



Case Study

Employee Engagement Builds the Future Logistics Workforce IYF & FedEx

A Growing Skills Gap in Logistics

Around the world, the logistics sector is growing fast, but companies can't find enough qualified workers to keep up. In fact, a shortage of skilled talent is now one of the top barriers to growth across the industry. In Mexico, for example, the logistics sector is projected to grow by approximately 7% annually by 2030, yet 68% of logistics companies already report difficulty finding skilled talent ([ManpowerGroup](#)).

At the same time, many young people in Mexico are looking for work. But misaligned school systems and limited access to technical training leave them unprepared for jobs in modern logistics.

As a result, young people are locked out of high-potential careers, and companies face severe difficulties hiring the best talent.

A New Kind of Partnership

In 2018, FedEx approached the International Youth Foundation (IYF) with a shared challenge: How can we best close this workforce gap while building a more inclusive, future-ready logistics sector?

IYF brought deep experience designing youth workforce programs that bridge education, employment, and industry needs. Together, FedEx and IYF co-created **Jóvenes con Entrega (Youth That Deliver)**—a program that embeds logistics training directly into public education systems while giving FedEx employees a front-row seat in shaping the future of their industry.

Through this collaboration, FedEx employees have played a central role in shaping curriculum, validating sector needs, and building the workforce of the future, while deepening their own sense of purpose and engagement along the way.

What Sets Jóvenes con Entrega Apart

What makes Jóvenes con Entrega unique is the deep, sustained engagement of FedEx employees, who bring real-world experience and a commitment to shaping the future of work. Together with IYF, FedEx team members continue to evolve the program to meet industry shifts and societal needs. Their contributions span every stage of the program's design and delivery:

- Curriculum Co-Design. FedEx managers and directors co-developed a 270-hour logistics curriculum covering ISO compliance, inventory systems, and supply chain operations. IYF translated their technical knowledge into engaging, gamified learning tools to build practical skills.

Sponsored by **FedEx**

Jóvenes con Entrega At a Glance

3

Countries where the program operates:
Mexico, El Salvador,
expanding to Colombia



34,000+

Program graduates
(As of 2024)



48%

Women participation
Seven percentage points
higher than the logistics sector
average of 41%—helping
reshape the industry itself
(Gartner).



"I'm incredibly proud of the Jóvenes con Entrega program and the tangible difference it is making in the lives of young people and the logistics sector. Our collaboration with IYF has not only helped bridge the skills gap but also provided invaluable opportunities for youth to enter high-potential careers. It's inspiring to see how our employees' engagement and expertise are shaping a more inclusive, future-ready workforce."

—Carolina Chong, Managing Director, Human Resource, FedEx Mexico.

Workforce-Driven Site Selection. FedEx staff worked alongside IYF to identify and prioritize states for program implementation. Together, they focused on regions with strong logistics clusters and a high demand for skilled labor—ensuring the training aligned with real market needs and contributed to local economic development.

Preparing for the Energy Transition & Safety Needs. Employees supported the integration of cutting-edge content on how the logistics sector can help reduce greenhouse gases. Topics included electric vehicle fleets, energy-efficient warehousing, automation, machine learning, remote sensing, and modern safety protocols.

Widening Pathways to Opportunity. The program introduced new internship models—which opened doors to the logistics sector for more young people, including those who may not have imagined a future there—and helped address the global shortage of qualified talent by expanding and diversifying the future talent pool.

Mentorship & Advisory Roles. FedEx staff continue to provide feedback on curriculum relevance and participate in dialogues with young people about the future of logistics. Their ongoing involvement helps build a responsive talent pipeline that reflects real-world industry trends and opportunities.

The Path Forward

You don't close the skills gap once. It takes continuous effort, adaptation, and the right partners. Jóvenes con Entrega shows what's possible when industry leaders like FedEx take a long view: co-creating solutions, embedding expertise, and staying engaged over time.

The best part? It works. Building on the program's success in Mexico and El Salvador, Jóvenes con Entrega is now expanding to Colombia, bringing its impact-driven model to new geographies where logistics growth can unlock real opportunity for youth and their communities.

Because this isn't just about preparing a future workforce. It's about transforming the lives of individuals, strengthening communities, fueling national economies, and building a more resilient global logistics sector that reflects the diversity and potential of the young people powering it.

That's something everyone—from CSR leaders to frontline employees—can be proud of.

Ready to reshape your industry? Reach out to IYF's Director for Corporate and Foundation Partnerships Mary Burmeister, m.burmeister@iyfglobal.org.



Results & ROI



203.98% ROI

A study of 4,000 logistics graduates showed that their incomes grew significantly—translating FedEx's \$1.5M investment into nearly **\$4.5M in added income.**



51.9%

of graduates secured jobs within 4–6 months—**15% above target.**



15,000+

students are now reached annually through the logistics and life skills curriculum embedded in 24 schools, demonstrating **meaningful systems-level change.**

How to Design Employee Engagement That Works

- 1. Let your employees get involved.** When employees contribute their expertise, programs are more relevant, practical, and impactful.
- 2. Choose partners who value co-creation.** Working with mission-aligned partners who prioritize collaboration ensures programs are designed to meet actual workforce needs.
- 3. Connect the work to impact at different scales.** Employees feel most connected when they can be a part of the change themselves and see how their contributions help individuals, strengthen communities, and shape the future of their industry.

