

# Report

March 2022

Committed to making positive change

**Diversity | Equity | Inclusion** 

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## 1. Welcome and Introduction

# Lesley Woolley FIMI IMI COO and Project Lead



When Professor Saker first outlined his idea for the Diversity Task Force, he had a clear vision of what the IMI should be aiming to achieve. Having clarity from the outset made the project, in some respects, straightforward. What was to become more complex was the 'how'!

Defining the research requirements for the project was important and developed quickly once we understood the lack of publicly available data, but having engagement and support from the automotive sector was critical. It was key to develop a safe space so that everyone who wanted to contribute could.

The IMI's Vice Presidents and the Industry Expert Panel members helped shape the early thinking and have been a helpful sounding-board, but it is the depth and breadth of activity carried out by each of the three working groups that has made this project a true success.

The working groups, which have been focused on race and ethnicity, physical and non-visible disabilities, and gender and sexual orientation, have each been chaired by passionate industry leaders who have created a trusted environment in which to try and understand and address important, and sometimes sensitive topics.

A handful of IMI team members supported the Diversity Task Force to co-ordinate the Working Groups as well as deliver the research elements of the project. I am enormously proud of them and the significant role they have played in delivering the objectives of the Diversity Task Force.

So, to everyone who has been part of the IMI's Diversity Task Force and who contributed to the important conversations about diversity and inclusion – I offer my sincere thanks. I have been humbled by your willingness to commit time, knowledge and expertise as well as share your first-hand experiences with us.

Finally, I would also like to thank Professor Saker for his leadership of the Task Force and his unwavering support of our project team.

## **Foreword**

#### Professor Jim Saker FIMI

#### **IMI** President



The automotive sector is facing the most turbulent period of change in over 100 years. The move away from the internal combustion engine towards new power trains, coupled with the rise of what is loosely described as 'big data' will inevitably change the products and also the structure and staffing within the whole value chain of the motor industry. There is an increasing need to attract talented people into our sector, although the evidence shows that we are not seen as an attractive place to work. The sector in the UK has been typified in the media and public perception as employing predominantly white men. If we are to progress as a sector, we need to draw in great people from the whole breadth of society; irrespective of ethnicity, gender, or perceived ability.

#### Overcoming Homophily – The Moral Case

From the start of this project the argument has been that we need to overcome what sociologists describe as 'homophily', in that we tend to be drawn to people like ourselves, or putting it colloquially, 'birds of a feather flock together.' As a result, we tend to live in locations with people 'like ourselves', and subsequently in business, recruit people in our own image. Unless we can overcome this trait, the industry and the organisations within it will not change. The sector has always claimed to be a meritocracy, but this is self-evidently questionable. There is a moral case that we need to treat people equitably, in entry to, but also in progression and development within our organisations.

#### The Economic Case

There is more to this than morality. There is an overwhelming economic case that diversity and inclusion make a dramatic impact to the bottom line when it comes to business performance. Perhaps the most prominent amongst many studies in the area is the McKinsey (2020) 'Diversity Wins' Report which is the third in a series dating back to 2014. This report states that the higher the level of gender diversity, the greater the differentiation on profitability, with the top quartile of companies outperforming the least gender diverse organisations by 48%. The same applies to ethnic diversity, where the figure between the top and lowest quartile in their study is 36%. In addition, the likelihood of overperformance is higher in ethnicity than gender. The conclusion is that diversity has a dramatic impact on an organisation's profitability.

#### The Untapped Potential – Know Your Workforce

Perhaps one of the surprising findings was, having gained access to Government data, that the automotive sector appears to attract many people who identify as having either a physical or non-visible disability. Before the Task Force work was undertaken the general feeling was that people with a disability were under-represented. This we are sure is still the case for those with a visible disability, but the research showed that the industry employs many people with non-visible disabilities. It became apparent through the Working Group that non-visible also in practise meant deliberately hidden. One of the successes of the Task Force has been to give people with non-visible disabilities a voice that showed the great potential that could be released if we were open about issues such as dyslexia or ADHD, and made small changes in working practises. How many organisations encourage people to come forward to discuss their disability? By doing this, the 'dis' in disability is removed and the ability is then given to the individual to fulfil their potential, as well as their role within the organisation.

There is both an economic and moral case for diversity but also by changing the perception of our industry we will attract the widest possible group of people into our sector. The competition for talent is going to get more intense. The Diversity Task Force report explores where we are now and how we can make the automotive sector more inclusive for all.



# 2. Executive Summary

#### **DEFINITIONS AND TERMINOLOGY**

It is important to be specific and precise around the language we use. But one of the challenges of terminology and nomenclature is that in society, the language around diversity and inclusion is in transition. Collective terms such as BAME has been found to be inappropriate but is still in use in some circles. We also acknowledge that if we are speaking from a global perspective, ethnic minority might not be wholly accurate.

This report attempts to use terminology that is acceptable to under-represented groups, but we appreciate that some of what is written may be problematic. For this we apologise. As with many others, we are on a learning journey and hope that you will bear with us as we move forward together.

The terminology we use in this report is: physical and non-visible disabilities – which includes neurodiversity; Black, Asian and minority ethnic, and under-represented groups (not shortened to an acronym); gender – which covers male, female, non-binary, cisgender; and LGBTQ+ - lesbian, gay, bisexual, trans, gueer and + as an inclusive term.

#### **SUMMARY**

We set out to understand how the sector can be more attractive to work in for all individuals, and specifically for those groups currently under-represented in the workforce. We wanted to understand what groups are under-represented and to start to understand what the experience is like if you are not part of the majority.

We want to bring the issue of diversity and inclusion to the top of the agenda for automotive businesses, and propose actions that will support real change.

When we started this Task Force a little over a year ago, none of us could have imagined both the scale of the work needed, nor the support of individuals and businesses with a passion for making our sector more diverse. This report follows the Interim Report published in January 2022.

Our analysis of the Office for National Statistics data (ONS) is showing us that our sector is not attractive to people of colour, or women. Interestingly, we have a similar proportion of people with physical and non-visible disabilities when compared to the wider working population. But more analysis is needed.

Fuller information about the sector can be found in the Research section of this report.

All the Task Force working groups are saying that culture needs to change, behaviours need to change. That organisations need to be more transparent about the makeup of their workforce. That change needs buy-in from senior leadership. But, as a sector, we cannot change unless we know where our own organisation is on its journey to being more inclusive, and more representative of wider society.

This is no small undertaking, especially in a sector where 86% of businesses are micro size (1-9 employees). But even here, one of the biggest messages of the Task Force is that small adjustments can make a big difference.

The report highlights the recommendations from each of the three working groups of the Diversity Task Force.

The Physical and Non-Visible Disabilities Working Group want more understanding of how small adjustments can make a big difference. They encourage employers to use the advice and support already available via multiple organisations that will help them understand challenges faced by people with disabilities in their workforce, enabling them to start building

more inclusive working environments. They are calling for a social media campaign to raise awareness through the personal stories of key automotive sector people to change perceptions that will help shift the focus from disability to ability.

The Race and Ethnicity Working Group invite us to first focus on our own organisation and to 'know your workforce!' They call for more data on the make-up of the workforce (a theme common to all three groups) and to have this data to enable us to work off of, to reflect on and to measure against. They also encourage us to call upon employers to review current policies and processes which may be unintentionally biased against certain groups. Also, here we look at creating safe spaces and allyships. All of the recommendations lead into attraction and development.

The Gender and Sexual Orientation Working Group want us to change the perception and reputation of the sector with a sector-wide approach. They ask us to influence the reputation of the sector by; getting into schools and inspiring young people, expanding our outreach activities to a younger audience, going into alternative settings, and targeting specific under-represented groups. They call for a united automotive sector approach with the use of role models and imagery playing a key role. They highlight the importance of clear progression routes, support for under-represented groups and reviewing policies and processes to progress the diverse talent available.

We hope that this report is a call to action. There is so much that we can all do. This report should not be seen as the end of the work. In fact, it is just the beginning. The need to continuously learn from the experience of others is fundamental to our joint successes. Clearly, more work needs to be done, both to understand the experience of under-represented groups in the sector and to affect positive change. We are actively seeking the input of a diverse range of people and organisations, so please do join us and share your experiences, strategies, success, and failures.

Whilst this report contains many recommendations from the three working groups, which we encourage all automotive businesses to consider, we outline five overarching actions at the end that we believe all automotive organisations would wish to show commitment toward achieving.



# 3. Aims and objectives of the Diversity Task Force

The aim of the Diversity Task Force was to undertake a study to understand how the sector can be more attractive to work in for all individuals, and specifically for those groups that are currently under-represented. It aims to bring the issue of diversity and inclusion to the top of the agenda for automotive businesses, and to propose actions that will support real change.

## 3.1. Objectives

The Diversity Task Force set out to:

- Establish the size of the issue of the lack of diversity in the automotive sector.
- Broaden the diversity discussion beyond gender.
- Understand the barriers faced by individuals in certain groups in society.
- Clearly demonstrate the economic benefits of a diverse workforce.
- Understand young peoples' perception of the automotive sector.
- Draw up actions that will make a difference.

With an ambitious timescale for delivery, the Diversity Task Force has delivered on its objectives and undertaken a significant amount of work since its establishment in January 2021. The key milestones have been:

- May June 2021 Industry Expert Panel established and meeting between June 2021 and January 2022.
- June 2021 January 2022 Working Group meetings.
- July 2021 February 2022
  Research window.
- January 2022
  Interim Report published.
- March 2022
  Diversity Task Force report and recommendations published.



# 4. Approach

The Task Force approached the challenge through setting up several task groups and research strands; an automotive industry Expert Panel, working groups for Physical and Non-Visible Disabilities, Race and Ethnicity and Gender and Sexual Orientation. The research strands covered; Office for National Statistics (ONS) Baseline Data and perception of the automotive sector surveys for young people and careers influencers, individual and business case studies and curating existing research findings.

## 4.1. Industry Expert Panel (IEP)

We were able to engage with senior automotive sector leaders through the establishment of our Industry Expert Panel (IEP). It was especially important for us to work with business leaders to gain full commitment and support for the work of the Task Force as well as to be guided by their collective experience.

We are hugely grateful to the members of the IEP - there is no doubt that the Task Force has benefitted from their guidance and support. Many have well developed Diversity and Inclusion strategies and have learned valuable lessons from implementing initiatives within their businesses. They have generously shared this insight with us so that we may share it for the benefit of the wider sector.

The purpose of the Industry Expert Panel was to:

- Bring together senior representatives from businesses across the largest segments of the industry to better understand current diversity challenges.
- Help identify examples of best practice.
- Enrich the project with insight and data.
- Initiate change with business leaders.
- Allow the project to engage with their employees.
- Utilise networks to raise awareness of, and participation, in surveys.

## 4.2. Working Groups

We developed three working groups to focus on key themes of diversity; Physical and Non-Visible Disabilities, Race and Ethnicity and Gender and Sexual Orientation. These working groups have been supported by Subject Matter Experts (SMEs) bringing first-hand, or 'lived' experience to the groups as well as, in some cases, specific diversity and inclusion knowledge and experience.

Each working group has been chaired by a sector leader whose role was to facilitate and drive debate and action. In addition to the support of the SMEs, each working group has benefitted from close collaboration with an IMI project co-ordinator who have also been valuable content contributors.

# Physical and Non-Visible Disabilities Working Group

**Chair** - Sarah Sillars OBE, Hon FIMI. IMI Vice President. **Subject Matters Experts** - Andy Kent FIMI, published author, and Tony McKillop, Regional Office and Claims Manager, Autoquard Warranties.

IMI project co-ordinator – Sally-Anne Hodder FIMI.



#### **Andy Kent FIMI**

Andy is the former MD of Andy's Kars Limited, a family run business specialising in service and repair of vehicles and mobility adaptations. Andy trained and employed individuals with disabilities in his business. He is also the Founder of Andy's Ark, an organisation that teaches confidence in the workplace to people with disabilities so that they can have the tools and confidence to work in the automotive sector.

A long-standing member of the IMI, Andy Kent is a past IMI award winner. In 2015 he was awarded the IMI's award for Outstanding Individual Achievement. Andy's life story is inspiring and is captured in his biography, White Light.

#### **Tony McKillop**

Tony is Regional Office and Claims Manager, at Autoguard Warranties. He has a Master's degree in Automotive Retail Management from Loughborough University.

Having previously worked for manufacturers and franchise dealerships - mostly in the after sales departments - Tony also has experience in business development roles within franchise dealerships with many years spent in construction and commercial business.



Sarah Sillars OBE
Hon FIMI
Chair of the working group



Sally-Anne Hodder FIMI IMI project co-ordinator



Andy Kent FIMI
Subject Matter Expert



Tony McKillop Subject Matter Expert

# Race and Ethnicity Working Group

Chair - Kevin Finn FIMI, Chair of the IMI Board.

Subject Matter Experts - Nathan Sawbridge MIMI,

Dealer Principal - Lexus and Toyota Nottingham at Inchcape Plc
and Jodie Williams, Head of Diversity and Inclusion, Sytner Group.

IMI project co-ordinator - Dee McHugh MIMI.

#### SUBJECT MATTER EXPERTS

#### Nathan Sawbridge MIMI

Nathan is Dealer Principal, for Lexus and Toyota Nottingham at Inchcape Plc. He is 33 years old and has been a General Manager for the past six years, having joined the motor industry in 2009 through Pendragon's Undergraduate scheme. Nathan graduated in Business and Human Resources Management at SHU and he aspires to reach Director-level in the near future. He passionately believes that his success in the motor industry has been driven by mixing diverse teams with a customer-centric approach. His passion for Diversity and Inclusion has been motivated by lived experiences and he believes that there is 'a mountain' of untapped potential that is not yet being realised in the industry.

#### Jodie Williams

Jodie is Head of Diversity and Inclusion at Sytner Group. She is an equality, inclusion and diversity expert who has worked across various sectors with the aim of making businesses and services more accessible and inclusive. Jodie has created and executed diversity and inclusion programmes and strategies across TV and Radio, for industries such as engineering and utilities, transport, and now automotive - all with the aim of creating more inclusive businesses, services, and a more equitable society for all.

Throughout Jodie's career she has held several roles, including
managing charity TV campaigns, sustainability roles, managing
development programmes for women in STEM, managing talent
schemes to bring more diversity to various sectors and much, much more. Jodie was
previously a Leeds Melanin Festival Director. The Melanin Festival Leeds was a series of
events celebrating communities of colour and Black history. In addition, Jodie also runs a
diversity and inclusion forum, which focuses on bringing businesses together to share best
practice across all Diversity and Inclusion matters.

In 2019, Jodie was listed in the top 100 'Northern Power Women' future list and was also nominated in the Head of Diversity category at The European Diversity Awards. Jodie is passionate about race equality, and in 2020 created an online exhibition about White Privilege which was then turned into a book – A Definition of White Privilege. The feedback was phenomenal and has been used to help people understand everyday examples of white privilege and how racial inequality can impact day to day lives.



**Kevin Finn FIMI**Chair of the working group



**Dee McHugh MIMI**IMI project co-ordinator



Nathan Sawbridge MIMI
Subject Matter Expert



**Jodie Williams** Subject Matter Exper

## **Gender and Sexual Orientation Working Group**

Chair - Linda Jackson Hon FIMI, CEO, Peugeot and IMI Vice President.

Subject Matter Expert - Julia Muir, founder of The Automotive 30% Club and CEO of Gaia Innovations.

IMI project co-ordinator - Joanna Hollingdale MIMI.



Linda Jackson Hon FIMI

CEO, Peugeot Brand

Chair of the working group

Joanna Hollingdale MIMI IMI project co-ordinator



Julia Muir Subject Matter Expert

#### SUBJECT MATTER EXPERT

#### Julia Muir

Julia is the founder of the Automotive 30% Club, which is a network of CEOs and Managing Directors aiming for a minimum of 30% representation of diverse women in key roles by 2030. Driven by her passion to see more women promoted to leadership roles, specifically in the UK automotive sector, Julia is the leading voice on gender balance in the sector, one which has historically been seen as stereotypically male. Julia is the author of Change the Game, a valuable guide to creating a more inclusive workplace and addressing gender imbalance.



## 5. Research

Underpinning the study, and complementing the work being undertaken by each working group, has been a broad research programme. This programme was focused on: -

- Establishing baseline data.
- Understanding perceptions of young people and their influencers.
- Learning through case studies.
- Curating existing studies and research.

The research methodology has been rigorous and baseline data has been approved for publication by the ONS.

## 5.1. Research Methodology

The initial focus of the Diversity Task Force was to establish the actual picture of diversity in the automotive sector. For full details on the research methods applied please refer to Appendix 1.

In order to build an understanding of what children and young people think of a career in the automotive sector, we undertook primary research. We created two separate strands of research to explore this. Strand 1 was designed to understand the views of children and young people, and Strand 2 was designed to understand the views of individuals who can influence the career decisions of children and young people. For details of survey design and implementation please see Appendix 1.



## 5.2 Research findings

- what is it telling us and how does that help?

## 5.2.1. Establishing a baseline

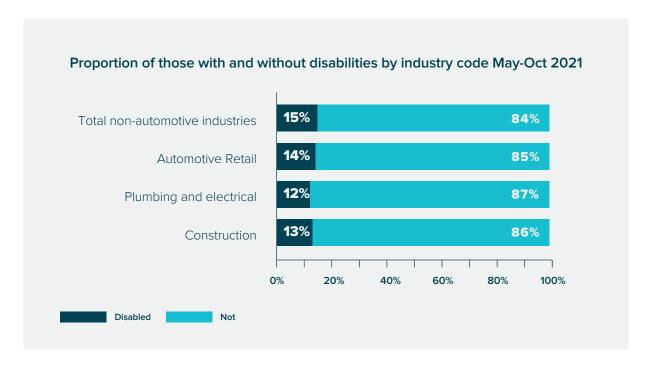
The initial focus of the Diversity Task Force was to establish the actual picture of diversity in the automotive sector, and to test the hypothesis that the sector does not currently reflect the diversity of wider society. Due to a lack of available public information with the level of detail the Task Force required, the IMI applied to the ONS for special accreditation to access micro-level government data sets.

## **Physical and Non-Visible Disabilities**

14% of those working in the automotive retail sector have a disability. When statistically compared to non-automotive industries (15%) there is no significant difference indicating that automotive is no more or less diverse than other industries.

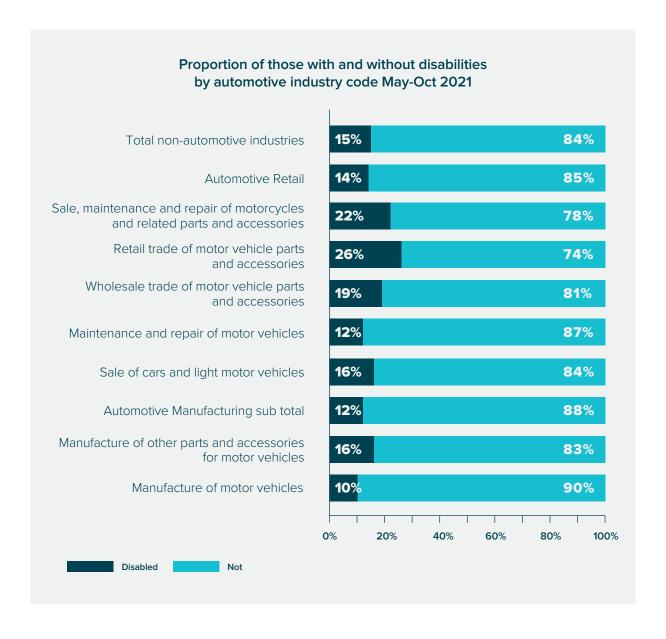
8.4 million<sup>1</sup> people of working age (16-64) reported that they were disabled in October-December 2020, which is 20% of the working age population. Employment rates for disabled people in the UK are 53.5%, compared with 81.6% for non-disabled people<sup>2</sup>. Rates of employment were lowest for disabled people with severe or specific learning difficulties, autism, and mental illness. This represents a similar pattern to last year.

Although automotive retail compares favourably to other sectors with regards to having a higher proportion of those with disabilities, it is still under-represented when compared to 20% of the working population which are registered disabled.

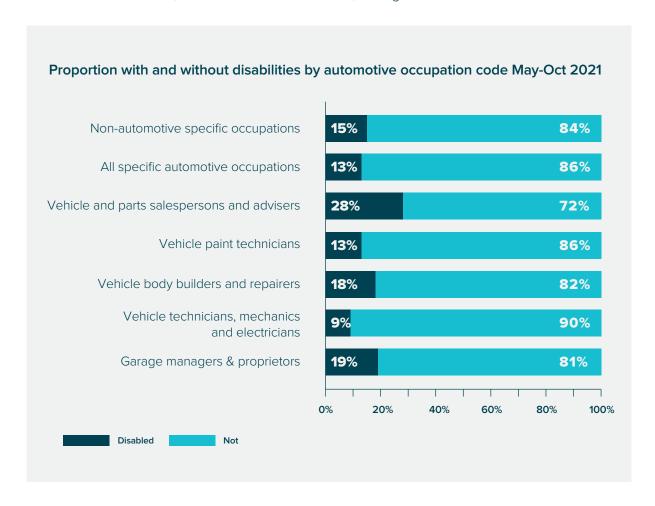


- 1 Powell, A. (2021) Briefing Paper No. 7540 `Disabled people in employment'. House of Commons Library
- 2 ONS (2021) Outcomes for disabled people in the UK 2021

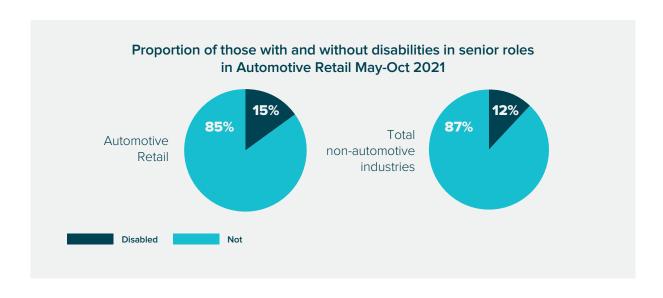
There are some variations between sectors; retail trade of motor vehicle parts and accessories has the largest proportion of those with disabilities, 26%, and manufacture of motor vehicles the least, 10%.



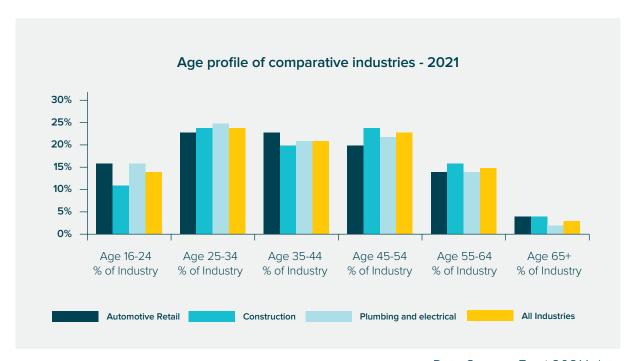
From an occupation perspective, 13% of those in automotive specific occupations are disabled. For vehicle technicians, mechanics and electricians, this figure is 9%.



There are proportionally more disabled individuals in senior roles in automotive retail compared to those in senior roles outside of automotive. Statistical tests outline that this difference is not statistically significant, but the proportion in senior roles is also marginally more than automotive retail population.



It is not entirely clear the reason for this difference and more investigation is needed. One potential explanation which was investigated was whether the age profile of the sector has an effect; i.e., does having an older population in the sector lead to having more with disabilities? However, in comparison of age profiles for comparative sectors, this does not seem to be the case. Automotive retail has a lower proportion of over 45s (38%) compared to construction (44%) and all industries (41%).



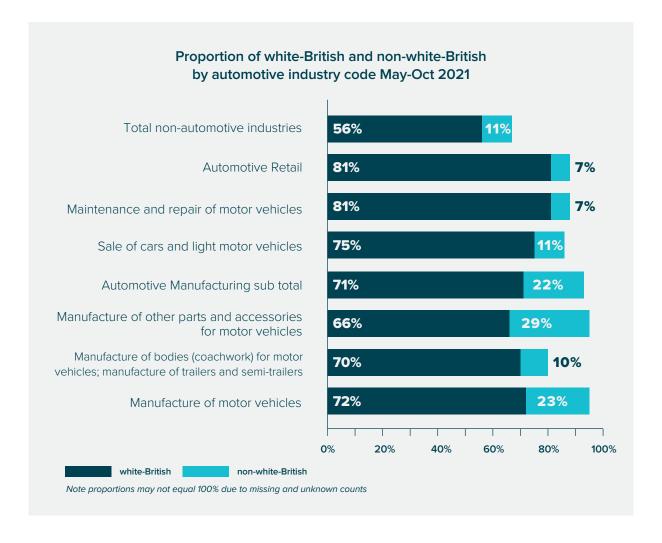
Data Source: Emsi 2021.1 data

Another potential explanation is that those in the automotive retail sector have a disproportionate portion of those with hidden disabilities. This requires further exploration.

Has this outlined a hidden workforce currently already working in our sector? Which then poses the question 'how well do we actually know our staff?' With a higher percentage of people already working in the industry with a hidden disability, they are achieving despite their current working circumstances of little to no support. With small changes being made to enable them to flourish just imagine what they could achieve. We also have lots to gain by utilising reverse mentoring and understanding what adaptations they have made for themselves to enable them to work successfully in the workplace, what we could learn from those adaptations to impact the working practices of our other work colleagues.



Examining ethnicity from an industry perspective, non-white-British are significantly under-represented in automotive retail sector, with just 7% non-white, compared to non-automotive industries where the proportion of non-white-British is 11%.



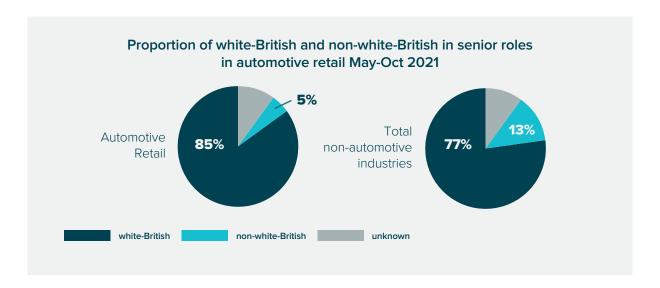
Although under-represented in all sub sectors, there are some variations between sectors. Due to low counts, it is more appropriate to gauge a representation using the white-British indicator. The highest proportion of white-British, and so conversely likely the least nonwhite-British, is for the sale, maintenance and repair of motorcycles and related parts and accessories. The highest proportion on non-white-British is in manufacture of other parts and accessories for motor vehicles. The 7% non-white British in automotive retail is split 3%, combined other white, 2% Asian, 1% Black and 1% other ethnic group.

Examining ethnicity from an occupation perspective, just 4% of those in specific automotive occupations are non-white-British. As the number of non-white-British in these occupations is so low, it means the counts within the LFS are low and so much of this data has had to be supressed to possible identification. However, it can be indicated that garage managers and proprietors has the highest proportion of white-British, and assemblers (vehicles and metal goods) has the least.

When examining nationality from an industry perspective, non UK are significantly under-represented in the automotive retail sector, with just 5% non UK, compared to the non-automotive industries 9%. Although under-represented in all sub sectors, there are some variations between sectors. Due to low counts, it is more appropriate to gauge a representation using the UK indicator. The top non-UK nationalities working in retail automotive are; Polish, Portuguese, Romanian, German and Pakistani.

Examining nationality from an occupational perspective, just 4% of those in specific automotive occupations are non-UK. 5% of vehicle technicians, mechanics and electricians are non-UK nationality.

The proportion of non-white-British in senior roles in automotive retail (5%) is significantly less than non-white-British individuals in senior roles not in automotive (13%).



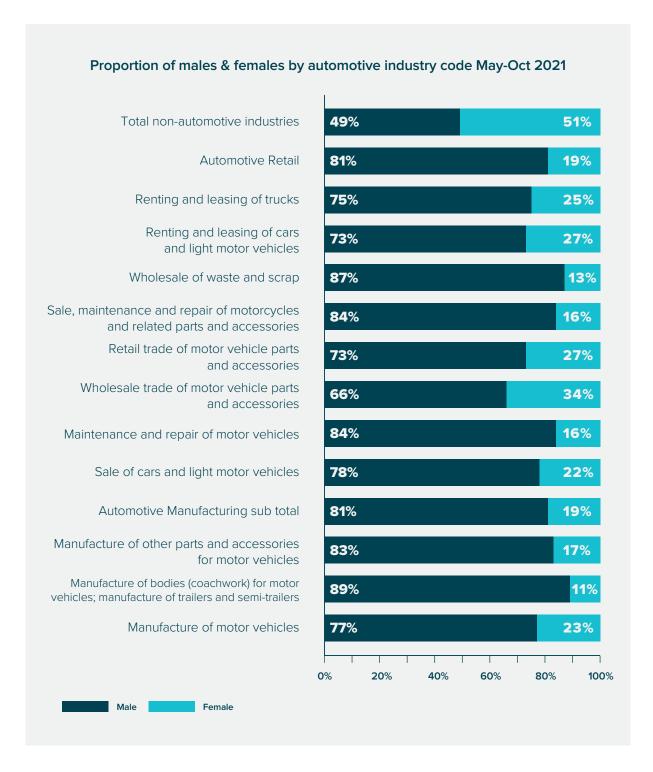
There also appears to be proportionally less non-white-British individuals in senior roles in automotive (5%) compared to the automotive population (7%), potentially indicating barriers for non-white-British individuals in automotive reaching senior roles.

# **Gender and Sexual Orientation**

Initial conversations with the ONS to establish if there were other indicators of gender identity other than male / female definitions, found there are no other definitions at present, but with the widening of categories within the most recent census it is hoped that this will be addressed over time.

From an industry perspective, women are significantly under-represented in the automotive retail sector, with just 19% women, comparing the non-automotive industries; in the nonautomotive industries the gender split is 49% males and 51% females. The underrepresentation of females is the most significant of all variables tested (ethnicity, disabilities etc).

Although they have been small decreases, the proportion of females working in automotive has fallen consecutively for the past four years, widening the gender gap, from 21% in 2018 to 19%.

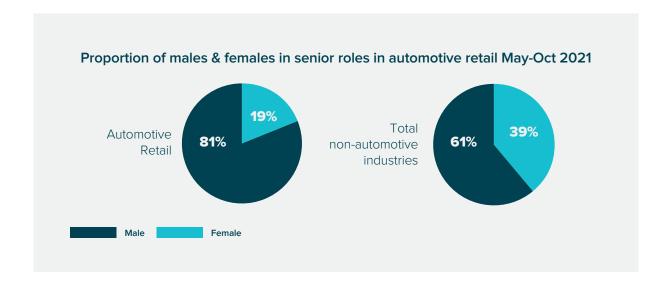


Although under-represented in all sub sectors, there are some variations between sectors. Manufacture of bodies (coachwork) has the lowest proportion of women with 11%, conversely Wholesale trade of motor vehicle parts and accessories has the highest proportion of women at 34%.

This work was produced using statistical data from ONS. The use of the ONS statistical data in this work does not imply the endorsement of the ONS in relation to the interpretation or analysis of the statistical data. This work uses research datasets which may not exactly reproduce National Statistics aggregates.

From an occupation perspective, women are even more significantly under-represented in specific automotive occupations. Just 4% of those in specific automotive occupations are women. As the number of women in these occupations is so low it means the counts within the LFS are low and so much of this data has had to be supressed to avoid possible identification. However, it can be indicated that there are less than 5% women in vehicle technicians, mechanics and electricians occupations and in vehicle paint technicians occupations.

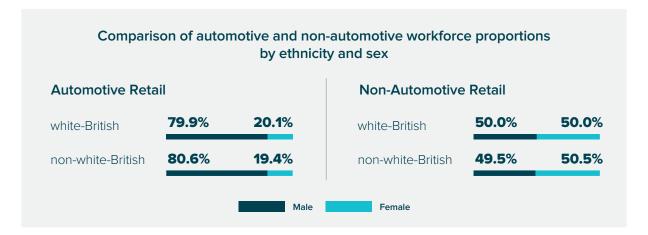
There are 19% women in senior roles in automotive sector, compared to 39% in the non-automotive workforce.

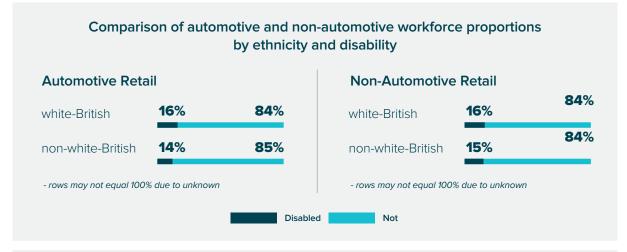


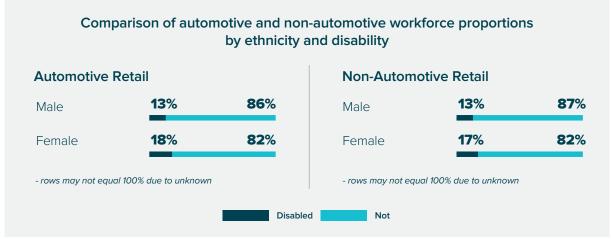
The proportion of women in senior roles in automotive retail is significantly less than women in senior roles not in automotive. However, the gender split roughly matches all roles in automotive which indicates women in senior roles in automotive retail is roughly representative of the female population in automotive retail.



## Intersectionality







Automotive retail is comparable to non-automotive retail when examining ethnicity within disability and disability within gender. However, this is not the case when comparing ethnicity and gender, where the small proportions of females in the sector has had an effect.

This work was produced using statistical data from ONS. The use of the ONS statistical data in this work does not imply the endorsement of the ONS in relation to the interpretation or analysis of the statistical data. This work uses research datasets which may not exactly reproduce National Statistics aggregates.

## 5.2.2. Perception surveys

#### STRAND 1 - CHILDREN AND YOUNG PEOPLE

The Perception of the Automotive Sector survey was completed by over 1,600 school-aged children and young people from over 16 schools and colleges .

#### STRAND 2 - INFLUENCERS

Personal Influencers (parents, guardians, family members)

- this survey received a total of 387 responses

Careers Professionals (careers advisers, teachers)

- this survey received a total of 61 responses.

The full research findings can be found on the dedicated Diversity and Inclusion section of the IMI website *tide.theimi.org.uk/perception-research-findings* 



#### 5.2.3. Case Studies

The Task Force engaged with a number of individuals and businesses to gather stories and insight to enable others to understand what it is like working in the automotive sector. We wanted to reflect reality in our reports but understanding the temptation to always talk about negative experiences, we invited our contributors to give us examples of good and bad practise. We asked whether the automotive sector as a whole is doing enough to champion diversity and inclusion. We also asked what needed to change to make the automotive sector more diverse.

This proved to be a rich source of information, and we will be analysing the information from these case studies over the coming months. This report highlights a few areas from this rich source of intelligence.

#### **INDIVIDUAL CASE STUDIES**

- Tony McKillop, Regional Office and Claims Manager, Autoguard Warranties.
- Gulam Bakawala, Deputy Team Leader for Education Department and Bus and Coach Programmes Manager and Lecturer, S and B Automotive Academy, Bristol.
- **Jasmine Perera**, Head of Sales and Operations, rpc UK.
- Elaine Brice Motorsport Steward, Motorsport UK.
- Acorn Training Limited blend of personal and business.
- **Dan Stears** employee SMaRT Garage.
- Anonymous automotive employee.
- Naim Ahmed ex- automotive Body Repair student at Cardiff and Vale College.

All individual case studies can be found on the dedicated Diversity and Inclusion page of the IMI website tide.theimi.org.uk/individual-business-case-studies



#### **AUTOMOTIVE BUSINESS CASE STUDIES**

There is no doubt that some automotive businesses are creating diversity and inclusion strategies and implementing initiatives. Some are further ahead than others, but most are recognising the importance of making positive changes. The Task Force invited a number of automotive businesses to share their experience with us. We are grateful to the following for their willingness to help us learn from their experience: -

- Auto Trader.
- Jardine Motors Group.
- Mission Motorsport.
- MotorVise.

An example of a holistic approach to tackling diversity and inclusion can be found in the case studies from Auto Trader and Jardine Motors. MotorVise have concentrated on the issue of gender. Mission Motorsport have focussed on the issue of mid-career changes for Forces veterans supporting them into employment in the automotive sector.

All automotive business case studies can be found on the dedicated Diversity and Inclusion page of the IMI website tide.theimi.org.uk/automotive-business-case-studies



#### NON-AUTOMOTIVE BUSINESS CASE STUDIES

The Task Force also sought out examples of good practice from other sectors and we are grateful to the following organisations for sharing their experience with us: -

- Acorn Training Ltd.
- Careers Wales.

There are many examples of good diversity and inclusion practices from a wide range of sectors and we will continue to analyse this data and bring further insights to the automotive sector over the coming months.

All non-automotive business case studies can be found on the dedicated Diversity and Inclusion page of the IMI website tide.theimi.org.uk/non-automotive-business-case-studies





## 6. Recommendations

Due to the tremendous amount of work completed by the groups, the full recommendations run to many pages. Therefore, we have highlighted the main recommendations in this report and will endeavour to publish more detail in the future.

More information can be found on the Diversity and Inclusion page of the IMI website *tide.theimi.org.uk/full-working-group-recommendations* 



#### 6.1. Recommendations

## - Physical and Non-Visible Disabilities Working Group

The key message from this working group can be best summed up as "small change – big difference". The working group had a series of four meetings and worked as one group initially, discussing themes closest to the hearts of the group members. Because the topic is so broad, the group's approach was to identify the areas that could have the biggest positive impact on the automotive sector and the individuals that work within it. The group was keen to provide practical support and information for employers and employees to try and tackle some of the challenges that had been raised during the meetings. Our recommendations fall in to the following categories:

- Data (What we Need to Know).
- Support for automotive sector employers (Awareness and Commitment, Inclusive Recruitment and Working Environment).
- Support for potential automotive sector employees (Ability, Not Disability).
- Communication and marketing (People and Awareness).
- Further research (Business and Bottom Line).
- Encourage innovation that supports automotive sector diversity longer term (Diversity Taskforce Dragon's Den).



## Insight from Case Studies: -

#### **Naim Ahmed**

Naim was born with a severe hearing impairment and had an implant fitted 14 years ago. He completed an IMI full-time Level 3 Body Repair qualification at Cardiff and Vale College, and as part of the learning programme, he had a work placement in a local garage two days a week with a view to the garage employing him at the end of the programme. Unfortunately, when the COVID-19 Pandemic hit, the garage could no longer employ him. Naim currently works part-time as a delivery driver, but he would really like to get back into the automotive sector.

Naim finds it particularly difficult in a noisy situation and has to rely on lip reading. The pandemic has also proved to be challenging as masks muffle the sound. Also, the clear face visors are even more of a problem as they tend to be shiny and the plastic stops the sound waves. Naim said he finds himself having to ask people to repeat what they are saying over and over again, which makes him feel useless.

Naim's tutor at Cardiff and Vale College would ensure that he had all the help and support that he needed, for example, all his lectures would be written out for him and subtitles were available on training videos for him to read. Communicating in college or in the garage placement was fine because all Naim's colleagues were aware of his hearing impairment and they would be happy to make sure they made face and eye contact so that he could lip read as well as listen to them.

Naim Ahmed won the 2020 IMI Outstanding Achievers Award for Full Time Student of the Year.

Read Naim's full story on the dedicated Diversity and Inclusion page of the IMI website *tide.theimi.org.uk/cs-naim-ahmed* 



#### **Tony McKillop**



I have never been treated differently to colleagues. I have always taken the approach of 'let's see what I can do and I'll advise you if I can't or I'll make an adjustment if I can't.' I am always the first person to reassess things if I can't do something.



You have to be very open and forward thinking and I've been lucky to have had good managers when I was younger. I now appreciate people telling me if they're struggling with something so we can make an adjustment. Nowadays the standard equipment means I don't need as many adjustments and I don't look out of place with a 22 inch monitor as everyone has them. Simple things such as a slightly bigger desk and a £20 bracket can make a big difference for me.

I am almost used as a benchmark for good practice for everyone, especially with Health and Safety. If things were safe for me and worked for me then they should be okay for those who are fully sighted!

Read Tony's full story on the dedicated Diversity and Inclusion page of the IMI website <u>tide.theimi.org.uk/cs-tony-mckillop</u>



## Data Recommendations

Recommendation Overview	Recommendation
What We Need to Know  Use the ONS Disability Data once released, to publish and establish the baseline for automotive, against the 20% of people of working age living with a disability.	<ul> <li>Show disability data comparison in automotive. Use ONS data on registered disabled people employed in automotive. UK-wide disability data can be found via Scope and House of Commons People with Disabilities in Employment Report.</li> <li>Provide the key messages from the data and why automotive may buck the trend for employment for people with disabilities.</li> </ul>
Put "ableism" on the map, by starting to provide exposure and understanding of physical disabilities, non-visible disabilities and neurodiversity.	<ul> <li>Explain disability definitions, what falls under neurodiversity or under the umbrella of physical, visible, non-visible disabilities.</li> <li>Provide a framework for automotive sector businesses to collect and analyse disability data, and how to place the focus on abilities and not disabilities, focussing on what people can do rather than what they can't do.</li> <li>Use social media (where 96% of people seek employment) to broaden the reach and spread awareness.</li> </ul>

## Recommendations for automotive sector employers

Recommendation Overview	Recommendation
Awareness and Commitment  Help understanding of Equality versus Equity, what the difference is and how it is crucial to understand the difference.	Align Disability with Gender and Ethnicity at the forefront of the diversity agenda. Showcase the case studies of businesses already committed to improving the experience for employees and customers with disabilities e.g. FCA Vulnerable Customers policy, Amazon People with Disabilities Affinity Group, Admiral, Jardine Motor Group and Auto Trader.
	Publish the Disabilities Working Group Diversity and Inclusion Statement and pictorial guide for employers and organisations to use as a guide template for their own commitment.
Recruitment and Employment  Highlight recruitment challenges and barriers for people with disabilities and how a small adjustment can make a big difference to successful and long-term employment for the individual and to	<ul> <li>Provide a toolkit and framework for recruitment of people with disabilities into the automotive sector. Scope provides a free downloadable recruitment toolkit on their website.</li> <li>Highlight best practice recruitment examples in other Industries e.g., BBC New Talent Disability</li> </ul>
the business bottom line.	Recruitment Portal, Barclays Bank Prioritising Diversity in Recruitment.  Inform employers about Access to Work funding and the legal requirements around recruitment, employment and reasonable adjustments.

	<ul> <li>Encourage employers to check the accessibility of their website to increase their recruitment of disabled people, using organisations like Site Improve www.siteimprove.com.</li> <li>Highlight recruitment organisations and job platforms that match job vacancies with disabled candidates.</li> <li>Provide support and understanding on the Offer an Interview Scheme through Disability Confident scheme or Business Disability Forum www.businessdisabilityforum.org.uk.</li> </ul>
Reasonable Adjustments  Explain 'reasonable adjustments', what is 'reasonable' and how these are often small and inexpensive.	<ul> <li>Publish a list of reasonable adjustment examples implemented by some organisations and businesses and explain what is reasonable, e.g., NHS and www.Gov.co.uk.</li> <li>Highlight some employers for whom easy, small adjustments have enabled them to significantly increase their talent pool, retention, profitability and align with their Diversity and Inclusion commitment. E.g., Arnold Clark, Motorline, and Sainsbury's.</li> <li>Reinforce that often it is small adjustments that can make a big difference.</li> </ul>
Retention and Building an Inclusive Environment  Sign a "forward facing Pledge". An ambition, led by the IMI and employers on the Industry Expert Panel.	<ul> <li>Join 20,000 employers and sign up to the Disability Confident scheme. Display the Disability Confident symbol.</li> <li>Join the Business Disability Forum to access advice, self-assessment, business audit, toolkits and frameworks to help remove barriers for disabled people in the business structure.</li> <li>Highlight the importance of unconscious bias awareness through training for all levels of the business.</li> <li>Set targets and measure change initiatives to drive and embed positive change.</li> </ul>

## Recommendations to support potential employees

Recommendation Overview	Recommendation
Ability not Disability  Use social media to send hints and tips guides to give the untapped (dis)abled market and talent suggestions on what roles to apply for and how to frame their application.	Social media campaign sharing personal stories from automotive sector people with a disability who have experienced the journey.
	Social media campaign focussing on ability not disability 'What CAN you do?'
	Assist in understanding strengths in a workplace context with personal profiling for neurodiversity with organisations like Do It Solutions.
	Hints and tips on how to identify strengths e.g. www.evenbreak.co.uk How and Why, You Are a Premium Candidate.
	Highlight support available to assist individuals with applications and interviews with Access to Work Scheme.

Publicise those organisations taking a lead and organisations that support employees and customers with disabilities in the workplace and into work.

- Highlight Purple 365 and Sunflower Hidden Disabilities that are subscription services supporting organisations with practical approaches to provide a better everyday experience for disabled customers and employees.
- Publicise organisations that support individuals to find work like Scope, WHP (Work and Health Programme).
- Publicise organisations that provide general personal support e.g., Crohn's and Colitis UK, GMB, Mencap.

## Communication and marketing recommendations

Recommendation Overview	Recommendation
People and Awareness  Personalised messages and social media campaign to raise awareness, empathy and understanding. Ability, not disability.	<ul> <li>TikTok videos, YouTube, LinkedIn, Instagram, Twitter, and Facebook.</li> <li>Dedicated Diversity Task Force webpages.</li> </ul>
Communicate personal stories.	Members of the Diversity Task Force Working Group and Industry Expert Panel to share small adjustments that transformed their employment.
Create an automotive sector Advocates and Ambassadors Programme.	Use key automotive sector people as ambassadors and advocates to raise awareness and drive the diversity agenda forward.

### Research recommendations

Recommendation Overview	Recommendation
Businesses and Bottom Line  Identify ways that the COVID-19 Pandemic and the seismic shift to flexible and home working can increase the opportunities to make a rapid and marked change in the recruitment of disabled people.	<ul> <li>Automotive sector wide research, all sub-sectors, franchised dealers and independents.</li> <li>Understand if there has been any change felt already.</li> <li>Are employers already more aware and willing to drive change?</li> <li>What more needs to be done?</li> </ul>
Research and calculate the ROI (Return on Investment) to employers of increasing and deploying (dis)abled people.	<ul><li>Types of automotive sector business.</li><li>Types of job role.</li><li>Potential positive impact on bottom line.</li></ul>

## Recommendations for future development

Recommendation Overview	Recommendation
Diversity Taskforce <b>"Dragon's Den"</b> . creating exposure and fair chance for all.	<ul> <li>Annual or biennial competition showcasing diversity and inclusion initiative proposals from individuals in the sector.</li> </ul>
	An automotive sector Dragon's Den Panel to choose a winner that would have the most positive impact on improving diversity of the workforce, or improving equity of experience for all employees and customers.
	Winner funded by panel businesses to develop initiative to be available for industry businesses to use.
	For example, comprehensive management training on diversity and inclusion, or how to create an inclusive culture suitable for automotive sector businesses, or an online return on investment calculator on employing someone with a disability.
	<ul> <li>Once developed, this could be given free of charge to automotive workplaces.</li> </ul>

## 6.2. Recommendations - Race and Ethnicity Working Group

The approach taken by the Race and Ethnicity Working Group was to divide into sub-groups following the first few meetings, once the key themes had been identified.

The sub-groups covered the following themes:

- Culture.
- Progression.
- Learning, development and best practice.
- Attraction.
- Data.
- Support and wellbeing.

Each sub-group worked hard to understand barriers and issues related to their particular theme and to then develop recommendations or solutions. They also researched best practice examples from the automotive sector as well as other sectors. In total, there were 97 recommendations. As these recommendations began emerging, an additional sub-group was established to support the management of the outcomes from the other sub-groups. The 97 recommendations were prioritised and then rationalised down to 13. These were grouped into three categories:

- Business Critical.
- Plan and Do.
- Long Term Actions.

Within these categories, each recommendation was further scrutinised to develop a ranking of importance. This took into account: Impact on the business, impact on the employees and logic of the approach. For example, why address how diverse your marketing appears if the business does not demonstrate inclusion through other activities.

## Insight from Case Studies: -

#### Jasmine Perera



Some people are unaware of their behaviour and the impact it has.

Sometimes it's the right thing to address it with them. One of my previous line managers didn't realise his behaviour was bullying. He saw it as 'dealing with a situation'. We managed to have open and frank discussions about it and we ended up having a positive relationship. It took a while but that was a win. I believe that where you can create harmony rather than war you should, and do so without compromising your values.

Harmonious relationships and communities should be the aim.

Read Jasmine's full story on the dedicated Diversity and Inclusion page of the IMI website *tide.theimi.org.uk/cs-jasmine-perera* 

#### Gulam Bakawala



When 9/11 happened, there was a shift. It became more than the colour of someone's skin. Islamophobia was everywhere. I remember going into the depot after 9/11. It wasn't about being Indian, Pakistani, or the colour of your skin, it was about being Muslim. In Gloucester, there were very few Asian bus drivers, public service drivers. After 9/11 Asian drivers would pull up at a bus top and passengers wouldn't get on. To solve that problem the bus company changed the drivers' routes and put them on more rural routes. I went to a meeting where it was all addressed. The company put business first, which had a negative impact on the drivers. So, because I was the Equalities Advisor, I got the lead Asian driver and the senior leaders and worked with them all to make some changes. We put the drivers back on normal routes, introduced surveys at the bus stops, instigated 'next stop' where the person taking the survey at the bus stop could indicate to the driver not to stop but to move on to the next bus stop and we created some educational leaflets. We slowly changed peoples' mindsets.

Then it became normal.

Read Gulam's full story on the dedicated Diversity and Inclusion page of the IMI website *tide.theimi.org.uk/cs-gulam-bakawala* 



"

## **Business Critical**

Recommendation Overview	Recommendation
Understand the ethnicity make-up and the associated colleague journey of the business and sector.	Agree on a standardised data form to be used across the sector.
	<ul> <li>Understand ethnicity data of population (Census 2021).</li> </ul>
	<ul> <li>Understand ethnicity data within business (job band) like PWC do, for example, in their annual diversity data report.</li> </ul>
	Analyse data to see ways to measure - provide a benchmark to measure the current situation and measure improvements.
	■ Benchmark business data with geographical data.
	<ul> <li>Use qualitative measures such as exit interviews to understand anomalies in the data.</li> </ul>
Create a psychologically safe environment through the promotion of ally ship (mental health).	<ul> <li>Implement a Race and Ethnicity champions programme         <ul> <li>based on the model of mental health first aiders.</li> <li>This will encourage work-based ally ship.</li> </ul> </li> </ul>
	Welfare Meetings – include discussions around ethnicity.
Aim to ensure all applicants from Black,	Anonymization of CVs and application forms.
Asian and other ethnic minority and under-represented groups are afforded equitable opportunities during the	<ul> <li>Ethnically diverse interview panels or interview panels set up by those leading in Diversity and Inclusion within the business (consider external support).</li> </ul>
recruitment process.	■ Reject non-diverse shortlists from recruitment agencies
	<ul> <li>Ensure all recruiting managers go through regular Diversity and Inclusion associated training.</li> </ul>
	Review whether recruitment methods are appropriate for the job role. For example, is a job trial more appropriate for technicians than an interview?
	Consider ethnically diverse job boards.
	<ul> <li>Regular review of recruitment process utilising network groups.</li> </ul>
	Launch equitable graduate programmes.
Understand and remove barriers of entry to the automotive sector.	■ Flexible recruitment - When offering interviews - do we acknowledge different days of religious observance? Are we aware of these when inviting candidates to interview? Locations for interviews — are they accessible and appropriate?
	Promote flexible working e.g., time off for Muslim employees for Friday prayers, Jewish employees for Friday Sabbath meal etc.
	Religious festivals - do we give the same allowances for Eid or Diwali (for example) as we do Christmas? Even though businesses may not close (as they are no public holidays), do we give people the same level of respect?
Develop partnerships to ensure businesses represent their local community.	Partner with Schools and colleges and change the mindset of children and young people, and their parents and guardians, for example. Open evenings/ days on-site. College sponsorships and partnerships – entry-level as well as Level 1 and 2.

#### Plan and Do

Recommendation Overview	Recommendation
Develop knowledge, awareness and skills in Diversity and Inclusion amongst all stakeholders.	<ul> <li>Cross-Sector Working group, led by the IMI, to develop learning and development opportunities.</li> <li>IMI to follow up with leaders of the sector and complete a programme of learning.</li> <li>Personal Development Plans.</li> <li>Leading Diverse Teams Training.</li> <li>Constant learning, for example, TED talks, webinars, good reads.</li> </ul>
Address systemically excluded groups by providing equitable access to progression opportunities.	<ul> <li>Leadership Programmes for under-represented groups.</li> <li>Ensure recruitment processes are transparent.</li> <li>Specific training and support for ethnic minority colleagues to progress into leadership.</li> <li>Automotive sector Mentoring Framework for under-represented groups and Inclusive Networking Events.</li> <li>Auto Trader has created a Diverse Talent Accelerator, more information can be found on their website.</li> </ul>
Aim to ensure representation; impact and decision making is diverse at a Board level.	<ul> <li>Reverse Mentoring and shadow boards. An example is KPMG which can be found on their website.</li> <li>Board and Senior Leadership Recruitment Criteria. Interview Question for Senior Leadership Team and Board Members - what have you done to improve inclusion and progression of Black, Asian and minority ethnic and under-represented colleagues?</li> </ul>
Improve communication and support of under-represented individuals across the sector.	<ul> <li>Automotive sector wide.</li> <li>Sector-based Diversity and Inclusion Forum.</li> <li>For example, Energy and Utility Skills launched the inclusion partnership, which key priority is attracting and recruitment more diverse talent into the sector.</li> </ul>
Openly celebrate diversity across the sector.	<ul> <li>Celebrating different religious events throughout the year – inclusion.</li> </ul>

## Longer term

- Conduct research into the sector as to how bias/culture towards different ethnicities may impact the mental health of sector employees. Acknowledgement and recognition that the needs of groups may be different. BEN – the use of a trusted organisation to provide formal support where required.
- Talent schemes across the sector understand the movement of talent by race and ethnicity within the sector.
- Representation social media posts from Black, Asian, minority ethnic and under-represented colleagues about what it's like working in the automotive sector and why we need more representation. This could be a sector-wide campaign to challenge the perception of the sector.

#### 6.3. Recommendations

## - Gender and Sexual Orientation Working Group

The Gender Identity group requested a name change at the start of the project to truly reflect the breadth and depth of the group. The name change was to Gender and Sexual Orientation to capture a wider pool than the stereotypical male / female narrative. This was also due to the barriers identified by the LGBTQ+ community face within the workplace. Following the name change, the group created four sub-groups based on the main barriers identified and created recommendations. These sub-groups were:

- 1 Analysis.
- **2** Attraction.
- 3 Culture.
- 4 Progression.

## Insight from Case Studies: -

#### **Acorn Training Ltd**

We have started to adopt a more values-based recruitment approach since openly declaring my sexuality on our webpage. I was always scared of declaring my sexuality to others so openly, but I have learned not to be afraid and have experienced the positive side of this. To support this further, we have started to be much more inclusive in our advert text, welcoming potential and giving the opportunity to visit us, exemplifying inclusivity with a standard top and tail on adverts to make them feel more inclusive.

We have attracted four new LGBTQ+ employees and we are finding at interviews, interviewees are much more open about talking about their sexuality or that of their friends or family, citing that they want to work for us because they can see we are inclusive. We have found that during interviews, candidates are able to engage in informal and friendly chats with us as an organisation. They have also referenced their enjoyment at reading about our award win.

This impact has translated through to the internal ethos of the company, creating a safe and secure place for colleagues to discuss sexuality freely and boosting morale. We have also seen an increase of colleagues sharing good news stories promoting our diversity triumphs on social media.

Read Acorn Training Ltd's full story on the dedicated Diversity and Inclusion page of the IMI website tide.theimi.org.uk/cs-acorn-training-limited



#### Saturday Pit Crew - Bridgend College and the Ford Legacy Fund

Following the closure of the Ford plant in Bridgend in 2020, the Welsh Government negotiated a Ford Legacy fund to continue the Ford Saturday Club that previously operated as a feeder route for young people into the industry.

Bridgend College has taken over this and with the collaboration of young people, has reimagined the club to become 'Saturday Pit Crew'. 10 weeks of two-and-a-half-hour session, every Saturday, starting in January 2022. The plan is to run the crew three times a year. Their first cohort is 40% female and 60% male, all in Year 10. They advertised through contacts in the consortium and through social media, accumulating 1,700 hits in 24 hours and 13 applications. The course will look at induction, petrol, diesel, hybrid and EV, breaks, suspension, steering and culminate in a careers day for parents and careers. This will all take place in their new STEAM Academy location.

Bridgend college have been innovative and responsive outside of automotive too, including running women-only DIY courses, and have places to run basic vehicle maintenance, EV and hybrid and also customer advice for purchasing electric vehicles. This came about following feedback from previous course attendees and hopes to attract women into typically male-dominant courses allowing a feeder route to gain confidence first.

Read Saturday Pit Crew's full story on the dedicated Diversity and Inclusion page of the IMI website *tide.theimi.org.uk/cs-saturday-pit-crew* 

#### Culture recommendations

The vision of an inclusive culture: A focus on equality that celebrates and supports difference. Allowing individuals and communities to thrive by transforming attitudes, ideas and behaviours, and creating spaces in which people are safe and feel they belong.

Recommendation Overview	Recommendation
Senior leadership buy-in Key Action 1: Gain senior leadership buy in, or change leadership	Create a senior leadership education programme on the importance of creating a diverse and inclusive culture, using real-life case studies to demonstrate the positive impacts on colleagues and the bottom line.
Diversity and inclusion must be embraced by informed senior leaders. Leadership must be changed if they do	<ul> <li>Diversity and inclusion must be embraced by informed senior leaders.</li> </ul>
not buy into the importance of creating a diverse and inclusive culture	Leadership must be changed if they do not buy into the importance of creating a diverse and inclusive culture.
Guiding principles and Accountability Key Action 2: Create a task force  Establish a Diversity and Inclusion Task Force, supported by the leadership team, responsible for setting the strategy and producing the Company's Diversity and Inclusion contribution to the annual report. Setting the strategy could include setting up network groups, marketing, guidelines etc.	As a leadership team, the first step is to understand what inclusion is and create a framework to underpin guiding principles with examples of what does and does not reflect an inclusive culture e.g., 6pm meetings in the pub does not create an inclusive environment.      Ensure diversity and inclusion features as a dedicated alament in the company appropriate.
	<ul> <li>element in the company annual report.</li> <li>Establish a task force to develop the guiding principles and drive change; this must have senior leader buy-in.</li> </ul>
	Review the brand model to ensure culture features across the purpose, mission, vision and/or values.
	■ Define an organisational commitment to change.

#### Behaviour, Education and Language Key Action 3: Introduce regular surveys

Understanding the current situation within the organisation by facilitating a Diversity and Inclusion survey to all employees with the aim of getting an accurate representative view of the organisation. Use this to capture quantitative and qualitative data regarding Gender and Gender Identity.

- Introduce regular surveying to understand lived experiences of colleagues within the business and use those to create content and communications that educates and drive progress.
- Use established network groups to facilitate company-wide education through seminars, case studies, book clubs, and other educational tools based on lived experiences.
- Create videos to showcase what good looks like and also what bad looks like.
- Encourage conversations on culture as opposed to just relying on a written statement.
- Give network groups direct access to provide regular updates and actions to the board – leadership has to live the guiding principles.

#### Visibility and Engagement Key Action 4: Establish Network Groups

Establish an internal Gender and Gender Identity network to champion Diversity and Inclusion at a Board level and influence actions, behaviours and results across the whole organisation. Gender and Gender Identity is one example of a network group, others could also be created.

- Create network groups (ERG Groups Employee Resource Groups) to support gender, gender identity and sexual orientation (and wider communities).
- Use network groups to plan events and initiatives that make members of the communities visible through internal comms., PR and wider content.
- Make under-represented communities visible internally and externally through imagery, creativity, language, celebrations and events.
- Build workplaces to be more inclusive e.g., gender-neutral toilets.

#### Operational Excellence Key Action 5: Facilities and Policies

Audit your facilities and policies to identify areas of improvement to ensure that they become inclusive of all genders and gender identities. Examples could be, maternity/paternity leave, adoption leave, changing areas, toilets.

- Zero tolerance of exclusive behaviours and attitudes.
- Introduce Diversity and Inclusion criteria in performance reviews and bonus/commission structures, potentially introducing penalties and improvement plans for non-compliance.
- Create KPIs that can be discussed at a board level and cascaded down through the organisation e.g., % of colleagues who input their gender (identity) and sexual orientation information so it can be reported on and used to enhance the business.
- Create appropriate policies and measurements that make every colleague accountable for improving diversity, inclusivity and belonging.

#### External Influences and Collaborations Key Action 6: Review current partners

Ensure Diversity and Inclusion is included in the organisation's Code of Ethics and that all suppliers are audited against this

- Establish partnerships with external companies, charities and organisations that support and champion under-represented communities.
- Review all current and new partners and suppliers against automotive sector-imposed (or companyimposed) inclusion standards or codes of ethics.
   Failure to change or adhere to these will result in the termination of the relationship.
- Invite unions to become part of the company's Diversity and Inclusion journey and work with them as key collaborators.

# Progression Recommendations

Recommendation Overview	Recommendation
Key action 1: Establish Leadership development programmes for under-represented groups	Following data that identifies which groups are under-represented, implement specific leadership development programmes for these groups. Programmes should include but are not limited to:
	Access to networking both within and outside of the sector within other leadership spaces.
	<ul> <li>Guest speakers who might have similar or shared experiences being authentic in how to navigate experiences.</li> </ul>
	<ul> <li>Opportunity for continuous development and improvement e.g., post-programme external network of further development.</li> </ul>
	<ul> <li>Content could include items such as pay negotiation, navigating microaggressions.</li> </ul>
	Programmes should be supported by comms around the importance and why they are needed.
	<ul> <li>Secondments: Groups should be supported and championed to complete secondments for development where there is interest.</li> </ul>
	<ul> <li>Mentoring and coaching – this might be external where required.</li> </ul>
	■ Shadow Boards.
Key action 2: Review of promotion and recruitment practices	<ul> <li>Succession planning.</li> <li>Gender balanced and fair representation of LGBTQ+ colleagues on promotional panels, recruit and promote based on potential.</li> </ul>
	<ul> <li>Development programmes shouldn't be left for managers to select who goes on what. Colleagues should be able to select.</li> </ul>
	<ul> <li>Gender balanced and representative shortlists for promotion roles.</li> </ul>
	<ul> <li>Ask women and LGBTQ+ colleagues to apply for promotions. Specifically promoting the opportunities to them and supporting them through the application process.</li> </ul>
	■ Review of how promotions are advertised internally
	when advertising promotions, advertise the bare essential criteria, not the 'desired'.
	<ul> <li>remove any reference to years of experience required.</li> </ul>
	gender balance and fair representation of LGBTQ+ colleagues on shortlists required as part of the recruitment process.
Key action 3: Understanding and ensuring intersectionality	Pay gap data should be intersectional to truly understand the differences in pay gaps through intersectionality.
	■ Further research within the sector is possibly needed.
	Any initiatives within the sector should be intersectional.

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## Key action 4: Reporting and Data Report on diversity within succession planning. Collect and publish pay gap data and act up on it for both gender and LGBTQ+ colleagues. Data on why people are leaving. Data and diversity reporting on people attending talent and leadership development programmes. Key action 5: Sponsorship, Sponsorship – board members and senior leadership Mentoring, Coaching teams can sponsor colleagues, supporting their development as and where required. External memberships and networks (e.g., Forward Ladies, Stonewall Diversity Champions). Network building and brand development. Recognition. Engagement/Comms campaigns encouraging systemically excluded/under-represented groups to apply for promotions and why this is important. This should be in conjunction with data and reporting, e.g., measuring how many apply to how many get through. Sharing experiences of people who have a different background than the sector. Networking groups where managers can meet diverse talent and under-represented groups. (Linked to sponsorship, coaching, mentoring, seek out people not like you - link through to ERGs). Nominations for specific leadership awards to develop profile e.g., Women in business awards.

Work with automotive sector awards to have more and

better diversity categories.



# Attraction recommendations

Recommendation Overview	Recommendation
Key action 1:	Outreach
Perception and Reputation	■ Be an activist and be the change: Gatsby Benchmarks show that young people need 5x touchpoints with workplaces to consider them for their careers, so get into schools and inside-outside education settings with activities, work experience, tasks, social media, and competitions to embed the automotive sector as the option of choice for them. Get involved in Speakers for Schools and similar campaigns to drive a better understanding and a younger age.
	■ With an already full programme, there are other ways to reach young people outside of education, including youth and faith groups, clubs and activities so get in the other space to link their interests with automotive careers. In areas of deprivation, we should look at free youth group activities and clubs to target and support a wider talent pool.
	Get in early, with gender job stereotypes being set at age 3-5 we need to influence at Primary level to tackle this with activities and education support as well as outside education activities such as Girl Guiding badges to showcase the automotive sector to all.
	Outreach within specific sections of the community help raise awareness of the variety of job roles and attract individuals, e.g. working with LGBTQ+ youth groups, many of which are run by NHS Trusts responsible for sexual health and local authorities.
	Raising a greater awareness amongst influencers, such as careers advisors, college and independent training provider marketing managers, careers teachers and parents/carers/grandparents would support more informed choices of young people.
	Ensuring a diverse gender mix at jobs and careers fairs to ensure that information and advice is accessible.
	Perception
	Win the heads, hearts and minds of Gen Z: Focus on emerging job roles, environment and sustainability.
	Imagery and wording, you have to 'see it to be it be it'.
	Show real workplace images as most people have their info from TV, so show them what it's really like. Imagery of non-binary and non-stereotypical average white guy with spanner and overalls that are not a true representation of the automotive sector.
	Free to use stock photos with positive imagery could be created by the sector for marketers attracting young people to the sector. If these were free to marketeers, they are more likely to be used and will support College and independent provider Equality and Diversity Impact Measures (EDIMS).
	Share stories of real 'role models' within the automotive sector of what they do and how they achieved it.
	■ Take care with wording such as mechanic and technician.
	Create Stories - Case studies turned into lesson plans with reflective questions, stories of real people to connect with, people love people.

#### **Showcase**

- Get nominated and promote your wins to show you are an inclusive employer.
- Join in and show your commitment with Stonewall employers, Military covenant, Automotive 30% Club.
- Promote the variety of roles within the sector e.g., roles in finance, customer service, leadership and management, creative job roles, sales. These job roles would have much more attraction towards women and the LGBTQ+ community and should be supported with targeted efforts to attract these sections of the community.
- Use a greater range of training providers with a wider range of specialisms to use their expertise to attract from a wider range of the community, e.g., using motor vehicle training providers to deliver customer service, business administration and sales is going to attract more of the same, using a wider range of providers will attract apprentices and adult learners from a greater target audience.
- The sector should be setting suggested "best practice benchmark" key performance indicators for colleges and independent providers to recruit individuals that are gender diverse, e.g., a target of 30% females and 10% individuals from the LGBTQ+ community to engineering apprenticeships.

#### Key action 2: Review Application and Recruitment Practices

#### **Expand reach**

Application and recruitment should be accessible across a greater range of access points and media, e.g., motor vehicle specific webpages only will not attract the greatest range of individuals; however, recruitment adverts in groups that are of a more diverse interest base, such as female and LGBTQ+ oriented magazines, social media pages would raise greater awareness.

#### **Application process**

- Have additional gender options in the job description on the application to show inclusivity and welcoming of everyone.
- Remove any unconscious bias with Blind recruitment by removing names and gender from CV's before giving them to hiring managers.
- Job adverts need to be more inclusive in terms of language used and tone. Check language in job adverts for masculine and feminine language through online tools.
- Share Benefits packages in job adverts
  - highlight inclusive benefits package in job adverts to attract wider participation i.e., maternity/paternity packages. Shared Parental Leave,
  - share award wins,
  - highlight specialist groups and activities support networks.

#### **SMEs**

■ For independent businesses: Colleges and training providers are doing something right, they have a specific framework and guidelines to adopt. As an automotive sector, it's left up to us to decide what we want to follow. Possibly utilising the free Stonewall policies and procedures to align businesses across the sector to have a unified and harmonised approach to the inclusion of sexual orientation and gender.

#### Example of policies and support available

Employer toolkit www.stonewall.org.uk/sites/default/files/employer\_toolkit.pdf Stonewall Proud Employers www.proudemployers.org.uk.

- Train staff involved in recruitment to inform them about the law and to challenge any assumptions or stereotypes they may have about lesbian, gay and bisexual people.
- Make a statement in your recruitment advertising that you welcome applications from all sections of the community.
- Target job advertising to different communities, including advertising positions in the lesbian, gay and bisexual media or on www.proudemployers.co.uk.

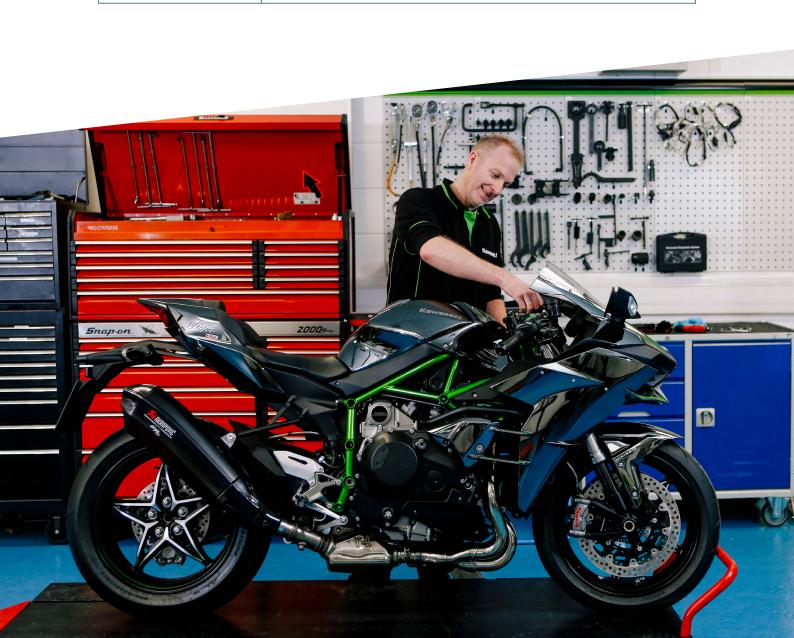
#### Key action 3: Increase Accessibility

- Provide additional flexibility and support job roles with part-time and job share options to increase accessibility into the sector.
- Clarify current accessibility and requirements. Do you need to drive to do all the roles in automotive? Are city centre locations better? Can employers be more flexible i.e., no driving license? Noting that working from home has changed how the automotive sector currently operates.
- Practical and financial support for non-drivers or those with a low disposable income to supporting young people and the unemployed to the workplace, such as
  - Subsidised travel, bus passes, pick-up and drop-off schemes,
  - Support with driving lessons and theory tests,
  - Subsidised access to entry level cars.
- Signpost to charities to support with initial toolkit purchases, travel and getting a driving license to access employment.
- Take advantage of the Government funding available: restart, Levy, Kickstart to support young people into employment.

#### Key action 4: Enable Mid-Career Changing

- Make it effortless by identifying and showcasing a clear career pathway to join and progress in the automotive sector for non-automotive recruitment. Formulate an entry route career journey for mid-career joiners focusing on transferable skills and map out technical journey paths from other sectors such as the military.
- Highlight and look for transferable and power skills. Businesses need to understand what skills are transferable from other environments such as retail and hospitality.
- Look forward to emerging job roles and what skills are required that could be used in another sector.
- Identify the potential of part-time or shared job roles to aid flexibility to make it more attractive.
- Increase awareness of how older individuals can access careers within the sector later in life and where the access points are through National Careers Service, Department for Work and Pensions contracted providers, such as SEETEC, Jobs22 and Maximus. This should include CPD events for employment coaches and Jobcentre Work Coaches through organisations such as the Institute for Employability Professionals (IEP).
- Sector recruiters should provide DWP providers directly with vacancies within the sector to promote careers with unemployed individuals, facilitating the job matching process. DWP providers are paid by results, there is an incentive there to match individuals into jobs. Closer working relationships with DWP staff and job coaches to train and advise on trends and emerging job roles.

- Sector Work Academy Programmes (SWAPs) should be developed in partnership with Adult Education Budget providers to include the development of level 1 and level 2 skills, functional and employability skills to ease the low skilled into entry-level jobs. This may include courses specifically for female returners after undertaking caring commitments. Accredited programmes could be developed so that they become off-the-shelf and focused on specific career pathways and progression routes within the sector.
- The use of case studies and role models should be used to exemplify individual success stories, e.g., case studies that show key career and life story impacts of older people, such as, their earlier career, personal relationships, family background and experiences, physical and mental health conditions, barriers, personal perceptions and how these changed as a result of career switching and moving into the sector.
- Support a gradual transition with extended apprenticeship and training programmes part-time to allow gradual transition into a new career, utilising apprentice funding and training whilst remaining in the previous sector part-time to make it financially viable for individuals transitioning into the sector.
- Support ex-forces and open the doors by signing the covenant for businesses to support ex-military finding employment www.armedforcescovenant.gov.uk/support-and-advice/businesses/ and map out ex-military to train specific units and join the sector.



# 7. Conclusion and call to action

# 7.1. The changes we need

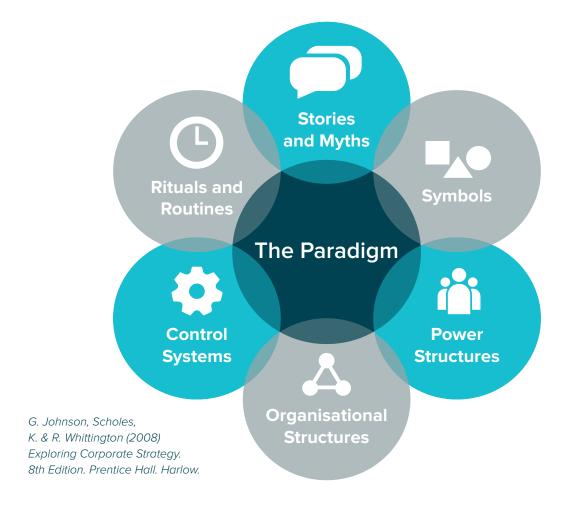
### **CHANGING THE CULTURE**

If you read any report on the subject of improving diversity and inclusion, one common theme emerges in that there needs to be a change of culture within organisations and often more widely within an industrial sector.

The challenge is how do you change the culture of an organisation?

Culture is not an independent variable; it is not possible to simply change culture. For a culture to change there is a need to change, the things that make up that culture. Many of the issues that make a difference have been identified within the recommendations made earlier in this report by the working groups. The challenge is the recommendations will be directly relevant to some organisations, while to others, they will only be of tangential relevance. This may be due to regional differences in the make-up of the local population, while for other organisations, it may be due to them having already started their journey towards improving the diversity and inclusion of their workforce.

A helpful way of thinking about developing a strategy to improve diversity and inclusion is to use a framework such as that developed by Johnson and Scholes. This has been used widely by businesses to evaluate the culture of organisations as part of a strategy development process. The concept is known as the cultural web and is illustrated below.



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#### **POWER STRUCTURES**

These are the people and systems that have the power to get things done. Diversity and inclusion need strong leadership – unless the people at the top of the organisation want it to happen, it will not get done. Leaders need to find ways to demonstrate that this is important to them and the business, often by making a commitment to a process. An example would be an organisation joining the Automotive 30% Club or something similar.

#### **ORGANISATIONAL STRUCTURE**

Does the organisational structure promote or hinder diversity and inclusion? A progressive policy initiative may become diluted by Dealer Principals or middle management who do not buy into it or only regard it as a tick box exercise. The structure of the organisation with a prescribed hierarchy can become a challenge when it comes to identifying problem areas where discrimination is taking place.

#### **CONTROL SYSTEMS**

The control systems in an organisation may mean there is a lack of transparency in how things are done and how decisions are made. For example, an HR Department may try to suppress a complaint or issue because they do not want to escalate it to senior management. However, it is necessary to try to view a situation from all angles because through the eyes of someone from an under-represented group or ethnic minority, what appears to be unfair treatment will inevitably be attributed to race/gender/disability unless there are clear explanations and a commitment to transparency from the organisation.

### **RITUALS AND ROUTINES**

These are the accepted 'norms and practices' within an organisation. 'Banter', which may be seen as a bonding interaction between work colleagues, is often at the expense of others and reflects an 'in group' who then exclude others. Some of it may be offensive and be reflected in other behaviours, such as how people address each other. This is often manifested in people being excluded from informal social events but, more damagingly, can also become barriers to career progression.

#### STORIES AND MYTHS

A new member of staff joins your organisation and you take them out for a drink. What stories would be told about the organisation? Would they be positive or negative? Who would be the heroes? Who would be the butt of the story? Are the stories racist, misogynistic, or degrading to someone with a disability? The narrative of a business is perpetuated by the undercurrent of what is talked about casually, not the branded and well-scripted marketing messages.

#### **SYMBOLS**

These are the artefacts of an organisation. For years within the automotive sector, workshops used to have calendars on the walls portraying scantily dressed women on them. These are now regarded as being unacceptable by most modern organisations. What are the current symbols that reflect the culture of the organisation? Do they reflect the local customer base? How is the hierarchy represented within the organisation? What is the dress code? Customers and employees pick up nuances about the business from what they see around them.

This is not a definitive list but if the culture is to be changed, then any organisation needs to examine what their culture is now and the dimensions that need to be either changed or be managed more effectively.

The Johnson and Scholes Cultural Web is merely a starting point for a discussion about change. Most of the recommendations from the working groups will fit into these categories, whether they be physically manifested or online.

The automotive sector is changing and there is a need for the organisations within it to change so that the top talent they will be reliant upon in the future will feel 'at home' working in it and thrive in a culture that is diverse, equitable and inclusive.

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# A commitment to making positive change

## **FIVE ACTIONS YOU CAN TAKE NOW**

Clearly, more work needs to be done, both to understand the experience of under-represented groups in the sector and to affect positive change. This report contains many recommendations from the three working groups. We encourage all automotive businesses to review these recommendations in the context of their own journey. We hope that you will embrace recommendations that will bring about a step-change for colleagues, customers and shareholders.

Here we lay out five actions that we are calling on all automotive employers to commit to. Join the Diversity Task Force members and commit to taking five key steps:

- **Strategic Importance** Signal your commitment to the whole business by putting diversity and inclusion on every Board and Senior Leadership team agenda.
- **2 Know your Workforce** Many people choose not to share information about disability, gender, sexual orientation, religion, ethnicity etc., with their employer. Make a commitment to understand your staff through better data collection and communication.
- **Small changes, big difference** Many workplace changes or adaptations require very little investment but can significantly improve someone's ability to perform their job. Commit to asking your staff what changes would make a big difference to them.
- **4 New Perspective** Commit to reviewing everything through a new 'lens' of diversity, equity and inclusion. Look at your policies, procedures, website, customer journey, and ways of working and collaborate with your colleagues to create an inclusive environment.
- **5 Change Perceptions** To attract and retain talent into the automotive sector we need to clearly demonstrate that great career opportunities are open to all. Commit to proudly showcase a diverse senior leadership team or use diverse role models in outreach programmes for schools, for example. If you are proud to work in automotive, shout about it!



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# The final word from our sponsor

### Steve Nash FIMI

## IMI CEO



The work undertaken by all who contributed to the IMI Diversity Task Force and the enthusiasm, engagement and dedication they have all shown is absolutely exceptional. So much has been learnt and so much understanding has been gained by listening to the real-life experiences of subject matter experts, which has addressed a great many misconceptions and highlighted how even well-meant actions by those seeking to be more inclusive can easily fall wide of the mark.

The fact that so many very senior influencers and decision-makers have given their time to the Task Force is testament to the very broad desire to see a progressively more diverse and inclusive automotive workforce, which they all acknowledge as an absolute prerequisite for a sustainable business going forward. It is the only way that we can find the quantity and quality of talent needed to support such a fast-moving and rapidly changing sector as automotive.

This report and the content within it mark the culmination of a great deal of work by a lot of dedicated people. But it is only the beginning of what our sector must do to achieve true equity, diversity and inclusion, with all of the many benefits that will bring. As the automotive sector's professional body, it is our commitment at the IMI to continue the work that the Task Force has started by remaining fully engaged with all of the contributors and interested parties. We will work with them to produce appropriate workforce tools, development and recognition solutions to facilitate significantly greater and more effective engagement of all under-represented groups.

The work of the Task Force has clearly identified changes that need to be made by the sector but it has also challenged our own perceptions and work practices. At times it has been uncomfortable, but diversity and inclusion are of strategic importance to us, and so we have already made changes to the way we work, and will continue to make more. As an organization, the IMI is committed to making positive change. I encourage you to also consider how you can make positive change by committing to implementing some of the recommendations set out in this report.

Everything we have done up to this point has been about learning and clarifying the direction our sector must take. From here on it is about applying the knowledge and insight we have gained to bring about effective and lasting change. That will be a key focus for the IMI as we position ourselves to help the automotive sector develop the fully diverse workforce it needs for the future.

# 8. Contributors

We are enormously grateful to everyone involved with the Diversity Task Force. This has been a huge undertaking. Individuals and businesses have been generous with their time commitment which has enabled the work to move at such a fast pace.

We would like to give particular thanks to the following individuals and companies who have supported the work.

## Case Studies

The following people and companies gave their time to share their experiences with us, or provided us with rich sources of information.

Naim Ahmed	Ex-Body Repair student	Cardiff and Vale College
Gulam Bakawala	Deputy Team Leader for Education Department and Bus and Coach Programmes Manager and Lecturer	S and B Automotive Academy
Elaine Brice	Motorsport Steward	Motorsport UK
Tony McKillop	Regional Office and Claims Manager	AutoGuard Warranties
Jasmine Perera	Head of Sales and Operations	RPC Partners
Dan Stears		SMaRT Garage

# Business and organisation case studies and sources of good practice

- Acorn Training Ltd
- Auto Trader
- Bridgend College
- Cadent Gas
- Careers Wales
- Girl Guiding
- HSBC

- The IET
- Jardines Motor Group
- Mission Motorsport
- MotorVise
- The Royal Airforce
- Volvo

# Diversity Task Force members

### PHYSICAL AND NON-VISIBLE DISABILITIES WORKING GROUP

Judith Chapman	Senior HR Consultant	Make UK
Rachel Clift	Health and Wellbeing Director	BEN
Karen Cole	Director of Road Safety and Training	MCIA
Diane Herft	HR Director	Remit
Dr Esther Hills	Central Engineering Director and IMI Board Member	Aggreko
Sally-Anne Hodder	Head of HR and Business Support	IMI
Ellie Hutchin	Marketing Executive	IMI

Andy Kent	Published Author	
Tony McKillop	Regional Office and Claims Manager	Autoguard Warranties
Paddy O'Connell	Head of Operations - NFDA Head of Associations - NMDA	NFDA and NMDA
Sarah Sillars OBE	Master Coachmaker and IMI Vice President	Worshipful Company of Coachmakers and Coach Harness Makers of London
Chris Thomas	Finance Director	RMI
Stephanie Warnes	People Support and Development Manager	IMI
Stephen J Whitton	Founder - [M]enable Movement	[M]enable Group
Ronnie Wilson MBE	Founder and CEO	First Step Trust

## RACE AND ETHNICITY WORKING GROUP

Saira Awan	Manager	AMC Vehicle Maintenance Services
Gulam Bakawala	Deputy Team Leader for Education Department and Bus and Coach Programmes Manager and Lecturer	S and B Automotive Academy
Gary Brown	UK Technical Trainer	Jaguar-Land Rover
Abi Curson	Group HR Manager	Sandicliffe
Nathan Dyke	Sales Operations Lead	Auto Trader
Kevin Finn	Director and IMI Board Chair	Autologic Holdings Limited
Veena Herman	eLearning and VLE Co-ordinator	IMI
Hadeel Hussain	Sales Manager	Inchape Plc
Julian Jack	Membership Manager	IMI
Miranda Leach	Head of HR Policy, Data Protection and CSR	Unipart
Dee McHugh	Executive Assistant	IMI
Chelsi Owen	Colleague Experience Manager	Halfords
Jasmine Perera	Head of Sales and Operations	RPC Partners
Nathan Sawbridge	Dealer Principal - Lexus and Toyota Nottingham at Inchcape Plc	Inchape Plc
Adrian Wallington	Commercial Development Director	Marshall Motor Group
Jodie Williams	Head of Diversity and Inclusion	Sytner Group
Clare Wright	Group HR Director	Jardine Motors Group
Alex Yip	Director Sales and Marketing	In-Car Centre

## GENDER AND SEXUAL ORIENTATION WORKING GROUP

Saira Awan	Manager	AMC Vehicle Maintenance Services	
Mark Carpenter	CEO	Motorpoint	
Sarah Charlesworth	Head of Inclusion and Diversity	Inchcape Plc	
Antonella Dimaria	Executive and Board Assistant	IMI	
Sophie Earland	Talent Manager	Stellantis in the UK	
Gareth Fallows	CEO	Acorn Training Ltd	
Joanna Hollingdale	Careers Manager	IMI	

Linda Jackson	Chief Executive Officer	Peugeot Brand
Rachel Leech	Engagement Manager	Royal Safety and Standards Board
Hannah Lit	Head of Recruitment and Inclusion	Motorpoint
Kerry Mavrides	Head of HR	Jardine Motors Group
Diane Miller	General Assembly Unit Manager	Vauxhall Motors Limited, Ellesmere Port
Julia Muir	CEO	Gaia Innovation
Vicki Parsons	HR Manager	Unipart Group
Sarah Passmore	Automotive Account Manager	Tata Steel
Hayley Pells	Director	Avia Sports Cars Limited
Ben Scholes	Senior Brand Manager	Sytner Group
Catherine Treanor	UK Business Development Manager	Electude International B.V.
Jodie Williams	Head of Diversity and Inclusion	Sytner Group

# **Industry Expert Panel**

We are enormously grateful to everyone involved with the Diversity Task Force. Everyone has been so generous with the time they have committed to the initiative, which has been given freely.

We would like to give particular thanks to the following individuals and companies who have supported the research.

Deborah Astles	HR Director, Corporate Responsibility and Policy	Unipart
Louise Benford	Chief People Officer	AA
Tony Campbell	CEO	MCIA
Ann Cardus	Dealer Training/Vehicle Fleet/ Customer Customer Experience Movement Manager	Ford
Paula Cooper	Director ConsumerOne	Toyota
Adrian Davies	Director of Continuous Improvement	RAC
Lynda Ennis	Founder	Ennis and Co
Kevin Finn	Director and IMI Board Chair	Autologic Holdings Ltd
Robert Forrester	Chief Executive Officer	Vertu Motors PLC
Daksh Gupta	Group Chief Executive Officer	Marshall Motor Group
Gareth Halliwell	Retail Sales Director	DAF Trucks Limited
Eddie Hawthorn	Chief Executive and Group Managing Director	Arnold Clark Automobiles
Esther Hills	Central Engineering Director	Aggreko
Linda Jackson	Chief Executive Officer	Peugeot Brand
Andy Kent	Published Author	
Rachel Leech	Engagement Manager	RSSB
Lynne McBurney	Group Head of People	Arnold Clark Automobiles
Tony McKillop	Regional Office and Claims Manager	Autoguard Warranties
Julia Muir	Chief Executive Officer	Gaia Innovation
Patrick O'Connell	Head of Operations - NFDA Head of Associations - NMDA	NFDA and NMDA

Hayley Pells	Director	Avia Sports Cars Limited
lan Plummer	Commercial Director	Auto Trader
Mel Rogers	Director of Human Resources	Sytner Group Ltd
Andy Savva	Managing Director	Savva Automotive Ltd T/A The Garage Inspector
Nathan Sawbridge	Dealer Principal - Lexus and Toyota Nottingham at Inchcape Plc	Lexus and Toyota Nottingham at Inchcape plc
Sarah Sillars OBE	Master Coachmaker, and IMI Vice President	Worshipful Company of Coachmakers and Coach Harness Makers of London
Chris Thomas	Finance Director	RMIF
Andy Turbefield	Head of Quality	Halfords
Jodie Williams	Head of Diversity and Inclusion	Sytner Group

We are grateful to the IMI project team members who have been critical to delivering on the Diversity Task Force objectives.

# Project Team

Emma Carrigy	Research and Insight Manager	IMI
Vijayacittā Rebecca Harvey	Project Manager	three-emanagement limited
Sally-Anne Hodder	Head of HR and Business Support	IMI
Joanna Hollingdale	Careers and Student Membership Manager	IMI
Dee McHugh	Executive Assistant	IMI
Jim Saker	President	IMI
Lesley Woolley	Chief Operating Officer	IMI

## Also supporting the project were:

Antonella Dimaria	Executive and Board Assistant	IMI
Caroline Harris	Frameworks and Qualifications Development Manager	IMI
Veena Herman	eLearning and VLE Co-ordinator	IMI
Ellie Hutchin	Marketing Executive	IMI
Rich Hutchins	Skills Competitions Manager	IMI
Julian Jack	Membership Manager	IMI
Pam Phillippo	Product Specialist	IMI
Alice Rood	Membership Service Admin Officer	IMI
Stephanie Warnes	People Support and Development Manager	IMI

# Appendix 1. Research Methodology

## Office for National Statistics Data

The Labour Force Survey (LFS) is a survey of households living at private addresses in the UK. Its purpose is to provide information on the UK labour market which can then be used to develop, manage, evaluate, and report on labour market policies. The survey is managed by the Social Surveys division of the Office for National Statistics (ONS). The LFS is conducted on a quarterly basis, but the ONS produce three month estimates monthly. For this study, we accessed data for the following time periods (Aug-Oct 2021), (Jul-Sep 2021) and (May-July 2021).

This specific part of the research programme was concerned with testing the hypothesis that the automotive sector and those in automotive occupations/professions are under-represented with regards to the number of Black, Asian, minority ethnic and under-represented groups, those with non-visible and physical disabilities, females, males, and those from lesbian, gay, bisexual, transgender, queer, and other LGBTQ+ communities.

The first step was to access micro-level government data to analyse representative variables to help to understand the diversity in the sector. These were:

- Race and ethnicity [Nationality / Country of birth / Ethnicity (18 categories)].
- Non-visible and Physical disabilities [Health Problems / Disability Current / Disability Equality act].
- Gender Identity [Gender].

Following the initial investigation, the following were the most appropriate and usable representative variables:

- Race and Ethnicity Ethnicity (18 categories).
- Physical and non-visible disabilities Disability Equality act.
- Gender and sexual orientation.

We examined the proportions of the above, using descriptive statistical methods, by sector / industry using automotive Standard Industrial Classification (SIC) codes and by occupation / profession using automotive Standard Occupational Classification (SOC) codes. We also used SOC codes to estimate those in senior roles.

We then applied inferential statistics (Chi-Square hypothesis tests) to compare the proportions of each variable within each automotive SIC and SOC codes, and compared to the general working population (non-automotive). We used this to test whether the automotive sector workforce is truly diverse or not. Conducting a 2-proportion hypothesis test, we will test the null hypothesis that the two proportions are the same e.g., that the proportions within the variables tested are the same as the general working population and therefore sector has the same levels of diversity as the general working population.

As we are not testing whether an individual's characteristics make them more or less likely to choose automotive as an occupation, but the levels of diversity in the sector, the matter of causal bias is not as acute. However, we had to manage small representative groups by combining some of them. For example, using automotive retail group rather than individual sub sectors and for ethnicity creating a binary variable of White British and Non-White British.

The final piece of the analysis to be considered was that of intersectionality. Although this is not the focus of this analysis, we needed to ascertain if intersectionality could influence diversity of the variable we are measuring. In the first instance we will be calculating proportions using only core descriptive statistics, such as cross tab, within the three representative groups only for those by sector specific SIC.

- Gender by Ethnicity.
- Gender by Disability.
- Disability by Ethnicity.

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# Primary Research - Perception

An understanding of what children and young people think of a career in the automotive sector was identified as being an important part of the research programme. We created two separate strands of research to explore this. Strand 1 was designed to understand the views of children and young people. Strand 2 was designed to understand the views of individuals who can influence the career decisions of children and young people.

During the development phase of Strand 2, we identified two separate groups of 'influencers', which determined our survey approach.

#### STRAND 1 - CHILDREN AND YOUNG PEOPLE

Strand 1 of the perception study spanned Key Stage 1 to 4, plus 16–18-year-olds.

Initially, surveys were sent to the schools with which those in the project working groups had direct links. This was then extended to all schools across the UK via National Careers Week e-shots and via social media links. To ensure strict anonymity of the respondents, particularly as this was involving under 18s, the survey was not sent directly to respondents but distributed via the schools. No questions were asked about the respondents' individual characteristics, but only about which school they attended and what county it was based in. The survey tool was adapted to be age-appropriate for each key stage, not only in question style but also in the types of questions asked. The survey question design included qualitative and quantitative survey questions. We set a response rate target of 1,067 to be statistically representative at 95% level with a margin of error of 3%.

### STRAND 2 - INFLUENCERS

The survey respondents here included teachers, careers professionals, parents, family members, guardians, and friends. This strand was separated into two surveys, which makes it easier to understand from the respondent's perspective, as well as providing us with an opportunity to gather more data. The surveys are:

#### CAREERS, SCHOOL, AND COLLEGE INFLUENCERS

This survey was aimed at career professionals, to gauge an understanding of their perceptions and understanding of the automotive sector. This survey was not intended to be a true representation of all career professionals but to highlight any gaps in understanding and any potential misconceptions. Therefore, no specific response rate target was set. The survey was sent out via Linkedln and social media groups specifically for Careers Advisors, Teachers and Career Leader roles. As the aim of this survey was to understand their professional opinion, it was not appropriate to gather the personal characteristics information of the respondents apart from their job role.

#### PERSONAL INFLUENCERS

This survey was aimed at anyone who had a child within their sphere of influence. For example, parents, guardians, family members and family friends. The aim was to understand their perception and understanding of the sector and investigate whether automotive was a viable option for the child in their influence and identify any potential barriers to this. We set a response rate target of 1,068 in order to be statistically representative at 95% level with a margin of error of 3%. This survey did not reach this target, but the response rate of 387 is statistically representative at 95% level with a margin of error of 5%. The survey was distributed via a number of social media channels, and IMI staff were asked to push via their personal networks. Two control variables we collected from respondents was whether they worked in the sector and if they knew someone who did. It was important to test control for these factors as they may potentially bias any results.

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# Strand 1 - Children and young people

The Perception of the Automotive Sector survey was completed by over 1,600 school-aged children and young people from over 16 schools and colleges<sup>1</sup>.

### **KEY STAGE 2 (AGES 7-11)**

For this age group, 'dream jobs' are based around interests and hobbies:



To become a footballer is the most popular, with 17% of respondents in this age group outlining it as their dream job. Jobs working with animals (13%) and teachers (9%) were also popular dream jobs. Artistic activities feature highly, with many outlining that they would like to act, sing, paint, write and take photographs. In terms of automotive, Formula 1 and racing were outlined by several respondents. Other automotive professions mentioned were car dealer, car mechanic and car designer.

Of the three key words outlining how they feel when imagining themselves repairing a car, frequent words have negative connotations, with words such as tired, bored, annoyed, and frustrated mentioned:



<sup>1</sup>The total valid responses were 1198, which is a level that has statistically validity. However, there are a number potential biases to be considered. 77% of responses are from those of secondary schools, key stage 3 and 4. There is also a sizeable proportion (86%) of responses from Hertfordshire. To assess this potential effect several group comparisons were tested to measure differences.

'Dirty' is also mentioned frequently as well as 'danger' words such as nervous, worried, and scared. There were however three positive words highlighted: happy, excited, and fun.

The general view seems to be that fixing cars is difficult, but selling them is not. There are differences when comparing a respondent who knows someone in the sector and those who do not. A larger proportion of those who know someone in the sector believe it is easy to fix a car, and a larger proportion also believe it is easy to race a car.

Knowing someone who works in the sector has a positive impact on perception of a career in the sector. Having a family member working in the sector was stated by many as the reason they want an automotive career.



Reasons for not wanting a job in the sector include, other job aspirations based around current interest and hobbies, and no interest in cars. Other potential barriers are the perception that it is boring and also that is dirty, messy and dangerous.

66	I want to see blood not grease.	"
66	I am not into that type of thing and it sounds boring!	"
66	I will get messy and will need to have a bath.	"
66	I don't like working with vehicles unless they will be space rovers.	<b>99</b>

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## **KEY STAGE 3 AND 4 (AGES 11-16)**

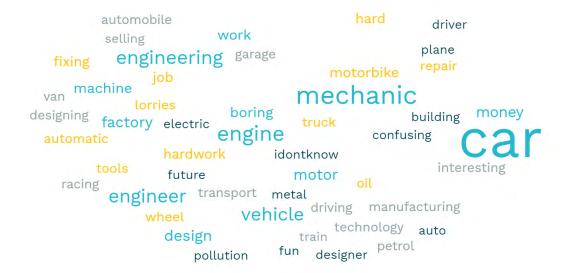
Those in Key Stage 3 and 4 are particularly concerned with wanting to make the world a better place, highlighted by comments about improving the environment, better safety in the automotive sector and on vehicles, and a desire to help people. Care professions, such doctors and nurses, are very popular career choices.

As with Key Stage 2 students, job aspirations remain focussed around interests, hobbies and passions:

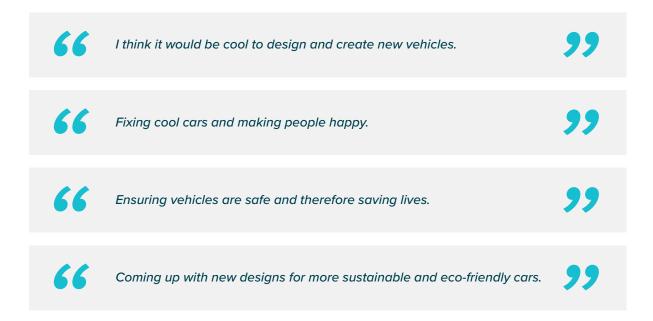


More 'career' focussed options begin to emerge, based around school subject preference, such as scientist, engineer and architect. Automotive professions are: mechanic, car designer, test driver, supercar sales and car sprayer. Formula 1 and racing was also listed by several respondents.

Of the three key words that come to mind when thinking of a career in the automotive sector, most frequently mentioned words are focussed on the perceived 'logistics' or 'practicalities' of roles in automotive. Engineering and engineer feature highly, as well as hard work, and boring:



The creative aspect of the sector, such as design and innovation, is a potential attraction to many. Many outlined that the best things about a career in automotive were: helping people. improving safety, creating, and working with new technology, pay, and finding ways the sector can help the environment. Creativity and designing vehicles were also highly thought of.



Core themes for reasons to stop them joining the sector were the perception of it being a dangerous job and that it is dirty and messy. Pay was also mentioned in this age group. The perception is that it is not well paid and that it involves long hours. Environmental factors, and not wanting to contribute to pollution, also featured in this age group. There is also particular mention by a number of respondents about not wanting to "do maths".



Just under a third (32%) of respondents said they believe that a Level 3 qualification is needed to work in the sector, and 31% said they believe automotive pays well.

Knowing someone in the sector has a positive impact on perception of a career in automotive and increases the likelihood of recommending it to a friend. Respondents here are more likely to consider automotive as a potential career option, and believe that it pays well.

Those whose school is outside of Hertfordshire are more likely to think of automotive as a potential career option, that it pays well and to recommend it to a friend.

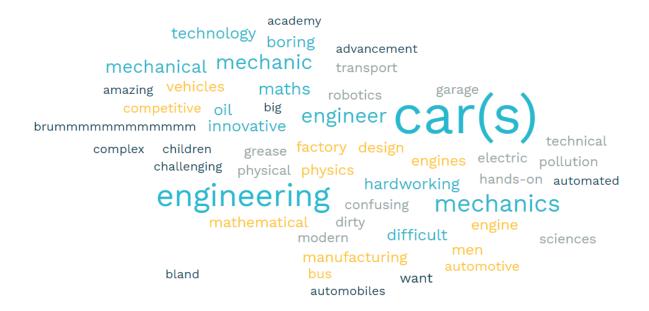
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#### **KEY STAGE 5 (AGES 16-18)**

Almost half of respondents had a clear idea of their plans post-18. More than half of respondents stated that they planned to go to university. Around 11% were able to state their career aspirations, while 6% outlined that they wanted a job or to earn money, and 10% had no plan. Others mentioned taking a gap year, and 8% mentioned an apprenticeship.

Many young people in this age group do not believe they are influenced by others in terms of career plans, but that they make their own decisions. Also, subject study choice is important when considering career paths, with many outlining that their current subject choice would not support a career in automotive.

Of the three key words that come to mind when thinking of a career in the automotive sector, core themes are similar to Key Stage 3 and 4, with engineering and engineer featuring highly:



Maths also features highly. Negative words such as boring, difficult, and hardworking feature highly.

Only 16% of respondents have considered the automotive sector as a career choice. When asked why not, responses included "not interested" or "have other interests that I would rather pursue". Others mention the subjects they are currently studying and a perception that maths is a requirement. Some have never thought about it or do not know about the sector.

The following quote from one female student is interesting:



I never understood much about the automotive industry, only ever about the use of cars and the practicality behind their use. My current perception as a female student is that the automotive industry has seemed like a heavily male tailored field where diversity and equality have not been heavily encouraged, often the stigma of it being a "boy's toy" has unconsciously been embedded within me so I never considered it as an option.

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Perceptions of the sector being male dominated and potentially sexist are mentioned by a number in this age group.



The automotive industry is one of the most famously male-dominated work environments. Seriously, a huge turn off.

"

Only 6% considered automotive when they did work experience.

Perceptions of salary are interesting, with 61% of respondents expecting a qualified automotive technician to earn more than £31,000, which is higher than the true average of £26,000 to £30,000.

45% of respondents said they believe you need Level 3 qualifications to work in the sector.

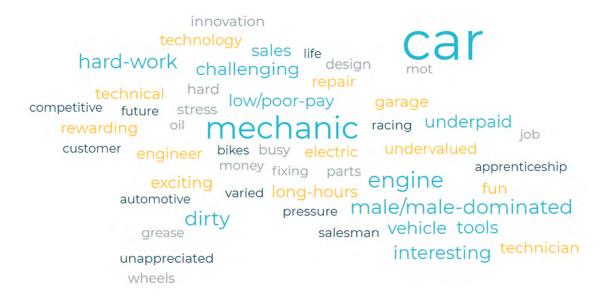
The best things about a career in automotive were stated as creating and designing vehicles, that the work was 'hands-on', and that it could be interesting work.

# Strand 2 – Personal Influencers

The survey received a total of 387 responses<sup>2</sup>.

When thinking about young people they know and influence, 68% of respondents believe a career in the automotive sector is a viable option for them. Those who work in the sector, and those who know someone in the sector, are more likely to view it as a viable option for the young person in their sphere of influence.

Of the three key words chosen to outline thoughts on the sector, many had negative connotations:



Dirty is the fourth most mentioned word; male and male dominated is the fifth most mentioned word and if we combine underpaid and low paid/poor pay, then this would be the third most mentioned word(s). One positive word mentioned was 'interesting'.

<sup>&</sup>lt;sup>2</sup>This level of response means that we are confident in their statistical validity at the 95% confidence level with a margin of error of 5%.

For those already connected to the sector, technology is a key theme outlined as the best thing about a career in automotive. In particular, the new and changing technology, as well as being at the cutting edge of this change.



We are right at the forefront of a massive technology shift that will change automotive and supply chains across the industry. What's not exciting about being a part of that.



Those who know someone in the sector were able to highlighted the type of work the career offers, such as hands on, practical and the opportunity to work for oneself. Sustainability was stated as the best thing about a career in automotive by those who don't know anyone the sector, in that there is likely to always be a need for vehicles and for those who work with them. They also mentioned the ability to fix/maintain their own vehicles as a benefit.

Low pay and long hours are highlighted by those in the sector and those who know someone in the sector as the worse things about automotive. Those who don't know anyone in the sector highlight that they thought it was male dominated which was a negative aspect to a career in the sector.

Those who do not work or know anyone in the sector are more likely to think that you need qualifications to work in the automotive sector.

28% of respondents believe those who work in the sector are poorly paid, however this does vary depending on history/knowledge of the sector, as those who do not work or know anyone in the sector are more optimistic about pay, with 19% believing it to be well paid.

Confidence in giving advice about the sector varies; with those who do not work or know anyone in the sector are significantly less confident, this group are also not aware of where to go to get information.

17% of respondents said that the gender of the young person they were advising would influence the advice they would give. It does appear that those not working or know someone in the sector have a perception that the sector is less inclusive than those who do work or know someone in the sector.

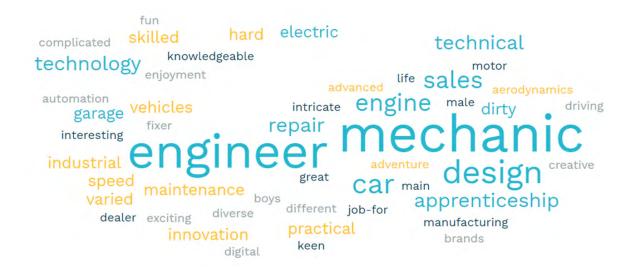
In terms of specific reasons why respondents would not recommend the automotive sector as a career choice, key themes continued to be: pay and conditions, long hours, hard work, being undervalued for skill-set and sexism. Also, not understanding enough about the sector was a key theme for those who do not know anyone in the sector.

# Strand 2 – Careers Influencers

Respondents<sup>3</sup> gave relatively high scores for their likelihood of recommending or advising a career in automotive, but were keen to point out that this is dependent on the individual and their interests. Positively, the vast majority of responses showed that there was no specific reason to not recommend a career in automotive. However, some responses did mention not recommending an automotive career to those who lacked maths ability. Some responses also highlighted a lack of information and lack of local placements.

When asked to outline three key words, respondents gave very factual words that describe the actual role like mechanic, engine and car:

 $<sup>^{3}</sup>$ The survey received a total of 61 responses.



Non-technician roles were mentioned; such as design and sales. Apprenticeship is the seventh most mentioned word. Technical and technology also feature in the top 10.

Technology is outlined as the best thing about a career in automotive, in particular the new and changing technology and innovation. Another theme is skills, and the opportunity to learn lots of different skills. Also, that working in the sector opens career opportunities.

The fact it is changing at a fast rate, new innovations and technology coming out, new skills to be learnt.

One core theme outlined as the worst thing about a career in automotive was the working environment. These comments are very much aimed at technician roles. Another core theme is pay and conditions:

Being in the wrong working environment, that was not safe to work in.

Undervalued, sometimes cold environment.

Respondents appear to have a good understanding of the qualifications required and that it is highly dependent on what role an individual is pursuing. They also understand the salary expectations.

Respondents gave an average to low score in terms of their confidence in giving advice about a career in the automotive sector and its job roles. However, they were able to outline core information sources and good examples.

Over a third of respondents believe that young people are most receptive to careers

information in year 7, 8 and 9, and that they are most receptive to information face-to-face, such as meetings and events.

The research and outcomes reflect the careers guidance theory; Gottfredson's Theory of Circumscription and Compromise (1981)<sup>4</sup> which explains that children progress through four stages of career development:



Orientation to Size and Power where children see jobs as held by grown-ups.



Orientation to Sex Roles where children see certain jobs as appropriate to whether one is male or female.



Orientation to Social Valuation where children are sensitive to prestige and status and bring this attachment to certain types of jobs. At this time children begin to eliminate some jobs because they do not fit their idea of an appropriate job based on the child's sex or level of prestige desired.



Orientation to Internal Unique Self where adolescents begin to consider their interests, abilities, and values surrounding the type of job they desire. However, at this final stage many occupations have already been ruled out at previous stages.

It is important that young people are intentionally exposed at primary level to a wide variety of career activities, and that these highlight non-traditional roles, as well as introduce non-traditional career role models.

Personal influencers need clear information on automotive opportunities. Positive role models can help challenge stereotypes, for example, around gender, pay and working environment.

Research shows that careers influencers would benefit from support for face-to-face careers advice and information. As a sector, we also need to do more to challenge the assumptions around working environments.

<sup>&</sup>lt;sup>4</sup>Gottfredson's Theory of Circumscription and Compromise (1981).

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# **Individual case studies**

# Tony McKillop

Tony McKillop, Regional Office and Claims Manager, Autoguard Warranties

## • Tell us what it was like when you first started.

At 17 years old, just after finishing GCSE's, I became a modern apprentice in administrative training at an HGV dealership called Road Trucks in Northern Ireland. My training agency and the dealership decided it could work for me based on its location right next to the bus depot and therefore easy access with public transport. I completed my apprenticeship and became a full time employee as an administrator for both of their depots.

My Father always had an interest in cars so even though I couldn't drive I still had that interest in the industry.

The training agency gave me great career and development advice and there was also the government influence with Access to Work. Being 20 or so years ago, the equipment wasn't great, there was limited technology then but Road Trucks never treated me differently, they never made a big deal of my disability and just expected me to get on with my job. Reasonable adjustments were made in that everyone was aware, but they gave me the choice that if I couldn't do something then I would swap tasks with someone else.

# • Tell us about your first role and your career progression.

Moved to England and worked in a manufacturer for four years as their fleet contracts controller. Always in parts and service or business admin/development (after sales). Getting your foot in the door is the hard part – once you're in the role they see what you can and can't do and are treated like any other staff member.

A lot of jobs advertise having a clean driving license despite the type of role. You have to phone companies and have a pre interview before even being accepted to an interview stage. You have to go through HR, before the hiring manager. I experienced two occasions through recruitment agencies where one hiring manager didn't know about my disability until they offered me the role, and another time it came out in the interview. The roles didn't even require driving! I accepted the role but they probably legally couldn't withdraw the offer.

I find that in the motor industry a lot of people call who they know for informal references on people and that's the way you get in the door.

I did my post grad cert and diploma in management through Scania and then went on to a masters in Automotive Retail Management with Loughborough University which I did on my own. I think I was the first ever student to be partially sighted on that course. The School of Business did absolutely anything I needed. Everyone was very accepting and I think the University picked a set of people for this group that were particularly accepting.

Any time I was promoted they did it because I had put in the graft and not just because of disability, no one else thought that either.

# Tell us about your current role.

Currently I am Regional Claims and Office Manager at Autoquard, I have been there just over a year. I look after the region for claims processing and after sales of business, supporting dealerships who sell our products and advising customers. I really enjoy it and like the variety of the role, no two days are the same.

The Directors are here every 12 weeks in the region, so we have a lot of face to face contact and are talking to them every day. It is a very inclusive company and environment.

Nowadays the standard equipment means I don't need as many adjustments and I don't look out of place with a 22 inch monitor as everyone has them. Simple things such as a slightly bigger desk and a £20 bracket can make a big difference for me.

Autoquard is a really diverse company. The only struggle is to get women sales representatives which I think is industry-wide. But you can't hire those that don't apply.

# If it includes recruitment, tell us what your approach is.

I have dealt with recruitment in previous roles. My attitude is that if they can do the job then it doesn't matter who they are. I used my influence on things such as essential driving license for roles that don't need it.

# Tell us about your inspiration.

I have never let disability hold me back, if they can do it then I can too. I always wanted to work for a manufacturer and so I went for it, I set small targets and keep pushing as I reach them.

# • Have there been times when you have been treated differently to your colleagues and if so, what happened?

Recruitment is the main issue. A lot of dealerships in my experience, would use it as an excuse saying they don't believe you would be able to get here on time without a car for example. There's a fear of reasonable adjustments. They don't realise how little an adjustment can be to have a big impact for someone.

In my roles, I have never been treated differently to colleagues. I have always taken the approach of 'let's see what I can do and I'll advise you if I can't, or I'll make an adjustment if I can't.'

I am always the first person to reassess things if I can't do something. You have to be very open and forward thinking and I've been lucky to have had good managers when I was younger. I now appreciate people telling me if they struggle with something so they can make an adjustment. I was almost used as a benchmark for good practice for everyone, especially with Health and Safety. If things were safe for me and worked for me then they should be ok for those fully sighted!

Being at management level, you manage your own time and therefore need to be the one to stand up and speak if things aren't working.

Any person with a disability going into a new role needs to try it and then see if they need support.

# What are your views on diversity and inclusion?

Go to a director and they'll say we'll employ anyone who can do the role. Filter it down and it starts to change and other things come into it such as budget, making sure it doesn't affect other employees, it doesn't make others feel uncomfortable etc. the funnel gets smaller and smaller as it goes down the business.

It's worth having a broader view on applicants. They may not be able to make reasonable adjustments for visiting workshops or travelling but do their abilities suit another role within the business?

Is the automotive sector as a whole doing enough to champion diversity and inclusion?

Some people use their minority status as a 'look at me' which doesn't help the industry. Some people can make statements that damage the industry as others may not want to be the first or a ground breaker. We need to make the industry more attractive.

What personal insight do you want to share to enable other people to understand what it's like for you working in the automotive industry.

20 years ago when I started it was difficult. The quality was terrible with technology. Now things are more accessible and easier technology and equipment is standard, for example Outlook reading out your emails comes as standard and not as an expensive add-on. We need to let people try and work things out themselves rather than making judgements up front in the recruitment process.

# Gulam Bakawala

Deputy Team Leader for Education Department and Bus and Coach Programmes Manager and Lecturer. S and B Automotive Academy, Bristol.

Tell us about your automotive career and what it was like when you first started.

Well I left school without the best results. This was around 1990. In Asian culture there's a strong pressure to do well, especially education-wise. High aspirations for careers and to get a good education. In those day it was focused on IT and business. So all my friends and everyone around me went down that path.

I knew I wasn't interested in those things but enjoyed using my hands.

I enrolled in a foundation course in engineering at college which turned out to be an opportunity to find myself.

Prior to this time, I'd been surrounded by people like me, all Asian or Muslim people. At school, at mosque and in social settings. Career-choice wise they all went in one direction. I went in another direction.

This is when I met different people from different backgrounds. I was introduced to different cultures, race and people which helped me find who I was. I came out of my shell and the experience helped me learn how I can be part of society.

I wanted to be an engineer or mechanic and an opportunity to get an apprenticeship in the bus industry came along. But because of my exam results, I had guite a few interviews before securing the position I really wanted with the Cheltenham and Gloucester Omnibus Company, which is now Stagecoach West. This is where I started my engineering life.

Like most apprentices I was very shy. There were no other Asians there. There was only one other person of colour who was the cleaner. This is where I started learning about equality and diversity and how people are treated differently because of the colour of their skin.

The first and second year I was quiet and I just did what I was told. As I started to get more experience I also learned more about myself. I began getting asked to go out to the pub with work colleagues. Because I don't drink, because it's against my religion, I learned how to mix socially without drinking and to be comfortable. Trying to fit into those environments prompted questions about why I didn't drink. Most people understand when I'd explain but some still tried to convince me to have a drink by saying things like 'don't worry, nobody is watching'.

It was a really good four-year apprenticeship, part of which was studying in Tilehill, Coventry. I met a lot of amazing people, some good and some not-so-good but they all helped me grow.

After that I was asked to move to another depot, which was a good opportunity. It was in Stroud which was very rural. At that time very few Asians lived in Stroud. So I threw myself into an environment where there were very few Asian people and Muslims. Looking back, they learned from me and I learned from them.

One of the things we did when we'd repaired a bus was to road-test it with a sign in the window which read 'Out of Service'. When I drove them I'd get funny looks because of the sign but then also because I'm Asian.

In a small depot everyone sat around and had tea-break at the same time. Even during Ramadan, I would sit with them rather than segregating myself. I'd get questions about why I wasn't eating or drinking but it was an opportunity for me to explain why I fast and what it means. Over time I gained respect and even my old foreman, who was very old-school, once asked a rep to respect my religion by not offering me alcohol.....he took it instead!

He even started asking me when Ramadan was so that he could sort shift patterns out. I reflect back on these things and these are some of the things that's shaped who I am.

# What about your next steps?

I moved to Gloucester. Then I was asked to go back to back to Stroud but to run the whole depot. I'd climbed the ranks. I'd gone from being an apprentice to running the whole depot. The things that helped my progression were my strong work ethic, and my skills and experience. However, I knew I didn't want to look at the back end of a bus forever!

During this time, I was a representative for Unite the union. I'd handled a few unique situations in the South West for the union in what used to be called a 'race relations' role. I was also a shop steward. I left the bus industry to move to Unite to do a project management and campaigns management role. I progressed to senior campaigns manager really quickly. Then my Dad became very ill and because of this and some work-related stuff I decided to leave and become his primary carer.

The day after my Dad passed away I was interviewed for a role at Barnardos, the children's charity, which was very difficult. I didn't tell them until after the interview. They were really shocked but I hadn't wanted that to influence their decision. The role at Barnardos was setting up and running mobile training and they wanted someone with project management skills, mechanical knowledge and skills as well as teaching experience.

So I set everything up, set up the classrooms, resourced the engines etc. and got it all up and running in six months. As a team of three people we toured places like Salisbury, Tewksbury and Nottingham. It was so successful that it went national and then we created static pods in shipping containers which would be located at schools and we would go around to different classes during the week. I was even interviewed by Radio 4. The actor Andrew Lincoln, who plays the lead role in Walking Dead, was the patron of that project and when I met him he was so proud of the work we'd done. He was very humble and made it clear that everyone who worked on the project were the real heroes. He was inspirational.

# So what was next for you?

After that I moved to an FE college in Herefordshire. Again, not a very diverse area of the country, mainly white people. I was asked to do a micro lesson on something different which I decided to do on Islam and my religion. It was really popular. So much so that the word spread and it ended up growing from a handful of people to 270 students and 20 lecturers in the main lecture theatre with an hour long QandA session at the end. Even after that people would stop me and ask me questions. For me it was another opportunity to educate about culture and religion.

I then got head-hunted by S and B Automotive and have been here since 2014. I love educating. Not only do I cover mechanical skills but soft skills as well and I love teaching. I progressed to becoming the programme manager and now deputy for the education department and still love teaching and educating.

I recall one of my students, who was a mature student from Hull. He was ex-military and had a fixed mind set of what he thought about Muslims. For him, his definition of English is someone who is white. His view was one-sided and based a lot on what he'd read or seen in the media so Muslims all are terrorists or paedophiles.

When he first met me there was clearly a barrier.

He didn't hang out with the other students because of the age difference and started asking me if he could stay in the classroom on breaks. Now I use my classroom to pray during breaks so I explained he could sit in but that I'd be praying. So I'd pray and he'd be sat in the classroom and this happened on a regular basis. One day he asked me why I pray. Was it something I did because I had to? So I explained in a way that I thought he'd understand and to try and get him to see me as an individual. He said I'd helped him understand.

The most important tool we have is education. If we educate people, then they have a choice how they think and act.

# You're clearly passionate about education. It's a theme throughout your story.

People's views can be ingrained. Education is a way of broadening peoples' mind set. I went on an Equality and Diversity course whilst I was at Barnardos. I went with one of my colleagues who I also considered a friend. I was the only Asian friend he had.

We had to do some role play as part of the course, during which he said 'you know where you're from'. There was a clear undertone. So to lighten the situation I said 'What, Gloucester?' I was upset and he knew it. Four days later he called me because he knew he'd upset me. He tried to tell me that I'd misunderstood. Then he tried to say he didn't mean what he said. I was upset that his mind was so closed. I'm not saying he's a racist but deep down he thought there was a difference between us. So I had to ask him what he thought was the difference between us other than the colour of my skin. I had to tell him that I don't treat him differently because of the colour of his skin. I thought he'd seen us as the same, but from that comment and that point it was clear to both of us that he saw us as different. It did open up conversations for us.

## O Sounds like you've had a really interesting and fulfilling career. Have you experienced any barriers to your progression?

Yes, and no. If I feel that there is a glass ceiling, I'll try and smash it if that's what I want to do.

When I worked for Unite I did some good work building relationships and trust within the Muslim community.

This made my name and success was recognised within Unite. The head people knew my name and I had lots of recognition, and congratulations. It helped me get things done and I felt like I was doing a great job. However, one of my colleagues and a good friend made the point to me that it wasn't only my skills and ability that had got me this recognition, but it was because I was from an ethnic minority background and that was ticking a box for the union. I'm not into playing politics. I understand it but don't agree with it. There are certain things in politics that go against my religion. In the end I was asked to do something which I didn't agree with so it made my decision to leave easier.

# Who has supported your career aspirations and progression?

My wife and my daughter are very supportive. My wife has always supported my decisions and choices. My family are traditional. Sadly, both of my parents have passed away but like most Asian families, they always had high expectation of me.

There have been negative things in my life that have turned into positives. My school life experience was with Asian people; in class, at break, after school. My whole immediate environment was with other Asian people even though the wider community was mainly white. But when I chose a different career path from my Asian friends I separated myself from those friendship groups. I was the odd one out. Nobody wanted to sit with me or be my partner on projects. The last two years of school was not a good experience and my exam results are the consequence of that school environment.

When I got my exam results I was definitely feeling the pressure of my family's expectations. My older brothers and mum were expressing disappointment. My Dad, who was generally a very quiet man, pulled me to one side. He told me to go and get some paper and pen and to start practising my signature because he thought the way I was going I would only be able to sign on. I was hurt beyond anything anyone else had said. That was 35 years ago now and even though he's no longer with us, it's still powerful. I look back and that moment because it shaped me and gave me the determination to go beyond other peoples' expectations of me.

It helped shape who I am today and that drives me to help my students believe in their own potential. I have high expectations of them and I know they can do better and so I push them and support to achieve their potential. Some of my students have never had positive role model in their life. I have students who have parents who aren't in their life or simply don't care. I push them to achieve and hold them to account. I expect more from them because I see their potential.

I've had people in my life to help me develop and expand my wings because they believed in me.

The UK of 2021 is very diverse, but not everywhere and not in every sector. It will be future generations that benefit from what we're doing now around Equality, Diversity and Inclusion. One day it will be the norm, but we need to be the ones to crack it open.

# • Have there been any other key moments in your life that have helped shape who you are?

When I was working in Cheltenham, where everyone around me white and male. At a time before mobile phones you would get calls from other depots. One time when someone from another depot phoned and asked for me, the person who answered the phone was the storeman. Now there's workshop banter that everyone accepts but then there's language that isn't acceptable. When the storeman announced there was call for me over the loud-speaker system, he did so in a heavy Indian accent. Then when I'd finished on the phone, used the same accent to ask me if it was my friend calling me. I would have walked away from that moment of everyday racism but my mentor at the time happened to be walking past and prompted me to address it, which I did.

That storeman apologised for a week. Racism is out there every day in everyone. Even Asian people are racist. Black people are racist. Everyone is. But what we need to do is about education, understanding and seeing people as individuals.

My father was from India and my mother from Pakistan and I was born in Gloucester, England. I have open conversations with my students about race. One of the things I do is to tell them my background and then I ask them: 'Am I English?'. There's no right or wrong answer. It's a conversation. I have some Black students born in England who don't consider themselves English because they're not white.

When I visited Pakistan with my Mum, they didn't consider me to Pakistani. They considered me to be English When I visited India with my Dad, they didn't consider me to be Indian. They considered me to be English.

But if I'm to be put in a box, I'm a Muslim. Anywhere I go in the world I'm considered to be Muslim.

But it should be about what a person can bring, not what colour their skin is.

# What personal insight do you want to share to enable other people to understand what it's like for you working in the automotive industry?

Reflect on your personal behaviour and the impact that has on others.

When 9/11 happened there was a shift. It became more than the colour of someone's skin. Islamophobia was everywhere. I remember going into the depot after 9/11. It wasn't about being Indian, Pakistani, or the colour of your skin it was about being Muslim. In Gloucester there were very few Asian bus drivers, public service drivers. After 9/11 Asian drivers would pull up at a bus top and passengers wouldn't get on. To solve that problem, the bus company changed the drivers' routes and put them on more rural routes. I went to a meeting where it was all addressed. The company put business first which had a negative impacted on the drivers. So because I was the Equalities advisor I got the lead Asian driver and the senior leaders and worked with them all to make some changes. We put the drivers back on normal routes, introduced surveys at the bus stops, instigated 'next stop' where the person taking the survey at the bus stop could indicate to the driver not to stop but to move on to the next bus stop and we created some educational leaflets. We slowly changed peoples' mind-sets.

Then it became normal.

## What more could the automotive sector to do to encourage more people from diverse backgrounds to consider a career?

It's about opportunity. Everyone will see an opportunity differently but we have to get these opportunities to work in the sector in front of the right communities. Sometimes in life there's an element of luck and everyone's pathway is different but the IMI can influence at different levels. Raising awareness, presenting opportunities at different levels, and then encouraging people to the point that they take action and then guide them through that process.

So for example, the sector is quickly moving towards electrification and more sustainable ways of replacing fossil fuels. So we need to highlight the future of the sector and connect it to the sciences. We need to get into school students before they make their GCSE choices and paint a picture of the sector as being part of the future and a good progression opportunity.

At university graduate level we should look at where young Black and Asian students lean towards in their education and connect that to the automotive sector. The IMI could be the central hub, working with business and sub-sectors and linking them with a pool of people with the right skills. The people who would normally apply for these roles will do that anyway. We need to have a more diverse pool of people applying for roles and to increase the number of Black and Asian people applying for these roles. We shouldn't give them any special advantages, so they don't get an inside track, and then it's up to them to apply but we need to get the opportunity in front of them.

The IMI could introduce things like networking, mentoring and reverse mentoring.

The IMI can create those connections and networks because they have members at every level, including CEO level.

A way of attracting people who are already working in other industries is to use role models and clearly show how someone can progress. So what's the potential career pathway and how do you get there. Show how a career in our industry can meet the hopes and aspirations of people. Give people hope that a career in automotive is better than the alternatives.

# Jasmine Perera

Jasmine Perera, Head of Sales and Operations, rpc UK.

# Q Tell us what it was like when you first started in the industry?

It feels like forever ago! I started in motor finance and had a fabulous experience. A whole group of us started together and it felt like being back at uni when you start off with enthusiasm, naivety and innocence. There was a lot of energy and we did stupid hours to set up this company. We felt like we were part of something. I don't think I even thought about it as a career. Which made it all the harder when a few years into the growth of the business I was confronted head on with bullying and also a racial attack. And I use these words carefully.

The incident I'm referring to took place in a board room which had glass walls and meant full visibility to anyone walking past. It was my manager at the time. A very large man, 6ft+ tall and much older than me, practically leaping over the table at me and pointing in my face because he'd heard a rumour. I was in my early 20s.

He didn't see the point in hearing my side. I was seen to antagonise the situation because I was calm (more out of fear) and asked him not to shout at me. Because the situation had got out of hand I asked for the meeting to stop and asked for the involvement of HR, to which he agreed, almost gleefully. When I left the meeting I found a private space and broke down in tears.

Now this was a huge lesson for me - I was naïve at that time and thought that involving HR would mean that we would get to the bottom of the issue and that also the way I'd been treated would be challenged. However, many HR roles exist to protect the company and this was one of them. So HR got involved and I was genuinely perplexed that my manager's behaviour wasn't questioned or addressed. There were no problems with my performance, in fact quite the opposite. Yet that situation turned into a disciplinary against me, I then raised a grievance for bullying and racial discrimination. There was evidence to support the bullying, not least the fact that people had seen the bullying behaviour through the glass walls, however proving racial discrimination was less clear.

At the time, the only issues this manager had and brought to HR involved Black women, and I was one of them.

# How did that experience effect you, did you stay with that company?

There was no way that manager was going to push me out of a role I really enjoyed. I was getting great feedback from clients, I was performing really well. I stayed there and he was moved to another market. I'm blessed to have strong role models in my life. I'm the youngest of seven children in a matriarchal family. Six girls and one boy. I have the most amazing mentors in my family of strong women and men. I need to look no further than my siblings! I had and have a strong foundation and knew what true inner strength looked like from a young age.

The situation was a great example of how I didn't want to conduct myself as a manager and leader.

With that one experience, the fact that the business and many relationships I had there showed their support of me, reinforced my sense that I was in the right.

Only yesterday I heard something which really resonated. Someone said 'what you go through, you grow through'. I've gone through it and didn't sit within a victim mentality. Otherwise your perpetrator has a hold on you for far too long. I didn't want that person to have that kind of power over me.

I've seen bullying behaviour from people you wouldn't expect it from. You'll have heard the phrase white privilege and there's 'position privilege' where people abuse their power. It can crush your motivation and prospects.

I'm blessed by my upbringing. My mother is formidable. In another role I had a line manager who had me in the office because I was seen to be protecting my team too much. He used phrases like "Shut up! It's not your time to speak". So because I'm tenacious, my response was "so do I have permission to speak now?" Which I know just riles people up. But that kind of attitude and behaviour doesn't belong in any environment, especially a business environment. However, I don't believe that was a racially provoked situation but definitely it wouldn't have happened if I was male instead of female.

I won't tolerate bullies.

# Does this still happen? Are people more tolerant and have greater respect for others?

No. I think it's morphed. The advantages we had before was that it was blatant. Now it's morphed into far subtler bullying and discrimination. People are now more aware that these things aren't tolerated by corporates. HR is there to protect the company and will deal with these issues if they're reported. They'll make sure there's no negative press or fall out and will pay for silence.

I speak to so many people at different levels and you see it come out in unexpected places. It's the emails that aren't responded to. It's the conversations that are cut short. Discrimination is much more nuanced these days.

Some people are unaware of their behaviour and the impact it has. Sometimes it's the right thing to address it with them. One of my previous line managers didn't realise his behaviour was bullying. He saw it as 'dealing with a situation'. We managed to have open and frank discussions about it and we ended up having a positive relationship. It took a while but that was a win. I believe that where you can create harmony rather than war you should, and without compromising your values. Harmonious relationships and communities should be the aim.

# What's the most difficult thing about addressing something like this with someone?

My mentor's two favourite words are 'it depends'; and it does. Sometimes I will challenge the situation and sometimes I will go in and challenge the person. But it's always with the intent of helping them become a better version of themselves. Mostly there's an 'aha' moment or sometimes they'll be honest and say they realise but don't know how to change. Sometimes it's as simple as asking the question 'what were you hoping to achieve by saying that?' It puts the responsibility back on them and gives a moment to pause and reflect.

I had a team lead once - I'd gone on holiday for 10 days and when I returned the team literally came running up to me as I came through the door and asking me never to go away again! I wondered what had happened!

It turns out that the team lead's behaviours were the issue. His way of dealing with things was the 'do as I say or else method'. So I gathered feedback from the team and had a 121 with him. I shared the feedback with him and he owned up to his behaviour. He said it felt like the fastest way to get things done. But when I asked him how he felt it had landed with individuals, it slowed him down and he realised it wasn't so positive. I also asked him whether that was how I'd treated him and he said it wasn't. So from that we were able to have a conversation where we unpacked his behaviour and the impact. He gained a better understanding of the impact of his behaviour and did apologies but he'd already done the damage.

What was also very interesting was that he was only treating the female team members in that way. The male team members were left alone because in his view, they were deemed to be 'handling it'.

Another example is from when I used to train, which I still do sometimes. But back in the day when I trained for a living, I had a group of 24 going through a sales certification course. It was a young, jovial group. Mixed in terms of gender and ethnicity. I happened to walk into the room to hear one the guys telling a homophobic joke. So I stepped in and called him out. I challenged his inappropriate behaviour and when I asked whether, if I hadn't been in the room, he would have been telling a Black joke. When I asked that, I knew that it had really landed. Whereas before I asked that question, the mood was very much that it was just a joke. But it isn't just a joke and I believe that as an industry these are the things we should no longer tolerate.

As an organisational leader you need to define how you want your team to show up and behave.

Allowing a culture to grow that doesn't serve you is dangerous.

## What are your thoughts on how easy it seems for women to be labelled aggressive or over sensitive?

Labels are easy to get and very dangerous because they can stop someone's progression opportunities. In the automotive industry you have to be a confident woman to be the only woman in a board room or in a training group. Let's not even talk about being a Black woman.

In the motor industry – woman in a senior position tend to be in limited 'subject areas' and even less so for Black women. Then with the pressure of 'that' position being seen as the 'female' position, the culture of having to remove 'her' from the top to get to the top as a woman creates a negative drive rather than healthy competition.

We need to be attracting and promoting more than just men. If you only search in places where men are you'll only get men. It's like if you're fishing for carp but fishing in a lake containing only bream, you're only going to catch bream. I've long had the label of 'being a force to be reckoned with'. But what I try and create is a productive and effective space for my team to deliver to the best of their ability.

I did have a particular female client who had a reputation of being really strong, forceful and tenacious. Before I met her I thought we would work well together. Going into that relationship, my thoughts were 'this will be great, let's support each other!' However, the reality of the situation was very different. As we began working together I think she realised that she couldn't get her own way, which then resulted in some feedback from my manager that this client thought I was intimidating. When I was told this I thought I'd misheard! Sadly, the motivation behind the feedback was because she couldn't bully me into submission she so she used this tactic to undermine me.

Unfortunately, I think the sector nurtures that type of behaviour.

As women in the automotive industry we've all had to work harder than our male counterparts and as a Black woman I've had to go the extra miles. Therefore, when you have another woman who is overtly trying to damage your reputation or bring you down it does feel like a betrayal from within the ranks. I'd like them to lift their head up and see that there aren't that many women in our industry. We should be supporting each other, not competing with each other.

### As a business leader today, do you feel that there are any changes in attitude from the younger generation coming into the industry?

Yes. I love the worlds' young people. I see their potential. They are full of eagerness. They're willing and wanting to develop. Of course, that can go two ways. If you put them into a barrel of spoiled apples they will spoil. But there seems to be a different presence with these people. I'm still watching and observing and doing my best as a leader to ensure that they have a healthy, fertile and balanced space to grow and develop. These are the future leaders of the industry. I feel really positive about the next generation coming up and I do feel there's a difference. The group we're in with the IMI's Diversity Task Force, which is so brilliant as you'd imagine, is a good example. Although there's higher proportion of men in the group, I feel so positive because of their willingness to listen and understand, and importantly, their willingness to try and change. Traditionally this was never an expectation. Listening and understanding was scorned. Whereas now there is the expectation that you will listen and hear and I think that communities are a lot tighter, more diverse and tighter. I feel that they are affecting change and influencing upwards.

### Is there a higher expectation on the new generation coming through? Can they accelerate our progression with diversity?

I think we have to undergo an evolution through education. We can take good examples from other sectors and we can do it more quickly because there are lessons already learned. But we have to go through the process. That's how we make authentic lasting change led by education. Making incremental improvements step-by-step, which are deep rooted behavioural and cultural changes. All positive conscious changes.

## What would you want people to understand about your career journey and what's next for you?

If my story inspires just one person to see the need for change, that would be a positive result. My advice is: be tenacious. Love yourself. Respect yourself. Be true and authentic to your values. Be kind to yourself and others. I'm not just talking to women when I say this, I'm talking to men as well.

The different conditions that women go through and greater awareness and education the better on how to affect change. I'm trying to help everyone I work with to feel like they belong and that there's a safe space to grow and develop, whether that is a school leaver, an Apprentice or a manager. I want them to walk into a space and not have to think 'I'm the only Black person here' or 'I'm the only woman here'.

I've been very supported on my journey. I've been blessed with experiences that have made me understand how not to behave as well as experiences and people who have inspired me.

What's important to me is being authentic.

Next for me is having some down time. To respect and be kind to myself. I've not done that very well recently and have put myself on the backburner. So I'm giving myself some space and time to re-charge. For the longer term I'd like to help more people become better versions of themselves and I'm privileged to be in that position from a business and personal perspective.

## Flaine Brice

Elaine Brice, Santa Pod, Motorsport UK steward, Marshal, Rally Radio Operator and Trainer.

Despite a push to create a more diverse automotive workforce, there is still a gap between the ratios of men to women. This may be down to more social stigmas and the jobs women are perceived to fit into. We know that whether you are male or female you can do anything you set your mind to. An area that seems to show most improvement in the increase of women in the industry, whether in a working role or volunteering, is the Motorsport sector. Below is an inspiring case study from a woman that we met at Santa Pod, who has made her way through roles in this sector ignoring or pushing through any social stigma or boundary she may have faced.

"I got into the industry when I volunteered to become a marshal in 1999. There weren't that many female marshals at that time, despite there being no real barriers. I attended training days each year and gradually rose through the various grades, finally becoming an examining post chief, examining specialist, as well as a trainer.

Due to arthritis I had to give up being a post chief. I adapted and moved into rallying as well, being a radio car operator on many rallies, I found there were no barriers there either, other than cost of equipment. From there, I decided I would like to be a steward. My husband was already one and I felt I was quite capable. I believed I had the experience and skills required, so I applied, interviewed, completed pre-training, then did actual training with other stewards, got my log book signed off and finally was appointed, by the previously known Motor Sport Association, as a steward.

My role as steward is to ensure that motorsport events are run to regulations and safely, I am the representative of Motorsport UK at the circuit. I am also there to advise and assist officials if they need it. I have to deal with judicial matters, if someone has broken a regulation, then the clerk decides the penalty for the offence, but if the competitor is not happy with it they can appeal to the stewards of the meeting, which is myself and two club stewards. We then review the evidence, see if we agree there was an offence and then decide if the penalty is justified. Put simply it's a little bit like a court, it is an important role to have.

I also hold other roles, as a marshal I answer either phones or radios in race control and pass on information to the clerk of the course. When working as rally radio operator, I pass messages regarding things in my sector, often out in the forest, to the radio controller, we are the eyes of the clerks. Finally, as a trainer, I train marshals of all disciplines to help maintain standards.

Ultimately, I have found there aren't any barriers, it is down to experience and having the skills to do the job. Generally, I haven't had many issues with being a female steward, I think a very few of the older clerks are not too sure at times, but I do my job and don't let it worry me and I love it!

The part I enjoy the most about being a steward is meeting new people and doing what I can to help them run a safe meeting following the regulations. As a trainer I love passing on what I have learnt over the years to others. My aim is always to help them not hinder. I am very privileged to be able to access all areas so I can get up close, always with safety in mind. As a marshal I love being close to the action and fulfilling a role to the best of my ability. I love motor sport.

The hardest part for me is the judicial. I don't like punishing people, but discipline has to be maintained or it becomes dangerous, so you have to be firm but fair. But this is outweighed by everything else. I'm interested in everything I get to do, for example learning new things about different motorsport disciplines, travelling to new circuits and meeting new people.

There are undoubtedly barriers in the workplace. I was told as a teenager I wouldn't get a job in catering because they would assume I would get married, have children and leave, thus wasting the training. I am now an accountant by profession, well known for the glass ceiling but I didn't let that stop me, I now run my own practice.

I think one of the biggest barriers in motorsport is in women's minds, they see it as a male dominated sport and think that they won't be accepted but until you try you will never know, and I can tell you, you will be accepted! There are now many female marshals and officials at all grades in the sport, all over the country and the number is growing all the time.

I was brought up to believe I could do whatever I wanted to, it didn't matter that I was a girl, as a result I have never let that stop me going for what I wanted to do. I did my own car repairs and maintenance, I played cricket and football was secretary to the men's football team, became a trade unionist and was shop steward. I sat on the local committee and then a national committee fighting for women's rights at work, the right to be treated equally, equal pay for equal work. I also attended the TUC conferences.

To any young person looking to get into the industry I would say go for it! Don't let anything stop you from trying, and believe in yourself, how can you ask anyone else to if you don't? Be confident.

Identify your strengths and work to them, identify your weaknesses and work on them. Skills vary among both sexes, but use what you have i.e., small hands can get into an engine much more easily than large ones. Never give up, if you can't make it work one way try another.

When I had to give up going on the bank due to arthritis, I had to focus on what I could do, not what I couldn't do, hence I took up rally radio. And most importantly, learn from those around you, we all learn from each other whatever we are doing.

I just simply believe that a woman should be able to do whatever she wants and not be prevented from going for it by others or the fact they are a woman, they are a person!"

For more information on motorsport visit <u>www.motorsportuk.org</u> or <u>www.Santapod.co.uk</u>

## Dan Stears

Dan Stears. employee, SMaRT Garage

## • Tell us what it was like when you first started.

When I first was given the option to volunteer at First Step Trust (FST), I was 31, was in recovery from my third mental breakdown and looking to start working a few days a week, in order to get myself back in a position to be able to work full time whilst dealing with both Anxiety and PTSD.

I was very unsure as historically the Automotive Industry has had a reputation for being a very male dominant, testosterone driven, anti-inclusive workplace. As someone who belongs to part of the LGBTQ+ community, this worried me. However, I took the opportunity presented to me by my support worker at the time and I can honestly say the team at FST were accepting and welcoming. Before starting I was given a tour of the garage and met the team, was able to ask questions and then given a few days to think if it was the right decision for me. The atmosphere at the garage felt good and the staff took time to explain FST's approach and how I could be open about my situation. Although still anxious I felt at ease enough, and this gave me the confidence to take give it a go despite my previous experiences.

## Tell us about your first role and your career progression.

On my first day, I was welcomed by both the Garage and the Office Managers, Simon and Craig, I was measured for the uniform and was talked through the safety policies and my responsibilities, we spoke about my concerns, where my level of knowledge of the trade sat and where I wanted to aim for. Given my anxiety, I thought it best to start with something I felt at ease doing, which was working in the office taking bookings and learning about GDS (Garage Data Systems) and customer service. For the first few weeks, I came in on different days so that I could pair up with another member of staff who would be working on the days that I didn't, so she could mentor me on procedures and how to deal with paperwork. I was given the training manuals for the procedures and asked to make myself familiar with them. However, with a background in training, I noticed that they could be improved upon and asked if I could rewrite a few of them. To my surprise, they said yes. I went away and rewrote a few of the manuals to make them more engaging, more visual and less text heavy. Eight years later, as far as I'm aware, they still use those manuals across all sites of FST.

## Tell us about your current role.

My main role within FST was front of house, mainly customer facing, but also dealing with finance, admin, etc. When I first started, I really struggled with interacting with people I didn't know. So being part of the front of house team, I would shy away from public interactions, but slowly over time, my colleagues gently edged me into being more confident in the work I was doing, being able to successfully navigate the systems, answering customer questions and liaising between the garage team seeking update on customer jobs whilst confidently being able to relay information back to the customer.

When we weren't so busy, I would occasionally try different roles within the garage, from ordering parts, to doing services on cars, with mentoring by other members of the garage team.

FST also ran a course called Driving Ambition, where they would help those with mental health conditions pass their theory test in order to gain their full driving licence, which I became part of the team that did the training course. Not only did they help gain my confidence back in my previous career, they also allowed me to gain confidence in areas of work I would never have previously considered.

## Tell us about your inspiration

Progression is vastly important within a business for a few reasons. Firstly, for someone to progress, it means you need to invest in them. Investing in an employee's growth promotes the feeling of being valued by your employer. Secondly it promotes loyalty from your employee, which reduces staff turnover. Finally, it encourages confidence within the employee that they are able to do their job to the highest standard, which in turn gives confidence to the customer that your business cares.

## Example of good practice:

I believe that FST's core values and philosophy is an example of good practice. It's not rocket science it's about recognising that severe mental health problems can happen to anyone at any time. FST recognises that you're going to feel really low in confidence and self-esteem, that may initially struggle with things and people. However, it's not a soft option. FST expect you to do your best, to try your hardest at all times despite the challenges and frustrations you face just getting out of bed. They treat you as an asset and are willing to invest time and energy into making you feel comfortable. They recognise that given time and a bit of space people get well and become stronger in their determination to succeed. They retain that small business ethos of looking after everyone. Being treated as someone with something to offer (an asset) is a strong driver when your baseline feelings and frustrations have been low for a very long time.

## What are your views on diversity and inclusion?

Within the industry, I'm unaware of any particular industry networks (LGBTQ+, LD, EDI, etc.) However, for FST, I can very confidently say that Equality, Diversity and Inclusion was built in to the fabric of the organisation and was aware of many different sub-sections of society represented including the Trans and Jewish Communities. Even outside the Automotive sector, I rarely come across such diversity within a company. This doesn't mean the sector as a whole is in the same boat as FST, it just means that FST is shining example of what other sector companies need to be aiming towards. To do that, it needs buy in from everyone, not just management.

Is the automotive sector as a whole doing enough to champion diversity and inclusion?

Not at all, but I don't think this statement is exclusive to the automotive Sector.

What do you think needs to change to enable the automotive industry to be more diverse?

As I've previously stated, the automotive sector seems to suffer from an image problem when it comes to recruiting from under represented sections of society. It's good to hear that the IMI is taking a lead in the area. We all need to be more open and welcoming.

What personal insight do you want to share to enable other people to understand what it's like for you working in the automotive industry.

As someone who deals with having an enduring mental health condition, I need people to understand that I have both good and bad days. On a good day I'm more competent than most in the work that I do. However, on a bad day, I have to work twice as hard to get even the simplest of tasks done and that's even before I step foot into the office. I might take more days off that your average worker, But I will more than make up for it when I'm in a good place with my mental health.

I need them to talk to me about my mental health to me so that I can have an honest conversation about how it may sometimes affect my work, so that when it does, I don't feel the quilt of underperforming on top of everything else.

Finally, I need to feel like they have my back when I'm unwell. Because if I feel that, it makes the process of getting better so much easier.

Having that conversation helps the employer to understand what things to look out for to indicate that I might be on a downwards slope. A lot of the time, it is something I will not notice myself until after the event.

## Naim Ahmed

Naim Ahmed. ex- automotive Body Repair student at Cardiff and Vale College.

Naim was born with severe hearing impairment and was fitted with an implant 14 years ago. He completed an IMI full time level 3 Body Repair qualification at Cardiff and Vale College. As part of the learning programme he had a work placement in a local garage two days a week, with a view of the garage employing him at the end of the programme.

Unfortunately when the Covid pandemic hit, the garage had to lay Naim off. He currently works as a part time delivery driver, but he would really like to get back in to the motor industry.

On asking Naim's views and comments about any challenges he found working in the motor industry with a hearing impairment, he said that the biggest challenge for him is noise. Due to his hearing impairment he finds it particularly difficult in a noisy situation and has to rely on lip reading. The pandemic has also proved to increase this challenge because masks seem to muffle the sound. Naim said that the clear face visors are even more of a problem as they tend to be shiny so you cannot lip read and the plastic stops the sound waves. In any situation like this he said he finds himself having to ask people to repeat again and again which makes him feel useless.

In his current role as a delivery driver he has to sometimes speak to the customers via the telephone which is very difficult for him, he has explained this to his company but they are not interested in changing the system for him.

Naim was asked about any positive changes that his training provider, or employer had made to help him succeed. He explained that when he was in college his tutor was fantastic and would ensure that he had all the help and support that he needed. All of his lectures would be written out for him and they would ensure subtitles for him to read on training videos. Communicating in college or in the garage was fine, because all of Naim's colleagues were aware of his hearing impairment and they would be happy to make sure they made good face and eye contact with him so he could also lip read as well as listen to them.

Naim told us that he has not been subjected to bullying or any abusive comments due to his disability at his college or the body shop. He told us that he has never had any situation where he felt that he was bullied or picked on. He said that he always got on very well with his classmates in college and his colleagues in work in the garage placement.

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# **Automotive business** case studies

#### PHYSICAL AND NON-VISIBLE DISABILITIES AND RACE AND ETHNICITY

## Auto Trader UK Plc

Russell Warman (RW), Head of Infrastructure and Operations.



Nathan Dyke (ND), Sales Operations Lead.

## Give us an overview of your organisation

Tell us about your organisation.

We are the UK's largest automotive marketplace. Established in 1977 and online since 1996.

Auto Trader exists to grow both its car buying audience and core advertising business. It will change how the UK shops for cars by providing the best online car buying experience, enabling all retailers to sell online. We aim to build stronger partnerships with our customers, use our voice and influence to drive more environmentally friendly vehicle choices and create an inclusive and more diverse culture.

Auto Trader started life as a classified magazine and is now a 100% digital business. Our rich history gives us nearly 40 years of brand heritage and trust - unusual among online companies.

• How many employees does your organisation have?

Circa 1,000 employees across offices in Manchester, London and Dublin.

What's your role and how long have you been with the organisation?

RW - My role is based in the technology team, and I've been at Auto Trader since 1998.

**ND** - I am a Sales Operations Lead and Board Engagement Guild Member. I have been with Auto Trader since 2012.

What's your involvement with Diversity and Inclusion within your organisation?

**RW** - I've been involved with the wider Diversity and Inclusion Guild at Auto Trader since its inception, helping to organise the early AT Women's network meetings, providing support for our One Auto Trader diversity and inclusion awareness workshops. I'm currently one of the co-leads of our Disability and Neurodiversity network.

**ND** - I co-led Auto Trader's BAME (Building a Multicultural Environment) network from its inception in December 2018 until December 2021, as well as being a member of Auto Trader's Diversity and Inclusion Guild during this time.

## Tell us why diversity and inclusion is important to you as an individual.

RW - As a father of three girls, I initially got involved with the Women's network as I felt passionate about ensuring that women had the same opportunities as men. I felt it was important to act as an ally to raise awareness against my male colleagues about the inequality and encourage them to look for opportunities to support or champion people from less represented backgrounds.

ND - Diversity and Inclusion is important to me as I believe everyone should have an equitable chance of being successful, included and happy, regardless of their background or identity. Sadly, in many parts of society this is still not the case and I want to be a part of the change I want to see in the world.

## Why is diversity and inclusion important to your organisation?

RW - We strongly value the benefits of diverse thinking and what this can bring to an organisation. We also want to represent the people and communities we serve. Having a diverse mix of people within our business enables us to do that and of course without have an inclusive culture, we don't create the right environment for people to thrive and succeed.

ND - Auto Trader is committed to nurturing a culture where everyone can reach their full potential. A workplace where we are celebrating the uniqueness of our people, supporting their wellbeing and development, and enabling them to be their best self at work. Culture is one of the key USP's that makes Auto Trader a great place to work. Our culture is a huge strategic advantage in attracting the best talent in a highly competitive market.

## O How long has Diversity and Inclusion been discussed at a strategic level in your organisation?

At least seven years.

### Tell us about the challenges faced by your organisation, which led you to focus on diversity and inclusion.

After we moved from print to digital only it became apparent that the gender balance shifted to 70% men and 30% women. This started the focus on diversity because we introduced initiatives to address the gender imbalance. Through the years this evolved and is now a comprehensive strategy.

We get feedback from our colleagues via the staff engagement survey and because the survey data can be linked to the HR system, we can analyse the results by different groups. It is all anonymous, but we are able to aggregate the results to see how a particular group are feeling and what their experience is.

For the first couple of years we focussed on education and awareness, then we started taking action.

### Please outline some of the Diversity and Inclusion initiatives your organisation has introduced.

For the past six years we have been building employee networks (e.g. BAME network, LGBT+ network, Disability and Neurodiversity network, Women's network, Age network, Wellbeing network, Family network).

The networks get everyone involved in designing and delivering our strategies around Diversity and Inclusion and also People and Culture. So this isn't just driven from the top, the impetuous comes from all around the organisation and everyone works in a collaborative

and coordinated way in order to achieve what we are trying to achieve. The networks came about as a result of workshops. These are day and a half workshops that everyone at AT takes part in when they join. Out of the workshops come volunteers who wanted to take part in a particular network. The networks have their own terms of reference and can recruit their own network members.

The networks have one executive OLT sponsor, two or three network leads and they have between six and eight facilitators. These roles have defined job descriptions. Then each network might have 150 to 300 members that join events or help with a specific event.

For Diversity and Inclusion our overarching commitment is to increase representation, so that we represent the communities we operate in as well as society more broadly. We want all our people to be able to be the best that they can be and want to enable them to collaborate with each other. The networks provide a safe space for people to work together, but they also work collaboratively.

The Disability and Neurodiversity network came about because two people were really keen to do something in that area. It is now led by three lead facilitators, sponsored by a member of our executive team and has an active group of facilitators. This network is responsible for creating annual commitments and working towards meeting these. The network is also responsible for raising awareness, achieving commitments, and contributing to the overall success of the Diversity and Inclusion strategy.

After working with the National Autistic Society to provide training to line managers, we embarked on achieving the award of autism friendly employer. We successfully gained this award in 2020, becoming the first company to do so.

We've achieved Disability Confident Leader status, to support potential colleagues who might be nervous disclosing a disability during the interview process and ensure they get any necessary adjustments.

Reverse Mentoring was also introduced which enables Board members to have exposure to people within the organisation that are from diverse backgrounds.

## Who was involved in those decisions?

Our Head of People and Culture, our network Sponsor and the lead facilitators took the initial steps to agree our objectives. In subsequent years our network facilitators are also actively involved in the decision-making process.

## • Were there any other organisations that you took inspiration from?

We've spoken to many organisations and learnt lots from each of them. We have mainly focussed internally though. We've used our own data to understand our people and what's important to them. We mainly took inspiration from the charities we asked for support from. We then created our commitments and initiatives tailored to meet them.

## Tell us about the things you've introduced.

Overarching Diversity and Inclusion initiatives that were introduced last year:

Inclusive Leadership Programme for all leaders across the business, not just people managers but strategic leads and network leads, in total 230 people when through that programme and it is continuous. They explore biases and how biases can impact individuals in the workplace. They must undertake a 180 degree survey and a self-assessment to give them an idea of how individuals around them feel about their behaviours in the workplace and whether they are showcasing inclusive behaviours.

Diverse Talent Accelerator Programme is aimed an individuals in their mid-career. The idea is to accelerate diverse talent who have high potential that will lead to a pipeline of diverse future leaders.

We made changes as part of the Autism Friendly Award to our office environment. Improving our visitor signposting and experience. Creating guiet spaces for colleagues with adjustable lighting.

We introduced interns and placements for people with disabilities through the Leonard Cheshire, Change 100 and National Autistic Society.

We've partnered with Inclusive Companies and signed up for the Valuable 500 making pledges about our continued commitment to making positive changes.

We have introduced the Hidden Disabilities Sunflower Scheme.

### How did you approach this and then roll it out?

We've made small, incremental steps rather than trying to do too much at once. Starting with one or two interns or placements, making sure the manager and team are equipped to provide good quality work experience and can adapt to suit the placement. We constantly review, feedback and reiterate to ensure we are continually improving the experience for candidates.

## How are you measuring the success and impact of these initiatives?

Activities undertaken by the networks are often initiated from feedback in the staff engagement. survey. The surveys are not mandatory to complete, but the completion rate is 80% - 90% so staff are engaged enough to complete the surveys and contribute with ideas. In the survey we want to see how engaged people are feeling with their leaders, their team, their personal development, their wellbeing and the company. This is how we measure the inclusion initiatives.

Please tell us how people have reacted to the Diversity and Inclusion initiatives your organisation has introduced.

## • How have employees reacted?

Overall, the reaction has been positive, we've seen this in the number of people who attend or contribute to our slack channels. It's also opened up more conversations and encouraged people to share their own stories, experiences and offer support to their colleagues. There's a lot of help and advice provided by the network rather than the leads which is great to see.

We had 80 applications for the Diverse Talent Accelerator programme for 30 places.

Have there been any situations that have required careful management?

Not to date.

## How have your customers reacted?

We regularly get contact from customers asking to learn more about what we are doing. As they have seen our CEO talking on a panel somewhere and he might have mentioned some of the initiates we have introduced and they want to understand more.

We try to collaborate with our customers a lot, we have offered one of our Diversity and Inclusion workshops to one of our customers so that they can participate and they can take it back to their business.

Our LGBT+ network has been involved in a network within the automotive industry.

We are members of the Auto 30% Club.

• Please tell us about the impact these initiatives have had.

Key objectives have been to increase representation and engagement.

Representation has been growing steadily throughout the years our workforce is now 40% women. Ethnic diversity has increased to almost 14%, LGBT colleagues make up 8% of our workforce and disabled, neurodiverse and long term health condition colleagues make up 12%. There has been an increase in women in leadership and also ethnic groups in leadership.

What's been an impact on staff retention?

Our attrition rate is low at 10%.

- Tell us about your personal experience and what you learned along the way.
- ND My personal experience has been hugely positive. My biggest learnings are to stay open minded and that you don't know what you don't know. My personal commitment throughout has been, how can I help shine a light on inclusion blind spots for me and those around me.
- What's been the most rewarding aspect of introducing these Diversity and Inclusion initiatives?
- ND Hearing how these initiatives have positive impacted some of my colleagues' lives.
- What's been the most difficult aspect of introducing these Diversity and Inclusion initiatives?
- ND Every now and then you hear sound bites from people who have missed the mark with the challenge / opportunity that we're trying to address with these initiatives, those moments can make you feel like it's two steps forward, one step back.
- If you had your time over again, would you do anything differently?
- **ND** Not sure that I would. Everything happens for a reason.
- Are there are any specific lessons learned that you would like to share?
- What advice would you give to other organisations thinking about undertaking similar activities?
- **ND** Listen to the people whose lives you're trying to impact.

## **Creating a Common Understanding of D&I** across the business.

#### **Auto Trader Definitions:**

"Diversity is any dimension that can be used to differentiate groups and individuals from one another"

For anyone at Auto Trader it means respect for and appreciation of differences in gender, sex, age, sexual orientation, disability & neurodiversity, race & ethnic origin, religion & faith, marital status, social/educational background & way of thinking

"Inclusion is a state of being valued, respected and supported for who you are"

AutoTrader

Diversity is the mix, Inclusion is getting the mix to work well together



## **Our D&I Strategy**

Aligned with our company purpose to "Drive Change, Together. Responsibly"

our D&I vision is to "To nurture our inclusive culture and enrich our workforce with diverse individuals who collaborate for the benefit of our business, industries and communities "

#### Our strategic commitments are:

Have a representative workforce of the communities we operate in across all levels of our business with a focus on

> Women Race **Disability & Neurodiversity** LGBT+ Age **Social Mobility**

Create an environment where everyone feels included with high levels of engagement especially

AutoTrader

## Key Terminology

#### Employee Network

- · Groups of employees who come together based on shared characteristics, life experiences or common interests. They aim to support our people and enhance our company culture and raise awareness on important issues. They improve the employee experience by providing support, enhancing career/personal development, as well as forming partnerships with external groups and charities to make a difference to the communities around us.
- · They are open to anybody with an interest in making a difference in their area of focus regardless of whether the individual shares a common characteristic or life experiences. (e.g., our LGBT+ welcomes straight allies)
- Participation is mainly through attendance and active contribution at events, connecting on the Network slack channel, joining fundraising activities and supporting other network members.

#### Guild

- A group of colleagues who share a common passion and lead on a strategic area of work that contributes to the success of the overall business. Our guilds cut across tribes, are cross-organizational and crossfunctional, with an effort to break down silos toward innovation and collaboration.
- Each of our guilds have defining objectives, commitments and strategies to focus on throughout the year.

#### How are the networks run?

Our networks are organised by groups of facilitators, which are led by Network Leads, and are allocated an OLT Sponsor. The network leads make up the Diversity and Inclusion Guild.

- Network Leads: Responsible for leading the network working group and overall accountability for its commitments.
- Network Facilitators: Actively contribute and take responsibility for delivering at least one of the Network commitments.
- Network OLT Sponsor: Provide direction and support for the network to achieve its commitments aligned with our business purpose and strategic commitments.

### **BAME Working Group Terms of Reference**

The BAMF Network at Auto Trader is a group bringing together colleagues from across the business to celebrate multiculturalism, encouraging inclusivity, and not exclusivity.

We aim to have a wide representation from across our business of individuals that identify as BAME but also Allies.

The network will concentrate all its activities around three key areas:

- Raising awareness about the importance of diversity in the workplace, ensuring all our colleagues understand what BAME is, have an appreciation for different BAME perspectives and lived experiences.
- Inspiring people from a BAME background to want to join and stay at Auto Trader
- Support BAME Initiatives within our local communities

#### Network Lead(s)

Zuhra Rahman

#### Membership

Everyone is welcome to become a member and we will actively encourage *more* Allies to join the network

Post-March 20 - The network facilitators will meet (virtually) on a fortnightly basis. Network meetings with the wider Community will take place via two key mechanisms:

- Fortnightly Virtual Coffee Mornings
- · Quarterly Listen & Learn Events

#### **Time Commitments**

Our working group (network facilitators) commit to attending at least one (of the two) meeting(s) held each month. Actions are distributed across all working group members, with a particular focus on leveraging people's areas of strength/expertise.

#### Share point, Email Group & Slack

All documentation will be saved in the dedicated area in MS Teams folders. All emails to be sent to our Group. Communication to the wider Community will be through #bame on Slack.

Minutes and actions to be circulated within 24 hours of each meeting and a copy saved in our MS Teams folder.

- Education Ensuring all our colleagues understand what BAME and the BAME experience is and why a balanced and diverse BAME represented workforce is important to a better Auto Trader
- 2. Inspire Make Auto Trader a more attractive inclusive working environment for existing BAME colleagues and to support attraction of new BAME recruits
- 3. Community Supporting BAME Initiatives within our local communities



## Jardines Motor Group



Clare Wright, Group HR Director, Jardine Motors Group

## Give us an overview of your organisation

Jardine Motors Group (JMG) represents some 14 premium and luxury automotive brands. Our retail network covers over 50 locations, and we employ 2800 colleagues in both operational and support roles.

I spent ten years in the motor industry during the start of my career, and returned in 2015 after working across multiple sectors, such as retail, leisure, telecoms, and software. I joined JMG in April 2015 as Group HR Director. I have always been passionate about driving the Diversity and Inclusion agenda to create a positive and inclusive colleague experience in the workplace. It is important to me that we strive to remove the outdated perceptions associated with the automotive industry. Returning to automotive seven years ago, it was disappointing to see that little had changed in the sector, and it was still perceived as very male orientated with a lack of diversity.

As an organisation, we recognise the value of our colleagues in the success of our business. Our people are fundamental to everything we do. We are committed to creating an inclusive and diverse culture where colleagues can feel comfortable to bring their whole true self to work, in an environment removed of bias and stereotypes. Aligning with this strategy, working closely with the CEO and senior leadership team, in 2015 I commissioned external research to gain insight into the perceived barriers to entry for the automotive sector. We surveyed over 500 colleagues internally and 1000 workers from other industries to understand more about what they wanted from a career, and to detail their perceptions of the automotive sector. One of the stand-out findings from the research identified that just 2% of women outside of industry believed that there was opportunity to develop a career in the automotive sector.

Armed with this research, in 2017, and to evolve our strategy, we launched #WeAreJMG. Extending our Diversity and Inclusion focus beyond just gender and looking at ways we can be inclusive to all, regardless of gender, ethnicity, sexuality, religion, or background. We continue to grow and evolve our approach to diversity and inclusion throughout our business.

## Tell us about the challenges faced by your organisation, which led you to focus on diversity and inclusion.

Our challenge continues to be the outdated perceptions associated with the automotive industry. Based on our external research in 2015, just 2% of women identified automotive as an industry where they could progress a career with 31% of those surveyed referencing automotive as a 'macho' environment. Whilst the research was in 2015, we still believe that these perceptions remain. We strive to challenge these perceptions and to promote the opportunities of our business as an industry accessible to all regardless of gender, race, sexuality, disability, or social background. We look to encourage individuals to join us in an environment where they can thrive in their career and be the best version of themselves.

Events over the last 12 to 18 months continue to shape the Diversity and Inclusion agenda. It is important that we continue to adapt our strategy and keep up with change. We want to

secure our representation as a diverse and inclusive business to our colleagues, customers, and potential future employees. The more diverse our business, the more inclusive we are, and the more we reflect the diversity of our customers. Diversity enables richer, higher-quality conversations, improved innovation, diverse opinions, and greater opportunity to develop our colleagues. This creates a better business overall, with strong financial results.

Our executive and leadership team are committed to the continued development of our Diversity and Inclusion strategy, and along with support from our HR team and Group support functions, we endorse our inclusive culture, and actively implement initiatives to promote change internally and across the wider automotive industry.

## Please outline some of the Diversity and Inclusion initiatives that your organisation has introduced.

Following our 2015 research, over the last four years we have continued to grow and evolve our Diversity and Inclusion strategy. Recognising the perceived barriers to entry to the automotive industry specifically for women, we became one of the first members of the Automotive 30% Club; we are now a patron member. We aimed to have 30% of females in management roles, and this target was achieved in 2019.

It is important for us to hear from colleagues themselves; to give them a voice and understand more about the issues that matter to them, and to drive forward with our inclusive culture. With this in mind, we introduced a Diversity and Inclusion Steering Group made up of some 20+ colleagues from across the business bringing together our previous colleague community networks. This group provides greater understanding of the challenges faced by underrepresented communities in our workplace, allows colleagues to share their experiences, show their ally ship, and to come up with ways in which we can all work together to develop new initiatives to further build our inclusive culture and commitment to diversification.

Auto Trader are very inspirational in their Diversity and Inclusion work and are a great example of best practice in the industry. We also take insight from the external partners that we work closely with including Whizz Kidz, Automotive 30% Club, Moving Ahead, Diversity in Retail, Inclusive Companies, Stonewall and Speakers4Schools. This enhances our Diversity and Inclusion strategy, and helps us adopt a best practice approach.

Both internally and externally, we focus on our tone of voice and use of inclusive language and imagery. We have dedicated Diversity and Inclusion pages on our internal intranet and external website and our #WeAreJMG campaign has its own visual identity to further strengthen our employee branding. In addition, we have recently conducted an audit of our HR policies to ensure the language used is more inclusive.

Over the last 12 months, we have held two virtual Diversity and Inclusion events using our online events platform, which is accessible to all colleagues. These events enable us to come together to discuss how we, as a business, can further improve our inclusive culture and take individual responsibility to create a safe and inclusive environment for all. Each event includes a colleague panel discussion with colleagues from across the business sharing their own personal experiences of inclusion. Topics discussed have included race, gender, disability, and neurodiversity.

Education is fundamental to the development of our inclusive culture. We regularly produce content across our social media channels and colleague intranet pages to raise awareness of key topics in line with our #WeAreJMG strategy. This includes content focused on religious festivals, colleague wellbeing, and inclusive initiatives such as International Women's Day and Pride month.

Our annual event to celebrate International Women's Day is attended by women and allies

in the business. This is an opportunity for us to celebrate the success of the women in our business and to continue to raise awareness of gender bias, its impact, and how we must continue to strive for gender equality in the business, and the sector as a whole.

Working to dispel the outdated perceptions of the automotive sector, and to drive for equality in the workplace, we have joined the Social Mobility Pledge and Disability Confident Employer Scheme. We are also involved with the Speakers4Schools programme to encourage youngsters from under-privileged backgrounds to pursue a career in automotive. As patron members of Whizz-Kidz Business Alliance, we also facilitate multiple employability skills sessions for the young adults to offer support and guidance around CV writing, presentations, and personal branding.

Our Executive and leadership team are committed to the continued development of our Diversity and Inclusion strategy, actively promoting our inclusive culture, and demonstrating their ally ship to support our initiatives. We also involve our colleagues to measure our success in this area and include questions around Diversity and Inclusion in our annual colleague survey. Results from the 2021 survey demonstrated 87% of colleagues agreed that JMG treats colleagues fairly, regardless of their background. 86% agreed JMG has created an environment where people of diverse backgrounds can succeed, and 84% agreed they can be their authentic selves at work.

### O Please tell us how people have reacted to the Diversity and Inclusion initiatives that your organisation has introduced.

We are proud of the inclusive culture that we have created, and continue to build at JMG. Our colleagues actively champion and share our initiatives on social media, and throughout the business, colleagues are more open to share their stories, lived experiences and show their ally ship for inclusivity.

Despite the challenges of the pandemic, 2021 has been our most successful year. We believe this reflects the success of our strategy and the confidence our customers have in doing business with us.

Inside and outside of industry, we are recognised as thought leaders for our activity and initiatives around Diversity and Inclusion, and are regularly approached to participate in events and panels to share our journey.

Testament to our initiatives, in the last three years, more than 70 female colleagues have been nominated for national and industry awards, and 40 of them have become winners. This include Great British Women Rising Stars, AutoCar Great British Women Top 100, and Top 30 Inspiring Automotive Women Awards. I am also personally very proud to have been awarded Inclusion and Equality Director of the Year by the Institute of Directors, and more recently, HR Director of the Year from HBO.

## • Please tell us about the impact these initiatives have had.

Results from our 2021 colleague survey found 87% of colleagues agreed that JMG treats colleagues fairly, regardless of their background, 86% agreed JMG has created an environment where people of diverse backgrounds can succeed, and 84% agreed they can be their authentic selves at work. This really demonstrates the impact of our initiatives within the business.

For the last two years, we have been recognised in the Inclusive Companies Top 50 Employers list. This is testament to our hard work around Diversity and Inclusion.

In terms of talent retention, our focus on the introduction of flexible working and home working policies as well as well as the upgrading our parental and maternity policies ensures that

women especially, can return to work and feel supported as a working parent. With regards to recruitment, our external Diversity and Inclusion webpage is one of the most viewed pages in the corporate area of our website, and is regularly mentioned as a reason to join us by candidates applying for roles with the Group.

Our work specifically in the area of gender equality has resulted in 30% of management roles now being held by women. To further support talent retention and progression in the business, our Senior Management and leadership teams are now more accountable for the diversification of their teams. The data we now collect enables conversations and actions to develop a more diverse and inclusive colleague community.

The biggest benefit is the growth of our overall inclusive culture, and this is reflected in the survey feedback from our colleagues as detailed above.

## Tell us what you learned on this journey and how you'll use that in the future.

I am very proud of our progress over the last six years in the area of diversity and inclusion, but the work doesn't stop there. We must constantly refresh our strategy, initiatives, and messaging. We must continue to challenge the outdated perceptions of the automotive industry and promote an environment where colleagues feel comfortable to bring their whole true self to work.

To continue the success of our Diversity and Inclusion strategy it is imperative that we place more emphasis on our data. We need to fully understand the true demographic of our colleagues, and going forward we will be including more demographic questions into our colleague surveys.

My advice for other organisations; it is essential that you ensure the buy-in of the Executive and senior leadership team. Diversity and Inclusion must remain a permanent topic on the business agenda. Be accountable, do the things you say you are going to do and always be honest and transparent. Take feedback from your colleagues and insight from those around you, and continue to review and refresh messaging to create an environment that is inclusive to all.



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## Mission Motorsport



Mission Motorsport aids in the recovery and rehabilitation of those affected by military operations, by providing opportunities through motorsport and the automotive industry.

The Forces' Motorsport Charity, which has a motto of "Race, Retrain, Recover" is the Ministry of Defence competent authority for motor sport as a recovery activity, and is a Royal Foundation (the charitable trust of the Duke and Duchess of Cambridge) initiative.

As part of the MoD's Career Transition Partnership, the charity helps those leaving the military to find employment in the automotive industry. As a newly appointed IMI training centre, Mission Motorsport's Training Wing delivers Industry recognised Electric Vehicle qualifications in addition to Level 3 Diploma courses and full apprenticeships enabling service leavers to bridge the gap between military service and second careers as civilians, beyond injury.

Approaching its 10th year of operations, Mission Motorsport has delivered more than 6,000 days of sport for 2000 wounded, injured or sick beneficiaries, leading to over 400 work placements and over 200 jobs. The Charity's veteran employment programs have paved the way for over 2000 veterans into employment in the Automotive Industry.

Despite circumstances that would prove a barrier to many, Mission Motorsport veterans continue to demonstrate that they are well-suited to the automotive industry, and their skills are recognised and rewarded by employers. Mission Motorsport alumni are happily filling important roles in Formula 1, Formula E and World Rally Championship teams as well as at leading automotive manufacturers.

www.missionmotorsport.org

## Mission Automotive



Mission Automotive is the Armed Forces engagement initiative for the UK Automotive Industry. Launched in 2019, it is delivered by Mission Motorsport, in partnership with the Royal Foundation of the Duke and Duchess of Cambridge and the Society of Motor Manufacturers and Traders (SMMT), with the support of the Ministry of Defence.

It harnesses best practice to help companies create a tailored Armed Forces engagement strategy, guiding and aligning their interactions with the Armed Forces community across brand, corporate and HR areas to support their own business strategies.

Mission Automotive addresses a very current need in a very innovative way, by promoting and encouraging best practice amongst companies, fostering a culture and ethos of inclusivity and support for those who have served. Mission Automotive helps to fulfil a need, capitalising on a national human resource that is too often under the radar, unrecognised and underutilised.

www.missionautomotive.org

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## Motorvise



The Gender and Sexual Orientation working group found this good example of addressing the gender imbalance in the sector.

Change recruitment process to address gender imbalance in dealerships, says Motorvise founder.

Dealers that seek to recruit salespeople with the "right customer-focused skills" can expect to improve the gender balance within their business, according to Motorvise founder Fraser Brown. Brown says the modern motor trade is adopting a customer-focused approach and has moved away from the days of "testosterone-filled showrooms" where female customers and anyone who wasn't a 'petrol head' could be left feeling uncomfortable and unwelcome.

During his time working at multi-franchise dealer groups, Brown increased the ratio of female salespeople by designing and holding bespoke recruitment days. He said: "The wording of the adverts changed, and they were less about must-hit targets and performance. Instead, the emphasis was on promoting the role of a salesperson as host, with the aim of making the client feel valued. "As a result, we recruited more people with the right customer-focused skills, a large proportion of which were women."

Brown also changed the recruitment process by moving away from short, pressurised interviews to longer periods of assessment. He claimed this would "allow female applicants to feel more at ease and grow in confidence".

While the gender ratio continues to move in the right direction, one 2020 study found 28% of automotive sales are held by women, compared to 39% of roles across dealerships as a whole. A 2021 Carshop study found that women feel 'apprehensive' about the used car buying experience and do not 'feel comfortable' shopping for a used car alone.

A survey of more than 1,500 members of the public run by Sytner Group's used car supermarket division found that, when asked about their preferred way of buying a car, 24% of male respondents said they would usually go in-store by themselves — and only 11% of women said the same. The survey revealed that women are six times more likely to shop in-store with another person, than to shop alone.

Brown said: "It's important to have a diverse and balanced workforce which allows dealerships to create a better experience for all its clients. "Dealerships need salespeople with listening skills who provide clients with solutions, rather than leaving them feeling intimidated, ignored, or pressurised. If clients leave feeling valued, having had a good experience, they are much more likely to return or make a purchase."

Link to original article:

www.am-online.com/news/dealer-news/2022/01/11/change-recruitment-process-to-address-gender-imbalance-in-dealerships-says-motorvise-founder?utm\_

## Saturday Pit Crew - Bridgend College

Following the closure of the Ford plant in Bridgend in 2020, the Welsh government negotiated Ford Legacy funding to continue the Ford Saturday Club. This had previously operated as a feeder route for young people into the industry.

Bridgend College have taken this over, and with collaboration of young people, have reimagined the club to become 'Saturday Pit Crew'. A 10 week two-and-a-half-hour session every Saturday. The plan is to run the crew three times a year. Their first cohort is made up of 40% women and 60% men, all in Year 10. The college advertised through contacts in the consortium and though social media accumulating 1700 hits in 24 hours and 13 applications.

The Saturday Pit Crew is an exciting new learning opportunity for Year 10 pupils who are curious about automotive technology. Delivered as a free Saturday Club and supported by the Ford Legacy Fund, the group will meet at Bridgend College's brand new STEAM Academy at Pencoed Campus. Hosted by international technical author, Hayley Pells. The course looks at an induction, petrol, diesel, Hybrid and EV vehicles, brakes, suspension, steering and culminates in a career's day for parents and careers.

Bridgend college have been innovative and responsive outside of automotive, including running women only DIY courses, and offer places to run Basic Vehicle Maintenance, EV and Hybrid courses and also Customer Advice for purchasing Electric Vehicles. These courses came about following feedback from previous course attendees. The College hopes to attract women into typically male dominated courses, allowing confidence to build, and providing a feeder route to further study.

Students will learn about the internal combustion engine, the future of high voltage private transport, and how they steer, stop and stick to the road. The course will give an overview of the complexity of the vehicles seen every day on British roads and what can be expected in the future.

Sponsored by the Ford Legacy Fund.

www1.bridgend.ac.uk/course/saturday-pit-crew/



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# Non-automotive business case studies

## Acorn Training Limited



## Please give us an overview of your organisation

Founded in 2008 and employing 119 staff, Acorn Training delivers apprenticeships, skills training, employability support, youth and justice services. Our clear vision is to "Ensure safe and secure futures for everyone to succeed in life and work", supporting equality of opportunity and ensuring all people are provided with the same opportunities in life, no matter their background. We achieve this through a highly inclusive approach to engagement and continued support for learners and participants. With strong roots in the community, Acorn Training changes lives, inspires individuals to take responsibility in their path in life through person-centred support, learning and development.

## Tell us about the challenges faced by your organisation, which led you to focus on diversity and inclusion.

Our core values and ethos have always ensured that we help all individuals, no matter their background and more recently, we actively advocate this and make robust plans to ensure that individuals are comfortable when receiving our employability, justice, training, apprenticeship services.

One of the areas we wanted to work on was our own recruitment process as a business. We wanted to promote an inclusive workspace for any potential applicants joining our growing business. Following great success in helping individuals and businesses within our network to break down barriers to an inclusive workforce, we wanted to ensure high levels on inclusivity and diversity were applied within our own workforce.

#### Please outline some of the Diversity and Inclusion initiatives your organisation has introduced.

To combat this challenge, we have started to adopt a more values-based recruitment approach since openly declaring my sexuality on our webpage. I was always scared of declaring my sexuality to others so openly, but have learned not to be afraid and have experienced the positive side of this.

Here is the link to the website page- www.acorntraining.co.uk/about/

To support this further, we have started to be much more inclusive in our advert text, welcoming potential applicants the opportunity to visit us, exemplifying inclusivity with a standard top and tail on adverts to make people feel more included.

We also nominated ourselves for the World Skills UK Diversity and Inclusion Awards in order to gain accreditation for our inclusive work. This resulted in an incredible two award wins: Network of the Year for Acorn Training and Role Model Award for myself. We are now able to share these wins on our internal and external communications, further validating our work advocating inclusivity and diversity.

## Please tell us how people have reacted to the Diversity and Inclusion initiatives your organisation has introduced.

We have attracted four new LGBTQ+ employees and we are finding at interview that interviewees are much more open about talking about their sexuality and that of their friends or family. They state that they want to work for us because they can see we are inclusive. We have found that during interviews, candidates are able to engage in informal and friendly chats with us as an organisation. They have also mentioned enjoyment at reading about our award win.

Our networks were also alerted via internal and external communications to our diversity and inclusion award wins. We received news coverage, with employers reaching out to congratulate us, and an increase in our following on social media channels.

## Please tell us about the impact these initiatives have had.

This impact has translated through to the internal ethos of the company, creating a safe and secure place for colleagues to discuss sexuality freely and boosting morale. We have also seen an increase in colleagues sharing good news stories, promoting our diversity triumphs on social media.

We have also been able to declare our diversity and inclusion award wins when tendering for new work/contracts and this has assured awarding boards that we operate in an inclusive way - we have since had an extremely successful year of contract wins; boosting turnover and growth.

## Tell us what you learned on this journey and how you'll use that in the future.

I am delighted that we are able to attract a more diverse workforce, enriching our existing workforce and reinforcing our inclusive values and ethos.

I am also thrilled with the award wins for the company and myself, I'm extremely proud that our customers are able to call me a role model and that Acorn Training is considered a safe and secure place to learn and work. I believe in the strong network we have created and the positive impact it has on so many people's lives.



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## Cadent Gas



#### Your Gas Network

#### Our Employee Communities.

Diversity and inclusion are woven into the fabric of who we are as a business, and this means it needs to be driven by our people and endorsed by our most senior leaders through their actions and our company policies.

One of the most successful ways we're living this is through our Employee Communities. They represent a broad spectrum of what makes up our culture and help educate, nurture and support where we need to improve. Our Employee Communities play an important role in integrating a diverse workforce, creating an inclusive culture, and keeping employees engaged and motivated. They are also in a unique position to advise policy makers on how to recruit and maintain colleagues from more diverse backgrounds.



**Embrace** The Embrace Community raises awareness of and drives discussion on issues affecting colleagues from ethnic minority backgrounds, and of all religions. We are committed to developing a workforce that reflects the communities we serve, and Embrace plays a key role in helping to create an inclusive environment for all.



**Women in Cadent** is a network of colleagues of all genders from across our business, who are committed to creating equality and supporting women's professional and personal development. We are building our network to ensure we include both women and men in the conversation, to drive a gender-balanced culture and address the underrepresentation of women in particular in the upper quartile of the business.



**Pride at Work** Our ambition is for current and future generations of LGBTQ+ employees to feel comfortable, safe and included at work. Our employee-led community, Pride at Work, is a welcoming and safe space where our Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+) and allied members can thrive and feel included. The group aims to provide informal support to LGBTQ+ colleagues and is run by employees for all employees.



**Thrive!** Our newest community Thrive! is an employee-led community created to raise awareness of and support people with disabilities within Cadent. Its community members share a common vision of focusing on ability and making our workplace accessible and supportive to all. Small adjustments can give huge benefits and Thrive! Are ensuring that colleagues with physical or neurodiverse needs can give of their very best.



**Cadent Military Community** We are proud signatories to the Armed Forces Covenant, and it is important that we demonstrate that Cadent is an Armed Forces friendly employer. We actively support service leavers entering the business, our current reservists and those that have previously served. We show our commitment to this is by participating in the Armed Forces Day and Reserve Forces Day events.

#### Our partnerships.

We have several partnerships that enable us to collaboratively drive change, challenging ourselves to do things differently. These include the Women's Utilities Network, Women's Engineering Society and Energy and Utility Skills signing the Race at Work Charter and being a Disability Confident Employer.

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#### **Employee Community structure.**

Our Employee Communities follow a set structure with defined roles and responsibilities.

Each Employee Community has a sponsor from the senior leadership team who oversees the Community, providing direction and guidance on its mission and goals. A recent example of the success of having a senior sponsor for our Employee Communities is the support Pride at Work received when proposing to attend Birmingham Pride Parade 2021. Our Pride at Work Employee Community worked hard, with their sponsors support, to organise and attended our first ever Pride Parade as a company.

#### Essential and optional roles of an Employee Community.

#### **Essential**

- Sponsor.
- Chair.
- Technical Secretary.
- Communications/engagement/events.
   (These could be separate or combined roles.
- Network Representation (at least 1 per Network).

#### **Optional**

- Co-Sponsor.
- Co-Chair.
- Performance and Reporting.
- Sub-group leads.

#### Steering Group and Working Group.

We have both a dedicated EDI Steering Group and EDI Working Group.

#### Steering Group roles and responsibilities.

- Provide the strategic direction on EDI with representation from across Cadent and from the Employee Communities.
- Determine and Sponsor Priorities.
- Challenge and improve the management of Diversity and Inclusion into company wide policy and practice.
- Track and measure progress against Diversity and Inclusion.

#### Working Group roles and responsibilities.

- In line with Steering Group, drive progress against identified priorities and measure progress.
- Support the Employee Communities.
- Create an inclusive culture and support practices that develop inclusive leaders.
- Provide focus areas and measure progress.
- Provide feedback, seek direction from Steering Group and highlight EDI issues.

The Steering Group also set formal Equality, Diversity and Inclusion business priorities that shape the focus areas for EDI within Cadent each year.

#### **EDI Communications.**

We have a monthly EDI communications call where the communications lead from each Employee Community meet to discuss upcoming events/articles that are due to be published. This is to ensure we are all aware of the content being released and can make sure that no overlaps take place. For example, two events happening on the same day.

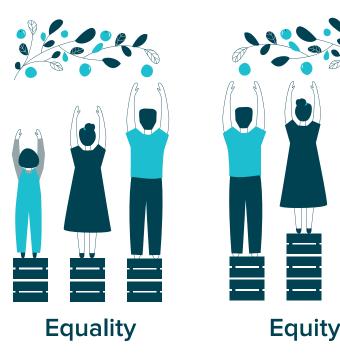
# The Physical and Non-Visible Disabilities Commitment Statement

The Physical and Non-Visible Disabilities Working Group has committed to promoting Diversity, Equity and Inclusion because we believe it is essential to our success and to the work that we do.

- 01
- **Equity:** we are committed to creating an environment free of discrimination, where everyone is supported as an individual and is treated fairly, with dignity and respect.
- 02
- **Diversity:** we believe that diversity of individual background, perspectives and experience improves decision-making and generation of ideas. Our commitment is to create an increasingly diverse representation at all levels.
- 03

**Inclusion:** creating an inclusive culture ensures that everyone has a sense of belonging, can bring their whole selves to work, can contribute fully to the success of the work that we do, and thrive within a supportive environment.

All of us have a responsibility to ensure that our behaviours and actions support these principles.



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## Report written by:

Emma Carrigy MIMI
Vijayacittā Rebecca Harvey FIMI
Sally-Anne Hodder FIMI
Joanna Hollingdale MIMI
Dee McHugh MIMI
Professor Jim Saker FIMI
Lesley Woolley FIMI

All Press Enquiries regarding the IMI Diversity Task Force should be directed to the IMI Press Office

imiteam@harrisonsadler.com / 0208 977 9132



Registered office Fanshaws, Brickendon, Hertford, Hertfordshire, SG13 8PQ

theimi.org.uk +44(0)1992 511 521 hello@theimi.org.uk

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