

# JNCC Gender Pay Gap Report 2022 to 2023



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## Foreword

Our story began over three decades ago and our statutory scientific and technical endeavour has produced some of the most important evidence and advice on the state and change of nature, both domestically and internationally.

The Joint Nature Conservation Committee (JNCC) is a Non-Departmental Public Body. Originally established under the Environmental Protection Act 1990 to handle science-based GB and UK international issues, JNCC was later reconstituted by the Natural Environment and Rural Communities Act (NERC) 2006, as the forum through which the country nature conservation bodies in England (Natural England), Northern Ireland (Council for Nature Conservation and the Countryside), Scotland (NatureScot) and Wales (Natural Resources Wales), discharge their statutory responsibilities across the UK and internationally.

Uniquely amongst the environmental public sector, and given the devolved status of environmental policy, our statutory duties are at multiple scales across and for the four countries of the UK, the UK Overseas Territories and Crown Dependencies, and internationally. We provide impartial, interdisciplinary scientific evidence and advice, fostering collaboration and building connected communities for nature conservation and recovery.

The work of JNCC is led by the Executive Leadership Team, supported by teams of scientific experts, data analysts and corporate services professionals. JNCC employees are public rather than civil servants but our pay grades are aligned to the Civil Service pay grade structure.

This report provides gender pay gap information for the year ending 31 March 2023 which, as our second year of reporting, is the first opportunity we have had to review progress. 2023 was a key year for JNCC as we published *Together for Nature*, our strategy to 2030, which includes a commitment to invest in our people as one of our strategic priorities.

It is therefore pleasing that the gender pay gap data for 2023 show significant progress since our first report for 2022 in both reducing the median hourly gender pay gap and eliminating the bonus gender pay gap. The reduction in the median hourly gender pay gap from 17.1% to 10.6% is a result of increasing female representation in our third most senior grade (Grade 6), with our first job-share programme directors, and in our middle management (SEO and HEO) grades. The elimination of the bonus gender pay gap is due to excellent analysis by our HR team to identify and correct the driver of this.

However, the median hourly gender pay gap is still 10.6% (higher than the Civil Service average of 9.6%) and we have more work to do to increase female representation in our roles at SEO and above. I am pleased at the programme of initiatives underway to support staff to progress in their careers and we will continue to prioritise and focus on closing this gap further in 2024.

The mean hourly gender pay gap increased from 5.7% in 2022 to 7.5% (lower than the Civil Service average of 8.1%) in 2023 and is a result of two individual outlying data points at Senior Civil Service grade, which have significantly altered the mean

hourly rate for male employees. I am confident this pay gap will decrease in next year's report as we continue to diversify our leadership team.

**Dr Gemma Harper OBE**  
**Chief Executive**

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# **1. Introduction**

## **1.1. Background**

Gender Pay Gap legislation, introduced in April 2017, requires all public sector employers of 250 or more employees to publish their gender pay gap annually for workers in scope as of 31 March. JNCC reached this size for the first time in March 2022, and therefore this is the second year we are reporting our gender pay gap.

## **1.2. Definitions**

### **1.2.1. The Gender Pay Gap**

The gender pay gap is the difference in the average pay between all men and women in an organisation, expressed as a percentage. It is different to equal pay, which is about the difference in the actual earnings of men and women doing equal work (or work of equal value).

The gender pay gap is measured in a number of ways, including the hourly pay gap (mean and median) and the bonus pay gap.

### **1.2.2. The Mean Gender Pay Gap**

The mean gender pay gap is the difference between the mean (average) hourly rate of male full-pay relevant employees and that of female full-pay relevant employees. Full-pay relevant employees are those who were not paid at a reduced rate (e.g. as a result of unpaid leave) during the 'relevant pay period'.

### **1.2.3. The Median Gender Pay Gap**

The median gender pay gap is the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees. The median hourly rate is found by listing the hourly rates in order of value and selecting the middle value.

### **1.2.4. The Bonus Pay Gap**

The bonus pay gap measures payments to reward performance that are as part of the annual pay award (as a proportion of basic pay) or throughout the year as either cash or gift vouchers. The mean bonus value is found by adding all bonus values together and dividing the total by how many people were paid bonuses. The median is the middle value if all bonuses were stacked from lowest to highest.

# **2. Scope**

For the purposes of this report, and in accordance with the guidance, we have included all employees who were employed on the snapshot date of 31 March 2023. As a result, not all employees who were active on our March payroll are included, as some had left

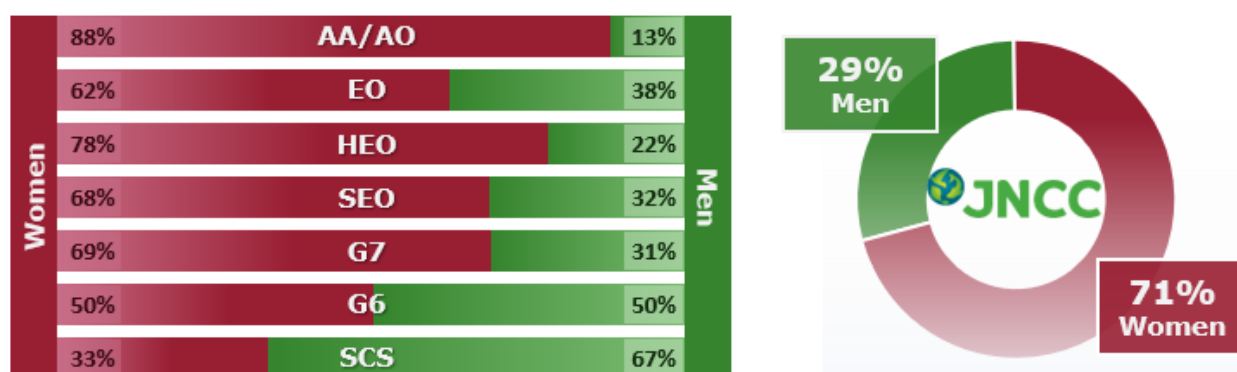
employment prior to the snapshot date. Employees on secondments, whose pay, terms and conditions are determined by the partner organisation, have also not been included.

We note that, whilst our Committee Members are included in our payroll, they do not fall under the definition of an “employee,” so are excluded from the analysis.

JNCC recognises that gender is not a binary concept. However, in order to meet HMRC’s requirements for payroll, our HR software records employees’ legally recognised gender and it is therefore upon this basis that the analysis in this report has been conducted.

### 3. JNCC’s Gender Profile

On the snapshot date of 31 March 2023, 71% of JNCC staff were female and 29% were male. Our percentage of female staff is substantially higher than the Civil Service average of 54.6% female (see [Civil Service Statistics 2023](#)); In total, 64% of our senior leadership roles (Grade 7 and above) are filled by women. A breakdown of male and female staff by grade is provided in Figure 1 and Table 1.



**Figure 1.** Proportions/percentages of male and female staff in JNCC at different pay grades, accompanied by the overall/total percentage. Values (in percent) are provided in Table 1.

**Table 1.** Percentages of female and male staff at each grade within JNCC. Note: the sample sizes for our G6 and SCS grades are very small, at just 4 and 3 employees respectively; due to the small sample size, our two grades of SCS 1 and SCS 2 have been combined in these figures.

Grade	Percentage of female staff (women)	Percentage of male staff (men)
AA/AO	88%	12%
EO	62%	38%
HEO	78%	22%
SEO	68%	32%
G7	69%	31%
G6	50%	50%
SCS (combines SCS1 and 2)	33%	67%
<b>All grades</b>	<b>71%</b>	<b>29%</b>

Overall, there are more women than men at all grades in JNCC, with the exception of G6 and SCS.

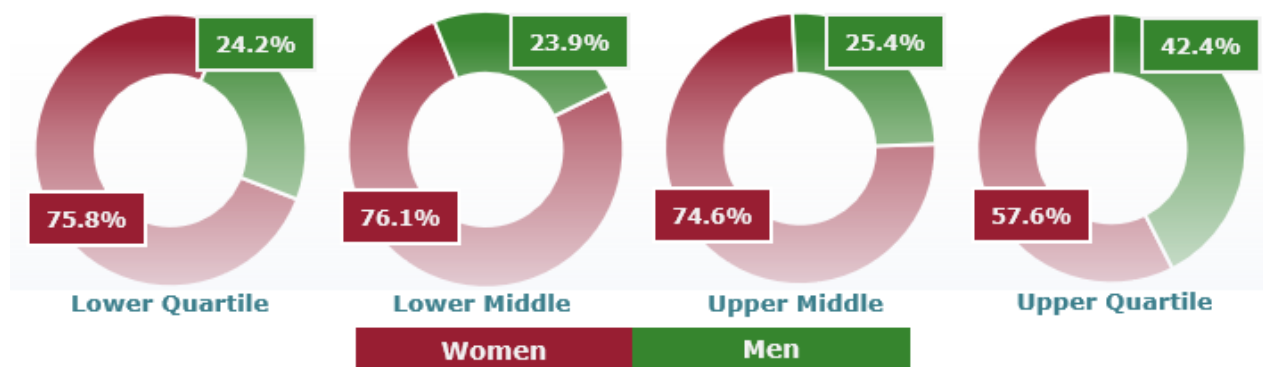
## 4. Analysis of Gender Pay Gap Data

Out of 283 employees, 266 were defined under the guidance as “full-pay relevant” (see Section 1.2.2)

### 4.1. Hourly Pay

#### 4.1.1. Hourly Pay Quartiles

Pay quartiles show the distribution of earnings when looking at pay. The workforce is divided into four equal groups, ranging from the lowest to the highest paid individuals. Figure 2 and Table 2 show the proportion of male and female employees in each quartile.



**Figure 2.** Percentages of male and female staff in each hourly pay quartile within JNCC. Values (in percent) are provided in Table 2.

**Table 2.** Percentages of male and female staff in each hourly pay quartile within JNCC.

Quartile	Percentage of female staff (women)	Percentage of male staff (men)
Lower	75.8	24.2
Lower middle	76.1	23.9
Upper middle	74.6	25.4
Upper	57.6	42.4

JNCC’s hourly pay quartiles demonstrate a fairly consistent representation of female staff in the Lower, Lower Middle and Upper Middle pay quartiles (around 75%), with a lower representation of women in the Upper Quartile (58%). As our overall gender balance is 71% female, the hourly pay quartiles demonstrate that we still have work to do to increase female representation in the more senior roles that have salaries in the upper pay quartile.



### 4.1.2. Hourly Pay Gender Pay Gap

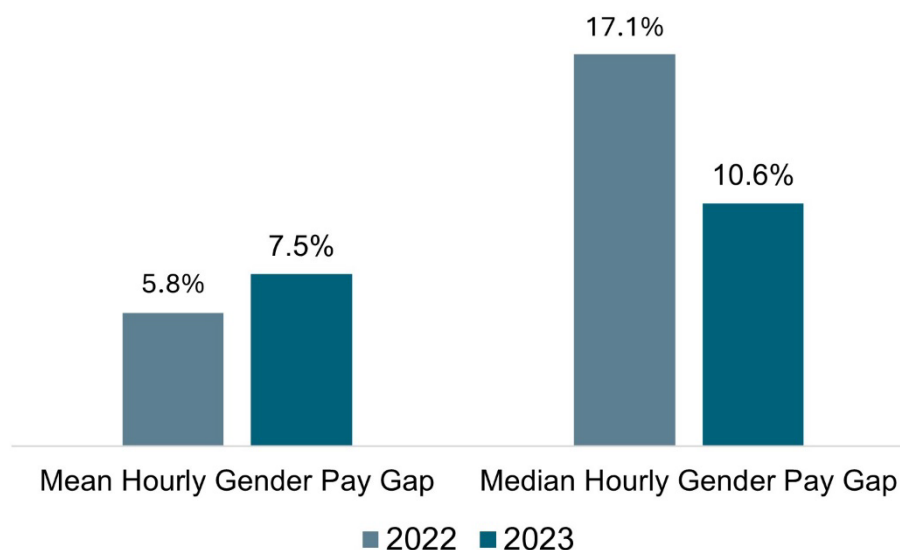


Our mean hourly pay gender pay gap on 31 March 2023 is **7.5%** and the median is **10.6%**. The mean pay gap is lower than the Civil Service average of 8.1%, but the median is higher than the Civil Service average of 9.6% (see [Civil Service Statistics 2023](#)).

### 4.1.3. Year-on-Year Comparison

As this is our second year reporting our Gender Pay Gap, this report provides us with the first opportunity to measure progress against the previous year.

The year-on-year comparison shows that the mean hourly pay gap has increased from 5.8% in 2022 to 7.5% in the year 2023; however, our median hourly pay gap has decreased from 17.1% in 2022 to 10.6% in 2023 (see Figure 3).



**Figure 3.** Graph showing our mean and median hourly gender pay gap values for the years 2022 and 2023.

The reduction in our median hourly pay gap, from 17.1% in 2022 to 10.6% in 2023, reflects positive progress that has been made in increasing female representation in our third most senior Grade (G6) and in our middle management (HEO and SEO) grades, whilst also increasing male representation in our more junior EO grade. This is due to both recruitment and promotion. In the 2022 to 2023 reporting year, 81.4% of all promotions at JNCC were of female employees: during this period, 17% of our total female staff received a promotion, compared to 9% of our male staff.

Nonetheless, the median remains higher than the Civil Service average of 9.6% and there is still more work to be done to increase the representation of women in our roles at SEO grade and above, as the representation of women in these grades is lower than our overall gender profile of 71% women, indicating that proportionately fewer women are reaching these grades.

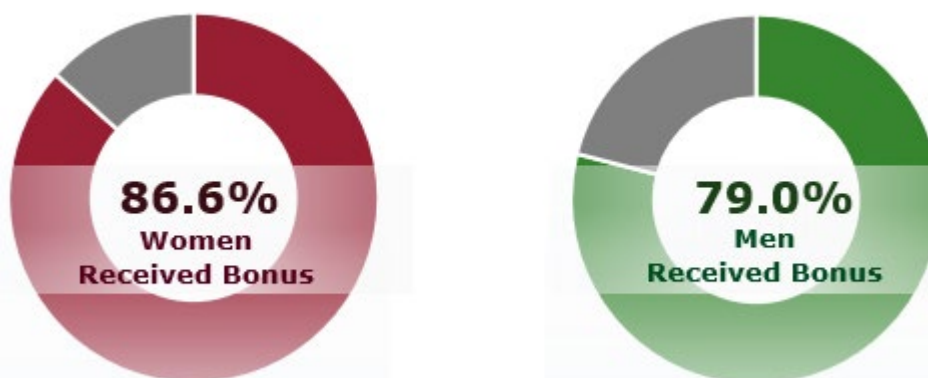
The increase in our mean hourly pay gap, from 5.8% in 2022 to 7.5% in 2023 is as a result of two individual outlying data points, which have significantly altered the mean hourly rate for male employees. Due to the relatively low proportion of male employees in the organisation (29% of the workforce), changes in organisational structure and team members at the top end of our grading structure have had a substantial impact on the mean hourly rate for male employees.

Due to further changes in the senior leadership team since March 2023, we anticipate that this pay gap will decrease in next year's report.

## 4.2. Bonus Pay

### 4.2.1. Percentage of Men and Women Receiving Bonus Pay

In the twelve months ending on our snapshot date of 31 March 2023, 86.6% of female staff and 79.0% of male staff received a bonus.



**Figure 4.** Illustration showing the percentages of male and female staff receiving a bonus in the twelve months ending on 31 March 2023.

In the previous year (ending 31 March 2022) the proportions of men and women receiving bonuses were broadly equivalent, with **72.9%** of women and **73.7%** of men receiving bonuses.

The percentage of both men and women receiving bonuses in the year ending 31 March 2023 has increased compared to the previous year, due to a change in the eligibility for our corporate bonus scheme, from a minimum of 6 months' service, to 3 months' service.

However, whilst there has been an increase in the percentage of both genders receiving bonuses compared to the previous year, it is notable that in 2023, proportionately more female employees have received bonuses. We have investigated the cause of this, and it is attributable to the number of new male employees, who were not eligible for the

awards due to length of service. Due to the small sample size of our male employees, this has had an impact on the overall percentage for men.

#### 4.2.2. Bonus Pay Gender Pay Gap



In the year ending 31 March 2023, the mean bonus gender pay gap was **-0.1%** and the median bonus gender pay gap was **0%**.

We consider the complete removal of our bonus pay gap, from **11%** mean and **17.1%** median in 2022, to **-0.1%** mean and **0%** median in 2023 to be a significant success. In 2022, the identification of such a large bonus pay gap was unexpected, and we therefore drilled down into each of the reward package elements that contributed to this to understand the causes. We identified it was the non-consolidated payments awarded as part of the annual pay award, being significantly larger in value than the other elements of our performance pay, which had the effect of substantially skewing our overall bonus pay gap. This understanding has enabled us to consider the potential impact of such payments when making our pay award decisions.

## 5. Taking Action to Close the Gender Pay Gap

Whilst we have made progress in closing the gender pay gap over the past year, the data continue to show that we can reduce our gender pay gap if we increase the representation of women in our middle to senior leadership roles and also achieve greater male representation in our lower pay grades. Turnover in our AA/AO pay grades is very low, so we are limited in the amount of progress we can make in increasing male representation in these roles.

To support more women to meet their full potential, and to support their development into Grade 7 leadership roles, we are continuing to invest in our S-grade leadership development programme and to ensure there are no barriers for women to participate in this, or any other, career development programme. In the past year, we have enabled participants with family commitments to attend virtually and have enabled staff taking maternity leave to complete their leadership programme by facilitating them to join the next cohort on their return from leave. We have also piloted a Coaching and Mentoring programme, to support the ongoing development of employees who have been through the leadership programme.

Having had success in removing the bonus pay gap, we will continue to consider the lessons learned in future pay discussions.

JNCC is committed to providing a supportive and inclusive working environment for all. We are actively seeking associate White Ribbon accreditation, and in 2023 we

established a White Ribbon working group. This group have run two all-staff presentations, including a workshop on sexism in the workplace, and conducted an all-staff pulse survey on sexism in the workplace. The results of the survey showed that 87% of JNCC staff members who responded said that they had not felt unfairly treated or discriminated against at JNCC because of their gender. However, 67% responded that they do not feel they have the skills and confidence to challenge sexism in the workplace if they witness it. To address this, for 2024 we are exploring options for Active Bystander training and training on micro-aggressions and tackling bullying and harassment.

We hosted panel events on International Women's Day in both 2023 and 2024, with themed group discussion sessions in 2024 focusing on Allyship, Being a Good Ancestor and job sharing / part-time working.

We have a highly active Equality, Diversity and Inclusion working group and we continually strive to normalise conversations about women's health to ensure that women do not experience limitations in their ability to thrive in their careers. In 2023 we ran two menopause awareness workshops (one of which was held virtually, to enable all to attend).

Our recruitment and selection process is determined on merit and on the basis of fair and open competition regardless of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership. We provide interview training, use a structured interview process and ensure diversity within our interview panels to help achieve greater diversity throughout our workforce.

Finally, we permit all employees to apply for a flexible working arrangement, with no minimum length of service required, and all employees are also able to work a hybrid working arrangement, enabling staff to work from home for at least some of their working week, if they wish to do so, to support a healthy work-life balance.

## **6. Declaration**

We confirm that data reported by JNCC are accurate and have been calculated according to the requirements and methodology set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

**David Collins**

**Director of Finance and Resources**

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