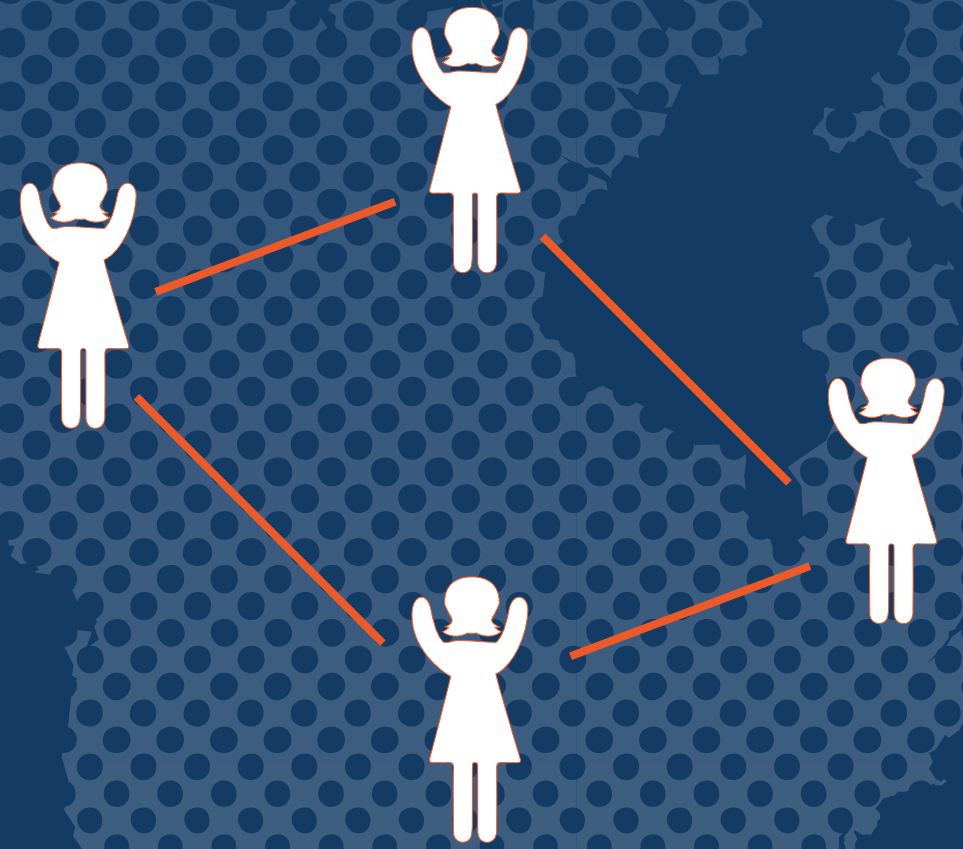


MORAI PRESENTS
LOGISTICS INC.

WOMEN IN LOGISTICS





We love to put **order** in your chaos.

Morai Logistics Inc. is a 3rd party logistics provider with an operating agency agreement representing Mode Transportation. We are a powerhouse logistics team based in the Greater Toronto Area and do business throughout North America, including Mexico. Our team is dedicated to our terrific clients and we strive to take the chaos out of your supply chain. We are always on the lookout to do exceptional work with remarkable people and companies!



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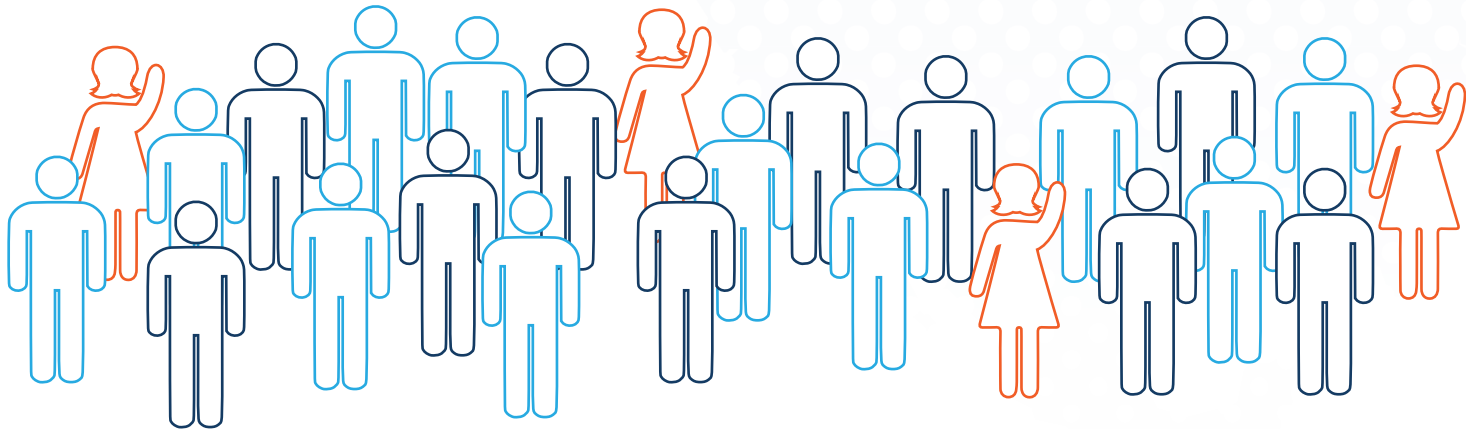
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Introduction

The last few decades have arguably been some of the most dynamic in the history of supply chain logistics industry. The conflux of globalization, digitization, and rapid technological evolution has opened numerous possibilities and opportunities, the degree of which hasn't been seen since the establishment of the [Silk Road](#).

It is 2015, and we're already seeing the rise omni-channel courier companies, [automated warehousing](#), faster trade liberalization, and an overall race across businesses in the logistics industry to achieve zero latency. The supply chain logistics industry has achieved a lot. However, it still has some ways to go when it comes to diversity, particularly when it comes to women.





Looking at the Numbers

Looking at the Numbers

A study conducted by Europhia Consulting surveyed a number of logistics professions and observed that women are underrepresented and earn less than their male counterparts.

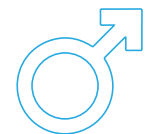
Of the of total work force in logistics sector only 20.5% of employees are women and reiterated the fact that globally, women working in logistics and supply chain get paid one fifth less than their male counterparts and only [24% are in top management positions](#).

Looking at North America in particular, 21% of senior leadership positions are held by women and only 21 of the Fortune 500 CEOs are women. Compare those numbers with those of Chinese businesses which have 51% of women holding senior leadership positions.

A [survey](#) conducted by SSM Group and Europhia Consulting reveals more troubling statistics:

- Almost half of the logistics and supply chain professionals still think that working in logistics is harder for women than for men
- 60% are convinced that women need to show higher performance in order to receive the same amount of appreciation
- 60% of the logistics professionals feel that women are less often considered for management positions than their male counterparts with equivalent qualification

 21 OF FORTUNE 500



I. ENROLLMENT AND EDUCATION

Addressing perceptions that the logistics industry is a career option for a very specific type of person is a real challenge – it's hard to escape the impression that roles primarily involve moving and lifting. What's more, the industry's position within the manufacturing sector has, for some, meant that the legacy workforce is more male dominated.

It's no surprise then that 65% of logistics graduates are male, while only 35% are female. This means that the field of logistics has the highest percentage of male graduates in any business.

Another issue regarding education is that only 27% of the logistics professionals think that schools and Universities are supportive in promoting the industry to women and only 21% feel that the industry as a whole is supportive in this respect.

II. PAY DISPARITY

Even if a woman is a business graduate with logistics degree, she is still likely to make 20% less than her male counterparts. If she were to take the next step and obtain a master's degree, she would earn more money, but still less than a male peer in the same position as the median salaries are \$93,000 versus \$108,000 respectively.



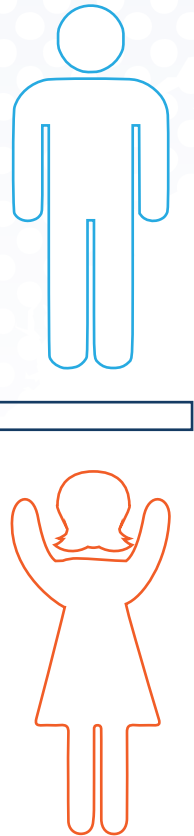
III. RESISTANCE FROM THE TOP

Another factor that accounts for less number of women being appointed at top positions in logistics and transport sector is strong hold of 'Old Boy Network'.

Shalu Nigam of the Centre for Woman Development Studies and whose 2010 study, [Breaking the Barriers: Women in Logistics](#), defines the old boy network as,

“An informal system or an elite circle of influence or powerful nexus of exclusive group or class or people of certain background that prevent women acquiring successful positions in the business world. Members of old boy network shield themselves from transacting with non members who are considered as incompetent. Access of an outsider in this network therefore becomes difficult. These are the arenas from which women and other sections are traditionally excluded and thus prevented to become a part of the ‘serious’ business transactions or conversations thus missing many opportunities”.

Nigram cites the [“2006 Career Patterns for Women in Logistics”](#) study which found that in order to succeed and acquire a top management position, women needs to deal with bully of “old boys” network in the workplace.



Research in a [report](#) by DDI's Global Leadership corroborates Nigram's findings that women in the logistics industry are more often hindered from ascending the ranks than their male peers. The report's research reveals the following:

- Female leaders are under-represented in accelerated development programs early in their careers, which hinders their climb up the ladder
- Because many of the accelerated programs (like high-potential programs and one-on-one mentorship) are secret or happen behind closed doors, organizations aren't held accountable for gender balance
- Having women represented in significant numbers at every leadership level doesn't mean that will carry to the executive level—in fact, there is a backlash against women at the top when they are dominant in leadership roles at every other level





Current Changes

Current Changes

Thankfully, there has been continuing progress being made to close the gender gaps in the industry. There has been governmental, industry-led initiatives playing significant role in creating climate that foster equality of opportunity and diversity by bringing policies and legislations that empower women.

I. GOVERNMENT LED CHANGE

Different governments have approaches to the disparity. Europe for example has turned to quotas to help fill C-level positions.

Case in point: France where legislation passed in January 2011 which stated that within three years, 20% of a company's board members must be women, rising to 40% in six years, led to an increase in women directors from 12.7 percent to 16.6 percent by 2012.

Norway made it mandatory for the institutions to have 40 percent women on board. Similarly, Spain enacted legislation to mandate quota for women on Boards in 2007 and the proportion of women increased from 6 percent in 2007 to 10 percent in 2009. Australia also took a similar approach when it enacted the Equal Opportunity for Women at Work Place law in 1999 and Fair Work Act in 2009.

Here in North America, we're taking a different approach. Canada for example, has recently announced that it would commit \$421,720 to develop mentorship programs that will help further the careers of women in the nation's trucking industry, and identify best practices that can better support the hiring and retention of under-represented demographic groups.

The Women with Drive action plan is guided by a national advisory committee that includes female managers, directors, presidents and C-level executives from across the trucking industry. In addition to promoting trucking as a career of choice for women, the plan will also educate employers about the steps that help to create an inclusive workplace.

This initiative by the Canadian government is important because mentors provide assistance in the form of advice, moral support, guidance, constructive criticism, understanding politics, networking, and help finding a job.

The [findings](#) of the eighteenth annual survey of Career Patterns of Women in Logistics conducted by The Ohio State University also highlights the importance of mentorship in the logistics industry as it highlights that:

- Most respondents (73%) reported that they have had a mentor at some point in their careers, Seventy percent of those responding (70%) have had male mentors, while thirty percent (30%) had female mentors
- Forty-three percent (43%) of these mentors were immediate supervisors, while fifty-seven percent (57%) were some other individual
- Eighty-four percent (84%) of female logistics or SCM executives have been mentors to others which is much higher than 2013 (77%)

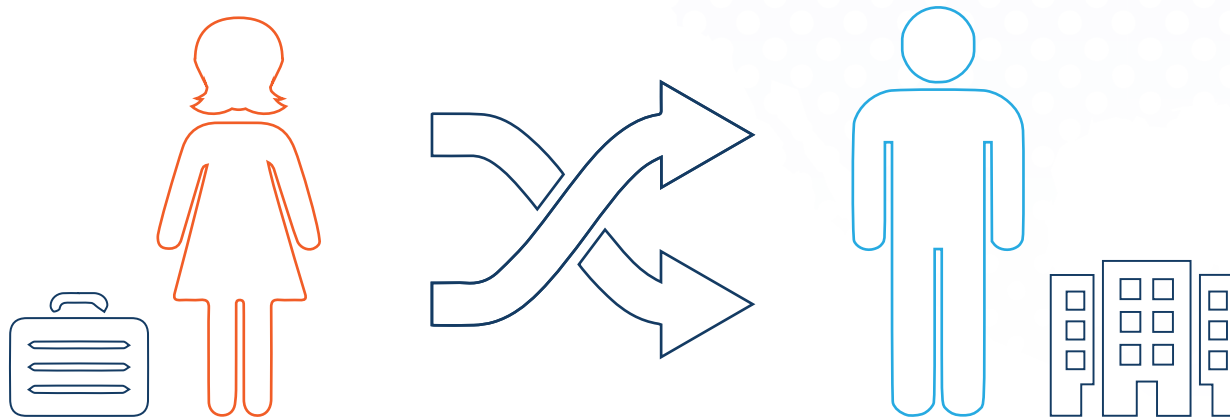


II. INDUSTRY-LED INITIATIVES

While government-led initiatives focus on at simply having a certain number of women at C-level position, the policies and initiatives brought forth by the logistics industry focus more on removing barrier to upward mobility for women and retention of labour for women already at those positions.

Intel Corp for example, [recently announced](#) a plan to invest \$300 million on increasing diversity in its workforce at the Consumer Electronics Show in Las Vegas. Its plan is to improve the “pipeline” of candidates by helping more women and minorities study computer science and engineering and diversify its employee pool by 2020.

Executive sponsorship is another strategy being used to close the gap as demonstrated in Stonewall’s [research findings](#) highlighted that out of Britain’s top 100 employers, 87% have a nominated senior management champion at board level or equivalent.



Conclusion

As an [article](#) on The Guardian points out, “logistics permeates every industry and business sector in the world – retail, life sciences, fashion, technology, construction, transport and so on”.

Although globalization and the current state of technology has allowed for all sorts of new possibilities, and opportunities, [women are still lagging behind men in sectors such as transport and logistics](#).

Various studies indicate that there is a very real case of underrepresentation of women in senior management positions, in enrollment for logistics degrees, and in the logistics industry overall.

“In order to address the situation it is imperative to have diversity management programmes at work place. These should aid to provide an opportunity to any person irrespective of sex, creed or background to maximize their potential, contribute to achievement of organisation’s mission and objectives and ensure respect and dignity for all employees” Nigram writes.

Yet it isn’t only about improving the situation for women. On a fundamental level, focusing on industry diversity positively impacts everyone Nigram argues:

“Companies and societies cannot afford to overlook hidden talent that comprises of almost half the workforce rather recognizing and promoting women’s skill and encouraging their professional development will help institutions to gain in terms of enhancing their resources. With transforming lives and changing workplaces companies need to create a business culture that strives to enhance innovation and excellence that may thrive only on utilizing knowledge and skills of diversified talent pool”.