



Women's Development /s Business Development

The Business Case for Advancing Women in Materials Handling, Logistics & Transportation

Also see the accompanying materials from the Career Lattice panel at the 2014 Materials Handling Institute annual conference:

- [Career Lattice slide deck](#)
- [Handout](#), which explains how career lattices propel growth for individuals and workplaces in materials handling, logistics and transportation

Women: The Overlooked Growth & Profitability Driver

A 2012 MOVE Project report for a [transportation industry group](#) found that women comprise:

- About 20% of employees
- 20% of supervisors
- 23% of middle managers
- 21% of senior executives
- 8% of engineers
- 15% of engineering project managers
- 7% of engineering dept. managers

Of the transportation and warehousing companies in the Fortune 1000, [Catalyst](#) calculates that women comprise:

- 15.2% of board of directors members
- 0% of CEOs

The materials handling, logistics, warehousing and manufacturing industries face a severe and worsening shortage of talent, according to the [2014 MHI Roadmap](#): 67% of survey respondents face a “severe shortage” of workers now and 56% expect the shortage to accelerate. Among the recommendations in the Roadmap: redefine career opportunities and evolve culture so that women can thrive in these sectors.

Women evaporate rapidly from the supply chain ranks.

Women are

- 37% of students enrolled in university supply chain courses
- 5% of top level supply chain positions

Source: [Fortune magazine/SCM World](#)

Women on Boards Drive Better Results

Fortune 500 companies with the most women board members outperformed those with the least by:

- 16% for return on sales
- 26% for return on investment

- [Catalyst](#)

Fortune 500 companies with three or more women board directors outperformed those with zero women board directors by:

- 84% for return on sales
- 60% for return on investment
- 46% for return on equity

- [Catalyst](#)

On average, companies with three or more women on the board have a market capitalization *three times greater* than that of companies with no women board members. – [Credit Suisse](#)

Companies with at least one woman on the board outperformed companies with no women by 26 percent over the last six years. The difference occurred since the 2008 recession: gender diversity correlated with rocky markets, with those companies delivering higher return on equity and more even earnings. - *Credit Suisse, 2013*

Successful acquisitions cost 15.4 percent less with each female director added on a board. And each additional female director reduces the number of companies' attempted takeover bids by 7.6 percent, minimizing risk and focusing acquisition strategy. - *University of British Columbia, Director Gender and Mergers and Acquisitions*

- 16%: the average return on equity of companies with at least one woman on their boards
- 12%: average return on equity of companies with no women on their boards

- *Credit Suisse*

- 14%: average net income growth for companies with at least one woman on their boards
- 10%: average net income growth for companies with no women on their boards

- *Credit Suisse*

Investing in Women Leaders Pays Off

Companies improve performance when they have more women in leadership.

Researchers compared S&P 1,500 companies with themselves over a 15 year period and found that, overall, “the data suggest[s] that firms that promote women to senior management positions enjoy economically superior performance because of the complementary set of interpersonal management skills related to inclusiveness and the encouragement of employee voices that women bring to the table.”

- *Columbia Business School*

“25 of Fortune 500 firms that most aggressively promoted women to executive positions had 34 percent higher profits as a share of revenue than the industry median.”

- Roy Adler/Pepperdine University

A Catalyst study on the financial performance of Fortune 500 companies with three or more women board directors outperformed those with zero women board directors by 84 percent for Return on Sales; 60 percent for Return on Investment; and 46 percent for Return on Equity. The same study showed that companies with the most women board directors outperformed those with the least by 16 percent for Return on Sales; and 26 percent for Return on Investments. – Catalyst

“Women are less likely to stay at companies (and industries) that do not value, respect and appreciate their talents. Women must see evidence of active processes to improve the hiring, retention and development of female managers. It also includes having gender friendly work policies.” – Gallup/Cambridge University and Elevating Women Leaders

Women Are Key Consumers and Business Decisionmakers

46% of U.S. privately held firms are at least half owned by women. – “*High Achievers: Recognizing the Power of Women to Spur Business and Economic Growth,*” EY

Women own a third of all businesses worldwide. – “*High Achievers: Recognizing the Power of Women to Spur Business and Economic Growth,*” EY

By 2028, women will control 75% of discretionary spending worldwide. – “*High Achievers: Recognizing the Power of Women to Spur Business and Economic Growth,*” EY

“Between 1970 and 2009, women went from holding 37 percent of all jobs to nearly 48 percent. That’s almost 38 million more women.

Without them, our economy would be 25 percent smaller today – an amount equal to the combined [gross domestic product] of Illinois, California and New York.” – *WSJ Executive Summary*

“As the spending power of women increases, they represent a growth of opportunity for companies; but, because women tend to spend differently from men, companies need to understand women’s preference in order to capitalize on this growth. Having both women and men in decision-making roles gives organizations the perspective they need to increase sales and fuel growth.” – *Deloitte, The Gender Divide*

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