

# Gender Pay Gap Report 2023



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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.

*“Research published in industry press (New Civil Engineer, May 2024), evidence the work yet to do in addressing the gender pay gap in our sector, profession, and academic development paths. The research identifies that fewer women continue to be appointed to senior, higher paid positions, particularly in contractor and consultant organisations. We must continue to increase the proportion of women at senior grades in our profession. This remains JBA’s focus. We have made progress in this regard over several years, and it is pleasing to see this again in our latest report. In comparison to other consultants referenced in the research, JBA’s gender pay gap reporting is also pleasing. Against the average median hourly pay gap of 21% in consultancy, JBA’s 12.1% is of note. The comparison between median bonus pay is also good. 16% on average for consultants against JBA’s 11.8%. We can take some pride in these comparisons. JBA’s gender pay gap is generally lower than our peers and we have made good progress in reducing it further year on year since reporting began more than 5 years ago. Eliminating the gender pay gap is a longer-term endeavour though and we have identified the latest actions that we believe will help us do this within this annual report. 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 2023](#), 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   | 14.6% (15.6%) | 12.1% (14.1%) |
| Bonus Gap | 22.1% (22.7%) | 11.8% (5.3%)  |

The proportions of men and women in the [overall workforce](#) who [received a bonus](#) are as follows:



Men

**74.6%**  
(61.11%)



Women

**66.9%**  
(58.33%)



## Statutory reporting

Across the [four pay band quartiles](#) the proportion of people by gender is shown on the following table:

|                       | Male                 | Female               |
|-----------------------|----------------------|----------------------|
| Upper Quartile        | <b>73.3%</b> (75.5%) | <b>26.7%</b> (24.5%) |
| Upper Middle Quartile | <b>60.5%</b> (65.4%) | <b>39.5%</b> (34.6%) |
| Lower Middle Quartile | <b>55.2%</b> (58.5%) | <b>44.8%</b> (41.5%) |
| Lower Quartile        | <b>52.6%</b> (57%)   | <b>47.4%</b> (43%)   |

## 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 2023 | April 2022 | April 2021 | April 2020 | April 2019 | April 2018 |
|--|------------|------------|------------|------------|------------|------------|
| Mean (average) gender pay gap using hourly pay | 14.6%      | 15.6%      | 18.7%      | 21.1%      | 20.4%      | 20.9%      |
| Median gender pay gap using hourly pay         | 12.1%      | 14.1%      | 19.4%      | 19.8%      | 20.0%      | 21.7%      |
| Mean (average) gender pay gap using bonus pay  | 22.1%      | 22.7%      | 22.7%      | 26.6%      | 38.0%      | 39.0%      |
| Median gender pay gap using bonus pay          | 11.8%      | 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**

**£26.83**  
(£24.52)



**Women**

**£22.91**  
(£20.69)

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



## Hourly pay and bonus pay

We have seen a **significant drop in median** gender pay gap using **bonus pay** in 2022 which has then increased again in 2023. Median can be **explained by the higher bonus amounts** which results in lower median. So, the **values paid in 2023 were lower** overall which increased the median but the difference in the median between men and women is actually static.

Previously, there has been a **steady decrease** in the difference between the **hourly rates**:

2020  
£5.04



2021  
£4.16



2022  
£3.83



2023  
£3.92

This has remained fairly static at **£3.92 in 2023**.

The **average bonus** paid was:



**Men**

**£1,006.35**  
(£820.57)



**Women**

**£783.63**  
(£634.41)





## Hourly pay and bonus pay

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

2020  
£334.76



2021  
£237.47



2022  
£186.17



2023  
£222.72

The difference in bonus has slightly increased in 2023 to £222.72, although the average amounts paid to women have increased by 23.5% and to men by 22.6%.

117 people/16.7% (70 male, 47 female) paid their bonus to pension compared to 95 people/14.6% in the previous year (60 male, 35 female).

16.7% of eligible women paid their bonus (in part or full) to pension; 16.6% of eligible men also did so which shows the even balance between the genders choosing to pay bonus to pension. This suggests that the bonus pay gap isn't due to it being paid to pension and therefore must indicate we need to look more closely at the actual values being paid to men vs women.



## Gender split by role

|                     | 5 April 2022   |           | 5 April 2023   |           |
|---------------------|----------------|-----------|----------------|-----------|
|                     | Women 36.7%    | Men 63.3% | Women 40%      | Men 60%   |
| Employees           |                |           |                |           |
| Technical Roles     | Women 34.5%    | Men 65.5% | Women 38.6%    | Men 61.4% |
| Non-Technical Roles | Women 78.9%    | Men 21.1% | Women 80%      | Men 20%   |
| Managerial Roles    | Women 24%      | Men 76%   | Women 23.3%    | Men 76.7% |
| Gender Pay Gap      | 15.6% mean gap |           | 14.6% mean gap |           |

The **mean gender pay gap** has decreased from 15.6% to 14.6%. Whilst the rate of reduction has slowed on previous years the **continued direction of travel is positive** and demonstrated continued progress. In 2023, the **gender split of employees reduced by over 3%** such that women now comprise 40% of our staff.

Whilst we **increased the total number of managerial roles** from 25 in 2022 to 30 in 2023, overall, the **gender split remained similar** to the previous year at this level.





## Gender split by role

There has been a [5% increase](#) in the number of [women at Director level](#), in the period, building on the [10% increase in 2022](#). 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, and will remain a priority.

| 5 April 2022   |                          | 5 April 2023             |  |
|----------------|--------------------------|--------------------------|--|
| Director Level | Women 18.1%    Men 81.9% | Women 23.3%    Men 76.7% |  |

Overall, there has also been an [increase of women employed in technical roles](#), which is representative of the work we have been doing to [promote jobs in STEM for women](#) and in appointing [women at early career grades](#), for example through our [graduate recruitment scheme](#).

Although we have been making steady progress, we know that we have more work to do in increasing the number of women in senior technical roles and managerial 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](#). Currently [26% of our part-time employees are men](#) which is [slightly reduced from last year](#) when it stood at 32%. As part of our continued efforts to [improve flexibility and working environments](#) for our staff, we should consider why less men are making use of our flexible working arrangements and how we increase the take-up.



## 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, 13 people were excluded for this reason. 8 of these employees were women, 5 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 in 2021. This means that whilst it is possible to make direct comparisons between snapshot dates of April 2023 with 2022 and 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**  
**60%**



**Women**  
**40%**

There has been a [4% shift towards employment of women](#) since 2022. The [employee headcount](#) at the snapshot date has [increased from 654 to 702](#), with 281 women and 421 men.



## Gender split within disciplines

The proportion of female technical staff within Associates increased from 33% in 2021 to 35% in 2022 and has increased again in 2023 to 38%. Within managerial roles, just under 24% are women which has remained largely static on 2022. The gender split in non-technical and administrative roles has remained largely the same although women far outnumber men in this area.

Since we began categorising job roles with specific disciplines in 2021/2022, we have been able to differentiate between 'Technical', 'Administration' and 'Managerial' more appropriately. As such the category 'Non-Technical' has been combined with 'Administration' since the 2022 report so comparisons with previous years should be viewed with that in mind.

## Gender Split within Starters, Leavers and Promotions

The company had an intake of 134 new starters between snapshot dates 2022 and 2023, of which 47.7% were women, which is a substantial increase from 39% in 2022.

Female staff comprised 26.7% of people who left the company between April 2022 and April 2023. 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. This is common feedback from both 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. These are all clear suggestions of things we can work on.



## Gender split within starters, leavers and promotions

Using a figure of employees who were employed on both snapshot dates 2022 and 2023, 45% of the promotions that took place within the reporting period were for women, compared to 46% the year before and 34% in 2021, illustrating that the steps being taken within the company to support continued professional development and career progression of women is having a sustained impact. We will look to build on this improvement further.

## Gender split within recruitment

32.3% of 2023 applicants were women, compared to 34.6% in 2022 and 31.1% in 2021, therefore a slight reduction in year. Across the three years the proportion of women applying for roles has remained fairly static. This is an area that we can improve.

Since 47% of new starters were women, data shows that women applicants were more successful at securing employment than their male counterparts.

In the 2023 graduate intake (environment and water management disciplines), 43% of applicants were women, compared to 38% in 2022 and 57% in 2021. Whilst the number of women applying appears less than half of applicants, only 34% of applicants were men as 24% of applicants chose not to disclose their gender.

From the resulting offers made and accepted, 60% were to women graduates. This is up from 54% in 2022. This year we rolled out blind shortlisting for the first time, which meant that those involved with graduate recruitment were not party to the names, and therefore gender, of any applicants.





## 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](#) and continues to close further. The numbers of [women joining JBA are increasing](#), especially through the graduate scheme, and it is clear that we are making progress. We have also continued [efforts to support the promotion of women](#) at all levels through the [annual promotion cycle](#), and greater numbers of women now hold one of our 'Director' grades.

We need to make greater efforts in this regard to [support more women into senior grades](#) across the top two pay quartiles. Time will have an impact on this, as the careers of women who entered JBA as graduates several years ago begin to gain promotion into these grades. However, our intention is [not to rely on time passing as the means to improve this metric](#) and we will continue to:

- [Encourage the recruitment and retention of women into our industry, in particular engineering which is traditionally male dominated.](#)
- Ensure that our pay structures, grading systems and employee benefits encourage and support women to join and stay employed at JBA.





## Bonus gap

The [Mean Bonus Gender Pay Gap](#) has stayed static at 22.1% compared to 22.7% in 2022 and the median has increased from 5.3% to 11.8%.

[79.6% of staff were eligible for a bonus](#), compared to 71.3% in 2022.

[99% of those eligible received a bonus in 2023](#), compared to 93.7% in 2022. Only one male and one female who were eligible for a bonus didn't receive one.

[In 2023, 38.6% of eligible staff were women](#), which has improved slightly from 2022 when it was 36.3%.

Our [bonus pay gap calculation](#) includes all bonus data including Employee Ownership Bonus, sign on bonus, recruitment bonus, long service award and publication/emolument bonus.

## Addressing the gender pay gap – what we are doing

We continue to be committed to reducing the gender pay gap, and to take proactive steps to reduce it quickly. Whilst we understand that our [gender pay gap is reducing year on year](#), a fact which we are proud of, there are factors influencing the speed at which this reduces which we can influence but not entirely eradicate as quickly as we would like. The [demographics of our business and our industry](#) as whole, especially in [male dominated areas](#) such as engineering, software development and IT, mean that while we can be proud of the downward trend of our gender pay gap, we need to exercise patience.



## Addressing the gender pay gap – what we are doing

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 to do this.

The main reason for our pay gap remains the balance of men to women within roles, particularly at senior grades. We have made concerted efforts in recent years to increase the proportion of women at more senior levels. 15% more women are now in Associate Director roles and above when compared to 2021. It is important to note that for all of the individuals concerned this has been achieved and will continue to be achieved through merit.

In addition, through our Annual Salary Review process we have evaluated salaries across the company and recalibrated where necessary.

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

- **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. 16.2% of employees eligible for inclusion now work on a part-time basis.



## Addressing the gender pay gap – what we are doing

- **Employee conditions review.** In 2020, there was a review of our family friendly policies, and we introduced occupational maternity, paternity and adoption pay for the first time. Since introducing paid paternity leave, we have seen an increase in men taking paternity leave, and a reduction in men who have taken paternity leave leaving JBA. In 2019, before occupational maternity pay was introduced, 60% of women returning from maternity leave left JBA. In 2022, this figure had dropped to 9%. We will be reviewing our benefits again in 2024.
- **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 rolling out a programme of bitesize EDI focused learning modules in 2024 which will include topics such as supporting employees with neurodivergent conditions, rethinking difficult conversations and mental health awareness for line managers.
- **Celebrating key calendar dates.** International Women's Day in March is a key date in our calendar and for the past few years, have made considerable effort around this date to promote the work done in our organisation by exceptional women. In 2023, we created an interactive document interviewing key members of our workforce, both male and female. They shared what International Women's Day meant to them personally and gave their tips for improving gender equity across JBA. In 2024 we will look to celebrate in a different way but with equal positive impact.





## 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.** In 2024 we are focused on setting up and implementing a formal mentoring scheme. We already offer several routes for support such as coaching, on the job training and a buddy system. However, a formal mentoring scheme would focus on 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, 2022 and 2023. 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.

