



# Gender Pay Gap Report 2019

Gender Pay Gap Report 2019 for England, Wales and Scotland

**Jacobs**

Challenging today.  
Reinventing tomorrow.

This document represents a full report of Jacobs 2019 Gender Pay Gap (GPG) and meets all statutory requirements.

## Foreword

“ We are pleased to present our latest Gender Pay Gap Report. Over the past 12 months, inclusion and diversity (I&D) has continued to be at the heart of everything we do. Since our last U.K. Gender Pay Gap Report in April 2019, we’ve undertaken an extensive rebranding exercise, and I&D remains central to our brand, our values and our strategy. ‘We live inclusion’ is a core value, demonstrating our commitment to embracing all perspectives and collaborating to make a positive impact. As part of the launch of our new brand, we also introduced **TogetherBeyond**, our companywide approach to living inclusion every day that helps us leverage diversity of thought and collaboration and drive innovation, to create a more connected, sustainable world.

Some of the steps we’ve taken globally over the past year to advance our culture of inclusion include:

- We took a closer look at the diversity of the top level of our company, appointing the most diverse board in our company’s history and increasing the number of women on our Executive Leadership Team. We have 27% women on our board of directors – ultimately achieving overall board diversity of 45%. We also achieved executive team diversity of 75% (with six of eight positions held by women or people from an ethnic background).
  - We continued embedding I&D into performance metrics and touchpoints across our company – reviewing job descriptions and titles for gendered language, adding I&D to our senior leaders’ performance goals, and incorporating “values differences” as a core competency for all employees.
  - We rolled out conscious inclusion training for all employees and are incorporating inclusion into our employee, leadership, and executive training.
  - We introduced the annual Inclusive Leader Award to recognize those who model superior inclusive behaviours.
- We have eight thriving employee networks that have a shared mission to celebrate and develop Jacobs’ diverse employee population, provide career enriching development opportunities for all levels of talent, assist in the attraction and retention of top diverse talent, facilitate innovation at Jacobs, and contribute to the communities in which we live and work.

We are proud of our ranking in the top quartile of Forbes Best Employer for Diversity 2020, and are pleased to see an overall positive trend in our median pay gap, but recognise we still have opportunities to improve further on our inclusion journey. Meaningful change will take time, but we’re dedicated to creating and maintaining an inclusive working environment, in which everyone’s voice is heard and respected.



**Shelie Gustafson**  
Chief HR Officer

## Our Gender Pay Gap in 2019

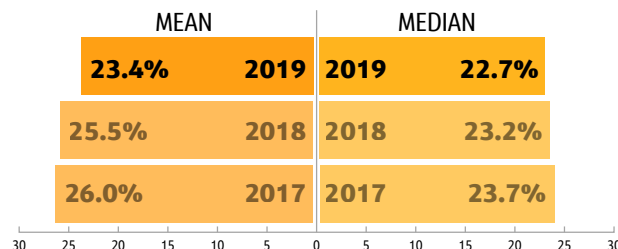
Jacobs has five U.K. entities with more than 250 employees as of 5 April 2019. These are:

- Jacobs U.K. Limited
- Jacobs Field Services Limited
- Jacobs Consultancy Limited
- CH2M HILL United Kingdom
- Halcrow Group Limited

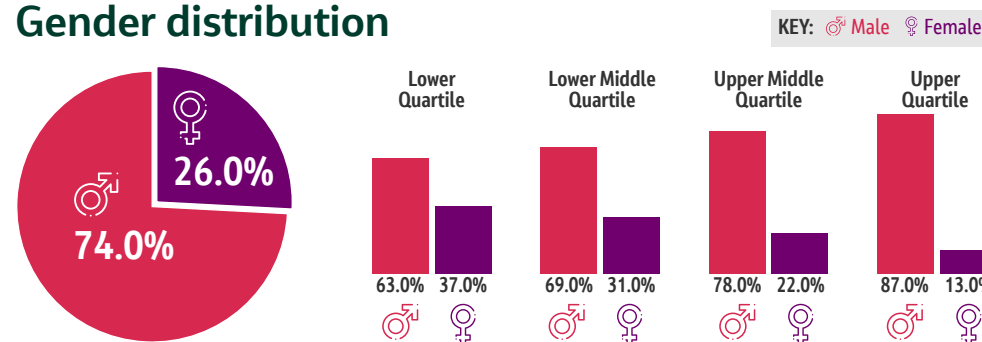
The data presented on this page represents a combination of all entities, but the data for each is appended.

### Pay Gap

The Gender Pay Gap is a measure designed to show the difference between the gross hourly earnings for all men in an organisation and the gross hourly earnings for all women. In 2019, our mean pay gap was 23.4% compared to 25.5% in 2018 and 26% in 2017. The main driver of the gap continues to be a higher proportion of men compared to women in senior roles, though we've seen an increase in representation of women in the upper quartile for the third year in a row which has contributed to the reduction in our pay gap.



### Gender distribution

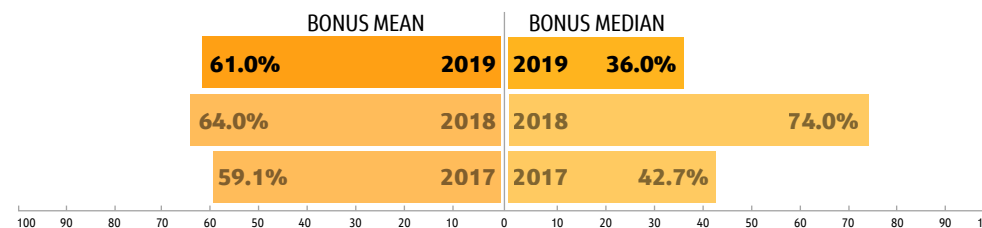


### Bonus Gap

Proportion of employees who received a bonus



Our bonus gap is significantly higher than our pay gap. While a higher proportion of women received a bonus payment compared to men, employees at a more senior level have a larger percentage of their pay as variable bonus, and more of these are men.



## Actions taken in 2019 to address the Gender Pay Gap

### Conscious Inclusion Training

In 2018, all people managers globally undertook online Unconscious Bias training. In 2019, we continued this, rolling-out a face-to-face Conscious Inclusion programme for all employees as well as a virtual online programme. As of March 2020, 98% of employees have completed the training. This programme is aimed at raising awareness around inherent biases, impacts on decision making, and helping employees develop the necessary skills to foster a more inclusive and diverse workplace.

### Senior level Accountability and Commitment

Each member of our senior leadership team has signed our I&D Accountability and Commitment Statement. They are committing to aim higher, challenge what's accepted, and hold themselves accountable for creating a company where every employee is empowered to thrive, knowing their individual value is recognised. In addition to this statement, we have embedded I&D specific goals into the annual performance management cycle for our senior leaders.

### Dedicated Resource

In June 2019, we appointed an experienced Inclusion & Diversity Leader, Sarah Winship, to develop and implement a strategy across Europe. We have also appointed an Inclusion & Diversity Partner to help drive the agenda. These two important roles work with the European I&D Council and the Global Council

to ensure we are creating sustainable inclusion and diversity practice that will have a measurable impact.

### Bridge the Gap

We recognise that becoming a parent is a life-changing milestone. Whilst exciting, it can also be an overwhelming time, with complex emotional and practical issues to navigate. Following a successful pilot, we have launched a new U.K. programme for returning and working parents to support them during this period of their life, and appointed Hannah Turner to manage this initiative. Bridge the Gap is open to all colleagues who have taken or are planning to take an extended period of leave on becoming a parent. We currently have 180 eligible staff across the U.K., 40 of whom started the programme in early 2020.

### Variable Hours

In July 2019, we introduced a new Variable Hours Policy. This built on existing flexible working arrangements and allows employees to work a monthly adjusted working pattern in line with contracted hours.

### Inclusive Leader Award

In December 2019, we introduced a new award to our Beyond Excellence Awards Ceremony. These awards celebrate those who raise the bar and deliver the extraordinary with excellence. The new Inclusive Leader Award recognises and rewards employees who show a personal passion and commitment

for I&D and who role model inclusive behaviours within our organization. Any member of staff could be nominated by their peers, and we received 100 nominations. Finalists were announced during Inclusion Week, in advance of the award ceremony.

### Inclusion Week

In November 2019, we held our second Inclusion Week, with all our offices participating under the theme of 'Everyday Inclusion'. Throughout the week there were global and local office activities and events celebrating our achievements to date and equipping employees with easy, practical, and intentional actions to embed inclusion in our everyday culture.

*“The point is to create a positive working environment and design an empowering culture where all employees can equally contribute to the success of the business and grow their career without invisible hurdles, biases and unsubstantiated perceptions.”*

### Imad Feghali

VP & Regional Director, People and Places Solutions Dubai, United Arab Emirates, and inaugural winner of the Inclusive Leader Award



## Jacobs Women’s Network

Our Jacobs Women’s Network (JWN) – U.K. and Ireland region, is proud to have 30 Local Chapters across Jacobs and client offices, with over 1,400 members, both male and female. Some initiatives we were involved in are included below. Looking ahead with the GPG in mind, we will engage our new Executive Sponsor, Donald Morrison, to develop and support (1) a regional action plan to close the GPG and (2) the global Fiscal Year 2019 I&D initiatives promoting equality and development opportunities for women at Jacobs.

## JWN Global Summit “Empowering Women, Engaging Men”

We were delighted to have 14 participants from the U.K. at the JWN Global Summit in Dallas in June 2019 where the importance of inclusive leadership for profitable growth was promoted by our leaders. Attendees were inspired to hear Fiscal Year 2019 global initiatives on recruitment, developing metrics from our new E3 talent initiative to address pay equity, and the need for employee empowerment and inspirational leadership.

## Improving the Gender Balance in our UK&I Steering Committee

Recognising that data and transparency is key to communicating our organisational change, we drove changes to engage more widely with all employees and specifically including gender statistics. Our U.K. and Ireland Steering Committee is now one third male which we are also incredibly proud of.

## European Women in Construction & Engineering Awards 2019

We were proud to coordinate the 77 nominations and see 22 shortlisted and three winners across these awards. We recognise that while awards won’t close the GPG, they do allow us to recognise and celebrate our female talent and advocates and share their achievements to inspire others.

## Male Engagement Initiative

One of our Regional Committee members developed a Male Engagement initiative, which is now being rolled out globally via the JWN.

“The Jacobs Women’s Network (JWN) provides a home to everyone, women and men alike. Male engagement plays an important role in changing perceptions and helping with the growth of the network. Men should be agents for change by challenging stereotypes whilst providing diverse views and supporting development for all. I am proud to be a member and look forward to more men joining not only the network but committees too.”

**Stewart Knowles**  
Global Adjacencies Lead for Transportation



*Pictured below are our inspiring winners at the European Women in Construction & Engineering Awards. Left to right: Catriona Schmolke – Lifetime Achievement in Engineering; Kate Carpenter – Best Woman in Health & Safety; and Katy Kemble – Best Woman in Environment & Sustainability.*



## Hiring & Future Talent

Diversity has been a key part of our talent acquisition strategy, with several improvements made to both our attraction methods and the selection process itself.

Our talent acquisition team members have all received training in inclusive recruitment techniques and have appointed an I&D Champion. This allows them to actively challenge the hiring community from initial conversations through the application and shortlisting process, to interviews and final offer. They have also strengthened relationships with our various employee networks to leverage the far reach of these to source and attract talent.

Where posts become available, requirements are being reviewed and widened and software used to identify and remove any strongly gendered language. The introduction of a standard template allows us to highlight our commitment to I&D with a statement about flexible working at the top of any job description.

A hiring manager guide has been developed, which includes a section on unconscious bias and how it can manifest itself in the recruitment process, encouraging managers to consider the diversity of their shortlists and interview panel.

Our approach is starting to have an impact, particularly in terms of success rates for women applying for jobs.

In Fiscal Year 2019, we hired 1,100 new members of staff in to the People & Places Solutions line of our business; 39% were female, from a total of 21% female applicants.

### Future Talent

We have continued to actively influence the education and career decisions of future generations and to inspire girls and women to study and pursue careers in Science, Technology, Engineering and Mathematics (STEM). We are investing in STEM teachers through 'Enthuse Partnerships' to change the lives of young people by working with schools on teacher continuing professional development as well as student facing activities supported by our own national network of STEM Ambassadors.

### STEM Success in Stockton

Jacobs Apprentice Civil Engineer Rebecca Roberts participated in the 'Big Project', a 'partnership' project developed by Jacobs to work with Carmel College Darlington. By answering a 'Big Question' with mentoring and teaching support, students gain insight into some of the skills required in the world of work and the variety of roles and disciplines to access.

We're working with the Careers and Enterprise Company, Tees Valley Combined Authority and businesses in the area to expand the Big Project to more schools and across more sectors.



*"These experiences really helped me decide that I wanted to do a Degree Apprenticeship. I am now doing an HNC in Civil Engineering with Jacobs."*

**Rebecca Roberts**  
Jacobs Apprentice Civil Engineer

## What's Next?

As we continue to progress our company culture, we will have a focus on our value of living inclusion, advancing equality, employee well-being and ensuring employees feel a sense of workplace belonging. These key factors will ensure long term sustainable value.

**Accreditation** - we recently partnered with The Clear Company and are looking forward to using Clear Assured to map and review current activity while also identifying gaps and developing actions for 2020 and beyond.

**Data** - we will develop our approach to data collection and analysis to ensure we have a robust data set that allows us to develop evidence-based actions. We will share these actions with staff and communicate progress regularly. A data dashboard will be developed covering the entire employee lifecycle which will enable us to measure progress.

**Continued Policy Review Process** – we will implement a programme of policy review which will assess the impact of our policies on different groups. We will prioritise those policies likely to have the greatest impact on the gender pay gap.

**External engagement** - we will continue to work with external organisations including Women in Science and Engineering (WiSE), Women in Nuclear (WiN) and Employers Network for Equality and Inclusion (ENEI) to ensure we keep up-to-date with best practice, both in our industries and more widely, but also to share our own successes with others as well as our challenges.

We will continue our work with the Enthuse Partnerships and will join the national STEM Enthuse Alliance. This is a ground-breaking collaboration of government, charitable trusts, STEM employers, professional institutions and scientific societies, all showing their support for teachers of STEM subjects. Through this collaboration, we have an opportunity to inspire and influence females to become part of the next generation of innovative thinkers

*“ I am pleased to see the steady progress we are making at reducing the Gender Pay Gap in the organisation and the number of actions that we have already taken and those that are underway to accelerate further reducing the gap. There is no room for complacency though as we strive to be a company like no other in every regard, where everyone can succeed and make a positive impact.”*

**Donald Morrison**  
SVP & GM People & Places  
Solutions - Europe, Middle East  
& Africa



## Reporting Tables 5 April 2019 for England, Wales and Scotland

### Statutory Disclosure

	JACOBS U.K. LIMITED		JACOBS FIELD SERVICES LIMITED		JACOBS CONSULTANCY LIMITED		CH2M HILL UNITED KINGDOM		HALCROW GROUP LIMITED	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Difference in hourly rate of pay	25.3	25.9	19.7	29.0	26.0	20.8	30.0	29.2	22.3	19.8
Difference in bonus pay	60.7	33.3	66.5	38.8	59.4	48.1	44.1	29.7	73.7	83.3
Proportion of male employees who receive a bonus	29.2		2.1		1.0		35.0		22.4	
Proportion of female employees who receive a bonus	31.1		17.5		0.0		36.8		25.8	
Proportion of males & females in each Quartile Pay Band	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
Lower Quartile	57.0	43.0	85.4	14.6	60.0	40.0	53.8	46.2	64.1	35.9
Lower Middle Quartile	62.4	37.6	94.6	5.4	75.2	24.8	68.7	31.3	65.3	34.7
Upper Middle Quartile	77.5	22.5	96.9	3.1	83.2	16.8	82.8	17.2	76.3	23.7
Upper Quartile	86.4	13.6	93.8	6.2	94.4	5.6	92.3	7.7	86.3	13.7

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.



At Jacobs, we're challenging today to reinvent tomorrow by solving the world's most critical problems for thriving cities, resilient environments, mission-critical outcomes, operational advancement, scientific discovery and cutting-edge manufacturing, turning abstract ideas into realities that transform the world for good. With \$13 billion in revenue and a talent force of more than 55,000, Jacobs provides a full spectrum of professional services including consulting, technical, scientific and project delivery for the government and private sector.

# Jacobs

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