Gender pay gap report.

2025

JUNGHEINRICH

Company Statement.

At Jungheinrich UK Ltd, we believe that creating an inclusive workplace is fundamental to our success. We are committed to fostering a culture where everyone feels valued, respected and able to reach their full potential, regardless of their background or personal characteristics.

Publishing our Gender Pay Gap report each year provides an important opportunity to reflect on our progress, understand where we need to improve and demonstrate our commitment to transparency and accountability. While our figures help us measure progress, they also guide our actions as we continue to build a more diverse and inclusive organisation.

We recruit, develop and reward our people based on their skills, experience and contribution. We are committed to ensuring that everyone has equal access to opportunities and that decisions are made fairly and without bias. We also recognise that there is always more to do, and we remain focused on creating an environment where every colleague can thrive and feel a genuine sense of belonging.

Diversity, equity and inclusion are not standalone initiatives - they are integral to the way we work, the decisions we make and the future success of our business. We remain committed to driving meaningful progress and continuing to build a workplace that reflects the communities we serve.

Stephen Saunders, Managing Director

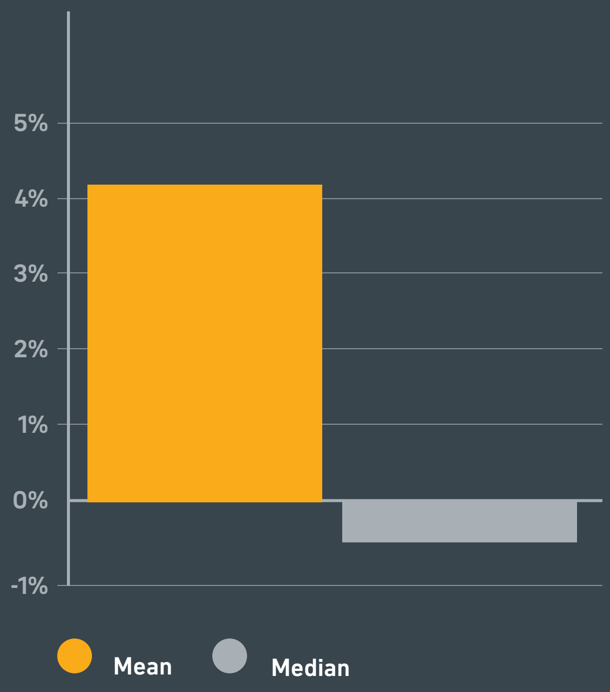
Our Gender Pay Gap.

Our 2025 gender pay gap position reflects a stable and broadly balanced outcome, with a mean pay gap of 4.2% and a median pay gap of -0.5%. This indicates that, across comparable roles, pay is applied consistently and equitably.

The remaining gap is driven by structural factors within the organisation, specifically the distribution of roles, rather than unequal pay practices. As we continue to progress our Strategy 2030+ ambitions and broader transformation agenda, improving the composition of our workforce and strengthening diverse representation across all levels remains a key priority.

This is critical not only from an inclusion perspective, but also to ensure we are optimally positioned for sustainable growth, innovation and long-term competitiveness.

Mean and Median Gender Pay Gap



Understanding the Drivers.

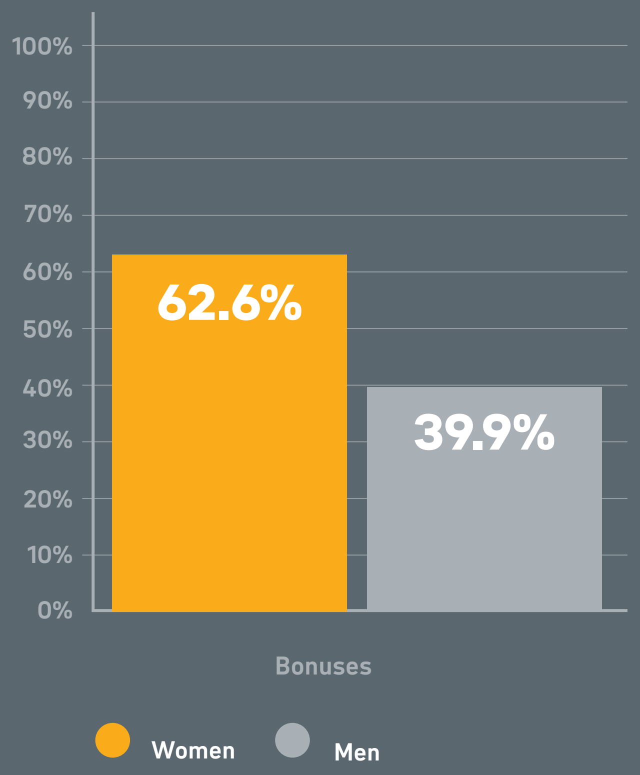
The mean pay gap reflects the overall distribution of earnings across the organisation and is therefore influenced by how men and women are represented across different roles and levels. Our data shows that men are more heavily represented across all pay quartiles, particularly within operational, technical and senior roles.

This structural positioning is the primary driver of the mean pay gap. In contrast, the median pay gap, which compares the midpoint of earnings, is effectively neutral. This provides strong assurance that men and women are paid fairly for equivalent roles and that our pay practices are consistent and robust.

Bonus Analysis and Interpretation.

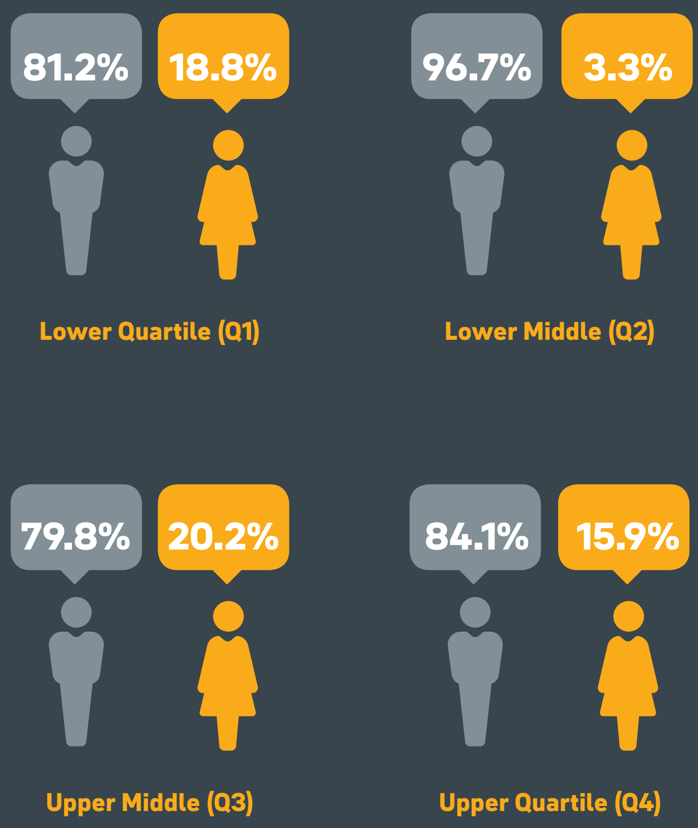
Our bonus data presents a nuanced position. A higher proportion of women (62.6%) received a bonus compared to men (39.9%), demonstrating broad access to variable pay across the organisation. However, the mean bonus gap of 19.6% reflects higher average bonus values for men. This is closely linked to role distribution, with higher-value bonus opportunities aligned to roles with greater commercial accountability and scope, where male representation is currently higher.

There is no evidence to suggest unequal access to bonus schemes; rather, the difference is driven by organisational structure and role mix.



Pay Quartile Distribution.

The quartile data reinforces that the gender pay gap is driven by representation. Male employees are overrepresented across all quartiles, with particularly low female representation in certain segments. Addressing this imbalance is central to reducing the pay gap over time.



Alignment to Strategy 2030+ and Transformation.

As part of our Strategy 2030+ and wider transformation programme, we are reshaping our operating model to drive efficiency, service delivery and growth. This includes changes to structure, role design and capability deployment. Within this context, improving diversity of representation is a key enabler.

A more balanced workforce supports better decision-making, enhances innovation and strengthens our ability to deliver against our strategic priorities. Our approach is therefore focused not only on compliance, but on ensuring that our people strategy directly supports our commercial objectives.

Further Information.

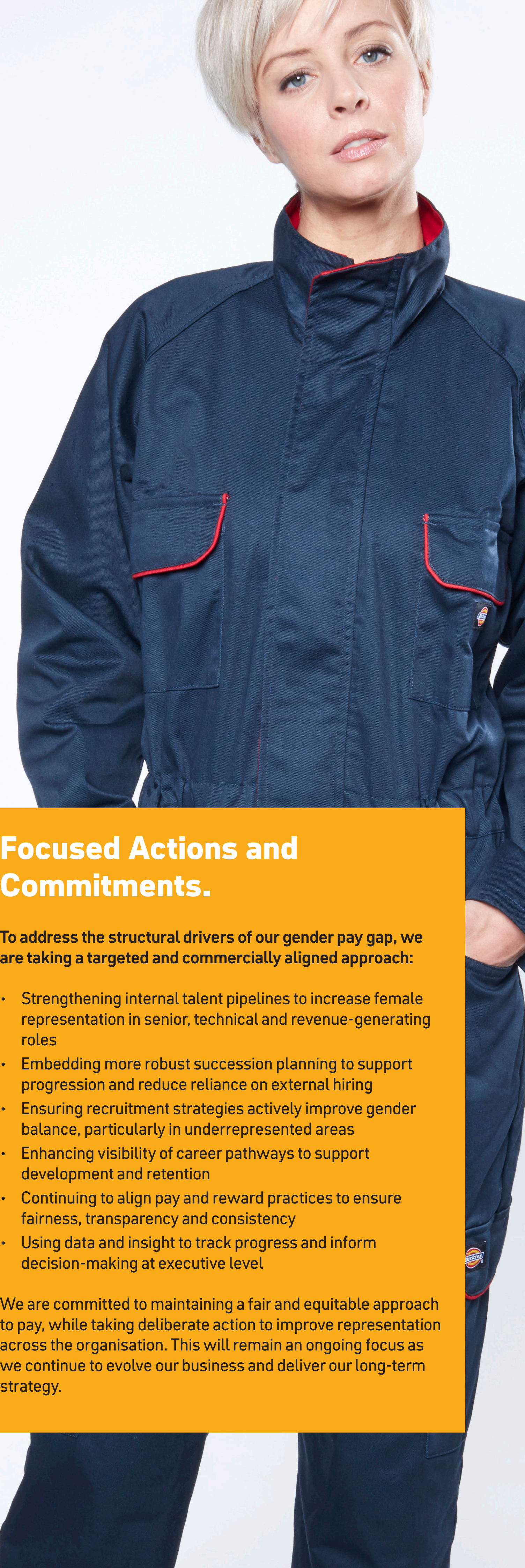
What is the Gender Pay Gap?

The gender pay gap measures the difference in the average earnings of men and women across an organisation. It provides employers with valuable insight into the representation of men and women at different levels of the business and helps identify opportunities to improve gender balance over time.

It is important to understand that the gender pay gap is different from equal pay. While the two terms are often confused, they measure different things:

- **Equal pay** is a legal requirement under the Equality Act 2010 and means that men and women performing the same or equivalent work, or work of equal value, must receive equal pay and contractual terms.
- **The gender pay gap** measures the difference between the average hourly earnings of men and women across the entire organisation, regardless of role. It is expressed as a percentage of men's average earnings and can be influenced by factors such as the distribution of men and women across different roles, grades and seniority levels.

Gender Pay Gap reporting enables organisations to assess workforce composition, identify trends and focus on initiatives that support greater diversity, inclusion and equal opportunity for all colleagues.



Focused Actions and Commitments.

To address the structural drivers of our gender pay gap, we are taking a targeted and commercially aligned approach:

- Strengthening internal talent pipelines to increase female representation in senior, technical and revenue-generating roles
- Embedding more robust succession planning to support progression and reduce reliance on external hiring
- Ensuring recruitment strategies actively improve gender balance, particularly in underrepresented areas
- Enhancing visibility of career pathways to support development and retention
- Continuing to align pay and reward practices to ensure fairness, transparency and consistency
- Using data and insight to track progress and inform decision-making at executive level

We are committed to maintaining a fair and equitable approach to pay, while taking deliberate action to improve representation across the organisation. This will remain an ongoing focus as we continue to evolve our business and deliver our long-term strategy.

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