

GENDER PAY GAP REPORT

Wincanton is a leading third party logistics (3PL) and supply chain solutions provider in the UK. As the largest British 3PL we provide supply chain solutions to some of the world's most admired brands across a wide range of industries including retail, construction, defence and energy. Our Pullman Fleet Services business provides commercial vehicle repair and maintenance in the UK.

Our colleagues work across more than 200 sites in all regions of the UK. We put our customers at the heart of everything we do and our mission is "to make our customers' business better. Every day".



Wincanton continues to build a diverse workplace where every employee is valued. There are areas of our business where women are under-represented and during 2018 Wincanton has established workstreams to investigate how we can attract women into these roles.

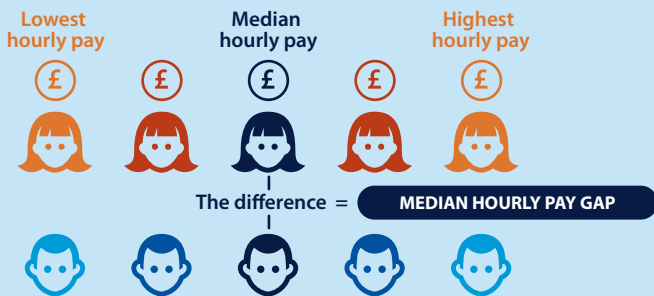
At Wincanton, we are committed to ensuring employees in similar roles are paid equitably and we are also committed to narrowing the gender pay gap. I can confirm that the data contained in this report is accurate and published in accordance with the gender pay gap reporting guidance and regulations.

Gary Elliott, Interim Group HR Director

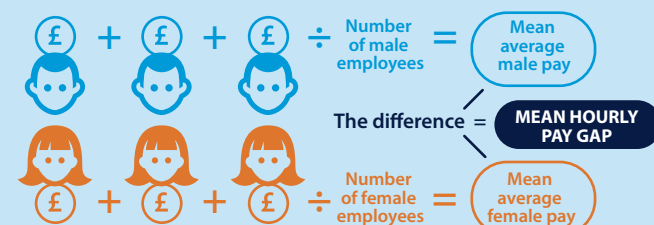
Measuring the pay gap

When referring to the pay gap, it's important to understand what we're looking at. 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, and 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

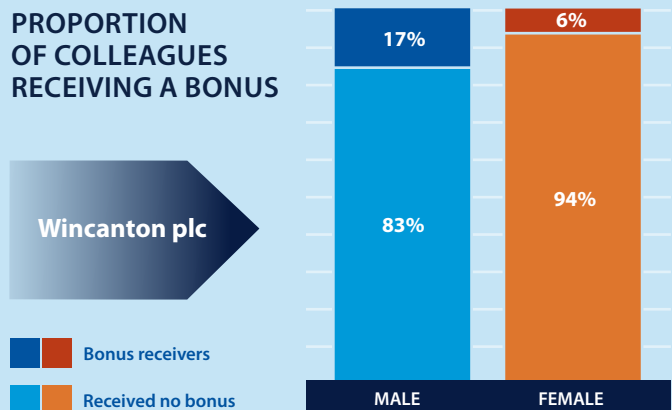


Gender pay and bonus gap

For the purpose of the report and in line with publication guidance, our headcount for England, Scotland and Wales (for all elements except for bonus calculation) is based on 15,520 colleagues. All information is based on a data snapshot from 5th April 2019.

Wincanton plc		
Hourly pay gap	Mean	8%
	Median	10%
Bonus pay gap	Mean	47%
	Median	3%

PROPORTION OF COLLEAGUES RECEIVING A BONUS



Pay quartiles

UNDERSTANDING OUR GENDER PAY

In 2017 the Wincanton plc Gender Pay Report showed that the mean and median gender pay gaps were 8% and 7%, and the mean and median bonus pay gaps were 1% and -5%, respectively. During the course of 2018 we reviewed the data used to calculate these numbers and it

was identified that there was an error in the methodology whereby we inadvertently did not include the income from share-based schemes in the calculations.

The data reported for the gender pay gaps should have shown a mean of 4% and a median of 7%, and the bonus pay gaps should have shown a mean of 39% and a median of -4%.

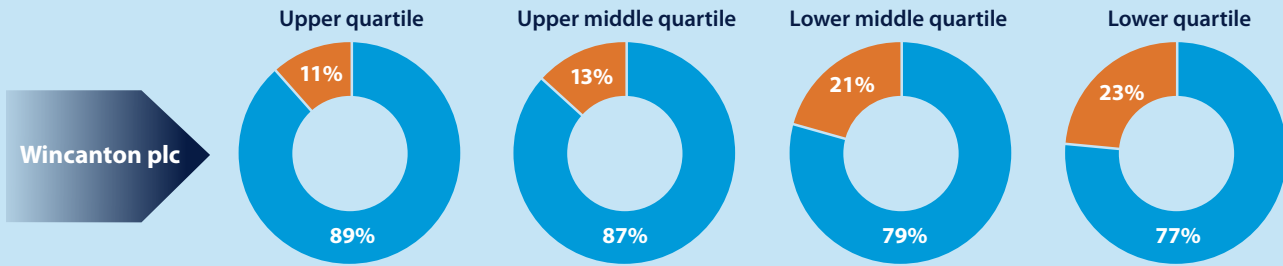
Understanding our gender pay continued

The mean and median gender pay gaps for 2018 are 8% and 10% respectively. The mean is slightly below the national figure published by the Office for National Statistics, in October 2018, of 8.6%.

In terms of bonus pay, in 2018 the mean gap was 47% and the median bonus pay gap was 3%. Our mean bonus pay gap is driven by the higher

bonus opportunities for more senior positions, which are currently filled by more men than women. Our median bonus pay gap is more reflective of our approach to bonus awards across the organisation.

Our 2018 report shows a small increase in the overall number of female colleagues at Wincanton plc from 2,512 in April 2017 to 2,659 in April 2019.



Taking action



NOVUS
FOUNDATIONS FOR CHANGE®



Wincanton is a founding sponsor of Novus and its partner company Chartered Institute of Logistics and Transport (CILT UK).

Wincanton's undergraduate programme allows students to attend annual events to provide them with practical and first-hand logistics experience.

The logistics industry has a history of attracting many more males than females. At Wincanton we continue to work on finding ways to redress this imbalance, specifically into our front-line operations. Wincanton is committed to making positive changes to activities that are deemed to negatively impact gender pay differentials, and are currently in the process of reviewing several key processes to ensure they support fair pay decisions. With this in mind, exploration is underway on how flexible working can be used to meet business needs while attracting underrepresented groups into Wincanton's front-line teams.

We are very pleased to know from our annual engagement survey, that the environment we have created is already highly engaging for our female colleagues, and we are determined to continue working in this area.

We're committed to continually seeking out and implementing initiatives to promote careers in logistics for underrepresented groups across the UK and Ireland, including the monitoring of, and driving out areas of unconscious bias within our internal processes.

We recognise and embrace the benefits that a diverse workforce brings to our business and support all of our colleagues with equality and diversity training. While seeking to achieve gender diversity across all jobs, specialisms and levels of the organisation, we are committed to equal pay principles and to diverse, people-friendly policies.

Statutory disclosure

Statutory reporting requires us to separately report all legal entities with more than 250 employees. Within Wincanton Group there are two companies: Wincanton Group Limited and Pullman Fleet Services Limited. Below you will see the detail for these entities, together with those for the overall Group.

Wincanton plc - total company

Gender pay gap		
	Median	Mean
	10%	8%
Proportion of employees receiving a bonus		
	Male	Female
	17%	6%
Gender bonus gap		
	Median	Mean
	3%	47%
Proportion of employees in each pay quartile		
Pay quartile	Male	Female
Lower	77%	23%
Lower middle	79%	21%
Upper middle	87%	13%
Upper	89%	11%
Number of employees		
	Male	Female
	12,861	2,659

Wincanton Group Limited

Gender pay gap		
	Median	Mean
	10%	7%
Proportion of employees receiving a bonus		
	Male	Female
	17%	6%
Gender bonus gap		
	Median	Mean
	2%	46%
Proportion of employees in each pay quartile		
Pay quartile	Male	Female
Lower	77%	23%
Lower middle	79%	21%
Upper middle	87%	13%
Upper	88%	12%
Number of employees		
	Male	Female
	12,482	2,565

Pullman Fleet Services Limited

Gender pay gap		
	Median	Mean
	31%	30%
Proportion of employees receiving a bonus		
	Male	Female
	4%	6%
Gender bonus gap		
	Median	Mean
	81%	90%
Proportion of employees in each pay quartile		
Pay quartile	Male	Female
Lower	50%	50%
Lower middle	81%	19%
Upper middle	92%	8%
Upper	98%	2%
Number of employees		
	Male	Female
	379	94

Adrian Colman
Chief Executive Officer

Gary Elliott
Interim Group HR Director