

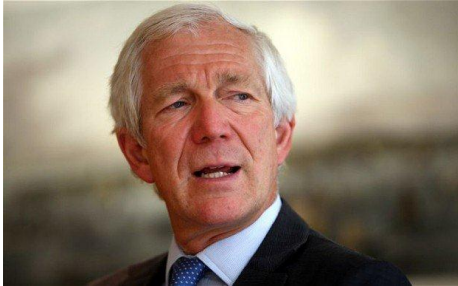
# **IMPROVING DIVERSITY IN MANUFACTURING WORKPLACES**

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**INSTITUTE OF BUSINESS ETHICS**

# CULTURE



***“Culture exists regardless. If left to its own devices, it shapes itself, with the inherent risk that behaviours will not be those desired.*”**

***Employees will work out for themselves what is valued by the leaders to whom they report.”***

# THE ICEBERG

that sinks organizational change

Visible Organizational Culture

“The way we say  
we get things  
done”



Invisible Organizational Culture

# CORPORATE CULTURE

*“The way things are done around here”*

What types of behaviours are encouraged and promoted in the organisation?

Source: Torben Rick, available at [www.torbenrick.eu](http://www.torbenrick.eu), 26 November 2014

# CREATING A GREAT PLACE TO WORK



Values & Ethics



Communication  
& Involvement



Teamwork



Recognition



Empowerment &  
Accountability

# ETHICS MATTERS

## Amazon knocked off top of UK consumer poll once ethics considered

Jan-19 Rank	Organisation	Sector	Jan-19 Score	Jan-18 Score	Jan-18 Rank	Change in score Jan-18 to Jan-19
1	first direct	Banks & Building Societies	86.7	86.1	2	0.6 ▲
2	John Lewis	Retail (Non-food)	86.5	85.0	5	1.5 ▲
3	M & S (Bank)	Banks & Building Societies	86.3	84.7	7	1.6 ▲
4	Next	Retail (Non-food)	85.8	83.9	13	1.9 ▲
5 =	Amazon.co.uk	Retail (Non-food)	85.4	86.6	1	-1.2 ▼
5 =	Nationwide	Banks & Building Societies	85.4	84.7	7	0.7 ▲
7	Netflix	Leisure	85.1	82.8	24	2.3 ▲
8	Argos	Retail (Non-food)	84.1	81.4	46	2.7 ▲
9	Nationwide Insurance	Insurance	84.0	83.6	19	0.4 ▲
10	LV=	Insurance	83.9	81.7	42	2.2 ▲

▲ Increase in UKCSI score of less than one point    ▼ Fall in UKCSI score    ▲ Increase in UKCSI score of one point or more

Sources: Guardian headline, 23 Jan 2019

The Institute of Customer Service (January 2019), UK Customer Satisfaction Index

# INDICATORS: DIVERSITY

- Diversity and inclusion statistics
- Speak up data & capturing concerns raised through other channels
- Staff turnover (involuntary) / transfer requests / absenteeism / late for work
- HR grievance data
- Exit interview data
- Employee survey responses
- Diversity training statistics
- Communication with leadership (listening and feedback mechanisms)

# SPEAKING UP

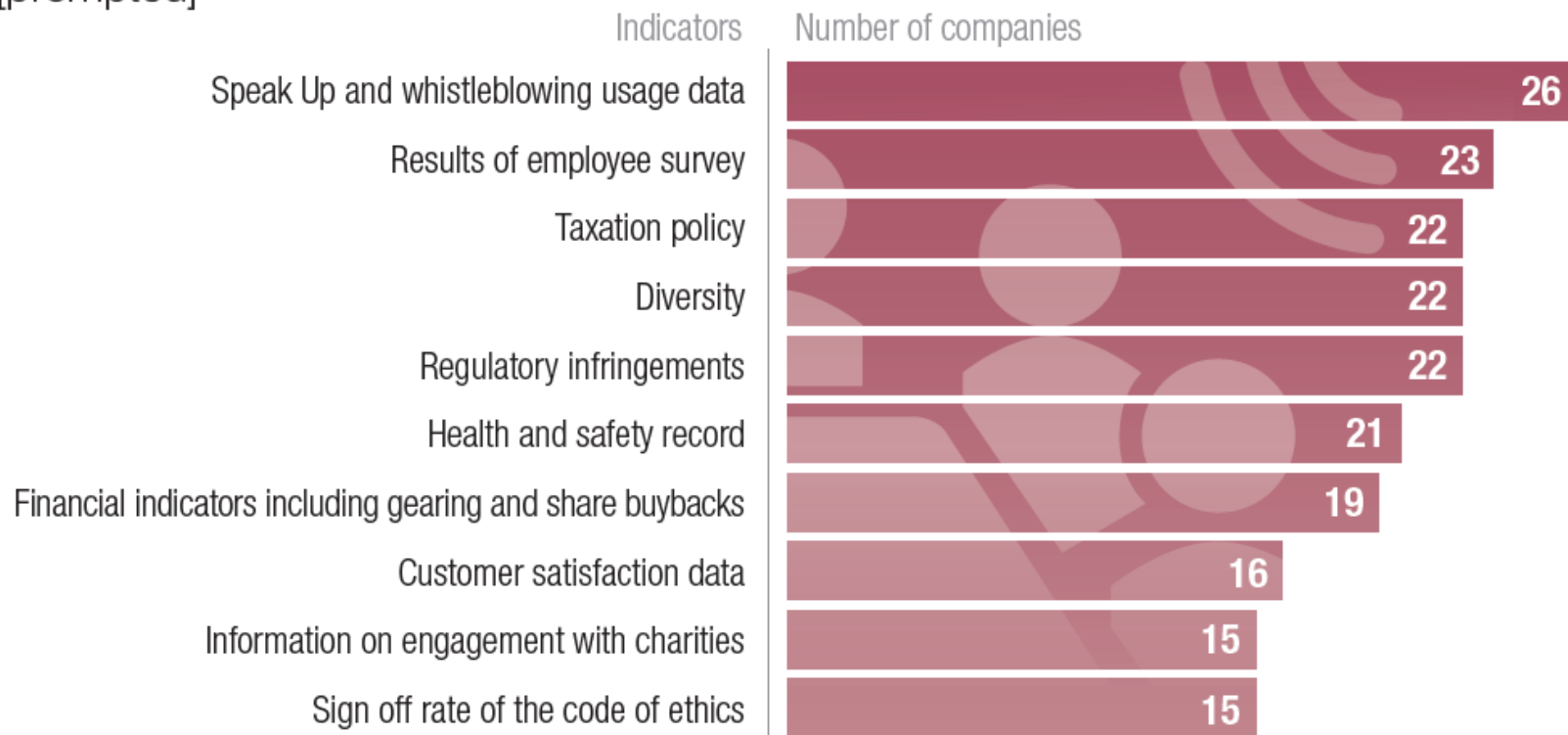


- Raising concerns is not as straightforward as it should be
- Are people willing to speak up?
- Is your organisation listening?



# REPORTED TO THE BOARD

Are any of the following indicators included in your communications to the board?  
[prompted]





# ABOUT THE IBE

The IBE was established in 1986 to promote **high standards of business behaviour based on ethical values.**

- Advice
- Forums
- Publications
- Research
- Training
- Education

