



Pay & percentages: Why trends for women in logistics are important for your business

Kirsten Tisdale FCILT

22 September 2021

Agenda

- > Some logistics stats
- > Pay & percentages
- > Impact of diversity
- > What we can do

Some logistics stats

Employee perception of their own employers with respect to inclusion criteria...

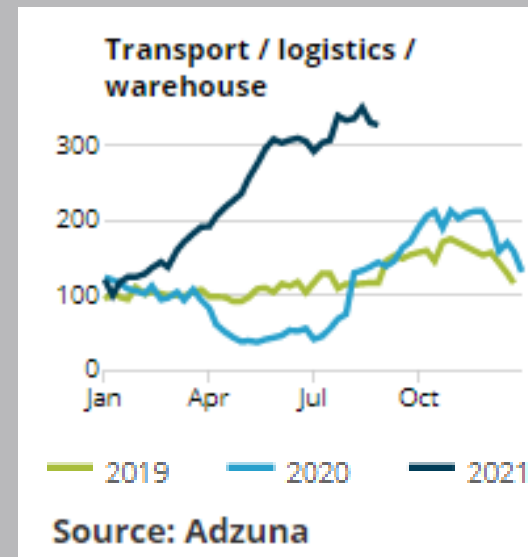
Logistics - second to last out of 19 different sectors

Procurement & Supply Chain – last out of 19

Survey by Michael Page in March 2019

Large number of logistics jobs not filled in 2021

ONS reporting on Adzuna ads (as at start September)



Average return on sales for larger UK logistics companies = c1.5-2.5%

Motor Transport Top 100 (2019 & 2020)


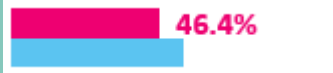










The gender pay gap

	UK
Pay gap ...in favour of men	c14.2%
Proportion of cos paying average man more	88.5%

	Logistics
Pay gap ...in favour of men	c9.7%
Proportion of cos paying average man more	77%

- > Comparing the mean average hourly rates for men & women for 2018-19 - much better level of submissions that year for various reasons
- > In nearly 9 out of 10 UK companies the average woman was paid less than the average man – sometimes substantially
- > Logistics has a better pay gap than the UK as a whole – it has a different profile of pay because of the number of operatives...
- > ...but more than three-quarters of logistics companies paid the average woman less than the average man
- > So no room to relax, and there are some huge pay gaps in individual companies

Women represent...

	UK Wide	Storage	Storage AND road transport	Road Transport	Cold Chain Federation 51*
% in UK/GB	Population 			Car licences 	
% Employed - est average in cos of 250+ and % in all cos	Emp in cos of 250+  Employed in all cos 	Emp in cos of 250+ 	Emp in cos of 250+ 	Emp in cos of 250+ 	Emp in cos of 250+ 
% in general operational roles		Elementary storage occupations 		Van drivers 	
% in higher paid operational roles		FLT drivers 		HGV drivers 	

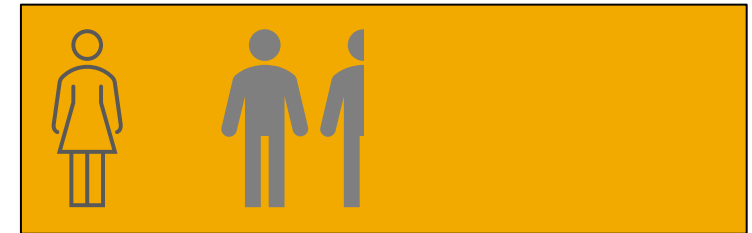
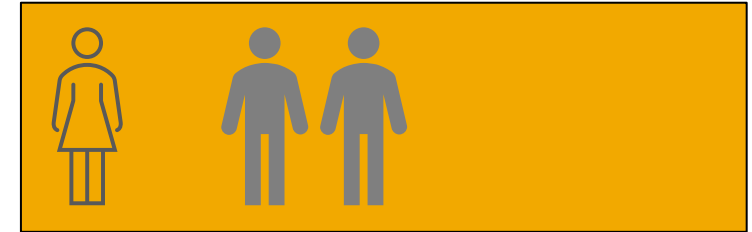
<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/latest> |

<https://data.gov.uk/dataset/d0be1ed2-9907-4ec4-b552-c048f6aec16a/gb-driving-licence-data> | <https://gender-pay-gap.service.gov.uk/viewing/download> |

<https://www.nomisweb.co.uk/> *Combination of 51 Cold Chain Federation members & associate member companies which could be matched with gender pay gap submissions

And what about managers & higher paid women?

- > In the UK as a whole, more than 1 in 3 managers & directors are women (36.6%)
- > And 1 in 2.5 in the top quartile are women in UK companies with 250+ employees (39.8%)
- > In transport & storage, 1 in 4 managers & directors are women
- > ...but **half** of all transport & storage managers & directors are due to retire by 2027
- > And only 1 in 6 in the top quartile are women in logistics companies (16.7%)
- > ...we're out of step! But does it matter?



Diversity - not just because it's nice or fair!

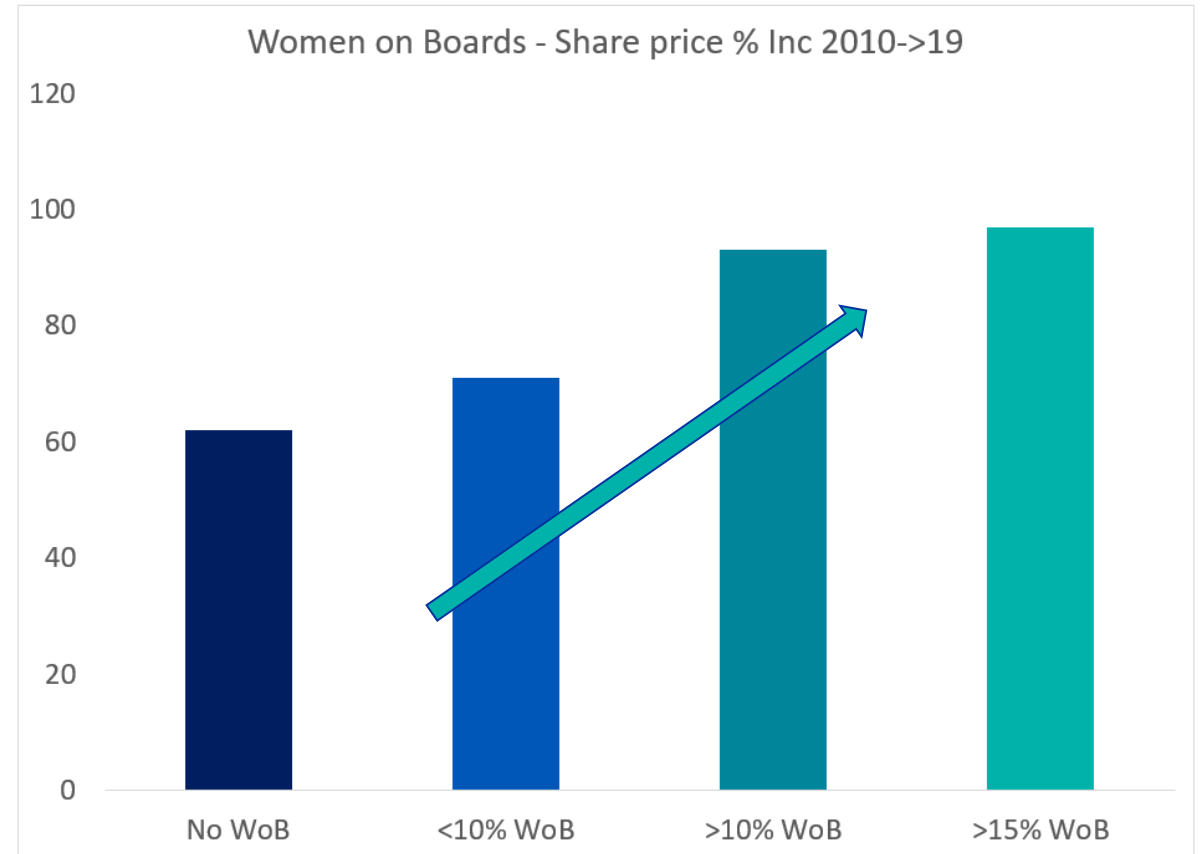
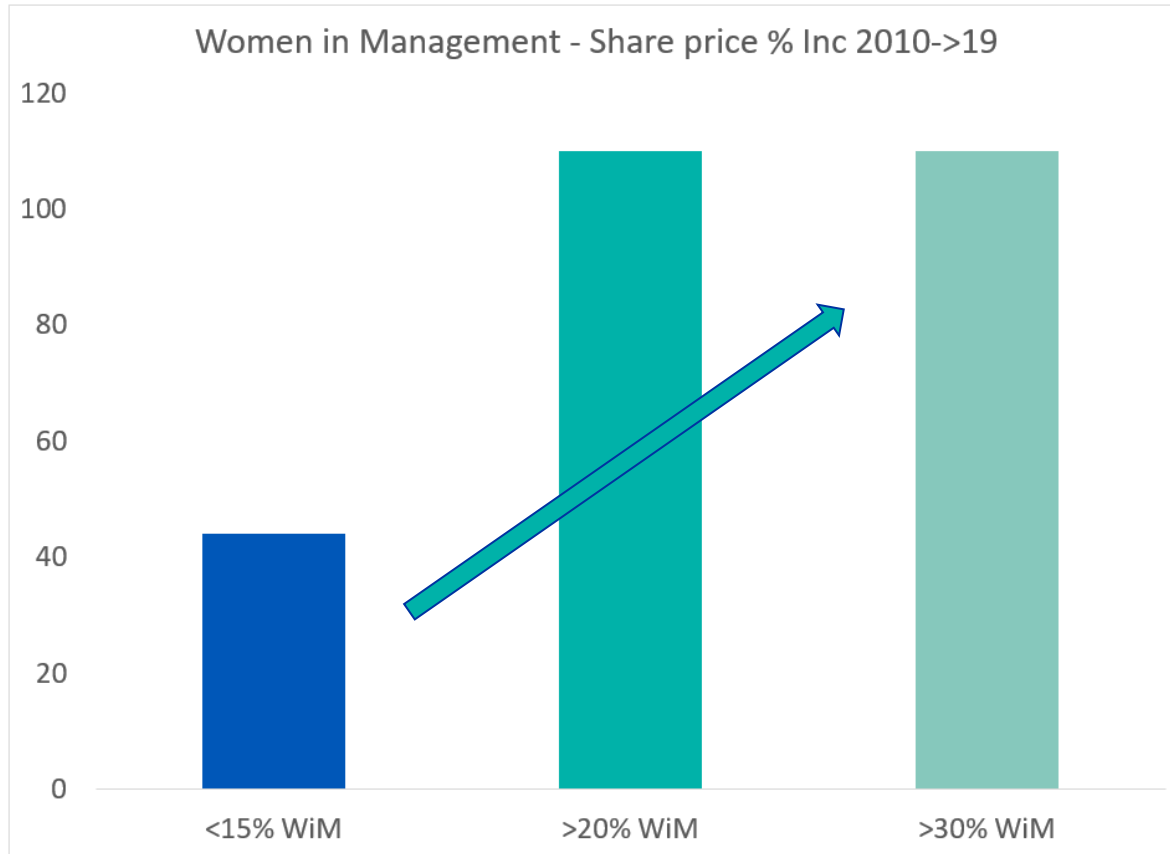


- > Diversity can improve innovation
- > Not having clones avoids groupthink
- > It can improve decision-making
- > We are more likely to justify ourselves
- > Leading to better corporate governance, risk assessment & reputation
- > And leads to better business results...

<https://www.psychologytoday.com/gb/blog/your-brain-work/201703/why-diverse-teams-are-smarter>

Diversity – because it’s provably good for business!

> ‘Credit Suisse Gender 3000’: report covering >3K companies, 30K senior executives, 56 countries



<https://www.credit-suisse.com/about-us-news/en/articles/news-and-expertise/cs-gender-3000-report-2019-201910.html>

What can we do?

- > **New staff**
 - > **Attraction** – think about where and how you advertise, and who you’re trying to appeal to
 - > **Recruitment** - go for ‘culture add’ rather than ‘culture fit’, and for competence rather than confidence
- > **Existing staff**
 - > **Pay** – be open where possible and make sure it’s equal for equal contribution – particularly where there’s a salary range or discretionary bonus
 - > **Promotion** – leadership roles should not be a reward – and be objective, men tend to be judged for future potential, but women on past performance
 - > **Review** - if you don’t know what you’d do without key staff, make sure positions and pay reflect their contribution
 - > **Retention** - better decisions means having more diversity at senior level, which means retaining female staff when they need flexibility – think part-time, WFH/blended, flexible hours, job shares, daycare... and for male colleagues
- > **Board level**
 - > **Rule of three** – three women on a board is generally accepted as the point at which there is real impact
 - > **If you can’t see it, you can’t be it** – make sure you have women in operational and commercial roles, and not only in HR, support, non-exec roles...
- > **Have a daughter or niece?**
 - > **Change her mindset** - tell her she’s clever & brilliant rather than pretty ... and encourage her to pursue Science, Technology, Engineering, Maths etc – STEM-careers often pay more
- > **Not just women** - there are many other forms of diversity!



Thank you!

Kirsten Tisdale: 07764 943171

kirsten@aricia.ltd.uk

Do feel free to follow or link:

<https://www.linkedin.com/in/kirstentisdale/>

Analysis for Cold Chain People webinar carried out during summer 2021 by Kirsten Tisdale
Aricia specialises in logistics projects carrying out assignments in all parts of the supply chain -
warehousing, transport and international logistics, specialising in data analysis / visualisation including
mapping, modelling and industry research