



# Diversity & Inclusion Survey

March 2025

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## Introduction

I am delighted to present this year's Diversity and Inclusion Survey. The firm is strongly of the view that everyone should be valued and given equal opportunity. The need to monitor diversity and inclusion is a sad reality not just from our regulator but of our society. It recognises that a meritocracy is not always the way the industry operates. However it remains a key requirement at Johnsons and features prominently from the leadership team down to all aspects of the organisation.

## Background

The firm has focussed in recent years on growth and improving the quality of client work. The result is a culture of growth and managing new relationships as well as a supportive culture for training and helping staff to grow and development. In reviewing the responses to our Diversity and Inclusion Survey we have tried to consider whether we are succeeding in these additional aspects as well.

Below is a summary report based on the survey data provided by 60 participants. The firm uses Microsoft Forms application technology to conduct this survey and is completely anonymous. Whilst responding is restricted to once per user it is not possible to ascertain whom has not completed the survey and so whilst it is compulsory there appears to be a few missing responses.

The questions were created by the leadership team with a goal to assess a wider set of diversity and inclusion metrics than just background and touches on office culture and behaviour.

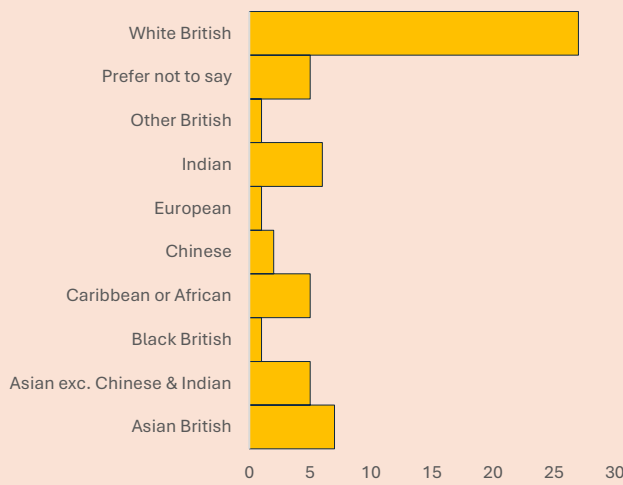
The firm operates out of 3 offices but purposefully tries to create an integrated single office environment. This survey was sent out to all offices and there has consciously been no attempt to obtain data on a per office basis (other than a single question directly on diversity). The results therefore reflect the firm as a whole.

## Executive Summary

This report summarizes responses from a diverse group of 61 employees regarding their demographics, workplace experiences, and perceptions of diversity and inclusion. The data reveals a generally positive view of the workplace, with high levels of satisfaction regarding role clarity, support, and resources. Diversity is widely recognized. The firm's approach to diversity is also supported which is all the more surprising given that the firm does not support diversity and instead supports a meritocratic approach. The company outperforms or matches peers in diversity support according to most respondents. Whilst this is a resounding endorsement of the firm's culture, there is always scope for improvement. The leadership team have digested the results and are developing mechanisms to drive further improvement.

# Demographics

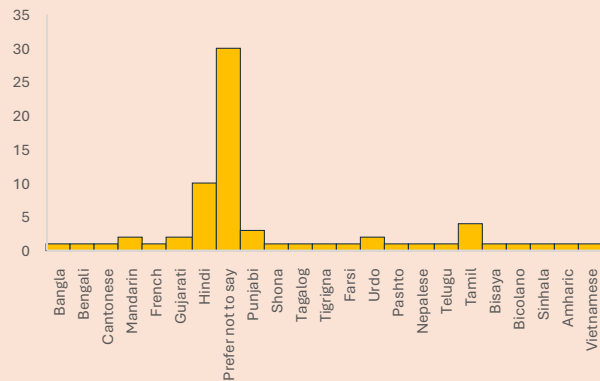
Ethnicity



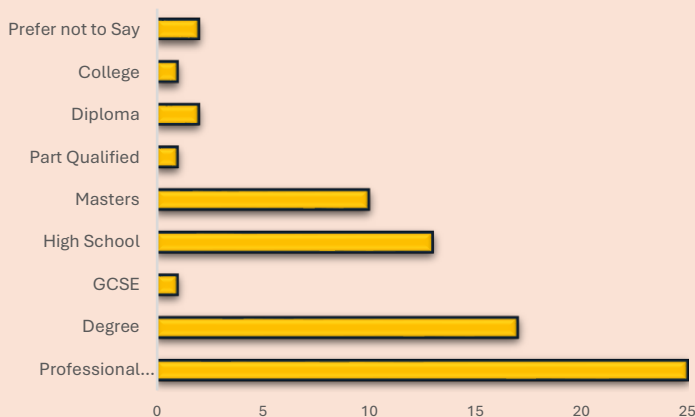
For a firm located solely in the UK, it is encouraging to see that the firm is an attractive destination for people of so many different ethnicities. However it is noted that Australasia and the Americas are not represented. The firm does not specifically target any ethnicity and so the lack of representation from these demographic groups may be down to the lack of relative attractiveness of the UK or the specific locations of the firm and less about how the firm is run.

The firm has a wide range of language capabilities which represent opportunities for those staff members fortunate enough to be multi-lingual. However it is perhaps surprising that the European/Latin based languages are not better represented.

Languages Spoken to a Business Level (other than English)

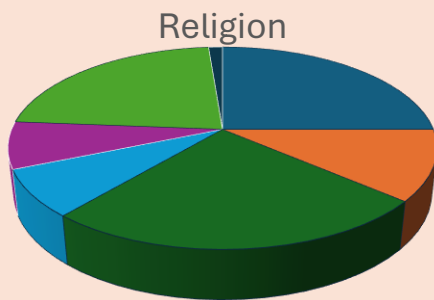
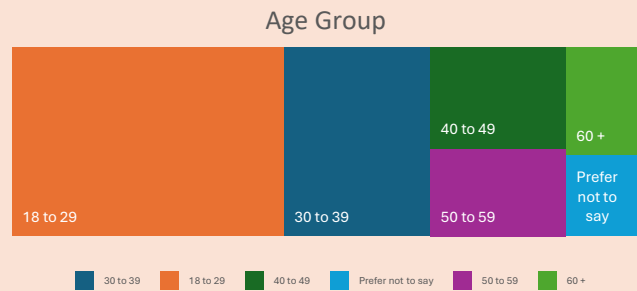


Education



As an industry leading profession services firm, it is not surprising that professional qualifications are dominant. However it is a strength of the firm that it invests in people from a range of educational backgrounds with the same ultimate goal – to become professional business advisors.

The firm's leadership believes that an efficient firm will have a pyramidal staff structure with more junior staff than senior staff. It is not surprising that with age usually comes experiences and so there is a bias towards younger staff who are predominantly newly qualified or in training.



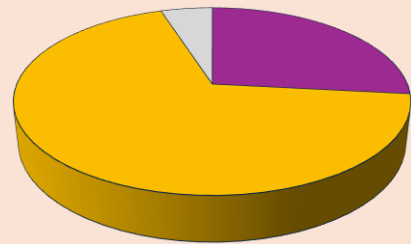
■ None ■ Hinduism ■ None ■ Prefer not to say ■ Muslim ■ Christian ■ Sikh

The firm draws no conclusions from this particular statistic. The firm believes religion is a personal matter and not a matter relevant for a professional services firm.

# Workplace Environment

Almost 70% find the workplace a supportive environment with 27% choosing not expressing a preference. Although it is encouraging that nobody found it an intimidating environment, it is noted that 5% chose “Prefer not to say” which may be indicative of issues which the leadership needs to address.

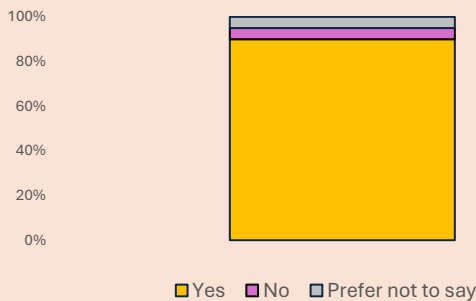
Do you find the workplace a supportive or intimidating environment?



■ Neither / Neutral ■ Supportive ■ Prefer not to say

The firm’s investment in managing people appears to be successful with 90% of staff indicating that their role is well defined.

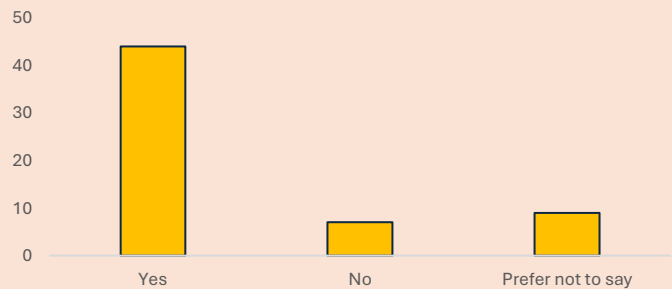
Do you feel that your role in the workplace is well defined?



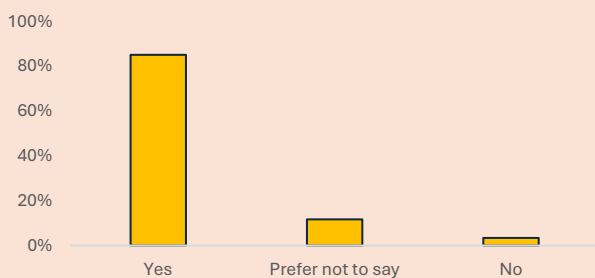
■ Yes ■ No ■ Prefer not to say

It is encouraging that so many of the firm’s staff believe that they are appropriately recognised for their contributions. There is always more to go in this area and it is permanent feature of the leadership’s activities.

Do you feel you are appropriately recognised for your contribution to the firm?



Does your role in the firm meet your expectations as outlined to you?

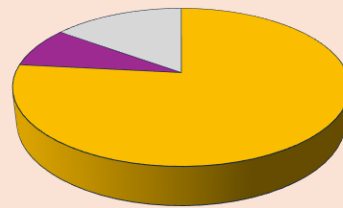


The firm’s leadership has improved its delegation and management processes and it is encouraging that there is such a strong link between the role expected and the actual role of staff. The leadership team are working hard to improve the cascading of the firm’s strategy to individual activity and performance.



The firm believes in an open approach where every perspective has value – even those which are not progressed. It is positive to see that this culture of openness seems to have proliferated positively throughout the firm.

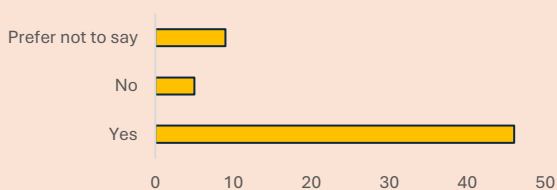
Do you feel that your views on the firm are heard by your office superiors?



■ Yes ■ No ■ Prefer not to say

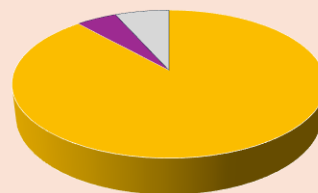
This is a crucial aspect for the firm. If training and support activities are not functioning then the firm will fall behind and become inefficient. It is encouraging to see that there is such a strong endorsement of the firm’s performance in this matter.

Does the workplace provides you with the right balance of training and support to do your work?



This is an area where the firm would expect to perform highly. The tools needed in a professional services organisation are not particularly innovative or cutting edge. The leadership team believe that these survey results echo this.

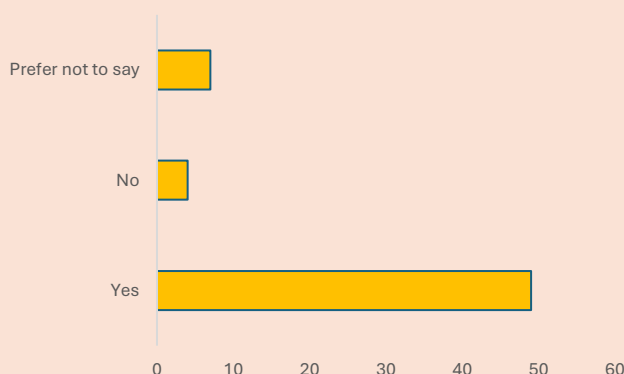
Are you given the appropriate tools to function in your role?



■ Yes ■ No ■ Prefer not to say

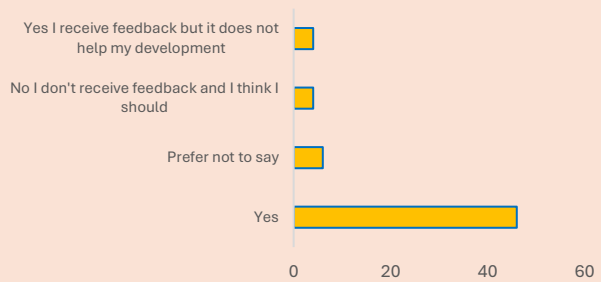
Training is a necessary aspect for all successful professional services businesses. It enables, not just staff to grow and development, but also allows work to be delegated to an appropriate level so that the firm operates efficiently.

Do you feel you are given an appropriate level of training to properly fulfil your role?

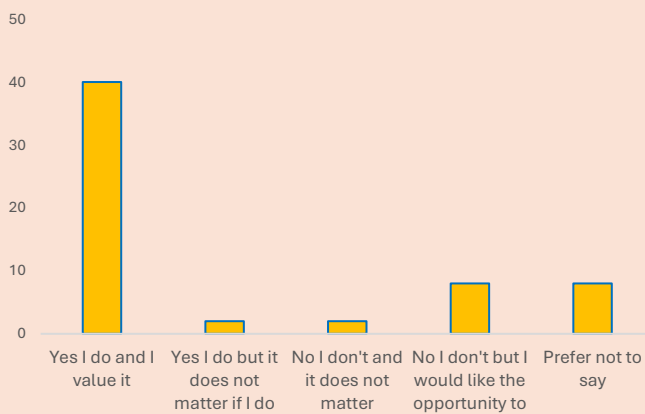


Feedback is an important aspect to any business which relies on its workforce and doubly so when the outcome of training and development is a crucial aspect of externally perceived performance. These survey results reinforce the success of the firm's investment in creating a more accountable management function.

**Are you receiving feedback on your work which is helpful in your development?**



**Do you get the opportunity to provide feedback to your supervisors/seniors?**



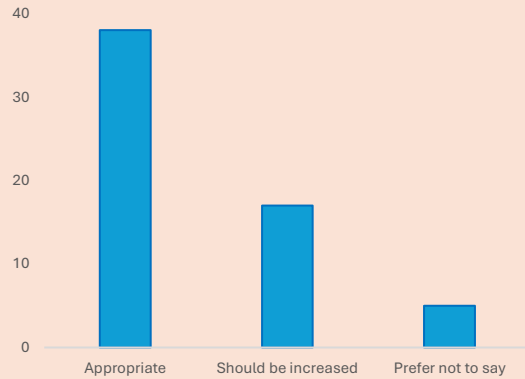
As noted above, feedback is an important aspect of the firm's DNA. Accordingly all staff need to receive feedback. It can prove challenging to feedback to supervisors/seniors but it is also a valuable communication skill for all professionals. These results illustrate that whilst overall the results are strong there is more which could be achieved.

## Social Aspects

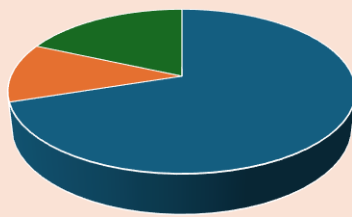
The leadership believes that all staff benefit from positive social interaction with colleagues. This helps break down the barriers for the mutual benefit of clients and personal development.

The firm does not mandate social gathering beyond 2 semi annual all firm events. Nobody has indicated that they would like less and a number have indicated that they would like more. On the whole the input seems to be a positive endorsement of the firms social calendar.

Please inform us whether the firm's level of social gatherings is right, should be increased or reduced.



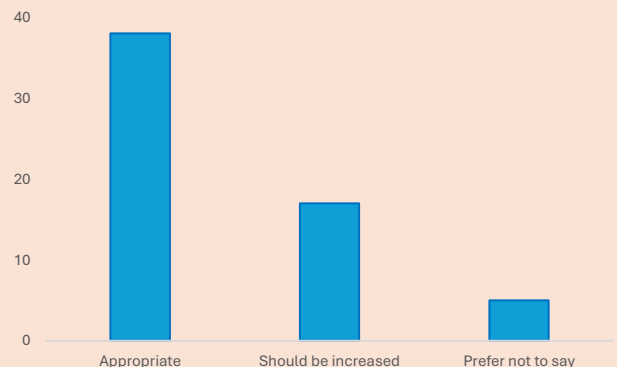
If you have wanted to contribute to the Johnsons Houses, do you feel that you have had the opportunity to do so?



Yes No Prefer not to say

Johnsons Houses is a new programme started in 2024 seeking to develop personal development and better working across all demographics of the firm. The leadership team see this as a valuable method for shaping the firm's culture. In 2025 the firm is using this programme to drive an increase in the firm's social capital.

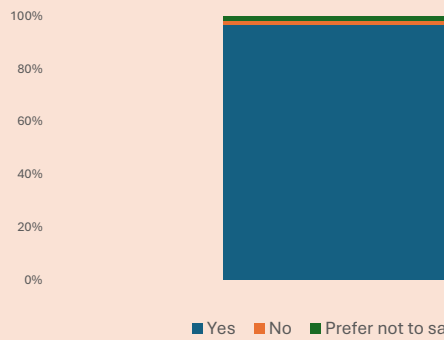
Would you like to be involved in work based activities which contribute to better Environmental, Social and Governance in the UK and beyond?



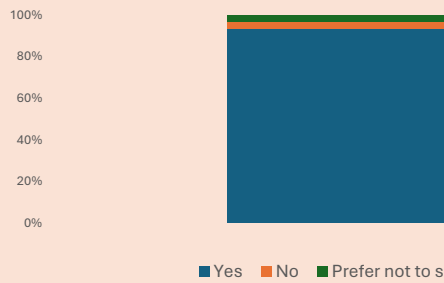
# Diversity

Overwhelmingly, the firm is considered to have a diverse workforce at a firm-wide level but also in each office. Diversity has never been a specific target as the firm promotes a meritocratic approach to staffing. However these results are still positive. They reflect well on the firm that it is able to apply a meritocratic approach whilst securing diversity.

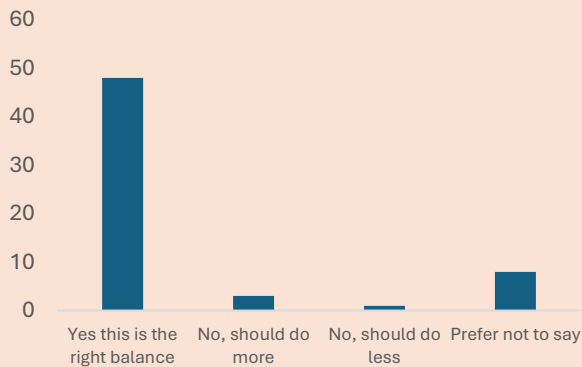
**Do you feel that the company has a diverse workforce?**



**Do you feel that the office where you are primarily based, is a diverse workforce?**

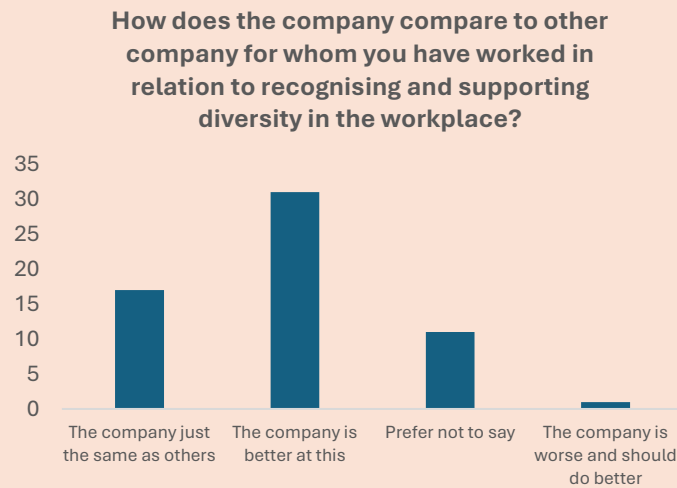
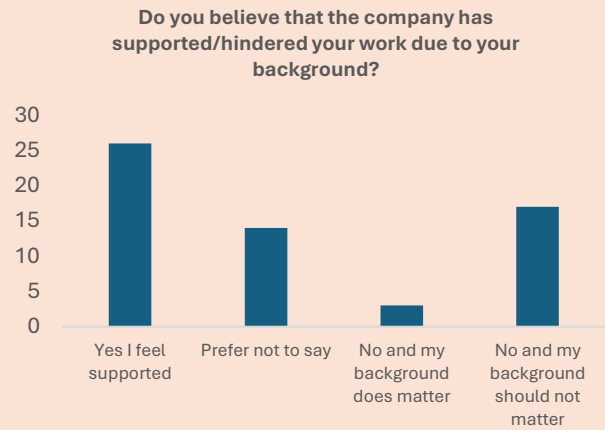


**Do you believe that the company is given the correct balance to diversity?**



The firm is not actively promoting (or demoting) diversity. This indifference to diversity could be considered a negative. However it is encouraging to see that the staff have overwhelmingly understood that the firm secures diversity as a by-product of its commitment to a meritocracy.

It is a resounding endorsement that no respondent indicated that they were hindered due to their background. However a small number responded that they were not supported and that their background does matter. Unfortunately this response can be interpreted both positively and negatively. On the whole, however, these are positive that the firm's cultural approach is supported across the whole firm.



It is always encouraging to outperform our peers. 50% of respondents stated that the firm is better than other companies. Only a small fraction indicated that the company was worse than other firms.

## End

This report provides a snapshot of employee sentiment as of February 2025, highlighting strengths and actionable areas for improvement.