

RWC UK Gender Pay Gap Report

2025



Plumbing matters. We make it better.

At RWC we are committed to fostering a culture of opportunity and belonging for all. We understand that achieving gender parity is important for our organisation.

This report is a testament to our unwavering commitment to transparency and accountability. We are determined to confront the challenges that hinder equal opportunities for all employees 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 unwavering.

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

How the mean pay gap is calculated?

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

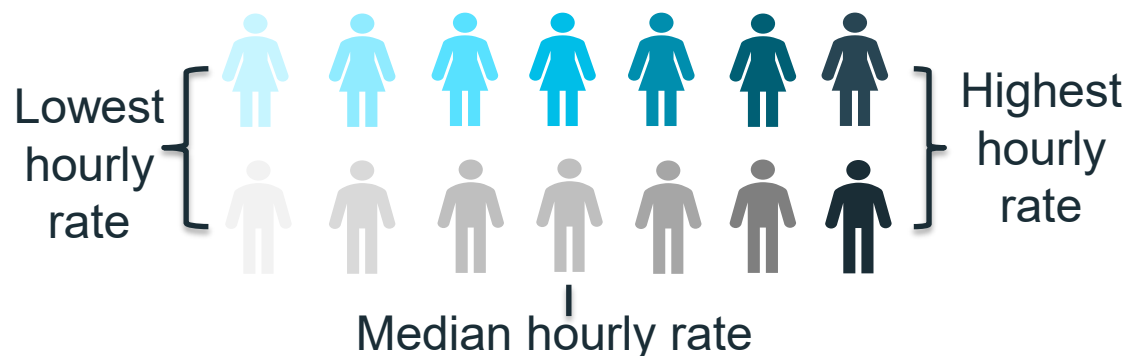
$$\frac{\text{Total male pay}}{\text{Total male employees}} \text{ VS } \frac{\text{Total female pay}}{\text{Total female employees}} = \% \text{ mean gender pay gap}$$

Note: The gender pay gap is calculated using pay during April 2025.
The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months to 5 April 2025.

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.

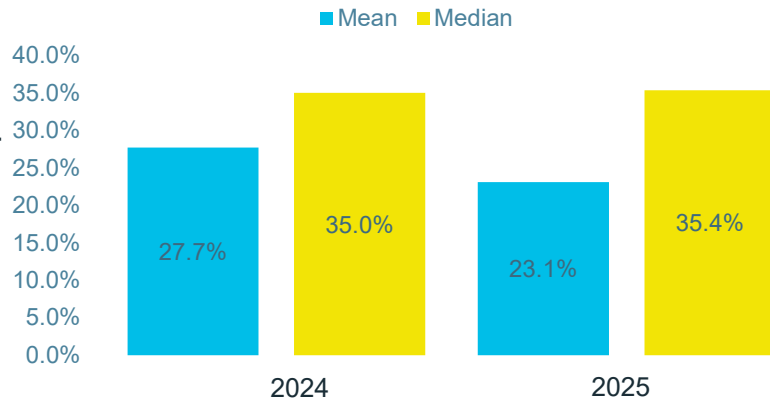
The median pay gap is the difference between the middle female's hourly rate of pay compared to the middle male's hourly rate of pay.



Our gender pay gap 2025

Hourly pay

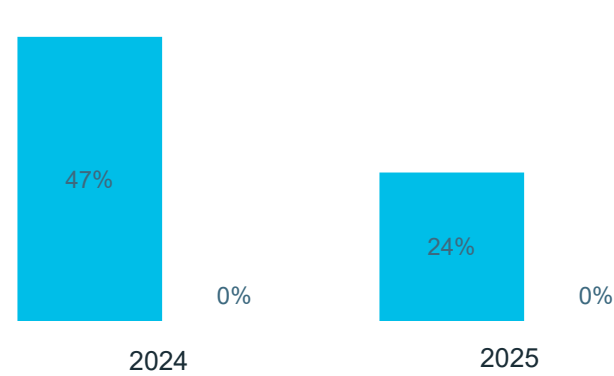
A decrease in mean from 2024 with a stable median



Bonus pay

50%
45%
40%
35%
30%
25%
20%
15%
10%
5%
0%

■ Mean ■ Median



A significant decrease in mean from 2024



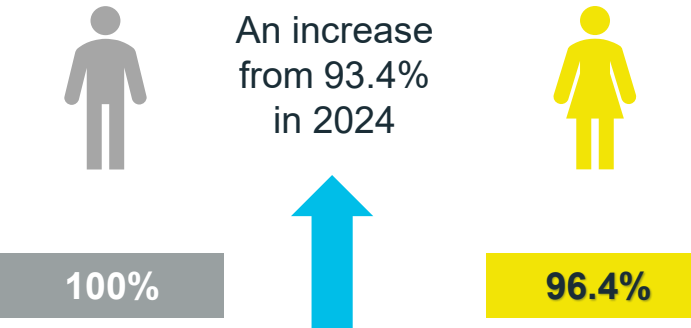
Our median has remained consistent at 0% as most of our employees received the same Christmas bonus.

Proportion of colleagues receiving a bonus

An increase from 93.4% in 2024

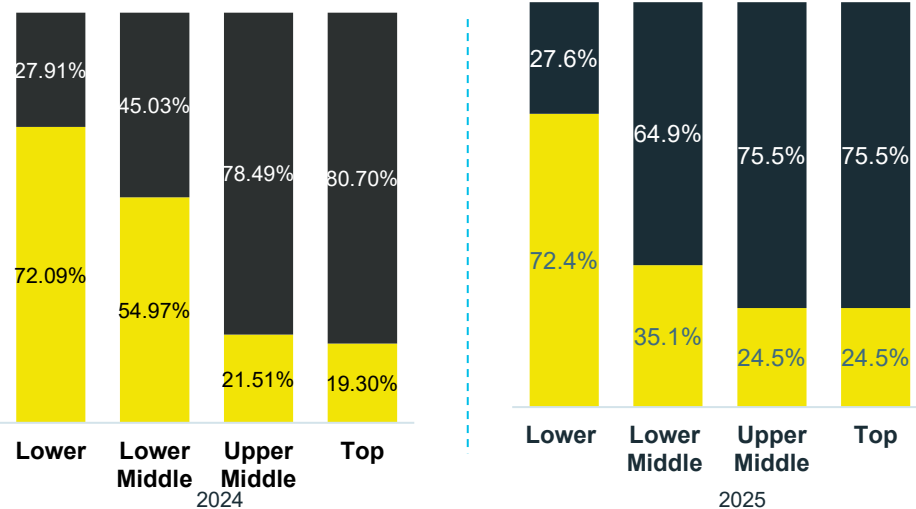


A minimal decrease from 96.7% in 2024



■ Female

■ Male



Our gender pay gap explained

Hourly pay gap

We are encouraged by the progress made 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 2024.

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.

However, we have seen over the past year more internal opportunities which has resulted in a 7% increase of females at senior management. We have also seen more males joining at our entry level both of which have contributed to a lower mean gender pay gap.

Why do we have a bonus pay gap?

In 2025, 99% of colleagues received a form of bonus, which was mainly made up of the discretionary Christmas bonus for colleagues with more than 3 months' service. 10% 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 more females as part of our senior leadership team who receive higher bonuses. In 2024 13% of recipients to this type of bonus were female as opposed to 33% in 2025.

*Note: The gender pay gap is calculated using pay during April 2025. The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months to 5 April 2025.

About RWC

783 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 **59.6%** males and **40.4%** females

48% of UK colleagues are directly involved in the manufacturing of our products of which **55%** are female.

37% of UK colleagues are indirectly involved in the manufacture of our products of which **20%** are female.

15% of UK colleagues work within Professional Services of which **45%** are female. Within this area our sales team makes up **59%** male and **32%** are female.

Our action plan

To develop a more Inclusive and equitable workplace, our plan focuses on six key areas;

1

Assessment and Analysis

- Regularly monitor pay data to identify any discrepancies
- Review contributing factors such as role responsibilities, performance and length of service.
- Address unjustified pay gaps through corrective actions

4

Employee Engagement

- We celebrate success stories of women's careers to inspire others.
- Promote internal opportunities and professional networks
- Provide mentorship and build individual development plans for women progressing within the business

2

Transparent Compensation Policies

- Implement and communicate clear, fair and consistent compensation policies to ensure equitable pay decisions

5

Early Careers

- 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 a local school to provide work experience.

3

Inclusive Recruitment

- Use skills-based hiring and diverse interview panels to minimise bias.
- Train managers to lead fair, inclusive hiring processes.
- Partner with specialise organisations and Schools to encourage under-represented groups, especially women into careers in engineering.

6

Learning and Development

- Ensure women are represented in all leadership and career development programmes including foundational management, managing your career and new managers developmental programmes

Our commitment

We recognise that closing the gender pay gap takes time. We're committed to promoting an inclusive and equitable culture by focusing on the following areas;

Monitor Gender Representation
in senior, managerial and technical
roles

Foster a culture of Inclusion

- Strengthen colleague networks and promote regular, open communication.

Strengthen Inclusive Hiring

- Remove barriers to inclusive hiring
- Track progress using data and feedback.

Raise awareness and align policies

- Promote understanding of key issues like disability, mental health, neurodiversity and women's health.

We remain committed to continuous improvement to become a more inclusive, diverse and equitable business.

RWC

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