

I GENDER PAY GAP REPORT 2025



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FOREWORD

"A diverse workforce is crucial to our future, and we're dedicated to creating an environment where everyone can thrive and progress. Over the past five years, we're proud to report a 40% increase in female employees – a significant step forward in an industry where women represent just 18.8% of the workforce. However, we know there's more to do. We're committed to challenging outdated, misleading stereotypes and engaging with young females to inspire them to consider careers in construction. Many of our team members actively promote the industry, sharing their experiences and serving as role models for the next generation. Diversity and inclusion are at the heart of building a stronger, more sustainable future – not just for our business, but for the industry as a whole."

Rebecca Schwarz – Director of People and Resources

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. That's why we prioritise them at the heart of every business strategy. As part of our Sustainability Strategy, we've established a dedicated People pillar, driving multiple initiatives focused on areas such as staff retention, talent development, professional training, wellbeing, gender equality and keeping people safe.

Our commitment to nurturing a supportive and inclusive environment is further reflected in our Investors in People (IiP) status, recognising our excellence in people management and development. We are passionate about creating a workplace where everyone has the opportunity to thrive and progress, and we continue to work towards building an increasingly diverse and inclusive workforce that represents the future of our industry.



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 gauge of equality, we believe there are other meaningful indicators of diversity within our business. The increasing number of women joining our workforce and their growing engagement reflects our ongoing efforts to build a more diverse and inclusive environment. As the data below shows, these initiatives are beginning to make a positive impact.

40%

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

We are pleased to see our long-term strategic approach delivering positive results, with notable increases in female recruitment, retention and career progression.



100%

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

97.4%

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

90.9%

of females would recommend Winvic as a place of work

97.4%

of females are proud to work for Winvic (increase 5.9%)

96.1%

feel their manager truly cares about their wellbeing

20%

of apprentices are female

37.5%

of females on early years 'earn and learn' programmes

I OUR FEMALE EMPLOYEES TELL US...

"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'."

"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"

"It's the most rewarding industry and you are looked after. You get to be the best that you can be, and you get to be yourself! It has allowed me to find who I am and be very comfortable with that."

"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."

"Whatever your gender, you will gain a level of respect for being good at your role, but I think women can bring a different skillset to a team and men I've worked with over the years have learned you can be authoritative with a peaceful approach."

"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."

"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."

"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."

"It's not the all-male industry that people may first think – my team is made up of all women. Construction has a huge variety of roles and career paths, both on and off site. Don't be afraid, take the leap, you won't regret it!"

"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."

"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."

OUR GENDER GAP STATISTICS

Our seventh Gender Pay Gap (GPG) report reflects the average pay difference between men and women at our company. The figures are taken from April 2023 to April 2024 and relate to our Construction business, in accordance with Government requirements and the Gender Pay Information Regulations 2017.

In 2025, our Gender Pay Gap figures show continued improvement overall. For the fifth consecutive year, our overall mean Gender Pay Gap decreased by 0.97% partly due to increased female representation in the upper two quartiles.

We anticipate some year-to-year fluctuations in our results as we continue to attract more women into our apprenticeship, industry placement and graduate programmes. However, we are confident that we're moving in the right direction. Historically, the construction industry has seen an underrepresentation of women, particularly at senior levels, due to fewer females entering the sector. Closing the Gender Pay Gap, requires more women in leadership roles – a shift that will take time. Our proactive initiatives to attract more women into our business through early career programmes are already showing promising results. While these initiatives naturally increase representation in the lower quartiles at first, we are confident that our robust strategy will drive long-term, sustainable progress in closing the Gender Pay Gap. We're proud of the progress made so far, but like most companies in our industry, we recognise there is still much work to be done – and we remain committed to driving meaningful change.



Winvic's Gender Pay Gap Reports:

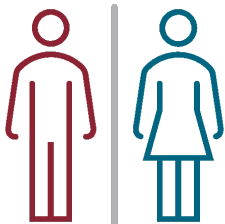
- [Gender Pay Gap Report 2024](#)
- [Gender Pay Gap Report 2023](#)
- [Gender Pay Gap Report 2022](#)
- [Gender Pay Gap Report 2021](#)

OUR GENDER GAP STATISTICS

Pay Gap

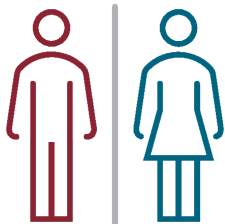
Mean Gender Pay Gap

40.13%



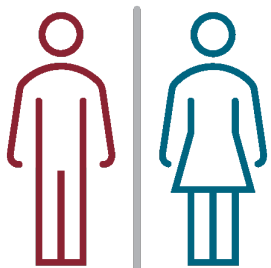
Median Gender Pay Gap

47.95%



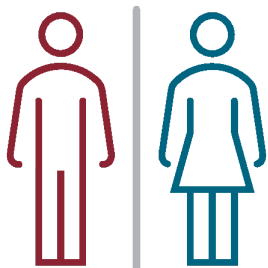
Mean Gender Pay Gap
in Bonus Pay

61.81%



Median Gender Pay
Gap in Bonus Pay

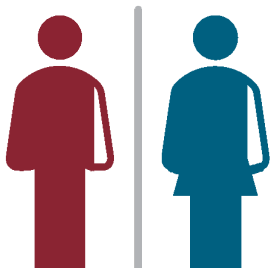
50.00%



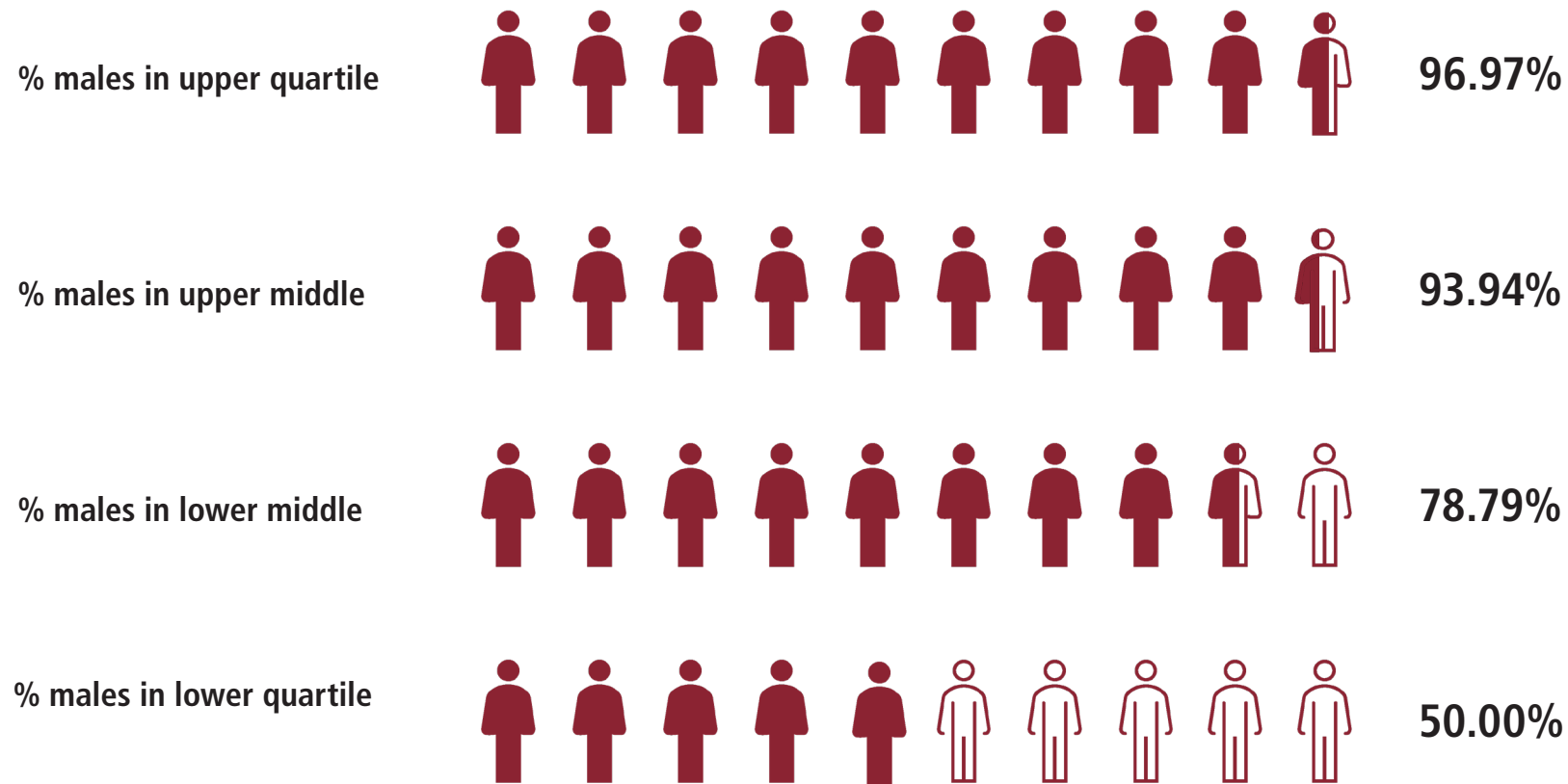
Proportion Males/Females
Receiving a Bonus

95.22%

95.24%



OUR GENDER GAP STATISTICS



ENCOURAGING A DIVERSE AND INCLUSIVE WORKFORCE

At Winvic, we recognise that our people are our greatest asset, and we're committed to fostering a diverse and inclusive workforce. This commitment is crucial to the future success and sustainability of our business, which is why we actively apply our Equality, Diversity and Inclusion Policy across all aspects 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 understand our responsibility in addressing future industry skills shortages by proactively promoting diversity and encouraging more people – particularly women – to consider careers in construction. By attracting, retaining, and advancing talent within our business while promoting best practices, we aim to shape a positive image of both Winvic and the wider industry. Our continued investment in every area of our business – aligned with our commitment to innovation and meeting evolving client needs – is creating more opportunities for female talent to join Winvic. Through long-term career development, we're enabling women to thrive and progress into senior positions, helping to gradually balance diversity across our workforce and positively impact the Gender Pay Gap over time.



Expanding our apprenticeship, industry placement and graduate programmes has been key to attracting a more diverse talent pipeline. Currently, 14% of our employees are enrolled in early careers or 'earn and learn' programmes, including apprenticeships and industrial placements - with 20% of those participants being female. Additionally, 52 employees participated in our leadership development initiatives last year, 21.5% of whom were women. These programmes, combined with tailored development plans for all employees, ensure equal progression opportunities - inclusive and accessible to all – and empower our people to reach their full potential.

We're also proud to offer employee benefits and loyalty reward incentives that go beyond the industry average – including the Pirkx health and wellbeing platform and MyZone fitness programme – reinforcing our commitment to Putting our People First. The introduction of our enhanced Maternity Pay Policy is supporting our excellent retention rate and helping us to attract more female talent. We know that the national Gender Pay Gap is significantly impacted by women taking time out for motherhood, with the Covid-19 pandemic further amplifying these challenges. As an industry, we cannot afford to miss out on this valuable, talented and broader candidate pool. At Winvic, we're committed to creating an environment where women can build long-term careers, contribute to shaping the future of construction, and help drive the industry forward.

INSPIRING A GENERATION OF FUTURE TALENT

We are deeply passionate about raising awareness of the diverse career and development opportunities within the construction industry for both women and men – recognising that a lack of awareness still persists. Challenges remain, such as disparities in aspirations, a shortage of role models, and parental influence, but we are committed to addressing these issues head-on.

Our collaborative approach focuses on building strong relationships with schools, colleges, and industry bodies such as the CITB, enabling us to promote the sector as much as we can through meaningful engagement initiatives. These include career fairs and talks, student interview practice, mentoring, work experience and industry placements.

Inclusive grassroots initiatives through our social value commitments are key to appealing to the next generation of talent from diverse backgrounds. We are still affected by female representation at careers fairs regionally - there simply are fewer female candidates entering the profession. Reaching parents is equally important, and we seize every opportunity to engage them. Whilst we're realistic about the composition of the industry and the challenges ahead, we know that recruiting more females to senior positions requires a long-term focus on increasing the number of women at site level.

To help tackle this, we aim to spark interest in construction from an early age by targeting primary schools, actively promoting positive role models and highlighting the breadth of career paths available – with the hope that we can inspire them to join the industry in the future. In addition to virtual careers events and digital outreach through our online channels, we invite students to our live construction sites, to offer first-hand insight into diverse roles across design, construction, BIM and digital innovations, environment and sustainability. Our efforts are starting to pay off. We're proud to see a growing number of women joining Winvic and participating in our work experience programmes, and we're determined to keep building on this momentum.



CELEBRATING WOMEN IN CONSTRUCTION

Our sponsorship of events such as NTU's Women in Construction Award and our enthusiastic participation in national initiatives such as National Careers Week and National Apprenticeship Week are helping to challenge stereotypes and expand the pool of young talent considering careers in the sector. We actively highlight the breadth of careers available and showcase positive role models who champion their lived experience and career journeys to motivate others. We encourage employee participation from employees in diverse roles to ensure young women see the many pathways into construction.

Each year, we proudly celebrate Women in Construction Week and International Women's Day by shining a spotlight on the invaluable contributions of women across our business.

Through blogs and vlogs, our team members talk passionately about what they love about their work and their perspective on women in construction. Over the past 12 months, we've proudly championed our female colleagues by nominating them for industry awards that celebrate women in construction and engineering. In 2024, several team members were recognised for their exceptional contributions. Kayleigh Merritt was named Midlands Local Hero at the CITB Top 100 Influential Women in Construction Awards, while Viktoriia Grachova earned both East Midlands and National T Level Student of the Year. Suranne Murray was commended in the Most Promising Apprentice of the Year category, and Ammara Dassu was a finalist in the Associate Laureates (Rising Star) category. Their achievements are a testament to the progress we're making and the bright future we're building together.



Kayleigh Merritt
Talent Development Manager

"I'm honoured to have won the Midlands Local Hero award at the Top 100 Influential Women in Construction Awards. The success of the Winvic Enrichment Programme, along with our many outreach initiatives, reflects the company's deep commitment to talent development. I'm proud of the impact we've made in inspiring the next generation. Looking ahead, I remain dedicated to finding new ways to engage young people, challenge misconceptions about on-site careers, and ensure both males and females see the vast opportunities available in construction."



Oliwia Foster
Digital Engineer

"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 but does little to enhance the image of the construction industry as an attractive career option for women. As a consequence, the negative narrative surrounding these reports can be counterproductive, potentially deterring women from entering the industry - particularly at the entry level - if they believe they will inherently earn less than their male counterparts.

At Winvic, we recognise that effecting meaningful change takes time and requires sustained efforts over generations. We remain steadfast in our commitment to attracting, retaining, and advancing female talent within Winvic, ensuring both equity and equality in opportunities for all, regardless of gender. This mindset is ingrained in our culture and helps us to attract and retain the very best people – those who exemplify our values. In turn, the best people provide the best experience for our clients, supply chain, stakeholders and the communities in which we live and work. That's why we know our people are our most important asset.

Closing the Gender Pay Gap isn't about imposing quotas or providing preferential treatment. It's about creating an environment where every individual is assessed equally and given equitable opportunities to grow and advance. While it's important to review and set annual KPIs, our efforts go far beyond statistics.

Above all, we aim to shape the real, lived experience of equity for women at Winvic. As we continue to champion equality and inclusion across all areas, our focus remains on building a workplace where diversity is celebrated and everyone has the chance to succeed. We want our current and prospective female employees to know that choosing a career at Winvic means access to equity, growth, and the opportunity to thrive. Seeing our efforts starting to pay off is encouraging, but we know there's always more to be done to make Winvic even more diverse and inclusive in the future. For us, it has never been just about gender – it's about building a better, more inclusive future for everyone.

For Winvic, it's always been about Doing It Right – putting the right person in the right role in 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
Director of Marketing, Business Development
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