2025 Women in Supply Chain Survey Report

To support CSCOs and their organizations on their talent strategies and actions, Gartner and AWESOME fielded the 2025 Women in Supply Chain Survey. This year marks the project's tenth anniversary. 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.

Throughout the pandemic, the climb out of it, and until 2025, CEOs and CSCOs had prioritized workforce as a top three priority. Attraction and retention were the primary concerns, but the C-suite was also preoccupied with building digital skills as well as addressing culture challenges across the four generations in their workforces.*

Strong DEI practices help leaders draw from and engage the largest possible pools of qualified talent to perform, innovate and reduce risk. In 2023 into 2024, we had our best-ever results in terms of supply chain commitment. We saw more and more women advance in supply chain leadership roles. But 2024 also signaled a plateau. DEI commitment and progress had already decreased in other corporate functions and plateaued for CSCOs.

In 2025, we've gone beyond a plateau into a decline: a drop off we didn't see even going through once-in-a-century global pandemic together. The good news? We're still in a better place than we were ten years ago.

**Source: Gartner 2020-2025 CEO Surveys, 2024-25 CSCO Supply Chain Priorities Outlooks, previous supply chain surveys*

2025 Headlines

Representation Declines at All Management Levels

Minority Women Advance; Pay Equity Improves

Sharply Reduced Supply Chain Commitment

We wanted our tenth anniversary project to result in celebrations and high fives all around. It hasn't turned out that way. 2025 is a decline in progress, some sharp declines as you will see, with few bright spots.

While women account for 41% of the supply chain workforce, a tick up over 2024, at all other levels at overall progress in representation has decreased, as has representation of women in frontline roles. Our primary bright spots are that women of underrepresented races and ethnicities have progressed and that pay equity has improved.

Why the sharp downturn in most of these results? A drop-off in supply chain's direct commitment and leadership to developing and progressing women. Our results show that, on average, CSCOs are still, in general, committed to DEI. But they are no longer specifically committed to it or accountable for it, and it shows. Should this continue we expect flat at best and possibly softer pipelines in 2026 and beyond, and a real struggle in general to attract and retain women, but also Gen Z in general and all employees of underrepresented backgrounds.

Research Project Overview

- **Purpose.** 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.

- **Profile**. We survey supply chain organizations globally at companies with $100M+ in revenue across the consumer/retail, industrial, and life science/healthcare sectors. We also survey supply chain solution providers.

- **Predictions.** We hypothesized that 2024's plateau associated with corporate DEI's demise would continue. For CSCOs, we still expected to see at least flat commitments and accountability, based on client discussions and broader Gartner forums.

- **Findings**. Instead, we have a decline across pipelines, driven by a sharp decrease in formal goals and supply chain leadership. The good news is increased representation of women of underrepresented races and ethnicities, and significant improvements in pay equity achievement and transparency.

- **Predictions for 2026.** Should decreased commitment continue, we expect flat or diminished progress in 2026 in representation and retention.*

**Due to new U.S. federal policies, enforcement and uncertainty, dozens of supply chain organizations from global multinationals declined to take the survey, a departure from previous years – many are in the Gartner Top 25. Many are also top contractors to the federal government or have other major revenue streams directly or indirectly affected by shifting U.S. policy.*

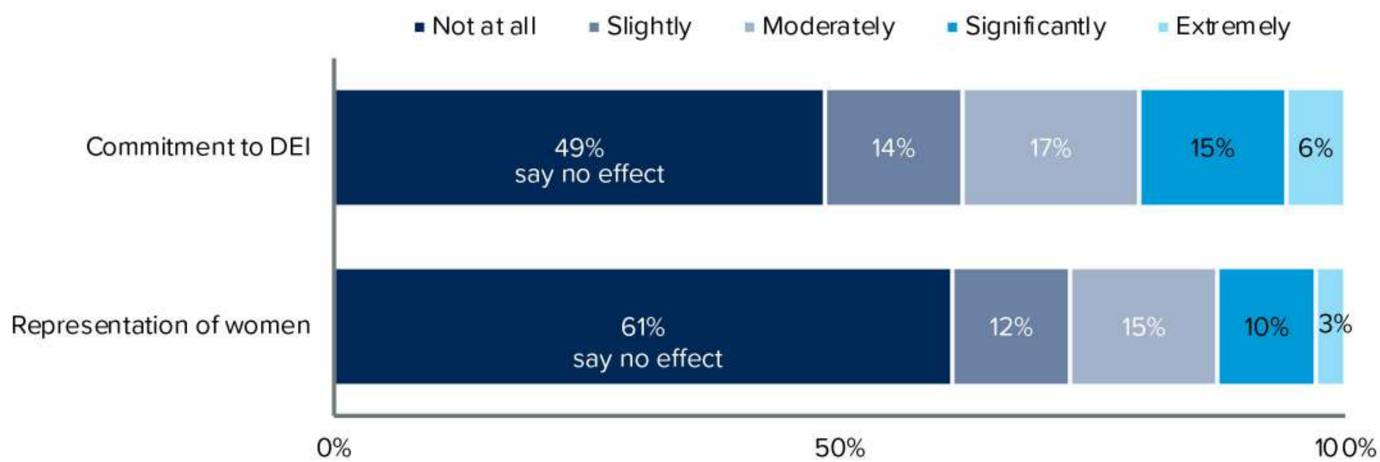
They were the original drivers of this work and the most advanced in their talent strategies, including DEI. Our average respondent in 2025 is smaller and less mature than in previous years. Should the larger MNCs return to the project (they are more likely to have women in leadership roles including the top job), we expect our findings would stabilize.

Key Findings

- After years of gains in gender diversity across leadership levels, 2025 reveals a sharp decline, indicating a **reversal of progress** seen previously. Representation of women at all levels of frontline workforces also declined as did talent pipelines in the life sciences and supply chain solution provider sectors.
- However, there has been an **increase in the percentage of women of underrepresented races and ethnicities across levels**. And striking improvements in pay equity.
- **Decreased supply chain commitment** to and accountability for attracting and retaining women, combined with a lower likelihood of leading initiatives, accounts for declines.
- **Supply chain organizations continue to struggle with engagement and attrition,** particularly in middle management roles. The top reasons women continue to leave have not changed since last year: better pay and career opportunities.
- **Improved recruitment** and **inclusive leadership** drive gender diversity gains at different levels, similar to previous years.

Figure 1: Political Climate: 62% Report Minimal DEI impact; 73% Say Representation Minimally Affected

Impact of Recent Political Climate Shift on DEI
5-pt Likert Scale



n = 103, End-user respondents
QA14X.1. To what extent do you believe recent political climate shifts have affected the following in your organization's supply chain roles?
Source: 2025 Gartner Women in Supply Chain Survey

We asked two new questions this year: to what extent do you think political climate shifts are affecting (A) your supply chain organization's commitment to DEI and (B) representation of women in your supply chain organization. Commitment to DEI is taking the biggest hit, with a majority reporting some negative effects. Representation of women was less affected, but we still see 28% of responding organizations report moderate-to-high negative impacts.

As you've already seen in high-level findings, the rest of the research reflect considerably greater negative impacts than seen here. There are many additional economic and demographic drivers that likely also affected the 2025 results.

Recommendations

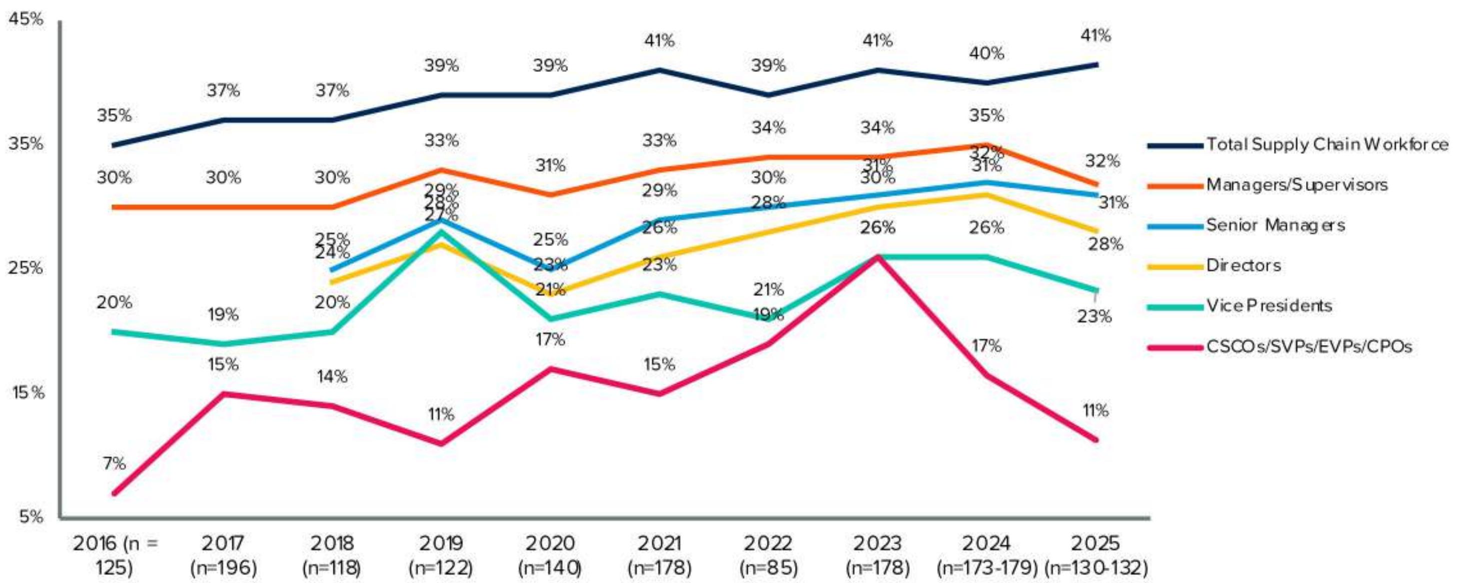
- **Recommit:** to ensure progress, CSCOs must set goals, take ownership, run the right initiatives to achieve goals and hold each other and their extended teams accountable.
- **Renovate:** to improve outcomes across levels, update your initiatives portfolio to prioritize inclusive leader development and internal and external recruitment as well as development of women themselves.
- **Reduce:** counter 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.

Representation of Women in Supply Chain Leadership Declines

Representation of women in supply chain leadership roles declined in 2025. Important drivers and indicators that typically correlate with progress are sharply down as well. Outside of the supply chain organization itself, there are many other factors affecting representation, retention and advancement of women.

Figure 2: Representation of Women in Supply Chain Leadership Roles Is Down 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: 2025 Gartner Women in Supply Chain Survey
*2019 onwards, excludes revenue <$100million, Senior Managers/Directors not available in 2016,2017. CSCOs/SVPs/EVPs/CPOS calculated based on open-end title of most senior woman.
ID:

In 2025, we have proportionally more women in global supply chain organizations, ticking up one point to 41%. But at every level of management up to the C-level, representation is down one to three points, down three at the manager/supervisor, director and VP levels. The decline at the manager/supervisor after five straight years of progress is of particular concern, since the health of the overall pipeline depends on a healthy proportion of first-time people leaders. The worst result, with the caution that the C-level is the smallest population and particularly lumpy, is the six-point decline in female CSCOs to 11%, a low not seen since 2019.

The bright spots at this ten-year mark? At every level, we're still in a better place than we were when we started in 2016.

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Figure 3: Consumer/Retail Pipelines Shrink, Industrial/B2B Pipelines Mixed

Women in Supply Chain Leadership Roles – by Industry
Mean Percentage

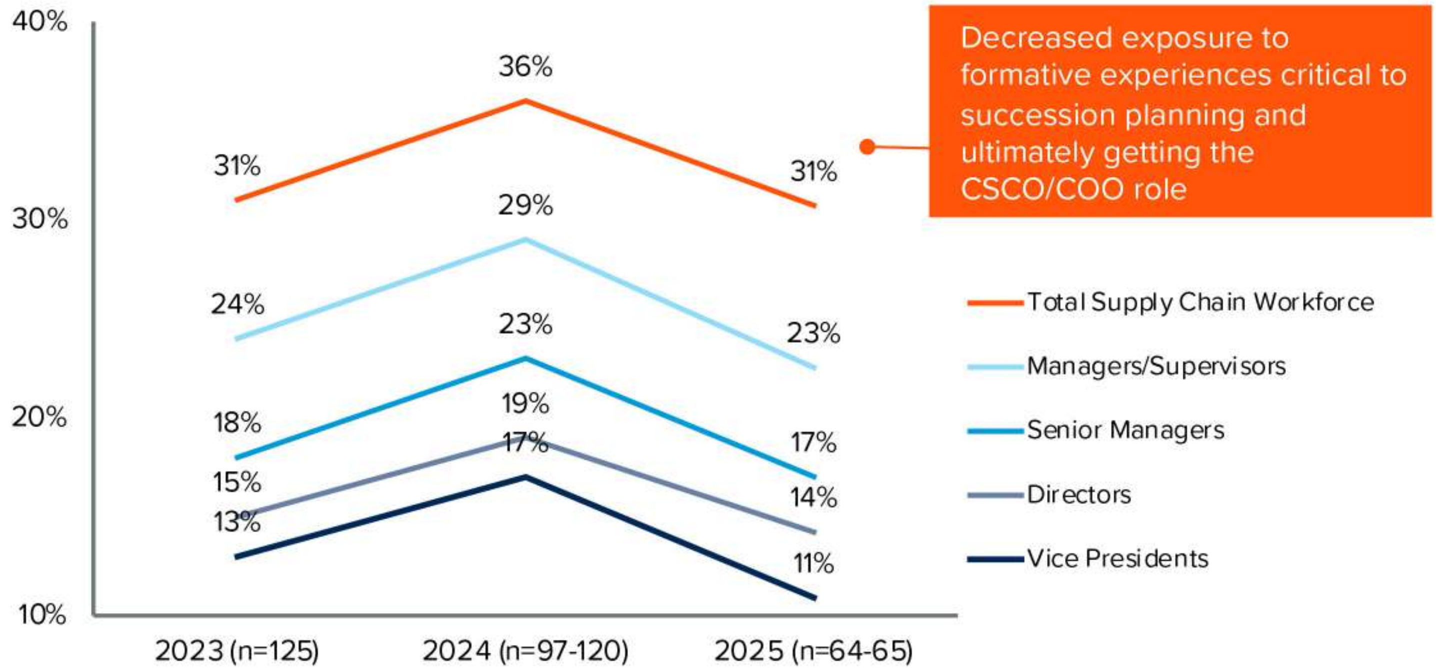
n varies, End-user and Supply Chain Solution Respondents
QA01. Thinking about all the full-time employees in your supply chain organization/supply chain business unit/ organization, what percentage are women?
QA02 (Managers/Supervisors), QA03A (Senior Managers), QA03B (Directors), QA04 (Vice Presidents)
Source: 2025 Gartner Women in Supply Chain Survey

2025 showed mixed results cross two key supply chain industry sectors (shown in Figure 2). Women accounted for more of the consumer/retail workforce overall at 43% -- up from 40% last year -- but were less represented at every level of leadership compared to 2024. Industrial supply chain organizations likewise increased the percentage of women in their workforces – 38%, up from 36% in 2024 -- but then progress in leadership representation was mixed. There were fewer women first line managers/supervisors and VPs but representation at the senior manager and vice president level improved. The drop-off to CSCO promotion levels is steep in both sectors, to the tune of 50%.

Overall, we see proportionally more women in individual contributor roles across industries and atrophying pipelines with few women making it through to the CSCO level. As supply chain organizations flatten, there are fewer boss roles, and women are getting fewer of them, or taking fewer of them.

Figure 4: 2025 Reverses 2024's Frontline Gains

Women in Frontline Roles - YoY Comparison
Mean Percentage



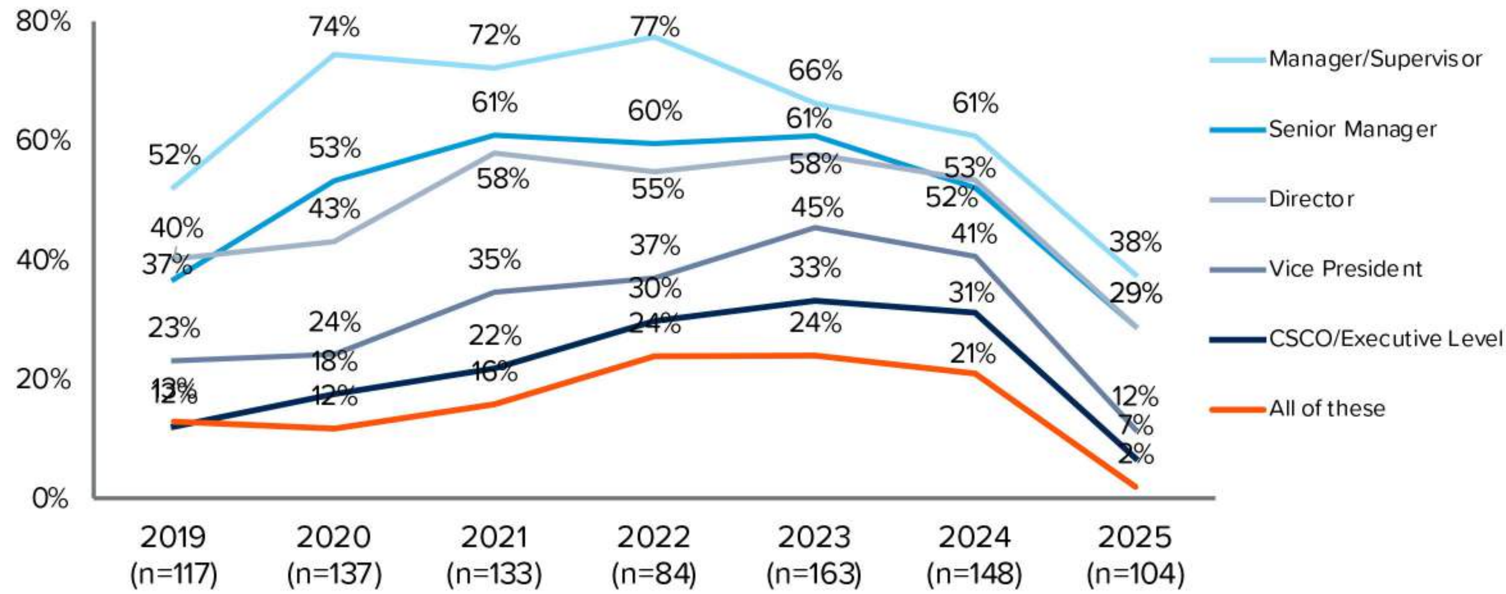
n varies, End-users who have a frontline workforce
QA11d. Thinking about all the full-time employees on the frontline of your supply chain organization/supply chain business unit/organization, what % are women?
QA11d2 (Managers/Supervisors), QA11cd3 (Senior Managers), Qa11d4 (Directors), QA11d5 (Vice Presidents)
Source: 2025 Gartner 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. 73% of survey respondents reported having frontline workforces, down from 84% in 2024. In 2025, we've gone right back or even lower in representation at every level. Still, it's important to remember that, on average, nearly one in three frontline employees is female.

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. This does not bode well for women getting the nod for more CSCO and COO roles in the future.

Figure 5: Decreased Progress Reported at All Levels, Especially Manager and Senior Manager Levels

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: 2025 Gartner Women in Supply Chain Survey
ID:

Going back to the overall supply chain workforce results, this is the starkest view of the 2025 DEI wall. We saw steep drop-offs in respondents reporting improvement in any level in 2025. Reported improvement in representation and inclusion has dropped the most at the VP level -- a 29-point drop in those reporting progress.

There is no bright spot available via time machine in this data – the first year we asked was 2019. 2023 was the pinnacle. In 2025 we are in the basement.

Bright Spots: Underrepresented Talent & Pay Equity

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

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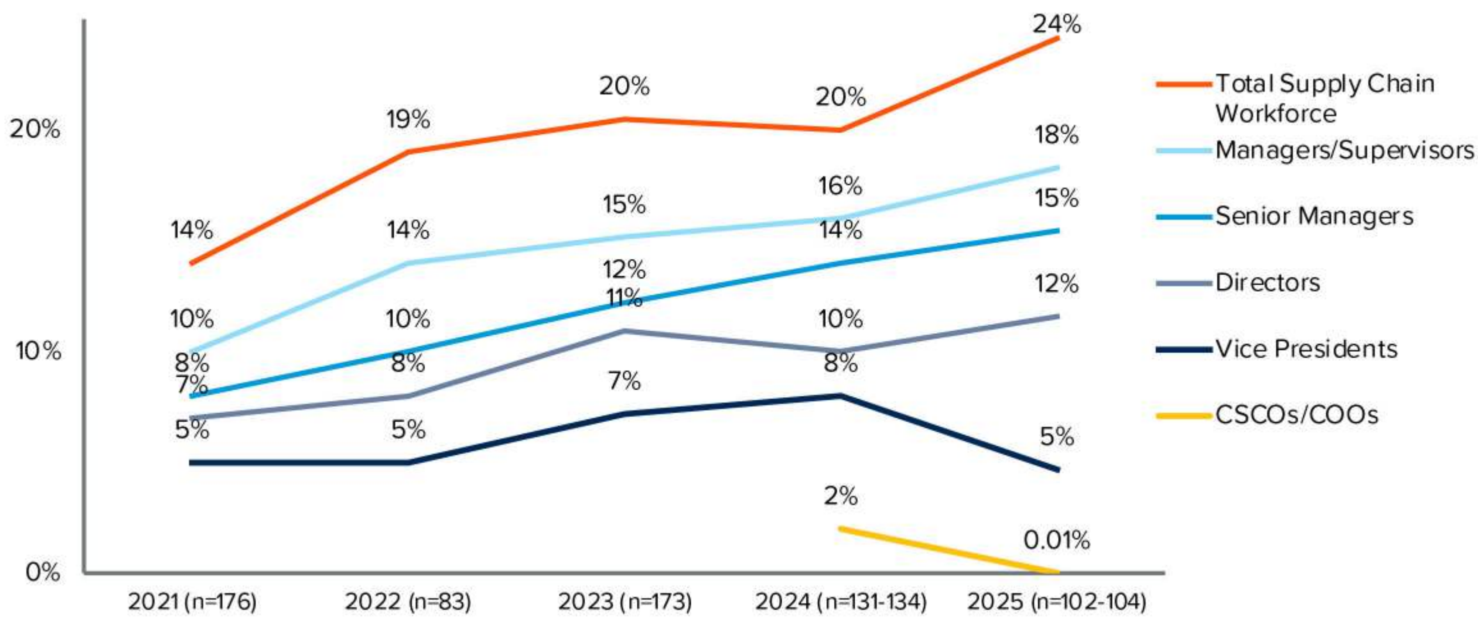
Figure 6: Representation of Women of Underrepresented Races and Ethnicities Up, Except for VPs & CSCOs

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



n = End-User Respondents
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: 2025 Gartner Women in Supply Chain Survey
ID:

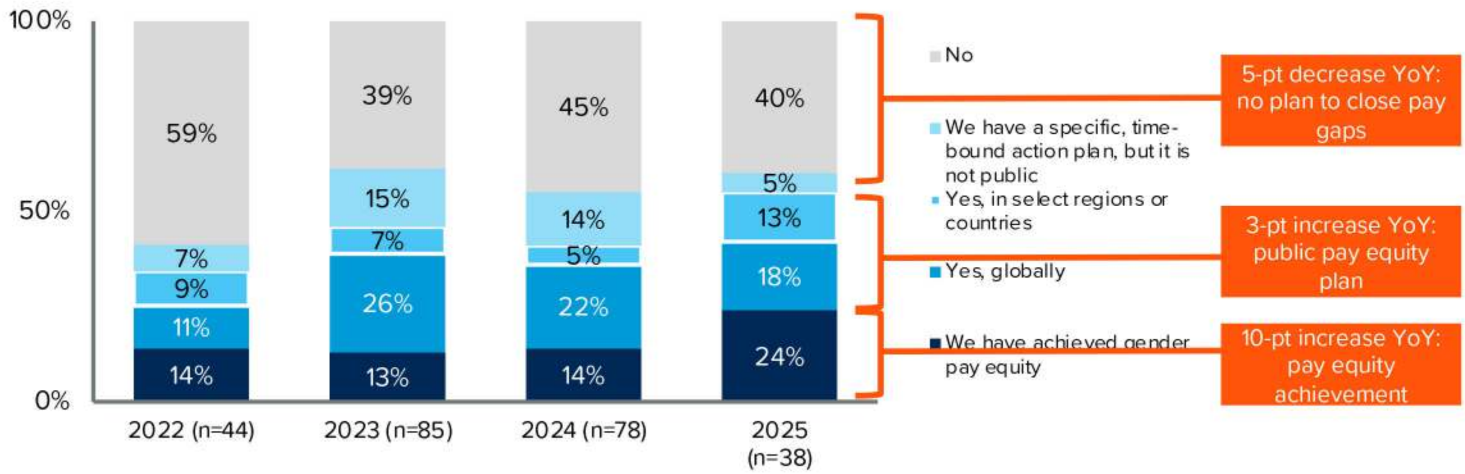
Bucking the trend seen for women overall, the representation of women of underrepresented races and ethnicities (see Definitions) grew overall and at low- and mid-level leadership positions (Figure 3). At the VP and CSCO levels, however, we saw a decline. Women of underrepresented races and ethnicities make up 24% of the supply chain workforce overall, four points higher than 2024.*

Looking at sector-specific results, women of underrepresented races and ethnicities comprise 20% of consumer/retail supply chain organizations – up from 19% in 2024 -- and 19% of industrial supply chain organizations, a big jump up from 13% last year and a near return to the 20% level we saw in 2023. For the remainder of participating organizations, a mix of life sciences and healthcare organizations, solution providers and public sector organizations we did not get high enough participation levels in any one industry to meaningfully compare.

* *Women of Color in the United States (Quick Take), Catalyst.*

Figure 7: Pay Equity Achievement & Transparency Improves

Share an Action Plan to Close Gender Pay Gap-Year Comparison
Single Response Allowed



n varies, End-users who have stated objective, excludes don't know
Q. Does your company publicly share a specific, time-bound action plan to close its gender pay gap?
Source: 2025 Gartner/AWESOME Women in Supply Chain Survey
ID: 812362

Let's talk about the "E" in DEI, a big part of which is pay equity. Our progress here is the other bright spot in the 2025 results next to the representation of women from underrepresented backgrounds. Nearly every indicator here looks better than last year and as good as it ever has since we started asking in 2022. Keep in mind that this is the subset of respondents that have goals and objectives – this is not the whole sample (another great selling point for having goals!).

- A record 24% of respondents with goals say they have achieved gender pay equity.
- A healthy 31% have public pay equity plans, up from 27% last year. Our all-time high was 33% in 2023, the same year we reported record representation and progress.
- Fewer respondents – 40% -- said they had no plan to close pay gaps. Compare this to 59% of respondents having no plans in 2022.

These are great results and a competitive advantage for the companies that have achieved or are sharing progress made on pay equity. A questionable track record on pay competitiveness and equity is not something you want to have to rationalize to in-demand employees and candidates. Gartner's Supply Chain Talent Monitor: 1Q25 Employee Engagement and Job Search Trends shows that compensation continues to be the number one attraction and attrition driver for supply chain professionals. It's also the indicator that employees are most dissatisfied with. Only 52% 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.

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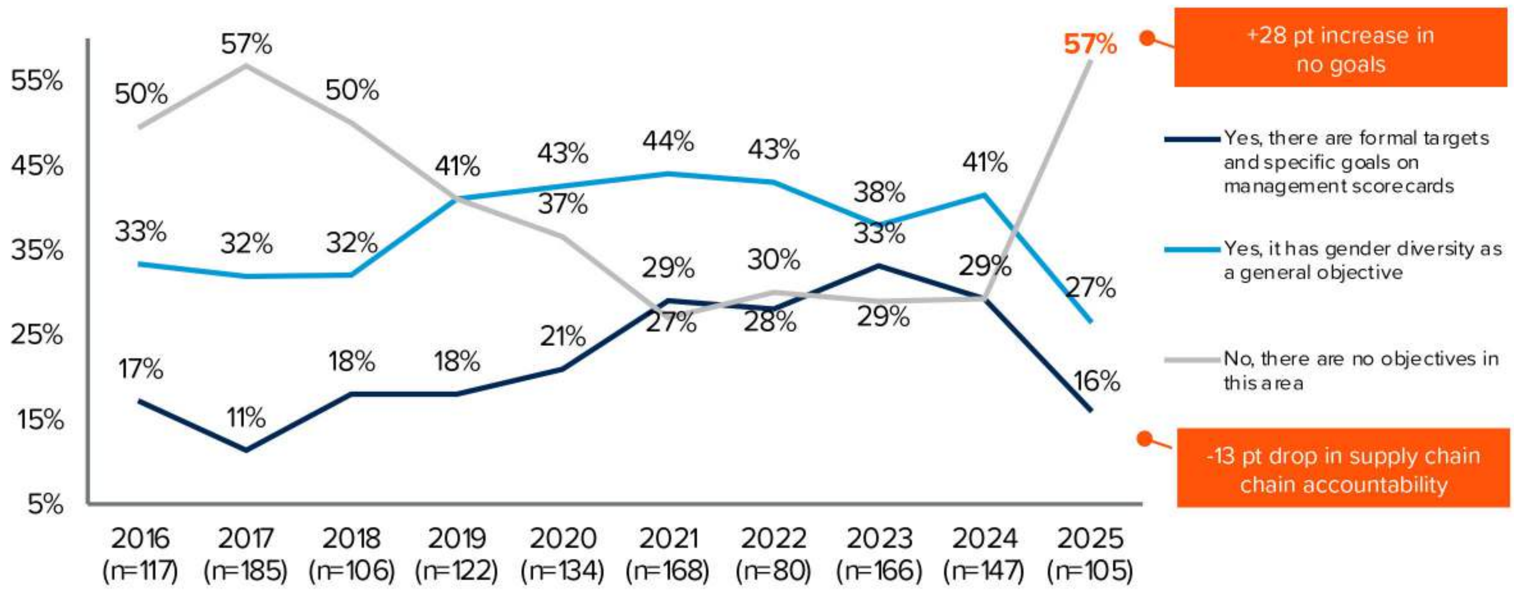
Why the Decline? Sharply Reduced Supply Chain Goals, Accountability

When we explore the data further, the reasons for reduced representation and slowing progress emerge very clearly. Far fewer supply chain organizations report having objectives, which have been the bedrock of progress the past then years.

Figure 8: Formal Goals, Accountability Sharply Diminished

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: 2025 Gartner Women in Supply Chain Survey
*Only 2018 includes revenue <$100million
ID:

Here is the first primary root cause of diminished representation of women leaders in supply chain. 2023 was the peak year where CSCOs and their teams had specific targets and goals on their scorecards, i.e. accountability: 33%. To be clear, we did not define targets and objectives as hard numbers of hires or promotions. Targets and objectives could also mean building diverse slates of candidates to interview, or revamping development opportunity decision forums to remove bias and pull in more qualified people.

As direct CSCO and senior supply chain leadership accountability has diminished over the past two years, so have management pipelines. These findings guarantee, if we had exactly the same organizations take this survey in 2026, that outcomes will be worse. Representation at the CSCO level will dip to single digits, and we'll continue to see erosions at all other levels as perhaps more women join supply chain organizations, but are not taking management roles.

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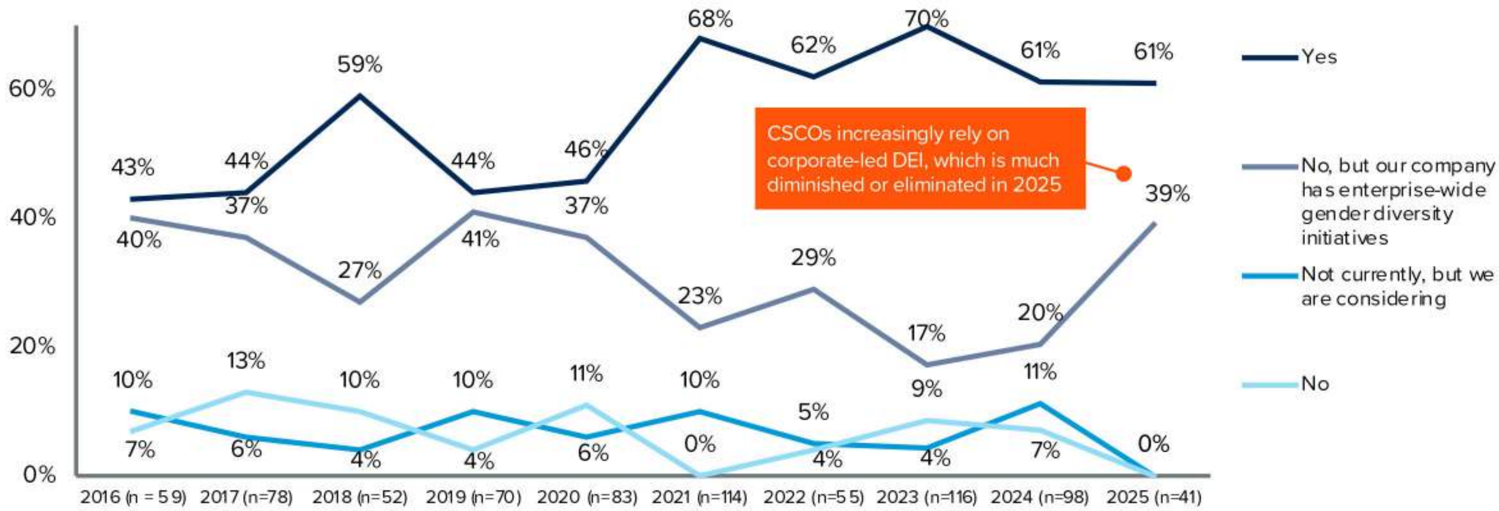
Figure 9: Supply Chains Still Lead Initiatives, But Increasingly Rely on Hollowed-Out Corporate DEI

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: 2025 Gartner Women in Supply Chain Survey
*2019 onwards, excludes revenue <$100million
ID:

The other typical root cause of more or less progress is supply chain's direct ownership and leadership of specific initiatives to better attract, develop, retain and progress women. Typically, the higher this number is, the healthier pipelines are and the more progress is reported. It held steady in 2025 at 61%. However, because we have a much higher number of organizations with no goals and a lower number of organizations with specific goals, our results in 2025 are still worse.

Plus, we are relying more on HR to run initiatives for us, which results in about half of respondents to report progress compared to three out of four when supply chain both has goals and leads initiatives.

Interestingly, no respondents said they had no initiatives or were just considering them in 2025, an all time low over the past ten years. It's a shame that the respondents that have initiatives are not in a strong position to succeed.

Additional Drivers of Weaker Pipelines & Slowed Progress

DEI Pendulum Swings

U.S. Federal Policy Effects

Western Demographics

Employee Pressures

Employee Preferences

- **2020's social justice-sparked DEI pendulum swings back, hard.** Between 2019 and 2022, a C-level DEI officer was the fastest growing C-suite title, an increase that tracked with economic growth climbing out of the pandemic. But already in late 2022 and into 2023, growth was slowing and voices opposed to DEI were growing as the U.S. and Europe geared up for big elections. In 2024, companies were already well underway in their efforts to rebrand DEI as a term (72%), freeze DEI hiring (80%), and restructure DEI teams to no longer be stand-alone departments (83%).
- **U.S. federal policy** directly prohibits DEI programs in the U.S. public sector only, but the largest global companies are huge contractors to the U.S. or are affected by massively slashed agencies and budgets that further affect the
- **Labor market demographics**: Boomers head out the door. With not enough bench talent to step into their shoes.
- **Employee pressures**: burnout and women's 2nd and 3rd shifts outside their supply roles are showing up more in our data in 2025.
- **Employee preferences:** related to that, many younger and mid-level are declining management roles precisely because they look wired for burnout. Adding to that are post-pandemic preferences to live more balanced lives.

Sources:
https://www.linkedin.com/pulse/whos-vaulting-c-suite-trends-changed-fast-2022-george-anders
https://www.gartner.com/document-reader/document/5992771

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Attrition Challenges Persist

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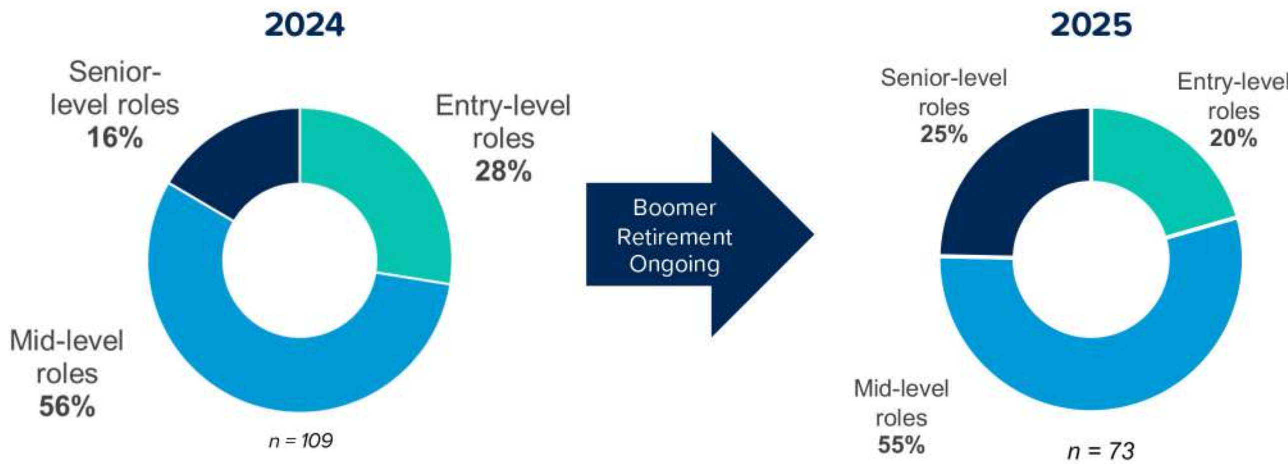
Figure 10: Midlevel Roles Still Have Highest Attrition, Senior-Level Attrition Tougher than Entry Level in 2025

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



n varies, End-user Respondents, excludes Don't Know
Q. In your supply chain organization, where are you seeing the greatest levels of attrition of women?
Source: 2024/2025 Gartner/AWESOME Women in Supply Chain Survey
*LOW SAMPLE SIZE. RESULTS ARE DIRECTIONAL
ID:

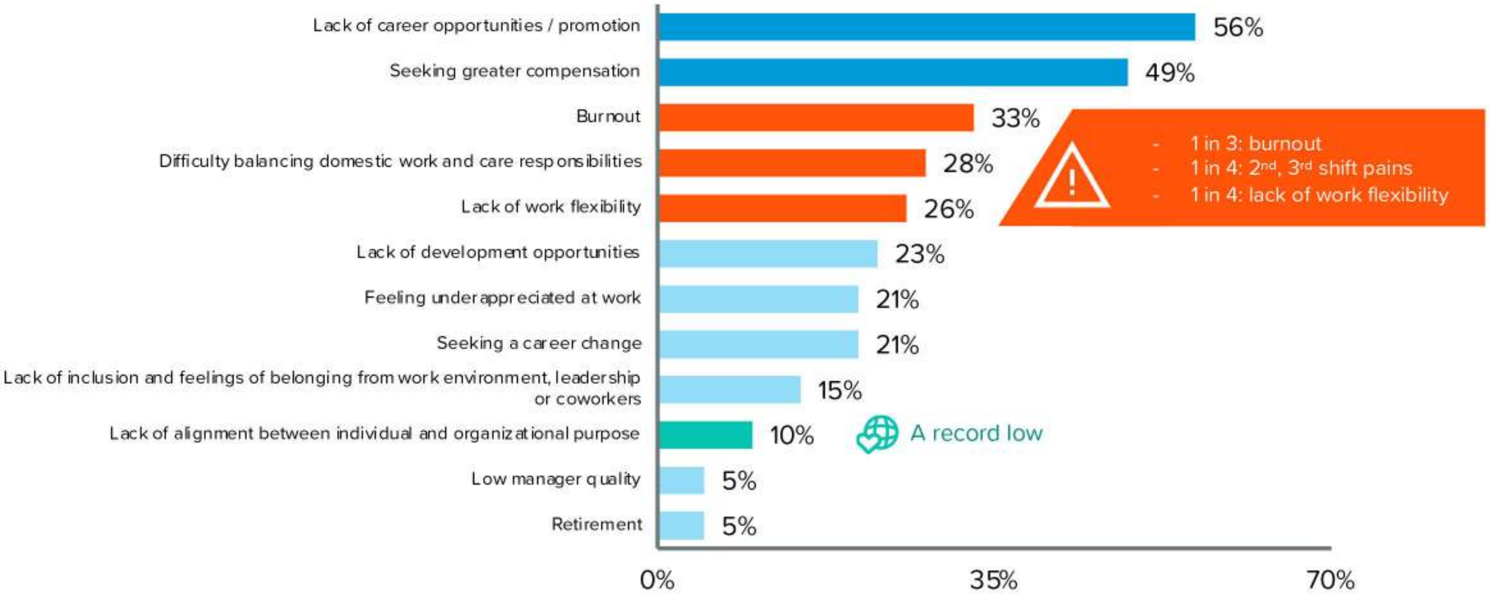
Mid-level roles are still the attrition hot spot in 2025 as in every previous version of the report, but there's been a shift away from entry-level roles being the second-worst attrition problem. In 2025, only 20% of organizations say Gen Z is their toughest challenge, down from 28% last year and a high of 38% in 2023.

The growing challenge in 2025 is senior level roles turning over. Remember that we also saw this reflected in lower representation at VP and CSCO levels in Figure 1. We also just mentioned the next 5-10 years marking the last generations of Baby Boomers heading out.

There are still notable differences between industry sectors. In industrial supply chain organizations, 32% said that senior-level roles were their biggest attrition challenge, reflecting waves of boomer retirements, and mid-level attrition is a smaller problem than in other sectors at 41%.

Figure 11: Promotions & Pay Are Top Mid-Level Attrition Drivers – Beware "Burnout Alley"

Reasons Why Women Have Left Company
Top 3 Ranks Summary



n = 30, End-user Respondents
QA21/22/23. What are the top reasons why entry-level/mid-level/senior-level women are leaving your organization?
Source: 2025 Gartner Women in Supply Chain Survey

Let's zoom in on the main attrition pain point, mid-level women. In a durable finding over the years, better opportunities -- usually promotions -- and better pay are the top two reasons mid-career women leave supply chain organizations. A notable trend in the past few years is the growth of what I am calling Burnout Alley. Burnout at mid-levels grew from 14% of respondents last year mentioning it as a top three driver to 33% percent of respondents naming it this year. The conditions that contribute to burnout, the 2nd and 3rd shifts that many mid-career women must support outside of work, and lack of work flexibility ticked up slightly. The big change this year is that prolonged difficulty balancing domestic work as well as reduced work flexibility compared to recent years is taking its toll: the 2X+ growth in burnout as a driver.

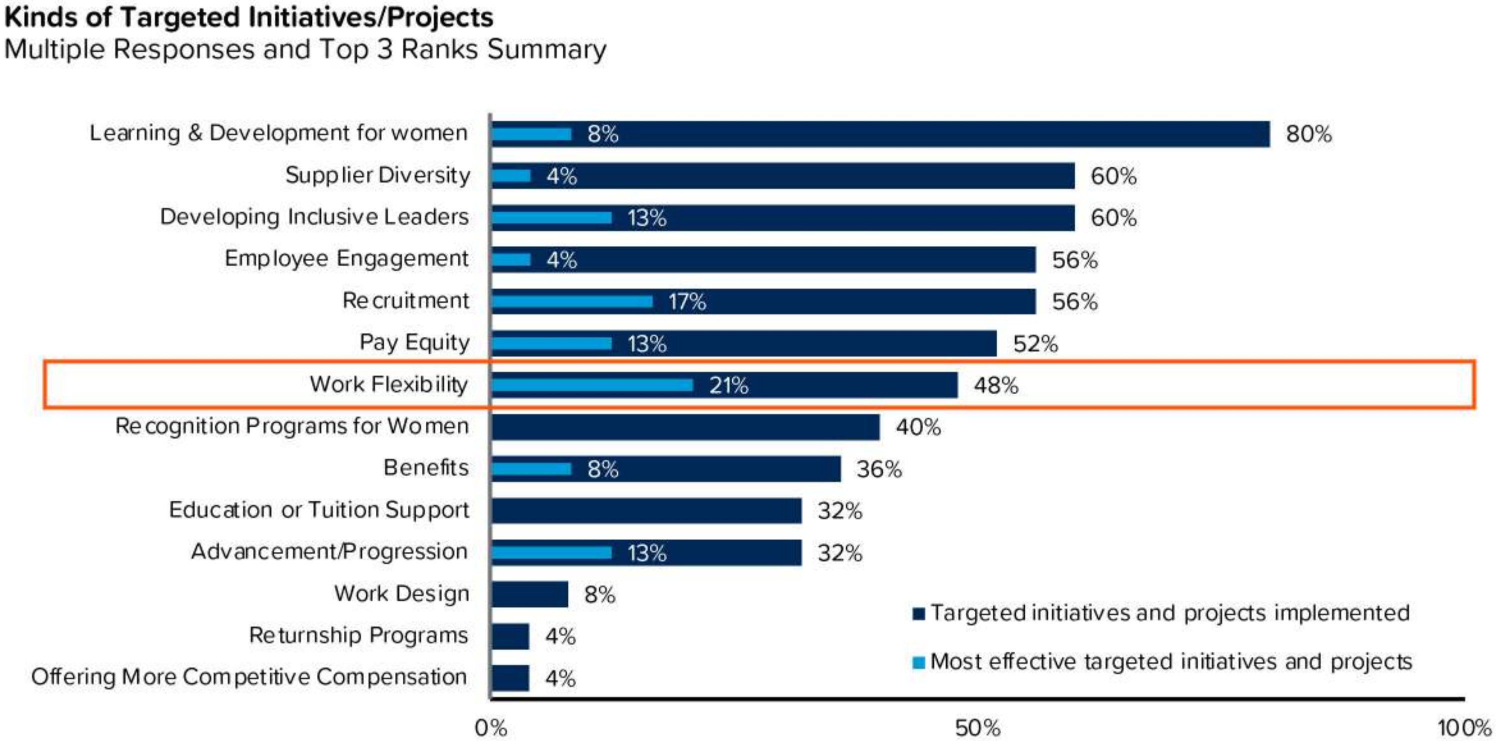
The conclusion? CSCO vigilance on their organization's employee value proposition (EVP) and its relative competitiveness in a tough labor market is a must. This includes not only pay and benefits packages but the day-to-day employee experience that makes it possible to get up each day with the motivation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

Speaking of motivation, it's worth noting that lack of alignment in purpose was at its lowest ever as a top three driver for mid-level women leaving, and it was also very low as an attrition driver for entry-level and senior women. In other workforce research on engagement and retention, supply chain employees' view of the purpose supply chain supports is also very positive. This could reflect the great strategy, leadership and authentic culture CEOs and CSCOs are driving. Or it could reflect a tighter labor market.

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 12: Work Flexibility is the Most Effective Initiative



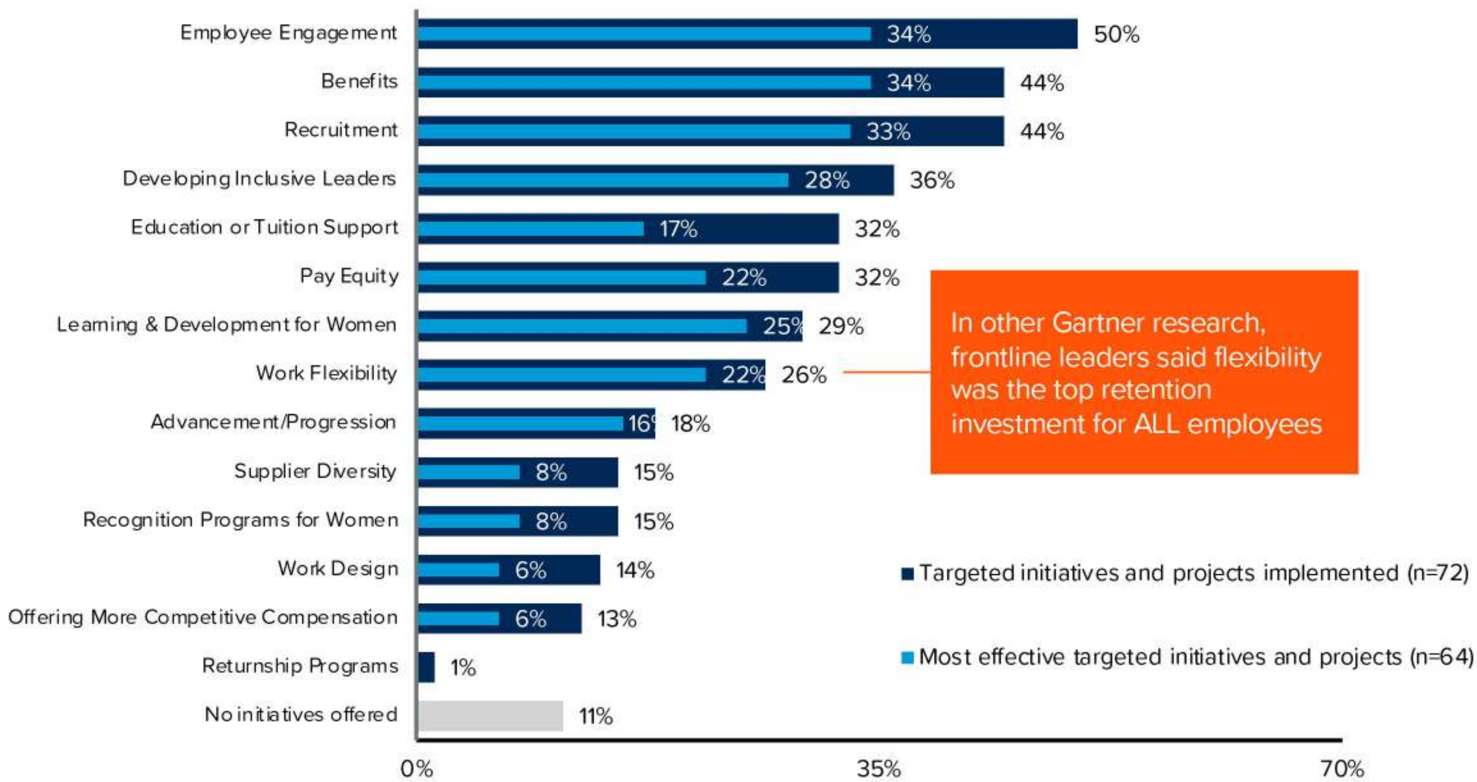
n = 24*, End-user Respondents who have targeted initiatives
QA11a. What kind of targeted initiatives or projects?
QA11a2. Please rank the targeted initiatives or projects by effectiveness.
Source: 2025 Gartner Women in Supply Chain Survey
*LOW SAMPLE SIZE. RESULTS ARE DIRECTIONAL

Initiatives overall seem to be less effective compared to last year, perhaps because fewer of them have specific goals and accountability. In 2025, flexibility, recruitment and developing inclusive leaders were the top three most effective initiatives. Last year it was recruitment, learning and development for women, and developing inclusive leaders. Learning and development was a more successful initiative last year – 45% said it was working, compared to just 8% today. But then again, a much larger proportion of those respondents had accountable goals and supply chain leadership of the initiative.

In 2025 learning and development is the most frequent initiative by a 20 pt margin, reflecting an increasing focus by CSCOs on upskilling in general and then followed by supplier diversity and developing inclusive leaders. The top three initiatives last year were recruitment, employee engagement and learning and development programs for women

Figure 13: Engagement, Benefits, Recruitment Most Effective Frontline Initiatives 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: 2025 Gartner Women in Supply Chain Survey

We also explored scenarios and best practices that led to better frontline recruitment and retention outcomes. General employee engagement and work flexibility emerged as most common and most effective, similar to 2024. Benefits and recruitment programs were the next most common and the most effective as well. While developing inclusive leaders, learning and development for women and pay equity were less commonly invested in, proportionally more leaders had success with those initiatives, with success rates of 77%, 86% and 85%, respectively. Compare this to the 68% success rate for engagement initiatives. The flexibility success rate 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*

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Figure 14: Recruiting is the Top Driver of Improvement Across Levels; Inclusive Leadership Works at Lower Levels

Reasons for Improvement at Each Level
Multiple Responses Allowed

	Manager/Supervisor (n=36)	Senior Manager (n=29*)	Director (n=30)	Vice President (n=12*)	CSCO/Executive Level (n=7*)
Improved recruitment of women	58%	59%	30%	75%	57%
Improved development of women	42%	48%	40%	50%	14%
Equipped leaders to think/act more inclusively	56%	59%	40%	42%	29%
Provided benefits that created a more equitable work experience for women	19%	28%	17%	8%	14%
Increased corporate investment in gender equality/DEI strategy and initiatives	14%	14%	27%	25%	14%
Added gender diversity metrics to management scorecards	8%	10%	10%	25%	-
Restructured talent processes to mitigate bias	44%	41%	40%	17%	14%
Other	6%	7%	10%	8%	-

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: 2025 Gartner Women in Supply Chain Survey
*LOW SAMPLE SIZE. RESULTS ARE DIRECTIONAL

Reviewing more detailed effectiveness of approaches by level in the organization, improved recruitment was the top driver of improvement at every level except director level. It was particularly important for the VP level. This raises some interesting questions about the director level at these companies! Are those women leaving the organization? Are they "not ready" enough for VP roles? Did they say no to more responsibility based on the burnout risk we reviewed a moment ago? We can see that development is the second most effective initiative at the VP level, which is great, but note the only 8% that said that improving benefits and the employee value proposition at that level. Based on this survey's data, other Gartner research projects on the supply chain workforce and on workforces more broadly, providing flexibility and resources that support women and other caregivers would provide a competitive advantage for CSCOs to be able to retain and progress more women, but also get better recruiting outcomes.

Figure 14: Recruiting is the Top Driver of Improvement Across Levels; Inclusive Leadership Works at Lower Levels...CONTINUED

Reasons for Improvement at Each Level
Multiple Responses Allowed

	Manager/Supervisor (n=36)	Senior Manager (n=29*)	Director (n=30)	Vice President (n=12*)	CSCO/Executive Level (n=7*)
Improved recruitment of women	58%	59%	30%	75%	57%
Improved development of women	42%	48%	40%	50%	14%
Equipped leaders to think/act more inclusively	56%	59%	40%	42%	29%
Provided benefits that created a more equitable work experience for women	19%	28%	17%	8%	14%
Increased corporate investment in gender equality/DEI strategy and initiatives	14%	14%	27%	25%	14%
Added gender diversity metrics to management scorecards	8%	10%	10%	25%	-
Restructured talent processes to mitigate bias	44%	41%	40%	17%	14%
Other	6%	7%	10%	8%	-

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: 2025 Gartner Women in Supply Chain Survey
*LOW SAMPLE SIZE. RESULTS ARE DIRECTIONAL

Moving away to levels other than the VP:

- **Manager/Supervisor**. Improved recruitment, developing inclusive leaders, and mitigating bias in talent processes are the winners for first line managers and supervisors. It's concerning that many respondents seem to have to recruit for this level rather than promoting from within.
- **Senior Manager.** recruitment, inclusive leadership and better development of women were the most effective.
- **Director.** The most at-risk level gets the most tepid marks for successful initiatives, with development, inclusive leaders and bias reduction in talent processes all in a tie. This level is another place where providing benefits and EVP elements to protect against burnout could make a material difference.
- **VP.** See above. Note also that the VP level is the one level where a higher percentage of respondents said that having specific goals on management scorecards was effective.
- **CSCO.** There is scant data here, with recruitment the clear winner. This mirrors what we see in the broader supply chain community where the current crop of female CSCOs at large multinationals are recruited rather than developed in house.

Methodology & Definitions

Survey Objective & Methodology

2025 Gartner Women in Supply Chain Survey. The survey was conducted to track progress on attracting, retaining, and promoting women in supply chain roles, with a focus on effective gender equality initiatives, representation at various leadership levels, and the impact of political climate shifts on organizational commitment. The survey was conducted online from 14 February through 31 March 2025 among 161 respondents from the Americas (n = 129), Western Europe (n = 21), and Asia/Pacific (n = 9). AWESOME partnered with Gartner to develop the survey and recruit participants. The sample was augmented with recruitment efforts from social media and Gartner clients.

Qualified participants work 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 161 respondents, 135 were organizations with internal supply chains, and 26 were supply chain business services and solutions. Organizations also had to have a minimum of $100 million in annual revenue.

Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect the sentiment of the respondents and companies surveyed.

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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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