



**WOMEN IN TRUCKING**  
**INDEX**  
GENDER DIVERSITY DATA  
**2023**

The annual industry barometer benchmarking and measuring the percentage of women in key roles in the North American transportation industry.

# 2023 WIT Index At A Glance

## What's the Percentage of Women in Key Roles in the Transportation Industry?

Percentages shown are nationwide averages

### C-Suite Executives

**31.6%**

### Company Leaders

**36.9%**

### Females Serving on Boards of Directors

**28.4%**

### Women in HR/ Talent Management

**74.6%**

### Women in Technician Roles

**7.5%**

### Women in Professional Driver Roles

**12.1%**

### Women in Dispatcher Roles

**43.5%**

### Women in Safety Roles

**41.6%**

## Introduction

The Women In Trucking Association (WIT) is America's leading industry association for women in the trucking industry. With approximately 8,000 members in 10-plus countries around the world, the mission of WIT is to encourage the employment of women in the trucking industry, promote their accomplishments, and minimize obstacles they face.

In support of this mission, WIT regularly conducts what it refers to as the WIT Index, the industry barometer to benchmark and measure each year the percentage of women who make up the following roles in the transportation industry:

- Corporate Management (C-suite)
- Boards of Directors
- Functional Roles (Operations, Technicians, HR/Talent Management, Safety, Marketing, Sales, etc.)
- Professional Drivers.



## Methodology

From January through April 2023, WIT conducted a survey to gather percentages of the workforce that are women. Those completing the survey were required to be an authorized respondent on behalf of their organization. WIT assured respondents that data provided would be held in the strictest of confidence and data would be reported only as an aggregate and NOT on an individual basis.

### The respondents were asked to report the follow data:

- Demographic questions (such as company type and total employee count)
- Status of whether or not their company has a formal policy involving Diversity and Inclusion (D&I)
- The percentage of the company's C-Suite executives are female and how many company leaders who are female (in supervisory roles)
- What percent of the organization's board of directors are female
- The percentage of HR/talent management are female
- How many overall drivers with commercial driver's license (CDLs) are part of the organization's workforce, and how many professional drivers who hold CDLs are women
- The percent of the organization's dispatchers who are female
- What percentage of safety professionals and technicians are women

For all questions, respondents were given one of the following options: "I Do Not Know" or "Not Applicable for My Organization."



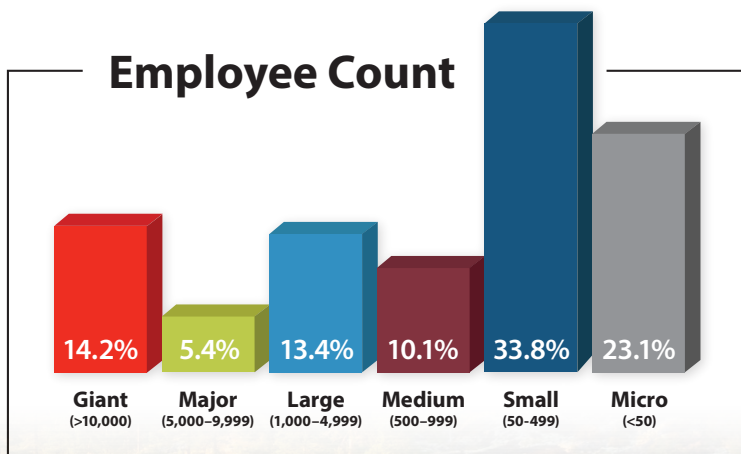
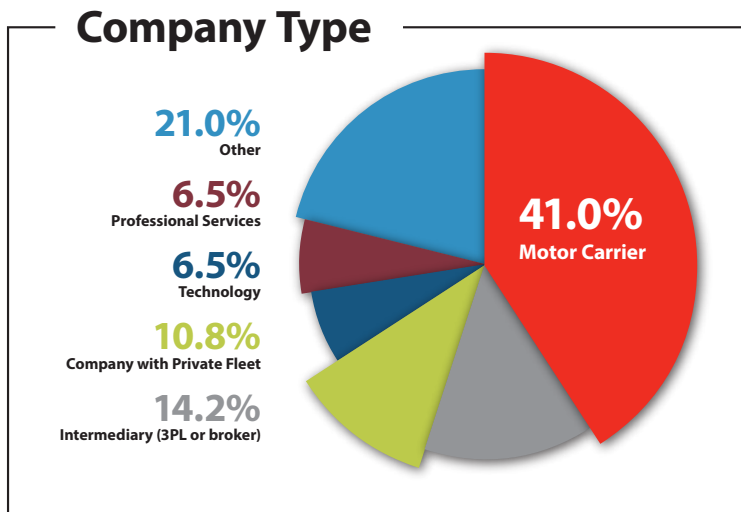
## Demographics

There were 350 respondents authorized to report their organizations' gender diversity statistics in the 2023 WIT Index survey. A majority of them (51.8%) have for-hire fleets or private fleets as part of the organization's operations. Of those respondents representing organizations with fleet assets, 41.0% were reporting on behalf of motor carriers of various types (full truckload, less-than-truckload, refrigerated, flatbed, expedited and liquid) and 10.8% were reporting on behalf of manufacturers, retailers, distributors, and other company types with private fleets. Another 14.2% of respondents were reporting on behalf of intermediary companies, including third-party logistics companies, truck brokers, and intermodal marketing companies (IMCs).

An additional 6.5% were companies offering professional services in the transportation industry and 6.5% were technology companies offering transportation management systems (TMS), warehousing management systems (WMS), and/or enterprise-wide technology solutions. A significant percentage (21%) of respondents represented other company types in the "Other" category.

A significant number of respondents represented major transportation companies with more than 10,000 employees (14.2% of respondents) or large companies with 1,000 to 4,999 employees (13.4% of respondents).

However, small and medium-sized companies also are well-represented in the 2023 WIT Index. In fact, 23.1% have less than 50 employees and another 33.8% have 50-499 employees.



## The Prevalence of D&I Policies in Transportation

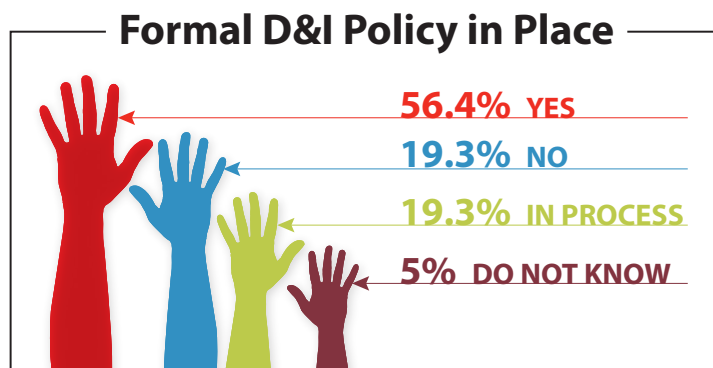
Workplace cultures that are strong in diversity, inclusion, and belonging have been linked to increased organizational productivity – and this is definitely applicable to companies in the transportation industry.

“Workplace diversity” is an umbrella term for strategies that recognize and accommodate the differences in ethnic, cultural, socio-economic backgrounds, religious beliefs, sexual orientation, disabilities, family responsibilities, life and work experience in the workforce.

What should be included within a diversity and inclusion policy? Typically policies provide diversity and inclusion definitions for company culture. It should connect diversity and inclusion to a specific mission, vision, and values, and demonstrate what living a D&I policy looks like in real life (including everyday policies and procedures that all employees and associates are expected to abide by). A good D&I policy also includes the current state of diversity and inclusion for the company.

Last year was the first time that WIT Index were asked participants if their company had a formal Diversity & Inclusion (D&I) policy. In 2022, a significant percentage of respondents (45.5%) confirmed that their organization has a formal policy, while 31% said their company currently does not have a formal policy in place. Approximately 18% confirmed that their organization is currently in the process of developing a formal policy.

This year, there was a significant increase in the percentage of respondents who reported in the 2023 WIT Index they currently have a formal D&I policy in place. There were 56.4% reporting they have such policies currently in place – an increase of 10.9% from last year. Another 19.3% reported they do not currently have a formal D&I policy in place (which is down 11.7% from last year), and 19.3% reported they are in the process of developing a formal D&I policy (which is close to the same percentage reported last year).



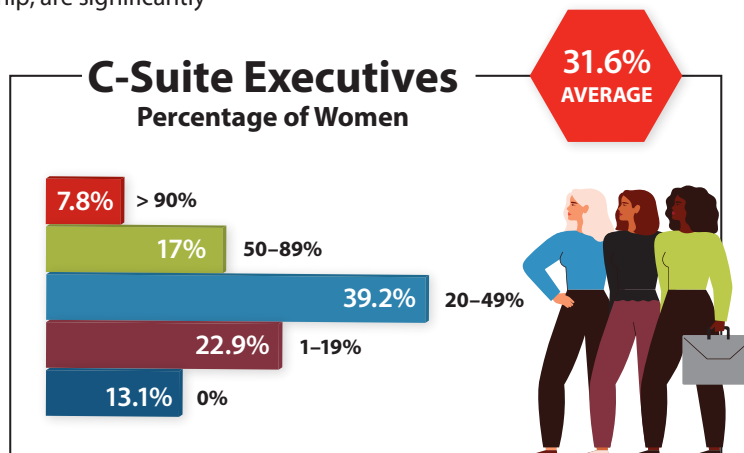


## Women in Leadership Roles in Transportation

The need for more female leaders has never been more critical, and there's a never-ending catalogue of data to support this claim. Companies that boast a higher representation on their boards notably outperform organizations that do not. Furthermore, research has shown that companies with greater gender diversity, not just within their workforce but directly among senior leadership, are significantly more profitable than those without.

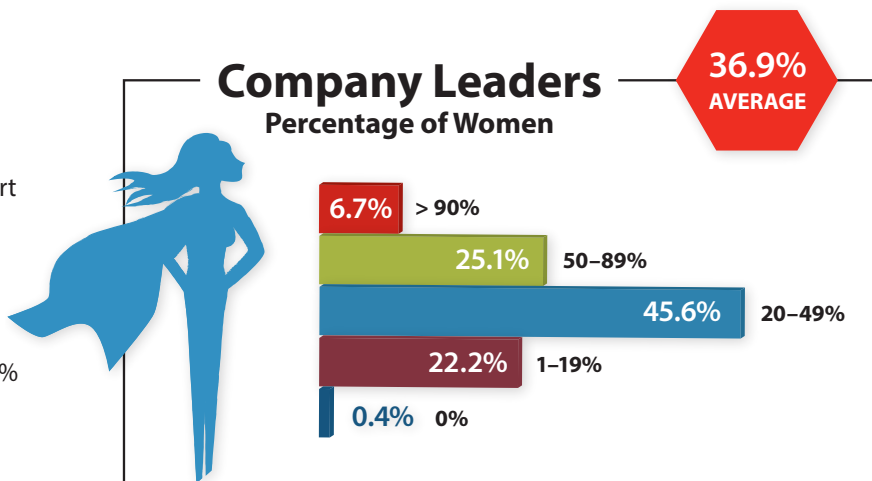
There's good news that the business world is making progress in gender-diverse leadership. In fact, for the first time ever women CEOs comprise more than 10% of Fortune 500 companies in 2023, according to *Forbes* magazine. There's also good news that the transportation industry is experiencing an increase in gender diversity in leadership roles.

According to participating companies in the 2023 WIT Index, an average of 31.6% of executives in the C-suite are women. A significant percentage (39.2%) report 20% to 49% of executives in their C-Suite are women, while another 22% report only 1% to 19% of their executives in the C-suite are women. While 7.8% report more than 90% of their C-suite executives are women, on the opposite side of the spectrum 13.1% report having no women holding positions in their C-suite. *See the illustration C-Suite Executives: Percentage of Women.*



How many company leaders are women in the transportation industry? In the 2023 WIT Index, "company leaders" are defined as someone with supervisory responsibilities (and also includes executives within the C-Suite). Respondents report an average of 36.9% of company leaders with supervisory responsibilities are women.

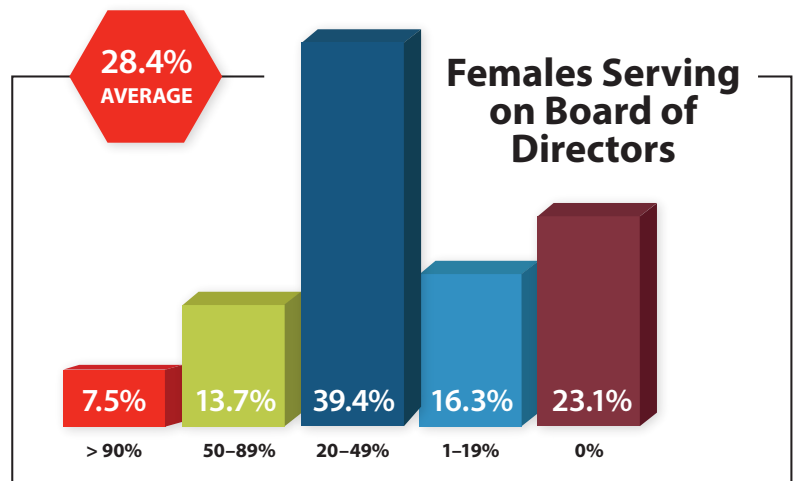
Approximately 45.6% of respondents report between 20% and 49% of company leaders are women. Another 25.1% say between 50% and 89% of company leaders are female. Approximately 22.2% say 1% to 19% of company leaders are women. *See the illustration Company Leaders: Percentage of Women.*



Typically, the board of directors of an organization provides direction with regards to the organization’s culture, strategic focus, and financial performance. According to participating companies in the 2023 WIT Index, participating companies report approximately 28.4% of members of their boards of directors are women.

Approximately 39.4% of participating companies say they have between 20% and 49% of their boards of directors are comprised of females. Approximately 16.3% report that have between 1% and 19% of their boards of directors are women, and another 13.7% say that between 50% and 89% of their boards of directors are comprised of females. Nearly a quarter (23.1%) say they have no female representation on their boards of directors. See *Illustration Females Serving on Board of Directors*.

However, there is evidence that larger companies in transportation tend to have a slightly smaller percentage of women on their boards of directors. For example, the only 14 publicly traded asset-based carriers had an average of 23 percent women on their boards of directors in 2021, according to Bloomberg. However, these companies continue to make progress in diverse gender representation on their boards, as this was up from 22 percent in 2020 and 18 percent in 2019.





## Women In Specific Occupational Disciplines in Transportation

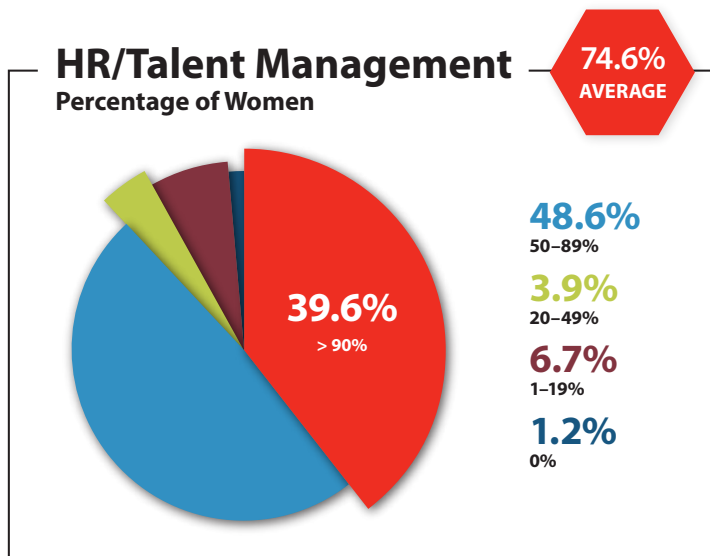
The 2023 WIT Index asked survey respondents to report percentages in a number of specific professional disciplines that are most common in the commercial freight transportation industry. The categories of these specific disciplines include: Human Resources/Talent Management, Technicians, Safety Professionals, Dispatchers and Professional Drivers with Commercial Drivers Licenses (CDLs).

### Human Resources/Talent Management

Traditionally, Human Resources (HR) and Talent Management has long been perceived as a female-oriented profession – primarily because of the skill sets required in the field.

Why are women typically more skilled in HR? In general, women tend to have a better Emotional Intelligence (EI) score than men. Such qualities reflected in the EI score include multitasking, leadership, planning, communication, and solid human relations skills and ultimately give women a professional advantage in the HR field.

Women do, in fact, account for the majority of the workforce in this field. In fact, women held approximately 73% of HR management positions in 2022, according to U.S. Bureau of Labor Statistics. This also is true in the transportation industry. Participating organizations in the 2023 WIT Index report an average of 74.6% of professionals in HR/Talent Management roles are women. In fact, nearly 40% report more than 90% of professionals in these roles are female, and another 48.6% say between 50% and 89% are women. *See Illustration HR/Talent Management: Percentage of Women.*

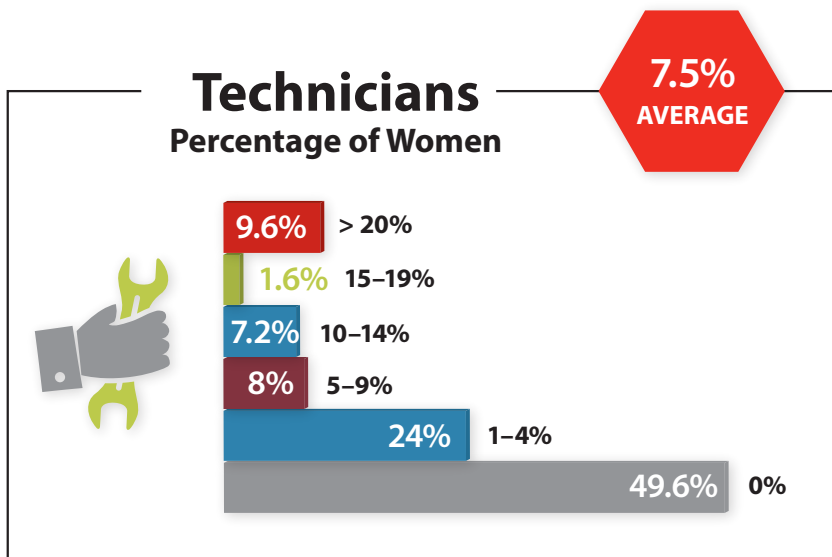


## Technicians

A major concern of the trucking industry has been the widely reported shortage of professional truck drivers, who play a vital role in the U.S. economy by safely transporting the nation's freight. But drivers cannot complete that mission when their trucks are in the shop or broken down on the side of the road – whether it is caused by a problem with the engine aftertreatment system, an electrical issue, or perhaps a problem with the truck's brakes. That's why it becomes clear that skilled truck maintenance technicians are critical to the success of the transportation industry.

According to the U.S. Bureau of Labor Statistics, diesel technicians are in high demand across the United States, with approximately 242,200 technicians employed. And unfortunately, there is a severe shortage of technicians. In fact, according to the American Trucking Associations (ATA), the industry will need about 200,000 technicians over the next 10 years just to keep up with current truck maintenance demands. U.S. technical schools are only training about 3,500 diesel technicians each year.

There is a significant shortage of women in this field, according to the 2023 WIT Index. In fact, participating organizations in the 2023 WIT Index report an average of only 7.5% of their overall technicians are female. Approximately 49.6% of respondents say they have no women in technician roles. Only 24% report between 1% and 4% of overall technicians are women. However, compared to past WIT Indexes there is an indication that more women are being trained and hired in technician roles. The 2022 WIT Index showed an average of approximately 3.7% women in these roles – a substantial increase of 3.8%.



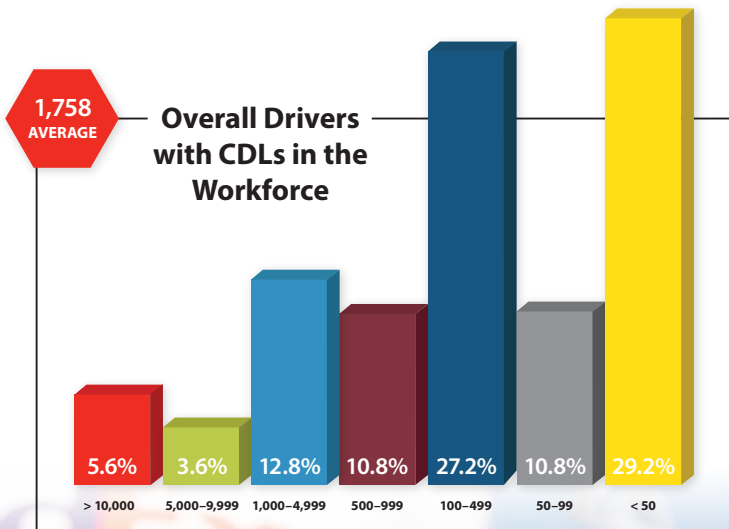
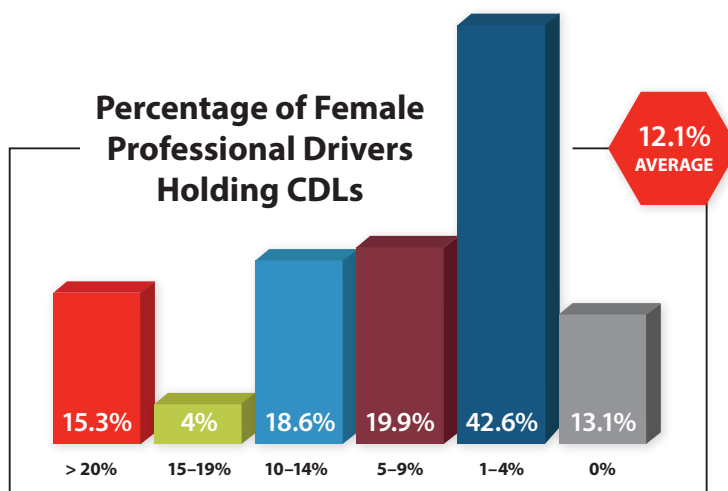


## Professional Drivers

There are many reasons why women are candidates to be quality, reliable, efficient and safe professional truck drivers. First, they're typically less likely to take risks and therefore can be safer drivers than men.

In addition, women generally possess strong multitasking and organizations skills, they are strong communicators, and they usually are patient, focused and reliable. For these reasons and more, there has been a significant increase in the number of female truck drivers for the past five years. In fact, this year's WIT Index shows an average of approximately 12.1 women are professional drivers who hold CDLs– a slight decrease of 1.6% from last year's WIT Index. This small decrease in female drivers has been explained by some industry observers to be due to a variety of factors, including a lack of quality childcare, an increased interest in homeschooling children, safety concerns for female drivers, misperceptions of a career opportunities for female drivers, and an aging driver population that now is retiring.

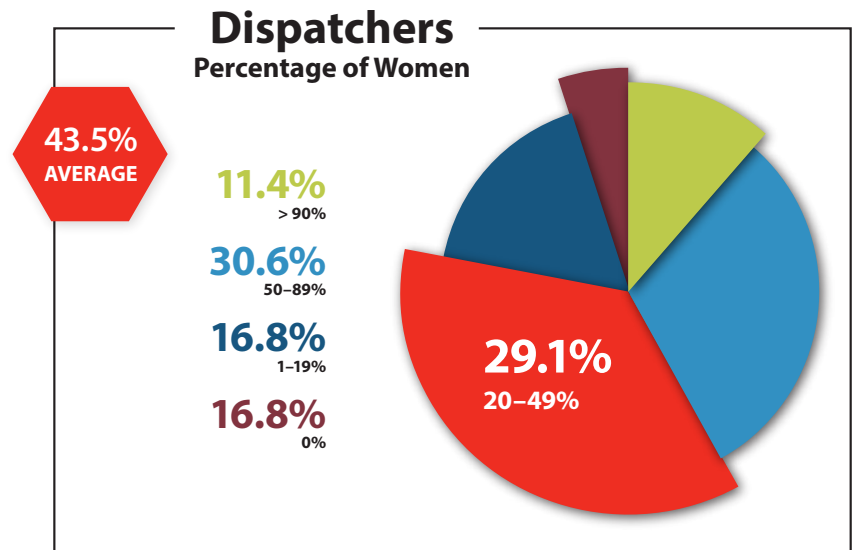
While some motor carriers and asset-based 3PLs saw the COVID pandemic have a negative impact on recruiting and retention of female professional drivers, others found that women continue to see a career as a professional truck driver to be a good fit for them. Of the 470,000 total drivers assessed in the 2023 WIT Index, approximately 12.1 percent are female.



## Dispatchers

As managers of the professional truck drivers' schedules to ensure timely pick-ups and deliveries, dispatchers play a critical role in transportation – and they're currently in high demand. There currently are nearly 40,000 truck dispatchers in the United States alone, according to the U.S. Bureau of Labor Statistics.

To be successful, truck dispatchers require a blend of skills, including analytical, computer, communication, and people skills. That's why traditionally women have been well-suited to this profession, with a strong representation of females represented in this career. According to respondents participating in the 2023 WIT Index, there's an average of 43.5% overall dispatchers who are women. Nearly 30% of respondents have 20% to 49% of their dispatchers are female. Another 30.6% of participants reported that between 50% and 89% of their dispatchers are women, while another 11.4% have more than 90% female dispatchers. Slightly over 33% have less than 19% female dispatchers.



## Safety Professionals

In the United States and Canada, safety professionals typically are responsible for preventing occupational injury and illness among workers in their workforce, with an emphasis on drivers and workers in their facilities. National estimates for Occupational Health and Safety Specialists are more than 100,000 in the United States alone.

According to respondents in the 2023 WIT Index, there's an average of 41.6% of all safety professionals who are women within their organizations. A significant percentage (29.1%) report that they have women in 20% to 49% of their overall safety positions. Another 25.4% report they have women in 50% to 89% of these critical roles. Nearly 16% indicate they have 90% or more of their safety roles filled by females. Approximately 29.7% of respondents say they have less than 20% of safety roles filled by females.

