



# RWS UK Gender Pay Gap Report 2025

08/12/2025

## Message from the CEO

At RWS, we recognise that the strength of our global community lies in the diversity of our people. We believe that embracing different perspectives, backgrounds, and experiences adds immense value to our business and helps every colleague thrive.

Creating an inclusive and welcoming culture where diversity is celebrated and everyone feels they belong is central to our values and critical to our continued success. Research consistently shows that organisations with inclusive environments outperform their peers, generating more innovative ideas, executing more effectively, and achieving stronger business results.

In our 2025 engagement survey, we received an overall inclusion score of 71%, with colleagues affirming that RWS fosters a diverse culture and promotes a sense of belonging. These insights reinforce our commitment to listening, learning, and acting on feedback to drive meaningful change.

As part of our ongoing efforts, we continue to focus on key pillars of activity aligned with the Group's Diversity, Equity and Inclusion Policy. We balance large-scale initiatives with a rich mix of smaller, targeted actions that celebrate the full spectrum of human difference and the many unique traits that make each colleague who they are.

In November 2025, we launched our Diversity Festival Month, expanding on previous years' success with a series of events and learning opportunities designed to raise awareness, spark conversation, and inspire action across all areas of our DEI&B journey.

In this year's report, we have outlined the gender pay gap for one of RWS Holdings plc's UK entities in line with UK legislation.



# What is the gender pay gap?

We are disclosing our gender pay gap analysis for 2025 in accordance with UK regulations for gender pay gap reporting. We are required by that legislation to report on employing entities in the UK with more than 250 employees. For RWS, this requires us to reference the relevant employees who were part of the entity known as SDL Limited, which had 548 relevant UK employees on the 'snapshot date' of 5 April 2025.

The gender pay gap is the difference between the hourly rate of pay and bonus of male and female colleagues (as set out in the regulations) and expressed as a percentage difference of the hourly pay rate of male colleagues.

The gender pay gap within this report is disclosed on both a mean (average) and median (mid-point on a distribution) basis for this UK subsidiary only and provides six statutory calculations annually showing how large the pay gap is between male and female colleagues:

- Average gender pay gap as a mean average
- Average gender pay gap as a median average
- Average bonus gender pay gap as a mean average
- Average bonus gender pay gap as a median average
- Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
- Proportion of males and females when divided into four groups ordered from lowest to highest pay

In line with the government's gender pay gap reporting regulations, the analysis has been based on pay data for hourly pay calculations and bonus calculations at the 'snapshot date' of 5 April 2025.

# 2025 UK Gender Pay Gap Report

The following table provides a summary of the results based on the statutory calculations outlined earlier in the report -

	2025		2024	
<b>Pay and Bonus gap</b>	<b>Mean</b>	<b>Median</b>	<b>Mean</b>	<b>Median</b>
<b>Hourly pay</b>	25.02%	34.85%	23.45%	29.87%
<b>Bonus</b>	27.88%	19.62%	29.55%	46.45%
<b>Proportion of colleagues receiving a bonus</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
	32.38%	32.24%	29.20%	34.78%
<b>Pay quartiles showing the gender distribution in each pay quartile</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
<b>Lower</b>	32.06%	67.94%	31.82%	68.18%
<b>Lower middle</b>	32.31%	67.69%	34.35%	65.65%
<b>Upper middle</b>	51.91%	48.09%	51.91%	48.09%
<b>Upper</b>	67.69%	32.31%	67.94%	32.06%

## What does the pay gap tell us?

Of the 548 ‘relevant’ employees, 522 are considered ‘full pay relevant’ and therefore included in the hourly pay and quartile calculations. In this group 54.02% are female colleagues and 45.98% are male colleagues. Our analysis shows that in the period ending on the snapshot date of 5 April 2025, the mean gender pay gap was 25.02%, and the median gender pay gap was 34.85% for all colleagues. This indicates that on average, female colleagues on this payroll earn 75p for every £1 a male colleague earns. This demonstrates a small increase in the gender pay gap since our 2024 report, where gender pay gap was 23.45%, and the median gender pay gap was 29.87%, which is a disappointing trend. In January 2025, the Company conducted a salary review for all colleagues, of which correcting pay equity discrepancies was a key value, however soft business results created budgetary constraints in correcting pay gaps at higher levels.

We do however see the mean gender bonus gap has reduced by 1.67% from last year’s report, and that proportionally, a similar amount of men and women are receiving bonuses on this payroll. We are pleased to see that the median gender bonus gap has significantly reduced since our 2024 report (46.45%). As in our 2024 report bonus pay during this period largely represents payments from sales commission and bonus pay for the Client Services business groups. The sales team has a higher proportion of senior male colleagues, and overall, the targets for sales commission have a higher value than other bonus types included within the analysis, which contributes to the disparity in our bonus pay gap results.

With respect to the pay quartile analysis, we see stability in the lower, upper middle, and upper pay quartiles, with an increase in female colleagues moving to the lower middle which supports our commitments made last year to continue driving female career development. The stability in the quartiles also reflects how there has not been significant change to the employee population in this 12-month period; our overall headcount and gender split remain similar (549 and 52.52% female in 2024), and of the 77 joiners in the 12-month period 50.65% were female, and of the 76 leavers 47.38% were female.

In our report for 2024 we shared our action plan for improving pay equality across the RWS group, which included leveraging our newly implemented job architecture and new HR system, focusing on inclusive recruitment strategies, and continuing our work with employee resource groups. Whilst we recognise the overall gender pay gap is broadly steady in this entity, we are disappointed that these ongoing initiatives have not resulted in improving the gender pay gap.

# Taking further action – Our Plan

We are committed to continuously advancing equality across the RWS Group by nurturing an inclusive culture where every colleague is empowered to reach their full potential. In support of our people strategy, we've embedded a variety of initiatives that help us drive progress and foster fairness throughout the business.

## Salary Benchmarking

RWS has implemented a comprehensive salary benchmarking system to ensure that every role is fairly and consistently rewarded across all divisions. Our Talent Acquisition and Human Resources teams invest significant time and resources into these benchmarking processes to maintain competitive and equitable compensation within the market.

This structured approach promotes fairness and transparency, helping to prevent pay discrepancies and reinforcing our commitment to equality throughout the employee lifecycle.

## Job Architecture

In 2024, we introduced a new job architecture framework that groups every role at RWS into clear job families and bands with corresponding salary ranges. This structure underpins how we manage pay, career progression and talent development, ensuring alignment with business priorities and supporting fairness and transparency in our reward practices. As part of the next phase, we are updating the architecture to further standardise job titles across the organisation. This refresh will make titles clearer and more consistent, helping employees better understand career paths and how roles connect within the framework.

## Leveraging our new HR System

Last year, we successfully implemented a single HR system across RWS, bringing all colleagues onto one platform. In January 2025, we completed our first global salary review using the system's PowerApp capabilities. This provided managers with clear visibility of job bands and corresponding salary ranges, enabling fair and equitable pay award decisions. These improvements strengthen transparency and consistency in compensation practices, supporting our commitment to reducing pay disparities and promoting gender equity across the organization.

## Succession planning

In 2025 we conducted a comprehensive review of our talent at the Senior Leadership Team level, including emerging talent and successors, to understand our people and capabilities. Our goals were to understand talent and succession for Executive and Senior Leadership roles, create an action plan to mitigate any succession risks, identify, develop and engage successor and talent pools, and use insights to improve leadership development and talent planning. One of the key takeaways was to continue to identify ways to increase diversity in Leadership roles, as 43% of the succession pipeline in 2025 was female.

## Inclusive recruitment

Our global Applicant Tracking System enables our Talent Acquisition team to provide a consistent and enhanced candidate experience across RWS. Our Talent Acquisition team continues to prioritise gender equality across our recruitment programmes at all seniority levels, with 58% of our Exec team being female as of 1 November 2025. Alongside this, our Candidate Charter commits to making employment decisions based on business needs, job requirements and individual

qualifications, without regard to race, religion, nationality, ethnicity, sex, age, disability, veteran status or sexual orientation.

## **Agile working policy**

Our approach to agile working enables our colleagues to seamlessly work across virtual and physical environments, collaboratively and safely. Colleagues in this group either work fully remotely or on a hybrid basis and we will continue to support agile working practices that foster autonomy and support a healthy work-life balance to sustain and build on what colleagues value most.

## **Employee Resource Groups (ERGs)**

RWS has established group-wide inclusion pillars, each supported by an ERG. These groups are sponsored by Executive Team members and supported by HR and Learning & Development to ensure strategic alignment. ERGs promote awareness, engagement and representation across the organisation, with tailored initiatives for each pillar. Overall, these voluntary ERGs exist to:

- Promote diversity and inclusion by helping develop people, increase their engagement and expand marketplace reach
- Bring people together who share similar characteristics, life experiences, interests and/or goals
- Create safe spaces for networking and support
- Raise awareness, share ideas, thoughts and learnings
- Spark change through actions that can be taken collectively and individually

The RWS Diversity Council connects the work of all ERGs into a broader, business-driven strategy. It guides the organisation in creating a workplace that reflects the societies in which RWS operates.

## **RWS Diversity Festival**

Introduced in May 2023, the Diversity Festival is an annual event promoting inclusion and offering targeted education and training. In its inaugural year, it attracted over 270 live attendees and 800 post-event viewers. In 2025, the festival will take place over the full month of November, with sessions on numerous topics across all our Employee Resource Groups (LGBTQ+, Women, Persons with Disabilities, Neurodiversity and Wellbeing) to celebrate our diversity as a company, increase awareness and to inspire colleagues to get involved.

## **Social responsibility and volunteering**

We continue to provide opportunities for all colleagues globally to take up to 5 days a year, on top of annual leave, to get involved in their communities and charitable projects of personal importance. Our Site Leader team, composed of local leaders who promote culture and lead change at a site level, encourage the use of these days through site-led volunteering days, and colleagues also have the option to use them for initiatives closer to home.

## Closing Statement

At RWS, we recognise that addressing the gender pay gap is not just a regulatory requirement but a vital part of building a fair and inclusive workplace. While this year's results show areas of progress, they also highlight where further action is needed. We remain committed to transparency and accountability, and to implementing meaningful initiatives that drive equity across all levels of our organisation. Through continued investment in salary benchmarking, job architecture, inclusive recruitment, and employee resource groups, we will work tirelessly to reduce disparities and create an environment where every colleague can thrive. Our goal is clear: to ensure that equality is embedded in everything we do, today and for the future.



Benjamin Faes  
Chief Executive Officer  
8 December 2025



## About us

RWS is a content solutions company, powered by technology and human expertise. We grow the value of ideas, data and content by making sure organizations are understood. Everywhere.

Our proprietary technology, 45+ AI patents and human experts help organizations bring ideas to market faster, build deeper relationships across borders and cultures, and enter new markets with confidence – growing their business and connecting them to a world of opportunities.

It's why over 80 of the world's top 100 brands trust RWS to drive innovation, inform decisions and shape brand experiences.

With 60+ global locations, across five continents, our teams work with businesses across almost all industries. Innovating since 1958, RWS is headquartered in the UK and publicly listed on AIM, the London Stock Exchange regulated market (RWS.L).

More information: [rws.com](http://rws.com)

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