Industry Trends Logistics

Listen to the most relevant data from the study

Robert Half
Talent Solutions

About this material

The Logistics Industry Trend aims to provide managers of companies in the sector with an overview of the prospects and challenges in the near future, from a people management perspective. The material provides an analysis and alert on how professionals can impact companies' results.

The framework described in this material is based on both data from public sources and research by Robert Half.

Robert Half understands that its role in the market goes beyond hiring or assigning professionals to its clients' projects. Part of its uniqueness lies in promoting quality content to support the decision-making of managers and leaders across a wide range of sectors.

The purpose of this study, therefore, is also to present managers with a broad picture of the Logistics sector, in order to connect market realities to companies' issues within the scope of talent management.

Specific context of the economic sector

The macro scenario

The logistics sector, in Brazil and worldwide, is undergoing transformation. Changing consumer habits, with the explosion of e-commerce, have significantly altered retail operations and, consequently, their logistics—creating, as one consequence, a significant increase in demand for logistics warehouses and last-mile operators. Agribusiness, which is growing steadily, exerts constant pressure on the sector. The manufacturing industry has lost customer share, but the extractive industry continues to grow and generate demand.

At the same time, megatrends such as artificial intelligence and blockchain signal disruptive changes in this sector, where the search for efficiency and cost reduction is a constant.

The macro scenario

To further complicate the logistics environment, as a result of the climate crisis, governments and customers have been demanding transportation solutions with lower carbon emissions – if not zero carbon emissions – which should significantly influence the composition of fleets and the proportion between modes in the coming years.

In Brazil, a country notoriously dependent on the road network, private companies have been investing in rail and waterway transport, seeking to reduce the country's logistics costs, which were calculated at 13.7% of GDP, a much higher rate than that of developed countries, which usually ranges between 7% and 8% of GDP.

The logistics sector in numbers

Investments in Transportation and Logistics

R$ 34.3 billion	R$ 54.3 billion	R$ 63 would
2022	2023	2024

Source: Brazilian Association of Infrastructure and Basic Industries (ABDIB)

In terms of job creation, the sector leads the demand for professionals in the country, according to the Industrial Labor Map, a study conducted by the National Industrial Observatory (ONI) of the National Confederation of Industry (CNI). Between 2025 and 2027, the sector is expected to offer approximately four million job openings.

What to keep an eye on?

Transformation of the port sector

The Federal Government, seeking to make the port sector increasingly competitive and sustainable, announced that R$22.85 billion in investments are planned for 42 projects in the sector by 2026. In 2024, the Ministry of Ports and Airports held eight auctions, attracting investments exceeding R$3.74 billion. For 2025, 21 leases and one concession are planned, totaling R$19.85 billion. The new super container terminal will be built at the Port of Santos, in São Paulo. For 2026, approximately R$3.10 billion is expected to be invested in 21 projects. And the federal government's new PAC plans to invest R$349 billion in the "efficient and sustainable transportation" axis, which encompasses investments in highways, railways, ports, airports, and waterways in all Brazilian states to reduce domestic production costs and increase Brazil's competitiveness abroad.

Investment in these modes should boost demand for professionals with specific knowledge, which is scarce in the market.

Technology

Technological advancements impact all sectors of the economy, but the logistics sector is one that promises to experience the greatest disruptions in the coming years. If digitalization has brought a series of new tools for tracking, routing, and trip optimization, the developments in the coming years promise to be even more dramatic, with autonomous or remote-driven vehicles, the use of drones and robots, not only as vehicles but also in the automation of activities such as warehouses and cranes. Artificial intelligence is already revolutionizing every stage of the railway segment, while blockchain is changing documentation and traceability processes. As a result, technology expertise is expected to increasingly become a prerequisite for more roles.

On the front line of human resources

In a continental country like Brazil, logistics presents immense challenges, covering long distances by road, rail, sea, or river. But one of the main problems companies face is precisely the so-called "last mile," the final stretch that connects delivery to the end customer, whether an individual or a legal entity, departing from the nearest warehouse. The explosion of e-commerce has changed buyer habits, raising expectations about delivery times, traceability, and proactive communication about shipment status. This has been compounded by the country's specific challenges—traffic problems and restricted travel times, poor road conditions, and the risk of cargo theft, among others.

There has been a significant demand—from e-commerce operators to construction supply chains—for professionals such as Operations Managers or Coordinators capable of ensuring operational and cost efficiency for companies. This demand exists for permanent positions and, depending on seasonality, also for projects, during periods such as Christmas and Black Friday, among others. These professionals are expected to have knowledge of tools such as WMS (Warehouse Management System) and TMS (Transportation Management System).

The demand for warehouses

One of the effects of private investment in logistics improvements in the country has been the proliferation of logistics warehouses, whose inventory, in square meters, has grown 167% in ten years—with 13% in the last year alone. There are currently 23.2 million m² of built space (level A and AA). Despite the increase in available facilities, vacancy rates remain low, and the average price per m² for this type of property continues to rise, indicating that demand remains and further growth will follow.

Warehouse operations are also becoming more complex due to automation and the increasing demand for efficiency and reduced operating costs.

For the logistics market, this also means a demand for professionals such as Warehouse Managers, Operations Managers, Business Development Managers and Business Development Executives with mastery of the WMS and TMS platforms mentioned above.

Expanding market

Warehouses are multiplying around large cities

Existing inventory: **25.4 million m²**

Vacancy rate: **10%**

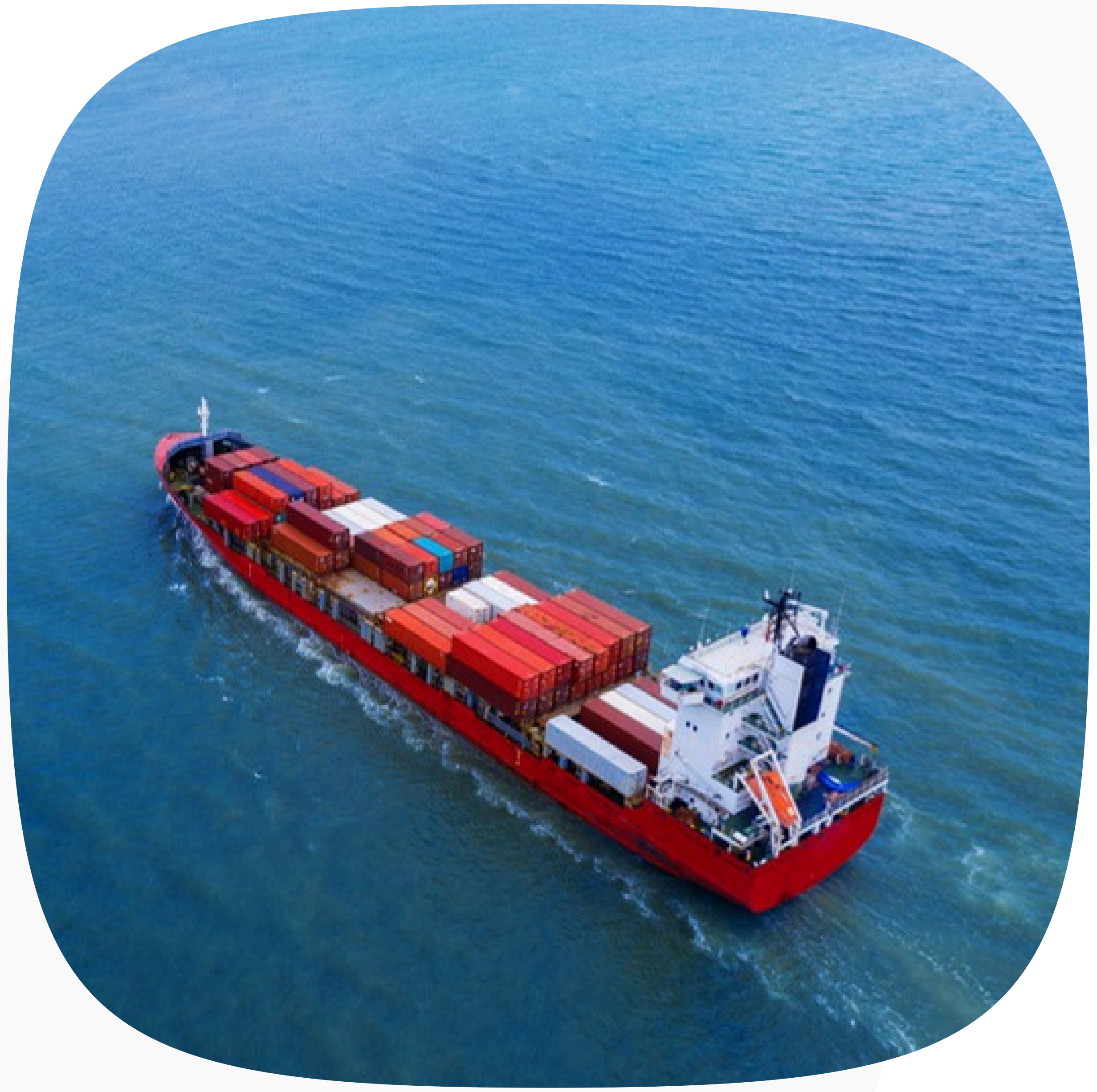
Average rental price: **R$ 23.7/m²**

Source: Colliers International (Brazil)

“BR DO MAR”

The “BR do Mar” program was established by Law No. 14,301/2022, approved and sanctioned in January 2022, with the aim of encouraging maritime transportation between Brazilian ports (cabotage) through more flexible rules for chartering foreign vessels, increasing the fleet, and providing incentives for modernizing port infrastructure and promoting sustainability. In July 2025, the government published Decree No. 12,555/2025, which officially regulates the program, detailing qualification criteria, chartering modalities, and incentives for sustainable vessels.

“BR do Mar” promises to create jobs and strengthen Brazilian public ports, reducing logistics costs by 20% to 60%, further strengthening the Brazilian port sector. For Brazilian Shipping Companies (EBNs), the program encourages the training and development of Brazilian seafarers and operations for new cargoes, routes, and markets.



WHO'S HIRING

For permanent positions, there is a growing demand from new entrants to the logistics market. These include concessionaires of new private and public ports, openings arising from the expansion of the railway network to serve agriculture in the Central-West and Matopiba regions (Mato Grosso, Tocantins, Piauí, and Bahia), as well as openings in agribusiness companies setting up their own logistics departments. In Santa Catarina, Maranhão, Espírito Santo, and Santos, these positions are focused on import and export at ports, and in Rio de Janeiro, they are focused on the oil and gas sector and new port terminals. There is also demand for work on waterways, especially in the Central-West and North regions of the country.

For project-based positions, demand is growing throughout the supply chain, primarily due to the changing landscape of end-consumer logistics. With the demand for greater agility and constant process updates, many professionals have been called upon to implement new systems and processes, as well as to meet seasonal demands.

INDUSTRIES THAT MOST DEMAND LOGISTICS PROFESSIONALS
Food and Beverage
Automotive
Capital goods
Pharmaceuticals
Logistics
Chemical
Technology
Retail

The trend towards project-based solutions

Several changes in the logistics industry have led to an increased demand for professionals for specific projects, particularly project managers, logistics analysts, and indicator analysts. The main demands for this type include:

‣ PMOs for mergers and acquisitions. In these cases, professionals must work to integrate systems, identify team redundancies, review processes, promote synergies, and achieve agility gains. These are specific tasks, specifically related to the integration process between companies, and do not require such detailed subsequent monitoring.

‣ Network optimization projects, which may be temporary. These are demands that, in most cases, can be resolved through a single intervention and do not require subsequent monitoring by a dedicated professional.

‣ Technology professionals to update systems such as ERP and SAP for purchasing, sales and distribution.

The trend towards project-based solutions

‣ Projects to map processes, with the aim of reducing costs or improving efficiency.

‣ Outsourced structures to absorb specific increases in demand in sectors such as customer service, and to serve areas with high turnover, in which the company often has difficulty replenishing in time without affecting the pace of business.

‣ One-off stock and inventory control demands, for example, for counts and audits.

‣ Additional resources for operations and back-office during periods of seasonal demand, such as during agribusiness harvests or on important retail dates such as Black Friday, Christmas, and Mother's Day.

‣ Purchasing processes, Capex management and negotiations for projects involving the railway or waterway network.

Most sought after professionals

Changes in the sector's profile mean that some positions are in high demand, due to the huge number of open positions.

This is the case for Logistics Managers and Coordinators working with the so-called last mile, routing urban freight vehicles, for example. The same applies to Operations Managers for e-commerce and logistics warehouses, both focused on improving efficiency and costs.

MARITIME	RAILWAY	ROAD TRANSPORT	LAST MILE	LOGTECHS	LOGISTICS OPERATOR	E-COMMERCE
Pricing Manager	Operations Manager	Operations Manager	Logistics Coordinator/Manager	Firmware Engineer / Developer	DC/Warehouse Manager	Operations Manager
Customer Service Manager	Railway Engineering Manager	Branch Manager		Software Engineer / Developer	Business Development Manager	Logistics Manager / Omnichannel
Trade Lane Manager	Railway Engineering Coordinator	Logistics Analyst		Solutions Architect	Operations Manager	Logistics Engineer
Comercial Manager	Maintenance Coordinator	Transport Analyst		Scrum Master		DC/Warehouse Manager
Sales Executive	Maintenance Manager	Transportation Coordinator		Product Owner		
	EHS Manager	Transport Manager		Project Manager		
	EHS Coordinator					
	Firmware Engineer / Developer					

IN-DEMAND SKILLS

Integrated supply chain vision, or at least experience with different modes, are characteristics that clients seek, especially at the management level, but are desired at all levels. Skills that are sought after but often lacking in candidates include knowledge of English and technology, prerequisites that are increasingly necessary in all markets. Innovation and new business acumen are also highly sought-after talents.

Soft skills

The greatest demand has been for professionals with a holistic business vision, capable of considering the entire supply chain from origin to the last mile. Professionals capable of devising alternative solutions and not limiting themselves to standardized procedures.

- Leadership
- Communication
- Resilience
- Sense of ownership
- Perfil hands on
- Proactivity
- Disruption

Hard skills

- Advanced English
- Completed degree
- Luggage in different modes and integrated logistics
- Artificial intelligence
- Knowledge of technology (TMS, WMS, ERP, RPA, AI/ML)

Salary tables

Average salaries (in Brazilian Reais) in the Logistics sector, extracted from interviews and market knowledge of Robert Half consultants:

POSITION	MODE	25TH	50TH	75TH
Director of Operations	Air	33.000	38.500	44.000
Director of Operations	Logistics operator	27.500	33.000	38.500
Warehouse Manager	Logistics operator	11.000	15.400	19.800
Engineering Manager	Railway	19.800	24.200	28.600
Operations Manager	Railway	19.800	24.200	28.600
Maintenance Manager	Railway	19.800	24.200	27.500
Pricing Manager	Waterway	16.500	20.900	27.500
Commercial Manager	Waterway	16.500	22.000	27.500
Customer Service Manager	Waterway	16.500	19.800	24.200
Logistics Manager	Road	15.400	17.050	19.800
Operations Manager	Road	13.200	17.600	22.000
Engineering Manager	Road	13.200	17.600	22.000
Maintenance Manager	Road	13.200	16.500	19.800
Transportation Manager	Road	12.650	14.300	16.500

Salary tables

POSITION	MODE	25TH	50TH	75TH
Engineering Coordinator	Railway	17.600	19.800	25.300
Operations Coordinator	Railway	15.400	18.700	20.900
Maintenance Coordinator	Railway	15.400	18.700	22.000
Sr. Purchasing Analyst	Railway	8.800	9.900	11.000
Full Purchasing Analyst	Railway	5.500	6.050	7.150
Jr. Purchasing Analyst	Railway	3.300	3.630	3.850
Trade Lane Manager	Waterway	16.500	19.800	25.300
Sales Executive	Waterway	9.900	13.200	16.500
Engineering Coordinator	Road	11.000	14.300	17.600
Maintenance Coordinator	Road	11.000	13.200	15.400
Operations Coordinator	Road	8.800	13.200	16.500
Sr. Purchasing Analyst	Road	8.800	9.900	11.000
Full Purchasing Analyst	Road	5.500	6.050	7.150
Jr. Purchasing Analyst	Road	3.300	3.630	3.850
Logistics Analyst Pl	Road	4.400	4.620	4.950
Jr. Logistics Analyst	Road	3.300	3.850	4.180
Logistics Assistant	Road	2.420	2.750	3.080
Logistics Assistant	Road	1.650	1.870	1.980

Robert Half

Robert Half Solutions

Robert Half offers talent solutions through various services for companies across different industries.

Executive Search

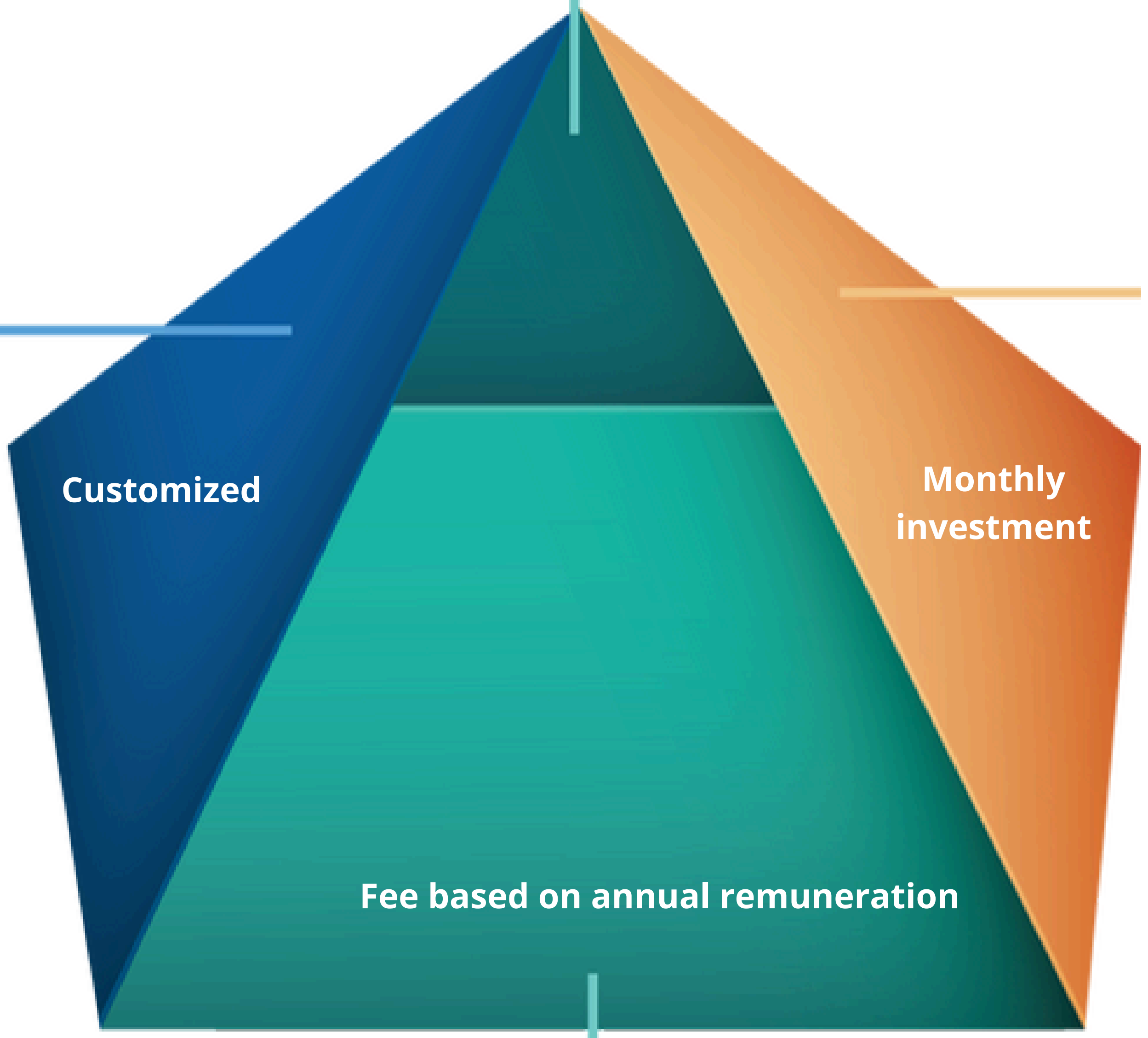
For organizations that recognize that a robust process can significantly impact their direction, we offer a tailor-made approach for sourcing, assessing, and recruiting key professionals.

Consulting

We offer deep consulting expertise, objective insights, and collaboration to help companies tackle challenges and seize opportunities.

Managed Solutions

Through Protiviti, a Robert Half company, we can build high-performing teams that adapt to meet your business needs and goals while providing expert consulting.



Project-based hiring

Management Resources: We allocate specialized professionals to areas of corporate strategic leadership.

Staff Loan: A process in which we allocate skilled professionals to perform transactional corporate routines in the areas of finance, accounting, taxation, auditing, and technology.

Permanent Recruitment

Strengthen your company in the long term by hiring professionals or teams on an indefinite-term basis.

Robert Half Solutions

Robert Half offers talent solutions through various services for companies across different industries.

Rely on the experience of market-specialized consultants and the unique advantages of Robert Half:

Communication: our way of working, proprietary tools, and technology allow us to maintain constant contact with our clients and candidates, keeping them informed at every stage of the recruitment process.

Choices: Each consultant's network allows access to a wide range of professionals across the country, enabling clients to choose from the best candidates presented.

Match: We work without exclusivity, presenting the most suitable professionals for our clients' needs.

Speed: Candidate selection decisions are made through a collective decision-making process among several consultants, allowing us to present candidates quickly, as a large team is working for each position or project.

About Robert Half

It is the first and largest specialized recruitment company in the world. Founded in 1948, the company operates in Brazil by recruiting permanent professionals and those for specialized projects in the areas of finance, accounting, financial markets, insurance, engineering, technology, legal, human resources, marketing and sales, and executive leadership roles.

With a global presence and operations in North America, Europe, Asia, South America, and Oceania, Robert Half appears on lists of the world's most admired companies and is also recognized for its commitment to promoting equality and fostering an inclusive culture.

Offices in Brazil

BELO HORIZONTE
Rua dos Inconfidentes, 911 - 9º andar,
Sala 902 - Savassi
CEP 30140-120
+55 31 3194-0100

CAMPINAS
Rodovia Anhanguera, Km 90
Piso Térreo, Bloco D, Cond. Swiss Park Office
Swiss Park
CEP 13049-253
+55 19 2514-8100

CURITIBA
Rua Comendador Araújo, 499
10º andar - Batel
CEP 80420-000
+55 41 4560-4308

FLORIANÓPOLIS
Rod. Admar Gonzaga, 440 - Itacorubi
CEP 88034-000
+55 (48) 3036-1176

PORTO ALEGRE
Av. Carlos Gomes, 222 - 8° andar - Boa Vista
CEP 90480-000
+55 51 4560-5604

RECIFE
Av. Antonio de Góes, 60 - Pina
CEP 51010-000
+55 81 3957-9920

RIO DE JANEIRO
Praia de Botafogo, 228 - 5º andar
Botafogo
CEP 22250-040
+55 21 3523-0100

SÃO BERNARDO DO CAMPO
Av. José Versolato, 101, Torre A - 12º andar
Centro
CEP 09750-730
+55 11 4096-0160

SÃO PAULO
Av. Dr. Cardoso de Melo, 1184 - 11º andar
Vila Olímpia
CEP 04548-004
+55 11 3382-0100

Robert Half®
Talent Solutions