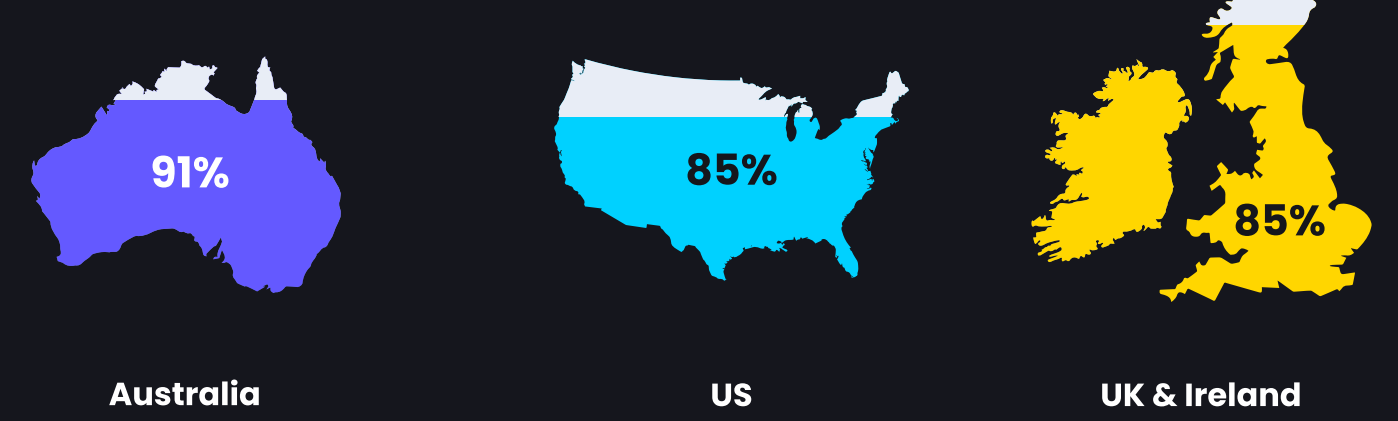


What managers in transport and logistics told us



87% of middle managers have frustrations in their role today.



Middle managers are losing, on average, an estimated **5.19 hours** per week on low-value tasks that don't benefit their work, their team or customers.

- Australia 4.46 hrs per week
- US 5.52 hrs per week
- UK 6.07 hrs per week
- Ireland 4.09 hrs per week**

Time spent on low-value tasks equates to an estimated **USD \$11.3bn** a year across the transport and logistics industry globally*.

- Australia AUD \$1.5bn
- US USD \$7.7bn
- UK GBP £1.9bn
- Ireland EUR €129m**

The **most common** low-value tasks taking up middle managers' time:

- Email overload and unnecessary communication (33%)
- Correcting others' mistakes (30%)
- Meetings that could have been an email (30%)

Top response by region:

- Australia Email overload and unnecessary communication (33%)
- US Meetings that could have been an email (30%)
- UK Email overload and unnecessary communication (39%)
- Ireland Email overload and unnecessary communication (39%)

59% of middle managers have had an idea for improvement implemented in their organization.

- Australia 68%
- US 59%
- UK 49%
- Ireland 49%

The **top impacts** of implemented improvement ideas, according to these middle managers:

- More efficient operations (49%)
- Better quality product or service (47%)
- Improved workflow (46%)

Top response by region:

- Australia Better quality product or service (56%)
- US Improved workflow (51%)
- UK More efficient operations (64%)
- Ireland More efficient operations (64%)

Almost **one-third (29%)** of middle managers have had an improvement idea dismissed.

- Australia 22%
- US 32%
- UK 32%
- Ireland 32%

As a result of having an **idea dismissed**, impacted middle managers claim:

- Certain processes remain wasteful or inefficient (50%)
- They don't put ideas forward (45%)
- They feel disempowered (43%)

Top response by region:

- Australia Certain processes remain wasteful or inefficient (56%)**
- US Certain processes remain wasteful or inefficient (49%)**
- UK I feel disempowered (48%)
- Ireland Certain processes remain wasteful or inefficient (48%)**

The **most common** reason an idea from a middle manager wasn't taken on board:

- It wasn't seen as a priority (36%)
- Senior leadership aren't receptive to ideas from middle managers (34%)

=2. Competing priorities (34%)

Top response by region:

- Australia It wasn't seen as a priority (43%)**
- US Senior leadership aren't receptive to ideas from middle managers (40%)**
- Competing priorities (40%)**
- UK Competing priorities (35%)**
- Ireland Competing priorities (35%)**

Amongst middle managers impacted by their organization's **continuous improvement programs**, the top frustrations are:

- They are driven by people who don't understand how the work is done (35%)
- They create additional workload without clear benefits (35%)
- They feel like a tick-box exercise by senior management (32%)

Top response by region:

- Australia They are driven by people who don't understand how the work is done (31%)
- They are driven more by commercial gain than by real workplace needs (31%)
- US They create additional workload without clear benefits (37%)
- UK They feel like a tick-box exercise by senior management (42%)
- Ireland They feel like a tick-box exercise by senior management (42%)

Methodology

We surveyed 399 middle managers aged 18 years and older in small, medium, and large transport and logistics businesses in Australia, the US, the UK, and Ireland (excluding sole traders).

All figures, unless otherwise stated, are from YouGov. Fieldwork was undertaken between 28 August - 9 September 2025. The survey was carried out online. The figures are unweighted results.

*The cost of low-value tasks

This figure was calculated by YouGov based on the average local weekly wage, estimated average hours lost on low-value tasks as reported by survey respondents, and the estimated number of middle managers in the specified frontline industry.

Local wage estimates were sourced from national statistical agencies, and the number of worker estimates were sourced from YouGov Profiles.

**Low sample size, results and indicative only.

