

boom!



What the Thriving Supply Chain Professional Needs to Succeed

Survey Results 2022

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Note to readers

Throughout this report you will see quotes like the one you see to the right here. These quotes are drawn from supplemental interviews with survey respondents. We thank everyone who took the extra time to share their thoughts and experiences which certainly add more colour to the overall picture.

“I look for strong, well-communicated leadership that empowers me to make decisions. The senior management at my last company did not understand supply chain, but would not give us the power to make critical operational decisions.”
– Supply Chain Manager (USA)

References

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- 4 [Stressed-Out Supply Chain Managers Are Throwing in the Towel](#), BNN Bloomberg, May 2022
- 5 [How Productive Have Remote Workers Been During Covid?](#), Forbes, May 2021
- 6 [The workers quitting over return-to-office policies](#), BBC, May 2022

Introduction

Throughout the last two or more years of global disruption, the fact that life has continued with relative normalcy, comes in no small part down to the hard work and dedication of supply chain professionals in keeping the supply of goods and related services as robust as possible. Not surprisingly, there has been much focus on building even higher levels of resilience and risk management capability into supply chains to shield against future challenges that are, without a doubt, on their way. But it has not been easy. In some cases it has come at a price, with levels of stress and burnout apparent across the profession.

As global challenges and uncertainties look set to continue, there is a clear groundswell of desire for clear leadership not only to provide vision, strategy, direction and resources, but to answer the call for meeting the more human needs of supply chain professionals. In pursuit of that, this report documents the findings of our annual survey, which this year set out to discover what supply chain professionals need to succeed – to thrive – in their careers. The answers may appear quite simple, but as with many things, the devil is in the detail.

We would like to thank everyone who contributed to this research project, from the many supply chain, procurement and operations leaders who gave their time so willingly to share their thoughts, to those who completed the survey itself, to those who stepped forward to share their personal experiences in interviews – their thoughts are highlighted in quotes throughout this report.

We would also like to thank Kinaxis for their generous sponsorship of this independent research study. Thank you also to Matt Spooner of Kinaxis, Jason Breault of LifeWork Search, and Caroline Crotty of Pod Talent, for sharing their analysis of the survey results in a webinar which accompanies this report, the replay of which is available at www.boomglobalnetwork.com/survey2022replay.html

Finally, thank you for reading this report. We hope you find the results of the survey useful and that they will help inform and share your own unique strategies and approaches as supply chain leaders, managers, and colleagues.

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Are you ready to hire tomorrow's talent today?



The hunt for critical supply chain talent is more vigorous than ever, and like most of the supply chains they run, demand is at an all-time high while supply is constrained. Executives consistently rank finding and retaining employees as one of their top supply chain challenges. So as you prepare to onboard new hires, are you ready to answer the questions they will have?

Since launching the Kinaxis Academic Program in March of 2020, we have delivered virtual guest lectures to more than 7000 students across multiple continents. Students listened with high engagement, because their syllabus was now headline news. Three themes emerged in student questions that mirror those of their future peers.

Will you lead me into the future?

Students want to know how real supply chains respond to disruption. They ask about the role of change management in the now-accelerating digital transformation, whether practices like lean would die, the use of AI, and sustainability. Questions from tomorrow's leaders match top topics today's supply chain professionals cited in the boom! survey say they want to learn more about to succeed in their career: sustainable supply chains (42%), advanced analytics (35%), and digital transformation (33%).

Will you equip me for the journey?

Generation Z will drive digital transformation, as their sophisticated questions made clear. Students are fascinated by AI but assume its ubiquity and expect connected enterprise "apps" with easy-to-use interfaces. The boom! survey presages impending disappointment, since 59% of workers report working in legacy and siloed systems. Today's professionals responded that the most important thing that could be done to boost their satisfaction and performance at work would be better, integrated tools, so how much more frustrated will tomorrow's talent be when they land on this legacy landscape?

How can I build a career in supply chain?

Predictably, careers were the third theme to student questions – how to get a job, a day in the life of a supply chain professional, skills needed to progress. Today's employees are also highly focused on their careers. According to boom! survey respondents, top drivers of turnover are ambition not being met (31%) or skills and abilities not being used (20%). Workers today want the same things future hires asked about: how can I build a career here, get promoted, and develop any missing skills necessary. Talent developed is more likely to be talent retained.

Supply chains are human

The most efficient and agile supply chains powered by machine intelligence still depend on human intelligence. To ensure you have the supply chain talent you need, be ready to answer the questions of incoming humans. Will you lead me into the future? Will you equip me for the journey? How can I build a career in supply chain? Invest in humans, along with technology, and then celebrate their successes so they will build their career at your company.

Polly Mitchell-Guthrie
VP of Industry Outreach and Thought Leadership at Kinaxis

SUPPLY CHAINS ARE **HUMAN**

With Kinaxis, supply chain planners are ready for anything.



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Executive Summary

Managing risk and increasing resilience sit at the very core of what it means to design, build and operate successful supply chains. Keeping those supply chains moving is key to any successful business. More than that, if we've learned anything from the events of the last few years, it's that supply chains quite simply keep the world turning. Although the challenges and disruptions keep on coming, sub-optimal performance can never be an option.

Within the complex mix of what it takes to run a successful supply chain, one nut that's proved consistently hard to crack has been what has long been referred to as the "supply chain talent crisis". For many years now we have experienced a shortage of skilled people in the profession, leading to a highly competitive market for supply chain talent, with the financial impact increasing year on year as employers seek to attract new hires.

Add to this the current level of burnout across the profession and the desire for people to find roles and working environments more in balance and alignment with their personal needs, and so the perfect storm of the supply chain talent crisis continues to rage.

The challenge and opportunity: to keep good people, optimise performance, drive engagement and – let's not beat around the bush here – maintain and increase loyalty.

Navigating the Perfect Storm

Following a process of initial consultation with supply chain leaders to explore some of these key challenges, it was with this in mind that earlier this year we fielded a global survey to find the answer to the question: What does the thriving supply chain professional need to succeed?

The answers came in loud and clear.

To help retain, engage, and boost the performance of your teams, the survey identified four clear calls to action for supply chain leaders around the world:

1. Lead with vision, clarity, and compassion
2. Actively support professional ambition
3. Provide the right tools
4. Support employee work-life needs

These four things may sound obvious. Indeed, they should be. But the fact is that in many cases, reality does not meet expectation. If you as a supply chain leader and your team are not delivering fully in one or more of these areas, this should give rise to major cause for concern. The consequence may well be that your people will look for job satisfaction elsewhere.

Perhaps they already have.

In the following sections we'll dive into each of these areas in more detail. But let's first take a snapshot view of each of these four critical calls to action.



Four critical calls to action for supply chain leaders

Supply chain professionals are incredible. They are energised by challenges and genuinely motivated to serve the customer. They have a remarkable capacity for tolerating stress on a long-term basis. They're ambitious and want to grow and develop professionally.

But they are also ultimately human, with needs that at some point outweigh their ability to be effective and loyal to the businesses that employ them. Here's what they need supply chain organisations and their leaders and managers to do to help them truly succeed.

<p>1. Lead with vision, clarity, and compassion</p> <p>50% rank leadership behaviours as the most important attribute they seek from an employer with 'compassion' leading the way as most valued characteristic.</p> <p>53% rank visible, empowering senior leadership with a clear, well-communicated strategic vision as the aspect most useful to their success.</p> <p>Supply chain professionals need their leaders to be champions and advocates for the work they do with other functions across the business.</p> <p>Genuine interest and concern for an employee's success and well-being is the number one attribute valued in a manager.</p>	<p>2. Actively support professional ambition</p> <p>49% want to be promoted to a more senior role within the next year.</p> <p>51% feel constrained by their current positions and would move jobs to make faster progress or to make better use of their existing skills.</p> <p>66% want better visibility into potential career development paths and opportunities.</p> <p>Innovation is critical to future success – sustainable supply chains and emerging data-driven technologies are the top key areas of desired learning.</p>
<p>3. Provide the right tools</p> <p>59% of supply chain professionals are working with tools that limit their ability to carry out their jobs easily and effectively.</p> <p>Data is king – access to better tools and integrated systems that support a single source of the truth are placed number one on the supply chain professional's "magic wand" wish list.</p> <p>Over a third of respondents demand investment in technology and supply chain-specific skills training to succeed in their roles.</p>	<p>4. Support employee work-life needs</p> <p>Finding a better work-life balance is the number one motivator for changing jobs for 17% of supply chain professionals.</p> <p>35% report experiencing symptoms of burnout with 7% requiring urgent support.</p> <p>Access to hybrid/remote working options and flexible working hours are the top two decision criteria when evaluating a new employer.</p>

Over the following pages we explore each of these four areas in more detail. In addition to presenting data from the survey results, we also share anecdotal comments and insights selected from over 20 interviews carried out with individual supply chain professionals around the world.

Lead with vision, clarity, and compassion

COVID-19 was described as a black swan event and a once in a lifetime occurrence. Nearly three years after the start of the pandemic and the challenges have kept on coming: war in Ukraine, hyperinflation, port closures, drought-struck shipping lanes, commodity shortages, and impending energy blackouts, to name but a few.

Such extraordinary times require extraordinary leaders to see us through.

But what do we mean by an extraordinary leader? A quick search for “leadership books” on Amazon throws up over 100,000 results. There’s clearly no one single answer to this question. However, what we could find an answer to was how comparatively important leadership is within the supply chain profession.

To achieve this, we asked respondents about:

- The resources they need to help them be successful in their role
- The most important organisational attributes they look for in an employer
- The key thing that would help boost their performance and make them more satisfied in their role

The results are clear cut. Regardless of an exact definition, the profession is clamouring for good leadership to see us through this demanding period.

The call for good leadership

From a list of 11, we asked respondents to choose three resources that would be most useful to them in their roles. As shown below, the desire for visible, empowering senior leadership with a clear, well-communicated strategic vision was ranked number one by over half of all respondents, with just under a third seeking more effective support and leadership from their line managers. This ranked fifth most useful out a longer list of 11 options.

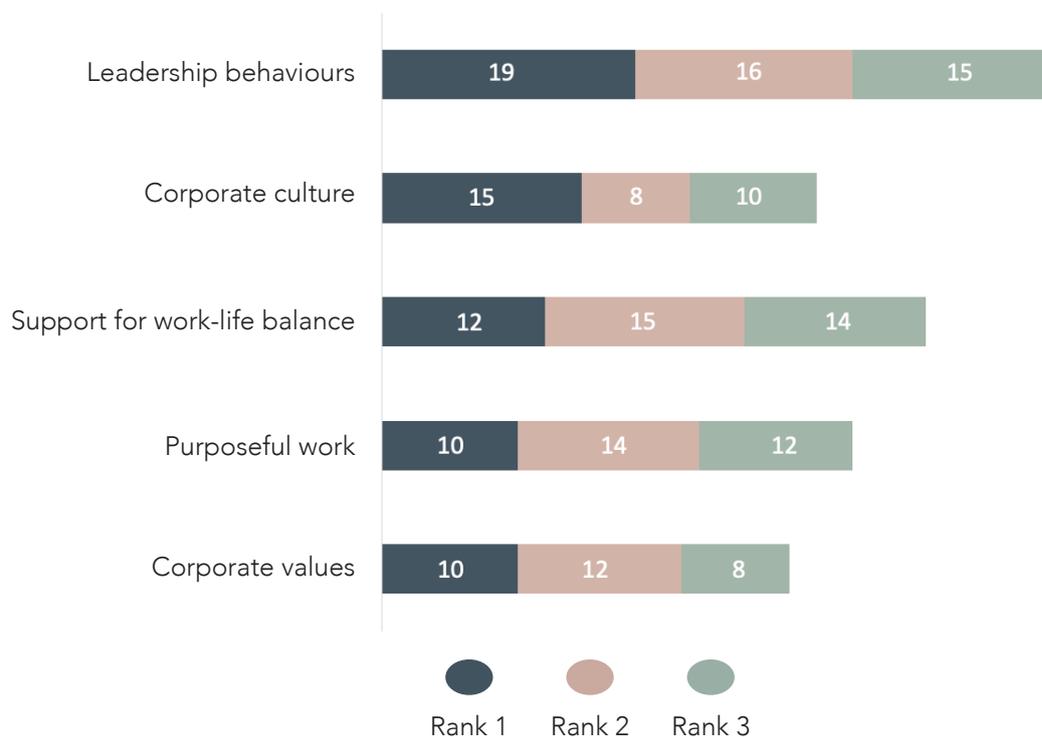
Leadership and support are rated highly as most useful resources



% of respondents who selected these resources in their top three from a list of 11 options, n=147

From another list of 11 options, we asked our survey respondents to choose the top three organisational attributes most important to them in an employer. The results are clear: leadership behaviours and corporate culture stand out above the other options as the attributes ranked first for 19% and 15% of respondents respectively. Furthermore, 50% of respondents selected leadership behaviours in their top three, and 33% selected corporate culture. Interestingly though, support for work-life balance featured significantly more often in respondents' top three choices than corporate culture – more on this later.

Which organisational attributes are most important to you in an employer?



% of respondents who selected these attributes in their top three from a list of 11 options, n=147

To underline the point further – should more evidence be needed! – when asked in an open question what one thing the respondent could do, change or be given to help boost levels of satisfaction and performance at work, the results revealed this continuing theme. The key attributes respondents want from their leaders are:

- Clear, well-communicated strategy
- Creation of a positive work culture
- Willingness to support change
- Visibility of and access to senior leadership
- Empowerment
- Support

“I want to work for a caring organisation that treats people with respect.”
 – Supply Chain Director (USA)

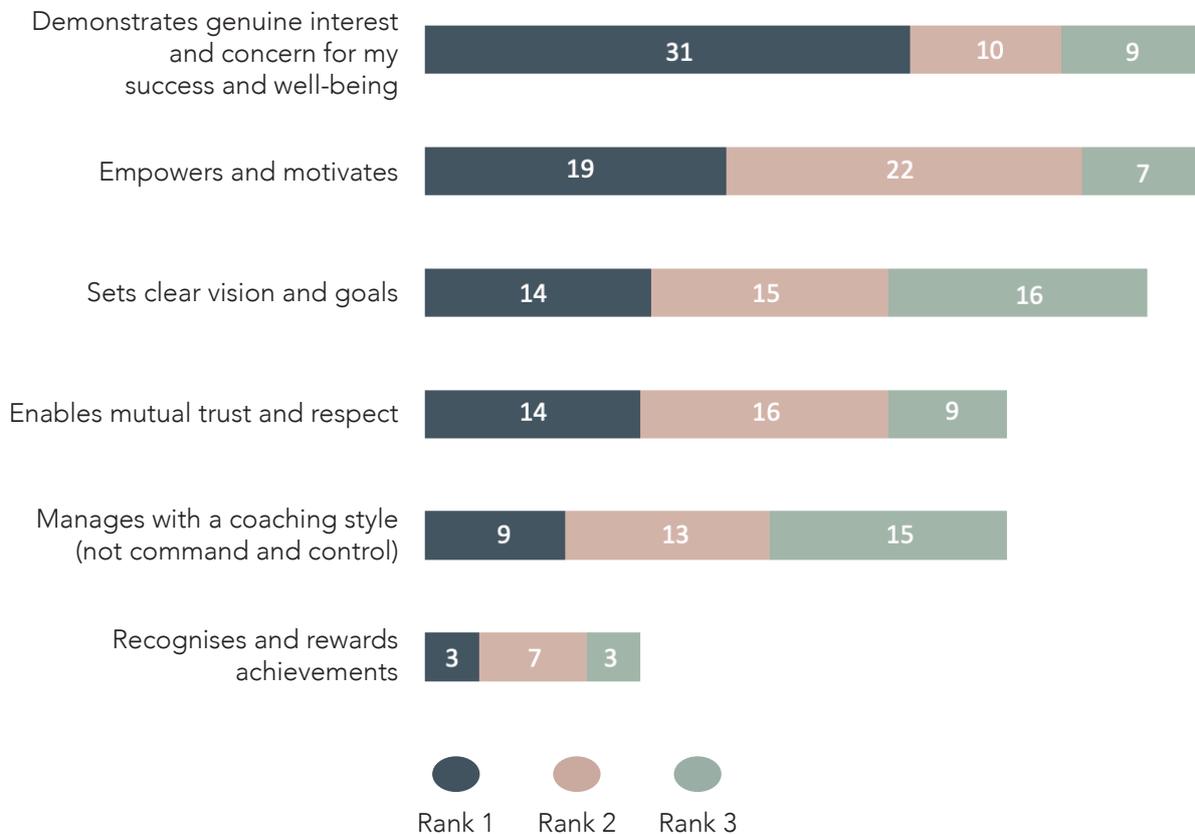


Leading with compassion is key

The above characteristics are not restricted to the most senior levels of leadership. When it comes to the top attributes valued in a direct manager, many of the same qualities apply. However, what is valued by half of all respondents (regardless of gender) and most valued by one in three is that their manager demonstrates genuine interest and concern for their success and well-being. In other words, they want a line manager who shows compassion – a characteristic much needed during particularly challenging times such as those we have experienced over the last couple of years. Similarly, the results highlight the desire for arguably the most basic of human needs – to be treated with trust and respect, and to work in a way that is more partnership-led vs. a more dictatorial command-and-control style of management.

“The Chief Supply Chain Officer keeps saying that we need to be more resilient, but we’re getting up every morning and working 12-hour days. What we need is empathy and compassion for ourselves and others.”
 – Supply Chain Director (Australia)

What are the three most important attributes needed in a manager to help you succeed?



% of respondents who selected these attributes in their top three from a list of 11 options, n=147



Leader as champion and advocate

More anecdotally, evidence also emerged through our research interviews that not only is it important to have the very best of leaders, but even to have a leader at all. For those organisations where supply chain is still regarded as a back-office, cost-centre-led function, with no direct representation at board or even executive committee level, lack of expert strategy and leadership results in missed opportunity and an uninspired workforce at best.

“I don’t know many companies that have a CSCO, someone with a vision. It’s usually COO’s or CFO’s who are also responsible for HR, finance and legal and don’t know anything about supply chain.”

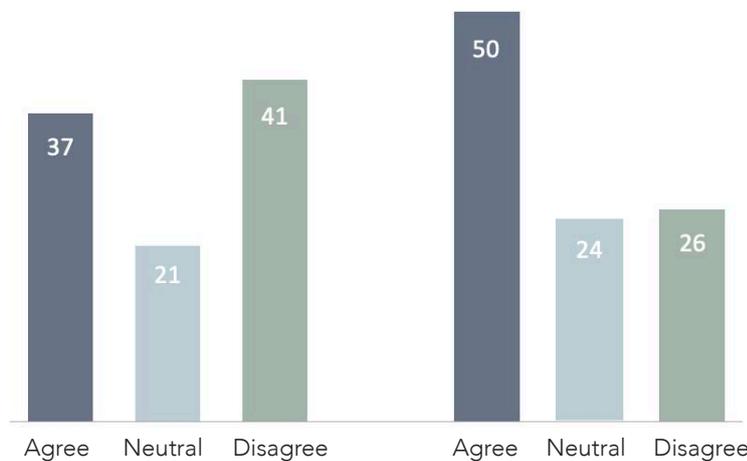
– Supply Chain Consultant (Netherlands)

This phenomenon was reflected to some degree in the survey responses, where we asked about how well the supply chain function is understood and valued by other functions across the respondent’s company. Although respondents largely agreed that the work of their supply chain organisation is highly valued and respected by others across the company, 41% do not believe supply chain is well understood. Leaders need to change this.

The supply chain function might benefit from some internal education and PR

The role and activities of our supply chain organisation are well understood by others across the company

The work performed by our supply chain organisation is highly valued and respected by others across the company



% of respondents, n=147

“Our work in supply chain is poorly understood outside of our department. So we are inviting ourselves along to every meeting possible to explain how their project is more likely to succeed if they include us from the start.”

– VP Supply Chain (USA)

Actively support professional ambition

LinkedIn research from earlier this year showed the highest turnover of people in supply chain roles since starting to track the metric five years ago, with the so-called 'separation rate' increasing by 28% from 2020 to 2021¹. Our survey echoes these findings, with 61% of respondents reporting that they have observed more people than ever moving companies to take up new supply chain roles compared to previous years.

Although 17% of respondents observed more people leaving the profession completely than in previous years – not surprising given how hard the last few years have been in supply chain and on-going burnout issues – it appears that the challenges presented by supply chain are largely what keep supply chain professionals motivated.

The 'secret ingredients' that motivate

What makes supply chain such an exciting profession? What gives people pride in their work? What are the secret ingredients? Their answers reveal an extraordinary group of people who are:

- Flexible and dynamic
- Fully aware and appreciative of the important role supply chain plays in fulfilling the core purpose of the business
- Collaborative, team players
- Big-picture thinkers with the ability to connect with multiple stakeholders across the end-to-end supply chain
- Customer-centric

Fundamentally, they are ambitious. They want to succeed – and thrive while doing so. Are supply chain leaders and managers doing enough to harness that passion in their teams? Our research suggests that this is not the case.

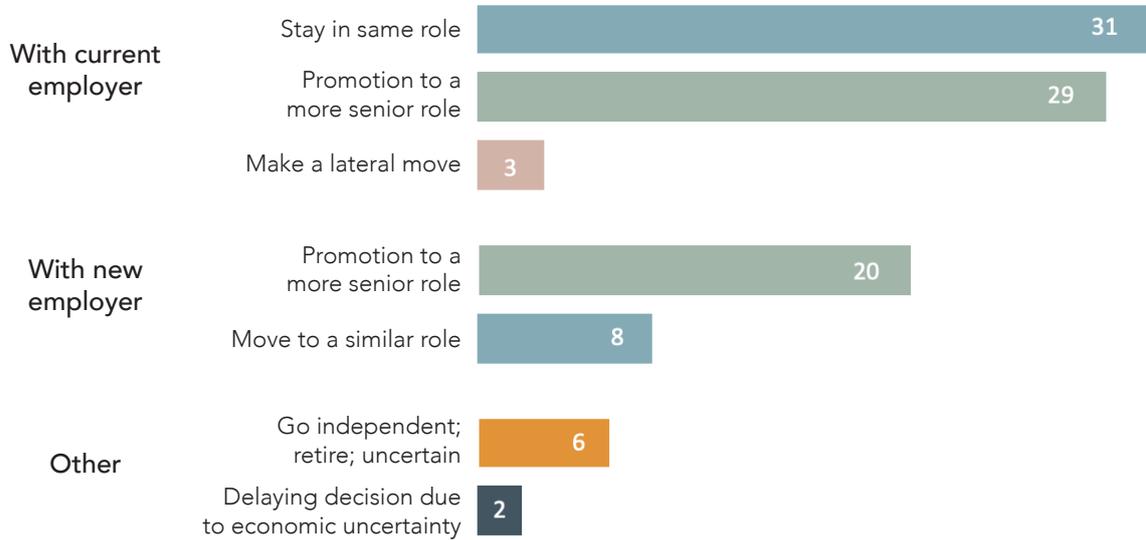
The supply chain brain drain continues

While supply chain professionals aren't leaving the sector completely in large numbers, our research shows that 28% are planning to move to a new employer in the sector within the next 12 months. This is higher than in pre-pandemic times. In addition to the financial implication of this increase, that's an awful lot of lost knowledge and experience.

"I have to be able to make lateral moves, continue to develop my skills and see where my career is going. In a previous job, supply chain was siloed and I was forced to specialise in warehousing. I left the company because of this."

– Supply Chain Consultant (Netherlands)

Career aspirations for the next 12 months



% of respondents, n=147

If losing just under a third of the workforce isn't enough, take note that another 29% would like to remain with their current employer and be promoted to a more senior role. If that desire remains unfulfilled, will they stay? The level of drive to progress suggests that a significant percentage may not.

Reasons to leave: ambition trumps loyalty

Back in 2020, our first annual global survey revealed that the number one reason for making a job move was to achieve career goals at a greater speed than offered through the respondent's current position. Fast forward to 2022 and this motivation has not changed: today 31% of respondents would leave their job to meet their career goals at a greater speed and 20% would leave to make better use of their skills and abilities.

Supply chain professionals are an ambitious bunch.

“There’s little opportunity for this business to grow, so the biggest motivator to leave my current role would be to do what I’m doing now but on a wider scale.”

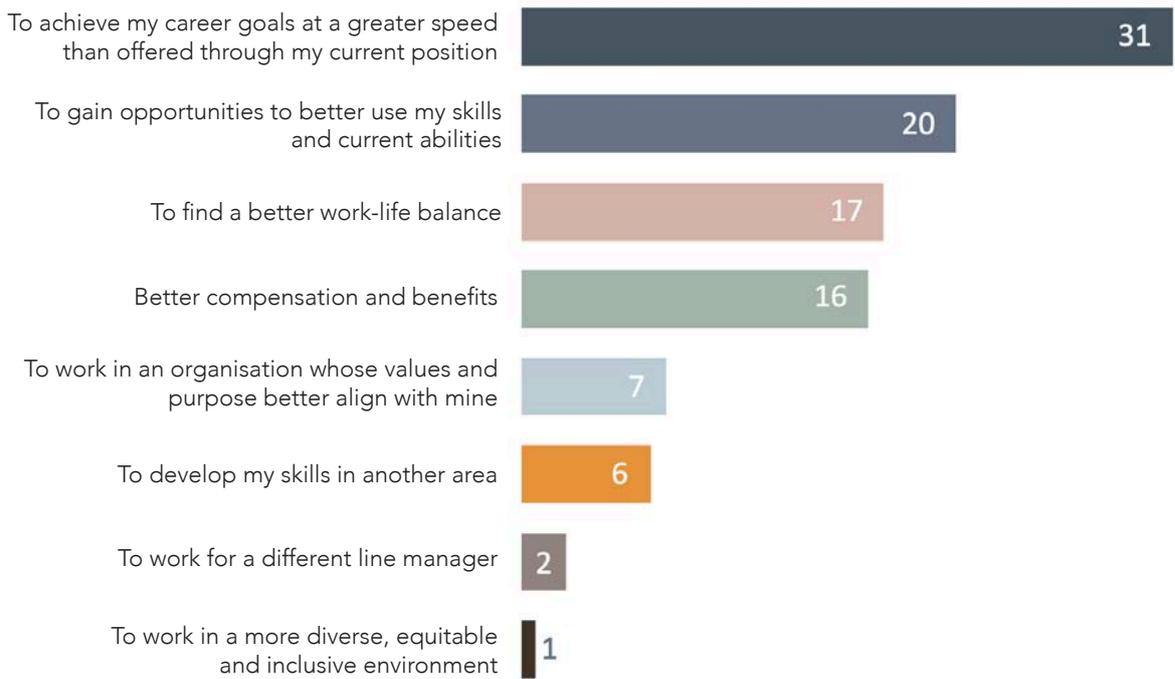
– VP Supply Chain (USA)

“Many people in supply chain were promised fast career progression. When that didn’t happen, they moved to more senior positions elsewhere.”

– Supply Chain Manager (USA)

Looking at the primary reasons that motivate a job change, the aspect which features much higher up the list this year compared to 2020 is the desire to find a better work-life balance. Two years ago, that was the primary reason to make a job move for only 8% of respondents – this year it’s increased to 17%. We explore this in more detail later in this report.

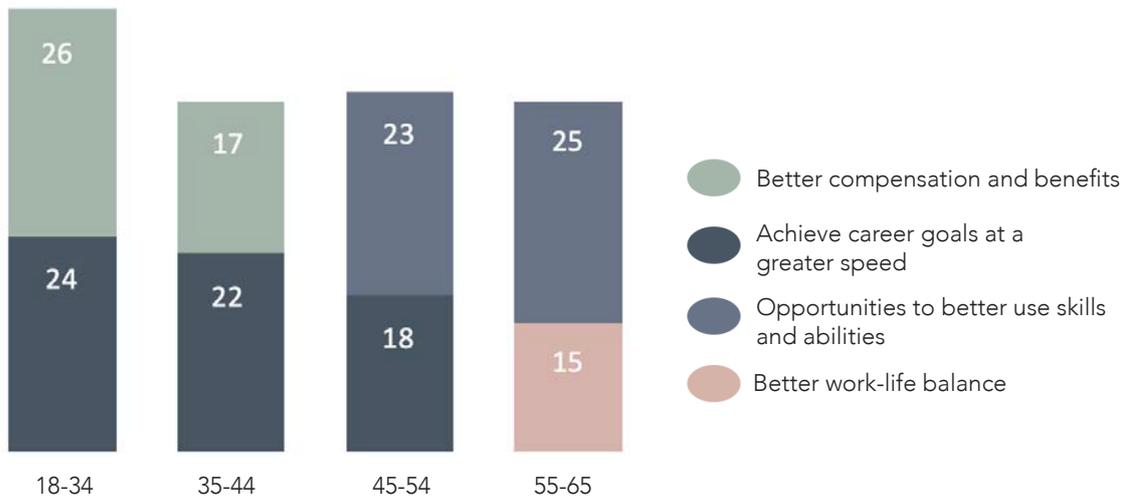
Primary motivations to make a job move



% of respondents, n=147

As you might expect, the top two motivations to move job vary somewhat with age – certainly something to factor in when developing retention strategies by profile.

Top two motivations to make a job move, by age



% of respondents, n=147

Reasons to stay: a clear roadmap ahead

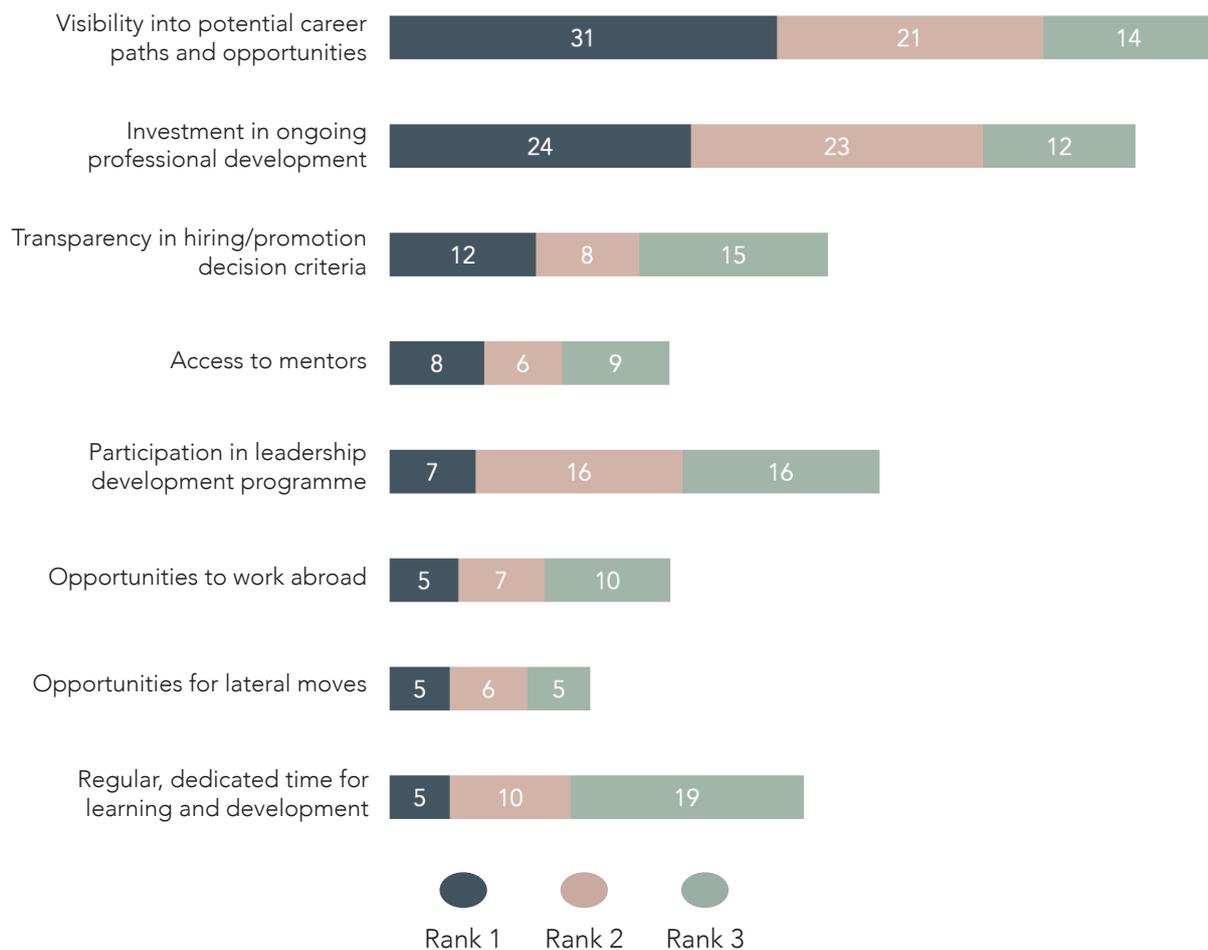
If you view your career as a journey, as many supply chain professionals clearly do, having better visibility into the potential routes ahead and how you might navigate them is critically important.

Of course, planning what the business might look like and need in the long term is getting increasingly harder to predict. Nevertheless, if you want your best people to stay, providing a better level of insight into what's possible is a must, as is investing in professional development to boost performance in the short to mid-term. Quite simply, this is what today's supply chain professional is demanding. In other words, two thirds of respondents want:

1. To understand all career paths available to them within their organisation
2. Clarity and transparency around the skills and attributes required to progress along those career paths
3. Support in developing any missing skills

Despite the challenges that the last two have presented, these career-enabling needs remain unchanged since we first asked this question in our 2020 survey.

Top career enablers ranked by importance



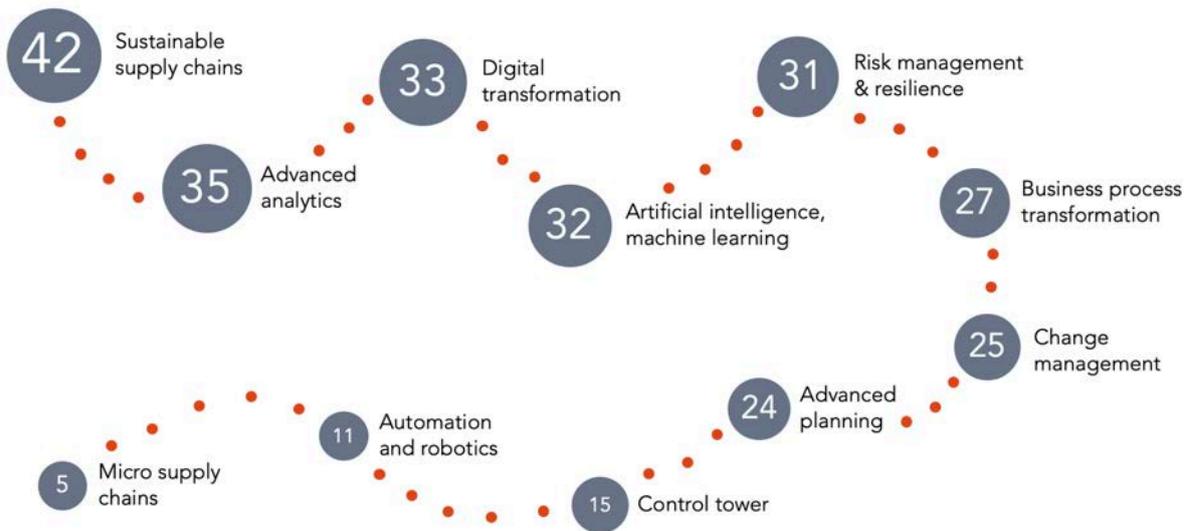
% of respondents, n=147

Invest in future supply chain capabilities AND scratch the learning itch

Supply chain professionals have, it seems, a strong desire to surf the innovation wave. We asked respondents to pick their top three areas of desired learning from a list of current areas of supply chain innovation. With ESG and circular economy issues impacting multiple functions, it was no surprise that this came out top for 42% of respondents. What follows close behind are topics such as advanced analytics, digital transformation, AI and machine learning, and so on – all data and systems-driven areas which not only hold the potential to be transformative, but quite simply help supply chain professionals do their jobs better – more on that in the next section.

As an aside, we note a significantly higher preference for sustainable supply chains from female respondents, whereas male respondents had a stronger preference when it came to AI and machine learning.

Which areas of supply chain innovation do you need to know more about to succeed in your career? Pick up to three options only.



% of respondents selecting topic in top three, n=147

“We really haven’t seen all that much turnover of staff – we’re under 5% – which is partly due to the programmes we have in place for personal development and supply chain training. I also go out at least twice a year to hit all our locations and just sit and talk to folks and hear what they have to say.”

– VP Supply Chain (USA)

Provide the right tools

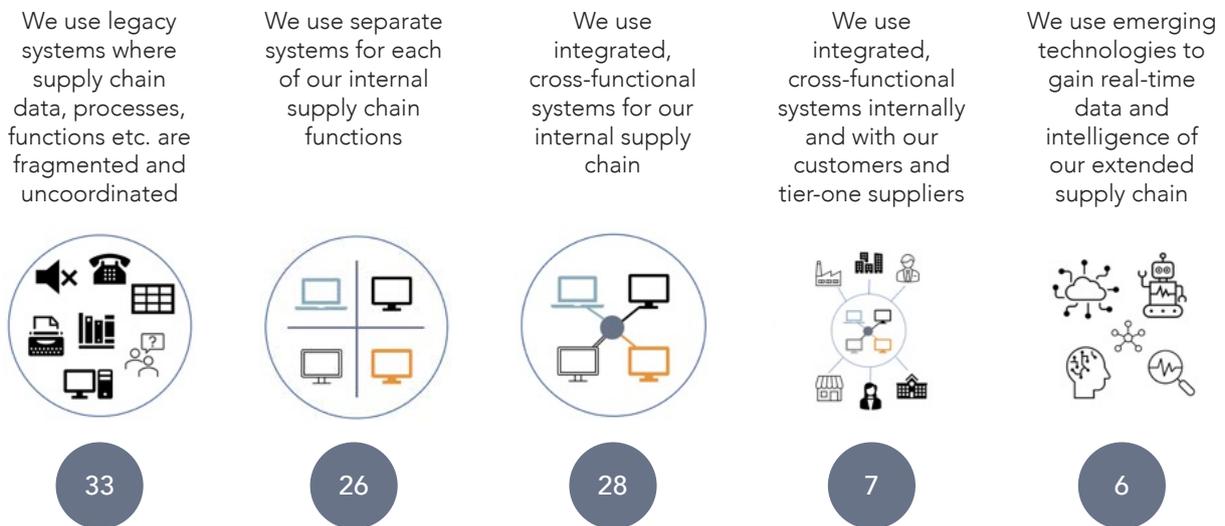
The slow journey to digital transformation

We all know that having the right tools for the job can make all the difference. No surprise then that the number one thing that supply chain professionals are crying out for when it comes to boosting their performance at work are better, integrated digital tools.

Digital transformation is imperative not only to the efficacy of the individual, but to supply chain performance overall. Indeed, the need for it was hammered home in the first year of the pandemic, where real-time visibility and digitised processes ensured competitive advantage for some business and the lack of it contributed to failure for others.

We took the opportunity with this year's survey to ask about the current situation in terms of digital maturity. The reality for most supply chain organisations is that the journey to full, real-time, end-to-end digitisation is a slow one. The largest group, at 33%, are still using fragmented, legacy systems. At the other end of the spectrum, only 6% of respondents report using emerging technologies for extended real-time integration beyond tier one customer and supplier relationships.

Which statement best describes your access to the systems you need to do your job effectively?



% of respondents, n=218

Although the data does not reflect the momentum at which digital transformation is taking place, it is safe to assume that for the majority of companies progress is relatively slow – no quick fixes here. But the need to make progress is clear – the need to deliver competitive advantage never sleeps and another disruption is always on the horizon.



The appetite for digital transformation and the holy grail of data

Challenging established ways of working and managing change is not always an easy task, particularly when met by active resistance². However, our survey tells a more positive story where change is actively encouraged, one where employees view digital transformation as critical to improving their performance at work.

We asked survey respondents to answer a simple but powerful, open question: If you could do, change or be given one thing to help boost your levels of satisfaction and performance at work, what would it be?

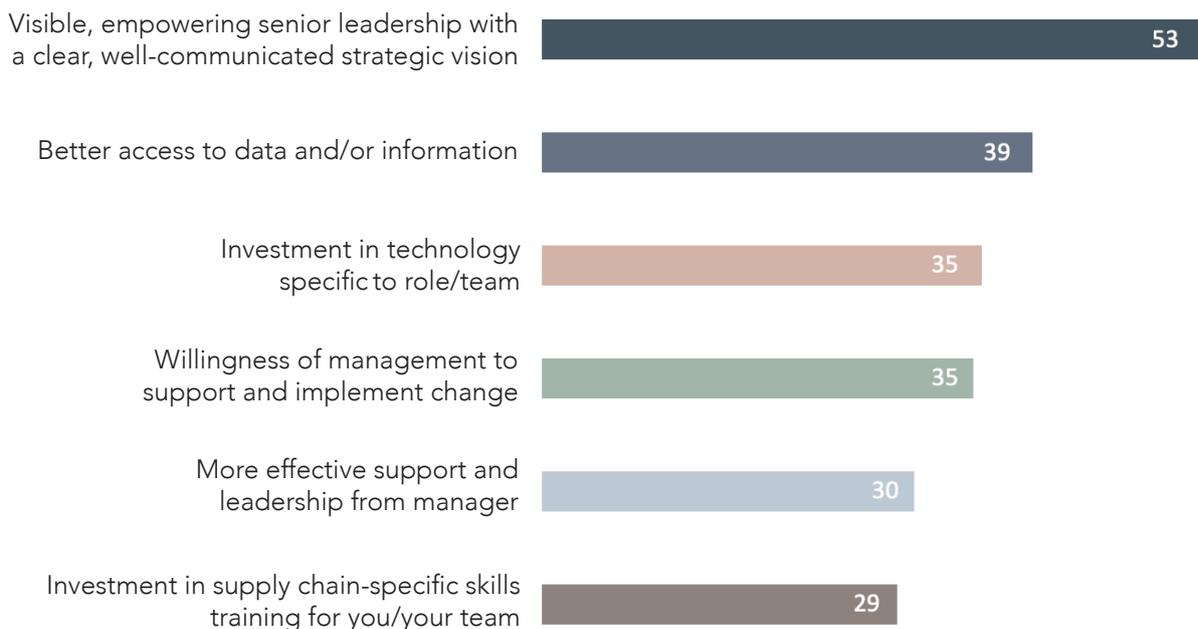
The resounding answer: new tools and integrated systems, supporting one single source of the truth. Anyone who has worked with data knows that easy access to clean, up-to-date data that everyone in the extended supply chain buys into, with no questions asked, is like gold dust! No surprise there, perhaps, but certainly worth highlighting – after all, this is what supply chain professionals say they need to succeed.

“Life would be much easier if we integrated all our systems so we had a single source of the truth.”

– Supply Chain Manager (Canada)

This plea was also visible in another question where we asked respondents to select from a list of resources the top three that would be most useful to them in their current role. Earlier in this report we already highlighted the desire for more visible, empowering senior leadership, coupled with the need for more effective support and leadership from managers. But from a much longer list of 11 options, just look how much the need for investment in better access to data, supporting technology, and relevant training features in the survey respondents’ top three rankings.

What resources would be most useful to you in your current role? Pick three.



% of respondents who selected resource in their top three , n=147

“There is no place to record interactions with suppliers in our current system until a contract is in place because the systems is designed for the Finance department, not Procurement.”

– Procurement Manager (UK)

Digital transformation to support professional ambition is lagging

In line with this need for digital transformation, as we saw earlier in this report, our respondents exhibit a growth mindset when it comes to keeping up to date with the latest supply chain innovations. Many of these rely on access to large amounts of good quality data, including:

- Advanced analytics
- Artificial intelligence and machine learning
- Advanced planning
- Control tower

Given that at least 59% of companies work with fragmented, siloed systems, with no easy access to a ‘single source of truth’, there is a disconnect between what is needed to help supply chain professionals succeed in their roles and the technological resources required to support them. While the lack of appropriate tools is not a top reason for looking to switch employers, it’s a frustration that arguably may rub further salt in the wound if other reasons for dissatisfaction already exist.

“The control tower portion is key. It’s about having a broad overview of everything. Without seeing which areas might have a gap and having that overview, it becomes very difficult to manage the supply chain.”

– VP Operations (USA)

Support employee work-life needs

We end this report by closing the loop between the desire for a more compassionate style of leadership and the need to better support the work-life needs of supply chain professionals. If ever there were a time to acknowledge the need to ensure that the personal needs of employees are not forgotten amidst the pressure of 'getting the job done', it is now. Not just because it's the right thing to do from a humanitarian perspective (although why not?) or because there is a business case for it³, but also because it is increasingly making the difference between whether employees stay or go.

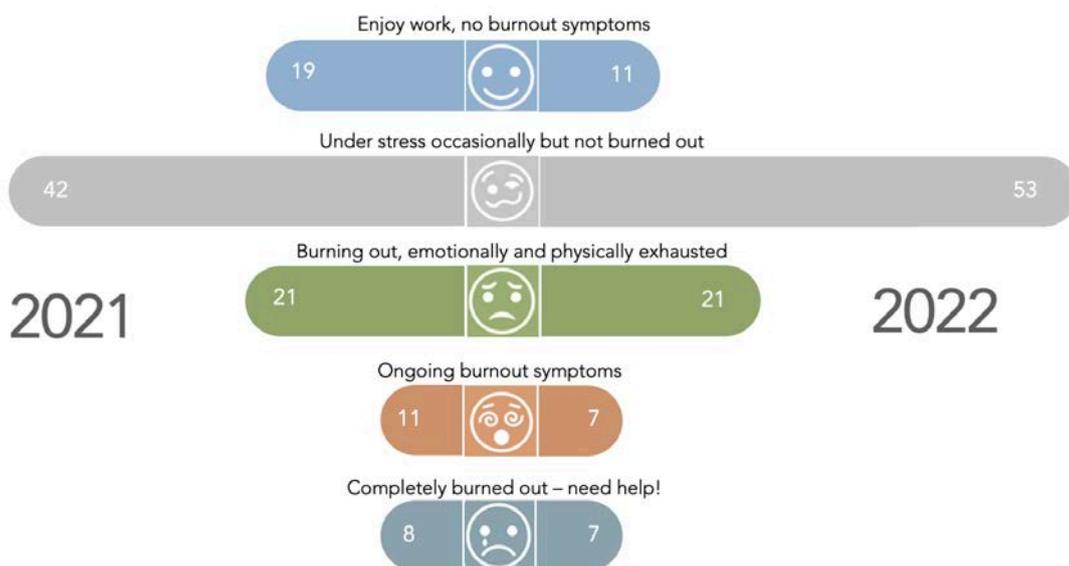
It is a theme that runs throughout this year's survey responses: achieving work-life balance is in the top three reasons for a supply chain professional to switch jobs. Equally, support for better work-life balance features in the top three attributes most valued from an employer.

Burnout is still a red flag

Burnout has become a common issue amongst people working in supply chain since the start of the pandemic⁴. Our 2021 survey on *The Post-Pandemic Workplace* showed that 40% of people were somewhere on the spectrum of burnout. This number has only decreased by 5% in 2022. Although this downward trend is to be welcomed, levels of burnout are still high, posing a significant risk that cannot be ignored.

Given the number of ongoing supply chain disruptions and consequent stressors, what is equally concerning is that this year there are fewer people reporting no burnout symptoms at all (just 11%) and that the number of people experiencing low-level symptoms of stress is on the increase, rising from 42% in 2021 to 53% in 2022.

Levels of burnout: 2021 vs 2022



% of respondents, n=224 (2021) and n=147 (2022)



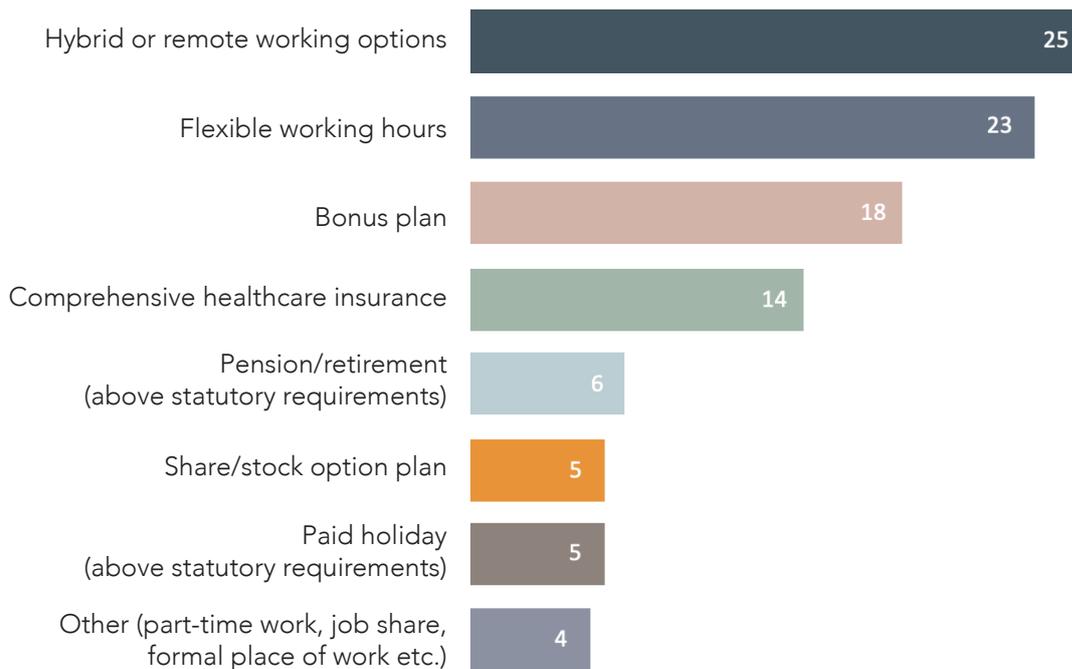
“We have a huge number of imports from China and Bangladesh and the delays due to COVID, the Suez Canal blockage... I’ve worked night after night... I’m actually considering leaving because I just cannot deal with the pressure anymore. There’s no break.”

– Logistics Manager (South Africa)

Remote, hybrid and flexible working can help support a better work-life balance

Key to improving work-life balance is hybrid/remote or flexible working, benefits collectively valued by 48% of respondents and ranked more highly than many other types of benefits, including financial incentives such as bonus plans, shares and stock options.

Which is most important to you in a benefits package?



% of respondents, n=147

The argument often quoted for requiring employees in the office five days a week is that hybrid or remote working reduces productivity. However, there has been a lot of research showing that productivity remained the same or increased during lockdown⁵ and many companies forcing their employees back into the office are losing people⁶. Hybrid, remote and flexible working is no longer a ‘nice to have’, it is becoming standard. Employees want and need it. More than that, they expect it.

“Now that we have the option at my organisation, a lot of people have gone fully remote.”

– Director Supply Chain (USA)

“A colleague moved in with his partner during lockdown which meant moving to London. When we were told we had to come back to the office he quit because he couldn’t work remotely.”

– Supply Chain Manager (UK)

Added security during times of uncertainty

The other top benefits important to respondents relate to security – financial security from a bonus, security of good health from comprehensive healthcare coverage, and security in old age from a pension. This is not surprising given the high cost of living caused by inflation. Times are tough and uncertain; security is vital to employees feeling safe and confident which is reflected in the levels of performance they are able to bring to the table.

“I feel very safe in my job working for a utility, which is great given the current economic climate.”

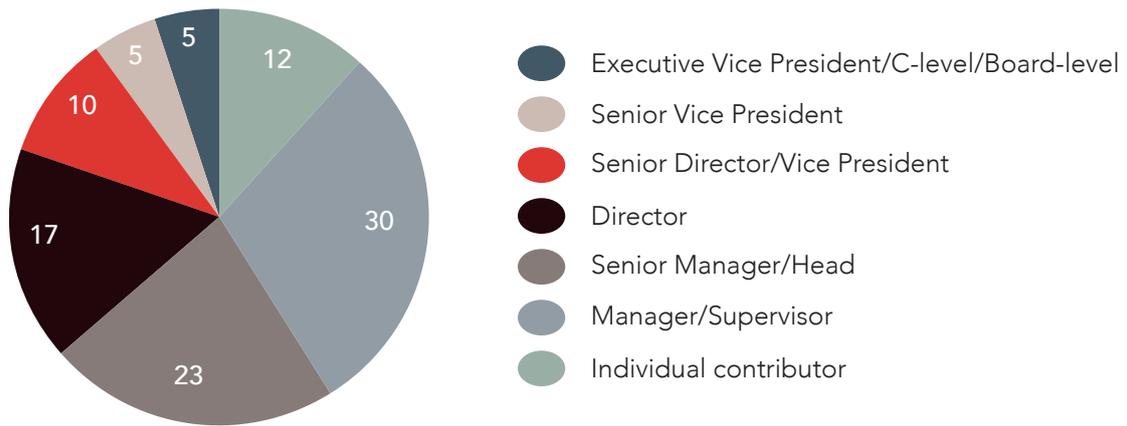
– Procurement Manager (UK)

There were few significant differences between how different genders value benefits packages, with the exception of healthcare coverage, which is valued far higher by women (16%) than men (6%).

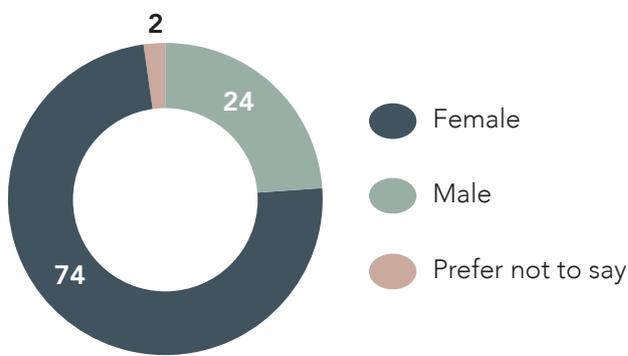
About the survey

At the end of May 2022, an invitation to complete an online survey was sent out to members of the boom! community and to the wider supply chain profession via LinkedIn and selected supply chain media titles. The survey was closed at the end of July 2022. In total 147 completed responses were received. The following graphics highlight the key demographics from survey respondents. Figures represent percentage of respondents.

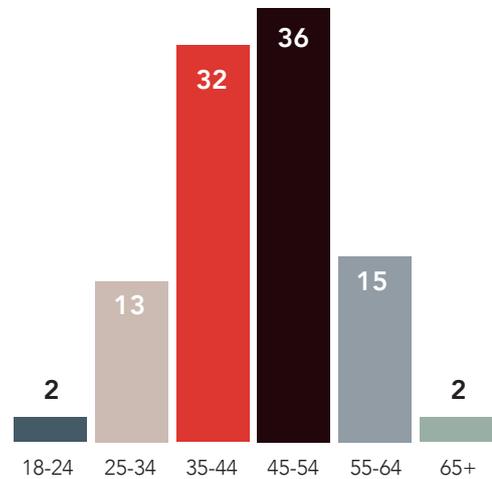
Job level



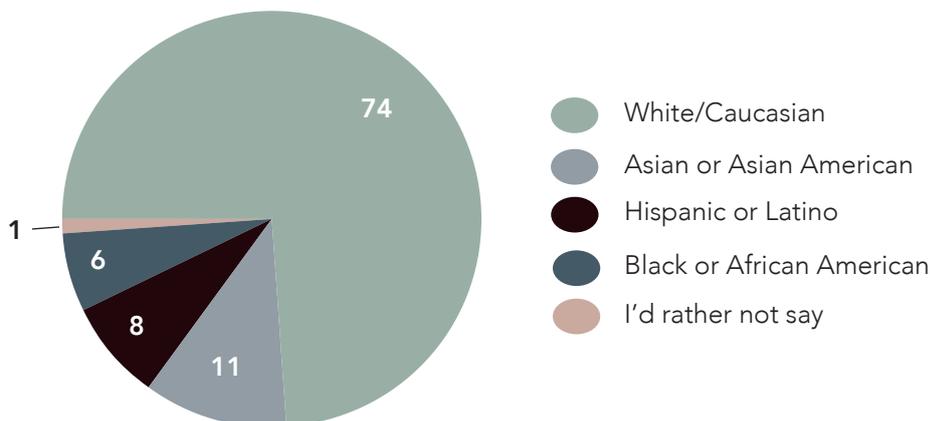
Gender



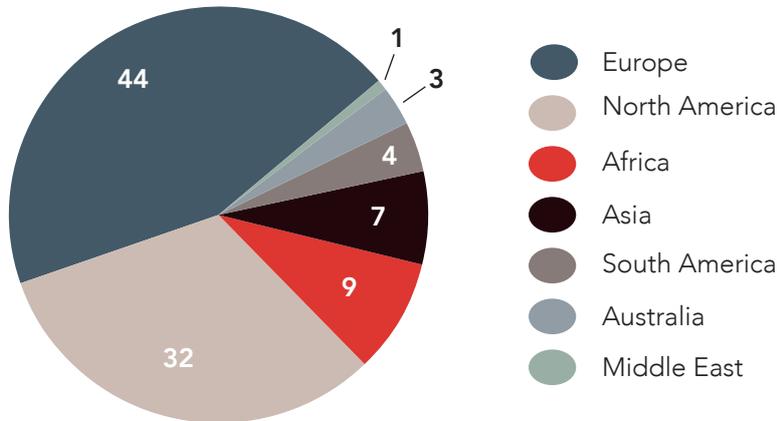
Age



Ethnicity



Location of respondent



Industry sector

- | | | |
|------------------------------|----------------------------|-------------------------|
| 1 Aerospace & defence | 2 Fabric & apparel | 2 Medical equipment |
| 7 Agriculture & mining | 16 Food & beverage | 1 Paper & packaging |
| 2 Automotive | 9 Healthcare & pharma | 1 Professional services |
| 1 Chemicals | 14 Hi-tech | 6 Retail |
| 4 Construction & engineering | 4 Industrial | 3 Utilities & Energy |
| 20 Consumer packaged goods | 6 Logistics & distribution | 1 Other |

Company size by annual revenue (USD)

- | | |
|--|--|
| 6 Less than \$10 million | 9 \$500 million to less than \$1 billion |
| 7 \$10 million to less than \$50 million | 14 \$1 billion to less than \$5 billion |
| 4 \$50 million to less than \$100 million | 8 \$5 billion to less than \$10 billion |
| 4 \$100 million to less than \$250 million | 15 \$10 billion to \$25 billion |
| 7 \$250 million to less than \$500 million | 26 \$25 billion USD or above |

The logo for boom! is the word "boom!" in a white, lowercase, sans-serif font, set against a solid orange rectangular background. The background of the entire page is a dark blue-grey color with several stacks of light-colored wooden blocks. Each block has a red silhouette of a rocket ship on its top surface. One block on the left is lit from below, and a bright, multi-colored trail of light (yellow, orange, red, pink, purple) extends from it across the middle of the page towards the right, passing behind several other blocks.

boom!

About boom!

The boom! community was launched in 2019 with a vision to empower women in supply chain for the benefit of all. Our members represent all supply chain and procurement functions and span multiple industries across 45 countries, bringing a rich diversity of experience, thinking and ambition.

Our ultimate goal is an equitable world where there is a level playing field for all those with a desire to flourish in their careers in balance with their personal lives. In that world there will be no need for boom! to exist. Until then it is our mission to help enable women grasp with both hands the opportunities available to them and to provide guidance to supply chain leaders and their teams as they work to nurture female talent and create equity of opportunity for all.

The boom! community is supported by supply chain leaders from companies such as Burberry, Coca-Cola Europacific Partners, Colgate-Palmolive, Diageo, The Estée Lauder Companies, Microsoft, MSD, Nomad Foods, Unilever and many more.

For more information visit www.boomglobalnetwork.com or contact us at hello@boomglobalnetwork.com



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