



The Leading Event in Africa for Supply Chain Professionals

47th ANNUAL CONFERENCE

Century City Conference Centre, Cape Town

Women in Supply Chain Leadership



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Why?

1. Why advocate for more women in supply chain leadership roles?
2. What impact can a conference session really have?

Why Advocate for More Women in Leadership Roles?




Photo credit: ABC News

Why Advocate for More Women in Leadership Roles?

Why 1? Because there is still more work to do

Why 2? Because research tells us it makes good business sense!

2025 Headlines



Representation Declines at All Management Levels



Minority Women Advance; Pay Equity Improves



Sharply Reduced Supply Chain Commitment

Increased Profitability: A study conducted by the **Peterson Institute for International Economics**, involving a survey of 21,980 companies across 91 nations, found that having a greater number of female leaders in senior management roles correlates with a 15% rise in profitability for an average firm.

Increased Profitability: A landmark report by **McKinsey & Company** has consistently found that companies in the top quartile for gender diversity on their executive teams are more likely to have above-average profitability than companies in the bottom quartile.

Greater Innovation: Research published in **Harvard Business Review** indicates that companies with a higher-than-average diversity in their leadership teams report a greater share of revenue from new products and services. The diverse experiences and viewpoints of women can lead to a more comprehensive understanding of consumer needs and market opportunities.

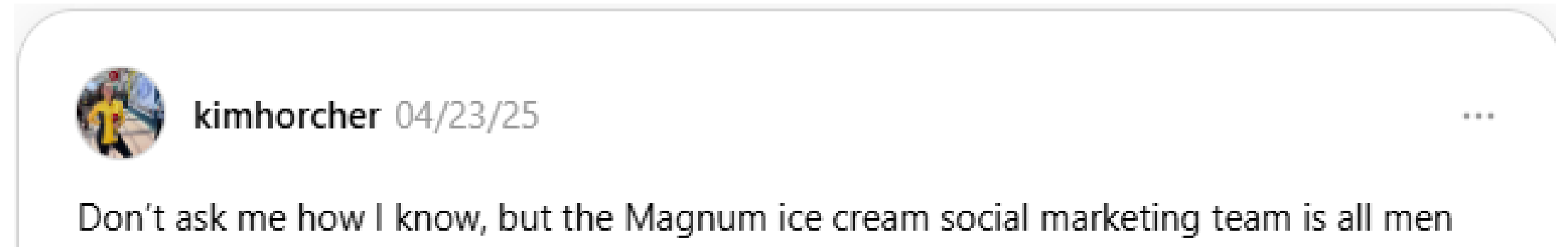
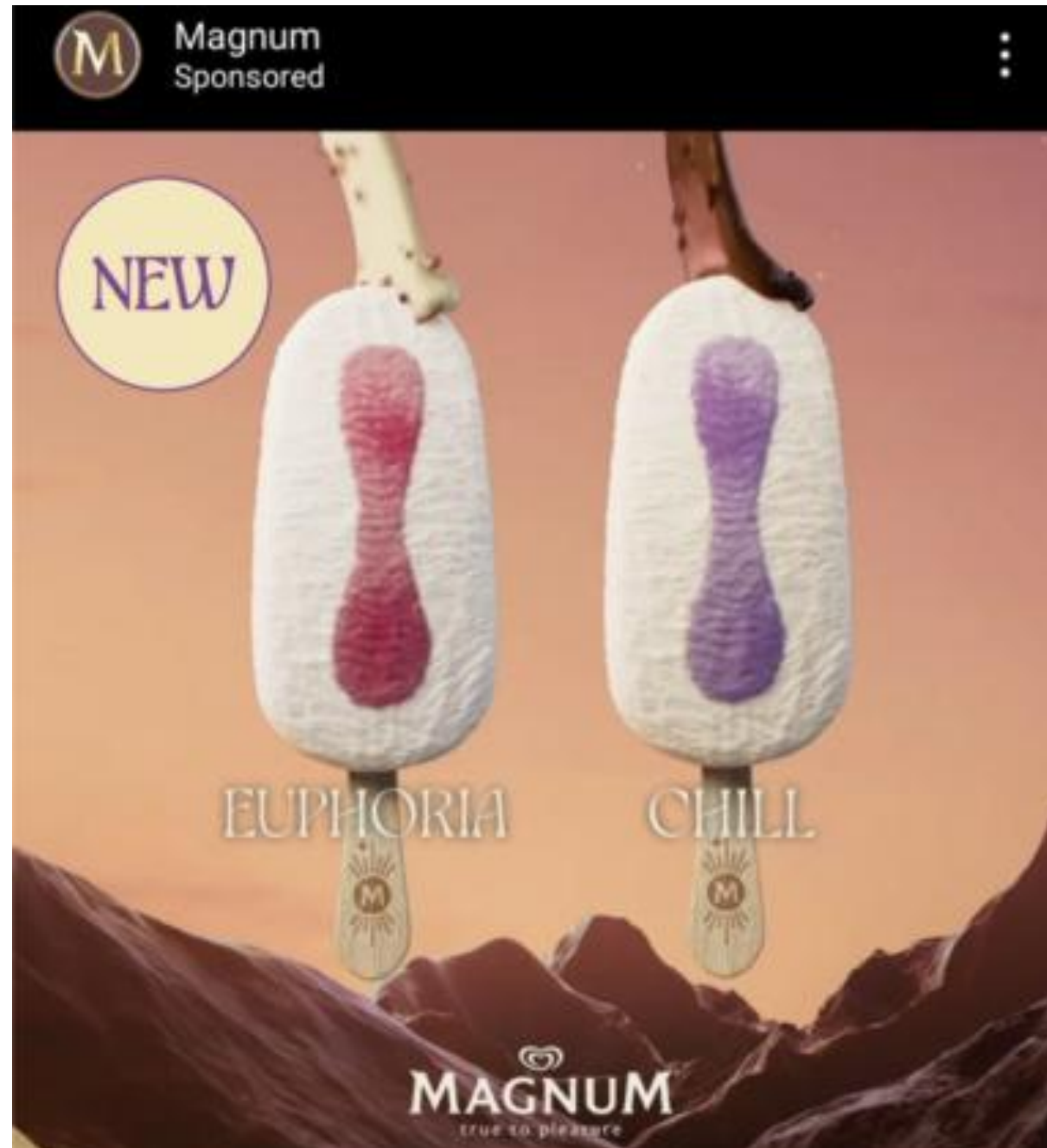
Enhanced Problem-Solving: A study by the **American Psychological Association** highlighted that gender-diverse teams are better at complex problem-solving. Women often bring different perspectives and a more collaborative approach, which can challenge groupthink and lead to more creative and effective solutions.

	VP			SVP			C-SUITE		
	Women Overall	White Women	Women of Color	Women Overall	White Women	Women of Color	Women Overall	White Women	Women of Color
2024	34%	26%	8%	29%	22%	6%	29%	22%	7%
2023	33%	26%	7%	27%	21%	7%	28%	22%	6%
2022	32%	24%	8%	28%	23%	6%	26%	21%	5%
2021	30%	24%	7%	27%	22%	5%	24%	20%	4%
2020	29%	24%	6%	28%	23%	5%	21%	19%	3%
2019	30%	24%	7%	26%	21%	5%	21%	18%	4%
2018	29%	24%	6%	23%	19%	4%	22%	19%	4%
2017	29%	23%	6%	21%	18%	4%	20%	18%	3%
2016	29%	-	-	24%	-	-	19%	-	-
2015	27%	-	-	23%	-	-	17%	-	-
% point change ⁵	+7pp	+3pp	+2pp	+6pp	+4pp	+2pp	+12pp	+4pp	+4pp

⁵2017 is the earliest year for which data were reported by race

2025 Gartner Awesome Women in Supply Chain Leadership Report

Why Advocate for More Women in Leadership Roles?



Why 3? Because diversity is so much more than quotas- it enriches organisations with varied perspectives

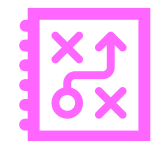
What Impact Can a Conference Session Really have?



Raising Collective Awareness: By presenting the latest data and case studies, a conference session can illuminate the current state of gender inequality in leadership and drive home the "why" for a broader audience. This shared understanding is the first step toward collective action.



Inspiring and Empowering Individuals: Hearing the stories and strategies of successful women leaders can be incredibly powerful. It provides aspiring women with role models and practical advice, while also encouraging male allies to become active champions for change.



Providing Actionable Ideas: A conference session can equip attendees with concrete tools and frameworks for creating a more inclusive culture within their own organisations. This can include guidance on mentorship programs, sponsorship initiatives, and strategies for mitigating unconscious bias in hiring and promotion processes.



Building a Community of Advocates: These sessions bring together like-minded individuals who are passionate about gender equity. We can create a valuable network for support, collaboration, and continued learning long after the conference has ended.



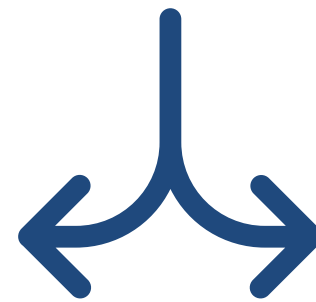
Women in Supply Chain Leadership Survey – Results! 2025

1. Let's Talk Opportunity!



In your current organisation, is there **equal opportunity for career advancement for ALL genders?**

What percentage of MEN
do you think
AGREE or STRONGLY
AGREE?



What percentage of WOMEN
do you think
AGREE or STRONGLY
AGREE?

The "Opportunity Goggles" - What the SAPICS Data Says!

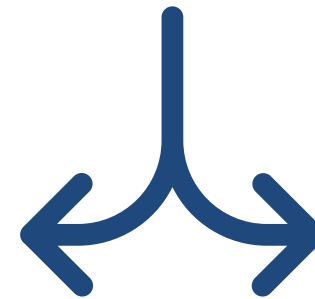


In your current organisation, is there **equal opportunity for career advancement for ALL genders?**

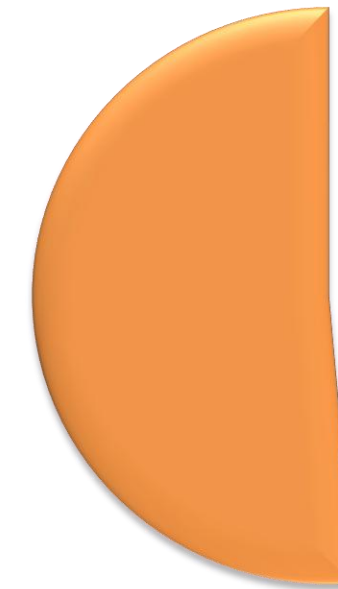
Responses from people who identify as male



A whopping 89% of men **AGREE** or **STRONGLY AGREE** there is equal opportunity!



Responses from people who identify as female



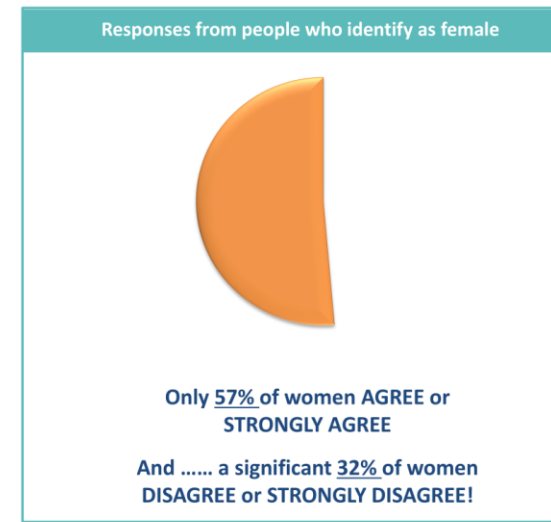
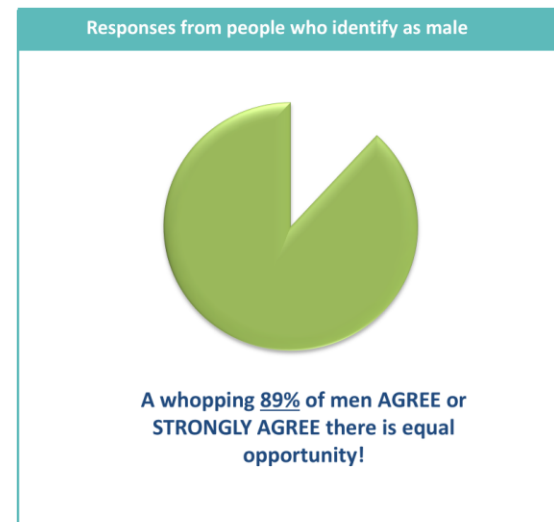
Only 57% of women **AGREE** or **STRONGLY AGREE**
And a significant 32% of women **DISAGREE** or **STRONGLY DISAGREE!**

The "Opportunity Goggles" – Different Realities

The "Opportunity Goggles" - What the Data Says!



In your current organisation, is there **equal opportunity for career advancement for ALL genders?**



- This difference suggests men and women may perceive (or actually experience) workplace fairness very differently
- If decision-makers (often still predominantly men*) don't see an issue, it's harder to address systemic barriers women might face
- It's a clear call to **listen to diverse voices** to understand the full picture of workplace equity.

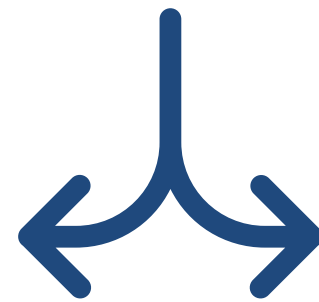
*80% of SAPICS respondents indicated the most senior person in their organisation is male (2025)

2. Show Me the Money! (Or Don't?)



In your current organisation, **are salaries equal across genders?**

What percentage of **MEN** think salaries are largely equal?



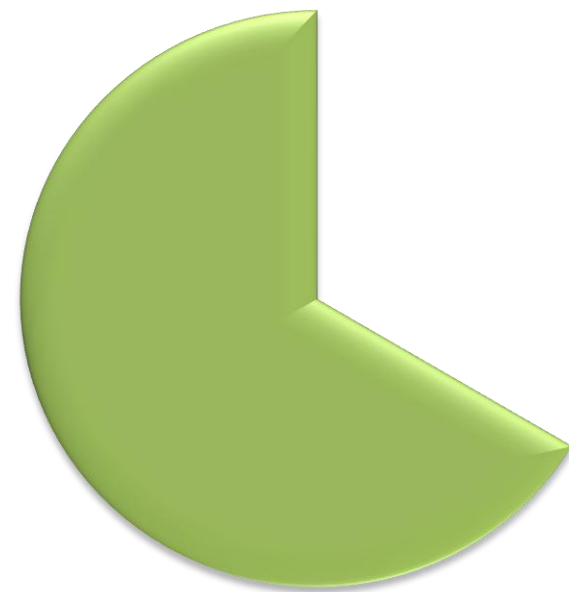
What percentage of **WOMEN** suspect salaries are higher for men?

The "Salary Suspicion" Gap - What the SAPICS Data Says!

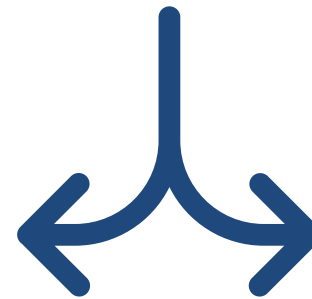


In your current organisation, are salaries equal across genders?

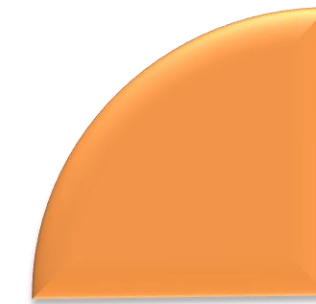
Responses from people who identify as male



63% believe salaries are 'largely equal'.



Responses from people who identify as female



Only 25% of women believe salaries are 'largely equal'

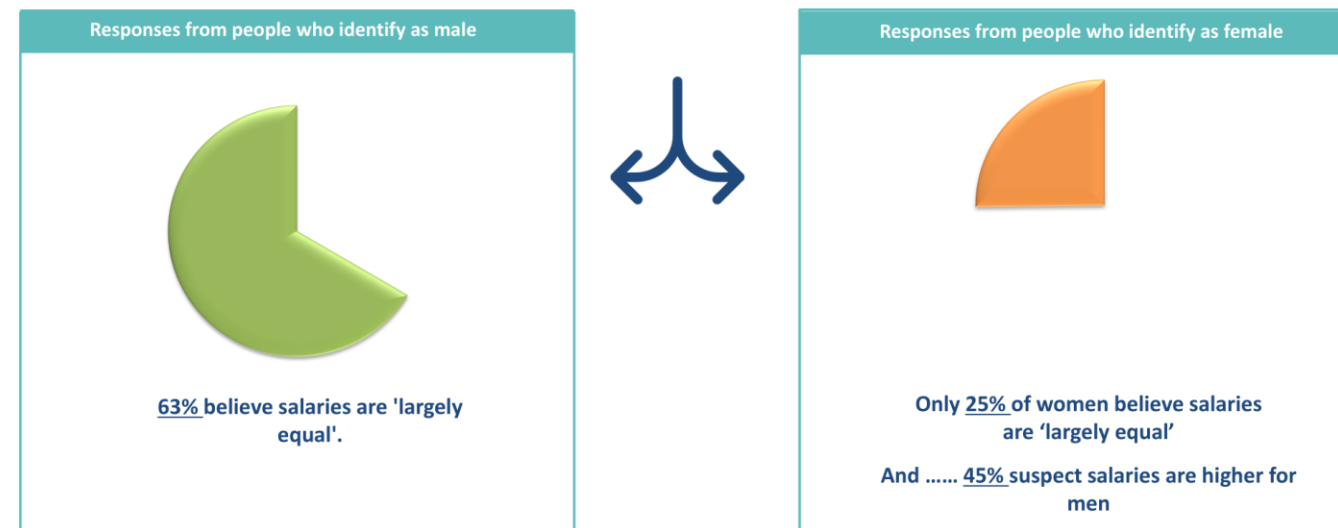
And 45% suspect salaries are higher for men

The "Salary Suspicion" Gap - Perception vs. Reality on Pay

The "Salary Suspicion" Gap - What the Data Says!



In your current organisation, are salaries equal across genders?



- This divergence points to potential **issues with pay transparency** and the persistence (or strong perception) of a gender pay gap.
- Men's general confidence in equality contrasts sharply with women's widespread suspicion of disparity.
- This underscores the critical need for organisations to proactively ensure AND **clearly communicate equitable compensation practices.**

Speaking of clarity... Transparent pay policies for SAPICS respondents?

- Men: 74 % agree/strongly agree their org has them
- Women: Only 26 % agree/strongly agree!



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Her-story

UGL-2024

Melicia Buddan

Warehouse and Distribution Excellence,
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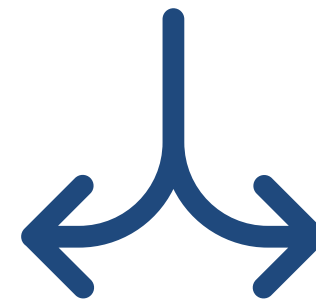
Women in Supply Chain Leadership Survey – Results! 2025

3. "Biggest Challenges for Female Leaders" – He Said, She Said!



What are the **BIGGEST** challenges facing female leaders in supply chain? Let's focus on one perception...

What percentage of MEN think **family commitments are a challenge** for female leaders?

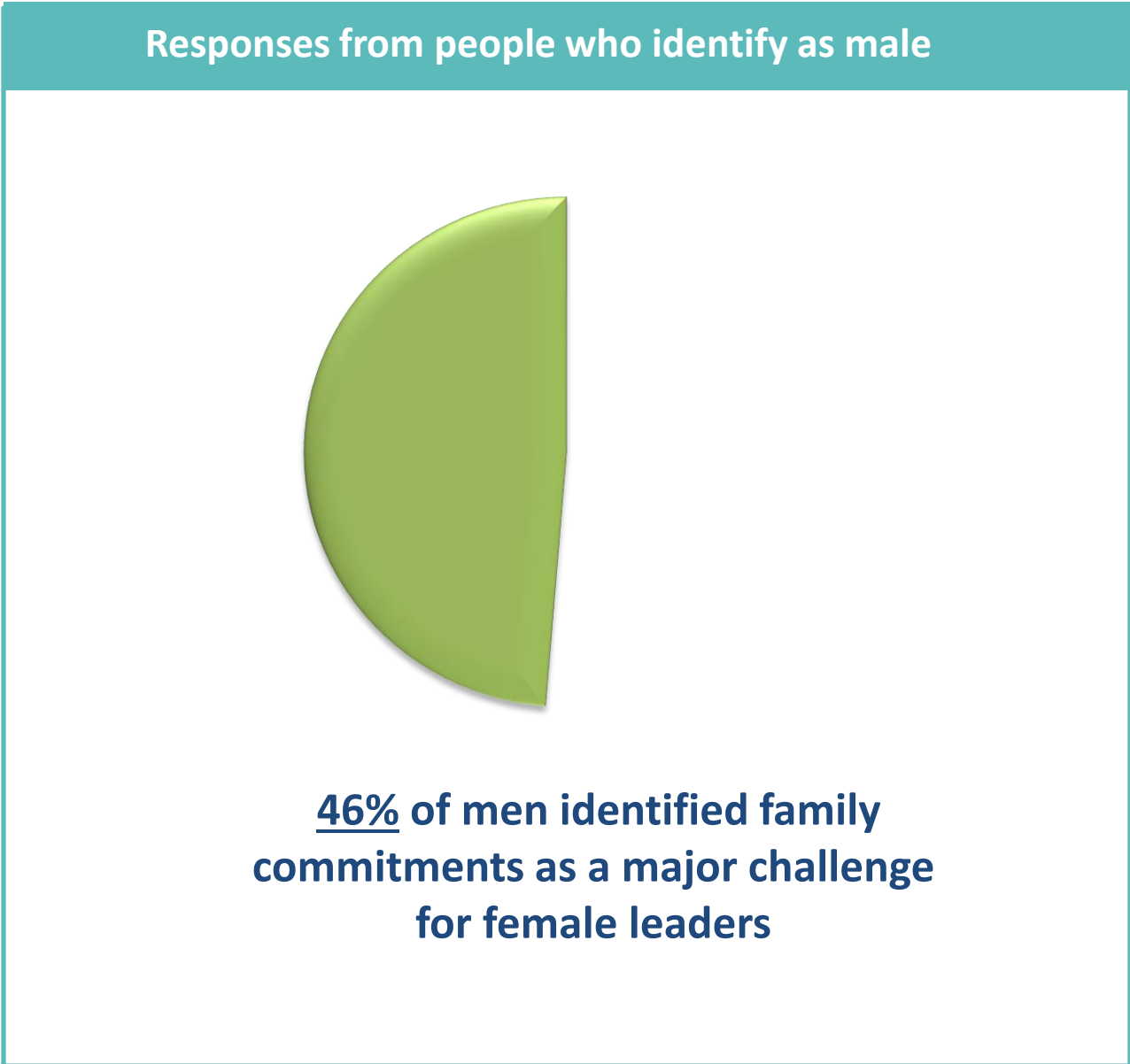


What percentage of WOMEN think **family commitments are a challenge** for female leaders?

Biggest Challenges for Female Leaders - What the SAPICS Data Says!



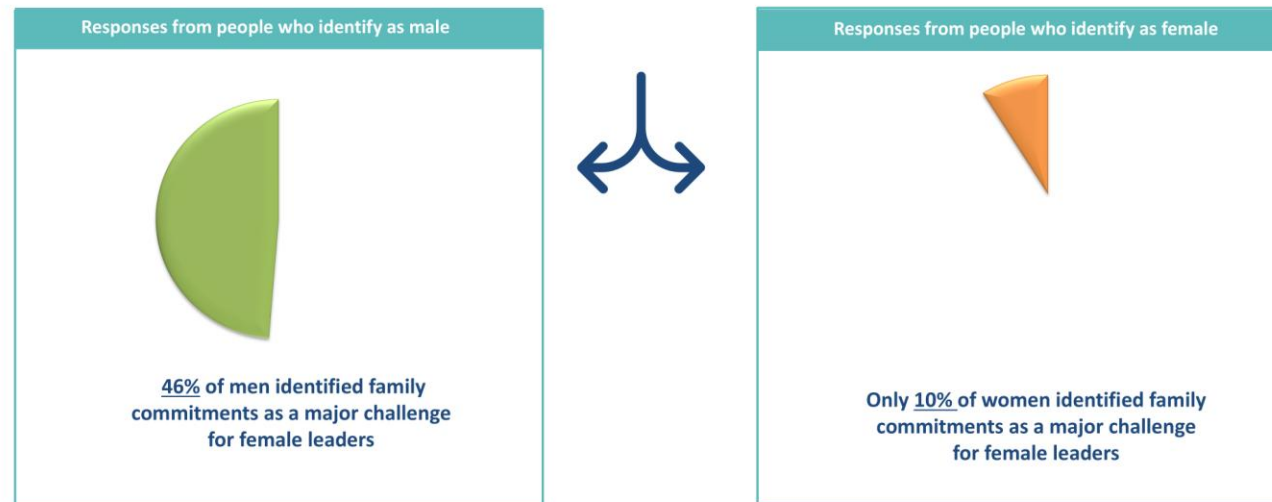
What % of respondents identify **family commitments** as a **challenge** for female leaders?



"Biggest Challenges for Female Leaders" – Mind the Perception Gap

Biggest Challenges for Female Leaders - What the SAPICS Data Says!

? What % of respondents identify **family commitments** as a challenge for female leaders?



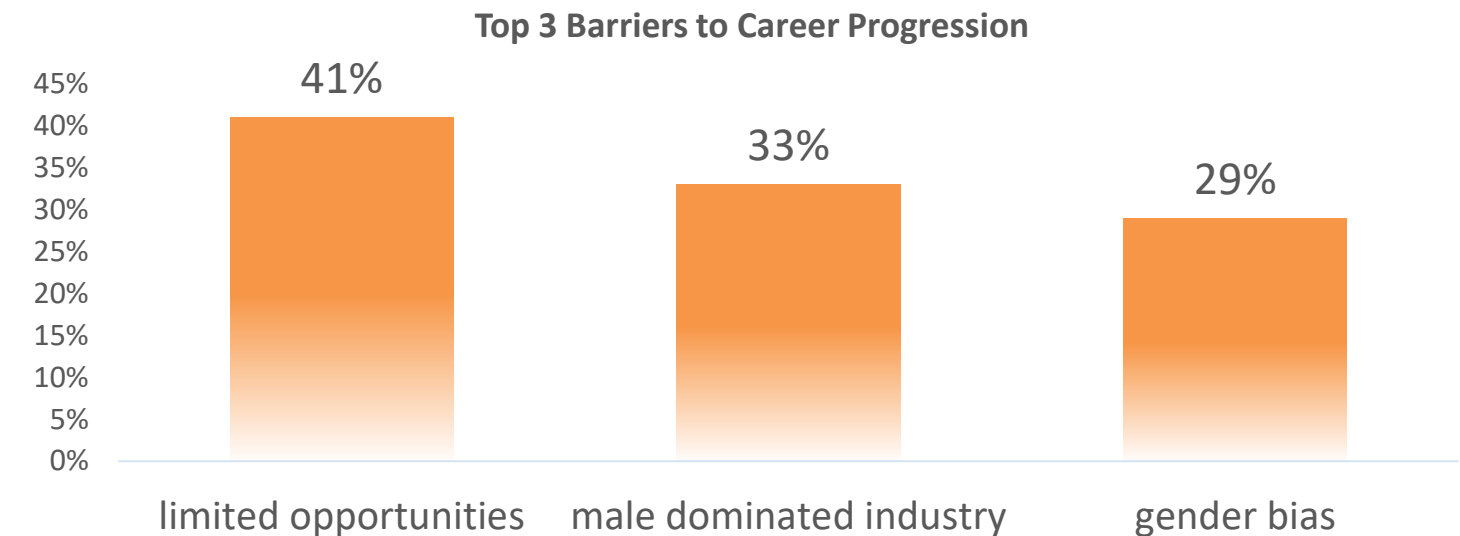
Innovation in Motion

47th SAPICS Annual Conference | Cape Town, South Africa | 8 - 11 June 2025

SAPICS

- Men perceive 'Family Commitments' as a far greater barrier for female leaders than women themselves do when assessing challenges for their peers.
- **Solutions might be misdirected if based on assumptions.** It's vital to listen to women directly about their identified obstacles for effective support and innovation in problem-solving.

What barriers did respondents who identify as female highlight at their biggest career barriers?



Innovation in Motion

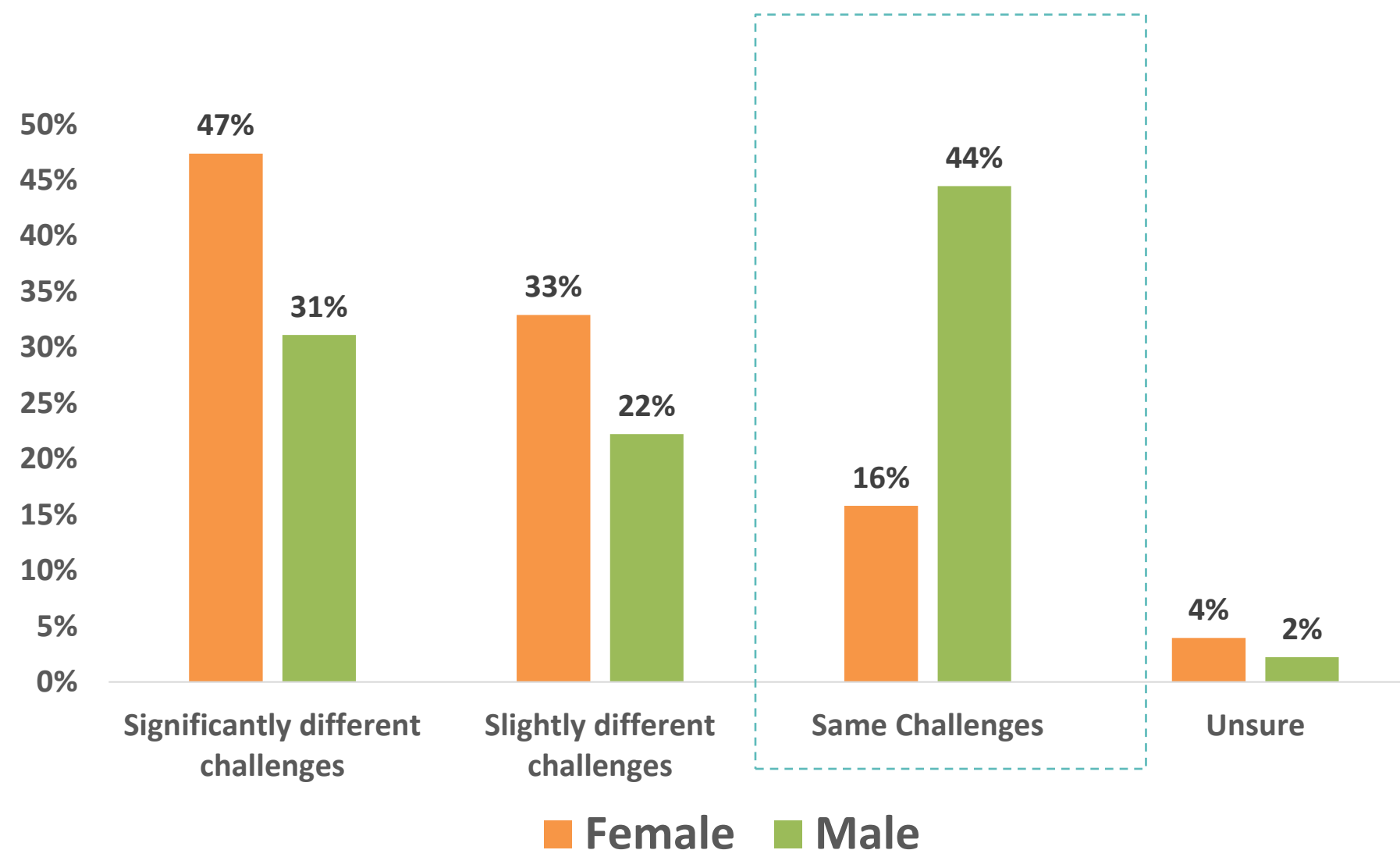
47th SAPICS Annual Conference | Cape Town, South Africa | 8 - 11 June 2025

SAPICS

Do Women Face Different Challenges?



Do men and women face different challenges when seeking promotion to leadership roles within your organisation?



Contrast the difference in male and female responses to **'challenges being the same'** with two of the top perceived challenges from respondents identifying as female being:

- Male dominated industry
- Gender bias



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Her-story

UGL-201A

Esther Ndichu

Step 2.0 Coordinator, People That Deliver



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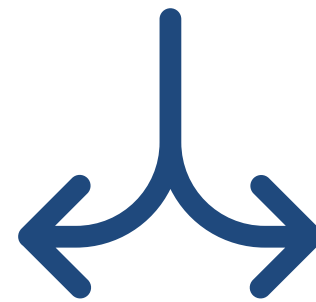
2025

4. A Tough Question: Gender Discrimination



Have you ever witnessed or experienced gender discrimination in the workplace?

What percentage of MEN responded yes or described an experience?



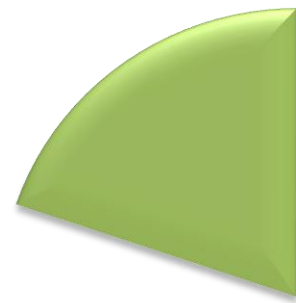
What percentage of WOMEN responded yes or described an experience?

Witnessing/Experiencing Discrimination - A Stark Reality – SAPICS Data

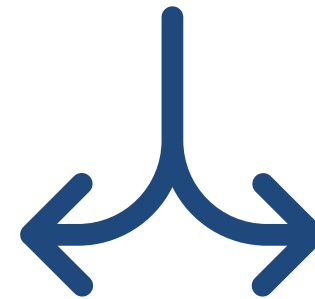


Have you ever witnessed or experienced gender discrimination in the workplace?

Responses from people who identify as male



17% reported experiencing or witnessing gender discrimination

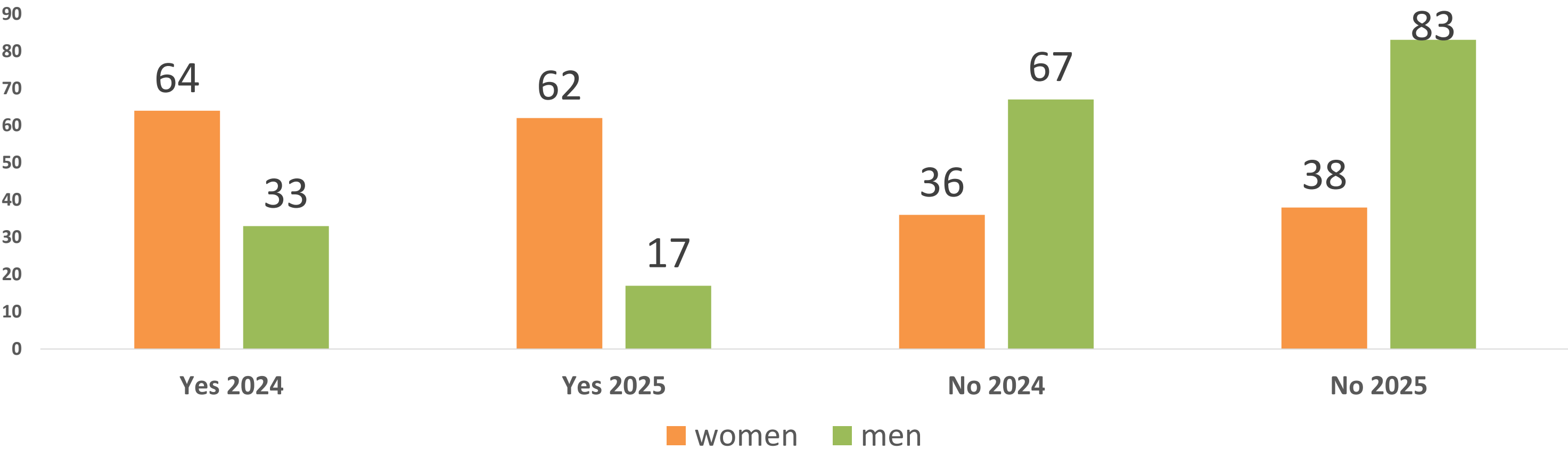


Responses from people who identify as female



62% of women reported experiencing or witnessing gender discrimination

Discrimination - The Weight of Experience – SAPICS Data



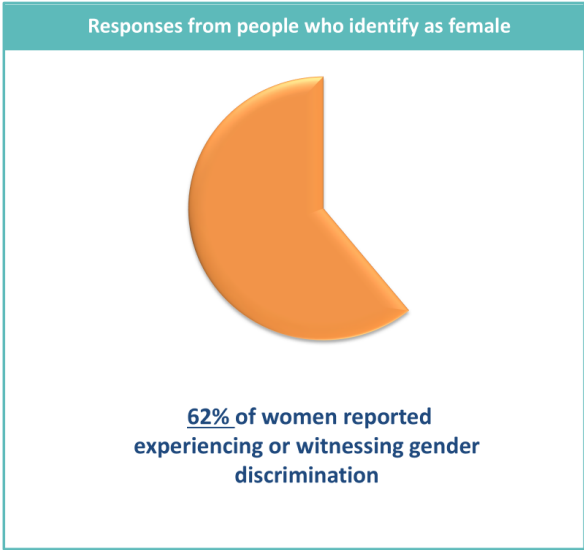
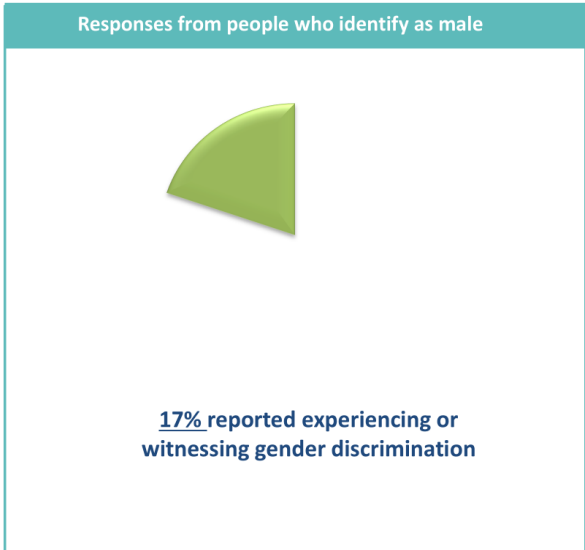
- Women were significantly more likely to report encountering or observing gender discrimination in 2024 and 2025
- The gap between male and female perceptions/experiences has increased in 2025 compared to 2024
- The number of women reporting gender discrimination has remained largely constant (and high)
- The number of men reporting or experiencing it has reduced in 2025 compared to 2024.

Discrimination - The Weight of Experience

Witnessing/Experiencing Discrimination - A Stark Reality – SAPICS Data



Have you ever witnessed or experienced gender discrimination in the workplace?



- Women are significantly more likely to report encountering or observing gender discrimination.
- This isn't just about isolated incidents; it points to potential systemic issues and profoundly different workplace realities.
- This is a powerful reminder of the need for environments that actively combat discrimination, ensure safe reporting, and commit to tangible change.



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Her-story

UGL-201A

Shabnum Dawood

CEO, DHL Global Forwarding, South Africa



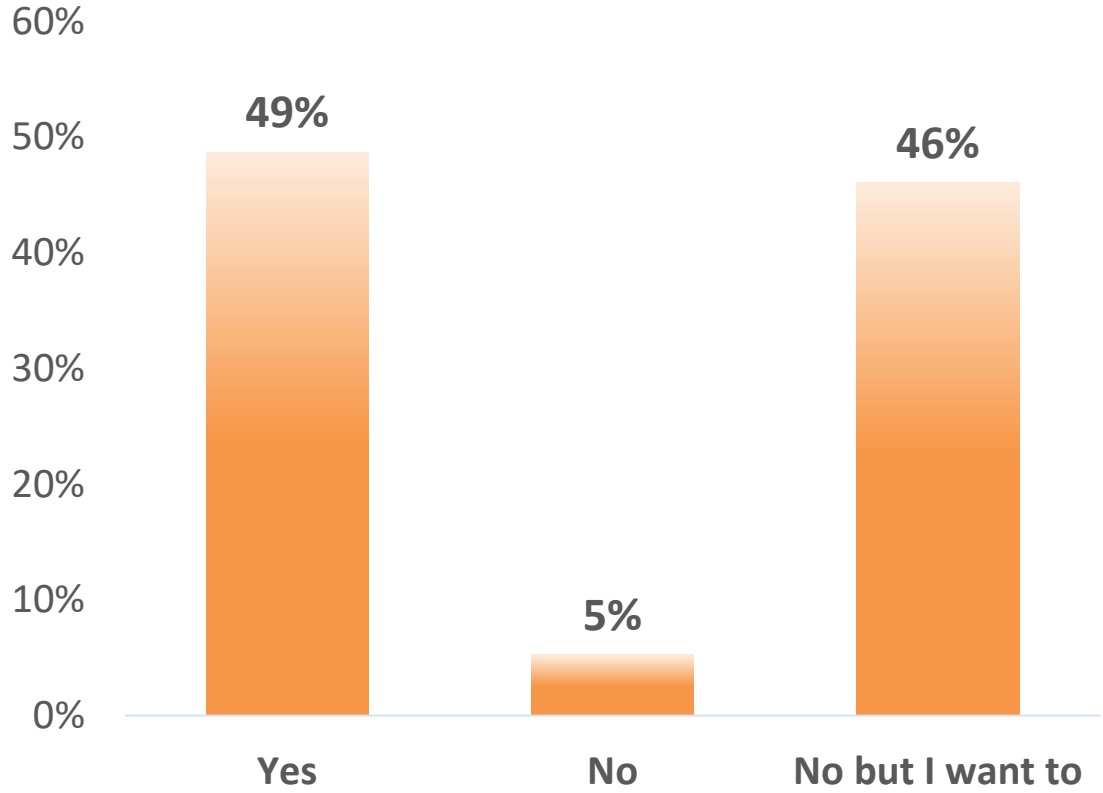
Women in Supply Chain Leadership Survey – Results!

2025

Mentoring and Coaching – SAPICS Survey



Have you ever worked with a mentor or a coach to focus on leadership development?



- 46% of respondents who identify as female are interested in working with a coach or a mentor but are not currently doing so.
- The Authority Gap Consultancy reports that women are under-mentored and under-sponsored compared to men.

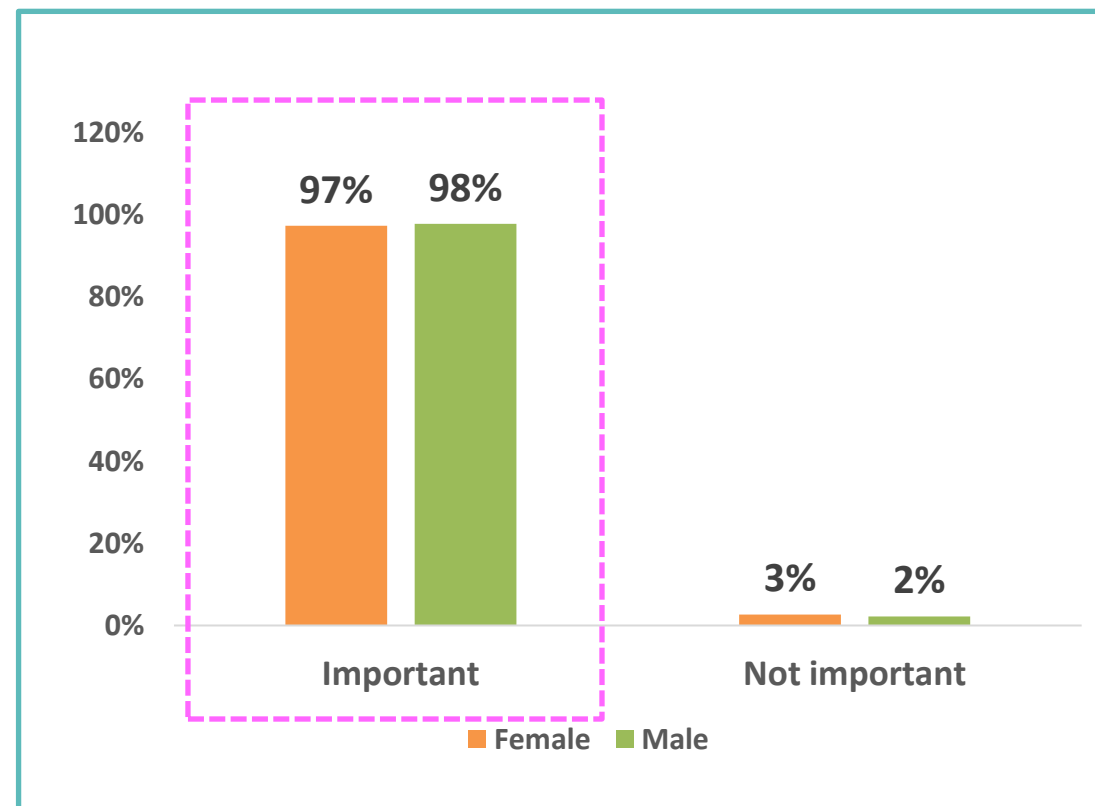
Call to Action! Can you offer some of your time to mentor or coach future supply chain leaders – time commitment is low ,and the value is huge!

Male Allyship – SAPICS Survey

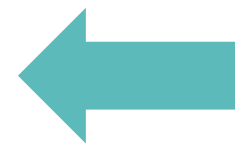
Male allyship is the active and ongoing commitment by men to advocate for and advance gender equity in the workplace



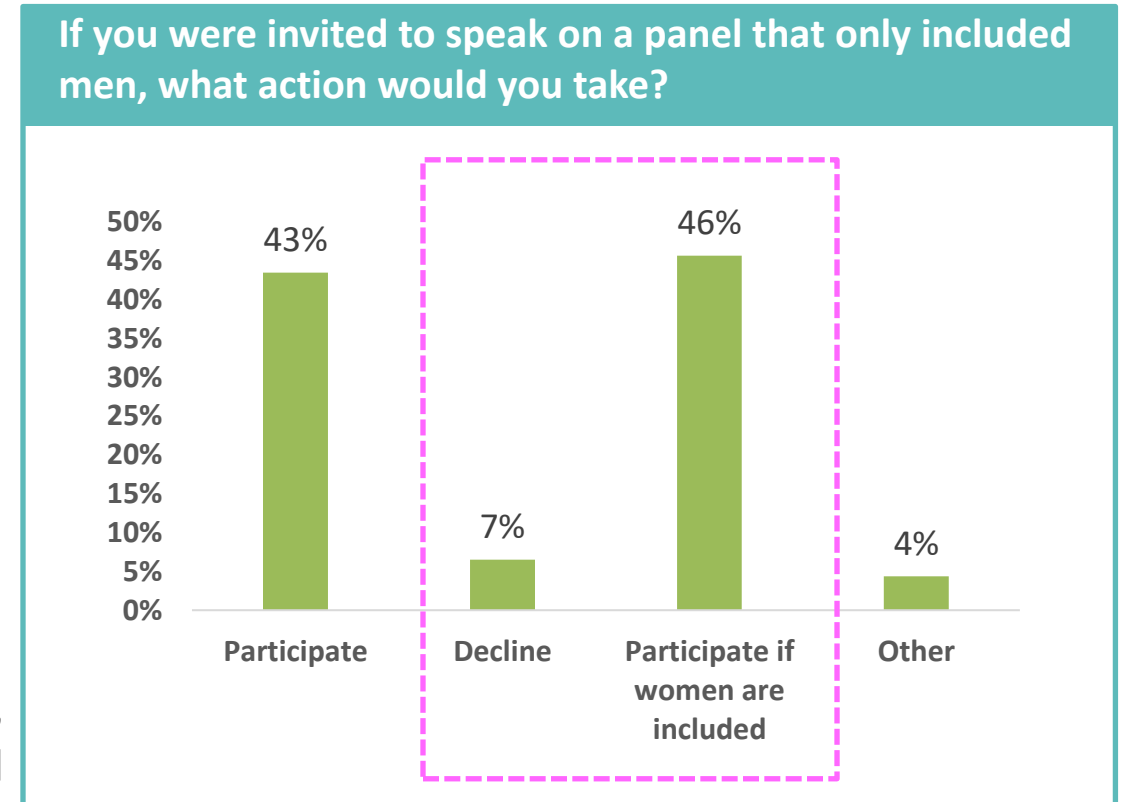
How important is active male allyship in advancing women in supply chain leadership?



Male allyship is rated as important across nearly all SAPICS 2025 respondents!!



53% of respondents who identify as male, would not participate in a male only panel



Research shows that in companies where men are actively involved in gender diversity, 96% report progress, compared with only 30% where men are not involved¹

1. <https://theauthoritygap.com/>



INNOVATION IN MOTION

8 - 11 June 2025

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Quick-Fire

What's the most impactful innovation women are bringing to supply chain leadership, or what innovation is most needed to support them?

Gender Bias – What Are We Talking About? Heidi versus Howard

Prof. Frank Flynn at Columbia Business School conducted an experiment:

- Prof Flynn used a case study on **Heidi Roizen** (a successful Silicon Valley venture capitalist)
- Prof Flynn presented half of his class with the case study on Heidi
- Prof Flynn changed **Heidi's** name to **Howard** for the other half of his class
- The students were asked to rate competence and likeability (both groups were mixed gender)

Competence:

- Both groups of students rated **Heidi and Howard of equal competence**

Likeability:

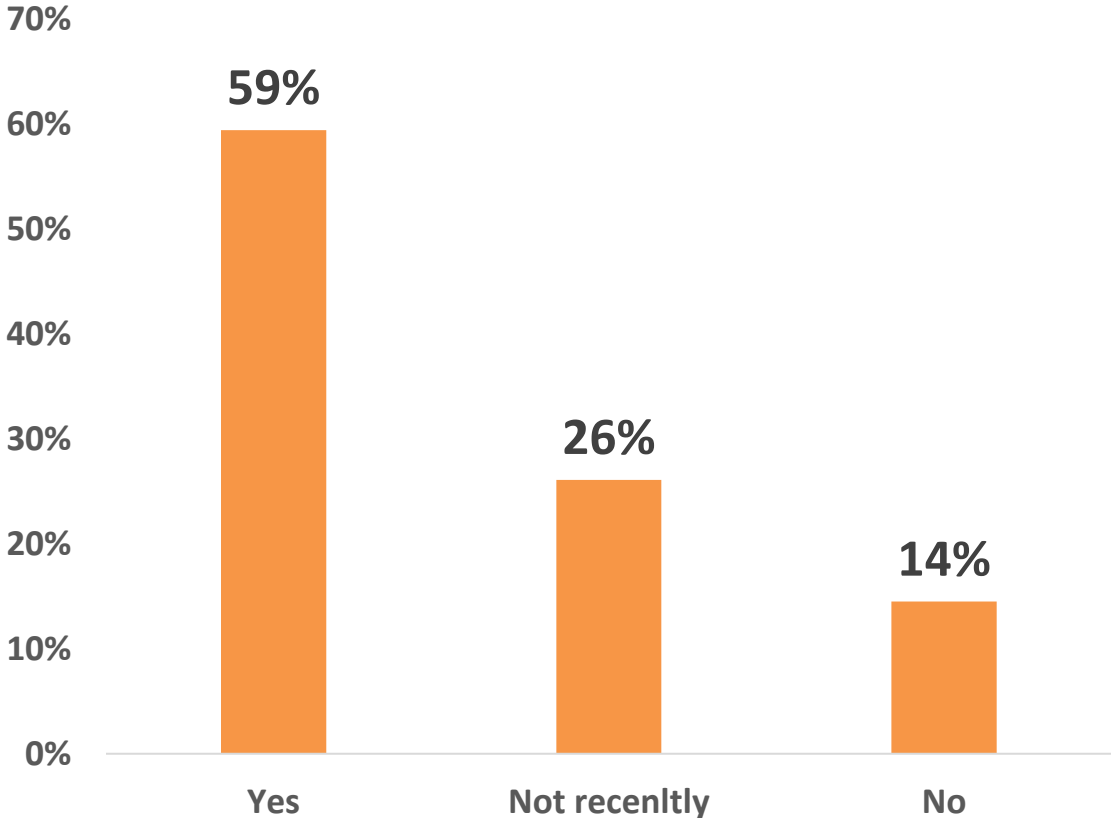
- All students **preferred Howard** as he seemed **smart, genuine and likeable**, whereas **Heidi seemed aggressive, self-promoting and power-hungry**
- Neither female or male students wanted to work for, or hire Heidi –but thought Howard would make a great colleague ¹

Many of us do not find strong, competent women easy to like ¹

More Survey Snippets

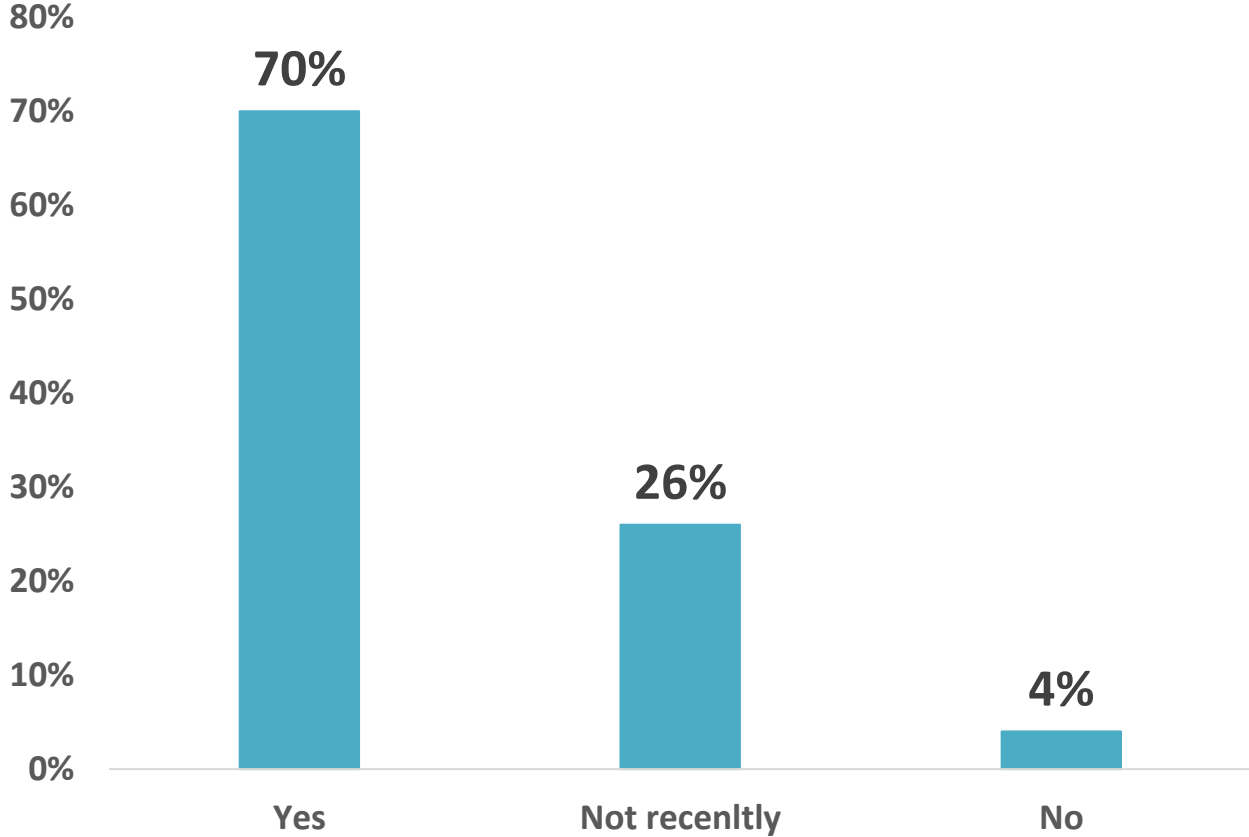


Have you ever experienced resistance when leading men?



2025: 85% of female respondents indicated yes but 26% indicated it was not recent

This metric has improved since last year!



2024: 96% of female respondents indicated yes but 26% indicated it was not recent

Call to Action: So, What Does This All Mean for Us & for Innovation?

This is not about men versus women – it is about power versus perception¹

- **Perception is (a varied) reality:** Men and women often experience and see the workplace very differently.
- **Listen Up & Lean In:** It's crucial to listen to, understand, and validate these diverse experiences to foster true inclusion – a cornerstone of innovation.
- **Allyship is Key & Valued:** Women highly value male allyship. Men show willingness to act as allies. Let's build on this!

In more gender equal societies, men are also healthier, happier and less depressed

Gender equality is not a loss it's a collective upgrade¹

1- Quotes from [Lakshmi Pillai Gupta](https://timesofindia.indiatimes.com/blogs/equal-bytes/the-authority-gap-why-a-woman-must-land-the-plane-twice-to-be-believed-once/) in her article for the Times of India: <https://timesofindia.indiatimes.com/blogs/equal-bytes/the-authority-gap-why-a-woman-must-land-the-plane-twice-to-be-believed-once/>

Come find all our speakers in
Meeting Room 10

Grab some food and join us for an informal networking
session

**Find out more about accessing a mentor through
SAPICS**

References

Slide 5: 2025 Gartner AWESOME Women in Supply Chain Leadership Report

https://awesomeleaders.org/wp-content/uploads/2025/05/2025_Gartner_AWESOME_Women_in_Supply_Chain_Report.pdf

Slide 5: Links to Research on why diversity makes good business sense:

1. <https://www.piiie.com/newsroom/press-releases/new-peterson-institute-research-over-21000-companies-globally-finds-women>
2. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact>
3. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>
4. https://www.harvardbusiness.org/wp-content/uploads/2021/06/2020_11_getting-serious-about-diversity-enough-already-with-the-business-case.pdf
5. <https://hbr.org/2020/11/getting-serious-about-diversity-enough-already-with-the-business-case>
6. <https://www.apa.org/news/podcasts/speaking-of-psychology/diversity>

Slide 6: Magnum advertisement

<https://www.thepoke.com/2024/04/19/magnums-got-some-new-ice-creams-out-and-this-most-unfortunate-still-reminded-everyone-of-something-else/>

Slide 29 and 30: Mentorship and Male Allyship

<https://theauthoritygap.com/>

Slide 34: Lakshmi Pillai Gupta article - The authority gap: Why a Woman must land the plane twice to be believed once, the Times of India

<https://timesofindia.indiatimes.com/blogs/equal-bytes/the-authority-gap-why-a-woman-must-land-the-plane-twice-to-be-believed-once/>