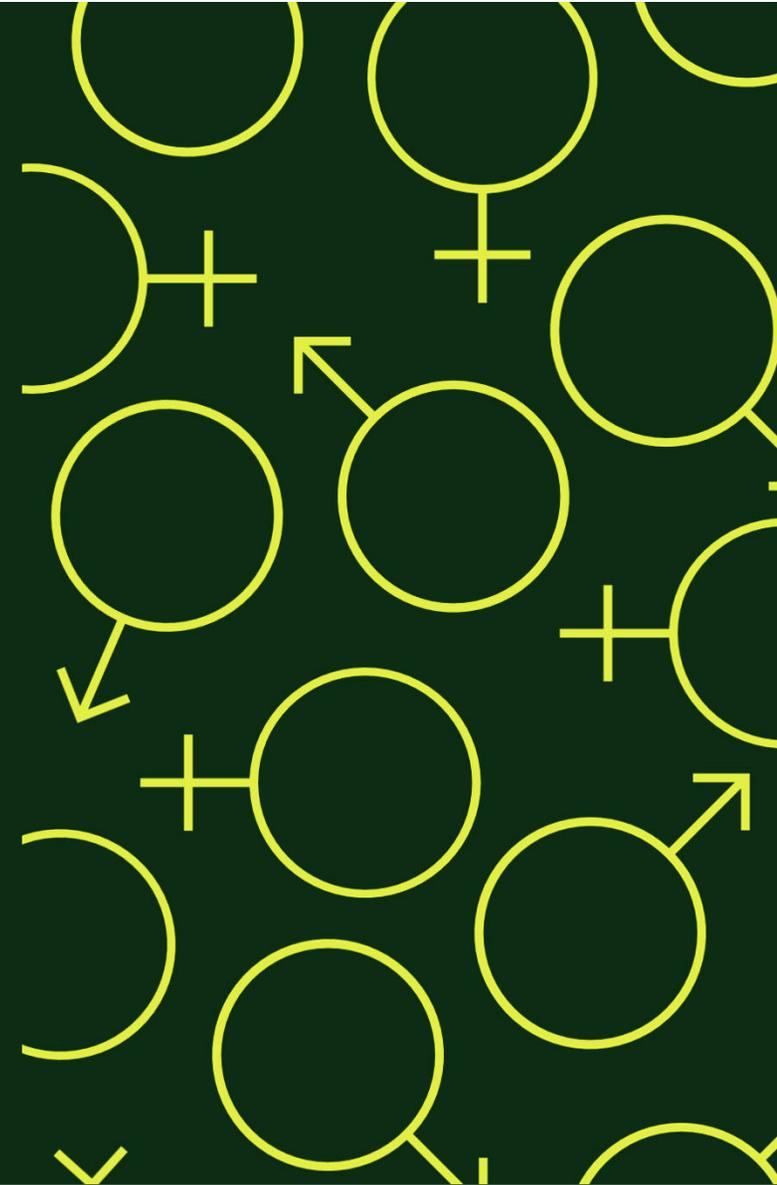


JAMES CROPPER

GENDER PAY GAP REPORT

2024 to 2025



CEO SUMMARY

DAVID STIRLING

At James Cropper, our people remain at the heart of our progress. As we continue to evolve Gender Pay Gap reporting plays an important role in helping us to understand where we are making progress and areas we need to focus on.

This year's figures show changes in gender representation across our pay quartiles, which have contributed to movement in our overall pay gap. While this reflects natural movement of our workforce over time, it also reinforces the importance of taking long-term actions to strengthen diversity across all levels of the business.

We continue to invest in building a strong and balanced pipeline of talent through targeted development, clearer progression pathways and initiatives designed to support representation in technical and senior roles.

Our goal is to create an environment where every colleague can grow, contribute and thrive.

This report reflects both our transparency and our long-term commitment to meaningful, sustainable progress toward a more inclusive future.

JAMES CROPPER



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.

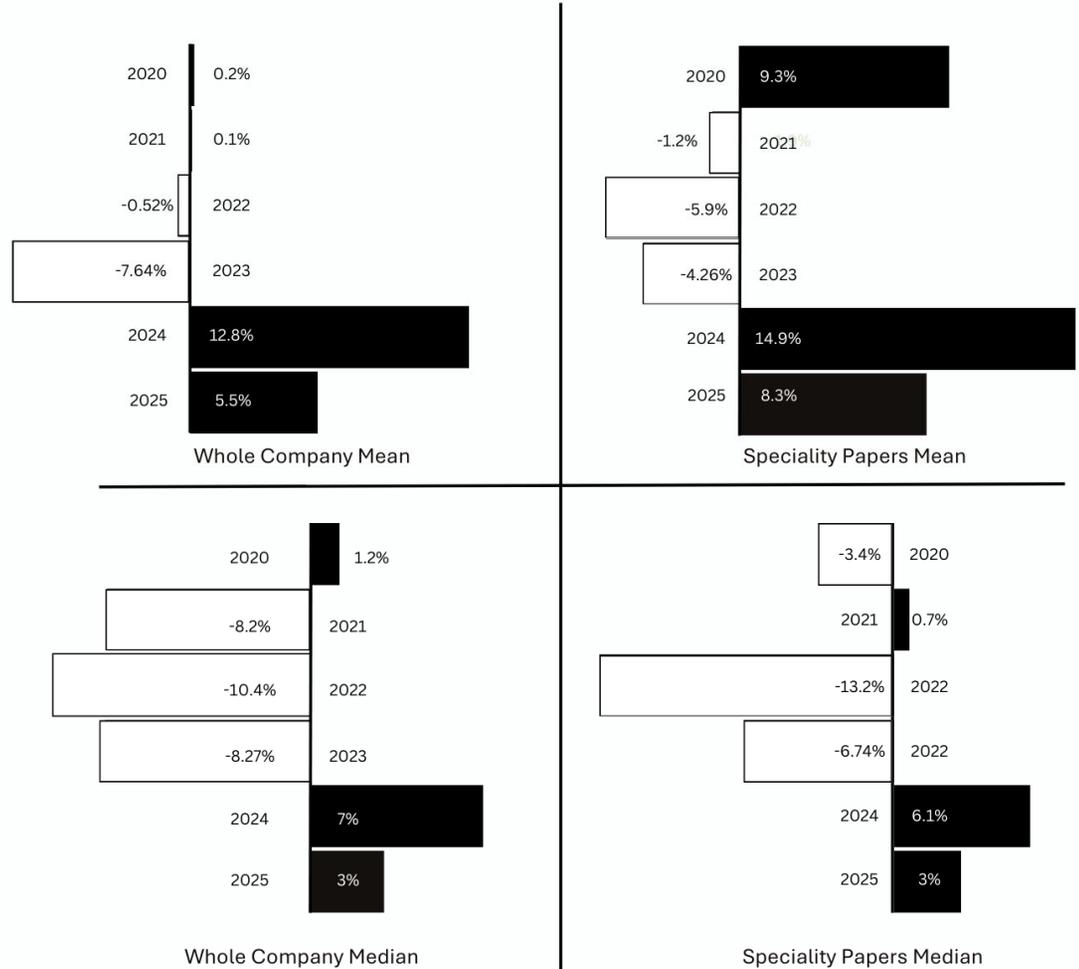
The Office of National Statistics (ONS) Provisional Gender Pay dataset median for 2025 is 6.9%.

At James Cropper, our median gender pay gap is 2.66%, meaning the middle hourly pay for women is 2.66% lower than the middle hourly pay for men across the company. This is a 4.34% improvement on our 2024 figure.

Our mean gender pay gap stands at 6.74%, indicating that the average hourly pay for women is 6.74% lower than the average hourly pay for men. This is a 6% improvement on our 2024 figure.

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.



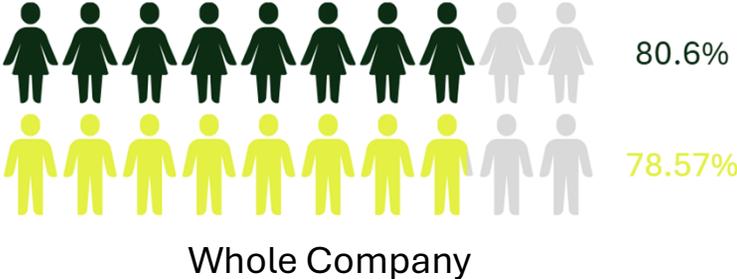
Minus values in white indicate women are paid more; plus values in black indicate men are paid more.

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, **80.6%** of men and **78.57%** of women received a bonus during the reporting period.

Within our Speciality Papers division, **78.19%** of men and **81.48%** of women received a bonus.

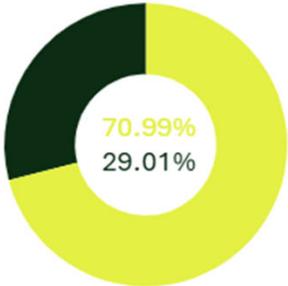
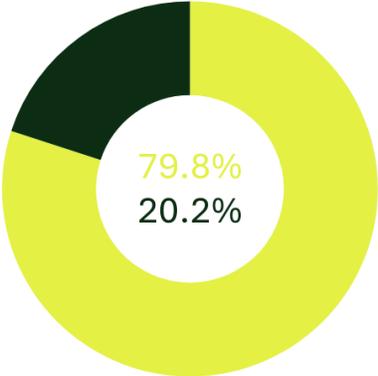


PROPORTION OF EMPLOYEES: WHOLE COMPANY

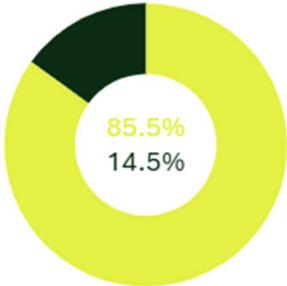
Across our UK workforce, in the 2024 to 2025 reporting year women made up **20.2%** of our total employee base, compared to the UK manufacturing average of **26.1%**.

The gender distribution across pay quartiles shows that **29.01%** of roles in the first quartile were held by women, with representation decreasing in the second and third quartiles at 14.5% and 11.45%. We see a slight increase to **17.69%** in the fourth quartile. Compared to the previous year where women represented 23.33% of fourth quartile roles, this years figures continue to represent ongoing organisational changes within our senior management levels.

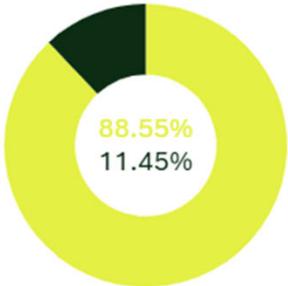
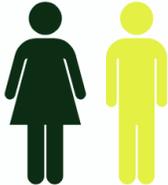
We remain committed to creating sustainable, long-term progress through ongoing initiatives that support a more balanced talent pipeline.



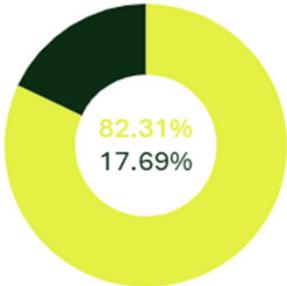
First Quartile



Second Quartile



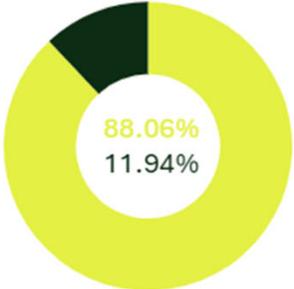
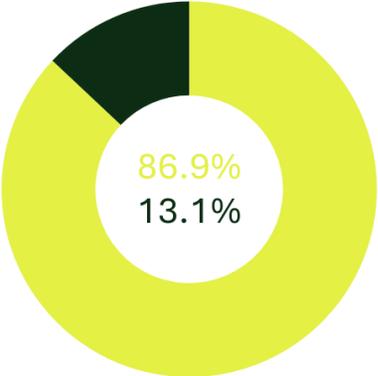
Third Quartile



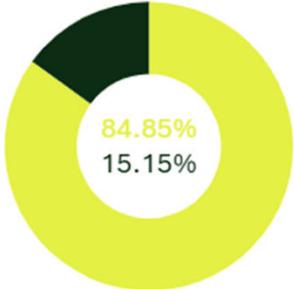
Fourth Quartile

PROPORTION OF EMPLOYEES: SPECIALITY PAPERS

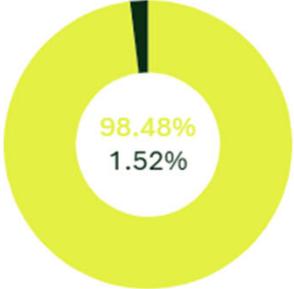
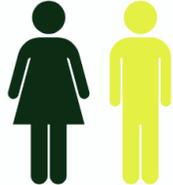
In our Speciality Papers division, women made up **13.1%** of the workforce. They are under-represented in higher paid roles, with **9.09%** of fourth quartile roles held by women. This year's figures show that female representation varies across our pay levels, with women representing 11.94% in the first quartile, 15.15% in the second quartile, and 1.52% in the third quartile.



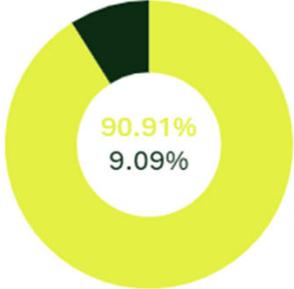
First Quartile



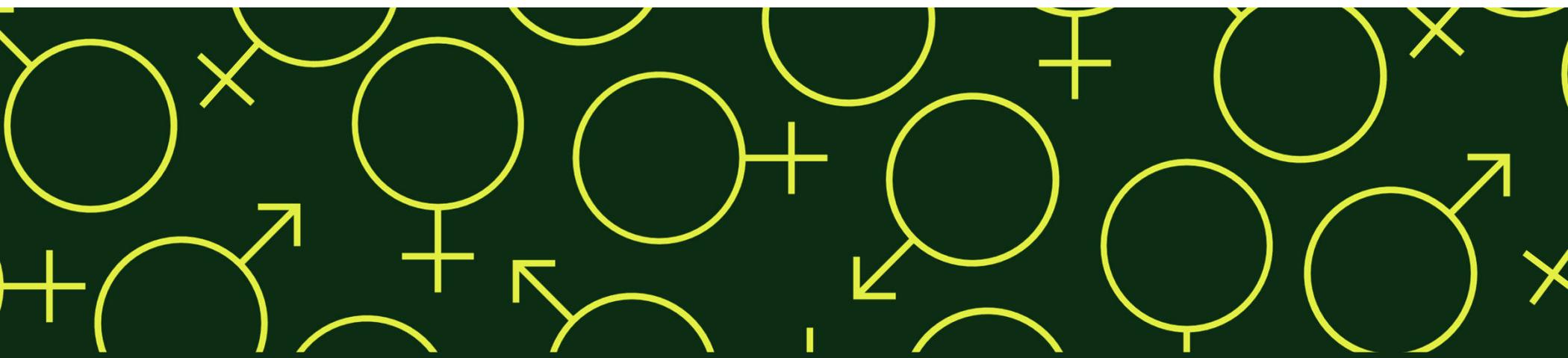
Second Quartile



Third Quartile



Fourth Quartile



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