



THE GENDER PAY GAP REPORT 2025

INTRODUCTION

Gender pay reporting legislation, introduced in April 2017, requires employers with 250 or more employees to publish statutory calculations every year showing on their website and on a dedicated government site the pay gap between their male and female employees.

This is the third year that VINCI Construction Management Limited have met the reporting threshold of 250 employees or more, so it is the second year of being able to analyse any improvements in the gender pay statutory calculations.

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 5 April 2025. We acknowledge that there is still much more work to be done and our journey continues.

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WHAT IS THE GENDER PAY GAP AT VINCI CONSTRUCTION MANAGEMENT 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.

THE GENDER PAY closing it together GAP

Across **560** of relevant employees the gender balance is



59.11%



40.89%

HOW HAVE THESE NUMBERS CHANGED SINCE THE 2024 STATISTICS?

The gender pay and bonus gaps for VINCI Construction Management Limited remain larger than we would like.

The mean gender pay gap has unfortunately slightly increased by 0.60% to 33.56% in 2025, compared to 32.96% in 2024.

Our 2025 median pay gap has decreased by 0.75% to 30.26%, compared to 31.01% in 2024.

The median male pay rate for 2025 is £33.84 (£31.76 in 2024), compared to the median female pay rate of £23.60 in 2025 (£21.91 in 2024).

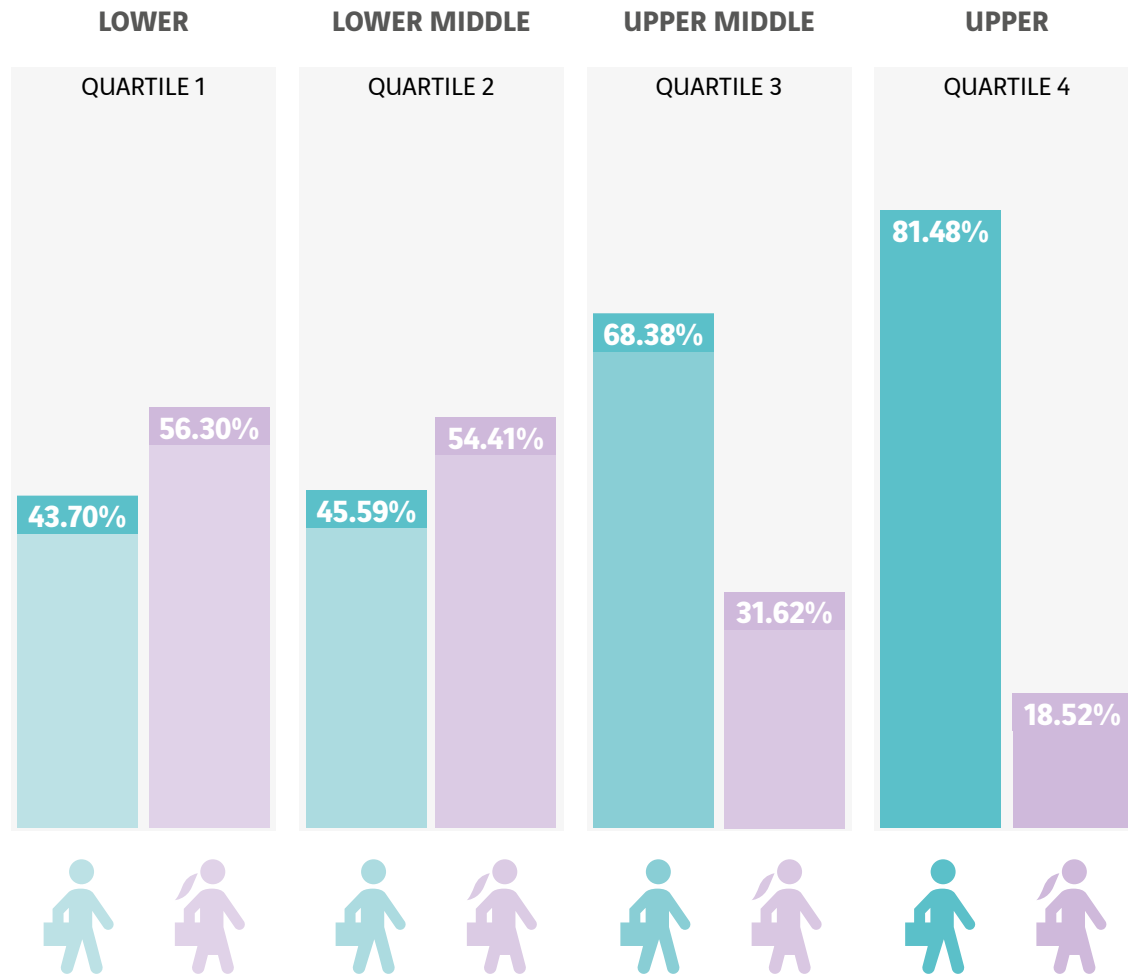
The mean bonus pay gap has unfortunately increased from 63.86% in 2024 to 66.12% in 2025. The median bonus pay gap has also increased from 42.86% in 2024 to 51.99% in 2025.

Our gender pay and bonus gaps reflect our organisational structure. VINCI Construction Management Limited is the employing entity for both Shared Services (Human Resources, ICT, Finance etc) of the UK Division of VINCI Construction, as well as the management overhead roles for our operating delegations. We have proportionately more women in lower skilled roles, such as administrative and clerical roles, where the pay is lower, and proportionately more men in our higher skilled roles and senior leadership roles, such as Commercial Managers and Executive Directors.

We have a gender imbalance of women in senior and leadership positions, and women remain underrepresented in our upper and upper middle quartiles. This is a trend observed in many UK businesses and is sadly systemic of the skills divide in the UK workforce.



PAY PER QUARTILE %



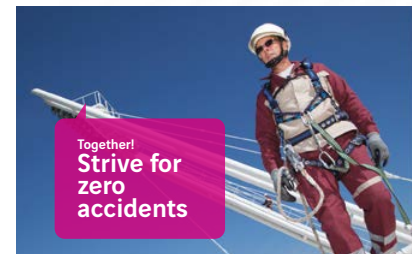
GENDER PAY GAP REPORT 2025

Women's hourly rate is:	33.56% Lower (mean)	
	30.26% Lower (median)	
	Men	Women
Upper quartile:	81.48 %	18.52%
Upper middle quartile:	68.38%	31.62%
Lower middle quartile:	45.59%	54.41%
Lower quartile:	43.70%	56.30%
Women's bonus pay is:	66.12% Lower (mean)	
	51.99% Lower (median)	
Who received bonus pay:	41.39% of Men	
	24.67% of Women	

VINCI MANIFESTO

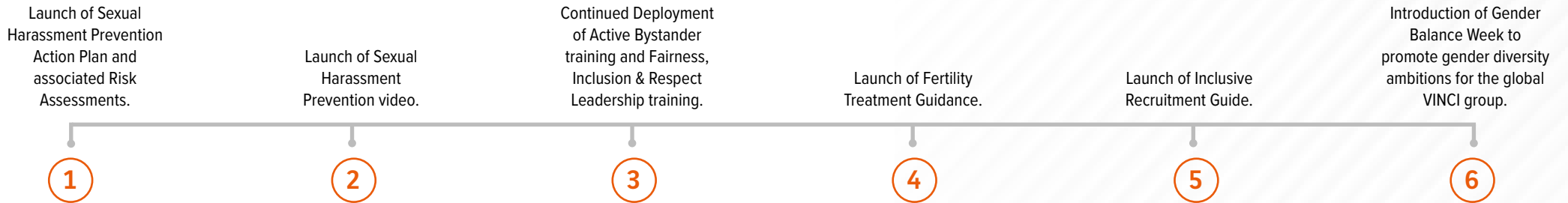
The VINCI Manifesto, Code of Conduct and Ethics and the Anti-Corruption Code serve as a reminder that belonging to the VINCI Group involves more than just strict adherence to applicable laws and regulations.

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.

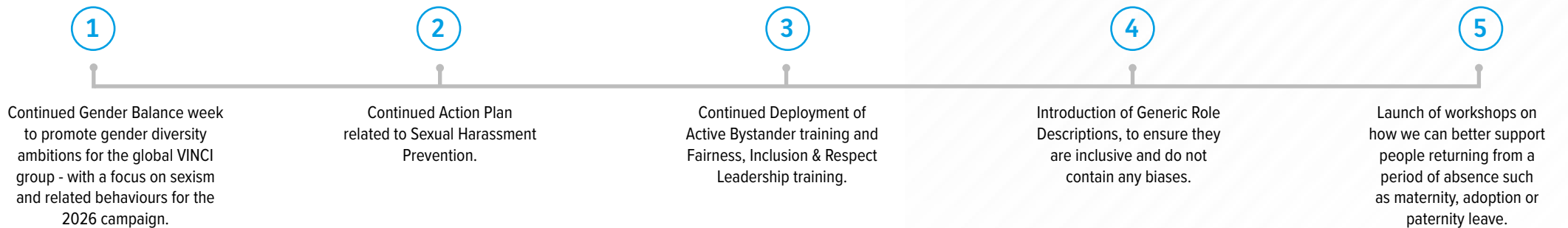


TAKING ACTION

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 VINCI Construction Management Limited and to have a fulfilled sustainable career with us.

At VINCI Construction Management Limited 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 VINCI Construction Management Limited 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



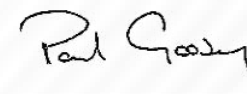
JOHN ROBERTS
Managing Director
VINCI Building



PAUL COTTAM
Managing Director
VINCI Facilities



PHIL SKEGG
Managing Director
Taylor Woodrow



PAUL GOOSEY
Managing Director
Eurovia



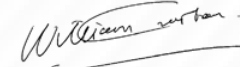
MITESH SOLANKI
Managing Director
Ringway



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



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