- Generally, numbers are positive and moving directionally better
- Focus areas to improve
  - Leadership pipeline
  - Communities of non-white women, LBGTQ+ and disabilities
  - Burn out
- Actions
  - Help increase awareness of the unintentional bias
  - Build structured programs for mentoring, career building and
  - Create tangible goals and reporting

Gartner states that strengthening the female workforce in Supply Chain roles is crucial to supply chain leaders for two reasons

1. Women are underutilized resources in the so-called "war for talent" and research studies show that **diverse teams** are more innovative and perform better

2. Women make up ~50% of the professional workforce (and rising), organizations who effectively **hire, develop and retain** will have long-term competitive advantage
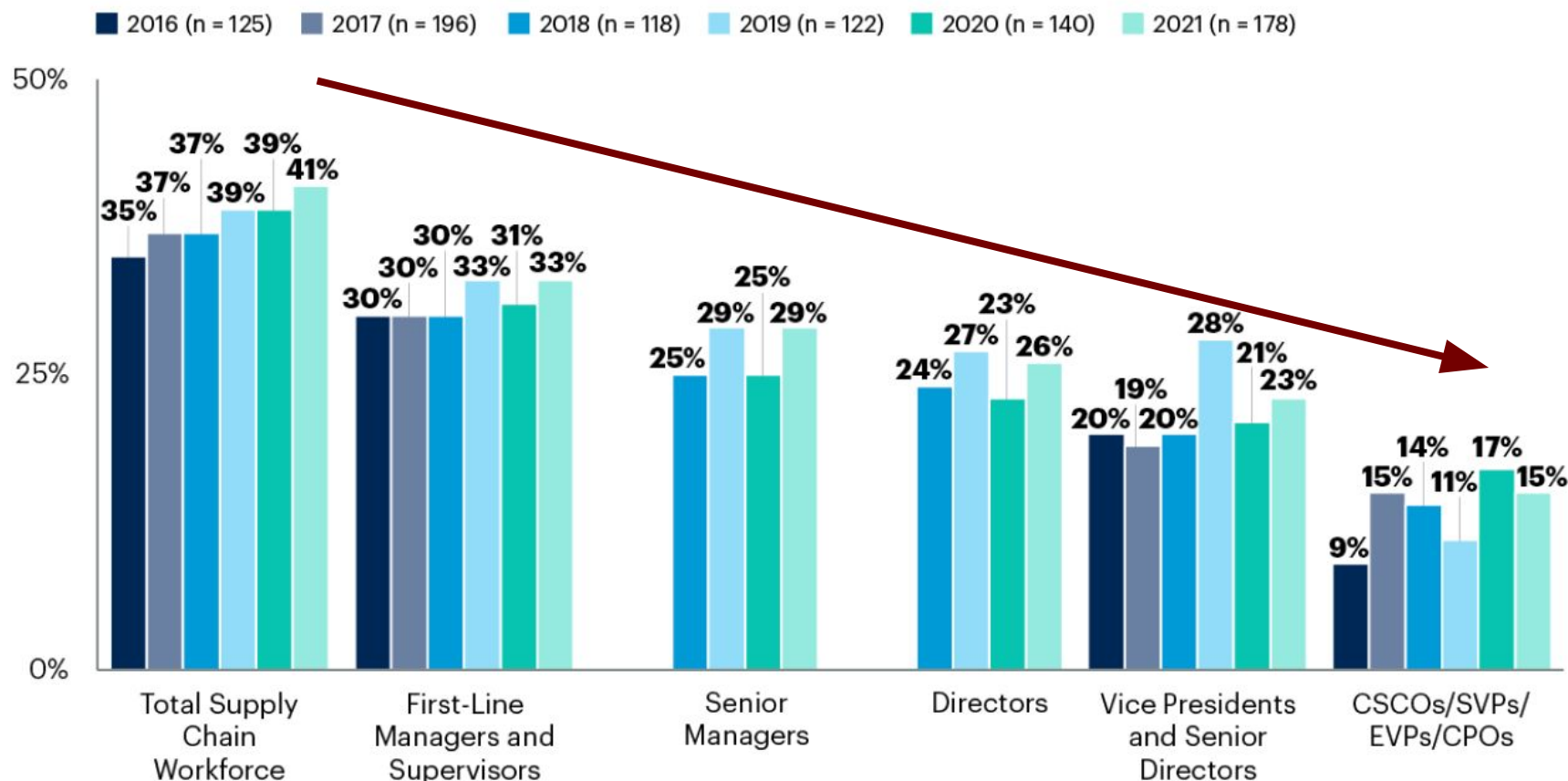
3 Persistent Challenges Remain

Building Consistent Pipeline for Leadership Opportunities

Addressing Distinct Diversity Challenges Across Roles

Mid-Career Departures from Supply Chain

Representation in Total Workforce and Most Leadership Roles Have Increased Since 2020

Women in Supply Chain Leadership Roles, Year-to-Year Comparison

■ 2016 (n = 125) ■ 2017 (n = 196) ■ 2018 (n = 118) ■ 2019 (n = 122) ■ 2020 (n = 140) ■ 2021 (n = 178)

Total Supply Chain Workforce: 35%, 37%, 37%, 39%, 39%, 41%

First-Line Managers and Supervisors: 30%, 30%, 30%, 33%, 31%, 33%

Senior Managers: 25%, 29%, 25%, 25%

Directors: 24%, 27%, 23%, 26%

Vice Presidents and Senior Directors: 20%, 19%, 20%, 28%, 21%, 23%

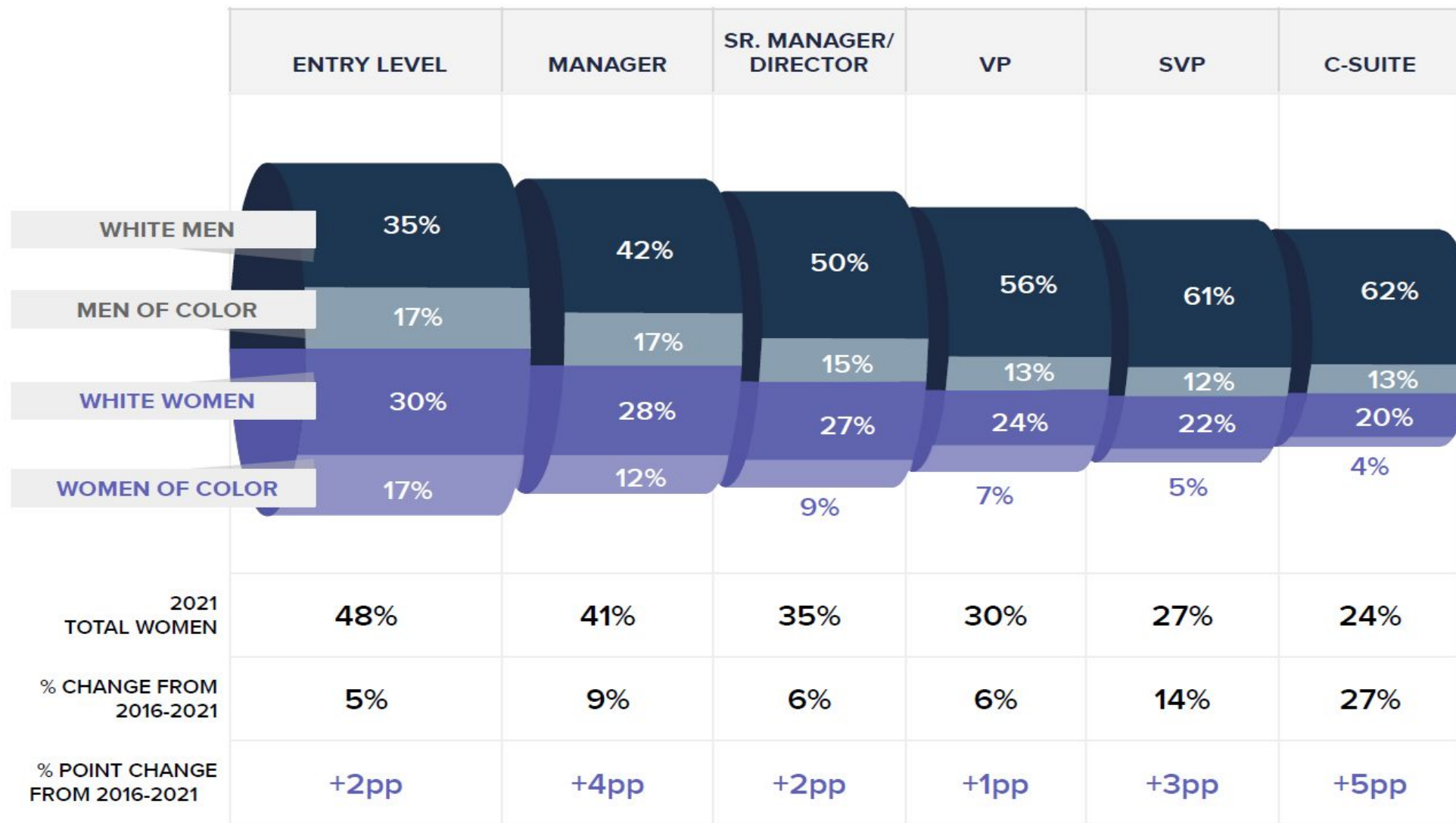**CSCOs/SVPs/EVPs/CPOs:** 9%, 15%, 14%, 11%, 17%, 15%

n = End-User Respondents

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

Pipeline Development

	ENTRY LEVEL	MANAGER	SR. MANAGER/ DIRECTOR	VP	SVP	C-SUITE
WHITE MEN	35%	42%	50%	56%	61%	62%
MEN OF COLOR	17%	17%	15%	13%	12%	13%
WHITE WOMEN	30%	28%	27%	24%	22%	20%
WOMEN OF COLOR	17%	12%	9%	7%	5%	4%
2021 TOTAL WOMEN	48%	41%	35%	30%	27%	24%
% CHANGE FROM 2016-2021	5%	9%	6%	6%	14%	27%
% POINT CHANGE FROM 2016-2021	+2pp	+4pp	+2pp	+1pp	+3pp	+5pp

Diversity

McKinsey & Company

USC Marshall
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Global Supply Chain Institute

A DETAILED LOOK AT REPRESENTATION OF WOMEN OF COLOR

% of employees by level at the start of 2021

ENTRY LEVEL | MANAGER | SR. MANAGER/DIRECTOR | VP AND ABOVE

MEN

WOMEN

A Asian employees   L Latinx employees   B Black employees   White employees
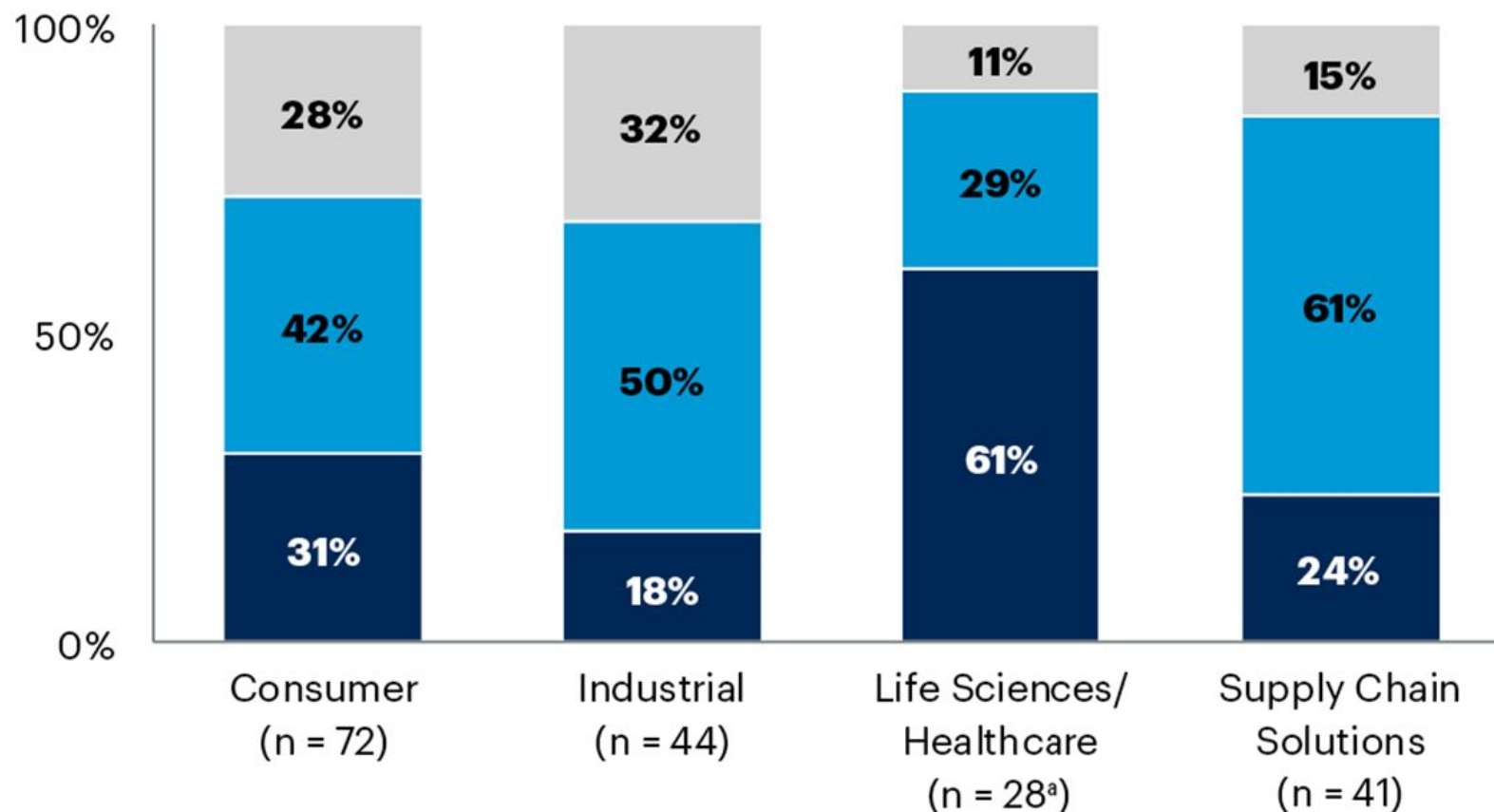
McKinsey & Company

Across industries that's 6 in 100 VP+

Shrinks to 1% in Supply Chain

Companies With Stated Objectives to Increase Women Leaders by Industry Segment
Percentage of Companies

Consumer (n = 72):
- No, there are no objectives in this area: 28%
- Yes, it has gender diversity as a general objective: 42%
- Yes, there are formal targets and specific goals on management scorecards: 31%

Industrial (n = 44):
- No, there are no objectives in this area: 32%
- Yes, it has gender diversity as a general objective: 50%
- Yes, there are formal targets and specific goals on management scorecards: 18%

Life Sciences/Healthcare (n = 28[a]):
- No, there are no objectives in this area: 11%
- Yes, it has gender diversity as a general objective: 29%
- Yes, there are formal targets and specific goals on management scorecards: 61%

Supply Chain Solutions (n = 41):
- No, there are no objectives in this area: 15%
- Yes, it has gender diversity as a general objective: 61%
- Yes, there are formal targets and specific goals on management scorecards: 24%

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

n = End-User Respondents

Q: Does your organization/business unit have a stated objective to increase the number of women leaders in supply chain?
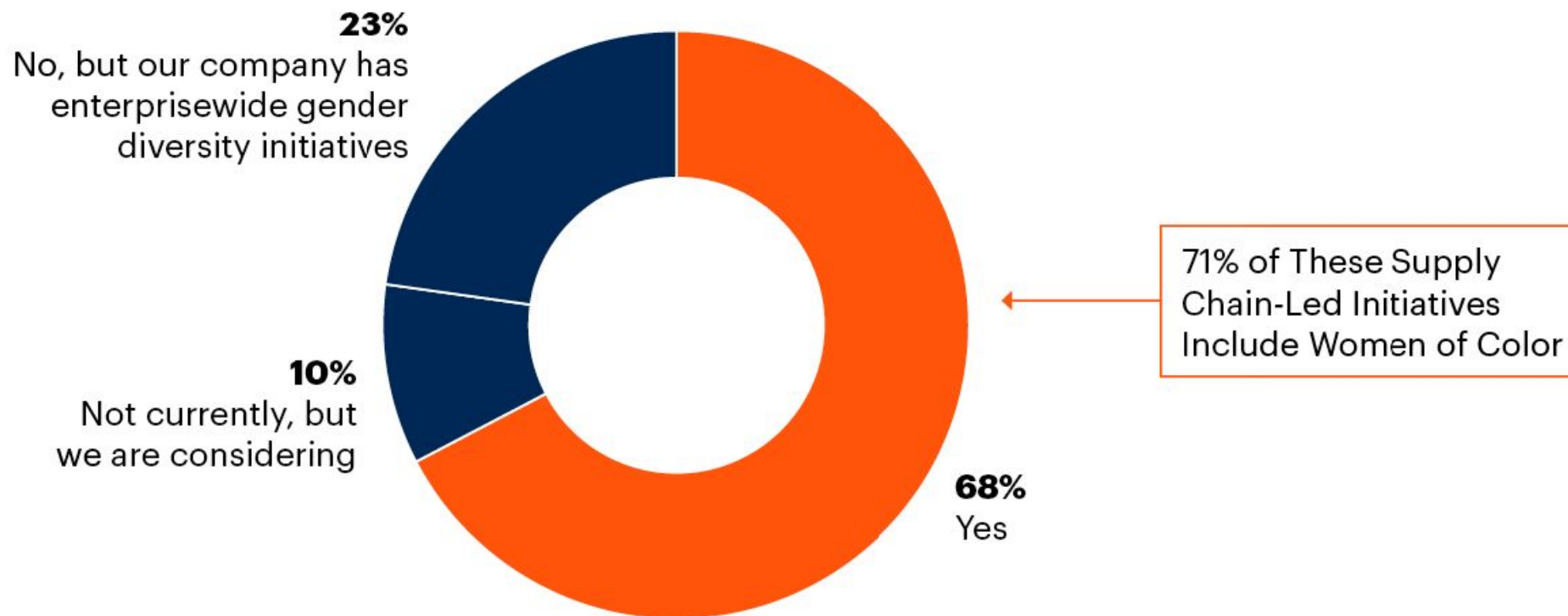
Diversity

9TH ANNUAL GLOBAL SUPPLY CHAIN EXCELLENCE SUMMIT
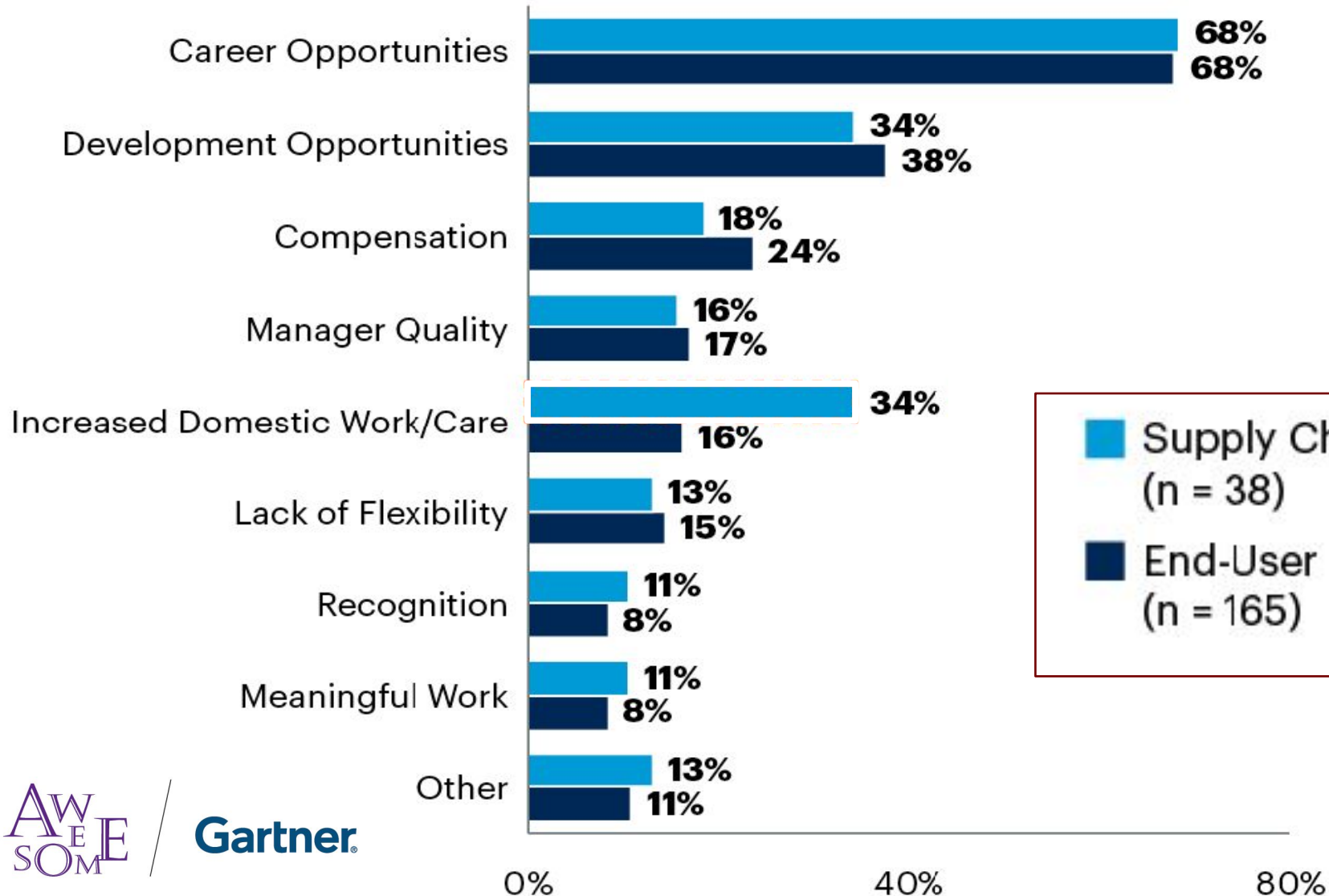
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Data References

Women in Supply Chain

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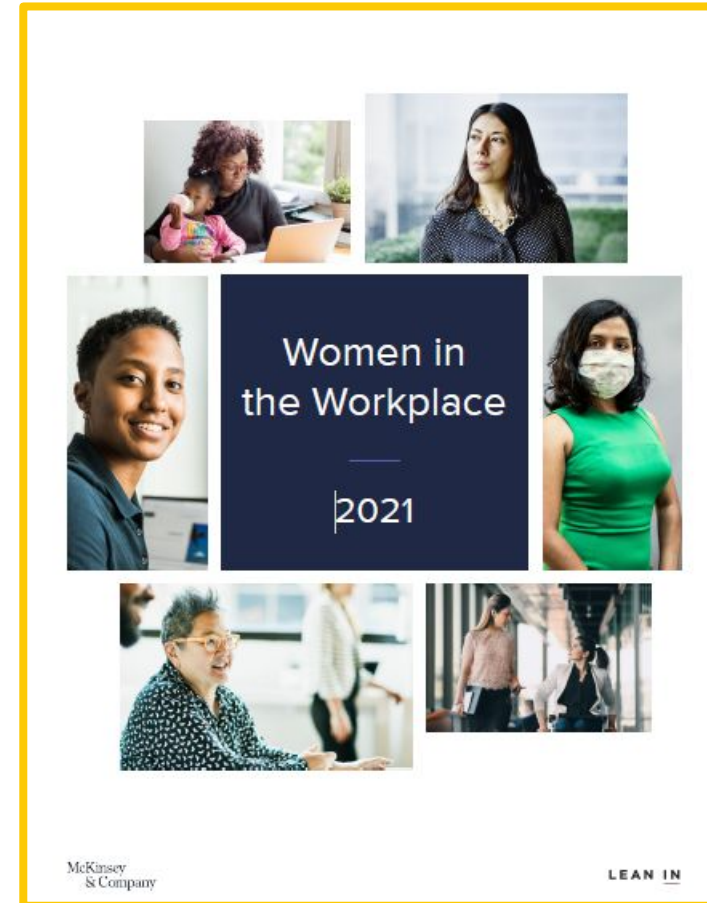
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