What’s working?
Attracting more women and young people to the profession

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Iwona Blecharczyk
Polish truck driver, operator and industry advocate

Rhonda Hartman
Old Dominion Freight Lines (ATA), America’s Road Team Captain

Marco Henry
SVP Global Ground + Rail Procurement, CEVA Logistics France

John Kidd
Associate Director Communication & Events, IRU

Natalia Corchado
Strategic Planning and Business Specialist, IRU
AGENDA

1. Global driver shortage context
2. Best practices to attract women and young people
3. Questions & Answers
   *Post your questions on the chat!*

IRU Anti-trust Statement

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Driver shortage context
Driver shortage 2023

Over 3.0 million truck driver jobs are unfilled in 2023.

Scope of countries included: United States, Mexico, Argentina, Europe (Spain, Italy, Germany, Poland, France, Romania, Belgium, Netherlands, Hungary, Czechia, Norway), Turkey, Uzbekistan, Russia, China. Unfilled truck driver jobs calculated based on the total number of truck drivers in each country, and the share of unfilled positions reported by road freight transport companies' answers.
Truck driver shortage remains high and worsens significantly in certain countries

% of unfilled truck driver positions 2023 | Number of unfilled truck driver positions (thousands)

- **USA**: 9% | 56k
- **EUROPE**: 7% | 233k
- **ARGENTINA**: 11% | 60k
- **MEXICO**: 9% | 56k
- **RUSSIA**: 14% | 302k
- **TURKEY**: 16% | 84k
- **UZBEKISTAN**: 15% | 3k
- **CHINA**: 12% | 2.2M

Source: IRU survey 2023 and National Road transport associations
* American Trucking Associations (ATA) estimation

*American Trucking Associations (ATA) estimation*
In Europe, high consumer prices and lagging wages have pushed down demand and road freight rates from Q4-2023 onwards.
Gender representation

Across all regions analysed, 6% or less truck drivers are women, except in the United States (8%).

8%
4%
3%

Source: IRU survey 2023 and National Road transport associations, US Bureau of Labour statistics
Age distribution of truck drivers will lead to higher shortages, if no action is taken to ensure the replacement of older drivers

Age distribution truck drivers 2023

Sources: IRU survey 2023, US bureau of Labour Statistics
Driver Shortage Forecast 2028

By 2028, over 7.0 million truck driver jobs could be unfilled globally.

Scope of countries: United States (ATA estimation), Mexico, Argentina, Europe (EU-27 + United Kingdom, Norway), Russia, Turkey, Uzbekistan, China

Sources: IRU and IHS Markit calculations based on: Trucking revenue (real) growth representing the monetary value of the volume of goods transported. We consider that this indicator represents the road freight transport demand. Drivers currently above min age of retirement (except for Europe, above 65 years old) will retire by 2028. Assuming same distribution by age of drivers over 55 years than labour force, Driver productivity remains the same. Driver productivity is the level of service provided by the driver per unit of time.
Solutions implemented by transport operators

2. Attracting more women and young people
Iwona Blecharczyk
Polish truck driver, operator and industry advocate
What's Working?
Attracting More Women and Young People to Trucking

Iwona Blecharczyk
**Challenge:**

The daily life of a truck driver poses challenges, especially for women.

Many unsafe parkings. Basic facilities, like gender-friendly toilets or showers, often aren't available, compromising dignity and comfort.

**Potential Solutions:**

- Modernizing rest areas to cater to the needs of all drivers, elevating industry standards.

- Champion changes at the legislative level to enforce better facilities and conditions for drivers.
2. Women's Perception in Trucking

**Challenge:**
There's a daunting perception of trucking among many women.

Concerns about safety, potential threats from other drivers, and unsafe parking areas can deter many from considering this career.

**Potential Solutions:**
- Implement sensitivity training for all drivers to foster a culture of mutual respect.
- Promote success stories of women in trucking, showcasing the possibilities and changing internal narratives.
3. Physical Capability Concerns

**Challenge:**
A lingering myth suggests that trucking requires immense physical strength, discouraging many potential female drivers due to fears of ridicule or lack of force.

**Potential Solutions:**
Establish a mentorship system, pairing new drivers with experienced ones, to provide guidance and build confidence.
4. Aligning with the Younger Generation's Expectations

**Challenge:**

The younger generation values work-life balance, comfort and environmental consciousness.

Traditional trucking routes and practices might not align with their aspirations.

**Potential Solutions:**

- Promotion of Intermodal transport

- Offer flexible routes or part-time options, catering to those seeking a more balanced trucking experience or want to go home every night.

- Highlight the environmental benefits of modern trucking, emphasizing cleaner engines and sustainable practices.
5. Supporting Driver Mental Health

**Challenge:**

Prolonged isolation, limited social interaction, and extended time away from family lead to emotional stress and loneliness, depression and burn out.

**Potential Solutions:**

- Implement regular mental well-being check-ins and counselling.
- Offer training on coping strategies and mindfulness.
- Advocate for cheaper roaming rates to promote affordable communication with loved ones.
6. Reviving the Trucking Culture

**Challenge:**
- The once vibrant culture of camaraderie, adventure, and community in trucking has weakened over time, making the profession less appealing to newcomers.

**Potential Solutions:**
- Leverage digital platforms to create virtual communities for drivers, ensuring the spirit of camaraderie adapts to the digital age.
- Organize trucking events, celebrating the essential role of truckers and reinforcing a sense of pride and belonging in the community.
Thank you
Rhonda Hartman
Old Dominion Freight Lines
America's Road Team Captain (ATA)
Marco Henry
SVP Global Ground + Rail Procurement
CEVA Logistics, France
Driver’s retention:
Improve communication.
The Workhound partnership

October 2023
Do drivers truly feel like they are part of the Company?

The simplest and most direct answer is no.

The traveling staff is often excluded from corporate communications, typically has low-level point of contacts within the operations, and has limited opportunities to voice request, suggestion, or complains.

How can we listen to the voices of the drivers then?

Through the simplest of system: The phone. Every week, thanks to our partnership with Workhound, our drivers receive communications and can provide their feedback, complaints, or suggestions, even anonymously.
How it works

**WEEKLY PROMPTS**
WorkHound regularly prompts workers to share honest, anonymous feedback about their work experience. This captures key data directly from the workforce.

**REAL-TIME KEY INSIGHTS**
Leadership teams can review and respond to feedback as it is shared, leveraging data-driven insights to best support your frontline workers.

**IMPACTFUL COMMUNICATION**
Keep workers informed and engaged by sharing plans to resolve raised issues. Let them know how their feedback supports the company.

**2-WAY ANONYMOUS CHAT**
Managers can chat with workers to get more information about a raised issue with the convenience of an anonymous text message, chatting via text until the problem is resolved.
The worker’s experience

Capture Real-Time Feedback

On a weekly basis, workers will:

1. Receive a text message from WorkHound
2. Confirm they are not driving or operating machinery
3. Rate their satisfaction level on a scale of 1–10
4. Provide honest anonymous feedback in minutes
The worker’s experience
The management’s experience

Worker retention is tough. Continuous driver’s surveys makes it easier.

- Worker Feedback
- Trends Data
- Usage Reports
- Management Dashboard
- Actionable Insights
- Intervention Tools
  - 2-Way Chat
  - Reveal Requests
  - One Time Messages
- Feedback Loop
- High Quality Referrals
Improving Company’s communication

Closing the Feedback Loop

Together with our dedicated WorkHound Customer Success Manager, we craft periodical tailored response to our workforce about the impact of their feedback and the actions the company is taking as a result. This powerful addition to your routine completes the critical feedback loop.
The dashboards – Overview
What’s next?

Improve the utilization of survey results
- Streamline the process of survey results analysis and generate improvement actions
- Identify geographical areas / depots with higher levels of negative feedback
- Focus on what matters: Identify relevant themes and deep dive into the most meaningful
- Empower and make local stations accountable for their results

Raise the bar and set ambitious targets
- Our goal is to be an employer of choice: We are setting ambitious targets of being better than our competitors
- Quarterly results needs to be shared with the team and generate improvements actions

Further developments
- Extend geographical coverage to other regions, starting with English-speaking Countries (UK, Australia)
Thank you for your attention.
And remember, retaining costs much less than recruiting.
And it’s way easier.
Any questions?
Post on the chat!
UPCOMING WEBINAR ON DRIVER SHORTAGE AND BEST PRACTICES

12 December 2023

What’s working?

Innovation and digitalisation to better attract and retain drivers
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*information@iru.org*

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Harness the collective knowledge of our members to understand and explore the issues driving change in logistics and mobility with our industry and market intelligence reports.

IRU Intelligence Briefings explore facts, figures and views on a range of issues in road transport, in an easy-to-read format.

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METHODOLOGY – Upply European Road freight index

Collection of transactional transport prices from shippers, carriers and freight forwarders

750 millions data points
€60bn. in 2022

Today analysis:
• FTL
• General cargo
• Spot & Contractual prices
• Fuel included

Other types of transport available:
• Temperature controlled
• Bulk

Source: UPPLY