

JAGUAR LAND ROVER
& PEARN KANDOLA
DIVERSITY & INCLUSION REVIEW

DECEMBER 2021

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INTRODUCTION

At Jaguar Land Rover we believe in leaving the world in a better place for future generations. Not just by the products that we design, manufacture and sell, but in how we operate as a global business.

This includes creating a diverse and inclusive organisation where everybody's voice is heard. It goes beyond policies, programmes and percentages and is about developing a genuinely inclusive environment where individuals are valued for their uniqueness, where they can be their authentic selves, feel equity, belonging and thrive.

Whilst we have taken significant and encouraging steps in this space, we recognise that we are not where we need to be and have more work to do in this area. Following the appointment of our CEO Thierry Bolloré in late 2020 the Board of Directors and the business have been working hard to progress this area.

Subsequent to a number of development sessions with our Board members this year, which included meeting and hearing from employees across the organisation Mr Bolloré said "I have found it moving and insightful to listen to colleagues who have shared their own stories and experiences. Some of what they told me made me proud; other things were not easy to hear. We must honestly acknowledge and learn from past mistakes, grow and make progress together. It is clear to me that every one of us has a part to play on this journey." Jaguar Land Rover's ambition is to embrace inclusive behaviours at every level of our business and take a zero-tolerance approach to any form of bullying, harassment and discrimination.

Over the past 12 months we have taken a number of steps to take corrective action, and to gain more insights, both internal and external, to help shape future plans.

This report outlines some of the steps already taken, together with the findings of some internal and external surveys and reports as well as recommended actions.

STEPS ALREADY TAKEN

During the past year we have taken a number of positive steps to improve our Diversity and Inclusion capability and focus.

We have increased the size of the specialist team facilitating change in this area from three heads, to eight, both here in the UK and across our global facilities. This ensures we have the expertise and resource required to focus on creating change through behaviours, policy, governance, communications, education, processes and practices.

In October 2021, we entered into a legal agreement with the Equality and Human Rights Commission (EHRC) to improve our policies and practices in relation to equality and diversity.

Through both the guidelines of this agreement, and the internal plans and actions already underway, we have taken a number of positive steps forward this year, including:

- Publishing our newly developed Diversity and Inclusion strategy internally and externally to ensure openness and transparency around our goals
- Publishing our Gender and Ethnicity targets for the organisation and creating intense focus at Director levels
- Launching inclusion councils at our manufacturing sites so that employees in these locations are engaged and have local ownership of equality and diversity issues
- Continuing to support our employee networks to create communities of support
- Launching two mandatory e-learning modules - Diversity & Inclusion and Dignity at Work
- Delivering regular development sessions with the Board of Directors regarding protected characteristics and inclusive behaviours
- Conducting listening sessions with our employees and Directors to share lived experiences both outside and inside of work as well as create a sense of belonging.
- Launching an Allyship campaign to educate our people as to what it means to be an Ally, how to be a good Ally and how to promote an inclusive culture
- Adding pronouns to our Corporate Email Signature guidance
- Improving the number of females at Director level positions
- Working with an external consultant to review our current Diversity and Inclusion practices and identify areas for improvement, (outlined later in this report)
- Analysing all relevant employee voice points to ensure we have ongoing action plans for change.

EMPLOYEE VOICE

We use a variety of inputs to understand employees' feelings and sentiments in relation to different elements of their working life, specifically regarding Diversity and Inclusion.

Using a combination of qualitative surveys and quantitative research, together with statistical analysis on key data points, we get a clear view of both high-level themes and can also deep dive into more specific areas.

In addition, this year (2021) we commissioned an externally led deep dive review consisting of focus groups (250-300 attendees), policy reviews, interviews and data analysis, which will be used to identify further key themes to compliment actions already derived from the survey data.

ANNUAL SURVEYS

EMPLOYEE ENGAGEMENT SURVEY



22,000+ responses

Annual survey covering all aspects of working and Jaguar Land Rover, including Leadership, Culture, D&I, Pride in the Brand etc.

DIVERSITY & INCLUSION SURVEY



13,000+ responses

Annual survey covering the full range of topics in the D&I space, segmented by different groups and protected characteristics.

CULTURE SURVEY



6,000+ responses

Annual survey focusing on the culture and behaviours of the organisation, specifically including employees perception of inclusivity.

2021 DEEP DIVE REVIEW

FOCUS GROUPS



250 - 300 attendees

Deep dive focus sessions, conducted across different parts of the organisation to drill down into different aspects of Diversity and Inclusion at JLR.

POLICY & PROCESS REVIEW

In depth review of policies and processes for each stage of the employee lifecycle.

DATA ANALYSIS

Statistical analysis to identify differences between demographic groups, or organisational categorical variables on recruitment and performance outcomes.

The remainder of this report summarises the key findings of these surveys to date, as well as the findings of the deep dive focus sessions and policy/data review.

ENGAGEMENT SURVEY

Conducted in August 2021, with over 22,000 responses – representing approx. 65% of the workforce.

The Employee Engagement survey runs annually between the salaried and hourly population, giving us a more granular view of the different strengths and challenges across the organisation.

Whilst we are not in position to externally publish the data from these reports, we can outline the themes where our people say we score favourably (over 65%), and our areas for further development (under 65%).

STRENGTHS

Strong scores are found around the following sentiments:

- Employees feel they are treated as individuals, regardless of their characteristics
- People feel their manager or supervisor treats them with dignity and respect
- As a business, people feel we are creating an environment which fosters inclusivity
- Individuals feel they are trusted to make the choices and decisions necessary to do their job effectively.

AREA FOR DEVELOPMENT

A weak score in relation to Diversity and Inclusion is around the sentiment:

- the management style in Jaguar Land Rover brings out the best in employees.

Given the strength around “my manager treats me with dignity and respect” this appears to describe a difference between people’s relationship with their own manager (how they are treated) and their perception of the style across the business for other people’s managers.

DIVERSITY AND INCLUSION SURVEY

Conducted in Dec 2020, with 13, 000+ responses – representing approx. 47% of the workforce.

KEY STRENGTHS

The majority of respondents believe that Jaguar Land Rover has created an environment where people with diverse backgrounds can succeed, that their manager treats them with respect, and they would recommend Jaguar Land Rover as an inclusive employer.

This is encouraging and shows that employees recognise that Jaguar Land Rover is on a journey to becoming more inclusive and employees are experiencing that change.

KEY AREAS TO FOCUS ON

The Diversity and Inclusion survey results segment the responses, anonymously, and by different protected characteristics where provided. This allows us to see where we have areas that collectively may be scoring well overall, however when broken down we can see areas that require more focus for us to develop and move forward.

Two areas where we see this happening is employees feeling they are able to be their authentic self at work and the belief that all employees are valued equally regardless of differences. Though these areas score well overall, we see lower scores coming from certain demographics within the business, reflecting the variety of experience some of our employees have in relation to these topics.

Other areas to focus on are around the ability to express views or opinions without fear of negative consequence and leadership treating all colleagues fairly regardless of their background, both of which returned a lower sentiment than we would like to see.

The survey gives us plenty of data points and themes to focus on, and also highlights areas where we need to understand more from other engagement methods. For example, whilst a high number of people feel their manager treats them with dignity and respect, a much lower proportion feel leadership treat all colleagues fairly regardless of background, which shows a discrepancy between how people feel about their own treatment versus how they perceive the treatment of others.

Conducted in March 2021, with 6,000 responses – representing approx. 22% of the workforce.

KEY STRENGTHS

Unity is highlighted as a strong scoring area, along with inclusivity. Unity refers to our ability to work together across teams, respecting everyone's differences and welcoming feedback. This is supported by the sentiment that we are creating an environment where people can reach their full potential and be their true selves in the workplace.

KEY AREAS TO FOCUS ON

The majority of the workforce don't agree that our leaders and managers are seen as authentic and show vulnerability, humility and empathy.

As with the Diversity and Inclusion survey, this range of results gives us much to focus on, and highlights the difference in both the ability, and the perception of, management and leadership with regards to how they support their teams.

To build on the data points above, it's important we identify and understand the raw and unfiltered feelings of some of the people in our organisation. This, together with an understanding of how our current policies and processes support equity and fairness across our business, will help paint a rounded picture of where we are today.

By digging down into this level of detail and giving people the opportunity to share their views in a confidential and anonymous way, we expect to hear some things that we are not so comfortable with, however it's vital we get an uncensored view of the challenges people in our organisation are facing.

Only by beginning to understand these in detail can we start to formulate a coherent action plan to address them. The next part of this report is a summary from the independent review that was commissioned by Jaguar Land Rover and conducted by Pearn Kandola.

BACKGROUND AND OBJECTIVES

Jaguar Land Rover (JLR) commissioned this independent audit to assess progress in becoming a more diverse and inclusive organisation, to identify what is currently working well, areas for improvement and practical actions to address key findings.

The aim of this review is to build a picture of inclusion across JLR UK, with a view to lessons being applied more widely across the Group. Three different sources of data: employee focus groups; a desk top review of policies and processes; and statistical analysis of centrally held data on decisions about people, were used to understand people's experiences and the fairness of processes and decision making across the whole employee lifecycle (attraction, resourcing, on-boarding, training and development, performance management, talent management and exit process).

All UK based staff (and some Global) were given the opportunity to contribute to this report via focus groups. Focus group participants were from a range of departments and business areas, such as Engineering, Manufacturing, HR and Corporate, covering all levels from shop floor to senior leaders, salaried and hourly paid staff. Focus groups were also held for JLR employee-led networks: Gender Equality; Women in Engineering; Disability, Black, Asian and Ethnic Minority; LGBT+; Christian and Islamic. Each focus group was facilitated by an external, independent Business Psychologist, the confidentiality of contributions and any quotations was assured.

In summary, the aims of this audit were to:

- Engage with employees across all areas of the organisation to provide the opportunity for them to share their views on diversity and inclusion
- Use Focus Groups to understand employees' experiences and perceptions relating to diversity and inclusion at JLR
- Review HR policies and processes across the employee lifecycle to identify ways to promote inclusion and minimise bias
- Analyse anonymous, centrally collated, demographic data for people processes to look for any evidence of bias coming through a larger data set on decision making
- Integrate the above data sources to make recommendations for improving diversity and inclusion

METHODOLOGY

Focus Groups

To capture a representative sample of views and experiences from across JLR UK, 25 focus groups were held between June and September 2021, conducted both online and face to face. Focus groups were held on a voluntary basis, the opportunity to attend was open to everyone via an online signing up process. Attendees came from both salaried and hourly paid groups, covering all levels (non-management, management and senior leaders), key business areas (HR, Corporate, Engineering, Manufacturing) and the JLR employee networks including Shine, Carers, Pride, Islamic, Christian Fellowship, Gender, WIE and Reach. There were a maximum of 15 people per focus group, everyone was assured of confidentiality and consented to the use of anonymous quotations in this report. Contributors were primarily from UK sites however a small number held global roles or were from sites outside of the UK.

Participants were from a range of departments and business areas, such as engineering, manufacturing, HR and Corporate. There was a mixture of demographics, such as gender, age, race, ethnicity and sexual orientation and focus groups were held for different networks or working groups.

Each focus group was facilitated by an external Business Psychologist, confidentiality of contributions and any quotations was assured. Data from all focus groups was pooled to identify common themes, quotations that are representative of these common themes, and where possible, any differences between groups.

The sample size for these focus groups doesn't need to be equivalent to that of a survey to be considered a valid reflection of people's experiences. The focus groups do not claim to represent the whole organisation, they do indicate important issues experienced by staff which must be addressed.

Policy Review & Interviews

During July-August 2021, a desk-based review of policies and processes was for each stage of the employee lifecycle, including online calls with the owners of the majority of the processes. The review encompassed attraction, recruitment, on-boarding, training, leadership development, D&I, performance and engagement, reward and benefits, talent and succession and the exit process.

Data Analysis

A series of statistical models were run on the data provided by Jaguar Land Rover. The analyses cover the years spanning 2018-2021 and focus on addressing whether there are any differences between demographic groups (e.g., gender, ethnicity), or organisational categorical variables (e.g., grade, function) on recruitment, performance and turnover outcomes. The scope of this data analysis was limited by the lack of D&I data collected at important decision points such as promotion.

FINDINGS

All people need to feel valued and respected, yet this report indicates that a significant number of people at JLR experience explicit prejudice and implicit bias against their race, gender, sexual orientation, marital status or class. It is clear that JLR is at the early stages of creating an inclusive workplace; a new Diversity & Inclusion (D&I) team, strategy and initiatives are off to a positive start, but are realistically in their infancy. Positively, people involved in this review described pockets of inclusive leadership where individual managers create an environment in which everyone feels valued, engaged and able to do great work. Employee networks are reported to be broadly having a positive impact and increasing in momentum, and some early experiments aimed at raising awareness and understanding about inclusion through dialogue are promising, albeit limited at this point in time.

This review reveals that many existing HR practices require updating and improving to minimise bias during every aspect of the employee lifecycle. Multiple data sources suggest that some managers and employees are displaying behaviours which consciously or unconsciously perpetuate bias, prejudice decisions and create an environment where people who are different, or whose 'face doesn't fit', either don't feel fully safe, that they belong or have equal opportunity for progression. People describe a strong culture of hierarchy and control, and perceive an 'us and them' barrier between leadership and the shop floor. This is likely to prevent true inclusion because it limits the scrutiny and challenge required to reduce the possibility of behaviours and decisions being driven by conscious and unconscious bias.

STRENGTHS

People described being encouraged by JLR's investment in D&I and were keen for this to accelerate; particularly the focus on employee networks and the positive messaging on inclusion coming directly from the CEO. This review indicates there are undoubtedly some pockets of inclusion, primarily dependant on individual manager behaviours. Whilst not yet consistent, this does offer the opportunity to share and role-model what 'good' looks like across the organisation. Strengths to recognise and leverage include:

1. Organisation Purpose & Behaviours

Particularly promising is the work on unearthing JLR's organisation purpose and defining leadership behaviours which when launched in the coming months has the potential to highlight and position D&I, and inclusive leadership behaviours, as vital for future organisation performance and success.

2. Experimentation & Participation

Equally, some experimentation with participative practices to encourage ownership of change e.g. performance champions and D&I immersions within the manufacturing department; are indicators of a more trusting approach that is more likely to generate change through increasing individual accountability.

3. Employee-Led Networks

People from minority groups who contributed to this research, described the networks as having helped them to feel understood and that they belong at JLR (supported by JLR's own D&I survey which showed an average the vast majority of respondents saw the networks as a positive addition to the company). To enhance the impact of the networks further, action can be taken to ensure JLR brings in others who feel marginalised but appear to be part of the majority, as well as those majority individuals as allies and advocates, so that everyone is aware of, and supporting, colleagues from under-represented groups.

4. Individual Inclusive Managers

Some people who contributed to focus groups, described having or witnessing pockets of genuinely inclusive leaders. These stories showed people valued and respected these leaders and may signal that people are hungry for a more relational approach to management and leadership, (as opposed to the transactional leadership style indicated by the Employee Engagement survey).

AREAS TO IMPROVE

By integrating data from the focus groups, policy review and data analysis, this report has identified four significant areas for improvement which in our view will contribute to improving inclusion at JLR.

When looked at together, these four areas clearly represent a system-wide lack of inclusion in process, behaviour, mind-set and culture. It is particularly important that the system-wide change that is required isn't 'delegated' to the D&I team or employee networks, as this would severely reduce the accountability for change which must sit with every individual, team and leader across the organisation.

1. Unfair decisions when hiring, evaluating performance, rewarding, developing and promoting people
Contributions from people across different focus groups indicate there is a widely held belief that the processes for resourcing, development, promotion and performance management are unfair, inconsistent, and underpinned by favouritism. Promotion decisions are perceived as being based on 'nepotism' and contributing to a visible lack of representation at senior levels.

The HR policies and processes reviewed are unlikely to build trust or psychological safety, as they can lack transparency, consistent criteria, training, and accountability; all of which creates space for biased decision making. Performance ratings are linked to reward which, in effect, 'bakes-in' any bias present in a line manager's performance assessments into an individual's financial rewards.

There is some evidence for the above risks in the data analysis, which for example reveals significant differences in performance ratings between different groups (higher ratings for women who are White, straight/heterosexual and those without a disability), a bias towards attracting male applicants and a clear pattern indicating ethnicity bias when shortlisting candidates during selection. The ability to identify any broader patterns of bias e.g. in promotion decisions, is limited due to the lack of consistent and methodical collection of D&I data at key decision points.

Combining findings from these different sources provides evidence to support people's perception that decisions about their careers are influenced by favouritism.

2. Discriminatory behaviour and bullying

Inappropriate comments, banter, harassment, and bullying are described by focus group participants as being commonplace across levels, departments and UK locations. Examples of these behaviours ranged from unintentional micro-aggressions through to extreme and serious forms of overt prejudice and bullying. People described most, but not all of these instances being perpetrated by men towards women, or towards people with minority ethnic backgrounds. However, it was noticeable how few people in the focus groups shared any experience of discrimination based on their LGBTQ status. There were a few comments in different focus groups who described consciously keeping their LGBTQ status a secret, which could indicate a reluctance to talk openly or contribute to a focus group discussion. Some focus group participants described the for greater awareness and understanding around neurodiversity (as supported by the JLR's own D&I Survey, 2019).

A theme repeating across focus groups was that people feel afraid to challenge perpetrators or management; based on witnessing inaction, bullies being moved or promoted, retribution, deliberate exclusion and/or concerns being dismissed by management and at times Human Resources. This indicates a lack of psychological safety, (willingness to take the risk speaking out about inappropriate behaviour), which is also supported by JLR's D&I survey (2019) which showed that hourly staff feel less safe speaking up than salaried employees.

Processes available to report inappropriate behaviour are not always experienced as sufficiently 'safe' or widely understood or trusted to be confidential. Focus group participants described the reporting process as stressful, unresponsive, poorly understood, and a worryingly low degree of trust in line managers and HR to implement the processes with integrity.

The reported prevalence of discriminatory behaviour is supported by JLR's own D&I survey (2019) which revealed that approximately half of hourly paid respondents with protected characteristics agree with the statement 'I have personally experienced discrimination at Jaguar Land Rover'. The data analysis in this audit lends some support to this e.g. performance ratings were found to be significantly higher for 'Straight/Heterosexual' (versus those categorised as 'other') and data suggests some disadvantage for those with disability during the hiring process.

3. Insufficient people management capability

The findings of this review indicate a lack of people management capability. If, as people describe, managers are frequently promoted and hired based on favouritism (or technical expertise) over competence, it follows that the (unrepresentative) management cadre will lack the essential mind-set and behaviours to manage and lead their teams in a fair and inclusive way. A theme in focus group contributions was the belief that managers often lacked the relational skills needed to manage others, it follows that this would affect individuals' experiences across the employee lifecycle: from hiring and development through to promotion.

The review indicates that the processes, programmes and resources required to build a sufficient level of people management capability at the mid-level are lacking and /or uptake is low. A change in approach is required to ensure management capability is recognised as vital for an inclusive culture that drives business performance.

Data analysis indicates significant differences between the performance ratings of different groups (higher ratings tend to go to white people, women, heterosexual people and those without disability), and line manager capability (in evaluating performance fairly and providing equal opportunity for development) is likely to be central to this. This requires further investigation to be fully understood.

4. Culture of hierarchical control and distrust

A strong theme emerging from across focus groups is that hierarchy is a significant characteristic of the culture at JLR, it is striking how much it underpins habits and behaviours, for example people refer to each other by their grade rather than their name. Focus group comments indicate that people in lower grades and on the shop floor tend to feel undervalued and hold a deference to hierarchy: this is critical as it can reduce the degree of challenge and scrutiny that is required for unbiased decision making and behaviour. People describe an 'Us and them' culture between shop floor and senior management which appears to reduce morale and negatively impact mental health; it also risks limiting the impact of any positive messaging around inclusion from the top. Entrenching 'in groups' and 'out groups' in this way risks promoting bias because decisions are then influenced by group status rather than objective criteria or a person's true capability.

A hierarchical culture is also reflected in some policies and processes, such as parental leave, flexible working, which are sometimes overly prescriptive and dated compared to more progressive approaches and based on control rather than trusting people to operate within a framework or guiding principles. Whilst there is currently insufficient use of D&I data to provide enough insight into how fairly people processes are being applied, what data is available does indicate that people at higher grades receive higher performance ratings which wouldn't be the case if people were solely rated against job requirements (which change by grade). This provides further evidence for a bias favouring those at higher levels in the organisation.

OVERALL CONCLUSIONS & RECOMMENDATIONS

JLR's ambition to become a sustainable, agile and efficient organisation in the context of increasing uncertainty and volatility in the commercial world, demands that every person at JLR unlocks their full potential, coming together to lead, collaborate and innovate. Competitive advantage and innovation is the prize for organisations that: harness the power of diversity; are led by diverse teams; nurture a culture of inclusion; value all forms of difference; and actively seek diverse perspectives.

A system-wide focus on D&I has the potential to drive this transformation. The current work on organisation purpose and a new behavioural framework, although not finalised at the time of writing this report, is an important opportunity to connect D&I to the broader aims of the organisation. Every leader in JLR must recognise and authentically demonstrate that D&I is vital for employee engagement, wellbeing and also organisation performance, for the opportunities highlighted in this report to be fully realised.

This review integrates the lived experience of colleagues with a review of the policies, processes and data to build a picture of the whole. HR is inevitably the owner of many of the processes mentioned in this report. However, transforming into an inclusive organisation requires active commitment and ownership by everyone at JLR, particularly leaders and managers. It is vital that leaders and HR actively role model integrating a D&I perspective into everything they do. In addition, the way in which these groups respond to this report, design and implement recommendations is integral to the success of any change. A consultative and participative approach is likely to generate the shared ownership required for change.

Recommendations are aligned to each of the four key findings and require action to be taken to develop behaviours, influence mind-sets, redesign processes and evolve the culture at JLR. No one action or area of focus will create a truly inclusive and diverse organisation, attention must be directed to individual aspects of inclusion whilst recognising they are all connected to each other. Inclusion will emerge from the interaction of the parts and it is impossible to predict exactly which action will have the most impact, so an experimental and holistic approach is recommended.

This report includes a wide range of recommendations: some that are relatively quick to implement; some that require greater investment; and some that involve more radical change. Illustrative examples are listed below:

- Finding: Unfair decisions when hiring, evaluating performance, developing, rewarding and promoting people.

Aim: Conduct a detailed review of all processes within the employee experience and redesign to increase objectivity and provide equal opportunity for career progression

Example recommendations: A detailed review and redesign of all processes relating to hiring, promotions and development to minimise bias at each stage; decouple performance ratings from pay; the systematic collection of data on hiring and promotion decisions to identify bias; panel interviews; upward feedback for all people managers; mentoring to support under-represented groups developing to senior levels; and look deeper in the organisation for talent using objective methods such as development centres.

- Finding: Discriminatory behaviour and bullying

Aim: Create a culture of greater psychological safety, where people feel supported and safe in speaking out to report inappropriate behaviours

Example recommendations: Review the functionality of existing anonymous reporting tool and refresh communications to ensure people understand the benefits and process; conduct a detailed review of case management to identify improvements; involve team members in the selection process for all people managers to shift mindsets and more equally distribute power; ensure strong messaging from all levels of leadership and HR on zero tolerance of bullying and inappropriate behaviour, train people managers in holding difficult conversations and managing performance fairly.

- Finding: Insufficient people management capability

Aim: Develop the capability of people managers across all departments and sites, as the critical link between leadership, organisation strategy and the majority of the workforce.

Example recommendations: Leadership development for all mid-tier people managers; introduce upward feedback into performance reviews; use 360 feedback for manager development; all of these must be designed using inclusive leadership behaviours. Add D&I criteria to the objectives for each senior leader to drive ownership and accountability for inclusion within their business area.

- Finding: Culture of hierarchical control and distrust

Aim: Evolving the culture towards a more trust-based culture guided by purpose and values, which recognises that sustainable organisation performance is delivered through people who feel valued and respected

Example recommendations: Use independent/anonymous exit interviews to identify bias and areas for improvement; adopt agile working as the default (where roles allow) and promote this when advertising roles; require all senior managers to have regular face to face communication with shop floor workers to build connection; celebrate and share stories of teams with high trust and empowerment; identify opportunities to invert the hierarchy e.g. entry level colleagues running sessions for senior leaders on topics relating to inclusion.

Jaguar Land Rover is on a journey to becoming a more inclusive business. The findings in this report allow us to build on our strengths, and whilst some of the feedback captured during our employee focus groups makes for difficult reading, we are realistic about where we are on our journey and understand that as an organisation we must continue to listen and learn.

Jaguar Land Rover welcomes the recommendations from Pearn Kandola and will work hard to action the tangible steps set out within the report on our journey towards a more inclusive culture.

WE WILL TAKE ACTION.

As part of our commitment to progress we will be conducting a similar external review annually for a further 4 years ensuring greater transparency with our employees and the wider community.

Our people matter and being inclusive, diverse and equitable matters to all. We are committed to ensuring they feel this way every day.

We will continue to build on the strengths outlined within the report, and a number of key actions and initiatives are already underway, as part of the overall Diversity & Inclusion strategy, including:

- Launching our second annual Diversity and Inclusion survey for staff - including our Inclusion Index to track progress in the organisation - in January 2022
- Developing and delivering additional training for people managers and senior leaders
- Updating our Transitioning At Work guidance and Family Policies to ensure they reflect best practice
- Training our Employee Networks on how to effectively support colleagues dealing with a bullying and harassment issue.
- Working with employees to improve our self-identification rates to enable more effective equality monitoring
- Implementing third party mediation services to support issues raised within the business
- Launching a new Global Diversity and Inclusion Corporate Policy for inclusion in the annual business declaration

These planned actions, together with a focus on the recommended actions from this report will help bring about real organisational change at Jaguar Land Rover, fostering a supportive and inclusive environment for employees from all walks of life.

We are committed to fostering a diverse, inclusive culture, that is representative of the society in which we live; a culture in which every one of our employees can bring their authentic self to work and feel safe and supported in reaching their full potential.