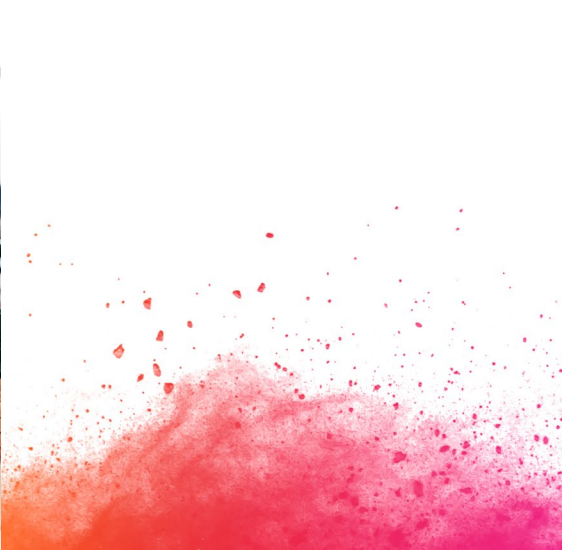


# 2023

## Jacobs Gender Pay Gap Report Ireland



**Jacobs**

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## 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 to drive meaningful, measurable change both in our company and in the communities that we serve. It means creating a workplace where our people are curious, embrace different perspectives and harness new ideas 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 TogetherBeyond<sup>SM</sup>.

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 2022 [TogetherBeyond Year In Review Report](#) sets out our approach to meeting our aspirational 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 they truly belong.

With this in mind, I am pleased to present a 2023 Gender Pay Gap Report for Ireland which shows we have reduced our average pay gap to 27.2%, a 2.3% reduction since 2022<sup>1</sup>.

As a company, our commitment to living inclusion begins at the top. TogetherBeyond is supported by tangible leadership commitment and accountability at all levels of the company, from our Board of independent Directors which is 55% diverse (gender and ethnicity) and our Executive Leadership Team which is 71% diverse (gender and ethnicity) (Fiscal Year 2023), to the 20,000 unique members of our eight grassroots [Jacobs Employee Networks](#).

We’re inspired by bold actions such as the launch this year of our new [Sustainability-Linked Bond](#), where the interest rates payable on the bonds are tied to Jacobs’ efforts to increase gender diversity in leadership positions by 2028. In the last year, we’ve launched key internal initiatives like our Black LeadHERship and WISE (Women Inspiring and Supporting Each other) programmes, aimed at positioning female talent for future leadership opportunities, including in senior positions.

With this focus and the foundation of our TogetherBeyond culture driving our evolution as a company, I’m excited about our future as we continue to propel a new generation of diverse visionary thinkers through the ranks of our company.



**Shelie Gustafson**  
Chief People and Inclusion Officer

This document specifically discloses Jacobs’ Ireland Gender Pay Gap as of 15 June 2023. 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 (Section 20A) (Gender Pay Gap Information) Regulations 2022 (the “Regulations”).

<sup>1</sup> The mean gender pay gap published in our 2022 Gender Pay Gap Report was 28.7%. However, due to a calculation error, this figure was incorrect. The correct 2022 average gender pay gap was 29.5%. Full details of the corrected 2022 calculations in respect of Jacobs Engineering Ireland Limited can be found in the appendix to this report. All references in this report which compare 2023 figures to 2022 figures are made on the basis of amended 2022 calculations to provide a like-for-like comparison.



## Our Gender Pay Gap in 2023 – Ireland

Our company has three legal entities in Ireland: Jacobs Engineering Ireland Limited; CH2M HILL IDC Limited; and Halcrow Group Ireland Limited. Under the Regulations, we have a legal obligation to report gender pay and bonus gaps within Jacobs Engineering Ireland Limited only, since this entity employed more than 250 employees as at our chosen snapshot date (15 June 2023). However, in the interests of transparency, we've chosen to broaden our analysis and voluntarily report gender and bonus pay gap information for all employees directly employed in Ireland.

We have published pay and bonus gap information relating solely to Jacobs Engineering Ireland Limited on page 16 to meet our statutory reporting obligations. 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, again without taking into account individual roles, responsibilities and seniority level.

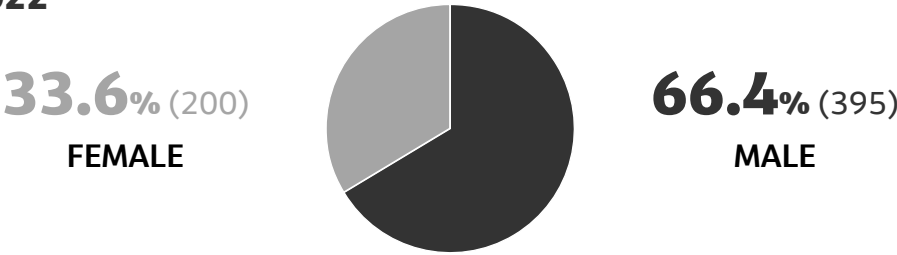


## Gender distribution

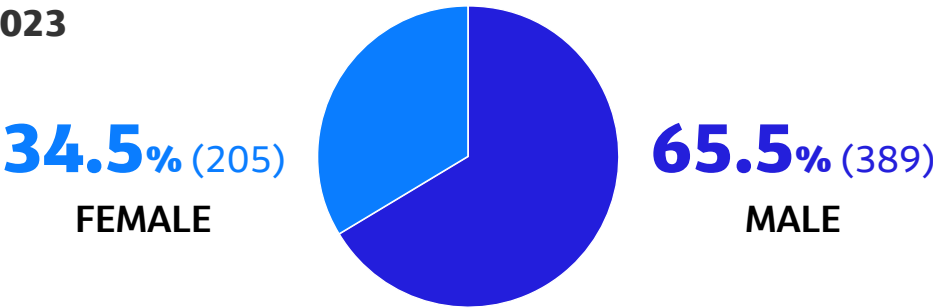
The proportion of male vs female employees is calculated based on the number of people directly employed as permanent or temporary employees on the snapshot date (15 June 2023). This excludes self-employed contractors and agency workers supplied to Jacobs but employed by the agency, in line with the definition of “employee” under the Regulations and the Employment Equality Act 1998.

The legal, binary declaration of gender made for payroll purposes was used.

2022



2023

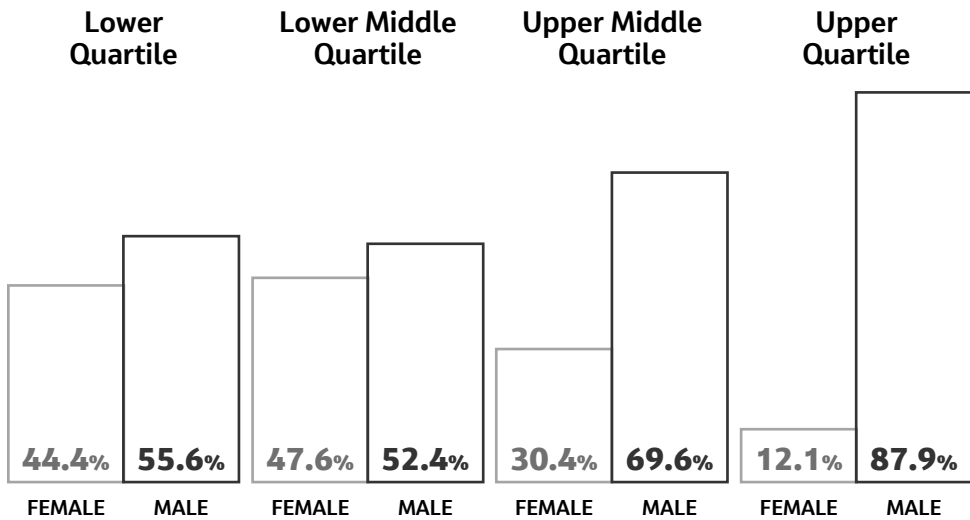


## Part-time and temporary workers

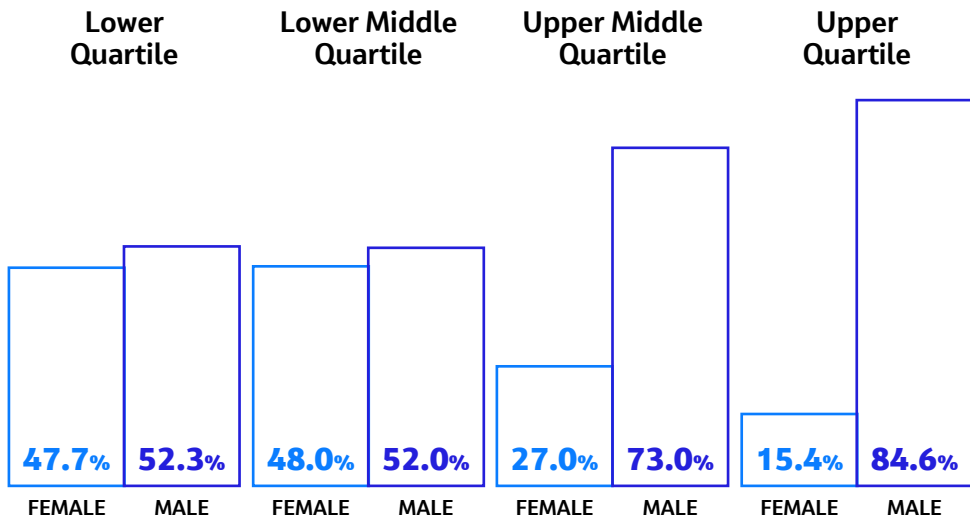
	2022		2023	
	FEMALE	MALE	FEMALE	MALE
Part-time	12.5% (25)	0.5% (2)	12.2% (25)	1.0% (4)
Temporary Workers	3.0% (6)	5.1% (20)	3.4% (7)	3.6% (14)

# Proportion of males and females in each pay quartile

2022



2023



We have achieved a substantial increase in female representation in the upper quartile (from 12.1% to 15.4%). This contributed to a drop in female representation in the upper middle quartile. We have the highest proportion of female employees in the lower middle quartile and will continue to take intentional action to recruit and promote women into middle and senior roles.

## Gender Pay Gap

	2022	2023
Mean	29.5%	27.2%
Median	29.4%	27.3%

Our **mean pay gap** is 27.2% (all employees). Our **median pay gap** is 27.3% (all employees). Although these pay gaps are larger than we would like, we have made progress this year, reducing the mean pay gap by 2.3% and the median pay gap by 2.1%.

Our pay gap quartile by quartile analysis shows that in quartiles 2, 3 and 4 women are not paid less than men on a mean and median pay gap basis. In Quartile 1 the mean pay gap is marginal – around 1.9%.

The biggest driver of our overall pay gap is the shape of our workforce – we have fewer women in senior roles. We have a robust plan in place to help grow female representation across Jacobs, particularly in middle and senior roles. This is reflected in our aspirational goals to achieve 40:40:20 (40% female, 40% male and 20% any gender, including non-binary) gender balance overall and in senior roles specifically.

	2022		2023	
	Part Time Employees*	Temporary Employees*	Part Time Employees*	Temporary Employees*
Mean	37.1%	17.1%	-1.3%	51.2%
Median	41.0%	0.0%	2.0%	0.0%

\*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. This also means representation and pay gaps are subject to greater movement.

## 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.

### 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 a bonus by gender

	2022	2023
Male	21.8%	32.9%
Female	25.0%	24.9%

In 2023, the proportion of male colleagues receiving a bonus increased, mainly in the group receiving lower bonus amounts. There were no significant changes in the proportion of females receiving a bonus.

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.

### Gender bonus gap

	2022	2023
Bonus Mean	66.2%	42.5%
Bonus Median	36.6%	33.9%

In 2023, the proportion of males receiving bonuses increased, mainly in the group receiving lower bonus amounts. This led to a decrease in the mean and median bonus amounts when compared to 2022.

## 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 a minimum of two pay equity and promotion reviews each year to ensure our employees are paid fairly and equitably.

In addition, we review our compensation programme on a periodic basis and take appropriate action based on such reviews. As a result of these periodic reviews, we are proud to be able to say that, globally, women are paid equitably when looking at pay equity on a like-for-like, job grade basis factoring in geography and other legitimate pay factors such as qualifications and specialty expertise.

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
- Culture Building and Engagement
- Developing our Talent
- Growing our Business

We monitor progress towards our 40:40:20 gender balance aspirational goals and hold ourselves accountable to achieving sustainable change over time.

Our 2022 **TogetherBeyond Year In Review 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

- In 2023, we extended our existing global workforce gender balance **aspirational goal of 40:40:20** to include a specific commitment to achieve the same balance over time in senior roles via a new **Sustainability-Linked Bond**.
- Inclusion and diversity continues to form key parts of our business and operational reviews undertaken by senior executives to instigate / accelerate action to address challenges and ensure meaningful progress.
- We continued with our **Leadership Philosophy** and 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”.
- For the sixth consecutive year, all leaders at Senior Vice President and above signed our **TogetherBeyond Leadership Commitment Statement**, a document that enshrines our commitment to inclusive leadership by linking leaders’ performance and compensation reviews to inclusive behaviours.
- For the second consecutive year, all people leaders were asked to have a **TogetherBeyond goal** and commit to meaningful and measurable actions to create an inclusive environment.
- We continue to undertake regular **Pay Equity reviews** to ensure that our employees are paid fairly and equitably.
- All our **leadership and management training programmes** include a strong inclusion and diversity 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 continue to conduct regular **Culture pulse surveys** to continually evaluate progress in priority areas and identify new opportunities for growth, and we use the outputs to develop robust action plans in response.
- We undertake annual **data disclosure campaigns** allowing employees to voluntarily report their demographic data. We use this to carry out aggregate, anonymous reporting to identify and act on relevant trends.

### Culture Building and Engagement

- All new employees are required to complete mandatory **Conscious Inclusion and Advocate and Ally training**.
- Our [MARC Dialogue Teams \(Men Advocating Real Change\)](#) is an advocacy programme designed to inspire and equip our employees to become active advocates for change.
- [Bridge the Gap](#), our parental leave transition programme, provides resources to help employees navigate different pathways to and through parenthood.
- In 2023, we enhanced our benefits, introducing a new partnership with **Carrot** to bring employees free, inclusive **fertility healthcare, family-forming benefits and menopause/low testosterone benefits and support**.
- We continued to support our eight grassroots **Jacobs Employee Networks**, which have over 20,000 unique members globally.



## Key Actions

### Developing our Talent

- We have a focused inclusion and diversity **Talent Acquisition plan** and **dedicated Inclusion and Diversity Talent Acquisition resource** to optimise our approach to inclusive hiring and increase the proportion of diverse hires.
- During 2023, we introduced a new **STEAM (Science, Technology, Engineering, Arts and Mathematics) Returners programme** for experienced professionals to return to work after a career break.
- We reimaged our **Early Careers Development Programmes** to ensure strengthened diverse representation.
- We continue to offer our people access to **Agile Careers and Careers Partners** to support talent mobility and progression, with an intentional focus on inclusion and diversity.
- We ensure our inclusion and diversity philosophies are a part of our **succession planning** for all director level roles and above to foster the opportunity for more diverse and inclusive representation in senior level positions.
- In addition to amplifying diverse representation across our talent programmes, in 2023 we launched two bespoke programmes, **Black LeadHERship** and **WISE (Women Inspiring and Supporting Each other)** to provide support, mentorship, career development, and professional growth to position female talent for future leadership opportunities, including at senior levels. Our Jacobs Women's Network also offers two mid-career programmes, **Lift While you Climb** and **Ladder Up**.
- During 2023, we enhanced and relaunched our **mentor matching scheme**, enabling automatic mentor matching technology to accelerate career development, learning and networking opportunities for employees.

- We introduced **mid-year career conversations** and tools to ensure everyone is able to have a meaningful career conversation, plan and support.
- Globally, our people tracked approximately 21,000 **volunteer hours** and completed nearly 1,700 **engagement activities** in fiscal year 2023.

### Growing our Business

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

- We have a science, technology, engineering, arts and mathematics **(STEAM) Ambassadors 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 a **Supplier Diversity Programme** and in FY23, 34.3% of our total global supply chain spend was with diverse, minority-owned or disadvantaged businesses.
- We have 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<sup>SM</sup> 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, our organisation globally is consistently ranked in the top quartile for inclusion and diversity by organisations such as Forbes, Human Rights Campaign, and others.

- We are members of Catalyst's CEO Champions For Change and Women on Boards.
- We were named a 2023 Times Top 50 Employers for Gender Equality.

### Jacobs Women's Network

We are proud of our eight intersectional Jacobs Employee Networks, supporting their 20,000 unique members globally, including our Women's Network, which plays a key role in delivering our TogetherBeyond plans.

“ Jacobs Women's Network UK & Ireland is pleased to see the positive indicators in this year's report and 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, whilst 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.”



**Helen Critchley**

Regional Chair, Jacobs Women's Network  
U.K. and Ireland

## Our Pay Gap Report Summary

We are satisfied 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 gaps. Our TogetherBeyond plan and 40:40:20 gender balance aspirational goals are aiding us in delivering 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 different perspectives 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 2022 [TogetherBeyond Year In Review Report](#).



## Reporting tables 15 June 2023 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	<b>32.9%</b> (128)	<b>31.3%</b> (117)
Proportion of female employees who received a bonus	<b>24.9%</b> (51)	<b>24.7%</b> (49)
Proportion of male employees who received Benefit in Kind	<b>3.6%</b> (14)	<b>2.9%</b> (11)
Proportion of female employees who received Benefit in Kind	<b>2.9%</b> (6)	<b>3.0%</b> (6)
Proportion of male employees who are part-time workers	<b>1.0%</b> (4)	<b>1.1%</b> (4)
Proportion of female employees who are part-time workers	<b>12.2%</b> (25)	<b>11.6%</b> (23)
Proportion of male employees who are temporary workers	<b>3.6%</b> (14)	<b>3.7%</b> (14)
Proportion of female employees who are temporary workers	<b>3.4%</b> (7)	<b>3.5%</b> (7)

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

Proportion of males & females in each quartile pay band	Female	Male	Female	Male
Lower Quartile	<b>47.7%</b>	<b>52.3%</b>	<b>47.6%</b>	<b>52.4%</b>
Lower Middle Quartile	<b>48.0%</b>	<b>52.0%</b>	<b>47.6%</b>	<b>52.4%</b>
Upper Middle Quartile	<b>27.0%</b>	<b>73.0%</b>	<b>25.9%</b>	<b>74.1%</b>
Upper Quartile	<b>15.4%</b>	<b>84.6%</b>	<b>17.5%</b>	<b>82.5%</b>

	Mean	Median	Mean	Median
Difference in hourly rate of pay (including Bonus)	<b>27.2%</b>	<b>27.3%</b>	<b>24.4%</b>	<b>26.1%</b>
Difference in bonus pay	<b>42.5%</b>	<b>33.9%</b>	<b>31.2%</b>	<b>33.6%</b>
Difference in Part-Time pay (including Bonus)	<b>-1.3%</b>	<b>2.0%</b>	<b>-4.8%</b>	<b>-0.5%</b>
Difference in Temporary workers pay (including Bonus)	<b>51.2%</b>	<b>0.0%</b>	<b>51.2%</b>	<b>0.0%</b>



## 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 2023) are included within the calculations. This excludes self-employed contracts 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, shift premiums, 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.
- **Benefit In Kind:** for the purposes of the Regulations, benefit in kind is defined as including any non-cash benefit of an estimated monetary value, this can include Restricted Stock Units granted as stock.
- **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.

## Appendix

### Jacobs Engineering Ireland Limited Corrected 2022 Gender Pay Gap Calculations

	ORIGINALLY PUBLISHED CALCULATIONS	CORRECTED CALCULATIONS
Proportion of male employees who received a bonus	<b>20.6%</b>	<b>20.3%</b>
Proportion of female employees who received a bonus	<b>24.5%</b>	<b>24.0%</b>
Proportion of male employees who received Benefit in Kind	<b>4.7%</b>	<b>1.6%</b>
Proportion of female employees who received Benefit in Kind	<b>1.9%</b>	<b>0.0%</b>
Proportion of male employees who are part-time workers	<b>0.5%</b>	<b>0.5%</b>
Proportion of female employees who are part-time workers	<b>12.3%</b>	<b>12.0%</b>
Proportion of male employees who are temporary workers	<b>4.2%</b>	<b>5.3%</b>
Proportion of female employees who are temporary workers	<b>1.9%</b>	<b>3.1%</b>

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

Proportion of males & females in each quartile pay band	Female	Male	Female	Male
Lower Quartile	<b>45.2%</b>	<b>54.8%</b>	<b>44.8%</b>	<b>55.2%</b>
Lower Middle Quartile	<b>47.1%</b>	<b>52.9%</b>	<b>46.9%</b>	<b>53.1%</b>
Upper Middle Quartile	<b>29.0%</b>	<b>71.0%</b>	<b>28.7%</b>	<b>71.3%</b>
Upper Quartile	<b>15.5%</b>	<b>84.5%</b>	<b>14.0%</b>	<b>86.0%</b>

	Mean	Median	Mean	Median
Difference in hourly rate of pay (including Bonus)	<b>26.4%</b>	<b>28.8%</b>	<b>27.3%</b>	<b>28.6%</b>
Difference in bonus pay	<b>61.5%</b>	<b>39.4%</b>	<b>60.6%</b>	<b>33.1%</b>
Difference in Part-Time pay (including Bonus)	<b>32.5%</b>	<b>37.8%</b>	<b>37.2%</b>	<b>41.0%</b>
Difference in Temporary workers pay (including Bonus)	<b>11.9%</b>	<b>0.0%</b>	<b>17.1%</b>	<b>0.0%</b>

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.

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