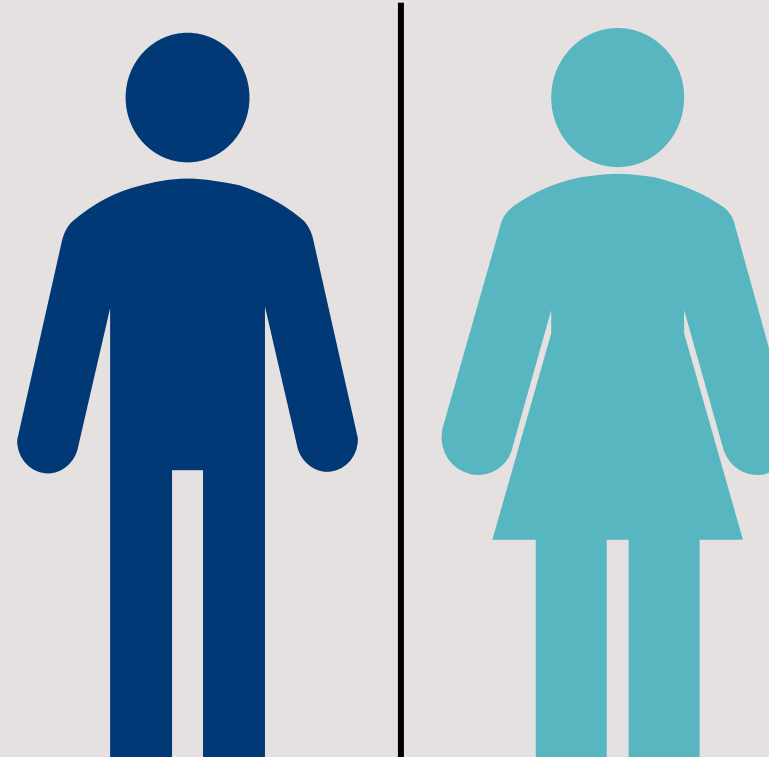


Gender pay gap report



JN Bentley | 2025



At JN Bentley, we pride ourselves on our 'Care' culture which is underpinned by three core values:

- Happy people
- Keeping people safe
- Looking after the money

To ensure these are at the centre of everything we do, we must have a workplace in which our people are confident both in **the value they add**, and **how they are rewarded**.

As with many others in the construction and engineering industry, our gender pay gap is primarily due to there being fewer women in the sector and at a senior level.

It is our responsibility to challenge this if we want to successfully inspire the next generation to pursue a career in engineering and construction.

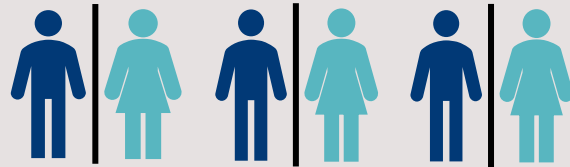
From development pathways, to external partnerships, to targeted STEM activity, **we are taking action**.

In this report you'll find our data and the actions we are taking to tackle gender issues in the sector.

Key terms

These are the definitions for some of the key terms we use when discussing the gender pay gap.

The data is taken from a 'snapshot' of payroll reports as at 5 April 2025 and includes basic pay plus other regular earnings, for example overtime, car allowance, etc.



Equal pay

The legal requirement that men and women carrying out the same role, or a role of equal value, are paid equally.

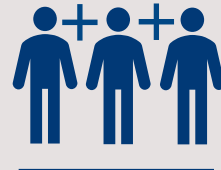


Pay gap

The difference between the average hourly pay of men and women, across all roles, expressed as a % of men's hourly pay. Pay includes base salary, bonus and allowances.



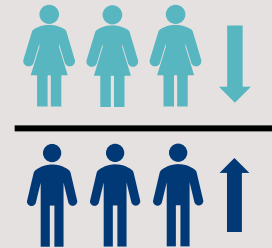
Total number of females



Total number of males

Mean pay gap

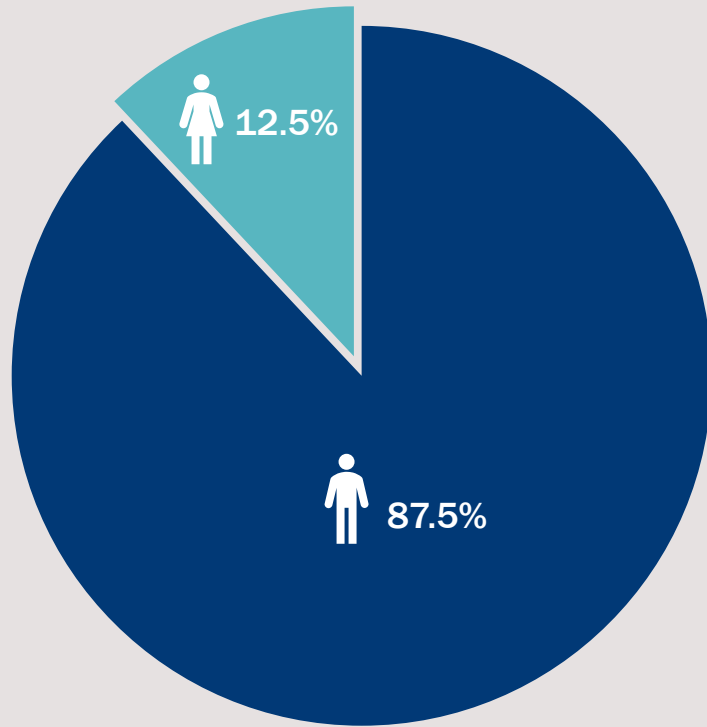
The difference between the average earnings of men and women. Calculated by adding the hourly rate of pay for all females and dividing this by the number of females - then doing the same for males.



Median pay gap

The difference in the hourly pay between the midpoints in women's and men's pay, when their pay is ordered from lowest to highest.

Gender representation



We employ around seven times more men than women, and a greater proportion of our senior leadership population is male.

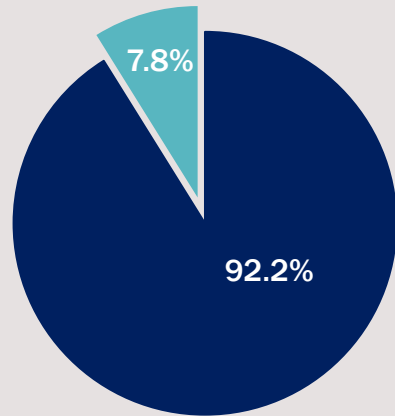
On the 5th April 2025 we had **1,893** employees in our workforce – of which **12.5%** were female.

Gender representation

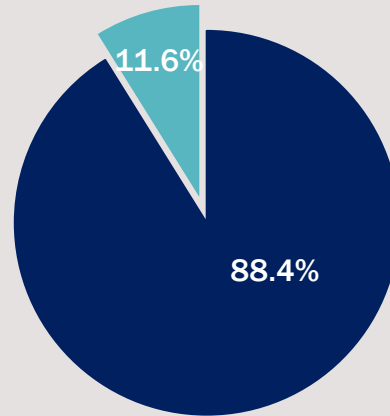
Quartile analysis



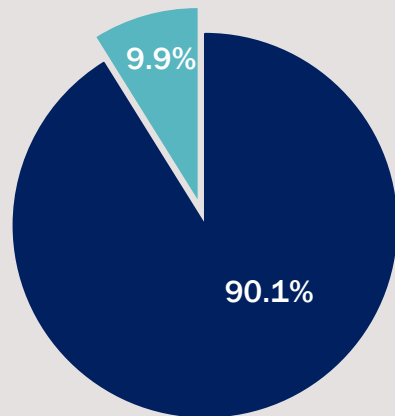
Q1
(highest pay)



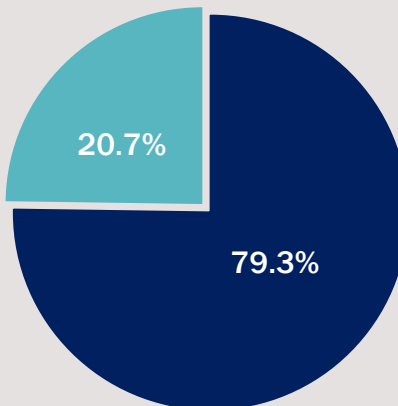
Q2



Q3



Q4
(lowest pay)

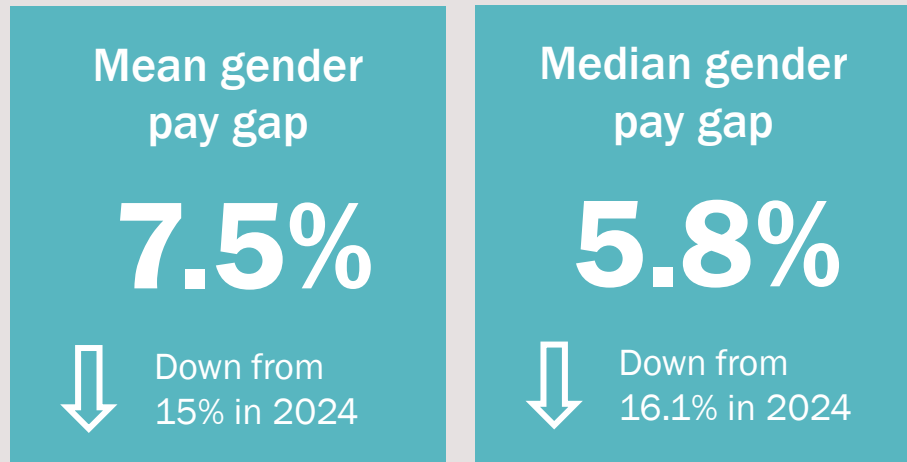


Our gender pay gap is partly driven by our success in attracting more women into the construction and engineering sector through 'earn and learn' roles including apprentices, placements and graduates, where pay is lower.

Our aim is to see the representation of female employees improve through each quartile and we are delighted that we have seen the representation change as follows from 2024 – 2025;

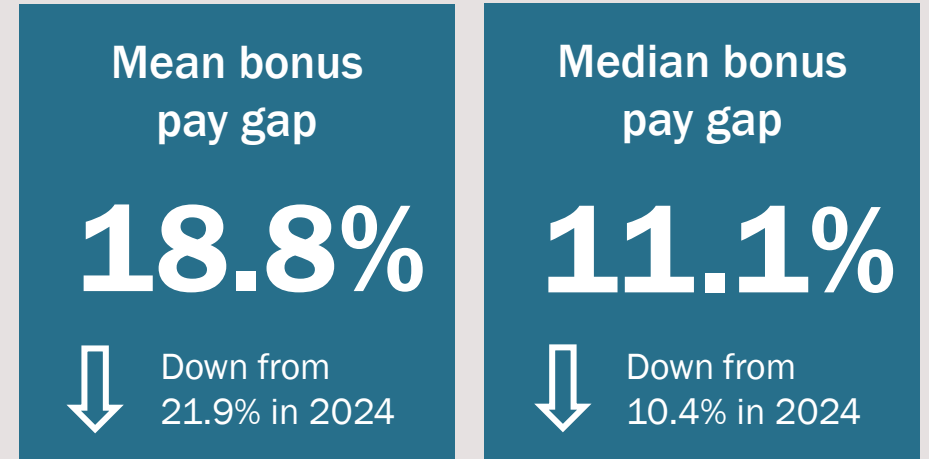
- Q1; down by 0.4% to 7.8%
- Q2; up by 3.4% to 11.6%
- Q3; up by 1.7% to 9.9%
- Q4; down by 1.8% to 20.7%

Our data



We are incredibly proud of the progress we have made so far in narrowing our gender pay gap with a 9.6% reduction over the last five years.

One major contributing factor to this improvement is our commitment to equitable development opportunities to senior level roles.



The bonus pay gap is impacted by the fact that bonus payments are pro-rated for those who work part-time, the majority of whom are women.

Gender pay gap

Quartile analysis

Q1

(highest paid)

Mean -1.6%

Median -2.3%

Q2

Mean 1.4%

Median 1.9%

Q3

Mean -0.8%

Median -0.3%

Q4

(lowest paid)

Mean 4.2%

Median 6.4%

The data shows that in Q1 and Q3 we have a negative gender pay gap. This shows that on average female employees have a higher hourly rate than males in Q1 and Q3.

Our largest pay gap is within Q4. This is predominantly made up of our early careers, support roles and some of our entry level site workforce. As such we are comparing just basic salary with guaranteed basic and additional elements such as lodge and subsistence.

Our data over time

	April 2025	April 2024	April 2023	April 2022	April 2021
Gender pay gap					
Mean	7.5%	15%	17.5%	19.2%	17.4%
Median	5.8%	16.1%	22.6%	23.4%	18.5%
Bonus pay gap					
Mean	18.8%	21.9%	31.8%	36.9%	43.6%
Median	11.1%	10.4%	18.1%	11%	11.1%
% employees receiving a bonus					
Female	89.6%	88%	89.9%	81.2%	96.5%
Male	93.2%	89.7%	87.4%	89.8%	97%

Our strategy



MMB MOTT MACDONALD
BENTLEY



Our strategy

While the data discussed in this report refers to those employed by JN Bentley, **the steps we are taking are inclusive of our all employees** within Mott MacDonald Bentley.

Our approach is to target improving diversity and inclusion as a whole, in addition to narrowing the gender pay gap. While we are dedicated to playing our part in attracting and retaining more female staff in our industry, we recognise that gender is not the only diversity metric that can have a sustainable impact on how successful our inclusion strategy can be.

Our view is that this approach will naturally deliver a reduced gender pay gap over time.

The themes that follow are designed to ensure that access to roles and opportunities are truly equitable and benefit everyone.



Family leave

In 2024 we reviewed our family leave offering, and have further enhanced our **maternity pay**, and **shared parental leave pay to 26 weeks at full pay**.

We also continued to offer **paid carer's leave**, designed to ease some of the burden on our carers.

We will continue to re-assess and update our offering to ensure that it meets the needs of our people.

During 2025 employees across our sites and offices have benefitted from our refreshed policies:

- 7 employees have taken shared parental leave
- 49 employees have benefitted from paid carer's leave
- 85 employees have taken paternity leave
- 15 employees have taken maternity leave

Early Careers

The data referenced in this report shows that there is a lack of female representation in the industry.

We have a huge number of early careers opportunities annually across all areas of the business and are delighted that the intake of females has been steadily increasing each intake.

Most encouragingly, much of the increase has been in areas that have been historically under-represented by women, including civil engineering.

We are a proud Platinum member of The 5% Club, meaning over 10% of our workforce are in earn and learn positions and have been a member for over five years, with a new intake joining the workforce each year.

Development

To ensure our people have all the tools they need, we invest heavily in their development.

With a dedicated learning and development team which supports people along multiple development pathways, we are confident our people are empowered to thrive.

Our figures show that even though the proportion of females in the business has been between 10 – 15% over the past 5 years, **the proportion of females accessing our development pathways has been c.25%.**

Agile Working

For all roles where it is possible, we look at an agile first model. By that, we mean we are always open to discussing how we can make agility work for our people. This includes but is not limited to; flexible working patterns, part-time working, home-working and job share.

For some of our roles, this might not always be as straightforward, as they require people to physically be on site. Which is why in 2024, we rolled out a system for site-based employees to use their overtime how is best for them, whether in pay or time back as extra leave.

We are committed to exploring agility for all our people. **Our starting point is always: what is possible?**

Military spotlight

Since its launch in 2023, our military recruitment pathway has gone from strength to strength.

In 2025 alone we saw a 30% increase in the proportion of veteran employees at JN Bentley.

Working with specialist partners such as [BFRS](#), [Buildforce](#) and [CTP](#) allowed us to attend nine military recruitment events across the UK, interact with 2,000 service leavers and arrange three work placement opportunities, all of which resulted in permanent job offers.

We are also incredibly proud to have joined the [5% Club Military Special Interest Group](#) to further expand our network of those who champion careers for those who have served in our Armed Forces and their families.

Educational outreach

Our aim when it comes to educational outreach is simple; to inform and inspire the broadest range of students, shaping the knowledge and skills they need and connect them with real-world application.

Working with external organisations such as [EDT](#), [Go Construct](#), [The School Outreach Company](#) and [Constructing Change](#) has not only shaped our newly launched, director sponsored strategy but also ensures we can tap into the expertise of the experts and continue to contribute to meaningful and sustainable growth for the future of the industry.

With a dedicated team of internal experts, an ever-expanding internal network of passionate people and professional practices, our goals to inspire and educate the next generation continue to be realised.

The story continues...

This is not the end of the road; inclusion and access are ever evolving, and we are committed to continuing to review and enhance what we do to make sure everyone belongs.

Working with our internal experts and our external partners, we can continually assess what is working and where we can improve.

For us, there is no 'end point' in our inclusion and belonging journey.

Our success will be marked by our commitment to reviewing where we are, dedicating the necessary resource and taking the action required.