI but lack a clear strategy to adapt to new ways of working.



Only 2% of logistics companies can be considered 'future-ready' - companies that foster adaptability, invest in skills & enable career mobility



23% don't have an AI policy

51%

say their leadership team is not well-prepared to leverage AI tools in decision-making

42%

of organizations do not deliver formal training to reskill or upskill employees in AI

Future-ready organizations are human-centric, tech-enabled and adapt in the face of disruption. They share four key characteristics:

1

Prepare leaders for a changeable future

Facilitate adaptability and career mobility

3

2

Commit to workforce skills development

Take a structured and accountable approach to AI

4

2%

of companies are future-ready

Workers are enthusiastic about AI but are not being involved or supported in the transition.

81%

believe that AI is creating more jobs, while 75% say they see jobs evolving

78%

intend to drive their skills development to keep up with the changes

77%

are comfortable collaborating with AI in the workplace

However, only **27%** have been actively involved by their employer in how their work is being reshaped by it

34% of logistics organizations expect employees to adapt alongside AI adoption, creating greater pressure for structured learning and workforce support



Leaders are not fully utilizing data and AI to improve recruitment strategies, but are beginning to embrace technology to source the talent needed.

From surveyed organizations:

57% are already running cross-functional “future of work” labs or design sprints to explore how they redesign jobs

Over half (51%) have provided formal upskilling opportunities, with a further 38% planning to do so within the next 12 months

32% identify investing in developing and upskilling employees as one of the most important ways to build workforce trust

30% of logistics leaders are dissatisfied with their organization’s performance in embedding AI tools and policies



The time to act is now: Organizations that fail to actively involve employees in AI transformation risk losing trust, engagement and critical talent - and their agility advantage

EMERGING OPPORTUNITIES

Transforming logistics - and its workforce

AI is starting to be embedded in the logistics industry, touching everything from automating warehouse inventories, optimizing delivery and transportation routes, and upleveling real time tracking, to forecasting demand and providing the intelligence for Automated Guided Vehicles (AGVs) and Autonomous Mobile Robots (AMRs) for picking and packing.

This is leaner and more cost-efficient logistics than the world has ever witnessed. It has enabled supply chains to move at far greater speeds and with increased reliability. With greater adoption of AI, companies can increase their competitive advantage on cost and meet increasingly high customer expectations.

But this fundamental change to operations is not without its challenges. The AI era is changing workforce requirements and research suggests 37% of on-the-job skills used in supply chain and transportation today are expected to change by 2030.

"Today, much of warehousing still relies on manual work," explains **Nina Ketels, Global Account Director at the Adecco Group**. "But as companies adopt robotics, automated vehicles and advanced AI-driven solutions, the nature of that work will evolve. We won't eliminate manual roles, but they will shift toward more skilled, tech-enabled tasks. The warehouse floor of the future will look very different - more automated, more data driven and more focused on humans working alongside intelligent systems, rather than being replaced by them."

Warehouse roles are rapidly evolving toward more technology-enabled and decision-supported work: less human in-the-loop (HITL), more human-on-the-loop (HOTL) to undertake fault finding and trend analysis.

This shifting worker profile - from predominantly manual labor towards more AI-enabled and tech-supported roles - presents a major opportunity for the logistics industry to attract new talent and critical AI and data capabilities.



Location matters

The pressure on workforce skills is already being felt across the sector. More than half (55%) of logistics organizations say AI has changed the skills required for certain roles, while a further 34% report that job descriptions have already been rewritten as a result. With global demand for AI and data skills outstripping supply, scarcity of the right talent is a real and growing issue.

The recruitment challenge is made more prevalent by location. Logistics hubs are traditionally located at major nodal transportation points like ports, railroad junctions and airports. Here, companies have access to a large pool of manual, low-skilled workers.

However, many of these hubs are not adjacent to relevant talent pools of technical, AI and data-skilled workers. And this could be a catalyst for major change.

Managing risk

The fragility of globalized supply chains and geopolitical instability is already prompting the sector to consider how to best manage these risk factors. Relocating logistics hubs could be one answer, but it is a complex undertaking. Using AI, logistics operators can access additional intelligence which could help secure better node locations as well as better access to the skilled labor market - it's a long-term process to move sites, but there is significant opportunity to maximize investment, secure future growth and boost resilience.

Simon Ottaviano, Delivery Operations Director for Europe at the Adecco Group, says: "As the world and its supply chains became more globalized, they also became more fragile. As a result, there's a rethink happening in many countries around sovereignty and surety of supply, and this is leading them to consider how and where they locate their logistic nodes. One of the big considerations driving this is ensuring that there is the right talent in the right locations to be able to service their distribution centers."



Recruitment and retention

For an industry long perceived as lacking flexibility and career growth opportunities, the introduction of AI and advanced technology could accelerate change.

Intelligent automation and AI-driven warehouse operations are fundamentally reshaping physical work on the warehouse floor, positively impacting the safety and wellbeing of workers and allowing for a better work-life balance. With automated systems taking over the heavy lifting and ensuring scheduling is more predictable and balanced, the need for long shifts and overtime during peak-loads is reduced and workers benefit from more social hours not previously possible in traditional warehousing environments.

AI talent magnet

Forward-thinking logistics companies are an attractive prospect to AI-capable talent too, where competition for staff is most intense. Those slow to adopt AI-driven practices will miss out on top candidates in the short term and face escalating labor costs in the long term.

Ketels adds: "If I wanted to work in logistics, I would go to the company with all the latest technology - the one on the right train, a company that is investing in its people to train and upskill them. A company that's not on that train and isn't investing in AI will lose a lot of talent."



Nurturing in-house talent

AI and automation exist as tools to support logistics operators. While their capabilities will make some roles redundant, it will also create new ones. During this transition, employers have a responsibility to upskill and reskill workers to meet the evolving needs of their business.

We know that both formal learning programs and trainers are in short supply. However, companies committing to developing a future-ready workforce and offering AI skills training will go further, particularly with candidates who have some basic skills and a good mindset to learn. It can also be a positive tool to retain the best workers, allowing them to grow with the business, not get left behind.

As Babette van Blommestein, Global Delivery Director for Logistics at the Adecco Group, explains: “Upskilling is on one side more expensive, as you are investing in training and those staff can demand higher wages in more skilled roles. But it is necessary as the nature of manual tasks is evolving. Hybrid roles are on the rise, making that training and development all the more important.

“Reskilling opportunities are where employers have a responsibility but also a necessity to succeed in the race to attract and retain talent,” adds Ottaviano. “The pool of potential employees is finite and shrinking, so employers need – and are obligated – to invest in developing their people, because their skills and contributions are essential to the organization’s success.”





THE **EMPLOYEE** PERSPECTIVE

Adecco's Global Workforce of the Future Research 2025 captured the changing world of work from an employee's perspective, to better understand their perceptions of AI and their expectations for the future of work. Highlights from the research include:

- **The AI trust score for respondents from the logistics industry is **4.36 out of 10**, slightly below the 4.5 average global score.**
- **Over three out of four (**81%**) respondents believe that AI is creating more jobs.**
- **Around one out of three (**37%**) workers have seen - or anticipate - job displacement.**
- **Almost eight out of 10 (**77%**) employees are comfortable collaborating with an AI agent as part of their job.**
- **Workers believe they are saving on average **2 hours a day** by using AI.**
- **Employees say having a better understanding of the impact of AI on the work they do is one of the best ways to create a **stronger sense of individual purpose**.**

Finding purpose in an increasingly AI-driven industry

AI is being increasingly integrated into working life, but far from being fearful of being replaced, most employees remain optimistic about the future. Acceptance of the growing role of technology is rooted in understanding how and where employees will fit into the new world of work. Offering a clear roadmap to employees with high value career opportunities and a strong sense of purpose is therefore a powerful retention tool for employers negotiating the transition to AI-driven operations.

Over three out of four **(81%)** respondents believe that AI is creating more jobs, while **75%** say jobs are evolving

One in three **(37%)** workers surveyed have seen - or anticipate - job displacement

45% of workers say they feel a strong sense of purpose at work every day (**46%** is the global average)

Employees say having a better understanding of the impact of AI on the work they do is one of the best ways to create a stronger sense of individual purpose

Unlocking the real value in time saved

Improved productivity is one of the big selling points for AI, but this is only an advantage when the time saved is used for high-value tasks - and this isn't always the case. Measuring the value of AI and developing skills to use it more effectively in the future is imperative to unlocking capacity and translating technology into business impact.



Workers believe they are saving **2 hours** a day on average by using AI

A third **(35%)** of workers can confidently measure the impact of their work

Over three quarters **(78%)** intend to develop their skills (**83%** is the global average)

Building trust in technology to transform the workplace

AI agents are autonomous, AI-driven systems that can understand their environment, make decisions, and carry out tasks on behalf of users (often across multi-step workflows and without continuous human oversight). They are increasingly commonplace in business and industry, and their accelerated use is influencing what 'work' will look like in the future. To establish trust in these systems, employees need to be involved in the process of introducing them and redesigning roles - after all, they know their jobs better than anyone. Transparency, collaboration, and targeted communication build the foundations of trust.

- **Almost eight out of 10 (77%) workers are comfortable collaborating with an AI agent as part of their job.**
- **Over half (60%) expect their employer to integrate AI agents into their workflow in the next 12 months.**
- **27% of respondents say they have been involved by their employers in the design of work being reshaped by AI (30% is global average).**
- **The AI trust score for respondents from logistics industry is 4.36 out of 10, slightly below the 4.5 average global score.**





THE EMPLOYER PERSPECTIVE

The view from the staffroom is just one aspect of the industry's transition to an AI-powered future. Employers readily recognize the major impact intelligent technology is having - and will continue to have - on their operations, and the need to adapt.

The Adecco Group's Business Leaders Research brings together views on the changing world of work from an executive perspective, focusing on the impact of AI on talent strategy and leadership.

What is evident from the boardroom view is that existing approaches to attracting and retaining talent are no longer fit for purpose. While the employer data shows that 77% of logistics organizations have not reduced their workforce headcount, **34%** report that job descriptions have already

changed as a result of AI, and **55%** say AI has changed the skills required for certain roles.

AI technology is grossly outpacing many businesses' capacity and capability to adapt, and it is hitting the bottom line hard. Some of the biggest barriers to improving people and talent strategy include complexity of change (**38%**), lack of reliable IT systems or data (**33%**), HR functions lacking authority to implement change (**29%**).

Leaders need to lead on AI

Without a clear strategy to match tech and talent in the AI era, leadership fails, and responsibility falls between the cracks. While most companies say they are delivering formal training to reskill and upskill staff, **over a third (34%)** of logistics leaders expect employees to proactively update their skills, roles and responsibilities to adjust to the impact of AI.

For many organizations, this happens within a policy vacuum, as **23%** of executives say they don't have an AI policy, and it's left to employees to decide how it's implemented.

Future ready or not?

The upshot of this hesitation to evolve and adapt? **Only 1 in 50** companies qualify as future-ready.

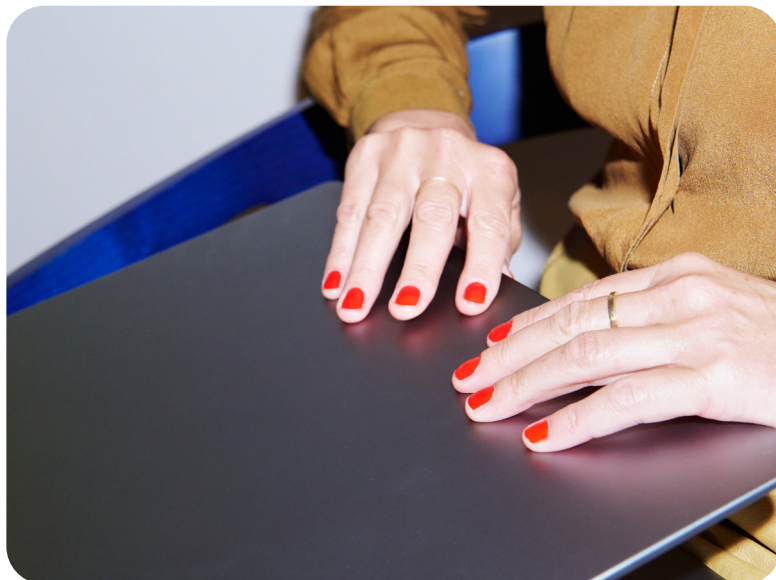
This is evident in the research: only **32%** of executives use workforce and skills data to inform hiring and workforce-planning decisions.

By contrast, all future-ready logistics organizations surveyed are identifying emerging skills gaps. Not because they have an inside track, but because they understand that skills scarcity is currently the biggest barrier to digital transformation.

Less than half (**45%**) of logistics organizations are encouraging internal mobility, compared to **100%** of future-ready organizations, limiting their ability to develop and redeploy talent in a rapidly changing environment.

AI is changing the logistics industry fast, and those who hesitate will be left behind.





FIVE STEPS TO BECOMING FUTURE-READY

As **Christophe Catoir, President, Adecco** outlines: “Future-ready companies think differently. They don’t just respond to AI - they lead with it, using AI to change how their business runs, how their people grow and how decisions get made. Because they invest in developing their leaders, they have the skills and strategy needed to use technology to stay ahead of the curve.”

The journey to become a future-ready organization starts with closing the gap between leaders’ AI ambitions and employees’ ability to act on them.

The route to accomplishing this has five main steps:

1 BUILD TRUST WITH EMPLOYEES

Employees who feel their concerns are being taken seriously and who are genuinely involved in how AI is shaping their work are more likely to play an active role in helping their employers unlock AI’s full potential.

- Explain why AI is being introduced, how it affects roles and what safeguards are in place
- Involve employees directly in job redesign discussions and clearly communicate the roles that both humans and AI agents are expected to play and how this will bring value for both the individual and the company
- Take employee concerns seriously and educate the workforce about the frameworks and guardrails in place to protect personal data and uphold ethical standards

Think about: Holding a short demo and anonymous Q&A before you launch a new AI tool so employees can flag concerns and vote on which tasks feel appropriate to automate. Then share a summary of what was asked and how people’s input shaped the rollout.

2 BUILD DIGITAL FLUENCY FROM THE TOP DOWN

Top-down mandates alone won't work; leaders must model AI literacy and future-ready skills before expecting them from their teams.

- Invest in leadership development
- Equip leaders with AI capabilities
- Measure upskilling efforts and tie them to leadership incentive programs
- With only 30% of logistics organizations confident their leadership team has sufficient AI skills and knowledge, credible leadership on AI has to come first.

Think about: Requiring senior leaders to complete a short, practical AI bootcamp - for example, using generative AI to optimize a delivery route - before asking their teams to upskill.

3 SUPPORT TALENT TO UPSKILL AND ADAPT

Organizations that encourage experimentation - and back it up with comprehensive upskilling - cultivate employees who are willing to embrace change and are equipped with the tools to make it happen.

- Guide employees to develop new, value-adding capabilities through targeted upskilling and career development
- Promote the idea that upskilling and career mobility go hand in hand
- Provide transparent guidance on the skills necessary for next career steps and promote non-linear career paths
- While 77% of employees are comfortable collaborating with AI agents at work, only 51% of logistics organizations are providing formal upskilling and development opportunities.

Think about: Setting up a small internal 'AI training hub' for teams most affected by new tools - for example, giving regulatory or warehouse management staff access to clear, step-by-step courses and practical training sessions.



4 STRENGTHEN DATA FOUNDATIONS

AI can help organizations unlock the full value of existing talent data by making recruitment more targeted, personalizing training and making mobility strategies more effective.

- Establish strong data foundations to make sure AI outputs are reliable, trusted and connected to business outcomes
- Use AI tools to create tailored experiences for employees, identifying career paths, training and opportunities
- Balance your talent strategy's use of AI for agility with a commitment to human-centricity for sustainability and inclusion
- Currently, only 51% of logistics organizations have implemented technical solutions and data insights for workforce planning, while just 30% are using AI in candidate sourcing.

Think about: Starting with a simple talent data clean up project - for example, standardizing job titles, skills data and training records across functions so AI tools can reliably match employees to learning paths or internal opportunities.

5 MEASURE PROGRESS

The only way to understand how AI is impacting employee wellbeing and business performance is through robust, consistent measurement frameworks.

- Establish clear metrics to track AI adoption, employee engagement and skill development across the organization
- Regularly assess the impact of AI initiatives on both business outcomes and employee wellbeing
- Use data-driven insights to refine your AI strategy and ensure alignment with workforce needs
- The urgency is clear: logistics workers are already saving 2 hours a day through AI, yet only a third can confidently measure the impact of their work.

Think about: Creating a simple monthly or quarterly AI impact dashboard that tracks a few clear indicators - for example, how often teams are using new AI tools, how much time they're saving and how employees rate their comfort and confidence levels.



LEADING WITH **HUMANITY**

Trading goods and moving supplies from one place to another is an industry as old as time. For thousands of years merchants have adapted to new modes of transport, new routes between continents and the rapid globalization of the supply chain.

However, what we are witnessing now is something very different. The growth of the intelligence age is driving change on an unprecedented and rapid scale, transforming every aspect of the logistics industry as we know it. AI adoption succeeds when organizations combine technological transformation with human-centered leadership.

But having AI-driven tools and technology isn't enough.

AI still needs people. They bring judgment, adaptability and collaboration to the table. Technology is there to streamline processes and empower, not replace, workers. As automation evolves, yes, the nature of work in logistics will shift – traditional physical tasks may decrease, while more technical, skill-based roles grow. This creates new opportunities for workers, and organizations must reshape their hiring and talent strategies to attract these profiles.

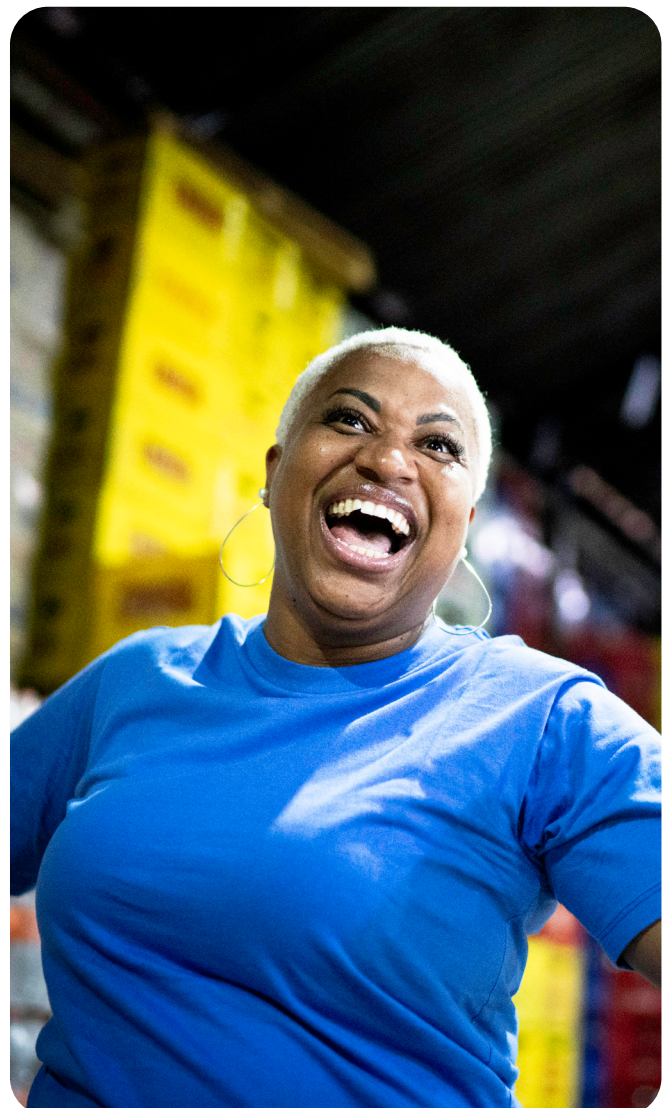
Securing the services of people who may never have been drawn to logistics before will take more than attractive job descriptions. Modernized work environments, rethinking operations and even relocating facilities closer to where the right talent is available are all considerations.

At the same time, employers have a responsibility to support the teams already in place. There is an onus to invest in upskilling and reskilling existing staff; no-one should be left behind as the industry transforms.

Only with a future-ready workforce can the logistics industry begin to unlock the agility advantage that AI offers. Technology can open doors – but it is people who ultimately strengthen organizations and help them adapt to what comes next.

Christophe Catoir, President, Adecco concludes:

"As technology transforms tasks and roles, it is purpose, value and trust that will keep our workplaces human. There is no replacement for real human connection. In the end, it is people - not technology - who will build the resilient, adaptable workforces of the future. Our research shows that AI can be the bridge to opportunity for employees and leaders, giving those that embrace it, a clear agility advantage for the future."



GIVING **YOU** THE AGILITY ADVANTAGE

In a world of work that's changing faster than ever, the Adecco Group creates the agility advantage - bringing people and technology together to elevate potential, accelerate growth and build workforces ready for what's next.

For further information or to continue the conversation, please contact our team at

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About the research

The Adecco Group's Business Leaders Research: 'The human premium: Leadership beyond the algorithm' (May 2026) surveyed 2,000 C-suite executives across 13 countries and 16 industries, aiming to understand how organizations are navigating AI, digital transformation and talent strategy.

The Adecco Group's Global Workforce of the Future Research: 'Humanity at work: How to thrive in the AI era' (October 2025) surveyed 37,500 workers across 31 countries and 21 industries, offering a comprehensive view of how employees are adapting to AI and redefining the future of work.