

DRIVING EQUITY AND BELONGING AT JAGUAR LAND ROVER

OUR FIVE YEAR APPROACH
2021 - 2026

CONTENTS

1. A WORD FROM **OUR CEO**
2. WHAT WE MEAN BY **DIVERSITY AND INCLUSION**
3. WHAT **OUR PEOPLE HAVE TOLD US**
4. THE BUSINESS **BENEFITS**
5. THE **ENVIRONMENT WE WANT TO CREATE**
6. THE **NEXT FIVE YEARS**
7. OUR **BUSINESS TODAY**
8. WHAT WE HAVE **ACHIEVED SO FAR**
9. OUR **EMPLOYEE LED NETWORKS**
10. OUR **DIVERSITY AND INCLUSION PARTNERSHIPS**
11. **ALLYSHIP** AT JAGUAR LAND ROVER
12. **SUMMARY**

1. A WORD FROM **OUR CEO**

Nurturing a collaborative culture is critical as we steer Jaguar Land Rover through the challenges around us. Acting with unity and integrity – as a business, as a team and as a neighbour in our communities – is a must.

Our world and our customers are diverse. I am personally committed to developing Jaguar Land Rover to reflect this richness, through a welcoming employee experience which enables all our people to be their authentic selves.

This starts with creating a diverse and inclusive organisation where everybody’s voice is heard and we value each individual for their unique perspective.

We must create a level playing field in which all our people can develop, succeed and achieve their full potential. We must embrace inclusive behaviours at every level and take a zero-tolerance approach to any form of bullying, harassment or discrimination. Not only is it the right thing to do; we know it will also improve innovation and positive decision-making.

While we are taking significant and encouraging steps, I recognise we are not where we need to be. We have work to do. 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.

Ours is a unique business representing unique brands, steeped in unrivalled heritage and history. As we reimagine our future, it is our talented and passionate people who will power our transformation, bringing life and soul to our vision.

“I truly believe that our collective performance will be stronger, and our shared success greater, in an environment where all our people can celebrate their individualism and experience a genuine sense of belonging, as part of one team.”

Thierry Bolloré
Chief Executive Officer
 JAGUAR LAND ROVER



2. WHAT DO WE MEAN BY **DIVERSITY & INCLUSION?**

We know when people hear the words Diversity and Inclusion there will be many different interpretations. The words are often misunderstood or used interchangeably.



DIVERSITY

Diversity is all about the differences and uniqueness that each of us brings. It includes the things you can't see as well as the things you can. Diversity of identity can relate to race, gender, religion, disability, ability, skill set, neurodiversity, nationality, introversion, extroversion, culture, educational background, work experience, age or sexual orientation, to name just a few. We are all different. We are all unique.

WHAT ABOUT INCLUSION?

It's possible to have diversity without inclusion. But without inclusion, diversity is pointless. Inclusion is about leveraging the power of the differences and uniqueness that each of our people bring. It requires us to actively create a culture of unity where people are valued as their authentic selves. Where diverse perspectives are sought and listened to. Where everyone is treated with respect. Where we build trust by speaking openly and honestly and see failure as an opportunity to grow. No one feels or performs at their best when they are having to pretend to be something they're not, or when they don't feel included, safe and secure.

From listening to our employees, we know we haven't always got this right. We are committed to doing so much more.



EQUALITY AND EQUITY

Equity and equality mean different things and lead to different results, even though both aim to promote fairness. When we treat everyone equally, we treat everyone the same, but when we treat everyone equitably we focus on individual needs. In a diverse workplace, people require support in different ways. Equity asks us to recognise that everyone has different needs, experiences, and opportunities.

Historically, certain groups such as women, people with disabilities, LGBTQ+ groups and under-represented ethnicities have faced greater barriers and challenges. They still do. Decades of inequality will take focused action to change, which is why a focus on equity is an important part of our approach to D+I.

3. WHAT OUR PEOPLE HAVE TOLD US

Through our D+I survey, our 'Pulse' employee engagement survey, focus groups and listening sessions, it's clear that diversity + inclusion are very important to our people. Here are just a handful of the things they have said:

“We are seeing much more visible **messaging from the top** about the importance of D+I, long may this continue!”

“**Diversity and inclusion is important for any organisation** to succeed in the 21st century. We cannot seek to serve our customers if we do not embrace this.”

“I'm absolutely **loving the work the networks are doing**, the lunch and learns they run are the highlight of my week!”

“It's important that every person employed by Jaguar Land Rover **feels supported, valued and welcome** within the company.”

“I believe Jaguar Land Rover is making a concerted effort to ensure **everyone is aware of diversity** and that people feel safe to express themselves.”

“Everything feels like it is going in the **right direction**, and I am seeing changes in my day-to-day life. We are definitely **making progress** but recognise there's a long way to go.”

“Inclusion makes everyone **feel safer and more welcome**, not just minority groups. If we all work to help one another and support everyone to **be the very best they can be**, then Jaguar Land Rover will certainly flourish”

“The diversity and inclusion events and networks are becoming more prominent in the business which together with **sponsorship at the executive levels** really help.”

“Jaguar Land Rover puts a positive focus on special days and awareness weeks and gives our diverse employees the chance to **talk to the business about their experiences and what they would like to see more of.**”

“The D+I learning resources and network events are **great tools** and enable me to understand my peers better.”

4. THE BUSINESS BENEFITS

Our employees have told us that D+I is important to them. We know that creating a diverse and inclusive organisation where everybody's voice is heard and we value every individual for their unique perspectives will create a genuine sense of inclusion and belonging. It is, quite simply, the right thing to do. But if anyone still needs a bit more convincing, there's a solid business case too.

<p>INCREASED INNOVATION</p>	<p>INCREASED EMPLOYEE ENGAGEMENT</p>	<p>SMARTER DECISION MAKING</p>	<p>BETTER PERFORMANCE</p>	<p>IMPROVED HIRING RESULTS</p>	<p>Did you know?</p> <p>85% of car buying decisions are influenced by women</p> <p>\$3.7tr LGBT+ buying power globally</p> <p>£300bn Black buying power in the UK per year</p> <p>53% of consumers globally are affected by a disability</p>
 <p>Inclusive companies are 1.7x more likely to be innovation leaders in their market</p>	 <p>Employees in highly diverse and inclusive organisations result in a 26% increase in team collaboration and an 18% increase in team commitment</p>	 <p>Diverse teams outperformed individual decision makers up to 87% of the time when making business decisions</p>	 <p>Businesses with more inclusive and diverse cultures achieve 2.2x higher in sales and 3.2x higher in profits</p>	 <p>67% of job seekers said a diverse workforce is important when considering job offers</p>	

Movements such as **Black Lives Matter** and **#MeToo** have highlighted that there is still considerable inequity and discrimination in society. Through social media and our hyper connected world we are all more aware of what is happening and the need to do more to address inequities. We know these issues affect our employees. We need to do more to understand the barriers that exist and remove them.



John Hopson
Operations & Material Flow Manager

There is a lot to be said for the business benefits of being diverse and inclusive, but at its core I think it's about focusing on people and helping them feel valued for the differences they bring. For too long, groups in society have been marginalised because of who they are, and only focused action will change that. We need to build a culture of trust and cultivate from within. This will take time, but time is the best gift we can give to each other to ensure all our people can truly have a voice and feel valued.



Joanne Pearson
Global Customer Insights Director

I'm focused on bringing the voice of our customers into the company so that all of my colleagues can understand the lifestyles, needs and desires of the diversity of our customers and potential customers around the world. Research tells us that customers and employees want to join and invest in brands and join companies which reflect them and their values and that diversity and inclusion is an increasingly important value for both. It's this desire to understand and represent our customers, as well as ensuring we are a truly inclusive organisation, that drives my passion for diversity and inclusion at Jaguar Land Rover.

5. THE ENVIRONMENT WE WANT TO CREATE

OUR ASPIRATION

At Jaguar Land Rover we are passionate about our people. We are committed to fostering a more diverse, inclusive and unified culture that is representative of our customers and the society in which we live; a culture where every one of our employees can bring their authentic self to work and feel empowered to reach their full potential.

We have identified three strategic pillars to achieve our goal, which will shape our global D+I activity over the next five years. How they are implemented around the globe will vary and will be driven by the needs of the countries we operate in.

HOW DID WE DEVELOP OUR APPROACH?

First and foremost we listened to our employees. We spoke to our employee network groups and colleagues at all levels of our business in all functions, to truly understand what needs to change.

We used data from our employee engagement and D+I surveys. We also looked at what our customers want, both current and future. Finally we looked at other organisations that have made significant progress in D+I.

1

SHAPE A CULTURE OF UNITY, BELONGING, INCLUSION AND RESPECT

Educate, communicate and measure inclusive behaviours regularly and systematically, improving the employee experience for all

2

IMPLEMENT PROGRESSIVE POLICIES, PRACTICES, BENEFITS AND SUPPORT

Review and improve practices and policies to remove barriers, enable inclusion and realise equity

3

ENGAGE OUR EMPLOYEES AND EXPERTS TO ACCELERATE PROGRESS

Collaborate with our networks, colleagues and experts to create real, positive change

These three pillars mark the start of our journey and we know we will learn and grow along the way.



Sonia Sin
Product Engineering

I joined Jaguar Land Rover on a women in engineering placement, and have since started a graduate role in Hardware & Mechatronics. It has been a highly enjoyable experience, during which I have been supported but also trusted with high value work. The effort from Jaguar Land Rover and the people around me to make the workplace more inclusive and accessible is obvious. I'm looking forward to seeing us progress in this space, and ensuring our culture is inclusive to all.



Carrie Barber
People Experiences Director

Our business is transforming and our people are the creators of this. It's so important to me that all our people have a positive experience at work, and feel valued for their differences, and don't feel their differences are a barrier to opportunity. Diversity and inclusion is such a vital part of the employee experience we want to create, and whilst we know we have lots to do I am encouraged by the progress I have started to see and believe that if we work together we can all drive this change.

6. THE NEXT FIVE YEARS

Through our three strategic pillars we aim to:

1 SHAPE A CULTURE OF UNITY, BELONGING, INCLUSION AND RESPECT

We will increase engagement with our people through regular communications, demonstrating and encouraging inclusive behaviours as well as building a culture where everyone is treated equally and valued for their differences.

We will cultivate an understanding of Diversity and Inclusion by developing a comprehensive learning curriculum. Driven by our leaders, we will embed an inclusive culture throughout our business, ensuring consistency of employee experience and promoting inclusive behaviours.

We will improve our employee data collection and analysis to ensure we provide the best experience to all our colleagues.

2 IMPLEMENT PROGRESSIVE POLICIES, BENEFITS AND SUPPORT

We will attract, recruit, develop and retain a diverse talent pool

We will review and remove barriers from recruitment, assessment and succession practices.

We will provide tailored support which recognises the needs of a diverse talent pool, helping people to achieve their full potential.

We will ensure our policies are reflective of our diverse workforce and relevant to everyone.

We will review our reward practices to highlight any inequalities and work to close any gaps.

We will offer industry-leading benefits to ensure we attract and retain a wide range of people.

We will analyse our attrition rates, with a focus on diverse talent, developing a retention strategy to retain our existing talent.

We will set targets to help increase the representation of women and underrepresented ethnic minorities within our business.

3 ENGAGE OUR EMPLOYEES TO ACCELERATE OUR PROGRESS

We will support individual employee networks to grow and thrive, introducing inclusion councils and working with local experts on how to include everyone on our journey.

We will continue to work with our designated diversity partnerships, ensuring our achievements remain current and relevant for all colleagues.

We will help colleagues feel empowered to change our culture, helping to accelerate progress – including through development of an ally programme and via our employee networks.

HOW WE WILL MEASURE OUR PROGRESS

By 2026 we aim to have:

1. Globally, at least 30% of all senior leadership positions held by females – we will aim to at least mirror this representation at all levels of our business.
2. In the UK at least 15% of all senior leadership positions held by those from Black, Asian, and minority ethnic backgrounds - we will aim to at least mirror this representation at all levels of our business.
3. Our Inclusion Index measures the percentage of people who would recommend Jaguar Land Rover as an inclusive employer. We are aiming for a score of >80%.

We will continue to measure progress on a number of other metrics as part of our regular employee surveys.

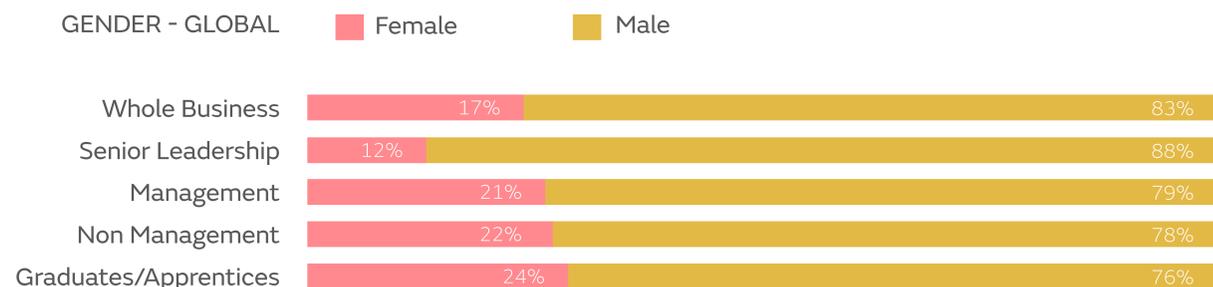
WHY ARE WE INTRODUCING GENDER AND ETHNICITY LEADERSHIP TARGETS?

This is not about quotas or hiring people just because they have a certain characteristic. This is about recognising that women and ethnic minorities are underrepresented in our business, particularly at senior levels, and that we do not represent the diversity of society. The UK population is 51 per cent female and 13 per cent of people are from a Black, Asian or minority ethnic background. In the Midlands, where many of our UK operations are based, this rises to 16.5 per cent. We know we can do more to attract a broader diversity of talent to our business, to develop the talent we already have and ensure all our people want to stay, grow and reach their potential.

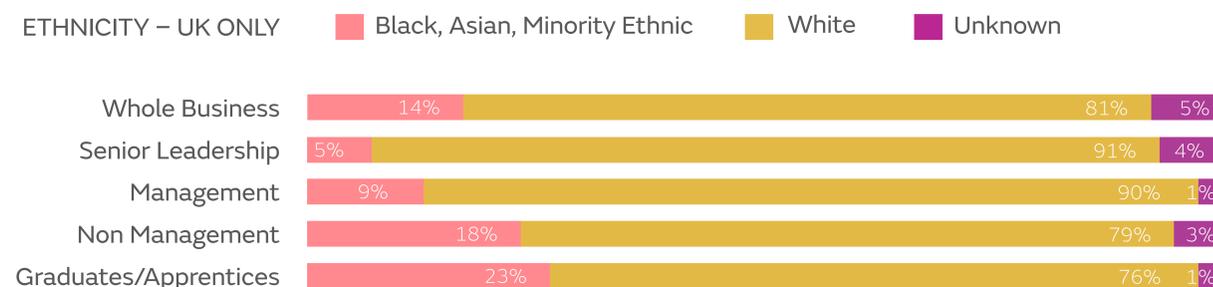
Gender and ethnicity targets will help us keep an eye on our progress and measure whether our approach is working in these two particular areas. As we improve our employee data collection, we will be able to better assess whether other demographics are underrepresented in our business.

7. WHERE WE ARE TODAY

At Jaguar Land Rover, we are committed to fostering a diverse, inclusive and unified culture that is representative of our customers and the society we live in. We know from the data we have that we are on a journey to becoming more representative.



Our data on employees identifying as non binary/gender fluid is currently limited but we are committed to improving this to allow us to truly understand the demographics, and needs of our employees.



*Data snapshot as at September 2021. Ethnicity data is UK only, Gender is global.

Through the commitment outlined in our aspiration statement and driven by the three strategic pillars, we will further improve the amount and breadth of the different data characteristics we collect. We will do this through a self-identification campaign, and use the data to monitor equality, measure progress and further develop the employee experience.



Simone Robinson

D+I Learning Consultant and REACH network member

We have started to have the right conversations now and have opened spaces where we can share experiences and work together to make change for not only the people in the business today, but those that will follow. Through increased awareness and understanding I want to see us breaking down barriers with substantial representation of different ethnicities and cultural backgrounds across our business.

Omeah-Kyam Hancox
Apprentice Vehicle Technician & member of Women in Engineering & Allies network



Being a woman in the engineering world may sometimes feel daunting (due to the lack of numbers) especially being so young. However, I have always found Jaguar Land Rover very inclusive and supportive. They are extremely keen to bring more women into engineering, just like myself. It's my lifelong wish to abolish the stereotype of engineers being males on a building site and to change the way young females view the term 'engineer'.

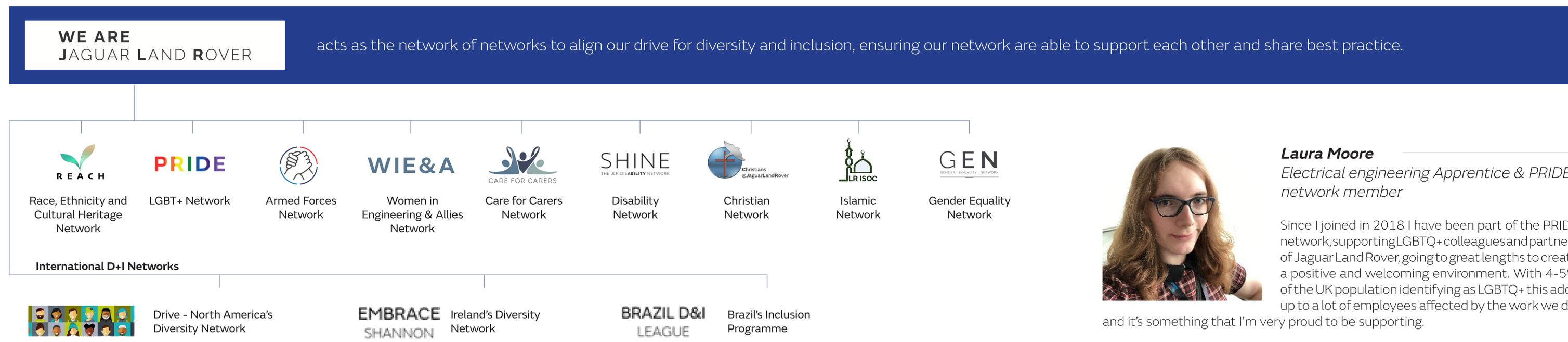
INCLUSION INDEX

This measures the percentage of people who would recommend Jaguar Land Rover as an inclusive employer. As of September 2021 we were at **68%**

9. OUR EMPLOYEE LED NETWORKS

We are very proud of our employee-led diversity and inclusion networks, which are supported by champions from the Board and the Senior Leadership team.

These networks are run by colleagues for colleagues. They offer a platform for people to share their ideas and experiences and support one another, as well as learn, network and influence others.



Laura Moore
Electrical engineering Apprentice & PRIDE network member

Since I joined in 2018 I have been part of the PRIDE network, supporting LGBTQ+ colleagues and partners of Jaguar Land Rover, going to great lengths to create a positive and welcoming environment. With 4-5% of the UK population identifying as LGBTQ+ this adds up to a lot of employees affected by the work we do, and it's something that I'm very proud to be supporting.



Karl Mullen
Commercial Launch Governance and SHINE network member

I got involved with SHINE after a friendly nudge at the end of 2019 from a colleague. I've been amazed and inspired by the openness of my colleagues within Jaguar Land Rover; and how the different ways of thinking and differing needs all bring benefits and opportunities.

I have learned so much about myself as an individual from listening to and sharing experiences, and it has really helped me understand others better too.



Anna Budden
International Diversity, Equity & Inclusion Business Partner and North America DRIVE network member

Without inclusiveness, how can we as individuals, co-workers, business leaders, - this business - genuinely thrive? It is, in my opinion, the pinnacle of everything. I have the deepest longing for everyone to feel not just welcomed and included in this world but

valued for exactly who they are and everything they bring to this world.



Ruth Filipe
Project Analyst, China Market & REACH Co-Chair

Our employee-led voluntary networks have allowed me the space to ask difficult questions openly, learn about new things, find out about areas of the business that I never knew existed and collaborate with people who all want to make a positive impact and improve our working environment.

10. OUR D+I PARTNERSHIPS

THE VALUABLE 500

As part of our pledge to work even more closely with people with disabilities, Jaguar Land Rover has joined The Valuable 500, a global movement dedicated to ensuring disability inclusion in business. The Valuable 500 aims to unlock the true potential of people living with disabilities across the world. It promises to: “Conduct regular research with individuals who have disabilities, impairments and mobility needs, with the aim to create actionable insights that make our products, communications and experiences more inclusive.”

RACE AT WORK CHARTER

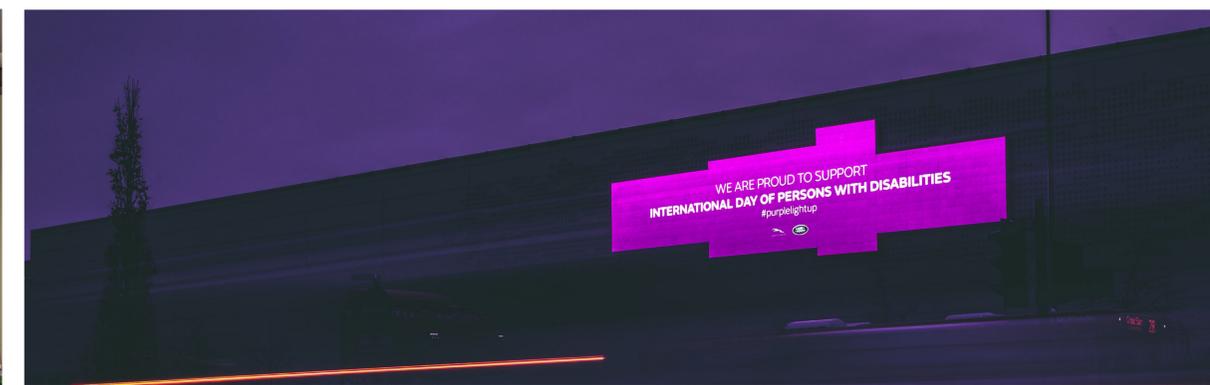
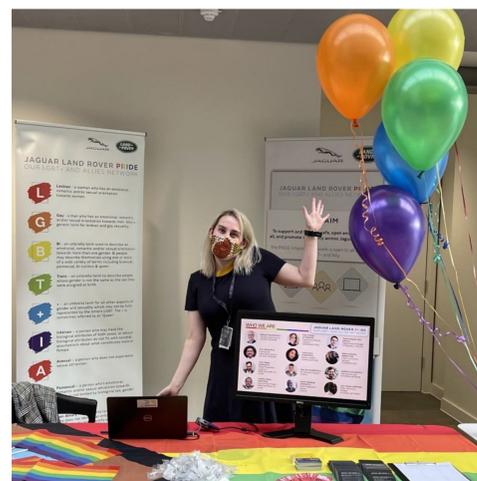
Jaguar Land Rover was the first automotive manufacturer to sign the Business in the Community’s (BITC) Race at Work Charter. The charter is derived from the 2017 McGregor-Smith Review – ‘Race in the workplace’ – which found that ethnic minorities were under-employed, under-promoted and under-represented at senior levels. Signing up to the agreement means making a public commitment to improving the working environment for employees from ethnic minority backgrounds.

STONEWALL

We are committed to supporting our LGBTQ+ community, and we strive to be in the Stonewall Top 100 Employers by 2025.

PEARN KANDOLA

In 2021 we partnered with D+I experts Pearn Kandola, who conducted a D+I audit of our business. This audit aimed to shine a light on what we are doing well and where we need to improve. We have committed to conduct an external audit every year for the next five years and publish the results, which we will use to help shape our strategy and action plan and measure our progress. Only through a deep understanding of our strengths and development areas and holding ourselves to account, will we make true progress.



11. ALLYSHIP AT JAGUAR LAND ROVER

Responsibility for fostering an inclusive culture starts with the individual, and we encourage all our people to think about how they can act as allies to others. This includes being mindful of how we approach others, and of the power of our actions to make a difference.

The core behaviours that we ask of allies at Jaguar Land Rover are:

EDUCATE YOURSELF

We all see the world differently, and our opinions and values are shaped by our experience. As an ally, it is important to take steps to understand differing perspectives. Simple actions such as reading a more diverse range of literature and following a diverse range of people on social media to ensure our feeds are as varied as possible, can really help. Learning about those different to us, helps build awareness of how lived experience affects the way we all interpret and move through the world.

BE ACTIVE

While education, self-development and learning is a great first step, being a true ally demands action. This can take the form of signing petitions, fundraising or attending support groups. There are plenty of networks and councils people can join, both in Jaguar Land Rover and externally, and often they will signpost ways allies can become active.

HELP US

As a business we have a responsibility to ensure that Jaguar Land Rover is a safe and inclusive place to work and that we have a zero-tolerance approach to non-inclusive behaviours. Through learning and signposting we want to make sure all our people know how to deal with issues that they spot, whether that be informally or formally.

USE YOUR VOICE

One of the simplest and most effective forms of allyship is for our people to use their voice to support others. This can include standing up and speaking out for what is right and holding others to account for their behaviours. It is also important to ensure everyone's voice is heard and their contributions are equally valued.

BE VISIBLE

We encourage all our people to make sure colleagues are aware of their support and that they are committed to making Jaguar Land Rover a more inclusive space. Making allyship visible to others will ultimately encourage more people to get involved – helping us to create a culture of allyship and inclusivity across the business.



John Reading
 Director, Corporate Security & Business Protection and Sponsor for the Armed Forces Community network

I am really encouraged by what the business is doing with our Diversity and Inclusion Strategy and our plan over the next 5 years. Everyone should be valued for their unique perspective and experiences they bring to the workplace, and it is only once we acknowledge and allow that can

we build a truly diverse and inclusive Jaguar Land Rover. A Jaguar Land Rover where everyone of us can bring our genuine selves to work and contribute our best.

Mohammed Zahid
 Engineer and Islamic Society Coordinator



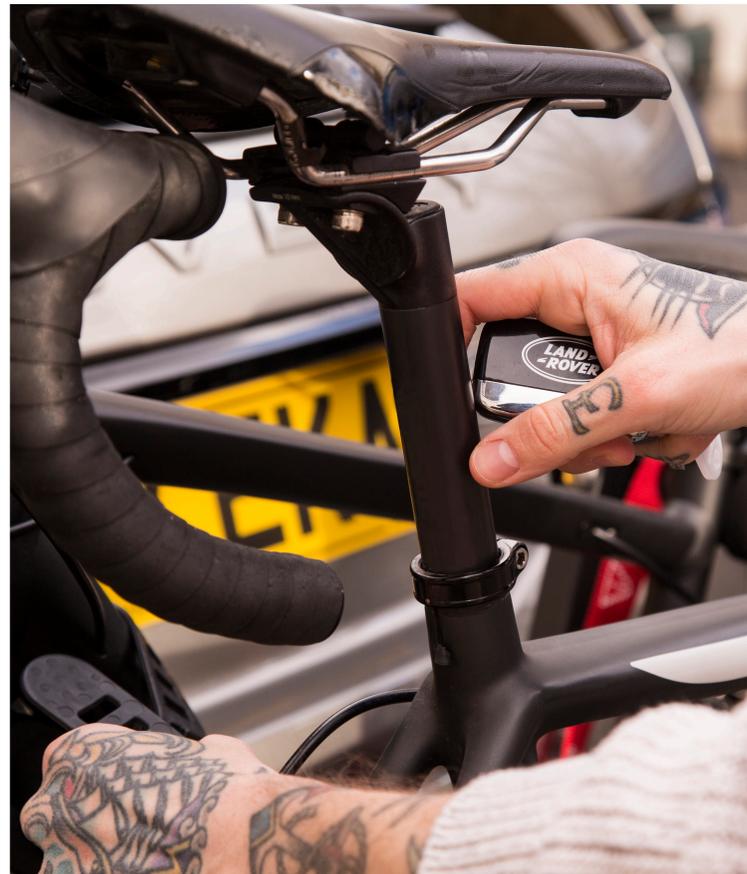
Through allyship, we can build everyone's knowledge and understanding of others. Any sort of discrimination or negativity can be tackled together and as everyone's understanding improves, a more inclusive environment will naturally be created. I am so proud to be part of ISoc, providing holistic support to colleagues across the business, supporting them to fulfil their religious duties alongside work commitments, as well as helping to educate others along the way.



Mark Trowbridge
 Director, Castle Bromwich Operations and Manufacturing Business Office

To me, inclusion starts with recognising that we are all unique. As a Leader, I know I don't have all the answers, but the people around me, with their amazingly diverse range of skills, backgrounds and experiences do. My sincere belief is that the more I understand others as individuals and what they bring, the more effective we will be as a

team. It's diversity of ideas and perspectives that will drive innovation, help our people feel like they belong and ensure our business is successful. I'm open with my team that I'm on a journey to be more inclusive. I've learnt a lot over the past few months, and there's still more I need to understand. I am committed to role modelling inclusion, celebrating diversity and, through the privilege of my role as a Leader in this business, helping others to do the same.



12. SUMMARY

We know that there are tremendous benefits to an environment where everyone feels valued and included, where everyone can be their authentic selves, and speak up with new ideas, challenges and opinions, and where those opinions are listened to. Diversity of thought and experience will be a key driver of our future success as a business: we cannot underestimate the positive impact that diversity and inclusion can have on how we understand our customers, fuel our innovation and, most importantly, engage and inspire our most important asset, our people.

We know we are at the start of a journey, and there is a great deal to do. By working together, we can make the change, and create an inclusive culture where every one of our employees feels listened to, understood, supported and valued equally.

#WeAreJLR

Noel Wuzheng
Marketing PR & Social Senior Manager
and Jaguar Land Rover China Employee
Development Committee member



Our Employee Development Committee was awarded the Jaguar Land Rover Global Award for Diversity and Inclusion in 2012 and it is here my own personal journey of learning started. I can see through discussions with our employees how important inclusion is for morale. And looking at our customers, we can see females have a much stronger voice and stronger buying power in China nowadays, so it is important to understand and meet their needs. It is not always easy but it is so important to keep diversity and inclusion at the forefront of all we do.



James McGregor
Corporate & Strategy and committee member
of SHINE Disability network

To me, inclusion is being empowered to work in a way that maximises strengths and minimises weaknesses. A diverse and inclusive team of 'different thinkers' creates better products, and representation of all diverse backgrounds at all levels in the business is key to moral and financial success.

The business is making some incredible and important strides towards diversity and inclusion and I am so proud to be a part of the team to help drive this.

Louise Reynolds
Vehicle Line Director and Executive
Sponsor of the Gender Equality network



As a leader in Jaguar Land Rover I was delighted to become the Executive Sponsor for the Gender Equality Network. Gender equality – and more broadly diversity and inclusion – are very close to my heart. As a team, we are working together to achieve our goals and contribute towards creating an inclusive, diverse and gender balanced experience for all.