

Gender Pay Gap 2022



Introduction

This report sets out the information and data of the gender pay gap at JDR Cable Systems Ltd (JDR) for 2021.

Our commitment to reviewing and understanding our gender pay gap continues to support our dedication to promoting a supportive culture to improve diversity and inclusion across our Company.

Although our gender pay gap reduced over the last 12 months, we recognise it is a long term commitment that forms part of our continuous business improvement initiative.

As part of our growth, our new facility in Cambois, Blyth will open by 2024 which will provide opportunities to welcome new talent into JDR and opportunities for our accomplished employees to progress professionally.



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.

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 2021

The information in this section sets out the overall gender pay gap and bonus gap of our UK workforce, as of 5th April 2021.

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: 14.7%

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: 49.8%

This shows the difference in the average total amount of bonus payments made to men and women in the 12 months to 5th April 2021

Median bonus gender gap: 42.8%

This shows the difference in the middle ranked bonus payments made to men and women in the 12 months to 5th April 2021

In the 12 months to 5th April 2021:



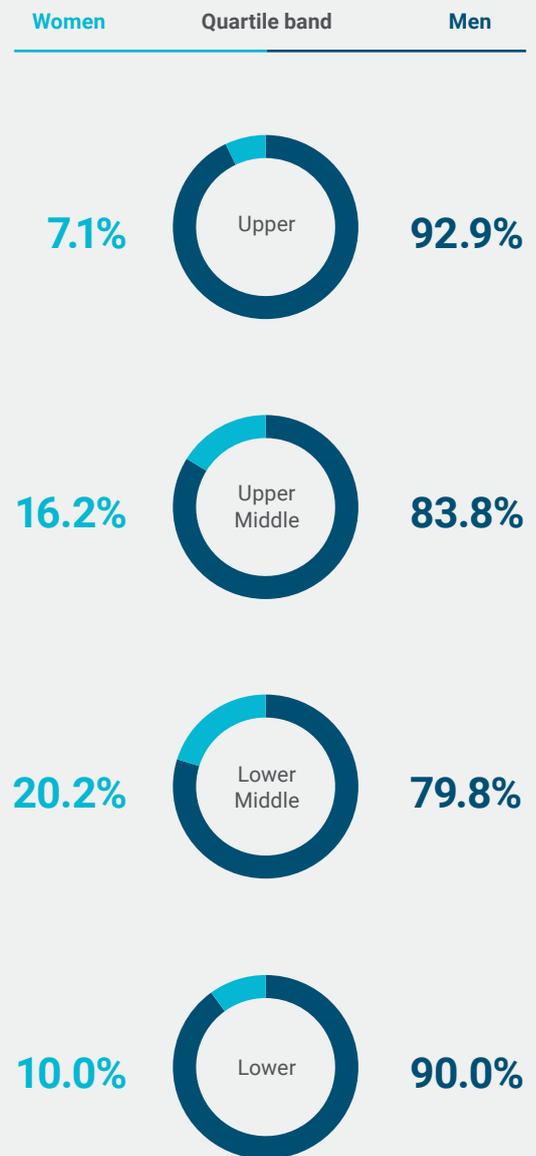
98.6%
of women
received
a bonus



98.4%
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 gender pay gap

JDR has a positive gender pay gap, but there will always be objective and legitimate reasons for pay disparity such as application of knowledge from length of service and performance in a role.

Our biggest challenge for the future will be addressing the high proportion of male colleagues in senior and management roles, a common situation inherent of historical male dominance in the industry.

These roles justifiably attract higher salaries, bonuses and allowances and female underrepresentation continues to be the main driving factor influencing our positive gender pay gap.

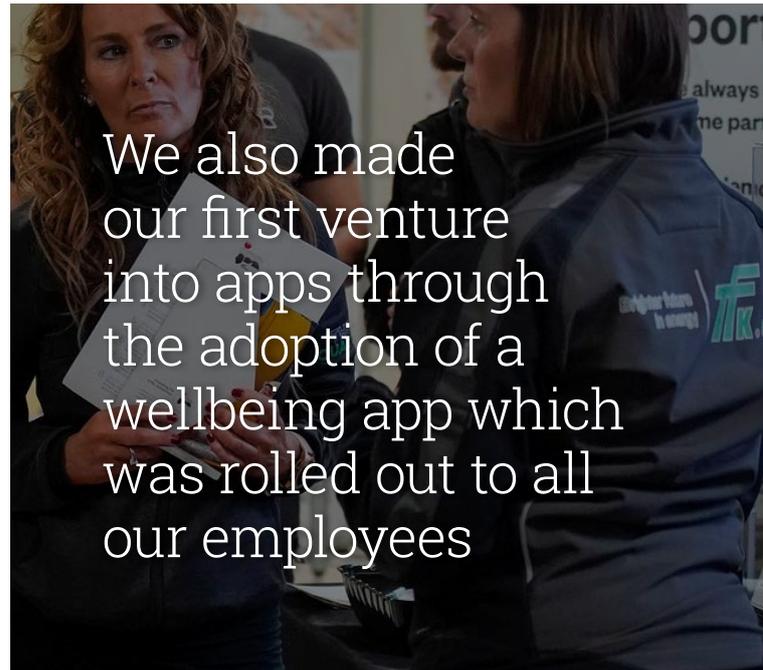
In line with our Diversity and Equality Policy and our People value, we will continue to build on the firm foundations already established and continue to positively influence diversity and inclusion across the Company and minimise barriers that deter underrepresented employee groups from applying for professional and rewarding roles.

The foundations already laid out are being demonstrated through many of our female employees holding roles in professional disciplines, with corresponding salaries, in Production, Design Engineering, Legal, Human Resources and Finance. This is why our median gender pay gap continues to be smaller than our mean gender pay gap.

Reflections on 2021

Although the pandemic created its own operational challenges to overcome we didn't lose focus on our commitment to our employees.

We remained dedicated to our employee's wellbeing to ensure they continued to be appropriately supported. The introduction of our Hybrid Working Policy and a variation to start and finishing times has empowered our employees with the opportunity to work more flexibly; reducing a known barrier for females applying for roles or progressing to senior positions.



We also made our first venture into apps through the adoption of a wellbeing app which was rolled out to all our employees, with positive feedback received.

Our turnover rate remained favourable during the pandemic which may be encouraging as a Company; however, this has limited our opportunities for females to progress their careers within JDR as there have been few roles to progress to.

We understand the key to maintaining a small gender pay gap is to address the underrepresentation of females at JDR and for this reason JDR continues to work with schools and support STEM events for the engineers of the future that will one day progress to senior roles in years to come.

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

- Partnering with local primary schools to create a STEM mentoring group
- Exhibiting at the Bring it On: The North East Exhibition for Future Engineers and National Apprenticeship week
- Introduction of a Hybrid Working Policy and a variation to start and finishing times to support a positive work/life balance such as combining work with childcare responsibilities.
- Representation on government led initiatives to support the industry to encourage more females into the industry.

2022 Focus

As pandemic restrictions are lifted, we look towards 2022 with optimism and enthusiasm for new opportunities for the Company and our employees.

The lifting of restrictions will not change the social-economic barriers and occupational segregation that still deter females from applying for roles and progressing to higher level, and higher paid, roles.

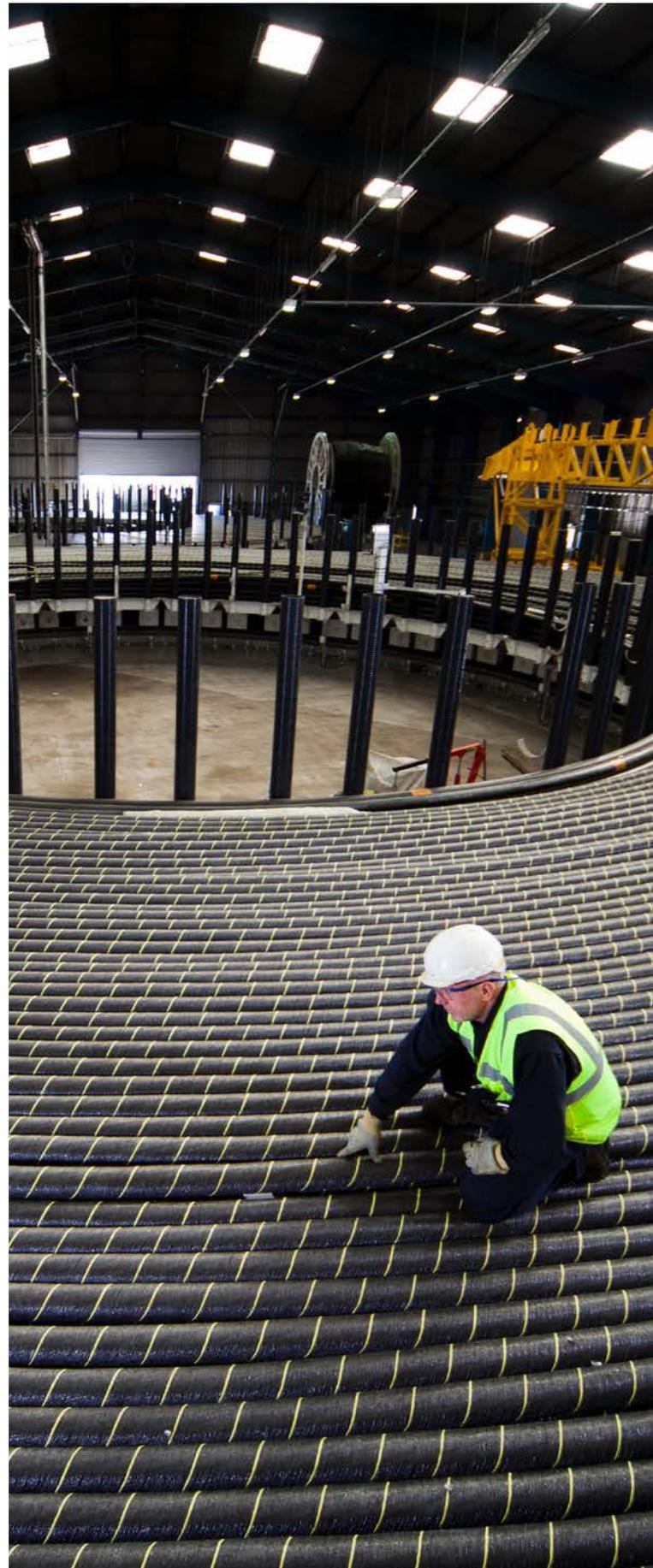
As part of our continuous business improvement, we will continue to review our recruitment processes, policies and feedback through our Employee Forums to maintain best practice and continue to reduce the social-economic barriers and occupational segregation that contribute to a positive gender pay gap.

Recruitment will begin for our manufacturing facility in Cambois, Blyth, which will open by 2024. This will present fantastic opportunities for the talent in our Company to progress professionally and create openings for new employees, which we will encourage females to apply for, to contribute to our future business success and reduce our gender pay gap.

Through our annual employee personal development programme, we will work with employees with aspirations of progression and ensure they receive the support to prepare them for their future roles.

The STEM events we support are no longer limited to virtual presentations and 2022 will bring a welcome return to face to face events to meet and inspire the engineers of the future.

We are confident that the foundation laid in previous years will continue to positively influence our gender pay gap moving forward.



Statutory Disclosures

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

Mean gender pay gap: 14.7%

Median gender pay gap: 9.5%

Mean bonus gender pay gap: 49.8%

Median bonus gender pay gap: 42.8%

Proportion of male employees who received bonus pay: 98.4%

Proportion of female employees who received bonus pay: 98.6%

Proportion of females in each quartile band:

Upper: 7.1%

Upper Middle: 16.2%

Lower Middle: 20.2%

Lower: 10.0%

I confirm that the above data is accurate at the snapshot date of 5th April 2021



James Young
Chief Strategy & Compliance Officer



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