

Gender Pay Gap 2026

Introduction

This report sets out the information and data of the Gender Pay Gap at JDR Cable Systems Ltd (JDR) on 5th April 2025.

At JDR Cable Systems, we are committed to maintaining a workplace founded on fairness, inclusion, and equal opportunity. We recognise that a diverse workforce strengthens our organisation by fostering innovation, enhancing performance, and supporting sustainability. As a leading organisation within the energy industry, JDR is committed to attracting, developing, and retaining talented individuals across a broad range of socio-economic backgrounds.

This Gender Pay Gap Report demonstrates our commitment to transparency by providing an overview of our gender pay data and highlighting the actions taken to continually strive towards a more positive gender balance across all levels within the business.

Like many organisations operating within the engineering and advanced manufacturing sectors, our workforce reflects the wider industry's challenges in achieving balanced gender representation, particularly within technical and operational roles. We remain committed to addressing these challenges through initiatives that support recruitment, development, progression, and retention, ensuring we continue to build a more diverse and inclusive workforce for the future.



Jonathan Knott
Deputy Chief Executive 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 require 'mean' and 'median' figures to provide a broad view of the gender pay gap.

The 'Mean' calculation

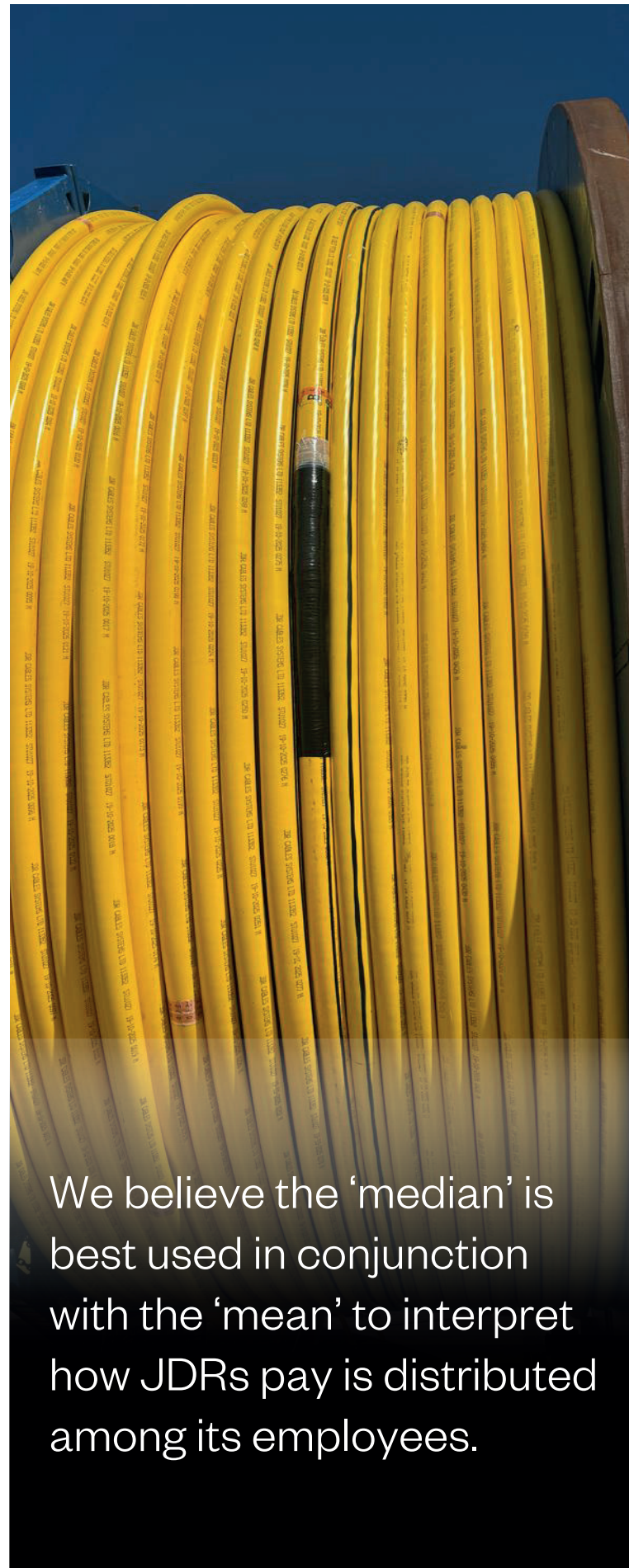
The mean is calculated by adding up the total pay of employees and dividing by the number of employees in the list. This calculation is completed separately for men and women and the totals are compared.

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 2025

The information in this section sets out the overall gender pay gap and bonus gap of our UK workforce, as of 5th April 2025.

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 and data.

JDR's statutory GPG figures

Mean gender pay gap: 15.4%

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

Median gender pay gap: 16%

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

Our bonus statistics

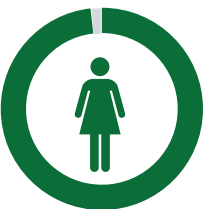
Mean bonus gender gap: 52.3%

This shows the difference in the average total amount of bonus payments made to men and women in the 12 months to 5th April 2025

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 2025

In the 12 months to 5th April 2025:



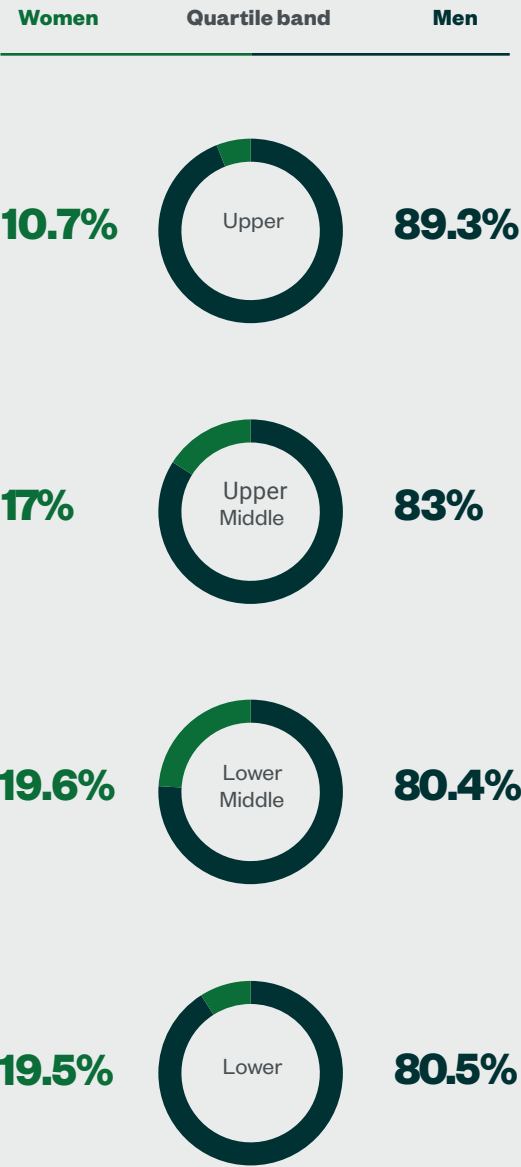
76.9%
of women
received
a bonus



82.4%
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

Within JDR Cable Systems Ltd, we employ more men than women. Across our workforce, our employees are 84% men and 16% women.

There are fewer women than men in more senior positions which means higher salaries bonuses and allowances are offered to male employees, contributing to the gender pay gap.

However, JDR's mean and median gender pay gap figures are similar values. This suggests pay is symmetrically distributed between males and females, without disproportionate high salaries being paid to males, skewing our gender pay gap data.

Additionally, JDR operates within a heavily STEM influenced sector, historically highlighting how a higher number of males are attracted to our roles compared to women.

JDR remain committed to the promotion of STEM education, it is recognised there is a long lead-in time where children that participate in JDR's sessions to encourage a STEM career pathway will not enter the workforce until around 10 years later.



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

Reflections on 2025

When comparing Gender Pay Gap figures from 2024, an increase was expected, following the increase of recruitment activity for JDR's new manufacturing site in Cambois, Blyth. Many roles recruited so far are manufacturing roles which pay an additional competitive shift allowance for working designated day/night shift pattern. Due to social-economic barriers like the disproportionate burden of childcare, these roles did not attract many female applicants.

JDR's figures over the last 7 years continue to show an improving trend in the gender pay gap reducing. In relation to the average gender pay gap for the manufacturing industry, as published by the Office for National Statistics (ONS), JDR continues to have a gender pay gap lower than comparable companies in our sector.

Low employee turnover has limited the opportunity to address female underrepresentation, but the opening of our new manufacturing facility in Cambois, Blyth will continue to allow a large scope for inclusive recruitment of employees with a diverse range of skill sets. As other companies within the sector look to downsize their company headcount, JDR finds itself in a position where company headcount from the past year will continue to increase on an upward trend.

At JDR, continual work is done to improve gender pay gap and diversity across more senior levels. Some key highlights of JDR's 2025 year include:

- Further development in the construction of JDR's state-of-the-art manufacturing facility in Cambois, near Blyth.
- Regularly reviewing and updating company policies in line with legislation changes and best practice, such as preparations for the Employee Rights Bill, where initial reviews suggest JDR already goes over and above what will be required for compliance with sections of the Bill.
- Continual listening of the valued voices of JDR's employees through each site's Employee Forums, whereby JDR encourages:
 - Regular feed back on company policies and procedures, and
 - Suggestions to reduce social-economic barriers which may otherwise hinder long-term career development and professional growth for individuals.

- Utilising and analysing exit interview meetings to allow JDR to identify concerns or trends which may be detrimental to JDR's aim of reducing their gender Pay Gap for the future.
- Supporting STEM Ambassadors involved in a range of STEM events across the UK.
- Supporting the physical wellbeing of employees through JDR's Gym Membership Scheme for all employees.
- Boosting workplace morale through the implementation of free company-wide social lunches, with a different food van visiting our manufacturing sites each time.
- Supporting mental wellbeing of employees by listening to feedback from regular meetings with company Wellbeing Champions.



2026 Focus

JDR will continue its efforts to create a more equitable and inclusive workplace. We will deliver sustained action on recruitment, development, progression and reward. JDR will focus on increasing the representation of employees across technical, engineering, operational, and leadership roles through targeted outreach, inclusive hiring processes, apprenticeship and graduate pathways, and stronger succession planning. JDR will also review pay and promotion decisions regularly to ensure consistency and transparency, expand mentoring and leadership development opportunities, and supporting flexible working arrangements that help attract and retain diverse talent. By strengthening career progression opportunities and building a more balanced workforce at all levels, the company aims to make measurable progress in narrowing its gender pay gap over time.

At JDR, 2026 will see apprenticeships and internal progression, with more new roles becoming available at the new manufacturing site, assisting in addressing the company's gender pay gap, by building a more diverse recruitment of talent across their vacant roles within the subsea cable and renewable energy sector. JDR's targeted apprenticeship programmes will encourage inclusive opportunities for individuals to enter career pathways where representation has traditionally been lower. By channelling clear progression routes, alongside training and mentoring, employees will be supported in developing into higher-skilled and higher-paid positions. Through JDR's commitment to investing in long-term career development

and creating opportunities to progress within the business, the company will actively strive towards gender balance across all levels of the organisation and support a more inclusive workforce as the renewable energy sector continues to grow into the 2030s.

JDR recognises that employee voice plays an important role in creating a more inclusive and equitable workplace. By encouraging open feedback of its employees across all JDR sites, listening to employee experiences and understanding the opinions of others across the business, this will allow JDR to better understand barriers to progression, development, and employee retention. Furthermore, the implementation of opportunities for employee voice will support more informed decisions on fair opportunities across the business, as well as strengthening employee engagement, and contributing to improving gender balance at all levels across the organisation.

Following the opening of our new state-of-the-art manufacturing facility in Cambois, near Blyth, JDR will look to offer exciting career paths, fulfilling vacant roles through inclusive hiring processes. As the company looks to become fully operational for manufacturing purposes, JDR will continue their aims for sustainability through decarbonisation of their energy systems, to secure net-zero by 2050. In doing so, this will shape the culture and values JDR upholds as a company. Furthermore, JDR seeks to reduce carbon emissions by the implementation of their Electric Vehicle scheme, whereby employees can access electric vehicles to use for commutes to / from their work locations.



Statutory Disclosures

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

Mean Gender Pay Gap: 15.4%

Median Gender Pay Gap: 16%

Mean bonus Gender Pay Gap: 52.3%

Median bonus Gender Pay Gap: 0%

Proportion of Female Employees who received bonus pay: 76.9%

Proportion of Male Employees who received bonus pay: 82.4%

Proportion of females in each quartile band:

Upper: 10.7%

Upper Middle: 17%

Lower Middle: 19.6%

Lower: 19.5%

I confirm that the above data is accurate at the snapshot date of 5th April 2025



Jonathan Knott
Deputy Chief Executive Officer



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