

GENDER PAY GAP REPORT 2024



winvic

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FOREWORD

"A diverse workforce is essential to our future. We are committed to creating an environment where everyone can thrive and progress, aiming to attract and develop an increasingly diverse and inclusive team. We are proud to report a 40% increase in female employees over the past five years, even though women make up only 18.8% of the construction industry.

Like most companies in our industry, we recognise the need to continually engage with young females, making construction roles more appealing by challenging and eradicating misleading stereotypes. Many of our team members actively promote the industry and its fantastic career opportunities to young men and women, serving as role models for the next generation. Our commitment to diversity and inclusion ensures we build a stronger, more sustainable future for our industry."

Rebecca Schwarz - Head of HR and Training

OUR PURPOSE THE WINVIC WAY

We are guided by our 'Doing It Right' ethos and The Winvic Way values as we thrive as an industry leading contractor, delivering construction and civil engineering projects for our clients nationally. We understand that as a business, we can play a pivotal role in delivering long term, sustainable value that contributes to meeting the economic, environmental, and social wellbeing needs of the communities in which we live and work.

As well as protecting the planet for future generations, sustainability is essential to securing the future of our business. We encourage all Winvic employees - and our supply chain partners - to adopt the 'Doing It Right' mindset and carry out their roles and day to-day activities in a way which embodies 'The Winvic Way' culture.



PUTTING PEOPLE FIRST

Our employees are our most valuable asset, and their happiness is crucial to the future success of our business. This is why we put them first, at the centre of all our business strategies. We have established a dedicated People pillar within our business Sustainability Strategy, with multiple initiatives which focus on areas such as staff retention, talent development and professional training, wellbeing, gender equality and keeping people safe.

Reflecting our people management and development excellence, Winvic also holds Investors in People (IIP) status. Crucially we promote an environment where anyone can thrive and progress and aim to attract and develop an increasingly diverse and inclusive workforce.



I WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap measures the difference between the average hourly pay for all women and men across our organisation. It is important to acknowledge that it is different from equal pay, as it takes into account all roles at all levels of the organisation, rather than comparing pay received by women and men performing the same roles. We regularly review and analyse our employees' pay, and we are confident that our pay structure is gender-neutral, ensuring that both women and men receive equal pay for equal work. Gender Pay Gap focuses more on opportunities and asks, when a gap is present, why men occupy higher-paid positions. The figures are shown as:

The Median average - if all employees were lined up in order of pay from highest to lowest, the Median Gender Pay Gap compares the pay of the female in the middle of their line and the pay of the male in the middle of their line.

The Mean average - is arrived at by adding up women's salaries and dividing this figure by the number of women in the organisation and doing the same for men.

These calculations are not perfect because, as with all companies, different jobs pay differently and the number of men and women performing these jobs varies, resulting in a gap.



OUR IMPACT

KEY INDICATORS

Whilst we view the Gender Pay Gap as an important equality gauge, we believe there are other more effective indicators of diversity within our business as the numbers and engagement statistics for females below show. Our ongoing efforts to foster a diverse and inclusive workforce have resulted in.

40%

increase in the number of female employees in the last five years

We are pleased to report that our long-term strategic approach is beginning to bear dividends with an increase in female recruitment, retention and career progression.



100%

retention return rate for employees on maternity leave in the last 12 months

97.4%

of females are satisfied with Winvic as a place to work (increase of 12.9%)

97.4%

of females are proud to work for Winvic (increase of 18.9%)

96.1%

feel their manager truly cares about their wellbeing

90.9%

of females would recommend Winvic as a place of work

37.5%

of employees on Voyage future leaders programme are female

20%

of apprentices are female

I OUR FEMALE EMPLOYEES TELL US...

"Being a woman in a male dominated industry was a bit nerve-wracking and I wondered if I might not be taken seriously, but I soon realised gender doesn't come into it."

"I've had so many people there to support me, I'd like to also say that Winvic's management teams couldn't be more understanding when it comes to being a single parent and I've always felt supported when I've had to juggle work and childcare."

"Everyone here is willing to help and push you to reach your full potential. The different teams I have worked with have all motivated me to learn and grow within the industry and have focused on my development to help me to progress my career."

"You've got to enjoy your surroundings, team and feel supported, this is definitely what I feel at Winvic, everyone just wants to help you to get better and better."

"I feel respected and empowered and I'm really proud to work for a company that does so much to encourage young people and women to enter the industry."

"I'm thankful to Winvic for supporting me all the way and it's important that I work for a company that invests in its people and empowers them. With the many great mentors I have at Winvic and a great team to support me, it's been a rewarding journey and I enjoy working with and learning from leaders across different departments."

"I was the only female in my team at first, but I was used to this in the classroom environment and it didn't daunt me. As expected, the site team were welcoming and supportive, treated me with respect, taught me so much and also helped me work out a future career path."

"I've found that women are completely respected and there hasn't been a single person who hasn't wanted to support me. I hope that I'll be able to provide the same support to others throughout my career."

"I like being busy, thinking of solutions and solving problems, all while managing a whole range of personalities! It could be because I'm well practiced at home, having children too, but I love my job and being a woman in engineering. I just hope my words encourage a woman out there to think 'I could do that, and I will'."

OUR GENDER PAY GAP STATISTICS

Our sixth Gender Pay Gap (GPG) report shows the average pay difference between men and women at our company. The figures are taken from April 2022 to April 2023 and relate to our Construction business, in accordance with Government requirements and the Gender Pay Information Regulations 2017.

In 2024, our Gender Pay Gap figures continue to show an overall improvement. For the fourth consecutive year, our overall mean Gender Pay Gap decreased by 2.29% partly attributed to increased representation of females in the upper two quartiles.

We anticipate our results will fluctuate from year to year as we are attracting more women into our apprenticeship, industry placement and graduate programmes. However, we are confident we're heading in the right direction. Historically, the construction industry has experienced an underrepresentation of women, particularly at a senior level, due to fewer females entering the sector. To see a shift in the Gender Pay Gap, we need more women in senior roles, and this will take time.

However, our proactive initiatives aimed at attracting more women into our business through these programmes are beginning to yield positive results. While these initiatives predominantly target individuals at the early stages of their careers, primarily in lower quartiles, we are confident that our robust strategy will drive long-term, sustainable progress in closing the Gender Pay Gap. Despite the progress we have made, like most companies in our industry, we acknowledge that there is still much work to be done in this area.



Winvic's Gender Pay Gap Reports

- [Gender Pay Gap Report 2021](#)
- [Gender Pay Gap Report 2022](#)
- [Gender Pay Gap Report 2023](#)

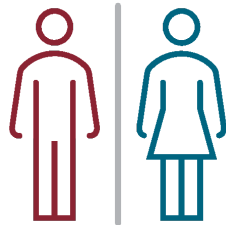


OUR GENDER PAY GAP STATISTICS

Pay Gap

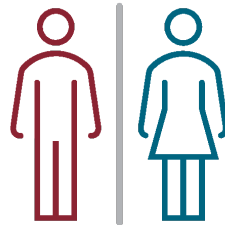
Mean Gender Pay Gap

41.09%



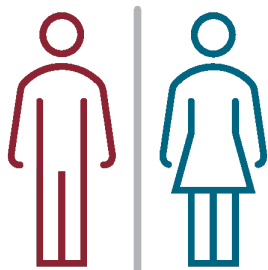
Median Gender Pay Gap

46%



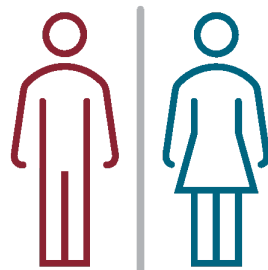
Mean Gender Pay Gap
in Bonus Pay

58.21%



Median Gender Pay
Gap in Bonus Pay

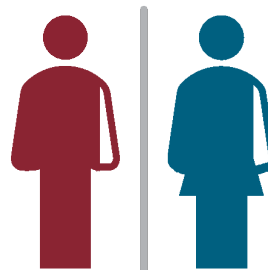
51.43%



Proportion Males/Females
Receiving a Bonus

95%

89%



OUR GENDER PAY GAP STATISTICS



ENCOURAGING A DIVERSE AND INCLUSIVE WORKFORCE

Recognising our people as our greatest asset, we are committed to fostering a diverse and inclusive workforce. This is crucial to the future success and sustainability of our business and we therefore actively apply our Equality, Diversity and Inclusion Policy in every aspect of our work. Our goal is to ensure that Winvic is a happy, safe, healthy, and inclusive place to work, where equal employment opportunities are provided, and fairness is maintained in recruitment, development, promotion, and reward practices.

We recognise our responsibility in addressing future industry skills shortages by proactively promoting the sector and encouraging diversity. By attracting, retaining, and advancing talent within our business and promoting best practices, we aim to cultivate a positive image of both Winvic and the wider industry. Our continued investment in all areas of our business – aligned to our commitment innovation and evolving clients' needs - has created further opportunities for female talent to join Winvic, and through career development over time, thrive, and progress into senior positions, contributing to the long-term balancing of diversity within Winvic. Over time, this in turn will have a positive impact on the Gender Pay Gap.



The expansion of our apprenticeship, industry placement and graduate programmes are helping us to attract more females and secure a wider talent pipeline. Through our continued efforts to promote gender diversity and have equal progression opportunities - inclusive and accessible to all – and our leadership development programmes, we encourage all our employees to achieve their full potential. This complements the tailored, individual training and development plans that all Winvic employees are supported by. 13 per cent of employees are on early years or 'earn and learn' programmes including apprenticeships and industrial placements, of which 20% are female. A further 37.5% of our Voyage future leaders programme cohort were female.

We go beyond the industry average with our package of employee benefits and loyalty reward incentives - including the Pirkx health and wellbeing and MyZone fitness programmes – which demonstrates our commitment to Putting our People First. The introduction of an enhanced Maternity Pay Policy, is helping us to maintain our excellent retention rate and we hope will attract more female talent. We know that nationally the effects of women taking time out for motherhood makes up a large proportion of the Gender Pay Gap across all businesses. Furthermore, Covid-19 has resulted in a greater reduction in working hours for mothers on a national level. Like all businesses within our industry, we can't afford to miss out on this talented and broader candidate pool.

INSPIRING A GENERATION OF FUTURE TALENT

We are deeply passionate about raising awareness of opportunities within the construction industry - emphasising the diverse career and development prospects it offers for both women and men – as there is still a lack of awareness. While challenges persist, including disparities in aspirations, a lack of role models, and parental influence, we are committed to addressing these issues. Our collaborative approach to building excellent relationships with schools, colleges, and industry bodies such as the CITB allow us to promote the sector as much as we can through various engagement initiatives, including career fairs/talks, student interview practice, mentoring, work experience and industry placements.

We believe that our grassroots initiatives through our social value commitments and inclusive work experience programmes are key to appealing to the next generation of talent from diverse backgrounds. We are still affected by the regional numbers of women entering the profession, when we attend careers fairs there simply are fewer female candidates. Equally important is reaching parents, so we capitalise on any opportunities that arise. Whilst we are realistic about the composition of the industry we operate in and the related challenges, we know that recruiting more females to senior positions will require a long-term effort to tackle the national problem of how to recruit more women at a site level.

We believe in introducing construction as a career path at an early age, targeting primary schools to inspire a diverse range of children. By actively promoting positive role models and the broad range of careers available, we hope to encourage them to aspire to join the industry in the future. As well as promoting the broad range of careers available through virtual careers events and our online channels, we invite students to our live construction sites to see first-hand what we do across all areas, from design and construction to BIM and digital innovations, environment and sustainability. We are seeing and hope to continue to see an increase in the number of women working at Winvic and coming through on work experience placement schemes, so our efforts are paying off.



CELEBRATING WOMEN IN CONSTRUCTION

Like most companies in our industry, we recognise that we must find better ways to reach and resonate with young women and make construction roles more appealing to them. Our sponsorship of events such as NTU's Women in Construction Award and our enthusiastic participation in national initiatives such as National Careers and Apprenticeships weeks are helping to break down stereotypes and widen the pool of young talent considering careers in the sector. We actively showcase the breadth of careers available and positive role models who are an inspiration across Winvic and advocate their lived experience and career journeys – we encourage employee participation from a wide range of roles.

Each year in March, we celebrate Women in Construction Week and International Women's Day. We shine a spotlight on the invaluable contributions of women across our business through blogs and vlogs, talking passionately about what they love about their job and their thoughts about women in construction. Furthermore, we enter our employees for industry awards that celebrate the role models and organisations empowering women in construction and engineering. Two of our team members – Kayleigh Merritt and Zoe McArdle – were shortlisted for the Inspiring Women in Construction & Engineering Awards in 2023 for the Rising Star: Contribution to Gender Diversity and the STEM (Science, Technology, Engineering, Maths) Champion categories, we're so proud of their hard work.



Kayleigh Merritt

Talent Development Manager
and T-Level Ambassador

"Gender diversity within the industry still means giving attention to activities that lead to increased female representation and my interactions with students, parents and tutors allay reservations about site experiences. Results and feedback show we're most effective when female team members 'show and tell', desensitising issues and normalising women in construction. We see even higher engagement when students visit site and see with their own eyes; clean, modern site set-ups with happy and confident women. I enjoy promoting our fantastic construction roles available to young men and women so much."



Zoe McArdle

Design Coordinator and Chair of National
Association for Women In Construction
(NAWIC) Northwest

"It's important that I utilise my knowledge and skills to be part of an educational cycle where I inspire the next generation, who will encourage the next. My passion guarantees more young women are being educated about STEM and construction roles, career paths and potential salaries. Within my role at Winvic and the other organisations I'm involved in, I enjoy explaining the benefits of different education routes and qualifications, combating the outdated perception of 'being a builder' and highlighting the latest technologies like BIM, VR and AI."

CHANGING THE NARRATIVE EQUITY IN OPPORTUNITY

The publication of Gender Pay Gap reports sheds light on industry-wide disparities and does little to enhance the image of the construction industry as an attractive career option for women. As a consequence, the negative narrative surrounding it can be counterproductive and may actually hold women back from entering the industry, particularly at the entry level if females think they will earn less than males.

Nonetheless, we recognise that effecting meaningful change will require sustained efforts over generations. We remain steadfast in our commitment to attracting, retaining, and advancing female talent within Winvic, and to ensuring both equity and equality in opportunities for all, irrespective of gender. This is part of our culture, and it helps us to attract and retain the very best people – those that exemplify our values. The best people provide the best experience for our clients, supply chain, stakeholders and the communities in which we live and work. And that's why we know our people are our most important asset.

Closing the Gender Pay Gap is not about imposing quotas or preferential treatment but about fostering an environment where every individual is assessed equally and provided with equitable opportunities for growth and advancement. While it is important to review and set KPIs annually, our efforts go beyond just stats. Above all, we want to impact the real lived experience of equity for females in our business. As we continue to champion equality and inclusion across all areas, we remain focused on creating a workplace where diversity is celebrated, and every individual has the opportunity to succeed.



Above all, we want to demonstrate to all our current and prospective female employees that choosing a career at Winvic will give them equity and the opportunity to thrive. Seeing our efforts starting to pay off is promising, but we're always looking for ways to make Winvic more diverse and inclusive in the future. It's never just been about gender for us. For Winvic, it's always been about Doing It Right - the right person for the right role and the company, and creating equity and equality in opportunities.

Developing People As Well As Projects, That's The Winvic Way.



Heather Ratcliffe
Finance Director



Heidi Salmons
Head of Marketing, Communications
and Social Responsibility

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