



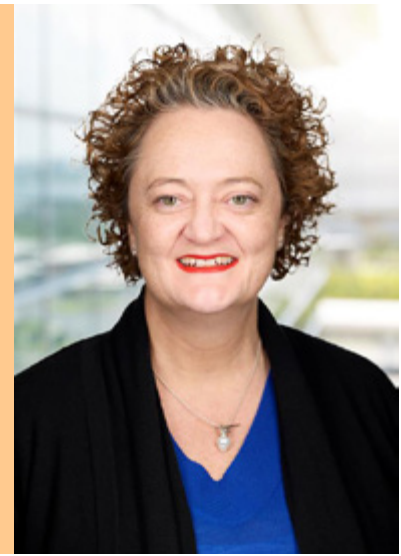
Challenging today.  
Reinventing tomorrow.

# Gender pay gaps employer statement

Jacobs Group Australia, 2023/2024







# Foreword

by Camille McGregor, Senior Vice President  
and General Manager, Australia & New Zealand

"We live inclusion" is one of Jacobs' core values and central to our company purpose:

**To create a more connected, sustainable world.**

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.

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 invest significant ongoing effort to improve inclusion, diversity and equity outcomes at Jacobs. 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 are proud of our resulting progress on 40:40:20 and other measures that are helping to address the underlying factors contributing to our gender pay gaps.

However, we acknowledge that we still have work to do to further reduce our gender pay gaps and this Employer Statement provides commentary about our results and the initiatives in place to help drive change over the long term.

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





# Our gender pay gaps, context and drivers

## What are the gender pay gaps?

**The gender pay gaps should not be confused with equal pay or like-for-like pay - that is equal pay (pay equity) which has been a legal requirement in Australia since 1969.**

The gender pay gaps reflect the overall uneven distribution of compensation in an organisation driven by the fact that women and men are not performing comparable roles or have comparable levels of seniority within organisations. Employer gender pay gaps represent disparities across cohorts and society more broadly.

We measure the gender pay gaps by comparing the average or median earnings for men and women, expressed as a percentage. The higher the percentage of the gender pay gap, the higher the pay gap between men and women's earnings.

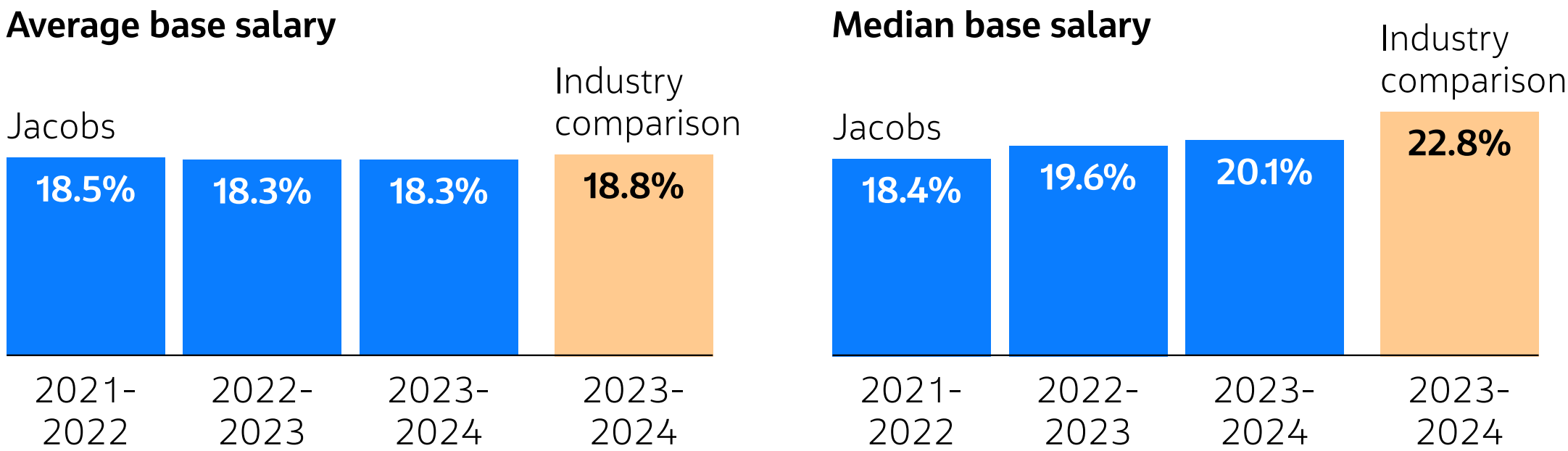
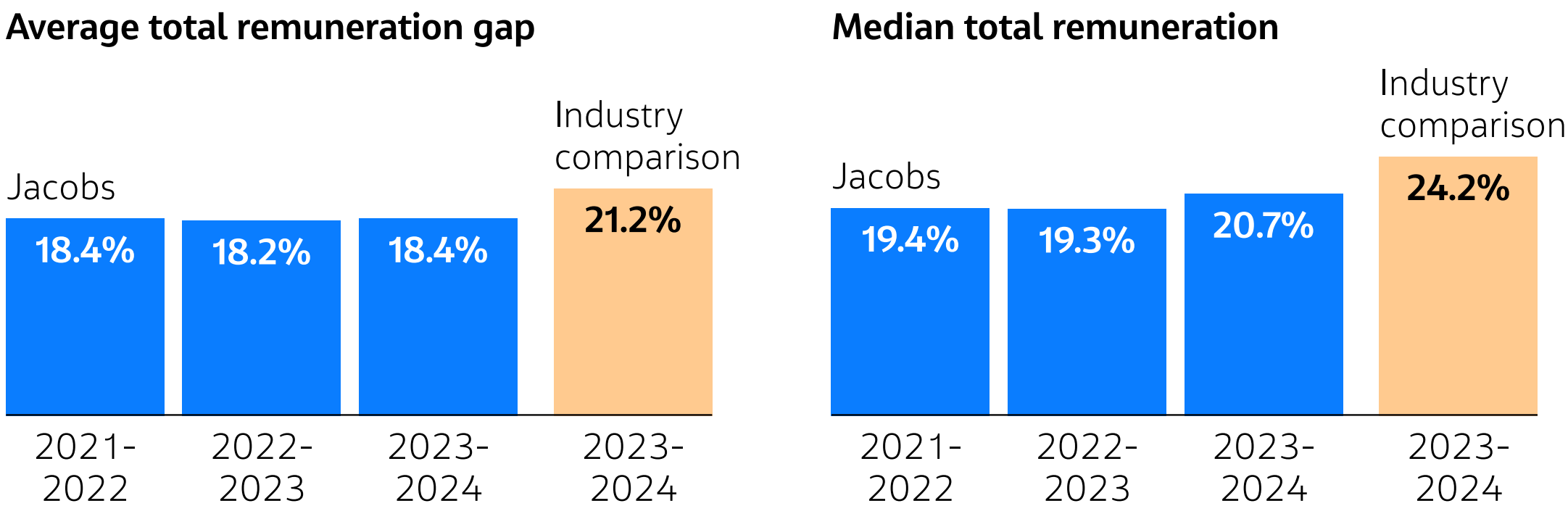
At Jacobs, we are committed to ensuring our employees continue to be paid equitably regardless of gender, race, ethnicity or other status, on a 'like-for-like' job grade basis. We proactively work to ensure all employees are paid equitably and have implemented pay systems, tools and processes to support this effort.





# Our gender pay gaps for 2023-2024

For the reporting period April 2023 – March 2024, Jacobs Australia’s gender pay gaps were as follows:



**Industry:** Engineering Design and Engineering Consulting Services

**Note:** For the first time in 2023-24, CEO data has been reported to WGEA and included in gender pay calculations for private sector employees.

## Definitions:

Average	The average (also known as the mean) is the difference between the average earnings for men and women expressed as a percentage of men’s average earnings. (New for 2025)
Median	The median gender pay gap compares the middle value in the remuneration range of women in an organisation, to the middle value in the remuneration range of men. This 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. (Introduced 2024 with additional CEO data in 2025)
Base salary	Base salary includes the pre-tax fixed remuneration of employees, annualised for part year or part-time employees.
Total remuneration	Total remuneration includes base salary plus superannuation, overtime, bonuses and other payments.

## Our reflection:

For this reporting period, Jacobs has done better across the board on all metrics relative to our comparison group of Engineering Design and Engineering Consulting Services. We are attracting and retaining women at rates higher than our peers and working hard to influence factors affecting gender equality that are in our control.

Our Jacobs gender pay gaps have increased for the 2023-2024 reporting period. This is attributed to a higher proportion of female representation in early career levels within our organisation.

We continue our long-term deliberate focus in this space. There is a long way to go both for Jacobs and the broader industry and we continue to work internally and with external partner organisations to address this with a demonstrable sense of urgency. An overview of the key drivers of our performance follows (Page 5).



## Gender representation

**A key driver of our gender pay gaps is the gender representation and distribution across our organisation.**

We've seen steady growth in women's representation year over year, achieving gender balance at the graduate and early career levels. However, the concentration of women in these entry level roles, which typically have lower salaries, contributes to the pay gap. Addressing the underrepresentation of women in senior roles is crucial to further closing the gap.

Building a balanced pipeline with strong representation at entry level reflects our longer-term workforce development strategy as part of our efforts to build a gender-balanced pipeline for the future. However, a significant challenge remains: the underrepresentation of women in senior roles. This imbalance, partly due to historical occupational segregation in engineering, contributes to our gender pay gaps.

We're actively working to address this by attracting, developing, and promoting women into leadership positions, recognising our responsibility to drive change within Jacobs and the broader industry. Jacobs is an active member of the Consult Australia Champions of Change Coalition and other industry bodies and together, we are committed to drive industry wide change.

Achieving a greater gender balance in senior roles is key to reducing the gender pay gaps long term at Jacobs and we continue to focus on increasing diversity further up in our organisation to late-career and senior leadership levels, which remain predominantly male.

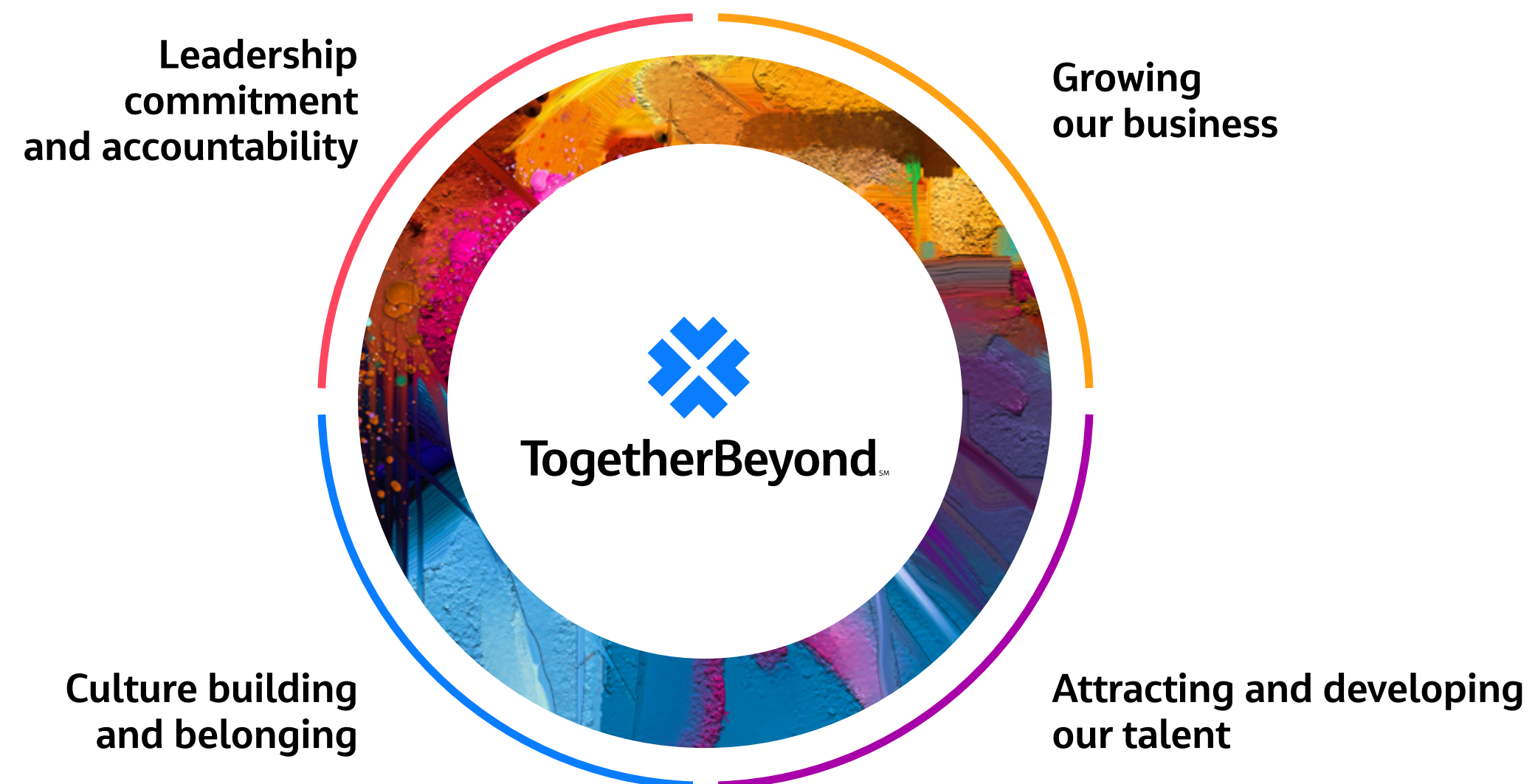




# Our continued focus to achieve gender equality

## Key actions

TogetherBeyond is our approach to living inclusion every day, and enabling diversity and equity globally. This approach is shaped around four pillars:



We track representation monthly and progress against our 40:40:20 aspirational goal, holding ourselves to account for achieving sustainable change.





## KEY ACTIONS | PILLAR ONE

# Leadership commitment and accountability

## Leadership accountability

Our local and global Inclusion and Diversity teams regularly gather to discuss progress against our established priorities and metrics, ensuring leadership at the highest levels of the organisation is informed and accountable.

### 40:40:20

In 2020, we set a 40:40:20 gender balance aspirational goal to drive gender equality and accelerate the representation and advancement of women across our workforce. In 2023 we launched our inaugural Sustainability-Linked Bonds, where the interest rate payable on the bonds are tied to Jacobs' success towards these aspirational gender equality goals and reducing gender inequalities.

## Equal pay

Equal pay is a core principle at Jacobs, and we regularly analyse our pay structures to maintain this standard. We have embedded systems, tools and processes to ensure that our employees continue to be paid on a 'like-for-like' job grade basis.

We also run reviews and analysis around compensation outcomes and the impact on gender pay gaps after merit review and as part of our promotion process.

## The Champions of Change Coalition

We've been committed members of The Champions of Change Coalition since 2017. The work of The Coalition focuses on shifting the systems of gender inequality in the workplace.

As part of our involvement in the Champions of Change Coalition, **we co-led the development of [The 7 Switches – Gender Equality by Design framework](#)**, providing a structured approach to embedding equity into design decisions.

## Reporting

As part of measuring our progress in gender equality, we have systems in place to track and share reporting on progress around our inclusion and diversity goals and metrics, including our 40:40:20 gender balance goal and toward females in key management positions.

## The WGEA Employer of Choice for Gender Equality Accreditation

We are proud to have been awarded the WGEA Employer of Choice for Gender Equality citation for 10 consecutive reporting years. This ongoing achievement is testament to our commitment to gender equality now and into the future.

## KEY ACTIONS | PILLAR TWO

# Culture building and belonging

## Training and leadership development

Mandatory annual employee compliance training on Jacobs' core values for all employees. Our Jacobs leadership philosophy and manager training enables all employees to uphold our inclusion and diversity values.

## Everyday Respect

Our Everyday Respect Program and Toolkit is an employee resource centred around creating a culture of respect and a safer working environment for all our people.

## Flexible work

**myFlex** - our industry-leading flexibility policy and toolkit - provides guidance and support for all employees to take up part-time and flexible work options with 95% of our workforce working flexibly. Flexibility is crucial for caregivers, allowing them to balance their work and caregiving responsibilities.

## Parental leave for all

Our Parental Leave for All policy and toolkit aims to support long term financial security of women and true shared care. The policy deliberately removes the concepts of primary and secondary carers and any qualifying period for employees to take paid parental leave for up to 18 months, as well as paying superannuation on periods of unpaid leave.

## Parental and family support

Our parental transition program myLink is for working parents, offering support before, during, and after becoming a parent or caregiver. We ensure employees on parental leave receive merit reviews and are considered for promotions.

We're also committed to supporting employees affected by Family & Domestic Abuse (FDA) and fostering a safe, inclusive environment for all, including providing resources and support through our FDA policy.

## Psychosocial wellbeing

With an acute focus on health and wellbeing, we rolled out a comprehensive psychosocial toolkit and resources for all employees. Additionally, we held focus groups on our positive duty to prevent sexual harassment, using employee feedback to strengthen our approach.

## Employee networks

Our 8 Jacobs Employee Networks are the grassroots driving force behind our culture of inclusion and belonging. Jacobs' Women's Network embodies a visionary commitment to empower, elevate and lead towards a better future, striving to redefine workplace dynamics and advance the success of women.



## KEY ACTIONS | PILLAR TWO

### Measuring demographics

We've invited our employees to voluntarily share their personal demographic data with our internal campaign Be Seen @ Jacobs. By understanding this data, we can allocate and target resources and services where they are needed most.

### Providing free menstrual products

In 2024, we partnered with Australian-owned social enterprise TABOO to providing free menstrual care products for all employees across our office network. Our goal is to eliminate any possibility of our colleagues facing challenges in accessing essential period care products. TABOO's efforts extend beyond product sales by reinvesting profits into providing products, funding research and education. TABOO creates meaningful change and Jacobs is proud to support this mission.

### Additional wellbeing benefits

We provide an extensive range of staff wellbeing benefits through various life stages.

#### Some of these include:

- Parental success neurodiversity training benefit in partnership with ReThinkCare
- Personalised financial literacy education, free financial planning services and support in partnership with Origin
- Fertility healthcare and family forming benefits, providing support and funding for fertility health, IVF, menopause and low testosterone support with Carrot





## KEY ACTIONS | PILLAR THREE

# Attracting and developing our talent

## Recruitment strategy

Our talent acquisition strategy aims to eliminate bias through actionable measures including but not limited to:

- Mandatory quarterly training for our Talent Acquisition team to ensure fair and equitable hiring
- Comprehensive manager training on best practice inclusive hiring and the mitigation of unconscious bias
- Structured interviews with standardised assessment criteria, subject to regular audits for accountability
- Promotion of flexible work arrangements for all (part-time, job share) to accommodate diverse candidate needs.

## Promotions and opportunities

Stringent moderation processes are in place to ensure equal access to promotions and career opportunities. The annual promotion round promotes consistency and transparency, supporting gender equality by assessing all employees (including those on leave) based on merit and performance.

## Building allyship and advocacy

Our MARC Dialogue Teams (Men Advocating Real Change) is an advocacy program designed to inspire and equip our employees to become active advocates for change.



## KEY ACTIONS | PILLAR FOUR

# Growing our business

### Empowering the next generation through STEAM!

Our partnership with Engineers Without Borders (EWB) demonstrates our commitment in action. Our staff volunteering their time and expertise to support EWB youth outreach programmes. This hands-on involvement from our people helps inspire the next generation of diverse STEAM professionals whilst creating meaningful impact in our communities.

### Giving back

Through Collectively<sup>SM</sup>, our global giving and volunteering program, employees are empowered 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.





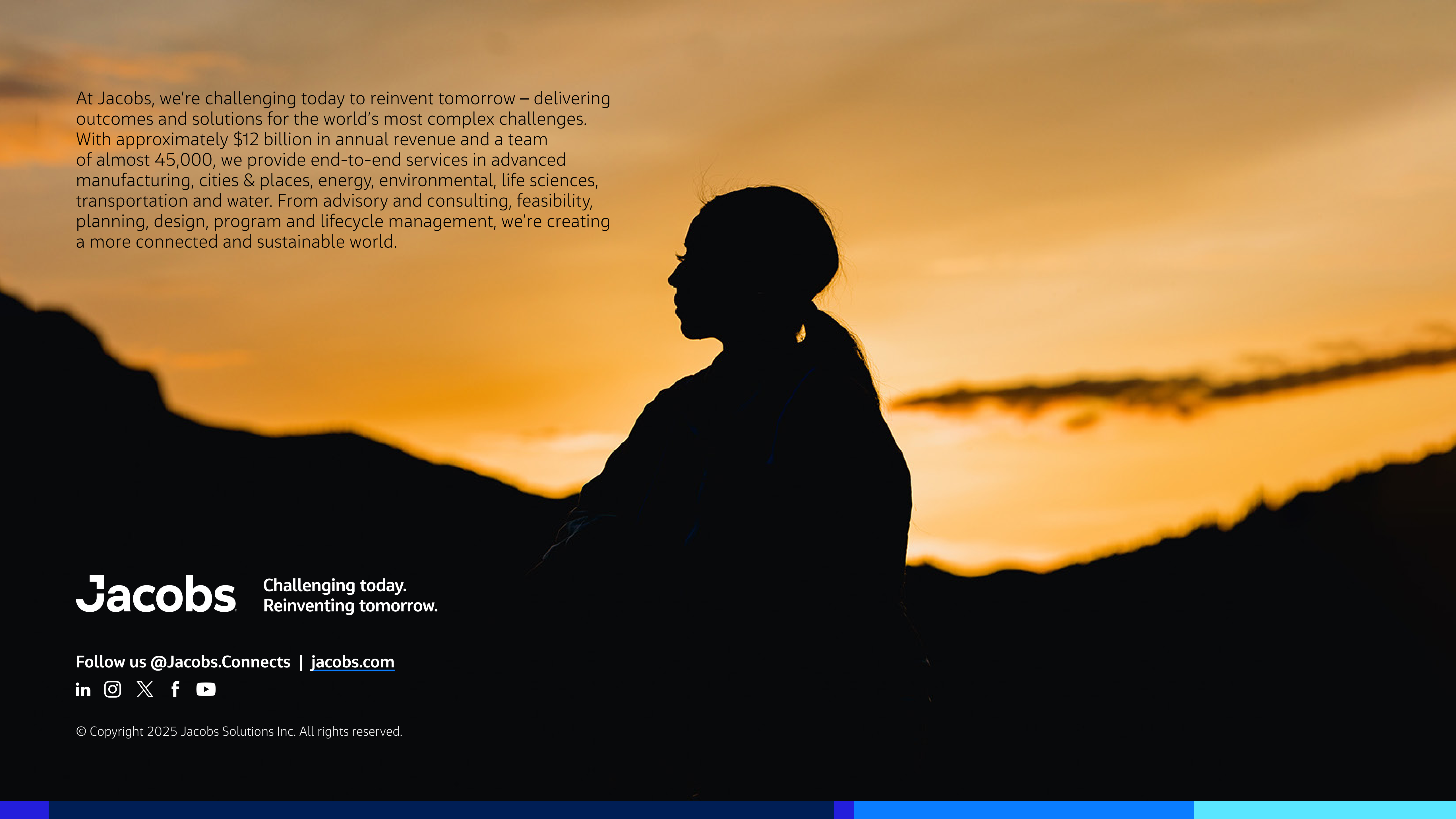
# We are all responsible for contributing to positive change.

Jacobs is committed to improving our gender pay gaps. We know that making progress requires intentional focus and collective action – we are all responsible for contributing to positive change. We remain steadfast in our commitment to our global aspirational goal of 40:40:20 gender diversity at all levels of the company. We have made strong progress at early career levels and are working to increase representation at senior levels to reduce our gender pay gaps.

Meaningful change will only be achieved through deliberate and intentional action, to reshape our employee community at Jacobs and the industry as a whole.





A silhouette of a woman with long hair, looking out over a sunset landscape. The sky is a warm orange and yellow, with a dark horizon line. The woman's profile is visible against the bright background.

At Jacobs, we're challenging today to reinvent tomorrow – delivering outcomes and solutions for the world's most complex challenges. With approximately \$12 billion in annual revenue and a team of almost 45,000, we provide end-to-end services in advanced manufacturing, cities & places, energy, environmental, life sciences, transportation and water. From advisory and consulting, feasibility, planning, design, program and lifecycle management, we're creating a more connected and sustainable world.

**Jacobs**

Challenging today.  
Reinventing tomorrow.

Follow us @Jacobs.Connects | [jacobs.com](https://www.jacobs.com)



© Copyright 2025 Jacobs Solutions Inc. All rights reserved.