

## Gender Pay Gap Report

### Key Facts:

Our Board – 2 out of 7 Board of Directors are women

Senior Leadership Team – 22% are women

Managers – 45.3% are women

Employees – 64% are woman

Promotions – 54% in 2021 have been women

Modern Apprenticeships – 63% are woman

Employees in Further Education – 55% are woman

### Forward

In this report we provide gender pay gap information across our business comparing trends with previous years. We identify causes for the pay gap, recognise improvements and set our plans to improve diversity and inclusion and to further improve our gender pay gap.

At Johnstons of Elgin, we believe that our success will be driven by fostering a culture that is shaped by our values and is inclusive for all employees and promotes diversity in our people and their ideas and contribution.

We are a living wage employer therefore all our employees are paid a minimum of the living wage regardless of their gender and age and this applies to all employees including trainees, temporary employees, and interns.

### Understanding our Gender Pay Gap (GPG)

Approximately 65% of our overall workforce are female. Whilst we do offer equal opportunities, there has been a tendency for some jobs to attract mostly female candidates, whilst others attract mostly male candidates.

We are pleased to see continued improvements in the majority of GPG key measures over the past 3 years, particularly in the year end 5<sup>th</sup> April 2021 where the mean hourly pay gap reduced by 1.3% and the median improved by 19.5% compared to 2020 figures. In the same period, the % of women in the upper quartile increased by 10.8% and the % of women in the upper middle quartile increased by 4.25%.

This reflects that we have made some key appointments over the past 2 years where we have appointed woman to management positions that were previously held by men. There has also been an increase in the % of women who have been promoted into supervisory and management positions.

Gender Pay Gap	05-Apr-21	05-Apr-20
Mean hourly pay gap	23.1%	23.4%
Median hourly pay gap	13.6%	16.9%
% of males receiving a bonus payment	2.3%	4.7%
% of females receiving a bonus payment	1.8%	0.6%

Mean bonus pay gap	99.4%	71.6%
Median bonus pay gap	99.8%	60%
Males in upper quartile	63.1%	66.7%
Females in upper quartile	36.9%	33.3%
Males in upper middle quartile	38.8%	41.2%
Females in upper middle quartile	61.3%	58.8%
Males in lower middle quartile	30.6%	26.9%
Females in lower middle quartile	69.4%	73.1%
Males in lower quartile	16.8%	15.7%
Females in lower quartile	83.2%	84.3%

### **Closing the Gap**

Looking forward, we have identified some actions that will further improve our GPG.

We are currently implementing an Applicant Tracking System (ATS) that will provide us with the ability to ensure that at the selection stage of recruitment all markers for gender will not be visible to the hiring manager ensuring that there is no unconscious bias when hiring managers are selecting candidates for interview.

We have also planned unconscious bias training for all managers to be delivered in Q4 2021 and Q1 2022 which will reduce unconscious bias and promote fairness in selection interviews and development opportunities based on merit. We are also introducing gender as a demographic in our employee survey to identify if there any trends that emerge that are unique to woman that we need to address. We will also continue with our commitment to further education to encourage more women to progress into management positions in the future.

We continue to monitor our policies and processes to ensure that actions we take are effective in ensuring women and men are treated equally in our workforce and there is equal opportunity for all.

**Simon Cotton**  
Chief Executive  
1<sup>st</sup> October 2021