

## Women in Supply Chain 2022

### DEMOGRAPHICS: *Industry Screener*

IND1) Which of the following most accurately represents your organization’s primary industry classification?

*If your organization participates in more than one industry, please select the one industry in which you are most involved. Please select one response only. **SINGLE RESPONSE ONLY***

	Energy Resources & Processing (e.g. Oil and gas extraction, mining)
	Natural Resources or Materials
	Healthcare Providers - Hospitals and Integrated Delivery Networks
	Manufacturing - Aerospace and Defense
	Manufacturing – Automotive
	Manufacturing - Chemicals, Plastics and Rubber
	Manufacturing - Communications Equipment
	Manufacturing - Computers and Electronics
	Manufacturing - Consumer Products
	Manufacturing - Healthcare Products (e.g. medical devices and equipment)
	Manufacturing - Industrial and Commercial
	Manufacturing - Life Sciences (e.g. pharmaceutical manufacturing, biotech)
	Manufacturing - Semiconductors
	Media - Advertising & Publishing
	Media - Broadcasting & Cable
	Media - Entertainment (to include cultural institutions e.g., museums, etc.)
	Retail—General Retailers
	Retail—Grocery
	Retail—Specialty Retailers
	Telecommunications
	Utilities - Electric & Gas
	Utilities – Water
	Wholesale - Durable & Non-durable Goods
	Hospitality – Lodging

	Hospitality – Food and beverage
	Hospitality – Recreation
	Hospitality - Travel and Tourism
	Consulting & Professional Services (including Supply Chain)
	Technology Solutions (including Supply Chain)
	Logistics & Transportation
	Other, please specify: _____

S03) Please indicate which of the following functions are considered part of your supply chain organization.

*Please select all that apply.*

Supply chain planning and inventory management
Sourcing and procurement of direct materials (parts or goods)
Manufacturing operations
Logistics (i.e. warehousing and transportation)
Customer service, order management, fulfillment and returns
Supply Chain Center of Excellence (CoE)
Supply chain strategy
Supply chain IT strategy and implementation
End-to-end supply chain (cross-functional supply chain processes)
Aftermarket service
Merchandising
Omni-channel and/or multi-channel operations
Supply chain performance management and metrics
Supply chain program and project management
Responsible for the day to day execution of SC processes
Other supply chain function, please specify

S01) Where is your organization's corporate headquarters located?  
*Please select one response only.*

	United States
	Belgium
	Brazil
	Canada
	China
	Denmark
	Finland
	France
	Germany
	India
	Ireland
	Italy
	Japan
	Mexico
	Netherlands
	Norway
	Portugal
	South Korea
	Spain
	Sweden
	Switzerland
	United Kingdom
	Other, please specify: _____

S02) And, in which country is your primary workplace located?  
*Please select one response only.*

	United States
	Belgium
	Brazil
	Canada
	China
	Denmark

	Finland
	France
	Germany
	India
	Ireland
	Italy
	Japan
	Mexico
	Netherlands
	Norway
	Portugal
	South Korea
	Spain
	Sweden
	Switzerland
	United Kingdom
	Other, please specify: _____

CURR) What currency will you be using when providing revenue, spending and/or budget figures in this survey?

*Please select one response only.*

	British Pounds Sterling (GBP)
	Canadian Dollars (CAD)
	Euros (EUR)
	US Dollars (USD)

REV) Which of the following categories represents your organization's enterprise-wide annual revenue for fiscal year 2021?

*Your best estimate is fine. Please select one response only.*

	<b>[US Dollars--USD]</b>
	Less than \$10 million USD
	\$10 million to less than \$50 million USD
	\$50 million to less than \$100 million USD
	\$100 million to less than \$250 million USD

	\$250 million to less than \$500 million USD
	\$500 million to less than \$1 billion USD
	\$1 billion to less than \$3 billion USD
	\$3 billion to less than \$5 billion USD
	\$5 billion to less than \$10 billion USD
	\$10 billion USD or more
	Don't know or refused

	<b>[Canadian Dollars--CAD]</b>
	Less than \$13 million CAD
	\$13 million to less than \$63 million CAD
	\$63 million to less than \$130 million CAD
	\$130 million to less than \$310 million CAD
	\$310 million to less than \$630 million CAD
	\$630 million to less than \$1.3 billion CAD
	\$1.3 billion to less than \$3.8 billion CAD
	\$3.8 billion to less than \$6.3 billion CAD
	\$6.3 billion to less than \$13 billion CAD
	\$13 billion CAD or more
	Don't know or refused

	<b>[Euros--EUR]</b>
	Less than €8.3 million EUR
	€8.3 million to less than €42 million EUR
	€42 million to less than €83 million EUR
	€83 million to less than €210 million EUR
	€210 million to less than €420 million EUR
	€420 million to less than €830 million EUR
	€830 million to less than €2.5 billion EUR
	€2.5 billion to less than €4.2 billion EUR
	€4.2 billion to less than €8.3 billion EUR
	€8.3 billion EUR or more
	Don't know or refused

	<b>[British Pounds Sterling--GBP]</b>
	Less than £7.4 million GBP
	£7.4 million to less than £37 million GBP
	£37 million to less than £74 million GBP
	£74 million to less than £190 million GBP
	£190 million to less than £370 million GBP
	£370 million to less than £740 million GBP
	£740 million to less than £2.2 billion GBP
	£2.2 billion to less than £3.7 billion GBP
	£3.7 billion to less than £7.4 billion GBP
	£7.4 billion GBP or more
	Don't know or refused

D02) Which of the following ranges most closely represents the total number of employees in your supply chain organization??

*Your best estimate is fine. Please select one response only.*

	Fewer than 500 employees
	500 to 999 employees
	1,000 to 2,499 employees
	2,500 to 4,999 employees
	5,000 to 9,999 employees
	10,000 or more employees
	Don't know or prefer not to answer

S04A) Which of the following best describes the level of information you are able to provide about your company's supply chain organization?

*Please select one response only.*

	Company-wide or Corporate <u>global</u> supply chain organization
	Company-wide or Corporate <u>regional</u> supply chain organization
	Company-wide or Corporate <u>country-based</u> supply chain organization
	Supply chain organization within a <u>country-based</u> P&L/business unit

	Supply chain organization business unit within a <u>regional P&amp;L/business unit</u>
	Supply chain organization within a <u>global P&amp;L/business unit</u>
	Other levels: Please specify _____
	None, not familiar with the supply chain organization

**QUESTIONNAIRE: WOMEN IN SUPPLY CHAIN**

QA01) Thinking about all the full-time employees in your **supply chain organization**, what percentage is female?

*Drag the slider to show the percentage that is female. Your best estimate is fine.*

0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

QA02) Next, thinking about the first line **Managers/Supervisors** in your supply chain organization, what percentage is female?

*Drag the slider to show the percentage of managers/supervisors that is female. Your best estimate is fine.*

0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

QA03A) **[SHOW IF CLASS=1]** Now, thinking about the **Senior Managers** in your supply chain organization, what percentage is female?

*Drag the slider to show the percentage of your senior managers that is female. Your best estimate is fine.*

0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

QA03B) Now, thinking about the **Directors** in your supply chain organization, what percentage is female?

*Drag the slider to show the percentage of directors that is female. Your best estimate is fine.*

0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

QA04) Finally, thinking about the **Vice Presidents** in your supply chain organization, what percentage is female?

*Drag the slider to show the percentage of vice presidents that is female. Your best estimate is fine.*

0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

Women of Color in Supply Chain Organizations

The following questions focus more specifically on women of underrepresented races and ethnicities in the supply chain workforce and in supply chain leadership. Underrepresented races and ethnicities include employees who are one of the following:

- Asian
- Black/African/Afro-Caribbean
- Hispanic/Latinx
- Native American/First Nations
- Middle Eastern/North African
- Roma
- Pacific Islander
- Multiracial-ethnic

QA05a. Thinking about all the full-time employees in your supply chain organization, what percentage are women of underrepresented races and ethnicities?

QA05b. Next, thinking about the first line **Managers/Supervisors** in your supply chain organization, what percentage are women of underrepresented races and ethnicities?

QA05c. Now, thinking about the Senior **Managers** in your supply chain organization, what percentage are women of underrepresented races and ethnicities?

QA05d. Now, thinking about the **Directors** in your supply chain organization, what percentage are women of underrepresented races and ethnicities??

QA05e. Now, thinking about the **Vice Presidents** in your supply chain organization, what percentage are women of underrepresented races and ethnicities?

QA07) Is the most senior role in your **supply chain organization** held by a woman?

**SINGLE RESPONSE**

	Yes
	Yes, and a woman of an underrepresented race or ethnicity
	No

QA07a What is their title?

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QA08)

What is the title of the **most senior woman** in **your supply chain organization**?

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QA08a) What is the title of the most senior woman of an underrepresented race or ethnicity in your organization?

QA09) What is the title of the person to whom the most senior woman in your supply chain organization directly reports?

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### **STRATEGIES TO INCREASE DIVERSITY**

**TEXT:** The next few questions will seek to assess what supply chain organizations are doing to better attract, retain, develop and advance women in their organizations.

QA10) Does your supply chain organization, have a **stated objective** to increase the number of women leaders in supply chain?

Yes, there are formal targets and specific goals on management scorecards	1
Yes, it has gender diversity as a general objective	2
No, there are no objectives in this area	3
Don't Know	4

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

Yes	1
Not currently, but we are considering	2
No	3
No, but our company has enterprise-wide gender diversity initiatives	4
Don't Know	5

QA11a) What kind of **targeted initiatives or projects**?

Recruitment (e.g., diverse interview panels, diversity referral programs, etc.)
Learning & Development (e.g., diversity mentorship programs, inclusive leader training, etc.)
Employee Engagement (e.g., D&I newsletters, ERGs, etc.)

Benefits and/or Pay Equity (e.g. elder care benefits, financial wellness programs, etc.)
Advancement/Progression (e.g., mitigating bias in performance management)
Supplier Diversity
Other, please specify

QA11b) As part of these gender diversity initiatives do you also track and measure representation of women in frontline roles?

Yes	1
No	3
Don't Know	5

QA11c). What additions have you made to your employment value proposition to attract or retain women in frontline roles? **Select all that apply.**

Offered more competitive compensation
Increased career or development opportunities
Provided tuition support
Added additional benefit offerings (e.g. onsite daycare, paid leave, etc.)
Improved work flexibility (e.g. increased shift options, job sharing, etc.)
Reduced menial work, replacing it with value-added work
Improved manager quality
Other, please specify

QA13a) Please tell us the name of your supply chain organization's **most effective** initiative (in terms of benefits and outcome) to recruit, develop, retain and/or advance women and then provide a brief description, including a start date and main goals. **RECORD VERBATIM. FIELDS ARE NOT MANDATORY**

1. Name of initiative:			
2. Brief description:			
3. Start date (month and year)			
4. Main Goals (e.g. improved recruitment, retention, progression into			

leadership roles, etc.)			
5. Goals achieved? (yes, no or not yet)			

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

Yes, globally
Yes, in select regions or countries
We have a specific, time-bound action plan, but it is not public
We have achieved gender pay equity
No
I don't know

QA25a. Please provide the link to your company's public pay equity plans. **FIELDS ARE NOT MANDATORY**

QA14x) At what levels are you seeing improvement in achieving gender diversity and inclusion in your organization's supply chain leadership? (check all that apply)

Manager/Supervisor
Senior Manager
Director
Vice President
CSCO/Executive Level
All of the above
None of the above

QA14x.2) For each level that has shown improvement, please indicate the top 3 reasons. Up to 3 RESPONSES ALLOWED PER COLUMN

	Manager	Senior Manager	Director	Vice President	CSCO/Executive Level
Improved recruitment of women					
Improved development of women					

Equipped leaders to think/act more inclusively					
Provided benefits that created a more equitable work experience for women					
Increased corporate investment in gender equality/DEI strategy and initiatives					
Added gender diversity metrics to management scorecards					
Restructured talent processes (e.g., succession planning) to mitigate bias					
Other (please specify)					

QA19) To what degree is retention of mid-career women a challenge in your organization?  
**SINGLE RESPONSE ONLY**

A significant challenge
An increasing challenge
Not a problem in our organization
I don't know

QA21.1) When women have left your supply chain organization at mid-career or later, what have been the reasons? **Select up to 3. MULTIPLE RESPONSE**

Compensation
Career opportunity
Recognition

Manager quality
Development opportunity
Meaningful/purposeful work
Lack of flexibility
Increased domestic work and care responsibilities
Other, specify

Q21.2) When women have left your supply chain organization at mid-career or later, what has been the primary reason? **Select one.**

Compensation
Career opportunity
Recognition
Manager quality
Development opportunity
Meaningful/purposeful work
Lack of flexibility
Increased domestic work and care responsibilities
Other, specify

QA22). Does your organization have specific initiatives or policies aimed at retaining mid-career women? **SINGLE RESPONSE ONLY**

Yes	1
Not currently, but we are considering	2
No	3
Don't Know	4

QA22.2) What initiatives or policies have been most successful in retaining mid-career women? **SELECT TOP 3**

Offering competitive compensation
Offering more learning and development opportunities
Providing greater visibility into career pathways and career development support
Offering more/enhanced benefits

Mitigating bias in performance management and succession planning
Actively recognizing mid-career women for their contributions
Increasing the flexibility of work (e.g. hybrid work, shift flexibility, job sharing, etc.)
Training people managers to improve the quality of their coaching and management support
Improving pay equity
Other, please specify

QA23) Has the Covid 19 pandemic impacted the retention and advancement of women in your organization over the past year?

Yes, a net positive impact on retaining and advancing women
Yes, a net negative impact on retaining and advancing women
No discernible impacts
Don't Know

Q23a) Please outline briefly the impacts experienced associated with the pandemic. NOT MANDATORY

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**FURTHER PARTICIPATION**

Q24) Would you be willing to participate in a confidential follow-up discussion with a Gartner analyst (30 minute max conference call)?

	Yes
	No