Transport and Logistics Training Board

Manpower Update Report

Transport and Logistics Industry

2026

ACKNOWLEDGEMENT

The Transport and Logistics Training Board (TLTB) would like to express its gratitude to the focus group members for their valuable time and insights regarding the manpower landscape in the Transport and Logistics (T&L) Industry.

We would like to express our special thanks to CPJobs and CTgoodjobs for providing access to their database of job vacancies. The perspectives shared by focus group members, alongside the insights from TLTB members and key recruitment platforms, have been instrumental in shaping the findings presented in this report.

Thank you for your support and collaboration in this important endeavour.

Contents

Introduction

Background

The Transport and Logistics Training Board (TLTB) of the Vocational Training Council (VTC) is responsible for determining manpower demand of the industry, assessing whether the manpower supply matches manpower demand, and recommending to the VTC the development of Vocational and Professional Education and Training (VPET) facilities to meet the assessed training needs.

To reflect the dynamics of the evolving manpower landscape, the TLTB conducts a full manpower survey every four years, complemented by two interim manpower updates. Following the release of the full manpower survey in 2023 and the subsequent manpower update in 2025, the TLTB conducted its latest manpower update in 2026.

This 2026 Manpower Update comprises:

(a) Focus Group Meeting: This forum convened industry experts to discuss the latest developments in the transport and logistics (T&L) industry, assess the current manpower situation, identify training needs, address recruitment challenges, and propose actionable measures to overcome obstacles facing the industry; and

(b) Desk Research: An analysis of job advertisements related to the T&L industry was conducted to provide quantitative insights into hiring trends and skills requirements.

Objectives

The objectives of the manpower update are:

(i) to examine the latest trends and developments in the industry;

(ii) to explore the job market situation and training needs;

(iii) to identify the recruitment challenges; and

(iv) to recommend measures to address the training needs and to ease the problem of manpower shortage.

Methodology

Overview

With reference to the 2023 full manpower survey of the T&L industry, this update report aims to provide qualitative descriptions of the recent development of the industry through focus group meeting, supplemented with quantitative data of online recruitment advertisements obtained from desk research.

Focus Group Meeting

A focus group was formed through the engagement of industry experts from the following branches:

1. Low-altitude economy
2. Drone association
3. Courier
4. Rail operator
5. Cargo terminal operator
6. AI company
7. Warehousing and cold storage
8. Operator of autonomous vehicles
9. Logistics technology

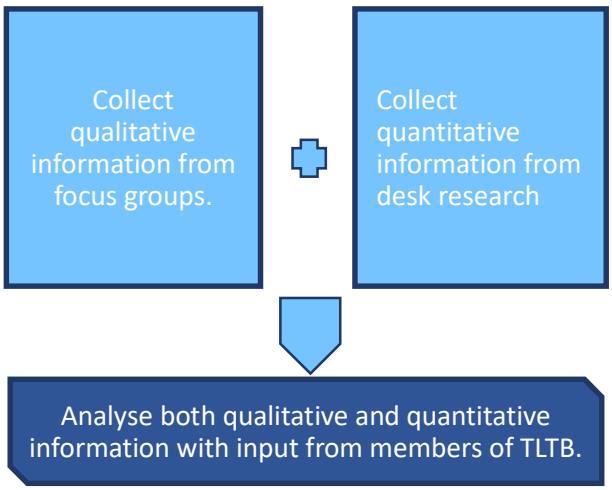
A focus group meeting was conducted on 7 January 2026. All members are experienced and knowledgeable practitioners of the T&L industry. A moderator led members to in-depth discussion on topics selected by the Working Party on Manpower Survey of TLTB. The discussions at the meeting were recorded and transcribed to facilitate analysis.

Desk Research

Recruitment records covering the period between February 2025 and Janruary 2026 were collected through an employment information system specially developed to capture the relevant data from major online recruitment portals. Some 12,000 recruitment records relevant to the T&L industry were collected during the research period and served as indicative information of the job market trend. The list of related companies under the Hong Kong Standard Industrial Classification (HKSIC) was mapped to remove duplicated records.

Data Analysis

The analysis consists of the following three steps:



Limitations

As this is not a full manpower survey, the findings and recommendations of the focus group meeting are more qualitative in nature, and the report focuses mainly on manpower trends. The information on job advertisements was collected from major recruitment websites and the Labour Department. Other channels, such as head-hunting for managerial positions, were not covered. Since the data collected is a snapshot of a particular period without reference to any historical data, this can serve as reference information supplementary to the findings of the focus group meeting.

Findings

Factors Affecting the Development of the Industry

The focus group discussions revealed insights into the evolving landscape of Hong Kong's T&L industry, with particular emphasis on the integration of AI, low-altitude economy (e.g., drones), autonomous driving, and environmental, social, and governance (ESG) considerations. Members highlighted both opportunities for innovation and significant barriers, such as regulatory constraints and talent shortages. While the industry shows potential for efficiency gains and sustainability improvements, progress is hindered by infrastructure gaps, safety concerns, and a mismatch between policy ambitions and practical implementation.

The T&L industry in Hong Kong is undergoing significant transformation driven by technological advancements and sustainability imperatives. Key factors include the emergence of the low-altitude economy, widespread AI adoption, progress in autonomous driving, and the integration of ESG principles. However, these developments are somehow tempered by regulatory hurdles, infrastructure limitations, and the need to align with global trends. The following sub-sections explore these factors in detail.

Low-altitude Economy and Drone Integration

The low-altitude economy is reshaping Hong Kong's T&L industry through applications such as drone deliveries, infrastructure inspections, road condition detection, and last-mile logistics, with potential extensions to cross-border transport and urban air mobility. Discussions emphasised that while drones have evolved from recreational tools to essential components of professional operations, their integration into existing logistics networks remains challenging due to Hong Kong's dense urban environment and limited airspace. For instance, initiatives like drone light shows and transfer of goods demonstrate feasibility, but sustainable development plans are lacking beyond initial demonstration projects, such as the medical supply delivery from Cyberport to outlying islands including Cheung Chau and Lamma Island.

Government promotion has accelerated since 2024, with policies emphasising formalisation and the launch of the Low-altitude Economy Regulatory Sandbox in March 2025, supporting 38 projects initially[1]. In October 2025, 28 Regulatory Sandbox pilot projects were implemented, covering scenarios like cross-boundary routes and passenger-carrying applications. The 2025 Policy Address has committed to building a competitive low-altitude ecosystem, including an action plan for institutional innovations, technological breakthroughs, and infrastructure like vertiports and smart traffic management systems[2]. Market projections indicate significant growth potential, with Chinese Mainland's low-altitude market expected to exceed RMB 3.5 trillion by 2035[3], offering opportunities for Hong Kong to position itself as an Asia-Pacific hub for innovative applications. However, public confidence needs to be built, as certain societal doubts persist regarding necessities like drone food delivery in a city with abundant ground-level options.

Artificial Intelligence Applications

AI is transforming efficiency and safety in Hong Kong's T&L industry, with promising applications in route optimisation, predictive maintenance, operational enhancements, etc. Experts mentioned AI's future role in physical systems, such as autonomous driving and unmanned vehicles, drawing from global discussions like those at the GPU Technology

[1] Low-altitude Economy Regulatory Sandbox, Digital Policy Office, https://www.digitalpolicy.gov.hk/en/our_work/success_stories/low_altitude_economy_regulatory_sandbox/

[2] 2025 Policy Address—Promote the Development of a Low-altitude Economy Ecosystem, HKSAR Government, https://www.policyaddress.gov.hk/2025/en/p153.html

[3] City Fly is Coming, China National Intellectual Property Administration, https://english.cnipa.gov.cn/art/2025/5/7/art_2975_199517.html

Conference 2025 on "physical AI." In logistics, AI enables predictive analytics for maintenance and the creation of custom solutions, while in software development, codes can now be generated and verified by AI.

Hong Kong's adoption is supported by the 2025 Policy Address, which outlines a robust AI ecosystem to drive economic growth, enhance public services, and promote AI in government and business operations. The global AI logistics market reached $20.8 billion in 2025, growing at a 45.6% CAGR from 2020, with 78% of supply chain leaders reporting operational improvements[4]. Locally, the 2025 Budget[5] allocated over HK$1 billion to AI for sea freight, enabling smart ports, real-time tracking, and 20-30% faster operations by 2026. Announced on 25 February 2026, the 2026-27 Budget established a committee on AI+ and industry development strategy to foster an environment where AI can drive industrial transformation. In air cargo and passenger transport, AI supports transformation by handling repetitive tasks, freeing manpower for value-added roles, though integration requires overcoming resistance from established workforces unfamiliar with digital tools. Risks like cybersecurity must be mitigated alongside adoption, ensuring organisations remain secure while leveraging AI for competitive advantages.

Autonomous Driving Technologies

Autonomous driving is advancing in Hong Kong, with applications in unmanned cargo vehicles, airport shuttles, and near-driverless rail lines, promising improved efficiency and reduced human error. Experts highlighted experiences like unmanned vehicles at the airport, and the potential replacement of repetitive operator roles, though bus drivers and similar positions remain less immediately affected. Challenges include regulatory approvals for fully driverless operations, as current systems often require a human presence despite technical capabilities.

As of January 2026, the Transport Department has issued six pilot licenses[6], covering 62 vehicles in areas like North Lantau, Cyberport, Kai Tak, Kwun Tong, and Kowloon City, with

[4] AI-Driven Logistics: Shaping the Future of Supply Chain Innovation and Efficiency, French Chamber of Commerce and Industry in Hong Kong, https://www.fccihk.com/publications-news/news/n/news/ai-driven-logistics-shaping-the-future-of-supply-chain-innovation-and-efficiency.html

[5] Hong Kong's 2025 Budget: A Game-Changer for Sea Freight and AI in Logistics, FreightAmigo, https://www.freightamigo.com/en/blog/logistics-news/hong-kongs-2025-budget-a-game-changer-for-sea-freight-and-ai-in-logistics/

[6] Trials of Autonomous Vehicles, Transport Department, https://www.td.gov.hk/en/public_services/taoav/index.html

over 80,000 km of safe driving achieved. Trials have progressed to multi-vehicle operations, cross-district travel, and speeds up to 50 km per hour, demonstrating breakthroughs in urban environments with high pedestrian and vehicle density. The 2025 Policy Address approves three areas for trials this year, aiming for large-scale development and commercial transitions, with extensions to right-hand-drive markets using Hong Kong as a platform. There is a project which has commenced driverless private car trials in Kowloon City and Kwun Tong from November 2025, operating on major streets during specified hours to minimise disruptions. The Airport Authority has also commenced its driverless public light bus trials between 11Skies and the Hong Kong-Zhuhai-Macau Bridge Hong Kong Port. These advancements address traffic efficiency and road safety but require careful integration with existing infrastructure to avoid conflicts[7].

ESG and Sustainability Factors

ESG considerations are increasingly integral to Hong Kong's T&L industry, with AI, drones, and autonomous vehicles contributing to objectives like carbon reduction, improved safety, and enhanced governance. Electric vehicles (EVs) have demonstrated fuel savings and emission reductions. Drones offer environmental benefits by reducing scaffolding needs for inspections and cleaning, and enabling safer operations.

The HKSAR Government launched the Roadmap for ESG Development for Logistics Industry in June 2025, covering 2025-2027 with a three-stage approach for SMEs to collect and report data, focusing on scope 3 emissions to meet requirements set by the European Union. This was followed by ESG Data Collection Tools in January 2026, tailored for SMEs to prepare reports and improve performance. Initiatives under the Action Plan on Modern Logistics Development promote green shipping and sustainable practices, aligning with global trends. The 2025 HKTDC ESG Index underscores Hong Kong's role as a leading ESG hub, with mature disclosures under the enhanced ESG Code effective from January 2025. Challenges include higher costs for circular economy efforts, like upcycling plastics, which can be three times more expensive than new items, and differing support for residential versus industrial waste.

Regulatory and Infrastructure Challenges

Strict regulations and inadequate infrastructure are major barriers across the above-mentioned technologies. For low-altitude operations, licensing requirements such as

[7] Driverless vehicles are now doing trial runs in two Hong Kong areas, Time Out Group plc., https://www.timeout.com/hong-kong/news/driverless-vehicles-are-now-doing-trial-runs-in-two-hong-kong-areas-112525

parachutes for training drones and high costs hinder accessibility. Safety concerns dominate, with repeated queries about drone failures, and venues for legal training are scarce.

Similar issues affect autonomous driving and AI, where cross-departmental coordination in the HKSAR Government is needed to enhance collaboration and maximise efforts. Infrastructure gaps, like takeoff/ landing sites and air traffic control, remain preliminary, contrasting with relaxed rules in Chinese Mainland. The Regulatory Sandbox X, launched in 2025, addresses complex scenarios, but implementation gaps persist between policy intent and ground-level execution.

Global Trends and Lessons for Hong Kong

Globally, the low-altitude economy is projected to reach $9 trillion by 2050[8], with Chinese Mainland capturing 24% through manufacturing and applications. The Mainland's trillion-scale maturity in drone networks offers lessons for Hong Kong, such as relaxed building overflights and comprehensive logistics systems. Shenzhen's plans for 8,000 5G-Advanced stations and 1,200 vertiports by 2026 highlight infrastructure priorities[9]. Hong Kong should demonstrate locally to serve globally, specialising in high-value services like finance and technology, while embedding itself in the supply chain. In AI, Silicon Valley's talent pool suggests early university collaborations. For autonomous driving, global experiences in safety protocols can inform collision avoidance. Overall, Hong Kong can learn from international best practices in regulation and innovation to overcome constraints and enhance its status as a leading hub.

[8] Low-altitude Economy, 2026 Xara Ban LLC, https://lowaltitudeeconomy.aero/evtol-news-and-electric-aircraft-news/low-altitude-economy/hong-kongs-strategy-to-dominate-the-low-altitude-economy

[9] Shenzhen to invest US$1.7 billion in economy for flying cars, drones by 2026, SCMP, https://www.scmp.com/tech/big-tech/article/3285411/shenzhen-invest-us17-billion-economy-flying-cars-drones-2026?module=Policy&pgtype=section

Impacted by different factors affecting the T&L industry as mentioned above, the industry is undergoing new developments and opportunities.

Manpower Demand

Focus Group

Focus group members shared their views on the anticipated changes in manpower demand. The adoption of AI, low-altitude technologies, and autonomous driving is fundamentally shifting manpower demand in Hong Kong's T&L industry. Traditional roles involving repetitive or manual tasks face potential displacement or transformation, while new tech-driven positions emerge, requiring specialised skills in digital tools, data handling, and emerging systems. Overall, the industry experiences persistent manpower shortages, particularly in frontline operational roles, but accelerating technological integration amplifies demand for professionals who can bridge conventional operations with innovation. This creates opportunities for upskilling and new career paths, though challenges remain in attracting and retaining talent amid an aging workforce and competition from other sectors or regions.

Overall Manpower Demand Trends

The T&L industry continues to face structural manpower shortages, driven by e-commerce growth, and technological advancements. Discussions indicate sustained high demand for frontline roles (e.g., drivers, cargo handlers, and passenger operators), but emerging technologies introduce shifts toward higher-value, tech-enabled positions. AI and automation handle routine tasks, freeing manpower for analytical and innovative work, yet the air cargo and broader logistics workforce remains insufficient. Industry transformation emphasises not replacement but enhancement, i.e., using AI for repetitive duties while mobilising staff toward value-added roles. This aligns with broader Hong Kong trends, where AI-exposed jobs show gentler growth but require faster-evolving skills.

Impact on Traditional Roles

Repetitive and operator-level positions are at higher risk of automation or reduction. For example, some operator roles, such as those in ticketing or basic monitoring, may be replaced by AI systems. In passenger transport, near-driverless lines reduce the need for full-time drivers, though human oversight persists due to regulatory requirements. Frontline logistics tasks like basic handling or monitoring could see diminished demand as drones and autonomous systems may take over last-mile or repetitive functions. However, traditional roles evolve rather than disappear entirely and many shift toward hybrid duties incorporating digital oversight. The industry still relies on the labour force

for complex, unstructured tasks, with air cargo and operational positions remaining in short supply.

Emerging Tech-Driven Roles and Skills

Demand surges for professionals skilled in AI applications, low-altitude operations, and autonomous systems. High-demand areas include but not limited to the following:

- AI Proficiency and Data Skills: Roles requiring AI usage for predictive maintenance, route optimisation, and operational enhancements are increasingly essential. Expertise in data collection, analysis, presentation, and building custom AI solutions (e.g., using accessible tools) is critical for competitiveness. In engineering and maintenance, knowing how to apply AI for predictive tasks or integrate it into workflows differentiates candidates. Broader industry needs include data-driven decision-making to support transformation.

- Low-altitude Technology Expertise: Specialised skills in drone operations, air traffic management, licensing (e.g., Category C for larger aircraft), and risk assessment are vital for future logistics and cross-border applications. Remote pilots need knowledge of regulations, payload management, proximity flying, and night operations. Demand extends to roles in airspace management, cybersecurity for unmanned systems, and integration with logistics networks (e.g., last-mile delivery or inspections).

- Autonomous Driving and Related Systems: Skills in autonomous vehicle maintenance, system monitoring, and integration are growing, particularly for unmanned cargo vehicles, airport shuttles, and trials in urban settings. This includes understanding predictive analytics, real-time data processing, etc.

- Cross-Cutting Skills: Cybersecurity awareness is essential alongside AI adoption to protect operations. Soft skills, such as change management and leadership in digital transformation, support teams adapting to new technologies.

ESG-related Manpower Needs:

ESG integration drives demand for expertise in sustainable practices, including EV maintenance, carbon reduction strategies, and circular economy initiatives (e.g., upcycling waste). Roles focused on green logistics, emission tracking, and compliance with ESG reporting are emerging, requiring knowledge of sustainable technologies and data transparency for governance.

Challenges in Meeting Demand

While tech-driven roles offer opportunities, gaps persist due to limited local talent

pools, especially in high-end AI research and specialised low-altitude applications. Competition from other regions for skilled workers exacerbates shortages, with some employers relying on external talent. Young graduates often lack practical experience in data handling or emerging tech, highlighting the need for stronger alignment between education and industry requirements. Overall, the shift creates a dual challenge: sustaining traditional manpower while rapidly building capacity in new areas to support Hong Kong's ambitions as a hub for innovation in T&L.

Desk Research

Out of some 12,000 recruitment data captured from major online recruitment websites, the respective top five principal jobs with the highest number of recruitment advertisements for freight transport and passenger transport sectors were identified and listed below.

Freight Transport

	Top Five Principal Jobs
1	Frontline Cargo Operation (Clerical/Craftsman/Operative) (33.4%)
2	Fleet Operation and Management (Freight transport, Clerical/ Craftsman/Operative) (10.9%)
3	Frontline Cargo Operation (Freight transport, Executive/Supervisory) (6.3%)
4	Sales & Customer Service (Freight transport, Clerical/Craftsman/Operative) (5.2%)
5	Frontline Cargo Operation (Freight transport, Managerial) (3%)

Passenger Transport

	Top Five Principal Jobs
1	Frontline Passenger Operation (Passenger transport, Clerical/Craftsman/Operative) (6.6%)
2	Technical/ Engineering Support (Passenger transport, Clerical/Craftsman/Operative) (5.6%)
3	Technical/ Engineering Support (Passenger transport, Executive/Supervisory) (5.1%)
4	Fleet Operation and Management (Passenger transport, Clerical/Craftsman/Operative) (3.1%)
5	Sales & Customer Service (Passenger transport, Clerical/Craftsman/Operative) (2.9%)

The Desk Research finds that demand for Frontline Cargo Operation roles within the freight transport sector remains dominant. Meanwhile, with the rapid growth of cross-boundary e-commerce logistics between the Chinese Mainland and Hong Kong further underpins the

sustained need for cross-border drivers and enhanced fleet-management capabilities. In addition, an emerging trend has been observed in recruitment for Frontline Cargo Operation (Freight transport, Managerial), employers are increasingly seeking candidates with experience or awareness in compliance and sustainability. This development aligns closely with insights from the focus group, which highlighted that ESG considerations are becoming an integral component of Hong Kong's T&L industry.

For the passenger transport sector, driven by rising passenger volumes and service enhancements across operators, frontline passenger operation roles are in the highest demand. Concurrently, the demand for experienced technical and engineering support staff continues to increase to address growing hardware repair and systems maintenance needs.

Descriptions of the above principal jobs and other findings of the desk research are given in Appendix 1.

Training Needs

Several important types of manpower training needs of the T&L industry in Hong Kong are essential to ensure efficiency, safety, and customer satisfaction. Focus group members suggested the following emerging technologies and skills which are increasingly demanded in-service practitioners and graduates of the industry.

Overall Training Needs Trends

Training requirements are driven by technological disruption and sustainability goals, requiring training programmes that combine core vocational skills with advanced digital competencies. Experts stress the importance of preparing students and professionals for roles that leverage AI for efficiency, drones for innovative logistics, and autonomous systems for more efficient transport, while addressing ESG compliance. Young entrants show strong willingness to learn new tools, but practical experience in data handling, AI applications, and emerging regulations is often lacking. Internal upskilling is essential for staff to overcome resistance and adapt to AI-assisted workflows. Broader industry transformation calls for change agents with leadership and soft skills to drive adoption across different teams.

AI-related Training Needs

AI proficiency is a priority, encompassing predictive maintenance, route optimisation, data analysis, and custom solution development. Training should cover AI tools for engineering tasks, data collection/ analysis/ presentation, and ethical/ safe applications. Mandatory integration of AI content (e.g., use of generative AI and ethics) into VTC higher diploma

programmes reflects this shift, equipping learners for value-added roles. In logistics, AI supports repetitive task automation, freeing manpower for analytical work. Training programmes need to address gaps in practical experience, as graduates may excel theoretically but require strengthening in real-world data applications and cybersecurity alongside AI use.

Low-altitude Technology and Drone Training Needs

Drone operations demand specialised training in piloting, licensing, airspace management, risk assessment, and application-specific skills (e.g., logistics delivery, inspections, precision tasks). Major needs include accessible venues for legal practice, bridging courses for overseas-trained pilots, and industry-specific modules beyond basic certifications (e.g., path optimisation, defect identification). Training programmes should incorporate regulatory knowledge, with recognition of Chinese Mainland licenses highlighting cross-border differences. Hands-on simulators and testing areas are crucial, as current limitations (e.g., scarce indoor/ outdoor sites) hinder progress.

Autonomous Driving and Related Systems Training Needs

Training for autonomous technologies focuses on system monitoring, maintenance, sensor integration, and regulatory compliance for unmanned vehicles, airport shuttles, and urban trials. Needs include predictive analytics, real-time data processing, and safety protocols in dense environments. Training programmes should prepare for hybrid roles where human oversight persists, with emphasis on mindset shifts for driverless transitions.

ESG and Sustainability Training Needs

ESG training addresses green logistics, carbon reduction, EV maintenance, upcycling, and reporting. Needs include knowledge of sustainable practices, circular economy models, and data transparency for governance. Challenges like high upcycling costs underscore the need for practical, cost-effective training to enable self-sustaining initiatives.

Recruitment Challenges

Recruitment in Hong Kong's T&L industry faces persistent shortages, intensified by technological shifts toward AI, low-altitude, and autonomous roles. Talent scarcity in specialised areas, competition from other regions, and gaps in practical skills create barriers. While frontline operational roles remain hard to fill due to an ageing workforce and competition from other sectors, emerging tech positions suffer from limited local supply and reliance on external talent. Overall, employers struggle to attract and retain qualified candidates amid rapid change, requiring strategies like early pipelines, upskilling, and policy alignment. FG Members expressed their opinions on the recruitment difficulties below.

Overall Recruitment Challenges Trends

Manpower shortages persist across T&L industry, with structural issues like aging demographics. Tech adoption amplifies demand for skilled talent, yet local pools lag.

Challenges in Attracting Tech-Driven Talent

AI and data skills face acute shortages. Low-altitude expertise (e.g., drone operators, airspace managers) is limited by stringent local licensing and venue access. Autonomous driving roles require specialised knowledge in emerging trials, but local experience is scarce. High-end research (e.g., large models) often draws from Chinese Mainland or overseas pools due to Hong Kong's relative scarcity.

Impact of Regulatory and Infrastructure Barriers

Licensing hurdles (e.g., high-cost Category C aircraft) and venue shortages deter local career paths in drones. FG Members cited the inability to find adequate Hong Kong talent.

ESG and Sustainability Recruitment Issues

Green skills (e.g., EV expertise, emission tracking) emerge but face similar shortages,

Broader Talent Market Dynamics

Competition from different regions exacerbates issues, with policy reviews needed for import balance. Young graduates lack practical experience whereas middle and senior roles require policy networks. Addressing these requires integrated training programmes, internships, and incentives to build local capacity.

Recommendations

To draw in talent and support the industry's future growth, it is recommended that training institutions, the government, employers, and graduates/ employees collaborate on the following measures.

Training Institutions

Training institutions should prioritise the development and enhancement of programmes that equip learners with competencies in emerging technologies and sustainability practices.

- Develop integrated, interdisciplinary curricula incorporating AI applications (e.g., predictive maintenance, route optimisation, data analysis), low-altitude technologies (e.g., drone piloting, licensing categories, airspace management), autonomous driving systems (e.g., monitoring, sensor integration), and ESG principles (e.g., carbon reduction strategies, circular economy models). Programmes should include mandatory content on generative AI, ethics, cybersecurity, and regulatory frameworks to prepare graduates for hybrid roles.

- Strengthen hands-on and practical training through simulators, capstone projects on real industry problems, and accessible venues for drone operations and autonomous vehicle trials. Early engagement with students via internships and industry attachments is crucial to build practical experience and address gaps in data handling and emerging tech application.

- Collaborate closely with industry stakeholders to align curricula with market needs, facilitate industrial attachments, and offer bridging courses for cross-border qualifications (e.g., recognition of Chinese Mainland licenses).

- Expand offerings in soft skills, change management, and leadership to develop change agents capable of driving digital transformation within teams.

Government

The government should provide policy support, incentives, and infrastructure to accelerate adoption and talent cultivation in those priority areas.

- Prioritise regulatory frameworks that facilitate safe trials and implementation of low-altitude economy initiatives, autonomous driving, and AI applications. This includes forming cross-departmental working groups to streamline approvals, provide designated testing sites/ venues (e.g.,

indoor/outdoor spaces for drones), and selectively relax restrictions while maintaining safety standards.

- Support the Regulatory Sandbox expansion and infrastructure development (e.g., vertiports, smart traffic systems) to bridge gaps between policy intent and practical execution.

- Introduce targeted incentives for training and talent development, such as subsidies for AI/ ESG-related courses, upskilling programmes for existing workers, and funding for industry-institution partnerships.

- Review talent import policies to balance external recruitment with local capacity building, ensuring Hong Kong nurtures its own specialised talent in high-demand fields.

- Promote public awareness and confidence-building measures, including demonstrations of public safety applications (e.g., drones in emergency response) and ESG benefits (e.g., emission reductions via electric/ autonomous vehicles).

Employers

Employers in the T&L industry should invest in internal development and strategic partnerships to attract and retain talent while advancing technological integration.

- Commit to continuous upskilling of existing staff through internal training on AI tools, drone/autonomous operations, and ESG practices, fostering open mindsets and reducing resistance to change.

- Focus on shifting manpower from repetitive tasks to value-added roles via AI adoption, while addressing cybersecurity alongside implementation.

- Build strong collaborations with training institutions for internships, and training programmes to create talent pipelines. It is also desirable to engage early with training institutions to identify and nurture potential hires through real-world projects.

- Adopt proactive recruitment strategies, including flexible arrangements, competitive packages, and emphasis on career progression in emerging fields.

- Avoid over-reliance on external talent by creating clear pathways for local professionals, particularly in middle/ senior roles requiring policy networks and industry knowledge.

Graduates and Employees

Graduates and employees should take proactive steps to enhance their employability and contribute to industry transformation.

- Pursue lifelong learning in high-demand areas such as AI proficiency (e.g., data analysis, coding tools), low-altitude/ drone skills (e.g., licensing, operational safety), autonomous systems knowledge, and ESG competencies (e.g., sustainable practices).

- Seek certifications, short courses, and practical experience through internships to close gaps in hands-on application.

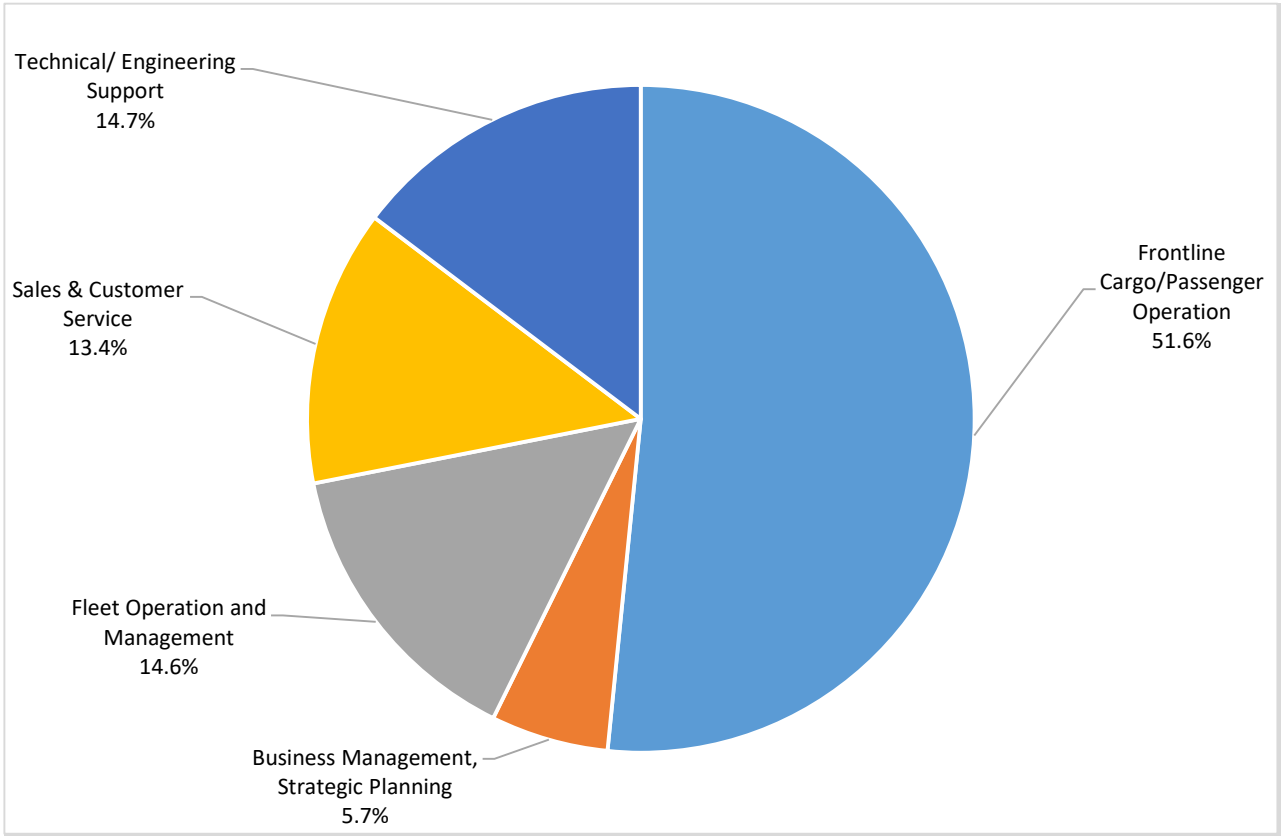
- Embrace mindset shifts toward digital tools and innovation, actively participating in upskilling opportunities provided by employers or institutions as well as develop soft skills like adaptability, leadership, and change management to become effective contributors in transforming teams.

- Advocate for and engage in ESG-conscious behaviours in daily roles, such as supporting green initiatives and circular economy efforts.

- Explore cross-border opportunities while building local expertise to support Hong Kong's position as a hub for advanced T&L technologies.

Since the use of online recruitment portals is only one of the recruitment channels, the number of recruitment advertisements captured during the desk research period (i.e. February 2025 to January 2026) is presented as supplementary information for reference only. The salary distribution of recruitment advertisements would not be presented here as nearly half of advertisements did not state the salary.

Distribution of Recruitment Advertisements across Job Scopes (February 2025 to January 2026)



Distribution of Recruitment Advertisements across Industry Branches (February 2025 to January 2026)