



WORLD MANUFACTURING FORUM

WMF

14 - 15 October 2024

Big Theatre
MIND Milano Innovation District
Milan (Italy)

**NEW PERSPECTIVES
FOR THE FUTURE
OF MANUFACTURING:
Outlook 2030**



No more waiting time to foster Competitiveness through Gender Equality in Manufacturing Companies

Cristina Oyón

Director of Technology, Innovation and Sustainability at SPRI Group (Basque Country)



WMF expert group Women in Manufacturing has been working on an analysis of the woman's role in the industry since the year 2020. 8 game-changing courses of action and 3 building blocks were identified to foster the cultural transformation necessary to achieve equality for women in the industry.

CULTURAL TRANSFORMATION

STRATEGIC IMPERATIVE

ACCESS			THRIVE			LEAD	
01_ Engage girls in stem	02_ Increase women's employability	03_ Promote female entrepreneurship	04_ Equitable work environment	05_ Equal pay for equal value	06_ Gender equality plans	07_ Women's participation in decision making	08_ Women on boards
8 GAME CHANGING ACTIONS							
✓ 01_ Data & research			✓ 02_ Making manufacturing appealing			03_ Female role models	
3 BUILDING BLOCKS							



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NEW PERSPECTIVES FOR THE FUTURE OF MANUFACTURING: Outlook 2030

We have gathered data and developed research to demonstrate that gender equality is no longer merely a matter of human rights, but rather an essential issue to guarantee competitiveness and economic recovery

The contribution made by women is now a fact, but as yet it has not been acknowledged sufficiently. When it has been acknowledged, it will have relevance.

Methodology

Multidimensional comprehensive assessment of the concepts of competitiveness and gender equality in industrial businesses.

	COMPETITIVENESS INDEX	EQUALITY INDEX
Sub Indexes	1. Billing growth	1. Equality between departments
	2. Employee growth	2. Equality between positions
	3. Innovation	3. Equality in selection processes
	4. Internationalization	4. Conciliation policies
		5. Commitment to equality



Basque Country case study

(474 industrial businesses)



European case study

(A sample of 76 industrial companies).



Co-funded by the European Union

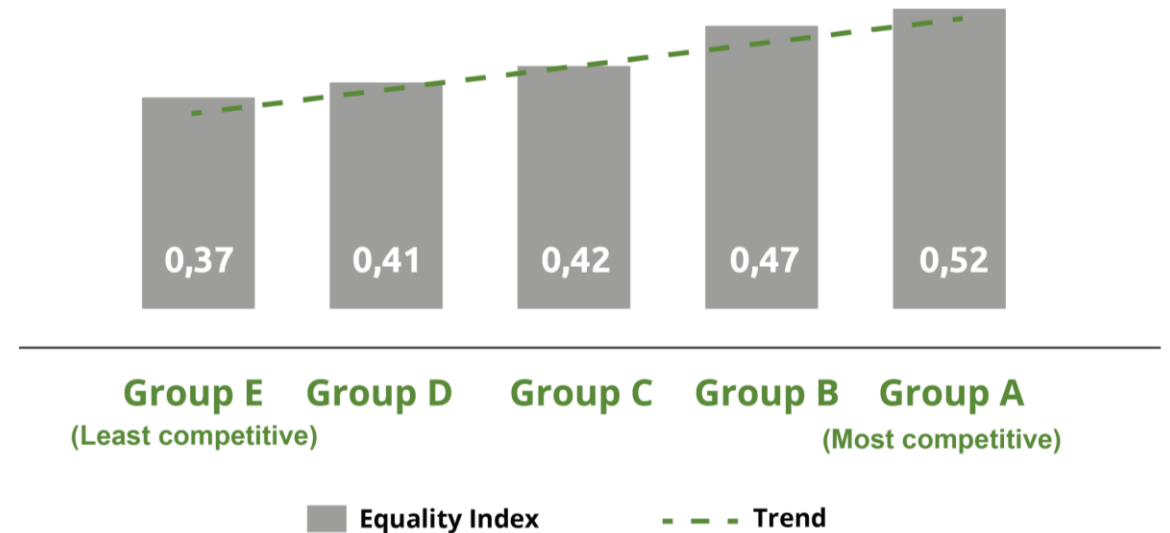
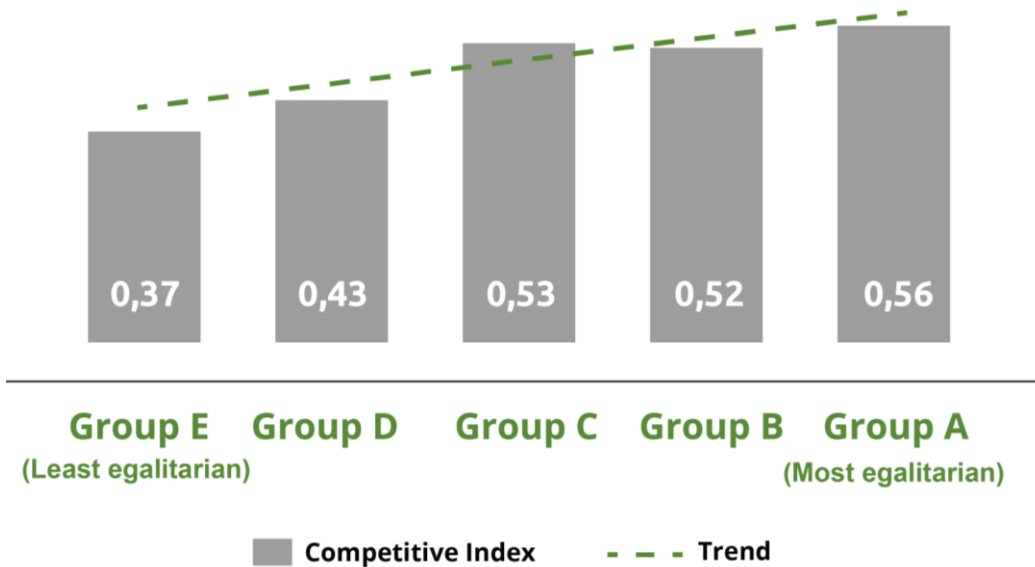




BASQUE COUNTRY CASE STUDY

The most equitable companies are more competitive and score better in terms of increases in turnover and employment, R+D+I and internationalisation.

Likewise, the most competitive companies show greater average levels of equality.

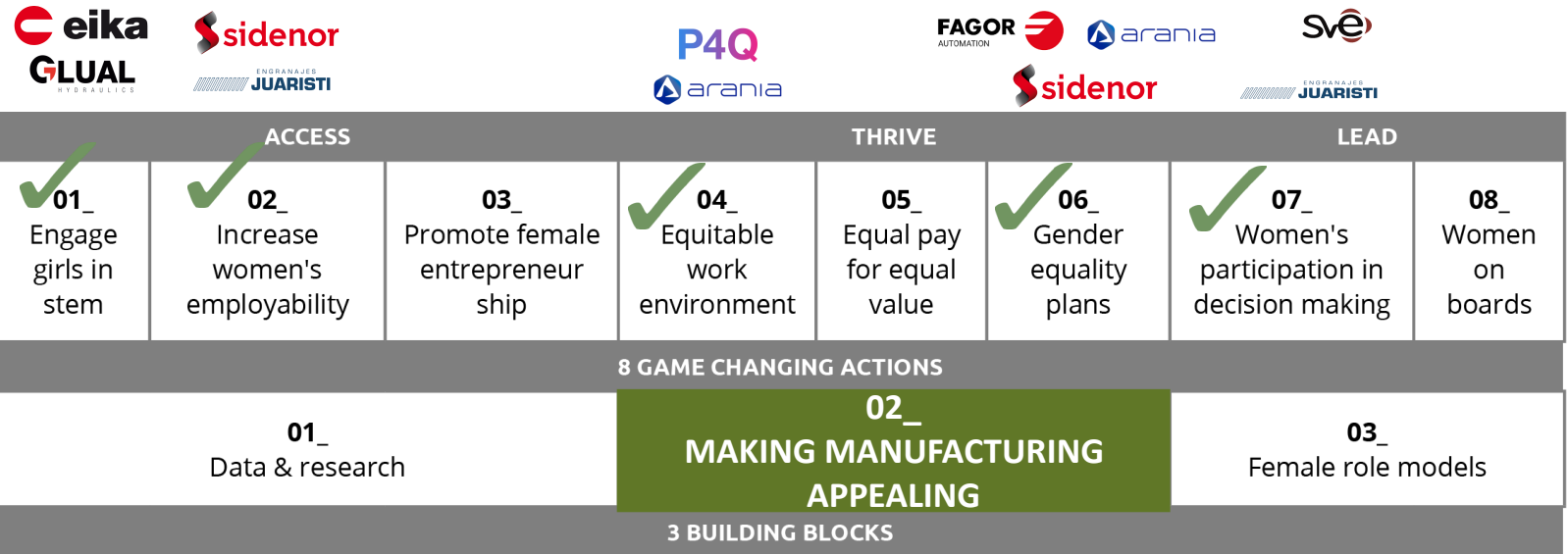
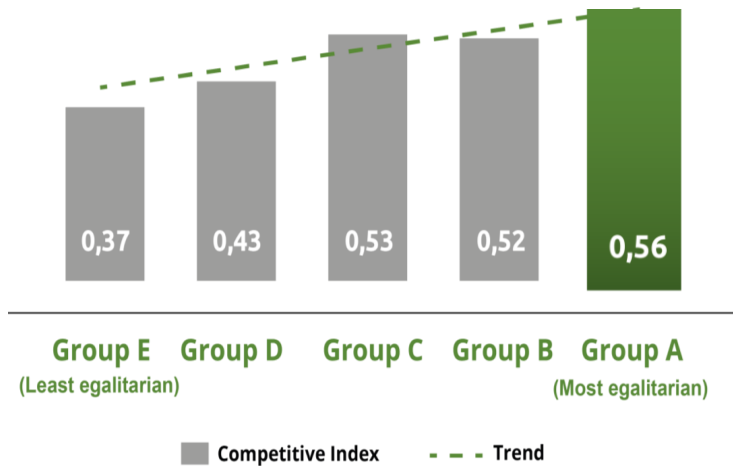


NB: The indexes in the chart show the average results for each group. The dataset has been distributed in quintiles. The index range is between 0 (Min) and 1 (Max).



BASQUE COUNTRY CASE STUDY

In an industry designed by and for men, the industry must be made appealing to women. To this end we focused on identifying good practices by interviewing the companies that scored better in terms of equality and competitiveness.



CULTURAL TRANSFORMATION
STRATEGIC IMPERATIVE





ACCESS

01_

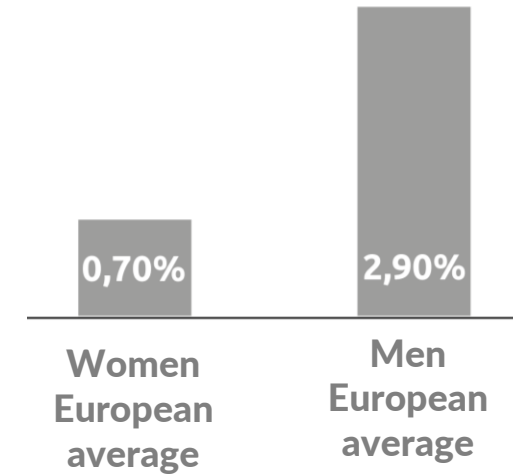
Engage girls
in stem

The small proportion of women with training in technological disciplines puts females at a clear disadvantage to gain access to a job market where technology specialists' profiles are the most sought after in the economy of the future.

3/4 of the female population don't even consider manufacturing as a potential career

Source: UNIDO. Nelson, Judy. (2020, 10 November). *Why We Have Gender Inequality in Manufacturing.*

Percentage of women and men with ICT degrees in Europe



Source: Reports on Digital Society and Economy by autonomous communities and Gender indicators in the digital society - ONTSI National Observatory of Technology and Society 2021.



Good practices to engage girls in STEM.

ACCESS

01_

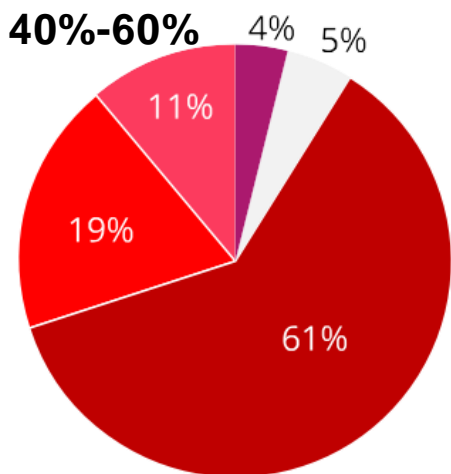
Engage girls
in stem

The most equitable businesses are aware of the need to make an impact on girls from an early age. Although they have detected a slight increase in female profiles studying technical subjects at university, they point out the need for initiatives seeking to mitigate the shortage of women in vocational training. This is enhanced by communication activities which have moved on from the traditional communication associated with heavy industry to digitalised, technological, sustainable industry composed of diversity-friendly teams.



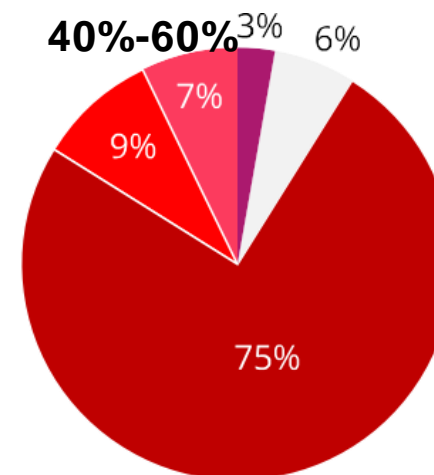
Cooperative that manufactures components for electric cooking. 52% female employees

Women in production



Manufacturer of hydraulic and electronic systems for the automation of industrial processes. 10% female employees

Women in ICT



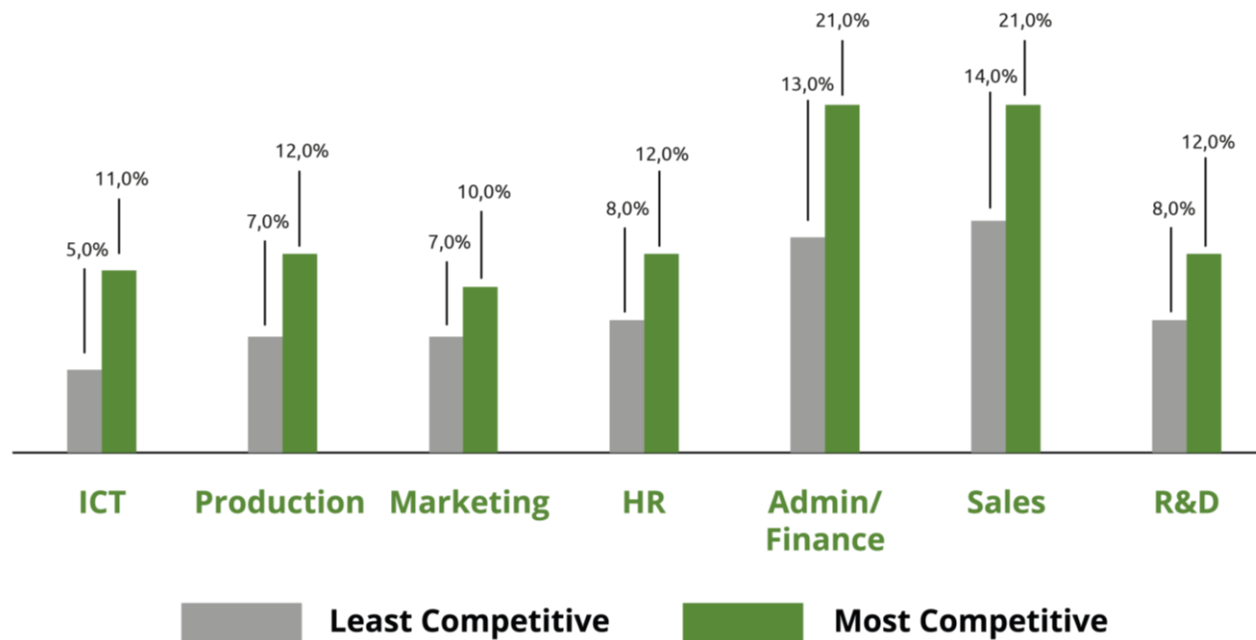
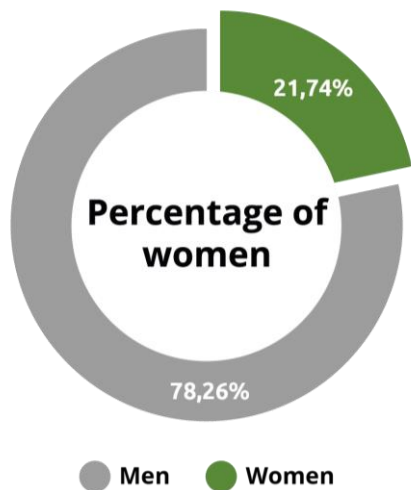


ACCESS

02_

Increase women's employability

Even though they represent 47% of total employment, women only account for around 20% of jobs in industry worldwide. The most competitive companies, however, have more equitable teams than less competitive businesses.





Good practices to increase women's employability

ACCESS

02_

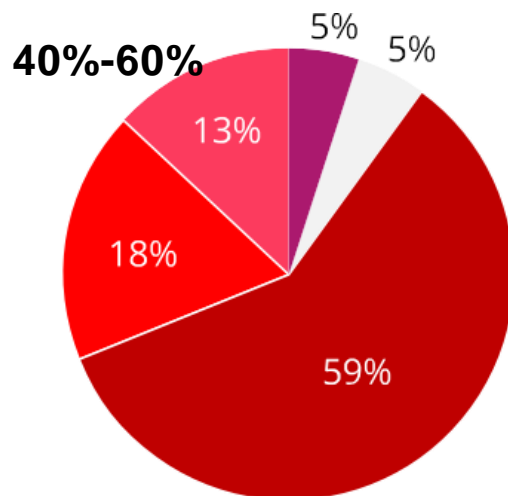
Increase women's employability

Selection processes are the gateway for women to gain access to industry. The most equitable businesses are implementing specific initiatives that facilitate and encourage the selection and engagement of women. Some businesses establish quotas and pay particular attention to job applications by women, in a bid to balance out their teams. Other businesses believe it is essential to generate alliances with the University and VET Centres in order to facilitate access to companies as interns.



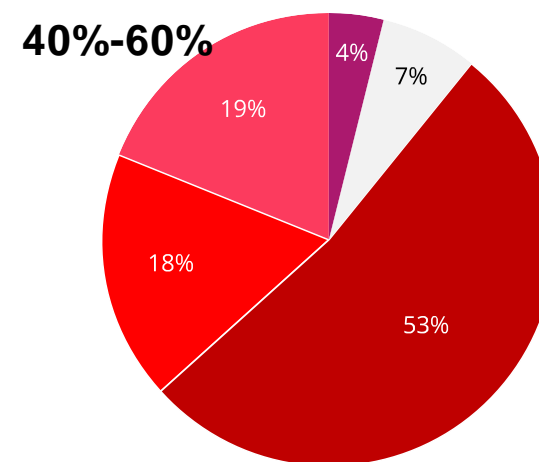
Large company producing special long steels. 8,2% female employees

Women in R&D



Small company producing gear systems. 12% female employees

Women in managing positions





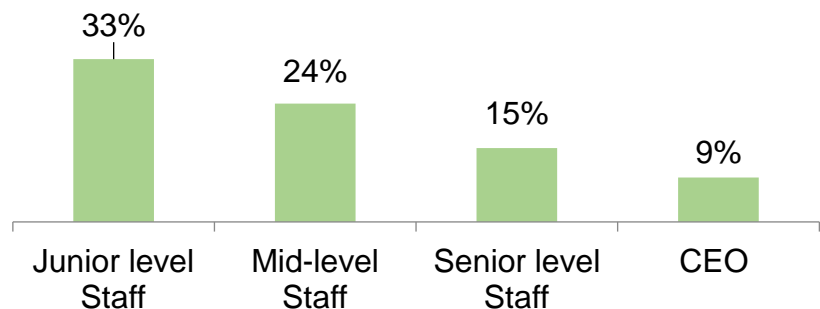
THRIVE

04_

Equitable work environment

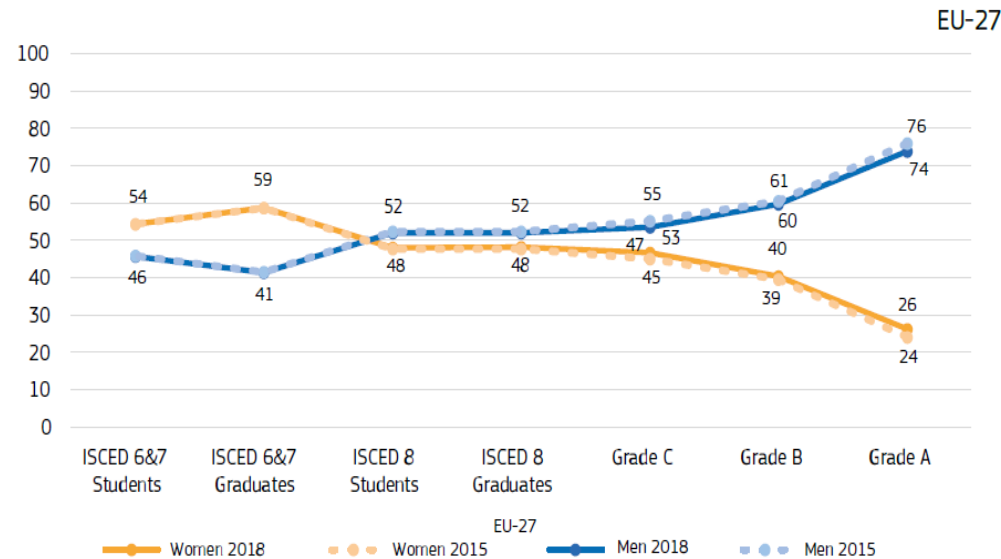
Flexible working conditions and equitable employment environments encourage women to stay in the industry and technological jobs, making the best possible use of their talent.

Across all industries, women make up on average:



Source: WMF Women in Manufacturing White Paper 2021.

Proportion (%) of men and women in a typical academic career, students and academic staff, EU-27 & EU-28, 2015-2018



Source: She Figures 2021



Good practices to foster an equitable work environment

THRIVE

04_

Equitable work environment

The most equitable businesses strive to encourage cutting-edge employment conditions to keep their people with them and guarantee corporate loyalty. Businesses are introducing their own work/family policies, aware that it is women who show the most appreciation of this kind of initiative, and that personal and professional welfare go hand in hand. A number of businesses have also applied the equality analysis to the jobs themselves, by making improvements to ergonomics in jobs to make them accessible for women.

P4Q

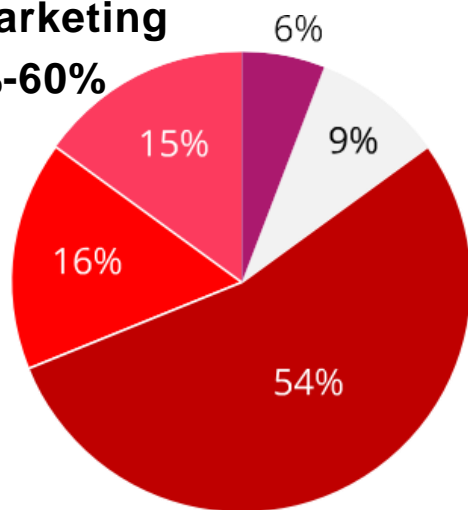
Medium-sized manufacturer of IoT devices for solar power and the medical sector. 38% female employees

arania

Medium-sized manufacturer of precision cold-rolled steel. 15% female employees

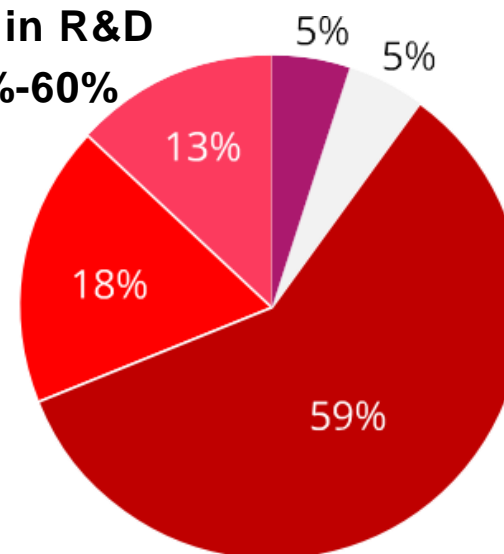
Women in marketing

40%-60%



Women in R&D

40%-60%





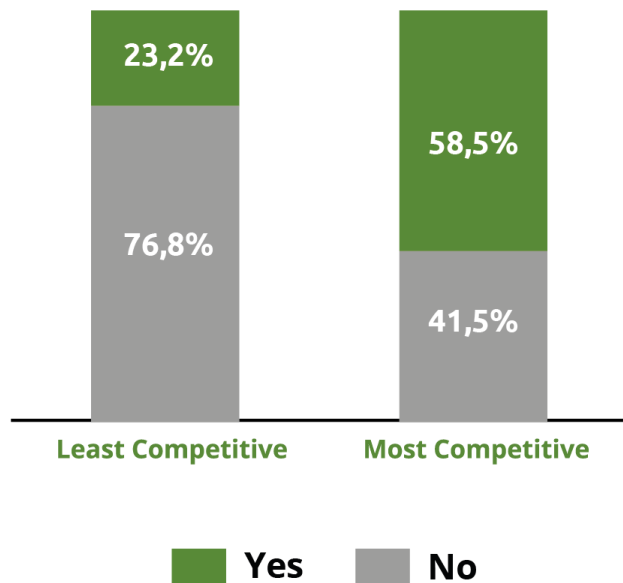
THRIVE

06_

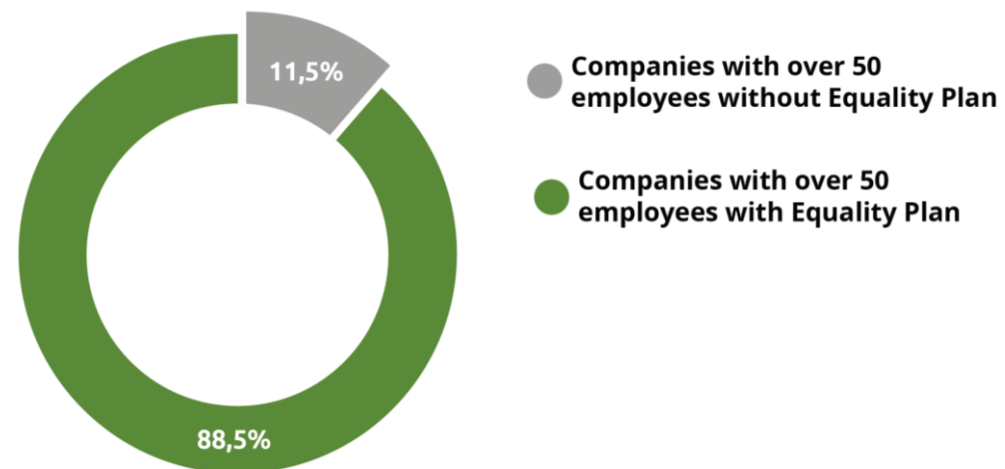
Gender equality plans

Making gender issues part of business strategies furnishes data, targets and resources to guarantee genuine, committed progress in terms of equality.

Equality Plan



Basque businesses not eligible for R+D funds because they have no Equality Plan, required by law for companies with more than 50 employees.





Good practices regarding gender equality plans

THRIVE

06_

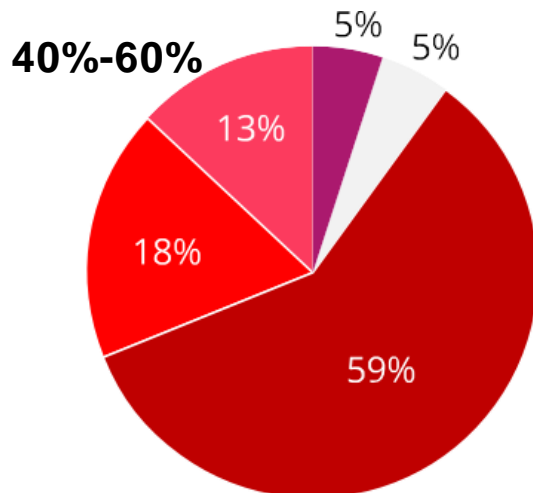
Gender equality plans

The commitment of businesses to equality materialises with its introduction of as a strategic principle of corporate governance, set out in strategic documents. The companies interviewed see it as a useful tool which enables them to work in a structured manner, set targets and measure results.



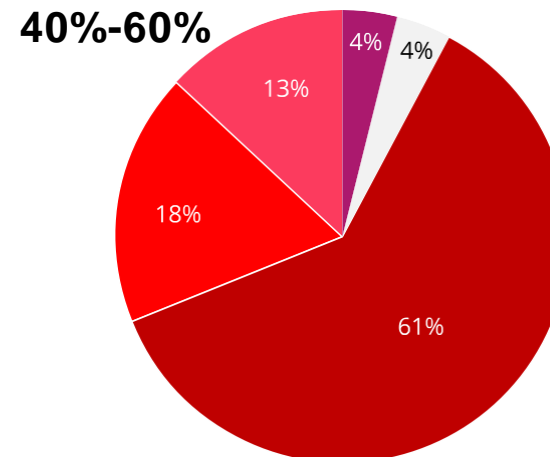
Large company producing special long steels. 8,2% female employees

Women in R&D



Large cooperative manufacturer of automation and machinery control products. 37% female employees

Women on the board





LEAD

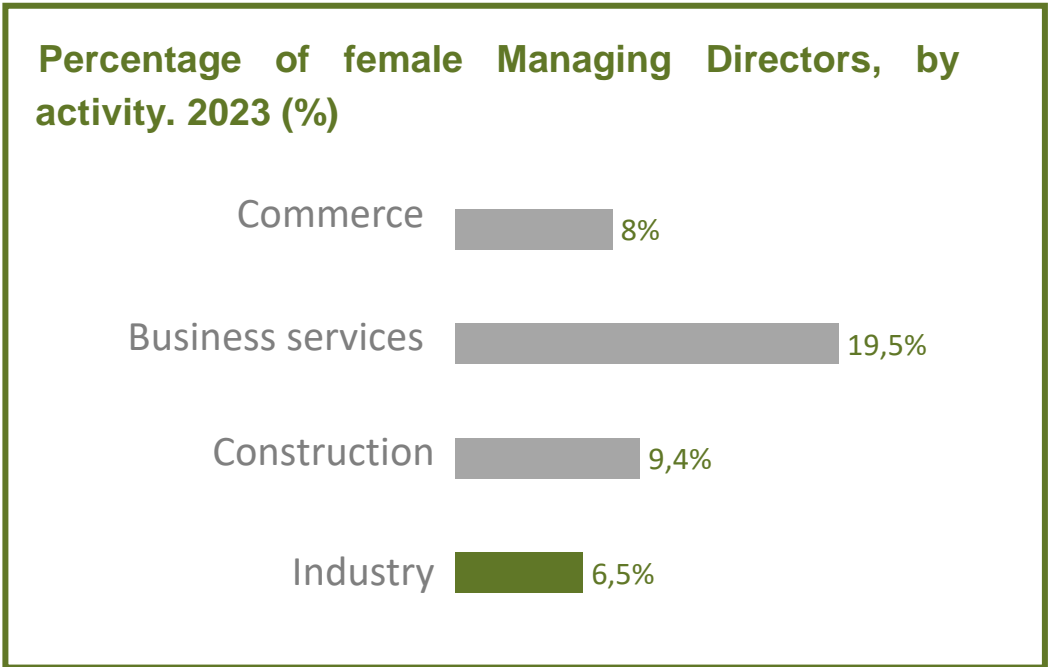
07_

Women's participation in decision making

The introduction of measures to break through the glass ceiling which restricts so many women's plans for professional development is an opportunity to boost companies' sustainable competitiveness.

A profitable firm at which **30% of leaders are women** might expect to add **more than 1 percentage point to its net margin** compared to an otherwise similar firm with no female leaders.

Source: Women in manufacturing White Paper 2021.



Source: AED. Association of Businesswomen and Managers of Bizkaia. 2021



Good practices to foster women's involvement in decision-making

LEAD

07_

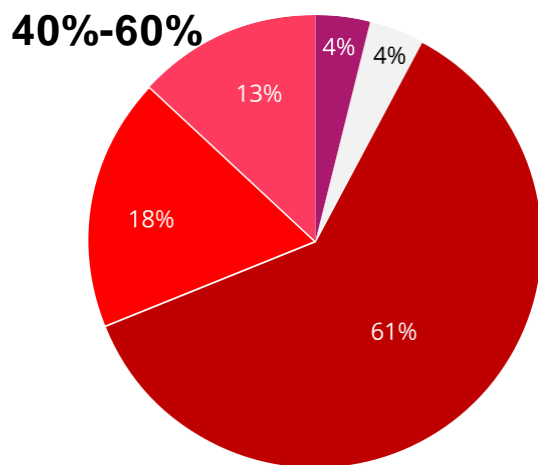
Women's participation in decision making

The most equitable businesses believe that gender equality affords balance for decision-making units, contributing different visions and approaches which provide a broader perspective and facilitate more stable decision-making. Although no woman likes to be offered a job simply because she is a woman, several businesses consider the implementation of quotas as a fast track along the path to equality.



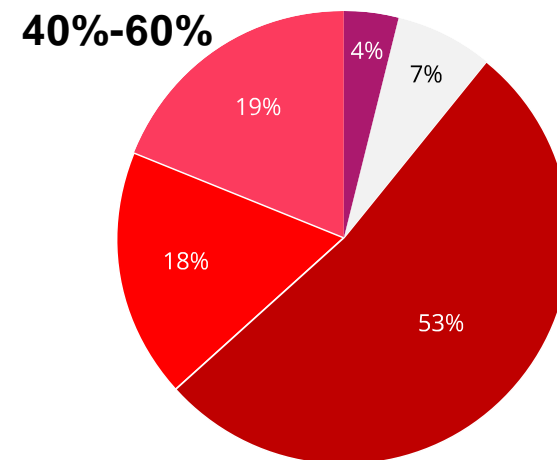
Small manufacturer of electronic control units for generation and pumping systems. 34,5 % female employees

Women in managing committee



Small company producing gear systems. 12% female employees

Women in managing positions



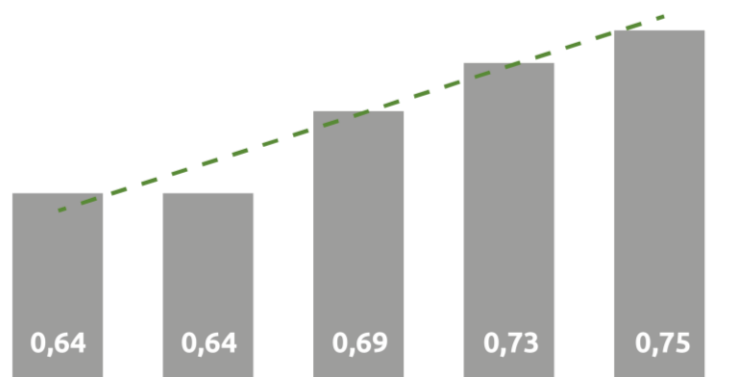


The European replica of the study, built from data from 76 industrial businesses in 20 countries, confirms the correlation between equality and industrial competitiveness

The results also confirm a positive relation of contributions by women to turnover and employment growth and innovation activity



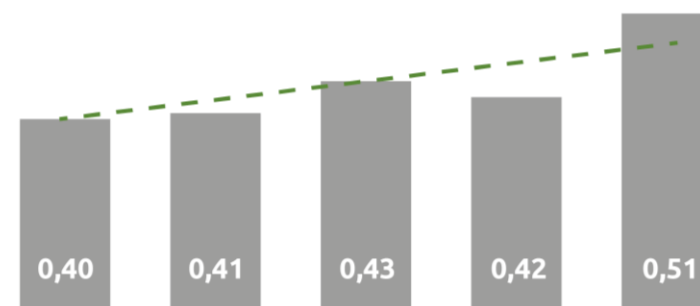
Competitiveness Index average of companies according to the equality ranking



Group E (Least egalitarian) Group D Group C Group B Group A (Most egalitarian)

■ Competitive Index - - - Trend

Equality Index average of companies according to the competitiveness ranking



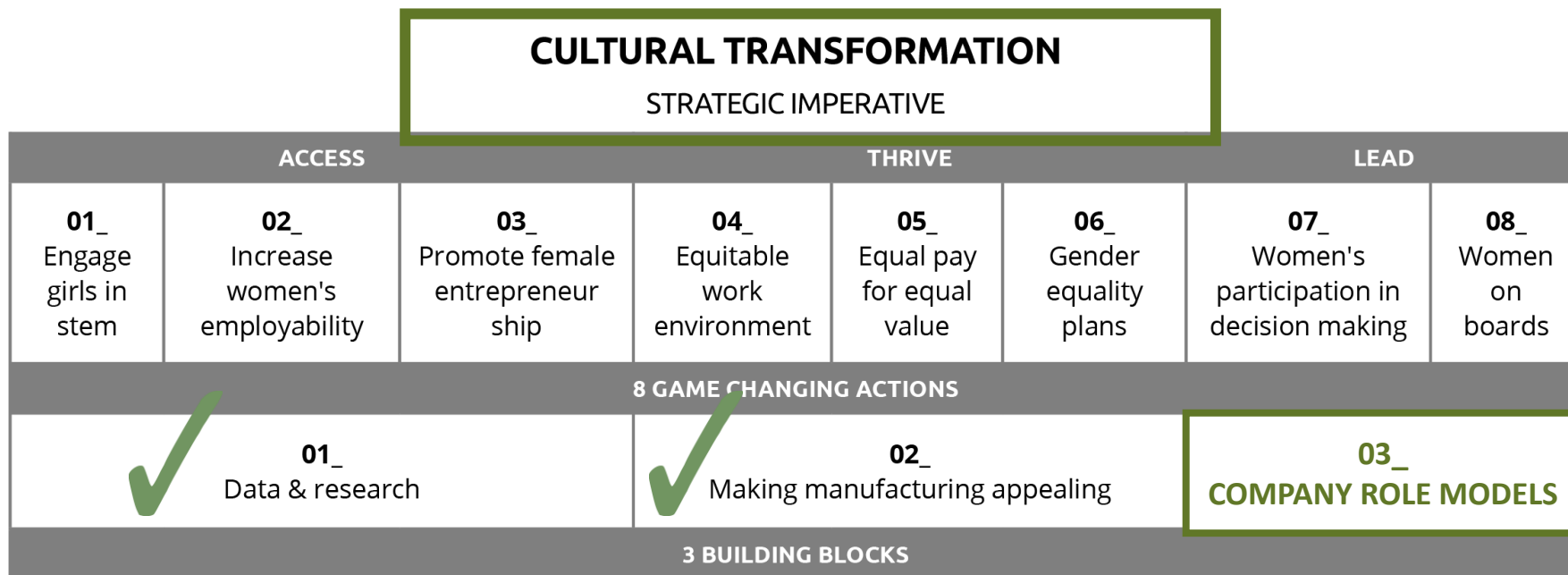
Group E (Least competitive) Group D Group C Group B Group A (Most competitive)

■ Equality Index - - - Trend



Conclusions

- More data and more research as a starting point to understand the potential of gender equality policies in competitiveness.
- Necessary to identify and work on the characteristics that make a business equality-friendly and appealing to women for the sustainable competitiveness of businesses.
- From “female role models” towards “company role models”, visibility for businesses which attract women.
- For a future where industry is not associated with any gender, education, training and professional opportunities must equally empower girls and boys, women and men. We have cultural, domestic and business barriers to break



THANK YOU!!



Cristina Oyón

Director of Technology, Innovation and Sustainability

SPRI –Basque Agency for Business Development

cristina@spri.eus



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