



# Foreword

by Eva Wood, Vice President and General Manager, People & Places Solutions, Australia & New Zealand

# At Jacobs, we understand that inclusion is a verb, not a noun.

It means being transparent and acting on our statements, commitments, and initiatives to drive meaningful, measurable change in our company, industry and the communities we serve.

As a company, our commitment to living inclusion begins at the top. We do this by creating a culture of belonging where everyone can thrive — a culture we call <a href="TogetherBeyondsm">TogetherBeyondsm</a>.

Our TogetherBeyond<sup>SM</sup> approach supports a workplace where we are curious, embrace different perspectives and harness new ideas to bring the innovative and the extraordinary solutions clients demand from us. We know that if our people feel connected and that they belong, there is no limit to who they can be and what we can achieve together.

We're proud of the progress we've made in our Australian business to promote and enhance gender equality and inclusion through our operationalization of TogetherBeyond. As a member of the Champions of Change Coalition we have been working over many years to advance gender equality across every level of leadership and address the national disparity in economic outcomes for women.

Jacobs welcomes and supports the Australian Workplace Gender Equality Agency's (WGEA's) forthcoming publication of gender pay gap data to inform more effective strategies and actions to advance gender equality in the workplace and society.

We believe that being transparent about employer gender pay gaps is critical to driving greater accountability and progressing the rate of change that is needed to reduce gender pay gaps and increase gender equality and inclusion across our industry and nation.

With this in mind, I am pleased to present our 2022/2023 Gender Pay Gap Employer Statement for Jacobs Group (Australia) Pty Ltd ("Jacobs Group Australia"). This statement shows our steady incremental progress to reduce our median total gender pay gap and median base salary gender pay gap to 19.3% and 19.4%, respectively.

We acknowledge that we still have work to do. This employer statement provides commentary about our results and workforce distribution to provide context and perspective. It also details our gender inclusion journey and highlights the initiatives and actions we're taking to increase female participation, reduce our gender pay gap and ensure a more equitable workplace for everyone.

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.

# Our gender pay gap, context and drivers

# What is the gender pay gap?

The gender pay gap is the difference between the average or median earnings for men and women, expressed as a percentage of men's average or median earnings. The higher the percentage of the gender pay gap, the higher the pay gap between men and women's earnings.

It is not to be confused with women and men being paid the same for the same or comparable jobs - that is equal pay (pay equity) and has been a legal requirement in Australia since 1969. At Jacobs, we are satisfied that we are paying female colleagues equitably on a like-for-like basis. Increasing senior representation is our key driver for addressing our gender pay gap.

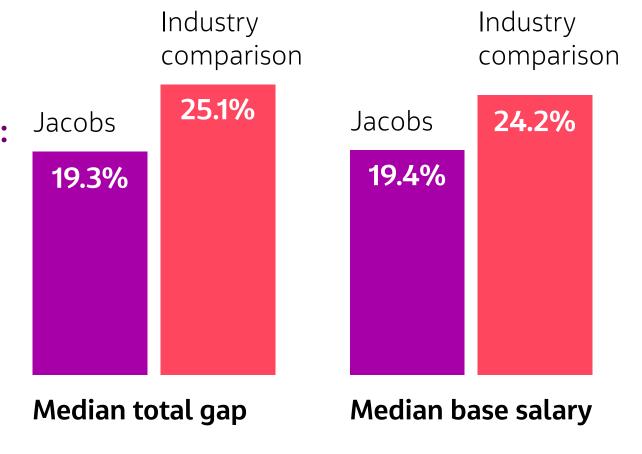
The gender pay gap figures released by WGEA are expressed as a median, that is, the middle value when all values are arranged in ascending or descending order. The median gender pay gap is calculated by expressing the difference between the women's middle-value and the men's middle-value, as a percentage of the men's middle value. 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.

The median gender pay gap is heavily affected by the gender composition of our workforce. We know that realisation of our 40:40:20 aspirational goal will see a reshaping of our workforce composition which is a significant contributor to our strategy in reducing the gender pay gap.



# Jacobs median gender pay gap

For the reporting period April 2022 – March 2023, Jacobs Group Australia's median gender pay gap was:



- Reporting period for the gender pay gap calculation was April 2022-March 2023
- Industry comparison: Engineering Design and Engineering Consulting
- The data covers all employees under Jacobs Group Australia's legal entity for the reporting period (excludes employees from the Jacobs Australia legal entity (Critical Mission Solutions))
- We follow a similar external benchmark reporting process in New Zealand with the Diversity Agenda, all of which demonstrates our commitment to gender equality and inclusion across our overall Australia and New Zealand Business.
- Part time/casual/part year employees are annualised to full time equivalent.
- The 2022-2023 gender pay gap calculation does not include voluntary salary data submitted for CEO or Head of Business. It also excludes employees who did not receive any payment during the reporting period.
- Employees identified as non-binary are not included while the Agency establishes the baseline level for this new information.

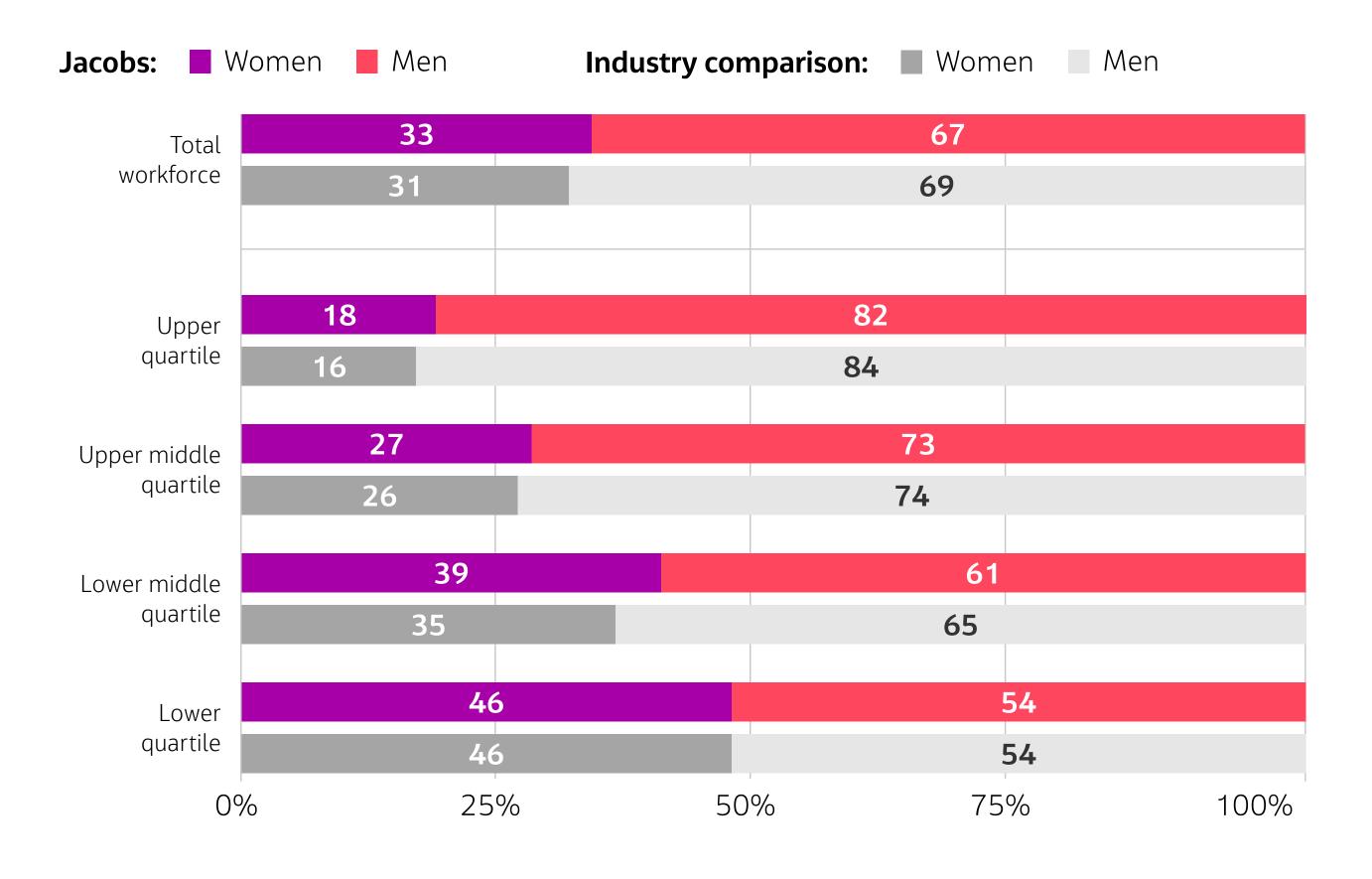


In Australia, Jacobs has two legal entities, Jacobs Group (Australia) Pty Ltd and Jacobs Australia Pty Ltd. Under the current legislation, we have a legal obligation to report our median gender pay gaps for the period 1 April 2022 to 31 March 2023 within both our businesses. As these entities operate 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 Group (Australia) Pty Ltd ("Jacobs Group Australia").

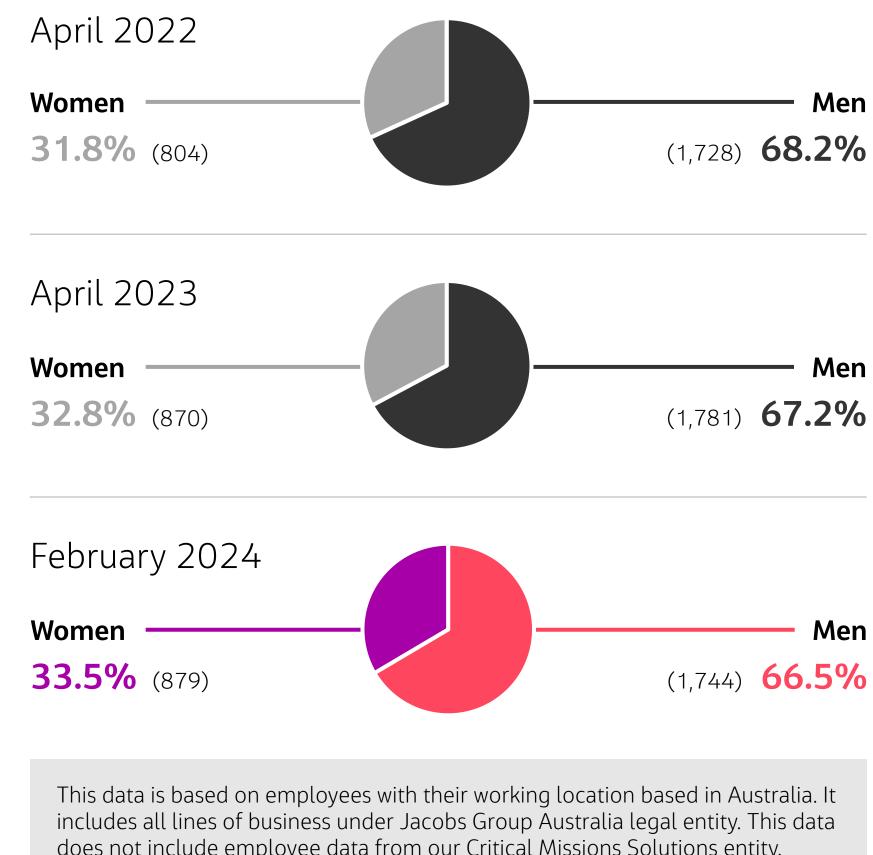


# Jacobs gender composition by pay quartile

The chart below divides the Jacobs workforce into four equal quartiles of employees by total remuneration full-time equivalent pay. The number in each pay quartile represents the proportion of employees of each gender. Our workforce is shown in the first bar (red and purple shades). The industry comparison group for each quartile is shown in the second bar (grey shades). A disproportionate concentration of men in the upper quartiles and/or women in the lower quartiles can drive an increase in the gender pay gap.



At Jacobs, one of the key drivers behind our gender pay gap is the shape, composition and gender distribution of our workforce as depicted below.



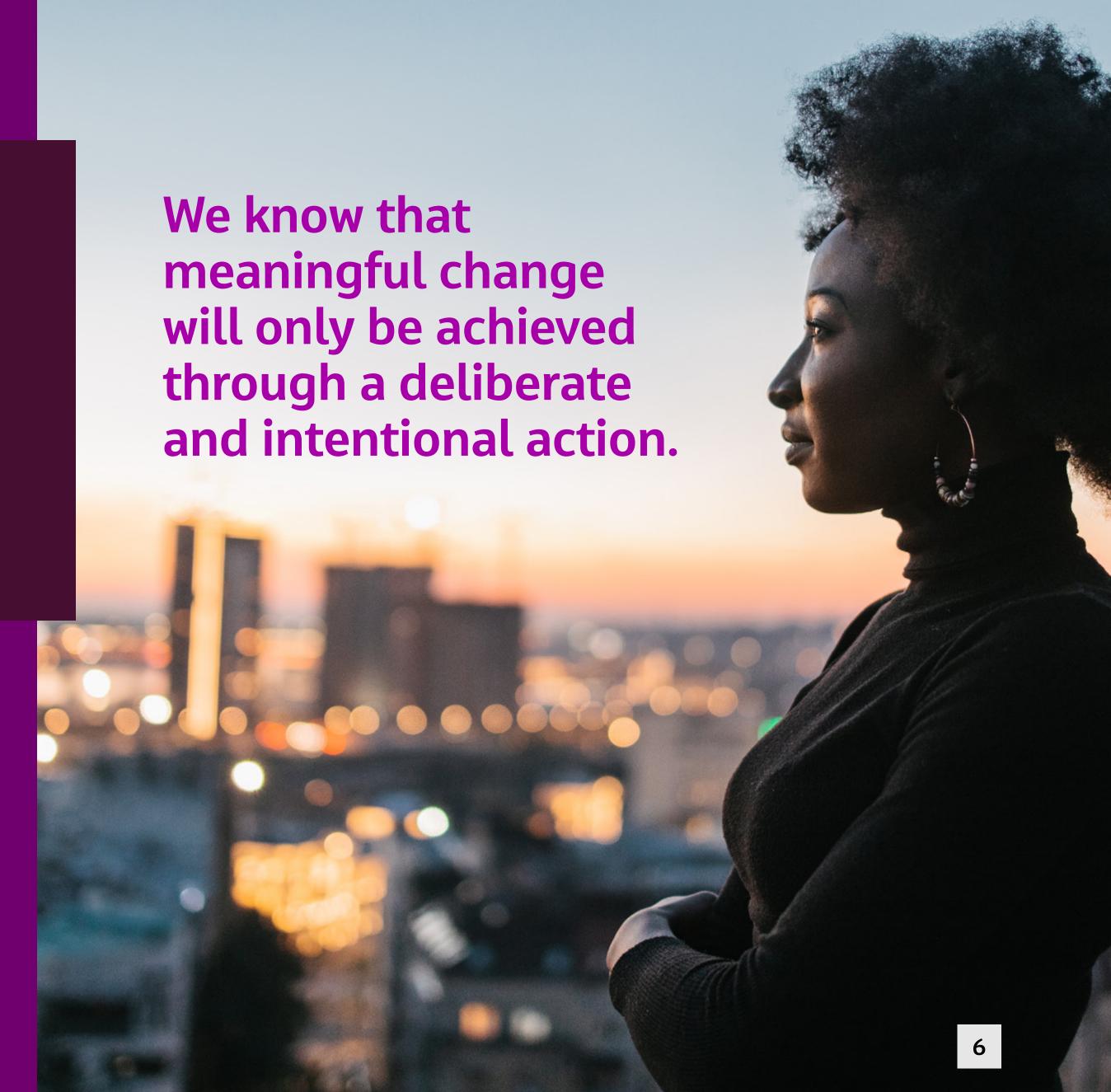
While we have seen significant increase of women in our workforce at all levels over time, there remains fewer women in senior roles compared to men.

In 2020, as part of our global gender equality strategy, we launched an aspirational goal to achieve gender balance of 40:40:20

40% female; 40% male; and 20% any gender, including but not exclusive to those who identify as non-binary.

We have since supplemented our overall commitment with a new specific aspirational goal for senior leadership representation by 2027 on the same basis. Our 40:40:20 aspirational goal demonstrates a robust commitment to grow female representation across Jacobs, particularly in middle and senior roles. In Australia we have made steady progress in the overall percentage of women in the organisation and in STEAM, professional and leadership roles over the last five years.

As part of our overall commitment to closing the gender pay gap, as a company we have and continue to make positive progress. We know that meaningful change will only be achieved through deliberate and intentional action.



It is imperative that bold action is taken to not only reshape our employee community at Jacobs but also address the disproportionate female representation in the Australian engineering field. 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:

16%

of Australian **engineering graduates** are women

13%

of the Australian engineering workforce are women

This is in stark contrast to other STEM fields, such as biological sciences, where gender representation tends to be far more balanced.

40:40:20 is about aiming for gender balance across our workforce and particularly at senior levels, where diverse talent is disproportionately underrepresented. Critical to the delivery of our 40:40:20 aspirational goal has been the development of our global to local inclusion TogetherBeyond<sup>sM</sup> signature actions. These have been driven across four key areas known to contain systemic, inherent bias in our industry, and also acknowledged to have the highest impact on gender equality and inclusion progress, as follows:

- 1 Culture and retention
- 2 Talent advancement and engagement
- 3 Talent acquisition
- 4 Operating model reporting and accountability

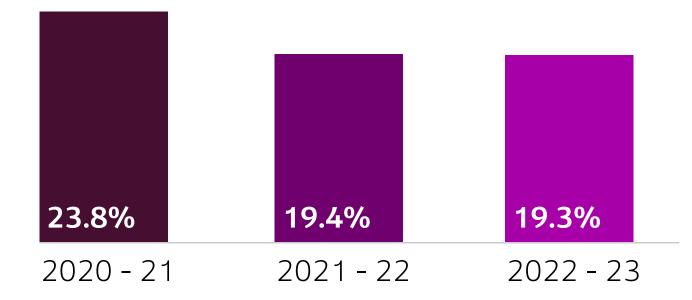
We take pride in holding ourselves publicly accountable when it comes to achieving and maintaining gender equality in our workplace. In 2023, we launched our inaugural Sustainability-Linked Bonds (SLBs) which further reflects our industry leadership and commitment to incorporating sustainability into the company's financing strategy. The SLBs' interest rate is underpinned by two key performance indicators, one that is linked to gender equality and reduced inequalities and the other to climate action.



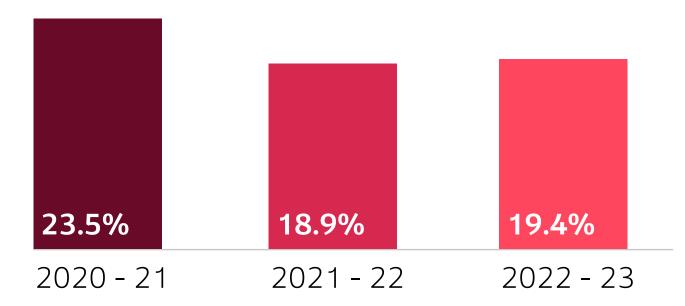
Testament to our strategy and continued work in this space, our gender pay gap continues to shrink each year, as shown below.

# Jacobs Group Australia's gender pay gap over time

Median total remuneration gap



## Median base salary gap



This reduction is driven by progress across all of our gender equality signature actions - and remains an ongoing key priority for FY24/FY25.



# Actions and strategies

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

We're proud of the progress we continue to make year-on-year in reducing our gender pay gap and towards our company gender aspirational goal of 40:40:20 by 2027. We recognise that greater gender balance is key to reducing the gender pay gap long term in our industry.

We also recognise that these aspirational goals are only one step in the journey to creating sustainable and equitable change and it's important to look beyond the numbers. We invest heavily in creating a vibrant and inclusive culture that enables everyone to feel that they belong and can thrive at Jacobs.

In the past few years, we have implemented several initiatives to drive significant and steady incremental change over the long term.

#### These include:



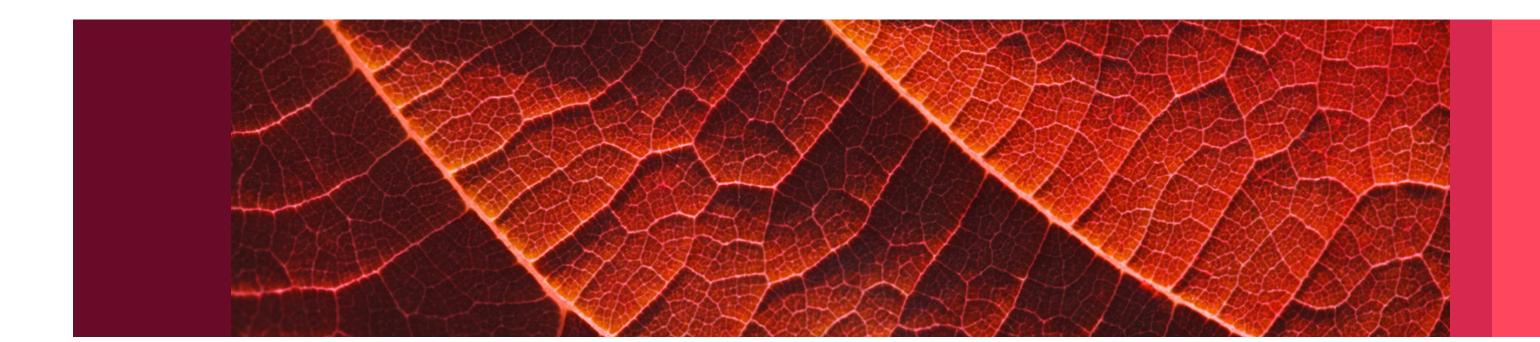
We are proud of our strongly embedded culture of inclusion and the range of work we have and continue to do to drive a truly diverse and inclusive culture.

At Jacobs, inclusion means taking measurable and transparent action on our statements, commitments and initiatives that drives 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 TogetherBeyond<sup>sM</sup>.

"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.

Gender equality is a key commitment within our TogetherBeyond strategy. Empowering women and promoting gender equality is crucial to Jacobs' success in the long run and a necessary foundation for a more connected, sustainable world.



## **Equal Pay (Pay Equity)**

We are committed to equality, including equal pay for work of equal value.

At Jacobs, we continue to focus on fair and equitable compensation for our employees based on the roles they perform. We are committed to ensuring our employees continue to be paid equitably regardless of gender, race, ethnicity or other status, on a 'likefor-like' job grade basis. We review this annually and take steps to correct the infrequent anomalies when found.

#### Remuneration decision making

We have enhanced our decision making at each remuneration phase, ensuring the gender pay gap is front and centre each time.

This includes rigorous annual merit review and pay equity analysis processes pre- then post recommendation, broken down by our career disciplines and comparison of positions by gender. This process is included for our annual promotions round, as well as with our Talent Acquisition team analysing starting salaries. In addition, our compensation tools and processes are made available and utilised by our managers directly throughout the year.

## Greater gender representation

We have made steady progress in the overall percentage of women in the organisation and in STEAM, professional and leadership roles over the last 5 years.

Since the submission of the data to WGEA for the reporting period April 2022 – March 2023, we have seen further increases in the representation of women in our business and in senior and leadership and professional roles.

#### Talent acquisition

We have developed an enhanced graduate recruitment strategy.

We have hired close to a 50/50 gender split for two consecutive years as well as increasing the overall remuneration and ensuring genders are paid at the same rate.

The recruitment of graduates for the fiscal year 2024 has attained a 57% inclusion of female talent across ANZ. This accomplishment is a result of implementing diverse interview panels and providing ongoing education to hiring managers and decision-makers to enhance their awareness of recognising the potential for unconscious bias within the recruitment and hiring process.



#### Parental leave for all

We have implemented significant enhancements to our Parental Leave policy which is aimed at long term financial security of women and true shared care.

Most importantly of all - in FY23 we launched our Parental Leave for All policy, to deliberately remove the concepts of primary and secondary carers – thereby opening up 12 weeks of paid parental leave to all parents from the time a child joins the family up to 18 months, and up to 24 months of unpaid parental leave. Our policy removes any qualifying period for employees to take paid parental leave, and we are paying superannuation on periods of unpaid leave.

Since the launch of this policy, in Australia, 18% more males took up parental leave (in some form) in 2022/2023.

We've made these enhancements because true equal parenting has numerous benefits not only for our business but also for our employees. Equal parenting supports our gender balance aspirational goals of 40:40:20 and will help to achieve flexibility and financial security for all employees. True equal care supports more engagement and involvement from both parents in childcare – promoting wellbeing for growing families and more equity and advancement in the workplace.

# Focussed inclusion and maintained connection

We've solidified our approach to merit reviews for employees on parental leave.

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 off.

At Jacobs, our policies ensure that all employees continue to receive an annual merit review, be considered for promotion rounds and any vacancies during the time they are on parental leave.

#### **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 reflects this, focusing on differentiating our culture and aiming to create a safer working environment for all our people.



#### myLink

myLink is our parental transition programme which aims to help make Jacobs the employer of choice for working parents, supporting them before, during and after the lifechanging milestone of becoming a parent.

The programme supports efforts to create an environment where everyone can bring their authentic selves to work and achieve their full potential. It forms a key part of our commitment to recognising, harnessing, and nurturing our diverse returning talent, and attracting the very best candidates to Jacobs.

#### Wellbeing benefits

Jacobs is proud of our extensive range of wellbeing benefits aimed to support all of our employees through various life stages.

These include:

# Parental success solution and neurodiversity training benefit

The program provides employees and their families 24/7 resources for thriving at work and home. RethinkCare Family provides support and resources for caregivers for children of all ages, neurotypical and neurodiverse. RethinkCare Professional helps managers and team members to navigate Diversity, Equity and Inclusion in the workplace, with DEI training courses and tools to enhance collaboration with neurodiverse peers.

# Personalised financial planning and support partnership with Origin

This program provides free financial wellness consultation and support to employees. A financial professional provides guidance on managing all details of a financial life, including savings goals, identifying the best strategy and taking action to pay down debt, and optimising retirement benefits. The benefit can be used by employees together with their spouse/partner for 1:1 financial guidance on an unlimited basis.

# Fertility healthcare and family forming benefits

Partnering with Carrot, Jacobs provides free, inclusive global fertility healthcare and family-forming benefits. Employees can virtually chat with experts, explore educational resources, find a vetted provider, and use employer-sponsored funds to pay for fertility care, family planning, preservation assisted reproduction, adoption, pregnancy care and menopause, and low testosterone support.



# Family & Domestic Abuse (FDA) Policy

Back in 2020, Jacobs across ANZ set out to make a significant positive contribution within the organisation and community around Family and Domestic Abuse (FDA).

With strong leadership commitment, in October 2020, Jacobs in ANZ successfully launched the FDA Policy, plus supporting guides/resources, for all employees. Jacobs recognises FDA is a matter of life and death in society and has a range of negative consequences in the workplace – and is an issue which disproportionally affects women.

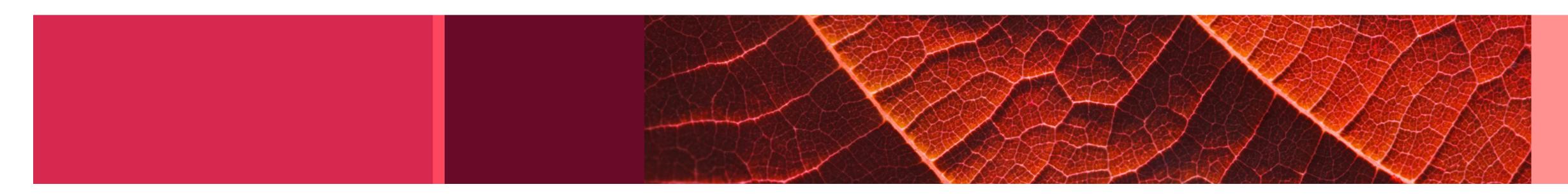
As part of our explicit commitment to gender equality, respect and inclusion, Jacobs is genuinely committed to creating a safe, inclusive and supportive environment for all employees, and to lead positive change on this important workplace inclusion and safety issue in a male dominated STEAM industry.

#### myFlex

In 2021, Jacobs mainstreamed flexibility with the launch of our flexible working policy myFlex.

myFlex is about providing flexible working arrangements to balance the needs of the business, projects and clients with an employee's individual circumstances. We recognise that encouraging more men to utilise 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 in turn leads to great workplace gender equality by allowing women greater opportunity to participate in the workforce and grow their careers. Our embedded flexible working culture is market leading and we are proud to say that the majority of our employees are working flexibly- with at least 95% of our organisation utilising some form of flexible working on a regular basis.



#### **Industry partnerships**

We continue to work with STEAM industry partners to promote inclusion and female representation.

For example, Jacobs currently works with Robogals, and now have a formal relationship with all key universities in each of the major cities to help drive STEAM engagement.

# Women's Network

**Vision -** To become a company where all women thrive.

**Purpose -** Together, we champion gender equality and challenge the norms.

The Jacobs Women's Network (JWN) stands as one of our eight globally connected employee networks, embodying a visionary commitment to empower, elevate, and lead towards a better future.

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.

#### **Employer of choice**

The WGEA Employer of Choice for Gender Equality (EOCGE) citation recognises, encourages, and promotes organisations with an active commitment to workplace gender equality.

The citation recognizes employers that demonstrate an active commitment and best practice to achieving gender equality and flexibility in Australian workplaces.

We are proud to have been awarded the Employer of Choice citation for 7 consecutive reporting years. This achievement shows our dedication to building gender equality. The vast range of initiatives, strategies and actions we have already taken is testament to our commitment now and into the future.

# The Champions of Change Coalition (The Coalition)

We are a proud member of the Champions of Change Coalition.

The Coalition is a globally recognised, innovative strategy for achieving gender equality, advancing more and diverse women in leadership, and building respectful and inclusive workplaces. The work of The Coalition focuses on shifting the systems of gender inequality in the workplace, increasing the representation of women in organisations and developing the conditions and cultures that enable them to thrive. Partnering with The Coalition, Jacobs is currently leading a very exciting new initiative to provide a guide to better decisionmaking mechanisms in order to achieve inclusive gender equality by design.

We're proud of the progress we are making with our gender inclusion strategy and normalising gender equality in the workplace.

# Making progress requires intentional focus and collective action – we are all responsible for contributing to positive change.

We know that more Jacobs' women and men are feeling safer and inspired to challenge the traditional gendered social stereotypes and bias'. We have a robust roadmap in place to deliver our 40:40:20 gender balance aspirational goal and we regularly review progress to ensure our plans continue to deliver positive impact.

However, we recognise that this is a broader issue, and we are part of the Australian workplace and society that remains challenged by gendered industry segregation, hence the need to continue our focus around our gender equality goals to increase the pace of progress.



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.

