

Gender Pay Gap 2025

Introduction

This report sets out the information and data of the gender pay gap at JDR Cable Systems Ltd (JDR) for 2024.

At JDR, our commitment to sustainability extends beyond decarbonisation of our energy system to assist society in securing net-zero emissions by 2050 —it shapes the culture we build and the values we uphold.

As a company operating in the renewable energy sector, we recognise that creating a fair and inclusive workplace is essential to achieving a truly sustainable future. This includes ensuring that all employees are valued equally and compensated fairly, regardless of gender.

Since reporting began, our gender pay gap figures show the gap over time has continued to narrow, reflecting the ongoing impact of our equity-driven policies and inclusive hiring practices. While there is still work to be done, the data in this report shows measurable progress and affirms our direction.

In this report, we provide a detailed analysis of our gender pay gap data as of the snapshot date. We explain the underlying causes which include the underrepresentation of women in senior and technical positions and the systemic barriers that can exist within our industry. The report also outlines the steps we are taking to removing the barriers that limit career professional progression in the industry.

In a year when we celebrated our 30-year anniversary, we are proud of the strides we've made, but we remain committed to continuous improvement. Achieving gender parity is not a one-time goal but an ongoing journey that demands consistency, accountability, and transparency.

As we look to the future, our aim is to lead by example within the energy sector—proving that a diverse and equitable workforce is both a moral imperative and a business strength.



James Young
Chief Strategy and Compliance Officer

Gender pay gap

Under legislation that came into force in April 2017, UK employers with more than 250 employees are required to annually publish their gender pay gap data by 4th April each year.

A gender pay gap is a measure of the difference in the average pay of men and women working for an organisation, regardless of the nature of their work.

It is different from an equal pay comparison, which involves a direct comparison of two or more people carrying out the same, similar or equivalent jobs.

How the results are calculated

Employers are required to publish their gender pay gap using six calculations. Four of those calculations are required to use a 'mean' and 'median' calculation. Reporting both 'mean' and 'median' figures provides a broad view of the gender pay gap.

The 'Mean' calculation

The mean is calculated by adding up the total pay of employees and dividing by the number of employees in the list. This calculation is completed separately for men and women and the totals are compared.

While useful, this average may be skewed by a small number of high or low earners.

The 'Median' calculation

The median is the number which is in the middle of a ranking of pay from lowest to highest. This calculation is also completed separately for men and women and the middle figure of each group is compared. Statisticians tend to prefer this as a view of 'typical' pay, as extremes of low and high pay do not affect the median.

Unlike the 'mean', the 'median' is not susceptible to positive or negative skewing from small numbers of high or low earners. We believe the 'median' is best used in conjunction with the 'mean' to interpret how JDRs pay is distributed among its employees.



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JDR gender pay gap figures 2024

The information in this section sets out the overall gender pay gap and bonus gap of our UK workforce, as of 5th April 2024.

The data that we have used to provide the JDR gender pay gap figures has been obtained from our existing HR and payroll records. This does not involve publishing individual colleagues' information or data.

JDR's statutory GPG figures

Mean gender pay gap: 12.8%

This shows the difference in the average hourly rate of pay between men and women

Median gender pay gap: 9.5%

This shows the difference in the middle ranked pay between men and women

Our bonus statistics

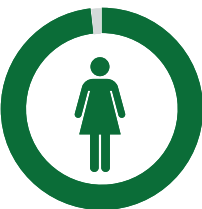
Mean bonus gender gap: 60.9%

This shows the difference in the average total amount of bonus payments made to men and women in the 12 months to 5th April 2024

Median bonus gender gap: 0%

This shows the difference in the middle ranked bonus payments made to men and women in the 12 months to 5th April 2024

In the 12 months to 5th April 2024:



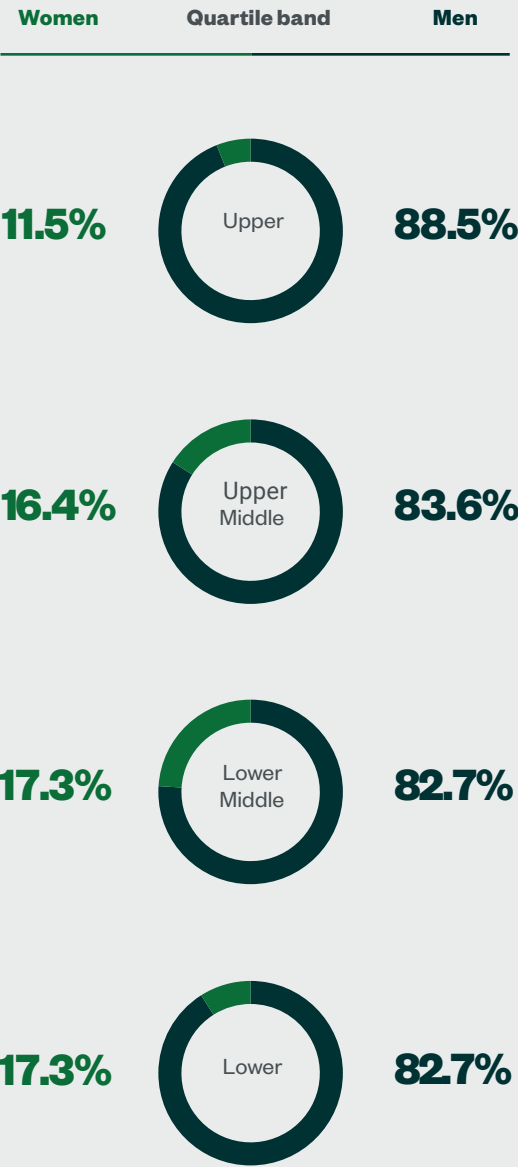
84.3%
of women
received
a bonus



87.4%
of men
received
a bonus

Our quartile ranges

The proportion of men and women in each quartile band:



This shows the percentage of men and women in each pay quartile. Quartiles are calculated by listing the rates of pay for each colleague across JDR from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of men and women in each.

Understanding the JDR pay gap

At JDR we employ more men than women. JDR's workforce is 84% men and 16% women.

When we analyse the roles undertaken by men and women in JDR there are fewer women than men in relatively higher paid positions, such as managerial roles, which may legitimately attract higher pay, bonuses and allowances.

This remains the main reason for our gender pay gap and also explains the notable difference between mean and median with regard to bonus payments.

Furthermore, we operate in an industry that relies heavily on roles requiring STEM skills (science, technology, engineering and maths). STEM careers have historically attracted more men than women.



JDR is committed to compliment the promotion of STEM education by implementing a comprehensive diversity and inclusion strategy

Reflections on 2024

Comparison with our 2023 gender pay gap figures shows an increase to the mean gender pay gap, from 10.1% to 12.8%, this was not unexpected.

Although the mean gender pay gap increased, JDR's figures from 2024 compares favourably to the average gender pay gap of 15.9% for the manufacturing industry, published by the Office for National Statistics (ONS),

JDR's female underrepresentation suggests small variances in the workforce can have a disproportionate effect on our gender pay gap. However, since last year's snapshot date JDR has increased both the number of female colleagues and the overall % of females that make up JDR's workforce.

As with last year, JDR's voluntary employee turnover continues to be favourable, when compared to national averages. This lower than average turnover impacts the gender pay gap as somebody who has more years of service is legitimately likely to be paid more than someone with fewer years of experience, on the basis of their objective knowledge and experience in the role.

Whilst JDR's low turnover rate might suggest less opportunities for career progression, as fewer vacancies for internal promotion became available, the company is in a period of significant growth. The completion of our new facility at Cambois, near Blyth will create new roles and new opportunities for professional progression.

There is still more we need to do at JDR to improve our gender pay gap and diversity at senior levels.

Nevertheless, some of the highlights of our 2024 year include:

- Our **STEM Ambassadors** continue to actively promote STEM-related events across the UK.
- We demonstrated our commitment to the **engineers of tomorrow**, with **50% of our engineering apprentice intake being female**.
- We supported **International Women's Day** by sharing inspiring and inclusive stories from our female employees on our website and social media channels.
- We increased support for our **Wellbeing Champion initiative** by introducing a **Wellness Action Plan**, available to all employees.
- We continue to **listen to the valued voices of our employees** through our monthly **Employee Forums**, encouraging:
 - feedback on company policies, and
 - suggestions to reduce social-economic barriers to long-term career development and continued professional growth.

- Worked closely with our **line managers** to ensure that **female employees are not disproportionately impacted** by home working.
- Ensured that **all employees** receive the support they need to balance **family and work commitments**, through **JDR's family-friendly and hybrid working policies**.
- Received a **Gold Medal from EcoVadis**, placing JDR among the **top 5% of rated companies globally**.
- This award highlights our ongoing commitment to **Labour & Human Rights** and **Ethical business practices**.



2025 Focus

We will continue to build on the firm foundations, laid in previous years, to continue to reduce our gender pay gap. In 2025, JDR will continue its commitment to STEM and apprenticeship events to inspire females to study STEM subjects for related careers, and to view JDR as a potential employer.

As part of our continuous improvement approach, we will review our policies to ensure the barriers previously removed remain effective in supporting an inclusive workforce, and we conduct regular pay audits to identify and address any disparities.

Reviewing our policies will ensure JDR continues to have inclusive hiring practices, such as using gender-neutral job descriptions, structured interviews and recognise providing

equal access to career development, mentorship, and leadership opportunities is essential in fostering long-term equity.

JDR already provide an enhanced benefit for family related leave for maternity, paternity and dependency but we will always seek feedback from our Employment Representatives to understand what else we can do to help support work-life balance, especially for women who may face greater caregiving responsibilities.

By promoting a culture of transparency and embedding equity into all aspects of workplace policy and culture, we are confident of maintaining a more balanced, fair environment which will help maintain a narrow gender pay gap.



Statutory Disclosures

JDR employs more than 250 employees and we are therefore required to provide statutory figures as follows:

Mean gender pay gap: 12.8%

Median gender pay gap: 9.5%

Mean bonus gender pay gap: 60.9%

Median bonus gender pay gap: 0%

Proportion of male employees who received bonus pay: 84.3%

Proportion of female employees who received bonus pay: 87.4%

Proportion of females in each quartile band:

Upper: 11.5%

Upper Middle: 16.4%

Lower Middle: 17.3%

Lower: 17.3%

I confirm that the above data is accurate at the snapshot date of 5th April 2024



James Young
Chief Strategy and Compliance Officer



JDR Cable Systems Limited
Forvis Mazars, Capital Square, 58 Morrison Street,
Edinburgh, EH3 8BP.
Company Number: SC186794.