

Northline Gender Pay Gap Report

24-25



Introduction

Since 1983, Northline has embraced a people-first philosophy. Diversity is central to who we are: we want our workforce to reflect our families, communities, and customers.

While women remain under-represented at 29% of our workforce, we are committed to building an inclusive culture and evolving our strategies to achieve greater equality.

Gender pay gap reporting provides transparency and accountability to guide this journey.

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



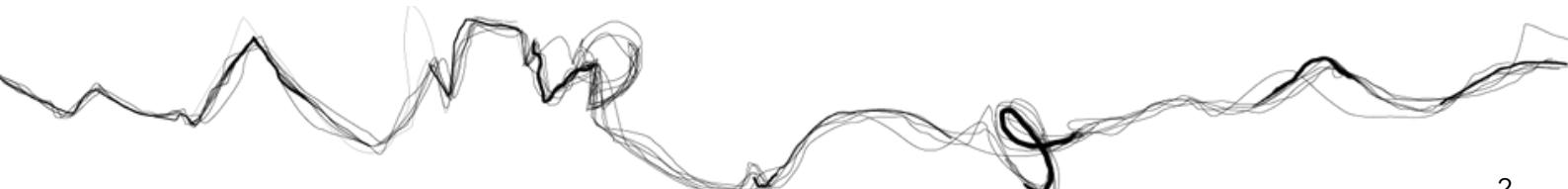
Craig Whitton
Chief Executive Officer



Emma Collingwood
Head of HR Operations



Tom Cleghorn
Head of Organisational Development



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 2023-2024 and 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.
- Disappointingly, our Gender Pay Gap has increased year on year, with our results comparable to the 2022-23 reporting period.
- Our Gender Pay Gap remains lower than the industry comparison of 16.7% for the second year in a row.

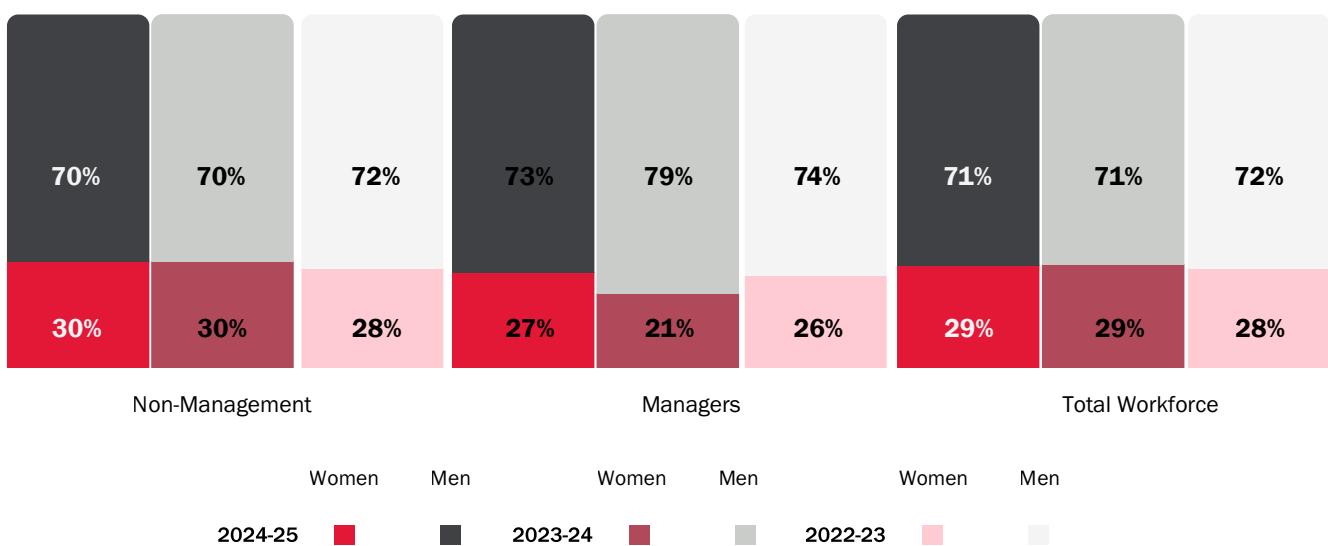
	2024-25		2023-24		2022-23	
	Northline	Industry Comparison	Northline	Industry Comparison	Northline	Industry Comparison
Average (mean) total remuneration	15.1%	16.7%	8.1%	18.7%	17.6%	12.9%
Median total remuneration	12.2%	9.4%	5.1%	11.3%	10.2%	3.0%
Average (mean) base salary	11.5%	12.8%	7.7%	9.0%	11.7%	7.9%
Median base salary	3.4%	1.8%	-1.2%	-1.2%	0.2%	-3.1%

Understanding the Gap

Our Workforce Composition

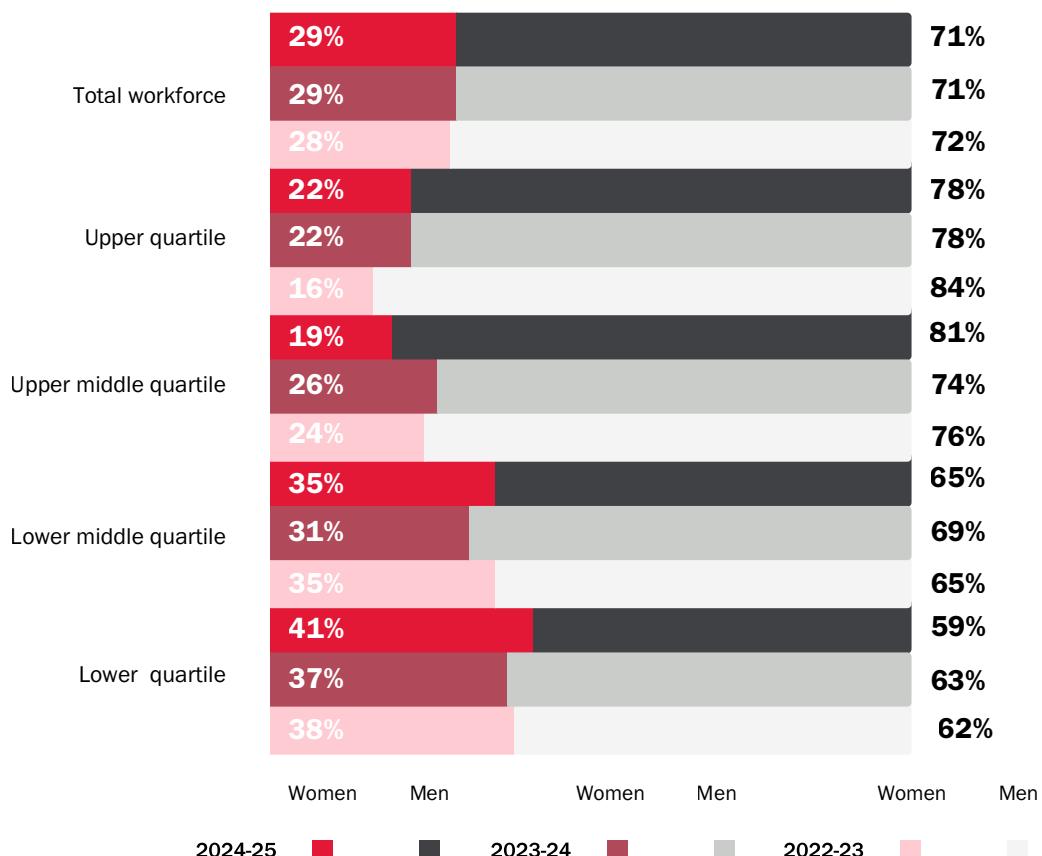
Our gender pay gap continues to be heavily influenced by our workforce composition. Consistent with last year, women continue to represent 29% of our overall workforce. Pleasingly, the proportion of women in management roles increased by 6% since the last reporting period to 27% this year.

Our gender composition by role



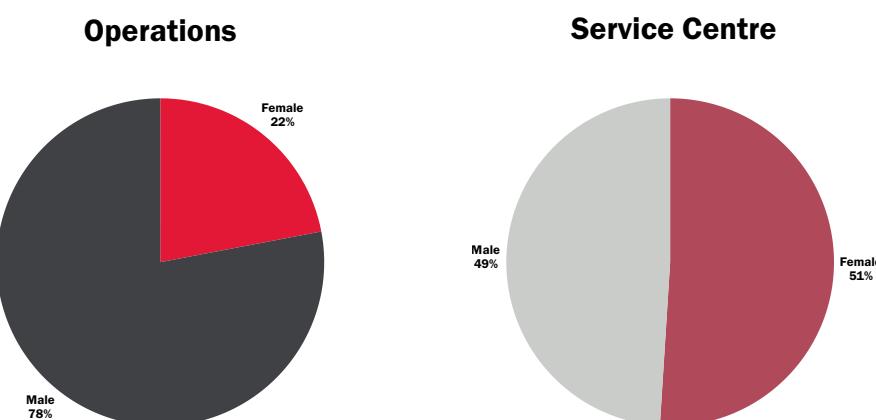
The distribution of genders across the pay quartiles saw a negative shift comparing 2023-24 and 2024-25 with less women being represented in the upper and upper middle quartiles (combined) and more women being represented in the lower middle and lower quartiles (combined).

Our gender composition by pay quartile



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 51% women and 49% men.

Women only represent 22% of our operations division, which has decreased by 1% from last year's report.



Our Context

Women in the Transport, Postal and Warehousing Industry

As we have previously reported, Australia's transport and logistics workforce has been primarily male for many years, and this does not appear to be changing.

ABS Detailed Labour Force Survey from August 2025 reports that employment in the Transport, Postal and Warehousing industry has continued to grow over the last 20 years to August 2025. The number of workers grew by 9,800 (or 1.3%) over the last year to a total of 745,400 people being employed in this sector. Disappointingly, over the last few years, there has been a consistent decrease in female representation in the industry from 23.6% in August 2023, to 22.4% in November 2024 to now 22.0% (164,000) August 2025.

The Transport, Postal and Warehousing industry represented 5.1% of filled jobs in August 2025 which increased from 4.4% in September 2024.

In the 12 months to August 2025, job vacancies in Transport, Postal and Warehousing industry have increased by 6.06% from 9,900 in August 2024 to 10,500 in August 2025 (out of a total of 327,200 job vacancies in August 2025). Out of 18 industries reported on, Transport, Postal and Warehousing had the 5th highest increase from August 2024 to August 2025.

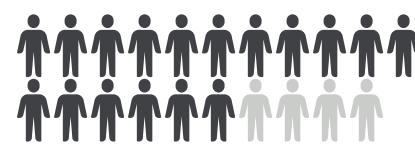
Not surprisingly given this context, of the applicants to our job vacancies that identify their gender, only 18% were female, this is a decrease from 26% the year before. Pleasingly, female applicants for our Operations roles (Forklift Operators, Storepersons' and Drivers), increased from 9.7% last reporting period to 14% in this reporting period.

2023-24



29%

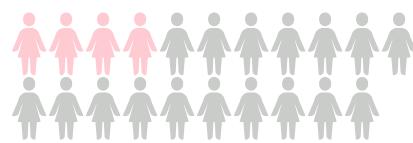
of appointments to manager roles were female in 2024-25, compared to 34% appointed to non-manager roles



71%

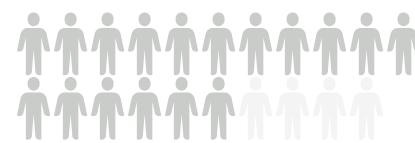
of appointments to manager roles were male in 2024-25, compared to 66% appointed to non-manager roles

2023-24



19%

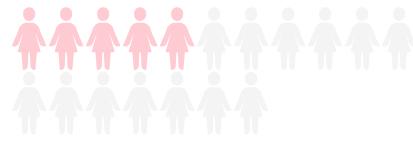
of appointments to manager roles were female in 2023-24, compared to 33% appointed to non-manager roles



81%

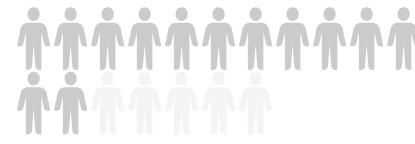
of appointments to manager roles were male in 2023-24, compared to 67% appointed to non-manager roles

2022-23



28%

of appointments to manager roles were female in 2022-23, compared to 22% appointed to non-manager roles



72%

of appointments to manager roles were male in 2022-23, compared to 78% appointed to non-manager roles

Our Action Plan

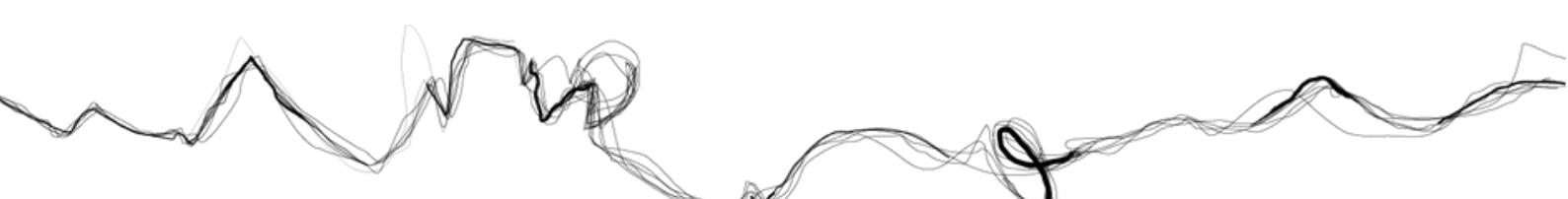
Leadership Development Programs

We continue our focus on 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. As part of this strategy, in 2025 we continued to offer our 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. 7 of our female Leaders were among the 20 participants to attend this program in 2025.

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, our female employees made up 33% of the nominations in our formal recognition program and 33% of the winners.

Northline Branch of the Year for 2024-2025 went to our Townsville Branch which is run by Northline's very first female Branch Manager, Laura. 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 and Pallet Controller in 2011. 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. In 2025 Laura was appointed Branch Manager for our North Queensland operation.



Career Development

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

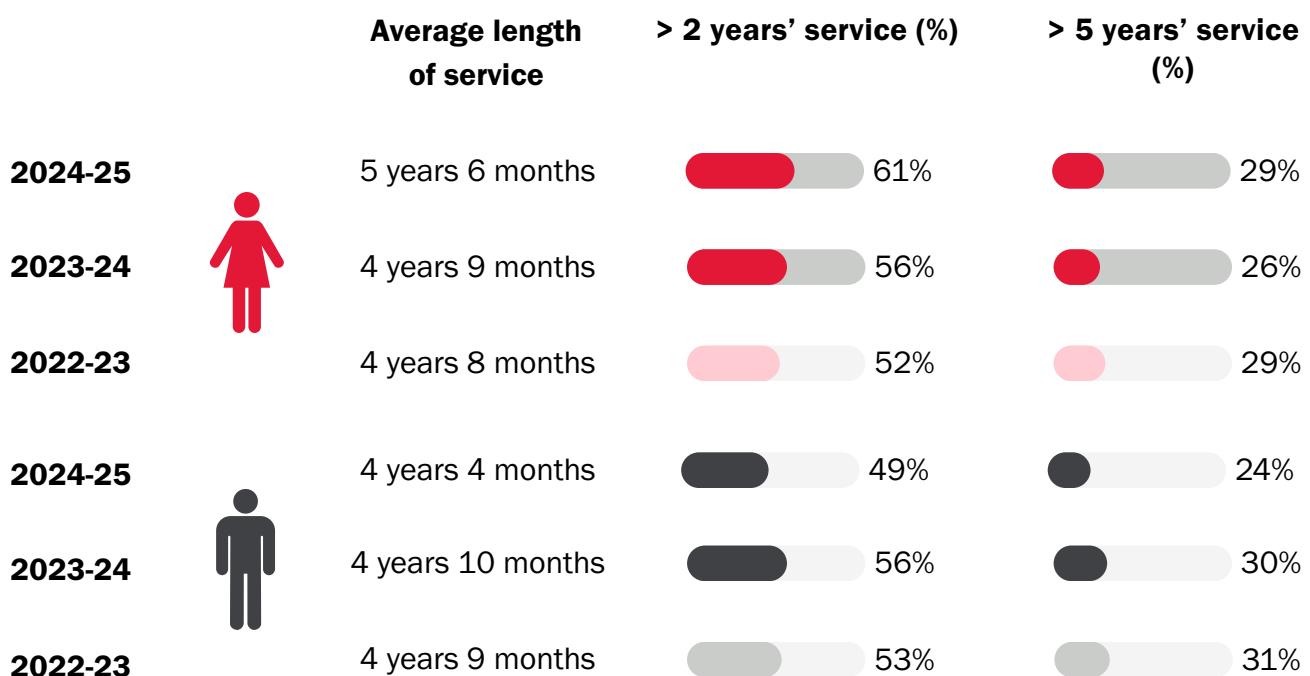
While the challenges of attracting women to Northline remain, pleasingly, our internal mobility data shows that our female employees continue to be well represented in those seeking and accessing career opportunities within Northline, with 47% of our secondments, transfers and promotions in the past year being women (up from 37.5% in the previous year).

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
2024-25	Operations 18.38%	28.20%	71.80%	31.03%	68.97%
	Sales 58.00% 	46.20%	53.80% 	44.44%	55.56% 
	Service 45.00%	50.00%	50.00%	43.75%	56.25% 
2023-24	Operations 21.60% 	28.20%	71.80%	19.50%	80.50%
	Sales 51.00%	69.23% 	30.77%	68.40% 	31.60%
	Service 57.00% 	33.30%	69.70%	50.00%	50.00%
2022-23	Operations 20.00%	29.60%	70.40%	35.00%	65.00%
	Sales 54.70%	51.10%	48.90%	38.00%	62.00%
	Service 50.00%	56.60%	43.40%	77.70%	22.30%

Retention

We continue to retain women at equal rates to men. Over 60% of our female employees have more than 2 years of service with 29% 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.



Next Steps

Maturing our Talent Approach is one of our Strategic Objectives for our 2025-2028 Strategic Plan. With a focus on leadership development, diversity and succession planning, our aim is that our organisation better reflects our community, enhancing our employee experience.

A couple of the key highlights from our detailed action plan are below:

Women in the Workforce Strategy

This strategy aims to increase female participation specifically in our operational division of our organisation, improve retention and unlock diverse perspectives that will drive innovation and efficiency. We will do this through:

- Targeted recruitment campaigns for operational roles.
- Inclusive culture training to reduce bias.
- Mentorship and leadership development pathways.
- Enhanced safety and wellbeing standards.
- Partnerships with schools and community groups to build talent pipelines.
- Transparent targets for recruitment, retention, and advancement.

Aboriginal and Torres Strait Islander Employment and Engagement strategy

This strategy is designed to increase representation, support economic empowerment, and embed cultural respect within our organisation, while strengthening ties with Aboriginal and Torres Strait Islander communities.

- Targeted recruitment and traineeships.
- Cultural awareness training and workplace inclusion.
- Partnerships with Indigenous organisations and schools.
- Supplier diversity initiatives.
- Mentorship and leadership programs.

Psychosocial Hazards and wellbeing strategy

This strategy aims to reduce psychosocial risks, enhance employee wellbeing, and build a safer, more resilient workforce.

- Proactive risk management for fatigue, isolation, and workload.
- Promoting open communication and reducing stigma around mental health.
- Flexible work design and fair rostering.
- Training on resilience and stress management.
- Access to EAP and tailored wellbeing services.