

Rotork strives to be a great place to work. We are committed to nurturing an inclusive and respectful culture. We want our people to be themselves at work, to feel they belong and can deliver at their best. We continue to drive our commitment to diversity and inclusion and build this into the way we work. Our Value of Stronger Together, chosen by our colleagues, states that we welcome diversity and difference. Our values are also enshrined in our Code of Conduct and our Respect at Work and Equal Opportunities Policies as well as being reinforced by our new Recognition Scheme. We surveyed our global workforce and to the question Rotork offers an inclusive culture our score was 7.4 out of 10.

In 2020 we undertook our first ever global Ethnicity and Disability survey. This has enabled us to publish our Ethnicity Pay gap figures for the first time. We have published for this year and retrospectively for 2019 to enable pattern data.

Our diversity plans and approaches are governed by our Board, Nominations Committee and our new Environmental, Social and Governance (ESG) Committee which was formed in 2020 as a new Rotork Board Committee.

Our figures show that our initiatives and focus are making a difference.

This page shows the gender pay data for Rotork in the UK as a whole. Page 2, as required by UK legislation, shows data for our reportable entity, Rotork Controls Ltd, that employs more than 250 people.

Pay difference between women and men

| (All Rotork employees in the UK): at 5 April 2020 | 2020 | 2019 | 2018 |
|--|--------|-------|-------|
| Mean Gender Pay Gap across all Rotork employees in the UK | -12.9% | -4.9% | 8.8% |
| Median Gender Pay Gap across all Rotork employees in the UK | 2.8% | 8.7% | 6.3% |
| UK's National Gender Pay Gap Source: Office of National Statistics 2019 | 15.5% | 17.3% | 17.9% |

Our gender pay data is a snapshot of the difference between the average hourly pay levels of all women compared to all men, irrespective of their role or level in the organisation, expressed as a percentage of men's average pay. Our figures show that the mean average pay gap in the UK is in favour of women and median average pay for women in the UK is 2.8% lower than that for men. The hourly pay figure used to calculate the difference includes all items specified in the regulations, such as allowances and shift pay.

The gender pay gap is an average figure and is distinct from equal pay which looks at the individual level and is about ensuring that men and women are paid the same for carrying out the same work, or work of equal value.

Changes in our mean figure in particular in favour of women relates to the number of senior women who have joined recently and as a percentage of all women this continues to impact the figures.

Bonus difference between women and men

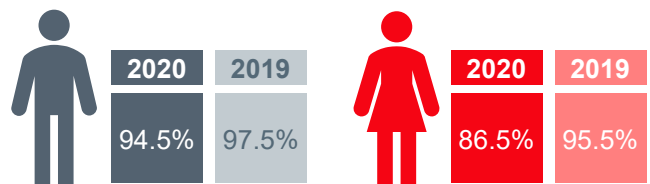
| in 12 months preceding 5 April 2020 | 2020 | 2019 | 2018 |
|---|-------|-------|-------|
| Mean Gender Bonus Gap across all Rotork employees in the UK | 18.2% | 0.1% | 31.6% |
| Median Gender Bonus Gap across all Rotork employees in the UK | 25% | 17.5% | 28.3% |

The calculation of these figures does not adjust for hours worked.

We have seen fluctuations in our bonus gap due to vestings of Long Term Incentive Programmes (LTIPs) that were granted a number of years ago. The timings of these vestings also impact some years more than others. We have increased the diversity of more recently awarded LTIPs and this now equates to 13% female and 22% ethnic diversity participants so we expect this to help in improving these figures over time.

Proportion of all UK employees receiving a bonus

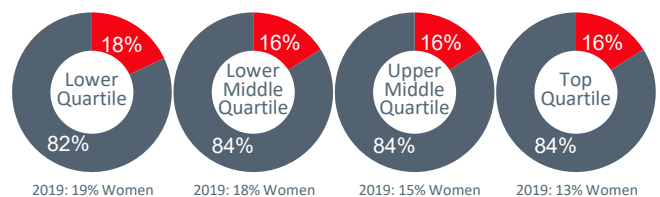
in 12 months preceding 5 April 2020



In Rotork all staff are eligible for the bonus programme at all levels and therefore inclusion is high for both men and women. The difference to 100% reflects new starters who have not yet received a bonus.

Pay quartiles across UK employees

at 5 April 2020



The charts above show the gender distribution across Rotork in the UK in four equally sized hourly pay quartiles.

Overall, women represent 16% of our colleagues in the UK, the same percentage as 2019. Globally 21.8% of our colleagues are female, the same percentage as last year.

We continue our membership of the 30% Club and their aims and our support to the Women in Engineering Society (WES). Our NED, Ann Christin Andersen was a judge for the 2020 Top 50 Women in Engineering Awards featured in the Daily Telegraph.



We are committed to apprenticeships as an excellent career foundation. As we were not able to fully utilise our Apprenticeship Levy in 2020 we donated unused funds to SMEs and were matched to 6 females and one male whose skills and capabilities we have been able to support build.

UK Gender Pay Report 2020/2021

Rotork Plc



Keeping the World Flowing
for Future Generations

Ethnicity pay gap

Following our global survey we have produced ethnicity pay gap data for the first time and retrospectively for 2019.

Ethnicity pay difference

| All UK survey respondents | 2020 | 2019 |
|---|-------|--------|
| Mean Ethnicity Gap across all UK survey respondents | 11.2% | -0.5% |
| Median Ethnicity Gap across all UK survey respondents | -3.4% | -12.3% |

Ethnicity bonus difference

| All UK survey respondents | 2020 | 2019 |
|---|-------|--------|
| Mean Ethnicity Bonus Gap across all UK survey respondents | -9.9% | -2% |
| Median Ethnicity Bonus Gap across all UK survey respondents | -24% | -50.3% |

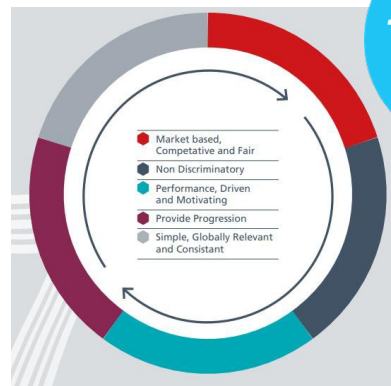
Our gender diversity at main Board level and at our Executive Committee and their direct reports level remain at 37.5% and 23% respectively. We are also seeing progress in ethnic diversity at Executive Committee level and at their direct reports level which both sit at 20% or above. We believe this is important in providing role models of diversity across our organisation in totality.

Gender and Diversity are reviewed and tracked as part of our talent process and we actively review decisions around performance, talent and remuneration to ensure fairness.

Our achievements on pay

We believe that all colleagues should be appropriately and fairly rewarded for their contribution. In 2020 we launched a Fair Pay Framework reflecting our wider vision to reduce inequality and contribute to a fair society more broadly. It includes five areas of focus to guide our reward policies, procedures, systems and decision making to support fair and competitive remuneration and this includes external pay benchmarking of all global roles. Our Framework includes a commitment to pay a living wage (rather than the minimum wage) where this exists in a country. We have achieved this in 2020 and were accredited as a Living Wage Employer.

Our five framework areas to meet our Fair Pay goals



Across our reportable entity

The regulations ask for data on reportable entities in the UK with more than 250 employees. Rotork Plc has one such entity:

Rotork Controls Ltd

Rotork Controls Ltd has 431 employees of whom 18% are women.

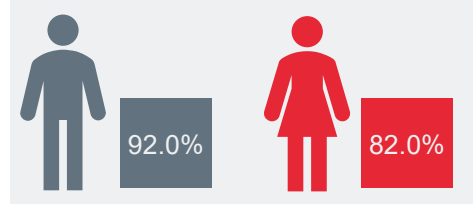
Pay and bonus differences between women and men

at 5 April 2020

| | Mean | Median |
|------------|-------|--------|
| Hourly pay | -20% | -9.3% |
| Bonus | 22.6% | 8.4% |

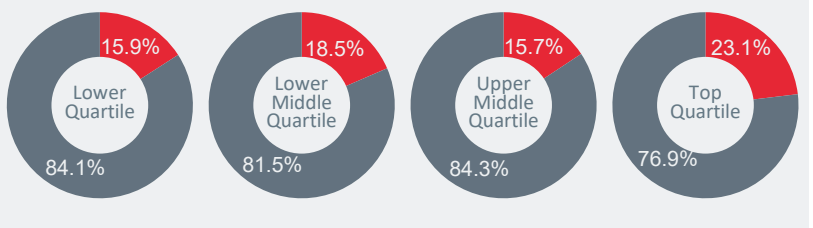
Proportion of employees receiving a bonus

in 12 months proceeding 5 April 2020



Pay quartile across the reportable entity's employees

at 5 April 2020



I confirm the data reported is accurate:

Kevin G Hostetler
Kevin Hostetler, Chief Executive Officer
25th March 2021