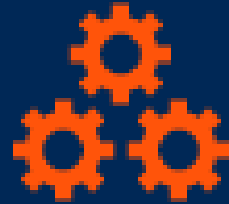**Gartner**

2024 Gartner/AWESOME
Women in Supply Chain Survey

July 2024

2024 Headlines

Progress Plateaus

Frontline Women Advance

Reduced Supply Chain Commitment & Ownership

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Survey Objective

- **2024 Gartner/AWESOME Women in Supply Chain Survey:** This study was conducted to track progress on attracting, retaining and promoting women in the supply chain profession and drill down on best practices. This is the ninth year the survey has been conducted.

- The survey was conducted online from 14 February through 25 March 2024 among 214 respondents from North America (n= 149), EMEA (n= 53), and Asia/Pacific (n= 12). AWESOME partnered with Gartner to develop the survey and recruit participants. The sample was augmented with recruitment efforts from social media, Gartner clients and from boom!, a U.K.-based online community for women in supply chain.

- Qualified participants worked 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, reflecting the total supply chain ecosystem. Of the 214 respondents, 180 were organizations with internal supply chains, and 34 were supply chain business or technology services and solution providers. Organizations also had to have a minimum of $100 million in annual revenue.

- The survey was developed collaboratively by AWESOME and a team of Gartner analysts who research and provide thought leadership on supply chain talent and organization best practices and was reviewed, tested and administered by Gartner's Research Data Analytics team.

- **Disclaimer:** The results of this study do not represent global findings or the market as a whole, but reflect the sentiment of the respondents and companies surveyed.

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Overview

- To help CSCOs benchmark and improve attraction, development, promotion and retention of women in their organizations, Gartner and AWESOME have fielded the Women in Supply Chain Survey since 2016.

- We survey supply chain organizations globally at companies with $100M+ in revenue, across supply chain organizations in the consumer/retail, industrial, and life science/healthcare sectors. We also survey supply chain solution providers.

- We hypothesized that 2023's momentum would continue, representation would increase. We expected growth in commitments, supply chain leadership and accountability.

- We saw instead a plateau overall across pipelines, driven by a decrease in formal goals and supply chain leadership, as well as eroding commitments to pay equity.

- While life sciences and supply chain providers improved representation at all levels and representation of women in frontline roles noticeably improved, representation in consumer/retail and industrial sectors decreased.

- Should decreased commitment continue, we expect flat or diminished progress in 2025 in representation, pay equity and retention.

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Key Findings

- The percentage of women in the supply chain workforce and across all levels has remained roughly the same since 2023. There has been a slight increase in the percentage of women of underrepresented races and ethnicities.

- The big improvements are in representation of women at all levels of frontline workforces, and across pipelines (groups of qualified talent, often organized by level) in the life sciences and supply chain solution provider sectors.

- Decreased supply chain commitment to and accountability for attracting and retaining women, combined with a lower likelihood of leading initiatives, accounts for slowing progress. Reduced commitment to pay equity is not helping.

- Supply chain organizations continue to struggle with engagement and attrition, particularly in middle management roles. The top reasons women continue to leave have not changed since last year: better pay and career opportunities.

- The top three initiatives associated with improvement in organizations' ability to attract, develop, retain and promote women are inclusive leadership development, improved development of women, and improved recruitment.

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Recommendations

- Recommit: to ensure progress, CSCOs must take ownership, set goals, run initiatives to achieve them, and hold each other and their extended teams accountable for these things.

- To improve outcomes across levels, prioritize inclusive leader development, followed by development of women at middle and lower levels, and reduce bias in recruitment processes.

- Reduce higher-than-average attrition of women by addressing their top three challenges: lack of flexibility, bias in recruitment, and lack of equitable access to career opportunities.

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Representation of Women in Supply Chain Organizations Plateaus

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Figure 1: Representation of Women in Supply Chain Is Stable Across Levels

Women in Supply Chain Leadership Roles - YoY Comparison
Mean Percentage
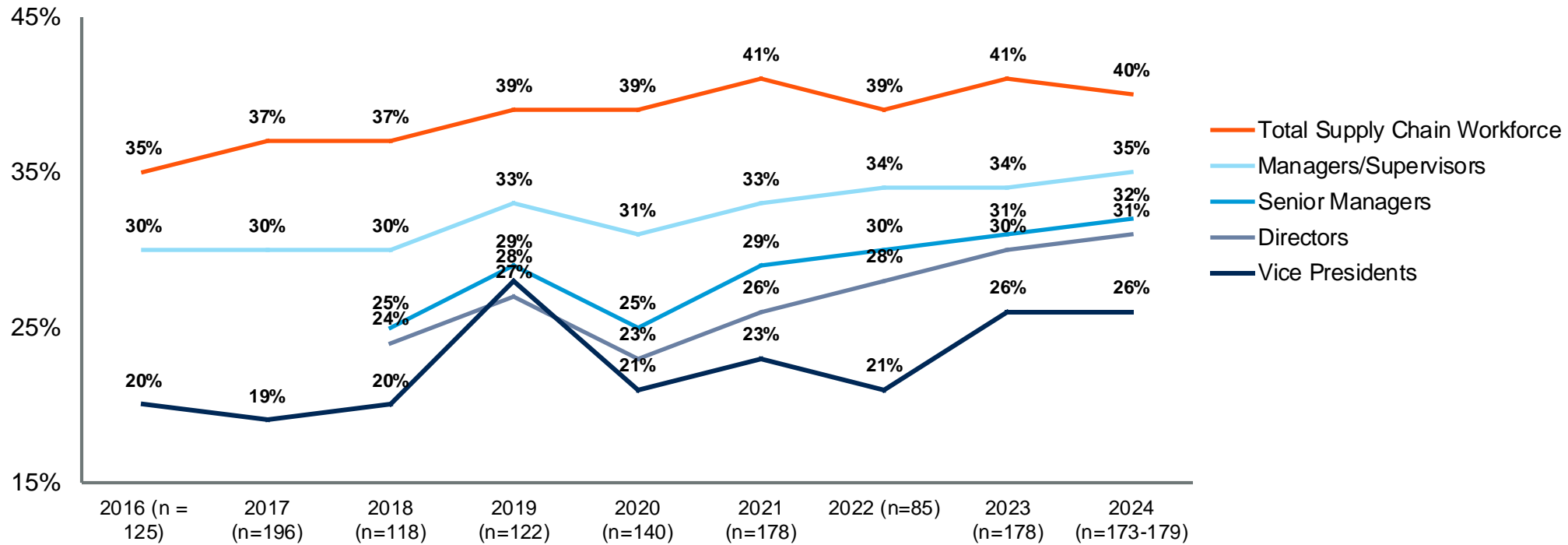
n varies, End-User Respondents

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Figure 2: Representation in Life Sciences & SC Providers Improves; Consumer/Retail & Industrials Soften

Women in Supply Chain Leadership Roles – by Industry
Mean Percentage

- Total Supply Chain Workforce
- Managers/Supervisors
- Senior Managers
- Directors
- Vice Presidents
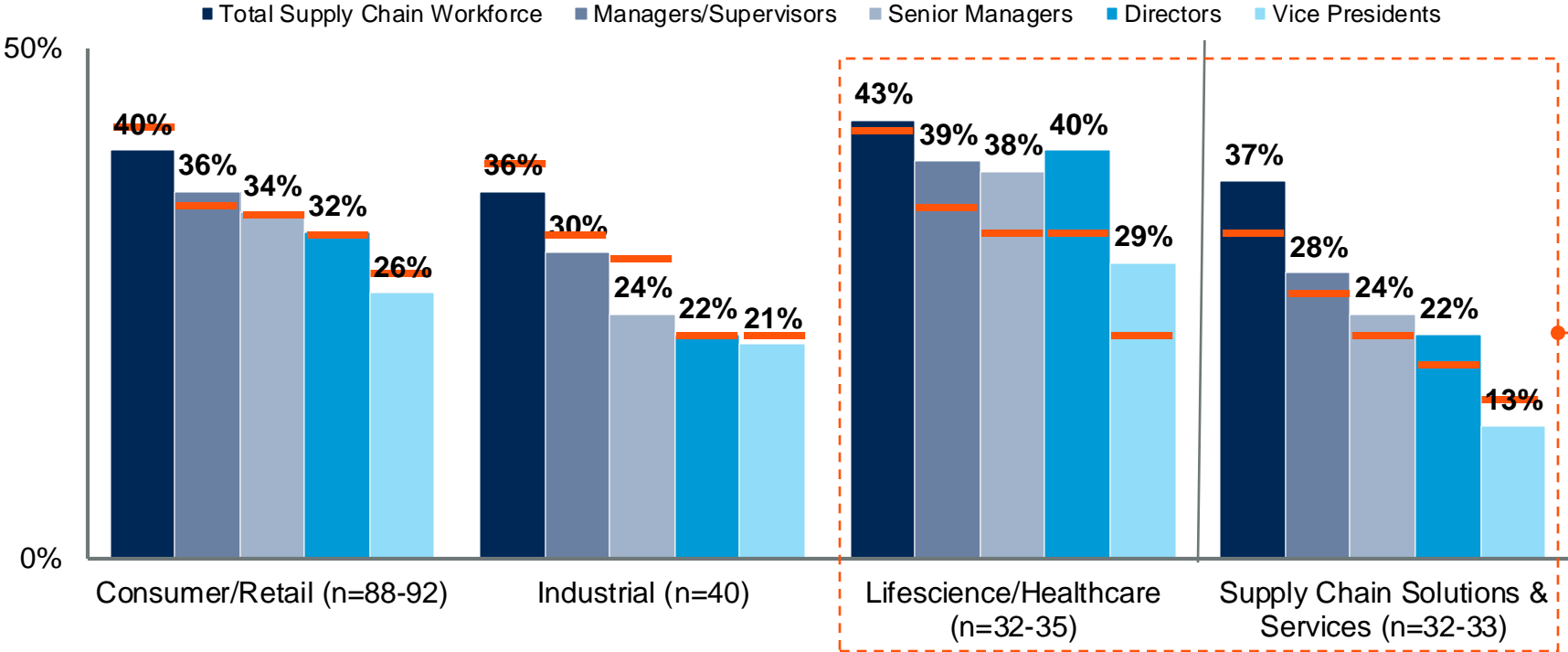
2023 Representation

- Life Sciences: strong growth
- SC Providers: moderate growth

n varies, End-user and Supply Chain Solution Respondents

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Figure 3: Representation of Women of Underrepresented Races and Ethnicities Levels Off

Women of Underrepresented Races and Ethnicities in Supply Chain Leadership Roles - YoY Comparison
Mean Percentage

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Figure 4: Decreased Progress Reported at All Levels, Especially Manager and Senior Manager Levels

Levels Seeing Improvement in Gender Diversity and Inclusion – YoY Comparison
Multiple Responses Allowed
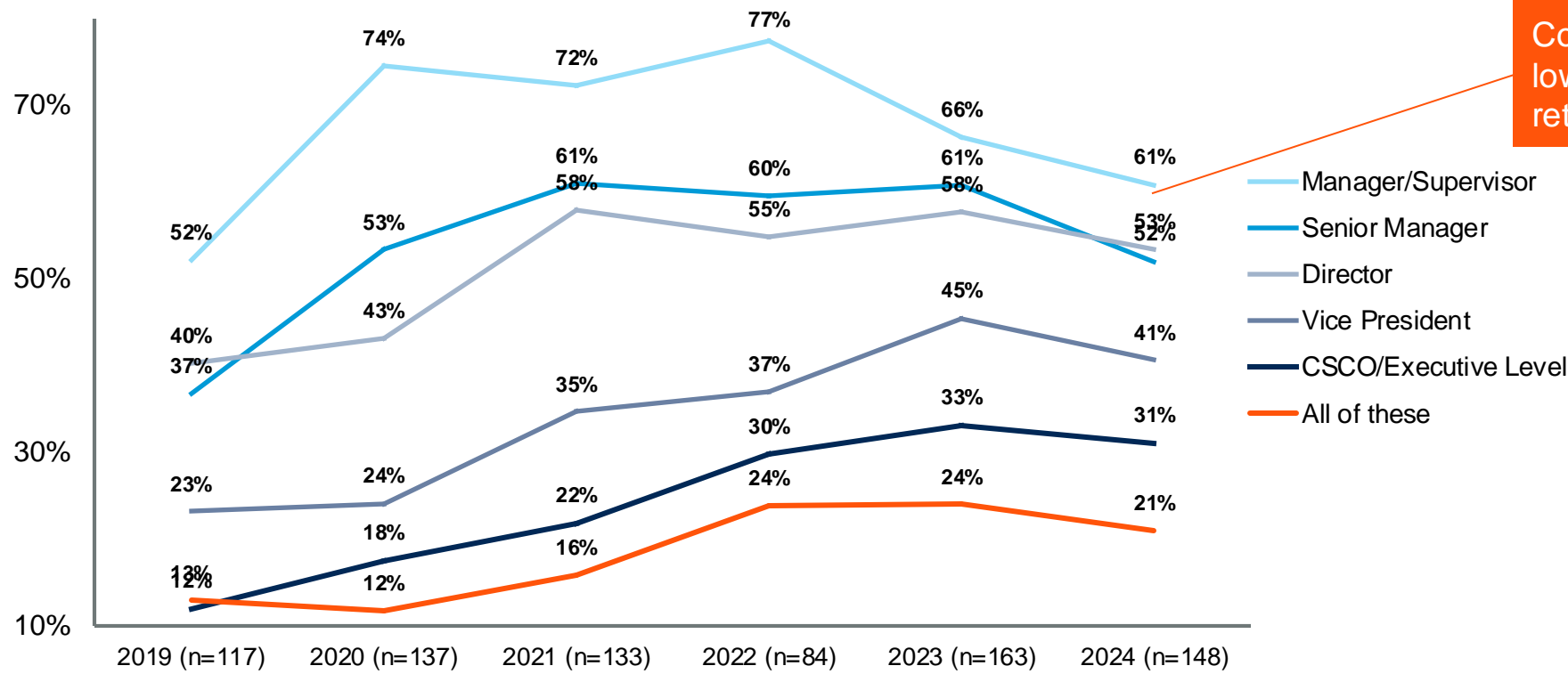
Concern that deteriorating progress at lower levels will negatively affect retention and middle of pipelines, later

Legend:
- Manager/Supervisor
- Senior Manager
- Director
- Vice President
- CSCO/Executive Level
- All of these

X-axis: 2019 (n=117), 2020 (n=137), 2021 (n=133), 2022 (n=84), 2023 (n=163), 2024 (n=148)

n varies, 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: 2024 Gartner/AWESOME Women in Supply Chain Survey
ID: 812362

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Frontline Women Advance

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Figure 5: There Are Proportionally More Women in Frontline Roles in 2024 at All Levels

Women in Frontline Roles - YoY Comparison
Mean Percentage
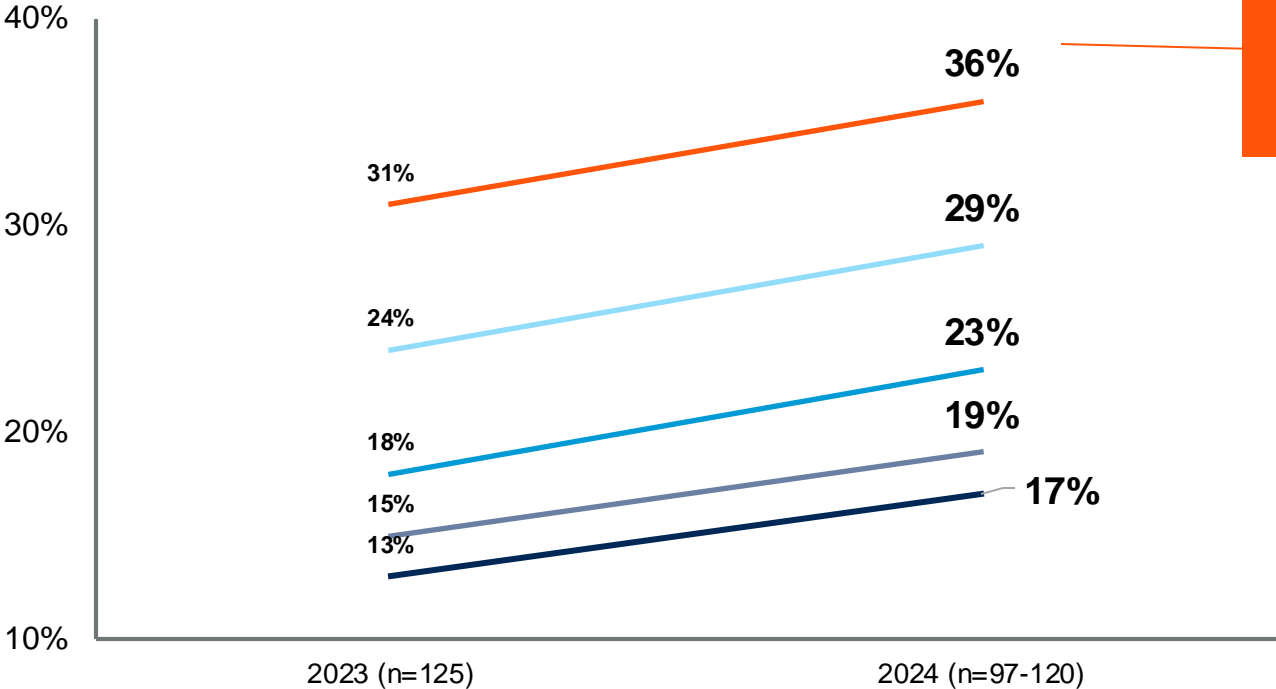
- 5-point increase in women's overall representation in frontline workforces
- Improved representation of women provides experiences critical to succession planning

Legend:
- Total Supply Chain Workforce
- Managers/Supervisors
- Senior Managers
- Directors
- Vice Presidents

Data points:
- Total Supply Chain Workforce: 31% (2023) → 36% (2024)
- Managers/Supervisors: 24% (2023) → 29% (2024)
- Senior Managers: 18% (2023) → 23% (2024)
- Directors: 15% (2023) → 19% (2024)
- Vice Presidents: 13% (2023) → 17% (2024)

X-axis: 2023 (n=125), 2024 (n=97-120)
Y-axis: 10% to 40%

n varies, End-users who have a frontline workforce
Q. Thinking about all the full-time employees on the frontline of your supply chain organization/supply chain business unit/organization, what percentage are women?
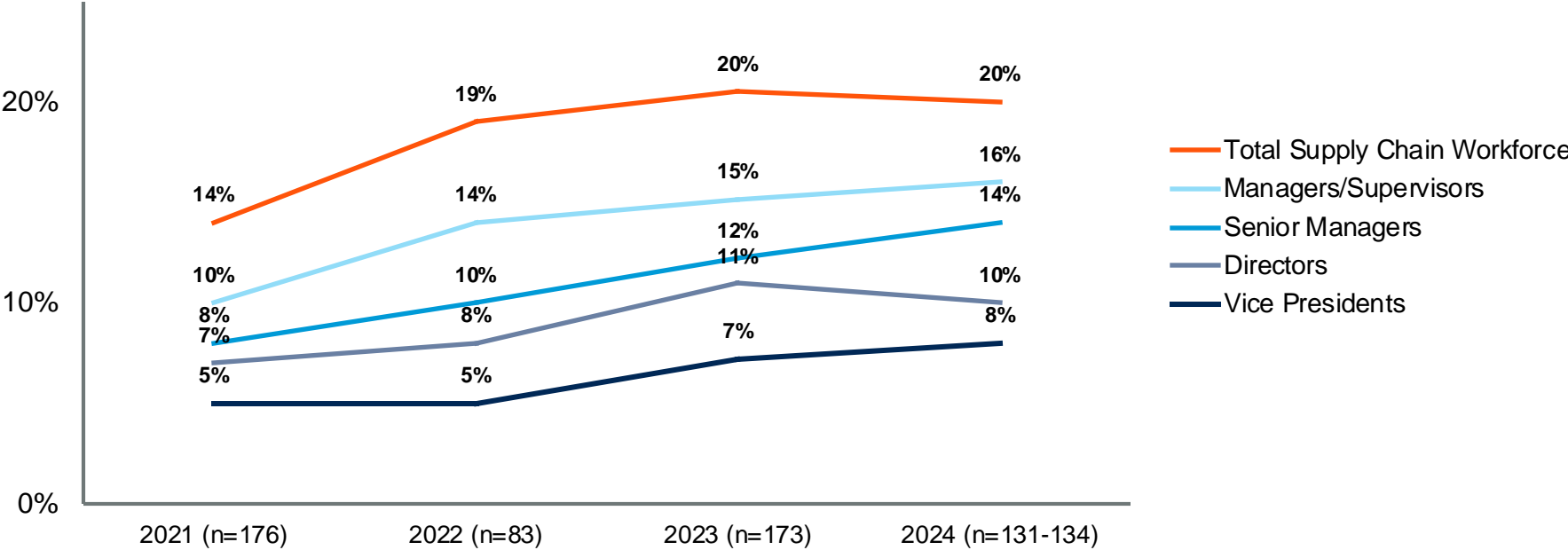Q (Managers/Supervisors), Q (Senior Managers), Q1c (Directors), Q1d (Vice Presidents)
Source: 2024 Gartner/AWESOME Women in Supply Chain Survey
ID: 812362

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Why the Plateau? Reduced Supply Chain Goals, Accountability, Leadership in 2024

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Figure 6: Formal Goals, Accountability Diminished in 2024

Percent of Organizations With Stated Objectives to Increase Women Leaders – YoY Comparison
Single Response Allowed

Legend:
- Yes, there are formal targets and specific goals on management scorecards
- Yes, it has gender diversity as a general objective
- No, there are no objectives in this area

- 4 pt drop in supply chain accountability

Data points:
- 2018 (n=106): 50%, 32%, 18%
- 2019 (n=122): 41%, 41%, 18%
- 2020 (n=134): 43%, 37%, 21%
- 2021 (n=168): 44%, 27%, 29%
- 2022 (n=80): 43%, 30%, 28%
- 2023 (n=166): 38%, 33%, 29%
- 2024 (n=147): 41%, 29%, 29%
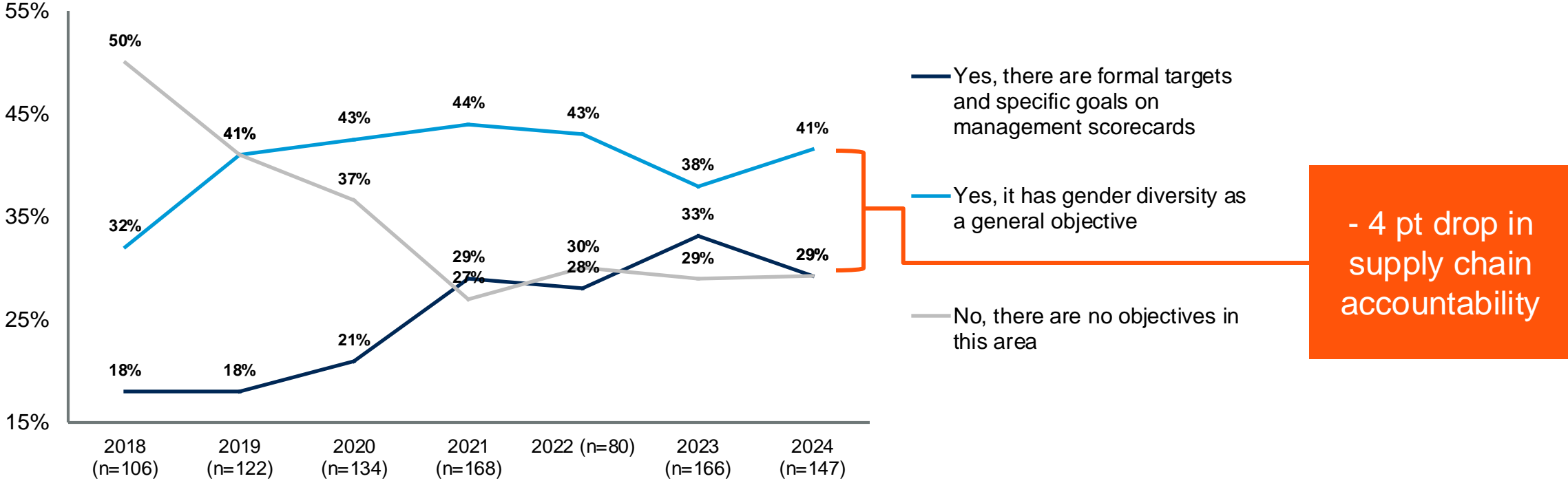
n varies, End-user Respondents, excludes DK

Q. Does your supply chain organization/supply chain business unit/organization have a stated objective to increase the number of women leaders in supply chain?
Source: 2024 Gartner/AWESOME Women in Supply Chain Survey
*Only 2018 includes revenue <$100million
ID: 812362

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Figure 7: 13% Fewer Supply Chain Organizations Lead Their Own Initiatives in 2024

Percent of Organizations with Targeted Gender Diversity Initiatives – YoY Comparison
Single Response Allowed
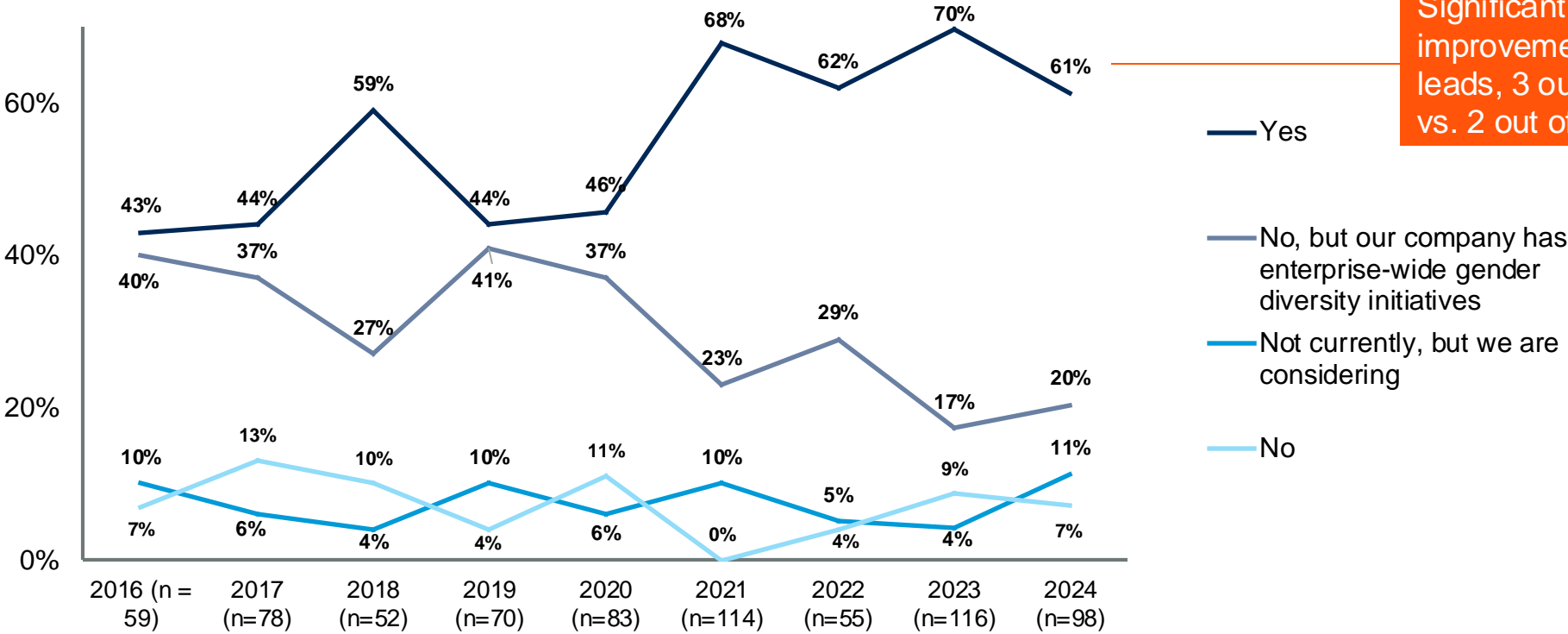
Significant dip is a risk to improvement: when supply chain leads, 3 out of 4 report DEI progress, vs. 2 out of 4 when SC relies on HR

Legend:
- Yes
- No, but our company has enterprise-wide gender diversity initiatives
- Not currently, but we are considering
- No

Data points:

	2016 (n=59)	2017 (n=78)	2018 (n=52)	2019 (n=70)	2020 (n=83)	2021 (n=114)	2022 (n=55)	2023 (n=116)	2024 (n=98)
Yes	43%	44%	59%	44%	46%	68%	62%	70%	61%
No, but enterprise-wide	40%	37%	27%	41%	37%	23%	29%	17%	20%
Not currently, considering	10%	6%	4%	10%	6%	10%	5%	4%	11%
No	7%	13%	10%	4%	11%	0%	4%	9%	7%

n varies, End-users who have stated objective, excludes DK

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Figure 8: Fewer Respondents Have a Plan to Close Pay Gaps

Share an Action Plan to Close Gender Pay Gap-Year Comparison
Single Response Allowed

No

We have a specific, time-bound action plan, but it is not public

Yes, in select regions or countries

Yes, globally

We have achieved gender pay equity

6-pt increase: no plan to close pay gaps

6-pt decrease: public pay equity plan

2022 (n=44)   2023 (n=85)   2024 (n=78)
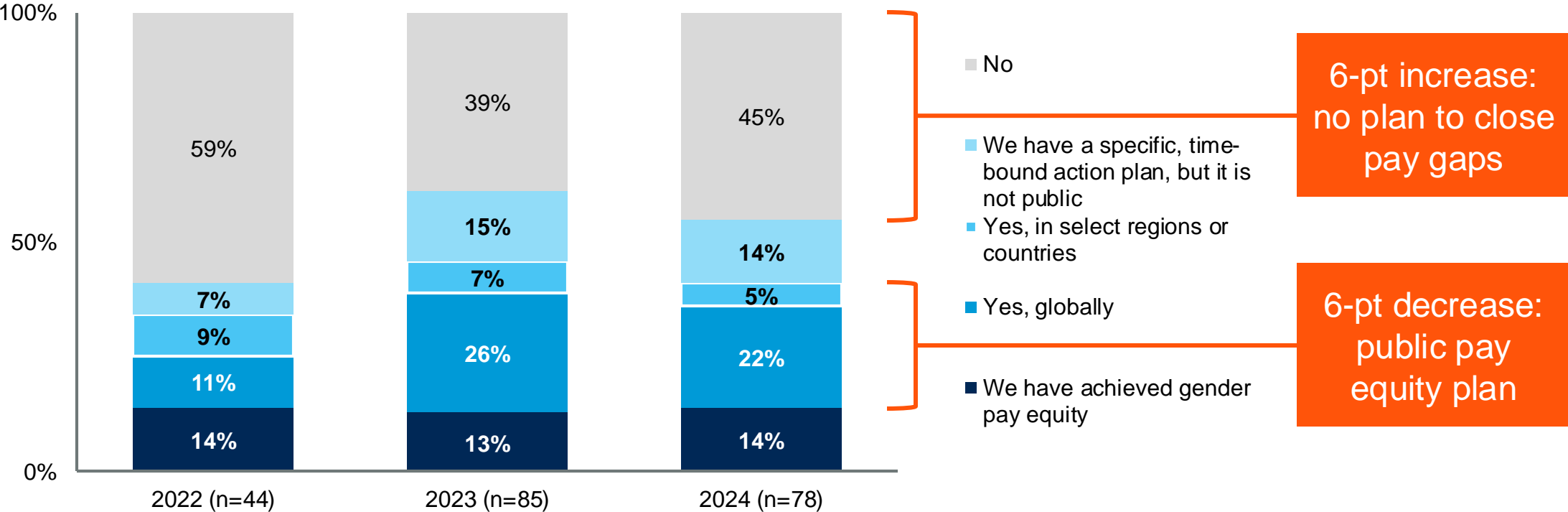
n varies, End-users who have stated objective, excludes don't know
Q. Does your company publicly share a specific, time-bound action plan to close its gender pay gap?
Source: 2024 Gartner/AWESOME Women in Supply Chain Survey
ID: 812362

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Attrition Challenges Persist

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Figure 9: Midlevel Roles Have Highest Attrition, Followed by Entry-Level Roles

Roles showing Greatest Level of Women's Attrition
Single Response Allowed

Senior-level roles 16%
Entry-level roles 28%
Mid-level roles 56%
n = 109

Consumer/Retail (n=52): Entry-level roles 19%, Mid-level roles 60%, Senior-level roles 21%
Industrial (n=31): Entry-level roles 32%, Mid-level roles 61%, Senior-level roles 6%
Life Science/Healthcare (n=26*): Entry-level roles 38%, Mid-level roles 42%, Senior-level roles 19%
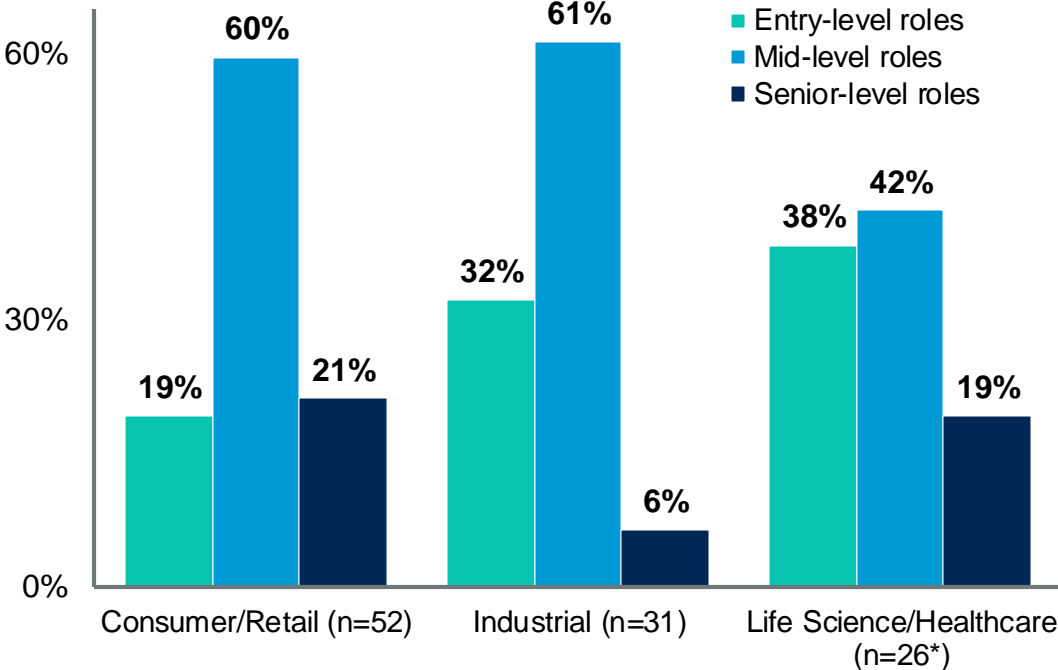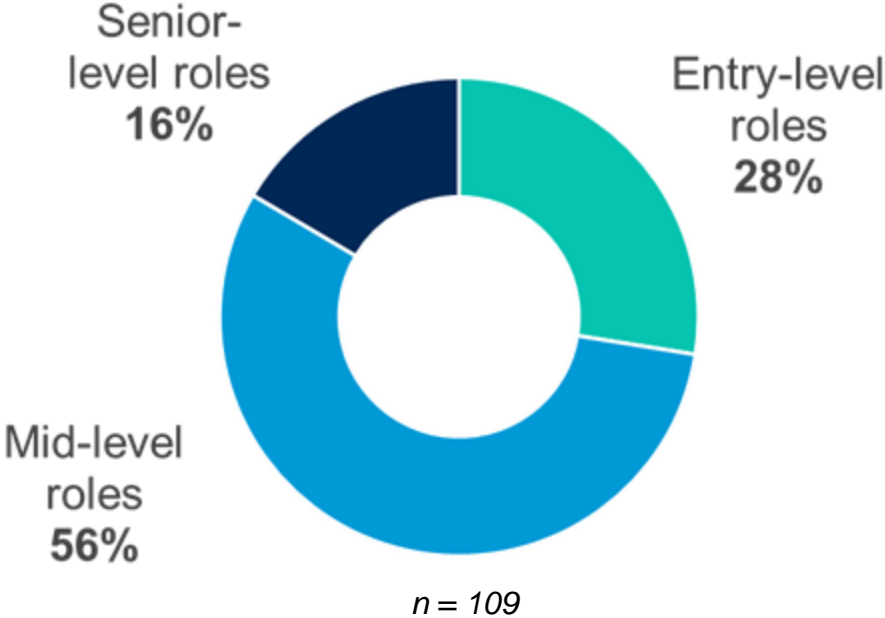
n varies, End-user Respondents, excludes Don't Know

*LOW SAMPLE SIZE. RESULTS ARE DIRECTIONAL
ID:

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Figure 10: Lack of Career Opportunities and Higher Compensation Are the Main Reasons Women Leave

Reasons Why Women Have Left Company
Top 3 Ranks Summary
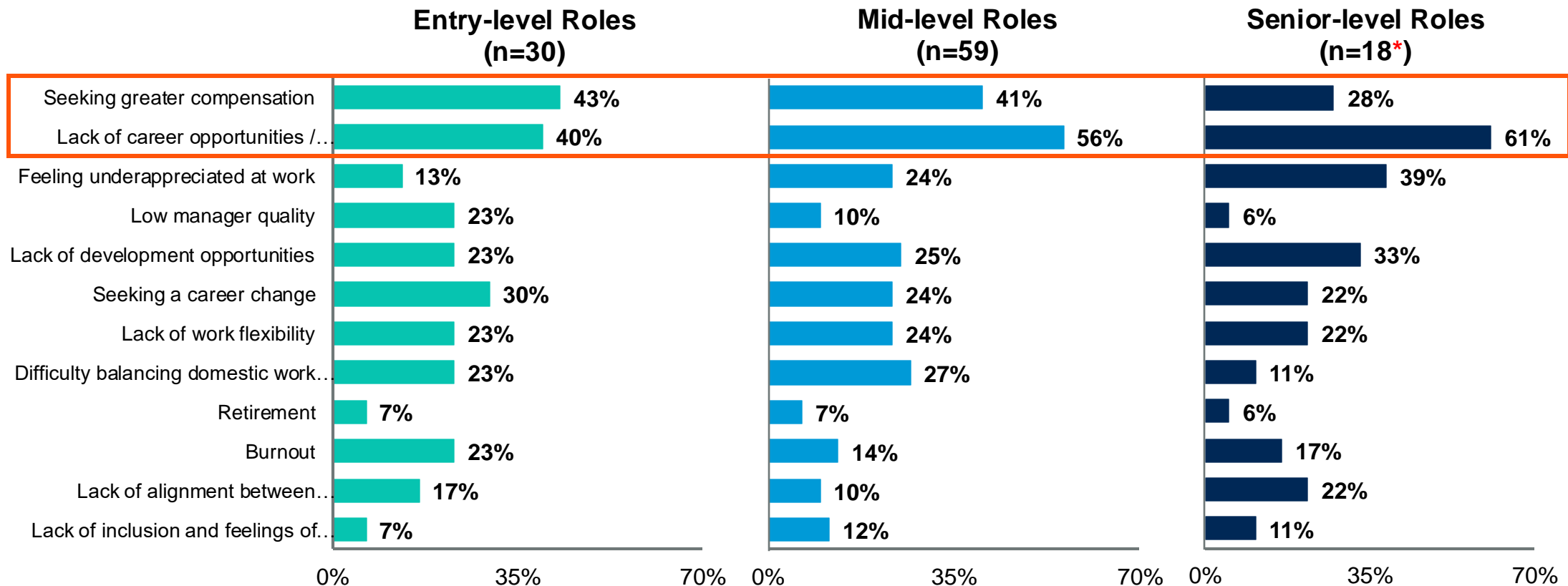
	Entry-level Roles (n=30)	Mid-level Roles (n=59)	Senior-level Roles (n=18*)
Seeking greater compensation	43%	41%	28%
Lack of career opportunities /…	40%	56%	61%
Feeling underappreciated at work	13%	24%	39%
Low manager quality	23%	10%	6%
Lack of development opportunities	23%	25%	33%
Seeking a career change	30%	24%	22%
Lack of work flexibility	23%	24%	22%
Difficulty balancing domestic work…	23%	27%	11%
Retirement	7%	7%	6%
Burnout	23%	14%	17%
Lack of alignment between…	17%	10%	22%
Lack of inclusion and feelings of…	7%	12%	11%

n varies, End-user Respondents

*LOW SAMPLE SIZE. RESULTS ARE DIRECTIONAL

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Most Effective Initiatives for Recruiting, Developing, Retaining & Advancing Women

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Figure 11: Recruitment, L&D and Inclusive Leadership Are Most Effective Initiatives

Kinds of Targeted Initiatives/Projects
Multiple Responses and Top 3 Ranks Summary

Initiative	Most effective	Implemented
Recruitment	55%	82%
Employee Engagement	30%	72%
Learning & Development for women	45%	72%
Developing Inclusive Leaders	37%	68%
Work Flexibility	30%	57%
Advancement/Progression	33%	55%
Pay Equity	12%	47%
Supplier Diversity	5%	42%
Benefits	13%	42%
Recognition Programs for Women	12%	37%
Education or Tuition Support	2%	35%
Work Design	3%	23%
Returnship Programs	3%	15%
Offering More Competitive Compensation	0%	12%
Other		2%

■ Targeted initiatives and projects implemented

■ Most effective targeted initiatives and projects

n = 60, End-user Respondents who have targeted initiatives

Q1. What kind of targeted initiatives or projects?
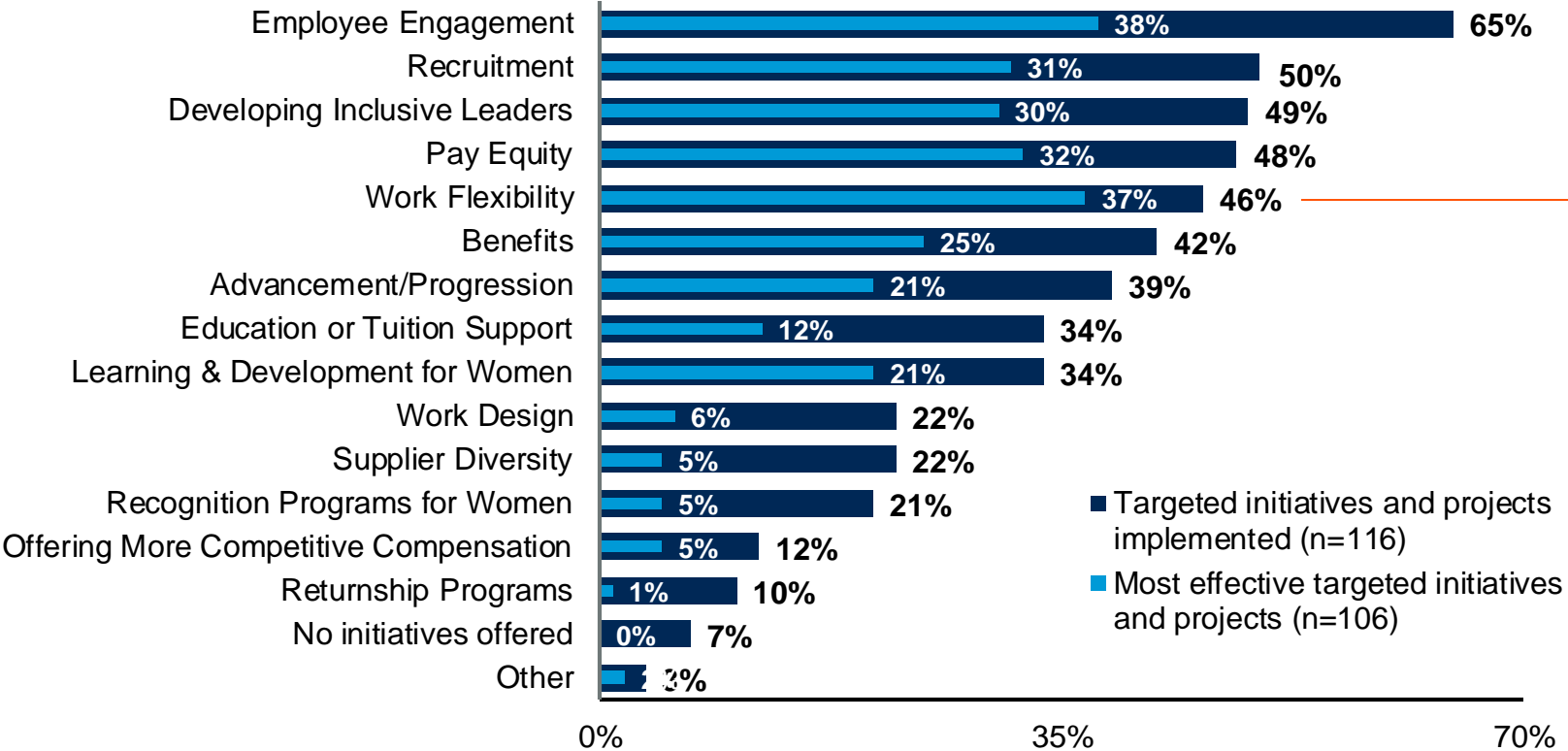Q2. Please rank the targeted initiatives or projects by effectiveness.
Source: 2024 Gartner/AWESOME Women in Supply Chain Survey
ID: 812362

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Figure 12: Providing Work Flexibility Most Effective Frontline Initiative for Attracting, Retaining Women

Targeted Initiatives/Projects for Women in Frontline Roles
Multiple Responses and Top 3 Ranks Summary

Initiative	Most effective (light)	Implemented (dark)
Employee Engagement	38%	65%
Recruitment	31%	50%
Developing Inclusive Leaders	30%	49%
Pay Equity	32%	48%
Work Flexibility	37%	46%
Benefits	25%	42%
Advancement/Progression	21%	39%
Education or Tuition Support	12%	34%
Learning & Development for Women	21%	34%
Work Design	6%	22%
Supplier Diversity	5%	22%
Recognition Programs for Women	5%	21%
Offering More Competitive Compensation	5%	12%
Returnship Programs	1%	10%
No initiatives offered	0%	7%
Other		3%

■ Targeted initiatives and projects implemented (n=116)
■ Most effective targeted initiatives and projects (n=106)

In complementary Gartner research, frontline leaders said flexibility was the top retention investment for ALL employees

n varies, End-users who have a frontline workforce
Q1. What targeted initiatives and projects are you implementing to recruit, develop, retain and/or advance women in frontline roles?
Q2. Please rank the targeted initiatives and projects for recruiting, developing, retaining, and/or advancing women in frontline roles by effectiveness.
Source: 2024 Gartner/AWESOME Women in Supply Chain Survey
ID: 812362

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Figure 13: Development, Recruiting Drive Early & Midcareer Improvements; Inclusive Leader Development for Senior Levels

Reasons for Improvement at Each Level
Multiple Responses Allowed

	Manager/Supervisor (n=82)	Senior Manager (n=70)	Director (n=72)	Vice President (n=53)	CSCO/Executive Level (n=39)
Equipped leaders to think/act more inclusively	**48%**	49%	47%	**51%**	**54%**
Improved development of women	41%	**51%**	**53%**	45%	26%
Improved recruitment of women	43%	40%	44%	38%	41%
Provided benefits that created a more equitable work experience for women	26%	26%	18%	8%	8%
Increased corporate investment in gender equality/DEI strategy and initiatives	21%	23%	29%	32%	36%
Added gender diversity metrics to management scorecards	21%	27%	25%	25%	18%
Restructured talent processes to mitigate bias	35%	29%	36%	36%	36%
Other	1%	-	1%	4%	3%

n varies, End-user Respondents who have seen improvement in these levels
Q. For each level(s) that has shown improvement, please indicate the top 3 reasons.
Source: 2024 Gartner/AWESOME Women in Supply Chain Survey
ID: 812362

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Definitions

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Definitions

- **Diversity:** The collective mixture of differences and similarities that includes, for example, individual and organizational characteristics, values, beliefs, experiences, background, preferences and behaviors.

- **Equity:** Fair treatment and equality of access to opportunity, information and resources, built through identification and elimination of unfair biases, stereotypes or barriers that may inadvertently exclude underrepresented employees.

- **Inclusion:** The achievement of a work environment in which all individuals have equal access to opportunities and resources, and can contribute fully to the organization's success.

- **Talent of Underrepresented Races and Ethnicities (URT):** In North America and Europe, employees who are one of the following: Asian, Black/African/Afro-Caribbean, Hispanic/Latinx, Native American/First Nations, Roma, Middle Eastern/North African, Pacific Islander, Multiracial/Multiethnic, any other indigenous person or person of color

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