



Gender pay gap report

2023

rotork[®]

UK Gender Pay Report 2023

Rotork Plc



Keeping the World Flowing
for Future Generations

Rotork continues its commitment to develop a diverse and inclusive culture. We operate in 39 countries, and with a truly global presence we know how important it is to encourage different ideas, perspectives, and backgrounds to drive innovation and deliver our Growth+ Strategy.

We aim to create an environment where our employees can be themselves at work, feel they belong and can deliver at their best. We strive to ensure fair and equitable treatment in the way that we work across our global business.

In April 2017 the UK government introduced Gender Pay Gap regulations which required companies with 250 or more employees to publish the difference in their pay for men and women across the UK organisation.

This is our 7th Annual Gender Pay Gap Report. The document shows the gender pay data for Rotork in the UK as a whole, and, as required by UK legislation, shows data for our reportable entity, Rotork Controls Ltd, that employs more than 250 people.

The gender pay data is the difference between the average hourly pay of all women compared to all men, regardless of role or level, expressed as a percentage of men's average pay. The hourly pay figure used to calculate the difference includes all items specified in the regulations, such as allowances and shift pay.

Gender Pay Gap is different to Equal Pay, which is about ensuring that men and women are paid the same for carrying out the same work, or work of equal value.

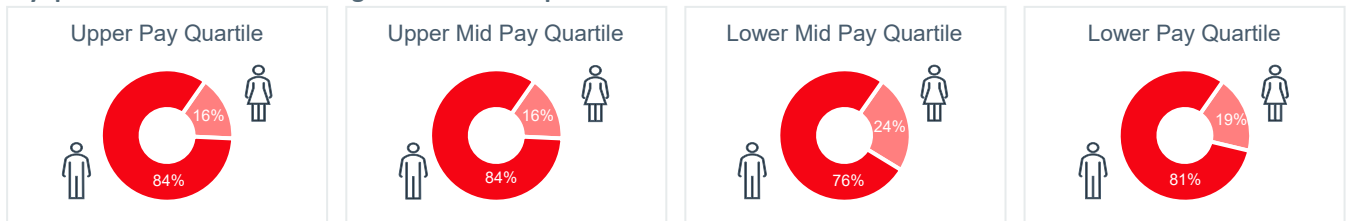
Pay difference between women and men

(All Rotork employees in the UK): at 5 April 2023	2023	2022	2021
Mean Gender Pay Gap across all Rotork employees in the UK	-3.3%	-8.3%	-5.2%
Median Gender Pay Gap across all Rotork employees in the UK	7.2%	5.5%	1.0%
UK's National Gender Pay Gap Source: Office of National Statistics 2023	14.3%	14.9%	15.4%

We see a trend in our Mean Pay Gap that women in Rotork in the UK are paid higher than men. The Median Pay gap shows that men are paid 7.2% higher than women.

We believe that our figures continue to be strong, reflecting the work we have been undertaking. However, they have been impacted by a number of changes in our organisation including the number of new starters and when they have joined the business.

Pay quartiles across our total organisation: at 5 April 2023



Overall, 18.7% of our colleagues in the UK are female, up from 17.6% in 2022. Globally 23.7% of our colleagues are female, which is again an increase on our reported figure of 23.0% last year.

Bonus difference between women and men

in 12 months preceding 5 April 2023	2023	2022	2021
Mean Gender Bonus Gap across all Rotork employees in the UK	16.3%	18.0%	42.5%
Median Gender Bonus Gap across all Rotork employees in the UK	38.7%	-29.9%	18.1%

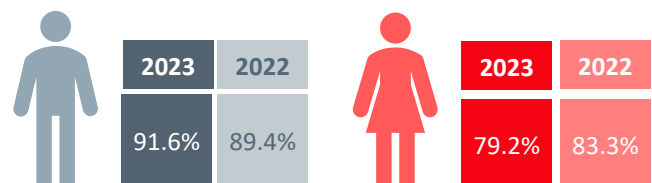
The calculation of these figures does not adjust for hours worked.

The Median gender bonus gap has been particularly impacted in 2023 because of the timing of an LTIP vesting in this period, unlike the year previously.

Women represent around a fifth of our LTIP participants, as we continue to widen the scope of potential recipients by making awards based on talent and contribution and not solely with reference to job level.

Proportion of all UK employees receiving a bonus

in 12 months preceding 5 April 2023



In Rotork, all employees, irrespective of role or level within the business, are eligible to participate in our global bonus scheme. The difference to 100% and 2023 figures is predominantly a reflection in the number of new starters to Rotork who are not yet eligible for a bonus and the proportion of those who were female. This reflects the increased number of females who have joined us as part of our diversity pipeline plans.

UK Gender Pay Report 2023

Our Direction



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At Rotork, we remain committed to nurturing an inclusive and respectful workplace that is attractive to a wide pool of talent and enables us to build a sustainable future and business.

Our continued focus on our positive social impact is underpinned by our value of Stronger Together, which reinforces how we embrace diversity and difference. Our values are embedded in our business and our Code of Conduct and our Respect at Work and Equal Opportunities Policies. Our plans and approaches are governed by our Board, Nominations Committee and our Environmental, Social and Governance (ESG) Committee.

We recognise the ongoing challenges our industry faces to build gender balance, particularly in technical roles and the need to continue to evolve our plans as we move forward.

Our Early Careers Programmes continues to deliver a diverse pipeline of talent into our business. Our published aim was that at least 50% of our cohorts are diverse (gender, ethnicity, disability, LGBTQ+) and for 2023 this was 64%. We also held a series of Diversity and Inclusion discussions in 2023 with global colleagues providing feedback on how we can evolve our broader Inclusivity Programme.

At part of our global workforce survey, our colleagues scored Rotork 7.8 out of 10 for offering an inclusive culture.

Building Gender Balance at Rotork

In April 2023, Dorothy Thompson was appointed as Chair to the Rotork Board. Dorothy joins our three other female Board members; taking our Board ratio to 50% female as of 31st December 2023.

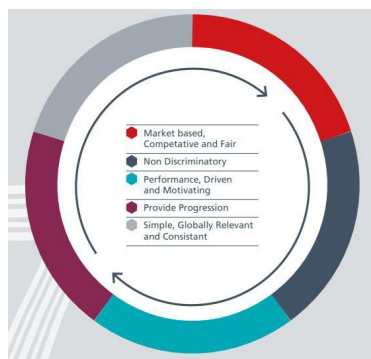
We are a member of the 30% Club reflecting our commitment to take action to increase gender diversity and continue our support as a partner to the Women in Engineering Society (WES).

Rotork continues to experience challenges in sourcing female applicants for senior and technical roles. We only work with search firms who have signed up to the Voluntary Code of Conduct for Executive Search firms for our senior hires and use gender decoding on our recruitment adverts to remove bias.

Our approach to hybrid working for most office-based roles enables us create a positive environment to support inclusion in our organisation.

As we evolve our Diversity & Inclusion plans, we continue to build awareness around inclusion, through training, new policies and ways of working across the business. In 2023 we introduced a new global Menopause Guidelines Policy alongside training for employees and managers in supporting those experiencing the menopause.

Our five framework areas to meet our Fair Pay goals



30% Club

GROWTH THROUGH DIVERSITY



Rotork's Fair Pay Framework

We believe that all colleagues should be fairly & appropriately rewarded for their contribution to our business. Our Fair Pay Framework shapes our pay decisions and underpins our wider vision to reduce inequality and contribute to a fair society more broadly.

Our Framework includes a commitment to pay a real living wage where this is published globally. We continue to review how we can improve our position against any published real living wage, ensuring that we pay above these rates wherever possible.

Acknowledging the ongoing impact of the cost-of-living crisis we again completed the annual pay review for employees (excluding the senior team) in January 2024 rather than April 2024.

UK Gender Pay Report 2023

Ethnicity pay gap

We have published our Ethnicity Pay gap figures since 2019 as we believe this is an important measure for transparency.

Ethnicity pay difference

	2023	2022	2021
Mean Ethnicity Pay Gap	-13.1%	-28.1%	-6.0%
Median Ethnicity Pay Gap	3.5%	9.9%	-13.0%

Ethnicity bonus difference

	2023	2022	2021
Mean Ethnicity Bonus Gap	-112.5%	-21.7%	22.9%
Median Ethnicity Bonus Gap	43.2%	31.1%	-0.6%

Our data is based on information from those who have declared their data to us either through surveys or as new starters. Our Mean Ethnicity Pay data continues a pattern in favour of ethnic minorities.

The Mean Ethnicity bonus difference has been particularly impacted in 2023 due to the impact of a long-term incentive (LTIP) vesting in this period and the ethnicity of those receiving that award. Nearly half of our LTIP participants are diverse (gender or ethnicity).

We meet and exceed the requirements of the Parker Review for at least one ethnic minority Board member with two ethnic minority Board members. We believe broad diversity (including gender, ethnicity, disability and LGBTQ+) is important in providing role models across our organisation in totality and our Executive Committee and their direct reports are over 40% diverse. We review and track diversity within our talent, pay, bonus and promotion processes to ensure decisions are fair.

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 422 employees of whom 19% are women.

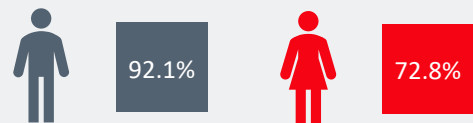
Pay and bonus differences between women and men

at 5 April 2023

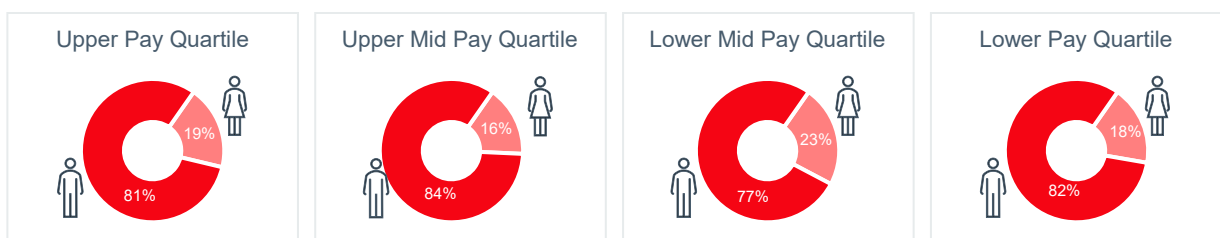
	Mean	Median
Hourly pay	-9.2%	9%
Bonus	5.2%	21.8%

Proportion of employees receiving a bonus

in 12 months preceding 5 April 2023



Pay quartiles across the reportable entity's employees: at 5 April 2023



I confirm the data reported is accurate:

Kiet Huynh, Chief Executive Officer
28 March 2024

A graphic element at the top of the page consisting of a thick, stylized ribbon or line. It is divided into three horizontal bands of color: red on top, green in the middle, and dark blue on the bottom. The line starts from the top left, curves downwards and to the right, then loops back to the left, and finally curves downwards and to the right again, ending at the top right edge of the page.

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