

WGC Gender Pay Gap Narrative

Reporting Year 2025/26

Executive Summary

Our 2025/26 Gender Pay Gap results reflect the structure of our workforce rather than unequal pay for equal work. Women make up the majority of colleagues in operational roles, which typically fall within the lower and lower-middle pay quartiles. Men are more highly represented in specialist, technical and managerial positions within the upper pay quartile, which influences the overall pay and bonus gap. We remain confident that men and women are paid equally for the same roles and continue to invest in development, progression and career pathways to support colleagues across all levels of the organisation.

Introduction

At WGC, we are committed to fair, consistent, and transparent pay practices. The gender pay gap looks at the difference in average pay between all men and women in the organisation, regardless of role or seniority. It is different from equal pay, which is the legal requirement to pay men and women the same for the same work. We remain confident that our pay structures ensure equal pay for equal roles.

Understanding Our 2025/26 Gender Pay Gap

Our gender pay gap results reflect the structure of our workforce rather than unequal pay for the same work.

Hourly Pay

- ▶ **Women's mean hourly pay is lower than men's: 30.15%**
- ▶ **Women's median hourly pay is lower than men's: 37.98%**

These figures are mainly driven by the distribution of roles across the organisation. A significant proportion of our workforce in operational roles, which fall into the lower and lower-middle pay quartiles, are women. Conversely, men are more represented in higher-paid supervisory, technical and managerial roles in the upper quartile.

Bonus Pay

- ▶ **Women's mean bonus pay is lower than men's: 68.21%**
- ▶ **Women's median bonus pay is lower than men's: 65.38%**

Bonus gaps reflect the type of roles eligible for bonus payments. Many operational roles, which are majority female, do not attract the same type of bonus arrangements as management, commercial and technical roles, where men are proportionately more represented.

Eligibility for Bonuses

- ▶ **Women who received a bonus: 17.86%**
- ▶ **Men who received a bonus: 5.26%**

This shows that bonus eligibility is not restricted by gender and that women participate in bonus schemes at a higher rate overall.

Representation Across Pay Quartiles

The structure of our organisation is the most significant factor affecting our gender pay gap.

| Quartile | % Women | % Men |
|----------------|---------|--------|
| Upper Quartile | 18.18% | 81.82% |
| Upper Middle | 75.00% | 25.00% |
| Lower Middle | 87.50% | 12.50% |
| Lower Quartile | 63.64% | 36.36% |

Gender Representation by Pay Quartile

WGC

Since 1974

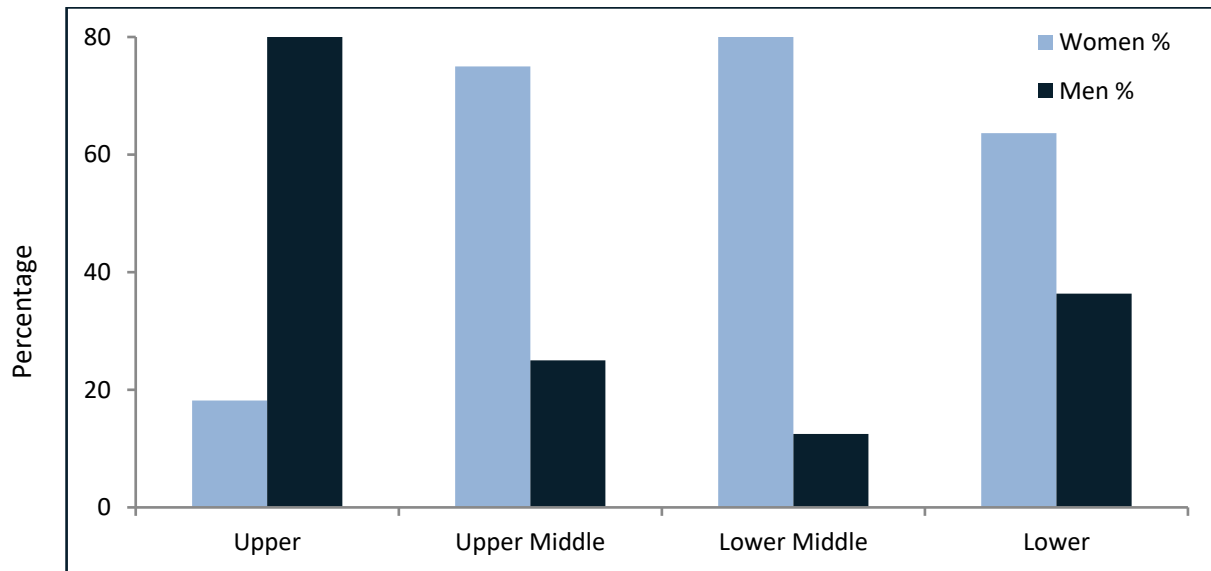


Figure 1: Gender Representation by Pay Quartile

Women form the majority of employees in the lower three quartiles, whereas the upper quartile, which includes senior operational leadership and specialist roles, is predominantly male. This quartile distribution fully explains the pay and bonus gaps.

What We Are Doing to Support Progression

We continue to strengthen opportunities for professional development and internal mobility. Our initiatives include:

- Launching the WGC Academy to support structured skills development and progression
- Investing in learning pathways for supervisors and future leaders
- Reviewing recruitment and succession planning processes to ensure they remain fair and inclusive
- Continuing to monitor pay, progression, and representation across job levels
- Supporting colleagues to access higher-paying roles through training and accredited development programmes

These actions focus on widening access to higher-graded roles and ensuring transparent and consistent development opportunities for all colleagues.

Our Commitment

WGC

Since 1974

WGC is committed to a fair and inclusive working environment where pay structures remain consistent and equitable. Our gender pay gap reflects the composition of our workforce and the nature of roles within our organisation, not unequal pay for equal work. We will continue to monitor this annually and support progression into higher-paid roles through development and investment in our people.

We confirm that the information and data in this report are accurate and submitted in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations.

Signed: RMcMc

Name / Position: Rob McKellar-McCarthy – People Director

Date: March 2026