

UK Gender Pay Report 2021/2022

Rotork Plc



Keeping the World Flowing
for Future Generations

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" reinforces that we welcome diversity and difference. Our values are enshrined in 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.

Since our last report we are appointing a Head of Culture & Inclusion focusing on continued progression in inclusion activities. As we relaunch our Apprentice and Graduate scheme we have ensured our programme is attractive to men and women to generate positive momentum in the longer term. We also launched our women@rotork initiative. We continue to publish our Ethnicity Pay gap figures this year. In 2021 we surveyed our global workforce for their views on inclusivity at Rotork scoring 7.5 out of 10 for offering an inclusive culture. Our figures show our initiatives and focus are making a difference and our gender pay gap is now negligible.

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 2021	2021	2020	2019
Mean Gender Pay Gap across all Rotork employees in the UK	-5.2%	-12.9%	-4.9%
Median Gender Pay Gap across all Rotork employees in the UK	1%	2.8%	8.7%
UK's National Gender Pay Gap Source: Office of National Statistics 2020	15.4%	14.9%	17.4%

Gender pay gap calculations are 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.

Gender pay data is instead a snapshot of the difference between the average hourly pay of all women compared to all men, irrespective of their role or level, expressed as a percentage of men's average pay.

Our figures show that the mean pay gap in the UK is in favour of women and the median average pay for women in the UK is now just 1% lower than that of men. The hourly pay figure used to calculate the difference includes all items specified in the regulations, such as allowances and shift pay.

The number of senior women who have joined or been promoted in our business continues to have a positive impact on our figures.

During 2021 we were delighted to welcome a new female member to our Rotork Management Board, Lyndsey Norris, in the role of Managing Director, CPI.

Bonus difference between women and men

in 12 months preceding 5 April 2021	2021	2020	2019
Mean Gender Bonus Gap across all Rotork employees in the UK	42.5%	18.2%	0.1%
Median Gender Bonus Gap across all Rotork employees in the UK	18.1%	25%	17.5%

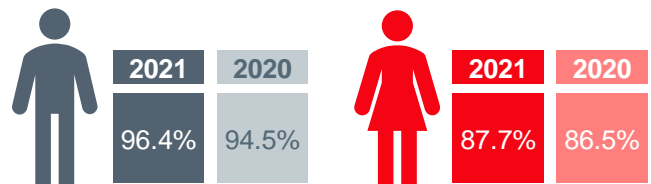
The calculation of these figures does not adjust for hours worked.

Our mean gender bonus gap was negatively impacted in 2021 by the vesting of two LTIPs within the measuring period (which had been awarded several years previously).

Women represent 13% 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

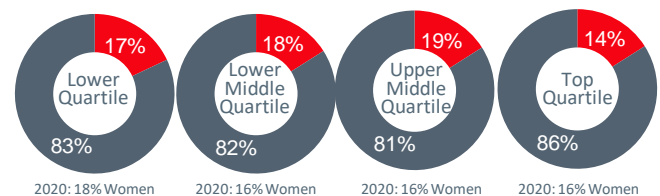
in 12 months preceding 5 April 2021



In Rotork all employees (irrespective of role or level) are eligible to participate in Rotork's global bonus scheme. The difference to 100% predominantly reflects new starters who have not yet received a bonus.

Pay quartiles across UK employees

at 5 April 2021



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

Overall, 17.1% of our colleagues in the UK are female, up from 16% in 2020. Globally 22.5% of our colleagues are female, which is again an increase on our reported figure of 21.8% last year.

Improving Gender Balance at Rotork

Rotork continues to experience challenges in sourcing female applicants for senior and technical roles.

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

Our trial of hybrid working for most office based roles has been extended, which has also created a positive environment to support inclusion in our organisation.



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Ethnicity pay gap

We have continued to build on our previous ethnicity surveys and provide below our 2021 ethnicity pay gap data.

Ethnicity pay difference

All UK survey respondents At 5 April 2021	2021	2020	2019
Mean Ethnicity Pay Gap across all UK survey respondents	-6%	11.2%	-0.5%
Median Ethnicity Pay Gap across all UK survey respondents	-13%	-3.4%	-12.3%

Ethnicity bonus difference

All UK survey respondents At 5 April 2021	2021	2020	2019
Mean Ethnicity Bonus Gap across all UK survey respondents	22.9%	-9.9%	-2%
Median Ethnicity Bonus Gap across all UK survey respondents	-0.6%	-24%	-50.3%

Our gender diversity at main Board level remains at 37.5% and for the Executive Committee and their direct reports has remained stable. We already meet the requirements of the Parker Review with at least one ethnic minority Board member. Ethnic diversity at Executive Committee level and their direct reports has increased from 20% to 25%. 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. We continue to apply Rotork's Fair Pay Framework to our pay decisions, reflecting 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 have been a Real Living Wage Employer since 2020). In 2021 we have invested in uplifting the pay of our lower earners, who we are aware will be most impacted by the recent global increases in living costs. Going forward we will be continuing to review how we can improve our position against any published real living wage, ensuring that we pay above these rates wherever possible.

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 had 356 employees on the snapshot date, of whom 15.2% are women.

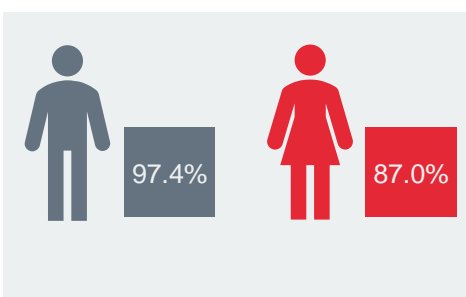
Pay and bonus differences between women and men

at 5 April 2021

	Mean	Median
Hourly pay	6.5%	4.3%
Bonus	-0.9%	12.8%

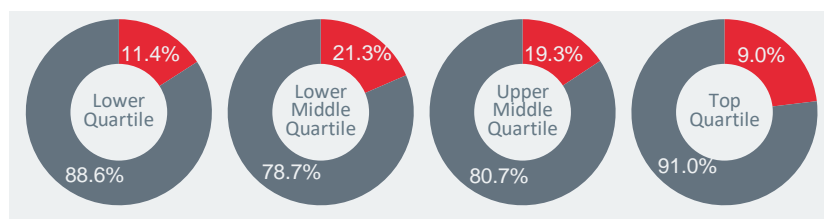
Proportion of employees receiving a bonus

in 12 months preceding 5 April 2021



Pay quartile across the reportable entity's employees

at 5 April 2021



I confirm the data reported is accurate:

Kiet Huynh

Kiet Huynh, Chief Executive Officer
01 April 2022