

HUL Supply Chain has a gender balance of 20%* ie 20% of the managerial population is Women. With focus on building a diverse and inclusive organization, HUL is committed to be a gender balanced organization (50:50) in the next 2-3 years. In line with the commitment, HUL Supply Chain Gender Balance will have to be 2X of the current ie 40%. 3 years ago from today the Gender Balance % in SC was only 5%, by hiring women externally both from campus and the industry over the three years the Gender Balance reached 20%.

The challenges of the Supply Chain team are manifold

- 1) Bulk of our roles are in factories and hardly a few of them are in Metro Cities
- 2) In the top technical schools the % of women in streams like Mechanical, Chemical, Electrical and Industrial engineering which are relevant for manufacturing and operations profiles is <10%
- 3) Even in B Schools in the Operations Major the % of women who are keen to come to manufacturing and operations roles in factories is very low
- 4) The 20% women in SC in HUL is higher than most FMCG companies and hence finding top women talent in SC from the industry is also a challenge
- 5) 50% of Women hires from campus leave us after three years ie after completion of their first full role for higher studies – mostly MBA from Ivy League colleges.
- 6) In the Supply Chain Leadership team the Gender Balance is 15% ie only 2 Women i in the leadership team.
- 7) Since there has been focus on hiring externally, men who are in pipeline to be promoted have raised concerns that hiring women externally limits the opportunities of career progression for them.
- 8) There are conversations building up around how the diversity and inclusion agenda in Supply Chain is stunting growth for internal talent unfairly and this poses a big cultural challenge of a non-inclusive mindset.

Areas for you to think

1. If we have to build a SC organization with 40% Gender Balance in the next 2 years, what according to you is the biggest cultural shift that is required?
2. From the Presentation we shared what are the levers you will use to build this culture?
3. How will you go about building the Cultural shift right from the leadership to the last person concerned?
4. Are there any specific steps you would take to build a culture change in manufacturing units to help in this agenda?

*Numbers used in the case-let are not representative of current scenario. Used for learning purposes.