

Gender Pay Gap Report 2024

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Introduction

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

Statutory Gender Pay Gap figures

The [gender pay gap](#), as at the snapshot date of [5 April 2024](#), and the [bonus gap](#) for the 12 months prior to the snapshot date, are shown below:

Pay gap		
Pay Type	Mean	Median
Pay Gap	10.9% (14.6%)	13.5% (12.1%)
Bonus Gap	12.5% (22.1%)	5.5% (11.8%)

Statutory Gender Pay Gap figures

The proportions of men and women in the overall workforce who received a bonus in 2024:



Men
79.4%
(74.6%)



Women
78.9%
(66.9%)

Across the four pay band quartiles the proportion of people by gender is shown in the following table. The 2023 figures are also shown for comparison:

	Male	Female
Upper Quartile	69.4% (73.3%)	30.6% (26.7%)
Upper Middle Quartile	66.5% (60.5%)	33.5% (39.5%)
Lower Middle Quartile	53.5% (55.2%)	46.5% (44.8%)
Lower Quartile	53.8% (52.6%)	46.2% (47.4%)



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 calculations:

	April 2024	April 2023	April 2022	April 2021
Mean (average) gender pay gap using hourly pay	10.9%	14.6%	15.6%	18.7%
Median gender pay gap using hourly pay	13.5%	12.1%	14.1%	19.4%
Mean (average) gender pay gap using bonus pay	12.5%	22.1%	22.7%	22.7%
Median gender pay gap using bonus pay	5.5%	11.8%	5.3%	18.6%



Hourly pay and bonus pay

Average hourly rate:



Men
£27.78
(£26.83)



Women
£24.75
(£22.91)

Average bonus payments:



Men
£933.24
(£1006.53)



Women
£816.83
(£783.63)

21.7%

38.0%

39.0%

25.0%

There has been a **continual decrease** in the difference in overall bonus paid between men and women. In 2020 the difference was **£334.76**, and in 2024 the difference is **£116.41**.

Gender split by role

Gender Split Metric	5 April 2024		5 April 2023	
	Employees	Women 39%	Men 61%	Women 40%
Technical Roles	Women 39%	Men 61%	Women 38.6%	Men 61.4%
Non-Technical Roles	Women 71%	Men 29%	Women 80%	Men 20%
Managerial Roles	Women 29%	Men 71%	Women 23.3%	Men 76.7%
Gender Pay Gap	10.9% mean gap		14.6% mean gap	

	5 April 2024		5 April 2023	
Director Level	Women 29%	Men 71%	Women 23.3%	Men 76.7%

In 2024, the gender split of employees remained static and women still comprise 40% of our staff. There has been a 4% increase in the number of women at Director level, since the last snapshot date, building on the nearly 6% increase in 2023 and 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.



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 electric vehicles, cycle to work scheme and pensions.
- Bonuses are only considered if they are paid to staff via payroll. This includes Employee Ownership Bonus, long service awards, payments made for publications and recruitment bonuses. Any bonus payments which are paid directly into pension are not considered.
- When evaluating pay (properly represented as hourly pay) qualifying bonuses are to be added on to post-sacrifice salary.
- Employees on extended leave and not receiving full pay are excluded (for this snapshot date, 20 people were excluded for this reason. 12 of these employees were women, 4 of which were on maternity leave). 2 on LTS/GIP, 2 on sabbatical, 2 receiving final pay in that month.

The calculations as noted are in line with statutory government guidance.



Addressing the Gender Pay Gap

Understanding Our Gender Pay Gap

We can draw key parallels between the main factors driving the national gender pay gap and those that continue to impact our gender pay gap at JBA:

- **Occupational segregation.** Men and women often work in different industries and roles, and female-dominated fields tend to pay less.

In environmental consultancy, this means that women are more represented in roles such as ecology, environmental assessment, sustainability advisory, and community engagement roles — areas that are often lower-paid than civil engineering design, modelling, or environmental risk specialisms.

Senior chartered engineer roles (CEng), technical directors, and project directors tend to remain disproportionately male, creating a top-heavy pay imbalance.

Specialist areas that attract premium billing rates often have fewer women.

- **Career interruptions & caregiving responsibilities.** Women disproportionately take career breaks due to childcare or eldercare.

In our sector, much of the work relies heavily on project cycles, deadlines, chargeable utilisation rates, and sometimes extended fieldwork. These features intersect sharply with caregiving responsibilities.



Understanding Our Gender Pay Gap

- **Unequal leadership representation.** Women remain underrepresented in leadership and in the highest-paid occupations due to deep structural barriers.

Many environmental consultancies have reasonable female representation at junior consultant level, but this drops significantly at principal, associate, and director levels. This is due to what are considered to be entrenched barriers to progression, such as unconscious bias, unequal caregiving responsibilities, and the historically smaller number of women following STEM pathways.

- **Bias in promotion, performance, and compensation processes.** Structural and subtle bias plays a major role in salary progression — especially in industries where promotion often depends on visibility, billability, and client influence.
- **Pay transparency and corporate commitment.** Despite pay transparency laws, nationwide progress on closing the pay gap has stalled. Bias and systemic barriers persist even when organisations express commitment to equality.

Environmental firms often have complex career frameworks with a mix of technical grades, fee-earning bands, and project roles.

In summary, our gender pay gap is primarily influenced by the distribution of men and women across different levels of seniority within the organisation. Women are currently under-represented in higher-paid senior roles, while a higher proportion work in part-time positions.

Actions taken so far

- **Introduced inclusive recruitment practises including:**

- use of more gender-neutral language, emphasising competencies rather than gender stereotyped personality traits
 - offering flexible and hybrid working as standard through our job adverts
 - anonymised screening and shortlisting
 - more women involved in recruitment and selection decisions
- Set up and rolled out a new mentoring scheme. Whilst the scheme is inclusive for all employees, we have got a definitive focus on recruiting women to be both mentors and mentees. The mentoring topics include increasing assertiveness, building confidence and professional development, which have historically been seen as areas where women can experience or perceive barriers to success.
 - Reviewed bonus, promotion and pay review frameworks for fairness. These processes are all now reviewed before implementation with a specific view to improve gender equality.
 - Continued to support flexible working initiatives including hybrid working, flexible hours, family friendly working patterns such as term-time working, and shared parental leave.

Forward-Looking Gender Pay Gap Action Plan

We are committed to creating a workplace where everyone has equal opportunity to thrive, develop, and be rewarded fairly. Closing our gender pay gap is a key part of this commitment. We recognise that the gender pay gap is not about equal pay for equal work—something we strictly uphold—but about the structural barriers that can affect career pathways, access to opportunities, and representation at senior levels.



Forward-Looking Gender Pay Gap Action Plan

To address this, we are taking deliberate, long-term action. This includes embedding inclusive recruitment practices, reducing perceived bias in hiring and progression decisions, supporting flexible working, and strengthening our development pathways to ensure all colleagues can progress into higher-paid roles. We are improving our data insight and accountability, monitoring representation and outcomes at each stage of the employee journey and using this to drive continual improvement.

Closing the gender pay gap will take sustained effort, and we are fully committed to this work. By creating a fairer, more inclusive environment, we not only support our people to grow, but also strengthen our culture, performance, and the impact we deliver.

Some of our commitments for 2025 and beyond:

- Continuing to improve numbers of women in senior positions through inclusive recruitment, considered and unbiased promotion practices and gender focused talent development.
- Improve our recruitment systems to include blind screening, redesign our job adverts for inclusivity and strengthen our employer brand for senior female talent.
- Strengthen flexible working and family friendly policies. Review maternity pay with a view to enhance and implement effective menopause support across the organisation.

Closing Statement

Our gender pay gap reflects the distribution of men and women across different roles and levels within our organisation. In line with Government guidance, we have examined our pay quartiles, recruitment patterns, and promotion outcomes to understand the factors influencing our results.

This analysis has helped us identify where barriers may exist and where targeted action is needed — including strengthening inclusive recruitment practices, improving progression pathways, and supporting flexible working — so that all colleagues have equal opportunity to thrive. Our focus remains on making sustained and meaningful progress toward reducing the gap over time.