Inclusion, Equity, and Diversity in Supply Chain:
A Road Map to Success

Five key findings from a research report by
SHRM, the SHRM Foundation, and ASCM.

SHRM, the SHRM Foundation, and the Association for Supply Chain Management (ASCM) partnered to conduct research on the state of inclusion, equity, and diversity (IE&D) within the supply chain industry. This research aims to address topics including how often companies offer IE&D initiatives in supply chain departments today, what makes these initiatives effective and ineffective, and business implications resulting from different levels of IE&D effectiveness.

Key Findings

1 **While IE&D initiatives are common in supply chain departments today, few managers and HR professionals believe these initiatives are very effective.**

Sixty-two percent of supply chain managers and 54% of HR professionals from companies with supply chain departments say their company has IE&D initiatives. Yet, when asked how effective they believe their company is at achieving IE&D-related progress within their supply chain staff or department, only 29% of supply chain managers and 20% of HR professionals rate their company as very effective.

2 **When IE&D is implemented effectively, supply chain managers report their company outperforms competitors.**

Among supply chain managers who work at companies with very effective IE&D practices, 73% report that their company's supply chain department performs somewhat or much better than their competitors versus only 44% of supply chain managers who work at companies with ineffective IE&D practices.

3 **Ineffective IE&D plays a large role in supply chain employees' likelihood to leave their company—especially among women and workers of color.**

Supply chain workers who say their company is not effective at achieving IE&D-related progress in their department are **over 4 times more likely** to say that they often felt they wanted to quit within the past six months than those who say their company is very effective (42% compared to 10%). **Women** supply chain workers from companies that are not effective at IE&D are **over 6 times more likely** to say they often wanted to quit in the past six months compared to those at companies rated as very effective (62% compared to 10%). **Supply chain workers of color** at companies that are not effective at IE&D are **over 10 more likely** to say they often felt like quitting in the past six months than those at companies rated as very effective (43% compared to 4%).

| **4** | **Supply chain workers who feel their company is not effective at achieving IE&D-related progress are more likely to feel burned out and excluded at work than those at companies rated very effective at IE&D.** |

Compared to supply chain workers who rate their company as effective, those who feel their company is not effective at making IE&D-related progress in their department are **4.5 times more likely** to say they often feel **burned out** (54% compared to 12%) and are **over 4 times more likely** to say they often **feel excluded at work** (25% compared to 6%).

| **5** | **Effective IE&D in supply chain is driven by integration across multiple business operations, leadership involvement & accountability, and training.** |

Companies rated as being very effective at IE&D have initiatives that span **more than twice the number of business areas** than those that are not effective, according to HR professionals. Additionally, companies that hold supply chain leaders accountable for meeting IE&D goals are **3 times more likely to be rated as very effective** at making IE&D-related progress in their supply chain departments compared to those that do not hold these leaders accountable (36% compared to 12%). Finally, IE&D training, while important, is not the sole solution to IE&D challenges. Companies that offer IE&D training but **no other IE&D initiative** in their supply chain department are **3.5 times more likely to be rated as not effective** at IE&D than companies that offer both training and other IE&D initiatives, according to HR professionals (21% compared to 6%).

75TH ANNIVERSARY
SHRM BETTER WORKPLACES BETTER WORLD™

SHRM **Foundation**

ASCM ASSOCIATION FOR SUPPLY CHAIN MANAGEMENT

CPR-240469

Methodology

SHRM and ASCM recruited a U.S.-based sample of 1,442 participants to participate in the survey between October 2023 and December 2023. Respondents included 447 supply chain managers, 298 supply chain workers, and 697 HR professionals. Supply chain managers and workers were recruited through ASCM's membership. HR professionals were recruited through SHRM's Voice of Work panel. HR professionals were required to work in a company with employees responsible for supply chain management for at least three years. The data is unweighted.