

# Jacobs



## FY 2023 ESG Disclosures



## Introduction

This report is intended to provide supplementary information to stakeholders of Jacobs Solutions Inc. regarding our Environmental, Social and Governance (ESG) performance. We strongly encourage review of additional company materials beyond the information provided herein for a more comprehensive view of our ESG commitments and performance, including but not limited to our:

- [Jacobs Investor Relations ESG microsite](#)
- [FY2022-2024 Company Strategy Presentation](#)
- [PlanBeyond® 2.0 Sustainability Approach](#)
- [Climate Action Plan \(2022\)](#)
- [Climate Risk Assessment FY22](#)
- [Climate Risk Assessment FY23](#)
- [2023 CDP Submission](#)
- [Approved Science-Based Targets](#)
- [FY23 ESG Verification Statement](#)
- [2023 Integrated Annual Report](#)
- [FY23 10-K Report](#)
- [2024 Proxy Statement](#)

This report is an annual update to our reporting and reflects activity through fiscal year 2023. We may provide periodic updates as stakeholder ESG data requirements change.

## Document history and status

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## Acronyms and Abbreviations

ACE	Access. Connect. Empower.
AI	Artificial Intelligence
BlackLynx	BlackLynx, Inc.
BMS	Business Management System
BSR	Businesses for Social Responsibility
BU	Business Unit
Buffalo Group	Buffalo Group LLC
BZO	BeyondZero® Observation
CAPA	Corrective Action Preventative Action
CB ECS	Commercial Buildings Energy Consumption Survey
CBI	Confidential Business Information
CDP	Carbon Disclosure Project
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CH <sub>4</sub>	Methane
CMS	Critical Mission Solutions
CO <sub>2</sub>	Carbon Dioxide
CO <sub>2</sub> e	Carbon Dioxide Equivalent
Company	Jacobs Solutions Inc.
CPARS	Contractor Performance Assessment Reporting System
CPI	Corruption Perception Index
CSA	Corporate Sustainability Assessment
CSRD	Corporate Sustainability Reporting Directive
CSS	Client Satisfaction Survey
DGHG	Direct Greenhouse Gas
DJSI	Dow Jones Sustainability Index
DVS	Divergent Solutions
E&C	Engineering and Construction Services
EAC	Energy Attribute Certificate
ECR	Energy, Chemicals and Resources
EMS	Environmental Management System
ENR	Engineering News-Record
EPA	Environmental Protection Agency
ERM	Enterprise Risk Management
ESG	Environmental, Social, and Governance
ESRS	European Sustainability Reporting Standards

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EU	European Union
EV	Electric Vehicle
EVP	Executive Vice President
ft <sup>2</sup>	Square Feet
FY	Fiscal Year
GHG	Greenhouse Gas
GICS	Global Industry Classifications Standard
GRI	Global Reporting Initiative
GS	Gold Standard
GS&R	Global Security & Resilience
HBCU	Historically Black College and University
HFC	Hydrofluorocarbon
<i>HIPAA</i>	<i>Health Insurance Portability and Accountability Act</i>
HR	Human Resources
HSC	Health, Safety, and Environment Committee
HSE	Health, Safety, and Environment
HSEMS	Health, Safety, and Environment Management System
IGHG	Indirect Greenhouse Gas
IPCC	Intergovernmental Panel on Climate Change
IRO	Impacts, Risks and Opportunities
ISEF	International Science and Engineering Fair
Jacobs	Jacobs Solutions Inc.
JEN	Jacobs Employee Network
KeyW	The KeyW Holding Corporation
KPI	Key Performance Indicator
LCTP	Low-Carbon Transition Plan
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer/ Questioning, Intersex, Asexual/ Aromantic/ Agender
LoB	Line of Business
LTIFR	Lost-Time Injury Frequency Rate
MWh	Megawatt Hour(s)
N/A	Not Applicable
N <sub>2</sub> O	Nitrous Oxide
NBS	Nature-Based Solutions
NF <sub>3</sub>	Nitrogen Trifluoride
NSBE	National Society of Black Engineers
NEO	Named Executive Officer
NGFS	Network for Greening the Financial System

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OIFR	Occupational Illness Frequency Rate
OSHA	Occupational Safety and Health Administration
P&PS	People & Places Solutions
PFC	Perfluorocarbon
PII	Personally Identifiable Information
PRO	Professional and Commercial Services
RAMP	Risk Assessment and Mitigation Plan
RCP	Representative Concentration Pathway
REC	Renewable Energy Certificate
SASB	Sustainability Accounting Standards Board
SBO	Sustainable Business Objective
SBTi	Science-Based Targets initiative
SEC	Securities and Exchange Commission
SF <sub>6</sub>	Sulfur Hexafluoride
SLB	Sustainability-Linked Bond
SME	Subject Matter Expert
SSoW	Safe System of Work
STEAM	Science, Technology, Engineering, Arts and Mathematics
StreetLight®	StreetLight Data, Inc.
SVP	Senior Vice President
tCo2e	Tonnes in Carbon Dioxide Equivalent
TAG	Technical Advisory Group
TCFD	Task Force on Climate-related Financial Disclosures
TNFD	Taskforce on Nature-related Financial Disclosures
TRIR	Total Recordable Incident Rate
TTW	Tank-to-Wheel
U.K.	United Kingdom
U.N.	United Nations
U.N. SDG	United Nations Sustainable Development Goals
U.S.	United States
USD	United States Dollar
VCS	Verified Carbon Standard
VER	Verified Emission Reduction
VP	Vice President
VPPA	Virtual Power Purchase Agreement
WTT	Well-to-Tank
WTW	Well-to-Wheel

## 1. General

### 1.1 General Information

Jacobs Solutions Inc. (Jacobs or the Company) is a publicly held corporation, incorporated in the State of Delaware. Jacobs shares trade on the New York Stock Exchange (Ticker: [J](#)). Jacobs is headquartered in Dallas, Texas: 1999 Bryan Street, Suite 3500, Dallas, Texas 75201.

Exhibit 21 to our Annual Report on Form 10-K for the fiscal year ended September 29, 2023 ([FY23 Form 10-K](#)) sets forth a list of all of Jacobs' material subsidiaries.

### 1.2 Services and Markets

The services Jacobs provided to our markets in fiscal year 2023 (FY23) fall into the following two lines of business: Critical Mission Solutions (CMS) and People & Places Solutions (P&PS). These two lines of business, our business unit Divergent Solutions (DVS), which operates as an integrated offering to both lines of business, and a majority investment in PA Consulting Group Limited (PA Consulting), constitute Jacobs' operating segments. Detailed descriptions of our operating segments can be found in our [FY23 Form 10-K](#) (pp. 12-15). Jacobs' operations are located primarily in North America, Europe (including U.K.), the Middle East and Asia Pacific, with detailed location information available on [Jacobs.com](#).

For FY23, as of September 29, 2023, Jacobs had revenues of approximately \$16.4 billion and a talent force of more than 60,000 people worldwide, including a contingent workforce of approximately 2,900 people. Excluding PA Consulting, Jacobs had FY23 revenues of approximately \$15.2 billion. Detailed financial information is included in our [FY23 Form 10-K](#).

### 1.3 Jacobs Environmental, Social and Governance Reporting

Jacobs has reported on a wide range of Environmental, Social and Governance (ESG) issues through our annual ESG Disclosures since 2019. This report provides our disclosures for Jacobs FY23 and covers a comprehensive suite of metrics, progress and accompanying narrative. We have also reported on ESG topics via our [2023 Integrated Annual Report](#), [FY23 Form 10-K](#), [2024 Proxy Statement](#), and other public materials. This report is focused on our priority ESG data that are most relevant to our business and important to our stakeholders.

For questions regarding this report, please contact: [JacobsIR@jacobs.com](mailto:JacobsIR@jacobs.com).

#### 1.3.1 Reporting Boundaries

We apply an operational control approach as the boundary of our ESG reporting, including the information in this report. From an operational control perspective, this report includes all wholly-owned subsidiaries and direct and indirect majority-owned subsidiaries over which we exercise day-to-day personnel, capital and operational expenditure decision-making. As such, joint ventures where we do not have operational control are not within the boundaries of this report and therefore are not included in our greenhouse gas (GHG), water, waste, or social data included in this report.

As noted in [Section 1.2](#), Jacobs is comprised of four operating segments, including its 65% stake in [PA Consulting](#) that was acquired in March 2021. In alignment with the [Greenhouse Gas Protocol](#), our investment in PA Consulting is included within our Scope 3 greenhouse gas (GHG) emissions data, which

include GHG emissions outside of Jacobs' operational control. Except where explicitly noted, PA Consulting is not included in the information reported herein. Therefore, Jacobs' data presented in this report only includes the CMS, P&PS and DVS operating segments in addition to all of our corporate functions (collectively, the "ESG Report Operating Segments").

For more information on our approach to integrating PA Consulting into our GHG emissions inventory, see [Section 2.6](#). PA Consulting's ESG-aligned revenue has been included in Jacobs' ESG-aligned revenue calculations for the first time in FY23.

In November 2023, Jacobs [entered](#) into a definitive agreement to spin-off and combine its CMS and portions of its DVS business, including Cyber & Intelligence, in a Reverse Morris Trust transaction that is intended to be tax-free to Jacobs' shareholders for U.S. federal income tax purposes (the Separation Transaction). The [Separation Transaction](#), which is expected to close in FY24, is subject to regulatory approvals and other customary closing conditions. For more information on the [Separation Transaction](#) please see our Investor Relations webpage available [here](#). Jacobs expects that the consummation of the [Separation Transaction](#) will be considered a significant change of the company that may require future adjustments to our reporting boundaries, baseline data and targets set forth in the [Sustainability-Linked Bond Framework](#) (SLB Framework) (see [Section 1.5](#)). Any such adjustments will be detailed in future issuances of this report when appropriate.

This report covers activities in Jacobs' FY23 from October 1, 2022 to September 29, 2023. Our FY22 report was released in February of 2023 and was last updated in August 2023. Jacobs meets current Securities and Exchange Commission (SEC) climate change-related disclosure obligations in our Annual Report on [FY23 Form 10-K](#). We are in the process of evaluating the new rules adopted by the SEC on March 6, 2024 to enhance and standardize climate-related disclosures for investors; however, this report is not intended to comply with those rules.

Jacobs expects to continue to release an ESG disclosure document annually and will make periodic updates as required by new regulatory requirements and as additional information is obtained, or to fulfill stakeholder requests for disclosures in our discretion. Jacobs has published its ESG Disclosures in this report's format since fiscal year 2019; historic ESG disclosure reports are available on the [Jacobs Investor Relations ESG microsite](#).

### 1.3.2 Reporting Standards and Frameworks

This report is prepared in accordance with the Sustainability Accounting Standards Board ([SASB](#)) framework and informed by Global Reporting Initiative ([GRI](#)) standards. Annually, we disclose to [CDP](#) (formerly the Carbon Disclosure Project) and the S&P Global Corporate Sustainability Assessment ([CSA](#)), which is the basis for the S&P Global ESG Score and a key factor for inclusion in the Dow Jones Sustainability Indices ([DJSI](#)).

We disclose information on our [climate risks and opportunities](#) in line with the Task Force on Climate-related Financial Disclosures ([TCFD](#)) recommendations. We are currently evaluating our nature-related dependencies, impacts, risks and opportunities in line with the Taskforce on Nature-related Financial Disclosures ([TNFD](#)). We also regularly engage with leading ESG rating and ranking organizations to review and improve the accuracy of their data regarding our ESG performance.

We understand and champion the increasing appetite for ESG metrics and transparency. We take a pragmatic approach to our disclosures, focusing on what is material, what is a risk or opportunity and what makes sense for our business. We look forward to a consistent, industry-wide reporting framework that

serves the investor community and reduces reliance on lagging indicators—allowing companies to be more efficient and focused on improving ESG performance.

As such, we continue to monitor the evolving landscape of voluntary and mandatory financial and non-financial disclosure requirements, including but not limited to the release of International Sustainability Standards Board, emerging European Union (EU), United Kingdom (U.K.) Directives and Regulations, and the SEC's recently adopted climate-related disclosure rules.

### **1.4 Assurances and Verification**

#### **1.4.1 Internal Quality Control**

This report has undergone internal review by Subject Matter Experts (SMEs), legal experts and internal auditors to confirm the accuracy of the contents at the time of publication.

#### **1.4.2 External Assurance**

In this report, our GHG emissions and energy data and some gender and racial/ethnic diversity and employee data for FY23 were externally verified, with limited assurance. Verification statements that detail what data has been externally verified with limited assurance are published on the [Jacobs Investor Relations ESG microsite](#). We will continue to evaluate third-party verification opportunities and requirements into the future. Other than as noted above, this report should be considered unaudited by external parties.

#### **1.4.3 Forward-looking Information**

Certain information reported herein constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are statements that do not directly related to any historical or current fact. When used herein, words such as "expects," "anticipates," "believes," "seeks," "estimates," "plans," "intends," "future," "will," "would," "could," "can," "may," "target," "goal" and similar words are intended to identify forward-looking statements. We base these forward-looking statements on management's current estimates and expectations and/or currently available competitive, financial and economic data. Forward-looking statements, however, are inherently uncertain and you should not place undue reliance on such statement as actual results may differ materially. We caution the reader that there are a variety of risks, uncertainties and other factors that could cause actual results to differ materially from what is contained, projected or implied by our forward-looking statements. Such factors include, but are not limited to, uncertainties as to the structure and timing of our plans to spin off and merge with Amentum our Critical Missions Solutions business and portions of our Divergent Solutions business in a proposed transaction that is intended to be tax-free to stockholders for U.S. federal income tax purposes, the impact of the proposed transaction on Jacobs' and the combined company's businesses if the transaction is completed, the possibility that closing conditions, including required regulatory approvals, for the proposed transaction may not be satisfied or waived, on a timeline basis or otherwise, uncertainties as to business and management strategies and the growth expectations of the combined companies, risks related to our ability to fully execute on both our three-year corporate strategy and our corporate ESG strategy, including our ability to invest in the tools needed to implement both strategies, competition from existing and future competitors in our target markets, risks related to our ability to comply with any new and evolving disclosure requirements, the impact of any pandemic, and any resulting economic downturn on our results, prospects and opportunities, changes in capital markets, instability in the banking industry or the impact of a possible recession or economic downturn, geopolitical

events and conflicts, among others. For a description of these and additional factors that may occur that could cause actual results to differ from our forward-looking statements, see our Annual Report on Form 10-K for the year ended September 29, 2023, and in particular the discussions contained under Item 1 – Business; Item 1A – Risk Factors; Item 3 – Legal Proceedings; and Item 7 – Management’s Discussion and Analysis of Financial Condition and Results of Operations, as well as Jacobs’ other filings with the U.S. SEC. Jacobs is not under any duty to update any of the forward-looking statements after the date of this Report to conform to actual results, except as required by applicable law.

### 1.5 Jacobs Sustainable Financing

In February 2023, Jacobs Engineering Group Inc., a wholly-owned subsidiary of Jacobs, issued [Sustainability-Linked Senior Notes due 2033](#) (SLB), which further reflects our industry leadership and commitment to incorporating sustainability into the Company’s financing strategy. The SLB’s performance is underpinned by two Key Performance Indicators (KPIs) and tied to Sustainability Performance Targets (SPTs) as outlined in our [SLB Framework](#). The KPIs and SPTs are associated with [United Nations Sustainable Development Goals](#) (U.N. SDGs), linked to gender equality and reduced inequalities (U.N. SDGs 5 and 10) and climate action (U.N. SDG 13). For additional details on the selection of KPIs and SPTs, please refer to the SLB Framework.

In FY23, Jacobs also included a sustainability-linked KPI linked to gender equality and reduced inequalities (U.N. SDGs 5 and 10) in our Revolving Credit Agreement, our Amended and Restated Term Loan Agreement and our 2020 Term Loan Agreement (each as defined and further described in our FY23 Form 10-K collectively, the “Credit Facilities”). The terms of the Credit Facilities include possible annual upward or downward adjustments of the interest margins and, commitment fees in respect to the Revolving Credit Agreement if Jacobs achieves, or fails to achieve, certain specified sustainability targets linked to improving gender diversity within the Company’s leadership. In order to avoid paying automatic increased fees, the Credit Facilities require that we submit yearly certifications of our KPI progress, which include a Sustainability Report and a separate assurance statement from our third party KPI Metrics Auditor (each as defined in the Credit Facilities). As of the end of FY23, the Company surpassed the established minimum threshold but did not exceed the target and as a result our pricing did not change.

As detailed in the Prospectus Supplement dated February 13, 2023 for the SLB (the [SLB Prospectus Supplement](#)), and consistent with our [SLB Framework](#), we have published the FY23 Sustainability-Linked Bond Progress Report (SLB Progress Report), and intend to continue publishing a similar report on an annual basis, detailing our performance and progress. Relevant ESG data and status on our progress towards our SPTs associated with these KPIs will also be included therein. The report will be published for each fiscal year as soon as practicable after each calendar year-end until at least GHG Emissions Target Observation Date (which is defined in the [SLB Prospectus Supplement](#) as September 28, 2029). Jacobs intends to secure a limited assurance, external verification of the data included in the report annually. The [FY23 SLB Progress Report](#) is available on our [Jacobs Investor Relations ESG microsite](#).

It is important to note that the SLB and the Credit Facilities each include an SPT tied to promoting gender equality and reducing inequalities. The [SLB Prospectus Supplement](#) and [SLB Framework](#) include an SPT that refers to “female”, while the Credit Facilities refer to “women”. Jacobs recognizes and values gender identity as separate from assigned sex at birth; however, for the purposes of reporting under these financial instruments, the terms “women” and “female” are equivalent and have been third-party assured in this manner. Under both the SLB and Credit Facilities, the applicable SPT is determined on the basis of self-reported data.



Detailed information regarding our SLBis available in the [SLB Prospectus Supplement](#). Please refer to our Current Report on [Form 8-K](#) filed with the SEC on February 6, 2023 for copies of and additional information about the Credit Facilities.

## 1.6 ESG-aligned Revenue

In calculating the estimate of Jacobs' ESG-aligned revenue, Jacobs evaluated groups of projects for alignment with U.N. SDGs – specifically at the U.N. SDG Target level. Project groupings were determined through a market classification scheme using a standardized enterprise-wide taxonomy. Revenue attributable to a project group was determined to be ESG-aligned revenue if, in the judgment of Jacobs, the primary capabilities being delivered by Jacobs are aligned with a U.N. SDG Target.

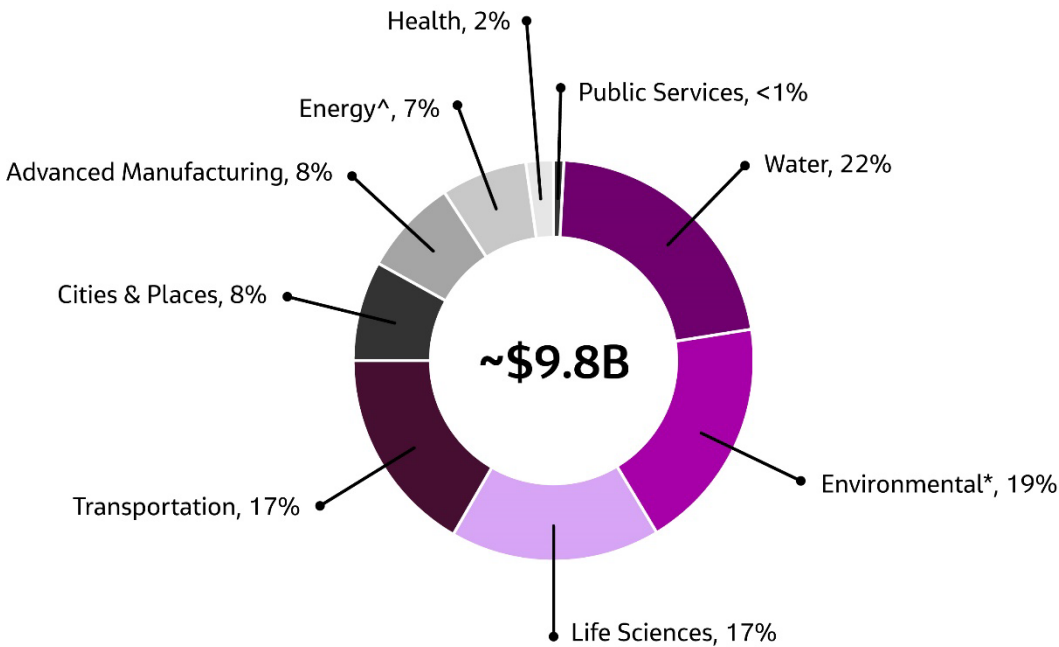
While Jacobs believes this methodology provides a reasonable estimation of the percentage of revenue that is aligned to ESG, there are inherent limitations with this approach. For example, if the primary scope of the project group does not align to a U.N. SDG Target, but Jacobs earns some revenue from ESG-related work for the project group, that revenue is not included in the reported total of ESG-aligned revenue. Conversely, if the primary capabilities being delivered by Jacobs are aligned to a U.N. SDG Target, but some revenue does not directly relate to an ESG scope, the full revenue of the project group, including the ancillary non-ESG revenue, is included in the reported total of ESG-aligned revenue.

It is also noted that certain stakeholders may have differing views as to the alignment of certain types of projects to the U.N. SDG Targets. For example, Jacobs considers projects relating to nuclear power, including nuclear new-build and technology, in addition to nuclear remediation, to be aligned to the U.N. SDGs as both are important elements of the strategy to transition to affordable, lower-carbon power, while some stakeholders may take a different position. To date, this classification was conducted for projects accounting for approximately 93% of Jacobs' revenue, including projects under PA Consulting.

Jacobs expects to continue to engage with external organizations and stakeholders regarding this methodology and further increase the percentage of our projects that are classified using this methodology, which may result in either certain project groupings or projects being included in the calculation that have not been included as of today, or certain project groupings or projects being removed that are included today. We intend to identify and disclose material changes to our methodology should they occur in the future.

As shown on Figure 1, our estimated ESG-aligned revenue for FY23 was approximately \$9.8 billion United States Dollars (USD), which is approximately 59.7% of Jacobs' FY23 revenue including PA Consulting.

Figure 1. Jacobs Estimated FY23 ESG-aligned Revenue by Sector



\*includes ~\$1,136M nuclear decommissioning and remediation revenue  
^ includes ~\$490M nuclear energy revenue

## 1.7 External Engagement

Jacobs and/or its employees are involved in various external organizations and initiatives dedicated to advancing our ESG and sustainability priorities, including but not limited to:

- BSR (formerly Business for Social Responsibility)
- Business in the Community United Kingdom (U.K.)
- Catalyst
- CDP Supply Chain Member
- Champions of Change Coalition
- Engineers Without Borders
- Environmental Analyst – Sustainable Delivery Group
- G7 Alliance on Nature Positive Economies
- GreenBiz Executive Network
- National Safety Council
- Network for Engineering With Nature
- Pledge to Net-Zero Alliance
- Royal Scottish Geographical Society
- Science-Based Targets initiative (SBTi) – Business Ambition for 1.5°C
- Science-Based Targets Network Corporate Engagement Program

- Society for Science International Science and Engineering Fair (ISEF)
- Structural Engineers 2050 Commitment Program
- TCFD Supporter
- The Climate Pledge
- U.N. Global Compact Chief Financial Officer (CFO) Coalition for the U.N. SDGs – Founding Member
- U.N. Global Compact – Participant level
- U.N. Race to Zero Campaign Supporter
- U.N. Race to Resilience Campaign Member
- United States (U.S.) Environmental Protection Agency (EPA) Green Power Partnership
- We Mean Business Coalition
- World Climate Foundation
- World Environment Center

### 1.8 External Recognition

In FY23, Jacobs was the proud recipient of many prestigious ESG and sustainability awards and recognitions, including but not limited to:

- Placed on [Dow Jones Sustainability World Index 2023](#)
- Placed on [Dow Jones Sustainability North America Index 2023](#)
- Received an [A- from CDP](#)
- [EcoVadis Silver Status](#)
- [ISS ESG Corporate Rating](#) – Prime Status
- Sustainalytics – Medium Risk Rating
- Received an [MSCI ESG Rating of A](#)
- [Earned](#) the top score in the 2023 Disability Equality Index
- [Awarded](#) five-star leader rating for climate and ESG impact by Environment Analyst in 2023
- [Environmental Business Journal's 2022 EBJ Business Achievement Awards:](#)
  - Information Technology: Cliff Monitoring
  - Technology Merit: Wastewater Management
  - Industry Leadership: Mental Health
- [Climate Change Business Journal's 2022 CCBJ Business Achievement Awards:](#)
  - Project Merit: Blue Carbon
  - Project Merit: Marine Habitat
- [Received](#) a prestigious “Gold” 2023 Brandon Hall HCM Excellence Award for our global Chief Executive Officer (CEO) Leadership Roundtable program
- [Received](#) the World Environment Center’s 2023 Gold Medal for International Corporate Achievement in Sustainable Development
- [Ranked](#) N°1 on Engineering News-Record (ENR)’s list of Top 500 Design Firms for the sixth consecutive year, and N°1 on [ENR's Top 50 Program Management Firms](#) for the third consecutive year
- For the third consecutive year, [named](#) one of The Times Top 50 Employers for Gender Equality 2023
- [Ranked](#) on the Social Mobility Foundation Employer Index 2023 of the top 75 employers

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- [Honored](#) as a 2023 VETS Indexes 4 Star Employer, recognizing our commitment to recruiting, hiring, retaining, developing, and supporting veterans and the military-connected community
- Proud to again be [ranked No. 6](#) in Stonewall's U.K. Workplace Equality Index Top 100 Employers List for LGBTQIA+ People and retain Stonewall's Gold Award
- [Received](#) the People First and Large Firm of the Year awards from Consult Australia
- [Straits Times' Singapore's Best Employers for 2023](#)
- [Recognized](#) as a leading organization in the Wall Street Journal's 250 Best-Managed Companies of 2022
- [Recognized](#) as a 2023 BEST award winner by the Association for Talent Development
- Jan Walstrom, Senior Vice President (SVP) of the Office of Global Climate Response & ESG and Enterprise Risk Management (ERM), [won](#) Sustainability Leader of the Year in the Environment Analyst's Sustainability Consulting Awards 2023
- Jacobs' Executive Chair and former CEO Steve Demetriou [received](#) the Individual Leadership Award at the Climate Registry's Climate Leadership Awards

## 2. Environmental

### 2.1 Introduction

As a recognized global leader in environmental and sustainability professional services, Jacobs holds environmental protection as a core value, as expressed in the [Jacobs' Global Environmental Management Commitment Statement](#), and as the cornerstone of our [PlanBeyond 2.0](#) Sustainability and [BeyondZero](#) Health, Safety and Environment (HSE) approaches.

Our Office of Global Climate Response & ESG, established in October 2021, reports to our current Chief Legal & Administrative Officer, Joanne Caruso. The Office of Global Climate Response & ESG leads [PlanBeyond 2.0](#)—Jacobs' approach to sustainability—and acts as a connecting point for our go-to-market climate response solutions within the framework of energy transition, decarbonization, adaptation, resilience, and regenerative and nature-based solutions (NBS). Our Operational Center of Excellence provides governance and oversight to our HSE Program and BeyondZero, which establish the processes, tools and culture to address environmental risks and opportunities presented by the projects we deliver. For more information on our ESG Governance see [Section 4.11](#).

Since 2020, we have committed to and achieved [carbon neutrality](#) for our operations and business travel. This achievement has been third-party verified in line with PAS 2060:2014 specifications and is reviewed on an annual basis. We continue to maintain these commitments as we further reduce our emissions in line with our science-based emission reduction targets. To see our historic ESG third-party verification statements, please visit our [Jacobs Investor Relations ESG microsite](#).

### 2.2 Environmental Reporting

We report on environmental issues and KPIs in the public domain and provide targets linked to these indicators. All environmental indicators described in this report, unless otherwise noted, cover all of Jacobs' business locations. GHG emissions have been third-party verified with limited assurance for all years reported. Other relevant information is available in our 2023 Integrated Annual Report, [PlanBeyond 2.0](#) and Environmental Performance Reports for locations certified to ISO 14001.

### 2.3 Greenhouse Gas Emissions – Overview

The total emissions reported by Jacobs in this document represent all of Jacobs' global operations unless otherwise noted. Our carbon accounting methodology and emission factors are chosen to follow widely accepted and publicly available protocols and guidance currently available. Unless otherwise noted, we use the [Greenhouse Gas Protocol Corporate Accounting and Reporting](#) standard (GHG Protocol) to calculate emissions using Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report global warming potential factors. All GHGs, including carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF<sub>6</sub>) and nitrogen trifluoride (NF<sub>3</sub>), are included in calculations of metric tonnes of carbon dioxide equivalents (CO<sub>2</sub>e). We utilize the same methodology to calculate our GHGs in connection with the emissions KPI and SPT associate with our SLB. Please see our [SLB Framework](#) for additional details on our calculation methodology related to the SLB. For information on our reporting boundaries and external verification, see [Subsection 1.3.1](#) and [Subsection 1.4.2](#).

FY19 is our target base year for reporting on our GHG emissions for all of our GHG targets, including the SPT tied to the SLB (see [Section 1.4](#)). The GHG Protocol requires an adjustment of the baseline in the base

year to account for significant impacts associated with acquisitions, divestitures, changes in methodology or other events necessary to provide relevant comparisons over time.

Therefore, all FY19 GHG emission data reported herein have been updated from prior reports to reflect adjustments for significant structure or methodology changes in accordance with the [GHG Protocol](#):

- In FY19, we completed the acquisition of The KeyW Holding Corporation (KeyW). In FY20, we completed the acquisition of John Wood Group's nuclear consulting, remediation and program management business (Wood Nuclear Group). Additionally, in FY19, we divested our Energy, Chemicals and Resources (ECR) business to Worley Limited. Given the significance of these transactions, FY19 GHG emissions data has been adjusted to reflect these acquisitions and divestiture, as well as improvements to our data collection and modifications to our GHG reporting boundaries reflecting a better understanding of our data inputs.
- In FY21, we completed the acquisition of Buffalo Group LLC (Buffalo Group) and in FY22, we acquired BlackLynx, Inc. (BlackLynx) and StreetLight Data, Inc (Streetlight). Since we do not deem these acquisitions to be materially significant, given they comprise less than 5% of our FY19 total annual Scope 1 and 2 GHG emissions, FY19 GHG emissions data has not been adjusted to include these acquisitions. Data for each of these acquisitions has been incorporated into our GHG emissions data for each year since the respective acquisition year as if the entity was under Jacobs' operational control during the entire fiscal year.

If subsequent adjustments to our GHG emissions lead to a material cumulative emissions change (typically greater than a 5% change in our total Scope 1 and Scope 2 emissions), we will update our FY19 emissions and the FY19 data will be verified again. We expect the [Separation Transaction](#), detailed in [Subsection 1.3.1](#), will lead to a material cumulative emissions change and be considered a significant change of the Company under the terms of the SLB. Therefore, following the consummation of the [Separation Transaction](#), we may update our FY19 emissions and verification to reflect such change of the Company. Please see our [FY23 SLB Progress Report](#) for more details on the impact on the SLB.

In alignment with the GHG Protocol, our 65% stake investment in PA Consulting is included within our Scope 3 GHG emissions data, which includes GHG emissions outside of our operational control. 65% of PA Consulting's Scope 1 and Scope 2 GHG emissions from FY19 have been included in our base year Scope 3 investment emissions in alignment with the GHG Protocol. PA Consulting does not have third-party verified GHG emissions data, therefore, we could not obtain a third-party verification statement for this source of data. PA Consulting is the only company included in our Scope 3 investment emissions.

We only report on Scope 3 emission sources that are relevant and material to our business, which include:

- Business travel
- Employee commuting
- Upstream fuel and energy
- Investments
- Purchased goods and services

We utilize a GHG emissions calculation approach that is adapted from the GHG Protocol for the purposes of this report. As is typical in calculating GHG emissions, emissions estimation methodologies provide some inherent uncertainty in total annual emission estimates due to scientific uncertainty in both the emission factors and the estimation methodologies as well as uncertainty due to data accuracy.

However, as the estimation methodologies and source data are consistent year-over-year, uncertainty estimates can be treated as being comparable over time and allow for assessment of relative changes in the emission estimates for each source category. GHG emissions sources that have been identified as *de minimis* to the inventory and supporting calculations are available upon request. These sources are less than 5% of Scope 1 and 2 totals.

Our deep commitment to environmental protection and concern regarding the climate crisis led to aggressive carbon emission reduction commitments that were set forth in our inaugural [Climate Action Plan](#), published in April 2020.

Detailed in our [Carbon Neutrality Statement](#), we achieved 100% low-carbon electricity and became carbon neutral for our operations and business travel in 2020 through the purchase of annual carbon mitigation measures equivalent to our annual emissions. We continue to maintain these commitments as we further reduce our emissions in line with our science-based emission reduction targets. See [Subsection 2.8.1](#) for more information regarding our carbon mitigation.

Joining over 300 companies worldwide in November 2020, Jacobs became a signatory to the [U.N. Business Ambition for 1.5°C](#), an urgent request for action from the global coalition of U.N. agencies, business and industry leaders, calling on businesses to set ambitious science-based emissions reduction targets aligned with limiting global temperature rise to 1.5°C above pre-industrial levels.

Our 2020 climate commitments were a major milestone in our drive to address the climate crisis. In keeping with our core value of “We Aim Higher” and the continually evolving guidance and best practices for climate response, we revised our plan and targets. In our updated [Climate Action Plan](#), published in April 2022, and our [Carbon Neutrality Statement](#) we commit to the following:

1. Ensure every project becomes a climate response opportunity
2. Achieve net-zero greenhouse gas emissions across the value chain by 2040
3. Maintain carbon neutrality status and 100% low-carbon electricity for our operations and business travel through the purchase of annual carbon mitigation measures equivalent to our annual emissions.

As a company with approved near-term SBTi targets since 2020 and a participant in the Net-Zero Road Test in 2021, we set an [Approved Net-Zero Target](#) in line with the [SBTi Corporate Net-Zero Standard](#). By doing so, Jacobs became the first professional consultancy and one of the world's first companies with net-zero targets approved by the SBTi.

Key requirements of the Net-Zero Standard include focusing on rapid, deep emissions cuts; setting near- and long-term targets; claiming achievement of net-zero only after long term targets are met; and investing in mitigation within and outside the value chain.

Our near-term targets are approved by the SBTi as follows:

- We commit to reduce absolute Scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year and we commit to reduce absolute Scope 3 GHG emissions from business travel and employee commuting by 50% over the same timeframe.
- We commit that 65% of our suppliers by spend, covering purchased goods and services, will have science-based targets by 2025.

Our long-term net-zero target is approved by the SBTi as follows:

- We commit to reduce absolute Scopes 1, 2 and 3 GHG emissions 90% by 2040 from a 2019 base year.

Additionally, under our SLB (see [Subsection 1.5](#)), we established an SPT to achieve at least a 70% reduction in absolute Scope 1, 2 and 3 (Business Travel, Employee Commuting, and Upstream Fuel components only) GHG emissions by fiscal year-end 2029, relative to a FY19 baseline year, subject to adjustment and recalculation as described in the [SLB Prospectus Supplement](#).



## Fiscal Year 2023 ESG Data Disclosures

A summary of Jacobs global GHG reduction targets by timeline and scope of covered emissions is included in Table 1.

**Table 1. Summary of Jacobs' GHG Reduction Targets**

	Sustainability-Linked Bond Target	SBTi-Approved Targets		
		Near-Term Targets	Long-Term Net Zero Target	
Target achievement by end of fiscal year	2029	2030	2040	
Scope 1	Combined 70% reduction across all scopes except purchased goods and services and investments	Combined 50% reduction across Scope 1 and Scope 2	Combined 90% reduction across all scopes	
Scope 2				
Scope 3		Business Travel		Combined 50% reduction for business travel and employee commuting
		Employee Commuting		
		Upstream Fuel		
		Purchased Goods and Services		65% of suppliers by spend will have SBTs by 2025
Investments				

Table 2 summarizes our progress against our targets. Figure 2 depicts our progress to date.

**Table 2. Progress Against Targets**

Target	Metric	FY19 (base year) <sup>[a, b]</sup>	FY23 <sup>[a]</sup>
<b>Climate Action Plan Targets</b>			
Maintain <a href="#">carbon neutrality</a> status for Scope 1, 2 and 3 (business travel only) <sup>[c]</sup>	Annual Net GHG emissions (metric tonnes CO <sub>2</sub> e)	Total Net: 195,839	Total Net: 0
Maintain <b>100% low-carbon</b> electricity for our operations	Annual % low-carbon electricity	10%	100%
<b>Near-term Science-Based Targets (approved and classified as 1.5°C aligned)</b>			
Reduce absolute <b>Scope 1 and 2 GHG emissions 50% by 2030</b> from a 2019 base year	Annual Scope 1 and 2 market-based GHG emissions (metric tonnes CO <sub>2</sub> e) and % change	Scope 1: 20,539 Scope 2 (Market-Based): 53,289	Scope 1: 16,512 Scope 2 (Market-Based): 3,039 <b>74% decrease</b> from FY19
Reduce absolute <b>Scope 3 GHG emissions</b> from business travel and employee commuting <b>by 50% by 2030</b> from a 2019 base year	Annual Scope 3 business travel and employee commuting GHG emissions (metric tonnes CO <sub>2</sub> e) and % change	Business Travel: 122,011 Emp. Com: 93,830	Business Travel: 77,347 Emp. Com: 33,576 <b>49% decrease</b> from FY19

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Target	Metric	FY19 (base year) <sup>[a, b]</sup>	FY23 <sup>[a]</sup>
<b>65% of our suppliers</b> by spend covering purchased goods and services will have science-based targets by 2025	Annual % of suppliers by spend with science-based targets	3% have science-based targets 1% committed to science-based targets 0% have a net-zero target 0% committed to net-zero	35% have science-based targets 20% committed to science-based targets 2% have a net-zero target 31% committed to net-zero
<b>Net-Zero and Long-term Science-Based Target (approved and classified as 1.5°C-aligned)</b>			
Reduce absolute <b>Scope 1, 2 and 3 GHG emissions 90% by 2040</b> from a 2019 base year to achieve net-zero across the value chain.	Annual Scope 1, 2 market-based and Scope 3 (Business Travel, Employee Commuting, Upstream Fuel, Purchased Goods and Services, and Investments) GHG emissions (metric tonnes CO <sub>2</sub> e)	Total (Market-Based): 334,733	Total (Market-Based): 167,380 50% decrease from FY19
<b>SLB SPT 1 (as set forth in the SLB Framework)</b>			
<b>Reduce absolute Scope 1, 2 and 3 (Business Travel, Employee Commuting, and Upstream Fuel) GHG emissions 70% by fiscal year-end 2029 from a 2019 base year</b>	Annual Scope 1, 2 and 3 (Business Travel, Employee Commuting, and Upstream Fuel) GHG emissions (metric tonnes CO <sub>2</sub> e)	Total (Market-Based): 306,007	Total (Market-Based): 135,215 56% decrease from FY19

<sup>[a]</sup> All values have been third-party verified, with limited assurance, except as noted in this subsection for Scope 3 investments.

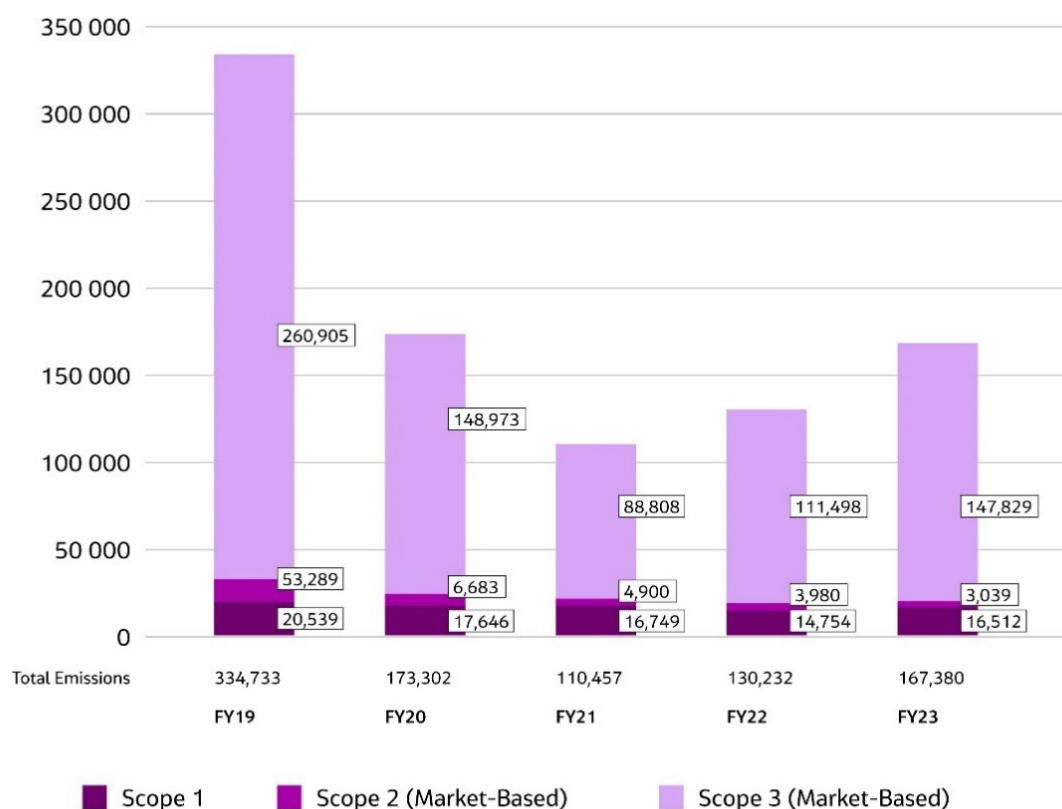
<sup>[b]</sup> As set forth in [Section 2.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include the ECR business divested in April 2019 or Buffalo Group (acquired November 2020), StreetLight (acquired February 2022) and BlackLynx (acquired November 2021) are not included in FY19 data presented but are included in FY23 data.

<sup>[c]</sup> Net emissions are the Scope 1, Scope 2 (Market-Based) and Scope 3 business travel emissions remaining after the application of carbon mitigation measures ([Section 2.8](#))

<sup>[d]</sup> Scope 3 emissions relevant to Jacobs include: business travel well-to-wheel (WTW), employee commuting WTW, upstream fuel and energy, purchased goods and services and investments.

Note: Target base year annual emissions have been adjusted to include acquisitions per the GHG Protocol standard. The total emissions reported represent 100% of Jacobs' global operations under the operational control boundary.

**Figure 2. Jacobs Total Annual GHG Emissions by Scope (metric tonnes CO<sub>2</sub>e)**



Scope 1 emissions include stationary combustion emissions and refrigerant emissions associated with Jacobs owned or operationally controlled office locations and mobile combustion and refrigerant emissions associated with owned and long-term leased fleet vehicles. Prior to applying carbon mitigation measures, in FY23, we experienced a 12% absolute increase in our total Scope 1 direct emissions compared to FY22. This also resulted in an increase in our Scope 3 emissions for upstream fuel and energy.

Most of the increase was expected due to increased travel miles following the return to normal operations following the COVID-19 pandemic, growth in our total number of fleet vehicles and adjustments in our inventory methodology to account for heating and cooling emissions where we learned we have operational control over equipment previously thought to be controlled by others. However, we remain committed to our reduction targets and have maintained a 20% decrease in our total Scope 1 direct emissions compared to our FY19 base year.

We measure our Scope 2 indirect purchased electricity GHG emissions according to both the location- and market-based method. Scope 2 emissions include purchased heating for leased office locations where we do not have operational control and purchased electricity for 100% of our global operations. Our Scope 1 emissions include purchased heating for leased office locations where we do have operational control.

Prior to applying carbon mitigation purchases, in FY23, we experienced a 16% absolute decrease in our total Scope 2 indirect emissions compared to FY22. Most of the decrease was realized due to continued

consolidation of our office space. In FY23, we achieved a 48% absolute reduction in our total Scope 2 location-based emissions compared to FY19 base year, prior to applying renewable or low-carbon energy environmental attributes and carbon mitigation purchases.

After applying our renewable or low-carbon energy environmental attributes and carbon mitigation purchases, we achieved a 94% decrease in our Scope 2 market-based emissions for FY23 compared to FY19 base year.

The COVID-19 pandemic greatly impacted our FY20 and FY21 business travel and employee commuting emissions. Business travel is our largest source of carbon emissions and, as expected, we saw a 75% reduction in our Scope 3 business travel emissions from FY19 to FY21, mainly due to COVID-19 restrictions on both domestic and international travel.

As anticipated, there has been an increase in our Scope 3 business travel emissions in FY23 as we resume travel to operate our business and meet the needs of our clients. Despite this, there is still an overall decrease in Scope 3 business travel emissions of 37% from FY19 to FY23. Our employee commuting estimates are based on certain assumptions that are detailed in [Section 2.6](#) and have been reduced by 64% from FY19 to FY23.

We remain committed to managing business travel and employee commuting emissions in accordance with our SLB SPT to achieve at least a 70% reduction in absolute Scope 1, 2 and 3 (Business Travel, Employee Commuting, and Upstream Fuel components only) GHG emissions by fiscal year-end 2029, relative to a 2019 baseline year, and our net-zero science-based reduction target of 90% from 2019 by 2040.

## 2.4 Greenhouse Gas Emissions – Scope 1 (Direct)

Our total direct GHG (DGHG) Scope 1 emissions are summarized in Table 3. We have purchased carbon mitigation measures to compensate for 100% of our Scope 1 emissions annually since FY20. After applying carbon mitigation measures, our FY20 through FY23 net Scope 1 emissions are zero metric tonnes of CO<sub>2</sub>e.

**Table 3. Direct Greenhouse Gas Scope 1 Emissions**

Metric	Unit	FY19 <sup>[a, b]</sup>	FY22 <sup>[a, c]</sup>	FY23 <sup>[a]</sup>
Total DGHG emissions	Metric tonnes CO <sub>2</sub> e	20,539	14,754	16,512
Data coverage	% of global operations	100%	100%	100%

<sup>[a]</sup> All values have been third-party verified, with limited assurance.

<sup>[b]</sup> As set forth in [Section 2.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include the ECR business divested in April 2019, Buffalo Group (acquired November 2020), StreetLight (acquired February 2022) or BlackLynx (acquired November 2021).

<sup>[c]</sup> Data includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021) as if such companies were under Jacobs operational control during the entire fiscal year.

Scope 1 emissions include stationary combustion emissions and refrigerant emissions associated with owned or operationally controlled office locations and mobile combustion and refrigerant emissions associated with owned and long-term leased fleet vehicles for 100% of Jacobs' global operations. Scope 1 emissions are estimated based on fuel consumption or vehicle mileage and published emission factors. Our verification statements are published on our [Jacobs Investor Relations ESG microsite](#).

For information on our initiatives for reducing our fleet vehicle energy consumption and associated Scope 1 emissions see [Section 2.10](#).

## 2.5 Greenhouse Gas Emissions – Scope 2 (Indirect)

Our location- and market-based indirect GHG (IGHG) emissions from electricity purchased (purchased and consumed, for example, without energy trading) (IGHG Scope 2) are summarized in Table 4. We have purchased low-carbon or renewable energy and environmental attribute certificates (EACs) to cover 100% of our electricity consumption since FY20. We purchased carbon mitigation measures to compensate for 100% of our purchased heating Scope 2 emissions for leased office locations where we do not have operational control since FY20. After applying these low-carbon or renewable energy and EACs for electricity and carbon mitigation measures for purchased heating, our annual net Scope 2 emissions are zero tonnes CO<sub>2</sub>e starting in FY20.

**Table 4. Indirect Greenhouse Gas Scope 2 Emissions**

Metric	Unit	FY19 <sup>[a, b]</sup>	FY22 <sup>[a, c]</sup>	FY23 <sup>[a]</sup>
<b>Total IGHG emissions (Location- based)</b>	<b>Metric tonnes CO<sub>2</sub>e</b>	<b>56,225</b>	<b>34,683</b>	<b>29,084</b>
Purchased electricity	Metric tonnes CO <sub>2</sub> e	49,286	30,703	26,045
Purchased heating	Metric tonnes CO <sub>2</sub> e	6,939	3,980	3,039
<b>Total IGHG emissions (Market-based)</b>	<b>Metric tonnes CO<sub>2</sub>e</b>	<b>53,289</b>	<b>3,980</b>	<b>3,039</b>
Data coverage	% of global operations	100%	100%	100%

<sup>[a]</sup> All values have been third-party verified, with limited assurance.

<sup>[b]</sup> As set forth in [Section 2.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include the ECR business divested in April 2019, Buffalo Group (acquired November 2020), StreetLight (acquired February 2022) or BlackLynx (acquired November 2021).

<sup>[c]</sup> Data includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021) as if such companies were under Jacobs operational control during the entire fiscal year.

We measure our Scope 2 indirect purchased electricity GHG emissions according to both the location- and market-based method. Scope 2 emissions include comfort heating for leased office locations where we do not have operational control and purchased electricity for 100% of our global operations. Our verification statements are published on our [Jacobs Investor Relations ESG microsite](#). For information on our initiatives for reducing energy consumption and related Scope 2 emissions see [Section 2.10](#).

Our commitment to 100% low-carbon electricity means that our electricity needs are expected to be supplied through a variety of sources globally such as green tariffs, renewable energy certificates (RECs), EACs and virtual power purchase agreements (VPPAs) with a goal of creating demand for new or additional low-carbon electricity resources at or near our operations.

We are a partner in the U.S. EPA [Green Power Partnership](#), a voluntary program, where the goal is to increase the use of green power among organizations in the U.S. as a way to reduce the environmental impacts associated with conventional electricity use.

We purchase 100% renewable electricity through our utility providers where feasible for offices where we are directly responsible for procuring energy. We purchased the remainder of our global renewable electricity through third-party providers of RECs or EACs in each of the geographies we operate in to cover 100% of our annual electricity consumption globally starting with FY20.

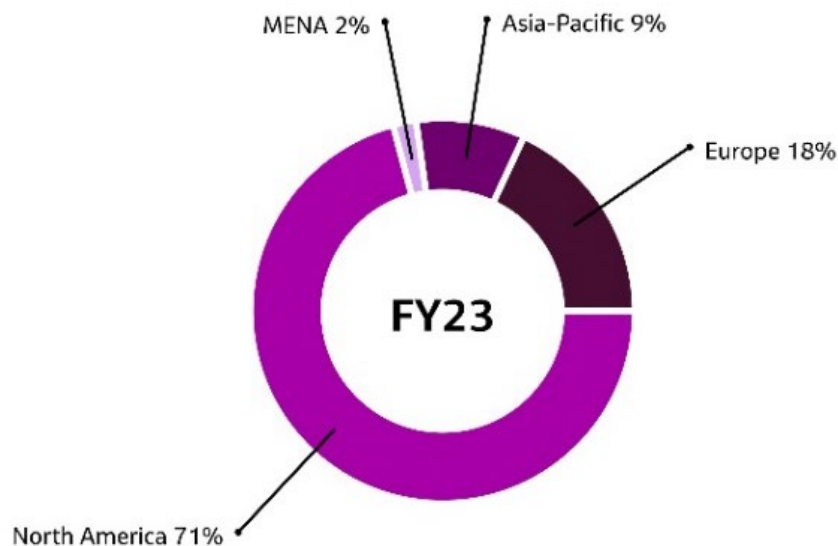
In FY22, Jacobs entered into a three-year agreement for an annual purchase of Green-e Energy Certified RECs from U.S. wind or solar energy generation facilities. The quantity of RECs purchased annually covers or exceeds the entire annual electricity use for our U.S. and Canadian offices. The agreement was made to buy renewable energy from a trust whose purpose is to sell RECs or REC-related products for which the proceeds are prioritized for investment in the development and construction of new wind, solar-powered

or other renewable generation facilities. FY23 renewable electricity purchases were sourced according to where our electricity consumption occurs globally, as shown by megawatt hour (MWh) in Table 5 and on Figure 3.

**Table 5. FY23 Renewable Electricity by Region**

Region	MWh of Renewable Electricity
Asia-Pacific	5,939
Europe	12,365
Middle East and Africa	1,323
North America	49,352
<b>Total</b>	<b>68,979</b>

**Figure 3. FY23 Renewable Electricity by Region (MWh)**



## 2.6 Greenhouse Gas Emissions - Scope 3 (Indirect)

Scope 3 emissions relevant to Jacobs include business travel well-to-wheel (WTW), employee commuting WTW, upstream fuel and energy, purchased goods and services and investments. Scope 3 emissions for business travel and employee commuting reflect calculations in accordance with the [SBTi Net-Zero Standard](#), rather than the GHG Protocol, using the WTW methodology, which reflects both the direct use emissions from fuel combustion (referred to as tank-to-wheel (TTW)) and upstream emissions related to fuel production and distribution (referred to as WTT), as well as electricity generation emissions for electric vehicles (EVs). This calculation method captures greater emissions than the current GHG Protocol, which utilizes only the TTW emission calculation methodology.

In alignment with the [GHG Protocol](#) as further detailed in [Section 2.3](#), our 65% stake investment in PA Consulting is included within our Scope 3 GHG emissions data starting in FY19 to provide comparable emissions over time. We include 65% of PA Consulting’s Scope 1 and Scope 2 emissions in our Scope 3 investment emissions. Our Scope 3 investment emissions have been revised as a result of PA Consulting

revising their reported Scope 1 and Scope 2 emission estimates from FY19 through FY22. PA Consulting has not reported their FY23 emissions, therefore FY22 emissions are included as FY23 emissions for the purposes of this report. FY23 data presented in this report will be updated when the data from PA Consulting becomes available. PA Consulting emissions have not been third-party verified.

Our Scope 3 GHG emission estimates from business travel, employee commuting, fuel- and energy -related activities, purchased goods and services and investments are shown in Figure 4 and summarized in Table 6.

**Figure 4. Jacobs Total Annual Scope 3 GHG Emissions by Category (metric tonnes CO<sub>2</sub>e)**



**Table 6. Scope 3 Indirect Greenhouse Gas Emissions Estimates**

Metric	Unit	FY19 <sup>[a, b]</sup> (estimated)	FY22 <sup>[a, c]</sup> (estimated)	FY23 <sup>[a]</sup> (estimated)
Category 6 Business Travel – WTW	Metric tonnes CO <sub>2</sub> e	122,011	51,775	77,347
Category 7 Employee Commuting – WTW	Metric tonnes CO <sub>2</sub> e	93,830	27,833	33,576
Category 1 Purchased Goods and Services (Location-based) <sup>[d, e]</sup>	Metric tonnes CO <sub>2</sub> e	28,711	28,711	31,559



## Fiscal Year 2023 ESG Data Disclosures

Metric	Unit	FY19 <sup>[a, b]</sup> (estimated)	FY22 <sup>[a, c]</sup> (estimated)	FY23 <sup>[a]</sup> (estimated)
Category 1 Purchased Goods and Services (Market-based) <sup>[d, e]</sup>	Metric tonnes CO <sub>2</sub> e	27,651	27,651	31,378
Category 3 Upstream Fuel- and Energy-related Activities for Scope 1 and Scope 2 (Location-based) <sup>[f]</sup>	Metric tonnes CO <sub>2</sub> e	17,371	14,522	14,303
Category 3 Upstream Fuel- and Energy-related Activities for Scope 1 and Scope 2 (Market-based) <sup>[f]</sup>	Metric tonnes CO <sub>2</sub> e	16,338	3,452	4,741
Category 15 Investments <sup>[g]</sup>	Metric tonnes CO <sub>2</sub> e	1,075	787	787
<b>Total emissions (Location-based)</b>	<b>Metric tonnes CO<sub>2</sub>e</b>	<b>262,998</b>	<b>123,628</b>	<b>157,611</b>
<b>Total emissions (Market-based)</b>	<b>Metric tonnes CO<sub>2</sub>e</b>	<b>260,905</b>	<b>111,498</b>	<b>147,829</b>
Data coverage	% of global operations	100%	100%	100%

<sup>[a]</sup> All values have been third-party verified, with limited assurance, except as noted in [Section 2.3](#) for Scope 3 investments.

<sup>[b]</sup> As set forth in [Section 2.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include the ECR business divested in April 2019, Buffalo Group (acquired November 2020), StreetLight (acquired February 2022) or BlackLynx (acquired November 2021).

<sup>[c]</sup> Data includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021) as if such companies were under Jacobs operational control during the entire fiscal year.

<sup>[d]</sup> Purchased goods and services data have been updated to reflect new methodology used for FY22. FY22 annual indirect spend data are used for all years prior to FY23 due to limitations with prior year data. Indirect spend data refers to spend data related to Jacobs internal operations and does not include goods and services purchased on behalf of our clients for their projects.

<sup>[e]</sup> Emissions associated with purchased goods and services are estimated using annual indirect spend data combined with emissions factors from the U.S. Environmentally Extended Input-Output database or supplier specific emission factors from data collected either through the CDP supply chain program or directly from suppliers. Emission factors include Scope 1, Scope 2 and upstream Scope 3 emissions from our suppliers in accordance with the GHG Protocol.

<sup>[f]</sup> Estimates for upstream fuel and energy-related activities were completed using U.K. Department of Environment, Food & Rural Affairs guidance, and emission factors.

<sup>[g]</sup> Based on 65% ownership in PA Consulting acquired in March 2021. Data reported represents 65% of the PA Consulting full-year Scope 1 and 2 emissions reported for calendar year. Scope 3 investment emissions from FY19 through FY22 have been revised as a result of PA Consulting revising its reported Scope 1 and Scope 2 emission estimates. PA Consulting has not reported its FY23 emissions, therefore FY22 emissions are included as FY23 emissions for the purposes of this report. FY23 data presented in this report will be updated when the data from PA Consulting becomes available. PA Consulting emissions have not been third-party verified.

As set forth in Table 6, Scope 3 emissions relevant to Jacobs include: business travel WTW, employee commuting WTW, upstream fuel and energy, purchased goods and services and investments.

The COVID-19 pandemic greatly impacted our business travel and employee commuting emissions. Business travel is our largest source of carbon emissions, and as expected, we saw a 75% reduction in our Scope 3 business travel emissions from FY19 to FY21, mainly due to restrictions on both domestic and international travel.

As anticipated, there has been an increase in our Scope 3 business travel emissions in FY22 and FY23 as we resume travel to operate our business and meet the needs of our clients. Despite this, there is still an overall decrease in Scope 3 business travel emissions of 37% from FY19 to FY23. We remain committed to managing business travel and employee commuting emissions in accordance with our SLB SPT to achieve at least a 70% reduction in absolute Scope 1, 2 and 3 (Business Travel, Employee Commuting, and Upstream Fuel components only) GHG emissions by fiscal year-end 2029, relative to a FY19 baseline year, and our net-zero science-based reduction target of 90% from 2019 by 2040.

Efforts to reduce our business travel carbon emissions were previously underway prior to the global COVID-19 pandemic. For example, we created an employee dashboard so our people can view their travel carbon footprint and be empowered individually to help us meet our global emissions reduction goals by reducing their own travel and using less carbon-intensive meeting methods. BUs are accountable for tracking, monitoring and reporting business travel in alignment with this new reporting tool.

Jacobs' new partnership with Uber for Business encourages the use of eco-friendly vehicles like EVs for rideshare services and allows for carbon emissions data tracking. Jacobs' policies preferentially encourage public transportation or rideshare services over rental car services for environment, safety and well being purposes. However, when rental car services are necessary for business purposes, we encourage the use of EVs or hybrids where available in partnership with our rental car providers.

Effective January 1, 2022, we established an internal carbon price of \$50 per metric tonne CO<sub>2</sub>e for all non-billable business travel to influence sustainable decision-making around travel and further help reduce our carbon footprint. The carbon cost calculated for every non-billable business trip is added to the overall cost of travel and charged to the applicable BU. Proceeds are used to fund carbon reduction and removal initiatives (refer to [Section 2.18](#) for additional details).

Employee commuting estimates are based on Jacobs' Human Resources (HR) employee data, including employee numbers, worker location, worker type and worker status and also account for the duration and frequency of employees working from home (starting in FY20) based on generalized office utilization information.

As we continue to move to a new hybrid way of working, we will continue to assess employee commuting based on data associated with office utilization rates. We are working on collecting more granular and specific information about when and how our employees are commuting to work.

Employee commuting data includes employee data for Company acquisitions to the end of each FY. Estimates account for employee commuting mode (for example, passenger car, truck, train or bus) and round-trip travel distances by commuting mode. Company-specific data were unavailable, therefore both mode and travel distances are estimated using data sources related to geographical average commuting patterns, as recommended by the GHG Protocol for Calculating Scope 3 Emissions for an average data method.

Employee data and utilization rates are then used to estimate commuting mileage by mode for each geographical location (by country). The mileage data by mode is then multiplied by appropriate emission factors to obtain total employee commuting emissions. For more information on our emission factors, see our [Carbon Neutrality Statement](#).

Using this method, we saw a 64% reduction in our Scope 3 emissions for employee commuting from FY19 to FY23, mainly due to employees choosing to work remotely rather than commuting to offices.

Jacobs is evaluating commuting data collection options for use in calculating employee commuting emissions in the future. Given the large number and wide variety of Jacobs office locations with varying commuting options, Jacobs is exploring how to collect information both passively and actively to obtain details on employee commuting patterns.

We engaged our StreetLight team to access a passive data collection process to provide insight on typical commuting patterns to each of our North America offices pre- and post-pandemic (that is, 2019 and 2021). This provided us with insight of how commuting patterns have changed over time and helped inform where we should focus our efforts to support our employees to transition to low-carbon travel

options. We plan to continue to engage with StreetLight to gain further insight on how commuting patterns post-pandemic are evolving.

We continue to explore ways to actively collect data from employees through existing internal tools and external tools. Historically, commuter surveys have not provided statistically relevant reliable data that could be used calculate employee commuting emissions.

We will consider lessons learned from our experiences and industry best practices to develop a plan for launching surveys or collecting information necessary to understand and report our employee commuting emissions with greater certainty.

We anticipate our emission reduction targets for business travel and employee commuting will be met through the following:

- Increased use of video conferencing for internal and external business meetings
- Online versus in-person trainings
- Virtual professional and industry association conferences
- Reduced transportation vehicle emissions
- Alternative, cleaner transportation methods
- Hybrid remote office working options to reduce unnecessary employee commuting
- Encouraging employees to transition to low-carbon travel options (such as, train versus airplane for shorter trips, EVs for rental cars or rideshare services, public transportation and so forth)

Information related to our supplier engagement strategy to reduce our purchased goods and services emissions is provided in [Subsection 2.19.4.1](#).

We believe our strategies to reduce energy consumption associated with our Scope 1 and Scope 2 emissions will also reduce our Scope 3 upstream fuel and energy-related emissions (Category 3 Upstream Fuel- and Energy-related Activities for Scope 1 and Scope 2).

## 2.7 Greenhouse Gas Emissions Intensity Metrics

GHG emissions intensity metrics are not relevant to our absolute emission reduction targets, however for purposes of conveying this information externally to our clients, we calculate our annual GHG revenue intensity metric for our combined Scope 1 and Scope 2 emissions.

Table 7 summarizes our annual emissions intensity normalized by revenue.

**Table 7. Annual Greenhouse Gas Emissions Intensity**

Metric	Unit	FY19	FY22	FY23
Annual Revenue excluding PA Consulting <sup>[a]</sup>	USD	\$12,737,868	\$13,803,529	\$15,194,270
Total Scope 1 and 2 Location-Based Emissions Intensity	Metric tonnes CO <sub>2</sub> e per million USD	6.03	3.58	3.00
Total Scope 1 and 2 Market-Based Emissions Intensity	Metric tonnes CO <sub>2</sub> e per million USD	5.80	1.36	1.29
Data Coverage	% of global operations	100%	100%	100%

<sup>[a]</sup> PA Consulting revenue is excluded because we do not include PA Consulting in our Scope 1 and Scope 2 emissions ([Section 2.3](#)).

## 2.8 Renewable Electricity and Carbon Mitigation Measures

Table 8 summarizes our annual renewable electricity and carbon mitigation purchases.

**Table 8. Annual Renewable Electricity and Carbon Mitigation Purchases**

Metric	Unit	FY19 <sup>[a, b]</sup>	FY22 <sup>[a, c]</sup>	FY23 <sup>[a]</sup>
Renewable Electricity <sup>[d]</sup>	MWh	12,155	81,261	68,979
Carbon Mitigation <sup>[e]</sup>	Metric tonnes CO <sub>2</sub> e	0	70,510	96,898
Data Coverage	% of global operations	100%	100%	100%

<sup>[a]</sup> All values have been third-party verified, with limited assurance.

<sup>[b]</sup> As set forth in [Section 2.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include the ECR business divested in April 2019, Buffalo Group (acquired November 2020), StreetLight (acquired February 2022) or BlackLynx (acquired November 2021).

<sup>[c]</sup> Data includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021) as if such companies were under Jacobs operational control during the entire fiscal year.

<sup>[d]</sup> Starting in FY20, renewable electricity or RECs were purchased to cover 100% of Jacobs' electricity purchases.

<sup>[e]</sup> Starting in FY20, carbon mitigation measures were purchased to compensate for our remaining Scope 1, Scope 2 heating and Scope 3 business travel carbon emissions.

### 2.8.1 Carbon Mitigation

As part of our commitment to maintain carbon neutrality, we have procured carbon mitigation measures equivalent to the amount of carbon emitted for our operations and business travel since 2020. Although we are actively reducing our carbon footprint in line with science, we have determined there is a need to go further in limiting the impacts from climate change by investing in carbon mitigation measures that remove or avoid carbon emissions in locations beyond our operations or value chain carbon footprint.

As described in our [Carbon Neutrality Statement](#), we have procured carbon emission mitigation measures to compensate for the impacts from our operations while we actively reduce our footprint. Through our investment in high-quality verified carbon reduction projects, we have sought to also incorporate measures that improve localized health, economies, biodiversity and nature in line with various U.N. SDGs that are associated with such projects.

Table 9 provides a summary of the mitigation projects we have invested in for FY23 and their associated U.N. SDG impacts.

**Table 9. FY23 Carbon Mitigation Projects**

Project Name	Project Type	Project Location	Vintage	Standard & Retirement Registry Link	Quantity (tCO <sub>2</sub> e)	Mitigation Type	U.N. SDGs
<a href="#">FSW AMMS GHG Mitigation Project in Nanyan City</a>	Energy industries (renewable/non-renewable sources); Livestock, enteric fermentation, and manure management; Waste handling and disposal	China	2021-2022	VCS <a href="#">VCS 2846</a>	30,524	Avoidance	3, 7, 8, 11,13, 15
<a href="#">India Organic Waste Management Programme-VPA01</a>	Biogas - Heat	India	2020	GS VER <a href="#">GS 1299</a>	10,824	Avoidance	3, 12, 13
<a href="#">Afforestation of Degraded Grasslands in Vichada, Colombia</a>	Agriculture Forestry and Other Land Use	Colombia	2019	VCS <a href="#">VCS 2512</a>	10,000	Removal	5, 8, 13, 15
<a href="#">Burn Stoves Project in Kenya</a>	Energy Efficiency - Domestic	Kenya	2021	GS VER <a href="#">GS 5642</a>	10,000	Avoidance	1, 3, 5, 7, 8, 13
<a href="#">Household Biogas Plants in Rural Parts of Central India</a>	Biogas - Electricity	India	2021-2022	GS VER <a href="#">GS 10782</a>	4,029	Avoidance	1, 2, 3, 6, 7, 8, 9, 13
<a href="#">Zhangye Improved Grassland Management</a>	Agriculture Forestry and Other Land Use	China	2020	VCS <a href="#">VCS 2748</a>	23,521	Removal	1, 3, 5, 8, 11, 12, 13, 15
<a href="#">Delta Blue Carbon - 1</a>	Agriculture Forestry and Other Land Use	Pakistan	2018+	VCS <a href="#">VCS 2250</a>	8,000	Removal	3, 4, 8, 13, 14, 15
<b>Total Carbon Mitigation FY23</b>					<b>96,898</b>		

Carbon mitigation data have been third-party verified for all reported years, with limited assurance.

GS = Gold Standard; tCO<sub>2</sub>e = tonnes in carbon dioxide equivalent; VCS = Verified Carbon Standard; VER = Verified Emission Reduction

## 2.9 Energy Consumption and Energy Intensity Metrics

Table 10 summarizes our Scope 1 and Scope 2 energy consumption and Table 11 provides our non-renewable energy consumption by region.

**Table 10. Energy Consumption**

Metric	Unit	FY19 <sup>[a, b]</sup>	FY22 <sup>[a, c]</sup>	FY23 <sup>[a]</sup>
Non-renewable fuels (such as, gasoline, diesel, natural gas) purchased and consumed	MWh	64,877	42,491	66,023
Non-renewable electricity purchased	MWh	109,332	0	0
Purchased heating (non-renewable)	MWh	38,276	21,930	16,727
Total renewable energy (such as, wind, solar, hydroelectric, geothermal) purchased/generated	MWh	12,155	81,261	68,979
<b>Total Non-Renewable Energy Consumption</b>	<b>MWh</b>	<b>212,485</b>	<b>64,420</b>	<b>82,750</b>
Total costs of energy consumption (estimated) <sup>[d]</sup>	USD	\$11,990,000	\$8,300,000	\$10,400,000
Electricity % from grid	MWh	100%	100%	100%
Data coverage	% of global operations	100%	100%	100%

<sup>[a]</sup> Energy data are based on third-party verified emission data for all reporting years, with limited assurance.

<sup>[b]</sup> As set forth in [Section 2.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include the ECR business divested in April 2019, Buffalo Group (acquired November 2020), StreetLight (acquired February 2022) or BlackLynx (acquired November 2021).

<sup>[c]</sup> Data includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021) as if such companies were under Jacobs operational control during the entire fiscal year.

<sup>[d]</sup> Cost of energy consumption is estimated based on available electricity, natural gas and vehicle fuel and does not include EAC costs associated with some of our renewable energy purchases.

**Table 11. FY23 Non-Renewable Energy by Region**

Region	MWh of Non-Renewable Energy
Asia-Pacific	119
Europe	11,467
Middle East and Africa	1,695
North America	69,469
<b>Total</b>	<b>82,750</b>

We have seen a decrease in office energy consumption year-over-year despite an increase in the number of employees and an increase in our total revenue due to various efficiency measures explained in [Section 2.4](#).

However, due to an increase in the number of fleet vehicles and total vehicle mileage we have seen an increase in mobile energy consumption. We hope to reduce mobile energy consumption through improved vehicle fuel efficiencies as our vehicles are replaced with more fuel-efficient vehicles including hybrids or EVs.

We measure our office energy intensity to assess our office energy efficiency progress. We have seen a decrease in energy intensity year-over-year due to various operational efficiency measures explained in [Section 2.4](#).

Table 12 summarizes our office energy intensity metrics.

**Table 12. Office Energy Intensity**

Metric	Unit	FY19 <sup>[a,b]</sup>	FY22 <sup>[a, c]</sup>	FY23 <sup>[a]</sup>
Office Space Energy <sup>[d]</sup>	MWh	162,489	105,555	84,474
Office Area <sup>[e]</sup>	1,000 ft <sup>2</sup>	7,786	6,255	6,064
Office Energy Intensity	MWh per 1,000 ft <sup>2</sup>	20.87	16.88	13.93
Data Coverage	% of global operations	100%	100%	100%

<sup>[a]</sup> Energy data are based on third-party verified emissions data for all reported years, with limited assurance.

<sup>[b]</sup> As set forth in [Section 2.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include the ECR business divested in April 2019, Buffalo Group (acquired November 2020), StreetLight (acquired February 2022) or BlackLynx (acquired November 2021).

<sup>[c]</sup> Data includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021) as if such companies were under Jacobs operational control during the entire fiscal year.

<sup>[d]</sup> Scope 1 and Scope 2 energy consumption associated with office space (for example, does not include mobile combustion sources)

<sup>[e]</sup> Office area does not include office space leased to others, as this space is outside our operational control boundary.

ft<sup>2</sup> = square feet

## 2.10 Energy Conservation

### 2.10.1 Scope 1 Energy Emissions

Fleet vehicles comprise over 90% of our current Scope 1 energy emissions. We are implementing plans to reduce fleet vehicle energy consumption and emissions by replacing older, less fuel-efficient vehicles and purchasing more electric or hybrid vehicles. Our North American fleet is our largest fleet and largest consumption of energy from Scope 1 sources. In partnership with our Office of Global Climate Response & ESG, our North American fleet management team has committed to increasing the overall percentage of EVs in our fleet to 20% (approximately 400 vehicles) by 2030 or sooner.

We are working to consolidate our various global fleet management systems and create uniform procurement practices to enable goals that can be applied globally across all our regions. We are also evaluating our ability to accelerate EV adoption by working with our project and real estate teams to identify locations with existing charging infrastructure and where we can accelerate the installation of charging infrastructure to support use of EVs.

As part of our approach to reducing fleet emissions, we have installed telematics in nearly 400 vehicles, allowing us to obtain vehicle diagnostics, including mileage, without manual intervention. Telematics also allows us to be safer on the road by proactively addressing driver behavior including idling, harsh braking and speeding, which have a negative impact on fuel economy.

### 2.10.2 Scope 2 Energy Emissions

We do not have access to actual energy consumption (electricity and purchased heating) associated with the majority of our 350+ leased locations. We estimate energy consumption for most of our leased locations by using Commercial Buildings Energy Consumption Survey (CBECS) data published by the U.S.



Energy Information Administration. Actual and estimated electricity consumption data is used to calculate the amount of low-carbon or renewable electricity purchases for Scope 2 electricity as described in [Section 2.5](#) and [Section 2.8](#).

CBECS provides average energy intensity use for electricity and comfort heating for various types of buildings in various climate zones. This data, combined with the office size, is used to estimate energy consumption, and are subsequently combined with published regional or location-specific energy emission factors to estimate associated energy emissions for each office location. Estimated emissions from purchased heating is used to calculate the amount of carbon mitigation purchases for Scope 2 purchased heating as described in [Section 2.5](#) and [Section 2.8](#).

Including this data in our carbon inventory helps us develop strategies to better understand and manage energy consumption and emissions in our leased offices. For example, we have used this data to identify our locations with the greatest energy consumption and carbon emissions for which we are evaluating the feasibility of collecting building utility invoice data or installing submeters, where feasible, to better understand our ability to facilitate improvements in energy efficiency. We have also performed energy assessments and modeling at our largest offices to identify opportunities for energy efficiency measures.

Our limited information and control over office space energy consumption has limited our ability to directly reduce our office energy consumption with energy efficiency updates. To date, energy and emissions have been primarily reduced through reduction of our global real estate portfolio. As a result of globalization and digital advances, Jacobs has implemented a work environment which combines face-to-face engagement and work from home. We lease space in LEED compliant or certified buildings where feasible, and our office buildouts are constructed using sustainable finishes and furniture. Moreover, we continue to recommend co-working solutions to our local business teams as an alternative to traditional office space. As a member of a serviced office network, Jacobs employees can choose where they work and optimize commuter travel efficiency. This is a long-term initiative, and the total emissions savings will be realized as our leases end.

## 2.11 Air Quality

Air emission sources for Jacobs' own activities and operations (excluding clients) consist of owned or leased office space and vehicles. These operations are not significant sources of nitrogen oxides, sulfur oxides, volatile organic compounds, hazardous air pollutants, persistent organic pollutants or particulate matter (PM10) emissions, nor are they regulated for Jacobs and therefore we do not measure or report air pollutant emissions other than voluntary GHGs.

## 2.12 Water Stewardship

Table 13 summarizes our water consumption.

**Table 13. Water Consumption**

Water Consumption	Unit	FY19 (estimated)	FY22 (estimated)	FY23 (estimated)
Total water consumption	Million cubic meters	0.295	0.082	0.098
Data Coverage (as % of denominator)	% of global operations	100%	100%	100%

Jacobs consumes water through municipal water systems to support our office operations. Water consumption for our office operations is not regarded as a significant environmental impact; therefore, water-related goals and targets have not been established. In addition, very little data is available, as water consumption is included within service charges from lessors and we have minimal control over water consumption as most of our office space is leased. We do try to select sustainable fixtures for installation to minimize water consumption where available, and where we have the opportunity to do so.

Total water consumption is estimated using employee headcount data of those commuting into the office and office utilization data for each year reported. Water consumption while teleworking is excluded. From FY19 to FY21, while the total number of Jacobs employees increased each year, the frequency and number of employees commuting into the office went down, and subsequently our total office water consumption estimate decreased.

From FY21 to FY23, the total number of Jacobs employees and the frequency and number of employees commuting into the office both rose, causing a slight increase in our total water consumption estimate (refer to [Section 2.6](#) for additional employee commuting information). Ongoing real estate rationalization efforts to accommodate a hybrid teleworking-office-based workforce have sustained lower consumption levels.

Our water consumption estimates and planning are informed by the Resource Efficient Scotland [Green Office Guide](#) and the [WRAP Green Office Guide](#). We are working to collect more information from our offices to ascertain actual water consumption so we can determine what is needed to reduce our consumption in line with best practices.

Although water is not considered material to Jacobs' own operations, it is material to many of our clients for whom we support setting, implementing and tracking targets through the projects we deliver. Jacobs' [OneWater](#) method allows us to work with our clients to focus on adaptable, resilience-based planning and embrace a more integrated approach to water management. [OneWater](#) integrates the planning, implementation, and operations of the built and natural water cycle. It provides a structured approach for considering and optimizing the complete water cycle including surface water, groundwater, desalination, stormwater and flood management, conveyance, wastewater, reuse and environmental flows. It goes beyond the water utility to balance the water-energy-food nexus and the wider community of water users.

We promote water stewardship through water resource conservation, treatment, storage and conveyance services we provide to our clients. As our world struggles with balancing water availability and demands, water pollution, competition for limited water resources and vulnerability to natural hazards, Jacobs works with clients around the globe to better manage our world's water resources and make our water systems more resilient to climate change – because we believe it is important that communities have safe, reliable water infrastructure now and in the future.

In our partnership with [Palantir](#) and through [Digital OneWater](#), Jacobs' [OneWater](#) approach that leverages Jacobs-developed tools and software across the project life, we have developed our Intelligent Operations & Management solution that uses artificial intelligence (AI) and machine learning to develop suggested control schemes that will assist water recovery facilities and water treatment facilities to save money and be more efficient in their operations.

We are also working with Palantir to bring AI into wastewater collection systems to utilize existing sensors and hydraulic models to make predictions of how to best operate a system in dry and wet weather conditions. In all of these [solutions](#), we are utilizing Jacobs expertise in both domain and digital systems to bring solutions to our clients that will help them with issues like aging infrastructure, regulations and staffing pressures.

## 2.13 Biodiversity and Natural Capital

Natural capital can be defined as the world's stocks of natural assets which include geology, soil, air, water and all living things. It is from this natural capital that humans derive a wide range of services, often called ecosystem services, which make human life possible<sup>1</sup> All companies use natural capital, directly or indirectly, to support operations and growth. While our activities at existing office locations may have an indirect impact on biodiversity and heritage resources, the impacts from our own business operations are limited; our greatest opportunity to drive nature positive outcomes is through the projects and services we deliver, which is why Jacobs has pledged to the [Get Nature Positive initiative](#).

Our [Global Environmental Management Commitment Statement](#) includes a goal to protect species and habitat biodiversity, heritage resources and wildlife. Potential significant impacts on biodiversity and heritage from project design and delivery, depending upon the nature and scope of services provided, are mitigated by our HSE systems, processes, and SMEs as described in [Section 3.12](#).

An internal environmental screening checklist was developed for use by Jacobs staff during field project or construction site visits where we have responsibility for the work performed. A Jacobs Environmental Manager must review activities that pose a potential significant environmental impact or concern.

This checklist includes screening for previous audits, incident notification and reporting, site housekeeping, pollution prevention, protected species and habitat, air emissions, land disturbance/excavation/stockpiling, stormwater management, water/wastewater discharges, waterways and wetlands and material and waste management.

We also protect biodiversity in our services by having contributed to the development of and by following the Council for Sustainable Business' [Nature Positive Handbook](#) on nature positive design for infrastructure. This handbook promotes nature positive solutions, which harness the power of natural capital to provide ecosystem services, including biodiversity consultation, to address resource constraints and challenges.

Furthering our positive impact, we engage in various external initiatives to advance NBS and broader natural regenerative and resilience solutions. For example, we have a strategic partnership with Biomimicry 3.8, providing "Project Positive" regenerative design solutions for clients and Jacobs is a member of Project Positive alongside other Fortune 500 companies.

For more information on this and other thought leadership contributions, see the "[Nature as a Solution](#)" Section of our [Climate Action Plan](#). In addition, Jacobs co-authored a [thought leadership paper](#) with the Urban Land Institute, the world's largest real estate and land use industry association, to identify key principles, practices, and technologies to catalyze nature positive outcomes in commercial and public real estate portfolios.

In FY23, the U.S. White House Office of Science Technology and Policy nominated Jacobs to represent the Infrastructure and Real Estate Industry with respect to nature positive solutions. Jacobs provided a presentation to the [G7 Alliance on Nature Positive Economies](#) in September 2023, and we have now been formally invited by the G7 Alliance as a company to assist in the acceleration of private sector contributions to nature positive economies.

Jacobs understands the importance of NBS and broader natural resilience in managing societal challenges, which has been accelerated by the [TNFD](#). We are developing a globally consistent approach for assessing natural capital risk and opportunities across geographies, in line with TNFD and the [Science-Based Targets Network](#) requirements.

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<sup>1</sup> <https://naturalcapitalforum.com/about/>

## 2.14 Waste and Effluents

Table 14 summarizes our waste disposed.

**Table 14. Waste Disposed**

Waste Disposed	Unit	FY19 (estimated)	FY22 (estimated)	FY23 (estimated)
Total waste disposed	Metric tonnes	6,236	1,811	1,170
Data coverage (as % of denominator)	% of global operations	100%	100%	100%

Limited data is available regarding waste disposed in our offices, as waste disposal is typically included within lessor service charges. However, we do measure waste produced in our offices covered by the scope of our ISO 14001 certifications. The list of offices certified to ISO 14001 changes frequently as offices open and close and certifications expire, please see [Section 2.16](#) for further information.

In FY23, it was calculated that such offices produced on average the equivalent of 0.075 metric tonnes of waste per employee per year; we use this number to estimate total global office waste disposal by multiplying this average by employees commuting into the office for each year reported, according to global employee headcount and office utilization data. Waste generation while teleworking is excluded.

From FY19 to FY23, estimated waste disposal volumes generally decreased due to a reduction in the number of employees working in our offices during and after the COVID-19 pandemic as well as ongoing office efforts to reduce waste. We note that contractors have been excluded in the waste generation calculations because contractors are not included in the third-party verified data that we rely on to determine the number of employees commuting into the office.

We will continue to exclude contractors from future Scope 3 water and waste calculations. We are working on collecting additional waste data for those offices not included in our ISO 14001 certification calculation and will incorporate those data when available.

Jacobs discharges wastewater through municipal systems to support our office operations. Wastewater discharge associated with our office operations is not regarded as a significant environmental impact; therefore, effluent-related goals and targets have not been established.

In addition, very little data is available, as wastewater discharge is included within service charges from lessors. As the No.1 wastewater and sanitary and storm sewer service provider according to [ENR](#), Jacobs promotes water stewardship through water resource conservation, treatment, storage and conveyance services we provide to our clients.

### 2.14.1 Resource Consumption and Waste Minimization

As stated in our [Global Environmental Management Commitment Statement](#), we promote circular economy principles that encourage responsible resource consumption and the reduce, re-use and recycle waste hierarchy. Practices described in our Waste Management Work Instruction require our Facility Managers to evaluate source reduction and recycling opportunities within our operations and document them in the Office Operations Manual and Sustainable Workplace Plan.

It also describes project design and planning requirements for Project Managers and Environmental Managers who evaluate source reduction, re-use and recycling opportunities, using tools such as the Non-Hazardous Waste Checklist. Resource consumption and waste minimization requirements are

documented in a project-specific Waste Management Plan or project Sustainability and Resilience Plan as required.

Jacobs promotes resource conservation and waste minimization through our circular economy service offerings to our clients, focusing on resource management rather than the traditional waste management services. We foster the development of public-private partnerships with emerging and established technologies to take the materials recovered from waste streams and utilize them as inputs to their processes.

## 2.15 Hazardous Waste

Table 15 summarizes our hazardous waste generation.

**Table 15. Hazardous Waste Generation**

Hazardous Waste	Unit	FY19	FY22	FY23
Hazardous Waste Generated	Metric tonnes	N/A	N/A	N/A
Data coverage (as % of denominator)	% of global operations	100%	100%	100%

There is no significant or measurable hazardous waste generation and disposal from Jacobs' office operations. Regulated materials used in office operations (for example, batteries, light bulbs and other electrical and electronic equipment) are collected and sent for re-use, recycling or recovery.

## 2.16 Environmental Management System

Our Environmental Management System (EMS) is integrated into our HSE Management System (HSEMS) and conforms to ISO 14001:2015. While the HSEMS applies to all locations, select office and project locations are certified to ISO 14001 as necessary to meet contract or local requirements.

Our ISO 14001 certification for only limited U.K. and EU entities is publicly available on our [Jacobs Investor Relations ESG microsite](#). However, we are also currently certified in countries including Australia, Hong Kong, Indonesia, Italy, Malaysia and Qatar, among others.

Our Environmental Management Policy is part of our HSE Policy and is expressed in our [Global Environmental Management Commitment Statement](#). Our HSEMS process is described in [Section 3.12](#). We had no significant fines or non-monetary sanctions for non-compliance with environmental laws or regulations in the past five fiscal years.

## 2.17 Climate Change

### 2.17.1 Climate Change Strategy

We place the climate emergency and our response at the heart of our 2022-2024 Company strategy “[Boldly Moving Forward](#)” and have established a central [Office of Global Climate Response & ESG](#). Refer to [Section 2.1](#) for a description of the role of the Office of Global Climate Response & ESG. Our [Climate Action Plan](#) includes the headline commitments:

- Ensure every project becomes a climate response opportunity
- Achieve net-zero greenhouse gas emissions across the value chain by 2040
- Maintain carbon neutrality and 100% low-carbon electricity for our operations

Our [Climate Action Plan](#) also includes commitments relative to climate justice, climate risk, nature and biodiversity, and includes information and guidance on how our employees can take impactful climate action. We are committed to ensuring our entire workforce is aware of the risks and opportunities related to climate change so that, along with our clients, we continue to mitigate risks from climate change, facilitate the transition to a low-carbon future and adapt our business to be more resilient and to thrive.

### 2.17.1.1 Employee Engagement

We know that every employee must take responsibility for driving positive sustainability and climate action, regardless of their role. We are building a Jacobs where our entire workforce considers sustainability a core value, and every employee is empowered to contribute meaningfully toward climate action.

We offer the [Climate Solutions Accelerator](#) course to our global workforce, aligned with the Company's learning culture to build future skills in climate response. The Climate Solutions Accelerator course resulted from collaboration between the [Royal Scottish Geographical Society](#), University of Edinburgh, University of Stirling and the Institute of Directors Scotland and provides a quick, simple and rounded introduction to the fundamentals of climate change and helps employees develop the critical sustainability skills and solutions needed for our continually evolving world. The course is also offered externally to clients.

In FY23, as part of Jacobs' Quarterly Business Reviews, each OS was required to report on the percentage of employees who have completed the Climate Solutions Accelerator course, in addition to a host of other ESG metrics. Since inception of the course in July 2021, nearly 1,700 employees have taken the course, and the course is also offered externally to clients.<sup>2</sup>

In FY23 we officially launched Living Our Values, a series of mandatory annual employee compliance trainings organized around Jacobs' four core values: We do things right. We aim higher. We live inclusion. We challenge the accepted. For more information on this training see [Subsection 3.9.2](#).

Part of the "We challenge the accepted" module helps employees understand the interconnected challenges we face through the environmental, social and economic impacts of climate change and how to apply a sustainability and resilience lens to decision-making. It also challenges employees to think about the roles we can all play, both personally and professionally, to avoid harm and create positive impacts in alignment with the U.N. SDGs, while navigating the impacts of climate change and other global disruptions

For more information on our employee engagement activities, see [PlanBeyond 2.0](#) and our [Climate Action Plan](#).

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<sup>2</sup> Previous versions of this report included an incorrect total number of employees who have taken the course due to multiple formats of course offerings that led to several duplicate completions. The number has been updated to accurately reflect the total number of participants who have taken the course.

## 2.17.2 Climate Risk and the Task Force on Climate-related Financial Disclosures

Climate risk and resilience pose an urgent and important risk factor for us and our clients, and our investors have confirmed their increased focus on the recommendations of the TCFD. As a supporter of these recommendations, we have made four commitments in our [Climate Action Plan](#), that we continue to meet:

1. Integrate climate risk analysis into Company strategy and planning.
2. Deploy climate risk technology on all pursuits and projects where climate risk is considered material.
3. Support our clients and suppliers to undertake their own climate risk assessments, in line with the TCFD recommendations.
4. By 2025, integrate climate risk and adaptation considerations into each of our market sector strategies.

For more information on our climate change strategy, including our approach, risk and opportunity findings and next steps, see Climate Risk Assessments on our [Jacobs Investor Relations ESG microsite](#).

We have conducted specific climate change risk and opportunities assessments in line with TCFD recommendations since 2020 (see [Subsection 2.15.2](#)). Our assessments have explored climate -related risks and opportunities to which we are exposed through our operations and the projects and programs we deliver globally.

The approach to the assessments conformed with the international standard on risk management, ISO 31000:2018 Risk Management Guidelines and followed methods that are used by our climate risk specialists in our work with our clients.

- **Scope and context:** The assessments focused on projects across the main market segments of our P&PS LoB. These were from five of our major geographies: Australia, Canada, India, U.K. and the U.S. The risk framework was specially developed for the assessments. It enabled risk to be assessed with respect to a range of objectives, including health and safety, client relationships, regulatory compliance, reputation and service delivery.
- **Scenario analysis:** Recognized and described risks that may prevent Jacobs and our clients from achieving our objectives under our 1.5°C and 4°C scenarios – (Representative Concentration Pathway [RCP] 2.6 and 8.5, respectively).
- **Risk analysis:** The characteristics of the risks were established, including their potential impacts, consequences and the likelihood of the climate-related events that cause these. Controls that were applied to reduce the climate risks, including those accounting for the effects of projected climate change, were captured and risks and opportunities were assessed with these in place.
- **Risk evaluation:** The combination of likelihood and most severe consequence were used to assess risk severity.

Specific goals of the assessments to date have included:

- Piloting a collaborative approach to applying scientific and strategic insights into climate change and the low-carbon transition to understand key risks and opportunities for our clients and their implications for our own business.
- Developing a proof of concept that can be repeated across other markets.
- Integrating our innovative



- and solutions-oriented thought leadership with an adaptive planning approach to define sector-based management challenges that are unique to our clients, communities and our environment in regions across the world.
- Developing a refined TCFD assessment that:
  - Serves as a global example of best practice for understanding and managing climate risks and standardizing climate disclosures across our sectors
  - Strengthens our ability to support our global clients with understanding the complexities and importance of climate disclosures
  - Guides development of TCFD assessment across all Jacobs' markets
- Applying lessons learned over time to a sector-based approach to ongoing risks and opportunities assessment.

See our [historic Climate Risk Assessment Reports](#) for further details on each successive evaluation; see [Subsection 2.17.1](#) for additional details on broader climate risk assessment.

Jacobs is undertaking a double materiality assessment in accordance with the EU's European Sustainability Reporting Standards (ESRS) (see [Subsection 4.9.1](#)). The outcomes from this assessment likely will, in time, inform and exist in complement with the Company's climate risk assessment process and outcomes.

## 2.18 Carbon Pricing

Carbon pricing is a way of recognizing that carbon emissions create a cost to society (for example, in the form of climate change and air pollution), providing a financial incentive for businesses to transition to a low-carbon future.

Governments implement carbon pricing through carbon taxes or regulatory schemes such as emissions trading systems, and an increasing number of businesses are adopting an internal carbon price to acknowledge the cost of carbon to society and help guide decision-making and investment.

On January 1, 2022, we introduced an internal carbon price of \$50 USD per metric tonne of CO<sub>2e</sub> applied to non-billable business travel at Jacobs. The carbon cost is charged to the applicable BU and is intended to influence sustainable decision-making around travel and help reduce our carbon footprint (see ). A proprietary travel booking tool provides estimated carbon emissions and price for employee-planned travel to influence travel behaviors.

The funds generated by carbon pricing are directed into a Carbon Reduction Fund administered by the Office of Global Climate Response & ESG, and recommendations for investment are reviewed by the PlanBeyond Executive Steering Committee (see [Section 4.11](#) ). Funds will be used to invest in initiatives, technologies and projects at the local, regional and global levels that address the climate emergency, reduce GHG emissions and enable Jacobs to reduce its carbon emissions.

## 2.19 Low-Carbon Transition Plan, Products and Services

Since the release of our inaugural Climate Action Plan on the 50<sup>th</sup> Anniversary of Earth Day in 2020, we are proud of our progress and achievements, including:

- We are the first consultancy and one of the world's first companies with a net-zero target approved by SBTi.



- As detailed herein, we reduced our market-based carbon emissions by 50% between FY19 and FY23, including Scope 1, Scope 2 and Scope 3 (Business Travel, Employee Commuting, Upstream Fuel, Purchased Goods and Services, and Investments).
- We procure the equivalent of 100% low-carbon electricity for our operations.
- We are a carbon neutral organization for our operations and business travel.

We also recognize that much more must be done across our industry and our clients' industries. Our latest [Climate Action Plan](#) lays out our next phase of climate mitigation and adaptation commitments, which build on the progress we have made.

We are committed to continue driving the rapid decarbonization of our operations and value chain, while also accelerating the essential shift to a low-carbon economy through the solutions we deliver to clients every day, worldwide.

In parallel, we continue to improve our and our clients' business resilience by embedding adaptive measures across all our end markets, considering climate risks and opportunities in alignment with the TCFD.

Our Low-Carbon Transition Plan (LCTP) is summarized in the following paragraphs with links to relevant detail. It includes our strategy for delivering this transition as well as the measures, KPIs and levels of accountability integrated into our business to drive success. We continue to evolve and adapt as new frameworks become available and are working on developing a comprehensive climate transition plan in line with emerging frameworks.

### 2.19.1 Low-Carbon Transition Plan – Governance

- Our [Office of Global Climate Response & ESG](#) leads on delivering our climate commitments for our business and clients, including oversight of our climate-related disclosures.
- Our [PlanBeyond](#) Executive Steering Committee is the governance body with oversight for climate risk and the delivery of our [Climate Action Plan](#). This committee includes all members of the Executive Leadership Team, plus our SVP for Global Climate Response & ESG and ERM, Head of Investor Relations and SVP, General Counsel and Corporate Secretary. Climate-related risks and opportunities and ESG are integrated into our ERM processes.
- Regular updates are reported to the Board of Directors by our Office of Global Climate Response & ESG. We established a dedicated Board ESG & Risk Committee in April 2021; the committee [charter](#) provides an overview of the group's purpose and responsibilities. In coordination with the ESG & Risk Committee, our Board Audit Committee reviews internal controls and processes related to material public disclosures related to sustainability/ESG and any related third-party assurance or verification. Please see [Section 4.11](#) for additional details on ESG Governance.

### 2.19.2 Low-Carbon Transition Plan – Scenario Analysis

To confirm we are fully considering physical and transitional risks and opportunities from climate change, we have applied two types of scenario analysis in our [Climate Risk Assessments](#). Our first approach is based on scenarios derived from the U.N. Framework Convention on Climate Change and the IPCC. We have considered risks and opportunities associated with:

- Successful implementation of the Paris Agreement on climate change to limit global temperature change during this century to 1.5°C above pre-industrial levels.
- Continued high growth in GHG emissions leading to average global warming of around 4°C by 2100. This scenario broadly coincides with the IPCC's RCP8.5 scenario (from its Fifth Assessment Report, AR5).

To further explore potential transitional risks from climate change, we have adopted the Network of Central Banks and Supervisors for Greening the Financial System ([NGFS](#)) climate scenarios framework. The NGFS framework provides a set of harmonized transition pathways, and, unlike other climate models, it includes metrics that are key to understanding the prolonged and chronic impacts of climate change on regions and on Gross Domestic Product.

For our [climate risk assessments](#), we consider two of the four scenarios, Orderly and Disorderly:

- The Orderly scenario assumes climate policies are introduced early and become gradually more stringent. Our first scenario anticipated net-zero GHG emissions being achieved by 2050 and global warming being limited to 1.5°C. As highlighted by the IPCC in AR6, this expression of the orderly scenario would require a rapid low-carbon transition (that is, commencing immediately).
- The Disorderly scenario assumes effective climate policies are not introduced globally until after 2030. Because actions are taken relatively late and limited by available technologies (including limited assistance of CO<sub>2</sub> recovery), emissions reductions post-2030 need to be sharper than in the Orderly scenario to limit warming. The delayed transition almost certainly leads to greater warming (and hence physical risk) than a rapid and orderly scenario, but with lower early transition risk.

Our IPCC and NGFS scenario analysis outcomes can be found in our Climate Risk Assessments located on our [Jacobs Investor Relations ESG microsite](#).

### 2.19.3 Low-Carbon Transition Plan – Financial Planning and Analysis

We evaluate our project outcomes and estimate our revenue in alignment with the U.N. SDGs and 169 underlying targets (see [Section 1.6](#)). Our project classification system is founded on a three-tiered hierarchical taxonomy, providing a consistent framework for evaluation over time.

We disclosed the results of our FY21 revenue assessment in alignment with the U.N. SDGs, with the results broken down by sector and disclosed in our March 2022 Company strategy [presentation](#). The project classification system underwent refinement in FY22 to increase data confidence and facilitating ongoing improvements for future reporting. The ESG-aligned revenue assessment for FY23 is provided in [Section 1.6](#). For details on how our climate-related risks and opportunities may impact our Company's business model, strategy and outlook, see our Climate Risk Assessments on our [Jacobs Investor Relations ESG microsite](#).

### 2.19.4 Low-Carbon Transition Plan – Value Chain Engagement and Initiatives

#### 2.19.4.1 Low-Carbon Transition Plan – Supply Chain Engagement

Since January 2021, and during FY23, we have committed to CDP as a supply chain member to engage our suppliers, pinpoint risks and identify opportunities to support our suppliers in reducing carbon emissions and strengthening their climate resiliency.

Since 2021 Jacobs has been working with CDP Supply Chain to run an engagement campaign to educate our suppliers about climate change and as a springboard to further engage with and support members of our supply chain in their carbon management journeys through emails, webinars and provision of resources.

We were recognized on CDP's [Supplier Engagement Leaderboard](#) in 2021 and 2022 for engaging our suppliers on climate change and "playing a crucial role in the transition towards the net-zero sustainable economy" (2023 results were pending at the time of this document's publishing). For more details on our supply chain management, refer to [Section 4.2](#) of this report.

As part of our [SBTi approved targets](#), Jacobs has committed that 65% of our suppliers by spend covering purchased goods and services, will have science-based targets by 2025.

Jacobs operates in 40+ countries and works with almost 20,000 suppliers globally. More than 75% of our total suppliers are selected by or on behalf of our clients and the expense is paid for by the client. Therefore, our engagement campaign and SBTi target focuses on our “indirect” suppliers (who serve Jacobs’ business operations versus our clients’ project activities), where we have ability to influence and control over purchasing decisions.

The numbers reported represent the fraction of total indirect spend. The fraction of indirect suppliers engaged by this campaign are 5.6% by number and 83.8% by spend. We received a response rate of 67% by spend (this is 68% by number of the total suppliers we engaged - requested disclosures from). We are looking at expanding our supplier engagement activities across our entire supply chain including both direct and indirect spend over the next several years.

Our current measures of success include:

- Continuing to engage more than 80% of indirect suppliers by spend in FY24.
- Continuing to increase the number of suppliers and percentage by spend that respond to CDP or alternate forms of supplier climate change questions from 29% by spend in FY20, to 35% in FY21, to 49% in FY22, and to 68% in FY23 with goals to achieve 70% by the end of FY24, and 75% by the end of FY25.
- Increasing the number of suppliers and percentage by spend that set science-based targets from 9% by spend in FY20, to 27% in FY21, to 29% in FY22, to 35% in FY23 with goals to achieve 55% by the end of FY24, and 65% by the end of FY25.
- Achieving reductions of Scope 3 emissions for purchased goods and services of 30 to 40% by the end of FY30 from a FY19 base year (this is an estimated milestone based on achieving our target of 65% of our suppliers by spend setting science-based targets and achieving 50% reduction of their emissions by the end of FY30).

We have found that almost 35% of our engaged suppliers by spend have set near-term science-based targets in FY23 (up from 29% in FY22, 27% in FY21, and from 9% in FY20) with another 20% committed to set targets within the next two years. We have also started tracking the number of our engaged suppliers by spend with approved science-based net-zero targets and have found that 2% have approved targets and 31% have committed to setting net-zero targets as of the end of our FY23.

To deliver on our commitment of 65% of suppliers by spend setting a science-based target by the end of FY25, we expect to maintain or accelerate this rate of increase in supplier target-setting annually. We intend to support our existing and new suppliers in their own decarbonization and net-zero journeys to make a lasting impact on our supply chain emissions.

In FY22, we updated our Supplier Code of Conduct to ensure project delivery, reduce supply chain and performance risk, and serve as a conduit in building strategic relationships with our suppliers. These updates were made to help drive savings and meet our key initiatives, including sustainability, human rights and diversity. We periodically update our supplier pre-qualification requirements and supplier contract documents to support emerging trends and requirements in sustainability, human rights, and diversity (see [Section 4.2](#) for further details).

## 2.19.4.2 Low-Carbon Transition Plan – Products and Services

We consider our low-carbon "product" as the range of solutions we provide that support the low-carbon transition across our end markets (that is, spanning digital products to professional services, or a combination of both). We have hundreds of SMEs providing low-carbon related services, and thousands of practitioners across our water, environment and energy markets who support other low-carbon and sustainability projects, including ESG advisory, sustainability strategy, emissions accounting, climate risk, climate resilience and transition planning.

We partner with a range of government agencies, municipalities, private sector companies and leading environmental organizations to deliver resource management, sustainability services and proven industry expertise on infrastructure initiatives around the globe. Our teams are actively working on finding financially feasible options for our clients to reduce the embedded and operational carbon footprints of buildings, roads, water systems and other infrastructure through greener building materials, reduced quantities of materials and designs that maximize energy efficiency and minimize waste.

We estimate that our FY23 ESG-aligned revenue was approximately \$9.8 billion USD ([Section 1.6](#)). This is a broader definition than just our low-carbon related solutions and includes work across the following markets: clean and affordable energy, air quality, environmental management, environmental planning for transportation, public and mass transit, water resource management, supply and treatment, environmental science, wastewater treatment, sustainable buildings and cities, hazardous waste and nuclear waste remediation.

Our Global Sustainability and Climate Action Practice focuses on key service areas that enable our clients to envision and achieve the most ambitious sustainability and climate action goals. These services include ESG and climate risk mapping and strategy creation, sustainable performance improvement, carbon management and reporting, net-zero facility, campus, and city design; utility scale renewable energy; distributed renewable energy; energy storage integration; and corporate decarbonization.

We help our clients establish their baselines and create strategies to achieve their goals, ultimately improving performance while also saving costs and resources. Additionally, our Solutions and Technology experts have indirect influence to incorporate low-carbon products and solutions into consulting and capital projects worldwide, especially in municipal water, transportation, advanced manufacturing, corporate real estate, facilities and waste systems.

Climate response is foundational to our 2022–2024 Company strategy "[Boldly Moving Forward](#)," and we continue to invest in building an agile, digitally-enabled workforce to combat the climate crisis, delivering end-to-end solutions that we co-create with our clients.

Our Operations and Maintenance staff are continually seeking ways to reduce energy use and process GHG emissions as we provide operational management of water and wastewater, utility and other systems for clients such as local governments and defense agencies. For example, our partnership with [Palantir](#) enables us to aggregate and analyze plant data to manage and optimize water and wastewater treatment plant operations and maintenance, aimed at reducing costs and improving plant performance.

Our Environmental Solutions team is working with many clients on cutting-edge technology for contaminated site remediation and integrated waste management. Experts in our climate risk and resiliency practice support clients in managing the impacts of climate change, which includes the broad use of natural infrastructure solutions to build carbon sinks as engineered solutions for flood protection.

We know resilience is an attribute of a smarter planet and requires planning and adapting ahead of potential threats like hurricanes, crumbling bridges and global pandemics. We help our clients survive, recover, adapt and thrive through change, no matter what adversities they experience.

We routinely advise clients on energy transition and energy efficiency opportunities, including conducting energy audits, and on securing low-carbon power supplies and developing onsite renewable generation. Our teams are also actively working to help build green economies throughout the globe, including focus on new hydrogen production technologies and connecting those producers with green energy suppliers and end users for the avoidance of carbon-based fuels. We also enhance climate action and protect nature and biodiversity in our services by promoting green infrastructure solutions and through our strategic partnership with Biomimicry 3.8, providing “Project Positive” regenerative design solutions for clients (see for further details).

Our efforts to provide low-carbon products and design services to our clients was recognized as Jacobs was recently awarded PAS 2080:2023 [verification](#) in the U.K. PAS2080 is the world’s first specification for the management of whole life carbon emissions for buildings and infrastructure. While it was created in 2016, the standard was [updated in April 2023](#) to reflect current best practice in carbon management approaches and the global move to limit global warming to 1.5°C. Our verification was awarded by LRQA, a leading global assurance provider, and is the culmination of over 18 months of implementing whole life carbon management across our project delivery.

The framework is currently a Publicly Available Specification, but British Standards Institution has stated their intention is to make this an international standard by 2025.

For specific project examples demonstrating our range of low-carbon products and services, see our [2023 Integrated Annual Report](#) and our [December 2023 ESG Investor Presentation](#).

To support our clients in achieving their sustainability objectives, we have also developed a number of sustainability-focused digital products, including:

- [Evolve](#), our tool for breaking down the global themes and issues captured in the U.N. SDGs into more practical, tangible and measurable project- and program-level commitments that help educate and inspire our teams to deliver U.N. SDG-focused actions.
- [Climate Risk Manager<sup>SM</sup>](#), a cloud-based platform that brings together global climate data and location intelligence, giving users visual risk assessments, so they can make faster and more accurate decisions on where to invest limited resources and guard against climate risks.
- Value Plus, an internal online platform that enables us to record, quantify and report the value-adding activities we deliver to our clients. Savings can be recorded in terms of financial costs, carbon emissions, energy consumption, waste avoidance, green building certification and community and social benefits.

### 2.19.4.3 Low-Carbon Transition Plan – Direct Operations

Our direct Scope 1 emissions relate to our vehicle use and energy consumption for those offices over which we have direct control. Our indirect Scope 2 emissions comprise emissions associated with electricity and heating purchased by Jacobs for leased offices. Refer to our [Climate Action Plan](#) and [Section 2.4](#), [Section 2.5](#) and [Section 2.10](#) for detail on our ongoing Scope 1 and Scope 2 energy and emissions reduction activities.

#### **2.19.4.4 Low-Carbon Transition Plan – Policy Engagement**

In alignment with our climate ambitions and strategy, we engage with a range of government, non-profit, industry group and multi-stakeholder organizations to accelerate climate response, including those at the local, national and international levels. Examples include our strategic partnership with the U.S. EPA Green Power Partnership, Clean Energy Buyers Alliance, The Climate Pledge, U.K. Pledge to Net-Zero initiative, Business in the Community Net-Zero Taskforce and U.N. Global Compact.

We are also a supporter of the U.N. Race to Zero campaign and the Business Ambition for 1.5°C commitment. We make efforts to align our policy engagement with the goals of the Paris Agreement to confirm we are on a net-zero trajectory, while also encouraging and partnering with others to achieve a net-zero future.

#### **2.19.4.5 Low-Carbon Transition Plan – Risks and Opportunities**

Refer to Climate Risk Assessments on our [Jacobs Investor Relations ESG microsite](#) for details about our risks and opportunities related to climate change and the low-carbon transition, including information on business planning and strategies to minimize risk and maximize opportunity.

#### **2.19.4.6 Low-Carbon Transition Plan – Targets**

We have approved near- and long-term science-based emissions reduction targets with the SBTi. Please refer to [Subsection 2.3](#) for more detail.

#### **2.19.4.7 Low-Carbon Transition Plan – Scope 1, 2 and 3 Accounting with Verification**

Our GHG verification statements covering Scope 1, 2 and 3 emissions can be found on our [Jacobs Investor Relations ESG microsite](#).

### **2.20 Environmental Impact in Project Design and Delivery**

We prioritize and embed environmental considerations into the way we deliver projects and solutions through a variety of tools, platforms and processes. Our integrated Business Management System (BMS) establishes the “one Jacobs way” to drive consistency and efficiency in internal operations, sales and project delivery.

Through our HSE process in the BMS, we implement an environmental management system integrated in our HSEMS, described in [Section 3.12](#), that conforms to ISO 14001 and is integral to delivery of all project phases, including siting, design, construction and operation. Our sustainability process within the BMS was developed to provide rigor and drive progress by embedding sustainability into our end-to-end project delivery process; it includes global policies, procedures and resources to equip our people to achieve positive environmental and social impact across our range of client solutions.

At the onset of project pursuits, we use a Client Success Platform to tag business opportunities that align with the U.N. SDGs. This is achieved by classifying each pursuit and, ultimately, each revenue-generating project using Jacobs’ Enterprise Market Taxonomy, which enables assessment of different types of work scopes against the U.N. SDGs at the Targets level. We evaluate environmental risks in our project opportunity go/no-go decision-making process and are enhancing it to include broader ESG risks.

Once we are engaged to deliver a project, environmental aspects and potential impacts are further identified, categorized and prioritized via our environmental risk assessment process and documented in our proprietary Risk Assessment and Mitigation Plan (RAMP) tool.

Potential environmental risks may include, but are not limited to, ecological impacts, biodiversity impacts, emissions to air, discharges to water, slope disturbance, soil disturbance and erosion, stormwater management, waste management, natural resource consumption and hazardous chemical usage. Societal risks can also be logged into the risk register tool, including, but not limited to, environmental justice issues, equity and affordability.

This process is global, and adjustments are made to address requirements specific to BU, regional and project differences. As a priority on our delivery of major projects and programs, the inclusion of climate and natural hazard and resilience risk assessments, as well as adaptation, mitigation and decarbonization planning is recommended.

After the project environmental assessment is conducted, significant impacts are addressed in an Environmental Plan (typically integrated into the project HSE Plan), which is a Jacobs requirement for all field projects. The Environmental Plan addresses all adverse environmental impacts identified during the assessment.

The Environmental Plan sets environmental objectives and targets for the project, which are monitored, reported and reviewed periodically, depending on the project duration. Legal requirements, including national, state, local and project-specific permit conditions, establish minimum project expectations in the Environmental Plan. Execution of the plan is periodically audited as described in [Section 3.12](#).

Sustainability and Resilience plans are also required as part of the project execution planning stage. The project team is required to set specific goals and assign a Sustainability Lead to monitor performance and influence sustainable decision-making throughout the project delivery. Our Evolve tool provides the ability for project teams to evaluate project scope and provide recommendations on specific KPIs to track and measure progress aligned with the U.N. SDGs.

To further propel the integration of environmental considerations in project delivery, sustainability leads embedded within the ESG Report Operating Segments help educate, spread awareness and drive adoption of the sustainability requirements within the BMS and [PlanBeyond 2.0](#) Sustainable Business Objectives (SBOs) across our global project portfolio.



## 3. Social

### 3.1 Introduction

At Jacobs we put people at the heart of our business. We have a strong focus on inclusion, with a diverse talent force of approximately 60,000 people around the globe. We embrace differing perspectives, collaborating to make a positive impact across the communities in which we live, work and play. We invest in our people, prioritizing initiatives to help them develop their capabilities and careers, improve wellbeing and increase flexibility and creativity. And we make decisions guided by our values: We do things right. We challenge the accepted. We aim higher. We live inclusion.

### 3.2 Employee Engagement

We are committed to fostering a culture in which our people feel celebrated, supported and heard, empowering them to deliver extraordinary solutions to solve our clients' biggest challenges. We understand that culture is a key component of an employee's decision to remain and stay engaged with an organization, and we have made investing in our culture a priority. We endeavor to continuously evaluate and build upon our employees' understanding of and commitment to our values, culture, strategy and brand through various mechanisms, including global surveys. This work ensures we have a workforce who will deliver excellence to our clients.

#### 3.2.1 Culture Survey – Methodology

In FY22, our people took the time to share honest, unfiltered feedback in our confidential Culture Pulse Survey. Building on the cultural baseline established by FY21's comprehensive Culture Survey, the FY22 Culture Pulse Survey began our journey towards tailored, more frequent listening efforts to measure our progress on various topics around cultural, inclusion and engagement. The survey was sent to all Jacobs employees, and we obtained a participation rate of 25% of our global workforce, representing all ESG Report Operating Segments, corporate functions and regions of operation. The response rate was statistically significant, and the results of the survey and future surveys will continue to inform our actions and decisions going forward. In FY23, we conducted our second Culture Pulse Survey for our global workforce, this time attaining a response rate of 32%, which is an improvement over the previous Pulse Survey. We will continue in this format of conducting multiple, short Culture Pulse Surveys throughout each year focusing on relevant topics based on business needs while continuing to reference our initial survey as a benchmark.

In our FY23 survey, we measured employee engagement across two pillars (Job Engagement and Organizational Engagement) and six questions that were aligned to our survey provider's engagement methodology.

**Job Engagement** – Measure of one's effort given, enthusiasm toward, and sense of accomplishment gained from their job.

1. I try my hardest to perform well on my job.
2. My work gives me a feeling of personal accomplishment.
3. I am enthusiastic about my job.



**Organizational Engagement** – Measure of one’s organizational pride, sense of feeling valued, and likelihood to recommend Jacobs to others.

1. I would recommend Jacobs as a great place to work.
2. I am proud to work for Jacobs.
3. I feel valued by Jacobs.

Active engagement was defined as when an employee agreed or strongly agreed on all six engagement questions. Additionally, the FY23 survey assessed five key themes that were representative of Jacobs’ culture and employee engagement. The topics were as follows: inclusion, learning, teams, hybrid working and trust.

### 3.2.2 Culture Survey – Key Findings

The results of our FY23 Culture Pulse Survey were very positive, with the majority of respondents indicating that they are proud to work for Jacobs, comfortable being themselves at work, and are being treated equitably and fairly.

As summarized in Table 15, our FY23 Culture Pulse Survey results shows that 59% of Jacobs employees are “actively engaged.” This score received in FY23 indicates that at Jacobs there is a “High Level of Engagement.” This assessment is based upon the Engagement Thresholds set by our survey partner [Medallia](#), a global employee experience provider that has created the methodology to consistently measure engagement across multiple global companies.

For each survey, we perform a dynamic and cross-Sectional analysis of our results to understand trends and correlations between employees’ age, Company tenure, diversity status, BU, region and other categories. We also compare these demographics to their self-reported sentiment toward learning and development opportunities, team cohesion, alignment with Company values, inclusion and beyond, all which factor into our ability to retain talent.

The results of this analysis revealed that many of our people feel comfortable being their unique self at work and that they can succeed regardless of background. In addition, our employees have trust in their colleagues and leaders, and can thrive in a hybrid work environment due to increased flexibility and autonomy.

While these takeaways are positive, we have identified core areas of our culture that have room for improvement, such as increasing employee value and engagement as tenure increases and continuing to increase transparency for career growth opportunities. The results of the survey reinforce that performance and the impact it has on their role and opportunities is critical to our employees.

Additionally, an important element of our employees’ learning opportunities is staying ahead of market trends and best practices. Employees are also seeking further clarity on the advancement process. Finally, the organization can use agile teams more effectively to address new challenges and needs as they arise quickly and expeditiously.

### 3.2.3 Culture Survey – Action Planning and Next Steps

To address the improvement opportunities identified from our FY23 Culture Pulse Survey (specified above), we aligned several key actions to dig deeper into each topic and drive change accordingly. We facilitated global focus groups with employees to understand their sentiment more deeply in the improvement opportunities from the survey data. We have assembled a cross-region “Solutions Team” to

further analyze and implement the input from each of the focus groups across our career resources, processes and initiatives currently in place.

We have also worked to identify knowledge gaps, improve technology efficiencies, address communication and career advancement opportunities and other barriers that needed to be addressed to drive the improvement opportunities.

More specifically, based on the results from our FY22 Internal Culture Pulse Survey, in FY23 our Solutions Team worked to identify initiatives to improve employees' perception of career advancement criteria and opportunities. The initiatives implemented included the launch of new internal resources for employees to provide clarity and consistency in Jacobs' career advancement process; implementation of a second bi-annual career conversation to increase the cadence of career opportunity conversations between employees and their managers; refreshed internal recruitment guidelines and a new internal website to enhance transparency of the career advancement process; integration of lessons learned into the succession planning process; enhanced career planning functionality within Jacobs' internal e3 career platform; and improved reporting around advancement from Jacobs' internal Talent Intelligence reports. To further foster transparency across the organization and showcase how employees' collective voice is shaping the future of Jacobs' culture, we shared the survey results and follow-up action plans with all employees via channels such as global townhalls, email communications and targeted briefings from team leaders and HR partners. All employees also had access to a dashboard so they could personally review results.

To continually evaluate progress in these improvement opportunities areas and identify new avenues for growth, we will continue to conduct smaller, periodic pulse surveys. We will analyze these results to measure progress and inform decision-making to continue enhancing culture and employee engagement. To drive strong performance and continued emphasis on our inclusion efforts, we introduced a component to our Leadership Performance Plan, our short-term cash incentive program, to measure our progress aligned to specific culture survey question results focused on our employees' sense of inclusion. See "Compensation Discussion and Analysis" in our [2024 Proxy Statement](#) for more information.

**Table 16. Employee Engagement**

Metric	FY19 (Brand Survey)	FY21 (Culture Survey)	FY22 (Pulse Survey)	FY23 (Pulse Survey)
<b>Employee engagement</b> (% of actively engaged employees)	40	62	64	59
<b>Data coverage</b> (% of total employees provided with survey)	100	100	100	100
<b>Response rate</b> (% of total employees who responded to survey)	15	50	25	32

### 3.3 Inclusion and Diversity – Strategy

#### 3.3.1 TogetherBeyond: Our Culture of Belonging

At Jacobs, we want people to feel included, that they belong, and that there is no limit to who they can be and what we can achieve together. Inclusion is about tangible action that drives meaningful, measurable change, both in our Company and in the communities we serve. It means creating a workplace where our differences are harnessed to bring to life the innovative, extraordinary solutions that our clients demand from us. This results in

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an environment where employees want to stay and contribute to the innovation required to deliver solutions to our clients.

It means creating a culture of belonging where everyone can thrive — a culture that we call TogetherBeyond<sup>SM</sup>. This culture is integral to our Company strategy which recognizes that by valuing our people and their unique perspectives, we unleash empowerment, innovation and inspiration.





We want the diversity of our people to reflect the communities in which we live and work so that we bring relevant experience and thinking to our project teams. Through TogetherBeyond, we tackle topics that are important to our employees such as equality, conscious inclusion and allyship: each new hire must complete learning modules around conscious inclusion, advocate and ally training, and discussions around inclusion and belonging and the value of broadly diverse teams run as a common thread throughout all our Company communications.

These topics are brought to life in the regular authentic and courageous conversations that our Jacobs Employee Networks (JENs) engage in on a regular basis. With a unique network membership of over 19,000 people in our eight JENs with over 58,000 memberships in our various Communities of Practice, our people play an essential role in recruitment and retention, as well as bringing the brightest and most diverse minds of the future into our industries through our science, technology, engineering, arts and math (STEAM) outreach programs.





In FY22, we established the Culture and People Advisory Council which is led by our Chief People and Inclusion Officer and includes a group of 26 employees from different backgrounds from across the business and around the world who come together to discuss, provide feedback, and offer up solutions to key talent-related ideas, initiatives, and issues currently present at Jacobs. The council meets approximately once a quarter, and the input shared during each session is used to inform important leadership decisions that shape our culture.

In FY23, we added mentor matching to our e3 online learning platform where over 6,500 employees opted to participate and hundreds of confirmed mentor and mentee relationships were engaged. While mentor matching is a comprehensive program that covers our entire employee base, there is a unique feature where employees are able to filter potential matches by JEN membership to identify mentors. Through this avenue, employees can find JEN members and leaders who understand the unique challenges of their journeys and provide insight and guidance for those looking to elevate their careers.

For more information on our JENs and their recent achievements, visit our [2023 Integrated Annual Report](#).

	Name	Description
	ACE Strength in our differences.	Providing information, resources, and networking opportunities regarding physical, mobility and cognitive disabilities to disabled staff and to staff who provide caregiving services.
	Careers Network Explore. Navigate. Inspire.	Empowering our employees across all career stages to maximize their potential and make Jacobs the industry leader and workplace of choice.
	Enlace Linking our Latino Community.	“Link” in Spanish – Leveraging the Company’s unique and vibrant Latino talent contributing to our Company’s growth profitable strategy, attracting and retaining Latinos, while fostering leadership, community involvement, diversity and cultural pride.
	Harambee	“Working together” in Swahili – Positively impacting the Black employee experience through recruitment, development, and retention of Black talent.

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	Name	Description
	Black. Engaged. Empowered.	
	OneWorld One planet, many cultures.	Providing an inclusive environment that actively nurtures and supports our diverse employees and clients across all ethnicities and cultures.
	Prism Bring your whole self to work.	Creating an environment where LGBTQIA+ employees feel able and empowered to bring their whole self to work.
	VetNet Supporting our armed forces communities.	Advocating for veterans and current military reserve members, including support for transitioning veterans.
	Women's Network Working together for gender inclusion.	Accelerating a cultural shift by empowering women and promoting gender equality.

Jacobs Women's Network (JWN) has a specific focus on gender inclusion and works closely with our TogetherBeyond team to create programs, learning, and visibility that drive and understanding of the importance of increasing female representation in leadership roles at the company.

Another program is our MARC (Men Advocating Real Change) Dialogue Teams, a progressive Learning Journey, created by Catalyst, to enable virtual teams to work together over a 10-month period to practice empathy skills, engage in dialogue across differences, and advance skills to support inclusion. Now in our second year of the program, we have seen it build understanding about promoting gender equality and partnerships and contributing to our 40:40:20 gender balance aspirational goals (40% male, 40% female and 20% any gender, including nonbinary).

In FY23, we expanded our existing 40:40:20 gender balance aspirational goal to include specific KPIs and SPTs related to gender balance in our SLB and Credit Facilities. As set forth in the SLB [Prospectus Supplement](#), the SLB include an SPT to achieve at least 40% representation of females, based on self-reported diversity data collected in good faith by or on behalf of the Company, in our VP and above positions (an internal job grade classification of 18 and above, or the equivalent if job titles or classifications change) as of the last business day of our fiscal year-end 2027. Further, our Credit Facilities include targets related to increasing women in senior leadership roles. Additional details on both the SLB and the Credit Facilities can be found in [Section 1.5](#). As of year-end FY23, 30.4% of senior leadership (VP and above) were female. See [Section 1.5](#) for a discussion regarding our usage of the terms female and women. See Table 17 below.

In FY23, we also introduced ethnicity aspirational goals for the U.K., backed up by a robust plan to ensure our workforce reflects the labor markets in the communities we serve. See our [2023 U.K. Gender and Ethnicity Pay Gap Report](#) for more information.

Our TogetherBeyond culture is further supported by the strength of tangible leadership commitment and accountability at all levels of our Company. We are committed to ensuring leaders confirm that broad-based diversity is reflected in their own teams.

Inclusive behaviors are also now a key formal component of all our leaders' performance and salary reviews, and all leaders at VP level and above are encouraged to mentor two or more junior members of staff, at least one of whom must have a different lived experience from themselves (for example, on the

basis of race, ethnicity, gender, gender identity, sex, sexual orientation, geography, disability or veteran status).

In addition, all people leaders are encouraged to have an inclusion and diversity goal as part of their annual goal setting process and all of our Leadership and Development training programs include specific topics dedicated to inclusion and diversity.

The Black LeadHERship program, implemented in FY23, has been designed and managed within our TogetherBeyond initiative in collaboration with Jacobs' Executive and Senior Leadership teams to increase the number of Black women in our leadership pipeline and improve the support and retention of talent across the organization contributing to our 40:40:20 aspirational goal. This program reinforces our commitment to achieving our gender balance SPT as part of our SLB and Credit Facilities.

Steve Demetriou, our Executive Chair, is a Global Ambassador for the Champions of Change Coalition, where Jacobs participates in industry-leading initiatives to advance gender equality and opportunities in corporations. The Coalition serves as a platform for companies to report out on gender equality progress, adhering to local and global leading frameworks. Some of the Coalition's efforts include promoting health and safety in the workplace, enhancing gender balance on boards, executive committees, and in line management, while also prioritizing recruitment, development and retention of diverse candidates. As part of the program, In FY23 Jacobs focused on integrating gender, as well as broader diversity and inclusion considerations into sales and project delivery workflows.

### 3.3.2 Global Action Plan for Advancing Justice and Equality

Our focus on creating equal opportunities within Jacobs continues to expand as we deliver on the commitments laid out in 2020's global [Action Plan for Advancing Justice and Equality](#). In alignment with TogetherBeyond, this plan sets actionable initiatives and measurable objectives to address embedded and systemic racial inequities across three pillars:

1. Amplify a culture of belonging.
2. Recruit, retain and advance Black employees based on merit.
3. Contribute to structural change in the broader society.

This third pillar includes a commitment to donate \$10 million from 2020 to 2025 in support of Black educational and professional development and scholarship opportunities. We have made strong progress delivering on this goal, including contributions designed to tangibly benefit the Black community and help create a new generation of Black talent through targeted STEAM programs.

Examples include:

- Continued partnership with [SEED LA's new campus](#) in South Los Angeles, proudly serving 400 at risk students from one of the city's most historically disadvantaged neighborhood and where over 70 students have enrolled and will make up the inaugural graduating class of 2026. In FY23, we completed our \$1 million commitment.
- Partnership with Historically Black College and University (HBCU) Drake State Community College through the Frontier Program where Jacobs provides scholarships and equipment for students to graduate and be a part of the NASA Moon to Mars Program where they use the three-dimensional printing skills learned in the program to create facilities on the moon for future space exploration.
- Creating an enduring relationship with North Carolina A&T, the nation's largest HBCU, which produces more African American Engineers than any other school in the country. Our partnership in 2022 included two advisory board positions (Graduate College and Cyber Security College Board positions);

Earth Day Panel Participation with support from Jacobs' Sustainability Network; Multiple Student Organization Sponsorships – (American Society of Civil Engineers, American Society of Mechanical Engineers, Institute of Electrical and Electronics Engineers, Carolinas Conference – Civil, Architectural and Environmental Engineering Department); quarterly engagements with College of Engineering Faculty & Staff; and engagement with Vice Chancellor for Division of Research and Economic Development.

- Partnership with the Cowrie Scholarship Foundation where Jacobs helps fund students in various Universities in the U.K. In FY23, fourteen new Cowrie Scholars on courses ranging from three to six years (Medicine at University of Manchester) entered the Scholarship Program and were fully supported by the funds generated from the Foundation.
- Committed to a three-year sponsorship with African Challenge Scotland, a voluntary organization in Scotland that helps build more successful integrated communities, relieves poverty, advances education, and promotes cultural and sporting links between the African and Scottish population. Through this sponsorship, Jacobs is providing opportunities to young people who may otherwise face exclusion, discrimination or lack of opportunity by teaching STEAM-related technical and modern-day workplace skills.

### 3.3.3 Attracting and Retaining Diverse Talent

In the past year, we have strengthened our commitment to developing and hiring diverse talent with industry-leading organizations such as the [National Society of Black Engineers](#) (NSBE), [Black Engineer of the Year Awards](#), [Society of Hispanic Professional Engineers](#) and [Women of Color in STEM](#).

We are a proud member of NSBE's Board of Corporate Affiliates at their top national support level. In addition, strong partnerships with the [Society of Women Engineers](#), [Disability:IN](#), and [Building Equality](#), the U.K. construction industry's leading lesbian, gay, bisexual, transgender, queer/questioning, intersex, asexual/aromantic/agender (LGBTQIA+) alliance, further support our retention and recruitment efforts of underrepresented talent. We also continue to work to recruit, develop and retain the best military and veteran talent, partnering with key organizations like SkillBridge and Hiring Our Heroes as well as local Transition Assistance Program offices around the country.

We are proud to have received the HIRE Vets Gold Medallion for Veteran Recruiting in 2022. For more information on Jacobs' inclusion and diversity policies, programs and achievements, see our [2023 Integrated Annual Report](#).

## 3.4 Inclusion and Diversity – Workforce Metrics

### 3.4.1 Workforce Composition by Employee Category

As of September 29, 2023, we had a workforce of approximately 60,000 people worldwide, including a contingent workforce of 2,900 people.

- Of our directly employed Jacobs' workforce, approximately 91.7% were full-time employees and approximately 8.3% were part-time employees.
- Of our full-time employees, approximately 97.7% were permanent<sup>3</sup> employees and 2.3% were temporary employees.

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<sup>3</sup> "Permanent" designation includes any assignment category that contains "regular" based on those that are hired as such are planned to be regular, ongoing employees. There is no contractual term or requirement of contract length in its definition.

- Of our Jacobs total workforce, approximately 85.4% were full-time permanent<sup>3</sup> employees, approximately 6.1% were part-time permanent<sup>1</sup> employees, approximately 3.8% were temporary employees and approximately 4.7% were contractors/contingent (not directly employed) worker.

Unless otherwise noted, the workforce data in the tables that follow are based on Jacobs' global, staff employee population. Note that gender in these tables, and this report, is represented by the male/female binary due to reporting requirements; however, Jacobs recognizes and supports our employees who identify with a gender outside of this binary.

**Table 17. Workforce Composition by Geography**

Region	FY21 (% of global workforce)	FY22 (% of global workforce)	FY23 (% of global workforce)
Americas	61	58	56
Europe (including U.K.)	23	24	25
Asia Pacific (including India)	13	15	15
Middle East and Africa	3	3	4

**Table 18. Gender Diversity by Management Level (Global)**

Representation of Women by Management Level	FY21 <sup>[d]</sup> (%)	FY22 <sup>[e]</sup> (%)	FY23 <sup>[e]</sup> (%)
Representation of Females in Executive Management <sup>[a]</sup>	33.3	31.6	37.1
Representation of Females in All Executives Positions (VP+) <sup>[b]</sup>	26.9	28.4	30.4
Representation of Females, All Other Employees (non-executive / below VP) <sup>[c]</sup>	29.7	30.5	30.9

<sup>[a]</sup> Executive management consists of CEO, EVP, SVP II and SVP I, global grades 20-23

<sup>[b]</sup> Executive positions (VP or higher) consist of global grades 18-23

<sup>[c]</sup> All other employees consist of employees below Vice President (non-executive), global grades 0-17

<sup>[d]</sup> Historical data from FY21 was revised to include the SVP I level.

<sup>[e]</sup> Data has been externally verified. See [Subsection 1.4.2](#). Data does not include contractors or contingent workforce.

**Table 19. Gender Diversity by Management Level and Job Type (Global)**

Indicator	FY21 (%)	FY22 (%)	FY23 (%)
<b>Female share of total workforce</b>	29.7	30.5	30.9
<b>Females in all management positions</b> As a % of total management workforce; includes junior, middle, senior management	23.7	25.0	25.5
<b>Females in junior management positions</b> As a % of total junior management positions; first level of management	27.5	29.8	29.7
<b>Females in top management positions</b> As a % of total top management positions; maximum two levels away from CEO <sup>[a]</sup>	33.3	31.6	36.8
<b>Females in management positions in revenue-generating functions</b> As a % of all such managers; excludes support functions such as HR, Information Technology, and Legal	21.2	22.1	23.0



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Indicator	FY21 (%)	FY22 (%)	FY23 (%)
<b>Females in STEM-related positions (estimated)</b> <sup>[b]</sup> As a % of total STEM positions	26.0	26.1	26.7

<sup>[a]</sup> Females in top management positions calculated based on employee levels: SVP I, SVP II, EVP and CEO. Historical data from FY21 was revised to include the SVP I level.

<sup>[b]</sup> The identification of STEM-related positions covers the jobs of 98.1% of employees.

**Table 20. Racial/Ethnic Diversity (United States Only)**

Employee Ethnic Group Description	FY21 % of U.S. Total	FY22 % of U.S. Total	FY23 % of U.S. Total
Asian	7.1	7.7	7.9
Black or African American	8.6	8.1	8.1
Hispanic or Latino	9.3	9.3	9.9
Two or More Races	2.3	2.7	2.8
Native Hawaiian/Other Pacific Islander	0.4	0.4	0.3
American Indian or Alaska Native	0.5	0.5	0.5
White	70.0	68.7	66.9
Unknown or Not Provided	1.8	2.6	3.6
<b>Grand Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

**Table 21. Racial/Ethnic Diversity (United Kingdom Only)**

Employee Ethnic Group Description	FY22 % of U.K. Total <sup>[a]</sup>	FY23 % of U.K. Total
Asian	5.6	5.8
Black	1.8	1.8
Minority Ethnic	2.6	2.6
White	72.0	69.8
Unknown or Not Provided	18.0	20.0
<b>Grand Total</b>	<b>100</b>	<b>100</b>

<sup>[a]</sup> No historical data included prior to FY22. U.K. Employee Ethnic Group Description not previously disclosed in prior years.

**Table 22. Racial/Ethnic Diversity by Management Level (United States Only)**

Management Level Percent Racially/Ethnically Diverse	FY21 (%)	FY22 (%)	FY23 (%)
Executive Management (CEO, EVP, SVP II, SVP I) <sup>[a]</sup>	31.3	39.4	35.5
All executives (VP+)	18.8	21.3	20.6
All other employees (non-executive and below VP)	28.1	28.7	29.6

<sup>[a]</sup> Executive Management calculated based on employee levels: SVP I, SVP II, EVP and CEO. Historical data from FY21 was revised to include SVP I.



**Table 23. Racial/Ethnic Diversity by Management Level (United Kingdom Only)**

Management Level Percent Racially/Ethnically Diverse	FY22 (%) <sup>[a]</sup>	FY23 (%)
Executive Management (CEO, EVP, SVP II, SVP I)	0.0	0.0
All executives (VP+)	2.5	0.0
All other employees (non-executive and below VP)	10.0	10.3

<sup>[a]</sup>No historical data included prior to FY22. U.K. Racial/Ethnic Diversity by Management Level not previously disclosed in prior years.

**Table 24. Diversity by Age Group (Global)**

Age Group	FY21 % of Total	FY22 % of Total	FY23 % of Total
Under 20	0.2	0.3	0.3
20–29	16.5	17.4	17.5
30–39	25.8	26.8	27.2
40–49	23.5	23.4	23.4
50–59	20.7	19.3	18.7
60 and above	13.2	12.9	12.9
<b>Grand Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

**Table 25. Average Employee Age by Gender (Global)**

Population	FY21 Average age	FY22 Average Age	FY23 Average Age
All employees	44	43	43
Female	42	41	41
Male	45	44	44

**Table 26. Distribution of Gender by Age Group (Global)**

Age Group	FY21 % of Total		FY22 % of Total		FY23 % of Total	
	Female	Male	Female	Male	Female	Male
Under 20	26.8	73.2	26.8	73.2	27.9	72.1
20–29	36.9	63.1	36.9	63.1	39.1	60.9
30–39	32.7	67.3	32.7	67.3	33.5	66.5
40–49	30.7	69.3	30.7	69.3	31.4	68.6
50–59	25.2	74.8	25.2	74.8	26.0	74.0
60 and above	20.1	79.9	20.1	79.9	20.9	79.1

### 3.4.2 People with Disabilities (United States Only)

In FY23, 2,340 (7.3%) of U.S. employees indicated “Yes, I have a disability (or previously had a disability)”. This metric includes all U.S. employees.

### 3.4.3 Veterans (United States Only)

In FY23, 4,239 (13.3%) of U.S. employees indicated that they are veterans. This metric includes all U.S. employees.

## 3.5 Pay Equity and Pay Gap

As part of our TogetherBeyond culture, we are working toward an aspirational goal of 40:40:20 balance globally (40% male, 40% female and 20% of any gender, including non-binary) (see [Subsection 3.3.1](#)). We focus on ensuring pay equity within the company, and we are also working to close the pay gap. We are actively fostering diversity through the ranks of our Company, which in turn will spur visionary thought leadership and problem-solving.

Reflecting our commitment to advancing gender equality, we were named one of the [2023 Times Top 50 Employers for Women in the U.K.](#), [Named on Forbes' The World's Top Female-Friendly Companies 2023](#), recognised as [Singapore's Best Employer for 2023](#), and [Poland's Great Place to Work for 2023](#).

### 3.5.1 Pay Equity

We are committed to ensuring our employees are compensated fairly and equitably based on the roles they perform. We strive for sustainable pay equity practices to bring employee salaries in line with similarly situated peers and align salaries to market. These practices set the foundation for our overall long-term strategy to attract and retain talent.

We conduct multiple pay equity and promotion reviews each year to support our efforts to compensate and promote our employees in proportion to their efforts. In addition, we have an external consultant review our program on a periodic basis and provide detailed results and recommendations. We are committed to maintaining long-term, proactive approaches to monitor and resolve potential pay inequities, including utilizing pay equity analysis tools, implementing a comprehensive global grading system, conducting manager training and engaging in continuous reviews throughout the year.

### 3.5.2 Pay Gap

We publish an annual [Gender and Ethnicity Pay Gap Report](#) covering our U.K. business and highlighting actions we are taking to advance equality across our workforce. In this report, we go beyond the statutory requirements by also disclosing our ethnicity pay gap results for our U.K. workforce. Our ethnicity pay gap measures the difference between average hourly pay rates for Black, Asian and Minority Ethnic employees compared to white colleagues' average earnings. In this report, we go beyond the statutory requirements by also disclosing our ethnicity pay gap results for our U.K. workforce. Our ethnicity pay gap measures the difference between average hourly pay rates for Black, Asian and Minority Ethnic employees compared to white colleagues' average earnings.

We also publish a separate annual gender pay gap analysis covering our business in Ireland.

In Australia, we submit an annual report to the Workplace Gender Equality Agency in accordance with the requirements of the *Workplace Gender Equality Act of 2012*. We also conduct Gender Pay Gap analysis in France according to statutory requirements.

For more detail on related activities and achievements, see our [2023 Integrated Annual Report](#); [2023 Gender and Ethnicity Pay Gap Report](#) for England, Wales and Scotland; [2023 Gender and Ethnicity Pay Gap Report](#) for Ireland; and [Section 3.3](#).

### 3.6 Collective Bargaining

In FY23, 1,416 of our employees were covered by collective bargaining agreements, representing approximately 2.4% of our total employee population (including staff and craft).<sup>4</sup>

We enjoy direct relationships with our employees and the flexibility to efficiently respond to the needs of our people and our clients. As noted in Jacobs' [Human Rights Policy](#), we recognize the freedom of workers to associate or not associate with a labor union, and to collectively bargain when represented by a legally recognized labor union, in accordance with relevant laws and regulations.

Jacobs' Labor Relations Policy further details our respect for the rights of our people to choose and make decisions regarding third-party representation, including our commitment to dealing in an honest, professional and ethical manner with employees represented by labor unions.

As part of our BMS, this policy and others are available to employees via our searchable JacobsConnect intranet platform. We post additional information regarding employees' rights in visible areas within Company facilities and work sites. If employees or other stakeholders have questions, concerns or grievances regarding their rights or Company policy, they may utilize our confidential [Jacobs Integrity Hotline](#), available 24 hours a day, 7 days a week, via which reports may be made anonymously where permitted by local applicable law.

### 3.7 Employee Wellbeing and Support Programs

At Jacobs, we believe in the collective power that comes from individual wellbeing — and we define it across four pillars: physical, financial, emotional and social. The culmination of these pillars promotes optimal wellness. These pillars are intertwined and dependent on one another, so we invest in each to promote our people's full wellbeing. Rooted in this holistic view, our [global wellbeing strategy and programs](#) are designed to support employees and their families.

We have significantly increased our focus on wellbeing, and to support this work created specific working teams as well as assigned dedicated wellbeing-focused resources. We also initiated a Mental Health Steering Committee to provide strategic direction on this aspect of wellbeing.

We evaluate our benefits and employee support programs on a regular basis, benchmarking against statutory requirements and market trends and listening to feedback from our employees through avenues such as our employee networks and engagement surveys.

We apply the results to inform policies, programs and partnerships to support our people worldwide. While specific offerings vary from country to country, examples include paid dependent care and special leave,

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<sup>4</sup> Craft employees are primarily field services staff who are paid weekly and can be more seasonal or aligned to a contract. They have more frequent hire, termination, and rehire patterns and are therefore excluded from standard turnover and diversity metrics.

support for parents, flexible working hours, remote and hybrid work arrangements, on-demand access to health providers and more.

### 3.7.1 One Million Lives

Our Mental Health Matters framework program is designed to raise awareness and engage in conversations around mental health and provide training and a network to support one another ([Section 3.12](#)). In particular, we are proud of our flagship mental health resilience program, [One Million Lives](#), which Jacobs developed to help our people and their loved-ones cope better with adversity and difficult challenges that can be experienced in a lifetime.

The program supports mental health resiliency through the facilitation of regular and anonymous check ins by using a confidential, online tool that supports the development of awareness and coping mechanisms through greater visibility into mental health in general and is made freely available to the public. Since inception, over 40,000 check-ins have been completed through the end of FY23. Nearly 5,000 check-ins were completed just through our annual World's Biggest Mental Health Check-in campaign in October 2023.

In FY23, our One Million Lives global mental health resiliency call series had over 25,000 engagements, and the One Million Lives hashtags were used over one million times on social media. Additionally, the tool itself has multi-language support now available and is compliant with Web Content Accessibility Guidelines 2 Level AA. We look forward to the continued advancement of mental health resiliency and support through our Mental Health Matters program, which remains a critical feature of employee wellbeing and support at Jacobs.

### 3.7.2 Parents and Caregivers

We offer paid parental leave benefits that exceed statutory requirements in a number of countries of operation. In FY23, Jacobs provides up to 12 weeks fully paid to delivering parents in the U.S. in the P&PS and DVS ESG Report Operating Segments, as well as our corporate functions, through combining the following: short-term salary continuation of an employee's base pay (six weeks), parental leave (five weeks, taken in one-week increments), and caregiver leave (one week). Jacobs also provides up to six weeks fully paid for non-delivering parents in the U.S. (including surrogacy and adoption) through combining 5 weeks of parental leave and one week of caregiver leave. For our CMS ESG Report Operating Segment, Jacobs provides up to eight weeks fully paid to delivering parents in the U.S. through combining the following: short-term salary continuation of an employee's base pay (six weeks), parental leave (one week), and caregiver leave (one week). For non-delivering parents in the U.S., CMS employees are provided 2 weeks fully paid in a combination of parental leave (one week) and caregiver leave (1 week).

Our Caregiver Leave Policy provides up to 40 hours of paid leave to support eligible full-time U.S. employees when their presence is needed to provide care and assistance to ill or injured family members, or to allow non-primary caregivers to bond with their new child after birth or placement. Leave granted under this policy is in addition to any time off granted under paid time off, vacation, statutory requirements or paid sick leave policies.

Policies and benefits are continually being evaluated for improvement year-over-year.

We actively support new parents returning to work with continued programming and resources. We offer a virtual care resource, Carrot, which helps employees navigate different pathways to parenthood such as adoption, infertility treatment and pregnancy—as well as providing postpartum and pediatric services.

Carrot offers employees an additional financial benefit for services extending beyond medical health care plan coverage.

RethinkCare is another benefit, free to our employees, which provides employees as well as their families around-the-clock access to tools and resources to help understand, teach and better communicate with their children.

In many new and renovated Jacobs' offices across the globe, we offer dedicated Wellness Rooms which provide a private, secure, hygienic and comfortable place to support lactating mothers in breast-feeding, pumping and storage. All Wellness Rooms are universally accessible and come equipped with a sink, undercounter fridge, mirror and storage cabinets. Privacy is ensured by having solid walls enclosing the space and lockable doors with vacant/occupied indicators.

For our Asia-Pacific employees, we launched a flexible working policy to enable our people to set their own schedules and balance work and personal demands. We have also initiated this policy in the U.K. which will be effective in FY24. We also continued our "Bridge the Gap" returners program in the U.K., which actively supports parents returning to work after parental leave through structured workshops, manager toolkits, coaching, and awareness campaigns. In India, we offer "crèche" childcare facility benefits and reimbursement of some childcare costs in qualifying circumstances.

### 3.7.3 Flexible Work

Having flexible work options allows employees to tailor their work schedule and location to best fit their specific needs. Our flexible work arrangement policies enable eligible employees to have a reduction or variation of working hours and days worked, or to work remotely. We also offer various stratifications of work status, such as regular full-time, regular modified full-time and regular part-time. In parts of the Company, we have rolled out detailed flexible working handbooks to help managers have proactive conversations about flexible working practices with employees.

### 3.7.4 Additional Benefits

Our suite of specific benefits varies from country to country to best serve our global workforce. Beyond the topics discussed above, examples include:

- Paid time off and paid holidays
- Retirement benefits
- Financial planning and education programs
- Educational reimbursement
- Employee stock purchase plan
- Disability benefits
- Life and accident insurance
- Collectively, Jacobs' global giving and volunteering platform
- Health insurance
- Other health benefits, such as:
  - On-demand help for stress, anxiety and depression
  - Gym discounts
  - Flexible Spending Accounts: Health Care, Limited Purpose and Dependent Care
  - Health Savings Account
  - Comprehensive family planning program, which covers adoption and surrogacy
  - Online therapy with face-to-face video visits

- Voluntary benefits, such as:
  - Critical Illness Insurance
  - Legal Plan
  - Commuter Flexible Spending Account
  - Identity Theft
  - Auto and Home Insurance
  - Pet Insurance

Starting in FY23, the following additional benefits have been added, in addition to several other continue investments:

- Personalized Paid Time Off in the U.S. exclusive to our P&PS LoB and corporate functions, which offers greater flexibility to plan work around non-work engagements.
- Enhanced parental leave benefits now offer extended time off for new parents in the U.S. and several other key geographies. These include up to twelve paid weeks leave for delivering parents and six paid weeks leave for non-delivering parents including surrogacy and adoption for employees in the P&PS and DVS ESG Report Operating Segments, as well as the corporate functions for our CMS LoB employees, we offer eight paid weeks for delivering parents and two paid weeks for non-delivering parents.
- In-depth medical review, ask-the-expert and find-a-doctor services.
- Free personalized financial planning and counseling.
- On-demand fitness app and access to discounted and flexible gym memberships.
- Fertility support including in-vitro fertilization, menopause and low testosterone.

### 3.8 Hiring and Retention

Table 27. Employee Turnover (Global)

Metric	FY21	FY22	FY23
Total Employee Turnover Rate (%)	17.4	19.1	17.8
Voluntary Employee Turnover Rate (%)	11.3	13.3	11.8
Involuntary Employee Turnover Rate (%)	4.9	4.8	5.1
Retirement (%)	0.9	1.2	0.9

Table 28. Hiring (Global)

Metric	FY21	FY22	FY23
<b>New Hires<sup>[a]</sup></b>			
Total number of new employees hired	11,752	14,473	12,933
<b>Internal Hires</b>			
% of all open positions filled by internal candidates	14.8%	13.9%	16.0%

<sup>[a]</sup> Reflects new external hires, employees only, both staff and craft (excludes contractors, contingent workers, job shoppers); excludes positions filled by internal employees; may include acquisitions: FY22 includes BlackLynx; FY21 includes Buffalo Group.

### 3.9 Training and Development

We know that the continued success of our business depends on maintaining and growing our base of talented colleagues and creating programs that are meaningful to them and that will enhance their

capabilities to ensure we meet the changing needs of our clients. Across the board, we want our employees to engage with others, excel in their role and elevate their career at Jacobs through expanded career resources and learning opportunities.

Our unique employee experience platform—e3: Engage. Excel. Elevate. — is not just a system but a mindset for developing our employees through continuous feedback and celebrations, aligning priorities, learning new skills and upskilling knowledge.

### 3.9.1 Career Planning, Feedback and Performance Appraisals

Our e3 Global Career Framework provides numerous resources to help employees at all levels of the organization plan their career at Jacobs, including a structure that explains skills, competencies and experiences needed to grow their career. We have included a simple process that walks employees through each step of creating a career plan. Managers are provided tools to guide them through having career path conversations with employees, as well as how to show support and encouragement through the process.

Our e3 platform promotes an open feedback culture, allowing colleagues to recognize each other for collaboration and performance year-round via online feedback engagements, providing the opportunity for a “360-degree” view of performance with potential input from an employee’s line managers, peers, direct reports and other employees. Our employees are expected to establish values and/or strategy-aligned priorities and performance measures yearly in the e3 platform and to receive annual performance appraisals which include multidimensional feedback.

Employee reflections and manager reviews are both prompted to consider individuals’ performance as aligned with our values, including considerations such as compliance with our [Code of Conduct](#), managing risks and capitalizing on opportunities, innovating, fostering an inclusive workplace, and delivering positive impact to people and planet.

More specifically, our [Code of Conduct](#) sets out the company’s values: We do things right. We challenge the accepted. We aim higher. We live inclusion., and as part of the annual e3 performance review process employees are asked to evaluate their performance for that year, including how the Company’s values were reflected in their work performance. A performance rating is determined by each manager that includes a consideration of the employees’ commitment to and understanding of these core values.

In FY23, 87% of our employees required to do so have participated in their annual conversation about their priorities and accomplishments. In between annual performance appraisals, employees also engage in mid-year and periodic performance check-ins with managers to discuss performance, adjust course and follow-up as appropriate.

### 3.9.2 Learning, Development and Institutional Partnerships

We are committed to developing and upskilling employees at all levels of our organization and across all parts of the business. Our e3 Learning platform provides over 27,000 training programs to employees globally. The wide range of e-learnings helps employees develop a multitude of job-specific skills and work toward certifications. The courses are searchable and have been catalogued in learning spaces to highlight relevant and helpful content. These spaces include sustainability, innovation, inclusion, leadership, project delivery, health and safety, quality, technical excellence and more.

In FY23, we officially 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. We challenge the accepted. Part of the “We challenge the accepted” module helps employees understand the interconnected challenges we face across the environmental, social and economic dimensions, and how to



apply a sustainability and resilience lens to decision-making. It also challenges employees to think about the roles we can all play, both personally and professionally, to avoid harm and create positive impacts in alignment with the U.N. SDGs, while navigating the impacts of climate change and other global disruptions.

The three other Living our Values modules help our employees recognize the importance their every day actions have on keeping our corporate commitments to ethics and our [Code of Conduct](#), cybersecurity and privacy measures, health, safety and environment, and inclusion. Our *We do things right*, *We aim higher*, *We live inclusion*<sup>5</sup> modules were completed by 98% 94.8%, 95.5%, and of our employee base, respectively<sup>6</sup>. Our fourth module, *We challenge the accepted*, was not launched until after the end of our FY23 reporting period.

During FY23, we launched Jacobs Cyber Academy pilot program, a cohort-based learning experience that provides employees with the opportunity to achieve their CompTIA A+ certification, work towards additional certificates in Palantir and Microsoft Azure offerings, and connect with various internal business leaders across the cyber and digital space to better understand career opportunities and business needs.

In addition, we partner with universities and other external institutions to develop and provide enriched learning opportunities to employees at all levels of the business. For example, in FY23 we partnered with Duke Corporate Education, we developed a culture alignment program where more than 263 Jacobs leaders received guidance and programming to strengthen inspirational leadership and the development of inclusive, innovative teams, enhancing strategy engagement and execution across our global organization.

The program is facilitated by industry experts overseen by Duke Corporate Education along with a rotating group of Jacobs' senior leaders. This approach was developed to provide participants with world class content enhanced by Jacobs-specific context supplied by our senior leaders, who also served as touchpoints for applied learning.

Jacobs also has a partnership with CareerTrackers, an Australian national Indigenous organization that links employers with Indigenous university students. Through this six-year partnership, Jacobs has helped create internship opportunities for talented Indigenous university students. The program provides support and structure for students through inclusive academic support, guidance for students to balance their study and work commitments along with continuing personal, professional development and peer support through the national Alumni network.

In 2023, we offered the CEO Leadership Roundtable where more than 8,500 of Jacobs' people leaders were invited to a series of two programs led by CEO Bob Pragada. The program delivered messages and models around our CEO's expectations of them as leaders and the further advancement of our leadership culture.

Our FY23 CEO Leadership Roundtable series focused on developing our employees and driving a learning culture was recognized with a gold medal by The Brandon Hall Group's Excellence in [Human Capital Management Award](#). In addition, Jacobs received for a second consecutive year the [Association for Talent Development BEST award](#) for demonstrating enterprise-wide success as a result of employee talent development.

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<sup>5</sup> We live inclusion was mandatory for all new hires and was made available as an optional training for all existing employees as existing employees completed Advocate & Ally and Unconscious Bias training in previous years which makes up the content of We live inclusion.

<sup>6</sup> Due to ongoing enrollment of new hires, training completions are unlikely to reach 100%. *We live inclusion* training is delivered in multi-module modality deployed over an expanded timeframe.



To further encourage, support and retain our newest employees, a cohort of 1,800 graduates from across the Company participated in our Graduate Development Program in FY23. During the first two years of their Jacobs career, these graduates receive on--the-job learning, coaching and mentoring, as well as formal training.

We also continued to offer our Management Fundamentals course for those stepping into a formal manager role for the first time and for existing front-line managers. This program builds on itself incrementally and prepares managers to successfully manage and nurture their team, enabling their team's best abilities each day to deliver our business strategy. Throughout the program, participants develop essential knowledge, tools and skills to grow further as a manager - from building trust and connecting inclusively, through finding their style and becoming a better communicator, to delegating work and developing their team. In FY23, approximately 1,200 of our employees completed the Management Fundamentals training.

In New Zealand, we provided training to senior leaders 'Understanding and Applying Te Tiriti o Waitangi (the Treaty)'. This workshop was a blended delivery with self-paced learning and a facilitated workshop.

**Table 29. Training and Development Metrics**

Metric	FY21 (Estimated) <sup>[a]</sup>	FY22 (Estimated) <sup>[a]</sup>	FY23 (Estimated) <sup>[a]</sup>
Average hours of training per year per employee	16.1 hours <sup>[b]</sup>	17.1 hours	17.8 hours
Average amount spent per employee on training and development	\$708 USD <sup>[b]</sup>	\$682 USD	\$762 USD

<sup>[a]</sup> Training hours and spend estimated based on available data; not reflective of all training completed, as employees may log training and development hours via individual project numbers, not centralized training codes and/or may take training outside of the learning management system where training hours are tracked.

<sup>[b]</sup> Historical FY21 data was revised based on more accurate reporting methodology introduced for FY22 data. FY23 data was calculated based on more accurate reporting methodology from our learning management system.

### 3.10 Human Rights

As detailed in our [Human Rights Policy](#), we respect the human rights and dignity of people in our operations, clients, supply chain and communities where we work. We prohibit the use of any form of child or forced labor, slavery or trafficking of persons. Our approach is guided by international principles, including those encompassed in the U.N. Guiding Principles on Business and Human Rights, Universal Declaration of Human Rights, International Bill of Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

Guided by our values, we have taken a variety of actions to respect human rights in our supply chain. Within the Human Rights Section of our [Supplier Code of Conduct](#), we detail human rights requirements for suppliers, including:

- Respect human rights in your operations, supply chain and communities where you do business and avoid any involvement in human rights abuses.
- Comply with applicable laws regarding equal opportunities, forced labor, child labor, human trafficking, modern slavery, working hours, freedom of association, collective bargaining, recruitment and fair wages.
- Treat all your workers with respect and dignity.
- Conduct all operations in a harassment-free and non-discriminatory manner.
- Provide a confidential, anonymous mechanism via which workers may report concerns and provide whistleblowers with protection against retaliation.

- Provide and/or cooperate in the provision of effective remedy when adverse human rights impacts occur as a result of your activities.
- Never require workers to pay employers' or agents' recruitment fees or other related fees for their employment.
- Never retain or impede workers' access to personal identification documents and possessions.

### Human Rights Due Diligence

We conduct due diligence to avoid complicity in human rights abuses, and we seek to avoid causing or contributing to adverse human rights impacts through our own activities and business relationships. We require completion of a human rights prequalification questionnaire as part of our supplier screening process. More in-depth screening occurs for suppliers based on risk triggers such as geography and activity type. We conduct further supplier due diligence based on international indices, media searches, and other indicators of supplier risk. The human rights prequalification questionnaire is viewable by suppliers once they begin Jacobs' supplier registration process. Our [global Supplier Code of Conduct](#) outlines requirements of screening third-parties and compliance.

We conduct regular gender pay assessments and publish annual pay gap reports covering our [U.K.](#) and [Ireland](#) businesses while highlighting actions we are taking to advance equality across our workforce. See [Section 3.5](#) for additional information on our due diligence related to gender discrimination and equal remuneration.

Jacobs conducts social impact assessments at the project level for a range of clients, as well as delivers social value solutions that focus on impacts to the workforce, value chain and local community.

#### 3.10.1 Human Rights Mitigation and Remediation

Whenever possible, we operate in a spirit of continuous improvement when engaging with our suppliers. We have worked collaboratively with suppliers to raise the working and living standards of their employees, providing coaching to facilitate understanding and alignment with our human rights commitments which are guided by international principles.

An example of our due diligence with our vendors and suppliers is how we have managed effects from the war in Ukraine. The conflict has introduced some concerns in our supply chain in regards to Jacobs' exposure to Russian entities or Russian-funded entities through our partners, vendors and suppliers. Jacobs conducts due diligence on third parties including vendors and suppliers to ensure we align with all laws and regulations.

Our due diligence processes, including with respect to Human Rights, provides continuous monitoring of third party suppliers relative to sanctions and watch lists, as well as for reputational concerns including politically-exposed persons, adverse news, financial warning lists, and payment patterns and insolvencies. These reviews, coupled with Jacobs' strong culture of "if you see something, say something" have been instrumental throughout this crisis in identifying additional areas for action and investigation.

Our [Action Plan for Advancing Justice & Equality](#) sets actionable initiatives and measurable objectives to address embedded and systemic racial inequities within the industry sectors we serve, including those related to training, recruitment and retention, charitable giving, volunteering and supplier diversity. We report on relevant actions and progress against this Plan – along with a range of other inclusion, diversity, and equity initiatives – in our Integrated Annual Report. The global context of our operations requires us to account for regional definitions of diversity and equity in our report; for example, indigenous-owned

businesses from the U.S., Canada, Australia, and New Zealand are accounted for in our supplier qualification process via the Minority Business Enterprise (MBE) category.

In addition to internal efforts, we have supported clients' efforts to reduce human rights risks within their supply chains, including providing guidance and dedicated resources to support the development of worker welfare policies, procedures and auditing programs.

Our e3 Learning platform mentioned in [Section 3.9](#) also contains training modules on mitigation of modern slavery, and each year in the U.K. we respond to the U.K. Government's Modern Slavery Assessment Tool for public procurement. Our publicly available Modern Slavery Act Statement is updated annually based on collaboration across Jacobs and serves to comply with U.K. and Australian modern slavery acts.

For further detail on our human rights commitments and activities, see our global [Human Rights Policy](#) and [Modern Slavery Statement](#).

### 3.11 Community Engagement and Giving

#### 3.11.1 Collectively Program

In alignment with Jacobs' purpose of creating a more connected, sustainable world, the [Collectively](#) program is our approach to employee and corporate citizenship and philanthropic efforts. Collectively unites our workforce of approximately 60,000 in a single platform for giving and volunteering, allowing us to amplify the positive impact we make in our communities every day.

Our corporate citizenship and philanthropy strategy is part of Jacobs' business strategy, and these efforts yield profitable results through building trust, reputation and long-term positive impacts with our clients and partners.

Through our partnership with [Benevity](#), a leading company for online workplace giving and volunteering, our people can support more than two million charities around the globe through payroll giving, paid volunteering efforts, open matching and Company grants and direct donations.

The Collectively program brings our purpose to life by enabling our people to truly live our Company values, so we can push the limits of what is possible with community engagement. Real-time reporting at micro- and macro-scale allows us to set KPIs to deliver on our strategic causes.

The Collectively program is aligned with four strategic causes, cross-cutting key U.N. SDGs and Jacobs' Company values and priorities: Inclusion and Diversity; STEAM education; health and wellbeing; and sustainable development.

For more information on our Collectively program, including employee matching, disaster relief response, charitable grants, volunteering, our ambassador network and long-term targets, see our [Collectively program webpage](#).

#### 3.11.2 Paid Volunteering Rewards

Jacobs employees can receive financial volunteer rewards in their giving accounts for up to four hours of charity volunteering per fiscal year, which they can use to donate to a charity of their choice on Collectively. This is a separate benefit to employees from paid STEAM volunteer time.

### 3.11.3 STEAM Volunteering

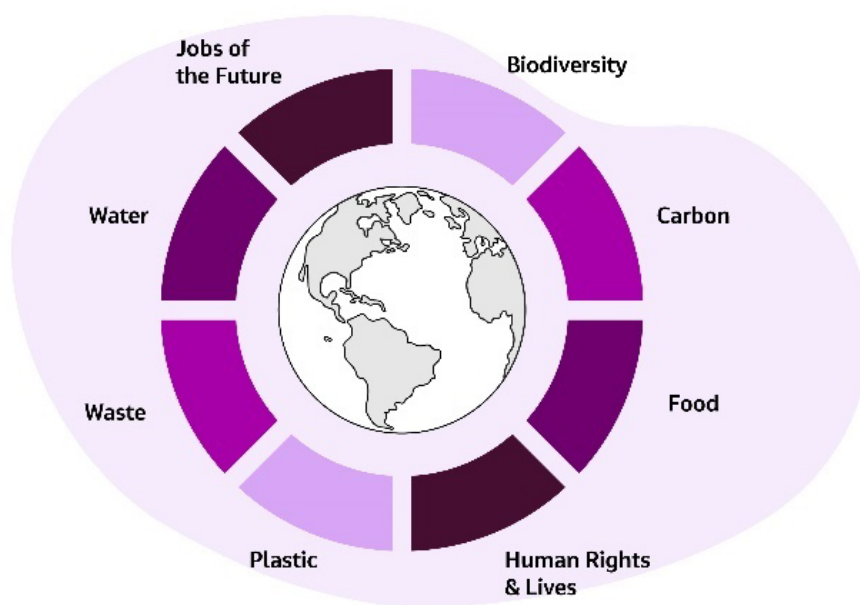
Jacobs' Global STEAM Strategy is embedded into [PlanBeyond 2.0](#). Jacobs has a STEAM goal to achieve 50,000 STEAM volunteer hours by 2025 while also becoming an award-winning STEAM employer. Jacobs currently provides a Collectively Global STEAM Volunteering program with paid STEAM-specific volunteer time for employees up to a user cap per year (in addition to the four hours of Volunteer Rewards).

In concert with this strategy, Jacobs has launched a primary school [STEAM](#) education program, called the [Butterfly Effect](#). The seven-year program is now available to anyone internally and externally with a goal to provide equal access to young people to develop a deeper connection to sustainability.

The program is designed to create long-term and sustainable behaviors in people under twelve-years old by giving them the information, knowledge and understanding needed to consider sustainability in every decision they make.

The Butterfly Effect covers eight themes aligned with the [U.N. SDGs](#).

Figure 5. Eight Themes of The Butterfly Effect Program



Throughout FY23, Jacobs worked on [Earn Your Wings: Take Flight with the Butterfly Effect](#), a new resource for secondary school students, which aims to follow on from the primary Butterfly Effect program. This resource soft launched in December 2023 and aims to:

- Teach students that climate change is the greatest challenge our world is currently facing.
- Challenge students to create a sustainability strategy for their school, focusing on the same eight topics as the primary Butterfly Effect program.
- Allow schools to positively contribute to the change required to mitigate the effects of climate change by setting clear, attainable goals and defining the method to achieve them.
- Be available to any school by accessing our Jacobs website and can be used by any Jacobs STEAM ambassador wishing to make use of a ready-made, quality assured resource.

### 3.11.4 Strategic Partnerships

In FY23, Jacobs partnered with [Bridges to Prosperity](#) to complete an [international development project in rural Rwanda](#) for the second consecutive year. Jacobs sent a team of employee volunteers to build a footbridge for a community that is cut off from accessing healthcare, schools, employment, and markets when rivers flood in the rainy season. Based on an impact report from Bridges to Prosperity, the project benefitted 2,700 community members and resulted in a 30% increase in annual income, over 1,000 more children with safe access to school and over 280 more women with access to attended births.

In FY23, our annual [Water for People](#) campaign raised more than \$230,000 in corporate and employee funds to create local water and sanitation utilities around the globe (included in Table 30).

In 2021, our U.K. Social Value Team, in partnership with upReach, a charity that supports university students from economically disadvantaged backgrounds, funded and launched the first ever Engineering Springboard programme. The two-year programme supported 60 engineering students from lower socioeconomic backgrounds to obtain high-caliber graduate positions with Jacobs and the wider engineering sector. Our partnership involved providing employability and soft skills workshops, mock interviews and networking opportunities as well as internship and graduate roles. Of this cohort, 75% came from underrepresented racial and ethnic groups which contributes to the achievement of our TogetherBeyond and [Action Plan for Advancing Justice and Equality](#) objectives. As part of our two-year contract with upReach, we plan to diversify our talent pool and support people who are struggling financially to gain quality graduate roles across the industry.

For the third year in a row, Jacobs was selected out of 113 companies around the world to be the Environmental Engineering category sponsor for the Society for Science's annual [International Science and Engineering Fair](#) (ISEF). At the event, our Chief Financial Officer Claudia Jaramillo participated in the opening panel and many of our employees served as volunteers, including judging, interpreting, and general volunteer opportunities.

2,500 primary and secondary students attended ISEF's Education Outreach Day, and Jacobs co-sponsored the event. ISEF is a premier pre-collegiate competition and talent pipeline that fosters the best and brightest minds through more than 400 affiliated science fairs in 80+ countries, regions, and territories around the world.

### 3.11.5 FY23 Contributions

We are committed to giving back, engaging with communities and building enduring partnerships. In FY23, we continued an open matching giving program, meaning Jacobs matches employee donations systemwide to charities of our employees' choosing, up to a set user cap per year (excluding charities self-identified as religious or political).

Throughout FY23, we supported disaster relief and significant days of importance across the world through the generosity of our employee donations and associated eligible matching contributions, as well as through direct Company donations. In FY23, we also continued paid volunteering time for STEAM--related education outreach activities worldwide, up to an annual user time cap.

Jacobs donates unused or outdated equipment to the service [GreenIT](#), where the financial value equivalent of the donated equipment is donated by GreenIT to a charity of Jacobs' choosing. The GreenIT refurbishes the equipment with the goal of making it good as new to be re-used. The value of the donated

IT equipment which has been donated to charity is captured in the FY23 totals in Table 30 (under In-kind Giving).

In FY23, our total corporate citizenship and philanthropic contributions reached approximately \$7.2 million. Table 30 summarizes our giving impact through Collectively and more broadly.

**Table 30. FY23 Summary of Engagement and Contributions**

FY23 Summary	
<b>Non-Financial Overview</b>	
Causes Supported	2,717
Volunteer Hours (Global)	20,934
<b>Financial – Company-Funded Contributions</b>	
Company Donations (Direct Donations) <sup>[a]</sup>	\$1,402,658
Charitable Donations and Sponsorships <sup>[b]</sup>	\$3,548,824
Company Match Spend	\$482,191
Company Rewards	\$133,997
Volunteer Rewards	\$19,291
Paid STEAM Volunteer Time (U.K. and Ireland)	\$52,284
Paid STEAM Volunteer Time (Global)	\$282,554
In-Kind Giving	\$9,441
Employee-nominated Grants (including fees)	\$149,902
Sales-related Company Grants (including fees)	\$54,626
<b>Financial – Employee-Funded Contributions</b>	
Total Employee Donations	\$1,053,823
<b>Total Giving Financial Impact</b>	<b>\$7,189,591</b>

<sup>[a]</sup> Company Donations (Direct Donations) are paid by Jacobs' performance units, including the global Collectively performance unit, and paid within the Benevity platform.

<sup>[b]</sup> Charitable Donations and Sponsorships are paid by Jacobs' performance units, including the global Collectively performance unit, and paid outside of the Benevity system through Jacobs' Contract Routing Document System (CDRS). These donations are events, memberships, and sponsorships related to community investment.

## 3.12 Health, Safety and Environment – Management

### 3.12.1 Overview of Approach

At Jacobs, we believe the wellbeing of our people is fundamental to our success. Our passion for safety and security is grounded in our courage to care for one another and our environment inspires mutual respect. It is not what we do, it is who we are. We call [BeyondZero](#) our way of life and our Culture of Caring®.

We are proud that in our culture, our people go beyond following rules, procedures and processes. Our goal is beyond driving statistics to zero. We believe our culture will enable our people and communities to be safer, more secure and healthier. We look for ways to recognize and mitigate risks, on and off the job. We drive and promote healthy behavior and care for the environment. We have created a true Culture of Caring where genuine concern for each other makes it impossible to tolerate unsafe, insecure or harmful conditions or behaviors. The principles of [BeyondZero](#) that we live and stand by at Jacobs include:

- We empower and motivate each other to act.
- We assess and seek to understand risk at all levels of our business.
- We expect our people to demonstrate a visible commitment and responsibility for creating a safe, secure and healthy environment.
- We extend [BeyondZero](#) to everyone we encounter including our business partners, our clients, our families, our neighbors, and the communities in which we live and work. For example, on a confidential project in the U.K, our Jacobs' team formed a working group that met once a fortnight to identify and plan the delivery of initiatives through which they could support local charities and organizations which positively impact our communities. This group organized and supported a number of activities including entries to fun runs, food bank collections and hamper draw raffles to raise funds to support a number of local charities. Examples of positive outcomes included:
  - Provision of IT equipment to assist in the delivery of remote support call lines of a youth suicide prevention group.
  - Support in the form of consumables to look after those visiting the local cancer care centre.
  - Provision of a new dishwasher to a local hospice center as to free up staff time in giving their vital support to those in their care.

[BeyondZero: To 2025 and Beyond](#) sets the direction and framework of action for improving health, safety, environment, security and resilience associated with our operations, maturing our Culture of Caring and living our values. This approach sets out two goals aimed at helping everyone play their part to manage HSE, security and organizational resilience risks effectively and proportionately.

The first goal is getting everyone to focus on what will make the greatest impact to reduce harm. To improve our ability to do this well and manage risks, our second goal is to help every employee understand their role and ensure they are able to do their part. These goals are driven into policy, processes and programs so [BeyondZero](#) becomes ingrained and pervasive in the way we do things that it becomes invisible and indivisible from the rest of the work done by Jacobs and our partners. To achieve this, the strategy outlines four focus areas under each of the two goals.



Reducing harm through focusing on:

- Employee health and wellbeing at work
- Operations with greater need: high-risk and high potential harm
- Risks being assessed and mitigated with consideration and inclusive of employee needs
- Strengthening our [BeyondZero](#) culture, understand and manage risk through organizational integrations

To effectively reduce harm, we need to have the capability, and continue to build that capability in everyone through:

- Engaging leaders at all levels to be visibly active in [BeyondZero](#)
- Developing and sharing better data and insights to improve decision-making
- Boosting the [BeyondZero](#) ability of supervisors and managers
- Empowering employees to be represented, engaged and to participate

### 3.12.2 Governance

Jacobs operates and maintains an integrated BMS, which establishes the “one Jacobs way” to facilitate consistency and efficiency in internal operations and project delivery. Several key processes comprise the BMS, including our HSE processes and procedures. Our global framework minimizes documents required by all our operations and drives consistent use of common work processes.

The Jacobs HSE program is designed to provide safe and healthful workplaces, prevent work-related injury and illness, prevent damage to the environment, and enhance HSE performance and promote mental and physical wellbeing throughout the organization. Leadership expectations are communicated, and roles and responsibilities are defined by assigning personal accountability for behaviors consistent with HSE values and objectives. Continual improvement is built into the HSE program and associated processes.

Jacobs’ HSE processes are consistent with international HSE standards and practices, including ISO 14001 and ISO 45001. Collectively and globally, Jacobs has over 60 certifications throughout our business. Specific to health, safety and wellbeing, we maintain nine ISO certifications which cover operations in 20 countries. Jacobs ISO certifications are routinely held specific to legal entity, region/country, office, or client. Our [ISO 14001 and ISO 45001 certifications](#) for limited U.K. and EU entities are available on our [Jacobs Investor Relations ESG microsite](#).

Additionally, our HSE philosophy goes beyond mere compliance with norms and standards, and we seek to be best in class and have a positive influence on the health, safety and wellbeing of our employees and partners, on the environment, and in the communities where we work.

The scope of our HSE program applies to all Jacobs activities (as relevant) that are conducted within areas that are owned and/or controlled by Jacobs. The program is used in conjunction with ESG Report Operating Segments or other requirements related to managing HSE within specific operations.

Jacobs is committed to an overall BMS that integrates HSE requirements and expectations and facilitates achieving HSE performance excellence. Participation at all levels is crucial and supports the Company culture to drive consistent HSE performance improvement and excellence.

### 3.12.2.1 Health, Safety and Environment Policy

Jacobs' global HSE Policy is reviewed and approved annually by the CEO of Jacobs. In 2023, the policy was updated to include Jacobs' commitment to managing psychological health in the workplace, which is a continuation of Jacobs' commitment to the wellbeing of our people. Our added commitment is driven by increasing global legislative requirements on employers, including Workplace Health and Safety legislation and health management obligations for psychological health. We focus on policy that supports our Global wellbeing Strategy and achieving standards such as ISO45003, which provides guidance on implementing an internationally recognized OHS management system for managing psychological safety at work, and is a subset of ISO45001, which many of Jacobs' operations are certified against. Our policy reflects core HSE values in relation to the strategic direction of the Company and is prominently displayed throughout Jacobs' facilities and included in onboarding activities for all new hires.

Our environmental policy is integrated into our HSE Policy and is also expressed in our [Global Environmental Management Commitment Statement](#). And because driving represents a significant risk to Jacobs, our Driving Safety policy establishes the driving risk management practices and driving rules for all Jacobs employees to follow when operating motor vehicles, emphasizing "the safest journey is the journey not made."

### 3.12.2.2 Leadership Commitment

Proactive management, leadership and employee participation are central to our HSE program. Leadership and employees at all levels are responsible and accountable for delivering on the commitments and requirements of our HSE Policy.

These commitments include:

- [BeyondZero](#), our Culture of Caring
- Promotion of good health, wellbeing and safe behaviors
- Creating and maintaining a psychologically and physically safe and healthy work environment
- Protection of the environment, responsible waste management and prevention of pollution
- Compliance with statutory/regulatory requirements, and conformity to applicable client and Jacobs' standards
- Integration of HSE into Jacobs' business systems and processes
- Continual improvement of our HSE management processes, performance and our Culture of Caring through [BeyondZero](#)

We meet these commitments by:

- Identifying and mitigating HSE risks, including psychosocial risks that will minimize harm to our people, ensuring they are thriving and enhance Jacobs' performance through improved productivity and innovation
- Establishing clear objectives, monitoring performance and continuously improving
- Defining applicable roles, responsibilities and accountabilities for Jacobs' personnel
- Informing and consulting with our employees and interested parties on matters related to HSE
- Verifying training and competency of employees
- Empowering employees to stop work if safety, the environment or security might be compromised
- Promoting safe work practices through established and documented processes within the Jacobs BMS
- Providing necessary equipment, supplies, and personal protective equipment to support the health and safety of Jacobs' personnel and their protection of the environment

### 3.12.2.3 Supervision

Supervisors fill an important role at Jacobs. The Jacobs HSE program is line-management driven, and as such, the supervisor (and manager) has ultimate responsibility and authority for implementation of the HSE program in their area of responsibility.

### 3.12.2.4 Worker Participation

Worker consultation and participation in the HSE program are both expected and encouraged through our Culture of Caring as described in [BeyondZero: To 2025 and Beyond](#). The term “worker” includes Jacobs employees, agency staff and Jacobs-managed contractors or subcontractors where possible so that all employees performing work on behalf of Jacobs are able to participate.

When employee consultation or participation is required, it is included in the appropriate written HSE policy, procedure, or guideline. Various systems are in place for employee consultation and participation, including, but not restricted to:

- **Planning** – Workers participate in preparation of HSE plans and Safe Systems of Work (SSoWs) (described in [Subsection 3.12.2.7](#)), identification and assessment of hazards and control measures.
- **Emergency Plans** – Workers participate in development of emergency plans, emergency drills and exercises and critiques and improvement to emergency plans.
- **Audits and Inspections** – Workers can participate as a member of audit teams and have ongoing responsibilities in conducting and documenting worksite inspections.
- **Incident Management** – Workers are often consulted and participate in incident reporting, recovery, incident analysis, and any resulting actions.
- **BeyondZero Observation (BZO) Reports** – Workers play a central role in making HSE and security observations in their day-to-day work activities as a means to manage risk and share knowledge, practices and concerns.
- **BeyondZero and HSE Committee (HSC) Meetings** – Many offices and projects have an HSC that meets monthly to address HSE issues and improvements.
- **BeyondZero Awards** – Workers nominate projects and personnel for various HSE awards designed to encourage and recognize proactive employee participation in the overall HSE and security program.
- **StepBack** – The StepBack program complements the work planning process, whereby employees can step back from their activities to further evaluate risk and identify any additional hazards or impacts that may be in the work area.
- **Stop Work** – Employees have the authority and are expected to stop work if they believe themselves, other people, or the environment may be or are at risk, or otherwise do not clearly understand how the risk is to be managed or controlled.
- **High-Value Learning** – Employees participate in identifying and communicating lessons learned and High-Value Learnings related to their work so that others can benefit.

Additional worker participation activities may be identified in each ESG Report Operating Segment’s HSE processes, as well as office- and project-specific HSE plans.

### 3.12.2.5 Assurance and Evaluation of Progress

Effective management of HSE and Security risks and issues is assured via the following elements:

- The Jacobs’ [BeyondZero](#) Executive Steering Committee meets every four months to assist the Executive Leadership Team in relation to Jacobs’ HSE management activities, including:

- Ensure the appropriate global HSE and Security policies, procedures and activities are in place such that we meet our general legal obligations
- Ensure the appropriate global HSE and Security policies, procedures and activities are in place to effectively mitigate our risks
- Ensure appropriate global HSE and Security policies procedures and systems are in place to effectively manage, measure and improve HSE performance
- Oversee the provision by Jacobs of a healthy, safe and secure working environment and culture for all employees, contractors, clients and other visitors to our controlled work locations
- Prioritization and action plans with quantified targets for BU managers
- Discussion of HSE and Security issues and risks documentation between HR and managers' BU on a regular basis, and between HSE and Security department and the executive management/board of directors on at least a quarterly basis
- Evaluation of progress in reducing and preventing HSE and Security issues and risks against targets
- Internal inspections and consultations by HSE specialists
- Independent external verification of HSE programs for locations certified to ISO 45001 and ISO 14001
- Targets embedded in performance appraisals

### **3.12.2.6 Internal Inspections**

Internal inspections are integrated into Jacobs' HSE risk management and operational control processes to verify the effectiveness of controls and identify improvement opportunities. Operational management plans outline inspection and monitoring requirements, as do SSoWs at the activity level. Inspections in the form of ongoing monitoring occur through Jacobs' BeyondZero Observations. This is a process used by all employees to intervene and report on work behaviors and conditions inclusive of all HSE and security risks and opportunities. The process includes response, notification and action management.

### **3.12.2.7 Health, Safety and Environmental Auditing**

HSE auditing is a key component in verifying Jacobs' HSE program implementation across the Company and identifying areas for improvement. HSE audit schedules are developed by organizational HSE leads (for example, BU, regions and global performance units) and approved by ESG Report Operating Segment HSE leads. HSE audit schedules are developed based on factors such as risk, negative trends, client feedback and accreditation requirements.

HSE audit program implementation including selection of projects, HSE auditor assignments, HSE auditor training and recordkeeping is defined in Jacobs' HSE Audit procedure. Audits are logged in our Audits application for tracking. Corrective actions are logged in our Corrective Action Preventative Action (CAPA) application for tracking to confirm actions are properly implemented before closeout. Additional HSE audit requirements based on geography, project type, client requirements and similar factors are included in our business processes as well program-, project- or office-specific HSE processes, as needed.

### **3.12.2.8 Management Review**

HSE performance is reviewed on a regular basis within the ESG Report Operating Segments and other organizational groups. HSE performance is reviewed at least annually at the global and ESG Report Operating Segment level as detailed in Jacobs' Management Review procedure.

Management reviews for other organizational groups are performed to determine that the HSE program is suitable, adequate, and effective. Identified corrective actions or improvements are facilitated by group leadership and the supporting HSE lead as detailed in Jacobs' HSE Performance procedure.

### **3.12.3 Health, Safety and Environmental Hazards and Risks**

Potential hazards and impacts are identified and documented for all levels of work, including operations, products, business development, acquisitions, modifications, and projects. Hazards, threats and impacts are analyzed through formal risk assessments to determine the specific risk event resulting in the highest potential severity rating, potential causes, impact types, preventative controls and mitigating controls.

Control measures, including critical controls, are identified, and prioritized according to the hierarchy of controls, and implemented to effectively control risks. A material risk is a risk with the severity that could affect the viability of the business. The opportunity to prevent material impact on the business starts with Material Risk Management.

Jacobs has a designated team that controls the process for managing risk that has developed a global framework for managing risk. The framework is in alignment with ISO 31000-Risk Management. Jacobs' Risk Register is maintained by the Risk team from the outcomes of functional risk assessments.

Project Risk Registers, as required, are reviewed at predetermined levels in conjunction with Material Risk, Major Hazard, and Critical Control owners, or otherwise following a significant change or Significant Potential Incident, to reflect learnings to improve the risk controls.

HSE risk management is defined in the Jacobs HSE Risk Management procedure, which provides minimum requirements for assessing risks, specifying and implementing control measures, communicating risks, and monitoring the effectiveness or risk controls for facilities and projects.

Operational management plans, systems and procedures are established, implemented and maintained to manage identified HSE risks. We have processes in place to verify the effectiveness of controls and identify improvement opportunities during the hazard and impact identification and risk assessment process and updated where required. Hazard/Impact Identification and Risk Assessment is applied across all levels of work and completed by competent persons.

At the activity level, Jacobs utilizes a SSoW approach, which is a fit for purpose plan or procedure that identifies all potential hazards/impacts and control measures or safe work methods necessary to minimize risk. Supporting a SSoW may include Safe Work Method Statements, Job Safety and Environment Analysis and task level hazard/impact assessments using our StepBack process.

Jacobs' BZO process is a process utilized by all employees to intervene and report on work behaviors and conditions inclusive of all HSE and security risks and opportunities. The process includes response, notification and action management.

All workers are empowered to Stop Work. Jacobs has an established procedure that provides the framework for our Stop Work process – each employee has the authority, and understands the expectation, to stop work if they believe that there is uncontrolled risk to themselves, others, the environment or the community.

Jacobs has integrated procedures and processes for managing health and safety-, environmental-, motor vehicle- and security-related incidents. Requirements and responsibilities for the following elements are specified in HSE and Security Incident Management procedures.

- **Incident Response**, which includes emergency actions, coordination with local authorities, and site control actions.
- **Notification**, which includes immediate verbal notification to supervisor, and timely notification of management, clients, government authorities and other groups as necessary depending on the nature of the incident.
- **Reporting**, which includes written reports, data entry to Intelex along with preliminary hazard classification to initiate automated workflows.
- **Investigation and Analysis** of work-related injuries, ill health, diseases and incidents, which includes, the use of established processes and suitably competent persons, gaining an understanding of what happened, why the incident occurred and what actions can be identified to prevent it from happening again.
- **Communication**, which includes communication of the incident and analysis findings to site personnel.
- **Records**, which includes written reports and inclusion of incident information and actions in the Intelex information management system.

### 3.12.3.1 Occupational Health Services

Jacobs has specialized occupational health service providers and internal specialists to aid in the identification of occupational health hazards and ongoing risk management where applicable.

Competency requirements are completed in accordance with Jacobs' Competency Framework within operations, along with identification of core HSE competencies, maintenance of a competency needs assessment, assessment and verification of competency, and maintenance of competency records.

Service providers are assessed through Jacobs' procurement management processes and are required to achieve the standards and licensing/permit requirements applicable to them in the jurisdiction where they operate.

We maintain personal health related information in accordance with Jacobs' privacy and records and information management policies and legislated requirements for the jurisdiction where we operate, for example, the *Health Insurance Portability and Accountability Act (HIPAA)* of 1996.

### 3.12.4 Controls and Risk Mitigation

Prioritization and integration of action plans with quantified targets to address those risks are completed via operational management plans such as HSE plans. Systems and procedures are established, implemented, and maintained to manage and control or mitigate identified HSE risks.

The effectiveness of controls is verified, and opportunities for improvement are identified and implemented during the execution of work.

HSE plans are prepared for all our permanent offices or establishments, including laboratories, project offices and temporary project or facilities accommodation, to identify hazards associated with each facility and its location, other stakeholder HSE expectations and legal, regulatory and emergency management requirements.

Projects or programs performing field or site work prepare a project HSE plan or a SSoW (described in the following paragraphs), depending upon the location, type and risk level of work being performed and client or Company expectations. Secondment projects must prepare HSE plans when employees will be seconded into another organization either at an office or a project location.

Operational HSE Control standards provide a consistent framework for assuring safe work operations in facilities and on projects, and the required standards based on scope of work and risks are specified in the HSE plan for action. These standards are described in Jacobs' Operational HSE Control procedure. Additionally, the following processes established by Jacobs support the overall operational control of work.

- **Project Start-up HSE Requirements** – Specifies the minimum HSE requirements for starting work at a new facility or project site.
- **Occupied Facility Siting** – Specifies the minimum requirements for identifying and managing the risks presented by the work environment on Jacobs-occupied facilities at a specific location.
- **Fitness for Duty** – Covers fitness for work assessments and medical surveillance needs depending on job risk assessments.
- **Critical Risk Management** – Outlines control of work for high- or critical-risk operations.
- **Safe Work Permits** – Describes the process used for obtaining and managing client managed or Company required Safe Work Permits.
- **BZO Report** – Process and tools to identify, document and communicate secure and insecure acts, or conditions. The process is also used to record observations, interventions, and discussions beyond health and safety and to incorporate all aspects of [BeyondZero](#) at Jacobs and in our communities including environmental, security, sustainability and wellness and positive mental health.
- **Stop Work** – Provides the framework for the Company Stop Work process to ensure that each employee has the authority, and understands the expectation, to stop work if they believe that there is uncontrolled risk to themselves, others, the environment or the community.

In addition, our ESG Report Operating Segments augment these operational HSE Control requirements as needed based on their specific organizational needs, regional, national, or local requirements, and type of work performed. Additional business HSE requirements are found in the Jacobs BMS.

### 3.12.4.1 Contractors and Contractor Health, Safety and Environment Management

Contractors are qualified, selected and managed in accordance with Jacobs' Global Supply Management standards including a HSE qualification (review and approval) as required by Jacobs' Supplier Qualification process. HSE performance indicators such as incident history, written programs and compliance history is considered when procuring Contractors. Contractors may be required to follow Jacobs' HSE requirements subject to contracting arrangements and regulatory needs. Where specified by contract or as required, the review and acceptance of HSE plans for projects are completed between the contractor companies and Jacobs.

HSE Management Roles in the BMS clearly define roles and responsibilities and how safety is managed, documented, and reported according to various parties involved. As detailed in the BMS, Jacobs may contract to exercise certain HSE management roles regarding Jacobs' managed contractors and may monitor the contractor's HSE performance to achieve contractual obligations.

### 3.12.4.2 Business Resilience

In alignment with [BeyondZero](#), we endeavor to keep our people, communities and workplace safe when disruptive events occur. Through our robust Global Security & Resilience (GS&R) program, we integrate actions to prepare for and respond to emergency and crisis disruptions that may impact our people and operations.



Our process establishes Company-wide Emergency Response and Management, Crisis Management, and Business Continuity requirements, including the formation of Emergency and Crisis Management Teams. Our plans are updated and exercised regularly to identify opportunities for improvement and to develop organizational resilience.

Jacobs' locations and project sites prepare emergency response plans for potential site emergencies such as medical emergencies, fires and spills, and escalating to an emergency management team for elevated risks such as extreme weather, personal security threats and similar credible events. These plans are in addition to the project or office HSE and security plans and include emergency management information based on the assessed risks at each site.

Training to support Jacobs' Emergency Management and Business Continuity program commences with our onboarding program and continues with awareness training available for all employees and mandatory courses for identified emergency and crisis management teams. It extends to local drills, annual scenario exercising and crisis training for regional and global crisis management teams, progressing competency and capability. The business deploys mass communications technologies to support a global response.

### **3.12.5 Training and Participation**

#### **3.12.5.1 Worker Health, Safety and Environment Training**

Essential and appropriate HSE training and awareness is provided to workers at all levels. Training needs analysis is completed at relevant levels of the organization to establish competency requirements. This is done via Jacobs' HSE training categories which set out the minimum required HSE training for all Jacobs employees, and confirms they receive the appropriate HSE training for the role they perform.

All new Jacobs employees must complete the Jacobs' on-boarding process which has four steps. This overall process was created taking into consideration legal requirements across the globe in generating best practice compliance globally for HSE onboarding and is mandatory to ensure Jacobs is meeting its HSE Duty of Care.

- Step 1: Pre-hire induction to specify key HSE programs and risk management approaches. Completed by all newly hired employees.
- Step 2: All workers complete online Global On-Boarding Module within the first week of employment.
- Step 3: Mandatory that all workers complete Jacobs' global HSE culture training program.
- Step 4: Ongoing training needs, as well as training on specific work-related hazards, impacts, hazardous activities or hazardous situations, is completed at the operational level as per HSE training categories.

HSE training for all employees occurs on a regular basis with consideration to risk management, compliance and competency needs.

#### **3.12.5.2 Promotion of Worker Health and Wellbeing**

Advancing the health, wellbeing and safety of society is one of our SBOs supporting [PlanBeyond 2.0](#). At Jacobs, we believe that health awareness and support go beyond just the workplace. Supporting our employees and other stakeholders at work, at home and in the community can make a positive difference, and our Jacobs' global wellbeing strategy delivers an integrated approach that encompasses physical, emotional, financial, social and workplace wellbeing for all Jacobs employees and their families.

Jacobs provides a range of employee benefits that support non-occupational health, including a comprehensive Employee Assistance Program, Wellbeing Program access including a portal to consolidated resources, gym memberships, flu vaccination programs, health insurances and local health and wellbeing activities. For more information on our Employee Wellbeing and Support Programs, see [Section 3.7](#).

We believe positive mental health is a vital component of a safe, productive and engaged workforce. Our Mental Health Matters strategy is designed to raise awareness and normalize conversations around mental health issues and provide training and a network to support one another. We actively support the positive mental health of our people and our communities with a global program to:

- Provide every location with the appropriate trained resources to implement the Mental Health Matters strategy.
- Empower every location to build their Positive Mental Health Champions network and eliminate the stigma of mental health so that it becomes an integral part of our Culture of Caring.

As part of the program, we provide Positive Mental Health Champions, training our employees in how to guide staff who have mental health concerns or crises to the appropriate level of help; support fellow employees; and encourage positive mental health throughout the workplace.

Jacobs also utilizes its BZO application as part of our continuous improvement efforts to monitor the performance of our mental health programs and to effectively evaluate, monitor and understand the impact of our mental health programs and overall mental health in the workplace.

By using the BZO application and selecting 'Mental Health', Jacobs employees can engage with us on all our mental health programs—both what we are doing well and where they see opportunities for improvement. Employees can select the relevant topic(s), without divulging detailed information.

The Mental Health BZO provides an easy way for employees to provide quantitative feedback on the matters that impact their mental health, from [One Million Lives](#) and working from home/remotely, to our Positive Mental Health Champions, organizational changes and much more.

We maintain personal health related information in accordance with Jacobs' privacy and records management policies and legislated requirements for the jurisdiction where Jacobs operates, for example, *HIPAA*.

### 3.13 Health, Safety and Environment – Products and Services

#### 3.13.1 Health, Safety and Environment in Design

Jacobs performs a vast range of design services whereby our designers understand the risks associated with the lifecycle of the asset and how design decisions can influence how assets are built, operated, maintained and decommissioned.

By considering the whole lifecycle of a project our designers can not only improve the HSE benefits of a design, but also improve the health and wellbeing of workers, and reduce potential environmental impacts, with greater efficiency of construction, operation and maintenance, leading to reductions in program length and cost savings.

[De5ign](#) is Jacobs’ behavioral program driving a cultural shift in Health, Safety and Environment in Design (HSE in Design), which takes Jacobs beyond base legislative requirements to provide a consistent approach to HSE in Design across our global business, maximizing HSE benefits across the lifecycle of our projects.

De5ign is inclusive of the process to identify and record the risks, use hazard identification/elimination and risk reduction assessments, design hazard lists and red, amber, green lists and to take residual risks as low as reasonably practicable by consulting with all parties involved.

De5ign supports Jacobs’ design professionals by providing an HSE in Design toolset and integrated training. The framework is scalable in application, ranging from small streetscape design services to advanced research and development and technology industry facilities solutions.

De5ign supports and leverages Jacobs’ key programs [BeyondZero](#) and [PlanBeyond 2.0](#). Employees at all levels are encouraged to challenge unsafe design and speak up when they need support. Our BZO system is used to collect and share learning and HSE in Design best practices.

Our HSE in Design reviews with HSE professionals drive tangible improvement to all aspects of HSE including wellbeing, occupational and mental health. HSE in Design is integrated with our approach to digital solutions, innovation and technology to generate high value solutions for our clients and customers.

### 3.14 Health and Safety – Metrics

#### 3.14.1 Fatalities

In FY23, we continued to demonstrate safety excellence with another year of zero employee or contractor fatalities at work.

Table 31. Fatalities

Metric	Unit	FY21	FY22	FY23
Employee Fatalities	Number of fatalities	0	0	0
Contractor Fatalities	Number of fatalities	0	0	0

### 3.14.2 Total Recordable Incident Rates

#### 3.14.2.1 Employees

Table 32 summarizes our Total Recordable Incident Rates (TRIRs) based on Occupational Safety and Health Administration (OSHA) recordkeeping requirements for our employees.

**Table 32. Total Recordable Incident Rates**

Metric	Unit	FY21	FY22	FY23
TRIR – Employees	n/million hours worked	1.07	0.95	1.00
	n/200,000 hours worked	0.21	0.19	0.20
Data coverage	% of Operations	100%	100%	100%

/ = divided by

n = number

#### 3.14.2.2 Contractors

Table 33 summarizes our TRIR based on OSHA recordkeeping requirements for our contractors.

**Table 33. Contractor Total Recordable Incident Rates**

Metric	Unit	FY21	FY22	FY23
TRIR – Contractors <sup>[a]</sup>	n/million hours worked	1.75	1.25	0.95
	n/200,000 hours worked	0.35	0.25	0.19
Data coverage	% of Operations	100%	100%	100%

<sup>[a]</sup> Contractor hours worked are estimated due to variation in reporting methods and frequency across our global contractor population. We are working to enhance procedures to improve data collection.

### 3.14.3 Lost-Time Injury Frequency Rates

Table 34 summarizes our lost-time injury frequency rate (LTIFR) for our employees.

**Table 34. Employee Lost-time Injury Frequency Rate**

Metric	Unit	FY21	FY22	FY23
LTIFR – Employees	n/million hours worked	0.25	0.37	0.30
	n/200,000 hours worked	0.05	0.07	0.06
Data coverage	% of Operations	100%	100%	100%

Table 35 summarizes our LTIFR for our contractors.

**Table 35. Contractor Lost-time Injury Frequency Rate**

Metric	Unit	FY21	FY22	FY23
LTIFR – Contractors <sup>[a]</sup>	n/million hours worked	0.39	0.23	0.29
	n/200,000 hours worked	0.08	0.05	0.06
Data coverage	% of Operations	100%	100%	100%

<sup>[a]</sup> Contractor hours worked are estimated due to variation in reporting methods and frequency across our global contractor population. We are working to enhance procedures to improve data collection.

### 3.14.4 Occupational Illness Frequency Rate

Table 36 summarizes our occupational illness frequency rate (OIFR) for our employees.

**Table 36. Employee Occupational Illness Frequency Rate**

Metric	Unit	FY21	FY22	FY23
OIFR – Employees	n/million hours worked	0.09	0.02	0.03
	n/200,000 hours worked	0.02	0.004	0.01
Data coverage	% of Operations	100%	100%	100%

### 3.14.5 Absentee Rates

Table 37 summarizes our employee absentee rate for non-U.S. employees based on available data. The wellbeing of our people is of highest priority, and we will continue to invest in programs and practices to support our global workforce; refer to [Section 3.7](#) for more detail.

**Table 37. Absentee Rate (Non-United States Only)**

Metric	FY22 (%)	FY23 (%)
Absentee Rate – Employees <sup>[a]</sup>	2.7	2.7
Data Coverage <sup>[b]</sup>	45	46

<sup>[a]</sup> Absentee rate reflects unplanned days off as a percentage of total days scheduled to be worked. Rate is based on Jacobs employee sick leave data, reflecting time lost due to unplanned time away from work such as individual leave taken for minor illness or injury. Does not include scheduled or permitted days off such as for holidays or parental leave.

<sup>[b]</sup> Data coverage reflects percentage of Jacobs employees included in our absentee rate calculation. Due to timekeeping structures and data limitations, data coverage reflects non-U.S. employees only. We are working to continually improve our ability to capture and disclose this information at the global level.

## 3.15 Client Satisfaction

Consistent with our Company value, “We Aim Higher,” we are always looking beyond to raise the bar and deliver with excellence—bringing our clients innovative solutions that lead to profitable growth and shared success. Periodic feedback on our performance is an integral part of successful delivery. This feedback process starts at project outset with our Client Expectations Survey, and we consider all engagements throughout project lifecycle contributory to our relationships and overall client satisfaction.

For reporting purposes, we measure client satisfaction through two primary mechanisms: Client Satisfaction Surveys (CSS) and the U.S. Federal Contractor Performance Assessment Reporting System (CPARS) for U.S. federal clients. Periodic assessment of this information enables us to evaluate performance, identify trends and adjust practices for continual improvement.

**Table 38. Client Satisfaction Rate**

Metric	FY21 (%)	FY22 (%)	FY23 (%)
Client satisfaction rate <sup>[a]</sup>	94.5	95.0	95.8

<sup>[a]</sup> Satisfaction rate based on available data. Excludes CMS-U.S. and Divergent Solutions business. Includes CPARS “would recommend” and CSS “meets/exceeds expectations” ratings. Some clients surveyed more than once across different contracts and scopes of work.

## 3.16 Social Value and Equity

### 3.16.1 Global Corporate Approach

At Jacobs, we are fully invested in helping to create a more equitable society with access to opportunity; we want to leave things better than we found them. Social value is a core part of our values, aligned directly with [PlanBeyond 2.0](#) and TogetherBeyond. By embedding social value generation into our business, we are positioned to work with our clients and partners to create impactful solutions that deliver tangible outcomes, create value and drive equitable benefits for our client's communities.

#### 3.16.1.1 Our Social Value and Equity Solutions

Infrastructure projects are traditionally evaluated using only economic benefits with limited assessments of wellbeing and wider social value.

In FY19, Jacobs acquired a 50% share in [Simetrica](#), a U.K.-based company that specializes in social value measurement and wellbeing analysis, to create Simetrica-Jacobs. In FY23, Jacobs acquired the remaining outstanding shares of Simetrica-Jacobs, assuming full control over its operations. With the importance of social value measurement growing exponentially in recent years, Simetrica-Jacobs supports clients in assessing and delivering the full benefits of their investments, policies, and activities, helping share these more equitably across society and maximize their positive impact.

Simetrica-Jacobs specializes in capturing how organizations and their activities affect the wellbeing of people, including measuring and delivering economic, environmental and wider societal impacts. We are using holistic assessments with social value and wellbeing measurements to identify opportunities that deliver wider value creation.

Simetrica-Jacobs furthers our commitment to reinventing tomorrow by living our values and incorporating them into our projects to make the world a better place.

As one method of contributing to the U.K. Levelling Up agenda, we have developed a U.K. Social Value ambition toolkit and measurement tool with the aim to have a net positive impact on society across our U.K. portfolio of projects by 2025 while also reporting on the annual social value we generate.

Elements of the toolkit (such as, the Social Impact Measurement Framework) have been designed to provide our staff with means to plan and deliver on social value commitments.

Another tool, the Simetrica-Jacobs Social Value Bank, is an online platform that allows projects to forecast and monitor the input of their social value commitments, and then work to produce a monetary social value. These values allow us to assess the impact our and our clients' work has on society in a monetary valuation format that changes as society changes.

For the City of Edinburgh, we used the Simetrica-Jacobs social value framework to help deliver their vision for a vibrant and people-focused capital city by improving community, economic and cultural life through a series of investments to enhance public spaces and prioritize pedestrian, bike and public transport access.

Through this approach, we identified £310 million of wellbeing benefits arising from decreased congestion, increased visits to green spaces, improved air quality, a sense of belonging and improved public transport in addition to the £110 million of standard economic benefits arising from the investment.

In London, we are supporting Tideway, the company responsible for building the super sewer that will protect the river Thames by reducing sewage overflows to improve water quality. Working collaboratively with Tideway and its contractors, we were able to develop a framework for skills delivery and managed the implementation across Tideway's supply chain. This included setting out the KPIs related to employment, skills, apprenticeships, and recruitment of socially excluded groups.

To date, over 100 apprenticeships have been delivered through the scheme, more than 25% of employees live in the local area and innovative incentivization targets are driving the supply chain to deliver more sustainable solutions.

**3.16.1.2 A Blueprint for Creating Social Value through Infrastructure Investments**

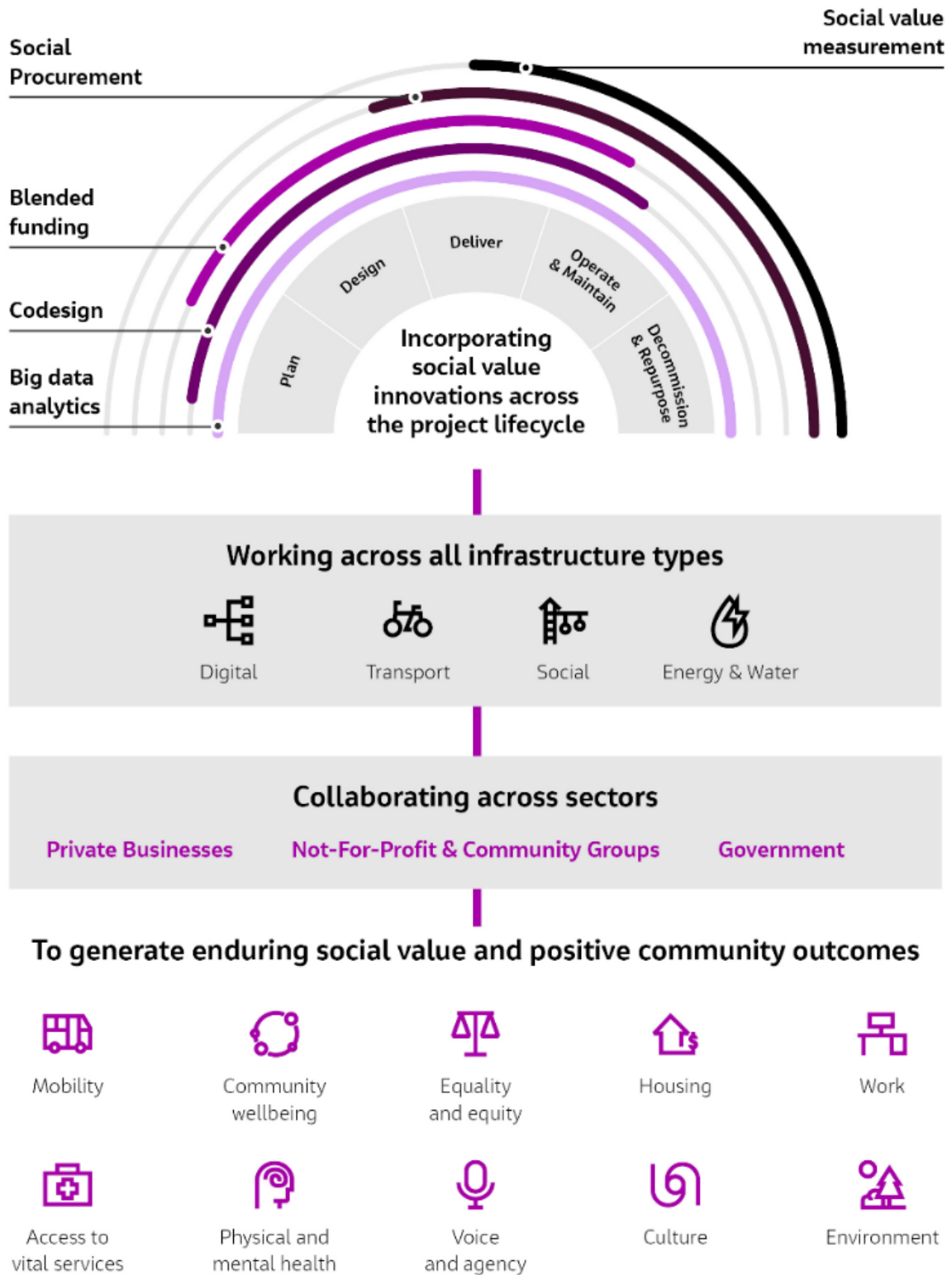
Jacobs' social value and equity solutions are built around our [Social Value Blueprint](#) (Figure 6) that can be implemented across the project lifecycle to generate social value outcomes from investment. Our blueprint incorporates the five components that are all emerging trends within the public, private and community sectors gaining traction and demonstrating impact in smaller scale, one-off, single discipline projects:

- 1. Big data analytics
- 2. Co-design
- 3. Blended funding
- 4. Social procurement
- 5. Social value measurement

By bringing these components together as part of a single blueprint for generating social value, we hope to provide governments and businesses involved in infrastructure projects with a systemic approach to generating social value at scale.



Figure 6. Jacobs Social Value Blueprint



## 4. Governance

### 4.1 Values, Ethics and Code of Conduct

Our [values](#) are publicly available on our website:

- **We do things right.** We always act with integrity – taking responsibility for our work, caring for our people and staying focused on safety and sustainability. We make investments in our clients, people and communities, so we can grow together.
- **We challenge the accepted.** We know that to create a better future, we must ask difficult questions. We always stay curious and are not afraid to try new things.
- **We aim higher.** We do not settle – always looking beyond to raise the bar and deliver with excellence. We are committed to our clients by bringing innovative solutions that lead to profitable growth and shared success.
- **We live inclusion.** We put people at the heart of our business. We embrace different perspectives, collaborating to make a positive impact. Through a strong focus on inclusion, with a diverse team of visionaries, thinkers, and doers, we build trust – in each other and across our Company.

The Company has publicly-available codes of conduct for our [employees](#), [Board of Directors](#), [CEO and senior financial officers](#), and a publicly-available [Supplier Code of Conduct](#) for our suppliers and other business partners. Our [Code of Conduct](#) for employees addresses various topics:

- You while working: safety & courtesy
  - [BeyondZero](#) commitment
  - Sustainability and Human Rights
  - Acting responsibly in the workplace
  - Interacting with others
  - Handling personal data
  - Engaging in our communities
  - Protecting Company assets and equipment
- Doing your job with integrity & discretion
  - Safeguarding client information and business intelligence
  - Acting with integrity and avoiding conflicts of interest
  - Interacting with the media
  - Interacting online
  - Competing fairly
  - Maintaining records and documents
  - Preventing bribery and corruption
  - Complying with international trade laws
  - Working with the government as a customer
- Integrity Hotline
  - Investigating violations and prohibiting retaliation
  - Speak Up, Speak Out! The Integrity Hotline
  - The Integrity Hotline: toll-free numbers
  - Policy Index

In FY23, 98%<sup>7</sup> of our employees completed our We do things right module within our Living Our Values training series, which included a written acknowledgment of compliance and completion of the training module. Both employees and managers are also prompted and encouraged to consider individual performance against our Code of Conduct during the annual employee performance review process.

The Company sustains its culture by remaining true to its purpose and values. This means promoting inclusion, celebrating diversity and approaching everything with acceptance and respect. The Company is committed to ensuring the education of its employees on these important topics and principles, and our [No Harassment, Discrimination, Bullying and Violence Policy](#) encourages or requires employees and managers to report concerns or complaints in order to prevent harassment, discrimination, bullying and violence in the workplace or which influences the workplace.

Our [Human Rights Policy](#) further reinforces our commitment to a workplace free of harassment and discrimination and is guided by international principles including those encompassed in the U.N. Guiding Principles on Business and Human Rights, Universal Declaration of Human Rights, International Bill of Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

The [Jacobs Integrity Hotline](#) is available to employees and others who wish to report non-compliance or suspected violations of law and policy, or to seek guidance on specific situations regarding Company policy. The Integrity Hotline is available 24 hours a day, 7 days a week. Reports may be made anonymously at [integrity.jacobs.com](https://integrity.jacobs.com) or via country-specific telephone numbers published on the website.

Shareholders, employees and interested parties can also communicate directly with Jacobs' Lead Independent Director or Chair of the Audit Committee. Jacobs strictly prohibits any form of retaliation against individuals who make a report in good faith out of genuine concern. The Audit Committee receives regular briefings from the legal department and internal audit regarding hotline reports (to the extent not reported to another committee).

More information can be found on our website: [Ethics & Conduct](#).

## 4.2 Supply Chain

Jacobs operates in over 40 countries and engages more than 20,000 suppliers worldwide. We have a publicly available [Supplier Code of Conduct](#). When registering within our global supplier system, suppliers must certify their agreement to our Supplier Code of Conduct.

The Supplier Code of Contact covers various topics, including, but not limited to:

- Jacobs' reputation
- Supplier responsibilities
- Asking for help and reporting concerns
- Compliance
- Relationships
- Observance of competition and anti-trust rules
- Health, Safety, Security, Sustainability and Environmental considerations
- Quality
- Bribery and corruption
- Inclusion and diversity
- Human Rights
- Integrity of financial and performance records
- Trade and export control
- Money laundering prevention
- Confidentiality and security
- Media

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<sup>7</sup> Completion percentages will never reach 100% as new hires are auto enrolled into training on a rolling basis.

Jacobs' Supply Management is focused on ensuring project delivery, reducing supply chain and performance risk, and building strategic relationships with our suppliers to help drive savings and meet our key initiatives, including sustainability, human rights and diversity. Since FY20, Jacobs has been developing a [Supplier Diversity Program](#) that is a central component of the Company's goal of "Contributing to structural change in the broader society"—laid out in our global [Action Plan for Advancing Justice and Equality](#)—where we committed to "identify current women and minority-owned supplier/vendor spending and materially increase over the next 5 years".

Building a large diverse supplier base aligns with our values and purpose, helps us leave a positive legacy on the communities that we serve, promotes competition and entrepreneurship, and brings new generations of historically disadvantaged groups into the marketplace.

In FY21, we spent over \$2.6 billion on diverse and disadvantaged suppliers – 38.8% of our total supply chain spend – and in FY22 we spent more than \$2.5 billion, an increase to approximately 40% of our total spend. In FY23, we spent \$2.18 billion with more than 5,000 diverse and disadvantaged suppliers—representing 34.4% of our total supply chain spend. These results are a testament to the success of our ongoing efforts.

We continue to adapt and grow our programs to make bespoke impact in our communities; for example, in Australia and New Zealand, we aim to partner with Indigenous-owned businesses and focus on promoting social value through our partnerships. In FY23, we partnered with Amotai which connects buyers to Māori and/or Pacifica owned businesses, promoting supplier diversity and development in Aotearoa New Zealand. We also have an active Corporate Membership Partnership with [Supply Nation](#), a national organisation in Australia that supports the directory of Indigenous businesses across Australia.

During supplier qualification, we gather data on financials, HSE, quality and technical capability. This process is detailed in internal policies. Our Legal Ethics & Compliance department has a process for identifying bribery and corruption risks for suppliers and other third parties. Factors include the Corruption Perception Index (CPI) score, debarment list screening, desktop media searches, affiliation with government entities/officials and years in business.

The assessment is conducted via a third-party background screening software, which uses external data points from sanctions lists and public news sources. Indicators of interaction or affiliation with government entities or officials result in a high-risk classification. High-risk suppliers undergo heightened due diligence, including the completion of questionnaires, commissioning of in-depth background reports and evaluation of additional red flags. We also assess suppliers via a human rights qualification questionnaire and certification process. Suppliers complete this assessment every two years.

As outlined in our [Climate Action Plan](#), our Supply Chain Management and Procurement teams will establish climate action goals for major suppliers, and partner with our suppliers to improve Scope 3 GHG emissions data and target reductions. Through our [Science-Based Targets](#) we have committed that 65% of our suppliers by spend covering purchased goods and services will have science-based targets by 2025 (see [Section 2.3](#) and [Subsection 2.19.4.1](#) for more information).

In January 2021, we made a commitment to [CDP](#) as a supply chain member to engage our suppliers, pinpoint risks and identify opportunities to support our suppliers in reducing emissions and strengthening their climate resiliency. Jacobs was recognized on [CDP's 2022 Supplier Engagement Leaderboard](#) for engaging our suppliers on climate change and playing a crucial role in the transition towards the net-zero sustainable economy (CDP's 2023 report was not available at the time of this report's publication).

### 4.3 Board Structure

Jacobs maintains information on Corporate Governance, including information on our Board, on our Investors website [invest.jacobs.com](https://invest.jacobs.com). Material changes to Jacobs' Executive Leadership and Board structure came into effect during FY23, including the [succession](#) of Bob Pragada as CEO in January 2023 and the continuation of Steve Demetriou's leadership of the Board as Executive Chair. Refer to our [2024 Proxy Statement](#) for the current composition of our Board, including changes made during FY24. The following information includes details regarding our Board in FY23.

During the first quarter of FY23, prior to the executive leadership and Board changes that were effective in January 2023, the Board's leadership comprised the Chair of the Board and then-CEO, Steve Demetriou, and Lead Independent Director, Christopher M.T. Thompson. In January 2023, the roles of CEO and Chair of the Board were separated when Mr. Pragada succeeded Mr. Demetriou as CEO. Following the succession, Mr. Demetriou serves as Executive Chair of the Board and Mr. Thompson continues to serve as Lead Independent Director.

The Board believes that the current separation of the CEO and Chair of the Board roles following the succession helps to support a successful transition of leadership and provides significant advantages to the Board, the Company, and Mr. Pragada, as it allows the Board and Company to continue to benefit from Mr. Demetriou's relationships with key clients and knowledge of the Company's business, market opportunities and risks while enabling Mr. Pragada to concentrate fully on furthering the implementation of the Company's corporate strategy.

Because the Board believes that strong independent leadership is a critical aspect of effective corporate governance, the Board also includes a Lead Independent Director. The Board believes that a Lead Independent Director, who has the responsibilities set forth in the Company's Corporate Governance Guidelines, provides independent leadership, oversight and benefits for the Company and Board that would be provided by an independent Chair.

The current standing [committees of the Board](#) are Audit, ESG and Risk, Human Resource and Compensation, and Nominating and Corporate Governance. These committees are solely comprised of independent directors. The Board may form and disband new temporary or permanent committees as it deems appropriate, depending upon circumstances and from time to time.

### 4.4 Board Composition and Diversity

Refer to [Section 4.3](#) for details on changes to our Board that took place in January 2023. Additionally, please refer to our [2024 Proxy Statement](#) for the current composition of our Board, including changes made during FY24.

During the first quarter of FY23, the Board consisted of ten directors, comprised of the Chair of the Board and then-CEO, Steve Demetriou, serving in a combined role, and nine independent directors including a Lead Independent Director.

Effective as of January 24, 2023 and for the remainder of FY23, the Board consisted of 11 directors, comprised of Steve Demetriou, serving as the Executive Chair, Bob Pragada, our CEO, and nine independent directors, including a Lead Independent Director. We continue to have a Lead Independent Director serving on the Board but, effective January 24, 2023, the roles of Chair of the Board and CEO are no longer combined.

Our definition of “independent” is detailed under “Guidelines for Determining Director Independence,” in Jacobs [Corporate Governance Guidelines](#) (p. 2). The definition states that it is expected that Board members (in that role) will exercise diligently and in good faith their independent judgment in the best interests of the Company and its shareholders as a whole, notwithstanding their other activities or affiliations. No director qualifies as “independent” unless the Board affirmatively determines that the director has no material relationship with the Company (including, but not limited to, either directly or as a partner, shareholder, or officer of an organization that has a relationship with the Company).

During FY23, the representation of Board members who were ethnically diverse or female was 55%. Of our 11 directors in FY23 following the change to the Board that took place on January 24, 2023, three of our directors were female and five were racially and ethnically diverse. Also, 56% (five out of nine) of our independent directors in FY23 were added to the Board in the past five years. Please see our [2023 Proxy Statement](#) for further details (p. 29).

Our [Corporate Governance Guidelines](#) expressly require that diversity factors, such as gender, race, ethnicity, country of origin, nationality or cultural background be considered in the Board nomination process. As stated in our [2024 Proxy Statement](#) under “Board Composition”, the Board believes it should encompass individuals with diverse backgrounds and perspectives. In accordance with these Guidelines, the Nominating and Corporate Governance Committee considers the diversity of viewpoints, backgrounds, experiences and other demographics in evaluating and considering potential director candidates.

Diversity is an important consideration in the director nomination process because the Board believes that people of broad diversity including, but not limited to, different genders, sexual orientation, experiences, ages, races and ethnic backgrounds and military experience can contribute different, useful perspectives while collaborating effectively to further the Company's mission. The Board has therefore adopted a policy requiring that women and minorities be included in the initial pool of candidates when selecting new director nominees.

### **4.5 Board Nominations and Conflict of Interest**

Once potential director candidates are identified, including any candidates nominated by shareholders, the Chair of the Nominating and Corporate Governance Committee, the Lead Independent Director, the Chair of the Board and the CEO shall review the backgrounds of those candidates with the Nominating and Corporate Governance Committee.

The Nominating and Corporate Governance Committee is then responsible for recommending a selection of director nominees to the Board. It is the Board's responsibility to nominate and, in certain circumstances (such as, to fill vacancies that may occur on the Board), to elect directors in consultation with the Nominating and Corporate Governance Committee.

Directors are expected to avoid any action, position or interest that conflicts with the interests of the Company or gives the appearance of a conflict of interest. If an actual or potential conflict of interest develops because of a change in the business operations of the Company, or in a director's circumstances, the director is required to report the matter immediately to the Chair of the Nominating and Corporate Governance Committee and the Chair of the Audit Committee.

If a director has a personal interest in a matter before the Board, the director shall disclose the interest to the full Board and excuse themselves from participation in the discussion and shall not vote on the matter.

## 4.6 Board Roles and Effectiveness

The primary responsibilities of the Board are oversight, counseling and direction to the management of the Company in the interest and for the benefit of the Company and its shareholders and other stakeholders. The Board has delegated to the executive officers of the Company the authority and responsibility for managing the business of the Company in a manner consistent with the standards and practices of the Company in compliance with applicable law, and in accordance with any specific plans, instructions or directions of the Board.

The Board oversees the Company's approach to ERM, which is designed to support the achievement of strategic objectives, improve organizational performance and enhance long-term shareholder value. In conjunction with management, the Board assesses the specific risks faced by the Company and reviews the steps taken by the Company's leadership to manage those risks.

The Board also provides guidance to and oversight of management throughout the year with respect to setting the Company's corporate strategy, which facilitates these assessments and reviews. The Board also encourages management to promote a corporate culture that integrates risk management into the Company's corporate strategy and day-to-day business operations in a way that is consistent with the Company's targeted risk profile.

Pursuant to the Board's instruction, the Company's leadership regularly reports on applicable risks to the relevant Committee or the Board, as appropriate, including regular reports on significant Company projects, with additional review or reporting on risks being conducted as needed or as requested by the Board and its Committees.

As part of the Company's ongoing evaluation of its ERM program, the Company also conducts various actions to enhance the effectiveness of the program, including maintaining a senior management position to oversee the Company's ERM program. This officer provides regular reports to the Board. The Company has also engaged a third-party ERM expert from time to time to provide an independent assessment of the Company's risks, policies and procedures. The Company's EVP and Chief Legal & Administrative Officer, SVP, Office of Global Climate Response & ESG and Enterprise Risk Management, and VP, Enterprise Risk Program Manager also work closely with the management team to develop effective risk management strategies and practices.

In FY21, the Board formed the ESG & Risk Committee to further enhance the structure of the Board's oversight for ESG and ERM. The ESG & Risk Committee assists the Board in overall oversight of ESG and ERM matters, with certain specified areas being allocated to the Board's other standing Committees. To ensure coordination and collaboration among the Board's committees, the membership of the ESG & Risk Committee includes the chairs of each of the Board's other Committees.

Each of the Board's committees is responsible for providing oversight in setting the strategy and approach for material ESG disclosures and targets in their respective delegated areas. Overall director attendance at meetings of the Board and its Committees was 99% during FY23. Board members are expected to attend annual meetings of shareholders.

All the members of the Board attended our 2023 Annual Meeting of Shareholders in person, except for one director who was unable to join in person and who was also not able to attend the virtual meeting due to an internet connectivity issue.



## 4.7 Remuneration

As detailed in [Section 4.3](#), effective as of January 24, 2023, Bob Pragada succeeded Steve Demetriou as CEO of the Company. Detailed information on our remuneration policies and process for our Named Executive Officers (NEOs), including Messrs. Pragada and Demetriou, and members of the Board can be found in our [2024 Proxy Statement](#) (pp. 29-32; 55-67). Table 39 shows, for FY22 and FY23, the total compensation of our current CEO, Mr. Pragada, the total compensation of our median employee, and the ratio of our current CEO's total compensation to that of our median employee.

**Table 39. Compensation**

Compensation (USD)	FY22	FY23	% Change
CEO Base Salary <sup>[a]</sup>	\$1,425,000 <sup>[b]</sup>	\$1,300,000 <sup>[c]</sup>	8.8% decrease
CEO Total Annual Compensation	\$14,615,521	\$9,484,157 <sup>[d]</sup>	35.1% decrease
Median Employee Total Annual Compensation	\$83,173	\$91,465	10% increase
Ratio of CEO to Median Employee Total Annual Compensation	176 to 1	104 to 1 <sup>[d]</sup>	40.9% decrease

<sup>[a]</sup> CEO Base Salary provided in this table reflects the stated base salary of the CEO in the position as of the end of the fiscal year as set forth in the [2024 Proxy Statement](#) (p. 42) and does not reflect any elected salary deferrals and any other changes, such as change in salary due to change of employee's role. Negative base salary change is due to the change in individuals in the CEO position during FY23, and not indicative of a negative salary adjustment.

<sup>[b]</sup> FY22 salary provided for Steve Demetriou.

<sup>[c]</sup> FY23 annual salary provided for Bob Pragada, who was appointed to the role of CEO in January 2023, reflects stated base salary as of the end of the 2023 fiscal year.

<sup>[d]</sup> As we had two different CEOs during FY23, for purposes of calculating the ratio and total CEO annual compensation, we took the total compensation of each of Mr. Demetriou and Mr. Pragada, prorated in each case for the percentage of the year that they served in the CEO role, and combined those amounts.

## 4.8 Management Incentives (Non-Financial Metrics)

The Company includes a non-financial metric for the overall payout under our Leadership Performance Plan for the NEOs and the other senior executives. For FY23, this metric consisted of a "Corporate Scorecard" which considered the Culture Survey Inclusion Composite Score based on the results of questions in the Company's annual culture survey related to inclusion to measure and evaluate leadership behaviors from year to year.

Additional detail regarding the Leadership Performance Plan, including the results of the Company's FY23 Inclusion Composite Score, can be found in the [2024 Proxy Statement](#) (p. 43; pp. 44-45).

## 4.9 Materiality Assessment

Between 2018 and 2022, Jacobs conducted several materiality assessments to inform the development and launch of PlanBeyond, our sustainable business approach, and to identify and prioritize the topics on which we focused both continuous improvement and new sustainability initiatives and our voluntary ESG reporting.

Our approach in these earlier assessments considered issues that represented Jacobs' significant ESG and economic impacts; our ability to drive long-term value creation and what is important to internal and external stakeholders. We also periodically reviewed the validity of these assessments as our business, operating environment and the world changed.

The results of these assessments enabled us to continually improve and enhance our business practices and future disclosures. The results and discussion of these assessments can be found in our historic ESG Disclosures reports available on our [Jacobs Investor Relations ESG microsite](#).

### 4.9.1 Double Materiality Assessment: 2023

Through the second half of FY23 and into FY24, Jacobs initiated a Double Materiality Assessment which is described by the ESRS as having two dimensions:

1. **Impact Materiality:** matters pertaining to positive or negative, actual or potential impacts on people and/or the environment.
2. **Financial Materiality:** inter alia, information that if omitted, misstated or obscured could reasonably be expected to influence decisions made by users of a company's financial reports.

Our Double Materiality Assessment is being conducted in accordance with the ESRS and associated guidelines, in preparation for and in support of Jacobs' future non-financial disclosures under the EU's Corporate Sustainability Reporting Directive (CSRD).

#### 4.9.1.1 General Overview and Process Description

We are undertaking our Double Materiality Assessment using in-house resources and capabilities. As a large, highly diverse and globally distributed professional and technical services provider, the impacts, risks and opportunities (IROs) applicable to our business are equally diverse and complex.

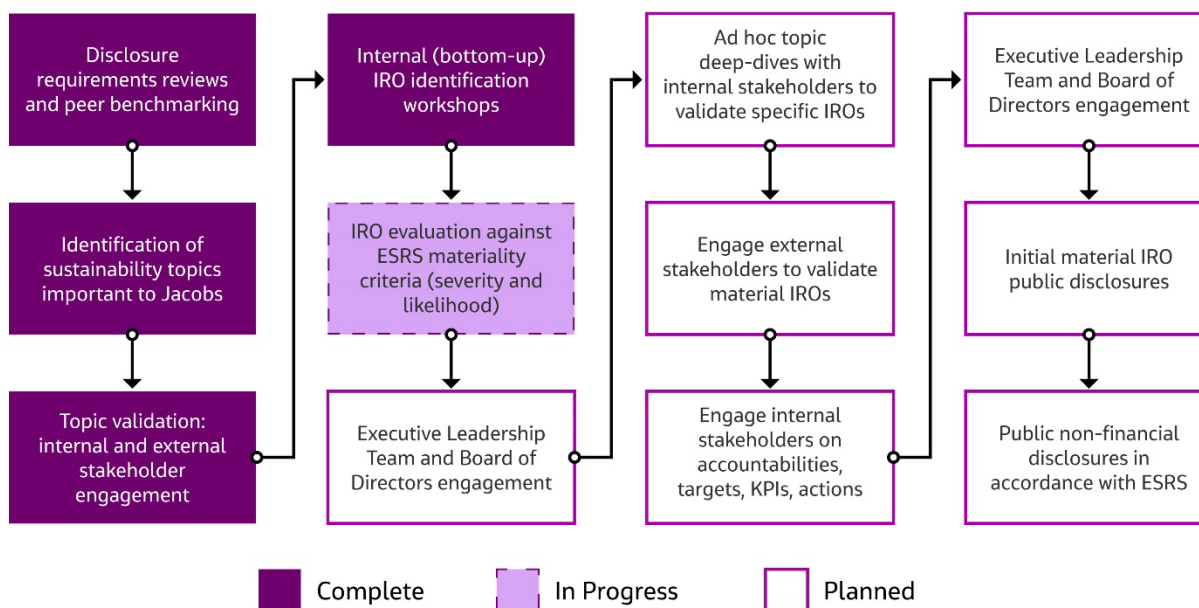
As such, we have determined that the most robust approach to identifying representative and robust IROs across the business is through internal engagement followed by validation with external stakeholders. Our approach is therefore best described as a bottom-up evaluation of IROs identified, understood, managed and mitigated by our global functional, sales and operations leaders around the world.

Key elements of our process include:

1. Topic selection and due diligence
2. Internal stakeholder engagement to identify and evaluate IROs across all topics, including assessment of stakeholder input against ESRS materiality criteria
3. Identification of IROs that warrant further assessment, and completion of additional assessment as needed
4. Identification of material IROs
5. Validation of material IROs with external stakeholders
6. Identification and implementation of actions, accountabilities, targets, KPIs and any other matters arising pursuant to material IROs
7. Executive Leadership Team and Board of Directors awareness, education, validation and endorsement
8. Public disclosure
9. Ongoing assessment of material IROs and associated actions, accountabilities, targets, KPIs

Figure 7 provides an overview of our assessment process. At the time of writing this report, we have completed the sustainability topic due diligence and stakeholder input stages of the assessment.

**Figure 7. Jacobs' Double Materiality Assessment Process**



### 4.9.1.2 Topic Selection and Due Diligence

In FY23, Jacobs' Global Corporate Sustainability team conducted a due diligence assessment on the materiality topics previously defined and evaluated for the Company in historic materiality assessments. This due diligence included consideration of the draft ESRS available at the time, peer review and benchmarking, media scanning and historic stakeholder feedback. The outcome from this assessment was an updated list of 22 topics deemed most important to Jacobs.

Several stakeholder engagements were then conducted with internal and external groups (see Table 40) to obtain feedback on, inter alia, the identified 22 topics and their perceived ongoing relevance and importance to Jacobs through both the "outside-in" (how the topics are perceived to impact the Company) and "inside-out" (how the topics are perceived to be impacted by Jacobs) approaches.

**Table 40. Double Materiality Stakeholder Groups**

Survey	Interview
Employees	Jacobs' Executive Leadership Team
Select clients	Jacobs' Board of Directors
Select partners (community and corporate)	Select clients
Select suppliers	Select partners (commercial)
Select investors	

The results from this process were aggregated and mapped to confirm consensus with the topic list, and to better understand stakeholder priorities which, in turn, aids how Jacobs engages with each stakeholder group in the future. Stakeholder feedback was impacted by sample size, with smaller sample sizes predicted to introduce bias in the results aggregation process.

To test and address this assumed bias by smaller sample sizes of engaged stakeholders, several scenarios were considered in which different stakeholder groups were combined to evaluate the effects of bias on results based on group size for what was perceived as relevant and important for each sustainability topic. The results of the assessment of each stakeholder grouping scenario showed minimal differences in outcome with no bearing on which sustainability topics were selected and validated as being considered most important. The final stakeholder grouping was as follows (with number of respondents noted in brackets), noting that external stakeholders were combined into a single group:

- Employees (8,492)
- Executive Leadership Team (9)
- Board of Directors (10)
- Clients, Suppliers, Partners (community, corporate and commercial), Investors (44)

### **4.9.1.3 Impacts, Risks and Opportunities Identification through Stakeholder Engagement**

The next phase of the assessment focused on identifying and evaluating IROs associated with each of the identified sustainability topics through a series of workshops, using severity and likelihood criteria stipulated in the ESRS as foundational for guiding stakeholder input. The assessment included approximately 140 key internal contributors from across the business who, together, provided experience and perspective representative of our diverse, global business.

Each participant also represented likely long-term “ownership” of assessment outcomes (such as, the setting and achieving of KPIs and targets), brought subject matter expertise to the assessment, is an important stakeholder for a topic’s (or topics’) assessment outcomes, and/or has important decision-making interests.

Participants were drawn from each of our ESG Report Operating Segments and corporate functions, across a broad range of levels of seniority and roles including operations, sales, human resources, legal, internal audit, accounting and finance, risk and several technical disciplines.

Our stakeholder workshops were held between October 16, 2023 and November 9, 2023, and were structured to enable the assessment of several topics in parallel. The sessions were prepared, structured, organized and facilitated by the Global Corporate Sustainability team, with stakeholders invited to provide their input to specific questions using a collaborative virtual platform.

The workshop organization included the following:

- Prework, which included context about the ESRS, the assessment process, our approach, and “thought-starter” information such as a business model diagram, stakeholder groups throughout the value chain, and our countries of operation
- Prompts and space to capture thoughts about dependencies, stakeholders, geographies and relationships across our full value chain that might warrant special consideration for each topic
- Glossary of terms for both impact and financial materiality
- Topic-specific breakout group workspaces where participants were asked to identify IROs, then assess them against the following criteria:
  - Impacts: actual or potential; cause or trigger; duration; scale; scope; remediability; likelihood
  - Risks/opportunities: location/concentration in our business model; cause or trigger; potential effects; magnitude; duration; likelihood; and whether the risk/opportunity would likely influence a reasonable investor’s decision-making regarding Jacobs
- Flags for IROs that might warrant adaptation of Jacobs’ strategy and/or business model

Upon completion of the workshops, members of the Global Corporate Sustainability team extracted stakeholder inputs and converted the feedback into a matrix through which ESRS-derived materiality threshold criteria could be consistently applied. We anticipate sharing additional information on our threshold criteria in future disclosures.

This process of conversion included input analysis and rationalization, deduplication of feedback, cross-referencing of impacts with related risks and/or opportunities, input clarification with participants, and IRO re-assignment to different topics when applicable. The outcome has been the creation of the first draft IRO register with assigned materiality based on ESRS criteria.

### 4.9.1.4 Next Steps

Through FY24, the materiality assessment process will continue as summarized on Figure 7. The nature of the remainder of the assessment centers on awareness, education and endorsement from the Executive Leadership Team and the Board of Directors, material IRO validation (internally and externally), and the development of accountabilities, KPIs, actions and implementation prior to public disclosure.

We anticipate sharing incremental information about, and outcomes from, our double materiality assessment in due course.

## 4.10 Sustainability Strategy

The outcomes from our stakeholder engagement, materiality assessment (historic and ongoing) and feedback sessions underpinned the development of our PlanBeyond sustainable business approach. Aligned with Jacobs' purpose to create a more connected, sustainable world, [PlanBeyond 2.0](#) represents the next phase of our sustainability journey<sup>8</sup>.

PlanBeyond 2.0 reflects a holistic approach to sustainability across the environmental, social and economic dimensions. Compared to the original PlanBeyond framework launched in 2018, [PlanBeyond 2.0](#) reflects two key advancements:

1. Amplifying our focus on integrating sustainability across 100% of our client solutions
2. More explicitly mapping our approach against the U.N. SDGs

[PlanBeyond 2.0](#) identifies six U.N. SDGs that are material to our business, where we can have the most influence and impact, in alignment with our 2022 materiality assessment. Our current and future materiality assessments will continue to inform and influence the ongoing development of PlanBeyond. While we remain committed to contributing towards all 17 U.N. SDGs, our core U.N. SDGs include:

- SDG 3: Good Health and Well-being
- SDG 6: Clean Water and Sanitation
- SDG 9: Industry, Innovation and Infrastructure
- SDG 10: Reduced Inequalities
- SDG 11: Sustainable Cities and Communities
- SDG 13: Climate Action

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<sup>8</sup>The development of PlanBeyond 2.0 (current at the time of this report's writing) preceded that of Jacobs' 2022-2024 Company strategy "Boldly Moving Forward" and the latest materiality assessment, resulting in some incongruence among the materials. PlanBeyond is under continual review and will be updated to enhance alignment and reflect material internal and external developments including Jacobs' commitment to incorporate sustainability into our financing strategy (see [Section 1.5](#)).

In alignment with these core U.N. SDGs, we have developed six SBOs that are relevant to our business, summarized on Figure 8. Each SBO has a headline target and associated sub-targets. The SBOs sit at the heart of our 2022-2024 Company strategy, "[Boldly Moving Forward](#)," and define our aspirations around how we can each play a part in creating a sustainable future for all. For more information on these SBOs and our strategies to deliver them, see [PlanBeyond 2.0](#).

Given the level of interconnectedness, complexity and pace of change in our world and company, and through the work we did to prepare for and deliver our 2022–2024 Company strategy "[Boldly Moving Forward](#)", we recognize that other U.N. SDGs are of elevated importance to Jacobs, too. These include but are not limited to:

- SDG 5: Gender Equality
- SDG 7: Affordable and Clean Energy
- SDG 14: Life Below Water
- SDG 15: Life on Land

Figure 8. PlanBeyond 2.0 Sustainable Business Objectives

We will continue to work toward the six core SDGs and Sustainable Business Objectives that we identified in 2021 as the material areas where we could have maximum impact:



We will also remain agile as the business evolves. Given the level of interconnectedness, complexity, and pace of change in our world and company, we recognize that other SDGs are of elevated importance to Jacobs, too. Notably:





	<p><b>Affordable &amp; Clean Energy</b>   We are deeply engaged in supporting the net zero transition, reflected in the growth of our Energy &amp; Power sector.</p>
 	<p><b>Life Below Water + Life On Land</b>   Nature underpins the global economy, and healthy ecosystems are critical to a future in which we can thrive. Jacobs' leadership in regenerative and nature-based solutions is on the rise.</p>
	<p><b>Gender Equality</b>   Jacobs' commitment to inclusion continues and was emphasized with gender diversity as one of two key performance indicators in our first ever <a href="#">Sustainability-Linked Bond</a>.</p>

Table 41 summarizes the intersections among our 2022 materiality assessment, priority issues, strategies and performance. Performance metrics are tracked regularly to measure our progress against our strategy and long-term targets. The "Boundary and Scope of Influence" column refers to the scope of our involvement, influence and impact in each area, both within and beyond our organization.



**Table 41. Jacobs' Core Sustainable Development Goals, Material Topics, Strategy and Performance**

U.N. SDG	Aligned Material Topics	Strategy and Long-Term Targets (follow links for detail)	Performance Indicators and Progress	Boundary and Scope of Influence
SDG 3: Good Health and Well-Being	<ul style="list-style-type: none"> <li>▪ Health, safety and wellbeing</li> <li>▪ Talent attraction, development and retention</li> <li>▪ Community engagement and giving</li> <li>▪ Project sustainability impacts</li> <li>▪ Human rights</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">PlanBeyond SBO 1</a>: Advance the health, wellbeing, and safety of society</li> <li>▪ <a href="#">BeyondZero</a>: To 2025 and Beyond strategy</li> <li>▪ <a href="#">Target (PlanBeyond 2.0)</a>: Improve the mental health and wellbeing of One Million Lives by 2025</li> <li>▪ <a href="#">Target (BeyondZero strategy)</a>: By 2025 see significantly reduced work-related harm</li> </ul>	<ul style="list-style-type: none"> <li>▪ TRIR</li> <li>▪ LTIFR</li> <li>▪ OIFR</li> <li>▪ Fatality rate</li> <li>▪ Absentee rate</li> <li>▪ <a href="#">One Million Lives</a> check-ins</li> <li>▪ Employee engagement</li> <li>▪ Charitable giving and volunteering</li> <li>▪ Health market projects and revenue</li> </ul> <p>For information on progress, refer to <a href="#">Section 3.7</a>, and <a href="#">Section 3.14</a>.</p>	<p>Our Culture of Caring and BeyondZero approach extend beyond the boundaries of our employees and client solutions to positively influencing our friends, families and wider society while generating value to investors and stakeholders. Influence areas span onsite health and safety; mental health and holistic wellbeing across our workforce and society and broad impacts through our health market presence, including providing solutions to governments and healthcare agencies.</p>
SDG 6: Clean Water and Sanitation	<ul style="list-style-type: none"> <li>▪ Water management</li> <li>▪ Project sustainability impacts</li> <li>▪ Health, safety and wellbeing</li> <li>▪ Community engagement and giving</li> <li>▪ Human rights</li> <li>▪ Inclusion and diversity</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">PlanBeyond SBO 2</a>: Deliver solutions for the global water and sanitation crisis</li> <li>▪ <a href="#">Target</a>: Expand water equity in water-stressed regions through existing and new partnerships by 2025</li> </ul>	<ul style="list-style-type: none"> <li>▪ Water consumption</li> <li>▪ Water equity champions</li> <li>▪ Water market projects and revenue</li> <li>▪ Charitable giving and volunteering</li> <li>▪ Water for People partnership</li> </ul> <p>For information on progress, refer to <a href="#">Section 2.10</a> and our <a href="#">2023 Integrated Annual Report</a>.</p>	<p>Clean water and water equity in our project portfolio and community investments impact and create value for our clients, surrounding communities, investors and planet.</p>
SDG 9: Industry, Innovation, and Infrastructure	<ul style="list-style-type: none"> <li>▪ Innovation and digital transformation</li> <li>▪ Project sustainability impacts</li> <li>▪ Data security</li> <li>▪ Business continuity and resiliency</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">PlanBeyond SBO 3</a>: Foster a culture of technology and innovation important to the advancement of society</li> <li>▪ <a href="#">2022-2024 Company Strategy</a></li> <li>▪ <a href="#">Beyond If<sup>SM</sup></a>: We challenge the accepted</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.N. SDG-aligned innovations and digital solutions</li> <li>▪ Consulting, data and technology solutions and products revenue</li> <li>▪ Beginning with FY23, <a href="#">DVS</a> business performance</li> </ul>	<p>Digital transformation is essential for any business' growth. Technology and innovation play a pivotal role in today's global economy and are central to our Company strategy and business growth opportunity. Our activity in this area impacts our</p>



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U.N. SDG	Aligned Material Topics	Strategy and Long-Term Targets (follow links for detail)	Performance Indicators and Progress	Boundary and Scope of Influence
	<ul style="list-style-type: none"> <li>▪ Business ethics and compliance</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Target</a>: Measure impact on 100% of Jacobs' innovations to advance progress towards the U.N. SDGs by 2025</li> <li>▪ Targets (2022-2024 Company strategy):                             <ul style="list-style-type: none"> <li>- 30% revenue from consulting, data and technology solutions and products by end of FY24</li> <li>- Consulting and Advisory talent base of 10,000 by FY24 end</li> </ul> </li> </ul>	<p>For information on progress, refer to <a href="#">2023 Integrated Annual Report</a>.</p>	<p>employees, clients, communities, investors, governments and planet.</p>
<p>SDG 10: Reduced Inequalities</p>	<ul style="list-style-type: none"> <li>▪ Inclusion and diversity</li> <li>▪ Recruitment, training and retention</li> <li>▪ Human rights</li> <li>▪ Community engagement and giving</li> <li>▪ Project sustainability impacts</li> <li>▪ Supply chain sustainability</li> <li>▪ Health, safety and wellbeing</li> <li>▪ Business ethics and compliance</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">PlanBeyond SBO 4</a>: Create a fair and inclusive future for all</li> <li>▪ <a href="#">TogetherBeyond</a>: Inclusion and diversity culture</li> <li>▪ <a href="#">Action Plan for Advancing Justice and Equality</a></li> <li>▪ <a href="#">Collectively</a>: Global giving and volunteering strategy</li> <li>▪ <a href="#">Target (PlanBeyond 2.0)</a>: Engage our workforce in 50,000 hours of global STEAM volunteering that enhances diversity and inspires the next generation by 2025</li> <li>▪ <a href="#">Target</a>: Achieve aspirational goal of 40:40:20 gender diversity by 2025 (40% male, 40% female, 20% any gender)</li> <li>▪ SLB (see <a href="#">Section 1.5</a>): Achieve at least 40% representation of females in VP and above positions by the last business day of our fiscal year end 2027.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gender diversity</li> <li>▪ Racial and ethnic diversity</li> <li>▪ Age diversity</li> <li>▪ Veterans</li> <li>▪ People with disability</li> <li>▪ Pay equity and pay gap</li> <li>▪ Employee turnover and hiring</li> <li>▪ Employee engagement</li> <li>▪ Charitable giving and volunteering</li> <li>▪ Supplier diversity</li> </ul> <p>For information on progress, refer to <a href="#">Sections 3.2</a> through <a href="#">3.11</a>.</p>	<p>Integrating social value and equity within our Company and into the solutions we deliver for clients is a top priority. We aim to reduce inequalities as we promote inclusive work environments and support inclusive economic growth, both internally and externally. Our activity in this area impacts our employees, clients, suppliers, communities and investors.</p>

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U.N. SDG	Aligned Material Topics	Strategy and Long-Term Targets (follow links for detail)	Performance Indicators and Progress	Boundary and Scope of Influence
SDG 11: Sustainable Cities and Communities	<ul style="list-style-type: none"> <li>▪ Project sustainability impacts</li> <li>▪ Carbon emissions and energy</li> <li>▪ Innovation and digital transformation</li> <li>▪ Business continuity and resiliency</li> <li>▪ Biodiversity</li> <li>▪ Human rights</li> <li>▪ Water management</li> <li>▪ Effluents and waste</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">PlanBeyond SBO 5</a>: Develop efficient and resilient solutions that deliver net environmental and societal gain</li> <li>▪ <a href="#">2022-2024 Company strategy</a></li> <li>▪ <a href="#">Target (PlanBeyond 2.0)</a>: 100% of Jacobs' solutions will contribute to progress against the U.N. SDGs by 2025</li> <li>▪ <a href="#">Target (Company strategy)</a>: By end of FY24, 100% of client projects will have ESG scope</li> </ul>	<ul style="list-style-type: none"> <li>▪ U.N. SDG-aligned projects</li> <li>▪ U.N. SDG-aligned revenue</li> <li>▪ Employees providing sustainability services</li> <li>▪ Non-financial project impacts (via Value Plus, Evolve)</li> <li>▪ STEAM volunteering</li> </ul> <p>For information on progress, refer to <a href="#">Sections 2.17</a> and <a href="#">2.18</a>; and <a href="#">Section 3.11</a>.</p>	<p>Sustainable design and comprehensive infrastructure, technology and intelligence solutions help us build resilient and sustainable communities around the globe. Sustainable design is factored into all our solutions, affecting clients, communities and investors. Internally, we are transforming our offices to optimize operational efficiencies and bring about sustainable change.</p>
SDG 13: Climate Action	<ul style="list-style-type: none"> <li>▪ Climate action</li> <li>▪ Project sustainability impacts</li> <li>▪ Water stewardship</li> <li>▪ Business continuity and resiliency</li> <li>▪ Supply chain sustainability</li> <li>▪ Biodiversity</li> <li>▪ Business ethics and compliance</li> <li>▪ Effluents and waste</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">PlanBeyond SBO 6</a>: Accelerate solutions that address the climate emergency</li> <li>▪ <a href="#">Climate Action Plan</a></li> <li>▪ <a href="#">2022-2024 Company strategy</a>: Climate Response Accelerator</li> <li>▪ <a href="#">Targets (Climate Action Plan)</a>:                             <ul style="list-style-type: none"> <li>- Ensure every project becomes a climate response opportunity</li> <li>- Achieve net-zero GHG emissions across the value chain by 2040</li> <li>- Maintain <a href="#">carbon neutrality</a> status and 100% low-carbon electricity for our operations</li> </ul> </li> <li>▪ Approved <a href="#">Science-Based Targets</a></li> <li>▪ <a href="#">SLB (see Section 1.5)</a>: Achieve at least a 70% reduction in absolute Scope 1, Scope 2, and selected Scope 3 (Business Travel, Employee Commuting, and Upstream Fuel) GHG emissions by FY29.</li> </ul>	<ul style="list-style-type: none"> <li>▪ GHG emissions (Scope 1, 2, 3)</li> <li>▪ GHG intensity</li> <li>▪ Renewable energy</li> <li>▪ Renewable electricity</li> <li>▪ Energy consumption</li> <li>▪ Energy intensity</li> <li>▪ Water consumption</li> <li>▪ Waste</li> <li>▪ Carbon pricing</li> <li>▪ Science-based targets progress</li> <li>▪ Climate response solutions and revenue</li> </ul> <p>For information on progress, refer to <a href="#">Section 2.3</a> through <a href="#">2.18</a>.</p>	<p>Solutions that address climate change are imperative as we work to address the climate emergency. We offer a range of solutions that support clients' decarbonization targets, benefiting clients, surrounding communities and the planet and society at large. As a Company, we have a robust <a href="#">Climate Action Plan</a> and approved science-based reduction targets.</p>

## 4.11 ESG Governance

[PlanBeyond 2.0](#) is our sustainable business approach, developed based on our materiality assessment ([Section 4.9](#)). There is a dedicated Global Corporate Sustainability team leading on implementation of the focus areas and achievement of our sustainability goals, led by our VP, Global Head of Corporate Sustainability in our Office of Global Climate Response & ESG, reporting to our SVP for the Office of Global Climate Response & ESG and ERM.

The PlanBeyond Executive Steering Committee is our executive-level body that meets quarterly to agree on our approach, review progress against commitments, update our plans around ESG risks and opportunities, and provide review and oversight across our disclosures and reporting.

In FY23, the committee comprised the CEO and Executive Leadership Team, along with our SVP for the Office of Global Climate Response & ESG and ERM, VP Corporate Development and Investor Relations, and SVP General Counsel and Corporate Secretary. Our SVP for the Office of Global Climate Response & ESG and ERM is the most senior employee dedicated to ESG and sustainability.

We have identified climate risks and opportunities as one of the Company's top ESG-related risks and, as such, the Board plays an active role in helping to ensure effective climate risk management. The Board also receives regular reports from the ESG & Risk Committee with respect to ESG and ERM matters. Board oversight in setting the strategy and approach for material ESG disclosures and targets is spread across all Board Committees as further described in the ESG & Risk Committee [charter](#). See our [Board Committee charters](#) for more details. In addition to other responsibilities, Board Committee responsibilities related to ESG matters include:

1. **ESG & Risk Committee:** (i) reviews the Company's overall ESG strategy and oversees the Company's key ESG initiatives and policies; and (ii) monitors developments, trends, regulations, and best practices in managing ESG governance and corporate sustainability matters and makes recommendations to the Board and management.
2. **Human Resource and Compensation Committee:** reviews ESG matters relating to human capital and related matters, including human resource related metrics used by the Company and any related public disclosures.
3. **Nominating and Governance Committee:** oversees ESG matters relating to corporate governance and compliance.
4. **Audit Committee:** reviews internal controls and processes over material public disclosures related to sustainability/ESG, including with respect to the Company's key sustainability/ESG-related external disclosures and any related independent auditor or third-party assurance or verification.

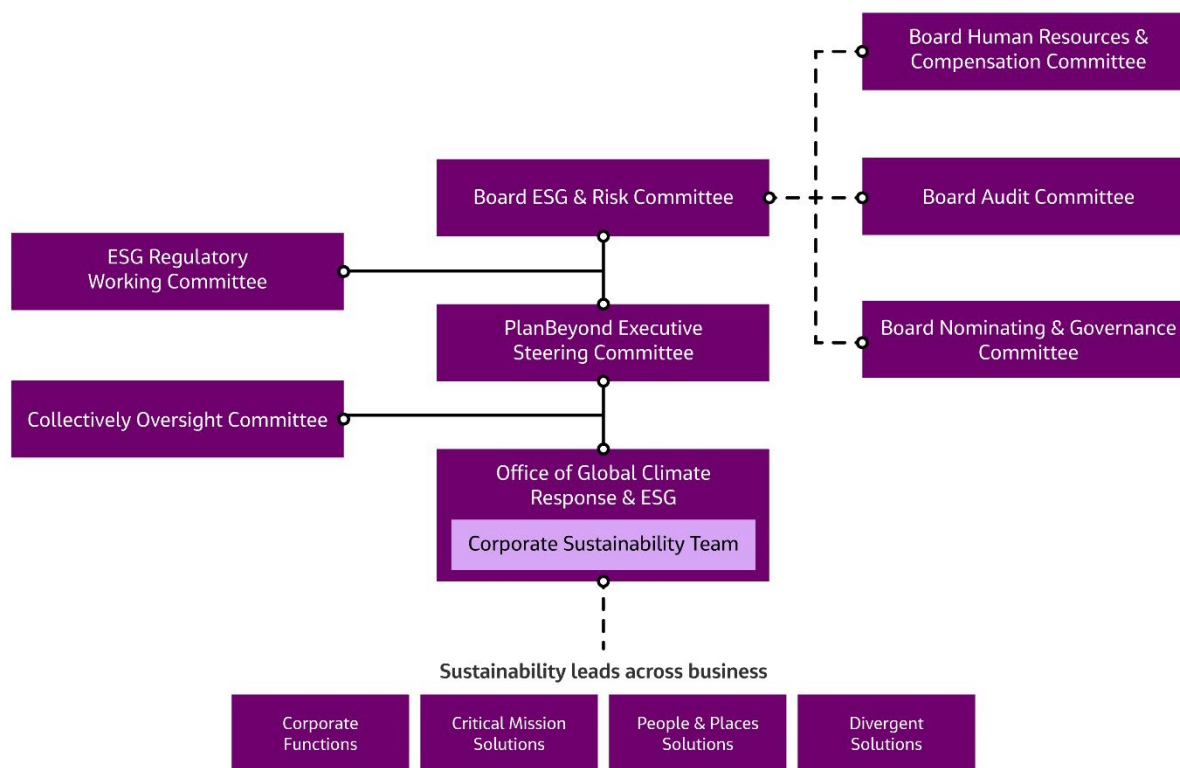
Company management also provides periodic reports to the applicable Board Committee and receives guidance and feedback on the strategy for ESG-related disclosures, setting long-term internal or external targets and measuring results and performance against those targets.

We have a technical delivery team responsible for creating a roadmap and action plan for delivering the commitments with the [Climate Action Plan](#). This team is composed of technical carbon and climate subject matter experts from our offices around the world.

Finally, we have a network of Sustainability Leads across our business to support the Company's efforts to operationalize sustainability and related aspects of the Company strategy, and target delivery into each of

our ESG Report Operating Segments. Figure 9. FY23 Jacobs ESG Governance Structure shows Jacobs' ESG Governance Structure.

Figure 9. FY23 Jacobs ESG Governance Structure



## 4.12 Risk Governance

Our SVP for the Office of Global Climate Response & ESG and ERM, as supported by the VP Enterprise Risk Program Manager, is tasked with dedicated risk management responsibility. The SVP reports to our EVP and Chief Legal and Administrative Officer who is tasked with responsibility for monitoring and auditing risk management performance on an operational level, reporting to our CEO.

The Board oversees the Company's approach to ERM, which is designed to support the achievement of strategic objectives, improve organizational performance, and enhance long-term shareholder value. In conjunction with management, the Board assesses the specific risks faced by the Company and reviews the steps taken by the Company's leadership to manage those risks.

The Board also provides guidance to and oversight of management throughout the year with respect to setting the Company's corporate strategy, which facilitates these assessments and reviews.

Further, the Board encourages management to promote a corporate culture that integrates risk management into the Company's corporate strategy and day-to-day business operations in a way that is consistent with the Company's targeted risk profile.

In FY21, the Board formed a new standing committee, the ESG & Risk Committee, to further enhance the structure of the Board's oversight for ESG and ERM. The ESG & Risk Committee assists the Board in overall

oversight of ESG and ERM matters, with certain specified areas being allocated to the Board's other standing committees.

To ensure coordination and collaboration among the Board's committees, the membership of the ESG & Risk Committee include the Chairs of each of the Board's committees. Additional discussion of the Board's role in ERM oversight can be found in the [2024 Proxy Statement](#) (p. 17), including risk oversight for each committee.

A Global Enterprise Risk Steering Committee, chaired by our SVP for the Office of Global Climate Response & ESG and ERM, oversees and works with teams focused on priority areas (for example, ESG, Cyber and Projects) and defines and updates as necessary, risk appetite and risk policies. Key ESG risk and opportunity areas include, but are not limited to, climate, supply chain, inclusion and diversity, health and safety, and talent attraction, retention, and development. Our [FY23 Form 10-K](#) (pp. 22-46) contains a discussion of some of the risks and uncertainties that could have a material adverse effect on the Company.

Our global project risk management procedures, including the implementation of and adherence to our risk approvals process, are regularly audited through project and other internal audits. These audits are aligned to our ERM Framework risk categories, and key findings are shared with relevant and/or impacted business leaders, the Executive Leadership Team, and Board ESG & Risk and Audit Committees.

As detailed further in [Section 2.15](#), our first global climate risk assessment was completed in March 2020 with further assessments published thereafter. We apply the TCFD framework to identify climate risks that are material to our business, including those arising from both physical and transitional risks. Potential risks include project failure, operational and supply chain disruption, being outpaced by competitors and business fragmentation.

Our opportunity analysis indicates that we are well-placed to both benefit from and materially contribute to the world economy's transition to a low-carbon future and help our clients create smart, resilient cities and infrastructure.

Our GS&R program (see [Subsection 3.12.4.2](#)) provides integrated assurance from its SMEs to identify, react and adapt to disruption. It sets the standards and framework to ensure designation, responsibility, competence and tools for anticipation, evaluation, preparation, response, and management of emergency incidents and crisis events, based on the Incident Command System, a standard emergency response model used internationally. Our business resilience program safeguards the protection of our people, environment, assets, and reputation, as well as enabling the continuation of business services to succeed and thrive.

### 4.12.1 Emerging Risks

Two emerging risks that may have long-term impact on the business are summarized in Table 42. Both risks are included in our ERM Framework and are the subject of regular review and discussion in Jacobs' risk governance processes, including Board oversight and engagement.

**Table 42. Emerging Risks**

	<b>Technological risk related to the rise of generative artificial intelligence</b>	<b>Financial risks and opportunities related to political leadership changes in key geographies</b>
<b>Description</b>	<p>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 and cutting-edge manufacturing. Generative AI technologies are transforming industry and society and have the potential to revolutionize the products and services that Jacobs delivers for our clients. At the same time, this emerging technology presents new challenges to our business models and client solutions in the realm of security risks (e.g., protecting proprietary data), legal risks (e.g., intellectual property, privacy and emerging regulatory compliance), and ethical risks (e.g., accuracy, bias), among others.</p>	<p>As a professional and digital services provider, Jacobs' clients and employees are core to the continued growth and successful execution of our business model. Many Jacobs employees and clients are based in countries where political leadership change is possible or likely due to the extensive slate of national and provincial government elections scheduled to occur in the coming year. Political leadership uncertainty and administrative changes may introduce financial risks and opportunities for Jacobs by impacting client investments, Jacobs' business strategies and cost of living and quality of life for our employees, stakeholders and communities.</p>
<b>Potential impact</b>	<p>The adoption of generative AI into our processes and digitally enabled products and services may open new opportunities for our business driven by increased customer demands for innovative and personalized solutions, and/or productivity enhancements driven by AI-enabled automation and efficiency.</p> <p>There is also the potential for negative impacts to our business driven by Jacobs not adopting, or having a slow or poor adoption of, AI tools. This may impact our market competitiveness (e.g., cost competitiveness, reduced operating margin), drive technological obsolescence (e.g., lagging technological innovation) and negatively impact our brand and reputation, resulting in a reduced demand for our products and services across the markets and clients that we serve.</p>	<p>The magnitude of potential political leadership changes introduces a spectrum of uncertainty and protracted decision making with respect to policy, regulations, public funding, private investment, global alliances, partnerships and relations, trade, security and global stability, and the potential for civil unrest in many regions across the globe, among other geostrategic issues.</p> <p>The above results in both direct and indirect, positive and/or negative, impacts on Jacobs employees, clients, stakeholders, and the broader environments within which we live and operate. A critical example includes governing policy and regulatory inconsistencies stemming from changing political parties/administrations that creates a suboptimal business environment, hampers timely decision making and stifles capital deployment by Jacobs and our clients. Alternatively, switches in governing parties can stimulate investment in selected markets that we serve, resulting in additional opportunities for our business (e.g., weather related disaster mitigation, energy transition investments, coastal infrastructure resilience).</p>

	Technological risk related to the rise of generative artificial intelligence	Financial risks and opportunities related to political leadership changes in key geographies
<b>Mitigation strategy</b>	<p>We are implementing comprehensive risk management strategies aligned to our ERM framework and governance structure that leverages and codifies our ELT’s collective responsibility for management and operational control for the spectrum of risks including technology, data and cyber security. The ELT endorses leadership councils, committees and/or working teams to effectively mitigate and treat risks within or across any given risk category. Specific to generative AI, Jacobs AI Governance Council centralizes the review, approval and investment of AI across the business and provides assurance that the deployment of AI tools prioritizes security and ethical considerations consistent with our Culture and Code of Conduct.</p> <p>Our AI-enabled solutions combine generative AI technologies with human expertise to address ethical considerations related to accuracy, accountability, and attribution. Targeted training and education for our people and partners on AI ethics and responsible use is an integral part of our mitigation strategy. Properly structured barriers, protocols and controls are in place that protect company, people and client sensitive data, intellectual property rights, and maintain a secure environment.</p>	<p>Jacobs ERM Framework encompasses several planning and review governance mechanisms that enable the regular assessment and response to dynamic geopolitical circumstances and related impacts. Our global ERM Steering Committee, chaired by our SVP for ERM, oversees and works with teams, including the Economic and Geopolitical Risk Team, which includes our VP for Government Relations. This teams regularly evaluates risks and potential impacts to Jacobs for coordinated treatment aligned to our Jacobs risk appetite.</p> <p>Led by our ELT, Jacobs conducts annual and quarterly business planning that spotlight changing economic and geopolitical circumstances, assesses impacts to the business (e.g., client spending trends, supply chain impacts) and evaluates and coordinates response options and priorities (e.g., shifting global delivery center workloads).</p>



## 4.13 Corruption

Our publicly-available codes of conduct for our [employees](#), [Board of Directors](#), [CEO and senior financial officers](#), and publicly-available [Supplier Code of Conduct](#) for our [suppliers and other business partners](#) summarize our anti-bribery and corruption policy. We have an Anti-Bribery and Corruption Policy and anti-competitive related policies, including Gifts and Hospitality, Charitable and Political Contributions, and Due Diligence of Third Parties.

These policies set forth specific procedures that must be followed, and criteria and processes that are required, before onboarding a supplier or other third-party, extending hospitality, and so forth. We conduct annual Code of Conduct training and periodic training specifically on anti-bribery and corruption and anti-competitive behavior. Additional details can be found in [Section 4.1](#).

Our [FY23 Form 10-K](#) contains a discussion of some of the risks and uncertainties that could have a material adverse effect on the Company, including from corruption.

## 4.14 Cybersecurity and Data Privacy

Data security is overseen by our VP, Cybersecurity, Enterprise Architecture and Quality Assurance, who reports to our Chief Information Officer. We drive a holistic and integrated protection program inclusive of GS&R and Legal. Our program includes executing to our business management system, which provides clarity and defined accountabilities for risk assessment and management; administrative, technical, regulatory, and procedural requirements and safeguards; periodic monitoring, testing and reporting; operational and incident response and reporting; and training and awareness.

For FY23, Jacobs held ISO 27001 Certification (Information Security, Cybersecurity and Privacy Protection) for Jacobs U.K. Limited, our indirect wholly-owned U.K. subsidiary, CMS Australia, New Zealand and Ireland.

To validate the effectiveness of our systems, we conduct tests of our business continuity plans and incident response procedures at least once a year. We also conduct third-party vulnerability analysis including simulated hacker attacks and conduct our own monthly vulnerability assessments.

All employees are required to take annual cybersecurity awareness training. New hires are also required to take cybersecurity awareness training during onboarding. Quarterly phishing campaigns are also conducted, along with remedial training as appropriate to increase education and awareness. Policies require all employees to notify Cybersecurity of any suspicious items. We do not release training results or related information on our employees due to the sensitivity and proprietary nature of the information.

As part of our cybersecurity governance, we utilize a Cybersecurity Steering Committee comprising executive management, operational leaders and cross-functional teams. Generally, this committee meets quarterly, or as frequently as appropriate, to review, assess and direct decision related to cybersecurity and information systems matters.

The Board recognizes the importance of maintaining the trust and confidence of our customers, contractors, partners and employees. As a part of its objective, independent oversight of the key risks facing the Company, the Board devotes significant time and attention to data and systems protection, including cybersecurity and information security risk. Additional information on the Board's role in cybersecurity governance can be found in the [2024 Proxy Statement](#) Cybersecurity Governance Highlights (p. 18).

## Fiscal Year 2023 ESG Data Disclosures

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Jacobs complies with our legal obligations to report material cybersecurity incidents and elects to include such incidents as part of our annual ESG Disclosures Report in the interest of transparency. As of the end of FY23 we are not aware of any material cybersecurity incidents that occurred in the previous three fiscal years.

Jacobs respects the confidentiality and privacy rights of our customers and is committed to protecting their information. Jacobs does not sell customer information. Jacobs restricts access on a least privilege basis, allowing access only to the information required for job function.

Our Privacy Notice explains that we collect and process personal information that a user provides through our services, which may include the user's name and address, and that we may use this information to communicate with the user and provide the user with requested services.

The Privacy Notice provides the user with the ability to contact us regarding data processing questions and data access rights. Jacobs' policies, which address the protection, use and disposition of client data, are wholly determined by the Company and are compliant with regulatory and client requirements. The controls, programs, and practices used to secure the data conditionally vary with the categorization and classification of the data along with the project, client and regulatory requirements. Additional information can be found in our [Privacy Policy](#).

## 5. Sustainability Accounting Standards Board (SASB)

### 5.1 Professional and Commercial Services (PRO)

Table 43. Sustainability Disclosure Topics & Accounting Metrics (Professional & Commercial Services)

Data Security
Description of approach to identifying and addressing data security risks
<i>Discussion included in <a href="#">Subsection 4.14 Cybersecurity and Data Privacy</a></i>
Description of policies and practices relating to collection, usage and retention of customer information
<i>Discussion included in <a href="#">Subsection 4.14 Cybersecurity and Data Privacy</a></i>
(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected.
<i>Discussion included in <a href="#">Subsection 4.14 Cybersecurity and Data Privacy</a></i>
Percentage of (1) gender and (2) diversity group representations for (a) executive management, (b) non-executive management, and (c) all other employees
<i>For SASB: Jacobs' executive management is defined as "CEO, EVP, SVP II, and SVP I." Non-executive management is defined as "executive positions (VP or higher) consisting of global grades 18-23" See Tables 17-22 in <a href="#">Subsection 3.4</a>.</i>
<i>Percentages are disclosed in <a href="#">Subsection 3.4 Inclusion and Diversity – Workforce Metrics</a></i>
(1) Voluntary and (2) involuntary turnover rate for employees
<i>Rates are disclosed in <a href="#">Subsection 3.8 Hiring and Retention</a></i>
Employee engagement as a percentage
<i>Rates are disclosed in <a href="#">Subsection 3.2 Employee Engagement</a></i>
Professional Integrity
Description of approach to ensuring professional integrity
<i>Discussion included in <a href="#">Subsection 4.1 Values, Ethics and Code of Conduct</a></i>
Total amount of monetary losses as a result of legal proceedings associated with professional integrity
<i>The Company does not disclose this information.</i>

Table 44. Activity Metrics (Professional & Commercial Services)

Activity Metrics
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract
<i>Numbers disclosed in <a href="#">Subsection 3.4 Inclusion and Diversity – Workforce Metrics</a></i>
Employee hours worked; percentage billable
<i>For FY23, employees worked approximately 106 million hours. For all employees, the percentage billable was ~81%; excluding corporate employees the percentage billable was ~86%.</i>



Challenging today.  
Reinventing tomorrow.

*FY 2023 ESG Disclosures*

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