

# Gender Pay Gap Report 2025

We want our teams to reflect the diverse societies in which we 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

## Committed to making a difference

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 in class, 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.

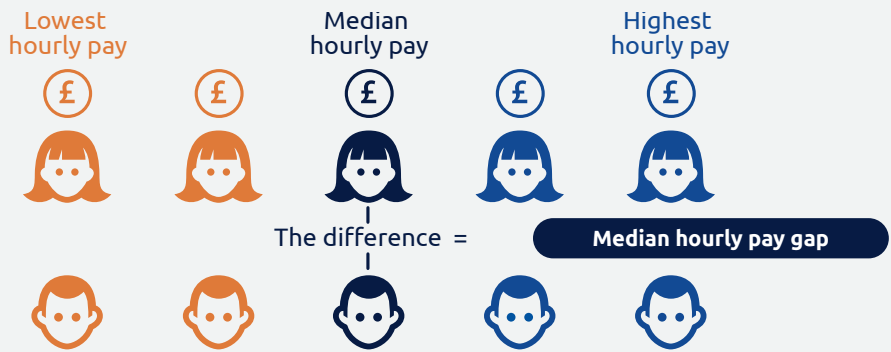
## D&I at the heart of our business

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 over 270 volunteers from across the business in the past year. Our focus on D&I over the past few years 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 we had 5 finalists in the Everywoman Transport & Logistics Awards 2024, including a finalist in the Male Agent of Change Award category. During National Inclusion Week, we hosted our inaugural D&I champions awards, with a category dedicated to gender – demonstrating how an individual has championed the advancement of females within the business, and the logistics sector as a whole.

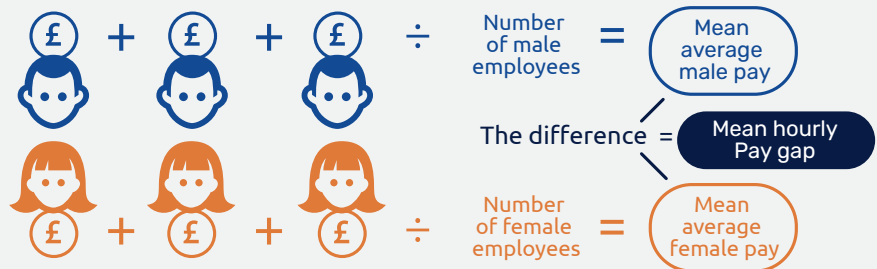
### Measuring the pay gap

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



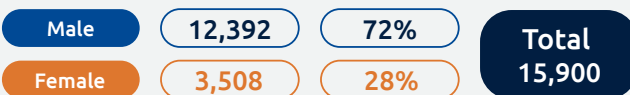
## Proportion of colleagues receiving a bonus



## Relevant Employees



## Full Pay Relevant Employees



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

Due to the nature of our industry, our demographic population can be impacted by transfers of colleagues in and out of our business, which can impact our year-on-year statistics.

Our median gender pay gap has decreased from 14% to 10.9% year-on-year, which is great news. During the year, whilst our headcount has reduced slightly, the proportion of females employed within the business has remained the same (22%) and the representation of female colleagues within the quartiles has remained fairly static.

Our median bonus pay gap has increased from 17% to 21%, bonus schemes at Wincanton not only comprise of grade related schemes, but also local recognition schemes designed to reward individual efforts and contribution to our business.

## 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 200+ colleagues participating in these programmes. In the past year, we have continued to expand our work in this space to work with female prisons too. We have a number of females on Release on Temporary License (ROTL) programmes at this time from two women's prison establishments, and have also recruited females upon release, including one who has recently been promoted to a Team Manager level. Our work in the Shine programme going forward includes planning to supporting homeless people and care leavers on their journeys into employment.

## 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 stories 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 interactive calls which colleagues join in order to learn more from colleagues 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.

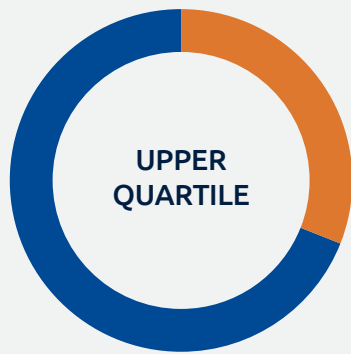
We showcase our female talent at events such as celebrations for International Women's Day, Women's Health Month and World Menopause Day. As a direct result of this, we are now providing period products for sites, via social enterprise partner; Hey Girls and we are about to launch a pilot project for our female driver and warehouse populations, for period pants, to support colleagues in the workplace. More recently, we have started working with an organisation called Mother Cuppa to provide a range of energising herbal teas for women's hormonal health and have added these products with discounts to our group wide benefits package for all colleagues. We are also looking to become members of the Employers Initiative on Domestic Abuse and introduce a policy in this regard, to provide support and signposting for all our colleagues.

## External recognition:

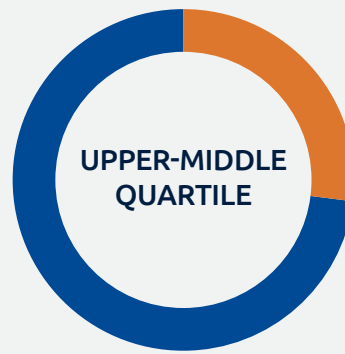
Wincanton has, for the past eight years, internally promoted to our colleagues the Everywoman in Transport & Logistics Awards, resulting in numerous nominations each year and multiple award winners. In 2023, Wincanton had five finalists in these awards, with one overall winner. In 2024, we had a record 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 70%  
● Female 30%



● Male 74%  
● Female 26%



● Male 82%  
● Female 18%



● Male 86%  
● Female 14%

**Training & development:**

Contrary to industry norms, 39.2% of our internal and external recruitment during 2024 were female.

Our internal NextGen leadership programme encourages future leaders to contribute to future innovation and organisational development, with 41% female being on the previous 5 cohorts.

In 2025, we received 810 applications for our Graduate Programmes and of those that have accepted offers onto the schemes, 55% are female. Similarly, when considering placement student opportunities, we had 224 applications in 2025, an increase of 5% year-on-year. Of those that have been accepted, 25% are female which is an increase of 5% from 2024.

Our current apprenticeship population on programme has remained at 37% female. We're also running a pilot for a Level 5 Women in Leadership Apprenticeship programme with the aim to roll out across the business.

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 programme has achieved a level of 7% of female new driver entrants, demonstrating the impact of our efforts to increase female representation in the logistics industry.

**Senior female representation:**

The culture of a company can only be changed if diversity is present at the highest levels of the organisation. There currently is 29% female representation within our senior leadership. Whilst the current organisational context prohibits changes in our senior leadership team, when making appointments to senior positions with the company, diversity in the fullest sense is always considered.



**Case study: People Campus**

To support the development of our female talent, we have partnered with Everywoman. Everywoman have delivered five gender-based development modules as an initial pilot project, prior to rolling out across the wider business during 2025.

**Jo Pick, CPO Wincanton**

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.