

2025

Jacobs Gender Pay Gap Report Ireland



Jacobs



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Foreword

"We live inclusion" is one of Jacobs' core values and central to our company purpose: To create a more connected, sustainable world.

At Jacobs in Ireland (hereinafter, "Jacobs", "our company" or "our organisation"), 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 both in our company, industry 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 TogetherBeyondSM.

We understand that bold, accountable leadership is a key driver for inclusion, and have seen great success through our operationalisation of TogetherBeyond and amplification of inclusive behaviours at all levels of our company. I'm pleased to present our 2025 Gender Pay Gap Report, which shows that our median gender pay gap currently stands at 22.2%, a decrease of 3.8% from last year's report, and a cumulative decrease of 7.2% since we began reporting in 2022. Our mean pay gap is 23.8%, a decrease of 3.9% from last year's report, and a cumulative decrease of 5.7% since our first report in 2022.

Tangible leadership commitment and accountability helps drive our culture at Jacobs. We acknowledge that we still have work to do. This report details our journey and highlights the actions we are taking to increase female participation, reduce our gender pay gap and ensure a most equitable workforce for everyone.



A handwritten signature in black ink that reads "Joanne".

Joanne Caruso

Chief Legal & Administrative Officer

This document specifically discloses Jacobs Ireland gender pay gap as of 15 June 2025. 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 ("Regulations"), as amended by the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) (Amendment) Regulations 2024 ("2024 Regulations").

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.

Our Gender Pay Gap in 2025 – Ireland

Jacobs has three legal entities in Ireland as of 15 June 2025. These are:

- Jacobs Engineering Ireland Limited,
- CH2M HILL IDC Limited, and
- Halcrow Group Ireland Limited.

We are legally required to report gender pay and bonus gaps for Jacobs Engineering Ireland Limited only, as it has over 50 employees as of our snapshot date (15 June 2025). However, to promote transparency, we are voluntarily reporting gender and bonus pay gap information for all employees directly employed in Ireland.

We have published pay and bonus gap data for Jacobs Engineering Ireland Limited specifically on page 16 to fulfil our statutory obligations. Otherwise, the data in this report reflects the cumulative employee population across all three Jacobs entities in Ireland.

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.



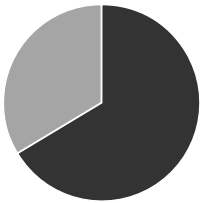
Gender distribution

The proportion of male and female employees is calculated based on the number of people directly employed as permanent or temporary employees on the snapshot date (15 June 2025). This excludes self-employed and agency workers supplied to Jacobs but employed by an agency, in line with the definition of “employee” under the Regulations.

The legal, binary declaration of gender made for payroll purposes was used.¹

2023

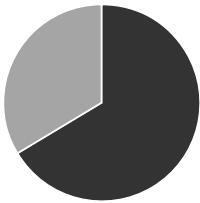
34.5% (205)
FEMALE



65.5% (389)
MALE

2024

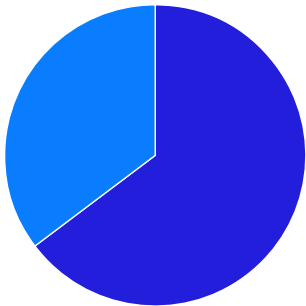
34.6% (222)
FEMALE



65.4% (419)
MALE

2025

35.3% (231)
FEMALE



64.7% (423)
MALE

Part-time and temporary workers

	2023		2024		2025	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Part-time	12.2% (25)	1.0% (4)	10.8% (24)	1.0% (4)	8.7% (20)	1.4% (6)
Temporary Workers	3.4% (7)	3.6% (14)	5.0% (11)	4.8% (20)	3.5% (8)	3.8% (16)

¹ The legal, binary declaration of gender made for payroll purposes was used in accordance with the Regulations. We know that tracking the outcomes and experiences of all employees is important. We are seeking to increase our data disclosure rates to allow us to learn more about our people, address gaps and identify and act on relevant trends.

Proportion of males and females in each pay quartile 2023-2025

	2023		2024		2025	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Lower Quartile	47.7%	52.3%	46.6%	53.4%	43.3%	56.7%
Lower Middle Quartile	48.0%	52.0%	43.1%	56.9%	47.9%	52.1%
Upper Middle Quartile	27.0%	73.0%	30.6%	69.4%	30.5%	69.5%
Upper Quartile	15.4%	84.6%	18.1%	81.9%	19.6%	80.4%

We are pleased to report that female presentation in quartile 4 (upper) continues to positively increase year-over-year, with an increase in the past year of 1.5% (to 19.6%).



Gender Pay Gap

	2023	2024	2025
Mean	27.2%	27.7%	23.8%
Median	27.3%	26.0%	22.2%

In 2025 our **median** pay gap (which includes ordinary and bonus pay) decreased for the third consecutive year, highlighting the increase of female representation in senior roles. Our median pay gap currently stands at 22.2%, a decrease of 3.8% from last year’s report, our biggest % decrease since we began reporting in 2022. This gives the company a cumulative decrease of 7.2% since 2022. Our **mean** pay gap is 23.8%, a decrease of 3.9% from last year’s report. This gives the company a cumulative decrease of 5.7% since our first report in 2022.

Our pay gap quartile by quartile analysis shows that in quartiles 1-3 (lower, lower middle and upper middle), there is either a negative gap (women are paid more than men) or the gap is not larger than 1% on a mean basis. In quartile 4 (upper) the gap is larger, which highlights that differences in salaries and bonus entitlements are much larger at this level.

	2023		2024		2025	
	Part-time Employees*	Temporary Employees*	Part-time Employees*	Temporary Employees*	Part-time Employees*	Temporary Employees*
Mean	-1.3%	51.2%	36.7%	33.9%	25.9%	31.9%
Median	2.0%	0.0%	34.5%	0.0%	24.7%	0.0%

The biggest driver of our overall pay gap continues to be the shape of our workforce – we have fewer women in senior roles. Continued closing of the pay gap depends on increasing female representation in senior roles while continuing to ensure there is pay equity within senior roles across genders. We are confident that we have the right actions in place to ensure continued progress. During the reporting period, 38% of all promotions in Ireland were awarded to high performing women based on merit. This figure rises to 45%, when considering promotions made at the Director level and above, also based on merit.

*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 that representation and pay gaps are subject to greater movement.

Bonus Pay Gap – Gender

Proportion of employees who received a bonus by gender

	2023	2024	2025
Male	32.9%	31.5%	31.0%
Female	24.9%	27.5%	26.4%

We have a culture of rewarding contributions from all employees based on merit and despite seeing lower numbers of bonus nominations, we are encouraged by the progress made in bonus distribution. In 2025, the proportion of women receiving bonuses decreased from **27.5% to 26.4%**, however the proportion of men receiving bonuses also decreased slightly from **31.5% to 31%**, and although the decrease is higher in women receiving a bonus, we see an overall reduction in the application of bonuses overall in 2025.

Our bonus schemes are discretionary and include annual bonuses to senior leaders accountable for driving business success, as well as on-the-spot awards which all employees, including leaders, are empowered to acknowledge great work in real time throughout the year.

Gender bonus gap

	2023	2024	2025
Bonus Mean	42.5%	67.1%	53.5%
Bonus Median	36.5%	33.9%	27.6%

Reassuringly, our **median** bonus gap has reduced to 27.6%, a decrease of 6.3% from 2024. Our **mean** bonus gap has also decreased to 53.5%, a decrease of 13.5% from 2024. There was an almost 70% increase in mean bonus values granted for women (v 20% for males) and 33% increase in median bonus values granted for women (v 17% for men).

Ireland Pay Equity Review

The gender pay gap refers to the overall difference in average earnings between men and women across an organisation, regardless of role or seniority. It highlights systemic disparities in representation and career progression. Pay equity, on the other hand, means ensuring individuals are paid fairly and equally for performing the same or comparable work, regardless of gender or other protected characteristics.

As well as meeting our statutory obligations in relation to gender pay gap reporting, we're 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 pay equity and promotion reviews each year to ensure that our employees are paid and promoted fairly and equitably. In addition, we review our pay ranges and global career structure framework periodically and take appropriate action, when needed, based on the reviews.



Key Actions

At Jacobs, we want people to feel that they are included, that they belong and that there is no limit to who they can be and what we can achieve together. It means creating a culture of belonging where everyone can thrive – a culture that we call **TogetherBeyond**.

Our TogetherBeyond approach is shaped around four pillars:

- Leadership Commitment & Accountability
- Culture Building & Belonging
- Developing Our Talent
- Growing Our Business

For our operations in Ireland, we track gender representation monthly, to inform more effective strategies and actions to advance gender equality in the workplace. 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 continue to progress gender equality and inclusion across our company, industry and society.



Key Actions

Leadership Commitment and Accountability

- Our commitment to living inclusion begins at the top: TogetherBeyond is supported by tangible leadership commitment and accountability at all levels of the company.
- The **Leadership Commitment Statement** is reviewed and re-signed annually by our Executive Leadership Team. It outlines specific behaviors expected of leaders, including role modelling inclusion, mentoring across difference, and fostering trust through transparency. It is actively promoted through global communications and embedded in performance systems.
- Inclusion is integral to **Jacobs' Leadership Philosophy** and **Leadership Shadow** and it's a core component of **all leadership and management training**, reinforcing expectations and behaviors at every level. We also embed behavioural nudges and assessments across our people processes to help identify and mitigate bias and ensure fairness across the employee life-cycle.
- We continue to conduct regular **pay equity reviews** to ensure that our employees are paid fairly and equitably.
- We conduct regular **Culture Surveys** to assess employee sentiment. In FY25, 62.7% of employees shared their feedback, with 89% reporting feeling 'comfortable being myself at work'.
- Where permitted, we invite our employees to voluntarily share their personal demographic information through our internal campaign '**Be Seen @ Jacobs**'. Data transparency is a key focus, and we use data to understand trends and allocate targeted resources and services where they are needed most.

Culture Building & Belonging

- All employees are required to complete annual "**Living Our Values**" training, including a "We Live Inclusion" module. This training reinforces Jacobs' core values, including inclusion, and provides practical guidance on how to live them day-to-day.
- Recognizing the importance of work-life balance, Jacobs provides guidance and support allowing employees to take up part-time and **flexible work options** where the work allows for it. In Jacobs FY25 Culture Survey, 84% of employees reported having 'flexibility to balance my work and personal life responsibilities.'
- Bridge the Gap, our **parental transition programme**, provides tailored support to all new and prospective parents and their line managers, helping them navigate the transition to parenthood with confidence and care, regardless of whether they are welcoming their first child or expanding their family further.
- We continue to offer enhanced family-friendly and gender supportive benefits, including a partnership with Carrot (introduced in 2023) to bring employees **free inclusive fertility healthcare, family-forming benefits and menopause/low testosterone benefits and support**.
- We also offer programmes in partnership with RethinkCare, a leading global behavioural and mental health platform supporting neurodiversity in the workplace and at home, which provides **support and resources for caregivers of children of all ages** and tools to support neurodiversity.

Key Actions

- With over 260 professional Communities of Practice and eight [Jacobs Employee Networks](#), Jacobs presents myriad opportunities to connect, network and innovate with colleagues across the globe. In FY25, 54% of our employees were members of one or more **Jacobs' communities** – 40% of our employees were members of one or more Jacobs Employee Networks specifically.

Developing our Talent

- We continue to offer our people access to **agile careers and career partners** to support talent mobility and progression, with an intentional focus on inclusion and belonging. Our **JacobsGo!** programme is a global initiative that empowers early career talent through short-term international assignments – fostering global exposure, career growth, cultural exchange, and professional development.
- We ensure inclusion and belonging is a core focus in **succession planning** for all director level roles and above to ensure broad representation of backgrounds, perspectives and experiences in our senior leadership positions.
- We continue to use our **mentor matching scheme** as a tool to enable automatic mentor matching technology to accelerate career development, learning and networking opportunities for employees.
- In 2025 we continued to promote **mid-year career conversations** and tools, enabling everyone to have a meaningful career conversation, plan and support.
- In FY25, we launched **Internal Talent Marketplace (ITM)** to connect our employees with opportunities across Jacobs – empowering our people to grow and have agile careers to ensure we're keeping our top talent. ITM allows employees to search and apply for open roles, create job alerts and receive suggestions based on their e3 talent profile.

- In FY25 we launched **Jacobs University**, which provides access to over 32,000 training programmes, AI powered coaching and AI generated careers pathways, curated learning content aligned to employees' roles and aspirations, and access to dedicated schools to build critical skills around digital and AI, project management, sales and leadership.

Growing our Business

Although less relevant to our internal gender pay gap, we're also committed to helping foster an inclusive culture and cultivate a work environment where all employees feel they belong:

- We have a **STEAM ambassadors programme** which is a flagship initiative to inspire the next generation around sustainability and a career in STEAM. We have over 400 STEAM Ambassadors who are key to driving our efforts, and each employee is eligible to use four hours per year to take part in STEAM volunteering activities.
- Jacobs maintains an active **supplier inclusion programme** that encourages use of Small Business Enterprises (SBEs) from a broad spectrum of backgrounds, experiences and capabilities. In alignment with our client requirements and expectations, in FY24 we spent \$2.12 billion globally on small business suppliers, representing 33.5% of our total supply chain spend.
- We offer **project level inclusion plans** to help our sales and project teams build inclusion and belonging into client programmes to create social value for our clients and society.
- Through **CollectivelySM**, our global giving and volunteering program, employees are empowered to support charities and initiatives to drive inclusion and belonging, such as Breast Cancer Awareness Month and the International Day for the Elimination of Violence Against Women.

Key Actions

Global recognition and partnerships

We're proud to be recognised externally for our leading approach to inclusion and belonging, being consistently ranked in the top quartile for inclusion and belonging by organisations such as Forbes, Times Top 50 Employers for Gender Equality and others.

- Named in The Times Top 50 Employers for Gender Equality 2025 for the fifth consecutive year.

// Jacobs Women's Network offers a platform for employees to connect, learn, and grow. Working closely with our HR and Talent Acquisition Business Partners, our mission is to provide opportunities for women to develop leadership skills, build networks, and overcome barriers. We do this by providing visibility, clarity and the tools and support available for career development and advancement. We actively collaborate with other Employee Networks to amplify our impact, championing initiatives that promote inclusivity and belonging across the organisation. By working together, we aim to create a workplace that values every individual's unique talent and perspective, ultimately benefiting our employees, our company, and the communities we serve."



Sarah Richards, Katarzyna Hogendorf and Monika Pelczar

Europe Leads, Jacobs Women's Network

Our Pay Gap Report Summary

Increasing senior representation is our key driver for addressing our gender pay and bonus gaps. Our TogetherBeyond plans and aspirational goals for our operations in Ireland are aiding us in 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.

Whilst this report focuses on gender, our TogetherBeyond approach goes further, creating a workplace where all differences are embraced, celebrated, and harnessed to bring the innovative, extraordinary solutions clients expect from us.



Reporting tables 15 June 2025 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	31.0% (131)	29.8% (122)
Proportion of female employees who received a bonus	26.4% (61)	26.5% (60)
Proportion of male employees who received Benefit in Kind	48.7% (206)	47.1% (193)
Proportion of female employees who received Benefit in Kind	41.1% (95)	39.8% (90)
Proportion of male employees who are part-time workers	1.4% (6)	1.5% (6)
Proportion of female employees who are part-time workers	8.7% (20)	8.4% (19)
Proportion of male employees who are temporary workers	3.8% (16)	3.9% (16)
Proportion of female employees who are temporary workers	3.5% (8)	3.5% (8)

*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	43.3%	56.7%		44.0%	56.0%
Lower Middle Quartile	47.9%	52.1%		46.5%	53.5%
Upper Middle Quartile	30.5%	69.5%		30.8%	69.2%
Upper Quartile	19.6%	80.4%		20.8%	79.2%
	Mean	Median		Mean	Median
Difference in hourly rate of pay (including Bonus)	23.8%	22.2%		21.3%	21.0%
Difference in bonus pay	53.5%	27.6%		44.7%	28.0%
Difference in Part-Time pay (including Bonus)	25.9%	24.7%		26.9%	25.2%
Difference in Temporary workers pay (including Bonus)	31.9%	0.0%		31.9%	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 2025) 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.
- **Calculation of pay and bonus:** Pay which is gross pay (before deductions at source, e.g. income tax) including normal salary, overtime, allowances, 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. As per legislative changes set out in the 2024 Regulations, stock options were excluded from bonus gap calculations, but were included in benefit in kind statistics from the 2024 reporting period onwards.
- **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 – 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 and places, energy, environmental, life sciences, transportation and water. From advisory and consulting, feasibility, planning, design, programme and life-cycle management, we're creating a more connected and sustainable world.

Jacobs

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



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