



Gender Pay Reporting 2024

West Fraser 2024



West Fraser



West Fraser Europe Limited believes inclusive, diverse teams build a more vibrant workforce, safer operations, and a stronger company overall. We strive to create workplaces and leadership teams that are reflective of the communities where we live and work. Creating a culture of belonging for all employees aligns with our other core values of teamwork, respect, humility and integrity.

Our diversity, equity and inclusion approach applies to all levels of our organisation and is foundational to achieving our strategic objectives to attract and retain engaged, talented, and high-performing people.

This is reinforced through our global **Diversity, Equity, and Inclusion (DEI) policy**, as well as the Company **Indigenous Peoples' policy, Code of Conduct**, UK Equal Opportunity policy (attached), and UK Bullying & Harassment policy (attached).

West Fraser is a diversified wood products company with more than 60 facilities in Canada, the United States and Europe. From responsibly sourced and sustainably managed forest resources, the company produces lumber, engineered wood (OSB, LVL, MDF, plywood, particleboard), and other products including pulp, newsprint, wood chips and renewable energy. We

have one facility operating in Belgium and three in the UK, as well as the Cowie Head Office. West Fraser Europe Limited had 663 at the time of the snapshot date of April 2023.

Our UK-manufactured products are used extensively in the construction, DIY and furniture sectors. Our brands, SterlingOSB Zero, CaberFloor and CaberMDF, are well known in the construction industry and are commonly specified by architects, national housebuilders and specifiers.

 **SterlingOSB® Zero®**

 **CaberFloor®**

 **CaberMDF®**



Definitions

1. Mean Gender Pay Gap:

The difference between the mean (average) hourly pay rate for all men and women in an organisation and the pay rate for women as a percentage of the mean hourly rate for men.

2. Median Gender Pay Gap::

The difference between the median (mid-point) hourly pay rate for all men and women in an organisation and the pay rate for women as a percentage of the median hourly rate for men.

3. Mean Bonus Pay Gap:

The difference between the mean (average) value of bonus for all men and women as a percentage of the mean bonus for men.

4. Median Bonus Pay Gap:

The difference between the median (mid-point) value of bonus for all men and women as a percentage of the median bonus for men.

5. Bonus Payment:

Proportion of male and females receiving a bonus.

6. Quartile pay distribution:

The proportion of men and women in each 25% quartile of an employer's pay structure. The hourly pay rates for men and women are ordered from lowest to highest and divided into four equal sections – lower, lower-middle, upper-middle and upper. The number of women and men in each quartile are calculated as a percentage of the total employees within the quartile that impacts our data at West Fraser.





Demographics

663 EMPLOYEES



2023 Data for West Fraser UK Operations

The following table separates our entire workforce into four quartiles based on the salaries that are paid to these employees. These Quartiles are then further broken down into the number and proportion, expressed as a percentage, of male and female employees in each quartile.

Difference % Men v Women	All
Mean Hourly Rate	4.71%
Median Hourly Rate	7.49%
Mean Basic pay	4.71%
Median Basic pay	7.49%
Mean Bonus / SMIS	5.18%
Median Bonus SMIS	0.00%
Mean Earning Basic + Bonus	3.81%
Median Earnings Basic + Bonus	5.30%

This data shows the difference between the average earnings of all male and female colleagues, regardless of their role or seniority, and has been submitted to the UK Government.

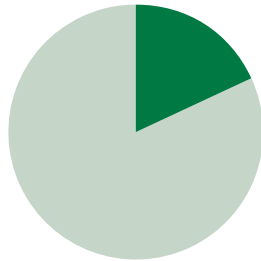


Sending a message to our support team

The split across each percentile group is fairly evenly spread.

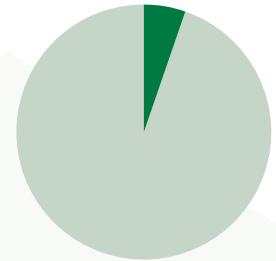
Lower

Male **81.82%**
Female **18.18%**



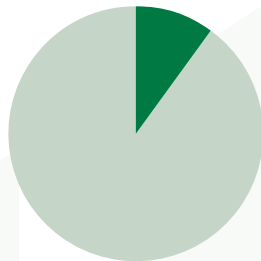
Lower Middle

Male **94.55%**
Female **5.45%**



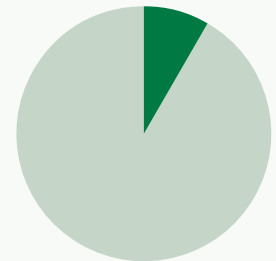
Upper Middle

Male **89.76%**
Female **10.24%**



Upper

Male **91.62%**
Female **8.38%**



A pay gap exists because of an imbalance in the proportion of men and women across all levels of the organisation. We have a greater proportion of men in higher paid roles and employed across the UK Business. Therefore, the average rate of pay for a man is higher than a woman's, resulting in a pay gap.

This is not the same as equal pay where it is the legal requirement for men and women to be paid the same for performing the same work or work of equal value.

At West Fraser our approach is that we pay all employees fairly and equally for the roles performed, regardless of gender.

We remain committed to increasing the diversity of our workforce at all levels. We believe in nurturing talent so people can grow and succeed and make a contribution that is truly theirs.

We believe that everyone, regardless of gender or biological sex, can grow and achieve their full potential at West Fraser. We know different perspectives, and the individual, unique contributions of our people build vibrant workforces and safer operations. Our goal is to implement DEI plans and actions at every level in the organization to improve representation of our leadership and workforce. We report out on our global strategy and representation metrics in our annual Sustainability Report.



This past year, key initiatives in the UK included:

- Rolling out West Fraser DEI training to all employees (an evolution of our previous unconscious bias training)
- Continuing to leverage job fairs (attended 10 in 2023) and external partnerships to grow our talent pool in a manner reflecting our operating communities, including the UK Graduate Programme, Modern Apprenticeships, Career Ready, and partnering with Strathclyde University in Glasgow to support the Engineering the Future for Girls Programme.
- West Fraser Scholarship Programme to assist both merit and widening access students (students from less advantaged backgrounds to study Engineering Degrees) at Strathclyde University.
- Launching online training on goal planning and the performance development process to leaders and salaried employees to promote ongoing individual ownership and completion of annual personal development plans
- Implementing a centralized payroll system to support consistent reporting of data including representation metrics across the Company
- Creating a European DEI Committee, as well as continuing support for the UK Young Professionals Network
- Designating a representative from the UK to participate on the President's DEI Council
- Translating global HR policies and guidelines to Flemish, to improve accessibility
- Publishing Company-wide guidelines on DEI committees, inclusive language, mentorship, and Employee Resource Groups
- Expanding West Fraser leadership training to UK employees
- Completing a job title assessment across the Company to ensure gender neutral language
- Launching a DEI Leader's Library, an online hub for leaders to support alignment and education





Next steps in our DEI strategy include:

- Increasing divisional commitment and results
- Considering further DEI education for leaders
- Rolling out a Company-wide diversity dashboard
- Continually communicating and growing our DEI Leader's Library
- Intentionally soliciting employee input through further integration with existing processes including exit interviews, President's DEI Council, the European DEI Committee, and other diversity groups



Our diversity, equity, and inclusion approach is foundational to achieving our strategic objectives to attract and retain engaged, talented, and high-performing people. Creating a culture of belonging for all employees is a goal at West Fraser, and we are focused on better understanding and evolving our employee experience.

I, Steve Roebuck, EHS Director, confirm that the information in this statement is accurate.

A handwritten signature in black ink, appearing to read "Steve Roebuck".

Steve Roebuck
EHS Director

Dated: April 2024