

Europe TogetherBeyond Report

2021-2022



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Foreword



There are many reasons why inclusion and diversity are important from a business perspective, but at the very core is the simple fact that it is the right thing to do. External targets can often be seen as the key driver, along with the need to differentiate ourselves from our competitors. But creating a diverse workforce reflective of modern society whilst ensuring everyone is treated fairly is simply the right thing to do, and that is what gives Jacobs the leading-edge.

At Jacobs we are proud to have inclusion as a key component of our values. 'We live inclusion' and we expect all of our colleagues to do the same. We know as a business that our strategic ambitions assume we can hire the very best people from a wide base of talent, and that we can then unleash the innovation that comes from unique insights. We have worked hard since 2018 to develop our culture of inclusion, we've seen many achievements along the way, but we also know we have a long way to go. This document helps us highlight our work to-date whilst outlining our future priorities and planned actions to ensure we are living inclusion every day and every employee can thrive.

Donald Morrison (he / him)

**Senior Vice President Europe and Digital Strategies,
People & Places Solutions**



I am a Jacobs Leader. I am an Engineer. I am a women. I am American. I am Latina. I am a mum, a wife and a daughter. However you describe me, I am me, and I come to work each day as myself, with my unique perspectives, experiences and ambitions. And in Jacobs we celebrate this through Together Beyond.

We have an opportunity in Jacobs to be a Company like no other. To stand out not just for the innovative solutions we design, or for the complex problems we solve for our clients and communities, but because of our resolute focus on living inclusion. By focusing on I&D we will create the most brilliant teams with the widest range of experience, knowledge and thought leadership. Our Together Beyond journey sets out a bold and exciting opportunity for us to embrace diversity, be true to our values, and challenge ourselves to keep evolving.

Our Europe TogetherBeyond Report, shares where we have been and where we are going, a road map of opportunities for us all to deliver to and hold each other to account on. We continue to ask more of ourselves and our communities so that everyone can feel respected and welcomed by their contributions, and have equal opportunities to reach their potential. It's not about status or awards, it's about doing what is right and asking ourselves what can I do today, and every day to help make Jacobs a more inclusive place for all employees.

Karen Wiemelt (she / her)

Senior Vice President, Energy Security & Technology

Our Vision & Values

We do things right

We always act with integrity - taking responsibility for our work, caring for our people and staying focused on safety and sustainability. We make investments in our clients, people and communities, so we can grow together.



We challenge the accepted

We know that to create a better future, we must ask the difficult questions. We always stay curious and are not afraid to try new things.



We aim higher

We do not settle - always looking beyond to raise the bar and deliver with excellence. We are committed to our clients by bringing innovative solutions that lead to profitable growth and shared success.



We live inclusion

We put people at the heart of our business. We have an unparalleled focus on inclusion with a diverse team of visionaries, thinkers and doers. We embrace all perspectives, collaborating to make a positive impact.





TogetherBeyondSM is our approach to living inclusion every day and enabling diversity and equity globally. It's not just about numbers, statistics or quotas - it's about every one of our people and the collective strength we take from their unique perspectives, ambitions and dreams.

Strategic pillars

Our TogetherBeyond execution plan consists of four key pillars:

- Developing our Talent;
- Growing Our Business.
- Culture Building and Engagement;
- Leadership Commitment and Accountability;

TogetherBeyond in action

In 2020, we have seen tangible progress resulting from our approach to inclusion, the most remarkable being the launch of our global Action Plan for Advancing Justice and Equality.

The plan was driven by members of our Black employee network Harambee in partnership with our Executive Leadership Team and Jacobs' Board of Directors.

The Action Plan sets out actionable initiatives and measurable objectives to address embedded and systemic racial inequalities both within Jacobs and in communities across the world.



Developing our Talent

An Inclusion & Diversity (I&D) culture provides a foundation for all our talent-centred initiatives so that we attract and retain the world's best talent.



Growing our Business

Our different perspectives and talents enhance our ability to provide clients with more innovative and effective solutions.



Culture Building & Engagement

Building awareness and engagement around I&D enables everyone to contribute and benefit from our Value "We Live Inclusion" and culture of caring.



Leadership Commitment & Accountability

Achieving a truly inclusive culture requires strong leaders that engage with people, are committed to an inclusive environment and hold themselves accountable. Leaders that walk the talk.

It's the right thing to do...

Creating a diverse workforce that reflects our communities, as well as our client base, whilst ensuring that everyone is treated fairly is simply the right thing to do. People matter, and we should all have equal opportunity to develop, progress, and be rewarded and recognised at work. It makes business sense, but it makes ethical sense too.

It is important for:

- Our People
- Our Industry
- Our Clients
- Our Shareholders
- Our Communities



Our People - An environment in which our people are satisfied, with high levels of wellbeing and where they feel they belong means they will thrive knowing they are valued.



Our Clients - Our clients are increasingly expecting their suppliers to align with their business goals and want to see their own diversity reflected in our business.



Our Industry - Find, retain and grow great talent by setting industry benchmarks.



Our Shareholders - Our brand value and share will increase as a result of high performance.



Our Communities - Our work has an impact on our local communities. By ensuring we consider the needs of those communities we can ensure such impacts are positive and add value in the long-term to individuals, communities and society in general.

Our Commitment

Leading by example

Having a culture of belonging where everyone can join in and thrive allows us to recruit and retain the best global talent and drive innovative solutions for our business, clients and communities.

“We live inclusion” is supported by the strength of tangible leadership commitment and accountability at Jacobs. All our leaders have signed a [Leadership Commitment and Accountability Statement](#) outlining the specific actions they are taking, including the setting of specific performance goals to ensure they are all supporting and being held accountable for inclusive leadership.

TogetherBeyond Commitment

We live inclusion. This is more than a core value at Jacobs. It is our commitment to every employee, client and community we touch. It means putting people at the heart of our business and embracing all perspectives; working together to create a company – and a world – where everyone can grow and thrive.



Our global team of visionaries, dreamers and doers have continuously raised the bar with intentional actions to drive greater inclusion, respect and acceptance throughout our company and our industry. In the past year alone, we have taken significant steps to reinforce our commitment to inclusion and diversity. This includes the launch of our inclusion and diversity programme TogetherBeyond, an updated TogetherBeyond Global execution plan, and our expanded Global TogetherBeyond Council to engage leaders from across the globe.

By continuing to explore and honour the differences that drive our collective strength, we can inspire and deliver extraordinary solutions for a better tomorrow. Our strategic imperatives for the year ahead call on us to become even more deliberate in our actions around inclusion and to leverage TogetherBeyond as a key driver for growth.

As members of the Senior Leadership Team, our commitment to TogetherBeyond and inclusive leadership is reflected in the e3 priorities that we have each set. To continue driving positive change across the company we are now asking all Jacobs people leaders to make the same commitment by setting their own e3 priorities:

- Treat all employees with dignity and respect and eliminate discrimination, harassment and bullying.
- Provide fair and equal opportunities for mentoring, sponsorship, growth and development.
- Create an environment where differences are openly shared, embraced and incorporated into the team's activities.
- Ensure all employees are paid equitably and fairly.
- Increase the diversity of the employee population by ensuring the talent pool for positions at all levels includes qualified diverse candidates (e.g., women, people of different ethnicities, veterans, LGBTQI+ and people with disabilities).
- Deliberately engage and invest time in at least one Jacobs Employee Network. Support employees who choose to participate in our Employee Networks.
- Actively support and engage in our Global TogetherBeyond activity, as well as specific action plans and initiatives, including our Action Plan for Advancing Justice and Equality.

Every member of our Jacobs family has the power to make a meaningful impact on our commitment to inclusion and diversity. We encourage all employees to do this by adding the following commitments to their e3 priorities:

- Increase TogetherBeyond acumen by taking full advantage of our inclusion and diversity training materials in [e3 Learning](#).
- Seek to understand different perspectives and talents of fellow co-workers.
- Behave with sensitivity toward differences in cultural norms, expectations and ways of communicating.
- Challenge stereotyping or offensive comments.
- Work effectively with others who have different perspectives, backgrounds and style.

Our TogetherBeyond growth approach is the foundation for becoming the employer of choice for employees from all parts of the world and all walks of life. With attention and purposeful action, we can create a culture that inspires and empowers every employee to deliver their best work – today and into the future.

Our Demographics - Europe

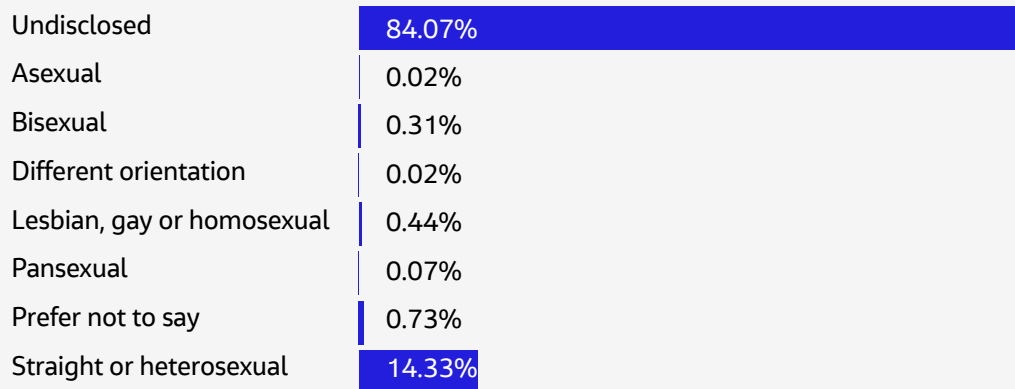
A data focused approach is critical for monitoring progress on equity and identifying areas to ensure continuous improvement. We collect real time demographic employee data, on a voluntary basis, in accordance with local legislation to provide a rich dataset to inform our priorities and intersectional I&D activity.

We know that if we are inclusive, we're more connected, and if we are diverse, we're more creative. Demographic data feeds into our diversity dashboard to provide leaders with accurate, employee demographic data to inform our talent management processes and organisational diversity activity.

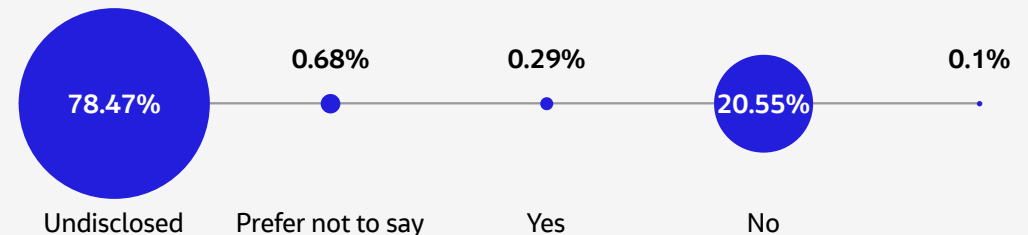
We are proud of our diverse workforce; however, we recognise that we can, and will do more to increase diverse representation and ensure equitable outcomes at Jacobs. This will ensure more diversity of thought and serve our clients and communities well.

We are pleased with the progress we have made on employee demographic data collection to ensure we are leading with a data-driven approach, but we recognise we have more work to do. We are continuously reviewing our approach to data collection and we are developing plans to enhance disclosure rates as we recognise our current voluntary disclosure rates are too low. Employees [click here](#) to share or update your demographic information.

Sexual Orientation – UK & Ireland only

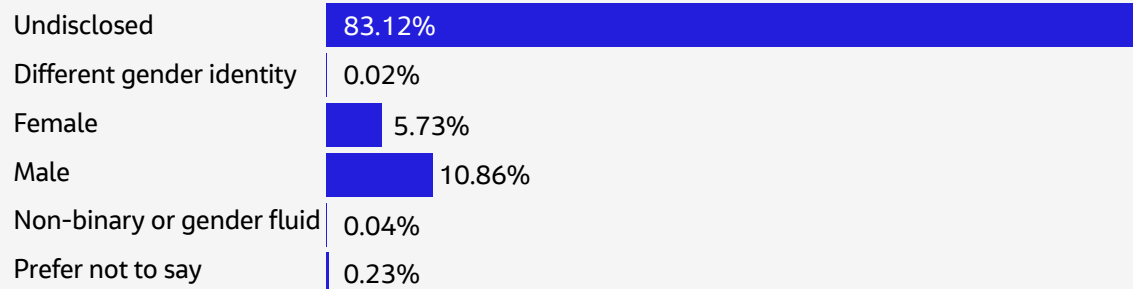


Disability – Europe



Data as at October 2021

Gender Identity* – Europe



Gender* – Europe



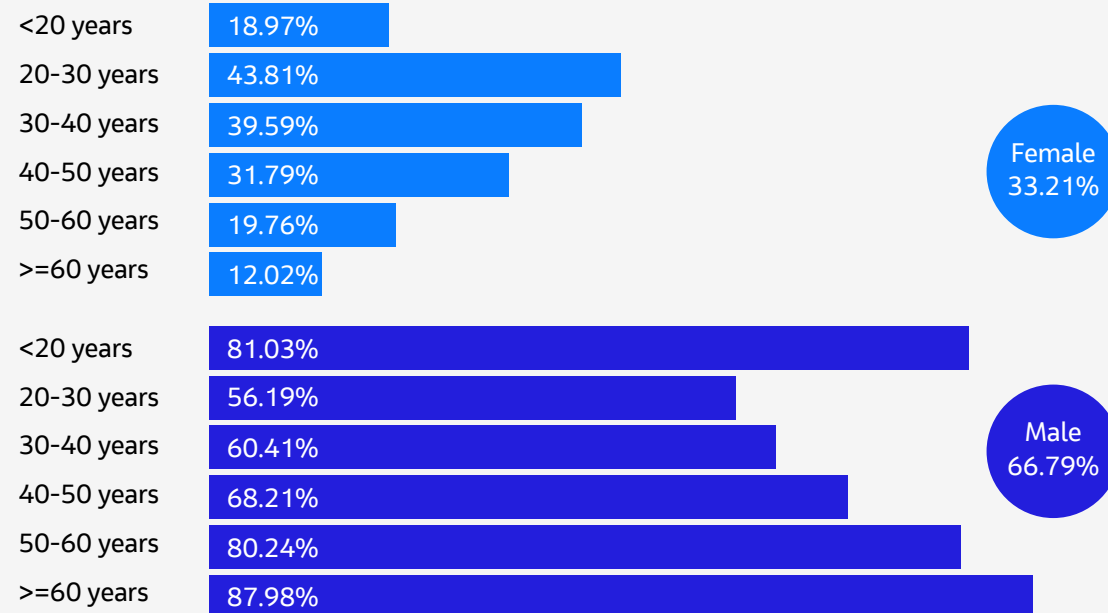
Veteran status – Europe



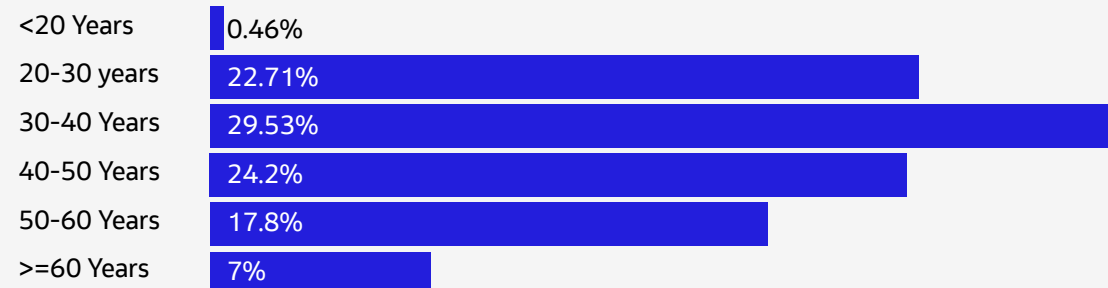
***Gender** is not the same as sex, but it is assumed from the sex assigned at birth based on visual characteristics. Gender is largely culturally determined and is often expressed in terms of masculinity and femininity in terms of how people act, dress and / or behave. We have a legal requirement in the UK to collect and record binary gender for HMRC purposes.

***Gender Identity** is a person's innate sense of their own gender, whether male, female, both or neither (non-binary), which may or may not correspond to the sex assigned at birth. It is important we ask for data to be shared on both Gender and Gender Identity to ensure we continue to drive positive action and be inclusive for all employees, irrespective of how they identify.

Age by Gender – Europe



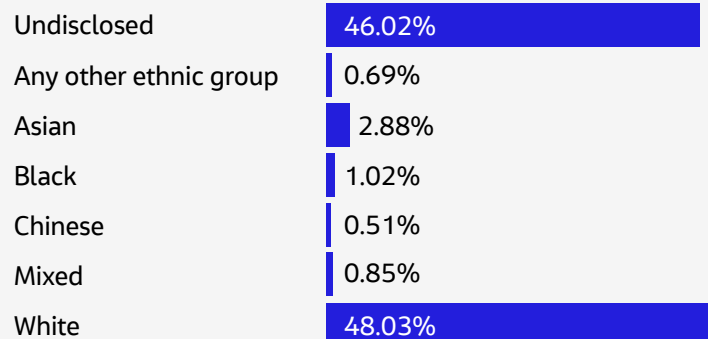
Age – Europe



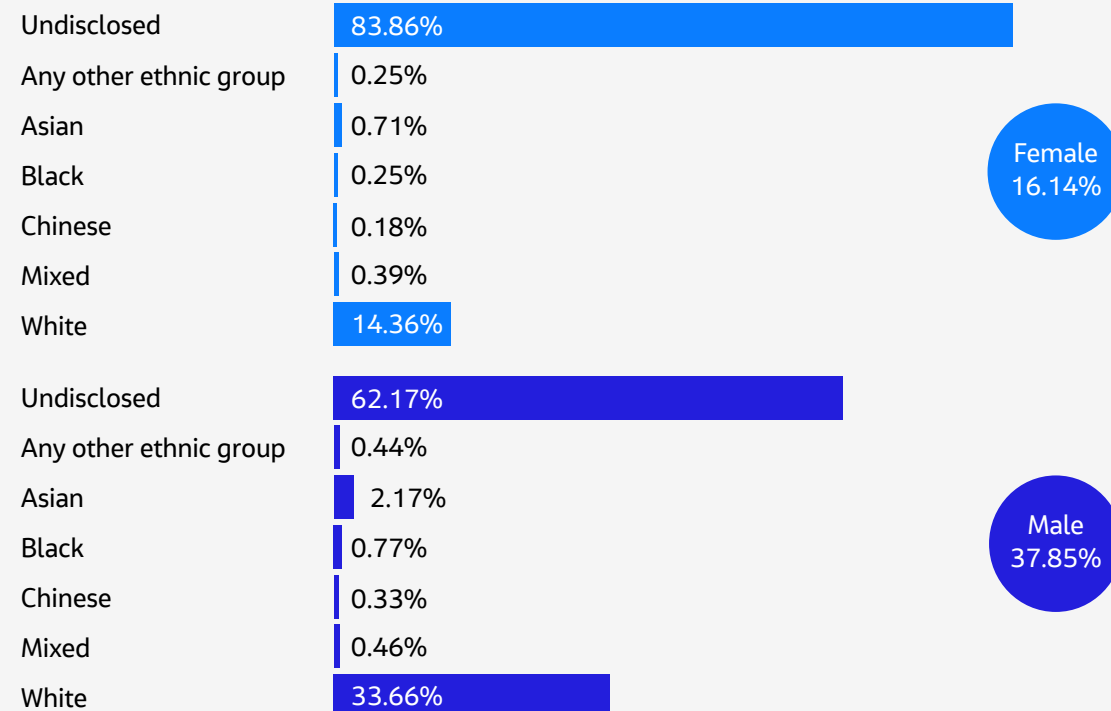
Europe – only includes countries where it is appropriate to request disclosure



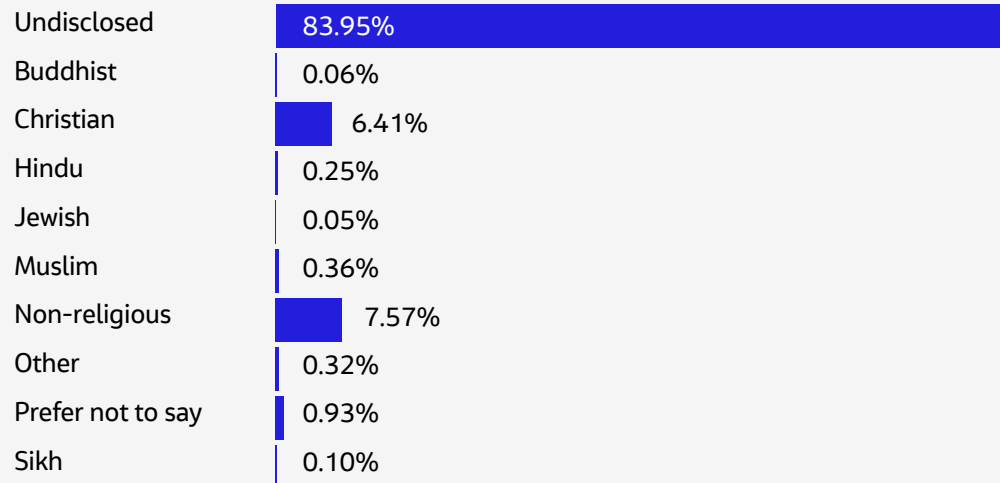
Ethnicity – UK & Ireland only



Ethnicity By gender – UK & Ireland only



Religion – Europe



Pay Gap Reporting

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.

Our ethnicity pay gap measures the difference between average hourly pay rates for Black, Asian and Minority Ethnic (BAME) employees compared to White colleagues' average earnings, and is expressed as a percentage of White employees' pay.

We use our annual pay gap data to measure, inform and evolve our I&D execution plan to advance gender and ethnicity equity, and hold leaders accountable for achieving sustainable change.

In addition to publishing our gender pay gap in 2020, we chose to go beyond our statutory requirement and also publish our ethnicity pay gap. Only by being completely transparent can we drive and measure the progress we are continuing to make in our business.

In 2020, we were pleased to report that our average gender pay gap has reduced for a third consecutive year. This is a reflection on the growing momentum to promote female talent and advance conversations around gender equity including pay equity with our Employee Networks, Human Resource groups and our Executive Leadership team.

One central tool helping us to address our Ethnicity Pay Gap is our [Action Plan for](#)

[Advancing Justice and Equality](#), launched in August 2020. This sets out our actionable initiatives and measurable objectives to ensure equity both within Jacobs and in communities in which we serve. By identifying emerging Black leaders, developing Black talent and requiring all Jacobs leaders at Vice President level and above to mentor at least one Black, Asian and Minority Ethnic employee, we are developing a growing pipeline of diverse talent that is already progressing through the ranks of our company.

We're committed to advancing and accelerating our commitment to reducing the pay gap at Jacobs, and ensuring we use insights from our pay gap data to hold ourselves accountable. So, we can create a home where the world's best and most diverse talent can achieve their full potential and thrive in their career.

[Click here](#) to learn more on our pay gap for England, Wales and Scotland.

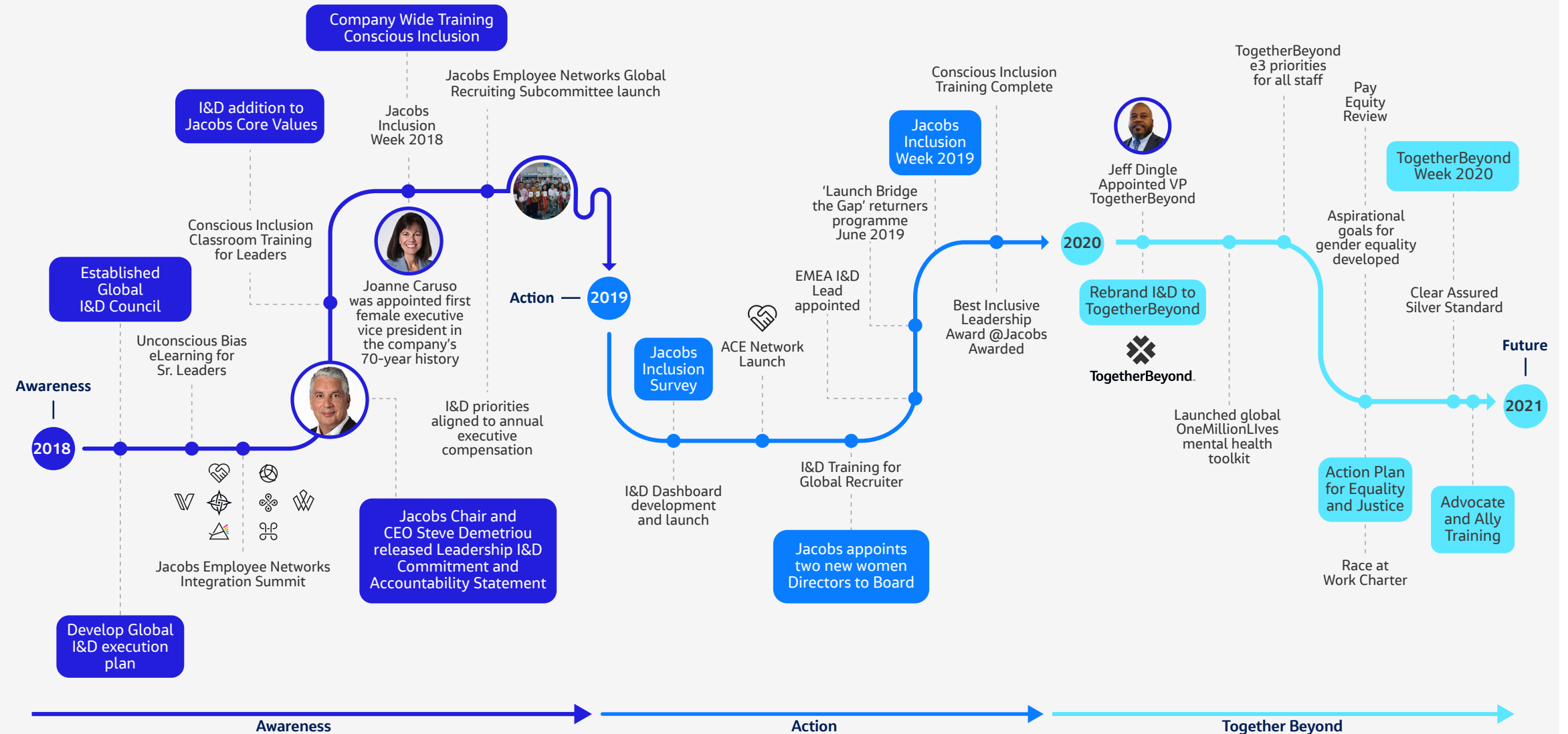


We have
27%*
women on our
Global board
of Directors

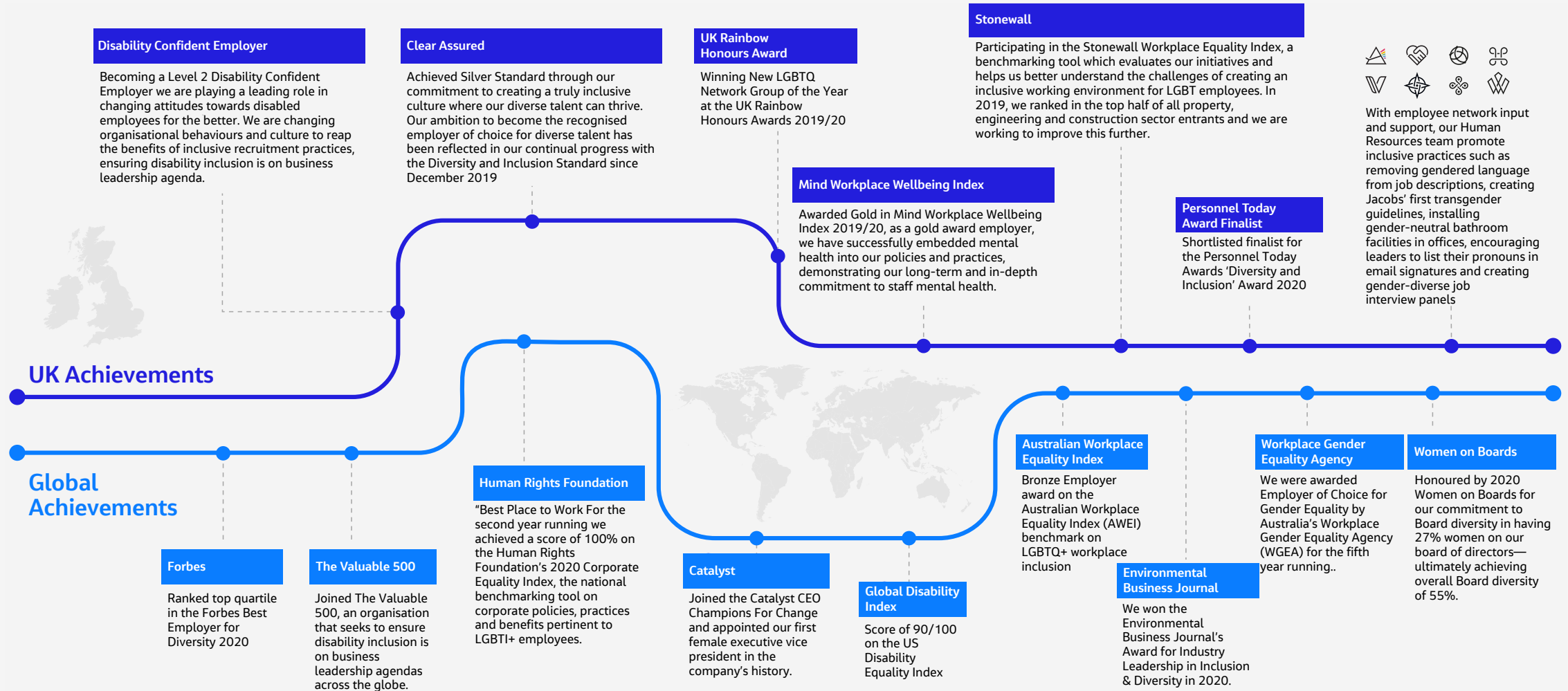
We have achieved
executive team
diversity of
66%*
on our Global
Board of Directors

**diversity refers to gender and race only.*

Our TogetherBeyond Journey



UK & Global Achievements



Partnerships and Memberships

Armed Forces
Covenant

Armed Forces Covenant

A promise by Jacobs ensuring that those who serve or who have served in the armed forces, and their families, are treated fairly.

Building
Equality

Building Equality

An alliance of 60+ built environment organisations who are passionate about working together and harnessing their collective power to drive LGBTQIA+ inclusion in the industry.

Business In The
Community (BITC)

Business In The Community (BITC)

The oldest and largest business-led membership organisation dedicated to responsible business.

Carers
UK

Carers UK

Carers UK provide expert advice, information and support for Carers as well as connecting carers to ensure all have the right support available.

Catalyst

Catalyst

Catalyst is a global non-profit working with some of the world's most powerful CEOs and leading companies to build workplaces that work for women.

Stonewall
Diversity
Champion

Stonewall Diversity Champion

The leading employers' programme for ensuring all lesbian, gay, bi, trans, queer, questioning, intersex and ace (LGBTQIA+) people are free to be themselves in the workplace.

The Defence
Employer

The Defence Employer

Encourages employers to support defence and inspire others to do the same. As a gold award employer, we advocate support to defence and the armed forces community and align our values with the Armed Forces Covenant.

Valuable 500

Valuable 500

The global CEO community revolutionising disability inclusion through business leadership and opportunity - putting disability on the agenda.

Vercida

Vercida

Values, Equality, Respect, Culture, Inclusion, Diversity, Accessibility - Vercida. A careers site that only works with employers committed to these attributes.

WISE

WISE

WISE enables and energises people in business, industry and education to increase the participation, contribution and success of women in STEAM.

Women
in Rail

Women in Rail

Provides valuable networking opportunities and support, promoting the rail sector as an attractive career path for young people.

Women
in Transport

Women in Transport

A non-profit organisation that empowers women to maximise their potential to promote a diverse and strong transport workforce that supports UK growth.

Women in
Nuclear (WiN) UK

Women in Nuclear (WiN) UK

A non-profit organisation of women working professionally in various fields of nuclear energy and radiation applications.

5% Club

5% Club

A dynamic movement of employers committed to earn & learn as part of building and developing the workforce they need as part of a socially mobile, prosperous and cohesive nation.

TogetherBeyond Enablers

Our People

All our employees have an important part to play in embedding our TogetherBeyond approach. The relationships between all colleagues is incredibly important in creating an inclusive culture. We assist our employees with career development and other employment processes, such as feedback, priority setting and year-end performance via our 'e3' professional development process. All employees are requested to include inclusion and diversity objectives as part of this annual process.

Global I&D Governance

We have a strategic approach to operational governance on I&D with our Global I&D Council. Then, at a European Level our I&D Lead develops and tracks the our execution plan for the region. This plan is overseen by our European I&D Council, which includes representation from our Jacobs Employee Networks as well as the Senior Vice Presidents for each line of business. This enables us to consult and engage with our employees in the development of action plan solutions.

This approach ensures a flow of information across global, regional and local activity, ensuring a joined-up approach to the facilitation of our action plan.

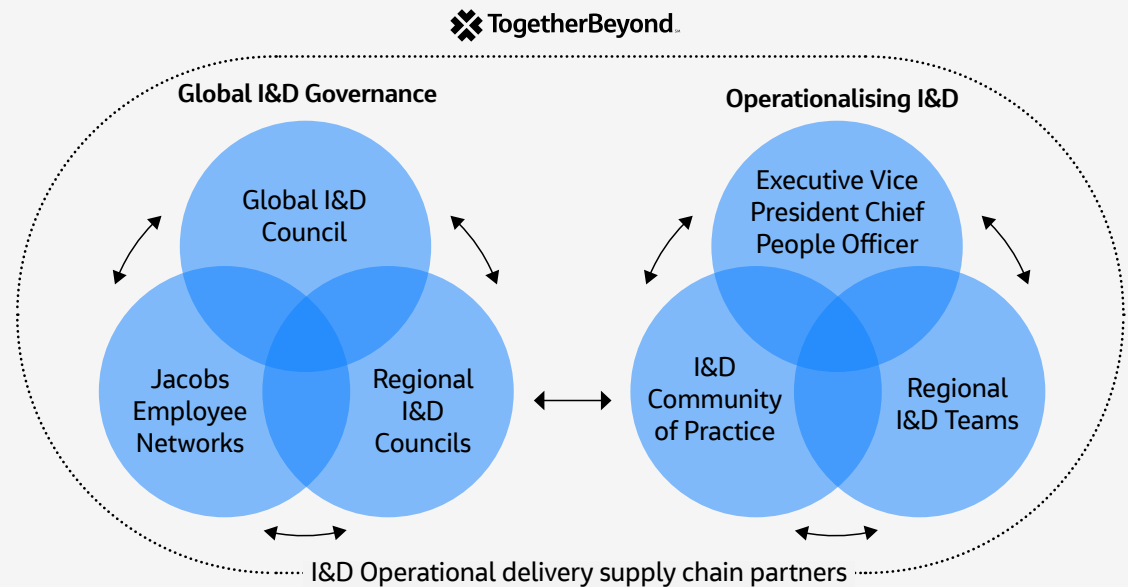
Regional I&D Team

Shelie Gustafson is Executive Vice President Chief People Office responsible for setting the global I&D execution plan. This is then supported by regional TogetherBeyond teams who ensure the I&D execution plan for the region is both aligned to the global approach and relevant for the different regions. This flexibility acknowledges the differing historical, social, cultural, legal, political and business contexts of such a large and complex organisation. This approach is further strengthened by our TogetherBeyond Community of Practice.

I&D Community of Practice

Inclusion and Diversity in Projects Task Group is a virtual group comprising of more than 25 members from the UK, USA and Australia. It is an active working group which brings together planners, stakeholder managers, environmentalists, transport planners and

human resources professionals currently working with clients providing advisory or services related to the subject matter of inclusion and diversity.



Our Employee Networks

At Jacobs, diversity powers our collective strength. Unique backgrounds. Distinct perspectives. Extraordinary experiences. As part of our Culture of Caring, we unite employees across the globe to foster these differences and amplify each voice through our [Jacobs Employee Networks](#).

With eight active, passionate employee networks representing more than 23,000 employees, we're celebrating inclusion and diversity more than ever before. Each of these groups has a senior executive sponsor to provide advocacy, guidance and support.



ACE: Access. Connect. Empower. Our ACE Network provides information, resources, and networking opportunities regarding physical, mobility and cognitive disabilities to employees with disabilities and to staff who provide care-giving services.



Careers Network: Our network to explore, navigate and inspire career development. Our Careers Network empowers our employees across all career stages to maximise their potential and make Jacobs the industry leader in our sector and workplace of choice for all.



Enlace: 'Link' in Spanish. Our Enlace network leverages the company's unique and vibrant Latino talent contributing to our company's growth profitable strategy, attracting and retaining Latinos, while fostering leadership, community involvement, diversity and cultural pride.



Harambee: 'Working Together' in Swahili. Our Harambee network positively impacts the Black employee experience through recruitment, development, and retention of Black talent and creating cultural awareness and understanding in an increasingly diverse marketplace.



OneWorld: Our multicultural network. OneWorld provides an inclusive environment that actively nurtures and supports our diverse employees and clients across all ethnicities and cultures. OneWorld provides a platform that fosters a global mindset at Jacobs.



Prism: Our network for lesbian, gay, bi, trans, queer, intersex and asexual (LGBTQIA+) people and their allies. Prism fosters an environment where LGBTQIA+ people feel included, safe and empowered to bring their whole self to work. At Prism we are unashamedly proud, fun and fabulous.



VetNet: Our network for current or former military members and their communities. VetNet is committed to advocating for veterans and current military reserve members, providing support for transitioning veterans, and signposting assistance to veterans and their families.



Women's Network: Our network for gender equity and balance. Our Women's Network accelerates a cultural shift by empowering women, championing gender equity, challenging the norms and driving profitable growth - to become a company where all women thrive.

Programmes and Initiatives

STEAM Ambassadors

We have a talented workforce in Jacobs; by leveraging our employees' skills, experiences and passion, we are upskilling, empowering and inspiring future generations to take up STEAM (Science, Technology, Engineering, Arts, Mathematics) careers that will help to solve the future world's greatest challenges. By uniting and growing our global STEAM efforts, we are supporting an inclusive STEAM education framework to engage employees and students around the world.

At Jacobs, we recognise the current STEAM (Science, Technology, Engineering, Arts, Mathematics) skills gap in the UK and are addressing this by leading the way in STEAM engagement. We have over 600 active STEAM Ambassadors in the UK, who delivered over 800 STEAM activities in 2019.

COVID-19 brought about a unique opportunity for us to revolutionise how we approach STEAM - through digital education in support of face-to-face interactions. We developed a virtual STEAM programme designed for pupils, to support working parents and teachers adjusting to virtual teaching.

We delivered a virtual 2-week work experience programme, which provided over 200 pupils with 30-hours of Industrial Cadets 'Silver Level' work experience. This was supported by our virtual STEAM lessons and tutoring programme for maths, science, history, geography, English, languages, computing and economics.

In 2020, we were awarded Highly Commended Business of the Year in the London Enterprise Adviser Network Awards Celebration.

To further improve the social impact of our STEAM offer we have recently invested in a 2-year Enthuse Partnership with STEAM learning. We have agreed to support several schools in some of the most disadvantaged areas within Bristol, Glasgow and Greater Manchester.

The project aims to inspire young people into STEAM subjects and careers by enabling schools and colleges to improve young people's achievement and engagement in STEAM.



Programmes and Initiatives



Positive Mental Health Champions

Our Mental Health Matters programme, delivered by our Positive Mental Health Champions, was developed to create a highly engaged and mentally healthy workforce - to promote positive mental health, reduce stigma, create points of contact for staff and signposting to appropriate help, including our employee assistance programme.

Since 2016, our programme has developed so that we have a team of c.2000 Positive Mental Health Champions globally, with 80% of our Executive Leadership Team trained Champions.

Our Champions organise events and initiatives with Mind, which look after the health and well-being of all our staff and their families.



We were proud to launch One Million Lives in 2020 – a movement to track and change our mental health – starting conversations and reducing the stigma. Our goal is to create a ripple effect across the globe, where over one million people are inspired to complete mental health check-in's. We want to break down the barriers that hinder honest conversations about mental health and encourage an open culture of support.



Bridge the Gap

Bridge the Gap is our parental transition programme which aims to make Jacobs an employer of choice for working parents, supporting them before, during and after the life-changing milestone of becoming a parent.

Whether our people are expecting or adopting, birth parents or otherwise, primary or non-primary carers; whether they are building up to going on parental leave, currently on leave, returning to work or already returned; and whatever the family make-up including same-sex parents and solo parents; our Bridge

the Gap programme supports all parents and their managers.

Bridge the Gap forms a key part of our commitment to recognising, harnessing and nurturing our diverse talent, ensuring our pipeline of senior women, closing our gender pay gap and attracting the very best candidates to Jacobs.



Our 'Mental Health Matters' programme achieved Gold Status in MIND's 2020 Workplace Wellbeing Index and achieved the Health, Safety and Wellbeing Excellence Award at the 2018 Construction News Awards.



Bridge the Gap forms a key part of our commitment to recognising, harnessing and nurturing our diverse talent, ensuring our pipeline of senior women, closing our gender pay gap and attracting the very best candidates to Jacobs.

Strategic Priorities, Action Plans and Case Studies

Developing our Talent

Building an I&D culture provides a foundation for all our talent-centred initiatives so that Jacobs attracts and retains the world's best talent.



Growing our Business

Our widely different perspectives and talents greatly enhance our ability to provide clients with more imaginative and effective solutions.



Culture Building & Engagement

Building awareness and engagement around I&D enables everyone to contribute and benefit from our Value "We Live Inclusion" and culture of caring.



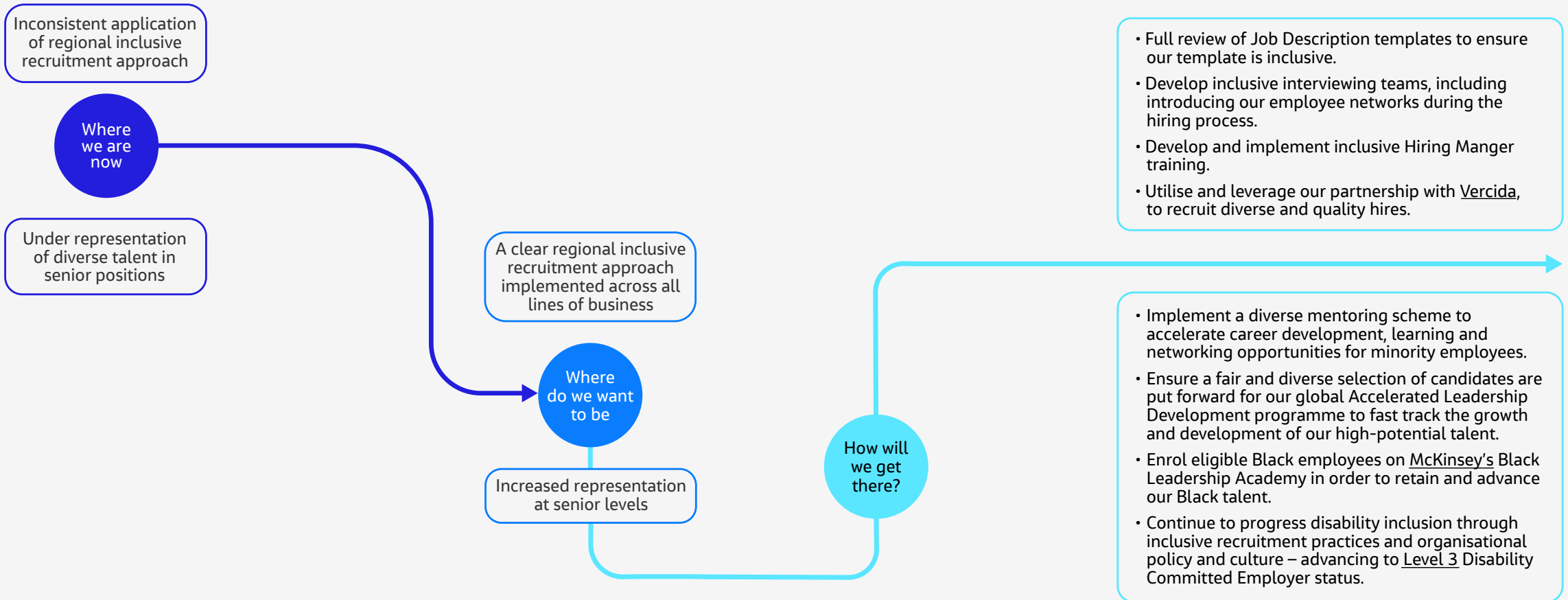
Leadership Commitment & Accountability

An inclusive culture requires commitment and accountability from not only top leadership but every employee.



Developing our Talent

Strategic Priorities & Action Plan



Developing our Talent

Case Studies

Inclusive Recruitment

We remove barriers from recruitment and talent management policies, process and practice which could inadvertently exclude under-represented groups. We advertise all UK jobs through our membership with [Vercida](#), accessing their best practice examples and training to encourage innovative and diverse thinking. Vercida stands for Values, Equality, Respect, Culture, Inclusion, Diversity, Accessibility – and is a careers site that only works with employers committed to these attributes.

Vercida helps showcase who we are, the jobs we have and the working environment we are creating, in order to attract diverse and quality people. We understand a diverse staff base drives innovation and business performance.

We use a gender de-coder on all job adverts to ensure non-gender biased language is used and we select candidates on objective factors based on their aptitude, ability and performance for a specific role.

As well as continually evolving our training to all managerial staff with hiring responsibilities to embed our inclusive recruitment process, we provide a 9-week I&D training programme covering topics such as: How Bias Affects Decisions, Inherent and Acquired Diversity, Tactical Solutions for Promoting.



Fair, inclusive and transparent career growth

We are committed to ensuring we have fair, inclusive and transparent processes to support our promotion and career development activities. Employees are mapped to a transparent global career structure with consistent job titles, enabling a clear view of progression and promotion.

We have three publicised promotion periods each year, open to all employees through line manager recommendation, when employees have reached the required grade criteria. Our global talent management system provides line managers with guidance and training to conduct regular career conversations and priority setting with all employees.

Our promotions process involves calibration and internal benchmarking to reduce and mitigate unconscious bias, with recommendations tested under the same criteria.

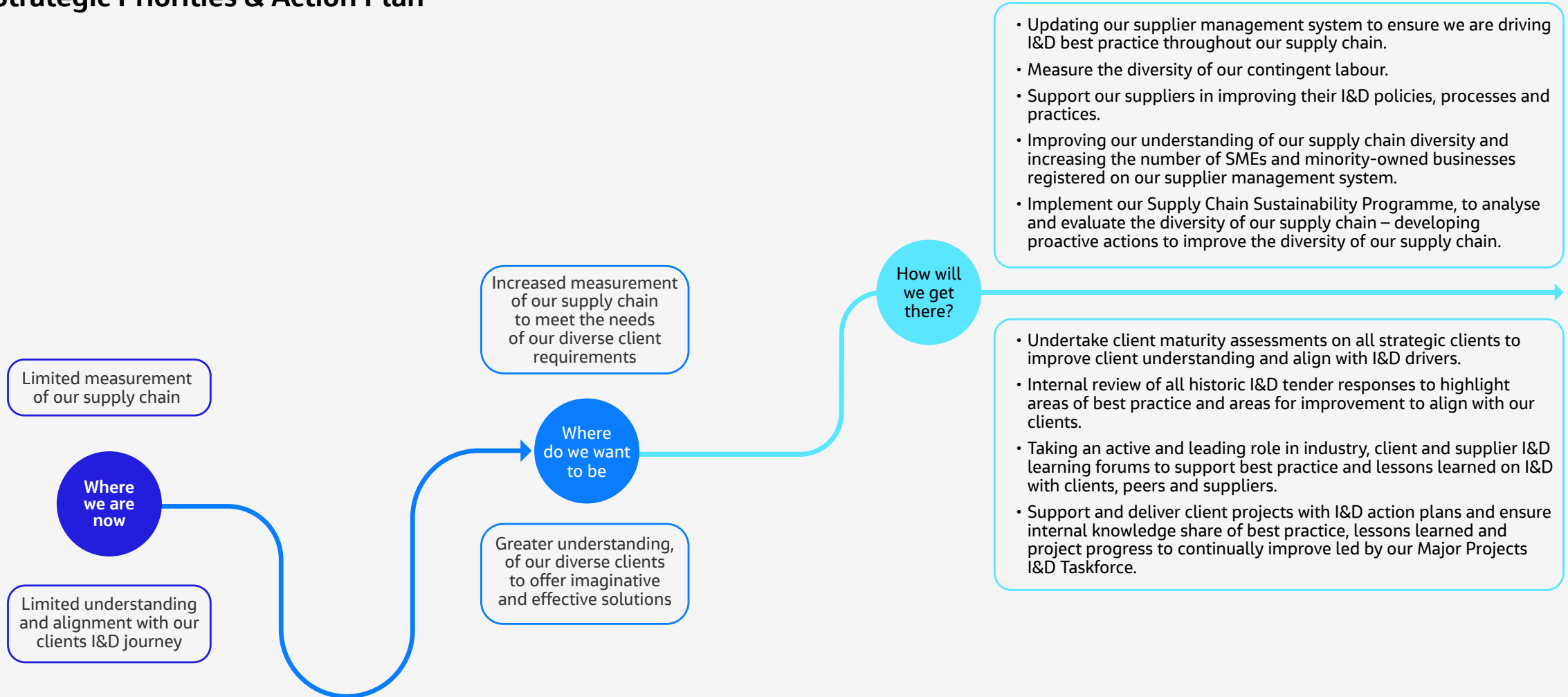
We have introduced a targeted training and development scheme, where high performing diverse talent is targeted to accelerate career development and learning, building networking opportunities.

This is supported by our global Accelerated Leadership Development programme, which fast tracks the growth and development of our high-potential talent. These participants are identified by Executive Leadership with 50% of our 2020 UK cohort being female.



Growing our Business

Strategic Priorities & Action Plan



Growing our Business

Case Studies

Our mission is to 'challenge today and reinvent tomorrow.' This is never more important than on the projects we are designing and delivering for our clients. At Jacobs, we are committed to ensuring the communities in which we serve consider and reflect modern day society and we are delivering imaginative and effective solutions. We have been investing in research to enhance inclusion and accessibility into our design lifecycle with several initiatives.

Gender Inclusive Design - Cities and Places

We are exploring the topic of gender inclusion and general inclusivity in cities and how diverse initiatives can promote inclusive design. We are developing a thought leadership piece and key performance indicators that can inform design decisions – embracing diversity as an inherent part of every process. The research, despite being still at a very early stage, has been used as a tool to raise awareness and gather feedback from different subject matter experts, both internally and externally.

Through discussions, research and project experience, our goal is to create a targeted piece of work that could change the way we think about cities in the future.

To ensure that future cities and places provide opportunities for all, it is critical to understand that the concept of inclusive cities involves multiple layers. There is an opportunity to take inclusive design beyond accessibility concerns and embody inclusion in its wider form in all design processes and different project stages for better outcomes in society for all. The '[Inclusive City Making](#)' framework is a strategic design tool that promotes the delivery of integrated design visions and objectives and is ensuring we take an inclusive approach when thinking about cities. We are adapting it to use across all sectors, as a holistic approach, to design and enrich our solutions – driving diverse initiatives towards a more inclusive environment.

Gender Inclusive Design – Transportation

We have sponsored two female transport planners to develop a research project around gender in travel. By analysing travel data based on gender and age, the work explores how the transport industry could shift its focus to under-represented groups and create more inclusive transport outcomes. The research considers where recommendations fit into current UK appraisal and policy, and who has the influence to implement them.

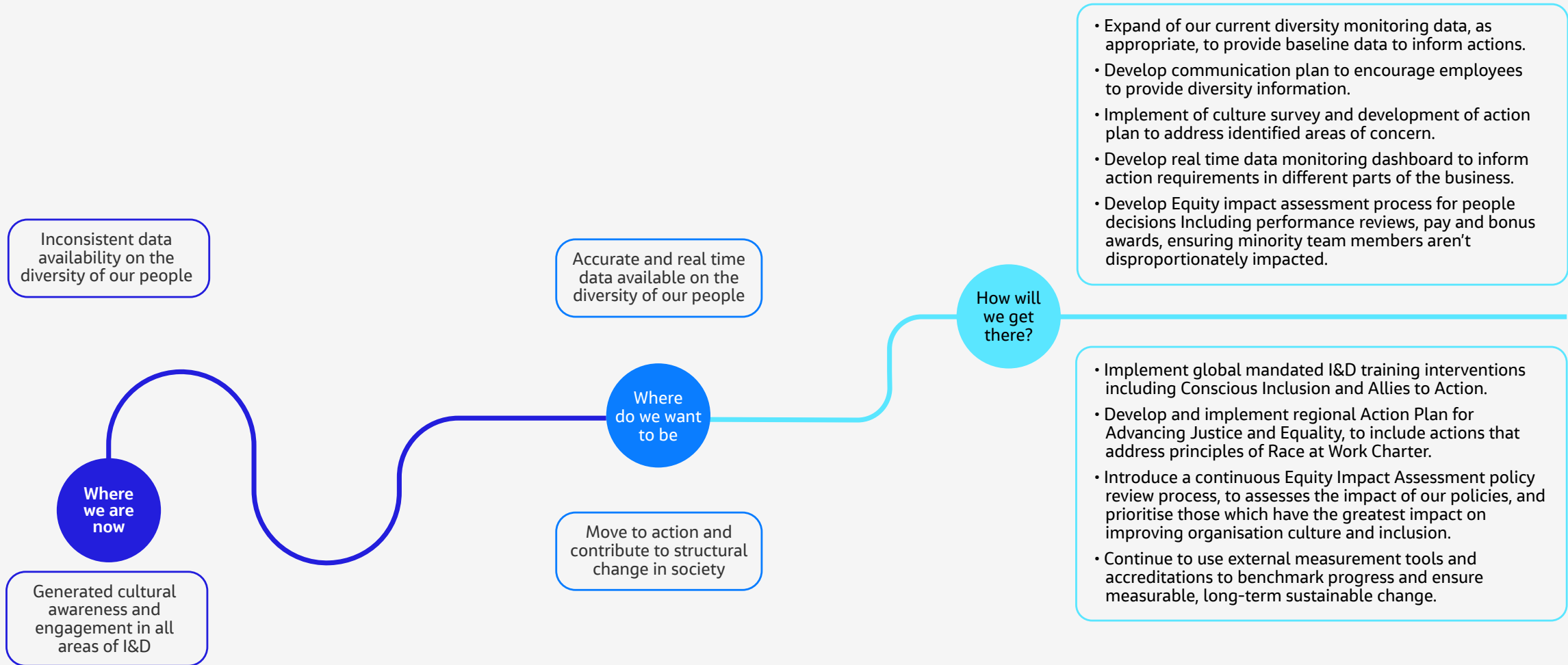
A paper was developed which was presented at several conferences and won the Transport Planning Society award for [best paper](#) by a young professional at the 2020 Transport Practitioners Meeting. The research project is ongoing, with the current phase focussing on collaborating with stakeholders through workshops to outline the work and understand how lasting industry change can be made.



What if, through embedding inclusion in its widest form in our design solutions, we are driving better outcomes in society?

Culture Building & Engagement

Strategic Priorities & Action Plan



Culture Building & Engagement

Case Studies

Progressing racial justice

Our European TogetherBeyond Council has been encouraging our people to speak up and speak out – to have Courageous Conversations. We have held numerous global and local courageous conversations to highlight, bring attention to and discuss racial injustice across the globe. Our Courageous Conversations have provided employees the opportunity to connect, talk about experiences, have constructive dialogue and ultimately develop real solutions to achieving equity in our workplace.

Our Executive Leadership Team and Board of Directors launched Jacobs' Action Plan for Advancing Justice and Equality (AJ&E), following societal examples of unacceptable racism and brutal injustices, to tackle the inequalities facing Black people within Jacobs and our wider communities. We established an AJ&E Council focused on creating an action plan, aligned with our global TogetherBeyond approach, whilst promoting racial equity and anti-racism in the workplace.

We are also a proud signatory of Business in the Community's Race at Work Charter. We recognise that the continued existence of racial inequalities in our industry limits both Minority Ethnic individuals and the sector as a whole in fulfilling its full potential. We aim to address this by inspiring a strategic approach to cultural and systemic changes that will make a real difference to Minority Ethnic employees, clients and customers.

Our senior leaders are actively supporting our Black talent through our diverse mentoring scheme as well as partnering with McKinsie to accelerate Black talent through leadership development training.

Promoting our culture of caring

TogetherBeyond Week is our annual celebration where employees from around the world celebrate their similarities and differences and have transformative conversations around our core value – We Live Inclusion. Our theme for 2020 was "Moving Forward Together", reflecting on our commitment to creating a culture of belonging where everyone can thrive, by embracing all perspectives.

In 2020, our celebrations were 100% digital enabling our employees to broaden perspectives and connect with colleagues from across the globe.

The week included global workshops on being an ally, employee network-led sessions on accessibility and career growth and a panel on using inclusion as a growth enabler – to a photo competition to illustrate this year's theme "Moving Forward Together".



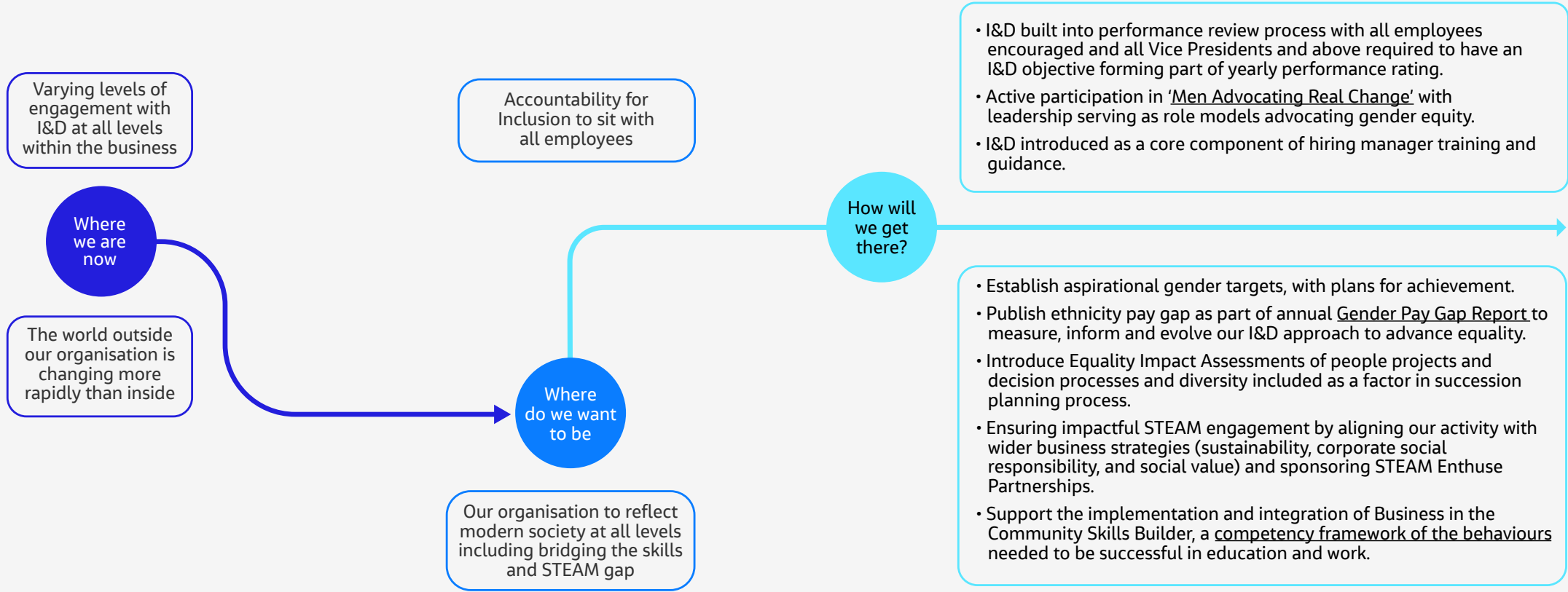
Action Plan for Justice and Equality Priority Actions



Action Plan for Advancing Justice and Equality - EMEA Region

Leadership Commitment & Accountability

Strategic Priorities & Action Plan



Leadership Commitment & Accountability

Case Studies

Inclusive Leaders

Our [Leadership Commitment Statement](#) outlines the specific actions our leaders are taking, including the setting of specific development goals to ensure that our senior leadership are all supporting, and responsible, for inclusion and diversity across Jacobs. Each member of our senior leadership team has signed the statement, 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.

While this visible engagement from senior leaders is important, you don't need a specific job title to be a leader of inclusion at Jacobs. We recognise leadership in this space from all employees and so we extended our internal award programme to include an Inclusive Leader of the Year award. This award recognises and rewards employees who show a personal passion and commitment for inclusion and diversity and who role model inclusive behaviours within our organisation. Anyone can be nominated by their colleagues.

To help our colleagues become confident inclusive leaders, we launched our Conscious Inclusion training for all employees and trained 98% to date. The course helps us understand what unconscious bias is and how it impacts thoughts and decisions while also helping people engage in meaningful discussions around inclusion and diversity.

We continue to roll-out of Conscious Inclusion training for all employees and it is a core program during on-boarding for new hires. We are now looking at how we can encourage all employees to become better allies with a new Advocate and Ally training programme that will be rolled out to all employees in 2021.

Diverse Mentoring Scheme

Our culture of mentoring ensures successful development of our diverse talent, as we require senior leaders, Vice President and above, to sponsor and mentor at least two diverse employees accelerating career development and learning, whilst building networking opportunities.

This initiative is a deliberate action to retain and advance diverse talent and aligns strongly with our values and our social justice and equality commitments.

This exciting intervention creates a relationship with a senior individual who offers professional and career guidance, connectivity across our business, advice on challenges and

opportunities, and a trusted perspective. Whilst also offering reverse mentorship, learning from our diverse employees' lived experiences in the workplace. Helping our Senior Leadership better understand the experiences of all our people, who are different to them, and foster deeper empathy and allyship.



Since 2018, we have been redefining who we are, our values and our goals as we transform our business and shape our future. Central to our transformation was the adoption of “We live inclusion” as our foundational core value – and with it came TogetherBeyond, our approach to living inclusion every day, creating a company where people feel safe, included, valued and can truly “bring their whole selves to work”.

We have come a long way in the last few years and we acknowledge we still have a long way to go. Inclusion and diversity is never ‘complete’, and we know that in order to deliver on this important agenda it needs to become the responsibility of every single one of our Jacobs colleagues, working in partnership with our clients and communities.



Melissa Godfray (she / her)

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Inclusion and diversity is not just about numbers, statistics or quotas - it's about every one of our people and the collective strength we take from each of our unique perspectives, ambitions and differences.

This Report has been developed with stakeholders from across the European business and sets out how we will continue to embed inclusion and diversity into everything that we do, to continue to drive positive change so that we can all contribute to a tomorrow that we can be proud of.

For further information please contact our TogetherBeyond Europe team.



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