



Gender Pay Reporting 2025

West Fraser 2025



West Fraser



West Fraser Europe Limited believes inclusive, diverse teams build a more vibrant workforce, safer operations, and a stronger company overall. We are committed to creating and maintaining a working environment that is as fair, inclusive, diverse, and as supportive as possible for our colleagues.

Diversity, equity and inclusion initiatives benefit our employees and strengthen the overall health and success of the business, aligning ethical behaviour with inclusive practices to create a thriving, productive and diverse workforce. We equip all employees with the knowledge and tools to conduct themselves in a way that models our values and goals of Excellence in Performance and People. This includes mandatory training that underpins our Business Code of Conduct and training in topics such as inclusion and unconscious bias, anti-bullying, harassment, and violence, anti-trust compliance, and other training that supports sustainable business practices.

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 two in the UK, as well as the Cowie Head Office.

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®**

West Fraser is committed to ensuring equitable and fair pay and in reducing our gender pay gap. Actions around this include designating a representative from the UK to participate in the President's DEI Council to promote organisation-wide best practices.



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

468 EMPLOYEES



2024 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	0.21%
Median Hourly Rate	-8.05%
Mean Basic pay	0.21%
Median Basic pay	-13.45%
Mean Bonus / SMIS	0.00%
Median Bonus SMIS	0.00%
Mean Earning Basic + Bonus	0.21%
Median Earnings Basic + Bonus	-13.45%

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.

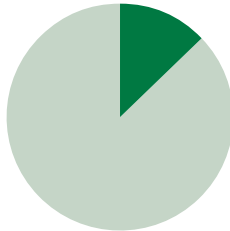


Understanding our Pay Gap

The split across each percentile group is fairly evenly spread.

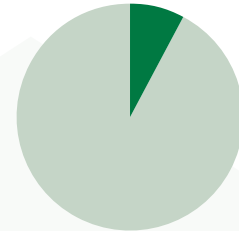
Lower

Male **87.18%**
Female **12.82%**



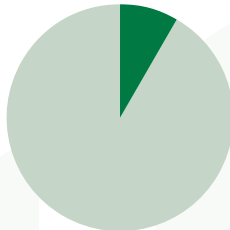
Lower Middle

Male **92.31%**
Female **7.69%**



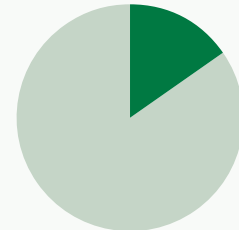
Upper Middle

Male **91.45%**
Female **8.55%**



Upper

Male **84.62%**
Female **15.38%**



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 have processes in place to ensure decisions are fair, equitable and consistent and we continually assess industry data and market trends to ensure that our salaries are competitive. We continue to assess opportunities, including training and ergonomic assessments, to incorporate best practices and remove barriers which may impact an employee being successful in their job.

Our goal is to continue to implement DEI plans and actions at every level in the organization to improve representation of our leadership and workforce.

West Fraser also reports on our global strategy and representation metrics in our annual Sustainability Report.



To promote education and awareness on this important Company focus area, our employees complete the following training:

- Advancing a Diverse, Inclusive, High Performing Culture at West Fraser
- Bullying and Harassment Prevention
- Sexual Harassment Awareness
- West Fraser Code of Conduct



We have begun third-party DEI training for managers to reinforce expectations, which will continue into the second quarter of the year.

We continue to leverage job fairs, and we partnered with 14 local schools / colleges to help attract diverse talent as well as involve our people in community events. We continue to grow with Strathclyde University in Glasgow to support the Engineering the Future for Girls STEM Programme, as well as the West Fraser Scholarship Programme to assist both merit and widening access students (students from less advantaged backgrounds to study Engineering Degrees) at Strathclyde University. We have also increased our presence at Nairn Academy, Inverness and are STEM Ambassadors.



We support employee-led initiatives such as employee resource groups and mentorship programs that provide platforms for employees to share their experiences, improve understanding and awareness, and identify opportunities in a safe and caring environment.



We also encourage employees to set development objectives to improve skills in their current role, build skills to take on new roles, and support organisational objectives. We offer leadership development training to build talent across our workforce and give everyone the opportunity to grow and succeed.

This past year, we also introduced a new wellness benefits provider to improve employee resources and support. We continue to engage with local communities to make a meaningful difference by supporting groups such as Mikeysline and events like Stirling Pride.



Next steps in our DEI strategy include:

- Increasing divisional commitment and results
- 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



Whilst we celebrate where we are today, we know that progress can always be made and through our company policies and practices we are committed to shaping a more inclusive and successful long-term business.

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 2025