



Kenroi Consulting

DIVERSITY CONSULTANCY

DIVERSITY, EQUITY AND INCLUSION TOOLKIT FOR AUTOMOTIVE BUSINESSES

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01 About this Toolkit

Across the automotive industry, businesses are putting in place processes to make their workforces and, therefore, the sector more diverse, and are taking action to foster a more inclusive environment. This includes looking at how recruitment is undertaken, ensuring that all employees feel like they belong and can progress, and supporting inclusive best practice in all areas.

Work has already begun to strengthen the resolve and commitment to be a truly inclusive industry. The Society of Motor Manufacturers and Traders (SMMT) is already championing equity through [diversity and inclusion](#), which will help to increase traction, but there is still much more work to be done to fully harness inclusion, in all areas of diversity.

This Diversity, Equity and Inclusion (DE&I) Toolkit has been created to identify best practices for promoting DE&I within automotive companies. It provides guidelines for demonstrating an inclusive culture, and supports actions to help develop a truly inclusive industry agenda, as well as providing helpful tips and advice.



WHY DE&I IS IMPORTANT

Diversity, equity and inclusion (DE&I) are important assets that businesses can apply to better engage, outperform and build traction within marketplaces, by helping them to reflect wider society more effectively and create more dynamic workplaces.

Diversity relates to increasing representation from a wide range of communities and groups.

Equity relates to ensuring that programmes and activities are fair and impartial, and that they provide equal possible outcomes for all employees, or participants.

Inclusion relates to how well the presence, contributions, and perspectives of different groups of people, are valued and integrated within your company.

DE&I helps to create an actively engaged environment, where everyone regardless of age, racial background, disability, gender, sexual orientation, religion or belief, pregnancy and maternity, marital status, gender reassignment status, neurodiversity or any other difference, feels welcomed and supported in the workplace.

It supports a more productive environment where everyone is able to excel, be recognised for their efforts, and earn opportunities for promotion.

EMBRACING DIVERSITY, EQUITY AND INCLUSION WILL ENABLE A BUSINESS TO:

- Benefit from a broader range of perspectives.
- Recruit from a larger pool of talent.
- Better understand its customers.
- Improve business innovation.
- Deliver faster, better problem solving.
- Improve overall business performance.
- Improve its overall reputation.

What DE&I Means for your Business

Diversity, equity and inclusion benefit businesses by allowing them to develop, grow and [recruit more effectively](#).

Actions that support DE&I will assist the automotive industry in developing initiatives that help companies of all sizes to adapt to build a better future.

The automotive industry is changing rapidly, with the implementation of new technology and the shift to zero emission vehicles and sustainable mobility, which must be accessible for all communities.

It is important that all businesses within the industry play their part to foster DE&I, as a crucial day-to-day business tool.



THE BUSINESS CASE

DE&I benefit businesses by enabling them to develop a more flexible environment, that is attractive to a wider range of people. It helps to modernise both internal and industry-wide culture, while preparing for the challenges of the future.

The [business case](#) for DE&I is compelling, thanks to the increase in productivity, creativity and financial results, as well as the sense of belonging that diverse businesses are able to achieve.

DE&I should rightly be implemented across the industry. It will secure a range of [workplace benefits](#) that will help to engage employees, customers and potential recruits.

Inclusion reflects positively on [employer brand](#), showcasing your business as one that is positive about not only its services, but also the way in which it supports its people. This helps to position your business as one that is emotionally intelligent and inspirational.

It also helps to develop a wider range of skills and beneficial working practices. This is beneficial for individual businesses today and helps to shape a more attractive industry for the future.

This DE&I [policy template](#) is a starting point for your development.

Establishing an Inclusive Culture

One of the best starting points for a business is to establish an inclusive culture. This will add value to a business brand and support better engagement and recruitment initiatives. It will also help develop an environment where all staff operate in inclusive ways, while supporting brand values.

Inclusive cultures are supported by authenticity around the concept of DE&I, open communication and transparent decision making. The purpose of building an inclusive culture team is to create a productive work climate of trust and respect.

There are several actions that a business can take to establish an inclusive culture that enables it to secure long lasting positive outcomes, for its people and the brand. These actions focus on the commitment and involvement of leadership and management teams to drive the agenda, and develop a forward thinking, inclusive environment.

To [develop an inclusive culture](#), the agenda must be driven from the top, ensuring that leaders secure stakeholder buy-in for changes that will be made.

It is useful for a business to develop a [diversity statement](#) to demonstrate its commitment to building an inclusive environment that welcomes and supports people, regardless of their differences.

An inclusive culture will include some behavioural expectations that link to increased trust and openness.

These might include:

- [Spending more time with different members of your team to learn about diversity](#)
- [Considering colleagues' specific needs when organising events](#)
- [Regularly reflecting on how inclusive behaviour is impacting your teams, perhaps in management or supervision meetings teams,](#)



DO:

- Develop a statement on how you will work to become more inclusive.
- Link actions to specific behavioural expectations that are likely to generate trust, openness, and inclusion.
- Communicate regularly to colleagues in your department or division about why an inclusive culture is important: enhanced productivity, improved communication, more effective problem solving, and fostering better workplace relationships and retention, are examples.
- Use some of your staff meeting time as an information hub. Facilitate meetings that invite participation and explore ideas, as a model for inclusive dialogue.
- Build a more inclusive team: identify culture topics such as teamwork, communication, and inclusion. Set a development goal for each member of your team, related to at least one aspect of diversity and inclusion. The goal will depend on the person, but could be attending a relevant training course, or working on a project with cross-departmental colleagues.
- Mentor supervisors in a way that creates model behaviours that you would like to see them share with their teams.

DON'T:

- ✗ Rely on the same people for advice all of the time. Just because someone is from a different cultural or racial background, has a different sexual persuasion, or disability, it does not mean that they have all the answers or should be treated as a spokesperson for their demographic.
- ✗ Allow exclusionary or intolerant behaviour to go unaddressed. Respond timely and efficiently to behaviours that mock, shame, insult or injure colleagues.

04 Dignity and Respect

A diverse and inclusive business supports dignity and respect for everyone, no matter their level, as a central pillar of its cultural core.

Enhancing respect at work is a good way to support colleagues and help them to feel valued. Respect can be demonstrated through our choices, the ways in which we delegate responsibility, our behaviours, and verbal and non-verbal communication. There are several practices you can implement to increase awareness and the sense of respect at work.

These include:

- [Setting minimum standards of acceptable behaviour. This could include defining acceptable and unacceptable language.](#)
- [Implementing policies on the equitable treatment of others, regardless of position, such as inclusive incentives and equitable benefits](#)

Business culture and environment play a critical role in advancing DE&I. Much of this will show up through behaviours aligned to dignity and respect.

Inclusive behaviours that champion DE&I will increase levels of dignity and respect and can be demonstrated by how the business interacts with colleagues and customers.

[Inclusive behaviours](#) that demonstrate dignity and respect in the workplace are likely to generate increased trust, openness and inclusion.

Developing a [Dignity at Work Policy](#) will help to support your efforts in this area. It will help to showcase the practices that a manager, or leader, should implement to increase awareness and the sense of respect at work. This will contribute towards developing more sustainable DE&I practices across your business.



DO:

- Make clear your expectations around dignity and respect across your teams. Ensure that your communication highlights the standards of verbal and non-verbal communication that your business expects.
- Schedule regular staff meetings or events (this might be at least two a year for very small businesses) specifically focused on discussing dignity and respect/ DE&I in the workplace. This will help you to assess the environment, as well as to solicit feedback from colleagues on ways to develop and maintain a positive workplace experience for all.
- Provide consistent feedback to colleagues who may need further support and/or mentoring on improving behaviours and their understanding of DE&I.
- Reward and reinforce behaviours that showcase inclusion.
- Manage conflicts and disagreements with respect in a timely and confidential manner, with a view to developing good practice behaviours.

DON'T:

- Assume that all colleagues in your department or division have the same definition of respect as each other, or as you. Behaviours may be culturally specific.
- Avoid conversations about disrespectful behaviour and cultural differences in the hope of stopping the behaviour. Avoiding these conversations will drive the issue underground and make matters worse.
- Rely on someone else. If you are a manager, supervisor or member of the leadership team, it is your duty to provide the vision for dignity and respect in your team. This is part of your responsibility as a person in a managerial role.

Inclusive Recruitment and Retention of Diverse Employees

The importance of inclusive recruitment cannot be understated. For a business to increase diversity and develop inclusive practice, it must recruit in a manner that will attract a wider range of candidates. It must also develop best practice to ensure that all staff can progress within the business, through a fairer and more equitable process.

The automotive industry needs to recruit the best candidates to harness more creativity of thought and increase innovation within this evolving sector. All businesses must ensure that the best talent is retained and is reflective of their customer base.

It is important to have in place a range of checks and balances across recruitment and retention activities to make sure that the business is focused on attracting a range of candidates from diverse communities and that staff are progressing based on merit, not *bias*.

Bias refers to a prejudice or inclination, for or against one, or several groups of people. *Unconscious bias* means that these prejudices are held subconsciously and impact on the decision-making process within workplaces.

Preventing bias can include policies and controls that continually help you to assess fairness and equitability throughout the recruitment and retention processes. These can include developing an [inclusive recruitment](#) strategy and utilising anonymised or '[blind recruitment](#)'.

Good levels of progression within the business can help to attract a wider range of people to your business, and increase your ability to engage with a wider range of customers.

Guidelines for Recruiting and Retaining Diverse Employees

There are several practices that can enhance the inclusive recruitment and retention process, as well as help to promote overall diversity and inclusion.

Preparation is key:

- Take a look at your current recruitment process and ask yourself whether they are conducive to attracting a wide range of recruits. It is important that your recruitment activities are tailored to attracting the widest range of candidates before the outset.
- It is also imperative to ensure that there is support for new employees when they are being onboarded. There is no point attracting diverse candidates if they are not retained. One idea might be to include a [DE&I onboarding session](#) as part of your offering to all new employees.
- These actionable steps will help you to start or improve your [inclusive recruitment strategy](#) and increase your ability to attract a wider range of recruits to your business.

DO:

- Ensure that all data is collected to fairly evaluate a potential candidate's qualifications. Evaluate the job description (ensuring details of the position, job duties, competencies are necessary and fair and will not unreasonably exclude people from applying).
- Incorporate specific diversity and hiring goals into the recruitment and hiring plan. Identify resources, timeline, budget, and other recruitment sources.
- Research avenues that will support your inclusive recruitment plan. Where will you place job advertisements? Do external agencies provide a diverse range of potential recruits?
- Cast a wide net and utilise social media spaces where potential candidates from diverse communities can be found online.
- Diversify recruitment teams / interview panels so that you can avoid the challenges of [hiring bias](#) that can hurt your inclusive recruitment activities.
- Provide recruitment and search teams with implicit and unconscious bias training and make them aware of how potential biases can play a role in the selection process.

DON'T:

- Ignore how language impacts the recruitment process. Make sure that there is no unnecessary language or requirements in your job description that could put people off applying.
- Use culture fit as a measure of a successful candidate. Culture fit is often used to disguise internal feelings of bias that cannot be attributed to a candidate's previous work experience. Whether someone will 'fit' into your culture, or not, is not a good predictor of performance in the role.
- Forget to review your recruitment process periodically. You should frequently evaluate how well it is working to achieve greater diversity
- Make [diversity recruitment mistakes](#) when developing your strategy, such as making biased offers or lacking transparency in the hiring process.

Identifying Needs and Concerns Around Inclusion

For any DE&I initiative to be successful, it is important that leaders and managers are able to identify the key concerns of individuals and teams. Staff surveys can help to identify concerns and provide data to help put solutions in place.

Surveys help managers to monitor progress on diversity and inclusion over time and provide a useful channel for staff to share concerns anonymously. They are also useful for capturing important data on business culture and to inform benchmarking.

Guidelines for Identifying Needs and Concerns Around Inclusion

The staff survey should have a specific focus on DE&I, so don't be tempted to unnecessarily incorporate DE&I questions into surveys that are primarily focused on other aspects of the business.

Your staff survey should be consistent in terms of the questions that you ask year to year, so that you can measure progress over time. This will enable you to accurately define the actions required to ensure that steady progress, defined by data, is made towards business DE&I goals.

There are a range of tools that can be employed to ensure the anonymity of surveys. Anonymity is important because it is unlikely that everyone will immediately feel comfortable completing the survey.



DO:

- Make sure that you ask a broad range of DE&I questions. Remember, diversity, equity and inclusion involves many different aspects.
- Establish the length and frequency of your survey. You do not want the survey to be too long, particularly if this is your first. You can increase the length of your survey over time, once your employees are more engaged with your overall DE&I plans.
- Choose questions that will generate actionable results. You may need some assistance to get started on relevant questions and this [useful article](#) can help you start thinking about asking questions that will engage your staff.
- It is important to engage with staff around DE&I so that they are aware that this is something that is important to the business. Remember to communicate effectively with staff about the survey and general plans to develop DE&I at an early stage. This can be done in a staff meeting.
- Consider running the survey online to ensure anonymity, as this will help to encourage employees to complete it.

DON'T:

- Forget to follow up on the survey. Once the survey has been completed, staff will expect managers to respond on their concerns. Make sure there are named individuals who will consider the data that comes from the survey and act on it in a timely manner. Regularly update your staff on progress.
- Forget to repeat the process, perhaps at six-monthly, or yearly intervals. Many activities to foster DE&I fail because they are seen as 'one-off' events. It is important that you remember to follow through and redefine your DE&I activities over time, based on survey results.

Collecting, Analysing and Benchmarking Diversity Data

There is significant importance associated with collecting DE&I data. Collecting data allows a business to understand the makeup of its staff, and potentially its customers.

However, it is important to note that there are some legal restrictions about what you can and cannot do with data that you collect. This is supported by legislation including [GDPR](#) (General Data Protection Regulation) as well as the [Data Protection Act 2018](#). Please ensure that you familiarise yourself with the legislation before you begin to collect employee data.

Collecting and analysing data can tell you whether you need to actively recruit from more diverse communities and can provide crucial information about the experience of staff in the workplace.

Analysing diversity data allows you to understand your employees' views on DE&I and supports you in implementing processes and activities to make any necessary changes to address employee concerns.

Data on recruitment also supports a business as it develops a DE&I agenda. For example, it may highlight that certain groups are not applying for your vacancies.

By collecting and analysing data on DE&I, you will develop a greater understanding of your people, and their personal experience in the workplace. You can use the data collected to identify any existing, or potential biases, gaps or issues that are important to staff and work towards developing solutions.

The Wellcome Trust's [guidance on drafting a survey](#) provides some useful information that will help businesses start to capture DE&I data.



DO:

- Make sure you inform staff why you want to collect the information, and how you will use it, as the linking of your actions to DE&I aspirations will encourage staff to supply the information.
- Collect data that will give you both quantitative and qualitative information. It's not all about numbers, it is also about the quality of the experience of your employees, as well as processes.
- Always make sure that you maintain the confidentiality of the information you request from employees. This is vitally important. Staff have a right to confidentiality.
- Collect information in a way that you can compare your business to similar businesses in your industry for benchmarking purposes. How well do you measure up?
- Use the data collected to analyse your business and be pragmatic about actions that will support enhancing DE&I.
- Monitor the outcome of actions and schedule plans for reviewing the data again.

DON'T:

- Don't just collect data for the sake of it. Only collect data that will add value to the business and needs tracking. It is important that your data collection activities inform your actions and strategic priorities around DE&I.
- Believe that because you are a small business that data collection does not matter. As the industry moves ahead, you might well be left behind!
- Ignore any data that suggests bias. You should be on the lookout for any data that tells you that there is a significant difference in how business decisions affect people from different groups.

Legislation and Protected Characteristics

DE&I is not just about good working practices. It is supported by legislation that protects people from discrimination, harassment and victimisation.

In the UK, the legislation is called the [Equality Act 2010](#). It safeguards people who have protected characteristics from discrimination.

There are nine protected characteristics as defined below. Please click on the individual links to learn what the UK law says about discrimination, harassment and victimisation for each characteristic.

- | | |
|--|--|
| 1. Age | 2. Disability |
| 3. Race | 4. Sex |
| 5. Sexual Orientation | 6. Religion or Belief |
| 7. Pregnancy and Maternity | 8. Marriage and Civil Partnerships |
| 9. Gender Reassignment | |

The law makes it illegal to discriminate against anyone within the confines of the above characteristics. For more information on the law, and the main types of discrimination that the law protects against, you can visit the [Equality and Human Rights Commission](#) website. The Advisory, Conciliation and Arbitration Service (ACAS) provides [guidance](#) and [templates](#) to both employers and employees on a range of employment law and HR processes and good practice at work.

Guidelines for Your Employees with Protected Characteristics

It is important that employees are treated fairly, regardless of background. This means that a business has a legal duty to act in such a way that it does not discriminate against any person or group of people. Your business should have stringent procedures and processes to ensure that no member of staff is discriminated against.

Your business should ensure that it has clear policies aligned with the legislation and that your individual business functions are aware of how the legislation impacts business and workplace practice.

DO:

- Make sure that you have clear guidelines on what is required in terms of policy and procedures.
- Ensure that your HR teams are trained on processes. A common reason that businesses lose employment tribunals that are brought through the Equality Act 2010 is that company actions do not support policy, or policy is not in place.
- Assume that all people are individuals, who appreciate being treated with respect regardless of their ethnicity, race, nationality, religion, gender identity and expression, generational group, socioeconomic background, and other aspects of their identity.

DON'T:

- Assume that diversity and inclusion is just the responsibility of HR. It is the responsibility of all employees to play their part to make diversity and inclusion successful in the workplace.
- Forget about many aspects of diversity that may not be readily recognisable. All aspects of identity are important and overlooking any can negatively impact the business' progress with DE&I.



Defining Your Diversity, Equity and Inclusion Strategy

The best way to make sure that a business engages with DE&I is to work through a strategy. The strategy that a business develops will vary dependent on the size of the business and the results that it seeks to achieve

However, having a strategic roadmap to achieving increased DE&I will help your business to better focus on specific needs and outcomes. Regardless of business size, it is important to make sure that DE&I is a key component of business operations.

Your strategy should be aligned to your business needs and should consider its size, and any existing initiatives that support a more diverse, equitable and inclusive environment. If you are at the very start of your DE&I journey, think about what you can do to develop inclusion.

It is useful to start by conducting a DE&I survey to gain crucial data and capture the views of your workforce. Start by having discussions within your business so that you can develop ideas and think about the needs of your customers. Develop your strategy and consider what your key performance indicators might look like.

This [step-by-step guide](#) to creating a DE&I strategy provides useful tips on the areas of diversity, equity and inclusion to consider. If you are at the start of your diversity and inclusion journey, this sample strategy can help you get started.

We hope that this toolkit has helped your business to focus on diversity, equity and inclusion and develop best practice initiatives that will benefit your workforce as well as the wider automotive industry.

Good luck as your business continues on its DE&I journey.



Case Study: The Society of Motor Manufacturers and Traders (SMMT)

Like all organisations, SMMT's success depends upon our people – and it is vital that our team has as diverse a breadth of experience and expertise as possible.

Our team of around 100 come from a variety of backgrounds, split almost equally between male and female – including our senior management team – and speaking 11 different languages from around the globe.

As a result, SMMT has long focused on supporting DE&I – but as the representative body for the automotive industry, we always wanted to ensure that we were an exemplar organisation, embedding DE&I across every element of our business.

Therefore, in 2020, SMMT took several of the steps recommended in this toolkit. We conducted a survey to understand the composition of our organisation, and how our people felt about our effectiveness and commitment to DE&I. Then we established an employee-led task force to identify where we were doing well, where we needed to improve, and to develop a strategy to ensure we were representative of the industry we champion and the customers it serves, with a team that mirrors broader society.

From this, we developed a five year strategy. This includes a key action timeline, which has delivered several new initiatives designed to help us achieve our objectives, such as becoming a wider industry voice on DE&I.



OUR PEOPLE

With our team composition – which in some areas is more diverse than the national average in terms of representation – we knew we needed to support and encourage people from all backgrounds. We established staff-led support groups including:

- Disability, Mental and Physical Health Conditions Network
- Families Abroad Network
- LGBTQ+ Network
- Man Chat
- Race and Ethnicity Network
- Women's Network
- Working Families Network

These groups provide a space to discuss experiences and challenges, as well as increasing allyship within the organisation.

Our comprehensive DE&I training programme is part of the induction process for every new team member. We hold regular courses on issues such as mental health awareness and equitable recruitment. We follow a clear recruitment statement that specifically aims to attract and recruit people with diverse backgrounds, skills and abilities, who will enhance the quality of service and contribute to the success of the business.

BEYOND OUR ORGANISATION

We also want to support other organisations in our sector and share our learnings so that all of UK Automotive can more effectively reflect wider society.

To that end, we support a variety of events and activities, from running webinars with our members, speaking at events and conferences, and involvement in key initiatives. Since 2016, we've supported Autocar's Great Women in the British Car Industry awards, and participate in the Automotive Council DE&I Working Group, created in 2018.

With DE&I being a journey, rather than a destination, SMMT has more work ahead to represent the industry and its customers even more effectively – but a clear strategy ensures DE&I is a key focus.

Wider reading: Useful resources to help your business' DE&I journey

The DE&I Business Case

How Inclusion Matters, McKinsey and Company

<https://www.mckinsey.com/~media/mckinsey/featured%20insights/diversity%20and%20inclusion/diversity%20wins%20how%20inclusion%20matters/diversity-wins-how-inclusion-matters-vf.pdf>

Benefits of Cultural Diversity in the Workplace, 6Q

<https://inside.6q.io/benefits-of-cultural-diversity-in-the-workplace/>

How Diversity & Inclusion Impacts Employer Brand, Link Humans

<https://linkhumans.com/diversity-inclusion-impacts-employer-brand/>

General Guidance

How to Create an Inclusive Workplace Culture - A Culture of Inclusion: Promoting Workplace Diversity and Belonging, Business News Daily

<https://www.businessnewsdaily.com/10055-create-inclusive-workplace-culture.html>

How to Demonstrate Respect in the Workplace, The Balance Careers

<https://www.thebalancecareers.com/how-to-demonstrate-respect-in-the-workplace-1919376>

Policies, Strategy and Statements

DE&I Policy Template, ACAS

<https://www.acas.org.uk/equality-policy-template>

Dignity at Work Policy, Perkbox

<https://www.perkbox.com/uk/resources/blog/how-to-write-the-perfect-dignity-at-work-policy-free-template-included>

Diversity Statement – Guidance & Examples, OnGig

<https://blog.ongig.com/diversity-and-inclusion/10-examples-of-the-best-diversity-statements/>

Creating a DE&I Strategy, Farrer & Co

<https://www.farrer.co.uk/news-and-insights/blogs/creating-an-effective-equality-diversity-and-inclusion-strategy/>

Sample DE&I Strategy, mwah (making work absolutely human)

<https://www.apta.com/wp-content/uploads/mwah.-SAMPLE-Diversity-and-Inclusion-Strategy.pdf>

Recruitment

Inclusive Recruitment Strategy, Futures

<https://www.futures.co.uk/10-ways-to-embed-diversity-and-inclusion-into-your-recruitment-strategy/>

Blind recruitment, Mevitae

<https://www.mevitae.com/resource-blogs/what-is-blind-recruitment#:~:text=At%20the%20forefront%20of%20this,candidate%20applying%20for%20a%20role>

How to Reduce Hiring Bias, Harver

<https://harver.com/blog/reduce-hiring-bias/>

How to Develop an Inclusive Recruitment Strategy, Greenhouse

<https://www.greenhouse.io/uk/blog/10-tips-to-kickoff-your-diversity-recruitment-initiative>

DE&I Onboarding, Sapling HR

<https://www.saplinghr.com/blog/9-ways-to-craft-an-inclusive-employee-onboarding-experience>

How to Avoid Hiring Mistakes, iSmartRecruit

<https://www.ismartrecruit.com/blog-top-9-ways-to-avoid-diversity-recruiting-mistakes>

Staff Surveys

Questions to Help Measure Inclusion, Diversity in Tech

<https://www.diversityintech.co.uk/top-20-survey-questions-for-measuring-inclusion-at-work>

Guidance on Survey Drafting, The Wellcome Trust

<https://edisgroup.org/wp-content/uploads/2021/01/Diversity-and-Inclusion-Survey-DAISY-question-guidance-v1.pdf>

Legal requirements

Data Protection Act 2018

<https://www.gov.uk/data-protection>

Guide to the UK General Data Protection Regulation (UK GDPR), Information Commissioner's Office

<https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/>

The Equality Act 2010

<https://www.legislation.gov.uk/ukpga/2010/15/contents>

Advice and Guidance for Employers, Equality and Human Rights Commission

<https://www.equalityhumanrights.com/en/advice-and-guidance>

Employment Law, HR Processes and Good Practice Guidance, ACAS

<https://www.acas.org.uk/advice>

Example letters, forms and HR documents, ACAS

<https://www.acas.org.uk/templates-for-employers>

SUPPORTING INCLUSIVE PRACTICE AND BEHAVIOURS

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Kenroi Consulting is a global strategic diversity consultancy that works to help organisations better understand leadership, strategy and practice within the diversity and inclusion agenda. SMMT commissioned the design and development of this toolkit from Kenroi Consulting

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