



Gender Pay Gap Report

As of 5th April 2022



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...



61%



39%

Gender Pay Gap @5th April 2022

Executive summary of findings, observations and next steps

Pay Gap

	Mean	Median
2022	34.38%	41.05%
2021	32.53%	38.20%
2020	28.04%	36.56%

Observations

- Workforce = 40% female & 60% male
- Technical/engineering traditionally male
- Lower paid Manufacturing Direct roles = 85% female & 15% male
- National Average = 13.56%

Next Steps...

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

Bonus Pay Gap

Year	Mean	Median
2022	9.13%	-2092.55%
2021	16.73%	-2162.06%
2020	-168.53%	0.00%

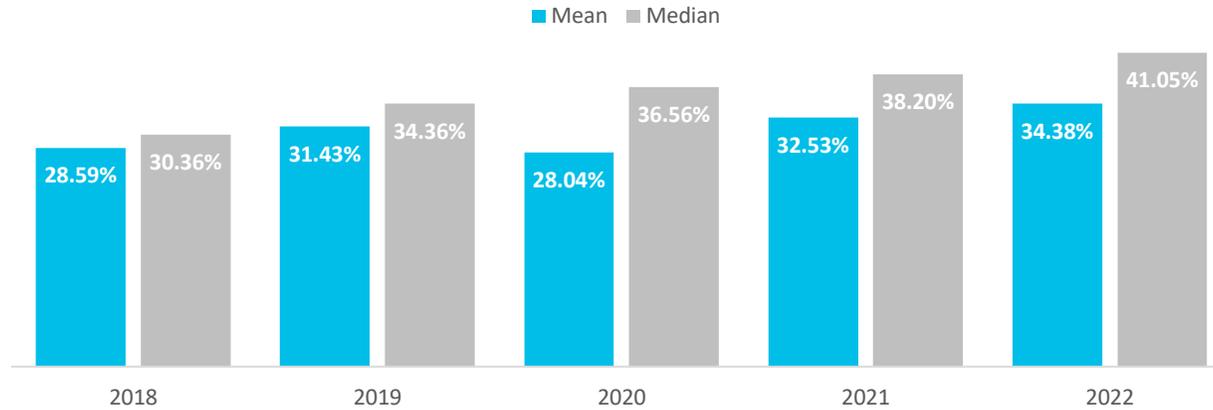
- 94.81% Male = Christmas bonus
- 95.81% Females = Christmas bonus
- 63% Females = Production bonus
- 6% Males = Production bonus
- 2021 shows a mean in favour of males which is due to the bonus introduced to n-1 & 2 which are predominantly male
- 2022 shows a decrease in the mean due to an increase of females in n-1 & 2

- Production bonus was incorporated into basic rate in April 22
- Increase diversity as appropriate in the business

Our current Gender Pay Gap review outcomes

A minimal negative increase compared to last year's report as at April 5 2022

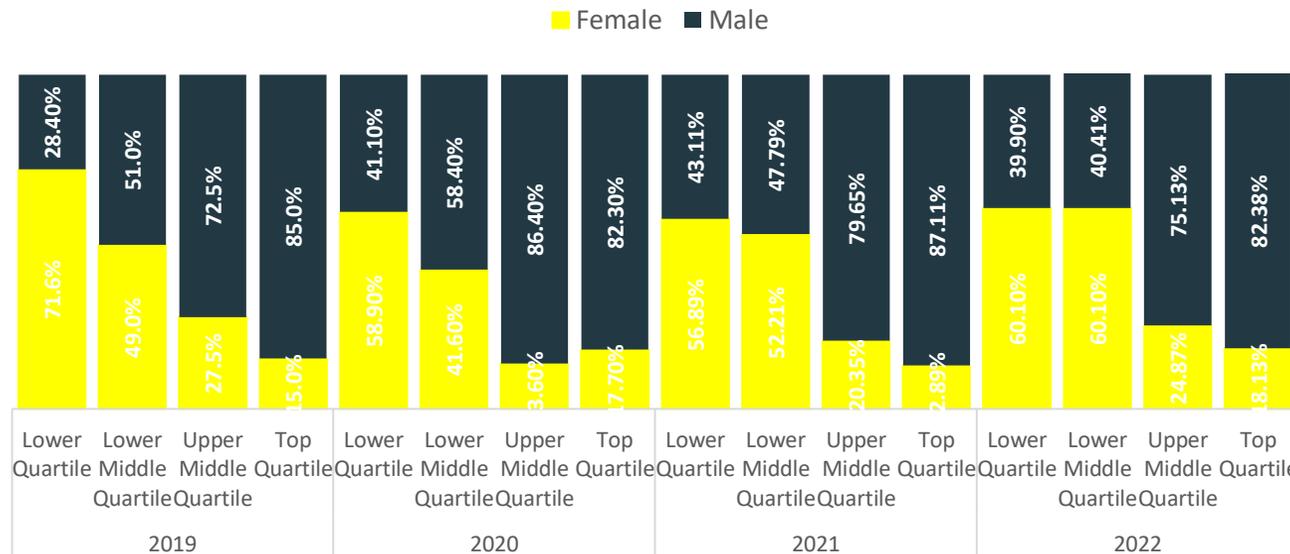
Gender pay gap



Key Observations...

- Increasing mean average of 1.85% v. 2021
- 4.73% & 7.11 % increase of females in the Top 2 quartiles v. 2021
- 3.21% & 5.82% increase in males in the two lower quartiles v 2021
- Marginal increase in both Mean & median pay gap in the past year, due to outsourcing of warehousing & supply chain resulting in the exit of approx. 40 lower paid males

Gender & pay quartile distribution across employees by year



Drivers...

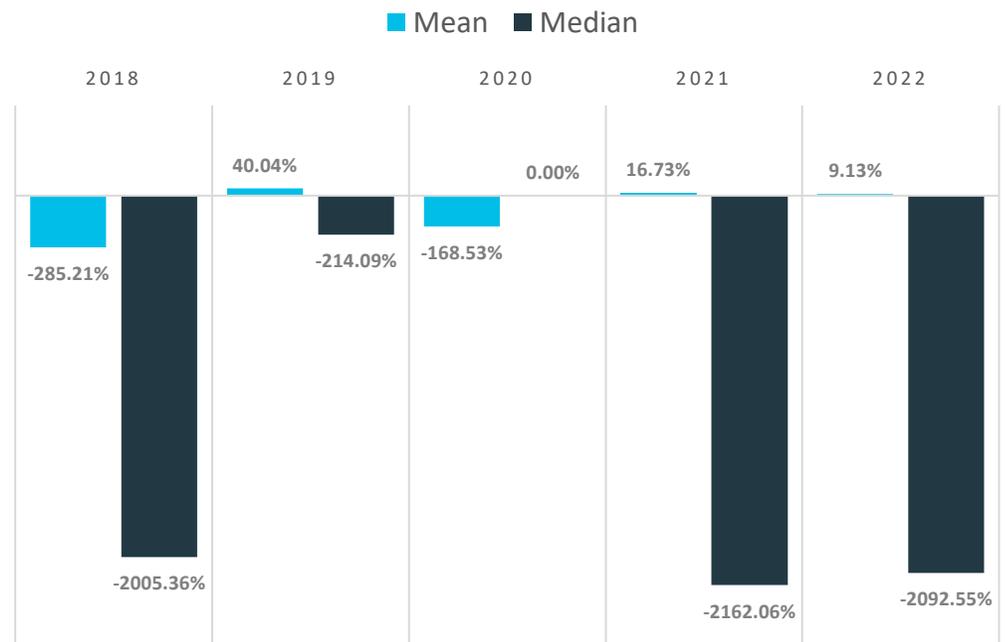
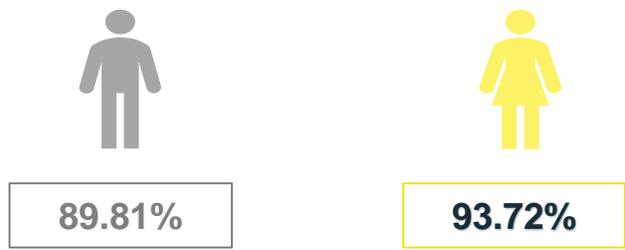
- Within manufacturing, majority of females are in the lower paid unskilled roles... such as machine operators/ assemblers
- Within the above manufacturing roles,...
 - 85.5% are female
 - mean gender pay gap -6.16% v. 1.29% in 2021
 - median gender pay gap -1.06% v. 0.86% in 2021
- Most of our higher paid roles are technical engineering roles or skilled which are held by males

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

- Discretionary Christmas bonus to all employees, with the exception of those who joined the company on or after 1st October.
- 2021 Mean shows a shift in favour of males ... due to bonus scheme for senior leadership team and their direct reports. 74% of which are male.
- 2022 showed a reduction in this mean Due to a slight increase of females in the senior leadership team and their direct reports.

Median

- 2022 Consistent with 2021 & 2018
- High percentage of women employed in packing and assembly roles (85%), these are the only roles that receive an hourly bonus
- 2020 ... high percentage of employees who would usually earn a production bonus were furloughed
- 2019 vastly different due prior to the Company being sold in June ... previous owners made a discretionary bonus payment to all employees as a thank you for their service

Strategic intent

EMEA RWC Commitment statement

Our Strategic approach

Our People strategy is to focus on building capability from within and creating a fully inclusive culture.

We are focusing on 3 key areas for this year; succession planning, diverse shortlists for recruitment and a leadership development programme run in conjunction with the Women's ERG.

We have invested in leadership training and continue to expand this programme with a focus on inclusive recruitment and removing barriers that limit our employees from reaching their full potential.

We partner with Women in Engineering, to support women in our business as well as encourage women more broadly to consider a career in engineering

Our Future

We continue to source alternative recruitment avenues and have built an undergraduate & internship programme.

We continue to focus on our work with young adults from our school and college partners. We attend careers fairs, STEM based educational events and school engagement initiatives to increase awareness of careers in our sector.

Our People

We advertise roles internally so that they are open to all our employees, and ensure multiple assessors are involved in decisions. We are providing training to our hiring managers, ensuring they are aware of their biases, when hiring for a role in their team. Additionally, we are assessing all people processes to reduce bias, especially within engineering and technical roles which are susceptible to historical thinking patterns.

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 have made good progress in 2022 we have three females commencing our graduate, internship or apprenticeship programme which accounts for c30% of the total. All these roles are in technical 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. Although our data has remained largely stable the last few years we believe we are putting the foundations in place to drive gender balanced business for the future.

Sarah Brook

Director Of Human Resources EMEA

Edwin de Wolf

CEO - EMEA



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