CONTENTS

Automotive workforce insight

1. Executive summary

The UK automotive sector plays a vital role in national jobs, growth and training. It employs approximately 760,000 people and accounts for 2.3% of all UK jobs.

The IMI's 2024 Automotive Workforce Baseline Report[1] highlights that the sector supports a wide range of occupations, including technical, manufacturing, retail, and administrative roles. However, workforce imbalances make it harder to maintain skills, include all groups, and stay competitive.

Workforce challenges and inclusion gaps

The sector faces acute labour market pressures, with high vacancy rates, particularly in technical and specialist occupations, and a workforce profile older than the national average. Over 47% of employees are over 45, and few young people are joining. This makes it harder to replace staff as they retire.

Critically, too few women, disabled people, and people from ethnic minorities work in the sector, especially in senior and technical jobs:

- Women comprise just 18.6% of the workforce, compared to over 50% nationally, with only 10.4% holding senior roles.
- Disabled employees account for 16.2% of the workforce but are underrepresented at senior levels (9.8%), with concerns of future decline as this cohort averages nearly 49 years of age.
- Non-White British employees represent 19.9% of the workforce, nearing national averages, yet stay underrepresented in leadership positions (11.6%).

Data reveals that people facing multiple barriers, such as being both disabled and female, experience less inclusion within technical, operational, and leadership roles.

Progress and areas of concern

While modest improvements in workforce-level diversity are evident—particularly in ethnic representation—the sector is held back by separate job roles for different groups, workplace culture, and limited chances to move up. Worryingly, the proportion of women and disabled employees in senior roles has declined over the past three years, even though national programmes aim to increase equality.

High turnover among non-White-British employees, coupled with an ageing workforce, signals ongoing risks to workforce resilience. Without targeted action, diversity gains risk being eroded, and skills shortages are likely to intensify.

Strategic imperatives for employers, the IMI, and Government

Building a diverse, inclusive, and future-ready workforce is no longer optional; it is critical to addressing the sector's acute skills shortages, meeting the expectations of younger generations, and driving innovation, competitiveness, and growth.

Employers must prioritise:

- Inclusive recruitment, particularly in technical and leadership-track roles.
- Retention and progression pathways for underrepresented groups.
- Making diversity central to business success.
- Measuring how different types of disadvantage combine to affect progress.
- Robust and accessible ongoing CPD opportunities from career entry to career completion.

The IMI is committed to driving change through:

- The IMI set out its commitment to the individuals in the sector with its May 2025 Driving the Future of Automotive Forward Manifesto that supports the attraction and recruitment of new and diverse talent,
- The More to Motor campaign, reshaping perceptions and widening the talent pipeline.
- The IMI's Skills Competition, which spotlights the best new talent the sector has to offer to help the automotive sector address the significant skills gaps it faces.
- Partnerships aligned with the Gatsby Benchmarks[2], making sure young people, particularly from underrepresented groups, experience authentic sector engagement.
- Inclusive leadership training, mentoring, and research on the barriers to progression for women, disabled employees, and non-White-British groups.
- The Future Skills[3] agenda, offering evidence to support employers and policymakers in building inclusive, sustainable workforce pipelines.

We call on Government to:

- Expand targeted investment in careers guidance and industry outreach, making sure equitable exposure to automotive opportunities.
- Build on the Pathways to Work[4] strategy, addressing accessibility and progression barriers for disabled workers in technical sectors.
- Add diversity and inclusion rules to Local Skills Improvement Plans (LSIPs)[5] and technical education reforms.

Commented [DZ1]: Opportunities to talk about Skills England and Ind Strat here?

- Fund employer-led inclusion initiatives and support practical, sector-specific solutions to workforce underrepresentation.
- Continue to expand on apprenticeship review - offering flexible and adaptable apprenticeship pathways beyond Foundation Apprenticeships

The automotive sector's future depends on urgent, coordinated action to address underrepresentation, unlock the full talent pool, and build inclusive career pathways for all. By working together, employers, the IMI and policymakers can meet its skills challenges, enhance competitiveness, and reflect the diversity of the communities it serves.

2. Sector context: the UK automotive workforce

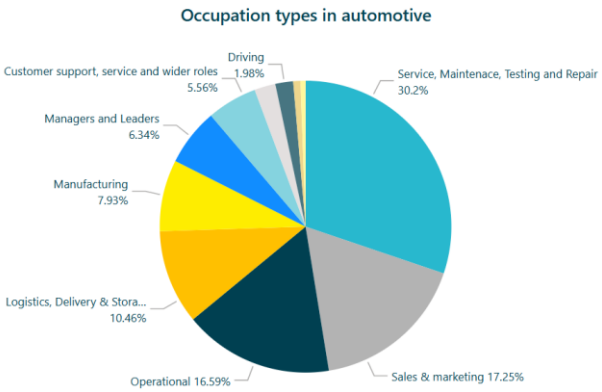
The UK automotive sector plays an important role in jobs, growth and training, spanning a wide range of occupations, businesses, and regions.

The IMI's 2024 Automotive Workforce Baseline Report[1] shows the sector employs approximately 760,000 people, accounting for 2.3% of total UK employment, with many more jobs created through supply chains and aftermarket services.

Commented [DZ2]: Does this refer to the 106,301 other jobs in the below? If so, I wonder if we may need to make that link clearer.

Also think we may need to explain why we say 760k when the graph below is around 860k. It's a bit confusing to me.

The sector employs a diverse workforce in occupational terms, encompassing technical roles, manufacturing, retail, and administrative positions. However, structural characteristics continue to shape workforce composition and present both opportunities and challenges.



Occupational profile: Most jobs in the sector are in technical and operational roles, particularly in areas such as vehicle maintenance, repair, and manufacturing.

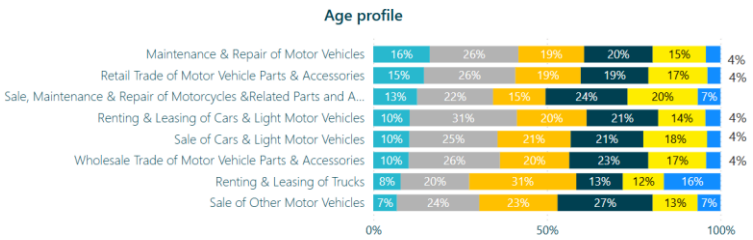
These roles make up much of the workforce and shape its make-up.

Regional variation: Most automotive jobs are in the Midlands, North West, and South East, reflecting the location of manufacturing hubs, retail networks, and head office functions.

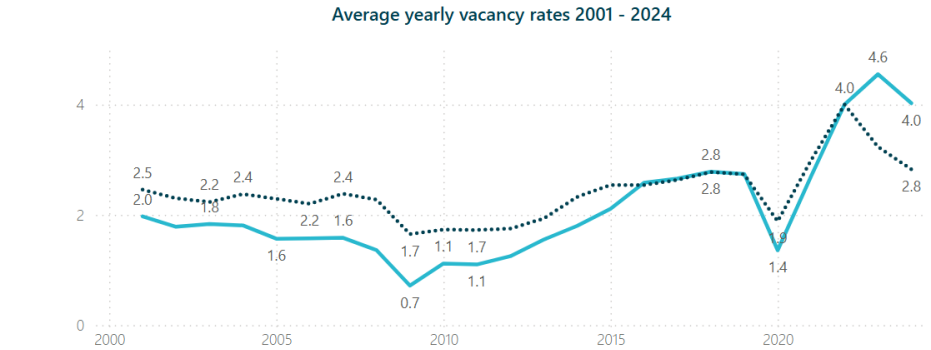
Commented [DZ3]: Can we look at a more engaging graphic for this one?

Workforce demographics: The sector has an older workforce profile than the national average, with over 47% of employees aged 45 or above[6], and fewer young people aged under 25 are entering the workforce. This makes it harder to replace staff who are retiring as experienced employees retire.

Commented [DZ4]: I think the age profile graph needs context as to what the colours mean.



Labour market pressures: As highlighted in the 2024 IMI Labour Market Report[1], vacancy rates within automotive stay high, particularly for skilled technical roles. With an estimated 17,000 vacancies across Motor Trades and a vacancy rate of 2.8%, the sector struggles to keep and recruit skilled workers, particularly in specialist and technical occupations.



While the sector plays a critical role in the UK economy, persistent imbalances stay, such as too few women, disabled people, and non-White-British groups, particularly in technical and leadership roles. We must address these gaps to make sure we have the skills we need in future, improving workforce resilience, and building a more inclusive sector.

The following sections explore these workforce composition challenges in detail, sharing new findings about gender, disability and ethnicity in the workforce, progression gaps, and the intersectional dynamics shaping inclusion within the automotive workforce.

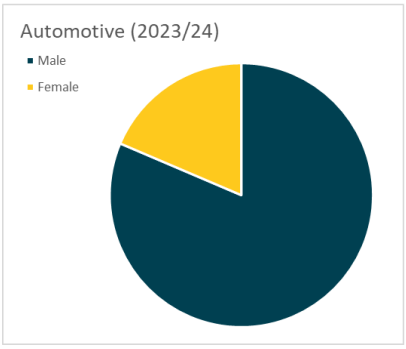
3. Workforce composition: a changing profile

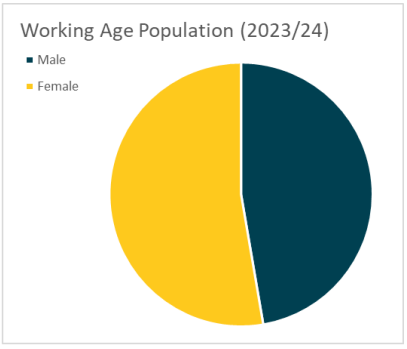
3.1 gender representation

Women still hold relatively few jobs in the automotive sector, compared with both the wider economy and the general working population. While modest improvements have been recorded in recent years, gender disparities persist, particularly within senior leadership and technical occupations[7].

Workforce overview

As of October 2023, to September 2024, 18.6% of the automotive workforce is female, compared to 50.8% across non-automotive industries and 52.7% within the overall working-age population. Statistical tests show this difference is clear ($p < 0.0001$), reaffirming long-standing structural underrepresentation of women in the sector.

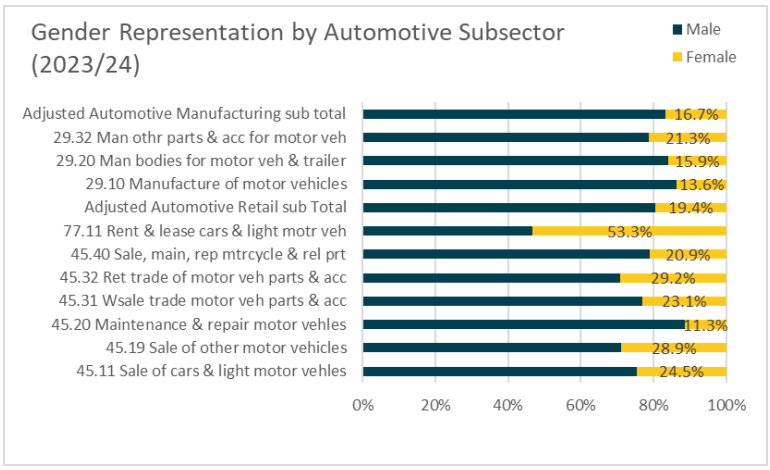




Subsector variation

Gender representation within the automotive workforce differs substantially by subsector, with some areas demonstrating greater female participation than others. The latest data for October 2023 to September 2024 highlights both areas of progress and persistent disparities.

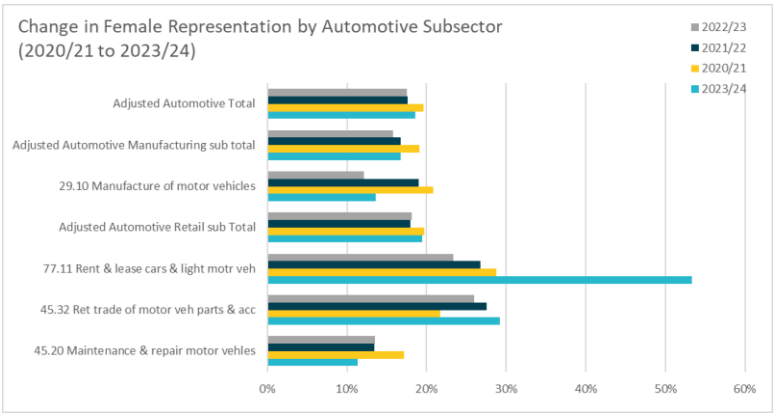
The chart below shows the proportion of male and female workers across key automotive subsectors for the current reporting year. Certain parts of the retail sector, like vehicle leasing, have nearly equal numbers of men and women or even female-majority workforces. However, large parts of the industry; particularly technical, manufacturing, and repair roles, are still mostly male.



Vehicle leasing stands out with a workforce that is 53.3% female, in contrast to subsectors such as maintenance and repair (11.3% female) and automotive manufacturing (16.7% female), where females stay significantly underrepresented. Different occupational structures in each subsector cause these patterns and underline where targeted recruitment and retention efforts may be most critical.

Trends over time

Encouragingly, total female representation within automotive has increased modestly for the third consecutive year. Rising by 1.1% in the past year and 1% over the last three years. However, these changes are small and slow.



Within subsectors:

- Retail Trade of Parts & Accessories saw female participation increase by 7.5% over three years, suggesting targeted recruitment or sectoral dynamics may be contributing to improved gender balance.

- Renting & Leasing of Cars experienced the most significant shift, with women now constituting the majority workforce—an increase of 29.9% over three years.
- Conversely, Maintenance & Repair and Wholesale Trade of Parts witnessed a decline in female representation, suggesting sector-specific barriers persist.

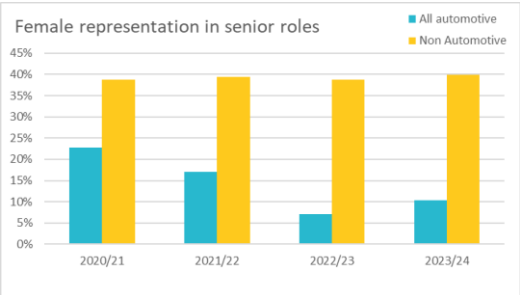
Senior roles: a deepening gender gap

The underrepresentation of women in senior roles across the automotive sector stays a critical workforce challenge, with the latest data showing a sharp disparity compared to the wider economy. However, we should interpret these figures carefully, recognising the limitations inherent in survey-based data and the sector's existing gender imbalance, which amplifies fluctuations in reported results.

Sector	Female Senior Representation (2023/24)
Automotive Retail	8.3%
Automotive Manufacturing	18.0%
All Automotive Senior Roles	10.4%
Non-Automotive Senior Roles	39.9%
National Working Population (Senior Roles)	39.7%

In the latest reporting period (October 2023 to September 2024), women hold just 10.4% of senior roles in the automotive sector, compared to 39.9% in non-automotive industries and 39.7% across the working-age population. Within automotive, senior female representation is lowest in retail at 8.3%, with manufacturing slightly higher at 18.0%, though both stay well below national levels. These differences are statistically significant, highlighting the ongoing underrepresentation of women in leadership across the sector.

Trends over time and data considerations



Over the past three years, female representation in senior automotive roles has declined by 12.3%, with the sharpest reductions observed in retail, where the proportion of women in senior positions fell from 36.5% to 8.3%.

While these figures raise legitimate concern, they should be interpreted within the context of:

- Labour Force Survey (LFS) Methodology: Estimates are based on large, nationally representative household surveys, offering valuable insights, but results for niche groups (such as women in automotive leadership) are susceptible to greater year-on-year variation.
- Low Female Participation Baseline: With women comprising only 18.6% of the overall automotive workforce, the absolute number of women in senior roles stays small in survey samples. Even

modest changes in responses can result in notable percentage swings, which may exaggerate short-term trends.

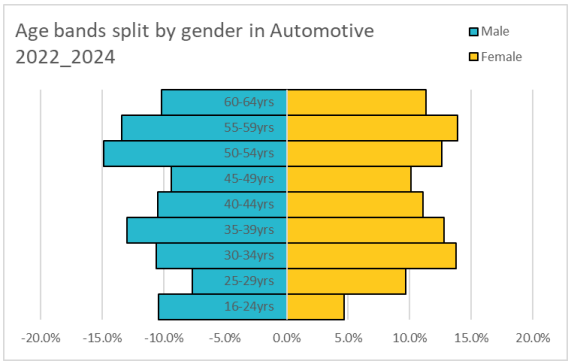
Despite these limitations, the steady decline suggests real problems, not just changes in survey results.

Age profile considerations

The age profile of women in the automotive workforce shows risks to gender balance and chances to retain experienced staff. The average age of women in automotive is 44.6 years, slightly older than the national average for female workers (43.5 years) but closely aligned to male employees within the sector, whose average age is 45.4 years.

While these averages suggest a relatively balanced age structure between men and women in automotive, the workforce composition by age band reveals more concerning trends. Nearly half the women working in automotive are over 45, only marginally lower than the 50.4% seen nationally.

However, when viewed within the context of the sector's overall gender imbalance, with women comprising just 18.6% of the automotive workforce. This indicates a narrow cohort of experienced female employees at risk of attrition as they approach retirement age.



If retention challenges for older women are not addressed, there is a risk of even fewer women in the sector, particularly in technical, senior, and specialist roles. The current proportion of women in leadership positions already stands at just 10.4%, well below the 39.7% national average for female representation in senior roles.

Additionally, age-band data shows that women are proportionately underrepresented in the youngest segments of the automotive workforce, particularly among 16–24-year-olds, where they account for only 4.7% compared to 12% nationally. This suggests ongoing barriers to attracting young women into the sector, which, if unaddressed, may compound future gender imbalances as the existing workforce ages.

Together, these trends underline the need for targeted strategies to:

- Retain experienced women approaching mid-to-late career stages.
- Address recruitment barriers for young women, particularly into technical and operational roles.
- Ensure age-related retention challenges do not further erode an already limited pipeline for female progression into senior positions.

Potential causes and contributing factors

The underrepresentation of women in the automotive workforce — particularly at senior levels — reflects a combination of structural, cultural, and occupational factors that continue to shape the sector.

Women and men still tend to work in different kinds of job, a major part of the problem. Core technical, engineering, and maintenance roles — which dominate automotive — have historically attracted disproportionately few women. Research from the Institute for Employment Studies[8] and Engineering UK[9] highlights how gendered perceptions of technical work, lack of visible female role models, and workplace cultures perceived as male-dominated all help explain why fewer women join across engineering and manufacturing sectors, including automotive.

Previous IMI research *2024 EDI Senior Leadership Report*[10] shows that women are underrepresented by over 66% in senior automotive positions compared to national benchmarks, a gap that deepens in technical and operational roles. Similar patterns are reflected across UK manufacturing more broadly, with only 4.7% of the workforce comprising women with disabilities, and significantly lower leadership representation for non-White-British women[11]. These findings underline the persistent structural barriers limiting diversity in both entry-level and progression pathways across automotive and related technical sectors.

Yet, workforce composition is only part of the picture. Broader evidence points to persistent “leaky pipelines”, where women join the workforce but struggle to move up. Studies such as the *Royal Academy of Engineering’s Diversity in Engineering report*[12] and *McKinsey’s Women in the Workplace series*[12] consistently show that women experience higher rates of attrition, stalled career advancement, and underrepresentation in senior leadership; trends mirrored within the automotive sector.

This pattern is particularly evident in the sharp decline of women in senior automotive roles observed over the past three years, especially within retail. While fluctuations in survey data for smaller groups are expected, the scale and persistence of this downward trend indicate deeper structural barriers beyond sampling variation alone.

Interestingly, certain subsectors have exceptions. In vehicle leasing, women now comprise a majority of the workforce. Suggesting that targeted recruitment, alignment with customer-facing or administrative roles, or cultural differences within the subsector may influence more positive gender balances. These areas may hold lessons for broader efforts to improve inclusion.

The sector's ageing workforce adds further urgency. With the average age of female automotive workers now 44.6 years, retention of experienced women is vital to safeguarding representation, particularly given projected retirement risks across technical and management roles.

Recognising the complexity of these challenges, the IMI is planning further targeted research later this year to explore gender progression pathways, barriers to advancement, and practical interventions to address the sector’s leadership gap. These insights will inform evidence-based recommendations for employers, policymakers, and industry stakeholders.

Implications for employers and policy

The persistent underrepresentation of women, particularly in senior roles, presents significant risks for the future capability, competitiveness, and reputation of the automotive sector. While isolated areas of progress, such as the growth of female-majority workforces in vehicle leasing, demonstrate that change is possible, these patterns show that the sector must take long-term action.

The sharp decline in female senior representation, combined with overall low participation of women in technical and leadership roles, signals deep-rooted barriers to progression — consistent with wider evidence of "leaky pipelines" in STEM-related industries. Without intervention, the sector risks losing existing female talent to attrition, further shrinking the already limited pipeline for future leaders.

An ageing workforce compounds this challenge. With many experienced women approaching retirement age, the sector faces a critical window to improve both retention and progression if it is to build a more representative and resilient leadership base.

Addressing these risks requires coordinated action from employers, industry bodies, and policymakers. Key priorities include:

- Targeted recruitment into technical and skilled roles, particularly where female representation stays lowest.
- Support to return to sector following parental leave/career breaks.
- Retention strategies that support career development and progression for women, making sure those entering the sector are supported to stay and advance.
- Steps to help more women move into senior roles, including mentoring, sponsorship, and flexible pathways to senior roles.
- Learning from success stories in areas such as vehicle leasing, where higher female participation suggests different workforce dynamics.

These actions align with broader industry efforts to address inclusion and skills shortages. The IMI's upcoming research on women's career paths and workforce barriers will give further evidence to inform practical solutions and support employers in building more inclusive workplaces at all levels.

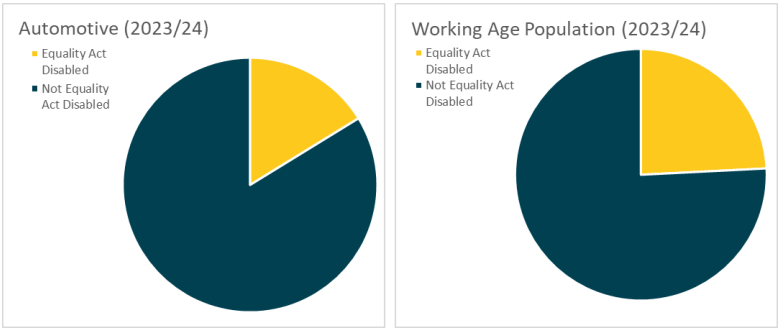
3.2 Disability representation

The inclusion of disabled people within the automotive workforce remains stronger than some other diversity measures, with representation levels above some comparator industries. However, clear disparities persist between the sector and the wider UK workforce, alongside emerging signs of concern at senior levels and in the progression of disabled workers[14].

Workforce overview

The latest data (October 2023 to September 2024) shows that 16.2% of the automotive workforce identifies as disabled under the Equality Act definition, compared to 18.0% across non-automotive industries and

24.2% within the wider UK working-age population. Although the difference between automotive and non-automotive sectors is not statistically significant (p = 0.076), the sector still trails behind the national average.



Subsector variation

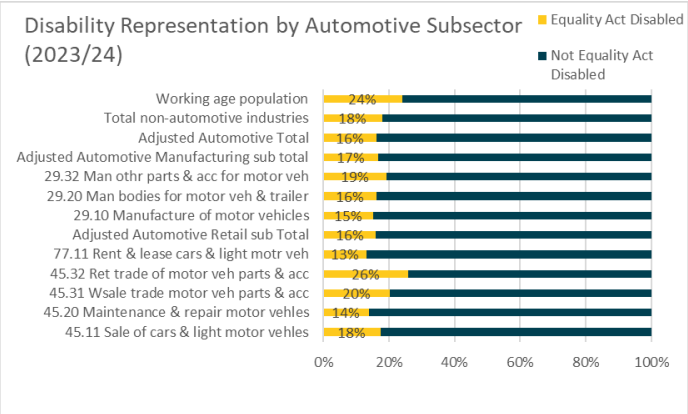
Disability representation within the automotive sector is far from uniform, with participation rates varying significantly between subsectors. The latest data for 2023/24 highlights these contrasts, reflecting the differing occupational profiles, physical demands, and workplace cultures that influence inclusion.

Retail Trade of Motor Vehicle Parts and Accessories stands out with 26.0% of the workforce identifying as disabled. Notably exceeding both the national working-age average (24.2%) and the non-automotive workforce (18.0%).

This suggests parts of the retail sector may offer easier access or encourage more people to report disabilities, potentially linked to administrative, customer-facing, or less physically demanding work environments.

In contrast, technical and operational subsectors show lower levels of disabled representation. For example:

- Maintenance & Repair of Motor Vehicles reports only 13.9% disabled participation, below both national and sector averages.
- Automotive Manufacturing records 16.7%, slightly below the non-automotive workforce but consistent with broader industrial trends where physical or environmental factors may influence accessibility.



These patterns match national findings on disability and work, where technical sectors often face greater challenges in achieving representative participation due to physical role demands, accessibility gaps, or cultural barriers to disclosure.

Trends over time

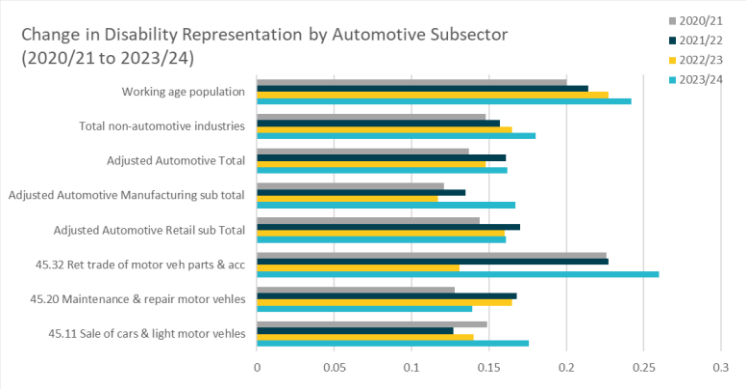
Over the past three years, disability representation within the automotive workforce has shown modest improvement, although the sector continues to lag behind the national workforce.

The proportion of disabled workers in automotive has risen from 13.7% in 2020/21 to 16.2% in 2023/24, a 2.5 percentage point increase, which is statistically significant over the full three-year period ($p = 0.017$). However, recent year-on-year changes have been small and not statistically significant, indicating progress has slowed and stays uneven.

At a subsector level, trends are mixed:

- Automotive Manufacturing has seen a notable increase, with disability representation rising by 4.6 percentage points over three years, from 12.1% to 16.7%, suggesting some progress in inclusion within industrial settings.
- Retail Trade of Motor Vehicle Parts and Accessories recorded a 3.4 percentage point increase, reaching 26.0% in 2023/24. Now exceeding both national and sector averages.
- Sale of Cars and Light Motor Vehicles also improved, rising by 2.7 percentage points to 17.6%.
- Conversely, Maintenance & Repair of Motor Vehicles has changed more from year to year, with a small increase over three years but declines in the past two, highlighting persistent challenges in technical roles.

Nationally, disability representation in the working-age population has increased consistently, from 20.0% to 24.2% over the same period, widening the gap between automotive and broader workforce inclusion.



These subsector trends suggest that while some parts of automotive are making meaningful progress, others — particularly technical and operational areas — continue to face barriers to attracting and retaining disabled workers.

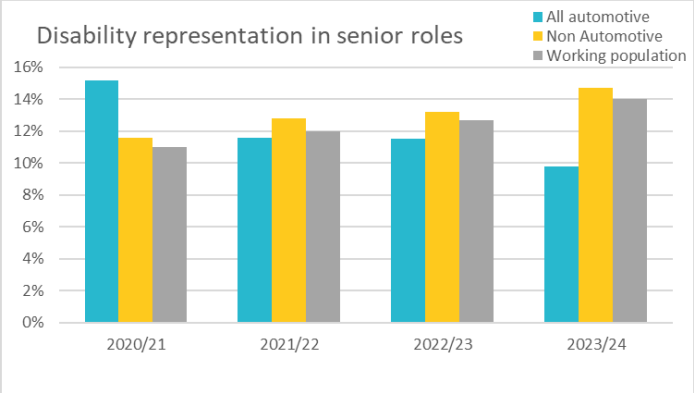
Disability representation in senior roles

The underrepresentation of disabled people in senior roles within the automotive sector reflects a persistent progression gap, with the latest data showing a clear disparity when compared to both the wider economy and national workforce benchmarks.

As with other protected characteristics, these figures must be viewed with caution, recognising both the limitations of survey-based estimates and the impact of low disclosure rates within the sector, which can amplify fluctuations in reported results.

Sector	Disabled Senior Representation (2023/24)
All Automotive Senior Roles	9.8%
Non-Automotive Senior Roles	14.7%
National Working Population (Senior Roles)	14.0%

In the latest reporting period (October 2023 to September 2024), just 9.8% of senior roles within automotive are held by disabled individuals, compared to 14.7% across non-automotive industries and 14.0% in the overall working-age population. This difference is statistically significant, showing that disabled workers often face bigger hurdles to advancement within the sector.



Trends over time and data considerations

Over the past three years, disabled representation in senior automotive roles has declined from 15.2% to 9.8%, a reduction of 5.4 percentage points, contrasting with national trends where representation of disabled leaders has increased steadily.

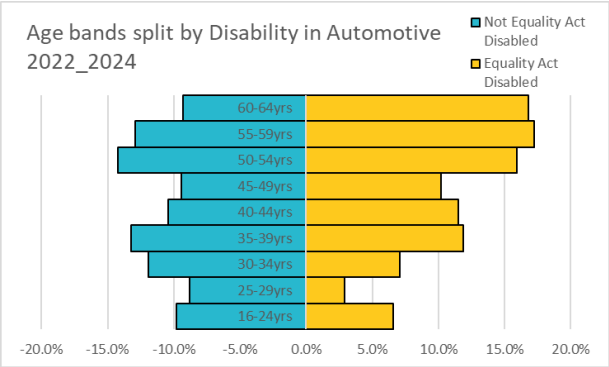
As with other workforce estimates, these findings should be interpreted within the context of known data limitations. Results are drawn from the Labour Force Survey (LFS), a large, nationally representative dataset, but small sample sizes for disabled individuals in senior automotive roles can cause bigger swings in results from one year to the next. Furthermore, not all disabilities are disclosed, particularly in technical or leadership positions, where cultural factors or workplace perceptions may influence reporting.

Nonetheless, the steady fall over time points to deeper problems in how disabled staff can get ahead to progress. This aligns with wider research on disabled workers' underrepresentation in leadership across multiple industries and signals the need for targeted action to improve both inclusion and advancement opportunities within automotive.

Age profile considerations

The age profile of disabled workers within the automotive workforce show problems in the way jobs are designed and risks for the future workforce. The average age of disabled employees in the sector is 48.8 years, notably higher than the 44.6 years for non-disabled workers. This mirrors national labour market trends, where the likelihood of disability increases with age, but also reflects patterns of later-life disability disclosure among workers.

Within automotive, 60% of disabled employees are aged over 45, reinforcing the sector's reliance on an experienced, older disabled workforce. While older, experienced employees are critical to retaining skills and sector knowledge, this demographic trend raises significant retention concerns. As these workers approach retirement, there is a risk of a sharp decline in disability representation without active steps to help disabled staff grow in their careers, work comfortably, and feel included for younger and mid-career disabled individuals.



Notably, the proportion of disabled workers aged under 35 in automotive is relatively low, with only 6.6% aged 16–24 and 2.9% aged 25–29. This suggests that disability representation is concentrated in older age bands and highlights the potential for under-disclosure among younger workers or barriers to early-career recruitment for disabled individuals.

These patterns present several challenges for the sector:

- The need to improve workplace accessibility and support earlier disclosure, particularly for younger employees.
- Strengthening retention and progression pathways for older disabled workers, mitigating the risk of workforce loss through retirement.
- Addressing barriers to attracting disabled candidates into technical, skilled, and leadership roles at all career stages, including those returning to the workplace following disability diagnosis or longer term health treatment.

Without action, the ageing profile of the disabled workforce risks undermining recent progress in disability inclusion, reinforcing existing representation gaps, particularly at senior levels, where only 9.8% of positions are held by disabled individuals — significantly below national benchmarks.

Potential causes and contributing factors

The uneven representation of disabled people across the automotive workforce comes from how jobs are structured, the type of work, and workplace culture that influence both workforce participation and progression.

Differences between subsectors are particularly striking. Areas such as the retail trade of motor vehicle parts, where disabled representation exceeds 26%, suggest that certain roles, potentially those with fewer physical demands or greater administrative or customer-facing functions, offer more accessible employment pathways.

By contrast, technical, manufacturing, and maintenance roles show lower disabled participation, with sectors like maintenance and repair of motor vehicles reporting just 13.9% disabled representation, well below national averages.

This pattern is consistent with broader evidence from the Office for National Statistics and disability advocacy organisations, which highlight how workplace environments, job design, and occupational

segregation can make it harder for disabled people to get or keep jobs, particularly in roles perceived as physically demanding or inflexible.

This challenge aligns with wider national efforts under the UK Government's *Pathways to Work* strategy, designed to increase workforce participation among disabled people through improved support, accessibility, and workplace adjustments. However, achieving meaningful inclusion within technical and operational sectors like automotive will require targeted, sector-specific intervention.

Progression into senior roles presents further challenges. The latest data shows that only 9.8% of senior positions within automotive are held by disabled individuals, compared to 14.7% in non-automotive industries. This leadership gap mirrors patterns seen in other sectors, where disabled workers face disproportionate barriers to advancement, influenced by factors such as:

- **Workplace culture**[15]: A lack of visible disabled role models in leadership positions may discourage disclosure and limit aspirations for progression.
- **Accessibility and adjustments**[16]: Rigid job setups or not enough help at work can restrict advancement opportunities for disabled employees, particularly in technical or senior roles.
- **Disclosure issues**: Not all disabilities are visible, and employees may choose not to disclose health conditions, especially in environments where stigma or job security concerns persist. This can mask the true scale of disability underrepresentation, particularly in leadership.

It is also notable that the average age of disabled workers within automotive is 48.8 years, significantly higher than that of non-disabled workers (44.6 years). This reflects broader national trends, where disability prevalence increases with age, but also raises concerns about potential workforce loss as experienced disabled employees approach retirement, further limiting diversity at senior levels.

While recent improvements in overall disability representation — particularly within manufacturing and parts retail — are encouraging, the sector's leadership gap and persistent barriers in technical roles underline the need for targeted action to address both recruitment and progression for disabled people.

The IMI will undertake further research later this year to explore the experiences of disabled workers in automotive, with a specific focus on progression pathways, workplace adjustments, and cultural drivers of inclusion. These insights will inform practical recommendations to support both employers and policymakers in building a more inclusive sector.

Implications for the sector

The uneven representation of disabled people across the automotive workforce, especially the growing difference in leadership roles, highlights both the progress made and the challenges that stay in building an inclusive, future-ready sector.

While overall disability representation within automotive has improved over the past three years, this growth has not kept pace with wider national trends, and significant disparities persist across subsectors. Technical and operational areas — such as maintenance, repair, and parts of manufacturing — continue to

attract disproportionately low numbers of disabled workers, suggesting that occupational barriers, workplace accessibility, and job design still limit opportunities in core industry roles.

The leadership gap is particularly concerning. With only 9.8% of senior roles held by disabled individuals, compared to 14.7% in non-automotive industries, the data points to systemic obstacles to advancement, mirroring wider evidence of progression barriers for disabled workers across the economy.

This underrepresentation not only limits individual opportunities but also limits the range of leadership experiences that could help the sector grow known to drive innovation, problem-solving, and improved organisational performance.

An ageing disabled workforce compounds these risks. With disabled workers in automotive averaging 48.8 years of age, the sector faces the potential loss of experienced talent through retirement in the coming years, further narrowing pathways to more diverse leadership if retention and progression are not addressed.

Addressing these challenges requires more than broad inclusion commitments — targeted, evidence-led interventions are essential. Employers must focus on:

- Making sure workplaces are accessible and offer the support disabled people need, particularly in technical and leadership roles.
- Building fair hiring and promotion practices for disabled workers and progression practices to support disabled workers at all career stages.
- Learning from positive examples within the sector, such as areas of retail where disabled participation exceeds national averages.

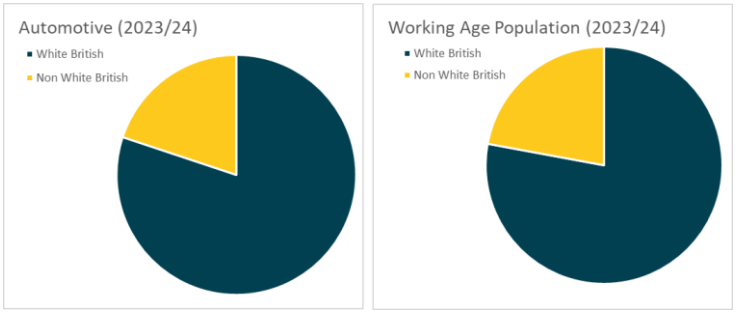
The IMI will conduct further research later this year to better understand the barriers and enablers shaping disabled workforce participation and progression in automotive. This evidence will support practical recommendations for employers, policymakers, and industry bodies to create more inclusive, sustainable career pathways for disabled individuals across the sector.

3.3 Ethnic diversity

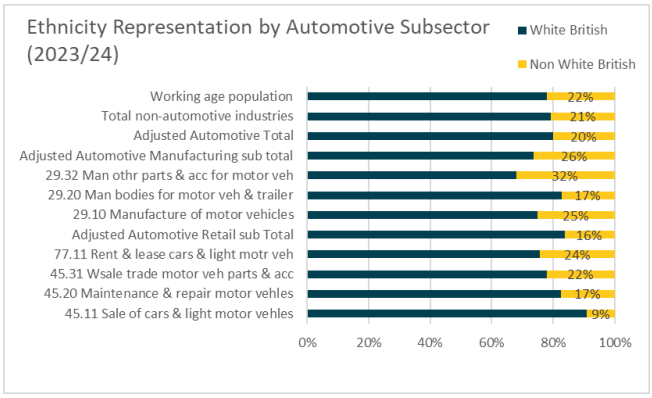
The representation of individuals from non-White-British backgrounds within the automotive workforce stays below the national average but has shown statistically significant improvement over the past three years. Nonetheless, persistent disparities — particularly in senior roles — highlight ongoing barriers to progression for non-White British employees across the sector.

Workforce overview

In the latest reporting period (October 2023 to September 2024), 19.9% of the automotive workforce identify as non-White British, compared to 20.8% across non-automotive industries and 22.1% within the overall UK working-age population. These differences are not statistically significant, indicating that overall workforce diversity within automotive is broadly comparable to other sectors, though still slightly behind the national average.



There is, however, considerable variation by subsector. The highest representation of non-White British workers is seen in automotive manufacturing, where over 26% of the workforce is from non-White-British backgrounds, exceeding both the non-automotive and national averages. In contrast, vehicle sales stays the least diverse subsector, with just 9.1% of workers identifying as non-White British.



These patterns are consistent with broader labour market trends, where technical and production environments often draw more ethnically diverse workforces, while customer-facing retail roles can show lower levels of diversity, influenced by factors such as recruitment practices, geographic location, and occupational segmentation.

Trends over time

The automotive sector has recorded the most significant progress in improving ethnic diversity compared to other areas of workforce composition, with sustained, statistically significant increases over the past three years.

Between 2020/21 and 2023/24, the proportion of non-White British workers in automotive increased from 12.5% to 19.9%, representing a 7.4 percentage point rise, which is statistically significant ($p < 0.001$). By contrast, non-White British representation in non-automotive industries rose by just 5.2 percentage points, and the national working-age average increased by 5.7 percentage points over the same period.

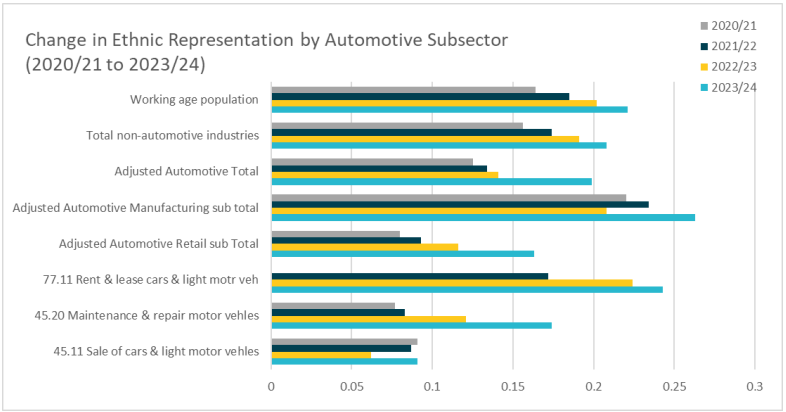
This suggests the automotive sector is gradually narrowing the inclusion gap relative to the wider workforce, albeit from a lower baseline.

Subsector analysis

- Automotive Manufacturing continues to show the highest levels of ethnic diversity, with 26.3% of the workforce identifying as non-White British, an increase of 4 percentage points over three years. This reflects both recruitment trends and the geographic concentration of manufacturing sites in more diverse regions.
- Maintenance & Repair of Motor Vehicles has seen the sharpest improvement, with non-White British representation rising by 10 percentage points, from 7.7% to 17.4%, suggesting positive momentum in traditionally less diverse technical roles.
- Retail Trade of Parts and Accessories, though affected by data suppression in the most recent year, previously showed consistent gains in workforce diversity.
- Renting and Leasing of Cars, one of the more diverse retail subsectors, now reports 24.3% non-White British representation, maintaining strong inclusion levels.
- Conversely, Vehicle Sales, while recording a 3 percentage point improvement, stays the least diverse subsector at 9.1%, indicating ongoing barriers in customer-facing retail roles.

These improvements suggest that targeted recruitment, geographic factors, and evolving workforce demographics are contributing to gradual progress, though significant gaps stay in key retail and customer-facing roles.

Ethnic diversity in senior roles



Despite improvements at the workforce level, non-White British employees stay significantly underrepresented in senior positions within the automotive sector.

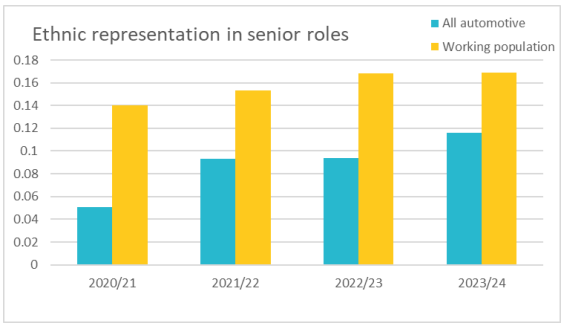
In 2023/24:

Sector	Non-White British (%) in senior roles
Automotive Retail Total	16.9%
Automotive Manufacturing Total	10.0%
All Automotive Senior Roles	11.6%
National Working Population (Senior Roles)	16.9%

While overall workforce diversity in automotive now approaches national levels, senior representation lags, particularly within manufacturing, where just 10% of senior positions are held by non-White British individuals. Statistical testing confirms these differences are significant ($p = 0.03$), indicating structural barriers to progression for non-White-British employees.

Trends over time and data considerations

Over the past three years, non-White British representation in senior automotive roles has increased from 5.1% to 11.6%, a 6.5 percentage point improvement, suggesting gradual progress. However, the overall gap compared to the national workforce persists.

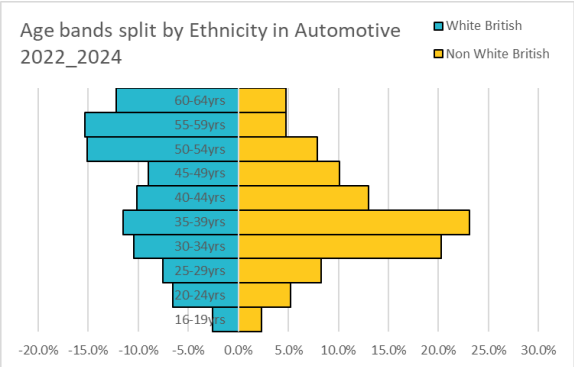


These findings need careful interpretation. They come from the Labour Force Survey (LFS)[5], which gives reliable national data, but results can vary more for smaller groups, especially when looking at leadership roles in sectors like automotive, where few people from minority groups hold senior positions.

Nonetheless, the sustained upward trend over several years, combined with persistent underrepresentation at senior levels, highlights the need for targeted action to support progression for non-White British employees.

Age profile considerations

The age profile of the automotive workforce shows a clear generational shift in ethnic diversity. Non-White British employees are younger on average; 39.6 years compared to 46.4 years for White British staff. This reflects national trends, where younger age groups include more people from ethnic minority backgrounds, helping to drive recent gains in overall workforce diversity.



In the automotive sector, more than 72.3% of non-White British employees are under 45, compared to just 48.4% of White British workers. Only 9.6% of workers over 45 are from non-White British backgrounds.

This is lower than the national average of 15.7% and shows a clear lack of diversity among older workers in the sector.

Although it is encouraging to see more ethnic diversity among younger employees, the age profile also points to a risk. Because most non-White British workers are in younger age groups, this progress will not automatically result in more diverse leadership.

Employers need to take clear steps to help non-White British employees stay and progress into senior roles:

- Help non-White British employees build their careers at every stage.
- Remove barriers that stop younger, diverse staff from moving into leadership roles.
- Keep experienced non-White British employees as they move through their careers to avoid losing talent mid-career.

Failure to address these challenges risks reinforcing existing disparities, where non-White British employees make up 19.9% of the overall workforce but only 11.6% of senior roles.

The sector's ability to build a representative leadership pipeline will depend on converting diversity among younger entrants into long-term, sustainable inclusion at all organisational levels.

Potential causes and contributing factors

The uneven representation of non-White British groups in the automotive sector is shaped by how jobs are structured, the types of roles available, and workplace culture. These factors affect both how people enter the workforce and how they move up.

Recent increases in diversity, especially in manufacturing and technical jobs, suggest that better recruitment, local labour markets, and changing demographics are helping. But the continuing lack of diversity in areas like vehicle sales shows that barriers remain. These may include:

- Many non-White British employees work in technical or production jobs. They are less often found in customer-facing or sales roles.
- Workplace culture and how people are seen can affect who gets hired or promoted. This is especially true in parts of the sector that have not been very diverse in the past.

- Non-White British employees are underrepresented in senior roles. Only 11.6% hold senior positions, compared to 16.9% across the wider workforce. This points to barriers that may be stopping people from progressing

The average age of non-White British employees is 39.6 years, compared to 46.4 years for White British staff. This shows that diversity is improving among newer staff. But without strong support to help people move up, this progress may not lead to more diverse leadership over time.

Implications for the sector

Although there has been progress in increasing ethnic diversity across the workforce, non-White British employees are still underrepresented in senior roles. This shows a clear gap in how people progress through their careers.

The sector could lose the full benefits of a diverse workforce if younger, more diverse employees are not supported to move into leadership roles. These benefits include better decision-making, more innovation, and stronger business performance.

To close the gap, the sector needs to act to:

- Increase diversity in retail and customer-facing jobs, where it is still lowest.
- Remove barriers[17] that stop non-White British staff progressing at all career stages[18].
- Create inclusive workplaces that help people stay and grow in their careers.

The IMI will explore these issues in more detail in upcoming research. This work will offer evidence to help employers and industry groups find practical ways to build a more representative workforce.

3.4 Intersectional workforce insights

Exploring how gender, ethnicity, and disability overlap in the automotive workforce gives a clearer picture of structural inequality. While individual diversity figures provide a broad overview, examining where these characteristics intersect highlights deeper, combined barriers to inclusion. This approach shows that women, people from non-White-British backgrounds, and disabled individuals often face greater disadvantage when these characteristics occur together.

Gender and disability

Disabled women remain significantly underrepresented in the automotive workforce. Only 3.9% of the sector's workforce are women with a disability, compared to 13.8% across the wider working population.

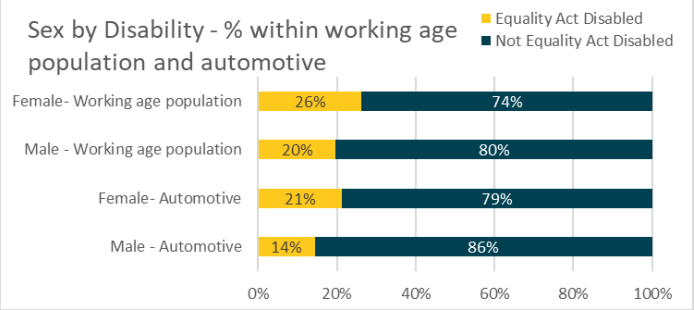
This gap reflects both the automotive sector's low female participation overall and the specific barriers that disabled women face. Still, it's worth noting that in both the automotive sector and the national workforce, disability rates are higher among women than men:

- In automotive, 21.2% of female employees have a disability, compared to 14.4% of men.
- Nationally, 26.3% of women have a disability, compared to 19.7% of men.

Health and workforce research[19] shows that women are more likely to live with long-term health conditions such as musculoskeletal disorders, autoimmune diseases and the cumulative effects of pregnancy, caregiving, and menopause. These factors, along with limited research into women's health and a lack of suitable workplace adjustments, increase the rate of disability among women.

In the automotive sector, these issues can become more pronounced due to:

- Workplace cultures and practices that make it harder for employees to disclose a disability. This is especially true for women, who are already underrepresented.
- A lack of visible role models, particularly women with disabilities, in leadership or operational roles.



If the sector does not adopt targeted inclusion strategies that address both gender and disability, it risks reinforcing existing barriers for women. It may also miss out on skilled and experienced workers who develop disabilities during their careers.

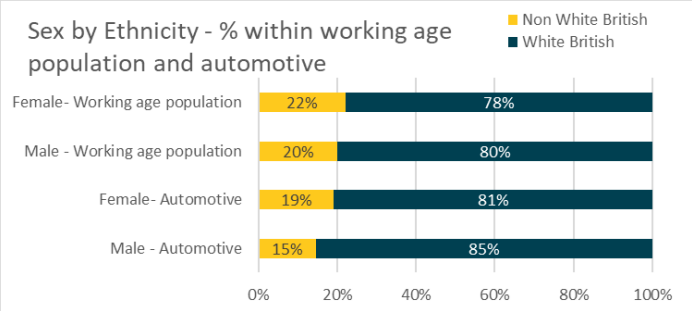
Gender and ethnicity

The overlap of gender and ethnicity in the automotive workforce reveals persistent underrepresentation, especially for non-White-British women.

Across the sector, 15.5% of employees are from non-White-British backgrounds. This compares to 21.1% in the wider workforce. Among female automotive workers, 19.1% are from non-White-British groups, just below the national average of 22.1%. For men, the figure is 14.7%, which is well below the national average of 20.0%.

However, these percentages do not tell the full story. Women make up only 18.5% of the automotive workforce. As a result, only 3.5% of all automotive employees are women from non-White-British backgrounds, compared to 11.6% in the wider workforce. In contrast, non-White-British men account for 12.0% of the sector, which is still below the national figure but more than three times higher than the proportion of non-White-British women.

This highlights the uneven progress in ethnic diversity. Improvements for non-White-British men have not translated into greater inclusion for women who hold more than one minority identity. Cultural perceptions of the sector, a lack of visible role models, and existing gender imbalances all contribute to the difficulties that non-White-British women face when entering and progressing in automotive careers.



To close these gaps, the sector needs targeted action. General diversity figures[20] may hide the specific challenges that some groups face. Without intersectional approaches that address the combined impact of race and gender, the sector is unlikely to see real, long-term progress, particularly in technical, operational and leadership role.

Ethnicity and disability

The overlap of ethnicity and disability in the automotive workforce reveals clear underrepresentation, especially among non-White-British employees. These patterns differ from those in the wider workforce and highlight important structural issues.

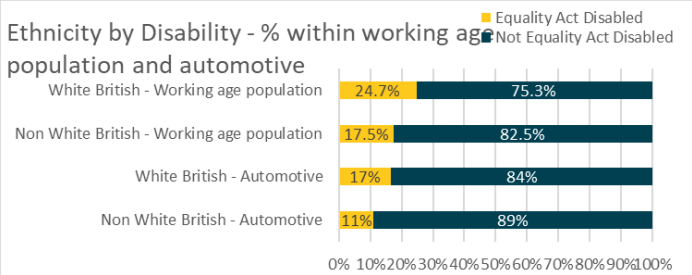
Nationally, 17.5% of non-White-British employees and 24.7% of White-British employees report a disability. In the automotive sector, these figures fall to 11.1% and 16.5% respectively. Both are well below national levels. These differences are statistically significant, which means they reflect real inequalities rather than chance.

The sector also has a smaller share of disabled employees from non-White-British backgrounds. Only 11.0% of disabled employees in automotive are from these groups, compared to 16.0% across the wider workforce.

These figures should be considered in the context of the sector's age profile. On average, White-British employees in automotive are older than their non-White-British colleagues. Age is linked to higher rates of disability, as many long-term conditions develop over time. This partly explains the higher disability rate among White-British workers, but it does not fully account for the lower rates seen across the sector.

Research shows[21] that disabled people from non-White-British backgrounds often face extra challenges. These include barriers to diagnosis and support, cultural stigma, and limited access to healthcare. Such

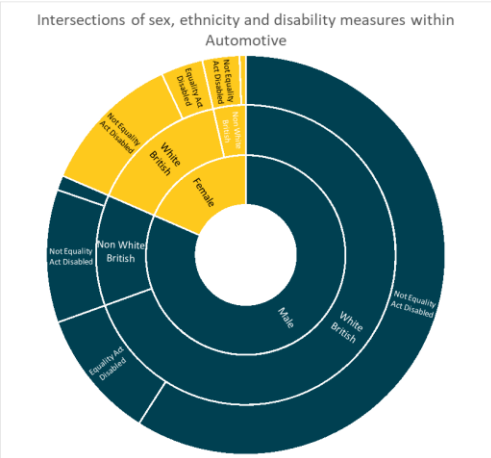
factors may help explain both the lower representation and the lower rates of recorded disability among these groups in the sector.

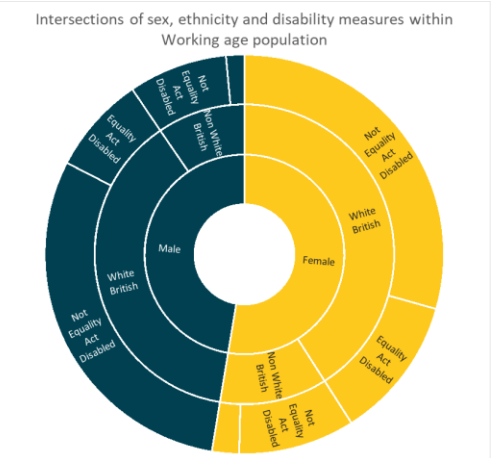


The clear underrepresentation of disabled employees, particularly from non-White-British backgrounds, highlights the need for targeted, intersectional action. Without addressing these gaps, the sector risks missing out on vital skills and talent, especially as disability becomes more common in an ageing workforce. Inclusion strategies must consider both ethnicity and disability and make sure that support meets the needs of people with overlapping characteristics.

3.5 intersectional representation: sex, ethnicity and disability combined

Focusing only on single aspects of diversity can hide how overlapping identities affect people's experiences at work. An intersectional approach offers a clearer view of how gender, ethnicity and disability combine to shape representation in the automotive workforce. It also highlights the extent of underrepresentation for certain groups compared to the wider working population.





The sunburst charts help illustrate this. They offer a visual overview of how gender (inner ring), ethnicity (middle ring), and disability status (outer ring) intersect. As you move outward from the centre, the charts show how diversity narrows when multiple characteristics are considered together.

In automotive:

- Men make up most of the workforce at 81.5%, with 69.6% being White-British men without disabilities.
- Women are significantly underrepresented, accounting for only 18.5% of the workforce. Just 3.5% are women from non-White-British backgrounds.
- The group with the lowest representation is non-White-British women with disabilities, who make up only 0.5% of the sector.

In the wider working-age population:

- Women make up 52.6% of the workforce, and 11.6% are non-White-British women.
- The share of non-White-British women with disabilities is 2.2%, over four times higher than in automotive.

This stark difference signals significant barriers to entry or retention for women, particularly those from ethnically diverse and disabled backgrounds.

Detailed intersections of diversity characteristics – automotive vs working population

Sex	Ethnicity	Disability	Automotive	Estimated number within sector	Working Population
Female	-	-	18.5%	140,592	52.6%
Female	Non White British	-	3.5%	26,599	11.6%
Female	White British	-	14.9%	113,234	41.0%
Female	Non White British	Disability	0.5%	3,800	2.2%
Female	White British	Disability	3.4%	25,839	11.6%
Female	Non White British	No Disability	3.0%	22,799	9.4%
Female	White British	No Disability	11.6%	88,155	29.4%
Female	-	Disability	3.9%	29,638	13.8%
Female	-	No Disability	14.6%	110,954	38.8%
Male	-	-	81.5%	619,366	47.4%
Male	Non White British	-	12.0%	91,195	9.5%
Male	White British	-	69.6%	528,931	37.9%
Male	Non White British	Disability	1.2%	9,119	1.5%
Male	White British	Disability	10.5%	79,796	7.9%
Male	Non White British	No Disability	10.8%	82,075	8.0%
Male	White British	No Disability	59.0%	448,375	30.0%
Male	-	Disability	11.7%	88,915	9.3%
Male	-	No Disability	69.8%	530,451	38.0%
-	Non White British	-	15.5%	117,793	21.1%
-	White British	-	84.5%	642,165	78.9%
-	Non White British	Disability	1.7%	12,919	3.7%
-	White British	Disability	13.9%	105,634	19.5%
-	Non White British	No Disability	13.8%	104,874	17.4%
-	White British	No Disability	70.6%	536,530	59.4%
-	-	Disability	15.6%	118,553	23.2%
-	-	No Disability	84.4%	641,405	76.8%

The data table supports the sunburst charts by providing exact percentages and, importantly, estimated workforce numbers for each combination of sex, ethnicity and disability.

These figures help show the true scale of underrepresentation:

- Around 140,600 women work in the automotive sector, even though women make up more than half of the wider working population.
- Only 26,600 non-White-British women are employed in the sector. Of these, just 3,800 are women with disabilities, compared to the 2.2% share seen nationally.
- The largest group in the sector remains White-British men without disabilities. They number nearly 448,400 and represent 59% of the workforce.
- Disabled workers across all backgrounds make up an estimated 118,500 people, which is below the national rate of disability.

These figures turn percentage gaps into real headcounts. They show how many people are missing from the workforce and make clear the scale of change needed to close these gaps.

To emphasise these gaps, the sunburst charts focus on groups that often face disadvantage: women, non-White-British individuals, and people with disabilities. The automotive chart shows these segments shrinking sharply compared to the wider workforce. The most visible differences appear in the smallest and most marginalised intersections, where representation is especially low.

Interpretation and implications

The intersectional data and workforce estimates show that representation gaps in the automotive sector do not stem from a single factor. Instead, these gaps become more severe where gender, ethnicity and disability overlap.

For instance, while women make up only 18.5% of the automotive workforce, the picture becomes even starker when broken down further:

- Non-White-British women with disabilities account for just 0.5% of the workforce, around 3,800 people, compared to 2.2% across the wider workforce.
- Non-White-British women without disabilities make up only 3%, or 22,800 individuals. This highlights a clear gap compared to broader labour market levels.
- Disabled White-British women number approximately 25,800, also well below national representation.

Men continue to dominate across all groups, but disparities still appear:

- Non-White-British men make up 12% of the workforce, yet fewer than 9,100 have disabilities. This group accounts for just 1.2% of the total workforce.

These figures show that structural barriers affect people in different ways. Women, particularly those who are non-White-British or disabled, experience multiple, overlapping challenges. As a result, some groups remain almost invisible in the workforce.

This has significant implications:

- **Policy and inclusion initiatives**: Broad diversity strategies will fall short unless they respond to the reality of overlapping identities. This data highlights the need for targeted support, especially to improve access, retention and progression for non-White-British and disabled women.
- **Workforce sustainability risks**: The sector risks losing already underrepresented groups as older employees retire. Without inclusive recruitment and development pathways, these gaps could grow.
- **Monitoring complexity**: Small group sizes, such as non-White-British women with disabilities, mean that percentage changes can be misleading. It is vital to use both percentage trends and actual workforce estimates to track real progress.

4. Workforce movement and attrition trends

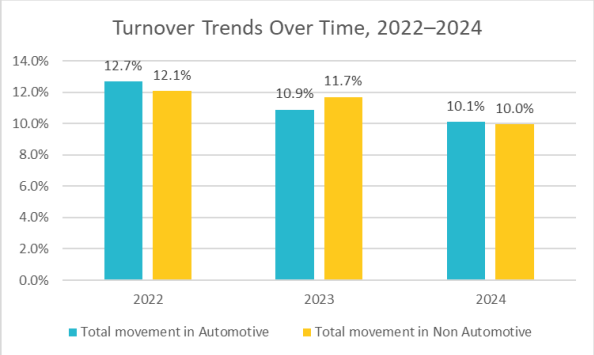
4.1 Overall attrition rates and labour market context

Monitoring how staff move in and out of the sector is key to understanding workforce stability, retention issues and overall labour market trends in automotive. The table below shows the most recent annual turnover rates, comparing the automotive sector with the wider economy.

Comparison of automotive and non-automotive staff turnover (2024)

Sector	Total Movement/Turnover (%)	Same Employer (%)
Automotive	10.1%	89.9%
Non-Automotive	10.0%	90.1%

The latest data shows that turnover rates in the automotive sector are now very similar to those in other industries. Around one in ten employees changed employer in the past year. Statistical analysis confirms that this difference is not significant, which suggests that, overall, retention in automotive is in line with the broader economy.



The figures reflect a wider stabilisation in attrition rates across the labour market, including within automotive. As shown in Table 2, turnover in the sector has steadily declined, from 12.7% in 2022 to 10.1% in 2024. Turnover outside automotive followed a similar trend over the same period.

This decline follows the sharp disruption seen after the pandemic, when many people changed jobs in response to delayed career moves and shifting expectations. The 2024 IMI Labour Market Report[1] notes that while vacancies are high in key technical roles, overall staff movement is beginning to return to normal levels.

However, steady turnover rates do not mean the workforce is secure. The 2024 Baseline Report[22] points to several long-term challenges facing the automotive sector:

- The workforce is ageing, especially in technical roles where experience is concentrated among older employees.
- The number of new entrants into the sector remains low compared to national benchmarks, limiting the pipeline of future talent.
- Vacancy levels remain high. With a vacancy rate of 2.8%[1], the sector ranks sixth highest across all UK industries. There are an estimated 17,000 unfilled roles across the Motor Trades.

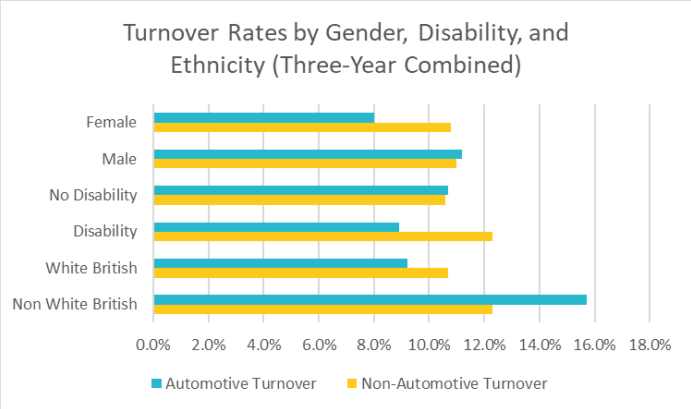
Although overall attrition rates have settled, the need to replace retiring staff and the effects of an ageing workforce mean that skills shortages and recruitment pressures are likely to continue.

4.2 Turnover by workforce characteristics - three-year combined analysis

Given smaller sample sizes within sub-groups, a combined dataset for 2022–2024 provides greater robustness for analysing turnover patterns by gender, disability, and ethnicity.

Staff turnover by workforce characteristic (three-year combined, 2022–2024)

Group	Automotive Turnover	Non-Automotive Turnover	Statistical Significance
Total Workforce	11.4%	11.4%	Not significant
Female Employees	8.0%	10.8%	Not significant
Employees with Disability	8.9%	12.3%	Not significant
Non-White British	15.7%	12.3%	Significant within automotive ($p<0.01$)
White British	9.2%	10.7%	Not significant



Gender: Females have lower turnover rates than men and fall below the national average. This may reflect stronger retention among those who remain in a male-dominated sector. However, it is likely that barriers to entry and career progression still exist.

Disability: Disabled employees in automotive have lower turnover than their non-disabled colleagues and the wider workforce. This follows national patterns, where disabled workers often have fewer opportunities to move roles. This highlights that low turnover does not always indicate inclusion.

Ethnicity: Non-White-British employees leave the sector at significantly higher rates than White-British employees. This gap is statistically significant ($p < 0.01$) and points to ongoing challenges in retaining ethnically diverse staff:

- Gains in ethnic diversity remain fragile, as higher turnover among underrepresented groups may undermine progress.
- Lower turnover among disabled employees could reflect barriers to career progression rather than improved inclusion.

- Although overall turnover rates have stabilised[22], this does not address the sector's broader challenges with replacement demand and persistent skills shortages[1], especially in technical roles.

5. Strategic implications and employer takeaways

The workforce challenges outlined in this report present clear risks to the long-term strength of the UK automotive sector. At the same time, they offer opportunities.

Creating a more diverse, inclusive and future-ready workforce is not only the right thing to do, it is increasingly vital for business success. Companies that embrace inclusion are more likely to remain competitive, attract a wider talent pool, and meet changing expectations from workers.

5.1 Strategic implications for the automotive sector

Broadened talent pool to tackle skills gaps

The automotive sector continues to face some of the highest vacancy rates in the UK at 2.8%, with estimated shortages of over 17,000 skilled roles in motor trades alone. The sector cannot afford to overlook large pools of potential talent, including women, disabled people and non-White-British candidates.

Underrepresentation in these groups restricts the workforce unnecessarily. For example:

- Women make up only 18.5% of the automotive workforce, compared to more than half of the national workforce.
- Non-White-British employees account for 19.9%, still falling short of wider labour market levels.
- Disabled workers are underrepresented in senior roles and are mostly older, which poses a risk of further decline as they retire.

Expanding participation among underrepresented groups is essential to meet future workforce demand, especially in technical and specialist roles.

These challenges link to the government's Skills for Growth[23] agenda and Local Skills Improvement Plans (LSIPs)[5], which aim to match training with what employers need. The low number of women, non-White-British individuals and disabled people in technical roles shows why LSIPs must do more. They need to put diversity and inclusion at the centre of skills planning in automotive to make sure future training supports a fair and effective workforce.

Diversity as a business performance driver

Extensive research shows that workforce diversity gives organisations a clear business advantage. McKinsey's *Diversity Matters Even More*[24] and reports from the Harvard Business Review[25] both find that diverse organisations perform better than their peers across key areas. These include stronger innovation, more creative problem-solving, better decision-making, and improved risk management. Companies in the top quarter for workforce diversity report up to 25% higher profits.

K studies support these global findings. Research from the Enterprise Research Centre[26] shows that Midlands-based firms with inclusive workplaces perform better on innovation, especially when they take

steps to improve workforce diversity. London School of Economics[27] finds that employees' perceptions of inclusion also link closely to stronger organisational performance.

For the automotive sector, where firms face rapid technological change, ongoing skills shortages and shifting customer expectations, diversity is not just a matter of fairness. It is a competitive advantage that can strengthen resilience, drive innovation and support long-term growth.

Responding to changing workforce expectations

Younger generations, especially Gen Z, expect far more from employers when it comes to inclusion, diversity and social responsibility. National and international research consistently shows:

- More than 80% of Gen Z workers consider a company's commitment to diversity, equity and inclusion (DEI) a key factor when deciding where to work[28]. Many say they would not apply to companies they see as lacking genuine inclusion[29].
- Inclusive workplaces are closely linked to higher levels of engagement, loyalty and retention among younger staff. In one survey, 76% of Gen Z respondents said they would leave a company that does not prioritise DEI or social impact[29].
- A purpose-led culture is now expected. According to Deloitte's *2024 Global Gen Z and Millennial Survey*[30], 94% of Gen Z want their employer to show social responsibility beyond simply making a profit.

This evidence shows that inclusion, purpose and values are no longer optional. They are central to attracting and keeping the next generation of skilled workers.

Research also highlights the benefits of age diversity. A 2023 study by the University of Manchester[31] found that teams with a mix of ages perform better on innovation, especially in workplaces that are inclusive and psychologically safe. For the automotive sector, where over 47% of the workforce is aged 45 or over and entry rates among younger people remain low, this makes generational diversity an essential asset for future growth and adaptability.

To stay competitive, the sector must make visible, meaningful progress in building inclusive workplaces that reflect modern workforce values.

Closing progression gaps to unlock full workforce potential

Although there have been modest improvements in entry-level diversity, clear gaps remain when it comes to career progression. These gaps are especially pronounced for:

- Women, who hold only 10.4% of senior roles, despite gradual increases in overall workforce representation.
- Disabled employees, whose presence in senior positions has declined to 9.8% over the past three years.
- Non-White-British employees, who remain underrepresented in leadership at 11.6%

Intersectional data shows that these barriers can be even greater when identities overlap. For example, non-White-British women with disabilities make up only 0.5% of the automotive workforce, compared to 2.2% in the wider economy.

If progression pathways stay unaddressed, the sector risks maintaining leadership structures that exclude key groups. This would weaken diversity efforts and leave ongoing gaps in skills and representation at senior levels.

5.2 Employer takeaways: practical priorities for building a sustainable, inclusive workforce

To strengthen workforce resilience, close critical skills gaps, and realise the proven business benefits of diversity, automotive employers should focus on four priority areas:

1. Inclusive recruitment

- ✓ Actively target underrepresented groups, especially all women, non-White-British individuals and disabled people, for technical and leadership-track roles.
- ✓ Remove recruitment barriers faced by young people, non-White-British women and disabled candidates. Consider how outdated entry routes and sector perceptions may deter diverse talent.
- ✓ Learn from more inclusive subsectors such as vehicle leasing and parts retail, where workforce diversity is stronger and may offer transferable practices.

2. Progression, retention, and leadership development

- ✓ Strengthen leadership pipelines by offering mentoring, sponsorship and fair promotion policies that support underrepresented staff.
- ✓ Use retention strategies that address the full employee lifecycle. Recognise that low turnover may signal blocked progression for some groups.
- ✓ Tackle cultural barriers that limit disclosure or advancement, particularly for disabled employees and those with intersecting identities.
- ✓ Inclusive CPD for all roles at all career stages that moves with the pace of industry.

3. Embedding inclusion into organisational culture

- ✓ Make diversity a business priority, linking it clearly to innovation, better decision-making and improved performance.
- ✓ Promote visible role models and inclusive leadership teams that show a clear commitment to fairness and career development.
- ✓ Build inclusive, accessible workplaces that meet the expectations of younger generations who value purpose and social responsibility.

4. Monitoring and evidence-led action

- ✓ Collect and analyse intersectional workforce data to understand how overlapping identities shape employee experiences.

- ✓ Use both percentage trends and estimated workforce numbers to avoid misreading changes among smaller groups.
- ✓ Align internal monitoring with the IMI's Future Skills agenda to ensure that inclusion strategies support long-term talent needs.

5.3 Aligning with IMI campaigns and strategic priorities

The workforce insights and priorities set out in this report strongly support the IMI's mission and its current programmes to attract, retain and develop a diverse, future-ready automotive workforce:

Attract and recruit

- The evidence reinforces the need for coordinated, sector-wide efforts to expand the talent pipeline and challenge outdated views that limit diversity.
- The IMI's More to Motor campaign plays a key role in changing perceptions—especially among young people, women and those from minority backgrounds. More to Motor challenges stereotypes and showcases the variety of rewarding career paths the sector offers and celebrates role models.
- These efforts reflect the IMI's wider work in sector promotion and careers engagement and partnerships. They also support the creation of clear, visible pathways for underrepresented groups.
- Work to attract diverse talent is closely aligned with the Gatsby Benchmarks for Good Career Guidance, which are now in place across schools and colleges in England. More to Motor directly supports:
    - **Benchmark 5**: Encounters with employers, and
    - **Benchmark 6**: Experiences of workplaces.
- This gives young people real exposure to the sector and supports informed career decisions.
- By working with careers hubs and organisations nationally, the IMI helps ensure that underrepresented students receive clear, accurate and inspiring insights into the automotive sector.

Retain and progress

- The findings highlight the importance of targeted action to improve career progression, leadership representation and long-term retention for women, disabled employees and non-White-British staff.
- This work aligns with the IMI's mentoring, professional development and skills initiatives, all designed to support fair advancement opportunities for everyone in the sector.

Future skills

- An ageing workforce, combined with low entry rates and persistent skills shortages, highlights the need for inclusive planning as a key part of building a future-ready sector.

- Diversity is not just a fairness goal—it is essential to strengthening the sector's capacity for innovation, closing long-term skills gaps and building organisational resilience.
- Through its Future Skills research and policy work, the IMI offers data-driven insights that support employers, guide workforce planning, and help policy-makers keep the sector competitive in a fast-changing labour market.

IMI research and policy agenda

- The IMI's upcoming research on gender progression, disability inclusion and the advancement of non-White-British employees will provide deeper understanding and inform practical, evidence-led strategies.
- This work strengthens the IMI's position as a thought leader in creating inclusive, sustainable workforce solutions for the UK automotive sector.

5.4 Calls on government and policymakers

To support a diverse, skilled and resilient automotive workforce, the IMI urges the UK Government to take the following actions:

- **Invest in careers guidance**: Strengthen funding for high-quality, industry-focused careers education. Make sure national frameworks such as the Gatsby Benchmarks[2] give fair and equal exposure to careers in the automotive sector.
- **Support disabled workforce participation**: Build on the Pathways to Work[4] initiative and Connect to Work rollout by tackling the accessibility challenges that limit disabled people's entry into technical sectors, including automotive.
- **Make diversity a priority in skills planning**: Require Local Skills Improvement Plans (LSIPs)[5] to explicitly address underrepresentation. Align training and recruitment plans with inclusive growth goals for the sector.
- **Champion inclusive apprenticeships and technical education**: Set clear targets to increase participation from underrepresented groups in automotive apprenticeships and training programmes. Continue to review apprenticeship make up including expansion of Foundation Apprenticeships. Flexibility and modular approach to adapt with innovation and pace of industry development.
- **Fund employer-led inclusion initiatives**: Offer dedicated financial support for initiatives that drive workforce inclusion, recognising the strong business and social case for a diverse, future-ready sector.

Appendices

Language and definitions

Equity, Diversity, and Inclusion (EDI): We acknowledge that the language surrounding EDI is evolving. In this report, we strive to use precise and specific terminology. However, it is important to note that some of the data sources and referenced studies may use terminology that could be considered inappropriate or outdated.

Ethnic background: When discussing an individual's or group's ethnic background, it is recommended to avoid general terms and be as specific as possible. In this report, we use categories such as 'non-White British' as defined by the ONS and 'ethnic minorities' (excluding white minorities) and 'White' as used by the Department for Education (DfE). We also recognise that from a global perspective, the term 'ethnic minority' may not always be accurate.

Gender vs. sex: It is crucial to distinguish between the terms of 'gender' and 'sex.' Gender is based on how someone identifies, making it more fluid, and tied to one's personal experience. Sex, on the other hand, is the assignment given at birth, often referred to as natal sex. These two terms are not interchangeable. Due to data limitations, much of the information in this report refers to sex, primarily within the binary identification of female and male.

Automotive sector: Throughout this report, unless specified otherwise, the term 'automotive sector' refers to the entire automotive industry, including both automotive retail and automotive manufacturing.

Data and methods

This report's analysis draws from a range of data sources, primarily focusing on data from the Office for National Statistics (ONS), especially the Labour Force Survey. Additionally, it incorporates public data, including census information and apprenticeship statistics from the Department of Education.

This work was undertaken in the Office for National Statistics Secure Research Service using data from ONS and other owners and does not imply the endorsement of the ONS or other data owners.

The Labour Force Survey (LFS)

The Labour Force Survey (LFS) surveys households at private addresses across the UK. Its main objective is to gather information on the UK labour market to aid in the development, management, evaluation, and reporting of labour market policies. The Social Surveys division of the Office for National Statistics (ONS) manages the LFS. The survey takes place quarterly, while the ONS generates three-month estimates every month.

Measuring core diversity measures

In this study, we access data from the following time periods:

2023/24 year data Oct 2023 to Sep 2024 - combined 4 quarters (Oct_Dec 2023, Jan_Mar 2024, Apr_Jun 2024, Jul_Sep 2024)

2022/23 year data Oct 2022 to Sep 2023- combined 4 quarters (Oct_Dec 2022, Jan_Mar 2023, Apr_Jun 2023, Jul_Sep 2023)

2021/22 year data Oct 2021 to Sept 2022 - combined 4 quarters (Oct_Dec 2021, Jan_Mar 2022, Apr_Jun 2022, Jul_Sept 2022)

2020/21 year data Oct 2020 to Sept 2021 - combined 4 quarters (Oct_Dec 2020, Jan_Mar 2021, Apr_Jun 2021, Jul_Sept 2021)

Examining three core diversity measures:

- Sex (*Male / Female*).
- Disabilities (*With a disability / without a disability*).
- Ethnicity (*White British / Non- White British*).

We use the variables outlined above as indicators of diversity, examining them as proportions within automotive industries (Standard Industrial Classification, SIC) and automotive occupations (Standard Occupational Classification, SOC). This involves basic descriptive statistical analysis of proportions within sectors and occupations. We then compare and evaluate data from the two years to determine if any changes have occurred.

Intersectionality

Intersectionality recognises that individuals often intersect across multiple social categories, such as gender, ethnicity, and disability, creating unique experiences and challenges. This approach is crucial because it goes beyond simple, single-axis analysis, uncovering deeper and more intricate insights into the interplay of various forms of inequality and privilege in the workplace. However, it is essential to acknowledge the inherent complexity in analysing and interpreting intersectionality.

Our analysis focuses on how three diversity measures—sex, ethnicity, and disability status—intersect, representing just a first step. True intersectionality involves a broader range of characteristics, including age, sexual orientation, and socioeconomic background. By narrowing our scope, we may miss critical aspects of how these identities overlap and influence individuals' experiences in the workforce. So, while our current analysis is informative, it forms only a small part of the larger puzzle of fully understanding diversity. With these limitations in mind, our approach is as follows:

To accommodate small counts, we create two-year datasets using the following:

Oct 2020 to Sept 2022 - Combined 8 quarters (Oct_Dec 2021, Jan_Mar 2022, Apr_Jun 2022, Jul_Sept 2022, Oct_Dec 2020, Jan_Mar 2021, Apr_Jun 2021, Jul_Sept 2021)

Oct 2021 to Sep 2023 - Combined 8 quarters (Oct_Dec 2021, Jan_Mar 2022, Apr_Jun 2022, Jul_Sept 2022, Oct_Dec 2022, Jan_Mar 2023, Apr_Jun 2023, Jul_Sept 2023)

Oct 2022 to Sep 2024 - Combined 8 quarters (Oct_Dec 2022, Jan_Mar 2023, Apr_Jun 2023, Jul_Sept 2023, Oct_Dec 2023, Jan_Mar 2024, Apr_Jun 2024, Jul_Sept 2024)

Attrition rates analysis

The Labour Force Survey publishes data on employment movement annually in the second quarter, allowing our analysis of individuals who have stayed with the same firm or organisation over the past twelve months. We concentrate on the April to June periods of 2022, 2023 and 2024, considering key diversity characteristics: Sex (Male or Female), Disabilities (With or without a disability), and Ethnicity (White British or Non-White British). This method helps us approximate staff turnover within the automotive sector and across different diversity groups.

We specifically analyse individuals who have changed jobs or become unemployed within the last year. By combining these figures, we estimate total workforce movement. To overcome small sample sizes in diversity measures, we merge data from two years. This strategy enhances our analysis of each diversity factor but limits our ability to detect recent year-on-year trends. We use basic Chi Square tests to determine significant differences between the percentages.

For 2024 year - lfsp_2023apr_jun_wt22

For 2023 year - lfsp_2023apr_jun_wt22

For 2022 year - lfsp_2022apr_jun_wt22

Testing for significance

To determine if differences are statistically significant, we perform Chi Square tests. These tests compare the calculated test statistic against a critical value from a chi-square distribution with a specific degree of freedom, typically determined by the number of categories in the variables compared. A larger sample size or fewer degrees of freedom can enhance the test's power, making it easier to detect statistically significant differences.

However, it is important to note that statistical significance does not always equate to practical significance or importance. Results must be considered in their real-world context and practical implications, not just their statistical significance.

References

1. Institute of the Motor Industry. (2024). *Landscape of the UK automotive labour market*. https://tide.theimi.org.uk/landscape-uk-automotive-labour-market-summary-report

2. Gatsby Benchmarks. (2024, November 18). *The Gatsby Benchmarks*. https://www.gatsbybenchmarks.org.uk/about-the-gatsby-benchmarks

3. Future Skills. (2021, July 18). *Future Skills*. https://futureskills.org.uk

4. Department for Work & Pensions. (2025, June 18). *Pathways to work: reforming benefits and support to Get Britain Working green paper*. https://www.gov.uk/government/consultations/pathways-to-work-reforming-benefits-and-support-to-get-britain-working-green-paper/pathways-to-work-reforming-benefits-and-support-to-get-britain-working-green-paper

5. Department for Education. (2024, April 8). *Local skills improvement plans (LSIPs) and local skills improvement fund (LSIF)*. https://www.gov.uk/government/publications/identifying-and-meeting-local-skills-needs-to-support-growth/local-skills-improvement-plans-lsips-and-strategic-development-funding-sdf

6. Centre for Better Aging. (2018). *Becoming an age-friendly employer*. https://ageing-better.org.uk/resources/becoming-age-friendly-employer

7. CIPD. (2025, July 2). *Gender equality at work*. https://www.cipd.org/uk/views-and-insights/cipd-viewpoint/gender-equality-work

8. Sharma, M. (2025, April 24). *Worth and work: gender, occupation and the economics of inequality. Institute for Employment Studies*. https://www.employment-studies.co.uk/news/worth-and-work-gender-occupation-and-economics-inequality

9. Engineering UK. (2023). *Rapid evidence review interventions to increase girls' aspirations for engineering and technology careers*. https://www.engineeringuk.com/research-and-insights/our-research-and-evaluation-reports/rapid-evidence-review-girls-aspirations

10. Institute of the Motor Industry. (2024). *Driving towards inclusion: Senior managers report*. https://tide.theimi.org.uk/industry-latest/research/driving-towards-inclusion-senior-managers-report

11. Castañeda-Navarrete, J., Roupakia, Z., Döme, V., & Anzolin, G. (2024). *The Women in UK Manufacturing 2024: Addressing Labour Shortages and Bridging the Gender Gap*. University of Cambridge. https://www.ciip.group.cam.ac.uk/reports-and-articles/women-in-manufacturing-report-2024

12. Royal Academy of Engineering. (2024). *The EDI Engine*. https://raeng.org.uk/policy-and-resources/diversity-and-inclusion-research-and-resources/edi-engine-benefits-of-equality-diversity-and-inclusion-in-engineering

13. Vivian Hunt, D., Dixon-Fyle, S., Huber, C., Martínez Márquez, M., Prince, S., & Thomas, A. (2023). *Women in the workplace 2023. McKinsey & Company*. https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace-2023

14. Scope. (2023, April 11). *A manager's guide to Access to Work*. https://business.scope.org.uk/a-managers-guide-to-access-to-work

15. Scope. (2022, November 15). *Do's and Don'ts for creating a disability inclusive workplace culture*. https://business.scope.org.uk/3-dos-and-donts-for-creating-an-inclusive-workplace-culture

16. Charity for Civil Servants. (2024, March 11). *Workplace adjustments*. https://www.cfcs.org.uk/help-advice/health-and-wellbeing/wellbeing-at-work/workplace-adjustments

17. Dixon-Fyle, S., Gegotek, K., Tsimba, N., Holt, T., & Olanrewaju, T. (2023, June 28). *Race in the UK workplace: The intersectional experience*. *McKinsey & Company*. https://www.mckinsey.com/institute-for-economic-mobility/our-insights/race-in-the-uk-workplace-the-intersectional-experience

18. CIPD. (2025, July 2). *Race inclusion in the workplace*. https://www.cipd.org/uk/views-and-insights/cipd-viewpoint/race-inclusion-in-the-workplace

19. Jeffrey, G.. (2024, October 22). *Barriers to women in accessing healthcare in the UK – a review*. LSE Public Policy Review. https://ppr.lse.ac.uk/articles/10.31389/lseppr.122

20. Perri, G. (2018). *Toolkit: women of colour in the workplace. ENAR*. https://www.enar-eu.org/toolkit-women-of-colour-in-the-workplace

21. Race Equality Foundation. (2023, July 25). *We deserve better: Ethnic minorities with a learning disability and access to healthcare*. https://raceequalityfoundation.org.uk/press-release/we-deserve-better-ethnic-minorities-with-a-learning-disability-and-access-to-healthcare

22. Institute of the Motor Industry. (2025). *Automotive labour market briefing*. https://tide.theimi.org.uk/industry-latest/research/automotive-labour-market-briefing-may-2025

23. Department for Education and Skills England. (2025, June 2). *Skills England: skills for growth and opportunity*. https://www.gov.uk/government/publications/skills-england-skills-for-growth-and-opportunity

24. Vivian Hunt, D., Dixon-Fyle, S., Huber, C., Martínez Márquez, M., Prince, S., & Thomas, A. (2023). *Diversity matters even more: The case for holistic impact. McKinsey & Company*. https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact

25. Greenwood, K., & Anas, J. (2021, October 4). *It's a new era for mental health at work*. *Harvard Business Review*. https://hbr.org/2021/10/its-a-new-era-for-mental-health-at-work

26. ERC. (2024). *Do more inclusive workplaces lead to more innovation? Evidence from survey data for firms in England*. https://www.enterpriseresearch.ac.uk/publications/do-more-inclusive-workplaces-lead-to-more-innovation-evidence-from-survey-data-for-firms-in-england

27. Almeida, T., Dayan, Y., Krause, H., Lordan, G., & Theodoulou, A. (2024). *Diversity, equity and inclusion is not bad for business*. *LSE*. https://www.lse.ac.uk/News/Latest-news-from-LSE/2024/k-November-2024/Diversity-equity-and-inclusion-not-bad-for-business

28. Monster. (2020). *2020 state of the candidate*. https://www.monstergovernmentsolutions.com/resources/monster-research/sotc

29. Jeffery-Morrison, M. (2023, June 9*). Attracting and retaining Gen-Z through diversity and inclusion. Forbes*. https://www.forbes.com/councils/forbesbusinesscouncil/2023/06/09/attracting-and-retaining-gen-z-through-diversity-and-inclusion

30. Deloitte. (2024*). Deloitte's 2024 Gen Z and Millennial Survey finds these generations stay true to their values as they navigate a rapidly changing world*. https://www.deloitte.com/global/en/about/press-room/deloitte-2024-gen-z-and-millennial-survey.html

31. Chapman, G., Nasirov, S., Hughes, M., & Hughes, P. (2023, August 4). *Workforce age diversity, innovation performance, and the moderating effect of societal tolerance*. *The University of Manchester*. https://research.manchester.ac.uk/en/publications/workforce-age-diversity-innovation-performance-and-the-moderating

Supplementary tables

Proportion of males and females in the automotive sector, by industry code (October 2023 to September 2024)

Subsector	Male (%)	Female (%)
Sale of Cars & Light Motor Vehicles (45.11)	75.5%	24.5%
Sale of Other Motor Vehicles (45.19)	71.1%	28.9%
Maintenance & Repair of Motor Vehicles (45.20)	88.7%	11.3%
Wholesale Trade of Motor Vehicle Parts & Accessories (45.31)	76.9%	23.1%
Retail Trade of Motor Vehicle Parts & Accessories (45.32)	70.8%	29.2%
Sale, Maintenance & Repair of Motorcycles (45.40)	79.1%	20.9%
Wholesale of Waste & Scrap (46.77)	-	-
Rent & Lease of Cars & Light Motor Vehicles (77.11)	46.7%	53.3%
Renting & Leasing of Trucks (77.12)	-	-
Adjusted Automotive Retail Subtotal	**80.6%**	**19.4%**
Manufacture of Motor Vehicles (29.10)	86.4%	13.6%
Manufacture of Bodies for Motor Vehicles & Trailers (29.20)	84.1%	15.9%
Manufacture of Electric Equipment for Motor Vehicles (29.31)	-	-
Manufacture of Other Parts & Accessories for Motor Vehicles (29.32)	78.7%	21.3%
Manufacture of Motorcycles (30.91)	-	-
Adjusted Automotive Manufacturing Subtotal	**83.3%**	**16.7%**
Adjusted Automotive Total	**81.4%**	**18.6%**
Total Non-Automotive Industries	**49.2%**	**50.8%**
Working Age Population	**47.3%**	**52.7%**

Proportion of people with and without disabilities by automotive industry code (October 2023 to September 2024)

Subsector	Equality Act Disabled (%)	Not Equality Act Disabled (%)
Sale of Cars & Light Motor Vehicles (45.11)	18%	82%
Sale of Other Motor Vehicles (45.19)	-	-
Maintenance & Repair of Motor Vehicles (45.20)	14%	86%
Wholesale Trade of Motor Vehicle Parts & Accessories (45.31)	20%	80%
Retail Trade of Motor Vehicle Parts & Accessories (45.32)	26%	74%
Sale, Maintenance & Repair of Motorcycles (45.40)	-	-

Wholesale of Waste & Scrap (46.77)	-	-
Rent & Lease of Cars & Light Motor Vehicles (77.11)	13%	87%
Renting & Leasing of Trucks (77.12)	-	-
Adjusted Automotive Retail Subtotal	**16%**	**84%**
Manufacture of Motor Vehicles (29.10)	15%	85%
Manufacture of Bodies for Motor Vehicles & Trailers (29.20)	16%	82%
Manufacture of Electric Equipment for Motor Vehicles (29.31)	-	-
Manufacture of Other Parts & Accessories for Motor Vehicles (29.32)	19%	80%
Manufacture of Motorcycles (30.91)	-	-
Adjusted Automotive Manufacturing Subtotal	**17%**	**83%**
Adjusted Automotive Total	**16%**	**84%**
Total Non-Automotive Industries	**18%**	**82%**
Working Age Population	**24%**	**76%**

Proportion of White British and non-White British people by automotive industry code (October 2023 to September 2024)

Subsector	**White British (%)**	**Non-White British (%)**
Sale of Cars & Light Motor Vehicles (45.11)	91%	9%
Sale of Other Motor Vehicles (45.19)	-	-
Maintenance & Repair of Motor Vehicles (45.20)	83%	17%
Wholesale Trade of Motor Vehicle Parts & Accessories (45.31)	78%	22%
Retail Trade of Motor Vehicle Parts & Accessories (45.32)	-	-
Sale, Maintenance & Repair of Motorcycles (45.40)	-	-
Wholesale of Waste & Scrap (46.77)	-	-
Rent & Lease of Cars & Light Motor Vehicles (77.11)	76%	24%
Renting & Leasing of Trucks (77.12)	-	-
Adjusted Automotive Retail Subtotal	**84%**	**16%**
Manufacture of Motor Vehicles (29.10)	75%	25%
Manufacture of Bodies for Motor Vehicles & Trailers (29.20)	83%	17%
Manufacture of Electric Equipment for Motor Vehicles (29.31)	-	-
Manufacture of Other Parts & Accessories for Motor Vehicles (29.32)	68%	32%
Manufacture of Motorcycles (30.91)	-	-

Adjusted Automotive Manufacturing Subtotal	**74%**	**26%**
Adjusted Automotive Total	**80%**	**20%**
Total Non-Automotive Industries	**79%**	**21%**
Working Age Population	**78%**	**22%**

Proportion of males and females in senior roles by SOC code groupings (October 2023 to September 2024)

Based on Standard Occupational Classification (SOC) 2020 codes for senior roles, defined as SOC 1000–1999 (managers, directors and senior officials). Automotive subsectors are defined using selected 4-digit SIC codes relevant to automotive manufacturing and retail.

Subsector	**Male (%)**	**Female (%)**
Automotive manufacturing	82.0%	18.0%
Automotive Retail	91.7%	8.3%
All automotive	89.6%	10.4%
Non-automotive	60.1%	39.9%
Working population	**60.3%**	**39.7%**

Proportion of people with and without disabilities in senior roles (October 2023 to September 2024)

Based on indicators from the Equality Act and main health condition variables. Automotive subsectors defined using selected 4-digit SIC codes; occupations based on SOC 2020.

Subsector	**Male (%)**	**Female (%)**
Automotive manufacturing	-	-
Automotive Retail	-	-
All automotive	9.8%	90.2%
Non-automotive	14.7%	85.3%
Working population	**14.0%**	**86.0%**

Proportion of ethnic representation in senior roles (October 2023 to September 2024)

Based on nationality and 18-category ethnicity variables. Automotive subsectors are defined using selected 4-digit SIC codes; occupations based on SOC 2020.

Subsector	**White British (%)**	**Non-White British (%)**
Automotive manufacturing	-	-
Automotive Retail	-	-

All automotive	9.8%	90.2%
Non-automotive	14.7%	85.3%
Working population	**14.0%**	**86.0%**

Disability status by gender in the automotive sector - % within sex of respondent (October 2021 to September 2023)

Sex of respondent	**Equality Act Disabled**	**Not Equality Act Disabled**
Male	14.4%	85.6%
Female	21.2%	78.8%
Total	**15.6%**	**84.4%**

Gender by Disability in working age population - % within sex of respondent (October 2021 to September 2023)

Sex of respondent	**Equality Act Disabled**	**Not Equality Act Disabled**
Male	19.7%	80.3%
Female	26.3%	73.7%
Total	**23.2%**	**76.8%**

Gender by Ethnicity in Automotive - All - % within Sex of respondent (October 2021 to September 2023)

Sex of respondent	**Non White British**	**White British**
Male	14.7%	85.3%
Female	19.1%	80.9%
Total	**15.5%**	**84.5%**

Gender by Age (over / under 45) in Automotive - All - % within Sex of respondent (October 2021 to September 2023)

Sex of respondent	**Under 45**	**Over 45**
Male	52.1%	47.9%
Female	52.1%	47.9%
Total	**52.1%**	**47.9%**

Gender by Age (over / under 45) in the working age population - (October 2021 to September 2023)

Sex of respondent	Under 45	Over 45
Male	50.6%	49.4%
Female	49.6%	50.4%
Total	**50.1%**	**49.9%**

Disability by Ethnicity in Automotive - All - % within Ethnicity binary - (October 2021 to September 2023)

Ethnicity binary	Equality Act Disabled	Not Equality Act Disabled
Non-White British	11.1%	88.9%
White British	16.5%	83.5%
Total	**15.6%**	**84.4%**

Disability by Ethnicity in Working age population - % within Ethnicity binary - (October 2021 to September 2023)

Ethnicity binary	Equality Act Disabled	Not Equality Act Disabled
Non-White British	17.5%	82.5%
White British	24.7%	75.3%
Total	**23.2%**	**76.8%**

Disability by Age (over / under 45) in Automotive - All - % within current disability - (October 2021 to September 2023)

Current disability	Under 45	Over 45
Equality Act Disabled	40.0%	60.0%
Not Equality Act Disabled	54.2%	45.8%
Total	**52.0%**	**48.0%**

Disability by Age (over / under 45) in Working age population - % within current disability - (October 2021 to September 2023)

Current disability	Under 45	Over 45
Equality Act Disabled	40.7%	59.3%
Not Equality Act Disabled	52.9%	47.1%
Total	**50.0%**	**50.0%**

Ethnicity by Age (over / under 45) in Automotive - All - % within Ethnicity binary - (October 2021 to September 2023)

Ethnicity binary	Under 45	Over 45
Non White British	72.3%	27.7%
White British	48.4%	51.6%
Total	**52.4%**	**47.6%**

Ethnicity by Age (over / under 45) in Working age population - % within Ethnicity binary - (October 2021 to September 2023)

Ethnicity binary	Under 45	Over 45
Non White British	62.9%	37.1%
White British	46.6%	53.4%
Total	**50.1%**	**49.9%**