

Gender Pay Gap Statement 2021

JLA continues on a journey of growth, both commercially and in the way we approach our Diversity, Equity and Inclusion agenda. Our Gender Pay Gap is an important part of this.

We are confident that our reward strategies and outcomes are aligned with our objective of reducing the Gender Pay Gap, and with our commitment to equal pay. We use the guidance provided by the Gender Pay Gap Service to continue to drive improvement.

We have a large engineering workforce which is predominantly male, reflecting the candidate base in the market.

We have partnered with Women In Engineering as part of a refreshed recruitment approach designed to accelerate a gender balance shift in our engineering team. We have seen an increasing balance in gender in our engineering apprenticeships and this is something we will continue to encourage strongly.

The Mean Pay Gap calculation uses total pay in a single reference month each year. We operate a number of variable pay schemes where reward is linked to prior month performance, and there can be a very different mix of women and men receiving bonuses in the relevant month each year. The shift in mix positively or adversely impacts this particular calculation.

Proportion of Males and Females that received a bonus



70%

Proportion of women that received a bonus

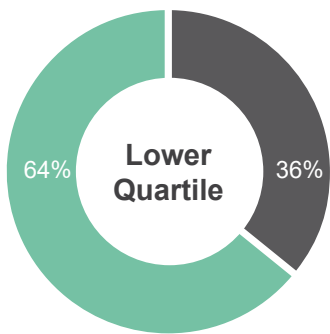


74.8%

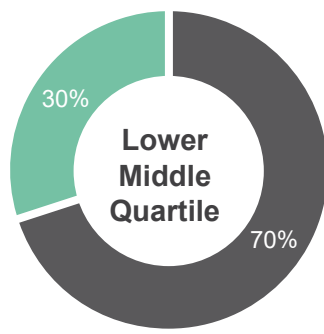
Proportion of men that received a bonus

Quartile Ranges

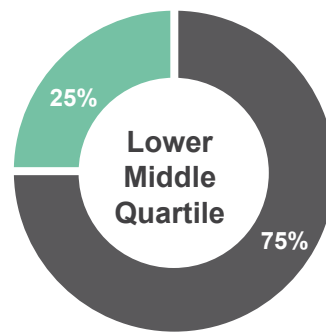
The below charts illustrate the proportion of Male and Female employees according to quartile.



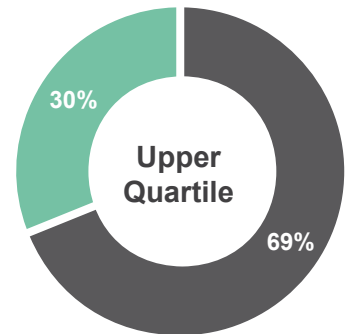
Change in women since 2020: **+6%**



Change in women since 2019: **+6%**



Change in women since 2019: **+5%**



Change in women since 2019: **+1%**

● Women ● Men

Pay & Bonus Gap

| | Mean | Median |
|------------|----------------------------------|----------------------------------|
| Hourly Pay | 23.3% in favour of men | 20.3% in favour of men |
| Bonus Pay* | 27% in favour of men | 23.3% in favour of men |

* For these calculations, a bonus include most forms of additional payment that an employee receives, such as commission, bonus and car allowance.