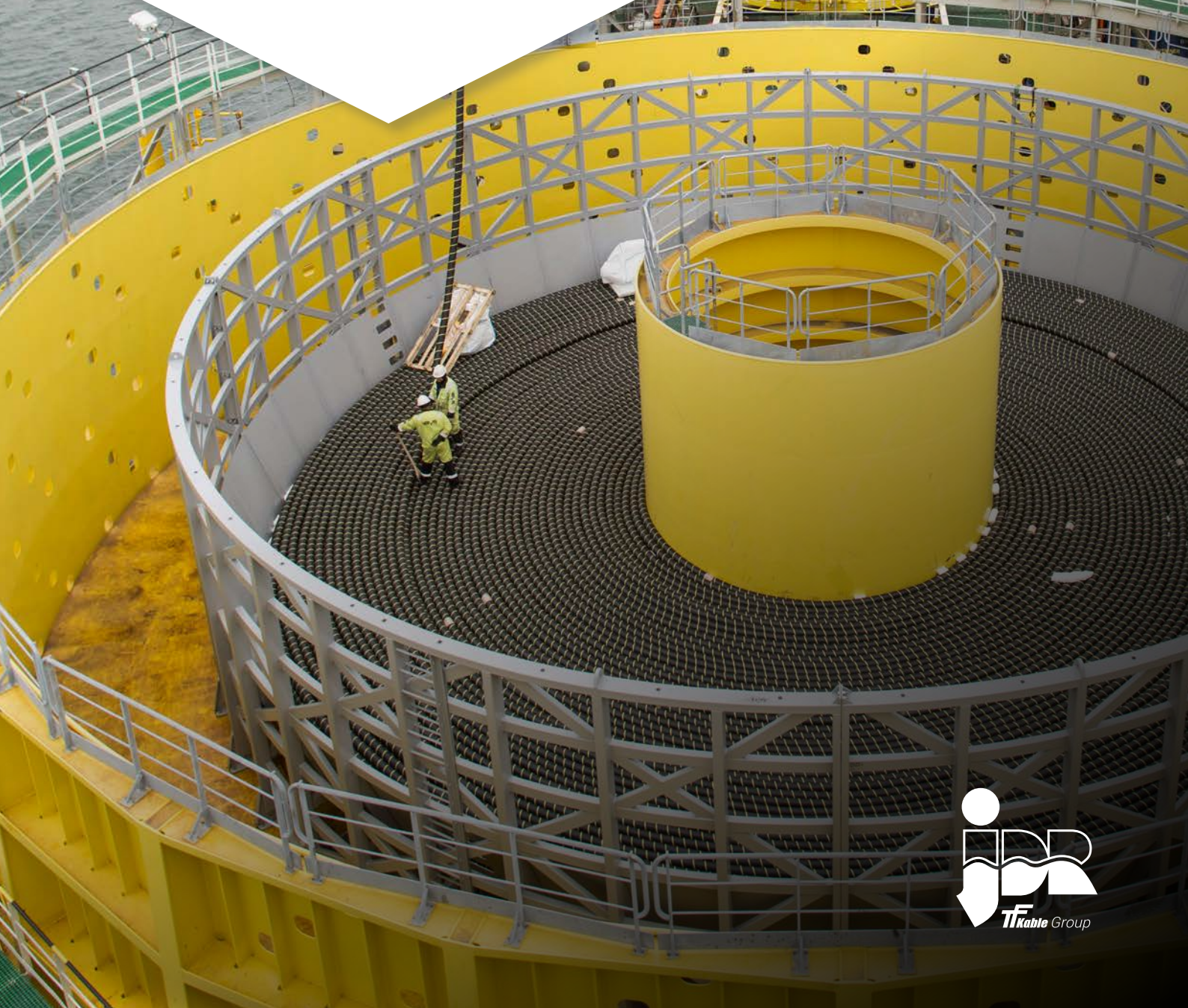


Gender Pay Gap 2021



Introduction

This report sets out the information and data of the gender pay gap at JDR Cable Systems Ltd (JDR) for 2020.

Our gender pay gap commitment continues to be a valuable experience to improve our understanding of the factors that contribute to our gap.

We do not set gender pay gap targets, understanding a gap of zero would be a statistical improbability, however, the insightful information we receive from reviewing our gender pay gap data continues to underpin our 'People' value.

Our journey will inevitably have bumps in the road but I am confident we are continuing to move in the right direction to reduce our gender pay gap.



James Young
Chief Strategy & 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.

However, due to the pandemic the Government allowed companies until 5th October 2021 to publish their 2020 gender pay gap figures.

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

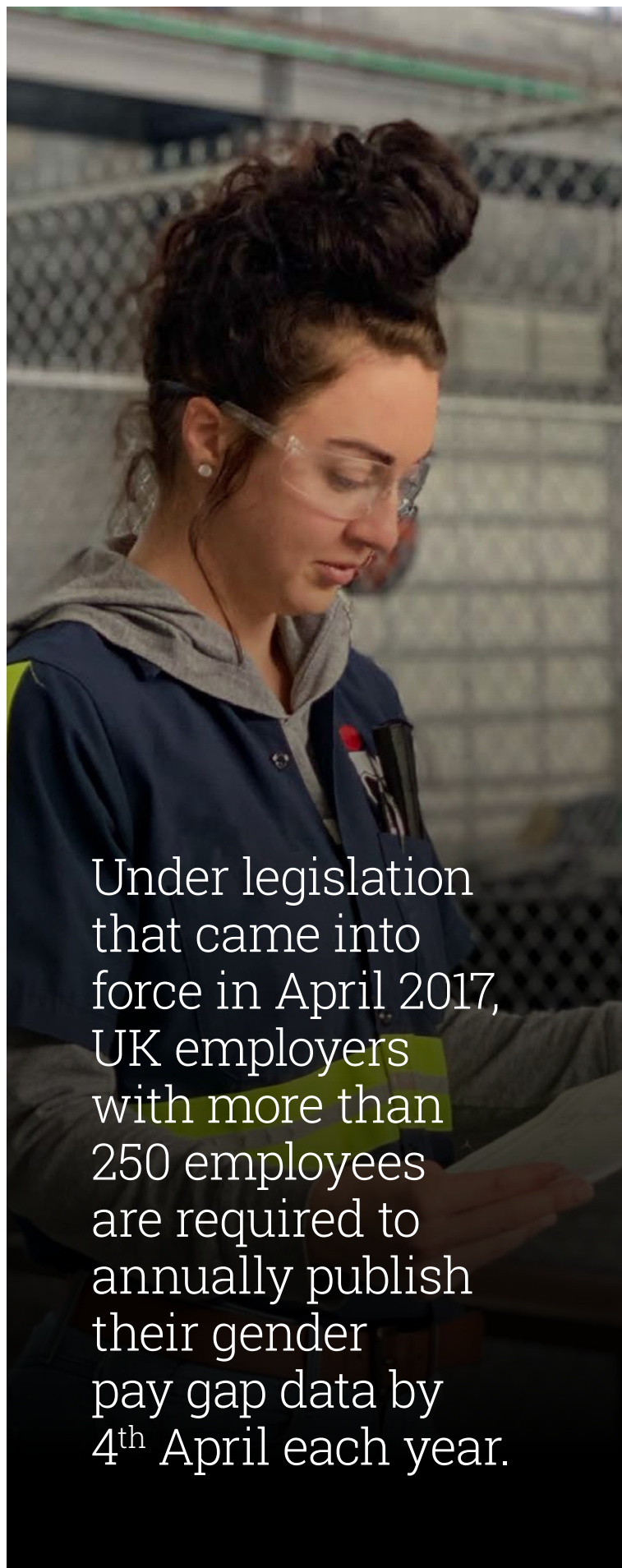
The mean is calculated by adding up the total pay of employees and dividing by the number of employees in the list. This calculation is completed separately for men and women and the totals are compared.

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.



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.

JDR gender pay gap figures 2020

The information in this section sets out the overall gender pay gap and bonus gap of our UK workforce, as of 5th April 2020.

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: 17.5%

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

Median gender pay gap: 7.0%

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

Our bonus statistics

Mean bonus gender gap: 45.9%

This shows the difference in the average total amount of bonus payments made to men and women in the 12 months to 5th April 2020

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 2020

In the 12 months to 5th April 2020:



90.4%

of women received a bonus

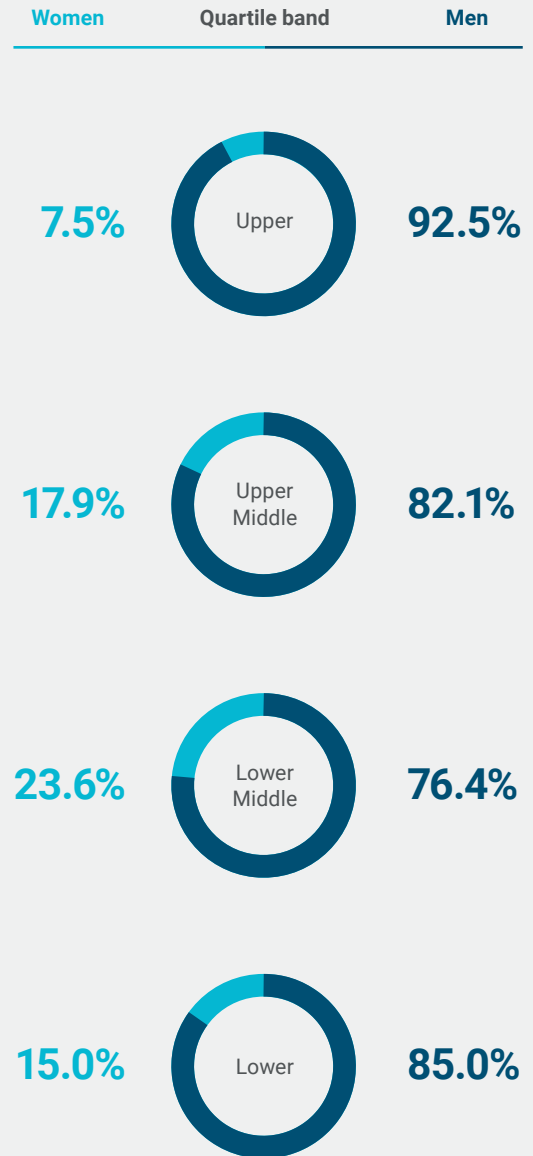


90.3%

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 gender pay gap

A high proportion of male colleagues in senior and management roles which attract higher salaries, bonuses and allowances continues to underwrite our positive gender pay gap.

We understand reducing our gender pay gap is a long term commitment and we are committed to attract, develop and retain female talent to improve diversity, inclusion and reduce our gender pay gap.

JDR's workforce is 84% male and 16% female. A gender demographic where females are underrepresented is not uncommon in our industry.

Although we have fewer female colleagues, many hold roles in professional disciplines specialising in design & engineering, legal, human resources and finance which explains why our median gender pay gap is smaller than our mean gender pay gap.

Reflections on 2020

Comparison with our 2020 gender pay gap report shows an increase on last year, this was not unexpected. JDR's female underrepresentation suggests small variances in the workforce can have a disproportionate effect on our gender pay gap.

Since last year's snapshot date we have increased the number of female colleagues, this includes the 9 female colleagues noted on our 2020 report who became 'relevant employees' for the purposes of this year's gender pay gap report.

Many of these female colleagues started in our manufacturing facility and we believe this is a significant factor in our gender pay gap increasing.

Although the pandemic has changed the way we work we do not believe the effects have influenced our gender pay gap.



Highlights of initiatives aimed at reducing our gender pay gap include:

- Bite size training sessions to re-introduce Line Managers to family friendly policies and employee rights including dependency leave, parental leave and flexible working.
- A new procedure and format for exit interviews to better analyse trends and identify any concerns that could be detrimental to our aim of reducing the gender pay gap.
- Continuation of our commitment to promote STEM activities which included JDR being featured in the national press, attending virtual industry and careers events and supporting International Women's Day.

2021 Focus

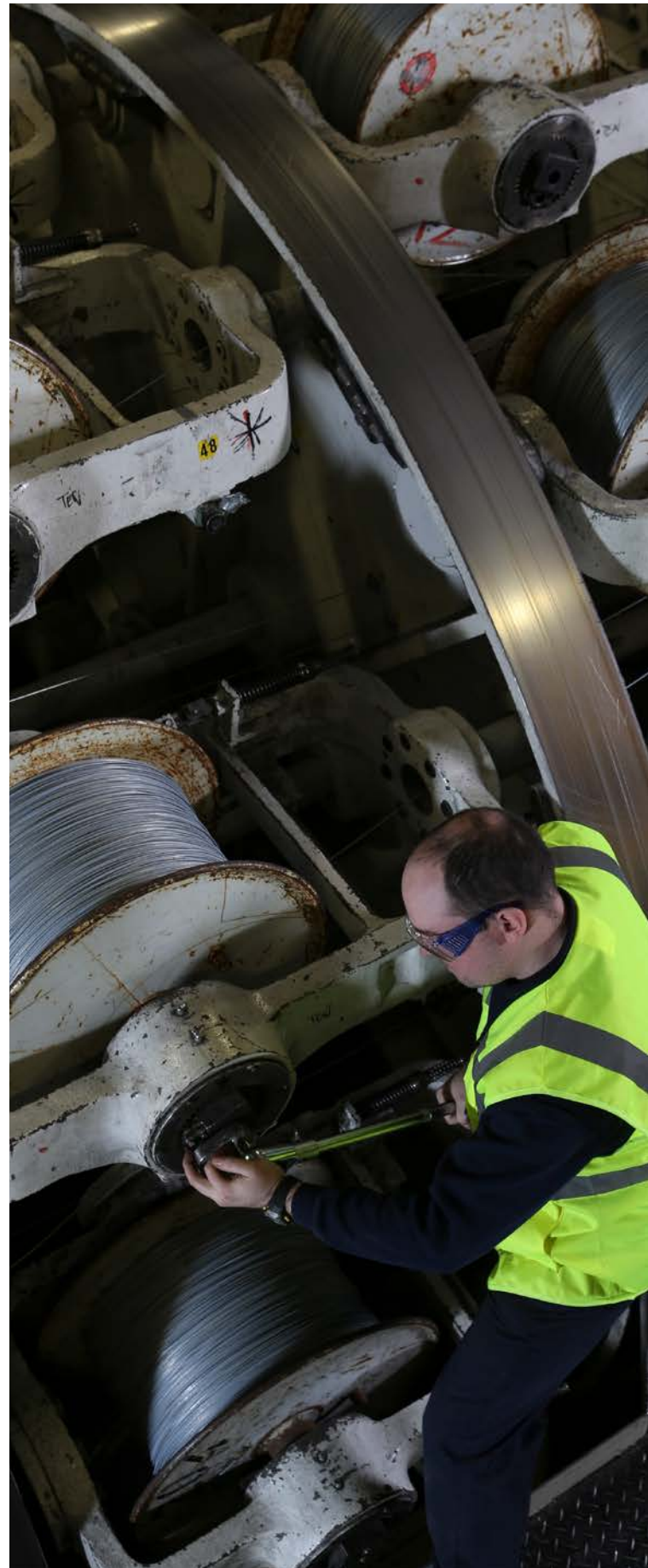
The pandemic continues to influence the way we work and operate as a business. We know from feedback colleagues initially struggled to combine home working and childcare responsibilities and we will continue to work closely with our Line Managers to ensure females are not disproportionately impacted by the effects of the pandemic and all colleagues receive the support they need to maintain their family and working commitments.

Improving opportunities for females through our commitment to STEM initiatives reduces occupational segregation barriers, reviewing family friendly policies reduces social-economic barriers and reviewing our recruitment and professional development practices to maintain best practice will support our colleagues in reaching their potential and contribute to a more diverse and better inclusive environment at all levels of JDR which will reduce our gender pay gap in the long term.

External events remain curtailed to a virtual presence but this will not prevent us from promoting and building on the excellent work we have done in the past to promote STEM careers to the designers and engineers of the future.

Having analysed the data, we know our gender pay gap is not attributable to gender pay inequality but recognise in some areas of the organisation we have a higher proportion of males in higher paying roles which is a feature representative of our industry. We know this is within our power to change and we are committed to this but understand positive changes we make now will not realise a smaller gender pay gap in the short-term.

With the support of our 'Women in Technology' group we will continue to look inwards and review, update and raise the profile of our own policies and practices so all colleagues are aware and receive the support available and opportunities to progress and maximise their potential.



Statutory Disclosures

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

Mean gender pay gap: 17.5%

Median gender pay gap: 7.0%

Mean bonus gender pay gap: 45.9%

Median bonus gender pay gap: 0%

Proportion of male employees who received bonus pay: 90.3%

Proportion of female employees who received bonus pay: 90.4%

Proportion of females in each quartile band:

Upper: 7.5%

Upper Middle: 17.9%

Lower Middle: 23.6%

Lower: 15.0%

I confirm that the above data is accurate at the snapshot date of 5th April 2020



James Young
Chief Strategy & Compliance Officer



JDR Cable Systems Limited
Apex 2, 97 Haymarket Terrace,
Edinburgh, EH12 5HD