



Diversity
Task Force

SENIOR LEADERSHIP BUY IN TOOLKIT

Gender & Sexual Orientation



Overview

In this guide we will focus on the business, ethical, logical, and status/legacy cases for senior leaders to embed equity, diversity and inclusion within their organisation.

- The Business Case – *showcasing the impact to the business through EDI*
 - The current skills gap in the sector
 - Key statistics for embedding EDI into the workplace
 - The consequences of doing nothing
 - What’s coming into the sector with the next generation
 - What Gen Z want in the workplace

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 - Quotes
 - Video on belonging
 - Case studies on impact of belonging
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- The Status Case – *creating a legacy as an inclusive employer of choice*
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What does an inclusive workplace mean?

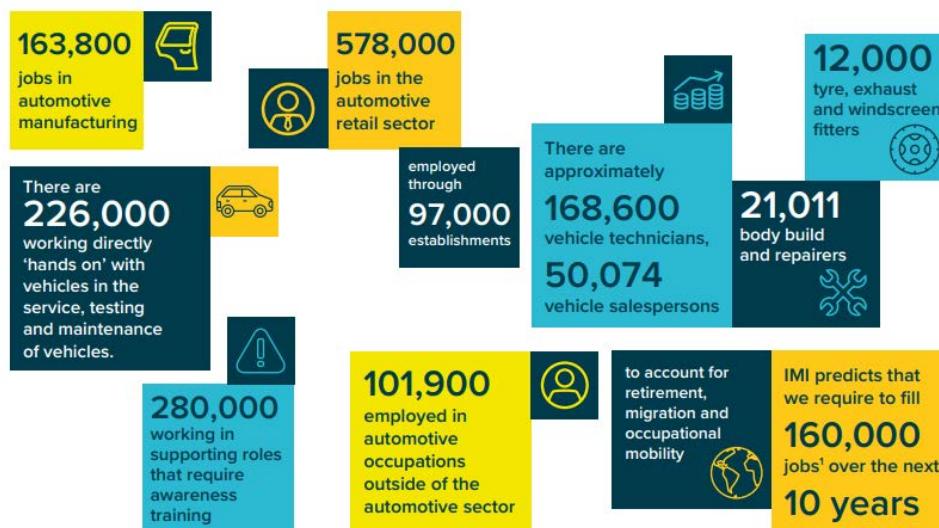
The vision of an inclusive culture is a focus on equality that celebrates and supports difference. Allowing individuals and communities to thrive by transforming attitudes, ideas and behaviors, and creating spaces in which people are safe and feel they belong.

The Business Case

In this section we discover the business drivers for putting EDI on the agenda, how belonging and bringing your authentic self to work delivers increased performance, loyalty and improved decision making. This section also looks at what is coming and what Gen Z expect from their places of work. We also highlight high profile cases of what can happen if we do nothing.

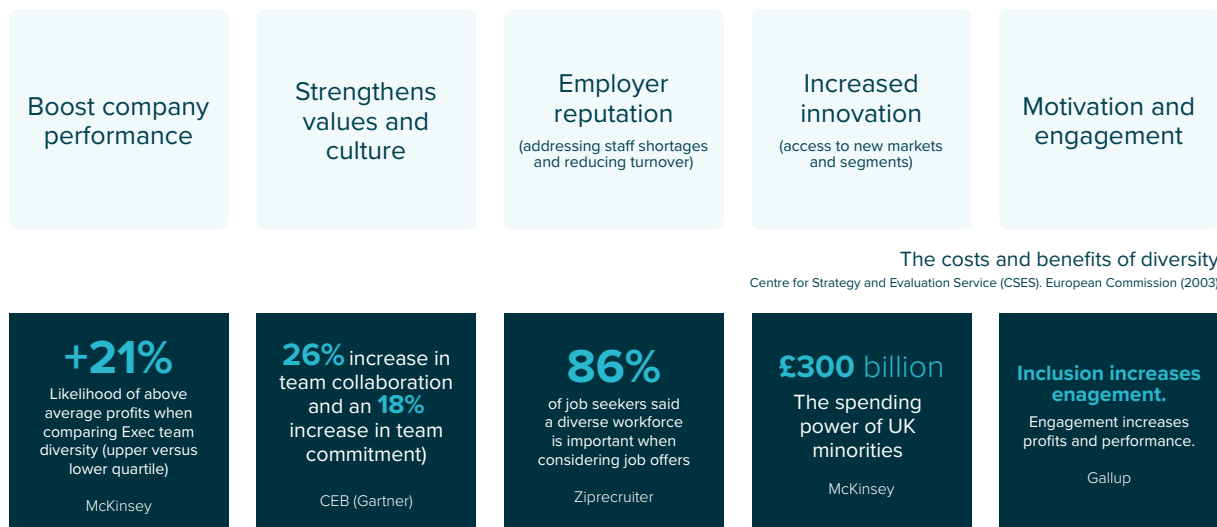
The current skills gap situation in the automotive sector

- Sector vacancy rates: The vacancy rate (number of vacancies per 100 employees) is currently at 4.4, which is higher than the 'all sectors' vacancy rate (3.9).
- This is a new 20-year record, 20-year high, which equates to 23,000 vacancies (Sept-Nov 2022), the previous high was 22,000 vacancies (Nov 2021-Jan 2022).
- Job postings for managers in the motor trades industry have been significantly increasing over the past year and are currently the highest rate in 4 years.
- All occupations have seen increases in advertised salaries over the past 3 years. Vehicle body builders and repairers have seen the largest percentage increase in the last 6 months, increasing by 4.6%.
- Find out more on the IMI website ([Automotive labour market briefing Apr2023 \(theimi.org.uk\)](https://theimi.org.uk)).



Key statistics for embedding EDI in the workplace.

- When employees feel included, innovation increases by 83% – research from Deloitte’s Diversity, Inclusion and Business Performance survey. See more on [Deloitte.com](https://www.deloitte.com).
- 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 on [Forbes.com](https://www.forbes.com).
- Executive teams in the top quartile for ethnic and cultural diversity were 36% more likely to have above-average profitability. McKinsey and Company’s researchers delved into the leadership composition of over 1,000 companies in 15 countries and compared the make-up against their financial performance.
- Recently, two thirds of job hunters indicated that diversity was important to them when evaluating companies and job offers. See more on [www.Glassdor.co.uk](https://www.glassdoor.co.uk).
- Diverse teams make better decisions 87% of the time (73% gender diversity, 80% age and gender diversity, 87% age, gender and geographic diversity). See more on [Cloverpop](https://www.cloverpop.com).
- The graphic below shows the costs and benefits of diversity, which has been adapted from the Centre for Strategy and Evaluation Service (CSES), European Commission (2003). Find out more on [People Insight](https://www.peopleinsight.com).



- Explore more statistics about EDI here: [32 Equality and Diversity Facts and Statistics \(trvst.world\)](https://www.trvst.world).

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

High profile consequences examples of how doing nothing can affect your business

- [‘It was toxic’: how sexism threw police off the trail of the Yorkshire Ripper | Police | The Guardian](#) – Effects of not having a diverse workforce to provide a balanced outlook on the case.



What's coming into the sector with the next generation

Next generation: 74% of millennials believe that their organisation is more innovative when it has a culture of inclusion

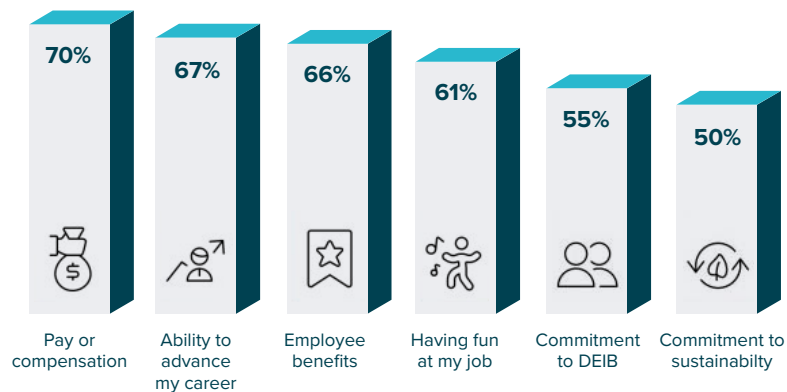
<https://oie.duke.edu/how-millennials-are-solving-workplace-diversity-problem>

Having a diverse workplace positively impacts a company's bottom line. A recent Harvard Business School survey found that companies with more diversity on their teams made between 18 and 69 percent more in terms of net income and operating revenue. Meanwhile, businesses with a more gender-diverse board saw a 42 percent higher return in sales, 66 percent greater return on invested capital and a 53 percent higher return on equity. And from a hiring perspective, cognitive diversity is key for something else: retaining talent.

Gen Z: Job factors Gen Z ranks as extremely important

<https://joinhandshake.com/blog/employers/6-things-gen-z-wants-from-their-job/>

Job factors Gen Z ranks as extremely important



Committing publicly to diversity, equity, inclusion, and belonging (DEIB)

www.myhrtoolkit.com/blog/what-generation-z-wants-from-the-workplace

55% of respondents said a commitment to DEIB is extremely important when evaluating an employer. Early talent today is committed to social justice, and they expect consumer brands and employers to be as well. With many Gen Zers identifying as allies – 77% of Gen Zers have protested in support of equality for Black Americans – they are watching from the side-lines for how your organisation does or doesn't respond to social justice issues, or handles situations like layoffs.

Have you made DEIB commitments – and kept up with those commitments? This is key to retaining Gen Z workers. Gen Z knows who's keeping their word and who's not. They will use open forums to push for progress and make their voices heard, and will use digital platforms to compliment or criticize your brand.

Meaningful jobs and an ethical focus

www.hays.co.uk/blog/insights/what-employers-need-to-know-about-gen-z

Generation Z expect fast career progression opportunities, as they want to feel that they are contributing towards the good of the company. This could be a reach at pressing for a purposeful job, only showing how eager the generation is to be fully invested in their work and to make a difference throughout the duration of their career.

Generation Z takes up 32% of the world's population, making it one of the largest generations ever, but also one of the youngest. Gen Z will be the generation affected by the decisions made by older generations, so it is only right that they have a say in the ethics and environmental factors of a company. Even though there is a lot of competition in the field of jobs, many Gen Z workers still say that it is important to them that their employer is aware and acts on environmental issues, for instance.

BBC Survey in the UK

www.if.org.uk/2017/10/05/bbc-survey-reveals-attitudes-generation-z/

A survey by the BBC in the UK found evidence that Gen Zers were far more concerned about prejudice towards LGBTQ+ people, gender equality and racism than older generations. In addition, The New York Times has described Gen Zers as possessing “untraditional views on gender and identity.” They have a real open-mindedness and awareness when it comes to gender and sexuality – ultimately defined as identity. Many Gen Zers, for example, will include their pronoun preferences in their email signature and social media bios. Research in Brazil further evidences this generational characteristic; it was found that 60 per cent of Gen Zers were of the opinion that same-sex couples should be able to adopt children – 10 percentage points more than members of other generations.

What does this mean for organisations? As reported by The Washington Post, Gen Zers are seeking proof of employers' dedication to diversity and inclusion. Indeed, in the US, 77 per cent of Gen Z have indicated that a company's level of diversity affects their decision to work there. So, an organisation's commitment to equality, diversity and inclusion – and how clearly they communicate it – is evidently a key factor for Gen Z when considering job opportunities.



What Gen Z want in a workplace – bringing your authentic self to work

Vodafone

www.vodafone.co.uk/newscentre/press-release/lgbt-plus-survey/

41% of LGBT+ people go ‘back in the closet’ in first job, independent multi-industry study across 15 countries finds.



The world of Gen Z

[Market research for the digital era Connecting with Gen Z.pdf \(thehutgroup.com\)](#)

For those born between 1997 and 2012, life has always had a distinct and elemental digital component, and this is an essential starting point for market researchers looking to capture the essence of Gen Z. Having come into the world just as the evolution of a range of technologies picked up speed, they are unfamiliar with a world where distances cannot be bridged with a few quick taps on their mobile phones.



8hrs

Gen Zs spend around eight hours a day online
(Datareportal)



16-24

The 16 to 24 age bracket is the group that spends the most time on the internet
(Datareportal)



100%

of those aged between 16 and 24 in Great Britain accessed the internet via mobile in 2019
(Statista)

Their identity as a group shares this fluid quality: for this generation, it's not about ticking boxes and ascribing individuals to set categories, such as gender. Gen Zs "try on" different ways of being themselves, experimenting and testing different versions of their own selves, becoming real "identity nomads" (McKinsey).

Geographical boundaries are not an issue for this online oriented population: thanks to the internet's global reach, they can access information, products and entertainment in just about any language. Unsurprisingly, they are the generation most likely to use online translation tools (Datareportal); likewise, they tend to identify more with people their age rather than with people that speak the same language (GWI).

This interest in the world that surrounds them is not merely skin-deep: Gen Z is deeply concerned about the planet, with climate change emerging as their biggest worry (GWI) and social issues such as inclusivity and equality also ranking high among their priorities. They are a proactive, optimistic and involved generation, who believe in their power to act and make the world that surrounds them a better place.

Gen Zs are curious about what goes on around them, with 55% saying they like to explore the world and 49% saying they are interested in other cultures and languages (GWI).

75% of Gen Zs in the US think their generation is going to change the world (WARC).

79% of Gen Zs in the UK and Ireland say they would make a purchase after seeing an influencer recommendation (Sprout Social).

What employers need to know about Gen Z

The top two defining characteristics of Gen Z and what they mean for organisations.

www.hays.co.uk/blog/insights/what-employers-need-to-know-about-gen-z

1. Gen Z is the most diverse generation yet, with the most inclusive views and expectations

According to an analysis of Census Bureau data by the Pew Research Center, 48 per cent of Gen Zers in the US are racial or ethnic minorities, compared to 39 per cent of Millennials, 30 per cent of Generation Xers, and 18 per cent of Boomers. Not only that, but Gen Zers also hold more inclusive views and expectations than previous generations.

A survey by the BBC in the UK found evidence that Gen Zers were far more concerned about prejudice towards LGBTQ+ people, gender equality and racism than older generations. In addition, The New York Times has described Gen Zers as possessing "untraditional views on gender and identity." They have a real open-mindedness and awareness when it comes to gender and sexuality – ultimately defined as identity. Many Gen Zers, for example, will include their pronoun preferences in their email signature and social media bios. Research in Brazil further evidences this generational characteristic; it was found that 60 per cent of Gen Zers were of the opinion that same-sex couples should be able to adopt children – 10 percentage points more than members of other generations.

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2. COVID-19 has negatively impacted Gen Z's education and entry into the workforce

Although all generations have suffered from the economic consequences of the pandemic, evidence suggests that Gen Z have been hit with job loss and unemployment the worst. As early as March 2020, Pew Research Center reported that 50 per cent of Gen Zers in the US said they or someone in their household had lost work or pay due to the outbreak of the virus. The equivalent figures for Millennials, Generation X and Boomers were much lower; 40 percent, 36 percent and 25 percent respectively.

Gen Zers currently in education have also faced huge turmoil; exams have been cancelled, much of the traditional university experience has moved online, and proms and graduation plans have evaporated. Students have seen entire years – those often considered to be ‘the best years of your life’ – written off. In the words of Lauren Stiller Rikleen for Harvard Business Review, “collectively, they are experiencing the greatest national trauma since the Great Depression and World War II.”

So, what does this mean for employers looking to attract and retain Gen Z candidates? As our CEO, Alistair Cox, previously reflected, “As business leaders, we cannot just idly sit back, avert our eyes and let this generation experience this monumental upheaval without doing all we can to support them. It is our duty to act.” You need to build a supportive working environment to enable them to thrive when they join your team:

1. Provide suitable mental health and wellbeing support. The American Psychological Association (APA) reported that Gen Zers are “significantly more likely to seek professional help for mental health issues” than past generations. Even before the pandemic, Gen Zers had expressed higher levels of anxiety and depression than older generations. They will therefore expect and want employers to have support available for them, should they need it.
2. Be aware of the likely increase in skills gaps among Gen Zers than previous generations, due to their interrupted education. As Rikleen has noted for Harvard Business Review: “Now that their structured learning has been upended, employers and employees may need to develop greater patience with Gen Z's adjustment to the professional world and a greater focus on intergenerational mentoring and support.”

Deloitte – Gen Z and Millennial survey 2022 key takeaways from business leaders

www.deloitte.com/content/dam/assets-shared/legacy/docs/about/2022/deloitte-2022-genz-millennial-survey.pdf?utm_campaign=hrb&utm_medium=newsletter&utm_source=morning_brew

Empower people to lead and drive change

- Gen Zs and millennials want to make their voices heard and to drive change. The Great Resignation has made this even more critical for employers to pay attention to. Gen Zs and millennials are demanding workplace changes that they've long been asking for, and if these changes don't happen, many are willing to leave. Beyond better compensation, work/life balance, learning and development, and flexibility, they want to derive a sense of meaning from their work, and to work for organizations that are having a positive societal impact. To attract and retain talent, business leaders need to listen to their people and empower them to drive change. They can do so through initiatives like reverse mentoring, and by providing opportunities for upskilling and stretch projects, which give people opportunities to grow and explore their potential.

Support better workplace mental health

- Stress and anxiety levels are high among Gen Zs and millennials and are unlikely to ease as global threats continue to affect their daily lives and shape their long-term view of the world. In this context, business leaders have a crucial role to play in supporting mental health at work, and in mitigating the causes of stress and burnout. Providing better mental health resources is a critical first step—from supportive leaders, to educational resources, to company-sponsored counselling or therapy. To ensure that people feel comfortable accessing these resources, business leaders must make a consistent and vocal commitment to designing stigma-free work environments that value well-being, where workers feel able to speak up about their needs without fear of judgement. The trust needed for people to open up and seek help rests on the everyday behaviors and accessibility of their managers, which is why business leaders must act on building empathetic leadership skills, and helping managers learn how to recognize and help with mental health challenges. Organizations should also take a broad view of their employees' well-being. Disruption is here to stay, which means it's important for employers not only to try to help reduce stress and anxiety levels, but also to help address their root causes. This includes showing people how to set boundaries to protect their work/life balance and supporting them in doing so. It also means having a clear purpose and giving employees the opportunity to address societal problems through their work.



The Ethical Case

In this section we understand why ethically this is the right thing to do within your organisation and the impact belonging can have on your employees.

Quotes on equity, diversity, inclusion and belonging from the working group

“EDI is incredibly important to the workshop, and it is with great pride we have noticed Google’s recognition of the work in this area that has resulted in our attributes as a LGBTQ+ friendly Transgender safe space.”

– Hayley Pells, IMI Policy Manager

“Allyship is taking ownership and accountability for your own learning and educating yourself. Then applying and putting that learning into action and proactively working towards creating a better world where everyone can thrive. Knowledge is power! Sharing ideas and information is key to unlocking that power. Education provides huge insight which can then help drive people forward to want to create change in the work environment.”

– Jodie Williams, Head of Diversity & Inclusion at Sytner

“Allowing a culture to grow that doesn’t serve you is dangerous.”

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

“My advice for other organisations; it is essential that you ensure the buy-in of the Executive and senior leadership team. D&I 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 inclusive to all.”

– Clare Wright, Group HR Director, Jardine Motors Group

Quotes on equity, diversity, inclusion and belonging

“We are less when we don’t include everyone.”

– Stuart Milk, Human Rights Activist

“Diversity and inclusion, which are the real grounds for creativity, must remain at the center of what we do.”

– Marco Bizzarri, CEO of Gucci

“Inclusivity means not ‘just we’re allowed to be there,’ but we are valued. I’ve always said: smart teams will do amazing things, but truly diverse teams will do impossible things.”

– Claudia Brind-Woody, IBM Executive

“As well as the cultural benefits, implementing a successful D&I strategy to attract a more diverse mix of people into your business can have huge commercial results too, not least more agile and robust decision-making. We need to work together to raise awareness that D&I is not simply a box-ticking exercise, but rather a very real business necessity.”

– Rebecca Clark, Auto Trader’s Manufacturer & Agency Director

“For our industry to grow, for new technology to come to life and for our industry to be viewed as a high-tech growth industry, then it must be as diverse and representative as the global population it serves.”

– Glenn Stevens Jr. Executive Director of MICHauto and Vice President of Automotive and Mobility Initiatives for the Detroit Regional Chamber

“Diversity is a fact, but inclusion is a choice we make every day. As leaders, we have to put out the message that we embrace and not just tolerate diversity.”

– Nellie Borrero, Managing Director, Senior Strategic Advisor – Global Inclusion & Diversity at Accenture

“Inclusion is not a matter of political correctness. It is the key to growth.”

– Jesse Jackson, Activist

“Diversity requires commitment. Achieving superior performance diversity can produce further action– most notably, a commitment to develop a culture of inclusion. People do not just need to be different, they need to be fully involved and feel their voices are heard.”

– Alain Dehaze, CEO of Adecco

“We will all profit from a more diverse, inclusive society, understanding, accommodating, even celebrating our differences, while pulling together for the common good.”

– Ruth Bader Ginsburg

“The difference between equity and equality is that equality is when everyone gets the same thing, and equity is when everyone gets the things they deserve.”

– DeRay Mckesson, Activist

“Diverse groups are more creative. They feel uncomfortable, and that discomfort motivates them to do extra preparation and share new information.”

– Adam Grant, Organizational Psychologist and Writer, ‘Work Life Podcast’

“I can tell you, without diversity, creativity remains stagnant.”

– Edward Enninful, Editor in Chief of British Vogue

“Diversity is the one true thing we all have in common. Celebrate it every day.”

– Winston Churchill

“A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.”

–Sundar Pichai, CEO of Google

“It is not our differences that divide us. It is our inability to recognize, accept, and celebrate those differences.”

– Audre Lorde, Writer

“You can’t be what you can’t see.”

– Marian Wright Edelman, Founder of Children’s Defense Fund

“If you haven’t got the best talent, you’re not going to be the best; if you’re not representing properly the available pool of talent, then you’re missing an opportunity.”

– Alex Wilmot-Sitwell, Partner at Perella Weinberg Partners’ Advisory

Videos and infographics on belonging

These powerful videos show why belonging is so important for all within our places of work and how we can thrive bringing our authentic selves to work.

Videos

- All that we share (TV2) <https://www.youtube.com/watch?v=jD8tjhVO1Tc>
- <https://www.flickr.com/photos/vodafonegroup/28313001087/in/album-72157670792947948/>
- <https://www.flickr.com/photos/vodafonegroup/43179328011/in/album-72157670792947948/>

Infographics

- <https://www.flickr.com/photos/vodafonegroup/43132407532/in/album-72157670792947948/>

Case studies on impact of belonging

“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.”

Elaine Brice, Motorsport Stewart

Read the full case study here: <https://tide.theimi.org.uk/equity-diversity-and-inclusion/equity-diversity-and-inclusion-resources-and-tools/case-study-elaine-brice>

I would really love to see more people like me in the sector. I certainly get ‘impostor syndrome,’ especially because of the way that my career in automotive has evolved. I did the work first and then got my qualifications. When I speak to other people like myself, they’ll say things like, “Oh my goodness, I don’t know how you can do that Siti!”

As a woman in automotive you do need tenacity. I think it’s important that everyone can see people like themselves in automotive to be inspired to join. I get embarrassed by being featured in magazines or promoted but I know how important it is.

I appeared in a magazine when we were doing the AutoInform Roadshow in Ireland and I saw my picture on the front cover. I really didn’t like being on the front cover, but I know it’s important to have more visibility of different types of people doing this role.

Diversity of gender and culture is more visible in the media and on TV now and it’s important to show the next generation of people who look like me or have similar backgrounds to me that they can have a great career in automotive too.

“You can’t be it if you can’t see it,” is often used but my nervousness about putting myself out there is because I don’t conform to the ‘norm,’ so there can be negativity.

Siti Abdullah, UK & Ireland Key Account Manager for Brembo

Read the full case study here <https://tide.theimi.org.uk/equity-diversity-and-inclusion/equity-diversity-and-inclusion-resources-and-tools/case-study-siti-abdullah>

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 was 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.

Jasmine Perera, Head of Sales and Operations, rpc UK

Read the full case study here: <https://tide.theimi.org.uk/equity-diversity-and-inclusion/diversity-task-force/case-study-jasmine-perera>

We have started to adopt a more values-based recruitment approach and 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.

We have attracted 4 new LGBTQ+ employees and we are finding at interview 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

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

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.

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.

Acorn Training Ltd

Read the full case study here: <https://tide.theimi.org.uk/equity-diversity-and-inclusion/diversity-task-force/case-study-acorn-training-limited>

Showcasing sector networks

30 Automotive Club

www.automotive30club.co.uk/join

Automotive 30% Club

The Automotive 30% Club is a voluntary network of MDs and CEOs from UK based automotive manufacturing, retailing and supplier companies. The network was founded by Julia Muir, CEO of Gaia Innovation Ltd, with the purpose of encouraging inclusive leadership and achieving a better gender balance within the automotive industry, and with the aim of filling at least 30% of key leadership positions in the member organisations with diverse women by 2030 through a “30 by 30” strategy.

“30 by 30” Strategy

This seeks to achieve business transformation through people - understanding that diverse gender balanced teams lead to better business success.

The strategy has six steps:

Know Your Data - be accountable for progress

Reach Out to New Talent Pools - to attract more women

Recalibrate for Inclusion - productivity not presenteeism

Welcome In - to remove bias in recruitment

Pull Through - to pull women through the promotional pipeline

Hold On - to retain talented women

The 30% target is to set a direction of travel to enable progress to be measured; something that is essential in such an objectives driven business. It is not a quota and we do not endorse positive discrimination.

Members share an enthusiasm to improve the gender balance and diversity in the sector, in order to improve the image of the industry, serve the customer base better, enhance company performance, and make the workplace an equitable environment by removing unconscious bias and obstacles that prevent talented diverse women progressing up the career ladder.

Our membership is growing at an accelerating pace. Members are the leaders of automotive companies including The IMI - Patron and Partner Sponsor of the Club, and our other Patrons are the leaders of Jardine Motors Group, Keyloop, Toyota GB Plc, Auto Trader UK, Arnold Clark, Cox Automotive, Volkswagen Group UK, Mazda UK, Lookers and LKQ Euro Car Parts. Silver members are the leaders of TrustFord, Close Brothers Motor Finance, Motonovo Finance, Solus Accident Repair, Available Car, SOGO Mobility, V12 Finance, Vantage Motor Group, Stoneacre, Carwow, Enterprise Holdings, MHP Consulting, Hella Ltd and Thatcham Research. Standard members include the leaders of Bentley Motors, Kia Motors UK, Stellantis UK, Renault UK, Volvo Cars UK, Perrys, Vertu Motors, JCT600, Inchcape, Hendy Group, Renault Retail Group, Marshall Motor Group, Paragon Bank, the NFDA, the IAAF and Dealer Auction Ltd.

The Automotive 30% Club is now offering an authoritative resource for member companies who require assistance in creating an environment within which female employees can thrive. This section will provide details on recommended 'enablers' who can provide a wide range of services to motor trade businesses that are aligned to the Automotive 30% Club "30 by 30" strategy and will help in enabling them to achieve a better gender balance in their workforce.

We have a robust checking procedure for those who wish to become enablers of the Automotive 30% Club:

- In the first instance, they have provided the Automotive 30% Club with evidence that they have a proven history in providing relevant products or services to the automotive sector that help to attract, recruit, promote or retain female employees.
- They have demonstrated a level of awareness of the challenges faced in closing the gender gap and have shown evidence that their programmes ensure that women are effectively included.
- Each enabler company will also have provided the Automotive 30% Club with at least one testimonial from a satisfied automotive client that relates to assisting them with creating an environment within which women thrive.

Driving Pride

<https://drivingpride.org/>

Driving Pride brings together friends and colleagues from across the automotive sector, promoting LGBTQ+ inclusivity and working to shift inclusion forward

**DRIVING
PRIDE
NETWORK**
SHIFTING INCLUSION FORWARD



About Us

Formed in 2021, Driving Pride is a professional network of people associated with the automotive industry who identify as Lesbian, Gay, Bi, Trans, or identify with other sexual and gender identities (collectively LGBTQ+) and those straight allies who support them.

Our Aims

- Provide a safe and supportive space for all LGBTQ+ people within the automotive sector, where they can network, discuss ideas, and share experiences
- To help run and support events for LGBTQ+ employees aimed at promoting diversity at work
- To share relevant information, best practise, resources, and experiences of LGBTQ+ people working within the automotive sector, and to promote relevant initiatives
- To provide a forum for discussion between LGBTQ+ employees at different companies to discuss professional development and improvements, and to share best practise

Join Us

Driving Pride is always looking to expand our network with individuals, corporate partners, and like-minded organisations.

As an individual...

Getting involved as an individual is simple. Just head over to our social media pages and give us a like or a follow. You'll start to see details of our events, both physical and virtual, and you are welcome to engage with us in whatever way you feel most comfortable. You can also sign up for our newsletter, to receive details direct to your inbox.

The sort of things you can do include:

- attend networking and social events
- join awareness sessions
- take part in panel discussions
- provide input and direction on industry best practise

As a corporate partner...

Our corporate partners share our aims and seek to improve diversity and inclusion across the industry. Our partnerships allow us to further our work and allow you to demonstrate a commitment to diversity as a key part of your Corporate Social Responsibility.

We can work with our corporate partners to

- provide a supportive environment for your LGBT+ employees
- run training and awareness sessions on LGBT+ issues
- offer guidance on LGBT+ inclusive policies, communication, training, etcetera

If you would like more information on partnering with Driving Pride, please [get in touch](#)



The Logical Case

This section allows you to explore your unconscious bias and create self-reflection opportunities in order to move forward and develop. These activities include:

- The implicit association test
- The circle of trust activity
- Unconscious Bias talk
- A 'health check' quiz for your organisation
- The trusted 10 activity
- Unconscious bias quiz
- Privilege awareness exercise
- Wheel of power and privilege
- Witches of glum, unconscious bias story

These activities will allow you to identify not who is included or who is at the table but who has been omitted and start to understand and to challenge your own unconscious bias.

The Implicit Association Test

<https://implicit.harvard.edu/implicit/user/uk/uk.static/takeatest.html>

<https://cultureplusconsulting.com/2018/08/16/a-ha-activities-for-unconscious-bias-training/>

The Father-Son Activity (stereotypes)

“A father and son were involved in a car accident in which the father was killed and the son was seriously injured. The father was pronounced dead at the scene of the accident and his body was taken to a local morgue. The son was taken by ambulance to a nearby hospital and was immediately wheeled into an emergency operating room. A surgeon was called. Upon arrival and seeing the patient, the attending surgeon exclaimed “Oh my God, it’s my son!” Can you explain this?

The surgeon is the boy’s mother.

The Circle of Trust (affinity bias)

The Circle of Trust is a powerful exercise for demonstrating the effect of affinity bias. In this exercise, participants are instructed to write down in a column on the left-hand side of a blank piece of paper the initials of six to ten people whom they trust the most who are not family members. The facilitator then reads out some diversity dimensions including gender, nationality, native language, accent, age, race/ ethnicity, professional background, religion, etc., and participants are instructed to place a tick beside those members of their trusted circle who are similar in that dimension to them. For example, male participants will place a tick beside all men in their trusted six, white participants will place a tick beside all white individuals in their trusted six etc. Participants discover that their trusted six often displays minimal diversity – for most participants, their inner circle include people with backgrounds similar to their own.

Making the Case for Diversity - National Centre for Diversity Quiz

<https://nationalcentrefordiversity.com/health-check/>

Take our quick questionnaire to see how your business can benefit from equality and diversity.

Equality:

1. I think I am well trained and knowledgeable on Equality, Diversity & Inclusions issues.

Strongly agree Agree Disagree Strongly disagree Don't know

2. My organisation has an Equality, Diversity and Inclusion strategy.

Strongly agree Agree Disagree Strongly disagree Don't know

3. I think that I could name the 9 Protected Characteristics.

Strongly agree Agree Disagree Strongly disagree Don't know

4. I feel that my organisation treats its staff equally.

Strongly agree Agree Disagree Strongly disagree Don't know

Diversity:

5. We have talked as a team about the advantages of having Diversity in our organisation.

Strongly agree Agree Disagree Strongly disagree Don't know

6. I feel that my organisation is diverse.

Strongly agree Agree Disagree Strongly disagree Don't know

7. I know the business case for Diversity.

Strongly agree Agree Disagree Strongly disagree Don't know

Inclusion:

8. I believe that my organisation has an inclusive workplace culture.

Strongly agree Agree Disagree Strongly disagree Don't know

9. I feel that my organisation advances opportunities for all.

Strongly agree Agree Disagree Strongly disagree Don't know

10. The decisions that leaders in my organisation make, take into consideration the values of the organisation.

Strongly agree Agree Disagree Strongly disagree Don't know

Unconscious Bias QUIZ

Unconscious Bias Handout Questions

Question 1

A group of researchers in America sent two fictional job applications to 127 professors for a position of laboratory manager.

Both candidates were 22 years of age, had the same grades and the same references. The only difference was that one was called 'John' and the other one 'Jennifer'. Can you guess what happened?

- 'Jennifer' was more likely to be hired than 'John', with a starting salary of \$4,000 more
- 'John' was more likely to be hired than 'Jennifer', with a starting salary of \$4,000 more
- Both 'John' and 'Jennifer' were as likely to be hired and with the same starting salary

Question 2

Economists have found that the best-looking people make, on average, during their lifetime, a lot more money than less attractive people. Is this statement:

- True?
- False?

Question 3

In America, only 14.5% of men are estimated to have this attribute. However, almost 60% of CEOs in [Fortune 500 companies](#) have it. What is it?

- A college degree
- A standing height of over six foot (1.80 meters)
- IQ above 130

Question 4

A British study found that job applications with a British-sounding name received a 24% positive response rate from employers. What positive response rate did candidates with the same CVs (resumes), but non-British sounding names receive?

- 24%, the same as applicants with British sounding names.
- 20%
- 15%

Question 5

What percentage of hiring managers in the UK admit to a negative bias towards individuals with certain regional accents?

- 10%
- 80%
- 30%

Question 6

Giving a job to a candidate you clicked with because you went to the same school, or are interested in the same hobbies, is not unconscious bias, especially if they are a different gender or ethnicity from you. Is this:

- True?
- False?

Question 7

If you perceive a colleague who is working flexible hours as lazy, it is not unconscious bias, if later they avoid some responsibilities. Is this:

- True?
- False?

Question 8

If one of your employees returns from maternity leave, it is unconscious bias to spare her the trouble of going on business trips or taking on extra responsibilities. Is this:

- True?
- False?

Question 9

Everybody has unconscious biases. Is this:

- True?
- False?

Question 10

We can only have an unconscious bias towards people who are different from us. Is this:

- True?
- False?

Unconscious Bias Answers**Answer 1**

'John' vs 'Jennifer'.

According to a 2012 Yale University study, male applicants were more likely to be hired and with a higher salary than female applicants. This is in spite of having otherwise identical characteristics.

Answer 2

Good-looking people make more money, on average than less attractive individuals.

A – True. The economist Daniel Hamermesh, in the book *Beauty Pays: Why Attractive People Are More Successful*, claims that beautiful people make, on average, during their lifetime, \$250,000 more than less attractive people.

Answer 3

In America, only 14.5% of men are estimated to have this attribute. However, almost 60% of CEOs in Fortune 500 companies have it. What is it?

B – A standing height of over six feet (1.80 meters).

In his book, *Blink: The Power of Thinking Without Thinking*, Malcolm Gladwell writes ‘In the US population, about 14.5% of all men are six feet or over. Among CEOs of Fortune 500 companies, that number is 58%.

Answer 4

British vs non-British names in CVs positive response rate.

C – 15%

A 2017 study by Anthony Heath and Valentina Di Stasio found that, on average, nearly one in four applicants from the majority group, i.e., with British sounding names (24%), received a positive response* from employers.

As for people with non-British sounding names, only 15% of them received a positive response despite having identical resumes and cover letters.

(*By ‘positive response’, the researchers meant any reply suggesting a genuine interest in the applicant, such as invitations to job interviews, requests to provide additional information on skills or previous experience, to complete a test or to schedule a phone appointment with the employer.)

Answer 5

What percentage of hiring managers in the UK admit to a negative bias towards individuals with certain regional accents?

B – 80%

The law firm Peninsula, in 2015, run a survey in which 80% of UK managers admitted discriminating against people based on regional accents.

In particular, accents from London, Liverpool, Birmingham Newcastle, and Glasgow were the most discriminated against. This is just one of several studies worldwide about accent discrimination.

Answer 6

Giving a job to a candidate you clicked with because you went to the same school, or are interested in the same hobbies, is not unconscious bias.

B – False

This is an example of affinity bias, which means favouring someone because they share something in common with you, such as similar interests or educational background.

Answer 7

If you perceive a colleague who is working flexible hours as lazy, it is not unconscious bias, if later they avoid some responsibilities.

B – False

This is an example of confirmation bias. If we have an ingrained belief about something, we later seek evidence to confirm this belief.

So, for example, if you think that people who work flexible hours are lazy, you will look for any pattern in their behaviour that confirms this.

Conversely, if somebody who works normal hours adopts the same behaviour, you might justify it, thinking it is just a one-off and finding a plausible explanation for it.

Answer 8

If one of your employees returns from maternity leave, it is unconscious bias to spare her the trouble of going on business trips or taking on extra responsibilities.

A – True

This is an example of so-called benevolence bias. You might think you are doing a new mum a favour by sparing her extra stress. However, this is for her to decide so you should at least ask her what she thinks.

Assuming that, because somebody just had a baby, she may not want extra responsibilities, implies unconscious assumptions on motherhood.

Instead, everybody is different, and assuming that someone wants to take it easy after having a baby might just harm her career.

Answer 9

Everybody has unconscious biases.

A – True

We can all have biases. Being biased does not mean being a bad person. Our brains have to constantly make decisions and they often rely on previous experiences or preconceptions, to speed up the decision process.

This is sometimes a good thing, especially when you need to make a quick life or death decision, as our ancestors would have had to do (for example, deciding if to run away from something that might be a predator).

However, when these shortcuts lead to biased decisions at work and unwanted discrimination, this is a problem.

Answer 10

We can only have an unconscious bias towards people who are different from us.

B – False

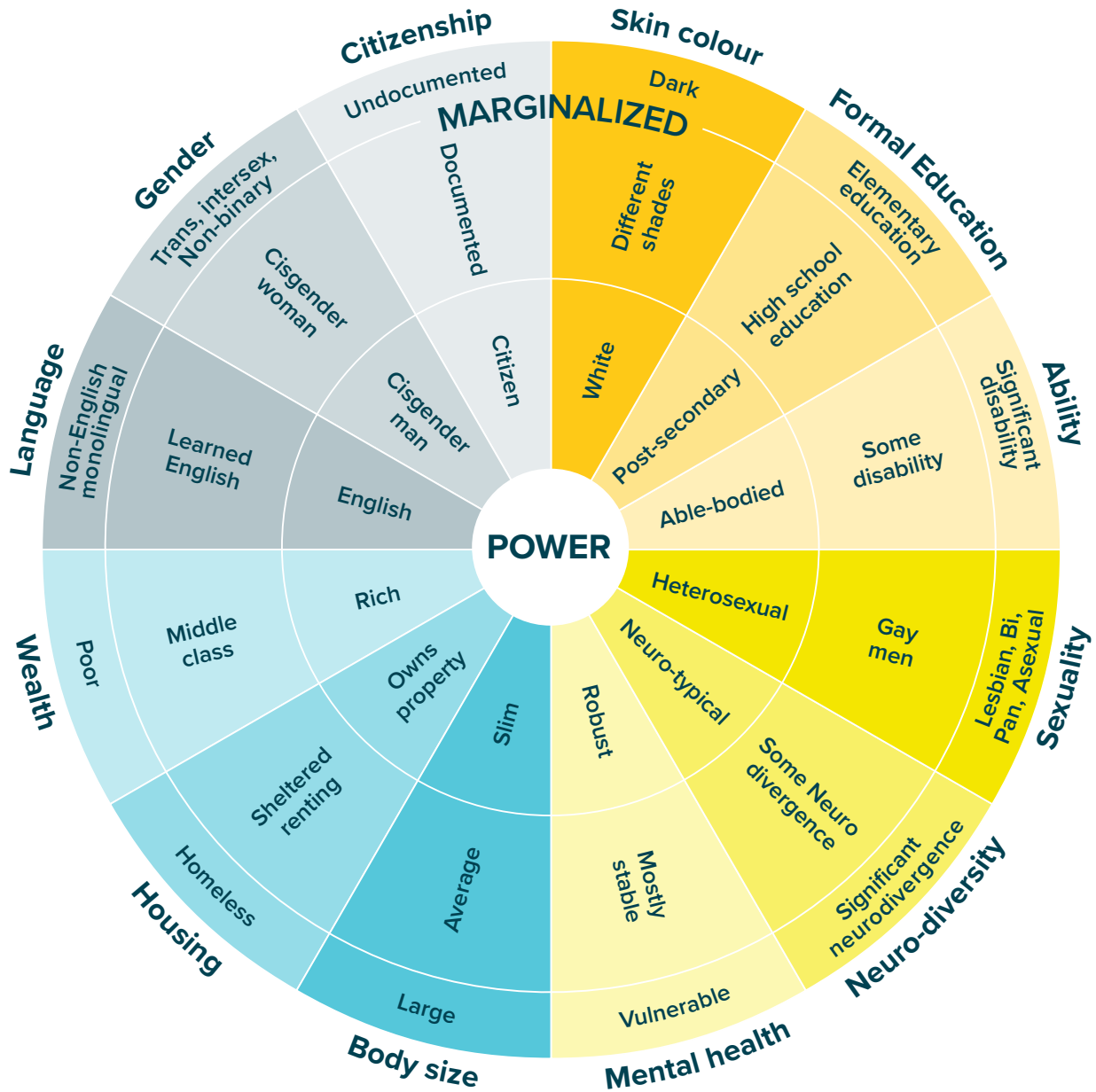
We can be biased against people who belong to our same group.

For example, it is not uncommon to hear that some women are unconsciously biased towards other women, as they perceive them to be less professional than men.

Likewise, it can happen that male executives see other males as less trustworthy or less hard-working than women.

Wheel of Power and Privilege

We often think of ‘privilege’ as money however there are more than this type of privilege. Find where you sit in the wheel.



Adapted from ccrweb.ca
@sylviaduckworth

Privilege Awareness Exercise

<https://www.youtube.com/watch?v=hD5f8GuNuGQ>

Start in a line standing next to one another. Take one step forward or back depending on your answer to the following questions.

Answer these Questions:

1. If your parents worked nights and weekends to support your family, take one step back.
2. If you are able to move through the world without fear of sexual assault, take one step forward.
3. If you can show affection for your romantic partner in public without fear of ridicule or violence, take one step forward.
4. If you have ever been diagnosed as having a physical or mental illness/disability, take one step back.
5. If the primary language spoken in your household growing up was not english, take one step back.
6. If you came from a supportive family environment take one step forward.
7. If you have ever tried to change your speech or mannerisms to gain credibility, take one step back.
8. If you can go anywhere in the country, and easily find the kinds of hair products you need and/or cosmetics that match your skin color, take one step forward.
9. If you were embarrassed about your clothes or house while growing up, take one step back.
10. If you can make mistakes and not have people attribute your behavior to flaws in your racial/gender group, take one step forward.
11. If you can legally marry the person you love, regardless of where you live, take one step forward.
12. If you were born in the United Kingdom, take one step forward.
13. If you or your parents have ever gone through a divorce, take one step back.
14. If you felt like you had adequate access to healthy food growing up, take one step forward
15. If you are reasonably sure you would be hired for a job based on your ability and qualifications, take one step forward.
16. If you would never think twice about calling the police when trouble occurs, take one step forward.
17. If you can see a doctor whenever you feel the need, take one step forward.
18. If you feel comfortable being emotionally expressive/open, take one step forward.
19. If you have ever been the only person of your race/gender/socio-economic status/ sexual orientation in a classroom or workplace setting, please take one step back.
20. If you took out loans for your education take one step backward.

21. If you get time off for your religious holidays, take one step forward. If you had a job during your high school and college years, take one step back.
22. If you feel comfortable walking home alone at night, take one step forward.
23. If you have ever traveled outside the United Kingdom, take one step forward.
24. If you have ever felt like there was NOT adequate or accurate representation of your racial group, sexual orientation group, gender group, and/or disability group in the media, take one step back.
25. If you feel confident that your parents would be able to financially help/support you if you were going through a financial hardship, take one step forward.
26. If you have ever been bullied or made fun of based on something that you can't change, take one step back.
27. If there were more than 50 books in your house growing up, take one step forward.
28. If you studied the culture or the history of your ancestors in school take one step forward.
29. If your parents or guardians attended university, take one step forward.
30. If you ever went on a family holiday, take one step forward.
31. If you can buy new clothes or go out to dinner when you want to, take one step forward.
32. If you were ever offered a job because of your association with a friend or family member, take one step forward.
33. If one of your parents was ever laid off or unemployed not by choice, take one step back.
34. If you were ever uncomfortable about a joke or a statement you overheard related to your race, ethnicity, gender, appearance, or sexual orientation but felt unsafe to confront the situation, take one step back.

Witches of Glum – Unconscious Bias Activity

Read the story and then answer the following questions. Once you have done this reflect on your answers and understand how your unconscious bias may have affected your answers.

The story

Once upon a time, there was a great city called Glum that stood beside a lake in the kingdom of Bung. In the centre of the city was a castle, where the king lived with his only daughter, Christina. The king could no longer walk, but he was often seen being pushed around the city in a white, wheeled chair by his servants. Christina was a popular princess; happy and always willing to help others. The people of Bung often commented that she would make a good queen.

Now it so happened that as well as the king, his daughter and his subjects, there lived in the Kingdom of Bung two witches. Groga, an ugly, disfigured witch, lived on the other side of the lake in a dark, damp cave. Gwendolyn, a beautiful witch who wore a gown that sparkled with the light of a thousand crystals, lived in a house to the West.

On the tenth anniversary of Groga's arrival, the king was wheeled onto his balcony, where he addressed those gathered below.

"Who will rid the kingdom of my arch enemy, Groga?" he asked. "Many brave men have ventured forth on this mission before, but none of those sent have returned. Do any of you have the courage to complete this deed?"

The crowd included Knights from all the surrounding lands; their proud horses neighed at the ruler's words. But only one in the crowd spoke out – a stranger who had arrived the day before.

"I will kill her," said the stranger, "in return for your crown".

The king replied: "That is too much to ask, but I will give you half of all the gold in the city treasury if you rid the kingdom of her." The stranger accepted the offer, and went to see the beautiful Gwendolyn. Gwendolyn was impressed by the stranger's boldness, and she agreed to help in return for a share of the king's gold. She went into another room, where she mixed a strange potion. This she poured into a small green bottle.

"This will you give the strength of ten men", she said, handing the potion to the stranger. The stranger travelled from Gwendolyn's house to the dark caverns on the opposite side of the lake, where Groga, who had seen her fate in a crystal ball, was waiting.

"So, you have come, as many men before you have" she said, "Seeking the king's favour?"

They fought for many hours but Groga was no match for her adversary. Eventually, tired and exhausted, she agreed to leave the kingdom for ever. The stranger returned to the city to claim the promised reward.

| The Statements: True or False | The Statements: SOLUTION |
|---|---|
| The city was called Bung | FALSE: The city is called Glum. The kingdom was called Bung |
| The city was ruled by an old King, who could no longer walk | FALSE: We are not told the King's age. Those who said he was old were probably making an assumption based on the fact he 'could no longer walk' |
| The castle was in the centre of the city | TRUE |
| Groga was a wicked witch, who lived in a cave on the other side of the lake | FALSE: At no point are we told that Groga is wicked. Participants probably assumed she was wicked because she was ugly and disfigured. We know too that the King doesn't like her, but again nowhere does it say the King is good! |
| Princess Christina was very beautiful | FALSE: Princess Christina was "popular". She was also happy and willing to help others. But nowhere does it say she is beautiful! |
| The stranger was a knight from far away | FALSE: The crowd "included knights". We don't know that the stranger was one. |
| The stranger wanted to be made King in return for killing Groga. | FALSE: We don't know if the stranger is even a man, so we don't know if he/she would be a king or a queen. Anyway, the stranger only asks for the crown – and doesn't specifically state he/she wants a title, or even power. For all we know the stranger may have wanted to sell the crown on Ebay! |
| The king offered the stranger a great fortune instead | FALSE: The King offers the stranger half of all the gold in treasury. We aren't told how much gold is there – maybe none! |
| A good witch lived to the west of the city | FALSE: We are not told Gwendolyn is good – only that she is beautiful and wears a sparkly gown! |
| The stranger agreed to give Gwendolyn half of his gold if she helped him | FALSE: He/She agreed to give her "a share". We are not told what the share is. And of course we don't know the stranger is a 'he'. |
| Gwendolyn mixed a potion, which she poured into a green bottle | TRUE |
| The stranger rode from Gwendolyn's house to Groga's cave | FALSE: We don't know the stranger 'rode'. The story says "travelled". |
| Groga had killed many men before | FALSE: We don't know whether Groga had killed anyone before. All we know is that those sent to kill her had not returned. Perhaps they had a change of heart and left the kingdom? |
| Groga's magic was no match for the stranger | FALSE: We are not told that Groga used magic |
| The Stranger used a magic potion to defeat Groga | FALSE: We don't know if the stranger used the potion given to him / her by Gwendolyn. |

Key Questions:

- What might have influenced your answers to these questions?
- Why do we sometimes make assumptions?
- How can assumptions/stereotypes influence things in real life?
- What kind of actions can you take to prevent assumptions/stereotypes having a negative impact on you or those around you?

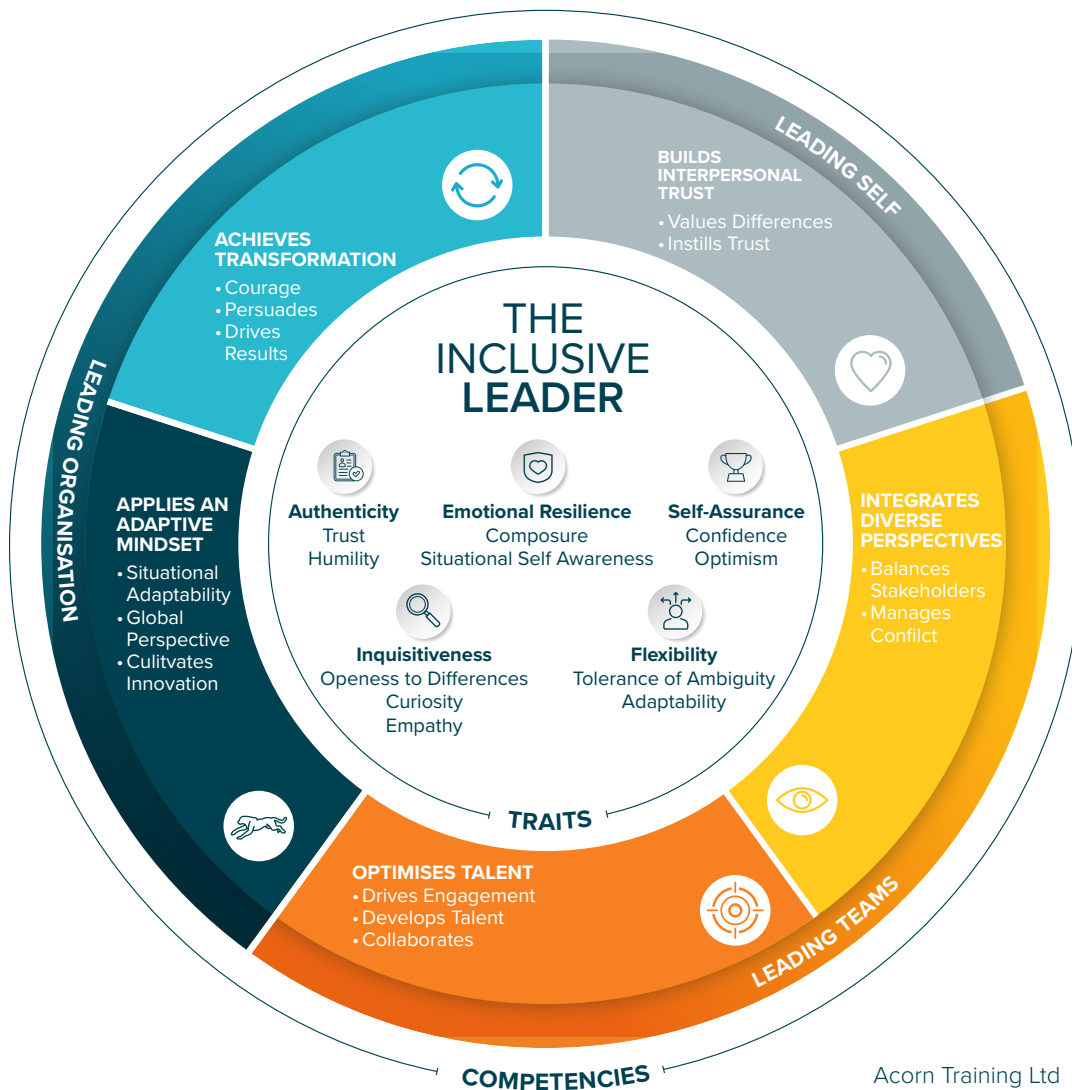
The Status / Legacy Case

In this section we look at the existing best practice examples in and outside of our sector, focusing on award winners and nominees who are putting EDI at the forefront of their businesses.

The success profile of an inclusive leader - Kornferry

<https://www.kornferry.com/insights/featured-topics/diversity-equity-inclusion>

Based on an analysis of over 3 million leadership assessments, thousands of in-depth interviews, and proven practice, we identified the five disciplines and trait clusters that make up the profile of The Inclusive™ Leader. We use this as the basis to assess and develop leaders against.



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.

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.

Read the full case study here: <https://tide.theimi.org.uk/equity-diversity-and-inclusion/diversity-task-force/case-study-acorn-training-limited>.

Top 10 employers

- https://assets.lloyds.com/media/a52171d5-1cf7-4a5f-96a9-8eac09c2ca30/Lloyds_Data-Collection-Toolkit.pdf
- <https://www.twobirds.com/-/media/new-website-content/pdfs/2022/bird-bird-2022-edi-chart.pdf>
- <https://plc.autotrader.co.uk/media/2312/making-diversity-and-inclusion-a-business-reality-2021-ennis-co-auto-trader.pdf>
- USA based <https://www.inhersight.com/companies/best/industry/automotive>

National Centre for Diversity – Investors in Diversity

FREDIE Awards 2022 – National Centre for Diversity

Top 100 most inclusive workplaces 2022

<https://nationalcentrefordiversity.com/2022-fredie-awards-top-100/>

Inclusive Awards 2022

<https://inclusiveawards.com/2022shortlist/>

The Inclusive Awards is the only awards ceremony that rewards organisations for harnessing a truly diverse workforce, thus recognising the significant efforts of organisations nationwide that excel in their commitment to equality and inclusion across all strands of diversity. The Inclusive Awards will cover excellence in all areas of diversity including age, disability, gender, sexual orientation, race and religion, as well as highlighting diverse employers and employees across a wide variety of sectors including housing, public, private, charity and education.

Nominee head of diversity and inclusion – Jodie Williams, Sytner

<https://inclusiveawards.com/jodie-williams/>

Jodie has dedicated her life to creating more equitable environments, workforces and societies. Jodie has worked across various sectors including creative, transport, energy, utilities and now automotive, all with the aim of creating more inclusive environments and ensuring everyone has fair and equitable access to these. In her current role as Head of Diversity and Inclusion at Sytner Group, Jodie works with the entire business to improve representation, build knowledge and awareness. As the first Head of D&I in an automotive retailer, she is aiming to inspire change across the industry. In her spare time Jodie continues to build on her passion, running workshops, volunteering, getting involved in additional projects and creating anti-racism content. In 2020, Jodie wrote A Definition of White Privilege, which aims to help people navigate the concept of privilege and how it affects our everyday lives.

Top 50 employers for women in 2022 – The Times

<https://www.thetimes.co.uk/static/gender-equality-workplace-bitc-top-fifty-employers-for-women-list/>

Taking action on Gender Equality - We recognise the employers taking action to drive gender equality at work.

The businesses in our annual Times Top 50 list are all working towards gender equality – from embracing flexible working practices to tackling the pay gap and normalising caring responsibilities for all genders. After an in-depth and independent assessment process, Business in the Community (BITC) partners with *The Times* to share and celebrate the Top 50 list. For this year's list, after three independent rounds of blind assessment, a tie for the 50th choice has led to 51 organisations being included. This year, for the first time, BITC included further assessment of the lived experience of women employees within the organisations being considered, seeking to understand if what was outlined in organisational policies was translating on the ground. All of the organisations are recognised equally and are therefore placed in alphabetical order, describing in their own words what aspects of their gender equality operations they are most proud of.

- **Aviva**

We have a commitment to all our staff, supporting them to achieve their potential regardless of background, location or role. We promote the progression and retention of talented women through an inclusive culture, organisational support and professional development. We focus on addressing barriers, and on the societal benefits of a gender-balanced organisation.

- **AXA UK**

We undertook a listening project with our workforce to understand what matters to them. The resulting commitments include refreshing our bullying and harassment policy, improving flexible working opportunities (achieving a 13 per cent increase in roles advertised as flexible) and increased senior leadership advocacy. This led to much improved engagement for our gender strategy.

- **Enterprise Rent-A-Car**

We are helping women break stereotypes, particularly intersectional ones. With the support of management and their peers, our female employees are encouraged to rise to the top in their careers. From mentoring to providing flexibility for major life events (in our maternity leave offering, for example), we ensure that women have the support they need to succeed.

SMMT Diversity and Inclusion charter

The UK Automotive Diversity and Inclusion Charter - 29 Nov 2022

<https://www.smmat.co.uk/2022/11/uk-automotive-commits-to-workforce-diversity-and-inclusion-with-landmark-industry-charter/>

“We in the UK automotive industry believe that people are the key to our success. The scale and pace of our innovation requires a rich diversity of skills, perspectives and experience, and our future prosperity hinges on our ability to attract the best and brightest talent from across all backgrounds, ages, races, religions, genders, sexual orientations and abilities to create a workforce that represents our customers and communities. We are committed to creating a diverse, equitable and inclusive workplace where everyone is welcomed, respected and enabled to play their part in helping us drive the future of mobility in the UK and globally.”

Signatories pledge to:

- Create a respectful and inclusive company culture for all colleagues
- Embed DE&I policies into company values and ensure they are reflected in all communications
- Improve recruitment practices and targeting to remove bias, encourage diversity of applicants and increase the diversity of talent pipelines at every level
- Create a flexible working environment for all, with a focus on delivery*
- Support career opportunities and progression for every employee, through training, talent management, mentoring and sponsorship programmes
- Appoint a board-level DE&I champion to lead change from the top and implement line manager training
- Engage and collaborate with our suppliers and the wider automotive sector to champion diversity, equity and inclusion and share best practice
- Collect DE&I data, and report and publish our progress annually to the Automotive Council



Best companies league table

<https://www.b.co.uk/best-companies-league-tables?Sector=Automotive>

Cox Automotive Europe

<https://www.b.co.uk/companies/cox-automotive>

Cox Automotive believes that how it tackles business is just as important as what it does, and its values and guiding principles underpin the company culture. Feedback is taken seriously, and the ambition is to create a truly inclusive workplace, and one where everyone can be their true self.

68% male 32% female

Sandcliffe

<https://www.b.co.uk/companies/sandcliffe>

The “We are Proud” motto encompasses the company’s family values of “passion”, “integrity”, “customer care”, “team work”, “respect” and “empowerment”. Sandcliffe believes that if staff are living the values, they are proud of themselves, each other and where they work. Managers discussed what the values meant to them and how they could lead by example. They each chose a way to keep the values alive, such as incorporating them into one-to-one sessions and team meetings. They met staff to relay their decisions. The company’s menopause policy was written by staff and there is a WhatsApp group so they can support each other. In addition, there will be a wellbeing champion at each site. The company also partners with Ben, a charity that supports motor industry employees, and staff with any concerns are referred to it. Sandcliffe ensures that it pays for a role rather than the person. For example, a technician is paid £24,26 and £28,000, dependant on qualifications. All salaries are checked to make sure they are in line with market rates and staff are paid accordingly. Moves are being made to attract more women to the business.

75% male 25% female

Best company league table gender statistics

Motorpoint

76% male 24% female

Mercedes-Benz South West

73% male 27% female

Kia UK

67% male 33% female

Porsche retail Group

75% male 25% female

Cox Automotive Europe

68% male 32% female

Vindis Group

76% male 24% female

Baylis

83% female 17% male

Sandcliffe

75% male 25%

IMI EDI Award 2023

At the prestigious Annual Institute of the Motor Industry Dinner and Awards 2023, Volkswagen Group UK were recognised as winners of the inaugural IMI Equity, Diversity and Inclusion award for their efforts over many years to advance EDI.

The award is for individuals and organisations that have made a significant contribution to championing diversity in the automotive community. The award seeks to highlight individuals and organisations that have gone the extra mile in their efforts to support people of varying lived experiences, truly playing their part in making automotive a more diverse and inclusive industry.

Volkswagen Group UK works in particular with five Employee Network Groups to create a more equal workplace where everyone can bring their whole selves to work. The five Employee Network Groups are:

1. We Are Driven Women
2. We Live Cultural Diversity
3. We Drive Proud UK – represents LGBTQ+ employees and their ‘ally’ colleagues.
4. We Are Parents and Carers
5. We Enable – covering disability and neurodiversity

The Company also engages externally through sponsoring and contributing to programmes such as the Automotive 30% Club, being Disability Confident committed and members of the Business Disability Forum membership.

They are also the first automotive company to be recognised by Inclusive Employers with a Silver EDI accreditation among other collaborative efforts.

Commenting on the award, Volkswagen Group UK’s Managing Director Alex Smith paid tribute to the Employee Network Groups that form the core of the diversity and inclusion initiatives alongside the continuing hard work of the People Team and his colleagues on the Board of Management.

“I hugely welcome this award as a recognition of the hard work that has been invested over many years. Our industry is transforming into a world of electrified, digital and connected vehicles encompassing new ways of engaging with our customers throughout their digital journey. It’s the people who make up our company that will continue to make the difference for our future success and, while there is always more we can do, this award shows us that we are clearly on the right track. Congratulations to the teams and thank you to the IMI for the recognition.”

Penny Weatherup, People Director Volkswagen Group UK, added:

“I’m so very proud that Volkswagen Group UK Limited is the winner of the award. Congratulations also to Jardine Motors and Arnold Clark for being shortlisted - we are all winners for championing the cause of improving diversity and inclusion in our organisations.

“My heartfelt thanks go to all the passionate and dedicated members of our Employee Network Groups and my People Team who have contributed tirelessly to raising the awareness and importance of diversity and inclusion. I’m very proud to be part of an organisation that promotes an environment where everyone can be themselves.”

The impact of their focused approach means:

- **Female representation** – 4% increase to 46% since 2017
- **Ethnicity representation** – 4.5% increase to 9.5% since 2020
- **Senior female representation** – 7% increase to 29% since 2017
- **Senior ethnicity representation** – grown to 9% in 2022
- **Increased engagement** with 500+ colleagues taking part in National Inclusion Week 2022



Volkswagen Group UK wins inaugural IMI Equity, Diversity and Inclusion award.

Reports and Further Reading

IMI Diversity Taskforce Report 2022

- <https://www.theimi.org.uk/sites/default/files/mim-flip/diversity-task-force/assets/iframe.html?hash=vc5oaf5hp8&bgcolor=EEEEEE&download=1>

Deloitte 2020 Women in Automotive Industry Study

Driving greater diversity and inclusion within the automotive industry

- <https://www2.deloitte.com/uk/en/pages/manufacturing/articles/women-in-the-global-automotive-industry.html>



IMI - Annual
Research Report 202



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-at-wheel-auto-stud



deloitte-2022-genz-
millennial-survey.pd



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- [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 \(launchpadrecruits.com\)](#)
- [trenchen Your Hiring by Recruiting for Potential, Not Direct Work Experience \(crowdstaffing.com\)](#)
- [Recruiting for potential \(skillsforcare.org.uk\)](#)
- [HOW TO RECRUIT FOR POTENTIAL \(linkedin.com\)](#)
- [Inclusive Recruitment Review | EW Group \(theewgroup.com\)](#)



**Diversity
Task Force**

**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



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