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1. Statutory Calculations

1.1. 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 year’s report. Whilst reporting is only required for Jeremy Benn Associates Limited, we have also examined the situation for the JBA Group as a whole, as reported herein.

“Our statutory gender pay gap metrics show some improvement on last year. But to seek to draw any conclusion is naive. This is only the second year of statutory reporting. Our more in depth analysis evidences that eliminating the gender pay gap is a longer term endeavour. We have to increase the proportion of women at senior grades in JBA. We are not unique in this regard. The issue is common within our sector, profession and academic paths. Increasing opportunity and realising the potential of women requires us to work together to achieve this. We have identified a set of actions that we believe will help us and learning and sharing of best practice is an important component in this regard.”

Marc Pinnell, Managing Director, Jeremy Benn Associates Limited
1.2. Statutory Reporting

The gender pay gap, as at the snapshot date of 5 April 2018, 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.

<table>
<thead>
<tr>
<th></th>
<th>Pay Gap</th>
<th>Bonus Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>20.9%</td>
<td>39%</td>
</tr>
<tr>
<td></td>
<td>(21.4%)</td>
<td>(34%)</td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>21.7%</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>(25.2%)</td>
<td>(30%)</td>
</tr>
</tbody>
</table>

The proportions of males and females in the overall workforce who received a bonus were as follows:-

- **65%** (68%)
- **59%** (61%)
Towards the end of 2017, JBA transferred all its personnel data onto an industry-standard HR and Payroll package. The current Gender Pay Gap analysis is based on data abstracted from the new database, and some aspects (mainly those used for our more-detailed internal analysis of the metrics) may differ slightly from those derived from our previous method of record-keeping. However, all future analyses will be based on the refreshed data, ensuring consistency and traceability going forwards.

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2.2. Gender Balance within JBA Companies

The overall gender split within Jeremy Benn Associates Ltd. is now 63/37, compared to 65/35 last year, showing a marginal shift towards parity. Overall for JBA Group, the balance has shifted from 62/38 to 60/40, demonstrating a similar shift.

The proportion of female technical staff within Associates increased from 33% to 35%, and within our Administration and Support staff the proportion has increased from 50% to 57%.
The trend shown in Associates’ overall gender balance is also reflected in the four pay quartiles, with the proportion of female staff increasing from 17% to 21% in Quartile 1, from 33% to 35% in Quartile 2, remaining at 50% in Quartile 3 and increasing from 39% to 41% in Quartile 4.

Associates’ intake of new starters in 2018 was 39.5% female and across JBA Group was 45.6% female (the latter figure being heavily influenced by 30/70 splits within JBA Risk Management Limited and JBA Ireland). Although Associates’ figure is lower than the 2017 proportion of 42.5% it is still higher than the current staff proportion of 36.8%, suggesting that the gender balance should continue to move towards parity.

Female staff are over-represented within our leavers, comprising nearly 47% of Associates’ staff (and 46% across Group) who left in 2018. Further analysis is required to discover the reasons behind these figures and also to examine the movements of, and gender balance within, permanent and fixed term contract staff groups. Overall, turnover within female staff is around twice that for male staff, and further work is required to discover the reasons behind this.

32% of Associates’ 2018 applicants were female, a figure retained from 2017. Since 39.5% of the new starters were female, this again shows that female applicants were marginally more successful than their male counterparts.

2.3. Gender Pay Gap

Although Associates’ overall pay gap has closed, the calculation is still heavily influenced by the preponderance of male staff at the senior grades, particularly within Quartile 1. Addressing this imbalance is a long-term endeavour, as it is considered 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.

Our examination of the gender pay gap within the four quartiles reveals that it has widened in three out of the four. Again this is seen to be related to appointments, together with movement of staff between the quartiles. For instance, in Quartile 1, the nature of the appointments made, and the movement of female staff into this quartile, has resulted in a greater proportion of female staff towards the lower salary levels.
Some female staff who were previously in Quartile 2 have now moved into Quartile 1 (due to salary reviews) but are again towards the lower end of the salary range within this quartile.

Since bench-marking exercises are carried out within all salary and promotion reviews, to check that there is no gender bias, it is concluded that any widening of the pay gap within quartiles is due to the ‘demographic’ within the quartiles resulting from appointments and movements of staff between the quartiles.

2.4.Bonus Gap

The Mean Bonus Gender Pay Gap has widened, from 34% previously to 39% this year, although the median has narrowed from 30% to 25%.

Profitability in financial year 2015/16 was low and the bonuses of senior staff in particular reflected this. The financial performance improved significantly in the 2016/17 financial year, and bonuses of senior staff were able to be increased. The higher proportion of male staff in the top two grade bands have produced a wider Gender Bonus Gap.

Since the previous year there has been a general fall in the percentage of staff (both genders) receiving a bonus. However, this is purely due to length of service / eligibility (our staff become eligible for our profit share scheme after 12 months’ service), as further examination shows that, of the staff who were eligible for a bonus, 99% of male staff and 100% of female staff received one.
3. JBA Group Figures

3.1. Reported Metrics, as they apply to JBA Group

As last year, we have taken the opportunity to analyse our gender pay gap metrics across the principal JBA Operating Companies based in Europe, namely Jeremy Benn Associates Ltd. (UK), JBA Risk Management Ltd. (UK) and JBA Consulting Engineers & Scientists Ltd. (Ireland). These group figures demonstrate smaller differences between the genders, in part due to the proportion of female staff at senior grades within the other two Operating Companies (neither of which employ over 250 staff and therefore are not obliged to report their own figures). Last year’s figures are provided for reference in parentheses.

### Pay Gaps – JBA Group

<table>
<thead>
<tr>
<th>Pay Gap</th>
<th>Bonus Gap</th>
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<tbody>
<tr>
<td><strong>Mean</strong></td>
<td><strong>Mean</strong></td>
</tr>
<tr>
<td>17%</td>
<td>22%</td>
</tr>
<tr>
<td>(18%)</td>
<td>(10%)</td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td><strong>Median</strong></td>
</tr>
<tr>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>(21%)</td>
<td>(25%)</td>
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### Receiving a Bonus – JBA Group

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
</tr>
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<tbody>
<tr>
<td>65%</td>
<td>60%</td>
</tr>
<tr>
<td>(65%)</td>
<td>(61%)</td>
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</table>

### Gender Split in Pay Quartiles – JBA Group

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Male</th>
<th>Female</th>
</tr>
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<tbody>
<tr>
<td>Upper Quartile</td>
<td>73% (76%)</td>
<td>27% (24%)</td>
</tr>
<tr>
<td>Upper Middle Quartile</td>
<td>58% (64%)</td>
<td>42% (36%)</td>
</tr>
<tr>
<td>Lower Middle Quartile</td>
<td>51% (46%)</td>
<td>49% (54%)</td>
</tr>
<tr>
<td>Lower Quartile</td>
<td>56% (60%)</td>
<td>44% (40%)</td>
</tr>
</tbody>
</table>
4. Addressing the Gender Pay Gap – what we are doing

We pay women the same as men for equal work, and salaries are based on grade, discipline and relevant experience. However, the results of this gender pay gap analysis has shown that, as in many other similar companies, the more senior, better paying positions are more likely to be held by men than women. The challenge, therefore, is to put in place measures which will actively encourage women to both apply for, and seek promotion to, the higher grades.

On Women in Engineering Day 2018 (23 June) we established a cross-company Gender Pay Gap Sub-Group to:

- Improve our understanding of obstacles to career progression for women (that contribute to the overall gender pay gap);
- Take action to address these obstacles within JBA and help close the pay gap.

The Gender Pay Gap Sub-Group comprises eight JBA staff from across the company and has developed an evidence-based action plan to help address JBA's Gender Pay Gap. This was published in September 2018. The group works with the Company Board to implement these actions. Actions implemented (or in the process of being implemented) are:

- Regular analysis (quarterly) of the proportion of joiners, leavers and promotions at all grades by gender to understand any trends that are contributing to the gender pay gap. Additional analysis of exit interviews by gender and grade is now undertaken.

- Contribution to reducing the Gender Pay Gap: Understanding gender-related trends in joiners, leavers and progression within JBA in order to identify actions to address these.

- Change in exit interview protocol. We changed our process for exit interviews. Leavers can now choose to have their exit interview with Directors or Technical Directors, increasing the pool of individuals available to confide in at exit.
Contribution to reducing the Gender Pay Gap: Exit interviews can be sensitive. Providing the opportunity to choose the person who conducts the interview may empower the leaver to speak more openly and honestly about their reasons for leaving. Any gender-related issues may be more willingly discussed.

Flexible/part time working opportunities. All JBA job advertisements now include text stating that JBA are open to considering flexible or part time working.

Contribution to reducing the Gender Pay Gap: Stating a willingness to consider flexible or part time working is likely to encourage applications from candidates who require flexibility to balance work and family/caring commitments.

Employee conditions review. The Gender Pay Gap Sub-Group is reviewing maternity and paternity conditions offered by other companies and exploring good practice examples. We will consider these during our annual review of employee conditions.

Contribution to reducing the Gender Pay Gap: Allows JBA to benchmark maternity and paternity benefit offering within the industry and consider implementation of good practice examples.

Supporting career returners. JBA recognise the value of career returners (those who have been out of the workplace for 2+ years) and have employed a number of returners. JBA is keen to learn from their experiences, and review returner support programmes offered by other companies within our industry for best practice examples. The Gender Pay Gap Sub-Group is undertaking a review of career returner practices to identify how we can best support their return to employment within JBA. We will consider the findings and look at how we might increase the support we offer to those returning to our industry from a career break.
Contribution to reducing the Gender Pay Gap: 550,000 professional women in UK are on extended career breaks for caring reasons. 420,000 want to return to work at some point (PwC, 2016). Supporting career returners could help access valuable mid and senior level talent.

Promoting innovative women in JBA. Within our monthly e-Newsletter we have established a regular feature showcasing examples of female innovators, what they have achieved, how they have achieved this, and the challenges overcome.

Contribution to reducing the Gender Pay Gap: Inspires others to progress their careers and take forward their innovative ideas. Including information on out-of-work commitments and interests, and the challenges overcome, will help set their achievements in context and provide inspiration for those in similar situations.