



## Jaguar Land Rover

Jaguar Land Rover (JLR) employs 15,000 people to design, manufacture and sell luxury vehicles. Manufacturing takes place in the UK at four sites in Halewood, Solihull, Browns Lane and Castle Bromwich, with Engineering Centres at Whitley and Gaydon.

There have been a number of changes of ownership over recent years and the company is now owned by TATA.

In 2002 and 2005, while owned by Ford, the company undertook a major diversity survey as part of their objective of becoming an employer of choice. This has been one of the main drivers for their family friendly policies.

The maternity leave scheme is particularly progressive and exceptional. Leavers receive 52 weeks pay and support is given to managers. Over recent years 99 per cent of maternity leavers have returned to work. JLR also have a childcare voucher salary sacrifice scheme and support two nurseries in Gaydon and Solihull. A new nursery is also being built at the Gaydon plant.

About two per cent of employees currently work flexibly. Dawn Smith is HR Manager - Policies: *"Our policies apply to all our employees. We make no differentiation between types of employees. A high proportion of our work is on the production line and there was some resistance. The mindset in the past has been 'that we need people to cover the shift'. There is now increasing flexibility and managers are becoming more open to considering different working patterns."*

There are employees working part time and jobshare arrangements across the company. In production areas where it is more difficult to support flexible working some people are now job sharing a single full time post and in some cases they are working part time. Some production workers who do not wish to work night shifts have been offered the opportunity to work permanent day shifts. The company seeks volunteers to cover the night shifts from those employees who prefer to work nights for their own work-life balance reasons. "It is not just for women. Men are also feeling that they can come forward. At present numbers are low but are growing. Nevertheless it is clear flexible working is becoming more acceptable for men."

There are several indicators that the policy is working. Attrition rates are below two per cent and JLR have an increasing number of applications for apprenticeships and graduate entry.

Suzanne Bailey, Manager - Employee Engagement and Diversity is clear that women's involvement in all the processes at JLR, is crucial to the future success of the company: *"Flexible working is becoming embedded in the organisation. Our customer base is changing. Women are becoming much more involved in the purchasing decisions to buy our vehicles. We are seeking better representation of women at all levels. We need to incorporate the perspective of women at the earliest stages of the design process."*

## Supporting Statement

**Organisation:** Jaguar Land Rover

**Approximate number of employees:** 15,000

**Sector:** Manufacturing

**Brief description of nature of business:** Design, development and production of Jaguar and Land Rover vehicles sold worldwide

**1. Why is your organisation a good place for parents to work today? We are looking for evidence (eg, maternity return rate, men working flexibly, extra support for carers, senior level diversity) as well as any programmes or initiatives which mark you out from your competitors.**

Jaguar Land Rover has established policies to support working parents. All of our policies are agreed with our employee representatives.

- **Flexible working** is available to all employees (circa 15,000). The policies include part time/jobshare, telecommuting and variable hours. 270 employees have a formal flexible working arrangement (men: 18% and women: 82%) Our 2008 staff engagement survey told us that 85% agreed positively to the statement "My supervisor respects the need to have a balance between my work and personal life"
- **Adoption Leave** is available to all employees. They are entitled to 40 weeks at full pay with unpaid leave upon request.
- **Maternity & Paternity Leave** is available to all employees. Paternity leave is 10 days at full pay. Maternity leave is 52 weeks at full pay and further unpaid leave can be requested up to 52 weeks. 99% of women return from maternity leave. Keeping in touch days are supported for those on maternity leave for example attending team events and business updates. All maternity leavers are given the option of receiving internal vacancies and can apply for these positions during their period of leave.
- **Diversity & Inclusion Awards** is an annual event to recognise the efforts of individuals and teams who have made an outstanding contribution towards the Company's goal of creating a diverse and inclusive environment. One of the award categories is "Valuing Work-Life Integration" e.g. behaviours that support work life arrangements. In 2008 our Supply Chain Manager was nominated. She has six people who either work on a jobshare basis or part time. She was nominated for the flexibility she has shown to her team returning from maternity leave and successfully managing the requirements for the business, the team and individuals concerned. The awards event is supported by our CEO and his first line team.
- **Work place Nurseries** are in place at two of our sites Gaydon and Solihull. They open and close to support our working arrangements.
- **Support for breastfeeding mothers.** We provide private facilities for expressing milk and storage of breast milk. These are available at Occupational Health facilities at all of our sites.
- **Childcare Voucher Scheme (Salary Sacrifice Scheme)** The childcare voucher scheme is available to all employees, enabling working parents to save on childcare costs for children up to the age of 16. Jaguar Land Rover operates a salary sacrifice scheme, which enables employees to authorise payments direct to the carers for all types of care covered by the current Childcare Voucher Legislation.
- **Parent Forums** were set up to enable parents to have direct access to the workplace nurseries. The forums are not led by the company but motivated and engaged parents who want to continue to improve the services in terms of care and facilities.
- **Career breaks** are available for a minimum of six months up to a maximum of four years.
- **Emergency Care for Dependants** This policy specifies rights for time off to care for dependants when unexpected emergency situations arise.
- **NCT membership** is funded for all expectant mothers

**2. Please describe up to three milestones, changes or initiatives which helped the organisation become the great place for working parents that it is today.**

- **Workplace Nurseries**

To respond to employee needs there are two nursery facilities available to all Jaguar Land Rover employees.

**Woodland Nursery**, based at the Gaydon site, opened in September 2002. It is a purpose built facility with many excellent features. The nursery is a spacious open plan area providing children with an extensive range of activities and opportunities.

It provides 51 places and is registered and inspected by OFSTED. It is managed by Bright Horizons Family Solutions.

A new state of the art facility is currently under construction and will provide up to 80 places from September 2009.

**Discovery Land Nursery**, based at Solihull. The purpose-built facility was opened in 2001 and provides excellent facilities from brightly decorated child-friendly rooms, a kitchen providing hot, nutritious meals and safe play areas.

The nursery provides 100 places and is registered and inspected by OFSTED. It is managed by Busy Bees.

- **Work-Life Arrangements** are available to all employees. These policies have been progressively update and enhanced since 2003.

The maternity policy, enhanced in 2003 to 52 weeks full pay, is a best practice arrangement for a UK organisation.

The introduction of a variety of flexible working arrangements has allowed the business to accommodate working parents and carers and ensured we retain and engage our employees.

All of the policies are available through our HR online system. Line managers are encouraged to access guidance on their role and ongoing support of arrangements e.g. review periods with their team members.

- **Salary Sacrifice scheme** Jaguar Land Rover work with care-4 to provide a salary sacrifice scheme, which enables payments to be made direct to carers for all types of care covered by the current Childcare Voucher Legislation. This includes payment to Registered Carers and Approved Home Carers, such as nannies, childminders, nurseries and After School Clubs.

In addition if both partners work for Jaguar Land Rover they can both benefit from the scheme and maximise the savings.

All details for this policy can be accessed via our online HR system.

**3. What was the driving force behind these initiative(s)? This might have been, for example, a particular business challenge, internal or external; leadership shown by an individual; employee demand for change, etc.**

We recognised that to maintain our position as an employer of choice we needed to ensure we had policies which reflected the changing world of work; the increased numbers of women joining the workforce, continuing to work after maternity leave and men who wished to take an active role in family life.

The Jaguar Land Rover diversity survey carried out in 2005 highlighted that an increasing number of employees (including management, staff and hourly) wanted alternative work life arrangements.

The survey highlighted that working at Jaguar Land Rover put employees' home life under too much pressure for a significant proportion of respondents (13% strongly agreed). This was found to be a more significant issue for the salaried and management employees within the organisation (up to 33% strongly agreed).

We therefore enhanced and improved our work life policies to respond to employee views.

**4. How do you think that your initiative(s) or practice, past or current, have influenced other employers?**

We are benchmarked on a regular basis by other organisations seeking to introduce similar work-life policies.

We are asked to present at business forums and our policies are regularly discussed and reviewed at external benchmarking forums.

In 2005 Jaguar Land Rover were winners of the Working Families Women in Science, Engineering and Technology Employer of the Year award. The award was based on the company's excellent understanding and communication of the business case for diversity in the challenging world of Automotive Engineering.