



# **FY 2022 ESG Disclosures**

*Accelerating the future*

## Introduction

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

- [Investor Relations ESG microsite](#)
- [FY2022-2024 Company Strategy Presentation](#)
- [PlanBeyond® 2.0 Sustainability Strategy](#)
- [Climate Action Plan \(2022\)](#)
- [Climate Risk Assessment FY21](#)
- [Climate Risk Assessment FY22](#)
- [2022 CDP Submission](#)
- [Approved Science-Based Targets](#)
- [FY22 ESG Verification Statement](#)
- [2022 Integrated Annual Report](#)
- [FY22 10-K Report](#)
- [2023 Proxy Statement](#)

This report is an annual update to our reporting and reflects activity through fiscal year 2022. We may provide periodic updates as stakeholder ESG data requirements change.

### Document History and Status

Revision	Date	Description
1.0	3 February 2023	Initial Release
1.1	6 February 2023	Added footnotes to Figure 1
1.2	30 August 2023	Minor update to reflect additional data and developments since initial release

## Acronym and Abbreviation List

ACE	Access.Connect.Empower
ACR	American Carbon Registry
BEYA	Black Engineer of the Year Awards
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
CAR	Climate Action Reserve
CBECS	Commercial Buildings Energy Consumption Survey
CBI	confidential business information
CCBS	Climate, Community and Biodiversity Standard
CDP	Carbon Disclosure Project
CEO	Chief Executive Officer
CFO	Chief Financial Officer
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
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
EPA	Environmental Protection Agency
ERM	enterprise risk management
ESG	Environmental, Social, and Governance

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
<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
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
NBS	nature-based solutions
NSBE	National Society of Black Engineers
NEO	Named Executive Officer
NGFS	Network for Greening the Financial System
OIFR	occupational illness frequency rate
OSHA	Occupational Safety and Health Administration
P&PS	People & Places Solutions
PII	personally identifiable information
PRO	Professional and Commercial Services



RAMP	Risk Assessment and Mitigation Plan
RCP	Representative Concentration Pathway
REC	renewable energy certificate
REGO	Renewable Energy Guarantees Origin
SASB	Sustainability Accounting Standards Board
SBO	Sustainable Business Objective
SBTi	Science-Based Targets initiative
SC	Social Carbon
SEC	Securities and Exchange Commission
SHPE	Society of Hispanic Professional Engineers
SME	Subject Matter Expert
SSoW	Safe System of Work
STEAM	Science, Technology, Engineering, Arts and Mathematics
StreetLight®	StreetLight Data, Inc.
SVP	Senior Vice President
SWE	Society of Women Engineers
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
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
VP	Vice President
VPPA	virtual power purchase agreement
WEF	World Economic Forum
WOC in STEM	Women of Color in Science, Technology, Engineering, Mathematics
WRI	World Resources Institute
WTT	well-to-tank
WTW	well-to-wheel

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## GENERAL

### GEN.1 Jacobs Environmental, Social and Governance Reporting

Jacobs Solutions Inc. (Jacobs or the Company) has reported on a wide range of Environmental, Social and Governance (ESG) issues through our annual ESG Disclosures since 2019. We have also reported on ESG topics via our [2022 Integrated Annual Report](#), [FY22 Form 10-K](#), [2023 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.

This report is aligned to 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 our [climate risk data](#) in line with the Task Force on Climate-related Financial Disclosures ([TCFD](#)) recommendations. 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.

This report covers activities in Jacobs' fiscal year (FY) 2022 from October 2, 2021 to September 30, 2022. Our FY21 report was released in March of 2022 and was last updated in July 2022. Jacobs meets current Securities and Exchange Commission (SEC) climate change-related disclosure obligations in our Annual Report on [FY22 Form 10-K](#). Jacobs will 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.

We apply an operational control approach as the boundary for our ESG reporting. In March 2021, Jacobs acquired a 65% stake in [PA Consulting](#). In alignment with the [Greenhouse Gas Protocol](#), our investment in PA Consulting is included within our Scope 3 greenhouse gas (GHG) emissions data for FY22, which include GHG emissions outside of Jacobs' operational control. PA Consulting is otherwise excluded from our ESG reporting in this report. For more information on our approach to integrating PA Consulting into our GHG emissions inventory, see [ENV.6](#).

We also acquired BlackLynx, Inc. (BlackLynx) in November 2021 and StreetLight Data, Inc. (StreetLight) in February 2022. Data from the acquired entities that have become available and accessible with confidence in quality and consistency have been included in FY22 disclosures. Please refer to relevant notes in each section of this report. Please note that ESG and GHG data from our Joint Ventures are not within the reporting boundary of this report.

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

### GEN.2 Assurances and Verification

This report has gone through internal review by Subject Matter Experts (SMEs), legal experts and internal auditors to confirm the accuracy of the contents at the time of publication. GHG emissions data and our gender and racial/ethnic diversity and employee data for FY22 in this report were externally verified, with limited assurance. Our [annual limited-assurance verification statements](#) are published on the [Jacobs Investor Relations ESG microsite](#). We will continue to evaluate third-party verification opportunities into the future. This report and the data within should be considered unaudited by external parties. This report has undergone an internal audit. Certain information reported herein contains estimates or is based on assumptions.

Furthermore, forward-looking information in this report, including our goals, plans and expectations, involve risks and uncertainties that may result in our not achieving goals or cause actual results to differ materially from those expressed or implied. Our [FY22 Form 10-K](#) (pp. 22-48) contains a discussion of some of the risks and uncertainties that could cause our actual results to differ from our plans and expectations.

### GEN.3 General Information

Jacobs adopted a new holding company structure on [August 29, 2022](#).

The name of the new parent company, Jacobs Solutions Inc., more closely aligns with our public identity as a global technology-forward solutions company. Jacobs Solutions Inc. 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 1200, Dallas, Texas 75201.

Exhibit 21 to our [FY22 Form 10-K](#) contains a list of all of Jacobs' material subsidiaries.

### GEN.4 Services and Markets

In FY22, Jacobs operated in two lines of business (LoBs): Critical Mission Solutions (CMS) and People & Places Solutions (P&PS), and a third business segment as a result of Jacobs' majority investment in PA Consulting. As part of the new Company strategy, Jacobs announced a new operating unit, Divergent Solutions (DVS) that the Company will include in its reports for FY23. DVS serves as the core foundation for developing and delivering innovative, next-generation cloud, cyber, data and digital technologies. Data for DVS in this report are embedded within P&PS and CMS data, in line with how the Company operated in FY22. We expect our ESG disclosures to reflect DVS as a separate operating unit beginning in FY23.

As stated in [GEN.1](#), our investment in PA Consulting is included within our Scope 3 GHG emissions starting in FY21, but PA Consulting is otherwise excluded from our ESG reporting in this report. Detailed descriptions of the LoBs can be found in our [FY22 Form 10-K](#) (pp. 12-15). Jacobs' operations are located primarily in North America, Europe, the Middle East and Asia Pacific, with detailed locations available on [Jacobs.com](#).

For FY22, Jacobs had revenues of \$14.9 billion and a talent force of more than 60,000 people worldwide, including a contingent workforce of approximately 3,300 people. Excluding PA Consulting, Jacobs had FY22 revenues of \$13.8 billion. Detailed financial information is included in our [FY22 Form 10-K](#).

### GEN.5 ESG Revenue

In calculating the estimate of Jacobs' ESG-aligned revenue, Jacobs evaluated groups of projects for alignment with the United Nations (U.N.) Sustainable Development Goals (U.N. SDGs) - specifically at the U.N. SDG Target level. Project groupings were determined through a market classification scheme using a standardized enterprise-wise 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.

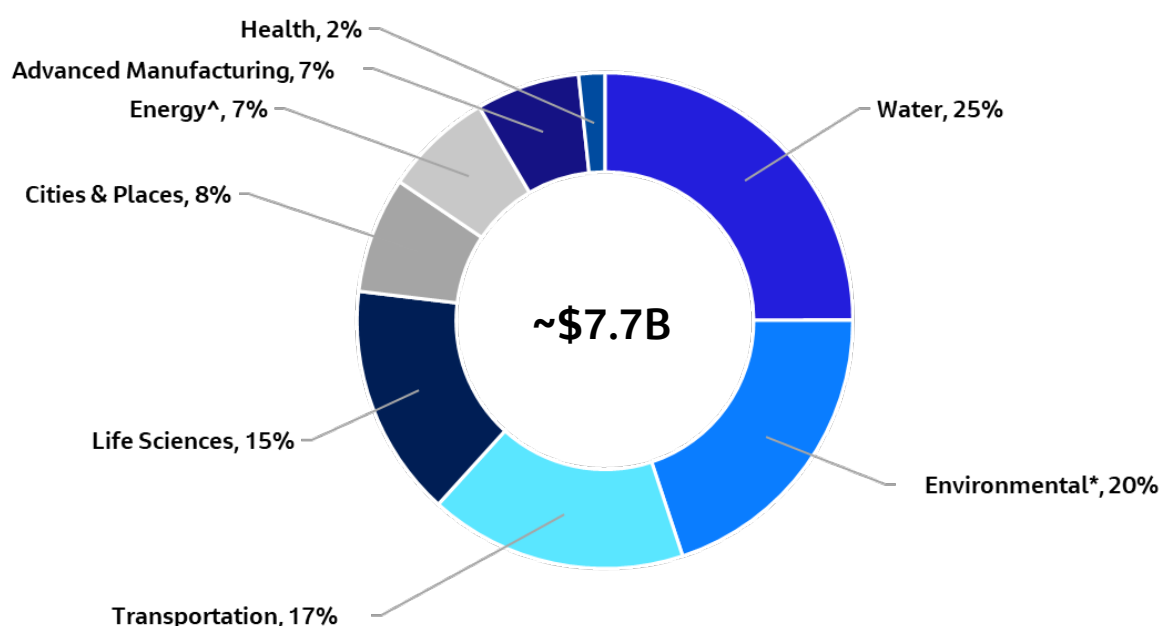
While Jacobs believes this methodology provides a reasonable estimation of the percentage of revenue that is aligned to ESG, there are inherent limitations with this approach. For example, if the primary scope of the project group does not align to a U.N. SDG Target, but Jacobs earns some revenue from 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 ESG, as it is an important element of the strategy to transition to lower carbon emissions, while some stakeholders take a different position. To date, this classification was conducted for projects accounting for approximately 92% of Jacobs' revenue and excludes revenue from projects of 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 FY22 was approximately \$7.7 billion USD, which is approximately 56% of Jacobs' FY22 revenue excluding PA Consulting.

**Figure 1. Jacobs Estimated FY22 ESG-aligned Revenue by Market**



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

^ includes ~\$373M nuclear energy revenue

## GEN.6 External Engagement

Jacobs is involved in various external organizations and initiatives dedicated to advancing our ESG and sustainability priorities, including but not limited to:

- U.N. Global Compact – Participant level
- U.N. Race to Zero Campaign Supporter
- U.N. Race to Resilience Campaign Member
- U.N. Global Compact Chief Financial Officer (CFO) Coalition for the U.N. SDGs – Founding Member
- World Economic Forum (WEF) Infrastructure and Urban Development Governors Committee
- WEF Alliance of Chief Executive Officer (CEO) Climate Leaders

- Science-Based Targets Initiative (SBTi) – Business Ambition for 1.5°C
- SBTi Technical Advisory Group (TAG)
- World Climate Foundation
- United States (U.S.) Environmental Protection Agency (EPA) Green Power Partnership
- Business in the Community United Kingdom (U.K.)
- World Environment Center
- BSR (formerly Business for Social Responsibility)
- Environmental Analyst – Sustainable Delivery Group
- TCFD Supporter
- CDP Supply Chain Member
- Pledge to Net-Zero Alliance
- Champions of Change Coalition
- Science-Based Targets Network Corporate Engagement Program
- Engineers Without Borders
- Royal Scottish Geographical Society

## GEN.7 External Recognition

In FY22, Jacobs was the proud recipient of the following ESG/sustainability awards and recognitions:

- Recognition by Environment Analyst and Engineering News Record as the [Global No.1 Environmental Consultancy](#)
- [Environment Analyst's Sustainability Consulting Awards:](#)
  - Sustainability Delivery Award
  - Net Zero Accelerator Award
  - Sustainable Infrastructure Award
- [Environmental Business Journal's 2021 EBJ Business Achievement Awards:](#)
  - Business Achievement: Mergers & Acquisitions
  - Industry Leadership
  - Social Contribution
- [Climate Change Business Journal's 2021 Business Achievement Awards:](#)
  - Advancing Best Practices: GHG Mitigation
- [CDP's A List](#)
- [DJSI World Index](#)
- [DJSI North American Index](#)
- [EcoVadis Gold Status](#)
- ISS ESG Corporate Rating – Prime Status
- Recognition by Newsweek as one of [America's most responsible companies](#)

## ENVIRONMENTAL

### ENV.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 Environmental Management Commitment Statement as the cornerstone of our [PlanBeyond](#) Sustainability and [BeyondZero](#) Health, Safety and Environment (HSE) approaches.

Our Office of Global Climate Response & ESG was established in October 2021 and reports to our current Chief Legal & Administrative Officer, Joanne Caruso. The Office of Global Climate Response & ESG leads PlanBeyond—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 and resilience and natural resource stewardship.

Since 2020 we have committed to and achieved [carbon neutrality](#) for our operations and business travel, and from FY20 onwards this has been achieved in line with PAS 2060:2014 specifications. We are committed to continuing this achievement through FY30 and beyond.

### ENV.2 Environmental Reporting

We report on environmental issues and Key Performance Indicators (KPIs) in the public domain and provide targets linked to these indicators. All environmental indicators described in this report, unless otherwise noted, cover 100% of Jacobs' business locations. GHG emissions were third-party verified with limited assurance for all years reported. Other relevant information is available in our [2022 Integrated Annual Report](#), [PlanBeyond 2.0](#) and Environmental Performance Reports for locations certified to ISO 14001.

### ENV.3 Greenhouse Gas Emissions

The total emissions reported by Jacobs in this document represent 100% 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 CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub>, are included in calculations of metric tonnes of carbon dioxide equivalents (CO<sub>2</sub>e). Unless otherwise noted, all GHG emission data in this report were externally verified, with limited assurance. Our verification statements are published on the [Jacobs Investor Relations ESG microsite](#).

FY19 is our target base year for reporting on our GHG emissions. The GHG Protocol requires an adjustment of the target 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 have 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 and 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 have not been adjusted to include these acquisitions. If subsequent adjustments to our GHG emissions lead to a material cumulative emissions change, we will update our FY19 emissions and the FY19 data will be verified again.

We apply an operational control approach as the boundary for our GHG reporting. 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 GHG emissions from FY19 have been included in our base year Scope 3 emissions. PA Consulting has not third-party verified its GHG emissions data, therefore, we could not obtain a third-party verification statement for this source of data.

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
- Purchased goods and services
- Investments

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 Commitment](#), we achieved 100% low-carbon electricity and became carbon neutral for our operations and business travel in 2020. We continue to maintain these commitments as we further reduce our emissions.

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, 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

As a member of the SBTi TAG since 2020 and a participant in the Net-Zero Road Test in 2021, we set [Approved Net-Zero Targets](#) 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 targets are 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.

Table 1 summarizes our progress against our targets. Figure 2 depicts our progress to date.

**Table 1. Progress Against Targets**

Target	Metric	FY19 (base year) <sup>[a, b]</sup>	FY22 <sup>[a, c]</sup>
<b>Climate Action Plan Targets</b>			
Maintain <a href="#">carbon neutrality</a> status for Scope 1, 2, and 3 (business travel only)	Annual Net GHG emissions (metric tonnes CO <sub>2</sub> e) <sup>[e]</sup>	Total Net: 195,839	Total Net: 0
Maintain <b>100% low-carbon electricity</b> 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: 14,754 Scope 2 (Market-Based): 3,980 <b>75% 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 <sup>[e]</sup> Emp. Com: 93,830 <sup>[e]</sup>	Business Travel: 51,775 Emp. Com: 27,833 <b>63% decrease</b> from FY19
<b>65% of its 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% committed to net-zero	29% have science-based targets 16% committed to science-based targets 34% 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. <sup>[f]</sup>	Annual Scope 1, 2 market-based and Scope 3 GHG emissions (metric tonnes CO <sub>2</sub> e)	Total (Market-Based): 340,235	Total (Market-Based): 131,414 <b>61% decrease</b> from FY19

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

<sup>[b]</sup> As set forth in [ENV.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include the ECR LoB divested in April 2019.

<sup>[c]</sup> Includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021).

<sup>[d]</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 ([ENV. 8](#))

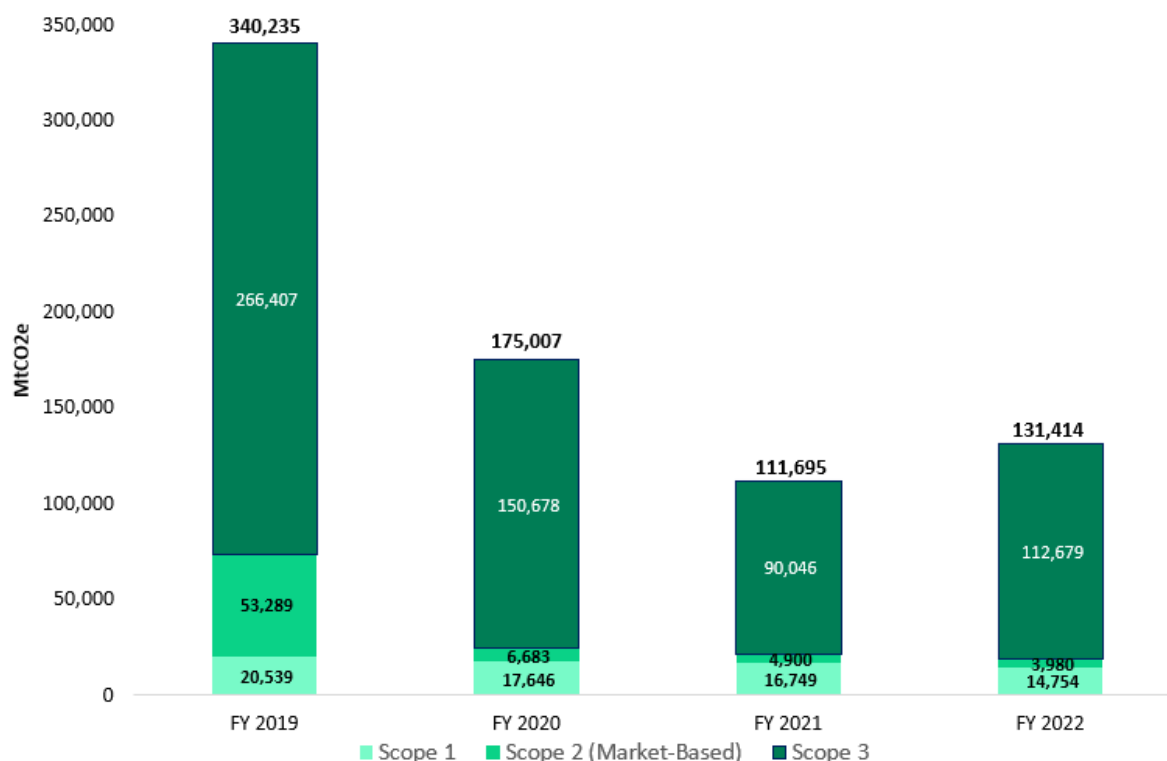
<sup>[e]</sup> These numbers have changed from previous ESG Disclosure documents due to updates to our calculation methodology. During the SBTi net-zero targets approval process, we added emissions associated with upstream fuel to our Scope 3 business travel and employee commuting, known as well-to-tank (WTT) emissions, to reflect changes in the SBTi Net-Zero standard which differs from the GHG Protocol Scope 3 standard.

<sup>[f]</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.

CO<sub>2</sub>e = carbon dioxide equivalent

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



Scope 3 emissions include those relevant to Jacobs as follows: business travel, employee commuting, upstream fuel and energy (Market-Based), purchased goods and services (Market-Based) and investments.

Scope 1 emissions include stationary combustion emissions and refrigerant emissions associated with Jacobs owned or operationally controlled office locations and mobile combustion emissions associated with owned and long-term leased fleet vehicles. Prior to applying carbon mitigation measures, in FY22, we achieved a 28% absolute reduction in our total Scope 1 direct emissions compared to FY19. Most of those reductions were due to improvements in vehicle efficiencies for our fleet vehicles.

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 and purchased electricity for 100% of our global operations.

In FY22, we achieved a 38% absolute reduction in our total Scope 2 location-based emissions compared to FY19 base year, prior to applying green power and carbon mitigation purchases. After applying our green power purchases, we achieved a 93% reduction in our Scope 2 market-based emissions for FY22 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, we have seen an increase in our Scope 3 business travel emissions in FY22 as we resume travel to operate our business and meet the needs of our clients but have maintained an overall decrease of 58% from FY19 to FY22. Our employee commuting estimates are based on certain assumptions that are detailed in [ENV.6](#) and currently show a 70% reduction from FY19 to FY22. We remain committed to managing business travel and employee commuting emissions in accordance with our science-based target reduction of 50% from 2019 levels by 2030.

## ENV.4 Greenhouse Gas Emissions - Scope 1 (Direct)

Our total direct GHG (DGHG) Scope 1 emissions are summarized in Table 2. 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 FY22 net Scope 1 emissions are zero metric tonnes of CO<sub>2</sub>e.

**Table 2. Direct Greenhouse Gas Scope 1 Emissions**

Metric	Unit	FY19 <sup>[a, b]</sup>	FY20 <sup>[a, c]</sup>	FY21 <sup>[a, d]</sup>	FY22 <sup>[a, e]</sup>
Total DGHG emissions	Metric tonnes CO <sub>2</sub> e	20,539	17,646	16,749	14,754
Data coverage	% of global operations	100%	100%	100%	100%

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

<sup>[b]</sup> Includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include the ECR LoB divested in April 2019

<sup>[c]</sup> Includes Wood Nuclear Group (acquired March 2020)

<sup>[d]</sup> Includes Buffalo Group (acquired November 2020)

<sup>[e]</sup> Includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021)

Scope 1 emissions include stationary combustion emissions and refrigerant emissions associated with owned office locations and mobile combustion 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 the [Jacobs Investor Relations ESG microsite](#).

We are implementing plans to reduce fleet vehicle 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 source of Scope 1 emissions. In partnership with our Office of Global Climate Response & ESG, our North American fleet manager has committed to obtaining 20% electric vehicles (approximately 400 vehicles) by 2030 or sooner.

As part of our tiered approach, we have also started to install telematics in our new 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. We successfully piloted this in 2021 for approximately fifty vehicles with positive employee and client feedback and have continued adding telematics to our new vehicles.

## ENV.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 3. We purchased renewable energy to cover 100% of our electricity consumption in FY20 through FY22. We purchased carbon mitigation measures to compensate for 100% of our purchased heating Scope 2 emissions in FY20 through FY22. After applying these green power purchases 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 3. Indirect Greenhouse Gas Scope 2 Emissions**

Metric	Unit	FY19 <sup>[a, b]</sup>	FY20 <sup>[a, c]</sup>	FY21 <sup>[a, d]</sup>	FY22 <sup>[a, e]</sup>
Total IGHG emissions (Location-based)	Metric tonnes CO <sub>2</sub> e	56,225	52,985	44,730	34,683
Electricity	Metric tonnes CO <sub>2</sub> e	46,286	46,303	39,831	30,703
Purchased heating	Metric tonnes CO <sub>2</sub> e	6,939	6,683	4,900	3,980
Total IGHG emissions (Market-based)	Metric tonnes CO <sub>2</sub> e	53,289	6,683	4,900	3,980
Data coverage	% of global operations	100%	100%	100%	100%

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

<sup>[b]</sup> As set forth in [ENV.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include ECR LoB (divested April 2019)

<sup>[c]</sup> Includes Wood Nuclear Group (acquired March 2020)

<sup>[d]</sup> Includes Buffalo Group (acquired November 2020)

<sup>[e]</sup> Includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021)

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 and purchased electricity for 100% of our global operations.

Most of our office space is leased, and we therefore have limited information and control over office space energy consumption. To date, emissions have been primarily reduced through reduction of our global real estate portfolio. We are implementing plans to further reduce office emissions by reducing office space to better suit our transition back to the workplace, leasing more energy efficient office space and working with our lessors on implementing more energy efficiency measures and obtaining more accurate utility consumption data to capture those impacts.

We do not have access to actual energy consumption 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. CBECS provides average energy intensity use for various types of buildings in various climate zones.

These data, combined with the office size, are used to estimate energy consumption and are subsequently combined with published energy emission factors to estimate associated energy emissions for each office location. Including these 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 these data to identify our locations with the greatest energy consumption and carbon emissions for which we have begun (or will soon start) collecting utility invoice data or installing submeters, where feasible, to better understand our ability to facilitate improvements in energy efficiency.

We are currently performing energy assessments and modeling at our largest offices to identify opportunities for energy efficiency measures. Our verification statements are published on the [Jacobs Investor Relations ESG microsite](#).

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), energy attribute certificates (EACs) and virtual power purchase agreements (VPPAs).

We are a partner in the U.S. Environmental Protection Agency (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.



In the U.K., we purchase 100% renewable electricity through Renewable Energy Guarantees Origin (REGO) certificates for all offices where we are directly responsible for procuring energy. This accounts for over half of our U.K. offices.

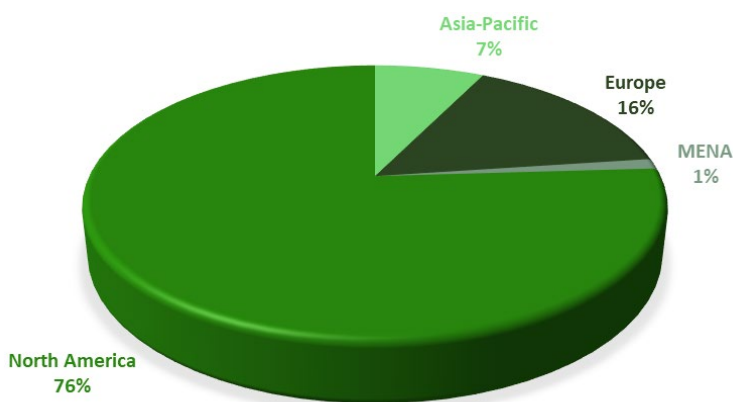
In FY21, we began purchasing 100% renewable electricity through our utility energy providers in Australia and New Zealand for offices where we are directly responsible for procuring energy and where certified renewable energy was available. We purchased the remainder of our global renewable electricity through third-party providers of RECs or EACs to cover 100% of our annual electricity consumption globally starting with FY20.

FY22 renewable electricity purchases were sourced according to where our electricity consumption occurs globally, as shown by megawatt hour (MWh) in Table 4 and on Figure 3.

**Table 4. Renewable Electricity by Region**

Region	MWh of Renewable Electricity
Asia-Pacific	5,948
Europe	12,638
North America	61,711
Middle East and Africa	964
<b>Total</b>	<b>81,261</b>

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



## ENV.6 Greenhouse Gas Emissions - Scope 3 (Indirect)

Scope 3 emissions relevant to Jacobs include business travel WTW, employee commuting WTW, upstream fuel and energy, purchased goods and services and investments. Scope 3 emissions for business travel and employee commuting have been updated to 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) and upstream emissions related to fuel production and distribution (referred to as WTT), as well as electricity generation emissions for electric vehicles. This calculation method captures greater emissions than the current GHG Protocol, which utilizes only the tank to wheel emission calculation methodology.

In alignment with the [GHG Protocol](#) as further detailed in [ENV.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.

Our Scope 3 IGHG emission estimates from business travel, employee commuting, fuel and energy-related activities, purchased goods and services and investments are summarized in Table 5.

**Table 5. Scope 3 Indirect Greenhouse Gas Emissions Estimates**

Metric	Unit	FY19 <sup>[a]</sup> (estimated)	FY20 <sup>[b]</sup> (estimated)	FY21 <sup>[c]</sup> (estimated)	FY22 <sup>[d]</sup> (estimated)
Business Travel – Well to Wheel <sup>[e,f]</sup>	Metric tonnes CO <sub>2</sub> e	122,011	60,655	30,633	51,775
Employee Commuting – Well to Wheel <sup>[e,f]</sup>	Metric tonnes CO <sub>2</sub> e	93,830	55,672	25,583	27,833
Purchased Goods and Services (Location-based) <sup>[e,g,h]</sup>	Metric tonnes CO <sub>2</sub> e	28,711	28,711	28,711	28,711
Purchased Goods and Services (Market-based) <sup>[e,g,h]</sup>	Metric tonnes CO <sub>2</sub> e	27,651	27,651	27,651	27,651
Upstream Fuel- and Energy-related Activities for Scope 1 and Scope 2 (Location-based) <sup>[e,i]</sup>	Metric tonnes CO <sub>2</sub> e	17,371	15,075	17,585	14,522
Upstream Fuel- and Energy-related Activities for Scope 1 and Scope 2 (Market-based) <sup>[e,i]</sup>	Metric tonnes CO <sub>2</sub> e	16,338	4,098	4,211	3,452
Investments <sup>[j]</sup>	Metric tonnes CO <sub>2</sub> e	6,577	2,602	1,968	1,968
Data coverage	% of global operations	100%	100%	100%	100%

<sup>[a]</sup> As set forth in [ENV.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include ECR LoB (divested April 2019)

<sup>[b]</sup> Includes Wood Nuclear Group (acquired March 2020)

<sup>[c]</sup> Includes Buffalo Group (acquired November 2020)

<sup>[d]</sup> Includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021)

<sup>[e]</sup> Jacobs has externally verified business travel for all reporting years; employee commuting, purchased goods and services and upstream fuel and energy-related activities for Scope 1 and Scope 2 for FY19, FY21 and FY22 with limited assurance.

<sup>[f]</sup> Our calculations of business travel and employee commuting emissions have changed from previous ESG Disclosure documents due to an update in our calculation methodology. During our SBTi net-zero targets approval process, we added emissions associated with upstream fuel to our Scope 3 business travel and employee commuting, known as WTT emissions, to reflect changes in the SBTi Net-Zero standard which differs from the GHG Protocol Scope 3 standard.

<sup>[g]</sup> Purchased goods and services data have been updated to reflect new methodology used for FY22. FY22 data are used for all years due to limitations with prior year data.

<sup>[h]</sup> Emissions associated with purchased goods and services are estimated using FY22 annual spend combined with emissions factors from the U.S. Environmentally-Extended Input-Output database.

<sup>[i]</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>[j]</sup> Based on 65% ownership in PA Consulting acquired in March 2021. Data for FY21 and FY22 represents 65% of the PA Consulting full-year emissions reported for calendar year 2021, including all relevant Scope 3 source categories. Due to overlap in reporting periods, Jacobs will report the most recent calendar year emissions published by PA Consulting and update in subsequent versions as new data become available from PA Consulting.

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 restrictions on both domestic and international travel.

As anticipated, we have seen an increase in our Scope 3 business travel emissions in FY22 as we resume travel to operate our business and meet the needs of our clients but have maintained an overall decrease of 58% from FY19 to FY22. We remain committed to managing business travel and employee commuting emissions in accordance with our science-based target reduction of 50% from 2019 levels by 2030.

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. Business Units (BUs) are accountable for tracking, monitoring and reporting business travel in alignment with this new reporting tool.

As announced on December 13, 2021, effective January 1, 2022, we established an internal carbon price of \$50 per tonne for all non-billable business travel to influence sustainable decision-making around travel reduction 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 will be used to fund carbon reduction and removal initiatives (please refer to [ENV.16](#) Carbon Pricing for additional details).

Employee commuting estimates are based on Jacobs' Human Resources (HR) data, including employee numbers, worker location, worker type and worker status. Commuting estimates 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 but are working on collecting more granular information about when and how our employees are commuting when they work in our offices.

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

Employee commuting estimates are multiplied by the appropriate emission factors to obtain total employee commuting emissions. Emission factors come from the U.S. EPA Center for Corporate Climate Leadership GHG Emission Factors Hub (April 2021) for U.S. data, the U.K. Government GHG Conversion Factors for Company Reporting (July 2020) for U.K. data and the World Resources Institute (WRI) GHG Emission Factors Compilation (March 2017) for all applicable other countries' data.

We saw a 70% reduction in our Scope 3 emissions for employee commuting from FY19 to FY22, 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 in the U.S., we are engaging with our StreetLight acquisition to obtain details on typical commuting patterns to each of our offices and subsequently performing a commuter survey at the largest offices to complement the StreetLight effort. Jacobs is also exploring new ways to encourage employees to transition to low-carbon travel options.

We anticipate our science-based 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

## ENV.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.

For FY22 this is 3.58 metric tonnes of CO<sub>2</sub>e per million United States Dollar (USD) for location-based emissions and 1.36 metric tonnes of CO<sub>2</sub>e per million USD for market-based emissions. This is based on our annual FY22 revenue, excluding PA Consulting, of \$13.8 billion USD. PA Consulting is excluded because we do not include PA consulting in our Scope 1 and Scope 2 emissions ([ENV.3](#)).

## ENV.8 Renewable Electricity and Carbon Mitigation Measures

Table 6 summarizes our annual renewable electricity and carbon mitigation purchases.

**Table 6. Annual Renewable Electricity and Carbon Mitigation Purchases**

Metric	Unit	FY19 <sup>[a,b]</sup>	FY20 <sup>[a,c]</sup>	FY21 <sup>[a,d]</sup>	FY22 <sup>[a,e]</sup>
Renewable Electricity <sup>[f]</sup>	MWh	12,155	112,589	100,208	81,261
Carbon Mitigation <sup>[g]</sup>	Metric tonnes CO <sub>2</sub> e	0	77,862	48,108	70,510
Data Coverage	% of global operations	100%	100%	100%	100%

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

<sup>[b]</sup> As set forth in [ENV.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include ECR LoB (divested April 2019)

<sup>[c]</sup> Includes Wood Nuclear Group (acquired March 2020)

<sup>[d]</sup> Includes Buffalo Group (acquired November 2020)

<sup>[e]</sup> Includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021)

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

<sup>[g]</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.

## 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 [PAS 2060 Carbon Neutrality Achievement](#) statements, 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 7 provides a summary of the mitigation projects we have invested in since 2020 and their associated U.N. SDG impacts.

**Table 7. Carbon Mitigation Projects**

Project Name	Project Type	Project Location	Vintage	Applicable Standard	Quantity (tCO <sub>2</sub> e)	Retirement Registry Link	U.N. SDGs
<b>FY20 Carbon Mitigation Projects</b>							
<a href="#">Chestnut Mountain IFM</a>	Forestry and Landscapes	U.S.	2018	ACR	6,350	<a href="#">ACR 441 registry</a> <sup>[a]</sup>	4, 6, 13, 14, 15
<a href="#">Kitambar Renewable Biomass Fuel Switch</a>	Resource Recovery	Brazil	2016	VCS, SC	11,000	<a href="#">VCS Registry</a>	3, 4, 6, 7, 8, 13, 15

## Fiscal Year 2022 ESG Data Disclosures

Project Name	Project Type	Project Location	Vintage	Applicable Standard	Quantity (tCO <sub>2</sub> e)	Retirement Registry Link	U.N. SDGs
<a href="#">Mississippi Valley Reforestation</a>	Forestry and Landscapes	U.S.	2016	ACR	6,350	<a href="#">ACR 114 registry</a> <sup>[a]</sup>	8, 13, 14, 15
Rural Clean Cooking	Biogas - Heat	China	2015-2016	GS	39,800	<a href="#">GS Project Registry 2641</a>	3, 12, 13
						<a href="#">GS Project Registry 2640</a>	3, 12, 13
<a href="#">MWI Water Efficiency</a>	Energy efficiency	Malawi	2017-2019	GS	358	<a href="#">GS Project Registry 1247</a>	3, 5, 6, 13
<a href="#">Methane Capture, Flare, and Utilization at Tyson Wastewater Treatment Facilities - Joslin</a>	Waste handling and disposal	U.S.	2012	VCS	2,204	<a href="#">VCS Registry</a>	N/A
<a href="#">Resex Rio Preto-Jacunda REDD+ Project</a>	Agriculture Forestry and Other Land Use	Brazil	2013	VCS, CCBS	8,000	<a href="#">VCS Registry</a>	N/A
<a href="#">Dalton Whitfield LFGE</a>	Landfill Gas Capture/ Combustion	U.S.	2015	CAR	3,800	<a href="#">CAR Registry</a> <sup>[b]</sup>	N/A
<b>Total Carbon Mitigation FY20</b>					<b>77,862</b>		
<b>FY21 Carbon Mitigation Projects</b>							
<a href="#">Santa Marta Landfill Gas Capture for Electricity Generation Project</a>	Landfill Methane Capture	Chile	2020	GS	9,966	<a href="#">GS Project Registry 689</a>	3, 4, 7, 8, 9, 13
<a href="#">UPM Blandin Native American Hardwoods Conservation &amp; Carbon Sequestration Project</a>	NBS	U.S.	2019	ACR	10,000	<a href="#">ACR Registry</a> (ACR-US-212-2019-1155-2287 to 12286)	6, 13, 15



Project Name	Project Type	Project Location	Vintage	Applicable Standard	Quantity (tCO <sub>2</sub> e)	Retirement Registry Link	U.N. SDGs
<a href="#">Hyundai Steel Waste Energy Cogeneration Project</a>	Energy Efficiency	South Korea	2015	VCS	14,000	<a href="#">VCS 786</a>	N/A
<a href="#">MWI Water Efficiency</a>	Energy efficiency	Malawi	2017-2019	GS	6,742	<a href="#">GS Project Registry 1247</a>	3, 5, 6, 13
<a href="#">RWA Safe Water</a>	Energy efficiency	Rwanda	2019	GS	7,400	<a href="#">GS Project Registry 5047</a>	3,13, 15
<b>Total Carbon Mitigation FY21</b>					<b>48,108</b>		
<b>FY22 Carbon Mitigation Projects</b>							
<a href="#">Santa Marta Landfill Gas Capture for Electricity Generation Project</a>	Landfill Methane Capture	Chile	2020	GS	4,034	<a href="#">GS Project Registry VER 53719 — 67718</a>	3, 4, 7, 8, 9, 13
<a href="#">FSW AMMS GHG Mitigation Project in Nanyan City</a>	Energy Biogas	China	2021-2022	VCS	56,476	<a href="#">VCS 2846</a>	3, 7, 8, 11,13, 15
<a href="#">Klawock Heenya IFM</a>	Forestry and Conservation	U.S.	2020	ACR	10,000	<a href="#">ACR 459</a> ACR-US-459- 2020-1413-25173 to 35172	6, 8, 11, 13,14, 15
<b>Total Carbon Mitigation FY22</b>					<b>70,510</b>		

<sup>[a]</sup> Jacobs purchased these credits through Natural Capital Partners and is listed as Customer ID 00077399.

<sup>[b]</sup> Retirement on behalf of CH2M HILL Corporate

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

ACR = American Carbon Registry; CAR = Climate Action Reserve; CCBS = Climate, Community and Biodiversity Standard; GS = Gold Standard; N/A = not applicable; NBS = nature-based solutions; SC = Social Carbon; tCO<sub>2</sub>e = tonnes in carbon dioxide equivalent; VCS = Verified Carbon Standard

## ENV.9 Energy Consumption and Energy Intensity Metrics

Table 8 summarizes our Scope 1 and Scope 2 energy consumption.

**Table 8. Energy Consumption**

Metric	Unit	FY19 <sup>[a,b]</sup>	FY20 <sup>[a,c]</sup>	FY21 <sup>[a,d]</sup>	FY22 <sup>[a,e]</sup>
Non-renewable fuels (such as, gasoline, diesel, natural gas) purchased and consumed	MWh	64,877	54,142	50,243	42,491
Non-renewable electricity purchased	MWh	109,332	0	0	0
Purchased heating (non-renewable)	MWh	38,276	36,848	26,997	21,930
Total renewable energy (such as, wind, solar, hydroelectric, geothermal) purchased or generated	MWh	12,155	112,589	100,208	81,261
<b>Total Non-Renewable Energy Consumption</b>	<b>MWh</b>	<b>212,485</b>	<b>90,990</b>	<b>77,240</b>	<b>64,420</b>
Total costs of energy consumption (estimated) <sup>[f]</sup>	USD	\$11,991,945	\$10,900,000	\$9,700,000	\$8,300,000
Data coverage	% of global operations	100%	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 [ENV.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include ECR LoB (divested April 2019)

<sup>[c]</sup> Includes Wood Nuclear Group (acquired March 2020)

<sup>[d]</sup> Includes Buffalo Group (acquired November 2020)

<sup>[e]</sup> Includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021)

<sup>[f]</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.

We have seen a decrease in 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 [ENV.4](#).

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 [ENV.4](#). Table 9 summarizes our office energy intensity metrics.

**Table 9. Office Energy Intensity**

Metric	Unit	FY19 <sup>[a,b]</sup>	FY20 <sup>[a,c]</sup>	FY21 <sup>[a,d]</sup>	FY22 <sup>[a,e]</sup>
Office Space Energy <sup>[f]</sup>	MWh	162,489	151,607	129,611	105,555
Office Area	1,000 ft <sup>2</sup>	7,786	7,590	7,300	6,255
Office Energy Intensity	MWh per 1,000 ft <sup>2</sup>	20.87	19.97	17.75	16.88
Data Coverage	% of global operations	100%	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 [ENV.3](#), FY19 data includes KeyW (acquired June 2019) and Wood Nuclear Group (acquired March 2020) and does not include ECR LoB (divested April 2019)

<sup>[c]</sup> Includes Wood Nuclear Group (acquired March 2020)

<sup>[d]</sup> Includes Buffalo Group (acquired November 2020)

<sup>[e]</sup> Includes StreetLight (acquired February 2022) and BlackLynx (acquired November 2021)

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

## ENV.10 Water Stewardship

Table 10 summarizes our water consumption.

**Table 10. Water Consumption**

Water Consumption	Unit	FY19 (estimated)	FY20 (estimated)	FY21 (estimated)	FY22 (estimated)
Total water consumption	Million cubic meters	0.295	0.171	0.076	0.082
Data Coverage (as % of denominator)	% of global operations	100%	100%	100%	100%

Jacobs consumes water through municipal water systems to support our office operations. Water consumption is not regarded as a significant environmental impact; therefore, water-related goals and targets have not been established. In addition, very little data are available, as water consumption is included within service charges from lessors.

Total water consumption is estimated using employee headcount data of those commuting into the office for each year reported. Water consumption while teleworking is excluded. While the total number of Jacobs employees has increased year-over-year, the number of employees commuting into the office has gone down (please refer to [ENV.6](#) for additional employee commuting information), and subsequently total office water consumption decreased. 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.

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's important that communities have safe, reliable water infrastructure now and in the future.

## ENV.11 Biodiversity and Natural Capital

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.

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 processes, systems and SMEs as described in [SOC.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. Activities that present a potential significant environmental impact or concern must be reviewed by a Jacobs Environmental Manager. 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 promoting green infrastructure 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 nature-based solutions and broader natural resilience. For example, we have a strategic partnership with Biomimicry 3.8, providing “Project Positive” design solutions for clients. For more information on this and other thought leadership contributions, see the “[Nature as a Solution](#)” section of our [Climate Action Plan](#).

Jacobs understands the importance of nature-based solutions and broader natural resilience in managing societal challenges, which has been accelerated by the Taskforce on Nature-related Financial Disclosures (TNFD). The TNFD framework, set to be released in 2023, will develop a risk management and disclosure framework for organizations to report and act on evolving nature-related risks. It is hoped that this will support a shift in global financial flows towards nature-positive outcomes. However, given the nature of our operations, we do not expect these impacts to be material.

## ENV.12 Waste and Effluents

Table 11 summarizes our waste disposed.

**Table 11. Waste Disposed**

Waste Disposed	Unit	FY19 (estimated)	FY20 (estimated)	FY21 (estimated)	FY22 (estimated)
Total waste disposed	Metric tonnes	6,236	3,805	1,689	1,811
Data coverage (as % of denominator)	% of global operations	100%	100%	100%	100%

Limited data are 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 located in the U.K., Ireland, Poland and the Netherlands as part of our ongoing ISO 14001 certifications. In FY21 and FY22, the ISO 14001 certification calculated that such offices produced on average the equivalent of 0.139 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 data. Waste generation while teleworking is excluded.

While FY20 and FY21 estimated volumes decreased due to a reduced number of employees working in offices during the COVID-19 pandemic, office workers increased in FY22 resulting in a slight increase in estimated waste volume. 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 are 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 [Engineering News Record](#), Jacobs promotes water stewardship through water resource conservation, treatment, storage and conveyance services we provide to our clients.

## 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.

## ENV.13 Hazardous Waste

Table 12 summarizes our hazardous waste generation.

**Table 12. Hazardous Waste Generation**

Hazardous Waste	Unit	FY19	FY20	FY21	FY22
Hazardous Waste Generated	Metric tonnes	N/A	N/A	N/A	N/A
Data coverage (as % of denominator)	% of global operations	100%	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.

## ENV.14 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.

We are currently certified in countries including Australia, Canada, Hong Kong, Indonesia, Italy, Malaysia, Qatar and the U.K., 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 [Health, Safety, Environment and Wellbeing - Management](#).

We had no significant fines or non-monetary sanctions for non-compliance with environmental laws or regulations in the past four fiscal years.



## ENV.15 Climate Change

### Climate Change Strategy

We place the climate emergency and our response at the heart of our Company's FY22-FY24 strategy "[Boldly Moving Forward](#)" and have established a central [Office of Global Climate Response & ESG](#). Refer to [ENV.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 GHG 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.

In partnership with the Royal Scottish Geographical Society, we launched the [Climate Solutions Accelerator](#) online course to all employees to help them understand the role they can play in climate change action and continue to develop the critical sustainability skills and solutions needed for our continually evolving world. The course is also offered externally to clients.

### 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 our [FY21](#) and [FY22](#) Climate Risk Assessments.

We have conducted specific climate change risk and opportunities assessments in line with TCFD recommendations since 2020. Our assessments in 2020 and 2021 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 assessment conformed with the international standard on risk management, ISO 31000:2018 Risk Management Guidelines and follows methods that are used by our climate risk specialists in our work with our clients.

- **Scope and context:** The assessment 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 assessment. 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 risk was assessed with these in place.
- **Risk evaluation:** The combination of likelihood and most severe consequence were used to assess risk severity.

Disruption to business for environmental end markets is a case study of a transitional risk we have identified, assessed and are responding to. We could see business risks (\$10 million to \$100 million per year) from disruption to major client revenue streams and a similar loss of revenue from reduced services for fossil fuel-related projects.

However, this is offset by greater opportunities such as emergency management and national security (\$10 million to \$100 million per year), environmental planning and permitting for extreme weather impacts (\$10 million to \$100 million per year) and civil works including circular economy, waste management, clean energy and natural treatment systems (\$10 million to \$100 million per year). Analyzing our markets revealed common themes and specific insights allowing us to estimate the value of financial impacts to Jacobs.

Because we did not anticipate any material updates to the assessment conducted in 2021, we focused our 2022 assessment more on physical and transitional risks and opportunities, and on adaptation measures in the water market specifically. In 2021, we identified the water market as having the greatest net financial opportunity of all our market areas. Adaptation planning is also most strongly established in the solutions we deliver within the water market, making this market well-placed to extend this proven approach to our business planning.

Specific goals of the assessment were to:

- Pilot 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.
- Develop a proof of concept that can be repeated across other markets.
- Integrate our [OneWater](#) thought leadership with an adaptive planning approach to define the water management challenges that are unique to our clients, communities and our watersheds in regions across the world.
- Develop a refined TCFD assessment that:
  - Serves as a global example of best practice for understanding and managing climate risks and standardizing climate disclosures in the water sector
  - Strengthens our ability to support our global water clients with understanding the complexities and importance of climate disclosures
  - Guides development of TCFD assessment across all Jacobs' markets

Our 2022 assessment further expanded on our Intergovernmental Panel on Climate Change (IPCC) scenario analysis used in 2020 and 2021, and we adopted the Network for Greening the Financial System's (NGFS) climate scenarios framework to map out risks and opportunities specific to a rapid and orderly, and a delayed and disorderly transition to a net-zero future.

Please see [ENV.17](#) for additional details on the climate risk assessment.

## ENV.16 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>2</sub>e applied to non-billable business travel at Jacobs. The carbon cost is charged to the applicable BU. A proprietary travel booking tool provides estimated carbon emissions and price for employee-planned travel to influence travel behaviors.

The revenue generated by carbon pricing is directed into a Carbon Reduction Fund administered by the Office of Global Climate Response & ESG. It 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.

## ENV.17 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 net-zero targets approved by SBTi.
- We reduced our carbon emissions by 49% between FY19 and FY22, including Scope 1, Scope 2 (location-based) and Scope 3 (business travel).
- 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.

### 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 Senior Vice President (SVP) for Global Climate Response & ESG and Enterprise Risk Management (ERM), Head of Investor Relations, and 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. Our Board Audit Committee provides oversight of the controls and processes related to material public climate and ESG disclosures.

### **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. Our [FY21 Climate Risk Assessment](#) was based on scenarios derived from the U.N. Framework Convention on Climate Change and the IPCC. We 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 for our FY22 Climate Risk Assessment, we adopted the 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 FY22 climate risk assessment, we considered 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 carbon dioxide [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 [FY21](#) and [FY22](#) Climate Risk Assessments.

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

We evaluate our project outcomes and estimate our revenue in alignment with ESG, grounded in the U.N. SDGs and 169 underlying targets. 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 ESG, with the results broken down by market and disclosed in our March 2022 Company strategy [presentation](#). The project classification system has undergone refinement in FY22, with the intention of increasing data confidence and facilitating ongoing improvements for future reporting.

For details on how our climate-related risks and opportunities may impact our Company's business model, strategy and outlook, see our [FY21](#) and [FY22](#) Climate Risk Assessments.

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

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

In January 2021, we made a three-year commitment 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.

We were recognized on CDP's [2021 Supplier Engagement Leaderboard](#) for engaging our suppliers on climate change and "playing a crucial role in the transition towards the net-zero sustainable economy" (2022 results were pending at the time of this document's publishing). For more details on our supply chain management, refer to [GOV.2](#) of this report.

### ***Low-Carbon Transition Plan – Employee Engagement***

We know that every employee must take responsibility for driving 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.

Leading up to COP26 in 2021, our employees were encouraged and incentivized to take part in the Climate Countdown Challenge through our global giving and volunteering platform, [Collectively<sup>SM</sup>](#). From June 2020 through September 2022, over 1,100 employees completed nearly more than 14,500 positive actions to reduce their carbon footprint. In FY22 alone, 325 employees completed over 2,700 positive actions.

We also launched the [Climate Solutions Accelerator course](#) to our global workforce, aligned with the Company's learning culture to build future skills in climate response. A collaboration between the [Royal Scottish Geographical Society](#), University of Edinburgh, University of Stirling and the Institute of Directors Scotland, the course provides a quick, simple and rounded introduction to the fundamentals of climate change. As part of Jacobs' Quarterly Business Reviews, each LoB and BU is now 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. Over 1,800 of our employees have taken the course, and the course is also offered externally to clients.

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

### ***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 over 400 SMEs providing low-carbon related services, and over 16,000 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 FY22 ESG-aligned revenue was approximately \$7.7 billion USD ([GEN.5](#)). 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 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.

For specific project examples demonstrating our range of low-carbon products and services, see our [2022 Integrated Annual Report](#) and our [September 2022 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.

### ***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 [ENV.4](#) and [ENV.5](#) for detail on our ongoing Scope 1 and Scope 2 emissions reduction activities.



### ***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 World Climate Forum, WEF Alliance of CEO Climate Leaders, U.S. EPA Green Power Partnership, The Climate Registry's Net-Zero Portal, SBTi's TAG, U.K. Pledge to Net-Zero initiative, Business in the Community Net-Zero Taskforce and U.N. Global Compact CFO Coalition for the U.N. SDGs.

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. In June 2022, we submitted a [public comment](#) in response to the SEC proposed rule: The Enhancement and Standardization of Climate-Related Disclosures for Investors.

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

Refer to our [FY21](#) and [FY22](#) Climate Risk Assessments 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.

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

We have approved near- and long-term science-based emissions reduction targets with the SBTi. Please refer to [ENV.3](#) for more detail.

### ***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 the [Jacobs Investor Relations ESG microsite](#).

## **ENV.18 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 Program and BMS, we implement an environmental management system 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 are also enhancing our evaluation of ESG risks in the go/no-go decision-making process for project opportunities.

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 proprietary risk register 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. Results of this analysis are logged in the Risk Assessment and Mitigation Plan (RAMP) tool. 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 identified adverse environmental impacts such as waste management, reducing biodiversity impacts, emissions to air, discharges to water, natural resource consumption and hazardous chemical usage.

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.

Internal audits are conducted to verify compliance with Sustainability and HSE plans and processes. They are scheduled by the region or BU HSE Lead following the Audit Schedule Work Instruction, with the level and frequency determined by the risk profile, performance trends, client feedback and requirements for external accreditation or management system certification. Audits are conducted by the Audit Manager following our Audits Procedure and 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.

Additionally, it is now required for Jacobs' project teams to develop Sustainability and Resilience plans 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 key performance indicators to track and measure progress aligned with the U.N. SDGs.

To further propel the integration of environmental considerations in project delivery, we onboarded twelve Sustainability Leads across our two LoBs in FY22. In FY23, we will expand to include additional operating units and regions. In partnership with our Office of Global Climate Response & ESG, these leads 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.

## SOCIAL

### SOC.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 more than 60,000 people. 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.**

### SOC.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.

#### 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 smaller, more frequent listening efforts to measure our progress on various topics around cultural alignment and engagement. The survey was sent to all Jacobs employees, and we obtained a participation rate of 25% of our global workforce, representing all LoBs, corporate functions and regions of operation. Considering this was our first pulse survey, we are pleased with this response rate which is statistically significant and will inform our actions and decisions; moreover, we expect the participation to increase as our pulse surveys become a part of our regular cadence for employee input.

We will continue in this format of conducting multiple, short Culture Pulse Surveys throughout each year and focus on relevant topics based on business needs while continuing to reference our initial survey as a benchmark. We measured employee engagement based on two key index questions, which were also used in our FY19 Brand and FY21 Culture Surveys to calculate engagement: on a scale of one to ten, with one being lowest understanding or commitment and ten being the highest:

1. How well do you understand Jacobs' values?
2. How committed are you to Jacobs' values?

Active engagement was defined as when an employee selects a value greater than or equal to eight for both questions. Additionally, the survey assessed five key themes that were representative of Jacobs' culture and employee engagement, and timely considering current initiatives and circumstances. The topics were as follows: inclusion, learning, teams, hybrid working and trust.

#### Culture Survey – Key Findings

The results of our FY22 Culture Pulse Survey were overwhelmingly positive, with the majority of respondents feeling a strong sense of belonging, empowered by flexible and hybrid working options and confident in the trusted teamwork ingrained throughout the organization.

As summarized in Table 13, our FY22 Culture Pulse Survey results showed that 64% of Jacobs employees are "actively engaged," a 2%-point increase from the 62% of "actively engaged" employees based on the same methodology in our FY21 Pulse Survey.

We performed a dynamic and cross-sectional analysis of our FY22 Culture Survey results to understand trends and correlations between employees' age, Company tenure, diversity status, BU, region and other categories. We compared 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 were very positive, we also identified three core areas of our culture that have room for improvement – accountability, learning and agility. The results of the survey reinforced that performance and the impact it has on their role and opportunities is critical to our employees. Additionally, learning and staying ahead of market trends and best practices is an important element of our employees' learning opportunities. 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.

### Culture Survey – Action Planning and Next Steps

To address the improvement opportunities specified above, we aligned several key actions to dig deeper into each topic and drive change accordingly. We facilitated twenty 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 opportunities, and other barriers that needed to be addressed to drive the improvement opportunities.

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, with the most recent pulse survey deployed in November of FY23. 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, a short-term cash incentive program, which measures the progress of the survey questions that contribute to a sense of inclusion.

**Table 13. Employee Engagement**

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

## SOC.3 Inclusion and Diversity – Strategy

### 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.

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 new 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. 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, and advocate and ally training, and discussions around equity, inclusion and the value of 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 grassroots Jacobs Employee Networks (JENs) are creating around these topics. With a unique network membership of nearly 18,000 people in our eight JENs and close to 13,000 in our 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.

Our JENs also offer mentoring programs that connect members with 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 [2022 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 Black. Engaged. Empowered.	“Working together” in Swahili - Positively impacting the Black employee experience through recruitment, development, and retention of Black talent.
	OneWorld One planet, mange 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.

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 holding all leaders accountable to confirm that broad-based diversity is reflected in their own teams, using data analytics to measure our progress with the same rigor and transparency as our financial performance metrics.

Inclusive behaviors are also now a key formal component of all our leaders' performance and salary reviews, and all leaders at Vice President (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 required to have an inclusion and diversity goal as part of their annual goal setting process.

With this framework in place, we can be confident of delivering our aspirational goals such as 40:40:20 (40% male, 40% female and 20% any gender) to foster gender balance that aligns to our desire to have diverse, visionary thinkers throughout Jacobs.

Steve Demetriou, Chair of our Board of Directors and former CEO, 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.

### **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, where seventy students have enrolled and will make up the inaugural graduating class of 2026.
- 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.



## Attracting and Retaining Diverse Talent

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

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](#) (SWE), [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 2021.

For more information on Jacobs' inclusion and diversity policies, programs and achievements, see our [2022 Integrated Annual Report](#).

## SOC.4 Inclusion and Diversity – Workforce Metrics

### Workforce Composition by Employee Category

As of September 30, 2022, we had a workforce of more than 60,000 people worldwide, including a contingent workforce of 3,300 people.

- Of our directly employed Jacobs' workforce, approximately 91.17% were full-time employees and approximately 8.83% were part-time employees.
- Of our full-time employees, approximately 97.09% were permanent<sup>1</sup> employees and 2.91% were temporary employees.
- Of our Jacobs total workforce, approximately 83.71% were full-time permanent<sup>1</sup> employees, approximately 6.48% were part-time permanent<sup>1</sup> employees, approximately 4.39% were temporary employees and approximately 5.42% were contractors/contingent (not directly employed) workers.

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.

<sup>1</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.

**Table 14. Workforce Composition by Geography**

Region	FY22 (% of global workforce <sup>[a]</sup> )
Americas	58%
Europe (including U.K.)	24%
Asia Pacific (including India)	15%
Middle East and Africa	3%

<sup>[a]</sup>Based on all global employees, both staff and craft. Does not include contractors or contingent workforce.

**Table 15. Gender Diversity by Management Level (Global)**

Representation of Women by Management Level	FY22
Executive Management (CEO, EVP, SVP II, SVP I)	31.6%

Representation of Women by Management Level	FY22
All executives (VP+)	28.4%
All other employees (non-executive / below VP)	30.5%

EVP = Executive Vice President

**Table 16. Gender Diversity by Management Level and Job Type (Global)**

Indicator	FY20 (%)	FY21 (%)	FY22 (%)
Female share of total workforce	29.5	29.7	30.5
<b>Females in all management positions</b> As a % of total management workforce; includes junior, middle, senior management	22.2	23.7	25.0
<b>Females in junior management positions</b> As a % of total junior management positions; first level of management	27.0	27.5	29.8
<b>Females in top management positions</b> As a % of total top management positions; maximum two levels away from CEO <sup>[a]</sup>	29.3	33.3	31.6
<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	19.8	21.2	22.1
<b>Females in STEM-related positions</b> (estimated) As a % of total STEM positions	26.0	26.0	26.1

<sup>[a]</sup> Females in top management positions calculated based on employee levels: SVP I, SVP II, EVP and CEO. Historical data from FY20 and FY21 were revised to include SVP I.

**Table 17. Racial/Ethnic Diversity (United States Only)**

Employee Ethnic Group Description	FY20 % of U.S. Total	FY21 % of U.S. Total	FY22 % of U.S. Total
Asian	6.8	7.1	7.7
Black or African American	8.5	8.6	8.1
Hispanic or Latino	9.0	9.3	9.3
Two or More Races	2.0	2.3	2.7
Native Hawaiian/Other Pacific Islander	0.4	0.4	0.4
American Indian or Alaska Native	0.4	0.5	0.5
White	71.5	70.0	68.7
Unknown or Not Provided	1.4	1.8	2.6
<b>Grand Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Table 18. Racial/Ethnic Diversity (United Kingdom Only)**

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

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

**Table 19. Racial/Ethnic Diversity by Management Level (United States Only)**

Management Level Percent Racially/Ethnically Diverse	FY20 (%)	FY21 (%)	FY22 (%)
Executive Management (CEO, EVP, SVP II, SVP I) <sup>[a]</sup>	22.9%	31.3	39.4
All executives (VP+)	16.5	18.8	21.3
All other employees (non-executive and below VP)	27.1	28.1	28.7

<sup>[a]</sup> Executive Management calculated based on employee levels: SVP I, SVP II, EVP and CEO. Historical data from FY20 and FY21 were revised to include SVP I.

**Table 20. Racial/Ethnic Diversity by Management Level (United Kingdom Only)**

Management Level Percent Racially/Ethnically Diverse	FY22 (%) <sup>[a]</sup>
Executive Management (CEO, EVP, SVP II, SVP I)	0
All executives (VP+)	2.5
All other employees (non-executive and below VP)	10.0

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

**Table 21. Diversity by Age Group (Global)**

Age Group	FY20 % of Total	FY21 % of Total	FY22 % of Total
Under 20	0.2	0.2	0.3
20–29	16.1	16.5	17.4
30–39	25.2	25.8	26.8
40–49	23.8	23.5	23.4
50–59	21.4	20.7	19.3
60 and above	13.3	13.2	12.9
<b>Grand Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Table 22. Average Employee Age by Gender (Global)**

Population	FY20 Average age	FY21 Average age	FY22 Average Age
All employees	44	44	43
Female	42	42	41
Male	45	45	44

**Table 23. Distribution of Gender by Age Group (Global)**

Age Group	FY20 % of Total		FY21 % of Total		FY22 % of Total	
	Female	Male	Female	Male	Female	Male
Under 20	29.7	70.3	26.8	73.2	31.0	69.0
20–29	36.3	63.7	36.9	63.1	39.0	61.0
30–39	32.9	67.1	32.7	67.3	32.9	67.0
40–49	30.5	69.5	30.7	69.3	31.1	68.9
50–59	25.6	74.4	25.2	74.8	25.3	74.7
60 and above	19.3	80.7	20.1	79.9	20.6	79.4

## People with Disabilities (United States Only)

In FY22, 2,063 (6.5%) of U.S. employees indicated “Yes, I have a disability (or previously had a disability)”. This metric includes all U.S. employees.

## Veterans (United States Only)

In FY22, 4,236 (13.4%) of U.S. employees indicated that they are veterans. This metric includes all U.S. employees.

## SOC.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). 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 [2022 Times Top 50 Employers for Women in the U.K.](#), and awarded [Employer of Choice for Gender Equality](#) by Australia’s Workplace Gender Equality.

### 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.

### Pay Gap

We publish an [annual gender pay gap report](#) covering our U.K. business and highlighting actions we are taking to advance equality across our workforce. In FY22, we included Ireland into our annual gender pay gap analysis and published this information under a separate [report](#).

In 2020, we published our first [Gender and Ethnicity Pay Gap Report](#), going 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 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.

For more detail on related activities and achievements, see our [2022 Integrated Annual Report](#); [2021 Gender and Ethnicity Pay Gap Report](#) for England, Wales and Scotland [2022 Gender and Ethnicity Pay Gap Report](#) for Ireland; and [SOC.3](#).

## SOC.6 Collective Bargaining

In FY22, 1,566 of our employees were covered by collective bargaining agreements, representing approximately 2.7% of our total employee population (including staff and craft).<sup>1</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 (JJ-EB-PL-6101-JJ) 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.

<sup>1</sup>Craft employees are primarily field services staff who are paid weekly and tend to be more seasonal. They have more frequent hire, termination, and rehire patterns and are therefore excluded from standard turnover and diversity metrics.

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

### **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 ([SOC.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 through 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.

In FY22, our One Million Lives global mental health resiliency call series had over 23,000 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.

## Parents and Caregivers

We offer paid parental leave benefits that exceed statutory requirements in a number of countries of operation. In the U.S. in FY22, Jacobs' maternity program provided 100% salary continuation of an employee's base pay for up to six weeks. In FY23, Jacobs provides up to 12 weeks fully paid to delivering parents in the U.S. through combining the following: short-term salary continuation (6 weeks), parental leave (5 weeks, taken in 1-week increments), and caregiver leave (1 week). Jacobs also provides up to 6 weeks fully paid for non-delivering parents in the U.S. (including surrogacy and adoption) through combining 5 weeks of parental leave and 1 week of caregiver leave.

Our Caregiver Leave Policy (US-EB-PL-6441-US0) provides up to forty 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, Maven, which helps employees navigate different pathways to parenthood such as adoption, infertility treatment and pregnancy—as well as providing postpartum and pediatric services. In 2023, Maven will be replaced with enhanced offerings. ReThink 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.

In the U.K., our internal Bridge the Gap parental transition program supports working parents before, during and after becoming a parent, providing toolkits, a parent-to-parent network, and other resources. In India, we offer "crèche" childcare facility benefits and reimbursement of some childcare costs in qualifying circumstances.

## 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.

## 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 continued investments:

- Personalized Paid Time Off in the U.S., 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 12 paid weeks leave for delivering parents and 6 paid weeks leave for non-delivering parents including surrogacy and adoption
- 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

## SOC.8 Hiring and Retention

**Table 24. Employee Turnover (Global)**

Metric	FY20	FY21	FY22
Total Employee Turnover Rate (%)	15.4	17.4	19.1
Voluntary Employee Turnover Rate (%)	8.3	11.3	13.3
Involuntary Employee Turnover Rate (%)	6.2	4.9	4.8
Retirement (%)	0.9	1.2	1.0

**Table 25. Hiring (Global)**

Metric	FY20	FY21	FY22
<b>New Hires<sup>[a]</sup></b> Total number of new employees hired	9,498	11,752	14,473
<b>Internal Hires</b> % of all open positions filled by internal candidates	12.4%	14.8%	13.9%

<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; FY20 includes KeyW.

## SOC.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. 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.

### 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 a “360-degree” view of performance with input from an employee’s line managers, peers, direct reports and other employees. Our employees establish values and/or strategy-aligned goals (“priorities”) and performance measures yearly in the e3 platform and receive annual performance appraisals which include multidimensional feedback and systematic use of agreed measurable targets. 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.

In FY22, 93.5% 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.

### 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 26,000 training programs to employees globally. The wide range of e-learning 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, human rights and modern slavery, quality, technical excellence and more.

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 partnership with Duke Corporate Education, we developed a culture alignment program via which more than 550 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 confirm that participants get world class content with the benefit of Jacobs context supplied by our senior leadership creating further touchpoints and application of learning. In 2022, we offered the CEO Leadership Roundtable where 7,800+ of Jacobs’ people leaders were invited to a series of four programs led by the Chair of the Board of Directors and then-CEO Steven J. Demetriou.

The program delivered messages and models around our CEO's expectations of them as leaders and the further advancement of our leadership culture. And to encourage, support and retain our newest employees, a cohort of over 2,000 graduates from across the Company participated in our Graduate Development Program in FY22. During the first two years of their Jacobs career, these graduates receive on-the-job learning, coaching and mentoring, as well as formal training.

Our focus in FY22 on developing our employees and driving a learning culture has been recognized by The Brandon Hall Group's Excellence in Human Capital Management Award by recognizing the Talent Development Team with a silver award for their 360 Coach Certification Program.

**Table 26. Training and Development Metrics**

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

<sup>[b]</sup> Historical FY21 data revised based on more accurate reporting methodology introduced for FY22 disclosures.

## SOC.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 nondiscriminatory 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 a human rights prequalification questionnaire into our supplier screening process. This dynamic, risk-based assessment includes questions related to worker accommodation, identity documents, wages, recruitment fees, grievance mechanisms and beyond. More in-depth screening occurs for suppliers based on risk triggers including geography, activity type and employment of migrant workers. 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 also screen our clients as part of our global Pre-Award Risk Assessment. We evaluate the potential for human rights vulnerabilities or exploitations before deciding to enter into a contractual agreement with clients.

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 [SOC.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.

## 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.

For example, in 2020 we undertook assessments of suppliers providing support services to our offices in a high-risk region. The supplier staff were foreign migrant workers living in group accommodation, and our assessments indicated the conditions of accommodation did not satisfy our expectations. As a remedial measure, we moved the affected staff to apartments with a higher standard of living at our own cost. We also conducted an analysis of supplier staff salaries and detected stagnant wages, although aligned with market rates. To provide additional support to these workers and improve their quality of life, we made the decision to increase their wages at our expense.

Another 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 elevated concerns regarding our supply chain and 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. Our combined systems provide visibility into our supply chain including screening and continuous monitoring against 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, 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](#).

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 [SOC.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.

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

## SOC.11 Community Engagement and Giving

### 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 team of more than 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 sustainability 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's 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 Strategy](#).

### Volunteer Rewards

Jacobs employees can receive volunteer rewards for up to four hours of charity volunteering per fiscal year, which they can then donate to a charity of their choice on Collectively.

### STEAM Volunteering

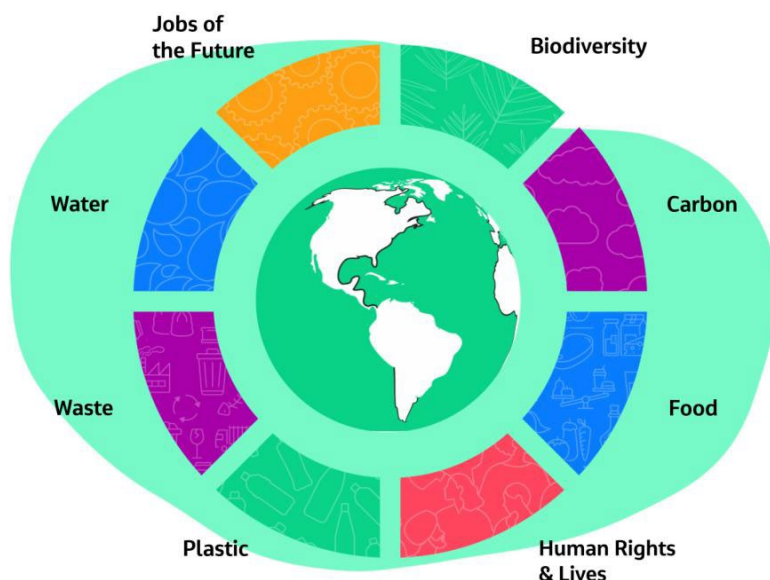
Jacobs' Global STEAM Strategy is embedded into [PlanBeyond 2.0](#). Jacobs has a STEAM goal to achieve 50,000 STEAM volunteer hours by 2025 while also becoming an award-winning STEAM employer. Jacobs currently provides a Collectively Global STEAM Volunteering program with paid STEAM-specific volunteer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

In concert with this strategy, Jacobs has launched the [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 4. Eight Themes of The Butterfly Effect Program**



## Strategic Partnerships

In FY22, Jacobs officially partnered with [Bridges to Prosperity](#) to complete an [international development project in rural Rwanda](#). 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 2,500 community members and resulted in a 30% increase in annual income, nearly 1,000 more children with safe access to school and 290 more women with access to attended births.

In FY22, our annual [Water for People](#) campaign raised more than \$260,000 in corporate and employee funds to create local water and sanitation utilities around the globe (included in Table 27 under Contributions via Collectively Platform).

In 2021, our Social Value Team in partnership with upReach, a company that collaborates with university students from economically disadvantaged backgrounds, launched a social mobility program to assess our approach to social value across the U.K. This program expanded on an existing client socioeconomic employability effort and was renamed the Engineering Springboard.

During FY22, this initiative assisted sixty engineering students from lower socioeconomic backgrounds in obtaining high-caliber graduate positions with Jacobs and the wider engineering sector. Our partnership has involved providing employability and soft skills workshops, meeting Jacobs graduates within the business, and offering 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 second year in a row, we championed the Environmental Engineering category at the Society for Science's annual [International Science and Engineering Fair](#) (ISEF). 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.

## FY22 Contributions

We are committed to giving back, engaging with communities and building enduring partnerships. In FY22, 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 religious and political causes).

Throughout FY22, we supported disaster relief and significant days of importance across the world through the generosity of our employee donations and associated eligible matching contributions, and through Company donations. In FY22 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 IT equipment is refurbished 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 FY22 totals in Table 28 (under In-kind Giving).

In FY22 our total corporate citizenship and philanthropic contributions (Table 28 under Cash/Financial plus Time Contribution + In-kind Giving) reached \$6.9 million. The following tables summarize our giving impact through Collectively (Table 27) and more broadly (Table 28). Values have been rounded for reporting consistency.

**Table 27. Contributions Via Collectively Platform**

FY22 Summary (USD) – via Collectively Platform <sup>[a]</sup>	
Total Employee Donations	\$1.3 million
Total Company Donations	\$1.9 million
<b>Total Giving Impact</b>	<b>\$3.2 million</b>

<sup>[a]</sup> Charitable and non-profit organization disbursements driven through Benevity.

**Table 28. Contributions Summary by Type of Contribution**

FY22 Philanthropic Contributions Summary (USD) – by Type of Contribution <sup>[a]</sup>	
<b>Cash / Financial:</b> <i>reflects philanthropic contributions including charitable donations or grants, matched employee giving, social sponsorship or support of cultural events or institutions, and membership and subscriptions to community-related organizations.</i> <ul style="list-style-type: none"> <li>Charitable donations via Collectively (Table 27) = \$3.2 million</li> <li>Charitable donations and sponsorships outside Collectively<sup>[b]</sup> = \$3.5 million</li> </ul>	\$6.7 million
<b>Time Contribution:</b> <i>Refers to the cost to the Company of the time that an employee spends on a community volunteer program during work hours. Accounts for both Jacobs-funded U.K. and Ireland STEAM volunteering and the Collectively Global STEAM volunteering program. Employees in U.K. and Ireland book STEAM volunteering time to both Collectively Global STEAM volunteering budget as well as the separate U.K. and Ireland STEAM volunteering budget.</i> <ul style="list-style-type: none"> <li>U.K. and Ireland STEAM volunteering<sup>[c]</sup> = \$28,000</li> <li>Collectively Global STEAM volunteering = \$143,000</li> </ul>	\$171,000
<b>In-kind giving:</b> <i>Refers to contributions of products, equipment, services and other non-cash items from the Company to the community. Accounts for donation of IT equipment within Europe to local communities within select regions.</i> <ul style="list-style-type: none"> <li>Europe IT donation<sup>[d]</sup> = \$9,800</li> </ul>	\$9,800
<b>Management overheads:</b> <i>estimated as burdened cost of corporate Program Manager labor time<sup>[e]</sup> plus annual vendor procurement costs.</i>	\$310,000

<sup>[a]</sup> Currency conversions for all international (non-USD) contributions and Europe-only in-kind giving have been calculated based on the conversion rate on the transaction date. Note that values expressed in this table have been rounded.

<sup>[b]</sup> Includes all foundation payments made in the U.S. only. Jacobs currently only tracks charitable donations and sponsorships outside of Collectively in the U.S.

<sup>[c]</sup> Only NON-PM volunteer labor included; expenses for materials or labor for project managers are not included.

<sup>[d]</sup> Currency conversion March 1, 2022 = 7,354.00 GBP (On March 01, 2022 the Official GBP to USD Exchange Rate: Close: 1 GBP = 1.3332 USD) = 9,804.3528 USD. March 1 is the date of the Europe IT donation payment transaction.

<sup>[e]</sup> Collectively Program Manager labor time contributing towards Management Overheads taken from percentage of labor time of Program Manager role spent managing the Collectively Program.

## SOC.12 Health, Safety and Environment – Management

### Overview of Approach

At Jacobs, we believe the wellbeing of our people is fundamental to our success. Our passion for safety and security is 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 make our people and communities 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 eastern U.S., we have partnered with the local community, local government, local colleges and our client to launch a range of sustained initiatives, such as a food pantry that reduces local food insecurity, sponsorship of free community family movie nights for approximately 400 people, and collaborative emergency planning with the local fire department.

[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 strategy 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 biggest impact to reduce harm. To improve our ability to do this well and manage risks, we must help every employee to understand their role and ensure they are able to do their part. This is our second goal. These goals are driven into policy, processes and programs so [BeyondZero](#) becomes so 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

## **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 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. 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 LoB, BU or other requirements related to managing HSE within specific operations. The term BU includes performance units, regional and global operating units, corporate support groups and similar units or groups.

### ***Global Participation***

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.

### ***Health, Safety and Environment Policy***

Jacobs’ global HSE Policy is established and signed electronically by the CEO of Jacobs and is endorsed by the Executive Leadership Team. This policy reflects core HSE values in relation to the strategic direction of the Company and is prominently displayed throughout Jacobs’ facilities and included in on-boarding 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](#). 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.”

### ***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 and safe behaviors
- Creating and maintaining a safe and secure work environment
- Protection of the environment and prevention of pollution
- Compliance with statutory and regulatory requirements, and conformity to applicable client and Jacobs' standards
- Integration of HSE into Jacobs' business systems and processes
- Continually improving our HSE management system, performance and our [BeyondZero](#) Culture of Caring

We meet these commitments by:

- Identifying and mitigating HSE risks in our business
- 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

### ***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.

### ***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 below), 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 LoB and BU HSE processes, as well as office- and project-specific HSE plans.

#### ***Assurance, Governance 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

#### ***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' BZOs.

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.

### ***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 LoB HSE leads. HSE audit schedules are developed based on factors such as risk, negative trends 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 Schedule procedure. Additional HSE audit requirements based on geography, project type, client requirements and similar factors are included in LoB/BU and program-, project- or office-specific HSE processes, as needed.

### ***Management Review***

HSE performance is reviewed on a regular basis within the LoB/BU and other organizational groups. HSE performance is reviewed at least annually at the global and LoB 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.

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

Potential hazards and impacts are identified and documented for all levels of work, including operations, products, business developments, 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, through the use of established processes and suitably competent persons, gaining an understating 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.

### ***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 of 1996 (HIPAA)*.

### **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, LoBs and BUs 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 LoB and BU HSE requirements are found in the Jacobs BMS.

### ***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.

### ***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 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 & 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.

### **Training and Participation**

#### ***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.

#### ***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 [SOC.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*.

## **SOC.13 Health, Safety and Environment – Products and Services**

Jacobs offers a series of HSE-oriented digital products, services and solutions to our clients.

### **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 [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.

## SOC.14 Health and Safety – Metrics

### Fatalities

In FY22, we continued to demonstrate safety excellence with another year of zero employee or contractor fatalities at work.

**Table 29. Fatalities**

Metric	Unit	FY20	FY21	FY22
Employee Fatalities	Number of fatalities	0	0	0
Contractor Fatalities	Number of fatalities	0	0	0

### Total Recordable Incident Rates

#### Employees

Table 30 summarizes our Total Recordable Incident Rates (TRIRs) based on Occupational Safety and Health Administration (OSHA) recordkeeping requirements for our employees.

**Table 30. Total Recordable Incident Rates**

Metric	Unit	FY20	FY21	FY22
TRIR - Employees	n/million hours worked	0.87	1.07	0.89
	n/200,000 hours worked	0.17	0.21	0.18
Data coverage	% of Operations	100%	100%	100%

/ = divided by  
n = number

#### Contractors

Table 31 summarizes our TRIR based on OSHA recordkeeping requirements for our contractors.

**Table 31. Contractor Total Recordable Incident Rates**

Metric	Unit	FY20	FY21	FY22
TRIR – Contractors <sup>[a]</sup>	n/million hours worked	1.73	1.75	1.25
	n/200,000 hours worked	0.35	0.35	0.25
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.

## Lost-Time Injury Frequency Rates

Table 32 summarizes our lost-time injury frequency rate (LTIFR) for our employees.

**Table 32. Employee Lost-time Injury Frequency Rate**

Metric	Unit	FY20	FY21	FY22
LTIFR - Employees	n/million hours worked	0.40	0.25	0.34
	n/200,000 hours worked	0.08	0.05	0.07
Data coverage	% of Operations	100%	100%	100%

Table 33 summarizes our LTIFR for our contractors.

**Table 33. Contractor Lost-time Injury Frequency Rate**

Metric	Unit	FY20	FY21	FY22
LTIFR – Contractors <sup>[a]</sup>	n/million hours worked	0.46	0.39	0.23
	n/200,000 hours worked	0.09	0.08	0.05
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.

## Occupational Illness Frequency Rate

Table 34 summarizes our occupational illness frequency rate (OIFR) for our employees.

**Table 34. Employee Occupational Illness Frequency Rate**

Metric	Unit	FY20	FY21	FY22
OIFR - Employees	n/million hours worked	0.05	0.09	0.02
	n/200,000 hours worked	0.01	0.02	0.004
Data coverage	% of Operations	100%	100%	100%

## Absentee Rates

Table 35 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 [SOC.7](#) for more detail.

**Table 35. Absentee Rate (Non-United States Only)**

Metric	FY21	FY22
Absentee Rate – Employees <sup>[a]</sup>	2.4%	2.7%
Data Coverage <sup>[b]</sup>	41%	45%

<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.



## SOC.15 Client Satisfaction

Consistent with our Company value, “We Aim Higher,” we’re 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 36. Client Satisfaction Rate**

Metric	FY21	FY22
Client satisfaction rate*	94.5%	95.0%

\*Satisfaction rate based on available data. Excludes CMS-U.S. business. Includes CPARS “would recommend” and CSS “meets/exceeds expectations” ratings. Some clients surveyed more than once across different contracts and scopes of work.

## SOC.16 Social Value and Equity

### Global Corporate Approach

At Jacobs, we are fully invested in helping to create a fairer society; we want to leave things better than we found them. Social value is a core part of our ethos, aligned directly with [PlanBeyond 2.0](#) and TogetherBeyond. We create impactful solutions that embed social value generation into our business, our communities and our work with clients, which in turn drives profitable results for our clients.

### Our Social Value and Equity Solutions

Infrastructure projects are traditionally appraised using only economic benefits with limited assessments of wellbeing and wider social value. In 2019, 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 activities, policies, and investments, helping share these more equally across society and maximize their positive impact.

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.

We specialize 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.

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, like 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.

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

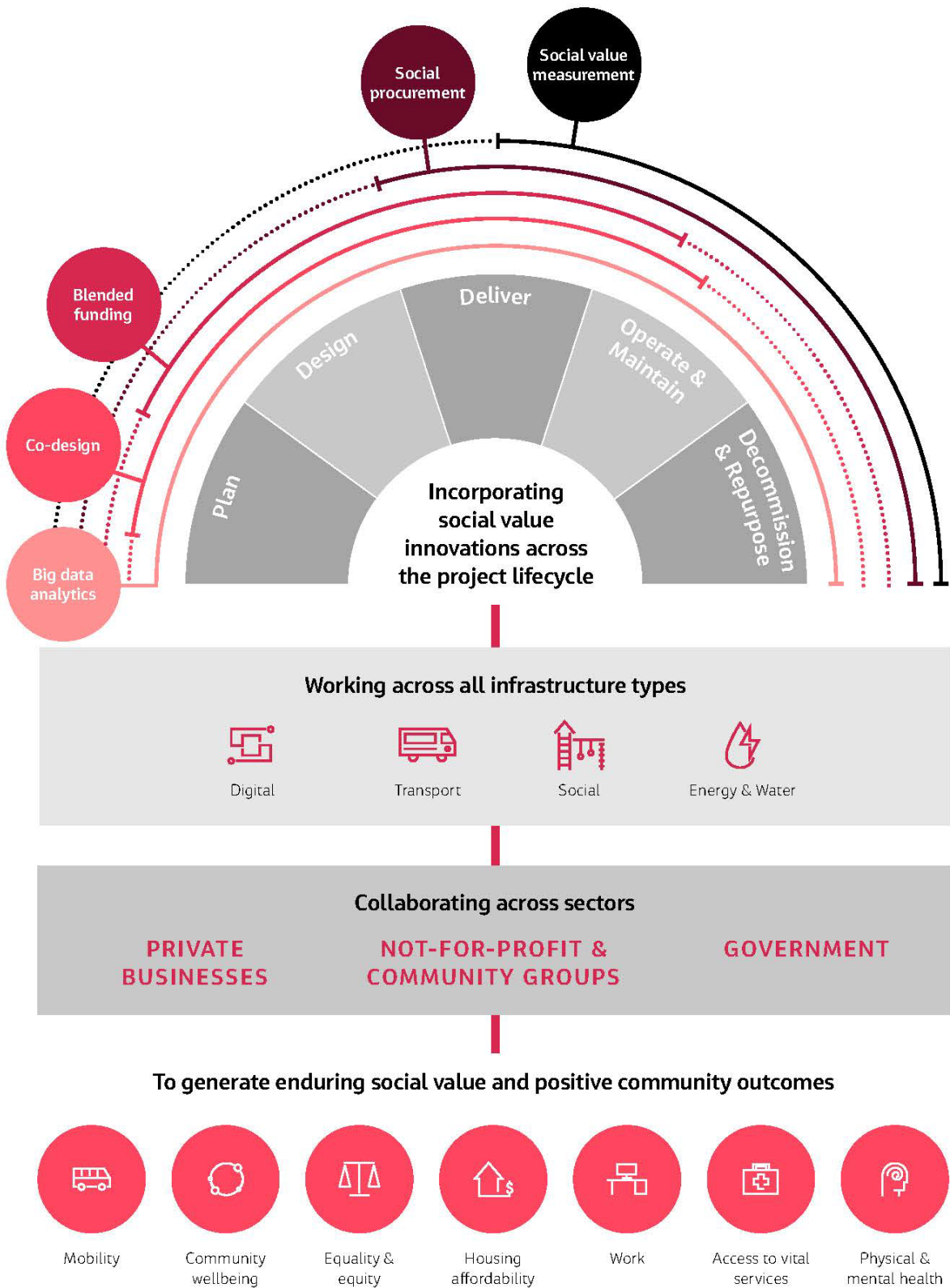
Jacobs' social value and equity solutions are built around our [Social Value Blueprint](#) (Figure 5) that can be implemented across the project lifecycle to generate social value outcomes from investment.

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 5. Jacobs Social Value Blueprint



## GOVERNANCE

### GOV.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 the 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 all perspectives, collaborating to make a positive impact. Through a strong focus on inclusion with a diverse team, 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
  - Interaction 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 FY22, 99% of our employees completed our online Code of Conduct training, which included a written acknowledgment of compliance and completion. 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](#).

## GOV.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](#), which we updated for FY22. 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  | ▪ Bribery and corruption                         |
| ▪ Supplier responsibilities                                 | ▪ Inclusion and diversity                        |
| ▪ Asking for help and reporting concerns                    | ▪ Human Rights                                   |
| ▪ Compliance  | ▪ Integrity of financial and performance records |
| ▪ Relationships   | ▪ Trade and export control                       |
| ▪ Health, Safety, Security and Environmental considerations | ▪ Money laundering prevention                    |
| ▪ Quality   | ▪ Confidentiality and security                   |
| ▪ Observance of competition and anti-trust rules            | ▪ Media  |

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". The program reached completion in late FY22 and the data show that we are delivering results exceeding initial expectations.

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 \$2.54 billion, an increase to approximately 40% of our total spend. 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.

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.

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.

In January 2021, we made a three-year 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 2021 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 2022 report was not available at the time of this report's publication).

### GOV.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 on January 24, 2023, including the [succession](#) of Bob Pragada as CEO and the continuation of Steven J. Demetriou's leadership of the Board as Executive Chair. Refer to our [2023 Proxy Statement](#) for the current composition of our Board. The following information includes details regarding our Board in FY22.

The Board's leadership during FY22 was comprised of the Chair of the Board and then-CEO, Steven J. Demetriou, and Lead Independent Director, Christopher M.T. Thompson. The Board determined that having Mr. Demetriou serve as Chair of the Board provided a significant advantage to the Board and the Company, as it allowed the Board to benefit from his historical knowledge of the Company's business and market opportunities and risks and facilitated communications and relations with other members of senior leadership. 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.



## GOV.4 Board Composition and Diversity

Refer to [GOV. 3](#) and our [2023 Proxy Statement](#) for details on changes to our Board that took place on January 24, 2023.

During FY22 the Board consisted of ten directors, comprising the Chair of the Board and then-CEO serving in a combined role, and nine independent directors including a Lead Independent Director. In FY23 effective January 24, 2023, we continue to have a Lead Independent Director serving on the Board but the roles of Chair and CEO are not currently combined.

Our definition of “independent” is detailed under “Guidelines for Determining Director Independence,” in [Jacobs Corporate Governance Guidelines](#) (p. 2). The definition provides 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 (either directly or as a partner, shareholder, or officer of an organization that has a relationship with the Company).

During FY22, the representation of Board members who were ethnically diverse or female was 50%. Of our ten directors in FY22, three were female and four were racially and ethnically diverse. Also, 67% (six out of nine) of our independent directors in FY22 were added to the Board in the past five years.

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 [2023 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, experiences, ages, races and ethnic backgrounds and military experience can contribute different, useful perspectives while collaborating effectively to further the Company’s mission. For FY23, 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.

## GOV.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 and the Chair of the Board 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.

## GOV.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, 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 to provide an independent assessment of the Company's risks, policies and procedures.

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. Overall director attendance at meetings of the Board and its Committees was 99% during FY22. Board members are expected to attend annual meetings of shareholders. All the members of the Board attended our 2022 Annual Meeting of Shareholders via the virtual meeting platform except for one director who was unable to join the meeting due to an internet connectivity issue.

## GOV.7 Remuneration

Detailed information on our remuneration policies and process for our named executive officers and members of the Board can be found in our [2023 Proxy Statement](#) (pp. 28; 56-64). Table 37 shows, for FY21 and FY22, the total compensation of our CEO, the total compensation of our median employee, and the ratio of our CEO's total compensation to that of our median employee.

**Table 37. Compensation**

Compensation (USD)	FY21	FY22	% Change
CEO Base Salary	\$1,362,375	\$1,411,154	3.6% increase
CEO Total Annual Compensation	\$16,275,230	\$14,615,521	10.2% decrease
Median Employee Total Annual Compensation	\$91,393	\$83,173	9.0% decrease
Ratio of CEO to Median Employee Total Annual Compensation	178 to 1	176 to 1	1.1% decrease

## GOV.8 Management Incentives (Non-Financial Metrics)

In FY19, the Company introduced an individual strategic, non-financial modifier for the overall Leadership Performance Plan payout for the Named Executive Officers (NEOs) and the other senior executives to provide incentives and drive accountability for Company initiatives that drive long-term stockholder value. In FY21, the modifier was changed to a stand-alone metric for the strategic and ESG goals and was included in the incentive funding for all VPs and above participating in the program. Such initiatives include inclusion and diversity, sustainability, improvements in talent retention, driving innovation across the business, safety and operational excellence and cultural initiatives, of which each executive selected two. In FY22, the non-financial modifier was further revised to include strategic and ESG goals for all leaders at VP and above, at least one of which had to be inclusion and diversity-focused.

The individual, strategic, non-financial modifier has a total weighting of 10%, with maximum funding of 200% of the weighted amount, based on the Compensation Committee's assessment of the executive's performance and the impact on the organization of the executive's achievement on the assigned goals. For FY22, the Compensation Committee reviewed and approved the strategic goals for the CEO, and the CEO approved the strategic goals for the other NEOs after consultation with the Compensation Committee.

Additional detail, including the strategic non-financial goals for each NEO, can be found in the [2023 Proxy Statement](#) (p. 36; 41-43).

## GOV.9 Materiality Assessment and Sustainability Strategy

We conduct periodic materiality assessments to identify and prioritize the topics on which we should focus our strategies and reporting. Our approach considers issues that represent Jacobs' significant environmental, social, governance and economic impacts; our ability to drive long-term value creation and what is important to internal and external stakeholders. The results of these assessments enable us to continually upgrade our business for the future.

### Materiality Assessment: 2018 and 2021

We conducted our first global materiality assessment in 2018, which served as a foundation for the inauguration of PlanBeyond. We updated our materiality assessment in 2021, informed by extensive research and engagement with a range of stakeholders about the sustainability risks, opportunities and impacts most significant to our organization.

As part of this process, we identified a list of sustainability issues that are relevant to our industry, business and impacts on people and planet and invited formal feedback on the significance and priority of these topics. This included a global employee survey, to which we received 12,000 responses, representing 24% of our total workforce. We also interviewed our Company leaders and Board to understand their view on Jacobs' business risks, opportunities, impacts and emerging issues.

Additionally, we engaged key external stakeholders to understand their priorities and where they consider Jacobs to be best positioned to create positive impact. This outreach included interviews and dialogue with a wide range of clients, suppliers, peers, investors, industry organizations and community partners across geographies and sectors.

To inform our approach and validate priorities, we also incorporated global and industry trend analysis, regulatory reviews, peer benchmarking, media scans and third-party expertise into the materiality assessment process. Upon developing a prioritized list, we conducted feedback sessions with key internal stakeholders and SMEs to review the findings and provide feedback into the next phase of sustainability strategy development. Ultimately, this resulted in the launch of our sustainable business approach, [PlanBeyond 2.0](#), described as follows in further detail.

## Materiality Assessment: 2022

We recognize the need to continually review and refine our materiality assessment and priorities—particularly given the pace of change in our world due to the effects of COVID-19, global reckoning on social justice and other geopolitical and macroeconomic factors. Considering such external conditions as well as internal developments, we refreshed our materiality assessment in 2022. Grounded in the stakeholder feedback and results from our 2021 materiality assessment, we also considered recent internal and external inputs and significant business advancements in our updated assessment, including our FY22 to FY24 Company strategy “[Boldly Moving Forward](#),” enterprise risk management framework, global Culture Survey ([SOC.3](#)) and our [Climate Action Plan](#).

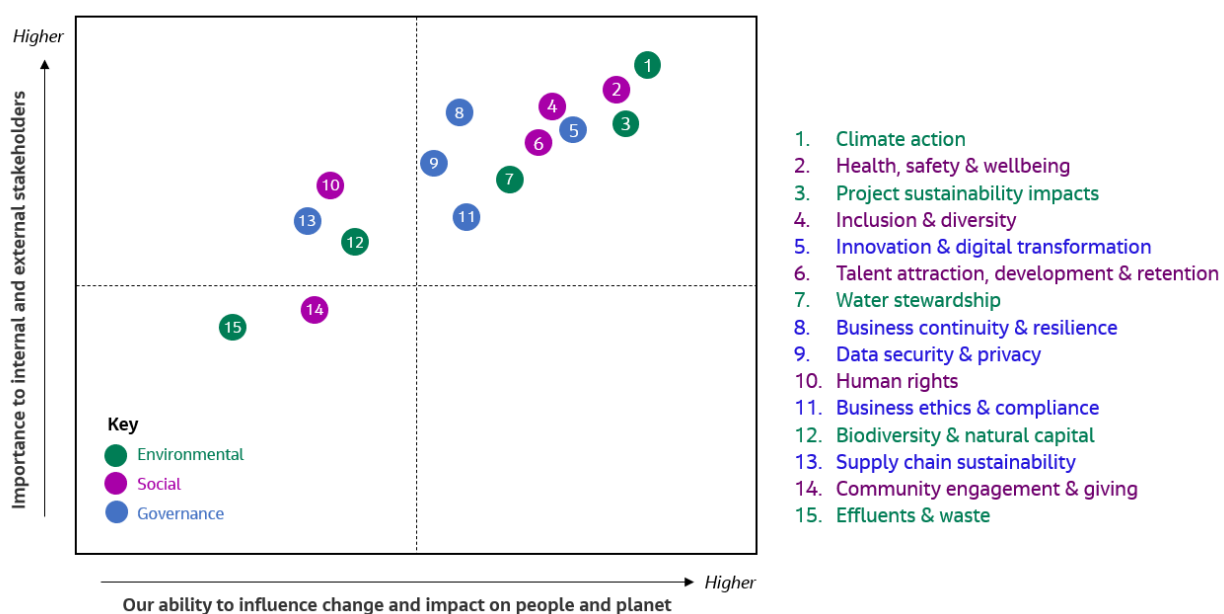
This updated assessment resulted in the elevation of topics such as those related to climate response and project impacts, innovation and digitization and human capital. As reflected in our Company strategy, the climate crisis and other mega-trends present us with a unique opportunity to drive growth and long-term value creation around climate response, secure data-driven solutions and consulting and advisory services. It is through our broad range of client solutions that we will be able to not only deliver on this business growth opportunity but amplify the scale of Jacobs’ positive impact on the environment and society.

As a professional services company, our people are the heart of our business. Attracting, engaging, advancing and retaining top talent is foundational for us to deliver our Company purpose to “create a more connected, sustainable world.” Therefore, issues related to human capital are high priorities, including health, safety and wellbeing; inclusion and diversity; and talent attraction, development and retention.

## Materiality Assessment: Priority Issues

The topics listed on Figure 6 reflect the results of our 2022 materiality assessment and the issues we continue to prioritize in our business and sustainability strategies, decision making and reporting. While we have listed these topics with an indication of priority from a global perspective, the relative importance may shift based on local and operational context.

Figure 6. 2022 Materiality Assessment: Priority Issues



## Sustainability Strategy

The outcomes from our stakeholder engagement, materiality assessment and feedback sessions underpinned the development of our [PlanBeyond 2.0](#) 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.\* It 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:

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

We identified 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. 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

In alignment with these core U.N. SDGs, we have developed six SBOs that are relevant to our business, summarized on Figure 7. Each SBO has a headline target and associated sub-targets. The SBOs sit at the heart of our Company strategy 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](#).

*\*NOTE: The development of [PlanBeyond 2.0](#) preceded that of Jacobs' Company strategy "[Boldly Moving Forward](#)" and latest materiality assessment, resulting in some incongruence among the materials. Our sustainability strategy is under continual review and will be updated to enhance alignment and reflect material internal and external developments.*

Figure 7. PlanBeyond 2.0 Sustainable Business Objectives



Table 38 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” column refers to the scope of our involvement, influence and impact in each area, both within and beyond our organization.

**Table 38. Jacobs’ Core Sustainable Development Goals, Material Topics, Strategy and Performance**

U.N. SDG	Aligned Material Topics	Strategy and Long-Term Targets ( <i>follow links for detail</i> )	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>Total recordable incident rate</li> <li>Lost-time injury frequency rate</li> <li>Occupational illness frequency rate</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><i>For information on progress, refer to <a href="#">SOC.7</a> and <a href="#">SOC.14</a>.</i></p>	<p>Our Culture of Caring and <a href="#">BeyondZero</a> 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><i>For information on progress, refer to <a href="#">ENV.10</a> and our <a href="#">2022 Integrated Annual Report</a>.</i></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>



## Fiscal Year 2022 ESG Data Disclosures

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 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> <li>▪ Business ethics and compliance</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> <li>▪ <a href="#">Target</a>: Measure impact on 100% of Jacobs' innovations to advance progress towards the U.N. SDGs by 2025</li> <li>▪ <a href="#">Targets</a> (FY22-FY24 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>	<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><i>For information on progress, refer to <a href="#">2022 Integrated Annual Report</a></i></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 employees, clients, communities, investors, governments and planet.
SDG 10: Reduced Inequalities	<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</a> (<a href="#">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> </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><i>For information on progress, refer to sections <a href="#">SOC.2</a> through <a href="#">SOC.11</a>.</i></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.

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>SDG-aligned projects</li> <li>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><i>For information on progress, refer to <a href="#">ENV.17</a>, <a href="#">ENV.18</a>; and <a href="#">SOC.11</a>.</i></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.
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> </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><i>For information on progress, refer to sections <a href="#">ENV.3</a> through <a href="#">ENV.18</a>.</i></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.

## Double Materiality Assessment: 2023 and 2024

Through the end of FY23 and into FY24, Jacobs is conducting a Double Materiality Assessment which is described by the European Financial Reporting Advisory Group's European Sustainability Reporting Standards 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

Each of these aspects is to be assessed separately and in terms of their inter-relatedness. At the time of writing, a comprehensive internal and external stakeholder engagement process is in process. We plan to publish our assessment results and proposed next steps in future ESG Disclosures.

## GOV.10 ESG Governance

[PlanBeyond 2.0](#) is our sustainable business approach, developed based on our materiality assessment ([GOV.9](#)). There is a dedicated corporate sustainability team leading on implementation of the focus areas and achievement of our sustainability goals, led by our Vice President, 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 five times a year to agree on our strategy, review progress against commitments, update our plans around ESG risks and opportunities, and provide review and oversight across our disclosures and reporting.

In FY22, the committee comprised the Chair & CEO and Executive Leadership Team, along with our SVP ERM, SVP 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. Board oversight in setting the strategy and approach for material ESG disclosures and targets is spread across all Board Committees as set forth in the ESG & Risk Committee charter.

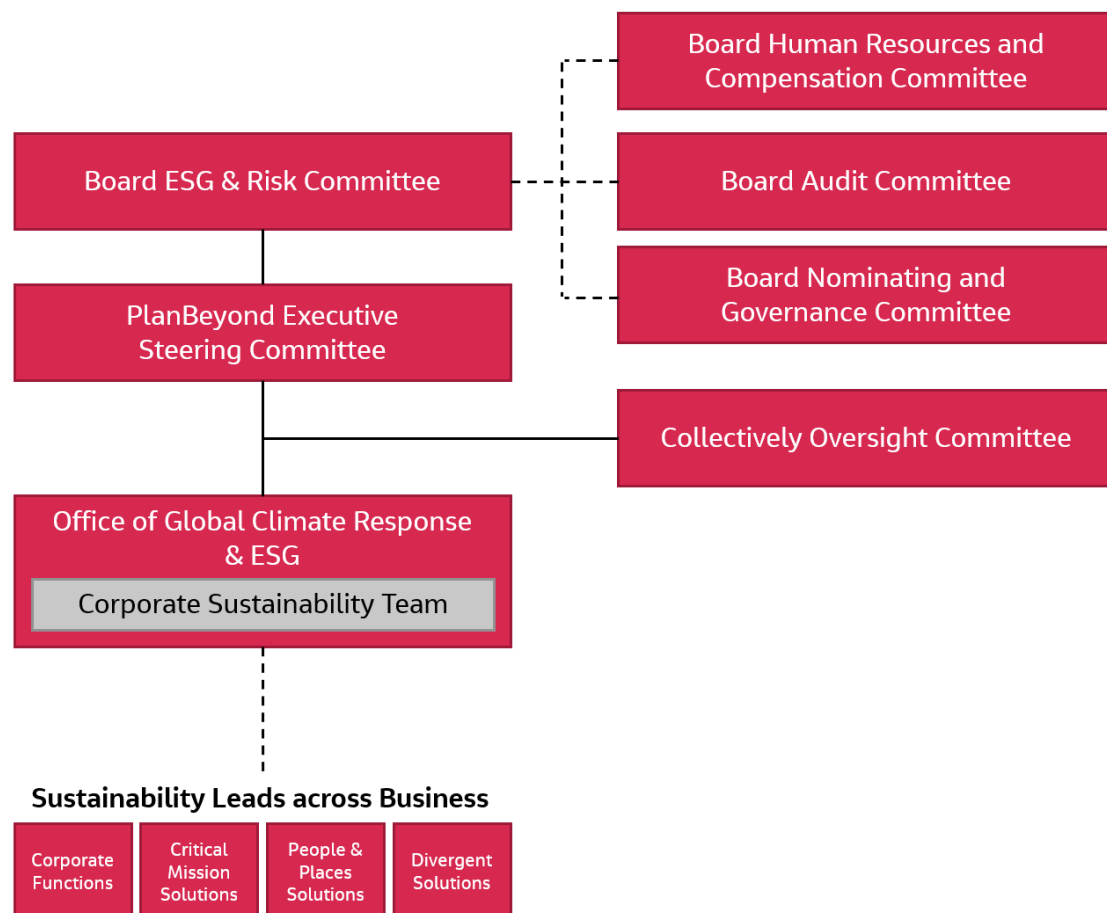
1. The ESG & Risk Committee is responsible for oversight of the Company's overall ESG strategy, including [PlanBeyond 2.0](#), the [Climate Action Plan](#), environmental and sustainability strategies and the ESG reporting frameworks.
2. The Human Resource and Compensation Committee is responsible for oversight of human capital management and human resources-related metrics, inclusion and diversity and executive compensation.
3. The Nominating and Governance Committee is responsible for oversight of corporate governance and shareholder rights, ethics and compliance, charitable giving and political donations.
4. The Audit Committee is responsible for oversight of controls and processes over material categories of ESG disclosures, including internal controls and third-party assurances and reported ESG-related revenue.

Each Board Committee chair attends the Audit Committee meetings where ESG-related disclosures applicable to such Committee are being reviewed. 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 created a network of Sustainability Leads across our BUs to support the Company's efforts to operationalize sustainability and related aspects of the Company strategy, and target delivery into each of our LoBs. Figure 8 shows Jacobs' ESG Governance Structure.

Figure 8. FY22 Jacobs ESG Governance Structure



### GOV.11 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, reporting 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.

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.

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 includes members from each of the Board's committees. Additional discussion of the Board's role in ERM oversight can be found in the [2023 Proxy Statement](#), including risk oversight for each committee, on pp. 16-17.

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 working 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 [FY22 Form 10-K](#) contains a discussion of some of the risks and uncertainties that could have a material adverse effect on the Company (pp. 23-47).

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 [ENV.15](#), our first global climate risk assessment was completed in March 2020 with a second assessment published in July 2022. We applied 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 Global Security & Resilience (GS&R) program 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.

## Emerging Risks

Two emerging risks that may have long-term impact on the business are summarized in Table 39. 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 39. Emerging Risks**

	Technological risk related to transitional climate change impacts	Financial risks and opportunities related to shifting geopolitics
Description	<p>Our <a href="#">FY22</a> and <a href="#">FY23</a> Climate Risk Assessments highlighted the potential for technological risks under future climate scenarios: a rapid and orderly transition, a delayed and disorderly transition to a net-zero future, and a hot house world. Technology will play a key part in enabling the transition to net-zero, and Jacobs is investing in developing climate-related digital products and solutions that will further our own climate mitigation and adaptation initiatives and those of our clients.</p> <p>As governments and businesses collectively transition to net-zero, there is uncertainty over which technologies and products will prove to be most effective in supporting local, national and global transitions. As Jacobs anticipates significant overall Company growth to come from climate response-related solutions, the evolving landscape of what the world needs, along with the innovations and technologies that are best positioned to meet those needs, presents both a business risk and opportunity.</p>	<p>Jacobs' growth in recent decades has benefited from globalization and the enhanced movement of talent, resources, ideas and technologies. We also operate as a globally connected organization, with geographically diverse, widely distributed teams delivering work around the world.</p> <p>Deglobalization and regionalization shifts in the economic and geopolitical environment triggered by post-pandemic national economic recovery efforts and the war in Ukraine may adversely affect our people, operations and clients' demands for our services and solutions, such as through nearer-term delay or abandonment of ongoing or anticipated projects due to potential shifts in our clients' priorities and budgets, and longer-term increased nationalization trends in supply chains and procurement.</p>
Potential impact	<p>Jacobs' strategy recognizes the significant growth opportunity that our cross-market solutions and capabilities position us for in climate response. Accordingly, the Company is investing in people and technologies. However, in the rapidly evolving technological and macroeconomic landscape, this investment has an associated risk of misalignment with client needs.</p> <p>We use our quantified 2050 TCFD scenarios to guide strategic investments, operational decision-making and long-term client engagement. Investment in redundant or dead-end technologies associated with unrealized scenarios could result in material impact to Jacobs. For example, insufficient research on new low-emissions technologies could lead to Jacobs investing in, promoting or advising on inappropriate, ineffective or financially inefficient transition solutions. This could impact our reputation and market share. Regardless of actual transition pathways, reduced (initial) market interest in low-carbon transition solutions may exacerbate this risk.</p>	<p>Jacobs' globally connected talent force collaborates to deliver solutions for clients, agnostic of geography. This relies upon client procurement models that are open to global professional service provision. Increased nationalization and heightened buy-local policies and regulation could reduce the effectiveness and competitive differentiation enabled by Jacobs' global delivery model and compound the existing talent shortage in key geographies like the U.S., U.K., Australia and New Zealand. This may be offset to some degree by greater opportunities driven by onshoring and reshoring of markets in which Jacobs is a global leader, and supported by skills transferability, strong capability adjacencies in local geographies, and automation innovation. Examples include manufacturing of semiconductors, biopharmaceuticals, electric vehicles and batteries, and emerging "green" technologies.</p>



	Technological risk related to transitional climate change impacts	Financial risks and opportunities related to shifting geopolitics
Mitigation strategy	<p>Our strategy to mitigate this risk includes continuing to partner with our clients, leveraging our relationships and engaging in regular, proactive dialogue to ensure we understand their business, customers and evolving needs. Our <a href="#">FY22 and FY23 Climate Risk Assessments</a> identify other risk mitigation measures as part of a sector-specific adaptive planning process, which includes:</p> <ol style="list-style-type: none"> <li>1. Conduct early market research on potential technology-related acquisitions and partnerships to expand capabilities and leverage third-party expertise.</li> <li>2. Develop energy and emissions solutions that are targeted towards sector-based climate challenges.</li> <li>3. Develop our own internal capabilities to apply technology to support our clients' implementation of sustainable principles and business models—for example, a circular economy.</li> <li>4. Strengthen multi-capital assessments capability to articulate net-zero, social and environmental benefits of sector-based technology and solutions.</li> </ol>	<p>Several planning and review governance mechanisms enable regular assessment and response to dynamic geopolitical circumstances. Our Global Enterprise Risk Management Steering Committee, chaired by our SVP for the Office of Global Climate Response &amp; ESG and ERM, oversees and works with teams, including the Economic and Geopolitical Risk Team, to evaluate risks, opportunities and potential impacts to end markets, client sectors and operations, among others.</p> <p>We conduct annual and quarterly business planning, which provides a regular governance cycle to review changing economic and geopolitical circumstances, assess impacts to the business and evaluate response options and priorities. This cycle also includes detailed operations management reviews and planning, including client trends and global talent management.</p> <p>Our Company strategy refreshes approximately every three years. Generally, this process includes third-party assisted detailed market research based on global trends; comprehensive consultative engagement with SVPs and above regarding challenges, opportunities and priorities within the business and regular updates to the Board during the development process.</p>

## GOV.12 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 [GOV.1](#).

In FY22, approximately 99% of our employees completed our online Code of Conduct training, which included a written acknowledgment of completion.

Our [FY22 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.

## GOV.13 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 FY22, Jacobs held ISO 27001 Certification (Information Security, Cybersecurity and Privacy Protection) for Jacobs U.K. Limited, our indirect wholly-owned U.K. subsidiary, Critical Mission Solutions, Australia, New Zealand and Ireland.

To validate the effectiveness of our systems at least annually we conduct tests of our business continuity plans and incident response procedures. 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 with remedial training required for failures to recognize phishing. 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 [2023 Proxy Statement](#) Cybersecurity Governance Highlights (pp. 17).

In the interest of transparency, we have decided to disclose any material cybersecurity incidents that occurred during the previous three fiscal years as part of our annual ESG Disclosures Report beginning with this Report. As of the end of FY22, 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](#).

## SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

### SASB.1 Professional and Commercial Services (PRO)

**Table 40. Sustainability Disclosure Topics and Accounting Metrics (Professional and Commercial Services)**

<b>Data Security</b>
Description of approach to identifying and addressing data security risks
<i>Discussion included in <a href="#">GOV.13 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="#">GOV.13 Cybersecurity and Data Privacy</a></i>
(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected
<i>Discussion included in <a href="#">GOV.13 Cybersecurity and Data Privacy</a></i>
<b>Workforce Diversity and Engagement</b>
Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees
<i>Percentages are disclosed in <a href="#">SOC.4 Inclusion and Diversity – Workforce Metrics</a></i>
(1) Voluntary and (2) involuntary turnover rate for employees
<i>Rates are disclosed in <a href="#">SOC.8 Hiring and Retention</a></i>
Employee engagement as a percentage
<i>Rates are disclosed in <a href="#">SOC.2 Employee Engagement</a></i>
<b>Professional Integrity</b>
Description of approach to ensuring professional integrity
<i>Discussion included in <a href="#">GOV.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 41. Activity Metrics (Professional and Commercial Services)**

<b>Activity Metrics</b>
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract
<i>Numbers disclosed in <a href="#">SOC.4 Inclusion and Diversity – Workforce Metrics</a></i>
Employee hours worked; percentage billable
For FY22, employees worked approximately 101 million hours. For all employees, the percentage billable was ~81%; excluding corporate employees the percentage billable was ~86%.

### SASB.2 Engineering and Construction Services (E&C)

In recognition of Jacobs' transformation to a technology-enabled solutions provider, MSCI Inc., the leading provider of critical decision support tools and services for the global investment community, [changed our Global Industry Classifications Standard \(GICS®\) code](#) to 20202020 (Research & Consulting Services), effective February 26, 2021. In recognition of that change having occurred midway through our fiscal year, our [FY21 ESG Disclosures](#) included disclosure in alignment with that standard. Reporting against Engineering and Construction Services metrics ceased with our FY21 ESG Disclosures.





Challenging today.  
Reinventing tomorrow.

*FY 2022 ESG Disclosures*

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