



Gender Pay Gap Report **2018**

This document represents a full report of Jacobs 2018 Gender Pay Gap and meets all statutory requirements.

Foreword

“ Since our last UK Gender Pay Gap Report, we’ve accelerated our commitment to attract, develop and retain a globally diverse talent base in Jacobs. The introduction and significant investment in a Global Inclusion and Diversity Strategy ensures that we continue to understand issues like the gender pay gap and take positive action to address issues which are systemically prevalent across our industry. At Jacobs, we are proud of our inclusion and diversity foundation.

Our global accomplishments during 2018 have included:

- Strengthening the diversity of our Executive Leadership Team, including the appointment of our first female executive vice president and first female chief strategy & communications officer in the company history. Overall, our executive leadership team is now represented by 56% women and 22% reflect ethnic diversity.
- Holding senior leadership accountable for inclusion and diversity. In fiscal 2019, the company instituted culture-based leadership metrics into annual executive compensation, which include inclusion and diversity goals for each senior Jacobs leader.
- Hosting our first annual Inclusion Week globally to increase employee awareness about the business value for having an inclusive and diverse workforce.
- Empowering employees to share feedback with our leaders when they see opportunities for improvement.
- Introducing mandatory conscious inclusion training to all employees over the next year.
- Improving our talent management and development processes to ensure opportunities for training, development and career advancement are distributed fairly across the company.
- All senior executives signing of an Inclusion and Diversity Commitment Statement.
- Undertaking an evaluation of policies to ensure they support our inclusion and diversity goals.
- Joining Catalyst CEO Champions For Change companies in demonstrating an active commitment to achieving gender equality in the workplace.

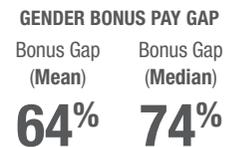
We are proud to be ranked in the top quartile in 2018 of Forbes’ Best Employers for Diversity, while recognising we still have opportunities to improve further on our inclusion journey. We are investing to attract, inspire, retain and develop diverse talent toward the ultimate aim of closing the gender pay gap to create a working environment where all employees feel welcome and will thrive.”



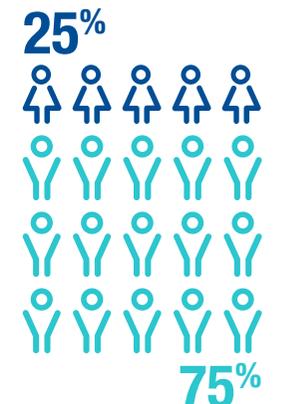
Shelie Gustafson
Chief HR Officer

The **median** gender pay gap figure is determined by ordering the individual hourly rates of pay for all men and women from the lowest to the highest and then calculating the difference between the middle number in the male and female range for each entity. This is expressed as a proportion of the male’s median hourly rate of pay.

The **mean** gender pay gap is the difference between the average hourly rate of pay of women compared with men in a company. This is expressed as a proportion of men’s hourly rate of pay.



JACOBS TOTAL GENDER DISTRIBUTION



Why do we have a Gender Pay Gap Report?

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require companies with more than 250 employees to publish prescribed information on their gender pay gap before 4 April each year. This Report, in accordance with the Regulations, represents Jacobs' separate and combined qualifying entities with more than 250 employees in England, Wales and Scotland as at 5 April 2018 which are: Jacobs U.K. Limited, Jacobs Field Services Limited, Sinclair Knight Merz (Europe) Limited, CH2M HILL United Kingdom, Halcrow Group Limited.

In 2018, we accelerated our commitment to attract, inspire, retain and develop a globally diverse talent base. We introduced our Global Inclusion & Diversity Strategy and are making strong organisational commitments to support inclusion, diversity and gender equality in the workplace. We took positive steps in 2018 to address the gender pay gap, and several actions and achievements are outlined in this report. But we recognise we can, and need to do more to close the gender pay gap.

The gender pay gap is different than equal pay

The gender pay gap is a term used to describe the difference between the average pay (and bonus payments) of men and women across an organisation.

Therefore, the gender pay gap is less of a reflection on whether men and women are receiving equal pay for equal work, but more whether women are employed within senior, higher paid, technical and leadership roles.

Paying our employees fairly and equitably relative to their role, skills, experience and performance is central to our global reward philosophy. We review our global reward structures on an ongoing basis.

Gender pay gap in our industry

Having a higher proportion of men than women in higher paid, more senior roles, is a common factor within our industry due to the inherent challenge to attract and retain high numbers of female employees into STEM (Science, Technology, Engineering and Maths) careers. The good news is that there are signs of positive improvement in the attraction of females to engineering (see figure 1).

Similarly, there was a reported increase in 2018 from 7% to 9% of women on FTSE 100 STEM Boards (WISE – Women in Science and Engineering), demonstrating that positive change is happening in our wider industry.

WISE has highlighted that this upward trend could inadvertently contribute to the overall marginal increase in the STEM industry gender pay gap as typically employees join the industry in less senior roles before working their way up the organisation.

Jacobs 2018 gender pay gap figures

Overall our 2018 gender pay gap is similar to 2017; we can report a reduction in the gender pay gap in the upper pay quartile, which can be attributed to more women moving into more senior and higher paid roles and clearly lays the foundation for more women to aspire to take up more senior positions.

A key part of our integration journey is ensuring the fundamentals of employment are equitable. In 2019 we will be transitioning all our employees to one global grading system with appropriate local market pay ranges, whilst standardising terms and conditions of employment to further safeguard fair and equitable compensation across Jacobs. Over time this will help the company address gender pay disparities.

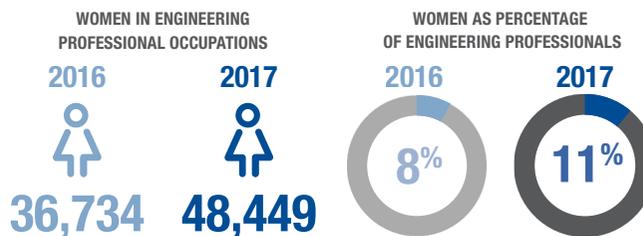


Figure 1 (Source: WISE)

Actions taken in 2018 to address the Gender Pay Gap

Throughout 2018 we have continued our integration journey (following the acquisition of CH2M in December 2017) to develop our new company; the pace of change has been fast, with our talented and dedicated employees driving the transformation. It is our people who are Jacobs' greatest asset; our employees directly contribute to the company's long history of success and we strive to attract the best talent while investing in and developing our diverse talent pipeline. We are actively committed to having a workforce that reflects the global communities we serve and we embrace the mandatory gender pay gap reporting requirement as it helps sharpen our focus to accelerate our diversity and inclusion strategy.

Our commitment to inclusion and diversity is a critical factor to ensuring our continued organisational success – it is at the **core of our values** and we aim to ensure that all employees are treated equally at work across all levels and this includes making career development opportunities available to all with fair and equitable recognition and rewards. We actively foster a culture where our employees can bring their authentic self to work regardless of gender identification, personal characteristic, or lifestyle.

Inclusion and diversity will play an integral role in our integration journey, and with the commitment of our employees and leaders, we can achieve our goals. We have detailed the actions we've taken during 2018 to address some of the factors contributing to the gender pay gap.

Jacobs Values



“In Europe, our inclusion and diversity council is committed to integrating inclusion and diversity at the very core of our business. We look forward to accelerating our journey in this critical area, including continued measures to achieve gender pay parity.

There is no doubt that an inclusive workforce with diverse talent leads to greater innovation and improved business results.”

Peter Lutwyche
Jacobs Senior Vice President & General Manager, Aerospace, Technology and Nuclear International



Jacobs UK Returners Programme

Jacobs recognises that having children is a life-changing milestone, so in 2018 we launched a pilot programme for employees returning from parental (maternity, adoption, surrogacy, shared) leave. Two one-day workshops in several offices, hosted returning parents who were supported to reflect, re-focus and invigorate their careers, whilst layering the tools to help them embrace and succeed at balancing work and home life.

The workshop sessions covered several important topics including; exploring personal motivation for returning to work, adjusting to the demands of being a working parent and working patterns, creating networks of support, reviewing priorities and evaluating personal career goals.

Attendees at the 2018 Bristol Returners Programme



The aims of the programme are to safe-guard returners personal and professional lives by promoting positive mental wellbeing and easing their transition back to their careers. The programme is a key part of Jacobs' commitment to recognising, harnessing and nurturing our diverse returning talent, ensuring a pipeline of women and attracting the very best candidates to Jacobs. It's important that our employees continue to grow throughout their careers and the return to work programme supports this. By developing the careerpath they desire and deserve, boosting confidence in skills and experience, and connecting them with the business, returners can thrive both in the workplace and at home.

With the successful pilot, Jacobs has invested in a dedicated Returners Programme Lead to deliver and manage the programme from Spring 2019. As the programme gains traction, it is our hope to expand this essential support to employees who have taken other periods of extended leave throughout the company to attract, develop and retain this talented group.

"This is a great programme to be involved with. The two-day workshop re-engaged me with the business in a personal way, focusing my mind on how I would transition back into the workplace. It also covered the realities of balancing work and home life with some practical tips on managing time, and potential feelings of stress and guilt, etc. I shared experiences with colleagues in the same situation, which provided a ready-made support group and broadened my network when I returned to work."

Amy Bentley
Jacobs Divisional Director
and participant on the Jacobs
Returners' Programme



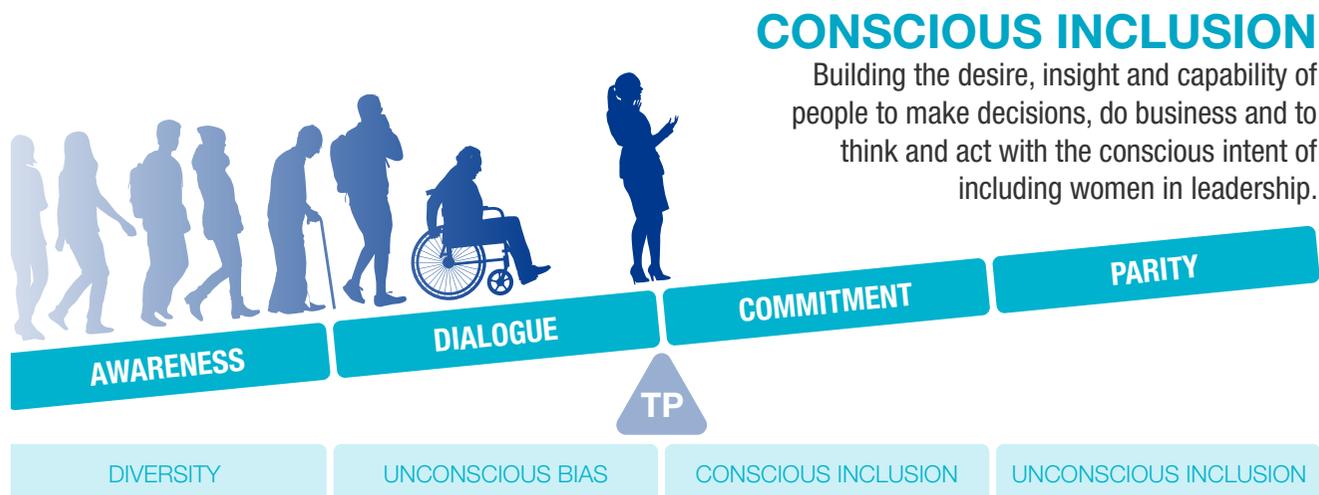
Promoting a Culture of Conscious Inclusion

Our Conscious Inclusion awareness training began in 2018 with the roll out to our Executive Leadership and their direct reports. Continuing through 2019, all employees will attend a Conscious Inclusion learning event to focus on this critical business activity; during Inclusion Week nearly 800 employees globally completed the training. An inclusive culture will build the desire, insight and capacity of employees to make decisions, lay the foundations for excellent performance and think and act with the conscious intent, including actively supporting inclusive career development.

Global and European Inclusion & Diversity (I&D) Councils

In 2018 Jacobs' Executive Leadership Team established a Global Inclusion and Diversity Council to establish a clear Inclusion and Diversity (I&D) strategy. It serves as an advisory board on decisions to invest in and challenge, advocate and monitor the global strategic I&D agenda. This ensures I&D is a genuine strategic differentiator in our work with our clients and helps make Jacobs an employer of choice. Our Chair and CEO Steve Demetriou leads the Global I&D Council, responsible for the annual Global I&D Strategy, with the Executive Leadership each sponsoring at least one Employee Network Group in order to drive genuine commitment to inclusion at Jacobs.

Following the publication of the 2017 Gender Pay Gap Report, the European Leadership team established a European Inclusion & Diversity Council with a dedicated project 'Tiger Team' to identify actions we could implement to help shift the needle on the gender pay gap. One success is the Jacobs Returners Programme Introduction. Moving into 2019, the European Inclusion & Diversity Council will mature under the leadership of a newly appointed I&D Lead for Europe who will develop cross line of business strategy to further accelerate the inclusion agenda and address factors influencing the gender pay gap.



Jacobs Employee Network Groups

Jacobs has eight funded Employee Network Groups with 23,000 members globally, including active UK Chapters of Women's, Careers and Prism (LGBT+ and Assist Connect Educate (ACE disability and carers network) Networks. The Employee Networks are open to all employees, regardless of personal identification or affiliation with the groups and we support employees who intersect their membership across the networks. Membership of the networks help our employees in a variety of ways including:

- Promoting and raising awareness of equality and diversity issues and providing a collective voice.
- Enabling better engagement with employees.
- Growing of personal networks and providing a sense of belonging and community.
- Enabling staff to share experiences and provide mutual support to each other.
- Advancing career progression by providing opportunities for employees to increase their profile in the organisation, and to interact and shape change with senior leaders.

Jacobs Women's Network

The Jacobs Women's Network (JWN) mission is to accelerate a cultural shift by empowering women and promoting gender equality; JWN has 5000+ active members in 82 Chapters spanned over 15 countries and five continents. The JWN actively empowers employees across all career stages to maximise their potential and make Jacobs the industry leader and workplace of choice. One significant achievement of JWN was to introduce guidance for hiring managers on diverse recruitment.

Each of our Employee Network Groups has a defined mission and vision with executive and local Chapter sponsors and mentors. Employees are encouraged to join the groups they wish to support and are able to participate in a committee role or as an individual. In May 2018, Jacobs held its inaugural Employee Networks Summit and the second Summit will be held in Dallas in June 2019 where a cross section of network members will be brought together to enable them to contribute to the wider inclusion and diversity agenda and help to shape Jacobs' culture and Inclusion and Diversity Strategy. Jacobs makes a significant investment to safeguarding the success of the Employee Network Groups with Women's and

Careers networks each receiving a significant part of the overall dedicated budget to ensure that there is investment in achieving our goal of supporting female career development and supporting them into senior roles.

“Seeking to empower women and promote gender equality throughout the business, the Jacobs Women's Network (JWN) is for women and men looking to give women unbiased opportunities and advancement for all based on merit. Our regional committee of women and men brings a diverse view on some of the challenges facing our female employees. We feed into initiatives like the Returners Programme and regularly arrange debates, presentations and wellbeing events, including International Women's Day. JWN works with our senior leadership sponsors to highlight gender specific issues and alongside the other Employee Networks to promote inclusion and diversity throughout the business.”

Kathleen Harrison
Jacobs Principal Engineer and
Jacobs Women's Network Chair



Hiring & Future Talent

Attracting the best talent

Jacobs aspires to continue to attract and retain the best talent. We understand there is a skills shortage in our industry, and we therefore want to be the employer of choice.

We embrace and embed inclusion and diversity in our selection practices. We advertise that all jobs can be worked flexibly and we use gender neutral language throughout all our recruiting adverts as well as encouraging gender-balanced interview panels, particularly when making senior appointments. We use diverse sources to advertise our roles such as [mumsnet](#), and [Vercida](#), a diversity job board. We recognise that female talent crosses different boundaries and we work with external organisations such as [Career Transition Partnerships](#) and [The Officers Association](#) to attract ex-military personnel. We are also a [5% Club](#) employer which is a movement of employers focused on providing 'earn and learn' positions – with a commitment that at least 5% of the employee base are in these roles.

Jacobs' Executive Leadership Team has directed leaders to embrace diverse hiring through supporting flexible working and actively seeking female candidates where appropriate to disrupt the gender balance particularly in leadership roles.

Future Talent hiring figures FY18

We actively seek to influence the education and career decisions of future generations. Our STEM Ambassador network activities enable us to build partnerships with schools and form lasting relationships that benefit our staff and inspire the next generation.

FY18 shows a higher percentage of females hired to future talent roles. Our extensive network of STEM Ambassadors are inspiring the next generation to positively influence the number of females following a STEM career. Equally, we recognise that recruiting a higher number of females in entry level roles can influence the rate of progress on closing the gender pay gap.

In 2019, we will be continuing our partnership with the [Social Mobility Foundation](#), providing a fully funded week-long residential work experience for students who are high achievers but either the first in their family to go to university or come from families with a low household income.

Jacobs has been awarded [Disability Confident Employer](#) status (Level 2) to aid attraction and retention of employees with a disability. We recognise that balancing the demands of modern life can be challenging; we offer our employees the option to work flexibly to suit their personal circumstances. This is welcomed by our employees and we are committed to overcoming barriers to career progression regardless of working pattern or working hours.

Future Talent 2017 – 2018



HIRED
177
FEMALES

=

16
APPRENTICES

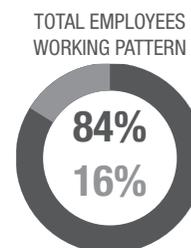
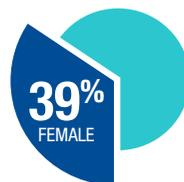
124
GRADUATES

37
INTERNS

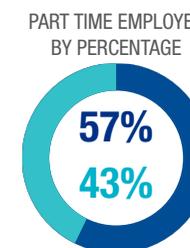
Employee distribution in Jacobs as of April 2018

THIS WAS BROKEN DOWN AS FOLLOWS:

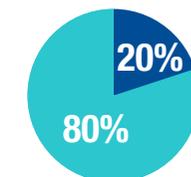
TOTAL HIRES 457



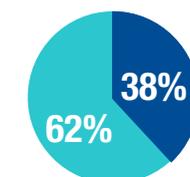
(• Full time is 40 hours a week, • part time is 36 hours or less)



1,354 Total
• 772 Male • 582 Female



The gender split on application for roles at Jacobs



The gender split on offers accepted

Female
Male

Global Inclusion Week – October 2018

#WeAreJacobs

In October 2018, Jacobs' offices around the world celebrated our first ever Inclusion Week. This event was a time to recognise the value of our globally inclusive culture, celebrate the diversity that makes our company great, and enable employees to demonstrate their personal commitment to fostering an inclusive Jacobs' workplace. During Inclusion Week 2018, we had daily themes and celebrated with activities, events and discussions across our entire organisation with the aim to:

- Reaffirm the importance of inclusion and diversity at Jacobs.
- Educate staff on inclusion and diversity and how it is critical to our business results.
- Incorporate inclusion and diversity in our Culture of Caring.
- Encourage people to “bring their whole selves to work”.
- Set expectation that inclusion is everyone's responsibility at Jacobs.
- Spotlight Jacobs Employee Network Groups.
- Celebrate Jacobs' culture and the people that make it unique.

Celebrations took place across offices including international lunches, panel discussion with clients on gender inclusion, diversity painting, cultural dance performances, and VetNet Celebration of Service.

Investment in Inclusion Week demonstrates Jacobs' commitment to creating a genuinely inclusive place to work where employees can thrive.

The week directly resulted in a marked increase in support for the Women's Network with membership growing by 6% enabling more employees to access the Networks' initiatives.

Five Days – A Daily Theme for Inclusion and Diversity



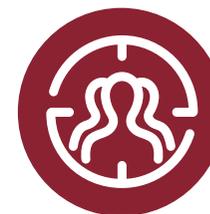
Day 1
We are
Proud



Day 2
We are
Inclusive



Day 3
We are
Diverse



Day 4
We ♥ our
Networks



Day 5
We are
Community-Builder

Our Commitment to Career and Leadership Development

At Jacobs we actively support our employees to achieve their full potential to ensure they are empowered to develop and make the career choices that are right for them.

Our employees learn and grow every day; to complement this, we offer a variety of structured learning and development opportunities which support our people into senior technical and leadership roles.

Development initiatives include:

- **Leading People:** which sharpens awareness and understanding of Jacobs' approach for creating a work culture that develops and retains engaged, high performing team members.
- **Mentoring for Leadership:** offering participants the opportunity to build their network, and supports employees who are aspiring to leadership.
- **MBA/MSc:** Jacobs sponsors key high potential talent on Cranfield leadership programme with over 40% female participation.

In the UK, we have some 600 graduates currently training with us, 37.5% of which are female. We also have more than 200 apprentices, 17% of which are female. This includes new start apprentices and those being skilled through the Apprenticeship Levy.

Our business leaders undertake succession and talent planning throughout the year to identify high potential employees to put development plans in place to facilitate their progression into senior and/or leadership positions in the future. This is an important strategic activity which helps to safeguard business continuity and future performance. When reviewing the talent pool we are cognisant of the gender pay gap and particularly action that can be taken to support more women into senior positions based on merit.

“Working in the Nuclear environment has many challenges and Jacobs' principles of inclusion and diversity have been a key part in my career development. I appreciate the opportunities and Jacobs' strong focus on valuing the workforce and ensuring we grow our capabilities both organisationally and individually. My aim is to set high standards and continually drive for improvements whilst ensuring focus and commitment remain on our site teams, so they deliver with professionalism, enthusiasm and pride.”

Eleanor French
Jacobs Operations Director –
Aerospace, Technology
and Nuclear International



External Engagement

We work with external organisations including [WISE](#) (Women in Science and Engineering), [ENI](#) (Employers Network for Equality and Inclusion), [WICE](#) (Women in Construction and Engineering), [WiN](#) (Women in Nuclear) and [WiME](#) (Women in Manufacturing and Engineering), to share industry best practice, provide development opportunities and celebrate employee achievements.

The European Women in Construction and Engineering (WICE) Awards 2018 recognised the achievements and contributions of women and men across a range of technical career disciplines. Jacobs was delighted that three of our colleagues won their respective categories in 2018. We are also proud of our 26 finalists in the WICE 2019 Awards.

“ Jacobs is actively supporting my professional development via active mentoring by senior leaders in the organisation and through executive coaching sessions. I believe this support has allowed me to transition from a competent and diligent manager into leadership positions. Jacobs also selected me for the Executive MBA at Cranfield University where I am learning more about key leadership skills and am already applying these in the workplace to increase the value we add to our clients.”

Susana Gozalo
Jacobs Director of Operations and WICE 2018
Best Woman in Rail

“ I have had inspirational mentors and mentees throughout my career at Jacobs, both men and women, who have helped me to broaden my network, progress my own career and in turn support others. I have seen first-hand how Jacobs’ mentoring culture helps individuals develop their careers and fulfil their full potential irrespective of gender or background, ultimately helping to make Jacobs a stronger business and a more diverse and attractive employer.”

Ed Cole
Jacobs Director of Operations and WICE 2018
Best Male Mentor

“ Through my engineering career, I have been fortunate to be involved in interesting, transformative projects and to work with great people who inspire me to be positive and have the courage to challenge. I was honoured and incredibly proud to receive the Lifetime Achievement Award.”

Natalie McIldowie
Jacobs Divisional Director and recipient of WICE 2018
Lifetime Achievement in Engineering Award



Susana Gozalo, Ed Cole, Natalie McIldowie

What's Next?

Since publishing our first gender pay gap report Jacobs has made progress in taking action to effect positive change in the gender pay gap; we will continue in our efforts to attract diverse talent, ensure we invest in our employees' development ensuring everyone feels included so they can do their best work and thrive.

To strengthen this commitment in Europe we are delighted to announce that we have appointed an I&D Lead for Europe, who will take responsibility for driving the development and implementation of our European Inclusion and Diversity strategy with an immediate priority to address factors contributing to the gender pay gap.

Our Chair and CEO Steve Demetriou has clear strategic goals for inclusion and diversity and has stated these in his committed priorities for 2019 as follows:

- Create a clear, measurable connection between executive compensation and inclusion and diversity priorities.
- Actively engage in internal and external inclusion and diversity initiatives.
- Increase diverse representation at the Executive Leadership Team level to ensure greater diversity of thought in corporate decisions and initiatives.

We believe the commitments set out in this report, together with our Global Inclusion and Diversity Strategy, will continue to help differentiate Jacobs as an employer of choice.

In 2018 we put the spotlight on making Jacobs an employer of choice and made inclusion and diversity an imperative for all our people globally. We are not letting up – inclusion and diversity is what fuels our ability to innovate for our clients. We aspire to be a merit-based organisation that is inclusive; take on the responsibility to continually recruit and develop the best talent; and foster leadership and innovation. All of which supports the creation of a 'company like no other.'



Steve Demetriou
Jacobs Chair and CEO

Differentiating Jacobs

We believe inclusiveness and diverse opinions are key to innovation; innovation is key to client success and differentiation in the marketplace; and client success and differentiation are key to growth.



Reporting Tables 5 April 2018 for England, Wales and Scotland

Statutory Disclosure

	JACOBS U.K. LIMITED		JACOBS FIELD SERVICES LIMITED		SINCLAIR KNIGHT MERZ (EUROPE) LIMITED		CH2M HILL UNITED KINGDOM		HALCROW GROUP LIMITED	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Difference in hourly rate of pay	29.5	28.9	19.7	29.0	26.0	20.8	30.0	29.2	22.3	19.8
Difference in bonus pay	59.8	25.0	66.5	38.8	59.4	48.1	44.1	29.7	73.7	83.3
Proportion of male employees who received bonus	20.1		2.4		22.1		74.9		55.9	
Proportion of female employees who received bonus	19.7		10.0		23.7		49.4		48.8	
Proportion of males & females in each Quartile Pay Band	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
Lower Quartile	59.6	40.4	78.9	21.1	42.9	57.1	52.2	47.8	62.3	37.7
Lower Middle Quartile	64.5	35.5	98.4	1.6	53.6	46.4	69.0	31.0	66.5	33.5
Upper Middle Quartile	80.3	19.7	97.8	2.2	69.6	30.4	74.3	25.7	76.2	23.8
Upper Quartile	88.5	11.5	96.0	4.0	91.2	8.8	92.9	7.1	86.2	13.8

NOTE: ALL FIGURES SHOWN ARE PERCENTAGE VALUES.

Declaration: Jacobs confirms that the information and data provided in this report is accurate and in line with mandatory requirements.

Jacobs leads the global professional services sector delivering solutions for a more connected, sustainable world. With more than \$12 billion in revenue and a talent force of more than 50,000, Jacobs provides a full spectrum of services including scientific, technical, professional, and construction and programme management for business, industrial, commercial, government and infrastructure sectors.

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