

Gender Pay Gap Report 2022



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Statutory calculations

Introduction

In accordance with UK Government regulations Jeremy Benn Associates Ltd have published their gender pay gap information to both the Government sponsored website and on our own company website. This report provides a [summary of the statutory metrics](#) and serves as a narrative to explain the reasons behind the [company's gender pay gap statistics](#) and comment upon [observable trends](#) since last years' report.

“Our statutory gender pay gap metrics show continued improvement on previous years. The actions we have undertaken, and are undertaking, are contributing to this improvement. The challenge remains to increase the proportion of women at senior grades in JBA, as it is across our sector, profession, and academic development paths. We will continue to put in place measures which will actively encourage and support women to both apply for, and seek promotion to, the higher grades across JBA. This shall enable us to build on the progress we have made to date.”

Marc Pinnell, Managing Director



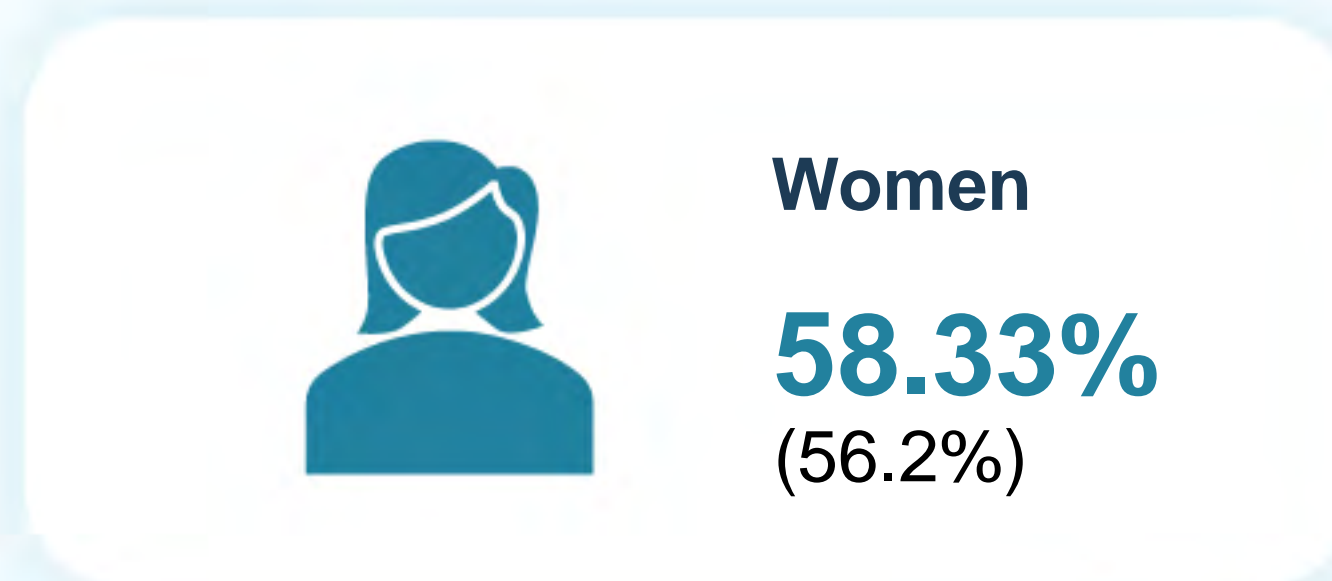
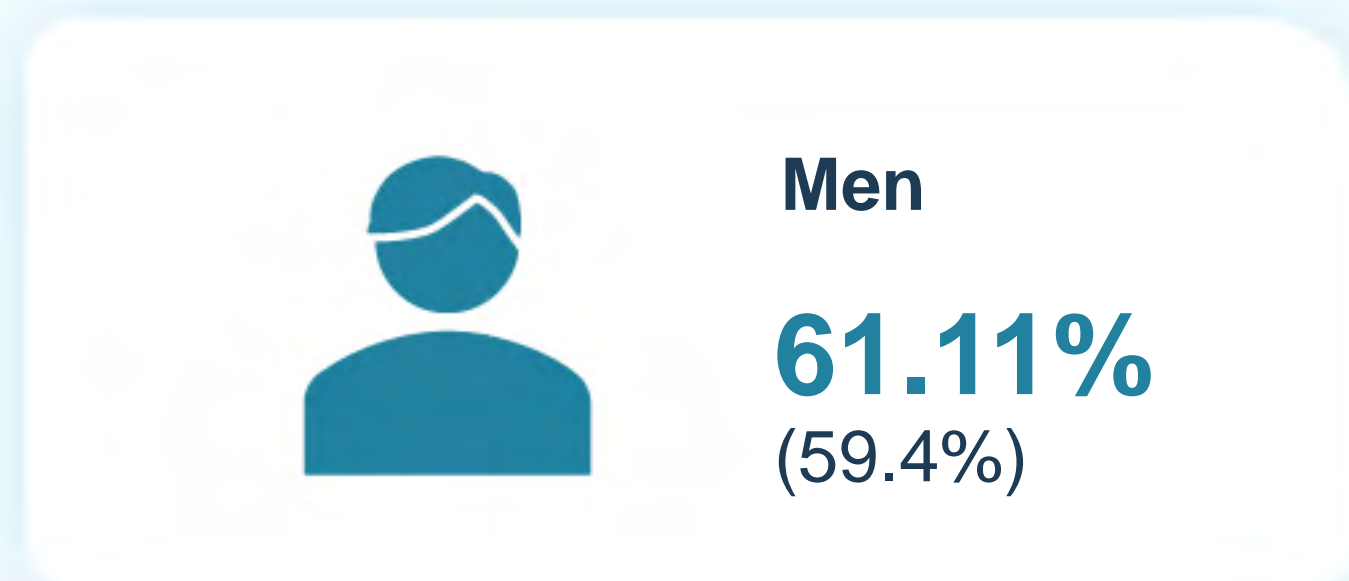
Statutory reporting

The **gender pay gap**, as at the snapshot date of **5 April 2022**, and the **bonus gap** for the 12 months prior to the snapshot date, are shown below.

Last year's figures are included for reference in parentheses.

Pay gap		
	Mean	Median
Pay Gap	15.6% (18.7%)	14.1% (19.4%)
Bonus Gap	22.7% (22.7%)	5.3% (18.6%)

The proportions of men and women in the **overall workforce** who **received a bonus** are as follows:



Statutory reporting

Across the four pay band quartiles the proportion of people by gender is shown on the following table:

	Male	Female
Upper Quartile	75.5% (74%)	24.5% (26%)
Upper Middle Quartile	65.4% (71%)	34.6% (29%)
Lower Middle Quartile	58.5% (61%)	41.5% (39%)
Lower Quartile	57% (51%)	43% (49%)

Further analysis and trends from previous years

Hourly pay and bonus pay

Calculation of hourly pay forms the basis of the required HMRC reporting and provides a consistent means of comparison between employees for our analysis. As a requirement of the statutory submission bonus pay is calculated and presented too.



Hourly pay and bonus pay

	April 2022	April 2021	April 2020	April 2019	April 2018
Mean (average) gender pay gap using hourly pay	15.6%	18.7%	21.1%	20.4%	20.9%
Median gender pay gap using hourly pay	14.1%	19.4%	19.8%	20.0%	21.7%
Mean (average) gender pay gap using bonus pay	22.7%	22.7%	26.6%	38.0%	39.0%
Median gender pay gap using bonus pay	5.3%	18.6%	20.0%	36.0%	25.0%

The **average hourly rate** for the period has increased for both men and women:



Men

£24.52
(£22.25)



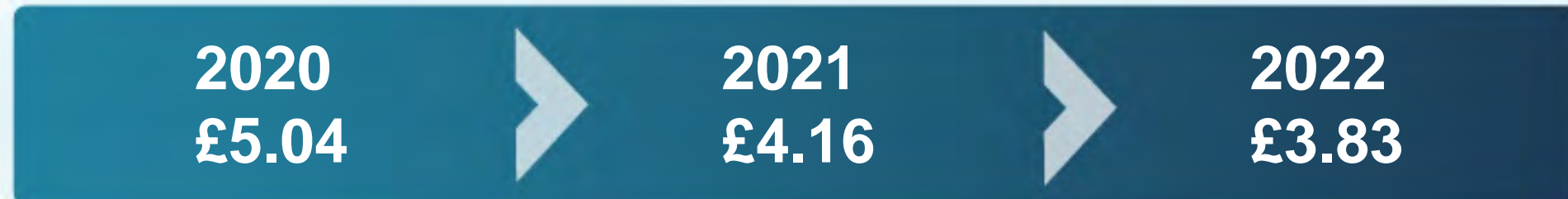
Women

£20.69
(£18.10)

Both values are **higher** than **previous snapshot** dates.

Hourly pay and bonus pay

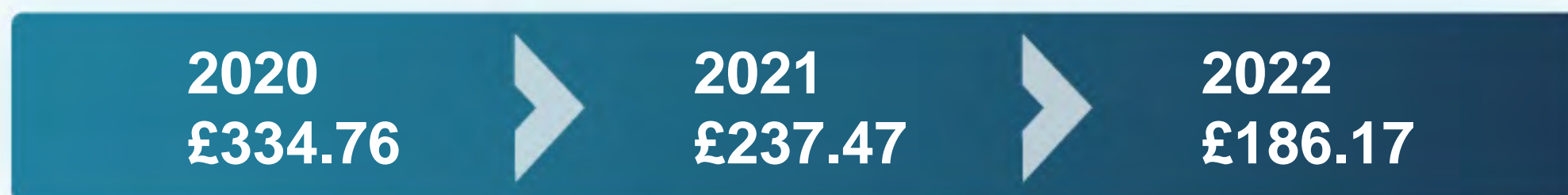
There has been a **steady decrease** in the difference between the **hourly rates**:



The **average bonus** paid was:



There has been a **continual decrease** in the difference in **overall bonus** paid between men and women since 2020:



95 people/14.6% (60 male, 35 female) paid their bonus to pension compared to 106 people/18.6% in the previous year (69 male, 37 female). This **decrease in people paying bonus to pension** could possibly be attributed to increases in **cost-of-living** where extra income is more attractive than paying additional contributions to pension.

Gender split by role

Gender Split Metric	5 April 2021		5 April 2022	
Employees	Women 35.7%	Men 64.3%	Women 36.7%	Men 63.3%
Technical Roles	Women 34.9%	Men 65.1%	Women 34.5%	Men 65.5%
Non-Technical Roles	Women 53.3%	Men 46.7%	Women 78.9%	Men 21.1%
Managerial Roles	Women 20%	Men 80%	Women 24%	Men 76%
Gender Pay Gap	18.7% mean gap		15.6% mean gap	

The **mean gender pay gap** has decreased from 18.7% to 15.6% which is positive progress. We have also seen an **increase in women in managerial roles** which has contributed to the increase of women in more senior grades. Most of our job titles can be categorised as either technical roles or non-technical/administrative, but we felt we were missing a category for those in supervisory or more senior non-technical roles. Having reviewed a list of job titles, we decided to move those job roles into a managerial category. Examples of job titles categorised as managerial are Marketing Manager, Head of IT, Civil Engineer.



Gender split by role

Overall, there has been **no movement in the proportions of women in the technical job roles** we employ. Alongside our current initiatives to **promote jobs in STEM for women** and the positive work we have been doing in **appointing women at early career grades**, for example through our graduate recruitment scheme, further thought will need to be given to how to increase the number of women in senior technical roles. Flexible working arrangements and return to work programmes are examples of the opportunities we are already acting upon. We also promote our **flexible working arrangements** to our male staff, with the aim of making the **gender split of part-time staff more equal**, as a result 32.3% of our part-time employees are now men, an increase from 31.1% in 2021.

	5 April 2021		5 April 2022	
Director Level	Women 8%	Men 92%	Women 18.1%	Men 81.9%

In addition, there has been a 10% increase in the number of women holding any of our Director grades (Technical Director, Associate Director, Director). **Increasing the number of women in leadership roles** and at senior grades has been a focus of ours over the past twelve months, **through internal promotion and bringing new talent into JBA.**



Source of data

The Gender Pay Gap analysis is based on data abstracted from our HR & Payroll database. Points to note:

- An employee's pay is based on their salary after any salary sacrifice deductions. Salary sacrifice is used for several of our benefits, including pensions
- Bonuses are only considered if they are paid to staff via payroll. Any bonus payments which are paid directly into pension are not considered. This includes Employee Ownership Bonus, long service awards, payments made for publications and recruitment bonuses
- When evaluating pay (properly represented as hourly pay) qualifying bonuses are to be added on to post-sacrifice salary
- Employees on leave and not receiving full pay are excluded (for this snapshot date, 19 people were excluded for this reason. 12 of these employees were women, 9 of which were on maternity leave).

The calculations as noted are in line with statutory government guidance, which states that companies must report their gender pay gap data if the organisation has 250 or more employees on a specific date each year.



Source of data

We must remain mindful of the [changes in method of calculation](#) that were introduced into our assessment only last year. This means that whilst it is possible to make direct comparisons between snapshot dates of April 2022 and April 2021, [comparisons with more historic snapshot dates are not so directly related](#). However, the extent of our analyses gives us confidence that the [gender pay gap has reduced](#), and continues to reduce, year on year from our first published report in 2019.

Gender balance

Overall gender split

The [overall gender split](#) within Jeremy Benn Associates Ltd is:



Men
64%



Women
36%

The [employee headcount](#) at the snapshot date has [increased from 549 to 654](#), however the overall balance of men to women employees remained static.

Gender split within disciplines

The proportion of women technical staff within Associates increased in 2021 from 33% to 35% and has remained around that figure in this reporting period. Within managerial roles, 24% are women, which is up from 20% in 2021. Since we began categorising job roles with specific disciplines in 2021/2022, we have been able to more appropriately differentiate between 'Technical', 'Administration' and 'Managerial'. As such the category 'Non-Technical' that we have used in previous reports has been combined with 'Administration' in this and future reports so comparisons between snapshot date 2022 and previous years should be viewed with that in mind.

Gender Split within Starters, Leavers and Promotions

	2021	2022
New starters	Women 41.5%	Women 39%

Women staff comprised just under 43% of people who left the company between April 2021 and April 2022. Some of the reasons given during exit interviews as to why women are seeking employment elsewhere include annual leave allowance, salary, different career development needs etc. These are common between men and women and there are no discernible differences in the reasons for leaving, although on occasion female leavers have expressed a desire for better maternity benefits, more transparent bonus structure and clearer paths for progression.



Gender split within starters, leavers and promotions

Further, targeted, data collection and analysis will help understand whether there are particular reasons that women leave and help us move towards an overall even gender split in the company.

46% of the promotions that took place within the reporting period were for women, compared to 34% the year before, illustrating that the steps being taken within the company to support continued professional development and career progression of women is having an impact.

Gender split within recruitment

34.6% of 2022 applicants were women, compared to 31.1% in 2021, therefore a small increase. No information is available for 2020 for comparison as it has been destroyed in accordance with data protection requirements.

Since 39% of new starters were women, data shows that women applicants were marginally more successful at securing employment than their male counterparts.

In the 2022 graduate intake (environment and water management disciplines), 38% of applicants were women, which is sharp reduction from 57% in 2021. From the resulting offers made and accepted, 54% were to women graduates. This is down slightly from 59% in 2020. Although we have still concluded the recruitment drive with more than 50% of the intake being women – suggesting the calibre of women applicants was higher, we need to better understand the lower number of women applying for the graduate scheme this year, compared to last.

Gender pay gap

As we have discussed in previous reports, [closing the pay gap is a long-term endeavour](#) and although the actions we have already put in place will help us to close the gap, this will not happen overnight.

[Our overall pay gap has closed](#), but the calculation is still [heavily influenced](#) by the preponderance of [men at the senior grades](#), particularly within the top two pay quartiles. The composition of the top two quartiles is considered likely impart, to result from the higher proportion of STEM (science, technology, engineering and maths) graduates coming through from universities and colleges, particularly so in the case of our senior staff, many of whom would have graduated 20 or 30 years ago.

The main actions we can take to affect our pay gap include:

- [Changing the composition of the top two pay quartiles, i.e., supporting the promotion of more women into more senior positions](#)
- Encouraging the recruitment and retention of women into our industry, in particular engineering which is traditionally male dominated
- [Changing the composition of the top two pay quartiles, i.e., supporting the promotion of more women into more senior positions.](#)



Bonus gap

The Mean Bonus Gender Pay Gap has stayed the same at 22.7% and the median has narrowed from 18.6% to 5.3%.

71.3% of staff were eligible for a bonus, compared to 76.3% in 2021.

93.7% of those eligible received a bonus in 2022, compared to 96.3% in 2021.

In 2022 36.3% of eligible staff were women which hasn't changed from 2021. Of those that were eligible in 2022, but didn't receive a bonus, only 28.6% were women.

Since the previous year there has been a slight reduction in the percentage of staff in total receiving a bonus (due to staff growth and length of service eligibility requirements) and a slight decrease in staff of both genders being eligible. In total more women and men received a bonus than last year.

This year, following HMRC rules for submission, we have included all bonus data into the bonus pay gap calculation. Previously we have only included annual bonus data (our Employee Ownership Bonus) but from 2022 onwards, we will also be including sign on bonus, recruitment bonus, long service award and publication/emolument bonus. This addition means that the mean bonus pay gap stayed static but would otherwise have reduced to 19%. It also resulted in a 'late submission' for JBA's statutory reporting figures as we submitted our usual figures in good time, and then decided to resubmit once we had undertaken to include other bonus information in line with the latest guidance we received.

Addressing the gender pay gap – what we are doing

We understand that although our gender pay gap is reducing year on year, a fact which we are proud of, the factors influencing the speed at which this reduces continue to be explained by the demographics of our business and our industry as whole. As an industry, we cannot excuse the existence of a gender pay gap, but we can understand it and commit to eradicating it as quickly as we can. Whilst our pay gap is reducing, our aim is to reduce it more quickly and we need to take further proactive steps in order to do this.

The main reason for the pay gap remains the disproportionate number of men to women across all levels of the career spectrum, particularly in senior roles. There has been a concerted effort this year to increase women at more senior levels. 10% more women are now in Associate Director roles and above when compared to last year. It is important to note that this has been achieved and will continue to be achieved through merit.

In addition, there have been efforts made during the Annual Salary Review process to evaluate salaries across the company and recalibrate where necessary.

Our JBA Equality, Diversity & Inclusion working group, working alongside our senior leaders and HR professionals, have put the following measures in place over the past few years. The impact of these measures may not be substantial until they have been in place for a number of years, but we have seen the pay gap figures slowly narrowing, in part due to the success of these initiatives:

Addressing the gender pay gap – what we are doing

- **Flexible/part time working opportunities.** We encourage all employees to work flexibly within the boundaries of our flexible hours scheme, and most employees now follow a hybrid working pattern with a mix of office and remote working. Any employee who requires an agreed part-time working arrangement can request it and we will accommodate these requests wherever reasonable adjustment can be made.
- **Employee conditions review.** In 2020, there was a review of our family friendly policies (namely maternity and paternity conditions) having compared our benefits to those offered by other companies and explored good practice examples. In summary, we introduced occupational maternity, paternity and adoption pay for the first time. This has been very well received, and to stay relevant to our employees who are parents, this needs to be reviewed frequently and improved if possible.
- **Learning and Development.** Since 2021 we have been rolling out unconscious bias training to our Senior Management teams to help inform the business decisions we make, for example in recruitment. This will continue as we aim to implement the training across more of our business streams, with our recruiting managers as a priority. We are also looking into allyship training as we recognise the positive impact allyship can have on discrimination, unconscious bias and supporting our employees to feel empowered.

Addressing the gender pay gap – what we are doing

- **Supporting career returners.** JBA recognise the value of career returners (those who have been out of the workplace for 2+ years). We have welcomed many career returners into our teams. To continue this, we have implemented a formal return to work programme for any employee coming back to work following a period of extended leave. Feedback for the returner programme from women returning from maternity leave is overwhelmingly positive.
- **Mentoring Scheme.** Our Equality, Diversity & Inclusion working group have committed to researching and setting up a mentoring scheme throughout JBA. Such a scheme would focus on coaching and mentoring staff who would like extra support such as early careers, help towards chartership, and reverse mentoring. A JBA mentoring scheme should also offer mentoring for women within the company, to build on the good work being done elsewhere in our industry such as Women in CIWEM (Chartered Institute for Water and Environmental Management) and Women in FCRM (flood and coastal risk management). An early pathfinder for this will likely be mentoring for women joining our engineering graduate scheme. Female engineers are in the minority and will likely benefit from the experience of a mentor (male or female) from within the company or outside.

Addressing the gender pay gap – what we are doing

- **Encouraging greater women participation in our Apprenticeship scheme.**

We have been working hard on improving the number of women graduates and apprentices in JBA. We are proud that our graduate intake has been over 50% women in 2021 and 2022. We have now turned our attention to our Apprenticeship scheme. Measures we have put in place and continue to monitor include:

- Increasing the number of women attending careers fairs and school/college open days, and interviewing prospective apprentices. Ensure a mixed representation of our profile at JBA, including junior and more senior female staff to inspire the next generation of women joining the STEM industry.
- More diverse blogs and career profiles on the JBA website, including more women to encourage women applicants across the board.

