



Gender Pay Gap Report

As at April 2020



Gender Pay Gap @5th April 2020

Executive summary of findings, observations and next steps

Pay Gap

	Mean	Median
2020	28.04%	36.56%
2019	31.43%	34.36%
2018	28.59%	30.36%

Observations

- Workforce = 33% female & 67% male
- Technical/engineering traditionally male
- Lower paid Manufacturing Direct roles = 73% female & 27% male
- Positive shift in the mean gap

Next Steps...

- Progression & Recruitment
- Inclusive leadership training
- Early careers & apprenticeships

Bonus Pay Gap

	Mean	Median
2020	-149.17%	-1876.01%
2019	40.04%	-214.09%
2018	-285.21%	-2005.36%

- 96.12% Male = Christmas bonus &/or a sales bonus
- 97.51% Females = production bonus &/or a Christmas bonus
- 2019 reflect the bonus all employees received when the company was sold

- Incorporating production bonus into basic rate
- Increase diversity as appropriate in the business

Gender Pay Gap

Definitions and requirements

Gender pay gap

- average difference between the remuneration for men and women who are working
- does not compare the pay received by gender for doing the same or equivalent work... this is known as equal pay

Mean pay gap

- commonly known as the average
- difference in the average hourly pay for female employees within a company compared to male employees.

Median pay gap

- 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.
- difference between the hourly rate for the middle woman v. middle man

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

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

- RWC includes a broad spectrum of employees, from our senior leadership team, professional services, supply chain & operations
- RWC has a large number of technical/engineering biased roles which are traditionally male

- RWC current gender split...



67%

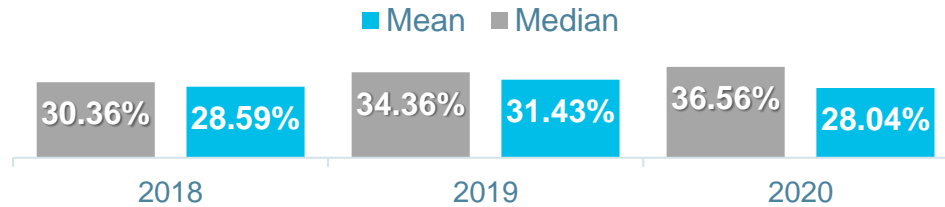


33%

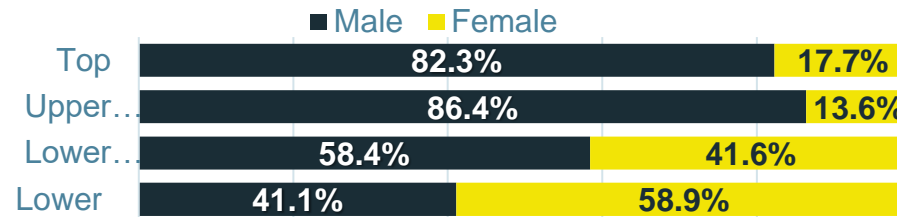
Our current Gender Pay Gap review outcomes

A positive shift in the mean compared to last year's report as at April 5 2020

Gender pay gap



Gender & pay quartile distribution across employees



2019 v. 2020 movement

	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Top Quartile
2019				
Female	71.6%	49.0%	27.5%	15.0%
Male	28.4%	51.0%	72.5%	85.0%
Movement	12.7%	7.4%	13.9%	-2.7%

Key Observations...

- Reducing mean average of 3.39% v. 2019
- c50% of workforce furloughed in reporting period... with inclusion, mean = 2019 level
- 12.7% decrease of females in the lower quartile v. 2019
- 2.7% increase of females in the top quartile v. 2019

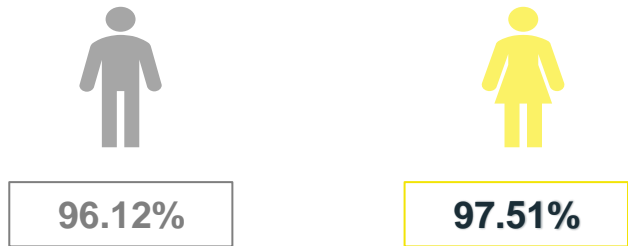
Drivers...

- Within manufacturing, majority of females are in the lower paid unskilled roles... such as machine operators/ assemblers
- Within manufacturing roles,...
 - 73% are female
 - mean gender pay gap 7.23%
 - median gender pay gap 5.44%
- Marginal increase in median pay gap in last 2 yrs, due to...
 - streamlining manufacturing processes,
 - outsource facilities & services
 - recruiting into specialist roles... to drive change & support new initiatives
- Resulted in a reduction in lower paid manufacturing roles and increase in the higher paid management/skilled roles which were predominantly male orientated

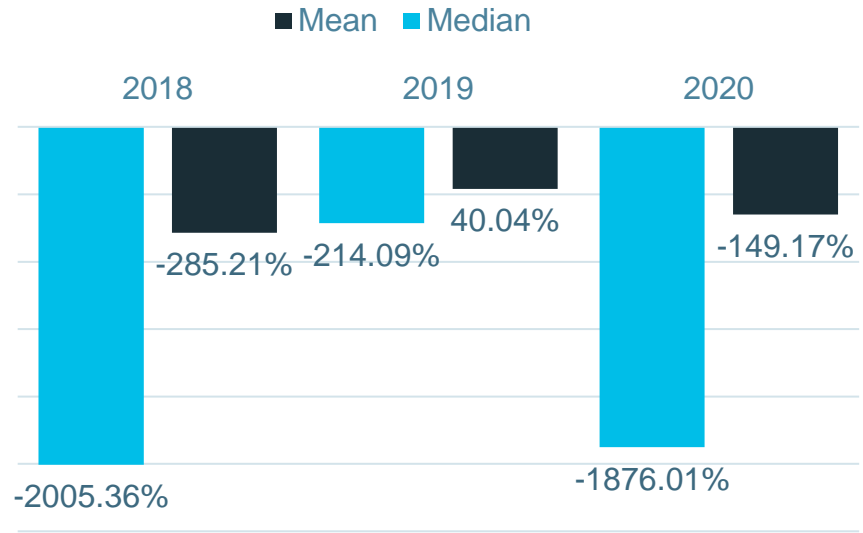
Our current Gender Bonus gap review outcomes

Attributable to high percentage of women in packing & assembly roles

No. of employees receiving a bonus



Annual comparison



Mean performance drivers

- High percentage of women employed in packing and assembly roles, these are the only roles that receive an hourly bonus
- Discretionary Christmas bonus to all employees, with the exception of those who joined the company on or after 1st October.
- 2020 Mean shows a shift in favour of males from 2018,... due to sales bonus scheme
- Majority of sales staff are male and in 2018 were not reported on as they formed part of a different legal entity

Median

- 2020 Consistent with 2018
- 2019 vastly different due prior to the Company being sold in June 2018... previous owners made a discretionary bonus payment to all employees as a thank you for their service
- Senior employees who are predominantly male, being awarded significantly higher bonus amounts

Strategic alignment

EMEA RWC Commitment statement

Our Strategy

Over the last year we have devised strategies to ensure we can achieve a fully inclusive workplace. We are focusing on 3 key areas for this year; targeted succession planning, recruitment & training. We want to increase our inclusive representation in roles and functions where they have historically been under-represented in the UK mainly from gender. We have begun investment in leadership training for our managers and will continue to expand this programme to address inclusive leadership and the behaviours and cultural barriers that can limit our employees from reaching their full potential.

Our Future

We are reviewing our plans around our recruitment practices, our learning & development plans along with our apprenticeship. We are also looking to build a graduate programme in 2022.

We will continue to focus on our work with young adults of both genders from our University and College partners. When the climate allows, we will be progressing with attending Careers Fairs, STEM based educational events and school engagement initiatives to increase our efforts.

Our People

In the area of recruitment, we will begin to post all roles internally so that they are open to all our employee's equally, as well as ensure that we have diversity in our hiring panels with multiple assessors involved for job openings. We will also incorporate training into our recruitment process, ensuring all hiring managers are aware of their biases as a prerequisite to hiring for a role in their team. We believe it is our corporate responsibility to address and reassess all processes as part of the employment life cycle with the goal to reduce any susceptibility to bias, especially within engineering and technically biased roles.

Our internal company practices are becoming more focused around offering every employee an equal opportunity. We have a good balance of both male and female applicants applying for internal roles and we continue to build on development plans and opportunities.

We are pleased that all these areas have been progressing well as in the last 12 months we have employed female apprentices in engineering areas where we have largely had all male applicants in the past.

Our Policy

We remain committed to attracting and retaining the very best talent to the business and ensuring gender is never a factor in decisions. We are pleased that our efforts have already shown a positive shift in our data and we will endeavour to continue to drive our initiatives further and continue to strive our initiatives further and continue to strive in becoming an inclusive workplace

Karon Ayres
HR Director

Edwin de Wolf
CEO - EMEA



Solutions to Shape the World™