

WEPS IN ACTION



PRINCIPLE 5

Implement enterprise development, supply chain and marketing practices that empower women.

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CASE STUDY: MUSKET TRANSPORT REMOVING GENDER STEREOTYPES TO RECRUIT A BALANCED WORKFORCE

LESSONS LEARNED

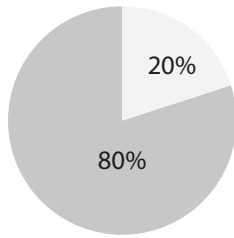
- Paying attention to media and marketing practices and creating advertisements without gender stereotypes allows a company to promote gender equality and to attract and recruit more diverse employees.
- Hiring women drivers and promoting gender equality in the trucking industry set a standard for other companies in the supply chain to do the same; sharing good practice and examples of role models could advance such practices.
- Asking career training schools to promote gender equality as a part of their recruitment strategy can ensure more diverse graduates are ready to enter the workforce.
- Showcasing women truck drivers helps to raise awareness that there are already women in these roles, which can encourage others to join the field.

CONTEXT

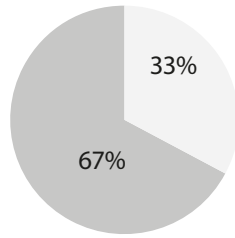
Musket Transport is a Canadian trucking and transportation services company founded in 1993. Its merger with Melburn Truck Lines Corp. created the largest intermodal carrier in Ontario, Canada. In 2016, the company set out to increase the number of women truck drivers, and the number of women in supervisory, managerial and executive positions. As women made up 14 per cent of managers and 14 per cent of supervised employees the company set targets for 2019 that they achieved.

The company signed the Women's Empowerment Principles in March 2019 to further its commitment to gender equality and, subsequently began to track and report more efficiently the number of women in positions across its departments. It had initially focused its energy on attracting women truck drivers, but is now also seeing an increase in the number of women in leadership and management positions.

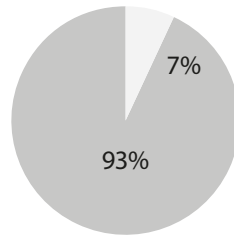
TARGETS 2019



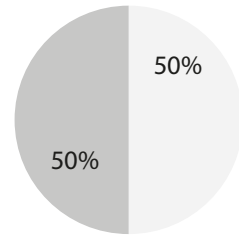
Executive level jobs



Managerial roles



Revenue-producing roles



Supervised employees

Women Men

ACTIONS

The company sees marketing as a key channel to recruit more women, while striving to eliminate gender stereotypes in its advertising so, instead of choosing professional models for its advertisements, it decided to show its own women and men drivers and mechanics.

Sophia S. Begidzhanov, Corporate Communications Officer, said: "There is a great deal of importance in showcasing both women and men in marketing campaigns. For many, it is hard to imagine women in trucking or in [technical roles] in general. Although there has definitely been

progress over the last few years, it is still a powerful message to see both genders at work in this industry across all departments.

"More importantly, we have shied away from stock images; showing real employees in their real work environment. It is our hope that, in breaking the stereotypes associated with trucking, we will successfully usher more women and young people with new ideas and talent into the next phase of our sector."

TIMELINE

March 2016

Musket Transport began attending the Women with Drive Leadership Summits

March 2019

Musket Transport signed the WEPs

2020

Increased the number of promotions of women to key operations roles despite COVID-19-related challenges

2022

In-house driver training school, CHET, will continue to be utilized to train and recruit women drivers

The company also sent representatives to national functions set up to encourage more women to seek jobs in trucking and transportation. The Women with Drive Leadership Summits helped the firm gain knowledge and insight from experts on how to boost women's recruitment and how to retain the women drivers and mechanics they already had recruited.

Management at the firm's own training facility, the Commercial Heavy Equipment Training Ltd. (CHET), is working hard to recruit and enroll more women drivers.

Sophia added: "At CHET we have had such fruitful relationship with funding programmes due to our ability to hire our graduates or match them with other carriers. The priority for Government-funded programmes is to connect those people with employment and there's definitely a big need for drivers, who are proving to be even more vital during COVID-19."

CHALLENGES

Sophia admits the main challenge for Musket Transport is that driving is not recognized as a skilled occupation in Canada. This removes a lot of funding options for women to enroll in driver training. All truck drivers in Ontario need a full, class AZ, driving license in order to operate a truck/ tractor trailer combination. As of 2020, the cost of getting this license is more than CAD 10,000.

Another challenge is that there is a lot of stigma associated with trucking and transportation as a stereotypical male-dominated profession, deterring many potential women candidates. By creating advertisements with its own women employees, Musket Transport has begun to dis-

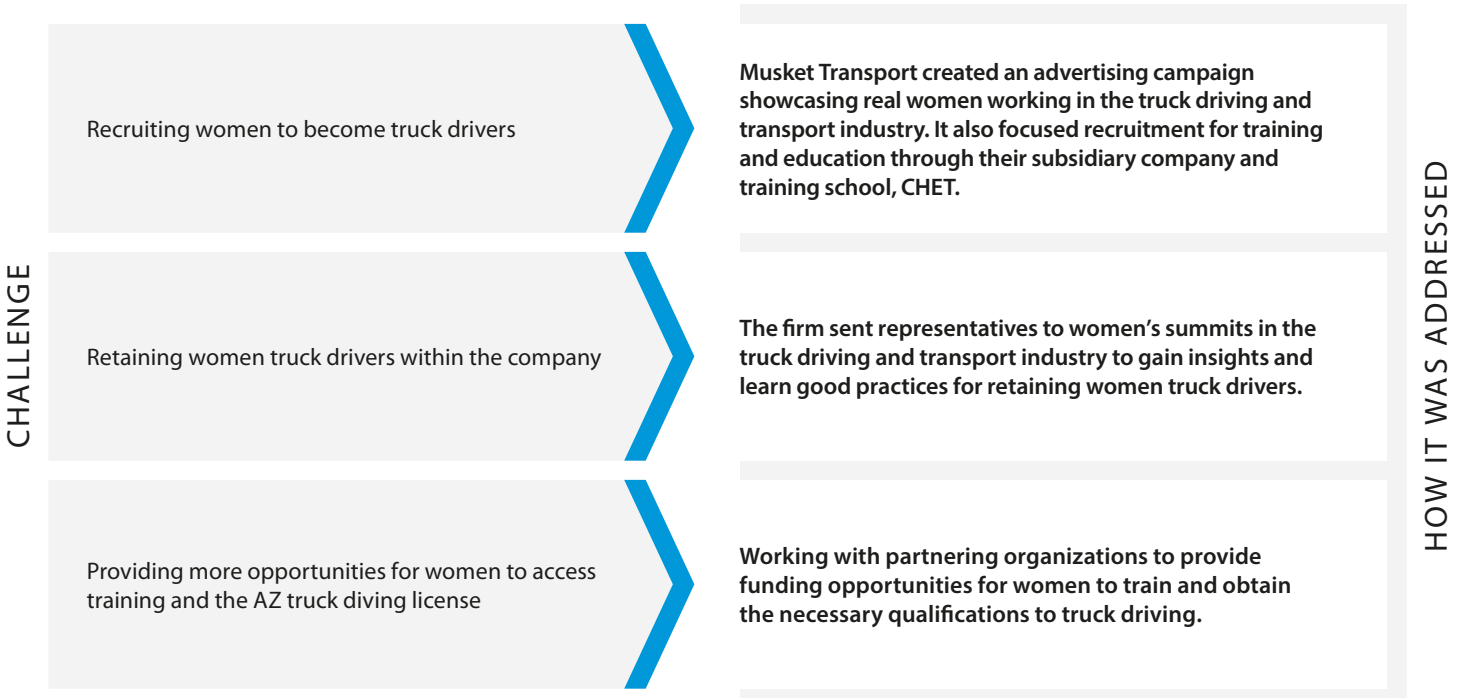
Musket Transport also found partnerships with local community organizations as another way to emphasize its commitments to women's empowerment. This includes the Women's Trucking Federation of Canada (WTFC) which helps women in the industry, through training, safety, career progression, education and mentoring. In 2020, WTFC announced a full scholarship programme at CHET specifically for women.

Musket Transport hopes to see a steady increase of women across all its departments but it believes that more women need to be licensed through training programmes in order to increase the number of drivers.

The KPIs for Musket Transport are monitored by the marketing department, in consultation with the executive and management teams.

solve these stereotypes. It also continues to lobby the Government, with trucking associations including the WTFC, to remove barriers and create new funding opportunities.

Sophia said: "Barriers, such as the lack of funding options for women, deter them from applying for AZ licenses. Even if driving is not federally recognized as a skilled trade, the job is in high demand. Perhaps, if more carriers expressed their interest in hiring women drivers, there could be more funding opportunities from all three levels of Government. It is a high priority to get more women involved in the trucking industry."



RESULTS

Since Musket Transport signed the WEPs in 2019, it began regularly to attend women-focused events in the trucking industry, and created more gender-inclusive marketing. This resulted in an increase in women employees in supervisory, managerial and executive positions. 2020 has been a challenging year for the industry because of COVID-19 pandemic, but it has also been the year that women have been promoted to key roles in the company.

The firm sees benefits to having a more gender-balanced workforce, expecting that women employees can share their unique perspectives in decision-making and policy, procedure and communication plans.

RECOMMENDATIONS

Musket Transport believes the most important recommendation for gaining more women in the trucking industry comes down to two things: education and raising awareness.

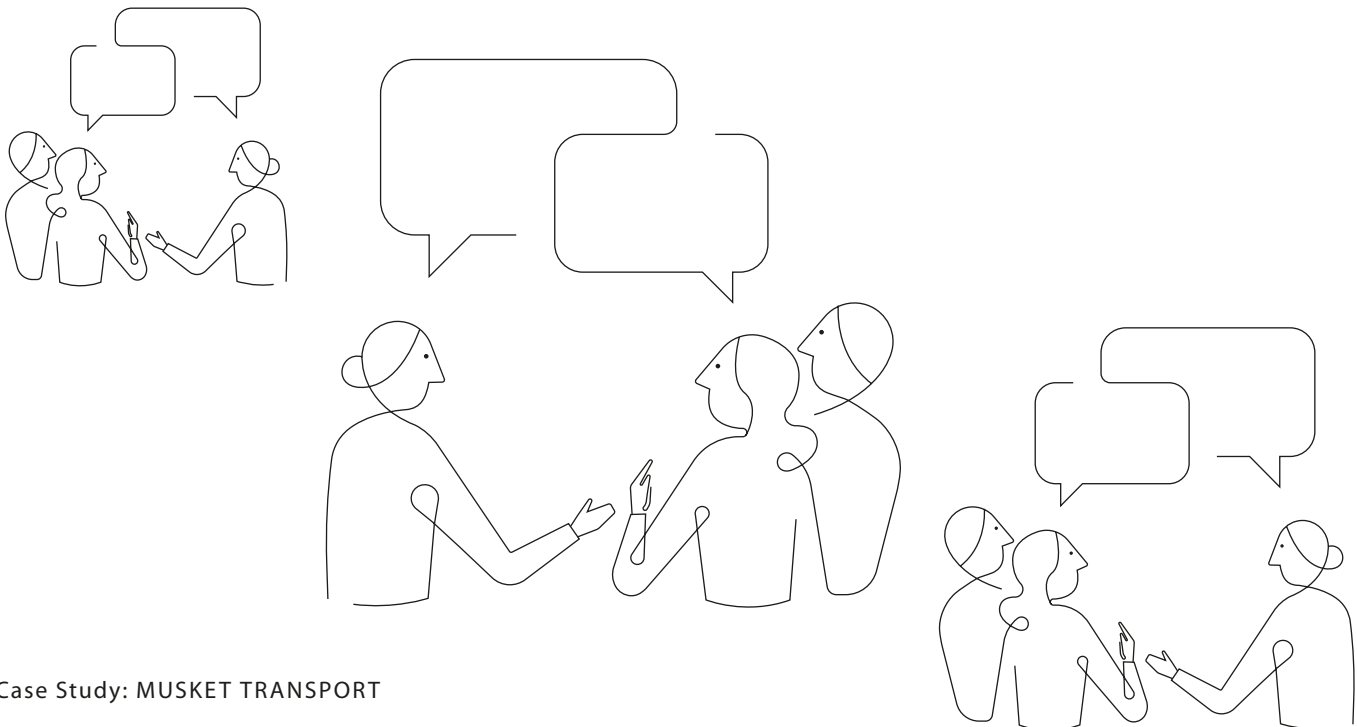
Pursuing an AZ license is an expensive commitment and Musket Transport wants women to have more funding opportunities in order to gain one. This will help trucking companies compete with other skilled trades for women employees. In fact, Musket Transport is not only competing








against other trades for personnel but also against other forms of transportation such as shipping, air and rail.


Sophia added: "We have to continue to combat stereotypes and stigma associated with trucking. It not only affects the people we can attract into the driver's seat but into the office. This is an exciting industry which is impacted by great leaps in technology that I believe should appeal to a larger group of people."

THE ROLE OF WEPs


As an organization, signing the WEPs was our first formal step to commit to gender equality goals. Previously, these were organic measures that were nurtured by management and the marketing team. As a WEPs signatory we receive more information about women in the workplace. We focused a lot of our information-gathering within our industry, but this has opened us up to better practices in other sectors as well.



- Principle 1  Establish high-level corporate leadership for gender equality.
- Principle 2  Treat all women and men fairly at work- respect and support human rights and nondiscrimination.
- Principle 3  Ensure the health, safety and well-being of all women and men workers.
- Principle 4  Promote education, training and professional development for women.
- Principle 5  Implement enterprise development, supply chain and marketing practices that empower women.
- Principle 6  Promote equality through community initiatives and advocacy.
- Principle 7  Measure and publicly report on progress to achieve gender equality.

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