

THE GENDER PAY GAP REPORT 2025

INTRODUCTION

The transparency and accountability that gender pay gap reporting brings is crucial in driving greater equality in the workplace. We continued to build on the progress made in previous years and outline what action we are taking to close the gender pay gap that exists in Ringway Infrastructure Services Limited.

To achieve our goal of a genuinely diverse and inclusive workplace we promote everyday inclusion – the behaviours that we can demonstrate every day to help to ensure everybody feels respected, valued and able to contribute. This will continue to create a culture where all of our colleagues can be themselves and feel empowered to succeed; this is critical if we are to attract and retain the best talent and deliver a successful business.

The data in this report is reflective of a moment in time, specifically a snap shot date of the 5 April 2025. We acknowledge that there is still much more work to be done and our journey continues.

THE GENDER PAY GAP

closing it
together

Across **1,492** of relevant employees
the gender balance is



87.40%



12.60%

WHAT IS THE GENDER PAY GAP AT RINGWAY INFRASTRUCTURE SERVICES LIMITED?

The gender pay gap shows the difference in average pay between women and men. This is different to equal pay i.e. women and men receiving the same pay for the same role.

The gender pay gap 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 employee pay to ensure men and women are treated equally when performing the same role. We are therefore confident that we do not have equal pay issues. Instead, our gender pay and bonus gaps reflect our organisational structure.

These calculations are not perfect, because different jobs pay differently and the number of men and women performing these jobs varies, this is why a gender pay gap exists. However, these calculations are an indication of inequalities in areas such as access to work, progression and rewards, essentially who works in which job.

HOW HAVE THESE NUMBERS CHANGED SINCE THE 2024 STATISTICS?

Whilst the gender pay gap in Ringway Infrastructure Services Limited remains larger than we would like in 2025, there have been improvements to metrics compared to the 2024 statistics.

The mean gender pay gap has reduced by -1.57% since 2024, to a new mean gender pay gap of 15.21% in 2025. The median gender pay gap has reduced by -0.27% since 2024, to a new median gender pay gap of 24.26% in 2025.

The bonus pay gap has seen significant improvements compared to 2024, and in 2025 women actually received more bonus than men in both the mean and median bonus pay gap metrics.

The mean bonus pay gap has reduced by -23.69% since 2024 to a new mean bonus pay gap of -9.97% in 2025. The median bonus pay gap has reduced by -19.03% since 2024 to a new median bonus pay gap of -1.21% in 2025.

Our gender pay gaps reflect our organisational structure. Our data should be taken in context, as it has historically been more common for more men than women to be employed in the highways and contracting industry, or to apply to work there.

The diversity of our workforce is also heavily influenced by TUPE; where we welcome transferring employees from a range of other employers when we win new contracts. These new contracts can run for many years and we inherit a workforce with its own features in terms of skills, pay, job roles and diversity.

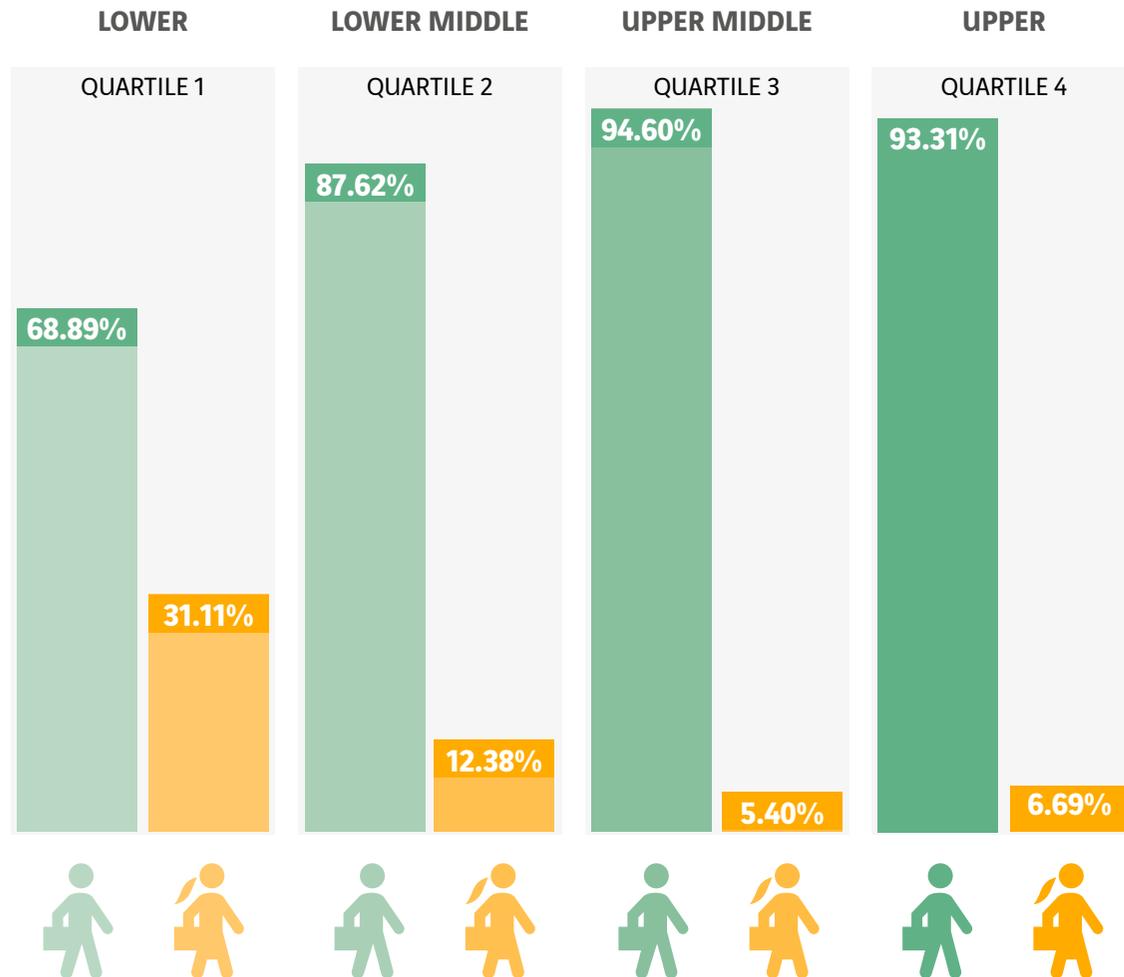
Equally, we may lose contracts leading to employees transferring to other employers; all of which can affect any year on year gender pay comparison.

Within our business more than 68% of employees in every Pay Quartile are men and it is therefore more difficult to make a direct comparison of gender pay within any Quartile.

Almost the entire gender pay gap is attributable to this organisational profile.



PAY PER QUARTILE %



GENDER PAY GAP REPORT 2025

Women's hourly rate is:	15.21% Lower (mean)	
	24.26% Lower (median)	
	Men	Women
Upper quartile:	93.31%	6.69%
Upper middle quartile:	94.60%	5.40%
Lower middle quartile:	87.62%	12.38%
Lower quartile:	68.89%	31.11%
Women's bonus pay is:	9.97% Higher (mean)	
	1.21% Higher (median)	
Who received bonus pay:	5.52% of Men	
	4.79% of Women	

VINCI MANIFESTO

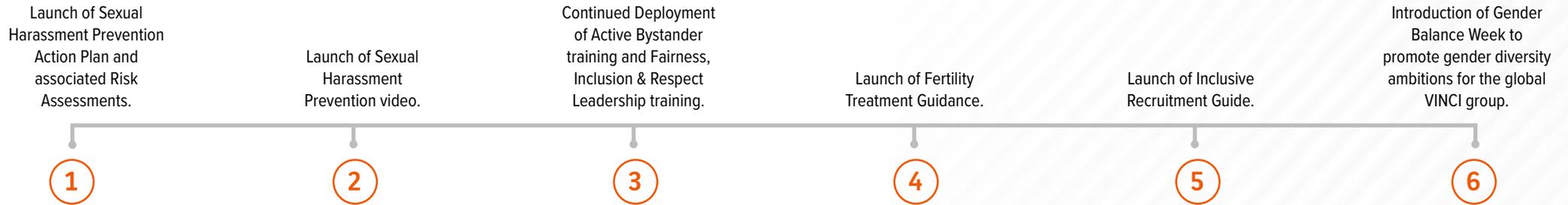
The VINCI Manifesto, Code of Conduct and Ethics and the Anti-Corruption Code serve as a reminder that belonging to the VINCI Group involves more than just strict adherence to applicable laws and regulations.

The codes set out the principles of business ethics that guide our conduct and states VINCI's expectation that we all demonstrate exemplary conduct based on transparency, integrity, fairness and respect.



TAKING ACTION

WHAT WE ACHIEVED IN 2025...



WHAT 2026 WILL BRING...



TACKLING THE GAP FROM THE TOP

As a leadership team, we are pleased that elements of our gender pay gap figures continue to move in the right direction, however, we still have much to do to improve gender parity. We need to ensure more opportunities exist for female talent to join Ringway and to have a fulfilled sustainable career with us.

At Ringway we know that a diverse team creates a stronger, more dynamic business, which makes us a more attractive and sustainable employer. We want to create an environment where everyone feels like they belong, can be themselves and know their voice will be heard. This is not something that can be easily achieved within a single reporting cycle, but we are committed to long-term sustainable change.

We want to make sure that everyone at Ringway feels supported to grow, develop and thrive. We also firmly believe that this continued focus starts at the top and therefore all of our Leadership Team have signed this report to demonstrate their shared commitment.

We are not afraid to challenge our preconceptions of how we work and our established ways of thinking. We see this as critical in enabling us to understand what our customers want and expect from us, and to better represent the communities we serve.

We are also realistic about the challenges we face and the historical composition of the industries we operate in. We are committed to understanding the root causes of issues, finding solutions that are both practical and beneficial to employees and being transparent.



SCOTT WARDROP

Chief Executive



MITESH SOLANKI

Managing Director
Ringway



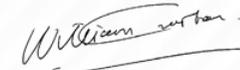
DAVE CAMPBELL

HSE Director



THERESE STEVENSON

Human Resources Director



WILL CURSHAM

General Counsel



ANDREW BROWN

Communications
& PR Director



Yogesh Patel

Quality, Improvement &
Innovation Director



Andrew Thomsett

Fleet & Plant Director



XAVIER LANSADE

Chief Finance Officer

THE GENDER PAY closing it together GAP

We're tackling the gap, **top down** by changing people's attitudes through better dialogue, strong leadership and changing our behaviours

..and **bottom up**, through working groups that are owned, managed and controlled by our people working to a shared vision with a clear escalation route to our leaders.



THE GENDER PAY GAP



Therese Stevenson
Human Resources Director

Ringway Infrastructure Services Limited
Albion House
Springfield Road
Horsham
West Sussex
RH12 2RW

www.ringway.co.uk

