

# Gender Pay Gap Report 2024

Our teams play a significant, and often invisible, role in the lives of people across the UK and Ireland, and as a Company we want our colleagues to reflect the diverse society in which they operate. Although the supply chain sector is traditionally male-dominated, Wincanton understands that in order to meet the current and future supply chain needs of the UK, we need to attract, retain and develop a wealth of diverse talent. This is why our Diversity and Inclusion (D&I) work is critical to providing a safe and inclusive working environment, regardless of gender.

## Committed to making a difference

At Wincanton we recognise and embrace the benefits that a diverse workforce brings to our business. We seek to improve gender split ratios across all roles, specialisms and levels of the organisation, and we are committed to equal pay principles and inclusive, people-friendly policies and practices.

To drive best practice, we look beyond recruitment practices and consider how factors such as work patterns and inclusive workwear can play a part in encouraging and enabling more people to enjoy careers that fit their lifestyle and personal circumstances.

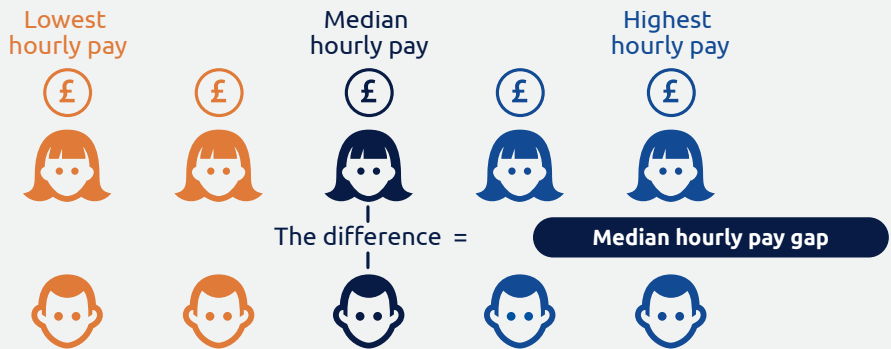
## D&I at the heart of our business

The D&I team, led by our Head of Equality, Diversity and Inclusion, has continued to drive the agenda forward, supported by our D&I steering group committee, Exec sponsors and D&I champion community. This community has grown to 204 volunteers from across the business, almost double that of a year ago. The focus on D&I over the past few years at Wincanton has not just been a change in policy and practice, it is a cultural shift that has buy-in throughout the business. We were delighted that this recently culminated in Wincanton being recognised as winners at the prestigious 2023 HR Excellence Awards, for Best Diversity and Inclusion Strategy.

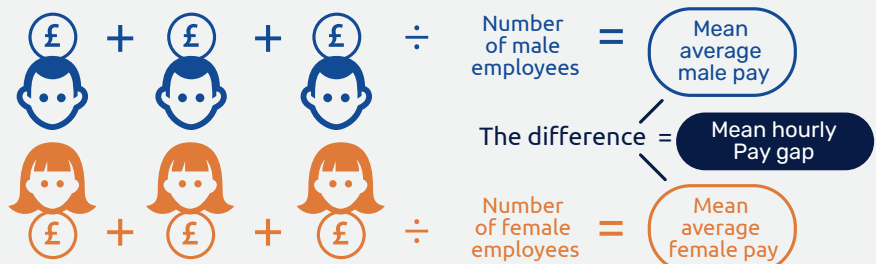
### Measuring the pay gap

For clarity the gender pay gap is a measure used to describe the difference in the average pay of female and male colleagues. The measure does not take into account the specific roles they hold, this measure is different to 'Equal Pay' which refers to comparing individuals who do the same or similar work. The gender pay gap is calculated using the two separate methods; median and mean.

#### HOW WE CALCULATE THE MEDIAN DIFFERENCE



#### HOW WE CALCULATE THE MEAN DIFFERENCE



### Gender pay and bonus gap

#### HOURLY PAY GAP



#### BONUS PAY GAP



### Proportion of colleagues receiving a bonus



### Relevant Employees



### Full Pay Relevant Employees



### Year-on-year changes to gender pay gap:

Our median gender pay gap has increased from 9% to 14% year-on-year. This slight increase was caused by the movement of a relatively high volume of TUPE transfers, where we increased our driver population (which has a higher percentage of males) and decreased our warehouse population (which has a higher percentage of females). This is therefore also reflected when looking at the proportion of female employees in the lower two pay quartiles. However, although the proportion of females in the business as a whole remains low, there has been growth in the upper-middle and upper quartiles.

### Strategic programmes:

Although our gender pay gap has not reduced further over the past year, we remain on the right track to truly becoming a culture of belonging across the organisation, making Wincanton a better place to work for everyone.

### Our Shine programme:

As part of our D&I work, we have a focus on inclusive recruitment via our Shine programme. Currently, we have three pillars of focus including ex-military personnel and their families, those with barriers into employment and the rehabilitation of offenders. We now have over 199 colleagues participating in these programmes.

### Bringing diversity to life:

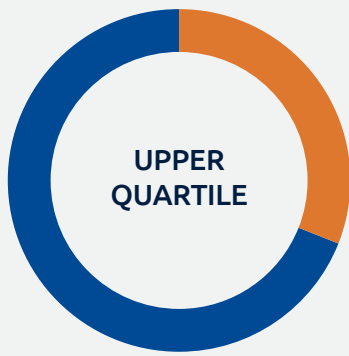
We showcase personal and professional stories, shared both internally and externally, with colleagues from diverse backgrounds, identities and experiences, talking about how we have recognised and supported them in their work, including development and progression. These live sessions provide a powerful catalyst in our journey towards a belonging culture. Gender plays a central role in this, and we hold events throughout the year, including calls which colleagues dial in to in order to learn more from someone's lived experience on subjects as varied as being a parent and carer, through to periods and the menopause, and being a military spouse. In the past few years, we have facilitated D&I listening groups, with gender being one of the key themes. As a direct result of this, we are now providing period products for sites, via social enterprise partner; Hey Girls and we are about to launch a pilot project for our female driver and warehouse populations, for period pants, to support colleagues in the workplace.

### External recognition:

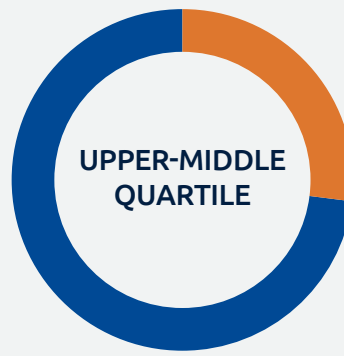
Wincanton has, for the past eight years, internally promoted to our colleagues the Everywoman in Transport & Logistics Awards, resulting in numerous nominations each year and multiple award winners. In 2023, Wincanton had five finalists in these awards, with one overall winner. In 2024, we had a record number of internal nominations and have five finalists across a number of categories, including, for the first time, the male agent of change award category.



Pay quartiles



● Male 69%  
● Female 31%



● Male 73%  
● Female 27%



● Male 83%  
● Female 17%



● Male 87%  
● Female 13%

**Training & development:**

Nominated female and male colleagues are encouraged to support D&I events and provide coaching and mentoring opportunities for other colleagues. We have also recently introduced a 'Train the Trainer' programme for Diversity, Inclusion and Belonging, in partnership with the training arm of our employment law provider. Once the training programme has been completed, mandatory D&I training will be delivered to all colleagues across the organisation.

Our internal NextGen leadership programme encourages future leaders to contribute to future innovation and organisational development, with the current cohort being 40% female.

In 2024, we received 1069 applications for our Graduate Programmes (a year-on-year increase of 112%) and of those that have accepted offers onto the schemes, 47% are

female. Similarly, our current apprenticeship population has increased from 23% female to 37% over the past year. When considering placement student opportunities, we have had 214 applications in 2024, an increase of 25% year-on-year; of those that have been accepted, 64% are female. Our ethnic minority population of placement students is also at 45%, which will have an impact on the diversity of our future talent pipeline population.

Our drivers are not just the backbone of our business, they keep the country moving. At Wincanton, we believe that we need 'great people delivering' behind the wheel of every vehicle. As part of this, we want to open up more opportunities for female drivers to work for us and we're pleased that our Future Drivers recruitment programme has maintained a level of 7% of female new driver entrants, against a backdrop of less than 2% of our overall driver population.

**Senior female representation:**

The culture of a company can only be changed if diversity is present at the highest levels of the organisation. We're proud that there is 40% female representation on our Executive Committee (excluding Board Directors). When making appointments to senior positions with the company, diversity in the fullest sense is always considered.



### Case study: People Campus

An example of success is in our Northampton and Doncaster People Campuses, which have been working hard to recruit diverse talent, particularly females. Due to the flexibility of the design approach taken, candidates are able to request to work the hours/days that best fit around their respective commitments and have the ability to do so by working across various Wincanton sites within those geographical locations. This has meant our gender split across those working on the People Campus currently stands at 48% female: 52% male, surpassing industry standards and significantly higher than other areas of the business.

We understand that traditional work structures may not always accommodate the diverse needs and responsibilities of individuals, particularly those facing challenges with childcare. To address this, we have implemented flexible work arrangements such as remote work options, flexible scheduling, and job-sharing opportunities.

These initiatives allow individuals, including those with caregiving responsibilities or other commitments, to effectively balance their personal and professional lives.