

DIVERSITY, EQUITY & INCLUSION REVIEW

JLR
2025



About this report

Context

Ipsos Karian and Box has been commissioned by JLR to conduct their fifth annual independent review of diversity, equity and inclusion (DE&I) within the business.

JLR is committed to implementing inclusive best practice and building a culture where people can be their authentic selves and reach their full potential.

Purpose

The main objective of the 2025 review is to understand and evaluate DE&I progress in the last 12 months across the employee lifecycle and summarise progress over the past three years.

The review identifies strengths, areas of opportunity and practical recommendations.

Methodology



Data analysis

Ipsos Karian and Box analysed JLR's UK Human Resources (HR) employee data to report on representation in the business across captured demographic groups. Further details on the methodology are in the next page.

JLR carry out their own global Pulse survey each year and the Inclusion Index scores are shared with Ipsos Karian and Box to be incorporated in this report.

JLR are responsible for questionnaire design, fieldwork, data collection and analysis of the Pulse data.



Workshops with People Chapter

Ipsos Karian and Box facilitated nine hybrid workshops, where 28 participants from the UK People Chapter (JLR's HR function) shared progress in the last 12 months and reviewed a 4-year summary of DE&I-related activities. This is covered in the Summary Review and Milestones sections.

Workshops were carried out between 10th and 17th June 2025.



Interviews

Five virtual interviews were conducted by Ipsos Karian and Box on behalf of JLR with UK senior leaders to understand DE&I progress since 2020. The interviews offer an understanding of top-level perceptions of culture change and future ambitions for DE&I. Insights are summarised in the Summary Review.

Interviews were conducted between 28th and 30th May 2025.

Considerations

- The review did not include an audit of documentation and was based on feedback from interviews, workshops and one question from JLR's Pulse survey..
- Interviewees were senior leaders within JLR; stakeholders from the wider business (end users of the processes) were not consulted.
- Representation data has been pulled from a moment in time so does not acknowledge progress after these dates.
- Representation data is based on the JLR UK employee population only, as global demographic data collection can be subject to differing legal requirements by country.
- Data collected via the annual Pulse survey will be published at a later date, due to the survey being postponed to 2026.

About the data within this report

Definitions

- The Inclusion Index from the Pulse survey is calculated as the proportion of employees who responded “strongly agree” or “agree” to the statement “I would recommend JLR as an inclusive employer”.
- Gaps are calculated using unrounded data which means that, when rounded, comparisons may differ by up to 1 point.

Methodology



UK HR Employee Data

- JLR collect employee data via their HR system. Employees can add and update their own data at any time independently.
- Ipsos Karian and Box received employee data from JLR in an aggregated and anonymised form.



UK Census Data

- The most recent UK Census data collected in 2021 is used as a benchmark to demonstrate how representative JLR's employee population is.
- Where available, only data for the “economically active” population was used. This is specified in the footnotes.



Global Pulse survey data

- JLR designed the questionnaire and administrated the Pulse annual surveys and collected the data.
- The surveys were run online and employees responded via anonymous links. Participation was voluntary and all questions in the survey were optional.
- Aggregated and anonymised data for the Inclusion Index and demographics was later shared with Ipsos Karian and Box for the purpose of this review.
- The Inclusion Index was introduced as a metric in 2023, however the question used to measure it has been asked since 2022.
- Inclusion Index (pg. 6) and employee data was undertaken and collected by JLR via their global annual Pulse survey for 2025-26 will be added to a later version due to the survey being postponed following a cyber attack.

Point in time

Data from the global Pulse surveys was collected by JLR in the following timeframes with the participation rates below:

- **Pulse 2022:** 19 September – 4 October 2022. Invited 34842, Responded 23,749 (68%)
- **Pulse 2023:** 4 September – 18 September 2023. Invited 38166, Responded 27535 (72%)
- **Pulse 2024:** 2 September – 19 September 2024. Invited 40324, Responded 30284 (75%)

UK HR employee data was extracted on 13th May 2025

Representation at JLR

Employee data across demographics has remained broadly stable at JLR compared to 2024. This suggests that despite efforts to improve minority representation in the business, increasing diversity remains a priority for JLR.

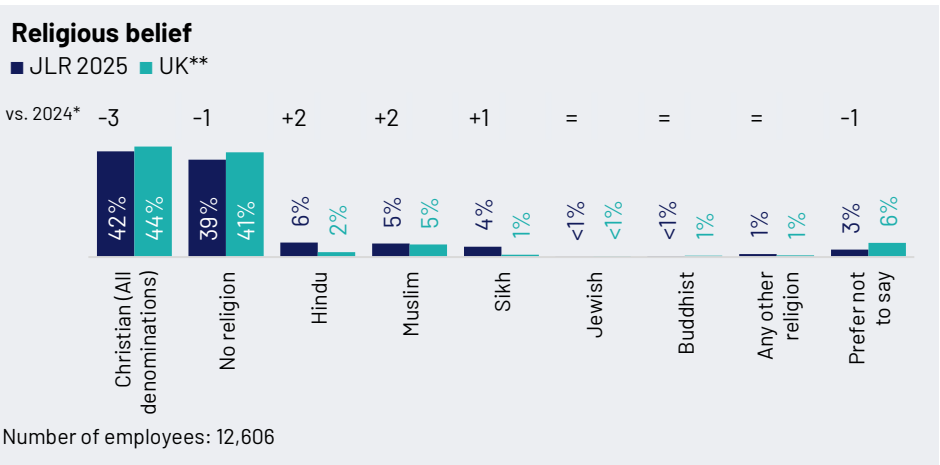
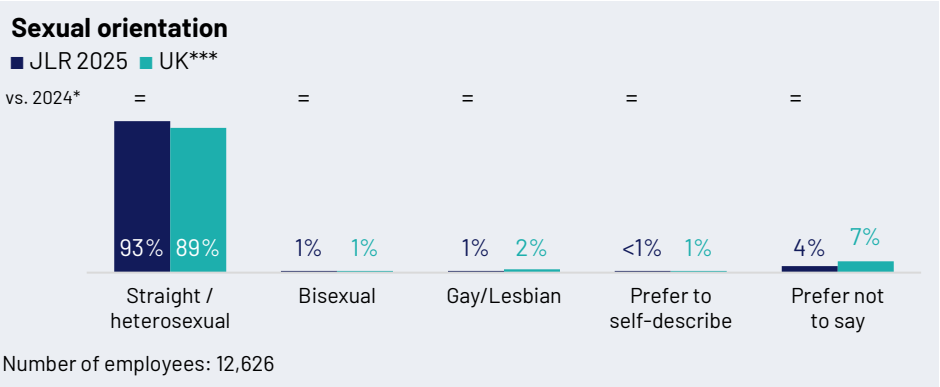
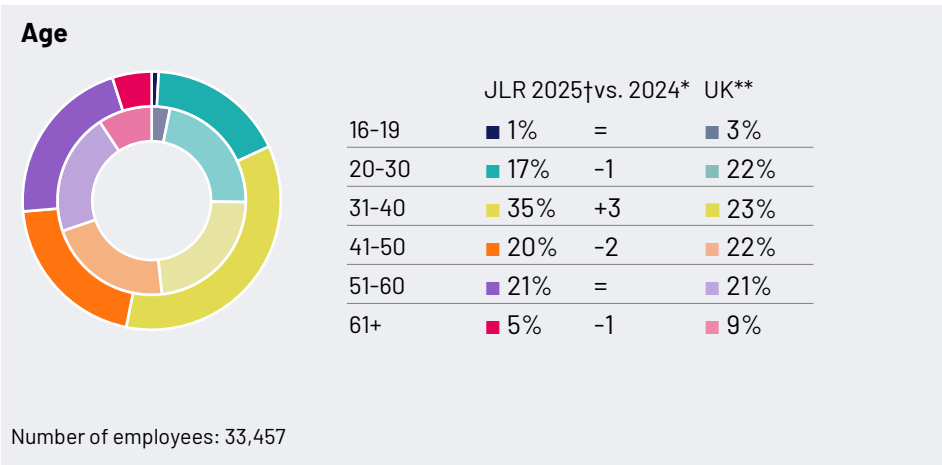
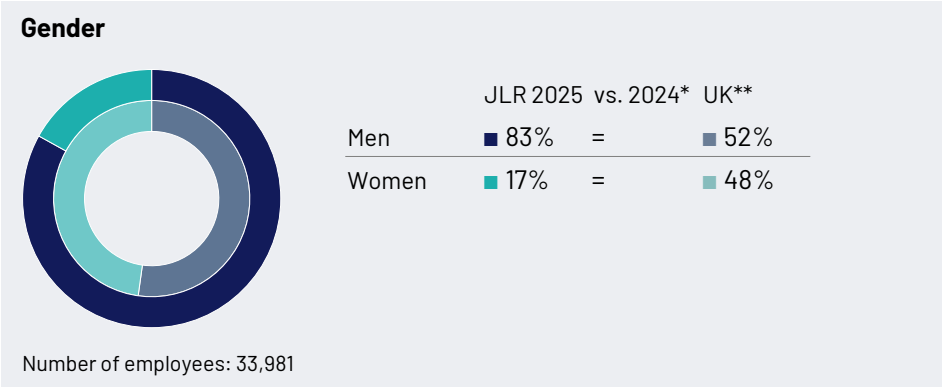
Women have the biggest gap in representation compared to the UK economically active population (~31pts). Female talent retention needs to be addressed to make progress.

Talent under 30 and over 60 is underrepresented compared to census data for economically active individuals in the UK.

Religious belief and sexual orientation are generally in line with the UK population.



Based on HR employee system data
(May 2025, UK only)



*JLR UK employees as of May 2025 vs. May 2024***UK 2021 Census data: UK residents aged 16 years and over
**UK 2021 Census data: Economically active † Age data 2025 covers 12 months to April 25. Age brackets used in 2024 differ slightly to 2025: 16-19, 20-30, 31-39, 40-49, 50-59, 60+

Ethnicity breakdown

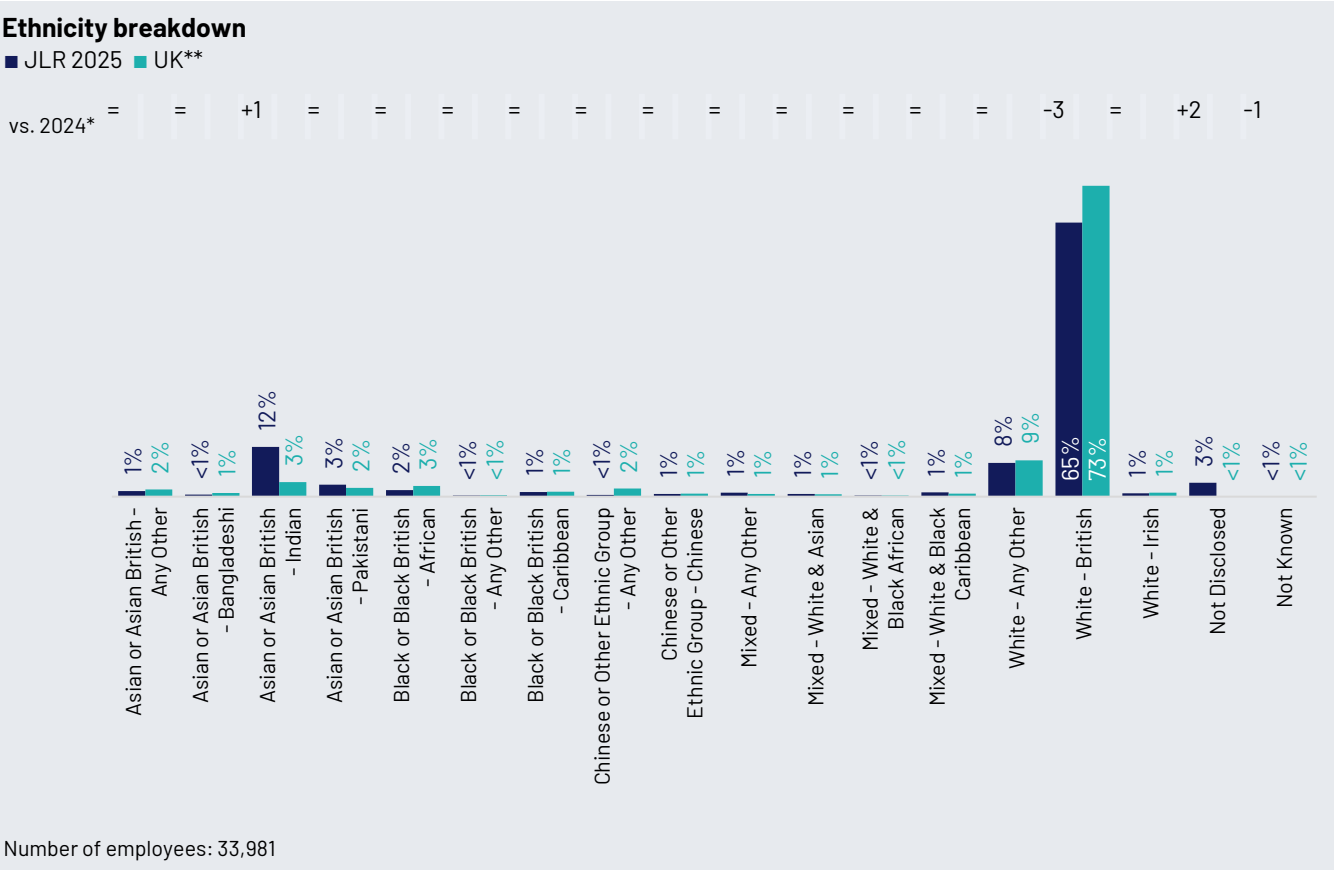
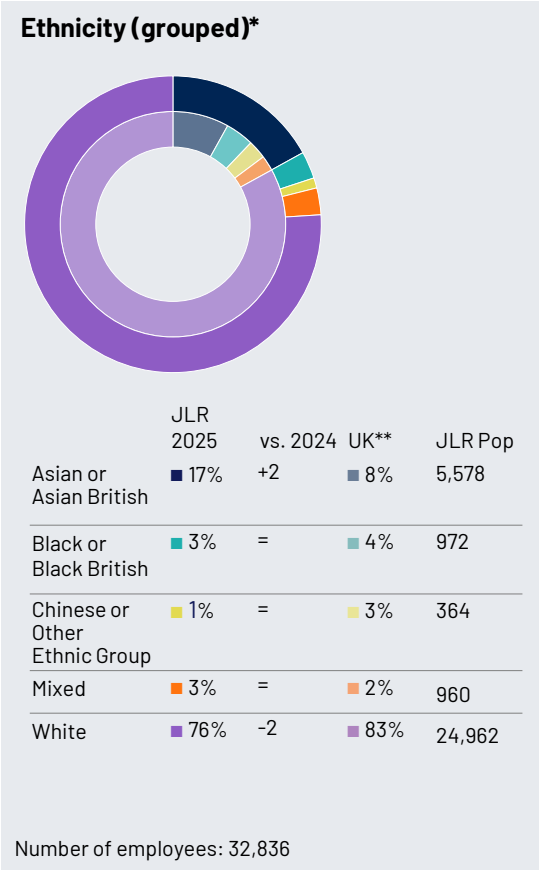
Overall representation of ethnic groups sees no notable change since 2024.

Compared to the economically active UK population, JLR employees are 8pts less likely to be White British, and 9pts more likely to be Asian or Asian British Indian.

This is likely because representation of the latter group is much higher than the UK average in and around the Midlands region where JLR is located.



Based on HR employee system data
(May 2025, UK only)



*Excluding not known, not disclosed and groups with less than 50 responses.
** UK 2021 Census data: Economically active

Inclusion Index trend since 2022

JLR's Inclusion Index, measured in the yearly Pulse since 2022, has increased year-on-year.

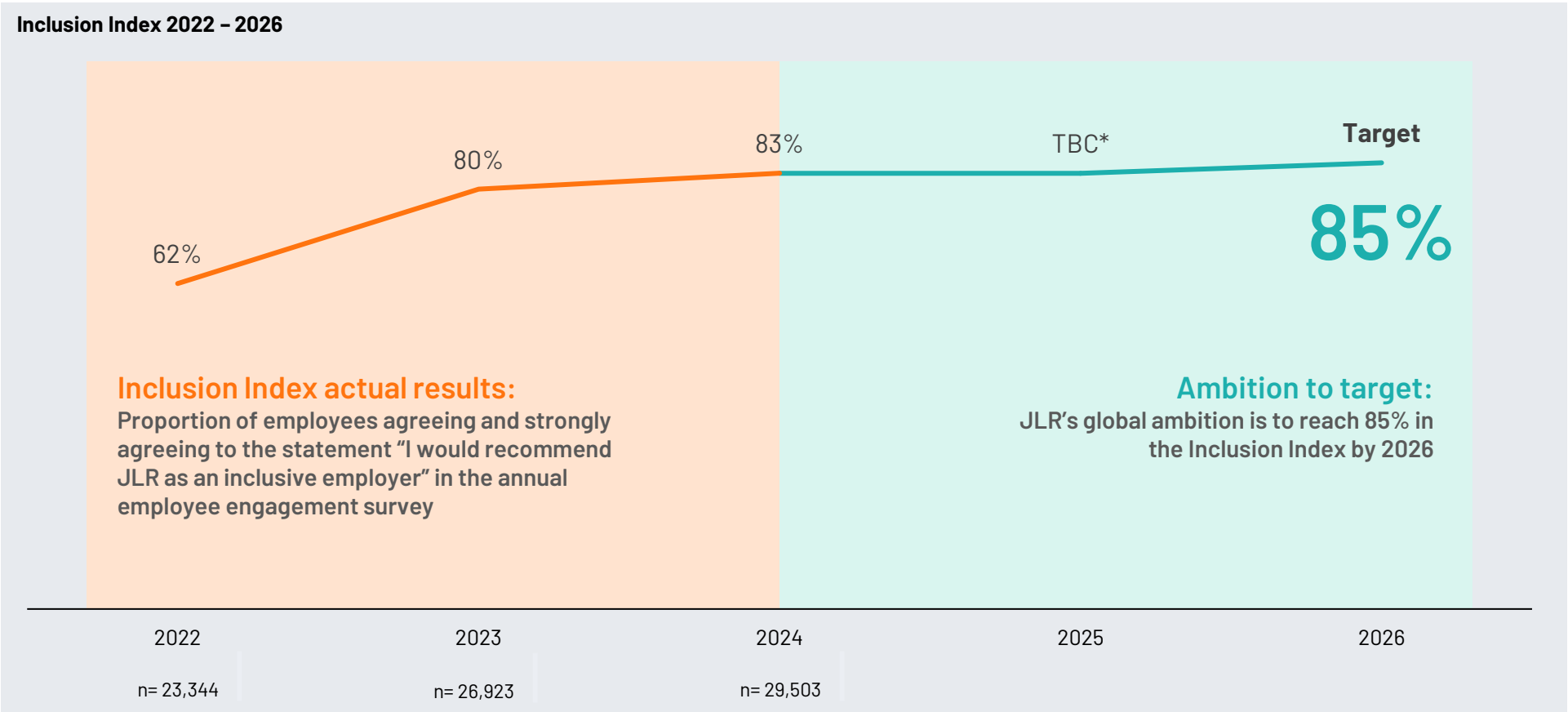
The proportion of employees who would recommend JLR as an inclusive employer was only 62% in 2022, but it has risen in the following years and is now trending in the right direction to close the gap to the target of 85% in 2026.

Data isn't available for 2025, due to the Pulse survey being delayed following the systems shutdown in response to the cyber-attack in August 2025.

Once the data will be collected in the first half of 2026, it will become clearer whether the gap to the target is narrowing.



Based on global Pulse data



*Pulse did not run in 2025 and has been postponed to 2026

Data collected by JLR via online survey in September–October in 2022, 2023 and 2024. Target audience for global Pulse survey includes Salaried and Hourly JLR employees. Excludes agency, contractors or Randstad Y1 (Randstad employees from Year 2 onwards are included).

Headlines: JLR's 5-year progress



DE&I embedded in the culture and business success

When JLR's cultural journey started five years ago, DE&I was seen as a People Chapter (HR) initiative, and it's now progressed into a **cultural, enterprise-wide imperative**. JLR leaders speak about DE&I as an integral part of the business and fundamental to JLR's success.

Across leadership, policies, data, and the employee lifecycle, there is evidence of a **people-first culture** that drives performance. The 'Reimagine Strategy', the values and purpose and the 'Creators' Code' have been key to this shift.

JLR is ready to create stronger **accountability and ownership** of DE&I outside the People Chapter and empower leaders across the business to further progress in their teams.

Further advancements must be supported by comprehensive **data strategy and management**. This will also enable more transparent **external reporting**.



Attracting the right talent and engaging long-tenured colleagues

Building a diverse talent pipeline **through inclusive attraction and recruitment** practices is essential to futureproof DE&I efforts and reach diversity targets.

The foundations for strong and effective employer brand projects, educational outreach, early careers campaigns and talent programmes have been set and are likely to bear fruit in the coming years.

Alongside attracting and recruiting, **retaining diverse talent** and engaging long-tenured colleagues in the culture change remain a priority aligned with JLR's purpose and vision.

'People Love Days' and other initiatives in **Manufacturing** are great examples of connecting with historically harder-to-engage populations.

We recommend mapping **moments that matter** for inclusion in JLR's employee lifecycle and identify where strategic focus is needed.



Move towards a more collaborative, intersectional approach

Several initiatives showcased **stronger collaboration** between teams, networks and external partners. **Network governance** is enabling more collaboration and less competition among the networks; the DE&I team are working more closely with **manufacturing leadership**; the **disability strategy** has been consolidated from previously siloed efforts; and attraction and recruitment events and programmes are benefitting from **partnerships with experts**.

This collaborative approach reflects a business with an **intersectional lens** on DE&I, where DE&I is woven into the operational fabric as a key factor in its success.

We recommend that the next step to support further coordinated efforts is for JLR to review the **DE&I internal communications strategy** to ensure actions and progress are shared consistently and effectively across the organisation.

Ipsos Karian and Box's Recommendations ✦

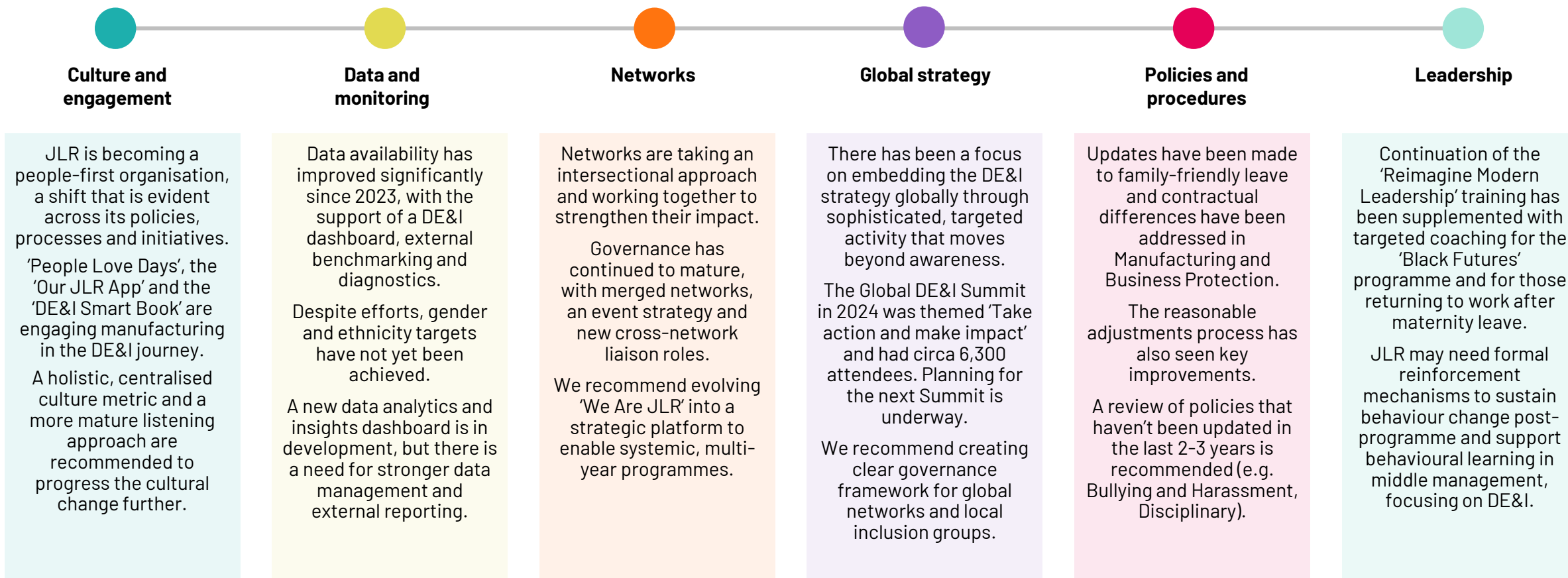
A Board-backed culture dashboard would enhance JLR's DE&I agenda by centralising metrics and data for effective cultural change.

By incorporating DE&I and People KPIs, alongside operational and sentiment data, organisations can maintain alignment of their values at all levels and through the employee lifecycle.

A dashboard would publicly-and-internally demonstrate commitment to DE&I, empowering leaders with data-driven insights that identify areas needing attention and ensuring accountability across the organisation. To maximise impact, JLR should consider incorporating real-time feedback and dynamic data visualisations.

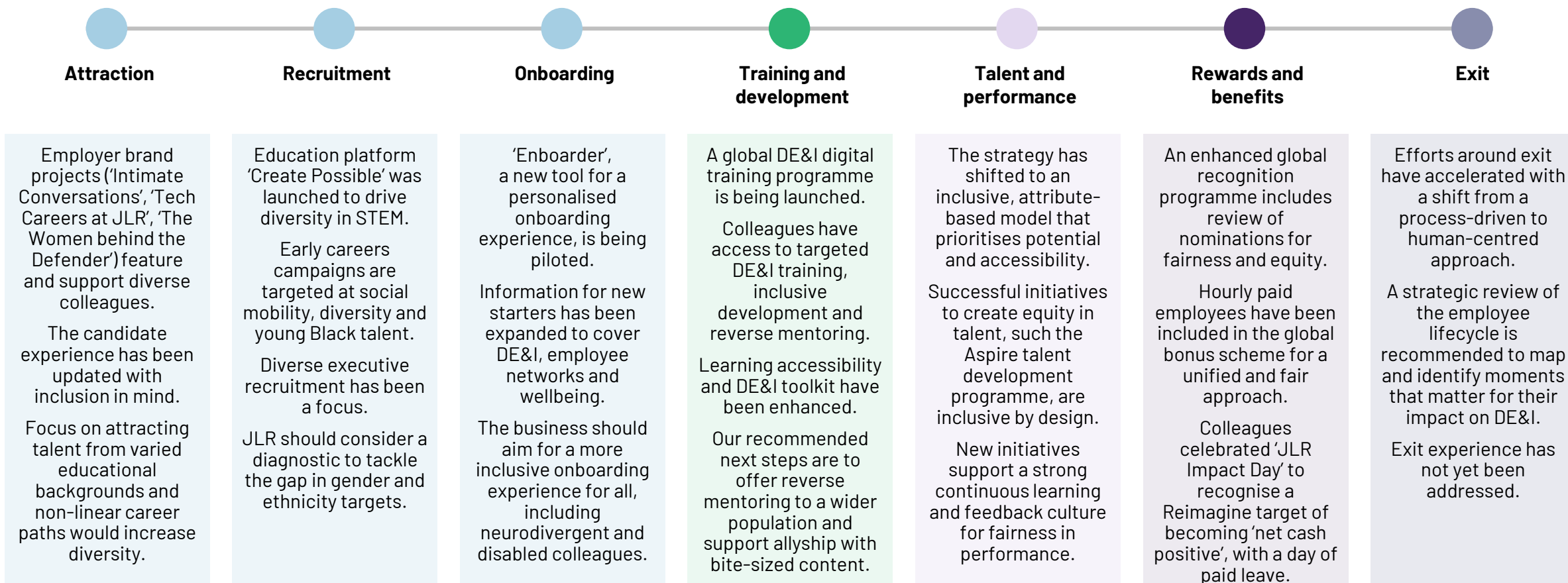
Review based on workshops with HR teams and interviews with senior leaders at JLR conducted by Ipsos Karian and Box

Summary: Progress Review



Review based on workshops with HR teams and interviews with senior leaders at JLR conducted by Ipsos Karian and Box

Summary: Employee Lifecycle

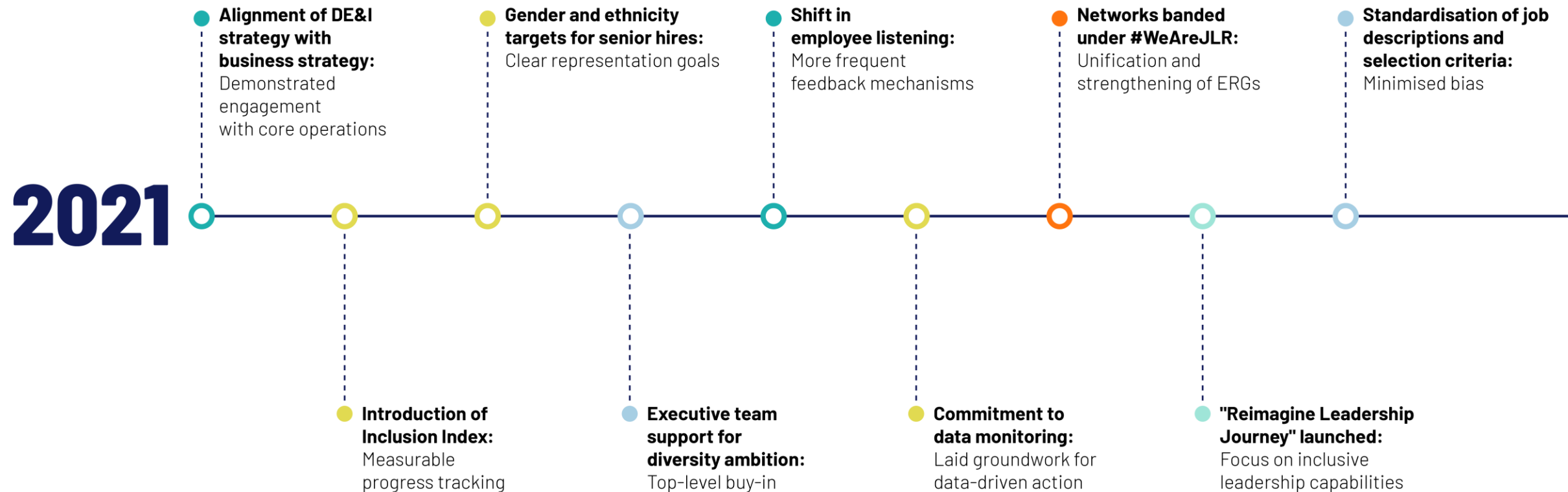


Review based on workshops with HR teams and interviews with senior leaders at JLR conducted by Ipsos Karian and Box

Milestones since 2021

Clear, tangible progress has been made in the last 5 years across the People Chapter.
The timeline in the next pages summarises the most significant milestones achieved since 2021

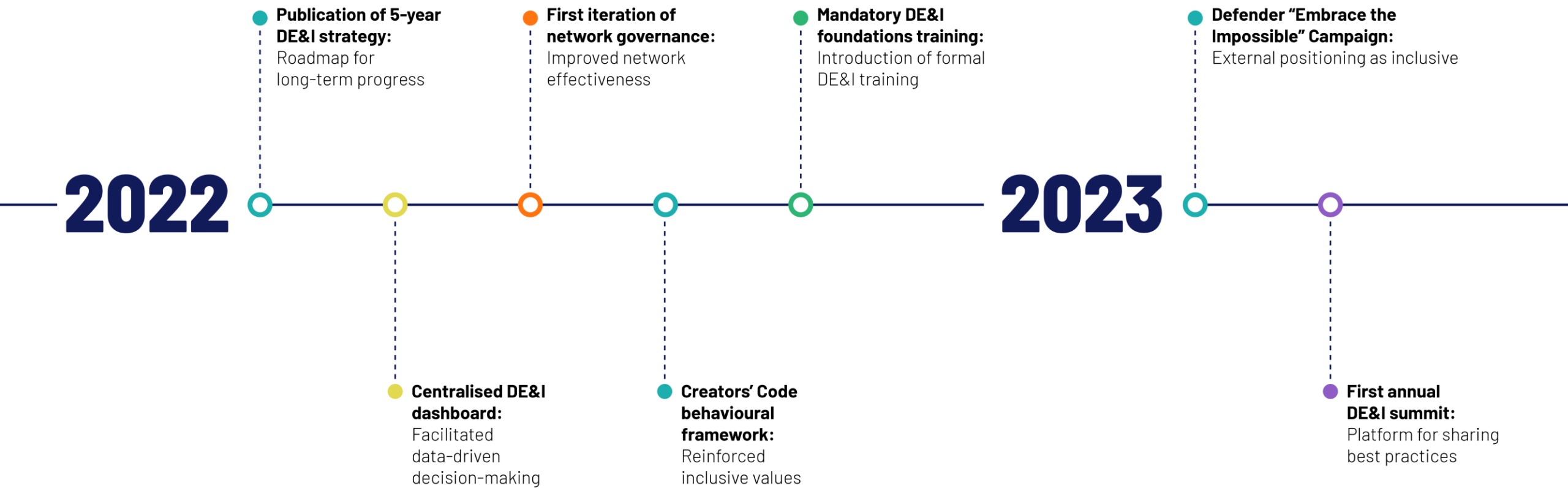
● Culture & Engagement
● Data & Monitoring
● Networks
● Global strategy
● Policies & Procedures
● Leadership
● Attraction, Recruitment & Onboarding
● Training & Development
● Talent & Performance
● Rewards & Benefits



Timeline based on previous reviews conducted on behalf of JLR between 2021 and 2024 and on workshops with HR teams by Ipsos Karian and Box for 2025

2022-2023

● Culture & Engagement ● Data & Monitoring ● Networks ● Global strategy ● Policies & Procedures ● Leadership ● Attraction, Recruitment & Onboarding ● Training & Development ● Talent & Performance ● Rewards & Benefits



Timeline based on previous reviews conducted on behalf of JLR between 2021 and 2024 and on workshops with HR teams by Ipsos Karian and Box for 2025

2023

Culture & Engagement

Data & Monitoring

Networks

Global strategy

Policies & Procedures

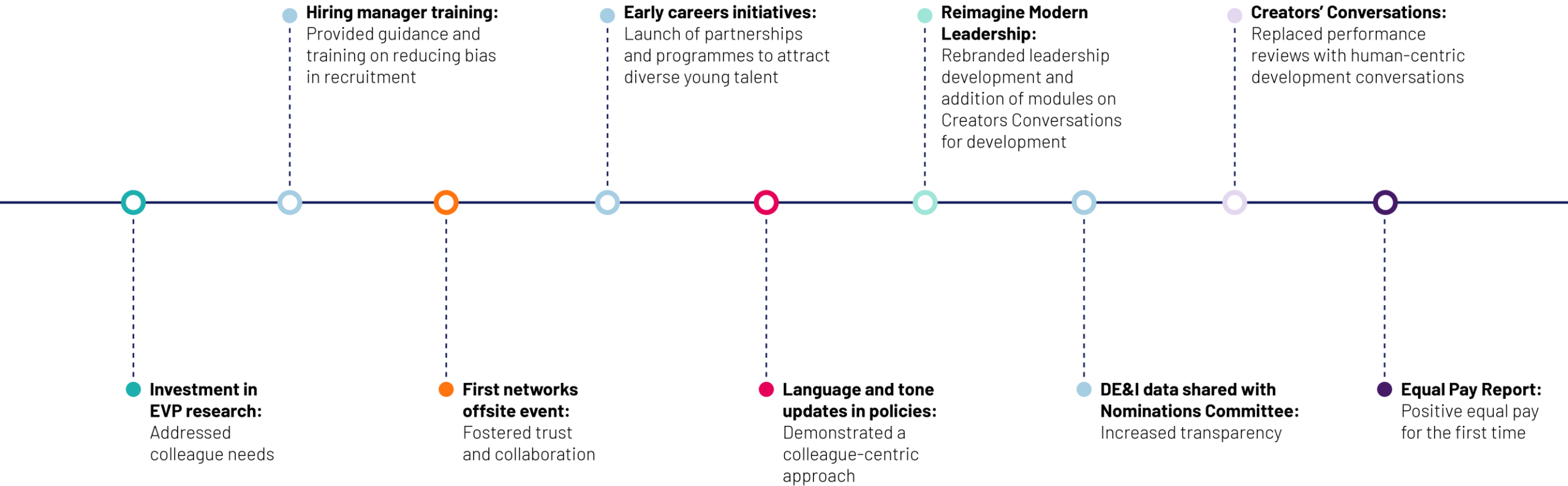
Leadership

Attraction, Recruitment & Onboarding

Training & Development

Talent & Performance

Rewards & Benefits

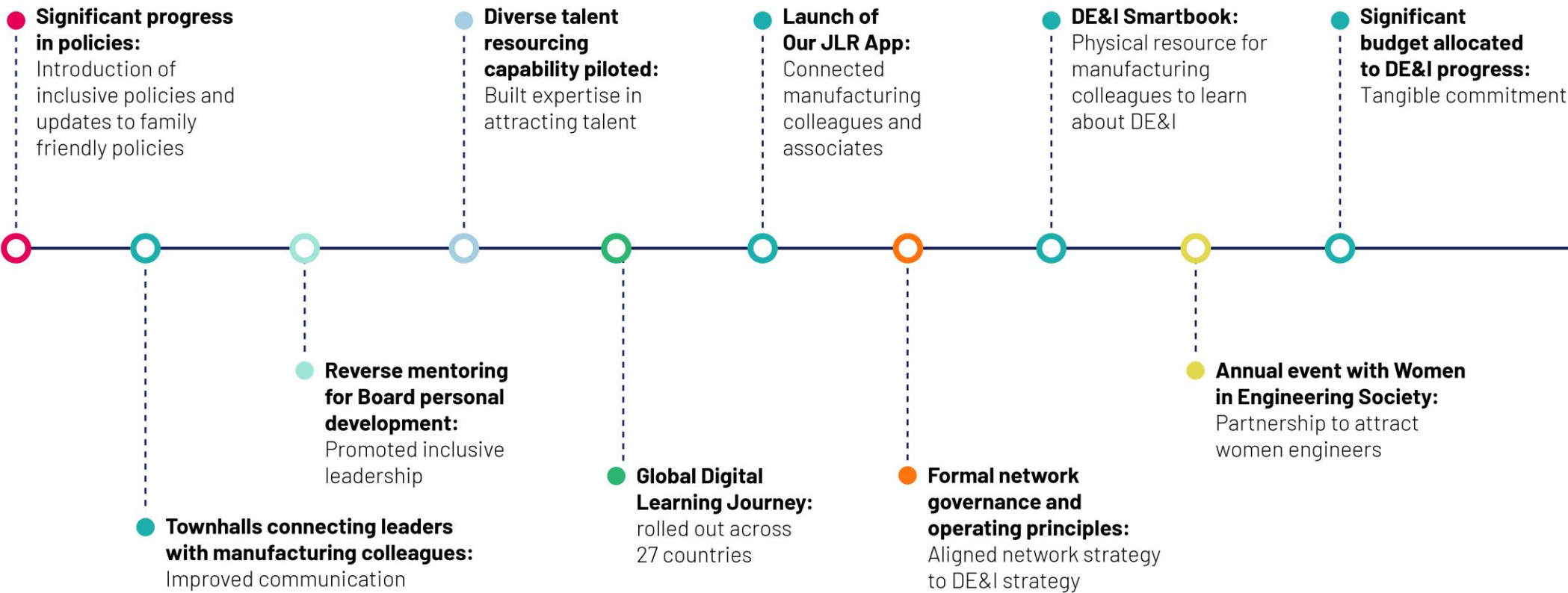


Timeline based on previous reviews conducted on behalf of JLR between 2021 and 2024 and on workshops with HR teams by Ipsos Karian and Box for 2025

2024

Culture & Engagement Data & Monitoring Networks Global strategy Policies & Procedures Leadership Attraction, Recruitment & Onboarding Training & Development Talent & Performance Rewards & Benefits

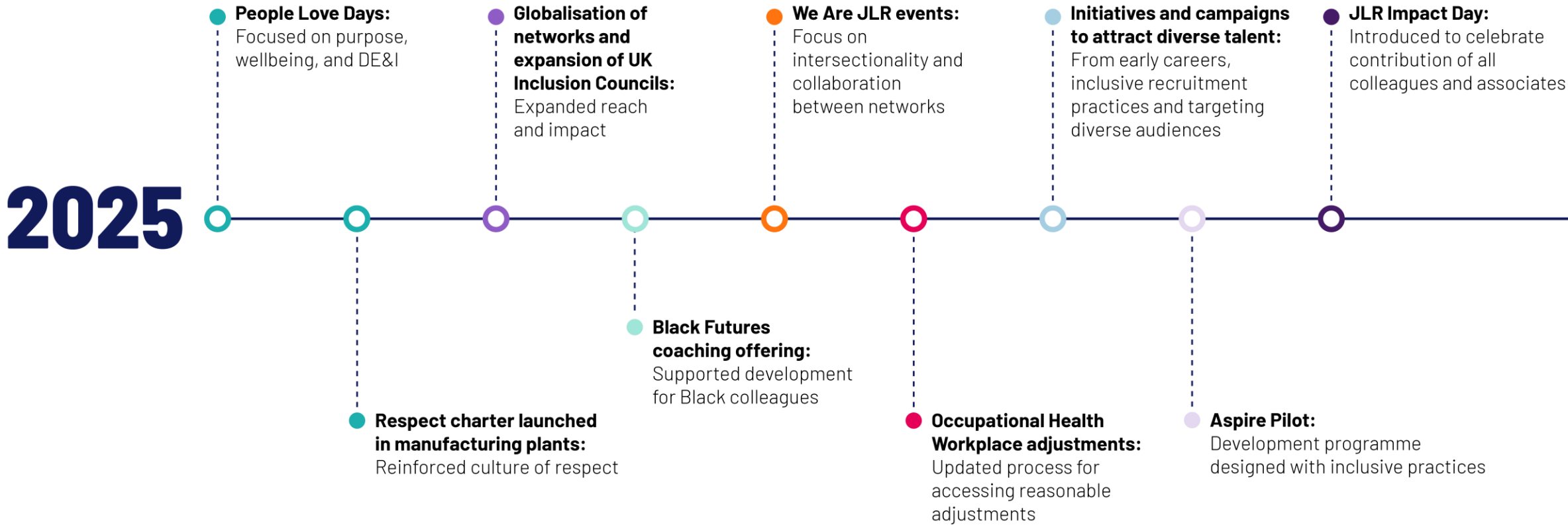
2024



Timeline based on previous reviews conducted on behalf of JLR between 2021 and 2024 and on workshops with HR teams by Ipsos Karian and Box for 2025

2025

● Culture & Engagement ● Data & Monitoring ● Networks ● Global strategy ● Policies & Procedures ● Leadership ● Attraction, Recruitment & Onboarding ● Training & Development ● Talent & Performance ● Rewards & Benefits



Timeline based on previous reviews conducted on behalf of JLR between 2021 and 2024 and on workshops with HR teams by Ipsos Karian and Box for 2025

APPENDIX

JLR's employee demographics from HR system

Gender		
	May-25	May-24
Male	83%	83%
Female	17%	17%
n=		

Age		
	Apr-25	May-24
16-19	1%	1%
20-30	17%	18%
31-40	35%	32%
41-50	20%	23%
51-60	21%	21%
61+	5%	6%

Sexual orientation*		
	May-25	May-24
Straight/Heterosexual	93%	93%
Bi	1%	1%
Gay/Lesbian	1%	1%
Prefer to self-describe	<1%	<1%
Prefer not to say	4%	4%
Straight/Heterosexual	93%	93%

Religion*		
	May-25	May-24
Any other religion	1%	1%
Buddhist	<1%	<1%
Christian (All denominations)	42%	45%
Hindu	6%	4%
Jewish	<1%	<1%
Muslim	5%	3%
No religion	39%	40%
Sikh	4%	3%
Prefer not to say	3%	4%

Ethnic groups*		
	May-25	May-24
Asian or Asian British	17%	15%
Black or Black British	3%	3%
Chinese or Other Ethnic Group	1%	1%
Mixed	3%	3%
White	76%	78%

Ethnic origin		
	May-25	May-24
Asian or Asian British - Any Other	1%	1%
Asian or Asian British - Bangladeshi	<1%	<1%
Asian or Asian British - Indian	12%	11%
Asian or Asian British - Pakistani	3%	2%
Black or Black British - African	2%	1%
Black or Black British - Any Other	<1%	<1%
Black or Black British - Caribbean	1%	1%
Chinese or Other Ethnic Group - Any Other	<1%	<1%
Chinese or Other Ethnic Group - Chinese	1%	1%
Mixed - Any Other	1%	1%
Mixed - White & Asian	1%	1%
Mixed - White & Black African	<1%	<1%
Mixed - White & Black Caribbean	1%	1%
White - Any Other	8%	8%
White - British	65%	68%
White - Irish	1%	1%
Not Disclosed	3%	1%
Not Known	<1%	1%

*Groupings exclude Not disclosed/Not Known

THANK YOU

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