

Northline Gender Pay Gap Report

23-24



Introduction

As we stated in our first employer statement last year, Northline has adopted a 'people first' philosophy since our first day of operation in 1983. We value diversity in all its forms, and not just because we know it's good for business. We want our organisation to reflect the composition of our own families, the communities within which we work and the customers we serve but know we have some work to do to achieve that. For these reasons, we welcomed the introduction of gender pay gap reporting.

While women are still under-represented at Northline, we are pleased to report that our gender pay gap has changed in the past year, in the right direction. We attribute this to our focus on developing and evolving our people strategies and initiatives to ensure we have an inclusive culture and work environment that supports the diversity we aspire to.

We still have work to do but are pleased with our positive progress and continue to be committed to this journey.



Craig Whitton
Chief Executive Officer



Vanessa Godden
Head of Human Resources



Our Gender Pay Gap

The **gender pay gap** is the difference in average earnings between women and men in the workforce (irrespective of roles or seniority). It is not to be confused with equal pay – which is women and men being paid the same for the same, or comparable job (which is our legal obligation). Our gender pay gap is not a result of equal pay issues, as we have a gender-neutral approach to pay across all levels at Northline.



The table below shows our overall mean and median gender pay gap compared to our Industry Comparison Group (Freight Forwarding Services) and compared to our results in 2022-23.

- ⚖️ A positive percentage indicates men are paid more on average than women
- ⚖️ A negative percentage indicates women are paid more on average than men
- ⚖️ We have made positive progress on all indicators in the past year

	2023-24		2022-23	
	Northline	Industry Comparison	Northline	Industry Comparison
Average (mean) total remuneration	8.1%	18.7%	17.6%	12.9%
Median total remuneration	5.1%	11.3%	10.2%	3.0%
Average (mean) base salary	7.7%	9.0%	11.7%	7.9%
Median base salary	-1.2%	-1.2%	0.2%	-3.1%

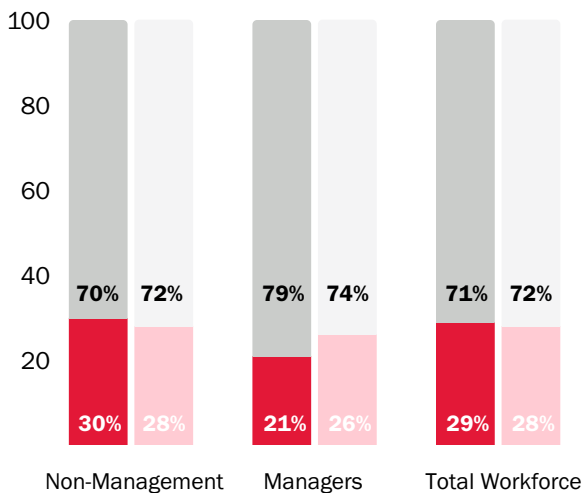
Understanding the Gap

Our Workforce Composition

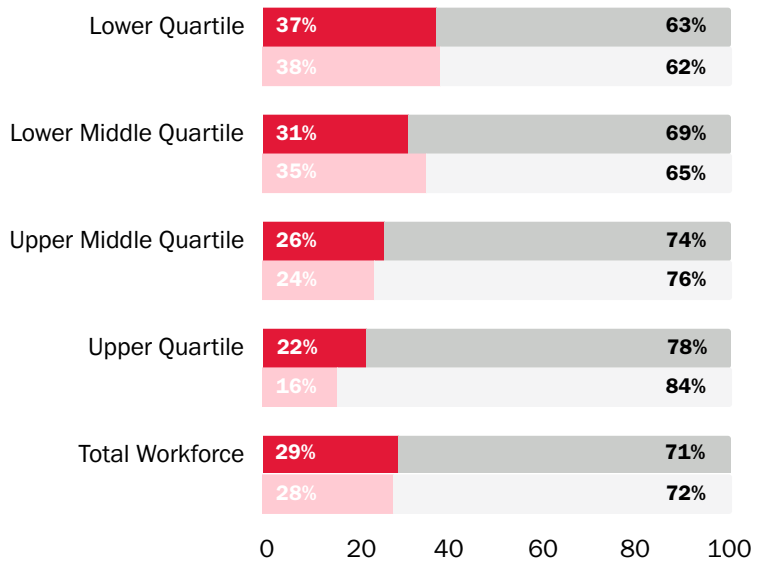
Our gender pay gap continues to be heavily influenced by our workforce composition. We made an incremental improvement in the representation of women in our workforce this reporting period - women now make up 29% of our overall workforce compared to 28% last year – however, the proportion of women in management roles decreased this year, which is disappointing. Women also continue to be disproportionately represented in part-time roles (71%).

Pleasingly, we did see a better distribution of genders across the pay quartiles and a positive shift in the percentage of women in the upper pay quartiles.

Our gender composition by role



Our gender composition by pay quartile



Women Men
 2023-24 ■ ■
 2022-23 ■ ■

Our National Service Centre – which is comprised of corporate and professional roles such as Finance, Administration, Human Resources, Business Systems, Marketing, Customer Service and Sales - continues to have a better gender balance with 50% women and men. Women only represent 23% of our Operations division, however, pleasingly, this has increased from 20% in the past year.

Our Context

Women in the Transport, Postal and Warehousing Industry



22.4% of Australia's workforce in this sector

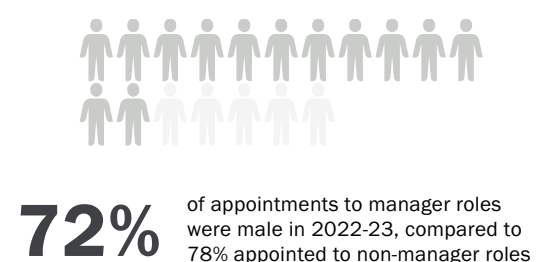
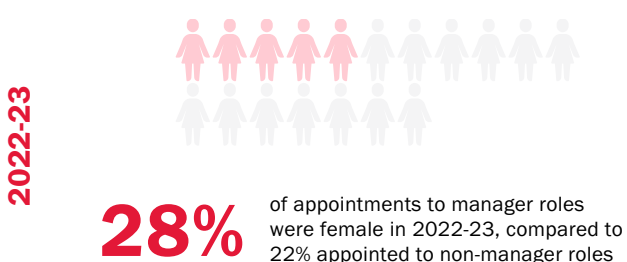
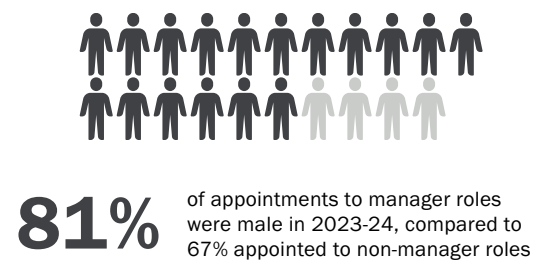
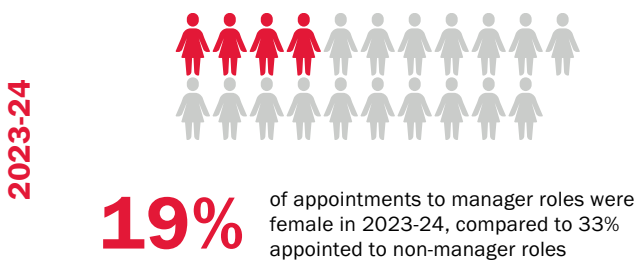


9.7% working as machinery drivers and operators

As we reported last year, Australia's transport and logistics workforce has been primarily male for many years, and this does not appear to be changing. The ABS Detailed Labour Force Survey from November 2024 found that of the 734,400 people employed in the Transport, Postal and Warehousing Industry, 164,700 (22.4%) are female, which is a decline from August 2023 when 23.6% of the 750,000 people in the industry were female.

The Transport, Postal and Warehousing industry represented 5.2% of filled jobs in September 1994 and only 4.4% in September 2024. And with the growth in service-based industries over the past 30 years outpacing growth in goods-based industries like ours, it is an increasingly competitive landscape within which to attract talent. In November 2024, there were 11,400 job vacancies in our industry (out of a total of 348,100 job vacancies).

Not surprisingly given this context, of the applicants to our job vacancies that identify their gender, only 26% were female. This was even less for our Operations roles (Forklift Operators, Storepersons and Drivers), where only 9.7% of applicants were female. These figures have increased slightly from the previous year though, when they were 24% and 8.4% respectively, which is a positive sign. And while the number of female appointments to manager roles (both internal and external) fell, the percentage of female appointments overall increased from 22% to 32% of all appointments in 2023-24.



Our Action Plan

Enhancing our Employee Proposition continues to be our key focus, as articulated in our 2023-25 Strategic Plan as a key strategic theme. A couple of the key highlights from our detailed action plan are below.

We launched a **Career Pathways** document which provides insights into the career paths available in our organisation, a deeper understanding of the requirements and expectations for each specific Northline role, and the inspiration for people's career journey from real-life success stories. 2 of the first 4 career stories showcase the career journeys of female employees (including podcast interviews).

We also implemented our **Leadership Development Strategy**. This provides our people with a visible pathway for developing their leadership capability either in their current role or for the role to which they aspire. We expanded our Capability and Wellbeing Calendar to include all leadership development offerings. As part of this strategy, we launched a new, purpose-built **Leading Leaders** program for the critical level of leaders who have responsibility for a high number of roles that impact the overall performance of the organisation. 4 of our female Leading Leaders were among the first 20 participants to attend this program.

Employee Recognition

Recognising and rewarding performance excellence and people who exemplify our values is an important part of who we are.

In the past year, female employees made up 31% of the nominations in our formal recognition program and were over-represented in the winners at 40%. And it was our great pleasure to announce that Laura Gould, our Townsville Depot Manager was awarded Northline's 2023/24 Employee of the Year.



Laura Gould

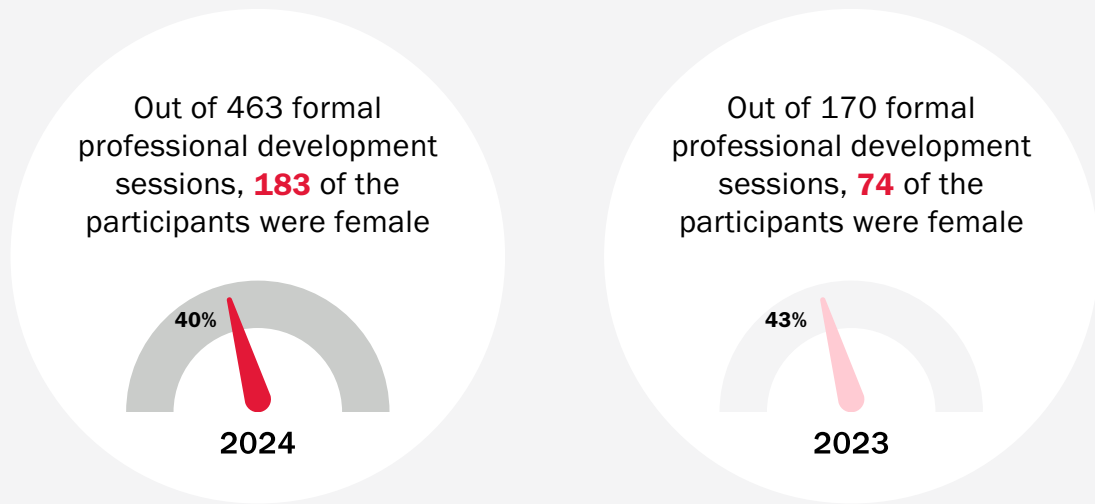
Laura was originally awarded Manager of the Quarter in September 2023 and then again in March 2024 and was then selected to be the overall Employee of the Year. Now based in Townsville, Laura has worked for Northline since May 2010 when she commenced as a Driver / Forklift Operator in Alice Springs, followed by a secondment to Branch Administrator in 2011 and then Delivery Manager / Pallet Controller in 2012. Laura moved to Townsville in 2014 in the role of Administration Manager and in March 2023, after the birth of her second baby, she was appointed Depot Manager. Laura is a fantastic role model to our female employees and a testament to what's possible here at Northline.

Career Development

Our commitment to retaining, developing and growing our female talent continues.

While the challenges attracting women to Northline remain, pleasingly, our **internal mobility** data shows that our female employees continue to be well represented in those seeking and accessing career opportunities within Northline, with 37.5% of our secondments, transfers and promotions in the past year being women (up from 32% in the previous 2 years).

Our female employees continue to be disproportionately accessing **learning and development** opportunities:

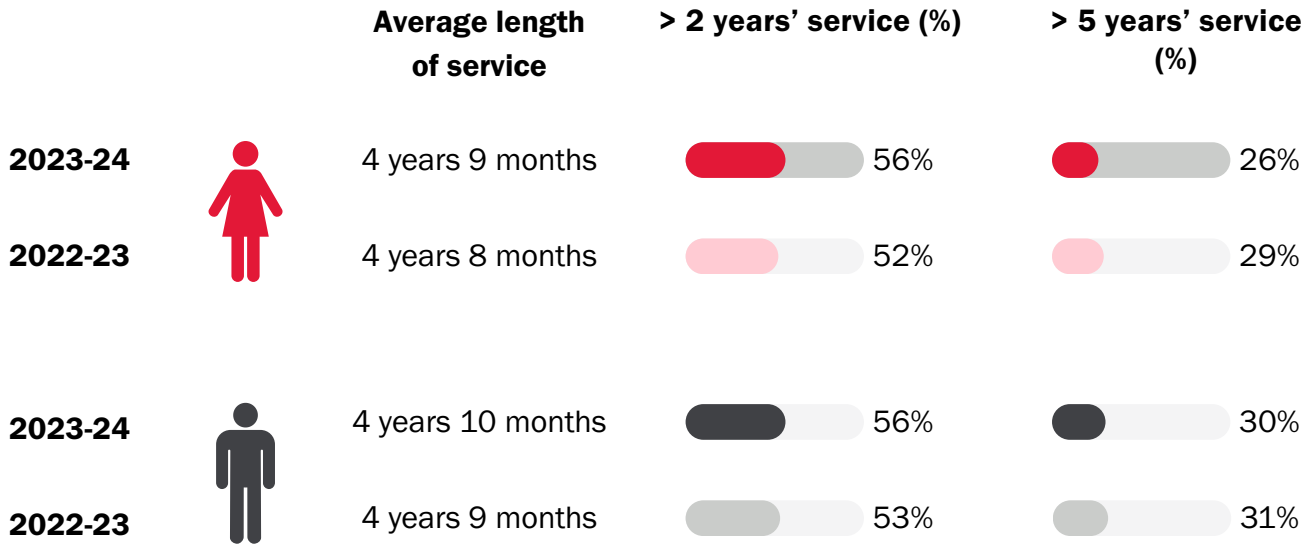


We continue to have a pleasing number of females who have been identified as High Potential and/or a Future Successor for a more senior role through our **Talent Management and Succession Planning** process as demonstrated in the table below.

	% of Females Overall	High Potentials %		Successors %		
		Women	Men	Women	Men	
2023-24	Operations	21.6% ↑	28.2%	71.8%	19.5%	80.5%
	Sales	51%	69.23% ↑	30.77%	68.4% ↑	31.6%
	Service	57% ↑	33.3%	76.7%	50%	50%
2022-23	Operations	20%	29.6%	70.4%	35%	65%
	Sales	54.7%	51.1%	48.9%	38%	62%
	Service	50%	56.6%	43.4%	77.7%	22.3%

Retention

We continue to **retain** women at equal rates to men. Over 50% of our female employees have more than 2 years of service with 26% having more than 5 years' service. We take this as a positive sign that our culture and work environment is an inclusive one that supports people of all genders and backgrounds equally.



Summary & Next Steps

To build on our focus of attracting females at the early stages of their career, we have partnered with **Explore Careers**, Australia's leading Careers, Employment and Education platform. This partnership will link us to career advisors, teachers and parents in secondary schools close to our depot locations, promoting us as a prospective future employer.

This year we will also be enhancing our focus on identifying psychosocial hazards and risks and implementing preventative strategies, to ensure that we are delivering on our promise of a culture that is down-to-earth, inclusive, welcoming, safe and supportive.

And, of course, we will continue to work on the existing actions and initiatives to support our aspiration.

