

Gartner

2024 Women in Supply Chain Survey: Recommitment Is Urgent as Progress Stalls

An excerpt from the Gartner/AWESOME Women in Supply Chain Survey



In 2023, the representation of women in supply chain reached historic levels according to our annual Women in Supply Chain Survey. We hypothesized that this momentum would continue and there would also be a growth in supply chain leadership, commitments and accountability.

But the 2024 survey reveals that this momentum has stalled because of a decrease in formal goals and eroding commitments to pay equity. Should decreased commitment among chief supply chain officers (CSCOs) continue, we expect flat or diminished progress on representation, pay equity and retention in 2025.

Gartner recommendations are to:

- Recommit supply chain leaders to DEI. Supply chain leaders must take ownership of goal setting, running initiatives, and holding themselves and their teams accountable.
- Prioritize inclusive leader development, followed by development of women at middle and lower levels and reducing bias in recruitment processes.
- Reduce higher-than-average attrition of women by addressing their top 3 challenges: lack of flexibility, bias in recruitment and lack of equitable access to career opportunities.

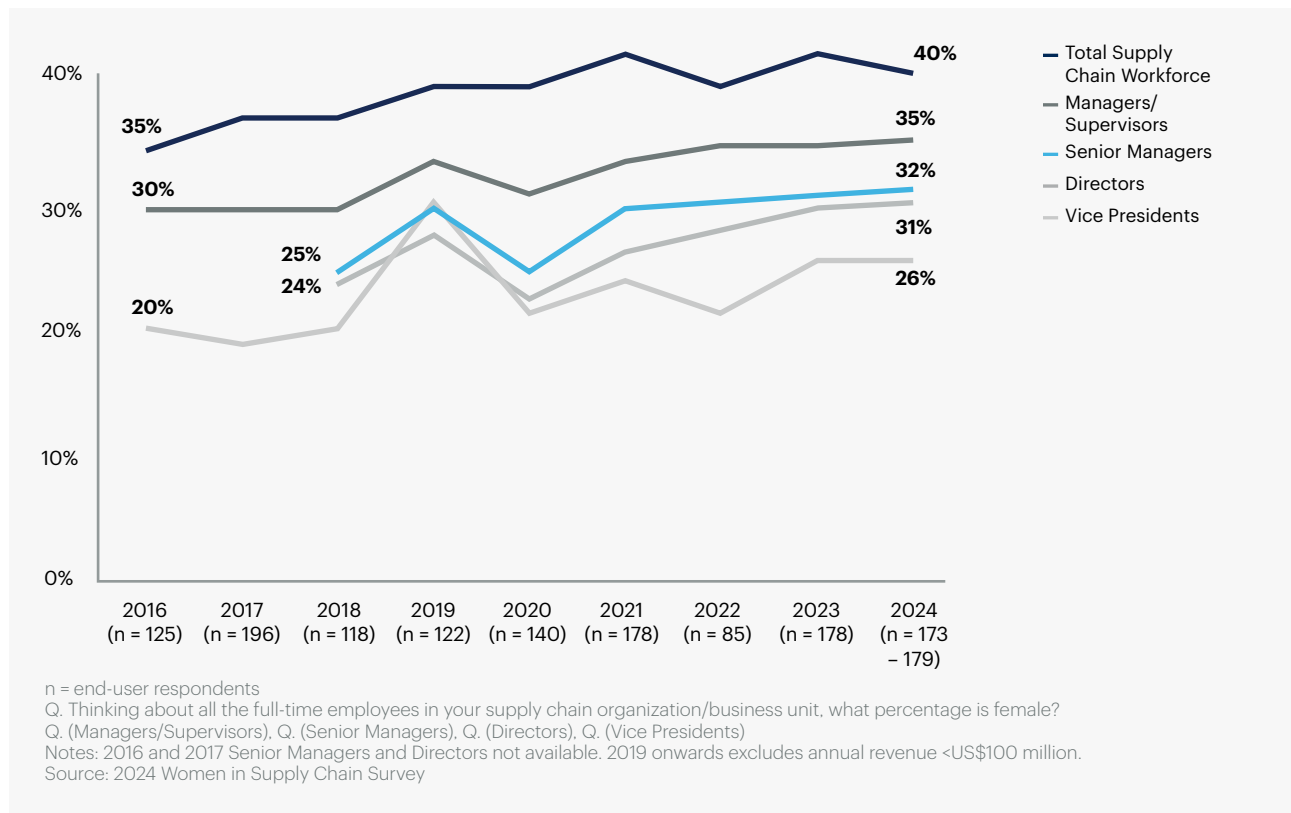
This report provides an overview of the survey's three key findings:

1. Representation of women in supply chain organizations plateaus
2. Frontline women advance
3. Supply chain commitment and ownership has reduced

1. Representation of women in supply chain organizations plateaus

In 2024, representation of women in supply chain organizations was flat to slightly up (see Figure 1). The proportion of women in the overall supply chain workforce ticked down by one percentage point to reach 40%. Our concern is that the plateauing of representation could materially shrink pipelines.

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

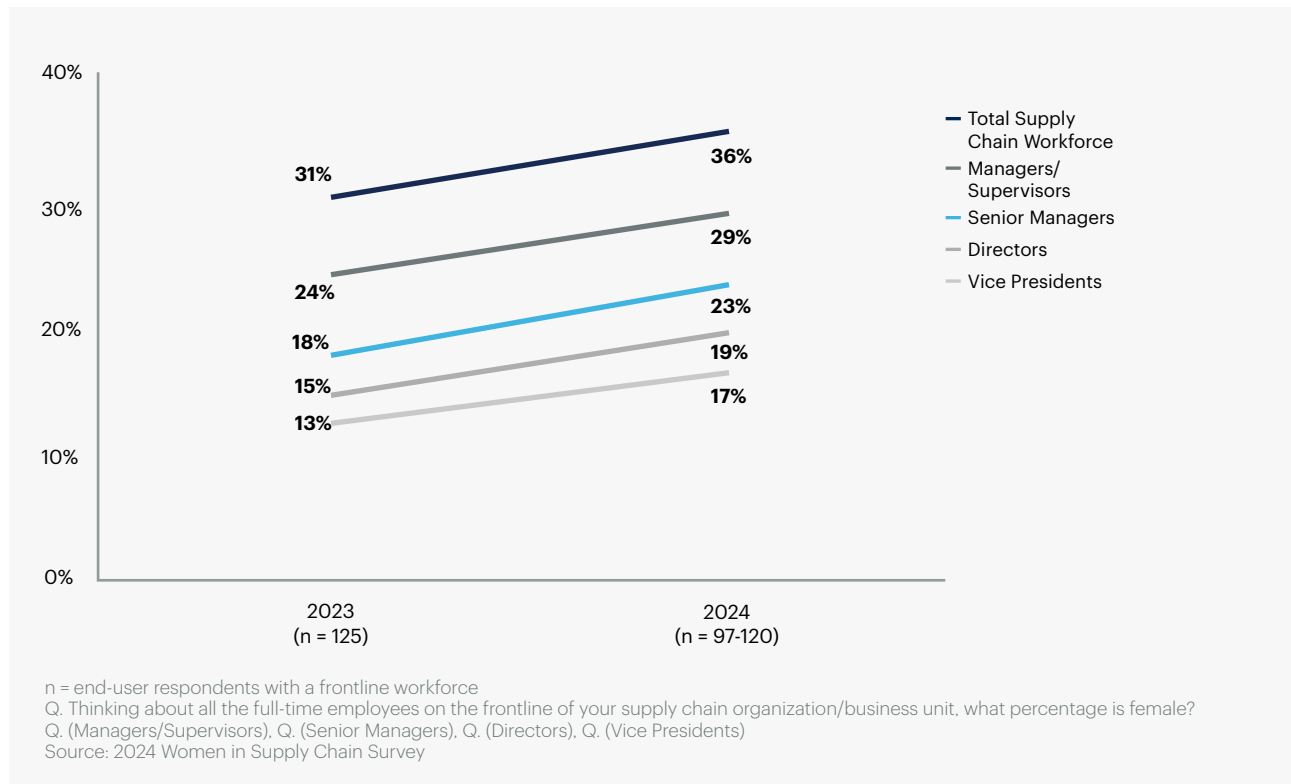


2. Frontline women advance

Frontline teams in manufacturing and logistics form the cultural heart of many supply chain organizations and the majority workforce in many companies. Eighty-four percent of survey respondents reported having frontline workforces. In these organizations, we found that over one in three frontline employees are women (36%, up five points over 2023), and at every level representation increased between four to five points (see Figure 2). We do continue to see a slightly steeper downward trajectory than we see for the women's leadership pipeline overall (as shown in Figure 1), but the drop-off is not as steep as the one we saw in last year's results.

Frontline work experience is often a determining factor in the succession planning requirements list of who gets the big jobs and opportunities in a global supply chain organization, especially ones with owned manufacturing, distribution and transportation capability. It's encouraging to see women improve their representation in these roles, as well as in more desk-based jobs, and should mean that we'll see more women leading manufacturing and logistics organizations in the future, and then getting the nod for more CSCO and chief operating officer (COO) roles.

Figure 2: There Are Proportionally More Women in Frontline Roles in 2024 at All Levels

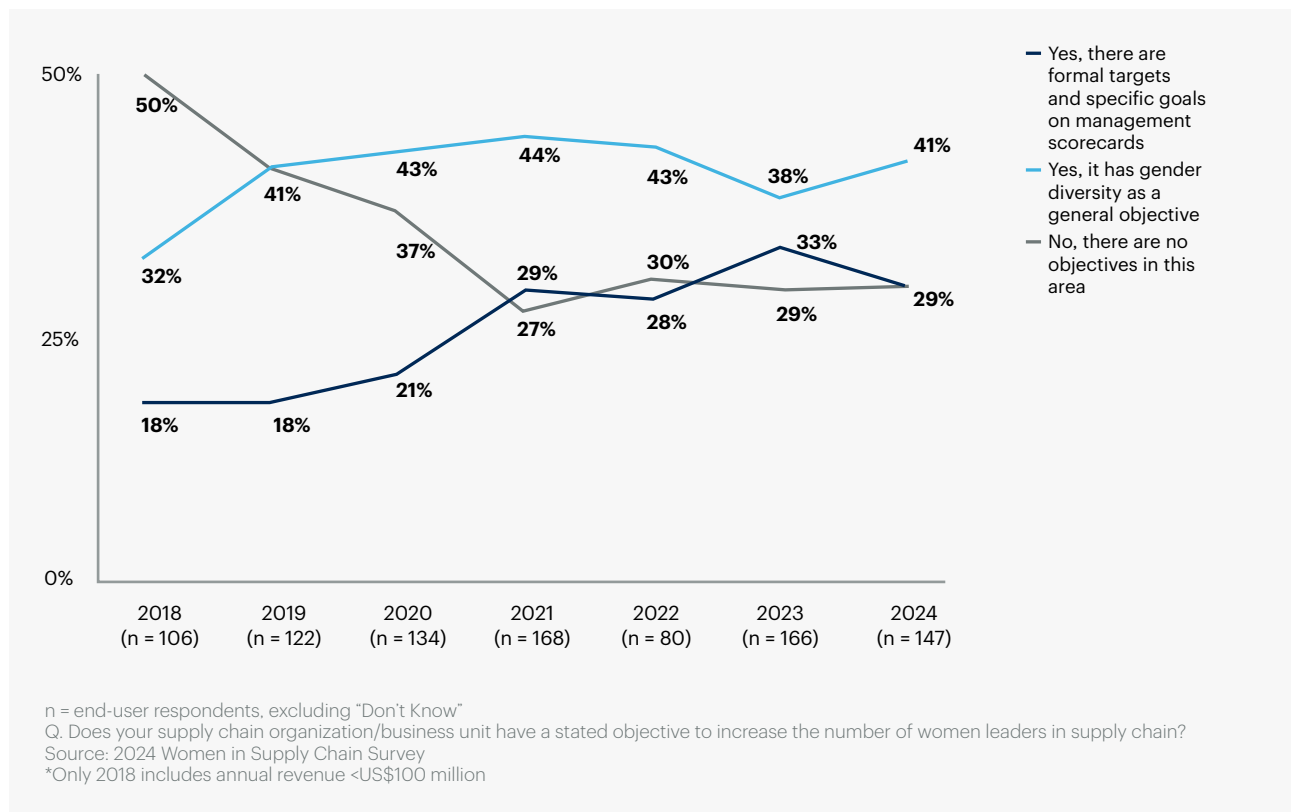


3. Supply chain commitment and ownership has reduced

Just as the 2023 survey found, the 2024 survey revealed that 71% of supply chain organizations have an objective or goal to increase the number of women leaders in supply chain organizations. However, when we break this down, the proportion of respondents with direct accountability for results on their management scorecards dropped year over year from 33% back to 29% (see Figure 3).

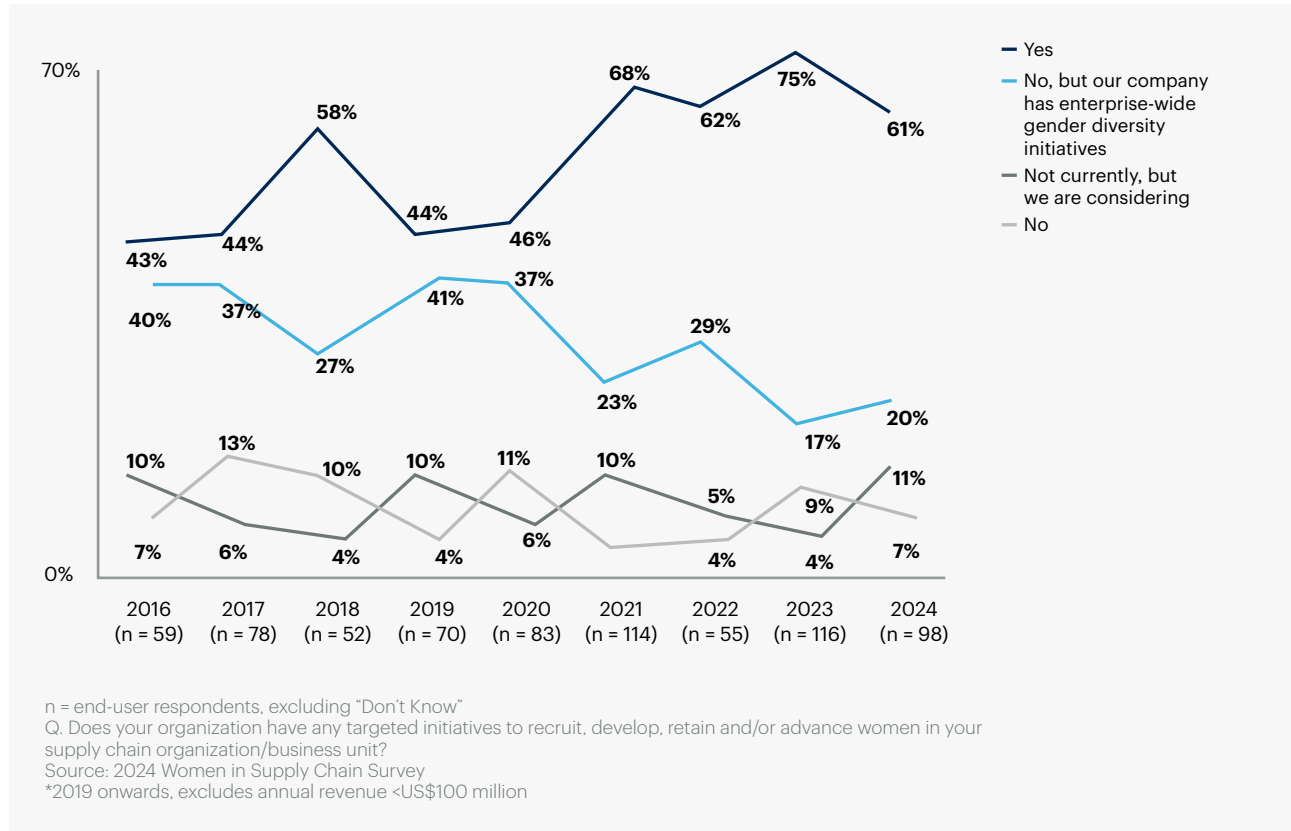
This number has always been a strong indicator of performance — where there are specific goals to increase the number of women in leadership roles, we see stronger pipelines.

Figure 3: Formal Goals, Accountability Diminished in 2024



Another key indicator is supply chain's ownership of initiatives to better attract, develop, retain and progress women. The higher this number is, the healthier pipelines are and the more progress is reported. Unfortunately, this number is significantly down in 2024, with supply chain leaders relying more on their HR counterparts to run DEI (see Figure 4).

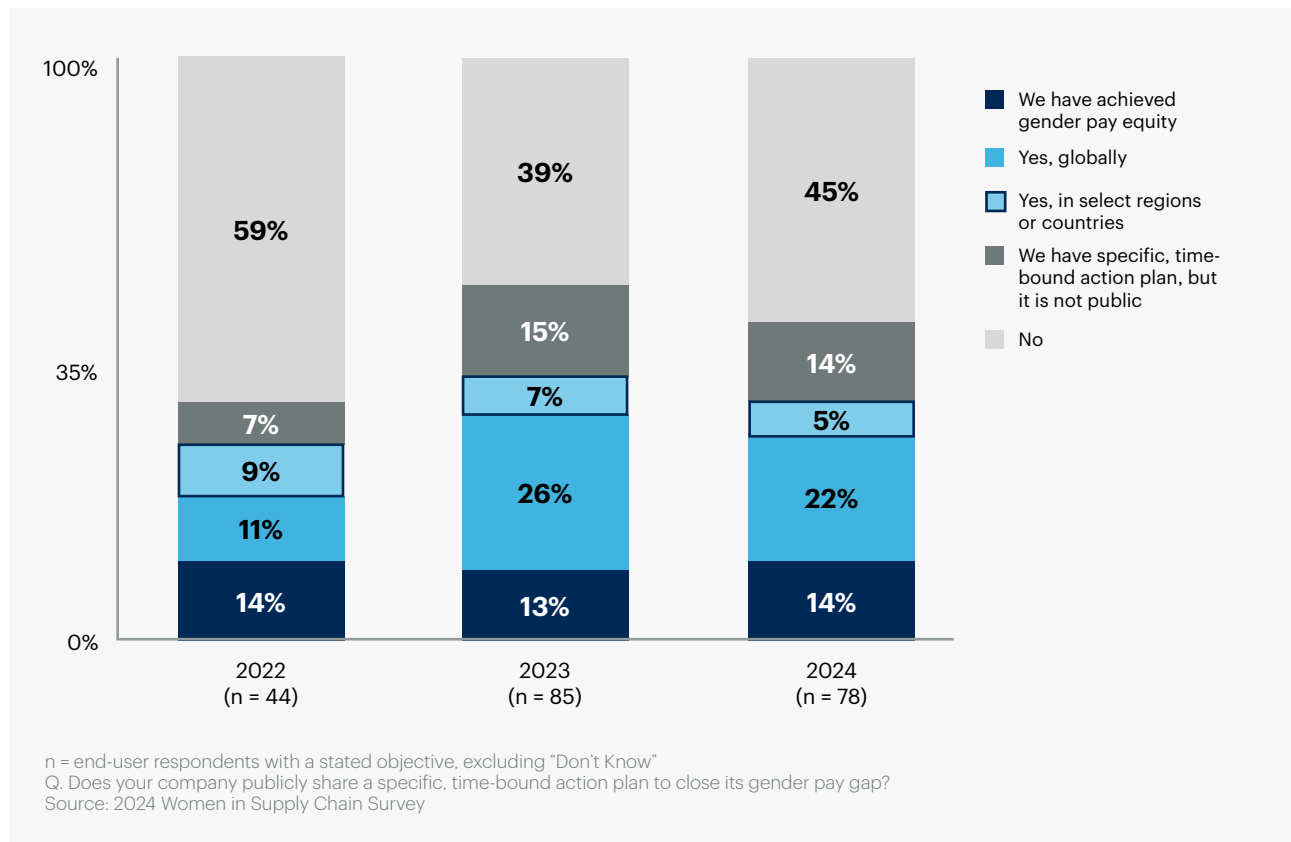
Figure 4: 13% Fewer Supply Chain Organizations Lead Their Own Initiatives in 2024



Finally, pay equity is at risk for women in supply chain organizations in 2024: A lower percentage of supply chain organizations have a plan to close pay gaps and a higher percentage of survey respondents said they have no plans to close their gaps (see Figure 5).

This is not something you want to have to rationalize to employees and candidates: Gartner’s Supply Chain Talent Monitor, a quarterly research study, shows that compensation continues to be the No. 1 attraction and attrition driver for supply chain professionals. Failure to demonstrate pay equity combined with reduced flexibility in work policy is degrading many companies’ employer brands, with women among the most affected. This hurts pipelines and puts supply chain performance at risk.

Figure 5: Fewer Respondents Have a Plan to Close Pay Gaps



About the Survey

The **2024 Women in Supply Chain Survey**, the ninth annual, is a collaborative effort by a team of **Gartner** analysts who research and provide thought leadership on supply chain talent and organization best practices, and **AWESOME**, a U.S.-based nonprofit organization focused on advancing women's supply chain leadership. We also worked with **boom!**, a U.K.-based online community for women in supply chain.


The survey is designed to assess and improve diversity, equity and inclusion (DEI) in supply chain organizations with a particular focus on attracting, developing, promoting and retaining women at all levels.

Gartner and AWESOME worked together to develop the online survey and recruit participants. The survey sample was augmented with recruitment efforts from social media, Gartner clients and from boom!. Gartner's Research Data Analytics team reviewed, tested and administered the survey.

The survey period ran from 14 February 2024 through 25 March 2024. The survey respondents totaled 214 supply chain organization leaders, primarily from companies headquartered in North America. Qualified participants worked in companies that earned at least US\$100 million in annual revenue and operated an internal supply chain organization or operated supply chain as a separate business unit/specialty/practice area or served as vendors of supply chain services and solutions.

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