



WOMEN IN MANUFACTURING

Impact of Women in Industrial Competitiveness

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Agenda

- **Objectives and methodology of the study**
- Key messages emerging from the survey to the Basque companies

The White Paper 2023 is the last work carried out by SPRI in the context of the Women in Manufacturing Expert Group

"Women in Manufacturing" Expert Group was created in 2020 by the World Manufacturing Foundation for closing the gender gap in the manufacturing industry. The Expert Group, led by Cristina Oyón (SPRI), has issued three white papers aimed at meeting the group's objectives:

- The “[White Paper 2020 – Manufacturing beyond Covid](#)”, with the objective to analyse the situation of women in the industry and establish recommendations in order to rebalance the gender gap after the Covid-19 sanitary crisis.
- The “[White Paper 2021 – Emerging topics for long term resilience in manufacturing](#)”, on the identification of good practices to boost the access, promotion and leadership of women in the manufacturing sector.
- The “**White Paper 2023 – Impact of Women in Industrial Competitiveness**”, which aims to address the correlation between gender equality in the industry and industrial competitiveness.

Objectives of SPRI 2023 Study on the Impact of Women in Industrial Competitiveness

Different studies suggest that **gender diversity in companies is correlated with profitability**, by strengthening the assumption that the inclusion of women increases the competitiveness of companies

- The White Paper on Impact of Women in Industrial Competitiveness aims to verify empirically the above thesis with a twofold objectives:
 - To **provide a framework** of assessment to analyse the correlation between gender equality and competitiveness
 - To **provide an objective basis** that helps proving that a higher rate of gender diversity benefits the management of companies as their profitability and competitiveness
- In order to verify the correlation, a **scalable international methodology** has been created and validated by SPRI, in collaboration with the WMF Expert Group
- The methodology has been tested in the **Basque Country** (who stands out for the high weight of the industry in its GDP, 23.9%, and its innovation profile).

Methodology

The study developed by SPRI is structured in **three steps**:



To collect data, the **methodology is based on a survey** composed by three main blocks, that study the key elements related to equality and competitiveness of companies:

- block 1: concerns the company characteristics
- block 2: involves the Indicators of competitiveness and includes questions about R&D, innovation and Internationalization
- block 3: consists of gender equality questions in terms of participation, employment relationship, work-life balance policies and governance

Methodology: the sample of the survey

- A total of **474 companies** have attended the survey
- Characteristics of the sample:
 - every company is located in the **Basque Country**
 - all companies operate in the **industrial and/or industrial-related services sector** and participated in Innovation and/or R&D and/or Internationalization projects with public support
 - most of the companies (34,3%) have between **20 and 49 employees**
 - about 70% of the sample records **revenues** in a **range between 1 and 10 million of euros** (only the 10% of the companies has a billing volume greater than 30 million of euros)
 - the 70% of the sample has a percentage of **women in the company less than or equal to 40%**
 - one in two companies has a rate of women in a **managerial position less than 20%**

The Competitiveness and Equality Indexes

In order to deeply analyze the existence of a possible correlation between competitiveness and equality, **two different composite indexes** have been calculated on the basis of the data collected by the survey

COMPETITIVENESS INDEX		EQUALITY INDEX	
Sub Index	Variables	Sub Index	Variables
1. Billing growth index	2021 turnover growth percentage relative to 2019	1. Index of equality between departments	<ul style="list-style-type: none"> Percentage of women by department
2. Employee growth index	2021 employee growth percentage relative to 2019	2. Index of equality between positions	<ul style="list-style-type: none"> Percentage of women by position
3. Innovation index	<ul style="list-style-type: none"> R&D activity R&D employees Has taken part in some R&D program Percentage of R&D revenues/total 	3. Equality index in selection processes	<ul style="list-style-type: none"> Equal candidacy in the selection processes Equality training for HR staff
4. Internationalization index	<ul style="list-style-type: none"> Turnover percentage of exports International R&D projects 	4. Equality index in conciliation	<ul style="list-style-type: none"> Flexibility in working hours Existence of paid parental leave for childcare Leave for serious illness of a family member Continuous working day to care for children Existence of Teleworking option
		5. Index of commitment to equality	<ul style="list-style-type: none"> Existence of Strategic commitment to equality Existence of Equality Plan Existence of Equality Group Existence of Sexual harassment Protocol Existence of promotion policies for women Existence of positive discrimination Existence of equality training for employees

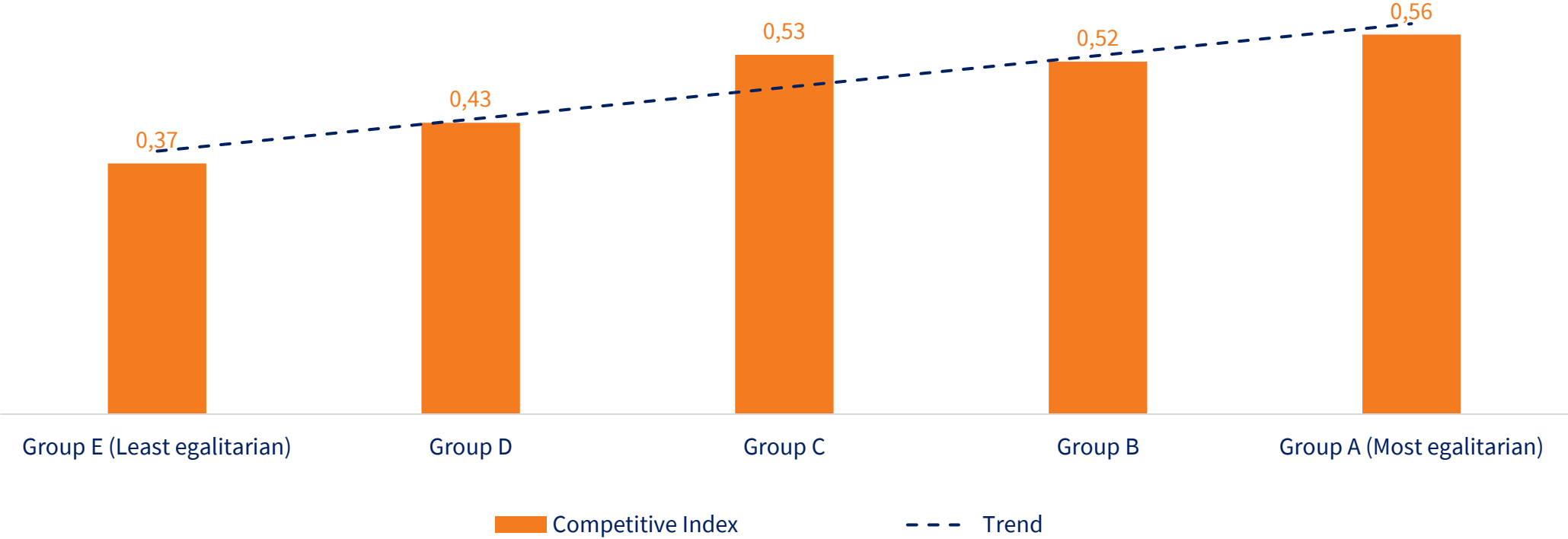
Agenda

- Objectives and methodology
- **Key messages emerging from the survey to the Basque companies**
 - Competitiveness view
 - Equality view

Competitiveness view

The survey confirms that the most egalitarian Basque companies are more competitive than the least egalitarian

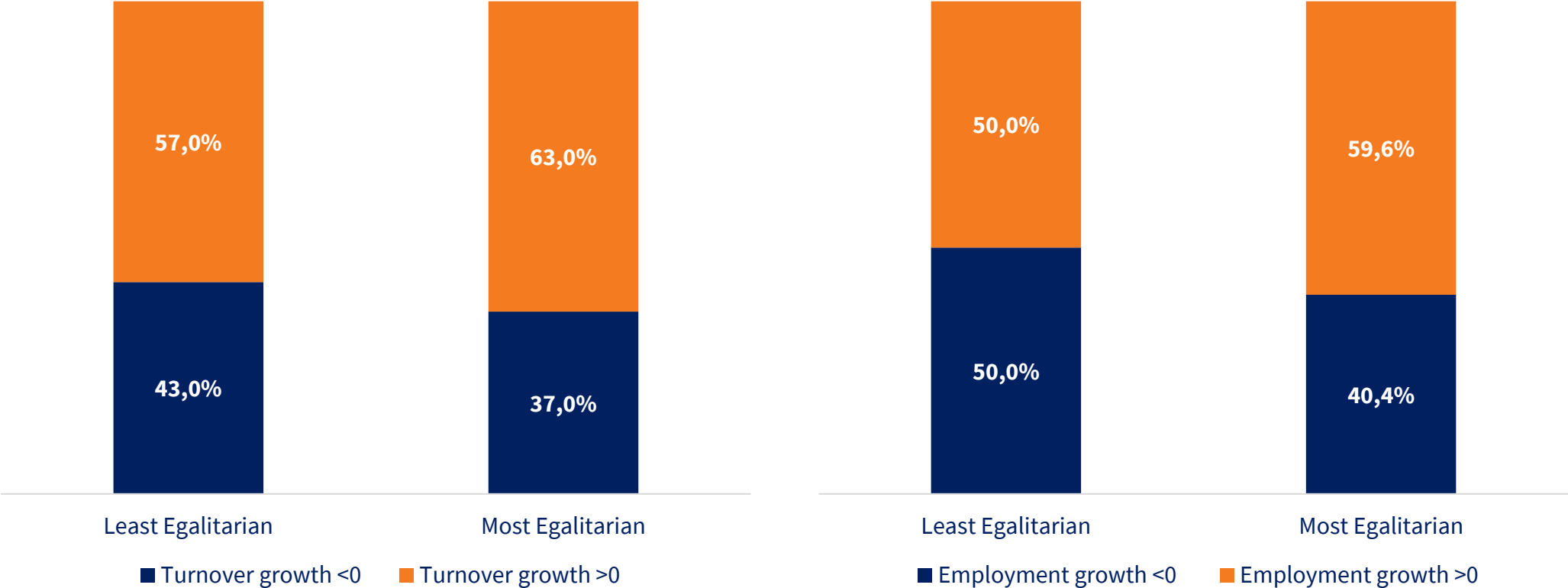
Competitiveness Index of companies according to the equality ranking



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

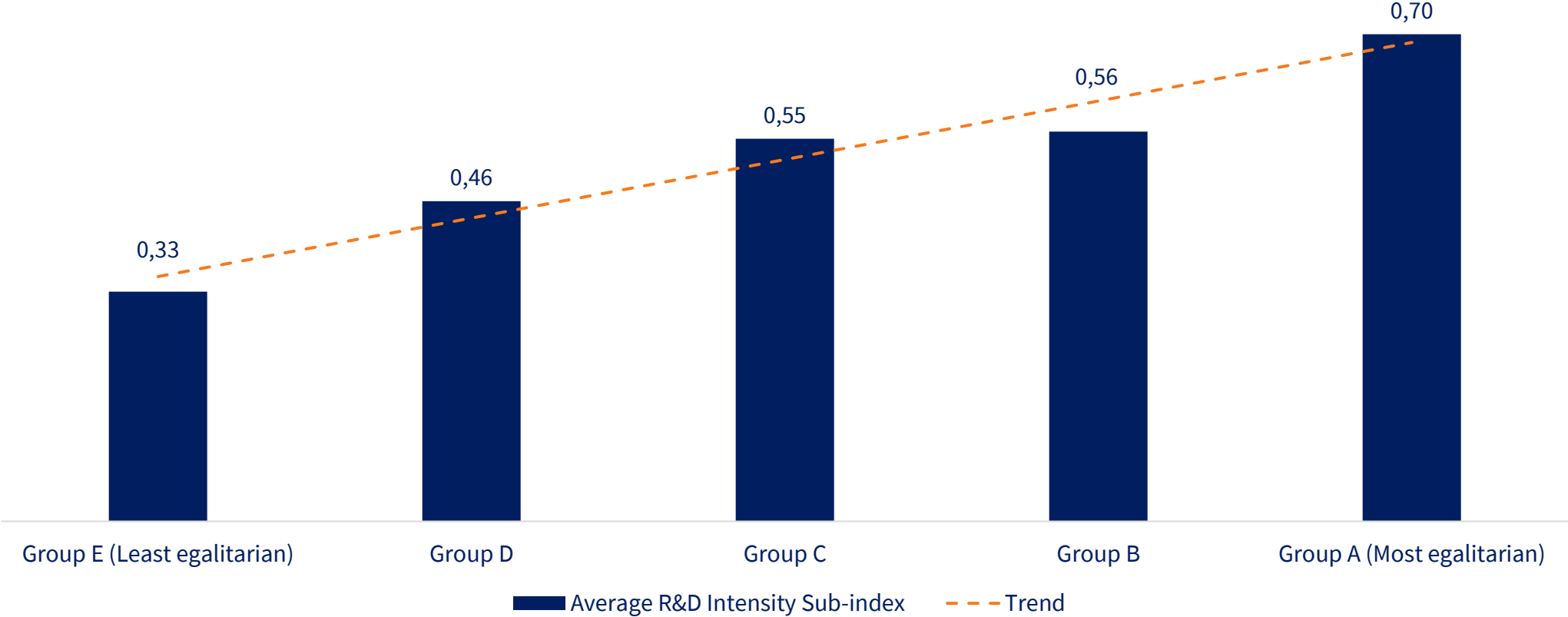
The most egalitarian companies have grown more than the least egalitarian (more than 10% during the '19-'21 period)

'19-'21 Billing and Employment Growth Sub-Index according to the equality ranking



The most egalitarian companies show a level of R&D intensity significantly higher than the least egalitarian

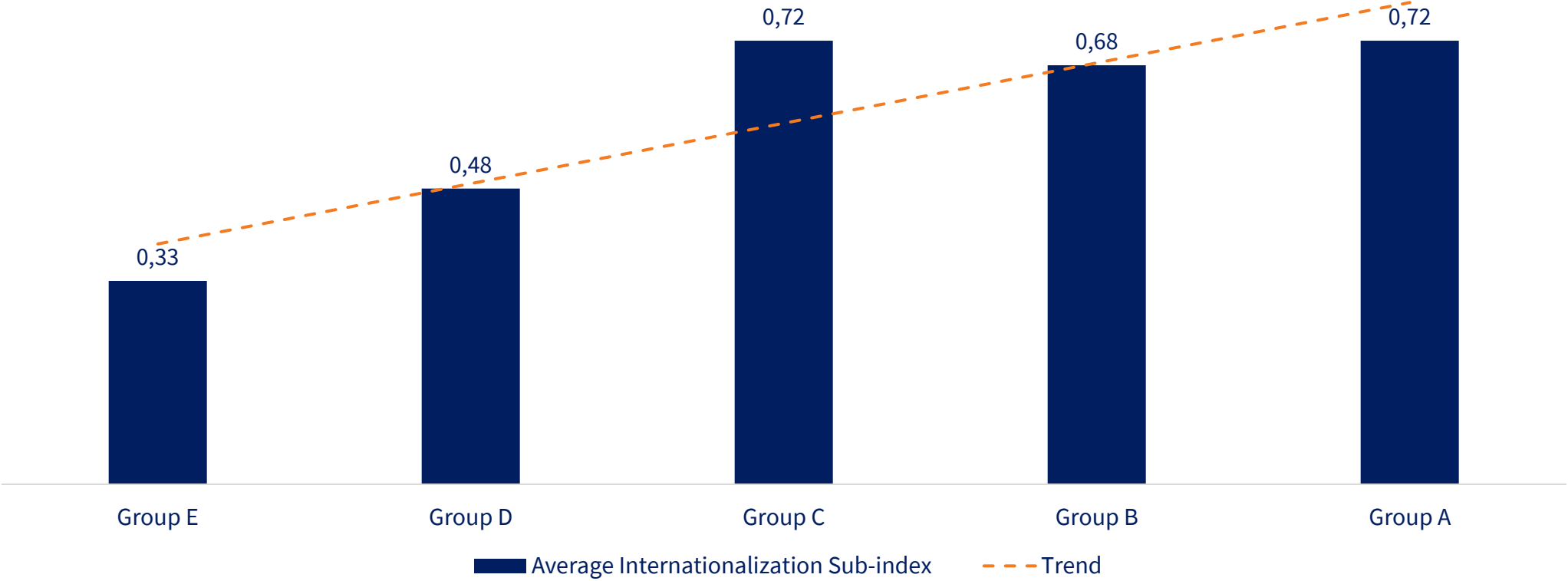
R&D Intensity Sub-index Average of Companies according to the Equality Ranking



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

The most egalitarian companies are more projected on the international business scenario than the least competitive

Average Internationalization Sub-index of Companies according to the Equality Ranking



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

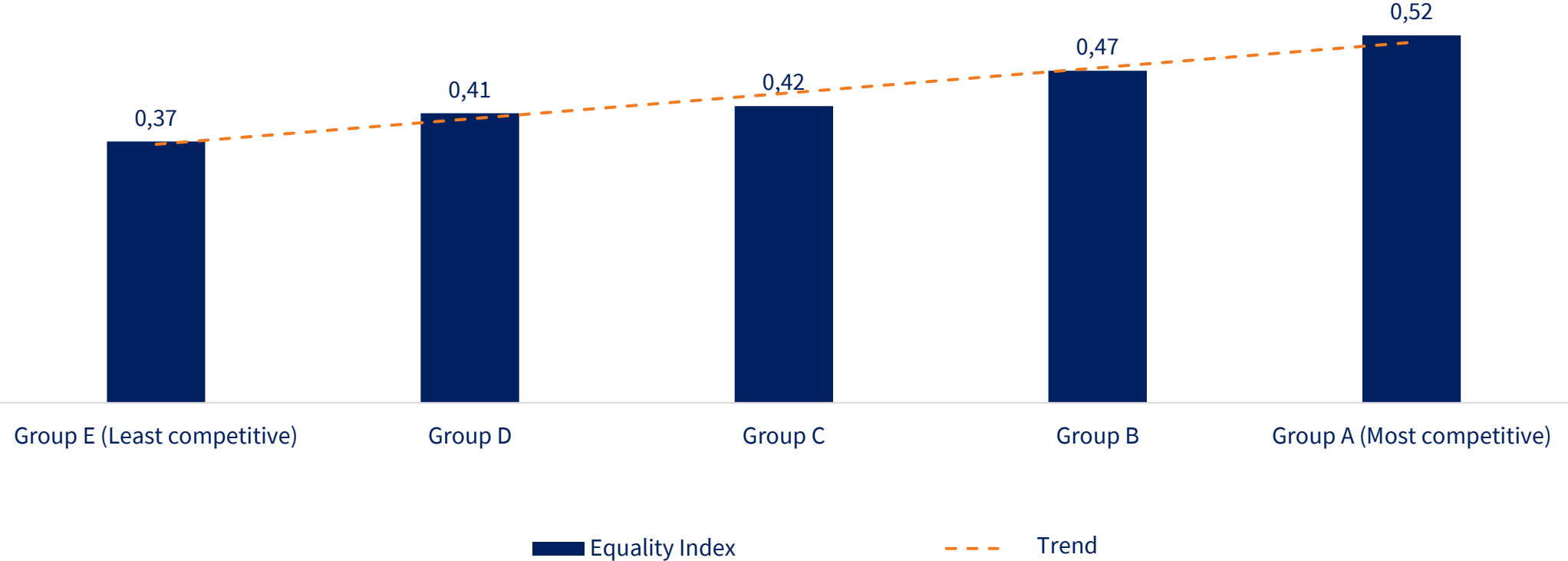
Key messages

- Companies with higher gender inclusion are **more competitive**
- The most egalitarian companies **have grown more** than the least egalitarian companies both in terms of turnover and employment ('19-'21)
- **R&D intensity** in the most egalitarian companies is significantly higher than the least egalitarian companies
- The most egalitarian companies are more projected on the **international business scenario** than the least competitive ones

Equality View

The survey confirms that the most competitive Basque companies are more egalitarian than the least competitive

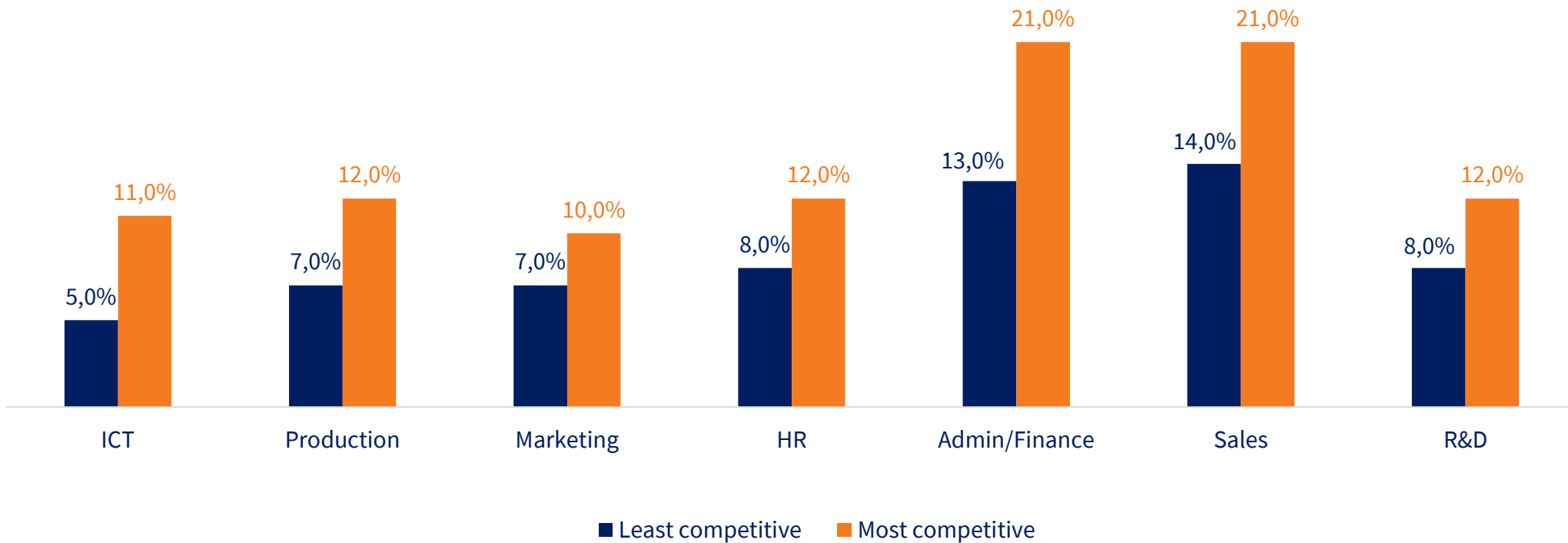
Equality Index of companies according to the competitiveness ranking



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

Most competitive companies have more gender-balanced departments

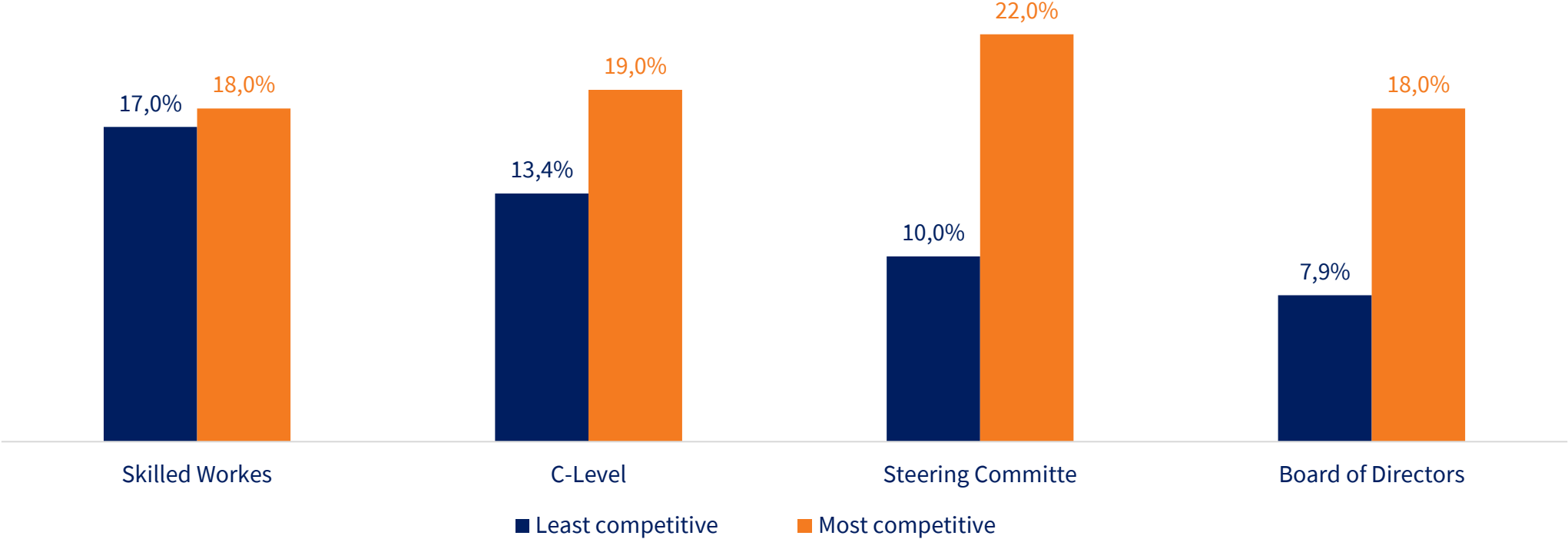
Least competitive vs. most competitive: 40%-60% men to women ratio of employees by department



*The focus on this range is explained by its greater representativeness of gender equality compared to all other ranges of the same index

Most competitive companies have more gender-balanced structure by role/position

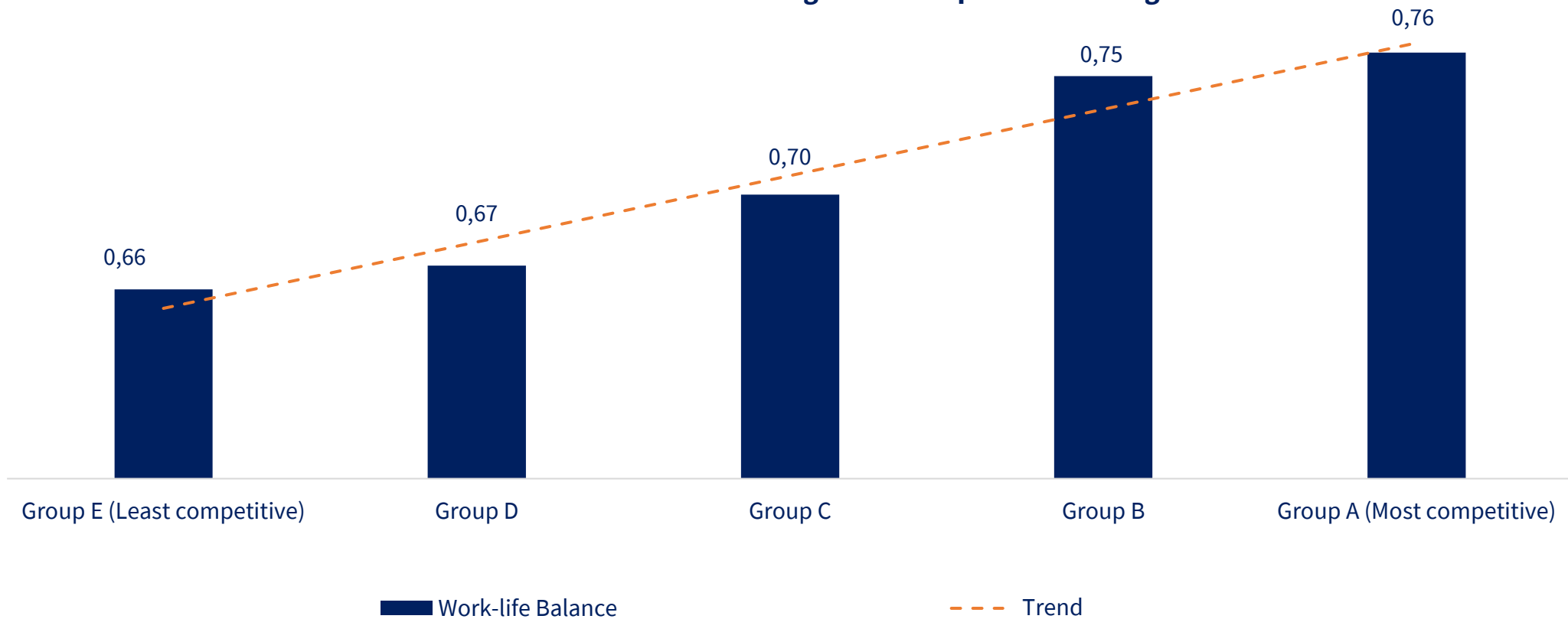
Least competitive vs. most competitive: 40%-60% men to women ratio of employees by role



*The focus on this range is explained by its greater representativeness of gender equality compared to all other ranges of the same index

Most competitive companies apply more work-life balance policies more efficiently

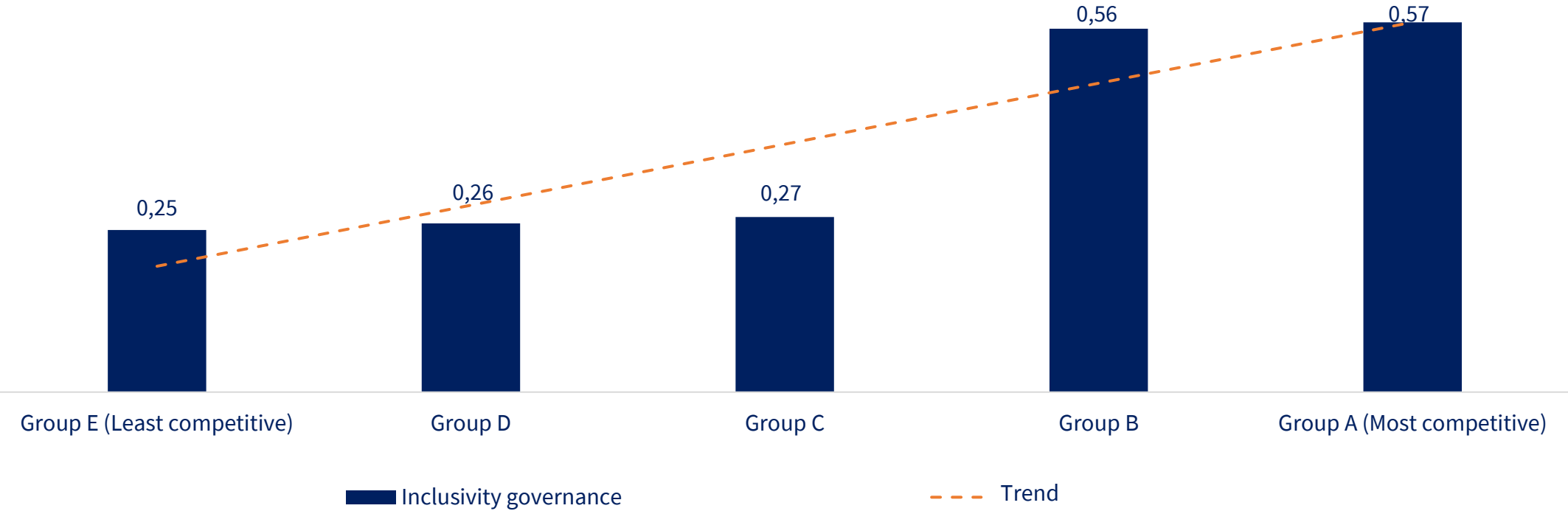
Work-life Balance Sub-Index according to the competitive ranking



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

Most competitive companies show greater commitment to promote women and in the implementation of gender-based policies

Inclusivity by governance Sub-Index according to the competitive ranking



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

Key messages

- The most competitive companies are **more egalitarian** than the least competitive ones
- The **enhancement of women** in different roles and departments supports the competitive development of companies
- **Work-life balance policies** are fundamental in order to make companies more egalitarian and by consequence more competitive.
- Most competitive companies have greater **governance commitment to gender equality**.



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