

The barriers to women entering and progressing in transport roles

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iMOVE 6-001 Milestone 2: Final report



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Executive Summary

Australia's economic and social success owes much to its complex and fast-evolving transport networks; the transport industry employs more than 530,000 Australians across its major subsectors of rail, road, sea, and air, and in 2020 contributed \$39.91 billion to Australia's GDP¹. The sector is growing, demands on freight are increasing, and the sector faces a rising skills shortage². Australia's transport workforce is aging and primarily male, and this lack of diversity is of concern, not only because women comprise 50% of the potential talent pool, but because diversity is critical to workforce capability³.

In November 2021, the Department of Infrastructure, Transport, Regional Development and Communications (DITRDC) commissioned *iMOVE* and *Wayfinder: Supply Chain Careers for Women*, to complete a literature review of the barriers to women entering and progressing in transport roles and to undertake a stocktake of initiatives supporting women in the transport industry (aviation, maritime, rail and road). The report considers the challenges to gender equity confronted at individual, behavioural, organisational, and system-wide levels. It acknowledges that women are not a homogenous group. Each individual is the sum of intrinsic and extrinsic characteristics. They face different challenges at different stages of their careers. Also relevant is the shift in workforce requirements, driven by the evolving needs of the sector and shaped by prevailing social trends such as the COVID pandemic, enabling technologies and an increased focus on corporate social responsibility.

Many of the barriers that women face in the world of work have been erected long before they enter the workplace. Ways of thinking about 'men' and 'women's' work can be deeply embedded in family structures and culture, producing a workplace environment that may be unwelcoming or even hostile towards women. Stereotypes may be inaccurate, but they often unconsciously serve as shortcuts for forming our impressions about people, guiding decisions, and subtly influencing which candidates are recruited for certain roles, how salaries are negotiated, and which employees receive career development opportunities and encouragement. There may also be structural barriers within organisations, with working conditions, hiring practices and promotional policies following the way 'things have always been done'. Position descriptions can unintentionally favour males through the language used or by insisting on operational experience women are less likely to have. The transport industry's reputation as a 'boys club' is also a deterrent for many women who have concerns about harassment and double standards, as well as safety issues associated with long hours away from home often in remote areas.

This report considers barriers to recruitment, retention, and promotion from four perspectives across the career lifecycle: societal (attitudes about gender roles), organisational practices and policies, behavioural (discriminatory attitudes in the workplace) and individual (education, experience, and personal characteristics). It uses a methodological template that follows the career cycle, analysing factors that impact job attraction, job selection, career development and career fulfilment. The report provides a review of 53 initiatives (29 government and 24 industry) followed by a gap analysis. The audit acknowledges the degree of variation between sectors within the transport industry, with business imperatives in some sectors imposing particular challenges for career opportunities in terms of workplace amenity, safety and hours.

While there are limitations to any desktop review, areas that are well supported appear to be:

- industry awareness
- mentoring

¹ Australian Industry Standards Industry Outlook: Transport and Logistics. (2021). Industry Reference Committee. https://www.australianindustrystandards.org.au/wp-content/uploads/2021/06/20210609_TLI_IO.pdf Accessed 01/12/21.

² Australian Government. [National Skills Commission. Five Year Employment Projections.](#) (2021) Accessed 01/02/22.

³ Lorenzo, R; Voigt, N; Tsusaka, I; Krentz, M; and Abouzahr, K. 2018. "how Diverse Leadership Teams boost Innovation." Boston Consulting Group. <https://www.bcg.com/publications/2018/how-diverse-leadership-teams-boost-innovation.aspx> Accessed Viewed 04/07/ 20.

- networking opportunities.

Key gap areas appear to be programs that support:

- diversity training around recruitment
- diversity training for managers
- opportunities to optimise recruitment through increased awareness of the value of transferable skills and the need to ensure job positions and advertisements use gender neutral language.

Other gap areas include:

- opportunities for skills development
- internships and work placement opportunities
- initiatives to increase work life balance such as parent friendly rosters and shadowing opportunities
- inclusive professional development opportunities
- workplace safety and amenity (including ensuring there are appropriate facilities for women).

The success of all initiatives will depend on improving workplace culture, with a role for both public policy and workplace policies and practices.

The way forward includes an acknowledgement of the following issues.

- The need for program development to have an evidence base – listening both to industry and government not only in program development but in ongoing monitoring.
- The importance of addressing systemic structural change around workplace safety and amenity, workplace culture and work life balance.
- The value of workplace training and skill development initiatives.
- The value of building on the successes of existing programs – there are programs with significant successes in both government and industry initiatives.
- While it is important to seed fund pilot programs, once an initiative is found to be successful, any advantage will be lost without ongoing funding.
- The importance of clear and transparent program governance.
- The value of building strong cross-sectoral links, learning from the experience of other male-dominated industries.
- The need for a strong commitment to diversity from an organisation's leadership.

1.0 Background



1.1 About this research

At the inaugural Women in Transport forum held in March 2021, the Secretary of the Department of Infrastructure, Transport, Regional Development and Communications (DITRDC) noted a need to more clearly identify the barriers to women entering operational roles within the transport sector. Following the forum, infrastructure and transport ministers agreed to an initial suite of actions, including a stocktake of initiatives (commonwealth, state, and territory governments) that foster or support women in the transport sector.

DITRDC have commissioned *iMOVE* and *Wayfinder: Supply Chain Careers for Women* (Wayfinder) to undertake the stocktake of initiatives supporting women in the transport sector and to complete a literature review of the barriers to women entering and progressing in transport roles.

iMOVE is a national centre for transport and mobility Research and Development (R&D). It works with its partners to deliver high-impact R&D collaborations that improve transport systems for people and freight nationally. *iMOVE* runs the *iMOVE Cooperative Research Centre*, which is funded by the Federal Government and its government, industry, and research partners over ten years to tackle transport-related challenges in Australia. It is Australia's leading applied research centre in the transportation and mobility sector making transport safer and more efficient, sustainable and equitable.

Wayfinder is a national industry initiative developed to create a sustainable and diverse talent pipeline for Australia's supply chain and logistics sector. Wayfinder was established in 2018 by Deakin University's Centre for Supply Chain and Logistics in partnership with industry sponsor companies QUBE, Woolworths, Nestle, ARTC, TOLL, LION, Pacific National, DP World, Coles, Patrick, Coca Cola Amatil, VIVA, Stanley Black & Decker, LINX Cargo Care Group and associates VicTrack and NSW Ports, with Food Innovation Australia (FIAL) the national partner.

This project comprises:

- a literature review identifying the barriers to women entering and progressing within the transport sector, and success factors in the transport and other sectors
- an audit of all initiatives at the federal, state and territory, local and industry level that foster or support women entering and progressing within the transport sector. The audit will include the development of case study exemplars.

1.2 Methodology

The desktop audit undertaken in this project looks at websites created by companies and organisations to promote and communicate their services and programs in relation to supporting the recruitment and progression of women in transport careers. It also reviews forums and blogs that canvas the issue of women in male-dominated workforces. Wayfinder also located information through direct contact with organisations and individuals who have knowledge of the field, although the timing of this project (mid-December/early January) has made contacting relevant staff to confirm details more difficult. The audit identified and reviewed a total of 53 initiatives. An additional 21 initiatives were identified and listed but not reviewed in detail. Some non-transport specific policy related initiatives were included because of the potential for them to directly affect women in the transport sector.

As in any desktop review, the quality of the insights is dependent on the transparency and reliability of the source data. It is not uncommon for material on the internet to be outdated, inaccurate or limited in scope. It is possible that our gap analysis may determine a set of programs is not available, when in fact, relevant programs exist but have not been listed on the website.

While contacting relevant staff to follow up on missing information can ameliorate this concern, not all those contacted will necessarily be aware of the full suite of programs and their outcomes. Many of the initiatives

researchers collated are collaborative and involve multiple organisations, increasing the likelihood that some programs may be missed, or their scope may be underestimated. A large number of the programs are government/industry initiatives with their partners bringing different frames of reference to program outcomes. Additionally, program outcomes can be reported and interpreted in multiple ways.

In some cases, initiatives have been developed to address gender equity and increase the numbers of women in male-dominated industries but have not focussed specifically on the transport industry. It is difficult to accurately assess the impact of these on any specific industry. Many of the initiatives are collaborations between industry organisations and government and where the links are evident, this information is included. Governance or administrative responsibility for the initiative was not always possible to determine.

Despite the limitations of desktop research, the stocktake of initiatives included in this report provides an overview of current initiatives accessible in publicly available information. The research team has made every effort to ensure the accuracy and currency of the data but acknowledges the limitations of desktop review may mean there are errors or that some information may be incomplete.

In addition to the audit of initiatives, the research team undertook a gap analysis to ascertain areas not addressed by current programs. In analysing programs, the research team used a gap analysis template developed on the basis of findings from the literature review. The model used, is depicted in figure 2 (below). It analyses initiatives that support job attraction, job selection, career development and career fulfilment aspects of the career cycle. The model is adapted from the widely endorsed 'attraction-selection-attrition' (ASA) model – a 'career cycle' model which facilitates identification of the issues facing women transport workers at every stage of their career 'life cycle': attraction, initial selection, retention, potential interruption for family reasons, re-entry and realization^{4 5 6}. It also considers aspects of career decision making that have their origins in the societal, organisational, behavioural, and individual barriers that may impact women being attracted to, recruited into and progressing a career in the transport industry.

The report also develops a series of program exemplars based on findings of the literature review, the gap analysis and stakeholder interviews. The exemplars analyse the success factors that have made the initiatives effective in supporting women in the transport industry.

⁴ Schneider, B. Goldstein, H.W. and Smith. D.B. (1955) The ASA Framework: An Update', *Personnel Psychology*, 48, pp.747-73) is required and would strengthen the case for using the model in the research.

⁵ Schneider, B (1987). The people make the place, *Personnel Psychology*, 40, pp. 437-54.

⁶ Turnbull, P. (2013), "Promoting the Employment of Women in the Transport Sector – Obstacles and Policy Options", Working Paper No. 298, Sectoral Activities Department, International Labour Office, International Labour Organization, Geneva.

Figure 1: Program gap analysis template

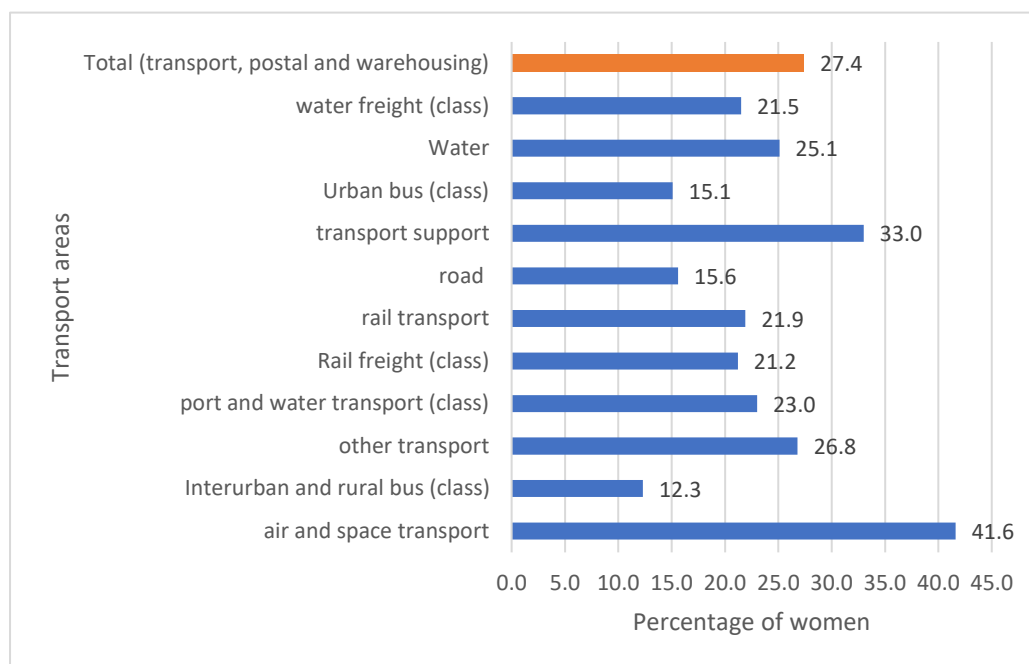


1.3 A complex and multidimensional industry

When considering the range of programs that support women in their transport careers, it is important to acknowledge the transport industry is not homogeneous and that there is considerable variation between the sectors. Figure 2 shows the number of women in the industry as a percentage of the total workforce in key areas based on the Workplace Gender Equality Agency (WGEA) 2021 report⁷. The average across the transport warehousing and postal sector is 27.4%. There is a significant level of variation within the sector. For example air and space, which at 41.6% would no longer be classified as male-dominated according to WGEA's definition of 40%, to interurban and bus, which has just 12.3 % women in its workforce. To enable a complete picture, the figures below include finest level (4-digit) category of 'class'. Other areas are the higher level 'division'.

⁷ Workplace Gender Equality Agency <https://www.wgea.gov.au/>

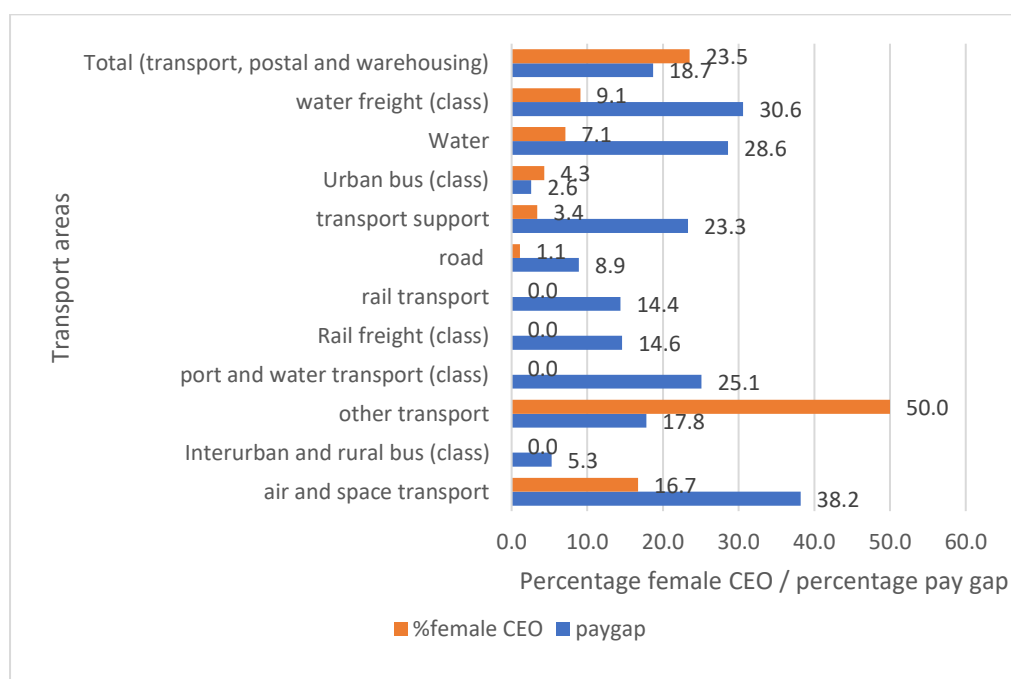
Figure 2: Women in key transport areas in Australia



WGEA 2021

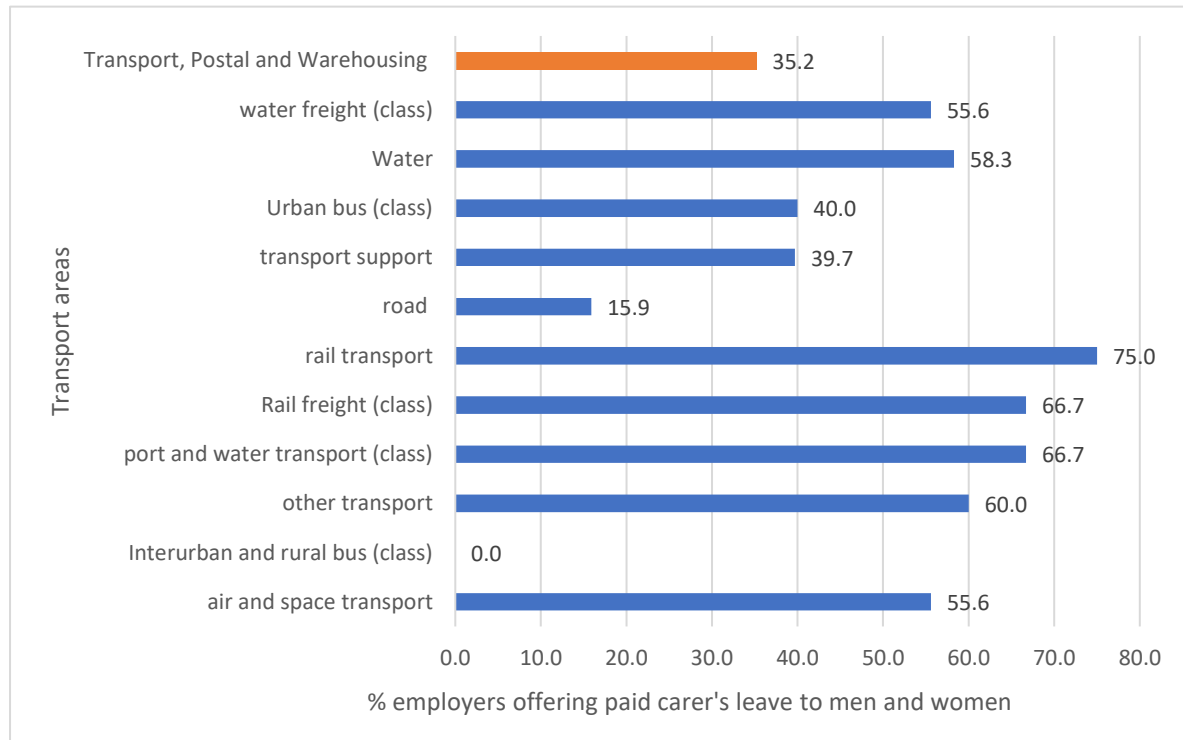
Access to leadership opportunities and salary levels are key systemic issues impacting on numbers of women in the transport industry. WGEA requires non-public sector employers with 100 or more employees to submit a report. WGEA works collaboratively with employers providing resources and advice to improve their gender performance. Leadership and salary levels are identified as key to both recruitment initiatives and career progression and again, it is important to note the variation within the industry. Figure 3 compares pay gap and the percentage of female CEOs in the major sectors within the transport industry. Where numbers are sufficient for a comparison it also reviews class (subsectors).

Figure 3: Pay gap and percentage women in CEO positions



A key systemic factor related to work life balance is access to flexible work hours, and policies supporting parental leave key to this. Figure 4 looks at the variation across sub sectors with regards to the percentage of employers offering paid carer's leave for both men and women.

Figure 4: Availability of paid parental leave



2.0 Review of the literature



In this literature review, the transport industry is defined as comprising aviation, maritime, road and rail. The scope includes the employment of women in the sector (recruitment, retention, and career progression) but excludes the issue of women as transport users. This report uses the WGEA definition of 'male-dominated industries' as those where 40% or less are women⁸ (the United States Department of Labour defines male-dominated sectors as those where women comprise 25% or less of incumbents⁹). Male-dominated industries are often characterised by stereotypical masculine traits such as forcefulness, decisiveness, risk taking and competitiveness.¹⁰

2.1 Literature review methodology

Figure 5 (below) describes the framework used in this literature review for considering barriers to women in the transport industry. It looks at the challenges confronted at individual, behavioural, organisational, and system-wide (societal) levels. It acknowledges that women are not a homogenous group, that each individual is the sum of intrinsic (age, sexual orientation, ethnicity, disability) and extrinsic characteristics (family, education and socioeconomic background). The review also considers the barriers women face at different levels and stages of their careers. It considers the systemic differences in the transport industry across mode, state, regional and urban geographical areas, and the differences at an organisational level, including company size. The model acknowledges that these components will often intersect. The framework builds on a model originally developed by Pakula, Nguyen, and Leonard in 2017.¹¹ The review also considers the implications for program initiatives at different career lifestyle stages: job attraction, job selection, career development and career fulfilment.

Researchers consider barriers to recruitment and retention in all transport sectors as well as other male-dominated industries. Also relevant is the shift in workforce needs, driven by the evolving needs of the sector and shaped by prevailing social trends such as enabling technologies and, an increased focus on corporate social responsibility and issues such as sustainability as well as diversity more broadly.

⁸ Workplace gender Equality Agency (2019). Gender Segregation in Australia's Workforce. <https://www.wgea.gov.au/publications/gender-segregation-in-australias-workforce> Accessed 1/12/21.

⁹ Ng, W. and A. Acker (2020), "The Gender Dimension of the Transport Workforce", International Transport Forum Discussion Papers, No. 2020/11, OECD Publishing, Paris.

¹⁰ Campuzano, M. V. (2019), Force and Inertia: A Systematic Review of Women's Leadership in Male-Dominated Organisational Cultures in the United States Human Resource Development Review, Vol 18(4), pp. 437-469.

¹¹ Pakula, B., Nguyen, C., and Leonard, D. (2017). Enhancing the retention and advancement of women in trade in British Columbia, SkillPlan. Burnaby.

Figure 5: Framework for considering barriers to women in transport: key indicators and enablers

Based on Pakula et al¹² 2017



2.2 Transport industry overview

2.2.1 An industry of vital importance to Australia's economy

Australia's economic and social success owes much to its complex and constantly evolving transport networks. The transport industry employs more than 530,000 Australians across its major transport subsectors of road, rail, aviation and maritime. During 2020 the industry earned an estimated \$101.51 billion and contributed \$39.91 billion to Australia's GDP.¹³

Across its subsectors there is a high level of heterogeneity. Australian Industry Standards (AIS) 2021 Industry Overview¹⁴ lists 736 lines of competency, 57 qualifications and 115 skill sets. The sector expects employment growth of 4.6% to 2026. The AIS report notes 184,055 small businesses in the sector, 1992 medium enterprises and 184 large businesses (a total of 186,231).

Key data noted in the AIS report indicate that:

- 224.2 billion tonne-kilometers¹⁵ of freight moved by roads in 2019-2020
- \$2.85 billion was spent on roads by governments in 2018-2019 (Commonwealth, State and Territory)
- 9 million households shopped online in 2020.¹⁶

The transport sector is one of Australia's most important industries. The ability to travel or deliver different items on time is vital for social cohesion, for overall productivity and for sustainable development. People,

¹² Pakula, B., Nguyen, C., and Leonard, D. Op.cit.

¹³ Australian Industry Standards Industry outlook: Transport and Logistics 2021. Industry Reference Committee. Op. cit.

¹⁴ Ibid.

¹⁵ A tonne-kilometre is a measure of freight transport which represents the transport of one tonne of goods.

¹⁶ Australian Industry Standards Industry outlook: Transport and Logistics (2021). Industry Reference Committee. Op. cit.

resources, jobs, and economies all require seamless movement to keep Australia moving forward and Australia's size and geographic isolation present it with particular challenges. The COVID-19 pandemic highlighted to all, the critical role the transport network has in keeping Australia's supply chains moving. It continues to have a significant impact on workforce demand. The pandemic has had a particularly negative effect on women's employment¹⁷.

At the height of the pandemic, Australia's supply chains faced multiple challenges in air and seaports and in the 'last mile' to the customer, but the supply and demand imbalance was not just in freight transportation, but for people, as organisations recognised the level to which their business success depends on the people who run the transport networks. One of the sector's greatest challenges was, and continues to be, finding and retaining the transport workforce it requires in a highly dynamic and globally competitive marketplace.

Of relevance both to its economic impact and the implications for skills, COVID-19 is just the latest in a series of disruptions to the world's supply chains and the transport networks that drive them. Even before the pandemic, business models were being transformed by globalisation (and an increasingly volatile geopolitical situation), climate change (and increasing numbers of natural disasters), disruptive technologies (and rising consumer expectations for the rapid and trackable delivery of goods). Almost every aspect of the industry is evolving at an unprecedented pace, and the COVID-19 pandemic created the perfect storm, exposing Australia's vulnerability to global disruption.

2.2.2 Growing demand for new skills

The transport industry's growing reliance on technology is an employment disrupter, increasing efficiency and productivity in some areas, making other roles redundant, and transforming almost all the work to some extent. It means the industry is looking for a different and more complex set of capabilities, contributing to the widening skills shortage. In addition to operational expertise, today's employees at all levels are increasingly expected to possess a range of 'soft skill' professional competencies such as strategic thinking, innovation, and high-level analytic and technological capabilities and of course people management and leadership – it's a combination of operational skills, trust of data, creativity and emotional intelligence that's proving difficult to find.

The 2021 APEC report¹⁸ notes that new and emerging technologies are having a profound effect on the transport workforce globally, with implications for work across the breadth of the industry, in planning, operations and maintenance in all modes – road, rail, marine and air. Some occupations are particularly vulnerable, including clerical and administrative support staff, dock workers, seafarers and truck drivers, jobs that currently involve significant manual or highly routinised tasks.

Technological change opens up a number of opportunities for women, reducing the need for physical strength¹⁹. For example, at most container ports, terminals use gate control, optical character readers, GPS tracking devices and computerised yard management systems. Some also use advanced cargo-handling equipment such as dual-hoist cranes, automated guided vehicles and automated stacking cranes. Innovations in trucking equipment can make driving safer and less physically demanding, addressing some of the concerns commonly expressed by women about driving trucks – personal safety, being physically strong, and fear of causing an accident or getting lost. These innovations are numerous and include fleet software, automated trucks²⁰ and exoskeletons that can enable a physically limited person to lift heavy tools while maintaining human maneuverability.

¹⁷ APEC (2021). Disruptive Technologies and the Changing Nature of Work in the Transportation Sector. APEC Transportation Working Group March 2021. https://www.apec.org/docs/default-source/publications/2021/3/disruptive-technologies-and-the-changing-nature-of-work-in-the-transportation-sector/221_tpt_disruptive-technologies-and-the-changing-nature-of-work-in-the-transportation-sector.pdf?sfvrsn=77c5e50e_1

¹⁸ Ibid.

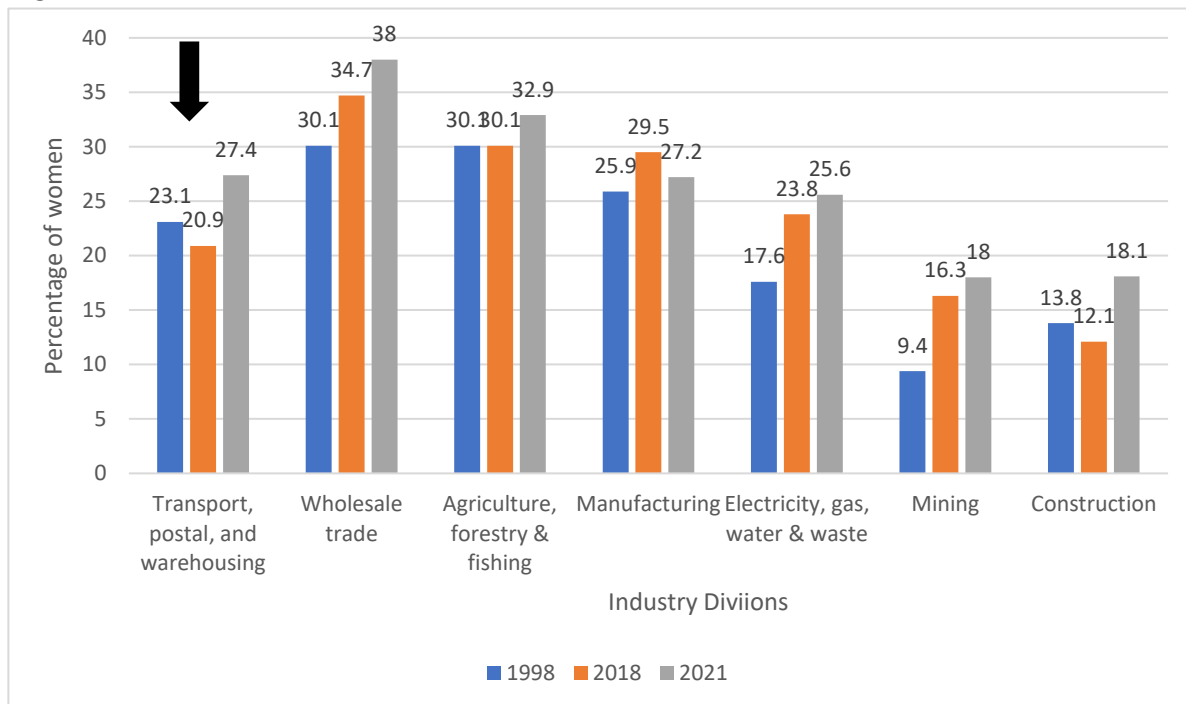
¹⁹ Ibid.

²⁰ Ibid.

2.2.3 A male-dominated industry

Australia's transport workforce has been primarily male for many years. Despite the industry experiencing strong employment growth in the last decade, just 27.4 %²¹ of employees in the wider transport industry in 2021 are female and the gender composition of the workforce, while there has been some shift in the last three years (up from 20.9% in 2018), it has been largely unchanged for decades. Figure 6 (below shows the movement 1998, 2018 and 2021.²²

Figure 6: Females in male-dominated industries



Source WGEA 2021.

The 2020 Teletrac Navman report suggests women are working in four main areas of air (38%), road (47.1%), rail (35.1%) and bus (8.3%) and most work in large businesses in the private sector (58.5%)²³. Currently, 3% of commercial pilots and less than 1% of aircraft engineers worldwide are women²⁴. Those women who do attain senior positions tend to be concentrated in human services and marketing roles rather than strategy or transportation planning and operations

Any analysis of gender and the labour market reveals a high level of occupational segregation. Women and men are unevenly distributed in terms of both the type and level of work they perform with few women in managerial roles and few in technical or trade jobs.

Just 9.5% of those working as machinery drivers and operators are females, down from 12. 1% in 1998 (Figure 7).

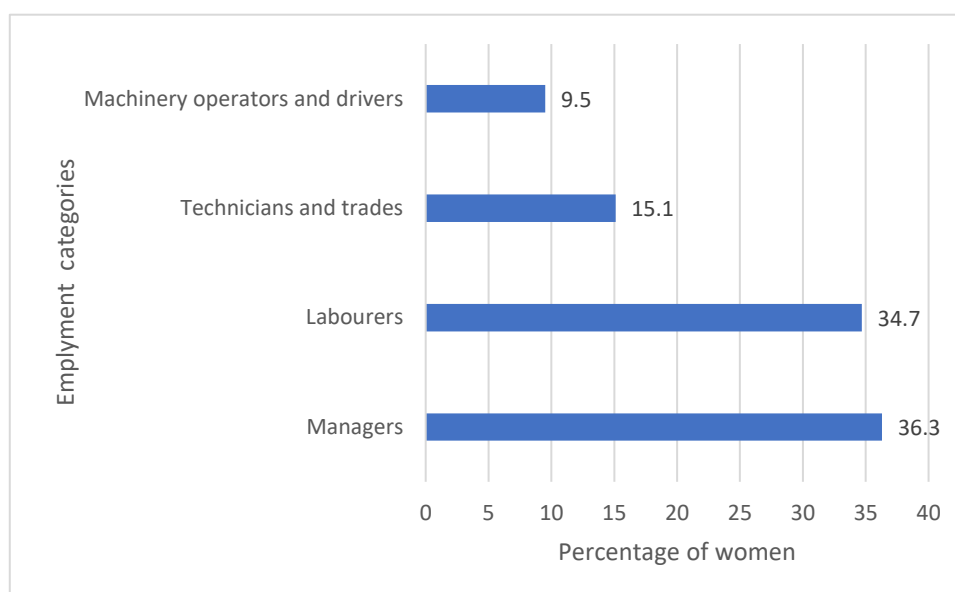
²¹ Workplace Gender Equality Agency (2021). [WGEA Data Explorer](#). Accessed 29/11/21.

²² Ibid.

²³ Teletrac Navman (2020). Driving Change: A closer look at women in transport. White paper.

²⁴ Expert Panel on Aviation Skills and Training Australian Industry Skills Committee (2018).

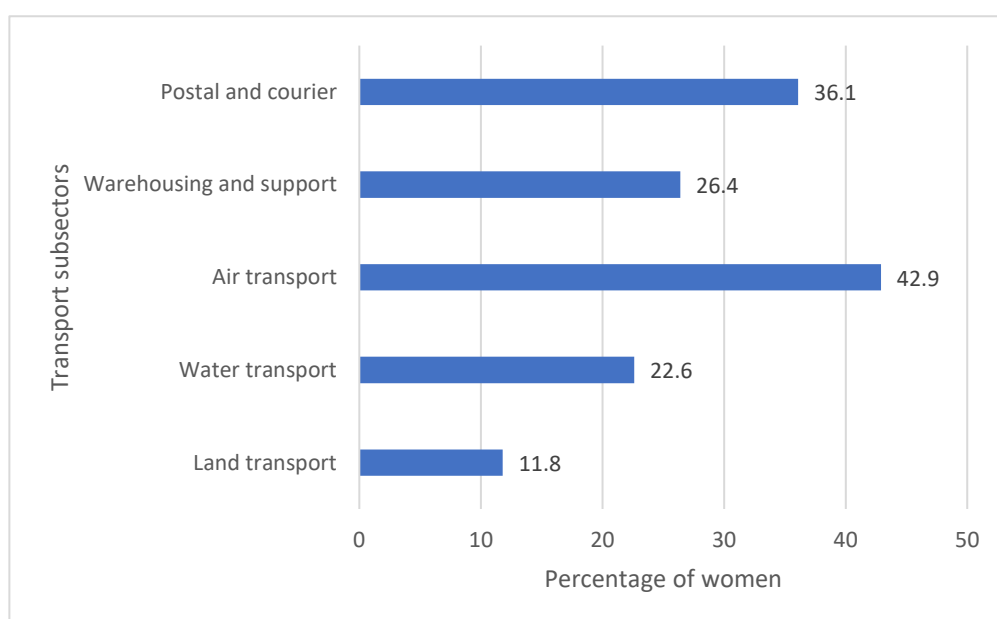
Figure 7: Percentage of females in different occupations



Source WGEA 2021.

Lack of gender diversity in the sector is an international issue. Figure 8 (below) is from a 2020 OECD International Labour Organisation report and shows female participation in different subsectors of the transport industry in 46 countries including Australia. The average female participation across the total transport workforce is 17.3%.²⁵

Figure 8: Percentage of females in different subsectors of the transport industry (OECD 2019)



Source: OECD International Labour Organisation 2019.

Data from the WGEA indicates that gender pay scales across male-dominated, female-dominated, and mixed industries vary, but consistently favour men.²⁶ While pay scales have improved over time, at 15.9% the gender

²⁵ Ng, W. and A. Acker (2020). Op. Cit.

²⁶ Workplace Gender Equality Agency (2019). Gender Segregation in Australia's workforce. <https://www.wgea.gov.au/publications/gender-segregation-in-australias-workforce> Accessed 29/11/21.

pay gap in transport is higher than the national average (13.9%). Just 4.5% of CEOs in transport are women (compared to 20% across all sectors).²⁷

In 2011, Transport Women Australia Limited (TWAL) conducted a survey²⁸ of women working in Australia's transport industry. It included women working in all modes of transport and covered as many areas of Australia as possible.

The TWAL survey concluded that a typical woman working in the transport sector would be:

- aged 36 to 45 years and working in the private sector in a large road transport company in an office or administrative role in NSW
- earning between \$56,000 and \$80,000 per annum
- working full-time, having worked her way up to the position with 'on the job' training and qualifications
- been in the industry for over ten years and planning to continue in the industry indefinitely.
- aware of the challenges of being female in this industry but cognizant of its opportunities and willing to work hard to hold on to those opportunities
- optimistic for the future of women in the transport industry, aware that change is already happening and that on the whole, it is heading in the right direction.

This last point around optimism for the future was also reflected in research Wayfinder undertook in 2020.²⁹ Wayfinder interviewed 102 women currently in the supply chain and logistics sector (over a third in operational roles). Most of the participants knew nothing about the industry when they started, and if they thought about it all it was as 'old men driving trucks'; most fell into their role by accident or through a family member. They acknowledged there were challenges, but this did not detract from their positive view of the sector. They saw it as a dynamic and exciting career, with good salary, opportunities for travel – work that was always interesting and never ever boring.

2.2.4 Why does diversity matter?

High-performing, globally competitive transport systems need high-performing teams. Diversity is critical for workforce capability; it brings new perspectives, new ideas, and new understanding so important for business success in a globally competitive market. Diversity of thinking and people is now widely recognised as a key success indicator. That gender equality is critical to a company's economic performance has been demonstrated by numerous studies globally and nationally³⁰.

Goldman Sachs & J B Were calculated in 2009 that the rise in female employment since 1974 boosted Australian economic activity by 22%.³¹ The World Economic Forum's 2015 report noted that Asia and the Pacific loses \$42-\$47 billion annually as a region because of women's limited access to employment opportunities³². A 2018 study by Boston Consulting Group found that companies with above-average diversity within their management teams meant a 19% boost to innovation revenue.³³ The McKinsey Global Institute

²⁷ Ibid.

²⁸ Women Working in Transport: A snapshot, the follow up. <https://www.transportwomen.com.au/wp-content/uploads/2011/11/Women-Working-in-Transport-survey-report-sent-to-printer.pdf>

²⁹ McLean P., Perez-Franco R., and Jones. J. The under-representation of women in the supply chain workforce. FIAL 2020.

³⁰ Ibid.

³¹ Goldman and Sachs & J B Were (2009), Australia's hidden resource: the economic case for increasing Female Participation, viewed 6 July 2020. https://www.asx.com.au/documents/about/gsjbw_economic_case_for_increasing_female_participation.pdf

³² World Economic Forum. (2015). Global Gender Gap report. <https://www.weforum.org/reports/global-gender-gap-report-2015>

³³ Lorenzo, R; Voigt, N; Tsusaka, i; Krentz, M; and Abouzahr, K. 2018. How Diverse Leadership Teams boost Innovation. Boston Consulting Group. Viewed online 4 July 2020 <https://www.bcg.com/publications/2018/how-diverse-leadership-teams-boost-innovation.aspx>

2017 report³⁴ estimated that increasing the number of women in the workforce could create up to \$12 trillion in additional GDP globally. Projections by KPMG indicate that if Australia could halve its gender participation gap, our annual GDP would increase by \$60 billion in just 20 years.³⁵ The McKinsey and Company 2017 *Women Matter* report also builds the argument for more women in key decision-making positions – to deliver better company performance, greater productivity, and improved profitability³⁶.

Paul Younis, Secretary of Victoria's Department of Transport, wrote in the foreword of Victoria's Women in Transport Strategy (launched 2017).

"Our workforce needs to be representative of the Victorian community to ensure that our services and policies meet the needs of that community."

At the OECD International Transport Forum 2019, Susan Kurland, U.S. Assistant Secretary of Aviation, and International Affairs said:

"Women bring a unique perspective to the issues facing a modernising global transportation system. When women are given an equal opportunity to succeed in transportation careers, they unlock new pathways for growth and profitability."

Increasing the representation and visibility of women at all stages of transport policy, planning, implementation, and usage of transport projects will make transport more responsive to the needs of all users.

For most businesses today, a gender diverse workforce is not merely advantageous from a business perspective, organisations are increasingly obligated to pursue achievable and long-term goals for their staff and for the world, around equality and sustainability – their social licence or corporate social responsibility. Both people and profit are now valued as key measures of business success, and a commitment to gender equity is viewed as a key source of competitive advantage. Many organisations include corporate social responsibility reports as part of their reporting regimen and 79% of Australian ASX200 companies adopted integrated reporting in 2020.³⁷ Integrated Reporting brings together information about an organisation's strategy, governance, performance, and future prospects in a way that reflects the commercial, social and environmental context within which it operates.

How an organisation responds to its corporate social responsibility is a factor in attracting and retaining employees. Younger workers and women in particular, have high expectations around the values of sustainability and diversity. The Deloitte 2021 Annual Millennial and Gen Z Survey explored³⁸ the views of 14,600 millennials (those born 1981-1996) and 8,200 Gen Zs (those born 1997-2012) from 45 countries. One of their key conclusions was that younger workers expect the businesses they work for to focus more on people, products, and purpose, and less on profits.

Men have long dominated the transport industry, but with workforce shortages and shifting business models, removing the obstacles to attracting, recruiting, and retaining women to the sector becomes an imperative. At 50% of the population, they make up a significant recruitment opportunity.

³⁴ McKinsey and Company (2017). *Women Matter Time to accelerate: ten years of insights on gender diversity*.

³⁵ KPMG (2018). *Ending Workforce Discrimination Against Women*. Accessed 06/07/21.

<https://home.kpmg/au/en/home/insights/2018/04/ending-workforce-discrimination-against-women.html>

³⁶ McKinsey and Company (October 2017). *Women Matter Time to accelerate: ten years of insights on gender diversity*.

³⁷ KPMG Value reporting Foundation November 2021. <https://www.integratedreporting.org/news/79-of-australian-asx200-companies-adopt-integrated-reporting/> Accessed 19/12/21.

³⁸ Deloitte Australia (2021) Millennial and Gen Z Survey (Australia) <https://www2.deloitte.com/au/en/pages/about-deloitte/articles/millennial-survey.html> Accessed 03/12/2021.

2.3 Barriers to women entering and progressing in transport roles

The primary causes of women's low participation in the transport sector are often over-simplified into two factors:

- the working conditions – the 'ugly' hours and nature of the workplace such as lack of facilities for women
- gender stereotyping – the biased perceptions that can impact company decisions on recruiting and promoting women in transport.

The barriers to the recruitment, retention, and progression of women in transport roles are more complex than this and are evident at societal, organisational, behavioural, and individual levels, with considerable intersection between these areas.

2.3.1 Societal attitudes and beliefs about gender roles

Many of the barriers that women face in the world of work have been erected long before they enter the workplace. Turnbull ascribes an underlying cause of gender inequity in the transport sector to the social attitudes that are deeply ingrained in the way societies think about 'men' and 'women's' work,³⁹ or gender stereotypes.

Gender stereotypes

People bring their beliefs about gender unthinkingly into the workplace. These gender stereotypes or biases about a person or group may be overly simplified or inaccurate but that doesn't negate their impact. Gender stereotypes interact with the biological differences between women and men with the potential to produce a workplace environment that can be 'unwelcoming' or even openly 'hostile' towards women. Stereotypes vary across cultures, they shift over time, and they are more immutable than the physiological differences between the sexes such as musculoskeletal build or physical strength. In today's transport sector, the physical demands of the work can generally be mitigated through technology or workplace design.

Gender stereotypes can cover personality traits (such as an expectation that women are accommodating and nurturing while men will be self-confident and forceful) and domestic behaviours (such as an expectation that women will take care of the children and clean the home while men manage the finances and do the home repairs). While attitudinal surveys show that most Australian men and women believe in sharing parent care, Australian women continue to carry a much greater load of unpaid work in Australian households including childcare, elder care, and housework⁴⁰. Gender stereotypes can be deeply embedded in culture and family structures. They include access to educational opportunities and a lack of encouragement to study the subjects at school that would enable a future career in transport – Science, Technology, Engineering, and Mathematics (STEM) for example. Stereotypes often serve as shortcuts for forming our impressions about people, they guide our decisions without us being aware of it and they develop from our culture and family background. Australia has the good fortune to be a vibrant multicultural country with 30% born overseas⁴¹ and there are many different cultures influencing our workplace values.

Gender-based stereotypes can subtly (and not so subtly) influence which candidates are recruited for certain roles, and which do not, how salaries are negotiated, and which employees receive career development opportunities and encouragement.⁴² They colour our expectations about how men and women think and act, the implications for the roles they might take and how they interact in the workplace.

³⁹ Turnbull P. (2013), "Promoting the Employment of Women in the Transport Sector – Obstacles and Policy Options", Working Paper No. 298, Sectoral Activities Department, International Labour Office, International Labour Organisation, Geneva.

⁴⁰ Australian Human Rights Commission. (2007). It's About Time.

⁴¹ Australian Bureau of Statistics (2021).

⁴² Workplace Gender Equality Agency. (2021). Op. Cit.

“The guys think because I’m a woman I won’t know how to tie a load on. It niggles me more than anything. I make a joke about it, but they’re stuck in the Stone Age. They’d never a bloke that”.

“There’s this stereotype that women aren’t any good at making logical decisions and that women are better at people roles like HR and admin.”

“If you’re passionate about your work the bosses class it as you are emotional. A guy can be passionate without negative connotations.”

“When a woman makes a mistake, it’s seen as a terrible catastrophe. When men do it’s just a glitch.”

Source: comments from women surveyed in McLean et al. ⁴³

Assumptions about capacity based on gender

Managers can make assumptions about women’s capabilities and interests and then make decisions for them: ‘She has young children, and the travel schedule will be far too demanding’; ‘she’s too nice I don’t think she’s tough enough for this role’; she won’t want this promotion because she’d need to relocate her family’.

“At my interview they were worried I wasn’t strong enough or tough enough. I can’t pretend to be angrier or bigger than I am. I can just be authentic, be who I am. I know it was coming from a good place, he knows how aggressive the union meetings can be, but they basically just want you to be male. They would never ask a man to be tougher.”

Source: comments from women surveyed in McLean et al. ⁴⁴

Ng and Acker suggest that the fact that women are underrepresented as pilots, or in maintenance, repair roles in aviation for example, is largely a result of stereotyped views that women do not have the abilities required to fly or repair an aircraft and are not encouraged at school or by their parents, to choose careers in aviation⁴⁵. There are many examples in the transport sector of outdated job specifications for roles that have been transformed by new technology or have not caught up with changing societal attitudes and values. Physical strength is no longer a requirement of many transport jobs and passengers on a bus, tram, train, or aeroplane are very comfortable with a female driver or pilot.

2.3.2 Organisational practices and policies

Industry image

The image of a job as well as the image of an organisation, play a critical role in recruitment. All employees, male and female and in all industries, are looking for better remuneration, a promotion, recognition, and a good work environment with career development opportunities. Poor industry image is one of the key factors cited by employers as a reason for skills shortages⁴⁶ and the transport sector has an image of being male-dominated and ‘blokey’ with long hours and unattractive conditions. A 2006 study by PWC Australia⁴⁷ on the rail sector found that participants saw rail as: ‘blue-collar, bureaucratic, public sector, unionised, not “sexy” and “male-dominated”’. The 2021 Senate Enquiry on truck driving noted that submitters indicated that a significant handicap for the industry was that it was widely regarded as ‘low skilled and therefore unattractive to young people wishing to build a career’.⁴⁸

⁴³ McLean P., Perez-Franco R., and Jones J. FIAL. (2021) Op Cit.

⁴⁴ Ibid.

⁴⁵ Ng, W. and A. Acker (2020). Op cit.

⁴⁶ Australian Industry and Skills Committee Employment Trends (2019).

<https://nationalindustryinsights.aisc.net.au/industries/transport/transport-and-logistics> Accessed 06/07/ 21.

⁴⁷ PWC. Australia (2006). The Changing Face of Rail – A journey to the employer of choice. Australasian Railway Association, Canberra.

⁴⁸ Senate Enquiry on Truck Driving (2021).

https://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Rural_and_Regional_Affairs_and_Transport/RoadTransportIndustry/Report Accessed 08/12/21.

In 2021 Deakin University's Centre for Supply Chain and Logistics interviewed 21 senior executives in industry and government about the workforce challenges they face in recruiting and retaining the workforce they need. They identified five primary concerns, with poor industry image the most commonly nominated⁴⁹. Interviewees described a 'Cinderella' industry, seen by many as a second-tier career option if it is considered at all.

"Traditionally we've been a very male-dominated industry, so any female talent that's got that sort of operational capability or ability to manage that sort of heavy people operations has been difficult."

"These are tough jobs, heavily unionised environments traditionally, and in many cases, they are 24/7 type operations, and I think as an industry, we probably haven't made them as attractive as we could."

"Traditionally our industry has been very old school and characterised by lack of formal qualifications".

Source: Interviews with Industry CEOs. Parsons et al ⁵⁰

Hiring practices

There are also structural barriers within organisations, with hiring practices and promotional policies often following the way 'things have always been done here'. Unconscious bias in job marketing and the use of gender-specific language in job advertisements can deter women from applying. The language and images used in job descriptions and advertisements can dissuade the most qualified candidates to apply for the roles. A good advertisement focuses on the essential skills and abilities needed to do the job and only refers to personal characteristics, such as age, sex, marital status, or race, if they are part of the genuine requirements of the job. Use of gendered language can dissuade women from applying for roles they are well suited for.⁵¹

"We wanted to change the title of the role for 'guard' because it sounds very male and security-ish. The unions weren't open to it at all, and we didn't succeed. We did manage to get another role title changed from 'security officer' to 'protection officer'. The difference in application numbers was significant ... there was a huge influx of female applications. There were no changes to the role only to the title and the Union was very surprised by the impact."

"We have a problem around language. We refer to people as men ... flag men, engine men. In our contracts project managers are always referred to as men."

Source: comments from women surveyed in McLean et al. ⁵²

While languages and visuals in advertisements and position descriptions must be inclusive, images alone aren't the answer. Position descriptions often fail to sell the industry in a way that would attract women to apply.

"Many businesses will give lip service to the importance of women in the industry because it is what we want to hear, but you just have to look at the job advertisements to see that when the rubber hits the road so to speak (where it counts) it is very rarely put into practice."

"I hate those advertisements the army uses to attract women. It makes you think that if they need to actually run special ads then there's a problem."

"I was going to apply for a job on the train crew, but the PD made no sense to me, it used a heap of words I'd never even heard of ... made no sense to me at all. I knew people in there, though and they explained the language I was unfamiliar with."

Source: comments from women surveyed in McLean et al. ⁵³

⁴⁹ Parsons H., Perez-Franco R., McLean P. and Jones J. (2021). A view from the top: Current Workforce Challenges in Supply chain and logistics. CSCL.

⁵⁰ Parsons H., Perez-Franco R., McLean P. and Jones J. (2021). Op Cit.

⁵¹ Australian Human Rights Commission <https://humanrights.gov.au/quick-guide/12055> Accessed 20 July 2020.

⁵² McLean P., Perez-Franco R., and Jones J. Op cit.

⁵³ Ibid.

An increasing number of companies are outsourcing labour hire, meaning there is a need to ensure these companies are also alerted to the importance of gender equity.

Lack of operational experience

Another way in which position descriptions can favour males is to insist on operational experience, a factor in inhibiting both recruitment and promotional opportunities because women do not necessarily have the same opportunities to acquire operational experience as their male colleagues either prior to recruitment or once on the job.

“There are no opportunities for me to develop my career in my current company. If you don’t have operational experience in the role, you won’t get asked to take on higher roles, but there’s no opportunity to get the experience. The company has a very siloed approach”.

“A lot of men in supply chain fall into it because they have the operational experience. A lot of them start in forklift driving and I don’t know a single female forklift driver. It’s not that woman can’t drive forklifts ... it’s just they aren’t encouraged to do so, and it means they miss out on these entry level operational roles.”

“Transport is an industry where you can start at the bottom and work up, for example many men start by driving a forklift. A lot of women doubt themselves that they can drive a forklift or a truck. Guys are likely to take summer jobs driving and they get a good sense of the jobs on offer.”

“The blokes think that the only roles women can do are admin roles, they never think of putting forward women for operational roles, they think we won’t be able to cope. The older guys are the biggest problem.”

Source: comments from women surveyed in McLean et al. ⁵⁴

It is important to acknowledge the nature of work in operational roles may not suit everyone, however.

“Look I love my job but it’s very hands on and I’m not sure many other women would be interested in getting their hands dirty and working out in the heat and rain.”

“The industry can be dirty. Lots of women like corporate office environments where you can wear nice clothes; they don’t feel comfortable wearing boots, a high viz vest and a hard hat.”

Source: comments from women surveyed in McLean et al. ⁵⁵

Another restriction to the development of operational experience as an entry point to a transport career, the 2021 Senate Enquiry on Truck Driving noted that changes to workplace health and safety regulations meant that 'high risk work' including forklift driving, can now only be performed by holders of a high-risk licence who are over 18 years of age.⁵⁶

The way in which women approach an application can also be a factor, their confidence in their ability to take a more senior role. Much quoted internal research by Hewlett Packard in 2014 found that women tended not to apply for jobs unless they are 100% qualified while men were confident of their ability at 60%.⁵⁷ Several participants in the Wayfinder 2020 study⁵⁸ talked about what they called the 80/20 rule.

“There’s the 80/20 rule. Men have 20% of the essential requirements but think oh I’ll wing the other 80%. Women have 80% of the criteria in hand but don’t have the extra 20% so think they’d better not go for the job.”

“I know I could do the job but when I look at the language and what they are expecting it’s off-putting. Based on the description in my own PD I’d say I couldn’t do the job, but I know I’m doing a good job.”

⁵⁴ McLean P., Perez-Franco R., and Jones J (2020). Op. Cit.

⁵⁵ Ibid.

⁵⁶ 2021 Senate Enquiry on Truck Driving https://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Rural_and_Regional_Affairs_and_Transport/RoadTransportIndustry/Report Accessed 08/12/21.

⁵⁷ Harvard Business review *Why Women Don’t Apply for Jobs Unless They’re 100% Qualified*. Mohr T.S. 2014 <https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified> Viewed 19 July 2020.

⁵⁸ McLean P., Perez-Franco R., and Jones J. (2020). Op. Cit.

Source: comments from women surveyed in McLean et al. ⁵⁹

Turnbull⁶⁰ suggests that one of the main difficulties that women face is that they often occupy jobs that are not regarded as ‘proper transport jobs’ by (male-dominated) transport unions such as land-based maritime jobs, catering or cleaning on the railways, office-based work in urban transport, or packaging/warehousing in the ports.

A career not a job

Like their male colleagues, women are looking for a clear career pathway with professional development opportunities – secondments and shadowing opportunities as well as formal training opportunities. One of the difficulties facing the transport sector is the broad range of roles, both operational and administrative, making it difficult for employees (male and female) to develop a clearly defined career path.

Both the TWAL 2011 survey and the Wayfinder 2020 interviews with women working in the sector, suggested that women were not offered the same professional development opportunities to progress their career as men in the organisation.

“Most of the networking and team building events are oriented to males. There were three football speakers one year. That’s of no interest to me at all. There were no inspirational women speakers, and when they did have someone talk about women in leadership it was a guy who spoke.”

Source: comments from women surveyed in McLean et al. ⁶¹

There is a significant body of evidence (for example Pitts Collier & Zhang 2016;⁶² Foley, Cooper & Mosseri 2019⁶³) to suggest that gender bias creates inequalities at every stage of the employment cycle. Unconscious bias can occur automatically as our brain makes quick decisions about a candidate based on our past experiences and background.

Unconscious bias is different from deliberate prejudice or ‘conscious bias’. It can be evident in the sort of questions women are asked at interview, questions that would not be asked of male candidates.

“At my interview I was asked what I’d do if a fight broke out. It’s a sexist question. They wouldn’t ask the guys that.”

“I was the first female in the section. They’d never interviewed girls before. They were not willing to give women a shot because it’s never been done, and no one wanted to try in case it backfires”.

Source: comments from women surveyed in McLean et al. ⁶⁴

Health, safety, and the workplace environment

Lack of facilities for women was raised by 17% of the 102 women interviewed in the Wayfinder study. There was an acknowledgement that things were improving, but that it remains a barrier, particularly in areas such as long-haul driving.

“When I started driving there were only three women on the road and there were no facilities back then. My husband would stand at the door of the men’s showers so I could have a shower. It’s very different now, there are facilities for women, change rooms, showers and toilets.”

“There was no loo on site ... no one had even thought about it as an issue until I started.”

⁵⁹ Ibid.

⁶⁰ Turnbull, P. (2013), Op. cit.

⁶¹ McLean P., Perez-Franco R., and Jones J. (2020). Op. cit.

⁶² Collier, D., & Zhang, C. (2016). Can we reduce bias in the recruiting process and broaden/diversify pools of candidates by using different types of words/styles in job descriptions? Cornell University, <http://digitalcommons.ilr.cornell.edu/student/140>.

⁶³ Foley, M; Cooper, R; and Mosseri S (2019). Gender equitable recruitment and promotion: Leading practice guide, WGEA Commissioned Research Paper, The Australian Women’s Working Futures (AWWF) Project, University of Sydney, Sydney, Australia.

⁶⁴ McLean P., Perez-Franco R., and Jones J. (2020), Op.cit.

"I don't want to sound like a princess but ... better facilities would help. There is an abundance of showers etc for men. It's a bit better now, it used to be non-existent for women. But there's still not much."

Source: comments from women surveyed in McLean et al. ⁶⁵

A report prepared by the Tasmanian Transport Association together with Transport and Logistics Workforce Advisory Group⁶⁶ noted health and safety concerns with a lack of accessible public toilets where a heavy vehicle can safely be parked. For long haul drivers who may be on the road for extended periods, dirty and/or inadequate facilities are a health and safety issue for both men and women, particularly in isolated areas. Drivers spend many hours in cabin spaces designed to maximise load not employee health and safety. Cabin design has remained largely unchanged for decades and was most certainly designed assuming male not female drivers. Equipment also has been developed for much larger males and uniforms are cut to fit male physiques.

Long 'ugly' hours

The transport sector involves long hours, and in some cases extended periods away from home⁶⁷. These are working conditions that can make it particularly unattractive to women who continue to have primary responsibility for children, elderly parents, and home care (see 3.1.1).

"You work with the phone on 24/7. It's long ugly hours with a 5.00am start"

I'm juggling three drop offs ... two different childcare centres plus school. It's a real juggle and a lot of employers don't get it."

Source: comments from women surveyed in McLean et al. ⁶⁸

The way we work is changing, and companies in many other industries are adapting to the demands of a generation that is looking for increased collaboration, career opportunities, a less formal structure and greater work life balance. The Randstad Women in Transport Report⁶⁹ notes that flexible working is the benefit that people seeking employment in transport would prize most. Employment in some parts of the transport sector can be unattractive to women in terms of working hours and the need to spend long hours away from home. In some businesses steps have been taken to address this by rescheduling and optimising long haul road trips between drivers, so they can sleep in their own homes each night.

It should be acknowledged however, that a company's capacity to introduce flexible working hours in an industry that often requires long hours away from home is inherently difficult.

"Achieving flexible work arrangements is very difficult in this industry, it's operationally difficult in a 24/7 365 days a year business especially for those in managerial positions. It's hard for men and women. It's hard to make it work. Interestingly the most push back I get is from men whose wives don't do paid work."

Source: comments from women surveyed in McLean et al. ⁷⁰

Flexible working hours is an organisational issue, and while many organisations will have the policies in place to support maternity leave, carer leave and flexible working, what women face in practice can be very different, with its implementation heavily dependent on individual managers or supervisors.

"There is support for work life balance, but it's handled differently in different work groups. In corporate areas it's good, a lot of the guys have young kids and leave early, and it's not looked down on. Some managers are good at saying it's OK to work from home or leave early to pick up kids but in operational areas it can be very different."

⁶⁵ Ibid.

⁶⁶ Women in Transport Tasmania (2019). Prepared for Tasmanian Transport Association and Transport and Logistics Workforce Advisory Group

⁶⁷ Ng, W. and A. Acker (2020). Op. cit.

⁶⁸ McLean P., Perez-Franco R., and Jones J. (2020). Op. cit.

⁶⁹ Randstad (2020). Women in Transport <https://www.randstad.com.au/s3fs-media/au/public/migration/documents/women-in-transport-report.pdf>. Accessed 01/12/21.

⁷⁰ McLean P., Perez-Franco R., and Jones J. (2020). Op. cit.

"If you have a good manager and a great culture at work it's great. Then you don't feel guilty about going to a kid's sports day or a ballet performance. It's being understanding and not made to feel guilty. It doesn't help if people give you the evil eye or make snide comments when you leave early to pick up the kids."

Source: comments from women surveyed in McLean et al. ⁷¹

Attitudes to the importance of work life balance are shifting, however, and a positive outcome from COVID 19 is a much wider acceptance of teleworking. With all workers forced to work from home and conduct meetings via teleconferencing apps, managers have become much more accepting that working from home does not mean reduced productivity. Achieving flexible hours and work life balance will be easier in some sub-sectors than others – urban bus driving and urban rail for example – but for long haul trips rail, road, sea, or air it is a difficult barrier to address.

2.3.3 Workplace attitudes and values

A boys' club mentality

While women may be attracted to a male-dominated career at school or university, the reality of the workplace can sometimes seem overwhelming. Women in many male-dominated areas face what's been described as a "boys' club mentality", dealing with pervasive exclusion and isolation and the transport industry's reputation for being 'blokey' can be a deterrent for many women. Practices such as requiring females to work (and live) away from home are also not appealing for many women. Stressful situations, personal safety, lack of support, and a 'macho' environment can all detract from interest in pursuing a career in the transport sector.

"It's not what a lot of girls have in mind when they leave uni ... they want an office and a chance to dress up".

"It can be very hard for young women managing older blokes who've been there for ages. Especially because they have the backup of the unions."

"The men want boys time and locker room banter, and they don't think women should be part of it. It's dis-inclusive and intimidating for women. It's intimidating to be the only girl in a lunchroom of 71 guys and one girl. Being young is also an issue ... it makes it all that much harder to gain respect."

Source: comments from women surveyed in McLean et al. ⁷²

Through strong and long nurtured networks, men support and promote from within their peer network, the men they went to the football with or played golf with, the men they know well and feel comfortable with. There is subconscious bias in all industries to employ and promote 'people like us'.

"Men pull men up with them through the ranks. It's a boy's club and we are just not part of it. Given how often people are tapped on the shoulder for jobs it does make it hard to advance."

"It's very blokey on site. They talk to each other but don't want to swear in front of me, so they just don't talk to me. Everyone is very aware you're there and they don't want to offend. I know they're trying to be polite, but it means you can feel a bit isolated."

"They tend to go through their buddy system here rather than look at recruiting externally. Men already have strong networks ... drinking or golf buddies ... we need to work hard on building ours."

Source: comments from women surveyed in McLean et al. ⁷³

Transport Women Australia Limited (TWAL)'s 2011 survey⁷⁴ identified a number of challenges around workplace attitudes and practices, with the women they surveyed citing instances of misogyny, discrimination, bullying and lack of respect including:

⁷¹ Ibid.

⁷² Ibid.

⁷³ Ibid.

⁷⁴ Transport Women Australia Ltd. (2011) Women Working in Transport: A Snapshot the Follow Up.

- sexual harassment
- not being listened to or taken seriously
- questions around their strength and capability (to change a tyre for example)
- old fashioned views on women (they should get the coffee & know nothing about vehicle mechanics or business)
- double standards (a male getting angry is acceptable, a woman getting angry is emotional).

The Women in Transport report prepared by the Transport and Logistics Workforce Advisory Group and the Tasmanian Transport Association⁷⁵ linked concerns about safety issues to workplace culture, noting that experienced drivers can delight in the struggle of a new driver irrespective of gender.

In the Wayfinder 2020 study, women also spoke about the need to educate men in the industry of the benefit of having women in operational roles and at the decision-making table if there was to be any change in workplace culture.

“I don’t know how you can change the boys club. It’s not that they don’t think women can do the job but there is a degree of male influence and mentality, these blokes have been in the industry all their lives. Women often don’t get invited to meetings or to events because they are not one of the guys. If they stopped to think about it, I think I’d be included but they don’t always think about it. I’m in the senior team but I’m quite often excluded from meetings.”

Source: comments from women surveyed in McLean et al. ⁷⁶

If you can’t see it, you can’t aspire to be it

While numbers of women in the transport industry are low, the number of women in senior leadership positions are very rare (just 5.5 % of CEOs in the transport, warehousing and postal are women⁷⁷). For women to see a career future for themselves they need to see the examples of other women to aspire to.

“There are examples of women who have been successful ... we need to share their stories, learn from them. Most importantly though, it shows us that it IS possible to succeed.”

Source: comments from women surveyed in McLean et al.

It is not just being able to see other women in positions of leadership, when there is a critical mass of women it can have a positive impact on the workplace culture and how comfortable women feel in the workplace.

“The intention is there to consider us but because there are not enough of us to make a noise we can be forgotten about.”

“In a male-dominated industry if you have a hard day, you can’t grab a tissue and have a cry. You could probably do that with a female leader. Male leaders freak out if you cry in front of them.”

Source: comments from women surveyed in McLean et al. ⁷⁸

Leadership is important. When hardware manufacturer Stanley Black and Decker instigated a number of initiatives to improve its leadership, it found it coincidentally improved its gender equity, with significant increases in the number of women in leadership roles. They saw ‘employing HR thinking in operational roles’ as a key factor.

2.3.4 Women as individuals

It is not helpful to consider women as if they are a homogenous group. In addition to individual differences, and different backgrounds, education and experience, women face different barriers at different ages and different career stages.

⁷⁵ Women in Transport Tasmania (2019). Prepared for Tasmanian Transport Association and Transport and Logistics Workforce Advisory Group.

⁷⁶ McLean P., Perez-Franco R., and Jones J. (2020). Op. cit.

⁷⁷ Workplace Gender Equality Agency Data Explorer <https://data.wgea.gov.au/2021>

⁷⁸ McLean P., Perez-Franco R., and Jones J (2020). Op. cit.

Initial attraction to a career in the transport industry may come from exposure to the sector at school or local community. For example, growing up in a port city, or in close proximity to an airport or railway yard. It is worth noting that the 'traditional' worker in the transport sector often started their working life in another industry as trades people, labourers or office workers. This is true also for women in the sector, who may have come from hospitality, customer service, administration, or the health care sector. Many of the soft skills that are important in these industries – people management, problem solving and communications skills for example – transfer well into the transport sector.

Gaps in career advice at schools, TAFEs and universities

Gender stereotypes are alive and well when young people receive career advice. The majority (65%) of the women interviewed in the Wayfinder 2020 study on the under-representation of women⁷⁹ believed not enough information was available at schools about employment opportunities for women in male-dominated careers.

"We need to target high school kids ... let them know that a career in supply chain has heaps to offer and you don't necessarily have to go to uni."

Source: comments from women surveyed in McLean et al.⁸⁰

A response from the Queensland Trucking Association to the 2021 Senate Enquiry on Truck Driving⁸¹ noted that:

"Even if you go right back to career counselling in schools, I think you'd go through a fair few schools to find a career counsellor who'd mention road freight."

Education is certainly a factor. An OECD study by Ng and Acker⁸² showed that better access to education and training, an increase in STEM tertiary attainment rate, and the broader participation of women in the workforce beyond transport are statistically significant in improving gender equality in the transport workforce. Training and education initiatives need to address the social and cultural norms related to gender equality, promoting positive images of women in STEM education and working in male-dominated areas.

Career stage

An individual's career stage is strongly linked to life stage, with women looking at peak career in their 20s, time out or plateauing or career interruption as they have children, and then re-entry as their children get older and family responsibilities shift.

I don't see any barriers for my career now, but I'd like to have kids one day. I have to get as far as I can before I have children because it will impact my career and the trajectory of it. I don't like to think that I may have to sacrifice work to have a family when I enjoy my job so much."

"One day I'd like to have a family and I can see having children will be a challenge to juggle. I may need to take steps down if I have kids".

Source: comments from women surveyed in McLean et al.⁸³

Personality traits

Over half the women interviewed in Wayfinder 2020 study commented on the importance of self-confidence when working in a male-dominated industry. For the women in this study, strength of character, confidence, resilience, tenacity and a sense of humour were 'must have' success factors and at levels greater than expected of their male peers.

⁷⁹ McLean P., Perez-Franco R., and Jones J. (2020). Op.cit.

⁸⁰ Ibid.

⁸¹ Senate Enquiry on Truck Driving 2021. [Without Trucks Australia Stops: the development of a viable, safe, sustainable and efficient road transport industry – Parliament of Australia \(aph.gov.au\)](https://aph.gov.au/Parliamentary_Business/Committees/Senate/Transport/Without_Trucks_Australia_Stops_the_development_of_a_viable_safe_sustainable_and_efficient_road_transport_industry)

⁸² Ng, W. and A. Acker (2020). Op. cit.

⁸³ McLean P., Perez-Franco R., and Jones J. (2020). Op.cit.

“Strong confidence in yourself is vital. You need to stand your ground, especially as a leader. I always make sure I know what I’m talking about before I talk about anything. Assertiveness, confidence and even a bit of stubbornness ... they’re essential”.

“A lot of women don’t know how to negotiate the boys club. It’s a bugbear of mine ... women feel they need to have all the qualifications before they will be offered the job. They say I need to go on another course ... they don’t, they have 10 years’ experience. A lot of it is they lack the confidence. They say they know that they can do the job but are just not sure how they stack up against someone else and that’s purely confidence”.

“You need to believe in yourself. Stick at it. Even when people say bad things about you keep going. I’ve done much better than a lot of people said I would.”

Source: comments from women surveyed in McLean et al.⁸⁴

Managing gender stereotypes around confidence can be challenging, being described as ‘bossy’ for challenging the status quo or asking for a leadership opportunity, behaviour that would be perceived more positively as ‘assertive’ in their male peers.

“I’m a strong character and the people I work with don’t always find that easy.”

“I’ve listened to now, mostly anyway. But that comes with hard earned reputation. It gives me a voice at the table, but I see colleagues who aren’t heard. They are asked to speak more loudly, then they’re chastised for shouting or being emotional.”

Source: comments from women surveyed in McLean et al.⁸⁵

Research⁸⁶ suggests that for women to be successful, they must simultaneously present themselves as self-confident and dominant while at the same time tempering those characteristics, to be chameleons.

2.4 Factors influencing decision making and career outcomes

There are a number of factors influencing whether women choose to apply for a particular job, or whether to stay with a particular organisation or move on. It is important to consider the effect of career lifecycle for both school leavers and career changers on barriers to access and success in the transport industry.

2.4.1 Age sensitive issues

Some issues such as flexible working conditions and work life balance are particularly sensitive to career stage, peak childbearing years for women for example. They can also be more broadly age sensitive. The 2018 Deloitte Millennial Survey⁸⁷ showed that 74% of millennials believe their organisation is more innovative when there is an inclusive culture with diversity and flexibility key to attracting and retaining the best millennial talent, male and female.

Greater demand for greater flexibility is also driven by an increase in dual income households (up from 40% in 1983 to over 60% in 2016⁸⁸). Millennials (78%) are almost twice as likely to have a partner working full-time than

⁸⁴ Ibid.

⁸⁵ Ibid.

⁸⁶ O’Neill O.A & O’Reilly C.A Reducing the backlash effect: self-monitoring and women’s emotion Journal of Occupational and Organisational Psychology. (2011). Vol 84. Issue 4. Pp 825-832

⁸⁷ Deloitte Global Millennial Survey (2018). <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-2018-millennial-survey-report.pdf> Accessed 08/07/20.

⁸⁸ Bain & Company. (2016). The Power of Flexibility: A key enabler to boost gender parity and employee engagement. <https://www.bain.com/insights/the-power-of-flexibility/> Accessed 10/09 /20.

baby boomers (47%).⁸⁹ Fathers are much more involved in parenting their children than previous generations⁹⁰, although their greater involvement has not decreased mothers' involvement with childcare. Research on parenting time suggests that women are in sole charge of their children for nearly 30% of their time compared to 8% for men.⁹¹

Company values around diversity and sustainability (values associated with corporate social responsibility) and a commitment to professional development are also more important to millennials than to their baby boomer predecessors.⁹² Fraszczyk & Piip⁹³ comment on the importance of company values to women, noting that women have stronger preferences for improving sustainability in the sector and are change agents who could challenge the dominant male norms and trigger changes in transport policies for greater levels of sustainability.

Company values and the opportunity to 'make a difference in the world' were also more important to career decision-making for younger workers and women in particular. This was certainly the case for the women interviewed in Wayfinder's 2020 study.⁹⁴

"I like working for businesses that are making a difference to the community and society."

"I always check a company's website when I apply for a job, and it usually gives a good insight into their values. If their commitment to sustainability and to diversity is evident on their website, well that's a real plus for me".

Source: comments from women surveyed in McLean et al.⁹⁵

2.4.2 A model for looking at the impact of the career cycle

Figure 9 looks at the issues that are front of mind for women at each stage of their career cycle and the programs that may make a difference to the recruitment, retention, and progression of women in transport careers.

The model builds on Turnbull's⁹⁶ work on the importance of career cycle in developing programs to support the increase of women in non-traditional areas. It is an adaptation of the 'attraction-selection-attrition' (ASA) model – a 'career cycle' model identifies the issues facing workers at every stage of their career 'life cycle': attraction, initial selection, retention, potential interruption for family reasons, re-entry and realization.

⁸⁹ Ernst and Young Work Life challenges across generations. (2016) https://www.ey.com/en_gl/consumer-products-retail/next-gen-workforce-secret-weapon-or-biggest-challenge Accessed 07/09/20.

⁹⁰ The Conversation February (2017). <https://theconversation.com/dads-are-more-involved-in-parenting-yes-but-moms-still-put-in-more-work-72026> Viewed 5 August 2020.

⁹¹ Ibid.

⁹² Appanah C.N & Pillay A.S. (2020). *Investigation into the effectiveness of leadership styles in the performance and retention of millennials*. Journal of management and Administration. Issue 01 2020.

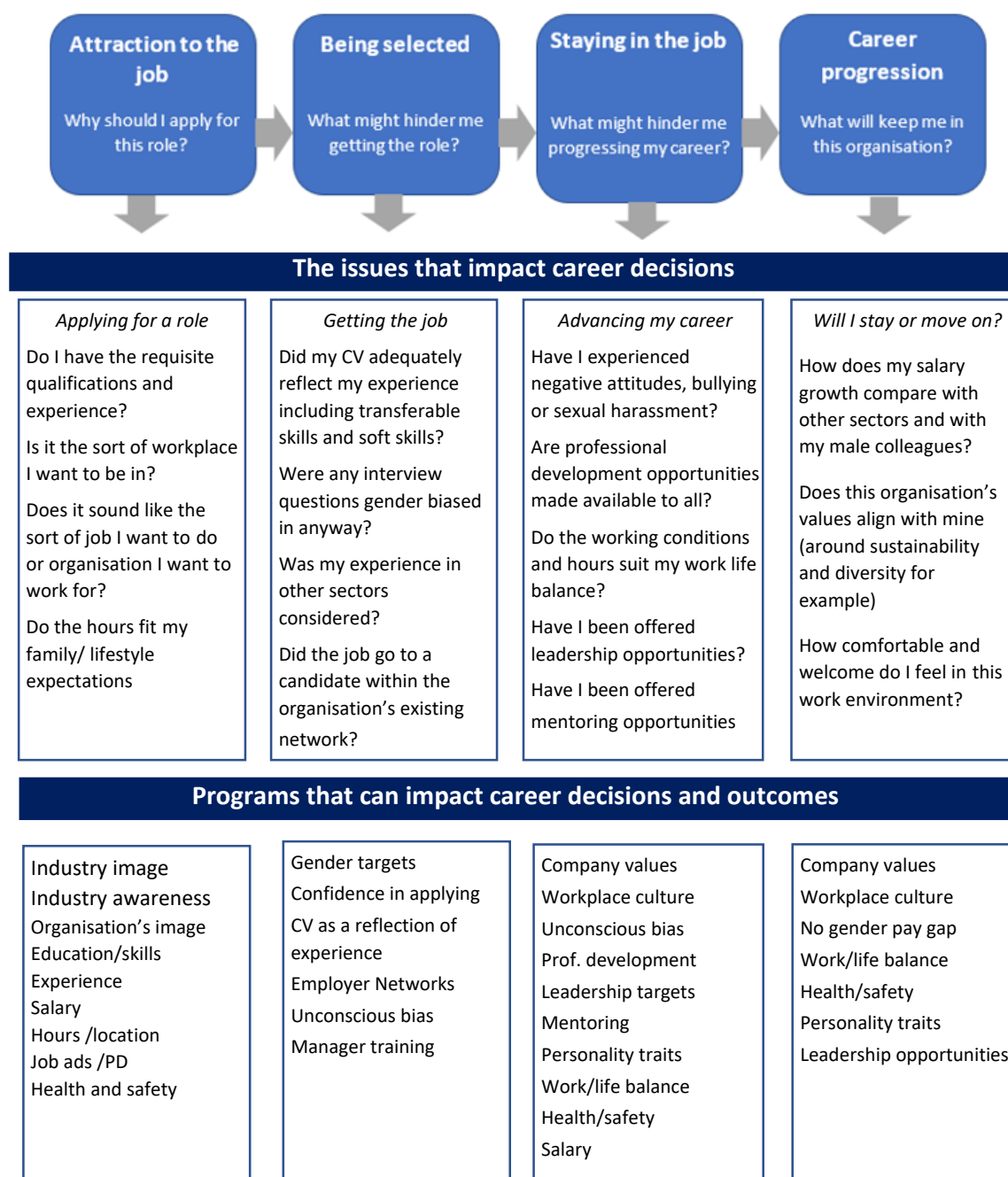
⁹³ Fraszczyk F. and Piip J. (2019). A review of transport organisations for female professionals and their impacts on the transport sector workforce, Research in Transportation Business & Management, Volume 31, 2019.

⁹⁴ McLean P., Perez-Franco R., and Jones J. (2020). Op.cit.

⁹⁵ Ibid.

⁹⁶ Turnbull, P. (2013). Op. Cit.

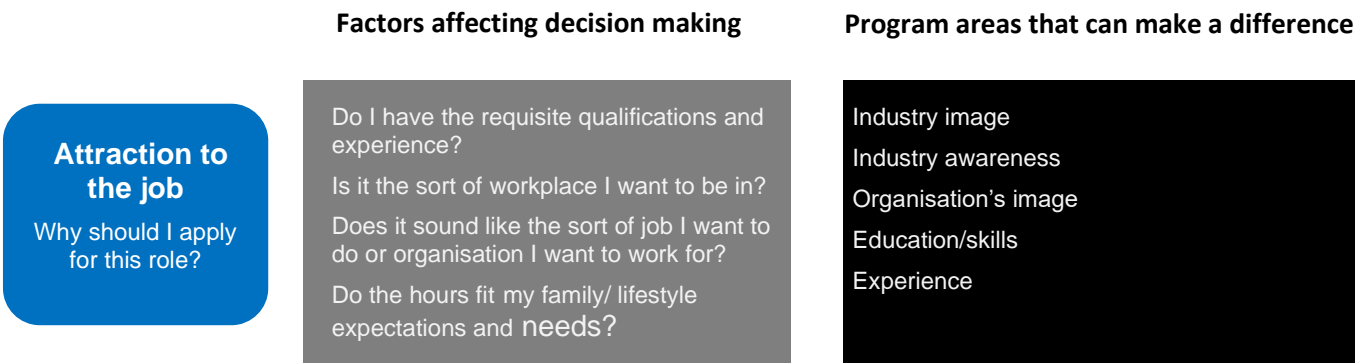
Figure 9: Factors influencing decision making and career outcomes



2.5 Enabling factors supporting women entering and progressing in a career in the transport industry

This section looks at enabling factors, the things that can make a difference in increasing numbers of women in the sector by encouraging them to firstly consider applying for a career in the transport industry, then assist them to be recruited and to stay in the sector, developing a career that matters to them.

2.5.1 Recruitment (job attraction)



Section 2.3 outlined the barriers preventing women considering a career in the transport industry – a lack of awareness or knowledge about the work or its career opportunities, gender stereotypes about what a transport career entails, atypical working hours, an unattractive workplace environment. Companies cannot recruit women who don't apply. Attraction to a transport career may come from exposure to the transport sector at school through careers advice, or because family members are in the sector, and it will be influenced by the HR policies of transport organisations including their corporate image and commitment to diversity and other aspects of corporate social responsibility.

The value of getting the message about transport and logistics careers to secondary schools, TAFEs and universities, including the importance of keeping up with mathematics subjects was raised by 65% of 102 participants in the Wayfinder 2020 study⁹⁷. They felt that the career opportunities were not well understood by many careers teachers, who still viewed transport largely as 'a career for boys'. Participants in this study felt many recruitment companies also lacked understanding of career opportunities for women in transport.

Women currently working in the sector are a valuable asset in encouraging women (both school leavers and career changers) to consider working in the sector. While they were aware of the challenges, the women interviewed in the 2020 Wayfinder study⁹⁸ were almost universally positive about their jobs. Aspects they enjoyed about their career included – the opportunity to make a difference in the world, the variety in day-to-day work, the challenges, the 'people' aspect of their work, and the opportunity to travel – and these are useful attributes in showcasing the sector. A number of companies and organisations have found using the stories of women in the sector via video or print is a powerful way of shifting the image.

⁹⁷ McLean P., Perez-Franco R., and Jones J. (2020). Op.cit.

⁹⁸ Ibid.

A representative from the mining industry noted:⁹⁹

“We’ve really tried to address changing the perception of women in mining, right down through to people in early age. We’re working with children in primary and secondary schools to encourage them to think about careers in mining.”

Turnbull¹⁰⁰ suggests unions can in fact play a very positive role in changing the image of the transport sector, making it more open and welcoming to women by making women more visible in documents, newsletters, webpages, flyers, and other promotional material.

Job attractiveness relates to salary and career opportunity too. According to the latest Randstad Employer Brand Research¹⁰¹ findings, transport and logistics rank a lowly 14th down the list of sectors that Australians would like to work. They suggest the industry could do more to promote reasonable rates of pay and the range of career paths. Rethinking and ‘remarketing’ the image of transport careers involves more than just ensuring the marketing images include pictures of women. The challenge relates to improving understanding of the nature of the work (and the workplace) and salary opportunities as well as the career pathways available. And it may well be that the attention and new community recognition of the role of freight transportation and logistics through COVID-19 may be a catalyst to make the industry more attractive – at least it is now better known as a possibility.

An organisation’s image as well as industry image can be a factor attracting or detracting women from a career in transport – see section 5.1 and the attitudes of millennials in particular to the importance of company values and image. At a recruitment level this can include perceptions of safety (working alone at night for example) and company location. The addition of Protection Officers in the rail sector for example makes for safer journeys for employees as well as passengers.

Women need to have the requisite skills and experience to apply, and Australia’s talent pool is limited by the underrepresentation of girls and women in STEM education¹⁰². Women also often lack the operational experience considered essential criteria in many job advertisements (see section 3.2.3).

The most qualified candidates can be dissuaded from applying because of the language and images used in job descriptions and advertisements however, and the use of gender specific language in job advertisements can deter women from applying.

Fraszczyk and Piip¹⁰³ identified the following initiatives as making a difference in attracting more women to considering a career in transport. Their list is based on an analysis of work undertaken by the WISE (Women Employment in Urban Public Transport Sector) designated in the Work Program of the European Social Dialogue funded by the European Union.

- the use of targeted sourcing strategies
- salary review to ensure parity with other sectors
- the use of recruitment KPIs
- female focused on the job experience days
- the use of success stories of women in the sector.

⁹⁹ Randstad (2020). Women in Transport report <https://www.randstad.com.au/s3fs-media/au/public/migration/documents/women-in-transport-report.pdf>

¹⁰⁰ Turnbull, P. (2013). Op.cit.

¹⁰¹ Randstad Women in Transport Report <https://www.randstad.com.au/s3fs-media/au/public/migration/documents/women-in-transport-report.pdf>. Accessed 03/12/21.

¹⁰² Advancing Women in STEM Strategy Australian Government Department of Industry Science, Energy and resources. [Snapshot of disparity in STEM | Department of Industry, Science, Energy and Resources](#) Accessed 12/12/21.

¹⁰³ Fraszczyk F. and Piip J. A review of transport organisations for female professionals and their impacts on the transport sector workforce, Research in Transportation Business & Management, Volume 31, 2019.

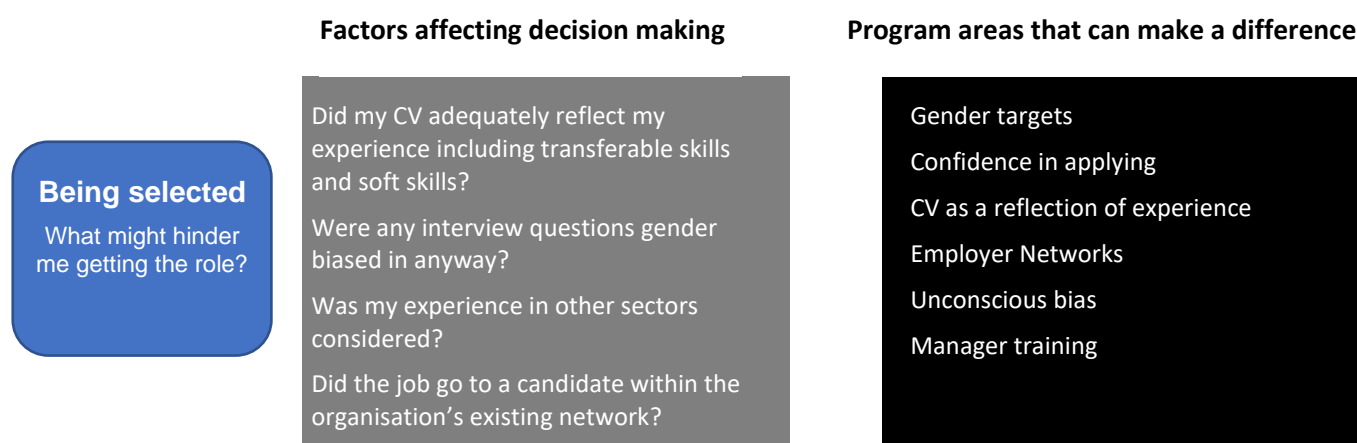
Wayfinder Supply Chain Careers for Women have developed a digital career map¹⁰⁴ that showcases career opportunities across the transport and logistics sector, including video vignettes of women currently working in the role.

The *Women Working in Transport A Snapshot*¹⁰⁵ suggests that organisations should ‘sell’ the lifestyle’ including higher pay and the more family friendly policies of today’s transport workplaces. In terms of image they suggest the following:

- let them know modern trucks are easier to drive
- promote other women in the industry to encourage newcomers
- send women to employment expos to promote women in the industry
- use industry champions to promote the industry image
- offer internships and on-site training
- invite companies to make a public pledge of their support
- don’t wait until secondary school – promote women in transport at an earlier age.

2.5.2 Recruitment (selection)

Pakula et al¹⁰⁶ describe numerous examples of recruitment and hiring practices that disadvantaged women from ‘getting a foot in the door’ and advancing their careers.



Recruitment is critical to an organisation’s gender diversity strategy and leading organisations in other male-dominated areas such as mining, construction and resources have recognised this and use it to address negative perceptions associated with their industries. These organisations utilise recruiters who are trained to consider how candidates with diverse experiences can transfer their skills, looking more laterally at skills and experiences and focusing on the applicant’s ability to learn any operational or technical skills on the job¹⁰⁷.

Recruitment strategies suggested in the Australian Human Rights Commission Women 2013 tool kit¹⁰⁸ included:

- the use of recruitment targets for women

¹⁰⁴ Wayfinder digital Career Map [Career map | Wayfinder](#)

¹⁰⁵ Women in Transport Snapshot: the follow up <https://www.transportwomen.com.au/wp-content/uploads/2011/11/Women-Working-in-Transport-survey-report-sent-to-printer.pdf>

¹⁰⁶ Pakula, B., Nguyen, C., and Leonard, D. (2017). Op. cit

¹⁰⁷ Australian Human Rights Commission Women in male-dominated industries: A toolkit of strategies (2013). <https://humanrights.gov.au/our-work/sex-discrimination/publications/women-male-dominated-industries-toolkit-strategies-2013>

¹⁰⁸ Ibid.

- partnering with recruitment companies in achieving the targets
- monitoring composition of recruitment teams
- training recruiters to recognise stereotypes and unconscious bias
- adhere to a documented, transparent, and standard recruitment process focused on meritocracy from the resumé screening phase through to final offers
- offer women the opportunity to display skills rather than relying solely on the interview process.

Helping candidates to ‘brand’ themselves well, to see themselves in a transport role or ‘sell’ their skills in the application and interview process is a role some Women in Transport organisations has been able to assist with.

‘I remember that one of the early events [Women in Transport organisation] I went to was about how to perform well at interviews, and that really changed how I thought about applying for jobs because one of the things they talked about was the idea that women don't apply for jobs when they can't meet all of the criteria. It was really great advice’¹⁰⁹.

In the Wayfinder 2020 study,¹¹⁰ a number of the older women said they believed that younger women entering the sector had greater self-confidence than those from earlier generations and they perceived this as a positive sign for the future.

“There are lots more women coming in now. Why? I suspect one factor is that the younger generation has more self-confidence today. “

Source: comments from women surveyed in McLean et al. ¹¹¹

The Reimagining the workforce: the Victorian rolling stock literature review¹¹² suggested the following enabling factors:

- branding and promotion of rail
- unbiased gender recruitment
- advocacy in educational institutions
- organisational culture and leadership training
- improved networks
- an industry-wide coaching program
- a national framework.

A report¹¹³ prepared for the Transport and Logistics Workforce Advisory Group and the Tasmanian Transport Association, described successful strategies used in America to increase the number of women truck drivers. The programs cover areas of salary, workplace flexibility and workplace culture and included.

- increasing driver pay
- structuring work for increased ‘at-home’ times
- lowering the driving age
- improving the driver image
- hiring from a pool of military veterans
- improving the treatment of drivers
- the introduction of autonomous trucks.

¹⁰⁹ Fraszczyk, A., & Piip, J. (2019). A review of transport organisations for female professionals and their impacts on the transport sector workforce. *Research in Transportation Business & Management*, 31, 100379.

¹¹⁰ McLean P., Perez-Franco R., and Jones J. (2020) Op. cit.

¹¹¹ Ibid.

¹¹² Rail Manufacturing Cooperative Research Centre (2020). Reimagining the workforce: the Victorian rolling stock context Literature review <https://archived.rmrc.com.au/wp-content/uploads/2020/05/DoT-Literature-Review-FINAL.pdf#page=88> Accessed 07/12/21.

¹¹³ Tasmanian Transport Association. (2019). Women in Transport Tasmania report.

The Wayfinder 2020 report also identified the defence force as a valuable recruitment source. Women in the defence forces are already used to (and had knowingly opted to work in) a male-dominated environment and are used to long hours and weeks away from home.

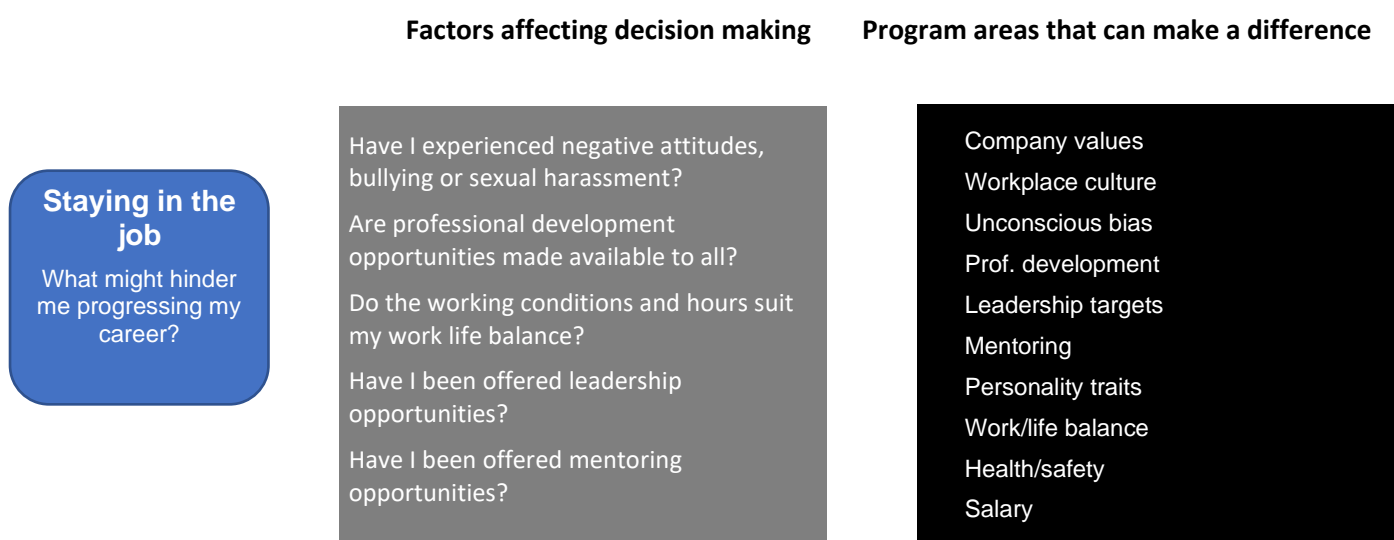
“I was previously in the military, so it was easier for me to be at work at 3.00 in the morning. For me it was the norm. For others it was ‘you mean I need to do more than a 9-5!’”

“This job is no more male-dominated than the army. There are no other females in my position, but I got used to that in the army.”

Source: comments from women surveyed in McLean et al. ¹¹⁴

2.5.3 Progression (career development)

Pakula et al suggest¹¹⁵ that discriminatory advancement practices can be more challenging than discriminatory hiring practices. By the time women reach this level, they are well-aware of the realities of working in their industry, have already experienced some of the interpersonal barriers, and have developed appropriate coping strategies.



The availability of professional development opportunities— secondments and shadowing opportunities as well as formal training opportunities was raised by 30% of women in the 2020 Wayfinder study.¹¹⁶ As noted in section 3.2.4, women were often not offered the same professional development opportunities as their male colleagues. People tend to leave managers, rather than companies, and one of the most common reasons for leaving a company is frustration with the lack of support or promotional opportunities.

An inclusive organisational culture is critical, and it is the attitudes of company leadership that sets the tone. Workplace cultures are formed based on the actions and beliefs of those who work there but ultimately, company culture comes down to leadership. If those who do the discriminating, harassing, and bullying don't see themselves as a problem then no policy and no amount of training on sexual harassment will make a difference because the people who need to understand the information don't consider it applies to them.

“There's a very patriarchal mentality in the industry. It's changing but those at the top have been there 40 years. They're not aware that their behaviour is inappropriate. It's how they grew up.”

¹¹⁴ McLean P., Perez-Franco R., and Jones J. (2020). Op. cit.

¹¹⁵ Pakula, B., Nguyen, C., and Leonard, D. (2017). Op. cit.

¹¹⁶ McLean P., Perez-Franco R., and Jones J. (2020). Op. cit.

“There are a lot of old school thinkers in the way. They play it safe ... they’re operational thinkers who are first and foremost focussed on the bottom line.”

Source: comments from women surveyed in McLean et al. ¹¹⁷

A 2016 report¹¹⁸ on improving workforce attraction and retention for Australian transport and logistics companies suggests the following strategies:

- investigate and implement viable retention packages
- reduce the high driver turnover rate by ensuring there are robust induction and training programs
- identify emerging technologies that assist with productivity and performance management
- source a continuous pipeline for new workers, generating interest for working in industry during the future workers’ informative years and by creating a conduit of new workers from non-traditional sources (such as migrants and the military).

Fraszczyk and Piip¹¹⁹ suggest the following initiatives have been successful in supporting the career development of women. They based their list on successful industry initiatives reported to the European WISE program.

- introduce a ‘stay connected program’ for women on maternity leave
- introduce ‘shadow a leader’ initiatives
- undertake, report and follow up on Diversity Audits
- introduce female networking forums
- introduce ‘women’s listening sessions’, talking to, and listening to female employees.

They, like a number of other authors are strong supporters of mentoring initiatives. Mentoring is a two-way process and women who mentored others often talked about how important it was to ‘give back’ and how much they gained themselves from the experience.

“If there’s ever going to be real change, we need good role models. Us older women in the industry have an obligation to give robust advice. To give younger women coming into the industry good information and support so they can deal with the issues they will face.”

“I’d love to have a network of mentors. I don’t think we’re very well connected. The guys are much better connected than we are.”

Source: comments from women surveyed in McLean et al. ¹²⁰

Informal support networks are also integral to women’s ability to build career networks. A number of the participants in the Wayfinder study spoke of how advancement in the sector relied heavily on word-of-mouth support and known contacts.

“Everyone here knows somebody and that’s how they got hired, through family or friends.”

“In transport it’s who you know not what you know. Everything is word of mouth. If ____ got a new manager I could be out of a job.”

Source: comments from women surveyed in McLean et al. ¹²¹

Events that celebrate women in transport or successful program initiatives also serve a role in both shifting the profile of the industry and supporting the careers of women in the sector.

¹¹⁷ McLean P., Perez-Franco R., and Jones J. (2020). Op. Cit.

¹¹⁸ NZCER (2016). Improving workforce attraction and retention rates for Australian transport and logistics companies. Kahlert, P. <http://hdl.voced.edu.au/10707/431576>.

¹¹⁹ Fraszczyk F. and Piip J. (2019). A review of transport organisations for female professionals and their impacts on the transport sector workforce, Research in Transportation Business & Management, Volume 31, 2019.

¹²⁰ McLean P., Perez-Franco R., and Jones J. Op. Cit.

¹²¹ Ibid.

Fraszczyk and Piip¹²² identify the indicators in Table 1 as having high importance for women progressing in their transport career – work life balance is a major factor.

Table 1: Indicators with high importance for women in transport

Indicator	Example
Reconciliation of work with family and social life (work organisation)	<ul style="list-style-type: none"> • part-time work • tele work
Reconciliation of work with family and social life (work life balance)	<ul style="list-style-type: none"> • parental leave • childcare
Health and safety at the workplace	<ul style="list-style-type: none"> • lack of sanitary facilities, • harassment
Work culture	<ul style="list-style-type: none"> • boys club culture • gender stereotypes • company values
Wages	<ul style="list-style-type: none"> • gender pay gap • access to additional payment e.g. overtime • incentives
Career opportunities, qualifications, and training	<ul style="list-style-type: none"> • STEM subjects • job rotation
Recruitment	<ul style="list-style-type: none"> • unconscious bias

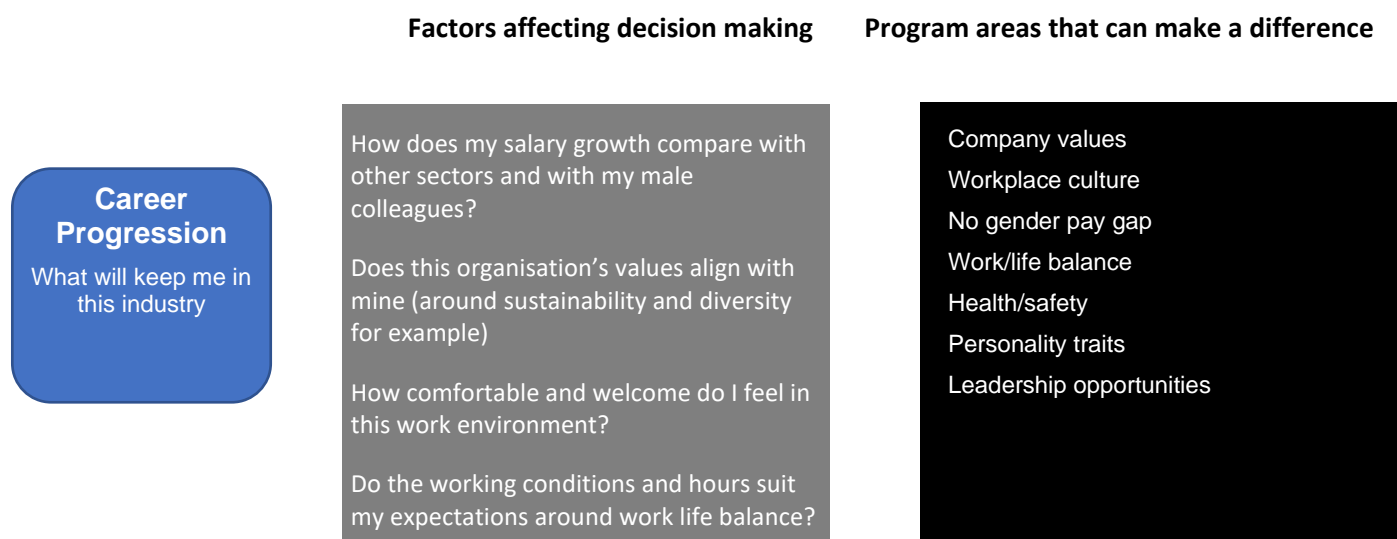
The Australasian Railway Association 2020 Gender Diversity Report¹²³ also identified work life balance as a key issue and suggest the following ways to optimise outcomes around flexible work practices:

- develop a business case for flexible working established and endorsed at leadership level
- leaders encouraged to be role models for flexible working
- promote flexible working throughout the organisation
- set targets for engagement in flexible work
- set targets set for men’s engagement in flexible work
- leaders held accountable for improving workforce flexibility
- introduce manager training on workforce flexibility
- hold employee training on workforce flexibility throughout the organisation
- survey employees on whether they have sufficient flexibility
- integrate the organisation’s approach to flexibility into client conversations
- evaluate the impact of flexibility (e.g. reduced absenteeism and increased employee engagement)
- report metrics on flexibility to key management personnel and to the governing board.

¹²² Fraszczyk F. and Piip J. (2019). Op. Cit.

¹²³ The Australasian Railway Association Gender Diversity Report of the Australasian Rail Workforce (2020).

2.5.4 Retention (career fulfillment)



Much of what is relevant to career progression is relevant to retention – company values, workplace culture, work life balance, and health and safety matters. The introduction of flexible work policies and employer funded parental leave schemes are integral to retaining women following pregnancy.

There are two additional and related factors relevant to career fulfilment: leadership opportunities and women's perception of their chance of succeeding in securing a senior job, and the gender pay gap.

The perception issue is an important one; 18 % of the women in the Wayfinder 2020 study said they missed out on promotion opportunities or were paid less because of negative attitudes to women.

"When I left, the male who replaced me got two pay rises. If money mattered to me, I would have been out of here long ago."

"I would have liked some recognition from my company. I've been there a long time and was always overseen for promotions. I was doing the work, but the men had the title. Rather than call me manager, they'd hire a new guy and expect me to do all the work for him with little recognition. I get paid less and I get lower bonuses."

When my boss put me forward for a supervisor role the higher up managers weren't keen on having a woman in the role. They also wanted to pay me less. I have to fight harder for respect than my male colleagues even though it's supposedly an equal opportunity company."

Source: comments from women surveyed in McLean et al. ¹²⁴

WGEA research in 2016 and 2017 suggests that increasing representation of women in leadership roles is associated with declining gender pay gaps¹²⁵. As is evident from the Women's Budget statement from the 2020/2021 Budget,¹²⁶ there are a number of initiatives in place to address this, including \$38.3 million over five years to expand the successful Women's Leadership and Development Program.

¹²⁴ McLean P., Perez-Franco R., and Jones J. (2020). Op.cit.

¹²⁵ Workplace Gender Equality Agency Gender Equity Insights series. (2021). <https://www.wgea.gov.au/publications/gender-equity-insights-series>. Accessed 12/12/21.

¹²⁶ Women's Budget statement 20-2021 <https://budget.gov.au/2021-22/content/womens-statement/index.htm> Accessed 06/12/21.

The gender pay gap, however, remains a persistent and concerning feature across all industries. Table 2 (below) shows the gender pay gap by industry May 2020 to May 2021.¹²⁷

Table 2 Full-time Adult Average Weekly Ordinary Time Earnings gender pay gap by industry

Industry	May 20	May 21	Difference
Professional, scientific and technical services	24.1	25.3	1.3
Financial and insurance services	22.6	24.1	1.5
Health, care and social assistance	21.3	20.7	-0.7
Rental, hiring and real estate services	19.0	19.1	0.1
Mining	15.9	17.2	1.3
Construction	15.7	16.6	1.0
Information media and telecommunications	17.5	16.6	1.0
Transport postal and warehousing	15.5	15.2	- 0.3
Wholesale	13.3	15.0	1.7
Administrative and support	16.5	14.8	-1.8
Manufacturing	9.2	13.3	4.1
Education and training	12.3	11.4	- 0.8
Arts and recreation	10.7	10.8	0.2
Retail	9.1	10.8	1.7
Accommodation and food services	9.6	10.5	0.8
Electricity, gas, water and waste	10.1	7.7	-2.5
Public administration and safety	5.8	7.3	1.5
Other services	-0.6	0.9	1.5

Source
WGEA 2021

WGEA Director Libby Lyons notes that:¹²⁸

“The businesses who pay close attention to their own data, and who consistently scrutinise and apply their workplace policies, are the ones that have seen the most effective gender equality outcomes.”

Counterintuitively, the 2021 WGEA Insights Report suggests that workplaces with a higher concentration of women are less likely to focus on gender equity outcomes. Mining, utilities and finance have outperformed health care and education. The shifts evident in Table 2 show that such structural change is possible, with significant improvement in manufacturing, (up 4.1% from 9.2 in 2020). In most other areas, the increase has been minimal or as with transport, postal and warehousing, is worse than in 2020. The 2021 WGEA Insights report notes that companies that consistently undertake pay gap audits see a faster reduction in their pay gaps.

Table 3 (below) from the 2021 WGEA shows the gender pay gap among occupations over the past seven years.

¹²⁷ Workplace Gender Equality Agency Gender Equity Insights series. (2021). Op. cit.

¹²⁸ Workplace Gender Equality Agency Gender Equity Insights series. (2021). Op. cit.

Table 3: Gender pay gap among occupations 2014-2020

Occupational level	Full time gender pay gap							Change 2020 - 2014 (ppt)	Pay gap eliminated by
	2014	2015	2016	2017	2018	2019	2020		
Total remuneration	24.8%	24.0%	23.1%	22.5%	21.3%	20.8%	20.1%	- 4.6	2046
Base salary	19.9%	19.1%	17.7%	17.3%	16.2%	15.5%	15.0%	- 4.9	2038
Managers (total remuneration)									
Key management personnel	28.9%	29.0%	26.6%	24.9%	24.3%	24.4%	23.4%	-5.4	2045
Other executives / general managers	27.7%	25.0%	24.6%	24.0%	22.0%	22.3%	20.5%	-7.0	2031
Senior managers	23.5%	22.8%	21.7%	21.1%	18.8%	18.2%	16.7%	- 6.8	2034
Other managers	24.6%	24.2%	23.8%	22.9%	21.6%	21.3%	19.7%	- 5.0	2043
Non-managers (total remuneration)									
Clerical and administrative	9.1%	8.3%	8.9%	8.4%	8.3%	8.2%	7.7%	-1.4	2053
Community and personal service	4.5%	9.4%	10.9%	9.1%	9.5%	11.6%	9.6%	+5.1	indefinite
Machinery operators and drivers	13.7%	12.9%	16.1%	14.9%	14.3%	14.2%	11.9%	-1.8	2060
Sales	23.3%	22.2%	23.5%	23.9%	23.7%	25.1%	22.4%	- 0.9	indefinite
Professionals	22.0%	21.2%	19.7%	19.4%	19.0%	18.4%	18.3%	-3.7	2051
Technicians and trade	25.2%	24.6%	27.1%	26.7%	26.4%	26.0%	25.4%	+ 0.2	indefinite
Labourers	22.8%	21.2%	17.2%	21.1%	18.3%	19.1%	20.0%	-2.7	2064

Source: Bankwest Curtin Economics Centre: WGEA Gender equality data 2014 to 2020.¹²⁹

The 2021 WGEA Insights report indicates that the gender pay gap among senior managers has reduced by 6.8 percentage points over the last seven years, and by 7.0 percentage points for executives. The lowest management tier (other managers) however, is where women are concentrated. For non-management groups the outlook is gloomy. WGEA suggest that the gender pay gap among full-time machinery operators and drivers is unlikely to disappear until 2060!

More women on Boards is linked to positive outcomes for gender equity within an organisation, including narrower gender pay gaps and more women in senior leadership positions. There has been substantial progress in the representation of women on governing Boards, but women remain underrepresented as Board members or Chairs relative to their workforce representation in every industry except mining¹³⁰.

Table 4 Board and Chair representation in the Transport, postal and warehouse industry

	Board Directors	Board Chairs
Share 2014	12%	10%
Share 2020	19%	5%

Source WGEA 2021¹³¹

The Wayfinder 2020 report¹³² on the under representation of women in supply chain developed the following list of characteristics of companies who are leading the way in their approach to increasing the diversity of their workforce from discussions with over 100 women currently working in the sector.

- there was a strong commitment to diversity from the company's leadership
- the leadership team included women

¹²⁹ Gender Equity Insights 2021: Making it a priority WGEA <https://www.wgea.gov.au/publications/gender-equity-insights-series> 2021. Accessed 12/12/21.

¹³⁰ Ibid.

¹³¹ Ibid

¹³² McLean P., Perez-Franco R., and Jones J. (2020). Op.cit.

- a recruitment policy that meant there was a critical mass of women in the company
- the commitment to diversity was evident throughout the company – through its website, through policy and planning documents and through commitment to events like International Women’s Day.
- there was investment in training managers to support cultural change
- talented women were actively supported to pursue their career through professional development, secondment, and shadowing opportunities
- there were mentoring programs and formal and informal networking opportunities.
- there was infrastructure in place to support and encourage work life balance
- strong company values that are visible and recognisably actioned, supporting sustainability and inclusion.

2.6 The transport workforce of the future

The issue of gender diversity should also be viewed from the perspective of the needs of a future transport workforce, one influenced by the changing and evolving needs of the sector with a surge in e-commerce and increased reliance on supply chains, a growth in technology-driven change and evolving business models.

Autonomous trucks are not yet a reality on highways, but a number of companies (Daimler, Tesla and Volvo for example) are exploring the market and Australian mines are already using fully autonomous trucks and freight trains to move iron ore. Last mile deliveries are typically the most expensive part of the supply chain and as companies look to make deliveries more efficient some have already started to explore the use of autonomous vehicles for last mile deliveries. Ubiquitous autonomous vehicles are some distance off however, and the lack of infrastructure in terms of facilities and their impact on workplace amenity and safety will continue to be a major detractor for both women and men.

An increase in the use of technology and a growing reliance on big data is increasing efficiencies in all aspects of the transport industry, from improving delivery times and communication between manufacturers and suppliers to analysing consumer behaviours and predicting market trends. Technology enables companies to identify and engage diverse supply chain partners and it assists them in managing a complex supplier network, working across multiple sites and regions.

The growing reliance on technology has the potential to significantly disrupt employment in the sector, increasing the productivity in some areas, making other roles redundant, and transforming almost all the work to some extent. These changes mean the sector is looking for a different and more complex set of capabilities, contributing to the widening skills shortage. There is an increasing demand for the soft skills that enable humans and machines to be effective and collaborative colleagues, a skill set that can advantage women.¹³³

Pakula¹³⁴ suggests that transport services will be integrated with the other sectorial services, requiring an inter-disciplinary workforce. Climate change is also an increased priority globally with new manufacturing trends such as designing of new modes using new sustainable materials will

¹³³ Esser, A., Sys, C., Vanelslander T. and Verhetsel A. *The labour market for the port of the future. A case study for the port of Antwerp*. Case Studies on Transport Policy Vol 8 Issue 2. Pp 349-360. 2020.

¹³⁴ Pakula, B., Nguyen, C., and Leonard, D. (2017). *Enhancing the retention and advancement of women in trade in British Columbia*, SkillPlan. Burnaby.

provide new vacancies for research on those new materials. Shifting business models, including increased acceptance of the importance of corporate social responsibility, means new approaches to leadership, where both people and profit are valued as key measures of business success.

Importantly, in ensuring Australia's transport industry is able to attract and retain the workforce it requires to meet the shifting demands of a rapidly evolving workforce, the issue of gender diversity is best framed as one of inclusion. Issues of work life balance, workplace safety and company values are as important to millennial men as to women and men are certainly part of the solution to female disadvantage. Passive resistance to gender equity is common and engaging men in meeting the challenge of addressing the disproportionate number of males in the industry is critical.

A number of important initiatives identified in section 5 relate to systemic structural issues around diversity training, the gender pay gap (pay gap audits and leadership KPIs for example), the existence of flexible workplace practices and their implementation, and leadership opportunities (including women on boards). These matters are reported under the mandatory reporting program for the Workplace Gender Equality Act 2012.

3.0 Summary of initiatives supporting women in the transport industry



The following diagrams list all initiatives that foster and support women in the transport industry. They include government initiatives (federal, state, and local) and the key industry initiatives. The list was sourced through a desktop review of publicly available websites, blogs, and forums.

industry. It includes government initiatives (federal, state, and local) and the key industry initiatives. The list was sourced through a desktop review of publicly available websites, blogs, and forums.

The research team has taken every effort to ensure the accuracy and currency of the data but acknowledges the limitations of desktop review may mean there are errors or that some information may be incomplete.

The following definitions are used in interpreting the key criteria.

Key Criteria		Interpretation
Objectives	●	The initiative aims as outlined by the organisation
Target Group	●	The group the program is intended to reach
Admin	●	Administering Body
Funding profile	●	Source and amount of funding
Funding profile	○	Source of funding
Governance	●	Decision makers
Links	●	Links to other programs/partners enhancing delivery
Timeframes	●	Establishment date/ongoing/end date where relevant
Outcomes	●	Evidence of achieved program outcomes
Programs	●	Initiative activities
Contact	●	Program contact details
Source	●	Information source

Initiatives

	Admin body	Objectives	Target	Governance	Funding	Links	Timeframes	Programs	Outcomes	Contact	Source
Commonwealth government											
Career Revive	●	●	●	●	●	●	●	●	●	●	●
Employing and Supporting Women Hub	●	●	●	●	●	●	●	●	●	●	●
Heavy Vehicle Safety	●	●	●	●	○	●	●	●	●	●	●
Job Maker Plan	●	●	●	●	●	●	●	●	●	●	●
DESE Jobs Hub	●	●	●	●	○	●	●	●	●	●	●
Local Jobs Program	●	●	●	●	●	●	●	●	●	●	●
Mid-Career Checkpoint	●	●	●	●	●	●	●	●	●	●	●
Women in Maritime	●	●	●	●	○	●	●	●	●	●	●
Women in Stem and Entrepreneurship	●	●	●	●	○	●	●	●	●	●	●
Women in the Aviation Industry	●	●	●	●	●	●	●	●	●	●	●
National Women in Transport	●	●	●	●	○	●	●	●	●	●	●
Women's Leadership Dev	●	●	●	●	●	●	●	●	●	●	●
National Women's Alliance	●	●	●	●	●	●	●	●	●	●	●
Job Trainer	●	●	●	●	●	●	●	●	●	●	●
State and Territory government											
Australian Capital Territory											
Women's Economic Disadvantage	●	●	●	●	○	●	●	●	●	●	●
Women's Ed and lifelong learning	●	●	●	●	○	●	●	●	●	●	●
Women's 2 nd Action Plan 2020-22	●	●	●	●	●	●	●	●	●	●	●
New South Wales											
Women in Leadership	●	●	●	●	○	●	●	●	●	●	●
Women in IT reference group	●	●	●	●	○	●	●	●	●	●	●
Diversity and Inclusion Plan	●	●	●	●	○	●	●	●	●	●	●
NSW Women's Strategy -Transport Cluster	●	●	●	●	○	●	●	●	●	●	●
Queensland											
Transport and Logistics Industry Connect	●	●	●	●	○	●	●	●	●	●	●
T&L Workforce Strategy and Action Plan	●	●	●	●	○	●	●	●	●	●	●
Victoria											
DoT Inclusive and Diversity Strategy 20-23	●	●	●	●	○	●	●	●	●	●	●
Women Driving Transport Careers	●	●	●	●	○	●	●	●	●	●	●
Women in Transport	●	●	●	●	●	●	●	●	●	●	●
Tasmania											
Heavy Vehicle Driving Licence Plus	●	●	●	●	○	●	●	●	●	●	●
Western Australia											
Main Roads WA	●	●	●	●	○	●	●	●	●	●	●
WA Skills Summit July 2021	●	●	●	●	●	●	●	●	●	●	●

Initiatives



Australian Women Pilots Association	●	●	●	●	○	●	●	●	●	●	●	●
Cleanaway Victoria Driver Academy	●	●	●	●	○	●	●	●	●	●	●	●
Create a Challenge Wheel Badge	●	●	●	●	○	●	●	●		●	●	●
Women in Trucking	●	●	●	●	○	●	●	●		●	●	●
MC Road Trainee Program (female only)	●	●	●	●	○	●	●	●	●	●	●	●
National Assoc of Women in Operations	●	●	●	●	○	●	●	●	●	●	●	●
Pilbara Heavy Haulage	●	●	●	●	○	●	●	●		●	●	●
Roads Australia Diversity Sub-Committee	●	●	●	●	○	●	●	●	●	●	●	●
Women in Transport – Trans Dev	●	●	●	●	○	●	●	●	●	●	●	●
Transport Women Australia Limited	●	●	●	●	○	●	●	●	●	●	●	●
Wayfinder	●	●	●	●	○	●	●	●	●	●	●	●
WILpower Program	●	●	●	●	○		●	●		●	●	●
Women at Metro	●	●	●	●	○	●	●	●	●	●	●	●
Women in Aviation/Aerospace Australia	●	●	●	●	○	●	●	●	●	●	●	●
Women in Aviation	●	●	●	●	○	●	●	●	●	●	●	●
Women in Rail	●	●	●	●	○	●	●	●	●	●	●	●
Supply Chain & Logistics Assoc of Australia	●	●	●	●	○	●	●	●	●	●	●	●
Women in Airports Network	●	●	●	●	○		●	●	●	●	●	●
WISTA	●	●	●	●	○	●	●	●	●	●	●	●
Women in Logistics and Transport	●	●	●	●	○	●	●	●		●	●	●
Women at the Wheel	●	●	●	●	○	●	●	●	●	●	●	●
Women in Supply Chain	●	●	●	●	○	●	●	●	●	●	●	●
Driving Change Women in Transport	●	●	●	●	○	●	●	●	●	●	●	●
Female Aircraft Maintenance Engineer	●	●	●	●	○	●	●	●	●	●	●	●

4.0 Stocktake of initiatives supporting women in transport



4.1 Commonwealth Government initiatives

The initiatives identified in 3.0 and reviewed in section 4.1 impact either directly or could be expected to impact indirectly on the transport sector. This section provides a more detailed insight about each initiative, providing more detailed information and enable an analysis of key gaps.

The following initiative was identified but not included because it was more difficult to assess its impact on the transport industry.

- *Diversity and Inclusion Strategy 2021-2024* (Department of Infrastructure, Transport, Regional Development and Communications)

4.1.1 Career Revive

Department of Education, Skills and Employment (DESE)

Objectives

The initiative aims to increase women's workforce participation by helping businesses attract and retain women returning to work after a career break.

Target Group

Women looking to re-enter the workforce.

Governance

Contracts are in place for the delivery of the initiative which are contract managed by the Career Revive team in DESE.

Funding

Building on a pilot announced as part of the 2018 Women's Economic Security Statement, the latest expansion will reach an additional 60 businesses following a \$2.6 million injection over three years in the Women's Budget Statement 2021-22. Contracts in place for the delivery of the initiative which are managed by the Career Revive team in DESE.

Links to other programs

Commonwealth Government's JobMaker scheme

Timeframe

- established 2018.
- end date 2023.

Programs

Under the initiative, a business consultant (KPMG) undertakes a site visit with each business to review their physical workplace, processes, policies and workplace culture to identify potential barriers that might prevent them from recruiting and retaining women returning to work. From this KPMG works with each business to develop a tailored action plan with specific strategies to address barriers and provide guidance on how to improve practices and policies.

KPMG also supports each business to develop a prototype for a supported returner program. These are paid and structured programs offered by employers that help women to re-integrate into the workforce following an extended career break. These programs pay returners competitively and provide them with transitional supports such as coaching, training and mentoring to aid their return to work.

Medium to large businesses will benefit from this expert business improvement advice and support provided by specialist business improvement consultants.

The business improvement consultants:

- support the business by reviewing their physical workplace, processes, policies and their workplace culture to identify potential barriers that might prevent the business from attracting talented women returning to work

- offer guidance on how to improve the businesses practices and policies and develop a tailored action plan to establish a ‘supported returner program’ and address other barriers within the business and
- develop a case study of the business for inclusion on this website that provides learnings for other businesses.

Supported returner programs offer benefits to businesses and employees alike. They are employer-led opportunities that support women returning to the workforce, as well as to provide a competitive advantage for businesses through an increased ability to attract and retain skilled women from a wider talent pool.

Outcomes

To-date, 37 businesses have participated in Career Revive. Businesses are selected through an expression of interest process.

The actions and solutions that Career Revive has facilitated are diverse and grounded in the levels of maturity and capacity of businesses to implement.

In May 2021, the DESE selected 19 businesses for the 2021 intake. Key selection criteria included industry, size, location and capacity to implement changes to support women in the organisation.

A number of businesses from the Transport, Postal and Warehousing ANZSIC industry code participate in Career Revive including:

- Dalrymple Bay Coal Terminal Pty Ltd
- Goldstar Transport (currently participating)
- Ventura Bus Lines (currently participating).

Contact: Ursula Fisk Assistant Director, Women’s Workforce Participation team / 1300 488 064.

Source: <https://www.pmc.gov.au/office-women/economic-security/wess/repair-and-rebuild-womens-workforce-participation-and-further-close-gender-pay-gap>.

4.1.2 Employing and Supporting Women Hub

(DESE)

Objectives

The Hub aims to support employers to attract and retain women returning to work after a career break. Best practice information and learnings are available via the DESE website and focus on four themes shown in the program section. The Hub is targeted at those businesses that are not participating in the Career Revive initiative.

Target Group

- women returning to work after a career break
- businesses.

Governance

Career revive team at DESE.

Funding

No funding is associated with the Hub. The Career Revive team maintains the information on the Hub.

Links to other programs

[Career Revive](#).

Timeframe

Unable to determine from publicly available information.

Programs

Access to information is available via the Hub to assist employers to improve the attraction, recruitment and retention of women in Australian workplaces:

- self-assessment
- inclusive recruitment
- workplace policies for parents
- workplace flexibility
- supporter returner program.

Outcomes

Case studies of businesses that have participated in Career Revive.

Contact: ajsfeedback@dese.gov.au / Ursula Fisk Assistant Director, Women's Workforce Participation Team.

Source: <https://www.dese.gov.au/employing-and-supporting-women-your-organisation>.

4.1.3 Round 5 Heavy Vehicle Safety Initiative – Funding for Women in Trucking Australia

National Heavy Vehicle Regulator (NVHR)

Objectives

This program provided funding for Women in Trucking Australia WiTA to produce a female driver video campaign that aims to reduce risky driving behaviour and provides a female heavy vehicle driver's perspective from behind the wheel. The program brings the community, government, and industry together to deliver on a shared goal of safer drivers, safer vehicles and safer road use for all Australians. 'The WiTA initiative provides a platform to showcase female drivers in a male dominated industry', noting this is not one of the objectives of Heavy Vehicle Safety Initiative broadly.

Target Group

The general community.

Governance

The Heavy Vehicle Safety Initiative is a federally funded grants program administered by the NHVR on behalf of the Australian Government

Funding

Women in Trucking Australia Ltd (WiTA) one of 26 projects under HVSI Round 5 that received funding through the National Heavy Vehicle Regulator's Heavy Vehicle Safety Initiative supported by the Australian Government at a cost of \$5.9 million.

Links to other programs

[WiTA](#).

Timeframe

- established in 2020
- end date 2021.

Programs

Develop a safety video showcasing women in trucking.

Outcomes

Unable to determine from publicly available information.

Contact: info@nhvr.gov.au/0429333082/Lyndal Denny at WITA

hvsi@nhvr.gov.au/simone.reinertsen@nhvr.gov.au.

Source: <https://www.nhvr.gov.au/news/2020/01/21/female-truck-drivers-say-enough-is-enough-to-road-toll>.

4.1.4 Job Maker plan – women@work

DESE

Objectives

The program supports women as they step back into the workforce, as well as women who have returned to the workforce for up to 18 months and are now at a point where they are ready to step up their career but need a little extra advice to do so.

Target Group

Grant funding is available under the new Women's Job Creation priority area for projects that will create employment opportunities for women. Priority will be given to scalable projects and to organisations that support vulnerable cohorts, including women from diverse backgrounds and young women at high risk of long-term unemployment.

Governance

DESE.

Funding

\$50 million to help restore and exceed the pre-COVID-19 record levels of women's workforce participation. Women@Work expands the existing Women's Leadership and Development Program (WLDP) to create jobs and employment opportunities for women, including women from diverse backgrounds.

Links to other programs

[Career Revive](#).

Timeframe

- established in 2020.
- end date for JobMaker is 2025; we were unable to determine an end date for this specific initiative.

Programs

The programs work in partnership with the Government to provide valuable and inspiring support for women and girls during and beyond COVID-19.

- The Academy for Enterprising Girls
- Women Building Australia.

Outcomes

Unable to determine from publicly available information.

Contact: 02 6271 5111.

Source: <https://www.pmc.gov.au/office-women/economic-security/wess/repair-and-rebuild-womens-workforce-participation-and-further-close-gender-pay-gap>.

4.1.5 Jobs Hub – Logistics, Warehousing and Transport Tile

DESE

Objectives

The Australian Government is supporting job seekers and employers to connect in a rapidly changing jobs market. The website provides assistance for job seekers and has a dedicated tile for logistics, warehousing and transport. It connects job seekers to job information, career pathways and job vacancies with a particular focus on attracting women to the sector.

Links directly to Wayfinder: Supply Chain Careers for Women's digital career map.

Target Group

Women looking to re-enter the workforce.

Governance

DESE.

Funding

Unable to determine from publicly available information.

Links to other programs

- [Wayfinder: Supply Chain Careers for Women](#)
 - digital supply chain career Map
 - jobs board
- [Jobs Outlook website](#)
- [Road Transport Careers \(NatRoads\).](#)

Timeframe

- transport tile established October 2020.
- ongoing.

Programs

In particular the Logistics, Warehousing and Transport tiles – linking job seekers to the Supply Chain Career Map launched in November 2021. These tools can also help jobseekers identify similar jobs matching their skills for a broader range of options and link. The project provides innovative local solutions to address barriers to employment for Australian job seekers.

Outcomes

Increased referral traffic through Wayfinder's Career Map and company jobs boards.

Contact: 1300 488 064.

Source: <https://www.dese.gov.au/jobs-hub>.

4.1.6 Local jobs program

DESE

Objectives

The program supports Australia's economic recovery from the COVID-19 by focussing on up-skilling, re-skilling and establishing employment pathways for job seekers. Employment Facilitators chair Local Jobs and Skills Taskforces in 25 regions to develop Local Jobs Plans, which identify the region's employment priorities. This includes references to women's workforce participation issues. A Local Recovery Fund is available in each region for local stakeholders to develop projects in line with identified needs. In turn these projects provide innovative local solutions to address barriers to employment for Australian job seekers.

The Fund is available for worthwhile and innovative local initiatives that will help address structural and other barriers to employment and complement job creation initiatives to support Australian job seekers into work.

Target Group

Australian job seekers.

Governance arrangements

The department appoints organisations within 51 employment regions to deliver the program. A taskforce has an advisory role comprising key stakeholders and reports to the DESE's Relationship Manager.

Funding

Total funding \$50m. DESE anticipates that a successful initiative will be of a value between \$50,000 and up to \$1 million (GST inclusive), excluding any funding co-contribution.

Links to other programs

- [Jobactive](#)
- [ParentsNext](#)
- [New Employment Services Trial](#) (NEST)
- [Transition to Work](#).

Timeframe

- established
- end date 2025.

Programs

In recognition that regions and their communities have been adversely impacted by COVID-19 the Local Jobs Program supports tailored approaches to accelerate reskilling, upskilling and employment in 51 regions across Australia. Recognising that regions and their communities have been impacted by COVID-19.

- a Local Jobs Plan developed for each of these regions
- projects funded through a Local Recovery Fund in each of these regions.

Outcomes

Unable to determine from publicly available information.

Contact: localjobs@dese.gov.au.

Source: <https://www.dese.gov.au/local-jobs-program>.

4.1.7 Mid-career Checkpoint

DESE

Objectives

The program supports women as they step back into the workforce, as well as women who have returned to the workforce for up to 18 months and are now at a point where they are ready to step up their career but need a little extra advice to do so.

The Mid-Career Checkpoint initiative was set up to support up to 40,000 Australians, particularly women, looking to return from time out of the workforce for caring responsibilities.

Target Group

The initiative targets women aged between 30 and 45 years returning to the workforce it is also open to all working-aged Australians.

Governance

Apprenticeships Support Australia delivers the program. The Program Manager reports to the Department and Apprenticeship Australia.

Funding

\$75 million.

Links to other programs

[Career Revive](#).

Timeframe

- established pilot 2020
- end date June 2022.

Subject to pilot evaluation the program may be rolled out nationally in 2022.

Programs

- introductory skills assessment
- individual or group coaching sessions
- resume writing
- interview preparation
- digital literacy
- how to negotiate flexible working arrangements.

Outcomes

2020 went well, but 2021 was slow due to the lockdown.

Contact: mcc@apprenticeshipsupport.com.au /1300 69 156.

Source: <https://www.dese.gov.au/mid-career-checkpoint-program>

<https://www.pmc.gov.au/office-women/economic-security/wess/repair-and-rebuild-womens-workforce-participation-and-further-close-gender-pay-gap>.

4.1.8 Women in Maritime

Australian Maritime Safety Authority (AMSA)

Objectives

A key part of AMSA's mission is to celebrate the achievements of women in maritime and drive awareness of the issues facing them in the hope of achieving gender equality in a historically male - dominated industry. In this program women share their experiences and shine a spotlight onto what is often a little-known industry in Australia.

Target Group

Women working in the maritime sector.

Administrative Body

AMSA.

Governance

AMSA Board oversees operations managed by executives.

Funding

Commonwealth.

Links to other programs

[International Maritime Organization's 2019 World Maritime Day.](#)

Timeframe

- unable to determine from publicly available information
- ongoing.

Programs

- publications
- sponsorship
- community Engagement
- 2021 International Maritime Organization Webinar.

Outcomes

These initiatives also support the International Maritime Organization's 2019 World Maritime Day theme empowering women in the maritime community.

Contact: amsaconnect@amsa.gov.au/1800 627 484.

Source: <https://www.amsa.gov.au/news-community/news-and-media-releases/women-maritime>.

4.1.9 Women in STEM and Entrepreneurship (WISE)

Department of Industry, Science, Energy and Resources (DISER)

Objectives

The WISE program supports projects that break down barriers that prevent girls and women from getting into STEM (science, technology, engineering, and mathematics) education and careers. This includes providing women with the skills and tools they need to start their own businesses.

The WISE program objectives are to:

- increase awareness and participation of girls and women in STEM education and careers
- increase awareness and participation of girls and women in other parts of the innovation ecosystem including innovative businesses, start-ups and entrepreneurial activities and careers
- stimulate an increase in the number of women in senior leadership and decision-making positions in government, research organisations, industry and businesses.
- increase awareness of the range of opportunities in STEM for girls and women arising from STEM education
- increase number of girls and women participating in STEM education and careers, through primary and secondary school, higher education, and the workforce
- increase number of women role models in the STEM and entrepreneurial sectors
- increased the evidence base for future policies by providing data on girls' and women's participation in STEM education and careers and entrepreneurship
- increased strategies for improving gender equity in STEM-based organisations.

Target Group

Girls and women.

Funding

\$14million over 10 years.

Links to other programs

Unable to determine from publicly available information.

Timeframe

- established 2016
- ongoing (subject to funding).

Funded Programs -2021

- inspiring female students in years 9 and 10 of high school to take on a Biomechanics Research and Innovation challenge

- engaging 600 Indigenous girls in entrepreneurship
- empowering Indigenous women in tech, AI and data analysis
- supporting young women and girls to take on STEM problems and entrepreneurship challenges
- building a pipeline of intersectional entrepreneurs in STEM
- inspiring girls in engineering and IT
- enabling girls to pursue careers in engineering
- engaging Indigenous women in the native agfood sector.

Outcomes

Unable to determine from publicly available information.

Contact: STEM@industry.gov.au /132846.

Source: <https://www.bulletpoint.com.au/women-in-stem-and-entrepreneurship/>.

4.1.10 Women in the Aviation Industry

Department of Infrastructure, Transport, Regional Development and Communications (DITRDC)

Objectives

The Women in the Aviation Initiative supports Federal Government and industry to work together to encourage more women to pursue careers in the aviation sector. This complements and supports work that is already being undertaken by the aviation industry to encourage women to consider aviation as a career option.

The Initiative was developed in response to the [Expert Panel on Aviation Skills and Training report](#), which was released in July 2018 and identified skills and training gaps across the aviation sector.

Across the aviation sector there are critical and endemic skills shortages. Female representation in the sector is low, in some key categories as low as 1% - 3% (aviation engineering and pilots). By encouraging women to consider options in the aviation industry this may increase diversity and also address these skills shortages.

The Initiative complements and supports work that is already being undertaken by the aviation industry to encourage women to consider aviation as a career option.

Target Group

School and university aged students, their parents, career advisors, career influencers and women currently pursuing, or transitioning into, a career in aviation.

Governance

An Australian Government initiative overseen by DITRDC.

Funding

\$4 million for four years from [2018/19](#)

On 20 December 2021 the Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development, the Hon Barnaby Joyce MP, announced that the [initiative](#) would continue for a further four years and provided an additional \$4 million in funding.

Links to other programs

Industry

<https://womeninaviationcareers.com.au/>

<https://www.westernsydneywomen.com.au/women-in-aviation>

<https://www.aviationaerospace.org.au/pages/women-in-aaa/no-other-career-can-take-you-higher>

[https://aviationaustralia.aero/information-for/fame-female-aircraft-maintenance-engineers/.](https://aviationaustralia.aero/information-for/fame-female-aircraft-maintenance-engineers/)

Timeframe

- established in 2019
- end date 2025-26. This will enable renewed focus with increased momentum, to actively address the barriers and promote gender diverse aviation workforce. The extended time frame will allow broaden the stakeholder engagement and enhance range of activities and events under the Initiative.

Programs

The Australian Government is working with industry to deliver grassroots programs and significantly boost outreach to female school and university students as well as those considering transitioning into an aviation career.

- conferences
- workshops
- career events
- 2021 mentoring program for 20 female students conducted in Western Sydney
- representation at major secondary and tertiary career events, the development of industry specific online resources
- outreach to parents and students
- career promotional guidance materials, booklets and access to digital information emphasising the breadth of aviation careers, such as engineering, research and air traffic control.

Outcomes

In 2021 the initiative was represented at nine national career events by Flightdeck Crewing, an aviation recruitment agency. The Initiative was able to reach out to more than 102,707 participants and conduct direct face to face career conversations with more than 18,050 individual participants. Participants include school students, university students and their support networks (parents, guardians, career advisor and career influencers).

Contact: womeninaviation@infrastructure.gov.au/Ms Atreyee Nayek, Domestic Aviation Policy Section, DITRDC.

Source: <https://www.infrastructure.gov.au/infrastructure-transport-vehicles/aviation/women-aviation-industry>.

4.1.11 National Women in Transport

(DITRDC)

Objectives

To act at a national level to support the increased participation by women in the transport sector to increase gender balance. The aim is to provide greater focus, and where possible, expand on the initiatives in both public and private sectors across Australia to support a national approach to attracting and promoting women in transport. The initiative also aims to raise the visibility of senior women in transport, ensuring their significant contribution is recognised, and encouraging their participation and strengthening career progression for women in transport.

This initiative recognises and connects Australia's transport leaders at a national level, advancing conversations about women in transport.

Noting the productivity and profitability increased gender balance delivers, Australia's infrastructure and transport ministers agreed to take action at a national level to support increased participation by women in the transport sector.

Target Group

Women and girls.

Governance

To be determined.

Funding

Initial funding for research project.

Links to other programs

Unable to determine from publicly available information.

Timeframe

- established May 2021, at the Infrastructure and Transport Ministers Meeting
- end date unknown.

Programs

- this research report is an audit of Commonwealth, State and Territory initiatives that foster and support women entering and progressing in the transport sector
- the establishment of a Speaker's Bureau which aims to connect and provide a networking opportunity for women in the sector.

Outcomes

This research report provides a stocktake of existing initiatives targeted at women in the transport sector. The audit is underway with the final report due 14 January 2022. The Speakers' Bureau is in the very early planning stages.

Contact: sally.todd@infrastructure.gov.au.

Source: <https://www.infrastructure.gov.au/sites/default/files/documents/15th-infrastructure-and-transport-ministers-meeting-communique-28-may-2021.pdf>.

4.1.12 Women's Leadership Development Program (WLDP)

The Department of Prime Minister and Cabinet (PM&C)

Objectives

Office for Women works across Government to deliver policies and programmes to advance gender equality and improve the lives of Australian women.

Providing targeted support for women to help remove barriers, increase choice and reach their full potential. These measures support more women into work, expand opportunities for business to draw on the best talent, and build the skills Australia needs for accelerated economic recovery and growth.

The objective of the WLDP is to improve outcomes for Australian women in six key priority areas:

1. women's job creation
2. women's economic security
3. women's workforce participation
4. women's leadership
5. women's safety
6. international engagement.

Target Group

WLDP supports innovative projects and has a proven track record of creating jobs for women and helping women overcome barriers.

The segregated nature of many of Australia's industries and occupations is a key driver of the gender pay gap. Initiatives that support women into male-dominated industries, will help address that gap.

Governance

The Office for Women administers the WLDP, to fund and deliver a range of projects for Australian women.

Funding

Grants funding under the new Women's Job Creation priority area for projects will create employment opportunities for women. Priority will be given to scalable projects and to organisations that support vulnerable cohorts, including women from diverse backgrounds and young women at high risk of long-term unemployment.

An additional \$38.3 million is being provided to expand the WLDP to help women retain employment and build career pathways with an emphasis on male-dominated industries. It will also support women experiencing family and domestic violence to take up job opportunities now and into the future.

Links to other programs

- Academy for Enterprising Girls
- Women Building Australia
- Women@work.

Timeframe

- established in 2020
- end date 2024 when funding will conclude.

Programs

- the WLDP Project Grants stream supports a range of projects that achieve tangible improvements in outcomes for Australian women linked to the Government's six key priority areas. Grant opportunities under this stream seek applications for projects that contribute to the achievement of all, one, or a combination of the six key priority areas listed above.
- programs supporting women with disabilities
- support for Women in STEM.

Outcomes

70 projects are currently receiving funding under the WLDP – Project Grants round.

Contact: 1800 634 035.

Source: <https://www.pmc.gov.au/office-women/economic-security/wess/repair-and-rebuild-womens-workforce-participation-and-further-close-gender-pay-gap>
<https://www.pmc.gov.au/office-women/grants-and-funding/wldp-2020-21>
<https://budget.gov.au/2021-22/content/overview.htm#two>.

4.1.13 National Women's Alliance Grants

PM&C

Objectives

Six National Women's Alliances receive funding over three years to engage with Australian women, to understand their issues and experiences, and ensure their voices are part of the policy development process. The Alliances work with diverse community groups and organisations to bring attention to the issues affecting Australian women. This advocacy also supports evidence-building for government to address inequalities that disproportionately affect women and girls in our communities. The National Women's Alliances (the Alliances) ensure diverse women's voices are heard in the policy making process. Alliances advocate for the economic security, safety and leadership opportunities of women in Australia and collaborate with policymakers to inform Australian Government policies that impact women.

The specialist Alliances work in the following priority areas:

- women's safety
- women's economic security and leadership
- Australian women from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander women
- women living in rural, regional and remote areas of Australia
- Australian women with disability.

Programs

The Alliances support a grant opportunity to fund the formation of six civil society networks, known as National Women's Alliances, to ensure that women's voices are heard in the policymaking process.

Target Group

Women from diverse groups.

Governance

Commonwealth Grants Hub.

Funding

\$4.9 million.

Links to other programs

Unable to determine from publicly available information.

Timeframe

- established in 2021 with an end date in 2024.

Programs

The Alliances supports a grant opportunity to fund the formation of six civil society networks, known as National Women's Alliances, to ensure that women's voices are heard in the policymaking process.

Outcomes

Unable to determine from publicly available information.

Contact: 1800 020 283.

Source: <https://www.pmc.gov.au/news-centre/office-women/national-womens-alliances-grants-announced>.

4.1.14 Job Trainer

The JobTrainer initiative is administered by each state and territory government

Objectives

JobTrainer is offered nationally however, the range of courses and qualifications that are offered vary by states and territories. NSW offers *Built for Women*, a program specifically aimed at attracting women to male-dominated sectors.

Targets

- aged 17-24
- job seekers
- young people
- including school leavers
- under the extension Australians who wants to enrol in aged care, digital skills, disability care or childcare qualification can also access a JobTrainer place, regardless of their age, employment status or prior qualifications.

Governance

DESE.

Funding

As part of the 2020-21 Budget, the Australian Government partnered with state and territory governments to establish a \$1 billion JobTrainer Fund. The Australian Government committed \$500 million in 2020-21, with matched contributions from state and territory governments. As part of the 2021-22 Budget, the Australian Government announced it would commit an additional \$500 million, to be matched by state and territory governments, to extend the program until 31 December 2022 and subject to state government funding the fund is expected to reach \$2 billion.

Links to other programs

Unable to determine from publicly available information.

Timeframes

- established in 2020
- end date 2022.

Programs

Subsidised training to learn skills for jobs in demand.

Outcomes

- in 2020-2021, 270,000 places were offered.
- an additional 163,000 places were available in 2021-2022.

Contact: 1300 488 064.

Source: <https://www.dese.gov.au/skills-reform/jobtrainer-fund>
<https://yourcareer.gov.au/industries/l/transport-postal-and-warehousing?includeExperienceAndQualifications=false>.

4.2 State Government and Territory initiatives

The initiatives reviewed in section 4.1 impact either directly or could be expected to impact indirectly on the transport sector.

The following initiatives were identified but not included in this audit due to the difficulty in assessing their impact on the transport industry:

- the Northern Territory Office of Gender Equity and Diversity general grants for gender equality for Northern Territory women experiencing economic, social, cultural or geographic disadvantage
- the Northern Territory Minister for Women Scholarships offers Northern Territory women experiencing economic, social, cultural or geographic disadvantage support to study or train in non-traditional (male-dominated) industries
- the South Australian Freight Council produced the *Gender and equality in transport and logistics resource* in 2015 and have since worked to publicise it throughout the industry
- South Australia's Chiefs for Gender Equity (the Chiefs) are a group of state-based businesspeople who, in conjunction with the South Australian Equal Opportunity Commissioner, recognise the case for gender equity
- the Western Australia STEM skills strategy aims to build a globally competitive and innovative workforce with the skills to drive Western Australia's technological future and create job opportunities.

AUSTRALIAN CAPITAL TERRITORY INITIATIVES

4.2.1. Women's Economic Disadvantage

ACT Government

Objectives

The ACT Government is committed to improving the financial and personal wellbeing of women in the ACT by creating opportunities for women to enter or re-enter the workforce, including in traditionally male-dominated industries.

Target Group

Women and girls.

Governance arrangements

Unable to determine from publicly available information.

Funding

Total \$8.6m new investment.

Links to other programs

Unable to determine from publicly available information.

Timeframe

Timeframes differ for each program.

Projects

- *Future Skills for Future Jobs Grants Program* provides funding for innovative projects that promote market diversity and aim to increase the number of Australian Apprenticeships commencements in the ACT
- *Industry Coordination Project* involves collaboration and engagement with industry, unions and key stakeholders across government to support safe and inclusive workplaces in the construction industry
- The *Women's Return to Work Program* \$420,000 for a further 3 years supports women who have been out of the workforce for an extended period of time due to caring responsibilities.

Outcomes:

Unable to determine from publicly available information.

Contact: women@act.gov.au.

Source: https://www.treasury.act.gov.au/data/assets/pdf_file/0004/1870285/2021-21-Womens-Budget-statement.pdf.

4.2.2 Women's education and life-long learning

ACT Government

Objectives

The ACT Government is facilitating equal access to education and development opportunities regardless of gender, recognising this as an important aspect of gender equality. This includes supporting women and girls to engage in education that could lead to employment in traditionally male-dominated industries.

Target Group

Women and girls.

Governance arrangements

Unable to determine from publicly available information.

Funding

Total \$23 million new investment for all programs.

Links to other programs

Unable to determine from publicly available information.

Timeframe

Timeframes differ for each program.

Projects

- Women in Construction Pathways
- The (Girls in) STEM Program
- The Audrey Fagan Program providing education, mentoring and networking opportunities
- Participation (Women's Grants) support projects that have a direct impact on women.

Outcomes

Unable to be determined from publicly available information.

Contact: women@act.gov.au/Inclusion and Participation, Community Services Directorate, ACT Government.

Source: https://www.treasury.act.gov.au/data/assets/pdf_file/0004/1870285/2021-21-Womens-Budget-statement.pdf.

4.2.3 Women's Second Action Plan 2020-2022

ACT Government

Objectives

Under the Women's Plan the Second Action Plan includes the objective to foster gender equity in Canberra workplaces, including through improved gender equality in leadership and workplace participation and includes several associated actions.

Target Group

Women and girls.

Governance arrangements

The action plans will be developed by each ACT Government Directorate. The Ministerial Advisory Council on Women provides strategic advice to the ACT Government on issues affecting women in the ACT, which has included development of the ACT Women's Plan 2016-2026.

Funding

Linked to Women's Plan 2016-2016 funding.

Links to other programs

[ACT Women's Plan 2016-2026](#).

Timeframe

- established in 2020
- end date 2022.

Projects

- improving the mental health and wellbeing of women and girls in the ACT
- fostering gender equity in Canberra workplaces, including through improved gender equality in leadership and workplace participation
- building a community where women and girls are safe and supported to participate
- improving housing support and sustainability and reducing homelessness for women
- developing appropriate and accessible services, programs and policies for women and girls, ensuring consideration of those from diverse backgrounds.

Outcomes

All programs are underway, and report enhanced or improved outcomes with the exception of 5.2 - Develop education materials for ACT Government teams on gender analysis and gender responsive budgeting processes which is currently on hold.

Contact: women@act.gov.au Inclusion and Participation, Community Services Directorate, ACT Government.

Source: https://www.treasury.act.gov.au/_data/assets/pdf_file/0004/1870285/2021-21-Womens-Budget-statement.pdf / https://www.communityservices.act.gov.au/_data/assets/pdf_file/0009/1495521/Second-Action-Plan-2020-22.pdf.

4.2.4 Women in leadership

Transport for NSW

Objectives

The program offers talented women the chance to pursue exceptional careers in transport.

Target Group

School leavers, women changing careers and those in the sector looking to develop their career.

Governance arrangements

Transport for NSW.

Funding

Unable to determine from publicly available information.

Links to other programs

Unable to determine from publicly available information.

Timeframe

Unable to determine from publicly available information.

Projects

- programs to raise awareness of transport careers
- offer a range of flexible work options, designed foster work life balance
- leadership programs
- mentoring and sponsorship opportunities
- secondments
- networking\succession planning
- fast tracking initiatives.

Outcomes

Transport for NSW has a commitment to achieve 40% women in leadership roles by 2025, to achieve the Premier's Priority of Driving Public Sector Diversity, with a target to increase the representation of women in leadership roles to 34% by July 2021. Unable to determine if this target was achieved.

Contact: (02) 8202 2200.

Source: <https://www.transport.nsw.gov.au/about-us/careers/women>.

4.2.5 Women in IT Reference Group

Roads and Maritime Services

Objectives

In line with Transport for NSW Women objectives, the Women in IT Reference Group is an action group that aims to address the lack of diversity in the sector.

Target Group

Women with IT skills.

Governance

Transport for NSW.

Funding

Unable to determine from publicly available material.

Links to other programs

[WORK180](#) formerly DCC Jobs.

Timeframe

- established 2017
- end date unable to determine from publicly available information.

Projects

Current projects focus on:

- flexible working arrangements
- paid Parental Leave
- pay equity
- employee engagement
- removing barriers to allow women to spend time with family.

Outcomes

Unable to determine from publicly available material.

Contact: 131782.

Source: <https://www.transport.nsw.gov.au/about-us/careers/women>.

4.2.6 Diversity and Inclusion Plan

Roads and Maritime Services

Objectives

The Roads and Maritime 2020 Diversity and Inclusion Plan is structured over three years, with priority areas aligned to Transport Cluster and NSW Public Sector.

The plan aims to increase workforce diversity and create an inclusive culture valuing and celebrating diversity of thought.

Target Group

NSW Community.

Governance

Transport for NSW.

Funding

Unable to determine from publicly available information.

Links to other programs (as a policy it is relevant to all programs).

Timeframe

- established 2020
- end date 2023.

Projects

Initiatives and actions are structured to deliver on the priority areas and overall diversity and inclusion strategic outcomes. This approach is consistent with the approach being undertaken across the Transport Cluster.

- increasing the representation of women in leadership roles and supporting their career development
- driving an inclusive culture through flexible mindsets and flexible work practices
- increasing Aboriginal representation and supporting career development of Aboriginal employees
- extending diversity focus
- building a diverse workforce and driving an inclusive culture through networks and industry partners.

Outcomes

Unable to determine from publicly available material.

Contact: 131782.

Source: <https://roads-waterways.transport.nsw.gov.au/about/corporate-publications/diversity-inclusion/06plan.html#:~:text=Roads%20and%20Maritime%202020%20Diversity%20and%20Inclusion%20Plan,engage%20employees%20over%20the%20full%20employee%20life%20cycle.>

4.2.7 NSW Women's Strategy 2018-2022 – Transport Cluster

Women NSW working with Transport NSW and NSW Council for Women's Economic Opportunity

Objectives

The NSW Women's Strategy 2018-2022 provides a whole-of-government and whole-of-community policy framework with the aim to improve the economic, social and physical wellbeing of women and girls across NSW.

Transport for NSW has a commitment to 40% women in leadership roles by 2025, to achieve the Premier's Priority of Driving Public Sector Diversity. The Transport cluster is committed to achieving pay equity across our workforce for similar or comparable roles.

Transport for NSW has a commitment to achieve 40% women in leadership roles by 2025, to achieve the Premier's Priority of Driving Public Sector Diversity, with a target to increase the representation of women in leadership roles to 34% by July 2021.

Target Group

Female school leavers, women changing careers, and women in Transport NSW looking to develop their career.

Governance arrangements

The Minister for Women is responsible for overseeing the impact of NSW Government policy and practice on women and girls to ensure equitable outcomes. The Department of Communities and Justice convenes a NSW Women's Strategy Interdepartmental Committee to guide and support implementation, monitoring and reporting of the action plans and evaluation. The Interdepartmental Committee also plays a critical role in identifying initiatives for inclusion in future action plans that are reflective of community need.

Funding

Unable to determine from publicly available information.

Links to other programs

[Work180](#).

Timeframe

- established in 2018
- end date 2022.

Projects

Projects are designed to:

- promote a culture based on respect and inclusion
- continue to enact cluster and diversional targets for women in leadership
continue to use gender balanced interview shortlists and panels for senior roles and entry level talent program
- review job descriptions to ensure gender inclusive language and only necessary criteria is adopted
- provide people with opportunities to hear from our senior female leaders via *Inspiring Women in Conversation Series* and other related events
- work with Work180 to expand and strengthen channels for attracting talented and diverse women.

Outcomes:

Unable to determine from publicly available information.

Contact: womennsw@facs.nsw.gov.au.

Source: <https://www.women.nsw.gov.au/strategies/nsw-womens-strategy>.

4.2.8 Transport and Logistics Industry Connect (TLI Connect)

Department of Transport and Main Roads

Objectives

The TLI Connect initiative assists employers through government and industry partnerships to retain existing employees, attract new employees and identify education and training opportunities. They work towards ensuring a skilled, sustainable and supported workforce, for the state's essential transport and logistics industry.

The Queensland Transport and Logistics Workforce Strategy and Action Plan 2021–2024 informs ongoing action in nine key areas:

- promoting the attractiveness of the transport and logistics industry
- education and skilling reflecting changing industry needs
- addressing the ageing workforce
- improving the workforce gender composition
- growing the labour market for the logistics industry
- ensuring a sustainable road transport workforce
- publishing Queensland transport and logistics industry workforce data
- transition planning for sectors impacted by digital disruption and/or automation
- re-training packages/programs for those in changing/declining occupations.

Target Group

Young people and job seekers from all stages of the career life cycle. Specific actions are tailored for female students and jobseekers to improve the workforce gender composition.

Governance

TLI Connect is guided by the Transport and Logistics Workforce Advisory Committee, a group of representatives from industry associations, industry organisations and the Department of Transport and Main Roads.

Funding

Unable to determine from publicly available information.

Links to other programs

- [Wayfinder](#)
- [Followmont Transport](#)
- [Coles](#).

Timeframe

This is an ongoing, business-as-usual initiative, with actions designed and implemented in response to evolving needs.

Projects

- Transfutures Internship Program:
 - the program has been running since 2010
 - final-year university students are hosted in transport and logistics businesses for placements of up to 180 hours

- students gain valuable insight about the industry while applying their knowledge to a specific task or project
- employers are able to showcase the industry and the interesting roles available.
- The Queensland Transport and Logistics Workforce Marketing Strategy 2022–2024:
 - this strategy sets out ways for industry organisations to inspire young people and all job seekers to choose a career in transport and logistics
 - it highlights key messages, benefits and communication channels for promotion.

Outcomes

- Transfutures internships:
 - of the 80 interns to complete the program, 44 are women
 - more than 30 different transport and logistics employers have hosted interns
- Recent addition of a dedicated 'Careers in Transport and Logistics' web presence, including a section on women in transport and logistics.

Contact: tli.connect@tmr.qld.gov.au.

Source:

<https://www.tmr.qld.gov.au/TLIConnect>

<https://www.tmr.qld.gov.au/t-and-l-careers>

<https://www.tmr.qld.gov.au/transfutures>

<https://www.tmr.qld.gov.au/business-industry/Business-with-us/TLI-Connect/Workforce-resources-for-employers#workforce>

4.2.9 Transport and Logistics Workforce Strategy and Action Plan

Department of Transport and Main Roads

Objectives

The strategy aims to ensure a skilled, sustainable, and supported workforce into the future. The key strategy areas were developed to address workforce challenges identified in the Queensland Transport and Logistics Workforce Current and Future Trends Report.

The Strategy and Action Plan will inform ongoing action towards:

- a sustainable workforce, with sufficient workforce supply to meet changing demand
- a high calibre workforce with contemporary capabilities and skills
- building resilience in the workforce to respond and adapt to unforeseen events such as, COVID-19
- support for sectors experiencing significant change – growth/decline/fluctuation
- transition support for employers with occupations that will be significantly impacted by digital disruption and/or other key reforms
- improved retention of the workforce within the broader industry, supported by career frameworks and lifelong learning
- mitigation of workforce risks and challenges identified including from an ageing workforce
- broader industry awareness of workforce strategies and actions required to support the Queensland transport and logistics industry.

Target Group

- students and jobseekers
- industry and government stakeholders.

Governance

Transport and Logistics Workforce Advisory Committee (TLWAC).

TLI Connect and TLWAC will work with industry operators, industry associations and other government organisations to deliver on these strategies.

Funding

Unable to determine from publicly available material.

Links to other programs

[TLC Connect](#).

Timeframe

- established in 2021
- end date 2024.

Programs

- promoting the attractiveness of the transport and logistics industry
- education and skilling reflecting changing industry needs
- addressing the ageing workforce
- improving the gender composition

- growing the labour market for the logistics industry
- ensuring a sustainable road transport workforce
- publishing Queensland transport and logistics industry workforce data
- transition planning for sectors impacted by digital disruption and/or automation
- re-training packages/programs for those in changing/declining occupations.

Outcomes

Unable to determine from publicly available information.

Contact: tli.connect@tmr.qld.gov.au.

Source: <https://www.tmr.qld.gov.au/business-industry/Business-with-us/TLI-Connect/Transport-and-Logistics-Industry-Connect#about>.

4.2.10 Inclusion and Diversity Strategy 2020-2023

Department of Transport (DoT)

Objectives

DoT has committed to a workforce target of at least 50% women by 2023, and to have 50% women representation in senior roles (VPS5 and above) by 2023.

Target Group

- women
- Aboriginal and/or Torres Strait Islander Australians
- LGBTQ+ people
- individuals with disability
- Culturally and Linguistically Diverse (CALD) people.

Funding

Unable to determine from publicly available information.

Links to other programs (as a policy it is relevant to all programs).

Timeframe

- established in 2020
- end date 2023.

Programs

- mentoring program
- scholarships program
- leadership programs
- training on family violence and everyday sexism
- promotion of key dates such as International Women
- a women's working group which runs inclusion initiatives and events throughout the year and provides support and advocacy for women at DoT.

Outcomes

Unable to determine from publicly available information.

Contact: inclusion-diverstiy@transport.vic.gov.au

Source: <https://gradaustralia.com.au/graduate-employers/department-of-transport/diversity-and-inclusion-at-the-department-of-transport>.

4.2.11 Women Driving Transport Careers

Wodonga TAFE, TWAL and industry partners

Objectives

The Women Driving Transport Careers program aims to increase female participation in the transport sector by addressing some of the barriers to women entering transport careers.

The Wodonga TAFE driver training program was open to all, but there was an increase in the number of women coming through the program. A research project into why these participation numbers were not reflected in the industry participation figures led to the development of this collaborative initiative.

Despite industry's support for increased female participation the research showed that the industry was not adequately accommodating women's needs. A partnership with TWAL provided the female perspective and Volvo brought the industry experience. The course was developed with guidance and media support from TWAL and Volvo supported by supplying the vehicles.

The first pilot cohort included Linfox and Australia Post.

Target Group

All female cohort.

Governance / Administration

Wodonga TAFE, TWAL and industry partners.

Funding

Initially government funding through the Education Department, Regional Skills and Innovation Training fund; ongoing funding proved difficult as the new funding criteria was not met. New funding for skills sets has recently been announced that will open funding opportunities. Industry is currently financially supporting the program. The government funding figure of \$1.38 million is for five programs.

Links to other programs

Industry links: Volvo, Linfox, Mainfreight, Cleanaway, Hanson, Adelaide, Australia Post.

Government links

Department of Transport.

Department of Education

Timeframes

- established in 2018
- program end date is dependent on funding.

Programs

- driver training course
- the level of initial training helps to encourage women to enter the program with a guarantee of employment.
- the average number of applicants is 250 with only eight training spots per intake. Industry is looking for women with practical experience and strong tactile skills

- the Oz Truck app was developed by Wodonga TAFE in partnership with TWAL and Volvo. The app was developed in response to research findings as a companion, designed for anyone who is new to the industry, particularly culturally diverse employees. The app includes compliance, safety, health and a forum. women don't consider truck driving as a career choice.

Outcomes

The program has resulted in the training of 70-80 women, this represents a completion rate of 90% and many of the participants have since progressed into leadership roles.

Outcomes include:

- the female cohort has bonded, stayed in touch and Wodonga TAFE offers ongoing mentorship which has contributed to the high retention rates
- organisational changes around flexible working arrangements, split shifts
- networking and mentoring opportunities led to a nomination for a Victorian training award. Participants stay in contact and participate in media opportunities
- the program is attracting women from all different backgrounds and ages with many 20-30 years who have a whole career in front of them
- guaranteed employment after completion of training followed with 12-month employer mentoring support has driven the program's success.

Contact: Simon Macaulay smacaulay@wodongatafe.edu.au.

Source: <https://www.wodongatafe.edu.au/Whats-On/News/ArtMID/402/ArticleID/20/Wodonga-TAFE-helping-bring-more-women-into-Transport>.

4.2.12 Women in Transport WiT

Department of Transport (DoT) and Transport Industry

Objectives

To address the gender imbalance in the public transport sector.

The first program of its kind in Australia to take a strategic and comprehensive approach to shifting the dial within a sector to:

WiT strategic objectives

- dismantle the structural barriers
- change the culture
- improve access to employment and career opportunities for women in the transport sector.

5 focus areas of the strategy which include:

- Social and Economic Development
- Leadership and Accountability
- Setting Industry Standards
- Changing the Culture
- Community Campaigns.

The first three-year WiT Strategy was launched in 2017 by the then Minister for Public Transport the Hon. Jacinta Allan MP. The current Strategy was launched September 2021 and is till 2024.

By the end of 2024, the Strategy aims to increase the number of women working in transport to 50% in the public sector and 30% in the private sector and to increase the number of women in senior roles to 50% in the public and 30% in the private sector.

Targets

- women in regional Victoria
- young, ageing and women new to the sector
- CALD women
- women with disability
- LGBTIQ+ people
- Aboriginal and Torres Strait Islander women.

Governance

WIT Steering Committee chaired by Parliamentary Secretary of Transport responsible for recommending industry targets and benchmarks, monitoring progress and endorsing sector-wide campaigns.

Funding

\$6 million by 2021.

Timeframes

- first strategy launched in 2017
- end date 2024.

Programs

- postgraduate scholarships
- undergraduate scholarships funding for training and support and employment for women bus and truck drivers
- vocational placements for postgraduate scholars
- network events, outreach programs to secondary schools, representation at university open days
- professional development and training events
- WiT Mentoring programs delivered by the Level Crossing Removal Project. The program is a six-month, industrywide initiative offering professional development and networking, plus regular guidance to help structure monthly mentee-mentor meetings.

Outcomes

Since its launch in March 2017, the program achieved a 5% increase in the transport operators workforce shifting from 15% to 20%, a 3% increase in the public sector workforce shifting from 33% to 36%.

The breadth and focus of the WIT goals and its commitment to systemic change are important to its overall success.

- improved social and economic development
- leadership and accountability
- setting industry standards
- changing culture
- community campaigns.

A key factor in its success is the establishment of clear policy goals and set targets as described below:

- by the end of 2024, the Strategy aims to increase the number of women working in transport to 50% in the public sector and 30% in the private sector and to increase the number of women in senior roles to 50% in the public and 30% in the private sector
- private sector entity boards to work towards gender balance
- aggregated sector target: 10% per year increase in women and people of diverse gender identities by end 2024 for areas heavily dominated by men:
 - engineering
 - project management
 - asset management
 - driving, yard work and cleaning
 - technical and trades
 - planning
 - data analysis.

Importantly, WIT has underpinned program development with collaboration and the involvement of industry and other government stakeholders through the Women in Transport Network.

Contact: diversity@transport.vic.gov.au

Source: <https://transport.vic.gov.au/about/women-in-transport#WIT-strategy>.

TASMANIA

4.2.13 Heavy Vehicle Driving Licence Plus (HVDL+) – Dedicated female program

Heavy Vehicle Driving Licence Plus (HVDL+) – Dedicated female program

Tasmanian Transport Association with industry support

Objectives

To increase the number of heavy vehicle drivers available for industry. The program aims to bridge the gap for drivers with HV driver licences yet to secure a driver position. The program is designed to assist participants understand compliance and regulatory requirements for access, load restraint, fatigue management, chain of responsibility, vehicle standards, and to provide targeted skills development for safety including manual handling and hazard perception for professional driving.

The original funding was not specifically for women but due to the high level of female interest a decision was made to run a female only program.

Target Group

Women with HVD licences who have not been successful in applying their skills, due to lack of experience and opportunity.

Governance

- Tasmanian Transport Association is the peak body for Tasmanian transport employers
- TTA is a private not-for-profit body governed by a Board of 11 Directors
- membership spans all transport modes including road, rail, shipping, ports and warehousing.
- project outcomes are reported to the Department of State Growth and Minister for Infrastructure and Transport.

Funding

TTA is funded through membership subscriptions, industry sponsorship and events. Specific projects like this one are subject to external funding, for example through the Tasmanian Department of State Growth.

Links to other programs

- JobActive
- RTO programs and industry recruitment models.

Timeframe

Program due to commence in March 2022.

Programs

- industry led and industry focussed program
- one-week supervised work experience placements in industry partner organisations

- training program
 - practical training -one week, each day based in a different transport business
 - access to on site equipment, industry presenters, and experienced professional drivers to share their experiences
 - theory component focussing on safety, compliance and regulatory requirements.
- pre-employment driver medicals funded by industry or by employment providers
- support to attain employment
- active social media support from previous program participants.

Outcomes

Similar outcomes to those achieved in previous 'Women behind the Wheel' program run in 2016 are expected.

2016 program outcomes include:

- 35 applications received
- all applicants interviewed
- ten candidates selected to join the program with eight successfully completing the program
- most obtained driving jobs and continue to be active Ambassadors
- program provided a model for other development programs for women in the transport industry.

Contact: Michelle Harwood Executive Director/0427 366 742.

Source: www.tta.org.au.

4.2.13 Main Roads WA

Minister for Transport

Objectives

Main Roads WA recognises the importance of actions to support increased participation by women in the transport sector.

Targets

- women
- youth
- people with disabilities
- LGBTIQ+ people
- Aboriginal and Torres Strait Islander women
- people from culturally diverse backgrounds.

Governance

Main Roads WA is one of three state agencies comprising the Transport portfolio, together with the Department of Transport and the Public Transport Authority. Main Roads WA reports to the Minister for Transport and works to enhance the coordination and delivery of transport services.

Funding

Unable to determine from publicly accessible information.

Links to other programs

- [National Association of Women in Construction](#)
- [The Women Leaders Institute](#).

Timeframe

Equal opportunity Management Plan

- established in 2020
- end date 2023.

Programs

- equal employment opportunity training is compulsory for new starters
- employees also have access to Diverse WA, cultural competency online training
- information on unconscious bias and inclusion in the workplace is readily available on the intranet page
- ongoing focus on attracting, retaining, and developing women to have greater representation in technical and leadership positions
- choose to Challenge initiative promoted across WA with several senior managers interviewed, providing their perspective on the importance of women in leadership and their advice on career development, challenges faced and management of work-life balance
- personal 'pods' in the workplace encourage women on maternity leave to return to work to continue their careers and still have access to private facilities for infant feeding responsibilities.

Outcomes

- 31% of Main Roads workforce are women
- 23% of Main Roads workforce are women in Level 6 roles and above, exceeding target of 20%
- Equal Employment Opportunity Management Plan 2020-2023
- to assist with identifying barriers and creating a diverse, inclusive workplace, an equal employment opportunity (EEO) survey conducted during April 2020 highlighted the following priorities and areas of improvement
 - improving equity and diversity content on iRoads intranet page
 - reviewing the support needed to achieve work-life balance
 - communicating policies via e-learning and video
 - reviewing and promoting gender balance at senior management and executive level
 - reducing discrimination and boosting cultural security
 - creating more awareness on customs and cultures of other countries
 - promoting Main Roads' grievance process
 - reviewing recruitment process and practices.

Contact: enquiries@mainroads.wa.gov.au.

Source: interview Michelle Basitian

<https://annualreports.mainroads.wa.gov.au/AR-2020/business-activities/our-people.html>.

4.2.14 WA Skills Summit

Department of Training and Workforce Development

Objectives

The summit provided an opportunity for business leaders and other industry players to work collaboratively to develop immediate and longer-term strategies to address skills needs impacting the Western Australian economy.

Targets

- women re-entering the workforce
- jobseekers
- boosting Aboriginal youth employment opportunities.
- supporting mature age apprentices.

Governance

Department of Training and Workforce Development and the Premiers Office.

Funding

The new initiatives respond to workforce issues raised by Industry leaders at the Perth and regional skills summits and are jointly funded through a \$103.5 million agreement between the State and Commonwealth governments under the expanded JobTrainer Fund.

Links to other programs

- [Job Ready Connect](#).

Timeframe

- a series of skills summits were hosted in late 2021
- unable to determine ongoing/end date.

Programs

- | | |
|---|---|
| • incentives and further training for women re-entering the workforce | • collaboration and investment in training and skills pathways between industry, government and schools |
| • increased access to child-care and out of school's hours care | • collection of data to identifying where skills gaps are |
| • targeted marketing campaigns for under-represented groups | • developing modelling to predict future skills shortages |
| | • 10 Regional Skills Summits. |

Outcomes

- WA employers have responded by taking on more apprentices and trainees in 2021, with apprenticeship and traineeship commencements up by 98% in the past 12 months to 30 September 2021.
- Regional Skills Summits attracted 350+ participants.

Contact: 08 6551 5000.

Source: <https://www.dtwd.wa.gov.au/whats-new>.

4.3 Local government initiatives

Municipal Associations of local councils all have gender equity policies, but researchers were unable to identify programs with any direct link supporting the transport sector.

Some significant initiatives are under way in the development and implementation of diversity and inclusion strategies in local government.

The [Victorian Local Government Women's Charter](#) continues to be a leading tool for advocacy and promotion; 74 of 79 Victorian councils are charter signatories.

The introduction of [Victoria's Gender Equity Act in March 2021](#) has also improved workplace gender equality across local Victorian councils.

Several councils stand out in their response to their obligations under the Act.

- The City of Yarra is reviewing its 2016-2021 Gender Equity Strategy, completing a workplace gender audit, and developing a new gender equity plan.
- Darebin Council's Gender Equity Advisory Committee provides strategic advice and a gender lens on issues, policies, programs, and services for Council on issues affecting gender-diverse communities. The committee acts in accordance with the councils' Gender Equity Strategy. The Towards Equality: Equity, Inclusion and Human Rights Framework 2019-2029 and the Gender Equity in the Early Years are notable inclusions here.
- The City of Monash's Gender Equity Framework ensures that the Council exceeds its obligations under the act and with its Gender Equity Action Plan 2021-2025 the Council is implementing a robust set of high-level key objectives and actions.

There are programs internationally encouraging women to take part in waste collection with many US State Public Works local departments actively recruiting women into operational/driver roles (although with limited success).

Increased automation and a strong focus on sustainability presents an opportunity to increase female participation in the sector.

4.4 Industry initiatives

The initiatives reviewed in section 3.4 impact either directly or could be expected to impact indirectly on the transport sector. Other initiatives identified but not included are:

- Women and leadership Australia is dedicated to developing and championing female leaders across Australia
- Driven Women (CDC Victoria) program provides safe workspaces and facilities for women and aims to increase female participation in their workforce
- National Road Transport (NatRoad) Driving Change Diversity Program (Driving Change Diversity Program (included in Teletrac Navman initiative)
- Women at the Wheel (Access and Transurban Queensland): a program designed to help refugee women gain an Australian driver's license
- International Air Transport Association (IATA) 25 by 25 is an industry-wide diversity and inclusion project which aims to increase the number of women in senior positions
- BHP Gender balance in 2025: BHP has set an aspirational goal to achieve gender balance by 2025
- Committee for Economic Development Aust (the Copland leadership Program) helps participants gain new perspectives and insights into critical leadership challenges; develop critical thinking skills needed to solve complex business problems; and network with fellow emerging leaders
- the Waste Management and Resource Recovery Association (Women of Waste leadership breakfast) brings women together to share their experiences and the challenges they have encountered through their professional journeys
- the Australian Road Research Board's Wonder Women program is dedicated to supporting women in all areas of their organisation
- Diversity Australia (Logistics Supply Chain and Transport Survey) is a global survey conducted to substantiate the changes required to reduce the gender pay gap in the Transport, Postal and Warehousing sector
- UGL Limited Engineering Services runs a series of programs designed to help empower and enable their female employees to be their best.

4.4.1 Australian Women's Pilot Association

Objectives

The aim of the Australian Women Pilots' Association is to foster closer relationships and unity among women pilots, to assist women to undertake flying in Australia and elsewhere, and to develop public interest in aviation, especially among women generally to assist in the development of aviation.

Target Group

Aviation students, female pilots, juniors interested in flying, associate members whose interest lies in aviation related fields.

Governance

National Committee.

Funding

- endowment fund established in 2005 for the purpose of building and maintaining sufficient funds for the Association to become financially independent and secure
- membership ranges from Junior, Student, Associate and Honorary.

Links to other programs

- the [Ninety Nines Inc. International Association of Women Pilots](#)
- [Women in Aviation Resource Centre \(USA\)](#)
- [the International Society of Women Airline Pilots](#)
- [Women Pioneers of Australian and New Zealand Skies 1900-2000.](#)

Timeframe

- established with charter members in 1950
- ongoing.

Programs

- Lady Casey Scholarship program funded by share dividends and donations
- flight training scholarships
- state funded scholarships
- Annual General Meeting and conference
- website links to career information.

Outcomes

The initiative has successfully funded scholarships across a range of scholarships and awards that create opportunities for all ages and levels of flight experience.

Contact: national.president@awpa.org.au.

Source: <https://awpa.org.au>.

4.4.2 Cleanaway Victorian Driver Academy

Cleanaway Waste Management

Objectives

The key aim of this program is to close the gap in the waste management industry, specifically municipal (residential waste) drivers. To do this, Cleanaway is providing all training through the Driver Academy, and will initially be aimed at growing female participation within the driving group.

Target Group

The Driver Academy will focus on women who have never driven a truck before.

Governance

Board of Directors.

Funding

Cleanaway.

Links to other programs

[Multicultural Consulting Services.](#)

Timeframe

- established 2021 with first intake in 2022
- ongoing.

Programs

- 13 weeks of training as women prepare to sit their Heavy Rigid (HR) licence. Each participant will be paired with an experienced driving buddy and a separate mentor to support them
- retention mentoring program throughout 12 months of employment
- ongoing development post training completion
- opportunity to complete a Certificate III in Logistics 12 months after completing the academy
- female staff are encouraged to attend women's waste management leadership events.

Outcomes

2022 February program intake has closed with seven women selected.

Contact: 131339.

Source: <https://www.cleanaway.com.au/about-us/careers/driver-academy-for-women/>.

4.4.3 Create a Challenge Wheels Badge

Girl Guides Australia

Objectives

The initiative aims to provide a resource that fosters a better understanding of careers in the transport sector by offering an opportunity to explore careers, safety, art and science within the area of transport. The program aims to spread awareness about career options in the transport industry, allowing Guides to explore a range of transport activities.

Target Group

Girls 5-17 years of age.

Governance

Girl Guides Association.

Funding

Donors and government.

Links to other programs

[Transport Women Australia Limited](#) (TWAL).

Timeframe

- established in 2000
- ongoing.

Programs

- resource with suggested activities to help build awareness about the sector and encourage girls to consider a career in transport
- colouring and activity book
- TWAL members are available to speak with Girls Guide groups.

Outcomes

Unable to determine from publicly available information.

Contact: program@girlguides.org.au.

Source: <https://www.girlguides.org.au/wp-content/uploads/2018/03/Women-in-Transport-Program-Resource.pdf>.

4.4.4 Women in Trucking Australia (WiTA)

WiTA

Objectives

To connect female heavy vehicle drivers nationally, creating strong support networks and advocating for employment opportunities for all female truckies.

Target Group

Women interested in establishing heavy vehicle driving careers as well as those already working in the sector.

Governance

Non-profit company limited by guarantee; founded by female heavy vehicle drivers for female heavy vehicle drivers. Governed by a Board with representation from women in the trucking industry.

Funding

Through membership fees:

- individual memberships \$100 per year
- small business (10 Trucks or less) \$250 per year
- medium business (40 Trucks or less) \$500 per year
- large business 41+ Trucks \$1,000 per year
- corporate stakeholders \$1,000 per year.

Links to other programs

- [Empowergirl](#) – see who you can be
- [Health in Gear](#)
- [Heavy Vehicle Safety Initiative](#).

Time frame

- launched 2020
- ongoing.

Programs

Work with stakeholders to remove barriers and enhance training and employment opportunities for women seeking to establish careers as heavy vehicle drivers. To create safer roads by encouraging more women into heavy vehicle driving careers.

The Women in Transport (WiT) mentoring program is delivered by the Level Crossing Removal Project. The program is a six-month, industrywide initiative offering professional development and networking, plus regular guidance to help structure monthly mentee-mentor meetings.

- enhancing female awareness, interest, and participation in the vocation of heavy vehicle driver (HVD)
- exploring and dismantling barriers to ensure the full and equal participation of women in trucking
- advocating for tangible employment outcomes for newly licensed female HVD's
- encouraging continued discussion around effective engagement strategies
- connecting newly licensed female drivers with experienced female mentors

- promoting dialogue and encouraging feedback around critical issues that affect female HVDs
- encouraging experienced female HVD's to share their insights, personal journeys and lessons learned
- advocating for all female HVD's
- working to balance HVD gender scales
- conducting on-going research to monitor heavy vehicle driver gender ratios.

Outcomes

Unable to determine from publicly available information.

Contact: ceo@wita.com.au 0429 333 082.

Source: <https://wita.com.au/>.

4.4.5 Female only intake -MC Road Train Trainee Operator Program

Qube Holdings

Objectives

To address the acute shortage of multi combination road train operators Qube launched a female only intake program to attract more women into these roles and increase women across the Qube workforce to 15% by 2025

Target Group

Females wanting to kickstart a career as a professional MC road train operator, across the mining and resources sector.

Governance arrangements

Board of Directors.

Funding

QUBE Holdings.

Links to other programs

- [WORK180](#)
- [Clontarf](#)
- [Wayfinder](#).

Timeframe

- launched 2021
- ongoing.

Projects

- 10-week structured Training program that provides training, hands on skills and knowledge (from experienced Trainers and MC Operators) to become a professional MC Road Train Operator
- amenities are appropriate and available for women
- access to training
- the completion of the course further on-site training is provided.

Outcomes

- the 100% female intake increased the level of interest exponentially.

Contact: todd.emmert@qube.com.au.

Source: <https://work180.com/en-au/for-women/job/205178/female-only-intake---mc-road-train-trainee-op>

<https://company-announcements.afr.com/asx/qub/645d229c-4275-11ec-b8b7-520f1b9ba272.pdf>.

4.4.6 National Association of Women in Operations (NAWO)

NAWO

Objectives

To see gender diversity valued and balanced at every level in operations and bring people together to build networks, share knowledge and inspire new conversations to achieve greater gender diversity. Within traditionally male-dominated sectors NAWO advocates for a target minimum of 40% female representation at every level, (40% women, 40% men and 20% of any gender); with a shared understanding that gender diversity is a desirable outcome that positively impacts business metrics.

Target Group

Women in operational roles in traditionally male-dominated industries.

Governance

Incorporated not-for-profit with Board governance.

Funding

Membership both corporate and individual plus corporate sponsorship.

Links to other programs

- [WORK180](#)
- [PATH4 graduates](#)
- [Australian Gender Equity Council](#)
- [Fitted for Work](#)
- [ASCI](#)
- [Suited to success](#)
- [Your Toolkit.](#)

Timeframe

- launched in 2011 / ongoing.
- ongoing.

Programs

- member access to articles, podcasts, and webinars
- professional development programs
- national leadership development priorities
- national webinars
- knowledge share forums
- executive forums
- check in and chats
- company site tours
- local in-person events.

Outcomes

NAWO membership allows for better gender balance across its 60 member companies. The latest Women's Gender Equity Agency (WGEA) report is indicating that NAWO member organisations are performing strongly when compared to others in the sectors.

Contact: Online contact form.

Source: <https://nawo.org.au/> / 2021 Annual Report.

4.4.7 Pilbara Heavy Haulage Girls

Objectives

To avert the projected national heavy vehicle driver shortages through the provision of 160 hours professional development opportunities to newly licensed drivers from across Australia as a stepping-stone to the commencement of road transport sector traineeships. The initiative also aims to encourage young women to consider a career in truck driving.

Target Group

Young women.

Governance

Incorporated not-for-profit.

Funding

Sponsor funding.

Links to other programs

[TWAL](#).

Timeframe

- incorporated in 2014
- ongoing.

Programs

- boot camps for new drivers
- programs promoting responsible driving around heavy vehicles
- hosting regular events
- online posts to promote the concept
- research.

Outcomes

Unable to determine from publicly available material.

Contact: Heather.jones@phhg.com.au / admin@phhg.com.au

1300 1 TRUCK.

Source: <http://www.pilbaraheavyhaulagegirls.com.au>.

4.4.8 Roads Australia Diversity Sub-Committee

Roads Australia (RA)

Objectives

To increase Diversity and Inclusion within RA by ensuring speakers, attendees, thought leadership and overarching values set examples for those groups represented. To increase diversity and inclusion across industry by bringing people together to cross-promote best practice initiatives, as well as the wider social impact in transport planning and investment.

To drive these objectives, the Roads Australia Board has convened a Diversity Sub-Committee. The Committee has four key focus areas:

1. engaging and retaining women

- increasing female representation across RA.
- promoting equality including pay and flexibility across the industry.
- improving the attractiveness of the industry to attract and retain more women.

2. supporting indigenous engagement

- increasing engagement with indigenous industry participants.

3. maximising social value

- linking skilled refugees and migrants with employment opportunities.
- supporting government social procurement policies.

4. fostering young talent

- engage and encourage emerging leaders
- provide mentoring opportunities.

Target Group

Women working in the road sector.

Governance

Roads Australia is the peak body for roads. A Diversity and Inclusion Sub-Committee is responsible for the Diversity and Inclusion Strategy.

Funding

Membership.

Links to other programs

- [Transport for NSW](#)
- [Victoria's Major Transport Infrastructure Authority](#).

Timeframe

- Established in 2019
- ongoing.

Programs

- Road Australia Diversity and Inclusion Strategy
- Diversity and Inclusion Podcast series
- roundtable events

- emerging leaders national networking and mentoring events
- complimentary seats at all events for those on parental leave
- supporting indigenous engagement.

Outcomes

Key achievements 2019/20:

- delivered RA's 1st International Women's Day Round Table
- increased female attendance at roundtable events by 100% as well as reaching 55% female speaker representation across national programs compared to 11% in 2016
- hosted a record 12 Emerging Leaders national networking and mentoring events.

Contact: (03) 9821 5255 / admin@roads.org.au.

Source: <https://www.roads.org.au/Diversity>.

4.4.9 Women in Transport initiative

Transdev NSW

Objectives

The initiative aims to improve female recruitment figures by 100% in 12 months by removing the barriers and making a career in public transport more accessible for women.

Target Group

Women interested in bus operator careers.

Governance

Transdev Board and local executive team.

Funding

Unable to determine from publicly available information.

Links to other programs

[Transport Workers Union](#).

Timeframe

- launched March 2021
- ongoing.

Programs

- mum friendly driver and workshop rosters
- working with councils to improve on-the-road amenities for women
- mentor groups
- community engagement to partner with local women's charities.

Outcomes

Transdev has recruited 76 female bus drivers and five female maintenance staff in the last four years.

Contact: Online submission / careers@transdev.com.au.

Source: https://www.transdevnsw.com.au/index.php?mact=NewsManager,cntnt01,frontend_article_details,0&cntnt01article_id=139&cntnt01returnid=21.

4.4.10 Transport Women Australia Limited (TWAL)

TWAL

Objectives

The key objectives of the organisation are:

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

Target Group

Women working in road, rail, maritime and air sectors and young women yet to make their career decisions.

Governance

A self- governing organisation with a Board of directors.

Funding

Individual and corporate membership.

Links to other programs

- Women driving transport careers
- Oz Truck App.

Timeframe

- established in 2000
- ongoing.

Programs

- mentoring programs
- women driving transport careers program.

Outcomes

- provided the first scholarships for the transport industry
- conducted research into the social and economic viability of small trucking operators throughout Australia
- presented the results of that research to government
- held functions and seminars in all Australian states
- enabled entry to the trucking industry for over twenty trainees.

Contact: chair@transportwomen.com.au / 0417422319.

Source: <https://www.transportwomen.com.au/>.

4.4.11 Wayfinder: Supply Chain Careers for Women

Deakin University in partnership with industry

Objectives

Wayfinder aims to create a sustainable female talent pipeline for the supply chain and logistics sector.

Target Group

Students, graduates, job seekers, career changers, career advisors and community.

Governance

The Wayfinder Steering Committee with representation from sponsor companies.

Funding

Corporate sponsorship.

Links to other programs

- [WORK180](#)
- [Dress for Success](#)
- [The Smith Family](#)
- [Geelong LLEN](#)
- [Department of Education, Skills and Employment](#)
- [RDA Riverina](#).

Timeframe

- established in 2018
- ongoing.

Programs

- Digital Supply Chain Career Map – showcasing 150 roles across the supply chain and logistics sector
- research project focusing on gender diversity, skills, and capabilities
- Ambassador mentoring and professional support program
- National Supply Chain Education Network
- schools' programs (encouraging secondary students to consider a supply chain career)
- community awareness short courses
- data base of video vignettes (virtual mentoring)
- podcast series encouraging inclusive workplace
- events showcasing supply chain careers to secondary and university students
- inclusive recruitment tool kit.

Outcomes

- 26 universities and TAFE colleges have joined the National Supply Chain Education Network
- 40+ Wayfinder Ambassadors have joined the program
- community courses to 200+ participants
- Supply Chain Career Map – over 15,000 page views.

Contact: wayfinder@deakin.edu.au / 0402 103 181.

Source: <http://wayfinder.org.au>.

4.4.12 WILpower Program: Women in Logistics Management Cadetship

Patrick Terminals

Objectives

The *Women in Logistics* program is a two-year structured cadetship which delivers on the job learning in operational roles. The program aims to build a diverse succession pool for operational roles across the business.

Target Group

Women considering working in the maritime sector.

Governance

Board of Directors.

Funding

Patrick.

Links to other programs

Unable to determine from publicly available information.

Timeframe

- established in 2018
- ongoing.

Programs

Two-year structured Cadetship program providing ten individual women with the opportunity to develop the skills required to enter operational management roles in the Patrick Stevedoring Operations and The National Operations Centre (NOC).

In addition to a full time, competitive salary, cadets receive:

- dedicated on boarding program to build skills and internal networks
- a tailored tertiary qualification
- job rotations across a broad spectrum of roles
- individualised mentoring program and ongoing support.

Outcomes

Unable to determine from publicly available material.

Contact: Online submission.

Source: <https://patrick.com.au/wilpower/>.

4.4.13 Women at Metro: Metro Academy

Metro Trains Melbourne

Objectives

Metro Trains has a strong commitment to social inclusion targets, employment for people from under-represented groups and those facing barriers to employment. Metro has developed a recruitment campaign aimed at getting more women to apply to become train drivers with a commitment to empower and engage people to reflect the community they serve and committing to a more diverse and inclusive workplace.

Target Group

Women interested in train driving roles.

Governance

Board of directors.

Funding

Unable to determine from publicly available material.

Links to other programs

- [Metro Academy](#)
- [CareerTrackers](#).

Timeframe

- established 2019
- ongoing.

Programs

- Metro Academy - offers Australia's railway workers and contractors access to superior training opportunities. As a Registered Training Organisation (RTO) delivering both nationally recognised units of competence and purpose built non-accredited training programs
- targeting women in job advertisements
- Metro Diversity and Inclusion Strategy 2020-2024
- access to a social Inclusion specialist
- Metro Cares – Community and Investment Strategy that aims to foster safety, mental health, wellbeing, and social inclusion
- training new Authorised Officers from asylum seeker, refugee and long-term unemployed backgrounds working with Careertrackers Metro provides 5 internship opportunities for indigenous, asylum seeker and refugee backgrounds.

Outcomes

- more than 10,200 people applied to be drivers and almost half were women
- when Metro first started operating trains in Melbourne more than a decade ago, just 2% of train drivers were women. The company took bold and disruptive steps to shift the dial. Metro was granted special dispensation to target women in job advertisements. Today, because of those efforts, 27% of drivers are women
- since 2018, Women in the workforce has increased from 21.7% to 27.5% as of 30 June 2020 with a significant increase in the number of women in train driving roles, engineering and in our senior leadership

- in FY 2020, over 5% of recruited candidates came from underrepresented groups and those facing barriers to employment.

Contact: diversity@metrotrains.com.au / Kate McConnell.

Source: <https://infrastructuremagazine.com.au/2020/05/05/women-on-the-move-at-metro/>.
<https://www.metrotrains.com.au/academy/>.

4.4.14 Women in Aviation/Aerospace Australia (WA/AA)

Aviation Aerospace Australia (AAA)

Objectives

This initiative promotes the issue of gender diversity and the participation of women within the aviation and aerospace sector in Australia and provides a network for women to connect with industry peers, inspire future generations to join the industry, and excel in their chosen careers.

The program aims to raise awareness of gender diversity issues and provide support and professional development opportunities for those already working in the sector.

Target Group

Women in the aviation/aerospace sector, career advisors and students.

Governance

National committee and sub-committees.

Funding

Membership, corporate sponsorship, and Commonwealth funding.

Links to other programs

- [Aviation Aerosmith Skills and Training](#)
- [Next Gen Network \(NGN\).](#)

Timeframe

- established in 2013
- ongoing.

Programs

- virtual mentoring – 25 pairs matched nationally for a 6-month mentorship
- networking events
- Aviation Aerospace Fundamentals E-learning
- member only access to online resource library
- No other career can take you higher campaign.

Outcomes

The *No other career can take you higher campaign* aimed at female school students attracted over 200,000 via social media and virtual attendance.

Contact: 1300 889 459 / josh@aviationaerospace.org.au.

Source: <https://www.aviationaerospace.org.au/pages/women-in-aaa>.

4.4.15 Women in Aviation (WAI)

WAI Australian Chapter

Objectives

WAI is a chapter of Women in Aviation International recognised as an official chapter of Women in Aviation International. It aims to be the premier national platform that promotes the contribution of our members in all aviation and aerospace career fields and related interests.

Target Group

Aerospace community and Australian community at large including Primary, Secondary and Tertiary students.

Governance

- registered with the Charity Commission on 30 November 2017; holds a current ABN: 73 566 106 539 and is registered for GST
- governed by a memorandum of association, constitution, and a set of Byelaws
- the overall governing body of the WAI Women in Aviation Australian Chapter is the National Committee, comprising ordinary members, affiliated society members, and corporate members.

Funding

Membership and corporate sponsorship.

Links to other programs

- [Male Champions of Change](#)
- [Women in Aviation International](#).

Timeframe

- established in Australia in 2015
- ongoing.

Programs

- education outreach
 - Girls in Aviation Day (GIAD), hosts multiple events throughout Australia
 - the Aviation for Girls app (virtual GIAD)
 - Airborne Outreach programs -Collaborate with industry, government and academia to deliver STEM outreach programs and initiatives to regional, remote and rural Australia
- scholarships – 2021 offering scholarships to the value of \$39,000 - collaborate with industry, government and academia to develop and deliver national and international scholarships, internships, and career pathway development
- biennial conference and events - Connect, Inspire and Engage the aviation aerospace and space community through our member focused events
- Emerging Leaders Conference
- recognition awards to recognise people, organisations that significantly contribute to our mission, for example, Male Champion of Change, Women's Diversity Award, Volunteer of the Year
- SOAR mentoring program runs for 6 months and matches mentees and mentors together based on the required developmental areas of the mentee and the relevant experience of the mentor.

Resources

- Aviation Careers Guide
- Careers Convoy – online sessions with inspirational women sharing their career stories.

Outcomes

16,000+ diverse global members include aerospace engineers, astronauts, fixed and rotary pilots, maintenance technicians, air traffic controllers, business owners, educators, journalists, flight attendants, high school and university students, air show performers, airline managers and policy makers.

Contact: Jessica Hayler / president@waiaustralia.org.

Source: <https://waiaustralia.org/about-us/>.

4.4.16 Women in Rail (WR)

Australian Railway Association (ARA)

Objectives

WR is supporting greater participation and advancement of women in rail to support the industry's long-term success. The WR Committee was established to spearhead the industry's focus on this critical issue and create new opportunities for women to network, share information and access professional development designed for people forging their careers in rail.

Target Group

ARA member organisations.

Governance

The ARA Board which is guided by ARA's constitution.

Funding

ARA member organisations are able to sponsor the Women in Rail Mentoring Program"

Links to other programs

Young Leaders Advisory Board was established in 2019, to bring together young leaders from across the industry to harness the insights of emerging talent to consider the issues, projects and priorities of the ARA Board agenda.

Timeframe

- established in 2017
- ongoing.

Programs

- providing networking opportunities for women in rail, connecting to the ARA's women's mentoring hub
- dedicated LinkedIn group to connect women to the latest information and industry updates
- *Women in Rail Strategy* launched in 2017 and includes 4 key focus areas, attraction, and promotion; improved networks; retention; and national benchmarking
- Gender Diversity Resources Guide.

Outcomes

The ARA releases a Gender Diversity Report every two years to track the industry's progress across Australia and New Zealand. The latest report released in 2019, confirms that more women are advancing their careers in rail.

Contact: mmorozova@ara.net.au/0499 919 496.

Source: www.ara.net.au/professional-development/women-in-rail/.

4.4.17 Supply Chain and Logistics Association of Australia (SCLAA)

SCLAA

Objectives

The SCLAA aims to serve and advance the interests of supply chain and logistics professionals and practitioners through collaboration with industry stakeholders and promotion and recognition of world's best practices.

Target Group

Supply chain professionals.

Governance

Registered company with board of directors.

Funding

Corporate, national partner, individual and student memberships.

Links to other programs

- [Certified Practitioner Logistician \(CPL\)](#)
- [the Chartered Institute of Logistics and Transport \(CILTA\)](#).

Timeframe

- established in 2005
- ongoing.

Programs

- networking opportunities
- access to events
- offering recognition as a supply chain and logistics professional
- Annual Women in Logistics Luncheon
- Future Leaders Group- supports young Supply Chain and Logistics professionals and practitioners 25 years of age and under by providing networking and education opportunities relevant to career development
- mentoring programs.

Outcomes

SCLAA has over 3,300 members and industry contacts.

Contact: 1300 364 160.

Source: <https://sclaa.com.au/about-us-page/>.

4.4.18 Women in Airports Network (WIAN)

Australian Airports Association (AAA)

Objectives

The AAA Women in Airports Online Forum brings together community minded women who work within the airports sector.

Target Group

Women working at airports across Australia and New Zealand.

Governance

AAA.

Funding

Unable to determine from publicly available information.

Links to other programs

Unable to determine from publicly available information.

Timeframe

- established in 2019
- ongoing.

Programs

- a dedicated LinkedIn group to ask questions, share information and make new contacts
- in 2021 the Women in Airports Forum was held virtually. The program included discussions around workplace gender equity policy, gender quotas and how to make a difference. It included a series of virtual workshops exploring pay disparity, how to get more women into senior positions and how and where is progress being made in this area.

Outcomes

- as part of the AAA National Conference on the Gold Coast in 2019, the AAA held its inaugural Women in Airports Forum and attracted 130 attendees
- the WIAN LinkedIn page has 266 followers/subscribers as of 11.01.22.

Contact: fo@airports.asn.au.

Source: <https://australianaviation.com.au/?s=women>.

4.4.19 Women's International Shipping and Trading Association (WISTA)

WISTA

Objectives

WISTA is an international networking organisation aiming to attract and support women at the management level in the maritime, trading, and logistics sectors.

Its focus is on:

- professional development (sharing best practice and contacts)
- building a global network (building global relations in maritime' trading and logistics)
- supporting the advancement of women in leadership roles.

Target Group

Women at senior levels or aspiring to senior levels in the maritime industry.

Governance

An Executive Committee manages and is responsible for the governance of the affairs of WISTA International. WISTA Australia is governed by a Board of Directors.

Funding

Membership and sponsorship.

Links to other programs

[WISTA International](#) is comprised of 54 National WISTA Associations.

Timeframe

- WISTA International was established in 1974. WISTA Australia was established in 2011
- ongoing.

Programs

On a global scale, WISTA members have access to a diverse network of executives in the shipping and trading field on whom they can call for referrals, connections, advice or business collaborations.

- undertake research on gender equity in the sector
- provide diversity resources
- an ICS scholarship
- host video sessions highlighting the role of women seafarers
- conduct events supporting women
- Ambassador program
- diversity awards.

Outcomes

Network of 3,800 female professionals from all sectors of the maritime industry.

Contact: alison@cusackandco.com.au President of the Australian Board of Directors is Alison Cusack.

Source: [WISTA Australia](#) | [WISTA International](#).

4.4.20 Women in Logistics and Transport (WiLAT)

The Chartered Institute of Logistics and Transport (CILT)

Objectives

The mission of CILT is to promote the status of women in Logistics and Transport, bring together those who support the talent and career development of women, and provide a support network and mentoring opportunities for women in the sector.

Target Group

Women working in logistics and transport.

Governance

A Global Convenor with regional coordinators and a national committee in Australia.

Country groups work with and on behalf of women at local level, organising events, providing local support and networking opportunities, and representing women within the local CILT council.

Funding

WiLAT membership is fully dependent on membership of Chartered Institute of Logistics and Transport (CILT). Female members of CILT automatically become members of their local group of WiLAT.

Links to other programs

- [the Chartered Institute of Logistics and Transport](#)
- [WiLAT International](#).

Timeframe

- established in Australia in 2017
- ongoing.

Programs

- networking events, including online
- mentoring programs providing one-on-one access to experienced industry insiders
- entrepreneurship
- learning and Development opportunities for young female professionals
- seminars,
- online courses (WiLAT international)
- to create greater awareness among women of the supply chain and logistics sector.

Outcomes

Unable to determine from publicly available information.

Contact: Catherine.Lou@vu.edu.au.

Source: <https://www.cilta.com.au/page-women-in-logistics-and-transport> .

4.4.21 Women at the Wheel (WATW)

Ventura Bus Lines

Objectives

The initiative offers female applicants a chance to chat with other established female drivers and hear about the great careers on offer.

Target Group

Women interested in driving buses.

Governance

A Board of Directors.

Funding

Ventura Bus Lines.

Links to other programs

[Commonwealth Career Revive initiative.](#)

Timeframe

- established in 2018
- ongoing.

Programs

- quarterly WATW Open Days, where women can come and ask questions about the program and learn more about what it is like to work at Ventura and meet with recruiters
- full licensing and training.

Outcomes

Ventura Bus Lines has supported and funded over 85 women in obtaining their Medium Rigid licences and provided all the required training to see them successfully secure a bus driving role with the organisation.

Contact: Ellen Gammie / 039771 4300.

Source: <https://www.venturabus.com.au/driving-your-future>.

4.4.22 Women in Supply Chain (WISC)

WISC

Objectives

WISC aims to provide women with opportunities to network and meet professionals who can assist with career development, mentorship, education and a wealth of resources.

Target Group

WISC represents all processes and services involved in transport and logistics in Australia across road, rail, air, sea, pipeline, inter and bi-modal transport. The program targets both women and men working in supply chain, including in the areas of road, rail, air, sea, pipeline, inter and bi-modal transport.

Governance

Committee with Chair.

Funding

Voluntary group.

Links to other programs

[Wayfinder: Supply Chain Careers for Women.](#)

Timeframe

- established in 2009
- ongoing.

Programs

- networking opportunities
- mentoring events.

Outcomes

WISC released the Improving Women's Visibility paper in 2014.

Contact: Online submission.

Source: <https://womeninsupplychain.com.au/>.

4.4.23 Driving Change Diversity Program

Teletrac Navman

Objectives

The program showcases diversity champions to the trucking industry and wider community through sharing program participant stories, diversity training and a marketing campaign, promoting positive perceptions of the industry designed to encourage new entrants into the workforce.

Participants learn how to create change and facilitate diversity in their workplace and community and develop strong professional networks with like-minded individuals.

Target Group

Industry participants nominated by ATA member associations and Teletrac Navman. This program is only available to financial ATA member associations or a [TruckSafe](#) accredited operator, or a direct member of an ATA association that offers individual membership.

Governance

Teletrac Navman.

Funding

Teletrac Navman subsidises full participant costs.

Links to other programs

- [ATA](#)
- [TruckSafe](#).

Timeframe

- established in 2020 (inaugural program)
- ongoing.

Programs

- filming participant stories in their workplace
- industry marketing and promotional campaign
- diversity training workshops and participation at Trucking Australia 2021
- showcasing diversity champions to the trucking industry wider community through program participant stories and diversity training
- promoting positive perception of industry and encouraging new entrants into the workforce.

Outcomes

In 2020 the program welcomed 10 participants from a broad spectrum of diverse backgrounds and roles in the transport industry around Australia.

Contact: 1800 945 260.

Source: <https://www.teletracnavman.com.au/resources/resource-library/articles/driving-change-women-in-transport> <https://www.truck.net.au/sites/default/files/page-attachments/2021%20Diversity%20Program%20Fact%20Sheet%20FINAL.pdf>.

4.4.24 Female Aircraft Maintenance Engineer (FAME)

Aviation Australia

Objectives

FAME is an aviation industry-first initiative designed to support and nurture future female aircraft maintenance engineers as they build their careers and study in a traditionally male-dominated field.

The program is dedicated to increasing female participation in the aircraft maintenance engineering workforce across Australia, by providing students with support from key networks and industry throughout their studies.

Target Group

Female students aged 16+ interested in a career in the aviation industry.

Governance

Board of directors

Aviation Australia is a world class, registered training organisation, established by the Queensland State Government in 2001 to support the development and growth of aviation and aerospace industries in both the Australian and international markets.

Funding

The Queensland Government subsidises the schooling at Aviation Australia however, there is an out-of-pocket fee the students pay to be part of the course. Industry partners cover the outstanding gap between what the Queensland government subsidises and student fees.

Links to other programs

[The Australian Industry Trade College \(AITC\).](#)

Timeframe

- established in 2021 (1st course delivery in 2022)
- ongoing.

Programs

Programs are designed to increase female participation in the workforce and include:

- dedicated industry support
- mentorship
- work experience opportunities
- professional support networks.

Outcomes

Embedded within the Cert IV Aero skills course, the FAME program is available for all females enrolled at both the Aviation Australia Brisbane and Cairns campuses from January 2022.

Contact: aaes@aviationaustralia.aero/07 3860 0923.

Source: <https://aviationaustralia.aero/information-for/fame-female-aircraft-maintenance-engineers/>.

5.0 Gap analysis



This gap analysis relies on details of publicly available websites, forums, and blogs, it follows the career cycle, analysing initiatives that support job attraction, job selection, career development and career fulfilment aspects of an individual's career.

A filled circle indicates the researchers have found evidence of activities identified in our literature review as critical to program success.

An unfilled circle indicates that available information suggests this issue is likely to be addressed given available information, but it is not possible to confirm.

The research team has taken every effort to ensure the accuracy and currency of the data but acknowledges the limitations of desktop review may mean there are errors or that some information may be incomplete.

5.1 Commonwealth Government initiatives

Initiative	Job attraction		Job selection		Career development		Career progression	
Career Revive Department of Education, Skills and Employment Target: Women looking to re-enter the workforce. * This program supports women who may enter a transport role. It is not transport specific	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers	●	Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment	●	Improve workplace culture	●	Improve workplace culture	●
	Provide work experience		Utilise gender neutral language	○	Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills	○	Provide inclusive professional development	●	Keep connected with women on extended leave	●
	Build individual confidence				Mentor women	●	Support return to work after parental leave	●
	Advocate for an inclusive workforce	●			Facilitate work life balance	●	Facilitate connections and networks	○
	Facilitate workplace safety	●			Advocate for an inclusive workforce	●		
Employing and Supporting Women Hub Department of Education, Skills and Employment Target: Businesses / Women returning to work after a career break * This program supports women who may enter a transport role. It is not transport specific	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment	●	Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	●
	Advocate for an inclusive workforce	●			Facilitate work life balance	○	Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			

Initiative	Job attraction		Job selection		Career development		Career progression	
National Heavy Vehicle Safety Initiative National Heavy Vehicle Regulator	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety	●			Advocate for an inclusive workforce	●		
Job maker plan – women@work Department of Education, Skills and Employment * This program supports women who may enter a transport role. It is not transport specific Target: women returning to work / women from diverse backgrounds	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development	○	Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	○
	Assist skill development	○	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	○
	Build individual confidence	○			Mentor women	○	Support return to work after parental leave	○
	Advocate for an inclusive workforce	●			Facilitate work life balance	○	Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Jobs Hub Department of Education, Skills and Employment * This program supports women who may enter a transport role. It is not transport specific Target: career changers as well as school leavers	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			
Local jobs program Department of Education, Skills and Employment Target: women returning to the workforce * This program supports women who may enter a transport role. It is not transport specific	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			

Initiative	Job attraction		Job selection		Career development		Career progression	
Mid-Career Checkpoint Department of Education, Skills and Employment * This program supports women who may enter a transport role. It is not transport specific Target: Women returning to the workforce	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development	●	Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			
Women in Maritime Australian Maritime Safety Authority Target: Women working in the maritime sector	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence	○			Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Women in STEM and Entrepreneurship Department of Industry, Science, Energy and Resources Target: girls and women * This program supports women who may enter a transport role. It is not transport specific	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience	○	Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence	●			Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce	●		
Women in the Aviation Industry Department of Infrastructure, Transport, Regional Development and Communications Target: School aged students, their parents, career influencers and women currently working in non-operational roles in the sector Reached out to more than 102,707 participants.	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	○
	Facilitate workplace safety				Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Australian Women in Transport Department of Infrastructure, Transport, Regional Development and Communications * The focus of this project is source information in order to inform further program development	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce	●		
Women's Leadership Development program Department of Prime Minister and Cabinet * This program supports women who may enter a transport role. It is not transport specific Target group: Priority given to women from diverse backgrounds and those at risk of long-term unemployment.	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture	○	Improve workplace culture	
	Provide work experience	○	Utilise gender neutral language		Provide networks/events supporting women	○	Facilitate work life balance	○
	Assist skill development	○	Acknowledge transferrable skills	○	Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence	○			Mentor women	○	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance	○	Facilitate connections and networks	○
	Facilitate workplace safety				Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Job selection		Career progression	
National Women's Alliance Grants Department of Prime Minister and Cabinet * This program supports women who may enter a transport role. It is not transport specific Target group: Priority given to women from diverse backgrounds and those at risk of long-term unemployment	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	○	Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women	○	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety	●			Advocate for an inclusive workforce	●		
JobTrainer Target: young job seekers NSW offers <i>Built for Women</i> , a program specifically aimed at attracting women to male dominated sectors	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience	●	Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on ext. leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			

5.2 State government and territory initiatives: ACT

Initiative	Job attraction		Job selection		Career development		Career progression	
Women's Economic Disadvantage ACT Government * This program supports women who may enter a transport role. It is not transport specific Target: women entering or re-entering the workforce	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			
Women's education and life-long learning ACT Government * This program supports women who may enter a transport role. It is not transport specific	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			

Initiative	Job attraction		Job selection		Career development		Career progression	
Women's Second Action Plan 2020-2022 ACT Government Target Women and girls / those from diverse background As a policy the program supports the development of initiatives which will benefit women in transport	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture	○	Improve workplace culture	○
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women	○	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety	●			Advocate for an inclusive workforce	●		

5.2 State government and territory initiatives: New South Wales

Initiative	Job attraction		Job selection		Career development		Career progression	
Women in Leadership Transport for NSW Target group: School leavers, career changes and those in the sector looking to develop their career	Build industry awareness	●	Set gender targets for recruitment	●	Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	●
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development	●	Keep connected with women on extended leave	
	Build individual confidence				Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance	●	Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce		Set leadership targets for women	
Women in IT Reference Group Target: women with IT skills	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	●
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance	●	Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce			


















Initiative	Job attraction		Job selection		Career development		Career progression	
Diversity and Inclusion Plan Roads and Maritime Services Target: NSW community / diversity focus	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	○
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	●
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	●
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance	●	Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce	●		
NSW Strategy 2018-2022 Transport Cluster Target: Female school leavers, career changes and women in Transport NSW looking to develop their career	Build industry awareness	●	Set gender targets for recruitment	●	Include diversity training for managers		Set leadership targets for women	●
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	●
	Provide work experience		Utilise gender neutral language	●	Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce	●		

5.2 State government and territory initiatives: Queensland

Initiative	Job attraction		Job selection		Career development		Career progression	
Transport and Logistics Industry Connect Target: female students and job seekers	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development	●	Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience	●	Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			
Transport and Logistics Workforce Strategy and Action Plan Target: female students and job seekers / industry and government stakeholders	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience	●	Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			

5.2 State government and territory initiatives: Victoria

Initiative	Job attraction		Job selection		Career development		Career progression	
Inclusion and Diversity Strategy Department of Transport (DoT) Women and people from diverse backgrounds: committed to a workforce target of 50% women by 2023, with 50% in senior roles. The policy relates to the DoT not operational transport roles	Build industry awareness		Set gender targets for recruitment	●	Include diversity training for managers	○	Set leadership targets for women	●
	Assist resumé development		Provide diversity training on recruitment	○	Improve workplace culture	○	Improve workplace culture	●
	Provide work experience		Utilise gender neutral language	○	Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development	○	Keep connected with women on extended leave	
	Build individual confidence	○			Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce	●		
Women Driving Transport Careers Wodonga TAFE, TWAL and industry partners Target: women interested in a truck driving career Program development informed by research	Build industry awareness	●	Set gender targets for recruitment	●	Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture	○	Improve workplace culture	
	Provide work experience	●	Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	●
	Assist skill development	●	Acknowledge transferrable skills	●	Provide inclusive professional development	●	Keep connected with women on extended leave	
	Build individual confidence	○			Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety	●			Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Women in Transport Department of Transport Victoria (DoT) and Industry. This is an industry wide initiative coordinated by the Department of Transport. Target: school leavers, career changers. Particular focus on women from diverse backgrounds and women in regional Victoria	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			

5.2 State government and territory initiatives: Tasmania

Initiative	Job attraction		Job selection		Career development		Career progression	
Heavy Vehicle Driving Licence Plus (HVDL+) – Dedicated female program. Target group: Women with HVD licences who have not been successful in applying their skills, due to lack of experience and opportunity	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience	●	Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence	○			Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety	●			Advocate for an inclusive workforce			

5.2 State government and territory initiatives: Western Australia

Initiative	Job attraction		Job selection		Career development		Career progression	
Main Roads WA Minister for Transport Particular focus on women in technical and leadership roles	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers	●	Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment	●	Improve workplace culture	●	Improve workplace culture	●
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development	○	Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	●
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce	●		
WA Skills Summit Department of Training and Workforce Development * This program supports women who may enter a transport role. It is not transport specific The program collects data to support modelling to address skill gaps	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience	○	Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills	○	Provide inclusive professional development	○	Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	●
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	

5.3 Industry initiatives

Initiative	Job attraction		Job selection		Career development		Career progression	
Australian Women's Pilot Association Australian Women Pilots Association Target: Aviation students, female pilots, juniors interested in flying, associate members whose interest lies in aviation related fields	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			
Cleanaway Victorian Driver Academy Cleanaway Target: women who have never driven a truck before	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture	○	Improve workplace culture	○
	Provide work experience	●	Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development	●	Keep connected with women on extended leave	
	Build individual confidence	●			Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce	●		●

Initiative	Job attraction		Job selection		Career development		Career progression	
Create a Challenge Wheels Badge Girl Guides Australia Target: Girls 5-17 years	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence	○			Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	○			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			
Women in Trucking Women in Trucking Australia Target: women interested in pursuing a trucking career and those already in driving careers Conducting research monitoring heavy vehicle driver gender ratios	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence	●			Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety	●			Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Female only intake: MC Road Train Trainee Operator Program Qube	Build industry awareness	●	Set gender targets for recruitment	●	Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience	●	Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety	●			Advocate for an inclusive workforce			
National Association of Women in Operations (NAWO) NAWO Programs not specific to transport	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence	●			Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Roads Australia Diversity Sub-Committee	Build industry awareness	●	Set gender targets for recruitment	○	Include diversity training for managers	○	Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment	○	Improve workplace culture	○	Improve workplace culture	○
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce	●		
Pilbara Heavy Haulage Girls Conduct research on gender equity in truck driving	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence	●			Mentor women	○	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce			

Initiative	Job attraction		Job selection		Career development		Career progression	
Women in transport initiative Transdev NSW Target: Women interested in bus operator careers Attracting women returning to work through 'mum friendly' rosters	Build industry awareness	●	Set gender targets for recruitment	○	Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture	○	Improve workplace culture	○
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	●
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce	●		
Transport Women Australia Ltd (TWAL) Target: Women working in road, rail, maritime and air sectors and young women yet to make their career decisions Conducted research into the social and economic viability of small trucking operators	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	○
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development	○	Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance	○	Facilitate connections and networks	
	Facilitate workplace safety	●			Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Wayfinder: Supply Chain Careers for Women Target: school leavers, university students, community groups, refugee and migrant groups, defence forces Conduct research: women in male dominated careers	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers	●	Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment	●	Improve workplace culture	○	Improve workplace culture	○
	Provide work experience		Utilise gender neutral language	○	Provide networks/events supporting women	●	Facilitate work life balance	○
	Assist skill development	●	Acknowledge transferrable skills	●	Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence	●			Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance	○	Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce	●		
WILpower Program: Women in Logistics Management Cadetship Target: Women considering working in the maritime sector	Build industry awareness	●	Set gender targets for recruitment	●	Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience	●	Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development	●	Keep connected with women on extended leave	
	Build individual confidence				Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance	○	Facilitate connections and networks	
	Facilitate workplace safety	●			Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Women at Metro: Metro Academy Target: Women interested in train driving roles Internships for women from indigenous, asylum seeker and refugee backgrounds	Build industry awareness	●	Set gender targets for recruitment	○	Include diversity training for managers	○	Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment	●	Improve workplace culture	○	Improve workplace culture	○
	Provide work experience	●	Utilise gender neutral language	●	Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development	○	Keep connected with women on extended leave	
	Build individual confidence	●			Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety	●			Advocate for an inclusive workforce	●		
Women in Aviation Aerospace Australia Target: Women in the aviation/aerospace sector, career advisors and students	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development	○	Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Women in Aviation Target: Aerospace community and Australian community at large including Primary, Secondary and Tertiary students	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience	●	Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety	●			Advocate for an inclusive workforce	●		
Women in Rail Australian Railway Association (ARA) Target: ARA member organisations Through its Young Leaders board – harness insights of emerging talent	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers	○	Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment	○	Improve workplace culture	○	Improve workplace culture	○
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development	○	Keep connected with women on extended leave	
	Build individual confidence				Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Women in Supply Chain Supply Chain and Logistics Association of Australia (SCLAA) Offer professional recognition	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence	○			Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety	●			Advocate for an inclusive workforce	●		
Women in Airports Network Target: Women working at airports across Australia and New Zealand	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Women in International Shipping and Trading (WISTA) Target: Women at senior levels or aspiring to senior levels in the maritime industry	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce	●		
Women in Logistics and Transport (WiLAT) The Chartered Institute of Logistics and Transport (CILT) Target: women working in logistics and transport	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women	●	Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women	●	Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce			

Initiative	Job attraction		Job selection		Career development		Career progression	
Women at the Wheel Target: Women interested in driving buses	Build industry awareness	●	Set gender targets for recruitment	●	Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience	●	Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development	●	Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			
Women in Supply Chain (WISC) Target: Women working in supply chain, transport and logistics	Build industry awareness	●	Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women	●	Support return to work after parental leave	●
	Advocate for an inclusive workforce	●			Facilitate work life balance		Facilitate connections and networks	●
	Facilitate workplace safety				Advocate for an inclusive workforce	●		

Initiative	Job attraction		Job selection		Career development		Career progression	
Driving Change Diversity Program Target: Females working at an ATA member association or a TruckSafe operator	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			
Female Aircraft Maintenance Engineer Target: Female students aged 16+ interested in a career in the aviation industry	Build industry awareness		Set gender targets for recruitment		Include diversity training for managers		Set leadership targets for women	
	Assist resumé development		Provide diversity training on recruitment		Improve workplace culture		Improve workplace culture	
	Provide work experience		Utilise gender neutral language		Provide networks/events supporting women		Facilitate work life balance	
	Assist skill development		Acknowledge transferrable skills		Provide inclusive professional development		Keep connected with women on extended leave	
	Build individual confidence				Mentor women		Support return to work after parental leave	
	Advocate for an inclusive workforce				Facilitate work life balance		Facilitate connections and networks	
	Facilitate workplace safety				Advocate for an inclusive workforce			

5.4 Gap analysis findings

Figures 10, 11, 12 and 13 show the percentage of initiatives with programs in the areas identified as important for improving attraction, selection, development and progression of women in transport careers. In determining these percentages, only programs where there was clear evidence (the 'filled circle' in the gap analysis) were included.

Figure 10: Programs with initiatives to increase the likelihood women will be attracted to a transport career

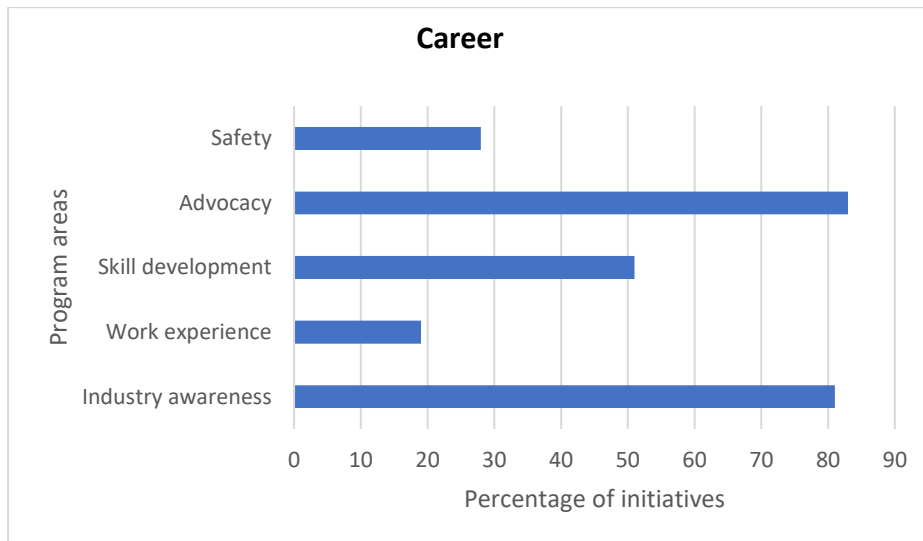


Figure 11: Programs with initiatives to support selection of women will be attracted to a transport career

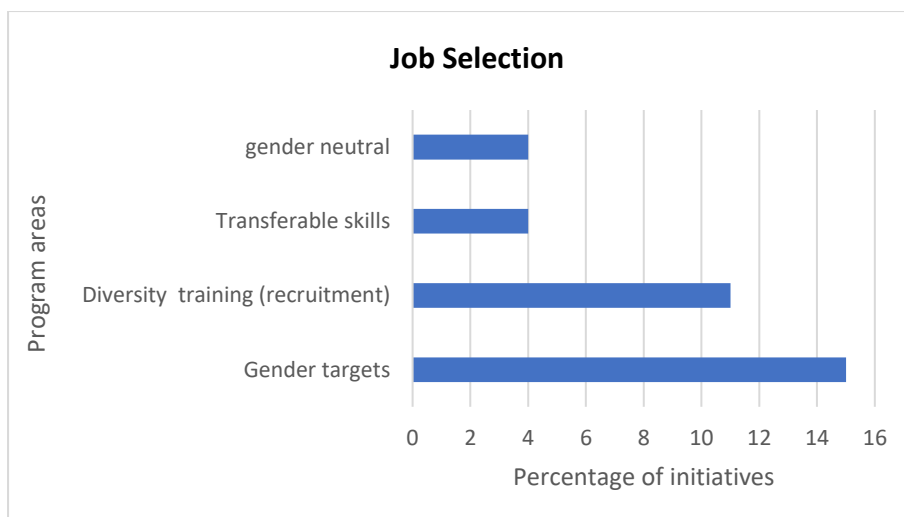
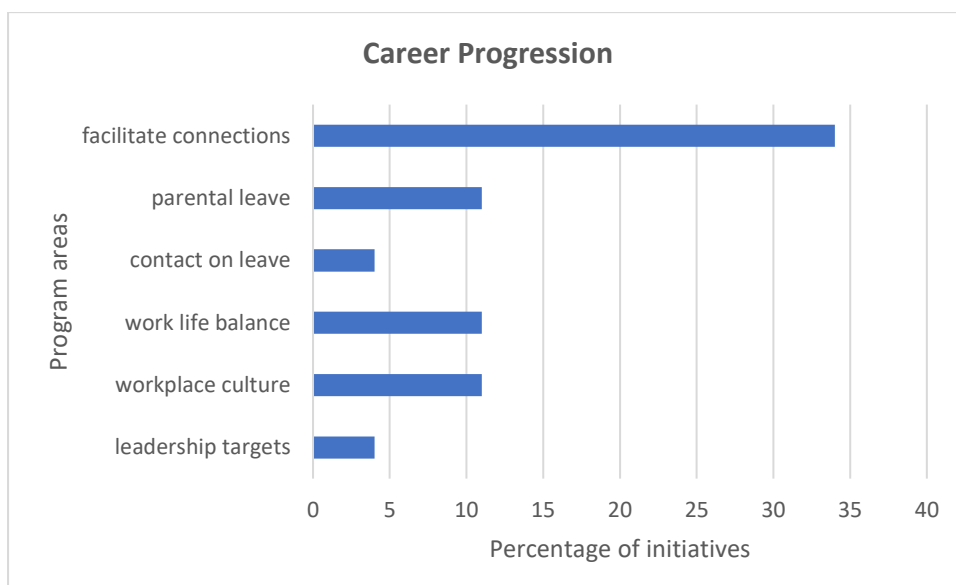


Figure 12: Programs to support the career development of women in a transport career



Figure 13: Programs to support the career progression of women in transport



5.4.1 Attracting and recruiting women to the transport industry

There was no shortage of initiatives which aimed to build awareness of career opportunities for women in the transport industry, 81% of the programs reviewed saw building industry awareness as an identified goal. Despite this, the literature review suggests the transport industry continues to be perceived as male-dominated and 'blokey' with long hours and unattractive conditions. Workplace safety plays an important role in career decision making, and our review of the literature suggests that

working conditions that are unsafe for women are not uncommon in the industry, whether psychologically (because of harassment and bullying) or physically (the need to work alone at night, or because of design aspects that cater to the male physique). The business imperatives for much of the sector also means that the hours (early mornings and/or late starts, and extended travel interstate) do not fit well with family responsibilities. Of the initiatives reviewed, 28% included programs focused on workplace safety and amenity.

Changing the image of the industry requires more than ensuring advertising imagery includes women; the reality must match the rhetoric, and there are a number of structural barriers that need to be addressed before an operational role in the transport industry will be attractive to women. While some sectors, rail and aviation for example, have made progress, road transport and freight in particular, continue to face challenges.

In an interview with the researchers a female leader in the industry highlighted the structural barriers to increasing the number of women in truck driving:

- drivers are often required to be away from home for 2-3 weeks and live in their trucks
- trucks design focusses on increased load capacity rather than accommodation space to support driver mental and physical health
- small cabin design (which can be in response to regulations about size and weight) increases the load capability but not driver amenity
- better access to rest and amenities suitable for long haul truck drivers of any gender.

“The equipment was originally designed for men, and nothing has changed for over 100 years. Mentoring programs will not solve the problem without significant structural changes. Parents need to be convinced that it is a safe working environment, and no-one wants their daughter (or their son) to work in an industry that has limited access to fresh food, long hours sedentary, isolation, lack of connection and emotional support”.

Megan McCracken Chair of the Freight and logistics Council of Western Australia

Physical restrictions for women working in operational roles have largely disappeared, with new and emerging technologies making female-friendly, safe conditions achievable. The opportunities to introduce these changes in policy and practice have not always been taken up by industry, however. There would appear to be an important role for government to legislate structural change to address this. Structural changes will benefit drivers of all genders and be a benefit to the industry as a whole

For some women, the work environment is unattractive not because of concerns about safety but because of location (in un-trendy suburbs or regional Australia) or because their family circumstances are better suited to an office job with regular 9-5 hours. In most cases, however, the lack of flexibility in hours continues to be a barrier to attracting women to a transport career.

Regardless of industry image, career opportunities still need to match skill demands, and while 51% of the programs reviewed addressed skill gaps directly, many of these programs were not transport specific and just 19% accompanied training with work experience or a guarantee of employment.

Lack of operational experience is certainly a factor, as women don't have the same opportunities to access the necessary skills as their male colleagues. There is no substantive explanation for this in terms of capability, and the reasons are complex. Men are more likely to take operational roles in transport as students, and recruiters bring a frame of reference that suggests operational experience

is an essential when in fact, it is a transferrable skill or can be learned on the job^{135 136}. Both internationally and in Australia, those with defence force backgrounds proved to be a valuable recruitment source, because of the relevance of their skill sets both to supply chain and to transport, their familiarity with male-dominated environments and the greater likelihood that they would have operational experience^{137 138}.

There are also structural barriers within organisations as well as with industries, with hiring practices and promotional policies in many companies following the way ‘things have always been done here’. The most qualified candidates will be dissuaded from applying because of the language and images used in job descriptions and advertisements¹³⁹. Just 11% of the programs reviewed included diversity training for recruitment and just 8% included diversity training for managers.

There can also be a subconscious bias in all industries to employ and promote ‘people like us’. It can occur automatically and unconsciously as recruiters make quick decisions about a candidate based on their past experiences and background, and it is evident in the sort of questions women are asked at interview, questions that would not be asked of male candidates. Just 11% of the initiatives reviewed, supported diversity training around recruitment.

In their 2021 report, the Workplace Gender Equality Agency (WGEA) noted the value of gender targets in increasing the number of women in male-dominated industries; of the initiatives we reviewed, 15% indicated they supported gender equity targets.

5.4.2 Retention and career progression for women in transport

Much of what is relevant to career progression is relevant to retention. Most individuals today, men and women, are interested in opportunities to progress their career, a positive workplace culture and optimal work life balance. The literature review identified systemic challenges in relation to workplace culture and inclusive treatment in relation to opportunities to progress a career.

Opportunities such as access to training, secondments, shadowing, and promotional opportunities are integral to job satisfaction and career progression. The lack of opportunity for promotion contributes directly to the gender pay gap. The literature review identified that women were not offered the same professional development opportunities as their male colleagues, with unconscious bias influencing their opportunities for promotion. Of the initiatives we reviewed, 15% included programs supporting the professional development of women currently in the sector.

The literature review suggests that an inclusive workplace culture with organisational values which attend to corporate social responsibility including diversity, sustainability, and flexibility, is key to attracting and retaining the best talent, whether male or female. Discriminatory advancement practices can be more challenging than discriminatory hiring practices. While women may be attracted to a male-dominated career at school or university, the reality of the workplace can be overwhelming, and dealing constantly with pervasive exclusion and isolation takes its toll. Workplace culture is a key systemic issue, fundamental to attracting and retaining a millennial workforce with different

¹³⁵ McLean P., Perez-Franco R., and Jones J. (2020) Op. cit.

¹³⁶ Parsons, H., Perez-Franco R. and Mclean P. (2021) Op cit.

¹³⁷ Tasmanian Transport Association. (2019). Women in Transport Tasmania report.

¹³⁸ McLean P., Perez-Franco R., and Jones J. (2020) Op. cit.

¹³⁹ Gaucher, D., Friesen, J., and Kay, A.C. (2011). Evidence that gendered wording in job advertisements exists and sustains inequality. *Journal of personality and Social Psychology*, 101 (1) pp.109-128.

expectations from their baby boomer colleagues. Workplace culture was listed as part of the program aims for 8% of programs focused on retention and 11% of programs focused on career progression.

Through strong and long nurtured networks men support and promote from within a peer network that is generally not available to women. The introduction of formal and informal networking and mentoring programs can assist women to make the connections that are so important to career success. The literature review affirmed the value of mentoring programs and formal and informal networking opportunities and the audit suggests this is an area of strength for the initiatives we reviewed; 40% had mentoring programs, and 36% had programs in place to actively support networking opportunities for women. The majority of these programs were industry initiatives.

Some issues such as flexible working conditions are more important at particular times of the career cycle – childbearing years or responsibility for aging parents for example. The way we work is changing. Companies in all industries are adapting to the demands of a generation (male and female) who place a higher premium on company values and work life balance than their predecessors. It is a systemic issue that cannot easily addressed by program initiatives, but our review found five (11%) programs where industry had worked to address these issues: introducing ‘mum friendly’ shifts and job sharing for example.

While there are limitations to any desktop review, areas that are well supported appear to be:

- industry awareness
- mentoring
- networking opportunities.

Gap areas appear to be programs to support:

- diversity training around recruitment
- diversity training for managers
- opportunities to optimise recruitment through increased awareness of the value of transferable skills and the need to ensure job positions and are couched in gender neutral language.

The success of all initiatives will depend on success in improving workplace culture, with a role for both public policy and workplace policies and practices.

Other gap areas include:

- opportunities for skills development
- internships and work placement opportunities
- initiatives to increase work life balance such as parent friendly rosters and shadowing opportunities
- inclusive professional development opportunities
- workplace safety and amenity.

6.0 Program exemplars



The following case exemplars rely on both publicly available source material and interviews with the key stakeholders.

The identification and selection of program exemplars and their success factors is informed by both the literature review and the gap analysis. The breadth of initiatives in addressing success indicators across all aspects of the career life cycle is one factor, but it is acknowledged that some particularly successful initiatives focus on attracting women into the sector and fostering the skills necessary to optimise selection.

There are two government and two industry exemplars. Common to all programs is a robust evidence base, with program design and development driven by research findings. All exemplars address both attraction to the sector and retention and career progression, with an extensive suite of programs monitored for success. The selected exemplars all address the systemic issues that underly the challenges in attracting and retaining women in the transport sector.

The two industry programs have a robust (industry funded) financial base and have been in operation for some time (NAWO for ten years and Wayfinder for five). Substantial initial funding is in place for WIT (with long term funding to be determined). Women Driving Transport Careers has been extremely successful, although demand for its programs exceeds supply and long-term funding has proved elusive, limiting its success in the long term.

All these programs have been successful in encouraging collaboration and building links with other programs in the sector.

6.1. Government Case Study 1: Women in Transport

Women in Transport (WIT) is a Victorian Government Department of Transport initiative. Initiated in 2017, it is the first of its kind in Australia, established to address gender imbalance in the public transport sector. \$2.404 million was allocated to the program in the 2019/20 Victorian Budget. Investment in the program has since grown from an initial \$1.2 million to more than \$6 million in 2021, as more members of the transport industry have signed up to participate.

6.1.1 About Women in Transport

The program is underpinned by the Victorian government's Women in Transport Strategy 2021-24. By the end of 2024, the Strategy aims to increase the number of women working in transport to 50% in the public sector and 30% in the private sector and to increase the number of women in senior roles to 50% in the public and 30% in the private sector.

The Women in Transport Strategy aims to remove the barriers that have limited diverse gender representation in the sector, improving outcomes such as participation and earnings for women, as well as business performance. Its strategic objectives are to:

- dismantle the structural barriers
- change the culture
- improve access to employment and career opportunities for women in the transport sector.

The Women in Transport Strategy particularly targets:

- women in regional Victoria
- young women, older women, and women new to the sector
- CALD women
- women with disability
- LGBTIQ+ people
- Aboriginal and Torres Strait Islander women.

In 2020, a Women in Transport Network was established to bring together those in the transport industry interested in gender equality and diversity. The Network is managed by a Committee of Management and includes office holders from across the industry. Network membership is open to people of all genders who are interested in gender diversity in the transport industry.

The WIT program is administered by the Department of Transport and is implemented across industry inclusive of the government and private sector. A WIT Steering Committee is chaired by the Parliamentary Secretary of Transport responsible for recommending industry targets and benchmarks, monitoring progress and endorsing sector-wide campaigns.

Major WIT initiatives to date include:

- establishment of the Women in Transport Steering Committee chaired by the Parliamentary Secretary for Transport and attended by senior decision-makers and influencers from across the industry
- postgraduate scholarships awarded in transport-related fields to a value of \$30,000 each
- undergraduate scholarships awarded to young, disadvantaged women to study in a transport-related field to a value of \$30,000 each
- mentoring program for women
- Engineering Pathways Program for refugees and women asylum seekers

- funding for training and support and employment for women bus and truck drivers
- scholarships for women heavy vehicle mechanics
- vocational placements for postgraduate scholars in the transport sector.

The WIT mentoring program is six-month, industry-wide initiative offering professional development and networking opportunities delivered through Victoria's Level Crossing Removal project. The program had unprecedented demand for mentors.

Web: <https://transport.vic.gov.au/about/women-in-transport#WIT-strategy>

Contact: WIT program manager Diversity-Inclusion@roads.vic.gov.au .

6.1.2 Success factors

Since its launch in March 2017, the program achieved a 5% increase in the transport operators workforce shifting from 15% to 20%, a 3% increase in the public sector workforce shifting from 33% to 36%.

The breadth and focus of the WIT goals and its commitment to systemic change are important to its overall success.

- | | |
|--|------------------------------|
| • improved social and economic development | • setting industry standards |
| • leadership and accountability | • changing culture |
| | • community campaigns. |

A key factor in its success is the establishment of clear policy goals and set targets as described below:

- by the end of 2024, the Strategy aims to increase the number of women working in transport to 50% in the public sector and 30% in the private sector and to increase the number of women in senior roles to 50% in the public and 30% in the private sector
- private sector entity boards to work towards gender balance
- aggregated sector target: 10% per year increase in women and people of diverse gender identities by end 2024 for areas heavily dominated by men:

– engineering	– technical and trades
– project management	– planning
– asset management	– data analysis.
– driving, yard work and cleaning	

Importantly, WIT has underpinned program development with collaboration and the involvement of industry and other government stakeholders through the Women in Transport Network.

6.2 Government Case Study 2: Women Driving Transport Careers

Women Driving Transport Careers program is an initiative of Wodonga TAFE, TWAL and industry partners including Australia Post, Linfox, Mainfreight Australia and Volvo.

6.2.1 About Women Driving Transport Careers

The DECA Superior Heavy Vehicle Licensing Program is Australia's most comprehensive heavy vehicle licensing and professional driver training program. Together with being awarded a heavy vehicle licence, successful participants also complete DECA's rollover prevention and stability training, as well as a best practice industry endorsed Pro Driver training program. Wodonga TAFE sends trainers to Melbourne for the four-week training period, during which, the students include the following industry specific skills:

- mechanical appreciation
- load restraint
- couple/uncouple
- reverse
- on road coaching
- either Heavy Rigid or Heavy Combination licence based on previous experience
- learn to complete a work diary
- apply fatigue management strategies.

To identify and overcome barriers to women joining the transport industry, DECA teamed with TWAL to give participants further skills and mentoring. In particular, the program addresses such issues as women's health, sexism in a male dominated industry, and mapping female friendly facilities on transport routes. DECA and TWAL worked with Linfox and Australia Post, to check that their workplaces were ready to accommodate female drivers, ensuring cultures were supportive of women participation, workforce knowledge of anti-discrimination laws were current, and facilities were appropriate.

There is a particular demand for heavy transport truck drivers throughout Australia. The Women Driving Transport Careers program aims to create a pathway for new entrants into the transport industry, whilst ensuring that drivers have the relevant industry appropriate skills and experience required by employers. It offers women the chance to get behind the wheel of prime movers and work towards joining the heavy transport workforce as truck drivers.

Web:

<https://www.wodongatafe.edu.au/Whats-On/News/ArtMID/402/ArticleID/20/Wodonga-TAFE-helping-bring-more-women-into-Transport>

Contact: Simon Macauley smacaulay@wodongatafe.edu.au.

6.2.2 Success factors

Almost eighty women have participated in the program with a 90% retention rate. Many of the participants have since progressed into leadership roles.

Guaranteed employment after training completion followed with 12-month mentoring support has driven the program's success. The female cohort has bonded, continuing to stay in touch after

conclusion of the training. Wodonga TAFE offers ongoing mentorship which has contributed to the high retention rates (the mentor program received a Victorian government training award).

Another factor in the program's success has been the introduction of family friendly working arrangements and split shifts.

Safety has been a key part of training, and Wodonga TAFE developed the Oz Truck app in partnership with TWAL and Volvo. The app was developed in response to research findings and is designed for anyone who is new to the industry, particularly culturally diverse employees. The app includes compliance, safety, health and a forum.

A robust research base is integral to the program's success; the program is underpinned by research carried out jointly by Wodonga TAFE and its industry partner TWAL.

6.3 Industry Case Study 1: National Association of Women in Operations (NAWO)

6.3.1 About NAWO

The National Association of Women in Operations (NAWO) is Australia's leading national network for women in operations. NAWO is funded by an experienced multi-disciplinary community of industry professionals. NAWO has been in operation for over ten years and currently has 60 member companies. It is an incorporated not-for-profit entity governed by a Board. The program receives its funding from individual and corporate membership in addition to corporate sponsorship.

The NAWO vision is to see gender diversity 'valued and balanced at every level in operations', bringing people together to build networks, share knowledge and inspire new conversations to achieve greater gender diversity. NAWO supports all people who identify as female to achieve their career goals, providing meaningful connections, inspiring role models and professional development opportunities.

NAWO aims to increase awareness of career opportunities for women as well to support women currently working in operational roles in male-dominated industries by providing:

- company site tours
- member access to articles, podcasts, and webinars
- professional development programs
- national leadership development priorities
- national webinars
- knowledge share forums
- executive forums
- 'check in and chats'
- local in-person events.

Web: <https://nawo.org.au>

Contact: Fiona Evans (fevans@nawo.org.au).

6.3.2 Success factors

NAWO supports women at all stages of the career cycle, raising awareness of career possibilities and supporting women to progress their career in operational roles in all male-dominated industries. The focus on operational roles is an important one, because it is the area where women face the most challenges both in terms of attraction to male-dominated industries and retention and career progression.

NAWO have focussed on program impact by analysing data both from member organisations and WGEA data. In its ten years of operations, NAWO has delivered over 300 events, run over 85 professional development programs, and mentored more than 360 women. NAWO currently has 740 volunteers on its data base, facilitating a very effective mentor program. The program carefully matches mentees from its data base of mentors with benefits for both. Member organisations can also opt for a group mentor initiative putting several staff through the program. NAWO is inclusive, with males encouraged to join and participate in programs.

NAWO have been very effective in linking with other organisations, strengthening initiatives, reducing costs and ensuring there is no duplication.

While it has been successful in supporting individual women through its extensive suite of programs, NAWO have also focused on addressing the systemic issues that create barriers for women in male - dominated areas – the gender pay gap, the importance of work life balance and the challenge of returning to work after parental leave, workplace safety and unconscious bias in recruitment and promotion.

NAWO member organisations are performing strongly when compared with other organisations in the sector.

6.4 Industry Case Study 2: Wayfinder Supply Chain careers for Women

6.4.1 About Wayfinder

Wayfinder: Supply Chain Careers for Women (Wayfinder) is a national industry initiative developed to create a sustainable and diverse talent pipeline for Australia's supply chain and logistics sector.

Wayfinder was established in 2018 by Deakin University's Centre for Supply Chain and Logistics in partnership with foundation industry sponsor companies QUBE, Woolworths, Nestle, ARTC, TOLL, LION, Pacific National, DP World, Coles, Patrick, Coca Cola Amatil, VIVA, Stanley Black and Decker, LINX Cargo Care Group, VICT and associates VicTrack and NSW Ports, with Food Innovation Australia (FIAL) the national partner.

Wayfinder responds to the business imperatives of a diverse workforce and the difficulties of attracting millennials, particularly women, to a poorly understood sector. Wayfinder programs include:

- a Digital Supply Chain Career Map – showcasing 150 roles across the supply chain and logistics sector
- research focusing on gender diversity, skills, and capabilities
- the Wayfinder Ambassador mentoring and professional support program
- the National Supply Chain Education Network
- a Schools Program, encouraging secondary students to consider a supply chain career
- community awareness short courses
- a data base of video vignettes
- podcast series encouraging inclusive workplace
- events showcasing supply chain careers to secondary and university students
- an inclusive recruitment tool kit.

6.4.2 Success factors

All Wayfinder programs are informed by industry-driven research and focus on identified capability gaps. Wayfinder is based at one of Victoria's leading universities, and its partnership with Deakin extends its links with education. Wayfinder has developed a number of short courses for community and industry, utilising expertise from within Deakin University's Centre for Supply Chain and Logistics. Its 26-member National Education Network facilitates alignment between education and industry, streamlining opportunities for internships and connecting companies with potential employees.

Through its Ambassador Programs, Wayfinder trains and supports women currently in the sector to speak at school and community events about their career. Wayfinder also supports career development through professional development programs and mentor support.

COVID-19 may have reminded industry of the importance of the supply chain, but Wayfinder has highlighted its potential as a future-proof and dynamic career opportunity for women. Wayfinder developed an interactive Wayfinder Digital Career Map showcasing over 150 Supply Chain Logistics roles in 18 sectors. The career map highlights job opportunities and career pathways, linking to both

education institutions and company career websites and embedded videos provide career insights from women who love working in supply chain roles.

Wayfinder has reduced program duplication and optimised program costs by partnering with existing organisations to deliver programs. Partners include the Smith Family, Dress for Success, Geelong Region Local Learning and Employment Network and Multicultural Australia. Wayfinder research highlighted the Australian Defence Force (ADF) as a valuable recruitment source and has partnered with the ADF to place those leaving the Forces (650+ participated in the ADF Virtual Transition Seminars in 2021). Over 1,000 women have accessed Wayfinder's awareness building webinars and podcasts. Wayfinder developed a Recruitment Tool Kit for the sector, and together with its industry partners promotes opportunities at Career Expos.

7.0 Other Industries



Other male-dominated industries face similar issues to the transport industry in attracting women to operational roles and have had some success in increasing the diversity of their workforce.

Industries that have had significant success are mining (currently at 18.0% up from 9.4% in 1998); electricity, gas, water and waste (currently at 25.6% up from 17.6% in 1998).

Two exemplar programs from the mining and resources industry are reviewed below. Success factors for these programs are not dissimilar to the exemplar programs in the transport industry, including clear and transparent governance and careful nurturing of links within the sector.

7.1 Women in Resources (WIR)

WIR

Objectives

WIR aims to raise awareness of career opportunities, support current workers, encourage new entrants and provide professional development and networking opportunities for industry stakeholders.

WIR works together with government, industry and community organisations to create a forum for information exchange and to assist companies improve attraction and retention outcomes.

Promoting the industry as a 'career of choice' aims at attracting new female entrants and professional development opportunities supports the promotion of the female workforce.

The membership base covers a wide range of sectors including:

- mining
- civil construction and drilling
- oil and gas
- transport and logistics
- Registered Training Organisations (RTOs)
- service providers.

Target Group

Female job seekers, students and women currently working in the industry.

Administration body

Women in Resources.

Governance

11-member committee representing all sectors.

Funding

Voluntary, not-for-profit supported by membership and sponsorship.

Links to other affiliated groups

- Women in Mining WA
- Women in Resources SA
- Women in Mining New Zealand
- Women in Mining Network.

Timeframes

Unable to determine from publicly available information.

Programs

- workshops and training
- Try-a-trade day

- industry tours
- professional development
- networking events – luncheons and dinners.

Outcomes

The WIR awards are held annually and celebrate the success of women, gender diversity champions and the companies that are working to enhance diversity and inclusion across the Northern Territory's resource sector:

- Exceptional Women in Resources
- Exceptional Young Women in Resources
- Outstanding Trades Operator
- Gender Diversity Champion
- Excellence in Diversity Programs
- Excellence in Technical Innovation
- Overall Women in Resources Award.

Contact: info@wir.org.au

Source <https://www.wir.org.au/about>.

7.2 Tradeswomen Australia (TWA)

Tradeswomen Australia Foundation

Objectives

Tradeswomen Australia's mission is to increase the representation of women working in skilled trade roles and achieve gender equality and empowerment for all girls and women to access, participate and succeed in trades.

Target Group

Female students, job seekers and women working in trades. Membership is free for all apprentices and women in trades across Australia.

Administration body

Tradeswomen Australia Foundation is a not-for-profit organisation and registered social enterprise limited by guarantee, incorporated and domiciled in Australia.

Governance

Board of directors supported by a management team, Strategy Council and Industry Reference Council.

Funding

Grants and sponsorship.

Links to other partners

- Head Start – TWA work with Head Start to promote trades as a career option for female students
- Skills and Jobs Centre
- Worksafe Victoria – TWA developed a project to support Victorian automobile businesses to improve workplace culture and workplace practices to promote greater diversity and inclusion
- BHP- focus groups that engaged with workers to review structural and cultural barriers faced by female employees
- Acciona Geotech – developed a workplace culture change assessment that included mentoring to promote positive workplace culture to promote and retain women's participation in trade roles.

Timeframes

Established in 2013.

Programs

- Tradeswomen Profiling Program for school-based females and mature aged women
- school based apprenticeships working with Head Start and career options for mature aged women through partner Skills and Jobs Centre
- unconscious bias workshops, targeted recruitment, inclusive learning workshops
- networking opportunities across a broad range of platforms to promote awareness
- social media engagement through website, podcasts
- career counselling services
- *Workplace Diversity Project* helping organisations improve culture and staff wellbeing, providing access to Learning Management Systems with e-learning modules accessible 24/7
- one-on-one mentoring

- scholarship opportunities.

Contact - <https://tradeswomenaus.com/about-us/contact/>.

Source - <https://tradeswomenaus.com/about-us/annual-report/>.

8.0 Implications – next steps



Geopolitical issues (including the consequences of the COVID-19 pandemic) and digital change have had a transformational effect on Australian supply chains and the transport sector, impacting the nature and scope of workforce demand. The literature survey identified a shortfall in key skill areas for the industry, particularly for drivers and in technical areas.

Women make up 47% of all employed persons in Australia¹⁴⁰, but the transport industry workforce continues to be predominantly male. While there has been an increase of women in the industry (27.4% up from 20.9% in 2018), numbers of women in operational roles such as machinery operators and drivers remain low at 9.4%. The number of female CEOs in the transport, postal and warehousing sector also remains low at 5.5% female CEOs¹⁴¹.

The literature review, gap analysis and review of the success indicators of exemplar programs, both in the transport industry and in other male-dominated industries, suggest the way forward includes an acknowledgement of the following issues.

- The need for program development to have an evidence base – listening both to industry and government not only in program development but in ongoing monitoring.
- The importance of addressing systemic structural change around workplace safety and amenity, workplace culture and work life balance.
- The value of workplace training and skill development initiatives.
- The value of building on the successes of existing programs – there are programs with significant successes in both government and industry initiatives.
- While it is important to seed fund pilot programs, once an initiative is found to be successful, without ongoing funding any advantage will be lost.
- The importance of clear and transparent program governance.
- The value of building strong cross-sectoral links, learning from the experience of other male-dominated industries.
- The need for a strong commitment to diversity from an organisation's leadership

Programs also need to be visible to all stakeholders, with easy to navigate, attractive and up-to-date communications.

¹⁴⁰ Workplace Gender Equality Agency (WGEA) 2021

¹⁴¹ Workplace Gender Equality Agency (WGEA) 2021

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