

JLR

DIVERSITY, EQUITY & INCLUSION REVIEW

JLR
2024



Introduction and contents



DE&I at JLR is evolving into the next stage of maturity. The business has shown authentic commitment to change which is now being felt at the cultural level.

JLR have strategically actioned recommendations from the previous three DE&I Reviews and laid strong foundations for DE&I – a significant milestone. Now, attention must turn to large-scale, gradual and process-led changes.

Colleagues report a growing feeling in the business that DE&I is genuinely at the heart of everything JLR does. The DE&I team are increasingly brought into the HR transformation to help shape processes, while HR teams are committed to considering DE&I at every stage. Senior leaders are continually quoted as prime advocates for DE&I.

Having conducted a deep-dive review of recruitment in 2023, JLR aspires to complete similar reviews for all HR functions to support them on their DE&I journey. The recruitment deep-dive has informed future data monitoring at JLR, inspiring a new reporting strategy to make evidence-based recruitment decisions and aid equity.

Going forward, JLR will continue to expand the scope of the DE&I strategy globally and increase the focus on manufacturing environments. This will create a more diverse, inclusive and psychologically safe workplace for employees across the business, all over the world.

Ellie Shaw and Rhiannon Alexander

Executive summary

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Policy review 2024

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About this report

Context

- Ipsos Karian and Box has been commissioned by JLR to conduct this fourth annual independent review of diversity, equity and inclusion 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 2024 review is to understand and evaluate DE&I progress in the last 12 months across the employee lifecycle.
- The review identifies strengths, areas of opportunity and practical recommendations.

Methodology



Review of policies and processes

Central documentation for policies and processes were reviewed for inclusive best practice with a particular focus on those where amendments had been made since the 2023 review.

Ipsos Karian and Box reviewed over 200 documents across JLR's employee lifecycle.



Data analysis

Ipsos Karian and Box analysed HR employee data and aggregated employee survey data to report on representation in the business and the Inclusion Index across all captured demographic groups.



Interviews

18 interviews were conducted with the HR team and senior leaders to understand DE&I progress across the HR team, capture activities not reflected in documentation and understand top-level perceptions of culture change and future ambitions for DE&I.



Throughout the report, this icon indicates insights taken from interviews.

Limitations

- The review reflects the status of the business in June 2024, when documentation was submitted. Any documentation published after this point has not been reviewed.
- Some documents were works in progress at the time the review was conducted and therefore unavailable.
- Interviewees were all from HR and senior leader populations and stakeholders from the wider business (end users of the processes) were not consulted.
- Only documentation that has been amended in the last 12 months has been reviewed.
- Representation data has been pulled from a moment in time (April 2024 for HR system data and October 2024 for Pulse data) so does not acknowledge progress after these dates.
- Representation data is based on the JLR UK population only due to difficulties capturing global demographic data.

Representation at JLR

The HR data disclosure rate has significantly improved on 2023, creating a more reliable picture of representation in the business.

Data sources have been prioritised based on disclosure and best practice. Trans data is only available through Pulse. Disability self-select data uses more inclusive categories than HR system Disability data.

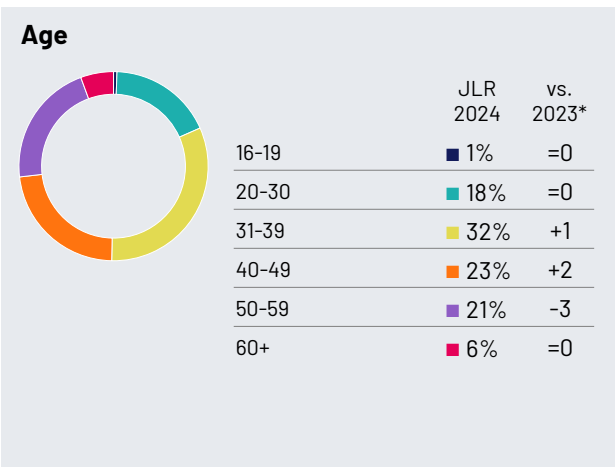
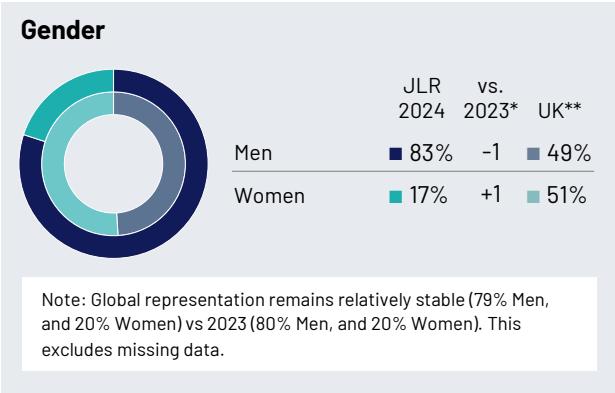
Based on HR data, the representation of women in JLR is up 1pt compared to 2023.

Diverse communities remain under-represented compared to national averages, especially by gender.

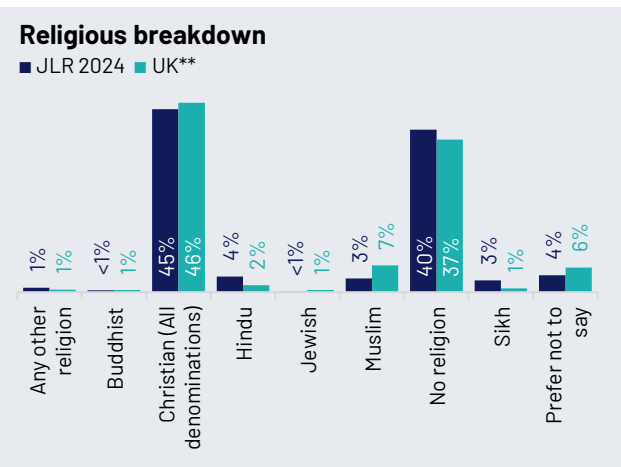
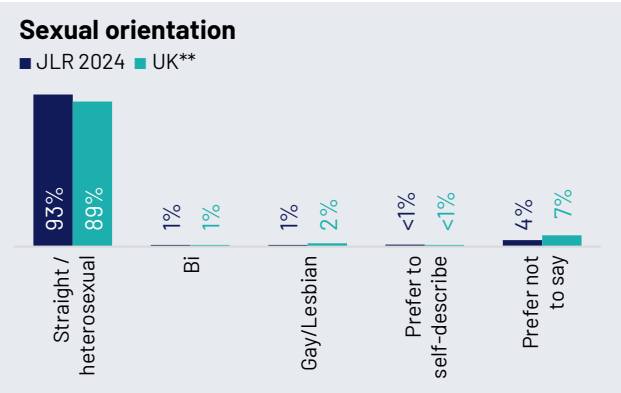
JLR are working on capturing best-practice global demographic data to allow for company-wide insights.



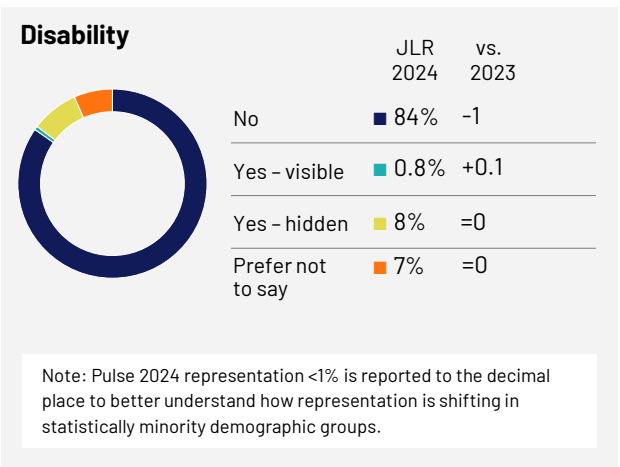
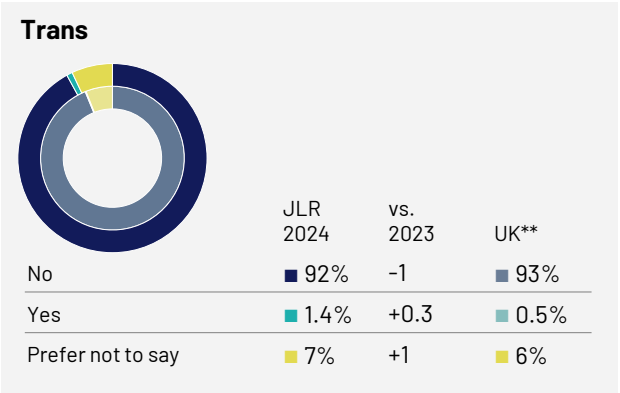
Based on HR system data (April 2024, UK only)



*UK employees from Jan-Sep 2024 vs. Jan-Dec 2023
**UK Census data from 2021



Based on self-select survey questions (Pulse 2024, UK only)



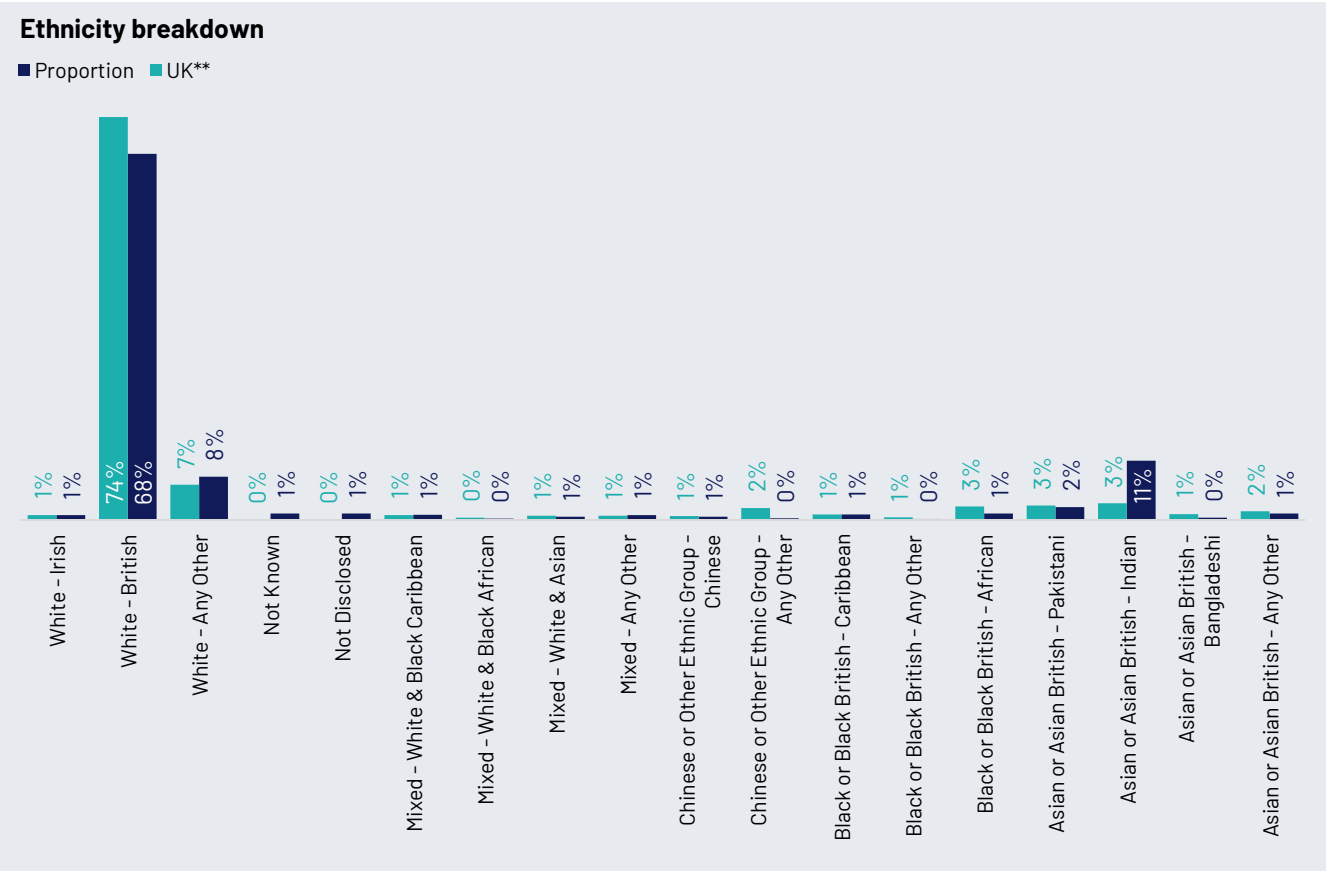
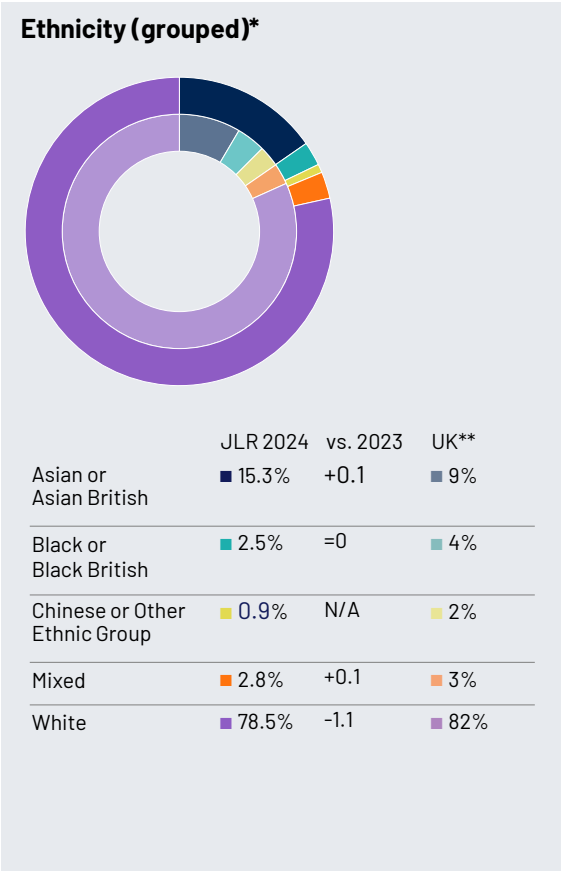
Ethnicity breakdown



Overall representation of ethnic groups sees no notable change since 2023.

Compared to the UK population, JLR employees are 6pts less likely to be White British, and 8pts more likely to be British Indian. This is likely because representation of the latter is much higher than the UK average in and around the Midlands region where JLR is located.

Based on HR System data
(April 2024, UK only)



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

Perceptions of JLR as an inclusive employer by demographic group

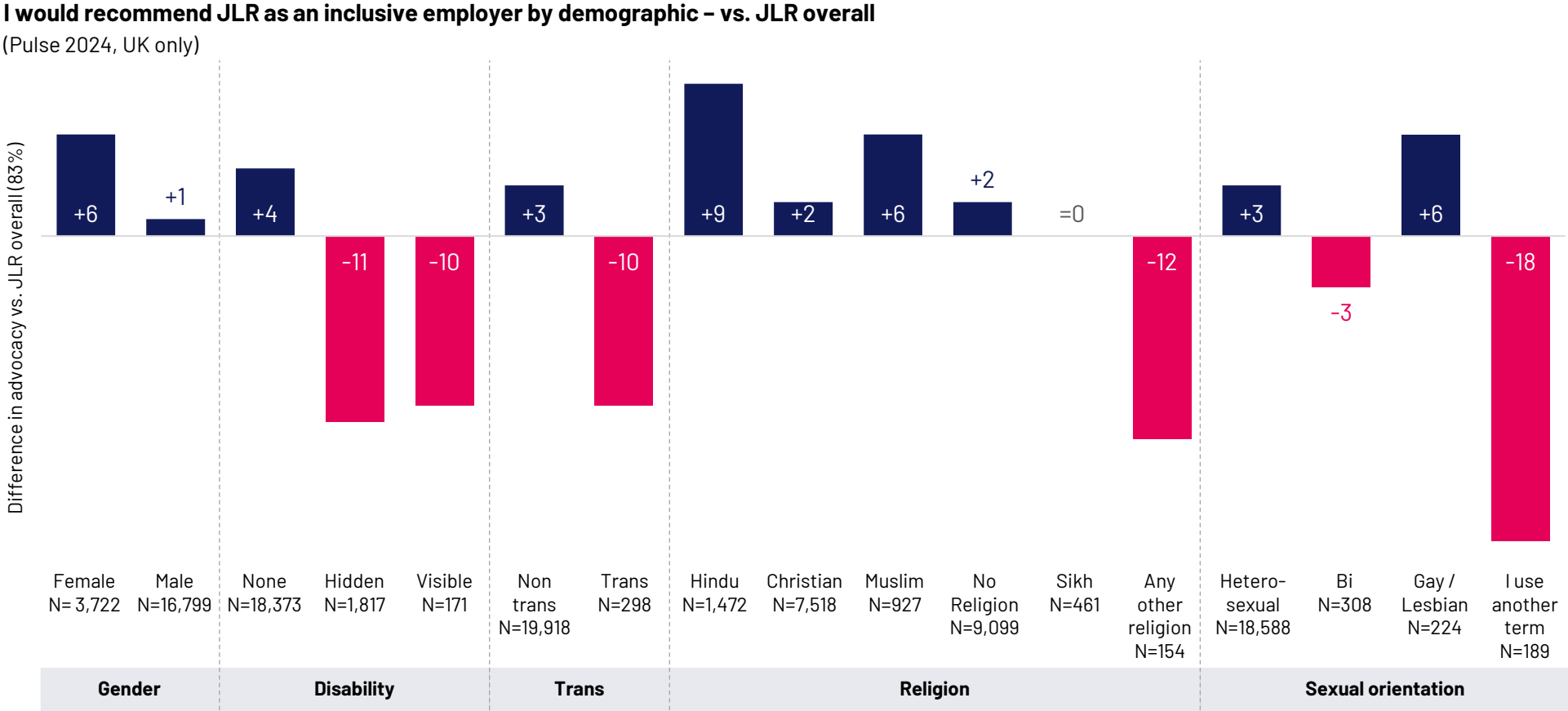
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The Inclusion Index has improved 3pts vs 2023, trailing 2pts behind JLR's target of 85%.

Colleagues who use another term for their sexuality are least likely to recommend JLR as an inclusive employer and 8pts less likely than in 2023.

Colleagues who are trans, disabled or follow a religion other than those listed in the chart are also less likely to recommend JLR as an inclusive employer.

Gay/Lesbian colleagues are significantly more positive than in 2023 (+9pts), along with those who are trans (+13pts) or have a visible disability (+9pts).



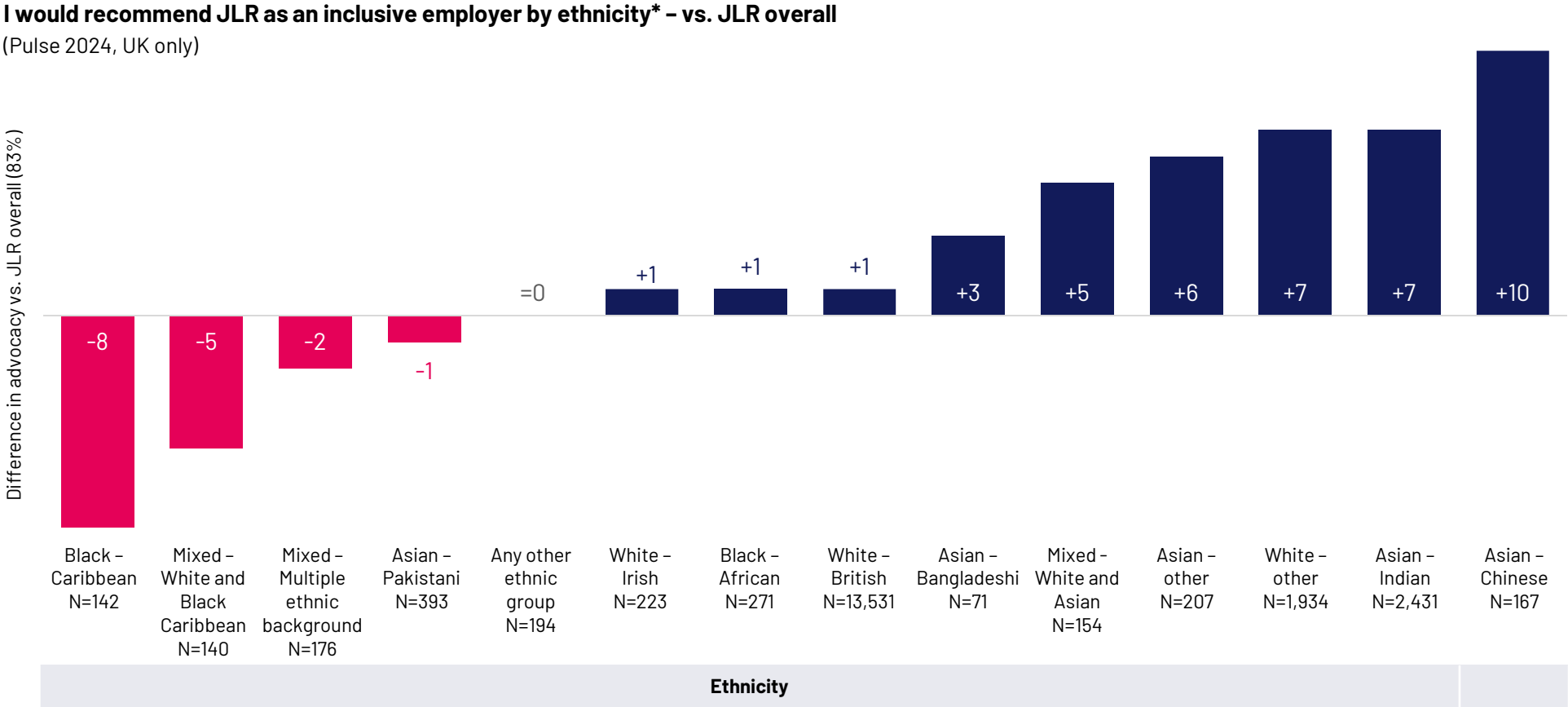
Perceptions of JLR as an inclusive employer by ethnicity

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Black Caribbean and mixed White and Black Caribbean employees have a less positive view of inclusion at JLR, as do those from an ethnic group other than those listed in the chart.

Chinese employees are the highest-scoring ethnic group followed by Indian employees and White employees not listed in the chart.

To further understand discrepancies in inclusion experiences, JLR should continue rolling out listening circles across all demographic groups and conducting DE&I deep-dive analysis on Pulse results.



Source: Pulse 2024, UK Only
Note: Groups presented are those with greater than 50 responses to the JLR 2024 Census.

Perceptions of JLR as an inclusive employer by ethnicity (grouped)

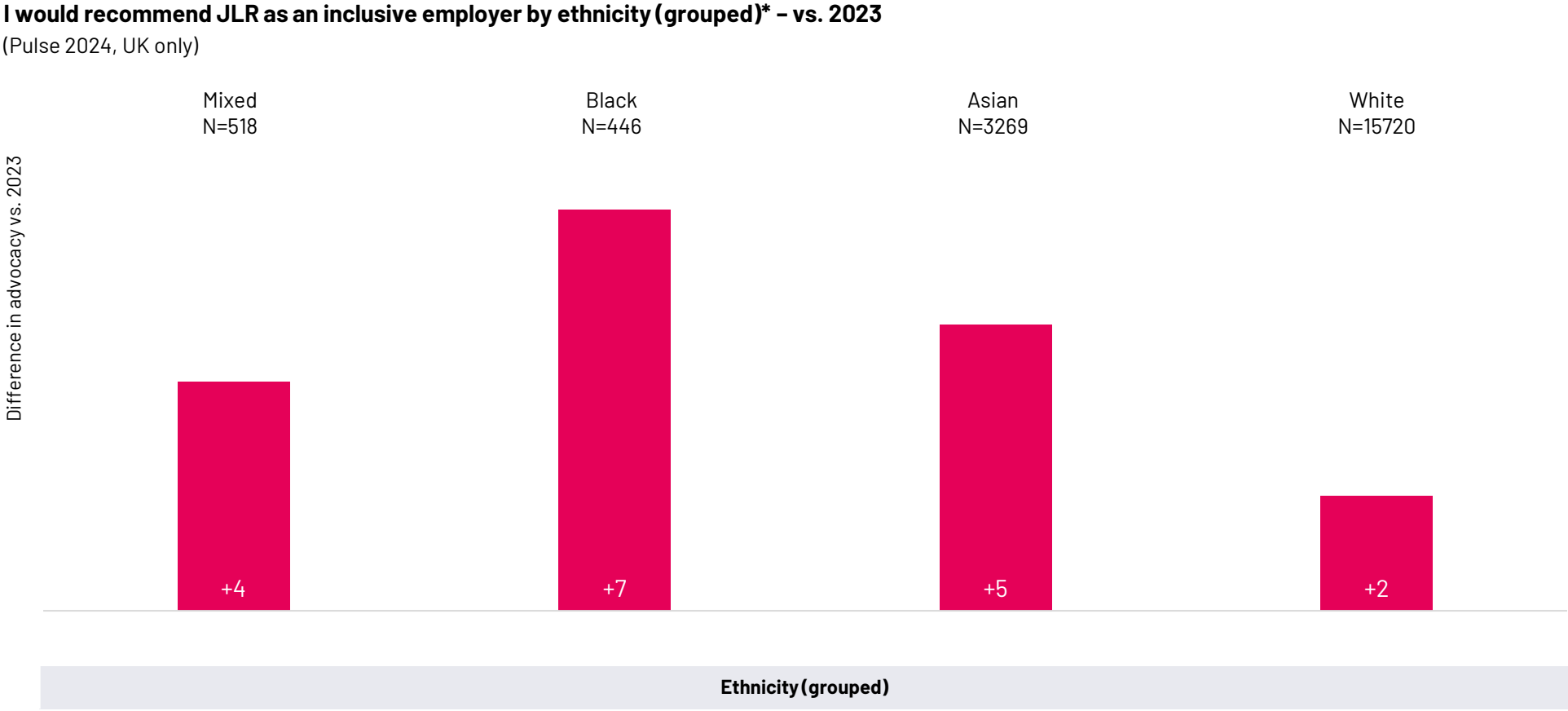
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2024 ethnicity data has been grouped to match 2023 categorisation and allow for historic comparisons.

All ethnic are more likely to recommend JLR as an inclusive employer since 2023, showing significantly improved experiences across the board.

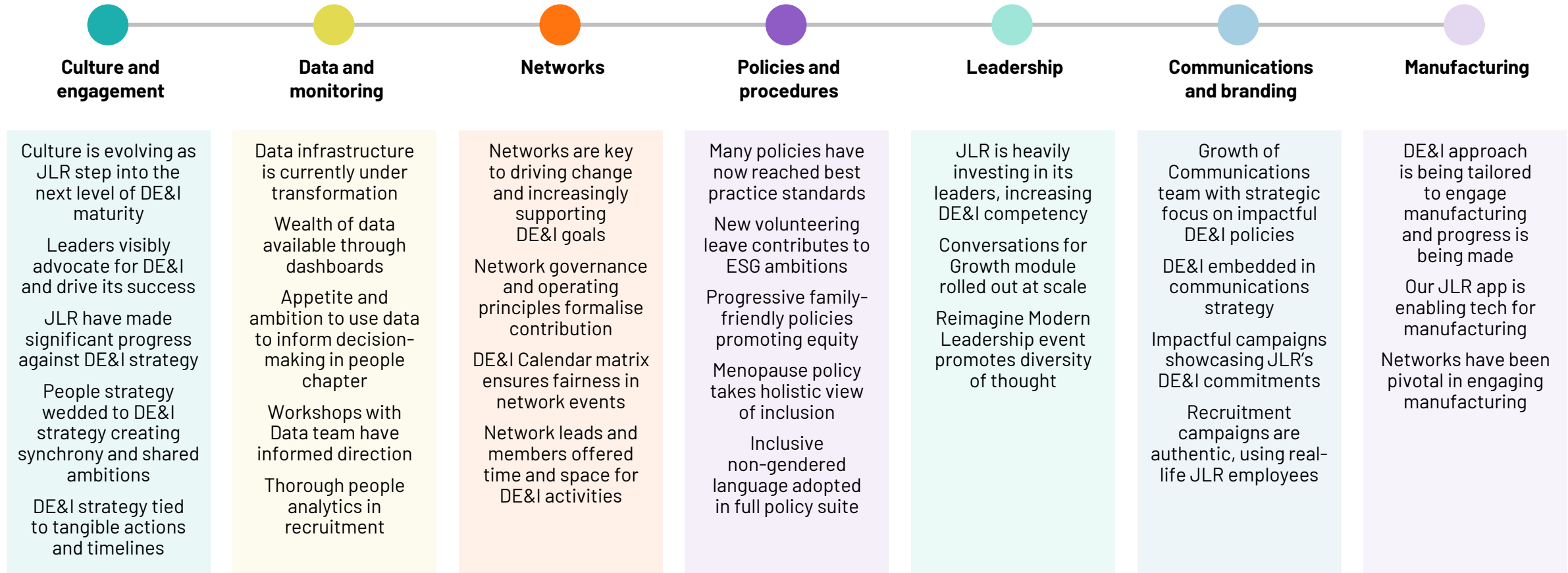
Black colleagues see the largest uplift, scoring 7pts more positively than in 2023.

White colleagues, who represent the majority group, see the smallest improvement (+2pts).



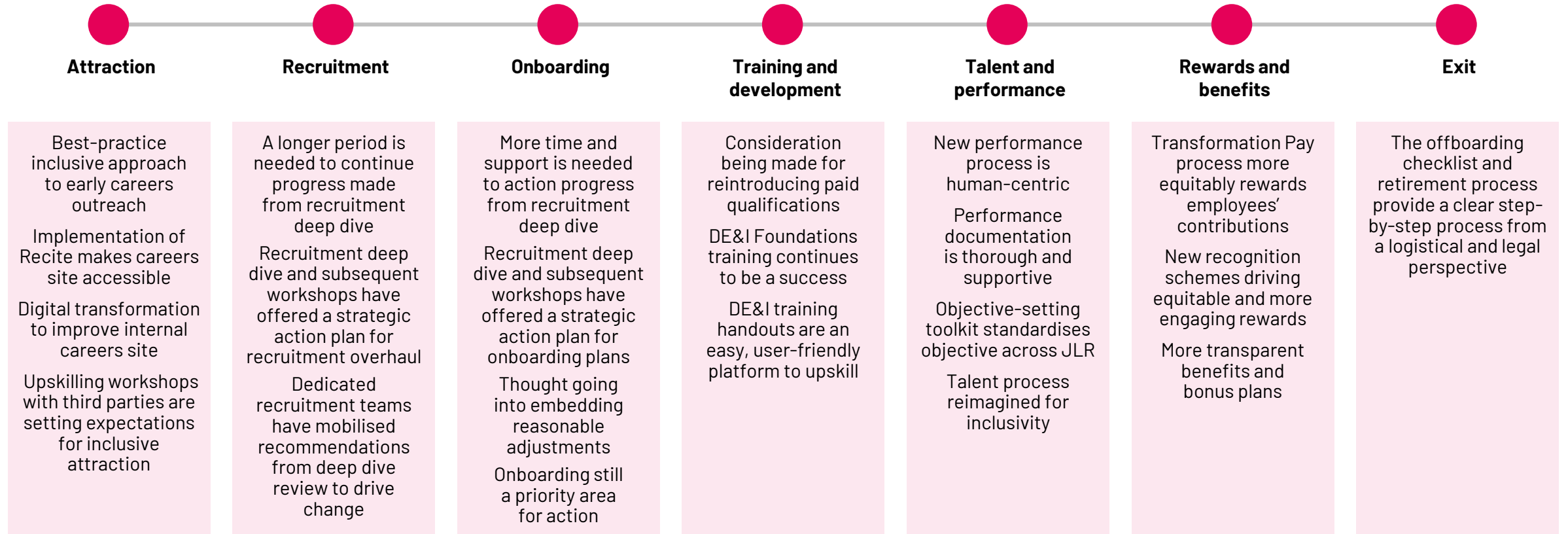
Source: Pulse 2024, UK Only
Note: Includes ethnic groups with less than 50 responses.

Infrastructure for DE&I has matured with dedicated budget, resource and strategic commitment

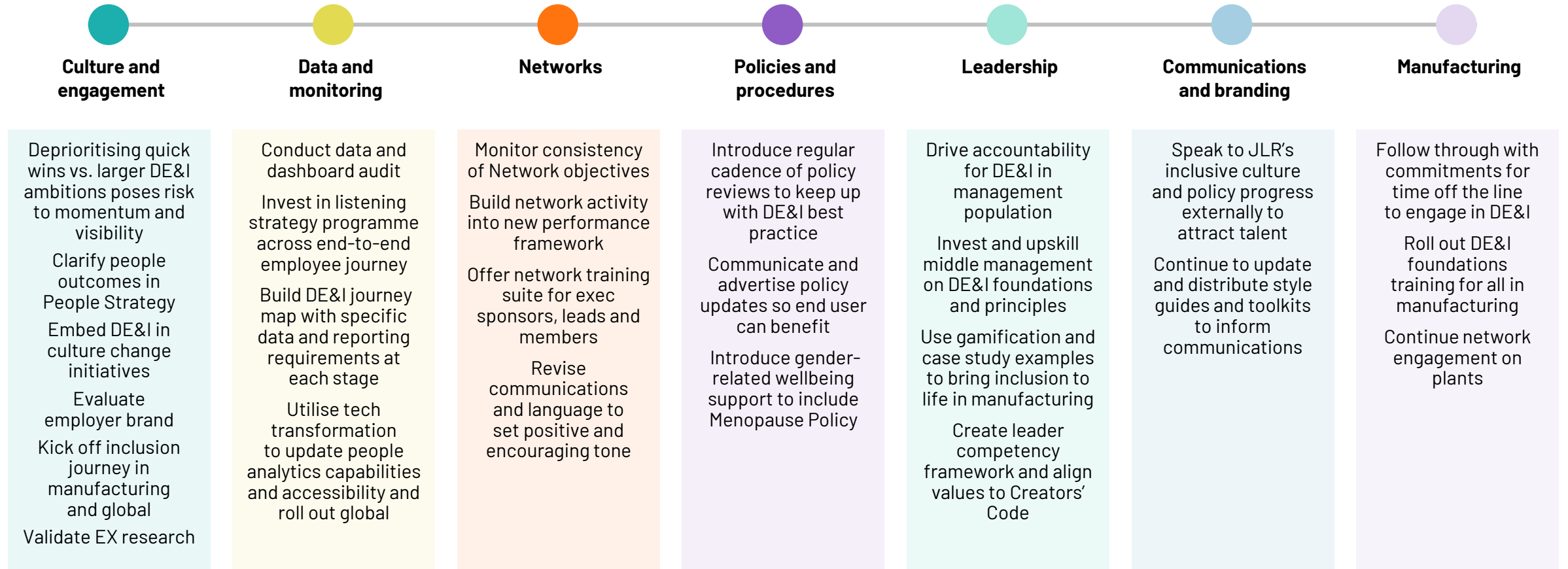


JLR embedding new lifecycle processes in 2024 with many currently under review

Employee lifecycle

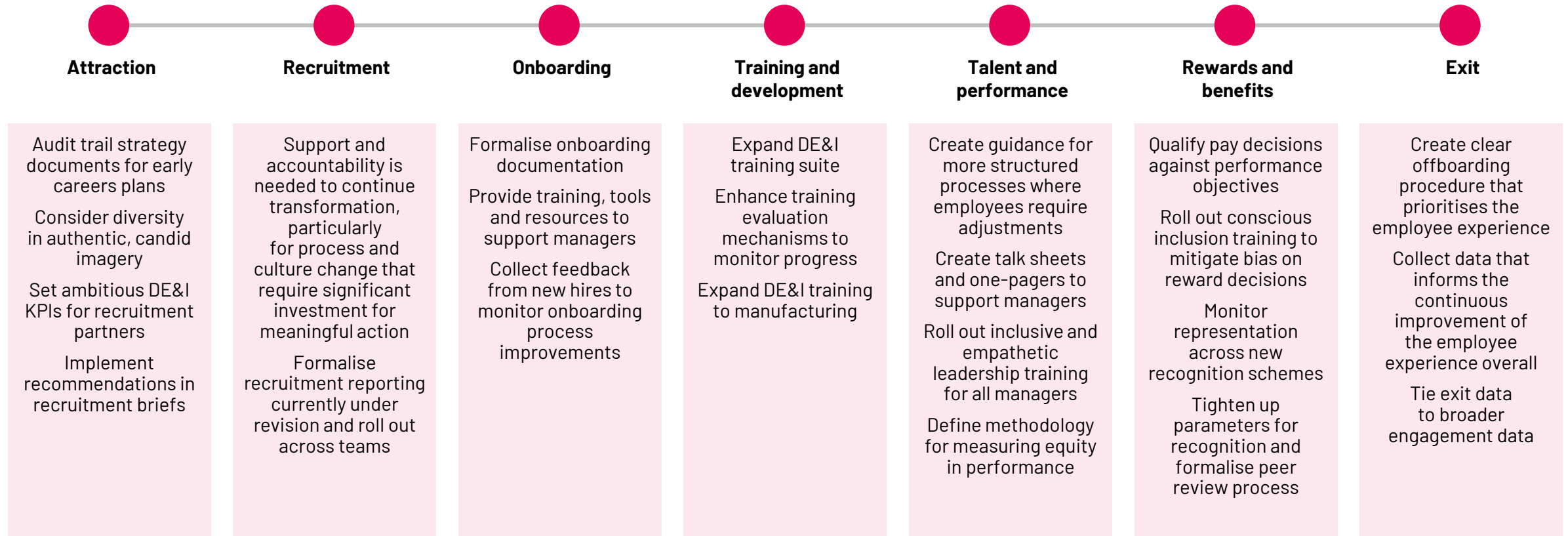


Continue progress against strategic objectives for best-practice DE&I infrastructure

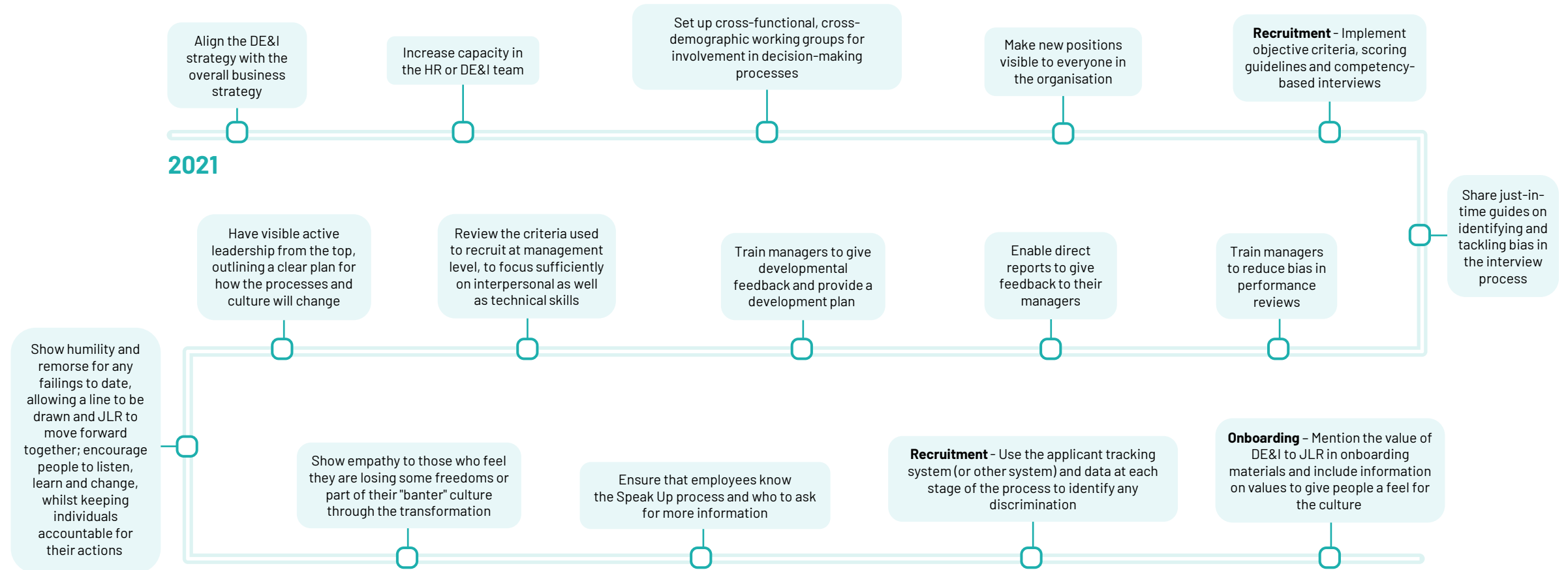


Recommendation for all lifecycle processes to be aligned under culture transformation

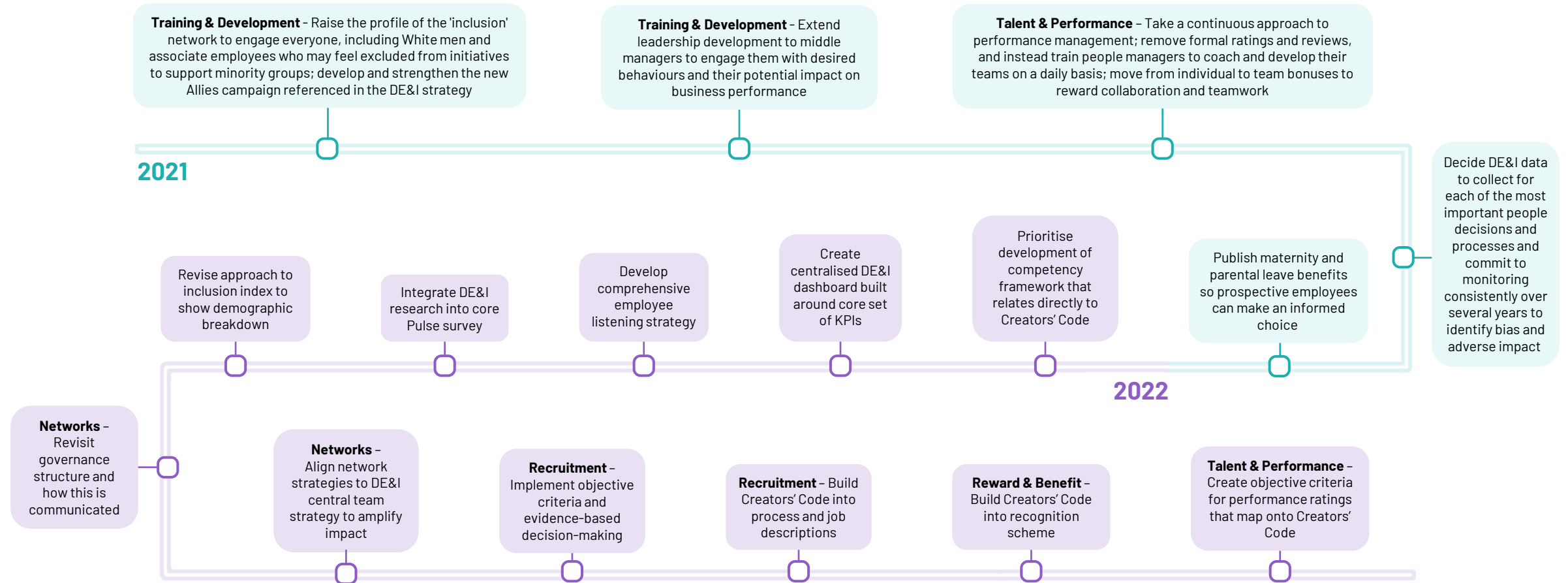
Employee lifecycle



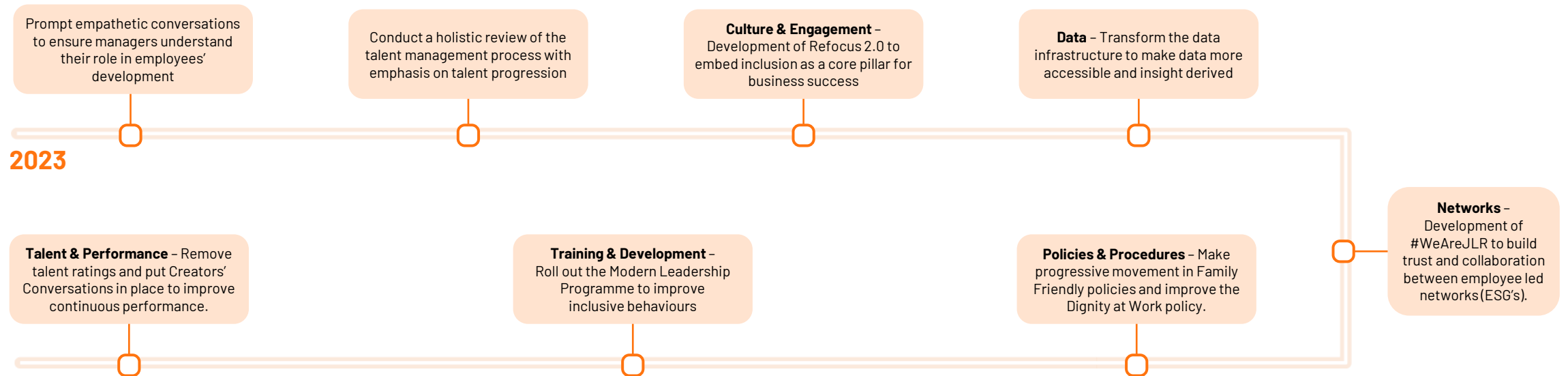
Recommendations actioned since the first DE&I Review in 2021



Recommendations actioned since the first DE&I Review in 2021



Recommendations actioned since the first DE&I Review in 2021



THANK YOU

FOR MORE INSIGHTS:



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