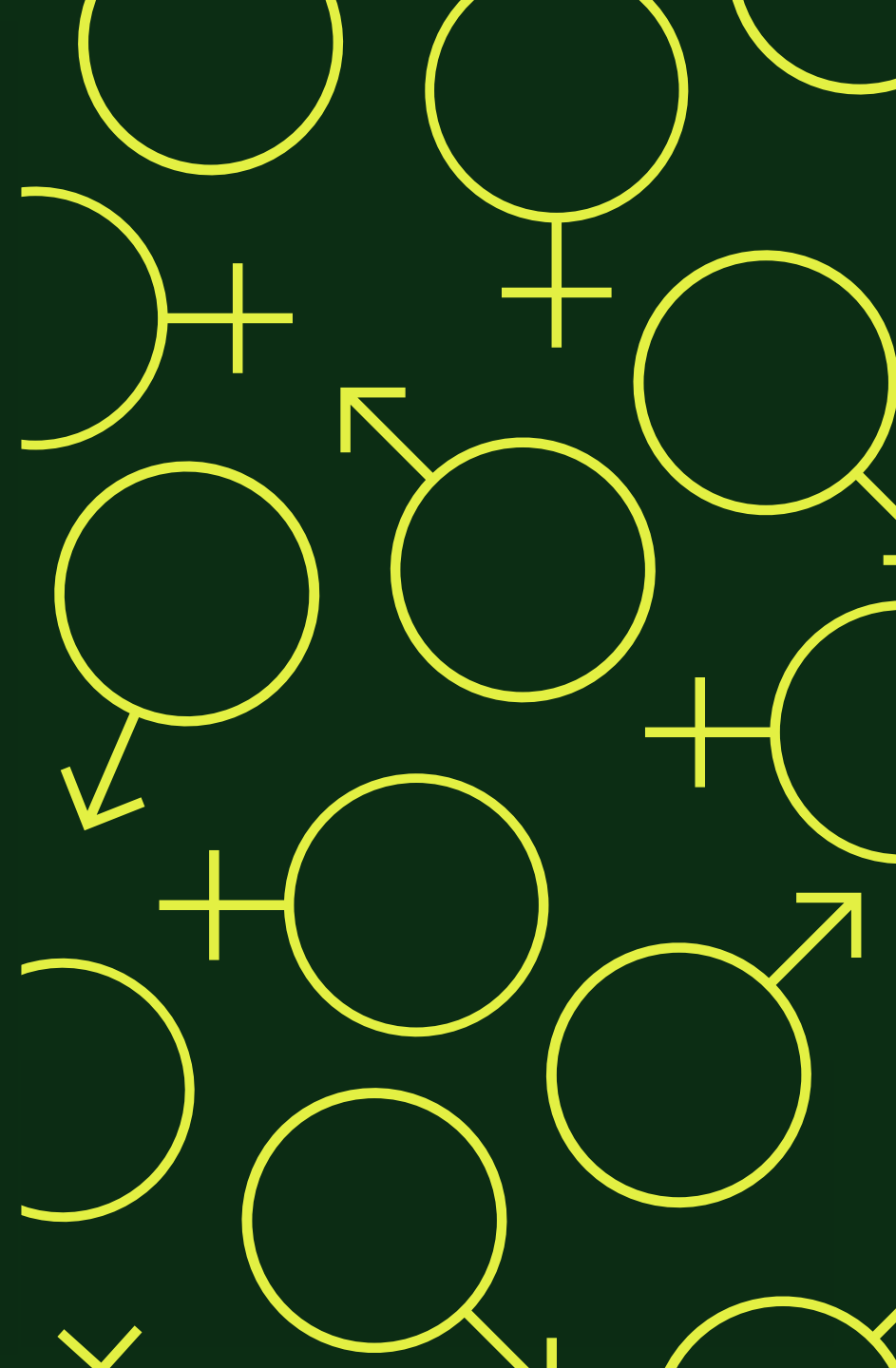


JAMES CROPPER

GENDER PAY GAP REPORT

2024



CEO SUMMARY

DAVID STIRLING

At James Cropper, we are proud of our products, history and importantly our people. We are committed to making a material difference — not only through the products we develop, but in the culture we create and the opportunities we offer. Our people are the foundation of our success, and we are proud of our diverse and highly skilled workforce of over 550 individuals in the UK. We believe that transparency, accountability and continuous improvement are essential to creating a truly inclusive workplace.

Gender Pay Gap reporting is one important tool that enables us to track progress and identify areas where we need to do more.

This year, our reported gender pay gap figures have changed. As of April 2024, our mean pay gap stands at 12.8% and our median pay gap at 7%. This shift is largely the result of people changes in our upper pay quartiles during the reporting period, which has impacted the overall balance of representation at the most senior levels.

We are not complacent and improving gender balance, particularly in senior roles and technical disciplines, remains a key focus. We are already working on a number of targeted actions — including succession planning, leadership development, job levelling and flexible career pathways — to build greater gender diversity and equity across all levels of the business.

This report reinforces the importance of our work to promote fairness, opportunity and inclusivity. We are determined to create an environment where everyone, regardless of gender or background, can thrive and contribute fully to our shared success.



COMPANY OVERVIEW

The reporting requirements state that we must report on ‘full-pay relevant’ employees and anyone who did not top their salary up to full pay is therefore not considered to meet this criteria.

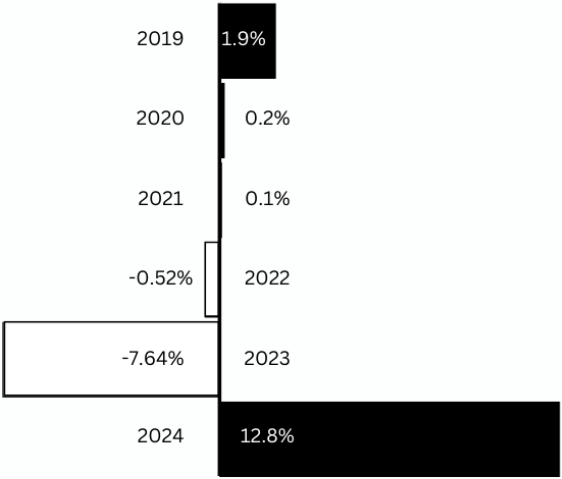
The Office of National Statistics (ONS) Provisional Gender Pay dataset median for 2024 is 13.1%.

At James Cropper, our median gender pay gap is 7%, meaning the middle hourly pay for women is 7% lower than the middle hourly pay for men across the company.

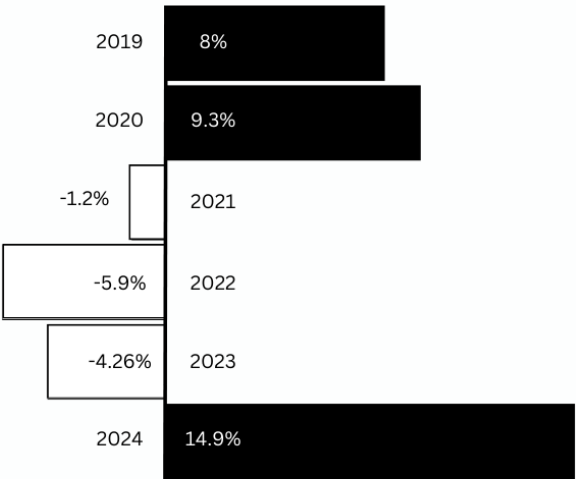
Our mean gender pay gap stands at 12.8%, indicating that the average hourly pay for women is 12.8% lower than the average hourly pay for men.

The mean is calculated by adding the average hourly salaries and dividing them by the number of employees. The resulting gap is the difference between the average male and female hourly pay figures.

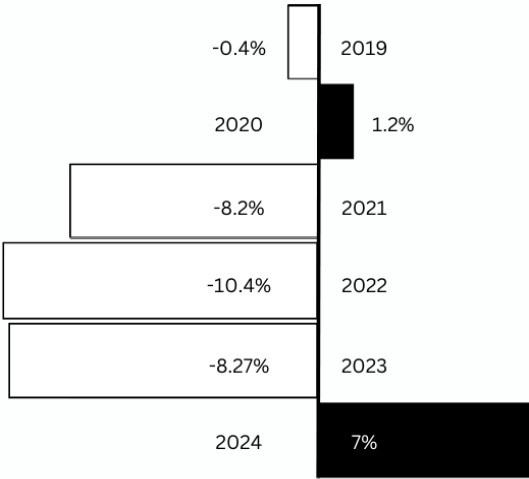
The median identifies the middle hourly pay for both male and female employees when ranked from the lowest to the highest. The resulting gap is the difference between the midpoints in the male and female hourly pay.



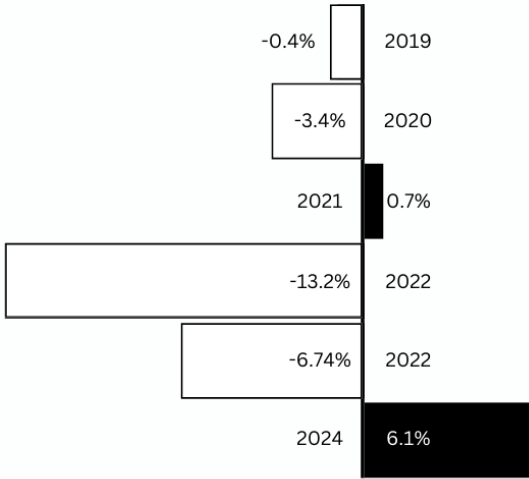
Whole Company Mean



Speciality Papers Mean



Whole Company Median



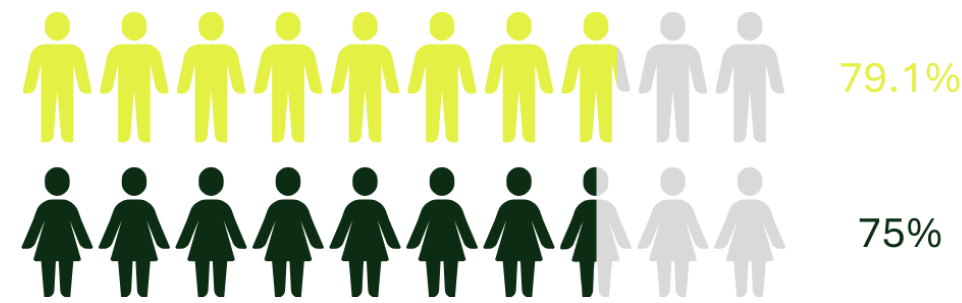
Speciality Papers Median

GENDER BONUS GAP

At James Cropper, we continue to monitor bonus pay across our workforce to ensure consistency and fairness. This year, the proportion of employees receiving a bonus remains broadly balanced between genders and reflects the consistent application of our company-wide bonus schemes.

Across the whole company, **79.1%** of men and **75%** of women received a bonus during the reporting period.

Within our Speciality Papers division, **78.6%** of men and **85.7%** of women received a bonus.



Whole Company

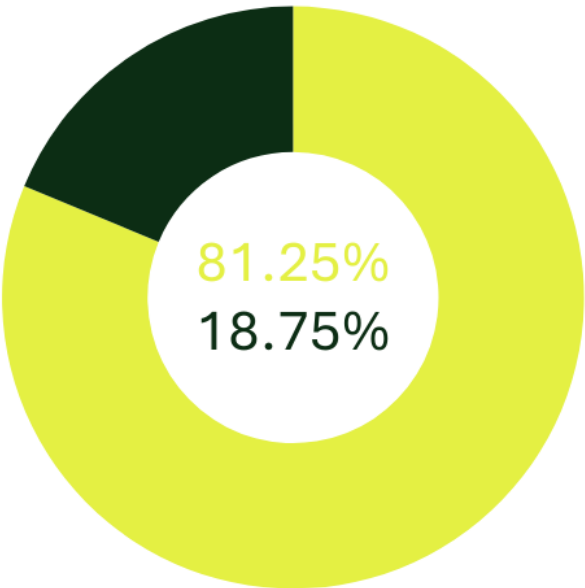


Speciality Papers

PROPORTION OF EMPLOYEES: WHOLE COMPANY

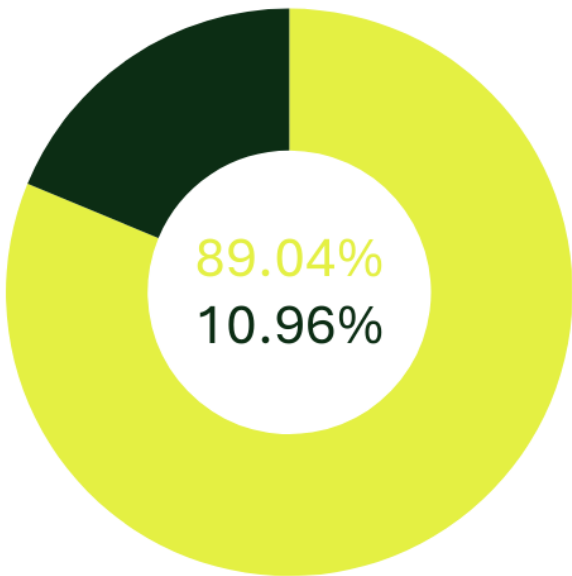
Across our UK workforce, women currently make up **18.75%** of our total employee base, compared to the UK manufacturing average of **26.1%**.

The gender distribution across pay quartiles shows that **32.8%** of roles in the lower quartile are held by women, compared to **15%** in the upper quartile. This highlights a notable shift since last year, where women held 23.33% of upper quartile roles. These shifts reflects organisational changes at the time and whilst contributing to a widening of our overall gender pay gap, highlights the importance of our ongoing efforts to improve gender balance across the group.



PROPORTION OF EMPLOYEES: SPECIALITY PAPERS

In our Speciality Papers division, women make up **10.96%** of that workforce. They are under-represented in higher paid roles, with only **7.1%** of upper quartile roles held by women. Women are more represented in the lowest quartile at **20%**, compared to just **2.9%** in the second quartile, suggesting a concentration in lower-paid roles with limited progression. This reflects the ongoing gender imbalance within operational, traditionally male-dominated roles and underlines the importance of targeted efforts in this part of the business.



Data as at 5th April 2024



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