

Gender Pay Report 2025

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Kohler Mira is a UK based company made up of 3 market leading bathroom brands – Mira Showers, Rada and Recoup. With c. 750 associates based in Cheltenham, Worcester, Norfolk and Hull. Kohler Mira is proud to be part of Kohler Co., a global manufacturer in kitchen, bathroom and hospitality, with a network of over 28,000 associates across 6 continents.

This Gender Pay Report for Kohler Mira is based on data at 5th April 2025 and covers the Mira Showers and Rada brands only.

To support our drive to create market-leading designs and experiences we need the very best talent, regardless of gender. With this in mind, we nurture a culture where our associates can develop and where everyone can achieve their full potential.

We are committed to fostering a fair and respectful workplace, promoting a culture of belonging for all. The gender pay gap shows the difference between the average (mean or median) earnings of men and women. The mean is the average and the median is the middle number when hourly rates are placed in order from lowest to highest; both calculations are expressed as a percentage of male earnings.

Engineering and Manufacturing associates make up a significant proportion of Kohler Mira's workforce. This sector remains male dominated in the UK. Due to this, there is a larger number of males in the most senior roles than females, which creates a gender pay gap.

We are playing our part in trying to change that to achieve a better gender balance. During the 2025 reporting period, we have continued to support the development of females into more senior roles, particularly in senior level management positions, which is showcased in the change in our upper pay quartile where our female representation has increased from 29% to 34% over the last 12 months. This continued focus on female development and promotion has resulted in a positive five year trend where we have reduced the pay gap. In addition, Kohler Mira has been encouraging more females in education to consider STEAM subjects and careers to help close the gender pay gap in skills that are fundamental to our business success in the future.

Our gender pay gap results are a reflection of our gender imbalance rather than a pay imbalance.

Pay and Bonus Gap

	Median	Mean
Pay Gap	7.01%	1.62%
Bonus Gap	19.70%	13.94%

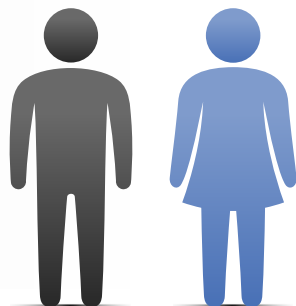
The chart above shows our overall mean and median gender pay gap based on hourly rates of pay at the snapshot date of 5th April 2025. It also captures the mean and median difference between bonuses paid at Kohler Mira during the year preceding April 2025.**

**The gender pay gap calculations for the mean bonus does not take account of pro-rating bonuses for part-time staff. More females than males work part-time and therefore their bonus was pro-rated. This has caused our mean bonus gender pay gap to be distorted.

The gender pay gap is not the same as equal pay. Equal pay refers to differences in pay between men and women who are undertaking the same work, similar work, or work of equal value. We are committed to supporting equality through fair pay and we strive to ensure that men and women are paid equally for doing equal work. An internal equal pay audit further demonstrated that there is no structural differentiation in pay based on the individual performing the role. We are not complacent and we recognise that the market is continually changing. For that reason, we will continue to use external benchmarking to price our positions against the market to ensure that we are offering the correct levels of pay for the role, rather than for an individual.

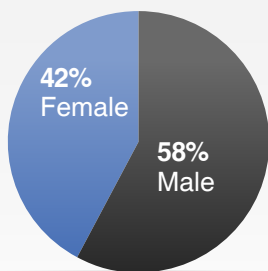
Proportion of Associates by Gender

68%
Male

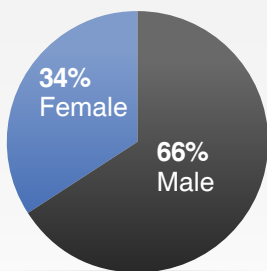


32%
Female

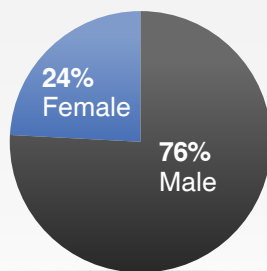
Pay Quartiles



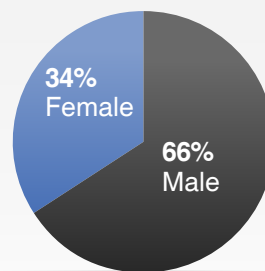
Lower



Lower Middle

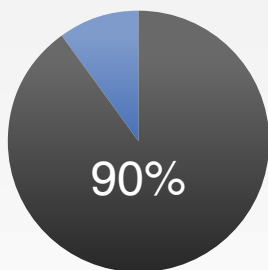


Upper Middle

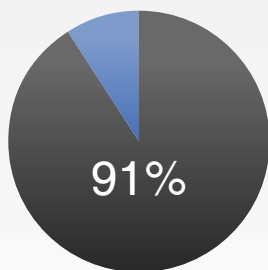


Upper

The above pie charts illustrate the gender pay gap within 4 evenly distributed quartiles of our business. It is important to us to treat our employees fairly; therefore 100% of our associates are eligible for an annual bonus.*



90%



91%

From April 2024-25, the % of those in receipt of a bonus was 90% of males and 91% of females.

Kohler Co. has a long-standing commitment to pay equality and diversity, and our employment decisions are based on principles of equal opportunity. The company is making progress on its diversity, equity, and inclusion strategic plan objectives.

*Whilst 100% of our associates are eligible for a bonus, our bonus period is January-December and therefore anyone joining in 2024 would not receive a bonus payment during the gender pay reporting period.

Here at Kohler Mira, we are committed to creating a culture where diverse talent is welcomed and feels a sense of belonging in the organisation. We want to encourage and attract new and diverse ways of thinking and create an environment where these can flourish. We will do this by:

- Ensuring diversity and inclusion is at the forefront when attracting and developing our talent pipeline
- Better understanding the data we have and implementing our plan to improve our statistics
- Fostering an environment where equal opportunities are offered to all, barriers to progression are removed and where associates feel they can bring their true self to work

We will win by supporting every manager within the business to look at everything through the lens of 'have I created conditions where every person can contribute in their unique, meaningful way and feel safe and secure in doing so?'

The customer is changing and so is the way we shop. As a business, we should be reflective of the consumer voice in how we design, market, manufacture, sell and also service our products. We believe that diverse teams can help us to achieve this and deliver the best performance. We are confident that as work continues on the diversity, equity and inclusion plan, our gender pay gap statistics will continue to improve and the gaps will reduce.

To achieve our vision and to be a truly successful business, we are seeking applications from high quality people whose backgrounds, experience and identity broadens and enhances the diversity of our existing team.



Emma Foster, Managing Director.

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mira
SHOWERS

rada

RECOUP[®]
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