

## GENDER PAY GAP

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Difference in mean hourly rate of pay – mean	24.0%	
Difference in median hourly rate of pay – median	12.7%	
Difference in mean bonus pay – mean	93.0%	
Difference in median bonus pay – median	49.1%	
Percentage of employees who receive bonus pay	Male 15.7%	Female 17.8%
Employees by pay quartile	Male	Female
Upper quartile	62.8%	37.2%
Upper middle quartile	35.3%	64.7%
Lower middle quartile	25.7%	74.3%
Lower quartile	17.0%	83.0%

Johnstons of Elgin continue to operate a strict policy of employment and internal promotions etc being based on merit. All appointments are still monitored to avoid discrimination of any sort.

Approximately 65% of our overall workforce are female. Whilst we do offer equal opportunities, there has been a tendency for particular jobs to attract mostly female candidates, whilst others attract mostly male candidates. We continue to review this regularly and take opportunities to break this down wherever we can. Some areas will take longer to break down but we remain focussed to address these areas if/when a vacancy arises.

In the last year we have promoted more females than males. This includes more females being promoted to both manager and assistant manager roles than men in the last year. We continue to have two female members on our company board. We do expect to appoint more females into senior posts. We also expect to see a gradual breakdown of gender preferences for specific departments/roles as we continue to educate our workforce on the requirements of roles via our Inside-out program.

We are very pleased to see an improvement in almost every area of gender pay gap reporting from 2017 to 2018. We anticipate this trend continuing as we continue to break down gender role stereotypes. We recognise the importance of great female role models and we are delighted to see so many of our female workforce advancing in the organisation to the very highest levels.

We continue to monitor appointments closely, along with our overall pay gap, to ensure that actions we take are effective in ensuring that men and women are treated equally in our workforce and there is equal opportunity for all.

**Simon Cotton**  
Chief Executive  
20 March 2019