



Women at the wheel

Recruitment, retention, and the advancement of women in the automotive industry

October 2018

2.0 Million

Number of manufacturing jobs in the United States forecasted to go unfilled between 2015 and 2025 as a result of the skills gap. Has that gap narrowed or expanded? Check out our new skills gap research launching in November.

Learn more at

www.deloitte.com/us/skillsgap

Introduction

There is a talent crisis underway in the global automotive industry, and it's happening at a time when megatrends like vehicle connectivity, self-driving cars, and shifting consumer preferences are creating a complex environment ripe with opportunities for innovation, transformation, and disruption. Developing a competitive advantage in this increasingly complex environment often requires talented professionals with deep skills and experience. Moreover, with Deloitte's skills gap research forecasting a shortfall that will leave more than 2 million US manufacturing jobs unfilled through 2025 and beyond, competition for talent is also likely to increase.¹

Women make up about half of the labor force, but only a quarter of the automotive manufacturing workforce.² They represent an untapped and underutilized resource capable of helping automotive companies take a competitive advantage, and it is concerning that we are not doing all we can to recruit, retain, and advance this remarkable group of professionals.

To explore this issue, *Automotive News* and Deloitte have been working together for a number of years to address the gender gap in the global automotive industry and also celebrate the leading and most influential women working in the industry in markets around the world. Through the program, we have interviewed and surveyed hundreds of women to explore their views on the recruitment, retention, and advancement of women working in automotive, as well as to understand where opportunities for improvement exist.

In the following pages, we reveal the findings of our 2018 survey. The insights represent the voices of women in the automotive industry and serve to inform the dialogue on how we can enhance their representation across the ranks of automotive companies.




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¹ Source: Deloitte and The Manufacturing Institute | The skills gap in US manufacturing: 2015 and beyond

² Source: U.S. Bureau of Labor Statistics

About the study

The study was conducted by *Automotive News* and Deloitte to highlight the significant achievements women have made in the automotive industry, as well as to determine how the industry can increase its ability to recruit, retain, and advance its fair share of women.

More than 230 women and men* responded to the online survey, representing OEMs, suppliers, dealers, finance companies, and other organizations working throughout the automotive value chain to generate a broad point of view on how companies can effectively recruit, retain, and advance talented women.



*Results represent only women respondents (n=205) unless otherwise noted.

Source: Deloitte | *Automotive News* 2018 Women at the Wheel Study

About the survey respondents

They hold a variety of senior positions

What's your current role?



They are experienced

What's your current work experience?

20 YEARS
Average years of experience among respondents

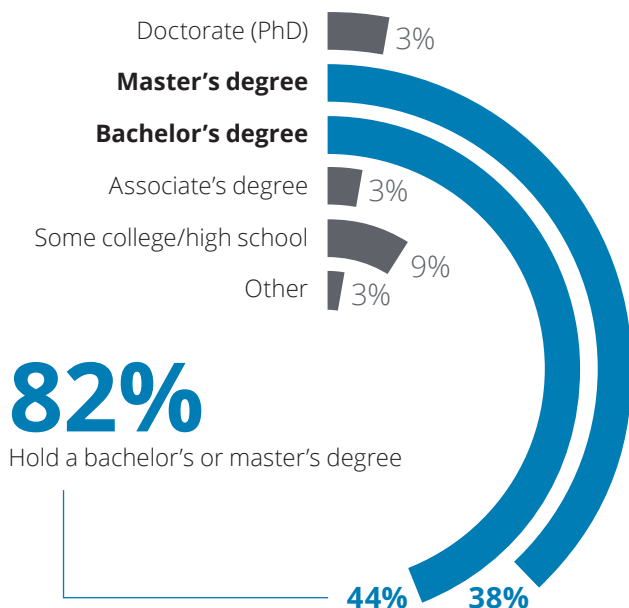
10 YEARS
Average tenure at current company

What do you do?

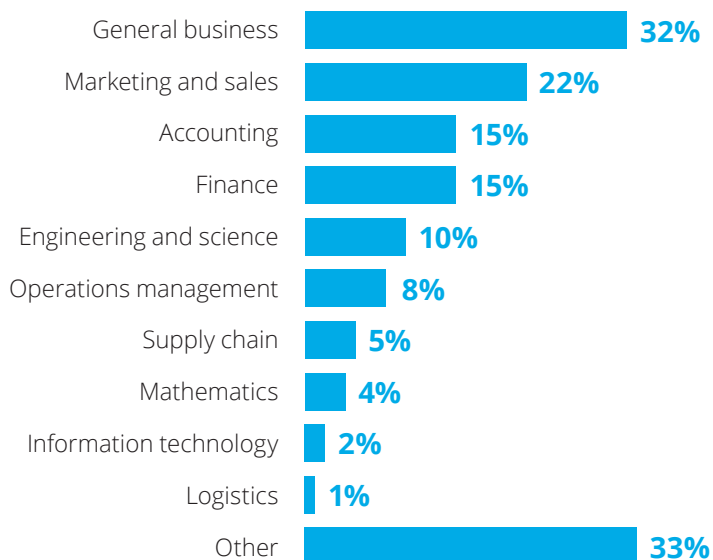


They are well educated

Which best describes your education?



What did you study?*



How respondents feel about the recruitment, retention, and advancement of women in the automotive industry



How would you rate your company's efforts to *recruit* women?



How would you rate your company's efforts to *develop* women?



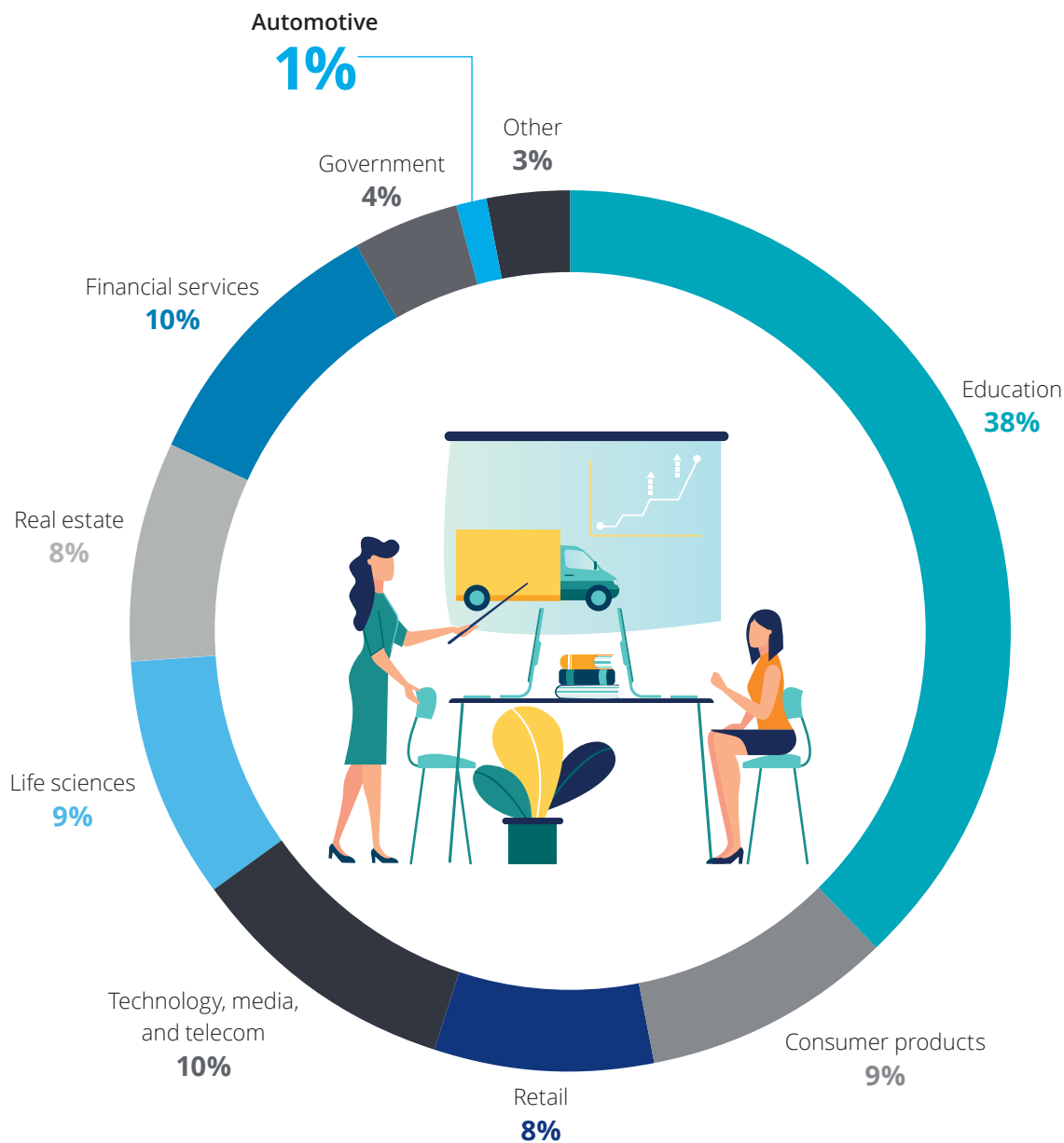
*Sum exceeds 100 percent as respondents can select more than one discipline.

Note: Other education disciplines include law, HR, political science, sociology, psychology, history, fashion, journalism, languages, arts, etc. Percentages represent survey respondents.

Source: Deloitte | Automotive News 2018 Women at the Wheel Study

Other industries are perceived as being far better at recruiting and retaining women

Which industry does the best at attracting and retaining women?



*Other category includes communications/marketing firms, engineering, etc.

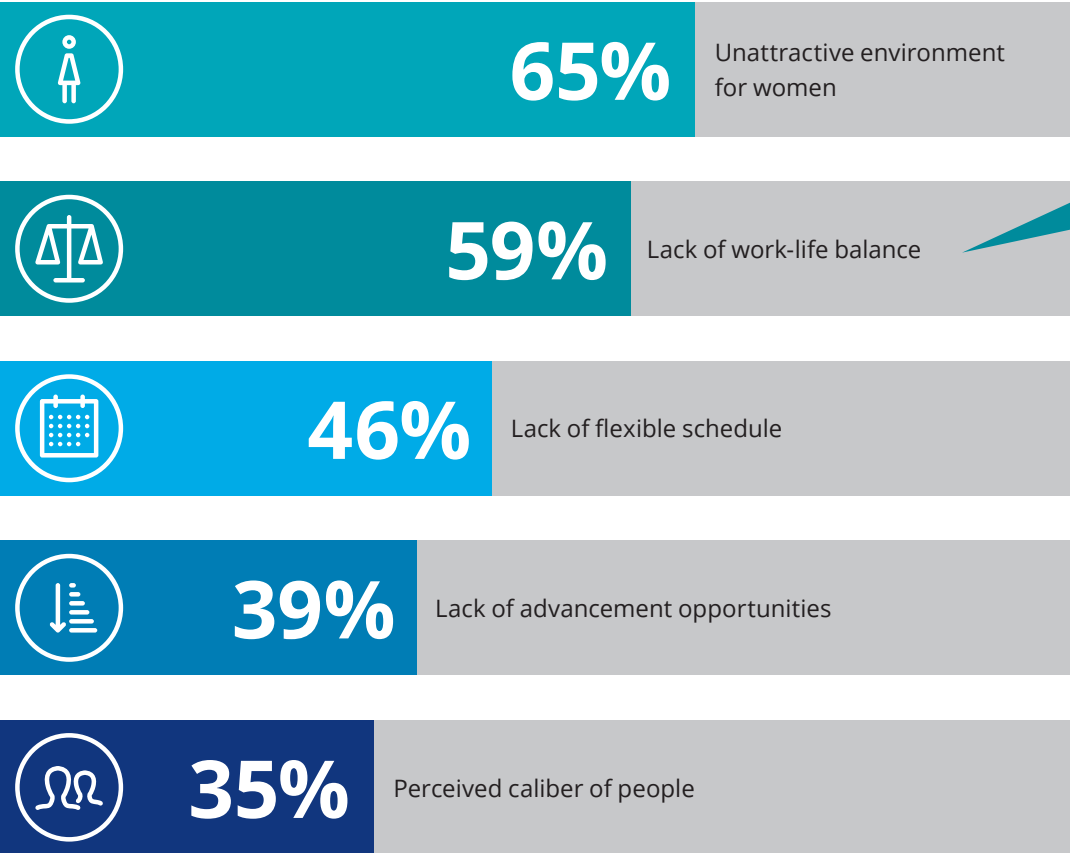
Note: Aerospace & defense, energy and resources, processes, industrial products, and transportation industries are not shown as respondents do not think those industries are best in attracting and retaining women.

Source: Deloitte | *Automotive News* 2018 Women at the Wheel Study

Top reasons women avoid careers in automotive

Issues related to work environment and work-life balance rank among the top reasons that would cause women to avoid careers in the automotive industry

What are the top issues that would cause someone to avoid considering a career in the automotive industry?



In 2015, 89% of respondents listed lack of work-life balance as the top reason to avoid considering a career in the automotive industry.

Source: Deloitte | Automotive News 2018 Women at the Wheel Study

What motivates women to stay or go?

Women are on the fence about starting their careers again in the automotive industry

Only half of women responding to the survey indicated **they would remain in the automotive industry** if they were to start their career today.

In 2015, **71%** of women indicated they would remain in the industry.

47%

Would move to a different industry

53%

Would remain in the automotive industry

Top reasons they consider leaving



Lack of promotion opportunity



Poor working relationships



Low income/pay



Work-life balance

Top reasons to stay



Attractive income/pay



Opportunities for challenging and interesting assignments



Work-life balance

Where would they rather go?

If you were to move to a different industry, where would you go?

Highest choices



77%

Technology, media, and telecom



55%

Life sciences and medical devices



54%

Financial services

Lowest choices



19%

Industrial products



15%

Transportation



6%

Process manufacturing

What makes an impact?

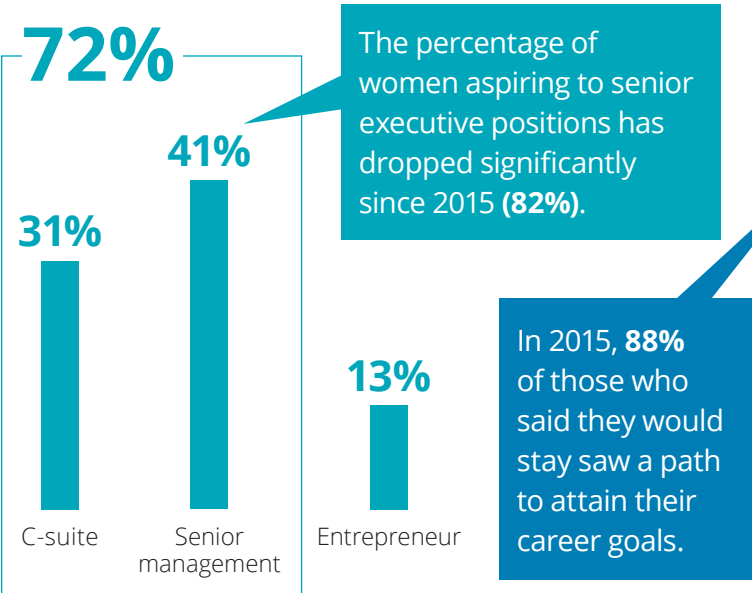
Top three most impactful programs respondents’ organizations offer that help in attracting and retaining women

When asked to rank the most impactful programs their organization offers that help in attracting and retaining women, formal and informal mentorship programs, flexible work practices, and improving the visibility of key leaders who serve as role models topped the list.

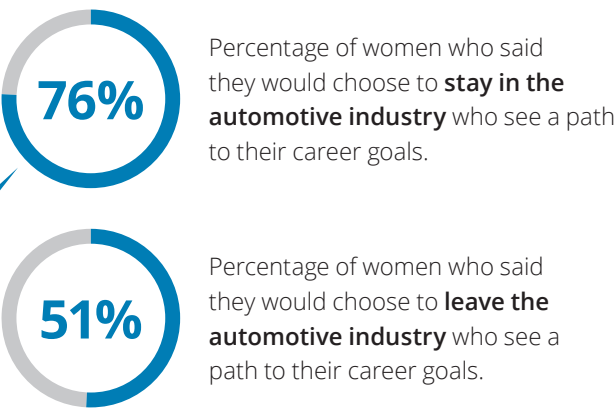


Pathways to prosperity

What is your ultimate goal?

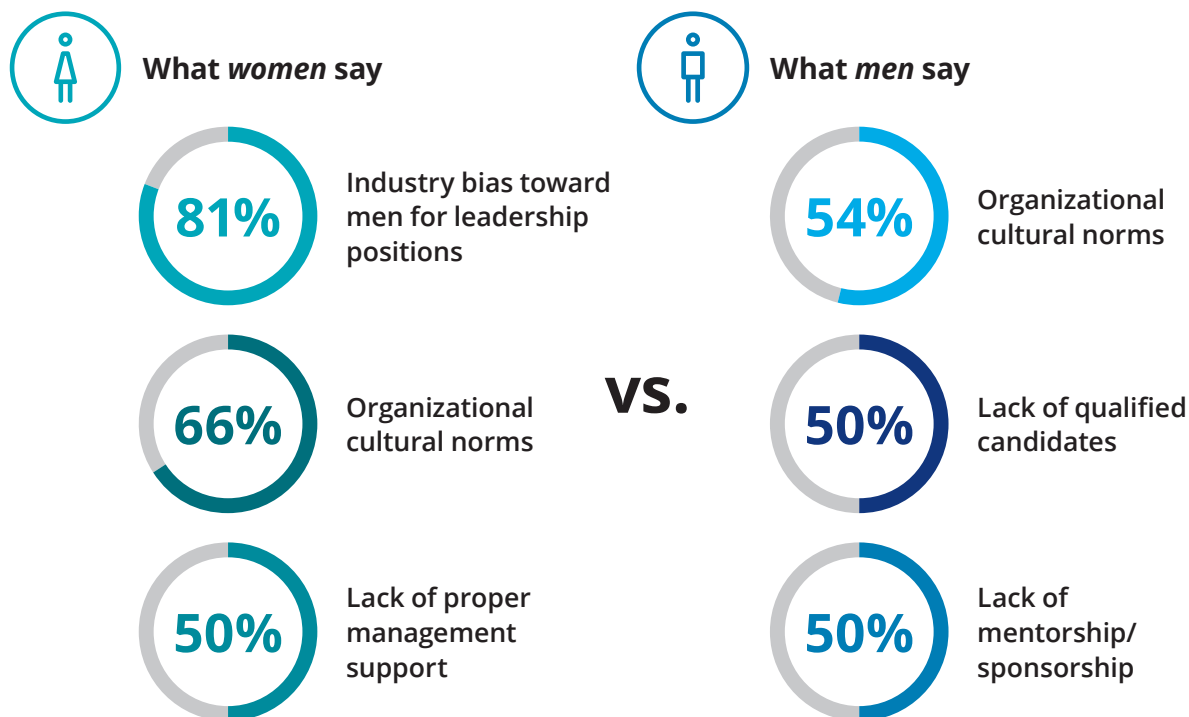


Do you see a career path to get there?



What do women (and men) say about organizational diversity?

Factors cited as contributors to the underrepresentation of women in the leadership ranks of automotive companies



Note: Male responses should be considered directional given the small sample size (n=26).

Source: Deloitte | Automotive News 2018 Women at the Wheel Study

Are standards in performance and pay equal?

Standards of performance



74%

Believe standards differ for men and women in the automotive industry

Only **31%** of male respondents believe standards are different across genders

86%

Think the standards are higher for women

Level of pay



79%

Believe there is a pay gap between men and women in the automotive industry

Only **35%** of male respondents believe there is a wage gap

100%

Think men's pay is higher

100% of male survey respondents agree that men are paid more

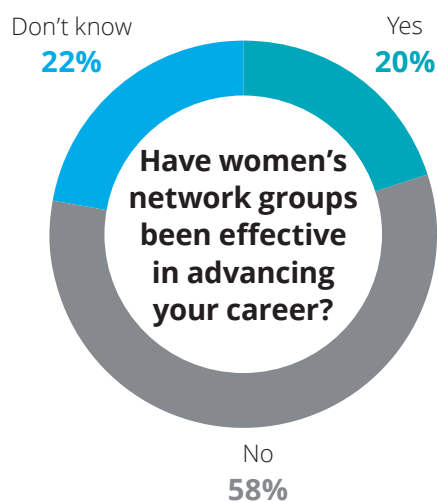
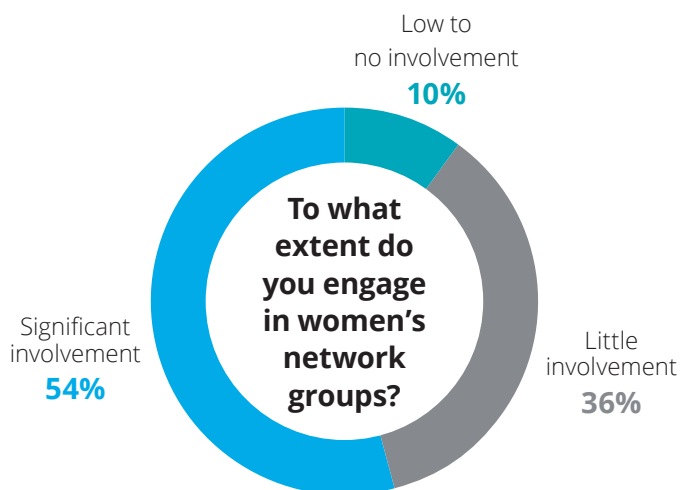
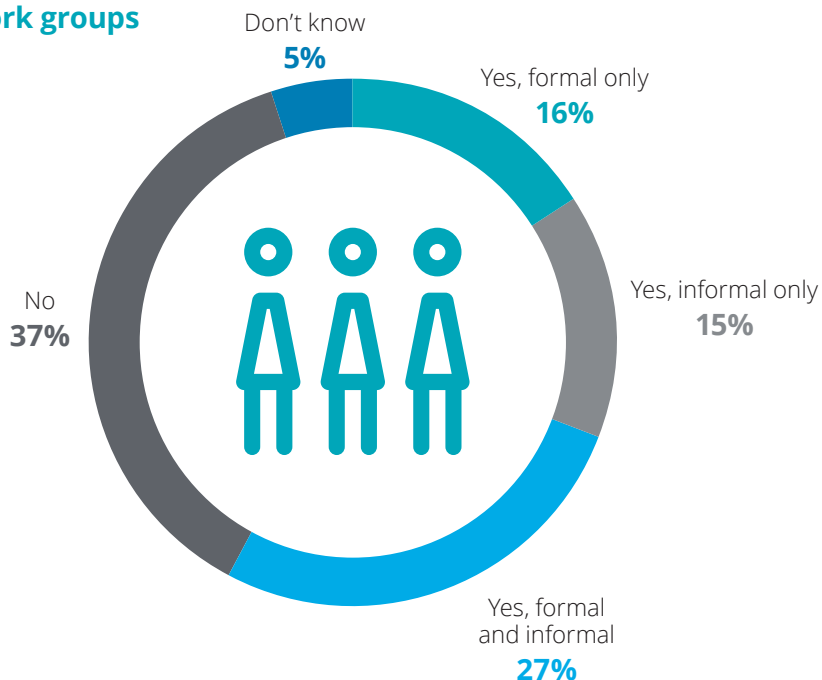


Note: Male responses should be considered directional given the small sample size (n=26).

Source: Deloitte | Automotive News 2018 Women at the Wheel Study

Most automotive companies have women's network groups, but are they effective?

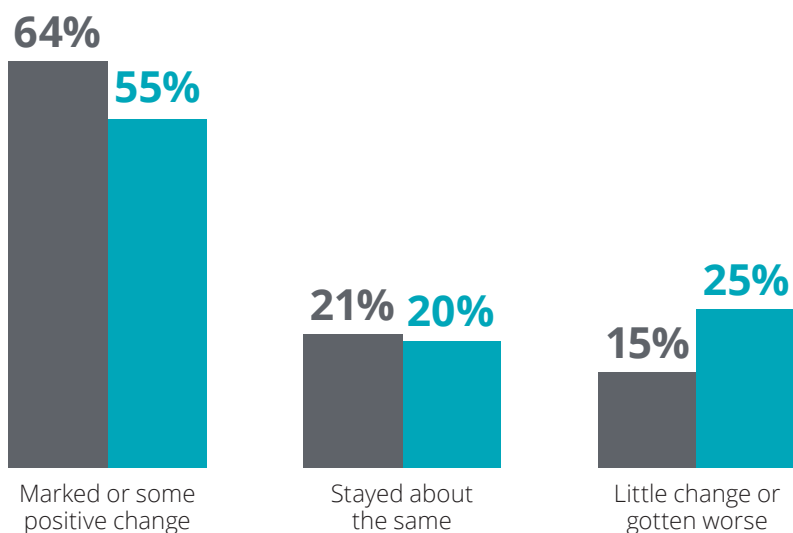
Are there women's network groups within your company?



Perception of the automotive industry's attitude toward women appears to be eroding over time

Have you seen positive changes in the automotive industry's attitude toward women over the last five years?

■ 2015 ■ 2018



Do you believe K-12 encourages girls to pursue automotive careers?

92%

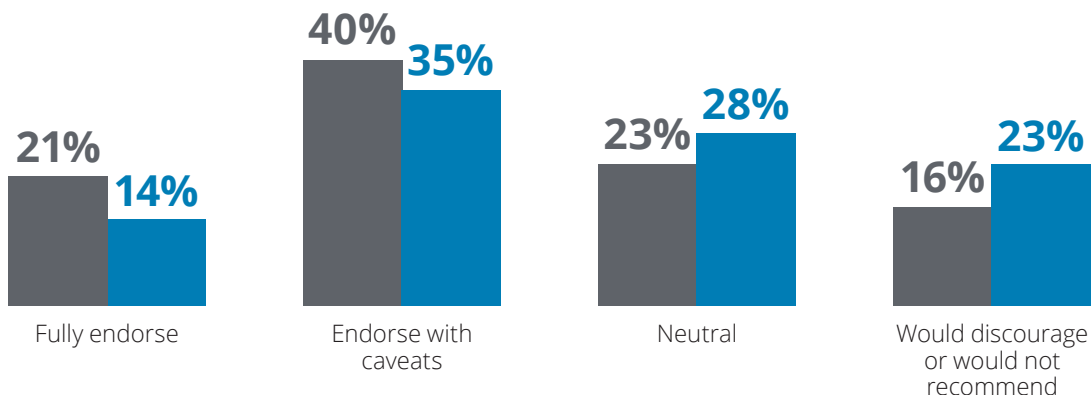
Schools neither encourage nor discourage

8%

Schools actively encourage girls to consider automotive

Would you encourage your daughter or female family member to pursue a career in automotive?

■ 2015 ■ 2018



Source: Deloitte | Automotive News 2018 Women at the Wheel Study

The path forward

Study results suggest the automotive sector could be stagnating or slipping back in efforts to encourage, attract, retain, and develop women. Here are a few things to consider:

- 1 Start at the top**

A cultural change should begin in the C-suite. Senior leaders should be aligned and lead by example on the importance of diversity and inclusion (D&I) as a critical business priority.
- 2 Foster mentorship and sponsorship**

Women indicated “formal and informal mentorship and sponsorship programs” as the most impactful program a company can have to pave the way for attracting and retaining women.
- 3 Encourage women early and often**

Not only is the perception of the automotive industry’s attitude toward women eroding, but the level of encouragement for girls and women to pursue a career in the industry is also dropping.
- 4 Close the pay gap**

The top motivator for women to remain in the automotive sector is attractive pay, but 79 percent believe a wage gap exists between men and women. Verifying that concern using tangible salary data and openly working to level the playing field could go a long way toward increasing retention levels.
- 5 Learn from other industries**

Nearly 4 in 10 survey respondents believe the education sector is the best at attracting and retaining women. A better understanding of what makes that sector so successful and what opportunities may exist to leverage specific ideas for automotive could be beneficial.

Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Notes

Notes section with horizontal lines for writing.

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