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# 2024 Women in Supply Chain Research



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## **2024 Gartner/AWESOME Women in Supply Chain Survey**

Holding the Line

May 17, 2024

CEOs prioritize talent attraction and retention as their top talent must-do and are most concerned about digital skill and challenges across generations.\* Strong DEI strategies help leaders draw from and engage the largest possible pools of qualified talent to perform, innovate and reduce risk.

To support CSCOs and their organizations on their DEI strategies and actions, Gartner and AWESOME fielded the 2024 Women in Supply Chain Survey. Designed to assess and improve DEI in supply chain organizations with a particular focus on attracting, developing, promoting and retaining women at all levels, we survey hundreds of global supply chain organizations annually.

\*Source: Gartner [2023 CEO Survey — The Pause and Pivot Year](#)

## 2024 Headlines



**Progress  
Plateaus**



**Frontline  
Women  
Advance**



**Reduced  
Supply Chain  
Commitment  
& Ownership**

The big news coming out of the 2024 data is that overall progress in representation has plateaued while representation of women in frontline roles across levels has improved. Decreases in supply chain's commitment and leadership to developing and progressing women are the primary drivers of slowing progress. Should this continue we expect flat and possibly softer pipelines in 2025 and beyond.

# 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. Representation in consumer/retail and industrial sectors decreased. Should decreased commitment continue, we expect flat or diminished progress in 2025.

Life sciences and supply chain providers improved representation at all levels. Representation of women in frontline roles noticeably improved.

# Key Findings

The percentage of women in the total supply chain workforce and across all levels has remained roughly the same. 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 in frontline workforces, and across pipelines in the life sciences and supply chain provider sectors.

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

Supply chain organizations continue to struggle with attrition, particularly in the middle of the pipeline with midcareer 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 are inclusive leadership development, improved development of women, and improved recruitment.

# Recommendations

Recommit: to ensure progress, CSCOs must take ownership, set goals, run initiatives, and hold each other and their extended teams accountable.

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

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.

Source, last bullet: [How to Attract, Recruit and Retain Women Employees](#) G00771615

# 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 UK-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. 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.

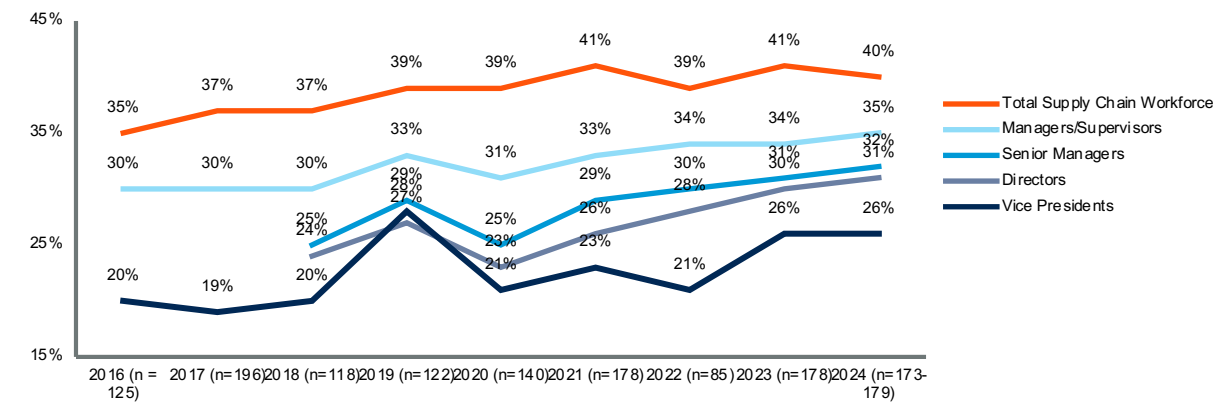
# **Representation of Women in Supply Chain Organizations Plateaus**

Representation of women in supply chain organizations has plateaued or just slightly ticked up in 2024. Some indicators have clearly diminished, paling against the significant improvements we saw in last year's data.



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

Women in Supply Chain Leadership Roles - YoY Comparison  
Mean Percentage

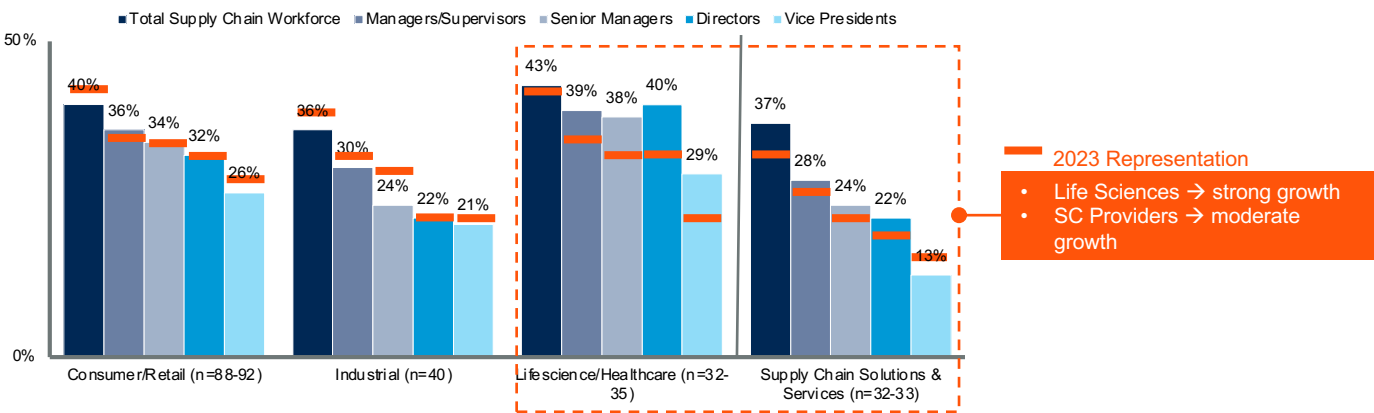


n varies, End-User Respondents  
QA01. Thinking about all the full-time employees in your supply chain organization/supply chain business unit/ organization, what percentage are women?  
QA02 (Managers/Supervisors), QA03A (Senior Managers), QA03B (Directors), QA04 (Vice Presidents)  
Source: 2024 Gartner Women in Supply Chain Survey  
\*2019 onwards, excludes revenue <\$100million, Senior Managers/Directors not available in 2016,2017  
ID:

In 2024, representation of women in supply organizations was flat to slightly up. The proportion of women in the overall supply chain workforce ticked down one percentage point, to 40%. The 2024 results mark a return to flat or modest, incremental improvements in role levels or specific sectors.

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

Women in Supply Chain Leadership Roles – by Industry  
Mean Percentage

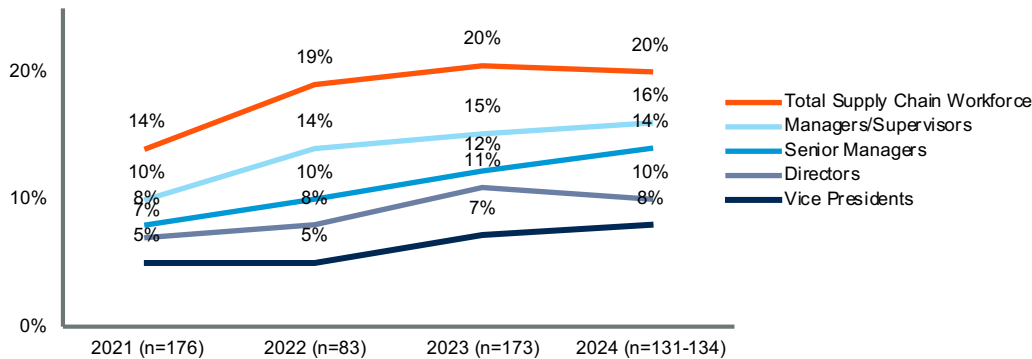


n varies, End-user and Supply Chain Solution Respondents  
QA01. Thinking about all the full-time employees in your supply chain organization/supply chain business unit/ organization, what percentage are women?  
QA02 (Managers/Supervisors), QA03A (Senior Managers), QA03B (Directors), QA04 (Vice Presidents)  
Source: 2024 Gartner Women in Supply Chain Survey  
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Across four major industry sectors (shown in Figure 2), consumer/retail and industrial supply chain organizations’ pipelines shrunk compared to 2023. Life science/healthcare and supply chain provider segments improved. The life sciences/healthcare improvement on overall workforce and through the middle and senior levels of the pipeline was particularly impressive. Life science/healthcare supply chain organizations with this pipeline profile enjoy advantages in retention, succession planning, and capability retention over time, even in the fact of accelerated baby boomer retirements and higher turnover among younger employees.

# Figure 3: Representation of Women of Underrepresented Races and Ethnicities Likewise Plateaued

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



n = End-User Respondents  
QA01. Thinking about all the full-time employees in your supply chain organization/supply chain business unit/organization, what percentage are women?  
QA02 (Managers/Supervisors), QA03A (Senior Managers), QA03B (Directors), QA04 (Vice Presidents)  
QA05A. Thinking about all the full-time employees in your supply chain organization/supply chain business unit/organization, what percentage are women of underrepresented races and ethnicities?  
QA05B (Managers/Supervisors), QA05C (Senior Managers), QA05D (Directors), QA05E (Vice Presidents)  
Source: 2024 Gartner Women in Supply Chain Survey  
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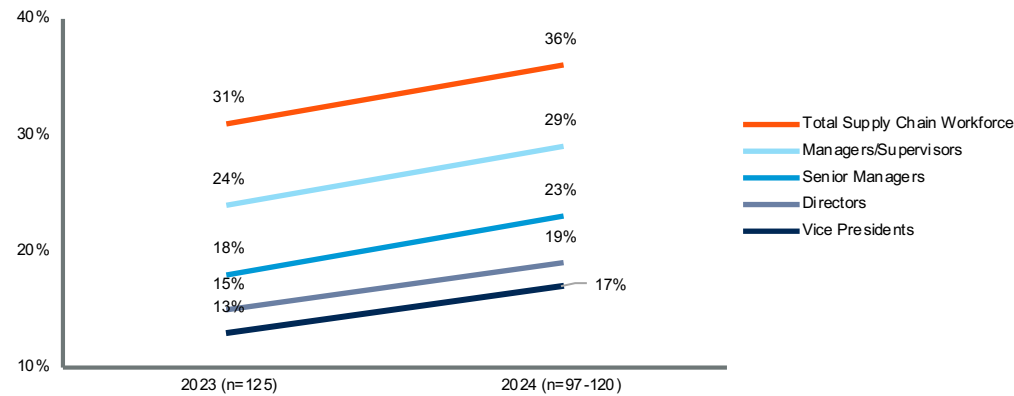
Similar to the trend seen for women overall, the representation of women of underrepresented races and ethnicities (see Definitions slide) is mostly flat (Figure 3). Women of underrepresented races and ethnicities still make up 20% of the supply chain workforce overall, which is similar to the percentage that comprises the U.S. labor force (20.3%).\*

In terms of sector performance, the healthcare and life science industry has the largest percentage of women of underrepresented races and ethnicities across the total supply chain workforce at 26%, followed by the supply chain providers with 22% (up from 14% in 2023). Women of underrepresented races and ethnicities make up just 13% of the industrial supply chain workforce, (down from 20% in 2023) and 19% of the consumer-retail workforce.

\* [Women of Color in the United States \(Quick Take\)](#), Catalyst.

# Figure 4: There Are Proportionally More Women in Frontline Roles in 2024 at All Levels

Women in Frontline Roles - YoY Comparison  
Mean Percentage

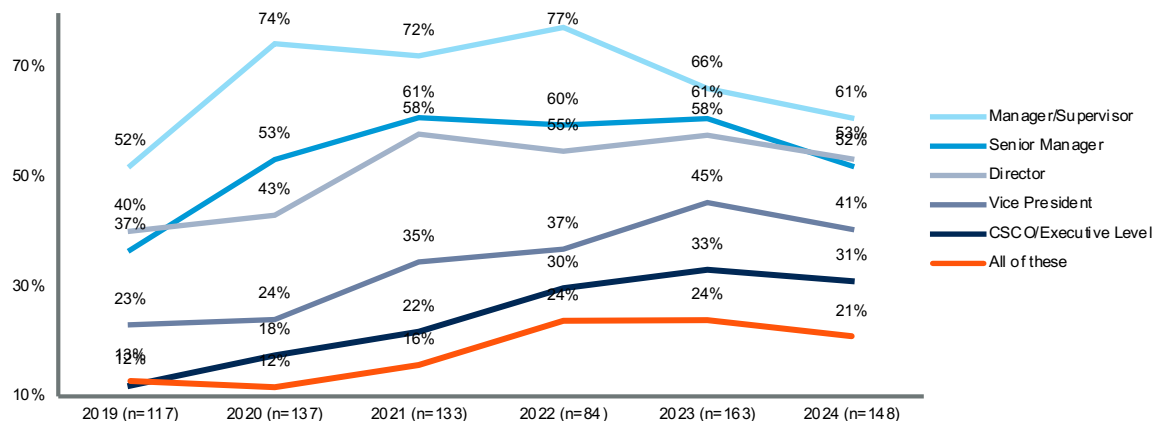


n varies, End-users who have a frontline workforce  
QA11d. Thinking about all the full-time employees on the frontline of your supply chain organization/supply chain business unit/organization, what percentage are women?  
QA11d2 (Managers/Supervisors), QA11d3 (Senior Managers), QA11d4 (Directors), QA11d5 (Vice Presidents)  
Source: 2024 Gartner/AWESOME Women in Supply Chain Survey  
ID:

Frontline teams in manufacturing and logistics form the cultural heart of many supply chain organizations and the majority workforce in many companies. 84% 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 that every level’s representation increased between four to five points (see Figure 4). 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.

## Figure 5: Fewer Respondents Reporting Improvement Across Levels in 2024

**Levels Seeing Improvement in Gender Diversity and Inclusion – YoY Comparison**  
Multiple Responses Allowed



n varies, End-user respondents

QA14X. At what levels are you seeing improvement in achieving gender diversity and inclusion in your organization's supply chain leadership?

Source: 2024 Gartner Women in Supply Chain Survey

ID:

Going back to the overall supply chain workforce results, across all managerial levels, fewer respondents reported improvement in 2024. Reported improvement in representation and inclusion at manager and senior manager levels has dropped off sharply year over year. We are back to a 2019-2020 profile. The drop two years running at the manager level is particularly concerning because this is where leadership pipelines are made or broken.

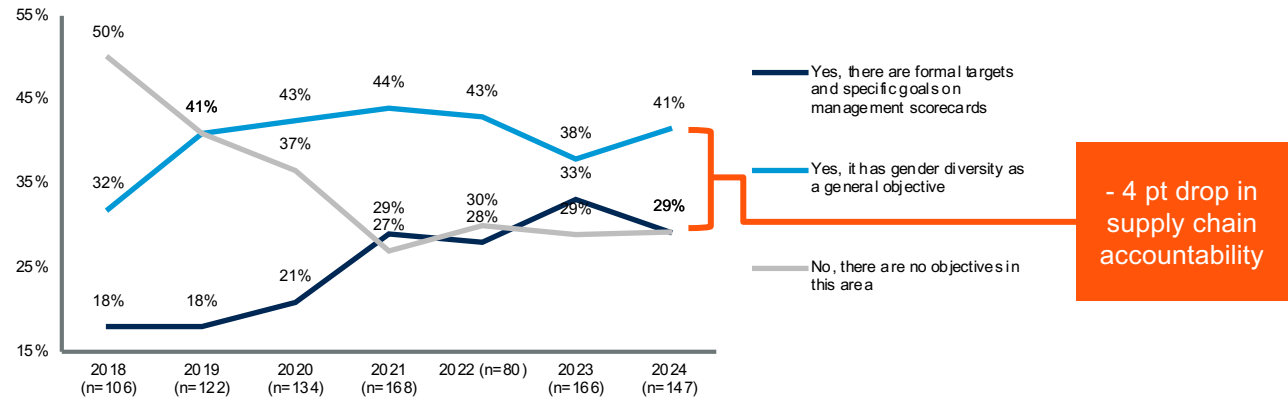
The dropoff in reported improvements is less acute at more senior levels, but down two-four points nonetheless. Our concern is that the plateauing of representation we see in Figure 1, combined with degraded progress at more junior levels reported here, will prolong the plateau, or worse, materially shrink pipelines.

## **Reduced Supply Chain Goals, Accountability, Leadership in 2024**

When we explore the data further, the reasons for slowing progress emerge very clearly. Fewer supply chain organizations report having formal goals. Fewer lead and drive their own WISC initiatives. Fewer are ensuring equal pay for women.

# Figure 6: Formal Goals, Accountability Diminished in 2024

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



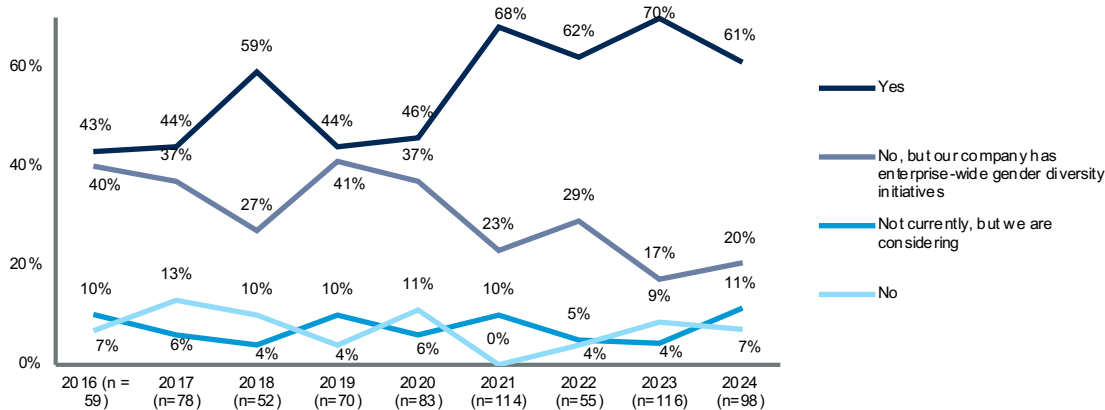
n varies, End-user Respondents, excludes DK  
QA10. Does your supply chain organization/supply chain business unit/organization have a stated objective to increase the number of women leaders in supply chain?  
Source: 2024 Gartner/AWESOME Women in Supply Chain Survey  
\*Only 2018 includes revenue <\$100million  
ID:

Again this year we found 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 from 33% back to 29%.

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 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



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

QA11. Does your organization have any targeted initiatives to recruit, develop, retain and/or advance women in your supply chain organization/supply chain business unit/organization?

Source: 2024 Gartner Women in Supply Chain Survey

\*2019 onwards, excludes revenue <\$100million

ID:

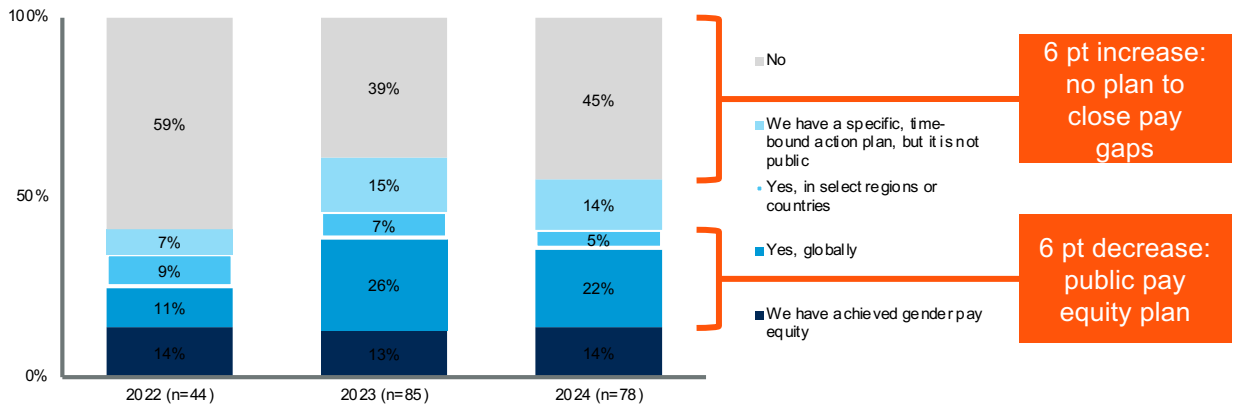
The other key indicator throughout the history of the project has been supply chain's ownership of initiatives to better attract, develop, retain and progress women. The higher this number is, the healthier pipelines are, the more progress is reported. In 2024 this number is significantly down, a clue to our plateau in general and the regression in consumer goods and industrial supply chain organizations. There is a distinct shrinking of supply chain engagement and action -- we are relying more on HR to run DEI for us.

The percentage of respondents with no active initiatives ticked up five points to 18%, the highest this number has been since 2021, and another sign that plateauing or degradation of pipelines is a distinct possibility in 2025 and beyond.



## 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



n = 85, End-users who have stated objective, excludes don't know

QA25. Does your company publicly share a specific, time-bound action plan to close its gender pay gap?

Source: 2023 Gartner Women in Supply Chain

Finally, and unfortunately, the financial part of the “E” in DEI, 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 respondents said they have no plans to close their gaps.

This is not something you want to have to rationalize to employees and candidates.

Gartner’s [Supply Chain Talent Monitor: 1Q24 Employee Engagement and Job Search Trends](#) shows that compensation continues to be the number one attraction and attrition driver for supply chain professionals. It is also the indicator that employees are most dissatisfied with. Only 54% are satisfied with their compensation.

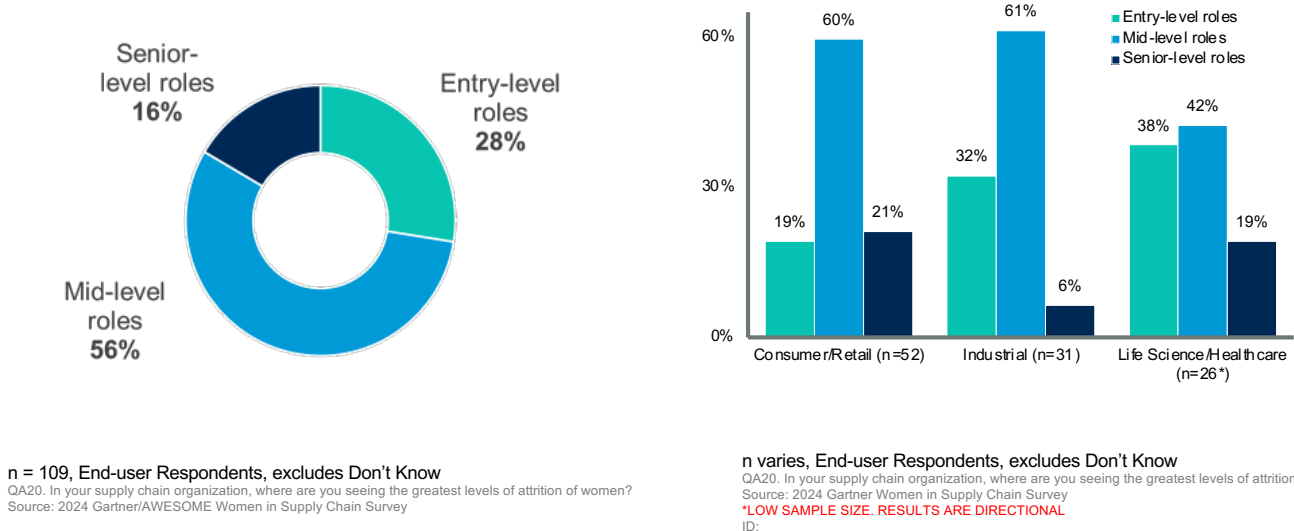
Failure to demonstrate pay equity combined with reduced flexibility in work policy is degrading many companies’ employer brands, with women among the most affected.

This hurts pipelines and puts supply chain performance at risk.

# **Attrition Challenges Persist**

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

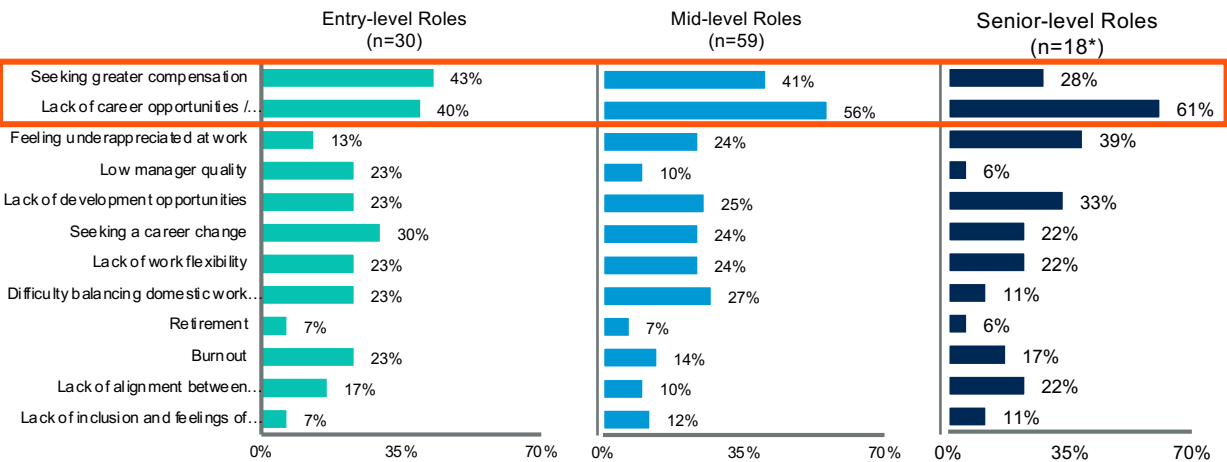
Roles showing Greatest Level of Women’s Attrition  
Single Response Allowed



Mid-level roles are still the attrition hot spot in 2024, followed by entry-level roles. Compared with 2023, attrition has eased up at lower levels, with 28% reporting this being their biggest pain point compared to 38% in 2023. There are notable differences between industry sectors, with mid-level attrition a pervasive challenge in the consumer/retail and industrial sectors.

# 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



n varies, End-user Respondents  
QA21/22/23. What are the top reasons why entry-level/mid-level/senior-level women are leaving your organization?  
Source: 2024 Gartner/AWESOME Women in Supply Chain Survey  
**\*LOW SAMPLE SIZE. RESULTS ARE DIRECTIONAL**

In a durable finding over the years, dissatisfaction with compensation and career opportunities continue to be the top two reasons women are leaving. Notable differences compared to 2023 were that compensation was less likely to be the primary driver of attrition, while lack of career opportunities grew in importance. Other attrition drivers that grew relative to last year were lack of work flexibility, lack of development opportunities, difficulty balancing domestic work and care responsibilities, and lack of alignment between individual and organizational purpose.

Elsewhere we see other indicators that need attention. While burnout as a big attrition driver dropped six points for senior levels and nine points for mid-level roles, it grew from 14% to 23% for entry-level roles. Another level-specific red flag is senior-level women feeling underappreciated at work, which ballooned from 19% last year to 61% this year.

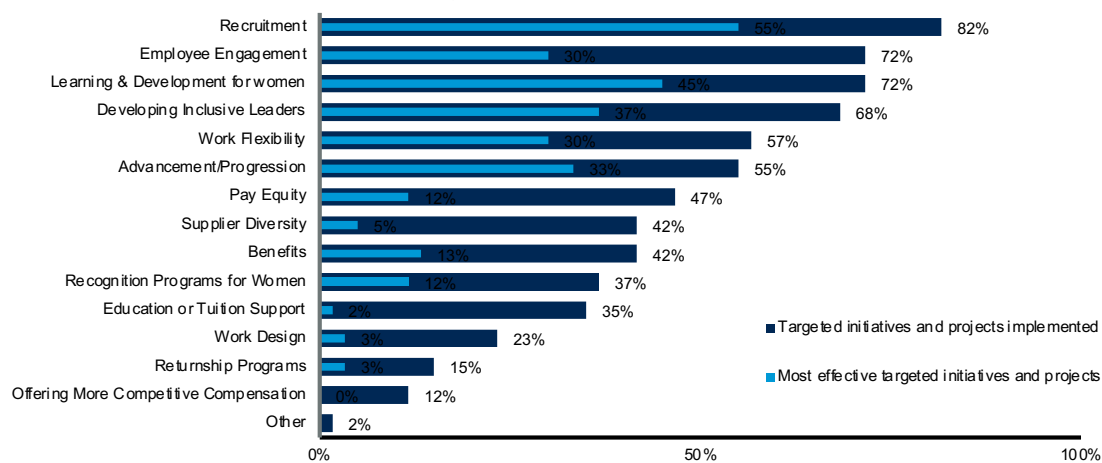
The conclusion? CSCO vigilance on their organization’s employee value proposition (EVP) and its relative competitiveness in a tough labor market is a must. This includes not only pay and benefits packages but the day-to-day employee experience that makes it possible to get up each day with the motivation and energy required to do these tough jobs.

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

2024's data reinforces previous cycles' findings that recruiting, learning and development programs for women, and inclusive leadership development programs for all leaders are the most effective WISC investments, while work flexibility and employee engagement are the most effective initiatives for pulling more women into frontline organizations.

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

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

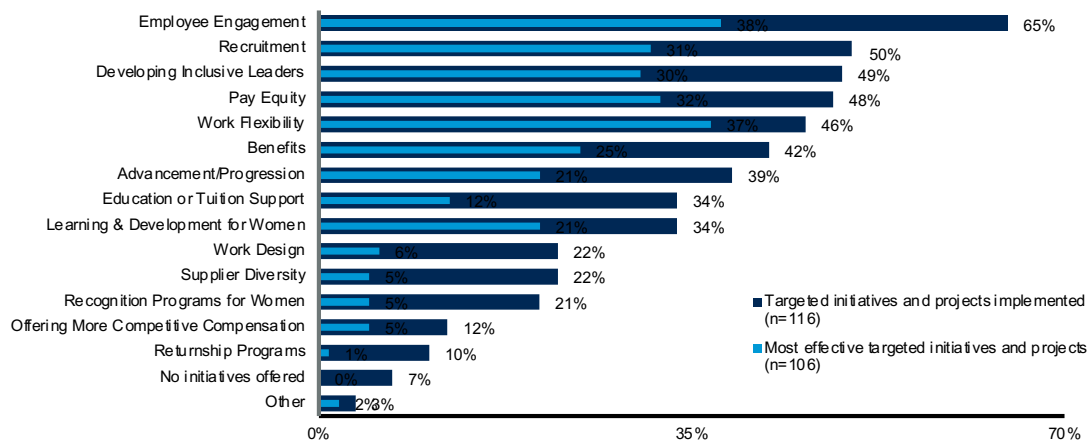


n = 60, End-user Respondents who have targeted initiatives  
QA11a. What kind of targeted initiatives or projects?  
QA11a2. Please rank the targeted initiatives or projects by effectiveness.  
Source: 2024 Gartner/AWESOME Women in Supply Chain Survey

The most popular initiatives in 2024 look similar to 2023's, with the top four in the same order and roughly the same proportion of respondents investing in them. And again, the most effective initiatives are recruitment, developing women, and developing inclusive leaders.

# 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



n varies, End-users who have a frontline workforce  
QA11c. What targeted initiatives and projects are you implementing to recruit, develop, retain and/or advance women in frontline roles?  
QA11e. 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

We explored scenarios and best practices that led to better frontline recruitment and retention outcomes. General employee engagement and work flexibility emerged as most effective, followed by investments in pay equity, developing inclusive leaders, and recruitment. The flexibility finding aligns with findings from Gartner’s Frontline Worker Experience Reinvented Survey, where frontline leaders said flexibility was their most effective retention investment and a top three recruitment investment.\*

\*Source: 2022 Gartner Frontline Employee Experience Reinvented Survey

# 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  
QA14x.2. For each level(s) that has shown improvement, please indicate the top 3 reasons.  
Source: 2024 Gartner/AWESOME Women in Supply Chain Survey

Reviewing the effectiveness of approaches by level in the organization, equipping all leaders to think and act inclusively was most frequently cited as a top reason for seeing improvement across levels, and particularly important for C-level improvement. Improved development of women themselves was the biggest driver for improvement at senior manager and director levels. Recruitment also drove improvements across levels, particularly for director levels in the middle of pipelines. It’s encouraging to see progress here given the findings highlighted in Figure 9 where mid-level roles are turning over at a higher rate. Recruiting from the outside will be required to shore up mid-pipeline health, along with attention to other EVP factors like compensation, opportunity, and appreciation.



## Definitions

# 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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