

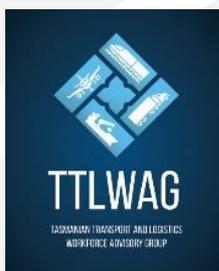
WOMEN IN TRANSPORT
T A S M A N I A



WOMEN IN TRANSPORT TASMANIA

*Barriers and strategies for increased participation
by women in non-traditional roles in the
Tasmanian Transport & Logistics Industry*

FINAL REPORT



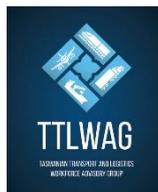
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***“There is a place for women in transport.
That place is wherever you want it to be.”***

Kathy Williams, Queensland Meat Carriers & Australian Trucking Association



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Executive Summary

This is a report on a project commissioned by the Tasmanian Transport and Logistics Workforce Advisory Group (TTLWAG) to identify the barriers to and strategies for increased participation by women in non-traditional roles in the transport and logistics industry in Tasmania.

The Tasmanian Transport Association conducted this project: “Women in Transport Tasmania”, with assistance of a Workforce Development Grant from Skills Tasmania. The project had a specific focus on truck driving roles as non-traditional occupations for women in transport and logistics.

The transport and logistics industry locally, nationally and internationally is facing a significant workforce challenge to fill driving roles; a situation projected to increase to crisis proportions with the potential to disrupt supply chains. Men occupy to 96% of driving roles, in an industry classified as “Male Dominated”. There is a strong argument and motivation to develop and implement strategies to support the attraction, recruitment, development and retention of women to the industry, particularly in non-traditional roles such as driving; to provide a greater workforce pool and other benefits in workforce diversity and the critical aspect of improved industry image.

Through this project, the Tasmanian Transport Association conducted an extensive literature review, communicated and engaged with industry stakeholders and has supported concurrent project activities in the industry. Stakeholders provided considered input to identify the barriers and the opportunities for greater engagement of women in the industry.

Barriers to increased participation in ‘non-traditional’ roles by women include:

- **Poor / Negative Industry image;**
- Perpetuation of **industry stereotypes** - both from within the industry and external to the industry, combined with **scarcity of role models**; lack of industry imagery featuring women – with a result being that the industry is simply not even identified as an option to be considered by women!

- **Industry culture** – “male dominated industries are perceived to have a masculine, or ‘blokey’ culture that is non-inclusive and has a higher tolerance of behaviours that could be viewed as sexual harassment, bullying and discrimination”¹;
- **Industry job/role structure** - the need to work away from home, rotating shifts, early start times and irregular hours of work, days of work including weekends combine to result in the occupation as a Truck Driver as not “family-friendly”
- **Safety and security** – working alone after dark, working alone in isolated areas, high risk and exposure to danger on road
- **Low awareness generally of the jobs / roles** within the industry in the community and lack of a clearly understood career pathways;
- **Lack of a support network** for new entrants and particularly for women in the industry
- **Cost** required “up front” to obtain the minimum driver licences needed for consideration by employers;
- **Bias** – conscious and unconscious; by employers, current workers, trainers and assessors and other stakeholders; and unconscious fear and concern that there are ‘too many risks’ associated with introducing a female to a male-only worksite

It should be noted that many of these barriers are also relevant to the challenges of attracting young people and career changers to the industry.

Strategies are identified to support increased participation by women in non-traditional roles, such as driving operations, in the transport and logistics industry. These are discussed in the ‘barriers and strategies’ section of the report.

Work associated with this project, particularly the “Women Behind the Wheel” pilot training program, demonstrated that by implementing strategies identified in this project, women can be attracted, developed and supported to enter the industry and take up truck driving roles.

Further, in driving operations roles, “pay parity” does not appear to be an issue in so far as rates are the same for the job regardless of gender, according to women in the industry

¹ Australian Human Rights Commission: [Women in Male Dominated Industries - A Toolkit of Strategies](#), 2013

consulted during this project, and referenced in the US Magazine: Materials Handling & Logistics.²

Through Women in Transport Tasmania, the Tasmanian Transport Association has promoted the opportunity for industry to meet workforce challenges through greater engagement with women.

Promotion of the opportunity must be continued and there are two key audiences to consider; transport and logistics companies and women / agents for women considering career options.

Project activities and achievements have included:

- A launch of the project on International Women’s Day 2016, with stakeholders invited to sign a pledge of support for the project. This activity was also sponsored by National Transport Insurance and Transport Women Australia.
- “Round Table” discussion held on International Women’s Day 2016, following the project launch, facilitated by Dr John Ralph (TTLWAG Chairman). This activity was designed to start the conversation about engagement of women in the industry and identify barriers and possible solutions to increasing the participation rate.
- An extensive literature review, which identified significant previous research and reports into the matter of gender diversity in non-traditional industries and occupations, along with well documented strategies which are applicable to the transport and logistics industry, to increase gender diversity and greater participation by women.
- Consultation with key advocates of programs for women in the industry, including (for example) Heather Jones of Pilbara Heavy Haulage Girls, Jacqueline Brotherton of Transport Women Australia, Kathy Williams of Queensland Meat Carriers, Jo Tye of SRT Logistics, Shane Fairhall of National Transport Insurance.
- Participation by the Project Officers (at the invitation of and sponsorship of Transport Women Australia) in the 2016 Supply Chain and Logistics Association Conference: “Women in Logistics: The Final Frontier”, Melbourne, 29th April 2016.
- Support for the launch, during Truck Week 2016 (and recognised by the ATA as an official Truck Week Event), of a pilot program dedicated to recruitment and training

² Material Handling & Logistics (US); [Women in Trucking - No Gender Pay Gap](#), March 2017

of women for truck driving roles in the industry: “Women behind the Wheel”. This program was launched by industry leader Heather Jones and was conducted as a partnership between SRT Logistics and TransTrain, with subsidy from Skills Tasmania through the Skills Fund, Seasonal Industries program. The findings of this pilot have greatly informed this project and are summarised in this report.

- A foundation meeting of people interested in forming a mentor group to support women (and new entrants) in the industry in Tasmania. This meeting was also held as a part of Truck Week 2016, included an address by Heather Jones (Pilbara Heavy Haulage Girls) and was supported by National Transport Insurance
- Presentation to and engagement with the Strategic Planning Board Meeting of Transport Women Australia, in Hobart in November 2016
- “Breakfast with the Board” of Transport Women Australia and many of the graduates from the SRT Logistics / TransTrain “Women behind the Wheel” program, in Hobart in November 2016.
- Presentation to the Department of Employment “Employment Services and RTO” provider meeting held in Launceston, August 2016.
- Input for the integration of strategies to engage women in the “How to kit” for workforce recruitment and development for transport and logistics industry in Tasmania (a concurrent project of the TTLWAG/TTA conducted by The Work Lab).
- Media exposure for many of the activities of the project. This included television, radio and digital media coverage of the project launch on International Women’s Day 2016 along with articles in a range of industry newsletters and references to the project activities in Big Rigs magazine.
- Recognition of the project and achievements of students in the “Women behind the Wheel” program in the address by the Minister for Infrastructure at the Tasmanian Transport Industry Annual Dinner, 2016.

There is a strong sense that much more can, and must, be done to develop strategies and promote opportunities for women in non-traditional roles in the transport and logistics industry. This project has made a start and recommendations for further actions are identified.

Recommendations

The recommendations below reflect the findings discussed in the report.

It is recommended that work be initiated and conducted to:

- 1. develop and maintain a media resource library featuring both women and men in local (or at least Australian) context for use in the development of industry profiles, websites, brochures, reports and industry promotion.**

This recommendation addresses the project finding that there is a lack of industry images and media promoting women in non-traditional roles. It also supports the findings of this report and of the Tasmanian Transport & Logistics Workforce Plan which recommends the industry address the “image problem” through showcasing industry champions and successful workforce development initiatives.

This may be a natural fit for an existing industry body such as Transport Women Australia. There is a lack of good quality digital images of women or men in the transport and logistics industry, wearing industry standard uniform and PPE and with Australian backdrops and Australian trucks. This can then be used in promotional campaigns and events as suggested in the report.

- 2. establish a leadership / mentor group for Women in Transport Tasmania. The composition of this group to be men and women interested in and capable of influencing further workforce development programs and projects of Women in Transport Tasmania.**

This recommendation supports the finding of this project that a dedicated strategy to continue initiatives to raise the participation rate of women in the industry is needed.

The role of this group is –

- a. to give direction to further initiatives to raise the participation rate of women in the industry; and*
- b. to work with transport and logistics businesses to provide information and insight to strategies and initiatives of businesses to increase the participation of women in non-traditional roles in that workplace; and*

- c. *provide general industry based mentoring and support to women (and young people / new entrants) who enter the industry, particularly in non-traditional roles.*

3. promote the transport and logistics industry and careers within the industry as a valid career choice for women.

This recommendation addresses the project finding that women do not consider careers in non-traditional job roles in transport and logistics as open or appropriate to them.

This may include developing profiles of women in non-traditional roles in the industry and clear advice about the nature of work in the industry. This information be made available to parties with the opportunity / remit to promote careers including (but not limited to) Job Active Providers, Career Advisors, Secondary Schools, RTOs, Transport & Logistics businesses.

4. support Tasmanian transport and logistics businesses, Job Active providers, career advisors, secondary schools and Registered Training Organisations to recognise and promote the industry as a valid career choice for women.

This recommendation addresses the project finding that industry stakeholders are open to attracting, recruiting and engaging women in non-traditional roles but lack practical strategies to do so.

This may include providing a summary reports / information / profiles / media releases to Employment Service Providers (Job Actives), Training Providers and Secondary Education Providers (for example integrated with the Careers on the Move program), which will be further supported by earlier recommendations above.

This may also include further work to promote the benefits of attracting and engaging women to the industry to encourage more transport and logistics businesses to consider this as a deliberate strategy.

5. support transport and logistics businesses to create a workplace environment and culture that facilitates and welcomes the engagement of women in non-traditional roles.

This recommendation addresses the project finding that transport and logistics businesses are open to recruiting and engaging women in non-traditional roles but lack practical strategies to confirm that their workplace is actively welcoming of women in non-traditional roles.

This may include further development of / promotion of the strategies referenced in this report, to Tasmanian transport and logistics businesses, in particular the strategies in the “[Women in male-dominated industries: A toolkit of strategies \(2013\)](#)” to develop a workplace that supports and encourages the engagement of women in the transport and logistics industry.

This may include the development of a guide specific to transport and logistics workplaces, on the benefits of recruiting women. An example model is provided by the Women in Trucking Association (US): Recruiting Guide – How to Attract Female Professional Drivers. This can be further supported by some basic checklists - for example “check if your workplace is welcoming to women” that Transport and Logistics businesses can use – to identify opportunities to improve and to give confidence that they have capacity to employ women in non-traditional roles.

This may also include the development of a “Welcome to the Workplace” / “Survival Kit” for new workers to transport and logistics, with information and references about the industry of relevant to new entrants

6. support training providers active in transport and logistics to establish training and assessment strategies, programs and resources that attract and support women to develop the competencies required to work in non-traditional roles.

This recommendation addresses the project finding that training organisations providing services to transport and logistics are committed to recruiting and engaging women in non-traditional roles but lack practical strategies to confirm that their programs are actively welcoming and supportive of women.

This may include:

- *Promoting the strategies referenced in this report, particularly the findings in the case study of Women behind the Wheel. The training available through Equal Opportunity*



Tasmania is an example of appropriate professional development for trainers and assessors that training providers may wish to implement.

- *Developing resources for career pathway planning, resume writing and cover letter writing to target job roles. For example, the role of a delivery truck driver has a very strong paperwork / documentation and customer service competency requirement. These qualities can be emphasised in a resume and cover letter rather than focus on years of driving experience*
- *Encouraging providers to check their current programs against the strategies referenced in the report and develop content, case studies and profiles to support women apply for work in non-traditional roles.*
- *Restructuring training and assessment strategies and programs, particularly those which prepare students for work, to provide longer duration of work experience placement / greater opportunity for intensive 1:1 supervised practice in the workplace.*

Acknowledgements

This project owes a debt of gratitude to all contributors for their encouragement and support, including:

- **Robin Phillips** (Executive Director of the Tasmanian Transport Association)
- **Heather Jones** (Co-founder of the Pilbara Heavy Haulage Girls and recipient of the Australian Trucking Association's 2015 Award for Most Outstanding Contribution to the Trucking Industry)
- **Kathy Williams** (past chair of the Australian Trucking Association and Director of Queensland Meat Carriers – and to whom the 'tag line' of this project is attributed);
- **Jacqueline Brotherton** (Operations Manager with Oxford Cold Storage, Board Member of Transport Women Australia and representative on several women in transport groups in the United States);
- **Joanne Tye** (HR Manager with SRT Logistics, TTLWAG member and recipient of the National Transport Insurance award for Most Valued Contribution to the Tasmanian Transport Industry 2016);
- **Shane Fairhall** (National Transport Insurance);
- **Pam McMillan** (Transport Women Australia);
- The office of the Anti-Discrimination Commissioner / Equal Opportunity Tasmania; in particular - **Louise Adams**
- **Jeremy Rose**, Senior Workforce Development Consultant; Skills Tasmania
- **Deb Doherty** and **Carolyn Nichols**; Senior Workforce Development Consultants; Skills Tasmania
- **The Directors, management team and Tony Piper (Training Coordinator) of SRT Logistics**; who generously provided time and support to the "Women behind the Wheel" project

The support, direction and leadership provided by women in truck driving roles in Tasmania, including **Sarah Brosnan** (MD & TJ Ryan Contracting), **Kerri Connors** (Caltas), **Tracey Johnson** (SRT Logistics), **Jane Beswick** (Beswick Holdings) and **Renea Duncombe** (SRT Logistics).

The level of engagement by transport businesses and industry stakeholders through this project, within Tasmania, Australia and in the US, demonstrates positive interest and commitment to implement strategies to increase the participation of women in the industry.

Introduction

This project started with Sarah Brosnan. Sarah had driven concrete agitator trucks in Queensland and rigid truck during harvest season in Tasmania. Despite her experience, willingness to learn, her personal investment in industry recognised training, her commitment to finding work driving trucks and persistent application for jobs, **Sarah could not 'get a start' driving trucks** in Tasmania as a regular activity. While looking for a truck driving role, Sarah operated harvesters and worked as a salesperson in an agricultural products retail shop.



Sarah Brosnan at the launch of the 2016 "Women behind the Wheel" training program

In 2015, Sarah resigned her job, determined to focus on developing the skills, knowledge and experience necessary to

secure regular and rewarding employment driving trucks. Sarah's journey took her from Tasmania to the red dirt of the Pilbara region. Under the tutelage of Heather Jones, Sarah spent two weeks driving trucks with the Pilbara Heavy Haulage Girls in a program designed to provide on road driving experience for women who hold heavy vehicle driver licences but cannot secure truck driving jobs.

On her return, Sarah was a guest at the Tasmanian Transport and Logistics Workforce Advisory Group (TTLWAG) and addressed the group on her experiences. As a group committed to devising and implementing workforce development strategies for the advancement of the Tasmanian transport and logistics industry, members of the TTLWAG were inspired by Sarah's story. Her presentation gave cause to consider -

- Why are only 4% of truck driving roles in Australia held by women?
- Why do women find it hard to get a start in transport and logistics – particularly given that the transport industry locally, nationally and internationally is already experiencing a shortage in drivers and the freight task is projected to double between 2010 and 2030?
- Why is there a waiting list of more than 300 women for the Pilbara Heavy Haulage Girls program?
- What action can the TTLWAG take in response to this situation?

The TTLWAG devised an application under the Skills Tasmania Workforce Development Grants program, to identify the barriers and propose solutions to increasing the participation rate of women in non-traditional roles in the transport and logistics industry.

Women in Transport Tasmania was launched, with strong support from the Tasmanian Transport Association, National Transport Insurance, Transport Women Australia and the Australian Trucking Association, on International Women’s Day, 8 March 2016. The Transport and Logistics industry stakeholders at this launch participated in a round-table discussion and proposed a range of issues and strategies to explore through the project. The literature review conducted in the early stages to identify previous studies and outcomes shows that this is a topic of considerable research effort in Australia and overseas. The challenge of industry is to convert the research outcomes into action.

in late 2015, Sarah consolidated and extended her skills and knowledge by completing a “Job Ready” training program subsidised through the Skills Fund – Seasonal Industries program, provided in partnership by TransTrain and MD & TJ Ryan Contracting at Moriarty. After this program, Sarah secured work driving Heavy Combination trucks with MD & TJ Ryan Contracting and has now upgraded to a Multi Combination



Sarah Brosnan at work with MD & TJ Ryan Contracting

Driver Licence. Sarah’s story has been published in Big Rigs magazine (twice actually!)^{3 4} and Sarah is a keen advocate and ambassador for the transport industry and for women in non-traditional roles in the industry. Sarah is now proudly supporting the second female driver in her workplace at MD & TJ Ryan Contracting.

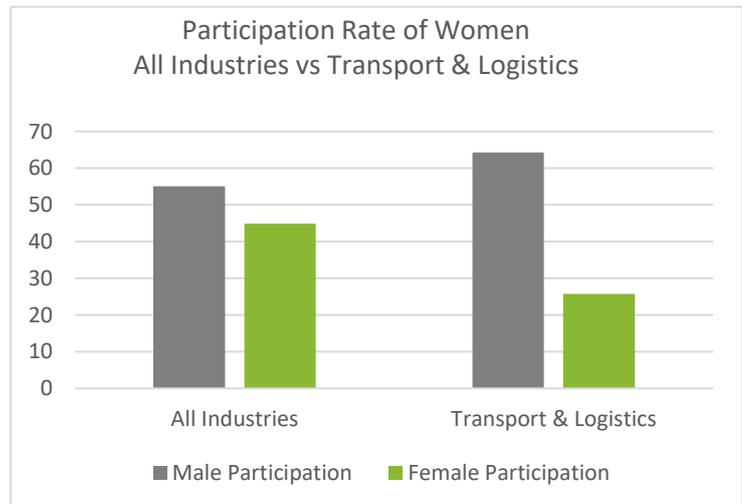
³ Big Rigs Magazine: Tassie Women in Trucking – Sarah Brosnan, 4 March 2017:
<https://www.bigrigs.com.au/news/tassie-women-in-trucking-sarah-brosnan/3147112/>

⁴ Big Rigs Magazine: PHHG Graduate Jumps into a Job, 8 April 2016:
<https://www.bigrigs.com.au/news/phhg-graduate-jumps-into-job/2983565/>

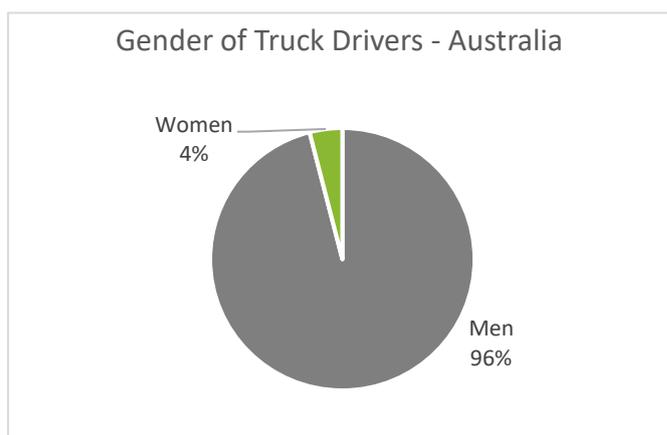
Gender Diversity in the Transport & Logistics Industry

The Transport, Postal and Warehousing industry categorisation is one of 7 industries classed as “Male Dominated” by the Workplace Gender Equality Agency (WGEA) in the August 2016 report: **Gender segregation in Australia’s workforce**⁵. This report notes that some industries are becoming increasingly segregated and the Transport, Postal and Warehousing Industry is one of those: in 2015, 23.4% of the Transport, Postal and Warehousing Industry workforce was female, compared with 20.6% ten years ago.

The **Tasmanian Transport & Logistics Industry Workforce Plan**⁶ reports that women comprise 25.75% of the Australian Transport and Logistics workforce. This is compared with an average participation rate by women across all industries of 44.9%.



The WGEA Report also shows that across industries, in 2015 women accounted for 9.2% of the occupation of “Machinery operators and drivers”; a decrease over the past 10 years from 14.1%.



The proportion of women in non-traditional roles in the transport industry is less than this 14.1% however, with a range of reports including the Transport and Logistics Industry Skills Council 2015 E-Scan⁷ suggesting that around 4% of truck driving roles in Australia are occupied by women.

⁵ Workplace Gender Equality Agency: [Gender segregation in Australia’s workforce](#); August 2016

⁶ [Tasmanian Transport & Logistics Workforce Plan](#), 2015

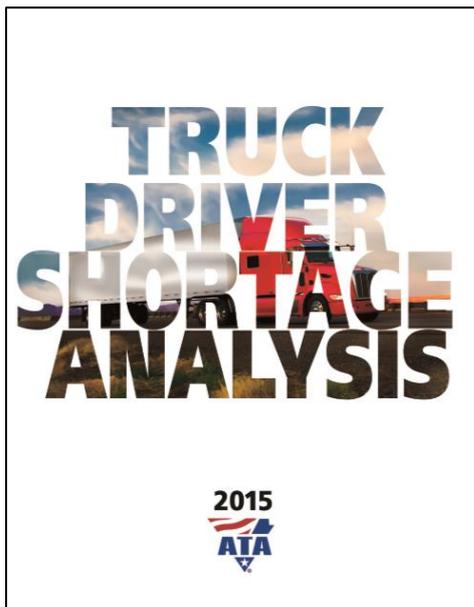
⁷ Transport and Logistics Industry Skills Council, [Environmental Scan](#), 2015

Workforce Issues in the Transport & Logistics Industry

Globally, nationally and locally, the transport and logistics industry is facing considerable challenges attracting, recruiting, developing and retaining people for truck driving roles.

With 55% of truck drivers older than 45 years, ageing 2.2 times faster than all industries and with significant projected growth in the road freight task over the next 20 years⁸, the road transport sector faces challenges to secure and develop the workforce needed for operations for now and the future.

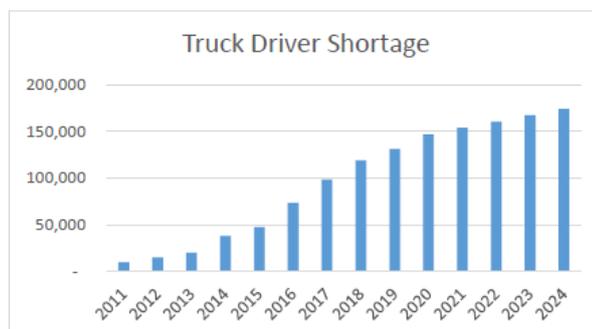
The traditional model of recruitment, development and engagement of workers is not meeting the workforce demand and work is underway in the United States and across Australia to increase the participation rate of women in the industry as a part of the solution to the problem.



The US experience

In October 2015, the American Trucking Association released the report: **Truck Driver Shortage Analysis**⁹, in which the labour supply to trucking companies is represented at crisis point, with up to 38,000 jobs unfilled in 2014. The report predicts that the driver shortage will reach nearly 48,000 by the end of 2015 and may balloon to almost 175,000 by 2024.

The impacts on industry detailed in this report include companies not able to take on expansion in the freight task and acquisition of other companies the



⁸ Transport and Logistics Industry Skills Council, [Environmental Scan](#), 2015

⁹ American Trucking Association (ATA), [Truck Driver Shortage Analysis](#), 2015

only viable growth strategy. Flow on impacts indicated in the report include severe disruption to supply chains, shipping delays, higher inventory costs and possible shortages at stores.

The American Trucking Association (ATA), in this report, finds that “Demographics / Gender” is one of the causes of the truck driver shortage; stating that “*Females make up 47% of all US workers, yet only comprise 6% of all truck drivers...*”, and that “*The share of female drivers has remained stagnant between 4.5% and 6% since 2000. This is a large, untapped portion of the population*”.

A range of strategies are set out in the report to address the current and predicted shortage of drivers.

Many of these relate to addressing the underlying issue of attractiveness of the industry and conditions for drivers.

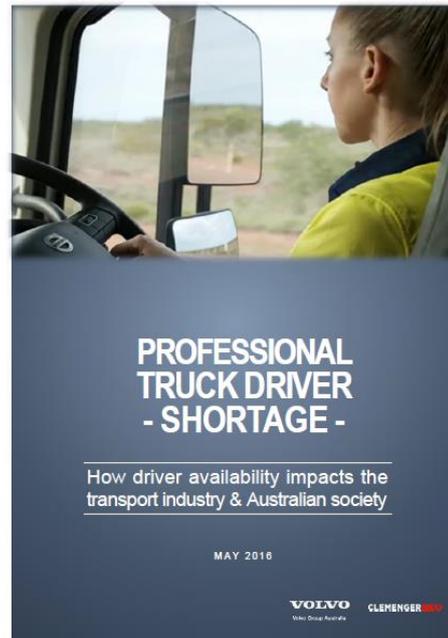
The strategies include:

- Increasing driver pay
- Structuring work for increased “at-home” times
- Lower driving age
- Improved driver image
- Hire from a pool of military veterans
- Improving treatment of drivers throughout the supply chain
- Introducing autonomous trucks

The Australian shortage

Following the release of the American report into driver shortages, the Volvo Group Australia surveyed Australian transport operators about their experiences with the availability of truck drivers within the Australian context, releasing the report: **Professional Truck Driver Shortage: how driver availability impacts the transport industry & Australian society**, in May 2016.

This report indicates that driver availability is also a very real and current issue for the Australian industry.



Volvo Australia Group report that:

52% of respondents have issues in attracting the QUANTITY of drivers needed;
82% of respondents have issues in attracting the QUALITY of drivers expected; and
46% of respondents are currently experiencing a shortage of available drivers.

The Volvo Australia Group report also finds that industry image and perception of the nature of truck driving are disincentives to attracting people to work in the industry. The issue of driver image is identified as a key contributor to the shortage of people attracted to work in the transport and logistics industry.

90% believe that driver image influences the number of drivers available
92% believe that driver image influences young people entering the industry
91% believe that driver image influences the appeal of truck driving as an occupation for women
92% believe that driver image influences driver diversity in the workplace

88% believe there is a negative image of truck drivers in Australia
77% believe that driver image in Australia is outdated
72% get frustrated with the perception of driver image by those outside the transport

Barriers to participation by women in the Transport & Logistics Industry

Perception, in this case, is reality: – if employers and potential new recruits think it is a barrier then it is a barrier!

Each of the barriers identified and discussed below must be considered and addressed to support an increase in participation by women in the transport and logistics industry.

The barriers discussed in this report are not “exhaustive”; barriers may be specific to the occupation or the location, however reported below are the barriers most commonly identified through the project.

Poor / Negative Industry Image and Stereotypes

Reports from Australia and the United States consistently advise that the issue of negative industry image and the poor perception of the value of the role of a truck driver has a detrimental impact on the industry’s ability to attract, recruit and retain a workforce for the current and future freight task. Indications are that while the negative industry perception remains, this problem with workforce availability and development will grow, consistent with an increase in the freight task.

The poor industry image does not resonate with women, millennials or young people, who do not identify themselves in the stereotyped truck driver image of the industry.

The continued perception that the industry has a poor or negative image is of concern to those in the industry. The matter of industry image has been subject of many research reports and is documented as a barrier to effective workforce development in the industry:

“the industry perceives itself as having a negative image and this image reduces its attractiveness to new entrants to the labour market”¹⁰

¹⁰ Tasmanian Transport & Logistics Workforce Advisory Group, **Tasmanian Transport & Logistics Workforce Plan 2015 – 2018**, p 39

“improvements are needed to the public image of the sector to attract new entrants and encourage participation in skills development pathways”¹¹

“... when it is a perception of truck drivers and the profession that drives negative stigmas and low employment desirability, the issue becomes much more complicated than simply finding the best people for the role”¹²

“the public perception of a truck driver has unfortunately a tendency to be negative”¹³

It is difficult to source good quality, Australian images representing the industry in a professional manner. Finding images that represent women in truck driving roles that are authentic and positive has been a challenge encountered during this project and a professional photographer was engaged to capture some of the project activities for use in the report.

Heather Jones of the Pilbara Heavy Haulage Girls has provided many images to this project, however requisite permissions to use such as creative commons licensing and attributions are not in place.

A high quality digital image library and profiles of women in non-traditional roles in the industry is an essential tool for the industry to address the negative and male-dominated perception of the industry and challenge entrenched stereotypes.

Strategies to change the industry image must be long term, to move from the stereotypes perpetuated in the past to the diverse workforce of the future.

Industry image and brand identity was addressed by Ellis Jones in the presentation to the National Road Transport Association Conference 2015: “Truckies, brand identity and the road freight industry – refer: <http://www.ellisjones.com.au/disciplines/creative-content/truckies-brand-identity-and-the-road-freight-industry/>)

¹¹ Transport and Logistics Industry Skills Council, **Environmental Scan 2015**, p18

¹² Volvo Group Australia, Professional Truck Driver Shortage Report 2016, p9

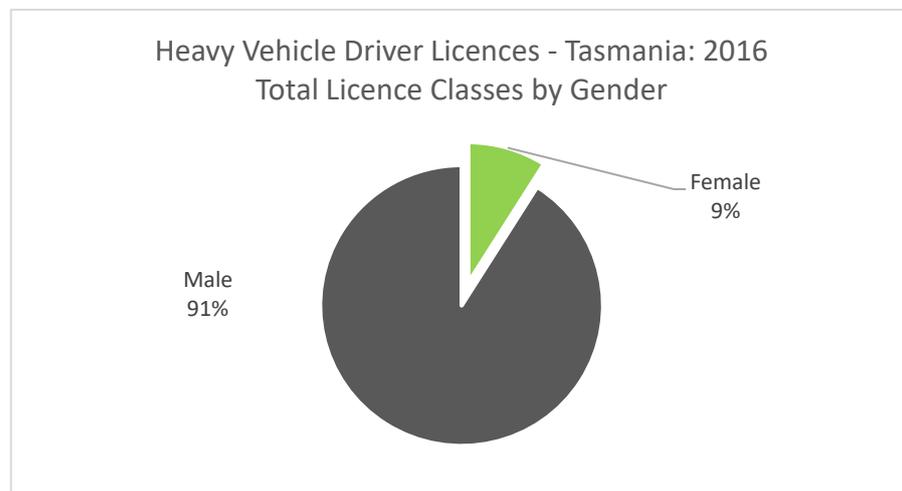
¹³ American Trucking Association, Truck Driver Shortage Analysis, 2015, p10

Lack of Female Role Models in Non-Traditional Occupations

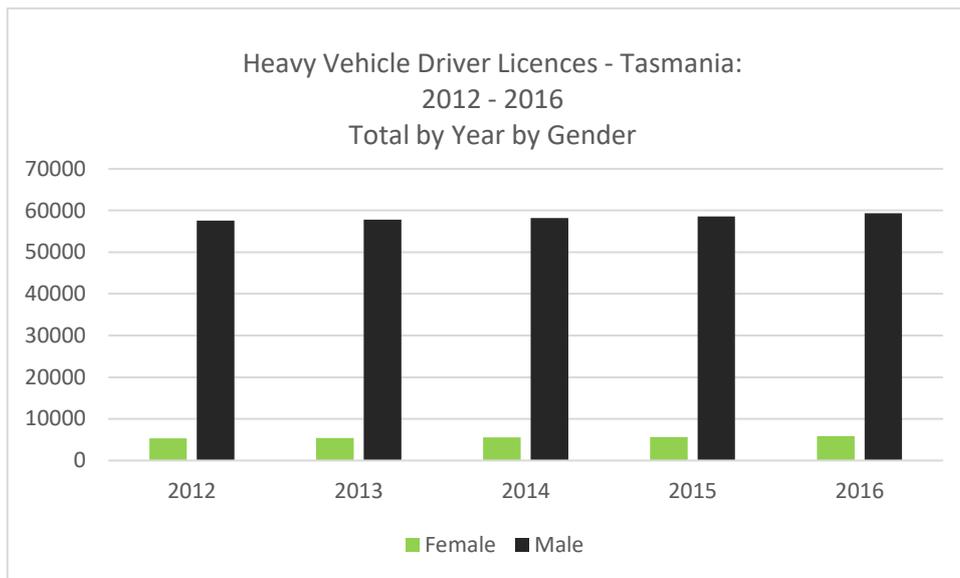
Compounding the problem of industry image and poor stereotypes, the fact that there is a low number of women working in non-traditional roles acts as a barrier to more women entering the industry.

The current low numbers of women truck drivers serve to perpetuate stereotypes of the industry as not female-friendly, that truck driving is a male occupation and acts as a deterrent to women applying for roles in the industry.

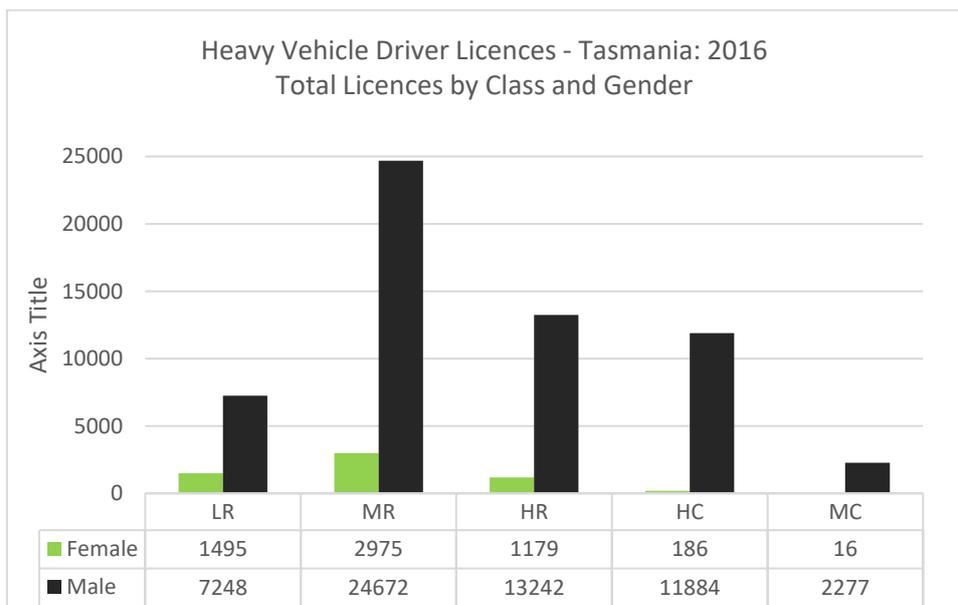
Data from the Tasmanian Department of State Growth, Registration and Licensing Services, about the gender breakdown of heavy vehicle driver licences by class in 2016, shows that 91% of heavy vehicle driver licences current and active in Tasmania are held by men.



This proportion has been consistent since 2012.



The breakdown by licence class shows that most women holding a heavy vehicle driver licence hold this at the Light Rigid (LR) or Medium Rigid (MR) class. These classes are most applicable for light van, motorhome or bus drivers.



Women who are currently driving trucks in Tasmania have given tremendous support to this project. Several of those women volunteered to contribute to the Launch of Women behind the Wheel and gave strong encouragement to the women participating in the program. It was interesting to find that although they knew of each other, many had not actually met until the Women behind the Wheel launch in 2016.

Women in non-traditional roles in the Tasmanian industry have expressed a keen interest to form a mentor / network / support group for women (and new entrants) to the industry and provide direction to further initiatives to support women in the industry.

There is a strong opportunity to work with these women, to develop profiles of them, their pathway to their occupation, to share their stories and to celebrate their success.

The initiative of National Transport Insurance and the Tasmanian Transport Association and Australian Trucking Association to recognise the contribution of women to the industry through state and national awards is a further example of activities which can be documented and used to promote a changing and positive image of the industry.

National Transport Insurance has also developed the “Faces of the Industry” media campaign and this can be effectively used to promote the image of women in transport, particularly in non-traditional roles.

Industry Culture

The issue of “culture” as a barrier to increasing the participation rate of women in the industry was identified consistently through the research and round-table discussion. This has been a consistent finding in the research, as in the Australian Human Rights Commission Report: Women in male-dominated industries – a toolkit of strategies (2013)

“Male-dominated industries are perceived to have a masculine or ‘blokey’ culture that is non-inclusive and has a higher tolerance of behaviours that could be viewed as sexual harassment, bullying and discrimination. This leads to a perception that jobs within these organisations would be a challenge at every stage of a career...”¹⁴

The industry has long suffered from a “rush mentality”; to meet the (at times impossible) needs of supply chain customers, resulting in pressure on drivers. Truck drivers are expected to see some improvements in industry culture brought about through regulatory changes and recognition that many parties are responsible for and contribute to the actions of drivers, as confirmed by the Chain of Responsibility, and supported by the introduction of fatigue regulations.

¹⁴ Australian Human Rights Commission, Women in male-dominated industries, a toolkit of strategies, 2013, Chapter 1 summary of strategies, p4

The aspect of industry culture, combined with the industry stereotypes, can be addressed through companies adopting strategies as described in the Australian Human Rights Commission Report: *Women in male-dominated industries – a toolkit of strategies* (2013); including developing integrated gender diversity strategies that support a more inclusive workplace culture.

Work Role Structure

The nature and structure of work roles in the industry in non-traditional roles also acts as a barrier to the engagement of women.

Although the mechanical aspects of work have changed with advances in technology, particularly in heavy vehicles, reducing some demands on drivers, the industry is still characterised by the need for fitness and physical capacity. Multi drop delivery drivers at SRT Logistics must be able to safely lift 27kg bags of meat products, load and unload products from vans and make customer deliveries to many sites per day.

Transport and logistics, particularly truck driving, is generally not a standard 9am to 5pm job. Typically, drivers are rostered on rotating shifts with early morning starts or late night finishes. Work is often more than 38 hours per week and in some industry sectors, such as agricultural product transport, work demands and hours peak in a seasonal cycle. There are few examples of job-sharing, part time or “school hours” truck driving roles.

The WGEA Report on Gender segregation in Australia’s workforce confirms that:

“Some occupational characteristics may have an impact on the level of segregation. For instance, the availability of part-time work increases female participation in occupations. Male-dominated occupations tend to have a lower percentage of part-time employees when compared to female-dominated and mixed occupations. This may suggest that women avoid occupations where part-time work is less likely to be available, or that part-time work is more likely to be supported by employers in female-dominated occupations”¹⁵

Lack of flexibility in job structures within the industry are a barrier to both men and women to enter (and remain engaged in) the industry.

¹⁵ Workplace Gender Equality Agency, **Gender Segregation in Australia’s Workforce**, August 2016, p7

Transport businesses may also have barriers to engaging entry level employees; male or female, due to the transport fleet. Companies with work contracts served through use of combination vehicles (Heavy Combination or Multi Combination) are often unable to provide entry level roles in driving operations as positions require the driver to hold a licence that is based on progression through licence classes; there is limited opportunity for drivers holding licences at Medium Rigid or Heavy Rigid class. Data from the Tasmanian Department of State Growth, Registration and Licensing Services, shows that the highest representation of women with regard licence class is at Light Rigid and Medium Rigid.

Workplace Safety and Security

Women drivers in Tasmania do not consider that they are at higher risk regarding safety and security than any other driver. Workplace safety issues raised during consultation are more identified associated with the culture of industry generally and more specifically individual workplaces. Examples include more experienced drivers taking delight in the struggle of a new driver, irrespective of gender.

Women in driving operations roles consulted in this project were emphatic that they do not need special infrastructure such as additional toilets to make their participation in the industry achievable. The lack of accessible public toilets where a heavy vehicle can safely be parked and driver safety and security is supported is identified as an issue across the Tasmanian industry, not specific to women.

The nature of work in Tasmania does not involve being away from home for consecutive days. “Two Up” driving is also not a common feature of work in Tasmania. Both aspects are considered a support to encouraging women to participate in the industry.

This environment is different in other states and countries, where the safety and security of women drivers on long distance or interstate freight tasks are identified as issues to be addressed and barriers to participation.

Case Study: Prime Inc.

Prime Inc., North America's most successful refrigerated, flatbed, tanker, and intermodal trucking company¹⁶; has established a successful model for attracting and recruiting women to the industry in truck driving roles. Prime's website includes a video about becoming a trainee driver with Prime and features women (and men) trainees and instructors. The induction program for women includes a talk about personal safety while on the road, and self-defence tactics. Prime gives each new female driver a "Personal Security Alarm" which can be activated if the driver feels unsafe.

Prime has established a Female Driver Liaison; Brooke Mosley, who has generously provided support, ideas and encouragement to this project. Brooke provides support for each of Prime's 800 female drivers including her personal cell phone number so that they can call or text her at any time of day or night.

Prime also has a program to support and recognise female drivers. The Highway Diamonds¹⁷ Program includes awards to female drivers such as top instructor, longevity and Highway Diamond of the Year. The program and strategies of Prime are designed to send a message that women can, and do, successfully do the job – and find the work rewarding.

Prime has internal resources dedicated to support women, including developing female driving instructors, female mentors and providing sexual harassment and discrimination training. The strategy works: Prime increased their female drivers from 11% to 13% in a 12-month period.

Brooke has observed that women want all the information up front before they make the decision to engage with the industry. This information must be authentic, not 'manufactured' and provide the 'good, bad and ugly'. This observation is consistent with the findings of this project, including the experiences of the "Women behind the Wheel" program.

¹⁶ Prime Inc Website: <https://driveforprime.com/>

¹⁷ Highway Diamonds website: <http://www.highwaydiamonds.com/>

Low awareness of opportunities, occupations and career path options within the industry

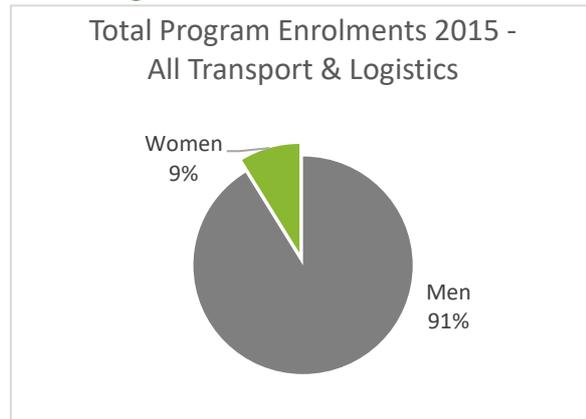
The transport and logistics industry, through the Transport and Logistics Industry Skills Council, has worked to document career pathways and associated industry qualifications. The wide range of occupations and career pathways within the industry is however not generally appreciated within the community; this relates to the earlier findings of poor industry image and perception of the role of a truck driver.

The traditional entry point to the driving operations stream of the road transport industry is via a heavy vehicle driver licence. Industry has long identified as inadequate the skill set of drivers who come to them with a freshly issued heavy vehicle driver licence, but has been ‘its own worst enemy’ in failing to provide the structured industry exposure, mentoring and development that is needed for industry competency beyond a licence.

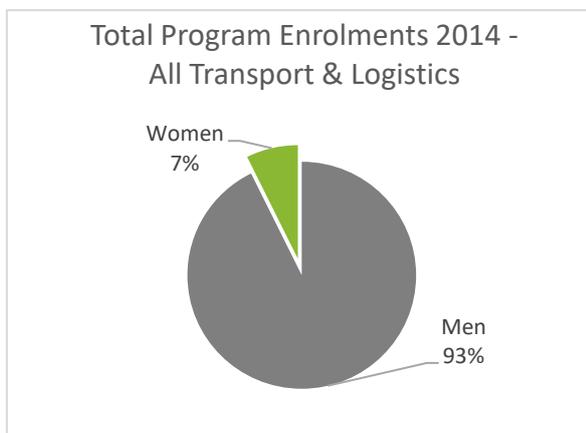
The work of Lesley Richardson and the Tasmanian Transport Association; through “Careers on the Move” and Schools-based Apprenticeships within transport and logistics, provides a model to introducing the industry to young people and engaging these students with the industry. The participants in these programs have mainly been male and further work can be done to actively promote the program to female students, where suitable resources and case studies / profiles are available.

Participation in Training and Assessment Programs

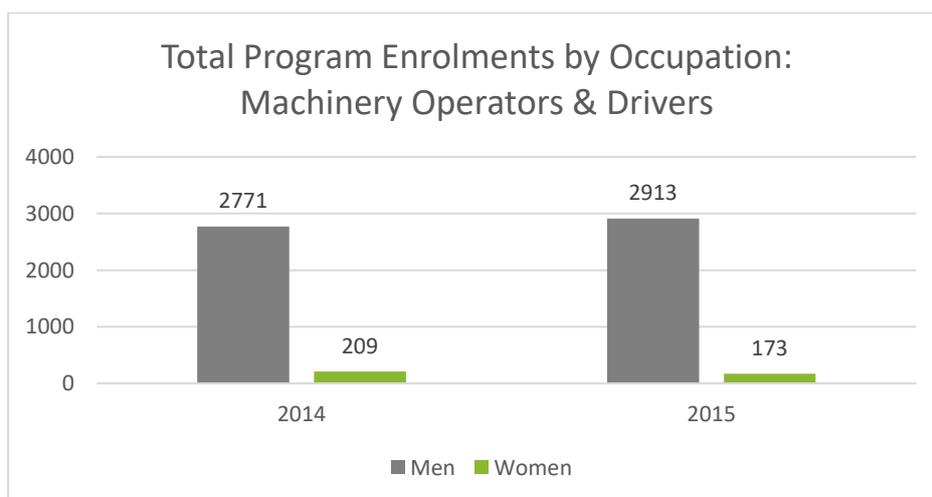
The participation rate of women in Vocational Education and Training programs within the Transport and Logistics training package and in the occupation of Machinery Operators and Drivers, is consistent with the representation of women overall in these industries.



Data available from the National Centre for Vocational Education Research (NCVER)¹⁸, specific to Tasmania, shows that in 2015, the enrolment rate of women in all Transport and Logistics Industry programs had increased from 7% to 9%.



Over the same period, the enrolment rate of women in the occupation of Machinery Operators and Drivers remained relatively steady (decrease of 2 enrolments from 209 in 2014 to 207 in 2015), while the enrolment rate of men increased (from 2771 in 2014 to 2913 in 2015).



¹⁸ NCVER: Total VET Students and Courses Selection, July 2016, at:

<https://www.ncver.edu.au/data/data/all-data/total-vet-students-and-courses-data-slicer#>

The capacity for industry and training providers to structure longer programs of intensive, professional and targeted training and supervised practice, more 1:1 driver development and coaching is a key to supporting women and new entrants to the industry. These programs must go beyond a heavy vehicle driver licence standard outcome and provide true 'job ready' skills combined with work experience placements.

Training programs such as the SRT Logistics / TransTrain “Job Ready” model and “Women behind the Wheel” provide core, industry and company relevant job ready skills with work experience placement. Findings from these programs are that new entrants including women need more, structured, intensive support in the initial stages of employment to transfer skills to the context of the workplace. This support is often not available as it is economically challenging to have two drivers paid in the same truck where the work can be done by one driver, and trainee drivers cannot afford to volunteer for a prolonged period without income.

The provisions of work experience, with qualified workplace mentors and supervisors, need to be expanded to provide a longer duration opportunity for women and new entrants to safely develop and apply the real competencies required to the standards of the workplace and under real working conditions.

This option may also be achieved through applying the provisions of industry traineeships and apprenticeships within the industry, using the national qualifications in driving operations.

Case Study: Women behind the Wheel



TransTrain (RTO # 3363) and SRT Logistics piloted the concept of a “Job Ready” training program in 2014, with assistance from the Skills Fund, through Skills Tasmania. The program resulted in a high ratio of employment for students and the

success of the initiative was recognised through SRT Logistics receiving the TLISC Award for Innovation in Workforce Development (Road Transport) in 2015.

After refining the program in 2015, in 2016, TransTrain and SRT Logistics worked together to apply this model to a women-only program. TransTrain consulted with Equal Opportunity Tasmania and achieved an exemption from the Anti-Discrimination Act, to advertise the program for women only.

A strategic approach was used to draft the advertisement and program information. A logo was designed to provide a branding for the program. Rather than emphasise the benefit of years of experience driving trucks, the recruitment model for the program actively encouraged women with customer service skills to apply. Applicants needed to hold a manual car driver licence, be fit to the driver medical standards of SRT Logistics and have a clear criminal and driving history.

The lead time between advertising and program intake, to meet the recruitment demands of SRT logistics, meant that there was a very tight window to generate interest, however the response to this program was overwhelming.

TransTrain dedicated a webpage to this program and SRT Logistics advertised internally through newsletters and on the company website. Advertisements were placed in the Mercury newspaper, Job Active Service providers were briefed, and information was shared on Facebook (and was shared through women motorcycle riding groups and horse riding networks), resulting in 35 applications in the one week timeframe. With only 10 places available, and the quality and enthusiasm of the applicants exceeding expectations, interviews were offered to all eligible applicants. Women offered places on the program were of varied backgrounds, experience, exposure to and knowledge of the transport and logistics industry and licences held ranged from Car to Heavy Combination classes.

The program was launched by long term industry influencer and advocate for women in transport; Heather Jones, co-founder of the Pilbara Heavy Haulage Girls¹⁹.

¹⁹ Heather Jones; Conversations with Richard Fidler (ABC Radio):

<http://www.abc.net.au/radionational/programs/conversations/heather-jones/7184930>

Heather provided significant support to the program (and to this project) and spoke to the group of her experience with Pilbara Heavy Haulage Girls, which empowered the participants on the program.

Women in truck driving roles in Tasmania, including Tracey Johnson, Kerri Connors, Jane Beswick and Sarah Brosnan, then talked with the students about their experience as women truck drivers.

This provided strong authenticity to the project; the students and current drivers shared real life experiences which laid foundation for ongoing communication, support and mentoring.

Throughout this intensive learning program, the students demonstrated a keen desire to learn all aspects of the industry, beyond that found in previous “job ready” programs. This translated to a very active learning group, requests for additional resource documents to study and personal time committed to additional time to practice in the truck.

Equal Opportunity Tasmania provided a workshop on discrimination, bullying and harassment, which was attended by the students and trainers / assessors and members of SRT Logistics team.

The feedback provided by students throughout the program was extensive, constructive and well considered. Students regularly contacted the program coordinators after hours to convey their progress and students demonstrated a high emotional intelligence capacity.

During the interviews the applicants were asked why they applied to this program. Applicants were also asked if they would have applied if was not specifically targeted to women. During the interviews, applicants advised that they would have applied regardless. This was inconsistent with findings from the previous 3 programs; where only one eligible female had applied. The successful applicants were asked to consider this question again on the completion of the program which generated a very different response; students acknowledged that the strategy of advertising to women only had drawn them to this program and given them confidence that they would be supported in the program.

Lack of a dedicated structure to support and drive change

The low participation rate of women in non-traditional roles such as truck driving is acknowledged within the industry however there is a low of awareness about the quantity of the issue and why it is a problem. The industry faces an overall skills shortage and must act to attract new entrants outside of the traditional labour supply chain.

While employers who have supported this project have stated that they would encourage women to seek out opportunities to work in the industry in non-traditional roles, they are uncertain about what pragmatic strategies they can implement to make a difference.

Example strategies identified through the project for the industry can include:

- Supporting existing drivers – predominantly men, to train their partners. Companies who have implemented this model report greater utilisation of resources and higher driver retention.
- Provide a program for ‘military veteran recruiting’, to attract women retiring from service
- Scholarship funding by transport and logistics business for school leavers and women seeking a career change for both traditional and non-traditional transport job roles
- Female industry liaison / contact people, a mentor and support group for women drivers
- Anti-discrimination, sexual harassment and bullying training for female drivers, current drivers in companies seeking to attract and support women
- Anti-discrimination, sexual harassment and bullying training for Trainers and Assessors. Trainers and Assessors working in transport and logistics tend to reflect the current industry demographics (are typically aged greater than 45 and male, with a background in the industry). These trainers and assessors are keen to support women in the industry and welcome the opportunity to develop a better understanding and appreciation for the laws around anti-discrimination and sexual harassment as part of their professional practice.
-

The business case for workforce diversity and gender equality

Workforce diversity is important for all industries. The Workplace Gender Equality Agency (WGEA) report: *The Business Case for Equality*²⁰, sets out the following key benefits of gender diversity for businesses:

1. Attract the best employees.

“An organisation which is as attractive to women as it is to men will have access to the entire talent pool and is more likely to have a competitive advantage in attracting the best talent available.”

The WGEA report indicates that women are increasingly more highly educated than men, with ABS data (2012) showing that 20% more women than men aged 25 – 34 hold bachelor degrees.

In the transport and logistics industry, particularly in the occupations of Truck Driver (General) and Delivery Driver, attracting interest from a wider talent pool is increasingly important. The TLISC Environmental Scan (2015) identifies these occupations as “in demand”, and states that:

“The limited numbers of women and young people attracted to the sector have been restricting the available pool of labour. Some sections have called for Truck Drivers to be eligible for 457 Temporary Resident visas, although counter arguments have been put forward. Continued efforts in raising the profile of road transport, its diversity across the economy and the skill development opportunities it offers are critical in addressing the persistent negative image and attracting new entrants.”

2. Reduce cost of staff turnover

“Both women and men are more likely to remain with an organisation where there is a proactive diversity ‘climate’ as they perceive a concrete payoff to themselves by staying in an organisation they view as fair.”

3. Enhance organisational performance

Much of the research about the relationship between workplace gender equality and enhanced organisational performance is concentrated at executive level. The

²⁰ Workplace Gender Equality Agency, Australia: the business case for gender equality, accessible from: <https://www.wgea.gov.au/learn/about-workplace-gender-equality>

WGEA report includes findings relating to the relationship between gender equality and innovative capacity in diverse teams:

“International research examining gender diverse teams suggests that more gender balanced teams best promote an environment where innovation can flourish than those which are skewed towards a particular gender.”

4. Improve access to target markets

“Gender diversity facilitates business understanding of how to appeal to women as customers and what products and services women and men need and want.”

Increasing women in the workplace can support a business to more effectively target market products and services to women, who, according to the report, controlled or influenced 72% of household spending in 2008.

5. Minimise legal risks

“Strategies that promote workplace gender equality by reducing sex discrimination and harassment can minimise a company’s risk of financial and reputational loss from lawsuits caused by discriminatory conduct.”

The report states that workplaces where gender diversity is respected and discriminatory behaviour is actively discouraged reduces risk of employee litigation and the negative impacts from sexual harassment such as absenteeism, team conflict and supports work morale.

6. Enhance Reputation

“Reputation and image are critical in the marketplace and a reputation for promoting gender equality will enhance the regard in which a company is held in the wider community.”

The transport and logistics industry identifies a negative industry image as a barrier to attracting talent to the industry in general. There is a strong business case for the industry, and individual companies, to adopt and implement gender diversity strategies as an opportunity to improve the industry (and company) reputation.

7. Engage Men

“Men play a pivotal role in promoting gender diversity, and must be engaged in leading organisational approaches.”

All people in the workplace benefit from greater flexibility in working conditions. The WGEA report finds that flexible work arrangements are one of the top five employment drivers for men.

As transport and logistics is a “male dominated” industry, the engagement of men as champions for flexibility and workplace diversity is critical.

Summary Report Against Project Stages

Stage 1: Project Team and Operational Plan

The project team comprised the Tasmanian Transport and Logistics Workforce Advisory Group (TTLWAG). The Operational Plan as submitted as part of the program grant was modified to ensure that the launch of the project coincided with International Women’s Day 2016. The project has operated beyond the planned duration in response to the opportunity to engage in and support concurrent initiatives of the Tasmanian Transport Industry.

Stage 2: Stakeholder Engagement and Support

The TTA and the TTLWAG, with support from SRT Logistics, held an event to launch the Women in Transport Tasmania project. This launch was timed to coincide with International Women’s Day on 8th March 2016. Keynote speakers at the event included Kathy Williams, past Chair of the ATA and Director of Queensland Meat Carriers, Jacqueline Brotherton of Oxford Cold Storage and Transport Women Australia, and Dr Chrissie Berryman, General Manager of Skills Tasmania.

Transport and Logistics industry stakeholders were briefed on the project and invited to demonstrate their support for the project by signing a pledge. Pledge certificates, sponsored by National Transport Insurance (NTI), were presented to each of the signatories by Shane Fairhall of NTI.



Shane Fairhall (NTI), presenting a signed pledge of support to Robin Phillips, Executive Director of the Tasmanian Transport Association



Dr John Ralph facilitating the 'round table' discussion about barriers and strategies to increase engagement of women in non-traditional roles in the transport & logistics industry

Dr John Ralph facilitated a 'round table' discussion at the event, to identify current effective strategies and practices to support women in the industry along with ineffective strategies or gaps.

The event generated positive media exposure, with the ABC and local

news reporting the story. See the story at [Bid to encourage more women to become truck drivers in Tasmania](#). The Transport Women Australia [March Newsletter](#) also featured a report on the launch.

A professional photographer was engaged to capture the day's events and a media file for this project was commenced.





Jacqueline Brotherton (Oxford Cold Storage and Transport Women Australia), and Kathy Williams (Queensland Meat Carriers and Australian Trucking Association) provided Key Note presentations at the launch of Women in Transport Tasmania

Kathy Williams spoke of the choices available for meaningful and rewarding careers in Transport and Logistics, emphasising that **there is a place for women in transport, and that place is where ever you want it to be.**

In her address to the group, Jacqueline Brotherton spoke of the following themes:

- Transport is and can be a career, not just a job.
- There is a diverse range of roles – it’s not all about trucks and drivers
- Skills are transferable – inter sector; interstate and international
- Road transport is a very professional industry
- With aging workforce – we are not only losing skills but knowledge. We need to find a way to pass down this knowledge
- Skills Shortage is a global issue
- The opportunity is there to promote the industry not only about attracting women or youth but change of career
- We need to change the way we recruit
- We need to offer flexibility
- We need to make the “newbies” feel welcome
- We need to offer safe environments; in companies, on the road, at off road facilities like DC’s
- We need to get the children, parents and bureaucrats on our side – ride-alongs; school career days etc.

Dr Chrissie Berryman, General Manager of Skills Tasmania, spoke of the support of Skills Tasmania for the project and encouraged those transport and logistics businesses present to actively engage with the Vocational Education and Training system.

Dr Berryman advised that Skills Tasmania encourages and responds to industry led workforce development priorities and urged businesses to clearly articulate their requirements to training providers.



Dr Chrissie Berryman, General Manager of Skills Tasmania, at the Launch of Women in Transport Tasmania



A list of participants from the project launch is included in this report.

Stage 3: Women in Transport Mentor Group

The establishment of a mentor group was identified as a goal during the project planning stage. The reason for a mentor group included:

- To garner support from women already working in non-traditional roles in the Tasmanian Transport Industry
- To provide a critical group who could guide the further stages of the project
- To build on pre-existing informal networks of support available within the industry
- To link with any other initiatives in Tasmania, nationally and globally
- To provide a resource to support women entering the industry

Women occupying non-traditional roles in transport and logistics in Tasmania are few. They are generally known within the industry and those consulted during this project have provided immense support to the project through their willingness to be involved and to hold a foundation meeting to effectively start a mentor / leadership group.

Further work is needed to clarify the structure, membership and remit of this group.

Sustainability of the mentor network may be enhanced by linking it with existing networks; in particular - Transport Women Australia, National Transport Insurance or TWU Super.



At the launch of Women behind the Wheel: Melissa Griffiths, Jo Tye, Kerri Connors, Heather Jones, Jane Beswick, Sarah Brosnan and Michelle Harwood

Stage 4: Barriers to engagement of women in road transport

Barriers identified during the project are set out in this report under the discussions:

Barriers and Strategies.

Stage 5: Best practice in existing initiatives & key benefits of engaging women in road transport

The literature review conducted for this project has identified many examples of best practice initiatives and strategies for increasing the participation rate of women in transport and logistics. The research and reports in this field to date has been widespread and include the documentation of strategies and some examples of action.

Common themes

in research reports and initiatives include:

- Participation rate of women in across industries in driving and machine operator roles are in decline
- Employment opportunities in transport and logistics continue to increase
- The reality of the industry as a male-dominated space acts as a self-perpetuating barrier to increasing the participation rate of women in the industry
- Potential benefits to individual workplaces, the industry and the economy from increasing diversity in the industry

Common recommendations

include establishing and supporting:

- a conversation within the industry and stakeholders about the participation rate of women in the industry and strategies that can be used to increase this participation rate
- positive role models, champions and leaders promoting the capacity of women to perform work in the transport and logistics industry
- mentor networks to encourage and support women to enter and stay within the industry
- gender equity policies for transport and logistics workplaces, supporting a change in workplace culture
- review of recruitment strategies to ensure that women are encouraged to apply for jobs within the industry

- governance frameworks which measure and monitor women’s participation in the industry
- opportunities to provide women with a ‘start’ in the industry, with defined career pathways
- measurement and monitoring of gender pay equity

A summary of the literature review including a reading list is included in this report as Attachment 2.

Stage 6: Consolidate a learning program

A model for entry level has been developed with employer support. This model is based on the SRT Logistics 2014 Job Ready training program – a program which was recognised nationally through the achievement of the TLISC Award for Innovation and Best Practice in Workforce Development – Road Transport Sector in 2015.

This model addresses the need for an entry-level, ‘job ready’ development program.

Women behind the Wheel was developed as a dedicated “job ready” program for women seeking to enter the transport and logistics industry in truck driving roles.

The program has been supported by Skills Tasmania through an opportunity in the Skills Fund – Seasonal Industries program and represents a partnership between SRT Logistics and TransTrain.

The program was commenced in September 2016, and was launched with a keynote

address by Heather Jones (Pilbara Heavy Haulage Girls) and support of women in truck driving roles in Tasmania (Sarah Brosnan, Kerri Connors, Jane Beswick, Tracey Johnson and Renea Duncombe) as a recognised Truck Week 2016 event.



Heather Jones, Pilbara Heavy Haulage Girls, provides a keynote address to launch Women behind the Wheel as part of Truck Week 2016

As a dedicated program for women only, an exemption from the Anti-Discrimination Act 1998 was required and achieved through application to Equal Opportunity Tasmania.

The training content was applicable to both the standard – non-gender defined “Job Ready Program”, however the marketing, attraction, recruitment, retention, and trainer awareness aspects were specific and were devised with reference to strategies in the Australian Human Rights Commission: Women in male-dominated industries – a toolkit of strategies.



Trainers and assessors were keenly aware that this was program specifically for women and were concerned that there may be unconscious bias expressed through language commonly used in an industry that has lower female representation. Accordingly, Trainers and Assessors need to be supported to develop an awareness of and strategies to control the risk of gender bias in training and assessment.

Industry materials, case studies and scenarios used in training need to be carefully reviewed against this context and attention needs to be given to represent gender diversity in industry images used in the program.





Training provided by Equal Opportunity Tasmania was valued by all students and trainers / assessors. This training is recommended for inclusion for all trainers, assessors and workplace participants when structuring programs for women.

This program was conducted as a separate but concurrent project, it was funded separately and a final report on Women behind the Wheel will be established through that program.

Stage 7: Establish a marketing and promotion strategy, promotions and sustainability model for the program

This report includes recommendation for the establishment of a digital image resource library and profiles of women in non-traditional roles in transport and logistics. The establishment of such a resource is critical to the industry being able to implement strategies identified in this report for marketing and promotion of career options for women. This image library needs to be professional, with relevant use licence options (eg creative commons). Further work is recommended to identify a host / maintainer for the resource library, cost of access, scope of industry representation, description of intended use.

A marketing and promotion strategy for careers in the transport and logistics industry, and specifically for women in transport, can be developed based around a calendar of events for the industry.



Kerri Connors, Caltas, at Spreyton Primary School for “Show and Tell” with her fuel tanker

Examples of annual events which could be targeted for structured promotion of careers in the transport and logistics industry in Tasmania include Truck Week, Green Light Day, Agfest, Tasmanian Truck Show.

Resources developed through the media library could also be applied to intermittent activities of transport businesses, the TTA, the TTLWAG or members of a support network.

An example is the initiative of Kerri Connors who (with support of her company – Caltas), took her fuel tanker to the local primary school and provided a “Show and Tell” for students about the transport and logistics industry.

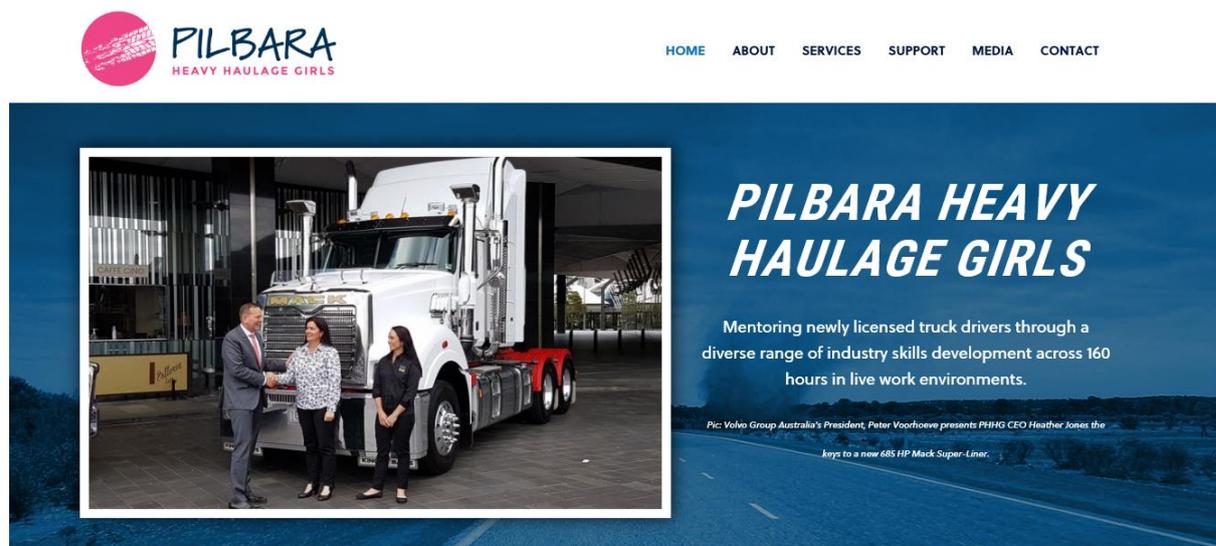
Appendix 1 – Transport & Logistics Industry Stakeholders supporting the Women in Transport Tasmania

Berryman, Dr Chrissie – Skills Tasmania
Branch, Yvette – SRT Logistics
Brotherton, Jacqueline – Transport Women Australia / Oxford Cold Storage
Brown, Jennifer – Transqual
De Bruyn, Dirk – De Bruyn’s Transport
Denison, Tanya – Civil Contractors Federation Tasmania
Derin, Felicity – CVGT Australia
Duncombe, Renae – SRT Logistics
Fairhall, Shane – National Transport Insurance
Griffiths, Melissa – TransTrain
Gumley, Carmen – Avidity Training and Development
Harwood, Michelle – TransTrain
Hilder, Brad – SRT Logistics
Hill, Cheryl – OnRoad OffRoad Training
Jackson, Ralph – Metro Tasmania
Johnson, Tracey – SRT Logistics
Lewis, Geoff – Tas Bus Association
Kean, Karen – Registration & Licensing Branch, Department of State Growth
McCarthy, Gary – Port of Melbourne
McCulloch, Colin – Arbre Forest Industries Training and Careers Hub
Miller, Jim – SRT Logistics
Molineux, Philip – The Bonney Group
Moore, Alison – Tasmanian Heavy Haulage
O’Neill, Kacey – CVGT Australia
Phillips, Robin – Tasmanian Transport Association
Ralph, Dr John
Richardson, Lesley - Australian Schools Based apprenticeships – Department of Education
Rose, Jeremy – Skills Tasmania
Ryan, Steve – Tasmanian Heavy Haulage
Sullivan, Ruth – IPM Safety
Tye, Joanne – SRT Logistics
Wessing, Belinda – Metro Tasmania
Williams, Kathy – Australian Trucking Association / Queensland Meat Carriers

Appendix 2 – Best Practices – Literature Review

Pilbara Heavy Haulage Girls

Refer: www.pilbaraheavyhaulagegirls.com.au



The work of the Pilbara Heavy Haulage Girls is a highly successful and well publicised model for engagement of women in truck driving roles. The wait list of more than 300 women seeking the opportunity to develop their industry capability beyond holding a heavy vehicle driver licence is a demonstration of the interest of women obtaining work in the industry. Most of these women are from states such as Western Australia, where there are women entering non-traditional industries such as mining, construction and utilities at a higher rate than in Tasmania. In 2016, Volvo Trucks supplied two new vehicles for use by the PHHG in their women driver mentor and training programs.

Heather Jones has been recognised for her efforts through the 2015 Award for Most Valuable Contribution to the Transport Industry. Co-founder, Lyndal Denny, is featured in the TLISC profiles for Women Moving Australia. Heather generously provided support, encouragement and input to the Women in Transport Tasmania project. Heather provided a keynote address to launch the Women behind the Wheel program in Hobart during Truck Week in September 2016. Heather also attended the foundation meeting for a mentor / contact group of women in the industry at Launceston.

Australian Human Rights Commission

Women in male-dominated industries – a toolkit of strategies (2013)

Refer: www.humanrights.gov.au

In 2013, the Australian Human Rights Commission released: “Women in male-dominated industries – A toolkit of strategies”. This report includes strategies for application in the stages of:

- Attraction,
- Recruitment,
- Retention and
- Development.

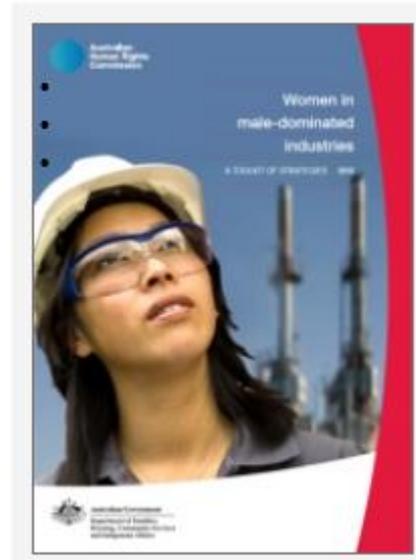
Developed with reference to the construction, mining and utilities industries, the report and toolkit is applicable to transport and logistics.

Significant parallels exist including that:

“Many women are deterred from participation in some of Australia’s most thriving and essential businesses, particularly in male-dominated industries, because of the lack of family role models, stereotypes about the nature of ‘women’s work’, discouraging workplace cultures and structural problems within those organisations”. The report indicates that “... underrepresentation of women in these industries is not only bad for gender equality, it also undermines Australia’s economy. Recent figures suggest that increasing women’s employment rates could boost Australia’s GDP by 11%.”

“Many male-dominated industries are also suffering from a lack of skilled workers. In fact, Australia ranks fourth in the world in talent shortages. Encouraging greater women’s participation in these industries could go a long way to addressing these skills shortages”.

The strategies in the Toolkit may be customised for application within the Tasmanian Transport and Logistics Industry.



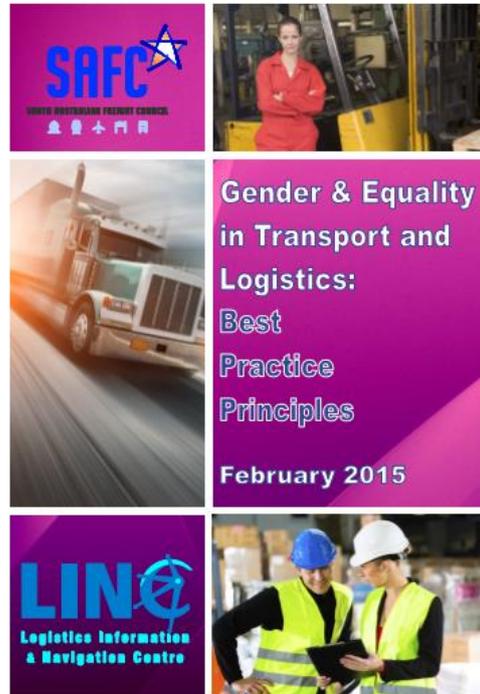
South Australian Freight Council
Refer: <http://www.safreightcouncil.com.au>

Gender & Equality in Transport and Logistics: Best Practice Principles (2015)

In February 2015, the SA Freight Council released a report: “Gender & Equality in Transport and Logistics: Best Practice Principles”.

This report promotes ten best practice principles to support gender equity. These best practice principles are:

1. Fostering an inclusive and equitable workplace culture
2. Visible commitment and support from management and leaders
3. Identifying female talent and promoting diverse career pathways
4. Investing in training and personal development opportunities for women
5. Supporting employees to achieve a work life balance
6. Supporting pregnant women and mothers in the workplace
7. Gender pay equity
8. Maintaining a workplace free of discrimination, harassment, victimisation and bullying
9. Gender equality and diversity policies and procedures
10. Consistent and reinforced gender equality message



The report includes steps to follow for workplaces to develop a gender equality strategy and profiles of women working in the transport and logistics industry.

Transport and Logistics Industry Skills Council (TLISC)
 Refer: <http://tlisc.org.au/>

E-Scan (2015)

In 2015, the Transport & Logistics Industry Skills Council (TLISC) released an Environmental Scan (E-Scan).

The E-Scan “... identifies the macro and micro factors affecting the skills needs of the workforce, its composition and how well the national training system is responding to the needs of the Transport and Logistics Industry.”

The TLISC 2015 E-Scan reports a 75% growth prospect for the Road Freight sector over the next years, with a workforce that is ageing at 2.2 times faster than other industries.



The E-Scan highlights the ageing workforce as a key issue for the industry now and for the future: the road transport sector has 55% of truck drivers aged 45 years and older, with a gender balance of 15% female, 85% male.

The E-Scan provides a breakdown of gender within selected occupations of the road transport sector:

Truck Driver		Delivery Driver		Couriers & Postal Workers		Taxi Driver (automobile driver)		Bus & Coach Driver	
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
96%	4%	88%	12%	87%	13%	96%	4%	86%	14%

Note: the role previously conducted by TLISC is now conducted by Australian Industry Standards, refer: <http://www.australianindustrystandards.org.au/#>

Women in Supply Chain (WISC)
Refer: <http://womeninsupplychain.com.au>

Improving Women's Visibility - the unseen gender in transport and logistics (2014)

The WISC report: Improving Women's Visibility – the unseen gender in transport and logistics, was initially released in 2010 and an updated report released in 2014.

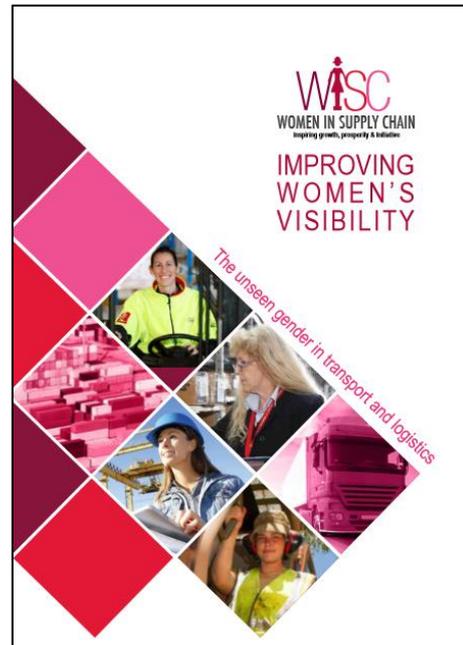
The report provides an overview by industry sector of the participation rate of women in various occupations.

This report includes a series of recommendations; specifically, 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.”

Through this report, WISC states:

“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.”



Transport Women Australia

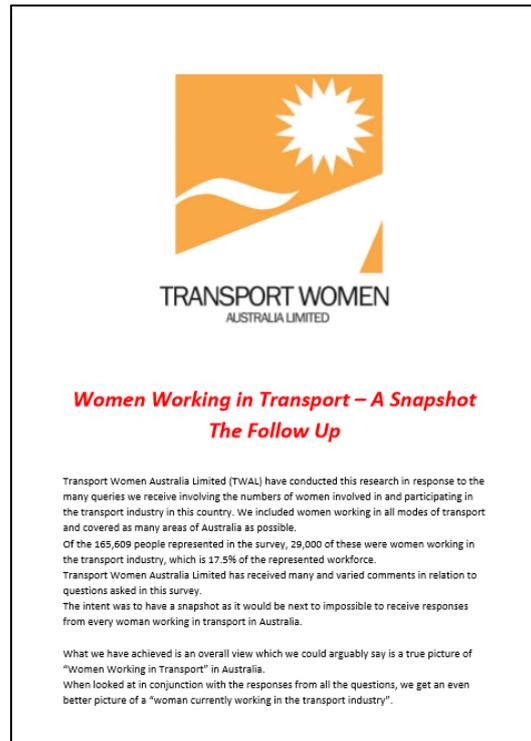
Refer: <http://www.transportwomen.com.au/>

Women Working in Transport – A Snapshot: The Follow Up (2013)

Transport Women Australia surveyed women across Australia across the transport and logistics industry with the goal of developing a “Snapshot” of women working in the industry. Some key findings in this report include the desire of women to stay within the industry and the categorisation of barriers these women believe are part of the industry.

The barriers reported include:

- Discrimination
- Lack of a level playing field
- Lifestyle
- Strength / ability / capability
- Dismissive / rude people
- Sexual harassment
- Lack of respect (both male and female).



When women were asked their opinions of opportunities for women within the industry, the response was positive:

“The majority of respondents (67.3%) answered that there were plenty of opportunities for women in the transport industry, but noted that you need to work harder and be more persistent to achieve them. It was also mentioned that you should be prepared to ‘step outside the box’ and embrace change, be it in your roles or even changing companies.”

American Trucking Association
Refer: www.trucking.org

Truck Driver Shortage Analysis (2015)

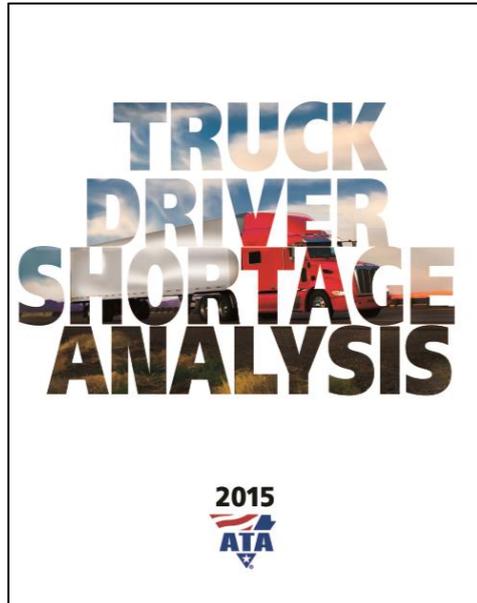
In October 2015, the American Trucking Association released the report: Truck Driver Shortage Analysis, in which the labour supply to trucking companies is represented at crisis point, with up to 38,000 jobs unfilled in 2014. The report predicts that the driver shortage will reach nearly 48,000 by the end of 2015 and may balloon to almost 175,000 by 2024.

The impacts on industry in this report include companies not able to take on expansion in the freight task and acquisition of other companies the only viable growth strategy. Flow on impacts indicated in the report include severe disruption to supply chains, shipping delays, higher inventory costs and possible shortages at stores.

The report analyses the historical trends in labour supply and the issues facing transport companies, including the lack of gender diversity in the truck driving population.

“There are many reasons for the current driver shortage, but one of the largest factors is the relatively high average age of the existing workforce. The current average driver age in the OTR (Over-the Road) TL (Truckload) industry is 49. In addition, the industry has historically struggled to attract all segments of the population as just 5.8% of truck drivers are women. This share has been essentially unchanged over time.”

The report makes a series of recommendations for action to improve the supply of labour to the industry, including lowering the age for drivers and steps to improve the industry’s image.



Volvo Group Australia
Refer:

<http://www.fullyloaded.com.au/industry-news/1605/volvo-nails-shortages-in-driver-availability-report/>

Professional Truck Driver Shortage: How driver availability impacts the transport industry & Australian society

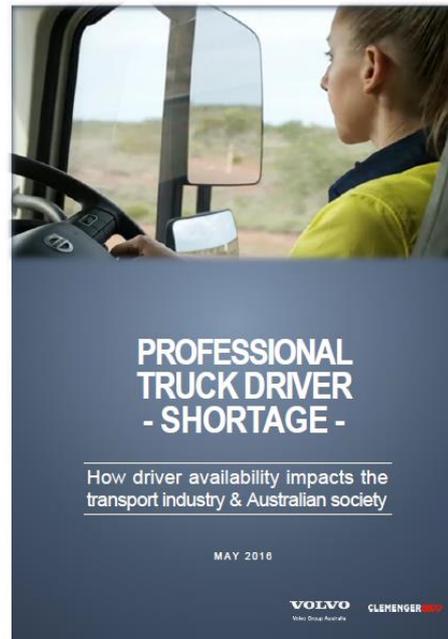
In 2016, the Volvo Group in Australia surveyed 20 of its customers. It found that 45% of those surveyed expressed difficulties with recruiting enough (quantity) of drivers. That increased to 75% when asked about recruiting drivers with the right skills (quality).

One strategy embarked on by Volvo has been to support the Pilbara Heavy Haulage Girls with supply of two new Volvo Trucks for use in their driver development program.

This strategy is consistent with Volvo Trucks' strategy in the United States, where the company has supported the Women in Trucking association.

Refer YouTube video of Women in Trucking here:

<https://www.youtube.com/watch?v=leOaYn&g9Fs>



Women Moving Forward Mentoring Program

Refer: file:///C:/Users/user/Downloads/WomenMovingForward_FactSheet.pdf

The Women Moving Forward Mentoring Program from 2009 – 2011 supported more than 350 women in the transport and logistics industry. This program was conducted with support from TMR Queensland, as part of the Transform program.

CILTA and the Hunter Women’s Network are hosting an event in September 2016, to open the conversation about gender diversity in the transport and logistics industry and identify strategies to support the attraction of more women to the industry.

Refer: <https://www.cilta.com.au/news-hunter-forum-will-highlight-the-number-of-job-opportunities-for-women-in-the-transport-and-logistics>

The screenshot shows the CILTA website with a purple header. The main navigation menu includes: MEMBERSHIP, ABOUT US, EDUCATION, SECTIONS, SECTORS, EVENTS, EMERGING LEADERS, PARTNERS, CPP, BLOG, CAREERS, CONTACT US. The main content area features a news article titled "Hunter forum will highlight the number of job opportunities for women in the transport and logistics industry" published on 17/08/2016. The article text includes: "Two organisations driving a campaign to degenderise the transport and logistics industry, will meet in Newcastle next month to discuss the issue. Hunter Women’s Network and the Chartered Institute of Logistics and Transport will meet at The Newcastle Club for a special luncheon on **September 8, 2016**. One of the organisers Race Barstow said the transport industry remains a male dominated industry but is one where there are plenty of employment opportunities for women. "This is about getting the message across that there are job opportunities there for females and degenderizing the industry making it more female friendly," Ms Barstow said. "We need to get more people engaged in this conversation so we can spread the word. "We know the industry is about to grow and it doesn't have the personnel there to see it reach its full potential. "We have to work on this to encourage more women to apply for jobs in the transport".

On the left sidebar, there are logos for MACK, ACCESS CILTA's Professional Development Directory, NETSUITE, and ZEBRA. On the right sidebar, there is a "CORPORATE PARTNER" section with logos for AP and S, a "JOIN CILT Australia" button, a "NON MEMBERS SUBSCRIBE HERE" button, and a "WHY JOIN?" section.

Professional Associations for Women in Transport & Logistics

Transport Women Australia

Refer: www.transportwomen.com.au

Formed in 1999, the key objectives of Transport Women Australia are:

1. To support the contribution of women to the transport industry and to present their views;
2. To promote effective networking and mentoring for women within the transport industry;
3. To provide recognition and a forum for women working in or who have an interest in the transport industry;
4. To promote professional, sustainable and safe practices as essential elements within the transport industry;
5. To promote clear career paths and encourage young people to enter and work in the transport industry.



Women in Supply Chain

Refer: www.womeninsupplychain.com.au

Established in 2009 this association aims to provide advocacy, representation, networking, mentoring and research to support women across the supply chain.

“Women In Supply Chain (WISC) is a voluntary group open to all women and men in supply chain.

We are passionate about

supporting women in Transport and Logistics to reach their optimum potential through collaborating, meeting and sharing knowledge and experience with like-minded professionals.

We aim to represent the voice of women in supply chain; transport and logistics and make women VISIBLE.”



Women in Trucking (America)

Refer: www.womenintrucking.org

WOMEN IN TRUCKING

Member Login

Home About Us Resources Newsroom Our Community Contact Us Join Members Only

Accelerate!
CONFERENCE & EXPO
NOVEMBER 7-9, 2016 • DALLAS, TX

- ▶ 20+ Educational Sessions
- ▶ Industry Trends, Best Practices
- ▶ Network at the Expo
- ▶ Sponsorships Available

GET DETAILS

Bringing Gender Diversity to Transportation

The Women In Trucking Association is a non-profit organization with the mission to encourage the employment of women in the North American trucking industry, promote their accomplishments, and minimize obstacles faced by women working in the industry.

For nearly a decade, we've been focused on this clear mission. It's supported by a passionate leadership team, highly engaged members, and committed sponsors and partners. We continue to build a strong community among our members (primarily business professionals and professional drivers) who believe in and support our mission.

Quick Links

- Accelerate! Conference
- Events Calendar
- Redefining the Road Magazine
- Diversity Facts in Transportation
- WIT Mail
- Ellen's Blog
- Drivers' Blog

Women in Trucking has engaged with this project and provided complimentary membership to the association as part of the research effort.

Women in Trucking has also provided their “Guide to Recruiting” – developed for application in the US as a tool to promote and encourage industry to recruit women.

This provides an excellent model from which the industry here can base a similar guide on.

The President of Women in Trucking, the influential Ellen Voie, has further expressed her interest in supporting this project and her willingness to visit.

Appendix 3: Women in Transport Tasmania - identity

Women in Transport Tasmania was established as the brand for this project.

This brand is supported by a logo, which features a road, the Tasmanian state shape and a woman icon.

A tagline for this brand came from Kathy William's keynote address at the launch of Women in Transport Tasmania. That is: *"there is a place for women in transport. That place is wherever you want it to be"*.



The logo was designed by Kelly Berggren, a professional photographer, graphic designer and web site consultant.

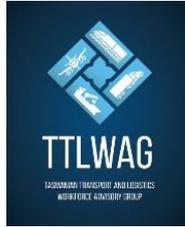
Kelly was engaged to attend the launch of Women in Transport Tasmania and Women behind the Wheel to photograph the events and start the project image library.

After she met some of the women involved in the industry, Kelly volunteered to take further photographs as a contribution to the project and has since captured images of the day Kerri Connors took her fuel tanker to a local primary school for show and tell.



TASMANIAN TRANSPORT ASSOCIATION

WOMEN IN TRANSPORT
TASMANIA



Tracey Johnson,
SRT Logistics



Kerri Connors,
Caltas



Jane Beswick,
Beswick
Holdings



Sarah Brosnan,
MD & TJ Ryan

Images for Kerri, Jane and Sarah provided by them.
Image for Tracey generated through the project.