

*Celebrating inclusive
initiatives in the
automotive industry*

**DRIVING
DIVERSITY**





Foreword

Diversity and inclusion initiatives are transforming the automotive industry, breaking down traditional barriers and widening the talent pool to all sections of society, irrespective of gender, race, age, disability or sexual orientation.

There are fantastic projects underway that are truly changing the D & I landscape – success stories that need to be told. The only problem is, no-one is really telling them.

That’s something we would like to put right. It’s time to shine a light on some of the amazing work taking place in our wonderful industry and, frankly, make a bit of noise about it.

So, to mark our 10th anniversary as executive search specialists for the automotive sector, I and my team at Ennis & Co have put together this showcase of best practice when it comes to building a diverse and inclusive workplace culture.

It’s our way of celebrating the achievements of HR departments in ushering in new ways of thinking. And saying a big thank-you.

D & I has always been very close to my heart. As a company, Ennis & Co is proud to have partnered with the likes of Aston Martin, Toyota and Auto Trader to organise events promoting the subject.

Within Ennis & Co, we have also put D & I into practice in growing our team. I am, for example, a strong advocate of age diversity to create the right balance of skills and experience. Approximately half of the Ennis & Co team are aged over 50.



In our work as executive search specialists, we experience at first hand the passion of our clients for D & I and we love to hear about their various initiatives.

To produce this publication, we have conducted further interviews with HR specialists across the sector about their D & I strategies, and I would like to thank all those who participated for their time and enthusiasm.

We all know that that there is still a long way to go on the D & I journey, but let’s appreciate what has been achieved so far. Enjoy.

Lynda Ennis
Founder & Director, Ennis & Co.



The Ennis & Co Team

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Triumph Motorcycles is encouraging young people from all backgrounds to consider a career in engineering through its inspiring initiatives in schools and colleges.

Britain's largest motorcycle manufacturer, Triumph Motorcycles, is taking proactive steps to promote diversity and inclusion in its future workforce by reaching out to the next generation of engineers.

The company actively encourages its engineers to visit schools to talk to pupils as young as 11 about their work and raise awareness about engineering as a potential career.

And for A level students, the company has developed its highly successful 'Triumph Design Awards' – a national competition for 16 to 18-year-olds that requires students to use their design and technology skills to solve real-world problems.

Building around 67,000 bikes per year and with more than 700 dealers across the world, Triumph Motorcycles is Britain's largest motorcycle manufacturer, and its reputation has remained strong since its beginnings in 1902.

The company has six-world class factories around the globe, one of which is based in Hinckley, Leicestershire, where it continues to invest in the development of new products to further strengthen its future model line-up.

At the heart of Triumph's philosophy is a commitment and passion to develop motorcycles that offer a blend of distinctive design, intuitive handling and performance to enjoy the perfect ride.

Both initiatives reflect Triumph's focus on young people when it comes to promoting diversity and inclusion. The common thread is that a career in engineering is open to all.

A key part of the outreach programme is facilitating school visits by female Triumph engineers to inspire girls to think about it as a career option.

Jonathan Parsons, HR Director for Triumph, says: "In an industry which faces critical skills shortages, we naturally focus on those who have excelled at maths and science, regardless of whether they would traditionally have considered engineering.

"For this reason, engineers who are willing to go into schools and talk passionately about why they enjoy engineering are encouraged to participate.

"As a company, we are committed to motivating young people and helping them to develop their engineering potential by recognising design engineering as an exciting and useful future career path."

Triumph concentrates much of its outreach efforts on younger children who have yet to think about career choices.

Jonathan says: "I've found this engagement to be particularly impactful with the younger year groups, such as years 7 or 8, as it gives students more time to consider their future before choosing their GCSE subject options.

"Children also tend to be a bit more receptive at this age, especially if they have a design and technology teacher who is supportive and encouraging of initiatives such as this; they need a powerful voice."

For older students, the Triumph Design Awards aim to encourage and celebrate creative thinking, innovative problem-solving and the ability to produce feasible solutions to real-world challenges.

Jonathan says: "They're a bit like Dragon's Den as the innovative competition involves selected judges and a cash prize.

"Every year thousands of students do design and technical A levels, so there is a real wealth of talent to dive into. Applications come in from people with a range of backgrounds and from different regions of the UK, which is a great indication of what the future of engineering holds.

"Our aim is to encourage these students to be inspired by engineering and continue a career in automotive in the future, as many tend to change directions over the course of their time in education.

"The Awards then conclude in June each year, when 20 shortlisted students come to Triumph HQ for the day to compete in the finals. At this point they show their prototypes and do a presentation for a few select judges.

"There is always a guest speaker, and the day is enjoyed by all, as well as being a good opportunity for applicants to get an idea of what an engineering career could look like. A positive signal that it might be helping to attract a more diverse range of candidates into engineering is that the winners of the last two Awards have happened to be from a diversity and inclusion-type background..

"Looking forward, it will be interesting to see what innovative ideas applicants of the Triumph Design Awards come up with next, and what the future holds for them."



Jonathan Parsons





*‘If you focus on inclusion, you’ll
get the diversity’*

Cox Automotive is the world’s largest automotive service organisation, providing solutions to clients at every stage of the vehicle lifecycle.

In the UK, Cox Automotive provides inventory, financial, media and retail solutions to clients, including franchised and independent dealers, car supermarkets, vehicle manufacturers and fleet and leasing companies.

Cox Automotive brands in the UK include Manheim, Dealer Auction, Movex, RMS, NextGear Capital, Modix, wewantanycar.com and money4yourmotors.com. The group employs more than 2,200 team members in the UK.

Martin Forbes



Alison Fisher

***Cox Automotive is empowering employees
to be their true selves at work through
its flexible and empathetic approach
in adapting the work environment to
employees’ varied needs.***

As a family business, Cox Automotive has always appreciated the value of great people working together, so it is no surprise that a focus on attitude over experience is a priority for them when it comes to recruitment.

The company also prides itself in responding to its employees’ needs by genuinely listening to their feedback and acting on their requests.

Through this responsive approach, Cox has created an appealing workspace; one where staff are actively engaged and feel included. It is a people-first philosophy, which explains why Alison Fisher eschews the usual ‘HR’ in her job title in favour of ‘Chief People Officer for Cox Automotive’.

“The ultimate ambition is to be completely diverse,” says Alison. “We’re aiming to achieve this through creating a more inclusive place where people can be who they really are, and then diversity will follow.

“At the moment, too many companies focus on diversity to reach quotas and don’t care about the inclusivity factor. If you focus on inclusivity, you’ll get the diversity.

“When employees are actively engaged, they are more likely to take accountability and responsibility, come up with ideas, and be more productive. If there is an environment where people can be their true self at work and inclusivity is promoted, then this will happen naturally.

“We need to put the human back into business, so the focus is often on the workers. That’s why I’m the Chief People Officer and not Human Resources. Individuals aren’t simply ‘resources’ – they are people.”

One of the ways Cox Automotive focuses on its people is through its internal roadshows, where employees have the chance to give feedback directly to business leaders and raise any issues.

Alison says: “A number of hot topics come up at these roadshows, many of which are fairly easy to resolve. For example, a few employees said the offices were in need of a lick of paint, so we listened. We redecorated and they were happy that their feedback had been taken on board.

“There was another case involving the flexible-hours contract we offer. These suited a lot of our team members, but those people who were consistently working full-time hours wanted the security of a full-time contract, or needed it for practical reasons like applying for a mortgage. So, we put more people on full-time contracts.

“By being responsive in this way we are creating an environment in which employees feel comfortable to speak up and feel valued when their comments and suggestions are heard. It also enables us to hold onto talented workers who may otherwise not have been able to carry on in their roles.

The introduction of flexible-hours contracts is just one of the ways Cox has attempted to attract new people and adapt to their needs.

“We want to cast a wider net by looking at people from different sectors, not just automotive,” explains Alison.

“We’re aiming for a more vibrant workforce that’s full of diverse opinions, ideas, and skills. In the past, there was an attitude of ‘they must have automotive experience’. But why?”

Alison herself has only been in the automotive industry for four years, having previously worked for Nestle among other different sectors.

She says: “It is important to note that diversity includes diversity of thought, opinions and background; not just what is typically thought of when talking about diversity.

“When looking to the future world of work and what millennials are looking for, we all need to be more inclusive in the way we work and operate. Young people are generally looking for a dynamic, exciting, collaborative work environment where they have clear responsibilities, but are given flexibility in how they work.

“To entice millennials, and engage more mature colleagues, the automotive sector needs to appeal as a great place to be. It’s not about quotas or numbers, it’s just about doing the right thing.”



'You can't ask someone to inspire people if they are not inspired themselves'



Mandeep Dhatt

McLaren Automotive is a creator of luxury, high-performance sportscars and supercars.

Every vehicle is hand-assembled at the McLaren Production Centre (MPC) in Woking, Surrey.

Launched in 2010, the company is now the largest part of the McLaren Group.

McLaren is retailed through over 80 retailers in more than 30 markets around the world.

McLaren is celebrating diversity and inclusion through its support for people-led 'communities' within the organisation.

High-performance luxury sportscar and supercar maker McLaren Automotive is encouraging conversation around diversity and inclusion both within and outside the organisation.

By empowering a range of different communities across the company, McLaren is able to tackle multiple issues in a way that is people-led and completely authentic.

These communities are groups of people from all areas of McLaren who work together to tackle pressing issues such as mental health, respect, diversity, performance and promoting STEM to future generations of engineers.

Each community is sponsored by a senior executive but the ideas and innovations come from the employees themselves. In turn, the communities are given a twice-yearly platform to present their activities and ambitions to the entire organisation, while outstanding individual achievements are celebrated through quarterly awards.

For McLaren, such a focus on a diverse and inclusive workforce is a great source of pride, encompassing multi-generational working, gender equality, wellbeing support and an emphasis on respect.

Externally, the company's achievements in gender equality were recognised recently when a dozen of its employees were named among the 100 rising female stars in the Autocar Great British Women in the Car Industry awards.

Mandeep Dhatt, Executive Director of HR for McLaren Automotive, says: "Our focus is on the type of talent we want to attract and celebrating the diversity that we already have within the organisation. We celebrate with different internal communities – for example our respect champions, our performance champions and our STEM ambassadors.

"These communities each have their own goals and ideas. We keep this authentic by asking who wants to be involved, exploring what the story is and why we're telling it. This isn't dictated from up the chain; the

communities take control. You can't ask someone to inspire people if they are not inspired themselves.

"For example, the mental health first aiders' aim is to support people with mental health issues. They come up with the type of training they require, which speakers to invite and what activities to host.

"We need to get the best from our people, which means bringing their whole self to work, not just the work part of themselves. This is a topic we're passionate about. Supportive communities such as the mental health first aiders are a great first point of contact for employees."

STEM ambassadors are another community McLaren is keen to support as part of its strategy to attract the best future talent. The focus is on two age groups: very young children and students of A Level age.

Mandeep says: "By the age of six or seven, boys and girls have very solid ideas of what roles they can play in life, from their family, educational systems, society. STEM ambassadors go into schools and have conversations about skills to try and inspire children to love maths and science.

"The conversations with the older children are similar. We also commit to having apprentices in the organisation, within logistics, product development, finance, and management teams. There are around 30-50 of these within McLaren.

"Thirty per cent of the STEM ambassadors are female. We try to maintain a healthy split of attracting girls and boys, so there is always representation from both genders.

"These ambassadors work within schools all across the UK, while children nationwide are also invited into the organisation to look at the production facilities and technology centres.

"Another aim for the future is to have a certain number of directors signed up to be STEM ambassadors.

"We're also proud of the amount of different nationalities we have now within McLaren – there are currently over 50, spread out over four generations. This range of ages gives us a breadth of knowledge from the baby boomers as well as access to the future talent of the younger age groups."

'We see in our teams where we have an equal gender balance that the teams are high performing and often deliver better results'



Jardine Motors Group represents 19 luxury and premium automotive brands, operating across more than 65 locations in the UK and employing more than 3,500 colleagues. This includes brands such as Ferrari, Aston Martin, Porsche, Audi, Jaguar Land Rover, McLaren, BMW and Mercedes Benz.

The company's core values of Judgement, Ownership, Leadership, Integrity and Passion (JOLIP) run throughout the entire business and are evident in the high engagement levels on the annual employee survey, in which 92% of colleagues say they feel proud to work for Jardine Motors and 89% feel engaged in their work.



Clare Martin

Jardine Motors Group is increasing brand awareness and giving female employees the confidence to reach their potential through its internal and external initiatives.

As one of the UK's largest independent dealerships, Jardine Motors Group (JMG) is making big strides in improving gender diversity within the organisation.

The results are there to see in the group's 'Inspiring Stories' book – a powerful, living document published on the company's website in which the lives of 100 employees of all levels of seniority are celebrated publicly.

The 100 case studies, which are continuously refreshed, aim to celebrate the achievements and brilliance of colleagues right across the business to promote real role models already working in the organisation to prospective and existing employees. JMG are constantly refreshing the 100 Inspiring Stories with new themes, the latest being around those that support their mental wellbeing strategy and their charity champions, which are instrumental in helping create an inclusive culture. They will be continuing this with further stories from underrepresented groups.

They include inspiring personal testimony from women who have advanced their careers at JMG, as well advice to others about how to achieve their professional goals.

The project is just one of a range of initiatives, both internal and external, that has had a transformative impact on the company's gender diversity.

When Clare Martin joined the company as Group HR Director in 2015, just 5% of management roles were filled by women.

"This has now risen to 30%, which is amazing," says Clare. "But we are ultimately aiming for 50:50 gender parity at all levels of the business."

Just as impressive is the number of external job applications the company now receives from women in an industry traditionally dominated by men.

"In a recent campaign to recruit for an academy cohort, we received 10,000 applications for 10 roles. We also saw a 50:50 split of male and females," says Clare.

"This is a huge step forwards as when I first started here, 2,000 people were surveyed through external reports and only 2% of females outside the industry said they would consider working in the automotive industry as a possible career."

Internally, one of the key challenges was to encourage more female employees to advance within the organisation. The company responded by introducing an internal mentoring programme and an external one via Women Ahead.

"We're trying to give female employees the confidence to aim higher and apply for promotions," says Clare.

"We see in our teams where we have an equal gender balance that the teams are high performing and often deliver better results. The introduction of mentors for employees has helped with their confidence internally."

Externally, involvement with initiatives such as Women Ahead, Speakers 4 Schools, Retail Week's Be Inspired and the Automotive 30% Club have helped JMG to promote its support for women in automotive.

"The aim is to increase brand awareness to encourage more women to consider the automotive sector as a potential career," says Clare.

The company's success in driving gender equality has not bred complacency. Clare is determined to build on recent achievements with further initiatives that support colleagues

to achieve a work/life balance and make the business accessible to all. This includes looking at creating more flexible working hours and how the business uses new technology and platforms to facilitate this.

Clare is also driving a broader approach to diversification and inclusion. New partnerships and initiatives are being developed to support a greater emphasis on areas such as ethnicity, sexuality and disability.

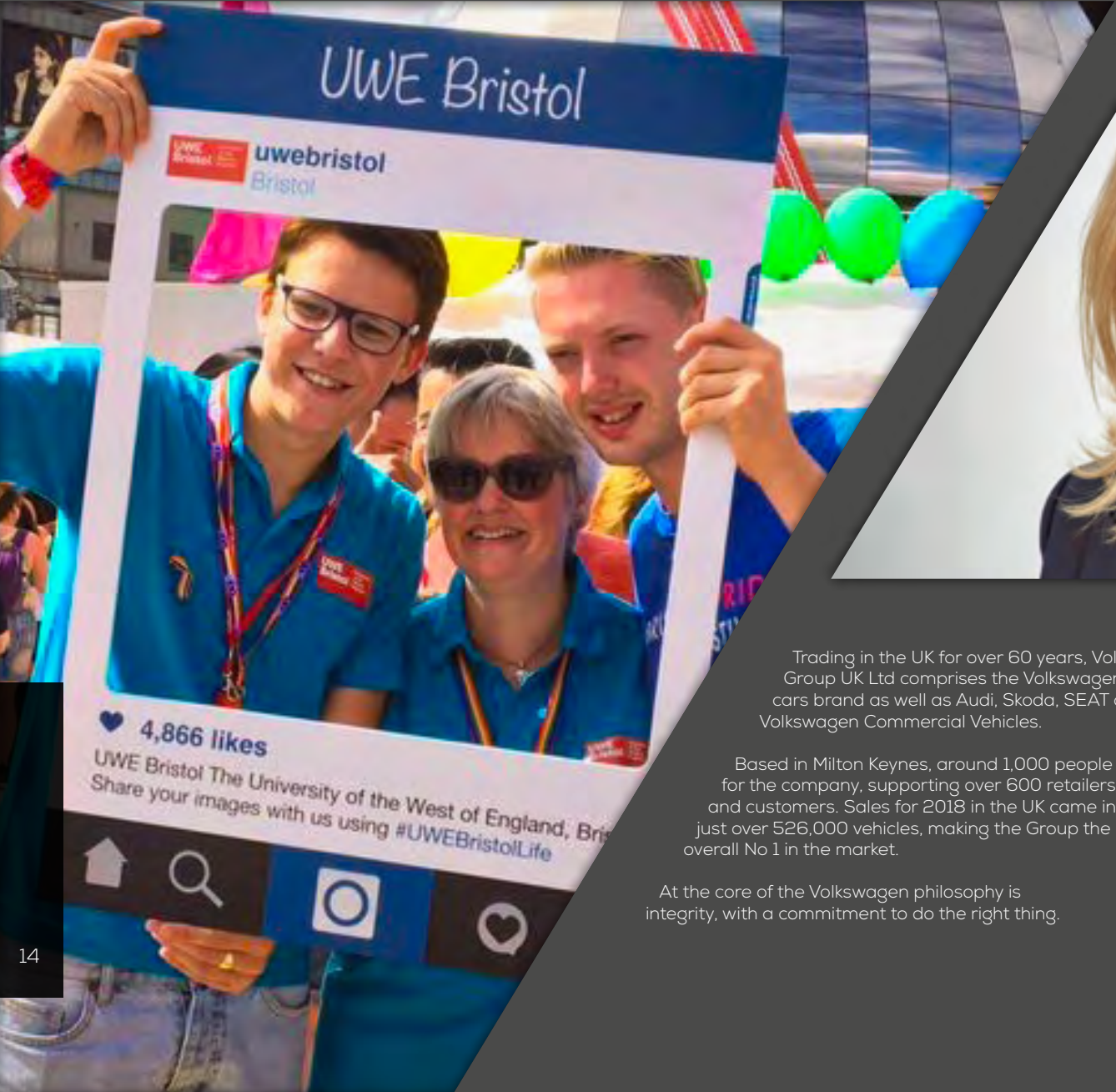
Clare explains: "We want to continue to ensure through our renewed D&I strategy that we're creating a collaborative and innovative environment, removed of bias or stereotypes, where everyone can feel comfortable to bring their whole self to work, enabling all talent to shine."

Some of the initiatives that support this area include a long-standing partnership with Whizz-Kidz, which involves not only fundraising but providing work placements and opportunities for employees to mentor disabled young people. Most recently the business has become a member of 'The Valuable 500', which commits businesses to disability inclusion.

"Additionally, the 100 inspiring stories we produced have previously been written with a focus on gender equality," says Clare. "This is being refreshed with a new focus on disabilities and wellbeing."



'We need to draw from the widest pool possible to attract a diverse range of talent to our business'



Trading in the UK for over 60 years, Volkswagen Group UK Ltd comprises the Volkswagen passenger cars brand as well as Audi, Skoda, SEAT and Volkswagen Commercial Vehicles.

Based in Milton Keynes, around 1,000 people work for the company, supporting over 600 retailers and customers. Sales for 2018 in the UK came in at just over 526,000 vehicles, making the Group the overall No 1 in the market.

At the core of the Volkswagen philosophy is integrity, with a commitment to do the right thing.



Penny Burnett

Through its focused recruitment policies and bold campaigns, Volkswagen Group UK is blazing a trail when it comes to gender balance.

In an industry where just 16% of the UK workforce are women, the fact that Volkswagen Group UK has 43% female representation speaks volumes for its efforts in the area of diversity and inclusion.

The company is not complacent, though. The percentage is lower for management positions, which is why it is taking proactive steps to improve the pipeline of female talent at senior levels.

Penny Burnett, the company's Human Resources Director, says: "With sponsorship from our Managing Director, Alex Smith, we have recently mandated 50% gender shortlisting for our management roles, so the shortlist is always 50% male, 50% female.

"We want to support managers to think more broadly about the talent spectrum when recruiting, and we're supporting women, who are generally less likely to put themselves forward, to consider their suitability for a more senior role.

"We also have gender-balanced panels at interview, which brings different perspectives to the selection process. A balance is more likely to be achieved, for instance, on the weight given to technical skills versus behaviours and broad experience."

In addition to recruitment processes, the company has pursued its gender balance agenda through internal campaigns such as its award-winning 'A Day In Their Shoes', which challenged people to think about living life in a different pair of shoes, with a focus on gender.

This also served as the launchpad for the company's 'Driven Women' campaign – an organisational change strategy to inspire young women to consider careers with the company and develop existing female employees. It includes a Director-led mentoring and sponsorship programme for female employees aimed at developing their confidence to consider more senior roles.

"If an internal role comes up that a director believes would suit their mentee,

they offer coaching and advice to give them confidence to apply," says Penny. "They will also have a conversation with the relevant hiring manager.

"This won't necessarily get them the job but will ensure the hiring manager can be confident that a senior stakeholder is prepared to sponsor the application and they merit being seriously considered for the role."

Another innovative mentoring programme has been introduced to ensure those already in leadership roles benefit from the mentor-mentee dynamic. Known as 'reverse mentoring', it involves graduate trainees providing mentorship to leaders to enable both parties to share perspectives.

"I can talk about this personally as I'm reversed-mentored by one of our graduates," says Penny. "We have regular six-weekly meetings where we discuss different topics. I'm particularly interested in the millennial and Gen Z point of view and my reverse mentor, who is female, is perfectly placed to help improve my understanding!

"I recently had a conversation with her around views on engagement topics, and how we might adjust our communications or programmes to take their views into account. My lens on the world is very different to hers.

"It's a two-way street because she gets the benefit of discussing her career aspirations. I'm able to relate my personal experiences and look at what she is doing to help her to secure her next role.

"I've found it immensely valuable. The world of work now is radically different to the one I experienced at the start of my career. Diversity wasn't even a word that was mentioned then!"

While Volkswagen's focus has hitherto been on gender diversity, the Group is now moving on to other aspects of the D&I agenda. Only recently, the company announced employee network groups led by managers in the areas of BAME, parents and carers, and LGBTQ+.

"It's an all-encompassing approach," says Penny. "We want to attract a more diverse range of talent and therefore we must draw from the widest pool possible. We've built an inclusive culture and we want to showcase that culture to ensure talented people from diverse backgrounds are attracted to working for us."



Volvo Car UK is in the vanguard of some ground-breaking D&I initiatives that are challenging historical assumptions about work and life.

A new paternity leave policy recently introduced by Volvo Car UK illustrates the way the company is challenging traditional norms to encourage a more diverse and inclusive workplace culture.

"The new policy provides fathers with over six months' paid leave within three years of their child being born," says Mike Johnstone, Marketing Strategy Director for Volvo Car UK.

"The key thing is, this was put in place so that people can get the best start with their children, but also so that fathers are there to support mothers.

"We're trying to change the historical assumptions about mothers taking time off to care for children. This policy is there because it's the best thing for the business – and it has been really well received. I don't think anyone else in the industry is doing this."

Disrupting old assumptions was also at the heart of the company's bold marketing campaign last year for the Volvo V60 – the 'new family model' – which subverted the traditional signage in car parks to celebrate the diversity of modern families.

Mike says, "The launch celebrated the modern family and involved the 'new family model' car park, which was made to disrupt the conventional car park iconography. The campaign also featured adverts on TV showing quick clips of every type of family.

"While the traditional family of 2.4 children with a man and woman is still relevant, so is the gay family, the divorced family, the older couple with an adopted child and so on.

"This is something I'm really proud of. It got mixed reactions, but I think this is a good thing – it shows we've made an impact.

"Brands need to talk about these sorts of things. The Volvo brand, with its Scandinavian values, lives, acts and behaves this way."

Those brand values inform the way Volvo Car UK is striving to build a diverse and inclusive team of people across all levels of its business.

New initiatives include unconscious bias training and updated job descriptions.

Mike says: "The bias training can impact how you are as a leader and our job descriptions are edited by a third party to make them more inclusive, with emphasis on transferable skills, to widen the pool of people who apply.

Volvo has recently joined the 30% Club, which campaigns for greater gender equality in boardrooms and senior management teams, but its focus remains on cultural change within the company, allowing targets to follow naturally.

Mike says: "When talking about diversity and inclusion, it's not just about quotas, it's about the environment and the culture. While reaching targets is part of it, it's about creating an environment, regardless of social background, sexuality, ethnicity, where people can be the best versions of themselves.

"Five focus areas have been chosen to support and focus our efforts. These are: training and competency; working conditions and harassment awareness; recognition and celebration; recruitment and promotion; and employment and parenthood."

Within Volvo, the HR department is called People Experience, or the People Department. It comprises a broad spectrum of people at different levels and from a range of backgrounds – a deliberate effort to create a genuinely inclusive and balanced team.

Mike says: "At the moment recognition, celebration and communication are important. We take 15 minutes every week where the team gets together to talk. We want to make sure we recognise success and recognise each other – it's all about inclusivity and recognising the input that everyone in the business makes.

"We are also planning on having a diversity speaker in four times a year to increase understanding and inspire workers. We're starting with someone to talk specifically about recruitment and promotion, encouraging people to develop internally as this is something which interests a lot of people."

'When talking about diversity and inclusion it's not just about quotas, it's about the environment and the culture'



Mike Johnstone

Volvo Cars began production of its automobiles in Sweden in 1927. Today they are global, with sales in around 100 countries.

One of Volvo Car UK's aims is to have 25% of the plastic in its cars be made from recycled materials by 2025. With the future of the planet in mind, Volvo Car UK ensures that Volvo owners have access to a convenient scrap recycling centre when it is time to scrap their cars.

Volvo Car UK continues to set new benchmarks in automotive safety and connectivity. A strong competitor in automotive, it won the New Car of the Year title in the Motor Trader 2019 awards.





**Stephen James
BMW Group**

*'We have a history
of supporting people
with special needs at
our organisation'*

The Stephen James Group is an authorised BMW and MINI retailer based in London and Kent with four BMW and three MINI centres serving Woolwich, Bromley, Enfield and Ruxley. It prides itself on offering its customers the highest level of expertise, knowledge and service whilst living by its core values.

Unusually for a business like this, Stephen James Group has recently gone through a management buyout and 37 of the 430 employees currently own part of the business.

Stephen James Group has a very fast paced work environment and the employees are in total alliance with the business.



***Whether it is training
young adults from a
special needs school or sending
employees to Zambia to help build
classrooms, Stephen James BMW
Enfield walks the walk when it comes to
diversity and inclusion.***

Stephen James BMW Enfield's D&I strategy is built around its five core values of Unrivalled Service, People Obsession, Unquestionable Honesty, Giving Back, and Outrageous Creativity.

What that means in practice is a series of hands-on initiatives aligned to those values that really do make a difference to the company's workforce and the wider community.

A shining example is its work with West Lea, a local special needs school where Stephen James is offering training for three school leavers that will hopefully result in permanent employment.

Belinda Shennan, Group HR Manager for Stephen James Enfield, says: "We have a history of supporting people with special needs at our organisation. Two former colleagues, who are brothers with special needs and now retired, still look to us as a support system and remain in contact with us.

"We try to keep things personal. When the brothers hit retirement, we threw a clown-themed party for them, because they love clowning.

"Now we're working with West Lea, which is a special needs school. We'll be taking on three young adults from there who have just finished schooling, so between the ages of 18 and 25, to coach and train them in preparation for the workplace.

"After the initial six months the coach will leave and they should be able to stand on their own two feet, leading into what will hopefully become a permanent role."

Another key initiative is sponsoring and fundraising to help build schools in Zambia, bringing much needed education and nutrition to some of the most vulnerable children in those communities.

Belinda says: "This relates to our value of 'Giving Back'.

"We send employees out to Zambia, including myself, to build classrooms and measure and weigh malnourished children. We're proud to say that we have sponsored nearly two million meals and are encouraging staff to sponsor children through payroll.

"This is something we support hugely but don't normally shout about.

"For the 'outrageous creativity' core value, we have performance management, annual events, personal weekly notes from managers, plus big shout-outs to people who have gone above and beyond – giving them extra holidays. It's in our DNA to do these things."

When it comes to diversity among its employees, the workforce at Stephen James Enfield is a reflection of the diverse local demographic in west London and is represented by multiple ethnicities and languages.

The company's recruitment policy is reinforced by the use of a profiling tool, 'Thomas International', to ensure a neutral method of sorting through applicants.

Belinda says: "We have quite a diverse workforce, though there's not as many women as I would like. We're trying to tackle this. We will be advertising and looking for some more part-time roles to attract a wider demographic, potentially some return-to-workers who have maybe taken time off for family.

"At the moment, 23% of managers are female and 25% of the total workforce is female, which is quite interesting. In terms of managers and employees over 50 it's quite good, with two senior managers over 50 and female.

"Again, we have not consciously looked for mature workers. Some people have been working with us for 20/30 years so have grown with the company. They are in it for the business longevity. We are looking for people who are committed and have energy. More mature workers tend to bring more experience and have been successful.

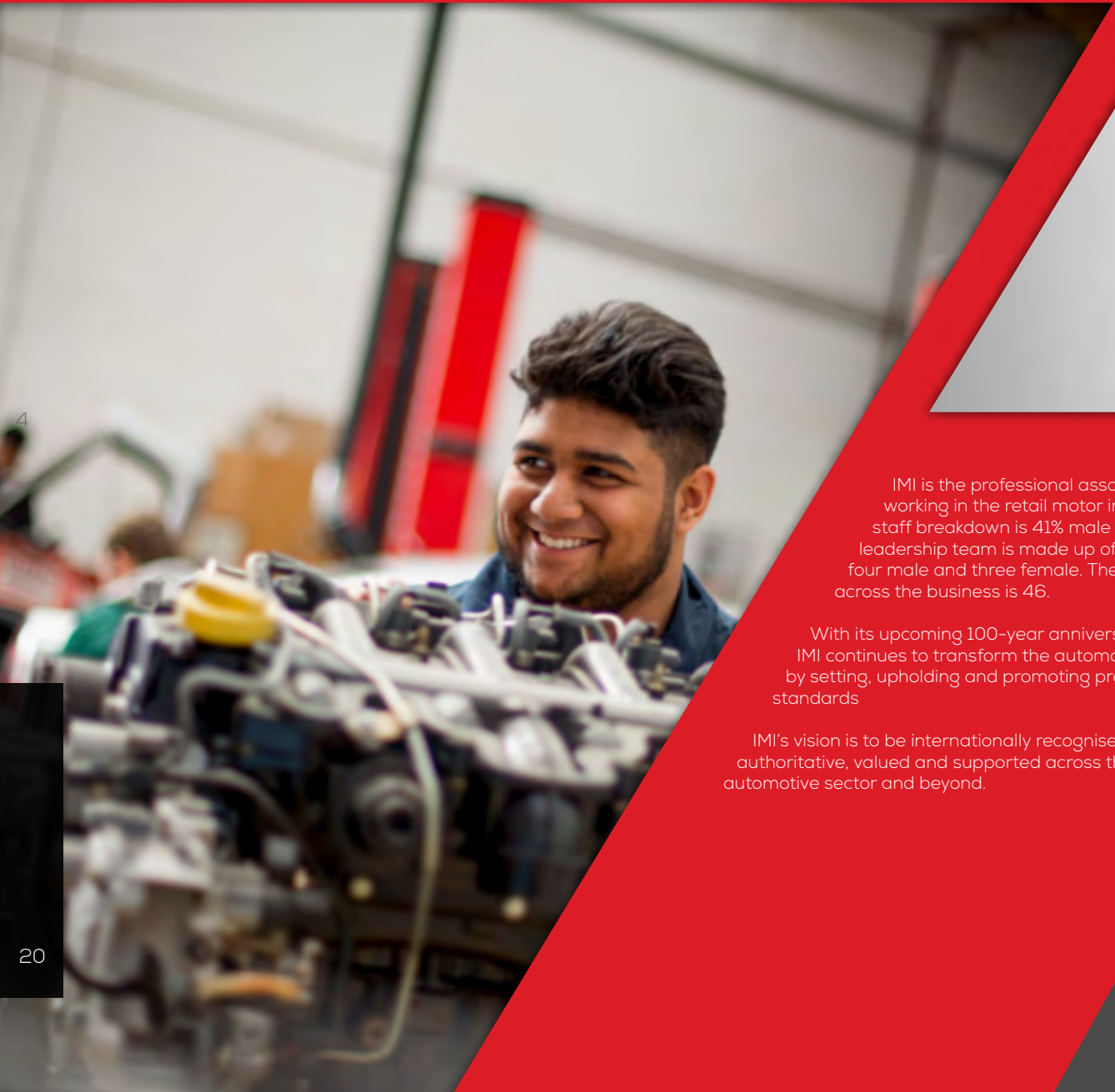
"I can walk through the workshop and stop and talk to lots of people as I pretty much know everyone in the business. I don't want the 'them and us' environment at all. We are all in it for the long term."





**INSTITUTE OF THE
MOTOR INDUSTRY**

*'We really want to emphasise
that automotive is an exciting
and diverse sector that is
accessible to anyone'*



Joanna Hollingdale

IMI is the professional association for individuals working in the retail motor industry. The current IMI staff breakdown is 41% male and 59% female. The leadership team is made up of seven individuals; four male and three female. The average age across the business is 46.

With its upcoming 100-year anniversary in 2020, IMI continues to transform the automotive industry by setting, upholding and promoting professional standards

IMI's vision is to be internationally recognised as authoritative, valued and supported across the automotive sector and beyond.

***The Institute of the Motor Industry (IMI)
is working hard to attract and retain
more female talent through its multiple
campaigns and initiatives.***

As the professional association for people working in the retail motor industry, IMI is all too aware of the huge gender imbalance in the automotive sector.

With women making up just 19% of the overall workforce, the institute is focused on making the industry more attractive to females, highlighting the exciting career opportunities and celebrating the inspirational women already working in the sector.

It campaigns not just to attract new talent but to retain it and create the leaders of the future.

IMI is waging the battle on multiple fronts, including a national skills competition for apprentices and students – IMI Skill Auto – that has yielded some impressive results in terms of female engagement.

Joanna Hollingdale, IMI Careers & Student Membership Manager, says, "Our skills competition is an opportunity to showcase fantastic new talent. All applicants are apprentices – the top ones in each area.

"This year we have had an increase of 32% in female participation, as well as the first ever female finalist, Claire Wells, in heavy vehicle technology.

"When advertising the competition, we used roughly 50/50 male to female imagery to promote equality. We also have female judges who are really passionate about encouraging women to join the automotive sector.

"For example, Rebecca Wilson, a previous World Skills competitor, is a judge in the Automotive Refinishing category.

"Cat Treanor, who won an IMI 'Outstanding Achievers Award 2013' and 'Contribution to the IMI Award 2019', also judges in the Light Vehicle Technology category."

IMI recognises that improving gender equality in the industry requires inspiring young girls at an early age, so a key initiative is its annual 'Design the Future' competition for schools.

Joanna says: "Children are given briefs where they have to design a vehicle for a target market – and all the winners have been female so far.

"The girls tend to come up with really creative ideas, whereas the boys tend to be more interested in making cars go fast. The most recent winning idea was a car powered by water, with 10% of the profits to be given to Africa to people in need of water."

IMI also works closely with the 30% Club, which campaigns to improve female representation in boardrooms and senior management teams, to provide support and resources for its various events.

Another key initiative is IMI's 'Women in Motorsport' days, where it works in partnership with the Santa Pod Raceway in Northamptonshire, the home of European Drag Racing, to highlight a different side to the automotive industry.

Joanna says: "What is interesting is that the gender balance in motorsport is much better compared to automotive in general – at 30% compared to 3%. This could potentially be due to girls being exposed to drag racing at a young age, as this can often have a big impact.

"For the Women in Motorsport days, around 400 tickets are given free of charge to parents and teachers to bring young girls along to learn about inspirational women.

"We now have virtual reality films which we show here – these are 360 VR films so people can see what it's like to work in automotive without actually being there.

"This is especially good for children because it can often be hard to get them into the work environment due to health and safety."

With just one female Board member, however, IMI is working towards to addressing the gender imbalance as individual Board members finish their term of office.

Because of the IMI's constitution, it is only possible to make changes to the Board when a current member stands down.

However, a project group has been set up to look at ways of tackling the issue, including the co-option of Board members outside of the normal appointment process.



ASTON MARTIN

Aston Martin's recruitment and wellbeing strategies are helping to transform the company into an inclusive, open-minded workplace.

Iconic sports car brand Aston Martin is setting the pace with a new wellbeing strategy to enable people to 'bring their true self to work'.

The company has created an information portal that directs employees to support networks where they can find help for their physical, mental and financial wellbeing.

Hazel Martin, Director of HR for Aston Martin, says: "It's an information portal, currently in the process of finessing, that acts as a point of reference not only for information but for access to employee programmes and assistance, so people feel they have someone to reach out to."

"For me, supporting wellbeing is fundamental to diversity and inclusion. People often feel lonely and isolated, so we need to recognise that we must do more work on this."

Part of Aston Martin's strategy is equipping people to deal with issues that may impact their wellbeing – as early in their careers as possible.

"We've had a psychologist in to talk to apprentices and we offer access to a psychologist through the occupational therapy department," says Hazel. "The focus is on resilience. We want to give people tools and techniques to get through problems."

Making employees feel included and supported from the outset is an important priority given the company's increased intake of apprentices in recent years, with 50 joining in 2018.

How the company recruits them is also key to building a diverse workforce.

"We're connected to schools in the area, as well as via our careers website and our connection with The Prince's Trust. We try to encourage a diverse group in terms of gender by targeting girls' schools as well, and it's also about enticing talent from a diverse ethnic background."

When it comes to championing females in the automotive industry, Aston Martin has a proud track record, with women occupying a number of senior leadership roles in the company.



"We've delivered a great deal of work on behalf of women," says Hazel. "We have supported the Great British Women events, as well as our partnership with the Society of Motor Manufacturers and Traders (SMMT) in 2018 for the Women in Engineering initiative."

"We also actively engage in educational outreach programmes, with schools across the country from primary to sixth form. They're aimed at stimulating an interest in a career in engineering."

"We would like to see more females in engineering roles, though we encourage both males and females into STEM-based subjects in schools and universities."

"It's essential that the quotas aren't a box-ticking exercise, and nobody should get a job just to improve the statistics. It's about the skills they bring to the role."

To ensure an open and fair recruitment process, the company provides training on unconscious bias and interview protocols. Next on Hazel's agenda are anonymous job applications.

"One of the main things I want us to look at is taking names and personal data off CVs. I believe the content should be just background education and experience to ensure applicants are selected purely on their suitability for a job."

"When it comes to the future of D & I within Aston Martin, we are extremely lucky that we have a strong brand, which we never take for granted. One of the things we want to promote is it's not all about the cars. It's about the people and the values of having a diverse workforce."

"The work environment has changed dramatically; it's very different now to what it was in the past."

"With more focus on ensuring we are including people in the right ways, we have been able to achieve things such as eliminating prejudice or harassment in the workplace, on many levels."

"We just have to be careful we don't go too far the 'other' way. We must keep the subject of diversity and inclusion realistic – and achievable."

World renowned and founded by Lionel Martin and Robert Bamford in 1913, Aston Martin is a modern, exclusive sports car brand which handcrafts its cars to the highest standards.

Aston Martin made its debut in racing in the 1922 French Grand Prix and has now participated in the highest levels of competitive racing.

From its beginnings in a small London workshop, Aston Martin is now internationally successful, with sales in over 50 countries worldwide.

'D & I shouldn't just be a box-ticking exercise, and nobody should get a job just to improve the statistics'

(Below) Young apprentices with Nadhim Zahawi – Government Minister

Hazel Martin





OUR KNOWLEDGE IS YOUR **POWER**

Founded in 1984 and with insight into over 50 overseas markets, JATO is a truly international business. It considers their global reach and knowledge as one of the company's key strengths.

JATO's services include solutions which enable robust decision-making for all its customers, when comparing vehicle specifications, optimising ownership cost or any other challenges they may face.

JATO is trusted by its customers based on its industry experience, knowledge and expert analysis skills.

For international business intelligence organisation JATO Dynamics, the case for creating a diverse and inclusive workforce is compelling.

The question of how to create a more inclusive and diverse workforce remains key for JATO – and for good reason. Diverse and inclusive businesses are 45% likelier to improve market share, 70% likelier to capture a new market, generate 40% more revenue and are 180% better at adapting to change.

Central to JATO's approach is thinking differently about what work means.

Val Risk, Chief Commercial Officer at JATO, says: "The concept of work being a thing you do and not a place you go became very prevalent in the early 1990s with advances in technology allowing flexible working patterns and locations. The cultural acceptance of more agile working took longer to embed as there was a fear that 'out of sight is out of management'.

"From its inception in the mid-1980s, JATO's approach of recruiting home-based workers in many countries offered flexible working arrangements which were less common when our business began.

"One positive outcome was the ability to attract and retain female workers who might otherwise have struggled to manage a full-time job alongside family commitments. We have maintained a steady 30% of our staff being female, and this is reflected at all levels of the company from our Board to our front line.

"We also have many staff who have stayed with us for decades because they prefer home-based and agile working.

"Additionally, the type of work we provide means we can – and do – retain staff well past retirement age if they wish to carry on. Our focus on detailed analysis and insight work lends itself to periods of intense concentration, which is possible in any location, at any age."

JATO was also quick to adopt technology that enabled people to work more flexibly and has continued to invest in new ways of working.

Val says: "As well as home-based working in our office locations, we have enabled flexible working and differing core hours, while some of our team co-locate across continents during the year.

"Our decision to create a mix of home, office and agile working across our 54 countries has not been without its challenges. You must work hard to



'The culture of allowing work to be a thing you do and not a place you go is a constant at JATO'

create connections across time zones, roles and cultures so you work with a common purpose.

"We use social media, webinars, videos, blogs and newsletters but it is our culture that allows us to bring together a team of very different people, to unlock their potential and keep on a purposeful path."

JATO manages this through five key points: Recruit, Retain, Realise, Role models, Reshape. Val provides the following explanation:

"Recruit: When we recruit, the first formal interview focusses on cultural fit and alignment to values. This is ahead of any technical competence as we understand that working in the right way as part of the team improves overall performance on a wider level.

"Retain: Our willingness to facilitate flexible working patterns allows us to retain our talent and we see this in the longevity of service.

"Realise: We have strong mentoring, development and leadership programmes in place which bring together global talent groups who work on future and present developments. We have a diverse set of lenses that help us shape the future and realise the potential in everyone.

"Role models: We have a strong set of relatable role models from all areas of the business who define success for them and bring to life unique perspectives and approaches – not a one size fits all.

"Re-shape: To unleash business potential, it's fundamentally about the will to create a culture where everybody can bring their creativity, experience, uniqueness and be given the freedom to succeed.

"That's why the culture of allowing work to be a thing you do and not a place you go is a constant at JATO. It unlocks the power of our people for our customers as we all navigate a changing world."



Val Risk

TrustFord

TrustFord is building a diverse and inclusive culture through its enlightened approach to recruitment and training.

If you work for TrustFord, the UK's largest dedicated Ford dealer group, you are a 'colleague' and never an employee or member of staff.

The language the company uses is at one with its support for diversity and inclusion in the workplace – a culture it is driving through its recruitment and training processes and its support for part-time and flexible working.

"In the last few years we have revolutionised the way we recruit colleagues," says Sharon Ashcroft, TrustFord's HR Director.

"We used to recruit solely on automotive experience, such as whether they have sold a vehicle before or been a service advisor, but this is now changing to focus on behaviour.

"Applicants are initially judged through an online behavioural test. We find this tool useful as it eliminates any subliminal bias.

"Following this, applicants go forward to an assessment day where managers recruit based on behaviour. This has proved challenging for some managers more used to recruiting based on experience but it ensures we don't miss out on talented individuals."

Once a person is hired, another key aspect of TrustFord's D & I strategy then kicks in.

"Where I think TrustFord really stands out is in our Residential Induction Academy, where all new hires go before starting their job," says Sharon. "This includes everyone from CEO level to colleagues with a lesser grade.

"This was formed to unify our colleagues as, in the past, everyone would have very different inductions and some colleagues ended up being thrown in the deep end.

"Now, everyone goes to this academy for a minimum of two days to learn about the company culture and policies and mix with colleagues. It's made a huge difference to our business, including a big improvement in colleague attrition."



Julia Greenhough

Sharon Ashcroft



Another key pillar of TrustFord's strategy is its positive attitude towards job-sharing and flexible hours, particularly when it comes to women returning to work after maternity leave.

Sharon, HR Director says: "We are passionate about supporting where we can and I try to encourage people to have an open mind about colleagues who want to come back into the workplace but can't work full time.

"It's not easy and needs good leadership from above, but the result is the ability to retain good talent."

To support and embed its D & I initiatives, the company pays close attention to its language and imagery – hence the emphasis on 'colleagues' rather than employees.

"We'll also call people out if they use words like 'guys' when talking to colleagues, even if the majority of the people in a role are male," says Julia Greenhough, Marketing Director.

Care is also taken to ensure any photoshoots contain the right cultural and gender mix to reflect the company's diversity.

TrustFord, part of Ford Retail Group, is the UK's largest Ford dealer group, operating a network of dealership sites throughout the UK and Channel Islands. TrustFord employs over 3,000 colleagues – all of whom are focused on Driving the Standard in Customer Care.

Wholly owned by Ford Motor Company, but operating independently with its own board of directors and operating strategies, Ford Retail Group also owns and operates a number of Parts Plus and Quick Lane sites, providing a range of services to support the sale of trade parts directly to independent repairers and body shops.

Externally, TrustFord colleagues are involved with Speakers for Schools, which provides a platform to discuss diversity with school pupils and encourage them to think about careers in the automotive industry.

"We encourage children to keep an open mind and to try hard in all they do," say Julia and Sharon. "The aim is to break stereotypes and preconceptions about the industry.

"Big, private schools will have amazing alumni who make speeches at their old schools. State schools often miss out on this opportunity, so TrustFord helps to bridge this gap."

In the immediate future, Sharon would like to build on the company's advances in D & I by getting more women into senior operational roles. At a management level, there are currently no women running a dealership site.

Julia says: "Men will apply for a job when they're 50% ready whereas women will wait until they're 95% ready.

"We need to focus on what mentorship programmes look like across the industry. The Automotive Industry is not for the faint-hearted or for people who want to be micromanaged. It's hard work. It's important that we keep trying and keep encouraging."

'Where TrustFord really stands out is in our Residential Academy, where all new hires go before starting their job'





**MITSUBISHI
MOTORS**

Drive your Ambition

‘The problem faced by the automotive industry is similarity of thinking. We need people to challenge the norm’

Mitsubishi Motors UK is encouraging more flexible and part-time working to build inclusivity and attract new recruits from a range of industries, not just automotive.

As a former employee of Microsoft who now works three days a week at Mitsubishi Motors UK and two days running a consultancy business, Gill Crowther is an embodiment of the way the company is moving towards a more diverse and inclusive culture.

Gill, Mitsubishi's General Manager HR & Administration, believes her own experience is proof that you don't have to be full-time to be a senior manager and she is keen to challenge the norms about traditional working patterns.

Although Gill admits the company still has some way to go before it can claim to be an exemplar of flexible working, she believes it is heading in the right direction.

"We're on a journey," she says. "For example, the new general manager in marketing is female and she came from outside of the automotive industry, which is a good starting point.

"She has a four-day working pattern over the school holidays because of her children. My goal is to say 'yes' to things, because the automotive industry is one that's used to saying 'no'. It sometimes feels as though 'no' is the default answer, and I want to challenge this.

"When saying no to flexible working, it has to be cause there's a genuine reason why not, not just because it's outside the norm. Every step forward is a step towards making this a reality.

"When I joined the company, there were no qualms about me working three days at Mitsubishi and two days with other clients. We need to shift the perception from 'no, that's impossible because...' to 'I don't care if it's not possible currently, let's look at how to make it possible'.

Mitsubishi Motors has been selling cars in the UK since 1974, though its automotive story began in 1917 with the development of its first car: The Model-A.

Mitsubishi Motors UK aims to enrich society, while contributing towards the preservation of the global environment, which it achieves by reducing energy use and waste with cutting-edge technology.

In 2020 Mitsubishi Motors will be celebrating 150 years of being part of the Mitsubishi Group, a legacy that it is proud to be a part of.

"I'm an example to try to make a tipping point. At Mitsubishi we have a mix of males who are part time and females who are part time. There are lots of senior and junior people trying to make that flexible working normal."

Gill's vision is informed by her own experience of working outside automotive in the tech industry, and she believes that recruiting from outside the sector is essential to encourage new ways of thinking.

"D&I is much broader than flexibility in working," she says. "The problem faced by the automotive industry is similarity of thinking. We need people to challenge the norm, to challenge the idea of 'this is how we've always done it, so this is how we do it'.

"This is why we are encouraging recruitment of people from outside the automotive industry. The more the industry shuts itself off, the more it will become a dead sector.

"For example, having come from a tech-sector background, I feel that every meeting should have a dial-in code so people working from home can participate, yet this is something that rarely happens in the automotive industry."

Recruiting from a diverse demographic is also a key component in challenging accepted practices and fostering creativity.

"I don't really want just the petrolhead boys," says Gill. "I also want the creative males and females who will transform automotive in the future. People who talk about automotive in a different way. People who want to work in dealerships or are technicians."

"We don't manufacture cars in the UK, so we need to make sure our online presence is right, as well as our marketing. To connect with our customers, we need a broad range of people."

Gill Crowther

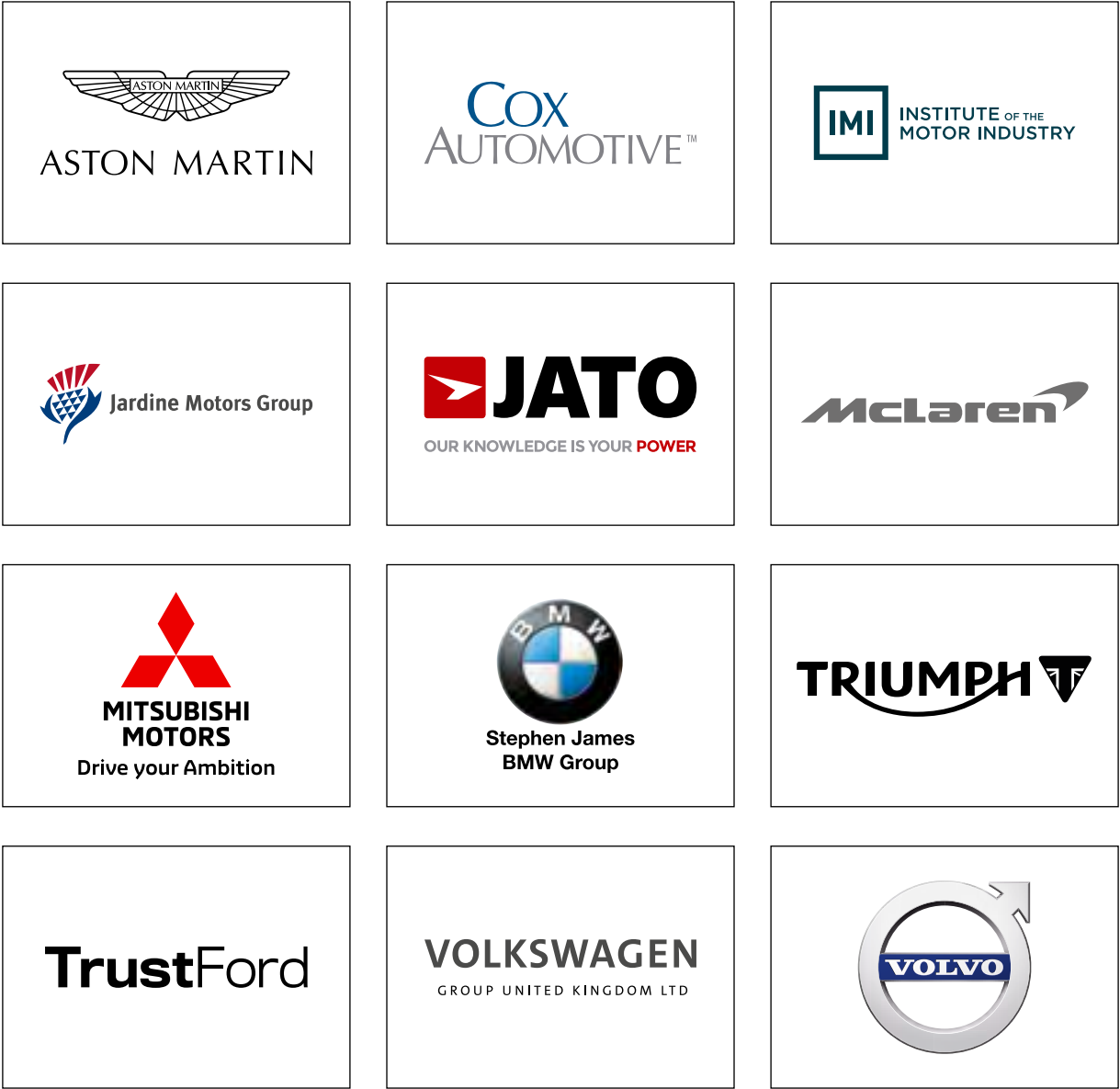


In terms of leading by example, Gill is playing an active role in a new Mitsubishi employee mentoring scheme, passing on her experiences of working as a senior female manager who previously worked outside the industry as well as dealing with parenthood and work juggling.

She resists the idea, however, of telling people what to do.

"I would never say I'm a role model and everyone should live this way," she says. "That's how D&I should work – individuals working out what works best for themselves."

With thanks to:



Ennis & Co is trusted by many of the world’s leading automotive brands to appoint their senior leaders.

Founded by Lynda Ennis and Jamie Ashman in 2010, the company carries out executive search assignments for organisations across the entire automotive spectrum, ranging from manufacturers to national sales companies (high-volume through to prestige and luxury brands), as well as supply chain, retail, leasing/mobility providers, data analytics organisations and innovative technology companies.

It works with clients in the UK and globally. Over the past two years, 78% of its assignments have been for roles based outside the UK.

Typically, Ennis & Co recruits Board Directors, CEOs and their direct reports, including business and functional heads.

Its clients are its biggest advocates. More than 85% of them are repeat customers.

The Ennis & Co team has decades of experience not only in recruitment and executive search but at senior levels of the automotive industry, giving it a profound and holistic understanding of the needs of its clients and the industry as a whole.



ENNIS & CO

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