

Diversity & Inclusion Benchmarking Survey

Manufacturing Data Sheet



49 Respondents

4 Regions

12 Countries



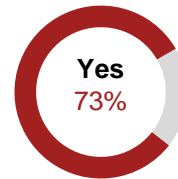


Many manufacturing organisations have publicly declared their commitment to Diversity & Inclusion (D&I), but how have they translated strategy into execution and what impact is it having on the employee experience? PwC's D&I Benchmarking Survey finds out.

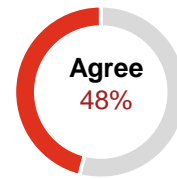
Diversity still a barrier to progression

Manufacturing organisations are struggling with translating D&I strategy into action. While D&I is a stated value or priority area for 73% of organisations, 48% of respondents still feel diversity is a barrier to employee progression.

D&I is a stated value or priority



Diversity is a barrier to progression at my organisation

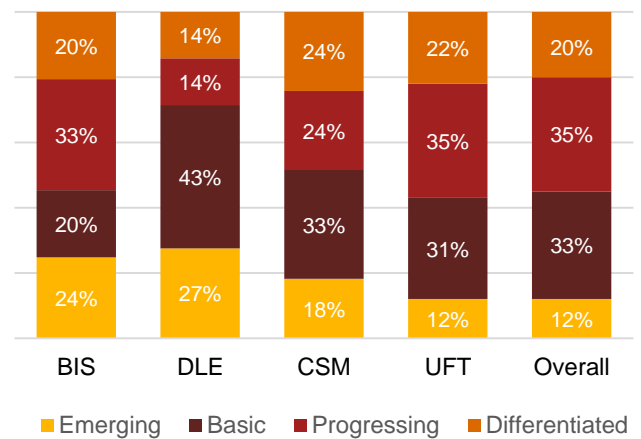


Few D&I programmes reach full maturity

Only 20% of manufacturing organisations' D&I programmes reach the highest level of maturity when assessed against the four dimensions of PwC's D&I maturity model.

- 1) **Understanding the Facts of Today (UFT):** Initiating a continuous process for understanding the facts of what's happening in the organisation today
- 2) **Building an Inspirational Strategy (BIS):** Creating a business-focused vision and strategy for D&I that reflects the reality of today and the real potential of tomorrow
- 3) **Developing Leadership Engagement (DLE):** Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance
- 4) **Creating Sustainable Movement (CSM):** Executing the D&I strategy across all elements of the business

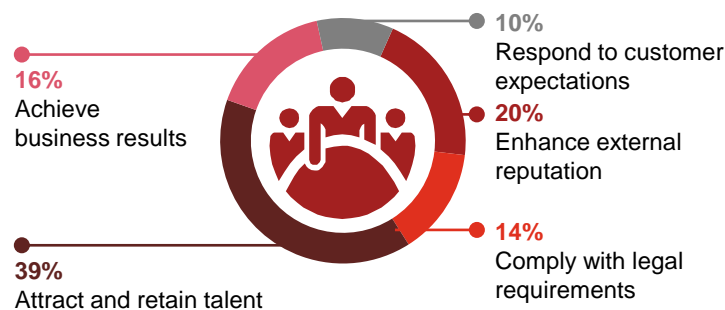
Degree of Program Maturity



D&I programme goals

Over a third of manufacturing organisations surveyed (39%) view their D&I programme primarily as a way to attract and retain talent, but few are connecting D&I directly to the achievement of business results, such as innovation, or the ability to respond to customers' expectations.

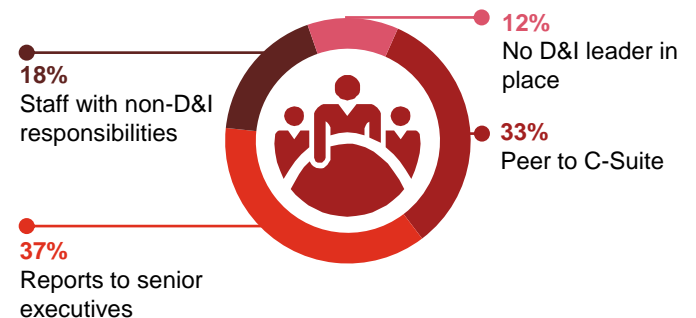
The primary objective of D&I is to...



Programme oversight

While data indicates that having a C-Suite D&I leader is the biggest differentiator between organisations where diversity is not considered a barrier to progression and those where it is, only 33% of organisations have adopted this program structure.

The D&I programme leader is...





Accountability for D&I results

Tasking leaders with specific D&I goals is key to driving results. Despite this, less than half of manufacturing organisations have adopted this practice (43%).

How does your organisation drive accountability for D&I results?

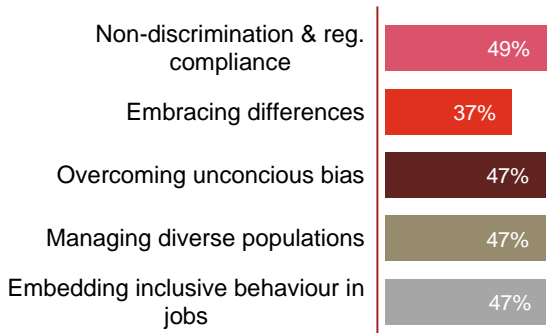
Leaders are tasked with specific D&I goals	43%
Leaders' progress toward meeting their D&I goals is measured	55%
D&I goals influence performance evaluation and compensation outcomes for leaders	31%
D&I goals influence performance evaluation and compensation outcomes for all employees	24%
None of the above	12%



Training programmes in place

Almost half of manufacturing organisations (47%) provide training on how to embed inclusive behaviours into everyday job responsibilities.

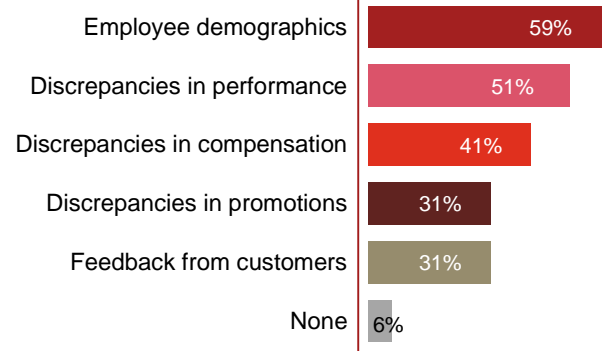
Training programmes focus on...



Leveraging data

Driving sustainable change requires effective monitoring efforts. Most organisations track employee demographics (e.g. gender), but significantly less measure discrepancies in compensation, promotions, or customer feedback based on these attributes.

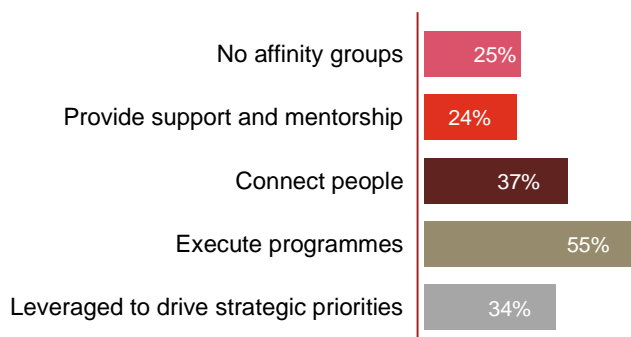
My organisation gathers and analyses the following types of data



Role of affinity networks/ resource groups

While the majority (75%) of manufacturing organisations have affinity groups, they are mostly used to execute programmes (e.g. Speaker's Series), rather than to inform decision-making and drive business priorities.

Affinity groups at my organisation...



***Interested to see how
your organisation
compares?***



***Take the D&I
Benchmarking
Survey***

<http://pwc.to/DivInc17>



Additional reading

Winning the Fight for Female Talent: Find out how to gain the diversity edge through inclusive recruitment

The PwC Diversity Journey: Find out how far we've come since we started our diversity journey 12 years ago.

The Future of Work – A Journey to 2022: What will the future of work look like for businesses, workforces and HR?
How will you make sure you are not swept along into 2022?

For a deeper discussion, contact:



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