2022
Supply Chain Diversity, Equity and Inclusion Report

2022 Gartner/ASCM Supply Chain DEI Survey Shows Importance of Leadership, Transparency, Accountability

Published 11 May 2022 - ID G00766492 - 20 min read

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Initiatives: CSCO Strategic Leadership; Supply Chain Strategy

2022's results showed the strongest intent yet among CSCOs to support diversity, equity and inclusion, particularly for women and underrepresented races and ethnicities. Beyond the intent, new data cements previous findings that specific conditions and practices lead to superior results.

Overview

Key Findings

CSCOs responsible for strategy, leadership and culture should know that:

- Transparency, accountability and supply chain leadership of DEI results in progress. A higher proportion of the largest global, publicly held supply chain organizations meet these conditions, and report superior pipelines and progress.

- Inclusive leadership development is underutilized relative to other types of DEI initiatives.

- Life science/healthcare supply chain organizations lead in DEI commitment and results comparisons across sectors.

Recommendations

CSCOs responsible for leading and transforming their supply chain organizations should:

- Elevate DEI outcomes to the same priority as other business goals for individual leaders by rating leader inclusion and making DEI outcomes a requirement to advance in the organization.

- Complement or replace unconscious bias training with organization-specific examples of observed noninclusive behaviors, rather than one-size-fits-all examples.

- Focus on multiple dimensions of diversity, set specific goals and objectives, and lead your own initiatives to accelerate progress and build stronger pipelines.

Survey Objective

The Supply Chain Diversity, Equity & Inclusion Survey was launched in 2020 to capture high-level data on broad DEI dimensions (racial and ethnic minorities, women, LGBTQ+, physical ability and others) and initiatives. The survey also explored racial and ethnic DEI data and best practices in supply chain organizations. The research was conducted online from 1 December 2021 through 31 December 2021 among 384 respondents primarily in the U.S., Canada and Europe. The Association for Supply Chain Management (ASCM) partnered with Gartner to develop the survey and recruit participants. The sample was augmented with recruitment efforts by social media.

Qualified participants work in organizations that have an internal supply chain organization; have supply chain as a separate business unit, specialty or practice area; or are vendors of supply chain services and solutions. The survey was developed collaboratively by a team of Gartner analysts who research and provide thought leadership on supply chain talent and organization best practices, and ASCM leadership. It was reviewed, tested and administered by Gartner's Research Data, Analytics and Tools team.

Data Insights

Since our first Gartner/ASCM supply chain diversity, equity and inclusion (DEI) report published in March 2021, we've seen global COVID-19 fatalities more than double and millions leave the workforce. [1] Multiple supply chain stresses crested and fell. Now we have war in Ukraine. Alongside these challenges, global scarcity scenarios have intensified, with enterprises competing for material and labor on a massive scale.

Major economies do not have enough people in the labor force to fill open positions. The leaders and employees they do have struggle with overload and burnout.

At the same time, social justice initiatives launched in 2020 started to fade from view and from quarterly earnings calls. Our hypothesis for our second ASCM research collaboration was that we'd see fewer supply chain organizations committed to and improving DEI. Outcomes like representation, engagement and retention of underrepresented groups would fall.

Instead, 2022's results showed the strongest intent yet among supply chain organizations to support diversity, equity and inclusion, particularly for women and underrepresented races and ethnicities. Beyond the intent, new data cements previous findings that specific conditions and practices lead to superior pipelines and reported progress against DEI agendas. We also see a chasm widening between global, publicly held companies and the rest in terms of commitment and results. With no letup in sight for a fiercely competitive talent landscape, supply chain leaders must deliver an equitable, inclusive employee experience. Otherwise, they may fail to secure the talent necessary to ensure that lines run, orders ship, and global supply chains run sustainably and profitably.

The business case for DEI is so clearly established that we will not detail it here. For those needing to demonstrate ROI to your stakeholders, Building the Case for Diversity, Equity and Inclusion
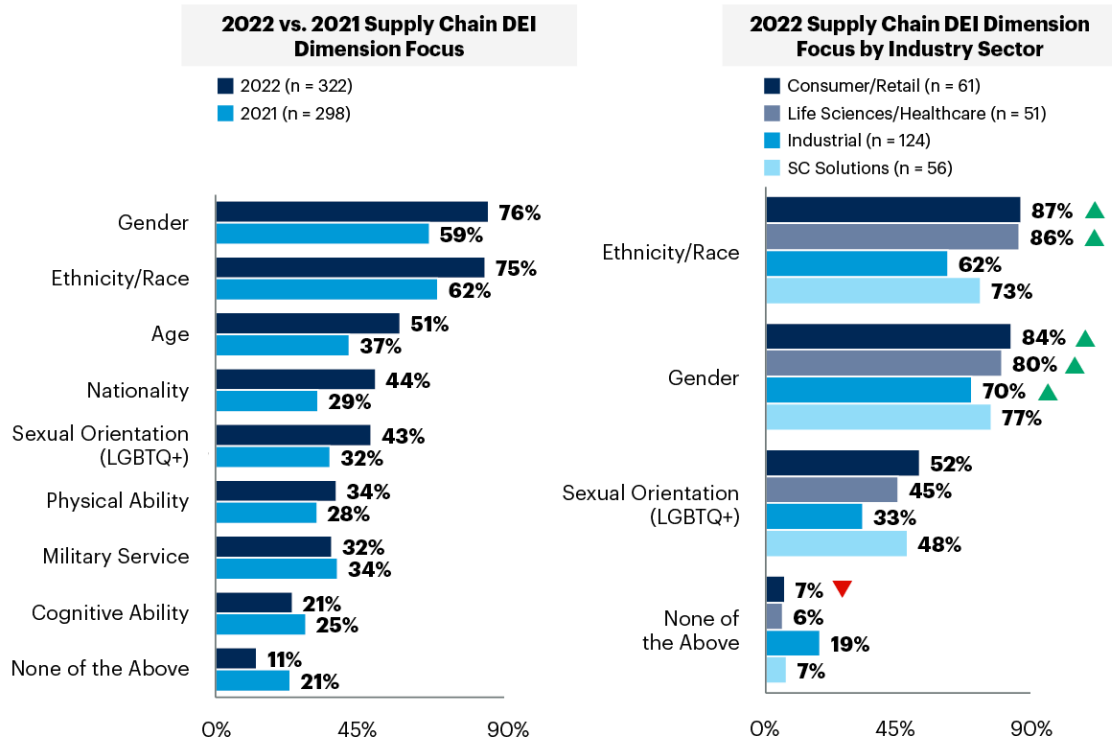
is a good place to start.

To support CSCOs and their organizations on their DEI strategies and actions, Gartner and ASCM again teamed up to field the 2022 Supply Chain Diversity, Equity & Inclusion Survey. Designed to measure and improve diversity, equity and inclusion in supply chain organizations, we focus on respondents and supply chain operations in the U.S., Canada, and Europe, at companies of all sizes.

Given the tremendous pressures on global supply chains and our prediction that leaders would revert to old comfort zones, relationships and crisis-based HR hiring and promotion practices, we were surprised to see that focus across various dimensions of diversity increased. Compared to 2021, a significantly higher percentage of organizations across sectors, company types and regions reported a formal focus on diversity dimensions (see Figure 1). Today, more than 75% of supply chain organizations consider gender and ethnicity/race in their DEI strategies and objectives (up from 59% and 62%, respectively).

Figure 1: Supply Chain Focus on DEI Increases in 2022

Supply Chain Focus on DEI Increases in 2022
Percentage of Responding Supply Chain Organization

▲ Significantly higher than 2021   ▼ Significantly lower than 2021

2022 vs. 2021 Supply Chain DEI Dimension Focus

■ 2022 (n = 322)
■ 2021 (n = 298)

Dimension	2022	2021
Gender	76%	59%
Ethnicity/Race	75%	62%
Age	51%	37%
Nationality	44%	29%
Sexual Orientation (LGBTQ+)	43%	32%
Physical Ability	34%	28%
Military Service	32%	34%
Cognitive Ability	21%	25%
None of the Above	11%	21%

2022 Supply Chain DEI Dimension Focus by Industry Sector

■ Consumer/Retail (n = 61)
■ Life Sciences/Healthcare (n = 51)
■ Industrial (n = 124)
■ SC Solutions (n = 56)

Dimension	Consumer/Retail	Life Sciences/Healthcare	Industrial	SC Solutions
Ethnicity/Race	87% ▲	86% ▲	62%	73%
Gender	84% ▲	80% ▲	70% ▲	77%
Sexual Orientation (LGBTQ+)	52%	45%	33%	48%
None of the Above	7% ▼	6%	19%	7%

Q. When you consider your supply chain organization/business unit's efforts to improve diversity, equity and inclusion, which of the following dimensions are formally considered?
Source: 2022 Gartner/ASCM Supply Chain Diversity, Equity & Inclusion Survey
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Gartner

There has been a significant increase in companies focusing on many dimensions since 2021. While the most visible increases were in gender, race and ethnicity, physical ability and less visible dimensions like age, nationality and sexual orientation also grew in importance. We also saw a significant decrease in those that focused on no DEI dimensions: just 11% in 2022 versus 21% last year. Across our four industry sectors (shown in Figure 1), all increased their focus on ethnicity and race, gender and sexual orientation. Notably, industrial supply chain organizations significantly increased their focus on ethnicity/race and gender compared with 2021 (for more detail, see 5 Steps for Addressing Lagging Diversity, Equity and Inclusion in Industrial Supply Chains).

These increased levels of commitment to DEI make sense amid the new talent landscape. At 87%, attracting, retaining, and engaging employees is the top reason for supply chain organizations having goals and objectives to increase diversity. Another 59% cite reflecting and supporting local communities as a reason they have DEI goals or objectives. 55% seek to improve business performance.

Across the sample, we saw slight progress on average, specifically when looking at representation of people of color in supply chain. The percentage of full-time employees that are people of color in supply chain has edged up slightly from 30% to 32% in the past year. We defined "people of color" as being Asian, Black/African/Afro-Caribbean, Hispanic/Latinx, Native American/First Nations, Pacific Islander, Middle Eastern and any other indigenous person, which are all underrepresented groups in Europe, the U.S. and Canada.

To determine the relative strength of pipelines, we use local demographic data. In the United States, 42% of the population is Black, indigenous or people of color. [2] In Canada, people of color are 22.3% of the total population and are expected to comprise about one-third by 2036. [3] n the U.K. overall, 12.8% residents are people of color; in England and Wales 20%. New 2021 census data will likely show significant increases. [4] A few datapoints from around continental Europe — many countries explicitly ban collection, or do not track such data or close proxies — would show approximately 11% in the Netherlands, and 9% in Italy. [5,6]

The 2022 data, compared to our 2021 data, shows that the total supply chain workforce is now less diverse on average than the U.S. population (which made up a majority of the respondents for this survey). There were, however, a few areas of progress. For example, we see people of color now make up 20% of manager or supervisor positions, up from 17% in 2021, the most important foundational role for building inclusive and diverse leadership pipelines through to top levels.

In addition to increased focus on multiple dimensions and growing pipelines, we also track DEI goals, and whether they are specific and accountable. We saw slightly higher formal commitments and slightly lower propensity to say that the supply chain organization had no formal objectives compared to 2021. This pattern repeated across sector, company size, and public versus private companies, with significant jumps in the DEI commitments of life sciences and industrial respondents, and medium ($100 million to $1 billion) and large ($1 billion to $5 billion) companies.

However, there is still a large say versus do gap overall when we move into an action orientation.

While three-quarters of supply chain organizations report that they focus on some dimension of diversity, only 40% are working on specific DEI projects or initiatives. Our Predicts 2022: Supply Chain Strategy research highlights this same gap between the Gartner Supply Chain Top 25 and supply chain organizations of average performance and maturity. The rest of this research focuses on what the leading supply chain organizations are doing and achieving, typically by leading their initiatives with strong support from HR.

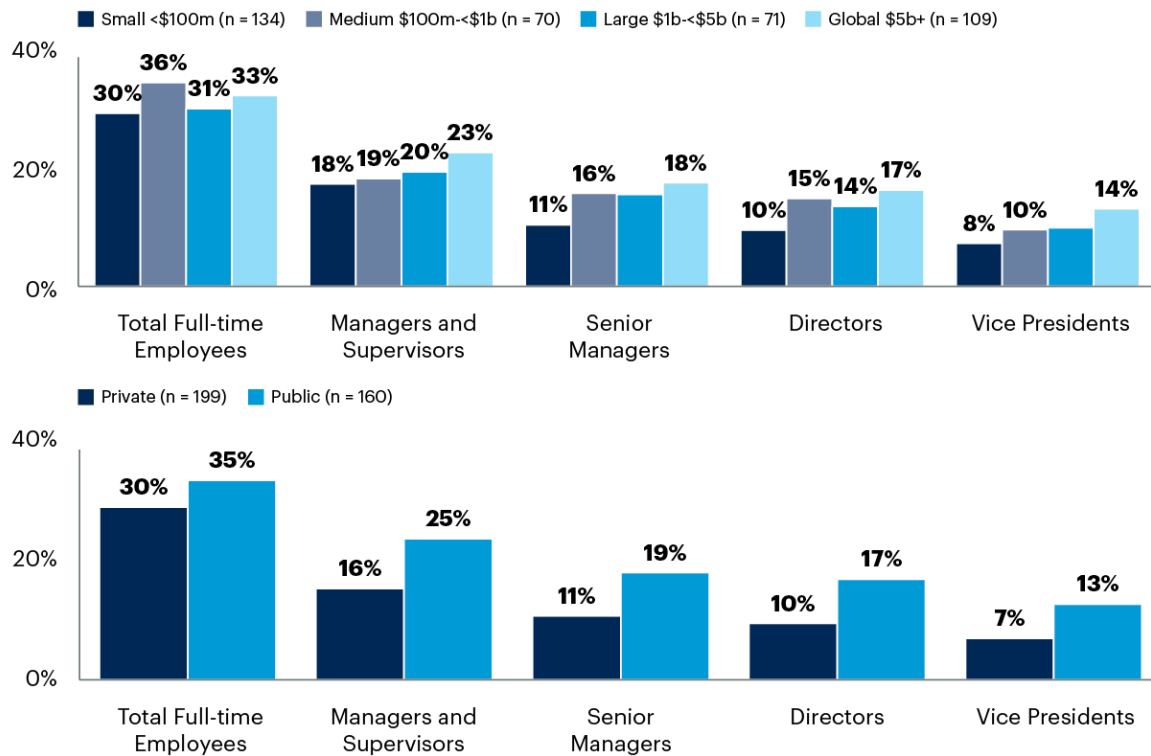Transparency + Accountability + Leadership = Progress

What jumped out immediately from the 2022 data was the difference between the largest, publicly held companies' level of commitment, activity, progress, pay equity and representation compared to smaller and privately held companies. Well of course, you might say: Global companies hire more employees across more places, giving them a greater chance of building inclusive and diverse teams. Public companies face more scrutiny from investors, regulators, employees, potential employees and other stakeholders. Their high stakes are visible at scale, and if they don't keep their people strategies relevant, potential risks and losses are enormous. We are seeing this every day in the struggle to reliably operate global supply chains in the face of talent shortages and the reset of labor markets.

We could see immediately the larger, global supply chain organizations' and publicly held firms' propensity to report progress on diversity, equity and inclusion, their stronger pipelines for people of color (see Figure 2) and more equitable pay for women and underrepresented races and ethnicities.

Figure 2: People of Color in Supply Chain Organizations — Global and Publicly Held Companies Have Stronger Pipelines

People of Color in Supply Chain Organizations — Global and Publicly Held Companies Have Stronger Pipelines
Percentage of Employees

Legend: Small <$100m (n = 134) | Medium $100m-<$1b (n = 70) | Large $1b-<$5b (n = 71) | Global $5b+ (n = 109)

	Small	Medium	Large	Global
Total Full-time Employees	30%	36%	31%	33%
Managers and Supervisors	18%	19%	20%	23%
Senior Managers	11%	16%		18%
Directors	10%	15%	14%	17%
Vice Presidents	8%	10%		14%

Legend: Private (n = 199) | Public (n = 160)

	Private	Public
Total Full-time Employees	30%	35%
Managers and Supervisors	16%	25%
Senior Managers	11%	19%
Directors	10%	17%
Vice Presidents	7%	13%

Q. What percentage of your supply chain organization are people of color?
Source: 2022 Gartner/ASCM Supply Chain Diversity, Equity & Inclusion Survey
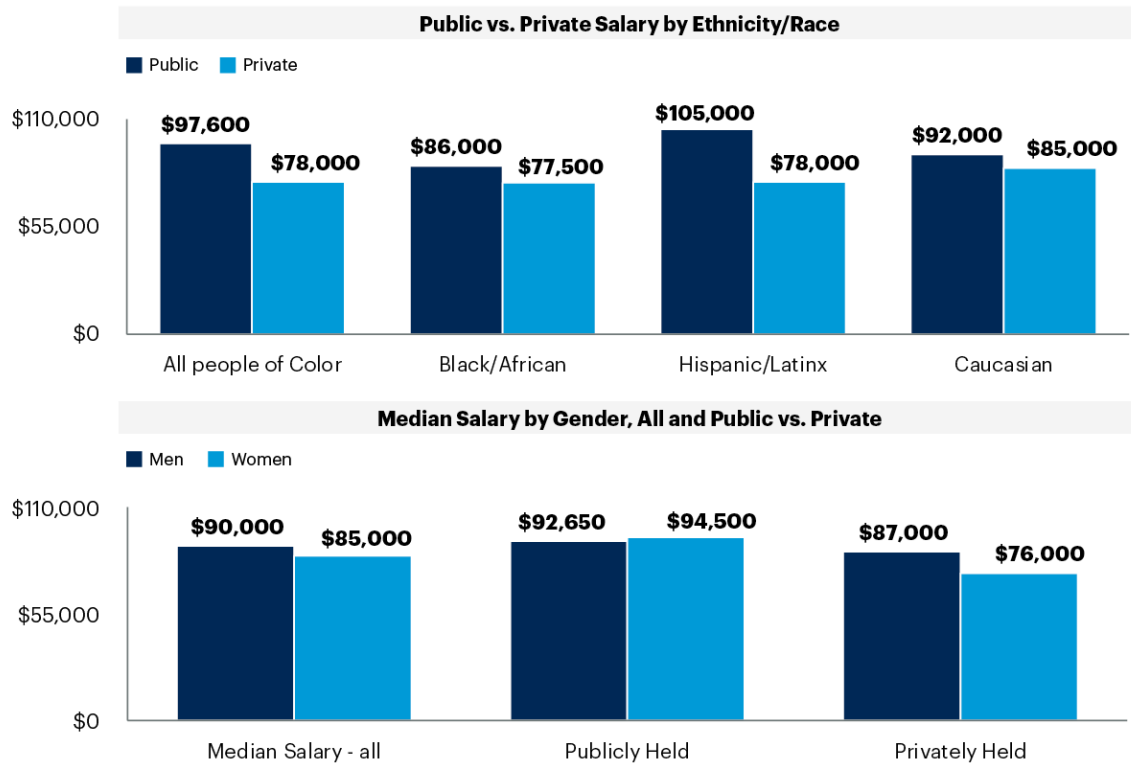766492_C

Gartner

DEI maturity gaps between supply chain organizations at public and private enterprises show up in pay, too. A parallel survey conducted by ASCM shows that supply chain salaries across the board are higher this year and gender and race/ethnicity pay gaps continue to narrow. However, the most stubborn gap over time appears to be between employees at public companies and private ones. Publicly held organizations show higher pay for all supply chain professionals, and a marked difference for people of color, who earn on average 25% more at public firms compared to private ones. The pay gap is narrower between different racial and ethnic groups for publicly held organizations (see Figure 3). We also see a gender pay gap between public and private companies. Women at supply chain organizations in privately held companies earn 13% less than their male counterparts. At public companies, women enjoy a 2% salary premium.

Supply Chain Organizations at Public Companies Pay Better, Have Smaller Pay Equity Gaps

Public vs. Private Salary by Ethnicity/Race

■ Public ■ Private

	All people of Color	Black/African	Hispanic/Latinx	Caucasian
Public	$97,600	$86,000	$105,000	$92,000
Private	$78,000	$77,500	$78,000	$85,000

Median Salary by Gender, All and Public vs. Private

■ Men ■ Women

	Median Salary - all	Publicly Held	Privately Held
Men	$90,000	$92,650	$87,000
Women	$85,000	$94,500	$76,000

n = 2,379 supply chain professionals

Source: Association for Supply Chain Management Salary Survey

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Let's go into more detail on why global, publicly held companies have these results. Why do they reliably report more improvement and better DEI outcomes, like equitable compensation? It comes down to transparency, accountability, actions and leadership (Figure 4). Our research since 2016, initially focused on women, and then over the last two years analyzing additional underrepresented groups, has exposed and reinforced these key themes and findings repeatedly. Supply chain organizations that own, lead and drive their own DEI strategies and initiatives get better results compared to supply chain organizations that rely only on corporate-led DEI strategies.

Global, Public Supply Chain Organizations More Likely to Have Their Own DEI Goals, Actions, Accountability

93% of Large, Global Supply Chain Organizations Have **DEI Goals**

(vs. 37% of Small Organizations)

Large, Global Supply Chain Organizations are **2.5X+** More Likely to Have **Targeted DEI Initiatives**

(Only 3% Have No DEI Initiatives)

30% of Large, Public Enterprises Have DEI Metrics on **CSCO Scorecards**

(vs. 7% of Privately Held Companies)

+ When supply chain leads DEI initiatives, roughly three out of four respondents report improvement.

– With enterprise-led DEI initiatives, only half of respondents report improvement.

Source: 2022 Gartner/ASCM Supply Chain Diversity, Equity & Inclusion Survey
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Does this mean that supply chain leaders in smaller or privately held companies should simply give up? Absolutely not. The small, midsize and large companies who had goals, accountability and supply chain-led projects were also likely to report progress. Roughly two-thirds reported progress versus one-third who did not have these focuses. It means that supply chain organizations who are serious about attracting and retaining talent and ensuring profitability, diverse thought and innovation should ensure similar conditions to those outlined in Figure 4 that today are most prevalent in large, transparent enterprises.

CSCO Actions

- Ensure that more local leaders participate in the co-creation of aiming points for different DEI dimensions. Most organizations cascade DEI goals without further support, leaving leaders unsure how to take action and execute.

- Monitor leaders' scorecards to track progress and foster peer-to-peer transparency to reinforce DEI goals.

- Elevate DEI outcomes to the same priority as other business goals for individual leaders by rating leader inclusion and making DEI outcomes a requirement to advance in the organization.

Recruiting Remains a Top Investment Priority, but Inclusive Leadership Drives DEI Improvement for People of Color

More than half of supply chain leaders have DEI objectives or formal targets, but are their commitments translating into action? Encouragingly, the answer appears to be a resounding "yes." Our 2022 survey found that 40% of supply chain organizations now have targeted initiatives or projects to promote diversity and only 18% rely on enterprisewide diversity initiatives. This was a slight bump from last year, which found that 36% of supply chain organizations have targeted initiatives for DEI and 20% relied on enterprise initiatives.

But which initiatives or projects? Our clients often ask us which DEI initiatives they should invest in and what will be most impactful. The most popular are not necessarily the most impactful. In 2022, recruitment, learning and development, and employee engagement are the types of initiatives/objectives most often in place in supply chain organizations (see Figure 5). Recruitment initiatives might focus on diverse interview panels or diversity referral programs, while learning and development initiatives could focus on diversity mentorship programs or inclusive leader training. Employee engagement initiatives might center around employee resource groups (ERGs) or reporting DEI metrics.

Figure 5: Recruitment, L&D and Employee Engagement Are Top DEI Investment Priorities

Recruitment, Learning & Development and Employee Engagement Are Top DEI Investment Priorities
Percentage of Respondents; Multiple Responses Allowed
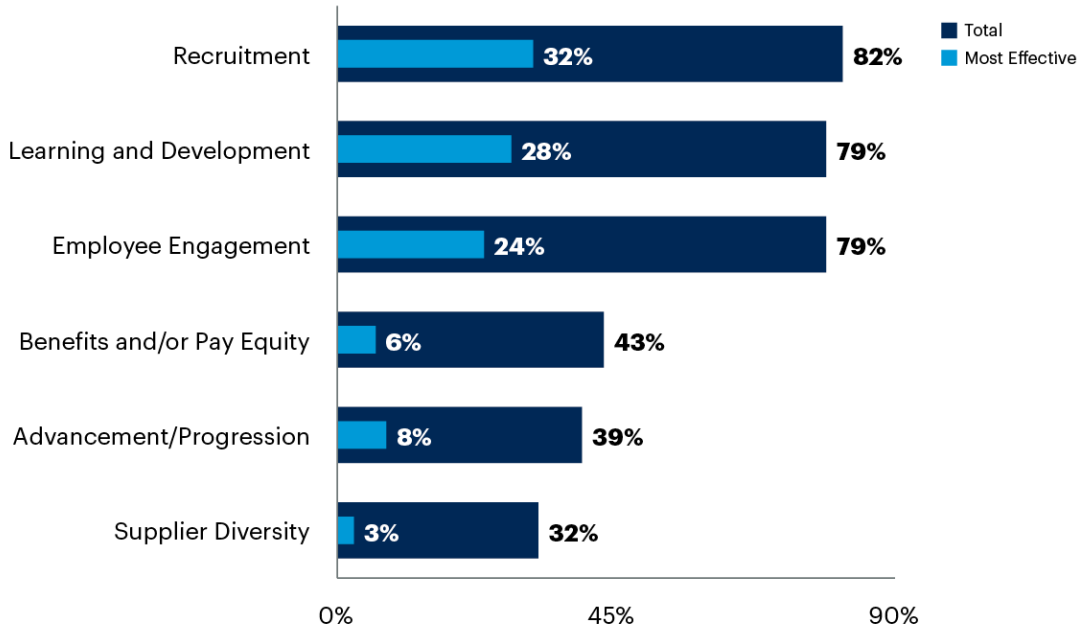
n = 114, have targeted initiative and/or project for minority groups

Q. What kind of targeted initiatives or projects?

Q. Which initiative or project was most effective (in terms of benefits and outcome) for recruiting, developing, retaining and/or advancing diverse supply chain professionals?

Source: 2022 Gartner/ASCM Supply Chain Diversity, Equity & Inclusion Survey

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Fewer than half of supply chain organizations are implementing initiatives focused on specific benefits (e.g., elder care benefits, financial wellness programs, etc.), pay equity, or advancement and progression of underrepresented groups. This may pose challenges in retention of these groups if they do not feel that they receive an equitable work experience or equitable opportunities for role progression. However, 32% of supply chain organizations feel that recruitment is the most effective initiative, followed closely by learning and development (28%) and employee engagement (24%).

We sought to understand why certain supply chain organizations are seeing progress in DEI outcomes for people of color. At 51%, equipping leaders to think and act more inclusively is the top reason organizations have seen improvement (see Figure 6). Global organizations are more likely to state increased corporate investment (61%) and metrics being included in scorecards (41%), while large organizations are more likely to cite restructured talent processes to mitigate bias (44%).

Figure 6: Inclusive Leadership Is Top Reason for Improved DEI Outcomes for People of Color

Inclusive Leadership Is Top Reason for Improved DEI Outcomes for People of Color
Percentage of Respondents; Multiple Responses Allowed
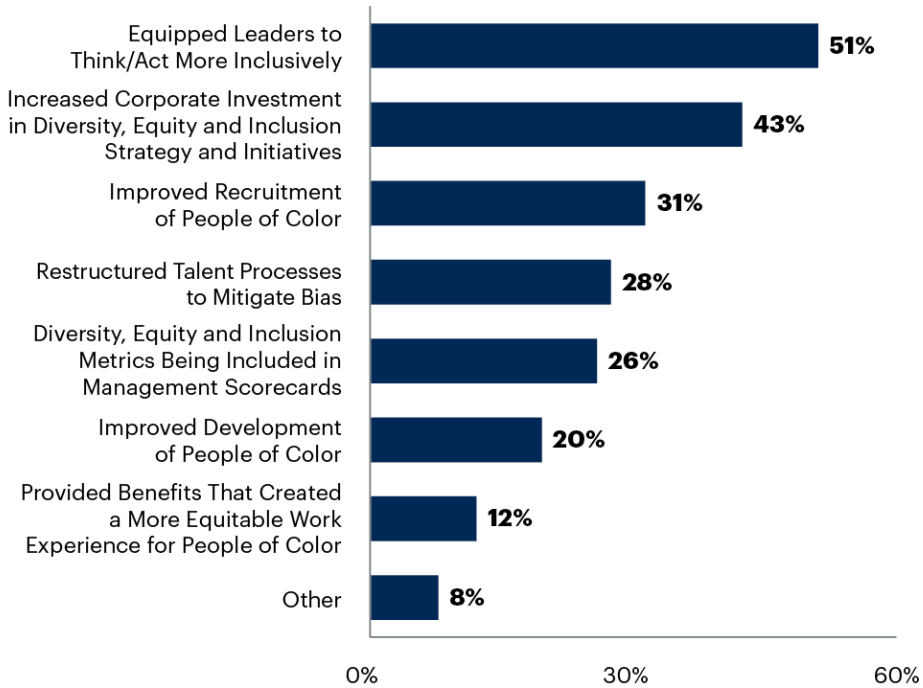
n = 254, Diversity, Equity, or Inclusion Improved

Q. What are the top reason(s) your supply chain organization has been able to improve diversity, equity and/or inclusion of people of color over the past year?
Source: 2022 Gartner/ASCM Supply Chain Diversity, Equity & Inclusion Survey
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We also asked respondents who had seen no improvement in the reasons for that. The top reason given — one in three respondents — was general difficulty with recruiting. Twenty-six percent cited lack of corporate investment in DEI, 25% pointed to lack of metrics and 25% said that current talent processes — for example, succession planning — favored majority employees over others. We also saw the (lack of) inclusive leadership show up in this list, with 22% citing it as a top reason for lack of progress.

The impact of inclusive leadership development in this research and its prominence in other Gartner projects shows it should be prioritized. Our HR research colleagues call inclusion a "competitive necessity." What might it look like in practice?

To make examples of exclusion feel authentic to current leaders, **Asda** employed actors to reenact real examples of exclusive behaviors from different parts of the organization. These scenarios were made into videos tailored to different business functions — retail, warehouse and headquarters — different scenarios and different environments. As leaders reflected on these videos, they recognized behaviors they regularly witness at work and understood how they are exclusive or unfair to others. This self-realization spurred action throughout the organization to address these behaviors and open the dialogue around these issues. Now, topics such as exclusive behavior, transparency, accountability and even mental health are discussed far more openly, and leaders are much more receptive to fostering an inclusive work environment. [7]

Cargill has piloted three types of behavioral nudges to influence leaders in real time. Visual aids, in this case with the names of women and minorities color-coded differently, provide simple yet effective representations of where underrepresented groups are in their organization's hierarchy, talent assessments and succession lists. Cargill also uses what it calls "promotion presumptions" in succession-planning conversations. The starting point is that leaders presume everyone is eligible for promotion. Leaders then argue why an employee is not ready, instead of pushing for an advancement. This puts all employees on equal footing, mitigating biases in advancement and succession planning. Finally, Cargill has observed success in reducing bias by requesting a few volunteers or all leaders in the discussion to act as bias champions. Bias champions ask questions to check for bias in the room if they detect it may be influencing the discussion. For example, they may ask: "Is this feedback due to a capability gap or simply a work style difference?" As a result, everyone in the talent conversation begins to recognize and acknowledge their own biases. [8]

CSCO Actions

- Complement or replace unconscious bias training with organization-specific examples of observed noninclusive behaviors, rather than one-size-fits-all examples.

- Show leaders specific, concrete examples of how inclusive behaviors can be embedded into general leadership behaviors, rather than teaching inclusivity as an isolated skill.

- To truly sustain behavior change, embed bias mitigation efforts into existing processes (e.g., succession management). Making small tweaks to processes helps nudge leaders away from unintentional biases and prompts inclusive behavior.

The Majority Across Sectors Are Committed, but Life Science Organizations Lead

As we've seen, the social justice movements of 2020 and 2021 that inspired reflection and enhanced commitment from supply chain leadership to DEI are still inspiring action in 2022. But significant differences in commitments, action and outcome emerge when we look at industry segments. While 77% of life science organizations, 68% of supply chain solution providers and 64% of consumer/retail organizations have stated objectives to improve DEI, only 52% of industrial supply chain organizations can claim the same (Figure 7).

Figure 7: Life Science Organizations Lead on DEI Commitments

Life Sciences/Healthcare Organizations Lead on DEI Commitments
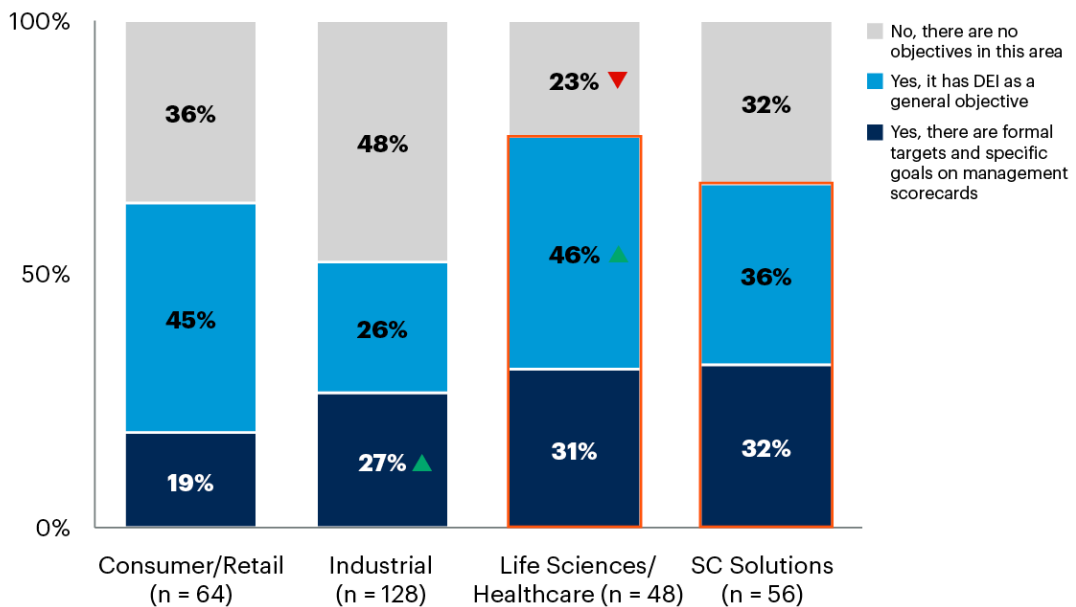
Q. Does your supply chain organization have a stated objective to improve diversity, equity, and/or inclusion in supply chain?
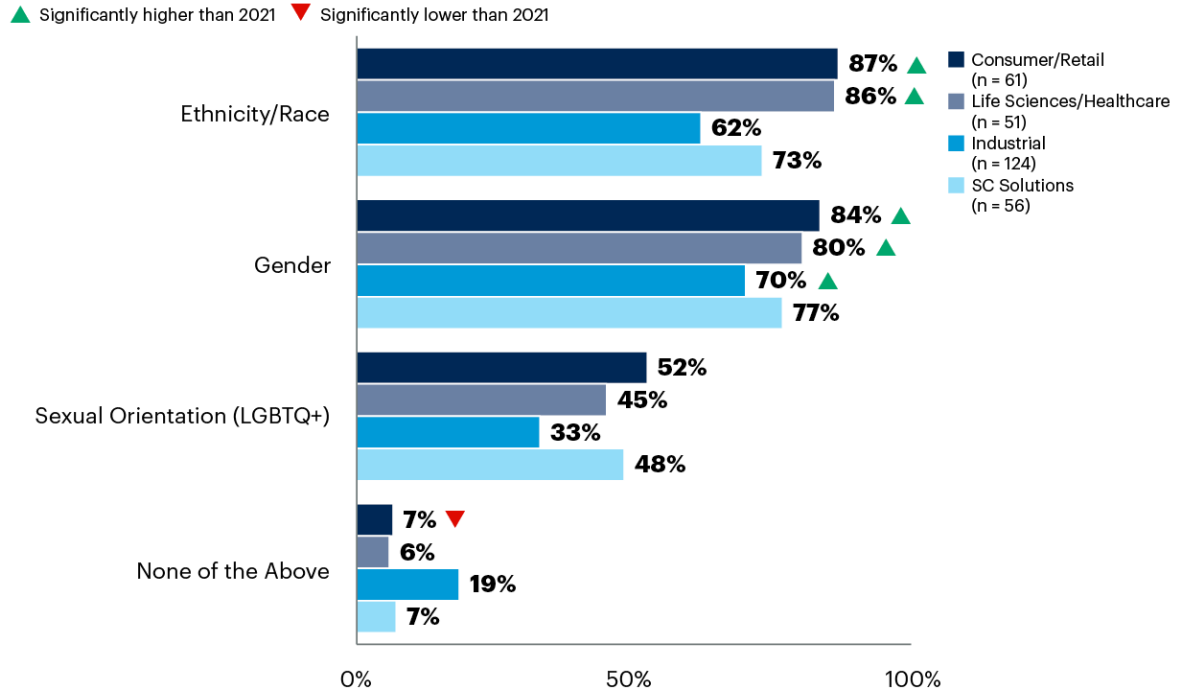Source: 2022 Gartner Supply Chain DE&I
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However, while industrial organizations are the most likely industry segment to lack DEI objectives or goals, a growing number of these organizations are setting formal targets and goals on management scorecards, up to 27% from 14% in 2021. One in four have now decided that while it is difficult to build talent pools and pipelines, particularly for more technical STEM roles, to be competitive, they must be more proactive and accountable. Consumer/retail sector organizations have seen improvements in general objective-setting (up to 45% from 41% in 2021), but saw a surprising decline in formal target-setting (down to 19% compared to 28% in 2021). Life science organizations have made significant advancements in their DEI commitments. In 2021, almost half (44%) had no objectives for DEI, but this number has dropped to 23% over the course of a single year. And while only one in four supply chain solution providers had formal targets or goals in management scorecards in 2021, almost one-third have them in 2022.

What DEI dimensions are considered also varies across sectors (see Figure 8). Gender and ethnicity/race are significantly more likely to be present in life science and consumer/retail organizations. Industrial organizations are significantly more likely to have no dimensions. Even so, we see significant strengthening of focus on age, nationality and sexual orientation compared to last year's survey.

Figure 8: Life Science Supply Chain Organizations Most Likely to Focus on Top DEI Dimensions

Life Sciences/Healthcare Organizations Most Likely to Focus on Top DEI Dimensions

▲ Significantly higher than 2021 ▼ Significantly lower than 2021

Legend:
- Consumer/Retail (n = 61)
- Life Sciences/Healthcare (n = 51)
- Industrial (n = 124)
- SC Solutions (n = 56)

Ethnicity/Race:
- 87% ▲
- 86% ▲
- 62%
- 73%

Gender:
- 84% ▲
- 80% ▲
- 70% ▲
- 77%

Sexual Orientation (LGBTQ+):
- 52%
- 45%
- 33%
- 48%

None of the Above:
- 7% ▼
- 6%
- 19%
- 7%

Q. When you consider your supply chain organization/business unit's efforts to improve diversity, equity and inclusion, which of the following dimensions are formally considered?
Source: 2022 Gartner/ASCM Supply Chain Diversity, Equity & Inclusion Survey
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Life science organizations are more likely to have targeted initiatives for supply chain with 60% saying yes, significantly higher than all other industries and a significant increase from 34% in 2021 (see Figure 9). Industrial supply chain organizations are less likely to have any DEI initiatives or consider one, with 34% having a hard "no." Only 26% of consumer/retail organizations have targeted DEI initiatives for supply chain, but are the most likely to at least have enterprisewide initiatives.

Life Sciences/Healthcare Organizations Are Significantly More Likely to Have Targeted DEI Initiatives

▲ Significantly higher than 2021 ▼ Significantly lower than 2021

No
Not currently, but we are considering
No, but our company has enterprise-wide initiatives to improve DE&I
Yes
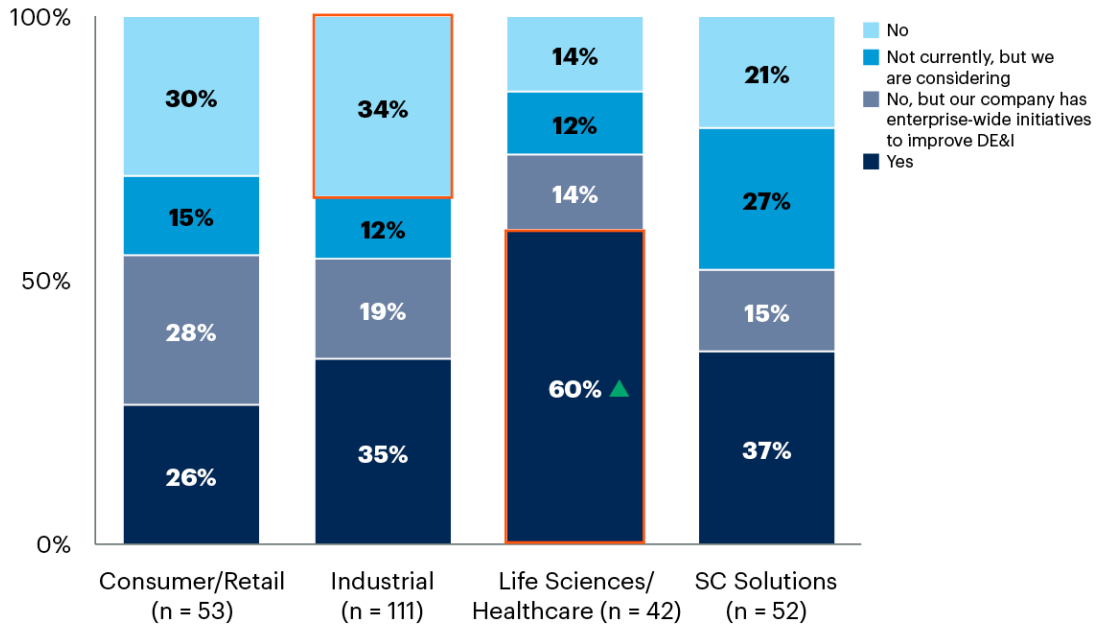
Q. Does your organization have any targeted initiatives or projects to recruit, develop, retain and/or advance minority groups?
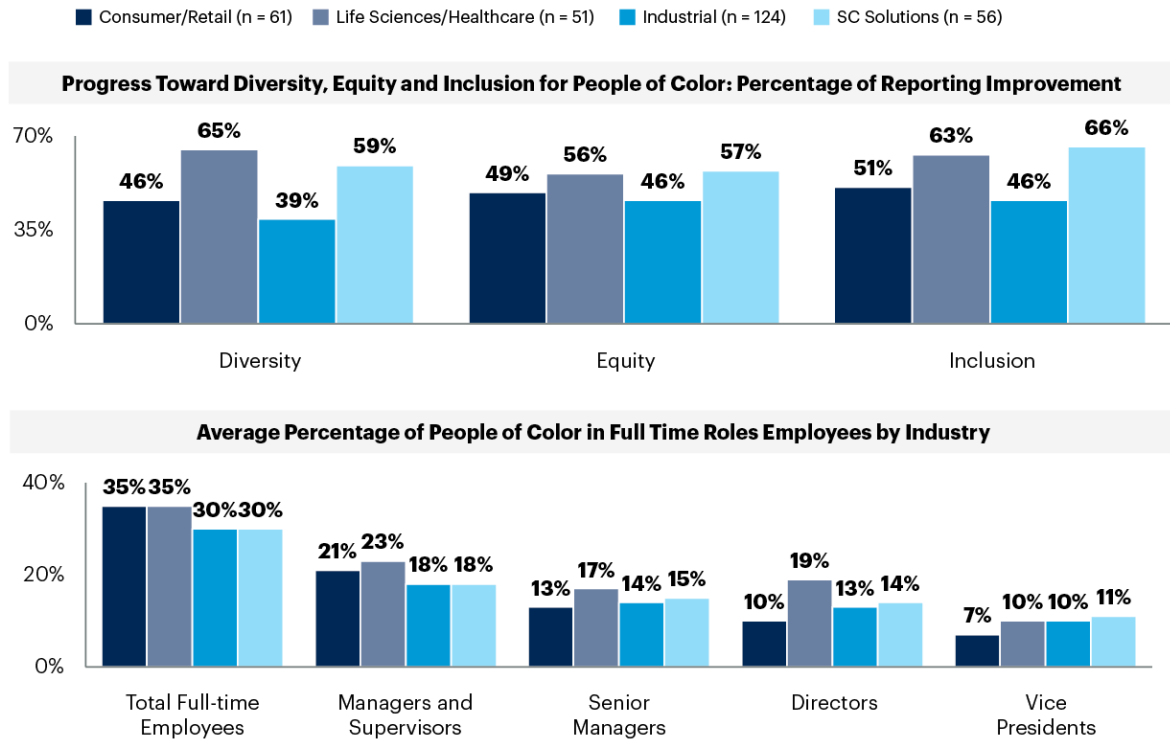Source: 2022 Gartner Supply Chain DE&I
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Unsurprisingly, life science organizations show higher improvement than industrials in both diversity and inclusion. More than half of life science organizations and supply chain solution providers cited slight to considerable improvement toward achieving diversity, equity and inclusion of people of color over the past year. They are also able to show stronger pipelines for people of color at nearly every level (supply chain solution providers edged them out at the VP level in Figure 10).

Figure 10. Life Science Organizations Lead on Reported Progress and Pipelines for People of Color

Life Sciences/Healthcare Organizations Lead on Reported Progress and Pipelines for People of Color

■ Consumer/Retail (n = 61)   ■ Life Sciences/Healthcare (n = 51)   ■ Industrial (n = 124)   ■ SC Solutions (n = 56)

Progress Toward Diversity, Equity and Inclusion for People of Color: Percentage of Reporting Improvement

	Diversity	Equity	Inclusion
Consumer/Retail	46%	49%	51%
Life Sciences/Healthcare	65%	56%	63%
Industrial	39%	46%	46%
SC Solutions	59%	57%	66%

Average Percentage of People of Color in Full Time Roles Employees by Industry

	Total Full-time Employees	Managers and Supervisors	Senior Managers	Directors	Vice Presidents
Consumer/Retail	35%	21%	13%	10%	7%
Life Sciences/Healthcare	35%	23%	17%	19%	10%
Industrial	30%	18%	14%	13%	10%
SC Solutions	30%	18%	15%	14%	11%

Q. How would you characterize your supply chain organization's progress toward achieving diversity, equity and inclusion of people of color over the past year?
Q. What percentage of your supply chain organization are people of color?
Source: 2022 Gartner/ASCM Supply Chain Diversity, Equity & Inclusion Survey
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Gartner.

Life science organizations were also significantly more likely to predict a more diverse workforce than other industries. Across industries, the average supply chain organization predicts that 20% of VPs or higher will be people of color in five years. Yet, life science organizations state a significantly higher percentage (25%).

Overall, 12% of supply chain organizations have a person of color in their most senior role. Global organizations ($5 billion or more) state 17% of their senior roles are people of color, and industrial organizations are significantly more likely to have a person of color in the most senior role (16%) than consumer organizations (6%).

> Where DEI objectives and initiatives may have previously been treated as a secondary effort — seen as separate from traditional talent strategies and practices — they are now being treated as integral to improved talent outcomes.

High-maturity, high-performing life science supply chain organizations — use the Gartner Top 25 as a reference point — typically have strong talent strategies as a central pillar of their leadership vision, strategy and roadmap. DEI is an integrated element that the CSCO and their team is responsible for rather than an afterthought.

CSCO Actions

- Look to emulate what's working for life science supply chain organizations in prioritizing and executing DEI goals and initiatives.

- Focus on multiple dimensions of diversity, set specific goals and objectives and lead your own initiatives to accelerate progress and build stronger pipelines.

Presentation Deck

Additional Research Contribution

Additional research contribution by the Association for Supply Chain Management and by Gartner's Diversity and Inclusion Research Team.

Evidence

2022 Supply Chain Diversity, Equity & Inclusion. Gartner's 2022 Supply Chain Diversity, Equity and Inclusion: This study was conducted to capture high-level data on broad DE&I efforts (ethnic minorities, women, LGBTQ+, physical ability and others) and drill-down on ethnic and racial DE&I data and best practices in supply chain organizations. The research was conducted online from 1 December through 31 December, 2021 among 384 respondents primarily in North America. ASCM partnered with Gartner to develop the survey and recruit participants. The sample was augmented with recruitment efforts by social media. Qualified participants work in organizations that have an internal supply chain organization or in organizations where supply chain is a separate business unit, specialty or practice area, or those who are vendors of supply chain services and solutions. The survey was developed collaboratively by a team of Gartner analysts who follow supply chain enablers and ASCM leadership and by Gartner's Research Data, Analytics and Tools team.

[1] COVID-19 Data Explorer, Our World In Data.

[2] QuickFacts, U.S. Census Bureau.

[3] People of Colour in Canada: Quick Take, Catalyst.

[4] Ethnicity and Religion Statistics, Institute of Race Relations.

[5] Netherlands, World Directory of Minorities and Indigenous Peoples.

[6] Foreign Citizens in Italy, 2021, Tutti Italia.

[7] Building Inclusive Leadership to Enable Future Success

[8] 3 Steps for Building Inclusive Leaders

Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

5 Steps for Addressing Lagging Diversity, Equity and Inclusion in Industrial Supply Chains

Ignition Guide to Developing a Diversity Recruitment Strategy for Supply Chain

Supply Chain Podcast: Supply Chain Predicts 2022 (Strategy) With Simon Bailey

Supply Chain Executive Report: Designing a Social Supply Chain

The Gartner Supply Chain Podcast: Revolutionize Talent By Winning With Gen Z and Millennials

Tool: Diversity, Equity and Inclusion Sample Scorecard