



Gender Pay Gap Report 2025

An independent member firm
of Moore Global Network Limited  **MOORE**

JOHNSTON 
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Where sharp minds meet

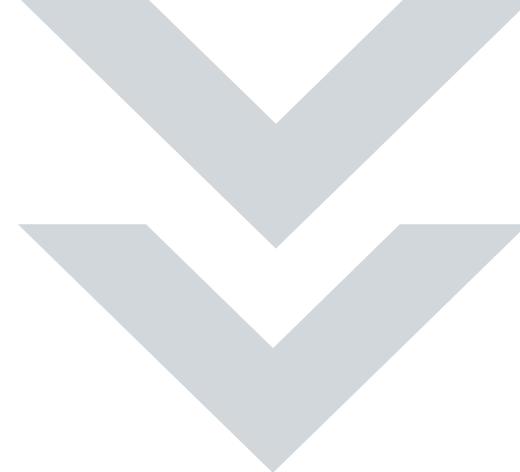
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Regulatory context

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish on an annual basis gender pay gap data. The gender pay gap is expressed as a percentage of male earnings (e.g., women earn x% more/less than men). Reporting is based on figures taken on the 5 of April each year. The specific information we are required to publish is:

- Mean and median gender pay gap (based on an hourly rate of pay at 5 April)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April)
- Proportion of men and women receiving a bonus payment
- Proportion of men and women in each quartile pay band (looking at the proportion in four pay bands when we divide our workforce into four equal parts)



Introduction

We continue to embed the principles of progressing and rewarding our people based on merit. At the same time, we remain mindful of the need to manage potential unconscious bias and remain committed to encouraging diverse viewpoints across the firm.

At Johnston Carmichael we employ significantly more women than men and, although this doesn't always mean a reduction in our gender pay gap in individual business areas, we have seen a sustained overall balance in our mean and median figures. As Chief People Officer I am reassured our senior leaders take seriously the need to recognise all talent and there continues to be a clear drive towards our goal to reduce, and ultimately eliminate, a gender pay gap.

We continue to invest in our people and build an inclusive culture that empowers everyone to take ownership of their work and development. This report reflects on our gender pay gap statistics as of April 2025 and provides the context behind those numbers.

I'm pleased to report continued improvement in our gender pay gap mean, which has decreased by 0.72% from last year to 4.18%. Although the median gap increased slightly from -6.22% to -5.63%, it remains a broadly positive result - particularly when viewed against the wider sector benchmark, with the latest ICAS report placing the median pay gap at 2.1%.

Although a negative percentage may appear to signal something unfavourable, in gender pay gap reporting it actually shows that the median woman earns more than the median man, reflecting strong female representation across our workforce and a fairer distribution of roles. This highlights the difference between equality and equity: while equality would imply identical median pay, equity ensures that opportunities, progression, and outcomes fairly reflect the makeup and strength of our workforce. Taken together, these results indicate we are managing this issue carefully and effectively.

While the hourly pay gap remains in a relatively good place, there remains work to be done on our bonus pay gap. While the bonus mean has fallen by 7.82%, this is largely influenced by our recent recruitment activity and structure of our business, rather than a systemic problem. Although our pay gap is well below the financial services and UK-wide medians, we remain committed to addressing this challenge proactively.



Recognising talent and supporting its progress in our firm, regardless of gender or any other characteristic, will remain our guiding principle.

Reflecting on the firm more broadly at the time of this snapshot, I'm pleased to note the following key highlights:

- We continue to strengthen our relationships with schools and universities across Scotland and the North-East of England to promote business and accountancy career paths, both direct from school and university. In 2025 we employed more than 100 graduates, school leavers, placements, and interns.

- As a partner of the ICAS Foundation, which provides opportunities for young people who have the academic potential but not the social or financial means to achieve a university degree, we have offered five graduate positions to Foundation students as part of our August 2026 intake.
- We continue our partnership with Netball Scotland, providing vital financial support to help young girls get into sport and stay active.
- Our People and Culture Forum continues to play a lead role in driving change and innovation at work. The forum is made up of employees from across the firm and has subgroups established to drive focus on key areas including gender equality and diversity, and employee wellbeing.
- We embrace hybrid and flexible working for our people, helping to create balance around family and lifestyle commitments while providing a fulfilling career

We will continue to use data from the gender pay gap report to help shape our strategic priorities for the year ahead. We'll do so alongside our People and Culture Forum and through

our recruitment and succession planning, performance appraisal processes, and early careers development.

Our ultimate aim is to ensure everyone has the support, opportunity, and environment needed to build successful and fulfilling careers at Johnston Carmichael.



Martin Osler
Chief People Officer



Understanding the terminology and scope

Context of the report

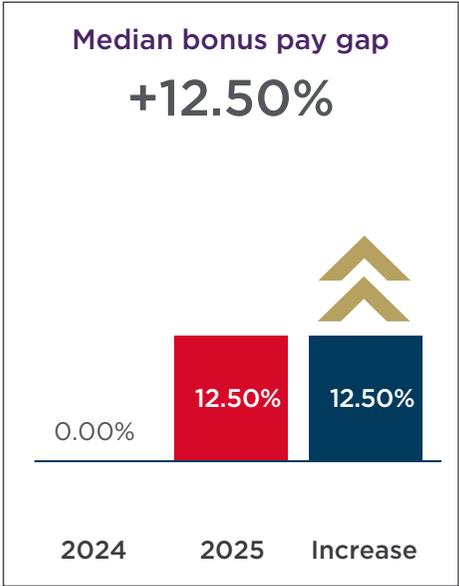
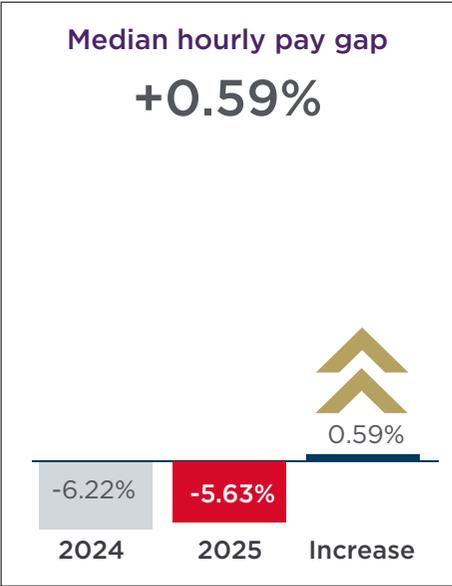
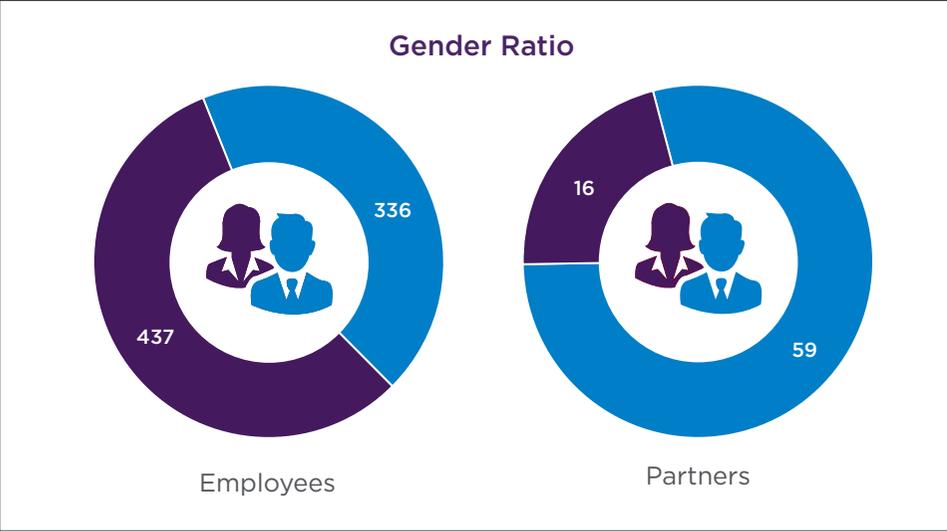
- This report covers our April 2025 gender pay gap analysis of employees; it does not include partners.
- In April 2024, 56.7% of our employees were female and 43.3% male and in April 2025 56.5% were female and 43.5% male.
- Our mean pay gap figures from April 2024 to April 2025 have improved compared with previous reporting years, decreasing by 0.72.
- Our median pay gap is -5.63% which reflects a small increase from last year's -6.22%
- Our gender pay gap data covers our entire employee workforce. This includes a range of roles from professionally qualified positions with varying levels of experience, to those in early career programmes and people working in our executive teams.
- The gender pay gap does not take into account differences in role. The lower pay quartiles in the firm are disproportionately impacted by those in administrative roles, roles which are largely fulfilled by female employees (both in our firm and in wider society).

Gender pay gap terminology

- **Gender pay gap vs equal pay** – gender pay gap is a measure of the difference between the average earnings of men and women. This means it compares pay among a whole workforce, regardless of the type or level of work they do. Equal pay is our statutory duty as an employer to give men and women equal pay for equal work. Equal pay has been a legal requirement since the Equal Pay Act was introduced in 1970 and this is reviewed by job profile routinely and as part of our salary review exercises annually.
- **Gender pay gap as a mean v median average** – In order to establish the mean gender pay gap, wages of all male and female employees are added and then divided by the total number of employees. The pay gap is the difference between the mean figures for men and women, which is reported as a percentage. The median gender pay gap is calculated by listing all male and female employees' wages from highest to lowest and comparing the number that sits in the middle for each gender. This doesn't account for age, previous experience, or differences in job roles.



Snapshot of 2025



Full details on the figures above and our data spanning back to 2017 can be found on pages 6-7 of this report.

Our statistics in detail 2025 quartile analysis

Pay quartiles by gender

This graph divides our workforce into four equal groups (quartiles) based on hourly pay rates. The quartiles are:

1. Upper Quartile (UQ): Highest paid 25% of employees
2. Upper Middle Quartile
3. Lower Middle Quartile
4. Lower Quartile: Lowest paid 25% of employees

Each quartile represents one-fourth of our workforce, arranged in ascending order of pay.



Pay quartiles

The figures in this table cover the last eight years for Johnston Carmichael. The figures have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Analysis on prior years

Item	2020	2021	2022	2023	2024	2025
Mean pay gap	21.38%	20.01%	12.63%	8.80%	4.94%	4.18%
Median pay gap	28.74%	24.32%	12.83%	12.90%	-6.22%	-5.63%
Mean bonus pay gap	36.04%	12.96%	28.28%	9.80%	38.20%	31.11%
Median bonus pay gap	6.54%	0.00%	10.57%	0.00%	0.00%	12.50%
Bonus achievement - female	21.53%	99.01%	96.01%	92.40%	96.49%	19.03%
Bonus achievement - male	11.34%	94.81%	94.32%	90.50%	98.20%	18.53%



Action plan to reduce the gender pay gap

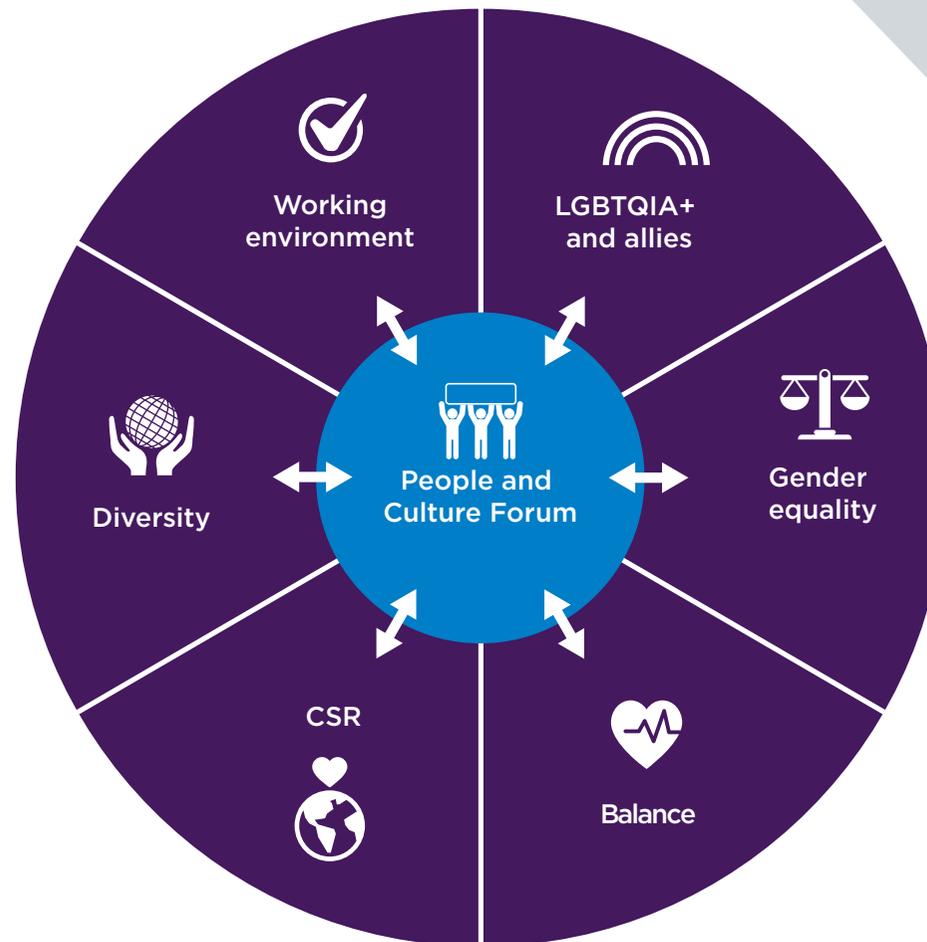
We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

We recognise the need to continue our efforts to close the gap and have implemented a range of supporting measures such as our People and Culture Forum.

People and Culture Forum

Established in 2021, the forum has representation from across the firm. It focuses on a number of key topics including gender equality, diversity, LGBTQIA+ inclusivity, and wellbeing. The purpose of the forum is to encourage engagement on issues that matter to our employees, driving innovation and ultimately, continuous improvement in our workplace culture.

While individual initiatives alone will not eliminate the gender pay gap, over time this collective approach, including future initiatives, continues our progress in closing the gap.



Balanced Scorecard

We use a Balanced Scorecard approach across the whole firm to calibrate and carry out performance reviews. Since 2019, our Talent Development Committee makes recommendations on all Director and Partner candidates to the Board using the assessment of suitability and performance against a Balanced Scorecard. We believe this is effective not only in fostering a culture of a high growth mindset within the firm as a whole and reinforcing our values, but also in removing any barriers to progression for talented people within our firm.

Recruitment

Rather than relying solely on interviews, there are an increasing number of vacancies where we ask candidates to perform activities which are job specific. This is used to assess their suitability for the role. For example, for our graduate and school leaver recruitment we use assessment centres. Structured interviews are a good way to ensure the process is fair and avoids biases influencing the selection process. Our competency-based question library is used during the selection process.

We encourage our agency partners to supply non gender specific CVs. Furthermore, we do not ask applicants to specify their gender when applying directly to us. When conducting our Early Careers selection, applicants are selected using a uniform video screening process where the same questions are asked of all candidates in a predetermined order and format. A situational based framework is used and the responses are graded using a standardised criterion. This makes the responses comparable and reduces the impact of unconscious bias.

Flexible working

We have continued to develop our family friendly policies through the introduction of fully flexible hybrid working. This has allowed many to achieve a positive blend of home and office working. We encourage line managers to be flexible in their approach to how often colleagues need to be in the office and when they can take leave, although this is not always possible in some areas of our business due to statutory deadlines. We also allow employees to adjust start and finish times.

Pay and benefits

We undertake reviews of our pay and benefits each year to ensure they remain fair and competitive which has resulted in increases to pay, access to funded health care and further enhanced parental leave benefits. We want to ensure that all of our employees are rewarded fairly and have access to benefits that encourage flexibility and work/ life balance.



Lynne Walker
Chief Executive Officer



Martin Osler
Chief People Officer



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