

The logo for JLA, consisting of the letters 'JLA' in a bold, black, sans-serif font. A small green horizontal bar is positioned under the letter 'A'. The logo is set against a white background within a white rectangular box.

**JLA**



# Gender Pay Gap Statement 2025

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With diversity, equity and inclusion a crucial pillar of JLA's strategy for growth, we continue to track and report on our gender pay gap. Here are the key figures from 2025.

# JLA's biggest mean gender pay gap reduction since 2019

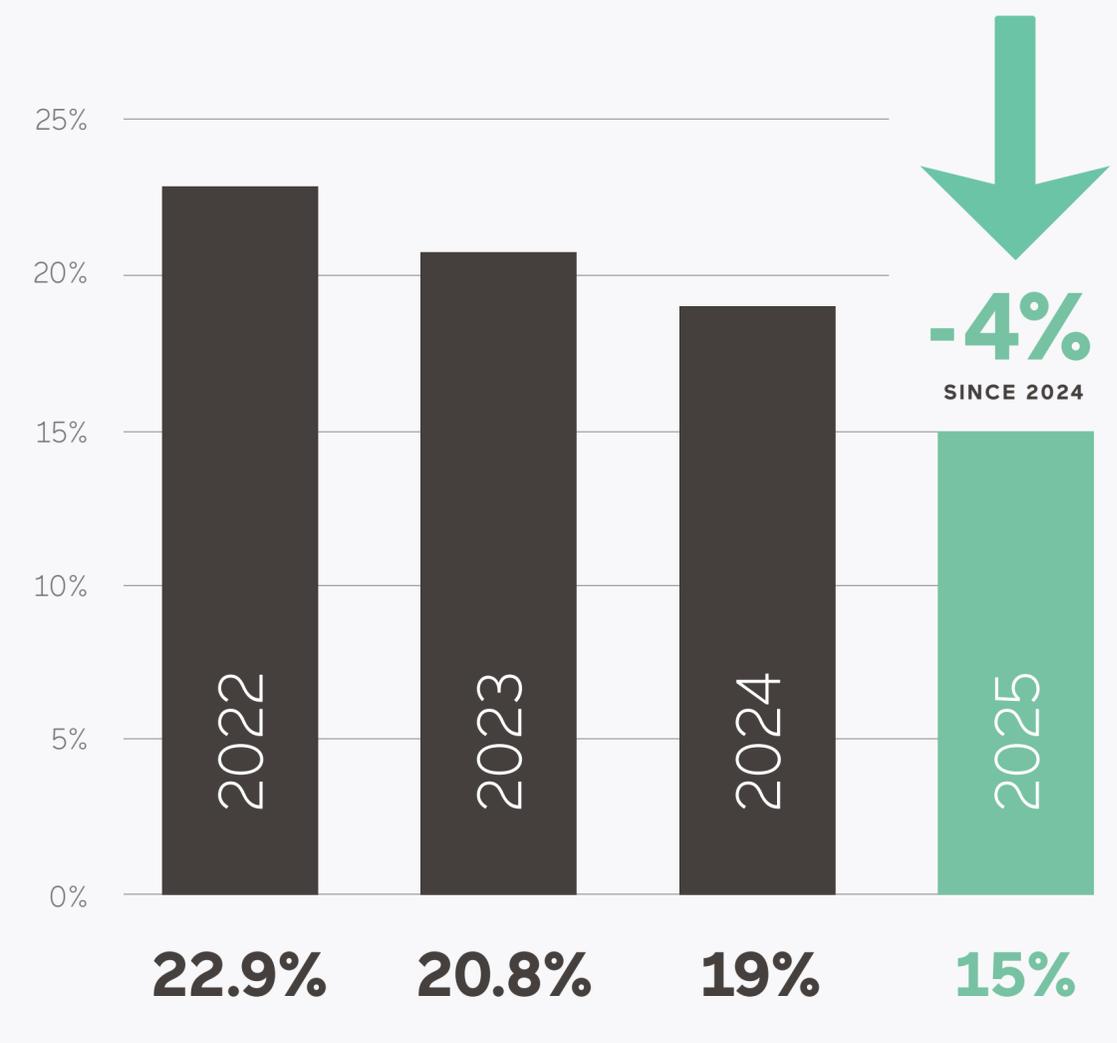
We are proud to announce that in 2025, we narrowed our mean gender pay gap by an impressive 4% - the biggest reduction since 2019.

A key factor in this improvement is the increased representation of women among our highest earners. In addition, we have seen more female high performers emerging compared to previous years. Together, these changes demonstrate our efforts to create a fair and inclusive business.

At the same time, we know we still have work to do – and more actions we can take. With this in mind, we're committed to a further reduction in 2026.



*JLA's Mean Pay Gap figure is calculated using total pay for one specific month of the year. As our pay schemes usually depend on performance from the previous month, the number of men and women receiving bonuses will vary. This variation affects our calculation, either positively or negatively.*



# We are committed to reducing the gender pay gap

We believe our reward strategies are helping us close JLA's gender pay gap. But to make sure we stay on course, we're also taking expert guidance from the Gender Pay Gap Service.



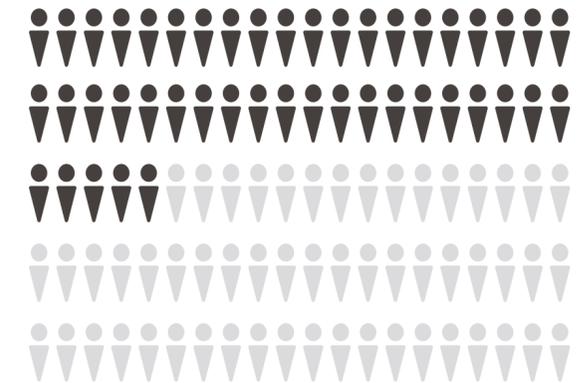
48.7%

OF WOMEN RECEIVED A BONUS IN 2025



45.1%

OF MEN RECEIVED A BONUS IN 2025



## MEAN

Hourly Pay

15%

in favour of men



4%  
REDUCTION  
since 2024

## MEDIAN

18.1%

in favour of men



2.8%  
REDUCTION  
since 2024

Bonus Pay

17.6%

in favour of men



12.8%  
REDUCTION  
since 2024

21.4%

in favour of men



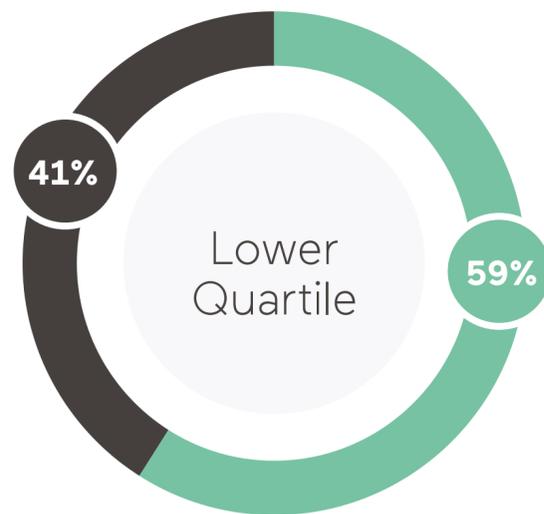
14.9%  
REDUCTION  
since 2024

\* For these calculations, 'bonus pay' covers payments on top of a basic salary, including commission, bonuses and rewards from JLA's recommend-a-friend scheme.

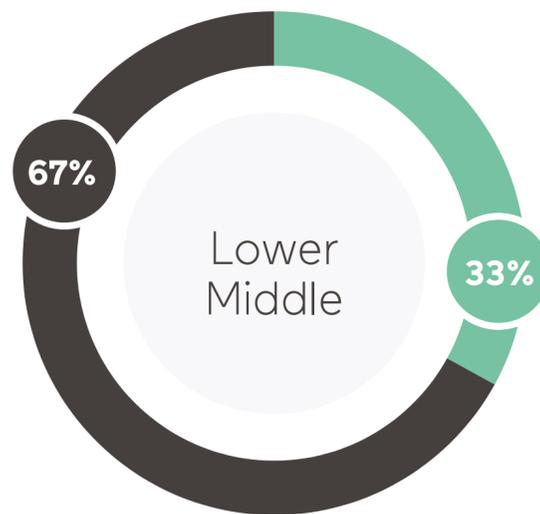
# Improving gender diversity

JLA's 320-strong engineering workforce is mostly male, which reflects the market's candidate base, however we continue to see an improved balance in gender amongst our engineering apprenticeships.

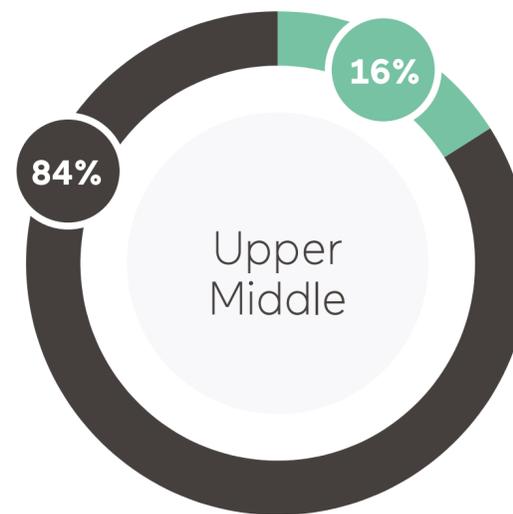
Quartile ranges | JLA's proportion of male and female employees by quartile



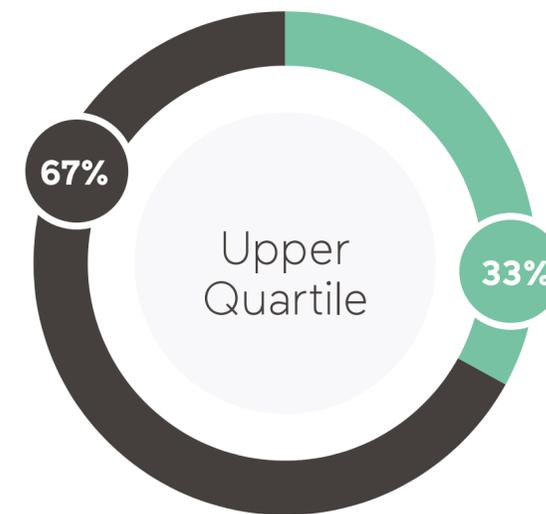
No. of women reduced by 2% since 2024



No. of women reduced by 2% since 2024



No. of women reduced by 1% since 2024



No. of women increased by 1% since 2024