

## 2023 Women in Supply Chain Survey: Women Represented at Historic Levels

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Initiatives: [Supply Chain Transformation](#)

Enterprises might be wrestling with the “Great Breakup,” but 2023’s survey results show a record-breaking representation of women in supply chain. CSCOs remain committed to gender diversity, but new data suggests they will need to prioritize goal-setting, leadership inclusion and compensation.

### Overview

#### Key Findings

- Women comprise 41% of the total supply chain workforce but only 31% of frontline roles.
- Representation of women increased at almost all levels of the organization, most notably at the C-suite level, up 7% from 19% to 26%.
- When a woman holds the most senior role of supply chain, there is more likely to be a higher percentage of women in the total workforce and all management levels.
- Recruitment is the most implemented and effective targeted gender diversity initiative to attract, develop and advance women in supply chain.
- For frontline roles, employee engagement is the most implemented initiative to attract, develop and advance women, but work flexibility is cited as the most effective.
- Among end-user organizations that say it is an objective, 48% have a plan to close the gender pay gap, 13% say they have already achieved gender pay equity and 39% have no action plan to close the gap.

#### Recommendations

To transform the talent strategy within the supply chain organization:

- Differentiate your employee value proposition (EVP) by partnering with HR to understand the pay equity gap in your organization. Co-develop a plan to bridge the gap and determine what information you are able to share publicly.
- Drive accountability for gender diversity by setting supply-chain-specific goals. Share them and incorporate them into management scorecards. Track and require leadership inclusivity.
- Motivate and engage women in frontline positions by focusing initiatives on work flexibility, targeted recruiting efforts, development and building more inclusive frontline leaders.
- Embrace proven best practices in recruiting by writing inclusive job descriptions and removing identifiers from CVs in initial screening processes. Equip recruiters to search for a range of experiences using objective criteria for success rather than subjective notions of “fit.”

## Survey Objective

Gartner’s eighth annual Women in Supply Chain Survey was conducted from 14 February through 17 March 2023. Gartner surveyed 225 supply chain organization leaders, primarily from companies headquartered in North America, about their companies’ goals and initiatives to improve recruitment, development, retention and advancement of women. We collected baseline data on how many women are in first-line manager, senior manager, director, vice president and executive-level roles within supply chain organizations.

We also asked questions about:

- Representation of women from underrepresented races and ethnicities
- Practices that increase the engagement with, and success of, women in supply chain organizations
- Pay equity plans and transparency
- Frontline engagement practices for women in on-site roles in manufacturing, distribution and transportation
- Attrition challenges and reasons for departure of women

Gartner's primary research partner for this project is AWESOME, a U.S.-based nonprofit organization focused on advancing women's supply chain leadership. <sup>1</sup> We also partnered with boom!, a U.K.-based global community formed to support and link women in the supply chain profession, with membership spanning 30 countries.

## Data Insights

The call to action for gender equality has always been a steady drumbeat over the years of the Women in Supply Chain survey. Years of Gartner and external data have solidified the benefits of these initiatives:

- Companies with above-average diversity have 19 percentage points higher innovation revenue and 9 percentage points higher EBIT margins. <sup>2</sup>
- Diverse organizations see a 12% increase in employee discretionary effort over nondiverse organizations. <sup>3</sup>
- Millennial and Gen Z supply chain talent place greater importance on both the gender and racial/ethnic diversity of their organization. <sup>4</sup>

And yet, the urgency for more gender-diverse organizations has never been so pronounced in the face of a labor shortage. According to Gartner's 4Q22 Global Labor Market Survey, only 24% of supply chain employees are highly engaged and only 38% demonstrate a high intent to stay at their current organizations. <sup>5</sup> CSCOs cannot simply react to turnover, particularly of women. Gender equality initiatives will be a necessary proactive approach to meeting the work demands of today and tomorrow.

## Representation Levels of Women in Supply Chain Make a Resounding Comeback

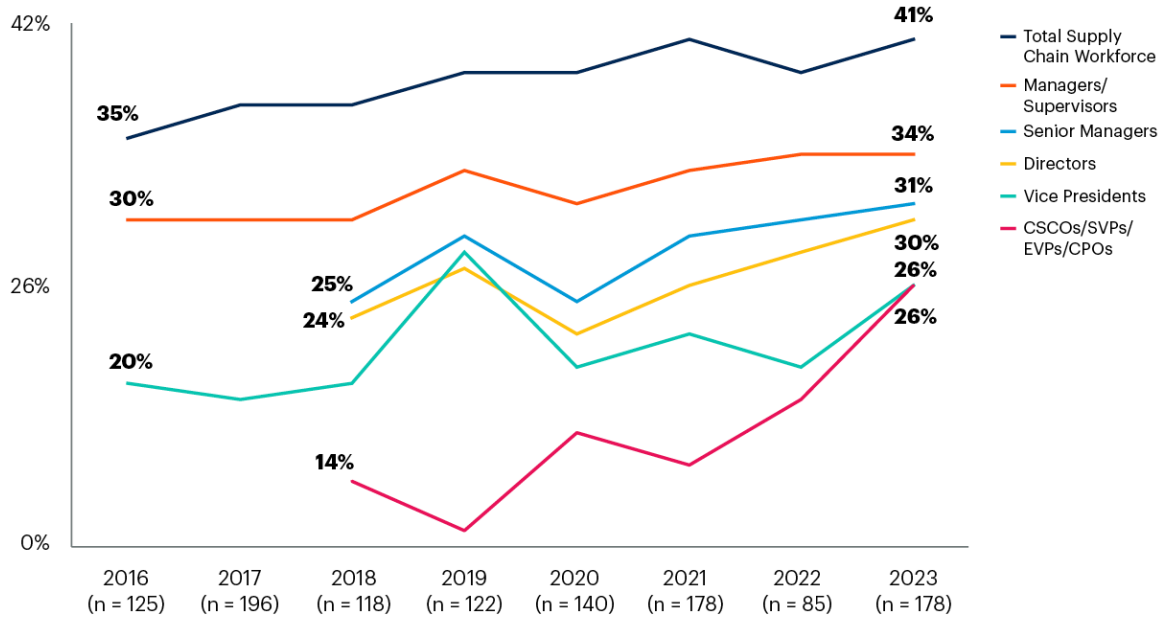
But first, it's time for celebration. Women officially make up 41% of the total supply chain workforce, which was the all-time high that we saw in 2021 as well (see Figure 1). And this year's survey shows progress or maintenance at every level of leadership, with a notable 5% jump at the vice president level.

Most exciting of all: women now make up a record-breaking 26% of the C-suite and executive leadership levels. While 2022 showed mostly stasis in representation of women across supply chain levels, 2023 showcases remarkable strides.

Figure 1: Representation of Women in Supply Chain Increased at Almost All Levels of Leadership

**Representation of Women in Supply Chain Increased at Almost All Levels of Leadership**

Mean Percentage



n = end-user respondents

Q. Thinking about all the full-time employees in your supply chain organization/business unit, what percentage is female?

Q. (Managers/Supervisors), Q. (Senior Managers), Q. (Directors), Q. (Vice Presidents)

Source: 2023 Gartner Women in Supply Chain Survey

Note: 2019 onwards, excludes revenue <\$100 million, Senior Managers/Directors not available in 2016,2017; CSCOs/SVPs/EVPs/CPOs calculated based on open-end title of most senior woman

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This picture of progress makes sense for a few different reasons. Since 2020, the percentage of organizations with no objectives or goals for gender equality has steadily declined, hovering at or under 30% of organizations. Supply-chain-owned initiatives have also increased in popularity since 2020, with fewer and fewer organizations relying on enterprisewide initiatives alone. These years of emphasis and investment on the part of supply chain leaders are finally paying off in a big way.

There's even reason to continue to be hopeful for the future. A clear finding this year was that when there is a woman in the most senior role in supply chain there is more likely to be a higher percentage of women in the total workforce and at all leadership levels. This has incredible implications for supply chain leaders making concerted efforts to improve representation of women at the highest levels of the organization.

It also suggests that we're likely to continue to see improvements in representation over the coming years. Respondents indicating that a woman held their most senior position in supply chain were most likely to say that the leadership position was at the vice president level. And with one in four women sitting at this level in supply chain we may very well see this positive representation relationship play out in the near future.

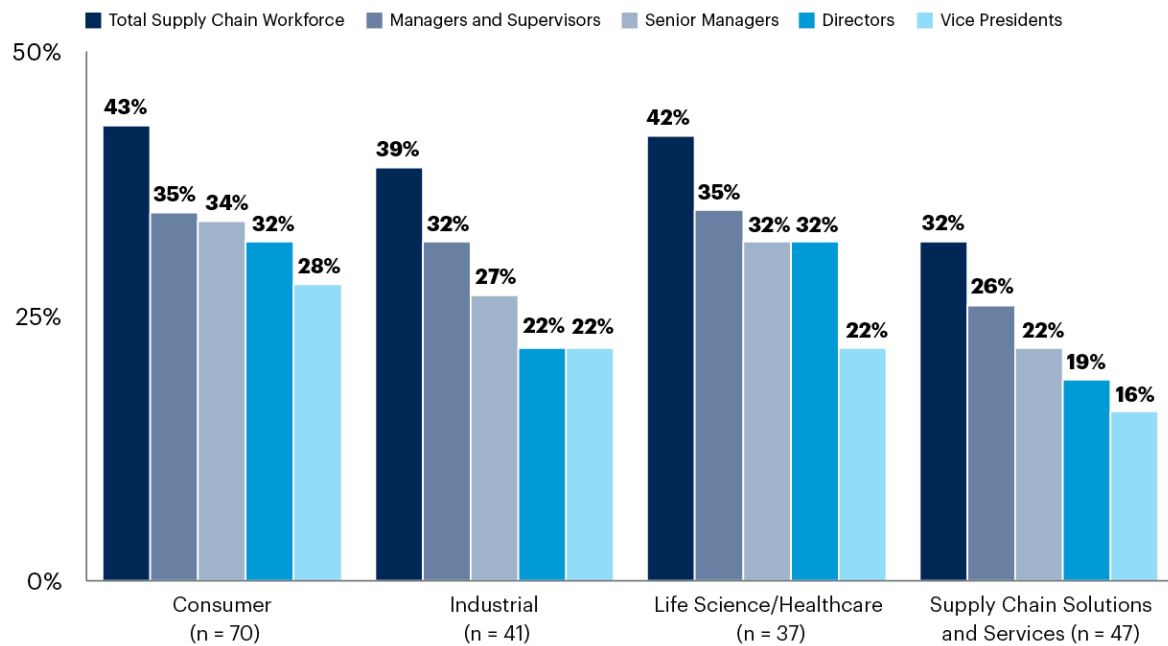
This is supported by research beyond Gartner's as well. For example, the Gender Action Portal from Harvard University found that hiring women into senior leadership positions is associated with a reduction in gender stereotypes in organizational language. This can lead to the organization embracing language of women's leadership competencies, making them more likely to hire additional female leaders. <sup>6</sup>

That isn't to say that there isn't still work for supply chain leaders to do. As the corporate ladder advances, the proportion of women leaders declines. This is one trend that neither the supply chain nor any individual sector has been able to shake. The percentage of women in the total supply chain workforce is highest in the consumer segment, while supply chain solutions and services providers continue to lag behind other sectors, as has been the case in prior years (see Figure 2).

Figure 2: The Consumer Segment Leads in Representation Across Industries

**The Consumer Segment Leads in Representation Across Industries**

Mean Percentage



n = end-user and supply chain solution respondents

Q. Thinking about all the full-time employees in your supply chain organization/business unit, what percentage is female?

Q. (Managers/Supervisors), QA03A (Senior Managers), QA03B (Directors), QA04 (Vice Presidents)

Source: 2023 Gartner Women in Supply Chain Survey

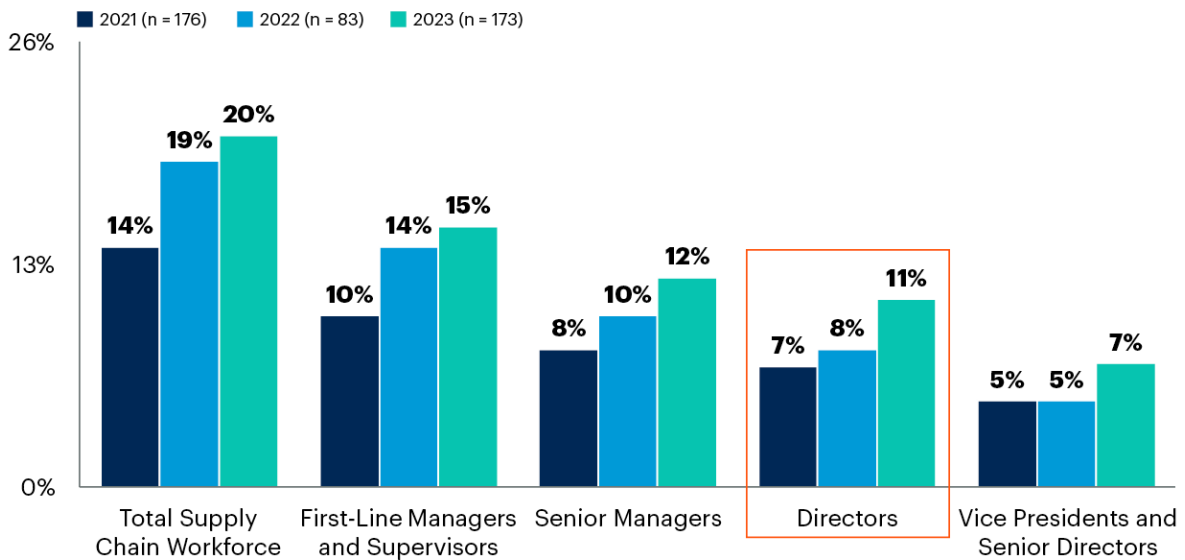
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Similar to the trend seen for women overall, the representation of women of underrepresented races and ethnicities (see Note 1) charts an equally positive trajectory. Women of underrepresented races and ethnicities now make up 20% of the supply chain workforce overall, which is similar to the percentage that comprises the U.S. labor force (20.3%).<sup>7</sup> Most encouragingly, we see an increase in the representation of women of underrepresented races and ethnicities at all levels, with the most significant jump at the director level (see Figure 3).

Figure 3: Women of Underrepresented Races and Ethnicities Increased in Representation at All Levels

**Women of Underrepresented Races and Ethnicities Increased in Representation at All Levels**

Mean Percentage



n = 173, end-user respondents

Q. Thinking about all the full-time employees in your supply chain organization/business unit, what percentage is female?

Q. (Managers/Supervisors), QA03A (Senior Managers), QA03B (Directors), QA04 (Vice Presidents)

Source: 2023 Gartner Women in Supply Chain Survey

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In terms of sector performance, the healthcare and life science industry has the largest percentage of women of underrepresented races and ethnicities across the total supply chain workforce at 28%. Women of color make up 20% of the industrial supply chain workforce and 19% of the consumer-retail workforce. Across industries, the lowest percentage is seen in supply chain solutions and services, at only 14% representation in that total workforce.

As we've seen in previous years of this survey, supply chain commitment to gender diversity has an outside impact on representation. This year, we find that 71% of supply chain organizations have an objective or goal to increase the number of women leaders in supply chain organizations. More importantly, 33% — an all-time high — of those organizations have formal targets and specific goals on management scorecards, which has a direct effect on representation.

The percentage of women making up the total supply chain workforce and the manager or supervisor level is similar whether there are objectives in place or not. But as we go up the corporate ladder, there is a significantly higher percentage of women when there are formal targets to increase the number of women in leadership roles.

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*Supply chain organizations that embed gender equality into management scorecards see a significantly higher percentage of women at their senior manager, director and vice president levels.*

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On average, these organizations see that at least 33% of their leaders at these levels are women. In stark contrast, supply chain organizations with no objective to improve gender equality see representation levels of around 25% for senior managers and 20% for both director and vice president levels. This is a finding that has reverberated through the years of this survey.

### **CSCO Execution Advice**

- Benchmark your own representation levels against the ones in this report to identify opportunities for improvement and for celebration. Uncover key barriers to progression at different phases or stages of a woman's career in your organization.
- Develop women's leadership programs that focus on mentoring, sponsorship and support that encourage calculated career risks, particularly opportunities that involve profit and loss (P&L) responsibility. Enhance visibility of these women leaders in your organization to inspire future leaders.
- Revise succession planning practices. Define a structured assessment approach that focuses on how well a candidate aligns to the capabilities, leadership style and expertise needed to be successful in the role.

### **Women Are Noticeably More Absent From the Front Line and They Demand Flexibility**

Labor shortages and triple-digit annualized attrition in frontline roles have disrupted global supply chains since 2021. While conditions have settled somewhat, the top concerns of CEOs responding to the 2023 Gartner CEO and Senior Business Executive Survey are inflation and the talent shortage. <sup>8</sup>



For many CSCOs, frontline teams in manufacturing and logistics form the cultural heart of their organization, and may comprise the majority workforce. Yet in 2022, more than a third of employers reported attrition rates over 20% for frontline workers, compared to just 13% of employers reporting the same high attrition rates for desk-based workers. <sup>9</sup>

If these CSCOs can hire and retain more women — 50% of the population — this larger labor pool provides a material competitive advantage over those who can't, or don't. What's more, the employee value proposition (EVP) they craft to attract and retain more women will be more attractive to everyone: Gen Z and caregivers of all genders to name two key demographics.

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*Frontline workers are workers whose nature of work requires them to be on a company site or other physical work environment — including vehicles — at least 90% of the time.*

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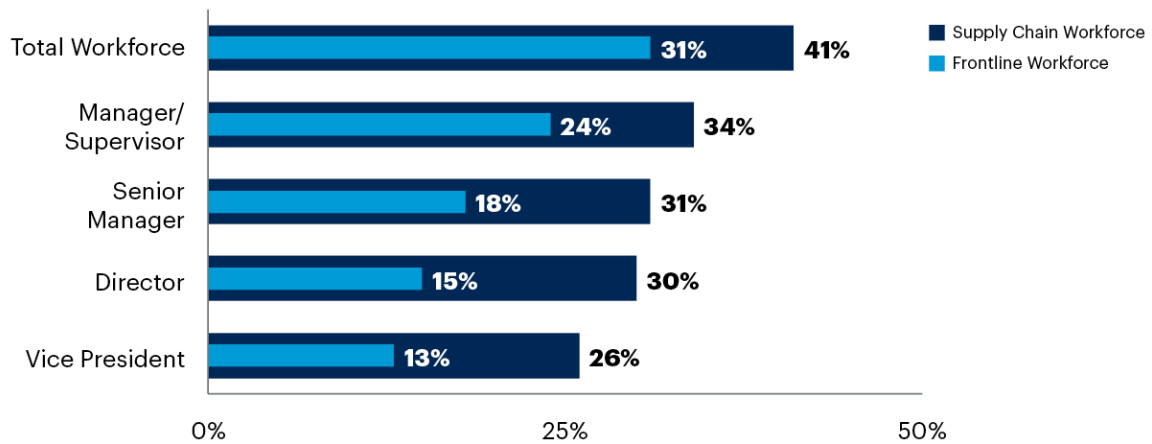
The advancement of women leaders through the physical operations ranks would add crucial experience to the leadership pipeline, which would be material in succession planning forums for senior and C-level jobs. It's not uncommon to find female CEOs of Fortune Global 500 companies in supply-chain-intensive industries that have all spent significant parts of their careers in these roles.

So this year, for the first time, we asked specific questions about women in the frontline workforce generally, and women in frontline management and leadership roles specifically. For the 125 out of 178 responding organizations that have frontline workforces, we found that nearly one in three frontline employees are women (31%), and that the percentage of women declines as we go up the leadership ladder (see Figure 4), with a steeper downward trajectory than we see for the women's leadership pipeline overall (as shown in Figure 1).

Figure 4: Women Are Less Represented in Frontline Supply Chain Roles

**Women are Less Represented in Frontline Supply Chain Roles**

Mean Percentage



n = 178, supply chain workforce; n = 125, end users who have a frontline workforce

Q. Thinking about all the employees on the front line of your organization, what percentage are women?

Source: 2023 Gartner Women in Supply Chain Survey

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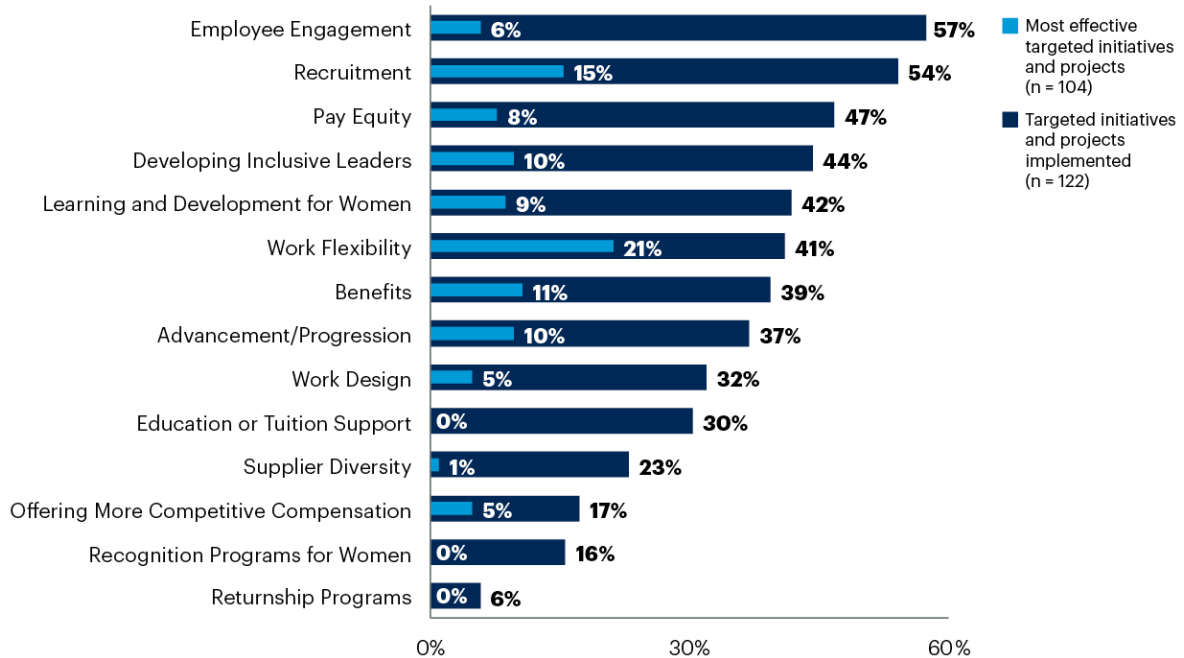


This was not a surprise. Previous surveys of women in manufacturing and logistics, for example, found a similar one-in-three representation, while frontline transportation roles — truck drivers, for example — dip to less than half of that. <sup>10</sup>

With this stake in the ground, we explored scenarios and best practices that led to better frontline recruitment and retention outcomes. As Figure 5 shows, there are over a dozen areas employers could invest in to better attract and retain women in frontline organizations, but a handful emerge as most effective, notably work flexibility. This echoes recent findings from Gartner’s Frontline Worker Experience Reinvented Survey, where frontline leaders said flexibility was their most effective retention investment and third-most effective (behind well-being and compensation) recruitment investment. <sup>9</sup>

Figure 5: Providing Work Flexibility Most Effective Frontline Initiative for Attracting, Retaining Women

**Providing Work Flexibility Most Effective Frontline Initiative for Attracting, Retaining Women**



n = end users who have a frontline workforce

Q. What targeted initiatives and projects are you implementing to recruit, develop, retain and/or advance women in frontline roles?

Q. Which of your targeted initiatives and projects is most effective in recruiting, developing, retaining and/or advancing women in frontline roles?

Source: 2023 Gartner Women in Supply Chain Survey

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That research also showed that flexibility was well-down the list in terms of the frequency it is invested in for frontline women. Employers voiced concern that providing more flexibility will lead to disruption and chaos, even though that is not what we see in our quantitative research or in qualitative case studies, or in outside research.

For example, a \$16 billion food manufacturer that started offering shorter shifts and self-scheduling saw a marked increase in female applicants while it simultaneously reduced triple-digit annualized turnover to 10% and the days it took to fill a position from 30 to 45 down to 10. Other CSCOs can reap these attraction and retention benefits with this kind of “self disruption.”

While flexibility for women on the front line appears to be an imperative, a majority of organizations are investing in employee engagement initiatives such as employee resource groups (ERGs) or diversity, equity and inclusion (DEI) newsletters. And yet only 6% of those implementing these kinds of initiatives see them as the most effective method for advancing gender diversity on the front line. Employee engagement can help to create environments where frontline women will feel a sense of belonging. But flexibility seems to be doing the harder work of attracting and retaining women that are seeking work-life balance.

## CSCO Execution Advice

- Double down on work flexibility offerings for women on the front line. Offer shifts that are shorter than twelve hours as well as the ability to self-schedule. Identify tasks and bodies of on-site work that can be shifted to virtual environments, such as training or team meetings. Give employees more choice over what they work on and who they work with.
- Include women in frontline recruiting and advertising campaign materials and testimonials on career portals, taking care to also highlight benefits they care most about. For caregivers for example, that means dependent care, vision and dental. <sup>11</sup>

## Women Are Not Less Engaged or Quitting More Than Men, But They're Still Leaving

Since 2021 when the global economy began to improve and the job market caught fire again, the focus of the majority of our supply chain talent work with clients has been on retention and engagement in the frontline workforce and for desk-based roles. Over the course of hundreds of client-facing sessions, clients wanted to know what they can do to stem attrition and improve engagement.

We were eager to find out whether there were any differences in engagement and attrition rates at different levels of organizations and between women and men. We found that roughly only half of respondents (40% to 50%) knew and could comment on gender differences. The respondents that did answer these questions reported little difference in attrition levels between women and men and a slightly higher engagement level on average for women, nothing surprising or alarming that would affect CSCOs' DEI strategies.

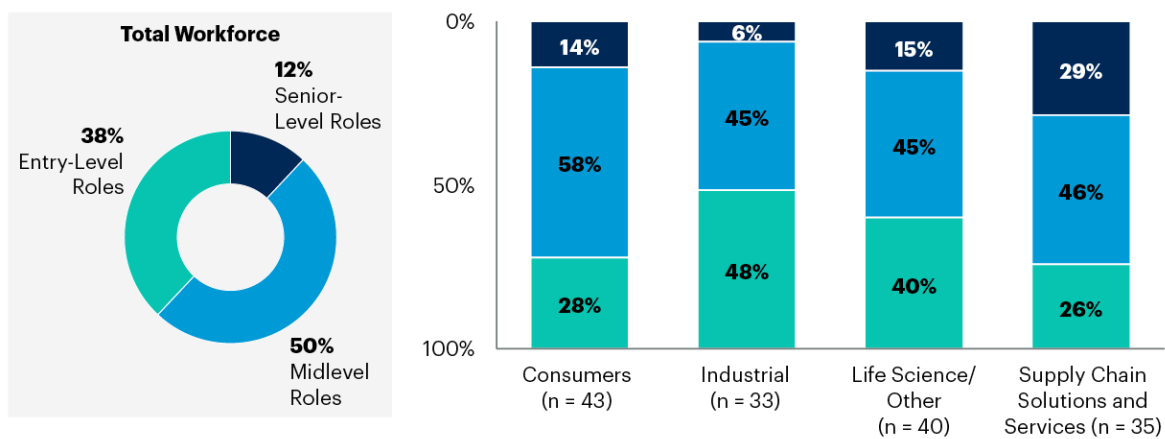
The findings on attrition of women at different points in their careers, however, build on previous findings and highlight midpipeline, midcareer attrition concerns that persist. Even though Figure 1 shows a strengthening middle pipeline, employers indicated that high attrition is still cause for concern.

Figure 6 shows that midlevel roles are seeing the greatest level of attrition — 50% selected this demographic as their greatest pain point. This is consistent across sectors, spiking in the consumer-retail segment, where 58% are seeing highest attrition at midlevel roles. Outside of consumer-retail industries and supply chain solution providers, more respondents reported their entry-level roles as also being a significant attrition problem, with entry-level attrition outstripping midlevel roles in the industrial sector.

**Figure 6: Midlevel Roles Have Highest Attrition, Followed by Entry-Level Roles**

### Midlevel Roles Have Highest Attrition, Followed by Entry-Level Roles

Single Response Allowed



n = 116, end-user respondents, excludes don't know

Q. In your supply chain organization, where are you seeing the greatest levels of attrition of women?

Source: 2023 Gartner Women in Supply Chain Survey

Note: Percentages may not add up to 100% because of rounding.

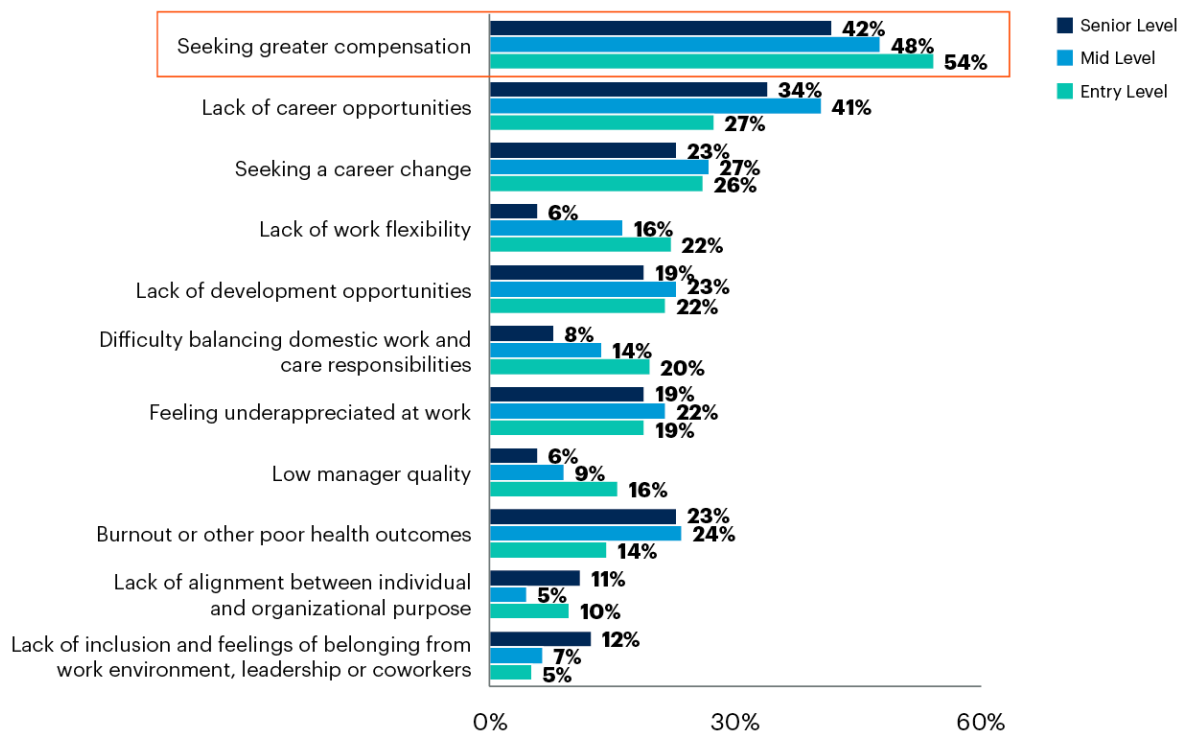
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The most stable segment across sectors is senior-level roles, with only 12% on average reporting this is their highest attrition area. Supply chain solution providers are more likely to report higher senior-level attrition, which may have to do with the marked downturns this past year among the tech solutions, consultants and supply chain service providers that make up that segment. You can save a lot by offering early retirement or laying off senior staff.

But most importantly, we saw a significant shift in why women are leaving that may require urgent updates to current talent strategies. In 2021 and 2022, the primary attrition drivers were career advancement by a large margin, followed by development opportunity and compensation. In 2023 greater compensation is overwhelmingly the top reason that women have left the organization at all levels, while lack of career opportunities was the second biggest reason (Figure 7).

**Figure 7: Greater Compensation Is the Main Reason Women Leave at All Levels**

**Greater Compensation Is the Main Reason Women Leave at All Levels**  
Multiple Responses Allowed



n = 153, end-user respondents

Q. What are the top reasons why women are leaving your organization?

Source: 2023 Gartner Women in Supply Chain Survey

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This comes as no surprise in an environment where, according to our 4Q22 Global Labor Market Survey, supply chain employees are expecting a 10.4% increase in total compensation when switching jobs. And they're only expecting a 4.9% merit pay increase with their current employer. <sup>5</sup> Leaving offers a more significant opportunity for greater compensation.

In 2021 only 24% of respondents said compensation was a top reason women were leaving. That jumped dramatically to 43% in 2022 and 48% this year. Beyond pay and career advancement, the primary drivers of attrition for the midlevel contingent were burnout, lack of development opportunities and seeking a career change.

Other notable new findings that emerged from the new questions uncovered nuances for entry-level roles and senior-level roles:

- **For women in entry-level roles**, lack of career opportunities, seeking a career change and lack of work flexibility were additional top reasons for leaving. Balancing domestic work and care was more likely to be a reason for this demographic than it was for midcareer roles or senior-level roles. This makes sense given that 60% of first-time caregivers are Gen Z or millennial which might make up a greater proportion of entry-level positions. <sup>12</sup>
- **For senior-level women**, burnout was a top five reason for leaving. Respondents were less likely to cite lack of work flexibility or difficulty balancing domestic work and care responsibilities as primary drivers of attrition. This may be because they need or want less of these attributes. But it could also be because culturally they're less likely to expect or ask for it based on their career journeys and personal experiences.

## CSCO Execution Advice

- Partner with HR to uncover pay inequities in your organization. Co-develop a plan for bridging the gap, and determine what information you are willing and able to share publicly. Also, find ways to improve pay transparency to ensure women understand the competitiveness of their salaries (see [Embrace Pay Transparency to Attract Critical Talent](#)).
- Retain women at all levels by improving career path visibility and mobility. Identify critical work experiences required to reach new levels of leadership (e.g., leading a cross-functional project) and ensure women are provided greater opportunities to participate in these experiences.
- Ignore burnout at the mid and senior leadership levels at your peril. Women continue to be incredibly productive and successful at these levels, but burnout is real. Use a framework like Gartner's S.A.N.E. (Spot, Assess, Neutralize, Educate) to support teams and leaders (see [Address Burnout by Keeping Employees S.A.N.E.](#)).

## Organizations Seeing Progress Cite Leadership Inclusion, Recruiting and Development for Women

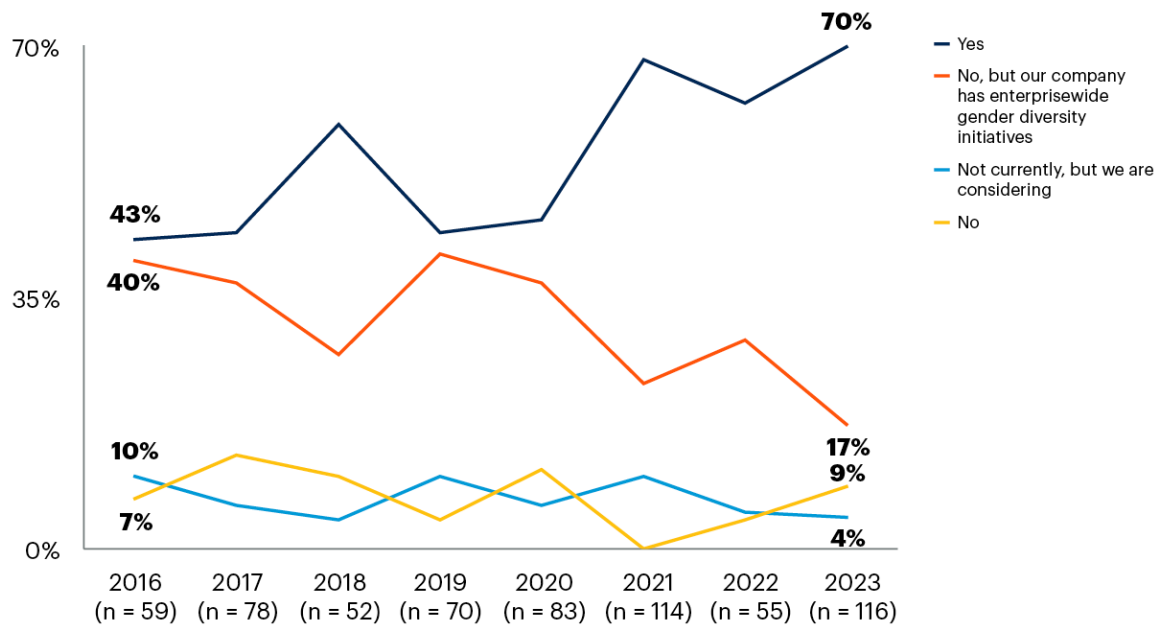
Once supply chain leaders establish gender diversity objectives, what are they doing to achieve them? For other supply chain and business priorities, typically when an objective is set, a project or activity is launched to meet the objective.

Within the subset of respondents who have stated objectives, an all-time high of 70% said their supply chain organization had a targeted initiative focused on women, up a healthy eight percentage points from 62% in 2022 (see Figure 8). Seventeen percent rely on enterprisewide DEI initiatives (a decrease from 29% in 2022), and 4% said they were considering starting a supply-chain-specific one. An all-time low of 9% of respondents said they had no supply-chain-specific initiatives or any intention to get started.

**Figure 8: More Supply Chain Organizations Lead Their Own Initiatives**

### More Supply Chain Organizations Lead Their Own Initiatives

Single Response Allowed



n = end-user respondents

Q. Does your organization have any targeted initiatives to recruit, develop, retain and/or advance women in your organization/business unit?  
Single response allowed.

Source: 2023 Gartner Women in Supply Chain Survey

Note: 2019 onwards, excludes revenue <\$100 million

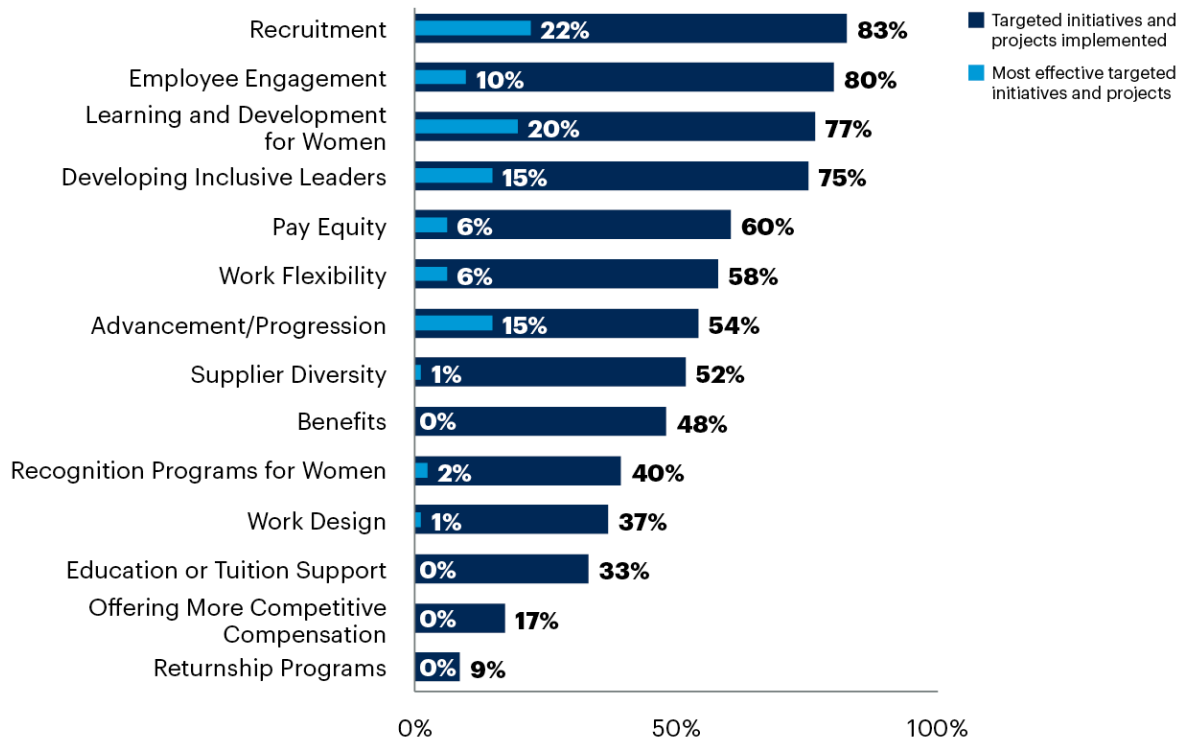
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Of the organizations that have a targeted initiative, there are four types of initiatives that are most likely to receive investment. Of respondents, 83% are investing in recruitment, which might involve reshaping the interview process or removing gendered language from job descriptions. And 80% are investing in employee engagement, which might include investment in ERGs or DEI newsletters. Learning and development programs for women (77%) and broader development of inclusive leaders (75%) round out the top four (see Figure 9).

**Figure 9: Supply Chain Organizations Are Implementing Recruitment, Engagement and L&D Initiatives**

### Supply Chain Organizations Are Implementing Recruitment, Engagement and L&D Initiatives



n = 81, end-user respondents who have targeted initiatives

Q. What kind of targeted initiatives or projects? Multiple responses allowed.

Source: 2023 Gartner Women in Supply Chain Survey

L&D = Learning and Development

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In a recurring theme since 2016 when we launched our Women in Supply Chain Survey, the most common initiatives are typically not the most effective. However, we did see better alignment this year. The most common initiative, recruiting, was also judged to be the most effective. Learning and development for women was a close second. Inclusive development, the most effective initiative in 2021 and 2022 by some margin fell to third place.

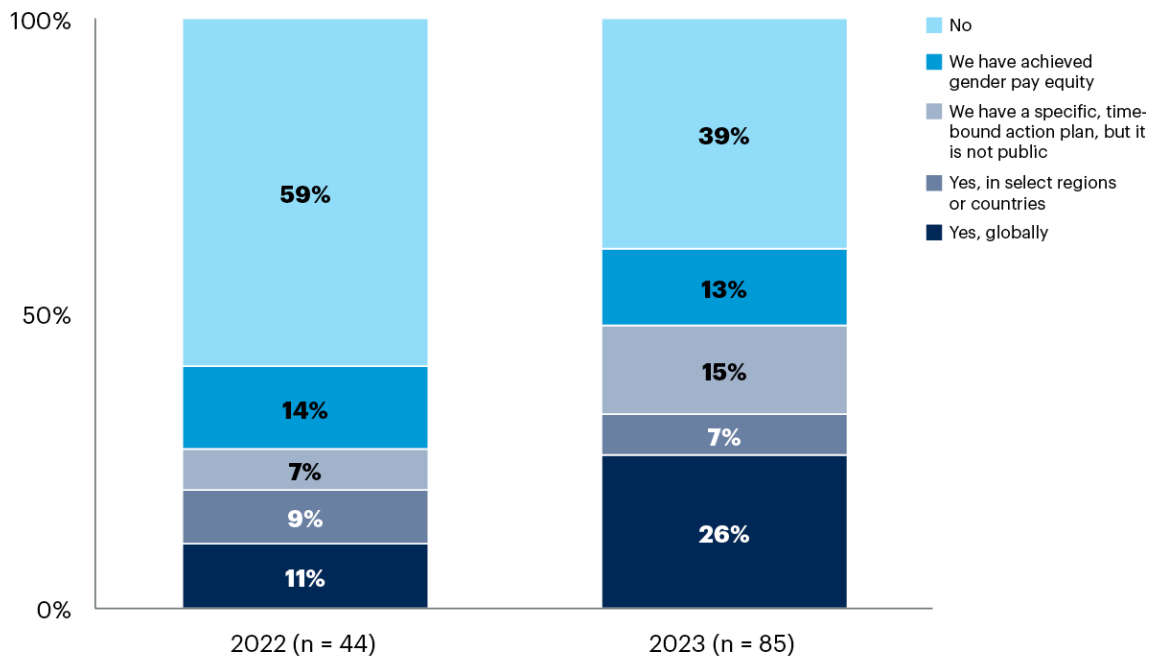
Less than two out of every three supply chain organizations are implementing initiatives focused on pay equity, advancement and progression of women, work flexibility and supplier diversity. Given that pay and progression in particular were called out as top reasons women at all levels are leaving their organizations, Figure 9 demonstrates a clear gap in investment.

Among the end-user organizations who have stated objectives, we asked additional questions about pay equity (see Figure 10). Only 13% say they have achieved gender pay equity. Only 26% share a specific plan to close the gender pay gap, but this was up from just 11% last year. And 39% (down from 59% last year) have no action plan to close their gaps. In a still-competitive labor market where women are even more likely than last year to depart for better pay, these data points reveal a hidden attraction and retention risk.

Figure 10: Similar Levels of Pay Equity Achieved, But Significantly More Respondents Have a Plan to Close Gaps

**Similar Levels of Pay Equity Achieved, But Significantly More Respondents Have a Plan to Close Gaps**

Single Response Allowed



n = 85, end users who have stated objective, excludes don't know

Q. Does your company publicly share a specific, time-bound action plan to close its gender pay gap?

Source: 2023 Gartner Women in Supply Chain Survey

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However, for inspiration on how organizations can address pay inequities created by the hiring process, we can look to Eta Manufacturing\* (\*pseudonym). Eta Manufacturing learned that incoming employees were one of its largest contributors to equity issues. To help ensure equity in salary offers, Eta provided integrated salary guidance for its hiring managers in three steps:

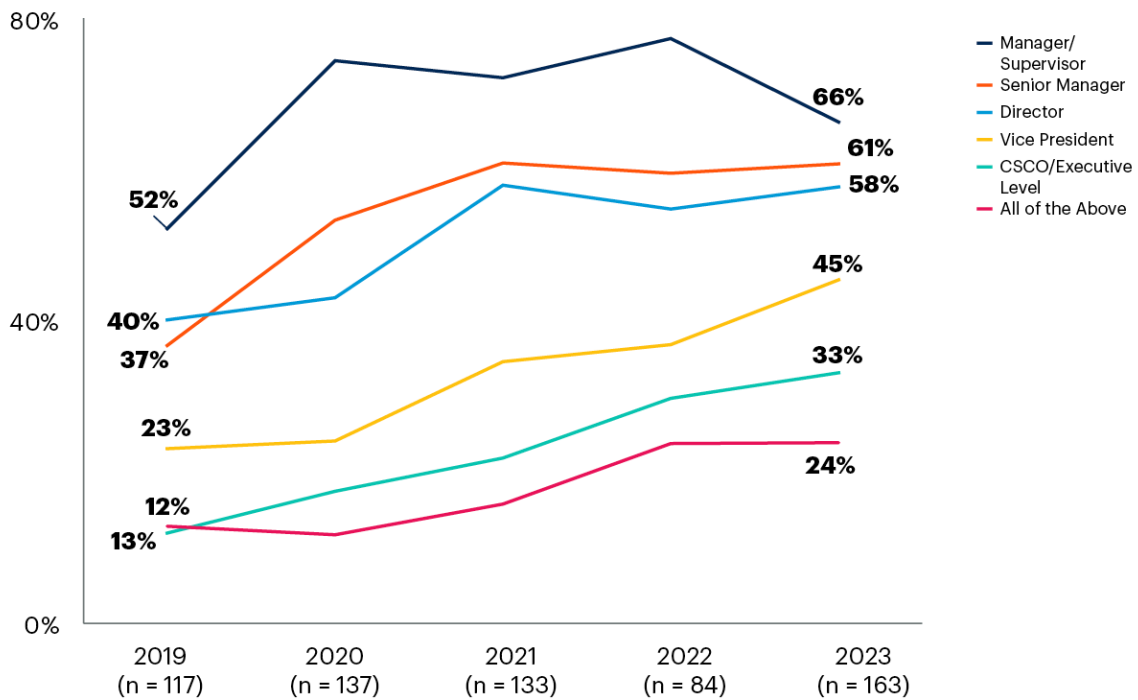
- Know your candidate – Understand the candidates’ skills and experience.
- Know the peer group – Learn the average salaries and years of experience of employees in the same job code within a business division.
- Compare candidates and peers – Evaluate a salary number based on skills and experience among a trusted peer group, and adjust salaries up or down from there.

The new-hire pay guidelines help hiring managers provide a fair and competitive job offer to maintain pay equity and align with Eta’s values. For more cases on pay equity, see [Addressing Pay Equity](#).

Amid pay equity and myriad other initiatives led by supply chain, are they actually paying off? The answer appears to be a resounding “yes.” Roughly one-fourth of end-user organizations have reported improvement in achieving gender diversity and inclusion goals at all levels of the leadership pipeline (see Figure 11). Over half of manager/supervisor, senior manager and director roles are showing improvement in gender diversity and inclusion.

**Figure 11: VP- and CSCO-Level Representation Most Improved**

**VP- and CSCO-Level Representation Most Improved**  
Multiple Responses Allowed



n = end-user respondents

Q. At what levels are you seeing improvement in achieving gender diversity and inclusion in your organization’s supply chain leadership?

Source: 2023 Gartner Women in Supply Chain Survey

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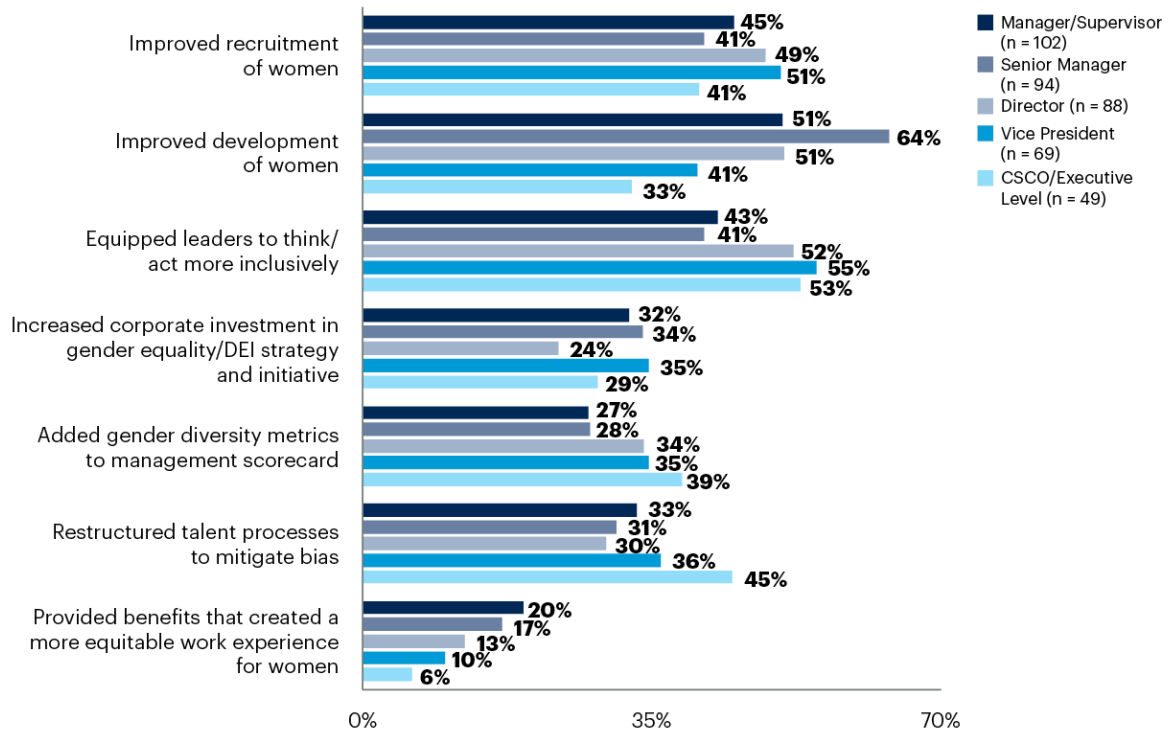
While manager/supervisor level dipped in its rate of improvement this year, end-user organizations are showing increased improvement in gender diversity and inclusion in more senior levels, with the highest improvement being in vice president and CSCO/executive levels. Forty-five percent and 33%, respectively, reported progress at these levels.

Additional insights emerge as we explore progress broken down by level in the organization and the specific reasons for improvement. Different initiatives are more important to different levels (see Figure 12):

- Focusing on development and recruitment of women, but also developing all leaders to lead more inclusively improves representation at the first-line manager/supervisor level.
- Improving the development of women is again the dominant lever for results at the senior manager level.
- Equipping all leaders to think and act more inclusively drives results at the director, vice president and C-level.
- Restructuring the talent process to mitigate bias was a top reason for improvement at the C-level.

Figure 12: Development and Recruiting Help Early to Midcareer Most, Inclusive Leader Development Drives Better Senior-Level Outcomes

**Development and Recruiting Help Early to Midcareer Most, Inclusive Leader Development Drives Better Senior-Level Outcomes**



n = end-user respondents who have seen improvement in these levels

Q. For each level(s) that has shown improvement, please select the top 3 reason(s)? Multiple responses allowed.

Source: 2023 Gartner Women in Supply Chain Survey

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**CSCO Execution Advice**

- Continue to create learning and development programs specifically focused on women in supply chain. Develop allyship programs within supply chain that get men involved in the process either as mentors, coaches or sponsors.
- Restructure talent process to mitigate bias. Target the stages in the recruiting cycle most vulnerable to the influence of bias and create processes that ensure recruiters and hiring managers recognize and mitigate it when making hiring decisions. Redefine how performance or success in a role is defined at the organization.

- Center inclusive leaders' development on easy-to-apply instead of general inclusive behaviors (e.g., sharing credit or providing regular, constructive, informal feedback). Clarify how to apply these behaviors in a hybrid environment (see [Build Hybrid Workplaces That Support Women's Progression to Leadership](#)).

## Evidence

<sup>1</sup> [2023 Gartner Women in Supply Chain Survey](#). This survey was conducted to track progress on attracting, retaining and promoting women in the supply chain profession. The survey was conducted online from 14 February through 17 March 2023 among 225 respondents primarily in North America. AWESOME partnered with Gartner to develop the survey and recruit participants. The sample was augmented with recruitment efforts from social media and Gartner clients. Qualified participants work in organizations that have an internal supply chain organization; organizations where supply chain is a separate business unit, specialty or practice area; or vendors of supply chain services and solutions. Of the 225 respondents, 178 were organizations with internal supply chains, including where supply chain was a separate business unit, specialty or practice area, and 47 were vendors of supply chain services and solutions. Organizations also had to have a minimum of \$100 million in annual revenue.

<sup>2</sup> [How Diverse Leadership Teams Boost Innovation](#), Boston Consulting Group.

<sup>3</sup> [Building the Business Case for D&I in Your Client Groups](#).

<sup>4</sup> [Survey Analysis: What Motivates Supply Chain Employees](#).

<sup>5</sup> [Supply Chain Talent Monitor: Labor Market Update 4Q22](#).

<sup>6</sup> [Hiring Women Into Senior Leadership Positions Is Associated With a Reduction in Gender Stereotypes in Organizational Language](#), Gender Action Portal (GAP).

<sup>7</sup> [Women of Color in the United States \(Quick Take\)](#), Catalyst.

<sup>8</sup> **2023 Gartner CEO and Senior Business Executive Survey.** This survey was conducted to examine CEO and senior business executive views on current business issues, as well as some areas of technology agenda impact. The survey was fielded from July 2022 through December 2022, with questions about the period from 2022 through 2024. One-quarter of the survey sample was collected in July and August 2022, and three-quarters was collected from October through December 2022. In total, 422 actively employed CEOs and other senior executive business leaders qualified and participated. The research was collected via 382 online surveys and 40 telephone interviews. The sample mix by role was CEOs (n = 277); CFOs (n = 95); COOs or other C-level executives (n = 19); and chairs, presidents or board directors (n = 31). The sample mix by location was North America (n = 169), Europe (n = 105), Asia/Pacific (n = 102), Latin America (n = 29), the Middle East (n = 11) and South Africa (n = 6). The sample mix by size was \$10 million in revenue to less than \$50 million (n = 3), \$50 million to less than \$250 million (n = 51), \$250 million to less than \$1 billion (n = 102), \$1 billion to less than \$10 billion (n = 190) and \$10 billion or more (n = 76). Disclaimer: Results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

<sup>9</sup> **2022 Gartner Frontline Workers Experience Reinvented.** 2022 Gartner Frontline Worker Experience Reinvented Survey: This survey was conducted to identify the employee value proposition elements that best attract, support, engage and retain frontline workers. In addition, the survey sought to determine whether they also improve business performance and discover how digitalization and automation efforts at the front line relate to positive outcomes in employee experience and business performance. The survey was conducted online from July through August 2022 among 405 respondents from North America (n = 155 in the U.S. and Canada), Europe (n = 136 in Germany and the U.K.), Latin America (n = 60 in Brazil) and Asia/Pacific (n = 54 in India). Respondents' organizations had \$100 million or more in 2021 enterprisewide annual revenue and 1,000 or more employees. Industries surveyed included healthcare providers, high tech (IT), manufacturing, retail, energy, transportation, telecom, utilities, supply chain or distribution, healthcare life sciences, and services. Respondents were required to be first-line managers or higher with a minimum of six frontline workers directly reporting to them. Managers of teams must be in a specific physical location (on-site) or in field service (proximity to perform their work). Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

<sup>10</sup> [The Future of Women in Logistics](#), JobsInLogistics.com.

<sup>11</sup> [How to Meet the Total Rewards Preferences of a Diverse Workforce.](#)

<sup>12</sup> [60% of First-Time Caregivers Are Gen Z Or Millennial, New Study Shows](#), Forbes.



## Note 1: Definition of Women of Underrepresented Races and Ethnicities

Women of underrepresented races and ethnicities include employees who are one of the following:

- Asian
  - Black/African/Afro-Caribbean
  - Hispanic/Latinx
  - Native American/First Nations
  - Middle Eastern/North African
  - Roma
  - Pacific Islander
  - Multiracial-ethnic
- 

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[5 Ways to Demonstrate Allyship in the Workplace](#)

[2022 Women in Supply Chain Survey Reveals Midpipeline Progress and Global Organizational Prowess](#)

[3 Ways to Convert DEI Pushback Into Allyship](#)

[Address Pay Equity by Rebuilding Employees' Trust](#)

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