



JCB GENDER PAY GAP PUBLICATION 2021

At JCB we're proud to have a diverse and inclusive workforce. Our commitment to attracting and retaining industry leading talent is crucial in the development of our innovative, creative, and high-performance culture, with diversity at the core of our global organisation. Our customers and our employees are at the forefront of everything that we do. We are serious about our commitment to equality and inclusivity and endeavour to ensure the JCB family values are the foundation of our people strategy resulting in great people, with great careers in a great business.

The Gender Pay Gap Regulations require the report of:

- The difference between male and female mean and median pay, and mean and median bonus pay
- The distribution of gender within four pay band quartiles
- The proportion of men and women receiving bonus pay in a year

All organisations with 250 or more employees are requested to publish the statistics. The structure of the JCB Group means we must publish data for eight separate business entities. We have also chosen for the purposes, to report on the wider JCB group.

Gender pay gap should not be confused with equal pay. The gender pay gap is an overall comparison of all the earners, regardless of the type of work they do – it is the difference in average pay between men and women at a specific date.

Impact of Covid-19

The JCB Gender Pay Gap calculation for 2021 is based on employee earnings in the pay period of 5th April 2020 (known as the 'snapshot date'). The significance of this pay period is noteworthy as this has had a substantial impact on JCB's Gender Pay Gap results.

The Covid-19 pandemic had a considerable effect on our employees at JCB and in March 2020 JCB stopped production for several months. As a result, JCB accessed the Government Job Retention Scheme (furlough), and this impacted the number of employees at work and measurable for the purposes of Gender Pay Gap Reporting.

In April 2020, only 670 of 6008 employees (reportable for Gender Pay Gap) of JCB continued to work, whilst the remainder of the workforce were furloughed. Therefore, the calculations in this publication only represents 11% of the workforce and therefore is not representative of all JCB employees nor is it comparable to previous years, instead, it represents the minority of employees who were required to continue working.

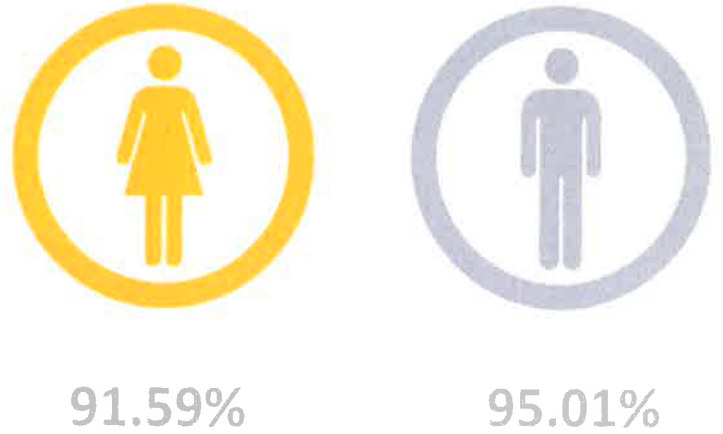
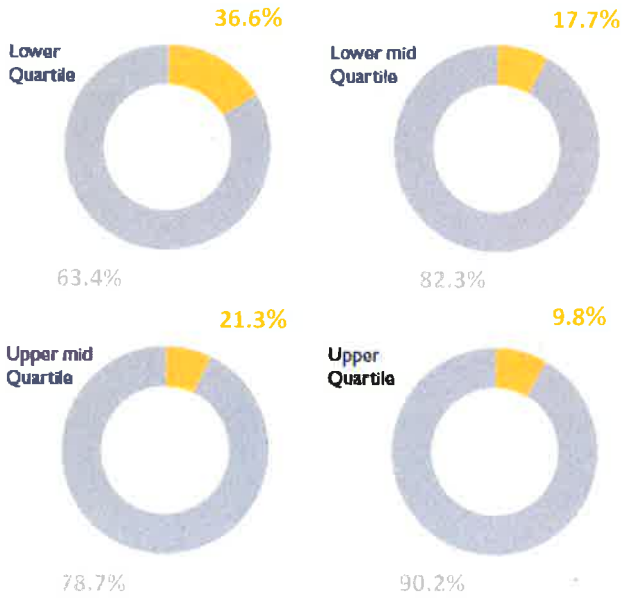
Mean and Median Gap between Men and Women – JCB Group Results

	Mean	Median
Hourly Pay	26.6%	16.2%
Bonus Pay	27.3%	0.0%

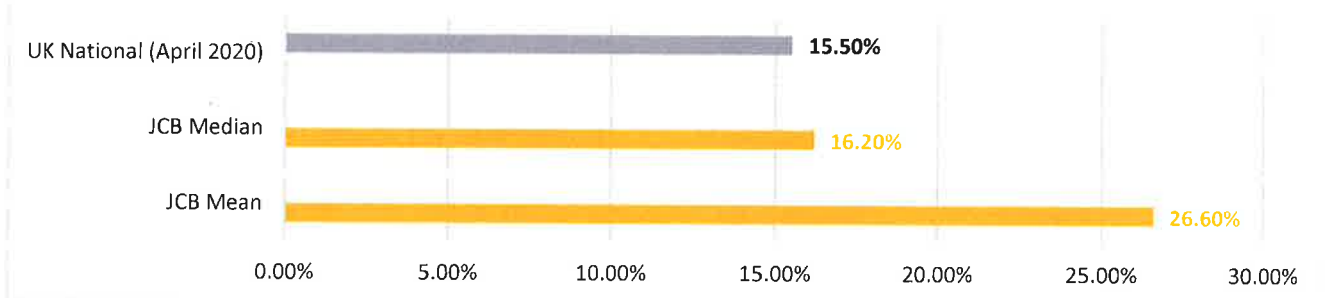
Pay Quartiles – JCB Group Results



Proportion of men and women in receipt of a bonus – JCB Group Results



JCB Group comparison to UK's National Gender Pay Gap



The above is a full picture of our overall gender pay gap as at 5th April 2020 which was only 11% of the workforce and provides a snapshot of the difference between pay levels for all men and women irrespective of their role within the business. Our comparisons show that the median average pay for female employees is 16.2% lower than that for male employees. The mean average pay for female employees is 26.6% lower than that for male employees. For comparison, the UK's national gender pay gap is slightly below JCB Group's calculation.

As an organisation we are aware that our average is higher than previous results posted. However, as detailed above, this is not a true representation of our company or values, due to the Covid pandemic. We will continue to provide focus with various initiatives with regards to Gender Pay Gap.

It has been important for us to review the whole picture for JCB in the UK as the distribution of male and female employees is not consistent within individual business legal entities.

This year 'JCB Service' were the only individual entity to have a more favourable pay gap, due to the number of employees employed by the entity being minimally affected by the furlough scheme. Therefore, this is the only area we have a true comparison with the data available. We are confident that our pay and reward frameworks are fairly and equitably applied across the organisation in the UK, and we continue to attract and retain great talent in the organisation regardless of gender.

Bonus Pay

JCB is committed to ensuring a consistent level of reward for all its employees, irrespective of role, gender, or level in the organisation, which reflects business performance and profitability.

The Gender Pay Gap bonus calculation 2021 is based on bonus payments paid between 6th April 2019 and 5th April 2020. We continue to be proud that bonus payments were offered to the majority of our workforce, and bonuses have a 0% median pay gap.

JCB's Commitment to Equality

JCB is committed to developing new talent. Through our long-term investments in education with the JCB academy we actively encourage the choices of Science, Technology, Engineering and Mathematics (STEM) subjects from a young age. Through our Global Learning Centre, we offer educational opportunities up to degree level apprenticeships with a goal to inspire a new, diverse, and inclusive generation working towards a successful career in Manufacturing.

We will continue to challenge gender stereotypes and aim to attract and develop women and men to embrace a career in engineering, manufacturing, and professional services to enable diversity and equality of opportunity and reward across our sector.

	Hourly Pay Gap		Bonus Pay Gap		% In Receipt of Bonus	
	Mean	Median	Mean	Median	Male	Female
J C Bamford Excavators Limited	34.00%	33.10%	31.90%	0.00%	94.46%	94.96%
JCB Cabs Systems Limited	2.50%	-14.15%	-16.82%	0.00%	93.82%	100.00%
JCB Compact Products Limited	100.00%	100.00%	20.89%	0.00%	97.10%	100.00%
JCB Transmissions	-36.94%	-45.81%	-40.01%	0.00%	95.42%	100.00%
JCB Service	16.68%	6.83%	48.40%	0.00%	95.63%	93.85%
JCB Heavy Products	49.25%	41.68%	-23.38%	0.00%	96.40%	86.67%
JCB Earthmovers Limited	100.00%	100.00%	28.29%	0.00%	96.05%	90.91%
JCB Power Systems Limited	100.00%	100.00%	-43.00%	0.00%	97.23%	81.82%

	Male Lower Quartile	Female Lower Quartile	Male Lower Mid Quartile	Female Lower Mid Quartile	Male Upper Mid Quartile	Female Upper Mid Quartile	Male Upper Quartile	Female Upper Quartile
J C Bamford Excavators Limited	58.30%	41.70%	67.30%	32.70%	81.60%	18.40%	87.50%	12.50%
JCB Cabs Systems Limited	100.00%	0.00%	100.00%	0.00%	83.30%	16.70%	100.00%	0.00%
JCB Compact Products Limited	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%
JCB Transmissions	100.00%	0.00%	100.00%	0.00%	0.00%	100.00%	100.00%	0.00%
JCB Service	74.51%	25.49%	90.00%	10.00%	88.00%	12.00%	92.00%	8.00%
JCB Heavy Products	50.00%	50.00%	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%
JCB Earthmovers Limited	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%
JCB Power Systems Limited	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%


We confirm the data reported is accurate



Martin Graves
HR Director



David T Brown
Chief Financial Officer



Graeme Macdonald
Chief Executive Officer