

JCB GENDER PAY GAP PUBLICATION 2019

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 reporting of:

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

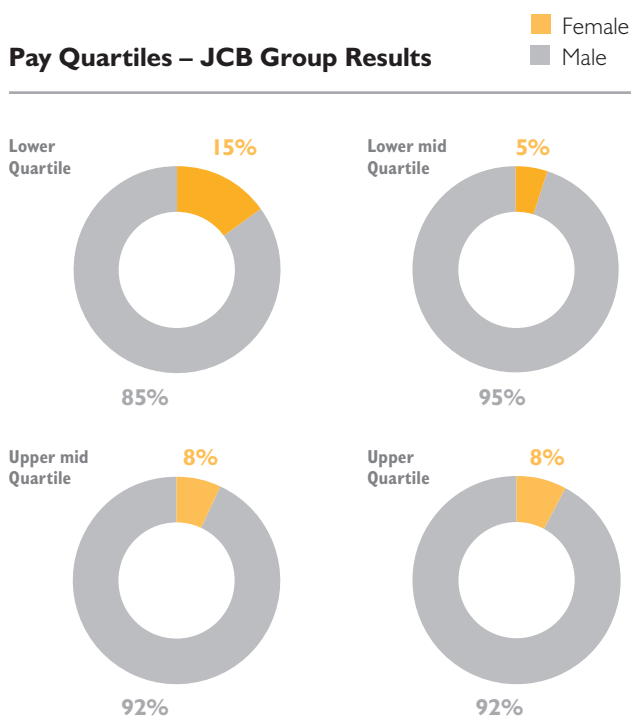
All organisations with 250 or more employees are required to publish these statistics. The structure of the JCB group means we must publish data for eight separate business entities. We have also chosen for these purposes, to report on the wider JCB group.

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

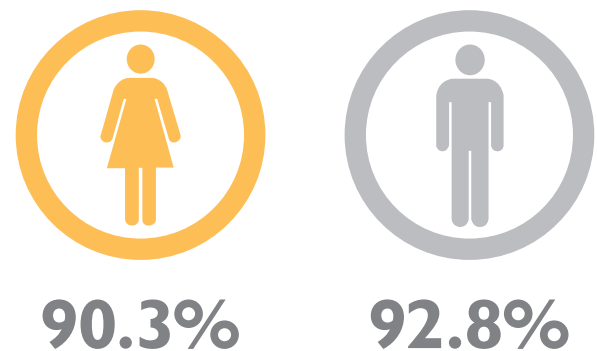
Mean and Median Gap between Men and Women - JCB Group Results

| | Mean | Median |
|-------------------|-------|--------|
| Hourly Pay | 12.5% | 5.6% |
| Bonus Pay | 52% | 0.0% |

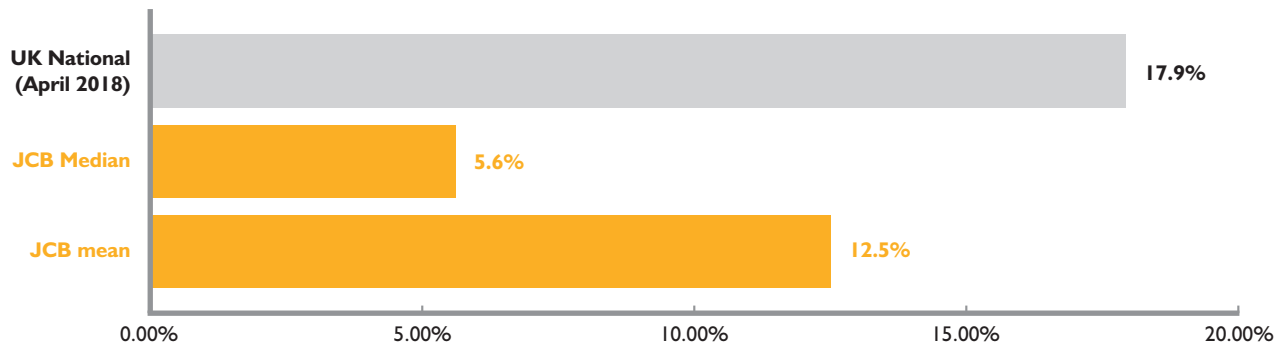
Pay Quartiles – JCB Group Results



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 which represents a snap shot 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 5.6% lower than that for male employees. The mean average pay for female employees is 12.5% lower than that for male employees. For comparison, the UK's national gender pay gap is significantly above JCB Group's calculation. As an organisation we are pleased to see a further improvement in our result when compared to national statistics, however we will continue to provide focus with various initiatives which continues this progress.

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 of its employees, irrespective of role, gender or level in the organisation, which reflects business performance and profitability. We are proud to say that almost all employees were in receipt of a bonus payment in this reporting period.

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 towards a career in Manufacturing.

We will continue to challenge gender stereotypes and aim to attract and develop young 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 | 10.40% | -5.90% | 60% | 0% | 92.2% | 91.1% |
| JCB Cab Systems Limited | -12.5% | -33.4% | 35% | 0% | 96.1% | 85.7% |
| JCB Compact Products Limited | 0.20% | -9.70% | 34% | 0% | 95.5% | 100.0% |
| JCB Transmissions | 15.30% | 30.10% | -87% | 4% | 97.1% | 92.3% |
| JCB Service | 19.40% | 5.10% | 69% | 0% | 96.3% | 97.9% |
| JCB Heavy Products Limited | 10.30% | 4.50% | -8% | 0% | 97.0% | 100.0% |
| JCB Earthmovers Limited | 8.30% | 9% | 39% | 0% | 89.5% | 71.4% |
| JCB Power Systems Limited | 16.0% | 19.3% | 6% | 0% | 91.1% | 90.0% |

| | 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 | 84.5% | 15.5% | 96.9% | 3.1% | 91.0% | 9.0% | 87.8% | 12.2% |
| JCB Cab Systems Limited | 98.3% | 1.7% | 100.0% | 0.0% | 100.0% | 0.0% | 93.1% | 6.9% |
| JCB Compact Products Limited | 95.8% | 4.2% | 98.9% | 1.1% | 96.8% | 3.2% | 96.8% | 3.2% |
| JCB Transmissions | 91.7% | 8.3% | 96.4% | 3.6% | 100.0% | 0.0% | 97.6% | 2.4% |
| JCB Service | 77.5% | 22.5% | 90.0% | 10.0% | 85.0% | 15.0% | 94.9% | 5.1% |
| JCB Heavy Products Limited | 92.9% | 7.1% | 97.6% | 2.4% | 97.6% | 2.4% | 97.6% | 2.4% |
| JCB Earthmovers Limited | 92.3% | 7.7% | 98.5% | 1.5% | 100.0% | 0.0% | 98.5% | 1.5% |
| JCB Power Systems Limited | 87.9% | 12.1% | 100.0% | 0.0% | 98.3% | 1.7% | 98.2% | 1.8% |

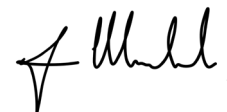
We confirm the data reported is accurate



Martin Graves
Group HR Director



David T Brown
Chief Financial Officer



Graeme Macdonald
Chief Executive Officer