



# GENDER PAY GAP PUBLICATION 2026

The Gender Pay Gap Regulations require the reporting 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 seven separate business entities. We have also chosen for these purposes, to report on the wider JCB group.

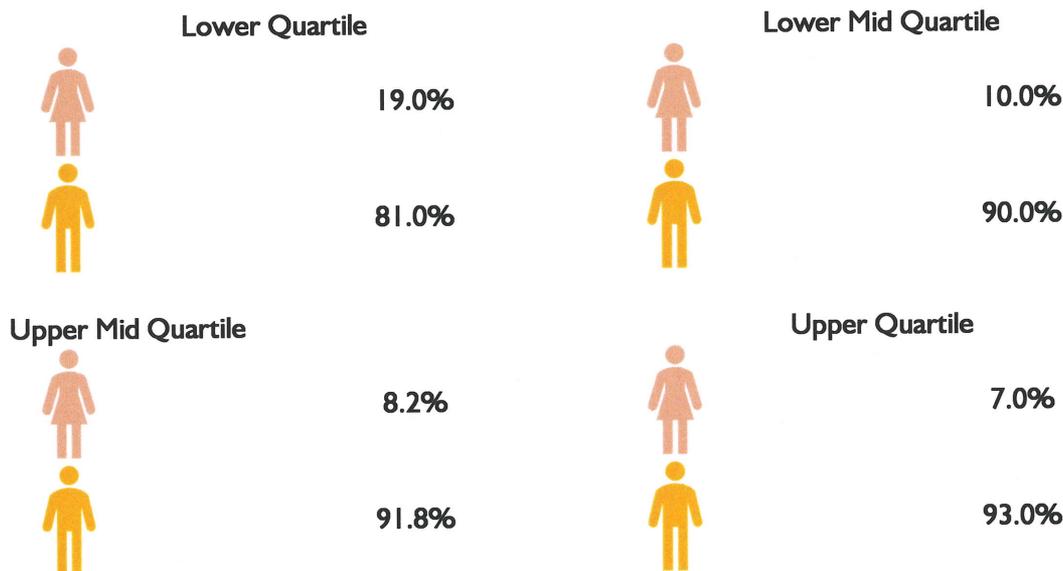
Gender pay gap should not be confused with equal pay. The gender pay gap is an overall comparison of all the earners, regardless of the type of work they do – it is the difference in average pay between men and women at a specific date.

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

	Mean	Median
Hourly Pay	16.5%	11.9%
Bonus Pay	44.1%	0.0%

## Pay Quartiles – JCB Group Results

The data below shows the proportion of men to women in each pay quartile of the organisation. All relevant employees are ranked from the lowest rate of hourly pay to the highest, then the list is split into four equal quartiles and the percentage of male and female employees in each quartile is calculated.



## JCB Group comparison to UK's National Gender Pay Gap

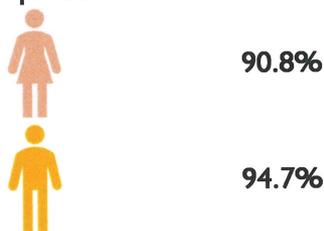


The above is a full picture of our overall gender pay gap which represents a snapshot of the difference between pay levels for all men and all women irrespective of their role within the business. Our comparisons show that the median average pay for female employees is 11.9% lower than that for male employees. The mean pay for female employees is 16.5% lower than that for male employees. 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. As a consequence, in some parts of the business the statistics are impacted. 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 and personal performance and profitability. We are proud to say that as an organisation we have seen business results improve in the last year and almost all eligible employees were in receipt of a bonus payment in this reporting period.

### Proportion of Men and Women in Receipt of a Bonus JCB Group Results



### 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 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.

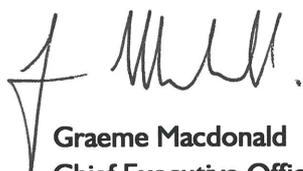
	Hourly Pay Gap		Bonus Pay Gap		% In Receipt of Bonus	
	Mean	Median	Mean	Median	Male	Female
J C Bamford Excavators Limited	20.1%	19.9%	55.1%	0.0%	93.8%	90.4%
JCB Cabs Systems Limited	6.6%	3.8%	-32.7%	0.0%	94.3%	80.8%
JCB Compact Products Limited	4.5%	-1.1%	38.2%	0.0%	99.1%	100.0%
JCB Transmissions	17.2%	27.7%	31.9%	0.0%	90.7%	80.0%
JCB Service	11.8%	5.7%	37.8%	0.0%	95.8%	93.1%
JCB Heavy Products	9.4%	-0.2%	33.7%	0.0%	96.9%	80.0%
JCB Earthmovers Limited	3.7%	2.5%	8.2%	0.0%	99.3%	100.0%

	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	75.4%	24.6%	90.4%	9.6%	91.6%	8.4%	91.5%	8.5%
JCB Cabs Systems Limited	86.0%	14.0%	94.9%	5.1%	98.0%	2.0%	95.0%	5.0%
JCB Compact Products Limited	96.5%	3.5%	97.6%	2.4%	96.5%	3.5%	96.5%	3.5%
JCB Transmissions	93.5%	6.5%	100.0%	0.0%	100.0%	0.0%	98.4%	1.6%
JCB Service	81.2%	18.8%	73.4%	26.6%	81.0%	19.0%	91.2%	8.8%
JCB Heavy Products	93.0%	7.0%	98.6%	1.4%	91.4%	8.6%	95.8%	4.2%
JCB Earthmovers Limited	94.8%	5.2%	93.4%	6.6%	96.1%	3.9%	96.1%	3.9%

We confirm the data reported is accurate.



Robert Winter  
Chief Financial Officer



Graeme Macdonald  
Chief Executive Officer