

# New Jersey's Supply Chain Pain:

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# Warehouse & Logistics Work Under Walmart and Other Big Box Retailers

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### **About This Study**

This comprehensive survey and analysis of wages, benefits and working conditions in the logistics industry in New Jersey was conducted in the Fall of 2011 and is the first major survey of its kind of workers employed in the second largest center of goods movement in the nation. The independent study's findings - first analyzed and presented at Harvard University - take a broad and systematic look into the work and life experiences of the men and women who labor in New Jersey's logistics sector. Jason Rowe, a graduate student in public policy at Harvard University's Kennedy School of Government, served as the principle investigator on this research project. Bryan Nelson and Louis Kimmel of New Labor oversaw the day-to-day field data collection operation.

### **Acknowledgements**

This study owes much to the help and support of a number of people, among them: New Labor members and staff Marién Casillas Pabellón, Louis Kimmel, Bryan Nelson, Germania Hernandez, Luisa Almanza. And we recognize the amazing research efforts of: Jim Abercromby, Rachael Bartolucci, Ellen Whitt, Dan Cummings, and Kyle Loewen. Kevin Wright and Msgr. Joe Kerrigan of Sacred Heart Catholic Church in New Brunswick, Carmen Martino of the Rutgers Occupational Training and Education Consortium, Janice Fine of Rutgers University School of Management and Labor Relations, Thomas Patterson of the Harvard Kennedy School and Harvard Kennedy School graduate student Ben Beachy.

Above all we'd like to thank the New Labor Consejos and our members who made this real and continue to fight to improve their conditions of work. To all of the workers of the world who make and move everything we need to keep our world moving, we dedicate this report.

### **About New Labor**

N ew Labor is an alternative model of worker organization that combines new and existing strategies to improve working conditions and provide a voice for immigrant workers throughout New Jersey. Founded in the year 2000, and with over 2,000 dues-paying members forming its base, New Labor organizes to develop power and amplify our members' voices in the community, the workplace, and the political realm.

### **Executive Summary**

Proximate to the second-largest container port in the US, New Jersey is home to a major logistics hub. Centered on NJ Turnpike Exit 8A, this hub is the first stop after the port for many recently imported products, where they are processed, sorted, and sent out to the retail market. Thousands of workers propel this process forward, loading and unloading trucks, sorting items by hand, assembling pallets, and operating forklifts in the hub's many distribution centers. These workers are employed both directly by the companies that operate the distribution facilities, and through numerous staffing agencies that supply the sector with manpower.

This report is based on a survey of 291 logistics workers in NJ about their worklife experiences. The survey was conducted from mid-November 2011 to mid-February 2012.





### The key findings of the survey are as follows:

### The Walmart Wage Effect: The Biggest Retailer Drives Down Wages and Working Conditions

- Logistics workers move goods for some of the country's largest retail companies, like Walmart, Target, Walgreens, Kmart, and Barnes & Noble. Of these companies, Walmart appears most prominently in the survey results.
- Workers at Walmart-affiliated facilities make lower wages, on average, than their peers.

### A Perma-Temp Character

- Workers employed through agencies make up a sizable share of the sector's permanent workforce. These agency workers, on average, comprised 61.4<sup>%</sup> of the total workforce at the more than half of the facilities in the survey utilizing agency workers.
- The employment experience of agency workers resembles that of a full-time job: an average work week of about 40 hours, an average tenure of just shy of two years, and three-quarters of agency workers working at the same distribution facility every day, every week.
- Agency workers are paid less than directhire workers doing similar tasks, and face other issues because of their dualemployer situation.

### Pay Well Below a Livable Wage

- More than one in five logistics workers surveyed have incomes falling below the Federal Poverty Level.
- Less than ten percent of those surveyed earn enough to meet the NJ Self-Sufficiency Standard, a measure of a living wage.
- Almost nine in ten logistics workers are uninsured.

# Economic Hardship Most Acute for Families with Children

- → 42.3% of the families of logistics workers with children fall under the Federal Poverty Level.
- Only three percent of families with children captured in the survey had incomes meeting the Self-Sufficiency Standard.
- ▶ 16.4% of families with dependent children in the survey have children who are uninsured. Of the remainder of children who do have health coverage, nearly all of them are insured through Medicaid, NJ Family Care, or a similar public insurance program.

### A Minimum Wage Sector

- Over a third (34.4%) of respondents made only the minimum wage of \$7.25 an hour.
- ➤ 70.2% of respondents would see their wages increase with the NJ Legislature's passage of a proposed bill to increase the state minimum wage to \$8.50 an hour.

# Legally Dubious Transportation Deductions

- ➤ 93% of agency workers taking agencyarranged transportation have transportation fees deducted from their weekly paychecks. The average deduction amounts to \$7.33 per diem.
- → 48.8% of agency workers make less than the minimum wage net of these transportation deductions.
- These transportation deductions persist despite an effort by the NJ Legislature to outlaw them in 2007. They also may violate the US Fair Labor Standards Act.

### **Gender Discrimination in Hiring Practices**

- Agencies explicitly use gender as a hiring criterion for jobs in the logistics sector. They go so far as to advertise specific jobs for men and others for women.
- Women seem to have limited access to higher-paying jobs, like forklift operation. Less than five percent of forklift operators in the survey were women.





- Over one-third of survey respondents (36.1%) reported an experience in which they were not paid in full for wages that they had fairly earned.
- Another 16.5% of respondents had experiences when they had to wait a week or more beyond the regular pay schedule for their wages to be paid in full.

### Occupational Health and Safety Concerns

- More than one in ten (13.5%) of the workers surveyed reported being injured while working in a distribution facility.
- Of these workers who suffered injuries, only one-fifth of them (20.0%) received some form of compensation for medical costs and lost income.
- 42.3% of those in the survey reported not always receiving the personal protective equipment necessary to perform their job safely.
- Three-quarters of agency workers and half of direct hires expressed confusion about the process for filing a workers' compensation claim.

### Agency Transportation Unsafe, Haphazard

- Over half of respondents using agency transportation (52.5%) reported incidents of feeling in danger while riding in agency-arranged transportation. Most common was the complaint that the vehicles utilized were filled beyond their safe capacity with passengers.
- One in five workers (22.0%) who take agency transportation reported being abandoned at their worksite without return transportation.
- One-third of workers taking agency transportation report having been sent by the agency to a worksite without being informed of its location and the name of the company in charge.

# The following principles are therefore proposed to guide efforts to address these problems:

- Understand the unique structure of the logistics sector
- Empower logistics workers
- ► Hold accountable all parties in the supply chain

### Specifically, it is recommended that:

### State lawmakers act to:

- raise the minimum wage
- better combat wage theft
- force agencies to be more transparent with workers
- close any loopholes regarding the unlawful nature of transportation deductions

# State enforcement bodies should develop a sector-specific enforcement strategy that:

- Enforces existing laws regarding wage theft, transportation deductions, gender-based hiring, and transportation safety.
- partners with logistics worker organizations
- lactors in the logistics supply chain for labor and safety violations

#### All civic actors:

- facilitate and support the organizing and empowerment of logistics workers
- demand that retail corporations take serious their responsibility for the labor and safety abuses occurring within their supply chains





### **Glossary of Key Terms and Notation**

**Agency Worker**: A person who is hired and directly paid by a staffing agency, rather than by the company that runs the distribution facility where he or she works.

**Big-Box Retailer**: A large retail chain whose business model is based upon low prices and the ondemand availability of a broad array of products.

**Direct-Hire Worker**: A person directly hired and employed by the company that runs the distribution facility where he or she works. This is what most people think of as a traditional employment relationship.

**Distribution Center (DC)**: A warehouse-like facility where the emphasis is on the speedy receipt, sorting, and sending out of goods to the regional retail market or final point of retail sale, rather than on the storage of goods.

**Fair Labor Standards Act (FLSA)**: The main federal law governing the fair payment of wages, the minimum wage, the payment of overtime, and the options for recourse when the Act's mandates are violated.

**Logistics**: The industry of managing the movement of products within complex supply chains. For the purposes of this report, the term is mainly applied to the movement of imported goods between their port of entry and final point of retail sale.

**Third-Party Logistics Firm (3PL)**: A company that provides contracted logistics services and directly manages the movement of goods on behalf of a retailer or wholesaler. Most of the distribution centers in this report are managed by these 3PL firms.

**Wage Theft**: The non-payment or under-payment of wages, both in general and due to the violation of laws related to the minimum wage, overtime, and payroll withholding.





N ew Jersey is home to a complex network of establishments that that move consumer goods quickly and efficiently onward toward the shelves of stores across the country. These establishments are known generally as the "logistics sector," and every global, national and regional retail corporation is dependent on this sector for the functioning of their supply chains.

The prominence of the logistics sector in NJ is because the state is home to the second-largest container port in the US, the Port of Newark/Elizabeth. In 2010, 81,391,128 metric tons of total cargo, including 3 million containers and additional bulk cargo, passed through the Port. Three-quarters of the cargo were imports.¹ The Port's national importance as an import destination is expected to increase following the 2014 completion of the Panama Canal extension, which will allow significantly larger cargo ships to service the East Coast.

Once cargo has arrived at the Port, the workings of the logistics sector begin. Containers are moved from the Port via rail and trailer truck to facilities known as distribution centers (DCs) or import warehouses. While distinctions based on size are often made between the two types of facilities, with DCs generally being larger and thus occupying a more important role within a retail corporation's supply chain, what unites both import warehouses and DCs is that they provide the essential service of receiving, sorting, repackaging and readying goods for shipment to retail store shelves or other distribution facilities.

In the modern supply chain governed by "just-in-time" inventories, the emphasis within import warehouses and DCs is on speed and efficiency. Goods arriving from the Port are quickly unloaded, sorted into bundles according to the supply needs of the specific retail locations or regional retail markets to which they are destined, and then loaded on to trailers or rail containers that carry them off. Some facilities also provide value-added labeling or customized packaging services.

Goods that move through DCs and import warehouses are unloaded and quickly processed via barcode scanners, routed on to speedy conveyors, and moved on pallets with versatile fast-moving forklifts. And yet, despite the "just-in-time" processing and ever-expanding applications of new technology, much of the essential and often back-breaking work is still done by hand.

### Servicing Retail Giants

The emergence and commanding market share of giant multinational retail chains such Walmart, Target, and Walgreens have dramatically restructured the scope and size of the modern logistics sector over the last decade-and-a-half. These "big-box" retailers embrace a business model that seeks to achieve the availability of a broad array of diverse products at the lowest prices. Efficient supply chain operations help achieve these ends, coordinating the timely and efficient flow of a large and ever-changing catalog of products to thousands of retail outlets in every part of the country.

The commanding market share wielded by these retail chains allows them considerable ability to dictate the terms of the supply chain. These terms relate to everything from product tracking standards to narrow cost structures. To cater to these retail corporations, even many NJ light-industrial firms producing pharmaceuticals, cosmetics and other consumer items have adopted the practices and supply-chain orientations found in warehouses and DCs.



### Fragmented Market Actors

While the products moving through NJ warehouses and DCs are generally destined for leading retail corporations, more often than not, the warehouses and DCs are operated and managed by Third-Party Logistics Firms (3PL). While some 3PLs are global in scope, their main focus is managing the movement of imported goods from the Port to regional retail markets. Though technically independent firms, 3PLs owe most of their existence and market size to the big-box retailers that drive the sector. Many 3PLs contract or work exclusively with one or more of these giant retailers.

Many of the DCs and warehouse facilities in NJ's logistics sector require hundreds of workers. 3PL firms directly hire some workers to labor in their warehouses and DCs, but increasingly draw vast segments and often the majority of their workforce from temporary employment agencies. Operating out of modest storefront offices, these employment agencies are heavily clustered in a handful of northern NJ municipalities, i.e. "temp towns" with a high proportion of immigrant Latino residents.² Both the nature of this employment relationship and the scale at which agency workers are used in the logistics sector raise questions about the effects of these practices on workers – something that will be explored in this report. The State of NJ, for its part, enacted a law in 2007 designating temp agencies as special "regulated businesses" under the State Attorney General, Division of Consumer Affairs due to concerns about agencies' activities.³

While not the focus of this report, NJ's retail supply-chain workforce also includes the short-haul truckers who carry containers from the Port to warehouses and DCs. Many of these truckers are classified as independent contractors, despite an employment relationship with a single trucking company. This inefficient fragmentation produces long-waiting times to load goods at the Port, meaning that drivers regularly working 10-12 hour days earn less than \$28,000 per year. This constraint also forces truckers to own or lease older, less-fuel-efficient vehicles with higher levels of emissions harmful to the environment, the drivers, and nearby residents. While the employment structures and specific challenges of port truckers and warehouse workers may be slightly different, it is the same economic pressure from the big retailers like Walmart to squeeze everyone all along their supply chain for the lowest possible price that means the lowest possible wages for workers.

### Are Jobs Moving Goods Good Jobs?

It is from this context that we begin our investigation into the work and lives of the people who make up the labor force in NJ's warehouses and DCs. The first set of hands in America in contact with goods manufactured in foreign lands and carried for weeks across the sea, these individuals power a complex supply chain system that allows this country's retail giants to survive and thrive.

Within this hyper-cost-conscious business model, one has to wonder about whether in exchange for hard, and often hazardous work, these essential workers are able to meet life's necessities in a dignified manner and provide for their families. Are jobs moving goods "good jobs"? This study seeks to find out.



### Methodology

Between mid-November 2011 and mid-February 2012, 291 NJ logistics workers were surveyed for this study. Surveying was conducted in public places like commercial boulevards and laundromats, at churches, and over the phone. Surveys were administered in both English and Spanish.

Survey eligibility was defined as either current employment in the logistics sector, or employment in the sector within the six months prior to the administration of the survey. Those employed in primarily office or managerial roles were not eligible. For the purposes of the survey, the logistics sector was defined as including any facility, whether a DC, import warehouse, or light manufacturer, whose principle orientation was toward quickly and efficiently moving goods through the retail supply chain.

Because of the impossibility of formally defining the entire population of NJ logistics workers, the sample of logistics workers in the survey is not a random one. Efforts were made to control against potential sources of sampling bias, and thus mitigate concerns about generalizability that accompany any sample that cannot be randomly selected. Whatever the statistical implications, the practical significance of the highlighted survey findings is little dependent on the absolute perfection of the sampling methods. Given the systematic approach in which surveying was conducted and the controls that were employed, we feel confident in the general accuracy of the portrait that the survey paints of logistics industry.

### "Perma-Temps" in NJ's Logistics Sector

While the staffing agencies that populate the NJ "temp towns" and provide manpower to the logistics facilities that serve the Port of Newark/Elizabeth might colloquially be known as "temporary employment agencies," there seems to be little temporary about the jobs they provide and the role they play in the logistics labor supply chain. Rather, they are permanent features of the structure of employment in the logistics sector.

Likewise, the logistics workers employed through such agencies should be properly considered part of the sector's permanent workforce. Moreover, these agency workers should also, on average, be considered part of the permanent workforce of the logistics facilities for which they work, since they perform responsibilities indistinguishable from those of direct hires, and comprise a sizable, and often majority, share of the total workforce in the specific facilities where they work.

The result is a "perma-temp" character to employment in the NJ logistics sector. This character has wide ranging implications for the people who occupy these perma-temp roles.

### Agency Workers Make Up A Significant Share of the Logistics Workforce

ut of 142 distinct logistics facilities captured in the survey, over half (56.3%) had workers employed through staffing agencies working at their sites. On average, agency workers made up more than half of the total workforce (61.4%) at these sites. At 90% of these sites, agency workers made up at least one-fifth of the total workforce. At a quarter of these sites, the work force share of agency workers is 85% or more, and at over 16% of these sites agency workers make up pretty much the entire workforce.





### Agency Workers Work Full-Time for the Same Logistics Facilities

A gency workers' work experience seems pretty consistent with what most people would consider a normal full-time job. According to the survey, agency workers work an average of 39.2 hours per week. The average length of their current term with their agency is, at 23.3 months, just shy of two years. This distribution is somewhat skewed higher because of a handful of workers with very long tenures – 14.8% of agency workers reported tenures greater of 5 years or more, and the maximum response was ten years. Nonetheless, the median tenure, at 12 months, is still beyond what most would consider temporary.

Moreover, agency workers consistently work at the same worksite, just as if they were direct-hire employees. Three-quarters of agency workers (74.5%) reported being sent to the same one logistics facility every day, every week, without fail. For workers who have been employed through their agency for 6 months or more, this percentage climbs higher, to 87.8%. Many of these agency workers work side-by-side with workers directly hired by the 3PL firm, performing similar, if not identical, tasks. 79.3% of agency workers in the survey reported that they were directly supervised by a supervisor directly employed by the logistics firm.

### Wage and Other Differences Between Perma-Temps and Direct Hires

Yet despite their many similarities and shared workplace, there is one area in which direct hires and perma-temps are significantly different – their pay. When controlling for gender and job classification, an analysis of the survey data showed a statistically significant difference in wages associated with whether an individual was employed via an agency or not. **On average, working through an agency is associated with a lower hourly wage on the order of \$1.02.**7 To put this in perspective, this represents 12.8% of the average agency wage found in the survey.

Aside from economics, there are other problems related to this perma-temp dynamic. Many stem from the confusing dual-employer situation that faces agency workers in the logistics industry. Three-quarters of agency workers surveyed did not know with whom to speak in the event that they were injured on the job and had to file a workers' compensation claim. The biggest source of confusion seemed to be related to whether the agency or the company where they worked would be the party responsible for helping them. As a result, agency workers are 50% more likely than direct hire employees to be confused about the workman's compensation claim procedure – a difference that is statistically significant at the 99% level.8 There are also more fundamental problems of respect: 4.8% of agency workers who were asked about whether there was discrimination at their workplace complained that agency workers were treated worse than direct hire workers.





### Wages, Income, and Pay

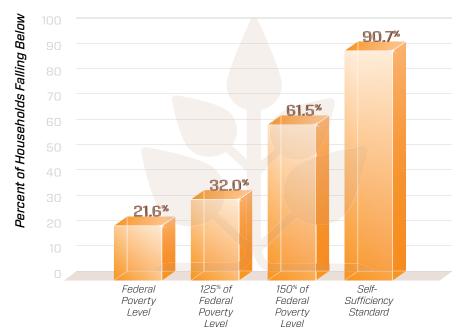
The NJ logistics industry is a low-wage employment sector. The average hourly wage in our survey was \$8.26 an hour. However, more than two-thirds of respondents (67.9%) made no more than \$8.00 an hour, and a full 95% of respondents were paid at a rate that fell below the \$12.00 an hour mark. One could go further and say that it is largely a minimum wage sector: Over a third (34.4%) of respondents made only the federal minimum wage of \$7.25 an hour.

### Low Wages Yield Poverty, Lack of Self-Sufficiency

o these wages allow logistics workers to support their families and provide for their material necessities? One way to examine this question is in relation to the Federal Poverty Guidelines, which are defined each year by the federal government in relation to family size. Since economic hardship is often present in families earning beyond what the Federal Government officially defines as the poverty line, successive percentages of the Federal Poverty Guideline are often employed as further gauges of a family economic well-being. This approach has precedent in being used to determine benefit eligibility for a variety of public social programs.

Another approach relates to the concept of a "living wage." There are drawbacks to the Federal Poverty Guidelines, which cause them to inaccurately reflect the realities of low-income family budgets and under-account for economic hardship and poverty." An alternative "living wage" measure that seeks to correct for these deficiencies is the Self-Sufficiency Standard. Created by Diana Pearce of the University of Washington, the Self-Sufficiency Standard is a geographically based measure of the minimum income a family, depending on its composition, would need to be self-sufficient."

### TABLE 1: LEVELS OF ECONOMIC HARDSHIP, ALL RESPONDENTS



Measure of Economic Hardship

When applying these measures to the survey data, it is apparent that jobs in the logistics sector are decidedly insufficient for supporting the economic wellbeing of the families of those that hold them. Over one-fifth of the households in the survey (21.6%) fall below the Federal Poverty Guideline. Nearly a third of all households (32.0%) fall below 125% of the Federal Poverty Guideline, and 61.5% of households in the survey are under 150% of the Federal Poverty mark.

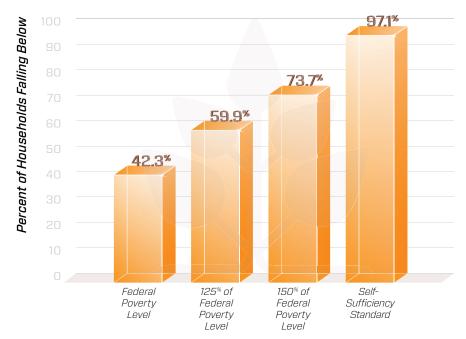




### Greatest Hardship Borne By Families With Children

These proportions jump staggeringly when focused exclusively on families with dependent children. Nearly half of the families with children in the survey (42.3%) had earnings incomes that fell below the Federal Poverty Guideline. Three-fifths of families with kids (59.9%) were below 125% of the Federal Poverty Guideline and almost three-quarters (73.7%) were under 150% of the mark.

### TABLE 2: LEVELS OF ECONOMIC HARDSHIP, RESPONDENTS WITH DEPENDENT CHILDREN



Measure of Economic Hardship

When the Self-Sufficiency Standard is applied, the economic situation faces by logistics workers looks even more dismal. Only one in ten families captured in the survey (9.3%) met the Self-Sufficiency Standard. Only four such families had dependent children; 97.1% of families with kids found themselves below the Self-Sufficiency Standard.<sup>13</sup>

### Impact of Raising the Minimum Wage

A t present, there is a proposed bill in the NJ Legislature to increase the state minimum wage. Under the current details of this legislative proposal, the state minimum wage would immediately increase to \$8.50 an hour from its current position of \$7.25, after which it would be indexed to inflation. **The effects of this bill** 

on the logistics sector would be huge. 70.2% of survey respondents providing their wage data would get a *de facto* pay raise if this bill were passed in its current form. On average, these respondents would see their earnings increase by 14%.

### Transportation Deductions Plunge Workers Under Minimum Wage

As noted earlier, there is a statistically significant divide between the wages of agency and direct-hire workers. The lot of agency workers is made even worse by the transportation deductions commonly exacted by employment agencies from workers' weekly paychecks. Such deductions are near ubiquitous, as 93% of the agency workers who are shuttled to their job sites in agency-provided transportation report being charged them. On average, this deduction amounts to \$7.33 per day.

The effect of this employer deduction is to push the hourly wages of many agency workers below the federal minimum wage. In the survey, 48.8% of agency workers make less than the minimum wage net of transportation deductions. Such deductions are of dubious legality: As will be discussed in detail ahead in the policy section, these deductions seem to violate the federal Fair Labor Standards Act (FLSA). Additionally, the NJ Legislature passed a bill in 2007 with the intention of curbing the practice, but that bill has never been enforced. Many agency workers are left by their agency with no practical alternative but to take the agency-arranged transportation and accept these payroll deductions.





### Wage Theft and Other Pay-Related Problems a Common Experience

ven setting aside this backhanded violation of the minimum wage, wage theft is a major problem inflicting workers in the logistics industry. Over one-third of survey respondents (36.1%) reported that they did not receive money that they fairly earned while working in the logistics sector due to one or more of the following: total nonpayment for work performed, underpayment of the total hours worked, and unpaid overtime for work in excess of forty hours per week.

Another 16.5% had an experience in which they were initially not paid in full, and had to wait a week or more beyond the regular pay schedule before recovering the total amount they were owed. Given the already low wages that characterize the industry and the challenges they provoke for family budgeting and saving, such delays in receiving one's pay cause great hardship for NJ logistics workers and their families.

Unpaid wait time also seems to be a significant issue faced particularly by agency workers. Over a quarter of agency workers (25.4%) report spending on average at least 90 total minutes waiting before and after their shift. This wait time seems to be due in part to management procedures mandating when workers are to report in anticipation of their shifts, and the particularities of agency-arranged transportation. For more than one in eight agency workers surveyed (14.1%), this average daily wait is two hours or more.

It is important to note that there is wide variation in the survey responses about wait time, with a mean of 80.3 minutes and a standard error of 54.6. Additionally, even absent agency policies, workers would have to commute daily to their worksites, requiring some time expenditure. However, in light of the previous discussion about transportation payroll deductions and practices mandating the use of agency-arranged transportation, these claims of excessive wait time should be carefully considered as another potential area of abuse. According to respondents, some agencies have a general practice of insisting that workers show up early, so that the agency can take a head count and ensure that it has fulfilled its contractual quota for each worksite. Additionally, to the extent that wait times add uncertainty to one's schedule, it makes it challenging for agency workers to arrange things like childcare, and inhibits them from taking on a second job to supplement their income.





### Gender

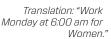
Gender is an important factor in understanding worklife in the logistics sector. Summary results from the survey show a difference in the average wages of male and female workers in the logistics industry: The mean hourly wage for males is \$8.37, compared to \$8.10 for females. This gender gap is also visible when we look exclusively at either agency or direct hire workers. There is a \$0.41 difference between the mean hourly wages of male and female agency workers, and a \$0.25 difference between the mean hourly wages of male and female direct hires. It should be noted, however, that regression analysis did not prove this wage difference to be statistically significant when agency status and job classification are controlled for.<sup>15</sup>

### **Gender-Based Hiring**

This lack of statistical significance does not mean that this observed wage difference is not disconcerting or practically significant. One reason to be concerned is because agencies appear to commonly hire for specific positions along gender lines. In many cases, this gender-based hiring is explicit. On any given day, signs can be found in agency windows soliciting "men" or "women" for particular jobs. In a representative example, in January 2012 an agency in Elizabeth, NJ posted a sign on its storefront door reading in Spanish, "Work Monday at 6:00am for Women. [underlining in original]." Other examples, not difficult to come by, are displayed below. Such gender-based hiring is in clear violation of civil rights law.

### FIG. 4: PHOTOS OF GENDER-BASED SOLICITATION AT NJ AGENCIES







Translation: "Men needed to work tomorrow from 1 to 8pm..."



Translation: "Jobs for women. Every day."

# Limited Access For Women to Higher-Paying Job Classifications

This gender test in hiring, and potentially similar one in promotion, may keep women out of higher-paying job classifications. For example, forklift operators seem to command higher wages than other job roles at DCs, with workers who operate forklifts as their sole job function reporting earning \$9.22, on average, in the survey. Yet only one of the 25 workers in the survey indicating forklift operation as one of their job responsibilities was a woman.

### Sick Days and Maternity Leave

This assumes a two-parent household; for single moms, the negative tradeoffs are even greater.

Additionally, given the contingent nature of employment through an agency, pregnancies and maternity leaves likely carry risks for female perma-temps of not having a spot to which to return. While such returns to work should, in theory, be covered by the federal Family Medical Leave Act, the relative instability of perma-temp employment raises questions about whether, in practice, such rights are respected.<sup>18</sup>



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### **Health and Safety**

Logistics Workers Are Largely Uninsured

When it comes to medical insurance, the vast majority of workers surveyed (86.4%) go without it. Among the few respondents who are covered by health insurance, they are more likely to be direct hires rather than agency workers. When controlling for wages and gender, working for an agency is, on average, associated with a statistically significant 21-percentage-point lower likelihood of having insurance.

### Children of Logistics Workers either Uninsured or Covered Under Public Insurance Programs

As for the health coverage status of the children of logistics workers, 16.4% of families with dependent children had children who were uninsured. Of the families with insured children, 94.1% of them insured their children through a public health program, like Medicaid or Family Care, NJ's CHIP program.

These findings are important, because they show that as a result of the dearth of family-supporting jobs in the logistics sector, either the children of logistics workers suffer, or the taxpayers have to bear the burden of providing health insurance to logistics workers' children.

### Lack of Paid Sick Days Contributes to Lost Earnings and Unsafe Behavior

Logistics workers in the survey were also unlikely to receive paid sick days. Only about one in five respondents (19.3%) reported having this employment arrangement. As a result, workers without paid sick days lost a median of 3 and a mean of 4.8 days worth of income last year. Given the low wages characteristic of the sector, this income loss could cause considerable hardship to families trying to manage already tight budgets.

Not surprisingly, many workers reported coming to work despite being sick, so as not to lose a day's pay. Workers without paid sick days went to work sick an average of 3.6 days in the last year. This poses a danger to both the sick workers themselves, as people who are sick are not as alert and aware on the job, and their coworkers, because of the increased risk of accidents and of contagion.

### Unsafe Practices, High Injury Rates, Few Modes of Recourse

More than one in ten (13.5%) of the workers surveyed reported being injured while working in a 3PL facility. Of these workers who suffered injuries, only one-fifth of them (20.0%) received some form of compensation for medical costs and lost income. There appears to be an overall confusion about the right to workers' compensation benefits and the application process for receiving them. This confusion seems to be amplified by the dual-employer characteristic of perma-temp workplaces: In a difference that is statistically significant, 75.7% of agency workers expressed confusion about the process, compared to 50.0% of direct hires. Additionally, 42.3% of those in the survey reported not always receiving the personal protective equipment necessary to perform their job safely.





### **Transportation**

New Jersey's DCs and import warehouses are frequently clustered in previously un- or underdeveloped parts of the state. As such, they are often not easily accessible via public transportation from the larger municipalities where most of the logistics workforce reside. Most temp agencies overcome this gap by providing or arranging transportation to and from the jobsite. The practice is so ubiquitous that transportation should be considered an essential part of the agencies' business model.

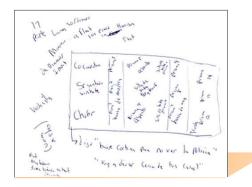
### Transportation Deductions a Common Experience for Agency Workers

The majority of logistics workers who work through an agency arrive at work in rides provided or arranged for by their respective agencies. However, 92.7% of these workers are charged for these rides. These charges are generally deducted by agencies right from workers' weekly paychecks. While the survey reveals a maximum daily transportation deduction of \$11.00, and a minimum of \$3.00, the average daily charge is \$7.33. Although this practice is of dubious legality, many agency workers have little practical alternative but to accept these charges if they hope to have a job. As noted above, these transportation deductions have the effect of plunging many workers' wages below the minimum wage.

### Transportation Often neither Safe nor Reliable

espite the fact that workers pay for it out of their hard-earned and generally meager salaries, agency-provided transportation appears neither safe nor reliable. Over half of survey respondents who use agency transportation (52.5%) report incidents of feeling in danger while riding in an agency-provided vehicle. One very common complaint is that the vehicles are filled beyond their safe capacity, with passengers riding without seatbelts and being forced to sit on the floor, in the trunk, or in the laps of others. One worker surveyed produced a diagram of how, with homemade wooded bench and a number of baby seats placed on the floor, his agency is able to jam 17 people into a minivan. Workers surveyed also told of drivers speeding, driving while drowsy, and engaging in other dangerous practices.

### FIG. 5: DIAGRAM OF HOW AN AGENCY PACKED 17 PEOPLE INTO A MINIVAN



Source: Anonymous Agency Worker

While agencies arrange the ride, the job to which it is heading, and deduct the transportation fees via payroll, they often do not operate transportation services in house. Rather, they frequently subcontract this duty to third-party transportation providers. In many cases, however, these subcontractual relationships are quite informal, as are the "transportation providers," who sometimes appear to be no more than merely a person in possession of a vehicle.

As should not be surprising, such fly-by-night transportation arrangements produce their share of problems. While many workers complained about rides sometimes coming very late, one in five workers (22.0%) who take agency transportation, reported actually being abandoned at their worksite without any return transportation on at least one occasion. Additionally, one-third of the workers (34.5%) taking agency-provided transportation reported being sent out by the agency to a worksite without being informed of the 3PL facility's name, or even the municipality in which it was located.



### Retailers

A mong the institutions that shape the worklife experience of workers in NJ's logistics sector, alongside the 3PLs and agencies are the retailers that receive, and in fact own, the goods that pass through NJ's DCs and import warehouses. In fact, the retailers are the most significant of the three sets of institutions, since, due to their commanding market power, they have largely shaped the scale, scope, and structure of the modern logistics sector.

In recognition of this reality, nearly half of the workers surveyed knew the retailer(s) for which their DC or import warehouse moved goods. Some facilities seem to have an exclusive relationship with one particular retailer, whereas others move goods destined for a number of different retailers.

### Walmart Largest Among Many Prominent Retailers

Most of the big-name retailers are represented in NJ's logistics sector and captured in the survey. However, the largest retailer coming through in the survey by far is Walmart. Almost a quarter of the workers surveyed (22.9%) report moving products for Walmart. That proportion climbs to one-half (49.3%) when limited to only those survey participants who were able to give a response as to the retailer that their DC facility was supplying. Moreover, when one matches respondents unable to name the retailer(s) for which they move goods to their known facilities, it appears that over a third (34.7%) of workers surveyed are part of the Walmart supply chain.

TABLE 3: RETAILERS PRESENT IN THE NJ LOGISTICS SECTOR

Retailer Receiving	Of All Workers	Of Only Those Able to Respond about
Products	Surveyed	the Retailer(s) that their DC Supplied
Walmart	22.9%	49.3%
Macy's	6.8%	14.7%
Kmart	4.8%	10.3%
Target	3.8%	8.1%
J.C. Penney	3.4%	7.4%
Walgreens	3.4%	7.4%
Marshalls	1.7%	3.7%
Barnes & Noble	1.7%	3.7%

### Walmart Facilities Pay Lower Wages On Average

Based on analysis of the survey data, it appears that Walmart facilities are different – in fact, worse – than facilities that do not move goods for the retail giant. Using regression analysis, Walmart facilities are, on average, associated with lower wages, controlling for gender, job classification, and whether one is employed through an agency. This difference is statistically significant.<sup>20</sup>





### **Civic and Policy Implications**

The survey highlighted a number of issues of concern related to worklife in NJ's logistics sector. This section briefly reviews some of their civic and policy implications, and offers some principles and recommendations for those who seek to address them.

### **Key Principles**

There are many ways to approach the problems identified in the survey. Moreover, due to the scale and scope of some of the issues in the sector, successfully addressing them will necessitate engaging from various angles. The following strategic principles should guide any effort that seeks to be successful.

- 1. Understand the unique structure of the sector efforts should be designed and executed in a way that is conscious of the unique and somewhat fragmented structure of the logistics sector in NJ, as well as the retail supply chain context in which it operates.
- **2. Empower logistics workers** ensuring that logistics workers have a right to organize and to have a meaningful shared voice is essential both for the success of initial efforts to reform the sector, and the maintenance of any improvements that may be won.
- **3.** Hold accountable all parties in the supply chain efforts should seek to hold accountable all actors that benefit from the modern supply chain, understanding as well that the most powerful actors in determining the terms of the supply chain are the giant retail corporations possessing commanding market share.

### **Legislative Actions**

There are actions that the NJ Legislature can take to address a number of the issues raised in this study. What follows is a brief and non-exhaustive list of some measures the Legislature might enact.

### Increasing the State Minimum Wage

There is currently a proposal in the NJ Legislature to raise the state minimum wage to \$8.50 an hour and index it to inflation. The passage of this bill would have an effect on a large segment of the logistics workforce. In the survey, it was found that 70.2% of respondents would see their wages increase as the result of this bill, far beyond the third (34.4%) of respondents making only the current minimum wage. This bill might also present a vehicle for addressing the question of transportation deductions: an amendment could be added explicitly stating that the minimum wage is calculated net of transportation deductions.

### Wage Protection Act

This current legislative proposal seeks to more effectively combat wage theft by enacting tougher penalties, allowing aggrieved workers to seek larger claims, streamlining the complaint process, and suspending the business licensure of employers that are multiple offenders. <sup>22</sup> Given the prevalence of wage theft in the survey, with 36.1% of respondents reporting suffering at least one incidence of it, and another 16.5% stating that they were forced to wait an extraordinarily long time before being paid in full, any measure addressing this issue will be a good thing for logistics workers. The current bill could be improved to better address problems in the logistics sector by prohibiting transportation deductions, and strengthening language on the joint accountability of all parties in dual- or multi-employer situations, like those which govern much of the NJ logistics sector.

### Agency Disclosure Law

The Legislature should mandate that, in addition to the requirements already incumbent upon them as regulated businesses under the Attorney General's Office, Division of Consumer Affairs,





agencies must daily provide workers with the following information: the name of the 3PL firm for which they are working, the address of the worksite, the pay rate, the job role they are to fulfill, the name and relevant licensure of the transportation provider, the name and contact of the staff person with whom to file a workers' compensation claim, and the name and policy number of the workers' compensation insurance carrier under which they are covered. Similar legislation is advancing in the Massachusetts Legislature.

### Enforcement Actions: NJ Department of Labor and Workforce Development

The NJ Department of Labor and Workforce Development (LWD) should work with New Labor and other community stakeholders to develop a more effective enforcement strategy for the logistics sector. It is clear from the astounding prevalence of wage theft in the sector that LWD's current, complaint-based approach to enforcement is insufficient. What is needed instead is a proactive strategy that takes into account the unique structure of the logistics sector and is broad enough to create a real deterrence effect. What follows are two suggestions on areas of priority for such a strategy.

### Transportation Deductions

In 2007, the NJ State Legislature, disturbed by the behavior of employment agencies, passed a series of bills, subsequently enacted into law, regulating the agencies. One of these bills prevents agencies from mandating that workers use of their arranged transportation<sup>23</sup>, while another seeks to prohibit transportation deductions.<sup>24</sup> The second bill, however, contained a reference to an existing provision of law that provides the Commissioner of LWD the discretion to authorize atypical and extraordinary payroll deductions.<sup>25</sup> Unfortunately, despite the lawmakers' intent, this discretion was exercised to interpret agency transportation deductions as permissible. Thus, the new law was not enforced.

LWD should reverse this flawed use of discretion and finally enforce the prohibition of transportation deductions in accordance with the will of the Legislature. The extent of this unlawful practice is widespread: survey data found that nearly half of agency workers (48.8%) make less than the minimum wage net of transportation deductions.

### Joint-Employer Cases

New Jersey wage and hour law defines "employ" and "employer" broadly enough to allow for "joint-employer" situations, in which more than one employer may be liable for labor violations. The survey shows that there is a clear joint-employer situation in NJ's logistics sector. LWD should make it a standard practice of pursuing joint-employer cases for claims brought by agency workers. This would go far in producing accountability up the supply chain, as it would abruptly put an end to 3PLs' standard practice of washing their hands of responsibility for incidences of wage theft suffered by agency workers at their facilities.

### Enforcement Actions: Office of Attorney General

What follows are suggested actions that the respective Divisions of the NJ Attorney General's Office are strongly urged to take in order to address the flagrant violations of NJ law highlighted in the survey findings.

### Division on Civil Rights

The Division on Civil Rights should immediately launch an investigation into the blatant gender-based hiring practices employed in the logistics sector. The investigation should focus not only on the agencies, whose public nonchalance toward non-discriminatory hiring is so visible and documented in this report, but also on the 3PL firms that are complicit in the practice. There seems to be evidence that this gender test in hiring, and potentially similar one in promotion, may keep qualified women out of higher-paying job classifications, such as forklift operator.



### Division of Consumer Affairs

The Office of Attorney General, Division of Consumer Affairs was charged by the NJ Legislature in 2007 with both enacting licensure requirements for agencies and ensuring their compliance with new transportation safety requirements. These requirements are flagrantly ignored in a manner displaying contempt for public safety. Over half of survey respondents (52.5%) who take agency-arranged transportation report incidents of feeling endangered while in transit, commonly citing overcrowded vehicles and dangerous driving. The Division of Consumer Affairs should launch a sector-wide investigation into transportation safety, revoking the licenses of the agencies associated with transportation violations, while also holding liable the 3PL firms that these agencies supply. They should conduct this investigation in collaboration with the NJ Department of Transportation.

### Possibilities for Municipalities to Take Action

Given the unique structure of the logistics industry in NJ, in which many agency workers are clustered within a handful of "temp towns," these municipalities have a strong interest in raising industry standards, since their communities bear the social consequences of the widespread problems in the sector.

These municipal governments should partner with New Labor and other community stakeholders in seeking to achieve this end. Municipal governments are endowed with a certain degree of enforcement power to address some of the problems highlighted in this report, such as vehicle safety. In the absence of state government action, municipal governments can pursue ordinances to achieve goals like greater agency disclosure or prohibitions on transportation deductions. To the extent possible, municipal-level efforts should be coordinated across temp-town municipalities to prevent arbitrage on the part of agencies or logistics firms.

### Organizing

Logistics workers need an empowered and meaningful shared voice in their employment sector and in their workplaces – something that can only be achieved through organizing. This organizing can be oriented toward forming a union, which is a right that both direct-hire and agency workers possess. It can also be oriented toward forming other formal and informal associations. Both policy makers and NJ community members should seek to support and facilitate such efforts.

### Corporate Social Responsibility

In an effort to maintain a rapport with their broad American consumer bases, most big-box retailers have committed to corporate social responsibility standards related to their supply chains. For example, Walmart, the retailer most commonly identified in the survey as a destination for goods passing through NJ logistics facilities, has a code of "Standards for Suppliers," which mandates, among other things, that suppliers follow all applicable labor laws. <sup>28</sup> Given the widespread wage theft, gender discrimination, disregard for workplace health and safety, and dangerous transportation practices captured in the survey, it seems clear that these ethical standards are routinely flouted by the actors in the big-box logistics chain.

Big-box retailers must be held accountable for the mistreatment of the logistics employees who move their goods and make their business model possible. They need to ensure that their corporate social responsibility standards are not mere words, but are backed by enforcement mechanisms with real teeth. Whether these retailers take responsibility for cleaning up labor conditions in the logistics industry will be the test to whether their corporate social responsibility statements represent real ethical commitments or merely cynical public relations ploys.





### **Endnotes**

- 1. Port Authority of New York and New Jersey. "2010 Port of New York and New Jersey Trade Statistics." Publication. Port Authority of New York and New Jersey. Web. 27 Feb. 2012. <a href="http://www.panynj.gov/port/pdf/port-trade-statistics-summary-2001-2010.pdf">http://www.panynj.gov/port/pdf/port-trade-statistics-summary-2001-2010.pdf</a>.
- 2. George Gonos and Carmen Martino, Temp Agency Workers in New Jersey's Logistics Hub: The Case for a Union Hiring Hall, Working USA, Dec. 2011.
- 3. Assembly Bill 2983. 212th NJ Legislature. (2007). (enacted). <a href="http://www.njleg.state.nj.us/2006/Bills/PL07/14\_.HTM">http://www.njleg.state.nj.us/2006/Bills/PL07/14\_.HTM</a>.
- 4. David Bensman, Rutgers University, Port Trucking Down the Low Road: A Sad Story of Deregulation, 2009.
- 5. The following methodological steps were taken to control against bias:
  - a. In response to the possibility of social network bias, most surveying was conducted in public places, like commercial areas and laundromats, where there would not seem to be some omitted variable differentiating the persons to be found in such places from the population as a whole. Even the contact lists for the phone-administered surveys were largely gathered through public canvassing by my project partners.
  - b. While subjects from 9 different municipalities are captured in the survey, practical limitations related to geography and travel led to specific municipalities almost certainly being overrepresented in the survey. However, as a check against this potential source of bias, municipality fixed effect variables were incorporated into the regressions utilized in analyzing the response data. This incorporation of municipality-centered controls had no effect on the statistical significance of the analyses' key findings.
  - c. While the survey was administered in both English and Spanish, there are native Creole speakers among the population of NJ logistics workers. The survey sample did include native Creole speakers with sufficient English language skills to understand and answer the survey questions in English. However, the exclusion of native Creole speakers lacking adequate English language skills may be a source of bias. Common sense, though, seems to suggest that if there is bias from underrepresenting a non-English-speaking minority in the sample, it will likely be biased toward overstating the quality of general labor conditions, not understating it. As such, it does not seem to diminish the practical significance of the survey's findings.
- 6. It is likely that more distinct 3PL facilities were captured in the survey. However, because of incomplete information from many respondents, only 142 3PLs could be doubtlessly confirmed.
- 7. Regression Results: Agency Status as a Predictor of Wages

### Dependent Variable: Hourly Wage

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Independent Variable	(1)	
Agency	-1.023** (0.340)	
Female	-0.222 (0.213)	
Job Classification: Forklift	0.801 (0.463)	
N	262	

- 8. Difference of proportions hypothesis testing yields a Z Score of 3.44, when  $p_1 = .757$ ,  $n_1 = 173$ ,  $p_2 = .500$ ,  $n_2 = 48$ , and a pooled estimate is used to calculate a standard error of 0.075.
- 9. Another 3.8% of respondents indicated hourly wages below the federal minimum wage of \$7.25 per hour. However, this reporting may be biased by a number of factors, like a tendency to round one's wage to the nearest whole number, and confusion about the difference between one's hourly wage in gross pay and one's take-home pay net of payroll tax deductions.
- 10. United States Department of Health and Human Services. 2011 Federal Poverty Guidelines. United States Department of Health and Human Services. 2011.
- 11. There are many common critiques of the shortcomings of the Federal Poverty Guidelines as a measure of economic hardship. For one, the formulas upon which the Federal Poverty Guidelines are based poorly capture the actual budgets of contemporary families, overweighting expenses like food while discounting things like health and childcare costs. Based simply on nominal family size, the Guidelines also do not account for the fact that different types of family members require different expenses, changing a family's budget. For example, infants and toddlers are generally more expensive than adults. Lastly, the Federal Poverty Guidelines ignore dramatic regional differences in the cost of living.
- 12. "The Self-Sufficiency Standard." The Self-Sufficiency Standard. Center for Women's Welfare. Web. 1 Feb. 2012. <a href="http://www.selfsufficiencystandard.">http://www.selfsufficiencystandard.</a> org/standard.html>.
- 13. Methodological Note: Family income estimates are based on available survey data on: an individual's wage, average work hours per week, family's composition, spouse's employment status, and whether the spouse is employed inside or outside of the logistics sector. In constructing the formula for turning these data points into a formula for family income, I tried to error on the side of being too liberal in estimating family income, so as not to overstate the family economic hardship associated with jobs in the logistics sector.

For survey respondents, I calculated their weekly income using their reported wage and average work hours per week. When wage data was unavailable, I used the mean wage from the survey of \$8.26. When hours data was unavailable, I assumed a 40-hour work week.





With respect to spouses, the only available data was whether they were employed, and whether this employment was within or outside the logistics sector. For spouses employed within the logistics sector, I calculated their weekly income by multiplying the higher number of either their spouse's wage or the mean wage from the survey by a 40-hour work week.

For spouses employed outside of the logistics sector, I wanted to control for the fact that logistics employment might be substantially lower paying on average than other opportunities available to similar workers. As such, I calculated the wage of a spouse employed outside of the logistics sector to be 1.5 times that of their spouse's wage or the mean from the survey, whichever was higher. A 40-hour work week was also assumed. I believe this 1.5 multiplier to be a reasonable assumption for the following reasons: Firstly, given the tendency of people to partner with individuals of similar educational levels, and thus human capital attainment levels, it would be rare to see too large of a divide between the wages of working spouses, despite their employment in different employment sectors. Secondly and more importantly, given the real and opportunity costs (such as childcare payments) associated with having a second adult move into the workforce, and the low wages prevailing in the logistics industry, if the earnings of the spouse employed outside of the logistics sector were much higher than 1.5 times that of the spouse employed within the logistics sector, the net percentage benefit at the margin of having the second spouse work in the logistics sector would be reduced, making it less likely that the second spouse would choose to be employed in the logistics sector.

In calculating the total annual family income, it was assumed that both spouses work 50 weeks a year and receive no paid vacations or holidays.

When even more generous assumptions are built into the formula to produce larger estimates of family income, the results with respect to different economic hardship measures do not change all that much. One such alternative formula might modify the one described above by utilizing the direct hire mean wage in place of the overall mean wage, and by increasing to 2.0 the multiplier applied when calculating the wages of a spouse employed outside of the logistics sector. Let's call this formula Income (B).

The table below displays the change in the proportion of respondents' families falling below the selected measures of economic hardship when this formula is employed. Notice that this change is not too great, particularly at the lowest level indicators, like the Federal Poverty Guideline and 125% of the Federal Poverty Guideline.

Measure of Economic Hardship	Under Original Income Formula	Under Income (B) Formula	Percentage Point Change
Federal Poverty Guidelines	21.6%	21.3%	0.3
125% of Federal Poverty Guideline	32.0%	31.3%	0.7
150% of Federal Poverty Guideline	61.5%	58.5%	3.0
Self Sufficiency Standard	90.7%	86.9%	3.8
Federal Poverty Guidelines (Families with Kids)	42.3%	41.6%	0.7
125% of Federal Poverty Guideline (Families with Kids)	59.9%	58.4%	1.5
150% of Federal Poverty Guideline (Families with Kids)	73.7%	68.6%	5.1
Self Sufficiency Standard (Families with Kids)	97.1	91.2%	5.9

#### 14. Regression Results: Agency Status as a Predictor of Wages

### Dependent Variable: Hourly Wage

Depenaeni variabie	e: Hourly wage
Independent Variable	(1)
Agency	-1.023** (0.340)
Female	-0.222 (0.213)
Job Classification: Forklift	0.801 (0.463)
N	262

#### 15. Regression Results: Gender as a Predictor of Wages

### Dependent Variable: Hourly Wage

_ ·_ r	
Independent Variable	
Female	-0.222 (0.213)
Agency	-1.023** (0.340)
Job Classification: Forklift	0.801 (0.463)
N	262



- 16. Observed and captured in photo by author on Friday January 20, 2012.
- 17. Photos taken by author and New Labor staff, January 2012 and March 2012, in New Brunswick and Elizabeth, NJ.
- 18. Haase, Kerryann, and Brian Paul. "Uncovering the Hidden Liabilities of a Temporary Workforce." 3PL Americas Spring 2011: 22-24. Web. 26 Feb. 2012. <a href="http://www.iwla.com/CustomFiles/downloads/329912B0-618C-412C-96C4-09A34A0D3453.pdf">http://www.iwla.com/CustomFiles/downloads/329912B0-618C-412C-96C4-09A34A0D3453.pdf</a>.
- 19. Difference of proportions hypothesis test yields a Z Score of 3.44, when p1=.757, p2=.500, p2=48, and a pooled estimate is used to calculate a standard error of 0.075.
- 20. Table 5: Regression Results: Walmart Affiliation as a Predictor of Wages

### Dependent Variable: Hourly Wage

Dependent turnster neurly wase					
Independent Variable	(1)	(2)	(3)	(4)	
Walmart	-0.534** (0.189)	-0.384* (0.171)	-0.380* (0.170)	-0.369* (0.167)	
Agency		-0.969** (0.328)	-0.989** (0.327)	-0.951** (0.330)	
Female			-0.309 (0.213)	-0.219 (0.211)	
Job Classification: Forklift				0.784 (0.484)	
N	262	262	262	262	

- 21. Assembly Bill 2162. 215th NJ State Legislature. (2012). <a href="http://www.njleg.state.nj.us/2012/Bills/A2500/2162\_I1.HTM">http://www.njleg.state.nj.us/2012/Bills/A2500/2162\_I1.HTM</a>.
- 22. Wage Protection Act, Assembly Bill 1094. 215th NJ State Legislature. (2012). <a href="http://www.njleg.state.nj.us/2012/Bills/A1500/1094\_I1.HTM">http://www.njleg.state.nj.us/2012/Bills/A1500/1094\_I1.HTM</a>>.
- 23. Assembly Bill 2983. 212th NJ Legislature. (2007). (enacted). <a href="http://www.njleg.state.nj.us/2006/Bills/PL07/14\_.HTM">http://www.njleg.state.nj.us/2006/Bills/PL07/14\_.HTM</a>.
- 24. Assembly Bill 2984. 212th NJ Legislature. (2007). (enacted).
- 25. <a href="http://www.njleg.state.nj.us/2006/Bills/PL07/15\_.HTM">http://www.njleg.state.nj.us/2006/Bills/PL07/15\_.HTM</a> Wage Payment Law. State of New Jersey. Web. <a href="http://lwd.dol.state.nj.us/labor/wagehour/lawregs/selected\_nj\_state\_labor\_law.html#1144">http://lwd.dol.state.nj.us/labor/wagehour/lawregs/selected\_nj\_state\_labor\_law.html#1144</a>.
- 26. Wage and Hour Law. State of New Jersey. Web. <a href="http://lwd.dol.state.nj.us/labor/wagehour/lawregs/nj\_state\_wage\_and\_hour\_laws\_and\_regulations.html#1156a1">http://lwd.dol.state.nj.us/labor/wagehour/lawregs/nj\_state\_wage\_and\_hour\_laws\_and\_regulations.html#1156a1</a>.
- 27. Assembly Bill 2983. 212th NJ Legislature. (2007). (enacted). <a href="http://www.njleg.state.nj.us/2006/Bills/PL07/14\_.HTM">http://www.njleg.state.nj.us/2006/Bills/PL07/14\_.HTM</a>.
- 28. Wal-Mart Stores, Inc. Standards for Suppliers Manual. Publication. Bentonville, AR: Wal-Mart Stores, Inc., 2012. Ethical Sourcing. Wal-mart Stores. Web. 1 Mar. 2012. <a href="http://walmartstores.com/download/5113.pdf">http://walmartstores.com/download/5113.pdf</a>>.



