



**Jacobs** Challenging today.  
Reinventing tomorrow.

**Environmental, Social & Governance (ESG)**

*Insights into Sustainability & Resilience at Jacobs*

DECEMBER 2023

# Disclaimer

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Certain statements contained in this presentation constitute forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995. Forward-looking statements are statements that do not directly relate 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. Examples of forward-looking statements include, but are not limited to, statements we make concerning our expectations as to our future growth, prospects, financial outlook and business strategy, our plans to spin off and merge with Amentum our Critical Missions Solutions (“CMS”) business and a portion 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, and any assumptions underlying any of the foregoing. Although such statements are based on management's current estimates and expectations, and/or currently available competitive, financial, and economic data, forward-looking statements are inherently uncertain, and you should not place undue reliance on such statements 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 uncertainties as to the structure and timing of the proposed CMS transaction, the impact of the proposed transaction on Jacobs' and the combined company's businesses if the transaction is completed, uncertainties as to business and management strategies and the growth expectations, risks related to our ability to fully execute on our three-year corporate strategy, including our ability to invest in the tools needed to implement our strategy, competition from existing and future competitors in our target markets, the impact of any pandemic, and any resulting economic downturn on our results, prospects and opportunities, measures or restrictions imposed by governments and health officials in response to the pandemic, the timing of the award of projects and funding and potential changes to the amounts provided for under the Infrastructure Investment and Jobs Act, as well as other legislation related to governmental spending, any changes in U.S. or foreign tax laws, statutes, rules, regulations or ordinances that may adversely impact our future financial positions or results of operations, financial market risks that may affect the Company, including by affecting the Company's access to capital, the cost of such capital and/or the Company's funding obligations under defined benefit pension and postretirement plans, as well as general economic conditions, including inflation and the actions taken by monetary authorities in response to inflation, changes in interest rates, and foreign currency exchange rates, changes in capital markets, instability in the banking industry, or the impact of a possible recession or economic downturn on our results, prospects and opportunities, and geopolitical events and conflicts among others. The impact of such matters includes, but is not limited to, the possible reduction in demand for certain of our product solutions and services and the delay or abandonment of ongoing or anticipated projects due to the financial condition of our clients and suppliers or to governmental budget constraints or changes to governmental budgetary priorities; the inability of our clients to meet their payment obligations in a timely manner or at all; potential issues and risks related to a significant portion of our employees working remotely; illness, travel restrictions and other workforce disruptions that have and could continue to negatively affect our supply chain and our ability to timely and satisfactorily complete our clients' projects; and the inability of governments in certain of the countries in which we operate to effectively mitigate the financial or other impacts of any future pandemics or infectious disease outbreaks on their economies and workforces and our operations therein. The foregoing factors and potential future developments are inherently uncertain, unpredictable and, in many cases, beyond our control. 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 therein 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 the Company's other filings with the Securities and Exchange Commission. The Company is not under any duty to update any of the forward-looking statements after the date of this presentation to conform to actual results, except as required by applicable law.

# Top 10 Global Risks\*

by likely impact

World Economic Forum  
Global Risks Report



■ Economic ■ Environmental ■ Geopolitical ■ Societal ■ Technological

*Over the following 10 years:*

1. Failure to mitigate climate change
2. Failure of climate-change adaptation
3. Natural disasters and extreme weather events
4. Biodiversity loss and ecosystem collapse
5. Large-scale involuntary migration
6. Natural resource crises
7. Erosion of social cohesion and societal polarization
8. Widespread cybercrime and cyber insecurity
9. Geoeconomic confrontation
10. Large-scale environmental damage incidents

Source: World Economic Forum [\*Global Risks Report 2023\*](#)

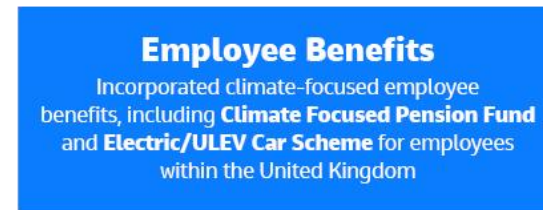
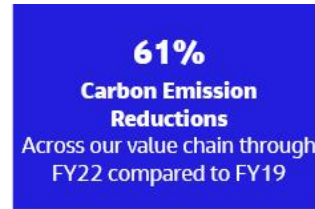
*The Global Risks Report 2023 explores some of the most severe risks we may face over the next decade, based on input from over 1,200 experts across academia, business, government, the international community and civil society.*

*\*Global risk" is defined by World Economic Forum as the possibility of the occurrence of an event or condition which would negatively impact a significant proportion of global gross domestic product, population or natural resources.*

# Industry-Leading Sustainability Performance

At Jacobs, we are proud to be providing solutions for a more connected, sustainable world.

Our **sustainability** leadership and capabilities have been praised and noticed by our clients.



Creating solutions for a more connected, sustainable world.



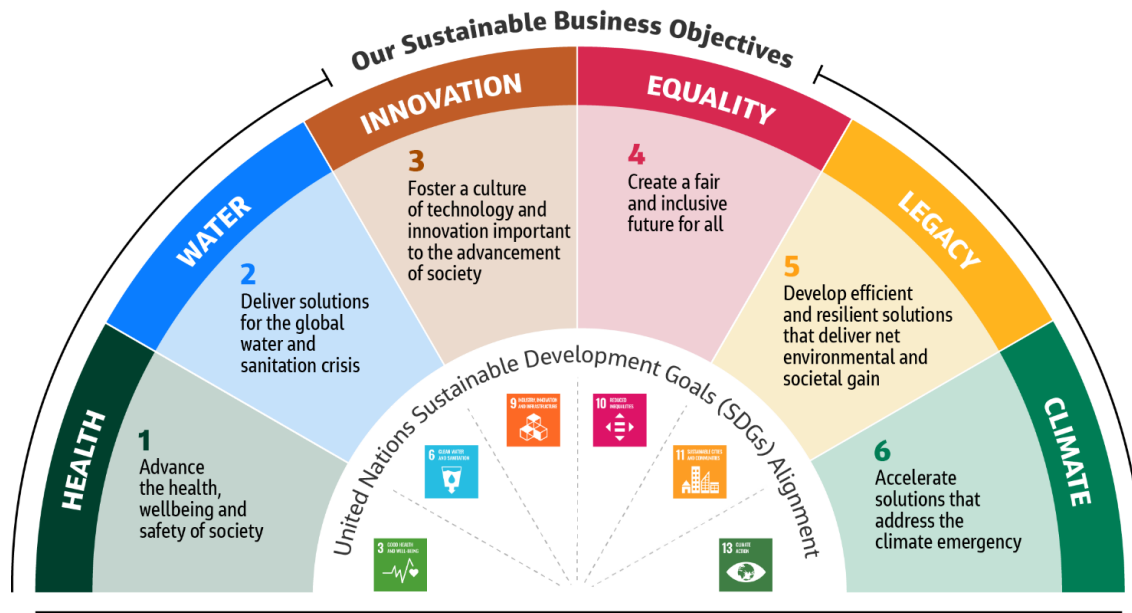
# Sustainability at Jacobs

- All around us, individuals and organizations are grappling with **complex, interconnected challenges** that transcend borders and touch every element of our lives.
- In the face of this, *'business as usual' simply won't do*. For current and future generations to thrive, we must stay curious, **challenge the accepted** and take bold action to steward our environment, society and economy – while preparing for a different future.
- At Jacobs, we create positive impact by focusing not only on *what* we do but also *how* we do it. Guided by our PlanBeyond 2.0 sustainable business approach and the United Nations Sustainable Development Goals (SDGs), we are integrating environmental, social, governance and economic considerations across our operations and into our client solutions.
- We will continue to evolve our approach to reflect outcomes from our ongoing double materiality assessment.

# Embracing complexity

Challenging today is our response to the increasing complexity our world is experiencing.

We continue to work toward the six core SDGs and Sustainable Business Objectives that we identified in [PlanBeyond 2.0](#) (2021) as the material areas where we have maximum positive impact:



## PlanBeyond 2.0

We also remain agile as the business evolves.

Given the level of interconnectedness, complexity, and pace of change in our world and company, we recognize other SDGs of elevated importance to Jacobs. Notably:



**Affordable & Clean Energy** | We are deeply engaged in supporting the net zero transition, providing a range of innovative, efficient solutions to clients in [Energy & Power](#).

**Life Below Water + Life On Land** | Nature underpins the global economy, and healthy ecosystems are critical to a future in which we can thrive. Our leadership in regenerative and nature-based solutions is on the rise, bolstered by a strategic alliance with [Biomimicry 3.8](#).

**Gender Equality** | Jacobs' commitment to inclusion continues and was emphasized with gender diversity as one of two key performance indicators in our first [Sustainability-Linked Bond](#).

# Environmental, Social & Governance

Aligned with the UN SDGs, Jacobs is focused on creating **positive social** and **economic impact** – while protecting our **environment** and improving **resilience**.

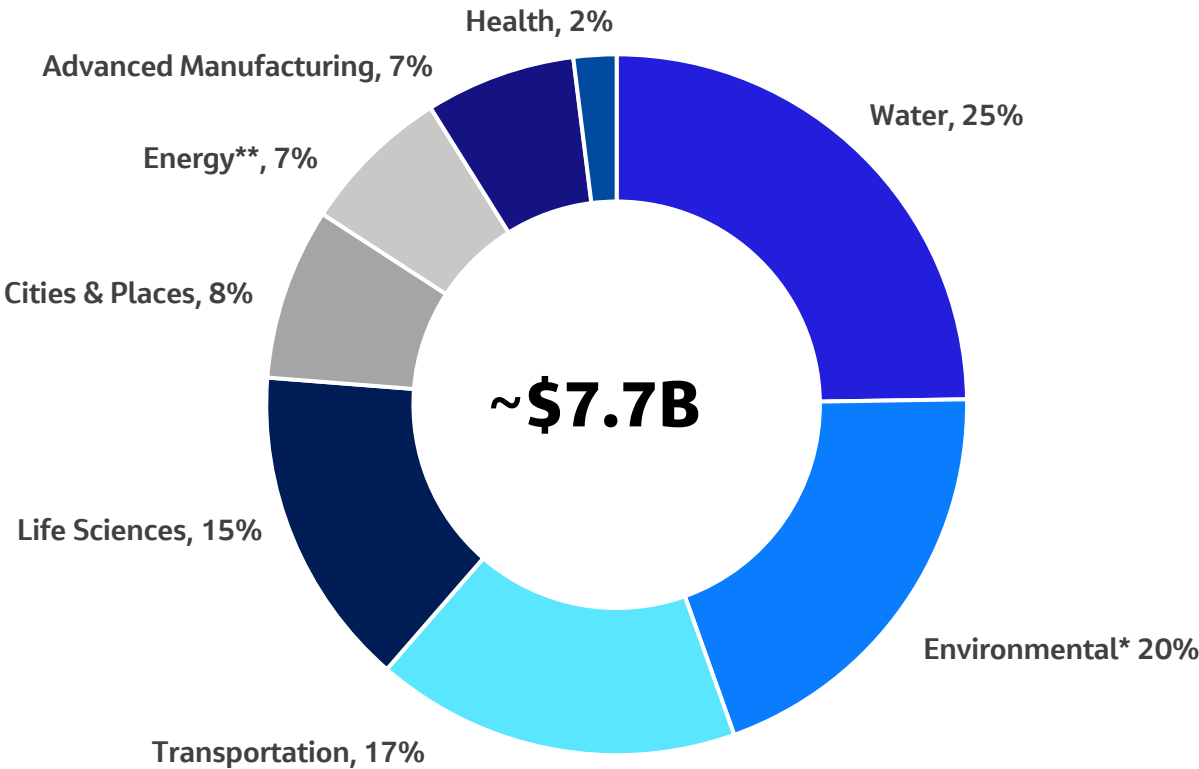


- Since 2019 we have voluntarily reported on a wide range of sustainability matters through our annual [ESG Disclosures](#). These have been reported in alignment with the Sustainability Accounting Standards Board (SASB) framework and informed by Global Reporting Initiative (GRI) standards. We also publish performance metrics in our [Integrated Annual Report](#), [Form 10-K](#), [Proxy Statement](#) and other public materials.
- Annually we disclose to [CDP](#), the [S&P Global Corporate Sustainability Assessment](#), and conduct a Climate Risk Assessment in line with the Task Force on Climate-related Financial Disclosures ([TCFD](#)).
- In 2023 we launched our inaugural [Sustainability-Linked Bond](#) to incorporate sustainability into our financing strategy.
- We've made several external commitments that relate to both our external project impacts and our own internal operations; two of our key ESG related targets are:
  - Target **every project** to become a climate response opportunity and/or contribute to the UN Sustainable Development Goals by 2025
  - Achieve **net-zero** greenhouse gas emissions across the value chain by 2040 (this commitment has been [approved](#) by Science-Based Targets initiative)
- Every year, we invest in and partner with local communities, charities and not-for-profit organizations to make a positive impact at a global scale.
- As a purpose-led company, we are committed to respecting the human rights and dignity of those within our operations. We undertake activities aimed at prioritizing health, safety and wellbeing, and deliver critical infrastructure that improve the lives of workers.



# Significant ESG-aligned (SDG-aligned) revenue<sup>1</sup> underpins impact-driven delivery

Our estimated ESG-aligned revenue for FY22 was approximately \$7.7B USD, which is **over half of Jacobs’ FY22 revenue** (excluding PA Consulting).



\*includes ~\$962M nuclear decommissioning and remediation revenue

\*\*includes ~\$373 nuclear energy revenue

<sup>1</sup>See GEN.5 - ESG Revenue of our FY22 ESG Disclosures available [here](#) for details on how Jacobs calculates ESG-aligned revenue.

**Climate change** is our generation’s greatest challenge and **opportunity**.

Jacobs is well positioned to provide climate solutions across all sectors, resulting in **meaningful business growth aligned with positive human and planetary impact.**



In response to urgent global need,  
Jacobs is contributing to the United Nations  
Sustainable Development Goals through  
the *sustainable and resilient solutions* we're  
creating across many of **our markets** –

Water  
Transportation  
Environmental  
Energy  
Cities & Places  
Health & Life Sciences  
Advanced Manufacturing

#### UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



An aerial photograph of a vibrant turquoise river cascading over dark, jagged rocks. The water is clear, revealing the submerged stones and creating white foam as it flows. The surrounding landscape is rugged, with patches of green vegetation and steep, rocky slopes. The image is partially obscured by a dark blue overlay on the right side, which contains the text.

# Water

Examples of capabilities in the market:

- Integrated Water Management (OneWater)
- Water-Energy Nexus
- Ecosystem Restoration
- Adaptation & Resilience
- Water Equity

# Water - Project Examples

## Donald C. Tillman Advanced Water Purification Facility California, U.S.

Securing the city's long-term water supplies with the largest potable reuse project in the country.



Read more [here](#).

## Thames Tideway Tunnel London, U.K.

Cleaning up the iconic River Thames to protect it for generations to come and improve the quality of life for all Londoners.



Read more [here](#).

## Argon Data Solutions: Boston Water & Sewer Commission Sewer Assessments Massachusetts, U.S.

Managing the inspection, maintenance and rehabilitation of pipelines with AI-powered solutions.



Read more [here](#).

## Steart Peninsula Flooding Southwest England, U.K.

Generating new wetlands to provide flood protection, biodiversity enhancements, and recreational benefits.



Read more [here](#).

6 CLEAN WATER AND SANITATION



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



6 CLEAN WATER AND SANITATION



11 SUSTAINABLE CITIES AND COMMUNITIES



6 CLEAN WATER AND SANITATION



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



14 LIFE BELOW WATER





# Transportation

Examples of capabilities in the market:

- Clean & Smart Mobility
- Clean Alternative Fuels & Electrification
- Public Transit
- Adaptation & Resilience
- Decarbonized Construction
- EV Charging

# Transportation - Project Examples

## FlyZero, Airport Infrastructure for Hydrogen Aircraft U.K.

Supporting the vision for a new generation of  
aircraft powered by green hydrogen.



Credit: ATI FlyZero

Read more [here](#).

## Brisbane Metro Bus Rapid Transit Brisbane, Australia

Redesigning the public transport network to  
move the area's 1.6 million people daily.



Read more [here](#).

## Copenhagen Metro Operations & Maintenance Copenhagen, Denmark

Strategy, operations and asset management  
in collaboration with PA Consulting.



Read more [here](#).

## Duror Cyclepath in the Scottish Highlands Scotland, U.K.

Developing a best-in-class cyclepath to link  
local communities in the Scottish Highlands.



Read more [here](#).



The background of the slide is a photograph of a field of purple flowers, likely lupines, in the foreground. In the background, there are green trees and distant hills under a clear blue sky. A solid blue vertical bar runs along the right edge of the image.

# Environmental

Examples of capabilities in the market:

- Sustainability & ESG Consulting
- Environmental Planning & Justice
- Remediation & Regeneration
- Nature-based Solutions
- Waste Management & Circular Economy
- Emergency Management Planning, Response & Recovery

# Environmental - Project Examples

## Tyndall Air Force Base, Florida, U.S.

A rebuilding program focused on creating a resilient, sustainable and smart Installation of the Future.



Read more [here](#).

## Windara Reef Restoration South Australia

Restoring natural capital by creating a healthier environment and increased human use value.



Read more [here](#).

## Pensacola East Bay Oyster Habitat Restoration Project Florida, U.S.

Restoring oyster reefs along the Gulf Coast.



Read more [here](#).

## Developing the U.K. Saltmarsh Carbon Code U.K.

Strategic consulting to trial the U.K. carbon code for saltmarshes as part of the Natural Environment Investment Readiness Fund.



Read more [here](#).





# Energy

Examples of capabilities in the market:

- Future of Transmission and Grids
- Advanced Facilities Decarbonization
- Core Generation: Develop Multi-Technology Generation Assets
- Energy Storage and Resiliency

# Energy - Project Examples

## SuedLink Countrywide, Germany

Delivering a new underground cable connection to transport large-scale wind power.



Read more [here](#).

7 AFFORDABLE AND  
CLEAN ENERGY

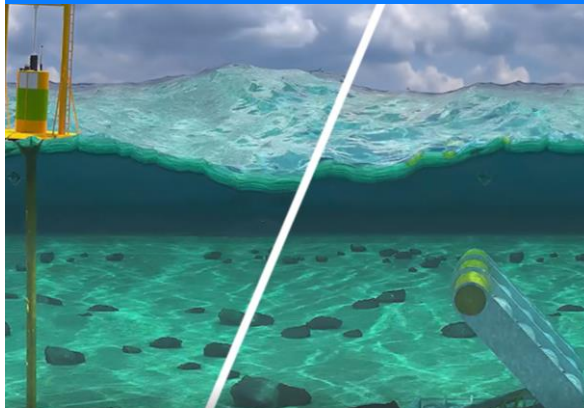


13 CLIMATE  
ACTION



## PacWave South Oregon, U.S.

Supporting the evaluation and testing of new energy generation technologies.



Read more [here](#).

7 AFFORDABLE AND  
CLEAN ENERGY



9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



## EDF Nuclear Operations: Project Management Resources Framework Countrywide, U.K.

Working to maximize generation supports energy security and net-zero ambitions.



Image courtesy  
of EDF

Read more [here](#).

7 AFFORDABLE AND  
CLEAN ENERGY



13 CLIMATE  
ACTION



## National Grid Management Consultancy Framework Countrywide, U.K. and U.S.

Supporting climate response and clean energy transition efforts to achieve net zero by 2050.



Read more [here](#).

7 AFFORDABLE AND  
CLEAN ENERGY



13 CLIMATE  
ACTION





# Cities & Places

Examples of capabilities in the market:

- Active/Livable Cities
- Net Zero Buildings/Campuses
- Social Value & Wellbeing
- Adaptation & Resilience

# Cities and Places - Project Examples

## The Villages Florida, U.S.

Utilizing innovative technology to enhance safety, sustainability and livability for one of the largest age 55+ communities in the world.



Read more [here](#).

## The City of Newport Rhode Island, U.S.

Developing actionable solutions to address historic flooding and create more resilient and sustainable infrastructure for the future.



Read more [here](#).

## 101 Seaport Boulevard Massachusetts, U.S.

Designing a true "live, work and play" environment connecting the heart of South Boston's Innovation District.



Read more [here](#).

## Edinburgh City Center Transformation Edinburgh, U.K.

Putting people at the heart of its city design.



Read more [here](#).

9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES  
AND COMMUNITIES



9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES  
AND COMMUNITIES



8 DECENT WORK AND  
ECONOMIC GROWTH



11 SUSTAINABLE CITIES  
AND COMMUNITIES



3 GOOD HEALTH  
AND WELL-BEING



11 SUSTAINABLE CITIES  
AND COMMUNITIES





# Health & Life Sciences

Examples of capabilities in the market:

- Healthcare Facilities
- Biopharmaceutical Manufacturing
- Biotechnology
- Health System Resilience

# Health & Life Sciences - Project Examples

## Bristol Myers-Squibb Cell Culture Manufacturing Facility Dublin, Ireland

Bringing life-saving pharmaceutical  
treatments and positive impacts to  
communities locally and globally.



Read more [here](#).

**3** GOOD HEALTH  
AND WELL-BEING



**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



## NatureWorks Biopolymer Plant Thailand

Designing a new biopolymer production plant  
for the largest supplier of polylactic acid, a  
new low-carbon bioplastic.



Read more [here](#).

**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



## WuXi Biologics Drug Substance Manufacturing Facility County Louth, Ireland

Meeting growing demand for lifesaving  
biologic drugs to support global health and  
wellbeing.



Read more [here](#).

**3** GOOD HEALTH  
AND WELL-BEING



**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



## Spark Therapeutics, Gene Therapy Innovation Center Philadelphia, U.S.

Building a gene therapy center to deliver  
life-impacting products and spearhead  
industry innovation.



Read more [here](#).

**3** GOOD HEALTH  
AND WELL-BEING



**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE





# Advanced Manufacturing

Examples of capabilities in the market:

- Electric Vehicle & Battery Manufacturing
- Semiconductors
- Green Data Centers
- Operational Decarbonization & Resource Management

# Advanced Manufacturing - Project Examples

## Mark Cuban Cost Plus Drug Company Texas, U.S.

Providing low-cost versions of high-cost generic drugs.



Read more [here](#).

## Cirba Electric Vehicle & Battery Manufacturing Global

Managing the facility design and supporting construction of the largest EV manufacturing facilities in the world.



Read more [here](#).

## Food and Beverage Manufacturer U.S.

Developing roadmaps for eight manufacturing sites to accelerate electrification and renewable energy technologies.



## Intel Semiconductor Facilities Global

Helping chip companies power an increasingly technological world and create a more balanced, resilient global supply chain.



Read more [here](#).





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Reinventing tomorrow.

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