



Gender Pay Gap Report

Snapshot Date:
5 April 2025



Summary

On 5 April 2025:

- Wynnstay's **mean hourly gender pay gap is 18.3%**
- Wynnstay's **median hourly gender pay gap is 2.8%**
- Women represent **38% of our workforce**
- Women represent **24.9% of our upper pay quartile**
- Bonus participation is equal (91% of men and women received a bonus)

Wynnstay's gender pay gap is driven primarily by workforce structure and representation in operational and senior roles, rather than unequal pay for comparable work.

Through Strategy Genesis, we are strengthening role architecture, progression pathways and workforce visibility to support sustained structural progress over the next three years.

UK Gender Pay Gap Context

Gender pay disparities remain a national issue. According to the Office for National Statistics, the median gender pay gap across all UK employees remains in the region of 12–13%. Across many industries, the gap widens at higher pay levels and in bonus outcomes, reflecting differences in representation in senior and operational leadership roles.

Agriculture, logistics and manufacturing sectors continue to experience structural gender imbalances in certain operational and technical pathways. Within this context, Wynnstay's median hourly gender pay gap of 2.8% compares favourably with broader UK trends. Our mean gap reflects the current structure of our workforce and the distribution of men and women across higher-paid roles.

Being transparent about these structural drivers allows us to focus on long-term, sustainable improvement rather than short-term optics.



“We recognise that our gender pay gap reflects the structure of our sector and workforce. We are committed to improving representation across operational and senior pathways, and to doing so in a measured and sustainable way.”

Alk Brand CEO Wynnstay Group



Our Commitment

Wynnstay is committed to being a workplace where opportunity, progression and reward are open to everyone. Our Gender Pay Gap figures reflect the current structure of our workforce and the distribution of men and women across different functions, role types and levels of seniority. As a Group operating in the agricultural, manufacturing and logistics sectors, we recognise that some operational and technical pathways have historically been male dominated, and this continues to shape pay outcomes at an organisational level.

We are committed to narrowing our gender pay gap over time through sustained structural action, increased representation across all areas of the business, and transparent reporting. This enhanced report represents an important step in moving beyond compliance to provide clearer context, practical direction and long-term accountability.

What Gender Pay Gap Reporting Measures

Wynnstay is legally required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 to publish annual Gender Pay Gap figures through the Government reporting portal.

Gender Pay Gap reporting measures:

- the difference in average hourly pay between men and women across the organisation
- the difference in average bonus outcomes between men and women

It is important to understand what these figures do and do not show.

Gender Pay Gap reporting:

- does not compare men and women doing the same job
- is not the same as an equal pay audit
- is influenced strongly by workforce representation across roles and seniority levels

Equal pay remains a separate legal requirement, and Wynnstay is committed to ensuring fair pay practices across comparable roles.





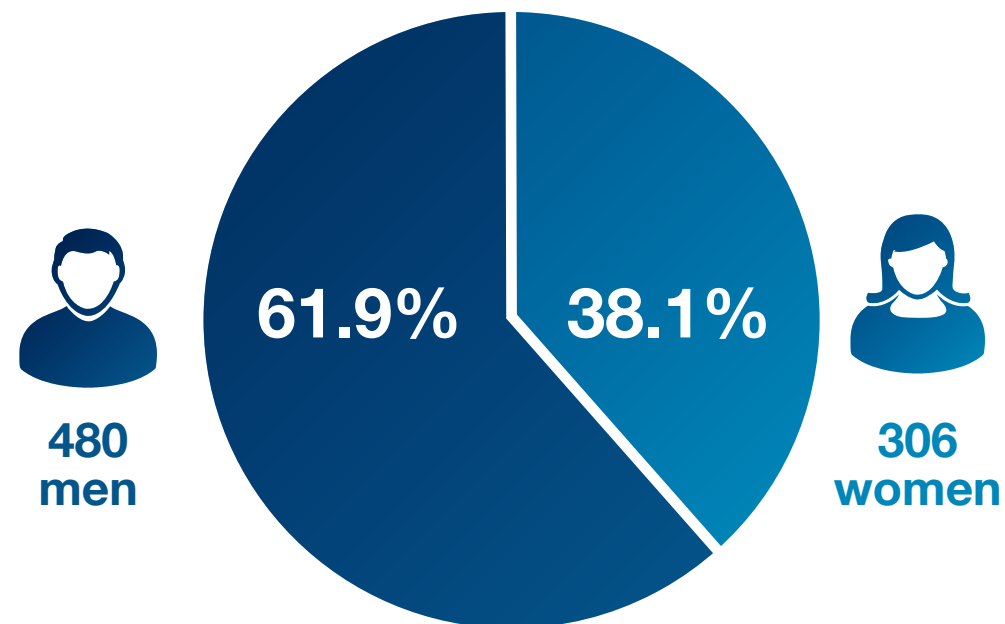
Workforce Snapshot (5 April 2025)

On the snapshot date of 5 April 2025, Wynn's employed 786 colleagues in total, of which 754 were full-pay relevant colleagues included in hourly pay calculations.

The Gender split was **Men: 480 and Women: 306**.

Women therefore represent approximately 38 per cent of Wynn's workforce, with stronger representation in stores and support functions and more limited representation in certain operational and technical pathways.

Wynn's Workforce Snapshot (5 April 2025)



Statutory Gender Pay Gap Results Hourly Pay

Wynn's statutory hourly pay results are:

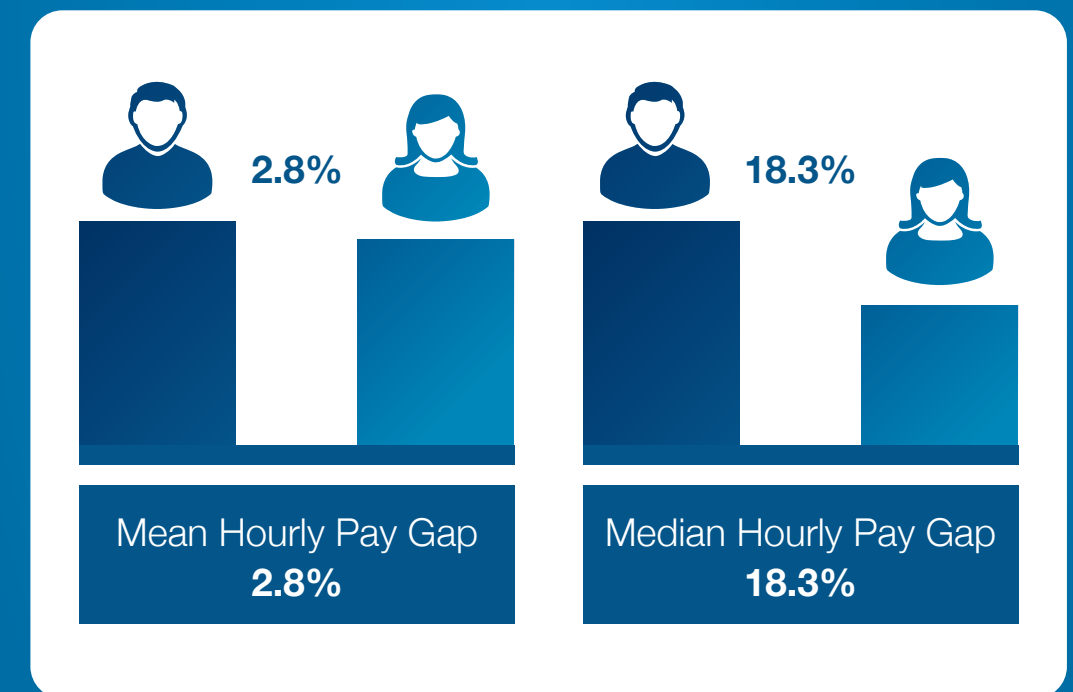
Mean hourly pay gap: 18.3%

This indicates that, on average, women earn 18.3 per cent less per hour than men across the organisation as a whole. Mean pay gaps are influenced particularly by higher-paid roles at the top end of the pay distribution.

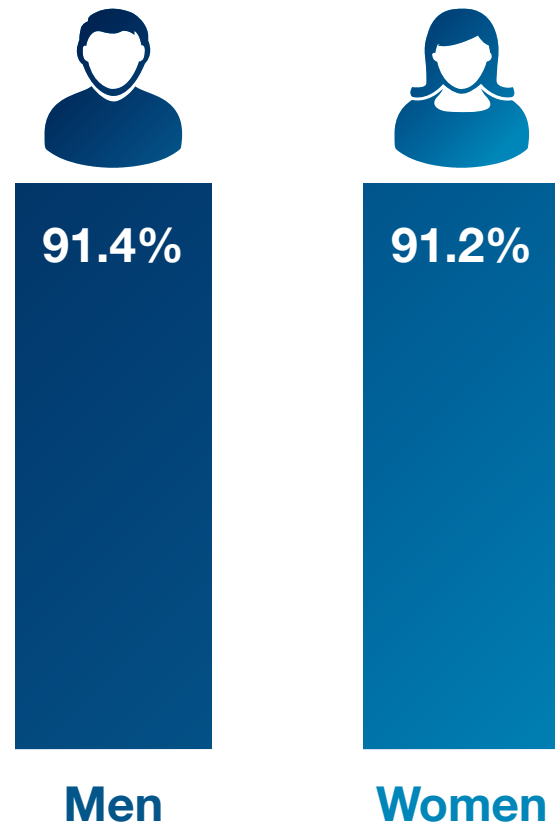
Median hourly pay gap: 2.8%

The median gap reflects the typical male and typical female at the midpoint of the workforce. The low median gap indicates that pay outcomes across the middle of Wynn's workforce are broadly aligned.

Taken together, this suggests that Wynn's overall pay gap is primarily driven by workforce structure and representation at senior and higher-paid levels, rather than widespread differences in pay across typical roles.



Bonus Participation



Bonus Pay

Wynnstay's statutory bonus results are:

- Mean bonus pay gap: 54.5%
- Median bonus pay gap: 32.0%

Bonus values vary significantly by role type, with higher bonus opportunity attached to senior leadership and operational performance roles, where male representation remains higher.

Crucially, bonus participation is essentially equal:

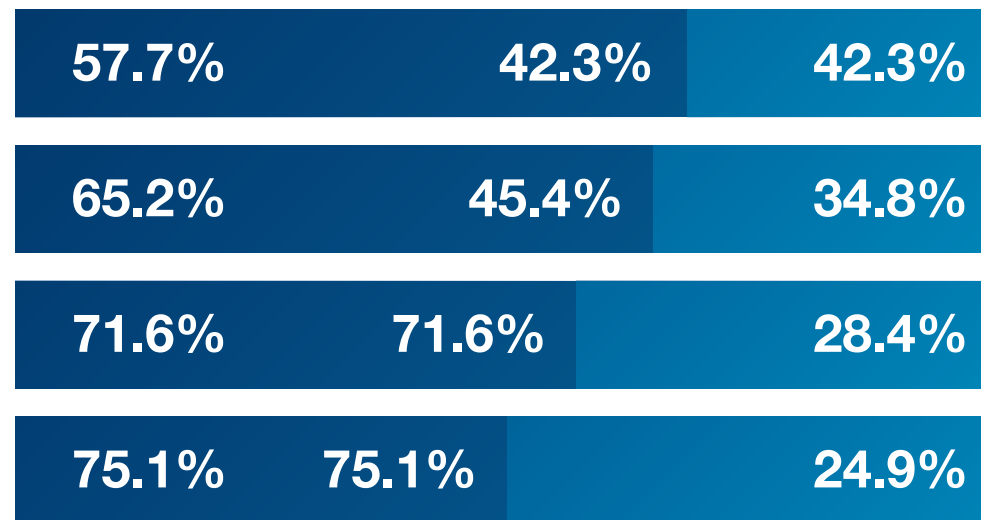
- Men receiving a bonus: 91.4%
- Women receiving a bonus: 91.2%

This indicates that women are not excluded from bonus schemes. The bonus gap reflects the distribution of larger bonus values in senior and higher-paid roles, where men remain more represented.

Pay Quartiles

Gender Pay Gap reporting also requires organisations to show the gender balance across four pay quartiles.

At Wynnstay Women represent 24.9% of the upper pay quartile. This means that only around one in four of the highest-paid roles in Wynnstay are currently held by women. Women are disproportionately represented in the lower pay quartiles compared with the upper quartile. This imbalance remains the clearest structural driver of Wynnstay's mean gender pay gap.



Lower Lower Middle Upper Middle Upper





Year-on-Year Progress

Wynnstay's headline figures show continued improvement from 2024 to 2025, particularly in relation to bonus outcomes. However, Wynnstay recognises that this movement reflects incremental workforce dynamics rather than a fully formalised intervention programme to date. The purpose of Wynnstay's enhanced reporting approach is therefore to ensure that future progress is sustained, measurable and driven by design rather than natural variation.

What is Driving Wynnstay's Gender Pay Gap?

Wynnstay's gender pay gap is primarily structural. It reflects the way men and women are currently distributed across different parts of the workforce, rather than widespread differences in pay for comparable work.

Key drivers include:

- higher-paid operational, logistics and technical roles remaining predominantly male
- extremely limited female representation in distribution driving roles
- very low female participation in milling and manufacturing functions
- long-standing workforce stability and low turnover, meaning structural change occurs gradually
- reward structures in operational areas, including overtime and productivity-related earnings, increasing average hourly outcomes in male-dominated roles

These factors continue to shape the mean pay gap and the gender balance in the upper quartile.

Operational Workforce Insight

As part of this year's enhanced reporting, Wynnstay has undertaken an initial operational workforce analysis across Stores, Distribution and Mills, representing approximately 70 to 75 per cent of the workforce.

Key observations include:

- In store-based operative roles, hourly pay outcomes are broadly aligned where representation is balanced
- Distribution driving roles remain overwhelmingly male, although pay is comparable in the limited instances where women are represented
- Milling and manufacturing functions remain almost entirely male, representing a key contributor to the upper quartile imbalance

This supports the conclusion that Wynnstay's gender pay gap is driven primarily by workforce representation and role distribution, rather than systematic pay differences within comparable operational groups.

Strengthening Visibility Through Wynnstay Strategy Genesis

Wynnstay recognises that deeper adjusted reporting and sustained progress requires clearer organisational role architecture and stronger consistency across the Group.

As part of Strategy Genesis, the business is undertaking a structured programme to strengthen workforce visibility and role comparability, including:

- undertaking Group-wide benchmarking of roles to support consistent evaluation and transparency
- embedding clearer banding, grading and progression pathways
- strengthening role family mapping and consistency of job frameworks across sites

This work will enable Wynnstay to provide clearer like-for-like comparisons, stronger insight into progression routes, and more robust adjusted reporting in future cycles.

As this architecture becomes embedded, Wynnstay will be able to introduce progressively deeper adjusted reporting and representation tracking. Until this architecture is fully embedded, Wynnstay is taking a proportionate and evidence-led approach: enhancing transparency without overclaiming, while building the foundations for more granular structural insight.

Practical Next Steps and Early Actions

Wynnstay is formalising a structured, multi-year programme to address the structural drivers of its gender pay gap. During 2025/26, initial milestones will include the continued embedding of clearer progression pathways through Wynnstay Strategy Genesis role

architecture work, alongside the Group's first leadership-focused International Women's Day event in March 2026.

Planned areas of activity include:

- developing clearer progression pathways into operational, logistics and technical roles through role design and role family mapping
- strengthening talent pipelines through education and sector engagement
- reviewing operational accessibility and workplace environments to ensure driving and mill roles are genuinely accessible
- embedding inclusive wellbeing and policy support, including menopause awareness and inclusive induction education
- building the foundations for deeper adjusted reporting once job architecture, benchmarking and banding are fully embedded

Subject to governance approval, Wynnstay intends to publish this enhanced Gender Pay Gap Report in alignment with International Women's Day, reinforcing transparency and long-term commitment.



Three-Year Roadmap

Wynnstay's approach is phased and aligned to Wynnstay Strategy Genesis, recognising that sustained progress requires structural clarity over time.

In 2025/26, the focus is on clarity and context: strengthening narrative transparency, building operational insight, and laying the foundations for more meaningful adjusted reporting as role architecture becomes clearer.

In 2026/27, the emphasis will shift to pathways and development, including the expansion of apprenticeships, clearer operational progression routes, and the continued embedding of consistent banding and role frameworks across the Group.

By 2027/28, Wynnstay's priority is impact and outcomes, with measurable improvement in representation within higher-paid roles, stronger upper quartile balance, and sustained narrowing of the mean gender pay gap.

This phased approach ensures Wynnstay maintains credibility, avoids premature overcommitment, and aligns reporting progress with the stabilisation of role structures.

Governance and Oversight

Wynnstay's Gender Pay Gap reporting is reviewed at senior leadership and Board level to ensure transparency, accountability and alignment with the Group's long-term workforce strategy.

Looking Ahead

This enhanced report marks an important step in Wynnstay's commitment to moving beyond compliance towards clarity, credibility and long-term structural progress.

We recognise that meaningful change takes time, particularly in operational sectors with stable workforces and long-standing role patterns.

However, Wynnstay is committed to disciplined action, improved visibility through Programme Genesis, and sustained progress year on year.



Accuracy Declaration

I confirm that the data and information published in this report is true and accurate to the best of my knowledge and has been produced in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Ceri Henfrey

Group People and Culture Director

Approval

This statement was approved by the Board of Wynnstay Group Plc on 24 March 2026 and signed on its behalf by the Chairman on that date. It will be reviewed annually.

Steve Ellwood

Chairman

Wynnstay Group Plc

24 March 2026

