

# WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR

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In collaboration with Ti Insight

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## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR

### INTRODUCTION

*“People and their talents are among the core drivers of sustainable, long-term economic growth. If half of these talents are underdeveloped or underutilized, growth and sustainability will be compromised. Moreover, there is a compelling and fundamental values case for empowering women: women represent one half of the global population—they deserve equal access to health, education, earning power and political representation” (World Economic Forum, 2015).*

It is with this quote in mind that Ti, in partnership with the Foundation for Future Supply Chain, decided to launch their Gender Diversity Study, aimed specifically at the logistics and supply chain sector. Its goal has been to discover the implications of wider societal barriers for the industry; to identify those unique to it and to assess how much progress has been made over recent years.

The survey is the first phase of a continuous study. Although participants so far have been predominantly at management and executive level, the next step is to invite a wider cross-section of the industry to share their insight and we will be looking for organisations to support this important research.

SARAH SMITH, MANAGING DIRECTOR, TI INSIGHT AND ADVISORY BOARD MEMBER,  
FOUNDATION FOR FUTURE SUPPLY CHAIN

### BRIDGING THE GENDER GAP IN THE TRANSPORT AND LOGISTICS SECTOR

In many respects over the last two decades the modern transport and logistics sector has transformed itself into a high value adding, innovative and technologically advanced industry responsible for driving forward economic growth, prosperity and, especially during the pandemic, ensuring the continued functioning of societies. However, in terms of gender parity it remains firmly stuck in the past. Whether in trucking, shipping, air cargo or rail, work forces at all functional levels – from operative to chief executive – remain male-dominated. This state of affairs represents a huge missed opportunity. That it has been allowed to persist for so long by governments and businesses makes very little sense not least due to the operational challenges which companies have faced for years as a result of worker shortages, constraining growth and profitability.

In basic terms, increasing the ‘activity’ or ‘participation’ rates of women in the work force

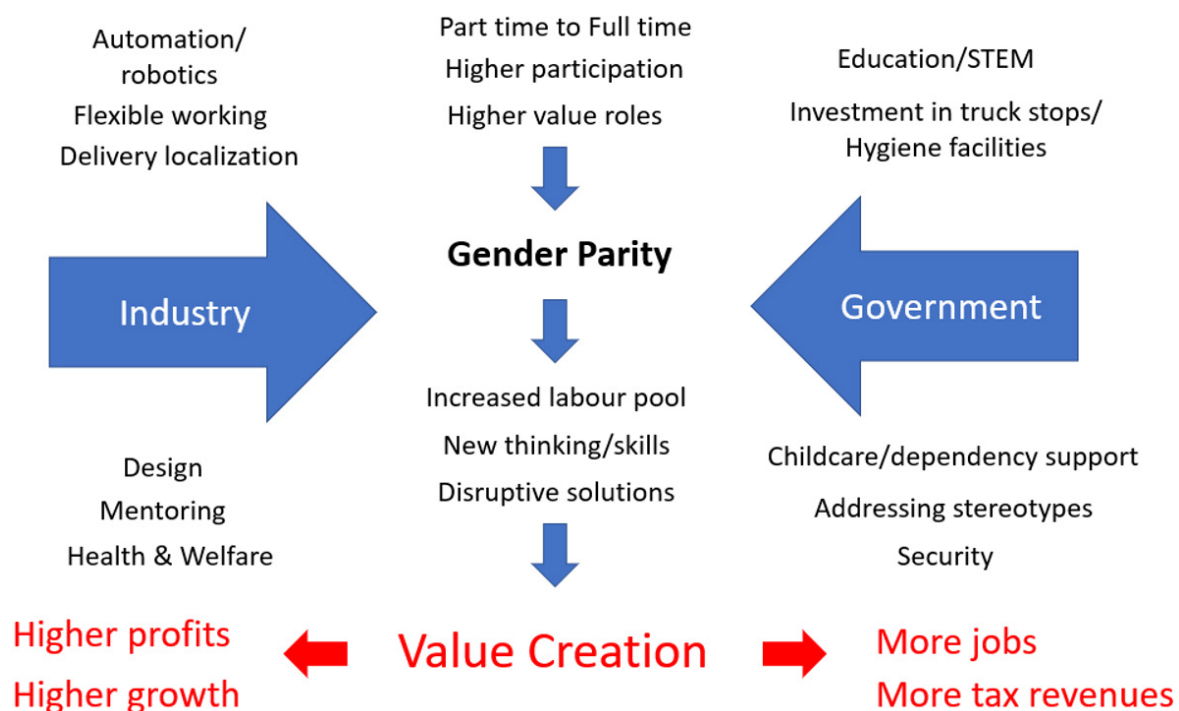
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leads to a bigger labour pool and the potential for more productive capacity. However, there are also other benefits. According to the International Monetary Fund (IMF), the employment of higher levels of women provides a boost to economic growth by:

- Bringing new skills to the workforce
- Offering different outlooks and solutions
- Developing new, more efficient ways of working
- Facilitating the disruption of existing business models

In doing so, it has been seen that a greater representation of women can bring about an increase in both men and women’s wages. Consequently, a focus on reducing gender inequality should be regarded by business leaders as a route to increased productivity and by politicians as a way to increase economic activity, competitiveness and, of course, enhance tax contributions. By stressing the economic case instead of focusing on purely social objectives it is far more likely that progress will be made towards reducing the gender gap. Given the often very low margins endemic within parts of the transport and logistics sector, transforming the industry in a way that will make it more attractive to women seems to make obvious sense.

Figure 1. Gender Parity can create benefits for industry and government



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Figure 1 illustrates these opportunities. Improving Gender Parity by migrating more women from part time to full time roles; increasing the number of women in the work place and increasing the value of their roles (all discussed in more detail below) will improve productive capacity and lead to new and potentially better ways of doing business. This will be achieved by a range of Industry and Government initiatives (see Figure 2), resulting in value creation. In turn this will drive industry growth and profits whilst at the same time fulfilling government policy goals such as increasing employment and achieving higher tax revenues.

According to a research project undertaken by the European Institute for Gender Equality (EIGE) for the European Commission, improving gender equality would lead to an increase in GDP per head of 6.1-9.6% by 2050, equivalent to €1.95-€3.15 trillion. Countries in the EU have the potential to increase their GDP by up to 12% by 2050 and generate 10.5 million additional jobs, 70% of which would be filled by women (EIGE, 2017). In addition, over and above growth expected from a business-as-usual baseline scenario, by 2050:

- Exports would increase by 1.6-2.3%
- Imports would decrease by 0.4-0.7%

In terms of generation of Gross Value Added (GVA), EIGE believes that the transport sector would benefit mostly from the improvement of women's education ('closing the education gap') and more female participation in the employment market ('closing the activity gap') – adding over 2% and 5% to the baseline GVA scenario respectively.

However, this will be difficult to achieve. The structure of the transport and logistics labour force has become engrained due to a self-perpetuating cycle. The more male-dominated a sector, the more the working practices, equipment and business models are designed around the needs of men. As a result, women are repelled from the sector (not least due to a lack of role models) which in turn reduces the probability of industry change. Disrupting this value destroying loop will be fundamental to achieving gender parity.

## WOMEN'S PARTICIPATION IN THE WORKFORCE

According to the International Labour Organisation (ILO) the average female participation rate in the transport and logistics workforce was 17.3% in 2018, although there were wide variances in the rates across the sub-sectors of the industry. The rate in the 'land transport' sub-sector was just 11.8%, for instance, whilst for 'warehousing and support activities' it was 26.4% (Ng & Acker, 2020). This compares with an economy-wide participation rate of around

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46-47% in the work force of developed markets.

The rate of female participation at the land transport aggregate level conceals even lower rates for truck drivers. Another report by the International Road Transport Union (IRU) suggests that, globally, less than 3% of truck drivers are women, although this rate is slightly higher in China (5%) and the USA (8%)(IRU, 2022).

There is also a wide variance between regions. The ILO estimates that North America has the highest rates of female participation in the transport workforce with 23.2%. The equivalent figure is lower in the European Economic Area and Turkey (18.9%); 10.8% in Latin America; 8.4% in Asia and just 8.1% in Africa. Although these figures relate to 2018, the authors suggest that there has been little progress in the intervening years.

Although much of the onus for increasing gender diversity has fallen on the industry and individual companies, governments play a critical role. The authors found that, ‘...countries with a comparatively higher level of GDP per capita, female participation in the [wider] work force, gender parity in tertiary education or STEM tertiary attainment rates for women also tend to have greater proportions of women participating in their transport workforce (Ng and Acker, 2020).’

In terms of overall participation rates, the latter point of STEM qualifications should not be over-emphasised as it has been estimated that STEM graduates occupy just 10% of jobs in the transport and warehousing sector (Rothwell, 2013). However, it is indirectly important as attracting female STEM graduates to positions of management creates role models and mentors. This point is also highlighted by an ITF report which identifies a positive correlation between the number of female managers and the women participation rate, indicating that women in senior positions tend to promote the attraction and retention of a more diverse workforce.

As previously mentioned, achieving gender parity is not just about increasing the numbers of women in the industry: it also involves increasing the numbers of hours worked (from part time to full time). Across developed countries as a whole, about a quarter of women work on a part time basis (defined as the proportion of all women working less than 30 hours per week in their main job). This compares to just 10% of men. Looking specifically at the transport and logistics industry, the hours worked by women are considerably lower than men due to the large proportion of women employed in industry on a part time basis. In order to achieve parity, many more women will have to become full time employees – a situation which is not always practical. Although in certain circumstances part time working may be due to

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personal choice, it is also as a result of the level of unpaid caring work undertaken by women, for example looking after children or incapacitated adults. According to an EC study, in excess of 6 million women between the ages of 25 and 49 assert that they are, ‘...obliged not to work or to work only part-time because of their family responsibilities.’ (Turnbull, 2013)

There are also cultural barriers which need to be addressed. In many parts of the world – with the Scandinavian countries being an exception – there is a stigma attached to part time working for men as well as the taking of paternity leave. If men were prepared to work part time this would free up more women to work longer hours.

Whilst there is a strong economic case for more full time working, flexibility will also be essential. Significant numbers of employees have opted out of the workforce across all industries since Covid, many citing mental health as the reason including increased stress and lack of flexibility. On this level, using economic metrics to measure gender parity may seem out-dated although another approach has yet to be put forward.

The third dimension of gender parity is increasing the value of the functions which are undertaken by women. Presently many of these roles are low value adding, such as pick and pack in warehouses. Persuading more women to take STEM subjects at school or college and then positioning the transport and logistics industry as an attractive career option will be critical to addressing this challenge. The increasingly automated and digitized nature of the industry will increase opportunities for women with such qualifications. However, there is one note of caution. Many of the more repetitive activities which are often undertaken by women could well be eliminated in the coming years by automation, meaning that upskilling will become essential.

## ATTRACTING AND RETAINING WOMEN IN THE INDUSTRY

The challenges involved in attracting more women to the industry are societal as well as sectoral. That is, transport and logistics careers are less likely to be advertised to young women in education due to gender stereotypes and misconceptions over the role and opportunities involved. As a result, the industry remains male dominated with the consequence that many of the practices and conditions that have traditionally acted as barriers to women’s retention remain in place (such as lack of flexible working, time away from home, lack of security and poor facilities). Hence, fewer women reach senior positions, there are fewer mentors for other women staff and little to attract new female employees.

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This cycle ensures that the sector remains male-dominated with the consequent economic disbenefits.

It should be noted that low pay and long working hours makes the industry less attractive to all potential recruits, not just women. This is evident from the latest data from the UK's Office of National Statistics (ONS):

- Transport and storage workers are lower paid than average – earning £14.76 per hour against the national average of £15.65
- They work longer than the national average (42 hours per week compared with the national average of 39 hours)
- They work more overtime than in any other sector, adding 8 additional hours per week.

Figure 2. Attraction, Retention and Progression: Identification of 'blocks' and policy steps

Stage	Block	Step	Sponsor
<b>Attraction</b>	Gender intensification	Education STEM promotion	Government
	Industry perception	Media/communications	Business
	Shift work	Role/operations restructuring	Business
<b>Retention</b>	Discrimination	Legislation	Government
	Caring responsibilities	Working flexibility	Business
	Caring responsibilities	Childcare/dependency support	Government
	Time away from home	Localization of deliveries	Business
	Work environment	Better facilities (truck stops)	Government
	Security	Better facilities (truck stops)	Government
	Work environment	Better toilet facilities (warehouses)	Business
	Work environment	Truck design	Business
	Physicality of job	Automation/digitalization	Business
	Maternity leave	Legislation	Government
	Repetitive/low value function	Automation/digitalization	Business
<b>Progression</b>	Career development	Management Training	Business
	Role development	Technical/vocational qualifications	Business
	Career resumption	Return to work programme	Business
	Gender stereotypes	Mentoring	Business
	Lack of career advice	Mentoring/HR	Business

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Figure 2 identifies some of the ‘blocks’ which occur at various stages of women’s career cycle and the various policy or HR steps which can be taken to remove them. Government and business, working in conjunction, can play a significant role in dismantling these barriers. For example, as regards education and training, government policy can target the take up of STEM subjects by young women whilst business can promote the industry as a fulfilling career option for suitably qualified students.

- Flexibility and time away from home

The need for many drivers to spend time away from home has been identified as one of the main reasons why a significant proportion of women are not attracted to the industry. Addressing this issue has already been prioritized by some logistics companies. Chelsea Pottle Demmons, Vice President of US trucking company, Pottle’s Transportation, commented, “We have a lot of local drivers that are home every night. We make it a priority here specifically, that no matter what, our drivers are home weekly.” (Jensen, 2019) Whilst in most parts of the road freight industry spending time away from home is not necessary (parcels delivery, for example), it is more of a challenge to re-organise delivery schedules in the long haul and international sectors of the market. However, the introduction of hub-and-spoke, less-than-truck networks can mean far more localized collections and deliveries as well as better utilization of vehicles. In the UK, the Chair of the House of Commons Transport Committee suggested that the long haul/trucking element of such networks should be shifted to rail freight. “This will not only help the country meet its decarbonisation goals but improve the lives of HGV drivers who would spend fewer nights away from home.” (Walton, 2022)

- Truck design and technology

The importance of design has often been overlooked as a barrier to women’s participation in the industry. However, this issue is now starting to be addressed by a new generation of truck manufacturers as well as some incumbents. Leading the way in this respect is zero-emissions Volta Trucks which has placed female friendly design at the heart of its offering. This approach involves taking a completely new look at:

- o Driving experience and comfort
- o Safety
- o Working conditions
- o Well-being.

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This has led the design team to focus on improving accessibility to the cab by providing access at ground level on both sides of the vehicle thereby improving safety; increasing the comfort within the interior of the cab; enhancing visibility and eliminating blind spots. According to the design company, Astheimer, 'Our main priorities when designing the truck were safety, ease of ingress/egress and a best-in-class driver environment. Created specifically as an inner-city distribution vehicle, Volta Zero has been designed with a driver centric approach to make the vehicle safer for drivers as well as vulnerable road users - pedestrians and cyclists.'

Figure 3. The new Volta zero truck cab design



Source: Volta Trucks

Volta is not the only truck manufacturer to understand that design is critical to attracting women (and indeed a younger demographic) to the industry. Volvo has also placed an emphasis on comfort and drivability of its trucks including the placement of vehicle controls; the integration of automated manual transmissions (AMT); ultra-responsive steering (lessening steering force by 85%) and what it calls the ability to 'blend trucks and technology'. This includes 24/7 access to Volvo-trained advisers, reducing the feeling of isolation for the driver.

- Truck stops

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One of the biggest welfare problems facing truck drivers is the lack of provision of formal truck stops. This is important both from the perspective of health and hygiene as well as security. This is an issue of concern for both men and women, of course, but it plays an especially critical role in putting off women from joining the profession. This was made clear by the President of the American Trucking Associations, Chris Spear, commenting on the multi million dollar infrastructure investment by the Biden Administration in September 2022. "This issue is of particular importance for women drivers, who repeatedly cite the lack of safe parking options as a deterrent to more women entering the field. Investing in these projects and ensuring all drivers have ready access to safe and well-lit parking facilities is an important step in shifting our industry's workforce demographics and empowering more women across the country to pursue the rewarding career opportunities that trucking has to offer." (Truckers News, 2022)

- Physicality

Another reason cited for the difficulties in attracting women to the industry is the often physical nature of the work which favours what the ILO calls 'musculoskeletal builds and physical strength' of the male. However, this is changing with the development of more automation and the increasingly digitised nature of the industry. As well as decreasing the physical nature of the work this also means that higher value, STEM qualified workers will be required in the future, for instance, working in robotics.

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### CONCLUSION

If the transport and logistics industry is to realise the benefits of increasing women's participation in the sector, it is obvious that there needs to be a new approach to attracting, retaining and promoting women. Even truck driving, one of the most entrenched male-dominated professions (and one with the highest shortages), can be made more attractive to women by a strategy which addresses concerns such as lack of facilities, security, time away from home, isolation and long hours.

Advancements in technology will continue to disrupt and accelerate change within the industry. The smart use of technology will also facilitate change in the culture and working processes of the supply chain and logistics sector creating a more collaborative, communicative and inclusive environment.

To summarise, there are 5 key areas which will be fundamental to changing the current dynamic:

- Educating young women and girls about the opportunities that exist within the industry
- Creating targeted initiatives to recruit, develop and retain women at a company level
- Reimagining workplaces through technology
- Addressing the issue of facilities and security
- Increasing visibility of female leaders (Thomas, 2021).

However, this will require a joint effort by government and industry; high level commitment from politicians and business leaders, not to mention considerable investment.

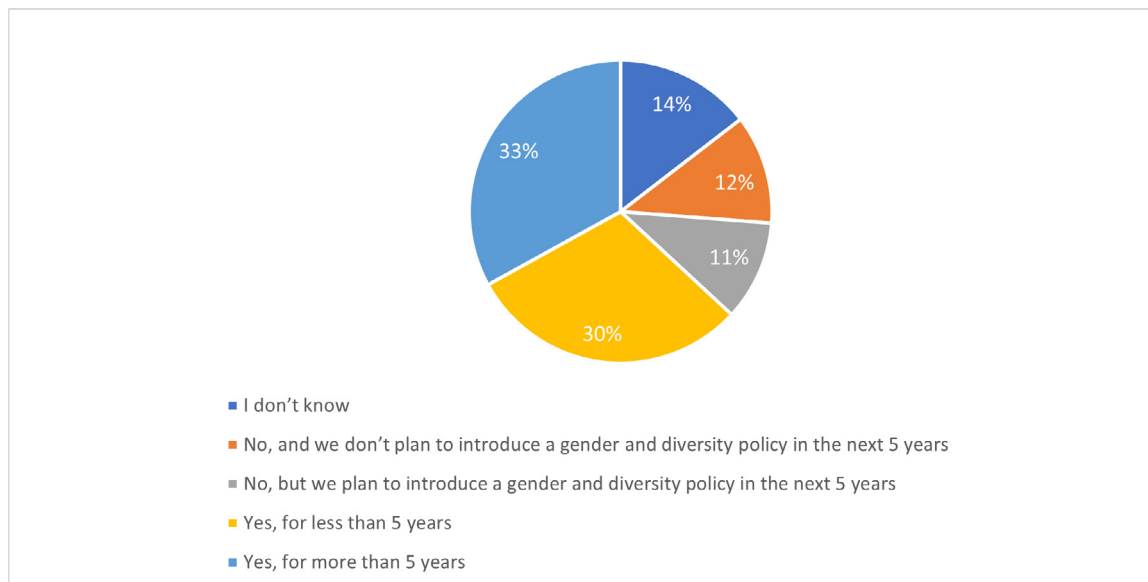
## GENDER DIVERSITY STUDY - SURVEY RESULTS

In Summer 2022, the Foundation for Future Supply Chain in conjunction with Ti Insight, undertook a survey of 101 supply chain executives. Of the sample 61 were women, 38 men with two preferring not to say.

The type of company represented was extremely diverse, with 41 respondents employed by the supply side of the industry (such as freight forwarders, 3PLs, freight forwarders etc), 25 employed by shippers (manufacturers and retailers) and the rest consultancies, IT companies, industry bodies and governments. Every size of company was represented. Over a third of respondents worked for companies with a \$1billion or more revenues, but similarly 28% were employed by companies with sales of less than \$10m.

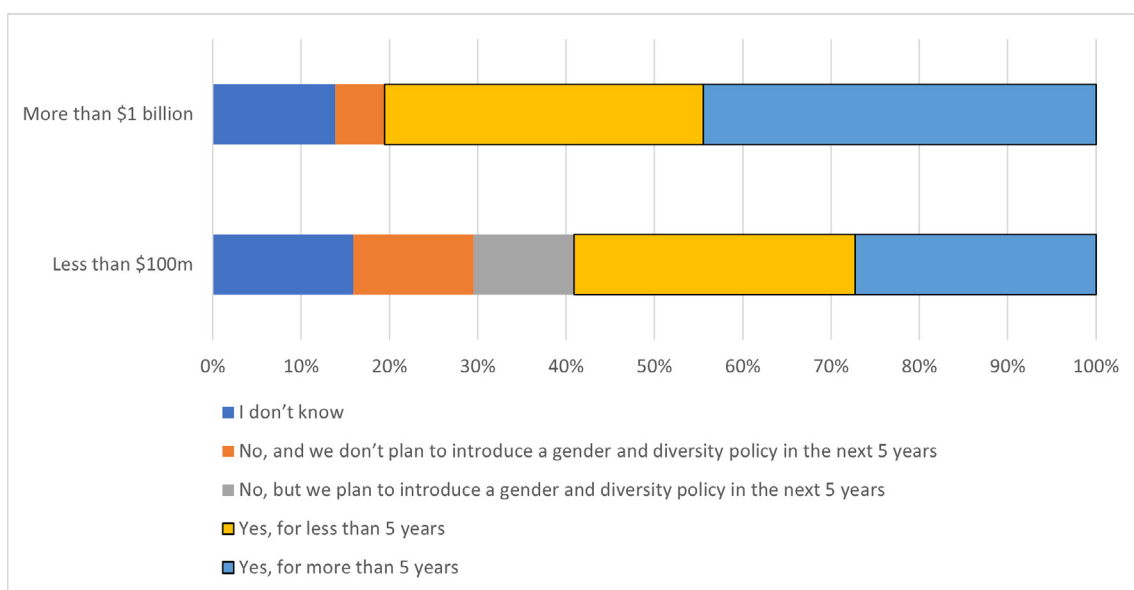
### 1. Does your company have a gender and diversity policy?

The first question assessed the progress which had been made in adopting a gender and diversity policy. The majority of respondents to the survey (63%) stated that their companies already had such policies in place, with a third asserting that they had been in place for more than 5 years. Only a small minority (12%) said that there were no plans to introduce a diversity policy.



## GENDER DIVERSITY STUDY - SURVEY RESULTS

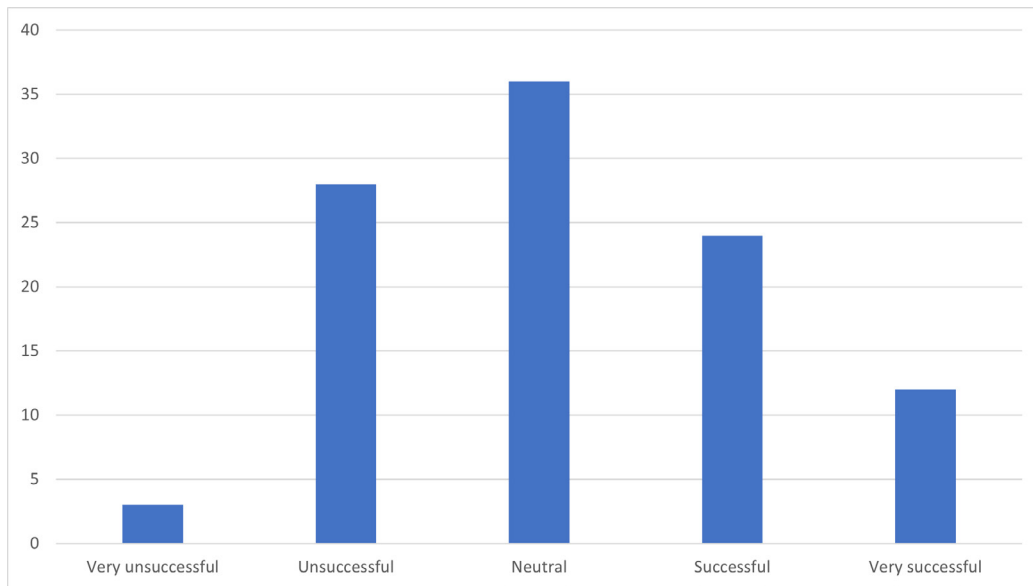
Size of company seems to be an important factor as to whether a diversity policy has been adopted or not. 80% of businesses with revenues of over a billion had already implemented such policies, according to the survey, whereas this figure was just 60% for companies with revenues of less than \$100m. This no doubt indicates that very large companies have the human resource functions necessary to prioritize the development of diversity policies.



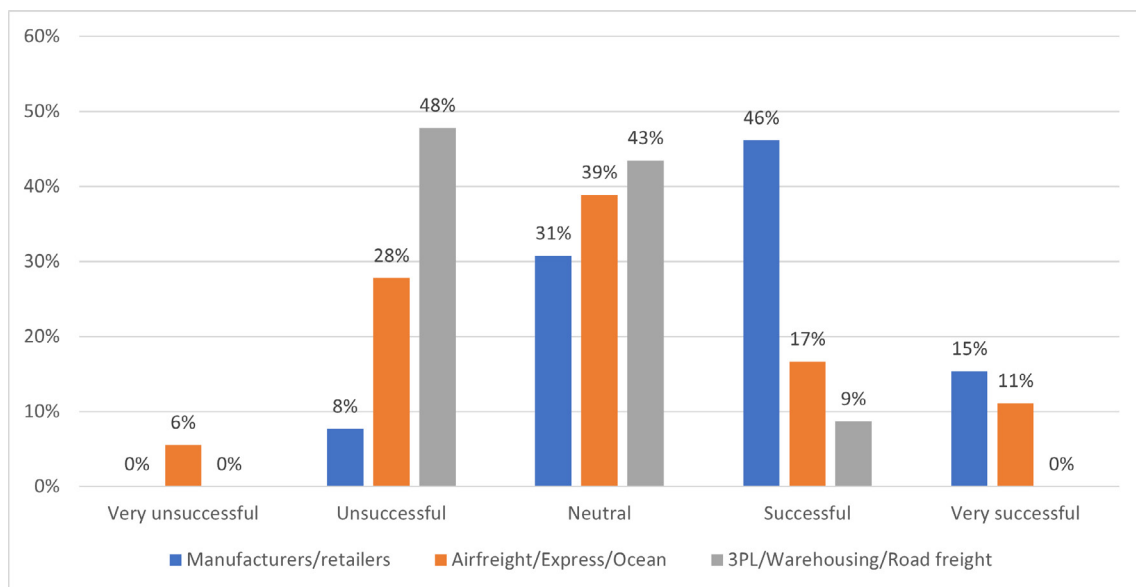
## 2. How successful is your sector at attracting women employees?

Survey participants were asked to comment on how successful they thought their sector of the logistics industry had been at attracting women. 36% of respondents thought their sector had been 'successful' or 'very successful', compared with 31% who said that it had been 'unsuccessful' or 'very unsuccessful'. Given that the industry as a whole has the perception of being unattractive in terms of employment opportunities for women, this is perhaps more positive than might have been thought. However, it also shows the task required given that two thirds of participants were either 'neutral' in their response or negative in their assessment.

## GENDER DIVERSITY STUDY - SURVEY RESULTS

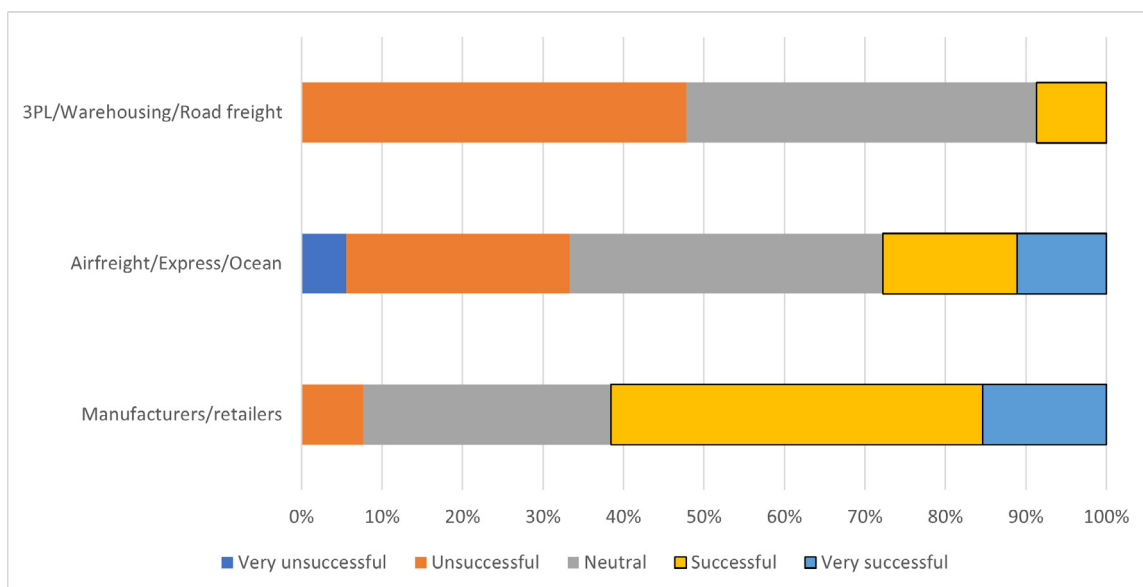


Examining the data in more depth reveals significant differences in the success which key segments of the industry have had in attracting women employees.



## GENDER DIVERSITY STUDY - SURVEY RESULTS

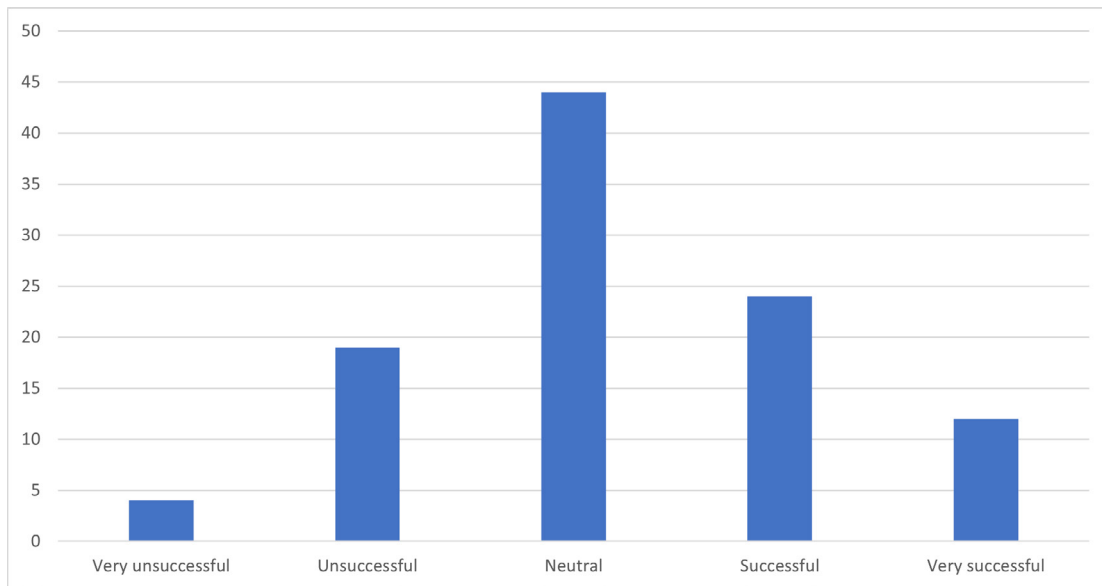
61% of respondents from the manufacturing/retailing sector rated their companies 'successful' or 'very successful' compared to 28% in the Airfreight/Express/Ocean sector and just 9% in 3PL/Warehousing/Road Freight. The corollary of this was that 48% of respondents in this latter category thought that their sector was 'unsuccessful' or 'very unsuccessful' compared with 34% in the Airfreight/Express/Ocean sector and just 8% who worked in a logistics function in a manufacturer or retailer.



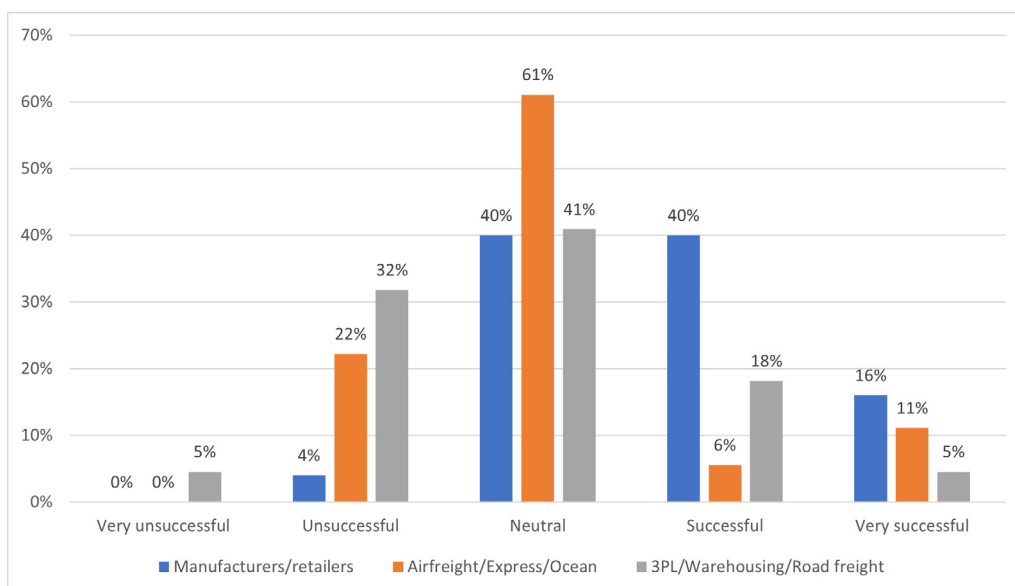
### 3. How successful is your sector at retaining women employees?

In terms of retaining women employees, 36% of respondents stated that their companies were 'successful' or 'very successful' at female employee retention compared with 23% who thought that their companies were either 'unsuccessful' or 'very unsuccessful'. This also, perhaps, presents a more positive, or at least more balanced, perception of the industry than might be considered.

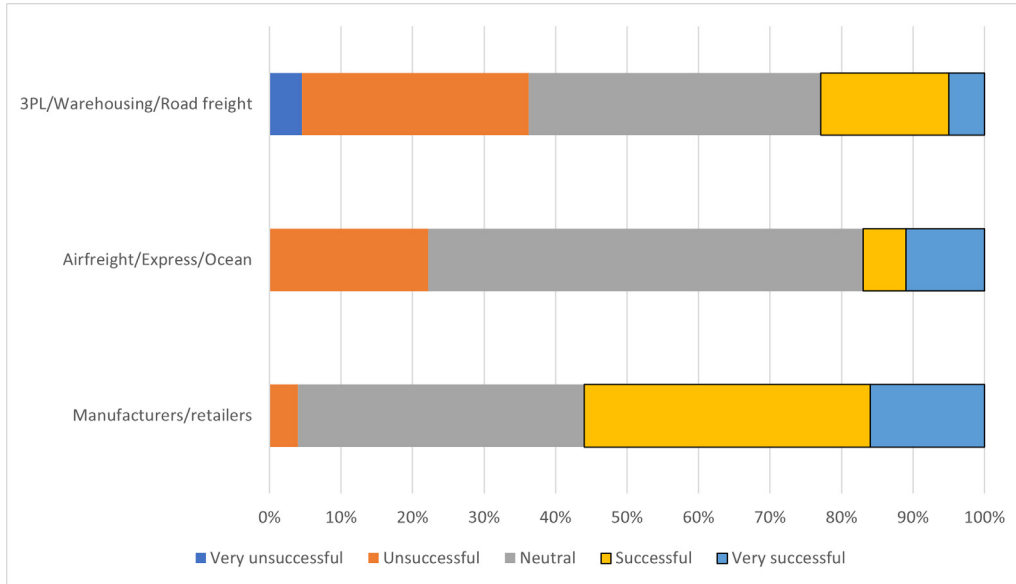
## GENDER DIVERSITY STUDY - SURVEY RESULTS



Looking at the segments in more detail, it can be seen that the logistics/supply chain functions of manufacturers/retailers once again out-perform the logistics supply side. 56% of respondents from this segment stated that their companies were either ‘successful’ or ‘very successful’ compared with just 17% from the airfreight/express/ocean sector and 23% in 3PL/warehousing/road freight. It is notable that the latter sector seems to be more successful in retaining women employees than it is at attracting them in the first place. This would suggest that perception is a major barrier to recruitment and this will be discussed later in the analysis.

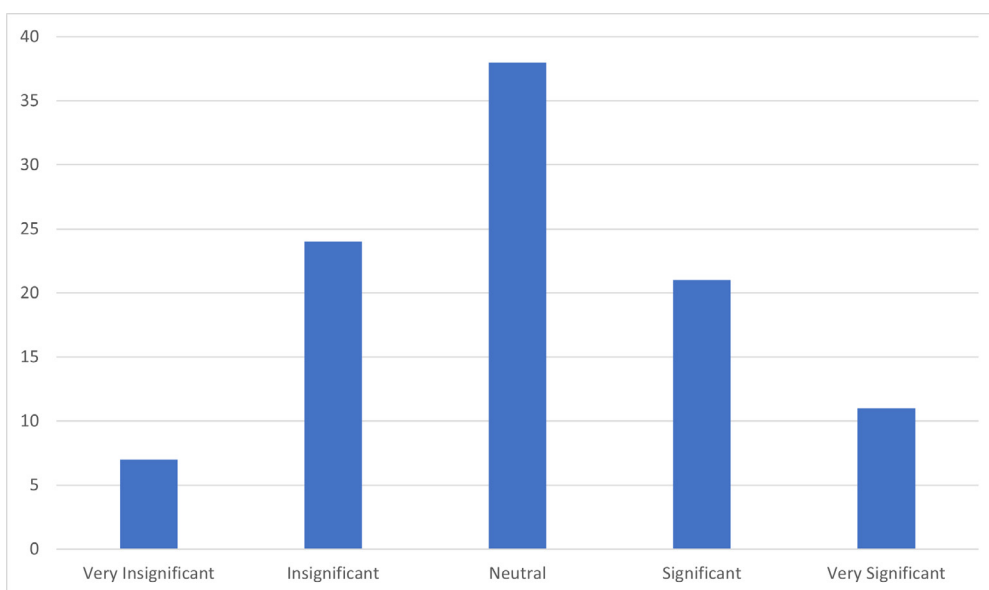


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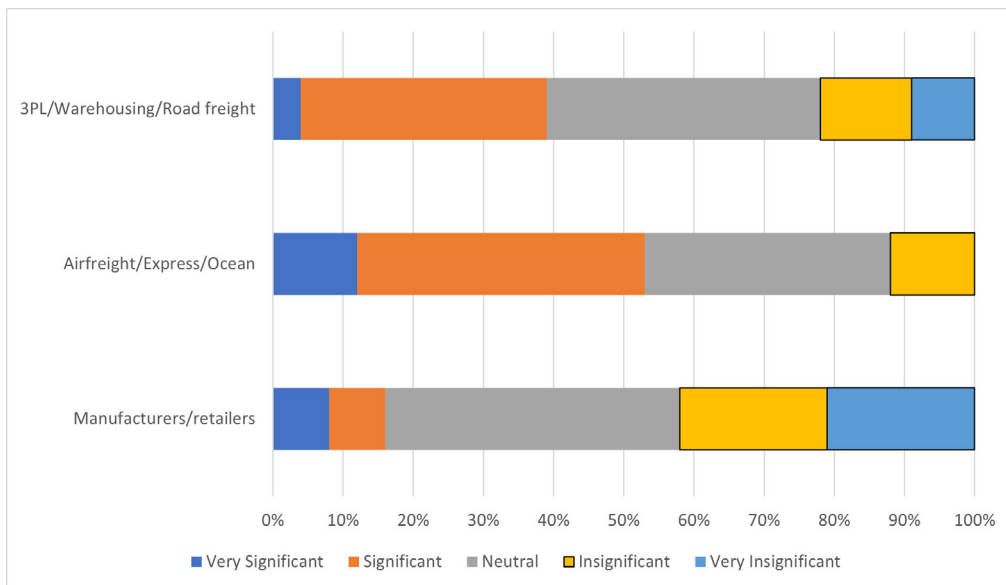
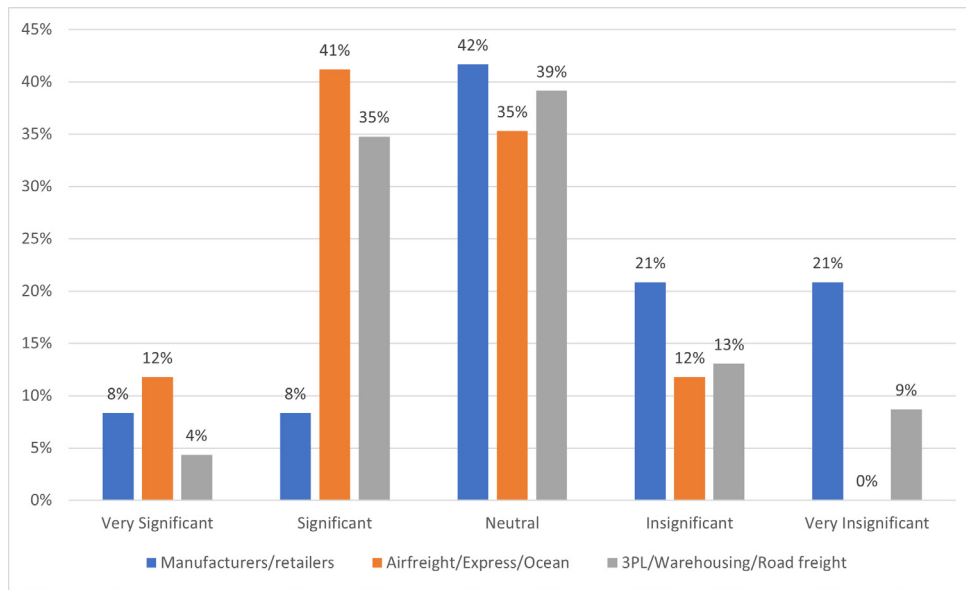
### 4. In your opinion, how significant are the obstacles for women to progress in your sector?

Respondents to the survey were split over the importance of obstacles for women to progress in the industry. Almost a third thought they were 'significant' or 'very significant'.



## GENDER DIVERSITY STUDY - SURVEY RESULTS

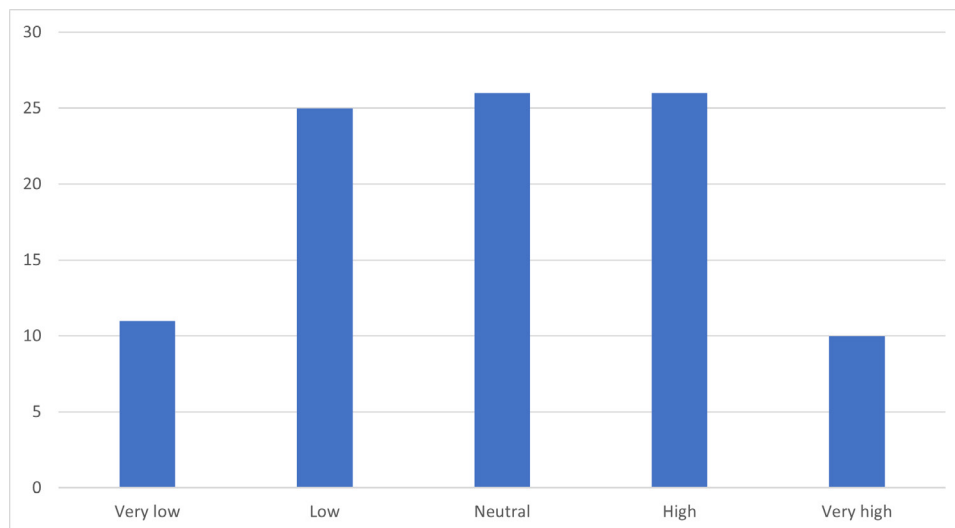
Once again, on a sector basis, there were significant differences. The survey found that there were fewer perceived barriers to progression for women in the logistics/supply chain functions of manufacturers and retailers than there were in the 3PL/warehousing/road freight sectors or air freight/express/ocean.



## GENDER DIVERSITY STUDY - SURVEY RESULTS

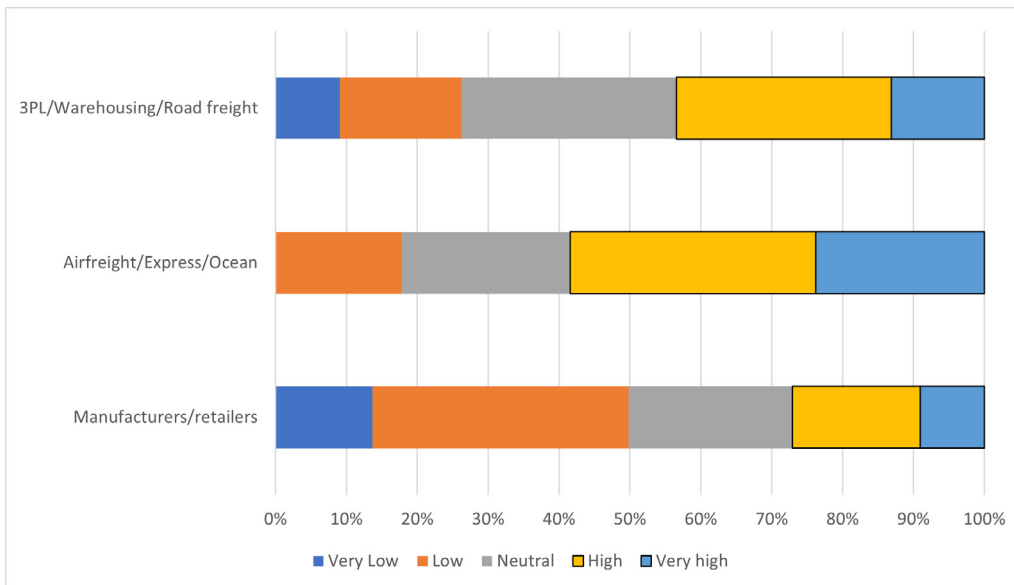
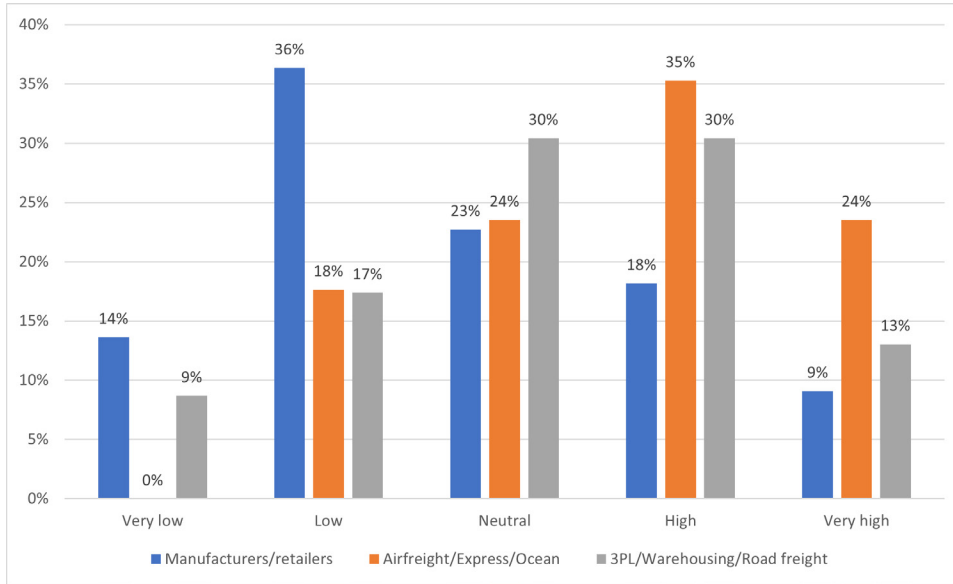
### 5. How would you rate gender bias in your sector?

The question of whether there is gender bias in the industry seems to have divided opinion, with a smaller proportion of respondents choosing a neutral position than in previous questions. An identical number of participants thought that gender bias was either 'low' or 'very low' as those who considered it 'high' or 'very high'. It is interesting that such a large proportion of the sample, working in the same industry, can have diametrically opposed views suggesting that there is considerable variance in experience from company to company.



59% of respondents in the airfreight/express/ocean sector thought that gender bias was either 'high' or 'very high', compared with 43% in the 3PL/warehousing/road freight sector and just 27% in the supply chain functions of manufacturers and retailers. Half of respondents in this latter category of shippers rated gender bias as 'low' or 'very low', reinforcing the findings of earlier questions.

## GENDER DIVERSITY STUDY - SURVEY RESULTS



## GENDER DIVERSITY STUDY - SURVEY RESULTS

### 6. In your experience, which factors are most important in deterring women from becoming truck drivers?

The survey is quite conclusive in its findings regarding the most important factors deterring women from becoming truck drivers. 'Lack of basic facilities' was highlighted as the key reason followed by 'male-dominated profession' and 'time away from home'. Poor security was the fourth most popular factor followed by a range of significantly less important issues such as status, pay and physicality of the role.

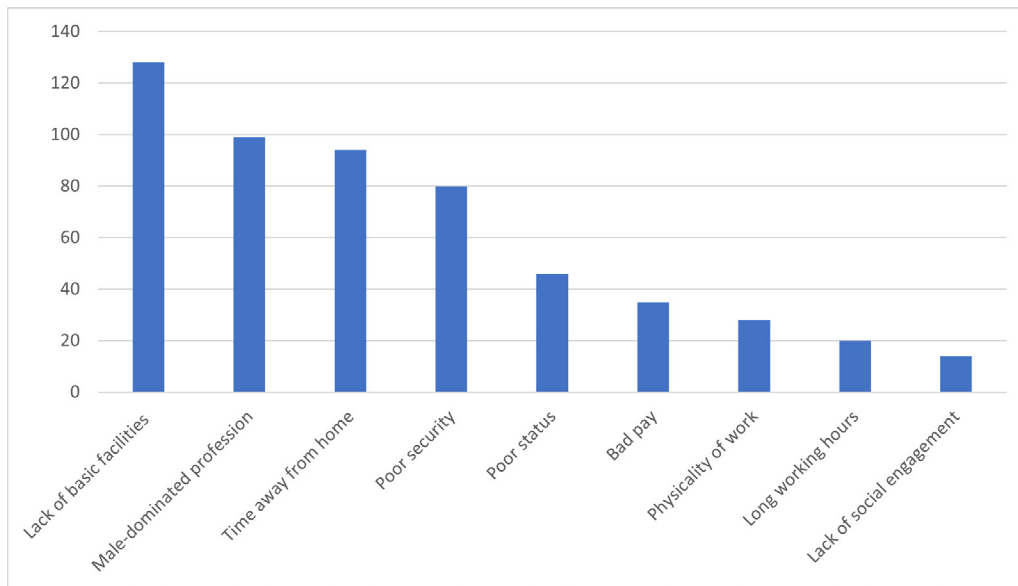
The industry has long been criticized for the lack of facilities to truck drivers – male and female. This includes the paucity of truck stops which provide basic sanitation and rest for drivers during the day and overnight. In many cases drivers are forced to lay up overnight by the roadside which has obvious implications in terms of hygiene and security. In the past it was assumed that drivers would put up with these conditions but shortages pre-Covid have made it clear that this is an important off-putting factor for either sex.

The provision of truck stops to some degree is also a matter of public policy. Many new developments are opposed by local residents although this can lead to the anti-social practice of roadside lay overs. There is also the issue of who will fund the cost of the new truck stops. The transport industry often finds itself at the bottom of political priorities and lacks government investment whilst low margins in the industry mean that businesses themselves are unable or unwilling to pay for them themselves.

The issue of male-domination is a vicious cycle. The more male dominated the industry becomes the fewer women are attracted to it, which in turn leads to a higher proportion of male drivers and fewer women and so on. To break this cycle, issues such as the provision of basic facilities and other factors which we will go onto discuss must be addressed.

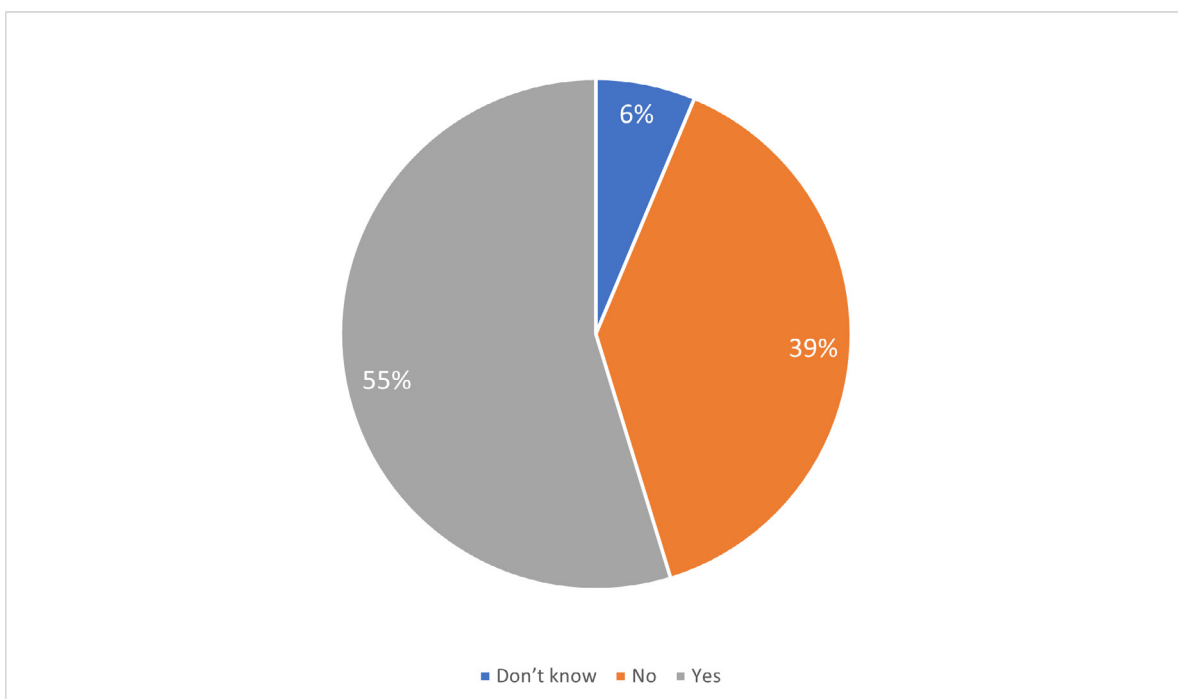
The third most important issue is the amount of time away from home which is part of the job in some sectors of the industry. As with other factors listed, this does not just affect women as men are also increasingly unwilling to take driving jobs which require overnight stays away. There are steps which companies can take to address this issue; for instance, organizing routes in such a way that collection and delivery can be completed in a working day or perhaps moving to a 'relay' system of vehicle handover. That being said, it will be very difficult to transform national or international driving operations without considerable structural change. However, according to the IRU 85% of the industry involves short distance movements of freight and so the issue is possibly greater in perception than in reality.

## GENDER DIVERSITY STUDY - SURVEY RESULTS



### 7. From your experience, are there barriers for women to progress from entry level functions to management?

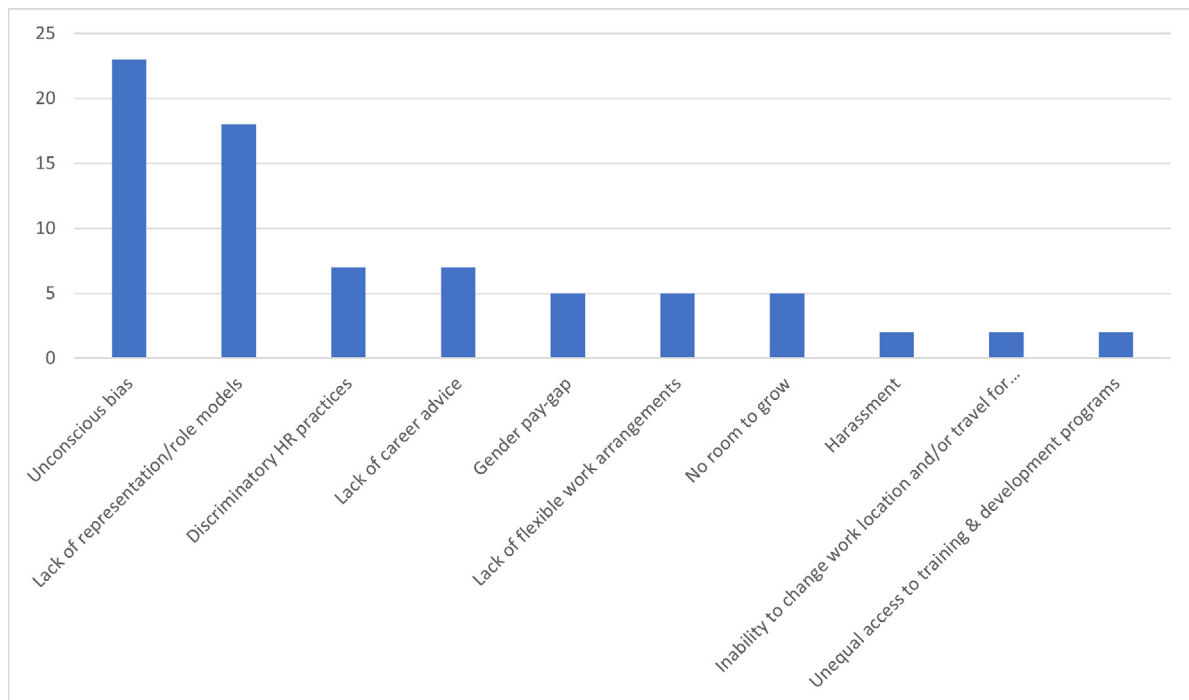
The next section of the survey quizzed respondents on whether they believed obstacles to women’s progress existed in the industry and, if so, what these were. Over half of the sample stated that they thought there were barriers to women achieving management positions compared with 39% who disagreed.



## GENDER DIVERSITY STUDY - SURVEY RESULTS

### 8. What is the most significant obstacle for women in your company at each stage of their career?

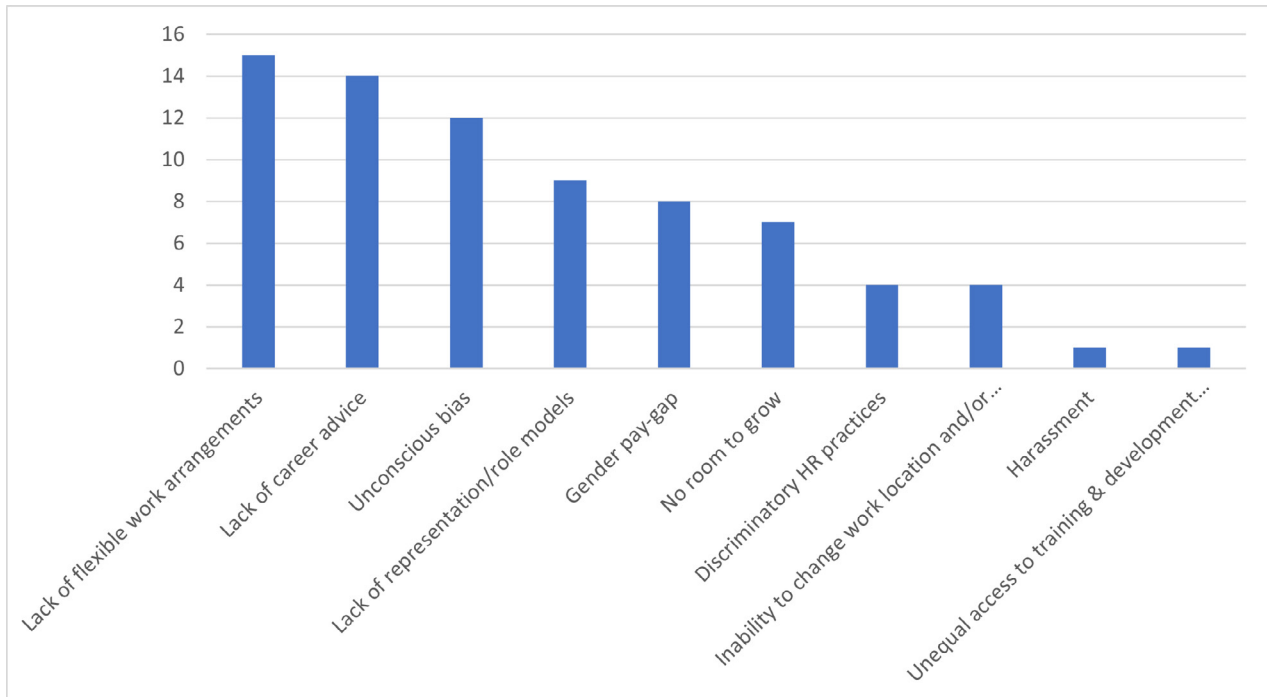
#### a. Career recruitment - Most important obstacle



Of those who believed that there were obstacles, two factors stood out at the recruitment stage, that of 'unconscious bias' and 'lack of representation/role models'. Very few believed that there was overt discrimination, unsurprising given the laws which exist to prevent such practices. More surprising perhaps was the relative unimportance of 'lack of career advice' as this is usually blamed by the industry for its difficulty in attracting sufficient talent.

## GENDER DIVERSITY STUDY - SURVEY RESULTS

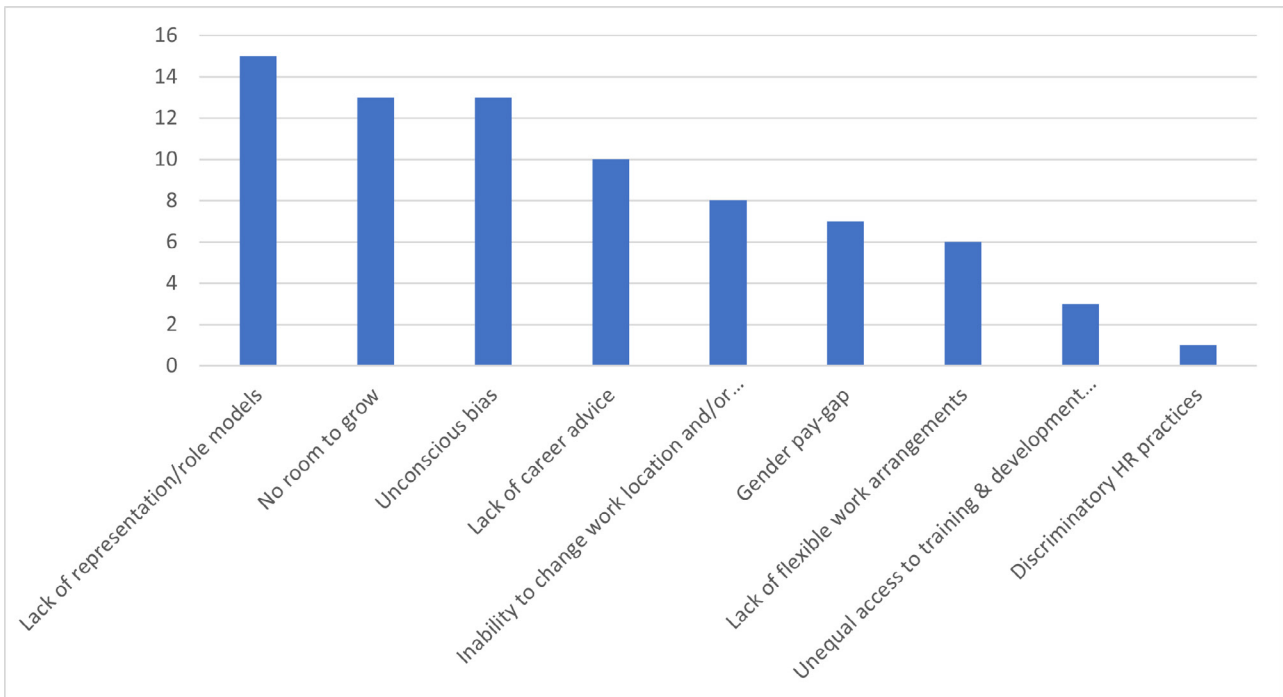
### b. Retention - Most important obstacle



Once recruited, it seems that there are multiple reasons which make it difficult for women to stay employed in their company. Unconscious bias makes a reappearance in the top three, but lack of flexible working practices is mentioned most frequently, followed by lack of career advice. It would seem that once recruited companies need to do a better job at guiding women employees in the opportunities which can exist within the business and the industry as a whole. The perception of a gender pay gap is only fifth on the list of obstacles affecting retention.

## GENDER DIVERSITY STUDY - SURVEY RESULTS

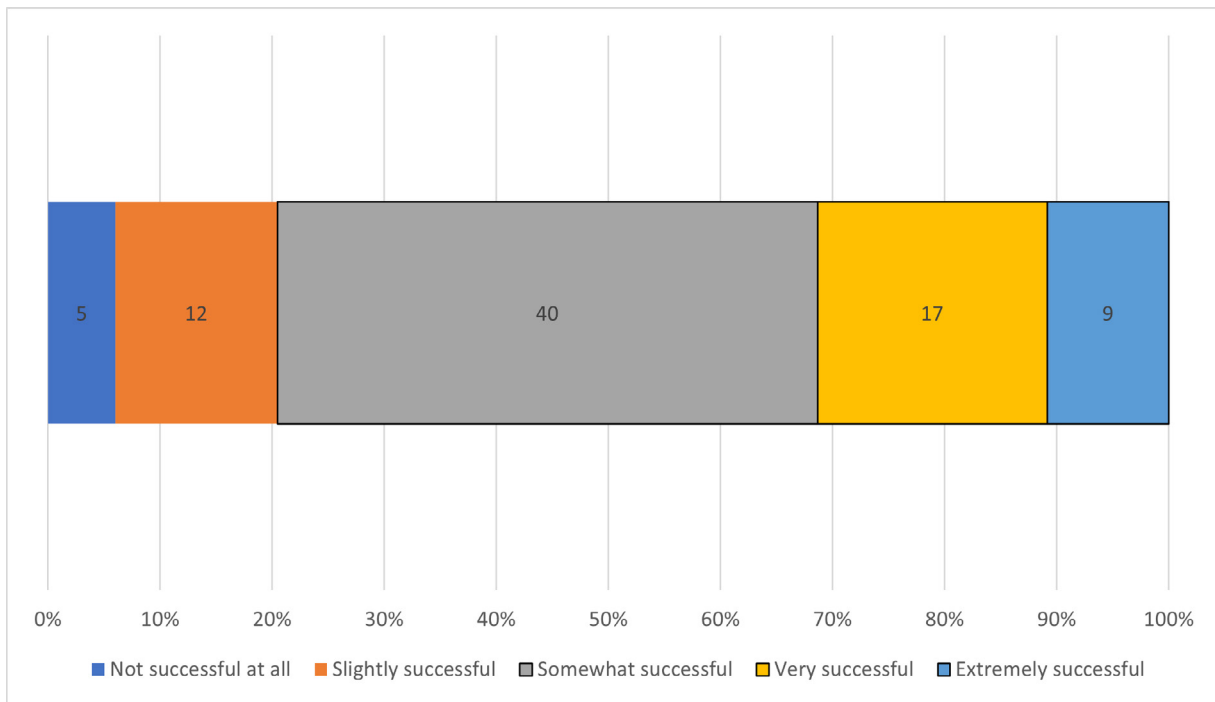
### c. Progression - Most important obstacle



In terms of career progression, survey respondents highlighted lack of representation and role models at a senior level. A lack of 'room to grow' was also identified which perhaps suggests that job functions are too inflexible and do not expand as the employee's experience, skill set and confidence grows. Also, in the top three once again was 'unconscious bias.'

## GENDER DIVERSITY STUDY - SURVEY RESULTS

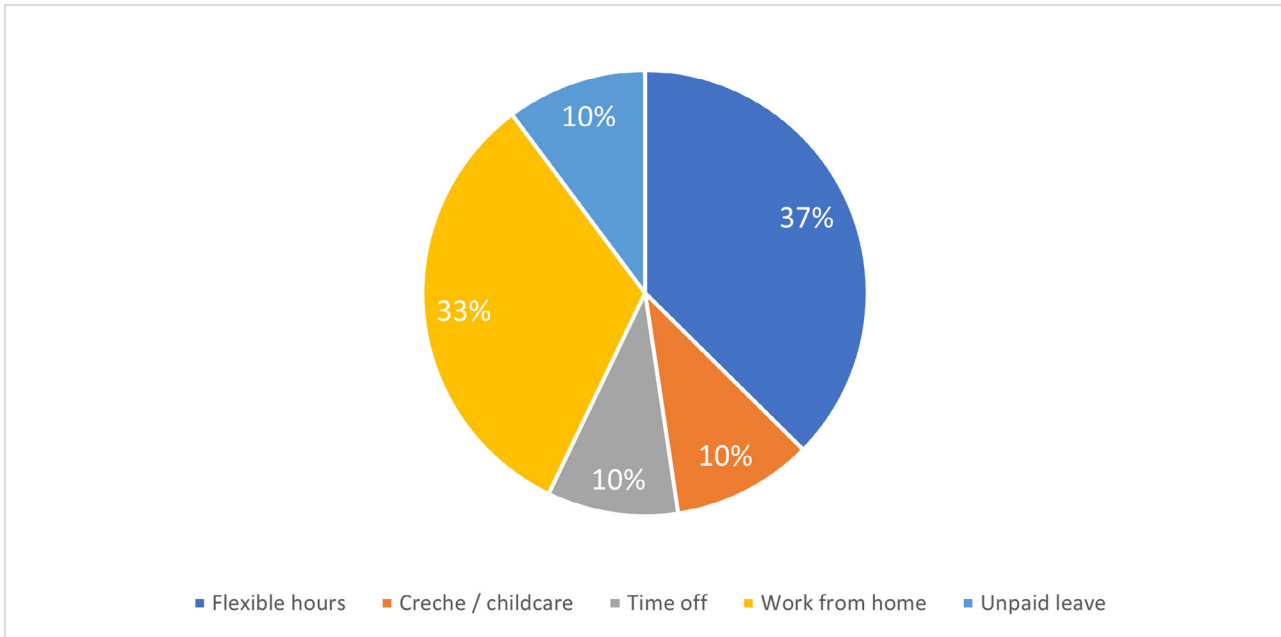
### 9. How successful is your company at attracting women back after a career break?



The survey results provided a positive view of the industry’s efforts at attracting women back to work after a career break. As highlighted in the chart, almost two thirds of respondents stated that their company was either ‘somewhat’, ‘very’ or ‘extremely’ successful in this respect. Only 5% said that their company was not successful at all.

## GENDER DIVERSITY STUDY - SURVEY RESULTS

10. What steps does your company take to attract women back to work after a career break?



The survey found that the provision of flexible hours to employees was the most important way to attract women back to work followed by the ability to work from home. Other benefits, such as childcare provision, are relatively less important.

## GENDER DIVERSITY STUDY - SURVEY RESULTS

### Conclusion

There are plenty of positives to take away from the survey findings. Whilst the industry has a very poor perception of recruiting and promoting women employees, the survey suggests that over recent years its record has improved. The majority of companies have a diversity policy in place and larger businesses have taken the lead in this respect. Overall, the survey found that supply chain functions of manufacturers and retailers have been more successful than the supply-side of the industry in recruiting, retaining and promoting women employees. In order to attract more women to become truck drivers, the industry and government needs to work together to improve basic facilities. By addressing issues such as security and time away from home, the sector will become perceived as less male dominated which in turn will attract more women in a 'virtuous cycle'. 'Unconscious bias' was identified by respondents as a key obstacle to recruitment along with a lack of role models. Lack of flexible working practices and career advice were factors highlighted in retaining women employees and a lack of role models was once more identified as an obstacle to career progression. Having said that, respondents rated their companies' ability to attract women employees back to work after a career break quite highly, with many businesses focusing on providing flexible hours and the ability to work from home.

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

### INTERVIEWS

Julia Swales, Advisory Board Manager for the Foundation for Future Supply Chain, interviewed five women working in supply chain and logistics in different companies and roles and at varying stages in their career, to get their perspective on gender parity in the workplace. Four of them are members of the FFSC Advisory Board.

#### Anne Miroux

Anne is Faculty Fellow at the Emerging Markets Institute (EMI), S.C. Johnson School of Management at Cornell University. She is a former Director of the Division on Technology and Logistics in the United Nations Conference on Trade and Development (UNCTAD) and Head of the Secretariat of the UN Commission on Science and Technology for Development. Anne is a member of the FFSC Advisory Board.



*How would you describe your leadership style?*

The most important thing for me is first trying to understand people and establish a line of communication. My role is strategic, unlike many roles in the logistics industry which are much more operational. It's important that people understand my role and see that I have knowledge, experience and many different skill sets. This helps me to assert my authority. I also always try to establish trust, as this is key for me. Once trust is gone it is difficult to come back.

I am also collaborative, so I don't like to work alone – I like to work as part of a team. I want people to know that if there is something which needs to be done, I'm not afraid of doing it, even if it does not fit in with my usual responsibilities. If there is an emergency, I am there, because as a leader of the team I am responsible for what happens. In exchange, I want people to follow me. In summary, communication, trust and being an intrinsic part of the team are the most important aspects of my leadership style.

*Have you ever received criticism for your leadership style?*

Yes, I have. I have sometimes been told that I should be tougher, but I believe there are

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

different ways to do this. My style is not confrontational, but I get what I want, little by little. I don't shout at people and I don't throw a tantrum but I say what I have to say even it is a tough decision. In addition, I don't like to shame people publicly – I have seen this done by men on several occasions. At the end of the day, I know what I want – the end goal is what matters. It has been very important for me to show people that my approach can work. I have been working for more than 30 years, mostly in the UN, and at the beginning of my career it was very different from what it is now. As a woman, you had much more to prove. Now because there are more women coming into traditionally male dominated roles, you don't feel like the odd one out, so appearing tough is much less of an issue.

*Have you ever felt out of place in a male dominated work environment? If so, how did you try to fit in?*

In the past I did regret that I did not have a strong voice, for example, or that I was not big enough physically. I felt that if you wanted to be listened to in a male dominated world, you had to have more of a presence, both physically and mentally. That was more at the beginning of my career, now it's a bit different, perhaps because there are more women in decision-making or leadership positions. In the organisation where I worked previously (in the UN) they have three men at directors' level (out of 5 directors) but the head of the organisation and her number two are both women. Things are changing.

*Do you think that there is more competition between women trying to climb the career ladder when they are working in a male dominated environment?*

I don't really think that there is a gender issue here. It is basically the way you are – competitive or not. In fact, the idea that there is more competition among women trying to climb the career ladder than there is among men conveys a very negative image, as if women are selfish, not mature, and so eager to be part of the exclusive club! You'll always have men and women who are ambitious and want to climb the ladder and that's OK. They will compete with whoever is in their way.

*What strengths do you think that women can bring to the workplace?*

It is difficult to generalize. Based on my experience, the women leaders I worked with would listen to what others said and consider their suggestions. Of course, I have also met one or two women who were dismissive of other people's opinions, just as men sometimes are. Overall, women simply bring a different perspective of life into the workplace. They tend to be more responsive to work-life balance issues. They are also less inclined to be

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

confrontational, but no less determined than men and sometimes more tenacious. They are usually less aggressive – I have very rarely seen women leaders clash violently with a colleague or act in a demeaning way towards him or her publicly. By bringing diversity, they contribute to a more convivial and less prejudiced working environment.

*Can you name three of your role models?*

This is a hard question. First, what is a role model? For me, a role model is a person who you admire and identify with. There needs to be some sense of commonality with him or her, so that emulating him or her remains realistic even if highly ambitious. I did not have a role model from the professional world during my career and this was really missing. I admired several women – writers, scientist, explorers – but they were very far from me in many ways (epoch, work area, society, etc).

Most of my career has been in the United Nations and for a long time there were very few (hardly any in fact) women leaders, so there were no examples or paths that I could follow. When faced with gender or work relations issues, I felt there was nobody with whom I could exchange ideas or turn to for advice – nobody that would have been faced with similar challenges. Now the situation is changing, thankfully, with more women in the workforce and in senior roles. A mentorship system was put in place informally in my previous organization by a group of women a few years ago. It was an interesting experience. Having left that organization, I don't know if it is still in place, but mentorship for women is essential in my opinion.

If I were to name a person who I admire, I would say Michelle Bachelet, because of her role in the UN. In 2010, she was appointed as the first Executive Director of the newly created UN Women, a UN body dealing with gender parity and the empowerment of women. I saw her on several occasions in meetings in the UN. Michelle Bachelet was greatly admired and appreciated and genuinely involved in and concerned by the issues she was dealing with. After leaving UN Women to become the President of Chile in 2014 (for the second time) she came back to the UN in 2018 as UN Human Rights Commissioner.

*What are the barriers in your experience which prevent women from progressing from entry level functions to management?*

There used to be significant barriers, usually linked to perceptions and attitudes or culture. For instance, when I entered the UN in the early 1980s, one boss told me that I should not wear trousers to the office. Another one refused to let me travel with colleagues to Africa

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

and the Middle East because of my gender and he was very open about this. At the time all the bosses in my organization (a body within the UN Economic and Social Council) were men. Over the years, I have seen a real change, but it has taken a long time. I would say that in the early 2000s there was a turning point in term of gender awareness in the UN.

Today one of the biggest barriers preventing women from moving up is a lack of confidence. Many of us still feel that we must have a deep knowledge of the area or very solid experience, before going for a promotion or new position – as if, again, we had to prove something more than men and tick all the boxes. I have almost never spoken to a male colleague who had the same doubts. I had a male colleague in my team applying for a position that was outside his skill set, yet he bluntly claimed, ‘I deserve it’. I never saw that attitude in a woman and I think that’s an issue. I always encourage women to be ambitious and apply for a job, even if they don’t have all the skills.

*What advice would you give to women who are wanting to progress?*

Speak up and have faith in yourself.

### Lisa Laguzinskaya

Lisa works in Commercial Operations at Evertracker. Evertracker provides a single access platform to manufacturers that enables them to get end-to-end visibility and predictability along their global supply chains on part level.



*How would you describe your leadership style?*

I had a very good manager when I started in my first company and she was a great mentor. She involved me in everything, so I learned about the commercial, but also technical aspects of a business. That’s how I’m trying to be with the people in my team. I aim to be as open as possible but it depends on the people I’m working with – if they are open too that’s great, we have a very good chemistry.

*Have you received criticism for your leadership style?*

Yes, I’ve encountered some people who are more difficult for me to lead. With them I can be too direct, particularly in the written form, but then they raise it, we’ll have a conversation and I’ll explain that it’s not a personal thing. We move on after this communication. Although

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

I haven't been a leader or manager of a large team, I have learned a lot from this. I never position myself as a manager, I work together with the team, because this how my previous manager worked with me and it was really effective.

*How many women are there within your company? Is it male dominated?*

It is male dominated, yes. In my previous company, we had quite a few women. My female manager was a co-founder of the company. We had quite a few people on the engineering side, so data scientists, business analysts, who were women, so it was quite a good balance. In my current company, I am mentoring a woman and she is now leading the product team, but yes, it's male dominated, with a couple of women in managerial positions.

*Do you think that your perspectives are different to men in the environment you're working in?*

No, I don't, as quite a few of the men I work with are good at understanding people and reading signs which are not obvious. They are like-minded and have a similar view to me on communication with others and good management style. Of course, I hear other stories from more traditional transport companies and supply chain and when I talk to customers, they often have a different view, although we try to choose customers who are a bit more forward looking or open to different way of doing things.

*Can you name three role models?*

First of all, I'm not a huge believer in one person being a perfect role model as I like to be inspired by certain characteristics of people and I have to know them. So here are three people or rather characteristics that I aspire to:

My former manager. She is just incredible at networking and by that I mean connecting with people, understanding their strengths, communicating her strengths, and then asking for help when she needs it and reciprocating this for others. This is what networking is for me – not just connecting to lots of people so that in the future you will get value out of them. She really creates a community and relationships and I am inspired by that part of her.

My younger sister. She's just an extremely open person. It doesn't matter if she knows somebody or not, she's just very open. It's something I am a little bit jealous of.

My current manager. He tries to understand how things are and he doesn't make assumptions. He reads a lot and talks to many people, to get as many different perspectives as possible. It's really inspiring and changes your mindset.

*Do you see any barriers to career progression for women?*

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

In general, I think it really depends on management, as you need mentors who inspire people to move up. If you have bad management, it's very difficult and I've encountered this in the past. You learn and grow through this though. I feel that today the problem is often unconscious bias – so managers make assumptions when they talk to you, without knowing you. It's trickier, because then you can't really explain to them what the issue is because they just don't understand it.

*What advice would you give to a woman in your position who's starting out in her career or trying to climb the career ladder?*

If you're doing what you're interested in, you will always find your path.

### Cecilia Strokirk

Cecilia is European Senior Logistician, Project Manager & Researcher, Seamless Transports & Logistics at RISE (Research Institute of Sweden). Cecilia has more than 25 years of experience in supply chain management, logistics and transport. She is a member of the Foundation Advisory Board.



*How would you describe your leadership style?*

It's inclusive, so I work closely with my co-workers and colleagues and I trust them – I am very loyal to the company I represent and the people I work with. I am goal oriented as I like to see results, but I also like to be very positive about things and keep a good tone in all discussions. I'm very straightforward – I speak my mind. I am also innovative and forward thinking and I have a lot of curiosity. I think that's a good way to be in leadership – both structured, so able to deliver, but also open to new ideas.

*Have you received criticism for your leadership style?*

No, on the contrary I hear very good things about it. I think that some people might see me as a competitor, but that's mostly women. Men like it, as they are also very goal oriented and want to achieve things very fast. It's been more positive feedback than negative, all through my career.

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

*Why do you think women see you as competition? Do you think that women pit themselves against each other to be the best and get noticed as females in a male world?*

In transport and logistics, which is very male dominated, women struggle very hard to make the next career level or step. I have found that some women don't really want you to succeed when they are fighting to be seen too. Often you need a male ally who believes in you in this sector, to be successful in your career - I haven't had any female managers who have helped me move forward. Some very inclusive and generous men, among my male managers or colleagues, have either helped me or given me the tools to be able to continue.

I have a friend that wanted to work with me. She told me about a job that I should go for. We were talking about the process and then at the very end she said 'well actually, I hope you don't get it, because I don't want you to be my competitor here'. I think we should just start to like each other more. We love our girlfriends, so why don't we love the women at work as well?

*Do you think that your perspective or your approach to work is different to others in a male dominated environment?*

Yes, but not with everything, because a lot of men are also forward thinkers like me. I have a lot of empathy for other people, like a lot of women. It's easy for me to understand what a person is going through in their personal life as well as in their career situation. Sometimes I feel that men do not have the same empathy as women do or at least they don't show it. This also helps us to easily adjust to different cultures. You need to understand the person you have in front of you - you read the person, and then you go from there.

*How can women overcome the barriers at work which are preventing them from progressing in the workplace?*

Women need a good manager or a role model - someone who helps them to get the tools and pushes them forwards in a man's world. Men recruit men, they give each other great positions, they put each other into board meetings etc. To succeed in this environment, you need to be yourself but you have to be pretty strong, you have to have a lot of courage. I do have a lot of courage, the only thing that I'm afraid of is war and violence. I like to look at new things from a new perspective. Nothing really stops me. You need to think, what's the worst thing that can happen? You won't die trying to do another job or a task that you're not sure that you will handle, simply because you don't think you have the knowledge or the experience.

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

*What strengths do women bring to supply chain?*

We are great project leaders – we have this helicopter perspective. It's easy for us to see the big picture, but also to dig down into problems as well. I think we are born that way. Some men, but not all, just go for one thing and they will become very good at it, you know – but they have often have the help or support they need around them.

*Who are your role models?*

Both my grandmothers. They were very strong women. They had both been through the Second World War. One came to Sweden from Hungary, pregnant and with her husband to work in agriculture, because that's what Sweden needed after the Second World War. Her husband died when her three kids were teenagers. She thought everything was possible and it was so much fun to be around her. She was a very positive person, even though she had been through so many dangerous and very sad things. My grandma on my dad's side brought up three sons and her husband was in the military and they moved a lot in Sweden. She was also a very positive person. Both grandmas were always in my life and they just died 10 years ago, so they both became very old.

One of the first female members of the Parliament here in Sweden in 1921, Bertha Wellin. She laid the foundations for equality.

Oprah Winfrey, of course. She always makes people feel comfortable and so they always answer her questions in a great way. She had a very tough upbringing, but out of this came a beautiful, strong and very professional woman.

*What advice would you give to a woman trying to make it in supply chain?*

You need to get outside your comfort zone. You must create a network. I have a very large network – if I go to conference, I come back home with 50 new people that I know. We must prioritise our social skills, make the first move and actively talk to and connect with people. Be brave and be curious, believe in yourself and your ideas. Try your ideas before you drop them, what's the worse thing that can happen?

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

### Ruthie Amaru

Ruthie has played a key role in making global freight accessible, transparent and accessible by building freightos.com, the digital freight marketplace, combining logistics, technology and processes to bring over 100K importers online. Prior to Freightos Ruthie was responsible for strategy and architecture for a global IBM software division and ran strategy and product development for a number of start-ups across different industries. Ruthie is a member of the Foundation Advisory Board.



*How would you describe your leadership style?*

I started my career as a software developer but found that my strength was managing, not coding. As a result I started managing quite young, moving from Team Lead to R&D Director before I turned 25. I was much younger and much, much less experienced than the people I was managing which is probably why I developed a management style focused on enablement. I never assumed that I had the answers or that I should tell people what to do. I felt my role was to make sure people knew where we were trying to go and then to remove any barriers in the way of them taking us there. Stories are a great way to help a team focus on a goal so I learned how to use stories to focus the team on our goals, then I listened as they told me how to get there and made it my job to remove the boulders strewn across the path.

*Have you ever been criticised for this kind of leadership?*

On occasion, people ask to just be told what to do, and doing that can simplify things but only for the short term. In the long run it doesn't help to have a system that requires a manager for every decision.

*Do you think your perspective is different to traditional views, when you're in a male dominated environment?*

You know, I really feel we've got to the point where it's quite hard to discuss male vs. female. I do feel that my management style has very little ego in it but I actually learned that from my managers, all of whom were male. I've been lucky to work almost exclusively in environments where both men and women leave their ego out of decisions.

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

I have to be honest, I never really felt like I was at a disadvantage because I was a woman. That said, I have often wished there were more women in the room. I'm quite excited nowadays when I see an entire meeting of senior women and we're working on something together, but I can't say that I ever felt like a fish out of water because I am female.

I am coming from the high-tech, start-up world, more than from supply Chain. And in high-tech, there's generally more of a modern, feel-good vibe. There were times when I worked in companies that were much more corporate, but even there everything was done by consensus. Nobody was competing with anybody.

My parents brought me up to believe that there is no difference in what women and men can achieve and I never really felt any gender discrimination. I certainly have never been in environments where women were elbowing each other out quite the opposite: when we get a whole bunch of women in a room, we are more likely to bond. There have been many cases where creating a special connection with women in other companies has helped improve the business relationship.

*Do you think that women bring certain strengths to supply chain? And if so, what are they?*

I struggle with this a little bit because I see men and women as equal but each bringing their different strengths as individuals.

I think women are more likely to huddle together and figure out how to solve something as a team and be willing to discuss and listen to each other ad nauseam but that is certainly not limited to the women I've worked with. It's good that we have added this type of problem solving to our toolbox.

In a recent panel I chaired we discussed the fact that in Supply Chain, you have to come up through the ranks and prove yourself, so people may have started as warehouse managers or other field jobs that have been held traditionally by men. Women who have not held these positions may on the other hand bring a fresh look at how things should work. In some cases there is a certain improvement to decorum when women are in the room. Jokes and comments that won't be made in mixed company. I was surprised when I joined the supply chain industry to encounter people and situations that still lack that decorum. Maybe women can help set that bar.

*Can you name three role models and give me reasons why you've chosen them?*

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

My CEO, Zvi Schrieber, who has certainly never treated me any differently because I am a woman - I don't think that ever mattered to him at all.

My mother, who is a professor of literary theory. She brought me up to believe that women and men can achieve whatever but was a realist about the advantage that men had back in the day when they left all the house and child care to their partner. My mother always encouraged me to create pockets of focus so I could grow myself professionally.

My daughter, who even as a young child reminded me that family is more important than career. Now a young mother herself, she wants to have the freedom to decide where to direct her focus.

*Do you think there are barriers for women hindering their progression from entry level through to management levels?*

I think there are barriers in terms of how women feel about themselves. I often hear women say, "I'm glad for this responsibility, but I don't want the title because then I'm locked in." They take the responsibility without the title, recognition, or salary. That's a self-imposed barrier. I say, if you're doing the role, make sure you get the title and the salary.

That said, choosing to build a family and have a very intense career is hard, you can't really have it all, all of the time. I think that's true for men now too - I see young men struggling because they're taking on an equal share of the childcare. I do think that for women, it's harder to fully disconnect. They'll often be the ones to remember, oh it's going to rain tomorrow and Evan's boots don't fit. This can create constant low level distraction.

I have five kids so I always needed a somewhat flexible work schedule. When they were young I would work until 3pm, spend time with them until bedtime then go back to work. It worked but definitely meant constant stress because there was always somewhere I couldn't be.

But these are choices we make. I haven't ever felt that I was held back by others because I was a woman.

*So what one piece of advice would you give to a woman who is in supply chain wanting to climb that career ladder?*

Here are two:

There are times that you're going to be climbing and times that you are not. For men and women alike. When you want to make that next jump in your career, you'll need to show your managers that you're ready and you have to do that on your own time. You're going to

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

spend your days doing your day job and your nights stretching to new opportunities. It's very intense. It's pulling yourself up by your bootstraps. You can do it but can't do that all the time. If you've just had a baby, or you're in a new relationship, or you want to run a marathon, that's not the right time to be climbing. And that's okay - sometimes you focus on your career and sometimes you dedicate your energy to other things that matter. But when you are trying to progress you have to be ready to work hard. At times, when I was focused on making big career moves, I was sleeping four or five hours at night and then crashing at the weekend. Don't expect other people to clear the way for you and say, you've been doing this job for three years, so you're ready for a promotion. That's not how real progress is made, you drive it yourself with a lot of effort and energy.

The second piece of advice is to do things you love. People will sometimes say, 'Which job should I take?' I will always answer 'Which do you like better? Go for that'. If you're enjoying your job and you're enjoying the work you do, you'll do it well and you'll have more opportunities. If you're suffering through something, you're just not going to do it well. When people ask me, 'Should I leave this company and go to a different company?', I mostly say, 'Are you enjoying yourself?' If the answer is, 'I'm having a great time, I like this company, but I'm not sure what the next opportunity is', well my response is, 'You're enjoying yourself, you're doing good work, then you're going to grow. People are going to see you doing well and there will be other opportunities.'

I find that when I speak to young women, it's important for me to say to them, 'You're fine where you are, you don't have to move up. You don't have to be constantly climbing.' I mean, it's exhausting to always be thinking what's next - just enjoy yourself for a little while. You'll know when you're ready for the next push.

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

### Celine Hourcade

Celine is founder and managing director of consulting firm Change Horizon, which supports aviation and logistics organizations with their development and transformation programs. Prior to founding Change Horizon, she was driving the IATA Cargo Transformation and Innovation portfolio and team. Celine is a member of the Foundation Advisory Board.



*How would you describe your leadership style?*

I would describe myself as an empathetic leader. It is very important to me to show the way, inspire and empower people. I don't want to be seen as the boss, but as a mentor & partner: somebody you learn from.

*Have you ever received criticism for your leadership style?*

Yes, of course. I'm very French in everything that I do, so I speak very freely, I am opinionated and I'm quite direct. This leadership style is often positively welcomed and appreciated if you're a man, but women can face criticisms and be easily labelled as "bossy". Regrettably, women leaders with a vision, confidence and a strong personality are not always appreciated.

*Do you think that your views are different to traditional views when you're in a male dominated workplace environment?*

Yes, absolutely. I really think I pay more attention to people and personalities. I listen more to find a way to get people to buy into ideas. That's quite different from the approach of male colleagues I've worked with in my previous roles. We are different, we are all individuals, but it's true that men and women manage and lead teams differently - they use different types of soft skills and that's why we need to complement each other. Diversity is so important.

*What are the main strengths that women bring to supply chain?*

Empathy, resilience and a different type of creativity. I don't want to pitch women against men as I really think that teams should be as diverse as possible. We need to combine different types of skills and styles or working and leadership, so that we enrich each other in the process.

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

*Can you name three of your role models and give reasons why?*

Malala Yousafzai, Nobel Prize Winner in 2014, because she was strong enough to stand up for her ideas and to fight for her freedom to speak out. She has been also raised by a fantastic father who is supporting her in that process. I bought her book for my kids to inspire them.

Greta Thunberg, because she's also standing up for her ideas. It's not an easy journey, but she's doing it. I think she really made a difference. She managed to put environment on the world's top agenda; something that most politicians and world's leaders failed to do. She is fantastic.

Sherry Sandberg with her 'lean in' approach – she is a role model in terms of leadership in the workplace and she is also someone who wants to share her journey, so that women can be inspired.

*What barriers do you think women face in the workplace?*

There are plenty. It obviously depends on the company and on the corporate culture and leadership that you have.

In general terms, the lack of flexibility and bias from managers who are careful before hiring or promoting a woman because she might have a child soon are big barriers. This is the 'maternal bias'.

According to the UN, 73% of women experience bias at work, whether deliberate or unconscious. It is really harming minorities and women in the workplace. It makes it harder for women to get hired and promoted, negatively impacts their day-to-day work experiences and feeds their lack of self-confidence.

There is also a barrier which women create for themselves – only going for a promotion or applying for a new job if they tick all the boxes in a job description. Many men would just apply, because they feel that if they have some of the requirements, that's enough. That's really something that individually we all have to work on.

So, overall, it's a combination of workplace culture, working conditions and HR policies, as well as conscious and unconscious biases and our own limitations that we impose on ourselves. It means each of us has an active role to play to overcome the obstacles: for ourselves and for the others around us.

## WOMEN IN THE TRANSPORT AND LOGISTICS SECTOR - INTERVIEWS

*What advice would you give to a woman trying to make it in supply chain right now?*

I think it's a great industry to work in which offers many opportunities. I would say, go for it and as Sheryl Sandberg would say, 'lean in'. Give yourself that opportunity. Work on your own flaws and weaknesses and try to get support from mentors, in the workplace, within the sector or outside your company. And give back to support your female peers and colleagues.

**If you are an organisation interested in supporting this study, please contact Sarah Smith, [ssmith@ti-insight.com](mailto:ssmith@ti-insight.com).**

## ABOUT

### About the Foundation for Future Supply Chain

Established in 2021, the Foundation for Future Supply Chain is a not for profit organization dedicated to improving the understanding of some of the industry's most pressing challenges.

The Foundation provides governments, inter-governmental organizations, NGOs and business leaders with an independent source of thought leadership, addressing and advising on critical policy issues such as sustainability and ethics; security and risk; innovation and disruption; future mobility and automation.

### About Ti

Ti Insight is a leading market research and analysis company which for 20 years has provided products and services to the logistics and supply chain industry including market reports; its own unique Global Supply Chain Intelligence (GSCi) online knowledge platform; consulting; training, conferences and webinars.

Ti has acted as advisors to the World Economic Forum, World Bank, UN and European Commission as well as providing expert analysis to governments, manufacturers, retailers, banks, consultancies, shipping lines and logistics service providers.

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