

Renishaw plc – UK gender pay gap report April 2026

April 2025 data snapshot



‘At Renishaw, encouraging innovation and challenging convention is critical to our purpose of Transforming Tomorrow Together. Innovation thrives when we bring together talented people with a diversity of perspective, approach and thought, in an environment that enables everyone to unlock their true potential, regardless of background.’

While we recognise that we have made some progress towards closing our current gender pay gap, and that our gap in part reflects the challenges of many in our sector, we are committed to going further and faster to ensure that we achieve full gender equity and create lasting, positive change across our organisation and the wider manufacturing sector.’

– **Clare Nicholls, Group HR Director**

We confirm the data reported is accurate.

Will Lee
Chief Executive Officer

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Introduction

We are a world leader in measuring and manufacturing systems. Our products give high accuracy and precision, gathering data to give customers and end users with traceability and confidence in what they're making.

We have just over 5,000 employees across the world, including over 3,000 colleagues in the UK where we do much of our research, development and manufacturing.

Our purpose, **'Transforming Tomorrow Together'**, underpins how we serve our customers and support our people around the world. We are proud of a culture shaped by colleagues whose diverse perspectives strengthen our values of innovation, inspiration, integrity and involvement. And we firmly believe that our commitment to diversity, equity and inclusion is both the right thing to do and vital to achieving our business ambitions.

Renishaw has five companies in the UK. The reporting requirements mean that the data presented in this report relates to Renishaw plc only, the largest of these five companies. The data reported is based on the snapshot date of 5 April 2025.

We are pleased to share our latest set of data where we demonstrate continuous improvement since we began reporting in 2017, whilst also identifying areas for further focus.



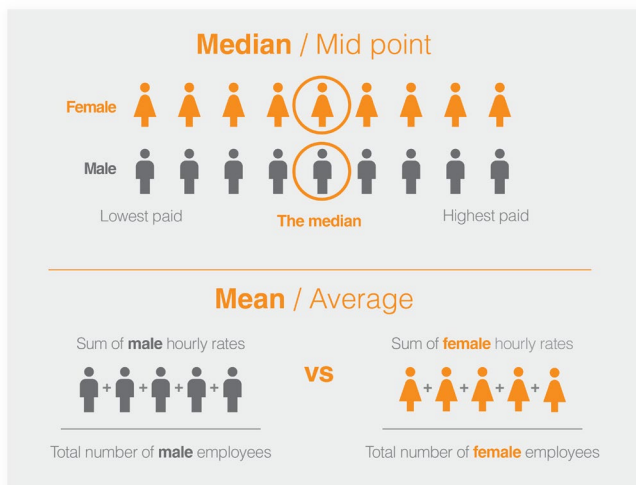
Renishaw, New Mills headquarters

What is the gender pay gap?

The gender pay gap is sometimes confused with equal pay. Equal pay is focused on ensuring all colleagues, regardless of their characteristics (for example, their gender) receive equal pay for equal work. Gender pay gap focuses on the difference between the average (mean) and median earnings by gender.

The gender pay gap reporting aims to highlight the overall distribution of earners in an organisation, focusing on men and women at all seniority levels. While the mean pay gap gives an overall average, the median is considered to provide a more accurate picture of the typical pay gap, as it is less impacted by outliers.

Median and mean pay explained



Equal pay vs gender pay gap what's the difference?

Equal pay



Men and women in the same organisation receive equal salaries when doing equal work, and work of equal value.

Equal pay focuses on ensuring fairness within specific job roles.

Gender pay gap

The overall difference in earnings between men and women across an organisation or labour force. A gender pay gap does not always mean an organisation does not offer equal pay. The gender pay gap may exist due to:



Bias in performance and reward frameworks



Over-representation of women in lower paid roles



Over-representation of males in senior management roles



Negative impact of part-time work or parental leave

The gender pay gap sheds light on the systemic issues that contribute to disparities between men and women.

2025 key data

Mean gender pay gap: **16.1%**
Median gender pay gap: **19.7%**



90.0% of men
89.2% of women
received a bonus

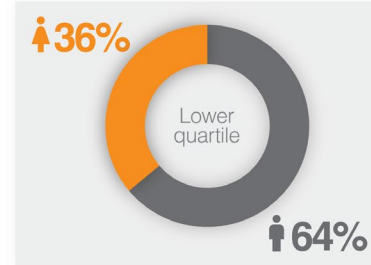
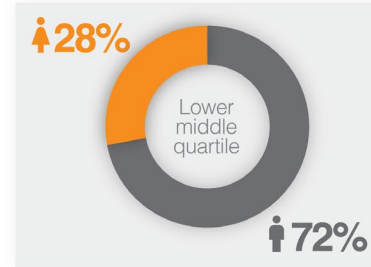
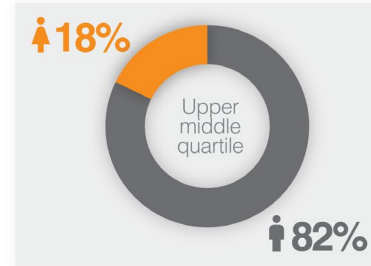
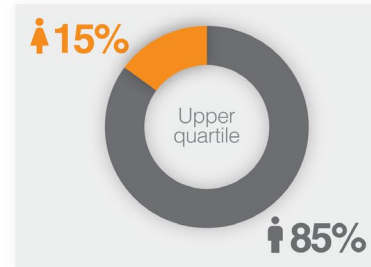
Mean bonus gap: **32.4%**
Median bonus gap: **21.5%**



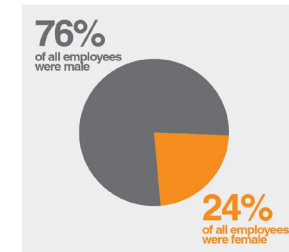
When comparing hourly pay data by gender, the latest snapshot shows we have a mean gender pay gap of **16.1%** and a median gender pay gap of **19.7%**. Based on the latest available data reported by the Office of National Statistics (ONS) the UK median gender pay gap is **12.8%**. The UK manufacturing industry median pay gap is **14.9%**, according to the University of Cambridge Women in UK Manufacturing report 2025.

As for bonus data, which examines all bonus types paid to colleagues in the 12-month period leading up to the report snapshot date, this year we have a mean bonus gap of **32.4%** and a median bonus gap of **21.5%**. Our bonus pay gaps are wider than the year before, primarily driven by the senior leadership team bonus awards, with this group comprised of 6 men and 2 women. Overall, **90%** of men and **89.2%** of women received a bonus.

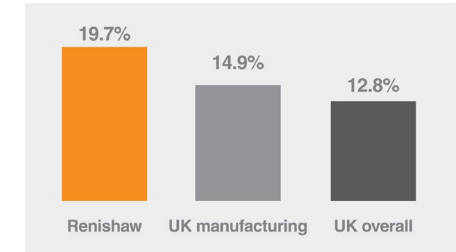
Distribution of men and women by pay quartile



Proportion of men and women at Renishaw



Renishaw median pay gap compared to UK manufacturing and UK overall



A gender pay gap is typically caused by a disproportionate balance of men and women across pay quartiles. In other words, the pay gap tends to be wider if the percentage of men in higher-paid roles is more than the percentage of men in the whole workforce. This is true for our business and is the key reason for our gender pay gap. **76%** of our UK colleagues are men but they make up **85%** and **82%** of both upper pay quartiles. In contrast, **24%** of our UK colleagues are women but they make up **28%** and **36%** of both lower pay quartiles.

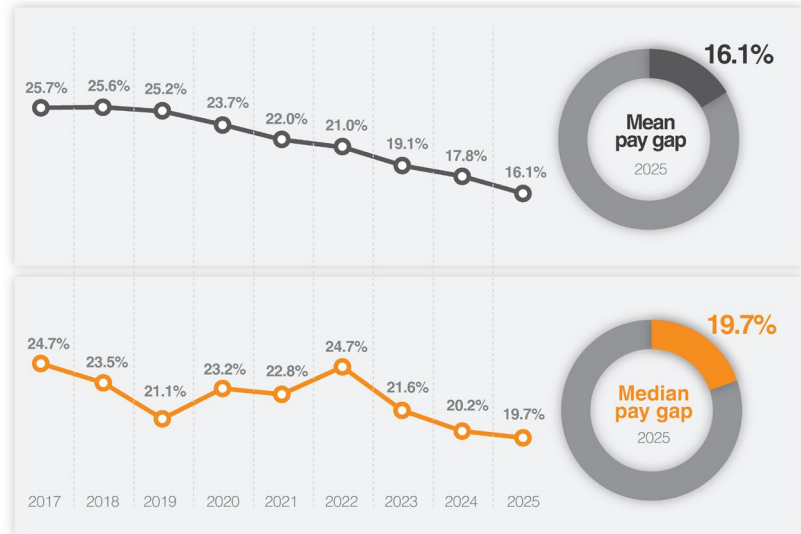
As highlighted in the Women in UK Manufacturing report, our business is no exception to the slow progress of women's participation in engineering and manufacturing industries. The proportion of female colleagues has not significantly improved since we began reporting. In April 2025, **24.4%** of Renishaw plc's workforce were women, compared to **21.0%** in April 2017.

While we're pleased that our mean and median pay gaps have reduced, to further narrow our gender pay gap at Renishaw, we need to improve female participation, particularly throughout the middle and upper levels of the organisation. When we look at the progress made by our wider peer group, such as the UK Manufacturing industry gender pay gap, we recognise there is more we can do since the UK manufacturing sector pay gap reduced by **1.0%** in the last year while the Renishaw pay gap reduced by **0.5%**.

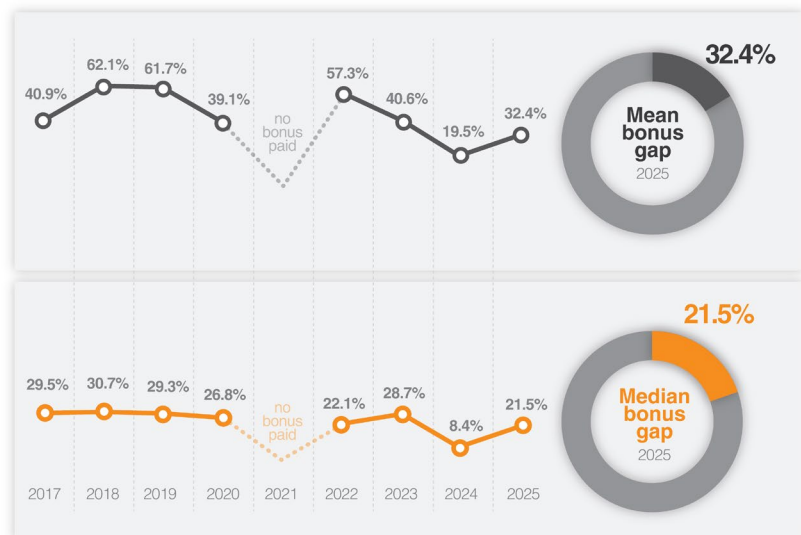
However, our long-term trends are positive, as illustrated on the next page.

Our progress since reporting began in 2017

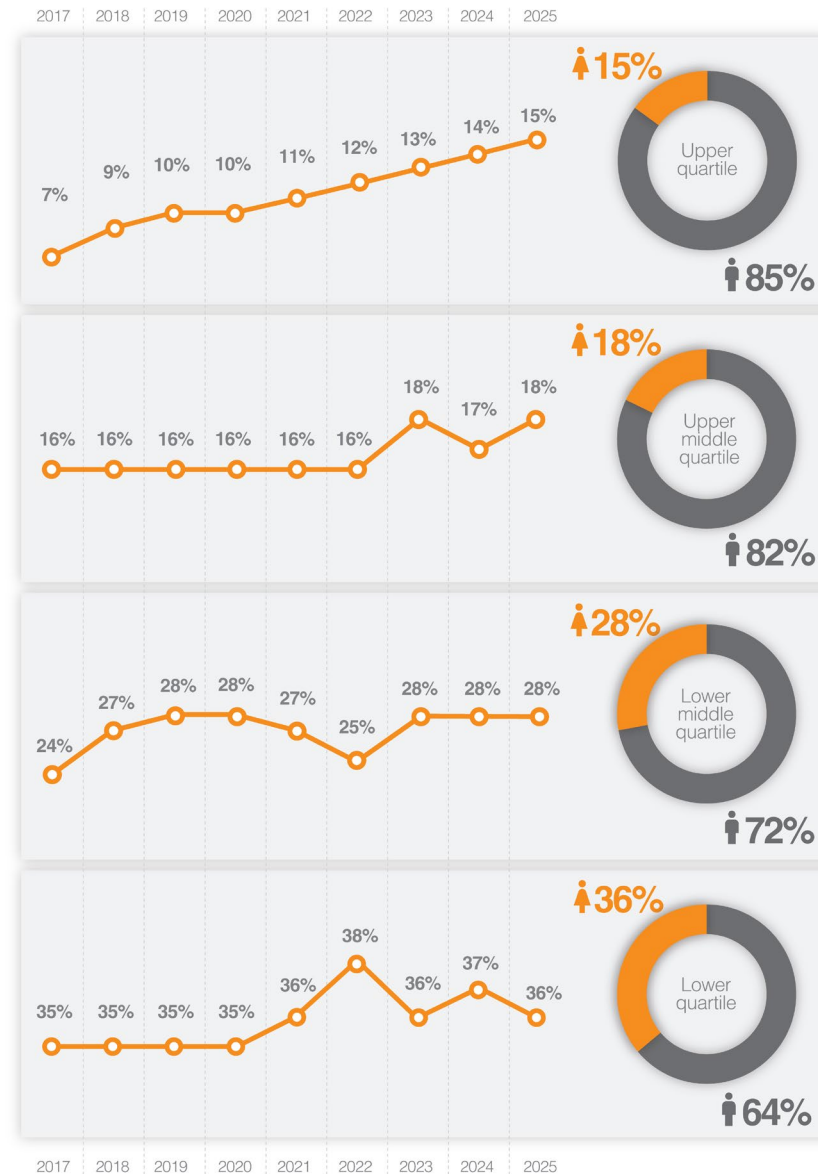
Gender pay gap



Bonus pay gap



Percentage of women in pay quartiles



Addressing our gender pay gap

Over the last few years, we've been embedding the principles of equity, diversity and inclusion (EDI) into our culture as well as increased focus on our environmental, social and governance (ESG) efforts.

In 2025 our Executive Committee composition changed, which resulted in two women holding leadership positions at this level. One of our three key product groups is now led by a woman.

Based on our data insights we know that the primary driver for the gender pay gap at Renishaw is the female participation in the middle and senior levels of the business, and we recognise the opportunity to improve this.

We have laid a solid and objective foundation through the implementation of our job architecture. This allows us to evaluate and price jobs in a robust, gender-neutral manner as well as continuously review and evolve the wider career progression framework. We have made progress by developing our core and functional competencies and are embarking on the journey of developing a skills framework alongside it.

By continuously using insights from our people data, not only on Workday but our global employee engagement survey and other sources, we know much of our success lies in the earlier stages of careers at Renishaw.

Unsurprisingly, issues appear further up in the organisation, hence our increased focus on supporting women's career progression to middle and senior positions. We have recently improved our family friendly policies by offering extended enhanced paternity leave and pay, following an increase in our enhanced maternity pay provision in 2024.

We are revisiting our Social Strategy (part of our ESG strategy), by reviewing our core initiatives relating to diversity and inclusion to ensure that we can move further and faster towards our equity goals.

This will include understanding structural barriers to the progression of women, targeted initiatives to address these issues and work with our leaders across the business.

Our priority remains in continuing to build an inclusive culture in which every employee can thrive, regardless of their background.



Colleagues at a networking event to mark International Women's Day 2026

Throughout the 2024-25 academic year, our **STEM** Outreach team engaged with over 12,500 students across 259 events, with 41% female participation. Over 25% of our STEM Ambassadors are women. At school careers events, we're seeing more girls actively exploring engineering, reflecting the positive impact of visible role models and early STEM engagement.

