

Keeping Logistics Moving

How better benefits and protection can help logistics employers improve retention and workforce resilience.



Executive Summary

The UK logistics industry is facing a crisis of sustainability – not just in terms of carbon, but in terms of human capital.

As the demand for highly skilled drivers and operators reaches an all-time high, the profit per lorry continues to shrink. This ‘margin squeeze’ makes it nearly impossible for owners and CEOs to compete solely on wage increases. When a skilled employee leaves, the reliance on agency staff to fill the gap often results in the total evaporation of profit for that asset, creating a cycle of financial instability that is difficult to break.

While no single initiative can reverse market-wide wage pressures, reducing avoidable turnover is one of the most effective ways to protect margins and improve workforce stability. We offer a strategic pathway to achieve this. By deploying our Engagement Executives to conduct face-to-face 1:1s with your entire deskless workforce – anywhere, any shift, 24/7 – we bridge the gap between the boardroom and the frontline.

We ensure your existing rewards are recognised and valued, and we introduce voluntary, employee-paid insurance plans that help provide essential financial support at no cost to the business.

Our mission is to help you move from a transactional relationship with your workforce to a protective one. By building a culture where you employee feels genuinely supported, you reduce the churn of highly skilled talent and make pay secondary to the value of being part of a ‘protective’ organisation.



The Workforce Landscape: Protecting People and Profits

The UK logistics landscape is defined by a brutal paradox: the industry has never been more reliant on highly skilled labour, yet its ability to pay for that labour is being stifled by unprecedented margin compression. We are no longer in an era of ‘general labour.’ Modern logistics requires precision-trained professionals – from HGV Class 1 drivers handling specialised loads to warehouse technicians managing complex automation. However, as the requirement for high-level skills rises, the profit per vehicle is being squeezed from every angle.

The primary culprits are rising operational overheads and the heavy financial weight of sustainability compliance. While ‘green logistics’ is a moral and regulatory necessity, the cost of transitioning fleets and managing carbon reporting has made margins razor-thin. There is effectively a ‘ceiling’ on how much an owner can increase wages before a route becomes loss-making.

This can create a dangerous vulnerability: when a highly skilled driver is off sick or leaves, the business is forced into the ‘Agency Staff Trap.’ Because agency rates for specialised drivers are so high, the cost of backfilling a single shift can completely remove the profit margin for that vehicle. In 2026, the loss of one key employee isn’t just an HR issue; it is a direct hit to the company’s bottom line that can take weeks of ‘perfect’ runs to recover from.

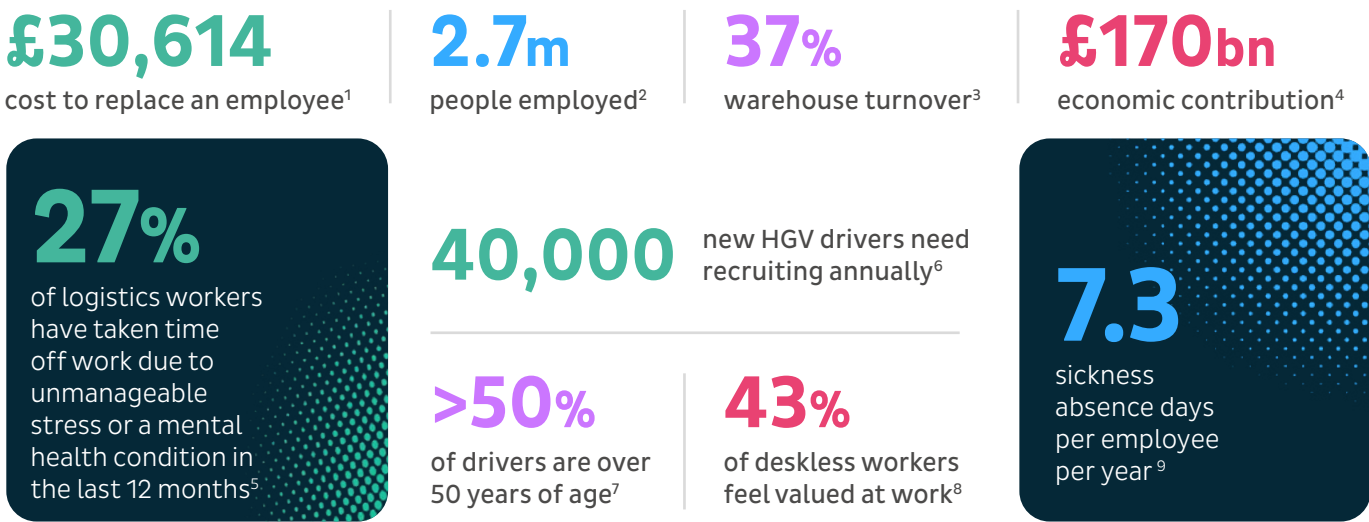
Against this backdrop of tightening costs is a human crisis. The logistics workforce – drivers, warehouse operators, and multi-site distribution teams – is increasingly fragmented. Because these employees are ‘deskless,’ they often operate in a vacuum, disconnected from the central culture of the business.

This is particularly true for the shadow shifts – the 24/7 night and weekend patterns that keep the country moving while head office is closed. Whether they are trampers living out of their cabs for days on end, long-haul truckers, or multi-drop drivers, their work is often lonely and isolated.

For a single business owner or a small HR team, reaching these people is a physical impossibility; you simply cannot be at every gatehouse or loading bay at 3:00 AM to check in. This disconnect can lead to a ‘transactional’ relationship and you risk employees feel like a number on a spreadsheet rather than a valued professional.

In 2026, retention and engagement are no longer nice-to-haves – finding a way to make your people feel as valued as you know they are is the only way to protect your profit per lorry and avoid the bottom-line drain of the ‘Agency Staff Trap.’

The Workforce Challenge in Numbers



¹ Warehouse News ² & ⁴ Logistics UK, The Logistics Report 2025 ³ Warehouse News ⁵ Randstad, Health and Well-being in the Workplace, 2023 ⁶ Road Haulage Association ⁷ Logistics UK, HGV driver demographic data ⁸ O.C. Tanner, Global Culture Report 2024 ⁹ UK Government workforce survey

The Challenge

The irony for most logistics firms is that they already offer benefits and rewards designed to help, but these initiatives suffer from a massive ‘Engagement Gap.’ Drivers and warehouse staff often do not have company email addresses, they do not sit at desks, and they do not have the time or inclination to navigate HR portals after a twelve-hour shift.

Consequently, the very tools meant to drive retention can remain invisible. When an employee faces a personal crisis – a need for a GP appointment, a hospital stay or a period of recovery – they often don’t realise they have support available, leading them to leave the business for a marginal pay increase elsewhere simply because they don’t feel ‘looked after.’

Our Solution: We bridge this gap by providing a high-touch, face-to-face engagement service that acts as a physical extension of your HR and Reward teams. We don’t send an email; we send human beings.

Our Engagement: Executives go on-site, 24/7, to meet your people where they are – whether that’s a loading bay at midnight or a driver’s break room at dawn.

We conduct 10–15 minute 1:1 conversations with every single person on your payroll. These meetings are surgically designed to minimise operational disruption while maximising human impact. During these sessions, we do the heavy lifting for your HR team: we explain the benefits the company already provides (even those not provided by us), ensuring the business gets a full return on its existing investment. We then introduce our voluntary, employee-paid insurance plans, including hospital, recovery, and death benefits.

These plans are optional, paid via payroll, and offer vital financial support to the ‘frontline’ at no cost to the employer. It is a model that turns ‘invisible benefits’ into a tangible culture of care.

Workplace insurance products in-brief

- Provide workers with peace of mind, at no additional cost to the employer
- Accessible to all workers, regardless of level or job type
- Support financial resilience across the company
- Amplify social impact by extending to families and households
- Improve morale, retention and engagement

What logistics employers should look for in a benefits platform

- ✓ Built for a deskless workforce – enable quick and easy access to all company benefits in one place
- ✓ Accessible 24/7 via smartphone app, tablet or PC
- ✓ Everything in one app – discounts, reward & recognition, and the ability to access and enrol in benefits etc.
- ✓ All users get to invite a household member to ensure if people are working shifts, discounts can be used across the household
- ✓ Single sign-on prevents the need for multiple passwords
- ✓ Easily integrated with other initiatives like Recognition or voucher saving schemes



In the comparison below we use Personal Group’s Hapi benefits platform and PG Protect insurance products to illustrate how companies can bridge the gap between traditional corporate benefits and the needs of a shift-based logistics workforce:

Traditional Model

- Benefits concentrated on salaried staff
- Employee-only coverage
- Low benefits engagement
- Operational burden on managers
- Minimal ESG contribution

Hapi + PG Protect Model

- Benefits and protection accessible to all workers
- Options to cover partner and children
- +22% engagement uplift with PG Protect, based on client case study data
- Fully managed service with Personal Group
- Supports employee financial resilience and wider social value

In an industry where keeping goods, people and operations moving is critical, this model helps create a more stable, engaged workforce.

Why it Matters for Future Workforces: Building ‘Sticky’ Cultures

In 2026, the businesses that will thrive are those that treat their culture with the same rigour they treat their fleet maintenance. You wouldn't leave a vehicle on the road for six months without a check-up, yet many workers go years without a meaningful 1:1 interaction with their employer.

In an era of tight margins and high demand for highly skilled drivers, making your people feel valued is a mechanical necessity for staying operational.

1. Breaking the Loneliness Cycle:

By sending an executive to meet an employee or a night-shift worker face-to-face, you break the cycle of isolation. You prove that the company's 'Social' commitment isn't just words on a website, but a physical reality that extends to the furthest corners of your operation.

2. Making Pay Secondary:

You cannot always win a bidding war on wages when sustainability costs are squeezing your margins. However, you can win on care. A driver who has had a 1:1 conversation about the benefits available to them and their family's protection is a driver who will feel more looked after. That feeling creates a level of loyalty that can make a marginal pay increase at a rival firm far less tempting.

3. The Retention Dividend:

Every highly skilled driver you retain is a win for the P&L. By moving from a transactional model to a protective one, you eliminate the need for expensive, profit-killing agency backfills. You ensure that the 'Human Infrastructure' of your business is as reliable and well-maintained as the lorries they drive.

4. Maximising Your Existing Investment:

Most logistics businesses already invest in wellbeing, yet benefits often sit unused on neglected portals. Whether it is an EAP, an online GP, or a rewards platform, we bridge the gap. During our 1:1 sessions, we act as an extension of your team to promote these offerings. We transform 'hidden costs' into visible assets, ensuring your people feel valued while maximising the ROI on your current spend.

5. Consistent Support Through the Seasons:

We revisit your sites every 6 to 12 months, specifically timed around your seasonality and peak periods. This allows us to meet new starters and keep the message fresh. Crucially, we provide hands-on claims support. If a colleague or their family has faced a hospital stay, we guide them through the easy claims process, ensuring the protection they have paid for is actively used.

6. Protection Designed for the Frontline:

Our one-of-a-kind plans genuinely protect the 'unprotected' with accessibility rarely seen elsewhere. We cover pre-existing conditions and offer worldwide protection without medical or lifestyle questionnaires. The process is entirely voluntary and delivered by our advisors in a no-pressure, informational format. We only engage with colleagues who choose to participate, ensuring every conversation is built on trust while providing a vital financial safety net for your deskless teams.

Recommendations:

Offering accessible benefits and employee insurance is a powerful message to employees and prospective candidates.

We recommend the following steps to help businesses maximise their investment:

- ✓ Position the benefits programme as a business and social investment
- ✓ Engage HR, Finance and Operations early
- ✓ Communicate inclusively to all shifts and roles
- ✓ Use face-to-face onboarding to drive adoption, a method PG actively encourages
- ✓ Track retention, absence and engagement metrics over time
- ✓ Include social value metrics in ESG and annual reporting
- ✓ Review and refresh communications regularly



Tangible Business Benefits



Increased engagement with benefits correlates strongly with several positive business metrics easily relatable to the construction industry:

- Reduced turnover
- Lower absence
- Higher morale and discretionary effort
- Increased loyalty and cultural buy-in

According to our data, employees who have taken out PG Protect insurance are **22% more engaged with their benefits than those without.**

The logistics industry can offer highly measurable return on investment due to clear cost baselines, and the long-term gains are clear:

- Can help to **reduce staff turnover** supporting greater skills retention
- Can help to lower absence, **protecting** output and shift coverage
- Can help increase **return on investment**, without adding employer cost for voluntary cover (see illustration below)

ROI Scenario: 1,000-person Logistics Workforce

Metric	Without Insurance	With Insurance	Change / Value
Annual turnover rate	27%	24.7% (~8.5%) (CIPD 2024)	Retain ~23 staff
Cost to replace per role (recruitment, training, lost productivity)	£30,614 (HR Review)		£702,591 saved annually on rehiring
Absence days per employee	9.4 (CIPD 2025)	8.6% (~8.5%) (CIPD 2025)	799 days saved with Insurance
Cost per absence day	£120 (UK GOV Keep Britain Working Report)		£95,880 saved annually on absence
Programme cost (Hapi + PG Protect)	£12,500 example cost		
ROI			63x ROI (+6,288%)

Figures shown are illustrative only and not a guarantee of results. Actual ROI will vary.

Delivering long-term wins for ESG

In addition to boosting productivity, combining HR tech with employee protection products also helps manufacturers demonstrate genuine social value across all three ESG pillars.

1. Delivering Social Value and Community Impact

Logistics employers can play a pivotal role in local economies:

- They are major employers, with wages helping to support local communities and regional economies.
- By investing in benefits and protection products, they can support not only their employees, but also the families and communities that depend on them.

2. Supporting families and households

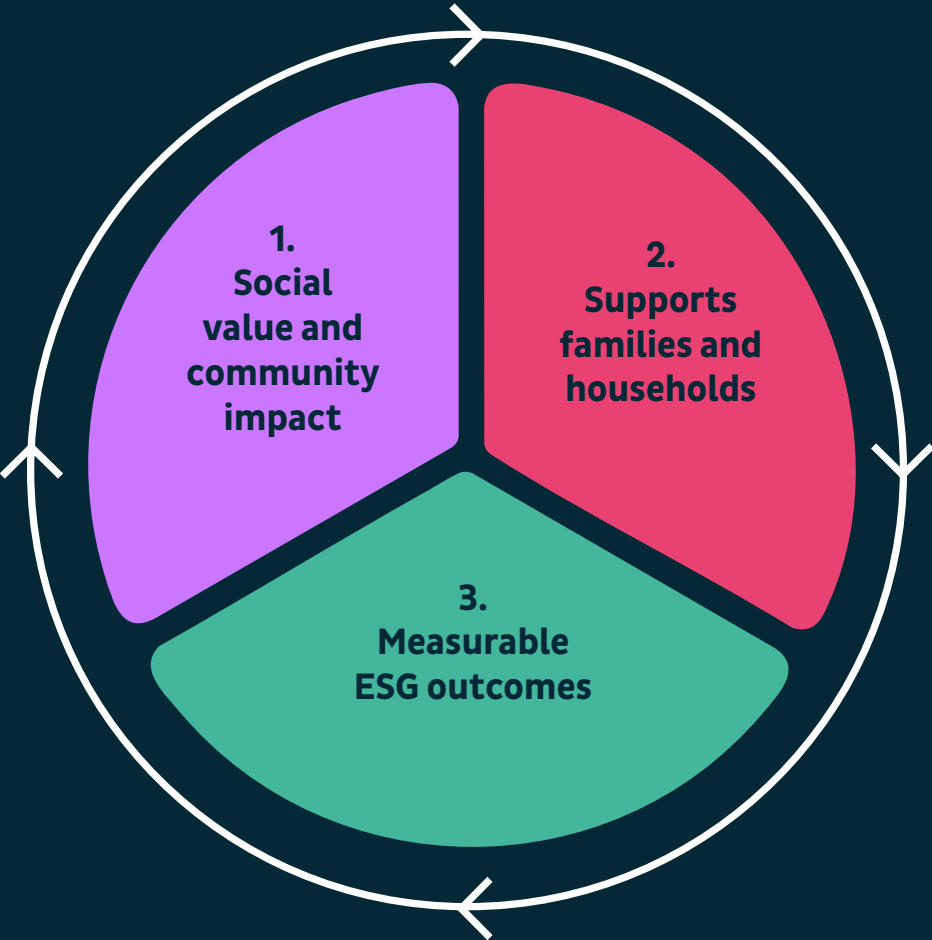
The effects of benefits and insurance products can extend beyond the employee:

- Building financial resilience in entire families
- Reducing stress related to unexpected illness or injury
- Enabling families and communities to access support systems that would otherwise be unattainable

3. Delivering measurable ESG outcomes

Evidence to support the viability of ESG frameworks:

- Wellbeing support that is inclusive through the universal delivery of benefits
- Income stability and resilience through scalable insurance products
- Community impact through broader roll-out
- Support for low- and middle-income households



Why PG Protect

Keeping logistics workforces resilient starts with helping employees understand, value and use the support available to them, wherever and whenever they work.

PG Protect combines face-to-face activation, practical financial protection and flexible funding to help logistics employers strengthen wellbeing, engagement and retention.



Face-to-face activation

- Engagement Executives visit sites across every shift 24/7.
- Personal face-to-face conversations
- Explains benefits in plain English
- Reaches employees who don't sit at desks
- Supports HR teams with rollout and ongoing engagement



Practical financial protection

- Hospital Plan
- Recovery Plan
- Death Benefit Plan
- Options to cover partners and children
- Practical financial support when employees need it most



Built around your workforce

- Designed to complement existing benefits
- Can work alongside your current benefits platform
- Face-to-face engagement tailored around sites and shifts
- Vists helps maximise employee engagement
- Scalable across large frontline workforces

Supporting technology

PG Protect can work alongside your existing benefits platform, or with Hapi to bring benefits, reward and recognition together in one simple app.



"The visit was very much appreciated by our employees at the Tyneside Plant – the team covered all shifts which was a great commitment and received very positive feedback. The sharing of the detail and explanation of what is offered in 'MyBundle' helps engage with our employees undoubtably had an impact on morale. The feedback was, that people were grateful for the 'face to face' opportunity to ask relevant questions about the offers available to them."

Roger Guy,
Plant Manager,
Royal Mail Group



The Human Touch

Digital tools make benefits easier to access. Activation makes people use them.

Our Employee Engagement Executives visit logistics sites across every shift, helping employees understand the support available to them and giving HR teams confidence that communications are reaching every colleague.



Hospital Plan

Practical financial support when employees are in hospital help towards unexpected costs.



Recovery Plan

Financial support during recovery, helping reduce financial pressure while employees get back on their feet.



Death Benefit Plan

Helping provide financial security for employees' loved ones should the worst happen.

**Practical financial protection.
Personal conversations. Real impact.**



That's **PG Protect**, protect the people who keep your business working.
Participation. Protection. Performance.

The Personal Group approach in action: Culina Group case study

Culina Group, a subsidiary of the Müller Group, is a food and drink third-party logistics (3PL) specialist offering supply chain support to FMCG manufacturers across the UK and Europe. It is headquartered in Market Drayton and employs around 10,000 people, across 65 depots.

Its vast but well-connected infrastructure enables Culina to make around two million deliveries a year. Culina's employees work from an array of worksites, from small to large depots, and out on the road.

Employer of choice

One of the biggest challenges Culina faces is high levels of staff turnover. Operating in an ultra-competitive landscape, and in a tight labour market, the company decided that positioning itself as an "employer of choice" would help to attract new staff, and ensure existing staff felt appreciated and provided for beyond just a pay packet.

As part of its drive to make Culina a great place to work, the business wanted to invest in an employee benefits offering and provide its workforce with a wide range of value-adding benefits.

Before Personal Group came onboard, Culina did not have an employee benefits programme in place. We were the first employee benefits provider that Culina worked with. Our technical team worked closely with the company's HR team to gain a deeper understanding of how the Culina workforce operates.

The majority of Culina's employees do not work at a desk or have access to computers. Accessibility, flexibility and versatility were the focus areas.

Upskilling staff with digital skills

Within a matter of weeks, the Hapi platform was ready to be rolled out. We worked closely with the shift managers to launch the platform, providing a range of communications to inform staff of the benefits available to them. We also went into the depots to meet with the employees face to face and show them how to use their new app, which has

been very successful amongst workers who weren't accustomed to using apps.

99% of Culina Group employees agree that the organisation's benefits package has improved, with staff spending over £600,000 on the available retail discounts since the platform launched.

The future and beyond

Currently, over 7,000 Culina employees have a Hapi app account, which equates to 80 percent of the workforce. The Hapi app enables staff to access their core benefits, such as a workplace pension, life assurance and a bonus scheme, as well as employee discounts and an employee assistance programme (EAP).

Employees are also able to access Culina Group's employee reward and recognition perks, such as loyalty awards, employee of the month / year acknowledgements and special achievement awards.

Culina and Personal Group continue to work together as partners to ensure all employees are getting the most mileage out of all the benefits available to them. Culina employees can now add their partners to the Hapi app meaning they will also have access to the benefits.



"Since partnering with Personal Group, we have added significant value to employees' lives without adding a huge cost to the business. The Hapi app has also been a big driver of attracting new talent."

Amy Thomas

HR Administration and Systems
Team Leader, **Culina Group**

Looking Ahead

Ready to keep your workforce moving?

We're proud to help the sector support its people with benefits, protection and engagement that make a real difference.

Leading logistics employers are already seeing the benefits of our unique combination of technology, face-to-face engagement and insurance solutions. Don't miss the opportunity to strengthen support for your people and maximise the value of your investment.

Book a complimentary review today and discover how together we can transform your benefits and engagement strategy.





Personal Management Solutions Ltd

John Ormond House, 899 Silbury Boulevard,
Central Milton Keynes, MK9 3XL

T: 01908 605 000

W: www.personalgroupinsurance.com

E: letschat@personalgroup.com



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