



2024

**LABOR ACTIVITY
IN TRANSPORTATION
& LOGISTICS**

ANNUAL REPORT
JANUARY–DECEMBER 2023

ABOUT THIS REPORT

The 2024 IRI Consultants Labor Activity in Transportation & Logistics Annual Report contains the following:



An analysis of national, regional, and state petitions and elections, including those for Certification of Representation (RC petitions), Employer Petitions (RM petitions), and Decertification (RD petitions), as reported by the National Labor Relations Board (NLRB) during 2022 and 2023^{1,2}



The Labor Law/Activity Update, which includes articles written by labor experts about relevant and timely labor issues impacting employers and the workplace



¹ See Appendix C for detailed definitions of the types of petitions and elections.

² NLRB election data describes dynamic case activity that is subject to revision and corrections during the year, and all data should be interpreted with that understanding.

Dear Industry Colleagues,

The transportation and logistics industry remains a hot spot for labor organizing activity, seeing the same number of representation petitions in 2023 as the previous year. The International Brotherhood of Teamsters is leading these efforts and has gained media and public attention by securing wins with major transportation organizations like UPS.

While compensation concerns remain at the forefront, unions have brought other grievances to the bargaining table, including health and safety issues like cargo ventilation, holidays and overtime, seasonal work, and—most notably—fears of new technologies, like driverless cars, that have the potential to replace drivers and other transportation workers.

In 2024, we expect a similar outlook, not only because of this increased list of grievances, but also because the current NLRB is overturning decades of precedent with decisions that are changing the parameters of union organizing—and leaving organizations confused and scrambling.

These critical decisions include the following:

- The NLRB overturned decades of federal labor law precedent with its decision in *Cemex Construction Materials Pacific, Inc.*, which announced a dramatic new framework for the union representation process, effective immediately and, in some cases, retroactively. The process now in effect puts the onus on the employer to challenge the union's claim of majority status by filing its own request for an election to decide whether its employees want to unionize.
- In the case of *Stericycle Inc.*, the NLRB adopted a new standard for how it will evaluate workplace rules and policies that are challenged on the grounds that they interfere with or restrict employees' rights to engage in protected concerted activity.

- The NLRB changed its election process and reinstated expedited or "quickie" elections, which significantly shorten the timeline for union elections and add new requirements and restrictions for employers. The cumulative effects of this new rule are to speed up elections while reducing employers' abilities to educate their employees on the effects of potential union representation. This ruling took effect on December 26, 2023.

Unsurprisingly, today's regulatory environment—mixed with the growing public approval of unions—has extended a significant advantage to labor unions seeking to represent those in the transportation and logistics industry. To avoid becoming part of the labor unionization trend, employers must act now by taking proactive measures, assessing vulnerabilities and labor readiness, and retaining expert labor relations consultants to develop and implement preventive strategies.

In the enclosed Labor Activity in Transportation & Logistics Annual Report, you'll find the latest data on union organizing and membership nationwide and timely labor and employee relations articles. We look forward to assisting the nation's transportation leaders with today's most pressing labor and employee relations challenges and providing up-to-date and relevant labor information affecting this vital industry.

Sincerely,



Bob Long
CEO, IRI Consultants

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EXECUTIVE SUMMARY

NLRB REPRESENTATION PETITIONS & ELECTIONS

In 2023, there were 163 representation petitions³ filed in the transportation and warehousing industry—the same number as was filed in 2022.

Unions were elected as a result of 87 percent of the 122 representation elections held in 2023. In 2022, unions were elected as a result of 77 percent of the 132 representation elections held.

The International Brotherhood of Teamsters (IBT) remains the most active union in the transportation industry, accounting for 56 percent of petitions filed and 54 percent of elections held in 2023. IBT won 85 percent of these elections—up from 76 percent in 2022.

Regional differences in activity levels and active unions are highlighted in the Regional Summaries section of this report. The East North Central region had the most representation elections in 2023. Twenty-nine elections were held, and unions won 83 percent of them.

The most strike activity in the past decade occurred in California—there were more than double as many strikes there than in any other state. In 2023, 37 strikes were held in the transportation industry, idling 6,764 workers.



³ Throughout this report, a combination of RC and RM cases are used anytime we discuss representation petitions and elections.

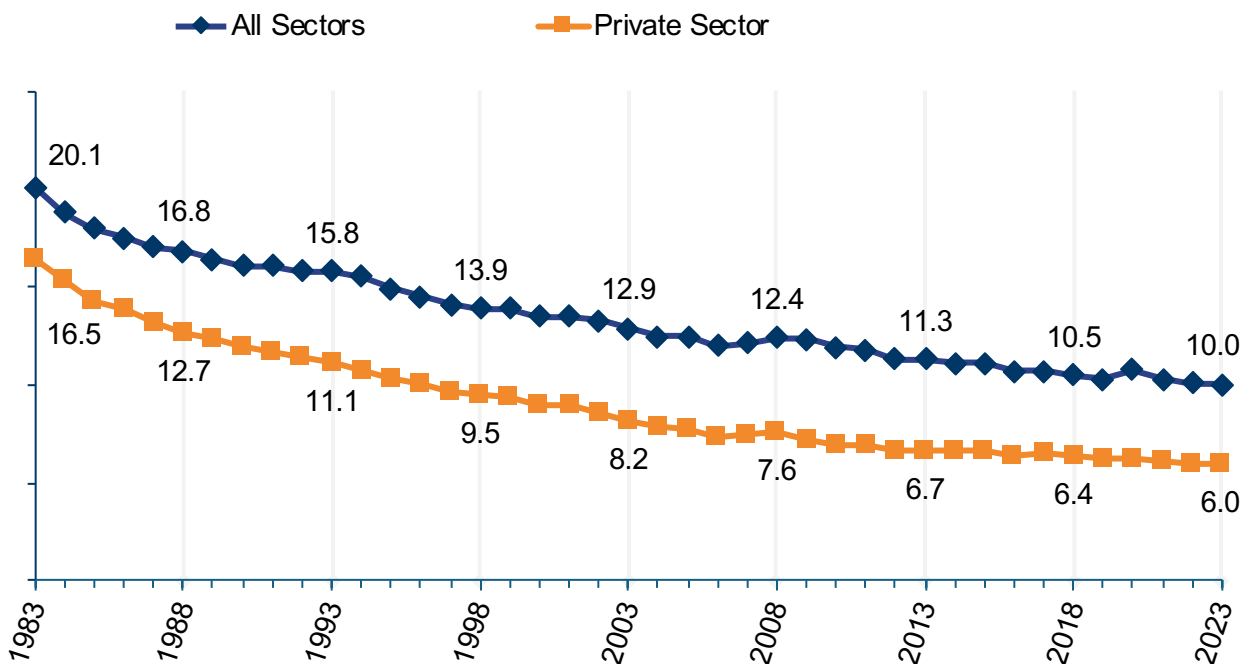
UNION MEMBERSHIP NATIONWIDE

According to the Department of Labor (DOL) Bureau of Labor Statistics' Union Members – 2023 report, the percentage of unionized wage and salary employees decreased to 10.0 percent—the lowest on record. This number is down slightly from 10.1 percent in 2022, although the number of wage and salary workers belonging to unions increased from 2022 to 2023.

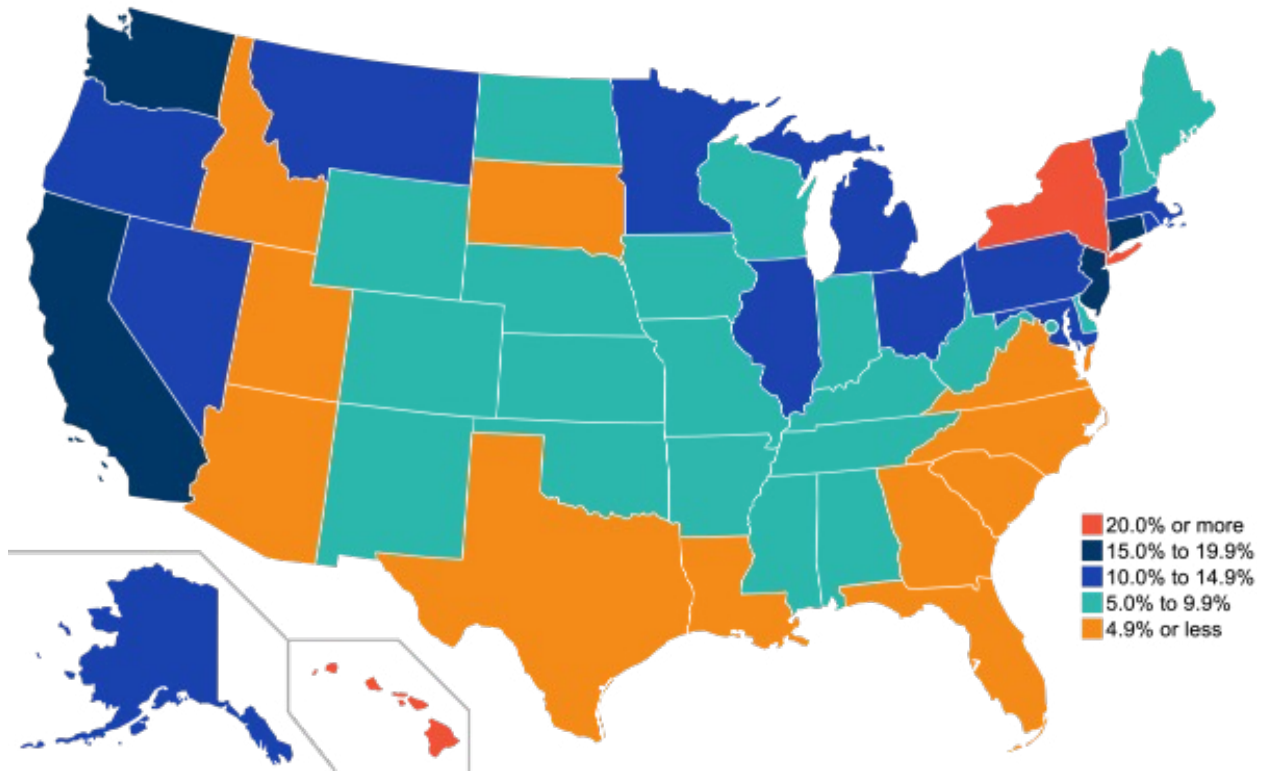
Data from the DOL report include the following highlights:

- The union membership rate was 10.0 percent in 2023—down from 10.1 percent in 2022
- Public sector employees continue to be more than 5 times as likely to be members of unions as private sector employees (32.5 percent versus 6.0 percent, respectively)
- Black workers continued to have the highest union membership rate in 2023 (11.8 percent), followed by Whites (9.8 percent), Hispanics (9.0 percent), and Asians (7.8 percent)
- The highest union membership rate is among men aged 45 to 54 (12.9 percent), while the lowest is among women aged 16 to 24 (3.4 percent)
- Among states, Hawaii maintains the highest union membership rate (24.1 percent), and South Carolina has the lowest rate (2.3 percent)
- Union membership rates increased in 27 states, decreased in 21 states, and remained unchanged in 2 states and the District of Columbia

UNION MEMBERSHIP RATE SUMMARY



UNION MEMBERSHIP RATES BY STATE, 2023



NLRB PETITION AND ELECTION RESULTS

This section includes the following:

NATIONAL SUMMARIES

- Comparison of transportation versus all non-transportation representation (RC and RM) election results
- Comparison of transportation versus all non-transportation decertification (RD) results
- Transportation industry – Overview of elections
- Transportation industry – Union successes in RC and RM elections

STATE SUMMARIES

- Most active states – RC and RM petitions filed election results
- All states – RC and RM petitions filed
- All states – RC and RM election results

UNION SUMMARIES

- Most active unions – RC and RM petitions filed
- Most active unions – RC and RM elections held
- Union success rates – RC and RM election results

REGIONAL SUMMARIES

- RC and RM petitions, elections, and most active unions by geographic regions

STRIKES IN TRANSPORTATION

- Strikes held by year in transportation



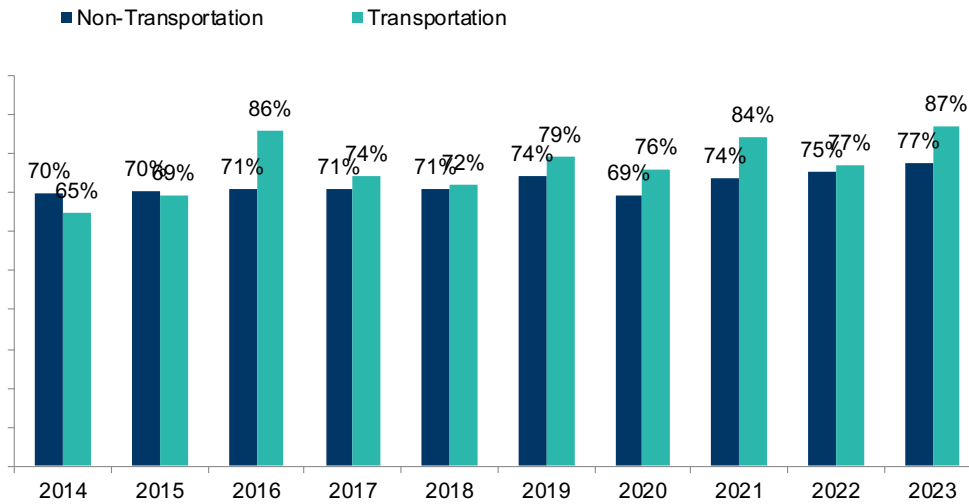
NATIONAL SUMMARIES

The following information summarizes RC and RM petition activity and elections held during the past decade as reported by the NLRB.

UNION WINS IN REPRESENTATION (RC AND RM) ELECTIONS

In 2023, unions won 87 percent of all representation elections held in the transportation industry—10 percent greater than the win rate in all other industries. This was the greatest win rate experienced in the industry in the past decade.

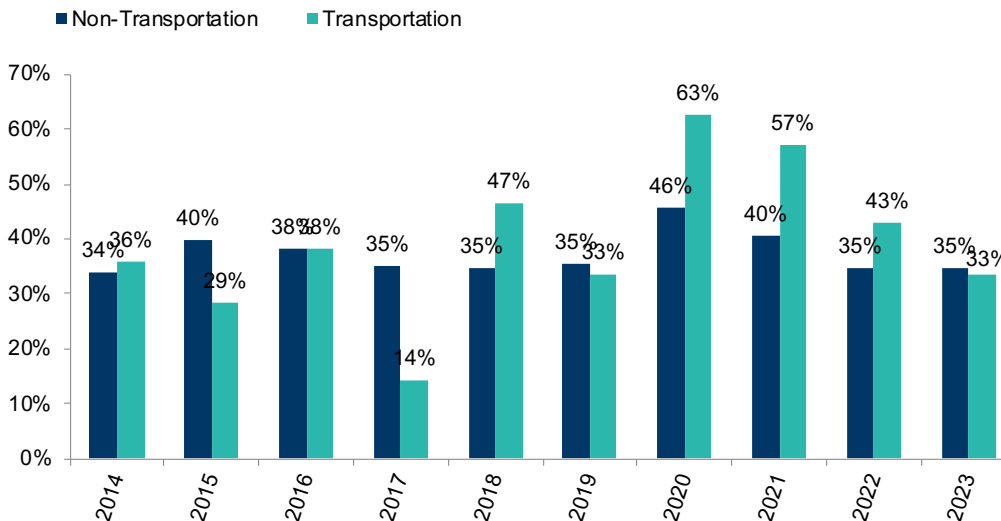
Transportation vs. Non-Transportation Industries (2014–2023)



UNION WINS IN DECERTIFICATION (RD) ELECTIONS

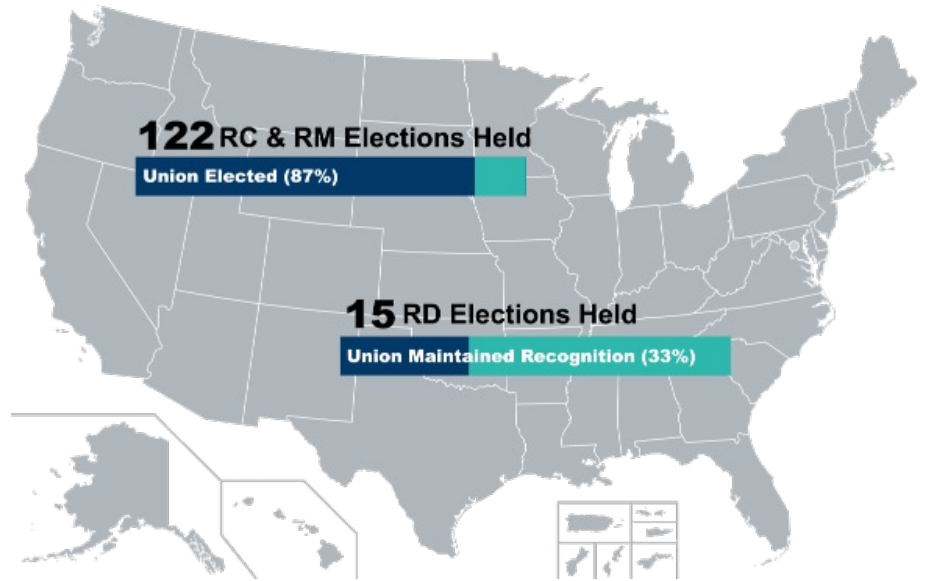
Unions maintained recognition in just 33 percent of RD elections held in the transportation and warehousing industries in 2023.

Transportation vs. Non-Transportation Industries (2014–2023)



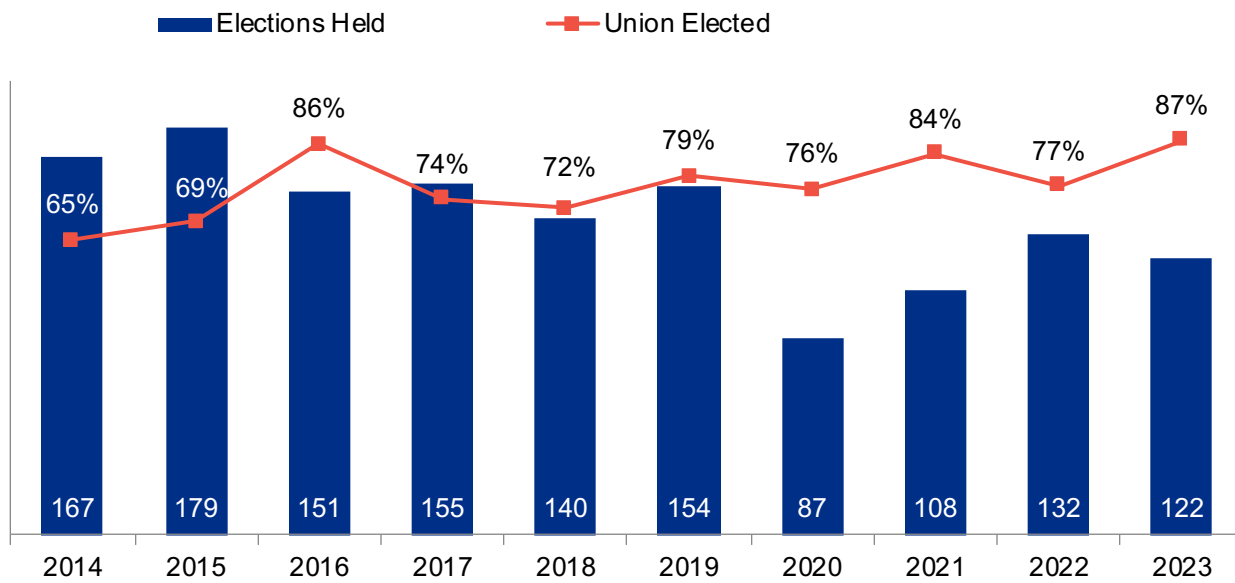
TRANSPORTATION INDUSTRY – ELECTIONS OVERVIEW

In 2023, there were 122 representation elections held in the transportation industry and unions were elected as a result of 87 percent of them. During the same time period, 15 decertification elections were held and unions maintained recognition in just 33 percent.



UNION SUCCESS IN REPRESENTATION (RC AND RM) ELECTIONS COMPARED TO NUMBER OF ELECTIONS

The chart below illustrates the number of representation elections held in the transportation industry over the past decade, along with the percentage of elections won by unions. Unions were elected as a result of 87 percent of the 122 elections held in 2023. This was a 10-percentage point increase in win rate since last year.



STATE SUMMARIES

This section provides an overview of state-level organizing activity in the transportation industry and is based on RC and RM petitions filed and elections held. The data include all reported petitions and elections for 2022 and 2023 at the time of publication.

ALL STATES – REPRESENTATION (RC AND RM) PETITIONS IN TRANSPORTATION

The table below details the number of representation petitions filed in each state in transportation during 2022 and 2023.

State	2022	2023	State	2022	2023	State	2022	2023
Alabama	-	2	Kentucky	3	6	Ohio	7	7
Alaska	1	-	Louisiana	1	2	Oregon	2	5
Arizona	2	2	Maine	-	1	Pennsylvania	9	1
Arkansas	-	2	Maryland	24	5	Puerto Rico	3	2
California	21	19	Massachusetts	6	6	Rhode Island	-	2
Colorado	1	1	Michigan	3	5	Tennessee	2	1
Connecticut	11	5	Minnesota	-	3	Texas	7	5
Florida	3	5	Missouri	6	2	Utah	-	1
Georgia	6	5	Montana	1	-	Vermont	1	-
Hawaii	1	-	Nebraska	1	1	Virgin Islands	-	1
Idaho	1	1	Nevada	-	4	Virginia	3	11
Illinois	13	17	New Hampshire	1	1	Washington	6	3
Indiana	2	9	New Jersey	3	8	Wisconsin	1	1
Iowa	-	4	New York	6	3	Total	163	163
Kansas	2	1	North Carolina	2	4	Wisconsin	2	1
						Total	130	163

Note: States are not included in the table if no petitions were filed in 2022 or 2023.

ALL STATES – REPRESENTATION (RC AND RM) ELECTION RESULTS IN TRANSPORTATION

The table below details the number of representation elections held in each state in transportation during 2022 and 2023.

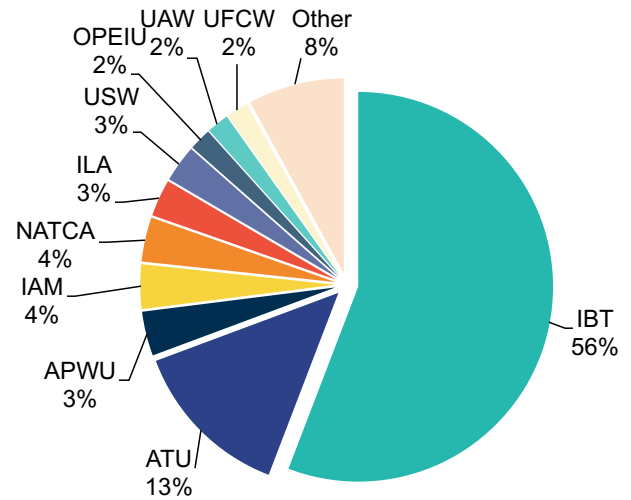
State	2022					2023				
	Total	Union Wins	% of Elections	Union Losses	% of Elections	Total	Union Wins	% of Elections	Union Losses	% of Elections
Alabama	-	-	-	-	-	2	2	100%	0	0%
Alaska	-	-	-	-	-	1	1	100%	0	0%
Arizona	2	1	50%	1	50%	-	-	-	-	-
Arkansas	-	-	-	-	-	1	1	100%	0	0%
California	18	14	78%	4	22%	16	14	88%	2	13%
Colorado	1	1	100%	0	0%	-	-	-	-	-
Connecticut	12	9	75%	3	25%	3	3	100%	0	0%
Florida	3	2	67%	1	33%	1	1	100%	0	0%
Georgia	5	3	60%	2	40%	3	2	67%	1	33%
Hawaii	1	1	100%	0	0%	-	-	-	-	-
Idaho	1	1	100%	0	0%	-	-	-	-	-
Illinois	10	6	60%	4	40%	15	14	93%	1	7%
Indiana	1	1	100%	0	0%	4	2	50%	2	50%
Iowa	1	1	100%	0	0%	3	3	100%	0	0%
Kansas	-	-	-	-	-	4	4	100%	0	0%
Kentucky	2	2	100%	0	0%	1	1	100%	0	0%
Louisiana	-	-	-	-	-	2	1	50%	1	50%
Maine	-	-	-	-	-	1	1	100%	0	0%
Maryland	20	14	70%	6	30%	4	4	100%	0	0%
Massachusetts	3	3	100%	0	0%	5	5	100%	0	0%
Michigan	4	2	50%	2	50%	3	3	100%	0	0%
Minnesota	-	-	-	-	-	1	1	100%	0	0%
Missouri	6	6	100%	0	0%	2	2	100%	0	0%
Montana	1	1	100%	0	0%	-	-	-	-	-
Nebraska	-	-	-	-	-	1	1	100%	0	0%
Nevada	-	-	-	-	-	2	2	100%	0	0%
New Hampshire	-	-	-	-	-	2	2	100%	0	0%
New Jersey	1	1	100%	0	0%	7	6	86%	1	14%
New York	1	1	100%	0	0%	6	4	67%	2	33%
North Carolina	3	3	100%	0	0%	1	1	100%	0	0%
Ohio	5	3	60%	2	40%	6	4	67%	2	33%
Oregon	1	1	100%	0	0%	2	2	100%	0	0%
Pennsylvania	11	8	73%	3	27%	1	0	0%	1	100%
Puerto Rico	2	2	100%	0	0%	1	1	100%	0	0%
Rhode Island	1	1	100%	0	0%	2	2	100%	0	0%
Tennessee	1	1	100%	0	0%	1	1	100%	0	0%
Texas	5	5	100%	0	0%	6	5	83%	1	17%
Utah	1	0	0%	1	100%	-	-	-	-	-
Vermont	1	1	100%	0	0%	-	-	-	-	-
Virgin Islands	-	-	-	-	-	1	0	0%	1	100%
Virginia	3	3	100%	0	0%	9	8	89%	1	11%
Washington	4	2	50%	2	50%	1	1	100%	0	0%
Wisconsin	1	1	100%	0	0%	1	1	100%	0	0%
Total	132	101	77%	31	23%	122	106	87%	16	13%

Note: States are not included in the table if no elections were held in 2022 or 2023.

UNION SUMMARIES

MOST ACTIVE UNIONS – REPRESENTATION (RC AND RM) PETITIONS IN TRANSPORTATION IN 2023

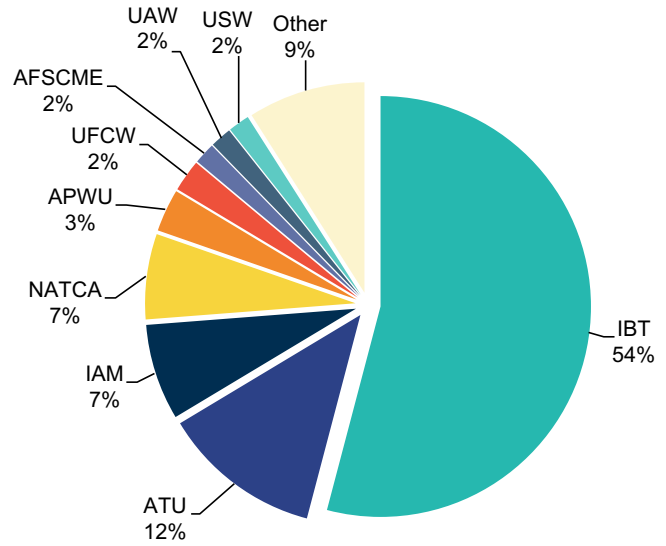
The International Brotherhood of Teamsters (IBT) is the most active union in the transportation industry. In 2023, IBT accounted for 56 percent of representation petitions filed. The next most active union, Amalgamated Transit Union (ATU), accounted for just 13 percent of representation petitions filed.



Abbreviation	Union Name	Petitions Filed	
		2022	2023
IBT	International Brotherhood of Teamsters	63	91
ATU	Amalgamated Transit Union	40	22
APWU	American Postal Workers Union	3	6
IAM	International Association of Machinists and Aerospace Workers	16	6
NATCA	National Air Traffic Controllers Association	6	6
ILA	International Longshoremen's Association	3	5
USW	United Steelworkers	2	3
OPEIU	Office and Professional Employees International Union	0	3
UAW	United Automobile, Aerospace and Agricultural Implement Workers of America	2	3
UFCW	United Food and Commerical Workers International Union	4	3

MOST ACTIVE UNIONS – REPRESENTATION (RC AND RM) ELECTIONS HELD IN TRANSPORTATION IN 2023

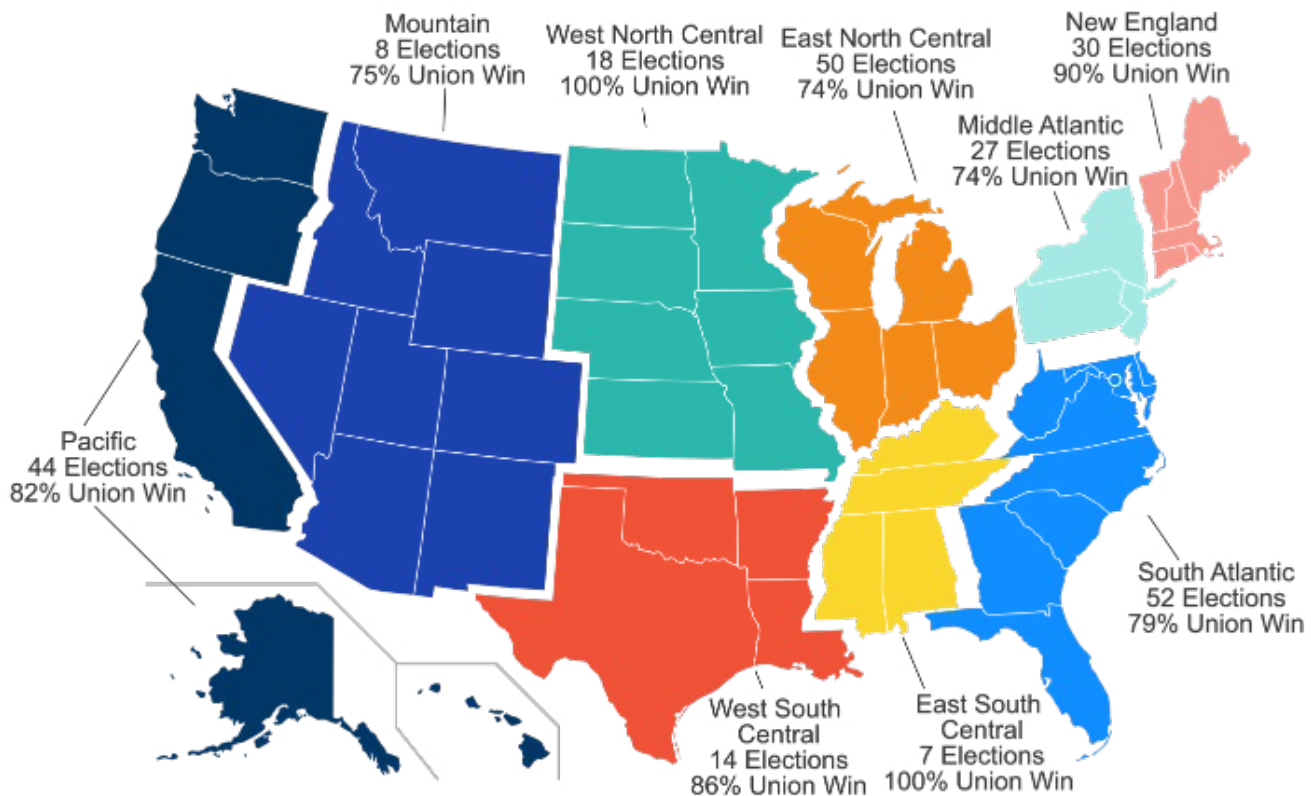
As expected, IBT also accounts for the most representation elections held in the transportation industry. In 2023, IBT was involved in 66 representation elections and was elected as a result of 85 percent of them—this was an increase from the 76 percent of elections won in 2022.



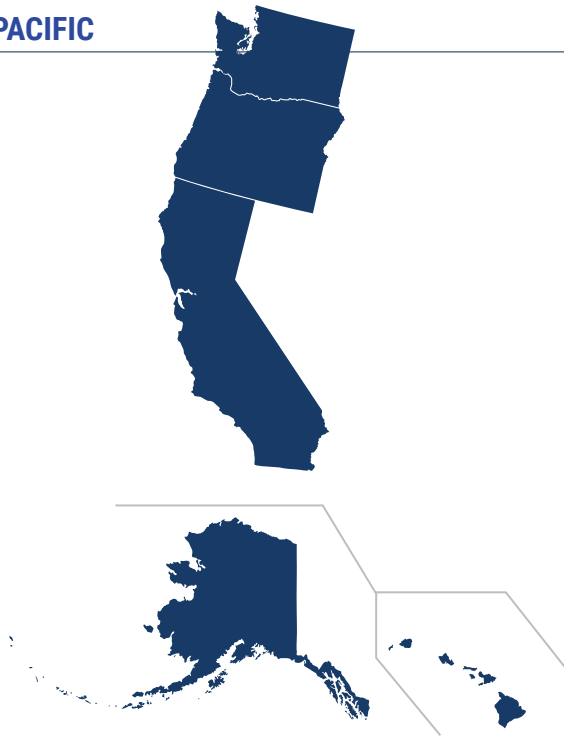
	2022			2023		
	Total Elections	Union Elected %	Union Not Elected %	Total Elections	Union Elected %	Union Not Elected %
IBT	51	76%	24%	66	85%	15%
ATU	39	88%	13%	15	93%	7%
IAM	9	67%	33%	9	89%	11%
NATCA	4	100%	0%	8	100%	0%
APWU	2	100%	0%	4	100%	0%
UFCW	3	67%	33%	3	50%	50%
AFSCME	2	100%	0%	2	100%	0%
UAW	1	0%	100%	2	100%	0%
USW	1	100%	0%	2	0%	100%

REGIONAL SUMMARIES

For the purposes of this analysis, we have categorized the nation into nine regions as illustrated in the map below. The following sections provide an overview of activity in each region in 2022 and 2023 and a breakdown of the most active unions in the region based on representation petitions filed in the same time period.



PACIFIC



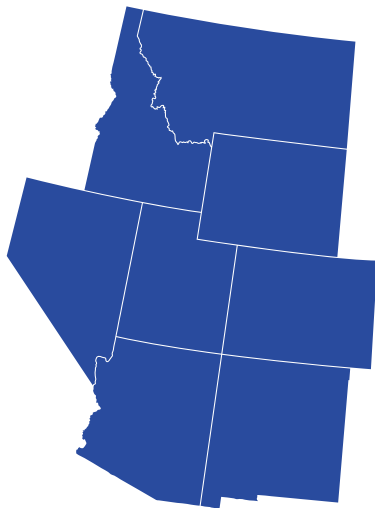
State	2022		
	Petitions Filed	Elections Held	Union Win Rate
Alaska	1	0	-
California	21	18	78%
Hawaii	1	1	100%
Oregon	2	1	100%
Washington	6	4	50%

State	2023		
	Petitions Filed	Elections Held	Union Win Rate
Alaska	0	1	100%
California	19	16	88%
Hawaii	0	0	-
Oregon	5	2	100%
Washington	3	1	100%

Most Active Unions

IBT, ATU, IAM, ILA, International Brotherhood of Electric Workers (IBEW), USW, International Longshoremen Workers Union (ILWU)

MOUNTAIN



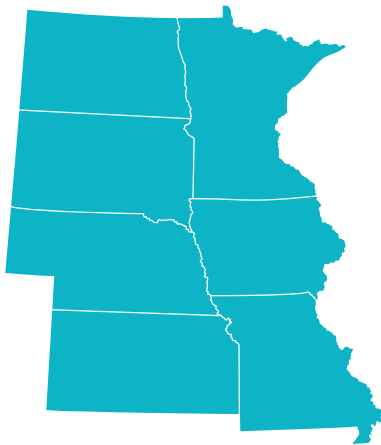
State	2022		
	Petitions Filed	Elections Held	Union Win Rate
Arizona	2	2	50%
Colorado	1	1	100%
Idaho	1	1	100%
Montana	1	1	100%
Nevada	0	0	-
New Mexico	0	0	-
Utah	0	1	0%
Wyoming	0	0	-

State	2023		
	Petitions Filed	Elections Held	Union Win Rate
Arizona	2	0	-
Colorado	1	0	-
Idaho	1	0	-
Montana	0	0	-
Nevada	4	2	100%
New Mexico	0	0	-
Utah	1	0	-
Wyoming	0	0	-

Most Active Unions

ATU, IBT, OPEIU

WEST NORTH CENTRAL



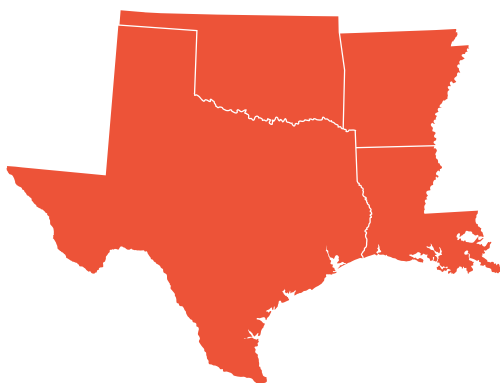
State	2022		
	Petitions Filed	Elections Held	Union Win Rate
Iowa	0	1	100%
Kansas	1	0	-
Minnesota	0	0	-
Missouri	6	6	100%
Nebraska	1	0	-
North Dakota	0	0	-
South Dakota	0	0	-

State	2023		
	Petitions Filed	Elections Held	Union Win Rate
Iowa	4	3	100%
Kansas	4	4	100%
Minnesota	3	1	100%
Missouri	2	2	100%
Nebraska	1	1	100%
North Dakota	0	0	-
South Dakota	0	0	-

Most Active Unions

IBT, NATCA

WEST SOUTH CENTRAL



State	2022		
	Petitions Filed	Elections Held	Union Win Rate
Arkansas	0	0	-
Louisiana	1	0	-
Oklahoma	0	0	-
Texas	7	5	100%

State	2023		
	Petitions Filed	Elections Held	Union Win Rate
Arkansas	2	1	100%
Louisiana	2	2	50%
Oklahoma	0	0	-
Texas	5	6	86%

Most Active Unions

IBT, ATU, UAW, IAM

EAST NORTH CENTRAL



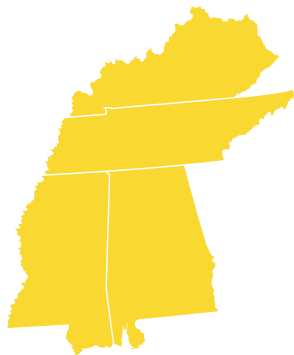
State	2022		
	Petitions Filed	Elections Held	Union Win Rate
Illinois	13	10	60%
Indiana	2	1	100%
Michigan	3	4	50%
Ohio	7	5	60%
Wisconsin	1	1	100%

State	2023		
	Petitions Filed	Elections Held	Union Win Rate
Illinois	17	15	93%
Indiana	9	4	50%
Michigan	5	3	100%
Ohio	7	6	67%
Wisconsin	1	1	100%

Most Active Unions

IBT, IAM, NATCA, American Federation of State, County and Municipal Employees (AFSCME), APWU, UAW, ATU, Laborers’ International Union of North America (LIUNA), International Union of Operating Engineers (IUOE)

EAST SOUTH CENTRAL



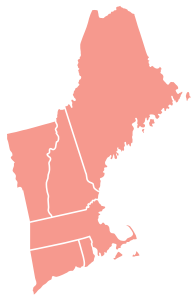
State	2022		
	Petitions Filed	Elections Held	Union Win Rate
Alabama	0	0	-
Kentucky	3	2	100%
Mississippi	0	0	-
Tennessee	2	1	100%

State	2023		
	Petitions Filed	Elections Held	Union Win Rate
Alabama	2	2	100%
Kentucky	6	1	100%
Mississippi	0	0	-
Tennessee	1	1	100%

Most Active Unions

IBT

NEW ENGLAND



State	2022		
	Petitions Filed	Elections Held	Union Win Rate
Connecticut	11	12	75%
Maine	0	0	-
Massachusetts	6	3	100%
New Hampshire	1	0	-
Rhode Island	0	1	100%
Vermont	1	1	100%

State	2023		
	Petitions Filed	Elections Held	Union Win Rate
Connecticut	5	3	100%
Maine	1	1	100%
Massachusetts	6	5	100%
New Hampshire	1	2	100%
Rhode Island	2	2	100%
Vermont	0	0	-

Most Active Unions

IBT, ATU, UFCW

MIDDLE ATLANTIC



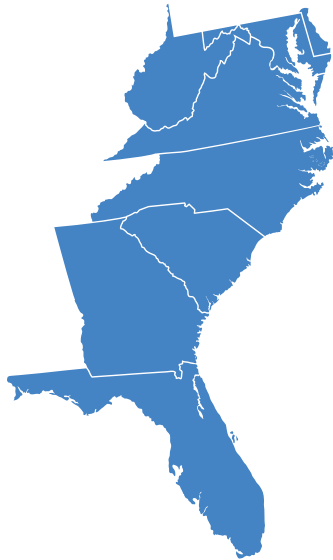
State	2022		
	Petitions Filed	Elections Held	Union Win Rate
New Jersey	3	1	100%
New York	6	1	100%
Pennsylvania	9	11	73%

State	2023		
	Petitions Filed	Elections Held	Union Win Rate
New Jersey	8	7	86%
New York	3	6	67%
Pennsylvania	1	1	100%

Most Active Unions

IBT, ATU, IAM

SOUTH ATLANTIC



State	2022		
	Petitions Filed	Elections Held	Union Win Rate
DC	0	0	-
Delaware	0	0	-
Florida	3	3	67%
Georgia	6	5	60%
Maryland	24	20	70%
North Carolina	4	3	100%
South Carolina	0	0	-
Virginia	3	3	100%
West Virginia	0	0	-

State	2023		
	Petitions Filed	Elections Held	Union Win Rate
DC	0	0	-
Delaware	0	0	-
Florida	5	1	100%
Georgia	5	3	67%
Maryland	5	4	100%
North Carolina	0	1	100%
South Carolina	0	0	-
Virginia	11	9	89%
West Virginia	0	0	-

Most Active Unions

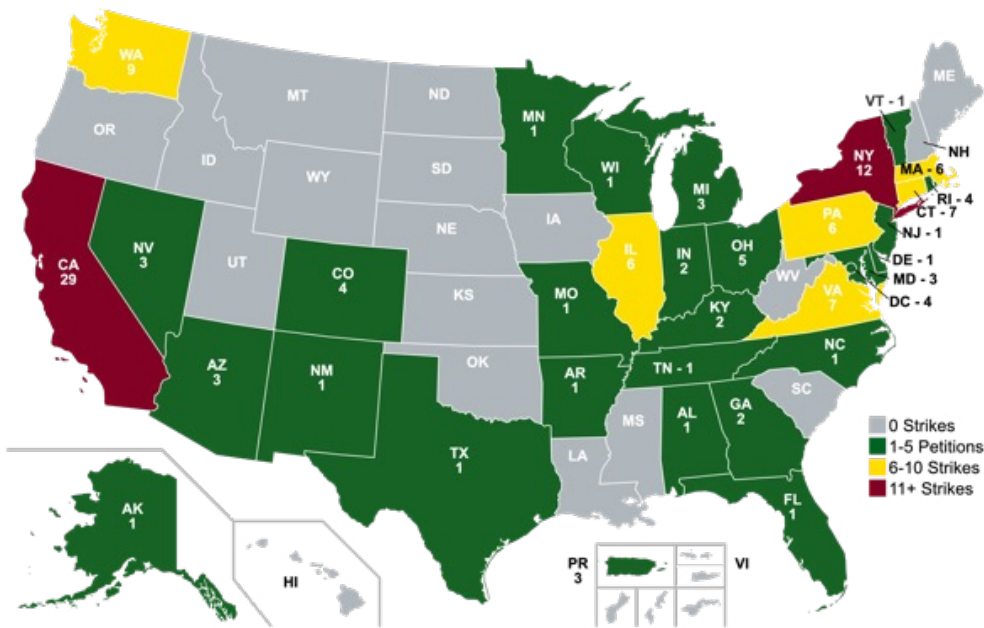
ATU, IBT, IAM, APWU, ILA, USW, UFCW, NATCA



STRIKES IN TRANSPORTATION

The map below illustrates the number of strikes held in transportation since 2014⁴. California has had more than double the number of strikes as any other state, but otherwise, strike activity has been fairly well dispersed across the nation.

STRIKES IN TRANSPORTATION BY STATE: 2014–2023



Year	Number of Strikes	Workers Idled	Average Number of Workers per Strike
2023	37	6,764	183
2022	15	3,472	231
2021	17	1,707	100
2020	8	2,488	311
2019	13	8,225	633
2018	10	3,440	344
2017	12	2,331	194
2016	12	8,580	715
2015	4	3,533	883
2014	9	1,592	177

⁴ Strike data is compiled from a combination of Federal Mediation and Conciliation Services Work Stoppage Data, U.S. Bureau of Labor Statistics Major Work Stoppages Data, and media coverage of strikes in order to provide the most complete data possible. The data may not be comprehensive.

LABOR LAW/ACTIVITY UPDATE

This edition of IRI's Labor Activity in Transportation & Logistics Annual Report provides three important articles from industry experts that examine the issues most vital to the industry now. From the current administration and labor climate to the changing workforce and even preparing for activity, these experts will support your strategic planning with the insight you need.

[Improving the Workplace for Truckers and Transportation Professionals](#) provides personal, firsthand insights from Stephen Kane, President and Founder of Rolling Strong Health and Wellness Technology Platform, to better understand the life of one of the world's most important professions: truckers. As a former truck driver himself, the author highlights the challenges and risks truckers face and the steps employers can take to improve the workplace for all transportation professionals.

[What Logistics and Transportation Industry Employers Can Expect From the NLRB](#) by Mark Stubleby of Ogletree Deakins analyzes how the current NLRB and General Counsel have changed the dynamics of organizing, collective bargaining, and the scope of protected activities under the National Labor Relations Act. The author addresses the significant changes that have taken place, as well as the steps industry employers should take to be prepared for this new reality— noting that these dynamics, along with a more confrontational labor movement, present significant challenges to transportation and logistics employers.

[The Evolving Landscape of Employee Engagement in the Trucking and Warehousing Industry](#) by Fiona Jamison, PhD, CEO of Spring International, looks at recent shifts in employee engagement in this industry to better understand how to maintain a motivated and productive workforce. Specifically, the author analyzes the current engagement trends among truck drivers, warehouse employees, and office-based support workers, identifies the top drivers of engagement for each group, and provides strategic insights for attracting new talent to the driver profession.

Improving the Workplace for Truckers and Transportation Professionals

Stephen Kane, President, Rolling Strong

Tel: 816-868-1286 steve.kane@rollingstrong.com

ABSTRACT

The next time you see a package on your front porch, take a moment to think about how it got there. Then, thank a trucker. Truckers are among the most dependable and dedicated professionals in the world. No matter the weather, climate, or personal sacrifice, they work all day every day to bring goods from one side of the globe straight to our doorstep. This was especially evident during the COVID-19 Pandemic when truckers were instrumental in keeping America moving. But the life of a trucker isn't easy. In fact, it's incredibly challenging. This article provides a personal and thought-provoking insight into what affects the safety, compliance, and culture of the transportation industry and how best to improve the workplace for our truckers and transportation professionals.

Introduction

Have you ever wondered what life is like for the trucker who passes by on the highway? Who is the person sitting high above us in that mysterious big rig?

Repeatedly, truckers prove that they practice dependability, professionalism, and dedication as they bring everything we need and want from one side of the globe to our doorsteps, all day every day. Everything we build, mine, and consume is brought to us by a truck at some point. Despite weather, climate, personal sacrifice, or a pandemic, they somehow keep America moving.

This article highlights the work life of the truck driver. What are the pros and cons when it comes to health and lifestyle? This article also examines how these elements impact the safety, compliance, and culture of the transportation workplace and what can be done to improve it.

A Career in Trucking and a New Focus

First, let me qualify. My name is [Stephen Kane](#), and I am the president and founder of the [Rolling Strong Health and Wellness Technology Platform](#). We are a group of

transportation professionals who have dedicated our lives to reversing the health decline of the professional driver. Our intention is to better the lives of professional drivers while also improving the bottom line for the companies that employ them. I spent one decade as a professional driver before moving into management and eventually leadership. Now, I focus on bringing good health to professional drivers industry wide.

When I began my career, I was excited and ready to travel the country. I was 185 lbs. and very fit. As a high school wrestler and amateur boxer, I never thought that in three years I would have this strange stuff called belly fat and eventually high blood pressure. Then I went through a bout of cancer that included surgery and chemotherapy. At the time, I was a dispatcher/operations manager at a local trucking company called Piedmont Transportation. The owners of Piedmont and all their drivers were an incredible help during that time, and I always said that someday I would do something to give back. They also bought me a TREK bicycle that would eventually inspire me to become an amateur [Ironman](#) triathlete. This all inspired me to redirect my career and dedicate my efforts toward the health improvements of one of our most precious resources, the professional truck driver.

The Need for Truck Drivers

The trucking industry hauls approximately 11.5 billion tons of freight annually, generating approximately 950 billion dollars in revenue. The industry employs approximately 8.5 million people, and according to [The American Trucking Association](#), 3.5 million of them are professional truck drivers. Our freight population is responsible for delivering every single thing that we eat, touch, live in, and consume. As we continue to increase our population and attempt to meet the needs and wants of the consumer, there is continued demand for the delivery of products. This impacts our need for more roadways, warehouses, distribution centers, and general infrastructure. This growth supports the economy with additional jobs in construction, manufacturing, management, law enforcement, technology, and transportation. Of course, it also increases the need for professional commercial driver's license (CDL) truck drivers.

Unfortunately, truck driving is not the top choice for many of the young people entering the workforce. Instead, they are being presented with engineering jobs, technology careers, and many other more appealing livelihoods. By the end of 2024, it is estimated that there will be an 80,000-driver shortage. To address this shortage, the trucking industry is constantly considering options to surge its supply of drivers, such as allowing younger drivers to enter the workforce, focusing on the recruitment of females to a previously male-dominated industry, and launching marketing campaigns aimed at younger people.

A Truck Driver's Day-to-Day

So, what exactly is required of a truck driver to safely deliver goods—on time and intact.

Drivers must understand the basic mechanics of a combination vehicle (one with two separate parts: the tractor and the trailer); how to adjust brakes and check fluids; how to identify and understand their vehicle's height clearances and bridge weight limits; how to read a highway atlas and talk on a CB radio; how to get fuel and understand fuel tax; what type of load is on the truck (and if hazardous, which placards are required to be on the truck); and what the weight of the load is and how much weight is over each axle. Drivers must master all the aspects of navigating a combination vehicle, including how to back up, especially into docks and parking

spots at busy truck stops; how to decelerate before a corner; maintaining appropriate following distance; and how to navigate through different weather and road conditions. Drivers also must learn how to perform Department of Transportation (DOT) required pre- and post-trip inspections on the vehicle. Inspections that, if done carelessly, could result in a catastrophic accident.

Truck drivers can work a total of 14 hours in a day, but that can include no more than 11 hours of actual drive time. The remainder can be used for on-duty non-driving time. On-duty time is used for things like hooking up the truck and trailer, fueling, and performing inspections. When the 14 hours are up, drivers must take 10 hours off—longer if they have already exceeded the 70 hours allowed in their 8-day work week.

A trucker's job requires focus, memory, navigation skills, people skills, mechanical knowledge, and the ability to stay cool and alert for long hours of the day.

The Unhealthiest Workforce

On top of all the requirements of a trucker's job, CDL truck drivers also must stay medically compliant to operate a commercial motor vehicle.

Medical Requirements

The DOT has established medical requirements for a driver to obtain and hold a CDL license. A driver takes the DOT medical exam and, depending on their health status, is either given a full-term, 2-year card if they are in good health or a short-term card (less than 2 years; for instance, a 90-day card) if they do not meet the health criteria.

Due to the high percentage of co-morbidities in the trucking population, almost half the drivers that take the physical each year are issued a short-term card. So, statistically, almost half the drivers behind the wheel have slightly to moderately less than acceptable health conditions. The DOT's medical exam is meant to act as a warning system that hopefully gets the driver to address the issues before the next examination and prevent them from eventually becoming disqualified.

Unfortunately, 300,000 drivers are medically disqualified annually. Even more alarming, the current life expectancy of the professional truck driver is 61 years old.

How did we get here? How is it that one of the working groups our society depends on the most is also the group that is statistically the unhealthiest in America?

A Challenging Lifestyle

There are some obvious factors we can list. Truckers are sedentary for extended periods of time. They are faced with almost infinite unhealthy choices at truck stops and they have little time and few places to get exercise. Due to the isolated nature of their job and extended periods away from their own families, they are also more susceptible to depression.

As a result of the lifestyle, truck drivers have the highest rate of diabetes, hypertension, heart disease, obesity, and sleep apnea when compared to other industry workforces. A high percentage of drivers also deal with mental illness, depression, PTSD, and other challenges.

As a professional driver who works 14-hour days and gets a 10-hour break before returning to duty, there is little time and energy left to maintain healthy habits. Does this fall on the drivers themselves? Does our current infrastructure support a healthy lifestyle for professional drivers?

I can personally attest that it is incredibly challenging to maintain good health as a professional driver—possible, yet incredibly challenging.

Increases in Risk and Cost

Over 50 percent of professional drivers are obese and 17 percent of them are morbidly obese. This leads to additional health issues that create risk in the workplace. Obese people are three times as likely to be absent and they are twice as likely to have an on-the-job injury. This drives up health care costs, workers' comp costs, and vehicular accident costs.

Promoting a Healthier Culture

So, the question is: are the drivers that do so much for Americans worth our efforts to create for them a healthier culture and workplace? Do we want our people to thrive—not just some of them, but most of them?

For this to happen, transportation industry leadership must choose to have a personal stake in its employees' health. Here are just a few ideas of how you can commit to a healthier culture at your organization and, especially, among your drivers.

- Encourage your workforce to stay active by promoting team activities like participation in charity or community 5k races or team fitness challenges.
- Hold lunch and learn events—that can be accessed remotely—about how to create healthy habits while on the road.
- Promote your organization's wellness plan options. If you don't have a wellness plan, search for a professional wellness company that can provide you with tools to specifically address your company's pain points, such as dealing with a high number of short-term cards or disqualified DOT physicals.
- Make sure your drivers know how to reduce costs by taking advantage of any wellness programs or credits offered by their insurance company (like credits granted for obtaining regular health screenings, having an annual physical, or completing a tobacco cessation program).
- Check to see if you can drive down your organization's overall insurance costs by meeting the criteria of a wellness solution.

Even if you're not in the best shape yourself, showcase your own efforts. Your vulnerability as a leader will do wonders for your culture.

Conclusion

Professional truck driving is a necessary and skillful position. Behind the scenes, this massive transportation infrastructure continues to move and stimulate our economy while delivering necessities.

A continuous shortage of drivers is already making it difficult for the industry to keep up with the demands of an increasing population. Due to a great number of factors that make achieving good health challenging—like a demanding schedule and a lack of accessible, healthful options at truck stops—the drivers we do have experience significant health concerns and co-morbidities. And these contribute to higher costs related to turnover, insurance, workers' comp, vehicular accidents, and labor, in general.

For all these reasons, we need to take better care of our truck drivers. Companies that work to promote the improvement of their employees' health and fully embrace this challenge have the opportunity to improve their workplace culture and reap the benefits of a healthier workforce.

What Transportation and Logistics Industry Employers Can Expect From the NLRB

Mark M. Stuble, Olgetree Deakins

Tel: 864-240-8318 mark.stuble@ogletree.com Greenville, SC

ABSTRACT

The current NLRB and General Counsel have changed the dynamics of organizing, collective bargaining, and the scope of protected activities under the NLRA. These developments, coupled with a more confrontational labor movement, present significant challenges to transportation and logistics employers. In this article, we address the significant changes that have taken place and steps industry employers should take to prepare for this new reality.

The NLRB

Lauren McFerran continues to lead the agency, with a Board made up of three Democrats, one Republican, and one vacancy during the summer of 2024. While the employer community once feared the possible enactment of the PRO Act, the General Counsel and Board have, by decisions, rules, and enforcement posture, delivered much of what organized labor hoped to achieve in the PRO Act.

Micro-units

The Biden NLRB wasted little time in overturning the *Boeing* decision⁵ on appropriate bargaining units. In *American Steel*,⁶ the NLRB returned to the *Specialty Healthcare*⁷ standard, presuming that a petitioned unit is appropriate unless the employer can present evidence that employees excluded from a petitioned unit share an “overwhelming community of interest” with employees within the petitioned unit, to mandate their inclusion. Unions have capitalized on the change to target small units within which they have solid support. Indeed, at transportation operations, the Teamsters have

attempted to organize drivers at a single domicile yard, which is wholly integrated into a distribution company made up of a warehouse operation and several domicile locations—all from which drivers collectively work and operate. Overall, unions won more than 80 percent of representation elections in February,⁸ and labor unions targeting small units have an even higher rate of success.

Quickie Election Rules

The risks presented by micro-units are compounded by the NLRB’s new “quickie election” rules that became effective on December 26, 2023.⁹ Recent data reported by the NLRB illustrates how the window from a petition filing until an election has closed significantly.¹⁰ The average time between the filing of a petition and balloting in contested elections has declined from 105 days in FY2023 to less than 59 days under the new rules. Regions are required to schedule elections as soon as practicable. Board Chair McFerran has indicated that, under the new rules, elections can be completed within 15 calendar days.¹¹

⁵ *The Boeing Co.*, 368 NLRB No. 67 (2019).

⁶ *American Steel Co.*, 372 NLRB No. 23 (2022).

⁷ *Specialty Healthcare & Rehabilitation Center of Mobile*, 357 NLRB 934 (2011).

⁸ NLRB Office of Public Affairs, News & Publications (April 9, 2024).

⁹ See 29 CFR 102.

¹⁰ See *Bloomberg Law*, Daily Labor Report, “Union Elections Run Faster After Labor Board Rule, Agency Says” (April 15, 2024).

¹¹ *Bloomberg Law*, Daily Labor Report, “NLRB Chair Touts New Test Boosts Free, Fair Union Choice” (September 20, 2023).

Under the new rules, an employer has a mere six and one-half days (until noon on the seventh day) to file and serve a responsive statement of position regarding a representation petition. An employer's failure to raise timely legal challenges in the statement of position forecloses future challenges, as the issues are deemed waived.

The nature of the pre-election hearing has changed dramatically as well. The purpose of the pre-election hearing is to determine whether a question of representation exists. Accordingly, disputes concerning individuals' eligibility to vote or inclusion in an appropriate unit ordinarily are not litigated or resolved prior to an election. Parties may file post-hearing briefs but only with the Regional Director's special permission (following pre-election hearings) or a hearing officer's special permission (following post-election hearings).

Organizing Through Mandated Bargaining Orders (regardless of any election)

Last August, the NLRB issued its infamous decision in *Cemex*.¹² In essence, the NLRB adopted the General Counsel's position that a bargaining order is appropriate if an employer engages in any unfair labor practices that could have affected the result of an election, and the union had evidence of majority support.

Under *Cemex*, an employer confronted with a union's claim of majority support must now either: (1) file an RM petition for an election (to challenge the union's claim of majority support) within 14 days; (2) recognize the union; or (3) risk the NLRB imposing a bargaining order due to a meritorious "failure to bargain" unfair labor practice charge filed by a union. As expected, the *Cemex* decision has led to a significant increase in the filing of RM petitions.

The breadth of the challenges presented by *Cemex* are heightened by the NLRB General Counsel's enforcement posture, particularly her view that employer mandatory group and one-one-one discussions with employees about unionization are inherently unlawful and coercive, absent specific assurances to employees and the discussions being voluntary.¹³

The NLRB's decision in *Stericycle*¹⁴ presents a similar risk for employers. The NLRB overturned the *Boeing Co.*¹⁵ decision concerning the standard for assessing the lawfulness of employer handbooks and policies. While the *Boeing* decision categorized policies in a manner that made compliance objectively more predictable, the *Stericycle* decision reverts back to the unpredictable *Lutheran Heritage Village-Livonia*¹⁶ standard. Now, the General Counsel must merely prove that a challenged rule has a "reasonable tendency" to chill employees from exercising their rights under the NLRA. If so, the rule is "presumptively unlawful." The Employer must rebut the presumption by proving that the rule or policy advances a legitimate and substantial business interest and that the employer is unable to advance that interest with a more narrowly tailored rule.

Misclassification and Joint Employer Risks

The NLRB General Counsel has expressed that an employer misclassifying an employee as an "independent contractor" (exempt from coverage under the NLRA) should be an unfair labor practice. The NLRB has not adopted the GC's expansive view. However, in *Atlanta Opera, Inc.*¹⁷ the NLRB returned to the 2014 *FedEx Home Delivery*¹⁸ standard for determining independent contractor status under the NLRA and overruled its decision in *SuperShuttle*.¹⁹ The NLRB will now apply the common law factors to determine if the relationship is that of an employee or independent contractor. The change in the standard will make it easier for the NLRB General Counsel to prove "employee" coverage under the NLRA. Hence, the change may impact the use of independent contractors in the transportation and logistics industry.

Similarly, in 2023, the NLRB promulgated new "joint employer" regulations as a means to expand the number of employers who can be deemed an "employer" of the same employees. A "joint employer" can be jointly and severally liable for unfair labor practices and have an obligation to recognize and bargain with a union concerning the terms and conditions of employees over whom the employer directly or indirectly reserves the right to control. These rules were vacated by a

¹² *Cemex Construction Materials Pacific LLP*, 372 NLRB No. 130 (2023).

¹³ See Memorandum GC 22-04 (April 7, 2022).

¹⁴ *Stericycle, Inc.*, 372 NLRB No. 113 (2023).

¹⁵ *Boeing Co.*, 365 NLRB No. 154 (2017).

¹⁶ *Lutheran Heritage Village-Livonia*, 343 NLRB 646 (2004).

¹⁷ *Atlanta Opera, Inc.*, 372 NLRB No. 95 (2023).

¹⁸ *FedEx Home Delivery*, 361 NLRB 610 (2014) (*FedEx II*).

¹⁹ *SuperShuttle DFW, Inc.*, 367 NLRB No. 75 (2019).

U.S. District Court Judge on March 9, 2024.²⁰ The current law requires the direct and actual exercise of control of terms and conditions of another employer's employees to be deemed a joint employer. However, the NLRB has vowed to continue its efforts to broaden the application of the joint employer doctrine.

Protected Concerted Activities Broadly Defined

Union and non-union employers alike have to deal with the risks of unfair labor practice charges when dealing with employee disruptions in the workplace. The legal risks of correcting certain employee activities, however, is heightened by recent NLRB decisions.

In *Lion Elastomers LLC II*,²¹ the NLRB changed the standards relating to the discipline or discharge of employees who engage in offensive or abusive misconduct while engaging in protected concerted activities under the NLRA. The NLRB rejected a standard adopted in *General Motors*,²² which made it easier for employers to sanction misconduct. In doing so, the NLRB returned to a setting-specific three standard approach. The NLRB held that to “fully protect employee rights, conduct during protected concerted activity must be evaluated in the context of that important activity—not as if it occurred in the ordinary workplace context.” The three setting-specific standards address: (1) employee conduct toward management in the workplace; (2) employee posts on social media and conversations amongst employees in the workplace; and (3) picket-line conduct.

The NLRB's *Lion Elastomers LLC II* decision creates challenges for employers seeking to curb abusive and inappropriate conduct in the workplace that may be associated with an employee's exercise of legally protected activities. Employers may now have to choose whether to discipline an employee for misconduct or do nothing, thereby implicitly condoning the misconduct (and confronting the possible legal risks associated with that decision).

The NLRB has also returned to a broad view of when individual actions are considered protected “concerted” activities under the NLRA. In *Miller Plastics, Inc.*,²³ the NLRB returned to a “totality of the circumstances” test for determining if an individual employee action constitutes protected concerted activity. In overturning a Trump-era NLRB case,²⁴ the NLRB returned to a standard established in earlier decisions in *Meyers I*²⁵ and clarified in *Meyers II*.²⁶ The NLRB found employee activity is concerted when it is “engaged in with or on the authority of others, and not solely by and on behalf of himself.” The NLRB also later clarified that concerted activity, protected under the NLRA, “encompasses those circumstances where individual employees seek to initiate or induce or to prepare for group action, as well as individual employees bringing truly group complaints to the attention of management.”

The combined effect of the NLRB's decisions in *Lion Elastomers LLC II* and *Miller Plastics* will place employers in the position of making decisions on discipline of individuals and groups for misconduct, without the benefit of any specific guidance. Employers can expect this to translate into more unfair labor practice charges challenging discipline and terminations in both union and non-union workplaces.

In *American Federation for Children, Inc.*,²⁷ the NLRB redefined what is considered “mutual aid or protection” under the NLRA. The NLRB (in overturning an earlier decision in *Amnesty International*)²⁸ held that advocacy by statutory employees on behalf of nonemployees is protected when it can benefit the statutory employees. The NLRB explained that such efforts by employees can benefit employees by improving their own working conditions or by leading nonemployees to later return the help they received.

Duty to Bargain Before Making Changes

Employers confronting first contract negotiations or the renegotiation of collective bargaining agreements have long challenged varying legal standards on their statutory obligations to bargain with unions before making changes in terms and conditions of employment.

20 NLRB News & Publications, “NLRB's Joint-Employer Rule Vacated by U.S. District Judge” (March 9, 2024).

21 *Lion Elastomers LLC II*, 372 NLRB No. 83 (2023).

22 *General Motors LLC*, 369 NLRB No. 127 (2020).

23 *Miller Plastics, Inc.*, 372 NLRB No. 134 (2023).

24 *Alstate Maintenance, LLC*, 367 NLRB No. 68 (2019).

25 *Meyers Industries, Inc. (Meyers I)*, 268 NLRB 93 (1984).

26 *Meyers Industries, Inc. (Meyers II)*, 281 NLRB 882 (1986).

27 *American Federation for Children, Inc.*, 372 NLRB No. 137 (2023).

28 *Amnesty International*, 368 NLRB No. 112 (2019).

Last August, the NLRB issued two decisions, *Wendt Corporation*²⁹ and *Tecnocap, LLC*,³⁰ concerning this standard. The decisions clarify that employers are prohibited from unilateral action where the decision is largely discretionary, even if consistent with a long-standing past practice. The NLRB defined a practice as longstanding if it occurs “with regularity and frequency that employees could reasonably expect the practice to continue on a regular and consistent basis.” However, the NLRB held the “past practice” defense is only available where the change is fixed by an established formula, based on nondiscretionary criteria. Further, an employer may not rely on a past practice of making unilateral changes before union representation to justify unilateral changes after union representation (e.g., during first contract negotiations). Additionally, an employer may not continue making discretionary changes to employment terms after a contractual provision (e.g., management rights) allowing such changes expires.

Given the contentious national negotiations, strike threats and strikes by the Teamsters and other industry unions, the NLRB decisions may require unionized employers in the industry to assess their negotiations strategies and modify them if necessary.

What This Means for Transportation and Logistics Employers

Unions are attempting to leverage a positive public perception, strikes, and contract gains to target nonunion employers in the industry. NLRB decisions and rules present significant challenges to employers who desire to maintain direct relationships with employees. Therefore, the basics have never been more important:

- Plan ahead
- Develop a written positive employee relations plan with assignments for accountability
- Have a robust communications plan and effective avenues for top-down and bottom-up communication
- Maximize effective engagement techniques and train managers and supervisors

- Consider implementing Employee Participation Programs and Dispute Resolution options (e.g., peer review, arbitration, etc.)
- Train front-line supervisors on leadership techniques, employee engagement, and the legal do’s and don’ts
- Have a plan and team to respond to card-signing and organizing efforts (legal team and separate campaign team)
- Access areas of vulnerability and create plans to address
- Reassess relationships with independent contractors to avoid joint employer and misclassification risks
- Review employment policies and practices for legal compliance

Managing employee misconduct raises concerns beyond NLRB compliance that may present a greater risk of legal liability (e.g., harassment, discrimination, hostile environment, negligent retention, etc.). Employers should seek counsel before disciplining or terminating employees who, individually or as a group, may be engaging in protected activities. Further, employers should get guidance on helpful evidence to preserve in order to successfully defend any unfair labor practices that could be filed months following the discipline.

On bargaining, employers may need to reevaluate bargaining strategies and timelines to align with business needs and plan on anticipated changes. NLRB prohibitions on unilateral changes may suggest attempting early bargaining or making needed changes (as permitted in a collective bargaining agreement) before a contract expires.

²⁹ *Wendt Corporation*, 372 NLRB No. 135 (2023).

³⁰ *Tecnocap, LLC*, 372 NLRB No. 136 (2023).

The Evolving Landscape of Employee Engagement in the Trucking and Warehousing Industry

Fiona Jamison, PhD, CEO of Spring International
Tel: 610-834-7600 FJamison@springitl.com

ABSTRACT

Over the past year, the trucking and warehousing industry has seen significant shifts in employee engagement driven by increased demand, technological advancements, and changing worker priorities. This article delves into the current engagement trends among truck drivers, warehouse employees, and office-based support workers; identifies the top drivers of engagement for each group; and provides strategic insights for attracting new talent to the driver profession. Understanding these dynamics is crucial for maintaining a motivated and productive workforce in this essential sector.

Introduction

Employee engagement is a critical factor in the success of any industry, and the trucking and warehousing sector is no exception. In the past year, this industry has faced unprecedented challenges and opportunities. The surge in e-commerce, coupled with global supply chain disruptions, has placed immense pressure on logistics operations. As a result, the need to maintain high levels of employee engagement has never been more crucial. Engaged employees are more productive, provide better customer service, and are less likely to leave their jobs. This article aims to provide a comprehensive overview of the current state of employee engagement in the trucking and warehousing industry, exploring how it has changed over the past year, identifying the primary drivers of engagement for different employee groups, and offering strategic recommendations for attracting and retaining talent in this vital sector.

Changes in Employee Engagement for Trucking Employees

In the last year, the engagement landscape for truck drivers has undergone notable changes. According to Gallup's 2023 State of the Global Workplace report, the overall employee engagement rate in the transportation industry was approximately 33 percent, reflecting a moderate increase from

previous years due to targeted efforts in improving working conditions and compensation. Within our own database of trucking clients, the 2024 benchmark for engagement is 65 percent. Additionally, Culture Amp's 2024 insights indicate that 70 percent of logistics and transportation employees are engaged, ranking in the top 48 percent compared to other industries.

Work-Life Balance: One of the most significant shifts in driver priorities is the emphasis on work-life balance. Drivers now seek more predictable schedules and opportunities to spend time at home. Companies that offer flexible scheduling and guaranteed home time are seeing higher levels of engagement.

Mental Health Support: The mental health of truck drivers has become a critical issue. The isolation and stress associated with long hours on the road have highlighted the need for mental health support services. Companies investing in mental health programs and resources for their drivers are witnessing improved engagement and job satisfaction.

Warehousing Employees

The engagement dynamics for warehousing employees have also evolved significantly. Gallup's 2023 data indicates that engagement among warehousing employees stands at 30

percent, reflecting challenges related to the physical demands and repetitive nature of their work.

Work Environment: Enhancements in the physical work environment, such as ergonomic workstations and climate control, have positively impacted employee engagement. Companies that prioritize the well-being of their warehouse employees through these improvements are experiencing lower turnover rates and higher job satisfaction.

Career Development: Career growth opportunities are becoming increasingly important for warehouse employees. Access to training programs and clear career progression pathways are vital for maintaining long-term engagement.

Office-Based Support Workers

Office-based support workers in the logistics sector have adapted to new engagement drivers, especially with the continuation of remote and hybrid work models post-pandemic. Gallup reports that engagement among office-based workers in the logistics industry was approximately 35 percent in 2023, with flexible work arrangements playing a significant role.

Flexible Work Arrangements: The ability to work remotely or in a hybrid model remains a top priority for these employees. This flexibility contributes significantly to their work-life balance and overall engagement.

Effective Communication: Maintaining effective communication and collaboration in a remote environment is crucial. Companies that provide robust virtual collaboration tools and promote transparent communication are seeing higher engagement levels among their office-based staff.

Top Drivers of Employee Engagement for Truck Drivers

The top drivers of engagement for truck drivers have evolved to reflect broader societal and industry changes. Key factors now include the following.

Work-Life Balance: The ability to have a predictable schedule and guaranteed home time is paramount for drivers.

Companies that offer these benefits are more likely to retain engaged and satisfied drivers.

Compensation and Benefits: Competitive pay remains essential, but drivers also value comprehensive benefits packages that include health insurance, retirement plans, and wellness programs.

Recognition and Respect: Feeling valued and respected by employers and peers is critical for driver engagement. Recognition programs, transparent communication, and a supportive work culture play significant roles in fostering this respect.

Safety and Well-Being: Safety is a top priority for drivers. Companies investing in advanced safety technologies, training, and mental health support are seeing improved engagement.

Career Development: Opportunities for skill development and career advancement are increasingly important. Clear pathways for progression within the company or the broader industry enhance driver engagement.

Engagement Trends for Warehouse Employees and Office-Based Support Workers

For warehouse and office-based employees, engagement drivers are slightly different and have shifted toward the following.

Work Environment: Physical improvements such as ergonomic workstations and climate control make a significant difference in engagement levels.

Career Growth and Professional Development: Access to training programs, continuous learning, and clear career paths are essential for maintaining long-term engagement among warehouse employees.

Recognition and Incentives: Regular recognition for hard work and performance-based incentives are effective motivators for warehouse employees.

Flexible Work Arrangements: The ability to work remotely or in a hybrid model remains a top priority, contributing significantly to their work-life balance.

Effective Communication: Transparent and frequent communication from leadership, along with access to collaborative tools, helps maintain engagement.

Team Dynamics and an Inclusive Culture: A positive, collaborative team environment and a workplace culture that promotes diversity, inclusion, and employee well-being are essential.

Attracting New Talent to the Driver Profession

So, how do we attract new talent and the next generation to the driver profession? Based on our research, companies should consider the following strategies.

Modernize the Perception of Driving: Highlight the technological advancements in the industry, such as automated logistics and advanced safety features, to appeal to tech-savvy individuals.

Emphasize Career Pathways: Showcase clear career progression opportunities within the company, including pathways to supervisory or managerial roles.

Promote Work-Life Balance: Address concerns about long hours and time away from home by offering flexible schedules and guaranteed home time.

Enhance Training Programs: Invest in comprehensive training programs that equip new drivers with the necessary skills and confidence to succeed.

Leverage Digital Recruitment: Utilize social media, online job platforms, and targeted marketing campaigns to reach younger generations.

Foster a Positive Culture: Cultivate a supportive and inclusive company culture that values diversity and promotes employee well-being.

Conclusion

The employee engagement landscape in the trucking and warehousing industry has seen significant transformations over the past year. Gallup's data, supported by findings from our own research, highlights the evolving priorities of

employees, with engagement scores for trucking, warehousing, and office-based support workers showing both progress and areas for improvement.

Understanding the unique engagement drivers for these groups is essential for fostering a motivated and productive workforce. Companies that invest in work-life balance, mental health support, career development, and a positive work culture are better positioned to retain their current workforce and attract new talent.

As we tie these insights into the broader labor relations report, it is clear that strategic engagement initiatives are not just beneficial but necessary for the industry's future success. By addressing the evolving needs and priorities of their employees, companies can ensure sustained growth, improved performance, and a competitive edge in the ever-changing logistics and trucking landscape.

References

1. Gallup. (2023). State of the Global Workplace 2023 Report. Retrieved from [Gallup](<https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>)
2. Culture Amp. (2024). Insights for Logistics and Transport. Retrieved from [Culture Amp](<https://www.cultureamp.com/science/insights/logistics-and-transport>)

APPENDIX A

SUMMARY OF PETITIONS FILED AND ELECTIONS HELD

All Industries – Summary of Petitions Filed and Elections Held (2014–2023)										
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total Petitions	2,609	2,582	2,281	2,273	1,908	2,035	1,553	1,684	2,503	2,678
Total Representation Petitions	2,171	2,214	1,970	1,936	1,577	1,775	1,353	1,413	2,187	2,364
Total RC Petitions	2,123	2,156	1,914	1,875	1,546	1,733	1,307	1,384	2,161	2,160
Total RM Petitions	48	58	56	61	31	42	46	29	26	204
Union Not Elected	449	469	371	395	341	307	258	250	396	378
Union Elected	1,008	1,107	975	991	830	924	605	740	1,223	1,344
Total Decertification (RD) Petitions	438	368	311	337	331	260	200	271	313	314
Union Not Elected	119	107	104	123	110	103	55	84	102	110
Union Elected	61	68	64	60	61	56	49	59	55	58

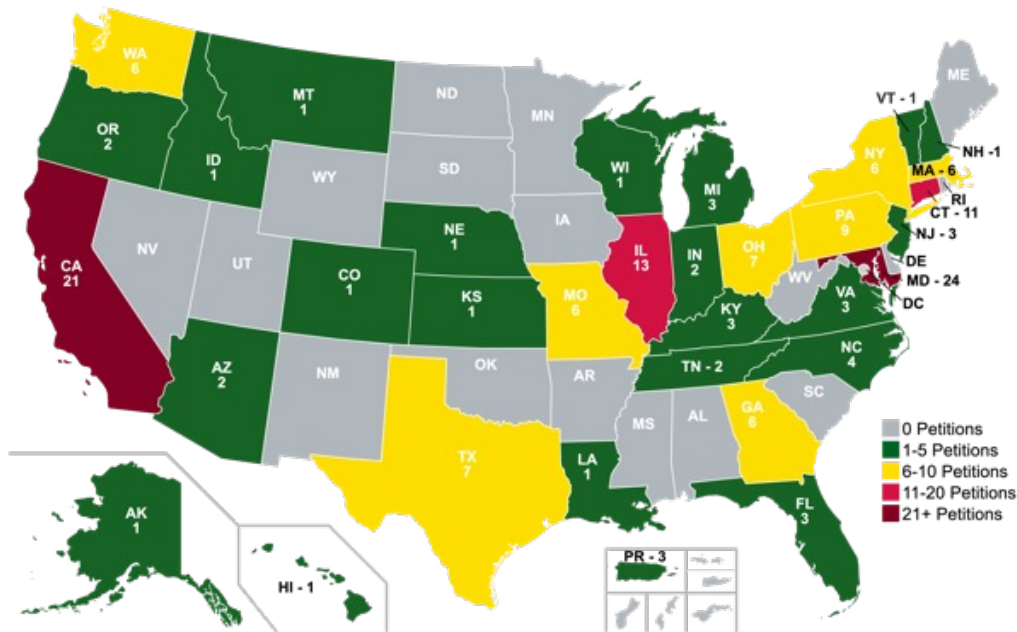
Transportation and Warehousing Industry – Summary of Petitions Filed and Elections Held (2014–2023)										
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total Petitions	285	278	245	268	223	215	145	145	183	186
Total Representation Petitions	245	249	206	228	183	186	122	133	163	163
Total RC Petitions	242	246	205	228	181	183	119	130	163	137
Total RM Petitions	3	3	1	-	2	3	3	3	-	26
Union Not Elected	59	56	21	40	39	32	21	17	31	16
Union Elected	108	123	130	115	101	122	66	91	101	106
Total Decertification (RD) Petitions	40	29	39	40	40	29	23	12	20	23
Union Not Elected	9	10	13	18	8	8	3	3	4	10
Union Elected	5	4	8	3	7	4	5	4	3	5

All Non-Transportation Industries – Summary of Petitions Filed and Elections Held (2014–2023)										
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total Petitions	2,324	2,304	2,036	2,005	1,685	1,820	1,408	1,539	2,320	2,492
Total Representation Petitions	1,926	1,965	1,764	1,708	1,394	1,589	1,231	1,280	2,024	2,201
Total RC Petitions	1,881	1,910	1,709	1,647	1,365	1,550	1,188	1,254	1,998	2,023
Total RM Petitions	45	55	55	61	29	39	43	26	26	178
Union Not Elected	390	413	350	355	302	275	237	233	365	362
Union Elected	900	984	845	876	729	802	539	649	1,122	1,238
Total Decertification (RD) Petitions	398	339	272	297	291	231	177	259	293	291
Union Not Elected	110	97	91	105	102	95	52	81	98	100
Union Elected	56	64	56	57	54	52	44	55	52	53

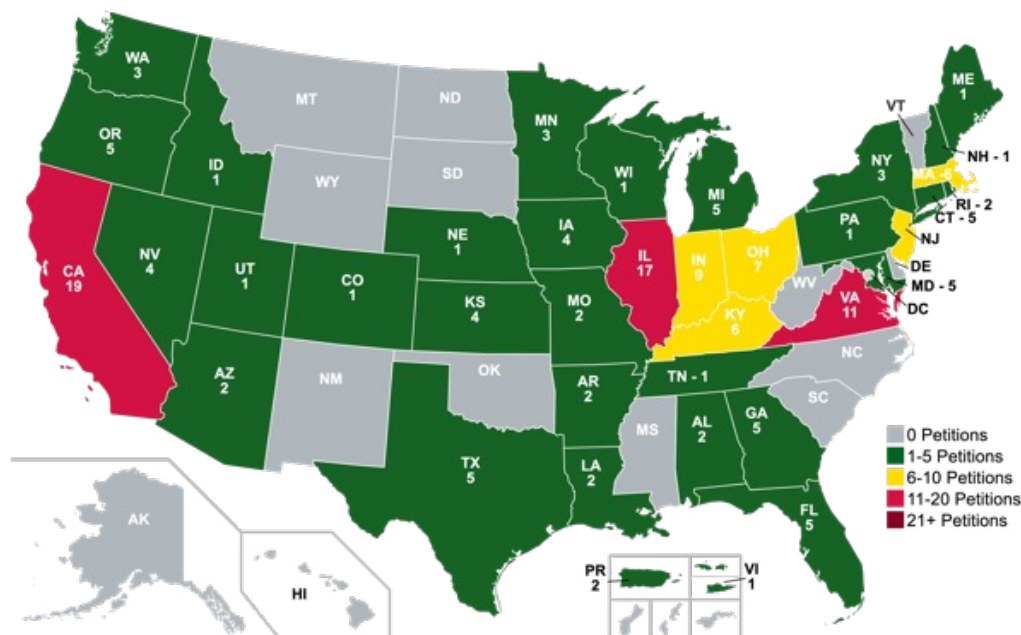
APPENDIX B

MAPS OF REPRESENTATION PETITIONS FILED IN TRANSPORTATION

2022



2023



APPENDIX C

THE NATIONAL LABOR RELATIONS BOARD DEFINITIONS

WHAT IS THE NATIONAL LABOR RELATIONS BOARD?

The National Labor Relations Board (NLRB) is an independent federal agency established to enforce the National Labor Relations Act (NLRA). As an independent agency, the NLRB is not part of any other government agency, such as the Department of Labor.

Congress has empowered the NLRB to conduct secret ballot elections so employees may exercise a free choice whether a union should represent them for bargaining purposes. A secret ballot election will be conducted only when a petition requesting an election is filed. Such a petition should be filed with the Regional Office in the area where the unit of employees is located. All Regional Offices have petition forms that are available upon request and without cost.

TYPES OF PETITIONS

1) CERTIFICATION OF REPRESENTATION (RC)

This petition, which is normally filed by a union, seeks an election to determine whether employees wish to be represented by a union. It must be supported by the signatures of 30 percent or more of the employees in the bargaining unit being sought. These signatures may be on paper. This designation or “showing of interest” contains a statement that the employees want to be represented for collective-bargaining purposes by a specific labor organization. The showing of interest must be signed by each employee, and each employee’s signature must be dated.

2) DECERTIFICATION (RD)

This petition, which can be filed by an individual, seeks an election to determine whether the authority of a union to act as a bargaining representative of employees should continue. It must be supported by the signatures of 30 percent or more of the employees in the bargaining unit represented by the union. These signatures may be on separate cards or a single piece of paper. This showing of interest contains a statement that the employees do not wish to be represented for collective-bargaining purposes by the existing labor organization. The showing of interest must be signed by each employee, and each employee’s signature must be dated.

3) WITHDRAWAL OF UNION-SECURITY AUTHORITY (UD)

A “UD petition,” which can also be filed by an individual, seeks an election to determine whether to continue the union’s contractual authority to require that employees make certain lawful payments to the union to retain their jobs. It must be supported by the signatures of 30 percent or more of the employees in the bargaining unit covered by the union-security agreement. These signatures may be on separate cards or a single piece of paper. This showing of interest states that the employees no longer want their collective-bargaining agreement to contain a union-security provision. The showing of interest must be signed by each employee, and each employee’s signature must be dated.

4) EMPLOYER PETITION (RM)

This petition is filed by an employer for an election when one or more unions claim to represent the employer's employees or when the employer has reasonable grounds for believing the union that is the current collective-bargaining representative no longer represents a majority of employees. In the latter case, the petition must be supported by the evidence or "objective considerations" relied on by the employer for believing that the union no longer represents a majority of its employees.

5) UNIT CLARIFICATION (UC)

This petition seeks to clarify the scope of an existing bargaining unit by, for example, determining whether a new classification is properly a part of that unit. The petition may be filed by either the employer or the union.

6) AMENDMENT OF CERTIFICATION (AC)

This petition seeks the amendment of an outstanding certification of a union to reflect changed circumstances, such as changes in the name or affiliation of the union. This petition may be filed by a union or an employer.

