

Jacobs Australia Gender Pay Gap – Employer Statement

In Australia, Jacobs has two legal entities: Jacobs Australia Pty Ltd (Jacobs Australia) and Jacobs Group Australia Pty Ltd (Jacobs Group Australia). Under the current legislation, we have a legal obligation to report our median gender pay gaps for the period 1 April 2022 to 31 March 2023 within both our businesses. As these entities operate separately and serve different markets, we are reporting the gender pay gap data, drivers and actions separately. This statement relates specifically to information for **Jacobs Australia**.

Foreword

This year, for the first time, the Workplace Gender Equality Agency (WGEA) is making the gender pay gaps for employers with 100 or more employees public. I welcome this change. Public accountability is an important way to call employers to action and I hope publishing gender pay gaps will be the catalyst for further meaningful and tangible change.

Jacobs has long been an advocate for gender pay equity and I am proud to work for an organisation that, at its core, also believes that closing the gender pay gap and creating a fair and inclusive culture is critical to our success.

As I have travelled around Australia visiting our team members, I have promoted a discussion on gender equity. The key discussion topic I like to pose is: *Getting men more interested in and more committed to gender equity may come down to helping us understand that it is not a zero-sum game, and that men will not lose out as gender equity improves, but will benefit, too. So, the question is simply: "How do men benefit from gender equity?"* The answers and discussions are always interesting and overwhelmingly positive. Ultimately, my view and the view of many is that gender pay equity must be deliberately pursued. And that's what we're doing.

In 2023, Australia's average total remuneration gender pay gap was 21.7%. Within our industry comparison group – Engineering Design and Engineering Consulting Services – the gender pay gap was 19.7%. Jacobs Australia's overall gender pay gap was 13.6%. So, while I was pleased to see we are well ahead of the industry average, zero is the obvious goal. This will take some time to achieve but I am confident that the work we are doing to reduce the gap, outlined in this statement, will improve opportunities for everyone and contribute to a more fair and equitable society.

- *Mike Walkington, Managing Director, Jacobs Australia Pty Ltd*

What is the Gender Pay Gap?

The gender pay gap is the difference between the average earnings for men and women, expressed as a percentage of men's average earnings. The higher the percentage of the gender pay gap, the higher the pay gap between men and women's earnings – a positive percentage means men are paid more than women on average.

The gender pay gap should not be confused with equal pay – i.e., men and women being paid the same amount for the same or comparable jobs. This has been a legal requirement in Australia since 1969.

The Fair Work Ombudsman states that "workplaces achieve gender pay equity when all employees receive equal pay for work of equal or comparable value." This means:

- employees doing the same work (or different work of equal or comparable value) get paid the same amount
- pay and conditions are assessed in a non-discriminatory way – valuing skills, responsibilities and working conditions in each job
- organisational structures and processes provide all staff equal access to training, promotions or flexible working arrangements.

The gender pay gap figures released by the WGEA are expressed as a median, that is, the middle value when all values are arranged in ascending or descending order. The median gender pay gap compares the earnings of the middle-ranking man to the middle-ranking woman. Median is less sensitive to extreme values than the average and provides a better representation of the “typical” earnings. Median data also highlights concentrations of one gender in lower-paying roles.

While the gender pay gap is a universally recognised metric of workplace gender equity, it is also a broad and highly contextual measure and one of several that can be drawn on to signal an employer’s commitment to achieving gender equity in the workplace.

Jacobs Australia Gender Pay Gap

For the reporting period April 2022 to March 2023, Jacobs Australia’s median gender pay gap was 13.6%.

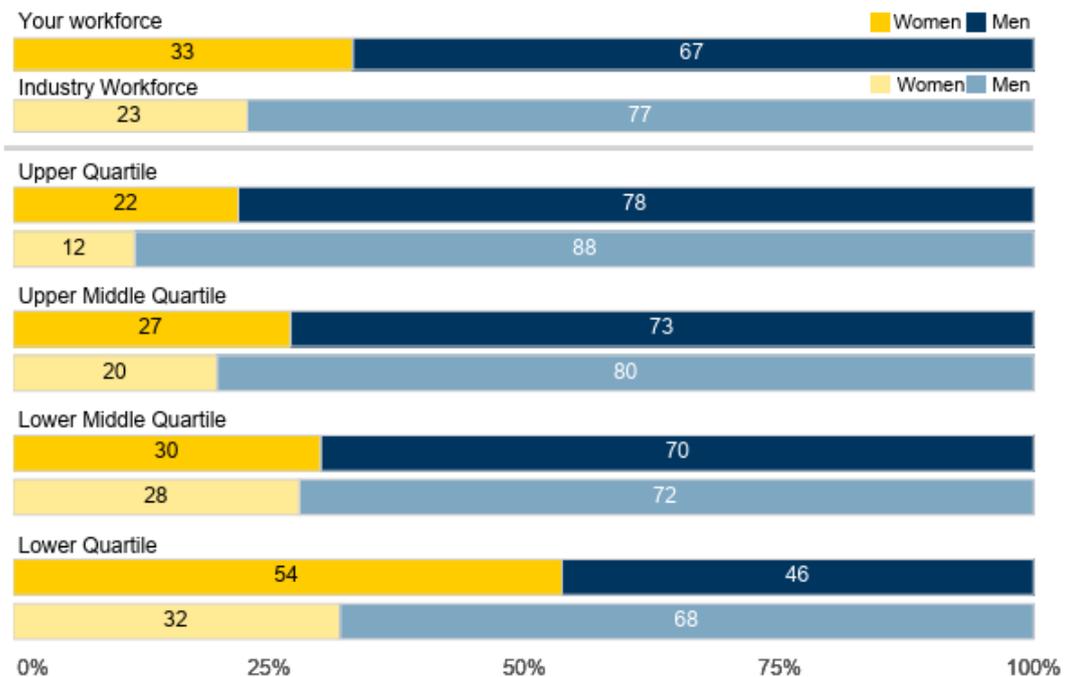
	Jacobs Australia	Industry Comparison
Average (mean) total remuneration	13.6%	19.7%
Median total remuneration	12.1%	23.2%
Average (mean) base salary	13.9%	19.0%
Median base salary	13.0%	22.9%

Key Points:

- Industry comparison group: Engineering Design and Engineering Consultation Services.
- Part-time/casuals/part-year employees are annualised to full-time equivalent.
- The 2022-23 gender pay gap calculation does not include voluntary salary data submitted for CEO, Head of Business(es), overseas managers and casual managers. It also excludes employees who did not receive any payment during the reporting period.
- Employees identified as non-binary are excluded while the WGEA establishes the baseline for this information.

Jacobs Australia Gender Pay Gap Quartile Figures

The chart below divides our workforce into four equal quartiles of employees by total remuneration full-time equivalent pay. The percentage in each pay quartile represents the proportion of employees of each gender. Jacobs Australia's workforce is shown in the top bar, with darker shading. The industry comparison group gender composition for each quartile is shown in the second bar with lighter shading.



Jacobs Australia Gender Pay Gap Drivers

The primary reason for our gender pay gap is that we employ more people in engineering and technical roles and men currently fill more of these higher paid roles. As noted in the Engineers Australia "Women in Engineering Report 2022", engineering is the largest employer of the STEM (Science, Technology, Engineering and Maths) professions. However, engineering has the lowest female representation of the STEM professions, with just 16% of Australian engineering graduates and 13% of the Australian engineering workforce female. Completely closing our gap will remain challenging until more women move into the engineering sector.

Also, companies can only report into one industry comparison group when reporting to the WGEA. This means our employees in project support and administrative roles are included in the same group as our engineers. This increases our gender pay gap because more women than men occupy project support and administrative roles in this group, which is also now larger than prior years.

When comparing figures from 2020 to 2023, it is also evident that our gender pay gap for "All Managers" has grown from 11.9% in 2020-21 to 19.4% in 2022-23. WGEA's definition for "manager" has changed over that period and our business now includes senior directors, directors, senior managers and managers in the "all manager" group, whereas in the past it only included senior directors and directors. Over the same period, we have appointed or promoted more women into manager and senior manager roles. New managers, be they men or women,

are remunerated at an appropriate level that reflects their skills and experience. However, newly appointed or promoted managers and senior managers generally have lower remuneration than longer-serving managers with more experience; and as we have more men who have been in senior manager and manager positions for longer, the pay gap or median data for our “all managers” highlights this concentration of newly appointed or promoted women. Over time, we expect our “all manager” gender pay gap will equalise as women fill manager roles longer and their salaries get closer to those of longer-serving, more experienced male managers.

Our Actions and Strategies to Close the Gender Pay Gap

Over the past several years, we have implemented several initiatives to drive significant and steady change in closing our gender pay gap.

TogetherBeyondSM

TogetherBeyondSM is Jacobs global approach to inclusion and diversity and Jacobs Australia's leadership team is committed to this ongoing cultural reform. We embrace all perspectives, collaborating to make a positive impact on the world. Through an unparalleled focus on inclusion, we build trust – in each other and across our company. At Jacobs, we understand that “inclusion” means being transparent and acting on our statements, commitments and initiatives that drives meaningful, measurable change both in our company and the communities we serve.

40:40:20

In 2020 we launched an aspirational goal to achieve a gender balance of 40:40:20 by 2025. That means 40% female, 40% male and 20% any gender (including but not exclusive to those who identify as non-binary). Our 40:40:20 aspirational goal represents our commitment to growing female representation across Jacobs Australia and particularly at senior levels, where diverse talent is disproportionately underrepresented.

Our Values

“We Live Inclusion” is one of Jacobs' core values and central to our company purpose “To Create a More Connected, Sustainable World”. We embrace different experiences and viewpoints to bring to life the innovative, extraordinary solutions that our clients demand from us.

Equal Pay

We are committed to pay equity – equal pay for work of equal value. We are also committed to ensuring our employees continue to be paid equitably regardless of gender, race, ethnicity, or other status, on a “like-for-like” job grade basis. We review this annually and take steps to correct the infrequent anomalies when found.

Remuneration Decisions

We have enhanced our decision-making at each remuneration review phase, ensuring the gender pay gap is considered on each occasion. This includes rigorous annual merit review and pay equity analysis pre- and post-recommendation, broken down by our career disciplines and comparison of positions by gender. As well, our Human Resources team analyses starting salaries and our managers use compensation tools and processes throughout the year.

Everyday Respect

At Jacobs, we have a zero-tolerance approach to sexual harassment and bullying. Our No Harassment, Discrimination, Bullying and Violence policy and Everyday Respect program reflect this, focusing on differentiating our culture and aiming to create a safer working environment for all our people.

Greater Gender Representation

We have increased the number of women in senior leadership roles by 14% over the past three years, from 25% in 2020 to 39% in 2022.

Parental Leave

We have enhanced our parental leave policy aimed at providing long-term financial security for women. Jacobs Australia offers 14 weeks' paid maternity leave of the possible 52 weeks' maternity leave to permanent employees where they have six months of continuous service. When the spouse of a permanent employee gives birth to a child, Jacobs Australia pays 15 days' paternity and partner leave after six months of continuous service.

We know that traditionally women can fall behind in terms of their average earnings due to taking periods of parental leave and being excluded from standard merit reviews and promotion rounds during their time away from work. At Jacobs Australia, our policies ensure that all employees continue to receive an annual merit review and are considered for promotion rounds and any vacancies during the time they are on parental leave.

myLink

myLink is our parental transition program making Jacobs Australia an employer of choice for working parents, supporting them before, during and after the life-changing milestone of becoming a parent. The program forms a key part of our commitment to recognising, harnessing and nurturing our diverse returning talent, and attracting the very best candidates to our team.

myFlex

In 2021, Jacobs streamlined flexibility with the launch of our flexible working policy, myFlex. myFlex is about giving employees greater control over how, where and when they work, providing them with greater autonomy to balance their commitments in a way that works best for them, their clients, and the business. We recognise that encouraging more men to use flexible arrangements is crucial to improving equality outside of work as it can act as a catalyst to support more equal sharing of domestic and carer responsibilities. This leads to workplace gender equity by allowing women greater opportunity to participate in the workforce and grow their careers. Our embedded flexible working culture is market-leading and many of our team members use some form of flexible working where client and business requirements permit.

Family and Domestic Abuse Policy

In 2020 we launched our Family and Domestic Abuse (FDA) Policy. Jacobs Australia recognises FDA is a matter of life and death in society and has a range of negative consequences in the workplace – and it is an issue that disproportionately affects women. As part of our commitment to gender equity, respect and inclusion, Jacobs is genuinely committed to creating a safe, inclusive, and supportive environment for all employees, and to lead positive change on this important workplace inclusion and safety issue in a male-dominated industry.

Jacobs Women's Network

The Jacobs Women's Network (JWN) is one of our eight global employee networks, committed to empowering, elevating and leading towards a better future. Open to employees of all genders, the JWN aims to redefine workplace dynamics and advance the success of women through collaborative events, talent experience and development programs, as well as mentoring and coaching initiatives. This network not only fosters connections but actively contributes to reshaping the professional landscape for women, creating an environment where they can thrive and contribute to the global success of Jacobs.

Men Advocating for Real Change

Members of Jacobs Australia's wider leadership team participate in Catalyst's MARC (Men Advocating for Real Change) program. The program is open to all genders and is designed to inspire and equip men to leverage their unique opportunity and responsibility to be advocates for equity. Through our partnership with Catalyst, the MARC program enables Jacobs' participants at all levels to practice empathy, engage in dialogue across difference, and advance skills to support a culture of inclusion. It is a progressive curriculum centered on monthly small-team dialogues on a range of topics, anchored in principles of gender partnership and intersectionality. The program enables employees to practice inclusive team norms and communication as they unpack and develop skills to create positive cultures.

Wellbeing Benefits

- **Emotional Wellbeing Solutions** – Our Employee Assistance Program – Emotional Wellbeing Solutions – Is available to our team members 24/7 from anywhere in the world.
- **RethinkCare** – RethinkCare Family provides support and resources for caregivers for children of all ages who are neurotypical and neurodiverse. Rethink Care Professional helps managers and team members navigate inclusion, diversity and equity in the workplace, with training and tools to enhance collaboration with neurodiverse peers.
- **Origin Financial Wellness** – We provide free financial wellness consultation and support to employees through Origin. Employees can seek support from a financial professional to help manage all details of their financial life, including savings goals, identifying the best strategy, taking action to pay off debt, and optimising retirement benefits.

- **Carrot** – We have partnered with Carrot to provide our employees with free, inclusive, global fertility healthcare and family forming benefits. With Carrot, employees can virtually chat with experts, explore educational resources, find vetted providers and use employer-sponsored funds to pay for fertility care, family planning, preservation-assisted reproduction, adoption, pregnancy care, and menopause and low-testosterone support.
- **Mindful Matters** – This is a free, on-demand mindfulness program designed to help our team members find joy in everyday moments. It is a tool that can help support and guide people to a better headspace and learn about what may be causing stress or anxiety.
- **Supportiv** – This is a peer-to-peer, live and anonymous communication platform guided by professionally trained moderators. It connects our people to their peers in a safe and supportive way.

Conclusion

Jacobs Australia is pleased that our gender pay gap is lower than the industry average and proud that our inclusion and diversity strategy is normalising the conversation around gender equity in the workplace.

But we know there is a lot more to do.

Ongoing change requires leadership focus and collective action – everyone has a role to play. Jacobs Australia's leadership team is committed to driving change from the top as we work towards reducing the gender pay gap and creating more opportunities for women to excel in their careers while balancing their personal commitments.