

Gender Pay Gap Report

August 2022

Executive Summary by Mark Davis, Chief Executive

We acknowledge that a gender pay gap still exists across our sectors and there is no doubt that we need to break through a widespread misconception that our line of work is limited to just heavy manual labour, when in reality it offers a multitude of exciting career options and possibilities.

As a company, we are continuing to work hard to address the historic gender imbalance we see across the industry, which has led to a majority male senior management team. In turn, this means that salaries are higher, on average, across our male colleagues because of the higher salaries these senior roles attract.



Encouragingly, we're starting to see a growing number of female colleagues moving into leadership roles and will be supporting aspiring female talent to help them fulfil their potential. We are still prioritising the recruitment and retention of a more diverse workforce for the long-term benefits this will bring to J Tomlinson.

For us, though, it ultimately isn't just about attracting women, but fostering a culture which welcomes people of all genders, ethnicities, backgrounds, religions and circumstances - in order to create a truly diverse and inclusive workplace for all.

Our focus over the next 12 months will be our ED&I strategy at all levels, to educate, inform and support our workforce - helping to minimise the gender pay gap each year.

Best regards,



Mark Davis
Chief Executive, J Tomlinson Ltd

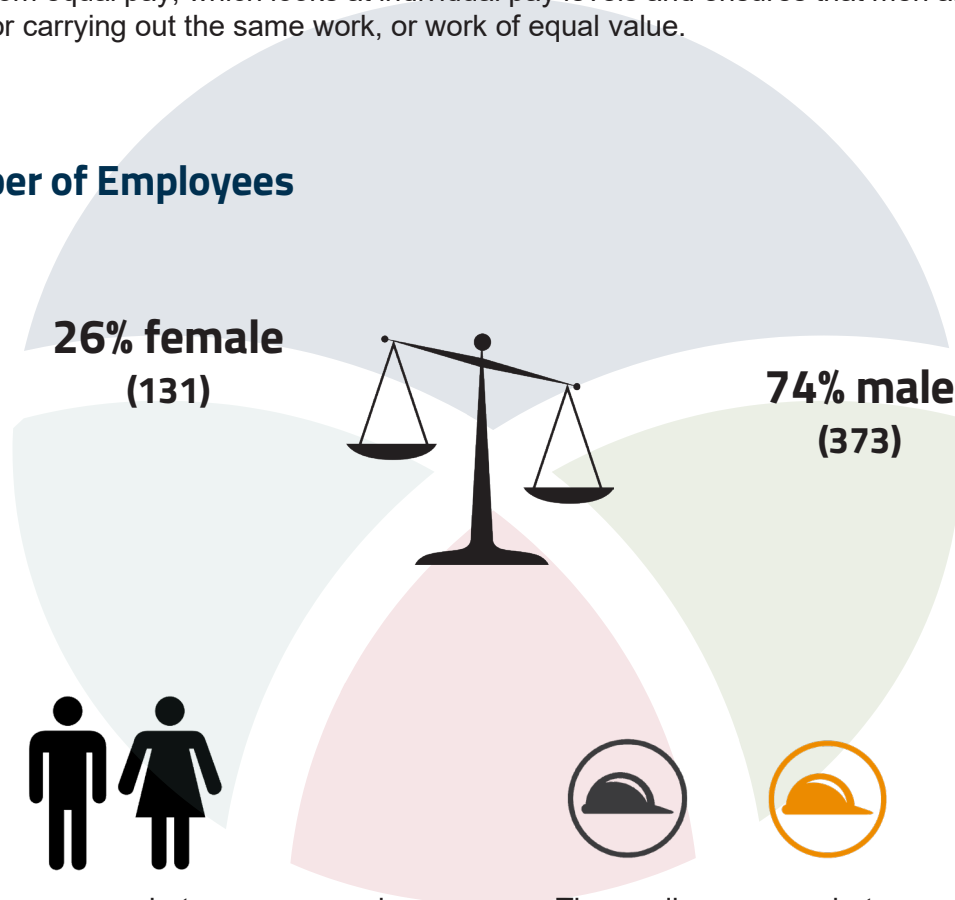
What is a median average?

The median is the middle value - the figure that falls in the centre of a range of data. In this case, when everyone's pay is lined up from the smallest to the largest, the median gap is the difference between the hourly rate of the employee in the middle of the range of male pay and the employee in the middle range of female pay.

Gender pay gap vs equal pay?

The gender pay gap is not an indicator of equal pay, it is a snapshot of the difference between the average hourly pay levels of all women compared to all men, irrespective of their role or level in the organisation. This is distinct from equal pay, which looks at individual pay levels and ensures that men and women are paid the same for carrying out the same work, or work of equal value.

Total Number of Employees



Pay Gap

The mean pay gap between men and women is **30%**. This is the difference between the average hourly earnings of men and women and tells us that our average hourly rate for male employees is higher than our average hourly rate for our female employees.

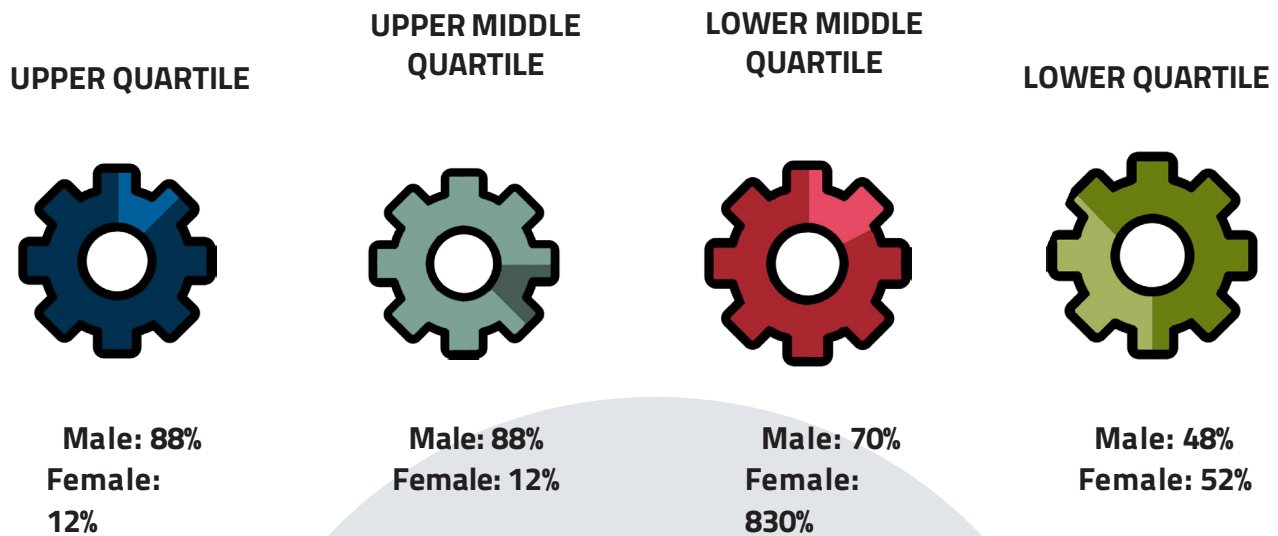
The median pay gap between men and women is **32%**. This is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

Percentage of Men and Women Receiving Bonus Pay

Only one bonus payment was awarded in the pay period.



Pay Quartiles



This data includes all permanent employees who have had no leave data* in the pay period and shows the difference between the average hourly rate of pay** of male and female employees.

*Leave refers to maternity, paternity, furlough and sick leave.

Closing the Gender Pay Gap

We are sourcing our talent from a wider field due to the way we are winning work and our new approach to appreciating flexibility.

What we've done	What has been achieved
Anonymised Recruitment	We have brought in a new applicant tracking system, which means that we can anonymise applications to try and remove bias within applications.
Job Adverts	These are now written with non-bias language and are much shorter to broaden our appeal.
Increase in female trade roles	We have seen an increase in the number of individuals who identify as female in these roles.
Recruitment practices	Our apprentice's ratio is 57% female and 43% male across a wide range of disciplines.
e-Learning – Diversity and inclusion and disability awareness	Head of People has passed her Level 7 in Strategic Approaches to E, D & I to develop our understanding further.
Develop a clear talent pathway	We develop targeted career pathways aligned to individual career aspirations. This is realised through personal development plans, reviewed quarterly with each member of our workforce.

In 2023, we will continue our equality and diversity path with the launch of a menopause policy and working groups to understand how we can be more inclusive at J Tomlinson. We have also

brought in a brand-new HR team with a new remit on making J Tomlinson an employer of choice, with remuneration as one of the key focus areas.

