

Gender Pay Gap Statement 2023

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.

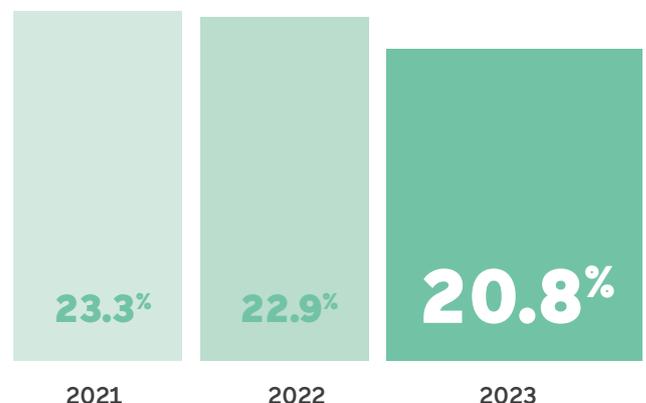
JLA's biggest mean gender pay gap reduction since 2019

We're delighted to announce that in 2023, we narrowed our mean gender pay gap by an impressive 2% – the biggest reduction since 2019. We achieved this milestone figure by introducing a progressive annual pay review, which proactively factored in the cost-of-living crisis and saw those on lower salaries receiving a higher percentage pay increase, and those on higher salaries receiving a lower percentage pay increase. We recognise, however, that there's still a gap to overcome, and we will continue to take action to reduce it.

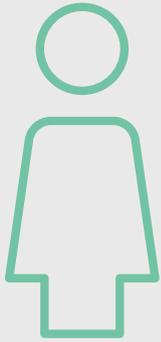
The Mean Pay Gap calculation uses total pay in a single reference month each year. We operate a number of variable pay schemes where reward is linked to prior month performance, and there can be a very different mix of women and men receiving bonuses in the relevant month each year. The shift in mix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



Mean Gender Pay Gap



Proportion of Males and Females that received a bonus



79.8%

Proportion of women that received a bonus



63.2%

Proportion of men that received a bonus

Bonus gender pay gap increases after wider bonus distribution

In December 2022, a £500 cost-of-living bonus was given to all employees except senior management. This meant that 243 additional employees, most of them women, were included in our bonus gender pay gap calculation, which inadvertently increased the gap.

Reducing the Gender Pay Gap: Our reward strategy and outcomes

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.

Pay & bonus gap

	Mean	Median
Hourly Pay	20.8% in favour of men	24.3% in favour of men
Bonus Pay*	43.1% in favour of men	71.9% in favour of men

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

Partnership with Women In Engineering to increase diversity in our engineering team

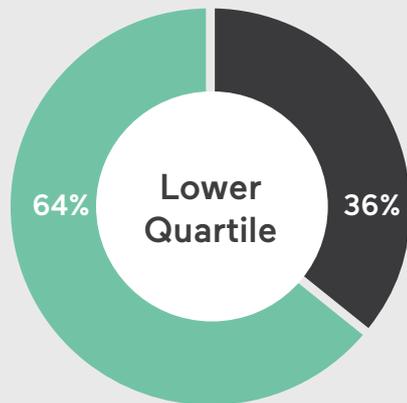
We have a large engineering workforce which is predominantly male, reflecting the candidate base in the market.

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.

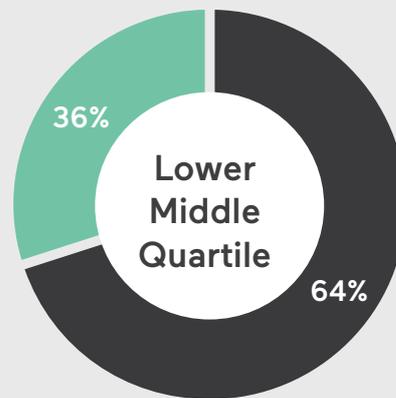
Quartile ranges

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

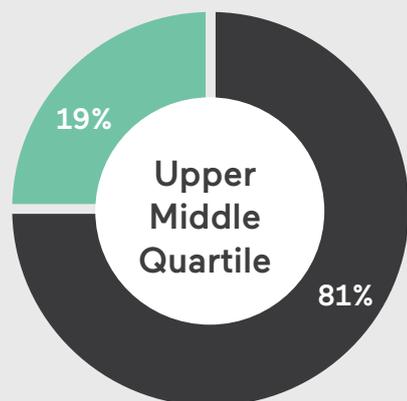
● Women ● Men



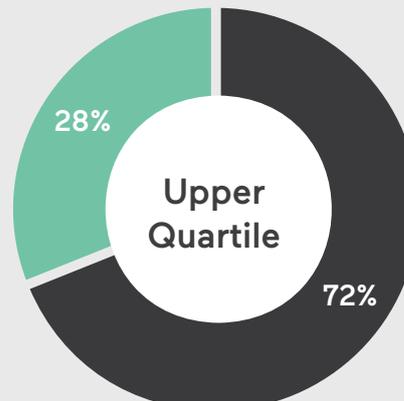
Change in women since 2022: **-1%**



Change in women since 2022: **-2%**



Change in women since 2022: **+3%**



Change in women since 2022: **-4%**