

## INCLUSIVE ORGANISATIONAL PRACTICES IN THE LOGISTICS INDUSTRY

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**Purpose:** The article was written within the framework of the research task of the project “The Role of an Inclusive Approach in Building Organisational Resilience: A Case Study of the TSL Sector (2023-2025)”. Its aim is to indicate inclusive practices used by companies in the logistics industry.

**Methodology:** Comparative analysis of sustainable development reports from logistics industry companies available on the website [www.raportyzt.pl](http://www.raportyzt.pl), covering the period 2020-2025.

**Findings:** The analysed logistics sector companies differ in their approach to diversity management. In their sustainable development reports, they refer to team heterogeneity due to primary, secondary and organisational identity, differing among themselves in the number of employee identity characteristics mentioned. Inclusive practices applied by these companies can be assigned to the following categories: leadership and senior management engagement; organisational policies and practices; training and education; organisational culture; communication and dialogue. Universal inclusive practices were identified, namely Diversity & Inclusion indicators, which primarily relate to the aspects of diversity and equal opportunities (diversity in boards of directors and employees) as well as equal pay for women and men. The established and described inclusive practices have been defined as solutions at the meso-level – in terms of education and awareness-raising, building organisational culture and integration, inclusion-oriented HR processes and policies, and at the macro-level – in relation to public reporting of representation goals and DEI progress.

**Research limitations:** The study was based solely on data from reports (declarative level), without verification of compliance with reality in practice.

**Practical implications:** The research results may be useful for managers who are interested in implementing a Diversity, Equality and Inclusion policy in their companies.

**Social implications:** Building awareness about inclusive organisational practices.

**Originality:** The article has cognitive value for the development of management and quality sciences. It contributes to growing knowledge on inclusion from the perspective of human resource management.

**Keywords:** inclusion, inclusive practices, human resource management, inclusion & diversity, ESG reports, logistics.

**Category of the paper:** Research paper.

## 1. Introduction

Diversity and inclusivity are one of the megatrends in the area of social transformation and sustainable development (Sidor-Rządkowska, Sienkiewicz, 2023, p. 31). Since contemporary workplaces are more diverse than ever before, organisations need to adapt in order to remain competitive, innovative and fair (Gross-Gołacka, 2025, p. 15). The engagement of the organisation in shaping the work environment that promotes equal opportunities and respect for all employees, regardless of their diversity, is very important and involves numerous benefits such as increased innovativeness and better decision-making (Dernowska-Żaczyk, 2025, pp. 64-73).

Previous research results have shown, for instance, that inclusion can be treated as a critical determinant of organisational resilience to unforeseen events (Winnicka-Wejs, 2024) and that inclusion at work can be experienced positively in all modules: relational, emotional, behavioural, intellectual and sensory within the context of Employee Experience Management (Winnicka-Wejs, 2025).

In turn, the latest empirical research results on employee inclusivity and organisational climate emphasize the need to adopt a flexible, dynamic approach to human capital management that meets evolving needs and preferences of different generations while strengthening the importance of a people-centred approach in modern organisational strategies (Juchnowicz, Kinowska, 2024).

The latest findings of the analysis regarding inclusive solutions suitable for organisations in Poland deserve special attention. These are based on multiple case studies where an inclusive organisation model was developed, consisting of the following components: organisation characteristics, motivation, local conditions, sources of initiative, inclusive solutions and effects (Dudek, 2025).

In light of previous research, further exploration of issues related to inclusivity seems interesting, when narrowed down to a specific industry. The aim of this article is, therefore, to identify organisational inclusive practices applied by companies from the logistics industry, directed towards employees.

## 2. Methods

The study was based on the comparative analysis of sustainable development reports from companies in the “Transport and Logistics” industry, available on the website [www.raportyzt.pl](http://www.raportyzt.pl) (2025). A selection of reports from the 2020-2025 period was chosen for the analysis. It should be noted that these reports are submitted as part of an annually organised competition,

the aim of which is to promote the ideas of responsible business (CSR), sustainable development, environmental protection and social engagement.

Table 1 presents a collection of reports which were subjected to analysis.

**Table 1.**  
*Collection of reports subjected to analysis in the study*

Contest Edition	Company Name, Report Title
2025	– No reports.
2024	– Baltic Hub “Zrównoważony Rozwój 2023 w Baltic Hub” (Eng., “ <i>Sustainable Development 2023 in Baltic Hub</i> ”), – Gdańsk Transport Company S.A. “2023 GTC raport zrównoważonego rozwoju” (Eng., “ <i>GTC Report on Sustainable Development 2023</i> ”), – ROHLIG SUUS Logistics SUUSTAINABILITY ONE STEP AHEAD on the sustainability journey 2024“.
2023	– ABC Czepczyński Sp. z o.o. Sp.k “Raport ESG Bilans Otwarcia 2023” (Eng., “ <i>2023 ESG Opening Balance Report</i> ”), – Gdańsk Transport Company S.A. “Raport Zrównoważonego Rozwoju 2022” (Eng., “ <i>Report on Sustainable Development 2022</i> ”), – ROHLIG SUUS Logistics “SUUSTAINABILITY ONE STEP AHEAD on the sustainability journey 2023“.
2022	– Prologis “Raport ESG 2021-22” (Eng., “ <i>ESG Report 2021-22</i> ”), – ROHLIG SUUS Logistics SUUSTAINABILITY REPORT 2022“, – VGL Group “Raport CSR 2021 Razem Dostarczamy Więcej” (Eng., “ <i>CSR Report 2021 Together We Deliver More</i> ”), – 7 R “Zrównoważony rozwój biznesu. Raport roczny 2021”(Eng., “ <i>Sustainable Business Development. Annual Report 2021</i> ”), – Gdańsk Transport Company “Raport Zrównoważonego Rozwoju 2021” (Eng., “ <i>Report on Sustainable Development 2022</i> ”), – Grupa Kom-Eko “Raport ESG Grupy Kom-Eko za 2021 rok” (Eng., “ <i>Kom-Eko Group ESG Report for 2021</i> ”).
2021	– Gdańsk Transport Company “Raport Zrównoważonego Rozwoju 2020” (Eng., “ <i>Report on Sustainable Development 2020</i> ”), – Zarząd Transportu Metropolitalnego “Raport Społecznej Odpowiedzialności Zarządu Transportu Metropolitalnego za rok 2020” (Eng., “ <i>Social Responsibility Report of the Metropolitan Transport Board for 2020</i> ”), – Grupa Raben “Raport Zrównoważonego Rozwoju Grupy Raben 2020 Drive do Zrównoważonego Rozwoju” (Eng., “ <i>Raben Group Sustainable Development Report 2020 Drive to Sustainable Development</i> ”).
2020	– No reports.

Source: Author’s own elaboration based on (<https://raportyzt.pl/biblioteka-raportow/>, 26.10.2025).

From Table 1, it appears that 15 reports on sustainable development from 10 logistics companies were analysed. The analysis was focused on answering the following research questions:

1. What dimensions of workforce diversity are included in the sustainable development reports of companies from the logistics industry?
2. What inclusive practices are used in the researched companies from the logistics industry?

### 3. Results

#### 3.1. Dimensions of diversity considered in the analysed sustainability reports

In the researched companies, there is an effort to ensure equal opportunities in development and employment and to counteract all forms of discrimination and unequal treatment based on specific dimensions of identity (see Table 2).

**Table 2.**

*Dimensions of diversity included in analysed sustainability reports*

Company \ Dimension of identity	Baltic Hub	GTC	Rohlig SUUS	ABC Czaplíński	Prologis	Grupa Kom-Eko	VGL	7R	Zarząd Transportu Metropolitalnego	Raben
Gender	+	+	+	+	+	+	+	+	+	+
Age	-	+	+	+	-	+	-	+	-	+
Race/ethnic origin	-	+	+	-	+	+	-	+	-	+
Sexual orientation/ gender identity	-	+	+	-	+	+	-	+	-	+
Disability	+	+	+	+	-	+	-	-	+	+
National or Social origin	+	+	+	+	+	-	-	+	-	+

(+ ) Dimension of diversity is included in the report; (- ) Dimension of diversity is not included in the report.

Source: Author's own elaboration.

The data contained in Table suggest that the reports of the researched companies do not always explicitly state all dimensions of employee diversity. For example, in the Baltic Hub report, it has been indicated that all employees are ensured transparency of HR processes and career paths, while promoting a culture of equality and diversity – “We treat diversity broadly, as all aspects by which we differ from each other or are similar to each other” (Baltic Hub, 2023, p. 37). The company is aware that the industry is characterized by a higher number of employed men than women, therefore it appreciates women working at Baltic Hub by engaging them in campaigns such as “The Power of Womanhood”, in which their work is presented (Baltic Hub, 2023, p. 37).

In some cases, it was diagnosed that the reports also referred to other dimensions of employee diversity, not included in Table 2, such as religious and ethical views (Rohlig SUUS, 7R, Raben), political views (Rohlig SUUS, Raben) as well as civil status, parental status, and union membership (Raben, 2020, p. 44). At GTC, in turn, a diverse team is created also in terms of thinking style or stage of family life (GTC, 2023, p. 22; GTC, 2022, p. 11; GTC, 2021, p. 14). The report of the Metropolitan Transport Board states that “strength lies in diversity – as ZTM employees, we combine different competencies and experiences, gained in working for the self-government administration as well as in business and the academic environment” (ZTM, 2020, p. 18), paying attention to organisational identity.

### **3.2. Inclusive practices employed within the researched companies in the logistics industry**

#### *3.2.1. Leadership and engagement of management*

From the analysis of sustainable development reports, it appears that in some of the analysed companies, management promotes diversity and inclusivity. This is evidenced by the statements from logistics industry leaders cited within the reports. For instance, Torbjorn Nohrstedt, Chairman of GTC, a highway company, invokes the concept of DEI at the initial stage of their report: "The satisfaction, health and safety of our employees remain our highest priority. In this area, we have initiated actions focused on diversity, equality and inclusivity in our everyday life and while GTC's organisational values already support such behaviour, we believe that improving them is always possible" (GTC, 2023, p. 4). Similarly, at Prologis, at the very outset of the report, CEO Hamid R. Moghadam writes, "Our ESG report also details the progress we have made in the areas of inclusion and diversity promotion. Fifty percent of our workforce are women, and 32% of our US personnel are of non-white ethnic backgrounds – in both cases we exceed industry averages. To further advance in this area, we launched the Prologis Diverse Leaders programme last year" (Prologis, 2022, p. 4). The management at Prologis believes that diversity fosters good discussion and consideration of various perspectives (Prologis, 2022, p. 19). As part of its I&D commitment, the company is a signatory to the CEO Action for Diversity & Inclusion initiative (Prologis, 2022, p. 34).

In RohligSUUS's report, HR Manager Danuta Oleśkiewicz emphasizes that "We strive to meet all employee needs within SUUS. In 2024, we plan to implement the DEI Policy, which will help us to manage diversity even more effectively" (RohligSUUS, 2024, p. 26). Managers act in accordance with the company's culture and strategic objectives utilising a leadership engagement model that embodies specific values: humanity, cooperation, development, effectiveness (RohligSUUS, 2024, p. 47).

Undoubtedly, the cited examples from economic practice refer to a key element influencing the creation of an inclusive work environment, namely leadership and the involvement of management. Leaders publicly admit to the implementation of the DEI policy, serving as a model for their employees to follow.

#### *3.2.2. Organisational policies and practices*

In the analysed reports, there is frequent reference to employment policies. For example, at RohligSUUS, the key document is Work Regulations, which applies to everyone regardless of the type of work performed, the length of working hours, the type of contract concluded, or the position held. These regulations are supplemented by human resources management policies and procedures such as: Organisational Regulations; Payroll Regulations; Remote Work/Telework Regulations; Anti-Harassment Policies addressing bullying and discrimination; Training and Development Procedures; Internal Recruitment Regulations; a Procedure for Internal Meetings, a Procedure for Onboarding New Employees, a Physical and Environmental Safety Procedure; an Internal Communication Procedure, an Occupational

Health and Safety Policy, and a Data Protection Policy (RohligSUUS, 2024, p. 26). RohligSUUS enforces an unequivocal prohibition on forced labour, child labour, and all forms of discrimination while adhering to international norms and guidelines related to Human Rights, including The United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organisation Declaration on Fundamental Principles and Rights at Work, and OECD Guidelines for Multinational Enterprises (RohligSUUS, 2024, p. 27).

At Prologis, in turn, in 2021, the Board updated the regulations as follows: “As part of a formal recruitment process for new directors, the Governance and Nominations Committee will consider and instruct an external recruitment firm to include candidates with diverse profiles in its searches, including on the preliminary shortlist individuals differing in gender and racial/ethnic origin” (Prologis, 2022, p. 19). The company clearly defines expectations regarding inclusive hiring practices towards coworkers and recruitment agencies, which includes a target of 50% diversity in each candidate pool. A portion of the annual bonus is allocated, dependent on the percentage of newly hired employees from underrepresented groups in positions related to property management services (Prologis, 2022, p. 34). Furthermore, an annual analysis of pay equality is conducted, encompassing gender and skin colour criteria, as well as remuneration components such as basic salary, annual bonus, and long-term incentives (Prologis, 2022, p. 34). Notably, the annual employee engagement survey for Prologis includes questions relating to inclusion and diversity (“In my team, diverse perspectives are valued and promoted”; “I have no problem expressing my own ideas and opinions, even if they differ from the ideas and opinions of others”) (Prologis, 2022, p. 34).

At Kom-Eko, by contrast, there exists “Information for Employees Regarding Equal Treatment in Employment” (Grupa Kom-Eko, 2021, p. 39). According to the “Code of Ethics for Kom-Eko S.A. Employees”, all members of staff are subject to the principle of equal treatment of all employees (Grupa Kom-Eko, 2021, p. 80).

The commitment to respecting human rights, providing equal opportunities in recruitment and employment is also present in the Raben's regulations. All recruitment processes are transparent and free from all forms of discrimination (Raben, 2020, p. 43).

ABC Czepczyński treats all members of staff equally, respecting their right to freedom and personal safety. The company complies with all applicable laws and regulations, including international treaties and standards (ABC Czepliński, 2023, p. 49). Its remuneration, bonus, and professional development procedures are clear, transparent, and promote equal opportunities (ABC Czepliński, 2023, p. 64).

Similarly, GTC promotes behaviours consistent with the Code of Ethics, not accepting any form of discrimination (GTC, 2023, p. 11). Diversity is listed as an important issue for the company and its stakeholders (GTC, 2022, p. 44), and a strategic goal is to create and implement the DEI (diversity, equality, inclusion) policy, where the training is followed by monitoring of actions (GTC, 2023, p. 22). It should be noted that well-designed policies and practices effectively reduce biases and promote equal opportunities.

### 3.2.3. Training and education

Training and education is another element influencing the creation of an inclusive work environment. However, it should be noted that it is not only about training programmes aimed at raising awareness of diversity and inclusivity in order to change employee attitudes and behaviours, but also about equal opportunities for professional development (see Winnicka-Wejs, 2017).

Thus, in RohligSUUS, every employee has the opportunity to expand their knowledge and skills, adapt to the constantly changing requirements of the environment, and receive assistance in developing their personality and professional qualifications (RohligSUUS, 2024, p. 44). When developing the competencies of the women and men working there, the training needs they report are taken into account. The company has a platform for managing training, on which the “Training Buffet” is published on a quarterly basis (RohligSUUS, 2024, p. 44). Diversity within the organisation was even among the topics addressed in projects undertaken by the company’s interns (RohligSUUS, 2024, p. 49).

Meanwhile, ABC Czepliński provides “Accessibility Plus” training courses for all employees. The company, together with the CFF Foundation, implements the “ABC of Empathy” project, which aims to raise awareness among children and their parents about people with disabilities and illnesses (ABC Czepliński, 2023, p. 63). The topic of combating discrimination is also raised as part of the workplace Occupational Health and Safety training (Grupa Kom-Eko, 2021, p. 80).

Prologis recruits and develops employees with diverse backgrounds and views, creating an inclusive culture where everyone can present their abilities to the fullest (Prologis, 2022, p. 32). Priorities regarding training and professional development include supporting inclusivity and diversity. For example, in 2021, almost 500 employees completed a training course on team effectiveness using Insights Discovery assessment. To support talent and leadership development, the “Prologis Diverse Leaders” programme was launched, bringing together women and people from underrepresented minorities in middle management positions with mentors from senior management level. Participants spend together two to four hours a month (Prologis, 2022, p. 33). To provide training for employees in the area of inclusion and diversity, new training materials, programmes and toolkits were added. These include a new intranet I&D page, training on unconscious biases, as well as days and months in the year dedicated to specific topics (e.g. Black history, women’s history, pride) (Prologis, 2022, p. 34).

For example, GTC has set itself the objective of ensuring that by 2030 all learners have acquired the knowledge and skills necessary for promoting sustainable development and fostering appreciation of cultural diversity. (GTC, 2020, p. 41).

#### 3.2.4. Organisational culture

The analysis of the reports also indicates that the researched companies are striving to create inclusive organisational cultures that promote values such as “people first, openness and maintaining long-term relationships” (RohligSUUS, 2024, p. 28). At RohligSUUS, they seek to promote a diverse and integrative workforce (see RohligSUUS, 2023, p. 7), and the management team and all employees participate in building the organisational culture. In most employee-related projects, representatives from individual teams are involved to ensure that the projects are tailored to the needs of those concerned. For many years, a group of employee representatives has operated in the company, tasked with representing the needs, commenting on projects and actions for the benefit of employees (RohligSUUS, 2024, p. 29).

Building a motivating and engaging organisational culture that creates a good place to work and supports employee development, with a particular focus on ESG, is an example of an inclusive practice (see ABC Czepczyński, 2023, p. 13). Fair treatment and friendly workplaces are possible through integration and mutual respect, preventing the exclusion of minorities, a positive atmosphere and partnership, combating bullying and discrimination, building awareness, freedom of expression and openness of communication, as well as equal treatment of women (ABC Czepliński, 2023, p. 62).

The inclusion and diversity (I&D) agenda is a vital aspect of work also at Prologis and an important value of its corporate culture (Prologis, 2022, p. 13). This is evidenced by the words “Our people are committed to the ideas of inclusion and diversity, they listen, ask questions, engage and shape the future” (Prologis, 2022, p. 31); “The Prologis vision of Inclusion and Diversity aims to create an organisation where everyone is respected, feels part of the team and is treated fairly. We believe that inclusion and diversity has value for business: by including a wide range of perspectives, we can achieve better results for the company and our clients” (Prologis, 2022, p. 34). The company has established 5 support groups to promote the inclusion of Black, Asian-American, Hispanic, LGBTQIA+ employees, as well as women. The chairs of these groups are members of the global I&D steering committee alongside senior management leaders (Prologis, 2022, pp. 31, 34).

The foundation of 7R’s corporate culture, based on respect and protection of diversity, is the “Code of Ethical Conduct”. This document obliges all Prologis employees to oppose any manifestations of discrimination, harassment, persecution or humiliation of other people; it expresses respect for diversity and impartial attitude of employees towards political, religious and ethical views of other people; it ensures equal opportunities in the workplace, access to training and career development, equal treatment in terms of employment conditions and career advancement opportunities (7R, 2021, p. 41). It is noteworthy that diversity and an inclusive organisational culture is one of the five most important aspects of ESG identified within the 7R company (7R, 2021, p. 50).

### 3.2.5. *Communication and dialogue*

Open communication and dialogue with all employees are essential for building mutual understanding and trust within the company. At RohligSUUS, such communication is conducted via the company's intranet platform, where anyone can assess content and add their own comments. During regular "Don't Miss It" webinars with management, all employees can ask any questions, including anonymously. Managers do not refrain from difficult conversations and difficult questions, believing that only open communication can build a culture of trust within the organisation. Informal development conversations provide a space for dialogue with employees (RohligSUUS, 2024, p. 28). The company ensures that communications reach all employee groups, utilising a variety of channels and formats: direct briefings with Change Leaders / HR Business Partners; the online HR system; notice boards, posters, stickers, screens in kitchens and on warehouse floors (RohligSUUS, 2024, p. 29).

At VGL, in turn, dialogue with employees is supported by a range of communication tools: a corporate information platform, newsletters, a specially appointed "Engagement Team", comprising representatives from various departments and divisions of the company (VGL, 2021, pp. 14-15). The purpose of their operation is to make decisions on matters important to employees (VGL, 2021, p. 26). An annual "What's Important to You?" survey is conducted, whose findings indicate, among other things, that in 2021, 61% of the surveyed staff felt that the VGL Group offered the same opportunities to all employees (VGL, 2021, p. 29).

The communication strategies of the researched companies are not limited to internal operations. Some collaborate with various industry organisations to help develop career opportunities for underrepresented groups, or to provide charitable support for organisations working towards equality and inclusion (Prologis, 2022, p. 34). They also engage in dialogue with specific stakeholders, with diversity management being a key topic. This is the case with Raben, where diversity and inclusion are a cornerstone of its ESG strategy (Raben, 2020, pp. 13, 16).

### 3.2.6. *Diversity & Inclusion Indicators*

Diversity, equal treatment and inclusion of employees in organisations are monitored using D&I (Diversity & Inclusion) indicators, which can be measured in many aspects and at different levels, such as age, gender, seniority or disability (Morawiec-Bartosik, 2022, pp. 183-189). Table 3 presents the D&I indicators that are used in the analysed companies in the logistics industry.

**Table 3.**  
*Diversity & Inclusion indicators in the analysed companies in the logistics industry*

Company Name	D&I indicators
Baltic Hub	<ul style="list-style-type: none"> <li>– Percentage of newly hired employees (Baltic Hub, 2023, p. 36),</li> <li>– Employment structure by gender (Baltic Hub, 2023, p. 36),</li> <li>– Average number of training hours per year per employee by gender and employment category (Baltic Hub, 2023, p. 39).</li> </ul>
GTC	<ul style="list-style-type: none"> <li>– Board composition by gender, age group (under 30, 30 to 50, over 50), nationality (GTC, 2023, p. 6),</li> <li>– Employees of GTC S.A. by gender, age group (GTC, 2023, p. 23).</li> </ul>
RohligSUUS	<ul style="list-style-type: none"> <li>– Number of employees by gender (RohligSUUS, 2024, p. 31; 2022, p. 38),</li> <li>– Number of employees by country (RohligSUUS, 2024, p. 31),</li> <li>– Number of employees by country and gender (RohligSUUS, 2024, p. 32),</li> <li>– Number of employees by type of contract (RohligSUUS, 2024, p. 33),</li> <li>– Number of employees by type of contract broken down by country (RohligSUUS, 2024, p. 34),</li> <li>– Gender Distribution in Top Executives (RohligSUUS, 2024, p. 35),</li> <li>– Age structure of employees: under 30 years old, 30-50 years old, over 50 years old (RohligSUUS, 2024, p. 35; 2022, p. 38),</li> <li>– Number of employees with a disability certificate (RohligSUUS, 2024, p. 36),</li> <li>– Wage gap (RohligSUUS, 2024, p. 36),</li> <li>– Number of hours of training by position and gender (RohligSUUS, 2024, p. 45),</li> <li>– Number of training days for managers and other employees (RohligSUUS, 2023, p. 23).</li> </ul>
ABC Czepliński	<ul style="list-style-type: none"> <li>– Employment structure: women – men (2023, p. 61),</li> <li>– Type of contract: employment contract – cooperation contract (2023, p. 61),</li> <li>– Managerial positions: women-men (2023, p. 61),</li> <li>– Length of service: &lt;3 years, 3-5 years, 5-10 years, 10-15 years, 15+ years (2023, p. 61),</li> <li>– KPIs: women in senior management positions; women in top management positions (C-Level); gender pay gap; members of the management board – women; management – age &lt;30, age 31-50 (2023, p. 66).</li> </ul>
Prologis	<ul style="list-style-type: none"> <li>– Board diversity: men – women (2022, p. 19),</li> <li>– Board diversity: Caucasians – other people (2022, p. 19),</li> <li>– Seniority on the board: up to 5 years, 6-11 years, 12 years and more (2022, p. 19),</li> <li>– Equal pay, including gender and skin colour (2022, p. 34),</li> <li>– Achieving inclusion and diversity goals: women – all employees, managers, senior leaders; people of colour other than white – all employees, managers, senior leaders (USA) (2022, p. 35).</li> </ul>
Grupa Kom-Eko	<ul style="list-style-type: none"> <li>– Employment structure by type of employment: women – men (Kom-Eko Group, 2021, p. 39),</li> <li>– Employees on an employment contract broken down by full-time equivalent (Kom-Eko Group, 2021, p. 40),</li> <li>– Equal pay ratio (the sum of the annual salaries of men in full-time employment divided by the number of men employed full-time (A). The sum of the annual salaries of women in full-time employment divided by the number of women employed full-time (B). The value of the indicator calculated according to the following formula: <math>(A-B) / B \times 100</math> (Kom-Eko Group, 2021, p. 80),</li> <li>– Employees by gender, age and other diversity indicators: women, men, under 30 years old, 30-50 years old, over 50 years old, foreigners, people with disabilities (Kom-Eko Group, 2021, p. 81),</li> <li>– Composition of the Management Board and the Supervisory Board by gender and age (Kom-Eko Group, 2021, p. 82).</li> </ul>
VGL	<ul style="list-style-type: none"> <li>– Employment statistics by women and men (VGL, 2021, p. 18).</li> </ul>

Cont. table 3.

7R	<ul style="list-style-type: none"> <li>– Diversity in governing bodies: Management Board: &lt;30, 30-50, &gt;50 years / women, men.</li> <li>Supervisory Board: &lt;30, 30-50, &gt;50 years / women, men.</li> <li>All employees: &lt;30, 30-50, &gt;50 years old, including foreigners/women, men (7R, 2021, p. 41).</li> </ul>
Metropolitan Transport Authority	<ul style="list-style-type: none"> <li>– Total number of employees by type of contract and gender (ZTM, 2020, p. 19),</li> <li>– Total number of employees by type of employment and gender (ZTM, 2020, p. 19).</li> </ul>
Raben	<ul style="list-style-type: none"> <li>– Diversity index among management and employees (measured as the percentage of women in these groups) (Raben, 2020, pp. 61, 65),</li> <li>– Employed foreigners index (number of employed foreigners) (Raben, 2020, p. 61),</li> <li>– Total number of employees by type of contract, gender, geographical area (Raben, 2020, p. 60),</li> <li>– Total number of employees by type of work (women/men) (Raben, 2020, p. 60),</li> <li>– Total number of employees by gender and working time (Raben, 2020, p. 60)</li> <li>– Newly hired employees and employee turnover by age group and gender (Raben, 2020, p. 60).</li> </ul>

Source: Author's own elaboration.

Data from Table 3 shows that compliance with the principle of diverse leadership and actions taken to ensure gender equality are information that is disclosed as part of CSR reporting.

“Diversity and equality of opportunities” indicators – the composition of management bodies and the workforce broken down by gender, age, ethnic minority status and other diversity indicators – as well as “gender pay equality” – the ratio of basic salary to remuneration of women and men broken down by employee categories and main locations of business operations (GRI, 2016, pp. 163, 165) are used almost universally across the analysed companies, although they are referred to by different names. Some D&I indicators also relate to foreign nationals and people with disabilities.

## 4. Discussion

The analysis of the first aspect concerning the dimensions of workforce diversity within logistics companies revealed that sustainability reports include characteristics relevant in the context of functioning in the workplace in Poland: gender, age, disability, race and ethnic origin, sexual orientation, and social class (cf. Dudek, 2025, pp. 26, 28). These characteristics are linked to team heterogeneity due to primary identity – visible: gender, age, physical ability, ethnic and racial affiliation, and secondary identity – invisible: sexual orientation, social status (cf. Jamka, 2011, p. 230).

The researched companies differed in the scope of referencing the above-mentioned features. For example, one of the companies referred solely to one identity feature, while three others referred to all six of the above-mentioned ones. In addition, some of the researched companies included in the reports also other categories of secondary identity, such as:

denomination/religion, lifestyle, family status, as well as categories of organisational identity: membership of trade unions, industry. This may indicate differences in the approach of the companies to team heterogeneity and their diversity management activities. These differences are strongly visible when comparing companies with Polish and foreign capital (cf. Waligóra, 2018, pp. 26-43).

The examined companies from the logistics industry engage in diversity by implementing specific inclusive practices. Inclusivity within these organisations relates to conscious actions aimed at creating a culture, policies and practices that support the DEI concept. The scope of these activities includes training, developing equality policies, promoting equal opportunities and eliminating discrimination - these are often cited in the literature on the subject (cf. Kuknor, Kumar, 2024, pp. 16-19).

Inclusive practices used in the researched companies from the logistics industry were categorized into the following categories: leadership and involvement of management, organisational policies and practices, training and education, organisational culture, communication and dialogue (see Gross-Gołacka, 2025, pp. 30-31) as well as Diversity & Inclusion indicators (see Morawiec-Bartosik, 2022, pp. 183-189; GRI Handbook of Applying the Guidelines, 2016, pp. 163-165).

This indicates that in the researched companies there are key elements influencing building an inclusive work environment, which can be classified as organisational factors determining inclusivity (see Gross-Gołacka, 2025, pp. 30-32). It should be emphasised that the inclusive practices described in detail in this article contribute to the achievement of specific United Nations Sustainable Development Goals, including: 3. Good Health and Well-being; 4. Quality Education; 5. Gender Equality; 8. Decent Work and Economic Growth; and 10. Reduced Inequalities (Sustainable Development Goals, 2025).

The D&I indicators identified in the researched companies from the logistics industry are universal inclusive practices which enable the assessment of progress in the area of DEI (cf. Dudek, 2025, p. 82). Most of the indicators primarily relate to key topics of the Global Reporting Initiative (GRI), namely the aspect of diversity and equal opportunities, i.e. the diversification of management bodies and employees, and the aspect of equal pay for women and men, which has recently been gaining importance due to the planned implementation in Poland of the EU Directive 2023/97 on strengthening the application of equal pay principles (Directive 2023/97).

It is observed that companies adopt diverse approaches to monitoring DEI activities. There is clear evidence that in the researched companies, where greater attention is paid to team heterogeneity, more D&I indicators are used, referring not only to women and men, but also to foreign nationals and people with disabilities, or specific age groups.

Unfortunately, analysing only the reports makes it difficult to determine the maturity level of inclusivity in the researched companies (cf. Karwowska, Tomczak, 2024; Gross-Gołacka et al., 2022; Lundy et al., 2021), as these are merely public declarations and records indicating

compliance with DEI obligations arising from applicable law. However, the established inclusive practices in the analysed companies can undoubtedly be described as solutions both at a meso level – in terms of education and awareness-raising, building organisational culture and integration, inclusive HR processes and policies, and at a macro level – in terms of public reporting of representation and DEI progress targets. It should be emphasised that these are key components of an inclusive organisational model in Poland (Dudek, 2025, pp. 192-198).

## 5. Summary

Research results are important as they enabled the indication of current inclusive organisational practices used actively in firms from the logistics industry. What is very important is that collections of activities and practices aiming at the implementation of goals set by companies from this industry while using heterogeneity of employees may be varied, less or more inclusive (see Leoński et al., 2020).

Conclusions from the study have both theoretical and practical implications. The article focuses on the less popular topic of inclusivity in the context of organization and human capital management, broadening theoretical knowledge in that area (cf. dimensions and levels of inclusion in: Pawlas et al., 2020, pp. 15-20), following the pragmatic research stream (cf. Rakowska, 2021, pp. 34-36).

The article can be an inspiration for managers, who are interested in the implementation of Diversity, Equity and Inclusion policy in their companies, who value creating diversified teams and inclusive organisations (cf. Fuller et al., 2022). Research results can also be useful for owners and managers of small and medium companies, who show worse preparation for inclusive management as compared to managers of large organisations (cf. Szydło et al., 2023, pp. 1-29).

This study has its limitations. Firstly, the analysis was based on historical reports (from 2021-2023), which may distort the actual and current picture of inclusive practices in the logistics industry, as these may have changed under the influence of current political and social conditions. Secondly, the analysis encompassed companies which submitted their sustainable development reports to competitions, and this fact may indicate a higher level of managerial awareness in the area of ESG, such as inclusion and diversity policies, compared to companies that do not undertake such initiatives. Thirdly, the dataset covered only selected companies and therefore it is not justified to generalise the results for the entire logistics industry. Finally, due to financial and time constraints, the study was based solely on data from reports, which means that the analysis was only conducted at a declarative level, without the perspective of managers' and employees' experience and verification of compliance with reality in practice.

Consequently, further research directions in the area of inclusive practices should assume the triangulation of data, researchers, theory, and methods (cf. Stańczyk, 2015, pp. 243-265). It is recommended to include a larger number of logistics companies in the study, as well as to adopt a different scope of entities covered, for example, companies of diversified classification of PKD – Polish Classification of Activities, corresponding to the EU NACE system, or public sector organisations. Undoubtedly, there are many research fields in this area worth deepening and exploring in order to expand knowledge about diversity and inclusivity in the context of human resource management and organisational practices in use.

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