

Workplace Health and Safety Queensland



Moving forward – delivering safety in the supply chain

Transport and Storage Industry Workplace Health and Safety Summit - Final report

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Why have a safety summit?

The transport and storage supply chain impacts on businesses all over Queensland; everything we build, buy or produce is moved. Moving goods safely improves safety for all workers. Delivery driver to receptionist—everyone plays a part in the supply chain.

Fatality and injury rates in the transport and storage industry are unacceptably high. The transport and storage industry in Queensland is the second smallest industry sector in the state but has the second highest incidence of workplace injuries. The transport industry is unique; it interacts with every other industry in Queensland in a constantly changing work environment. Improving health and safety in the transport industry involves improvements in health and safety across the supply chain.

We need to create a supply chain that has safety as a priority at every step. With this vision, Workplace Health and Safety Queensland (WHSQ), in partnership with the Transport and Storage Industry Sector Standing Committee (ISSC), held a transport safety summit *Your industry your safety: delivering in the supply chain* (the Summit) in May 2009. We had this safety summit as it was identified that we required all stakeholders (government, employers and workers) working together to improve safety across the supply chain.

The Summit brought together over 160 people from the transport and storage, retail and wholesale, and manufacturing industries. Industry representatives from CEOs to truck drivers, worked together to identify critical health and safety issues across the supply chain. Industry representatives were asked for their views on safety issues and potential solutions. WHSQ made a commitment to report back on the Summit's findings and provide a blue print for 'Where to from here?'

What's in this report?

This report provides an overview of the Summit discussions and makes recommendations on the way forward for the development of health and safety solutions.

The report is divided into four parts:

- **Part one:** The current environment.
- **Part two:** The Summit discussions.
- **Part three:** The way forward.
- **Part four:** Recommendations.

Part one – The current environment

Safety – the statistics

In the transport and storage industry, injuries and fatalities are rising. Of particular concern is the spike in fatalities rising from 14 in 2006–07 to 36 fatalities in 2007–08, of which 32 fatalities were on-duty road traffic accidents.

We don't know if this spike is an irregularity or the beginning of a new trend. What we do know is that the doubling of the fatality numbers is of great concern to everyone in industry and government.

In 2007–08 the Queensland transport and storage industry had 22.4 serious injury claims (injuries requiring seven or more days off work) per 1000 employees. That is *nearly double* the average rate for other industries. The claims average for serious injuries is 14.9 across all industries. Like many other industries, a serious health and safety risk is musculoskeletal disorders (MSDs)¹. Over 60 per cent of all serious injuries in the transport and storage industry were MSDs. This is consistent with the trend across all industries.

The Summit speakers highlighted the overwhelming personal cost of a workplace death or injury. We all know someone who has been injured at work. This doesn't just affect the injured person, their workmates and career, but comes at a great personal cost with the people that matter most, our families and friends. In 2005–06 the estimated average financial cost of a single workplace injury was over \$33 300. In today's money that's almost \$40 000. Each year the overall cost to the Queensland economy of all work related death, injury and disease is over \$5.2 billion.

Impact of national reforms for Queensland – A changing environment

The Summit solutions will be developed with the understanding that recent and ongoing regulatory reforms at the national level will impact on the transport industry.

A number of Federal and State laws apply to the transport industry. Much of this legislation and regulation is under review. Key reforms currently taking place include reviewing:

- **National safety regulatory systems** for the heavy vehicle, rail and maritime industries. Reforms aim to cut down red tape in the transport and logistics sector and deliver more consistency in the way transport is regulated across Australia.
- **Safe pay rates.** The Federal Government plan to implement legislation for safe rates of pay to make sure that payment methods and rates do not require drivers to speed or work excessive hours.
- **Workplace health and safety.** Regulation of health and safety in all Australian states and territories is under review. New legislation is being developed which will harmonise the standards for health and safety Australia wide.

Until key reforms are finalised towards the end of 2011, changes to state based health and safety legislation will be minimal. WHSQ have been working with the new federal body, Safe Work Australia, to represent the views of all Queensland industries.

Defining the 'chain of responsibility' and the 'supply chain'

It was clear at the Summit there is some confusion across industries between the 'supply chain' and 'chain of responsibility'. The supply chain is wider than the chain of responsibility and covers all the industries that intersect in the movement of goods.

¹ MSDs are also known as sprains and strains or soft tissue injuries.

The supply chain is the “paddock to the plate” chain and all the interactions that occur from point of production to point of final use. This includes manufacturers, retailers, wholesalers, transport operators, and consumers.

The chain of responsibility describes all the obligations in Federal and State legislation covering road freight in the movement of goods through the supply chain. Included in the chain of responsibility for road freight are; consignors, packers, loaders, drivers, operators and schedulers, receivers and employers or managers of a business.

At the end of the day we need businesses in the supply chain to recognise their obligations under health and safety laws and their obligations under chain of responsibility legislation.

Part two – Summit discussions

Changing the safety climate

Professor Ian Johnston spoke at the Summit about the challenge of changing the safety climate across the supply chain to ‘zero’ tolerance of poor health and safety performance.

To change the safety culture, Professor Johnston said employers, unions and WHSQ must first work together to create a new safety *climate* that focuses on designing safe systems that make poor safety behaviour difficult or impossible.

At the Summit, attendees claimed the supply chain had a culture of accepting poor health and safety performance and blame shifting across industry. Improving the safety climate requires industry leadership that models ‘good’ safety behaviour at all levels, and will not tolerate a culture of risk being part of normal work practice. For the supply chain this requires interaction: industry-to-industry and business-to-business. Changing the climate to focus on safety systems and leadership will be a huge shift for the supply chain and incentives to drive the change must be found. The message delivered by Kerren Smith from J. Smith and Sons at the Summit was, improving safety improved his business profitability by reducing incidents and streamlining processes.

Safety solutions – What industry told us

A key part of the Summit was the three solutions development sessions. Attendees were asked to use their industry experience to identify health and safety issues across the supply chain. The issues were prioritised and solutions proposed against agreed criteria.

Criteria for solutions

The solutions criteria below were applied to prioritise the suggestions from industry.

- Focused on preventing workplace injuries and fatalities.
- Aimed at high risk industry sub sectors or the entire supply chain.
- Based on evidence, experience or learnings.
- Not an endorsement of individual products.
- Compatible with integrated health and safety management across the supply chain.
- Likely to be effective in controlling risk.

Because no idea is a 'bad idea', the full list of barriers and solutions raised at the Summit are provided in Appendices 1 and 2. When measured against the criteria, many of the ideas were not broad enough in application to be considered a priority for solution development. However, the ideas could be considered in the future by WHSQ or industry. Below is the summary of issues and solutions for each session.

Session 1: Take a load off – manual tasks in loading and unloading

Priority issues:

- insufficient communication between supply chain partners about manual tasks risk management which can increase the risk of musculoskeletal injury
- manual tasks risks are introduced by the manufacturer, supplier or consignor (e.g. the way the load is packaged and packed for delivery, the unpredictability of loads, and the limited information provided about handling methods)
- industry members have limited control of manual tasks risks when loading and unloading outside their own workplace (customer sites)

Solutions:

- managing manual task risks through improved supply chain communication by managing customer and supplier relationships (e.g. sales, contracts, feedback) and assessing risk at customer sites
- reviewing packaging/labeling processes, information and standards (e.g. provision of manual tasks information on goods)
- sharing manual tasks information at industry level (e.g. emails, newsletters, networks).

Session 2: Chain reactions risks – responsibilities and safety systems in the supply chain

Priority issues:

- inconsistent standards for safety, i.e. every workplace applies different standards for safety; industry needs a consistent set of standards
- industry does not prioritise safety through the servicing of clients (e.g. sub contracting arrangements should include safety requirements)
- improving compliance and enforcement with WHSQ legislation.

Solutions:

- short term – 'it's okay to speak up' campaign
- medium to long term:
 - lobbying governments and top tier players to use their influence to improve health and safety
 - increased awareness and education programs across the industry to develop career paths that retain skilled safe workers in industry.

Session 3: Trucks in Transit – working in and around trucks

Priority issues:

- unknown work environments at delivery points and lack of site audit prior to delivery
- lack of education/customer awareness of chain of responsibility obligations
- perception of poor employer support for workers to speak up about health and safety
- inappropriate use of lifting devices.

Solutions:

- improve support and information for drivers at delivery sites
- improve awareness of the chain of responsibility and communication across the supply chain
- develop an attraction and retention strategy to keep skilled workers
- implement consistent traffic management systems and risk management across workplaces.

Common themes

Although the focus of the three solutions sessions differed, common themes emerged:

- Leadership:
 - changing the safety climate by targeting systematic health and safety improvements that focus on safety systems rather than individual behaviour
 - increasing awareness of the impact of activity in one workplace on another workplace in the supply chain
 - building a climate that supports a culture of speaking up about health and safety risks.
- Partnerships:
 - industry-to-industry, government-to-government and government-to-industry across the supply chain, providing benefits or incentives to improve safety systems.
- Tools and techniques:
 - building systems to promote information sharing about existing health and safety tools
 - developing processes that integrate safety communication and risk assessments that address lack of control over work environments across the supply chain
 - developing audience specific safety information and tools.
- Workforce issues:
 - increasing industry capacity to address health and safety issues
 - attraction and retention (ageing workforce and attracting younger workers)
 - training.

Common barriers

Like the common themes, common barriers were also identified:

- Control/communication:
 - lack of control over visited workplaces, site layout and/or design
 - lack of communication about environment and equipment at workplaces
 - unpredictability of the work environment.

- Awareness of obligations and enforcement of obligations:
 - poor knowledge of chain of responsibility legislation
 - customer/employer pressure to disregard obligations
 - conflict between differing state and federal legislation.
- Industry culture:
 - is not focused on training or site induction training
 - does not promote the transport industry as a career
 - safety culture does not encourage workers to speak up about health and safety issues.
- Awareness of health and safety risks factors:
 - lack of understanding of what causes MSDs
 - lack of awareness of the impact of ageing on the health of the workforce
 - poor understanding of risk, risk factors and how to assess and control risk.

Part three – The way forward

WHSQ – what we are doing

Outlined below is a summary of WHSQ initiatives already in progress under each of the Summit themes.

Leadership

WHSQ have developed a Zero Harm at Work Leadership Program to engage all areas of industry, governments, and unions to collaboratively work towards Queensland-wide improvements in workplace health and safety performance.

[The Zero Harm at Work Leadership Forum program](#) requires a high level commitment from CEO's, General Managers, Directors and Union leaders to work together to find new and innovative ways to improve health and safety, not just in individual organisations but across industry more broadly.

The Zero Harm at Work Leadership Program targets industry leaders who are able to significantly influence the way in which not only their own organisation operates, but that of their supply chains.

Partnership

WHSQ have six Industry Sector Standing Committees (ISSC) that provide the Workplace Health and Safety Board with industry-specific advice on workplace health and safety issues. Members of the ISSCs represent employers and workers. WHSQ works with these committees to develop industry initiatives. The Transport and Storage ISSC was a joint partner with WHSQ in the development of the Summit. The Transport and Storage ISSC worked with WHSQ to develop the [Transport and Storage Industry Action Plan 2008-10](#).

WHSQ work with the Department of Transport and Main Roads (DTMR) to ensure that our programs and policies are aligned and provide the best possible service to the transport industry. WHSQ are working with the DTMR Industry Capability Branch and the DTMR policy area to ensure that workplace health and safety is embedded in general transport safety

programs. Representatives from DTMR policy have been invited to participate in the Transport and Storage ISSC to update the committee and WHSQ on transport initiatives and to allow WHSQ input into transport programs.

Tools and techniques

WHSQ have developed a range of [Health and safety tip sheets](#) for the transport and storage, retail and wholesale, and manufacturing industries. Practical advice and information for [small to medium sized business](#) across all industries is also available.

The Transport and Storage ISSC has also produced [Guidelines for Working Around Trucks](#). It provides practical and straight-forward information on how to manage the risks of injury associated with working around trucks.

Through the small business grants program WHSQ provided funding to the Queensland Trucking Association (QTA) to develop a [safety management system](#) especially designed to assist small transport businesses implement simple policies and processes to manage safety.

WHSQ is in the process of producing industry specific DVDs about the ripple effect of a serious workplace injury – a survivor and their family telling their personal story. The DVDs are specifically designed to engage with workers and highlight the personal costs of workplace injury. A DVD for the transport and storage industry will be produced in 2010.

As part of the Retail and Wholesale Industry Action Plan 2008-10, WHSQ is undertaking a project to examine the feasibility of including weights on items to reduce manual tasks risk.

WHSQ also communicate with industry through:

- www.worksafe.qld.gov.au
- advisors on small business
- our inspectors
- Infoline 1300 369 915
- awareness and education campaigns.

Workforce issues

As part of the Industry Action Plan projects, WHSQ is looking at the feasibility of general induction training across all industries.

With DTMR Industry Capability Branch, WHSQ are exploring ways to build health and safety into their attraction and retention programs. This includes a focus on the needs of the ageing worker.

WHSQ have developed an engagement strategy for young workers to increase their workplace health and safety awareness, knowledge and skills. Targeted materials are currently being developed to assist employers in leading workplace health and safety discussions and developing appropriate workplace controls which take account of young workers' specific needs.

Other WHSQ Initiatives

Demonstrating our commitment to improving safety in the supply chain WHSQ is setting up a new workplace health and safety transport strategy group. The group will provide a single and coordinated WHSQ focus, develop relationships between WHSQ and industry partners, and drive implementation of solutions.

Prosecutions are published on the WHSQ website to inform industry of what is going on in enforcement. Prosecutions are being updated on our internet and will be able to be sorted by industry group.

WHSQ develop and disseminate safety alerts to advise industry of emerging safety risks or to respond to a serious incident in a workplace. Safety alerts are a rapid response information update sent out directly to industry and publicised on the WHSQ web. Recently a safety alert was issued for the transport industry for the [Safe loading of elevated work platforms on tilt tray trucks](#).

WHSQ are currently co-leading a Heads of Workplace Safety Authorities national campaign “Delivering the Goods Safely” manual tasks in the road freight industry. The campaign is underway and involves a national survey, industry workshops and compliance audits. Supply chain issues and barriers to implementing manual tasks controls will be identified as part of the audits.

Part four – Recommendations

WHSQ believes the direction we are heading in ‘working in partnership with industry’ is the right one. As one Summit participant said “You [WHSQ] want to know how to improve safety? You are doing it; you are asking *us* what the problems are, not telling us”.

However there is still a lot more to be done by industry and by government, both individually and in partnership. The below recommendations were developed by the Transport and Storage ISSC and WHSQ taking into account the solutions criteria, common themes and barriers, and the priority issues and solutions identified at the Summit.

Leadership

Priority - the next 12 months

- Target the Zero Harm at Work Leadership Program to the transport and storage, manufacturing, and retail and wholesale industries to promote a safety climate that has no tolerance for unsafe workplace practice.

Future

Develop a communication strategy with industry to:

- foster union and industry developing an ‘its okay to speak up’ awareness campaign
- promote awareness of the chain of responsibility obligations across the supply chain and the relationship to WHS legislation

- promote a focus on businesses integrating safety system management across their supply chain.

Partnership

Priority - the next 12 months

- Develop industry case studies that showcase health and safety solutions.

Future

- Continue to develop partnerships with all stakeholders including the DTMR and other agencies.
- Industry to investigate the feasibility of influencing the design of warehouses and loading docks in the future.

Tools and techniques

Priority - the next 12 months

- Develop case studies in risk assessment to demonstrate practical solutions for evaluating and managing risk in an ever-changing work environment. The case studies can show how improving communication reduced risk.
- Develop industry manual tasks information sheets on topics such as questions to ask at point of sale or contract, risk assessing customer sites.

Future

- Raise awareness and promote safety tools that already exist including safety tools from other jurisdictions.

Workforce issues

Priority the next 12 months

- Continue working with DTMR Industry Capability Branch to embed safety elements into their attraction and retention strategy for the transport industry.
- Encourage DTMR to build a safety focus into all their programs for new and young workers.

Future

- Promote careers in transport through DTMR industry networks and the Transport and Storage ISSC.
- Industry to continue to work to improve its induction processes and ensure they include manual tasks risks.

The challenge

The challenge WHSQ face is to use the information from the Summit to develop and implement safety solutions that are practical and accessible. This report is not the end of the process. WHSQ will continue to work with industries across the supply chain but there is only so much we can do. WHSQ are asking that industry show commitment to improving health and safety in their interactions through improved communication and sharing the responsibility for health and safety at every point in the supply chain:

- industry to government
- industry to industry
- business to business.

Another challenge for WHSQ is engaging with smaller transport operators. There was only a small representation of owner-drivers and smaller operators at the Summit. As they make up a large proportion of the industry WHSQ will continue to explore ways of engaging with this sector of the industry.

The challenge WHSQ hand back to industry is to continue their commitment to changing the *climate* to one which results in a *culture* that will not tolerate poor health and safety performance. WHSQ are asking industry to participate in the Zero Harm at Work Leadership Program to sign on and accept the Zero Harm at Work leadership challenge. WHSQ are also asking industry to continue to support the work of WHSQ in implementing the recommendations in this report.

Working together we can change the climate so it is no longer acceptable that “you never know what you’re going to get, until you get there”.

Thank you

The robust discussion and recommendations from the Summit were only possible because of the support from industries across the supply chain. The *drive* to improve safety in the supply chain was a partnership between industry and WHSQ, without industry support this would not have been possible. Attached to this report is a list of all the organisations that gave up their time to attend the Summit to help the Transport and Storage Industry Sector Standing Committee and WHSQ aid industry more broadly to improve safety in the supply chain.

Thank you.

Appendix 1. Safety solutions ideas proposed at the Summit

The following list is a summary of the solutions for improving safety across the supply chain that were identified by the attendees at the Transport and Storage Safety Summit. The solutions have been grouped under general themes.

Note: this list is based solely on the information provided by industry, the language used is that captured on the Summit day; where a solution was identified in more than one session it is marked by an asterisk*.

Leadership

General Supply chain solutions

- Safe Rate Solutions-lobby for legislative change*
- Increase awareness of the supply chain*
- Tendering process – OHS and manual tasks component Government can influence by insisting on good standards and use operators until better safety*
- Government tenders should be 80% company truck to do task*
- Company must champion and support new systems in same way monitoring of wearing PPE*
- Driver needs to have ability and know that it is okay to say 'no'*
- WHSQ to do pro-active site visits- short educational blitz to assist the industry operators
- Improve compliance through consistent enforcement

Partnership

- Compliance action with larger organisation*
- Mentoring small operators by big operators*
- Communication along supply chain – driver, customer, acknowledging risk*
- Build rapport with customer – negotiate ↓ price for (frequent) customers where customers agree to provide specified conditions and equipment for delivery*
- Consultation and engagement for change management*
- Awareness campaign involving changing behaviour through social marketing involving a union and industry campaign*

Chain of responsibility

- Train sales, operations, factory managers in obligations as part of Chain of Responsibility (CoR)*
- Education of suppliers (CoR)*
- Emphasis interface of WHS/CoR legislation*
- Include customer is part of CoR*

Enforcement

- Consistent enforcement*
- Big fines to supply chain/prosecutions then send to regulator*
- Target suppliers (name and shame)
- HSRC fatigue working group
- Specific regulation on customer obligations
- HSRC fatigue working group
- Need to lobby Federal Government for any OHS changes

Tools and Techniques

- Know your workplace – control over environment, procedures*
- Pre delivery questionnaire – controls / risks* MSD
- Do a risk assessment of the site*
- Training to assess and manage risk around customers sites*
- Pre delivery questionnaire – controls / risks* Standards – what are they? Develop standards*
- Transport company specify standards to customers*
- Guidance notes*
- Industry updates
- Weights on packaging- manual tasks information* Design standards- Develop specific standard for

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- loading dock design*
 - Talk to councils re: planning of new communities*
 - Develop induction standards Increase MSD info on induction
 - Industry induction*
 - Email and newsletters from WHSQ re supply chain
 - Insist customers give information in writing
 - Tell them departure time not arrival time
 - CoP for logistics
 - Tell customer that they cannot have product
 - Emphasise prosecutions and information on Internet and key learnings to be sent to specific industry networks
 - Get rid of 'dogs' (load binders) on site
 - Refuse to take passenger (but must be told in advance)
-

Workforce issues

- Training by OTS in use of equipment
 - Change driver behaviour*
 - Attraction and retention
 - Raise barriers to entering the industry, make it a career not a job*
 - Traineeships/apprentice truck drivers and train in scheduling, routes, yard and office jobs when young
-

Appendix 2. Barriers to safety, identified at the Summit

The following list is a summary of the barriers to improving safety across the supply chain that were identified by the attendees at the Transport and Storage Safety Summit.

Note: this list is based solely on the information provided by industry, the language used is that captured on the Summit day; where a barrier was identified in more than one session it is marked by an asterisk *.

Control and communication

- Lack of communication/control along supply chain – driver, customer, acknowledging risk*
- Customer pressure and commercial disadvantage/ unsafe driving hours /drivers fearful of missing timeslot *
- Not your workplace – no control over environment, procedures*
- Unpredictability of loads*
- Driver works alone – lack of benchmarks*
- Contractors in industry – who is decision maker? Use contacts to influence safety*
- Variability of jobs*
- Control over how load is packed*
- Small operators/subcontractors, don't know/ follow rules /make up of industry 80% owner drivers*
- Non-inclusive policies - Hard to get feedback from system-workers not invited
- Site layout and environment -Lack of facilities, no semi-access, need to have minimum access, should be responsibilities of employer and customer if they ask for truck*
- Lack of mechanised equipment*
- Obligations of designers who design poor loading docks
- Fatigue (concentration and coordination during manual task)

Awareness of health and safety risk factors

- Lack of good information / training re: risk and risk assessments*
- Workers don't realise the real risks involved- so that they can't help themselves, focus on 'yellow paint' instead of other hazards*
- Safety of customer sites- need to educate them about the hazards
- Makeup of job design – sedentary to physical*
- Lack of knowledge that manual tasks cause injury*
- Selection and recruitment*
- Low literacy levels
- 'Cowboys' in industry because low barrier to entering industry
- Using the right forklift for the task
- Design of seating and controls
- Expose head- putting it out for improved vision
- Quality of training in industry- Registered Training Organisation quality issues
- RTOs teach people to pass test
- Inappropriate use of forklifts
- More regulator actions e.g. fines
- Regional out of sight/out of mind *5 yrs old to get heavy licence/insurance
- Workforce demographics – ageing, health*
- Passengers bringing heavy bags onto buses
- Hazards being introduced by customers

Awareness of obligations

- Lack of compliance with Chain of Responsibility *
 - Different Regulations in State and Federal OH&S*
 - Safety not a Key Performance indicator
 - Ineffective enforcement with trucks driving too fast, cars driving too close
 - Lack of awareness of the link between reducing worker's compensation and investing in equipment
-

Industry culture

- Culture - drivers need to have ability and know that it is okay to say 'no'*
 - Cultural issue- lack of training culture*
 - Under-cutting in industry especially in sub- contracting
 - Lowest price to price variances- move from set rates*
 - Safety is not being costed into contract
 - Cost of redesign and retrofitting- can't pass costs on*
 - Issues of cost when retrofitting old equipment*
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Appendix 3. Organisations that attended the Transport and Storage Safety Summit May 2009.

The list below is from our Summit registration data, and may not include all attendees. WHSQ thank all attendees for their participation and enthusiasm on the day.

AFULE	OneSteel
ATT Logistics	Orrcon
Australasian College of Health & Safety	Parmalat
Australian Industry Group	Polar Fresh
Australian Workers Union	Procast Aust Pty Ltd
Bacon Factories' Union of Employees, Queensland	QANTAS airways limited
Blueprint Employment and Training Inc	Queensland Rail
Bluescope Distribution	Queensland Transport
BlueScope Steel	Queensland Trucking Association
Browndog Trucking Co	Rail Train and Bus Union
Bunnings	Russell Transport
Caltex Australia Petroleum	SafeWork College
Carrs Q	SDS-Dept of Public Works
City Beach Surf	SEMA Group P/L
Coles Group	Shelley Dale OHS services
Coles Logistics	Simon National Carriers
Consolidated Rutile Limited	Southern Qld Institute of TAFE
Country Petroleum Pty. Ltd	Star Track Express Pty Ltd
Cox Enterprises (Qld) Pty Ltd	Strategix Training Group
Crane-n-Carry P/l	Taylor's Removals & Storage
CS Energy	Teys Brothers (Beenleigh)
Daryl Dickenson Transport	Teys Food Services
DP World	The Bremer Institute of TAFE
Driversafety.com.au	The University of Queensland
Ergoventions	Tilly's Crawler Parts PTY LTD
Fit4Life Consulting	TNT Express
Hawkins Road Transport	Toll Australia Group - NQX
HR Services Aust P/L	Toll Autologistics
Integrated	Toll Chemical Logistics
J.J. Richards & Sons Pty Ltd	Toll Holdings Ltd
J Smith & Sons	Toll Ipec
Kagan	Toll Priority
Kalari Pty Ltd	Toll QRX
Ken Lawson Transport Pty Ltd	Toll Refrigerated
Kmart Supply Chain	Tornado Tilt 'N' Crane
Linfox	Tracy Consulting Services P/L
Linfox Linehaul	Transport Workers Union
Major Training	University of Queensland
Malcolm Cummings	Vinidex Pty Limited
McAleese Transport	Websters Transport
Mctrans	Wesfarmers Industrial & Safety
MiniMovers	Withcott Group
Mrs Crocket's Kitchen NQ Group	WorkCover Queensland
	WorkSafe Victoria