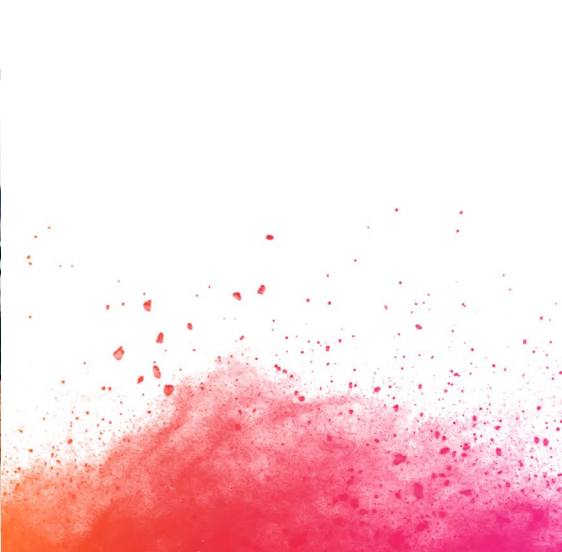


2022

Jacobs Gender Pay Gap Report Ireland



Jacobs

Table of Contents

Foreword	3
Our Gender Pay Gap in 2022 – Ireland	4
Gender distribution	4
Proportion of males and females in each pay quartile	5
Bonus Pay Gap – Gender.	8
Proportion of employees who received bonus by gender.	8
Gender pay gap – bonus	8
Ireland Pay Equity Review	9
Key Actions.	10
Leadership commitment and accountability	11
Culture building and engagement.	11
Developing our talent	12
Growing our business	12
External recognition	13
Global awards and partnerships.	13
Jacobs Women's Network.	13
Our employee networks.	13
Our Pay Gap Report Summary	14
Reporting tables 15 June 2022 for Jacobs Engineering Ireland Ltd	15
Statutory disclosure required for gender pay gap reporting purposes	15
Methodology	16

Foreword

At Jacobs, we understand that “inclusion” is a verb, not a noun. It means being transparent and taking action on our statements, commitments and initiatives that drive meaningful, measurable change both in our company and in the communities that we serve. It means creating a workplace where our differences are accepted, celebrated, and harnessed to bring the innovative, extraordinary solutions clients demand from us. It means creating a culture of belonging where everyone can thrive — a culture that we call TogetherBeyondSM.

We understand that bold, accountable leadership is a key driver for inclusion, and we have seen great success through our operationalisation of TogetherBeyond and amplification of inclusive behaviors at all levels of our company. Our 2021-2022 [Europe TogetherBeyond Report](#) sets out our approach to meeting our inclusion goals by building and nurturing an industry-leading culture where people of all levels, backgrounds and perspectives can achieve their career aspirations and feel like they belong.

With this in mind, we present a 2022 Gender Pay Gap Report for Ireland which shows that our average pay gap currently stands at 28.7%.

As a company, we strive to amplify inclusive behaviours and improve diversity at all levels of Jacobs, from our global Board of Directors that was 56% diverse (gender and ethnicity) at the end of fiscal year 2022, our global Executive Leadership Team that was 64% diverse (gender and ethnicity) at the end of fiscal year 2022, to the unique network membership of nearly 18,000 people in our eight grassroots [Jacobs Employee Networks](#).

In 2022-2023 and beyond we intend to ramp up initiatives like our aspirational goal of achieving 40:40:20 (40% male, 40% female and 20% of any gender) gender balance across our global business to further amplify inclusion and diversity within Jacobs.

In summary, as we continue to further operationalise our TogetherBeyond culture we expect 2023 to be a year where we continue to propel a new generation of diverse, visionary thinkers through the ranks of our incredible company.



Shelie Gustafson

Chief People and
Inclusion Officer

This document specifically discloses Jacobs' Ireland gender pay gap as of 15 June 2022. I confirm that the information and data provided in this report is accurate and that information concerning the gender pay gap is in line with the requirements of the Employment Equality Act 1998 (Gender Pay Gap Information) Regulations 2022 (the “Regulations”).

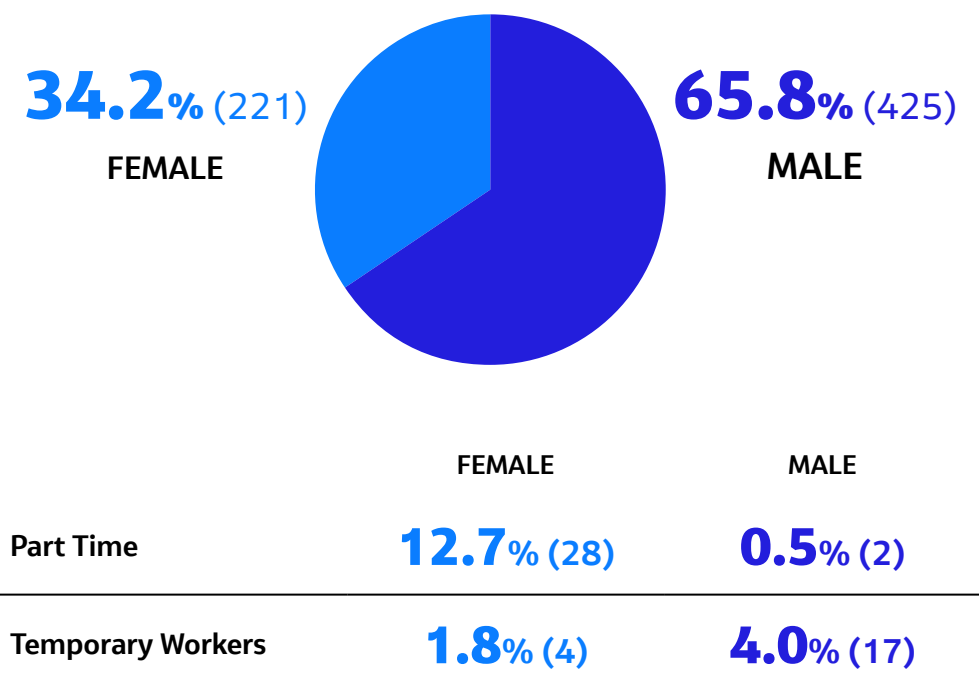
Our Gender Pay Gap in 2022 – Ireland

Jacobs has three legal entities in Ireland: Jacobs Engineering Ireland Ltd; CH2M HILL IDC Ltd; and Halcrow Group Ireland Ltd. Under the Regulations, Jacobs has a legal obligation to report gender pay and bonus gaps within Jacobs Engineering Ireland Ltd only, since this entity employed more than 250 employees as at our chosen snapshot date (15 June 2022). However, in the interests of transparency, Jacobs has chosen to broaden its analysis and voluntarily report gender and bonus pay gap information for all Jacobs employees directly employed in Ireland.

We have published pay and bonus gap information relating solely to Jacobs Engineering Ireland Ltd on page 15 in order to meet our statutory reporting obligations in respect of that entity. Otherwise, the data set out in this report relates to the cumulative employee population across all three Jacobs entities.

The gender pay gap is a measure to show the difference between the gross hourly, ordinary and bonus earnings for all male employees compared to the gross hourly, ordinary and bonus earnings for all female employees, during the relevant pay period without taking into account individual roles, responsibilities and seniority level. Similarly, the bonus pay gap is a measure to show the difference between bonus remuneration for all male employees compared to bonus remuneration for all female employees, during the relevant pay period, again without taking into account individual circumstances.

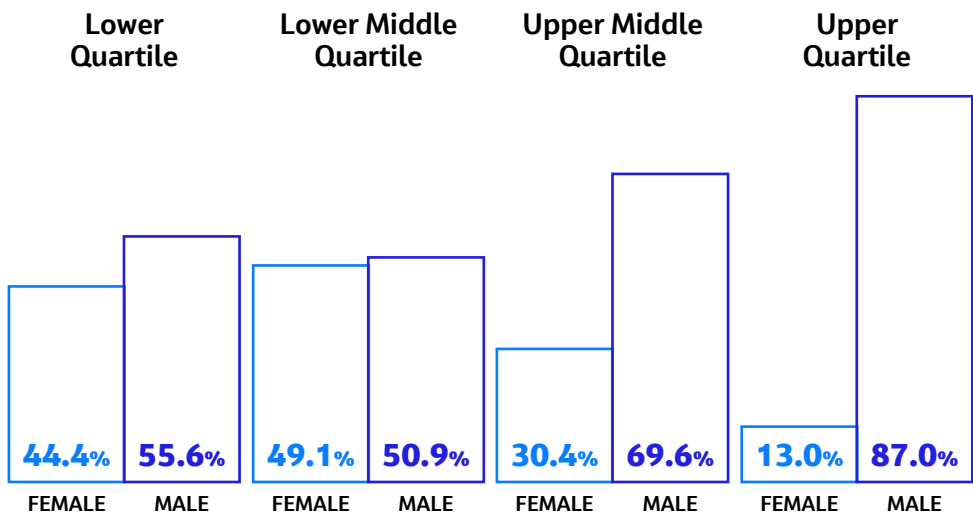
Gender distribution



This headcount data relates to the number of employees who were paid during the year 15 June 2021 to 15 June 2022.



Proportion of males and females in each pay quartile



The data shows that we have the highest proportion of female employees in the lower middle quartile. This provides great potential for us to take intentional action to recruit women into middle and senior roles, promote women into middle and senior grade roles and retain women across our workforce, ensuring a positive impact on the future of female representation in senior roles.

Gender Pay Gap

	All Employees	Part Time Employees*	Temporary Employees*
Mean	28.7%	33.0%	11.9%
Median	29.3%	37.8%	0.0%

Our **mean pay gap** is 28.7% (all employees). Our **median pay gap** is 29.3% (all employees). This pay gap is larger than we would like and the biggest driver of this is the shape of our workforce – we have fewer women in senior roles. We have set an aspirational goal to achieve 40:40:20 gender balance and have a robust plan in place to ensure sustained progress.

We have reviewed our pay gap quartile by quartile and this shows that we do not have a mean or median pay gap of more than 3.1% in quartiles 1-3. In quartile 4, the distribution of colleagues and larger salary range means we have a median pay gap greater than 3.1%.

*Our Part-time and temporary employees pay gaps are based on relatively small population sizes and therefore do not provide the same level of statistical significance as our overall pay gaps.



Gender Pay Gap Definitions

Mean gender pay gap

The **mean gender pay gap** is the difference between the mean gross hourly remuneration (including ordinary pay and bonus pay) of relevant employees of the male gender and that of relevant employees of the female gender expressed as a percentage of the mean hourly remuneration of relevant employees of the male gender.

The higher the percentage, the higher the pay gap between men and women.

Median gender pay gap

The **median gender pay gap** is the difference between the median gross hourly remuneration (including ordinary pay and bonus pay) of relevant employees of the male gender and that of relevant employees of the female gender expressed as a percentage of the median hourly remuneration of relevant employees of the male gender.

The higher the percentage, the higher the pay gap between men and women.

Pay equity

Pay equity is the concept of compensating employees who have similar job functions with comparably equal pay, regardless of their gender, race, ethnicity or other status.

Mean bonus pay gap

The **mean bonus pay gap** is the difference between the mean bonus remuneration of relevant employees of the male gender and that of relevant employees of the female gender, expressed as a percentage of the mean bonus remuneration of relevant employees of the male gender.

The higher the percentage, the higher the bonus pay gap between men and women.

Median bonus pay gap

The **median bonus pay gap** is the difference between the median bonus remuneration of relevant employees of the male gender and that of relevant employees of the female gender, expressed as a percentage of the median bonus remuneration of relevant employees of the male gender.

The higher the percentage, the higher the bonus pay gap between men and women.

Pay quartiles

The proportion of men and women in four pay bands. The hourly pay for both men and women is arranged from the lowest to the highest – this is then divided into four quartiles (divided as evenly as possible). Then the proportion of men and women is calculated for each quartile.

Bonus Pay Gap – Gender

Proportion of employees who received bonus by gender

2022	
Male	21.9%
<hr/>	
Female	25.3%

The proportion of colleagues receiving a bonus is higher for women compared to men. Our bonus schemes are discretionary and include annual bonuses, as well as on-the-spot awards which all employees, including leaders, are empowered to request to acknowledge great work in real time throughout the year.

Women are more likely to receive on-the-spot awards; whereas men are more likely to receive annual bonuses.

Gender pay gap – bonus

2022

Bonus Mean	66.9%
<hr/>	
Bonus Median	43.5%

While women received a higher number of on-the-spot bonuses, these are generally lower in value than annual bonuses. Colleagues in senior level roles, of which a greater proportion are male, are eligible for our Leadership Performance Plan. This programme is not open to all levels of employees and payments in this scheme are higher in value.

Ireland Pay Equity Review

Whilst meeting our statutory obligations in relation to gender pay gap reporting, we are committed to ensuring our employees are compensated fairly and equitably based on the roles they perform relative to Jacobs' global career structure and salary scales. In Ireland, we undertake regular pay equity reviews each year to ensure that our employees are paid fairly and equitably.

This separate, detailed analysis shows that, globally, women are paid equitably when looking at pay equity on a like-for-like, job grade basis.

In Ireland we have a small gap (less than 1.5%) between female and male employees on a job grade basis and we are working to address this.

Whilst this provides reassurance that we are paying employees equitably on a like-for-like job grade basis, there is more to be done across our business in Ireland to support the advancement of women into higher paid senior roles. This is key to closing our overall pay gaps, and our TogetherBeyond approach and 40:40:20 gender balance aspiration will help ensure we get there over time.



Key Actions

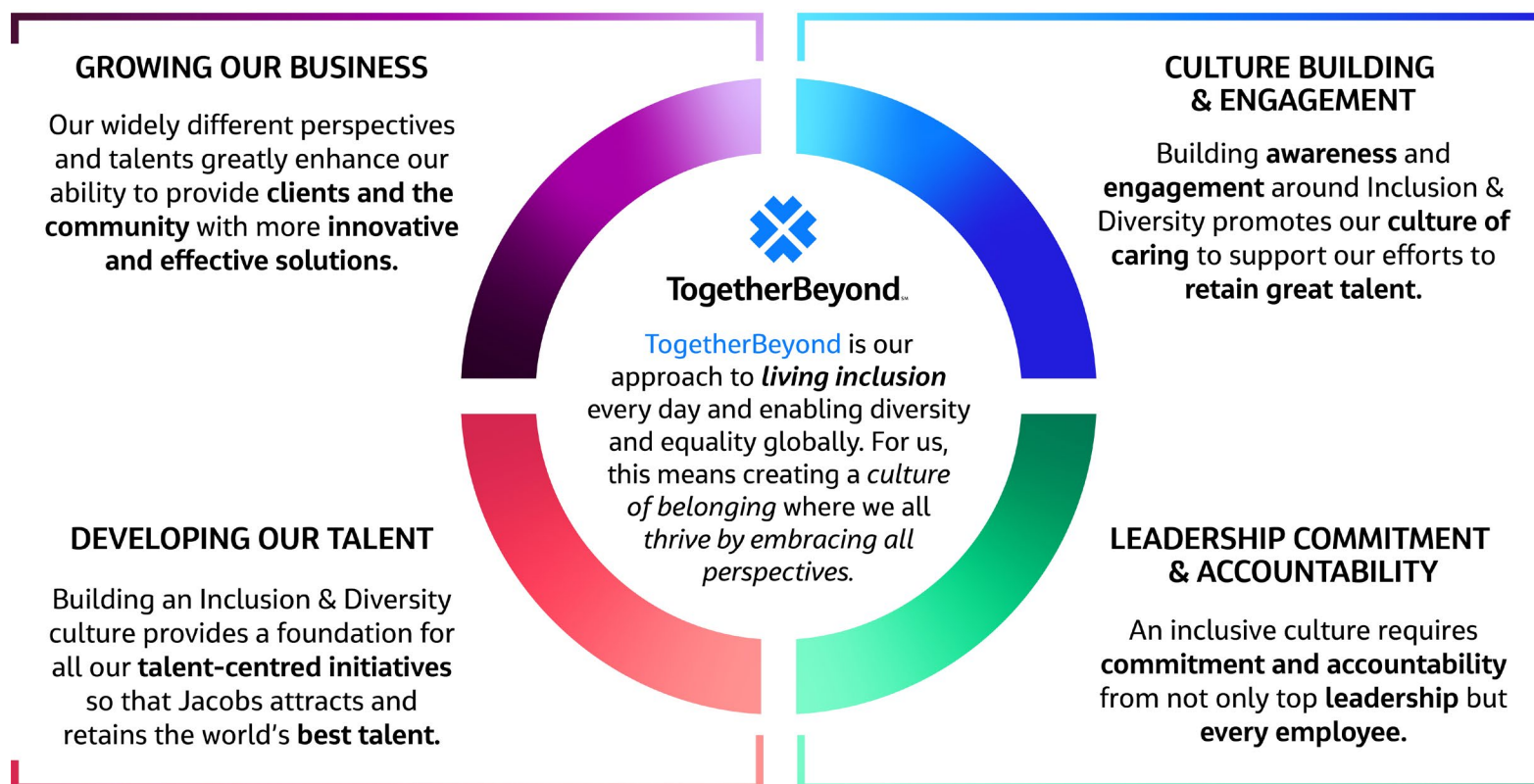
TogetherBeyond is our approach to living inclusion every day and enabling diversity and equity globally.

Our TogetherBeyond approach is shaped around four pillars:

- Leadership commitment and accountability
- Developing our talent
- Culture building and engagement
- Growing our business

We track representation monthly, as well as progress against our aspirational **40:40:20 gender balance goals**. These actions continue to hold us to account for achieving sustainable change.

Our **2021-2022 Europe TogetherBeyond Report** sets out our inclusion and diversity approach in full, sharing where we have been, where we are going and how we'll get there.



Key Actions

Leadership commitment and accountability

- We integrated inclusion and diversity into our **Quarterly Business Review** process to ensure this is treated with the same level of importance as financial performance, and we are actively tracking and instigating/accelerating action to address challenges and ensure meaningful progress against our aspirational 40:40:20 gender balance goal.
- We launched our **Leadership Philosophy** and rolled out a **CEO Leadership Roundtable Programme** to build the Leadership behaviours we need to deliver our business strategy and embed our four company values, including “We Live Inclusion”.
- We hold our leaders accountable to personally advance our TogetherBeyond principles as a key part of their performance and compensation reviews. In FY22, we set an objective for all our people leaders to have a TogetherBeyond goal and commit to meaningful and measurable actions to create an inclusive environment, and our Senior Vice Presidents and above signed our annual Inclusion & Diversity commitment statement.
- We undertake regular **Pay Equity reviews** to ensure that our employees are paid fairly and equitably.
- All of our **leadership and management training programmes** have been refreshed to include a strong I&D focus. For example, our 10-week Amplifi programme for senior leaders covers three modules: Inspire, Include and Innovate, with each module equating to approximately 10 hours of learning.

- We increased the frequency of **Culture Surveys** and continue to use the outputs to develop robust action plans in response. We also openly share the results with all employees via a dashboard and provide regular updates on our progress. We are now conducting smaller, periodic pulse surveys with employees.
- We undertook a **data disclosure campaign** allowing employees to confidentially and voluntarily report the demographic data they want to report. We anticipate that this will help us to learn more about our people, address gaps and to allow us to identify and act on relevant trends.

Culture building and engagement

- All colleagues, including new starters are required to complete **Conscious Inclusion and Advocate and Ally** training.
- We rolled out [MARC Dialogue Teams \(Men Advocating Real Change\)](#) to inspire men to become active advocates for change.
- We introduced [Bridge the Gap](#), a parent returners programme, and a benefit programme to provide resources to help employees navigate different pathways to and through parenthood.
- We regularly analyse our **benefit offerings and programmes**, and this year, employees advised that they are looking for more when it comes to finances, family, health and career and with that in mind, we have improved our offering and will be providing new or expanded programmes that get to the heart of what our employees want.
- We continued to support our eight grassroots **Jacobs Employee Networks**, which have nearly 18,000 unique members globally. We currently have 86 members of our Jacobs Women’s Network in Ireland.

Key Actions

Developing our talent

- We introduced an inclusion and diversity **Talent Acquisition plan** and appointed a **dedicated Inclusion and Diversity Talent Acquisition Specialist** and **Inclusion and Diversity Talent Acquisition Communications Lead** to optimise our approach to inclusive hiring and increase the proportion of diverse hires.
- We expanded our **e3: engage. excel. elevate. performance and talent management capability** platform to incorporate priority setting, on demand learning courses, skills profiles, employee feedback and employee celebration to help our employees to take ownership of their own careers.
- We are engaging in **Agile Careers** to support talent mobility and progression, with an intentional focus on inclusion and diversity.
- We undertook focused **succession planning** with a goal to enhance the opportunities for diverse representation in more senior levels.
- We reimagined our **Graduate Development Programmes** to ensure strengthened diversity representation.
- We amplified diverse representation in our **talent programmes** covering a spectrum of career grades and career levels.
- We are also exploring a STEAM (Science, Technology, Engineering, Arts and Mathematics) Returners programme for experienced professionals to return to work after a career break.
- Our people tracked approximately 23,000 volunteer hours and completed nearly 8,000 activities in fiscal year 2022.

Growing our business

Although these actions are less relevant to closing our internal gender pay gap, we are committed to helping drive gender equality, diversity and inclusion more broadly:

- We extended our [STEAM Ambassadors programme](#) and currently have over 30 volunteers to this programme and have made a global commitment to deliver 50,000 STEAM volunteering hours to inspire future generations to take up STEAM careers, particularly women.
- We have launched a **Supplier Diversity Programme** to help increase minority representation throughout our supply chain. In FY22, we spent more than \$2.54 billion on diverse and disadvantaged suppliers — approximately 39.97% of our total supply chain spend.
- We have launched a **Project Level Inclusion Plan** to help our sales and project teams build inclusion and diversity into client programmes to create social value for our clients and society.
- Our Global **Collectively Ambassadors** are delivering Global Giving Campaigns to support charities and initiatives to drive equality, diversity and inclusion, such as Breast Cancer Awareness Month and the International Day for the Elimination of Violence Against Women.

Key Actions

External recognition

We are proud to be recognised externally for our leading approach to inclusion and diversity, being consistently ranked in the top quartile for inclusion and diversity by organisations such as Forbes, Human Rights Campaign, and others.

Global awards and partnerships

We are members of Catalyst CEO Champions For Change and Women on Boards.

Jacobs Women's Network

Jacobs Women's Network UK&I is pleased to see the positive indicators in this year's report, and we continue to support our members when inequalities are found and to champion the progress that the business has made. There is still much to do in relation to transparency of pay; we will continue to hold the business to account and support our leaders with their commitments.

The GPGR isn't just a once a year occurrence for us; working to challenge the inequalities that exist in society is a year round job, and the Women's Network UK&I is working to promote, support and develop a culture where part-time working at senior levels for all genders is achievable and invaluable – as well as playing an active role in contributing to the 40:40:20 targets.

Our employee networks

We are proud that our eight intersectional Jacobs Employee Networks, including Jacobs Women's Network, play a key role in delivering our TogetherBeyond plans and supporting their 18,000 unique members globally.

“ Jacobs Women's Network is passionate about reflecting the needs and experiences of our members and amplifying their voice. As a network, we continue to adapt and flex to the new working environment. We want to ensure our members can retain the flexible working arrangements that work for them, while ensuring they have opportunities to be visible and engaged, creating an environment where our women can thrive. Our goal is to provide our members with access to industry leading career planning resources and support, clear visibility of promotion and career growth opportunities across the business, and fair reward and recognition for their work.”



**Tammy Harrison-Round
and Kim Chester**

Co-Chairs, Jacobs Women's
Network U.K. and Ireland

Our Pay Gap Report Summary

We are satisfied that our pay equity review provides reassurance that we are paying female colleagues equitably on a like-for-like Global Career Structure basis. Increasing senior representation is our key driver for addressing our gender pay and bonus pay gaps. Our TogetherBeyond plan and 40:40:20 gender balance aspirational goal is delivering measurable progress in increasing female representation in senior roles, but we know we have more work to do and are committed to ramping up our efforts to accelerate progress.

Although we have focused on gender in this report, our TogetherBeyond approach is about creating a workplace where all differences are accepted, celebrated, and harnessed to bring the innovative, extraordinary solutions clients demand from us.

To find out more about our holistic approach to Inclusion and Diversity, please look at our [2021-2022 Europe TogetherBeyond Report](#).



Reporting tables 15 June 2022 for Jacobs Engineering Ireland Ltd

Statutory disclosure required for gender pay gap reporting purposes

	ALL COMPANY	JACOBS ENGINEERING IRELAND LTD
Proportion of male employees who received a bonus	21.9% (93)	20.6% (84)
Proportion of female employees who received a bonus	25.3% (56)	24.5% (52)
Proportion of male employees who received Benefits in Kind*	4.7% (20)	4.7% (19)
Proportion of female employees who received Benefits in Kind*	1.8% (4)	1.9% (4)
Proportion of male employees who are part time workers	0.5% (2)	0.5% (2)
Proportion of female employees who are part time workers	12.7% (28)	12.3% (26)
Proportion of male employees who are temporary workers	4.0% (17)	4.2% (17)
Proportion of female employees who are temporary workers	1.8% (4)	1.9% (4)

*These may be subject to change following a review from Payroll/Benefits

Proportion of males & females in each quartile pay band	Males	Females		Males	Females
Lower Quartile	55.6%	44.4%		54.8%	45.2%
Lower Middle Quartile	50.9%	49.1%		52.9%	47.1%
Upper Middle Quartile	69.6%	30.4%		71.0%	29.0%
Upper Quartile	87%	13%		84.5%	15.5%
	Mean	Median		Mean	Median
Difference in hourly rate of pay (including bonus)	28.7%	29.3%		26.4%	28.8%
Difference in bonus pay	66.9%	43.5%		61.5%	39.4%
Difference in Part Time pay (including bonus)	33.0%	37.8%		32.5%	37.8%
Difference in Temporary workers pay (including bonus pay)	11.9%	0.0%		11.9%	0.0%

Methodology

- **Disclosure rate:** this data is based on a disclosure rate of 100% for gender.
- **In scope population:** all Ireland directly employed as permanent or temporary employees on the snapshot date (15 June 2022) are included within the calculations. This excludes self-employed contractors and agency workers supplied to Jacobs but employed by the agency, in line with the definition of “employee” under the Regulations and the Employment Equality Act 1998.
- **Calculation of pay and bonus:** pay which is gross pay (before deductions at source, e.g. income tax) including normal salary, overtime, allowances, premia, sick pay, and salary top ups; and bonus pay for reporting purposes is gross pay including monetary bonuses, vouchers, securities, incentives and commission but excluding redundancy pay and termination of employment payments.
- **Employees on leave or income protection:** periods of paid leave (including annual leave, family leave, sick leave etc.) are included within the calculations as if the employee was not on leave; periods of unpaid leave during which the employee received no pay are excluded from the calculations; and calculations involving employees subject to income protection arrangements are based on actual hours worked and pay received from the employer.
- **Data sources:** Data taken from our payroll system was used for pay and bonus gap reporting purposes in accordance with the Regulations. The legal, binary declaration of gender made for payroll purposes was used for the calculation of gender pay and bonus gaps.

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 \$15 billion in revenue and a talent force of approximately 60,000, Jacobs provides a full spectrum of professional services including consulting, technical, scientific and project delivery for the government and private sector.

Jacobs

Find out more at www.jacobs.com and connect with Jacobs on **LinkedIn, Instagram, Twitter** and **Facebook**.



Follow us @jacobsconnects

© Copyright 2022 Jacobs Solutions Inc. All rights reserved.