

The Unseen
Gender in
Transport
and Logistics

**MAKING
WOMEN
VISIBLE**



Women In Supply Chain
Inspiring Growth, Prosperity & Initiative

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SUPPORTED BY



The Women in Supply Chain (WISC) is a voluntary group.

The purpose of Women in Supply Chain – Partner Reference Group (WISC PRG) is to:

- Establish a dynamic networking environment for women within the transport and logistics industry
- Encourage participants to build healthy functioning relationships actively with others in the broader industry individually and within other functioning networks and organisations for their own benefit, that of the organisations they work within and the transport and logistics industry as a whole
- Increase awareness and understanding of relevant issues across the industry spectrum and encourage active involvement of participants across all transport and logistics industry round table projects
- Provide a vehicle to encourage and enable proactive and constructive integration of women within the industry on an ongoing basis
- Encourage continuing professional development within the membership
- Share knowledge through the collection and dissemination of information between Partner Reference Group members

Women in Supply Chain

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1 Introduction

1.1 Aim

The aim of this paper is to promote discussion within and beyond the transport and logistics community of the contribution women make to the industry.

1.2 Background

In 2006 the Victorian Government released “The Victorian Supply Chain Excellence Action Plan”. The Women in Supply Chain (WISC) objectives within the action plan were to assess the particular education and training needs of women who wish to join the transport and logistics industry as well as investigate and address key factors influencing women’s decisions to enter the industry.

The action plan recognises that women in the transport and logistics industry are a small but significant minority and need to be supported. Such support is likely to be essential in attracting and retaining women in the transport and logistics industry. Because of the tight recruitment market, growing skills shortages, approaching exit of baby boomers from the workforce, male-dominated image and the overall culture and attitudes within the established workforce it is difficult to attract more women and retain those women already working in the industry. The action plan recognises it is important to communicate the professional nature of the industry and the wider opportunities and benefits available to women in the transport and logistics industry.

This paper goes beyond education and training to investigate as many options as possible to attract women to the transport and logistics industry and identify impediments to entering the industry. Some of the references deal with women across all industries and not just the transport and logistics industry. However, these figures are indicative of the transport and logistics industry.

1.3 Approach/Methodology

This paper uses current research to illustrate the differences between males and females in the transport and logistics workforce and the workforce in general. All research documents are referenced.

Innovation in Transport and Logistics (T&L) can be described at several levels. The most abstract and difficult level to comprehend is the fact that the entire sector itself is an innovation in the Australian economy of the 21st century.”

Transport and Logistics Centre (TALC)

2 Transport and Logistics Industry

2.1 Workforce

In this paper the transport and logistics workforce is defined in the Australian and New Zealand Standard Industrial Classification (ANZSIC 1292.0, 2006, revision 1, 2006). This paper specifically acknowledges Chapter 8, Division I, Transport, Postal and Warehousing (TPW) and uses the data from the Australian Bureau of Statistics. In August 2009 the total TPW workforce was 581,200 with only 24 percent of the workforce being female.

The Victorian Freight and Logistics Council workforce definition includes Transport (Road, Rail, Intermodal, Shipping, Air); Storage, Warehousing and Distribution; Supply Chain Management (Forwarding, Shipping management, Logistics); Regulation, Policy and Governance; Terminals (Airports–passenger and freight, Sea ports–stevedoring).¹

In August 2007 a Standing Committee on Employment, Workplace Relations and Education Workforce report commented on the challenges in the transport industry stating, “What data there is on employment in transport and logistics shows among other things that the workforce is dominated by male employees and that it is ageing even more rapidly than other industry workforces”.²

2.2 Transport Industry

The transport industry in Australia covers all modes of road, rail, air, sea, pipeline, inter and bi-modal transport and all the processes and services from start to finish within that to tie it all together and provide the outcomes our customers and ultimately the community both expect and rely on to live their lives in the manner they have come to expect. As identified in the Transport and Logistics Skills Council Environmental Scan 2009 the industry is dynamic with a diverse range of career options, from both raw materials to all levels of manufactured goods and specialist transport and processing.

The industry is one of only a few that still has connections to the pioneering past of our country. Were it not for the efficiency of the transport and logistics industry in this country the capacity to live in many rural, regional and remote parts of Australia would be greatly diminished at best and impossible at worst: then there is the humanitarian aid our defence forces deliver internationally. This is an industry that is essential to the welfare of the nation and operating on a nine to five basis just cannot provide what is needed. Transportation is a 24 hours a day seven days a week (24/7) industry and it needs to be to meet community demand, avoid unnecessary traffic congestion within our cities and acknowledge the vast distances that often need to be traversed to achieve the outcomes the generators of freight, the value-adders and the end-consumers all expect.

¹ www.vflc.com.au/html/s02_article/default.asp?nav_top_id=103&nav_cat_id=273
² www.aph.gov.au/Senate/committee/eet_ctte/completed_inquiries/2004-07/transport_employment/report/report.pdf

“Increasingly, corporate success is based, not on having the best product, but on having the best supply chain management practices.”

GS1 Australia

“Logistics is the fifth largest industry sector in Australia—bigger than mining and agriculture combined.”

Institute for Logistics and Supply Chain Management, Victoria University

2.3 Logistics Industry

Logistics is the business of planning, implementing and controlling the flow and storage of materials and services and related information from point of origin to point of consumption. Therefore, logistics and transportation are intertwined. One size does not fit all and logistics identifies the processes needed to be put in place to draw together all aspects and ensure an integrated outcome.

In the most basic sense John and Joan Citizen expect their milk and cereal and any other commodity they need to be available for them fresh and in easy reach to suit their lifestyle patterns of behaviour and commuting habits. This would not be possible without effective integration of all aspects of transport working cooperatively with whatever mode and systems are available and most efficient to achieve the cost-effective end result needed.

From passenger transport, either domestic or tourist, the transport of fragile artefacts, postal services, metals and ore mining, medical supplies or equipment or livestock and everything in between there are processes that need to be managed to achieve a cost-effective, safe and timely outcome for all involved. This is the business of logistics.

Australia, being an island, cannot operate in a manner that only suits its own purposes as it would cease to have any relevance to the rest of the world. Australia's eyes need to be on the global stage and logistics systems have to be robust enough to manage all the arrangements necessary from “paddock to plate”. The bottom line is that all processes in the supply chain need to be managed.

3 Current Issues

3.1 Review of the Equal Opportunity for Women in the Workplace Act 1999

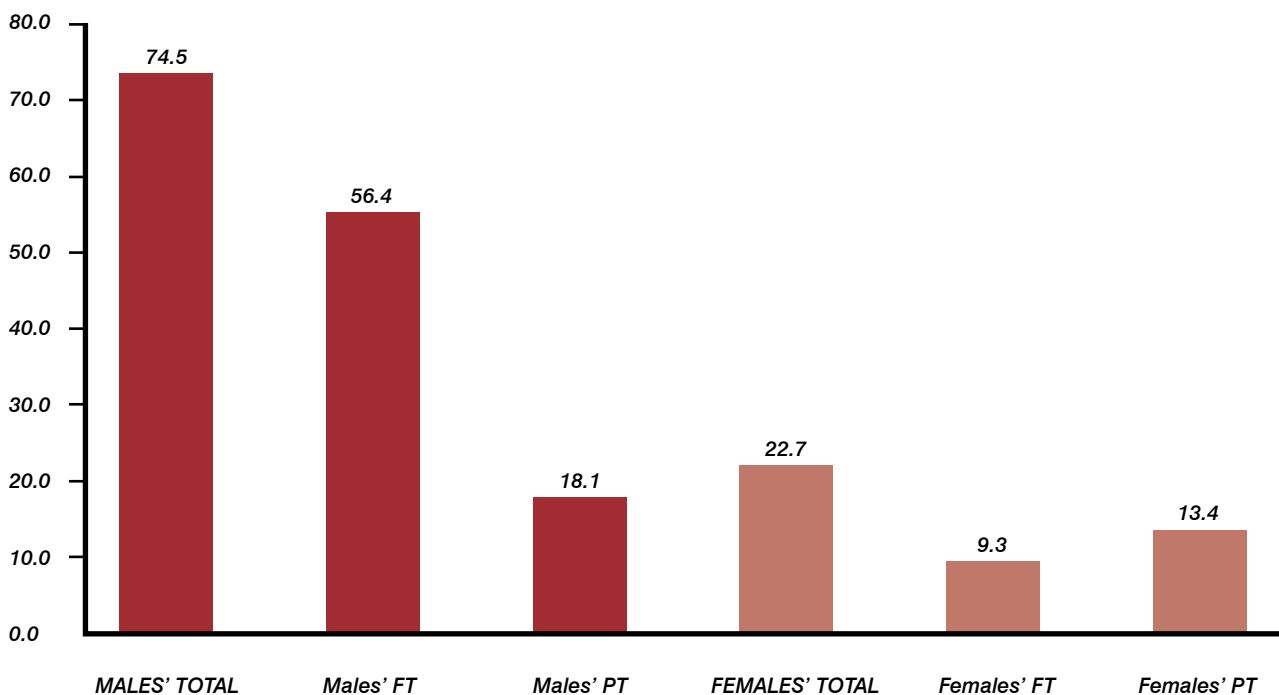
The Office for Women (Department of Families, Housing, Community Services and Indigenous Affairs) is currently reviewing the Equal Opportunity for Women in the Workplace *EOWW* Act. At the time of writing this paper an *EOWW* Act Issues paper had been released and consultation with the Australian community was underway. Since the *EOWW* Act was introduced in 1999 a number of workforce changes have taken place. These include the increase of women's participation in the workforce, particularly in the part-time and casual workforce, a change in workplace legislation with the introduction of the *Fair Work Act 2009* and the stagnation of women's earnings compared to men's.

3.2 Global Financial Crisis

A 2009 survey conducted by Europhia Consulting on Outplacement Services within the Logistics and Supply Chain sector found nearly all participants considered their business to be affected by the global financial crisis (GFC). 65 percent of companies surveyed stated that they will reduce staff with 82 percent of those companies already having started or completed the staff reduction process. This will cause a significant shrinkage of the transport and logistics workforce across the globe.³ The first affected workers are women being offered shorter hours or retrenched and as the economy picks up they are the last to be recruited or given their initial hours of employment. This is reflected in the growth of women undertaking part-time positions while the industry growth has remained stable over the last decade.⁴

Transport, Postal and Warehousing

- Five-year Employment Growth by Gender Full-time/ Part-time Positions, Year to November 2009 ('000s)



³ www.europhia.com/file/Europhia%20Global%20Outplacement%20Survey%202009.pdf
⁴ www.skillsinfo.gov.au/skills/IndustryProfiles/GenderandFT-PT/

4 Women in the Transport and Logistics Workforce

The transport and logistics sector is described as non-traditional for women because the industry employs mostly men and the tasks undertaken are seen as masculine. Therefore, the difficulty faced by women working in the transport and logistics sector is recognised as different from women working in traditional areas. Women continue to be under-represented in non-traditional industries and occupations, especially in the transport and logistics sector.

Inequity and career barriers continue to be an issue within the sector. In a study of 1000 logistics and transportation professionals, half of whom were women, more than 75% of the women and 33% of the men believed that women were limited in growth opportunities through exclusions at both a professional and social level.⁵

4.1 Industrial Concentration of Women in the Transport Sector

<u>Year</u>	<u>% of women in T&L</u>
1966	09.9%
1976	12.5%
1986	17.5%
1998	25.2%
2009	24.0%

Figure 1 Industry Table ⁶

The table above reflects a decline of women in the transport sector workforce from the previous decade. It is clear that steady growth of women in this sector has preceded this decline. Therefore, we need to question why there has been a decline in the last decade. There are a number of considerations for this decline and these include: the increase of women in traditional workforce occupations, increase of median age of workforce resulting in less positions being available through natural attrition and the cultural image and lack of appeal to enter the industry.

“The test for whether or not you can hold a job should not be the arrangement of your chromosomes.”

Bella Abzug, American Lawyer, 1920–1998

4.2 Networking and Culture in the Workplace

Men have extensive informal and formal networks that women don't have access to. These networks include playing team sports, segregated meetings and invitee-only functions. Women are perceived as being less influential; however, women are more central to the organisational network as a whole by the overall contribution they make to an organisation. Therefore, the opportunities available to men to advance their careers are not available to women. If women are not “known” within informal circles they are less likely to be supported in being put forward for a position internally and even less likely for a position outside their own department. It would appear that given the chance to mix informally as their male counterparts do in informal networks, women would also gain an awareness of the skills and expertise levels held by other women and men and this could be advantageous when positions become available and; this is supported by research.

In a study of Australian organisations across private and public sectors, Chesterman et al (2004) found that the characteristics of cultures more likely to sustain and support women involve:

- formal support and encouragement from leaders in the organisation
- critical mass of women
- increased use of networks
- flexibility and family-friendly work practices
- commitment to values

The undervaluation of women's skills reflects a range of social, historical and industrial factors. Prejudices regarding women as employees and the nature of their skills have interfered with objective assessment of women's work. The Equal Opportunity for Women in the Workplace Agency (EOWA) & Diversity Council, (2008), Auspoll Survey on Pay Equity found that women's skills are viewed as “soft or social skills” rather than industrial or workplace skills.⁷

With this in mind it could be argued that most female employees in the transport and logistics industry are in administrative positions such as human resources, finance and data processing and not in high-profile operations positions, therefore, women are easily overlooked as a significant part of the industry. What we need to do is highlight *all* contributions made to the transport and logistics industry.

“If we are to put rhetoric into practice and address the serious economic issues of talent management, then it is time to bite the bullet and introduce stronger interventions that will see women fairly represented in senior leadership.”

Hannah Piterman, Director HPCG Australia

5 The Glass Ceiling

The “glass ceiling” (Hede 1995)⁸ has been shown to be misleading as a theory of managerial inequity in that it incorrectly implies there is only a single barrier at the top and that there are no further problems once a women breaks through it. Women who break through the “glass ceiling” face a myriad of issues in the performance of their position. The fact that in the transport and logistics industry there is no one established career path but rather many paths to advancement and promotion no doubt exacerbates this issue.

Johnson, McClure and Schnieder (1999; 2000)⁹ identified that both men and women in the logistics and transportation industry perceive a glass ceiling for women. The transport and logistics industry in Australia has demonstrated that women in managerial positions statistically fall behind all other sectors and globally Australia ranks the worst of all western countries according to figures provided by the Australian Bureau of Statistics and the Organisation for Economic Co-operation and Development (2008).

Only 10.2 percent of women were represented at the Senior Executive level of the top ASX200 companies and only four Chief Executive Officer positions were held by women according to the Equal Opportunity for Women Workplace Agency 2008 Australian Census of Women in Leadership.¹⁰ The census in 2006 established that women 8.7 percent (129 seats out of 1487) were represented on board directorships and in the 2008 census the figure had declined to 8.3 percent (125 seats out of 1,505). Not only is there a decline in women on boards representation but companies have not kept pace with the increase of board positions. This includes women on transport or Logistics company boards.

The 2008 EOWA Census showed a decline in the number of executive managers in the ASX200 from 2006. Women executives were disproportionately affected by this, with the number of female executive managers declining by 18 per cent from 2006 to 2008, while the number of male executive managers, who were already the significant majority, declined by only 7.1 percent during this time.

As the following table demonstrates at at August 2009 only 6.6 percent of Directors/Senior Executives of the major Industrial Transportation Sector ASX200 listed companies are women.

ASX 200 Top 100 Industrial Companies:

Top 13 Transportation Sector – Listed Companies Number of Directors/Senior Managers (August 2009)¹⁰

Publically Listed Transport Company	Total	Men	Women
Qantas	12	10	2
Toll	7	7	0
Asciano	9	9	0
Macquarie Airports	9	7	2
Auckland International Airport	8	7	1
Air New Zealand	10	9	1
Australian Infrastructure Fund	13	13	0
Virgin Blue	9	9	0
Mermaid Marine Australia	6	6	0
K & S	7	7	0
KFM Diversified Infrastructure and Logistics Fund	4	3	1
Regional Express	6	6	0
Wridgways Australia	6	6	0
TOTAL	106	99	7

The areas in which women executive managers are most commonly represented are also those areas least likely to have key manager status, for example, in public affairs, communications and human resources. Only 54 percent of reported female executives have key manager status, compared to 78.1 percent of reported male executives.

Watson (2009)¹¹ in his research on the gender wage gap within the managerial workforce states that “managerial occupations are one of the few occupational groups where most employees do work as full-timers”. His results concluded that a large part of the earnings gap between male and female managers is simply due to some managers being female. So women are by nature discriminated against and this is intrinsically unjust.

Further, in the same 2009 research¹² Ian Watson illustrates the impact of parenting. From the 2007 model it can be calculated that if a man has no children, then his predicted probability of being a manager is 15 percent. If he has two children, one of them aged zero to four years old, the other aged five to nine years old, his predicted probability rises slightly to 18 percent. For a woman the predicted probability for being a manager if she has no children is 11 percent, and this falls to 4 percent if she has two children in these age groups.

Catalyst (2004)¹³ found that companies with the highest women representatives at Senior Management level had better financial performance both as return on equity and return to shareholders. The report makes the link that diversity—those companies that recruit, advance and retain women—increases the financial performance of the company. The business case for diversity includes tapping into an increasingly educated and talented employment pool and companies who leverage their internal female talent will be better able to develop products and services for their external clients as women have increased ability to tap into current family wants and needs. A study of the Standard & Poors 500 companies, found that businesses committed to promoting minority and women workers had an average annualised return on investment of 18.3 per cent over a five year period, compared with only 7.9 per cent for those without such policies.¹⁴

¹¹ www.ianwatson.com.au/pubs/IanWatson_HILDA_paper_5june09.pdf

¹² Ibid

¹³ Catalyst, 2004, The Bottom Line: Connecting Corporate Performance and Gender Diversity, New York, USA.

¹⁴ www.asx.com.au/research/companies/index.htm

6 Recruitment Strategies

An assumption that has always been made is that women have different career aspirations, motivations and commitment within the workplace. This is not necessarily true. Women have been employed in expert rather than decision-making roles for management jobs where decision making is routine and output can be directly measured. The majority of women in the transport and logistics sector are employed in supporting roles (human resources, procurement, finance etc.). Although the industry itself is an enabling industry women tend to support only the enabling roles. This premise establishes the roles women are recruited for within the industry.

Under the conformity rules of 'like promotes like' women are mostly recruited for enabling roles and men for operational. There is a lack of quantifiable measures and therefore measurement surrogates such as "social credentials" substitute for ability, particularly in management positions. For example, men make greater use of informal networks whereas women are limited by opportunity through exclusion from informal networks.

Research shows that reasons for under-representation of women in management roles across Australian business and industry include:

- Organisational power architecture and occupational segregation
- Management culture
- Career aspirations of women themselves
- Work-life balance
- Multiple roles
- Inaccessibility of informal (boys') networks
- Unavailability of appropriate mentors.¹⁵

However, because of the reasons above approximately 30 percent of small business operators are women. If we consider the typical workforce structure of the transport and logistics sectors there are many small operators for whom we do not have statistics, therefore, we cannot make accurate assumptions on the number of women in these smaller niches or the roles they perform as employees or owners. Nevertheless they need to be recognised as part of the larger context of this paper.

In a report on recruitment experiences in the transport and logistics industry (May 2008) it was established that just over half of businesses surveyed had no retention strategies in place. In the businesses that did have strategies 28 percent used increased wages while only 9.5 percent of business offered flexible working hours as a recruitment or retention strategy.¹⁶

“Women are 50% of the equation. Choosing not to work with women is like trying to progress with one hand tied behind your back.”

Brian Schwartz, CEO Ernst and Young, Australia

“I have never let my schooling interfere with my education.”

Mark Twain, American Author, 1835–1910

“History is a race between education and catastrophe.”

H.G. Wells, English Author, 1866–1946

7 Training and Education

Generally, women significantly outnumber men as university graduates. This is not the case in the transport and logistics field of study where men outnumber women at every educational level. Consideration must be given to whether this is merely a reflection of the low participation rate of women in this industry or are their other barriers preventing women obtaining transport and logistics qualifications?

The transport and logistics workforce comprises the largest single educational group where the average level is Year 10 or below. This constitutes 35.5 percent of those participating in transport and logistics activities. The proportional representation of Year 10 or below achievers does not alter significantly by gender.

The female transport and logistics workforce has, on average, higher education levels with 18.3 percent achieving a diploma or higher compared with 11.7 percent of males. Alternatively 21.8 percent of males achieved a certificate standard compared with 13 percent for females.¹⁷

In Victoria in 2008, the level of transport and logistics qualifications being undertaken in Vocational Education Training (VET) was mainly by male students (79 percent) aged 15 to 24 years. While the proportion of female students was typically low in the industry, most female students were also between the ages of 15 and 24.¹⁸

While this data provides a broad picture of the educational attainment of women in the transport and logistics industry it elicits more questions than it answers. Why is the rate of obtaining Certificates lower for women than men and yet higher for women obtaining Diplomas? What has driven the trend for an increase in young women to obtain qualifications?

Educational data is classified by the level: Certificate Diploma, Degree, Postgraduate and the field or discipline area for that qualification. In national data sets produced by the Australian Bureau of Statistics Transport and Logistics qualifications are usually included in the broad category of Management and Commerce; therefore, it is not possible to analyse trends in Transport and Logistics qualifications from these sources.

Training and education data, which is available in major workforce planning documents such as Industry Skills Council Environmental Scan and the Victorian Government Transport and Storage Industry: Complete Outlook is, largely silent on issues of gender. Data does not report on gender participation, women's completion of qualifications or issues of accessibility to skills development for women in this industry, continuing the invisibility of women in the transport and logistics industry.

Women will need to increase their participation in training and education to meet the increased demand for skills and knowledge in the workplace. If women do not participate in obtaining qualifications they will become further disadvantaged in their ability to commence and develop careers in the transport and logistics industry.

¹⁷ (p18, Apelbaum Consulting Group Nov 2008 Workforce Participation in Australian Transport and Logistics)
Prepared for ALC, T&L Industry Skills Council and the Queensland Government

¹⁸ www.skills.vic.gov.au/skills-and-jobs-outlook/where-will-the-jobs-be/transport-and-storage-industry/transport-and-storage-industry-complete-outlook



8 Disparate Workplaces

8.1 Women's Lower Share of Discretionary Payments

Women workers continue to receive a significantly lower level of discretionary payments compared to men, particularly over-award and bonus payments. Women also tend to be concentrated in jobs with less access to a range of over-award payments and bonuses and in industries where over-award payments are not traditionally offered. It is important then to examine the whole remuneration package and not just base pay (e.g. allowances, use of a car, health insurance, superannuation contributions and bonus and performance-based payments).

Recently the Australian Bureau of Statistics¹⁹ released data indicating that on average women receive \$222.80 less per week than their male counterparts. This shows that women receive on average a payment of 17.4 percent less than their male work colleagues.

Research released by the Association of Superannuation Funds of Australia estimates average retirement payouts for women are only \$73,000 compared with \$155,000 for men. The disparity has been attributed to women taking time out of the workforce to have children but with the recent data of women receiving less salary than males the accumulation of superannuation funds for women takes a double hit. Women are two and a half times more likely to live in poverty during retirement than men, and by 2019 are expected to have half the superannuation accumulated by men.²⁰

In 2008 EOWA in partnership with Diversity Council Australia commissioned an Auspoll survey on Australian's Attitudes to Pay Equity. The survey of more than 3,000 people revealed that:

- 82 percent of the general community and 94 percent of the business community are aware Australian women, on average, earn less than Australian men
- 80 percent of the general community and 96 percent of the business community believe that action must be taken to close the gap between men and women's earnings
- 88 percent of the general community and 61 percent of the business community don't have a full understanding of pay equity

Society understands that there is a pay inequity and that steps need to be taken to rectify this discrepancy. However, it is disappointing that as EOWA indicates, the complexities of the problem are not fully understood by the Australian public or Australian business.²¹

The undervaluation of women's skills reflects a range of social, historical and industrial factors. Prejudices regarding women as employees and the nature of their skills have interfered with objective assessment of women's work.

For EOWA & Diversity Council, (2008), Auspoll Survey on Pay Equity example, women's skills are often viewed as 'soft or social skills', rather than industrial or workplace skills.

8.2 Industrial and Occupational Segregation

Industrial segregation refers to the traditional and non-traditional industries; transport and logistics is a non-traditional industry. Industrial segregation is important because it is the consequence of occupational segregation.

Occupational segregation refers to the roles undertaken in the workplace. It is the cultural perspective that men will undertake an operational role whereas women will undertake an administrative role. This perspective extends across all industries but is highlighted more distinctly in the non-traditional industries.

The reasons for women's concentration in particular occupations and industries include traditional stereotypes regarding the role of women, and in some cases, legislative restrictions on the employment of women in particular areas. Recent Bureau of Statistics (ABS) Labour Force data also shows that over the year to May 2009, the proportion of females working in some of the higher-paying-male-dominated industries decreased while the proportion of females working in certain lower-paying-female-dominated industries increased.²²

Persistent occupational segregation means that a narrow range of occupations and management positions tends to be available to women compared with men, resulting in women remaining under-represented at managerial levels. While New Zealand women fare better in relation to the gap between men's and women's weekly average earnings than Australian women, both countries still segregate. Women's representation in management in the public sector compares favourably with similar countries, but there has been no improvement in the private sector, and possibly a decline in representation since 1986, particularly in Australian companies not covered by the *Equal Opportunity for Women in the Workplace Act (1999)*.²³

8.3 Family Friendly Workplaces

In a study undertaken by the Centre for Work and Life, University of South Australia found that women with dependent children are less likely to be employed than men with dependent children. In August 2002, 19 percent of male employees received paid paternity leave and 30 percent of females received paid maternity leave.²⁴

Regardless of whether women work part-time or full-time, or are under or over-employed relative to their preferred hours, they have worse work-life interference than men. Although men's work hours in full-time work make them more at risk of work-life conflict, full-time women workers report higher levels of conflict perhaps arising from their higher levels of over-employment relative to their preferences.²⁵

One has to wonder how single fathers manage their family responsibilities given the current increase in access and that family-friendly workplaces, though seen as mainly dealing with women are in fact a genderless issue. Family-friendly organisations respect the family (usually children or aged parents) of the employee and are able to accept that individuals can delineate work and family responsibilities. The organisation focuses on productivity of outcomes and not on "being seen" in the workplace.

8.4 Discrimination

Discrimination in the workplace occurs on many levels. Direct discrimination is defined by the Australian Human Rights Commission (HREOC) as any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin that has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation; and any other distinction, exclusion or preference that:

- (i) has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation; and
- (ii) has been declared by the regulations to constitute discrimination for the purposes of this Act.

HREOC also defines indirect discrimination as occurring when an apparently neutral condition, required of everyone, has a disproportionately harsh impact on a person with an attribute.

The *Australian Federal Sex Discrimination Act* was introduced in 1984 and aimed to promote equality between women and men, eliminate discrimination on the basis of sex, and eliminate sexual harassment. Women's issues have been reported on by a number of organisations since the introduction of this Act and nothing has changed, in fact, our offering to women in the workplace has declined since 1984.

²² www.eowa.gov.au/Pay_Equity/Files/Understandinggap.pdf

²³ The Hudson 20:20 series "Breaking the Cultural Mould: The Key to Women's Career Success"

²⁴ The Hudson 20:20 series "Breaking the Cultural Mould: The Key to Women's Career Success"

²⁵ The Australian work life index 2009, University of South Australia

“Unless commitment is made, there are only promises and hopes...but no plans.”

-Peter F Drucker, Social Ecologist, 1909–2005

In relation to pay discrimination in the workplace, the gender pay gap is widening in the transport and storage industry. In 1984 there was a 17.9 percent pay gap benefitting men and in 2009 there is a 21.5 percent pay gap. These percentages conflict with the data collated for all industries which suggests an overall fall with an 18.2 percent pay gap in 1984 and a 15.2 percent pay gap today. This would suggest that the transport and storage industry is well behind other industries in the equalisation of women in the workplace.

The unexplained pay inequality is further highlighted in Australian Bureau of Statistics (ABS) data as at November 2008 showing a 34.8 percent overall gender pay gap.²⁶ The total number of women employed in the transport, postal and warehousing group is 18.3 percent of total full-time persons, and the average across all industry groups is 35.3 percent.²⁷

As at January 2009, women comprised 44 percent of total employment and this has not changed from January 2004. Women are more likely than men to work part-time—they make up 70.5 percent of the part-time workforce and 33.7 percent of the full-time workforce.²⁸ Australia doesn't figure that well in the World Economic Forum report showing that women face a bigger wages gap here than they do in Sri Lanka, Trinidad and Tobago.²⁹

Companies in Australia continue to promote men into managerial jobs by almost three to one, whilst women remain clustered in clerical and service areas.³⁰ However, a study by Standard & Poors 500 found that businesses committed to promoting minority and women workers had an average annualised return on investment of 18.3 percent over a five-year period, compared with only 7.9 percent for those without such policies.

Research has suggested that women are less able to use networks while men benefit more from the diverse and extensive networks they use in finding jobs and advancing their careers. In many organisations networks operate according to sex groups, comprising the women and the men. One study showed that while women were more central than men to the organisational network as a whole, they were less central to men's networks. They had less contact with the dominant coalition, which comprised men, and were perceived as being less influential. An interesting finding was that women who worked in integrated workgroups (men and women) had more access to the dominant senior group and therefore more influence.³¹ This demonstrates that if women and men worked together there would be a greater mutual benefit.

The Australian Council of Trade Unions estimates that the pay equity gap in Australia is around 16 percent. That means women earn about \$196 per week less than their male counterparts, although that's on a pretty crude sort of scale. Depending on the job and the sector, it might be more, it might be less. Still, the gap is there.³²

A current consideration should also be given to the generational gap where younger women reaching the workforce are without personal knowledge of historical barriers and do not distinguish between traditional and non-traditional employment roles. They enter the workforce without any notions of discrimination and therefore should not be treated differently.

²⁶ ABS 6302.0 – Average Weekly Earnings, Australia, Nov 2008, original data

²⁷ ABS Labour Force, Australia, Detailed Quarterly, Nov 2008, 6291.055.003

²⁸ The Hudson 20:20 series "Breaking the Cultural Mould: The Key to Women's Career Success"

²⁹ <http://blogs.theage.com.au/executive-style/managementline/2009/11/02/dealingwithth.html>

³⁰ The Hudson 20:20 series "Breaking the Cultural Mould: The Key to Women's Career Success"

³¹ http://au.hudson.com/documents/emp_au_whitepaper_breaking_cultural_mould.pdf

³² <http://blogs.theage.com.au/executive-style/managementline/2009/11/02/dealingwithth.html>

“Equal pay for women is a matter of simple justice.”

Mary Anderson patented the Windshield Wiper in 1905

“We must be the change we wish to see.”

Mahatma Gandhi

9 Non-traditional Industries (Transport and Logistics)

Women continue to be under-represented in non-traditional industries and occupations including the transport and logistics sector. The difficulty faced by women working in these areas is recognised as different from women working in traditional areas or from men working in female-dominated workplaces. Previous arguments that men and women gravitate toward different types of jobs based on the innate differences in the sexes (McIntyre, 1994)³³ have largely been replaced by discussion of the problems of reconciling promotion and family responsibilities and the deeply embedded gendered cultures of work (Bagilhole, 2002).³⁴ Patterns of occupational segregation have been identified as the principal cause of the wages gap between men and women in Western economies (Ackah, 2001).³⁵ However, initiative needs to be taken to investigate the means used by organisations to address gender segregation and the means to implement effective strategies.

Inequity and career barriers continue to be an issue within the industry. For example, examination of the 10 organisations in the transportation industry (including services to transport) included in the top 200 organisations on the Australian Stock Exchange in 2006 shows that only four of the 10 organisations had women on boards and half had no women in executive management (EOWA, 2006).³⁶ In a study of more than 80 women transport and logistics managers in the UK, career barriers identified included the men’s club (37.5%), prejudice of colleagues (26.6%), lack of career guidance (25%) and sex discrimination (15.6%). Inner study out of 1,000 it identified that both men and women in the logistics and transportation industry perceive a glass ceiling for women. In their study of 1,000 logistics and transportation professionals, 500 of whom were women, more than 75 percent of the women and 33 percent of the men believed that women were limited in growth opportunities through exclusions at both a professional and social level.³⁷

The transport and logistics industry is lacking development of proactive strategies for the recruitment, promotion and retention of women. These strategies need to acknowledge women have both a historical and systematic disadvantage in the transport and logistics industry. If as an industry body we do not recognise and credit equal treatment then change is unlikely to occur. In a survey of Employers’ Recruitment Experiences³⁸ over 79.3 percent of businesses had no diversity strategies in place. The majority of businesses that did have a diversity strategy were concentrated in businesses with 100 or more employees.

³³ McIntyre, 1994

³⁴ Bagilhole, 2002

³⁵ Ackah, 2001

³⁶ www98.griffith.edu.au/dspace/bitstream/10072/11944/1/french_and_strachan.pdf

³⁷ www.workplace.gov.au/workplace/Publications/ResearchStats/LabourMarketAnalysis/SurveyofEmployersRecruitmentExperiencesRegionalreports/TransportandLogisticsIndustrySurveyofEmployersRecruitmentExperiences-May2008.htm

³⁸ www.workplace.gov.au/workplace/Publications/ResearchStats/LabourMarketAnalysis/SurveyofEmployersRecruitmentExperiencesRegionalreports/TransportandLogisticsIndustrySurveyofEmployersRecruitmentExperiences-May2008.htm

“It would be very good to have more female role models who could impress talented girls like my grand-daughters about career opportunities ashore and afloat.”

Michael Grey, Senior Columnist, Lloyd's List

It would seem the old battle of “what is equity?” is still being waged at an operational level. Equal treatment has been widely recognised as insufficient to achieve equity of opportunity or equity of outcomes for women (Bacchi, 1990; Poiner and Wills, 1991).³⁸ Further, women continue to be identified as undertaking more of the family responsibilities, which ensures they are not “equal” in the workplace.³⁹

Research has shown that equal treatment based on strategies that are blind to identity differences including race and sex are not conducive to change in many of the measures of advancement for women (Konrad and Linnehan, 1995; French, 2001).⁴⁰ Opposite to this is the affirmative action approach. This is a structured approach to ensure that women are able to compete equally for employment, promotion and training and that disadvantages are identified and addressed.

Queensland University of Technology conducted studies showing significant relationships between the approach taken in implementing Equal Employment Opportunity (EEO) and the number of women in management. Two variables were identified as significantly positively correlated with increased numbers of women in management, namely training and development and addressing sexual harassment. This indicates that organisations encouraging equity in training and development and those taking action to address sexual harassment are linked with increased numbers of women in management in these organisations.⁴¹

10 Recommendations

10.1 Governance

- **Encourage workplaces to develop strategic diversity plans.** All workplaces should have diversity plans that address recruitment, promotion and retention of women within the organisation.
- **Develop guidelines for family-friendly workplaces.** Introduce flexible work practices including job sharing part-time work, working from home and flexible hours of work with access for all employees where practically possible.
- **Promote Affirmative Action programs in the workplace.** *The Equal Opportunity for Women in the Workplace Act 1999* says that all employers with 100 or more employees, and all higher education institutions, must develop and implement an “affirmative action program” to promote equal opportunity for women and report on this program annually to the Equal Opportunity for Women in the Workplace Agency, a federal government body.
- **List EOWA Supporter on “EOWA Employer of Choice for Women”.** List Transport and Logistics Equal Opportunity Women’s Agency supporters on the Women in Supply Chain and other associations’ websites.

10.2 Senior Leadership

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



10.3 Career Commencement and Development

- **Educate transport and logistics companies to recruit and employ in accordance with legislative requirements.** Develop a strategic plan to ensure that participation in the transport and logistics recruitment process reflects equal opportunity and anti-discrimination processes.
- **Mentor more young women by the retiring workforce.** Assistance can be rendered to women by enlisting the retiring workforce to mentor younger women and to change the mindset of organisations where it is assumed that experience generates comprehensive knowledge.
- **Encourage mature women to the transport and logistics sector.** Develop a marketing plan to attract mature women who are returning to the workforce or changing careers.
- **Develop industrial networking forums for women.** Establish networking forums amongst women employees so they don't feel isolated in their industry, for example Women in Supply Chain and OnlineRail, a networking group for women in the rail industry and Transport Women Australia Limited a national multi-modal networking group.
- **Professional development programs.** Ensure that women have equal access to management programs and opportunity to up-skilling qualifications as men do.
- **Research the needs of why women want to obtain Transport and Logistics qualifications and what the barriers are to obtaining these qualifications.** Undertake full consultative research into statistics relating to women in the vocational education training and under-graduate and post-graduate courses.
- **Develop research into transport and logistics small business operators.** Conduct research into women working in small to medium enterprises to identify and assess the added value to the overall transport and logistics industry.

“We’ve got a generation now who were born with semi-equality. They don’t know how it was before, so they think, this isn’t too bad. We’re working. We have our attaché cases and our three-piece suits. I get very disgusted with the younger generation of women. We had a torch to pass, and they are just sitting there. They don’t realize it can be taken away. Things are going to have to get worse before they join in fighting the battle.”

Erma Bombeck, American Humorist, 1927–1996

11 Conclusion

Women’s rights in the workplace have come a long way since the 1970 when equal pay for equal work was first advocated. Women’s rights have come so far that there are no longer women’s rights as there is only equality of rights for all, in the eyes of the law. The reality is that this is not so. The reality is that women are paid less, promotion for women is limited and access to informal and formal networks is very restricted.

Women’s access to Senior Executive positions and Directorships on public company boards within the transport sector is below that of general industrial public companies. Research shows that investment in women provides higher financial returns to the organisation. Therefore, investment in women should start at the highest levels so that diversity can be perpetuated through the organisation.

Transport and logistics is a very diverse industry. The transport and logistics industry places a high value on previous work experience even in the lower-skilled positions. This shows reluctance across the sector to accept an integrated workforce and why the sector has a highly ageing workforce. The industry needs to go beyond the current status quo because if nothing changes, then nothing changes. Acceptance of a diversified workforce is needed and along with this is the cultural change so that the industry can move forward.



MAX.GW 30.480 KGS
67.200 LBS
TARE 4.000 KGS
8.820 LBS
MAX.CW 26.480 KGS
58.380 LBS
CU. CAP. 70.4 CU.M.
2.700 CU.FT.

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13 Acronyms & Abbreviations

ABS

Australian Bureau of Statistics

ANZSIC

Australian and New Zealand Standard Industrial Classification

ASX200

Australian Stock Exchange top 200 listed companies

AUD

Australian Dollar

DEEWR

Department of Education, Employment and Workplace Relations

EEO

Equal Employment Opportunity

EOWA

Equal Opportunity for Women in the Workplace Agency

EOWW Act

Equal Opportunity for Women in the Workplace Act 1999

GFC

Global Financial Crisis

HEROC

Australian Human Rights Commission

OECD

Organisation for Economic Co-operation and Development

SCM

Supply Chain Management

T & L

Transport and Logistics

TDL

Transport, Distribution, Logistics

TPW

Transport, Postal, Warehousing

TWAL

Transport Women Australia Limited

VET

Vocational Education Training

VFLC

Victoria Freight and Logistics Council

WISC

Women in Supply Chain

WISC-PRG

Women in Supply Chain - Partner Reference Group



WISC

Women In Supply Chain
Inspiring Growth, Prosperity & Initiative