

This Roundtable was hosted by The Business Magazine and Women in Business sponsors Barclays, Deloitte, law firm Blake Morgan, and recruitment specialist GCS. It involved winners, finalists and nominees from the 2014 Awards

Overcoming the barriers that still exist ...



Lined up to debate: our roundtable team

Journalist John Burbidge reports the roundtable highlights

... not least, the patter of tiny feet

Nadine Dereza mentioned research by the Association of Accounting Technicians among 2,000 women this year, which found that half believe having a baby poses such a risk to their career that they would consider remaining childless.

Additional findings included:

- 77% concerned about balancing work and family life as a mum
- 55% of mothers admitted childcare-work balance was a barrier to staying in work
- 20% of working mums complained of insufficient employer support
- 60% of non-mothers would consider fresh qualifications or re-training to give themselves greater flexibility when parents
- 24% of women changed career after having children
- 64% changed career to be able to work flexible hours.

... and inclusion in key business matters

This Roundtable event illustrated a typical

example of problems that beset women in business – and the way they can overcome them.

*Interserve development executive **Kerry Adamson** had apologised for not attending “due to an unforeseen closure at my daughter’s school.”

However, displaying the benefit of technology and her work-related productivity while caring for her daughter at home, she emailed a 700-word overview of her insights, concerns and suggestions for the Roundtable.

“This is one of those occasions when, as a woman in business and a single parent, the conflict within the workplace becomes apparent,” she explained.

We felt such a timely demonstration of the effectiveness and flexibility of home working for women, merited inclusion within our Roundtable report, so ***Adamson’s** views are added appropriately throughout.

Are employers embracing the diversity agenda?

***Adamson:** Within my organisation, large steps have been made towards improving the balance of women in senior positions (ie we now have women on our board). The Interserve community actively supports a ‘Women In Interserve’ initiative which broadly revolves

Participants

*Kerry Adamson:

Development executive, Interserve

Lucy Clifford:

Head of rigour, corporate division, Barclays

Katie Dallimore-Fox:

Audit manager, EY

Judith Daykin:

Senior manager, corporate tax, Deloitte

Heidi Drummond:

Founder and director, Pear & Ginger, event management

Claire Edmunds:

Founder and CEO, Clarify, business development

Lisa Forrester:

Head of sales, GCS

Stephanie Morris:

Marketing manager, Utilita Energy

Kath Shimmin:

Partner, Blake Morgan

Nadine Dereza:

Business presenter, journalist and author,, chaired the discussion



Heidi Drummond

around developing networks and mentoring opportunities (male and female mentors), opening up the debate on gender diversity and equality, assisting organisational goals of giving everyone a voice and SustainAbilities targets.

Barclays was embracing diversity, said **Lucy Clifford**, through its Transform programme led by forward-thinking group chief executive Antony Jenkins. “We have come a long way, and there’s still a long way to go but we are fully committed to the journey.” Adoption of the diversity agenda is a recruitment differentiator for Barclays, she added.

Dereza asked if the leadership of Antony Jenkins was the secret behind Barclays' successful programme.

"Partly, but it's never one person," said **Clifford**. "It's a team of people creating the movement, allied to a focus on transparency. We have a Balanced Scorecard system, for example, which assesses not only what you achieve, but also how you achieve it. That in itself is a great leveller."

Judith Daykin noted that diversity and equality was already evident at the recruitment phase. "The concern is supporting women moving up in the organisation – when taking career breaks to have families, and returning to work – so that they still have the capacity to reach their potential. Certainly, in my industry and firm there is a focus to do that."



Lisa Forrester

Stephanie Morris also saw gender equality at recruitment level. "But, why is it when you compare this to director level, that same gender equality is not mirrored? Companies actively employ women, I don't understand what changes between entry level recruitment and director level placement – surely probability alone would see more women acting in director roles, yet that is not the case."

Kath Shimmin said recruitment legislation had helped 'level the playing field' but workplace culture hadn't changed. "We work within a business community that for hundreds of years has been run by men for men. It's very challenging to walk into 'a club' that is designed to operate in a particular way and be faced with the choice of becoming one of the blokes (which doesn't really help diversity) or not. For many women it's not just about gaining acceptance from the men around them, but whether they want to battle business culture as well."

Lisa Forrester: "Over the years, I have made a conscious effort to fit within a male dominated environment, but I don't think that's the way to tackle the issue."

Shimmin: "Higher management levels are essentially combative, and faced with that culture women often rule themselves out."

Clifford felt the real task was to build the 'benchmark' of women entering businesses so they can "understand and see the future trajectory of the great place they are heading".

Heidi Drummond: "A lot of women don't realise their potential or how far they can aim. We run an internship scheme and it is hugely rewarding to nurture young talent, and see them being inspired

to achieve, as they were at the recent Women in Business Awards evening."

Forrester: "There are still quite a few things to be changed or improved. It will take time and we need to keep banging the drum."

***Adamson**: "This debate will always be challenged within society, but many organisations are now embracing change with open minds and hearts, and that can only be positive."

The need for business culture change

Shimmin accepted that different industries were at differing stages of their cultural evolution towards diversity and gender balance. "But, if women are willing to try for the top, then we have to look at work culture and how it can be made more open to women – who may do things differently, but achieve equally valid results."

Changing industry cultures would take time, and women reaching the top needed to be ready to exercise their senior roles to help achieve it, **Shimmin** added.

***Adamson** noted that a culture of long hours and the 'need to be seen doing the job', provided serious work-life balance barriers for female employees with childcare responsibilities, and made it difficult for them to remain in the construction sector.

"I would suggest that it is the organisational work culture of the industry that impedes women in construction, and this needs to become more flexible.

"Lessons can be learnt from other industries, such as banking and information and communication technology where organisational changes have contributed to increased retention and returnees to work, saving millions on additional recruitment and increasing productivity."

Katie Dallimore-Fox felt there was a gender culture shift occurring among her generation. "I don't compare myself to men, but to my peers. There is no distinct difference between how I view my male or female peers, and I don't believe my company has that either." However, as a prospective mother, she admitted being worried that society wasn't doing more to enable women and men to fit work around their family commitments.

Part-time working ... and full-time guilt?

***Adamson** highlighted a University of Reading report published by The Chartered Institute of Building which suggests that lack of 'good' part-time employment opportunities in construction leads women to seek employment in the '5 Cs' (caring, cashiering, catering, cleaning and clerical work), sometimes low paid and undervalued roles. Women also pay the penalty for part-time working by facing loss of earnings when taking maternity time.

Forrester: "I didn't realise how difficult things are for women in business until after I had my twins and went back to work. Although my company was incredibly supportive, I just felt a constant pull



of guilt between home and worklife." Flexible or part-time working was a great benefit, she added, but: "I ended up working longer hours, trying to fit five days of work in four, to prove my worth to the company."

Drummond: "That's not a personal or company thing, it's a society culture of having to constantly prove your worth as a woman. "Until we can shift that culture, we are going to have to keep doing it just to keep up."

Clifford suggested women needed to be realistic about suitable post-maternity job roles. Prior to becoming mothers, they should look at alternative options that may enable flexible working, and agree those future roles with their employers. "Sometimes there is an onus on us as individuals to make different choices at different points in our careers."

While child-breaks could hamper work continuity and career progression they could also provide opportunity, said **Drummond**. She started a fresh career after maternity leave, setting up her own business that she designed to work around her child and home commitments – "but you still feel torn and guilty."

Dallimore-Fox: With flexible working, women will be able to do their work plus their child's drop-off and pick-up, yet having to work more to make up for lost time could lead to more stress.



Judith Daykin

Shimmin: "I see people driven by guilt, and I'd like to say to every young woman coming into business that you do not have to feel guilty if you decide to leave your child in good quality childcare and go back to work full-time.

"We actually don't spend enough time enabling women to stay in the workplace."

Drummond agreed, revealing: "Although I saw other mothers quite content to stay at home, I was climbing the walls and wanted to go back to work, yet found I couldn't deal with the guilt of doing

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that. Going back to work may not be for everyone, but you shouldn't be made to feel guilty about doing it."

***Adamson:** Construction sector employers were constantly creating solutions such as re-training, upskilling, flexitime, part-time working, home-working, and job-sharing in order to recruit and keep much-needed female employees.



Stephanie Morris

Do we need a women's charter to overcome the barriers?

The Roundtable general view was that such a 'charter' or additional legislation, establishing the expectations and requirements of employers and employees, would be too blunt an instrument to be effective in overcoming existing barriers.

Clifford: "It wouldn't work because we are talking about personal choices and that's a different space for every individual woman." Priorities and challenges can frequently change during worklife, while bringing up children, or even when looking after elderly parents, she pointed out.

Shimmin: "It's more about the cultural acceptance of the validity of women's choices, whatever they are."

Claire Edmunds stressed that it wasn't just women's but parental choices that needed to be accepted. Couples made work-life plans and had family aspirations, and these could differ wildly – some taking lengthy periods off work, some choosing full-time childcare, male earners becoming house-husbands, etc. "We have to create a society where people can make their own parental choices, whether right or wrong in some people's eyes."

As an employer, she accepted: "People's priorities do shift, and when people return to work after having children, you don't know what you are going to get back. They may be desperate to work again or feeling guilty about leaving their children. Equality is about enabling choice, without judgement."

Daykin also doubted the effectiveness of legislation. "Things are so different in individual cases." Instead she proposed more transparency between employers and employees about their future plans. "Women should be able to talk

about having a family, and not be worried about it slowing down their promotion chances. People should be able to discuss that sort of thing openly at work with their employers and even colleagues. You can't do that currently because there is that immediate niggles that an employee is seen as not taking their work seriously."

As a CEO and mother of four, **Edmunds** highlighted how senior managers could fall foul of that same perception, causing a workforce to lose motivation and worry about the company's future. Again, impartial discussion and clarity about an individual's plans would be beneficial. "It works both ways."

Forrester liked the concept of a charter but felt it would be very difficult to achieve, not least because of the lack of women coming through into decision-making company positions.

Men are from Mars, women are from Venus?

Morris mentioned a recent Winchester seminar: 'The Disappearing Woman' by Germaine Greer that emphasised the innate and fundamental differences between men and women – such as nurturing traits and qualities, and the part they play in business. "Surely it makes no business sense, to not make room for these instincts and qualities."

Forrester felt businesses would be improved if more women were involved in influential roles, because they offered different skillsets including soft skills such as "conflict management, compassion and team-building."

Dereza: "Businesses that embrace diversity and inclusion often perform better, so even if you don't believe it is good for society, it is good for the business bottom-line."

Edmunds agreed that men and women do have different interests, skills and attributes. However, there were ways of making job roles more attractive to women, for example by the design and use of words on websites and recruitment advertising. Certain job-roles naturally appealed to different genders. In some sectors men could even find themselves operating within the culture of a 'female club'.

Drummond saw far more women than men coming through the recruitment doors of her career sectors – event management and charity fundraising. She highlighted lack of confidence as a key reason why women don't rise up the ranks. "There's something in our composition as women where we undersell ourselves."

Morris: "There needs to be more leeway, flexibility and a greater understanding by men, about the fact that women may have to leave work and come back. They need to accept and deal with that because of the long-term benefit to the business. Women possess nurturing qualities and allowing them to be mothers celebrates that. It should be recognised that these qualities have a rightful place in the decision-making and future strategy of any business, and should therefore be safeguarded."

Dallimore-Fox: "Boardrooms are still massively male-dominated. That's the key battle, changing

that senior mindset and making women feel more comfortable in the management environment, so that they can offer their different approach."

Do we need to introduce gender quotas?

Dereza noted how gender quotas in Scandinavian countries had brought more women into boardrooms, although it had not significantly advanced female involvement in management pipeline levels below.

Edmunds said positive discrimination at recruitment level simply to obtain a 50:50 balance did not feel right, but there might be some merit in director level gender quotas.

"I sit on the fence on this one, because I would hate the idea that I was in a boardroom role simply to fulfil a quota, and yet there are questions around how women can break through into those environments. The demographic at the top of many businesses today has a very different gender view of the world to the new generation of workers who are coming through."

Clifford agreed that were she ever to sit on the Board, she would be "mortified to feel I didn't deserve my boardroom seat." She felt imposed quota systems could undermine respect for women in companies. Gender balance guidelines linked to a timeline of expected achievements might be more acceptable.

Morris too didn't want a quota role unless she felt she merited it. Also, she queried whether rigid quotas actually fit the commercial requirements of all business.



Lucy Clifford

Edmunds concurred with **Dereza** that sometimes it was necessary to force change through, and starting at the top should kickstart improved gender balance at lower company levels. Quotas might accelerate that process.

Recruitment specialist **Forrester** felt gender quotas were unnecessary in certain sectors, such as technology, where feminine skillsets were already valued as positive business differentiators, particularly as research has revealed that appropriate gender-balanced management can help boost corporate performance. "But, I'm not sure that men yet acknowledge the personal struggles that businesswomen have."

Shimmin: "Quotas do nothing to encourage women to apply for senior posts. The actual challenge is making those positions more

attractive to women. Quota systems could “drive decisions back to the golf club and the men’s room,” she added.

Enforcement was not a good option. Requiring companies to be transparent about their gender agenda and diversity support within their business, through annual reports, websites and social media, might be more fruitful. Suppliers could also be drawn into the transparency. Many procurement



Claire Edmunds

agreements already require ‘green’ compliance. “We can actually use existing communication and reporting structures to bring gender equality to the forefront of business activity if it becomes a trading requirement that companies should be able to show how they are addressing the issues or at least that they have a plan to produce change.”

Daykin did not support quotas. “They simply build resentment in the workplace. We need to look at the process by which people move up through different roles.”

She felt success was too often achieved by people ‘blowing their own trumpet, bigging-up achievements’ – male traits. “We should measure people for promotion in better ways, upon the true values of their skillsets, which would help draw women up through the ranks.”

Dereza felt men were generally judged on potential and women on performance.

Daykin agreed, stressing that the only right way was to assess everyone equally by the same measures of skills, potential and performance.

Dallimore-Fox pointed out that higher level recruitment was often undertaken by male-dominated selection panels who would have “a 100% unconscious bias to recruit similar to themselves.” Changing that mindset was essential. Assessors had to be able to recognise the true value of different qualities and abilities within candidates.

She highlighted how sales-pitch teams often included ‘a bit of grey’ – an older man, providing the impression of experience and knowledge – to conform to male norms expected by prospective clients.

Clifford believed there was no “unconscious bias” selection at Barclays. “We almost see the opposite, with successful leaders saying ‘I know what I am, so what qualities do I need to build my best team?’ and embracing diversity, using more strategic and tactical decision-making. As a team they can then

give fully-rounded views on matters rather than coming at things from one angle.”

Drummond felt changing decades of male-focused culture and business mindsets might require gender quotas. “I wouldn’t necessarily want to be employed just to fill a quota, but if by filling that quota the gender-balance and culture of boards looks very different 10 years down the line, then I could take that. Maybe we need to trail-blaze the change.”

Forrester: “If we have to make a sacrifice now and the end result is that my daughters will be better off in 20 years time, then I could handle that struggle.”

Should mentoring be gender-specific?

Shimmin felt mentoring was critical for career advancement, male or female. Companies should identify potential promotion candidates and their mentoring needs as part of overall corporate resource planning, which, at Blake Morgan is something we invest a considerable amount of management effort into. “Mentoring needs to be gender-aware, not gender-specific, and should be aiming to address issues at an early stage.”

Honesty, trust, and openness were key to good mentoring, she added. “Mentoring is a valuable two-way street, and all organisations should be looking to do it.”

Edmunds agreed that mentoring was extremely important, both at work and also through supportive partners in homelife. The mentor-mentee pairing didn’t need to be gender-specific, simply mutually acceptable, because mentoring only worked well when there was genuine ‘chemistry’.

Mentoring by both men and women within EY had been beneficial for **Dallimore-Fox**. “Different mentors have helped in different situations, and their experience, skillsets and advice do reassure you that you are not the first person to feel like this.”

“Sometimes in work we shy away from talking about how we feel, in order to remain professional by not bringing in that personal element. It’s nice to have someone to go to, to be honest and not judged.”

Dereza highlighted the popular role in America of career sponsors – focused on an individual’s corporate development rather than their personal concerns – advocating on behalf of women for development and promotion opportunities.

Daykin said both mentors and sponsors were beneficial. With less female role models as mentees progress, she had never had a female mentor but agreed with **Edmunds** that being comfortable and ‘clicking’ with your mentor really mattered. Peer group relationships could also be very helpful.

As a woman in meetings with 90% men, **Morris** said: “I do see pushing myself to the top as a long and lonely road, and would welcome a senior female mentor.” Revealing that her career was her current priority, she added: “I do feel quite panicked because I don’t know how I would cope with a child, and work as well.”

Forrester has always had good male mentoring,



but said: “Coming back after having children, it would have been so helpful to have a senior women to turn to. That’s where we have the difficulty in helping women go further within companies and achieving gender-balance at the top.”

Clifford supported mentoring too, having had a long-term female mentor and other male mentors at Barclays. “For me it’s not about gender, it’s about who is the best person to help me close a gap in my development.”

Clifford is now herself a mentor. “I’ve only been approached by females to become their mentor, never males, and I’m not sure why that is.”

Shimmin suggested it was because women were more willing than men to reach out for help.

Drummond said she had thrived from mentoring. “Looking at my career, the places I have progressed the quickest are where mentors have filled the gap.” She felt female managers had an important influence within companies as role models for all employees. Female mentors tended to advise mentees holistically, on aspects beyond their organisational requirements, notably family and lifetime aspirations.

Fancy the Apple/Facebook egg-freezing career choice?

The Roundtable gave a unanimous ‘No’.

Views expressed included: “I can’t imagine what possessed them”, “Shocking”, “Rather scary”. “They could better invest that £12,000 per female employee into a different agenda,” “It’s a very male solution.”



Katie Dallimore-Fox

Are women too reluctant to ask for pay-rises?

Unlike men, it wasn’t female nature to step up and ask for pay-rises, said **Shimmin**. “Why

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should we be asking women to be more like men? Frankly, why should there be a need to ask if there is a proper relationship of trust, risk and reward between employer and employee within a company?"



Kath Shimmin

Dallimore-Fox agreed there shouldn't be any gender issue. A transparent company pay structure based on individual achievements and performance would resolve the matter. Why should there be clauses in employment contracts disallowing the discussion of pay rates, she queried.

Forrester felt there was nothing wrong with women asking for pay rises, but equally agreed that there shouldn't be a need to ask. Transparency was the best answer.

Daykin pointed out that a system of known genderless pay grades worked well within Deloitte. "It's never been an issue. People don't know each other's individual pay, but they know their pay grade, and how they can achieve higher pay."

Clifford said Barclays operated a similar system, and also provided comparative industry pay scales.

Edmunds uses pay bands and ratings within a merit-based system of reward that benchmarks core competencies and performance. Clarify also has a culture of corporate recognition and workplace sharing of an individual's success.

'Key woman' insurance .. and long pregnant pauses

Edmunds raised the pregnancy question that businesses find so difficult to answer – 'How to overcome the loss of a valued female employee through pregnancy'.

"It is uncomfortable to admit that for small companies there is increased commercial risk and costs in having a woman in a senior role who you might lose from the business for a period of time." Her pregnancy brings a real cost to the business through doubling up to cover her work-role in preparation for maternity leave (up to six months), enhanced maternity packages, maternity cover and making arrangements for her return "in whatever manner she decides to come back." Potentially, the cost and operational disruption can hold a business back, she explained. "It's a big ask, particularly of small companies."

To overcome this, **Edmunds** suggested there could be government support through a 'key woman' insurance scheme, to offset costs of the employee's pregnancy period.

As a company owner and employer, **Edmunds** said she would happily pay into such an insurance scheme to gain the benefit of future stability within her business.

Shimmin suggested such a system could be underpinned through National Insurance. But, additional practical help should also be provided for working mothers – after hours support, for example, so that women "didn't go into meltdown finishing work in time to get to the nursery."

Current pregnancy legislation – ensuring a mother has the legal right to future work – can detrimentally affect even the best of relationships between employees and employers, **Edmunds** pointed out. Trust and transparency can suffer.

Employers become worried about when and under what terms the employee might want to return to work and employees get worried about revealing their personal plans. **Edmunds** felt it was right to have legislation to protect employees, but it should protect employers equally by encouraging open dialogue and supporting relationships to allow for future business planning.

There was also Roundtable debate on including emergency childcare support within working mother's employment contracts, and the need to change business and social culture to make it acceptable to allow children within appropriate workplaces.

However, there was an overall Roundtable feeling that this working mothers' issue was of national importance to UK economic productivity, and should be tackled through a government-led solution.

The Catch 22 of executive presence

Dereza mentioned the lack of female 'executive presence' in everyday life – public speaking, industry spokespersonship, within the media – due to the Catch 22 lack of senior management role models within businesses.

Forrester: "Confidence is the big thing. Women tend to question their abilities and need to be more empowered within the businessworld, but I'm not sure there's a quick fix to get women into these roles."

Shimmin spotlighted the extensive media focus on male sports compared to the scant coverage of women's rugby, cricket and football, despite England having world-leading teams. Society's focus needed to change. Sadly, the first thing that society evaluates when a woman gets on a stage to speak is what she is wearing, **Shimmin** remarked.

Forrester noted that women as well as men were guilty of talking females down.

Drummond suggested a positive step forward would be public speaking training for girls. "Women tend to want to practice and perfect their skills before they use them."

Dereza has recently written a new book: *Insider*



Secrets of Public Speaking, revealing how to deliver brilliant speeches and presentations. Available to buy via Amazon.

So, what do women in business really need?

Dallimore-Fox: "Confidence to reach their full potential through their own abilities. Don't focus on the negativity of the barriers, but the positivity of their own career actions."

Daykin: "Companies should look to promote for the right qualities, not just the same ones."

Drummond: "More overall support from the Government and businesses, and social acceptance, for women who take maternity leave and want to come back to work."

Clifford: "Remember that you have a choice in life, and it is your choice."

Forrester: "More support when going back to work. That would make a huge difference in this battle."



Nadine Dereza

Morris: "Women need to push themselves forward more and recognise their value. Women in the workplace often do themselves a great disservice by not supporting their female co-workers enough."

Shimmin: "There is a real need for honesty and transparency in workplace relationships between employers and employees, and an improved understanding about what each is realistically entitled to expect of the other."

Edmunds: "Keep encouraging women to challenge themselves and move out of their comfort zones."

***Adamson** felt there was a third element to employer-employee relationships – local and central government support. "As the prime minister said: 'The drive for more women in business is not simply about equal opportunity, it's about effectiveness'. I believe the public and private sectors can collaborate better towards achieving this effectiveness."

New year, new showroom: Ridgeway Maserati, Oxford

Oxford is a city famous for its universities and cars, and now it is host to Maserati – another world famous car marque with a masters degree in magnificent automotive engineering, writes John Burbedge

Not that the Maserati needs to share the limelight with other car brands. Its 100-year history of producing desirable and luxurious cars sets Maserati apart, its individual fame notably enhanced by its successful motorsports heritage and signature Italian style.

Befitting such a stand-out brand, the Ridgeway Group will be launching a new stand-alone showroom for Maserati cars in the New Year, adjacent to its existing premises at Cumnor Hill. Representatives from Maserati's head office are expected to attend.

Earlier this year, the fast-growing Ridgeway motor retail group increased its brand portfolio of prestige marques to include the renowned luxury car maker Maserati. Since then, cars bearing the famous trident logo have been franchise marketed by Ridgeway Maserati from a temporary showroom.

But 2015 will not only see the start of Maserati's second century in car manufacturing, but also the display of its current model range – the Ghibli, Quattroporte, GranTurismo and GranCabrio – attractively housed in a stylish purpose-built showroom complete with a workshop enabling a full dealership offering.

Simon Hackett will be Ridgeway's Maserati specialist at the showroom. Hackett and workshop technicians have already received additional training from Maserati to fulfill their very high operational and customer service standards.

Ridgeway brand director Martin Sewell revealed that the latest Ghibli and Quattroporte models will be on display and a new luxury 5-door SUV, the Maserati Levante, is set to arrive late next year, with the brand-new Maserati Alfieri model also now confirmed for production.



"Maserati's new model announcements will result in significant growth in volume and build on the brand's widening appeal. Our Ridgeway investment in Oxford will offer the very best Maserati experience."

Maserati, now represented in more than 60 countries, is aiming to sell 75,000 cars a year globally by the end of 2018 – more than five times its sales figure for 2013.

Sewell pointed out that the Maserati range, with cars such as a V6 turbodiesel Ghibli priced below £50,000, was now definite competition for the traditional executive car sector. "Maserati is now offering affordable yet luxurious prestige cars with proven Italian style and performance that will turn heads. As our Maserati advertising line highlights: 'The heart says Yes. The head says definitely Yes'"

"This is an exciting time for Maserati and Ridgeway is proud to represent such an iconic brand in a territory we know well," Sewell added.

THE HEAD SAYS
YES.
THE HEART SAYS
DEFINITELY, YES.

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Official fuel consumption figures for Maserati Ghibli range in mpg (l/100km): Urban 18.0 (15.7) – 37.2 (7.6), Extra Urban 38.7 (7.3) – 56.5 (5.0), Combined 27.2 (10.4) – 47.9 (5.9). CO₂ emissions 242 – 158 g/km. Fuel consumption and CO₂ figures are based on standard EU tests for comparative purposes and may not reflect real driving results. Model shown is a Maserati Ghibli S at £69,638 On The Road including optional pearlescent paint at £1,776, 21" Titano design alloy wheels at £3,670 and Red brake callipers at £432.



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