

rotork[®]

Keeping the World Flowing
for Future Generations

Gender & Ethnicity Pay Report 2025





Introduction

Rotork is a global leader in mission-critical flow control and instrumentation solutions. We help industries manage the flow of liquids, gases and chemicals - making them cleaner, safer and more efficient, for over 60 years our customers have relied on us for our focus on innovation, high quality and reliability.

With more than 3,500 employees, operating in 39 countries, we know how important it is to encourage different ideas, perspectives, and backgrounds to drive innovation.

At Rotork, we believe that when people feel seen, heard, and valued, they thrive; and so does our business. Inclusion and diversity of thought aren't just strategic priorities; they're the heartbeat of our culture and the foundation of our future.

In 2025, we deepened our commitment to create a workplace where each person is encouraged to bring their unique perspective. We have listened to over 800 colleagues around the world to better understand our culture and shape our new DNA principles and behaviours that reflect who we are. These insights are helping us define our employee value proposition and build a more inclusive environment for all, and we have brought this to life across our business, through a series of engagement programmes and our global People Manager Programme.

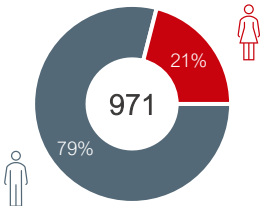
To amplify employee voices, we introduced Culture Champions, passionate individuals who represent our global teams and help foster connection and belonging. We also enhanced our approach to performance and development conversations, to make growth and learning more accessible to everyone, whilst continuing to expand our early career programmes to welcome fresh talent and new perspectives.

These efforts are already making a difference around broad inclusion, and we're proud of the progress we've made. But we know the journey doesn't stop here. We're continuing to focus on improving gender balance within the business, particularly in senior and technical roles and continue to evolve our approach to inclusion, because building a truly diverse and sustainable future takes ongoing commitment, reflection, and action.

Together, we're shaping a Rotork where everyone belongs.

Gender Pay Gap: UK

Reporting population

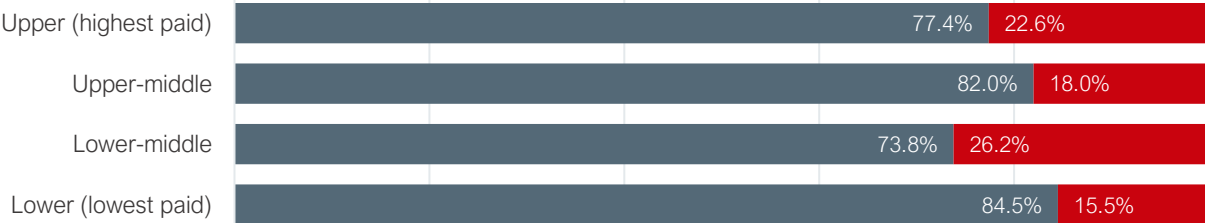


Defining the gender pay gap calculation

The gender pay gap measures the difference in mean (average) and median (mid-point) earnings between men and women, regardless of role or level, as at 5th April 2025. A negative figure indicates that women earn more, on average.

The Gender Pay Gap is different to Equal Pay, which is about ensuring that employees are paid the same for carrying out the same work, or work of equal value, regardless of their gender.

Gender representation in each pay quartile



Gender pay gap	2025	2024	2023	2022
Mean	- 4.7%	6.5%	7.3%	4.9%
Median	- 1.9%	6.5%	8.3%	7.2%
UK National	12.8%	13.1%	14.2%	14.4%

NB. A negative pay gap figure indicates that women earn more than men, on average.

Bonus pay gap	2025	2024	2023	2022
Mean	- 2.9%	22.1%	16.3%	18.0%
Median	6.6%	15.8%	38.7%	- 29.9%

NB. A negative pay gap figure indicates that women earn more than men, on average.

% receiving a bonus	2025	2024	2023	2022
Male	93.4%	90.5%	92.0%	89.8%
Female	88.2%	82.5%	81.3%	85.1%

What does the data mean?

In line with best practice, Non-Executive Directors have been excluded from our gender pay gap reporting for 2025 and figures for previous reporting periods have been revised above. As board members, they are not part of the employed workforce and receive fixed fees rather than salary or performance-related pay, therefore, their inclusion could distort the data and detract from meaningful insights into gender representation and pay equity within our workforce.

Our continued focus on increasing female representation at the senior leadership level through talent acquisition has resulted in a rise in women within the upper pay quartile, now at **23%** (2024: 20%) and has contributed to reducing the median gender pay gap for the second consecutive year, from 6.5% in favour of men in 2024 to **1.9% in favour of women in 2025** (- 8.4%). While we have made significant strides, we recognise that women are still underrepresented in the upper-middle quartile, highlighting an opportunity to further strengthen equity in our internal progression pathways.

The median bonus pay gap also **continues to improve, moving from 15.8% in 2024 to 6.6% in 2025** (- 9.2%), reflecting the growing number of female leaders with access to larger bonus opportunities and the increased inclusion of women in our LTIP population.



Gender Representation and Inclusion at Rotork

Embedding Inclusion into Our Culture and Governance

At Rotork, we recognise that fostering an inclusive and diverse workplace is not only a social imperative but a strategic enabler of long-term sustainability. Inclusion and diversity of thought are embedded in our company strategy and reflected in our governance structures, policies, and everyday practices. In 2025, we launched our refreshed DNA principles, which includes **We Grow Together**, which reinforce our commitment to embracing difference and cultivating belonging. These principles are integrated into our Code of Conduct, Equal Opportunities, and Respect at Work policies, and are overseen by our Board, Nominations Committee, and ESG Committee.

Employee Engagement and Culture Development

To shape our evolving culture, we have engaged with over 800 colleagues globally to co-create our DNA principles and define our employee value proposition. We have also introduced Culture Champions across our global teams to amplify employee voices and foster connection and inclusion.

We also enhanced our approach to performance management, with a strong focus on behaviours, whilst ensuring equitable access to growth and development opportunities for all. This supports fair and transparent conversations around performance and personal development, guided by our behaviour framework.

Progress on Gender Representation

Rotork remains committed to the goals of the 30% Club, targeting gender diversity at board and executive levels. We continue to maintain a strong level of diversity at Board level and, as at December 2025, female representation on our Board stands at 50%, consistent with last year. We also meet the FTSE Women Leader Review (FWLR) requirement that at least one of the Chair, SID, CEO, or CFO roles is female. Board appointments are made in line with our Diversity and Inclusion Policy. Female representation within our leadership team (as defined by FWLR) has increased to 28.4%, up from 25.7% in December 2024.

Inclusive Recruitment and Talent Development

Our goal is to ensure a workforce that reflects the communities we serve. We continue to focus on sourcing female candidates for senior and technical roles. For executive hires, we partner with search firms who follow the Voluntary Code of Conduct and apply gender decoding to job adverts to reduce bias. Our hybrid working model supports inclusion by offering flexibility for office-based roles.

Early Careers and Diverse Talent Pipeline

Our Early Careers Programmes continue to deliver a strong pipeline of diverse talent. In 2025, 78% of our cohorts represented diversity across gender, ethnicity, disability, and LGBTQ+, continuing to be significantly above our target of 50% broad diversity.

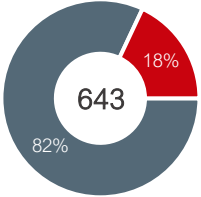
Measuring Impact

As part of our global workforce survey, colleagues rated 4.02 out of 5 that their manager encourages diverse thinking. This feedback helps us refine our approach and continue building awareness through training, policy development, and inclusive ways of working.

Ethnicity Pay Gap: UK

Reporting population

■ White ■ All other ethnic groups



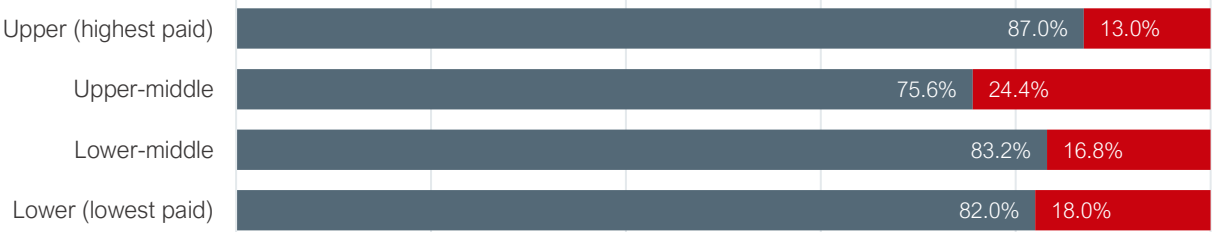
Reporting our ethnicity pay gap

We have published our Ethnicity pay gap data since 2019 as we believe this is an important measure for transparency; however, it is important to note that reported figures only consider employees who have voluntarily disclosed their ethnicity data.

We continue to encourage employees to provide their diversity data where they feel comfortable to do so, to enhance the quality of our DE&I reporting and initiatives.

Ethnicity representation in each pay quartile

■ White ■ All other ethnic groups



Ethnicity pay gap	2025	2024	2023	2022
Mean	5.1%	2.4%	-13.1%	-28.1%
Median	-2.4%	-5.4%	3.5%	9.9%
Workforce represented	67%	63%	57%	46%

NB. A negative pay gap figure indicates that other ethnic groups earn more than white employees, on average.

Ethnicity bonus gap	2025	2024	2023	2022
Mean	3.4%	-13.7%	-112.5%	-21.7%
Median	22.5%	22.3%	43.2%	31.1%

NB. A negative pay gap figure indicates that other ethnic groups earn more than white employees, on average.

% receiving a bonus	2025	2024	2023	2022
White	91.2%	87.5%	84.4%	86.1%
All other ethnic groups	86.2%	70.3%	75.0%	84.2%

What does the data mean?

As the quality and completeness of our diversity data continues to improve, our ethnicity pay gap figures are becoming a more accurate reflection of our workforce. This year's data covers 67% of our UK employees – an increase from 63% in 2024 and a notable uplift compared to previous years. This progress enables us to better understand, and address pay equity across Rotork.

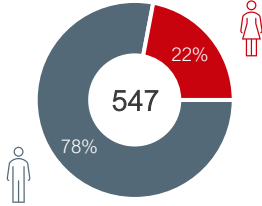
While our median ethnicity pay gap has widened slightly (+3%), it remains favourable compared to the last reported national average of 2.3%. Our median bonus gap remained relatively stable.

We are encouraged by the representation of ethnic minorities in the upper-middle pay quartile (24%). However, we recognise the opportunity to improve representation in the upper quartile (13%). Enhancing diversity within our senior leadership team remains a strategic priority for Rotork and is embedded within our incentive framework.

Gender Pay Gap: Rotork Controls Ltd



Reporting population



Across our reportable entity

Under current regulations, we are required to report gender pay and bonus pay gaps for all entities with at least 250 employees. Rotork has one such entity: Rotork Controls Ltd.

As at 5th April 2025, **Rotork Controls Ltd** has 547 employees of whom 22% are women (an increase from 21% in 2024). The gender pay gap has narrowed since last year due to an increase in female representation within our leadership team.

Gender representation in each pay quartile



Gender pay gap	2025	2024
Mean	- 4.0%	8.7%
Median	- 6.0%	5.9%
UK National *	12.8%	13.1%

* Source: Office for National Statistics. 2025 data not available yet.

Bonus pay gap	2025	2024
Mean	- 0.8%	22.7%
Median	7.9%	14.7%

% receiving a bonus	2025	2024
Male	92.0%	89.1%
Female	87.3%	75.5%

I confirm the data reported is accurate:

Kiet Huynh, Chief Executive Officer
5 March 2026

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