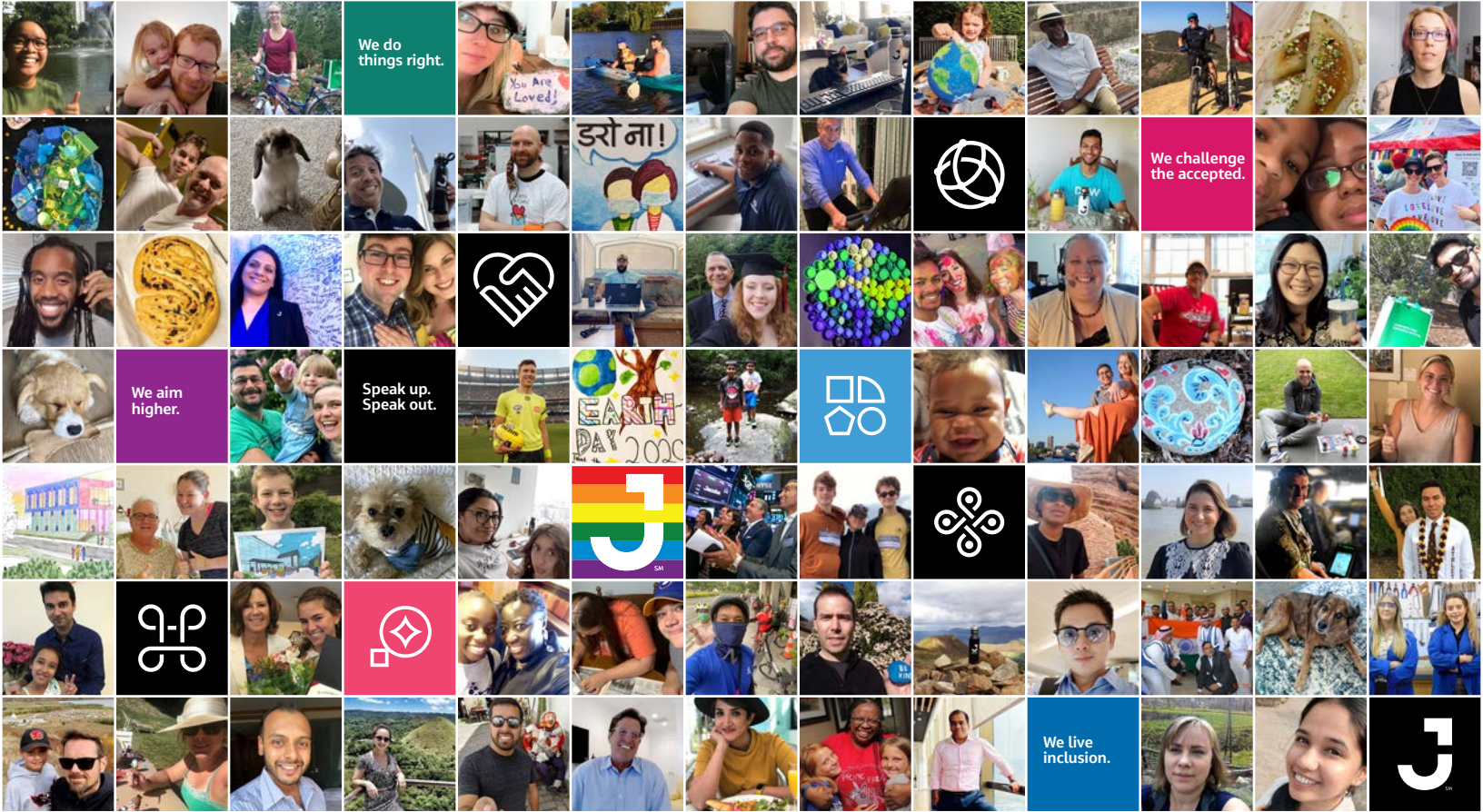


# 2020 ESG Data Disclosures



**Jacobs**

Challenging today.  
Reinventing tomorrow.

## Introduction

This document is intended to provide supplementary information to stakeholders of Jacobs Engineering Group Inc. (Jacobs or the Company) regarding our Environmental, Social, and Governance (ESG) performance. In addition to the information herein, we strongly encourage review of the following materials for a more comprehensive view of our ESG commitments and performance:

- [Jacobs Sustainability webpage](#) (including PlanBeyond 2.0 Strategy when posted)
- [Stakeholder Outreach and Materiality Assessment 2021](#)
- [PlanBeyond™ Sustainability Strategy 2018-2020](#)
- [BeyondZero™ Strategy](#)
- [Climate Action Plan](#)
- [FY20 10-K Report](#)
- [2020 Integrated Annual Report](#)
- [Climate Risk Assessment FY21](#)
- [2019 Integrated Annual Report](#)
- [2021 Proxy Statement](#)
- [Investor Day Presentation 2019](#)
- [Jacobs Code of Conduct](#)
- [Supplier Code of Conduct](#)
- [Corporate Governance Guidelines](#)
- [Human Rights Policy](#)
- [Modern Slavery Act Statement](#)
- [CDP Submission 2020](#)
- [Approved Science-Based Targets](#)
- [Collectively<sup>SM</sup> Program Strategy](#)

This document is an annual update to our reporting and reflects activity through fiscal year 2020 (FY20). We intend to provide periodic updates as ESG data changes.

This document and the data within are unaudited.

### Document history and status

Revision	Date	Description
1	01/25/2021	Initial release.
2	07/13/2021	Broad update to reflect additional data and developments since initial release.

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## Sustainability Accounting Standards Board (SASB)

For FY20 Jacobs has chosen for the first time to report to the Sustainability Accounting Standards Board framework (SASB). 2020 has seen increased focus on ESG metrics from investors and asset managers, including Larry Fink's annual letter to BlackRock's shareholders asking companies to publish SASB disclosures. Some of the metrics are considered immaterial to Jacobs and are not currently tracked, but we will continue to evaluate expanding our disclosures.

### Engineering & Construction Services – Sustainability Disclosure Topics & Accounting Metrics

ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE
<b>Environmental Impacts of Project Development</b>			
Number of incidents of non-compliance with environmental permits, standards, and regulations	Quantitative	Number	IF-EN-160.a.1
Zero			
Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	Discussion and Analysis	N/A	IF-EN-160a.2
<p>All risks, including environmental risks, are evaluated and updated throughout the project cycle beginning with the sales or pursuit phase to final design. Jacobs has developed Project Delivery Workflows for both Lines of Business (LOBs) identifying all internal procedures from pursuit to closeout. Beginning in the pursuit phase, each project undergoes several stage gate decisions with an evaluation of all project risks, including environmental risks. In addition, we develop a Risk Analysis and Mitigation Plan (RAMP) for each project using our proprietary RAMP tool. Details include risks identified and action plan to avoid or mitigate &amp; manage potential residual impacts. Upon award of a project, the RAMP tool is passed from sales to project delivery. The delivery Project Manager (PM) will update the RAMP tool with additional risks. During execution, it is the Project Manager's (PM) responsibility to maintain the RAMP tool with the current status of risks and newly identified risks. At project closeout, lessons learned are developed and shared with the project team and stored for future project use.</p> <p>Additional discussion regarding environmental risks can be found in <a href="#">Project Design and Delivery</a>.</p>			
<b>Structural Integrity &amp; Safety</b>			
Amount of defect- and safety-related rework costs	Quantitative	Reporting Currency	IF-EN-250.a.1
Jacobs does complete some construction work, but it is not a core element of our business and this is not a metric we currently track.			
Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Quantitative	Reporting Currency	IF-EN-250.a.2
Jacobs does complete some construction work, but it is not a core element of our business and this is not a metric we can disclose. Our 2020 Annual Report on Form 10-K ( <a href="#">FY20 10-K</a> ) contains a discussion of our current litigation, beginning on page F-58.			



ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE
<b>Workforce Health &amp; Safety</b>			
(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Quantitative	Rate	IF-EN-320.a.1
1a) = 0.17 direct employee TRIR; 1b) = 0.36 contract employee TRIR 2a) = 0.00 direct employee fatality rate; 2b) = 0.00 contract employee fatality rate			
<b>Lifecycle Impacts of Buildings &amp; Infrastructure</b>			
Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	Quantitative	Number	IF-EN-410.a.1
<p>Commissioning projects is not core to our business. However, we proactively engage with our clients to achieve the integration of sustainability into our project delivery. As a design firm for some of the world's largest entities, Jacobs recognizes the global reach and ultimate impact we possess to change the circumstances of our environment. We encourage our clients to view sustainability as an inherent and pervasive component of the design process. Third-party rating systems serve as consensus-based sustainability guidelines and assessment mechanisms for green building design, construction, operations, and maintenance. These systems add value to projects by providing frameworks through which to integrate sustainability and resilience practices and additionally encourage in-depth engagement with the surrounding community, stakeholders, team members, and long-term operators. In FY20, 17 of our projects were U.S. Leadership in Energy and Environmental Design (LEED) Third Party Registered, and 13 projects were U.S. LEED Third Party Certified. We have achieved additional registrations and certifications from Envision, Green Star, and Building Research Establishment Environmental Assessment Method (BREEAM)</p>			
Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Discussion and Analysis	N/A	IF-EN-410.a.2
<p>We are guided by international best practices when incorporating operational-phase energy and water efficiency considerations into project planning and design, including the U.S. Green Business Council's <a href="#">LEED BD+C NC v4 Integrative Process</a>.</p> <p>Additional discussion can be found in <a href="#">Project Design and Delivery</a>.</p>			
<b>Climate Impacts of Business Mix</b>			
Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	Quantitative	Reporting Currency	IF-EN-410.b.1
<p>Jacobs tracks backlog through our financial systems in Oracle but not all project non-financial data is fully integrated. We are able to provide our best estimate of backlog: (1) hydrocarbon-related projects, \$19 million (2) renewable energy projects, \$17 million.</p>			
Amount of backlog cancellations associated with hydrocarbon-related projects	Quantitative	Reporting Currency	IF-EN-410.b.2
<p>Jacobs tracks backlog through our financial systems in Oracle but not all project non-financial data is fully integrated. We are unable to provide hydrocarbon-related backlog cancellations.</p>			
Amount of backlog for non-energy projects associated with climate change mitigation	Quantitative	Reporting Currency	IF-EN-410.b.3
<p>Jacobs tracks backlog through our financial systems in Oracle but not all project non-financial data is fully integrated. We are able to provide our best estimate of backlog: \$636 million, primarily from mass-transit.</p>			

ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE
<b>Business Ethics</b>			
(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Number, Reporting currency	IF-EN-510.a.1
<p>(1) Jacobs had 2 contracts for 1 Basrah Gas Company project in Iraq at the end of FY20. (2) Backlog was under \$100,000 and is expected to be complete in early 2021.</p> <p><i>Our Critical Mission Solutions (CMS) LOB performs work for classified clients, which may include work in the 20 lowest ranking countries in Transparency International's Corruption Perception Index. The Company cannot disclose this information due to confidentiality restrictions.</i></p>			
Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	Quantitative	Reporting Currency	IF-EN-510.a.2
The Company does not disclose this information.			
Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	Discussion and Analysis	N/A	IF-EN-510.a.3
<p>Our <a href="#">Code of Conduct</a> summarizes our anti-bribery and corruption policy. We have a Global Anti-Bribery 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, etc. We conduct annual Code of Conduct training and periodic training specifically on anti-bribery and corruption and anti-competitive behavior.</p> <p>Additional discussion can be found in <a href="#">Values, Ethics &amp; Code of Conduct</a>.</p>			

### Engineering & Construction Services - Activity Metrics

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	CODE
Number of active projects	Quantitative	Number	IF-EN-000.A
Jacobs had over 20,000 active projects as of the end of FY20 on October 2, 2020.			
Number of commissioned projects	Quantitative	Number	IF-EN-000.B
Jacobs does complete some construction work, but it is not a core element of our business and this is not a metric we currently track.			
Total backlog	Quantitative	Reporting Currency	IF-EN-000.C
Information about Jacobs backlog can be found in our <a href="#">FY20 10-K</a> , page 71: FY18 - \$19,955 million; FY19 - \$22,569 million; FY20 - \$23,818 million			

In FY20 Jacobs was classified in the Engineering & Construction Services sector, primarily driven by our People & Places Solutions line of business (LOB). With continued growth in our Critical Mission Solutions LOB, both organically and through acquisitions, we are transforming to a company like no other – thus we have elected to disclose material information from the Professional & Commercial Services SASB framework to represent our services. In recognition of our 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 Jacobs' [Global Industry Classifications Standard](#) (GICS®) code to 20202020 (Research & Consulting Services) effective February 26, 2021.

**Professional & Commercial Services - Sustainability Disclosure Topics & Accounting Metrics**

ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE																														
<b>Data Security</b>																																	
Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	SV-PS-230a.1																														
Data security is overseen by our Vice President, Cyber Security, who reports to our Chief Digital & Information Officer. We drive a holistic and integrated protection program inclusive of Global Security & Resilience 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; training and awareness.																																	
Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and Analysis	N/A	SV-PS-230a.2																														
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/or classification of the data along with the project, client, and regulatory requirements.																																	
<b>Workforce Diversity &amp; Engagement</b>																																	
Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Quantitative	Percentage (%)	SV-PS-330a.1																														
<p><b>(1) Executive Management</b>                      All Executive Band (VP+) = 22% Female; Executive Leadership Team under CEO (EVP/SVP II) = 33% Female at the end of FY20 and 50% Female at the end of Calendar Year 2020.</p> <p><b>(2) All Other Employees</b>                      All employees = 29.5% Female; All Executive Band (VP+) United States Only = 16.5% racially/ethnically diverse; All U.S. employees = 27.1% racially/ethnically diverse</p> <p>See table below for ethnic group breakout (U.S. Only):</p> <table border="1"> <thead> <tr> <th>Employee Ethnic Group Description</th> <th>% of US Total</th> <th>Other Reporting Categories:</th> </tr> </thead> <tbody> <tr> <td>Asian</td> <td>6.8%</td> <td>U.S. Veterans = 2,000</td> </tr> <tr> <td>Black or African American</td> <td>8.5%</td> <td>U.S. with Disability = 1,200</td> </tr> <tr> <td>Hispanic or Latino</td> <td>9.0%</td> <td></td> </tr> <tr> <td>Two or More Races</td> <td>2.0%</td> <td></td> </tr> <tr> <td>Native Hawaiian/Other Pacific Islander</td> <td>0.4%</td> <td></td> </tr> <tr> <td>American Indian or Alaska Native</td> <td>0.4%</td> <td></td> </tr> <tr> <td>White</td> <td>71.5%</td> <td></td> </tr> <tr> <td>Unknown</td> <td>1.4%</td> <td></td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>100%</b></td> <td></td> </tr> </tbody> </table>				Employee Ethnic Group Description	% of US Total	Other Reporting Categories:	Asian	6.8%	U.S. Veterans = 2,000	Black or African American	8.5%	U.S. with Disability = 1,200	Hispanic or Latino	9.0%		Two or More Races	2.0%		Native Hawaiian/Other Pacific Islander	0.4%		American Indian or Alaska Native	0.4%		White	71.5%		Unknown	1.4%		<b>Grand Total</b>	<b>100%</b>	
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ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE
(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	Rate	SV-PS-330a.2
Voluntary 8.3%; Retirement 0.9%; Involuntary 6.2%			
Employee engagement as a percentage	Quantitative	Percentage (%)	SV-PS-330a.3
<p>Jacobs conducted two major employee engagement surveys in FY20 focused on understanding and engaging with our employees in the COVID-19 era, including a “Pulse” survey and “Return to the Workplace/Future of Work” survey. Participation rates were 45% and 50% of our global workforce, respectively, representing 23 countries in all regions of operation. Topics included perception of leadership; perceived care for individuals; consistency in how policies are applied; effectiveness of communications efforts; frame of mind, connections and productivity; remote working effectiveness and activities to support in physical offices; tools, technologies, events and resources; and beyond. The survey was promoted in CEO Town Halls and the links were provided in executive emails and made available via our JacobsConnect intranet platform. Our CEO presented high level results and committed to addressing neutral/unfavorable items. Responses indicated that connections to Jacobs’ culture and communications are strong; that remote working is desirable and feasible; and that flexible work hours benefit productivity, work/life integration, and mental health. The survey also indicated an 83% Favorability rating for Jacobs. Twelve questions were asked to rank ‘Favorability’ across 4 Categories: Leadership Competency (88% Favorable); Communication (87% Favorable); Care for People (82% Favorable); and Consistency (76% Favorable).</p>			

## GENERAL

### GEN.1 Jacobs ESG Reporting

This document covers activities in FY20 for Jacobs from September 28, 2019 to October 2, 2020. Our FY19 report was released in February of 2020 and was last updated in July 2020. Jacobs will release an ESG disclosure document annually and will make periodic updates as additional information is obtained or to fulfill stakeholder requests for disclosures.

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

### GEN.2 External Assurances and Verification

This document has not been externally verified, but has gone through internal review by both subject matter experts and legal experts to ensure accuracy of the contents. Certain information reported herein contains estimates or is based on assumptions. This document and the data within are unaudited.

For FY19 our greenhouse gas (GHG) emissions were [externally verified by a third party, Ruby Canyon Inc.](#), in August 2020. Jacobs has since identified changes to the FY19 GHG emissions. Jacobs has externally verified the changes to the FY19 GHG emissions and FY20 GHG emissions, and our final verification report will be published to the [Investor Relations ESG microsite](#) in July 2021.

### GEN.3 General Information

Jacobs Engineering Group 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, TX: 1999 Bryan Street, Suite 1200, Dallas, TX 75201

Exhibit 21 to our [FY20 10-K](#) contains a list of all of Jacobs' material subsidiaries.

### GEN.4 Services and Markets

Jacobs provides services in two lines of business (LOB): Critical Mission Solutions (CMS) and People & Places Solutions (P&PS). Detailed descriptions of the LOBs can be found in our [FY20 10-K](#) (pgs. 16-22). Jacobs operations are located primarily in North America, Europe, Middle East and Asia Pacific, with detailed locations available on [Jacobs.com](#).

For FY20, Jacobs had revenues of \$13.6B and approximately 55,000 employees. Detailed financial information is included in our FY20 10-K.

### GEN.5 External Engagement

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

- United Nations Global Compact (Participant level)
- United Nations Global Compact CFO Task Force for the Sustainable Development Goals (Founding Member)
- World Economic Forum Infrastructure and Urban Development Governors Committee
- World Economic Forum Alliance of CEO Climate Leaders
- Science Based Targets Initiative – Business Ambition for 1.5°
- USEPA Green Power Partnership
- GreenBiz
- Business in the Community U.K. Net Zero Taskforce
- World Environment Center

- BSR (Businesses for Social Responsibility)
- Global Plastic Action Partnership
- Environmental Analyst – Sustainable Delivery Group
- Task Force on Climate-Related Financial Disclosures (TCFD) Supporter

## GEN.6 Risks and Opportunities

In FY20, as part of our ongoing evaluation of our enterprise risk program, we undertook various actions to enhance the effectiveness of the program including creating a new senior management position, the Senior Vice President for Enterprise Risk Management (ERM). We continue to identify key risks to the business through, among other things, regular review and reporting to our CEO, CFO and Executive Leadership Team, reporting and discussions by our business leaders and staff, reporting and discussions with our Board of Directors, as well as external research and benchmarking. A Global Enterprise Risk Steering Committee, chaired by our SVP for Enterprise Risk Management, oversees and works with teams working on priority areas (e.g. ESG, Cyber, Projects) and defining and updating 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 [FY20 10-K](#) contains a discussion of some of the risks and uncertainties that could have a material adverse effect on the Company (pgs. 28-51).

The Board of Directors has approved the creation of a new Board Committee that will have oversight of ESG and Risk. The ESG & Risk Committee commenced in July 2021. Information on the Committee can be found [here](#).

As detailed further in the Climate Change section of this document, our first global climate risk assessment was completed in March 2020. We applied the Task Force for Climate Related Financial Disclosure (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 take advantage of low/zero carbon transition and help our clients create smart, resilient cities and infrastructure.

We also recognize rapid digitization and technology disruption as a key risk and opportunity area. As noted in the World Business Council for Sustainable Development report, [Macrotrends and Disruptions shaping 2020-2030](#), “key technologies in different areas – from biotech to renewable energy – are developing along exponential pathways that could lead to economic tipping points during the 2020s.” Our mindset of continuously challenging today to reinvent tomorrow has enabled us to capitalize on enhanced technologies, positioning us for sustainable, long-term growth.

## GEN.7 Global Security and Resilience

Our Global Security & Resilience (GS&R) program provides integrated assurance from its subject matter experts 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 (ICS), 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 endure and succeed.

In FY20, Jacobs responded quickly to the COVID-19 pandemic. As it became clear that the pandemic was unparalleled in the rate of community spread, we took early, decisive action to put people first, help flatten the curve and take care of our clients and communities. In early March 2020, we swiftly restricted travel and established return protocols for both client-related and personal travel. In 10 days, we successfully transitioned more than 85% of our employees to a remote working environment to support physical distancing. Where the

essential and mission-critical nature of our work requires us to maintain staff at certain sites or locations, we worked closely with our clients and established project-specific plans designed to ensure the safety of our people and the integrity of our operation. Using technology and optimizing our networks, we continue to offer flexible work scenarios for our people, and to deliver business continuity for and continued collaboration with our clients. Our Executive Leadership Team met daily for the first three months and weekly thereafter, focusing on transparency, agile response and business resiliency; and our global and regional crisis management teams continued to maintain consistent messaging and direct local responses. Regular global Town Halls, a weekly Chair and CEO email and short, self-produced leadership videos shared open, transparent information to connect and unite our global community. More discussion on the impacts of COVID-19 on the Company can be found in our [FY20 10-K](#).

## ENVIRONMENTAL

### ENV.1 Introduction

As a recognized global leader in environmental and sustainability professional services, environmental protection is a Jacobs core value as expressed in the [Jacobs Global Environmental Commitment Statement](#) and is the cornerstone of our [PlanBeyond™ Sustainability](#) and [BeyondZero™ Health, Safety and Environment \(HSE\)](#) strategies. Our deep commitment to environmental protection and concern regarding the climate crisis led to aggressive carbon emission commitments established in our [Climate Action Plan](#) on April 22, 2020. Jacobs committed to the following:

1. 100% renewable energy for our operations in 2020.
2. Net zero carbon for our operations and business travel in 2020.
3. Carbon negative for our operations and business travel by 2030.

These climate commitments are a major milestone reached in the Company's drive to help address the climate crisis. In FY20, Jacobs achieved 100% renewable electricity for our operations and carbon neutrality<sup>1</sup> for our operations and business travel. We did this by reducing carbon consumption and neutralizing the remaining carbon impact by purchasing renewable energy credits and carbon offsets.

Joining over 300 companies worldwide, Jacobs is a signatory to the [United Nations \(U.N.\) 'Business Ambition for 1.5°C'](#) – an urgent request for action from the global coalition of UN 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.

In conjunction therewith, we adopted science-based carbon-reduction targets. The [Science-Based Targets initiative \(SBTi\)](#) approved the following targets on December 7, 2020:

- We commit to a 50% reduction in absolute scope 1 and 2 GHG emissions by 2030 from a 2019 base year and commit to reduce absolute scope 3 GHG emissions from business travel and employee commuting by 50% over the same timeframe.
- We commit to increase annual sourcing of renewable electricity from 10% in 2019 to 100% by 2020 and commit to continue annually sourcing 100% renewable electricity through 2030.
- We commit that 65% of our suppliers by spend covering purchased goods and services, will have science-based targets by 2025.

SBTi approved that scope 1 and scope 2 targets are aligned with a 1.5°C pathway. This means our emissions reduction targets are consistent with the aim of the Paris Agreement to limit average global warming to 1.5°C by the end of the century compared to pre-industrial temperatures.

In January of 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.

We continue to be a member of the USEPA Green Power Partnership, a voluntary program that supports the development of new renewable generation capacity in the U.S. and requires annual use of green power at a level that meets or exceeds partnership benchmark requirements.

We use the GHG Protocol Corporate Accounting and Reporting standard to calculate emissions using AR5 (IPCC Fifth Assessment Report) emission factors. All greenhouse gases, 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. We use an operational control approach for consolidation of emissions. FY19 is

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<sup>1</sup> Carbon neutrality demonstrated through the PAS 2060:2014 global standard.



our first global GHG inventory following the Jacobs-CH2M acquisition and therefore chosen as our baseline year for our carbon reduction goals.

In April 2019, we sold our Energy, Chemicals and Resources (ECR) unit to WorleyParsons Ltd. The ECR sale resulted in a large reduction of emissions from FY18 to FY19. In FY19, Jacobs completed the acquisition of KeyW. In FY20, Jacobs completed the acquisition of John Wood Group's nuclear business (Wood Nuclear Group). Our FY19 baseline values have been updated to reflect improvements to data collection and a better understanding of boundaries.

## ENV.2 Direct Greenhouse Gas Emissions (Scope 1)

Our total direct GHG emissions (DGHG SCOPE 1) are summarized in the following table. We purchased carbon offsets to offset 100% of our Scope 1 emissions in FY20. After applying carbon offsets our FY20 net Scope 1 emissions are zero tonnes CO<sub>2</sub>e.

Metric	Unit	FY17 (estimated)	FY18 <sup>a</sup> (estimated)	FY19 <sup>1b</sup> (estimated)	FY20 <sup>1c</sup> (estimated)
Total direct GHG emissions	<i>Metric tonnes CO<sub>2</sub> equivalents</i>	2,245	37,337	19,345	17,646
Data coverage	<i>Percentage of global operations</i>	14% (U.K. only)	100%	100%	100%

<sup>a</sup> Includes full year CH2M (acquired Dec. 2017) & ECR Line of Business (divested Apr. 2019)

<sup>b</sup> Includes 4 months KeyW (acquired June 2019) & does not include ECR Line of Business (divested Apr. 2019)

<sup>c</sup> Includes 7 months Wood Nuclear Group (acquired Mar. 2020)

<sup>1</sup> FY19 (revised) and FY20 values have been third-party verified. In accordance with the World Resources Institute and the WBCSD's Greenhouse Gas Protocol Initiative – A Corporate Accounting and Reporting Standard guidance, we are restating our previously reported FY19 global carbon emissions to account for methodology/emission factor updates and newly available data records.

FY19 & FY20 Scope 1 emissions include stationary combustion emission associated with owned office locations and mobile combustion emissions associated with owned and long term leased fleet vehicles for 100% of Jacobs' global operations. FY17 values reflect only U.K. operations prior to Jacobs' acquisition of CH2M Hill Companies Ltd. (CH2M). Scope 1 emissions are estimated based on fuel consumption and/or vehicle mileage and published emission factors. In FY20, we achieved a 9% absolute reduction in our total Scope 1 emissions compared to FY19 prior to applying offsets. Much of those emissions were likely reduced due to travel restrictions caused by the COVID-19 pandemic and we aim to reinforce reduced business travel moving forward with Future Ways of Working across the business. We are implementing plans to reduce fleet vehicle emissions by replacing older less fuel-efficient vehicles and purchasing more electric or hybrid vehicles.

FY19 Scope 1 GHG emissions were [verified by a third-party, Ruby Canyon, Inc., in August 2020](#). Jacobs has externally verified the changes to the FY19 GHG emissions and FY20 GHG emissions, and our final verification report will be published to the [Investor Relations ESG microsite](#) in July 2021.

## ENV.3 Indirect Greenhouse Gas Emissions (Scope 2)

Our location-based and market-based indirect GHG emissions from electricity purchased (purchased and consumed, i.e. without energy trading) (IGHG SCOPE 2) are summarized below. We purchased renewable energy

in FY20 to cover 100% of our electricity consumption. We purchased carbon offsets to cover 100% of our stationary combustion Scope 2 emissions in FY20. After applying these green power purchases and carbon offsets, our FY20 net Scope 2 emissions are zero tonnes CO<sub>2</sub>e.

Metric	Unit	FY17 (estimated)	FY18 <sup>a</sup> (estimated)	FY19 <sup>b</sup> (estimated)	FY20 <sup>c</sup> (estimated)
Total indirect GHG emissions (Location-Based)	<i>Metric tonnes CO<sub>2</sub> equivalents</i>	781	67,299	53,275	52,984
Electricity	<i>Metric tonnes CO<sub>2</sub> equivalents</i>	Not Reported	Not Reported	46,912	46,301
Heating	<i>Metric tonnes CO<sub>2</sub> equivalents</i>	Not Reported	Not Reported	6,363	6,683
Total indirect GHG emissions (Market-Based)	<i>Metric tonnes CO<sub>2</sub> equivalents</i>	Not Reported	Not Reported	43,581	6,683
Data coverage	<i>Percentage of global operations</i>	14% (U.K. only)	100%	100%	100%

<sup>a</sup> Includes full year CH2M (acquired Dec. 2017) & ECR Line of Business (divested Apr. 2019)

<sup>b</sup> Includes 4 months KeyW (acquired June 2019) & does not include ECR Line of Business (divested Apr. 2019)

<sup>c</sup> Includes 7 months Wood Nuclear Group (acquired Mar. 2020)

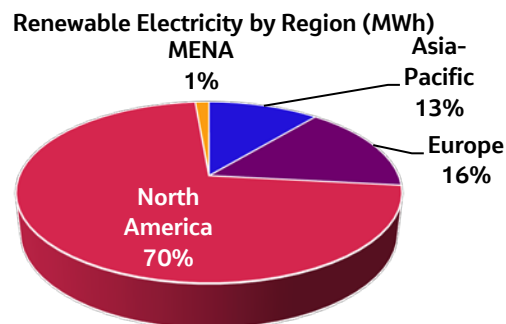
<sup>1</sup> FY19 (revised) and FY20 values have been third-party verified. In accordance with the World Resources Institute and the WBCSD's Greenhouse Gas Protocol Initiative – A Corporate Accounting and Reporting Standard guidance, we are restating our previously reported FY19 global carbon emissions to account for methodology/emission factor updates and newly available data records.

The total FY19 & FY20 emissions reported here represent 100% of Jacobs' global operations. FY16-FY18 values reflect only U.K. operations. FY19 & FY20 Scope 2 emissions include comfort heating for leased office locations and purchased electricity for 100% of our global operations. In FY20, we achieved a 1% absolute reduction in our total Scope 2 emissions compared to FY19 prior to applying green power purchases and carbon offsets. The majority of our office space is leased and therefore we have limited information and control over office space energy consumption. To date emissions have been primarily reduced through consolidation of office space. We are implementing plans to further reduce office emissions by continuing to reduce office space, 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.

Our commitment to 100% renewable energy means that our electricity needs will be supplied through a variety of sources globally including, but not limited to, green tariffs, renewable energy certificates (RECs), energy attribute certificates (EACs) and virtual purchase power agreements (VPPAs). Jacobs is a partner in the U.S. Environmental Protection Agency's [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 Jacobs is directly responsible for procuring energy. This accounts for over half of our U.K. offices. We purchased the remainder of our FY20 global renewable electricity through 3<sup>rd</sup> party providers of RECs or EACs to cover 100% of our electricity consumption globally.

Renewable electricity purchases were sourced according to where our electricity consumption occurs globally as shown in the Table/Figure below.

Region	MWh of Renewable Electricity
Asia-Pacific	14,005
Europe	18,155
North America	79,072
MENA	1,355
<b>Total</b>	<b>112,589</b>



We measure our indirect purchased electricity GHG emissions according to both the location-based method and market-based method. We do not have access to actual energy consumption associated with the majority of our 350+ leased locations. Therefore, 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 (EIA). CBECS provides average energy intensity use for various types of buildings in various climate zones. This data combined with the office size is used to estimate energy consumption and subsequently combined with published energy emission factors to estimate associated energy emissions for each office location. Including this data in our carbon inventory helps us develop strategies to better understand and manage energy consumption and emissions in our leased offices. For example, we have used this data to identify our locations with the greatest energy consumption and carbon emissions for which we have begun, or will soon be, collecting utility invoice data and/or installing submeters, where feasible, to better understand our ability to facilitate improvements in energy efficiency.

FY19 Scope 2 GHG emissions were verified by a third-party, Ruby Canyon, Inc., in August 2020. Jacobs has externally verified the changes to the FY19 GHG emissions and FY20 GHG emissions, and our final verification report will be published to the [Investor Relations ESG microsite](#) in July 2021.

### ENV.4 Scope 3 Greenhouse Gas Emissions

We completed a Scope 3 screening evaluation in 2020 using FY19 data to identify Scope 3 sources that are material to Jacobs and assess where we can make impactful changes. Based on screening level estimates for employee commuting and purchased goods and services and our calculated emissions for business travel, our three largest Scope 3 sources include business travel, employee commuting and purchased goods and services. These sources comprise approximately 95% of all our Scope 3 emissions.

As a result, Jacobs committed to the following science-based targets in 2020:

- Reduce absolute Scope 3 GHG emissions from business travel and employee commuting 50% by 2030 from a 2019 base year
- 65% of our suppliers by spend covering purchased goods and services, will have science-based targets by 2025

We are currently evaluating data to develop more accurate emission estimates for purchased goods and services and employee commuting for FY19 & FY20. Our screening level estimates for purchased goods and services and employee commuting are provided for FY19.

Our Scope 3 indirect GHG emission estimates from business travel, employee commuting and purchased goods and services are summarized in the following table.

Metric	Unit	FY17 (estimated)	FY18 (estimated)	FY19 <sup>a</sup> (estimated)	FY20 <sup>b</sup> (estimated)
Business Travel <sup>2</sup>	<i>Metric tonnes CO<sub>2</sub> equivalents</i>	Not Reported	Not Reported	105,245	53,533
Employee Commuting	<i>Metric tonnes CO<sub>2</sub> equivalents</i>	Not Reported	Not Reported	88,400 <sup>1</sup>	Not Yet Calculated
Purchased Goods and Services	<i>Metric tonnes CO<sub>2</sub> equivalents</i>	Not Reported	Not Reported	86,182 <sup>1</sup>	Not Yet Calculated
Data coverage	<i>Percentage of global operations</i>	n/a	n/a	100%	100%

<sup>a</sup> Includes 4 months KeyW (acquired June 2019)

<sup>b</sup> Includes 7 months Wood Nuclear Group (acquired Mar. 2020)

<sup>1</sup> Screening level estimates made using the GHG Protocol's Scope 3 Evaluator tool

<sup>2</sup> FY19 business travel emissions were verified by a third-party in August 2020 for air travel only. Jacobs has externally verified all business travel for FY19 and FY20.

We launched our [PlanBeyond™ Sustainability Strategy](#) in 2019 and as part of the strategy, we externally published twelve short-term sustainability goals. One of these included a 20% reduction in our business travel carbon emissions by 2022.

The COVID-19 pandemic greatly impacted our FY20 business travel emissions. Business travel is our largest source of carbon emissions, and as expected, we saw a reduction – 50% – in our Scope 3 emissions from FY19, mainly due to COVID-19 restricting both domestic and international travel. Our goal moving forward will be to prevent rebound of these emissions back to pre COVID-19 levels, as business travel resumes a semblance of normalcy, and continue to reduce our absolute business travel emissions in accordance with our science-based target 50% by 2030 from 2019 levels.

Efforts to reduce our business travel carbon emissions were previously underway prior to COVID-19. For example, we created an employee dashboard so all employees can view their travel carbon footprint and be accountable on an individual level to meet a previous reduction goal of 20% by 2022 from 2019 levels by reducing their travel and using alternative meeting methods.

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 vs. in-person trainings
- virtual professional and industry association conferences
- reduced transportation vehicle emissions
- alternative transportation methods
- increased telecommuting

We are also assessing the feasibility of introducing an internal price on carbon for business travel to influence decision-making around travel reduction and further help reduce our carbon footprint.

## ENV.5 GHG Emissions Intensity Metrics

The following table summarizes our GHG intensity metrics prior to the application of renewable electricity and carbon offsets.

Metric	Unit	FY19 <sup>3a</sup> (estimated)	FY20 <sup>3b</sup> (estimated)	Metric	Unit	FY19 <sup>3a</sup> (estimated)	FY20 <sup>3b</sup> (estimated)
GHG <sup>1</sup>	<i>Metric tonnes CO<sub>2</sub> equivalents</i>	72,620	70,630	GHG <sup>2</sup>	<i>Metric tonnes CO<sub>2</sub> equivalents</i>	53,648	53,387
Revenue	<i>Million USD</i>	12,738	13,567	Office Area	<i>Thousand Sq. Ft.</i>	7,306	7,590
Revenue GHG Intensity	<i>Metric tonnes CO<sub>2</sub> equivalents per million USD</i>	5.70	5.21	Office Area GHG Intensity	<i>Metric Tonnes CO<sub>2</sub> Equivalent per Thousand Sq. Ft.</i>	7.34	7.03
Data Coverage	<i>Percentage of global operations</i>	100%	100%	Data Coverage	<i>Percentage of global operations</i>	100%	100%

<sup>a</sup> Includes 4 months KeyW (acquired June 2019)

<sup>b</sup> Includes 7 months Wood Nuclear Group (acquired Mar. 2020)

<sup>1</sup> Metric for all Scope 1 and Scope 2 GHG Emissions

<sup>2</sup> Metric for Scope 1 and Scope 2 GHG emissions associated with office space (e.g. does not include mobile combustion sources)

<sup>3</sup> FY19 (revised) and FY20 values have been third-party verified. In accordance with the World Resources Institute and the WBCSD's Greenhouse Gas Protocol Initiative – A Corporate Accounting and Reporting Standard guidance, we are restating our previously reported FY19 global carbon emissions to account for methodology/emission factor updates and newly available data records.

## ENV.6 Renewable Electricity and Carbon Offsets

The following table summarizes the Company's annual renewable electricity and carbon offset purchases.

Metric	Unit	FY17	FY18	FY19 <sup>3</sup>	FY20 <sup>3</sup>
Renewable Electricity <sup>1</sup>	<i>MWh</i>	Not Reported	Not Reported	12,138	112,589
Carbon Offsets <sup>2</sup>	<i>Metric tonnes CO<sub>2</sub> equivalents</i>	Not Reported	Not Reported	0	77,862
Data coverage	<i>Percentage of global operations</i>	Not Reported	Not Reported	100%	100%

<sup>1</sup> In FY20, renewable electricity, and/or renewable energy certificates were purchased to cover 100% of our electricity purchases.

<sup>2</sup> In FY20, carbon offsets were purchased to cover 100% of our Scope 1, Scope 2 heating and Scope 3 business travel carbon emissions.

<sup>3</sup> FY19 (revised) and FY20 emissions have been third-party verified. In accordance with the World Resources Institute and the WBCSD's Greenhouse Gas Protocol Initiative – A Corporate Accounting and Reporting Standard guidance, we are restating our previously reported FY19 global carbon emissions to account for methodology/emission factor updates and newly available data records. Retirement of renewable energy certificates and carbon offsets may be adjusted post-verification.

## ENV.7 Energy Consumption and Energy Intensity Metrics

The following table summarizes our energy consumption.



Metric	Unit	FY17 (estimated)	FY18 <sup>a</sup> (estimated)	FY19 <sup>1b</sup> (estimated)	FY20 <sup>1c</sup> (estimated)
a) Non-renewable fuels (nuclear fuels, coal, oil, natural gas, etc.) purchased and consumed	MWh	6,284	96,071	59,018	54,142
b) Non-renewable electricity purchased	MWh	2,223	74,335	101,336	0
c) Steam/heating/cooling and other energy (non-renewable) purchased	MWh	Not Reported	49	35,043	36,848
d) Total renewable energy (wind, solar, biomass, hydroelectric, geothermal, etc.) purchased or generated	MWh	5,731	5,731	12,138	112,589
e) Total non-renewable energy (electricity and heating & cooling) sold	MWh	0	0	0	0
<b>f) TOTAL NON-RENEWABLE ENERGY CONSUMPTION</b>	MWh	8,507	170,455	195,397	90,990
g) Total costs of energy consumption	US Dollar	\$1,683,555	\$9,416,732	\$11,991,945	\$10,900,000
h) Data coverage	Percentage of global operations	14% (U.K. only)	100%	100%	100%
<p><sup>a</sup> Includes full year CH2M (acquired Dec. 2017) &amp; ECR Line of Business (divested Apr. 2019)</p> <p><sup>b</sup> Includes 4 months KeyW (acquired June 2019) &amp; does not include ECR Line of Business (divested Apr. 2019)</p> <p><sup>c</sup> Includes 7 months Wood Nuclear Group (acquired Mar. 2020)</p> <p><sup>3</sup> FY19 (revised) and FY20 emissions have been third-party verified. In accordance with the World Resources Institute and the WBCSD's Greenhouse Gas Protocol Initiative – A Corporate Accounting and Reporting Standard guidance, we are restating our previously reported FY19 global carbon emissions to account for methodology/emission factor updates and newly available data records. FY20 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.</p>					

The following table summarizes the Company's Energy intensity metrics.

Metric	Unit	FY19 <sup>3a</sup> (estimated)	FY20 <sup>3b</sup> (estimated)	Metric	Unit	FY19 <sup>3a</sup> (estimated)	FY20 <sup>3b</sup> (estimated)
Energy <sup>1</sup>	MWh	207,375	203,579	Energy <sup>2</sup>	MWh	148,357	149,437
Revenue	Million USD	12,738	13,567	Office Area	Thousand Sq. Ft.	7,306	7,590
Revenue Energy Intensity	MWh per million USD	16.28	15.01	Office Area Energy Intensity	MWh per Thousand Sq. Ft.	20.31	19.69
Data Coverage	Percentage of global operations	100%	100%	Data Coverage	Percentage of global operations	100%	100%

<sup>a</sup> Includes 4 months KeyW (acquired June 2019)

<sup>b</sup> Includes 7 months Wood Nuclear Group (acquired Mar. 2020)

<sup>1</sup> Metric for all Scope 1 and Scope 2 related energy consumption

<sup>2</sup> Metric for Scope 1 and Scope 2 energy consumption associated with office space (e.g. does not include mobile combustion sources)

<sup>3</sup> FY19 (revised) and FY20 values have been third-party verified. In accordance with the World Resources Institute and the WBCSD's Greenhouse Gas Protocol Initiative – A Corporate Accounting and Reporting Standard guidance, we are restating our previously reported FY19 global carbon emissions to account for methodology/emission factor updates and newly available data records.

## ENV.8 Water Consumption

The following table summarizes our water consumption.

Water Consumption	Unit	FY17 (estimated)	FY18 (estimated)	FY19 (estimated)	FY20 (estimated)
A. Withdrawal: Total municipal water supplies (or from other water utilities)	Million cubic meters	0.040694	0.4836	0.34375	0.378125
B. Withdrawal: Fresh surface water (lakes, rivers, etc.)	Million cubic meters				
C. Withdrawal: Fresh groundwater	Million cubic meters				
D. Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted (applies to B and C)	Million cubic meters				
<b>E. TOTAL NET FRESH WATER CONSUMPTION (A+B+C+D)</b>	Million cubic meters	0.040694	0.4836	0.34375	0.378125
Data Coverage (as % of denominator)	Percentage of global operations	14%	100%	100%	100%

Jacobs consumes and discharges water through municipal water and sewer systems to support our office operations. Water consumption and discharge is not regarded as a significant environmental impact, therefore water-related goals and targets have not been established.

Total water consumption is estimated using number of employees. It is not monitored/measured as consumption is not regarded as significant (no process use of water). In addition, very little data is available, as water consumption is included within service charges from landlords.

## ENV.9 Biodiversity and Heritage Resources

All companies use natural capital, directly or indirectly, to support operations and growth. While our office activities may have an indirect impact on biodiversity and heritage resources, they are not considered significant. Potential significant impacts on biodiversity and heritage, depending upon the nature and scope of services provided, are mitigated by our HSE processes, systems and subject matter experts as described in ENV 16 Project Design & Delivery. We also protect biodiversity in our services by promotion of green infrastructure solutions, which harnesses the power of natural capital to provide ecosystem services, including biodiversity consultation, to address resource constraints and challenges.

## ENV.10 Waste

The following table summarizes our waste disposed.

Waste Disposed	Unit	FY17 (estimated)	FY18 (estimated)	FY19 (estimated)	FY20 (estimated)
a) total waste generated	<i>metric tonnes</i>				
b) total waste used/recycled/sold	<i>metric tonnes</i>				
<b>TOTAL WASTE DISPOSED (A - B)</b>	<i>metric tonnes</i>	105 met. ton.	8,774 met. ton.	6,236 met. ton.	6,860 met. ton.
Data coverage (as % of denominator)	<i>Percentage of global operations</i>	14%	100%	100%	100%

Waste generation and disposal from Jacobs' office operations is not monitored/measured as disposal is not regarded as significant. In addition, very little data is available as waste disposal is included within landlord service charges. Waste disposal is estimated using employee headcount data.

## ENV.11 Hazardous Waste

The following table summarizes our hazardous waste generation.

Hazardous Waste	Unit	FY17 (estimated)	FY18 (estimated)	FY19 (estimated)	FY20 (estimated)
Hazardous Waste Generated	<i>metric tonnes</i>	17 met. ton.	289 met. ton.	N/A	N/A
Data coverage (as % of denominator)	<i>Percentage of global operations</i>	14%	100%	100%	100%

CH2M was acquired by Jacobs in December 2017. FY17 reflects legacy Jacobs U.K. operations only, whereas FY18 reflects data associated with our new global business. Hazardous waste was not recorded pre-FY17.

We sold our Energy, Chemicals and Resources (ECR) business to WorleyParsons in April 2019. The ECR sale resulted in the elimination of hazardous waste generated for our operations. Other regulated materials used in office operations, e.g., batteries and light bulbs are either the landlord's responsibility or recycled.

## ENV.12 Environmental Reporting

We report on environmental issues and provide coverage for some environmental data/indicators in our public reporting. The three environmental indicators where we have the highest available coverage are:

Environmental Indicator	Coverage of Indicator (% of revenues or business operations):	Weblink and page number where the coverage for the environmental indicator is reported:
Metric tonnes of carbon eliminated in operations	100%	<a href="#">Climate Action Plan</a> Page 7
Renewable energy in operations	100%	<a href="#">Climate Action Plan</a> Page 7
Metric tonnes of carbon eliminated in business travel	100%	<a href="#">Climate Action Plan</a> Page 7

All environmental performance indicators reported in the Climate Action Plan cover 100% of Jacobs' business locations. Performance was verified for FY19. Revised FY19 and FY20 were third-party verified. In accordance with the World Resources Institute and the WBCSD's Greenhouse Gas Protocol Initiative – A Corporate Accounting and Reporting Standard guidance, we are restating our previously reported FY19 global carbon emissions to account for methodology/emission factor updates and newly available data records. See also [ENV. 14 Climate Change](#).

We report on environmental Key Performance Indicators (KPIs) in the public domain and provide targets linked to these indicators. Relevant information is available in our Integrated Annual Report and Sustainability Strategy.

Globally, in 2020 we achieved 100% renewable energy for our operations and net zero carbon for our operations and business travel. We are committed to continuing these achievements each year until Jacobs is carbon negative for our operations and business travel by 2030. Through our project delivery, we have a target to incorporate United Nations Sustainable Development Goals (UN SDGs) reporting into our project reporting, which will capture measures to reduce resource consumption, including materials/waste and water/wastewater.

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

## ENV.13 Environmental Management System (EMS)

Our Environmental Management System (EMS) is integrated in 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 Australia, Canada, Hong Kong, Indonesia, Italy, Malaysia, Qatar and U.K., among others. Our environmental management

policy is integrated in our HSE Policy and is expressed in our [Global Environmental Management Commitment Statement](#).

## ENV.14 Climate Change

### Climate Change Strategy

Jacobs is committed to ensuring our people are 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.

Climate risk and resilience pose an urgent and important risk factor for Jacobs and our clients, and our investors have confirmed their increased focus on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). As a supporter of the recommendations, we have made four commitments in our [Climate Action Plan](#), that we continue to meet, as shown below:

- Incorporate climate risks into our new Enterprise Management strategy.
- Assess the financial implications of our own climate risks and opportunities.
- Conduct climate risk assessments with our clients on all projects where greater climate risk exposure is expected.
- Publish annual disclosures of our key climate risks.

For more information on our climate change strategy, including our approach, findings and next steps, see our [Climate Risk Assessment FY21](#).

### Financial Risks and Opportunities of Climate Change

We have conducted a specific climate change risk and opportunities assessment in line with TCFD recommendations. The assessment was undertaken to explore climate-related risks to which Jacobs is exposed through our operations and the projects and programs we deliver. 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 line of business. These were from five of our major geographies: Australia, Canada, India, U.K. and USA. 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.
- **Risk identification:** recognized and described risks that may prevent Jacobs and/or our clients achieving their objectives under our 1.5°C and 4°C scenarios
- **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.

A case study of a transitional risk we have identified, assessed and are responding to is disruption to business from environmental end markets. We could see business risks (\$10-\$100m/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-\$100m/year), environmental planning and permitting for extreme weather impacts (\$10-100m/year) and civil



works including circular economy, waste management, clean energy and natural treatment systems (\$10-\$100m/year). Analyzing our markets has revealed common themes and specific insights allowing us to estimate the value of financial impacts to Jacobs.

The following actions will manage the identified risks and position us to capture the opportunities at the appropriate level:

1. Integrate climate risk analysis into company strategy and planning.
2. Deploy climate risk assessment technology on all major pursuits and projects where climate risk is considered material.
3. Support our clients and major suppliers to undertake their own climate risk assessments, in line with TCFD recommendations.
4. By 2025, integrate climate risk and adaptation considerations into each of our market sector strategies. See our [Climate Risk Assessment FY21](#) for more information.

### **Climate-Related Targets**

As announced in our [Climate Action Plan](#), Jacobs committed to:

- 100% renewable energy for our operations in 2020
- Net zero carbon for our operations and business travel in 2020
- Carbon negative for our operations and business travel in 2030

We also adopted the following targets, approved by the [Science-Based Targets initiative](#) (SBTi):

- We commit to reduce absolute scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year and commit to reduce absolute scope 3 GHG emissions from business travel and employee commuting 50% over the same timeframe.
- We commit to increase annual sourcing of renewable electricity from 10% in 2019 to 100% by 2020 and commit to continue annually sourcing 100% renewable electricity through 2030.
- We commit that 65% of our suppliers by spend covering purchased goods and services, will have science-based targets by 2025.

The following table summarizes our progress against our science-based targets prior to and after the application of renewable electricity and carbon offsets:

Metric	FY19 <sup>a</sup> (estimated)	FY20 <sup>b</sup> (estimated)	% Change
Scope 1	20,539	17,646	-14%
Scope 2 – Location-Based			
Electricity	49,287	46,301	-6%
Stationary Combustion	6,939	6,683	-4%
Scope 2 – Market-Based			
Electricity	46,351	0	-100%
Stationary Combustion	6,939	6,683	-4%
Scope 3	107,968	53,533	-50%
<b>Total Location-Based</b>	<b>184,733</b>	<b>124,163</b>	<b>-33%</b>
<b>Total Market-Based</b>	<b>181,797</b>	<b>77,862</b>	<b>-57%</b>
Offsets Purchased	0	77,862	100%
<b>Total Net Offsets</b>	<b>181,797</b>	<b>0</b>	<b>-100%</b>
Target baseline annual emissions have been adjusted to include acquisitions per the GHG protocol standard.			
<sup>a</sup> Includes full year KeyW (acquired June 2019) & Wood Nuclear Group (acquired Mar. 2020)			
<sup>b</sup> Includes partial year Wood Nuclear Group (acquired Mar. 2020)			

## ENV.15 Low-Carbon Products

We have over 200 full-time employees delivering carbon and energy related consulting work globally. Our estimates indicate that we generate around \$25M USD per year from carbon/climate products annually. Additionally, our Solutions and Technology experts have indirect influence to incorporate low or no carbon products and solutions into consulting and capital projects worldwide, especially in municipal water, transportation, and waste systems.

We estimate that our ESG-related revenue is approximately \$5 billion. This is a broader definition than just our carbon-related solutions and includes work across the following markets: environmental, water, remediation and energy.

We consider our low carbon "product" as the professional services that we provide in fields, including infrastructure engineering, waste and wastewater system engineering and operations, sustainability and environmental consulting, and critical mission solutions. In many of these areas, the expertise that our teams provide can impact carbon emissions today, and for decades to come. For example, 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. In our Operations and Maintenance service area, our professional 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 government and defense agencies. Our environmental solutions team is working with many clients on cutting-edge technology for contaminated site remediation and integrated waste management. Our sustainability and carbon management practices directly support our clients in many sectors with reduction of their carbon footprints. Our climate risk and resiliency practice support our clients in managing the impacts of climate change, which importantly includes the broad use of natural infrastructure solutions to build carbon sinks as engineered solutions for flood protection. We routinely advise clients on 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.

One of our key differentiators is our ability to help our clients achieve their sustainability objectives by recording, quantifying and reporting the value-adding activities we can provide. These activities can be economic, environmental or social and are typically aligned to the UN Sustainable Development Goals. This online platform is called Sustainability+ and has the capability to record savings achieved in terms of \$, carbon emission, energy consumption, waste avoidance, green building certification and community and social benefits. The application provides the means for setting project sustainability goals, entering and tracking the review and approval of Jacobs Sustainability+ ideas, and reporting and analyzing Jacobs Sustainability+ results. In addition to our team of Sustainability professionals offering the most up to date subject matter expertise to a project, we have a network of champions and super-users in key office locations to support our project teams.

The Project Manager, or a designated Jacobs Sustainability+ Administrator, sets up the project via the Jacobs Sustainability+ application, and enters the project sustainability savings goal. When ideas are approved by the client, the PM (or alternate) registers the client approval in Jacobs Sustainability+ to verify the sustainability benefit or green building certification score/rating. The database also has the facility to upload supporting documentation for full visibility and transparency. This includes identifying the type and location of the client approval documentation. Savings can be identified at any stage in a project. Ideas are registered and collated in the online application that also serves as a data management system, which allows us to generate a variety of aggregated reports to track sustainability savings and initiatives generated on a project.

## ENV.16 Project Design and Delivery

Jacobs is a recognized global leader in environmental and sustainability professional services, including consulting and engineering. Regardless of the type of project we deliver, our network of hundreds of environmental and sustainability professionals are available to assist with any environmental issue. Our environmental program provides the structure and ISO 14001 conforming management system to harness this knowledge to the benefit of all our clients. Our program allows us to anticipate and avoid risks to people and the environment. Through Jacobs' HSE Program and Business Management System (BMS), we implement systematic environmental risk management practices that are integral to delivery of all project phases, including siting, design, construction and operation — and do so in a manner that adds value to our clients, company, staff, and projects.

Under our BMS process, environmental risk is first evaluated early during project pursuit to identify Restricted or High-Risk HSE Tasks that may be included in a potential scope of work. These are tasks with heightened environmental or social impacts, such as asbestos, lead, mold and radiological work, that present high financial, social or operational risk to Jacobs and therefore require more scrutiny and higher levels of approval and HSE engagement. Mitigation measures, such as contract language, staffing, training and audits, are evaluated by environmental managers and incorporated into the Project Risk Register, which flows into the project delivery process.

Once Jacobs is engaged to perform the work, environmental risk is further evaluated with the identification of environmental aspects and potential impacts of the work. This is accomplished through implementation of our environmental risk assessment process and proprietary risk register tool that categorizes and prioritizes risk. 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, storm water management, waste management, natural resource consumption, and hazardous chemical usage. While this process is universal throughout Jacobs, adjustments are made to address requirements specific to business unit, regional, and project differences. Results of this analysis are logged in the RAMP tool.

Where we are tasked with feasibility studies, alternatives analysis or preliminary design, we begin with an understanding of project requirements and complete field investigations. Environmental data is mapped, including, but not limited to, endangered species/habitats, historical properties, air quality, hazardous materials, energy production/use and environmental justice. We work with all stakeholders, including the public, government agencies and the client, to solicit feedback on design options. Impacts of designs are evaluated and designs refined to minimize impacts. Ultimately, we work with stakeholders to deliver the overall best solution, including environmental impacts.

After the project environmental assessment is conducted, significant impacts are addressed in an environmental plan (typically integrated into the project HSE plan), which is required by Jacobs 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 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 plan. Some complex permits are “deconstructed” and actionable items are entered into a cloud-based tracking system to ensure compliance.

Staff are trained on environmental awareness through our BeyondZero® onboarding, which introduces employees to our network of environmental managers who assist with regulatory interpretation. Staff also receive on-the-job training and are required to safely respond and report HSE incidents. Project management, with support from environmental staff, are responsible for environmental performance measurement and reporting, which is ultimately reported monthly to the Jacobs Executive Leadership Team.

Our Sales and Project Delivery teams work with our clients to embed climate action goals and sustainable practices, such as water and energy efficiency measures. This is implemented through our Business Management System (BMS) with the goal to deliver projects in line with applicable standards such as UN Sustainable Development Goals, LEED, BREEAM, and UNGC’s Environmental Principles. Over time, Project Sustainability and Resilience Plans will be delivered across all phases of client projects as a standard practice. In addition, as a priority on our major projects and programs, we will recommend the inclusion of climate and natural hazard and resilience risk assessments, as well as adaptation, mitigation and decarbonization planning.

## SOCIAL

### SOC.1 Introduction

We made significant progress in FY20 in our social sustainability activities, spanning culture; employee engagement; inclusion and diversity; health, safety and wellbeing; talent development; corporate giving and volunteering; social value; human rights and labor; and beyond.

Having a culture of belonging where everyone can join in and thrive allows us to recruit and retain the best global talent and drive innovative solutions for our business, clients and communities. TogetherBeyond<sup>SM</sup> is our approach to living inclusion every day and enabling diversity and equality globally. It's not about numbers, statistics or quotas — it's about every one of our people and the collective strength we take from their unique perspectives, ambitions and dreams.

We are proud to have launched our global [Action Plan for Advancing Justice & Equality](#), which builds on our TogetherBeyond<sup>SM</sup> strategy and sets actionable initiatives and measurable objectives in our continuing efforts to foster a fully inclusive culture. To drive our TogetherBeyond strategy and action plan, Jacobs appointed Jeff Dingle as Vice President of TogetherBeyond.

In FY20, we also launched our new global giving and volunteering program, [Collectively<sup>SM</sup>](#), which unites our approximately 55,000 employees in a single platform for charitable giving and volunteering, allowing us to amplify the positive impact we make in our communities every day. Additionally, within this document and other ESG reporting, we have increased our level of transparency in disclosing social sustainability data.

### SOC.2 Employment

#### Benefits

Our health and welfare benefits are designed to invest in our people, and in things they care about. Their health. Their wellbeing. Their security. Their future. Specific benefits vary from country to country, but examples include:

- Flexible work schedules and opportunities to work remotely
- Paid time off and paid holidays
- Retirement benefits
- Educational reimbursement
- Employee stock purchase plan
- Disability benefits
- Life and accident insurance
- Caregivers leave
- Global giving and volunteering program
- Health insurance
- Other health benefits, such as:
  - On-demand help for stress, anxiety and depression
  - In-depth medical review, ask the expert, and find a doctor
  - Health concierge and wellness benefit
  - Flexible Spending Accounts: Health Care, Limited Purpose and Dependent Care
  - Health Savings Account
  - Comprehensive family planning program
  - Online therapy with face to face video visits
- Voluntary benefits, such as:
  - Critical Illness Insurance
  - Legal Plan

- Commuter Flexible Spending Account
- Identity Theft
- Auto/Home Insurance
- Pet Insurance

### Training and Development

Metric	FY20
<b>Average hours of training per year per full-time employee</b>	9.55 hours/employee – estimated based on available data. This is not reflective of all training completed, as employees log some training hours via individual project numbers, not centralized training codes. We are working to improve our tracking and reporting of training for FY21.
<b>Average amount spent per full-time employee on training and development</b>	US \$554/employee – estimated based on available data. We are working to improve our tracking and reporting of training for FY21.
<b>Programs for upgrading employee skills</b>	In FY20, we implemented e3 Learning, which provides over 8,000 online trainings to all employees globally. The wide range of e-learnings available can help employees develop a multitude of skills and work toward certifications (i.e. Cisco, Microsoft, etc.). Courses are searchable and have been catalogued and used in learning spaces to highlight helpful courses.
<b>Percentage of employees receiving regular performance and career development reviews</b>	Jacobs employees receive annual performance appraisals including systematic use of agreed measurable targets and multidimensional feedback. To enhance this process, Jacobs' e3 Experience was implemented in August 2020, and 75% of employees completed their performance review via this system. This was a good participation level for a new system and tool. Our e3 Experience is a one-stop-shop for talent management, including talent profiles, feedback, celebrations, the Annual e3 Conversation tool, and more. Our e3 Global Career Framework provides numerous resources to help employees 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 them through each step of creating a career plan. Managers are being given tools to guide them through having career path conversations with employees, as well as how to show support and encouragement through the process.

### Turnover

Metric	FY17	FY18	FY19	FY20
<b>Total Employee Turnover Rate</b>	19.8	18.6	17.9	15.4
<b>Voluntary Employee Turnover Rate</b>	9.8	10.8	10.8	8.3

### Hiring

Metric	FY17	FY18	FY19	FY20
<b>Total number of new employee hires</b>	13,294	10,140	10,866	9,498
<b>Percentage of open positions filled by internal candidates (internal hires)</b>	4.9	5.3	11.2	12.4

### Collective Bargaining

Approximately 1,800 of our employees are covered by collective bargaining agreements, representing approximately 3.2% of our global workforce.

## SOC.3 Diversity

### Gender Diversity

	FY18	FY19	FY20
Diversity Indicator	Percentage (0 - 100 %)	Percentage (0 - 100 %)	Percentage (0 - 100 %)
<b>Female share of total workforce</b>	29.0	29.5	29.5
<b>Females in all management positions,</b> including junior, middle and senior management (as % of total management workforce)	24.4	24.4	22.2
<b>Females in junior management positions,</b> i.e. first level of management (as % of total junior management positions)	24.4	28.0	27.0
<b>Females in top management positions,</b> i.e. maximum two levels away from the CEO or comparable positions (as a % of total top management positions)	29.4	32.4	33.3
<b>Females in management positions in revenue-generating functions</b> as a % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	20.9	19.2	19.8
<b>Share of women in STEM-related positions</b> (as % of total STEM positions)	-	-	26.0

### Racial/Ethnic Diversity (US Only)

Employee Ethnic Group Description	% of US Total
Asian	6.8%
Black or African American	8.5%
Hispanic or Latino	9.0%
Two or More Races	2.0%
Native Hawaiian/Other Pacific Islander	0.4%
American Indian or Alaska Native	0.4%
White	71.5%
Unknown	1.4%
<b>Grand Total</b>	<b>100%</b>



### Age Diversity

The average length of service for all employees is 8 years; it is 12 years for our management job band.

#### **All employees by Age:**

Age Group	% of Total
< 20	0.2%
20 to 29	16.1%
30 to 39	25.2%
40 to 49	23.8%
50 to 59	21.4%
60 and above	13.3%
<b>Grand Total</b>	<b>100.0%</b>

#### **Distribution of Gender by Age Group:**

Age Group	Female	Male
< 20	29.7%	70.3%
20 to 29	36.3%	63.7%
30 to 39	32.9%	67.1%
40 to 49	30.5%	69.5%
50 to 59	25.6%	74.4%
60 and above	19.3%	80.7%
<b>Grand Total</b>	<b>29.5%</b>	<b>70.5%</b>

Average age = 44 years old (F = 42, M = 45)

### People with Disability

8% of U.S. employees have indicated "Yes, I have a disability (or previously had a disability)."

## SOC.4 Pay Equity

We have sustainable pay equity practices that bring employee salaries in line with similarly situated peers, ensures alignment to market, and sets the foundation for our overall long-term strategy to attract and retain talent. With the help of outside counsel, we completed a privileged pay equity analysis for our global employees, allowing us to home in on and, where necessary, take corrective measures to address potential pay inequities. We are committed to maintaining long-term, proactive approaches to 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.

## SOC.5 Management Incentives

Our CEO, CFO, Presidents, Executive Vice Presidents and all Senior Vice Presidents have non-financial goals tied to their compensation, with at least one of their goals reflecting the Company's initiatives around Inclusion & Diversity. Starting FY21 all Vice Presidents will also have non-financial goals tied to their compensation.

## SOC.6 Human Rights

We respect the human rights and dignity of people in our operations, supply chain, and communities where we work. Our approach is guided by international principles, including those encompassed in the United Nations 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. For further detail on our human rights commitments and activities, please see our global [Human Rights Policy](#) and [Modern Slavery Statement](#).

Our [Supplier Code of Conduct](#) prohibits the use of any form of child or forced labor, slavery, or trafficking of persons. Additionally, within the Human Rights section, our Supplier Code of Conduct emphasizes our commitment to respecting the rights of those who work for and with us, and instructs Jacobs suppliers to:

1. Treat all workers with dignity and respect;
2. Support and respect human rights and avoid any involvement in human rights abuses;

3. Conduct all operations in a socially responsible, harassment-free and nondiscriminatory manner;
4. Comply with applicable laws concerning equal opportunities, child labor, forced labor, human trafficking, working hours, freedom of association, and fair wages; and
5. Ensure that the confidentiality of supplier and employee whistleblowers is maintained and that they are protected against retaliation.

### ***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. Supporting our Human Rights Policy, we introduced an updated 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.

### ***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, 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.

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.

## **SOC.7 Community Investment**

### ***Collectively Program***

In alignment with Jacobs' purpose of creating a more connected, sustainable world, [the Collectively<sup>SM</sup> program](#) is our approach to corporate citizenship and philanthropic efforts. Uniting our 55,000 visionaries, dreamers and doers in a single platform for giving and volunteering, Collectively allows us to amplify the positive impact we make in our communities every day.

Through our partnership with Benevity, the world's number one 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, matching campaigns and company 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 United Nations Sustainable Development Goals and Jacobs' company values and priorities: Inclusion & Diversity; Science, Technology, Engineering, Arts & Mathematics (STEAM) education; health and wellbeing; and sustainable development.

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

### **FY20 Contributions**

We are committed to giving back, engaging with communities and building enduring partnerships. In FY20, Jacobs launched a \$250,000 employee matching campaign for COVID-19 related causes and a \$100,000 employee matching campaign for causes working for equality and inclusion. Throughout 2020, we supported disaster relief and significant days of importance across the world through our employee matching campaigns and company donations to support disaster relief.

In FY20 our total corporate citizenship and philanthropic contributions exceeded \$7.8 million. The following tables summarize our giving impact via Collectively and more broadly (see table and footnote 2 below for full detail).

<b>FY20 Summary (USD) – via Collectively Platform<sup>1</sup></b>	
<b>Total Giving Impact</b>	<b>\$914,292.41</b>
Total Employee Donations	\$223,447.06
Total Company Donations	\$690,845.35

<sup>1</sup> – Collectively<sup>SM</sup> launched in June 2020. Donations reflect giving from June 2020 through September 2020.

<b>FY20 Philanthropic Contributions Summary (USD) – by type of contribution<sup>2</sup></b>	
<b>Cash / Financial:</b> <i>reflects philanthropic contributions including charitable donations, community investments, and commercial initiatives/business-related activities in the community in partnership with charities and community organizations.</i>	\$7,179,474
<b>Time Contribution:</b> <i>accounts for Jacobs-funded STEAM volunteering undertaken within the U.K. and Ireland from Oct. 1, 2019 – Sep. 30, 2020. Expansion of Jacobs-funded STEAM volunteering program has gone global in FY21.</i>	\$97,354
<b>In-kind giving:</b> <i>accounts for donation of IT equipment within Europe and donation of legacy branded Jacobs company store items to local communities within select regions.</i>	\$92,108
<b>Management overheads:</b> <i>includes burdened cost of corporate function labor time plus annual vendor procurement costs, which is the cost of external professional advice to manage our program.</i>	\$500,000

<sup>2</sup> – As we continue to advance our global giving and volunteering program, we are working to improve data collection across categories. Above we have reported what data we currently have available, with limitations.

## **SOC.8 Health and Safety**

### **Health & Safety Governance Oversight**

We ensure effective management of health risks/issues via the following elements:

- Establishment of a global BeyondZero Steering Committee to assist the Executive Leadership Team in relation to Jacobs' health and safety management activities, including:
  - Ensure the appropriate global health and safety policies, procedures and activities are in place such that we meet our general legal obligations;
  - Ensure the appropriate global health and safety policies, procedures and activities are in place to effectively mitigate our health and safety risks;
  - Ensure appropriate global health and safety policies procedures and systems are in place to effectively manage, measure and improve health and safety performance; and
  - 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 business unit managers;
- Discussion of health issues/risks' documentation between human resources and managers' business units on a regular basis, and between OHS department and the executive management/board of directors on at least a quarterly basis;
- Evaluation of progress in reducing/preventing health issues/risks against targets;
- Internal inspections, consultations by OHS specialists;
- Independent external verification of health, safety and well-being: OHSAS18001/ISO45001 certification is done regionally by select parts of the business; and
- Targets embedded in performance appraisal.

### **Fatalities**

In FY20, we continued to demonstrate safety excellence with another year of zero employee fatalities at work.

### **Lost-Time Injury Frequency Rate (LTIFR)**

#### ***Lost-Time Injury Frequency Rate (LTIFR) - Employees***

The following table summarizes our lost-time injury frequency rate for employees (per one million hours worked).

Metric	Unit	FY17	FY18	FY19	FY20
LTIFR - Employees	<i>n/million hours worked</i>	0.15	0.19	0.24	0.39
Data coverage	<i>percentage of Operations:</i>	100%	100%	100%	100%

#### ***Lost-Time Injury Frequency Rate (LTIFR) - Contractors***

The following table summarizes our lost-time injury frequency rate for contractors (per one million hours worked).

Metric	Unit	FY17	FY18	FY19	FY20
LTIFR - Contractors	<i>n/million hours worked</i>	0.37	0.52	0.57	0.46
Data coverage	<i>percentage of Operations:</i>	100%	100%	100%	100%

### **Occupational Illness Frequency Rate (OIFR)**

The following table summarizes our occupational illness frequency rate for employees (per one million hours worked).

Metric	Unit	FY17	FY18	FY19	FY20
OIFR - Employees	<i>n/million hours worked</i>	0.06	0.01	0.07	0.04
Data coverage	<i>percentage of Operations:</i>	100%	100%	100%	100%

**Health and Safety Management System**

Jacobs operates and maintains an integrated Business Management System (BMS), which establishes the “one Jacobs way” to ensure consistency and efficiency in delivering occupational health and safety (OHS) performance. Several key processes comprise the BMS, including our Health, Safety, and Environment (HSE) processes and procedures. Each process has a responsible owner. 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 safe behaviours. Continual improvement is built into the HSE program and associated processes.

Jacobs uses a management systems approach to HSE that is consistent with international HSE standards and practices, including ISO 14001, ISO 45001, US Department of Labour Voluntary Protection Programs and others. 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 HSE of our employees, clients, the environment, and communities where we work.

The scope of our HSE Program applies to all Jacobs activities (as relevant) that are undertaken within areas that are owned and/or controlled by Jacobs. The program used in conjunction with Line of Business (LOB), Business Unit (BU) or other requirements related to managing HSE within specific operations. The term BU includes performance units, regional and/or global operating units, corporate support groups and similar units or groups.

**Hazard identification, risk assessment, and incident investigation**

Potential hazards and impacts are identified and documented for all levels of work, including operations, products, business developments, acquisitions, modifications and projects. Hazards and impacts are analyzed through formal risk assessments to determine the specific risk event resulting in the highest potential severity rating, potential causes, impacts 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 Risk team that controls the process for Managing Risk. Jacobs’s Risk Register is maintained by the Risk team from the outcomes of functional risk assessments. Project Risk Registers, as required, are reviewed at pre-determined 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.

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 identification and risk assessment process and updated where required. Hazard identification and risk assessment shall be applied across all levels of work and completed by competent persons.

Jacobs' BeyondZero Observations is a process utilized by all employees to intervene and report on unsafe acts and conditions inclusive of all hazards. 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 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.

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&S Incident Management procedures.

- Incident Response – including emergency actions, coordination with local authorities, and site control actions.
- Notification – including 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 – including written reports, data entry to Intellex along with preliminary hazard classification to initiate automated workflows.
- Investigation – including assignment of an investigation lead, investigation techniques, engagement of additional resources, and cause analysis.
- Cause Analysis – including use of a causal factor model, root cause analysis, and more in-depth analysis of high loss potential incidents.
- Corrective Actions and Closeout – including identification of corrective actions to directly address the root cause(s), assignment of responsible parties and target completion dates, and tracking corrective actions through completion.
- Communication – including communication of the incident and corrective actions to site personnel, communication of lessons learned, and development of a High Value Learning if warranted.
- Records – including written reports and inclusion of incident information, incident management actions in the Intellex 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 subject to them in the jurisdiction where they operate.

We maintain personal health related information in accordance with Jacobs' privacy and records management policies and legislated requirements for the jurisdiction where we operate, i.e. HIPAA

### **Worker participation, consultation, and communication on occupational health and safety**

Worker consultation and participation in the HSE program are both expected and encouraged through our Culture of Caring as described in our [BeyondZero Strategy](#). 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 process (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, identification and assessment of hazards and control measures.
- Emergency Plans – Workers participate in development of emergency plans, emergency drills and exercises, and critiques/improvement to emergency plans.
- Audits/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 investigations, root cause analysis, corrective actions, and lessons learned from incidents.
- BeyondZero Observation Reports – Workers play a central role in making safety observations in their day-to-day work activities. They report significant observations up the leadership chain so that lessons learned are shared with other groups.
- BeyondZero and HSE Committee Meetings – Many offices and projects have a Health and Safety Committee (HSC) that meets monthly to address HSE issues and improvements.
- HSE Awards – Workers nominate projects and personnel for various HSE awards designed to encourage and recognize proactive employee participation in the overall HSE 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 that may be in the work area.
- Stop Work – Employees have the authority and are expected to Stop Work if they believe that they and/or other persons 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.

#### **Worker training on occupational health and safety**

Essential and appropriate training and awareness is provided before a worker is permitted to perform activities that are not closely supervised. Training needs analysis is completed at relevant levels of the organization to establish competency requirements.

The Jacobs' On-Boarding process has a Four Step process. 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 OHS programs and risk management approaches. Completed by all new hired employees.
- Step 2 - All workers complete on-line 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 – On-going training needs, as well as training on specific work-related hazards, hazardous activities, or hazardous situations is completed at the operational level.

#### **Promotion of worker health**

At Jacobs, we believe that HSE awareness and support goes beyond just the workplace. Supporting our employees and other stakeholders at work, at home and in the community can make a positive difference. This is evidenced by our efforts in mental health, worker welfare, inclusion and diversity, and sustainability.



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 introduced 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 using the [Five Ways to Wellbeing](#).

Jacobs also provides a range of employee benefits that support non-occupational health, including a comprehensive Employee Assistance Program, Wellbeing Program access, gym memberships, flu vaccination programs, health insurances, and local health and wellbeing activities. In collaboration with global mental health professionals, we developed One Million Lives ([press release](#) & [website](#)) – a free mental health check-in tool to enhance users' understanding of their current state of mind and provide proactive strategies for personal mental health development. We maintain personal health related information in accordance with Jacobs' privacy and records management policies and legislated requirements for the jurisdiction where Jacobs operates, i.e. HIPAA

#### **Prevention and mitigation of occupational health and safety impacts directly linked by business relationships**

Potential hazards and impacts are identified and documented for all levels of work, including operations, products, business developments, acquisitions, modifications and projects. Hazards and impacts are analysed through formal risk assessments to determine the specific risk event resulting in the highest potential severity rating, potential causes, impacts 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 Risk team that controls the process for Managing Risk. Jacobs's Risk Register is maintained by the Risk team from the outcomes of functional risk assessments. Project Risk Registers, as required, are reviewed at pre-determined 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.

Contractor (including subcontractor and site supplier) HSE is an important aspect of the overall Jacobs HSE program, and they are afforded the same HSE protections and responsibilities as anyone else working at Jacobs facilities and project sites. Contractor engagement in the Jacobs HSE program is an expectation, as well as contractor responsibility to manage and execute their work in a safe and compliant manner.

Contractors are qualified, selected, and managed in accordance with Jacobs' Global Supply Management standards, including an HSE qualification (review and approval). HSE performance indicators, such as incident history, written programs, and compliance history, is considered when procuring Contractors. All Contractors at Jacobs are to work under the Jacobs BMS, unless otherwise authorized. Review and acceptance of HSE plans for projects are completed between the Contractor companies and Jacobs.

### Work-related injuries

The following metrics are inspired by GRI Reference 403-9:

<b>For All Employees</b>	
Number and rate of fatalities as a result of work-related injury	0, 0.00
The number and rate of high-consequence work-related injuries (excluding fatalities)	0, 0.00
The number and rate of recordable work-related injuries	77, 0.16
The main types of work-related injury	Contact with objects, overexertion, slips/trips
The number of hours worked.	95,086,572
<b>For all workers who are not employees but whose work and/or workplace is controlled by the organization</b>	
Number and rate of fatalities as a result of work-related injury	0, 0.00
The number and rate of high-consequence work-related injuries (excluding fatalities)	0, 0.00
The number and rate of recordable work-related injuries	50, 0.35
The main types of work-related injury	Contact with objects, slips/trips
The number of hours worked.	28,357,612
<b>The work-related hazards that pose a risk of high-consequence injury, including</b>	
How these hazards have been determined	The use of job safety analysis
Which of these hazards have caused or contributed to high-consequence injuries during the reporting period	0
Actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls	Procedural and engineering controls
<b>Other Metrics</b>	
Any actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls	Procedural and engineering controls
Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked	200,000
Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used	OSHA Recordkeeping standard
A breakdown of the number of recordable work-related injuries by type of incident	64 Contact with object, 21 Slips/Trips, 18 Overexertion, 15 Falls from elevation, 4 Repeated motion, 4 Environment exposures, 1 Motor vehicle
The number of close calls identified	173

### **Work related ill-health**

The following metrics are inspired by GRI Reference 403-10:

<b>For All Employees</b>	
The number of fatalities as a result of work-related ill health	0
The number of cases of recordable work-related ill health	4
The main types of work-related ill health	Noise, plants, heat
<b>For all workers who are not employees but whose work and/or workplace is controlled by the organization</b>	
The number of fatalities as a result of work-related ill health	0
The number of cases of recordable work-related ill health	1
The main types of work-related ill health	Noise
<b>The work-related hazards that pose a risk of ill health, including</b>	
How these hazards have been determined	The use of job safety analysis
Which of these hazards have caused or contributed to cases of ill health during the reporting period	4
Actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls	Procedural and engineering controls
<b>Other Metrics</b>	
Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used	OSHA Recordkeeping standard

## 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 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 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 live inclusion.** We put people at the heart of our business. We have an unparalleled focus on inclusion with a diverse team of visionaries, thinkers and doers. We embrace all perspectives, collaborating to make a positive impact.

The Company has a publicly-available Code 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 addresses various topics, including, but not limited to:

- Corruption and bribery
- Human rights, discrimination, inclusion and diversity
- Confidentiality of information
- Conflicts of interest and business ethics
- Antitrust/anti-competitive practices
- Money-laundering and/or insider trading/dealing
- Environment, health and safety
- Whistleblowing
- Quality

In FY20, 99% of our employees completed our online Code of Conduct training, which included a written acknowledgment of completion.

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 at telephone number +1.844.543.8351. 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.

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

## GOV.2 Supply Chain

Jacobs operates in 40 countries and engages more than 30,000 suppliers worldwide.

We have a publicly-available [Supplier Code of Conduct](#), which we are in the process of updating for FY21. 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:

- Health, safety, and environment
- Quality
- Competition and anti-trust
- Bribery and corruption
- Inclusion and diversity
- Human rights
- Business ethics

Jacobs' Supply Management is focused on ensuring project delivery, reducing overall performance and supply chain risk, and building strategic relationships with our suppliers to help drive savings and meet our key cultural initiatives, including sustainability, human rights, and diversity.

During supplier qualification, we gather data on human rights, financials, safety, quality, and technical capability. This process is detailed in internal policies. We have a process for anti-bribery and corruption risks for suppliers. Factors include the Corruption Perception Index (CPI) score, debarment list screening, desktop media searches, agency relationships, and years in business. The assessment uses external data points from news watches, external databases, questionnaires, and third-party background screening. We also assess suppliers via a detailed human rights qualification questionnaire and certification process.

Indicators of medium/high risk potential require additional due diligence. Elevated risks are related to CPI scores, SEC violations, or trade compliance issues. Sustainability information is gathered during this supplier qualification process, and a comprehensive risk score is given as part of this assessment.

We are in the process of reviewing and updating our sustainable supply chain management activities as part of our PlanBeyond global sustainability strategy. Key elements will include a more unified strategy and continued enhancement of our human rights, anti-bribery and corruption, emissions reduction, diversity, economic inclusion, and other sustainability areas in our supply chain. 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 data and target reductions.

In January of 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.

## GOV.3 Board Structure

Jacobs maintains information on Corporate Governance, including information on the Board on our Investors' website [invest.jacobs.com](http://invest.jacobs.com). Also, refer to our [2020 Proxy Statement](#) for details on our governance structure.

The Board's leadership is comprised of Chair of the Board and CEO, Steven J. Demetriou, and Lead Independent Director, Christopher M.T. Thompson. The Board has determined that having Mr. Demetriou serve as Chair of the Board provides significant advantages to the Board and the Company, as it allows the Board to benefit from his knowledge of the Company's business and market opportunities and risks, and also facilitates communications

and relations with other members of senior leadership. The Board also believes that having Mr. Demetriou serve as Chair of the Board is advantageous to the Company when working with clients in certain areas of the world in which the title of Chair is significant.

Because the Jacobs Board believes that strong independent leadership is a critical aspect of effective corporate governance, the Board has established the position of 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, Human Resource and Compensation, and Nominating and Corporate Governance. The members of these committees consist only of independent directors. The Board may form and disband new temporary or permanent committees as it deems appropriate, depending upon circumstances from time to time.

#### **GOV.4 Board Composition and Diversity**

The Board consists of 11 directors. In addition to our Chair of the Board and CEO, the other 10 directors are independent. Although the role of our Chair of the Board and CEO is combined, a Lead Independent Director has also been appointed.

Our definition of "independent" is detailed under "Guidelines for Determining Director Independence," on page 2 of [Jacobs Corporate Governance Guidelines](#). 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).

The representation of board members who are ethnically diverse or female is 55%. Three of our 11 directors are female.

Additionally, 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 [2020 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, experience 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 different genders, experiences, ages, races and ethnic backgrounds can contribute different, useful perspectives, while collaborating effectively to further the Company's mission.

#### **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 and CEO shall review the backgrounds of those candidates with the Nominating and Corporate Governance Committee. The Nominating and Corporate Governance Committee is then responsible for recommending to the Board selection of director nominees. 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 herself or himself from participation in the discussion and shall not vote on the matter.

## GOV.6 Board Roles and Effectiveness

The primary responsibilities of the Board of Directors 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 of Directors oversees the Company's approach to enterprise risk management, 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. In FY20, as part of the Company's ongoing evaluation of its enterprise risk management program, the Company undertook various actions to further enhance the effectiveness of the program, including the following: Created a new senior management position, the Senior Vice President, Enterprise Risk Management, to oversee the Company's enterprise risk management program. This officer provides regular reports to the Board. Engaged third party enterprise risk management expert to provide an independent assessment of the Company's risks, policies and procedures. Increased reporting to, and feedback from, the Board, including a designated Board sponsor.

Overall director attendance at meetings of the Board and its Committees was 96% during FY20. Each individual director attended at least 75% of all meetings of the Board and all Committees on which they served during FY20. Board members are expected to attend annual meetings of shareholders. All of the members of the Board attended our 2020 Annual Meeting of Shareholders.

## 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 [2020 Proxy Statement](#) (p. 31-61).



The following table shows 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 in FY19 and FY20.

Compensation (USD)	FY19	FY20	% Change
CEO Total Annual Compensation	\$14,627,254	\$14,814,906	1.3% Increase
Median Employee Total Annual Compensation	\$79,733	\$86,427	8.4% Increase
Ratio of CEO to Median Employee Total Annual Compensation	183 to 1	171 to 1	

## GOV.8 Stakeholders, Materiality and Sustainability Strategy

### *Stakeholder Outreach and Materiality Assessment*

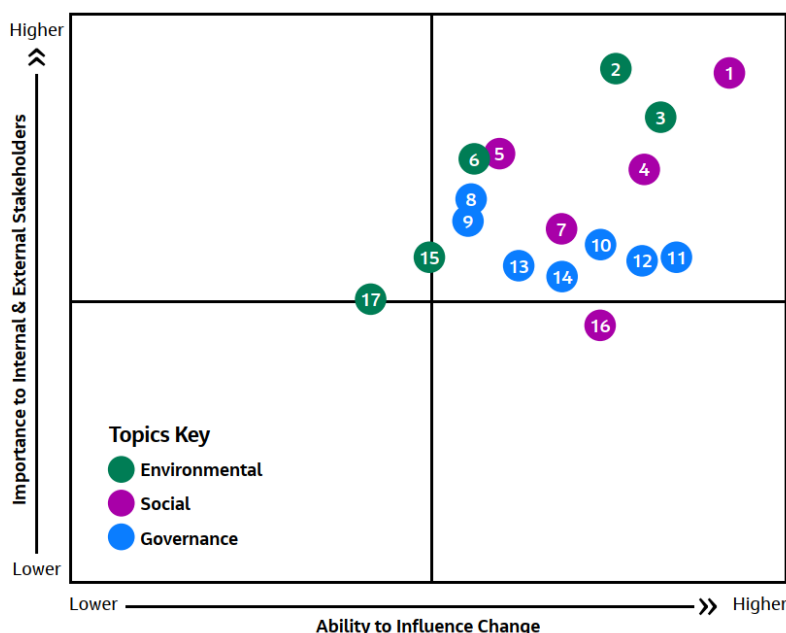
Jacobs performed extensive stakeholder outreach in 2018 as part of a materiality assessment to identify our priority sustainability issues as a business. In 2021 we updated our materiality assessment by engaging with internal and external stakeholders about the sustainability risks and opportunities they consider most significant and relevant to our organization. Further details can be found in the results of our 2021 update to our [stakeholder outreach and materiality assessment](#).

For our refreshed assessment, we invited our employees to actively share their perspectives on key sustainability topics and received 12,000 responses, representing 24% of our total employee base. We also interviewed Jacobs' Board Directors to understand their level of ambition regarding sustainability, priority risks and areas of opportunity.

To understand the environment in which our business operates, we also conducted secondary research and engaged key external stakeholders to understand their sustainability priorities and where they consider Jacobs is best positioned to leverage our talent and innovations to generate positive impact. This outreach included interviews and dialogue with a diverse range of clients, suppliers, peers, investors and community partners across geographies and sectors.

The Sustainability Priorities Matrix below displays the results of our refreshed materiality assessment. These are the priority themes that have guided our sustainability strategy formulation and that will influence decision making in the future. Our top four issues include: health, safety & wellbeing; lifecycle impacts of projects; carbon emissions & energy; and inclusion & diversity.

## Sustainability Priorities Matrix



1. Health, Safety & Wellbeing
2. Lifecycle Impacts of Projects
3. Carbon Emissions & Energy
4. Inclusion & Diversity
5. Human Rights & Worker Welfare
6. Water Stewardship
7. Recruitment, Training & Retention
8. Data Security
9. Market Presence & Reputation
10. Regulatory Compliance
11. Business Ethics & Anti-Corruption
12. Innovation & Digital Transformation
13. Business Continuity & Resiliency
14. Supply Chain Sustainability
15. Biodiversity
16. Community Engagement & Giving
17. Effluents & Waste

### Sustainability Strategy

The outcomes from our stakeholder outreach, the materiality assessment and a series of strategic planning sessions have underpinned the development of our PlanBeyond 2.0 global sustainability strategy, representing the next phase of our inaugural PlanBeyond strategic framework and [2018-2020 Sustainability Strategy](#).

The original PlanBeyond framework was organized around three core pillars: People, Places and Partnerships. Within these pillars were six focus areas: Our Health & Wellbeing, Diverse Talent & Inclusion, Optimizing our Footprint, Thriving Communities, Leading Through Innovation and Partnering for Growth & Impact.

PlanBeyond 2.0 will preserve this holistic approach to sustainability across the environmental, social and economic dimensions and continue to progress within our foundational focus areas, whilst also: (1) amplifying our focus on integrating sustainability across our client solutions in addition to our own operations, and (2) more explicitly framing our strategy and impact measurement in alignment with priority United Nations Sustainable Development Goals (SDGs), including:

- SDG 3: Good Health & Wellbeing
- 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 SDGs, we have developed six Sustainable Business Objectives that are relevant to our business. These sit at the heart of company strategy and define our aspirations around how we can each play a part in creating a sustainable future for all:

1. Advance the health, wellbeing and safety of society
2. Deliver solutions for the global water and sanitation crisis
3. Foster a culture of technology and innovation important to the advancement of society
4. Create a fair and inclusive future for all
5. Develop efficient and resilient solutions that deliver net environmental and societal gain
6. Accelerate solutions that address the climate emergency

Additional details can be found on our [Sustainability web page](#), including our extended PlanBeyond 2.0 Strategy document upon release.

### GOV.9 ESG Governance

Our group-wide sustainability strategy provides guidance to our corporate citizenship and philanthropic activities. PlanBeyond™ is our approach to sustainability. Following a Materiality Assessment update in 2020-2021, encompassing stakeholder consultation with Jacobs Board of Directors, employees, suppliers, clients, and investors, our priority focus areas have emerged in the strategy and are aligned to key goals/targets within the United Nations Sustainable Development Goals (SDGs). There is a dedicated corporate sustainability team leading on implementation of the focus areas and achievement of our sustainability goals, led by our Global Head of Sustainability.

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. The committee is comprised of the Chair & Chief Executive Officer, Chief Financial Officer, Chief Operations Officer, Chief Legal & Administrative Officer, Chief People Officer, Chief Strategy & Communications Officer, Chief Digital & Information Officer, President and Senior Vice Presidents of both Lines of Business, Senior Vice President Strategy & Solutions, Head of Enterprise Risk Management, Head of Investor Relations, Corporate Secretary and Deputy General Counsel. Kevin Berryman, President and CFO, serves as the Executive Level Sponsor for Sustainability. Zoe Haseman, VP Global Sustainability is the most senior employee tasked with ESG/Sustainability. The Board and each of its committees receives quarterly reports on ESG matters including climate change during line of business reviews, annual strategy reviews and regular Enterprise Risk Management (ERM) presentations. As our Annual Report Form [10-K](#) indicates, 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 ensuring effective climate risk management.

The Board of Directors approved the creation of a new Board Committee that will have oversight of ESG. The ESG & Risk Committee commenced in July 2021. Information on the Committee can be found [here](#).

Additionally, Jacobs has an ESG Committee comprising functional leads that are stakeholders in our carbon reporting and disclosures. This committee comprises leaders from Finance, Legal and Internal Audit and the Sustainability. This group meets monthly to prepare and approve our carbon disclosures and other ESG reports.

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 comprises technical carbon and climate subject matter experts from our offices around the world.

Finally, we are creating a network of Sustainability Leads across our Business Units to operationalize sustainability and drive strategy and target delivery into each of our Lines of Business.

The following graphic shows Jacobs' Sustainability Governance Structure:

### Sustainability & ESG Governance



### GOV.10 Risk Governance

Shannon Miller, Senior Vice President, Enterprise Risk Management and HR Talent Management is tasked with dedicated risk management responsibility, reporting to Joanne Caruso, EVP and Chief Legal and Administrative Officer. Robert Pragada, President and Chief Operating Officer, is tasked with responsibility for monitoring and auditing risk management performance on an operational level, reporting to Steve Demetriou, Chair of the Board and CEO. The Board of Directors approved the creation of a new Board Committee that will have oversight of Risk. The ESG & Risk Committee commenced in July 2021. Information on the Committee can be found [here](#).

The Board of Directors receives regular briefings and presentations on specific risk areas and, at least annually, reviews the Company's enterprise risk management analysis and mitigation strategies. For all aspects discussed with the Board, there are briefing notes providing awareness and training on the issues being raised. For the enterprise risks identified there is training and awareness provided by subject matter experts who present their approach to mitigate, manage or eliminate the risk. Oversight is provided by the Jacobs Business Resilience Steering Group, which has developed a charter, guidance and provided a software-based toolkit to support training and a generic organizational approach to enterprise risk. In addition, the Board is privy to all Internal Audit findings and, in those discussions, there are also briefing notes prepared to provide appropriate training and awareness of the issues being discussed.

### GOV.11 Corruption

Our Code of Conduct for our [employees](#), [Board of Directors](#), [CEO and senior financial officers](#), and our Supplier Code of Conduct for our [suppliers and other business partners](#) summarize our anti-bribery and corruption policy. We have a Global Anti-Bribery 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, etc. 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 the [Values, Ethics & Code of Conduct](#) section of this document.

In FY20, 99% of our employees completed our online Code of Conduct training, which included a written acknowledgment of completion.

Our [FY20 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.





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Reinventing tomorrow.

2020 ESG Data Disclosures

1999 Bryan Street, Suite 1200  
Dallas, Texas 75201 USA

+1.214.638.0145 | jacobs.com

