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Alliance for
Logistics Innovation
through Collaboration
in Europe



Workshop on the state of play of ALICE women in logistics initiative and approach

7th May 2025

The European Technology Platform ALICE

Future Directions

- Encourage and enable informal exchanges and cross-disciplinary collaboration
- Strengthen educational partnerships promoting diversity and adapted to new skills needs.
- Advocate for better workplaces
- Increase visibility of successful diversity initiatives.
- Influence EU policy and research.

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6 March 2025

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 [Uvaco](#)) leadership, this initiative seeks to foster networking, mentoring and knowledge sharing among professionals, promoting a more inclusive and

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alice | 1/5

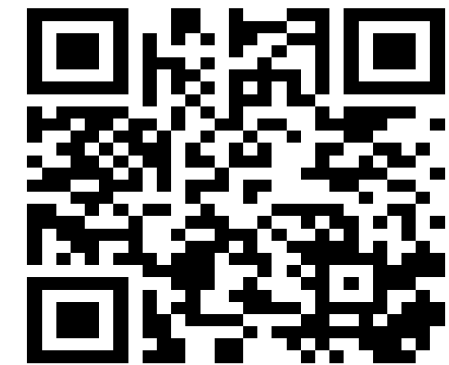
Future Directions

Encourage and enable informal exchanges and cross-disciplinary collaboration

*Through ALICE meetings and events, 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, professional growth and common understanding.*

How to support this in practice?

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Future Directions

Strengthen educational partnerships promoting diversity and adapted to new skills needs.

*ALICE academic institutions to promote careers in logistics among students and in particularly females. 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.*

Which actions can we take to realize this in practice?

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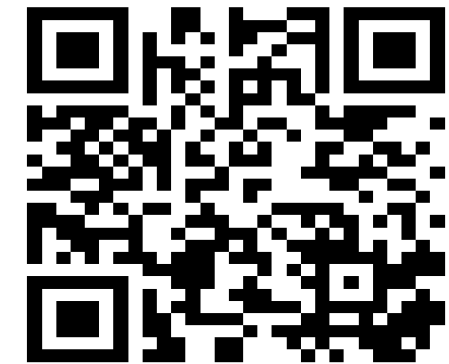
Future Directions

Include inclusivity and diversity in 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+.

Will you implement it in your future projects?

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**"THE GREATEST
DANGER FOR MOST
OF US IS NOT THAT
OUR AIM IS TOO HIGH
AND WE MISS IT,
BUT THAT IT IS TOO
LOW AND WE
REACH IT."**

Michelangelo

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The best way to predict the future is to co-create it!

**THANK
you!**



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