

2024

Jacobs Gender Pay Gap Report Ireland



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Foreword

At Jacobs, we understand that inclusion is a verb, not a noun. It means being transparent and acting on our statements, commitments and initiatives to drive meaningful, measurable change both in our company, industry and in the communities that we serve. It means creating a workplace where our people are curious, embrace different perspectives and harness new ideas to bring the innovative, extraordinary solutions clients demand from us. It means creating a culture of belonging where everyone can thrive — a culture that we call TogetherBeyondSM.

We understand that bold, accountable leadership is a key driver for inclusion, and have seen great success through our operationalisation of TogetherBeyond and amplification of inclusive behaviors at all levels of our company. Our 2024 Gender Pay Gap Report shows that our median gender pay gap currently stands at 26.0%, a decrease of 1.3% from last year's report, and a cumulative decrease of 3.4% since we began reporting in 2022. Our mean pay gap is 27.7%, an increase of 0.5% from last year's report and a cumulative decrease of 1.8% since our first report in 2022.

Tangible leadership commitment and accountability helps drive our culture at Jacobs. At fiscal year-end 2024, our global Board's independent directors were 50% diverse (gender and ethnicity) and our global Executive Leadership team was 80% diverse based on self-reported data.

We're inspired by bold actions such as our global [Sustainability-Linked Bonds](#), where the interest rates payable on the bonds are tied to Jacobs' success towards the aspirational goals of gender equality and reducing gender inequalities. In this regard, our global female representation at vice president and above level at fiscal year-end 2024 was 34.0% and based on merit.

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 participation, reduce our gender pay gap and ensure a most equitable workforce for everyone.



Joanne Caruso
Chief Legal & Administrative Officer

This document specifically discloses Jacobs Ireland gender pay gap as of 15 June 2024. 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 2024 – Ireland

Jacobs has three legal entities in Ireland as of 15 June 2024. These are:

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

We are legally required to report gender pay and bonus gaps for Jacobs Engineering Ireland Limited only, as it has over 150 employees as of our snapshot date (15 June 2024). However, to promote transparency, we are voluntarily reporting gender and bonus pay gap information for all employees directly employed in Ireland.

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

The gender pay gap is a measure to show the difference between the gross hourly, ordinary and bonus earnings for all male employees compared to the gross hourly, ordinary and bonus earnings for all female employees during the relevant pay period, without taking into account individual roles, responsibilities and seniority level. Similarly, the bonus pay gap is a measure to show the difference between bonus remuneration for all male employees compared to bonus remuneration for all female employees, again without taking into account individual roles, responsibilities and seniority level.



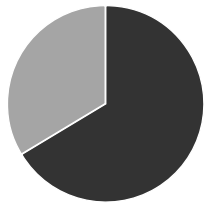
Gender distribution

The proportion of male and female employees is calculated based on the number of people directly employed as permanent or temporary employees on the snapshot date (15 June 2024). This excludes self-employed and agency workers supplied to Jacobs but employed by an agency, in line with the definition of “employee” under the Regulations.

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

2022

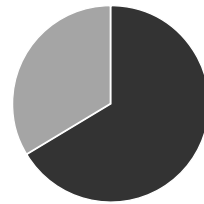
33.6% (200)
FEMALE



66.4% (395)
MALE

2023

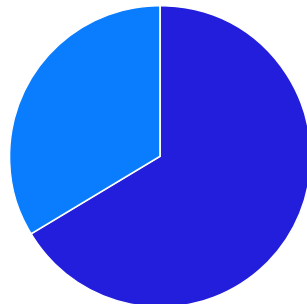
34.5% (205)
FEMALE



65.5% (389)
MALE

2024

34.6% (222)
FEMALE



65.4% (419)
MALE

Part-time and temporary workers

	2022		2023		2024	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Part-time	12.5% (25)	0.5% (2)	12.2% (25)	1.0% (4)	10.8% (24)	1.0% (4)
Temporary Workers	3.0% (6)	5.1% (20)	3.4% (7)	3.6% (14)	5.0% (11)	4.8% (20)

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

Proportion of males and females in each pay quartile 2022-2024

	2022		2023		2024	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Lower Quartile	44.4%	55.6%	47.7%	52.3%	46.6%	53.4%
Lower Middle Quartile	47.6%	52.4%	48.0%	52.0%	43.1%	56.9%
Upper Middle Quartile	30.4%	69.6%	27.0%	73.0%	30.6%	69.4%
Upper Quartile	12.1%	87.9%	15.4%	84.6%	18.1%	81.9%

We are pleased to report that female representation has increased by 3.6% to 30.6% in quartile 3 (upper middle) and by 2.7% to 18.1% in quartile 4 (upper).



Gender Pay Gap

	2022	2023	2024
Mean	29.5%	27.2%	27.7%
Median	29.4%	27.3%	26.0%

In 2024 our **median** pay gap (which includes ordinary and bonus pay) decreased for the second consecutive year, highlighting our commitment to increasing female representation in senior roles. Our median pay gap currently stands at 26.0%, a decrease of 1.3% from last year’s report, and a cumulative decrease of 3.4% since we began reporting in 2022. Our **mean** pay gap is 27.7%, an increase of 0.5% from last year’s report and a cumulative decrease of 1.8% since our first report in 2022.

Our 2024 mean pay gap (which includes ordinary and bonus pay) has been impacted by changes to how bonus payments were made in 2023 and 2024. Further information about this is available in the bonus gap section below. It is important to note that the mean can be skewed by outliers, making the median a more reliable indicator of typical salaries. Excluding bonus pay, our mean gender pay gap was 26.1%, a decrease of 1.6% from last year’s report. This reflects the progress made in increasing female representation in senior roles and narrowing the gap for ordinary pay.

Our pay gap quartile by quartile analysis shows that in quartiles 1-3 (lower, lower middle and upper middle), there is either a negative gap (women are paid more than men) or the gap is not larger than 2.3% on a mean or median

	2022		2023		2024	
	Part-time Employees*	Temporary Employees*	Part-time Employees*	Temporary Employees*	Part-time Employees*	Temporary Employees*
Mean	37.1%	17.1%	-1.3%	51.2%	36.7%	33.9%
Median	41.0%	0.0%	2.0%	0.0%	34.5%	0.0%

basis. In quartile 4 (upper) the gap is generally larger because differences in salaries and bonus entitlements grade by grade are larger at this level.

Outside the impact of changes to how bonus payments for senior staff were made in 2024, the biggest driver of our overall pay gap is the shape of our workforce – we have fewer women in senior roles. Continued progress depends on increasing gender equality and reducing gender inequalities in senior roles. In 2023, we introduced a new industry leading Sustainability-Linked Bonds Framework where the interest rate payable on the bonds is tied to Jacobs’s success towards the aspirational goals of gender equality and reducing gender inequalities. Our commitments and metrics give us confidence that we have the right actions in place to ensure continued progress – in the reporting period, 49.1% of all Ireland promotions were female and based on merit.

*Our part-time and temporary employees pay gaps are based on relatively small population sizes and therefore do not provide the same level of statistical significance as our overall pay gaps. This also means that representation and pay gaps are subject to greater movement.

Gender Pay Gap Definitions

Mean gender pay gap

The **mean gender pay gap** is the difference between the mean gross hourly remuneration (including ordinary pay and bonus pay) of relevant employees of the male gender and that of relevant employees of the female gender expressed as a percentage of the mean hourly remuneration of relevant employees of the male gender.

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

Median gender pay gap

The **median gender pay gap** is the difference between the median gross hourly remuneration (including ordinary pay and bonus pay) of relevant employees of the male gender and that of relevant employees of the female gender expressed as a percentage of the median hourly remuneration of relevant employees of the male gender.

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

Mean bonus pay gap

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

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

Median bonus pay gap

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

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

Pay quartiles

The proportion of men and women in four pay bands. The hourly pay for both men and women is arranged from the lowest to the highest – this is then divided into four quartiles (divided as evenly as possible). Then the proportion of men and women is calculated for each quartile.

Bonus Pay Gap – Gender

Proportion of employees who received a bonus by gender

	2022	2023	2024
Male	21.8%	32.9%	31.5%
Female	25.0%	24.9%	27.5%

We have a culture of rewarding contributions from all employees and are encouraged by the progress made in bonus distribution. In 2024, the proportion of women receiving bonuses increased from **24.9% to 27.5%**, whereas the proportion of men receiving bonuses decreased from **32.9% to 31.5%**.

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

Gender bonus gap

	2022	2023	2024
Bonus Mean	66.2%	42.5%	67.1%
Bonus Median	36.6%	33.9%	36.5%

Our **median** bonus currently stands at 36.5%, an increase of 2.6% from 2023. Our **mean** bonus gap increased to 67.1%. This is because the way in which some bonuses were paid to senior staff changed in 2022, which contributed to an exceptional decrease in our 2023 bonus gap. In December 2023, bonus payments reverted to the previous method of payment, which contributed to our 2024 mean bonus gap being closer to 2022 levels.¹

¹ In December 2022, some bonus payments to senior staff were paid 55.7% in cash and 44.3% in restricted stock units (“2022 RSUs”). The cash element of this award was paid in December 2022 and therefore fell within the 2023 bonus pay gap reporting period (16 June 2022 - 15 June 2023). However, the 2022 RSUs were subject to a three-year vesting period, beginning in December 2023. As none of the 2022 RSUs vested within the 2023 bonus pay gap reporting period, their value was not included in the 2023 bonus pay gap calculations.

In December 2023, these bonus payments reverted to being paid 100% in cash. This means that the 2024 bonus pay gap reporting period (16 June 2023 - 15 June 2024) includes both December 2023 cash bonus payments and the value of 2022 RSUs which vested in December 2023. The value of 2022 RSUs due to vest in December 2024 and December 2025 will form part of the 2025 and 2026 bonus pay gap calculations respectively.

Ireland Pay Equity Review

As well as meeting our statutory obligations in relation to gender pay gap reporting, we're committed to ensuring our employees are compensated fairly and equitably based on the roles they perform relative to Jacobs' global career structure and salary scales. In Ireland, we undertake pay equity and promotion reviews each year to ensure that our employees are paid and promoted fairly and equitably. In addition, we review our pay ranges and global career structure framework periodically and take appropriate action based on the reviews.



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
- Culture Building & Belonging
- Developing Our Talent
- Growing Our Business

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

- We continue to work to achieve our global **gender balance aspirational goal of 40:40:20** (40% female, 40% male and 20% any gender including non-binary), expanded in 2023 by the introduction of a new industry leading **Sustainability-Linked Bonds Framework**, where the interest rates payable on the bonds are tied to Jacobs' success towards the aspirational goals of gender equality and reducing gender inequalities. In this regard, our global female representation at vice president and above level at fiscal year-end 2024 is 34% and based on merit.
- 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.
- We continued with our **Leadership Philosophy** and **Leadership Shadow** to build the leadership behaviours we need to deliver our business strategy and embed our four company Values, including “We Live Inclusion”.
- All our **leadership and management training programmes** include a strong inclusion and diversity focus.
- Inclusion and diversity continues to form a key part of our **business and organisational reviews** and inclusive behaviours and outcomes are a formal component of all our leaders performance and compensation reviews.
- We continue to conduct 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.
- We undertake annual **data disclosure campaigns** allowing employees to confidentially and voluntarily share their demographic data. This allows us to learn more about our people, address gaps and identify and act on relevant trends.

Culture Building & Belonging

- In 2023, we launched **Living Our Values**, a mandatory series of annual employee compliance trainings, organized around Jacobs' core values: We do thing right. We aim higher. We live inclusion. In 2024, we introduced additional content focusing on **belonging**.
- All **new employees** are required to complete training on conscious inclusion, advocacy and allyship, and inclusion and belonging.
- 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 transition programme provides resources to help employees navigate different pathways to and through parenthood, with structured workshops for employees and their line managers, toolkits, buddies and office champions.
- We continue to offer enhanced family-friendly and gender supportive benefits, including a partnership with **Carrot** (introduced in 2023) to bring employees **free inclusive fertility healthcare, family-forming benefits and menopause/low testosterone benefits and support**.

Key Actions

- 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.
- We continue to support our eight grassroots [Jacobs Employee Networks](#), which have over 16,000 unique members globally.

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.
- 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!** programme provides six-month international placements that encourage career growth and greater understanding of 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.
- In addition to amplifying diverse representation across our talent programmes, in 2023 we launched two bespoke programmes to support the advancement of diverse talent: **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. These programmes continued in 2024

with our second cohorts. Our Jacobs Women's Network also offers two mid-career programmes, **Ladder Up and Lift While you Climb**.

- During 2023, we also enhanced and relaunched our **mentor matching scheme**, enabling automatic mentor matching technology to accelerate career development, learning and networking opportunities for employees.
- In 2023 we introduced and in 2024 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 gender equality, diversity and inclusion more broadly:

- We have a **STEAM ambassadors programme** and currently have made a global commitment to deliver 50,000 STEAM volunteering hours to inspire future generations to take up STEAM careers, particularly women.
- We have a **supplier diversity programme**.
- We offer **project level inclusion plans** to help our sales and project teams build inclusion and diversity 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 equality, diversity and inclusion, such as Breast Cancer Awareness Month and the International Day for the Elimination of Violence Against Women.

Key Actions

Global recognition and partnerships

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

- Members of Catalyst CEO Champions For Change and Women on Boards.
- Named in The Times Top 50 Employers for Gender Equality 2024 for the fourth consecutive year.
- Winner of the Ireland 2024 Women in STEM Award – Engineering.

// 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 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."



Sarah Richards, Katarzyna Hogendorf and Dominika Melich-Bok

Europe Leads, Jacobs Women's Network

Our Pay Gap Report Summary

Increasing senior representation is our key driver for addressing our gender pay and bonus gaps. Our TogetherBeyond plan and aspirational goals are aiding us in delivering measurable progress in increasing female representation in senior roles, but we know we have more work to do and are committed to ramping up our efforts to accelerate progress.

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



Reporting tables 15 June 2024 for Jacobs Engineering Ireland Ltd

Statutory disclosure required for gender pay gap reporting purposes	ALL COMPANY	JACOBS ENGINEERING IRELAND LTD
Proportion of male employees who received a bonus	31.5% (132)	29.8% (121)
Proportion of female employees who received a bonus	27.5% (61)	26.5% (57)
Proportion of male employees who received Benefit in Kind	11.5% (48)	11.3% (46)
Proportion of female employees who received Benefit in Kind	9.0% (20)	9.3% (20)
Proportion of male employees who are part-time workers	1.0% (4)	1.0% (4)
Proportion of female employees who are part-time workers	10.8% (24)	10.2% (22)
Proportion of male employees who are temporary workers	4.8% (20)	4.9% (20)
Proportion of female employees who are temporary workers	5.0% (11)	5.1% (11)

*These may be subject to change following a review from Payroll/Benefits

Proportion of males & females in each quartile pay band	Female	Male	Female	Male
Lower Quartile	46.6%	53.4%	45.5%	54.5%
Lower Middle Quartile	43.1%	56.9%	43.2%	56.8%
Upper Middle Quartile	30.6%	69.4%	30.3%	69.7%
Upper Quartile	18.1%	81.9%	19.4%	80.6%

	Mean	Median	Mean	Median
Difference in hourly rate of pay (including Bonus)	27.7%	26.0%	25.3%	25.4%
Difference in bonus pay	67.1%	36.5%	59.5%	36.5%
Difference in Part-Time pay (including Bonus)	36.7%	34.5%	37.0%	34.5%
Difference in Temporary workers pay (including Bonus)	33.9%	0.0%	33.9%	0.0%

* In 2023, restricted stock units were included in benefit in kind (BIK) statistics. These have been removed from 2024 statistics. The 2024 Regulations clarified that, in respect of stockholdings / securities, only share options and interests in shares should be included in BIK statistics. Other BIK non-cash benefits of an estimated monetary value (e.g., vouchers) continue to be included in statistics.

Methodology

- **Disclosure rate:** This data is based on a disclosure rate of 100% for gender.
- **In scope population:** All Ireland directly employed as permanent or temporary employees on the snapshot date (15 June 2024) are included within the calculations. This excludes self-employed contractors and agency workers supplied to Jacobs but employed by the agency, in line with the definition of “employee” under the Regulations.
- **Calculation of pay and bonus:** Pay which is gross pay (before deductions at source, e.g. income tax) including normal salary, overtime, allowances, premiums, sick pay, and salary top ups; and bonus pay for reporting purposes is gross pay including monetary bonuses, vouchers, securities, incentives and commission but excluding redundancy pay and termination of employment payments. As per legislative changes set out in the 2024 Regulations, stock options were excluded from bonus gap calculations, but were included in benefit in kind statistics.
- **Employees on leave or income protection:** Periods of paid leave (including annual leave, family leave, sick leave etc.) are included within the calculations as if the employee was not on leave; periods of unpaid leave during which the employee received no pay are excluded from the calculations; and calculations involving employees subject to income protection arrangements are based on actual hours worked and pay received from the employer.
- **Data sources:** Data taken from our payroll system was used for pay and bonus gap reporting purposes in accordance with the Regulations. The legal, binary declaration of gender made for payroll purposes was used for the calculation of gender pay and bonus gaps.

At Jacobs, we're challenging today to reinvent tomorrow - delivering outcomes and solutions for the world's most complex challenges. With approximately \$12 billion in annual revenue and a team of almost 45,000, we provide end-to-end services in advanced manufacturing, cities and places, energy, environmental, life sciences, transportation and water. From advisory and consulting, feasibility, planning, design, programme and life-cycle management, we're creating a more connected and sustainable world.

Jacobs

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