

Gartner[®]

2022 Women in Supply Chain Survey Reveals Midpipeline Progress and Midcareer Attrition

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



News and media stories covering the impact of the COVID-19 pandemic on working women have been sobering. And yet, last year, our 2021 Women in Supply Chain Survey revealed improvements in retention and leadership.

The 2022 Women in Supply Chain Survey has equally surprised us. While we did see some slight dips in representation, we saw a record number of women at the first-line manager/supervisor, senior manager and director levels. Such progress in the middle of the pipeline will surely deliver results within senior leadership in the coming years.

While we should certainly celebrate our progress, we must also beware of long-term consequences of the pandemic on employee advancement and well-being.

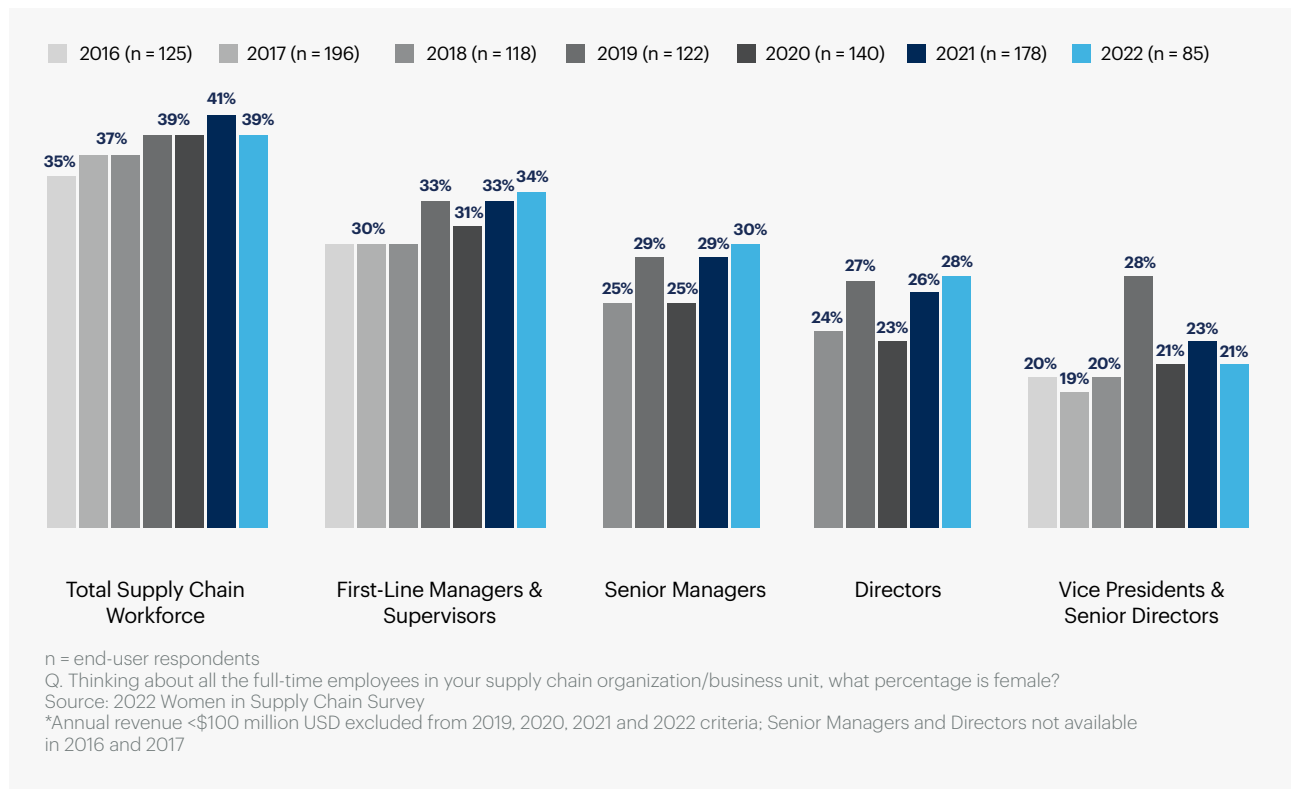
This report provides an overview of the survey's three key findings:

1. Representation of Women Improved Across the Middle of the Pipeline
2. Solve for Midcareer Women Flight Risk
3. Gender Diversity Initiatives Focus on Recruitment and "Lean-In" Tactics

Survey Finding 1: Representation of Women Improved Across the Middle of the Pipeline

The pandemic has weighed heavily on working women across the globe, yet supply chain leaders have managed to maintain and even advance representation of women in their organizations. Figure 1 shows that the percentages of women at first-line manager/supervisor, senior manager and director levels have increased since 2021.

Figure 1: Women in Supply Chain Leadership Roles Year to Year Comparison

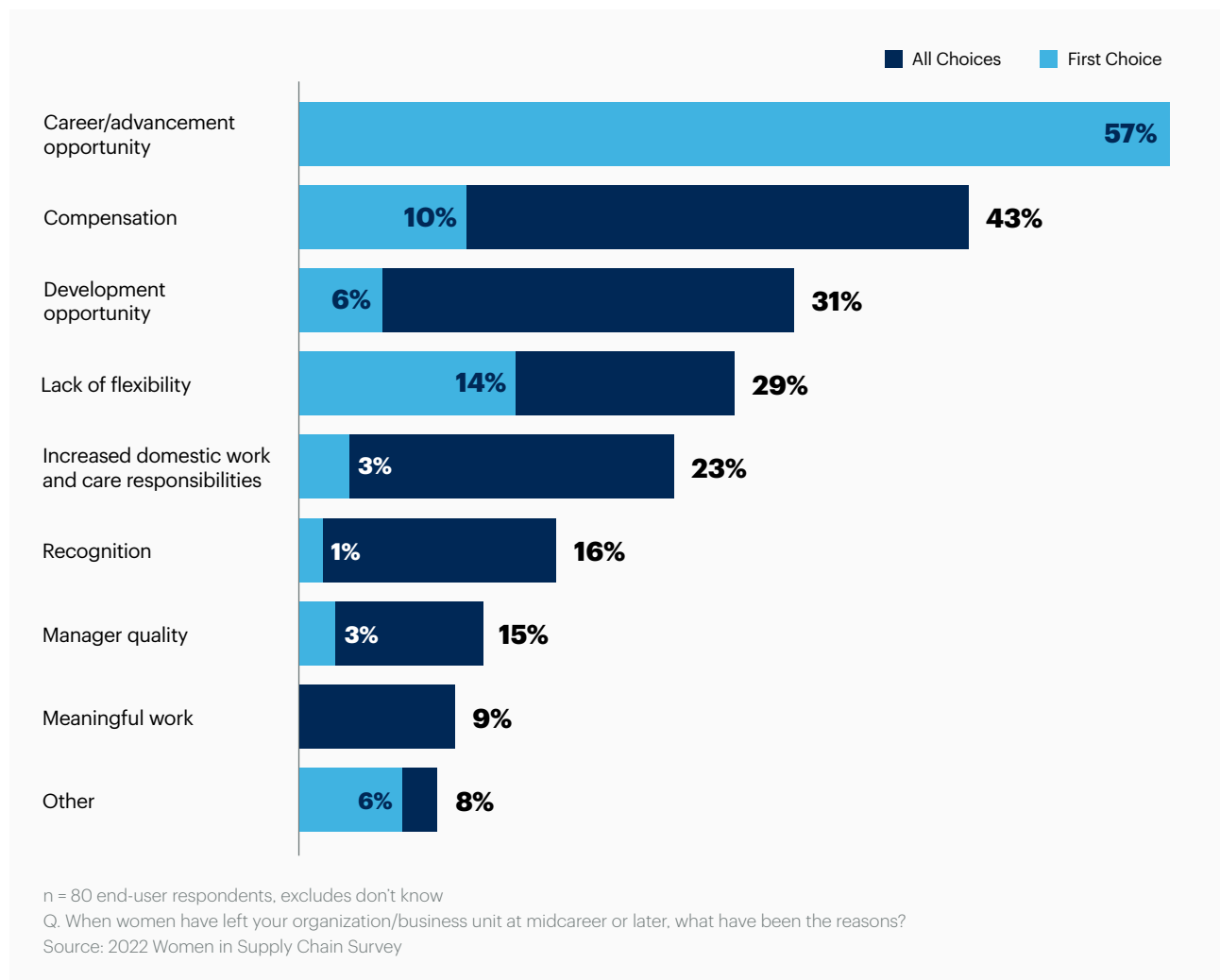


That being said, supply chain still continues to have a problem pulling women up to the more senior ranks of the organization: Women only occupy 21% of supply chain's vice president- and senior director-level positions, a dip from 2021. Talent strategies may be to blame, as many are not designed to pull women up the corporate ladder. Gartner recommends thorough evaluation and redesign of talent strategies to eliminate the hidden biases that systematically prevent women from pushing into higher levels of leadership.

Survey Finding 2: Solve for Midcareer Women Flight Risk

Supply chain organizations should urgently attend to midcareer challenges for women. According to the 2022 Women in Supply Chain Survey, the top reason that midcareer women are leaving their organization is because they lack advancement opportunities (see Figure 2). The fastest-climbing reason is that women are seeking greater or more competitive compensation. In fact, this jumped dramatically from 24% in 2021 to 43% today.

Figure 2: Reasons Women Have Left Company



To address midcareer flight risk, Gartner recommends chief supply chain officers take the following actions:

- Set specific goals, and hold yourself and other leaders accountable for them. There is a correlation between leadership accountability for gender equality and actual progress in representation of women along the pipeline.
- Improve career path visibility and mobility. Also, partner with HR to offer more competitive compensation and to remedy midpipeline pay inequities immediately.
- Invest in returnship programs that pull women back into the supply chain workforce. Such programs reskill and upskill talent, mostly women, who have left the workforce due to caregiving responsibilities.
- Offer greater work flexibility as a competitive differentiator in attraction, retention and engagement of women in supply chain.

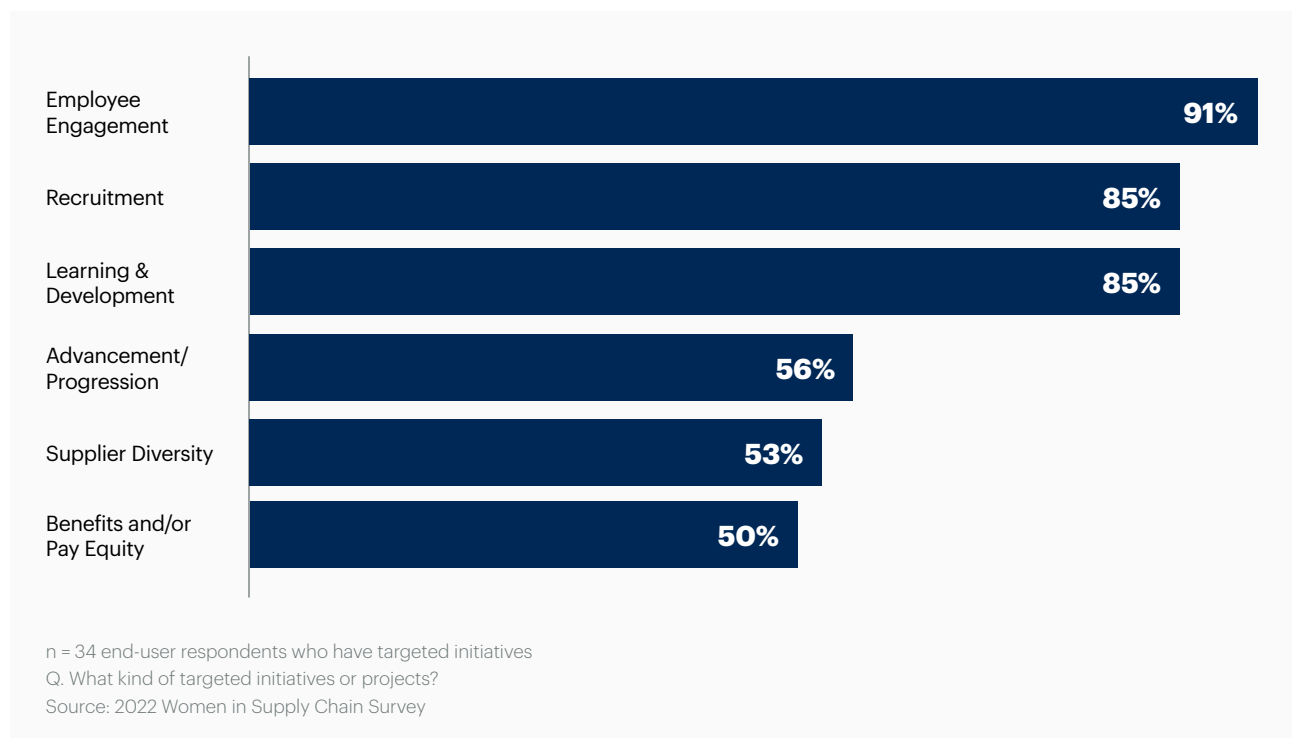


[Follow Us on LinkedIn](#) | [Sign Up for Our Newsletter](#) | [Become a Client](#)

Survey Finding 3: Gender Diversity Initiatives Focus on Recruitment and “Lean-In” Tactics

Once supply chain leaders establish gender diversity objectives, what are they doing to achieve them? According to the 2022 Women in Supply Chain Survey, 91% are targeting employee engagement, which, for example, might include the implementation of employee resource groups (ERGs) or diversity, equity & inclusion (DEI) newsletters (see Figure 3). Another 85% of supply chain organizations are implementing initiatives focused on gender diversity recruitment, which might involve reshaping the interview process or removing gendered language from job descriptions. An equal priority has been placed on learning & development initiatives (85%), which could include development programs specifically focused on women or inclusive leadership training.

Figure 3: Kinds of Targeted Initiatives or Projects



It's critical that chief supply chain officers prioritize and lead the initiatives that are most likely to show gender diversity results. Gartner recommends the following actions:

- Support authenticity in leadership by recognizing the value female leaders bring to the table and ways they can continue to hone leadership skills.
- Emphasize inclusive leader development, and focus on easy-to-apply inclusive behaviors instead of general inclusive behaviors.
- Rethink required skills and responsibilities of leaders, and employ your women's ERG to evaluate current leadership descriptions for bias.
- Put your leadership job descriptions through a gender-decoder to identify and balance gendered language.
- Work with HR to assess, resolve and provide more transparency around pay inequities.

About the Survey

The **2022 Women in Supply Chain Survey**, the 7th annual, is a collaborative effort by a team of **Gartner** analysts who research supply chain workforce and organization dynamics, 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 global community formed to support and link women in the supply chain profession, with membership spanning 30 countries.

Gartner and AWESOME worked together to develop the survey and recruit participants. The survey sample was augmented with recruitment efforts from social media and Gartner clients.

The survey period ran from 24 February 2022 through 28 March 2022. The survey respondents totaled 116 supply chain organization leaders, primarily from companies headquartered in North America. Qualified participants worked in companies that: earned at least \$100 million USD in annual revenue; 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. Of the 116 respondents, 85 were from companies with internal supply chains and 31 were from companies categorized as supply chain business services and solutions.

Survey questions focused on: company goals and initiatives to improve recruitment, development, retention and advancement of women; representation of women from underrepresented races and ethnicities; practices that increase the engagement with, and success of, women in supply chain organizations; specifics about midcareer pipelines and the effects of the COVID-19 pandemic; pay equity plans and transparency; and first-line engagement practices for women in on-site roles in manufacturing, distribution and transportation.

Also, 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.

Actionable, objective insight

Position your supply chain organization for success. Explore these additional complimentary resources and tools for supply chain leaders.

Data



Supply Chain DEI in 2022

Benchmark your diversity, equity and inclusion efforts with new survey data.

[See Data](#)

Webinar



Reinvent the Future of Work for Supply Chain

Use 6 initiatives to evolve your supply chain future of work strategy.

[Watch Now](#)

Best Practice



Supply Chain's People Breakthrough of 2022

Read how Shell uses smartwatches for employee safety and care.

[Read Now](#)

Research



Developing the Supply Chain Professional of 2025

Redesign work and build capabilities for a digital supply chain.

[Download Research](#)

Already a client?

Get access to even more resources in your client portal. [Log In](#)

Connect With Us

Get actionable, objective insight to deliver on your mission-critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

U.S.: 1 855 811 7593

International: +44 (0) 3330 607 044

[Become a Client](#)

Learn more about Gartner for Supply Chain Leaders
gartner.com/en/supply-chain

Stay connected to the latest insights

