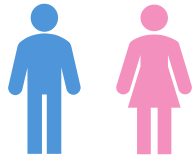


RCI Gender pay gap analysis 2025

MEAN BASIC PAY

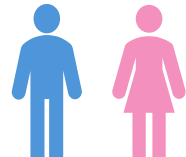
Male = £14.90
Female = £13.59
per hour



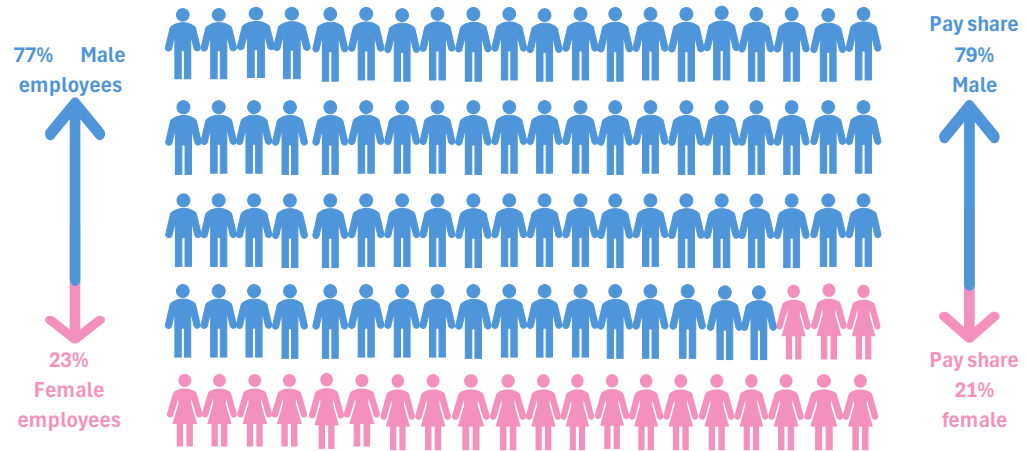
Female is 8.8% lower than Male

MEDIAN BASIC PAY

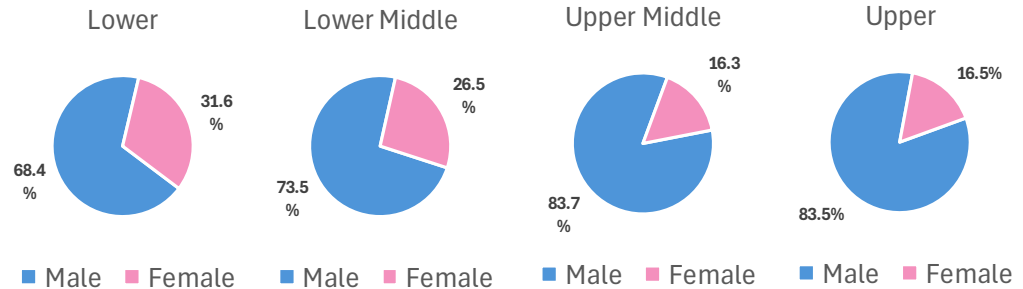
Male = £13.59
Female = £13.01
per hour



Female is 4.3% lower than Male



PAY QUARTILES OBSERVATIONS
The graphs show the male to female split of our workforce across four pay quartiles.



At RCI 77% of our employees are male and 23% are female. This gender split is typical in the warehousing and tray washing industry due to the nature of the work on the shop floor requiring heavy manual labour. The percentage gender split is relatively consistent with previous years for the lower middle quartile, however, there has been a slight reduction in the female population for the lower and upper middle quartiles and a slight increase for females in the upper quartile. The mean basic pay gap has reduced significantly from 11.1% in 2024 to 8.8% for 2025 and can be explained by the fact that there has been an increase of females in our upper quartile in professional and managerial roles which attract a higher rate of pay. Overall, our median basic pay gap has almost doubled on the previous year from 2.2% as a result of the reduction of female population in the upper middle quartiles.

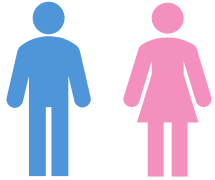
RCI is committed to equality across all aspects of our diverse business, and we continue to strive towards improving the balance of our workforce by encouraging our female employees to progress within the company and apply for more senior roles when available, shown by the increase of females in the upper quartile, as well as attempting to attract more females to join all areas of the business.

MEAN BONUS PAY

Male = £977.62

Female = £621.71

in 12 months ending 05/04/25



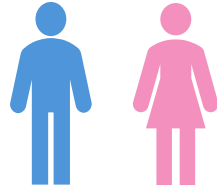
Female is 36.4% lower than Male

MEDIAN BONUS PAY

Male = £574.78

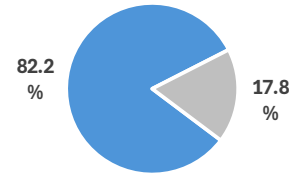
Female = £300.00

in 12 months ending 05/04/25



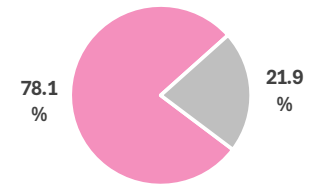
Female is 47.8% lower than Male

Males Receiving Bonus Pay



■ Paid ■ Not Paid

Females Receiving Bonus Pay



■ Paid ■ Not Paid

RCI operates different bonus schemes across the business, with roles of a professional and managerial level commanding higher awards than those on the wash floor. Criteria for achieving the bonus also differs with managerial bonuses being driven by objectives within their job role and those on the shop floor needing to achieve production targets per shift.

Following the introduction of a new network wide bonus scheme in 2024 it is pleasing to see that there is a higher percentage of both males and females receiving a bonus reward.

There has been a significant reduction in the mean bonus pay gap from 42.9% in 2024 to 36.4% in 2025, although the median bonus pay gap has increased from 13.5% in 2024 to 47.8% in 2025. This can be attributed to a higher rate of males in senior roles which attract a greater percentage of bonus, due to the complexities of the objectives at this level.

I confirm that the data above is an accurate representation of Ralph Coleman International Limited's gender pay gap for 2025.

A handwritten signature in black ink that reads "DAS - O".

Darren Smail
Director Service Centre Operations Europe
31.03.2026