

CRITICAL INFRASTRUCTURE:
Driving Employment
Growth Within The UK's
Logistics Sector



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01 Foreword



Robin Woodbridge
Head of Capital
Deployment and
Leasing at Prologis UK

The scale of the logistics sector is astounding. Soon to be the largest employer in the country with over 7% of the UK workforce, it provides roles from HGV drivers, as well as those staffing warehouses, technology, engineering, and managerial positions. As we watch the industry revolutionise itself and become more automated, we will see more jobs especially in AI, robotics, and coding. It is an incredible sector that has exceptional opportunities and resilience (as we saw in the pandemic) however it is often overlooked by the Government and taken for granted by the public. Logistics is the fourth utility because it is critical infrastructure that is needed to keep the country running. It is a sector which continues to evolve and grow at pace, where there are exciting job opportunities for diverse groups of society, where you can train and develop a myriad of skills and be well paid.

We started to produce research on the logistics workforce in 2006 to help us and others better understand the opportunity of the sector. This data has evolved from density figures to an ever-growing range of evidence. The data has created our welfare initiative PARKlife, inspired the design and construction of our first training Hub at DIRFT, enabled the future roll-out of similar facilities across our parks, and helped stimulate the creation of the Prologis Warehouse & Logistics Training Programme (PWLTP) which has delivered over £12m of social value since 2021. We will keep going and we hope to inspire others. We can only do this through the information we collect and share, through collaboration with decision makers, the wider sector and broader society by increasing and maintaining awareness, working with stakeholders and Government partners to shape perceptions.

Our goal is to showcase the amazing opportunities of logistics, a critical sector to the UK economy. In doing so we strive to encourage people and society to give logistics a go in every way!

02 Key Findings



Prologis UK have been conducting research since 2006



The logistics and supply chain sector in the UK employs over 2 million people (approx. 7% of the national workforce) and generated £139 billion of value in 2019



The proportion of **female employees grew from 34% to 39%** between 2018-2022



Both full-time and part-time employees within the logistics and supply chain sector are **earning above the median average salary across industries**



The sector offers **opportunities to progress** to senior roles regardless of academic qualifications – with 63% of logistics managers not holding a university degree



Full-time employment in the industry is growing – with 91% of employees across Prologis UK sites employed through full-time contracts



The sector drives **high satisfaction amongst the workforce** – with 66% of logistics employees stating that they 'love' their chosen career



The logistics and supply chain sector **offers long-term opportunities** – with 54% of the workforce having been employed in the sector for over a decade



63% of workers aged 18-34 years old see their current role leading to a **long-term career**



Only 7% of young adults would consider a job in logistics.

03 Research Methodology and Sample

To ensure a robust and comprehensive understanding of the logistics and supply chain sector, this white paper incorporates a combination of proprietary research conducted by Prologis UK, third-party studies, and data from various sources. These sources include surveys conducted among sector professionals, analysis of national statistical data, and interviews with key stakeholders.

By utilising a broad range of datasets, we have identified key trends and patterns across the logistics sector. Our evidence-based insights and recommendations are designed to assist decision-makers in addressing the challenges and opportunities within the logistics and supply chain sector.

04 Introduction

This white paper commissioned by Prologis UK aims to explore the evolving landscape of the logistics and supply chain sector in the UK.

The focus throughout is on the changing sector landscape, demographics of logistics personnel, and on the challenges and opportunities within this sector to be addressed immediately.

Through a balanced and thorough analysis, we provide evidence-based insights and recommendations for decision-makers to navigate the complexities of logistics and supply chain. Specifically, we address the importance of the logistics workforce today and tomorrow, and the role they play in ensuring that the nation continues to function.

This report aims to contribute to the resilience and future growth of the logistics industry, providing valuable insights and recommendations for consideration by decision-makers both in and out of the sector.

05 Who are logistics workers, and what do they do?



THE CHANGING NATURE OF EMPLOYMENT IN THE SECTOR

The logistics sector is a vital contributor to the UK economy, employing over 2 million people (approx. 7% of the national workforce) and generating £139 billion of value in 2019 (Logistics UK, 2022). However, there is often confusion about the nature of employment within this sector.

Prologis UK is committed to sharing valuable sector insights with stakeholders both within and outside of the logistics sector, offering an informed perspective on the sector and its workforce to ensure decision-makers are equipped with the information required to make well-informed decisions.

To better understand the nature of employment in logistics, Prologis UK has been conducting snapshot surveys amongst their customers since 2006, gathering data from a cross-section of logistics customers every four years, as well as conducting research in 2021 to measure the impact of the Covid-19 pandemic on the sector.

Most recently, in 2022, Prologis UK sites across the country provided demographic, behavioural, and attitudinal data representing a total of 5,614 sector employees occupying almost 6 million sq ft of logistics buildings.

The 2022 survey asked:

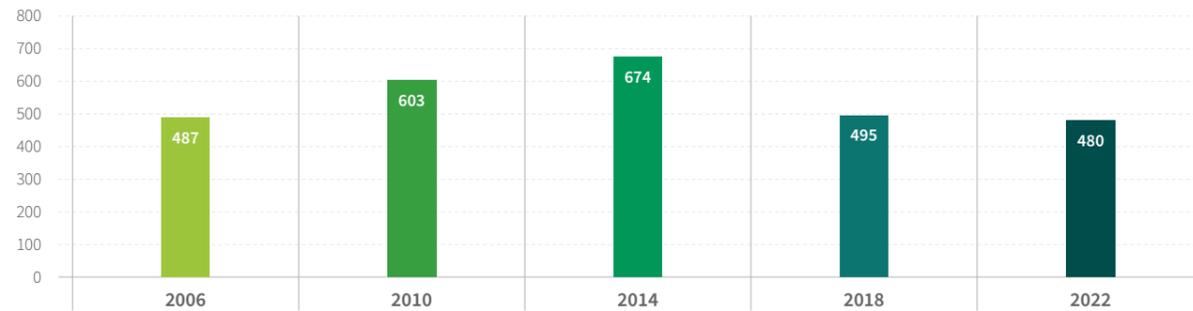
- How many people do you employ?
- Of these employees, what is the gender ratio of the employees?
- How many of these employees are employed on a full or part-time basis?
- How many of these employees are hired in the following areas: Warehouse, Office, Drivers, Managerial, Other?

TYPES OF JOBS

PART-TIME VS. FULL-TIME EMPLOYMENT

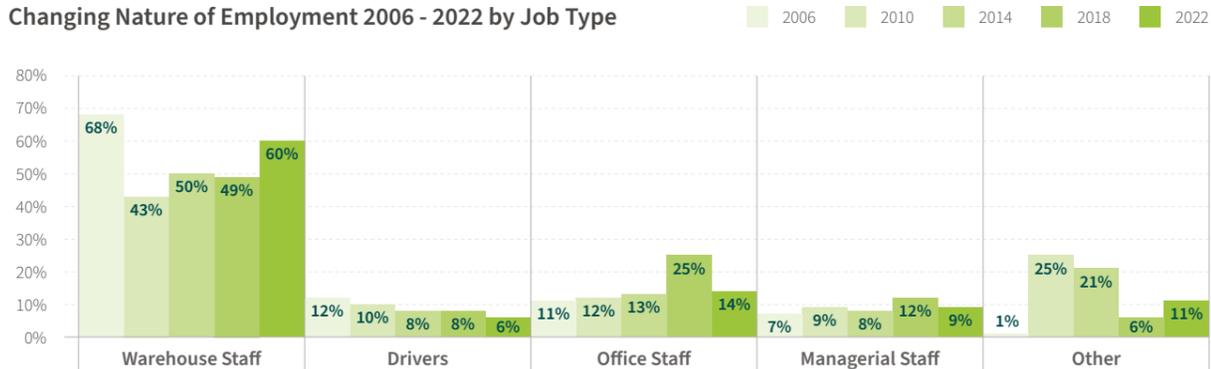
The logistics sector has undergone a significant transformation in recent years, with a shift in the distribution of roles and evolution of operational priorities, as illustrated by research from Prologis UK.

Changing Nature of Employment 2006 - 2022 by Worker Density



Charted figures are based on survey responses from logistics companies with varying building sizes and employee counts, scaled to maintain a consistent employee-to-sq-ft ratio for a specific sq footage (i.e. 500,000 sq ft).

Changing Nature of Employment 2006 - 2022 by Job Type



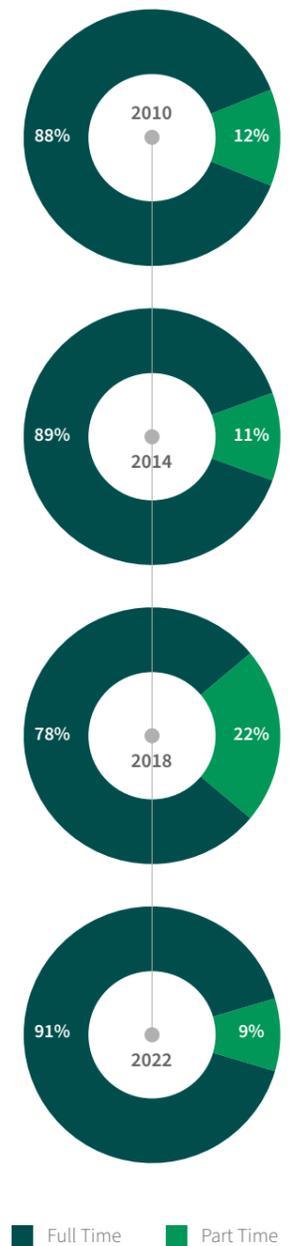
The density of workers within a typical logistics building increased between 2006 to 2014, but this has recently begun to decline. Contributing to this decline may be the rise in the popularity and use of automation and robotics throughout

the sector over the last 10 years. In addition, despite an overall decrease in the number of employees, the diversity and range of jobs has generally continued to grow.

The logistics sector has demonstrated a relatively stable balance between full-time and part-time contracted employees.

In 2010, 88% of the workforce was employed on a full-time basis, increasing to 89% in 2014 (Prologis UK, 2023). Although the percentage of full-time employees decreased to 78% in 2018, there has been a significant shift towards full-time contracts in 2022 (Prologis UK, 2023).

Currently, 91% of the logistics workforce employed across Prologis UK sites that responded have full-time contracts, with only 9% employed with part-time contracts, exceeding the national average for full-time employment amongst working-aged people, which stands at 77%. This demonstrates the sector's commitment to providing secure employment opportunities and stable working conditions, contributing to the overall stability of the national economy (Prologis UK, 2023).



NUMBER OF JOBS & EMPLOYEE DENSITY

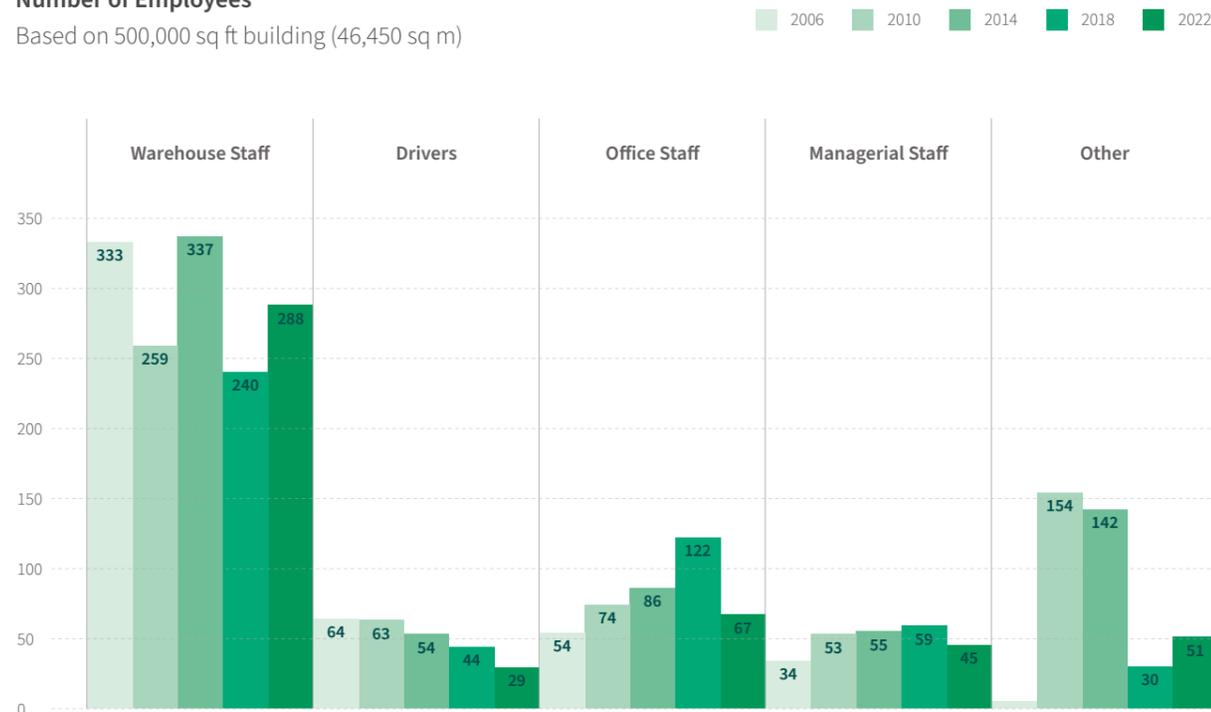
Employee density across logistics sites has fluctuated with each round of research conducted by Prologis UK.

In 2006, Prologis UK calculated that, on average, its logistics customers employed one person for every 69 sq m of floor space across their sites. By 2010, this ratio had shifted to one person for every 77 sq m and by 2014 it had returned to one person for every 69 sq m.

More recently, in 2018, this figure changed to one person employed for every 95 sq m of floor space, moving again in 2022 to one person employed for every 97 sq m of floor space.

Number of Employees

Based on 500,000 sq ft building (46,450 sq m)



Charted figures are based on survey responses from logistics companies with varying building sizes and employee counts, scaled to maintain a consistent employee-to-sq-ft ratio for a specific sq footage (i.e. 500,000 sq ft).

PROLOGIS PARK KETTERING



GENDER OF EMPLOYEES

In 2018, Prologis UK began to collect statistics on the gender distribution of employees across its customer-base. Interestingly, 2022 saw female employees grow from 34% in 2018 to 39% in 2022



The logistics and supply chain sector, which has traditionally been male dominated, is now seeing a rise in female workers. The sector's flexibility, particularly in working hours and conditions, is proving to be an attractive benefit for female employees – with 76% of women citing this benefit as important.

With women in the UK typically adopting the role of primary caregiver, careers in logistics are offering a means of achieving a work-life balance – with female personnel citing convenient workplace locations (42%) and flexible working hours (36%) as contributing to the appeal of the sector (Prologis UK, 2023).

Moreover, the sector is demonstrating equitable opportunities for personal and professional development – with 6% of males, and 6% of females currently employed at executive or senior management level (Prologis UK, 2023). Whilst the number of male employees continues to exceed the number of female employees, proportionally, the gender distribution across executive and senior management roles is equal. Whilst historical data availability is limited, these figures provide an early indication of a shift towards greater gender diversity and equality in the logistics sector worth tracking.

“ It was really hard to find a flexible job that would pay well anywhere. I had just had a baby and driving is the only thing that helped me work around that. I could just go for three or four hours and then come back spend time with him and then pick up another slot. So, it just worked around my family.

— Female Driver

“ It is a strong game of females now and younger people. You can start as an admin and go wherever you want to take it. It is certainly a career path which can open many doors for us women in the future.

— Female, Office Worker in Logistics



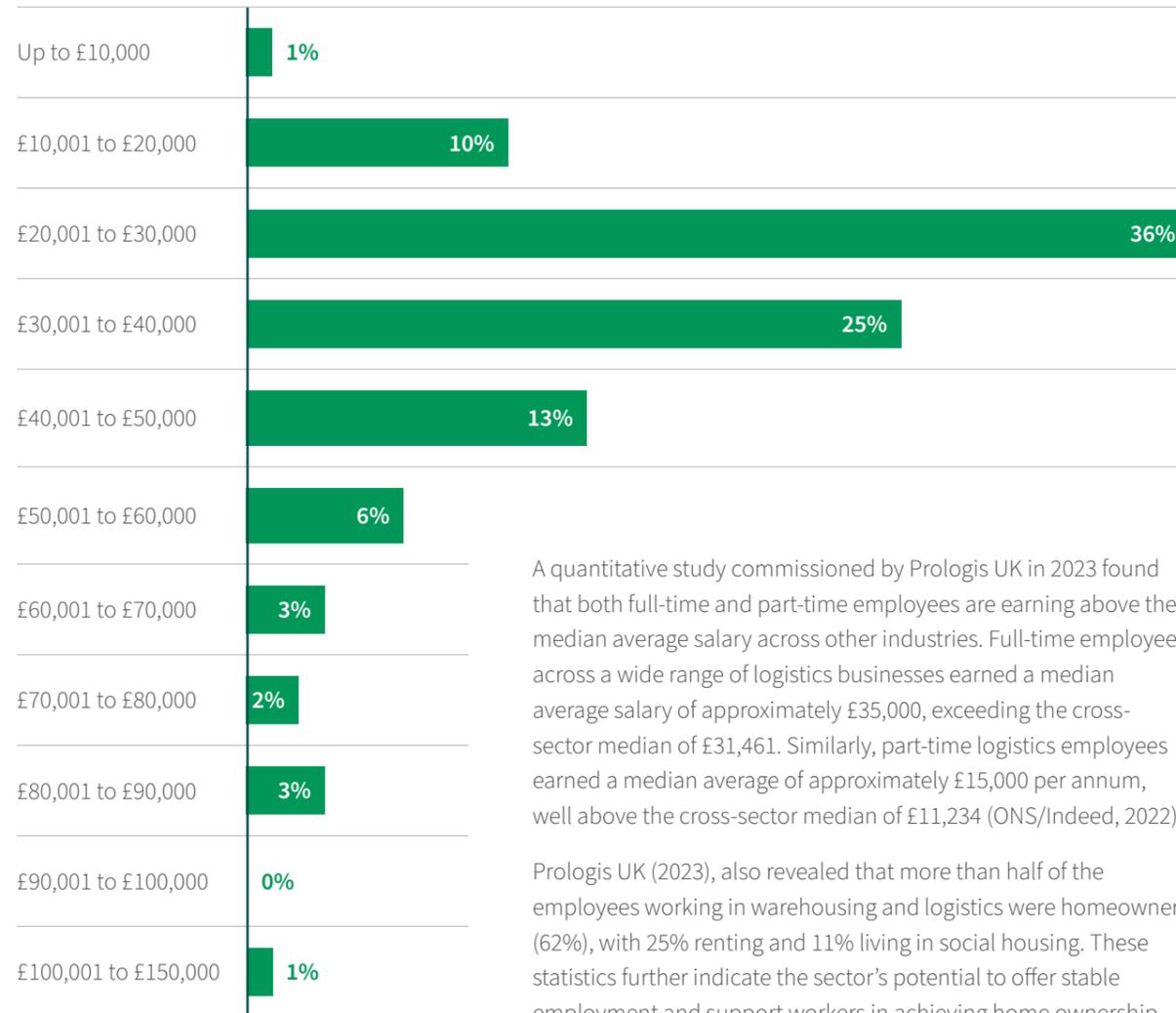
PROLOGIS PARK WEST LONDON



LIFTSHARE SCHEME IN OPERATION ON A PROLOGIS PARK

SALARY & ASSETS

Industry Employees Annual Salary Band Before Tax

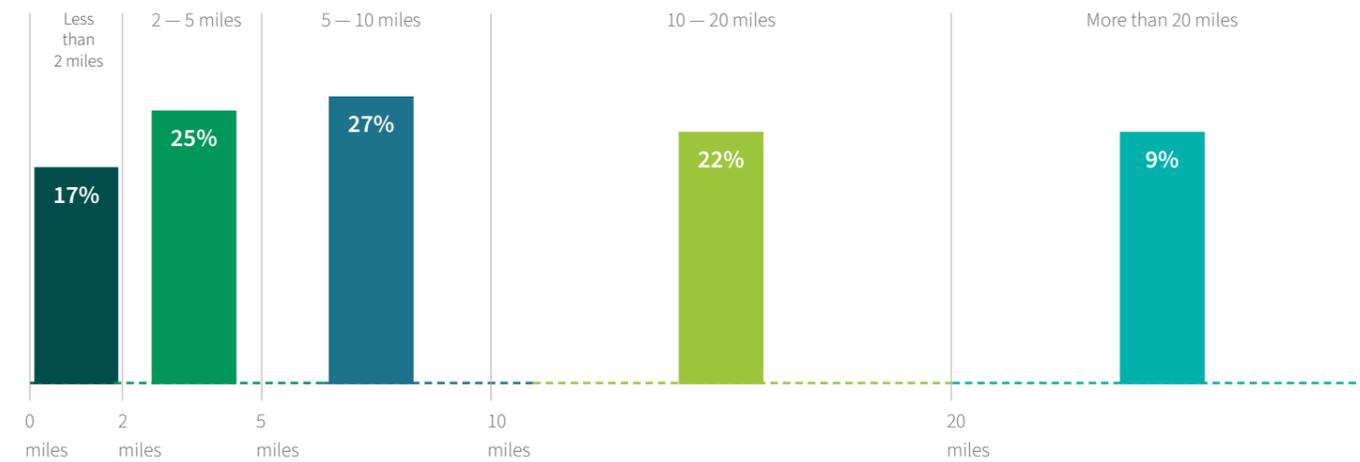


A quantitative study commissioned by Prologis UK in 2023 found that both full-time and part-time employees are earning above the median average salary across other industries. Full-time employees across a wide range of logistics businesses earned a median average salary of approximately £35,000, exceeding the cross-sector median of £31,461. Similarly, part-time logistics employees earned a median average of approximately £15,000 per annum, well above the cross-sector median of £11,234 (ONS/Indeed, 2022).

Prologis UK (2023), also revealed that more than half of the employees working in warehousing and logistics were homeowners (62%), with 25% renting and 11% living in social housing. These statistics further indicate the sector's potential to offer stable employment and support workers in achieving home ownership.

DISTANCE TRAVELLED TO WORK

Distance From Work Place



Whilst most workers drive alone (62%), 14% participate in car-sharing, and 21% regularly walk to work.

(Prologis, 2023)

Despite misconceptions around sector workers travelling long distances to reach their places of employment, Prologis UK (2023) found that around...

69% of logistics and warehousing personnel travelled 10 miles or less into work.

When asked to assess the time taken to commute to their workplace, a significant proportion of the logistics workforce (43%) indicated that they were able to complete their daily commute to work in less than 20 minutes (without undue congestion). Further, 88% of the workforce stated that they enjoy a commute of less than 40 minutes one-way (Prologis UK, 2023).



INTERNATIONAL WORKFORCE

The sector has historically called upon international workers to fill roles such as driver and warehouse operatives. This has resulted in a diverse workforce that encompasses individuals from different nationalities, ethnicities, and cultures.

According to the research by Prologis UK (2023), **12% of the logistics, warehousing, and supply chain workers in the UK are non-native English speakers.** Evidencing the sector's accommodation of individuals from different backgrounds, this statistic highlights the logistics sector's contribution to promoting diversity and inclusion in the workplace.

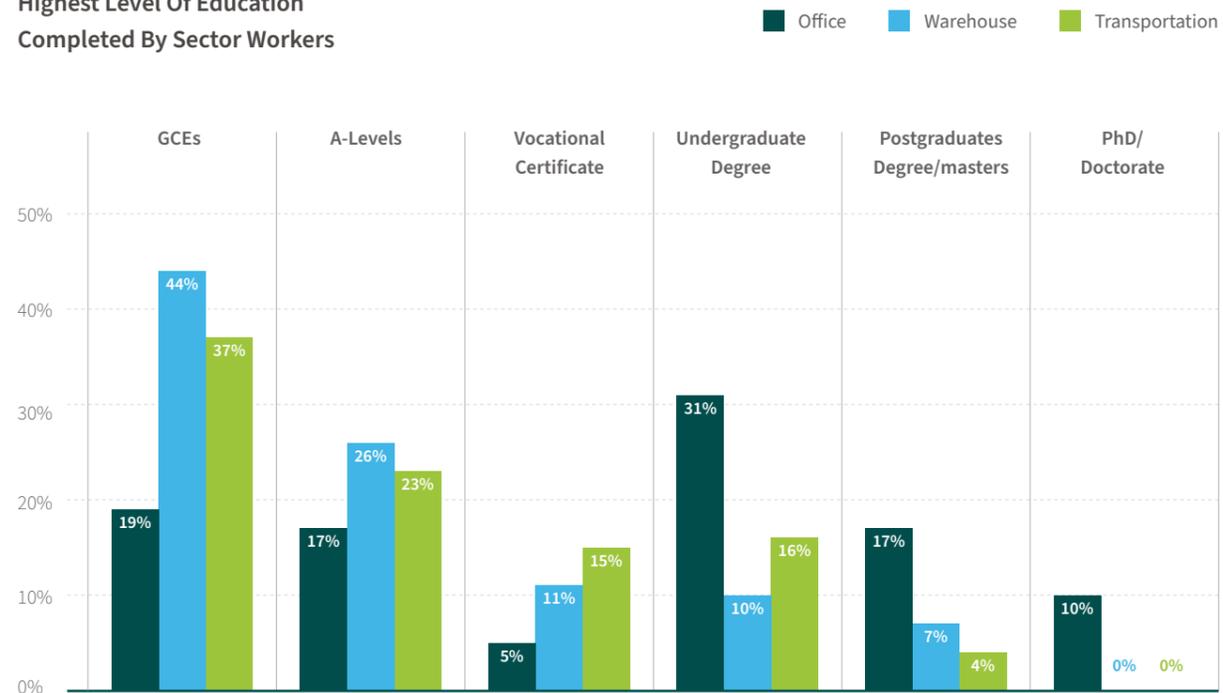
EDUCATION

Providing the opportunity to move from entry-level to management, the logistics sector is distinct in the accessibility and mobility afforded to individuals with limited formal qualifications. According to data from YouGov analysed by Frontier Economics, most logistics managers do not hold a university degree or equivalent qualifications (63%) (Frontier Economics, 2022).

Whilst a degree certainly isn't essential for building a successful career in the logistics sector, qualifications in science, engineering, law, business, and finance are the most popular amongst sector workers who achieved an undergraduate degree or above – particularly those in less labour-intensive roles (Prologis UK, 2023).

Additionally, the logistics and supply chain sector provides a means of re-entering the workforce for those who were previously unemployed, with analysis by YouGov revealing that **20% of people in logistics were unemployed before beginning their roles within logistics** – with one-in-four of those previously long-term unemployed (Frontier Economics, 2022).

Highest Level Of Education Completed By Sector Workers



“ I was working in engineering before, but my company closed. I wanted to still use the skills I learned in my very first job, so I applied.

Male (53 years old),
Telecommunications Engineer

“ It was the only possibility to have a job as a foreigner. I started working on the warehouse because I came to England, and I needed money urgently and they gave me an opportunity.

Female (42 years old), Manufacturing

SECTOR SATISFACTION & RETENTION

66%
of employees
LOVE
working in
this sector.

The logistics and warehousing sector is a dynamic and exciting field that offers a range of fulfilling and rewarding career opportunities.

A study conducted in 2023 amongst logistics and warehousing workers revealed that 66% of sector employees “love” their chosen career (Prologis UK, 2023). This high level of job satisfaction is attributed to the fast-paced and dynamic nature of the sector, as well as the opportunities for personal and professional growth.

Perceiving the sector to be energetic and fast-paced, research by Prologis UK indicates that logistics personnel value the variety provided by their roles, with opportunities for multitasking, problem-solving, and collaboration ensuring that no two days are the same (Prologis UK, 2023).

The logistics and warehousing sector is continuously evolving, with technological advancements driving innovation and efficiency in the field. This dynamic nature of the sector creates an environment that is both challenging and rewarding for employees, who are constantly learning and developing new skills.

“ *I like the attention to detail and making sure everything’s accurate and stock checks and making sure that if there are any mistakes that have been made have been rectified. You get a sense of pride thinking – I did that, I fixed it.*

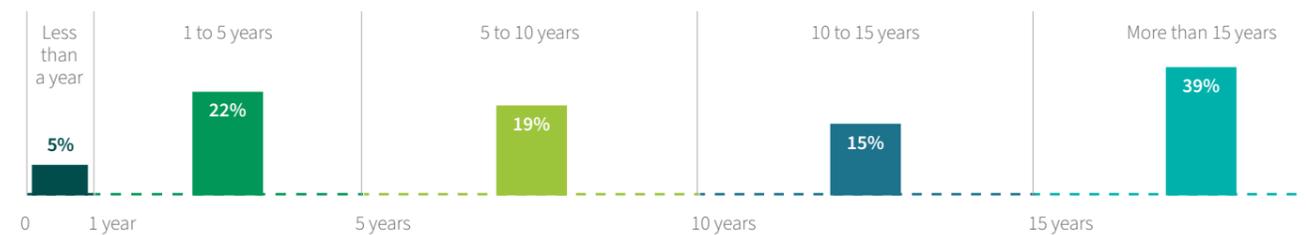
Male, Stock Controller, Warehouse

For most, a career in logistics is a long-term career choice rather than a short-term job opportunity (59%) (Prologis UK, 2023).

This is reflected in the fact that **54% of logistics and supply chain workers have been in the sector for over a decade** (Prologis UK, 2023). The sector provides expanding and dynamic opportunities for personal and professional growth, and workers feel a sense of fulfilment and satisfaction in their roles.

In 2023, research by Prologis UK identified a strong correlation between employee satisfaction and advocacy in the logistics sector, with 72% of satisfied workers stating that they would recommend the sector to others (Prologis UK, 2023). Whilst advocacy levels decreased to 53% across the broader workforce, 69% of employees aged between 18 and 34 state that they are likely to recommend a career in logistics (Prologis UK, 2023).

Year in Industry



61%

of female employees would recommend a career in logistics to others.

Interestingly, female employees are more likely to advocate for a career in the sector than their male counterparts. The study found that 61% of female employees would recommend a logistics career to others, whilst only 50% of male employees felt the same way (Prologis UK, 2023). This highlights the growing appeal of the sector amongst females, and the increasing gender diversity in the logistics sector, which is helping to attract and retain top talent (Prologis UK, 2023).

“ *I would definitely recommend a career in Manufacturing/Production. I think there is a lot of growth in this industry. You get job stability, opportunities for advancement and guarantees a good life. I love what I do.*

Female, Production Project Manager

The logistics and warehousing sector is a vibrant and stimulating field that offers a wide array of fulfilling and satisfying career opportunities. With a work environment that is always in flux and advancing, employees have ample opportunities for personal and professional development. Moreover, the sector’s culture is one that values diversity and inclusivity, making it a desirable career path for anyone looking for an exciting and fulfilling occupation.

THE IMPACT OF COVID-19

80%

of the general population still categorises industry employees as ‘key workers’ post Covid.

63%



27%

During the Covid-19 pandemic 63% of logistics workers felt the industry was perceived positively. However, this figure dropped to only 27% one-year later (2022).

The global Covid-19 pandemic accelerated the shift towards online shopping and home delivery, with many consumers becoming more accustomed to the convenience of e-commerce.

Consumer expectations for frictionless online shopping and home delivery continue to increase – with the share of retail sales attributed to e-commerce settling at 26.5% in 2022 (compared to 19% in 2019), following a surge during the Covid-19 pandemic (during which it reached a peak of 38%) (ONS, 2023).

For many, the Covid-19 pandemic highlighted the importance of the sector to the country and the critical role that logistics plays in ensuring the smooth functioning of our society. As a result, the UK population has come to view logistics workers in a new and positive light, with 92% of 1,000 people surveyed nationwide agreeing that logistics workers were seen more positively during the pandemic (Prologis UK, 2023). A recognition that has brought a sense of pride to those working in the sector, with 58% of logistics workers stating that they feel proud of their role (Prologis UK, 2023). In fact, 80% of the general population still categorises sector employees as ‘key workers’ today (Prologis UK, 2023).

“ *I enjoyed working through COVID. I think it gave me a sense of satisfaction that the work that I was doing mattered and was really important.*

Male, Office worker, Logistics

Research conducted by Prologis UK during the Covid-19 pandemic revealed that 63% of logistics workers felt that the sector was perceived positively. However, subsequent data collected in 2022, following the pandemic, saw this figure drop to only 27% – with significantly fewer logistics employees feeling that the sector had retained its positive perception, despite the general population continuing to consider logistics personnel to be key workers.

WELLBEING

The logistics and supply chain sector recognises the importance of promoting employee wellbeing, but more can be done.

According to a 2023 study conducted by Prologis UK, just under half (49%) of logistics and supply chain workers agree that their workplace acknowledges and addresses their mental wellbeing.

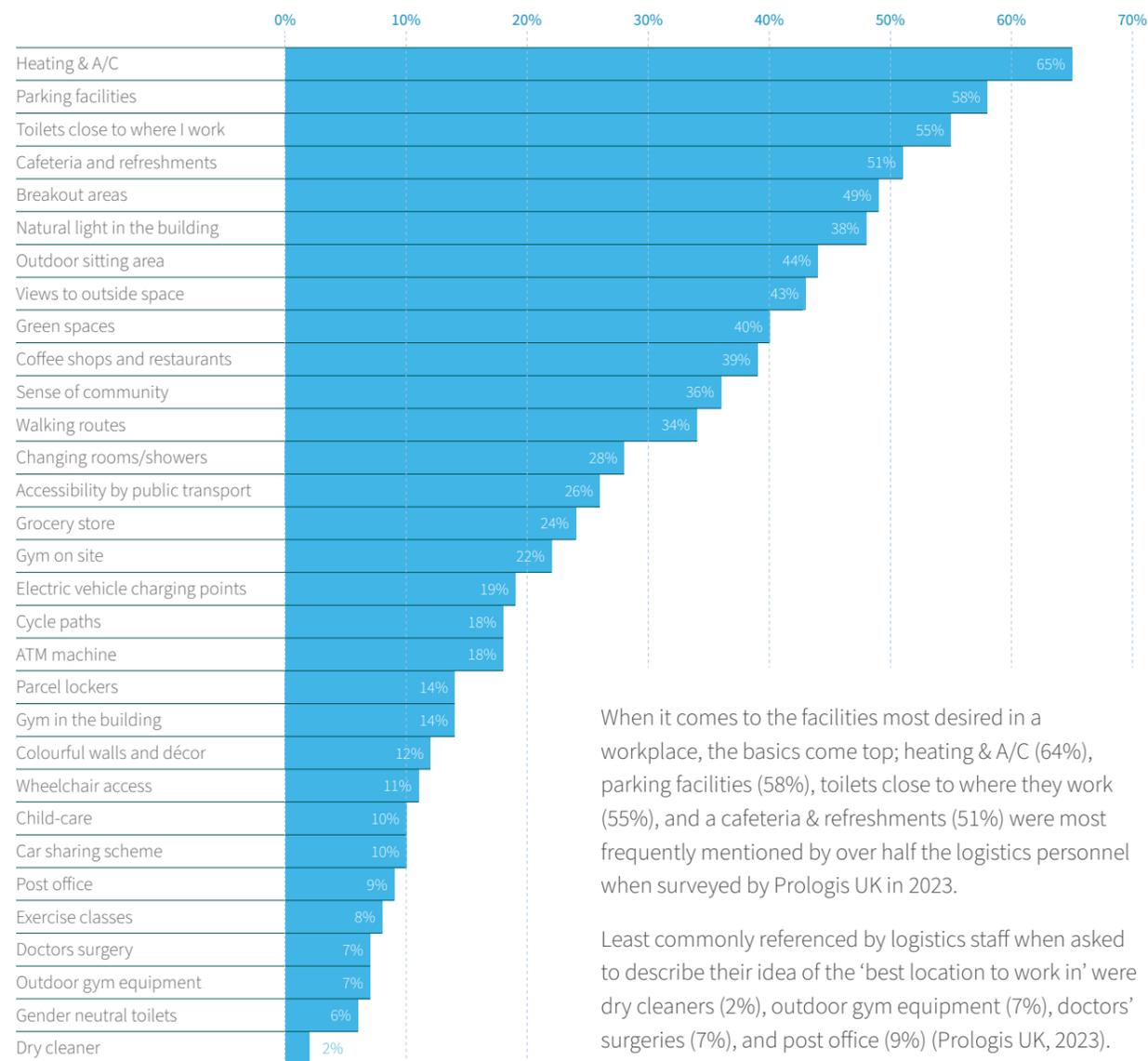
However, this figure rises significantly among younger employees aged 18-34 (62%) and female employees (59%), who prioritise their mental health in the workplace (Prologis UK, 2023). These groups also tend to view their employers as taking their physical wellbeing into consideration, with 63% of 18 to 34 year olds and 57% of females stating that their physical wellbeing is a consideration for their employers – compared to a sector average of 51% (Prologis UK, 2023).



PROLOGIS PARK WEST LONDON

WELFARE PROVIDED BY BUILDINGS & FACILITIES

Desired Amenities by Employees



When it comes to the facilities most desired in a workplace, the basics come top; heating & A/C (64%), parking facilities (58%), toilets close to where they work (55%), and a cafeteria & refreshments (51%) were most frequently mentioned by over half the logistics personnel when surveyed by Prologis UK in 2023.

Least commonly referenced by logistics staff when asked to describe their idea of the 'best location to work in' were dry cleaners (2%), outdoor gym equipment (7%), doctors' surgeries (7%), and post office (9%) (Prologis UK, 2023).



INDOOR WELFARE SPACE AT DC535 – PROLOGIS RFI DIRFT

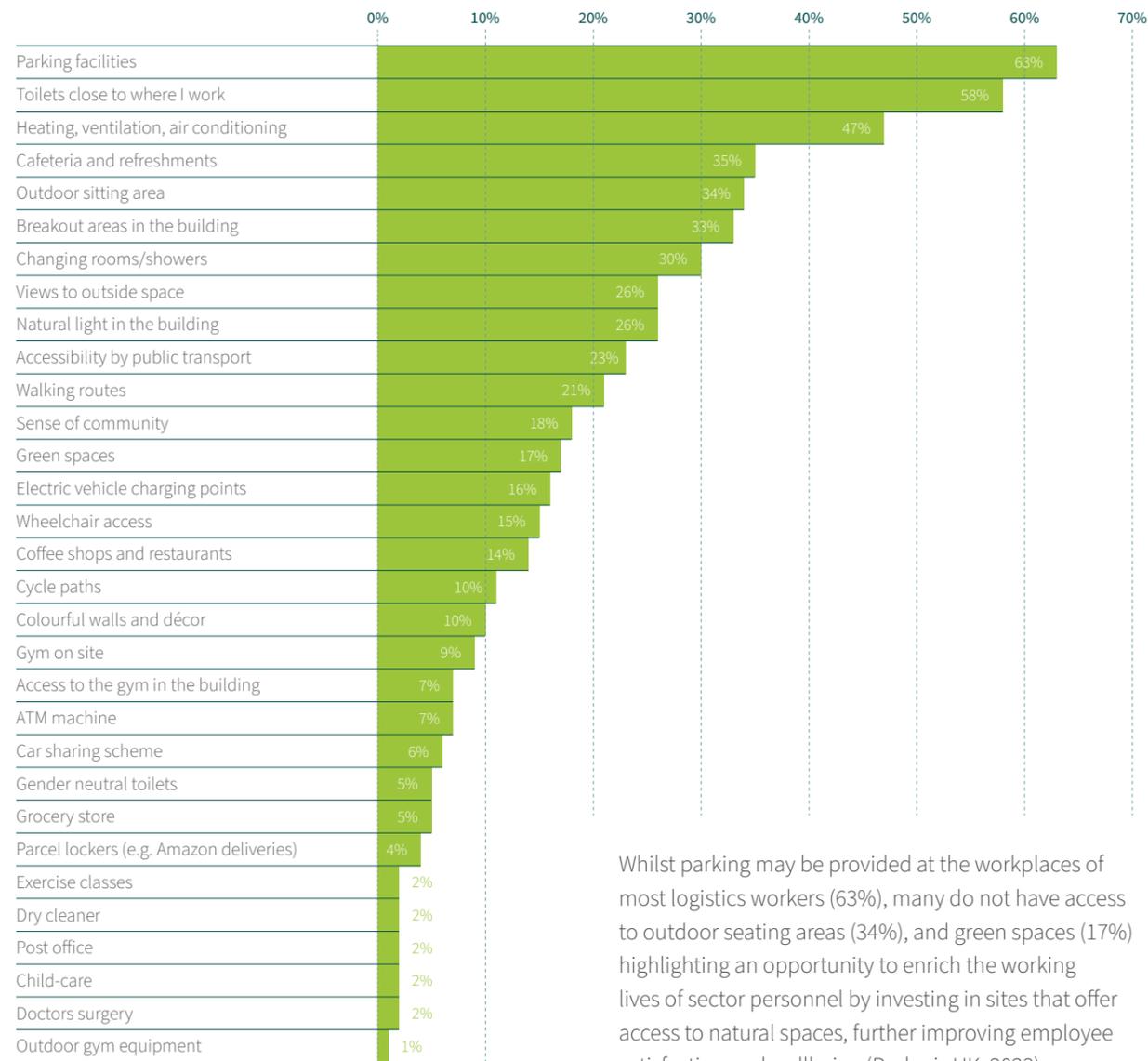


RANGE OF AMENITIES AT DC1 – PROLOGIS RUGBY CENTRAL PARK



WELFARE PROVIDED BY BUILDINGS & FACILITIES

Currently Available To Employees



Whilst parking may be provided at the workplaces of most logistics workers (63%), many do not have access to outdoor seating areas (34%), and green spaces (17%) highlighting an opportunity to enrich the working lives of sector personnel by investing in sites that offer access to natural spaces, further improving employee satisfaction and wellbeing (Prologis UK, 2023).



OUTDOOR WELFARE SPACE AT DC10 - PROLOGIS PARK MARSTON GATE

TRAINING & DEVELOPMENT

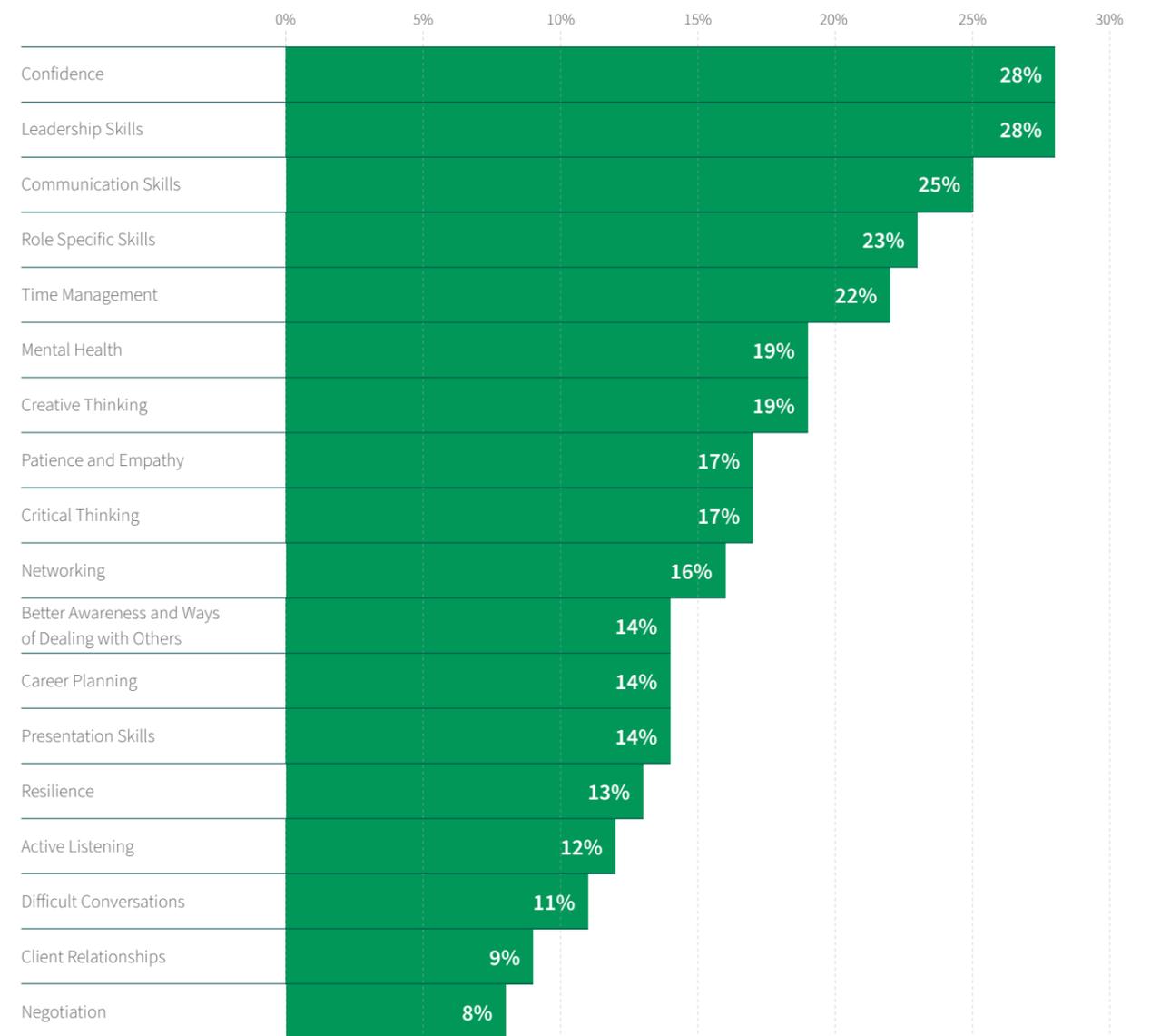
The importance of training and development in the logistics sector cannot be overstated, as it not only helps individuals progress in their careers, but also benefits the companies they work for. Employers who invest in their employees' development and growth will see an increase in job satisfaction, retention rates, and productivity.

Prologis UK (2023) found that developing leadership skills (28%), building confidence (28%), and improving communication skills (25%) were the top areas of interest for workers in terms of training and development. These skills are considered essential for career progression, particularly into management positions.

Interestingly, female logistics personnel showed a heightened interest in these skills, with a larger proportion citing leadership skills (36%), confidence (34%), and communication skills (34%) as key to their future success (Prologis UK, 2023).



Desired Training & Development Areas



06 What does the future hold for logistics personnel?



LOOKING INTO THE FUTURE

Analysis of Inter-Departmental Business Register data by the Office of National Statistics shows that the broad transport and storage sector group (comprising logistics and supply chain) is the fastest growing, both in recent years and over the longer term (ONS, 2022). With the logistics workforce having doubled since 2012, employment in the logistics sector is poised to surpass employment by the UK's largest employer, the NHS (Frontier Economics, 2022).

Despite the proportion of online retail sales having rebalanced following the Covid-19 surge and lifting of national lockdowns in the United Kingdom, the online retail market is forecast to grow by 29% between 2022 and 2027 (Intel, 2022). Additionally, user penetration of online retail is expected to reach 86% by 2027 (Statista, 2023).

With 52% of logistics companies indicating that they expect to invest in automation in 2023, the sector is expected to continue embracing technological change to drive performance – bringing a demand for an increased diversity of roles and associated skillsets (Barclays/BDO, 2022). However, significant investment is required from decision-makers and policymakers in and out of the sector to ensure that logistics and supply chain can continue to develop and deliver against the UK's requirements.



TOMORROW'S WORKFORCE

This white paper examines the challenge of recruiting skilled labour in the logistics and supply chain sector, which is hindering the achievement of government objectives (such as providing equal access to roles across the United Kingdom and underpinning critical logistics infrastructure), and delivery against consumer demand (Department of Transport, 2022). According to a 2021 meta-analysis by Logistics UK, between 63% and 76% of logistics employers were facing difficulties in hiring candidates with the necessary skills. This shortage of skilled labour is especially prevalent in areas such as driving and warehousing (Logistics UK, 2021).

Currently, interest in the sector amongst young people is low, but with perceptions of the industry's importance heightened during the Covid-19 pandemic, there is a prime opportunity to motivate the next generation of leaders and address the current shortage in skilled workers before external perceptions of the industry's importance wane.

A 2022 study by Ilk indicated that **only 7% of young adults would consider a career in logistics** as an option, and that 67% either perceived salaries to be low or were unsure of how salaries in the logistics sector compared to other sectors – despite logistics personnel earning more on average than similar roles in other industries (Ilk, 2022).

Additionally, young adults perceive the sector to be boring compared to older people considering the sector as an occupation. Despite experienced sector workers citing the industry's dynamism as a driver of satisfaction, fewer than one-in-ten young adults would agree strongly that the logistics sector is dynamic and exciting (9%) (Generation Logistics research). Further, over one-third of young adults would expect the sector to be 'boring' (Ilk, 2022).

However, as research by Prologis UK shows, once young people begin working in the sector, perceptions of logistics as a launchpad into a long-term career increase – **with 63% of sector workers aged 18 to 34-years-old agreeing that they see their current career as a long-term** move rather than a short-term path (Prologis UK, 2023).

“ *I think that if you are driven, this is a career that can really take you to where you want to go. You can start in admin, you can go through to a planning role, you can go right through to transport management. So it certainly has a lengthy career path.*

Female, Office Worker

Internally, employees within this age group (18 to 34-years-old) are more likely to express a positive outlook towards their job, with 66% of them being satisfied with their current role, and 65% stating that they believe the sector to be abundant in opportunities for career growth (Prologis UK, 2023).

“ *Something I found in my situation and starting really young is that there was a lot of opportunities for me to try my hand at different things. I got to move around and learn new things.*

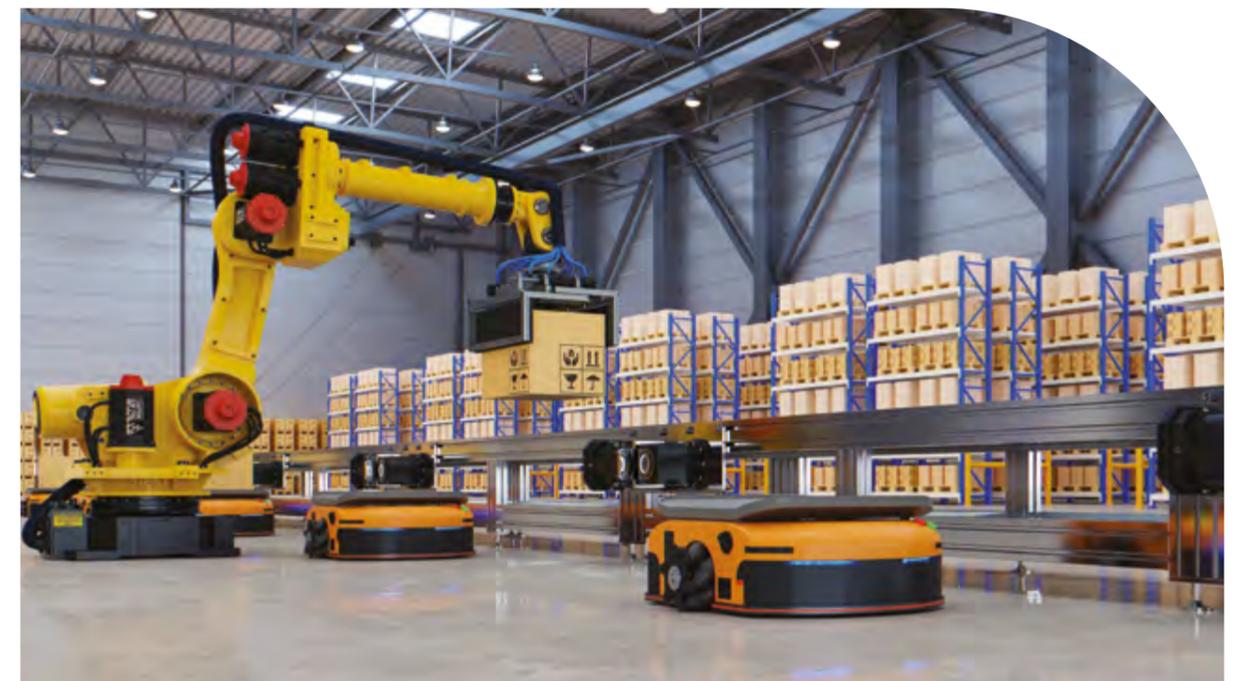
Male, Warehousing

THE ROLE OF AUTOMATION AND TECHNOLOGY

Keen to remain in-step with the rapid pace of technological innovation, companies across the logistics sector are investing in technologies such as robotics and automation. In addition to helping to address ongoing challenges recruiting skilled workers, automation promises to bring increased efficiency, cost savings, and sustainability (Knight Frank, 2022).

A study conducted by Arlington Research on behalf of SOTI found that the **75% of logistics businesses surveyed reported investing in technology in the last 12 months** (SOTI, 2021). Whilst for some employees, automation brings fear of redundancy, for employees aged under 35, automation is seen as a key opportunity for job creation (24%), and higher job satisfaction (21%) (Prologis UK, 2023).

Primed to capitalise on developments in AI and automation, the logistics and supply chain sector is likely to benefit from increased efficiency, safety, and profitability – **with employees citing optimised route planning (39%) and automation (32%) as offering the greatest promise for career growth** (Prologis UK, 2023).



07 Recommendations

The Government acknowledges that current workforce shortages and an ongoing difficulty in recruiting personnel into the sector could have a detrimental impact on the functioning of society, and everyday life of the United Kingdom's citizens. This white paper has sought to provide an in-depth overview of the workforce of the logistics and supply chain sector to ensure that misconceptions regarding logistics and supply chain are challenged, and that decision-making and alterations to policy are couched in the reality of the sector as experienced by its personnel.

With the sector making a significant contribution to the growth of the economy and providing expanding opportunities to a diverse array of workers across the UK, policymakers should commit to sector engagement when tackling labour market challenges. Within this report, we have demonstrated that the sector offers engaging roles, and opportunities for career progression and training; and that the sector is a diverse, attractive, future-forward, and well-paid industry. Providing a foundation to decision-makers and policymakers both in and out of the sector, this report sets out to encourage collaboration between government, the sector, and broader society, with stakeholders working together to ensure the functioning of the United Kingdom.

To achieve this goal, we recommend prioritising the following:

- 1** Raise and Maintain Awareness of the Sector
 - a.** Continue to research and communicate the availability and nature of roles across the sector to increase awareness of the opportunities available to the prospective workforce.
 - b.** Foster sector appeal by educating the British public on the reality of careers in the sector, dispelling commonly held myths and negative perceptions.
- 2** Work collaboratively with stakeholders
 - a.** Collaborate with stakeholders in and out of the sector to identify and bridge current and future skills gaps.
 - b.** Work with educational professionals and individual institutions to build a robust educational infrastructure capable of encouraging, engaging, and training future generations to adopt a career in the sector.
- 3** Work with Government departments to shape political perceptions
 - a.** Expand upon currently available routes into the industry by partnering with Government departments, agencies, and schools, and adapting available financial support to better serve sector entrants.
 - b.** Work with political representatives and stakeholders to shape and influence more positive perceptions of the sector and its potential.

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- 5 **Barclays**
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- 6 **Office of National Statistics**
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- 7 **Logistics UK**
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- 10 **SOTI**
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- 11 **Office Of National Statistics**
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- 12 **Department of Transport**
Future of Freight: a long-term plan, 2022 (12)
- 13 **Mintel**
UK Online Retailing Market Report 2022 (13)
- 14 **Statista**
Digital Market Insights – eCommerce - United Kingdom, 2023 (14)
- 15 **Prologis UK**
Technical Insights and Labour Report – Multiple years: 2006, 2010, 2014, 2018, 2021

09 Appendix

PROLOGIS UK CUSTOMER EMPLOYMENT SURVEY 2022

Building Area (sq ft)*	Office	Warehouse	Drivers	Managerial	Other	Full time	Part time	Male	Female	Total
263,328	83	35	6	27	0	151	0	83	68	151
68,781	49	377	70	12	65	544	29	372	201	573
127,498	14	44	16	17	0	86	5	59	32	91
1,3067	0	7	1	3	0	6	5	8	3	11
534,740	34	154	7	129	0	308	16	178	146	324
236,160	18	80	3	10	9	120	0	84	36	120
55,036	7	94	35	12	2	143	8	105	45	150
116,013	10	43	0	7	0	36	24	45	15	60
131,782	13	8	36	7	0	61	3	58	6	64
141,933	13	11	12	9	0	45	0	29	16	45
44,498	20	29	37	4	10	100	0	90	10	100
96,358	1	0	0	7	40	48	0	43	5	48
152,998	0	45	0	5	0	50	0	30	20	50
278,333	29	346	0	23	2	320	80	180	220	400
104,894	8	45	0	5	2	60	0	39	21	60
493,094	30	190	0	30	0	225	25	150	100	250
372,571	10	160	0	20	10	180	20	120	80	200
239,594	5	95	0	0	0	50	50	50	50	100
226,795	35	45	0	20	0	90	10	50	50	100
355,004	20	310	0	20	0	280	70	175	175	350
127,498	15	62	12	16	0	105	0	47	58	105
14,111	2	12	0	4	0	6	12	15	3	18
310,000	50	25	0	10	315	400	0	300	100	400
543,555	150	600	50	100	100	950	50	500	500	1000
183,761	15	60	0	5	0	60	20	80	0	80
342,389	30	300	0	20	0	298	53	210	140	350
14,111	1	1	0	0	0	2	0	2	0	2
223,512	100	200	50	0	50	400	0	300	100	400
72,936	3	7	0	2	0	12	0	9	3	12
5,884,355	765	3385	335	524	605	5135	479	3413	2201	5614
	14%	60%	6%	9%	11%	91%	9%	61%	39%	100%

*Note: Building areas have been rounded to protect confidentiality. Total(s) and analysis is based on actual numbers.

