

We continue to drive our commitment to diversity and inclusion and build this into the way we work.

We are encouraged to see that our 2019-20 figures show that our initiatives are making a difference. We accept this is taking longer than we would hope but we continue to demonstrate our commitment to gender diversity and diversity and inclusion in general.

Overall, when we look globally across our workforce, females make up 21.8% of our people, an increase on 2018 and a 9% increase from 2017. Within our sector, attracting women remains challenging but we are making progress.

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 2019

	2019	2018
Mean Gender Pay Gap across all Rotork employees in the UK	-4.9%	8.8%
Median Gender Pay Gap across all Rotork employees in the UK	8.7%	6.3%
UK's National Gender Pay Gap Source: Office of National Statistics 2019	17.3%	17.9%

The diagram above shows our gender pay gap. This 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 median average pay for all our women in the UK is 8.7% lower than that for all our men. For comparison the UK's national gender pay gap is 17.3%. 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.

The changes in our median gender pay gap are in part due to reductions in our workforce for lower paid roles where men featured more highly and the median for males therefore increased in total.

The significant change in the mean in favour of women is due to the focus we have made at the most senior levels bringing more females at the top of the hourly rates.

We benchmark our roles and our approach to pay ensures that we promote consistency and fairness across our reward mechanisms.

Bonus Difference between women and men

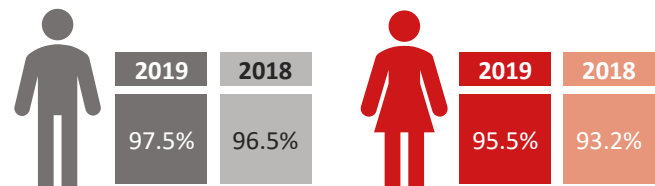
In 12 months preceding 5 April 2019

Bonus	Mean	Median
2019	0.1%	17.5%
2018	31.6%	28.3%

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

Proportion of all UK employees receiving a bonus

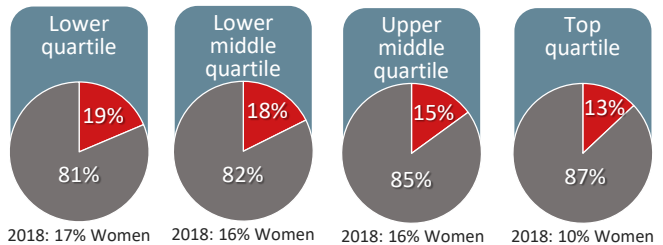
in 12 months preceding 5 April 2019



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. The figures for women have increased in level by more than double those for men in 2019, closing the gap further.

Pay quartiles across UK employees

at 5 April 2019



The charts above show the gender distribution across Rotork in the UK in four equally sized hourly pay quartiles, each containing approximately 250 employees.

Overall, women currently represent 16% of our staff in the UK and this is the same as 2018. However, our UK workforce is only representative of a quarter of our global workforce.

We are committed to increasing the number of women in our organisation at all levels.

We have pledged our support to the 30% Club and are a partner with the Women in Engineering Society (WES).



30% Club
GROWTH THROUGH DIVERSITY



Increasing our focus on diversity and inclusion

We have demonstrated our commitment to gender diversity by pledging our support to the 30% Club and as a partner to the Women in Engineering Society (WES).

We have seen progress in our gender diversity at main Board (37.5% female) and Executive Committee and their direct reports level (23.1%) and we are also seeing progress in ethnic diversity at Executive Committee level (22%) and 15% at their direct reports level. We believe this is important in providing role models of diversity across our organisation in totality.

Diversity is reviewed and tracked as part of our talent process and is a standing item on our Board agenda. We believe that the progress we are seeing shows that we are building the right foundations. These include an increase in the percentage of females in our apprentice intake from 4.5% in 2018 to 20% in 2019.

In 2019 we further enhanced our One Rotork Values with our three values of Stronger Together, Always Innovating and Trusted Partner alongside sets of associated behaviours which guide how we treat our colleagues and those we work with. Our culture and diversity and inclusion within it are important to us and our behaviours include how we value diversity and difference. These also link across our approaches to performance, reward, promotion and attraction.

We also launched a Code of Conduct which guides how we do business and the environment we create in our workplace including respect for others.

We continue to search for new opportunities to embed diversity and inclusion into our culture.

Across Our Reportable Entity

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

ROTORK CONTROLS LTD

Rotork Controls Ltd has 419 employees of whom 18% are women.

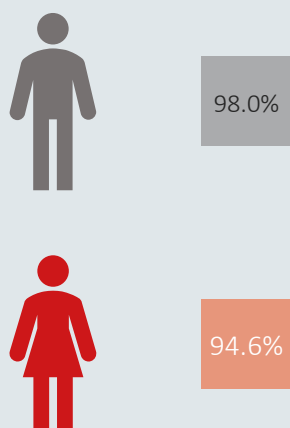
Pay & bonus differences between women and men

at 5 April 2019

	Mean	Median
Hourly Pay	1.2%	0.9%
Bonus	11.5%	12.3%

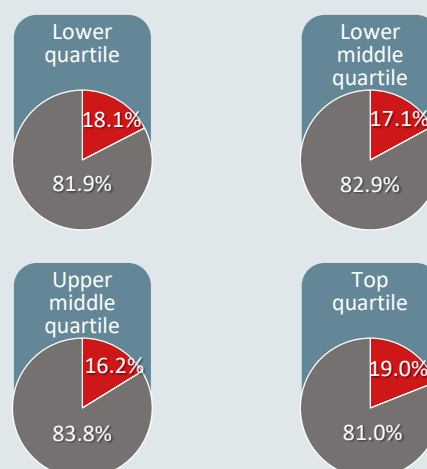
Proportion of employees receiving a bonus

In 12 months proceeding 5 April 2019



Pay quartile across the reportable entity's employees

At 5 April 2019



I confirm the data reported is accurate:

Kevin Hostetler, Chief Executive Officer
2nd April 2020