

2023

Jacobs Gender and Ethnicity Pay Gap Report England, Wales and Scotland



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Foreword

At Jacobs, we understand that “inclusion” is a verb, not a noun. It means being transparent and taking action on our statements, commitments and initiatives that drive meaningful, measurable change in our company, industry and the communities 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 we have seen great success through our operationalisation of TogetherBeyond and amplification of inclusive behaviours at all levels of our company. With this in mind, I am pleased to present our 2023 Gender Pay Gap Report, which shows that our mean gender pay gap currently stands at 17.5%, a reduction of 0.6% from last year’s report and 8.5% since we began reporting six years ago. We are also voluntarily publishing our fourth Ethnicity Pay Gap Report, which shows that our mean ethnicity pay gap currently stands at 11.2%.

We’re inspired by bold actions, such as the launch of our new [Sustainability-Linked Bond](#), where the interest rates payable on the bonds are tied to Jacobs’ efforts to increase gender diversity in leadership positions by 2028 and our new UK annual ethnicity aspirational goals. In 2023 we launched two bespoke programmes, Black LeadHERship and WISE (Women Inspiring and Supporting Each Other) to provide support, mentorship and development opportunities to prepare participants for success in their current and future leadership roles.

We can see the positive impact our work is having with 55% of our global Board of Directors and 71% of our Executive Leadership Team now diverse (gender and ethnicity) and global female representation at senior leadership level in-line with overall female representation. However, we also acknowledge that we still have work to do. This report details our journey and highlights the actions we are taking to increase female and ethnically diverse participation, reduce our pay gaps and ensure a more equitable workforce for everyone.



Shelie Gustafson
Chief People and Inclusion Officer

This document specifically discloses Jacobs U.K. gender and ethnicity pay gaps as of 5 April 2023. 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 Pay Gap in 2023 – England, Wales and Scotland

Jacobs has three U.K. entities with more than 250 employees as of 5 April 2023. These are:

- Jacobs U.K. Limited,
- Jacobs Clean Energy Limited, and
- Jacobs Field Services Limited.

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 level.

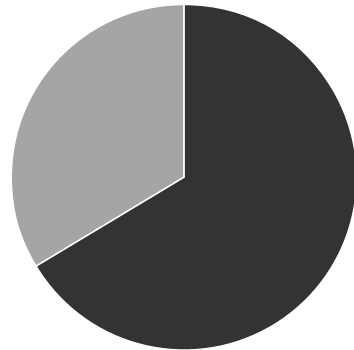
The gender pay gap includes regular payment of salaries and allowances and is taken from payroll data.



Gender distribution

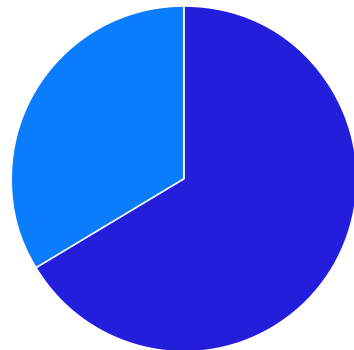
2022

27.1% (2506)
FEMALE
72.9% (6735)
MALE



2023

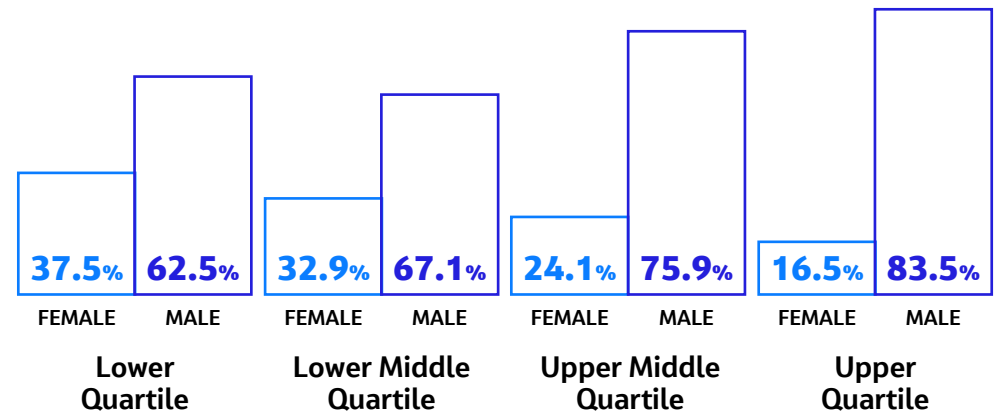
27.8% (2724)
FEMALE
72.2% (7084)
MALE



Part-time employees

	2022		2023	
	FEMALE	MALE	FEMALE	MALE
Part-time	21.6% (541)	5.3% (359)	21.5% (587)	5.6% (400)

Proportion of males and females in each pay quartile



Proportion of males and females in each pay quartile 2017-2023

	2017		2018		2019		2020		2021		2022		2023	
	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%
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%
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%
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%

We continue to see a year-on-year increase in overall female representation across our UK workforce. In 2023, female representation increased by 0.7% to 27.8%. This shows our intentional action to attract, promote and retain women is having a positive impact on representation.

We have also chosen to voluntarily share part-time data, as we appreciate how important this data is. We are proud to have a culture which actively embraces and supports flexible working.



Gender Pay Gap

	All Employees 2017	All Employees 2018	All Employees 2019	All Employees 2020	All Employees 2021	All Employees 2022	All Employees 2023	Part-time Employees* 2023
Mean	26.0%	25.5%	23.4%	21.3%	19.6%	18.1%	17.5%	18.6%
Median	23.7%	23.2%	22.7%	21.3%	21.8%	20.4%	20.1%	18.6%

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

Our **mean** and **median** pay gaps have reduced for the sixth consecutive year, reflecting the progress we are making in increasing female representation in senior roles. However, the pay gap continues to be larger than we would like and the biggest driver of this is the shape of our workforce. Although we have made progress, we still have fewer women in senior roles.

Continued progress depends on increasing female representation in senior roles. In 2023, we expanded our existing global workforce gender balance aspirational goal of 40:40:20 (40% female, 40% male and 20% any gender including non-binary) by introducing a new industry leading Sustainability-Linked Bond where the interest rate payable on the bonds are tied to Jacobs efforts to increase gender diversity in leadership positions by 2028. Our commitments and metrics give us confidence that we have the right actions in place to ensure continued progress - at the end of fiscal year 2023, 34.7% of all promotions were female.



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 comparably equal 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.

Bonus Pay Gap – Gender

Proportion of employees who received bonus by gender

	2017	2018	2019	2020	2021	2022	2023
Male	20.1%	30.0%	22.7%	19.7%	20.5%	28.8%	23.4%
Female	22.2%	30.0%	27.9%	23.8%	23.8%	35.0%	30.1%

For the sixth consecutive year, the proportion of women receiving a bonus is higher than men. Our bonus schemes are discretionary and 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. A higher proportion of women have received on-the-spot awards, and this has led to a higher proportion of women, compared to men, receiving discretionary bonus payments overall.

Bonus pay gap - gender

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

In 2023 our mean bonus gap decreased and our median bonus gap increased.

When you look at the bonus gap quartile by quartile, women are receiving similar or higher bonuses in lower to upper middle quartiles on a mean and median basis. This trend reverses in upper quartile because differences in salaries and bonus entitlements grade by grade are larger at this level.

Our Ethnicity Pay Gap in 2023 – England, Wales and Scotland

We are voluntarily publishing our fourth Ethnicity Pay Gap Report, sharing data as of 5 April 2023. 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 (ethnically diverse), 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 ethnic diversity and inclusion within Jacobs. Only by being transparent can we drive intentional action and measure the progress we are making regarding ethnic diversity and inclusion in our business.

The ethnicity pay gap is a measure to show the difference between the gross hourly, ordinary earnings for all ethnically diverse employees compared to the gross hourly, ordinary earnings of all white employees without accounting for individual roles, responsibilities and seniority level.

In the absence of prescribed government guidelines on how to report the ethnicity pay gap, for the purpose of this report we are reporting the pay gap between employees who declared their ethnicity to be white versus all other ethnicity declarations. We have excluded any employees from the calculations who did not shared their ethnicity.

Ethnicity distribution

	2020	2021	2022	2023
Declared white	67.9%	64.5%	71.3%	66.2%
Declared ethnically diverse	8.0%	7.4%	8.7%	9.3%
Not Declared	24.1%	28.1%	20.0%	24.5%



Proportion of ethnically diverse and white employees in each pay quartile

	2020	2021	2022	2023	
White	Lower Quartile	89.6%	89.4%	88.4%	84.8%
	Lower Middle Quartile	87.6%	88.6%	87.3%	86.2%
	Upper Middle Quartile	87.9%	88.5%	89.0%	88.3%
	Upper Quartile	92.6%	92.6%	91.9%	91.5%
Ethnically Diverse	Lower Quartile	10.4%	10.6%	11.6%	15.2%
	Lower Middle Quartile	12.4%	11.4%	12.7%	13.8%
	Upper Middle Quartile	12.1%	11.5%	11.0%	11.7%
	Upper Quartile	7.4%	7.4%	8.1%	8.5%

On the previous page, we shared the breakdown of our total workforce, including employees who have not declared their ethnicity – on this basis, 9.3% of all employees identify as Ethnically Diverse. For quartile reporting and all pay gap analysis, data is based on those who have declared their ethnicity. Of those who have declared their ethnicity and were part of pay gap calculations, Ethnically Diverse representation has increased by 1.5% to 12.3%.

We continue to be committed to increasing ethnically diverse representation across our workforce and particularly in senior roles. Our [Global Action Plan for Advancing Justice and Equality](#) sets out actionable initiatives and measurable objectives to ensure we make sustained progress across all levels of Jacobs. In 2023, we reinforced our commitment and focus with the introduction of annual aspirational goals for ethnically diverse representation in the UK.

Ethnicity Pay Gap

	2020	2021	2022	2023
Mean	10.3%	9.4%	9.7%	11.2%
Median	5.3%	6.4%	7.1%	12.1%

Our **mean pay gap** increased from 9.7% in 2022 to 11.2% in 2023 and our median pay gap increased from 7.1% to 12.1%. Focused early careers activity has helped us to grow ethnically diverse representation by 3.6% in the lower quartile. Whilst this is good news in helping us to grow our long-term ethnically diverse talent pipeline, in the short-term amplified progress at this level compared to other levels (in the upper quartile, ethnically diverse representation increased by 0.4%) is contributing to our ethnicity pay gap.

Continued progress depends on us also increasing ethnically diverse representation in senior roles. As part of our new annual aspirational goals for ethnically diverse representation in the UK, we have specific actions in place to help us grow ethnically diverse representation in senior roles.

When you look at the pay gap quartile by quartile, it is between -0.7% to 0.7% in the lower to upper middle quartiles. While the gap is larger in the upper quartile because differences in salaries grade by grade are larger at this level, we have significantly reduced both the mean (from 8.3% to 5.8%) and median (from 5.2% to 3.4%) gaps.

Bonus Pay Gap – Ethnicity

Proportion of employees who received a bonus by ethnicity

	2020	2021	2022	2023
White	22.1%	22.0%	31.7%	28.0%
Ethnically Diverse	15.9%	13.9%	23.0%	22.4%

The gap between the proportion of ethnically diverse employees receiving a bonus and white employees receiving a bonus reduced in 2023.

Bonus pay gap – ethnicity

	2020	2021	2022	2023
Bonus Mean	40.0%	73.1%	57.4%	47.6%
Bonus Median	34.0%	25.0%	44.7%	0.0%

Our **mean and median bonus gaps** decreased in 2023.

When you look at the bonus gap quartile by quartile, ethnically diverse employees received similar or higher bonuses in the lower quartile to upper middle quartile on a mean and median basis.

The gap is larger in the upper quartile because differences in salaries and bonus entitlements grade by grade are larger at this level.

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.

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 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 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.

UK Pay Equity Review

Whilst 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 a minimum of two pay equity and promotion reviews each year to ensure that our employees are paid and promoted fairly and equitably.

In addition, we review our compensation programmes on a periodic basis and take appropriate action based on the reviews. As a result of these periodic reviews, we are proud to be able to say that women and ethnically diverse employees are paid equitably when looking at pay on a like-for-like

job grade basis factoring in legitimate pay factors such as qualifications and speciality expertise.

Whilst this provides reassurance that we are paying employees equitably on a like-for-like job grade basis, there is more to be done at a U.K. level to support the advancement of female and ethnically diverse talent into higher paid senior roles. This is key to closing our overall pay gaps and our TogetherBeyond approach, aspirational goals and plans will help ensure we get there over time.



Key Actions

TogetherBeyond is our approach to living inclusion every day and enabling diversity and equity globally.

Our TogetherBeyond approach is shaped around four pillars:

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

We track representation monthly, as well as progress against our **gender and ethnicity aspirational goals**. These actions continue to hold us to account for achieving sustainable change.



Key Actions

Leadership Commitment and Accountability

- In 2023 we expanded our existing global workforce **gender balance aspirational goal of 40:40:20** (40% female; 40% male; and 20% any gender including non-binary) by introducing a new industry leading **Sustainability-Linked Bond**, where the interest rate payable on the bonds are tied to Jacobs efforts **to increase gender diversity in leadership positions** by 2028. We also introduced new annual **ethnicity aspirational goals for the UK**.
- Our commitments are driven from the top. We hold leaders accountable to making sure broad-based diversity is reflected in their actions, their teams and the way they operate. All leaders at Vice President level and above sign our **TogetherBeyond Leadership Commitment Statement**, a document that enshrines our commitment to inclusive leadership.
- We continued with our **Leadership Philosophy** to build the Leadership behaviours we need to deliver our business strategy and embed our four company Values, including "We Live Inclusion", and all our **leadership and management training programmes** include a strong inclusion and diversity focus.
- Inclusion and diversity continues to form a key part of **business and organisation reviews** and inclusive behaviours and outcomes are a formal component of all our leaders' **performance and compensation reviews**.
- We continue to undertake regular **Pay Equity reviews** to ensure that our employees are paid fairly and equitably.
- We continue to conduct regular **Culture Surveys** and use the outputs to

develop action plans in response. We also openly share the results with all employees via a dashboard and provide regular updates on our progress.

- During 2023, we undertook our second Be Seen @ Jacobs **data sharing campaign** allowing employees to report their demographic data confidentially and voluntarily. This allows us to learn more about our people, address gaps and identify and act on relevant trends.

Developing our Talent

- We have a focused Inclusion and Diversity **Talent Acquisition plan** and **dedicated Inclusion and Diversity Talent Acquisition resource** to optimise our approach to inclusive hiring and increase the proportion of diverse hires.
- During 2023, we introduced a new **STEM (Science, Technology, Engineering and Mathematics) Returners Programme** for experienced professionals to return to work after a career break.
- We Reimagined our **Early Careers Development Programmes** and worked in partnership with UpReach, 10,000 Interns Foundation, Cowrie Scholarship Foundation and 20:20 Levels to help underrepresented people access career and development opportunities.
- 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 diversity. Our **Jacobs Go!** Program provides six-month international roles that encourage career growth and greater understanding across our global footprint.
- We ensure inclusion and diversity is a core focus in **succession planning** for all director level roles and above to foster the opportunity for more diverse and inclusive representation in senior level positions.

Key Actions

- In addition to amplifying diverse representation across our talent programmes, in 2023 we launched two bespoke programmes, **black LeadHERship and WISE** (Women Inspiring and Supporting Each other), to provide support, mentorship and development opportunities to prepare participants for success in their current and future leadership roles. Our Jacobs Women's Network also offers two mid-career programmes, **Lift While you Climb and Ladder Up**.
- During 2023 we enhanced and relaunched our **mentor scheme**, enabling automatic mentor matching technology, to accelerate career development, learning and networking opportunities for employees.
- We introduced **mid-year conversations** and tools to ensure everyone is able to have a meaningful career conversation, plan and support.

Growing our Business

Although these actions are less relevant to our internal gender and ethnicity pay gaps, we are also committed to helping drive equality, diversity and inclusion more broadly:

- We have a **STEAM (Science, Technology, Engineering, Arts and Mathematics) Ambassadors programme** and have made a global commitment to deliver 5,000 hours of STEAM volunteering to inspire future generations to take up STEAM careers, particularly women and ethnically diverse young people.
- We have a **Supplier Diversity Programme** to help increase minority representation throughout our supply chain. In fiscal year 2023, 34.3% of our total global supply chain spend was with diverse, minority-owned or disadvantaged businesses.

- We offer **Project Level Inclusion tools** to help our sales and project teams build inclusion and diversity into client programmes to create social value for our clients and society.
- Our **Global Collectively Ambassadors** are delivering Global Giving Campaigns to support charities and initiatives to drive equality, diversity and inclusion, such as Breast Cancer Awareness Month and the International Day for the Elimination of Violence Against Women. Globally our people tracked 21,000 volunteer hours and completed nearly 1,700 engagement activities in fiscal year 2023.

Culture Building and Engagement

- All colleagues, including new starters, are required to complete **Conscious Inclusion and Advocate and Ally training**.
- We continued our **Courageous Conversations** initiative to empower and educate employees and line managers to challenge racial inequity and injustice and take appropriate action. All colleagues and new starters are required to complete **inclusion training** and inclusion content is weaved through our annual mandatory Living our Values training.
- Our [MARC Dialogue Teams \(Men Advocating Real Change\)](#) is an advocacy programme designed to inspire and equip our employees to become active advocates for change.
- **Bridge the Gap**, our parental leave transition programme helps employees navigate different pathways to and through parenthood, with structured workshops for employees and their line managers, toolkits, buddies and office champions.

Key Actions

- In 2023, we enhanced a number of our wellbeing benefits, including introducing a new partnership with Carrot to bring employees **free inclusive fertility healthcare, family forming benefits and menopause/low testosterone benefits and support**.
- We also offer RethinkCare Family and RethinkCare Professional, providing **support and resources for caregivers of children of all ages** and tools to support neurodiversity.
- We continue to support our eight grassroots Jacobs Employee Networks, which have 19,000 unique members globally (40,000 memberships in total).

Key Actions

External recognition

We are proud to be recognised externally for our leading approach to inclusion and diversity, being consistently ranked in the top quartile for inclusion and diversity by organisations such as Forbes, Human Rights Campaign, Stonewall and others.

U.K. awards and accreditations

- We were named in [The Times Top 50 Employers for Gender Equality 2023](#)
- Our Senior Vice President and General Manager was named inspirational Woman of the Year at the [Women in Rail Awards 2023](#)
- We were shortlisted in the [Vercida Inclusive Employer Award - Parents and Carers Advocate](#) category 2023/24
- We were named a [Top 10 Investing in Ethnicity Outstanding Employer 2023](#)
- We were in the Top 25 organisations in the [Investing in Ethnicity 2023 Maturity Matrix](#)
- We were a finalist in the large business category of the [black Talent Awards 2023](#)
- A number of our colleagues were named in [INvolve's EMpower Role Models list 2023](#)
- We were named in the [Top 75 Social Mobility Foundation Employer Index 2023](#)
- We achieved best in class for our UK Supplier Diversity Program in the 2023 [MSDUK Benchmarking survey](#)

// Jacobs Women's Network offers a platform for female 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 to for career development and advancement. We actively collaborate with other Employee Networks to amplify our impact, championing initiatives that promote inclusivity and diversity 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."



Katie Jones

Chair, Jacobs Womens Network
U.K and Ireland

Key Actions

Global awards

- We won the Large Firm of the Year and People First Award 2023 at [Consult Australia Awards](#)
- We obtained a [Gender Equality Certification](#) in Italy 2023.
- Twelve of our US employees were recognised at the US [Women of Color STEM conference](#) in 2023
- Eight our US employees were recognised at the 2024 [black Engineer of the Year](#) STEM conference

// Harambee has experienced unprecedented levels of growth and success in the last two years, bringing together a diverse global family of black employees and allies to promote equality and drive lasting cultural change – not only within Jacobs but with the clients and communities that we serve. Our “Courageous Conversations” programme has been a real differentiator, allowing Jacobs to better understand the experience of our black colleagues and using these experiences to better enrich their lives and bringing about positive change to Jacobs. Initiatives such as the new

Ethnicity Leadership Group and the new aspirational ethnicity targets set in the UK this year, are further evidence of the dedication from Jacobs. As such, Harambee have felt supported by the business, and through the Global Action Plan for Advancing Justice and Equality we’re seeing tangible progress in the development and the raising of black employees’ professional profiles.

With the direction of travel and the commitment from Jacobs alongside the Harambee Leadership team we believe that our purpose to impact, empower and influence black talent to contribute to growth at all levels at Jacobs and our communities is achievable.”



Sara Boateng and Yomi Okuboyejo

European Leads, Harambee Black Employee Network

Our Pay Gap Report Summary

We are satisfied that we are paying female and ethnically diverse 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 plan and aspirational goals are aiding us in delivering measurable progress in increasing female and ethnically diverse representation in senior roles, but we know we have more work to do and are committed to ramping up our efforts to accelerate progress.

Although we have focused on gender and ethnicity in this report, our TogetherBeyond approach is about creating a workplace where all differences are accepted, celebrated and harnessed to bring the innovative, extraordinary solutions clients demand from us.



Reporting Tables 5 April 2023 for England, Wales and Scotland

Statutory disclosure required for gender pay gap reporting purposes

	JACOBS U.K. LIMITED		JACOBS CLEAN ENERGY LIMITED		JACOBS FIELD SERVICES LIMITED	
	Mean	Median	Mean	Median	Mean	Median
Difference in hourly rate of pay	19.7%	21.6%	13.5%	18.6%	9.3%	1.2%
Difference in bonus pay	40.4%	15.0%	49.7%	60.0%	20.3%	-105.0%
Proportion of male employees who received a bonus	22.7%		34.4%		7.0%	
Proportion of female employees who received a bonus	28.9%		37.3%		18.2%	
Proportion of males & females in each quartile pay band	Males	Females	Males	Females	Males	Females
Lower Quartile	56.7%	43.3%	68.3%	31.7%	85.1%	14.9%
Lower Middle Quartile	64.8%	35.2%	71.5%	28.5%	92.3%	7.7%
Upper Middle Quartile	73.4%	26.6%	82.3%	17.7%	86.6%	13.4%
Upper Quartile	82.8%	17.2%	84.4%	15.6%	91.8%	8.2%

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 75.5% for ethnicity.
- **Calculation of pay and bonus:** gender 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, 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 U.K. Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
 - Ethnicity: does not include non-disclosed colleagues. This means the representation of ethnically diverse employees shows as lower than gender.
- **In scope population:** All U.K. colleagues directly employed on the snapshot date (5 April 2023) 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. For the breakdown of separate employing entities, we only report on those with 250+ employees on 5 April 2023.

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