

Vision

To build a skilled, adaptable and professional international automotive workforce

Mission

To provide our members with the best skills solutions and tools to fulfil their career ambitions

Strategic Priorities for People 2020-23

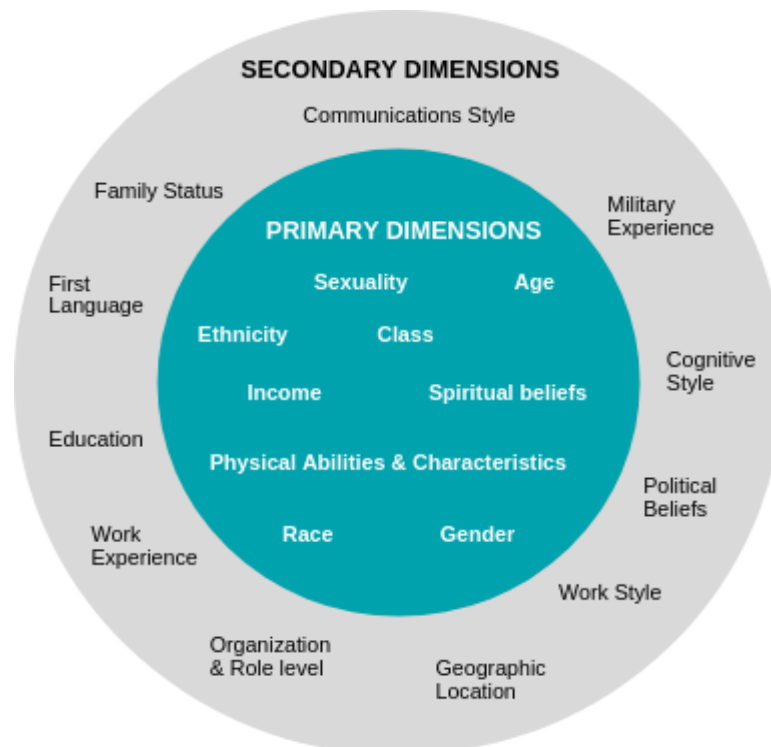
1. IMI representatives are a true reflection of our evolving membership community
2. Attract, retain & develop a workforce that responds positively to an uncertain environment
3. Develop an inclusive culture through our values, decisions & behaviour
4. Further develop the organisation to maximise digital solutions and maximise digital mind-sets

What is Equality, Diversity & Inclusion?

Equality is the state of being equal, especially in status, rights, or opportunities. In order to achieve equality, people must be fair and respect differences in their values and status.

Diversity can only be achieved once you have equality.

Diversity is a state of having differences, see below for examples of primary and secondary dimensions of difference.



Inclusion is the state of having respect for each other's differences with provision of equal access to opportunities and resources enabling all individuals the opportunity to contribute fully to the organisation's success.

Why are we focusing on Equality, Diversity & Inclusion?

Our world is changing and this means the job roles in our membership community have changed and will continue to change. We are facing an increasingly uncertain environment and a changing community that is made up of individuals with broad skills and experience from different backgrounds, with diverse abilities, personality traits, values and attitudes.

To ensure we can successfully support this changing community, IMI staff and representatives need to understand, value and embrace our diverse community and also reflect it.

The well-researched reasons why this is important to us, are listed below:

1. Equality and diversity add new skills to teams

People who come from different backgrounds can add new experiences, talent and skills into your team – all of which improve overall company performance. Recent studies have found a direct link between inclusive decision making and improved business performance. Valuing diversity and employing people from difference backgrounds with different perspectives can significantly improve business output

2. Diversity in the workplace promotes innovation

Deloitte concluded in a 2013 study that when employees think their organisation is committed to and supportive of diversity, their ability to innovate increases by 83%. Diverse workplaces have the ability to generate more creativity and innovation through the sharing of knowledge, thoughts and ideas in a respectful, inclusive and non-judgemental environment.

3. Diversity and inclusion opens business up to new markets

When you introduce people into your teams with different social, geographical and cultural backgrounds, you instantly get a new knowledge base for potential new markets. With our business expanding in to different countries and regions we are becoming increasingly globalised. Increasing nationalities and cultural backgrounds within our business can make it more appealing, modern and relatable to the outside world

4. Valuing diversity improves brand reputation

As part of our drive for a more inclusive workplace, introducing diversity considerations into recruitment decisions can improve chances of acquiring the best staff. Proven success in hiring diverse candidates into senior roles can have a visual impact on those researching the IMI before choosing to apply for a job. It can also improve integration for new starters if they can see diversity throughout the business. Word travels fast in the modern world, especially through social media and channels like Glassdoor.

5. Diversity management opens up new talent

A strong employer brand built on diversity will allow new talent will start to emerge and gaining a progressive company reputation, will attract people from wider sections of society. When you have more applicants from more backgrounds, you have a greater pool of talent to choose from. Not only does better diversity open up new talent, it helps us retain the best talent we've got. Society is becoming ever-more

inclusive, with young talent in particular being acutely aware of inclusivity. People want to work in a company with values that reflect their own.

What are we doing to encourage Equality, Diversity & Inclusion?

There is no silver bullet for this and it is not enough to just say that we are a diverse and inclusive business. We also can't just cut and paste initiatives that other organisations have put in place because equality, diversity and inclusion can only be achieved by the human beings who make up the culture of the individual business. We must understand the importance and benefit of equality in the workplace and each of us must individually make an effort to foster an inclusive working environment where everyone can feel enabled, valued and supported to do their best work.

Member First Framework

In order to achieve a more equal and inclusive environment we have already taken the first step and have assessed our current organisational behaviours, we have identified the behaviours we would like to encourage and have developed a new behaviour framework. This framework encourages the treatment of those we come in to contact with, whether that be our colleagues, our members or any external contact. A change programme internally has been commenced to move to move further towards a culture where behaviours support equality, diversity and inclusion.

Recruitment

In this change programme, it is important to remember that positive discrimination is not legal, but positive action is. To effectively support our evolving membership community we must harness recruitment techniques that reach out and encourage interest from different sections of society. This includes different backgrounds, ages, learning, personalities, attributes and outlooks. There is an unconscious tendency to recruit in your own image and this leads to lots of people in an organisation who think, behave and make decisions in the same way.

Recruitment methods and materials, including interview guidelines and training are being continually reviewed to incorporate key diversity and inclusion messages, including unconscious bias.

Training

Creating an equal and inclusive environment to support a more diverse workforce will assist each individual to feel able to participate and achieve their potential. To create an inclusive working environment we need to be aware of our current working environment and encourage supportive and non-judgemental behaviour.

Training for all staff is constantly reviewed and considered and will roll out appropriate annual programmes of training for all staff and specific training for line managers to help understanding and encourage us all to be aware of our unconscious biases to look at a situation, or a person, in a different light to enable us to always choose the best person for the job.

What are the consequences of not getting it right?

If we want to be better than 'average' with a high performing and engaged workforce that has a competitive edge, we cannot ignore diversity and inclusion and if we want diversity and inclusion, we must start with equality. The consequences we may face if we neglect fair and equal treatment are that we potentially

allow discrimination and bias to persist, even if this is unconscious. This can lead to lower organisational commitment, lower job satisfaction, higher work tension, absenteeism, high labour turnover, loss of talented employees, tribunals and the associated bad publicity.

Just recruiting for a more diverse workforce is dangerous if it is not balanced with an inclusive working environment. An imbalance can negatively impact the collaboration, morale, engagement and retention of our staff, which in turn can damage brand reputation, lower our competitive advantage to keep us in the 'average' bracket.

Adapted from *The Guide for Inclusive Leaders*, 2006

