

# Commercial Transport

WORKFORCE  
DEVELOPMENT  
PLAN

**HANGA-ARO-RAU**  
**Manufacturing, Engineering  
and Logistics**  
Workforce Development Council

REVISED EDITION JULY 2025

Whether it's the roads or the rails, the commercial transport sector is the beating heart of Aotearoa New Zealand's economy. Producers, importers, and exporters rely on the swift and efficient movement of goods across the country. The sector's role in keeping industries operational, shelves stocked, and the nation running cannot be overstated. In 2024, the commercial transport sector boasted a workforce of 68,600, a testament to its diversity. Projections indicate that the sector will need to fill over 21,100 job openings by 2030, averaging 4,200 per year. This growth is crucial to meet the industries' expansion and ensure sustained productivity (Infometrics 2024). However, the sector faces stiff global competition for technical talent.

This sector includes: Commercial Road Transport, Rail Transport, Driving Skills

## What matters to industry matters to us

Hanga-Aro-Rau engages with the sector through our [Industry Stakeholder Group \(ISG\)](#) and [National Industry Advisory Group \(NIAGs\)](#), composed of industry leaders from around the country. This is supported by regular site visits and engagements with sector associations, business owners and key stakeholders annually. We have heard what issues this sector is facing specifically and below have outlined our planned actions to address each priority.



Outcome	Details	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
<p><b>A Career pathways map, outlining all the job opportunities and salary ranges within the logistics sector</b></p> <p><b>To be able to utilise this document to showcase the career opportunities available</b></p>	<p>Career pathways within the logistics sector are not clear.</p> <p>A career pathway map in the logistics sector is useful because it clearly outlines the diverse range of roles and progression opportunities available, from warehousing and supply chain analysis to operations management and technology integration. It helps break the myth that logistics is only about truck driving by showcasing the sector's complexity and the variety of skilled, strategic, and leadership roles it offers.</p>	<ul style="list-style-type: none"> <li>• Work with NIAG members to produce a pathways map for the logistics sector</li> </ul>	<ul style="list-style-type: none"> <li>• To support the working group with the right information to showcase in the finalised Career pathways map</li> </ul>	<p>31 December</p>
<p><b>To enhance cross-sector collaboration and broader stakeholder engagement, for industry, as well as with training providers, to improve communications with industry and providers to support more attraction and retention for the Commercial Transport sector</b></p>	<p>Enhanced cross-sector collaboration and broader stakeholder engagement, including the active involvement of providers, will foster greater efficiency, innovation, and simplify processes for Industry. By aligning goals, sharing data, and integrating diverse expertise, stakeholders can address common challenges they are faced with in real time, with providers, and get the required resources and support for their learners.</p>	<ul style="list-style-type: none"> <li>• To make the relationship connection for industry, including with Providers and other external stakeholders who are aligned with the commercial transport sector NIAG.</li> <li>• To facilitate a hui between the Commercial Transport and Supply Chain and Distribution NIAGs</li> </ul>		<p>31 December</p>

What has been actioned over the last 12 months	What will be actioned to Dec 30 2025
Inspiring the future event held in Auckland showcasing the logistics sector	
Tahatū careers website video under production to showcase truck driving	
Commercial Road Transport qualification and unit standard review completed, including new skill standards developed and five new micro-credentials	<ul style="list-style-type: none"> <li>Some wording and graduate profile outcome (GPO) changes to most Commercial Road Transport qualifications</li> <li>Some changes made to relevant unit standards, including some unused unit standards being left to expire</li> </ul> <a href="#">Qualification change report</a> <a href="#">Unit standard change report</a> <a href="#">New skill standard change report</a> Commercial Transport micro credentials – <a href="#">5106</a> , <a href="#">5107</a> , <a href="#">5108</a> , <a href="#">5109</a> , <a href="#">5110</a>
Three new micro-credentials developed for Locomotive Refinishing	<a href="#">Prepare, Fill and Prime level 3 micro-credential</a> <a href="#">Paint preparation, Painting Plastics and Applying Adhesive Graphics level 3 micro-credential</a> <a href="#">Paint Technology and Application level 4 micro-credential</a>

## NIAGs tabled for the ISB to pick up post 31 December

Advocacy	NIAG to advocate for continuation of this group in an ISB setting
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# Sector snapshot

## Size of the sector



GDP: In 2024, the sector contributed \$9 billion, which is 2.2% of the total economy.



Road Freight Transport = 52% of industry

No. of businesses (2024): 11,517, with road freight transport 52%, road passenger services 47%.



Māori-owned businesses (2021): The sector had 540 or 10.4% (in 1/3 where ownership data was available).



Employment: Continues to grow and is forecast to reach around 74,500 in 2030, around 5,900 more than 2024.

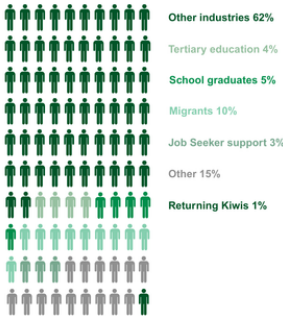


No. of Māori employed (2023).

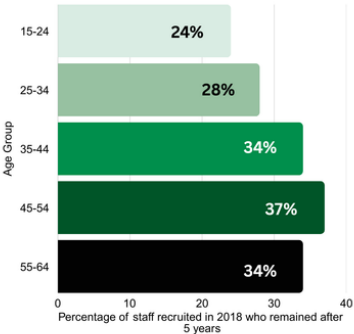


Ethnicity data for sector (2023). Total response ethnicity allows multiple ethnicities for each individual.

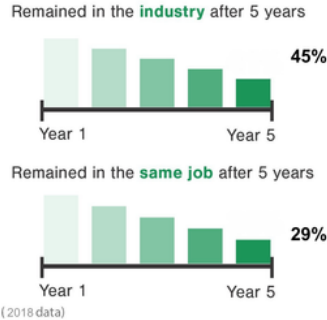
## Trends and forecasts



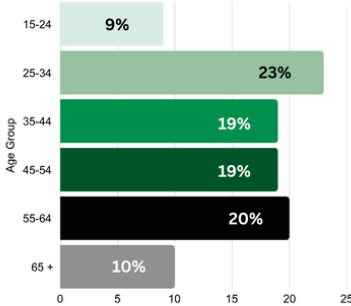
New entrants: From 10,900 to 15,600 between 2015 and 2023. Most from other industries, showing opportunity for attraction.



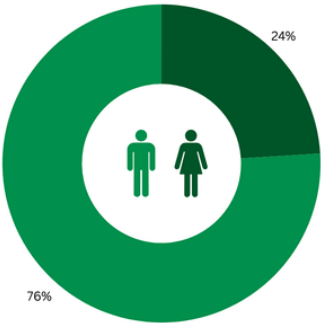
Retention of new entrants: Of the 2018 new entrants, the proportion of each age group who remained after 5 years.



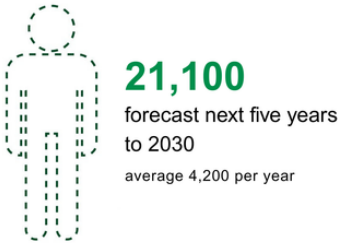
Overall retention: Of the 2018 workforce, 45% remained in the industry after 5 years and 29% were in the same job after 5 years.



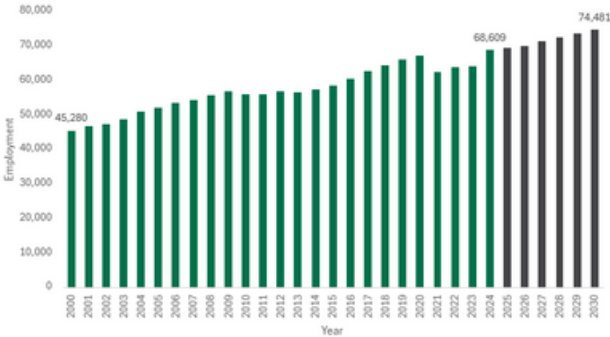
Age breakdown: 15-24-year-olds stayed the same at 9% (2015-2023), 55+ age group grew from 29% to 30% over the same period.



Gender split (2024): 24% of the workforce is female, up from 22% in 2015.



Forecast: 21,100 openings over the next 5 years (average 4,200 p/a), 25% due to growth and 75% due to workers leaving/retiring.



Employment: History and forecast



# Cross-Sector Action Plan

The below forms part of HAR actions until 31 December 2025 and will be tabled to the new ISB for future actions

Objective	Outcome	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
<b>Qualifications and Recognition</b>  To address challenges with Recognition of Prior Learning, current skills and experience in our sectors	<p>The vocational education system effectively recognises and validates prior learning and experience, enhancing upward mobility, transferability, and transparency of current skills.</p> <p>The result will be formalising skills and knowledge through qualifications.</p>	<p>Actively advocate for Recognition of prior learning as a programme of work/conversations all WDCs are having with NZQA and providers.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
<b>Advocate for funding gaps to recognise Prior Learning in Manufacturing, Engineering and Logistics (MEL)</b>	<p>Adequate funding is secured for the formal recognition of prior learning and experience in manufacturing, engineering and logistics for the benefit of employers and learners to help alleviate financial burden.</p>	<p>HAR has responded through our Advice to TEC function.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
<b>Better streamline qualification development to address delays in sector training</b>	<p>The development and implementation process for qualifications, programmes, and unit standards in the MEL sectors is expedited and efficient.</p>	<p>HAR have worked across the vocational education system with TEC, NZQA, and Providers to address the systemic challenges that slow things down by:</p> <ul style="list-style-type: none"> <li>• Early signalling to providers by giving early notice of upcoming reviews</li> <li>• Tighter project management</li> <li>• Shared language and expectations</li> <li>• Proactive engagement with system agencies</li> <li>• Early and deep industry involvement</li> <li>• Expanding our provider network.</li> </ul>	<p>Support and endorse actions taken by Hanga Aro Rau to address objectives.</p>	<p>31 December</p>

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Objective	Outcome	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
<b>Ageing Workforce</b>  <b>Providing Transition support for retaining the older workforce in Hanga-Aro-Rau Industries</b>	<p>Transition support is provided to experienced older workers to move into less physically demanding positions and to transition and retain senior workers into leadership and training roles.</p> <p>Employers will be able to develop and maintain succession planning and attract and retain talent.</p>	<p>We keep industry updated on quantifiable data and new research on the ageing workforce giving industries the opportunity to respond.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
<b>Acknowledging the skills gap for older workers in a rapidly evolving technological environment</b>	<p>Older workers receive the necessary training and support to adapt to new technologies and processes, ensuring they can effectively keep pace with rapidly evolving sector advancements.</p> <p>Industry retains the skills and knowledge of older workers.</p>	<ul style="list-style-type: none"> <li>Promote the Level 3 digital skills qualification and the development of a Level 4 qualification.</li> <li>Incorporation of new technology skills into our qualification reviews.</li> </ul>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>

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Objective	Outcome	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
<b>Stronger Workforce Pipeline</b>  <b>Attracting young talent and improving the industry profile</b>	<p>Improved visibility of MEL sectors to attract younger talent, ensuring they are well-informed about the career opportunities available within the MEL sectors.</p>	<ul style="list-style-type: none"> <li>HAR has delivered the TEC <b>Inspiring the Future</b> (ITF) programme and continues to support the development of the Tāhātu Career Navigator website. ITF events seek to break down barriers and stereotypes, especially for young Māori and Pacific students.</li> <li>HAR works with other organisations like Chambers of Commerce, Economic Development agencies and AMA to promote and attract talent.</li> <li>HAR will develop and publish qualification pathways.</li> <li>Communicate and publish case studies.</li> </ul>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>
<b>Overcoming Literacy and Numeracy Barriers: Enhancing Training and Advancement Opportunities</b>	<p>Industry is more aware and has better access to literacy and numeracy support, ensuring that all individuals could receive future training and advancement.</p> <p>This approach promotes equitable access to education and career growth, enabling a more skilled and capable workforce.</p>	<ul style="list-style-type: none"> <li>HAR advocate in this space through our TEC advice and by advising employers of the various literacy and numeracy programmes to engage.</li> <li>Supporting digital literacy awareness by promoting Level 3 digital skills qualification and the development of a Level 4 qualification.</li> <li>Broker introductions between industry and providers for specialist support.</li> </ul>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p>

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Objective	Outcome	Hanga-Aro-Rau Actions	NIAG Actions	Timeline
<p><b>Enabling a strong economy, including a strong Māori economy</b></p>	<p>Employers successfully engage, attract, and retain a diverse workforce, including Māori, Pacific, Women, and Disabled Peoples, by looking beyond traditional employment pools. This approach addresses labour shortages and fosters an inclusive, dynamic, and skilled workforce that meets the evolving needs of the sector.</p> <p>Industry successfully embeds Te Tiriti o Waitangi principles and embraces Te Reo Māori, creating a supportive environment for the growing Māori workforce.</p> <p>This approach enables the estimated 50,000 Māori entering the workforce over the next five years are well-supported, helping to address labour shortages and fostering a more inclusive and culturally aware industry.</p>	<p>HAR advocate the importance of the growing Māori workforce.</p> <p>We're identifying workforce gaps and leveraging opportunities to enhance access for Pacific Peoples within MEL sectors. Through engagement of <b>Lumana'i o Tangata Moana, Hanga-Aro-Rau Pacific Peoples Workforce Development Action Plan</b>, we're working to ensure strengthened outcomes within the vocational education system, empowering Pacific learners and workers to thrive.</p> <p>Empowering Disabled Individuals: Our Disability Research Project Report, informed by extensive engagement and research, identified barriers and opportunities to enhance support for disabled individuals in training and employment. <b>Let's level up</b> disability project launched to promote potential of disabled workforce to meet skill needs of the sector.</p>	<p>Support and endorse actions taken by Hanga Aro Rau to address objective.</p>	<p>31 December</p> <p><a href="#">White Paper: Unlocking the potential of Māori and the Māori economy</a></p> <p><a href="#">Mahere Whanake Māori Plan</a></p> <p><a href="#">White Paper: Unlocking the potential of Pacific Peoples</a></p> <p><a href="#">Lumana'i o Tangata Moana</a></p> <p><a href="#">White Paper: Unlocking the potential of the disabled workforce</a></p> <p><a href="#">Let's level up</a></p>

# We want to hear from you

These Workforce Development Plans are our functions in action and remain agile to changing Industry and VET sector needs. We encourage and seek continual feedback, so if you would like to contact our team, please email [info@hangaarorau.nz](mailto:info@hangaarorau.nz)

