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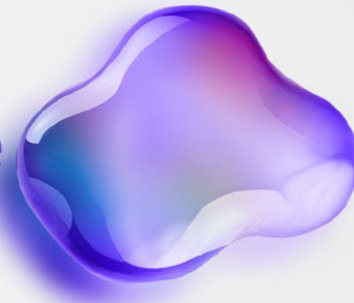
Culture Changemakers

Inclusive Culture
- Challenges in the
Manufacturing Industry

STRATEGIC PARTNER

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Meet the Partners of the Culture Changemakers issue.



We foster an inclusive work environment that drives innovation and transformation. We are committed to fostering an inclusive culture founded on equal opportunity, mutual respect, and the appreciation of individual differences.

PUBLICATION'S STRATEGIC PARTNER



We foster a culture based on mutual respect, transparency, and equal opportunity.



We respect diversity on the basis of gender, age, culture, ethnicity, physical ability, political and religious beliefs, and sexual orientation, among others. We guarantee inclusive leadership and actively counter all forms of discrimination.



We are engaging in 3 strategic initiatives: People, Productivity, and the Future. As well as implementing activities that are based on environmental responsibility, integrity, corporate principles, and applicable laws.



Volkswagen Poznań
Fabryka Samochodów Dostawczych i Komponentów

At TMMP, diversity and inclusivity extend far beyond formal policies and procedures. For 20 years, we have been a community where diverse viewpoints and experiences come together, creating a unique and inspiring workplace.

TOYOTA
MANUFACTURING PL

FOREWORD

For 10 years, we have been supporting businesses in building an inclusive culture. What sets Diversity Hub apart from the competition is the much broader perspective of our activities.

We understand that we have a real impact on change in organizations. We help them achieve better results, promote their success, and inspire them to take action. By doing so, we change individual companies and, together, shape the broader business culture. This way we support a community centered around DEI and individuals who learn from each other. That's why we are initiating a series of publications called Culture Changemakers.

Our goal is to inspire action by showing how others generate change and achieve results, step by step. We want to encourage people to try proven solutions, approaches, and paths. We believe sharing knowledge and promoting organizations that have successfully implemented DEI values adds value for a wider audience.

We have decided to dedicate the first issue of Culture Changemakers entirely to the manufacturing sector. Why? Because we recognize that the DEI challenges on the production floor are different from those in office spaces.

They require an in-depth understanding of specific realities, experience gained directly "on production," as well as humility and respect for the work system and the people performing it. What seems impossible to some, to us - after years of working with production facilities - appears as a great opportunity for real impact, measurable results, and great satisfaction.

We invited the companies we work with to contribute to this publication and share their proven solutions. They are the real changemakers. We carefully selected diverse examples of activities to demonstrate that meaningful changes in DEI in production are possible and yield tangible results. We hope their experiences will inspire others and that their contributions to building better workplaces will be widely recognized.

We'd like to thank FORVIA—the partner behind this issue—for trusting us and supporting us in making this publication happen. It's a real pleasure to work with an organization that not only achieves outstanding results in the DEI area, but also actively contributes to broader changes throughout the business world.

ANNA ZARODA-DĄBROWSKA, PhD
Diversity Hub CEO

TOMASZ DĄBROWSKI, PhD
Diversity Hub Vice President



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A WORD OF INTRODUCTION

Change rarely happens suddenly. It often starts with seemingly small things: a tone of voice, attentive listening, or deciding to take a moment for a conversation that previously seemed unnecessary. It comes from a willingness to see a person, not just their role or position. It comes from the realization that the little things we do every day build an atmosphere that affects everything, including performance.

In a world that focuses on efficiency, precision, and optimization, it's easy to lose sight of something important: people. Yet, people are the backbone of any organization. They form teams, build culture, and translate strategy into day-to-day operations.

This publication is intended for employees and teams who work in manufacturing plants every day. It is about people who do their work under demanding conditions and who want to be part of an environment where they are treated with respect and understanding. It is also for the people responsible for creating this environment: leaders, supervisors, and managers who are looking for ways to establish a workplace based on openness and trust.

You won't find any universal prescriptions here. Instead, you will find practices and initiatives — real, diverse, and sometimes surprising — that demonstrate how even small changes can significantly impact the work atmosphere and team relations. You will also find examples of actions taken by organizations that asked themselves, "What can we do better, and for whom?"

At FORVIA, we understand that cultivating an inclusive culture within a production environment is an ongoing process that cannot be accomplished through a single project or training session. It requires attentiveness, consistency, and the courage to challenge established patterns every day. It also requires a willingness to listen and learn, including from our mistakes.

That's why we wholeheartedly support this publication. It demonstrates that any organization, regardless of its starting point, can implement meaningful changes for its employees and company culture. We believe this publication can provide real support in the form of inspiration, concrete knowledge, and practical tips for anyone who wants to build a more open, fair, and responsible work environment.



ADAM CHROBASIK

HR Director of Faurecia Group in Poland,
Chairman of the Board of Faurecia Group in Poland

Inclusivity increases innovation, team engagement, and operational efficiency while driving the technological transformation that all factories face today.



*Katarzyna
Ociepa-Miąsik*

Katarzyna Ociepa-Miąsik
Diversity Hub Senior Consultant,
DE&I Organisational Development

INTRODUCTION

INCLUSIVITY as a strategic value in manufacturing companies

Manufacturing companies are facing new challenges due to global demographic, technological, and economic changes. One of these challenges is creating an agile and innovative work environment that responds to the evolving needs of the market, customers, and candidates.

Our experience has shown us that building an inclusive organizational culture presents unique challenges in the manufacturing sector that require an individualized approach.

DEI's key challenges in the manufacturing industry:

1 Masculinized work environment

Despite the growing number of women in the manufacturing sector, they still face barriers when it comes to access to promotions, training, and technical and managerial positions. Therefore, career development programs, mentoring, eliminating biases, and building technical role models are crucial for women working in the industry.

2 Entire communities working in one place

A manufacturing company's workforce is typically made up of a large group of highly experienced individuals. As the average age in factories increases, organizations must manage job succession and knowledge transfer. It is also important to embrace new generations. This requires new talent management strategies and flexible models for intergenerational collaboration.

3 Unique competition for talent, or the peculiarities of industrial zones

Many manufacturing companies are located in close proximity to other factories. While industrial zones provide space for knowledge exchange between organizations, they also pose the risk of fierce competition for access to local talent.

4 Inclusive leadership

Manufacturing company leaders need to develop diversity management competencies and foster an environment of open communication and equal opportunity for all employees. This requires not only technical competence, but also the ability to support the team and address their diverse needs.

5 Communication in a manufacturing company

In multi-level manufacturing structures, operations staff, engineers and leaders often work in different spaces - in terms of tools, time and space. Effective and inclusive communication is critical to engagement and operational efficiency.

6 Neurodiversity

Manufacturing companies are increasingly recognizing the potential of individuals with different cognitive profiles, such as those with ADHD, autism, or dyslexia. Creating tailored work environments allows for the optimal utilization of unique talents and increases team efficiency. However, this is a relatively new topic in the manufacturing field. It will take time to develop best practices and raise awareness among leaders.

7 Cultural differences

Globalization and an increase in workforce mobility are making production teams more multicultural. Effectively managing cultural differences helps avoid conflict and build more effective teams. This will be an increasingly important challenge for manufacturing companies in the near term, testing their inclusive organizational culture.

One answer to these challenges is building and fostering an inclusive culture that makes all employees feel included, regardless of their age, gender, or background. It's also about creating a space that attracts top talent while appreciating and developing long-standing teams. Studies show that companies that actively implement diversity, equity, and inclusion (DEI) policies achieve higher employee retention, greater operational efficiency, and increased innovation in production processes.¹

1. According to a McKinsey & Company study, organizations with more diverse boards are 36% more likely to have a higher return on investment. Companies with the highest levels of gender diversity among managers are 21% more likely to be profitable, and those with the highest ethnic diversity are 33% more likely (McKinsey & Company). A Cleverpop study also shows that diverse teams make better decisions 87% of the time, compared to 58% for homogeneous teams.

Data from international surveys and DEI audits conducted by the Think Tank Diversity Hub provide a better understanding of current trends, barriers and best practices in diversity and inclusivity. Inclusivity increases innovation, team engagement, and operational

efficiency while supporting the technological transformation that all factories face today. Organizations that successfully implement a DEI strategy attract and retain talent, build resilience to market challenges, and improve financial performance.



KATARZYNA OCIEPKA-MIĄSIK,
Diversity Hub Senior Consultant,
DEI Organisational Development



Code of Good Communication



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Kodeks Dobrej Komunikacji

MISSION: We create a work environment in which diversity is a driving force for innovation and transformation. We strive to foster an inclusive culture that is based on equal opportunity, respect, and an appreciation for individual differences. We combat all forms of discrimination and promote equality, inclusion, and authenticity in our daily work.

VISION: We aspire to be an organization that provides every person, regardless of their background, gender, age, orientation, fitness, or experience, with an equal opportunity to grow and succeed. We believe diverse teams make better decisions, understand their environment better, and have a lasting impact on the future of mobility.

Presence in Poland:



More than 6,000 people



Transportation Organization,
HQ+SSC



9 production facilities



Global Presence:
+150,000 employees



1 Research and Development
Center (R&D)



1 in 2 cars in Europe have
parts made in FORVIA

1

What is the Code of Good Communication and what is the greatest value it provides for employees?

Good communication starts with attentiveness: to others, to different perspectives, and to the needs often hidden between the lines. At FORVIA, we strive for daily communication that fosters a culture of mutual trust, understanding, and openness.

With this in mind, we created the Code of Good Communication, a practical guide designed to help find common ground in a complex work environment. The Code combines the values of our organization with concrete guidelines for effective, responsible, and inclusive communication. The Code consists of eight chapters developed based on employee needs identified in the annual engagement survey and communication challenges typical of the industry. FORVIA's internal experts collaborated with Diversity Hub experts to develop the content, ensuring the document reflects diverse perspectives and experiences.

The Code contains a substantive section as well as practical techniques and tools that support inclusive communication, feedback, conflict resolution, countering stereotypes, and the use of inclusive language, among other things. Obtainable in both electronic and paper formats, **the Code is a universally accessible tool**, irrespective of one's place of employment or personal predilection. Its translation into English is also

the first step in implementing good communication practices globally.

2

What challenge does the Code address?

The Code of Good Communication addresses one of today's key workplace challenges: conducting effective, inclusive, and transparent communication in a rapidly growing organization operating in a complex international context.

At FORVIA, where the pace of change is fast and teams collaborate across locations, departments, and cultures in diverse configurations, it is **crucial that every voice is heard** and that information flows based on respect, openness, and mutual understanding.

In the automotive industry, where life is shaped by new technologies, complex processes, and constant adaptation, misunderstandings, divergent expectations, and unclear communication are common. The Code was created to help everyone find a common language, regardless of their position, seniority, or place in the organizational structure.

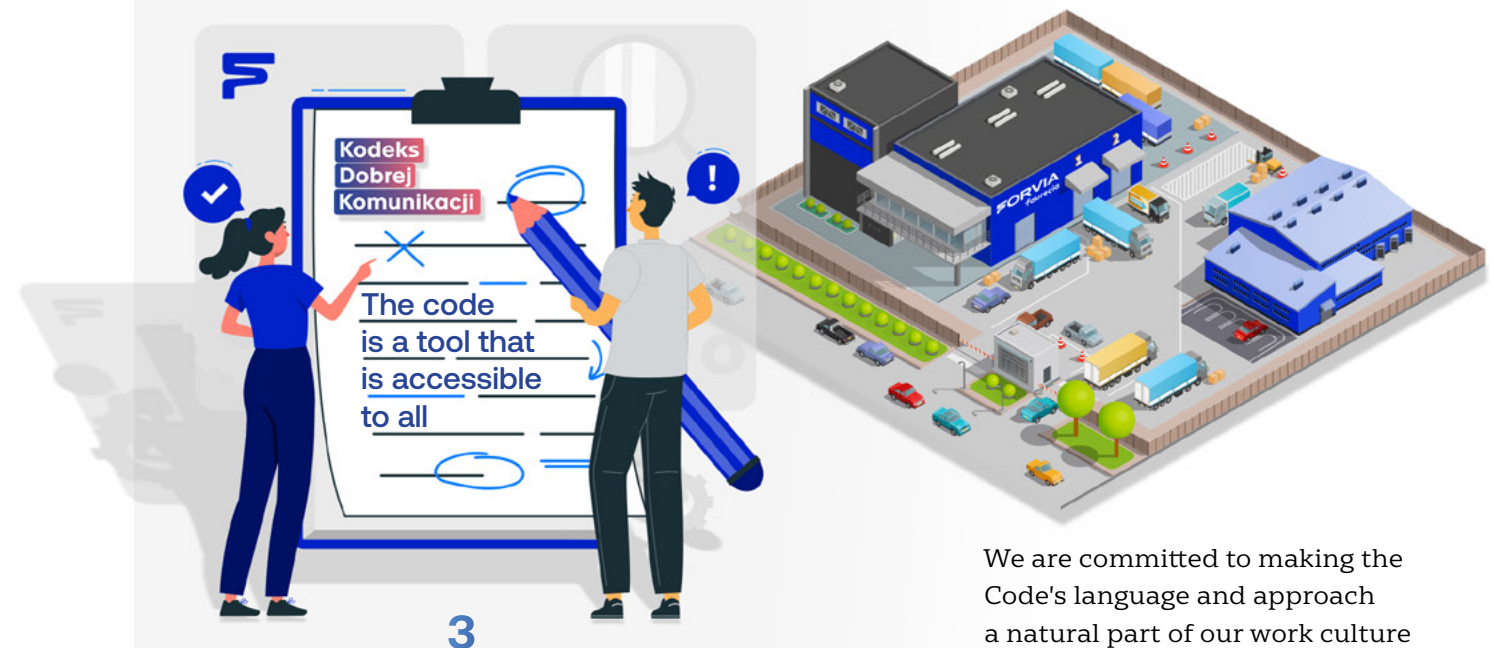
It's a tool that fosters cooperation among people of different backgrounds, generations, and communication styles. It helps build bridges where barriers—linguistic, cultural, or interpersonal—could arise. The Code of Good Communication promotes inclusivity and prioritizes communication based on empathy,

awareness, and responsibility. It is a guide that supports daily information exchange and helps in difficult situations requiring special attention and understanding.

The Code gives FORVIA a set of principles and strategic support in building a communication culture that keeps up with the changing world, promoting efficiency and employee engagement in a realistic way.

cooperation and helps establish a culture of openness, respect, and understanding. That is why we treat its implementation as an ongoing process. We introduce the Code's content into the organization's daily life step by step through training, workshops, meetings, and discussions. These activities allow employees to learn the principles and relate them to real situations and their own experiences.

The Code also serves as a foundation for broader activities, such as educational campaigns, development initiatives, and team conversations about everyday challenges.



3

How do you ensure that the code is more than just a publication and is actually used by employees as a kind of compass for the organization?

From the beginning, we knew that the Code of Good Communication could not be just another document. Its value is determined by how effectively it supports daily

We are committed to making the Code's language and approach a natural part of our work culture — something that supports not only formal communication but also the daily interactions that foster a positive team atmosphere. The Code is not a static document; it is a living tool that evolves with us. As a result, it can act as a compass, helping us navigate an increasingly complex professional reality in an informed, empathetic, and effective way.

“

From the beginning, I had one assumption: the Code of Good Communication should be an active part of the organization, not a forgotten document in a drawer. I wanted it to provide real support in everyday situations and help build good cooperation by responding to the real needs of our employees. I believe good communication begins with attentiveness: to others, to our differences, and to what remains unspoken. When creating the Code, we aimed to strengthen the values of respect, openness, and willingness to communicate as integral parts of FORVIA's culture. The employees were our biggest source of inspiration. Their commitment, sincerity, and willingness to share their experiences meant that the code was created out of necessity, not obligation. Because of this, it can support teams in daily communication and build bridges where misunderstandings easily occur. Sometimes the simplest ideas bring the biggest change. This project was just that: real, necessary, and valuable. I am immensely proud of it."

AGATA MATYJ

Deputy Country
Communication Manager,
FORVIA Polska



BARBARA WAWRZYNEK
Diversity Hub DEI Senior Expert,
Head of External Communications & Branding

"Creating a tool like the Code to improve communication sends a clear signal to the organization that communication, as a competence, experience, and daily practice, is a very high priority and one of the key pillars of the culture. Remember that effective and inclusive communication requires support and attention. Effective communication does not happen automatically. It is an investment in which everyone is an equal stakeholder. This means that we are all equally responsible for it."



A natural
part of the
organization

Training Kiosk – support for women in the development of skills in the position of Technical Operator at the Chocolate Products Factory in Skarbimierz belonging to the Mondelez International



DEI'S MISSION & VISION:

The mission of Mondelez International's factories in Poland related to inclusivity:

We create a modern, inclusive work environment where each person has the opportunity to grow, collaborate, and contribute their unique perspective. We foster a culture based on mutual respect, openness, and equal access to opportunities. We promote a leadership style that caters to the needs of diverse teams and helps build an organization ready for the future.

The vision of Mondelez International's factories in Poland related to inclusivity:

They aim to be a modern organization of the future that fosters an inclusive culture. This culture would support

a sense of belonging, talent development, and equal opportunities at every stage of one's career. They also aim to inspire others to create work environments that reflect the diversity of today's world.

Challenges:

One topic that affects all seven Mondelez International factories in Poland is the development of the competencies of the Technical Operator, an extremely complex role that is responsible for maintaining the efficiency of the production line and overhauling machinery.

Presence in Poland:



Commercial office in Warsaw,
Global R&D Center



7 production facilities



Global R&D Center



Employment:
5100 people



The Chocolate Products Factory in Skarbimierz, which employs about 600 people, in season 800 people.

Diagnosed challenges on this topic:



MARKET: It has become increasingly difficult to find employees with the right technical skills over the past few years. There is a shortage of people who want to work in manufacturing, particularly among younger generations.



LOCAL: Due to the factory's location in a large economic zone with many other manufacturing plants, there is a lot of competition for qualified professionals.



INTERNAL: Women operators currently make up more than half of the factory's workforce. Until a few years ago, however, none of them held a technical position. For a factory operating in the spirit of Lean Management, failing to utilize the full potential of its employees is considered a loss and a significant challenge. Paradoxically, many of these women had the technical skills necessary for the job. Many of them were already performing basic maintenance tasks intuitively and practically, but they could not formally take on technical positions because there were no clearly defined career paths or opportunities

for advancement within the organization at that time.



PSYCHOLOGICAL: Women often face barriers and fears related to their technical skills and how they will be received by their colleagues.



STEREOTYPES: A woman is not the first person who comes to mind when discussing candidates for technical positions. When considering candidates for technical operator positions, the image of a man comes to mind first. This is hardly surprising. For many years, these positions were essentially

only held by men. There were also no role models in the organization to show that manufacturing could look different.

Best practice: training Kiosk and development program.

In response to the identified challenges, the idea was to create a physical space on the shop floor for developing technical competence — a training kiosk. It is a separate

favorable terms for women. This is because everyone goes through the same training process for the position, without exception. However, the key is to ensure equal opportunity and create an environment in which women who have not previously worked in this role in a factory can develop their skills. Therefore, a clear, accessible career path and clear expectations for each role are important. Management,

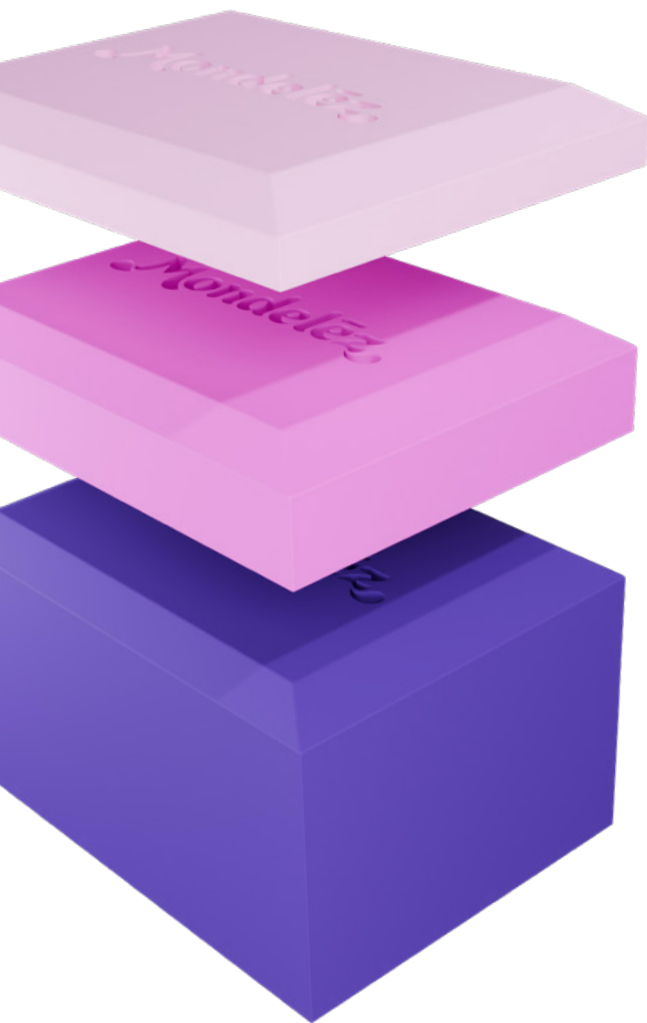
Inclusivity

space where individuals aspiring to become technical operators undergo training, working virtually with machines. The second element of the solution is a development program that provides appropriate training and support to help women recognize their potential and overcome internal barriers.

Importantly, the program does not offer any special treatment or

direct supervisors, and experienced trainers were involved in the process, imparting knowledge and building an atmosphere of trust, support, and motivation. The program allowed participants to gain the necessary skills and experience. Their **successes encouraged more women** to see this career path as a viable and interesting option at the factory.

The role of the Technical Operator is based on the 10-20-70 model



10% **10% of the time is spent on theory** – getting acquainted with manuals, technical review procedures and the rules of the line technician/technician position.

20% **20% are practical modules** carried out at the training kiosk, including assembly and disassembly of machine parts, working with chain-based drives or handling basic technical components.

70% **70% is the actual execution of technical orders** on production lines, i.e. direct work in operational conditions.

The development program concludes with a theoretical and practical exam to confirm the acquisition of skills and readiness to assume the role of line technician.

Impact and effects of the solution

Changes in the approach to the development of women at the Skarbimierz Factory can be seen on various levels: on the one hand, there has been an increase in the number of qualified female technical employees. On the other hand, women have gained more self-confidence. Their development has not stopped at the entry level; female technical operators are also reaching the autonomous level. **Participation of women in technical roles has ceased to be an exception** and has become a natural part of the organization. Currently, female technical operators make up 20% of the technical workforce on production lines.



ROMAN SITKO
CEO
Mondelez Polska Production

“First and foremost, hiring women for technical positions is very important. These positions offer new opportunities for career development and confirm that technical competence is not dependent on gender. Their presence in these roles is no longer surprising; it has become an integral part of our everyday lives and proof that breaking down barriers brings real, lasting change. From a business point of view, it's valuable to us as well. These are positions for which we have recruitment needs, so we're happy that the pool of female candidates has grown.”

“Ever since I was a kid, I've felt that I have a knack for technical things. I helped my dad with small repairs and tinkering with the car. When I started working as a machine operator on the model line at the Skarbimierz factory, I was interested in everything. I wanted to know how every part of the equipment worked. From the beginning, I started helping my colleagues with simple technical tasks, and over time, I became more involved. It may sound unusual, but it was my colleagues who pushed me to become a technician. One day, they jokingly said that I was doing the same things as them anyway and that they didn't see why I shouldn't work in that position. I had my doubts at first, but I received tremendous support from the leaders, managers, and my colleagues. Their support gave me the confidence to try.”



MAŁGORZATA GARNCARZ
Line Technician,
at Mondelez International
for 13 years



“I am happy to support the Technical Women's Program in Skarbimierz because I believe women have huge, unexplored potential, especially in technical fields. We are not divided into Women's and Men's Leagues. There is only one league. I won't hide the fact that it wasn't easy at first—breaking stereotypes takes time and determination. That's why I'm happy to be part of the process and show that women can be great candidates for technical positions.”

JAROSŁAW MICHALAK

Training Kiosk Coordinator, Competency Building Coordinator / Technical Trainer, over 14 years at Mondelez International

What should we pay attention to?

Trust and the belief that the organization can rely on the results are key in managing change. In this project's case, the experts' positive attitude in the training kiosk was important in building awareness among the men on the team. A good technician's authority and confidence that a female colleague is doing an excellent job makes it easier for other men to accept the change because they know the new person in the role is fully prepared. The factory management team also widely communicates each promotion at quarterly meetings, along with photos of the exams. Their efforts and courage in earning each new certification are appreciated. Every opportunity to open a new path of development for someone who hasn't had this chance before is a great success for the organization.

"I am paying close attention to how the landscape of Polish manufacturing companies is changing. They are increasingly modern, innovative, and dynamic organizations driven by people. Mondelez shows that true modernity comes not only from automation and robotization but also from skillfully supporting the potential of women in technical areas. Their actions are not based on the belief that 'women need training,' which I often hear in other organizations. What sets Mondelez apart is its systemic approach to equal opportunities. The company supports the development of women and changes the entire ecosystem, including recruitment processes, training availability, the attitudes of male and female leaders, and co-worker awareness. This holistic transformation brings about real change in organizational culture."



KATARZYNA OCIEPKA-MIĄSIK

Senior Consultant at Diversity Hub



The basis of everyday life is the building of an inclusive culture, in which all employees, regardless of their position, are involved.

PARTNER

Co-creating and developing inclusive habits within the organization.



DEI'S MISSION & VISION:

Mission: We respect diversity based on gender, age, culture, ethnicity, physical ability, political beliefs, religious beliefs, and sexual orientation, among other characteristics. We promote inclusive leadership and oppose all forms of discrimination. We foster an inclusive atmosphere where everyone can be themselves, feel respected, seen, heard, and safe. We understand that our male and female employees have different needs, abilities, and experiences. We remove the barriers that stand in their way. "We brew for a better today and tomorrow."

Vision: We aspire to be the most efficient, professional, and attractive beer company – and the best place to work.

Challenges: Companies with production, office, and sales components are often said to be "three-speed" companies. Each part has its own specifics, rhythm of the day, tasks, and ways of communication. This is also the case at Carlsberg Poland. Cooperation between the three pillars of the business is crucial to the organization's overall functioning, and each pillar has its own specifics.

Presence in Poland:



3 breweries



Employment:
1300 people



14 beer brands

Many manufacturing companies face a similar list of challenges:

1

There is a need for consistent communication between the three pillars – different work paces and communication channels can cause misunderstandings and hinder the flow of information between production, the office, and sales.

During the first 2022 activities, a very specific challenge emerged regarding Carlsberg Poland's readiness to address DE&I. Brewery representatives expressed the need for a simple tool to support male and female production leaders in DE&I. They identified a low level of competence in this area and requested the creation of engaging materials on inclusive behavior.

Actively building an inclusive culture throughout the organization required:

- diagnosis of the current situation in all three pillars,
- a series of conversations with employees, getting to know their perspective,
- develop recommendations and communicate them to the entire organization in an attractive way that fosters inclusive habits.

2

The formation of organizational silos – teams function in parallel instead of working together, which limits synergy and understanding of each other's needs.

3

The need for equal access to information and tools – production workers often have less access to information than office workers.

4

Differences in work culture and values – different norms and expectations in different parts of the company can lead to a lack of common identity and trust.

5

Difficulty in implementing change – changes in one part of the company (e.g., digital processes in the office) can be difficult to integrate into the daily routine of production or sales.



Good practice:

Co-creating and developing inclusive habits within the organization.

The diagnosed challenges required a process-oriented approach involving all employees.



STEPS

1

The first step was to conduct a DE&I survey. Based on an analysis of documents – including internal policies and strategies – it involved conducting 10 individual interviews and holding 3 focus group meetings to understand the organization's perspective on DE&I.

behaviors relevant to Carlsberg Poland's operations and needs was developed.

2

An interdisciplinary task force monitored and coordinated these activities. The task force is responsible for implementing DE&I activities in the company. The task force comprises representatives of specialist and management staff from the production, sales, and support departments in the office. Conversely, the idea for the inclusive behavior list originated in the production area and was developed primarily there.

4

These meetings, along with the interviews conducted beforehand and the collaboration with the interdisciplinary team, made it possible to develop ten areas that promote inclusive habits within the organization.

3

A key activity was organizing a series of meetings at 3 breweries where, through co-creation, a list of inclusive

5

The final activity was the organization of a panel discussion, which focused on various topics, including the grassroots construction of a DE&I culture and the motivations behind specific behaviors. At the same time, it also coincided with the time when the distribution of "We Invite Diversity" notebooks, which contained the developed inclusive behaviors, was executed throughout the organization.

Carlsberg Poland's inclusive behaviors developed:

- 1 The inclusion of new people, e.g. NAMES ARE IMPORTANT. Keep in mind: the names of new colleagues should be remembered — this is the first step to integration.
- 2 Use simple language, e.g., AVOID USING TRADITIONAL TERMS AND BUSINESS EXPRESSIONS. Consider if there is an easier way to convey information that everyone will understand, regardless of their experience or seniority.
- 3 Feedback, e.g., SHARE feedback REGULARLY AND SYSTEMATICLY. Remember! Acknowledge successes and express gratitude for good performance.
- 4 Talk about problems and mistakes, e.g. REACT IMMEDIATELY. Don't delay starting a conversation about problems. Avoid letting difficult situations build up.
- 5 Share ideas, e.g., TALK IN A SMALLER GROUP. If someone has a great idea but doesn't like to speak in public, ask them in a smaller group. For example: "What do you think about this?"
- 6 Return to work after a prolonged absence, e.g., REQUEST SUPPORT IF YOU NEED IT. If you are stressed about returning to work, talk to your manager about it. Asking for help is a sign of maturity.
- 7 Jokes and micro-aggressions, e.g., REMEMBER EMPATHY AND RESPECT FOR OTHERS. Pay attention to what you say and hear within the organization and be aware of others' boundaries.
- 8 Share knowledge and experience, e.g., ADJUST THE MESSAGE TO OTHERS. Make sure the knowledge you transfer is tailored to the other person's level of understanding and experience.
- 9 Set clear goals and expectations, e.g., TELL US ABOUT THE GOAL AND EXPECTATIONS. Speak plainly about them. Experience shows that we don't always express ourselves clearly.
- 10 Be proactive and ask questions, e.g. DON'T BE AFRAID TO QUESTION. Don't be afraid to ask questions and share ideas. This will help you better understand the situation and can lead to innovative solutions.

“The results of the Diversity, Equity, and Inclusion (DEI) survey provide an excellent foundation for building an increasingly inclusive culture. I was eager to see the survey results and the outcomes of the meetings. Many of the statements surprised me — one could feel their sincerity. It was a great opportunity to learn about the individual opinions of our sales, brewery, and office employees. With values such as diversity, equality, and inclusion, I believe we can achieve even more and make Carlsberg Poland an even better place to work. The world is changing faster than ever, and the diverse viewpoints and contributions of each employee allow us to keep pace with current changes and prepare for those in the future.”



MICHAŁ PERTKIEWICZ
Vice President of People & Culture



Impact and effects of the solution

The topic of diversity has become a permanent fixture at Carlsberg Poland. It is the foundation of our daily lives, and all employees, regardless of their position, are involved in fostering an inclusive culture. The developed principles of inclusive behavior help us remember the small, everyday behaviors that make up the atmosphere and culture at work. The organization benefited from unique internal knowledge when creating the list of best practices.



PAULINA ZAWADZKA-LASKOWSKA
DEI Team Leader

What's worth paying attention to?

- Integrating different groups within an organization fosters creativity and a culture of readiness for any challenge.
- **Co-creation is a powerful tool for fostering a sense of belonging.** It is a process of jointly creating solutions, products, or services based on dialogue, openness, and shared responsibility. Therefore, it is important to ensure equal representation of all pillars within an organization.
- In order to build a culture of engagement, people need simple tools that enable change at the individual level. These tools are inclusive habits.
- **This type of microbehavior enables companies to transition from the value level to the share level.**

“

I am extremely happy and encouraged that so many people were involved in our efforts to develop inclusive organizational habits. We wanted events that would bring us together, teach us something, make us think, and allow us to have fun and enjoy diversity. And we succeeded! What was unique was the joint involvement in these activities and the co-creation process that took place because the topic of inclusive culture is important to people. It fosters a sense of belonging to a team and a company. We all want to work in a good place. Remember: Take care of our diversity every day.”

Carlsberg Poland has created a space that fosters diverse perspectives and voices, and promotes a sense of belonging and empowerment. This approach makes organizations more open, empathetic, and flexible to people's changing needs. In this organization's case, it was crucial that inclusive behaviors and habits be developed primarily by brewery employees — the largest group and the heart of the organization.

The following elements seem particularly valuable and well-implemented in the context of building a DE&I strategy in a complex organizational structure:

- **firstly**, an in-depth diagnosis is taken into account, with the specifics of all pillars being considered, starting with document analysis and a series of meetings with employees,
- **secondly**, co-creation, especially when involving the "heart of the organization" (i.e., brewery employees who often have limited access to training), is a powerful tool for building a sense of belonging and accessing unique internal knowledge,
- **lastly**, the transition from values to action is made through "inclusive habits" or "micro-behavior," which enable change at the individual level by transforming values into concrete actions.



MICHALINA KONKEL
Diversity Hub Development Director,
DEI Senior Expert

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DEI Survey

“The biggest risk in this type of project is being unprepared for difficult answers. If an organization isn't prepared to respond and take corrective action, the survey loses its value.”

STRATEGIC PARTNER

**MISSION:**

We foster an environment where diversity is a driving force for innovation and transformation. We strive for an inclusive culture that is based on equal opportunity, respect, and an appreciation for individual differences. We combat all forms of discrimination and promote equality, inclusion, and authenticity in our daily work.

VISION:

We aspire to be an organization that provides every person, regardless of their background, gender, age, orientation, fitness, or experience, with an equal opportunity to grow and succeed. We believe diverse teams make better decisions, understand their environment better, and have a lasting impact on the future of mobility.



Presence in Poland: **9 production facilities**



Global Presence: **+150,000 employees**



1 Research and Development Center (R&D)



1 in 2 cars in Europe have parts made in FORVIA



Transportation Organization, HQ+SSC; more than 6,000 people.

Your organization already conducts an annual employee engagement survey. Why was an additional measurement tool, the DEI survey, introduced?

Although the annual engagement survey provides valuable information about the employee experience, it does not fully capture the complexity of diversity, equity, and inclusion (DEI), a topic that is particularly important to us. While the results indicate some correlations, they do not permit an in-depth analysis of the causes or the identification of specific areas for action.

A more thorough examination of these issues is necessary, as evidenced by the results of the global engagement survey. HR teams from the plants noticed that some issues were invisible in the overall data and required a more detailed approach. Thus, the initiative to develop a local, dedicated DEI survey was born — one tailored to our reality and daily challenges. The survey consists of 6 questions and takes a maximum of 5 minutes to complete. Among other things, it asks about tolerance and whether employees feel they can be themselves at work. It also asks what could help them do so and about experiences or observations of discrimination, such as whether they have ever experienced or witnessed discrimination. The form is available electronically. For those unfamiliar

with technology, there is an option to submit a paper form in a special box, which breaks down the barrier of entry.

Unlike the engagement survey, which relies on mostly closed-ended responses, the DEI survey allows people to freely express their opinions and describe their experiences. This allows us to better understand how to create a work environment based on respect, safety, and belonging. Although the survey is anonymous, employees indicate their facility, which allows us to identify areas that need more support or educational activities.

The captured data is a valuable addition to the engagement survey results and is used to develop local action plans that address the actual needs of our teams. Although this solution was created locally, it doesn't replace global initiatives; rather, it supports and complements them by providing relevant context.

Before introducing such a tool, what questions should you ask yourself to ensure its success?

The basic question is: Are we ready for the answers? An anonymous survey provides a space for employees to share their honest opinions, which may reveal different perspectives that are not always easy to accept. DEI topics are multidimensional — crucial for some and less important for others. Therefore, before implementing DEI initiatives, it is important to ensure that the organization is prepared for constructive feedback, open dialogue, and real change.

It is worth considering at what point the organization is - whether it is ready to open up to deeper conversations, or whether laying the groundwork is needed first. A genuine readiness to analyze the results and take concrete action is what will make the DEI survey an effective tool for change rather than a mere formality.

So, how can you assess the level of readiness? Look at whether leaders initiate conversations about DEI and if they are open to feedback, even challenging feedback. It is also important to consider whether employees feel safe sharing their opinions or if they are afraid of the consequences. These daily signals

indicate whether an organization is not only willing to ask questions, but also to genuinely listen to the answers.

After all, the success of a DEI survey isn't determined by high turnout or a correctly executed process. Its true measure is what happens afterward: **how much courage we gain to be honest with ourselves and make meaningful changes.**

How do you ensure that your employees are highly engaged in completing the survey?

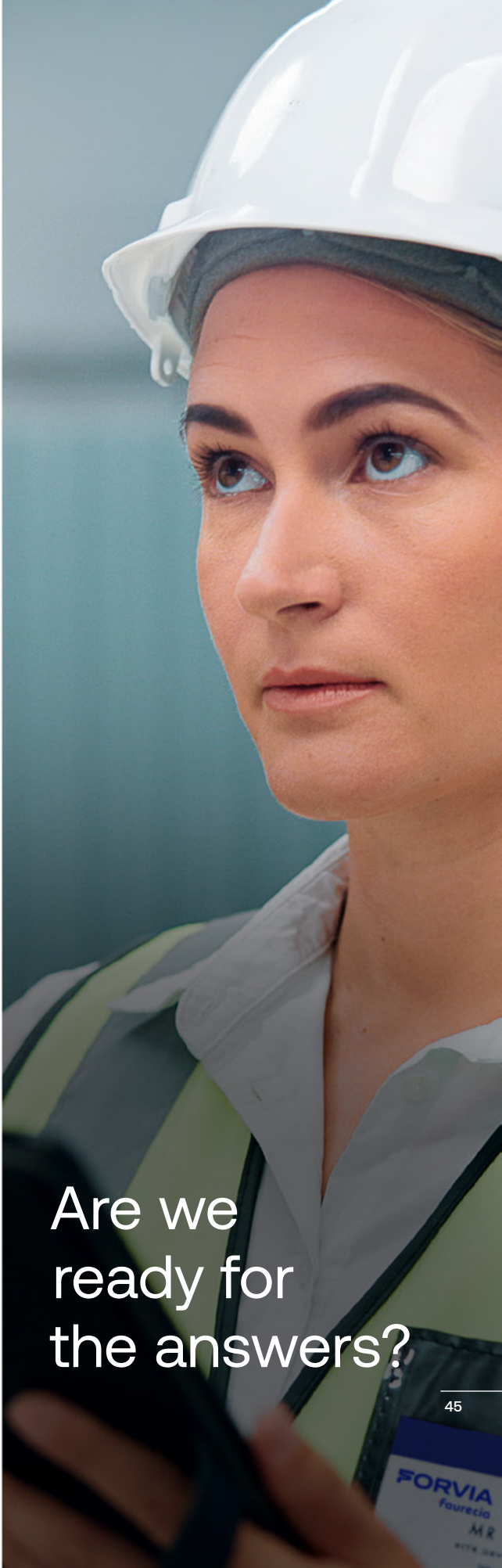
Consistently building awareness and providing easy access to the survey are crucial to achieving a high level of participation. We are implementing the survey in May, which is Diversity Month, to put it in the broader context of promoting diversity, equity, and inclusion (DEI) values.

The campaign runs throughout the month and is supported by multi-channel communication, ensuring that everyone has a chance to learn about it. The survey itself is as simple as possible. Employees receive a link or QR code that leads directly to the survey. The questions are short and easy to understand, and they do not require interpretation. Participation only takes a few minutes.

The first edition was launched in May 2023, with 6% of employees participating. In 2024, turnout increased to 11%. This increase is the result of systematic efforts to build awareness and trust.

However, we must acknowledge that for many, the subject of DEI feels distant or secondary. It remains the biggest challenge that necessitates further education and dialogue. Leaders play a significant role in this process. They communicate the importance of the topic, talk to teams, and explain why the survey is important. They also support us operationally by working to increase attendance. Before the survey launches, we provide them with ready-made materials, instructions, and communication tools.

The success of the survey is about more than just numbers. We track attendance, but more importantly, it's about having real data that allows us to take action and shows employees that their opinions are important.



Are we ready for the answers?

“The biggest risk in this type of project is being unprepared for difficult answers. If an organization is not prepared to respond and take corrective action, the survey loses its value. Ensuring anonymity is equally important — a lack of confidence in the confidentiality of the data can affect the sincerity of responses. Finally, if no real changes result from the survey, subsequent editions may be perceived as meaningless formalities. Additionally, data analysis should not be limited to numbers. It is important to understand the context of the statements to get a complete picture and make accurate decisions.”

ALDONA RDZANEK
Junior Communication Specialist



MACIEJ GŁOGOWSKI, PhD
DEI expert at Diversity Hub

“One of the challenges of developing a research questionnaire is defining research questions that are as simple as possible and can be understood by everyone taking the survey. It is important to ensure that the phrases used in the questionnaire are unambiguous and free of any room for misinterpretation. The linguistic accessibility of the research tool is especially important because we are touching on a sensitive and personal subject to which there can be many different approaches, not only because of the level of education in the area, but also because of the cultural context.”



Future belongs to the teams



Samochody
Dostawcze

Volkswagen Poznań

Fabryka Samochodów Dostawczych i Komponentów

Intergenerational cooperation in a manufacturing company – engaging, modern, effective.



Samochody
Dostawcze

Volkswagen Poznań

Fabryka Samochodów Dostawczych i Komponentów

DEI'S MISSION & VISION:

Mission: To nurture a culture of cooperation, trust, and mutual respect within which a friendly environment is built for future generations. We engage in three strategic initiatives: People, Performance, and Future. Implementing activities that are based on environmental responsibility, integrity, corporate principles and applicable laws. Creating an organizational culture based on cooperation, sharing knowledge and information, celebrating successes, overcoming difficulties, and upholding shared norms of conduct and values.

Vision: We are a leading automotive company in Poland. As a highly motivated team, our success story continues. Together into the future. Through culture, efficiency, and innovation.

Challenges: One of the challenges faced by the VW Poznań Factory is fostering intergenerational cooperation among its employees. As a dynamic workplace, the company faces challenges related to diversity and integrating representatives from different generations.

Presence in Poland:



Volkswagen Poznań is a commercial vehicle and components factory. The VW Caddy model is produced in Poznań. In Września, they produce a version of the VW Crafter, as well as the MAN TGE.



Employment:
9500 people direct and indirect production workers, students, apprentices and trainees.



Poznań Foundry, supplies high-quality aluminum components to VW factories around the world, including components for electric cars.

Main Challenge:

4 generations in 1 organization:

Representatives of four generations currently work together at VW Poznań, each with a unique set of experiences shaped by their respective generational context. Understanding what has influenced their diverse approaches to work and recognizing the unique competencies of each age group that complement each other is crucial today.

The challenge of it:

Shift toward digitization and robotization: The implementation of automated production processes has significantly changed the approach to work. While new technologies make it possible to optimize production, they also create a need to retrain and educate workers who are unfamiliar with the field.

Communication and cooperation between generations: These two elements are crucial for managing multigenerational teams. Differences in communication preferences and ways of sharing knowledge and experience generate new daily work challenges.

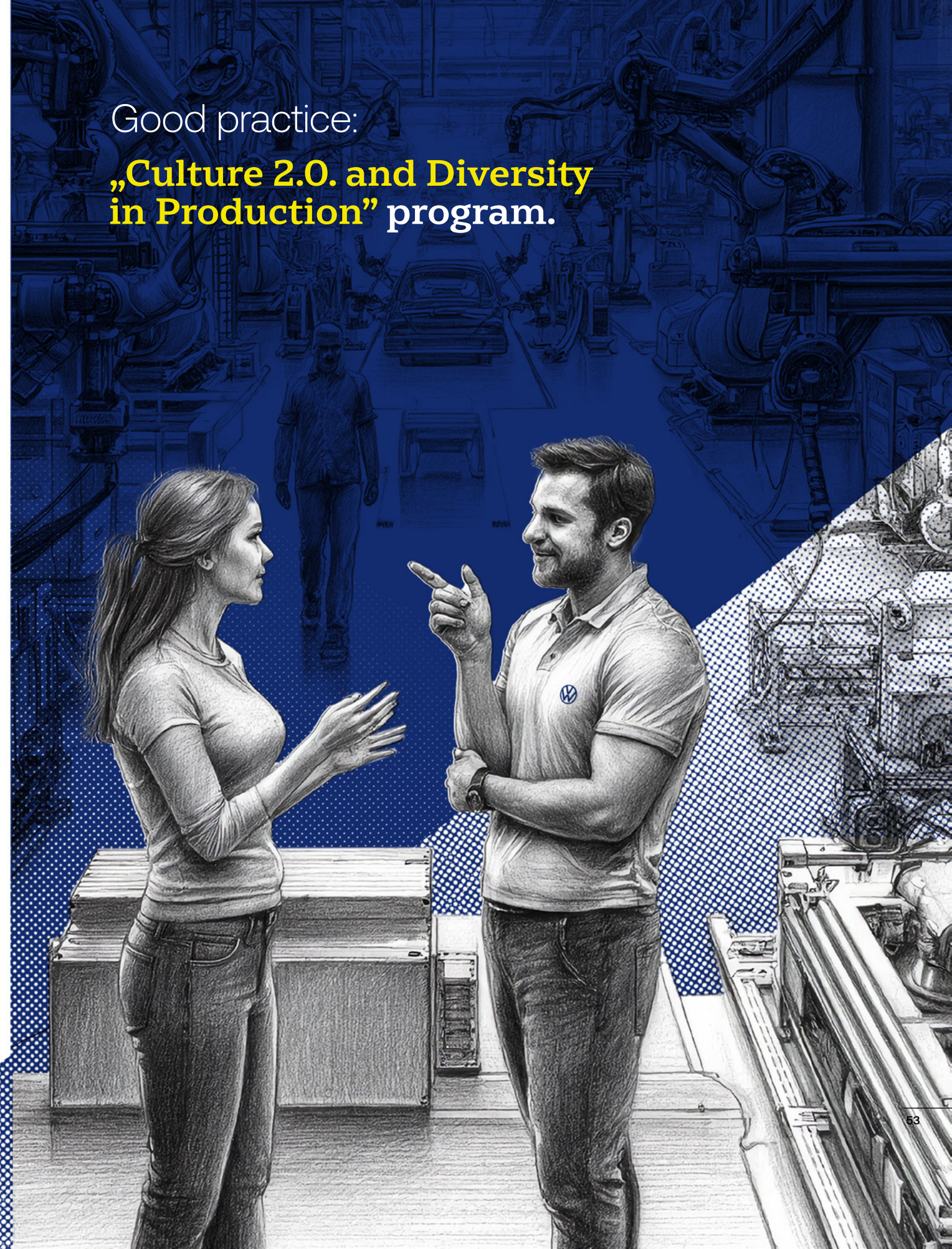
Organizational culture and leadership: The presence of younger employees in teams requires a change in management style, moving toward greater openness, transparency, and a partnership approach with employees.

Training and competence development: Changes in the automotive industry require staff to continuously improve their knowledge of new technologies. **Changes in work attitudes observed in the market have generated the need for the organization to introduce its first soft skills program in manufacturing.**

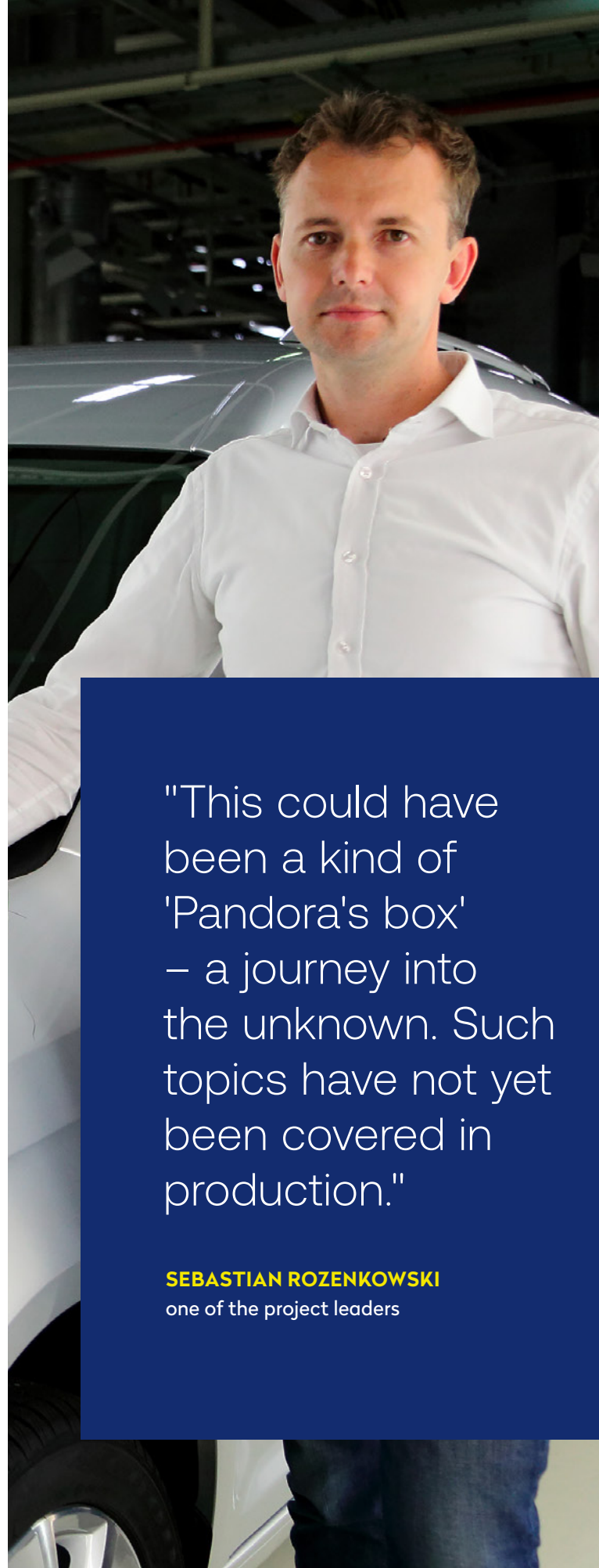
Management and transfer of knowledge: There is a growing need to create effective mechanisms for knowledge transfer between generations. Older generations have valuable experience to pass on to younger employees, who can help with adopting modern tools and technologies.

Good practice:

„Culture 2.0. and Diversity in Production” program.



In recognition of the challenges posed by changes in work and inclusive culture in production, VW Poznań launched the “Culture 2.0 and Diversity in Production” project. Its goal was to raise awareness of inclusivity and create a space for intergenerational cooperation. A key element of its success was establishing a multi-level, interdisciplinary project group of 33 people as a first step. This group included masters, leaders, specialists, and managers from all four plants. Anyone for whom this topic was important could apply to the group, regardless of job level or position. The group's purpose was to identify and understand the challenges of building an inclusive culture in production and design effective solutions. For the first time, joint activities included all four plants and addressed soft topics and organizational culture.



"This could have been a kind of 'Pandora's box' – a journey into the unknown. Such topics have not yet been covered in production."

SEBASTIAN ROZENKOWSKI
one of the project leaders

The second step was implementing development and training activities. The following were conducted as part of the program:

- meetings on production lines about generational diversity, based on a specialized film prepared by Katarzyna Ociepka-Miąsik from the Think Tank Diversity Hub, were held for 7,000 production employees,
- The voluntary "Diversity & Inclusion" training that covered about 3,500 employees in two years.

In 2025, dedicated training modules on generational management have been planned for:

- more than 500 production leaders,
- more than 200 production masters.

“

As VWP Academy trainers, we are excited to have the opportunity to lead workshops as part of this project. Through meetings with leaders and champions, we can create tailored training content for production employees. We ensure that employees encountering the topic of diversity for the first time receive more than just written definitions; they also have the opportunity to take practical action through exercises, games, simulations, and discussions on specific topics.”

JUDYTA JÓZWIAK
and **KATARZYNA WUJEWSKA**
trainers of the program



The impact and effects of the solution:

To ensure the effectiveness of implemented activities, production meetings and training sessions have been tailored to the specifics of each plant. For example:

- at the Automobile Construction plant, training was held in special training centers dedicated to employees to improve job performance.
- at the Foundry plant, training was conducted as part of the Lean 2.0 program, which takes place in a special Training Center.

The first effects of the implemented program were visible surprisingly quickly. On the one hand, very positive feedback was given by the production teams. Implemented activities were met with great interest and openness by the participants. On the other hand, noticeable changes in the approach to diversity in production began to emerge.

The theme of building an inclusive culture proved to be the right answer for the diverse needs of the VW Poznań crew. A culture of cooperation, openness, respect, and dialogue began to become part of the organization's daily behavior, as did awareness of diversity.

Moreover, intergenerational cooperation provides tangible benefits for VW Poznań teams.

- The meeting of different perspectives can lead to greater innovation in the optimization of production processes.
- Different approaches, based on technology and years of experience, work together to create better solutions for technical, quality, and production problems.
- Increased creativity and the number of innovative ideas in production are achieved through diverse competencies and skills.
- In a survey that was conducted after training courses for employees, the courses were rated as valuable and very useful by as many as 96% of respondents.



MAGDALENA GRALEWICZ
Paint Shop Process Technician

“When I was entrusted with the task of creating a concept for diversity training and dedicated to direct production employees, I wondered what the likelihood of success was. As a rule, we conduct practical professional training there daily. It turned out that this was a typical stereotype, which confirms how easy it is to fall into such a trap. The preparation of the training required effort and commitment, but it was worth it. After piloting the training in the paint shops in Poznań and Września, we received positive feedback from the participants.”

“It was great to come together as a group and work on diversity. Although we don't think about diversity every day, it is present, and we want it to become a natural part of our organizational culture.” – recalls training participant **KRYSTIAN LEŻAŁKA**, Master Specialist.



“As in a football team, we realize that a diversity of competencies is key to success in our group. That's why we focus on interdisciplinarity, combining the skills and aptitudes of each team member. We work together like a soccer team's defenders and strikers — to win the game. We understand that a team of only defenders would not win a match.” – emphasizes the project leader, **SEBASTIAN ROZENKOWSKI**.

Practical tips: **What works?**

How can diversity be effectively implemented in production?

Below are the key elements that have worked well at VW Poznań:

- **Workshop format** – instead of traditional lectures, we use engaging methods.
- **Practical exercises and games** – allow for a more relaxed approach to the topic and make it easier to apply knowledge to everyday work.
- **Tailoring to the needs of the team** – reflecting the fact that different responsibilities require different approaches to the topic (a different formula for leaders and another for production workers, for example).
- **Interdisciplinary team designing activities** – from the beginning, the project team was composed of representatives of different areas of VW Poznań, representatives of the production area participated from the beginning and had responsibility for activities.
- **People are the key to change** – involving participants builds a new organizational culture. Therefore, it is important to design activities that allow the participation of those who are invested in the topic and want to have an impact.

Conclusion: **What did we learn at VW Poznań?**

The "Culture 2.0 and Diversity in Manufacturing" project demonstrated that organizational culture, diversity, and intergenerational cooperation can be implemented, are needed, and are effective even in a highly technological and efficiency-oriented environment such as manufacturing.

Initially, working on so-called "soft topics" in a hard industrial

environment seemed like a challenge, but it turned out to be a space of enormous potential. The teams' involvement, the participants' positive reception, and the initial changes in daily professional functioning demonstrate that diversity is more than just a slogan; it is concrete actions and benefits.

What's next?

The project has laid a strong foundation for future activities. Diversity is now an integral part of the organization's development, whether in training, communication, cooperation, or team management.

The future belongs to teams that can combine different perspectives, competencies, and experiences – and diversity is the driving force.



„Hiring Generation Z can be a valuable asset for manufacturing companies undergoing digital transformation and implementing new technologies. This generation, which is just entering the workforce, complements previous generations well, as new technologies may not be obvious or intuitive to them. This creates opportunities for intergenerational reciprocity and complementarity. However, this comes with challenges, primarily related to Generation Z's changing values and attitudes toward work. Above all, these young people value a positive atmosphere and organizational culture that promotes diversity, openness, and authenticity. Technological proficiency is therefore linked to new social patterns. This creates a need to invest in workers, not so much in skills derived from a position or role, but rather in developing social skills that bridge the often distant worlds of different generations.”



JAKUB SŁOWIK
Diversity Hub Expert,
Neurodiversity Chief Expert

TOYOTA

TOYOTA MOTOR MANUFACTURING POLAND



Matters

PARTNER


AMAP (ANY MEMBER ANY PROCESS)

– Every process for every employee, as TOYOTA's flagship activity.

AMAP Award
- Diversity Card Award
- DEI in Business for innovative approach

Presence in Poland:

 **Toyota Motor Manufacturing Poland**
- a global brand and one of the world's automotive market leaders.

 **2 manufacturing plants in Walbrzych and Jelcz-Laskowice.**

 **Employment: 2900 employees.**

TOYOTA

TOYOTA MOTOR MANUFACTURING POLAND

DEI'S MISSION & VISION:

Mission: At TMMP, diversity and inclusivity are much more than just policies and procedures. For the past 20 years, our community has brought together different viewpoints and experiences to create a unique and inspiring workplace. Our diversity is both a fact and our strength. We are all different and unique, but mutual respect is what unites us and makes us an inclusive organization.

Vision: Together, we want to create a place where everyone — regardless of gender, age, ethnicity, or other characteristics — feels fully respected and respects others. In 2022, we created a DEI strategy consistent with our Toyota Way values.

It consists of three pillars: Inclusive Organization, Diversity of Talent, and Community.

Challenges: The goal was to increase job availability. For years, Toyota was perceived as a place for men to work due to being a part of the automotive industry and the type of work performed. For several years, we have been working to change this perception and build the company's image as a place where people of all ages, experience levels, strengths, and physiques can work. In 2022, we documented our activities in the DEI strategy, one of which is the "Any Member, Any Process" initiative — "Every Process for Every Employee."

AN INCLUSIVE ORGANIZATION

We are creating a company where everyone is welcome and respected.
Regardless of age, ethnicity, health, capabilities, sexual orientation, religion, and other factors.

COMMUNITY

We are creating an inclusive society around our company.

DIVERSITY OF TALENT

We are creating an innovative workplace and seeking diverse perspectives.
By: hiring, developing and retaining diverse talents.



Best practice:

The AMAP (Any Member Any Process) initiative involves adjusting all production workstations so that anyone — regardless of age, gender, physical stamina, height, weight, hand size, or handedness — can work at each station correctly and without undue effort.

To achieve this, **we evaluated all positions in the company for ergonomics. We used the X-sense device for this purpose and invited several people to provide feedback on the capabilities and difficulties of performing a given process and the versatility of the position.**

Information from our employees is an invaluable source of knowledge and inspiration for improvements. This initiative targets all people working in production departments, who make up 90% of the entire workforce.

- Kaizen philosophy, from the Japanese words "kai" (change) and "zen" (for the better) means continuous improvement — step by step, day by day. It is not a one-time revolution, but rather a daily practice of improving processes, quality, the work environment, and oneself. At Toyota and other companies, Kaizen is an organizational mindset and approach that extends from the CEO to the line worker.
- Employees participate in implementing the initiative at every stage, from measuring the job to providing feedback and, ultimately, making small improvements themselves. Thanks to Kaizen, everyone performs lighter work daily.
- **The crew's involvement gave us new insights and showed us things we hadn't considered before.** Despite meeting legal requirements, employees reported problems with tasks due to factors such as age, experience, height, and hand size.



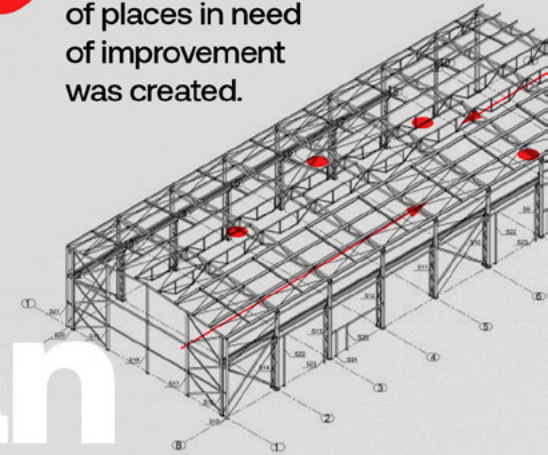
TOYOTA

TOYOTA MOTOR MANUFACTURING POLAND

- 1 Identification of stations that needed improvement.**
We examined the workstations using XSense — a tool that measures, among other things, body load, movements and risk levels.



- 2 Based on this, a map of places in need of improvement was created.**



How we began to look at the process through the eyes of the employees

- 3 We introduced Kaizens**
Based on the data we collected, we implemented concrete improvements that make work easier for everyone today.

変善



The voice of employees was key!
In the analysis, we took into account real experiences from production - the voice of employees helped identify the biggest challenges.

We listened to people of different heights, strengths, ages, and levels of experience because only then can we design truly inclusive processes.

Impact of the solution:

The initiative began in 2022 and still continues today. In 2023, 63% of all production processes were adapted, and by the end of 2024, this figure had increased to 81%. Our goal is to adapt all production processes for all employees.

“We began customizing our work stations many years ago, shortly after the factory opened. However, due to the changing market, aging population, and technological advances, it was time to revise and strengthen our activities. We started making changes and improvements, focusing especially on employee feedback (Members Voice). After a while, we all noticed the benefits, including employees and the business. "Kaizens" are our philosophy of operation. In addition to improving our employees' comfort, AMAP's activities have brought us many other benefits. The most important thing for us is that employees can really impact their workplace. They modify it by introducing "kaizens," which translates to their involvement in daily duties, as well as the development and improvement of their skills. Paying attention to the "Members Voice" also gives us new opportunities. For example, we can improve our systems through the quality audit "Quality Built by the Voice of Employees" and achieve better business results.”

BENIAMIN SWAŁTEK

Production General Manager



dr TOMASZ DĄBROWSKI
Diversity Hub Vice President

„The AMAP (Any Member, Any Process) initiative exemplifies a shift in perspective, viewing accessibility not as a technical improvement or an additional task, but as an integral aspect of fostering true inclusion. Accessibility should be a universal assumption, not an exception or a nod to those who 'need customization.'

In my opinion, a key element of this approach is a bottom-up design process: changes are designed together with employees, based on their actual experiences and needs. This practical application of the team's knowledge is also an expression of trust and appreciation for their voice and an opportunity to identify issues that even the best audit might miss. Such participation translates into increased agility, involvement, and real employee influence on the work environment.

This model demonstrates that a truly inclusive organization starts by listening to its team and treating accessibility as a shared responsibility, not a one-time project.”

Summary and conclusions

Culture
Changemakers

The first issue of the Culture Changemakers publication is a collection of inspiring stories about manufacturing companies that have made significant efforts to create inclusive work environments. Market leaders include Carlsberg Poland, FORVIA, Mondelez International (Skarbimierz plant), Toyota Motor Manufacturing Poland, and Volkswagen Poznań. Thank you again for sharing your experiences. The takeaway message is clear: fostering an environment where everyone feels respected, acknowledged, and secure is not just an ethical imperative, but also a sound business strategy. This is also true in a production hall. In conclusion, let's review the challenges and proven practices and define lessons for the future.

Key challenges in the manufacturing industry (from DEI's perspective)

The Diversity Hub's experience, bolstered by the implementations discussed here, gives us the opportunity to identify a relatively broad catalog of challenges facing manufacturing companies.

- „Three-speed” organization: companies combining production, office and sales often operate at different rhythms, which can hinder consistent communication, create silos and complicate the flow of information and the implementation of change throughout the organization.
- Unequal access to information and tools: production workers often have limited access to information and tools compared to office workers.
- A masculine environment is characterized by barriers to advancement, promotion, and stereotypes that hinder women from holding technical or managerial positions, despite the increase in the number of women in production. There is also frequently a lack of female role models.
- Multigenerational teams and knowledge management: factories often have several generations (up to four) working simultaneously with different experiences, values and work/communication styles. These generations have different experiences, values, and work and communication styles. This requires flexible management, knowledge transfer strategies, and openness to new generations, especially as the average age increases.
- Large structures present unique challenges in communication. Inclusive and effective communication in a distributed, multi-level production structure is crucial, but different work spaces and tools can make this complicated.
- Competition for talent: the location of many factories in industrial zones leads to intense competition for skilled workers in the local job market.
- The need for “soft” skills in a “hard” environment: people working in manufacturing need to develop interpersonal skills, such as building trust, empathetic communication, providing feedback, and acting assertively.

Proven practices and approaches

How are leading companies responding to these challenges?

- In-depth diagnosis and listening to employees: a key first step is to understand the specifics of production work and the real needs of employees through analysis, interviews and meetings (e.g. Carlsberg, FORVIA through a dedicated DEI survey). It is important to be ready with honest, sometimes difficult answers.
 - Involvement of production employees (Co-creation, “Members Voice”): Hall employees are the “heart of the organization”. Their active participation in creating solutions is invaluable. Examples include Carlsberg's co-creation of inclusive behavior, Toyota's "Members Voice" feedback collection system, and kaizen, as well as VW Poznań's interdisciplinary project team with production representatives. Co-creation fosters a sense of belonging and agency.
 - Translating values into everyday actions (“micro-behaviors”): rather than focusing on abstract values, companies focus on concrete, everyday behaviors that build an inclusive culture. Examples include remembering names, using plain language, and providing regular feedback. One example is Carlsberg's 10 habits. This allows companies to transition from declarations to actions. It also fosters empowerment and responsibility for work culture in all employees.
 - Creating work-specific tools involves tailoring solutions to the nature of physical work and access to technology.
- Examples include a physical training kiosk on the shop floor at Mondelez, paper diversity, equity, and inclusion (DEI) survey forms at FORVIA, and the AMAP (job customization) program at Toyota.
- Addressing specific barriers systemically: activities target specific challenges, such as a development program for women in technical roles (Mondelez), creating open career paths, and programs to develop awareness of and skills for managing generational diversity (VW Poznań).
 - Communication: consistent, transparent and inclusive communication is fundamental. Tools such as the Code of Good Communication (FORVIA) help build mutual trust and understanding. Engaging male and female leaders in conversations about DEI and providing them with communication tools is important.
 - Readiness for feedback and real action: means asking employees for their opinions (e.g., through a survey) only makes sense if the organization is prepared to listen to the responses and take concrete corrective action. Failure to respond to feedback undermines trust.
 - Change on multiple levels: effective DEI implementation is not just about single actions, but a comprehensive change that includes recruitment, development, knowledge management processes, leaders' attitudes, and daily work culture.

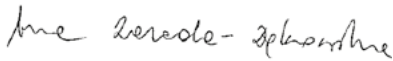
Conclusions and recommendations

We understand that it's challenging to offer universal solutions that apply to every manufacturing company. Nevertheless, our experience at the Diversity Hub and the experiences of companies that have shared their strategies have led us to make some key suggestions for those who want to create an open work environment in the manufacturing sector.

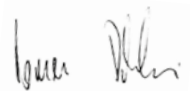
- A unique approach is required for DEI in manufacturing: you can't simply copy solutions from offices. It's essential to understand the particulars of the work on the shop floor and the needs of the people performing it.
- Production employees should be included at every stage: their knowledge, experience, and perspective are invaluable in diagnosing challenges and creating effective, acceptable solutions.
- Focus on everyday life and “micro-behavior”: change is built on small, everyday interactions and decisions. Translating values into concrete, easy-to-implement habits is an effective method.
- Invest in communication and leadership competencies.: pen, clear, and empathetic communication, as well as the development of skills to build an inclusive work environment, are the foundation of an inclusive culture for male and female leaders.
- Courage to break stereotypes and barriers: proactive measures aimed at eliminating stereotypes (e.g., of women in "male" roles) and creating equal opportunities are essential, as is supporting people in overcoming their own fears.

- Authentic readiness for change: asking employees for their opinions and diagnosing problems only makes sense if the organization is ready to accept feedback and take real action. Otherwise, measurement tools and policies are just documents.
- DEI offers clear business advantages: an inclusive culture results in higher engagement, better retention, increased innovation, greater operational efficiency, and ultimately, improved financial performance.

Anyone who influences the shaping of an inclusive work environment is a Changemaker. Building a culture is not just the responsibility of HR and management. Involving all employees in this task means equipping them with the necessary skills and tools. Only then can we talk about culture change, when we transition from observers to activators of change. **Building an inclusive culture in the manufacturing industry is a complex yet achievable process. It requires an understanding of the environment's specifics, active employee involvement at every level, a focus on daily interactions, and a commitment to systemic change and addressing specific barriers.** The examples presented demonstrate that investing in people and creating an environment where everyone can be themselves and develop their potential yields tangible benefits for employees and the organization as a whole. It's a long road for many companies; nevertheless, experience shows that it is best to follow it steadily, one step at a time.



ANNA ZARODA-DĄBROWSKA, PhD
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Culture
Changemakers

Culture Changemakers



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