

RWC UK Gender Pay Gap Report

2024



Plumbing matters. We make it better.

At RWC we are committed to fostering a culture of diversity, equity and inclusion. We understand that achieving gender parity is both a moral and a strategic imperative for the success and sustainability of our organisation.

This report is a testament to our unwavering dedication to transparency and accountability. It reflects our commitment to confronting the challenges that hinder equal opportunities for all employees, regardless of gender, and taking decisive action to address any disparities that may exist within our workforce.

Our report is the result of an in-depth analysis conducted across all levels and departments of our company. It provides an accurate and comprehensive snapshot of the existing pay gaps between male and female employees within our organisation.

While the findings of this report may reveal areas where we need to improve, we view it as an opportunity for growth. Our commitment to closing the gender pay gap is steadfast, and we are prepared to take decisive action to rectify any imbalances identified.

By ensuring pay equity, we not only foster a culture of fairness and equal opportunity but also empower our employees to thrive and reach their full potential.

In this report, you will find a detailed analysis of the gender pay gap within RWC, as well as our action plan.



What is the gender pay gap?

The gender pay gap is not the same as equal pay:

Gender Pay compares average pay (both mean average and median average, for hourly pay and bonus pay) for men and women.

Gender pay is therefore impacted by the number of men and women at different levels of seniority throughout the organisation.

Equal Pay is determined by assessing whether men and women are paid equally for doing the same work or work of equal value.

At RWC, we have policies and processes in place to ensure that our male and female colleagues are paid the same for work of equal value.

Positive %
= female employees having **lower pay or bonuses** v. male employees

Negative %
= female employees having **higher pay or bonuses** v. male employees

Note: The gender pay gap is calculated using pay during April 2024.
The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months to 5 April 2024.

How the mean pay gap is calculated?

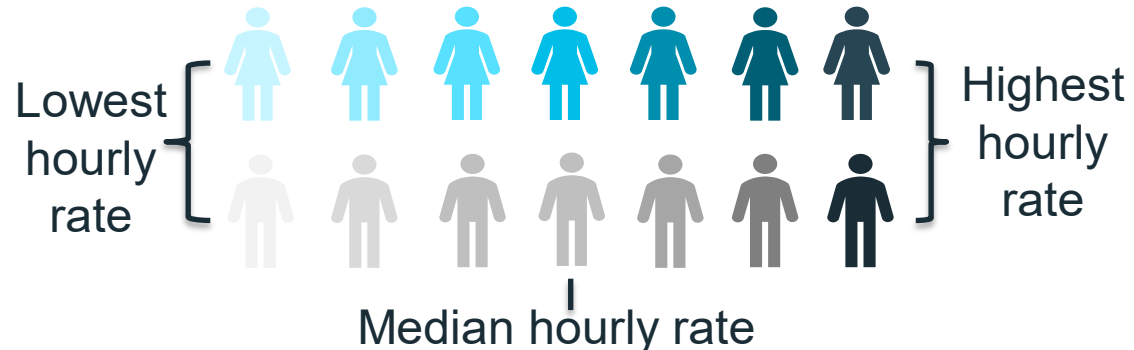
The mean pay gap is the difference between average male and female pay.



How the median pay gap is calculated?

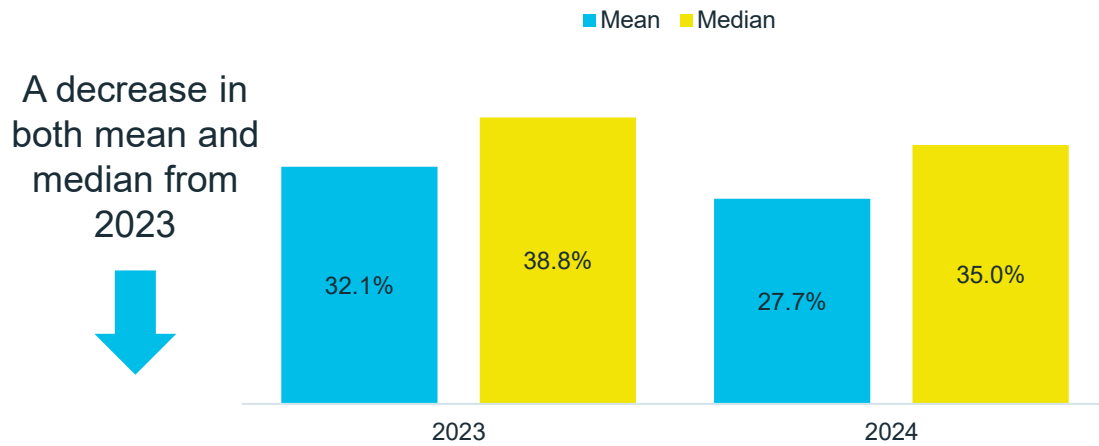
The median represents the middle point of a population. Imagine all the female employees standing in a line in order of their hourly rate and a separate line of men, also standing in order of their hourly rate, the median would be the middle person in each line.

The median pay gap is the difference between the middle female's hourly rate of pay compared to the middle male's hourly rate of pay.

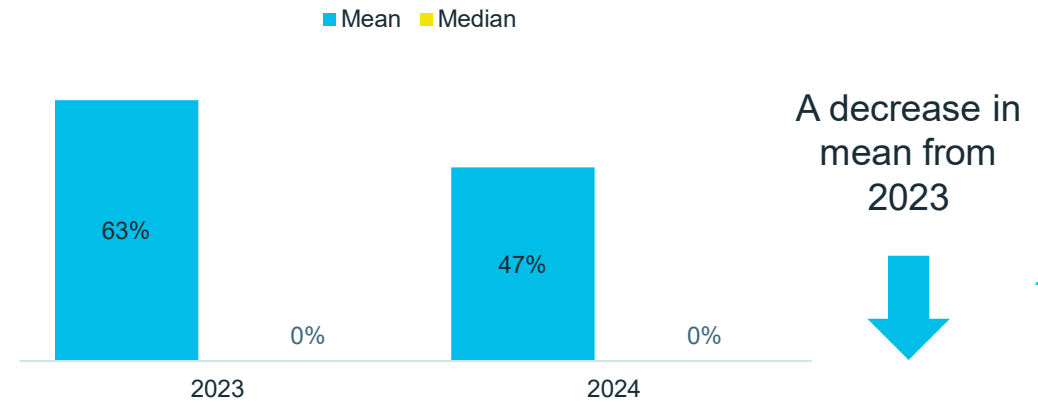


Our gender pay gap 2024

Hourly pay

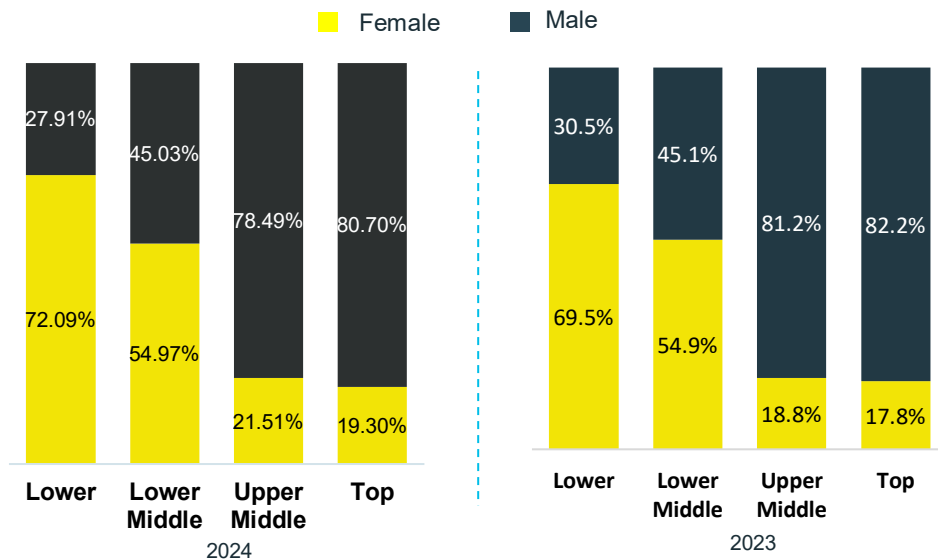
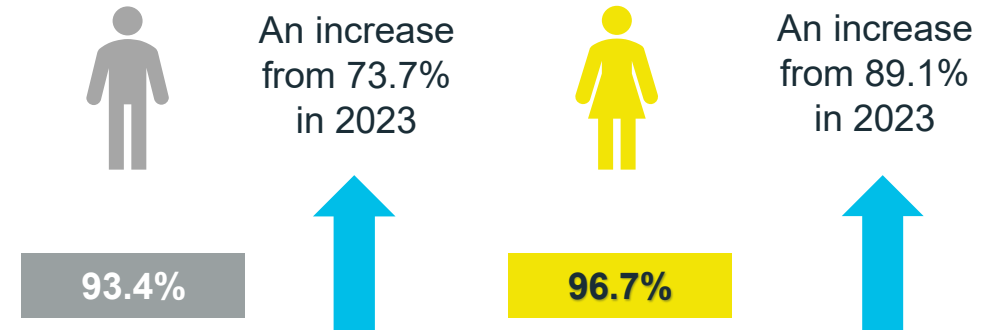


Bonus pay



Our median has remained consistent at 0% as most of our employees received the same Christmas bonus.

Proportion of colleagues receiving a bonus



Our gender pay gap explained

Hourly pay gap

We are pleased to observe an improvement in our gender pay gap figures. This is attributable to the measures we have implemented over the last few years. We explain below why our pay gap continues to exist and why it has changed since 2023.

Why do we have a pay gap?

We have more senior leaders, skilled and technical engineering roles which are undertaken by males (76% are levels 3-9) which attract a higher salary, and more females within the lower paid unskilled manufacturing roles (levels 10 & 11), such as machine operators/ assemblers who generally earn just above the national living wage.

Why do we have a bonus pay gap?

In 2024, 95% of colleagues received a form of bonus, which was mainly made up of the non-contractual/discretionary Christmas bonus for colleagues with more than 3 months' service. 18% of colleagues also received a performance related bonus which was applicable to senior leaders, their direct reports and Sales colleagues.

Our bonus pay gap has reduced partly due to a restructure whereby we now have more females as part of our senior leadership team who receive higher bonuses as well as a small increase in females within our sales team.

*Note: The gender pay gap is calculated using pay during April 2024.
The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months to 5 April 2024.

About RWC

798 Colleagues in the UK

3 sites in the UK

RWC includes a broad spectrum of employees, from our senior leadership team, professional services, supply chain & operations

Currently made up of **58.4%** males and **41.6%** females

37% of UK colleagues are directly involved in the manufacturing of our products of which **70%** are female.

43% of UK colleagues are indirectly involved in the manufacture or our products of which only **7%** are female.

19% of UK colleagues work within Professional Services of which **43%** are female. Within this area our sales team makes up **35%** however, only **20%** are female.

*Numbers based as of 5 April 2024.

Our action plan



To develop a fully inclusive culture within RWC our aim is to focus on

1

Assessment and Analysis

- We regularly monitor data to check for any equal pay discrepancies.
- Evaluate factors contributing to the pay gap, such as job responsibilities, performance evaluations, and years of experience.
- Address any unjustified pay differences and implement corrective measures.

4

Employee Engagement

- The women's network have held focus groups to understand views and experiences of women at RWC.
- We highlighted relatable stories of successful women on women in engineering day.
- Encourage women to join the women in engineering society.
- Improve communication about events celebrating women & make them aware of opportunities within the Company.
- Offer mentorship and develop Individual Development Plans for women who wish to progress in the Company.

2

Transparent Compensation Policies

- We have developed a clear and transparent compensation policy that outlines how pay decisions are made, emphasising fairness and equal treatment.

5

Apprenticeships and Undergraduates

- Continue to encourage our partner educational establishments to promote our careers in engineering apprenticeships following completion of their A-Levels.
- Continue to nurture our relationship with Brunel university, offering undergraduate placements in engineering.

3

Inclusive Recruitment

- Use skills and behaviours as a foundation for hiring and continue the use cross functional panels for selection.
- Train hiring managers to hire transparently and fairly against behaviours so there is no bias.
- Working with 3rd parties who specialise in recruitment for under-represented groups to support and encourage those into an engineering career. Inclusive of our ongoing partnership with Barnhill Schools and Langley College to encourage women into careers in engineering.

6

Learning and Development

- Continue to run the Aspiring Managers, Foundation Management Development and Managing Your Career at RWC programmes, ensuring representation of women on all programmes.

Our commitment

We understand that to reduce our gender pay gap it will take time and we will continue to develop our culture through:

Focusing on improving gender diversity in senior leadership, management & technical positions.

Embedding ERGs, creating a clear rhythm of meetings, sharing regular updates and amplifying colleague voices for under-represented groups.

Conducting a review on our end-to-end recruitment process to identify what's working well and where we can make further improvements.

Increase awareness around key topics such as disability, mental health, neurodiversity, women's health and reviewing a range of policies to ensure they're fit for purpose and inclusive.

Whilst we have great confidence that our initiatives will help us close the pay gap over time, we will continue to work towards becoming a more inclusive, diverse and equality driven employer.

Sarah Brook
Director of Human Resources EMEA

Dixon Thuston
EVP, President EMEA

RWC

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