

A DATA STORY

# WOMEN IN SUPPLY CHAIN



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# WOMEN IN SUPPLY CHAIN

Despite growing interest in the supply chain discipline among female students, studies show that surprisingly few women within the Fortune 500 have risen to the field's executive or board-level positions – a leadership role which is central to businesses that manufacture and sell products globally.

The enclosed infographics break down the data based on independent SCM World studies among senior supply chain executives and academics and a review of executive leadership within the 2014 Fortune 500. Anecdotes from female supply chain leaders reveal experiences and opportunities to drive greater gender balance across supply chain leadership.

# THE GAP

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Women account for:



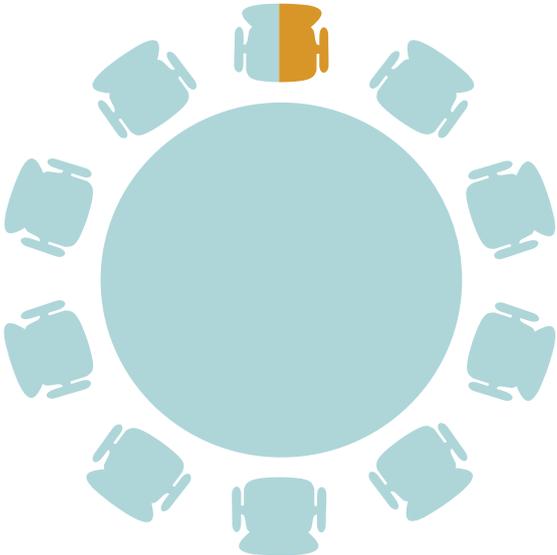
**37%**

of students enrolled in university supply chain courses<sup>1</sup>

But only...

**5%**

of top-level supply chain positions among Fortune 500 companies with physical supply chains<sup>2</sup>

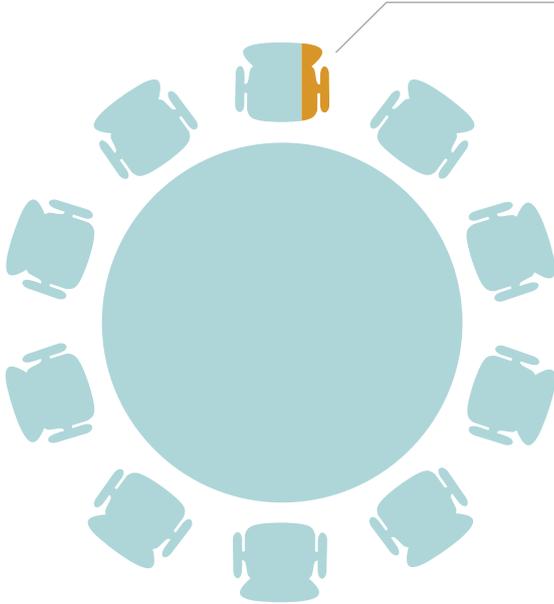


# THE GAP

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And only...



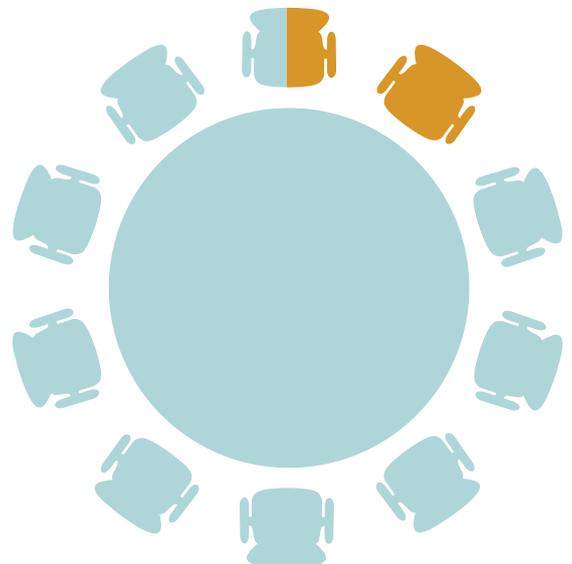
**3%**

of top-level supply chain positions among Fortune 500 companies within the manufacturing sector<sup>2</sup>

Compare this to...

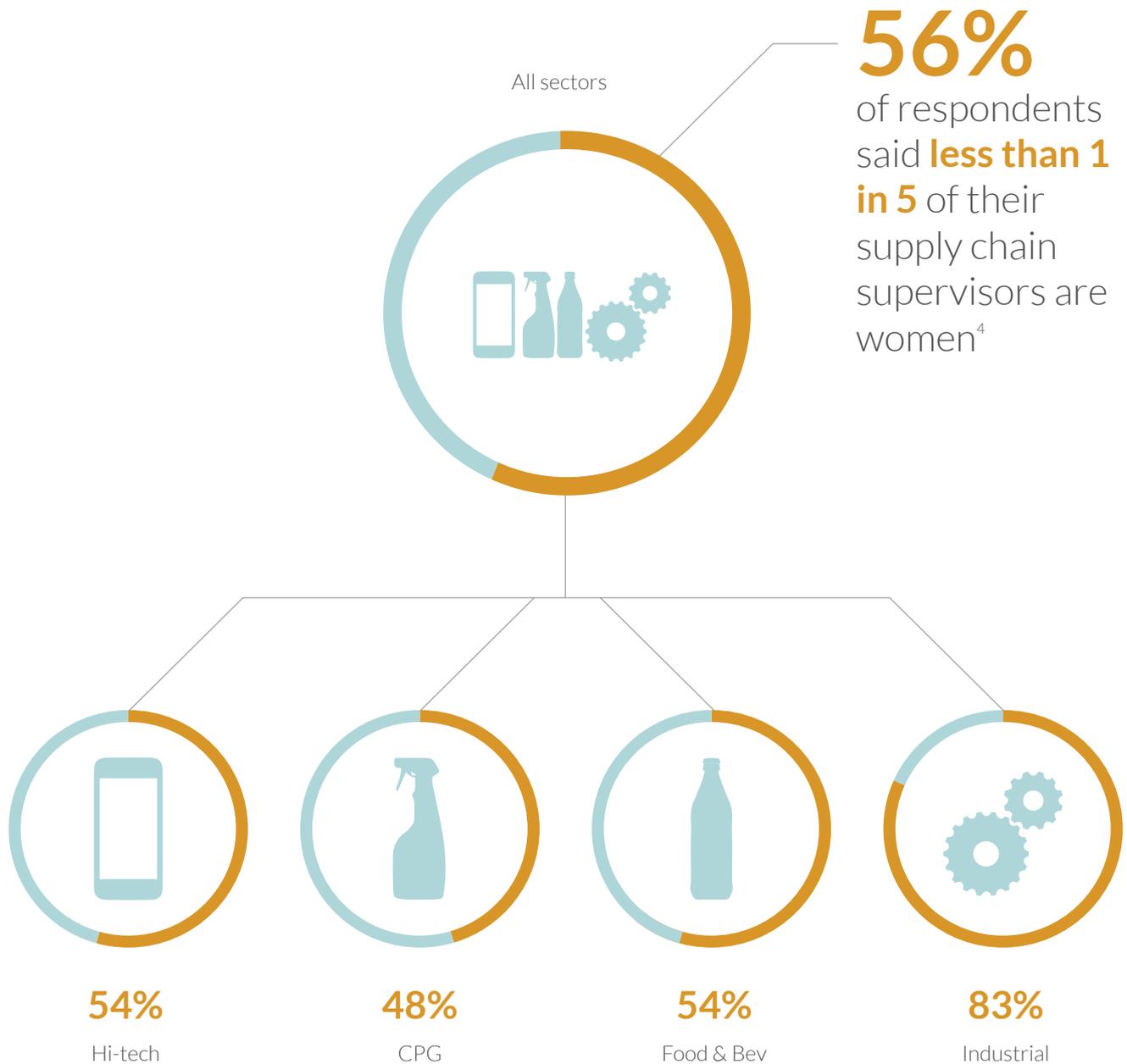
**15%**

of all Executive Officer positions among Fortune 500 companies<sup>3</sup>



# THE LADDER

A similar gender imbalance exists among managerial roles that serve as stepping stones to the top.

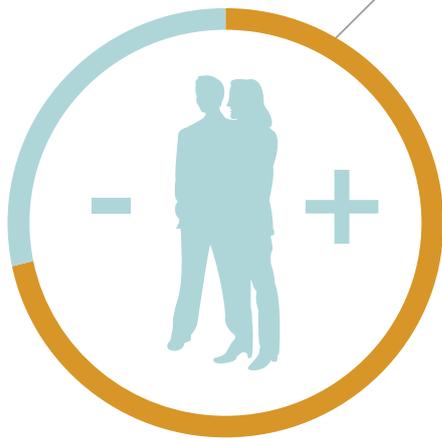


While it's "possible that the number of women in the CSCO role will improve over the next decade, it may not happen in a meaningful way unless women coming into the field recognise the necessity for core line leadership experience and broad functional expertise."

Beth Ford,  
Executive Vice President, Chief Supply Chain & Operations Officer, Land O'Lakes  
SCM World Executive Advisory Board

# THE OPPORTUNITY

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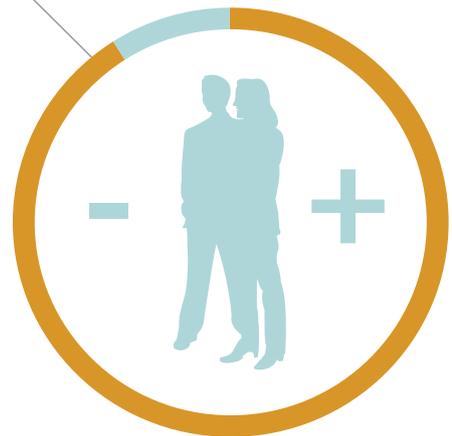
**71%**

of respondents believe women have different natural skillsets than men<sup>5</sup>

Of those...

**91%**

consider women's different skillsets advantageous for supply chain management<sup>5</sup>



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**"Diversity in any sense is important. The most powerful teams have very different characters and very different backgrounds to reflect different opinions and visions."**

Eva Wimmers

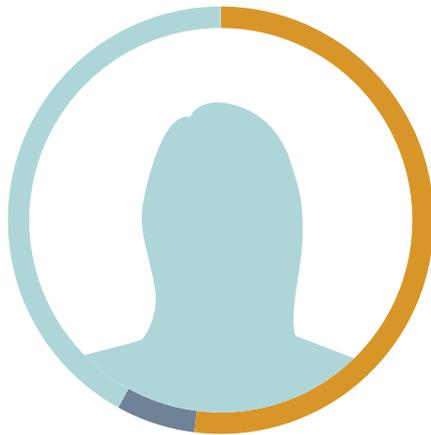
Senior Vice President, Group Procurement, Deutsche Telekom

From the SCM World webinar "Women in supply chain: leading a procurement transformation at Deutsche Telekom"



# THE CHALLENGE

Women perceive greater barriers to leadership than their male counterparts.<sup>6</sup>



52%

Of female respondents

Women are...

at a **disadvantage**  
according to...



33%

Of male respondents

Combined responses from both genders show variation by industry.<sup>6</sup>



53%

Hi-tech

38%

CPG

54%

Food & Bev

39%

Industrial



“There’s a natural difference in the way men and women work. You need that diversity of gender on a team to ensure you get the best decisions.”

Sandra MacQuillan  
Vice President of Supply, Mars Global Petcare

# TARGETS

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While quota policies for women in supply chain are controversial, many agree that having some form of target is critical to breaking down barriers.



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**“If you’re going to be measured on something, you tend to deliver on it. We’ve put targets in place and as a result we see an increase in women in supply chain.”**

**Sandra Kinmont**  
**Head of Supply Chain Academy, Unilever**  
From the SCM World webinar *“Women in supply chain: a golden opportunity”*

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**“From a supply chain point of view, we would never start a project where we anticipate change without having a target.”**

**Eva Wimmers**  
**Senior Vice President, Group Procurement, Deutsche Telekom**  
From the SCM World webinar *“Women in supply chain: leading a procurement transformation at Deutsche Telekom”*



# MENTORING

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With more women entering the field and an overall agreement that women's skillsets are advantageous for supply chain leadership, the question then is how to capture this golden opportunity. The answer may lie in Facebook COO Sheryl Sandberg's lightning rod message that women must "lean in" to their careers.



**"Senior leaders have a critical role to play: they must sponsor high potential women, which means actively working to position them effectively; understanding the challenges presented; and being direct in counselling about the importance of mobility and flexibility on their career trajectory."**

Beth Ford,  
Executive Vice President, Chief Supply Chain & Operations Officer, Land O'Lakes  
SCM World Executive Advisory Board

**"Try to get a mentor or a sponsor that will help support you through your career. So many organisations offer support and training for women in male-dominated environments. I suggest networking as well, with other women in leadership,"**

Nicky McGroarty  
Head of Supply Chain, Telefónica UK  
From the SCM World webinar "Women in supply chain: from finance to supply chain leadership"



**"We thought we could do this from the ground up, but it absolutely needs a top-down approach. There needs to be a commitment at the top that we will drive diversity. "**

Sandra Wellet  
Vice President, EMEA Supply Chain, Lenovo  
From the SCM World webinar "Women in supply chain: a golden opportunity"

**"Promotion usually requires a champion at the next level and this means someone prepared to fight."**

Kevin O'Marah  
Chief Content Officer, SCM World



# OWNING YOUR CAREER

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Successful diversity initiatives often start with a commitment from leadership to find and develop a strong and diverse talent pipeline.



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**“Create your own personal brand: define it, own it and promote it.”**

Nicky McGroarty

Head of Supply Chain, Telefónica UK

From the SCM World webinar “Women in supply chain: from finance to supply chain leadership”

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**“Those seeking advancement must be active stewards of their own careers. Be fearless about your decisions and do not self-select out of the pool of high potential candidates. Change your thought process and attack your career.”**

Beth Ford,

Executive Vice President, Chief Supply Chain & Operations Officer, Land O'Lakes

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**“It’s not just about fairness, but in fact better performing supply chains. The time to start knocking down these barriers is now.”**

Kevin O'Marah

Chief Content Officer, SCM World

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# SCM World About Us

SCM World is the leading global community of senior supply chain professionals. Harnessing the collective brainpower of the most forward-thinking practitioners from the world's foremost companies, SCM World accelerates learning for current and future supply chain leaders.

SCM World offers a dynamic content agenda of practitioner-driven webinars, research projects, data insights, peer exchanges and events. This programme brings a structure to the process of identifying, disseminating and implementing innovative cross-industry practices, aligned against internal learning priorities and strategic objectives.

Over 150 companies participate in and contribute to the SCM World community, including P&G, General Mills, Nestlé, Samsung, Lenovo, Nike, Walgreens, Merck, Jaguar Land Rover, Raytheon, Chevron, BASF, GlaxoSmithKline and AT&T.

[www.scmworld.com](http://www.scmworld.com)

<sup>1</sup> Based on a 2013 SCM World poll of 56 universities globally. Participants were asked "On average, what is the proportion of female students enrolled in all supply chain discipline programmes for the academic year 2013-2014?"

<sup>2</sup> Based on a 2014 SCM World analysis of US Fortune 500 companies. This figure reflects the percentage of women on executive committees leading end-to-end Supply Chain or Operations for companies that have physical supply chains or are primary manufacturers of their products.

<sup>3</sup> According to the 2013 Catalyst Census, *Fortune 500 Women Executive Officers and Top Earners*.

<sup>4</sup> Based on a 2013 SCM World survey of 147 global supply chain professionals across industries and gender. Participants were asked "What percentage of your supervisory-level officers and above is female?"

<sup>5</sup> Based on a 2013 SCM World survey of 147 global supply chain professionals across industries and gender. Participants were asked "Do you believe the natural skillsets of women differ from men?" and "Do you consider women's different skillsets advantageous for supply chain management?"

<sup>6</sup> Based on a 2013 SCM World survey of 147 global supply chain professionals across industries and gender. Participants were asked "How do you perceive career opportunities for women in supply chain compared to men?"

