

Future of logistics embraces diversity: ALICE initiatives and Impact

The logistics industry thrives on efficiency, adaptability, and problem-solving, making diversity a key asset in addressing its evolving challenges. As global supply chains become more complex, the workforce must include professionals from various backgrounds—ranging from supply chain analysts and warehouse operators to IT specialists and customer service experts—all requiring distinct but complementary skill sets. Embracing diversity fosters innovative thinking and enhances problem-solving capabilities, ensuring businesses remain agile. For instance, a multilingual team can streamline international operations by bridging communication gaps, while individuals with diverse industry experiences can introduce new technological solutions to optimize routing, inventory management and embrace upcoming innovations such as the Physical Internet. By valuing diverse perspectives, logistics companies can build resilient, forward-thinking teams equipped to meet the demands of an increasingly interconnected world.

ALICE role and contribution

ALICE has been a driving force in promoting diversity in the logistics sector starting with the gender dimension of it. Through a range of webinars, newsletters, conferences, publications and collaborative projects, ALICE empowers female professionals to be visible in all type of positions within logistics, dismantles traditional barriers, and highlights the significant contributions women make in this evolving industry as well as the need for talent, skills and female incorporation to all type of jobs in logistics and supply chains.

Below is an overview of ALICE's key initiatives in the last couple of years, with links to specific events and resources.

Key events and activities

ALICE has organized several targeted events and activities aimed at elevating the role of women in logistics as well as highlighting running initiatives. Among these, the **Women in Logistics Webinar Series** ([View Webinar Series](#)) stands out as a pivotal resource.

ALICE has carried out the following activities and addressed these main topics:

- **Celebrating international women's day.** On 8th of March [2022](#) and [2023](#) virtual breakfast events, organized by ALICE and POLIS, celebrated International Women's Day by spotlighting women leaders in urban logistics. The first event discussed the significant role of women in driving sustainable urban logistics and examined how gender diversity contributes to positive impacts in the field. The second event specifically highlighted EU-funded innovation projects led by women, with speakers exploring how these initiatives foster gender equality and promote sustainability in urban logistics. Both events emphasized collaboration, innovation, and empowerment in shaping a sustainable future.
- **Launch of the ALICE Women in Logistics Community** ([link](#)): On 8 March 2024, ALICE launched this community with the aim of highlighting female talent in the logistics industry. Under Cristina's Martin (CEO of Usyncro) leadership, this initiative seeks to foster networking, mentoring and knowledge sharing among professionals, promoting a more inclusive and

diverse leadership structure within ALICE. The “[Women in Logistics newsletter](#)” offered practical insights and inspirational success stories.

- **Gathering running initiatives and best practices:** In May 2024 we brought together experts, industry leaders and policy makers to discuss successes and challenges in promoting gender diversity in logistics. This event provided a platform to share experiences and effective strategies, strengthening our commitment to inclusion. The sessions provided actionable advice and fostered supportive networks activities visibility and best practice sharing (see [women in logistics webinar](#)).

Interactive Q&A segments are an integral part of these webinars, enabling attendees to engage directly with speakers and industry experts.

Learnings and takeaways so far and the role of ALICE

- **Supporting and voice current initiatives results to maximize impact.** Over the last year, ALICE came across several initiatives that are doing a fantastic job and therefore, ALICE needs to support running initiatives and add value in the crowded landscape of initiatives. Some of them have been already highlighted in ALICE webinars:
 - **EJE&CON (Asociación Española de Ejecutiv@s y Consejer@s):** A Spanish association focused on enhancing female leadership across various sectors, including logistics. **Website:** <https://ejecon.org/>
 - **Women in FVL (Finished Vehicle Logistics) Network:** An initiative by the Association of European Vehicle Logistics (ECG) focused on creating a supportive community for women involved or interested in finished vehicle logistics. **Website:** <https://www.ecgassociation.eu/activities/women-in-fvl-finished-vehicle-logistics-network/>
 - **European Union initiatives.** The European Union promotes gender equality through various initiatives, including the [Gender Equality Strategy 2020-2025](#), which aims to close gender gaps in pay, leadership, and work-life balance. It supports binding measures for gender-balanced corporate boards, combats gender-based violence, and advocates for equal access to STEM and digital jobs. The FEMM Committee (Women’s Rights and Gender Equality) plays a key role in shaping policies, while initiatives like the Women in Transport – EU Platform for Change encourage gender diversity in traditionally male-dominated sectors. Additionally, the Parliament backs gender mainstreaming across all EU policies and budgets to ensure long-term, structural equality. Every year, the European Parliament organize the [European Gender Equality Week](#) to promote discussions and initiatives on gender equality across various policy areas.

Additionally, we identified the following initiatives:

- **Women in Logistics (WIL) Consortium ([link](#)):** An industry-wide consortium founded by Dow and H. Essers, with support from sector associations ECTA and Cefic, aiming to promote greater gender diversity and inclusion within the European chemical logistics industry.
- **WILA Africa (wila-africa.org)** – A network empowering women in logistics and transport across Africa through mentorship, advocacy, and capacity building.

- **Femmes et Logistique (France Supply Chain)** (francesupplychain.org) – A French initiative addressing women's attractiveness, health, and safety challenges in supply chain and logistics.
- **The “Damenlogistikclub” – (Austria)** (<https://www.damenlogistikclub.com/>) The DamenLogistikClub (DLC) is a network for women in logistics, bringing together over 100 Austrian female decision-makers from transport, industry, trade, and key institutions like the BMK, Chamber of Commerce, and logistics associations. Its goal is to strengthen the network of women, improve industry conditions, and enhance cooperation across transport modes. The DLC serves as a platform for exchange and focuses on supporting both young and experienced female logisticians.
- **Role of AI and Data Skills in Enhancing Gender Diversity in Logistics** ([LinkedIn](#)) – A LinkedIn-based initiative exploring how AI and data can drive greater gender diversity in logistics.

ALICE offers the opportunity to these and other related initiatives to showcase their activities and achievements.

- **Digital transformation opening opportunities for diversity.** Digitalization is reshaping logistics, and this shift brings opportunities to more diverse workforce, in particular bringing females opportunities for job opportunities. This was highlighted in ALICE Summit session on [digital transition for efficient and zero-emissions logistics](#).

Thanks to digitalization, the logistics industry can now include diverse talent in roles once dominated by men due to physical demands. Technology, robots, and automation have removed these barriers, making positions in warehousing, transportation, and operations more inclusive. For example, automated systems reduce the need for heavy lifting, and autonomous vehicles simplify machinery operation. This shift not only promotes inclusion but also attracts skilled talent, driving a more efficient and diverse industry.

Cristina Martin, ALICE board member and USYNCRO CEO

- **ALICE as a network building value from diversity.** ALICE secretariat team involves 20+ individuals, 10 females, a very diverse team with origins from 13 countries spanning 3 different continents and speaking 10+ languages. This team diverse spread speaks alone, and it is transferred to the whole network.

We have gathered insights and opinions from our female members to what extent ALICE is a safe and friendly environment that respects and empowers diversity. As a conclusion, work is in progress. At representation level, a call for females to candidate for [ALICE board and executive group](#) positions was launched. Although our current Board and Executive Group brings increased diversity, we still need to make progress. However, ALICE women in logistics group value ALICE as a great environment building on diversity and proactively identifying gaps and proactively addressing them.

- **What are best practices in women and logistics groups? The opinion of our members.** We gathered insights and experiences from our members, and these are the top 3 takeaways:
 - **Avoid exclusion of male allies instead actively involve them** – Gender diversity efforts should engage men as allies, fostering collaboration rather than division to create inclusive workplace cultures.

- **Not overemphasizing gender over other diversity aspects** – A holistic approach to diversity should consider factors like ethnicity, age, socioeconomic background, and disability, ensuring a truly inclusive environment.
- **Avoid promoting 50-50 Men-Women at all costs** – Striving for exact gender parity may overlook industry-specific factors, individual choices, and structural realities that naturally influence representation. Instead, the focus should be on equitable opportunities and merit-based inclusion

Impact and future directions

ALICE Women in Logistics, is pleased to share the progress and perspectives of this initiative dedicated to promoting diversity in the European logistics sector by supporting existing initiatives and by identifying existing gaps.

These actions reflect our ongoing commitment to promoting diversity and inclusion in the logistics sector, recognising that a diverse environment is essential for innovation and sustainable success.

Action Lines in 2025

Encourage and enable informal exchanges and cross-disciplinary collaboration: Through our meetings and events (e.g. [upcoming brokerage event](#)) we encourage our members to discuss and exchange their experiences around diversity. We also call our members to practice the idea, in particular supporting cross-fertilization and sharing among different groups (experienced vs youth, different geographies and culture, multidisciplinary and broad background (social, economics, scientific, technology, management and engineering) facilitating skills development and professional growth and common understanding.

Strengthen educational partnerships promoting diversity and adapted to new skills needs: Call to ALICE academic institutions to promote careers in logistics among students and in particular female. Promote and support the creation of scholarships and internship opportunities mixing logistics & Innovation, encourage diversity and creating awareness on existing opportunities. Promote our members to engage and support the development of education programmes adapted to the fast-evolving needs.

Advocate for better workplaces: Encourage the adoption of work policies that facilitate work-life balance, creating a more inclusive and attractive environment for talent and diversity.

Increase visibility of successful diversity initiatives: By consistently showcasing initiatives and best practices from our members and partnership networks that actively contribute to diversity.

Influence EU policy and research: Being gender one of the aspects to be addressed in all research and innovation projects under Horizon Europe (e.g. requiring certain participants to have compulsorily Gender Equality Plans) and also monitoring gender aspects we call the DG Research and Innovation to share insights in the logistics related projects, assess the effectiveness of the measure and identify recommendations to be implemented in the upcoming R&I framework programme.

Inclusive capability building within R&I projects and EU Programmes: As part of the dissemination, communication and exploitation activities within projects, we encourage projects to address implications of the solutions brought forward in the landscape of workforce development, need for skills, talent and how the innovations could support engagement of different groups within the future workforce in logistics (e.g. effects of digitalization, automation may favour participation in the

workforce of different groups). . Explore opportunities for logistics in programmes such as ERASMUS+.

For more information and to stay updated on upcoming events, please visit the ALICE website at www.etp-logistics.eu.