

September 2025



Hermione Parsons, ALC; Brett Grehan, Pacific National; Jade Hooper, ARTC; Mark Mazurek, Linfox;
and Neil Stephens, Port of Brisbane at the ARA Rail Freight Parliamentary Breakfast in Canberra.

Executive Insight: September 2025

From the Desk of Hermione Parsons, CEO

There's a real sense of momentum in Australia's freight and logistics sector right now - and it's the kind of momentum that signals opportunity as much as it does challenge. In September, the Australian Government released its Transport Net Zero Roadmap and Action Plan, backed by \$1.1 billion for low-

carbon liquid fuels. This isn't just a headline - it's a practical, immediate pathway to decarbonise without forcing premature fleet replacement, something ALC has long advocated for.

Behind the scenes, ALC has been hard at work connecting the dots across policy, workforce, infrastructure, safety, and innovation. Our submissions to the Productivity Commission's interim reports on the Pillars of Productivity, together with initiatives like Wayfinder: 'Modern' Supply Chain Careers for Women and the Supply Chain Workforce Roundtable, continue to highlight the need for sustainable skills pipelines that contribute to an adaptable sector.

On infrastructure and planning, we've been meeting with Ministers, planning authorities, and transport agencies - from the Assistant Treasurer of Australia, and Minister John Graham NSW Transport to the Minister for Transport Queensland and TMR executives – emphasising how industrial land protections, approvals, and planning decisions directly shape productivity. At the same time, our work with the Critical Infrastructure Program, AustRoads on the Heavy Vehicle National Law amendment briefings, and Trusted Information Sharing Network sessions underlines our commitment to regulatory reform and sector resilience.

Innovation is also on the agenda. At the National Future Transport Summit in Brisbane, I joined leaders from ARTC, ATA, and the Port of Brisbane to explore how connected and automated transport, skills development, and governance reform can unlock capacity and improve freight efficiency. And across forums - from the Property Council's last-mile Logistics Summit to the Queensland Ministerial Freight Council - ALC has ensured that freight priorities are heard across modes, sectors, and jurisdictions.

There are challenges ahead, but also plenty of opportunities. With your support, ALC is helping to shape supply chains that are safe, efficient, and sustainable. Thank you for staying engaged - your input and involvement is vital to making a difference and keeping our sector moving forward.

Kind Regards, Hermione

Save the Date for Dialogue 2025!



Important date for Member diaries – Thursday 27 November 2025 at Infrastructure House, Canberra.

The annual ALC & Government Dialogue is a cornerstone annual collaboration between the ALC, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA), and key Australian, State and Territory Government Departments and Agencies.

This exclusive, member-only event provides a unique opportunity to engage directly with the Department's chief policy makers, raise the issues impacting your business and the wider industry, and contribute practical solutions to shape the future of Australia's freight and supply chain sector.

Formal invitations to be sent shortly - we look forward to seeing you.

ALC Advocacy & Engagement Highlights

ALC meets with Australia's Assistant Treasurer



The ALC met with the Hon. Daniel Mulino, Assistant Treasurer and Minister for Financial Services in Sunshine on 5 September 2025 to discuss the critical role his portfolios play in enabling supply chain investment and modernisation.

We discussed issues such as private capital mobilisation, insurance access and affordability, ESG and emissions, reporting frameworks, and regulatory certainty and how central they are to our sector's capacity to grow and decarbonise.

ALC Meets with Office of Employment and Workplace Relations



While in Canberra, the ALC met with Sophie Ismail, Director Workplace Relations, on behalf of The Hon. Amanda Rishworth MP, Minister for Employment and Workplace Relations. This is an important next step in broadening workforce discussion.

The conversation focused on skills development, workforce capability and industrial relations, highlighting the sector's priorities in building a skilled, adaptable and productive workforce to support Australia's supply chains.

Industrial Land: Supporting Communities, Connecting Commerce



Industrial Lands: Supporting Communities, Connecting Commerce

Dr Hermione Parsons addressed business leaders at the Property Council's Industrial Land Summit in Sydney on 10th September.

Speaking to the theme "Solving the Last Mile: Challenges & Innovations in Urban Logistics," the ALC highlighted the importance of integrating industrial land within our cities to enable efficient freight movement, support growing e-commerce demand, and deliver sustainable outcomes for both businesses and communities.

"Planning frameworks must better recognise freight and logistics as an essential service, ensuring last mile solutions are embedded into development to strengthen supply chain resilience and reduce congestion." Hermione said.

ALC Continues to Call for Decisive Action at the ITSOC



The ALC was invited to participate in an industry roundtable for the Infrastructure and Transport Senior Officials' Committee (ITSOC), which considers advice and proposals before they are sent to Minister Catherine King, Minister for Infrastructure, Transport, Regional Development and Local Government.

This important meeting provided another opportunity to call for clear, measurable action plans as part of the revised National Freight & Supply Chain Strategy.

ALC Launches a Council Freight Rail Taskforce



The ALC has established an ALC Freight Rail Council Taskforce to strengthen the performance, integration and competitiveness of Australia's freight rail network. Members (nominated by ALC Councillors) met for the first time on 11 September.

The Taskforce is significant especially as ALC's end to end supply chain membership and the Taskforce includes customers, above and below rail operators, intermodal terminals, developers and investors.

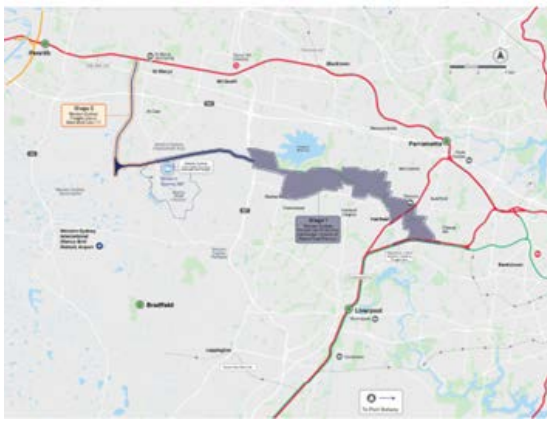
The Taskforce aims to 'get to the heart of the matter' identifying the 'road' blocks and shaping priorities to influence government frameworks to support an integrated and effective modal shift.

Mishkel Maharaj, CEO Intermodal Terminal Company (ITC) has been appointed by the members to lead the Freight Rail Taskforce and will work with the ALC team to identify short and long-term reform priorities for consideration and endorsement by the ALC Council.

Discussing the Viability of the Western Sydney Freight Line & Intermodal Terminal

The Australian and NSW Governments have jointly funded the Full Business Case for Western Sydney Freight Line for Stage 1, which includes the Western Sydney Intermodal Terminal.

The need for a dedicated freight rail line between Western Sydney and Port Botany was identified as



Western Sydney Freight Line alignment. (Indicative route only shown for section that will connect the protected corridor near the M7 Motorway, to the Southern Sydney Freight Line near Leightonfield)

part of the NSW Freight and Port Plan (2018–2023), and ALC members were invited to provide feedback on the proposal.

All agreed the project is critical to support supply chain growth in NSW, however further considerations and recommendations were put to the Department to ensure the design meets industry and community needs.

Strong Advocacy Continues - National Freight and Supply Chain Strategy



The ALC is continuing to work closely with the Government to ensure tangible outcomes from the new National Freight and Supply Chain Strategy (NFSCS).

We represented members at a meeting with Tristan Kathage, Assistant Secretary at Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRCSA). The discussion focused on advancing practical outcomes for freight productivity, decarbonisation, and supply chain resilience - making the NFSCS effective remains our mission.

ALC Policy Updates

Submission to the Productivity Commission's Interim Report on National Competition Analysis 2025

ALC has lodged a follow-up submission to the Productivity Commission's Interim Report on National Competition Policy Analysis 2025, which cited ALC's earlier submission in highlighting the inefficiencies created by Australia's patchwork of freight rules. While this recognition is an important step, we have urged the Commission to move from diagnosis to action.

The submission calls for a shift to a competency-based heavy vehicle driver licensing system supported by digital licence verification and a national offence notification framework. It also recommends embedding

freight within national workforce policy and ensuring harmonisation efforts reference specific freight standards and vehicle regulations rather than broad principles.

ALC has further argued that where governments mandate compliance with technical standards, access to those standards must be free or low-cost to ensure SMEs can compete on equal terms. Stronger freight corridor protections and a unified national emissions reporting framework are also recommended to drive long-term productivity and decarbonisation gains.

Read the full submission in our Knowledge Centre by following this [link](#).

Submissions to Productivity Commission's 5 Pillars of Productivity Interim Reports

Building on this work, ALC has also made three submissions to the Productivity Commission's 5 Pillars of Productivity interim reports, setting out practical reforms to unlock freight's full contribution to national productivity. We've called for emissions policies that support a level playing field between road and rail, backed by early investment in zero-emission infrastructure and fast-tracked approvals for the energy projects freight depends on.

We've urged a national approach to workforce planning that links training, skills, and migration settings to emerging technologies like hydrogen, electrification, and digital logistics — and opens doors for more women and under-represented groups. And we've pressed for freight networks to be embedded in climate adaptation and resilience planning, with the data and investment signals needed to keep supply chains running during future shocks. Productivity can't rise if freight stands still — and it won't stand still if policy finally brings it into focus.

Read the full submission in our Knowledge Centre by following these links:

[Resilient Economy](#) | [Net Zero](#) | [Workforce](#)

ALC Calls for Action on Workforce Shortages in 2025 Core Skills List

We're hearing a consistent message from our members: crews are stretched, rosters are hard to cover, and workforce shortages are slowing projects right across the supply chain. In our submission to Jobs and Skills Australia, ALC highlights the urgent need for the 2025 Core Skills Occupation List to reflect these pressures - recognising drivers, mechanics, warehouse staff, rail operators, and the digital specialists needed to deliver automation, AI, and EV maintenance.

Without action, shortages will continue to push up costs, limit responsiveness during peak periods, and delay the transition to a low-emissions, tech-enabled economy. That's why ALC is calling for stronger training pathways, targeted migration to ease regional shortages, and proper recognition of logistics in national workforce planning. This is about both productivity and people: supporting your teams today, while building the skilled workforce needed to secure Australia's freight future.

Read the full submission in our Knowledge Centre by following this [link](#).

Be Part of ALC's Expert Networks

ALC members are encouraged to join our Expert Networks. Built around five core themes, by subscribing to the ones you care about, you'll be the first to hear about new developments, receive tailored insights, and have the chance to contribute your expertise.

The five themes are: productivity, resilience, sustainability and the energy transition, people, safety and wellness, and interconnected infrastructure.



Stay ahead: subscribe to the themes that matter most to you!

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ALC in the Media



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Industry News



Toll Group Introduces First Electric Prime Mover for Primary Connect

Toll Group has unveiled its first electric prime mover for Primary Connect (Woolworths Group) at the new Moorebank Distribution Centre in NSW, marking the start of heavy electric vehicle deployment with more units to follow. Beginning operations in October, the Volvo FM battery electric prime mover will provide a cleaner, quieter, and lower-emissions transport solution. Supporting infrastructure includes a 980kw EV charger and a 3.8MW onsite solar system, highlighting Woolworths' commitment to sustainable operations.

The initiative is part of Toll's \$67 million investment in battery electric heavy vehicles and charging infrastructure, co-funded by the Australian Renewable Energy Agency (ARENA) through its Driving the Nation program.

Nick Vrckovski, Toll President Retail & Consumer, said the milestone reflected the strength of the Woolworths partnership and their shared commitment to a lower-emissions future. Primary Connect's Chris Brooks noted the project demonstrates the practical application of electric vehicle technology in heavy transport.



CHEP Partners with DHL to Streamline Business Operations

Fifteen members of DHL's National Pallet Control Team recently completed the Equipment Control Program, part of the Fundamentals of Equipment Management training on the CHEP Learning Hub. The cohort — ranging from new starters to highly experienced team members — invested more than 61 hours in the program. Participants, including both specialists and managers, emerged with strengthened knowledge and practical skills to improve business outcomes and streamline operations.

The training has already been integrated into DHL's induction program for new pallet controllers, with the company encouraging wider team participation.

Belinda Collins, who has more than 20 years in equipment management, said the program was invaluable: "This CHEP training is fantastic and important for those involved in equipment management, as it can be a complex area. It is easy to navigate, clear, and offers valuable insights into best practices."

Our Members in the News...



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Patrick Opens Applications for Cadet Women

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Alternative Fuels, Industry Collaboration Highlighted in Brisbane Sustainability Report

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Upcoming Events

Wayfinder to Return to Sydney in November!

The Wayfinder Supply Chain Careers for Women Freight Heartland Tour is returning to Sydney in November. Sydney based women who are looking to change careers or industries and would like to learn more about our exciting sector are encouraged to register their interest.

We are offering a rare chance to go behind the scenes at some of Sydney's most innovative logistics operations. Participants will connect with industry leaders, meet role models, and discover the exciting career opportunities that supply chain and logistics have to offer. The full program and date will be announced soon.

If you'd like to be involved, please contact Skye McLoughlin on 0417 443 447.

WAYFINDER



SUPPLY CHAIN CAREERS FOR WOMEN

FREIGHT HEARTLAND AWARENESS TOUR

NOVEMBER 2025

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