



Gender Pay Gap Report **2017**

Gender Pay Gap Report 2017 for England, Wales and Scotland

JACOBS[®]

Foreword



*In a world where firms are in a race to identify and retain talent, Jacobs' leadership believes that creating an environment where employees want to **join**, where they feel they **belong**, and where they **will thrive**, will be the Jacobs' differentiator to be the employer of choice.*

Steve Demetriou
Chairman and CEO

Jacobs and CH2M have a strong history of valuing diversity and inclusion. As we bring our two organisations together, we are committed to accelerating our efforts to attract and retain a globally diverse talent base.

Reporting our gender pay gap for England, Wales and Scotland is an important step on a journey for us as a global organisation; 2018 will see the introduction of a Global Diversity and Inclusion Strategy for the combined firms, to ensure that issues like the gender pay gap are understood and brought to the forefront.

We are proud of our diversity and inclusion foundation and look forward to leading the way to actively address the factors that contribute to a gender pay gap, that are systemically prevalent in our industry, by elevating our focus and commitment to attracting, inspiring, retaining and developing diverse talent.



Shelie Gustafson
Senior Vice President
Human Resources

Declaration:
I can confirm that the information and data provided in this report is accurate and in line with mandatory requirements.



Gender pay gap reporting

This is Jacobs' first gender pay gap report for England, Wales and Scotland under new U.K. Government requirements that came into effect on 6 April 2017 and are covered under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The regulations require companies with more than 250 employees to publish prescribed information on their gender pay gap before 5 April 2018. The report also outlines our actions and commitments to improve the gender balance of our U.K. workforce.

Jacobs acquired CH2M on 15 December 2017. The combined business is now known as Jacobs. As at 5 April 2017, both organisations were separate businesses, however, due to the timing of the required reporting, this report contains information relating to all Jacobs employing entities in the U.K. which is required to be reported as per the regulations.

Jacobs has five U.K. entities with more than 250 employees as at 5 April 2017. These are:

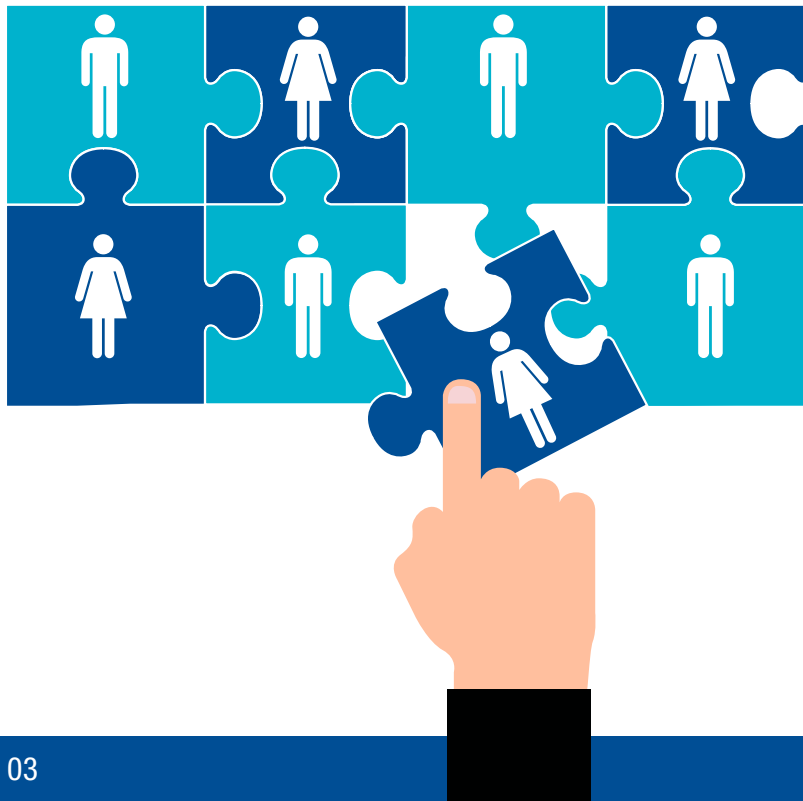
- Jacobs U.K. Limited
- Jacobs Field Services Limited
- SKM Limited
- CH2M HILL United Kingdom
- Halcrow Group Limited



Our combined organisation

Put simply, our people are the reason we have a long history of success which is why Jacobs strives to attract the best talent and is equally committed to developing and fostering a diverse talent pipeline. Our commitment to diversity and inclusion means we welcome the implementation of mandatory gender pay gap reporting and see this as an opportunity to continue taking action to accelerate our diversity and inclusion agenda.

We aim to ensure that all employees are treated equally at work across all levels; this includes making sure they have equal career development opportunities and are fairly recognised and rewarded. Our commitment to diversity and inclusion is a critical factor to ensuring our continued organisational success. We foster an inclusive culture where our employees can bring their genuine self to work regardless of gender, personal characteristic, or lifestyle.



Understanding the pay gap

It is important to explain the distinction between equal pay and the gender pay gap as they are often confused. Equal pay means paying a man and a woman the same amount for work that is the **same or broadly similar**. Paying our employees fairly and equitably relative to their role, skills, experience and performance is central to our global reward philosophy. We review our global reward structures on an ongoing basis to ensure that there is no unfair gender or other bias in how colleagues are paid and so we are confident that our gender pay gap does not reflect an equal pay disparity.

The gender pay gap, as reflected in this report, measures the difference between the **average male pay** and the **average female pay**. By way of an example, if the average male pay is £50 per hour and the average female pay is £25 per hour this would indicate a gender pay gap of 50%. As senior roles pay more than junior roles, the fewer women who hold senior roles in a company, the greater the average gender pay gap.

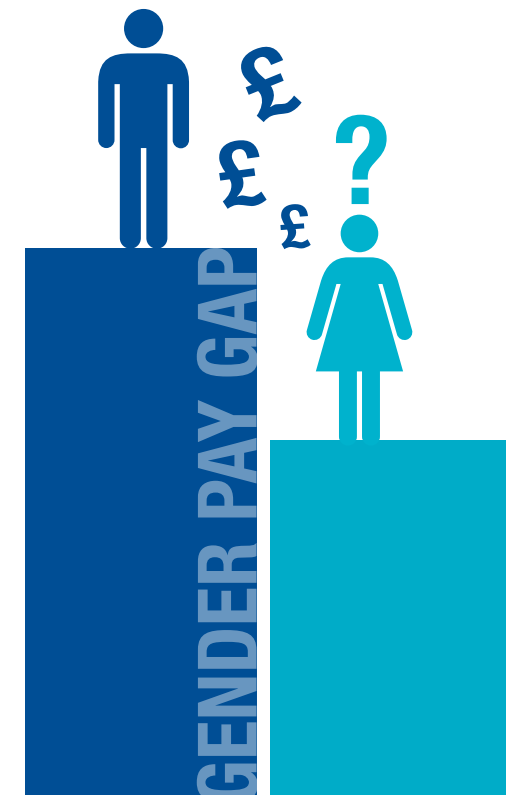
Our industry

The gender pay gap reflects the distribution and relative proportions of men and women across an organisation. It does not take into consideration the role that the employee performs or the seniority of the employee. The following situations

illustrate how gender pay gaps can occur, despite men and women being paid equally for the same or similar roles.

It is generally acknowledged that there is a sizeable imbalance of men versus women working within the engineering and professional technical services market and in the types of roles males and females are doing in our business. As a consequence, we have more males than females in senior leadership positions, as well as the majority of our female employees in more business support and junior roles. This is consistent with the pattern seen across our U.K. competitors.

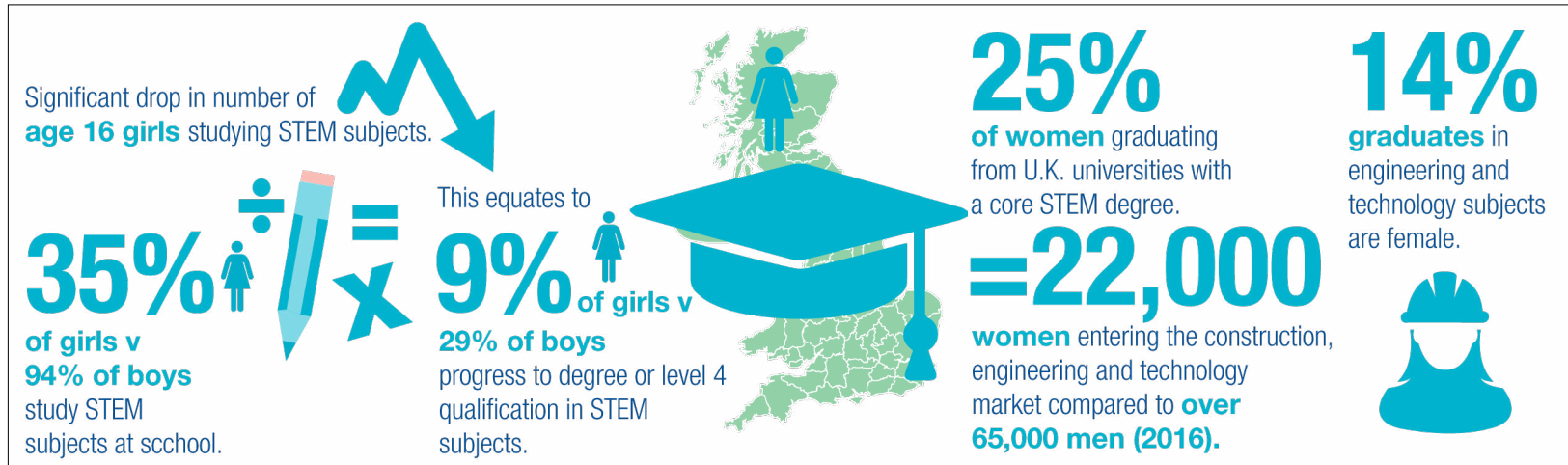
Our industry, globally, also has gender attraction challenges with a significant drop in the number of girls studying core Science, Technology, Engineering and Maths (STEM) subjects at age 16 – in 2016, only 25% of those graduating from U.K. universities with a core STEM degree were female¹. If we take this further and look at female graduates in engineering and technology subjects, this reduces to just 14%. This results in a significantly reduced talent pool of female candidates and contributes further to an imbalance of men and women entering the industry.



¹ **WISE** (campaign for gender balance in science, technology & engineering)

What are we doing to positively influence our gender pay gap?

The STEM Challenge



Inspiring the next generation

If we are serious about changing our industry, we need to influence the education and career decisions of our future generations. We target our STEM activities with schools that need our help, and we build partnerships with schools to form lasting relationships that both benefit our staff and inspire the next generation. We are working with our STEM network, to encourage others to become a STEM ambassador in 2018. Our aim is to reach 1,000 ambassadors; this will ensure that Jacobs becomes one of the leaders in STEM activities within

the U.K. and a key influencer in the U.K. market.

We are also committed to creating opportunities for the next generation and have developed an intern programme to encourage new talent into the industry. This will include placements across a range of technical and corporate functions, to give a diverse spectrum of opportunity to those at key decision points in their education, such as subject options and university choices.



After 18 years with Jacobs the opportunity to be involved as Education Liaison Officer on

Transport Scotland's Academy9 has been a rewarding experience. Introducing young people to careers and subjects, as yet undiscovered, and watching as they are inspired to expand their horizons has been magical.

**Sarah Morgan,
Divisional Director**

To find out more about Academy9, please click here <https://blogs.glowscotland.org.uk/glowblogs/academy9/>

What are we doing to positively influence our gender pay gap?

Attracting the best talent

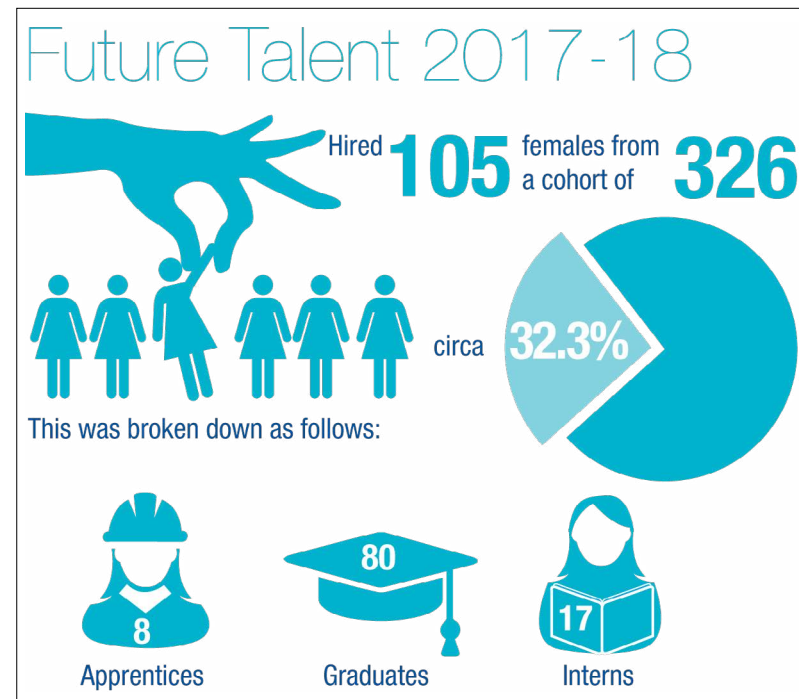
We want to attract and retain the best talent. We understand there is a skills shortage in our industry, and we therefore want to be the employer of choice for all.

We embrace diversity in our recruitment process – we advertise all jobs flexibly and use gender neutral language throughout all our job adverts as well as aim for gender-balanced interview panels. We use diverse sources to advertise our roles such as **mumsnet**, but we go further than just focusing on gender,

and also work with organisations such as Career Transition Partnerships and The Officers Association to attract ex-military personnel for example.

We are also a **5% Club employer** - a movement of employers focused on providing ‘earn and learn’ positions (including apprentices and graduates).

However, we recognise that we can do more.



Social Mobility Index

In June 2017, former CH2M was ranked as one of the Top 50 employers in the **Social Mobility Employer Index** which is a joint initiative between the Social Mobility Foundation and the Social Mobility Commission, in partnership with the City of London Corporation. This achievement was based on the commendable work to enable those from lower economic backgrounds to succeed, including working with over 2,000 students across 31 U.K. schools to raise awareness of STEM careers.



Working within Major Projects allows me to apply the skills in leadership and management that I have acquired

through the opportunities the company has provided me such as Highways England's Roads Academy. My greatest sense of achievement comes from helping others solve their problems whether they are client or colleague. The broad range of projects and opportunities I have been fortunate to work on only add to my ability to help others with their problems.

Beth Newton,
Project Manager,
Senior Package Lead

What are we doing to positively influence our gender pay gap?

With the integration of our two great organisations, we have the opportunity to create a new company which disrupts our industry for the better. We are reviewing our existing processes to check that they are attracting the diverse range of candidates that they are intended to and we train our staff to recognise unconscious bias — this will enable us to challenge our behaviours. We are proactive in ensuring we have a more diverse selection of candidates in our talent pools and are working to enhance our interview training to equip our hiring managers with the opportunity, and tools, to make more inclusive recruitment decisions.



I aim to be a leader who empowers people and develops a world-class team through innovation and change. I feel the Jacobs-sponsored MBA programme will expose me to a full range of business management techniques and enhance my skills and knowledge by learning the principles of business management and gaining an academic qualification – this is an integral part of developing my career and achieving my objectives.

Young Ji Kim,
Divisional Director, Asset Management



The Women's Network gives people of any gender the opportunity to support diversity and inclusion in the business through networking, mentoring, career development and outreach activities. We focus on issues which are predominantly experienced by women in the workplace to help create a level playing field for everyone. Through our connection with senior members of staff, we are able to influence the approach the business takes to Equality, Diversity and Inclusion, and provide a voice for women in the industry.

Laura Birtwell,
Chair of CH2M Women's Network



We are now listed in the Guardian U.K. 300 list of most popular employers – Jacobs is being recognised on campus as one of the most popular recruiters and this really helps us to attract the best, most diverse talent pool in an extremely competitive industry.

Gary Anderson,
Talent Acquisition

What are we doing to positively influence our gender pay gap?

Achieving our full potential

Making the right recruitment decisions is just half the story. We want to retain and develop our existing talent and ensure Jacobs continues to be a great place to work.



We provide a flexible and supportive working environment which allows our employees to develop and make career choices that are right for them — we recognise that this will mean different things as people move through their career and experience life events. We encourage open discussions on topics such as flexible working and career development, as well as providing our staff the opportunity to join our internal professional networks to accelerate their careers.

We are also committed to supporting women into leadership roles. We work with external organisations including **WISE** (Women in Science and Engineering) and **ENEI** (Employers Network for Equality and Inclusion) to understand industry best practice and offer training, as well as partnering with universities like Cranfield to offer formal education programmes such as MBAs.

Our business leaders are placing a renewed focus on our diversity and inclusion agenda through inclusive leadership and fostering a genuine culture of inclusion. To show our commitment, we are currently working towards our **National Equality Standard** accreditation. This is an exciting opportunity for us to assess what we are doing well but also really focus on what we can do better.



For Jacobs to continue to be an employer of choice and to secure and deliver profitable work, an inclusive culture that values all aspects of humanity and harnesses the power of diverse teams is essential. Our accreditation to the National Equality Standard will identify and support the best practices needed to meet our vision, differentiate us from our competitors, and ultimately provide a nationally recognised certification of our commitment and performance.

Dave Ellis,
Vice President of Growth and Sales, Aerospace, Technology, Environmental and Nuclear International; and Executive Sponsor of the National Equality Standard for Jacobs in the U.K.

Supporting female career development

We are reviewing our promotion processes for 2018 and beyond, with the aim to bring both legacy organisations into a new way of thinking. We are looking at what our employees have achieved and contributed to the business in a structured and timely way to ensure they are rewarded fairly and consistently.



As a Chartered Engineer, my goal has been to develop my people, project, and business management

experience. I have worked on HS2 (bid team and mobilisation), and the Northern Europe Expansion Project (business development support in Sweden). I enjoy challenging roles with a strategic element, and love developing projects and people. The Company has supported me by providing me with such opportunities, and consequently I am working to become a chartered manager and complete an MBA.

**Helena Turner,
Project Manager**



I have always been hugely driven to be the best version of myself, and Jacobs has supported my ambitions every

step of the way with a strong culture of mentoring and appetite to stretch and reward top talent. I now feel privileged to be in a managerial position where I can motivate and inspire others to achieve their goals. I am committed to creating an environment where my teams are able to prosper and continue to deliver excellent solutions for our clients.

**Naomi Brace,
Principal Highways Engineer/
Manager of Talent**



I was delighted to be selected by Jacobs to undertake the Executive MBA Programme at Cranfield University.

This opportunity and qualification will facilitate a fast-track route in accelerating my career growth and development within Jacobs, taking my career to the next level within the organisation and at the same time, fine-tuning my ability to add increased value to our business decision-making processes.

**Attia Ramzan,
Regional Technical Safety and
Fire Group Manager**

Our employee networks

We recognise the value of empowering employees to come together within employee networks. In February 2018, 40 leaders of the legacy global employee networks across Jacobs and CH2M came together for 2.5 days in Dallas, Texas to define the integration strategy taking into account the global diversity and inclusion agenda. In May 2018 we will hold an inaugural Employee Networks Summit where we will bring together a cross section of network members to enable them to contribute to the wider diversity and inclusion strategy and help to shape our culture going forward.



So, what next?

Hello, Future!

We have and will continue to attract diverse talent and our culture of caring creates an environment where all employees can thrive. We believe the commitments set out in this report, together with our Global Diversity and Inclusion Strategy, will continue to differentiate Jacobs as an employer of choice.



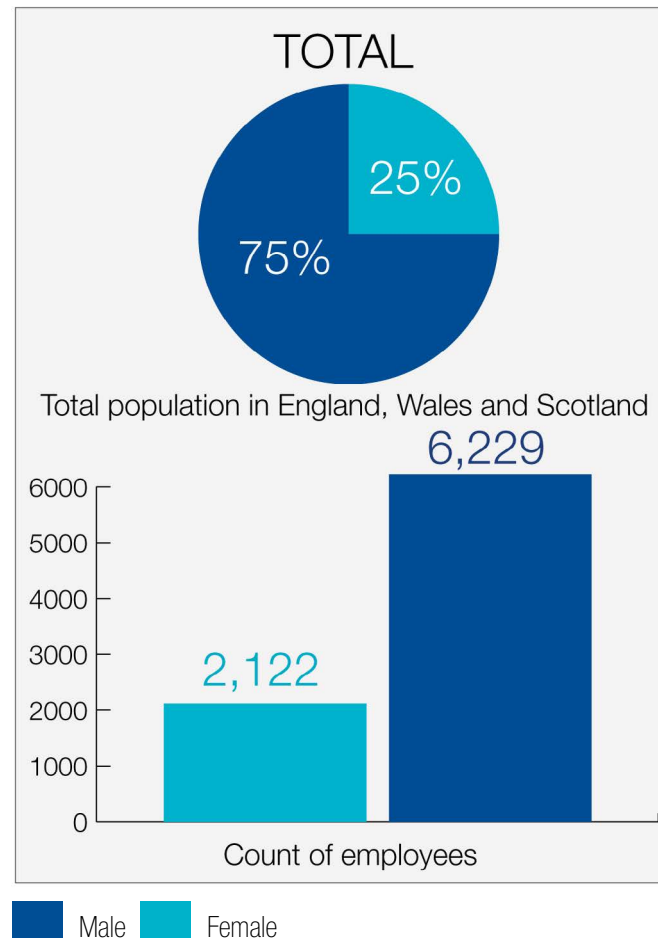
Reporting tables 5 April 2017 for England, Wales and Scotland

Statutory Disclosure

	Jacobs UK Ltd		Jacobs FS Ltd		SKM Ltd		CH2M HILL UK		HG Ltd	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Difference in hourly rate of pay	29.4	27.9	34.7	32.2	27.7	25.0	31.3	33.5	21.8	18.6
Difference in bonus pay	58.4	32.9	94.1	73.7	72.9	4.0	66.1	75.4	49.4	22.4
Proportion of male employees who received bonus	16.7		2.4		22.7		33.8		30.9	
Proportion of female employees who received bonus	17.2		10.4		33.7		38.4		27.8	
Proportion of males & females in each Quartile Pay Band	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
Lower Quartile	60.9	39.1	77.4	22.6	46.2	53.8	47.4	52.6	62.3	37.7
Lower Middle Quartile	66.2	33.8	98.1	1.9	60.0	40.0	74.7	25.3	66.9	33.1
Upper Middle Quartile	80.3	19.7	98.1	1.9	70.8	29.2	76.0	24.0	76.0	24.0
Upper Quartile	90.1	9.9	98.7	1.3	93.8	6.2	90.8	9.2	87.5	12.5

Note: All figures shown are percentage values.

Staff distribution in Jacobs/CH2M as of April 2017



Jacobs leads the global professional services sector delivering solutions for a more connected, sustainable world. With \$15 billion in fiscal 2017 revenue when combined with full-year CH2M revenues and a talent force of more than 74,000, Jacobs provides a full spectrum of services including scientific, technical, professional and construction and programme management for business, industrial, commercial, government and infrastructure sectors.

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CH2M is now Jacobs.

Find out more at www.jacobs.com