

Gender Pay Gap Report 2025

Statutory Gender Pay Gap Report and Inclusion Overview



Foreword

In our fourth year of Gender Pay Gap reporting, we continue our commitment to transparency, accountability and fostering an inclusive workplace where every employee has the opportunity to thrive.

At The Johnstown Estate, our people remain at the heart of everything we do. We recognise that a diverse workforce strengthens our organisation, enhances the experience we provide to our guests and supports long-term business success. We are committed to creating an environment where all employees are valued, respected and supported in achieving their full potential.

Our 2025 Gender Pay Gap Report provides an overview of our workforce composition and pay distribution across the organisation. While the Gender Pay Gap is not a measure of equal pay, it is an important indicator that helps us understand representation across different roles and levels within the business.

Throughout the year, we have continued to invest in employee development, leadership opportunities and inclusive recruitment practices. We remain focused on ensuring that all employees have equitable access to career progression, learning and development opportunities.

We welcome the opportunity to report on our progress and will continue to monitor our Gender Pay Gap data to identify opportunities for improvement, promote gender balance across all areas of the organisation and support a workplace culture where everyone can succeed.

Our Company Statistics

Snap Shot Date

27th June 2025



NUMBER Employees Total
319



NUMBER Male
129 - 40.4%



NUMBER Female
190 - 59.6%

Our Results

Mean Gender Pay Gap for
the Entire Company

7.60%

Median Gender Pay Gap
for the Entire Company

8.69%

How was this calculated?

This figure is the difference between the mean and median hourly remuneration of male and female employees, expressed as a percentage of the hourly remuneration of males.

Statutory Report Metrics

Metric	2025 Result
Mean Gender Pay Gap – Fixed Term Employees	0.00%
Median Gender Pay Gap – Fixed Term Employees	0.00%
Mean Gender Pay Gap – Part-Time Employees	0.44%
Median Gender Pay Gap – Part-Time Employees	3.13%
Mean Bonus Gender Pay Gap	52.08%
Median Bonus Gender Pay Gap	37.50%
Percentage of Females Receiving a Bonus	3.16%
Percentage of Males Receiving a Bonus	1.55%
Percentage of Females Receiving Benefits in Kind	0.00%
Percentage of Males Receiving Benefits in Kind	0.00%*

Percentage of Male and Female Employees in each pay quartile

	Female:	Male:
Lower Quartile:	63.01%	36.99%
Lower Middle Quartile:	53.52%	46.48%
Upper Middle Quartile:	40.00%	60.00%
Upper Quartile:	66.67%	33.33%

Our Summary

The Johnstown Estate remains committed to fostering an inclusive workplace where all employees have equal opportunities to develop, progress and succeed. Our 2025 Gender Pay Gap analysis shows a mean gender pay gap of 7.60% and a median gender pay gap of 8.69%.

These results reflect the distribution of male and female employees across different roles and levels within the organisation rather than differences in pay for employees performing the same work. Female employees continue to represent the majority of our workforce and are strongly represented across the lower-middle and upper-middle pay quartiles. The upper pay quartile is also more balanced than in previous reporting periods, demonstrating progress in female representation across higher-paid roles.

The increase in the National Minimum Wage during 2025 contributed to greater alignment of pay rates across many operational roles within the business. While this has positively influenced pay outcomes, workforce composition across specialist operational and leadership positions remains the primary factor affecting our Gender Pay Gap results.

As a hospitality employer, we continue to experience challenges in achieving balanced gender representation across certain operational and leadership functions. However, we are encouraged by the progress made and remain focused on creating an environment where all employees can build rewarding and successful careers.

Our Action Plan

- Continue to monitor Gender Pay Gap metrics annually and review workforce trends across all departments to identify opportunities for improvement.
- Strengthen leadership development and succession planning programmes to support career progression opportunities for employees at all levels.
- Promote inclusive recruitment practices to encourage balanced representation across operational, specialist and leadership roles.
- Continue to provide equal access to training, development and mentoring opportunities for all employees.
- Regularly review pay and reward practices to ensure fairness, transparency and consistency across the organisation.
- Work with industry partners, educational institutions and recruitment networks to attract diverse talent into roles where gender representation remains imbalanced.
- Maintain our commitment to fostering an inclusive culture where diversity is valued and employees are supported to reach their full potential.