



WOMEN IN TRUCKING
INDEX
GENDER DIVERSITY DATA
2024-25

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

WIT Index (2024-25) At A Glance

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

Percentages shown are national averages

C-Suite Executives

28%

Company Leaders

34.5%

Females Serving on Boards of Directors

29.5%

Women in HR/ Talent Management

74.5%

Women in Technician Roles

4%

Women in Professional Driver Roles

9.5%

Women in Dispatcher Roles

38.5%

Women in Safety Roles

38.5%

Introduction

In 2024, the Women In Trucking Association (WIT) is America's leading industry association for women in the transportation industry. With more than 8,300 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 the WIT Index, the industry barometer to benchmark and measure 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 August 2023 through May 2024, 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 following 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 C-Suite executives who are female and how many female company leaders are in supervisory roles
- What percent of the organization's board of directors are female
- The percentage of HR/talent management who 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."

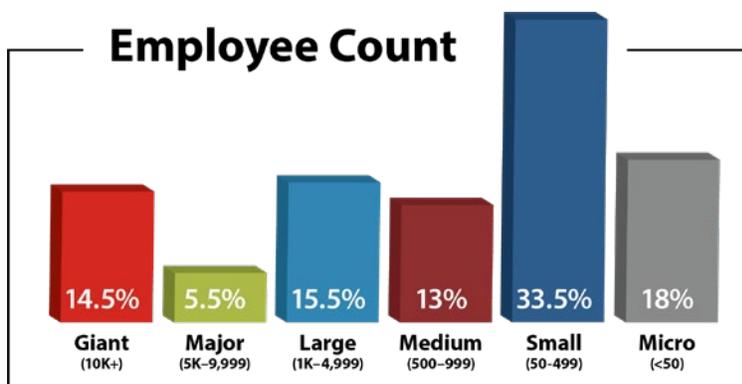
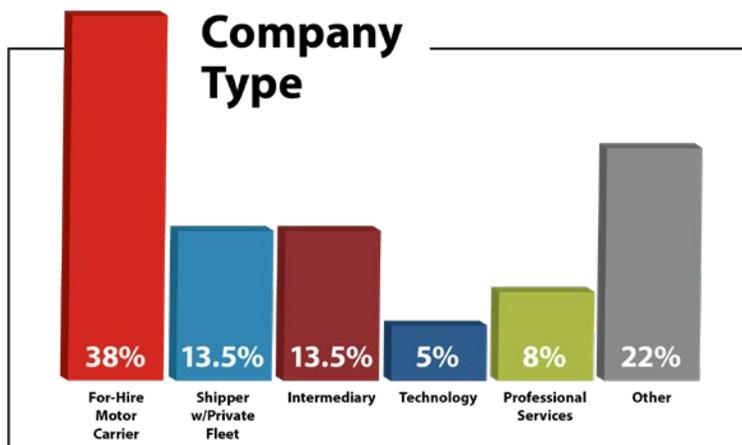
Demographics

Approximately 350 respondents identified as authorized to report their organizations' gender diversity statistics in the WIT Index (2024-25) survey. A majority of them (51.5%) represent for-hire motor carriers or companies with private fleets as part of the organization's operations. Of those respondents representing organizations with fleet assets, 38% are for-hire motor carriers of various types (full truckload, less-than-truckload, refrigerated, flatbed, expedited and liquid) and 13.5% are manufacturers, retailers, distributors, and other company types with private fleets. Another 13.5% of respondents are intermediary companies, including third-party logistics companies, truck brokers, and intermodal marketing companies (IMCs).

An additional 8% represent companies that offer professional services in the transportation industry and 5% are technology companies offering transportation management systems (TMS), warehousing management systems (WMS), and/or enterprise-wide technology solutions. A large percentage (22%) of respondents represent other company types in the "Other" category.

A significant number of respondents represent Giant/Major companies in the transportation industry with more than 5,000 employees (20% of respondents) or Large/Medium companies with 500 to 4,999 employees (28.5% of respondents). It is worthy of emphasizing that, compared to last year, WIT made significant efforts to engage companies with more than 500 employees, so with an increase in participation by larger companies that have different gender diversity dynamics this could account for some year-over-year disparities from 2023.

However, small and medium-sized companies also are well-represented in the WIT Index (2024-25). In fact, 18% have less than 50 employees and another 33.5% have 50-499 employees.



How Common Are D&I Policies in Transportation?

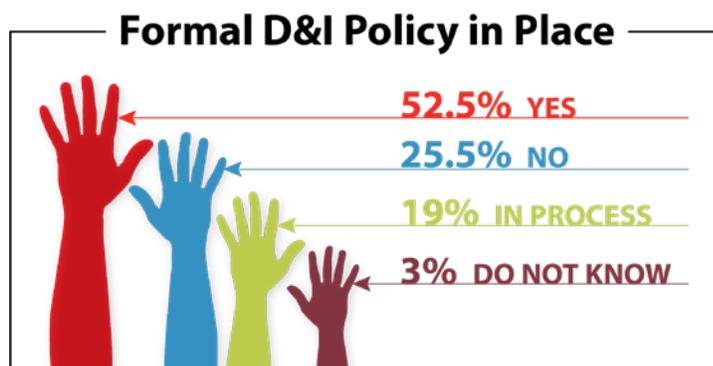
In reviewing business studies, workplace cultures that are strong in diversity and inclusion have been linked to increased organizational productivity – and this is definitely applicable to companies in the North American transportation industry.

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

What is typically included within a diversity and inclusion (D&I) policy? Such policies usually provide diversity and inclusion definitions for a company culture. It should connect diversity and inclusion to your 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.

WIT first asked in 2022 if respondents had a formal Diversity & Inclusion (D&I) policy. In 2022, a significant percentage (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.

Fast-forward to 2024, some additional progress has been made. In fact, 52.5% of respondents confirm they have a formal D&I policy and another 19% say their company is currently in the process of working on such a policy. Approximately 25.5% say their organization currently does not have a formal D&I policy in place.



Women in Leadership Roles in Transportation

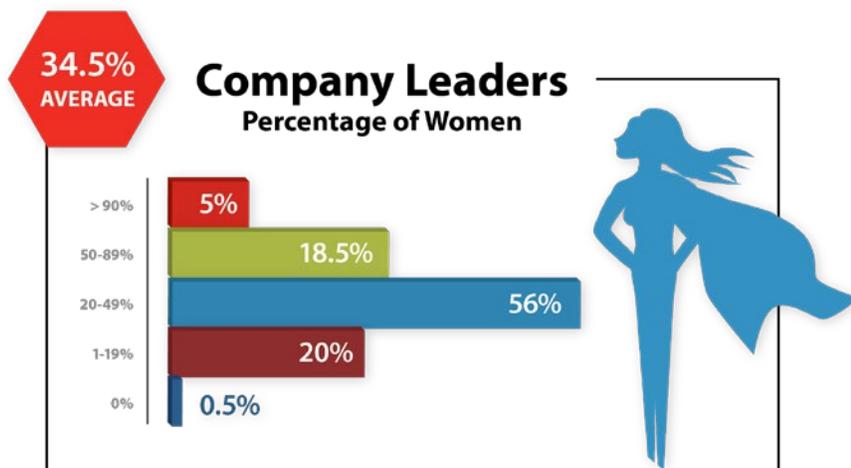
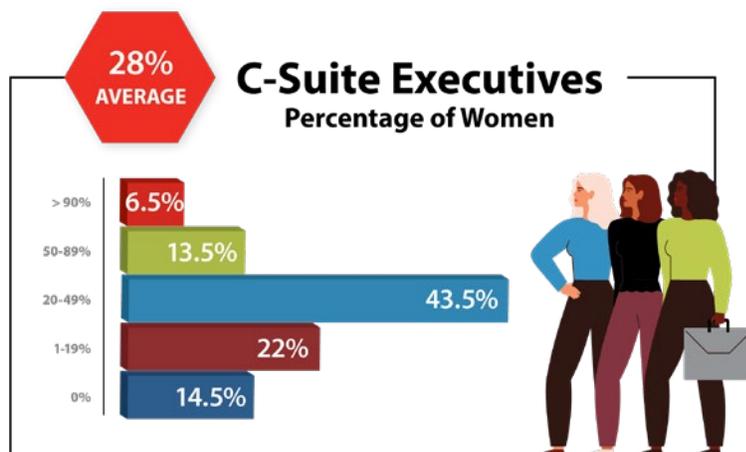
The need for more diverse leadership by including female leaders has never been more critical, and there's significant research and best practices to support this statement. Companies that have a higher representation of women on their boards notably outperform organizations that do not. In addition, research has shown that companies with greater gender diversity, not just within their workforce but directly among senior leadership, are more profitable than those without.

There's good news that the business world is making progress in gender-diverse leadership. In fact, women CEOs comprise 10.4% of Fortune 500 companies in 2024, according to *Forbes* magazine (Note: 2023 was the first year that women comprised more than 10% of the top role). 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 WIT Index (2024-25), an average of 28% of executives in the C-suite are women. A significant percentage (43.5%) report 20% to 49% of executives in their C-Suite are women, while another 13.5% report 50% to 89%. Another 6.5% have more than 90% women in their C-suite. *See Illustration: C-Suite Executives: Percentage of Women.*

How many company leaders in the transportation industry are women? In the WIT Index, "company leaders" are defined as someone with supervisory responsibilities (and also includes executives within the C-Suite). Respondents report that an average of 34.5% of company leaders with supervisory responsibilities are women.

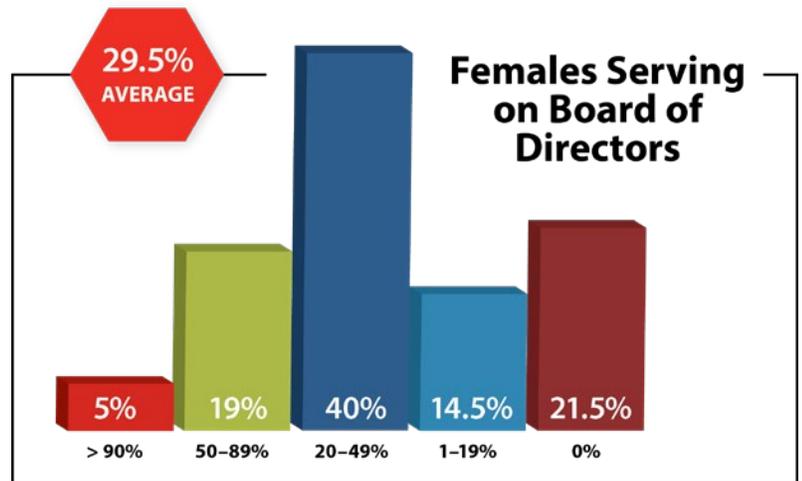
Approximately 56% of respondents report between 20% and 49% of company leaders are women. Another 18.5% say between 50% and 89% of company leaders are female. Approximately 20% say only 1% to 19% of company leaders are women. *See Illustration: Company Leaders: Percentage of Women.*



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 WIT Index (2024-25), participating companies report that approximately 29.5% of members of their boards of directors are women.

For context, there has been a 33% increase in women holding board seats on S&P 500 companies over the past five years, with representation growing from 25% to 32% in 2023. Comparatively, women held 23% of these seats back in 2018.

According to the WIT Index (2024-25), approximately 40% of participating companies report that between 20% and 49% of their boards of directors are females. Approximately 19% say that between 50% and 89% of their boards of directors are females. Approximately 21.5% report no women serve on their board of directors. *See Illustration: Females Serving on Boards of Directors.*



Women In Specific Occupational Disciplines in Transportation

The WIT Index (2024-25) 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).

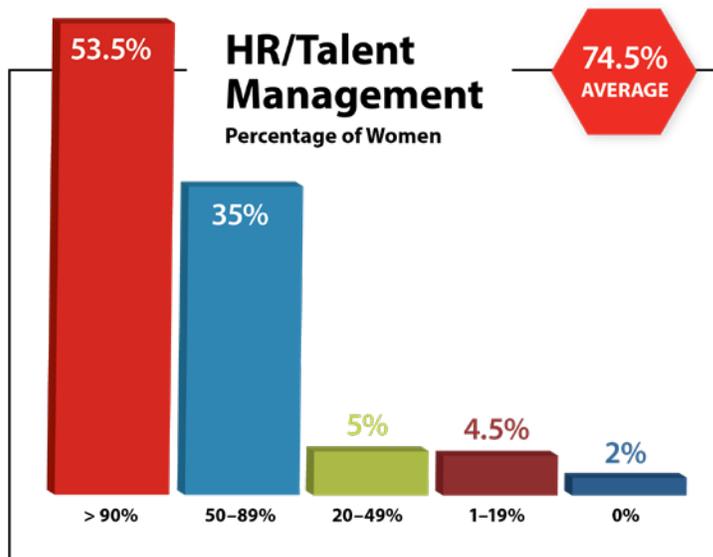
Human Resources/Talent Management

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 prominent in HR? In general, women tend to have a stronger 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. As of May 2024, women make up about 70% of human resources (HR) roles in the United States, according to a survey conducted by the Society for Human Resource Management (SHRM). This is a decrease from previous decades. In 2022, Data USA reported that 73.5% of HR workers were women, and 26.5% were men. In 2023, Statista reported that almost 24% of HR managers in the United States were men.

This also is true in the transportation industry. Participating organizations in the WIT Index (2024-25) report an average of 74.5% of professionals in HR/Talent Management roles are women. In fact, nearly 53.5% report more than 90% of professionals in these roles are female, and another 35% say between 50% and 89% are women. See *Illustration: HR/Talent Management: Percentage of Women*.

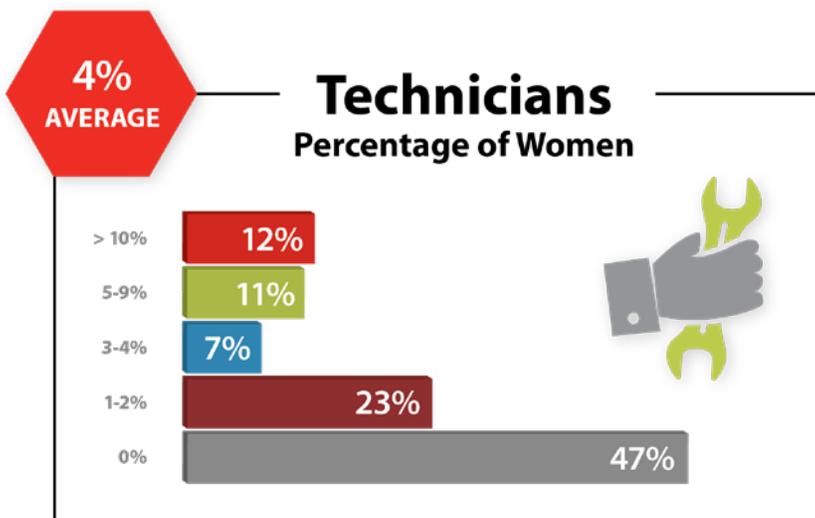


Technicians

Truck drivers play a vital role in the U.S. economy by safely transporting the nation’s freight. They 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 the truck’s brakes. Skilled truck maintenance technicians are critical to the success of the transportation industry by helping keep drivers on the road.

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 approximately 3,500 diesel technicians/mechanics each year.

There is a significant shortage of women in this field, according to the WIT Index (2024-25). In fact, participating organizations report an average of only 4% of their overall technicians are female. Approximately 47% of respondents say they have no women in technician roles. Only 23% 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, which indicates a modest trend of employing more women in these roles. *See Illustration: Technicians: Percentage of Women.*



Professional Drivers

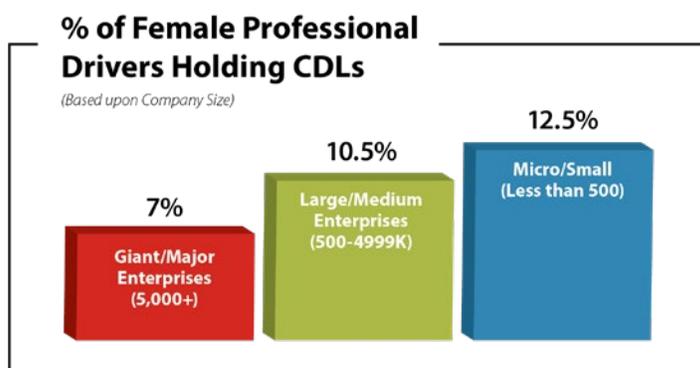
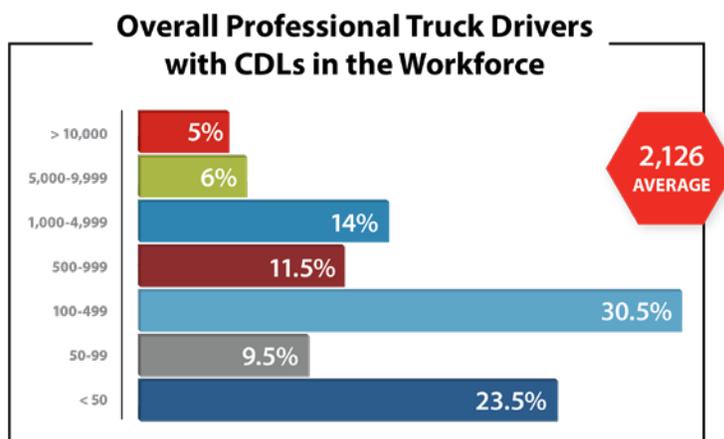
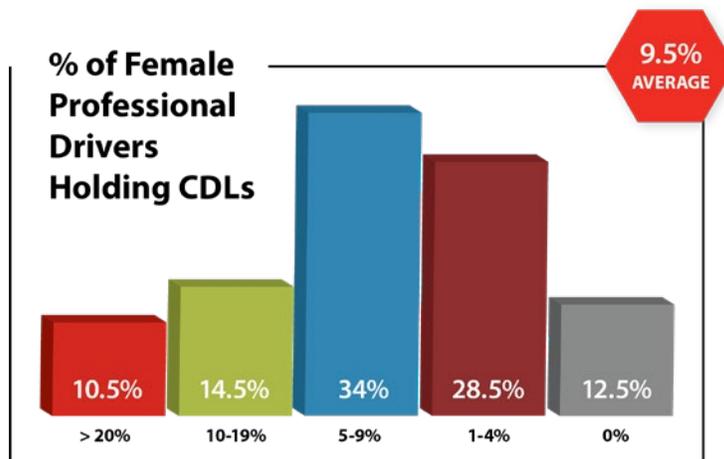
There are many reasons why women are candidates to be quality, reliable, efficient and safe professional truck drivers. First, women typically are less likely to take risks and therefore can be safer drivers.

In addition, women generally possess strong multitasking and organizations skills, are strong communicators, and they usually are patient, focused and reliable. For these reasons and more, there has been a growing increase in the number of female truck drivers for the past five years. In fact, this year's WIT Index (2024-25) shows an average of 9.5% of women are professional drivers who hold CDLs— a decrease of 2.5% from the most recent WIT Index in 2023. This 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. *See Illustration: Percentage of Female Professional Drivers Holding CDLs.*

While some motor carriers and asset-based 3PLs saw the COVID pandemic had 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.

This year, for the first time, the WIT Index is reporting percentage of female professional truck drivers holding CDLs based upon company size. The WIT Index reports a direct correlation of female drivers to the size of company: The larger the company, the smaller the percentage. This is a logical correlation because the larger enterprises typically are recruiting larger driver work forces (and therefore face the challenge of recruiting and retaining a larger percentage of women in the truck driver role).

According to the WIT Index (2024-25), micro/small companies with less than 500 employees report that 12.5% of their overall professional driver population who hold CDLs are women. Large/medium enterprises with 500 to 4,999 employees report that approximately 10.5% of their overall professional driver workforce who hold CDLs are women. Giant/major enterprises with more than 5,000 employees report that approximately 7% of their truck driver population who hold CDLs are women. It's important to note that these percentages reflect professional truck drivers who hold CDLs and are driving medium- to heavy-duty commercial trucks, not last-mile or delivery vans or other vehicles that are not heavy-duty trucks. *See Illustration: Percentage of Female Professional Drivers Holding CDLs (Based upon Company Size).*

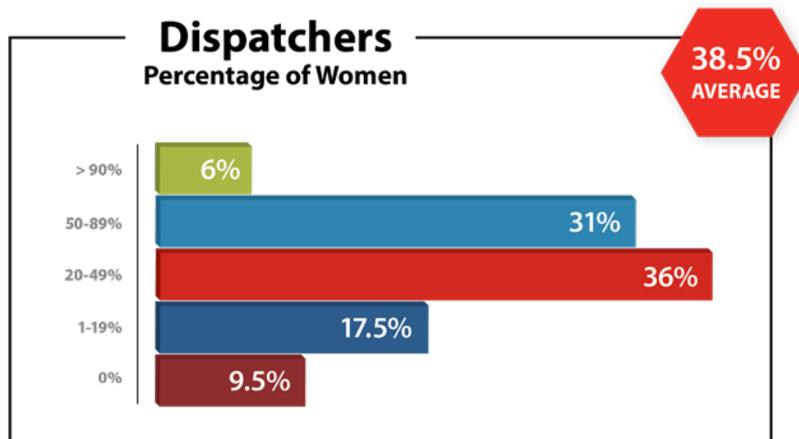


Dispatchers

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. As of 2021, there were about 40,000 truck dispatchers in the United States, according to the U.S. Bureau of Labor Statistics. The number of truck dispatcher jobs has increased in recent years due to the rise of delivery services like Amazon, which has led to more trucks on the road.

Truck dispatchers work with truckers to find and dispatch loads, often for independent owner-operators. Entry-level dispatchers may manage 5 to 10 drivers at a time, while more experienced dispatchers may manage up to 50 drivers. The number of drivers a dispatcher can manage can vary by company, depending on the company’s typical truck loads.

To be successful, truck dispatchers require a blend of skills, including analytical, computer, communication, and people skills. Traditionally, women have been well-suited to this profession, with a strong representation of females represented in this career. According to the WIT Index (2024-25), approximately 38.5% of truck dispatchers are women. Approximately 36% of respondents report that between 20% to 49% of their total dispatchers are female. Another 31% say that between 50% and 89% of their dispatchers are women.



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 professionals in the United States alone.

According to the WIT Index (2024-25), an average of 38.5% of professionals in safety roles are women. Approximately 32% of respondents report that between 20% to 49% of their total safety professionals are female and another 28% say between 50% and 89% of their overall safety professionals are female. *See Illustration: Safety Professionals: Percentage of Women.*

