

water technology limited

GENDER PAY GAP REPORT (ROI)

REFERENCE DATE
JUNE 30TH 2026

OUR MISSION

AT WTL, WE STRIVE TO PROVIDE A DIVERSE, INCLUSIVE AND INNOVATIVE WORKPLACE, WHERE ALL EMPLOYEES HAVE THE OPPORTUNITY TO START, GROW AND DEVELOP THEIR CAREERS.

OUR MISSION AND VALUES GUIDE US TO ENSURE OUR EMPLOYEES WORK IN AN ENVIRONMENT THAT IS FAIR, RESPECTFUL AND EQUITABLE FOR ALL.





UNDERSTANDING THE TERMS

EQUAL PAY AND GENDER PAY GAP ARE NOT THE SAME CONCEPTS.

EQUAL PAY

Equal pay, or more precisely equitable pay, means that employees should be paid the same for doing equivalent work, allowing for legitimate diferences such as qualifications, experience and tenure.

GENDER PAY GAP

A **gender pay gap** is the diference in the average hourly pay rate of men and women across the business, regardless of the work they do.

GENDER PAY REPORTING

Gender pay reporting requires the documenting of any gender pay gap across a range of metrics, including hourly base pay, bonus pay and benefit in kind.

MEDIAN PAY

The **median pay gap** is the difference between the mid points in the ranges of hourly pay rates of men and women. It is calculated by finding the exact middle point between the lowest and highest paid man and the lowest and highest paid woman. The two figures are then compared.

MEAN PAY

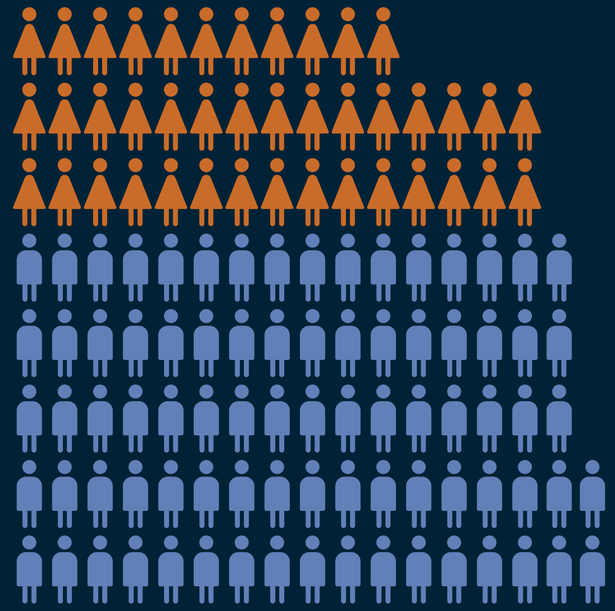
The **mean pay gap** is the difference between the average hourly pay rate of male employees and that of female employees. It is calculated by adding up the hourly pay of all the women in the business and dividing by the number of women. We then do the same sum for men and compare the two figures.

QUARTILES

Quartiles divide the list of all employees – ordered from lowest to highest – into four equal groups based on their hourly pay rates.



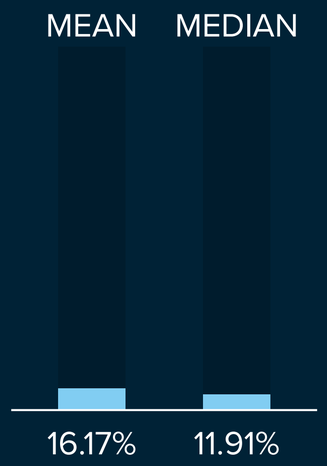
OUR WORKFORCE AT A GLANCE



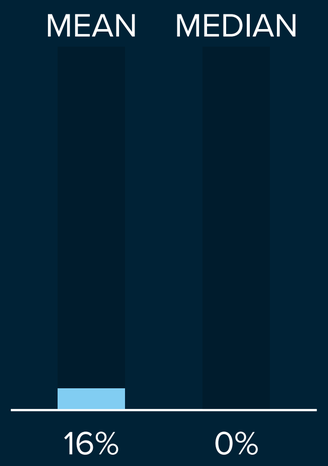


41 FEMALES (33%)
82 MALES (67%)

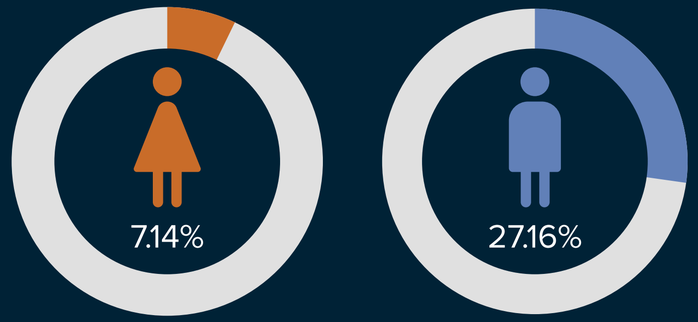
OVERALL
HEADCOUNT = 123



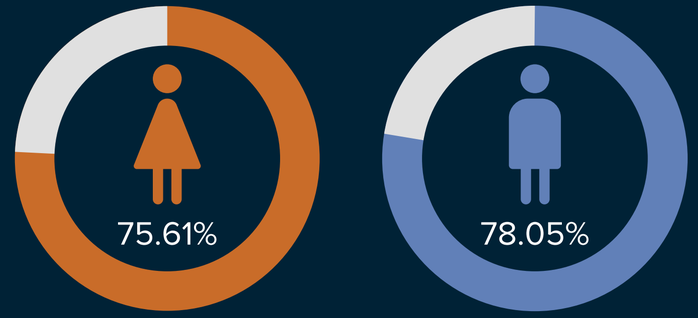
GENDER PAY GAP



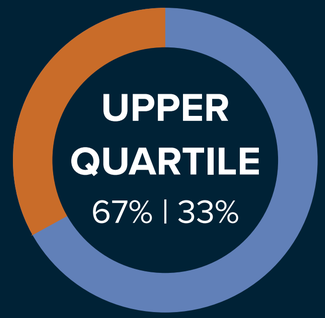
BONUS PAY GAP

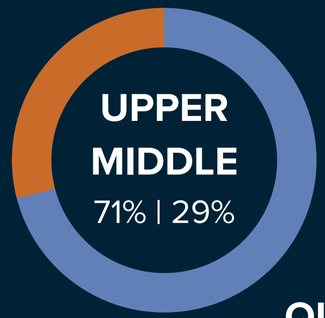


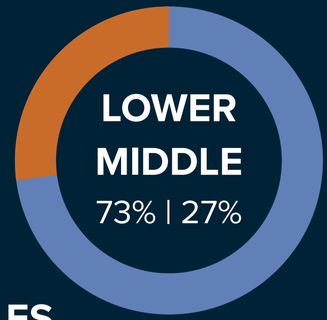
% RECEIVING BENEFITS-IN-KIND

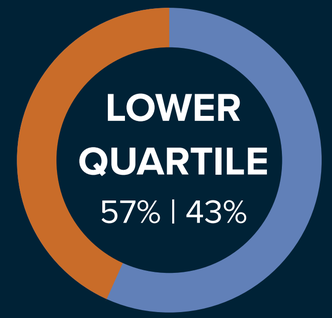


% RECEIVING BONUS









PAY QUARTILES

WHY? VISUAL EXPLAINED

OUR GENDER PAY GAP CONTINUES TO BE INFLUENCED BY THE OVERALL GENDER COMPOSITION OF OUR WORKFORCE AND THE DISTRIBUTION OF MEN AND WOMEN ACROSS DIFFERENT ROLES AND ORGANISATIONAL LEVELS WITHIN WTL.

While our workforce grew significantly during 2026, the **overall gender profile remained relatively stable**, with women representing approximately one-third of employees. Women account for 43% of employees in the Lower Quartile, compared with 27% in the Lower-Middle Quartile, 29% in the Upper-Middle Quartile and 33% in the Upper Quartile. This distribution, together with the continued underrepresentation of women in senior leadership, director and other higher-paid roles, contributes to our overall Gender Pay Gap.



Our mean Gender Pay Gap remained broadly stable at 16.17%, compared with 15.87% in 2025. The median Gender Pay Gap increased to 11.91%, reflecting a **change in the midpoint** of the respective male and female pay distributions.

The 2026 figures were also influenced by the employment of 14 summer placement students, who were paid at rates appropriate to the nature of their placements. In addition, WTL continued to invest in two female laboratory apprentices who work part-time during the college term, while WTL supports the cost of their university education. These initiatives form part of our longer-term commitment to developing a diverse talent pipeline.

There was a **significant improvement in our Bonus Pay Gap**. The mean Bonus Pay Gap reduced from 56% in 2025 to 16% in 2026, while the median remained at 0%. Bonus participation was also closely aligned, with 78.05% of men and 75.61% of women receiving a bonus.

The difference in the proportion of employees receiving benefits-in-kind primarily reflects the gender profile of the roles eligible for these benefits. These roles are predominantly within Service Engineering, Process Engineering and Validation, where men continue to represent a greater proportion of employees.



OVERALL, OUR 2026 RESULTS DEMONSTRATE PROGRESS IN BONUS OUTCOMES WHILE REINFORCING THE IMPORTANCE OF IMPROVING GENDER REPRESENTATION AND SUPPORTING CAREER DEVELOPMENT AND PROGRESSION ACROSS ALL LEVELS OF THE ORGANISATION.

WHAT MEASURES?

OUR JOURNEY OF CHANGE

AT WTL, WE REMAIN COMMITTED TO CREATING A DIVERSE, INCLUSIVE AND EQUITABLE WORKPLACE IN WHICH ALL EMPLOYEES ARE GIVEN THE OPPORTUNITY TO DEVELOP AND PROGRESS.

Our 2026 data reinforce the importance of looking beyond overall workforce representation and focusing on how we attract, develop and support the progression of women at every level of the organisation. Building on the commitments made in 2025, our areas of focus include:

- **Improving Female Representation:** Continued focus on increasing female representation in the roles and organisational levels where women remain underrepresented.
- **Supporting Career Development and Progression:** We will use our performance and talent management processes to encourage **meaningful career conversations** and identify development and progression opportunities.





During 2026, we invested in **leadership and management training** for our people managers and introduced a more formalised one-to-one process. Further investment and training are planned for 2027.

- **Maintaining Fair and Inclusive Recruitment and Promotion Practices:** Recruitment and promotion decisions will continue to be based on **competence, merit and ability**. We will also seek to attract diverse candidate pools and ensure that our processes provide equitable opportunities for all applicants and employees.

- **Supporting Flexible Working:** We recognise the important role flexible working arrangements can play in supporting women to balance their professional and personal responsibilities, including family and caring commitments. By **promoting flexibility** where possible, we aim to create an environment that supports women's participation, retention and career progression across all levels of the business.

- **Embedding Employee Wellbeing and Inclusion:** During 2026, we adopted a more integrated and evidence-based approach to wellbeing, focusing on fewer, more targeted initiatives shaped by employee feedback. Our priorities included **physical health, team building, mental health awareness**, and charity and community engagement. We were also pleased to support the **Work Equal** event by providing one-to-one career advice to women seeking to return to the workplace. We also introduced complimentary sanitary products in our female facilities through Rileys, an Irish female-founded business, as a practical step towards supporting employee wellbeing and an inclusive workplace.

- **Investing in Training and Development:** We will continue to encourage employees to develop both **personally** and **professionally**. This will include further leadership and personal development training, together with opportunities to expand our **apprenticeship programme** and strengthen our future talent pipeline.

- **Listening To Our Employees:** We will continue to gather **employee feedback** through our Employee Wellbeing Survey, regular one-to-one meetings and ongoing employee engagement activities.

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