

The background of the slide features a silhouette of a woman with shoulder-length hair, looking out over a sunset landscape. The sky is a gradient of orange and yellow, with mountains in the distance and water in the foreground. The woman is positioned on the right side of the frame, facing left. The overall mood is contemplative and forward-looking.

**Jacobs**

Challenging today.  
Reinventing tomorrow.

# Gender pay gaps employer statement

Jacobs Group Australia, 2024/2025



# 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 Group Australia (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 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 and create an equitable work environment where all people can thrive. We are proud of our efforts, which we believe over the long term will continue to contribute towards reducing gender pay gaps.

We acknowledge that we still have work to do, and this Employer Statement provides commentary about our results and the initiatives in place to help drive change within our Australia operations, if not more broadly.

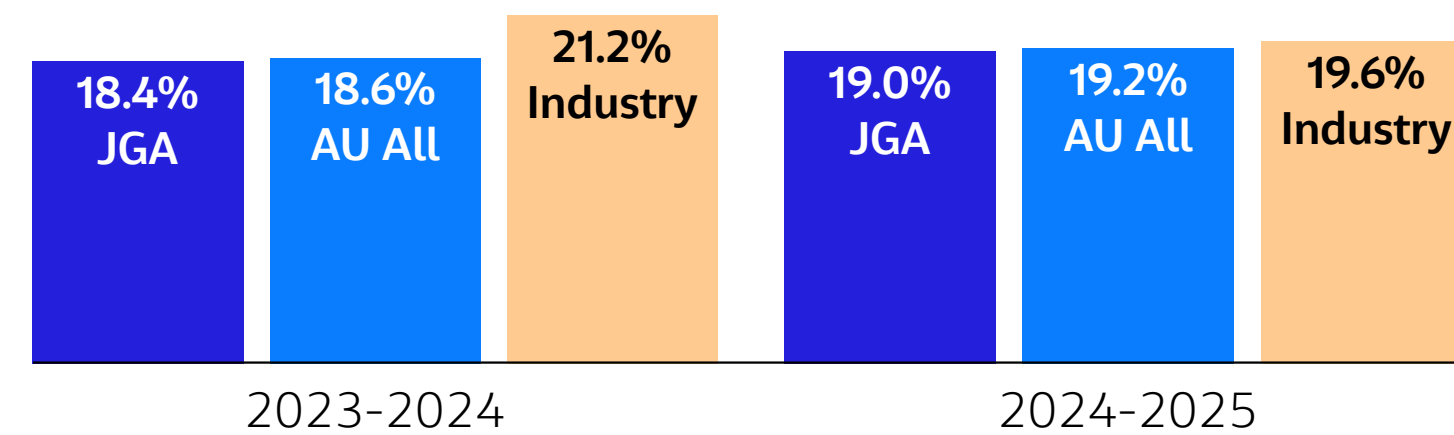


At Jacobs, we understand that **inclusion is a verb, not a noun.**

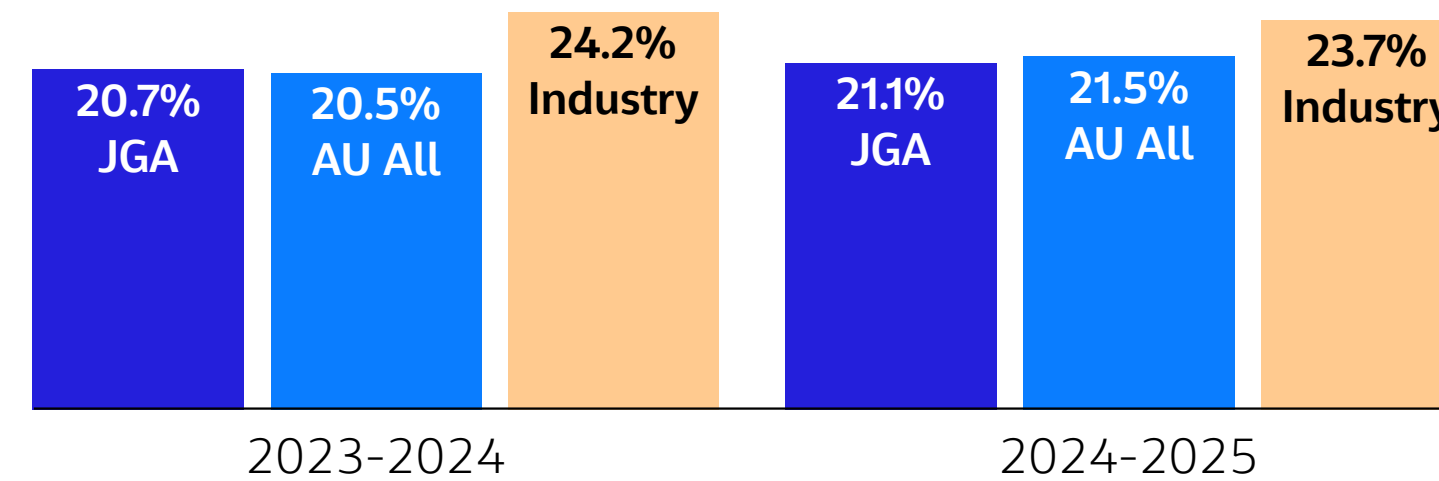
# Our gender pay gaps for 2024-2025

For the reporting period April 2024 – March 2025, our gender pay gaps were as follows:

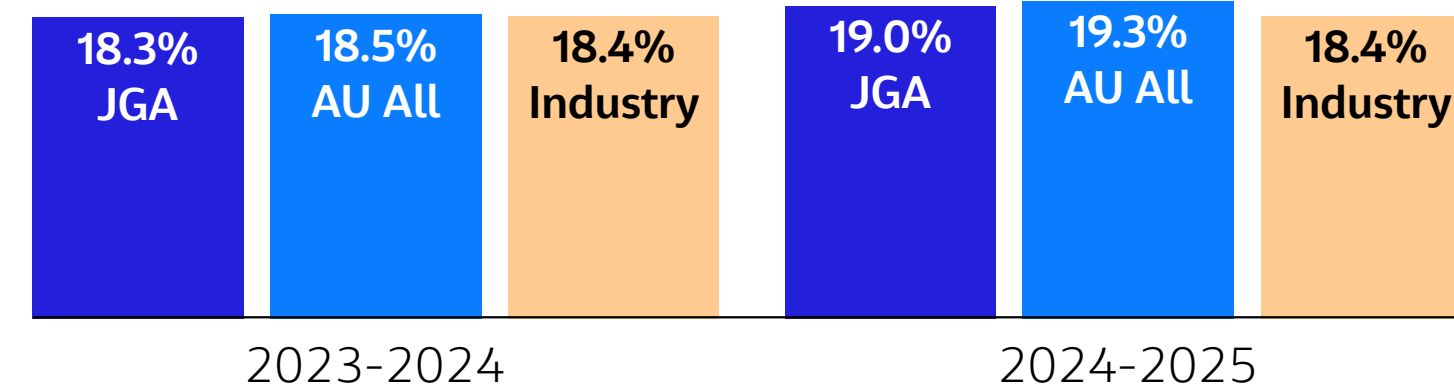
## Average total remuneration



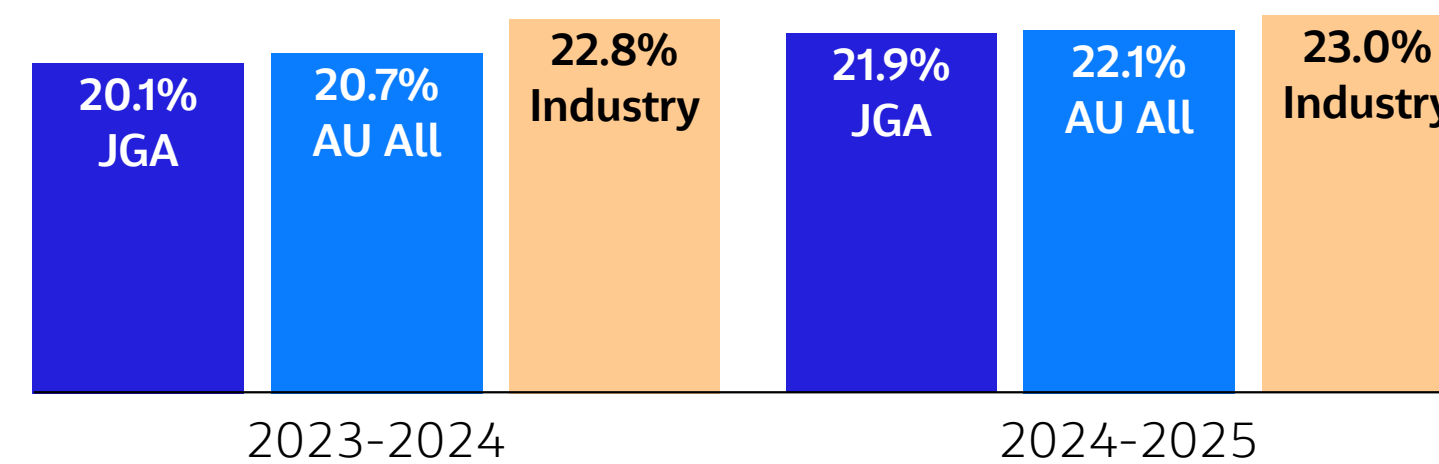
## Median total remuneration



## Average base salary



## Median base salary



**Jacobs Group Australia (JGA):** All employees under legal entity Jacobs Group Australia

**AU All:** All employees under legal entity Jacobs Group Australia **AND** employees under other legal entities (Aqenta, CH2M)

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

## Important definitions:

**Gender pay gap** The gender pay gap measures differences between the average or median earnings of all men and women in an organisation, expressed as a percentage. It is not a measure of like-for-like roles, and instead reflects disparities across cohorts and society more broadly.

**Pay equity** Pay equity is where women and men are equitably paid in comparison for performing the same role or for different work of equal or comparable value, but factoring in legitimate, non-discriminatory factors such as performance, years of experience, advanced credentials, etc.

**Average** The average (mean) gender pay gap compares women's and men's average earnings, expressed as a percentage of men's average earnings.

**Median** The median gender pay gap compares the midpoint of women's remuneration to the midpoint of men's, expressed as a percentage of the men's median.

**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.

# Understanding our gender pay gaps

Jacobs continues to compare favourably to market across most gender pay gap metrics. Although our female representation remains ahead of industry benchmarks, our gender pay gaps have increased. We also note that industry performance has improved year-on-year, highlighting positive sector-wide progress.

Our representation of women has grown steadily year on year, with gender balance existing at graduate and early career levels under WGEA definitions. This demonstrates a strong early career pipeline. However, the concentration of women in entry level roles and their under-representation in senior positions continues to contribute to our gender pay gap.

While our inclusive hiring practices and employer of choice positioning support strong female representation in early-career roles, lower representation of women in senior positions, influenced in part by historic occupational segregation in engineering, continues to influence gender pay disparities.

We are addressing this by attracting, developing and promoting women on merit into leadership and senior technical roles. As an active member of Consult Australia's Champions of Change Coalition and other industry groups, Jacobs supports broader systemic change. Increasing women's representation in late-career and senior leadership roles is critical to reducing the gender pay gap over time and we remain committed to this long term focus.

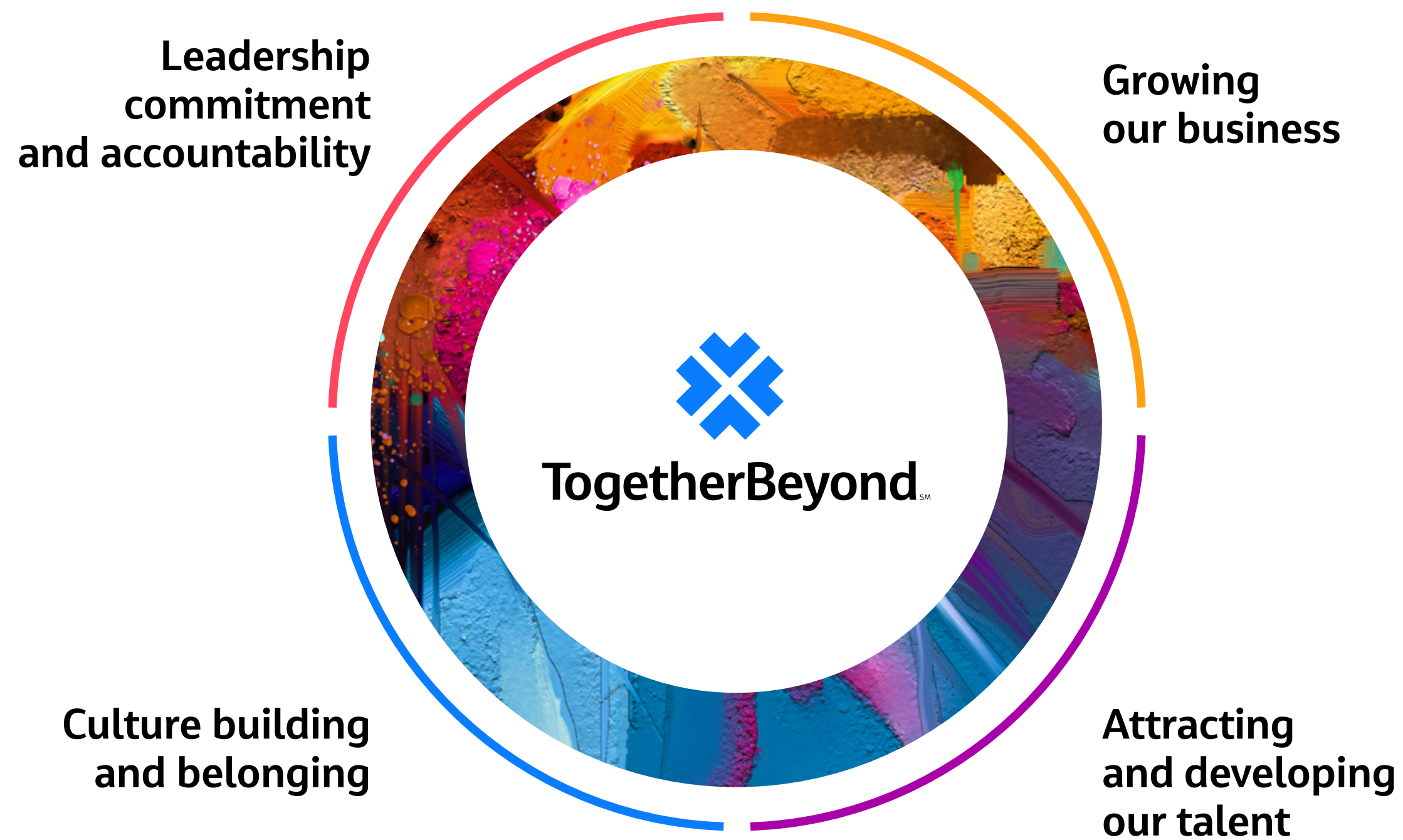
We continue to strengthen our deliberate, long-term focus in gender equality, acknowledging that there is more progress ahead for both Jacobs and the wider industry.



# Our continued focus to achieve gender equality

## Key actions

TogetherBeyond is Jacobs approach to living inclusion every day and enabling a sense of belonging globally. This approach is shaped around four pillars:



## KEY ACTIONS | PILLAR ONE

# Leadership commitment and accountability

## Pay equity

Pay equity 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 equitably on a 'like-for-like' job grade basis.

We also run reviews and analyses 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.

## Continuous assessment

We regularly assess our programs and initiatives to ensure they are consistent with our culture of inclusion and belonging and to aid us in our efforts to ensure we have broad based diversity where everyone can feel they belong and thrive.

## 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.

We are also committed to setting WGEA Gender Equality targets to ensure that we have clear and measurable targets across our organisation.

## 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 belonging 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 parents 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 — which is open to all employees — 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

### Being seen

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

We partner with Australian-owned social enterprise TABOO to provide 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, among other things:

- Mandatory quarterly training for our Talent Acquisition team to ensure fair and equitable hiring
- Comprehensive manager training on best practice inclusive hiring
- Structured interviews with standardised assessment criteria
- Promotion of flexible work arrangements for all (part-time, job share) to accommodate candidate needs.
- Inclusive interview panels
- Gender neutral and inclusive job advertisements

## 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.

## Talent development

Our internal talent marketplace and Jacobs University offerings connect employees with opportunities from across Jacobs and support employees with a comprehensive suit of training programs, empowering our people to grow and have agile careers.

KEY ACTIONS | PILLAR FOUR

## Growing our business

### Empowering the next generation through STEAM

Jacobs STEAM program 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.

### Giving back

Through Collectively<sup>SM</sup>, our global giving and volunteering program, employees are empowered to support charities and initiatives, 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 ensuring we have meaningful gender diversity and representation at all levels of the company based on merit and that reflects the communities in which we live and work. We have made strong progress at early career levels and are working to increase representation at senior levels to reduce our gender pay 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 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, program and lifecycle management, we're creating a more connected and sustainable world.

**Jacobs**

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