

Gender Pay Gap Report 2023



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 the pages of this report, you will find a detailed analysis of the gender pay gap within RWC, as well as our action plan to tackle this issue head-on.



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?

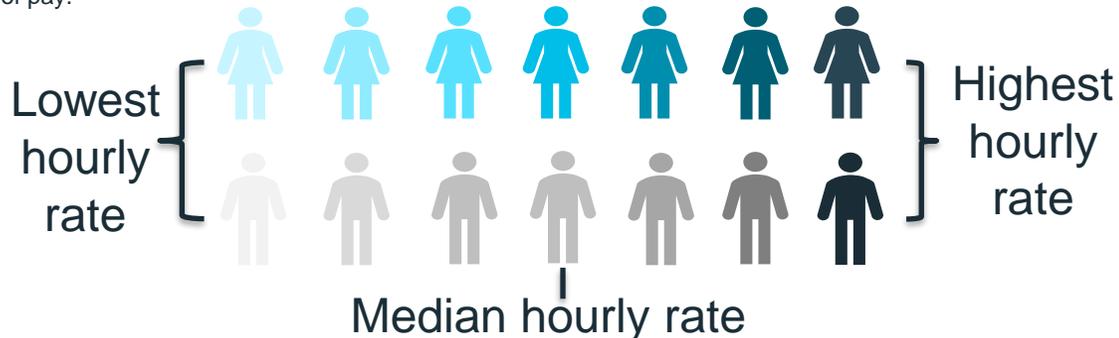
The mean pay gap is the difference between average male and female pay.

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

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.



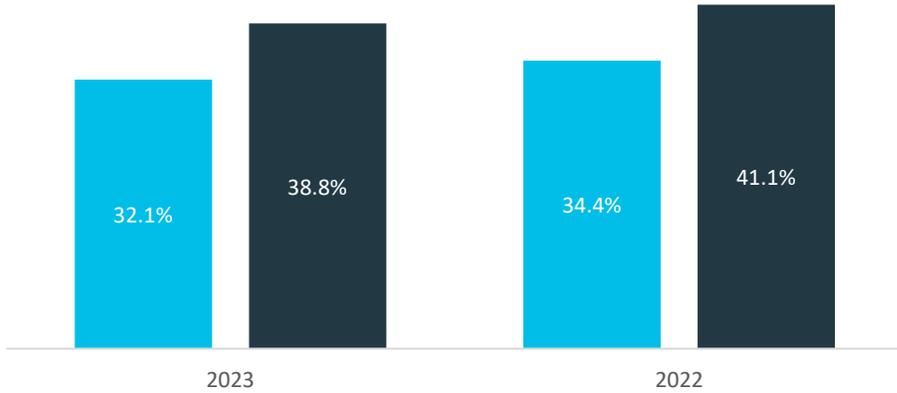
Note: The gender pay gap is calculated using pay during April 2023.

The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months to 5 April 2023.

Our gender pay gap 2023

Hourly Pay

■ Mean ■ Median

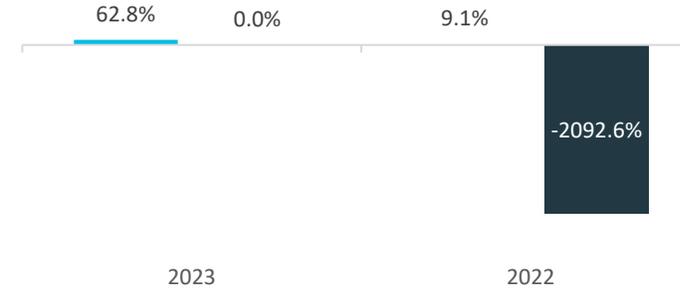


A decrease in both mean and median from 2022



Bonus Pay

■ Mean ■ Median

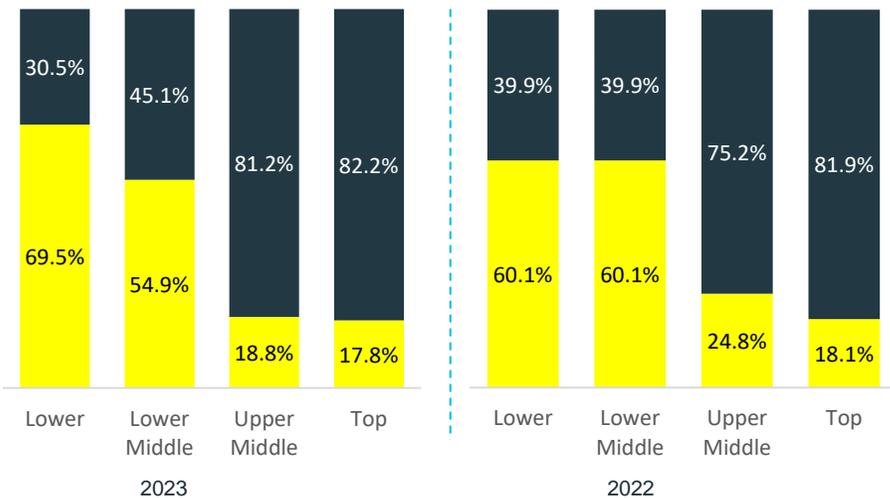


An increase in mean from 2022

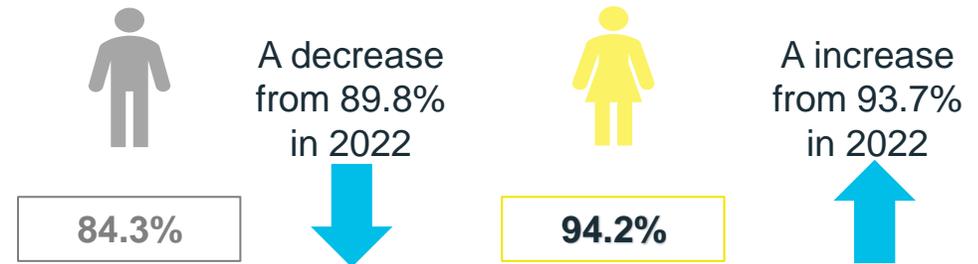


At the end of March 22, our production bonus ceased which was predominantly earned by women, this left the only significant bonuses being earned by sales and senior management, hence the above significant increase.

■ Female ■ Male



Proportion of colleagues receiving a bonus



A decrease from 89.8% in 2022



A increase from 93.7% in 2022



Our gender pay gap explained

Hourly pay gap

We are pleased to observe slight improvements in our gender pay gap figures as a result of the measures we have implemented. We explain below why our pay gap continues to exist and why it has changed since 2022.

Why do we have a pay gap?

We have more senior leaders, skilled and technical engineering roles which are undertaken by males which attract a higher salary, and more females within the lower paid unskilled manufacturing roles, such as machine operators/ assemblers whom generally earn just above the national living wage.

Why do we have a bonus pay gap?

In 2023, 90% 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. 12% of colleagues also received a performance related bonus which was applicable to senior leaders, their direct reports and Sales colleagues..

Our bonus pay gap is significantly different in 2023 to 2022 due to the fact that as of 1st April 2022, we ceased our production bonus (which was predominantly earned by females) and incorporated it into the hourly rate. This has increased the mean bonus pay gap significantly and brought the median to 0%.

*Note: The gender pay gap is calculated using pay during April 2023.
The bonus gap is calculated using actual bonuses paid to colleagues for the 12 months to 5 April 2023.

About RWC

875 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 **59.7%** Males and **40.3%** Females

41% of UK colleagues are directly involved in the manufacturing of our products of which **68%** are female.

39% of UK colleagues are indirectly involved in the manufacture of our products of which only **12%** are female.

7% of UK colleagues work within our sales team of which **79%** are male.

*Numbers based as at 30/4/23

Our action plan



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

1 Assessment and Analysis:

- We have done a full Equal Pay Audit in 2022-3 and addressed a small number of anomalies. We continue to monitor equal pay closely on a regular basis
- 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.

2 Transparent Compensation Policies:

- Develop clear and transparent compensation policies that outline how pay decisions are made, emphasizing fairness and equal treatment.
- Communicate these policies to promote transparency and trust.

3 Unbiased Hiring and Promotion:

- 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.

4 Mentorship & Sponsorship Program

- Establish mentorship and sponsorship initiatives to support career growth within senior leadership and development ensuring an equal participation of women.
- 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 Harlington School to encourage women into careers in engineering.

5 Apprenticeships and undergraduates

- Develop a partnership with a local girl's school to encourage and recruit girls into engineering apprenticeships following completion of their GCSE's.
- Continue to nurture our relationship with Brunel university, offering internships in engineering

6 Learning and Development

- Develop an aspiring manager's course and target women to attend via the Women's network.
- Continue to run a foundation management course
- Deliver Managing Your Career at RWC workshops from Autumn 2023

Our Commitment

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

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

Embedding ERG's, 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

Edwin de Wolf
CEO - EMEA



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