



Jacobs Pay Gap Report 2025

England, Scotland and Wales

Jacobs

Challenging today.
Reinventing tomorrow.

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This document represents a full report of Jacobs 2025 Gender and Ethnicity Pay Gap and meets all statutory requirements.

Foreword

At Jacobs, we live inclusion. It's one of our core values and matters because it shapes who we are as a business and how people experience working here. We want everyone to have the opportunity to thrive and reach their potential, and we know that means being honest about where we're making progress and where we still have work to do.

This report sets out our U.K. pay gap data for 2025. It's a key part of how we hold ourselves to account, because behind the data are real people, real careers and real opportunities. It also helps us understand whether the actions we're taking are making a meaningful difference.

We have made steady progress, particularly on gender, where we've seen sustained improvement over time. In 2025, our gender pay gap reduced again, marking the eighth consecutive year of improvement. The mean gender pay gap decreased from 16.4% to 15.5%. This reflects continued progress in both representation and progression.

Progress in other areas has been mixed. Ethnicity representation increased across all pay levels, but our ethnicity pay gap widened in 2025 from 12.7% to 14.5%. Increasing ethnicity representation at senior levels remains central to closing this gap over time.

Supporting this priority, the work of our employee networks is a core part of how we build an inclusive culture at Jacobs and I'm proud to sponsor Harambee, which focuses on enabling Black talent to be represented and thrive at all professional levels by building leadership capability and community across the business. Alongside our other networks, which are open to everyone, this work helps challenge barriers, amplify voices and keep inclusion part of everyday conversations.

The work sits within our broader TogetherBeyondSM agenda, which drives action focused on leadership commitment and accountability, developing our talent, building a strong sense of belonging, and growing our business in a way that reflects the clients and communities we serve.

We remain committed to continuing this progress as we work to build a fair and inclusive workplace. Increasing female and ethnicity representation at senior levels, and sustaining long-term pay gap reduction, remain priority areas. There's more to do, and with continued focus, accountability and collective effort, we can keep moving in the right direction. Together, we can make a difference.



Richard Sanderson
Executive Vice President
and General Manager – Europe & U.K.

This document specifically discloses Jacobs U.K. gender pay gap as of 5 April 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 U.K. Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Our Gender and Ethnicity Pay Gap in 2025

As of 5 April 2025, Jacobs has one U.K. employing entity with more than 250 employees (Jacobs U.K. Limited). However, in the interest of transparency, we have chosen to broaden our analysis to include our other employing entities with fewer than 250 employees (i.e., LeighFisher Limited and CH2M Hill United Kingdom).

The data set out in the rest of this report therefore relates to our cumulative directly employed workforce across England, Scotland and Wales.

We are also voluntarily publishing our sixth Ethnicity Pay Gap Report, covering employees across all employing entities who have made a declaration to Jacobs on their ethnicity. For the purpose of this report, ethnicity is categorised as either black, Asian and minority ethnic (collectively, "ethnic minority", using the terminology adopted by the U.K. government in respect of ethnicity reporting), or white.

On [page 28](#), we have published the individual pay and bonus gap information for Jacobs U.K. Limited as required to meet our obligations under the Gender Pay Gap Regulations.

A separate 2025 Gender Pay Gap Report for Ireland can be found [here](#).



Changes to our U.K. workforce and implications for interpreting this year's data

On 27 September 2024, Jacobs completed the separation of its Critical Mission Solutions and Cyber & Intelligence government services businesses.

This organisational change has materially impacted the composition of our U.K. workforce, which reduced in size from 10,475 employees to 5,873 employees. Any variations in pay gap metrics this reporting year may therefore reflect this shift in organisational structure, as well as underlying workforce dynamics. As a result, direct year-on-year comparisons with earlier reporting periods should be interpreted with care.

Gender Pay Gap



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.

Pay equity

Pay equity is the concept of compensating employees who have similar job functions with comparable equitable pay, regardless of their gender, race, ethnicity or other status.

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

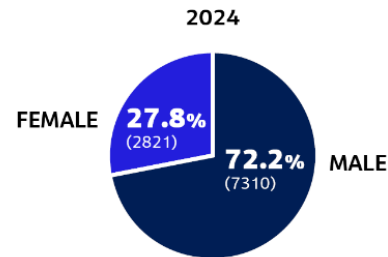
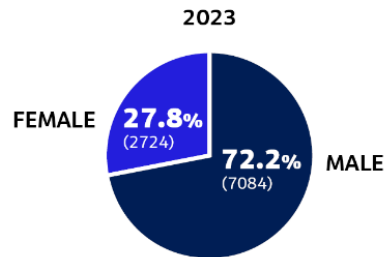
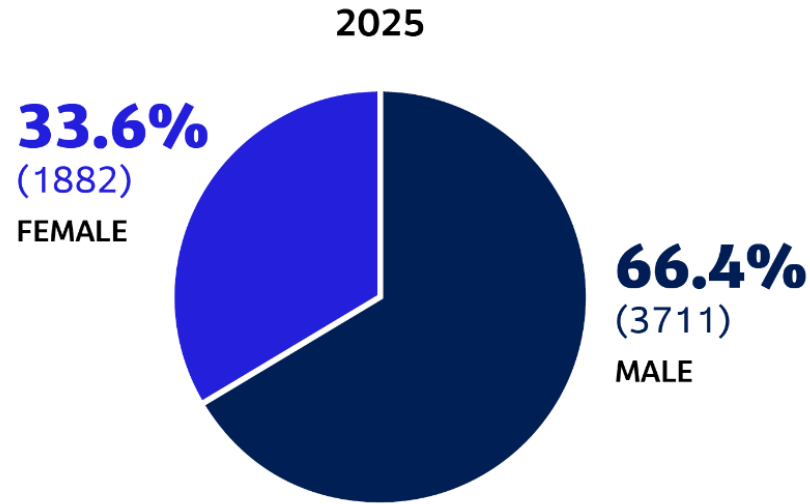
The median bonus pay gap is the difference between the median bonus remuneration of relevant employees of the male gender and that of relevant employees of the female gender, expressed as a percentage of the median bonus remuneration of relevant employees of the male gender.

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.

Gender Distribution¹

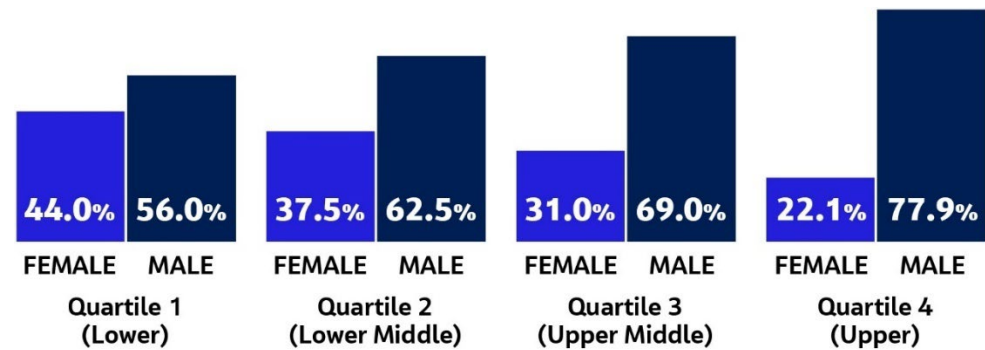


Part-time employees

2023		2024		2025	
FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
21.5%	5.6%	21.2%	5.7%	21.2%	7.7%
(587)	(400)	(597)	(415)	(399)	(284)

We have chosen to voluntarily share part-time data, as we appreciate how important this data is to create a full picture of our commitment to inclusion. We actively support a culture that embraces and enables flexible working.

Proportion of males and females in each pay quartile



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 male and female employees in each pay quartile

	2017		2018		2019		2020		2021		2022		2023		2024		2025	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Lower Quartile	39.6%	60.4%	38.1%	61.9%	37.1%	62.9%	38.3%	61.7%	35.8%	64.2%	35.5%	64.5%	37.5%	62.5%	37.1%	62.9%	44.0%	56.0%
Lower Middle Quartile	32.1%	67.9%	29.9%	70.1%	31.3%	68.7%	30.9%	69.1%	32.8%	67.2%	33.4%	66.6%	32.9%	67.1%	33.0%	67.0%	37.5%	62.5%
Upper Middle Quartile	22.3%	77.7%	20.7%	79.3%	21.7%	78.3%	23.2%	76.8%	22.6%	77.4%	23.9%	76.1%	24.1%	75.9%	23.7%	76.3%	31.0%	69.0%
Upper Quartile	10.7%	89.3%	12.4%	87.6%	13.2%	86.8%	14.3%	85.7%	14.6%	85.4%	15.6%	84.4%	16.5%	83.5%	17.6%	82.4%	22.1%	77.9%

In 2025, female representation in the upper quartile increased to 22.1%, up 4.5% from 17.6% in 2024. This improvement is attributable to a combination of the separation of part of our business, as well as indicating continuing progress in increasing female representation at senior and higher paid levels, reflecting the impact of ongoing actions to attract, develop and retain women in these roles.

Gender Pay Gap

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Mean	26.0%	25.5%	23.4%	21.3%	19.6%	18.1%	17.5%	16.4%	15.5%
Median	23.7%	23.2%	22.7%	21.3%	21.8%	20.4%	20.1%	20.0%	19.3%

In 2025, our **mean gender pay gap** reduced from 16.4% to 15.5%, and the **median gender pay gap** reduced from 20.0% to 19.3%, marking the eighth consecutive year of improvement. These reductions are attributable to a combination of the separation of part of our business and reflect continued progress in increasing female representation, particularly at senior levels, although women remain underrepresented in these higher paid roles. Sustained progress will depend on further strengthening female representation within senior positions. At the end of fiscal year 2025 of all U.K. promotions, 43.4% were awarded based on merit to women, evidencing fair and equitable progression of female talent into leadership positions.

Part-time employees

	2023	2024	2025
Mean	18.6%	16.0%	11.6%
Median	18.6%	16.7%	12.1%

* Voluntary disclosure – pay gap calculations based on entire population of part-time employees, both male and female.

Gender Bonus Pay Gap

Proportion of employees who received a bonus

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Male	20.1%	30.0%	22.7%	19.7%	20.5%	28.8%	23.4%	27.6%	27.5%
Female	22.2%	30.0%	27.9%	23.8%	23.8%	35.0%	30.1%	33.1%	32.0%

In 2025, 27.5% of men and 32.0% of women received a bonus. Our bonus schemes are discretionary and based on merit. They include annual payments, 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.

Bonus pay gap

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Bonus Mean	59.1%	64.1%	61.2%	44.2%	38.6%	45.3%	41.2%	29.8%	23.1%
Bonus Median	42.7%	74.0%	35.7%	48.7%	10.3%	23.1%	25.0%	20.7%	33.3%

In 2025, our **mean gender bonus gap** decreased to 23.1%, while the **median gender bonus gap** increased to 33.3%.

The reduction in the mean gender bonus gap is primarily driven by movements in the upper quartile (Q4), where the mean gender bonus gap significantly decreased.

The median gender bonus gap increased because of shifts in bonus awards in the lower two quartiles – in the lower middle (Q2) quartile the mean gender bonus gap increased, and in the lower quartile (Q1) the mean gender bonus gap moved from favouring women to parity.

We will continue to review bonus outcomes to support fairness and consistency across all employee groups.

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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 and Monika Pelczar
Europe Leads, Jacobs Women's Network



Ethnicity Pay Gap



We are voluntarily publishing our sixth Ethnicity Pay Gap Report, sharing data as of 5 April 2025. We are reporting data for employees across all employing entities who have made a declaration to Jacobs on their ethnicity. For the purpose of this report, ethnicity is categorised as either black, Asian and minority ethnic (collectively, "ethnic minority", using the terminology adopted by the U.K. government in respect of ethnicity reporting), or white.

Publishing our ethnicity pay gap data is an important step in understanding the challenges we face as a business and helping to amplify the action we need to take to improve representation and inclusion across a broad spectrum of ethnicities within Jacobs. Only by being transparent can we drive intentional action and measure the progress we are making regarding ethnicity representation and inclusion in our business.

The ethnicity pay gap is a measure to show the difference between the gross hourly, ordinary earnings for all ethnic minority employees compared to the gross hourly, ordinary earnings of all white employees without taking into account for individual roles, responsibilities and seniority.

In the absence of prescribed statutory guidelines on how to report the ethnicity pay gap, we're reporting the pay gap between employees who have declared their ethnicity to be white, versus all other ethnicity declarations. We've excluded any employees from the calculations who did not share their ethnicity.

Ethnicity Pay Gap Definitions

Mean ethnicity pay gap

The mean pay gap is the difference between the mean average hourly earnings of employees who have declared their ethnicity as white compared to the hourly average earnings of employees who have declared their ethnicity as black, Asian and minority ethnic and is expressed as a percentage.

The higher the percentage, the higher the pay gap between white and black, Asian and minority ethnic employees.

Employees who have not shared their ethnicity, or have indicated they would prefer not to say, are not included in these calculations.

Mean bonus pay gap

The mean bonus pay gap is the difference between the mean average bonus payment received by white employees compared to the average bonus payment of black, Asian and minority ethnic employees and is expressed as a percentage.

The higher the percentage, the higher the bonus pay gap between white and black, Asian and minority ethnic employees.

Median ethnicity pay and bonus gaps

The median ethnicity pay and bonus gaps are calculated by arranging all the pay amounts of black, Asian and minority ethnic and white employees in numerical order and selecting the middle amount. The difference is expressed as a percentage.

The higher the percentage, the higher the pay gap between black, Asian and minority ethnic and white employees.

Pay equity

Pay equity is the concept of compensating employees who have similar job functions with comparable equitable pay, regardless of their gender, race, ethnicity or other status.

Pay quartiles

The proportion of white and black, Asian and minority ethnic employees is in four pay bands. The hourly pay for both white and black, Asian and minority ethnic employees is arranged from the lowest to the highest – this is then divided into four quartiles (divided as evenly as possible).

Then the proportion of white and black, Asian and minority ethnic is calculated for each quartile.

Ethnicity Distribution

	2020	2021	2022	2023	2024	2025
Declared white	67.9%	64.5%	71.3%	66.2%	66.7%	70.5%
Declared ethnic minority	8.0%	7.4%	8.7%	9.3%	10.0%	15.6%
Not declared	24.1%	28.1%	20.0%	24.5%	23.3%	13.8%

Of our total English, Scottish and Welsh workforce (including employees who have not declared their ethnicity), 15.6% of employees identify as having an ethnic minority ethnicity. For quartile reporting and all pay gap analyses, figures are based only on employees who have declared their ethnicity. Within this group, the proportion of declared ethnic minority employees is 18.2%.

We remain committed to increasing ethnic minority representation across our workforce, with particular emphasis on senior roles. In 2025, we reinforced this commitment by introducing annual aspirational goals for senior ethnic minority representation in the U.K., supported by defined initiatives and measurable objectives to drive sustained progress

Proportion of white and ethnic minority employees in each pay quartile

		2020	2021	2022	2023	2024	2025
White	Lower Quartile	89.6%	89.4%	88.4%	84.8%	82.9%	75.2%
	Lower Middle Quartile	87.6%	88.6%	87.3%	86.2%	85.3%	80.8%
	Upper Middle Quartile	87.9%	88.5%	89.0%	88.3%	88.2%	83.2%
	Upper Quartile	92.6%	92.6%	91.9%	91.5%	91.3%	88.2%
Ethnic Minority	Lower Quartile	10.4%	10.6%	11.6%	15.2%	17.1%	24.8%
	Lower Middle Quartile	12.4%	11.4%	12.7%	13.8%	14.7%	19.2%
	Upper Middle Quartile	12.1%	11.5%	11.0%	11.7%	11.8%	16.8%
	Upper Quartile	7.4%	7.4%	8.1%	8.5%	8.7%	11.8%

Ethnicity Pay Gap

	2020	2021	2022	2023	2024	2025
Mean	10.3%	9.4%	9.7%	11.2%	12.7%	14.5%
Median	5.3%	6.4%	7.1%	12.1%	14.2%	16.1%

Our **mean ethnicity pay gap** increased from 12.7% in 2024 to 14.5% in 2025 and the **median ethnicity pay gap** increased from 14.2% in 2024 to 16.1% in 2025. Representation of ethnic minority employees continued to increase across all pay quartiles. This improvement is attributable to a combination of the separation of part of our business and ongoing progress in increasing ethnic minority representation across our workforce. However, our pay gap partly increased because the rate of growth in the lower quartile (Q1) significantly outpaced the rate of growth in the upper quartile (Q4): 7.7% v 3.1%. The progress in Q1 is attributable to our intentional inclusive early careers hiring approach and critical to building our long-term talent pipeline. However, in the short term, this is adversely impacting our ethnicity pay gap.

Reducing the ethnicity pay gap will depend on continued progress in increasing representation across a broad spectrum of ethnicities at senior levels, where pay differences are typically larger. Our annual aspirational goals for senior ethnic minority representation in the U.K., supported by clear actions and measurable objectives, remain central to driving sustained progress.

In quartiles 1–2 (lower and lower middle), our mean and median ethnicity pay gaps are negligible, ranging between 0.5% and 1.5%. In quartile 3 (upper middle), ethnic minority employees are paid slightly more than white employees. In quartile 4 (upper), there is a larger gap, reflecting broader differences at senior levels, where variations in salaries and bonus entitlements are greater.



Ethnicity Bonus Pay Gap

Proportion of employees who received a bonus

	2020	2021	2022	2023	2024	2025
White	22.1%	22.0%	31.7%	28.0%	31.0%	31.0%
Ethnic Minority	15.9%	13.9%	23.0%	22.4%	25.7%	22.2%

The gap between the proportion of ethnic minority employees receiving a bonus and white employees receiving a bonus increased in 2025.

Bonus pay gap

	2020	2021	2022	2023	2024	2025
Bonus Mean	40.0%	73.1%	57.4%	47.6%	51.5%	58.6%
Bonus Median	34.0%	25.0%	44.7%	0.0%	13.8%	33.3%

In 2025, our **mean ethnicity bonus gap** was 58.6% and the **median ethnicity bonus gap** was 33.3%.

In quartiles 1–2 (lower and lower middle), bonus outcomes were broadly comparable, with small gaps favouring ethnic minority employees. In quartile 3 (upper middle), bonus gaps favoured white employees. In quartile 4 (upper), the gap was largest, reflecting greater variation in bonus outcomes at senior levels.

We will continue to review bonus outcomes to support fairness and consistency across all employee groups.

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Harambee welcomes the publication of this year's pay gap report and the transparency it provides. While the results show there is still important work ahead, we recognise the value of openly understanding where disparities persist for ethnic minority colleagues across all professional levels.

We remain committed to partnering with the wider organisation to drive meaningful change. Increasing representation across all grades is essential not only to addressing pay gaps, but to ensuring diverse perspectives are reflected in decision making and leadership.

We are especially encouraged by the positive impact of our Elevate initiative, which has supported colleagues in building professional capability, confidence and their networks, while also fostering personal growth and wellbeing.

We look forward to continuing this momentum and working collaboratively to create workplace where everyone has equitable opportunity to thrive and progress.”



Ire Akinfisoye
European Lead, Harambee Employee Network

Pay Equity Review

Pay gap refers to the overall difference in average earnings between men and women /white and ethnic minority employees across an organisation, regardless of role or seniority. Pay equity, on the other hand, means ensuring individuals are paid fairly and equitably for performing the same or comparable work, regardless of gender, ethnicity or other protected characteristics.

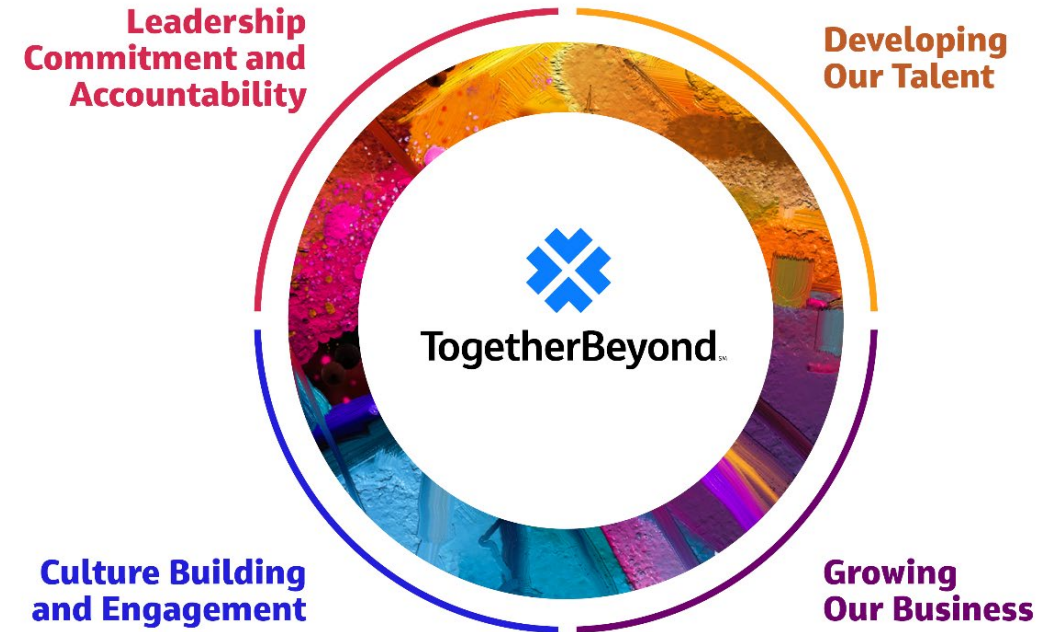
As well as meeting our statutory obligations in relation to gender pay gap reporting and voluntarily reporting our ethnicity pay gap, we are committed to ensuring our employees are compensated fairly and equitably based on the roles they perform relative to Jacobs' global career structure and salary scales.

In the U.K., we undertake annual pay equity and promotion reviews to ensure that our employees are paid and promoted fairly, equitably, and based on merit. In addition, we periodically review our pay ranges and global career structure framework and take appropriate action when needed based on these assessments.



TogetherBeyond is our approach to living inclusion every day and enabling a sense of belonging globally.

This approach is shaped around our four pillars:

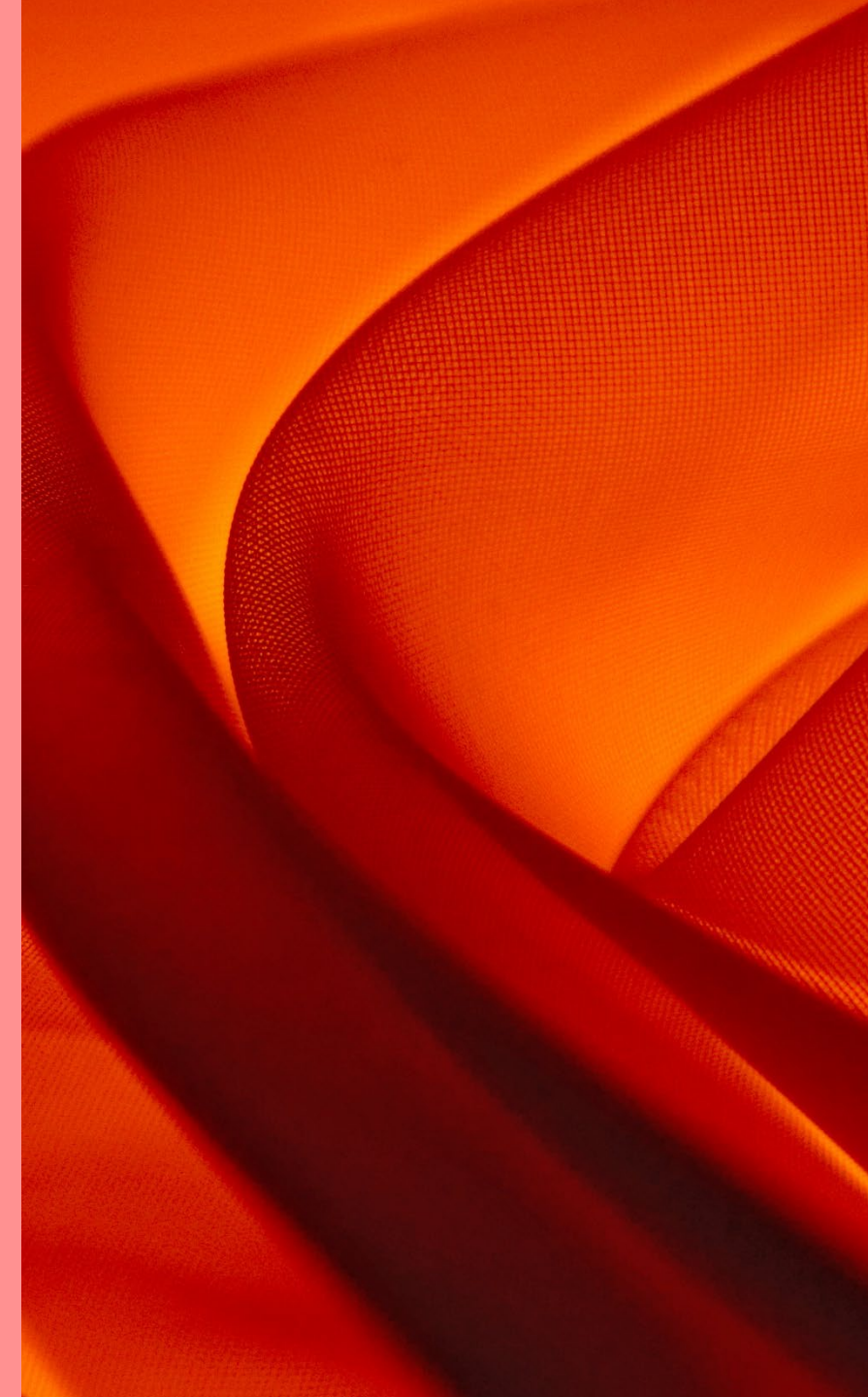


For our operations in the U.K., we track representation to inform more effective strategies and actions to advance equality in the workplace. We believe that being transparent about our pay gaps is critical to driving greater accountability and progressing the rate of change that is needed to reduce pay gaps and continue to progress 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 behaviours 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.
- Our **Global and Regional TogetherBeyond Councils**, established in 2018, serve as governance bodies to drive inclusion priorities and ensure accountability. Formed of Executive Leaders, Jacobs Employee Network leads and key business stakeholders, the Councils increase business impact through coordinated global initiatives aligned to business strategy. Regional Councils complement the Global Council, localizing global strategies to reflect regional legal, cultural and operational contexts.
- 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 behaviours 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 lifecycle.
- We continue to conduct regular **pay equity reviews** to ensure that our employees are paid fairly and equitably.
- We continue to be an accredited **Real Living Wage Employer**, having first achieved accreditation in 2023.
- 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 and Engagement

- **“We live inclusion”** is one of Jacobs’ four company values and central to our company promise ‘To create a more connected sustainable world’.
- 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.
- Our Jacobs’ BeyondZero® **Culture of Caring** is unique, encompassing physical and mental health and wellbeing, safety, security, business resilience, inclusion and belonging, and environmental management. We’re committed to building a workplace where people feel safe, secure, included, supported and empowered. A Culture of Caring (CoC) moment is a standard opening for meetings – this practice reinforces Jacobs’ commitment to wellbeing, inclusion and belonging, and psychological safety.
- 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 **family-friendly and gender supportive benefits**, with Carrot (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.
- 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, 59% of our U.K. employees were members of one or more **Jacob’s communities** – 50% of our U.K. employees were members of one or more Jacobs Employee Networks specifically.
- As a global company, operating across 40+ countries, cultural intelligence and connectivity is critical to our success. In 2020, we rolled out **GlobeSmart**, a digital platform used to build cultural intelligence and foster global collaboration. Our 40+ GlobeSmart Champions and OneWorld Jacobs Employee Network work together to support individuals and teams to work effectively across geographies and cultures.

Developing our Talent

- We work with industry-leading partners around the world to maximize our reach, including top universities and student organizations, including the Chartered Institution of Highways and Transportation, British Water, Buildforce, Association for Black and Minority Ethnic Engineers, UpReach, 10,000 Interns Foundation, 20/20 Levels and Vercida in the U.K.
- 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.
- 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.
- 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.
- 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.

Growing our Business

Although less relevant to our internal gender and ethnicity pay gaps, 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 global 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.
- 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.



External Recognition

We are proud to be recognised externally for our leading approach to inclusion and belonging, with independent accreditations and awards acknowledging our progress and standards.

U.K. Recognition

- Named in The Times Top 50 Employers for Gender Equality 2025 for sixth consecutive year.
- Clear Assured Gold Standard for Workplace Diversity and Inclusion.
- Vercida Employer Excellence Awards 2025.
- Vercida Parents and Carers Champion 2025.
- Accredited Career Confident Active status.
- Accredited Real Living Wage Employer.

Pay Gap Report Summary

We're satisfied that we are paying female and ethnic minority employees equitably on a like-for-like global career structure basis. Increasing senior representation is our key driver for addressing our gender and ethnicity pay and bonus gaps. Our TogetherBeyond plans for our operations in the U.K. are aiding us in delivering measurable progress in increasing female and ethnic minority representation in senior roles, but we know we have more work to do and are committed to intensifying our efforts to accelerate progress. We also recognise that fundamentally closing the gender and ethnicity pay gaps is longitudinal in nature, requiring sustained focus over the long term as we attract, develop, progress and retain talent from entry-level positions through to senior leadership roles.

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

Reporting Tables for England, Scotland and Wales – 5 April 2025

Statutory disclosure required for gender pay gap reporting purposes

	ALL U.K. JACOBS LEGAL ENTITIES		JACOBS U.K. LIMITED	
	Mean	Median	Mean	Median
Difference in hourly rate of pay	15.5%	19.3%	15.0%	19.1%
Difference in bonus pay	23.1%	33.3%	20.9%	30.2%
Proportion of male employees who received a bonus	27.5%		26.8%	
Proportion of female employees who received a bonus	32.0%		31.7%	
Proportion of males & females in each quartile pay band	Males	Females	Males	Females
Lower Quartile	56.0%	44.0%	56.0%	44.0%
Lower Middle Quartile	62.5%	37.5%	62.3%	37.7%
Upper Middle Quartile	69.0%	31.0%	68.7%	31.3%
Upper Quartile	77.9%	22.1%	77.8%	22.2%

Declaration: Jacobs confirms that the information and data provided in this report is accurate and in line with mandatory requirements.

Methodology

- **Disclosure rate:** this data is based on a disclosure rate of 100% for gender and 86.2% for ethnicity.
- **In scope population:** All U.K. colleagues directly employed on the snapshot date (5 April 2025) are included within the gender and ethnicity pay calculations. Self-employed contractors and agency workers supplied to Jacobs but employed by the agency are excluded from calculations, in line with the definition of a “relevant employee” under the Regulations. The information provided in respect of our statutory reporting obligations relates only to Jacobs U.K. Limited, our only employing entity with 250+ employees on 5 April 2025.
- **Calculation of pay and bonus:** Pay gap calculations are based on “ordinary pay,” which is gross pay before deductions at source (e.g., income tax, and includes normal salary, allowances, shift premiums and pay for leave). Ordinary pay does not include overtime, pay in lieu of leave, redundancy pay, payments on termination of employment or remuneration provided otherwise than in money. Bonus pay gap calculations are based on remuneration relating to profit sharing, productivity, incentive or commission in the form of money, vouchers, securities, security options, or interests in securities. Bonus pay does not include ordinary pay, overtime, redundancy pay or payments on termination of employment.
- **Employees on leave or income protection:** In line with the Regulations, employees receiving less than full pay (including nil pay) in the relevant pay period covered by the snapshot date were excluded from gender pay gap calculations. Employees receiving full pay (e.g., fully paid sickness absence or family-related leave where a top up to full pay was received) were included in gender pay gap calculations. All employees (i.e., those receiving partial pay or full pay in the relevant pay period) were included in bonus pay gap calculations.
- **Data sources:** Data taken from our payroll system was used for pay and bonus gap reporting purposes.
- **Gender:** The legal, binary declaration of gender made for payroll purposes was used in accordance with the Regulations. The gender pay gap is a measure to show the difference between the gross hourly, ordinary earnings for all male employees compared to the gross hourly, ordinary earnings for all female employees, without taking into account individual roles, responsibilities and seniority.
- **Ethnicity:** Ethnicity data is based on self-disclosure and does not include colleagues who chose not to disclose their ethnicity. This means our analysis is based on a smaller number of employees for ethnicity compared to gender. The ethnicity pay gap is a measure to show the difference between the gross hourly, ordinary earnings for all ethnic minority employees compared to the gross hourly, ordinary earnings of all white employees without taking into account for individual roles, responsibilities and seniority.

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 43,000, 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.

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