Women in Industrial Distribution: Emerging Opportunities and Challenges for Female College Graduates

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Abstract

Industrial Distribution is a multi-billion dollar industry domestically. An issue within the industrial distribution industry is a relatively disproportionate number of male to female workers; less than 25% of the employed workforce is made up of female employees. This ratio is disparate from US total female workforce participation of 57% [15]. The purpose of this study is to understand male and female perceptions from industry professionals as it relates to female gender challenges and opportunities within Industrial Distribution. A survey instrument was used across a variety of Industrial Distribution trade verticals to provide qualitative data. Analysis of the data generated by the survey is designed to contribute to a collective understanding of opportunities and challenges that exist for females currently engaged in or looking to approach a career in industrial distribution.

Introduction

In this study we examine perceptions related challenges and opportunities facing the female gender within the Industrial Distribution industry. The Industrial Distribution industry represents a multi-billion dollar domestic revenue purse. The business climate is composed of business-to-business transactional sales environments. Distributors in effect procure material from manufacturers or master-distributors and stock the inventory locally for contractors who specialize in the trade. An Industrial Distributor's professional workforce consists of trained professionals who assist manufacturers in the distribution of product through local support, knowledge, technical expertise, and other services that add value.

Despite a large contribution towards gross domestic product the Industrial Distribution industry realizes a relative disproportionate number of male to female workers; less than 25% of the employed workforce is made up of female employees. This ratio is disparate from United States total female workforce participation of 57% [15].

Unfortunately, there are no known studies that discuss gender stereotypes for females entering or currently engaged in the Industrial Distribution industry. Despite this there are a number of studies that examine gender differences with respect to perception of a female's capability in management across male-dominated industries. What is known is that women applicants for managerial positions are accepted significantly less often than equally qualified males [4]. Furthermore in traditionally male dominated positions there is a preference to select males [6]. More recently Patil [2] noted that in male-dominated organizations female recruiter's indicate a preference for male applicants. Kwon and Milgrom [3] further identified the gender inverse effect that occurs when top female managers within a male-dominated occupation increases;

namely women become less likely to quit (same gender attraction) as men become more likely to (opposite-gender aversion).

This research is interested in determining if similar pervasive stereotypes exist with respect to females in the industrial distribution industry and using these determinants to identify opportunities and challenges for their female professional workforce. This information is critical for distributors attempting to better diversify their workforce to optimize human capital recruitment and retention opportunities for candidates of both genders.

Specifically, this research explores the following research questions by analyzing survey data from current industrial distribution professionals:

- What sort of challenges should a female within the industrial distribution industry expect to encounter?
- What opportunities exist for females entering or currently in the industrial distribution industry?
- Do perceptions about female opportunities and challenges vary based on a respondent's gender?

Analysis of the research data generated by the survey is designed to contribute to a collective understanding of emerging themes regarding perceptions that pertain to female challenges and opportunities within the industry. Furthermore, the research is designed to identify areas of disparity between male and female observations and provide recommendations for areas of future research.

2. Literature Review

Despite strides in gender equality gender division within occupational choices still strongly exists where women are underrepresented in male-dominated fields and men underrepresented in female-dominated fields [11]. A recent study in Japan shows that female-to-male ratios of employees correlate to gender stereotyping predictions [11]. Gottfredson's Theory of Circumscription and Compromise 12] notes that career choice is often an effort for an individual to prescribe themselves into a social order; social elements such as gender, affluence, and intelligence often play a key part in career selection. Interestingly Gottfredson's research also noted that at a very young age, youths begin associating prospective career options with gender and furthermore that gender appropriateness for career choice was a significant motivating factor in later years [13]. Additional research by Glick, Wilk, and Perreault [16] further bolstered Gottfredson's position noting that when asked to define attributes for specified jobs university students commonly listed gender as the first attribute . These studies are important because they show the significance of gender especially as it relates to fields that are dominated by one particular sex such as Industrial Distribution.

Recent research by Benson [14] specifically looked at defining why so few females choose Industrial Distribution as an academic major despite being a field with significant opportunity. What Benson found was that the majority of Industrial Distribution recruitment materials for university are designed towards male students and furthermore, the majority of ID college recruiters, faculty, students, and advisors are also male. Kwon and Milgrom's [3] gender inverse research would explain the gender-aversion effect that this could cause for recruitment of female's in industrial distribution. Benson [14] recommended that Industrial Distribution recruitment at the University level could benefit from working to identify female students that have an interest in ID based on showing a propensity for certain personality traits, behaviors, and interests among other factors.

How women perceive their engineering workplace is closely linked to two different types of theories that explain low numbers of women in engineering. These phenomenon are generally intrinsic (stereotype threat, self-efficacy, imposter syndrome) or extrinsic (gendered organizations, "chilly climate," or oriented to the workforce culture).

The most studied phenomenon is stereotype threat, or the fear of confirming a negative stereotype about one's gender or racial identity [17]. Studies regarding stereotype threat in the workplace are in their beginning stages, however, it has been extensively studied in the context of academic performance. Stereotype threat is believed to impact women through producing stress and anxiety that impedes cognitive ability. Engineering and computing workplaces, in which women potentially face an almost constant threat of confirming the stereotype threat that men are better in these disciplines can be especially difficult (AAUW).

The second more frequently discussed is the idea of gendered organizations or the chilly climate. The chilly climate captures the institutional bias or even blatant discrimination that can impact the way women perceive their work environments. This phenomenon has been most extensively studied in the context of faculty in higher education, but also has significance for women working in Industrial Distribution Engineering. This theory suggests that women have retreated from prominent science and engineering jobs because of a non-inclusive climate. Studies of faculty in science and engineering have attempted to understand the barriers that confront women in these disciplines. [18] discovered that women who left engineering workplaces were less likely to report opportunities for training and development that would have helped them advance, less likely to report supports from a supervisor or co-worker, more likely to report undermining behaviors from supervisors, and less likely to report support for balancing work and nonwork roles. In addition, engineers who reported observing more sexist behavior at work and in the previous year were more likely to report less satisfaction.

3. Survey Methodology

As noted by Silverman [7] research using surveys must ensure that the instruments used provide useful data that allow for truthful generalizations regarding the population. Respectable surveys

are those that are construed in a way to accomplish both valid and reliable results. When considering use of single-mode online to mixed-mode survey, online and paper survey indicates very little difference between online and paper respondents as it relates to older populations especially when the respondent population is currently employed full or part-time [8]. [9] notes that the use of Internet for data collection is a common data collection process. Online surveys are also a common in the academic social science field [10].

To detect perceptions related to opportunities and challenges for females in the industrial distribution sector we conducted an online survey experiment. In the survey experiment respondents knew they were being studied and have the ability to change their responses accordingly. Keeping this in mind we were cautious with regard to interpreting absolute perceptions and rather compared our results against publicly available statistics on gender perceptions in the workplace.

3.1 *Participants and Procedure*

In this study 293 respondents participated. They were recruited as former or current professional graduate students of a university industrial distribution program, through industrial distribution trade organizations and online networking or recruitment sites.

All potential participants were emailed a link to an online study hosted by Qualtrics. The survey began with an introduction explaining that the purpose of the study is to identify gender perceptions related to the trends, challenges, and opportunities for women interested in or currently engaged in a career in industrial distribution. All survey questions were anonymous with an opt-out feature if a respondent did not choose to answer. We received IRB approval prior to running the study, and all respondents were treated ethically. Of the original 293 participants, 282 completed the entire survey and remained in the data set. Respondents could be removed from the data set if 1) they chose not to disclose their gender or 2) were not members of the industrial distribution industry.

3.2 Materials & Design

The questions were adapted from the Society for Human Resource Management's Diversity Climate Survey Templates and questions developed by DiBartola et. al. 2011. Our survey instrument asked men and women different questions using skip logic. Women were asked to elaborate on any experiences they have had regarding gender stereotypes. Additionally respondents were permitted to decline answering any of the survey questions. The results indicated that while we had a survey completion of rate of 282, many respondents chose to decline answering certain questions.

4. Survey Results

4.1 Respondent Demographics

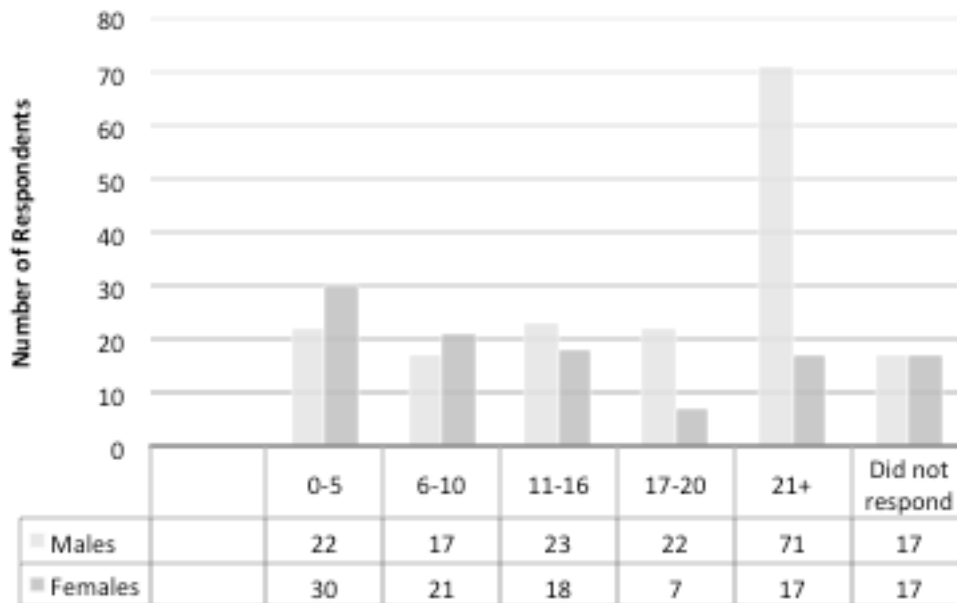|	0-5	6-10	11-16	17-20	21+	Did not respond
Males	22	17	23	22	71	17
Females	30	21	18	7	17	17

Figure 1: Years of Industry Experience

The participants of the study were men and women currently engaged in a career in the industrial distribution industry. The respondent ratio included 60% female respondents to 39% male. The majority of our male participants had 20+ years of experience in industrial distribution; the majority of our female respondents had <5 years of experience. Additionally the majority of respondents both male and female reported being at the manager level and working for Small to Medium Business Enterprises (SMB) defined as less than 499 employees.
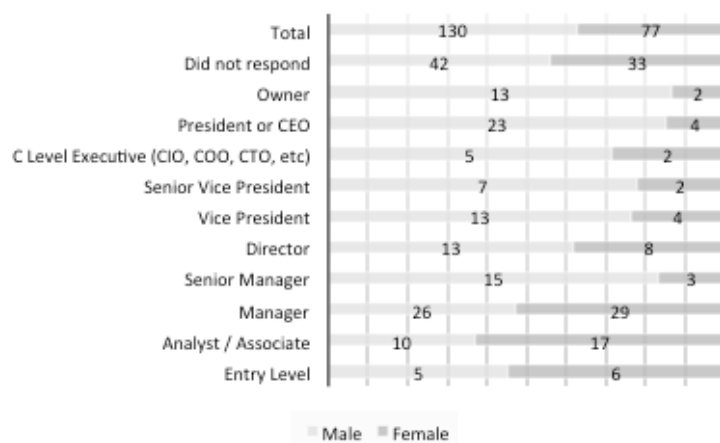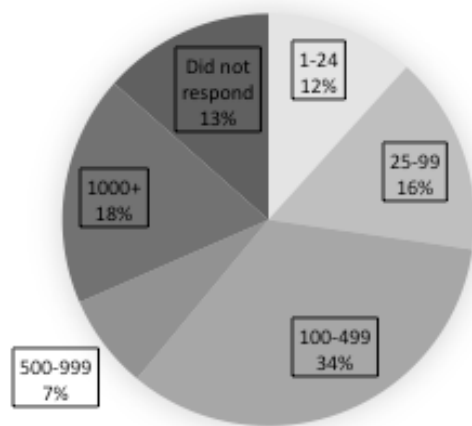

Figure 2: Respondent's Current Role or Position

Figure 3: Size of Firm Respondents are currently employed with

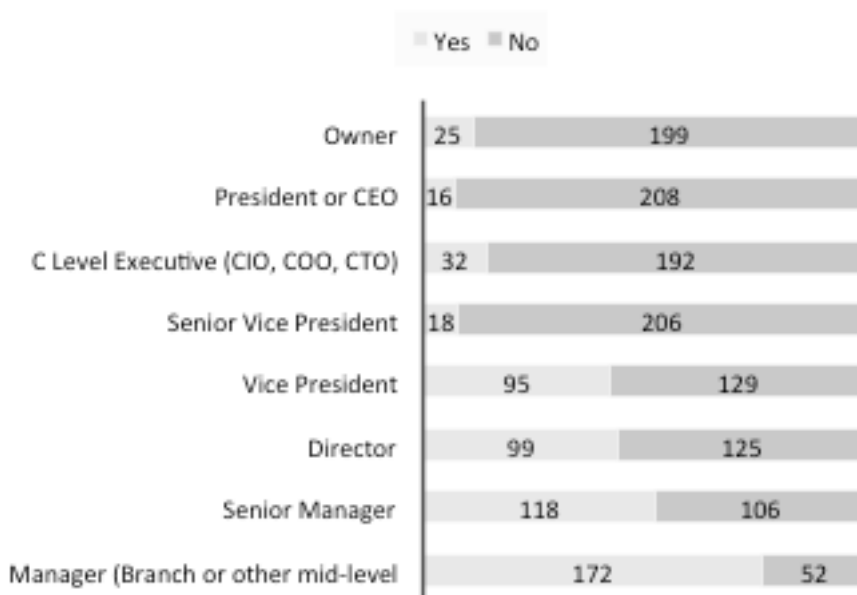## 4.2 Limitations of Professional Advancement by Gender

Figure 4: Roles women currently hold a management position*

When asked to select from the areas of management where women hold leadership positions there was a significant drop off beyond the Vice President level. During the open ended survey discussion respondents reported that many female senior managers develop through administrative and support roles rather than traditional "field" level apprentice operations such as warehouse, branch, counter, and sales positions. There was a consistent theme from respondents that within Industrial Distribution there are less female sales representatives, sales managers, and senior leaders. One respondent attributed this to relationship developing that begins during the apprentice phase at the "field" level noting that males are generally more attracted to this work due to its physical nature. Several respondents acknowledged that females in the industry usually hold "administrative or staff" roles that support the sales and operations departments; the assumption here would be that males dominate both the sales and operations verticals within Industrial Distribution. Additionally one respondent referred to the majority of women as being in roles that are "cost centers not revenue centers". Another respondent noted that female senior management leadership and representation is often overrepresented in specific departments such as accounting and marketing. This was echoed by another respondent who described female managerial opportunities as being most prevalent in accounting, billing, human resource, corporate secretary and treasurer levels.
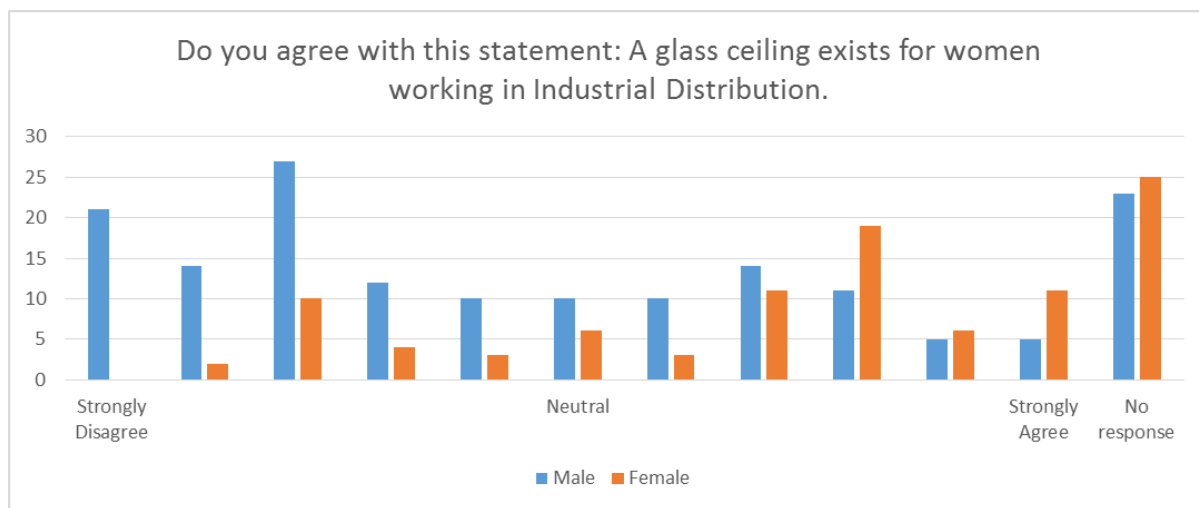

Figure 5: Response to question on glass ceiling

While the majority of respondents noted a significant reduction in female managers above the Vice President level there was a disparity with respect to perceptions regarding the existence of a "glass ceiling". Men and women realized significant perceptions gaps with men reporting favor towards disagreement with the statement and women indicating a preference for agreement. When the data was analyzed based on years of experience there was very little variance of perception. One cause for this may be that the majority of female respondents reported having <16 years of industrial distribution experience while the majority of male respondents indicated having >16 years of experience. This indicates that long-term male industrial distribution professionals are significantly less likely to acknowledge a perceived glass ceiling with regards

to female opportunity for advancement while females across all levels perceive one exists within the industry.

4.3 Workplace Climate

Table 1: Experience pertaining to workplace discrimination (Male respondents: 172; Female respondents: 110)

Response	I am treated with respect & dignity at work		At work, I hear offensive racist or sexist jokes or see inappropriate behavior		I personally experience harassment, bullying or discrimination from other employees.		My managers and team leaders include all the members of the group in solving problems		I feel included by my work group.	
	Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
Never	1%	0%	20%	21%	67%	23%	0%	2%	1%	0%
Rarely	1%	3%	35%	25%	9%	39%	5%	9%	1%	4%
Sometimes	5%	8%	23%	19%	3%	26%	16%	17%	4%	15%
Usually	28%	32%	2%	7%	1%	54%	45%	32%	40%	27%
Always	47%	35%	1%	5%	0%	45%	15%	12%	35%	26%
No response	19%	23%	19%	23%	19%	24%	20%	28%	20%	28%

Table 2: Experiences pertaining to manager support for diversity & anti-discrimination policies (Male respondents: 172; Female respondents: 110)

Response	My managers treat all employees with respect, regardless of their differences or positions.		Senior management shows practical support for Equal Opportunity, Anti-Discrimination and Diversity.		I can talk openly with managers about concerns relating to issues of diversity.		Managers visibly challenge any incidents of racism, sexism or other forms of discrimination.	
	Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
Never	0%	0%	0%	0%	1%	2%	2%	2%
Rarely	2%	4%	2%	5%	3%	9%	3%	12%
Sometimes	7%	10%	7%	4%	6%	6%	9%	12%
Usually	29%	26%	17%	33%	16%	26%	23%	23%
Always	41%	32%	53%	30%	55%	28%	42%	23%
No response	21%	28%	20%	28%	20%	28%	20%	29%

Table 3: Workplace Culture & Experience Opinions

Response	This organization provides me with equal opportunities for training and career development.		I feel positive about diversity in this workplace.		The way we work shows that we understand the different needs and expectations of all types of customers		My work group experiences relationship problems or mistakes caused by differences between people		The training I receive at work help me deal with the diversity of our workforce and our customers.		This organization is open to change.	
	Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
Strongly Disagree	1%	4%	3%	3%	0%	2%	4%	2%	1%	6%	1%	5%
Disagree	2%	9%	5%	13%	8%	7%	47%	39%	12%	19%	6%	11%
Don't Know	2%	5%	3%	5%	2%	6%	10%	6%	13%	15%	3%	4%
Agree	38%	32%	38%	34%	40%	38%	16%	24%	45%	25%	34%	31%
Strongly Agree	37%	28%	31%	23%	31%	18%	3%	1%	8%	6%	35%	21%
No response	20%	23%	19%	23%	20%	28%	20%	28%	20%	28%	20%	29%

When assessing the workplace climate perceptions between genders (figures 3,4,5) the research indicated little variance between gender perceptions and an overall positive workplace climate. The majority of respondents both male and female reported feeling as though they were treated

with dignity and respect, had equal opportunity for training and development, and scarce reported instances of being subjected to sexism, racism, workplace bullying, or other forms of harassment. The data indicates that both genders working in Industrial Distribution generally perceive their work environment positively.

4.4 Workplace Satisfaction

Response	Opportunities for advancement		Mentors available		Learning & Professional Growth Opportunities		Work/Life Balance Resources	
	Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
Very Dissatisfied	3%	2%	2%	6%	2%	6%	2%	7%
Dissatisfied	3%	3%	3%	6%	2%	4%	2%	3%
Somewhat Dissatisfied	4%	10%	4%	12%	4%	6%	6%	2%
Neutral	6%	6%	11%	9%	3%	7%	10%	9%
Somewhat Satisfied	9%	12%	11%	8%	10%	10%	14%	15%
Satisfied	31%	23%	24%	19%	35%	25%	28%	24%
Very Satisfied	29%	19%	30%	17%	29%	18%	23%	14%
No response	15%	25%	16%	25%	14%	25%	15%	26%

The majority of respondents both male and female reported an overall positive satisfaction climate with respect to the Industrial Distribution Industry.
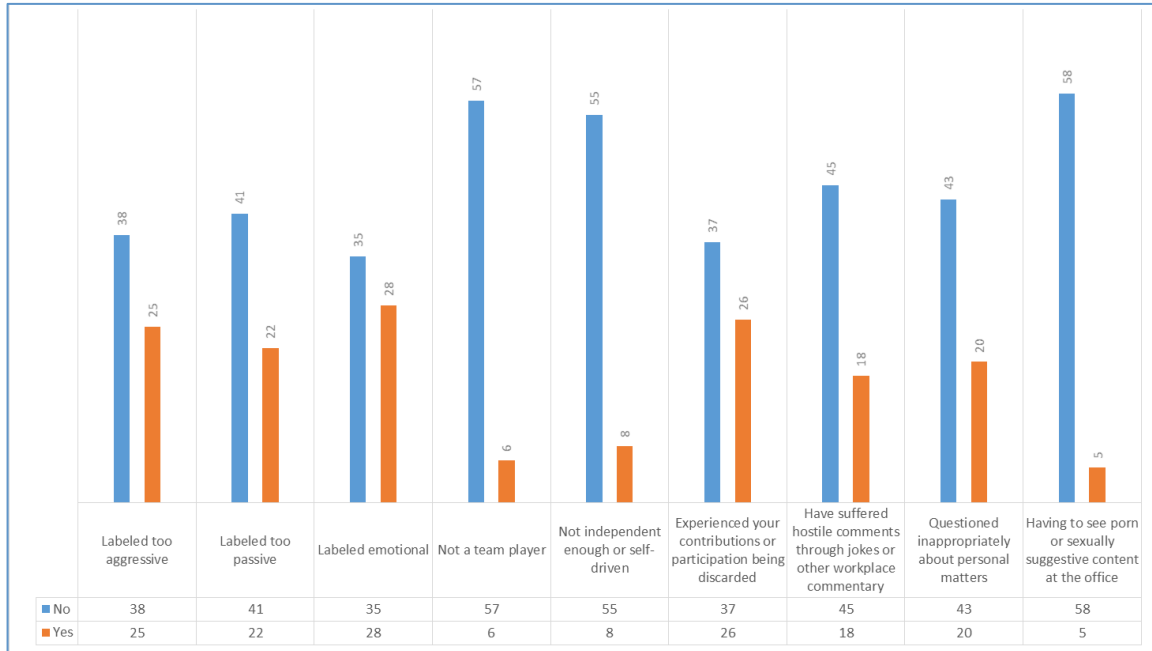
4.5 Workplace Gender Stereotypes

Figure 6: Distribution on response to question on whether women were exposed to gender stereotypes?

Female respondents were asked to identify stereotypes about their gender they experienced from others in the workplace. 63 women responded to the question. The majority of respondents did not indicate that they have experienced gender stereotypes. Where women did indicate that they have experienced stereotypes it related to their being labeled too aggressive, passive or emotional. Additionally females reported having their contributions discarded and being questioned inappropriately about personal matters. Despite these reports, the majority of respondents did not indicate a precedent for experiencing gender stereotypes. Women discussed stereotypes at additional length in the open comments section of the survey.

4. Conclusions

Based on the survey data we have concluded that the Industrial Distribution climate is overall positive for both male and female participants. This is based on the fact that the majority of respondents reported satisfaction and did not report instances of gender stereotyping, internal discrimination, or internal harassment.

Despite this positive climate however, the research has shown evidence that a glass ceiling is present for women in the industry. Additionally, men are less likely to acknowledge the existence of this glass ceiling indicating that firms could benefit from succession planning, training, and consideration for women in the industry with a keen focus on providing equal opportunities for employment and promotion.

5. Results

The research provided insight with respect to male and female perceptions regarding women in industrial distribution. Some of the most significant data came from the open ended survey question at where respondents were asked 1) where they felt they had the best opportunity for growth and development and 2) to include any additional comments they felt would be beneficial to the research team. We analyzed the open-ended questions by utilizing word frequencies to determine which words appear with higher significance than others.

When asked about where females felt they had the greatest opportunity for growth and development there were frequent themes related to training, being a more effective manager, and finding successful mentors. As a whole women tended to focus their comments on being successful as it relates to their access to better training and development. In comparison, men tended to attribute their best opportunity for success as it relates to sales performance. There was frequency from the male respondents to attributing future growth opportunity with success in sales and succession planning.

When asked about the biggest challenges faced in industrial distribution women reported being encouraged to take on more "support roles" and being excluded from male activities such as sporting events or golf. There were several comments that described the industry as being a "boys club". Women additional expressed frustration with finding out female mentors in the industry and sexual discrimination coming from the customer base more so than from coworkers.

In comparison men discussed challenges from not having a degree, being forced to relocate, or travel. Additionally men reported challenges with frequency related to time management and being able to find quality employees.

Overall the research indicated that the majority of women working in Industrial Distribution report positive experiences. More frequent reports of harassment and discrimination came from female employee's interactions with their customer base. Three female and one male respondent were so compelled to discuss instances of customer harassment that they emailed the research team to share these experiences in detail. This could help to explain why many females tend to work in more support roles than sales capacities where they would have to engage more closely with customers. Additional research is recommended as it relates to instances of discrimination and harassment from external sources in the workplace. Several women described having a higher learning curve than men but also stated that once women learn the technical prowess to their trades they often see significant success. One respondent offered this advice for college graduates considering a career in industrial distribution, "please get yourself a mentor, preferably a man who has daughters similar to your age so that he understands and can help guide you to avoid pitfalls."

In contrast, men closed the survey by offering that feel there is a lack of interest from women to be involved in the industry or to increase their knowledge and this may contribute to their experiences. One forty year veteran stated that he has seen progress with women through the

years but still feels they have a harder time getting recognized. Several of the male respondents noted that the "old school good old boys mentality" is still very prevalent within industrial distribution. Female respondents additionally had forms of the phrase "boys club" in their responses with significance.

Due to the sheer volume of the industrial distribution industry to domestic revenues and employment opportunities, it is the recommendation of this research group that additional research be conducted with the specific goal of further vetting if a glass ceiling does exist for females working in industrial distribution. Additionally because of the clear parity related to male and female perceptions regarding female placement in particular verticals (namely accounting, human resources, and marketing) while avoidance of others (sales and operations) it would be beneficial to conduct additional research to determine if organizational recruitment and onboarding programs can be better promoted in a gender neutral fashion. Research related to gender perceptions by role in industrial distribution could be very helpful for future research as a manner to determine if gender biases exist with respect to role placement. Furthermore, research could be conducted related to job descriptions to determine if they are gender bias.

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CONSENT FORM

The purpose of this research project is to identify gender perceptions related to the trends, challenges, and opportunities for women in industrial distribution. This research project is being conducted by Alicia Lehmann at Texas A&M University. You are invited to participate because you are currently engaged in a career in industrial distribution or are currently enrolled in an academic institution with an industrial distribution graduate program.

Your participation in this research study is voluntary. You may choose not to participate. If you decide to participate in this research study you may withdraw at any time. If you decide not to participate in this study or withdraw from participation you will not be penalized.

The procedure involves filling out an online survey form that takes approximately five minutes. Your responses will be confidential. We will do our best to keep your information confidential. All data is stored in a password protected electronic format. The results of this study will be used for scholarly purposes only and may be shared with Texas A&M University representatives. Information about you will be kept confidential to the extent permitted or required by law. People who have access to your information include the Principal Investigator and research study personnel. Representatives of regulatory agencies such as the Office of Human Research Protections (OHRP) and entities such as the Texas A&M University Human Subjects Protection Program may access your records to make sure the study is being run correctly and that information is collected properly.

If you have any questions about this research study please contact Alicia Lehmann at alehmann1219@tamu.edu. This research has been reviewed according to Texas A&M University IRB procedures for research involving human subjects; IRB approval IRB2015-0814D expiration 01/01/2017. For questions about your rights as a research participant, to provide input regarding research, or if you have questions, complaints, or concerns about the research, you may call the Texas A&M University Human Research Protection Program office by phone at 1-979-458-4067, toll free at 1-855-795-8636, or by email at irb@tamu.edu.

This survey is conducted with Qualtrics software. For a copy of their privacy and security statement visit the following links: http://www.qualtrics.com/privacy-statement/ and http://www.qualtrics.com/security-statement/

The duration of the survey will be accessible from 12/1/2015 to 05/31/2016.

By clicking on the agree button below you assert that:

you have read the above information

you are at least 18 years of age

you voluntarily agree to participate

If you do not wish to participate please decline by selecting disagree below.

◯ Agree

◯ Disagree

Please tell us a little about yourself.

Are you....

◯ Male

○ Female

○ Prefer not to answer

Which of the following best represents relationship to the industrial distribution industry?

[dropdown]

How many years have you worked in this industry?

○ 0-5

○ 6-10

○ 11-16

○ 17-20

○ 21+

Which of the following most closely matches your job title?

[dropdown]

Counting all locations where your employer operates, what is the total number of persons who work there?

○ 1-24

○ 25-99

○ 100-499

○ 500-999

○ 1000+

From the list below select all of the areas where **WOMEN** currently hold a management position in your firm:

☐ Manager (Branch or other mid-level)

☐ Senior Manager

☐ Director

☐ Vice President

☐ Senior Vice President

☐ C Level Executive (CIO, COO, CTO, etc)

☐ President or CEO

☐ Owner

I am treated with respect and dignity at work.

Never	Rarely	Sometimes	Often	All of the Time
○	○	○	○	○

This organization provides me with equal opportunities for training and career development.

Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
○	○	○	○	○

At work, I hear offensive racist or sexist jokes or see inappropriate behavior based on peoples' differences.

Always	Usually	Sometimes	Rarely	Never
○	○	○	○	○

I personally experience harassment, bullying or discrimination from other employees.

Always	Usually	Sometimes	Rarely	Never
○	○	○	○	○

I feel positive about diversity in this workplace.

Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
○	○	○	○	○

My managers and team leaders include all the members of the group in solving problems.
..

Never	Rarely	Sometimes	Usually	Always
○	○	○	○	○

The way we work shows that we understand the different needs and expectations of all types of customers.

Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
○	○	○	○	○

My work group experiences relationship problems or mistakes caused by differences between people in the group.

Strongly Agree	Disagree	Don't Know	Agree	Strongly Agree
○	○	○	○	○

The training I receive at work help me deal with the diversity of our workforce and our customers.

Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
○	○	○	○	○

I feel included by my work group.

Never	Rarely	Sometimes	Usually	Always
○	○	○	○	○

My managers treat all employees with respect, regardless of their differences or positions.

Never	Rarely	Sometimes	Usually	Always

○   ○   ○   ○   ○

Senior management shows practical support for Equal Opportunity, Anti-Discrimination and Diversity Management policy.

Never	Rarely	Sometimes	Usually	Always
○	○	○	○	○

I can talk openly with managers about concerns relating to issues of diversity.

Never	Rarely	Sometimes	Usually	Always
○	○	○	○	○

Managers visibly challenge any incidents of racism, sexism or other forms of discrimination.

Never	Rarely	Sometimes	Usually	Always
○	○	○	○	○

This organization is open to change.

Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
○	○	○	○	○

On a scale from 0-10, do you agree or disagree with the following statement: Women working for industrial distributors have equal opportunity for success and career advancement compared to men.

Strongly Disagree   Strongly Agree

0	1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○	○

On a scale from 0-10, do you agree or disagree with the following statement: A glass ceiling exists for women in Industrial Distribution senior management positions.

Strongly Disagree   Strongly Agree

0	1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○	○

How satisfied are you with the support offered at your company?

	Very Dissatisfied	Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Satisfied	Very Satisfied
Opportunities for Advancement	○	○	○	○	○	○	○
Mentors Available	○	○	○	○	○	○	○
Learning & Professional Growth Opportunities	○	○	○	○	○	○	○
Work / Life Balance Resources	○	○	○	○	○	○	○

What are the 3 biggest challenges that effect your career?

>

My biggest opportunity for growth and development is:

>

What stereotypes about your gender have you experienced from others in the workplace? (Select all that apply)

☐ Labeled too aggressive

☐ Labeled too passive

☐ Labeled emotional

☐ Not a team player

☐ Not independent enough or self-driven

☐ Experienced your contributions or participation being discarded

☐ Have suffered hostile comments through jokes or other workplace commentary

☐ Questioned inappropriately about personal matters

☐ Having to see porn or sexually suggestive content at the office

Are there any additional comments or experiences that you want to share about your experiences in the Industrial Distribution industry that could benefit the researchers?

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