

# 2022

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



# Table of Contents

<b>Foreword</b> . . . . .	<b>3</b>	<b>Key Actions</b> . . . . .	<b>15</b>
<b>Our Gender Pay Gap in 2022 – England, Wales and Scotland</b> . . . . .	<b>4</b>	Leadership Commitment and Accountability . . . . .	16
Gender distribution . . . . .	4	Culture Building and Engagement . . . . .	17
Proportion of males and females in each pay quartile . . . . .	4	Developing our Talent . . . . .	17
Proportion of males and females in each pay quartile 2017-2022. . . . .	5	Growing our Business . . . . .	18
<b>Gender Pay Gap Definitions</b> . . . . .	<b>7</b>	External recognition . . . . .	18
<b>Bonus Pay Gap – Gender.</b> . . . . .	<b>8</b>	U.K. awards . . . . .	18
Proportion of employees who received bonus by gender. . . . .	8	Global awards . . . . .	18
Gender pay gap – bonus . . . . .	8	Our employee networks . . . . .	19
<b>Our Ethnicity Pay Gap in 2022 – England, Wales and Scotland</b> . . . . .	<b>9</b>	<b>Our Pay Gap Report Summary</b> . . . . .	<b>20</b>
Ethnicity distribution. . . . .	9	Reporting Tables 5 April 2022 for England, Wales and Scotland . . . . .	21
Proportion of Black, Asian and Minority Ethnic and White employees in each pay quartile . . . . .	10	<b>Methodology</b> . . . . .	<b>22</b>
<b>Bonus Pay Gap – Ethnicity</b> . . . . .	<b>12</b>		
Proportion of employees who received a bonus by ethnicity. . . . .	12		
Bonus pay gap – ethnicity. . . . .	12		
<b>Ethnicity Pay Gap Definitions</b> . . . . .	<b>13</b>		
<b>UK Pay Equity Review</b> . . . . .	<b>14</b>		

## 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 both in our company and in the communities that 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 and that is integral to our Company strategy — a culture that we call TogetherBeyond<sup>SM</sup>.

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 behaviors at all levels of our company. Our 2022 [TogetherBeyond Year in Review Report](#) sets out our approach to meeting our inclusion goals by building and nurturing an industry-leading culture where people of all levels, backgrounds and perspectives can achieve their career aspirations and feel like they belong.

With this in mind, I am pleased to present a 2022 Gender Pay Gap Report which – for the fifth consecutive year – shows that our average pay gap is continuing to shrink. The gap now stands at 18.1%, a continued reflection of our increased focus on promoting female talent and advancing

conversations around gender equality and pay equity across our company.

In 2020 we launched an aspirational goal to achieve gender balance of 40:40:20 (40% female; 40% female; and 20% any gender, including non-binary). We have supplemented our overall commitment with a new specific aspirational goal for senior representation by 2027 on the same basis.

We are also voluntarily publishing our third Ethnicity Pay Gap Report, with a sustained gap of 9.7%. In 2020 we launched our Global Action Plan for Advancing Justice and Equality, which sets out actionable initiatives and measurable objectives to ensure equality both within Jacobs and in communities across the World. As well as our internal work, we have committed to invest \$5.6M to date in targeted sponsorships, charitable donations and Science, Technology, Engineering, Arts and Mathematics (STEAM) outreach aimed at supporting historically under-represented communities, bringing a new generation of talent into the industries that we serve, and developing our existing diverse talent into leadership positions. I am particularly excited about the partnership we've developed with the Cowrie Scholarship Foundation, a programme that will bring over 100 economically disadvantaged and fully deserving, Black British students through U.K. universities in the next decade.

As with gender, we intend to ramp up all our activities in 2022-23 and beyond to accelerate progress. We can see the positive impact of our work coming through with 56% of our global Board of Directors and 64% of our Executive Leadership Team now diverse (gender and ethnicity) and a third of our workforce members of one or more of our eight grassroots [Jacobs Employee Networks](#).



**Shelie Gustafson**

CHIEF PEOPLE AND INCLUSION OFFICER

This document specifically discloses Jacobs U.K. gender and ethnicity pay gaps as of 5 April 2022. 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 2022 – England, Wales and Scotland

Jacobs has four U.K. entities with more than 250 employees as of 5 April 2022. These are:

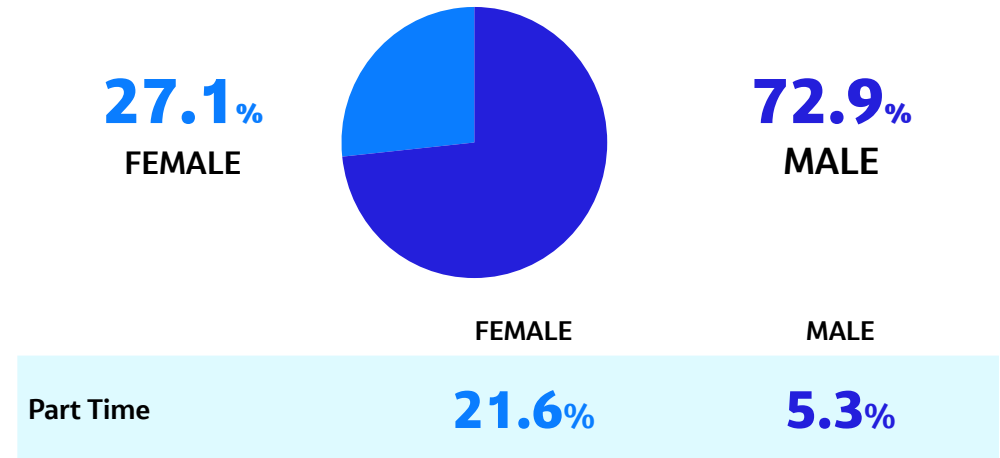
- Jacobs U.K. Limited,
  - Jacobs Clean Energy Limited,
- Jacobs Field Services Limited,
  - Halcrow Group Limited.

CH2M HILL United Kingdom entity now has fewer than 250 employees and therefore is not reported separately in our 2022 report.

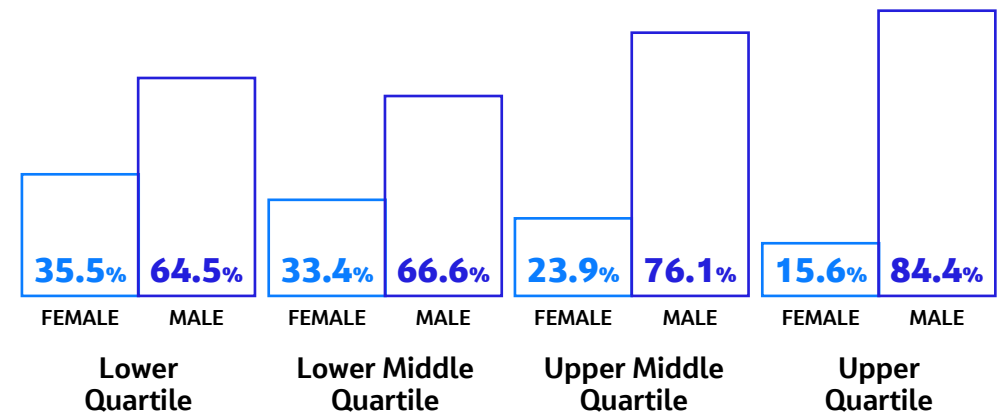
The gender pay gap is a measure to show the difference between the gross hourly, ordinary earnings for all male employees compared to the gross hourly, ordinary earnings for all female employees, without taking into account individual roles, responsibilities and seniority level.

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

## Gender distribution



## Proportion of males and females in each pay quartile



## Proportion of males and females in each pay quartile 2017-2022

	2017		2018		2019		2020		2021		2022	
	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%
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%
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%
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%

We continue to see a year-on-year increase in the proportion of women represented in the upper and upper middle quartile pay bands. 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	Part-time Employees* 2022
Mean	26.0%	25.5%	23.4%	21.3%	19.6%	18.1%	20.9%
Median	23.7%	23.2%	22.7%	21.3%	21.8%	20.4%	20.0%

\* 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 fifth consecutive year, reflecting the progress we have made 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 continues to be the shape of our workforce. Although we have made good progress, we still have fewer women in senior roles. As well as having an overall aspirational goal to achieve 40:40:20 gender balance, this year we have introduced a new aspirational commitment to achieve the same gender balance in senior roles specifically by 2027 and have a robust plan in place to ensure sustained progress.



## 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
Male	20.1%	30.0%	22.7%	19.7%	20.5%	28.8%
Female	22.2%	30.0%	27.9%	23.8%	23.8%	35.0%

For the fifth consecutive year, the proportion of women receiving a bonus is higher than men, and the highest we have seen since reporting began in 2017. 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.

### Gender pay gap – bonus

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

As our bonus schemes are discretionary, this can lead to variances year to year. Prior to 2022, we saw a steady reduction in the bonus pay gap since 2018, with a particularly strong reduction in our median bonus gap in 2021. However, year-on-year data suggests that the median gap in 2021 was rather an anomaly, likely because of the pandemic and associated work impacts.

When you look at the bonus gap quartile by quartile, women are not receiving less in quartiles 1 (lower quartile) to 3 (upper middle quartile) on a mean or median basis. This trend reverses in quartile 4 because differences in salaries and bonus entitlements grade by grade are larger at this level.

To reduce this gap further, continued progress depends on increasing female representation in senior roles, closing our gender pay gap and ongoing vigilance to ensure bonuses are awarded equitably. At the end of fiscal year 2022, 37.3% of all promotions were female - as this rate of progression is higher than the existing level of representation, it will help us to make a positive impact in changing the shape of our workforce over time.



## Our Ethnicity Pay Gap in 2022 – England, Wales and Scotland

We are voluntarily publishing our third Ethnicity Pay Gap Report, sharing data as of 5 April 2022. 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, 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 Black, Asian and Minority Ethnic 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
<b>Declared White</b>	<b>67.9%</b>	<b>64.5%</b>	<b>71.3%</b>
<b>Declared Black, Asian and Minority Ethnic</b>	<b>8.0%</b>	<b>7.4%</b>	<b>8.7%</b>
<b>Not Declared</b>	<b>24.1%</b>	<b>28.1%</b>	<b>20.0%</b>

Between 2021 and 2022, we undertook a data sharing campaign which increased the percentage of employees who have shared their ethnicity data. The total number of employees within this group who have declared their ethnicity as Black, Asian and Minority Ethnic has also increased.



### Proportion of Black, Asian and Minority Ethnic and White employees in each pay quartile

		2020	2021	2022
White	Lower Quartile	89.6%	89.4%	88.4%
	Lower Middle Quartile	87.6%	88.6%	87.3%
	Upper Middle Quartile	87.9%	88.5%	89.0%
	Upper Quartile	92.6%	92.6%	91.9%
Black, Asian and Minority Ethnic	Lower Quartile	10.4%	10.6%	11.6%
	Lower Middle Quartile	12.4%	11.4%	12.7%
	Upper Middle Quartile	12.1%	11.5%	11.0%
	Upper Quartile	7.4%	7.4%	8.1%

We have seen an increase in representation of Black, Asian and Minority Ethnic employees overall and in quartiles 1 (lower), 2 (lower middle) and 4 (upper). There was a decrease in representation of Black, Asian and Minority Ethnic employees in quartile 3 (upper middle).

We continue to be committed to increasing Black, Asian, and Minority Ethnic 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.

## Ethnicity Pay Gap

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

Our **mean pay gap** increased slightly from 9.4% in 2021 to 9.7% in 2022 and our median pay gap increased from 6.4% to 7.1%. This is due to representation increasing at a higher rate in our lower and lower middle quartiles, compared to our middle upper and upper quartiles.

When you look at the pay gap quartile by quartile, it is between -0.4% and 1.1% in quartiles 1 (lower quartile) to 3 (upper middle quartile) on a mean and median basis. The gap is larger in quartile 4 because differences in salaries grade by grade are larger at this level.

## Bonus Pay Gap – Ethnicity

### Proportion of employees who received a bonus by ethnicity

	2020	2021	2022
White	22.1%	22.0%	31.7%
Black, Asian and Minority Ethnic	15.9%	13.9%	23.0%

The proportion of all colleagues receiving a bonus has gone up in 2022, with similar trajectories being seen for Black, Asian and Minority Ethnic employees compared to White employees.

### Bonus pay gap – ethnicity

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

Our **mean bonus gap** decreased in 2022 compared to 2021 and our **median bonus gap** increased.

When you look at the bonus gap quartile by quartile, Black, Asian and Minority Ethnic employees are not paid less or the gap is less than 3.3% in quartiles 1 (lower quartile) to 3 (upper middle quartile) on a mean and median basis. The gap is larger in quartile 4 because differences in salaries and bonus entitlements grade by grade are larger at this level.

Increasing representation in senior roles will be key to narrowing our pay and bonus gaps. At the end of fiscal year 2022, 10.2% of all promotions were Black, Asian and Minority Ethnic – higher than our existing level of representation.

# 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. This is also 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 proportionately. In addition, we have an external consultant review our programme on a periodic basis and provide detailed results and recommendations.

This separate, detailed analysis shows that, globally, women and Black, Asian and Minority Ethnic employees are paid equitably when looking at pay equity on a like-for-like, job grade basis.

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 women and Black, Asian and Minority Ethnic talent into higher paid senior roles. This is key to closing our overall pay gaps and our TogetherBeyond approach, 40:40:20 gender balance aspiration and Global Action Plan for Advancing Justice and Equality commitments 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 and Accountability
- Culture Building and Belonging
- Developing our Talent
- Growing our Business

We track representation monthly, as well as progress against our **40:40:20 gender balance aspirational goals** and **Global Action Plan for Advancing Justice and Equality**. These actions continue to hold us to account for achieving sustainable change. In FY23, we will create aspirational gender goals for each U.K. business unit, to provide a stretching but realistic overall aggregated % improvement towards our overall gender goals. Considering the FY22 positive gender balance growth at the business unit level, the proposed goals are based on a 1.5% multiplier applied to the individual operating units' FY22 gender split data.

Our 2022 [TogetherBeyond Year in Review Report](#) sets out our inclusion and diversity approach, sharing where we have been, where we are going and how we'll get there.



## Key Actions

### Leadership Commitment and Accountability

- We expanded our existing **aspirational goal of 40:40:20** (40% female; 40% male; and 20% any gender including non-binary) gender balance to include a specific commitment to achieve the same balance in senior roles by 2027.
- Inclusion and Diversity continues to form a key part of our **Quarterly Business Review** process and is treated with the utmost of importance as financial performance.
- We use sophisticated **Inclusion and Diversity dashboards** to actively track and instigate/accelerate action to address challenges and ensure meaningful progress.
- We recommitted to Business In The Community's 2022 expanded [Race at Work Charter](#), and joined **Investing in Ethnicity**.
- We continued with our **Leadership Philosophy** and rolled out a **CEO Leadership Roundtable Programme** to build the Leadership behaviours we need to deliver our business strategy and embed our four company Values, including "We Live Inclusion".
- For the fifth consecutive year, all leaders at Vice President Level and above signed our **TogetherBeyond Leadership Commitment Statement**, a document that enshrines our commitment to inclusive leadership by linking leaders' performance and compensation reviews to inclusive behaviours.
- For the second consecutive year, all People Leaders were also required to have a **TogetherBeyond goal** and commit to meaningful and measurable actions to create an inclusive environment.
- We continue to undertake regular **Pay Equity reviews** to ensure that our employees are paid fairly and equitably.
- All our **leadership and management training programmes** include a strong I&D focus. For example, our 10-week Amplifi programme for senior leaders covers three modules: Inspire, Include and Innovate, with each module equating to approximately 10 hours of learning.
- During 2022, we increased the frequency of **Culture Surveys** and continue to use the outputs to develop robust action plans in response. We also openly share the results with all employees via a dashboard and provide regular updates on our progress.
- During 2022, we undertook a data disclosure 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.



# Key Actions

## Culture Building and Engagement

- All colleagues, including new starters are required to complete **Conscious Inclusion** and **Advocate and Ally training**.
- Our [MARC Dialogue Teams \(Men Advocating Real Change\)](#) is an advocates programme designed to inspire and equip our employees to become active advocates for change.
- [Bridge the Gap](#), our parent returners programme, and **Carrot**, a benefits programme helps our employees navigate different pathways to and through parenthood.
- We regularly analyse our **benefit offerings and programmes**, and this year, employees advised that they are looking for more when it comes to finances, family, health and career. With that in mind, we improved our offering and will be providing new or expanded programmes that get to the heart of what our employees want, including support around menopause.
- We continued our **Courageous Conversations** initiative to empower and educate employees and line managers to challenge racial inequity and injustice and take appropriate action. We also refreshed all our '**mandatory training**' to align with our four company Values, including 'We Live Inclusion', and strengthened the messages and used lived examples to bring to life and reaffirm that racism, harassment or bullying of any kind will not be tolerated at Jacobs.
- We continued to support our eight grassroots **Jacobs Employee Networks**, which have nearly 18,000 unique members globally (35,000 memberships in total). In the U.K. specifically, we currently have nearly 1,800 members of our Jacobs Women's Network and over 400 members of our Harambee network.

## Developing our Talent

- We have a focused Inclusion & 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 expanded our **e3: engage. excel. elevate.** performance and talent management capability platform to incorporate priority setting, on demand learning courses, skills profiles, employee feedback and employee celebration to support our employees to take ownership of their own careers.
- We enhanced and relaunched our **mentoring scheme**, enabling automatic mentor matching technology, to accelerate career development, learning and networking opportunities for minority employees.
- We are continuing to engage in **Agile Careers and Career Partners** to support talent mobility and progression, with an intentional focus on inclusion and diversity.
- We undertake focused **succession planning** for all director level roles and above to enhance diverse representation in more senior positions.
- We reimagined our **Graduate and Apprentice Development Programmes** to ensure strengthened diversity representation.
- In addition to amplifying diverse representation across our **talent programmes**, in 2022 we launched two bespoke programmes to support the advancement of diverse talent: WISE and Black LeadHERship.
- We trialled a **STEAM Returners** programme for experienced professionals to return to work after a career break, with the first cohort being drawn from diverse backgrounds. We plan to roll this out further in FY23, following the success of the first cohort.

## Growing our Business

- We extended our [STEAM Ambassadors programme](#) – we now have over 600 Ambassadors in the U.K. and have made a global commitment to deliver 5,000 hours of STEAM volunteering hours to inspire future generations to take up STEAM careers, particularly women and Black, Asian and Minority Ethnic young people.
- We've developed a partnership with [Cowrie Scholarship Foundation](#), a programme that will bring over 100 economically disadvantaged, and fully deserving, Black British students through U.K. universities in the next decade.
- We have launched a **Supplier Diversity Programme** to help increase minority representation throughout our supply chain. In FY22, we spent more than \$2.54 billion globally on diverse and disadvantaged suppliers — approximately 39.97% of our total supply chain spend.
- We have launched a **Project Level Inclusion Plan** 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.

## 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, HRC, Stonewall and others.

### U.K. awards

- We were named in [The Times Top 50 Employers for Women 2022](#)
- We were accredited [Carer Confident Active Accreditation](#)
- We were a finalist in the large business category of the Black Talent Awards 2022
- A number of our colleagues were named in INvolve's EMpower Role Models list 2022
- We received [Clear Assured's Gold Standard for Workplace Diversity and Inclusion](#)
- We were named in the Top 75 Social Mobility Foundation Employer Index 2022
- We were named STEM Learning UK's Inspirational STEM Employer

### Global awards

- We were named one of Forbes Best Employers for Women 2022
- We won Environmental Business Journal's Award for Industry Leadership in Inclusion and Diversity 2020
- We sponsored the BEYA (formerly Black Engineer of the Year) Awards and had two colleagues from the UK recognised with Outstanding Achievement Awards

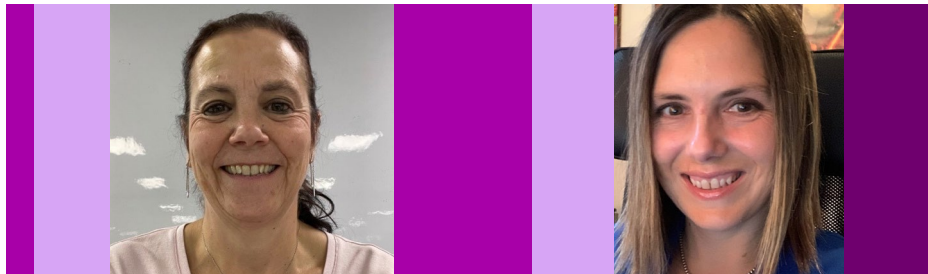
## Our employee networks

“ Jacobs Women’s Network are passionate about reflecting the needs and experiences of our members and amplifying their voice. As a network we continue to adapt and flex to the new working environment. We want to ensure our members can retain the flexible working arrangements that work for them, whilst ensuring they have opportunities to be visible and engaged, creating an environment where our women can thrive.

Our goal is to provide our members with access to industry leading career planning resources and support, clear visibility of promotion and career growth opportunities across the business, and fair reward and recognition for their work.

### **Alison Close** and **Helen Critchley**

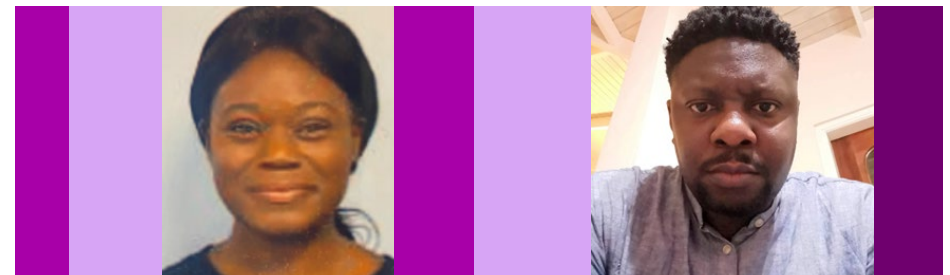
CO-CHAIRS, JACOBS WOMEN’S NETWORK U.K. AND IRELAND



“ Harambee has experienced unforeseen 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” program has been a real differentiator, allowing Jacobs to better understand the experience of our Black colleagues. As such, we 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 promotion opportunities available to Black employees.

### **Sara Boateng** and **Yomi Okuboyejo**

EUROPEAN LEADS, HARAMBEE BLACK EMPLOYEE NETWORK



## Our Pay Gap Report Summary

We are pleased that our pay equity review provides reassurance that we are paying women and Black, Asian and Minority Ethnic colleagues 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 40:40:20 gender balance aspirational goals and Global Action Plan for Advancing Justice and Equality are delivering measurable progress in increasing female and Black, Asian and Minority Ethnic 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. To find out more about our holistic approach to Inclusion and Diversity, please look at our [2022 TogetherBeyond Year in Review Report](#).



## Reporting Tables 5 April 2022 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		HALCROW GROUP LIMITED	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Difference in hourly rate of pay	21.9%	24.4%	16.5%	22.6%	1.6%	-3.9%	15.1%	15.0%
Difference in bonus pay	45.4%	23.1%	37.1%	36.0%	3.6%	12.1%	58.4%	17.2%
Proportion of male employees who received a bonus	27.9%		39.8%		4.6%		28.7%	
Proportion of female employees who received a bonus	34.6%		34.5%		10.0%		40.6%	
Proportion of males & females in each quartile pay band	Males	Females	Males	Females	Males	Females	Males	Females
Lower Quartile	56.0%	44.0%	68.3%	31.7%	88.8%	11.2%	65.3%	34.7%
Lower Middle Quartile	63.5%	36.5%	72.2%	27.8%	94.9%	5.1%	69.5%	30.5%
Upper Middle Quartile	73.2%	26.8%	81.3%	18.7%	88.7%	11.3%	71.1%	28.9%
Upper Quartile	84.3%	15.7%	86.1%	13.9%	91.8%	8.2%	83.1%	16.9%

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

## Methodology

- This data is based on a disclosure rate of 100% for gender and 80% for ethnicity.
- **In scope population:** All U.K. colleagues directly employed on the snapshot date (5 April 2022) are included within the gender and ethnicity pay calculations. For the breakdown of separate employing entities, we only report on those with 250+ employees on 5 April 2022.
- Oracle data used for Pay Equity calculation; Payroll data is used for Pay Gap reporting purposes
- Calculations for ethnicity pay gap do not include the 'Not Disclosed' population. There is insufficient data at an entity level to publish ethnicity pay gaps by entity.
- Gender pay gap data is calculated using payroll data in accordance with the U.K. Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and includes the legal, binary declaration of gender for HMRC purposes.
- Ethnicity Pay Gap Report data is based on HRIS data in Oracle and does not include non-disclosed colleagues. This means the representation of Black, Asian, and Minority Ethnic colleagues shows as lower than gender.

At Jacobs, we're challenging today to reinvent tomorrow by solving the world's most critical problems for thriving cities, resilient environments, mission-critical outcomes, operational advancement, scientific discovery and cutting-edge manufacturing, turning abstract ideas into realities that transform the world for good. With \$15 billion in revenue and a talent force of more than 60,000, Jacobs provides a full spectrum of professional services including consulting, technical, scientific and project delivery for the government and private sector.

# Jacobs

Find out more at [www.jacobs.com](http://www.jacobs.com) and connect with Jacobs on **Facebook**, **Instagram**, **LinkedIn** and **Twitter**.



Follow us @jacobsconnects

© Copyright 2022 Jacobs Engineering Group Inc. All rights reserved.