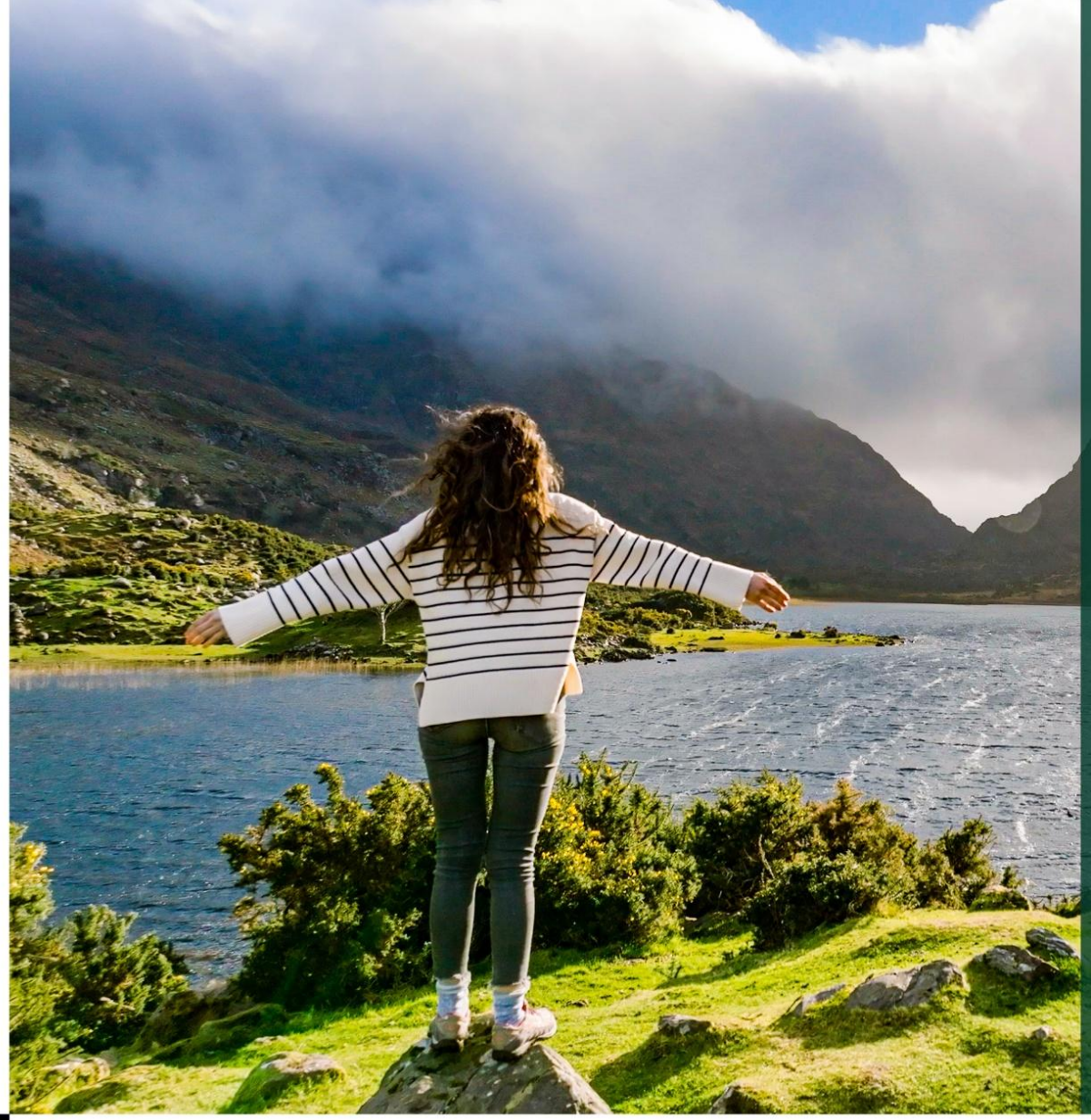


Jacobs 2026 Gender Pay Gap Report

Ireland

Jacobs

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Foreword



Maurice Gillen

Senior Vice President



At Jacobs, we live inclusion. It's one of our core values because we know that when people feel included, valued and able to be themselves, they are better positioned to grow, contribute and succeed.

We want everyone to have the opportunity to fulfil their potential, and that means being transparent about our progress and remaining focused on where further improvement is needed.

I am pleased to share our 2026 Ireland Gender Pay Gap Report, which reflects the continued progress we are making towards building a more representative workforce.

This year, our mean gender pay gap reduced to 20.1%, down 3.7 percentage points from 2025 and 8.6 percentage points since we began reporting in 2022. These results sit alongside our continued focus on representation across our workforce and on creating opportunities for career growth and progression.

The results reflect the importance of sustained focus and collective effort. There is more work to do as we continue to build a workforce that reflects the clients and communities we serve. When we bring together different experiences and perspectives, we make better decisions, deliver better solutions for our clients and create greater impact, helping us build a more connected, sustainable world. Through our culture, which we call TogetherBeyond℠, we remain focused on creating an environment where everyone has the opportunity to succeed and reach their full potential.

This document specifically discloses Jacobs Ireland gender pay gap as of 15 June 2026. 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").

Our Gender Pay Gap in 2026

As of 15 June 2026, Jacobs has one Ireland employing entity with more than 50 employees, Jacobs Engineering Ireland Limited. However, in the interest of transparency, we have chosen to broaden our analysis to include our other employing entities with fewer than 50 employees, CH2M HILL IDC Limited and Halcrow Group Ireland Limited.

Unless otherwise stated, the information presented throughout this report relates to our cumulative directly employed workforce across all three employing entities in Ireland. On page 18, we have published the individual pay and bonus gap information for Jacobs Engineering Ireland Limited to meet our statutory reporting obligations.

A separate 2025 Gender and Ethnicity Pay Gap Report for England, Scotland and Wales can be found here.

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.

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.

Pay equity

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

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.

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.

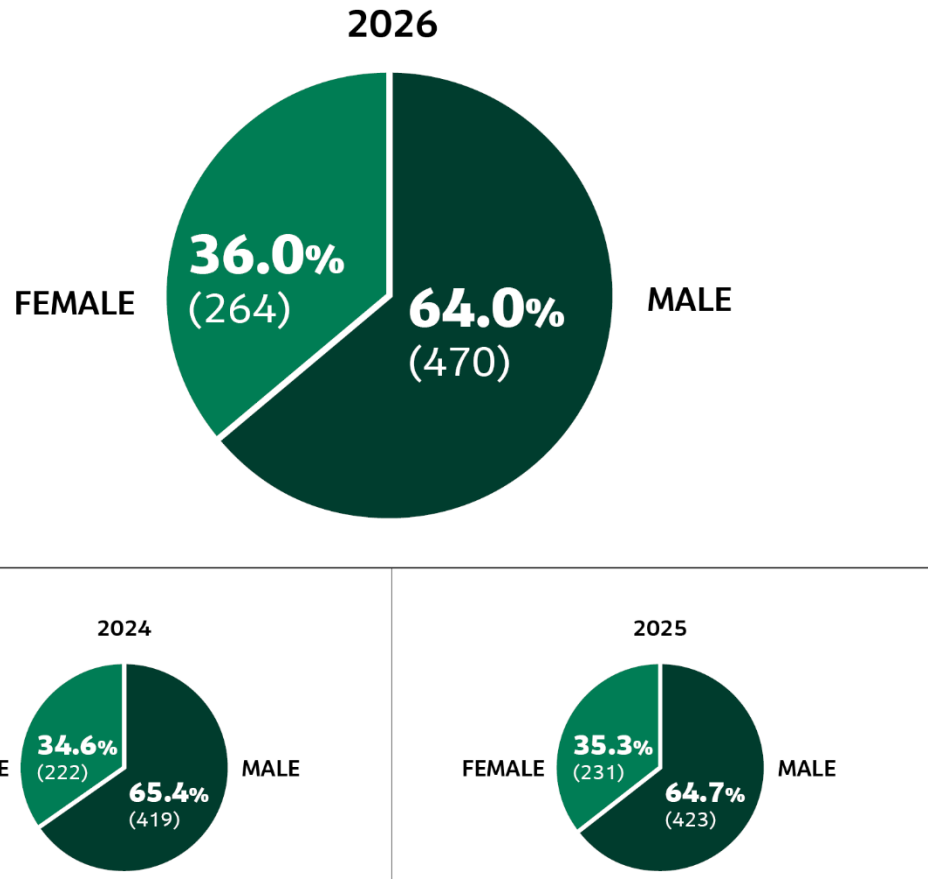
The higher the percentage, the higher the bonus pay gap between men and women.

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 Distribution[1]



Part-time and temporary workers

	2024		2025		2026	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Part-time	10.8% (24)	1.0% (4)	8.7% (20)	1.4% (6)	6.1% (16)	1.7% (8)
Temporary workers	5.0% (11)	4.8% (20)	3.5% (8)	3.8% (16)	1.9% (5)	4.0% (19)

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 2026). 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.

[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

	2023		2024		2025		2026	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Lower Quartile	47.7%	52.3%	46.6%	53.4%	43.3%	56.7%	**44.0%**	**56.0%**
Lower Middle Quartile	48.0%	52.0%	43.1%	56.9%	47.9%	52.1%	**46.4%**	**53.6%**
Upper Middle Quartile	27.0%	73.0%	30.6%	69.4%	30.5%	69.5%	**31.5%**	**68.5%**
Upper Quartile	15.4%	84.6%	18.1%	81.9%	19.6%	80.4%	**21.9%**	**78.1%**

As of 15 June 2026, female employees represented 36.0% of our directly employed workforce in Ireland, compared with 35.3% in 2025.

Female employees represented 21.9% of employees in the upper pay quartile in 2026, compared with 19.6% in 2025. In the upper middle quartile, female employees represented 31.5%, compared with 30.5% in 2025.

Female employees remain underrepresented in the upper pay quartile relative to their share of the overall workforce. Increasing female representation at senior levels remains an important factor in reducing the overall gender pay gap.

We remain committed to attracting, developing and retaining talent through our leadership, talent and inclusion initiatives, recognising that meaningful and sustainable change takes place over the long term.

Gender Pay Gap

	2023	2024	2025	2026
Mean	27.2%	27.7%	23.8%	**20.1%**
Median	27.3%	26.0%	22.2%	**21.8%**

	2023		2024		2025		2026	
	Part-time Employees*	Temporary Employees	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%	**1.6%**	**33.8%**
Median	2.0%	0.0%	34.5%	0.0%	24.7%	0.0%	**8.3%**	**0.0%**

In 2026, our **median** pay gap (which includes ordinary and bonus pay) reduced to 21.8%, a decrease of 0.4 percentage points from last year's report. Our **mean** pay gap reduced to 20.1%, a decrease of 3.7 percentage points from last year's report and a cumulative decrease of 8.6 percentage points since we began reporting 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 remains relatively small on a mean basis. In quartile 4 (upper), the gap has reduced but remains larger, which highlights that differences in salaries and bonus entitlements are larger at this level.

During the reporting period, 41.0% of all promotions in Ireland were awarded to women based on merit, reflecting our continued focus on supporting career development and progression opportunities across the organisation.

We remain committed to creating opportunities for talented people to join, develop, progress and thrive at Jacobs and are confident that we have the right actions in place to support continued progress.

* 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.

Gender Bonus Pay Gap

Proportion of employees who received a bonus by gender

	2023	2024	2025	2026
Male	32.9%	31.5%	31.0%	**30.9%**
Female	24.9%	27.5%	26.4%	**23.5%**

Gender bonus gap

	2023	2024	2025	2026
Bonus Mean	42.5%	67.1%	53.5%	**50.2%**
Bonus Median	36.5%	33.9%	27.6%	**46.0%**

Our bonus schemes include annual bonus payments as well as on-the-spot awards that recognise employee contribution throughout the year. In 2026, 30.9% of men and 23.5% of women received a bonus. The proportion of employees receiving a bonus reduced across both genders compared with the previous reporting period.

Our **mean** bonus gap reduced to 50.2% from 53.5% in 2025, while our **median** bonus gap increased to 46.0% from 27.6%. The increase in the median reflects changes in the mix and distribution of bonus payments. While larger annual bonuses remained higher for men, they reduced in value by a similar proportion for both men and women, contributing to the reduction in the mean gap. At the same time, changes in on-the-spot awards influenced the median, with average award values increasing for men and reducing for women compared with the previous year.

We remain committed to ensuring our reward programmes support the attraction, development, fair reward and retention of talent across our organisation. We will continue to review our reward outcomes and take appropriate action to support equitable reward practices across genders.

"Jacobs Women's Network is open to all Jacobs employees and offers a platform to connect, learn and grow. As we reflect on this year's Gender Pay Gap Report, we remain focused on creating opportunities for our members and supporting a culture of inclusion and belonging. Through mentoring, development opportunities and shared learning, we help members build connections, broaden their perspectives and support one another's growth. We work alongside business leaders, our HR teams and other Employee Networks to share knowledge, increase visibility and create opportunities for development. By working together, we aim to create a workplace that values every individual's unique talent and perspective, benefiting our employees, our company and the communities we serve."

Sarah Richards and Monika Pelczar
Europe Leads, Jacobs Women's Network





Pay Equity Review

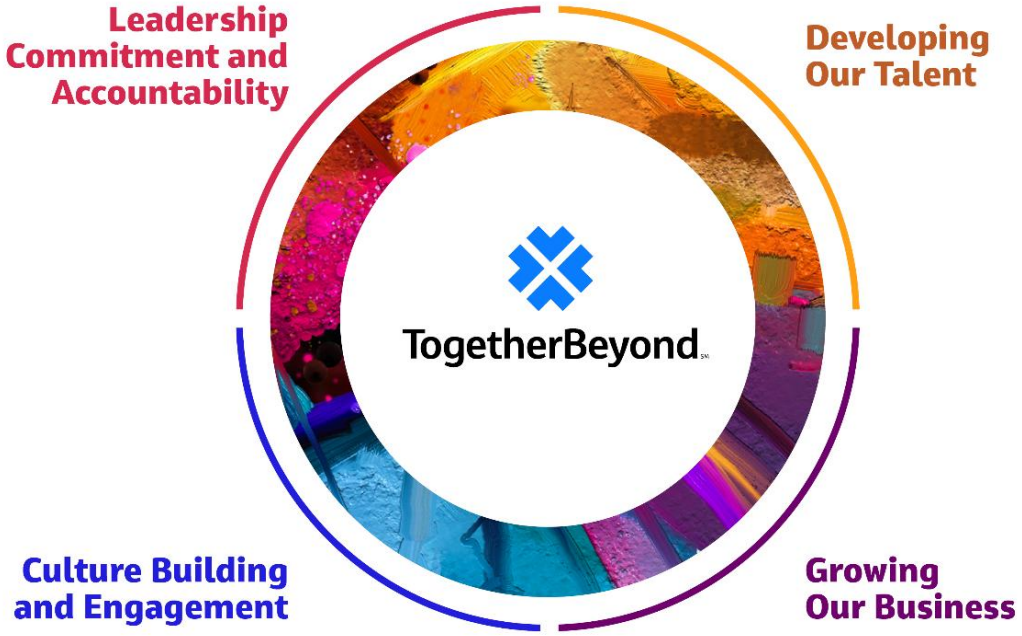
Pay gap refers to the overall difference in average earnings between male and female employees across an organisation, regardless of role or seniority. Pay equity, on the other hand, means ensuring individuals are paid fairly and equitably for performing the same or comparable work, regardless of gender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

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 Ireland, 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.



Key Actions

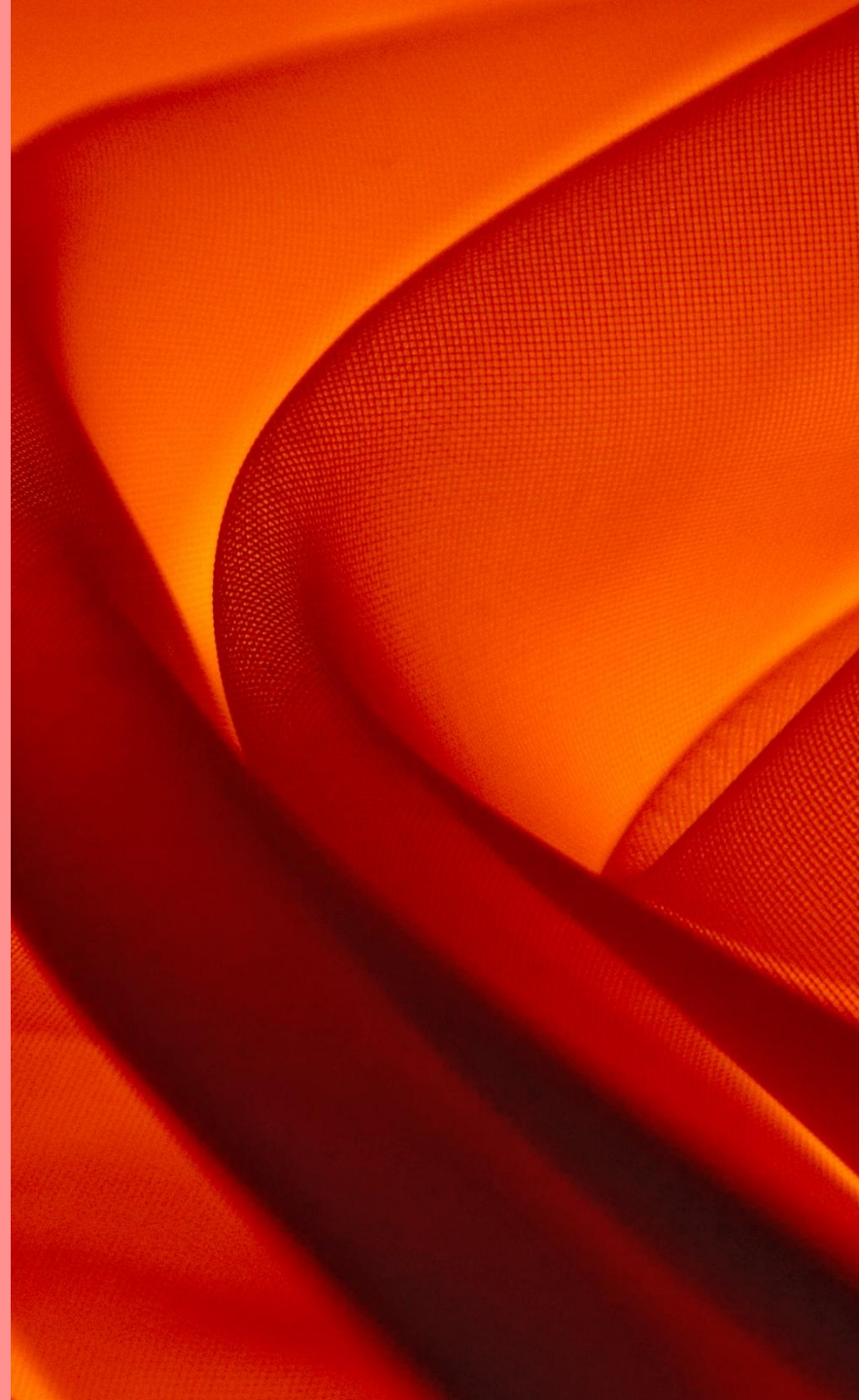
TogetherBeyond is our approach to living inclusion every day and enabling a sense of belonging globally.
This approach is shaped around our four pillars:



For our operations in Ireland, 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.

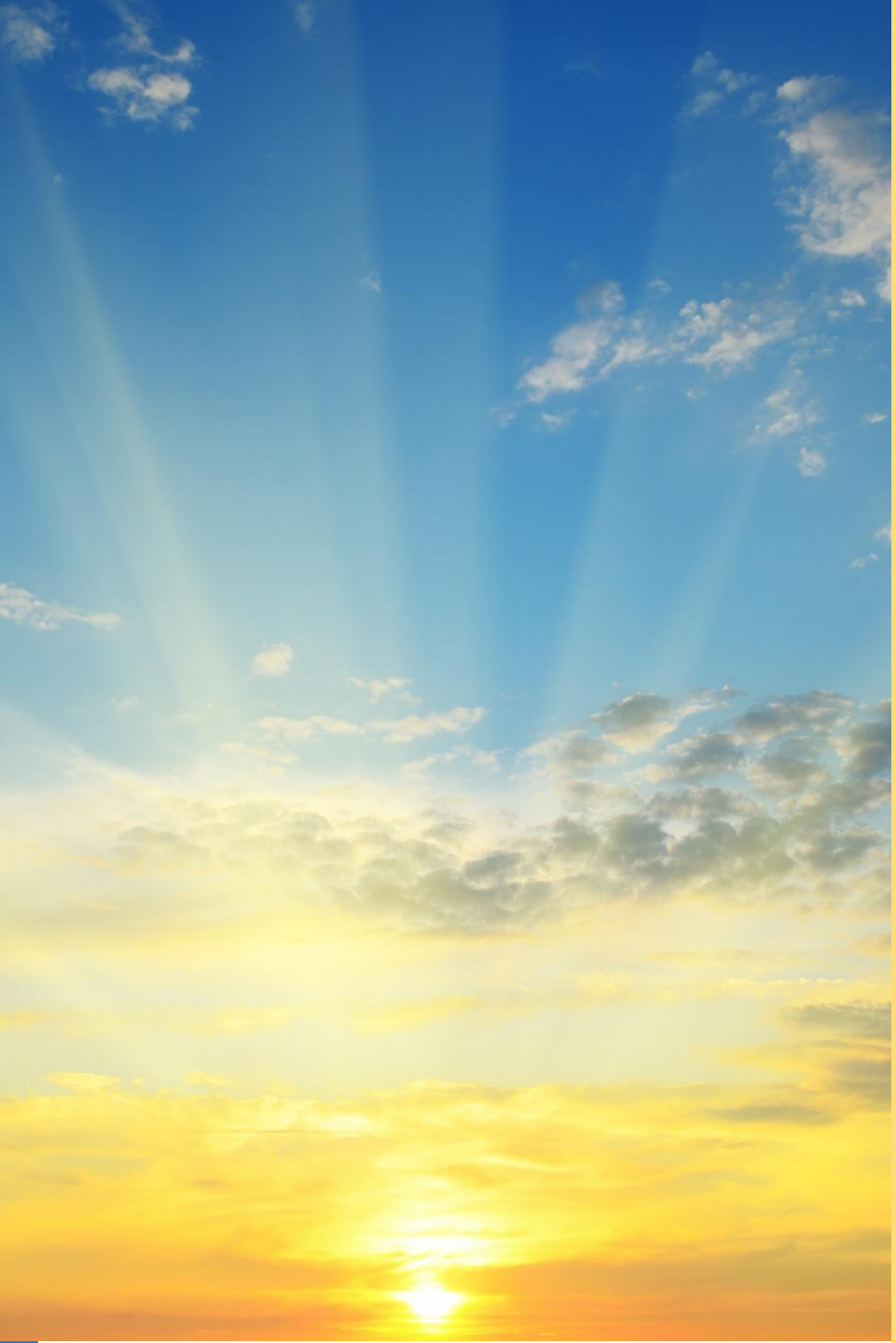
Leadership Commitment and Accountability

- Our commitment to living inclusion begins at the top: **TogetherBeyond** is supported by tangible leadership commitment and accountability at all levels of the company.
- Our **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. Our Regional Councils complement the Global Council, localising 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.
- Our Global Career Structure provides a consistent framework for defining and valuing roles, helping us support fair and equitable pay across Jacobs. It enables us to group employees based on the scope and responsibility of their roles and to benchmark pay internally and externally against comparable roles. We complement this with annual **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 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'.
- Our continued focus on creating an inclusive and positive workplace in Ireland was recognised through the **Best Place to Work award** at the Chambers Ireland Awards.
- 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.
- Our **hybrid ways of working** support greater **flexibility and work-life balance**. Jacobs also 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**, 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.
- With over 230 professional **Communities of Practice** and eight **Jacobs Employee Networks**, Jacobs presents myriad opportunities to connect, network and innovate with colleagues across the globe. At present, 46% of our Ireland employees are members of one or more **Jacobs communities** – 34% of our Ireland employees are members of one or more Jacobs Employee Networks specifically.



Developing our Talent

- 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 Ireland, our commitment to continuous learning and professional development was recognised through **the Engineers Ireland Continuing Professional Development Accredited Employer Standard**.
- 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 around thousands of 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 2026 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 pay gap, we're also committed to helping drive inclusion and belonging more broadly through the following actions:

- We have a **STEAM Ambassadors programme**, a flagship initiative to inspire the next generation around sustainability and careers in STEAM. In Ireland, we support STEAM-in-a-Box, providing opportunities for young people to experience STEAM and encouraging the next generation to consider careers in these fields. We have over 130 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 **Collectively℠**, our global giving and volunteering programme, 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.



Pay Gap Report Summary

We're satisfied that we pay employees equitably for comparable work on a like-for-like Global Career Structure basis. Our gender pay gap continues to be driven primarily by the representation of women at different levels of our organisation, particularly in more senior roles.

Since gender pay gap reporting began in Ireland in 2022, female representation in the upper pay quartile has increased by 8.9 percentage points, compared with an increase of 1.8 percentage points across the workforce overall. Progression and retention have been the largest drivers of this change, giving us confidence that our TogetherBeyond culture and intentionally inclusive approach to talent management are making a positive difference.

By creating an environment where employees can build their careers, progress and stay with Jacobs, we are strengthening the pipeline of talent into more senior roles and addressing one of the underlying drivers of our gender pay gap. Closing the gender pay gap requires sustained focus over time as we attract, develop, progress and retain talent from entry-level positions through to senior leadership roles.

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

Reporting Tables

Statutory disclosure required for gender pay gap reporting purposes	ALL COMPANY	JACOBS ENGINEERING IRELAND LTD
Proportion of male employees who received a bonus	**30.9%** (145)	**30.3%** (139)
Proportion of female employees who received a bonus	**23.5%** (62)	**23.6%** (61)
Proportion of male employees who received Benefit in Kind	**45.5%** (214)	**44.2%** (203)
Proportion of female employees who received Benefit in Kind	**45.1%** (119)	**44.0%** (114)
Proportion of male employees who are part-time workers	**1.7%** (8)	**1.7%** (8)
Proportion of female employees who are part-time workers	**6.1%** (16)	**5.8%** (15)
Proportion of male employees who are temporary workers	**4.0%** (19)	**4.1%** (19)
Proportion of female employees who are temporary workers	**1.9%** (5)	**1.9%** (5)

Proportion of males & females in each quartile pay band	Females	Males	Females	Males
Lower Quartile	**44.0%**	**56.0%**	**43.3%**	**56.7%**
Lower Middle Quartile	**46.4%**	**53.6%**	**46.9%**	**53.1%**
Upper Middle Quartile	**31.5%**	**68.5%**	**31.1%**	**68.9%**
Upper Quartile	**21.9%**	**78.1%**	**22.9%**	**77.1%**

Pay gap summary	Mean	Median	Mean	Median
Difference in hourly rate of pay (including Bonus)	**20.1%**	**21.8%**	**18.1%**	**21.0%**
Difference in bonus pay	**50.2%**	**46.0%**	**42.5%**	**36.7%**
Difference in Part-Time pay (including Bonus)	**1.6%**	**8.3%**	**3.8%**	**13.5%**
Difference in Temporary workers pay (including Bonus)	**33.8%**	**0.0%**	**33.8%**	**0.0%**

Methodology

- **Disclosure rate:** This data is based on a disclosure rate of 100% for gender.
- **In scope population:** All employees directly employed in Ireland on a permanent or temporary basis on the snapshot date (15 June 2026) 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, pay for certain periods of statutory family leave, including the relevant State benefit and salary top ups (where applicable); 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 made to the Regulations in 2024, 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 and sick leave) are included within the calculations, with relevant salary, sick pay and statutory family leave payments included as applicable. 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 approximately 47,000, 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.

See how at jacobs.com and connect with us on LinkedIn, Instagram, X and Facebook.

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Jacobs

Challenging today.
Reinventing tomorrow.

