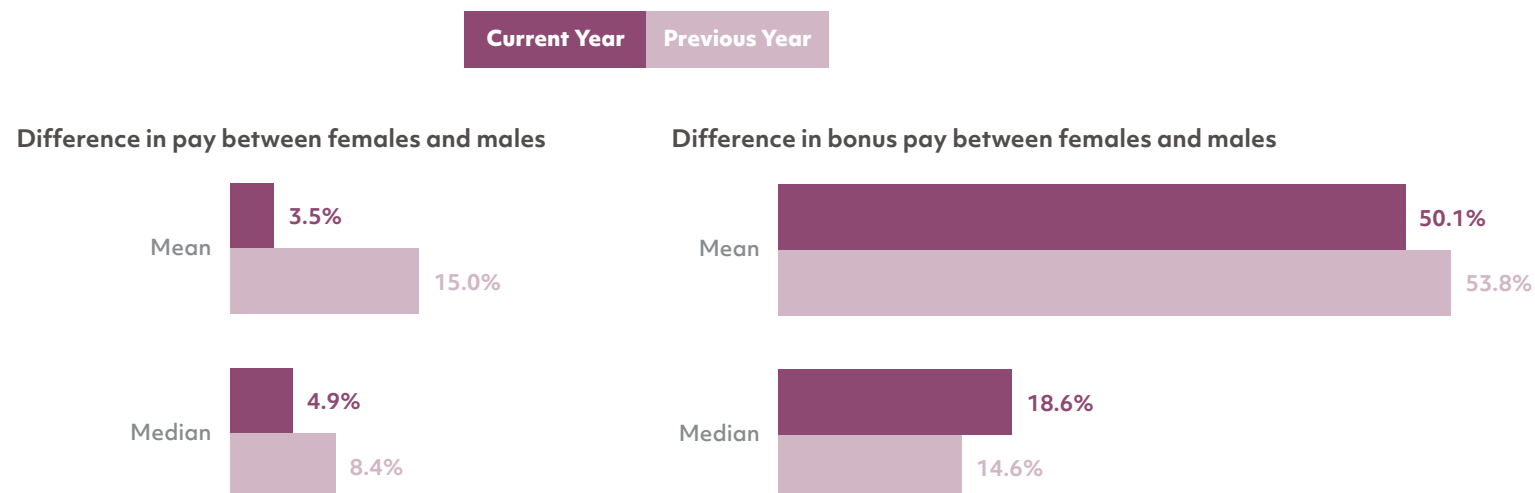
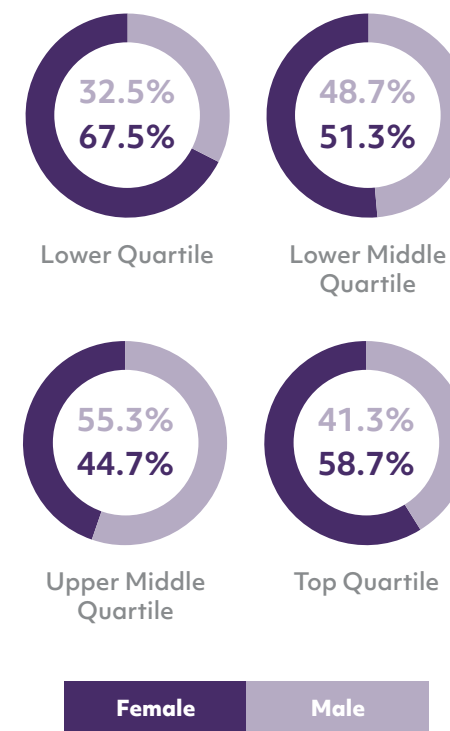


Pay Gap Reporting and Commentary

All UK employers with over 250 employees are required to publish data regarding the relative levels of their employees pay and bonus by gender, in line with the snapshot date of 5th April 2025.

The gender pay gap is defined as the difference between the mean and median hourly pay rate received by female and male colleagues. UK legislation requires companies to identify their overall pay range, divide it into equal sized quartiles and report on the percentage of females and males in each quartile.

The gender pay gap report provides an opportunity for Winn Solicitors to continue to focus on its commitment to equality at work across all diversity characteristics; nurturing and supporting female talent is a key part of this effort.



What is the Cause of the Gap in Pay?

Gender pay gaps are based on averages, they do not account for factors including job role, changes in market rates, or pay levels of seniority.

The data report shows that the gender pay gap has improved significantly compared to the previous year.

Females are represented at all levels, including middle and senior management and account for 55.67% of our total workforce.

The ratio of females to males has grown in our Lower and Upper Quartiles compared to the previous year.

How Are We Addressing the Gender Pay Gap?

The following points are part of our on-going actions to ensure the progression of females within our business:

- The implementation of our Responsibly Board Committees actively champions a culture of equality and inclusion across the company.
- Fostering an inclusive culture by equipping managers with training on unconscious bias, inclusive leadership and decision making.
- Ensuring succession planning supports equitable career progression and contributes to narrowing the gender pay gap.
- Flexible working is promoted company-wide, supported by our 24/7 operations which enable greater flexibility in working hours and shift patterns-helping to advance gender pay equality.
- Salaries are reviewed annually and are informed by sector specific market data.