IMI | **Diversity Task Force**
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INCLUSIVE WORKPLACES

Gender & Sexual Orientation

Overview

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Requests should be made in writing and addressed to:
Institute of the Motor Industry (IMI)
Fanshaws,
Brickendon,
Hertford
SG13 8PQ

What does an inclusive workplace mean?

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

Why diversity & inclusion is important for business

Deloitte research shows that inclusive workplaces are six times more likely to be innovative and twice as likely to meet or surpass financial goals. On top of that, employees who feel able to bring their whole selves to work are 42% less likely to plan on leaving for another position within a year. At the core, it's true that the higher the level of inclusion, the higher the level of well-being and engagement in your employees, which can lead to better business results. See more at Forbes.com

What inclusion feels like for people?

An inclusive workplace will create respect and care for colleagues to encourage anyone to bring their authentic self to work in the knowledge that they will receive understanding and support.

The difference between gender and sexual orientation

Sexuality and gender identity are not the same thing. Gender identity is how you feel about yourself and the ways you express your gender and biological sex. Sexuality refers to who you are emotionally, physically, romantically, or sexually attracted to.

Gender meaning – we are looking wider than male / female but including others such as but not limited to:

• **Anatomical sex** – the sex you are assigned at birth.

• **Cisgender** – a person whose gender identity aligns with their assigned sex at birth.

• **Transgender person** – people whose identity does not match their assigned sex at birth.

• **Cishet** – people whose gender identity and biological sex are aligned (cisgender), and who are sexually attracted to the opposite sex.

• **Nonbinary** – a person who does not identify clearly or exclusively as male or a female.

• **Intersex** – person born with either some combination of both biological sex characteristics (genital organs, hormones, chromosomes) or certain genital variations that don't align with either biological sex.

• **Genderqueer** – people can identify as neither woman nor man, both woman and man, or a combination of these genders.

• **Gender-fluid** – refers to someone who prefers to express either or both maleness or femaleness, and that can vary from day to day.

• **Gender non-conforming** – when someone does not conform to their cultural gender norms.

The terms listed have been created as labels to categorise people however these terms are not necessarily recognised or adopted by the people who fall into the categories. Some people would not describe themselves, or accept being labelled in such a way, but others might describe them that way. It is important not to force labels onto people or force them to use them in the workplace, but it is important for inclusive leaders to be aware of these fairly recently created labels and what they mean and accept it if people do want to use the label for themselves.

Gender identity is how you feel about yourself and the ways you express your gender and biological sex

Simple things you can do now, small adjustments to make a big difference

- Knowing your workforce
- Networks
- Visibility
- Education
- Workplace
- Behaviour and language
- Collaboration

Knowing your workforce

- Introduce regular surveying to understand lived experiences of colleagues within the business and use those to create content and communications that educate and drive progress.
- Introduce D&I criteria in performance reviews and bonus/commission structures, potentially introducing penalties and improvement plans for non-compliance.
- Create KPIs that can be discussed at 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.

BEST PRACTICE EXAMPLE ON KNOWING YOUR WORKFORCE:

Do Ask Do Tell, Stonewall

www.stonewall.org.uk/sites/default/files/do_ask_do_tell_guide_2016.pdf

Capturing data on sexual orientation and gender identity globally

For employers who want to create inclusive environments, where every one of their employees is performing at their best, data monitoring is an integral tool. It gives organisations a deeper insight into the impact of their work practices and policies. It can reveal what work life is like for LGBT people and identify the hidden barriers they may face. The benefits that LGBT data capture exercises can reap for both the employee and the employer are far-reaching.

Monitoring exercises can also send powerful signals of alliance with your LGBT employees. It lets them know that you are thinking of them. It lets them know that they are not alone.

We have created this guide to address these questions and offer a clear, step-by-step approach to capturing data globally. This is the fifth guide of its kind in our global best practice series.

Networks

- Use established network groups to facilitate company-wide education through seminars, case studies, book clubs, and other educational tools based on lived experiences.

- Create network groups (ERG Groups – Employee Resource Groups) to support gender, gender identity and sexual orientation (and wider communities).

- Use the network groups to plan events and initiatives that make members of the communities visible through internal communications, PR and wider content.

- Give network groups direct access to provide regular updates and actions to the board – leadership has to live the guiding principles.

BEST PRACTICE INTERNAL NETWORKS EXAMPLE:

Auto Trader https://plc.autotrader.co.uk/responsibility/our-people/

We have a number of internal networks that support and align with our diversity and inclusion strategy. Everyone at Auto Trader is encouraged to join one of our employee-driven networks. These employee-driven networks and their leaders are a core part of our culture, helping to welcome employees when they join our organisation, empowering team members to thrive and spearheading outreach programmes that support our local communities. These networks feed into a wider Diversity and Inclusion Guild which helps to oversee Auto Trader's various networks to ensure they drive real change across our organisation.

- **Age Network:** Last year, we launched a new employee network that focuses on creating an inclusive environment for the multigenerational workforce of Auto Trader.

- **BAME Employee Network:** Our BAME (Building A Multi-cultural Environment) Employee Network is a well-established group of Black, Asian and minority ethnic colleagues, and allies, that work to tackle inequalities and celebrate inclusivity.

- **Disability and Neurodiversity Network:** In its fourth year, our Disability & Neurodiversity Network continues to create a more accessible and inclusive environment for our colleagues. 12.8% of our colleagues have disclosed a disability or neurodiverse condition. The network partners with various charities including Leonard Cheshire, the Royal National Institute for Deaf People and the Business Disability Forum to educate colleagues and raise awareness.

- **Career Kickstart Network:** The Career Kickstart Network brings together colleagues from across the business to learn and grow together through shared experiences, resources and discussion

- **Family Guild:** Supporting parents and carers across our business, our Family Network works closely with our other networks, our People team and with charities such as Carers UK.

- **LGBT+ Network:** Our LGBT+ representation is currently 8.3% and, for a fourth consecutive year, our LGBT+ Network has continued to support our colleagues and connect with local LGBT+ charities, including The Proud Trust and the George House Trust.

- **Women's Network:** Our Women's Network is focused on improving and evolving representation of women at all levels in Auto Trader, the automotive industry and the digital communities within which we operate, by recruiting, retaining and developing female talent.

Visibility

- Make underrepresented communities visible internally and externally through imagery, creative, language, celebrations and events.

BEST PRACTICE EXAMPLE:

Jardine Motor Group

https://tide.theimi.org.uk/equity-diversity-and-inclusion/diversity-task-force/case-study-jardines-motor-group

It is important for us to hear from our own colleagues themselves; to give them a voice and understand more about the issues that matter to them to drive forward with our inclusive culture. With this in mind, we introduced a D&I Steering Group made up of some 20+ colleagues from across the business bringing together our previous colleague community networks. The group provides greater understanding of the challenges faced by underrepresented communities in our workplace, allows colleagues to share their experiences, show their allyship 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.

Over the last 12 months, we have held 2 virtual D&I events using our online events platform 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 included race, gender, disability, and neurodiversity.

Testament to our initiatives, in the last 3 years, more than 70 female colleagues have been nominated for national and industry awards and 40 of them have become winners in awards including Great British Women Rising Stars, AutoCar Great British Women top 100, 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.

> "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"

Education listening and becoming open to change

• 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.

• Whether reading articles, books, listening to podcasts or TV programmes to gain a better understanding of different lived in experiences.

• Listen – what are you employees/colleagues telling you and understand what can be changed.

• Get comfortable with feeling uncomfortable – you may not like what you hear and may be upset and shocked by what you do but change needs to happen.

BEST PRACTICE EXAMPLE:

Acorn Training Ltd

www.acorntraining.co.uk/

From the embedding perspective, we have implemented equality and diversity training for all staff, and we have really put a lot of effort, energy and resource into this. We can provide a case study for this and a training plan. We also have some really nice photos of staff doing the training – we do a lot of crafty stuff in the training creating bunting and we also dress dolls up in different clothes to explore stereotyping, which we have some nice photos too.

Our strategic mandatory training programme which mixes up teams from all backgrounds.

Unconscious bias is part of our mandatory training – training model includes:

• Human rights as a thought-provoking way to look at bias and other countries.

• Celebration of all cultural holidays and events internally and externally, involving staff and celebrating their achievements (eg fasting)

• Awareness of important historical days eg Holocaust Memorial, black history month

• Pay equity.

• Working groups across EDI open to all and encouraged to join

• HR management and review of EDI data

• Positive recruitment statements

• 121s/Team meetings discussed.

• Celebration and awards of our team – Coca Cola/Queer nominations

• Seek advice for those who have protected characteristics within Acorn in our strategy for training and EDI

Workplace

- Ensuring everyone's physical wellbeing are catered for, this could look like: Review of facilities in workplaces to ensure everyone's needs are met with inclusive facilities.

BEST PRACTICE EXAMPLE:

Acorn Training Ltd

www.acorntraining.co.uk/

We have done a big piece of work on the Menopause this year and have had some really big successes around this, so I think that would be a good thing to champion in the external to the automotive section. We have signed the national agreement, set up a steering group and shared practice with a colleague who has now implemented in their business and become the government advisor for issues with regards to menopause, so I think we can make quite a big thing about this. We have also shared practice with a small automotive organisation called Repossessions UK, which is automotive industry.

Menopause

- Working group was opened up to ALL staff internally
- Current working group made up of individuals with lived experience
- Group meets quarterly face to face and monthly on teams
- Policy ready for review on first week in April
- Training materials for all Line Managers for review in April – this will then be a quarterly training module – separate to EDI

Helen Wilkinson now part of Government Team making recommendations on Menopause in the workplace, trained all the menopause group and will continue to work with us.

Intent will be a biannual review and ideally to collect data (with permission) on individuals with menopause to allow us to make improvements in the future.

BEST PRACTICE EXAMPLE:

Jardine Motor Group

https://tide.theimi.org.uk/equity-diversity-and-inclusion/diversity-task-force/case-study-jardines-motor-group

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.

Behaviour and language

- Zero tolerance of exclusive behaviours and attitudes.

- Use inclusive nonbinary language, this could look like: inclusive nonbinary language in meetings, communications and messaging with simple changes such as ladies and gentlemen to welcome everyone or using gender neutral language such as manmade vs synthetic. Ask and use people's pronouns, apologise and correct if misgendering a person. Use of pronouns on email signatures, virtual meeting names, LinkedIn and when introducing yourself in meetings.

BEST PRACTICE EXAMPLE:

Jardine Motor Group

https://tide.theimi.org.uk/equity-diversity-and-inclusion/diversity-task-force/case-study-jardines-motor-group

Both internally and externally, we focus on our tone of voice and use of inclusive language and imagery. We have dedicated D&I 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.

Education is fundamental to the development of our inclusive culture, and 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.

Collaboration

- Invite unions to become part of the company's D&I journey, and work with them as key collaborators.

- Review all current and new partners and suppliers against industry-imposed (or company-imposed) inclusion standards or codes of ethics. Failure to change or adhere to these will result in termination of the relationship.

- Establish partnerships with external companies, charities and organisations that support and champion underrepresented communities.

BEST PRACTICE EXAMPLES OF COLLABORATION:

Sytner

https://jobs.sytner.co.uk/jobs/diversity-and-inclusion/

To ensure our colleagues feel valued and supported we have championed a variety of activity, some examples of this are below.

We have signed up to the Mental Health Charter and have trained mental health first aiders. As part of our work with the Mental Health Charter, all colleagues now have access to a wellbeing app with mindfulness techniques, CBT activities and health and wellbeing discounts.

We work with and support BEN. BEN is the support service for people who work or have worked in the UK automotive industry.

We have created colleague network groups and support colleagues creating additional groups where they see necessary. Our current network groups are listed below, the groups are run by colleagues and the activities they want to get involved with:

- **Sytner READ** Racial Equity and Diversity

- **Sytner GEN** Gender Equality Network

- **Queers & Allyship** Sexuality Network

- **The Enablers** Disability Network Group

Each network group is chaired by a colleague, who then sits on the Diversity and Inclusion Forum which includes membership from across the business including our CEO Darren Edwards.

- We understand that better allyship means taking accountability for our own learning, we have created a library and content club for our colleagues who want to continuously learn together. Each month the group selects a book / text / video to watch or read and then they meet to discuss learnings. Previous books have included:
    - Why I'm No Longer Talking to White People About Race: Reni Eddo-Lodge
    - The Transgender Issue, An Argument for Justice: Shon Faye.

- We are continuously developing the knowledge of our colleagues through ongoing training, development and awareness sessions.

- We improved a number of our colleague policies including our maternity leave policy

What are the consequences of doing nothing?

Someone in a workplace that is not encouraging inclusion may not feel able to:

• Freely express who they are, their own opinions, ideas and points of view.

• Fully participate in work, learning and social activities.

• Raise issues and suggestions to managers.

• Feel safe from abuse, harassment or unfair criticism.

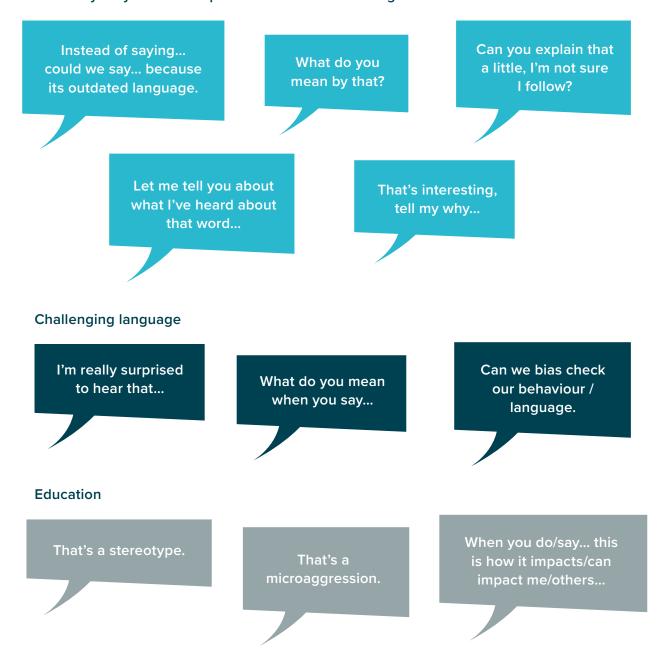**A workplace that is not visibly and proactively inclusive could lead to:**

• Unhappy And Demotivated Employees.

• Higher Staff Turnover, Troubles Attracting And Retaining Staff.

• Serious Or Legal Issues Arising, Such As Bullying, Harassment And Discrimination.

• Less Effectiveness In Serving A Diverse Range Of Customers.

• Less Innovation, New Ideas And Problem-Solving.

• Increased Costs And Lack Of Growth.

Language toolkit to support the creation of an inclusive workplace with allyship

Inclusive nudge with 'this not that' phrases, challenging language and education. Keep these phrases in your toolkit for calling out unconscious bias and actively shaping an inclusive culture in the workplace.

Interrupting an unconscious bias thought flow by allowing the person to self-reflect as to why they have that opinion and where it has originated from.

> **Instead of saying... could we say... because its outdated language.**

> **What do you mean by that?**

> **Can you explain that a little, I'm not sure I follow?**

> **Let me tell you about what I've heard about that word...**

> **That's interesting, tell my why...**

Challenging language

> **I'm really surprised to hear that...**

> **What do you mean when you say...**

> **Can we bias check our behaviour / language.**

Education

> **That's a stereotype.**

> **That's a microaggression.**

> **When you do/say... this is how it impacts/can impact me/others...**

Where you can get more information and advice

Leadership
- LGBTQ+ Leadership programme | Stonewall
- Expanding the LGBTQ Leadership Pipeline | Out & Equal (outandequal.org)
- LGBTQ Executive Leadership Program | Stanford Graduate School of Business

Equality impact assessments
- Equality Impact Assessment – recruitment and selection form (publishing.service.gov.uk)
- Home » National Equality Standard
- The Responsible Business Tracker® – Business in the Community (bitc.org.uk)
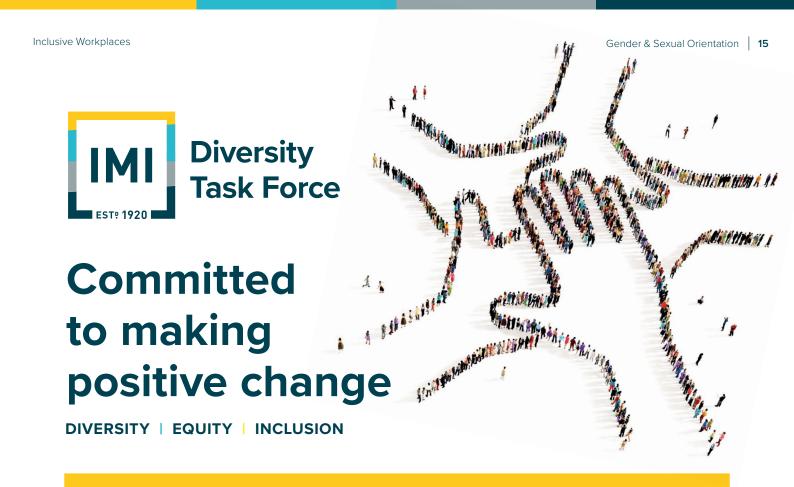
Recruiting on potential
- How to Recruit for Potential (launchpadrecruits.com)
- Strengthen Your Hiring by Recruiting for Potential, Not Direct Work Experience (crowdstaffing.com)
- Lloyds Bank, for example, developed a virtual-reality-based assessment of candidate potential.
- Recruiting for potential (skillsforcare.org.uk)
- How to recruit for potential (linkedin.com)
- Inclusive Recruitment Review | EW Group (theewgroup.com)

Useful links
- 10 Ways to Support LGBT Employees in the Workplace – Glassdoor
- Managed by Q's 'Good Jobs' Gamble – The New York Times (nytimes.com)
- How DocuSign Used Data to Motivate, Engage and Show Its Recruiting Team Some Love (linkedin.com)

Education and learning
- Things not to say https://www.bbc.co.uk/programmes/p05q8ght/clips
- Employer toolkit https://www.stonewall.org.uk/sites/default/files/employer_toolkit.pdf
- Stonewall Proud Employers https://www.proudemployers.org.uk/
- The power of language https://gender-decoder.katmatfield.com/
- Sum of us (pages 14 to 16) https://s3.amazonaws.com/s3.sumofus.org/images/SUMOFUS_PROGRESSIVE-STYLEGUIDE.pdf

IMI

Diversity Task Force

ESTᵈ 1920

Committed to making positive change

DIVERSITY | EQUITY | INCLUSION

Become an ally and show support for an *inclusive* and *diverse* workforce

Sign your pledge and commit to making positive change

To find out more or to get involved, contact the IMI Diversity Task Force at **imidiversitytaskforce@theimi.org.uk**

#CommittedToMakingPositiveChange