



Summary Gender Pay Gap Report **2018**

This document represents a summary report of Jacobs 2018 Gender Pay Gap and meets all statutory requirements. A full Gender Pay Gap Report will be made available in due course.

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require companies with more than 250 employees to publish prescribed information on their gender pay gap before 4 April each year. This Report, in accordance with the Regulations, represents Jacobs' separate and combined qualifying entities with more than 250 employees in England, Wales and Scotland as at 5 April 2018 which are: Jacobs U.K. Limited, Jacobs Field Services Limited, Sinclair Knight Merz (Europe) Limited, CH2M HILL United Kingdom, Halcrow Group Limited.

In 2018, we accelerated our commitment to attract, develop and retain a globally diverse talent base. We introduced our Global Inclusion and Diversity Strategy and are making strong organisational commitments to support inclusion, diversity and gender equality in the workplace.

At Jacobs, we have included inclusion and diversity in our core values, emphasising our commitment to a working environment where all employees can bring their authentic self to work, are welcome, and can achieve their full potential.

We took positive steps in 2018 to address the gender pay gap, and several of these actions are outlined in this summary report. However, we recognise we need to do more and have therefore appointed a European Inclusion and Diversity Manager who will take up post in June 2019 and will take responsibility for driving the implementation of our Inclusion and Diversity strategy with a priority to address factors contributing to the gender pay gap.

Understanding the Gender Pay Gap

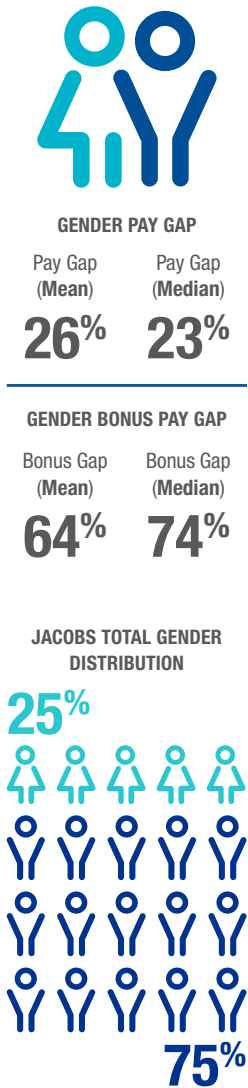
Gender pay gap is different to equal pay; equal pay means paying a man and a woman the same salary for work that is the same or broadly similar. Paying our employees fairly and equitably relative to their role, skills, experience and performance is central to our global reward philosophy. We review our global reward structures on an ongoing basis to ensure that there is no unfair gender or other bias in how colleagues are paid.

The gender pay gap, as reflected in this report, measures the difference between the average (mean) male pay (and bonus payment) and the average female pay (and bonus payment).

As senior roles typically pay more than junior roles, and often attract bonus benefits, the fewer women who hold senior roles in a company, the greater the average gender pay gap (and subsequent bonus pay gap). Having a higher proportion of men than women in higher paid, senior roles, is a common factor within our industry; the gender pay gap does not take account of the underlying role that the employee performs or the seniority of the employee. In addition, a greater proportion of women work part-time hours under our flexible working arrangements. As salaries of part-time workers are pro-rated based on their working pattern, this also contributes to the gender pay and gender bonus pay gap figures that we have reported.

The **mean** gender pay gap is the difference between the average hourly rate of pay of women compared with men in a company. This is expressed as a proportion of men's hourly rate of pay.

The **median** gender pay gap figure is determined by ordering the individual hourly rates of pay for all men and women from the lowest to the highest and then calculating the difference between the middle number in the male and female range for each entity. This is expressed as a proportion of the male's median hourly rate of pay.



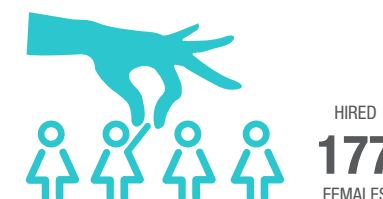
Actions taken in 2018 to help address the Gender Pay Gap

Jacobs has taken strategic steps to address the gender pay gap. Outlined below are some actions taken which will be expanded on in the full report:

- Jacobs **Returners Programme** pilot to better support employees back into the workplace who have taken a period of family leave.
- **Conscious Inclusion** training held for leaders and to be rolled out company-wide for all employees in 2019.
- Jacobs has eight Employee Network Groups globally, including a very active **Women's Network**. The networks are open to all employees, regardless of personal identification or affiliation with the groups. The networks help employees grow their personal networks, offer development opportunities and advance career opportunities.
- **Global Inclusion & Diversity Council** established at executive level and **European Inclusion & Diversity Council** set up to develop proposals to close the gender pay gap.

- **Invest in future talent** Jacobs hired more female Graduates, Interns and Apprentices in 2018 than in 2017.
- **STEM Ambassadors** to inspire the next generation to positively influence the number of females following a STEM career.
- Advertising roles to accommodate **flexible working** options.
- Actively seek **diverse candidate pools** by sourcing candidates from different media such as Mumsnet and Vercida, and having diverse selection panels.
- **Gender neutral language** used within job adverts and employee communications.
- Active members of external organisations including Women in Science & Engineering (**WISE**); Women in Construction & Engineering (**WICE**); **5% Club**; Employers Network for Equality and Inclusion (**ENEI**); Women in Nuclear (**WiN**) and Women in Manufacturing and Engineering (**WiME**).

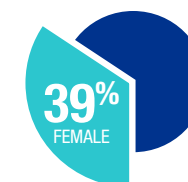
FUTURE TALENT 2018 - 2019



THIS WAS BROKEN DOWN AS FOLLOWS:



TOTAL HIRES 457



Reporting tables 5 April 2018 for England, Wales and Scotland

Statutory Disclosure

	JACOBS U.K. LIMITED		JACOBS FIELD SERVICES LIMITED		SINCLAIR KNIGHT MERZ (EUROPE) LIMITED		CH2M HILL UNITED KINGDOM		HALCROW GROUP LIMITED	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Difference in hourly rate of pay	29.5	28.9	19.7	29.0	26.0	20.8	30.0	29.2	22.3	19.8
Difference in bonus pay	59.8	25.0	66.5	38.8	59.4	48.1	44.1	29.7	73.7	83.3
Proportion of male employees who received bonus	20.1		2.4		22.1		74.9		55.9	
Proportion of female employees who received bonus	19.7		10.0		23.7		49.4		48.8	
Proportion of males & females in each Quartile Pay Band	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
Lower Quartile	59.6	40.4	78.9	21.1	42.9	57.1	52.2	47.8	62.3	37.7
Lower Middle Quartile	64.5	35.5	98.4	1.6	53.6	46.4	69.0	31.0	66.5	33.5
Upper Middle Quartile	80.3	19.7	97.8	2.2	69.6	30.4	74.3	25.7	76.2	23.8
Upper Quartile	88.5	11.5	96.0	4.0	91.2	8.8	92.9	7.1	86.2	13.8

NOTE: ALL FIGURES SHOWN ARE PERCENTAGE VALUES.

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

Jacobs leads the global professional services sector delivering solutions for a more connected, sustainable world. With \$15 billion in fiscal 2018 revenue and a talent force of more than 80,000, 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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