



IMPROVING WOMEN'S VISIBILITY

The unseen gender in transport and logistics



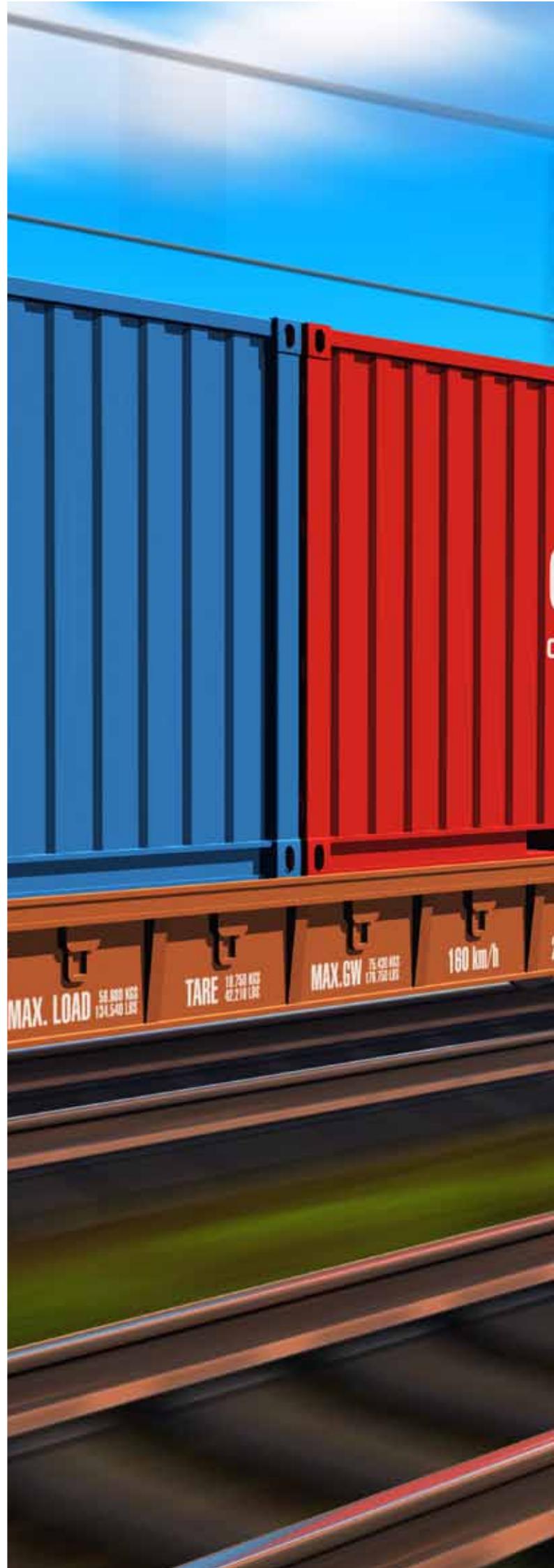


Table of Contents

Women In Supply Chain (WISC) Australia	2
Women In Supply Chain (WISC) -Research Team	3
Women In Supply Chain – 2014 Executive Members	4
Executive Summary.....	5
1. Introduction	6
1.1 Aim.....	6
1.2 Approach/Methodology	6
2. Transport and Logistics industry	7
2.1 Transport industry.....	7
2.2 Logistics industry.....	8
2.2.1 Military logistics.....	8
2.2.2 Humanitarian logistics	8
2.2.3 Event logistics.....	9
2.3 Supply chain management	9
3. Governance – legislation introduced into Australian workplace relations (since 2010).....	10
3.1 Fair Work Australia.....	10
3.2 The Workplace Gender and Equality Act 2012.....	11
3.3 Australian Stock Exchange Gender Reporting Changes	12
4. Gender reporting	13
4.1 Industrial concentration of women	13
4.2 Gender employment trends	14
5. The glass ceiling.....	18
6. Employment opportunities.....	22
6.1 A growing sector	22
6.2 Recruiting strategies.....	22
6.3 Economic benefits of employing women....	23
6.4 Triple bottom line – social responsibilities ...	23
7. Training and education	24
7.1 Vocational education	25
7.2 Higher Education.....	25
7.3 International enrolment trends	25
8. Equal opportunity and diversity.....	26
8.1 The gender pay gap (income)	26
8.2 The wealth gender gap (superannuation) ...	27
8.3 Gender diversity and gender equality.....	27
9. Work and life balance	29
10. Future generations.....	31
10.1 Women's pay rights – don't give up	31
10.2 Forget what you've seen – image perceptions need changing	31
10.3 It's a wide world – global opportunities	32
10.4 Change is for everyone	32
11. Conclusion	33
12. Recommendations	34
12.1 Sustainability in the workplac.....	34
12.2 Governance.....	34
12.3 Training and Education	34
Appendix A.....	35
Bibliography	36
Footnotes	37
Acronyms	39

WOMEN IN SUPPLY CHAIN

(WISC) Australia



Women In Supply Chain (WISC) is a voluntary group open to men and women in supply chain. We are passionate in supporting the recognition of women in Transport and Logistics to reach their optimum potential. We offer a range of events to motivate discussion, promote collaboration and participation from like-minded individuals.

Women are an integral part of the transport and logistics industry and have a great deal to offer organisations big and small, in multiple industry sectors and across all levels of management. Our aim is to provoke thought and discussion and encourage the transport and logistics industry and its stakeholders to review current work policies to create work opportunities for better engagement with skilled and experienced women.

Membership is free and we encourage men and women from all areas of the supply chain to join and contribute to the growth and participation of women in transport and logistics; supply chain.

You can join WISC at:

Website: womeninsupplychain.com.au

Linked In: www.linkedin.com/groups/Women-in-Supply-Chain



Copyright Notice

© Women In Supply Chain Executive Committee. All rights reserved. Published 2014. The content and layout of this report are protected by copyright in Australia and, under international treaty, other countries in the world. Neither the whole nor any part of this report (nor any adaptation of them) may be reproduced, published, performed, communicated to the public or adapted without the prior written consent of Women In Supply Chain Executive Committee.

Supported by



Military Images courtesy of AUSTRALIAN DEFENCE IMAGE LIBRARY at
<http://images.defence.gov.au>

WOMEN IN SUPPLY CHAIN

This paper has been prepared using in-depth research and written to provide readers with an updated overview of where the industry is and where it is heading.

Peta Irving

With almost 30 years in the Australian Defence Force, Peta has gained a wealth of experience and has worked across multiple areas of supply chain. She has also been a significant player to identifying and introducing efficiencies supply chain across supply chains. Today Peta uses her experience and expertise in supply chain processes and project management in her consulting practice. In addition she continues to teach and mentor higher education students. Peta was a significant contributor for the 2010 Making Women Visible – The unseen gender in transport and logistics and lead the research and writing team for this paper ‘Improving Women’s Visibility – The unseen gender in transport and logistics’.

Mary Forder

Mary’s speciality is procurement and contracting. She has worked in state and federal government departments educating procurement processes to project and contract managers. Mary advises senior government personnel on the implications of procurement on supply chains. Mary contributed to the research and writing of the paper ‘Improving Women’s Visibility – The unseen gender in transport and logistics’.

Helena Michaels

Helena is a senior executive with over 25 years of industry

experience in both transport and distribution. Her focus is logistics management. She has successfully introduced efficiencies in operational administration across multiple organisations. Helena has re-engineered supply chains using her experience and expertise in culture change and strategic planning. Helena was a contributor of the 2010 ‘Making Women Visible – The unseen gender in transport and logistics’ and today is a contributing player in the roll out of the National Broadband Network (NBN).

Jennifer Dick

Jennifer is a highly experienced and dedicated professional who has actively managed, developed and delivered a broad range of learning programs to the public sector and private organisations. Jennifer has worked in the Higher Education sector for 25 years specialising in the design and provision of vocational and higher education transport and logistics qualifications, to address current and future skills and knowledge requirements within the industry. Jennifer also contributed to the 2010 ‘Making Women Visible – The unseen gender in transport and logistics’.

Tina Manolitsas

Tina is a Marketing strategist who has worked with local and global organisations in transport and logistics; supply chain industry for over 10 years. As Head of Marketing and Communications

– Research team

in Australia’s largest Supply Chain Association she developed strategies and tools to help improve communication and collaboration whilst working with organisations big and small, industry and government representatives. As a part time academic for 20 years Tina has taught across leading Australian universities. Today Tina uses her skill and expertise to consults to organisations, mentors senior executives worldwide and marketing professionals. Tina was a contributor of the 2010 ‘Making Women Visible – The unseen gender in transport and logistics’

Nola Bransgrove OAM

Nola owns and runs a successful award winning business in the road transport industry and has done so since 1972, she has been heavily involved in industry and community projects and has represented the industry formally and informally on a local, regional and national level. Nola is the Chair of Women in Supply Chain (WISC) and has played a significant role mentoring, guiding and encouraging the growth of women in supply chain. Nola was also a contributor of the 2010 ‘Making Women Visible – The unseen gender in transport and logistics’. Her dedication and services to the Transport and Logistics Industry, women and the community was honored in 2012 when awarded with the Order of Australia Medal (OAM). Her work continues today as Commissioner of the National Transport Commission (NTC).

Citation

Irving, P, Forder, M, Michaels, H. Dick, J. Manolitsas, T. Bransgrove, N. 2014 Improving Women’s Visibility – The unseen gender in transport and logistics, Women in Supply Chain Executive, Melbourne, AUS (Irving et al, 2014)

WOMEN IN SUPPLY CHAIN

2014 Executive Members

Chairperson

- Nola Bransgrove OAM

Executive Members

- Leanne Bolton
- Suzanne Crowe
- Jennifer Dick
- Mary Forder
- Marina Grcic
- Elizabeth Guerra-Solfa
- Patricia Inguanti
- Peta Irving
- Tina Lee
- Tina Manolitsas
- Helena Michaels
- Priyani Whitanarachi
- Bridgette Wright



EXECUTIVE SUMMARY

The 2014 Women in Supply Chain (WISC) paper is a revised edition of the 2010 paper 'Making Women Visible – the unseen gender in transport and logistics'. The paper aims to stimulate discussion and promote greater collaboration between genders to close the gap of inequality in the transport and logistics and supply chain industry.

The transport and logistics sector is male dominant and described as a non-traditional sector for women. Over the past five years the industry has had a 58% growth in employment however, only employs 14% of women according to a Transport and Logistics Industry Skills council (TLISC) report titled 'Australian Transport and Logistics Industry Forecast of Labour and Skills Requirement 2013 -2017'.

The transport and logistics industry gender pay gap was 16.1% between November 2013 and May 2014. This is a slightly better result than the overall pay gap of 18.2%, the highest gender pay gap for over 20 years.

The Fair Work Australia Act 2009 and the Workplace Gender Equity Act 2012 along with the Australian Stock Exchange gender reporting requirements introduced in 2011 have shown no significant changes to gender equality. Only 12% of women currently sit on transportation company boards. Research also demonstrates a lack of cultural change, the introduction of new workplace practices and opportunities for promotions, professional development, recognition and rewards.

In 2013 only 9.2% of Chief Executive Officers in transport postal and warehousing industry were women. There are four times the male managers to employees than there are female managers in the workplace. The transport and logistics industry has five sectors; Logistics, Road Transport, Aviation, Rail, and Maritime and female participation has increased by only 1% in each of the sectors the last ten years.

Women's involvement in education and training has seen little growth. Since 2008 women's enrolment in vocational education courses have grown marginally, however actual participation rates remain stagnant. A high participation rate in supply chain in higher education, doing undergraduate degrees, is overseas students, while domestic enrolments remain stagnant.

In comparison, women's enrolments in supply chain and logistics courses in the United States and United Kingdom are increasing.

We recognise that men and women have different viewpoints, ideas and market insights. A gender-diverse workforce provides easier access to resources, broader industry knowledge, allows organisations to better serve a diverse customer base; helps attract and retain employees and provides a larger potential workforce (50% of the working population).

Women In Supply Chain recommend that the industry takes notice and actively works towards equal pay for equal work, increasing quotas for women on boards and senior management, reviews recruiting guidelines, introduces mentoring programs for both genders, improves networking forums and professional development programs and conducts research to use as a benchmark for future studies and reporting on industry changes.



1 Introduction

In 2010 Women in Supply Chain (WISC) published their first paper titled 'Making Women Visible: The Unseen Gender in Transport and Logistics'. The paper highlighted current issues such as equal opportunity, employment trends and the impact of global economies. It also outlined the concentration of women in the transport sector and outlined recommendation to improve participation rates. The paper was globally recognised and published. It became a platform for academics and practitioners to further their research and focus on improving the inequitable employment of women in the transport and logistics and supply chain industry.

Sometimes I wonder what it would be like to go through life without being labelled by my gender.

Sheryl Sandberg,
COO Facebook

A full version of 'Making Women Visible: The Unseen Gender in Transport and Logistics' visit Supply Chain Victoria's website resource section or go to:

[http://supplychainvictoria.org.au/resources/
MakingWomenVisible.pdf](http://supplychainvictoria.org.au/resources/MakingWomenVisible.pdf)

Today there are no barriers to the employment of women in the transport and logistics industry. Research shows that the industry continues to offer few opportunities for women to enter and participation rates continue to decline in senior management roles. This second edition paper will build on the first 2010 edition and highlight the changes to the Australian industrial relations environment and its affects to the current landscape of women in transport and logistics.

1.1 Aim

The aim of this paper is to continue the discussion and highlight the benefits that women provide to the transport and logistics industry.

1.2 Approach/Methodology

This is a discussion paper that uses current available research to support the benefits that women bring to the transport and logistics and supply chain industry and the workforce in general. All research sources are referenced.

Transport and Logistics industry

2

All industries require the movement of goods and resources to deliver services across Australia. The transport and logistics industry is critical to the growth of all Australian industries. Its relevancy is across internal and external operations and pertinent to the development and operations of all supply chains. In 2013 the transport and logistics industry provided over 8.6% of Australia's gross domestic product (GDP) adding \$131.6 billion to Australia's economy.¹

2.1 Transport industry

Transport is the 'engine room' of the nation's economy. It gives working families better access to jobs, leisure, healthcare and education. It ensures products are delivered to supermarket shelves when we need them at the lowest cost.² The transport sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and supports activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.³

Road freight in Australia over five years (2009 –2014) had an annual growth rate of 4.3%. From 2014- 2019 industry revenue is expected to grow at an annual rate of 3.2%.⁴ Rail freight has undergone structural reform and infrastructure investment. This has fuelled the rail freight industry as demand for bulk transport has grown. Industry revenue is expected to increase by an annualised 4.5% over the next five years.⁵

Road Freight Transport in 2013-14			
Key Statistics Snapshot	Revenue	Annual Growth 09-14	Annual Growth 14-19
	\$51.0bn	4.3%	3.2%
	Profit	Wages	Businesses
	\$4.5bn	\$12.3bn	42,942

“Every minute of every day, millions of goods are being transported around Australia by road, rail, sea and air to stores around the country delivering the fresh food we eat, the clothes we wear and the home appliances we use.”

Australian Logistics Council

Rail Freight Transport in 2013-14			
Key Statistics Snapshot	Revenue	Annual Growth 09-14	Annual Growth 14-19
	\$7.5bn	5.2%	4.5%
Profit	Wages	Businesses	
\$898.2m	\$1.2bn	25	

2.2 Logistics industry

Logistics is the business of planning, implementing and controlling the flow and storage of material and implementation of services and related information from point of origin to the point of consumption. Therefore, logistics and transportation are intertwined. One size does not fit all and logistics identifies the processes required to draw together all aspects to ensure an integrated outcome. The origins of the word logistics comes from the French meaning lodge(r). Land Armies was the first to give logistics operational meaning by the movement, supply and support of a battle managing all the equipment, weapons, people, animals, shelter, food and water was needed whenever and wherever the requirement may be. In today's terms logistics management is an integrated function that coordinates and optimises supply chain activities, and integrates activities with other functions such as marketing, sales manufacturing, finance, and information technology.

In Australia the integrated logistics sector provides door-to-door transport, storage and distribution services. It includes storage facilities, freight forwarders, custom brokers and infrastructure operators.

Over the five years 2010-2015 the sector is expected to have an annualised growth rate of 4.2%. The logistics sector stagnated during 2009-2010 and the weak domestic economy caused retailers, wholesalers and manufactures to cut orders of new stock and run down inventories. The sector has since recovered.⁶

Integrated Logistics in 2014-15			
Key Statistics Snapshot	Revenue	Annual Growth 10-15	Annual Growth 15-20
	\$102.7bn	4.2%	2.9%
Profit	Wages	Businesses	
\$9.6bn	\$24.3bn	62,161	

2.2.1 Military logistics

The main difference between military logistics and commercial logistics is survival and not profitability. The military uses third party transport and logistics suppliers to support its operations to the safest point. Designated areas of operation are supported by the military and contractors who are authorised to work in operational areas. Military logistics is about supporting the 'front line' and re-defining supply chains that have been interfered with by the enemy. Military logistics is often extended beyond commercial logistics such as repair of vehicles to increase the self-sufficiency to undertake operations. Recordings of the importance of logistics in the military have been reported as far back as the end of the sixth century by Sun Tzu a high ranking Chinese military general.

In September 2014⁷ the Australian Defence Force (ADF) had a total of 8,623 (15.1%) female members. A total of 9,856 male and female members were in logistics, administration and support occupational groups, 2,786 being female members or 28.1% of the ADF transport and logistics force. The Australian Defence Force has recognised the contribution that women make to logistical support of military operations by having a female workforce that is double the Australian transport and logistics industry. Appendix A provides a table of the ADF service and categories of transport and logistics members as at 19 September 2014.

2.2.2 Humanitarian logistics

Humanitarian logistics is the procurement, delivery, warehousing and distribution of supplies during a natural disaster or complex emergency to an affected area. Humanitarian organisations that carry out logistics are usually United Nation (UN) agencies or non-governmental organisations (NGO). The outcomes for humanitarian logistics are meeting the end beneficiary's requirements. The difference between commercial logistics and humanitarian logistics is that the end beneficiaries are devoid of any purchasing power and are unable to use alternative sources of supply and even may not be able to articulate their needs and wants.

Tatham & Kovacs (2010) identified that there are three main areas of humanitarian logistics that effect women:



1. Meeting requirements of beneficiaries – women are not able to voice their needs. For example some women are not permitted to speak to men outside of their own families or are in a position to assist due to other commitments;
2. Few female humanitarian logisticians. For example the proportions of females in Médecins Sans Frontières is as high as 80%-90% however less than 1% of those females are in logistics;
3. Location of supplies – women cannot leave the home or children or may not have the means of transport to travel the distances required to seek humanitarian supplies.

Humanitarian logistics is a vulnerable occupation for women. Hindrance to women joining the humanitarian logistics profession includes long periods of extended absences from home and personal security and safety.

2.2.3 Event logistics

Event logistics is the planning, implementing, and dis-assembling of a one-off event. Over the years events (sports, music, business, industry etc.) have become more popular requiring a larger and varied workforce. Movement, bump-in (setup), bump-out (dismantle) of equipment has established the creation of new jobs and varied work hours. This area has attracted a greater number of women to participate and grow their careers around family.

Women in greater numbers are undertaking education and training in event management which concentrates on the actual event itself however once an understanding is gained of the supply chains linked to the event, people especially women are advancing to take on event logistics. An important aspect of attracting women particularly to event logistics is that the work is contracted for specified periods allowing people to gain greater experience by taking a leave of absence, working from home or returning from caring obligations being engaged in short-term employment.

2.3 Supply chain management

Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners such as suppliers, intermediaries, third party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies.⁸

A new trend developing in companies with appointed supply chain operations is that the procurement function is now being moved from finance to supply chain. This is because greater cost savings can be found by understanding the organisations expenditure in the supply chains. As the majority of procurement employees are women, this translates to greater purchasing power by women across the supply chain.

3 Governance – legislation introduced into Australian workplace relations (since 2010)

Since the 2010 WISC Paper a number of legislative and regulative changes have occurred in Australia. These include the introduction of the Fair Work Australia Act 2009, the Workplace Gender Equality Act 2012 and the introduction of gender diversity reporting to the Australian Securities Exchange (ASX) Corporate Governance Council.

The fact that today's Australia is a vastly different and better place for women than yesterday's shows us that change is achievable.

Julia Gillard,

Former Australian Prime Minister

3.1 Fair Work Australia^{9 10}

Australia's national workplace relations changed with the introduction of the Fair Work Act 2009 and the Fair Work Regulations 2009. These laws resulted in the appointing of a Fair Work Ombudsman whose role can:

- Help find employees find correct pay rates, and assist employers work out what they should be paying employees;
- Help employees find their entitlements e.g. like leave, overtime and allowances;
- Educate people about fair work practices, rights and obligations;
- Investigate complaints or suspected contraventions of workplace laws, awards and agreements;
- Act to enforce workplace laws;
- Work with industry, unions and other stakeholders; and
- Help employees manage business transfers, shutdowns and closures.

In 2013 the Fair Work Commission was established to:

- Set the safety net of minimum wages and employment conditions;
- Ensure the enterprise bargaining process is fair;
- Deal with protected and unprotected industrial action;
- Help with resolving workplace disputes, and
- Deal with termination of employment matters.

Under Fair Work Australia employers and employees in the national system all have the same workplace rights and obligations, regardless of which state they work in. The changes in 2009 to Australia's industrial landscape set minimum entitlements for wages and conditions of employment. These are known as National Employment Standards (NES)¹¹ and cannot be overwritten by an enterprise agreement or modern award (a collective entitlement). The transitional timeline for the introduction of the Fair Work Australia was completed in July 2014. From this date every employer and employee are obligated to abide by the Fair Work Australia system.

The assessment for wages under Fair Work Australia is based on skills, effort, working conditions and responsibility. Therefore women and men performing the same work are paid the same amount. Women and men performing different work but of the same value are paid the same amount. The wages and conditions of the job are assessed in a non-discriminatory way and the workplace organisational structures and processes do not impede female employee's access to work-based training, promotions or flexible working arrangements.

Although the transitional arrangements for the implementation of the Fair Work Act 2009 have concluded a number of reports (National Network of Working Women's Centres 2012, Sharp et al 2012, Wright 2013) and agree that the introduction of Fair Work Australia provides a much improved industrial relations environment for women than the previous Work Choices legislation. The introduction of one parliamentary act will not create immediate changes to the long history of discriminatory work practices against women. In fact, Sharp et al 2012, states that "historically, primacy of the male wage and women's relegation principally to the arena of social reproduction led to the current work arrangement and employment conditions that presumed and reinforced a male breadwinner gender order. Consequently, pay equity of itself will not change it". The Australian Work and Life Index (AWALI) 2012 confirms that the male breadwinner/female care giver model of the 20th century is alive and well. In 21st century Australia and many workplace cultures are made in the image of the full-time, male worker unencumbered by care responsibilities.¹²

The Fair Work Act 2009 is a beginning in the long industrial relations battle to provide equity for all but particularly equity for women.

Modern awards (collective agreements) in some respect provide a basis for equity in wages and conditions. What is required is cultural change which takes acceptance, time, patience, commitment by senior executives and a dedicated workforce.

3.2 The Workplace Gender and Equality Act 2012

The Workplace Gender Equality Act 2012 (Act) replaces the Equal Opportunity for Women in the Workplace Act, 1999. Once a year all non-public sector employees with 100 or more employees are required to report on gender equality indicators (GEIs) specified in the legislation, namely the gender composition of the workforce; gender composition of governing bodies (such as boards of directors), equal remuneration between women and men, the availability and use of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities and consultation with employees on issues concerning gender equality in the workplace.¹³

The Act does not require any particular workforce practices to be adopted. Companies that fail to improve gender equity at work are not punished and named in parliament; the only incentive for change is positive recognition to performing organisations. WEGA are charged with developing measures to ensure the Government deals only with organisations that comply with the Act.

WGEA introduced additional reporting under the Act for the 2014/2015 period for organisations with 500 or more employees which include reporting on the following¹⁴:

- Recruitment
 - Applications, applicants interviewed, applicants appointed, promotions and resignation's
- Remuneration
 - Remuneration policy and actions on addressing gender pay gap
- Flexible workplace initiatives
 - Employer funded leave (its availability, how much paid), return to work from parental leave together with number of requests and approvals for parental leave and extended parental leave, policies &/or strategies for flexible work to support carers or domestic violence effected employees
- Other information pertinent to gender matters

Information on an employer's workforce and how it changes from year to year allows both assessment of the employer's progress on gender equity and identification of effective practices. This knowledge is not available from anywhere else and is essential to understanding both progress and the barriers to progress in gender equity at work. Reports will give shareholders, employees, job seekers and the public a concrete view of a company's expressed commitment to gender equity at work has led to improvements in practice.¹⁵ Without it, working women will not receive a reasonable chance of advancement to board or senior executive level, equal pay and treatment at work.

3.3 Australian Stock Exchange Gender Reporting Changes.

The ASX Corporate Governance Council (CGC) was established in August 2002 to enhance the corporate governance standards of ASX listed entities. CGC maintains and provides listed companies with a reporting framework for gender diversity.

In July 2010 the CGC introduced the Diversity Recommendations applicable to ASX listed entities, which took effect for financial years beginning on or after 1 January 2011.

In March 2014, the CGC released its third edition of the Corporate Governance Principles. The main changes reflect that the entities which already report their Gender Equality Indicators' under the Workplace Gender Equality Act 2012 will be able to treat their annual filings with WGEA as satisfying the requirement to disclose proportions of men and women on the board and in senior executive positions and within the organisation as meeting the ASX requirements.¹⁶ In the 2012-2013 gender reporting period 18 out of 24 (75%) ASX 200 transportation companies reported results to WGEA.¹⁷

Therefore, on June 2010 the Australian stock exchange passed a regulation (3.2 to 3.5) that listed companies had to report on gender diversity. In January 2011 the regulation came into effect, this meant that companies needed to voluntarily provide this information. In November 2012, legislation was passed that made this requirement mandatory. On March 2014, the legislation was changed. The 2014 - 2015 reporting period requires listed companies that meet WGEA reporting requirements only need to report to WGEA. All other listed companies still need to comply with reporting requirements to the ASX.

Recommendation	Entity must report on an 'if not why not' basis
3.2	<ul style="list-style-type: none"> • Establish a diversity policy • Disclose the diversity policy or a summary of that policy • Include in the diversity policy requirements for the board to establish and annually assess measurable objectives and the progress towards achieving them
3.3	<ul style="list-style-type: none"> • Disclose in each annual report the measurable objectives for achieving gender diversity and progress towards achieving them
3.4	<ul style="list-style-type: none"> • Disclose in each annual report the proportion of women employees in the organisation, women in senior executive positions and women on the board
3.5	<ul style="list-style-type: none"> • Disclose in the corporate governance statement of the annual report an explanation of any departure from the Recommendations • Diversity policy should be made publicly available, ideally by posting the diversity policy or a summary of it on the entity's web site

For the 2012-2013 AS gender reporting year 93% of all companies who reported have a diversity policy in place and 82% of those companies have set measurable gender objectives. 75% of transport companies completed the gender reporting requirements.

Over the past four years the ASX has changed the regulations multiple times tightening company reporting on gender. As there has not been a radical increase in the number of women on transportation company boards we can conclude that the reporting requirements to the ASX are not yet making inroads.



Gender reporting

4.1 Industrial concentration of women

Research shows that the transport and logistics sector is male dominant and described as a non-traditional sector for women. Company roles are designed with men in mind and do not promote or encourage women to apply. The difficulty facing women in this sector is recognised to be different from other traditional sectors. Difficulties range from workplace discrimination, competition for senior roles as they become available, inflexible working arrangements, overlooked for promotion when equally performing and demonstrating equal loyalty and eagerness to progress and shine. Career opportunities or advancements are often not discussed and promotion is staged over a long period of time.

Women's accomplishments are seldom acknowledged and leadership opportunities are passed by, instead gains the attention of men who are eager to progress. The inequality in gender dispersion is a barrier to entry and does not offer the range of skills and experience gained by women in more traditional roles. With 47% of workers aged 45 years or older and only 14% of female workers¹⁸ this poses a real challenge to increase participation rates nationally. The industry now has the opportunity to work with women, currently in the industry, to devise work plans and introduce job roles, a working environment, education and training that encourage women to participate and contribute to its growth.

The importance of recognising gender reporting is particularly relevant for the non-traditional industries and failing to attract women is a major issue that needs highlighting. Not only have women been under represented in transport and logistics, data shows an over decline in attrition rates. This presents an opportunity for the industry to stand up and take action.

We must raise both the ceiling and the floor.

Sheryl Sandberg,
COO Facebook

4

Percentage of Females in the Transport, Postal and Warehousing Sector Workforce

Year	% percentage ¹⁹
1966	09.9%
1976	12.5%
1986	17.5%
1998	25.2%
2009	24.0%
2011	22.0%
2012	22.3%
2013	21.9%
2014	22.9%

The above table shows a decline of over 1.1% of women working in the transport, postal and warehousing sector since the 2010. A Transport and Logistics Industry Skills Council (TLISC) report dated June 2013²⁰ shows only 14% of women work in the transport and logistics industry. The decline is problematic given the sector has had a growth rate of 58% in the workforce over the same period.²¹ Physical barriers to the industry have effectively been eliminated as the industry employs technological advancements that makes it easier for people to undertake any employment in the transport and logistics industry. Other barriers include image perceptions, organisational culture and recruitment practices. Further, the transport and logistics industry employment growth rate is expected to be at 1.8% per year until 2017 which is higher than all other industries (1.4%).²²



Many Transport and logistics employers are looking to recruit staff from industry segments that haven't been previously seen as key or high priority. Employers surveyed by the Skills Council show that over the past 12 months transport and logistics employers have focused on strategies to improve the ratio of women working in their organisations. The table below²³ shows that flexible working arrangements were identified as the most popular strategy to achieve this outcome.

Transport and logistics employers Improving the participation of women	% of employers
Flexible working hours (part-time, casual, variable start/finish times)	93.0%
Job sharing/job rotation	66.7%
Flexible leave (purchasing additional leave, extended leave breaks)	64.9%
Working from home	49.1%
Job redesign (incorporating new technology)	47.4%

Source: *Workforce Planning and Development Survey*. TLISC, 2012

4.2 Gender employment trends²⁴

In June 2013 Transport and Logistics Industry Skills Council (TLISC) released a report titled Australian Transport and Logistics Industry: Forecasts of Labour and Skills Requirements 2013-2017. The research was undertaken by the Centre for Economics Education and Training (CEET), Monash University and included gender research in each of the T&L sectors.

In 2012, 86% of men worked in the transport and logistics industry. This proportion has slightly reduced since 2002. The male participation rates of 53% have not changed since 2002. Today these figures report a male participation rate of 52%. The obvious conclusion is that industry leaders are doing little to encourage women to enter and participate in this growing sector – why?

Some workplaces continue to show barriers to entry towards older workers and parents of school age children, particularly women. The industry is making changes and improvements to training packages there are still examples of inflexible working arrangements making recruitment difficult. The 2013 TLISC E-scan²⁵ showed a decrease in strategies designed to increase the number of women in the workforce demonstrating under representation of some segments of the workforce.

Logistics industry²⁶

In 2012, 81% of workers in the logistics sector were male (19% female) which is a little less than in transport and logistics industries as a whole. The gender balance however varies with occupation. For instance, almost all Forklift Drivers are male but women make up as much as 41% of all Stock Clerks in 2012. A quarter of all Supply and Distribution Managers are also female.

Occupation	2002			2012		
	Male	Female	All	Male	Female	All
Logistics sector	80	20	100	81	19	100
Storeperson	81	19	100	83	17	100
Forklift Driver	97	3	100	96	4	100
Stock Clerk ¹	63	37	100	59	41	100
Supply & Distribution Manager ²	74	26	100	75	25	100
Fleet Manager ³	75	25	100	89	11	100
Miscellaneous Workers ⁴	97	3	100	99	1	100
All TLISC sectors	87	13	100	86	14	100

Source: CEET estimates based on unpublished ABS Labour Force (Cat. no. 6202.0) quarterly data and customised tables from the ABS 2006 Census.
Scope: persons aged 15 years or older. Small numbers have relatively large associated standard errors and should be used with caution.

¹ Includes Postal Sorting Officer, Despatching and Receiving Clerk, Import-Export Clerk, Radio Despatcher.

² Includes Post Office Manager and Warehouse Administrator.

³ Includes Transport Company Manager.

⁴ Includes Crane, Hoist and Lift operator, Crane Chaser and Freight Handler (Road and Rail).

*From the data above we can see that over 10 years to add one extra female logistics sector workforce.

Road Transport sector²⁷

An overwhelming number of workers in the road transport sector are male. In only two occupations—Delivery Driver and Bus Driver—are there more than 10% female workers.

Occupation	2002			2012		
	Male	Female	All	Male	Female	All
Road Transport sector	94	6	100	93	7	100
Truck Driver (General) ¹	99	1	100	97	3	100
Delivery Driver ²	86	14	100	86	14	100
Taxi Driver ³	94	6	100	95	5	100
Bus Driver ⁴	91	9	100	86	14	100
Miscellaneous Workers ⁵	83	17	100	94	6	100
All TLISC sectors	87	13	100	86	14	100

Source: CEET estimates based on unpublished ABS Labour Force (Cat. no. 6202.0) quarterly data and customised tables from the ABS 2006 Census.
Scope: persons aged 15 years or older. Small numbers have relatively large associated standard errors and should be used with caution.

¹ Includes Tanker Driver and Tow Truck Driver.

² Includes Courier and Postal Delivery Officer.

³ Includes Chauffeur and Automobile Driver nec.

⁴ Includes Charter and Tour Bus Driver and Passenger Coach Driver.

⁵ Includes Driving Instructor, Furniture Removalist, Truck Driver's Offsider and Armoured Car Escort.

*From the data above we can see that over 10 years to add one extra female road transport sector workforce.

Aviation Sector²⁸

The gender distribution in the aviation sector is slightly less skewed than in the other sectors, however only one occupation—Flight Attendant—has relatively large number of female workers.

Occupation	2002			2012		
	Male	Female	All	Male	Female	All
Aviation Transport sector	81	19	100	80	20	100
Aeroplane Pilot ¹	91	9	100	93	8	100
Flight Attendant	32	68	100	31	69	100
Air Traffic Controller	91	9	100	92	8	100
Aircraft Maintenance Engineer ²	97	3	100	97	3	100
Miscellaneous Workers ³	96	3	100	90	10	100
All TLISC sectors	87	13	100	86	14	100

Source: CEET estimates based on unpublished ABS Labour Force (Cat. no. 6202.0) quarterly data and customised tables from the ABS 2006 Census.

Scope: persons aged 15 years or older. Small numbers have relatively large associated standard errors and should be used with caution.

¹ Includes Flying Instructor and Helicopter Pilot.

² Includes Avionics, Mechanical and Structures.

³ Includes Aircraft Baggage Handler and Airline Ground Crew and Aircraft Refueller.

*From the data above we can see that over 10 years to add one extra female aviation sector workforce.

Rail Sector²⁹

Most occupations in the rail sector have more than 90% male workers (10% female workers). However the Miscellaneous Workers occupation group shows an equal numbers of male and female workers.

Occupation	2002			2012		
	Male	Female	All	Male	Female	All
Rail Transport sector	89	11	100	88	12	100
Train Driver ¹	96	4	100	94	6	100
Railway Track Worker ²	90	10	100	92	8	100
Railway Signal Operator ³	95	5	100	93	7	100
Miscellaneous Workers ⁴	50	50	100	56	44	100
All TLISC sectors	87	13	100	86	14	100

Source: CEET estimates based on unpublished ABS Labour Force (Cat. no. 6202.0) quarterly data and customised tables from the ABS 2006 Census.

Scope: persons aged 15 years or older. Small numbers have relatively large associated standard errors and should be used with caution.

¹ Includes Tram Driver.

² Includes Railways Assistant and Railways Track Plant Operator.

³ Includes Train Controller.

⁴ Includes Railway Station Manager, Travel Attendant nec., Train Examiner, Transport Operations Inspector and Transport Conductor.

*From the data above we can see that over 10 years to add one extra female rail sector workforce.



Maritime Sector³⁰

Almost all workers in the maritime and ports sector in Australia are men and the gender distribution in the sector has changed little over the last decade.

Occupation	2002			2012		
	Male	Female	All	Male	Female	All
Maritime & Ports sector	97	3	100	96	4	100
Waterside Worker	96	4	100	99	1	100
Ship's Engineer ¹	97	3	100	96	4	100
Deck Hand	95	5	100	94	6	100
All TLISC sectors	87	13	100	86	14	100

Source: CEET estimates based on unpublished ABS Labour Force (Cat. no. 6202.0) quarterly data and customised tables from the ABS 2006 Census.

Scope: persons aged 15 years or older. Small numbers have relatively large associated standard errors and should be used with caution.

¹ Includes Ship's Master, Ship's Officer, Ship's Surveyor and Marine transport Professionals nec.

*From the data above we can see that over 10 years to add one extra female maritime sector workforce.



5 The glass ceiling

As a young women I used to be opposed to quotas but the harsh reality of working in a large international law firm changed my mind.

*Christine Lagarde,
Director of the International
Monetary Fund*

The term the 'glass ceiling' has been a much used metaphor to describe the inequality between men and women in the workplace in middle management and senior management positions. Inequities between genders are still prevalent and the industry has not seen a positive direction since the first edition 2010 'Unseen Gender report'.

The Workplace Gender and Equity Agency (WGEA) research indicates that there has been negligible overall improvement in the representation of women on Australian boards as well as a continuing decline of roles in senior management roles for women.



In February 2014 WGEA released an all industries snapshot of women in the workforce. The tables below show the percentage of women working in the transport, postal and warehousing industry. Women in the industry are under-represented in the overall workforce and at managerial level. The overall representation of women on ASX200 company boards is 17.6%. The representation of women ASX200 transportation company boards' is only 12% as seen in Table 5.

Table1: CEO and managerial representation in the Transport, Postal and Warehousing Industry³¹

Women					Men				
Total	F/T	P/T	Casual	CEO	Total	F/T	P/T	Casual	CEO
23.3%	22.2%	83.4%	23.7%	9.2%	76.7%	77.8%	16.6%	76.3%	90.8%

Table 2: Workforce participation by employment type in the Transport, Postal and Warehousing Industry³²

Women				Men			
Total	F/T	P/T	Casual	Total	F/T	P/T	Casual
26.9%	24.0%	54.2%	24.3%	73.1%	76.0%	45.8%	75.7%

Table 3: Comparison of female employee and managerial representation in the Transport, Postal and Warehousing Industry³³

Female employees	Female managers	Ratio of female employees 'v' female managers
26.9%	23.3%	0.87

Table 4: Women on Transport company boards

Women on Transport Company Boards			
Year	ASX200 ³⁴	Transportation Co.	Remarks
2004	8.2%	-	
2006	8.7%	-	
2008	8.3%	-	
2009	8.3%	6.6% ³⁵	
2010	10.7%		ASX Regulation Passed 30 June 2010
2011	13.4%		ASX Regulation in effect 1 January 2011
2012	15.4%	12.8% ³⁶	ASX Legislation Passed 22 November 2012
2013	17.3%	9.8% ³⁷	
2014	17.6%	12% ³⁸	

Table 5: Women on ASX200 Transportation Company Boards 2009 & 2014/WGEA reporting

ASX200 Publicly Listed Transportation Company	2009 Total Directors³⁹	2009 Women Directors⁴⁰	Met WGEA reporting for 2012-2013⁴¹	2014 Total Directors⁴²	2014 Women Directors⁴³
Air New Zealand Ltd (AIZ)	10	1	Yes	8	2
Alliance Aviation Services Ltd (AQZ)	-	-	Yes	6	0
Asciano Ltd (AIO)	9	0	Yes	10	2
Auckland International Airport Ltd (AIA)	8	1	No	12	4
Aurizon Holdings Ltd (AZJ)	-	-	Yes	11	2
Australian Infrastructure Fund	13	0	N/A	-	-
Brisconnections Unit Trusts (BCS)	-	-	Yes	6	0
Brockman Mining Ltd (BCK)	-	-	No	10	0
Chalmers Ltd (CHR)	-	-	Yes	5	0
CTI Logistics Ltd (CLX)	-	-	Yes	5	0
KFM Diversified Infrastructure & Logistics Fund	4	1	N/A	-	-
K&S Corporation (KSC)	7	0	Yes	6	0
Lindsay Australia Ltd. (LAU)	-	-	Yes	5	0
Macquarie Airports	9	2	N/A	-	-
Macquarie Atlas Roads Group (MQA)	-	-	No	10	2
McAleese Ltd (MCS)	-	-	No	7	1
Mermaid Marine Australia Ltd (MRM)	6	0	Yes	7	1
Qantas Airways Ltd (QAN)	12	2	Yes	12	3
Qube Holdings Ltd (QUB)	-	-	Yes	9	0
Regional Express Holdings Ltd (REX)	6	0	Yes	8	0
Richfield International Ltd (RIS)	-	-	No	5	1
Rivercity Motorway Group (RCY)	-	-	No	12	1
Sydney Airport (SYD)	-	-	Yes	8	2
Toll Holdings Ltd (TOL)	7	0	Yes	10	1
Traffic Technologies (TTI)	-	-	Yes	4	0
Transurban Group (TCL)	-	-	Yes	8	1
Virgin Australia Holdings Ltd (VAH)	9	0	Yes	16	1
Wridgways Australia	6	0	N/A	-	-
Total	106	7	18 Yes	200	24
Percentage Total	-	6.6%	75%	-	12%



The WISC philosophy mandates quotas for women. In 2010 only seven women of 106 positions available were directors of transportation company boards. Since 2010 the Australian Stock Exchange (ASX) has introduced mandatory gender reporting. The result is that currently only 24 women of 200 available positions hold directorships. ASX reporting has not increased the numbers to acceptable levels, therefore we believe we need to take the next step of introducing mandatory quotas.

While acknowledging that quotas cause some problems, the time has come to institute them. It isn't acceptable that gender is a barrier to advancement. Quotas currently exist in numerous European countries such as France, Norway, Spain, Italy, the Netherlands and Belgium, and they are improving the participation of women, so we are trailing behind.⁴⁴

A key measure of women's empowerment in society is their participation in politics. At the highest echelons in the Australian government in 2014, there is only one woman in cabinet.⁴⁵ According to the World Economic Forum, Global Gender Gap Report 2014, Australia ranked 45th in the world for women in parliament, while it came in 65th for women in ministerial positions out of 142 countries.⁴⁶

It has been proven that women are often overlooked when it comes to promotions and other forms of recognition, in favour of their male colleagues. A common saying is "that women often have to work twice as hard as men to be considered their equals" there is truth in this saying as demonstrated by the data in this paper and current media releases. Also it has been identified that women have been promoted on their outcomes where as men are promoted on their potential.



6

Employment opportunities

6.1 A growing sector

Since 2008 the transport and logistics sector has had considerable job growth over the last five years even during the bad economic times. The Australian transport and logistics sector has grown by 58%.⁴⁷ A logical conclusion would be to assume that a myriad of employment opportunities would have opened up for women, instead gender figures show a significant decline. As the workforce grows the decline of women participating in the workforce is also decreasing.

Pricewaterhouse Cooper (PwC) 2014 annual report of T&L CEO's around the world found that 62% are worried about the availability of key skills. Talent is one of the main engines of business growth. One of the biggest issues facing T&L CEOs as demographic changes occur is finding and securing the workforce of tomorrow, in particular the skilled labour they need to take their organisations forward. The industry faces major shortages in some key professions like pilots and truck drivers and logistics skills are in short supply in many countries.⁴⁸ The same report shows 82% of T&L CEO's agreed to improving workforce by board diversity and inclusion programs.

6.2 Recruiting strategies

One of many key reasons to employ more women in the transport and logistics sector is the richness of knowledge and experience brings to the workforce. Women are great thinkers and spend time managing families and jobs as well as participating in school, community, family or social activities. This thinking will enrich and broaden managerial options and assist female leaders to guide and inspire other female employees.

Increasing gender diversity and the participation of women in the workforce generates significant benefits, not only for companies, but for Australia's economy.

*Elizabeth Broderick,
Sex Discrimination Commissioner*



New improved strategies need to be employed by organisations and senior transport and logistics executives when planning staff recruitment. These strategies need to be extended beyond the transport and logistics industry, and include recruitment of younger generations from all cultures. For example, truck drivers travel long distances and with the introduction of fatigue management laws in Australia road trips can take longer. Women sleeping alone at various rest stops could be requiring upgrades to rest stops, the need to address flexible workplace options and offering training in personnel safety and security should open up recruiting options. Another issue is equal pay rates for equal work at all levels of management and executive personnel. Employing women is not enough, they need to be incentivised to stay in jobs longer and given professional development opportunities with clear career advancements and opportunities.

6.3 Economic benefits of employing women

A 2004 Catalyst report⁴⁹ identified that companies with the highest women representatives at senior management level had better financial performance both as a return on equity and a return to shareholders. Over a five year period Catalyst⁵⁰ confirmed that with three or more women on the boards for four or more years, compared to low or no women on the board, increased the return to shareholders (ROS) by 84%. Return on capital investment (ROCI) increased by 60% and the return on investment (ROI) was 46%. Ferdinand et al (2013) undertook research using a sample of 2,200 U.S. listed companies over a seven year period. The findings proposed that board diversity adds to the transparency and accuracy of financial reports such that earning expectations are likely to be more accurate for these firms. A 2014 Gallup⁵¹ study into gender-diverse retail and hospitality business units

found that retail business units have a 46% higher increase in comparable revenue and the hospitality business units which have a 58% higher net profit than single-gender and less-engaged units. Although no comparable studies have recently been undertaken in the transport and logistics industry every other industry that has been researched for gender-diversity has had increased net profits.

6.4 Triple bottom line – social responsibilities

Triple bottom line (TBL) goes beyond reporting economic benefits to including environmental and social responsibilities thus providing a measurable rate for sustainability of an organisation. Increase in the reporting of social responsibilities includes the reporting of gender-diversity. In Australia, reporting by ASX companies on gender began in January 2011. All companies with 100 personnel or more are required to report gender to the Workplace Gender Equality Agency (WGEA) through the Workplace Gender Equality Act 2012 (Act) and before that the Equal Opportunity for Women in the Workplace Act 1999.

Findings by the Women on Boards 2013 Traffic Light Index show 'only eight percent of ASX companies (16) have truly embedded the principles of gender diversity within their organisations. 110 companies have diversity policies and measurable targets. Unfortunately 15.5% (31 companies) showed little or no compliance at all with basic gender diversity principles'.⁵² The PwC 17th annual global T&L CEO survey found 74% of T&L CEO's agree that measuring and reporting total (non-financial) impacts (TBL) contributes to long-term success.

In 2012 Sir Richard Branson organised a group of 16 high powered leaders, 'B Team', to look at transforming their own company cultures using measures such as promoting more gender balance and diversity in senior management, launching wellbeing programs and putting environmental profit and loss accounts into place. The team will formally launch its strategy for a better way of thinking in January 2015. The findings will bring impetus to other organisations to do the same.

7 Training and education

This section is a preliminary exploration on the downward trend of women's employment in the supply chain sector. This is carrying over to women's participation in industry specific training and education. Examining the level of content of the qualifications is beyond the scope of this discussion paper. Training is important, it provides a foundation on which to build competency. Education is important and under-pins knowledge for which is essential in decision making. Participation in education and training by all employees is equally critical for:

- Individual employees' performance and career development
- Productivity and competitive advantage of enterprises, and
- Capabilities and capacity of the industry.

Due to limited nature of data, the findings should be taken as an indication of underlying trends. Further research is required to determine the national and international trends in more detail to determine the drivers to women's participation in supply chain education. Women in specific roles, geographic locations or age groups are less likely than other women to participate in education and training. The following provides insight into women's participation in:

- Vocational education in Victoria
- Higher Education in leading Australian Universities
- International participation rates

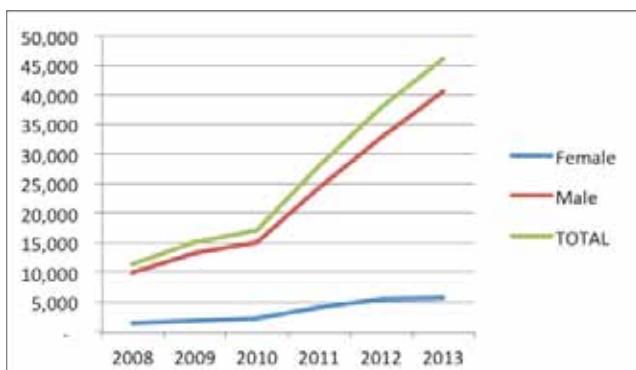
Improvements in education and training play an important role in productivity, productivity growth and hence economic growth.

Productivity and Productivity Growth June 2013 published TLISC and CEET

7.1 Vocational education

Vocational employment provides competency based training. An examination of the transport, postal and warehousing data as published by the Victorian Department of Education and Early Childhood Development; reveals that between 2008 to 2013 participation in the vocational training for the industry/sector grew on average by nearly 25%. This represents an increase from 11,300 to 46,100 enrolments in courses from Certificate I to Advanced Diploma.

During this period enrolment of women grew from 1,400 in 2008 to 5,600 in 2013, accounting for approximately 12.5 % of enrolments year on year. While women's enrolment in vocational education courses has grown marginally, the actual participation rate has remained stagnant.



The enrolment pattern of women varies considerably by course level. In 2012 and 2013 the vast majority of women were enrolled in Certificate III. The highest concentration of women enrolments is the same qualification as the highest concentration of enrolments by men. This may be linked to the availability of government funding incentives for this level of qualification.

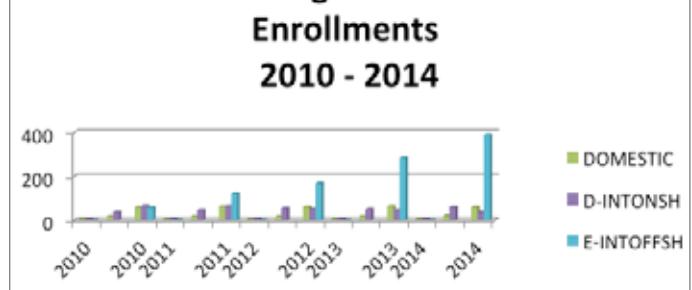
What is driving these enrolments, who is paying, how are the students learning on the job or off the job? There are many questions that need to be answered to fully understand these enrolment patterns.

7.2 Higher Education

RMIT is a renowned leader in the provision of supply chain specific undergraduate degree and higher degrees in the Asia-Pacific region. In 2010 enrolment of women accounted for 40% of the total enrolments in supply chain qualifications. In 2014 women's enrolment accounted for nearly 46% of total enrolments for all higher education supply chain programs.

The table below reveals the biggest driver for the increase in participation of women in Australian under graduate degrees are women from overseas. Domestic enrolment of women remains stagnant.

Women Higher Education Enrollments 2010 - 2014



7.3 International enrolment trends

Australian women are not enrolling in supply chain or logistics higher education courses in any great numbers compared to overseas. The number of women in the United States and the United Kingdom enrolling in specific supply chain and logistics higher education courses are increasing. Two recent examples include a study by Supply Chain Management World in the United States of America and Cranfield University in the United Kingdom.

Recent study by Supply Chain Management World found "On a more positive note, the pipeline for future CSCOs (Chief Supply Chain Officers) is much richer in terms of gender balance, with women making up approximately 37% of college students majoring in supply chain disciplines" in the USA.⁵³

For the first time Cranfield University announced that in the history of Cranfield School of Management more women than men are studying the full-time Masters in Logistics and Supply Chain Management Programme. The class of 2012 was made up of 56% women, up from 38% in 2011.⁵⁴ Ruth Waring, founder and chair of Women in Logistics UK, commented on the rise in the number of Cranfield University female logistics students, "I find it an extremely encouraging sign that women are investing in a career in logistics with Cranfield University which is a great route to gaining credibility in this still male-dominated industry"⁵⁵. The example above shows that women's entry rates to supply chain courses are increasing overseas and declining in Australia.

8 Equal opportunity and diversity

8.1 The gender pay gap (income)

Pay equity is equal pay for work of equal or comparable value, regardless of gender. The gender pay gap is the difference between women's and men's average weekly full-time equivalent earnings, expressed as a percentage of men's earnings. Earnings data is retrieved from the Australian Bureau of Statistics Average Weekly Earnings (cat. No. 6302.0).⁵⁶ The gender pay gap is influenced by a number of interrelated work, family and social factors. These include:

- Women and men working in different industry sectors;
- Lack of women in senior positions;
- Women stepping in and out of the workforce (largely due to caring responsibilities); and
- Differences in training, education and work experiences.

Figures released on August 2014 show that between November 2013 and May 2014 men's salaries in Australia increased an average of \$24.90 while women's salaries increased an average of \$7.09. This increased the gender pay gap in Australia to 18.2%.⁵⁷ The highest gender pay gap in over 20 years. In monetary terms this means that women are earning \$283.20 per average week less than men. The gender pay gap has hovered between 15% and 18% for the last two decades and even if the current rate of 18.2% is a one-off it clearly shows that current policies and practices are not alleviating the gender pay gap.

For the period November 2013 to May 2014 the gender pay gap for women in transport, postal and warehousing was 16.1% lower than men working in the same industries. In November 2012 the pay gap was 16.1% and in November 2013 the pay gap was 12.7%.⁵⁸ The transport, postal and warehousing industries although lower than the national gender pay gap continues to emulate the national gender pay gap trend.

“Women can expect to wait another 75 years before they receive the same amount of pay as their male counterparts.”

Oxfam Australia

8.2 The wealth gender gap (superannuation)

To provide for one's own retirement individuals must accumulate wealth over their working lifetime to live off when they are no longer working. This accumulation of wealth includes superannuation, home ownership and other assets held outside of superannuation. However, only superannuation can be measured more accurately. The current system for retirement savings does not serve women well as there is a large gap between men's accumulated wealth and women's accumulated wealth. In 2009 the wealth gender gap was described by the Australian Human Rights Commission as accumulated poverty for women. The wealth gender gap is made up of a number of political, economic, social and cultural factors. These include:

- The gender pay gap;
- Industrial and occupational segregation (women mainly working in lower paying occupations);
- 'Simply being a woman' effect – unconscious gender bias and stereotyping;
- Non-contribution of superannuation while on-break (superannuation rules);
- Increased pay inequity over time (the longer women in workforce the greater the pay inequity);
- Discrimination on return to work (e.g. lower paying positions, lack of promotion, redundancy);
- Working part-time or casual; and
- Women more likely than men to take unpaid leave for caring responsibilities.

In July 2013 the Australia Institute released a policy brief titled "What's choice got to do with it? – Women's lifetime financial disadvantage and the superannuation gender pay gap."⁵⁹ This report examined the difference in lifetime earnings and superannuation balances of Australian men and women to highlight the consequences of persistent gender inequality. The findings concluded that more women on average are participating in the paid workforce however the balance of superannuation of women is around 59% of men's superannuation. The figures are only based on women who actually do have some superannuation.

It is well known that women usually have a break in their careers and the current political

discourse is around choice, that women actually have a choice in taking this break. Prue Cameron author of the paper goes onto to ask "Is it helpful or fair to imply that entrenched long term financial disadvantage of women is somehow their choice?" Debate should be around structural disadvantage for women that includes political, social, economic and cultural factors as well as inequality and the adequacy of Australia's retirement income scheme.

There has been little change since the last century of the division of domestic labour in Australia. Choice doesn't exist as the expectation is on women being primarily responsible for the caring of children and aging parents and until Australia's expectations change both women and men will be discriminated against.

8.3 Gender diversity and gender equality

Gender diversity and gender equality is part of organisational culture. Policies such as code of conducts, flexible workplace options and salary and payment guides need to ensure that the policies are made aware to employees; men and women. Evidence shows that some organisations either do not have clear policies or do not disclose these policies and result in employee stress and tension.

A number of studies have concluded that gender-diverse organisations outperform single-diverse organisations. There are a number of reasons for this however the most commonly include⁶⁰:

- Men and women have different viewpoints, ideas and market insights which enables better problem solving;





- A gender-diverse workforce provides easier access to resources and wider industry knowledge;
- A gender-diverse workforce allows organisations to better serve a diverse customer base;
- Gender-diversity helps attract and retain employees; and
- Gender-diversity provides a larger potential workforce (50% of the working population) to choose valued talent.

The Australian Government Workplace Gender Equality Agency business case for gender equality⁶¹ recognised the following benefits to having a gender diverse workforce:

- Having a competitive advantage by attracting the best talent (women and men);
- Retaining staff in an organisation they view as fair thereby reducing cost of employee turnover;
- Improved corporate governance and financial performance if women are employed throughout all levels in the organisation particularly as members of the company board;
- Improved innovation capacity through gender equality teams;
- Increased organisational workforce performance outcomes such as sales revenue and number of customers;
- Increased buying power through new and increased markets;
- Minimising legal risks of sexual harassment and pregnancy and maternal discrimination;

- Enhanced reputation and image; and
- Enabling men to undertake the same opportunities of flexible workplace options as women, this doesn't happen in single-diverse organisations;

In February 2014 Supply Chain Management (SCM) World undertook a gender count of the top supply chain executives in Fortune 500 companies.⁶² The results found that there were only 22 women among 320 businesses that had a true supply chain function. This is clearly telling for women working across supply chains globally. In a survey conducted by SCM World in June 2013 men and women were asked if they believed the natural skill set of women differed from men. The results showed that 62% of men and 75% of women said that skill sets differed. Further the same people surveyed were asked if they considered women's skill sets were advantages for supply chain management. The results were astounding; 68% of men and 98% of women agreed that women's skill sets were advantages for the supply chain. The difference in skill sets between men and women are that men are generally better equipped to learn and execute single tasks while women excel at multi-tasking. Men think in terms of asset-centric, optimisation logic dominant while today's supply chains are fast-evolving and have far more ambiguity in analytical decision-making around trade-offs which requires multi-tasking and multi-thinking. These dynamic modern supply chains are better suited to women's skill sets.⁶³

Work and life balance

The 2014 Australian Work and Life Index (AWALI)⁶⁴ survey results found the longest weekly work hours are reported in traditionally male-dominated industries, with transport, postal and warehousing industry in the top five for the highest work life interference of the Work-Life Index. Women, mothers and working carers are principally affected by those who work weekends. The TL&P industry is a 24/7 industry and therefore is one of the worst work life interference. Working mothers report the worst work-life interference with little evidence of improvement from 2008 to today.

2014 AWALI found that “despite profound social changes, the male breadwinner/female caregiver model of the twentieth image of the full-time male worker unencumbered by care responsibilities.” Australian women work around this image and the practices it embeds – while doing substantially more caring and domestic work than men (Craig & Mullan, 2010). Indeed, Australia is one of the most unequal countries with respect to men’s and women’s sharing of domestic and care work (Sayer et al., 2009; Craig & Mullan, 2010).⁶⁵

The traditional role of the male ‘breadwinner’ and the female ‘caregiver’ has been further fortified since the 2010 WISC paper. Women entering the transport and logistics industry have decreased even though the industry has experienced growth at a rate of double the workforce over the last five years.⁶⁶ Pressures outside and within the workplace have not eased and culturally the transport and logistics sector has been progressively slow to adopting ‘care-share’ responsibilities to enhance its image for employment of women.

As part of the Fair Work Act (2009), the National Employment Standards (NES) were introduced. One standard introduced on January 2010 was the ‘right to request’ (RTR) flexibility from your employer if women had children in pre-school or a child under 18 years with a disability.

The male breadwinner/female caregiver model of the 20th century is alive and well in 21st century Australia and many workplace cultures are made in the image of the full-time male worker unencumbered by care responsibilities.

Australian Work and Life Index
(AWALI)



Another NES standard was Paid Parental Leave (PPL) available to parents of children born or adopted after January 2011, allowing 18 weeks paid parental leave at the minimum wage to the primary carer. The 2014 AWALI reported that there is awareness of the Right to Request a flexible work arrangement incorporated in the National Employment Standards however the rate of making a formal request has not changed in Australian workplaces. AWALI surveys⁶⁷ in 2009, 2012 and 2014 recorded the rate to remain at approximately 20%. Requests for flexibility in the workplace are more likely amongst mothers of pre-schoolers (40.6%) and only 15.2% of fathers of pre-schoolers.

Requests for flexibility in the workplace remains highly gendered. The 2012 Australian Work and Life Index (AWALI)⁶⁸ reported that the work-life balance of women working full-time has worsened. This is due to a range of factors with the main factor being referred to by AWALI as 'the big squeeze', women taking care of children and aging parents. AWALI highlight that the Australian working policy has adapted to working

women around the edges. Its modified 'standard' employment practices, made by men without care responsibilities e.g. to provide part-time work and paid parental leave does reflect the different life-time work and care patterns of most women. Women are stretched in light of this partial adaption leaving them very busy on the work and home fronts.

Today, many men work long hours, some reluctantly, and experience high levels of work life interference. Longer hours are a problem for fathers, widening the gap between usual and preferred hours. Most workers prefer to work less hours however are cognisant in the reduction of pay and impact on family life. Enabling men to work more flexibly requires a change in workplace practices and culture. Therefore men do not ask for flexibility and are more likely to be refused than women. It's advocated that not only women be given the right of choice and assistance but also working males. As the transport and logistics workforce ages and family life changes, it's important that men take charge and lead changes to workforce life balance.

10

Future generations

In a 2012 PwC report titled **Transportation and Logistics 2030: Volume 5 Winning the talent race**⁶⁹ PwC suggested that “it’s likely that more women will have higher-qualified jobs as we move towards 2030 but will still lag behind men in both developing and developed countries. For logistics companies, one important challenge is to make sure that a larger pool of qualified women candidates means more females hires. To attract women, they’ll need to close the wage gap.”

10.1 Women’s pay rights – don’t give up

Equal pay for work of equal value was obtained for women in Australia in 1969 under a centralised wage fixing system. Now the issue is about the gender pay gap which is the difference between the average of all male and all female earnings expressed as a percentage of male earnings. The gender pay gap is calculated from the average weekly earnings from the Australian Bureau of Statistics (ABS) in November 2013 it was 17.1%. For the transport, postal and warehousing occupational industry it was 16.2% in 2012 and 12.7% in 2013 and annual change of -3.5%.⁷⁰ Although this shows a downward trend any pay gap is socially unacceptable. Future generations cannot be complacent instead must work towards diminishing the inequality of pay and bring greater equal payment for both genders.

*I hate to hear you talk
about all women as if they
were fine ladies instead of
rational creatures. None
of us want to be in calm
waters all our lives.*

Jane Austen, Persuasion

10.2 Forget what you’ve seen – image perceptions need changing

Technology is changing the transport and logistics sector. Truck cabins are ergonomically designed to accommodate different sizes and disabilities. Materials handling equipment means women and older people can undertake what was previously physically heavy work. The industry is also very proactive in addressing occupational health and safety issues. Future generations should think ‘outside the box’ when looking at the transport and logistics industry.

10.3 It's a wide world – global opportunities

Transport, logistics and supply chain industries are world-wide. Skill-sets and expertise are universal across the world and because of this the transport, logistics and supply chain industries provide global prospects for employment. Recruiting processes are changing and becoming virtual opening opportunities for people to apply for jobs anywhere in the world. People can also study anywhere in the world and as transport and logistics knowledge is standardised, qualifications are easily transferrable. Future generations should look at courses in supply chain, transport and logistics for their global potential and employment opportunities internationally.

10.4 Change is for everyone

Gender diversity is for everyone. Future generations should encourage buy in by men and women to ensure that there is no gender gap. To gain buy in, both genders must respect each other and engage in understanding and commitment. In the workforce we often see instances where women are not part of the decision making process and yet it directly affects them, such as the change to work days or recruitment policies. To ensure women are invited and included in workplace decisions they must be present in board and senior management positions. The transport and logistics industry today has the opportunity to create change and instil good work practices. Industry leaders across government, public, private, industry associations, industry work groups and more can ensure that their organisations carve the way to change.



Conclusion

The Australian transport and logistics landscape for women has not had much change in the last five years despite major changes in the industrial relations act; front Fair Work Act 2009, Workplace Gender and Equality Act 2012 and the Australian Stock exchange gender reporting requirements.

The rationale behind no real change can be attributed to, little change in the cultural and attitudinal beliefs and practices in the workplace. For instance the current pay gap, no increase of women on boards, decrease of women in the transport and logistics sector whilst the sector has more than doubled, decrease of women in Australia enrolling in supply chain courses and no work life balance.

Women's increased participation in transport and logistics sector, their increasing skillset and education will increase the bottom line of company profits. Women's employment will assist companies to innovate, bring in new ideas and market insights. A gender diverse workforce promotes collaboration, tolerance and understanding and drives new innovation and retention of both genders.

Future generations need to take lead and not be complacent to achieve equal pay and an equal dispersion of women across the workplace. Respect of both genders should be seen and experienced across all industries and workplace policies, guidelines should set the culture. They need to eliminate traditional gender barriers and develop a culture of inclusiveness as well as create opportunities for women to be educated and employed across all levels of the organisation.

12 Recommendations

12.1 Sustainability in the workplace

- **Equal pay for Equal work.** Mandate equal payment at all levels for equal work or comparable value should be applied.
- **Develop specific guidelines for the recruitment of women into the Transport and Logistics sector.** All companies should have recruitment plans that will attract women to their workplace.
- **Develop guidelines for family friendly workplaces.** Introduce flexible work practices including job sharing part time work, work from home and flexible hours of work with access for all employees where practically possible.
- **Encourage mature women to the Transport and Logistics sector.** Develop a marketing plan to attract mature women who are returning to the workforce or changing careers.

12.2 Governance

- **More women on Transport and Logistics company boards.** Target transport and logistics companies to include more women in Director and Senior Executive positions.
- **Lobby government to apply quotas for women on Public company boards.** As public companies have made no effect to increase the number of women on board's petition lobby groups to consider quotas for women Directors.
- **More women on Industry Customer and Supplier company boards.** Target industry customer and supplier companies (medium and large) to include more women in Director and Senior Executive positions as what is relevant within the Transport & Logistics Industry is just as relevant to those businesses who supply or use the industries expertise and services.

12.3 Training and Education

- **Mentor more young women by the retiring workforce.** Assistance can be rendered to women by enlisting the retiring workforce to

mentor younger women and to change the mindset of organisations where it is assumed that experience generates comprehensive knowledge. Also provides benefits to the organisation of saving corporate knowledge.

- **Develop/support industrial networking forums for women.** Establish networking forums amongst women employees so as they don't feel isolated in their industry such as Women in Supply Chain (WISC) a networking group for men and women throughout the transport and logistics industry, Transport Women Australia Ltd (TWAL) a networking group for women working in the road transport industry, National Association for Women in Operations (NAWO) a networking group for women in the Manufacturing and Logistics Industries.
- **Professional development programs.** Ensure that women have equal access to management programs and opportunity to up skilling qualifications as men do.
- **Research the needs of why women want to obtain Transport and Logistics qualifications and what are the barriers to obtaining these qualifications.** Undertake full consultative research and gather statistics relating to women in the vocational education training and under graduate and post graduate courses.
- **Develop research into transport and logistics small business operators.** Conduct research into women working in small to medium enterprises to identify and assess the added value to the overall transport and logistics industry.
- **Maintain industry access to independent transport and logistics training advice organisations.** Industry Training Advisory Boards e.g. Transport and Distribution (TDT). Victoria has historically represented union and business interests in the vocational training arena outside of areas of commercial gain so a valuable resource for industry and government.

Appendix A.

Australian Defence Force (ADF)

Females in Transport and Logistics Occupations

Headcount		Female		Male		
		Other Ranks	Officer	Other Ranks	Officer	Total
Army	ARMY Catering Corps	AACC Asst Instructor	14		29	43
		AACC RI (1RTB)			4	4
		ARMY Catering Officer		9	19	28
		ARMY Cook	62		324	386
		Operator Catering	2		2	4
	ARMY Transport Corps	Air Dispatcher	21		103	124
		ARMY Transport Officer		87	265	352
		Cargo Specialist	35		172	207
		Driver	285		1,138	1,423
		Marine Specialist	17		123	140
		Operator Movements	83	92		175
		RACT RI (1RTB)	2		13	15
		RACT RSM	2		14	16
	ARMY Ordnance Corps	ARMY Ordnance Officer		100		364
		ARMY Technician Ammunition	11		128	139
		Operator Administrative	535		536	1,071
		Operator Petroleum	5		123	128
		Operator Supply	53		73	126
		Operator Supply Chain	2		3	5
		Operator Unit Supply	4		5	9
		Quartermaster	207		961	1,168
		RAAAC RI (1RTB)	3		5	8
		RAAAC RSM	2		8	10
		Rigger Parachute	8		103	111
		Supply Chain	134		504	638
Navy	NAVY Maritime Logistics-NO	Maritime Logistics Officer		78		152
		ML Chef - O			1	1
		ML Personnel Operations- O			1	1
		ML Steward - O			3	3
	NAVY Maritime Logistics-NS	ML Chef	110		335	445
		ML Personnel Operations	158		85	243
		ML Steward	130		137	267
		ML Supply Chain	96		224	320
Air Force	RAAF Supply	Movements	105		324	429
		Supply	238		351	589
	RAAF Catering	RAAF Cook	39		146	185
	RAAF Engineering & Logistics	RAAF Logistics Officer		131		218
Aggregate(Service Short Description)			2,363	405	6,065	1,023
As at: 2014-09-14			Female Other Ranks	Female Officer	Male Other Ranks	Male Officer
	Percentage By Gender/Rank Overall Percentage		24.0%	4.1%	61.5%	10.4%
Total ADF Headcount			28.1%		71.9%	
	Female			Male		Overall Total
	Officer	Other Ranks	Total By Gender	Officer	Other Ranks	
Air Force	1,018	1,568	2,586	3,894	7,737	11,631
Army	1,000	2,470	3,470	5,323	20,424	25,747
Navy	649	1,918	2,567	2,649	8,579	11,228
Total By Gender / Rank	2,667	5,956	8,623	11,866	36,740	48,606
Percentages	4.7%	10.4%	15.1%	20.7%	64.2%	84.9%

⁷¹ Email Mr Jack Anderson (Department of Defence)/Peta Irving (WISC) 19 September 2014 09:15

BIBLIOGRAPHY

Australian Human Rights Commission, 2009, Accumulating poverty? Women's experiences of inequality over the lifecycle. An issues paper examining the gender gap in retirement savings, http://www.humanrights.gov.au/sex_discrimination/publication/gender_gap/ accessed 17 Oct 14.

Ferdinand A. Gul, Marion Hutchinson, and Karen M. Y. Lai (2013) Gender-Diverse Boards and Properties of Analyst Earnings Forecasts. Accounting Horizons: September 2013, Vol. 27, No. 3, pp. 511-538.

Sharp R, Broomhill R & Elton J. 2012. 'Modern' Labor and the Fair Work Act 2009: Challenging the male breadwinner gender order? Adelaide: Australian Workplace Innovation and Social Research Centre, University of Adelaide.

Tatham, P. & Kovacs, G. 2010, The Impact of Gender on Humanitarian Logistics, International Journal of Mass Emergencies and Disasters August, Vol 28, No. 2, pp148-169

Wright, S. 2013 Time to measure the impact of the Fair Work Act, Australian Catholic University.

Uebergang R, Davis A, Dear K, Assad, S & Dann S. 2012 Submission by National Network of Working Women's Centre's on Fair Work Australia Review.

FOOTNOTES

- 1 <http://austlogistics.com.au/wp-content/uploads/2014/07/Economic-Significance-of-the-Australian-Logistics-Indsutry-FINAL.pdf>
2. <http://www.ntc.gov.au/filemedia/Publications/NationalTransportPlanVol1Mar2008.pdf> accessed 28 July 2014
3. <http://www.bitpipe.com/tlist/Transportation-Industry.html> accessed 28 July 2014
4. <http://www.ibisworld.com.au/industry/default.aspx?indid=456> accessed 5 November 2014
5. <http://www.ibisworld.com.au/industry/default.aspx?indid=1888>
6. <http://www.ibisworld.com.au/industry/default.aspx?indid=1920> accessed 10 November 2014
7. Email Mr Jack Anderson (Department of Defence)/Peta Irving (WISC) 19 September 2014 09:15
8. <http://www.clm1.org/about-us/supply-chain-management-definitions> accessed 2 September 2014
- 9 <https://www.fwc.gov.au/>
10. <http://www.fairwork.gov.au/>
11. <http://www.fairwork.gov.au/Employee-entitlements/national-employment-standards>
- 12 <http://w3.unisa.edu.au/hawkeinstitute/cwl/documents/AWALI2012-National.pdf>
- 13 The new workplace and gender equality act – Frequently asked questions
http://www.dss.gov.au/sites/default/files/documents/11_2012/faq_revised_-_mo_comments_-_4_sept_2012.pdf
- 14 <https://www.wgea.gov.au/news-and-media/wgea-welcomes-government%280%99s-decision-gender-reporting>
- 15 BRW MAGAZINE – Gender Equality reporting is not ‘red tape’. Published 13 February 2014 09:37, Updated 14 February 2014 09:07 by Beth Gaze. Accessed 8 March 2014
- 16 ASX Corporate Governance Council Principles and Recommendations on Diversity, Analysis of Disclosures for financial years ended between 31 December 2012 and 30 December 2013 · KPMG and ASX, page 5
- 17 <https://www.wgea.gov.au/public-reports-0> (accessed 28 October 2014)
- 18 <http://tlisc.org.au/wp-content/uploads/2014/04/Forecast-Report-Reading-view.pdf> accessed 28 October 2014
- 19 ABS Labour Force quarter average data 2009/2014.
- 20 <http://tlisc.org.au/wp-content/uploads/2014/04/Forecast-Report-Reading-view.pdf> accessed 28 October 2014
- 21 TLISC 2014 e-scan. http://tlisc.org.au/wp-content/uploads/2014/04/TLISC_114-ESCAN-2014_FA2_A4_COMPLETE.pdf
- 22 <http://tlisc.org.au/wp-content/uploads/2014/04/Forecast-Report-Reading-view.pdf> accessed 28 October 2014
- 23 http://tlisc.org.au/wp-content/themes/tlisc/downloads/TLISC_eScan2012.pdf accessed 11 November 2014
- 24 <http://tlisc.org.au/wp-content/uploads/2014/04/Forecast-Report-Reading-view.pdf> accessed 28 October 2014
- 25 <http://tlisc.org.au/wp-content/uploads/2013/03/2013-TLISC-Environmental-Scan.pdf> accessed 28 October 2014
- 26 <http://tlisc.org.au/wp-content/uploads/2014/04/Forecast-Report-Reading-view.pdf> accessed 28 October 2014
- 27 <http://tlisc.org.au/wp-content/uploads/2014/04/Forecast-Report-Reading-view.pdf> accessed 28 October 2014
- 28 ibid.
- 29 Ibid.
- 30 <http://tlisc.org.au/wp-content/uploads/2014/04/Forecast-Report-Reading-view.pdf> accessed 28 October 2014
- 31 https://www.wgea.gov.au/sites/default/files/2013_All_industries_fact_sheet_1.pdf
- 32 ibid
- 33 If an industry has a ratio value of one, this means that the proportion of female employees and the proportion of female managers is the same. As the Transport, Postal and Warehousing industry has a ratio of less than one this means that women are underrepresented in the industry.
- 34 Catalyst report Women in Australia 19 March 2014
- 35 Making Women Visible – The unseen gender in T&L (2010)
- 36 WEGA 2012 Australian Census of Women in Leadership, Figure 18 Female Directors by Industry ASX 200.
- 37 <http://www.asx.com.au/prices/company-information.htm> accessed 30 October 2014
- 38 Ibid.
- 39 Making Women Visible – The unseen gender in transport and logistics, 2010 (page 11)
- 40 Ibid.
- 41 <https://www.wgea.gov.au/public-reports-0> accessed 28 October 2014
- 42 <http://www.asx.com.au/prices/company-information.htm> accessed 30 October 2014
- 43 Ibid.
- 44 <http://theconversation.com/glass-ceilings-smashing-we-need-quotas-to-close-the-gender-gap-23994> access 01Nov14
- 45 <http://www.ipu.org/Un-e/sp-3cmt111011.pdf> accessed 01 Nov 14

- 46 http://www3.weforum.org/docs/GGGR14/GGGR_CompleteReport_2014.pdf accessed 01 Nov 14
- 47 http://tlisc.org.au/wp-content/uploads/2014/04/TLISC_114-ESCAN-2014_FA2_A4_COMPLETE.pdf
- 48 <http://www.pwc.com/gx/en/ceo-survey/2014/assets/pwc-17th-annual-global-ceo-survey-transportation-and-logistics-key-findings.pdf>
- 49 <http://www.catalyst.org/knowledge/bottom-line-connecting-corporate-performance-and-gender-diversity>
- 50 http://www.asx.com.au/documents/asx-compliance/the_bottom_line_corporate_performance_and_womens_representation_on_boards_2004-2008.pdf
- 51 <http://businessjournal.gallup.com/content/166220/business-benefits-gender-diversity.aspx>
- 52 Women on Boards – Brickbats and Bouquets for ASX200. Accessed 3 March 2014
- 53 <http://blogs.wsj.com/cio/2014/02/25/supply-chain-functional-expertise-offers-a-leadership-path-for-women/>
- 54 Centre for Logistics & Supply Chain Management Published on: 14/01/2013
- 55 <http://www.som.cranfield.ac.uk/som/p19174/knowledge-interchange/management-themes/supply-chain-and-logistics-management/news/record-year-for-women-studying-logistics-at-cranfield>
- 56 <https://www.wgea.gov.au/learn/about-pay-equity>
- 57 <https://www.wgea.gov.au/news-and-media/national-gender-pay-gap-rises-182>
- 58 https://www.wgea.gov.au/sites/default/files/2013_All_industries_fact_sheet_1.pdf
- 59 <http://www.tai.org.au/content/whats-choice-got-do-it-0> 28 October 2014
- 60 <http://www.gallup.com/businessjournal/166220/business-benefits-gender-diversity.aspx> 28 October 2014
- 61 <https://www.wgea.gov.au/sites/default/files/2013-04-29%20BRANDED%20FINAL%20businesscase%20for%20web.pdf>
- 62 <http://www.industryweek.com/supply-chain/women-supply-chain-value-diversity> accessed 28 October 2014
- 63 Ibid.
- 64 http://www.unisa.edu.au/Documents/EASS/CWL/Publications/AWALI_2014_national_report_final.pdf accessed 30 Oct14
- 65 http://www.unisa.edu.au/Documents/EASS/CWL/Publications/AWALI_2014_national_report_final.pdf (page 1)
- 66 <http://tlisc.org.au/industry-intelligence/previous-e-scans/>
- 67 <http://www.unisa.edu.au/Research/Centre-for-Work-Life/Our-research/Current-Research/Australian-Work-And-Life-Index/>
- 68 <http://w3.unisa.edu.au/hawkeinstitute/cwl/documents/AWALI2012-National.pdf>
- 69 http://www.pwc.com/en_gx/gx/transportation-logistics/pdf/pwc-tl-2030-volume-5.pdf
- 70 https://www.wgea.gov.au/sites/default/files/2013_All_industries_fact_sheet_1.pdf
- 71 Email Mr Jack Anderson (Department of Defence)/Peta Irving (WISC) 19 September 2014 09:15

ACRONYMS

ABS	Australian Bureau of Statistics
ADF	Australian Defence Force
ASX200	Australian Stock Exchange top 200 listed companies
AWALI	Australian Work and Life Index
CEO	Chief Executive Officer
CGC	Corporate Governance Committee
DWEER	Department of Education, Employment and Workplace Relations
EEO	Equal Employment Opportunity
Fortune 500	An annual list of the 500 largest USA industrial corporations (as measured by gross income)
FWA	Fair Work Australia
GDP	Gross Domestic Product
NAWO	National Association for Women in Operations
NES	National Employment Standards
NGO	Non-Government Organisation
NTC	National Transport Commission
OAM	Order of Australia Medal
PPL	Paid parental leave
PwC	Pricewaterhouse Cooper
RTR	Right to request
SCM	Supply Chain Management
SCM World	Supply Chain Management World
T&L	Transport and Logistics
TBL	Triple Bottom Line
TLISC	Transport and Logistics Industry Skills Council
TWAL	Transport Women Australia Limited
UN	United Nations
WGEA	Workplace Gender Equality Agency
WISC	Women In Supply Chain

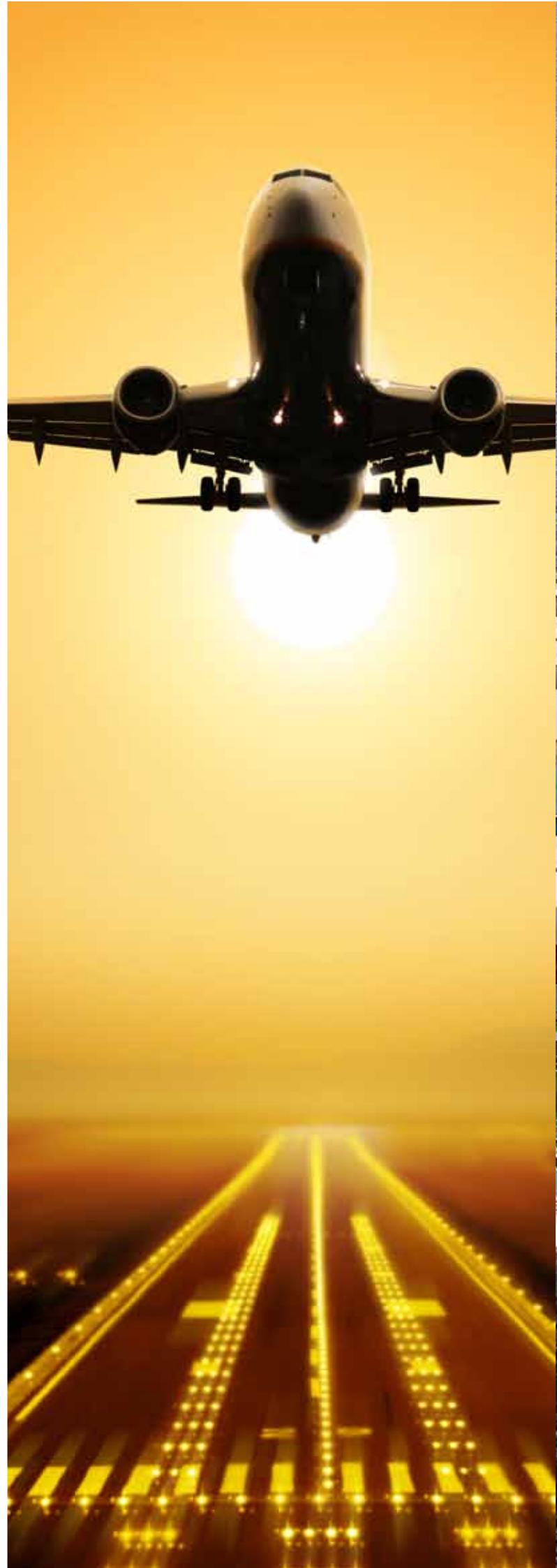


Copyright Notice

© Women In Supply Chain Executive Committee. All rights reserved. Published 2014.

The content and layout of this report are protected by copyright in Australia and, under international treaty, other countries in the world. Neither the whole nor any part of this report (nor any adaptation of them) may be reproduced, published, performed, communicated to the public or adapted without the prior written consent of Women In Supply Chain Executive Committee.

Website: womeninsupplychain.com.au





WISC
WOMEN IN SUPPLY CHAIN
Inspiring growth, prosperity & Initiative

Website: womeninsupplychain.com.au
Copyright © Women in Supply Chain (WISC) 2014

Supported by:

