



Jacobs

FY24 Sustainability Report

New horizons

"Our focus is on our future as a science-based consulting and advisory company delivering resilient, digitally enabled, infrastructure solutions."

— Bob Pragada, CEO



Annual reporting in fiscal 2024

This report is intended to provide supplementary information to stakeholders of Jacobs Solutions Inc. regarding sustainability and corporate responsibility at the company. Additional information regarding Jacobs annual reporting can be found at the following links:

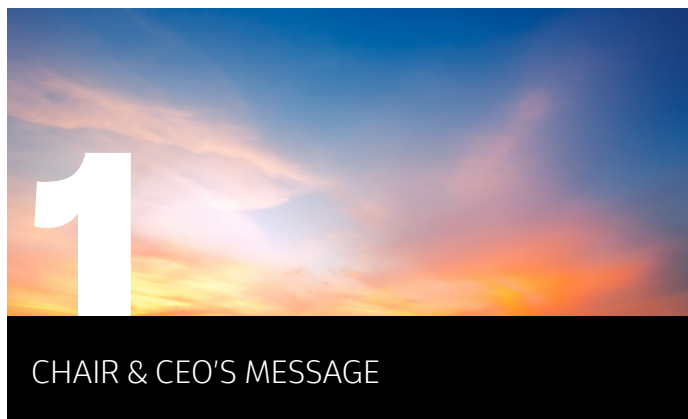
- [Jacobs Investor Relations site](#)
- [FY19 ESG Verification statement](#)
- [FY24 ESG Verification statement](#)
- [FY24 Form 10-K](#)
- [2025 Proxy Statement](#)

This report is an annual update to our reporting and reflects activity through fiscal year 2024 ("FY24"). We may provide periodic updates as we deem necessary.

Please see Section 1.5.3 for important disclaimers regarding this report.

For questions regarding this report, please contact: JacobsIR@jacobs.com.

Links to main sections



New horizons



Global market leader

- Ranked N° 1 on [Engineering News-Record \(ENR\)'s 2024 list of Top 500 Design Firms](#) for the seventh consecutive year, and N° 1 on [ENR's 2024 Top 50 Program Management Firms](#) for the fourth consecutive year.
- Placed on [Dow Jones Sustainability World Index 2024](#) for the third consecutive year and the [North American Index](#) for the fifth consecutive year.
- Named on [Forbes' World's Best Management Consulting Firms list for 2024](#).
- Named on [Forbes' World's Top Companies for Women 2024](#).
- Ranked [No. 2 Environmental & Sustainability Consultancy Globally](#) by Environment Analyst (2025 report).
- [National Safety Council's 2024 CEOs Who "Get It"](#) list.

See **Section 1.8** for additional External Recognition →

As our clients navigate a rapidly shifting landscape with challenges like urbanization, infrastructure modernization, digital evolution and environmental resilience, we remain steadfast in our purpose to create a more connected, sustainable world.

Our teams drive science-based innovation by advancing pioneering technologies, embedding sustainability at the forefront of our approach, and fostering strategic collaborations to drive enhanced value. This enables us to deliver more resilient, digitally enabled solutions for some of the world's most complex critical infrastructure and advanced manufacturing challenges, improving outcomes for the communities of tomorrow.

By focusing on our people, embracing digital transformation and upholding the highest standards of integrity and corporate responsibility, we continue to drive growth, adaptability, and business continuity and resilience as a global company supporting our clients around the world in these dynamically changing times.

Accelerating growth

During FY24, we delivered dynamic client solutions that build resilience and create positive impacts. We advanced new relationships and made significant strides in our portfolio optimization. We maintained a [strong margin profile, repurchased \\$402.7 million in shares](#) — allowing us to re-invest in the business while returning capital to shareholders — and demonstrated robust bookings and backlog, reflecting client trust.

We also took another step in our transformation journey by successfully separating our Critical Mission Solutions and Cyber & Intelligence government services businesses, which combined with Amentum, to create a new, publicly traded player in the government services sector. This strategic move, completed in September 2024, advances Jacobs to become a more streamlined, focused and

higher margin global business aligned to critical infrastructure, advanced manufacturing and sustainability through our Infrastructure and Advanced Facilities (I&AF) and PA Consulting businesses.

Driving value for our clients

We partner with our clients to tackle their biggest challenges, delivering sustainable outcomes for society and the environment. Building on nearly eight decades of remarkable progress, we're focused on distinct strategies across water and environmental, life sciences and advanced manufacturing, and critical infrastructure, where growth opportunities are fueled by the pressing need to address the world's most complex problems.

As our clients face increasing complexity, they need delivery models that drive rapid, large-scale outcomes, requiring us to harness the synergy of our capabilities across all our end markets.

[Water](#) and [environmental](#) services remain foundational elements of our portfolio, highlighted by [major programs](#) worldwide that reinforce our leadership. Our OneWater approach takes a holistic view of the entire water cycle, developing integrated and sustainable solutions with clients and communities. With the digital and data solutions at our disposal, we're helping clients drive efficiency in this market, ensure regulatory compliance, improve customer service and satisfaction, and ultimately reduce costs.

Our expansive environmental solutions cross every phase of the project lifecycle and are relevant to every end market we operate in. These solutions are an important part of our front-end service, where we're engaged early to unlock the potential of projects. We have a leading position in this market and are now ranked as the [No. 2 global environmental and sustainability consulting firm](#) by Environmental Analyst. Regulatory developments with emerging contaminants such as per- and polyfluoroalkyl substances (PFAS) in the U.S., Europe and elsewhere are

increasing demand for our technical consulting and remediation capabilities.

We're also deploying our science-based consulting and advisory services across [life sciences](#) and [advanced manufacturing](#), integrating our project lifecycle, digital and modular design capabilities to grow our pipeline year-over-year. Whether working with clients to develop research or pilot lab facilities, design full scale, first-of-a-kind manufacturing facilities or repurpose facilities to bring capacity or products to market faster, we provide long-tenured, deep domain expertise to understand a facility's functionality and support its manufacturing ambitions.

Growing demand for resilient critical infrastructure continues, reflected by our work with clients such as National Grid, Amtrak, Los Angeles World Airports, Western Australia's Water Corporation, and government agencies responsible for environmental protection and national security infrastructure. We're seeing strong demand for our cross-market capabilities and digital solutions with our [transportation](#) and [cities & places](#) clients as they address population growth, infrastructure resiliency, and digital and physical asset upgrades. [Energy](#) opportunities are driven by significant energy security targets, industrial decarbonization and modernization, increased energy storage demand, and renewable generation investment.

We continue to harness the collective strengths of Jacobs and our [strategic partnership with PA Consulting](#) to create significant opportunities for our clients. Together, we work end-to-end across the whole project lifecycle to drive solutions that empower clients to tackle complex challenges, foster sustainable growth and shape a smarter, more resilient future. We support major projects like the [Frederick Douglass Tunnel](#), one of the U.S.'s largest transportation infrastructure investments, [Louisiana's offshore wind roadmap](#) to promote energy security, and the U.K.'s [Carbon Capture, Usage and Storage program](#).

Supporting our strategic growth and our sustainability commitments, in FY25, we're sharing our updated [PlanBeyond®](#) priorities and deploying our AI-enabled Evolve tool which generates recommendations to embed sustainability in all Jacobs' projects to enhance their positive impact and resilience.

Engage, inspire, nurture

Our people are at the core of who we are, and we're committed to creating a workplace where they can make a difference and build their careers. Aligned with our employee value proposition — A world where you can — we believe in providing an environment that supports and connects employees, so they are empowered to do great things for our clients and for the world.

Supported by our digital augmentation, our global delivery and the cross-cutting nature of our capabilities, we work to optimize our talent to deliver locally. By bringing together the best minds in the industry, we unlock career opportunities, nurture a supportive workplace and foster innovation to deliver superior outcomes for our stakeholders.

It was an honor to be included in the National Safety Council's 2024 CEOs Who "Get It" list in Safety+Health Magazine. This recognition reflects our commitment to our [BeyondZero®](#) culture of caring. I appreciate the drive and determination of our people to come together to foster a culture of caring that goes beyond compliance and metrics.

Challenge accepted

We expect continued momentum with a strong backlog, a healthy pipeline across key markets and a focus on profitable growth. Our organic growth opportunities align well with our strong balance sheet. We plan to continue our focus on returning capital to shareholders with our recently increased quarterly dividend and recent \$1.5 billion share repurchase authorization giving us added runway for capital returns.

At our [Investor Day 2025](#), we shared our strategic vision for Jacobs, which centers on redefining the asset lifecycle. We leverage our global talent to deliver end-to-end solutions locally, adding value throughout the asset lifecycle. Through our science-based innovation, we embed ourselves in and deeply understand our clients' business. By engaging early in their investment decisions, we help integrate business transformation with capital deployment, driving strategic value and creating impactful solutions that advance sustainability and positive outcomes in our communities.

The future is bright for Jacobs as we seize opportunities to accelerate organic growth aligned with our purpose, deliver lasting impact and continue to be a leader in our industry. Our focus is on our future as a science-based consulting and advisory company delivering resilient, digitally enabled, infrastructure solutions.

Looking ahead, I am optimistic about Jacobs' role in addressing the world's most pressing challenges. We are committed to delivering the next generation of solutions that meet today's demands and inspire progress for generations to come.

Thank you for your continued trust in Jacobs.



Bob Pragada
Chair and CEO

Jacobs at a glance

FISCAL YEAR 2024 HIGHLIGHTS FROM CONTINUING OPERATIONS

~\$12B

ANNUAL REVENUE
+6.0% year-over-year

\$1,059M

ADJUSTED EBITDA¹
+8.9% y/y

\$8.3B

ADJUSTED NET REVENUE¹
+5.1% y/y

12.8%

ADJUSTED EBITDA MARGIN¹
ON ADJUSTED NET REVENUE¹

\$613M

GAAP NET INCOME
+ 61.6% y/y

\$4.79

GAAP EARNINGS PER SHARE
(EPS) +57% y/y

\$665M

ADJUSTED NET INCOME¹
+14.6% y/y

\$5.28

ADJUSTED EPS¹
+15.8% y/y

At Jacobs, we're challenging today to reinvent tomorrow – delivering outcomes and solutions for the world's most complex challenges. With approximately \$12 billion in annual revenue and a team of almost 45,000, we provide end-to-end services through our I&AF and PA Consulting businesses to our clients in the advanced manufacturing, cities & places, energy, environmental, life sciences, transportation and water markets. From advisory and consulting, feasibility, planning, design, program and lifecycle management, we're creating a more connected and sustainable world.

We are a leading science-based consultancy and advisory company, delivering resilient, digitally enabled solutions for our clients globally. Our strategy is driven by our visionary purpose of creating a more connected, sustainable world, applying our values and delivering on our brand promise of "Challenging today. Reinventing tomorrow." We are robustly positioned to respond to our clients' rapidly evolving needs, as challenges like urbanization, aging infrastructure and environmental resilience intersect. We challenge the accepted by redefining the asset lifecycle to deliver scalable end-to-end solutions globally and digitally across water and environmental, life sciences and advanced manufacturing, and critical infrastructure.

Our strategic vision: redefining the asset lifecycle



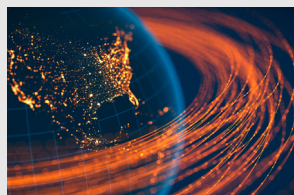
Science-based innovation:

We are central to how our clients shape their investments and deploy capital



End-to-end solutions:

Leading by providing end-to-end solutions that build resilience across our clients' asset lifecycle



Global delivery and digital augmentation:

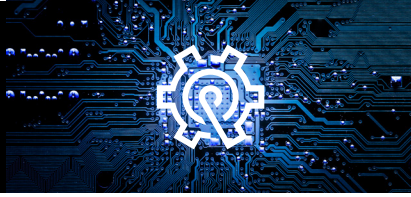
We hire world-class talent, enabling scalable growth to redefine the asset lifecycle

[Read more about our projects here →](#)

¹ Financials reflect adjusted figures. Refer to the Non-GAAP reconciliation tables included in the Company's fiscal 2024 earnings release and presentation, available on [jacobs.com](https://www.jacobs.com).

Focusing our impact

Advanced Manufacturing



We partner with some of the world's largest providers in the advanced technology industries, data centers, electronics, semiconductors and specialized manufacturing. From climate change to tightening regulation to accelerated schedules – our integrated project delivery model ensures our clients are always one step ahead. [Learn more →](#)

Cities & Places



We integrate data, technology, mobility and connectivity to improve the resiliency of cities and communities. From sustainable infrastructure and placemaking solutions, to reimagined health systems transforming future models of care, we help governments, cities, communities and private-sector clients rethink how they deliver a better life for future generations. [Learn more →](#)

Energy



We help the world evolve the way energy is generated, moved, stored and used, decarbonizing even the hardest-to-change industries and enabling the crucial shift toward energy security. Whether integrating renewable sources into a nation's electricity grid or decarbonizing industries at the backbone of society, we scale innovation so sustainable, secure energy can be a reality for more people, across the world, faster. [Learn more →](#)

Environmental



We pioneer environmental solutions that create a positive impact for people and the planet. Whether in planning or facilitating compliance, we provide services that help our clients combat the intertwined challenges of climate change, water security, waste and biodiversity. And with decades of experience with the most pressing environmental cleanup challenges, our solutions cross every phase of the project lifecycle. [Learn more →](#)

Life Sciences



We deliver complex manufacturing facilities for clients who are advancing science, developing medicine and creating capacity that impact people's lives. We assemble the best teams in the world to design, build, qualify and commission first-of-a-kind facilities within accelerated timelines with a relentless focus on safety, quality and cost – overcoming challenges no one else can. [Learn more →](#)

Transportation



Whether by air, sea or land, we create sustainable solutions for smart, integrated transportation infrastructure that connects people and communities around the world and stimulates economic development. From aviation, rail & transit, highways & bridges, to ports & maritime, we embed decarbonization strategies that keep future generations moving forward. [Learn more →](#)

Water



Addressing challenges like resiliency, water scarcity, aging infrastructure and emerging contaminants, managing this essential resource has never been more complex. Our expertise across the water cycle provides our clients with comprehensive water solutions – from water supplies and treatment, to flood mitigation, water resource recovery, reuse and conveyance – we protect communities, industries and the environment, giving them sustainable water resources to thrive. [Learn more →](#)



Sustainability in brief

\$8.5B

ESG¹-ALIGNED ANNUAL
REVENUE FOR FY24

73.7%

OF FY24 ANNUAL REVENUE
WAS ESG-ALIGNED
INCLUDING PA CONSULTING

Sustainability at Jacobs means providing thoughtful solutions that meet the needs of today while enabling economies, communities and the environment to thrive tomorrow. It requires us to consider both the impact we have on the world around us and the resilience we need to navigate dynamic risks and disruptions.

PlanBeyond® is our sustainable business approach, aligned with Jacobs' purpose to create a more connected, sustainable world.

With our sustainability journey evolving and improving over time, we've established deep and trusted relationships with our clients and seized business opportunities aligned with our global strategy.

[PlanBeyond 2025+](#) continues to build upon this strong foundation and way of doing business. This updated PlanBeyond approach outlines our path forward. It reflects our ongoing commitment to transparency, measurable outcomes and being a trusted solutions provider to those we serve. Together with our clients, partners and people, we're not just responding to change — we're shaping what's next.

We have reported on our sustainability and corporate responsibility performance annually since 2019 in alignment with accepted industry standards and frameworks.

Integrated approach to complex delivery

We deliver some of the most intricate, demanding and renowned critical infrastructure and transformative projects of today.

When a client chooses Jacobs, they gain access to our solutions and expertise that help their business and assets become – and remain – resilient in the future. Tools like [Climate Risk Manager](#), [Carbon First](#) and [Kaleidoscope](#) help with critical project sustainability decisions by assessing climate risks, carbon impacts and system vulnerabilities.

We developed Evolve to empower our sales and delivery teams to integrate sustainability into our projects. The AI-powered tool recommends customized sustainability commitments that teams can make to align with their clients' sustainability goals and identify new ways to drive positive impact, protect our clients' assets, prioritize stakeholder needs and optimize the performance of the solutions we deliver.

Our [BeyondExcellenceSM](#) approach guides us to continuously improve our operations and deliver high-quality, integrated solutions. We use our best practices and innovation to enhance future projects, help clients manage their own sustainability considerations and boost performance.

Sustainability ratings and recognition

Included for the third consecutive year in the [Dow Jones Sustainability World Index 2024](#).

Included for the fifth consecutive year in the [Dow Jones Sustainability North American Index 2024](#).

Maintained Prime status in ISS ESG Corporate Rating 2024.

AA Leader rating in MSCI ESG Ratings 2024.

Medium Risk Rating in the Sustainalytics 2024.

Received rank B in CDP 2024.

Gold medal in EcoVadis 2024.

Recognized with 5 EBJ/ CCBJ Awards for Environmental and Climate Resilience Leadership.

See Section 1.8 for additional External Recognition →

¹ Environmental, Social and Governance



Environmental in brief

100%

RENEWABLE ELECTRICITY
ACHIEVED SINCE 2020

Carbon neutral

FOR OUR OPERATIONS
& BUSINESS TRAVEL
SINCE 2020

~60%

REDUCTION IN TOTAL
ANNUAL GREENHOUSE GAS
(GHG) EMISSIONS (METRIC
TONNES CO₂E²) (SCOPE 1,
SCOPE 2 MARKET-BASED
AND SCOPE 3) FROM A
PROFORMA FY19 BASELINE
REFLECTING ACQUISITIONS
AND DIVERSTITURES.

We responsibly steward our operations with care and conviction — shaping the future we help our clients build.

We are committed to sustainability throughout our own operations which we consider to be fundamental to "walking the talk" as we integrate sustainability into client solutions. The way we operate reflects our values, builds trust and prepares us for a future we believe is shaped by disruption and transformation. We believe that this enables us to mitigate risk, improve efficiency, drive innovation, delight clients, attract and retain top talent, and deliver long-term financial performance.

Guided by our industry-leading climate initiatives, we continue to implement a suite of strategic actions to achieve our commitments. Our net-zero target is validated by the [Science Based Targets initiative](#), and our carbon neutrality status has been third-party verified in line with the international standard PAS 2060. As part of our [Carbon Neutrality Commitment](#), we are committed to 100% renewable electricity (see Section 2.7.1), and we became carbon neutral for our operations and business travel in 2020.

We keep ourselves accountable for taking action to reduce our environmental footprint, and we support our suppliers identifying opportunities to reduce carbon emissions and be more climate resilient. Through these initiatives, we build credibility with our clients and stakeholders as a leader in sustainability for our own operations and positive driver of sustainable decision making in the broader industry.

In recent years, we've invested in technology to enhance virtual collaboration and help mitigate business travel and employee commuting carbon emissions. We've invested in tools and partnerships to help our people consider which business travel is essential and make more sustainable choices when it is necessary.

Our [Sustainability-Linked Bond](#) (SLB) further reflects how we are incorporating sustainability into the Company's financing strategy.

We're committed to building our reputation as an industry leader by reducing our carbon footprint and influencing positive change in the larger systems – economic, social or environmental – that shape our industry as a whole.

See Section 2: Environmental for further information →

2 Annual Scope 1, 2 market-based and Scope 3 (Business Travel, Employee Commuting, and Upstream Fuel and Energy) GHG emissions (metric tonnes CO₂e).
This metric is related to the Sustainability-Linked Bond target.



Social in brief

~45K

PEOPLE

9.6%

VOLUNTARY EMPLOYEE
TURNOVER RATE

\$3.3M+

JACOBS' CHARITABLE
DONATIONS IN FY24

2.6K+

CHARITIES SUPPORTED

18K+

EMPLOYEE VOLUNTEER
HOURS TRACKED

0.17

TOTAL RECORDABLE
INCIDENT RATE³ COMPARED
TO THE NORTH AMERICAN
INDUSTRY CLASSIFICATION
SYSTEM'S MOST RECENTLY
REPORTED⁴ AGGREGATE
RATE OF 0.6

1.9K+

POSITIVE MENTAL HEALTH
CHAMPIONS

Jacobs' BeyondZero® Culture of Caring is unique, integrated into our operations and ever-evolving. With industry-leading low recordable incident rates for our own employee population and robust expectations for our managed contractors, we're committed to sustaining an exemplary level of health and safety performance, now and into the future.

As the world evolves, so do we – with our Culture of Caring expanding to encompass not only traditional job site health and safety, but also psychological wellbeing, mental health, security, business resilience and environmental management.

We are committed to building a workplace where people feel safe, secure, supported and empowered. This focus is enhanced by our hundreds of trained Mental Health Champions around the world, as well as the integration of psychological risk protocols and holistic training into how we manage and support our teams globally.

At Jacobs, inclusion is not an initiative — it's foundational to how we work and essential to fostering the creative solutions that our clients demand. Guided by our [TogetherBeyond®](#) approach, we embrace all perspectives to leverage the unique backgrounds, experiences and strengths of our global workforce to reflect the clients and communities we serve, while also driving innovation.

A sense of belonging in our teams leads to collaborative and efficient decision-making, increased productivity and improved retention and morale.

Workforce by geography

5%

Middle East
and Africa

20%

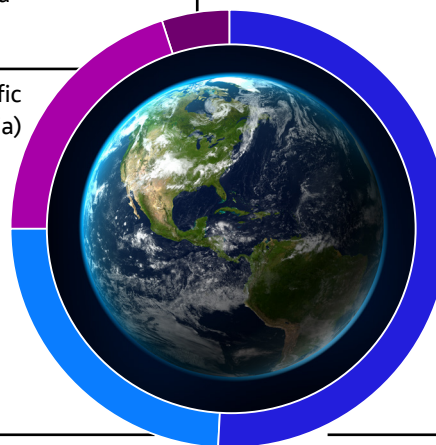
Asia Pacific
(incl. India)

24%

Europe (incl. UK)

51%

Americas



See Section 3: Social for further information →

³ Formulas are recordable incidents * (x hours worked)/total hours worked by Jacobs employees in FY24.

⁴ Cited on September 27th, 2024 via U.S. Bureau of Labor Statistics - Incidence rates of non-fatal occupational injuries and illnesses by industry and case types, 2023 for NAICS code 54133



Governance in brief

Our values:

We do things right.

We aim higher.

We challenge the accepted.

We live inclusion.

Jacobs' [Ethics and Code of Conduct](#) are rooted in our values and provide the standards and support to help us successfully navigate issues, make the right decisions and conduct our business with the integrity that reflects our heritage and ethical reputation.

We hold our suppliers and business partners to the same standards. The [Code of Conduct](#) applies to every employee, director and officer of the Company. This also includes majority-owned subsidiaries and subsidiaries over which Jacobs has managerial control. We maintain supplemental codes of conduct for [our Board of Directors](#); [our CEO and senior financial officers](#); and for [our suppliers and other business partners](#). Further information on the composition of our [Executive Leadership Team](#) and [Board of Directors](#) is available in our [Proxy Statement to Shareholders](#) and [Form-10K](#). Corporate Governance information, including information on our Board, is available at invest.jacobs.com.

Double Materiality Assessment

We completed our initial assessment of our Double Materiality Assessment and have received the Executive Leadership Team's and Board of Directors' endorsement to begin addressing regulatory readiness actions aligned with assessment outcomes. We are also monitoring the current EU efforts to update and simplify the European Sustainability Reporting Standards and may in the future revise our approach to our assessment process.

Human Rights

As detailed in our [Human Rights Policy](#), we respect the human rights and dignity of people in our operations, clients, supply chain and communities where we work. We prohibit the use of any form of child or forced labor, slavery or trafficking of persons. Our approach is guided by international principles that are referenced in our policy.

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

Integrity Hotline

Our 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. Jacobs strictly prohibits any form of retaliation against individuals who make a report in good faith out of genuine concern.

See Section 4: Governance for further information →

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Acronyms and Abbreviations

ACE	Access. Connect. Empower.
ADHD	Attention Deficit Hyper-activity Disorder
AF	Advanced Facilities
AI	Artificial Intelligence
AIA	American Institute of Architects
ANZ	Australia/New Zealand
APAC	Asia Pacific
APME	Asia Pacific/Middle East
BMS	Business Management System
BVCM	Beyond Value Chain Mitigation
BZO	BeyondZero® Observation
CAD	Canadian Dollars
CAPA	Corrective Action Preventative Action
CBECs	Commercial Buildings Energy Consumption Survey
CDRS	Contract Routing Document System
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CH ₄	Methane
CLAO	Chief Legal Administration Officer
CO ₂	Carbon Dioxide
Company	Jacobs Solutions Inc.
COP	Communities of Practice
CPARS	Contractor Performance Assessment Reporting System
CSF	Client Satisfaction Feedback
CSRD	Corporate Sustainability Reporting Directive
DGHG	Direct Greenhouse Gas
EAC	Energy Attribute Certificate
ELT	Executive Leadership Team
EMS	Environmental Management System
ENR	Engineering News-Record
EPA	Environmental Protection Agency
ERM	Enterprise Risk Management
ESG	Environmental, Social, and Governance
ESRS	European Sustainability Reporting Standards
EU	European Union
EV	Electric Vehicle
EVP	Executive Vice President
ft ²	Square Feet
FY	Fiscal Year
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
GS	Gold Standard

GS&R	Global Security & Resilience
HBCU	Historically Black College and University
HC	Human Capital
HFC	Hydrofluorocarbon
HIPAA	<i>Health Insurance Portability and Accountability Act</i>
HR	Human Resources
HSC	Health, Safety, and Environment Committee
HSE	Health, Safety, and Environment
HSEMS	Health, Safety, and Environment Management System
IGHG	Indirect Greenhouse Gas
IPCC	Intergovernmental Panel on Climate Change
IRO	Impacts, Risks and Opportunities
ISEF	International Science and Engineering Fair
ISS	Institutional Shareholder Services
ISSB	International Sustainability Standards Board
Jacobs	Jacobs Solutions Inc.
JEN	Jacobs Employee Network
KPI	Key Performance Indicator
LEED	Leadership in Energy and Environmental Design
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer/ Questioning, Intersex, Asexual/ Aromantic/ Agender
LPP	Leadership Performance Plan
LoB	Line of Business
LTI	Long-term incentive
LTIFR	Lost-Time Injury Frequency Rate
MSCI	Morgan Stanley Capital International
MWh	Megawatt Hour(s)
N/A	Not Applicable
N ₂ O	Nitrous Oxide
NBS	Nature-Based Solutions
NEO	Named Executive Officer
NF ₃	Nitrogen Trifluoride
NIST	National Institute of Standards and Technology
NSBE	National Society of Black Engineers
OHS	Occupations Health & Safety
OIFR	Occupational Illness Frequency Rate
OMFS	Operations Management and Facilities Services
OML	One Million Lives
OSHA	Occupational Safety and Health Administration
OSTT	Office Sustainability Tracking Tool
PFC	Perfluorocarbon
PRO	Professional and Commercial Services
RAMP	Risk Assessment and Mitigation Plan
REC	Renewable Energy Certificate
RF	Radiative Forcing

ROI	Return on Investment
SSoW	Safe Systems of Work
SASB	Sustainability Accounting Standards Board
SBTi	Science-Based Targets initiative
SEC	Securities and Exchange Commission
SF ₆	Sulfur Hexafluoride
SLB	Sustainability-Linked Bond
SME	Subject Matter Expert
SPT	Sustainability Performance Target
STEAM	Science, Technology, Engineering, Arts and Mathematics
StreetLight®	StreetLight Data, Inc.
SVP	Senior Vice President
tCO ₂ e	Tonnes in Carbon Dioxide Equivalent
TNFD	Taskforce on Nature-related Financial Disclosures
TRIR	Total Recordable Incident Rate
TTW	Tank-to-Wheel
U.K.	United Kingdom
U.N.	United Nations
U.S.	United States
USD	United States Dollar
USIBC	U.S.-India Business Council
VCS	Verified Carbon Standard
VP	Vice President
VPPA	Virtual Power Purchase Agreement
WTT	Well-to-Tank
WTW	Well-to-Wheel

1

General



1. General

1.1 General Information

Jacobs Solutions Inc. (Jacobs or the Company) is a publicly held corporation, incorporated in the State of Delaware. Jacobs shares trade on the New York Stock Exchange (Ticker: [J](#)). Jacobs is headquartered in Dallas, Texas: 1999 Bryan Street, Suite 3500, Dallas, Texas 75201. Exhibit 21 to our Annual Report on Form 10-K for the fiscal year ended September 27, 2024 ([FY24 Form 10-K](#)) sets forth a list of all of Jacobs' subsidiaries but may not include those subsidiaries that, when considered in the aggregate, would not constitute a significant subsidiary.

1.2 Corporate Events

On September 27, 2024, Jacobs completed the spin-off of its Critical Mission Solutions and Cyber & Intelligence government services businesses (the "SpinCo Business") and subsequent merger of the SpinCo Business with Amentum Parent Holdings LLC, forming an independent, publicly traded company called Amentum Holdings, Inc. (NYSE: AMTM) ("Amentum") (the "Separation Transaction"). Please see our FY24 Form 10-K and our other filings with the SEC for additional information about the Separation Transaction. As further detailed in Section 2.3, Jacobs has determined that the Separation Transaction constituted a significant change, as contemplated by the framework ("SLB Framework") for our Sustainability-Linked Senior Notes due 2033 ("SLB"), pursuant to which Jacobs decided to make an adjustment to our previously-stated reporting boundaries and baseline data, including such data set forth in the SLB Framework (see [Section 1.6](#)), which is reflected herein (the "Rebaseline"). Please see [Section 2.3](#) for additional information about our Rebaseline. For additional information on the SLB, see [Section 1.6](#).

As previously detailed in our published disclosures, Jacobs acquired a 65% stake in [PA Consulting Group Limited \(PA Consulting\)](#) in March 2021.

1.3 Services and Markets

The services Jacobs provided to our markets in FY24 fall into the following two operating segments: Infrastructure & Advanced Facilities and a majority investment in PA Consulting. Detailed descriptions of our operating segments can be found in our [FY24 Form 10-K](#) (pp. 9-10¹). Jacobs' operations are located primarily in North America, Europe (including the U.K.), the Middle East and Asia Pacific (including India), with detailed location information available on [Jacobs.com](#).

Excluding the SpinCo Business, Jacobs had revenues of approximately \$11.5 billion during FY24 and as of the last day of FY24 had a talent force of approximately 45,000 people worldwide, including a contingent workforce of approximately 2,000 people. Excluding PA Consulting and the SpinCo Business, Jacobs had FY24 revenues of approximately \$10.3 billion. Detailed financial information is included in our [FY24 Form 10-K](#).

1.4 Jacobs Sustainability and Corporate Responsibility Reporting

Jacobs has reported on various topics related to sustainability and corporate responsibility through our annual sustainability reports since 2019. Our [Investor Relations site](#) also includes additional information on these topics as well as climate-related disclosures.

This Report has been prepared on a standalone basis and does not include financial statements. Financial information can be found in our [FY24 Form 10-K](#).

For questions regarding this Report, please contact: JacobsIR@jacobs.com.

¹ Throughout this Report page numbers referenced are the PDF page number of the mentioned document or source.

1.4.1 Reporting Boundaries

Unless otherwise noted herein, we apply an operational control approach as the boundary of all metrics included in this Report. From an operational control perspective, this Report includes all wholly owned subsidiaries and direct and indirect majority-owned subsidiaries over which we exercise day-to-day personnel, capital and operational expenditure decision-making. As such, joint ventures where we do not have operational control are not within the boundaries of this Report and therefore are not included in our greenhouse gas (GHG), water, waste, or social data included in this Report. The information and data within this Report also does not include our upstream and downstream value chain, except for our Scope 3 GHG emissions ([Section 2.5](#)).

Jacobs' 65% stake in [PA Consulting](#) was acquired in March 2021. In alignment with the [Greenhouse Gas Protocol](#), our investment in PA Consulting is included within our Scope 3 greenhouse gas (GHG) emissions data, which includes GHG emissions outside of Jacobs' operational control. Further, PA Consulting's Environmental, Social, Governance (ESG)-aligned revenue has been included in the Company's ESG-aligned revenue calculations provided in Section 1.7 of this Report. Otherwise, except where explicitly noted, PA Consulting is not included in the information reported herein. For more information on our approach to integrating PA Consulting into our GHG emissions inventory, see [Section 2.6](#).

Unless otherwise noted herein, this Report only includes data reflective of the Company without the SpinCo Business. Although the Separation Transaction was completed on the last day of FY24, we believe that presenting the data without the SpinCo Business allows stakeholders to better understand our progress towards objectives included herein. Therefore, unless otherwise noted herein, this Report only includes data related to our Infrastructure & Advanced Facilities (I&AF) operating segment, and all information relating to FY24 has been recast where applicable in order to reflect Jacobs continuing operations.

This Report covers activities in Jacobs' FY24 from September 30, 2023 through September 27, 2024. Our fiscal year 2023 ("FY23") Report was released in March 2024 and was last updated in August 2024.

1.4.2 Reporting Standards and Frameworks

This Report is prepared in accordance with the Sustainability Accounting Standards Board ([SASB](#)) framework and informed by Global Reporting Initiative ([GRI](#)) standards.

We are currently evaluating our nature-related dependencies, impacts, risks and opportunities in line with the Taskforce on Nature-related Financial Disclosures ([TNFD](#)). We continue to monitor the evolving landscape of voluntary and mandatory financial and non-financial disclosure requirements, including but not limited to the release of International Sustainability Standards Board (ISSB); emerging European Union (EU), United Kingdom (U.K.) and Australian directives and regulations; California's climate disclosure laws; and other reporting requirements that may be applicable to our business and the jurisdictions in which we operate.

1.5 Assurances and Verification

1.5.1 Internal Quality Control

This Report has undergone internal review by our Subject Matter Experts (SMEs), legal experts and internal auditors.

1.5.2 External Assurance

Except as specifically noted in this Report, information contained in this Report has not been subject to third-party verification and should also be considered unaudited by external parties. As noted herein, specified GHG emissions, energy data and select social data for FY24 were externally verified, with limited assurance, by LRQA, Inc. Following the Rebaseline, fiscal year 2019 ("FY19") GHG emissions and select social data as noted herein were also externally verified, with limited assurance, by LRQA, Inc. Although FY23 data included in this Report reflecting Jacobs without the

SpinCo Business was subject to a detailed internal review, it has not undergone third-party verification, and, as a result, Jacobs cautions readers that such data is being provided in good faith solely to facilitate year-over-year comparison.

Verification statements that detail what data has been externally verified with limited assurance are published on the [Jacobs Investor Relations site](#).

1.5.3 Important Disclaimer

Our approach to the disclosures included in this Report differs from our approach to the disclosures we include in financial filings, reports provided to regulators, including our filings with the SEC, and any disclosures we may make under any other regulatory frameworks referenced herein (including CSRD and the sustainability reporting standards developed by ISSB). While certain matters discussed in this Report may be significant, neither any significance attributed to them nor their inclusion in this Report should be read to mean that they necessarily rise to the level of materiality used for the purposes of complying with any applicable securities laws and regulations or other reporting framework, even where we use the word “material” or “materiality”. Other than in the “Double Materiality Assessment” section which describes our current assessment under the EU’s CSRD framework, words used in this document, including “material”, “materiality”, “significant”, “relevant”, “net zero”, “carbon neutral”, “sustainable”, “ESG”, “diversity” and other terms, should not be read to have the meanings ascribed to them under any securities laws or regulations or any other applicable legal requirements in any jurisdiction. This Report is intended to provide information from a different perspective and in some cases in more detail than is included in our financial filings or required to be included in other reports, including our filings with the SEC or other regulators and any other disclosures.

Many of the assumptions, standards, metrics and measurements used in preparing this Report, and the data results it provides (including, in particular, GHG emissions data), continue to evolve and are based on methodologies and assumptions believed to be reasonable at the time of this Report, and should be considered estimates only. In addition, certain information in this Report incorporates or otherwise relies upon data from third parties, which may have been prepared or be presented in ways that are not consistent with our methodologies or practices. Except as required by law, we do not, and do not undertake any obligation to, independently verify such third-party information.

Certain information reported herein constitute statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are statements that do not directly relate to any historical or current fact. When used herein, words such as “expects,” “anticipates,” “believes,” “seeks,” “estimates,” “plans,” “intends,” “future,” “will,” “would,” “could,” “can,” “may,” “target,” “goal” and similar words are intended to identify forward-looking statements. Examples of forward-looking statements include, but are not limited to, statements we make concerning our expectations as to our future growth, prospects, financial outlook and business strategy. Although such statements are based on management’s current estimates and expectations, and/or currently available competitive, financial, and economic data, forward-looking statements are inherently uncertain, and you should not place undue reliance on such statements as actual results may differ materially. We caution the reader that there are a variety of risks, uncertainties and other factors that could cause actual results to differ materially from what is contained, projected or implied by our forward-looking statements. Such factors include general economic conditions, including inflation and the actions taken by monetary authorities in response to inflation, changes in interest rates and foreign currency exchange rates, changes in capital markets and stock market volatility, instability in the banking industry, labor shortages, or the impact of a possible recession or economic downturn or changes to monetary or fiscal policies or priorities in the U.S. and the other countries where we do business on our results, prospects and opportunities; competition from existing and future competitors in our target markets, as well as the possible reduction in demand for certain of our product solutions and services, including delays in the timing of the award of projects or reduction in funding, or the abandonment of ongoing or anticipated projects due to the financial condition of our clients and suppliers or due to governmental budget constraints or changes to governmental budgetary priorities, or the inability of our clients to meet their payment obligations in a timely manner or at all; our ability to fully execute on our corporate strategy, including the impact of acquisitions, strategic alliances, divestitures, and other strategic events resulting from evolving business strategies, including on our ability to maintain our culture and retain key personnel, customers or suppliers, or our ability to achieve the cost-savings and synergies contemplated by our recent acquisitions within the expected time frames or to achieve them fully and to successfully integrate acquired businesses while retaining key personnel, and our ability to

invest in the tools needed to implement our strategy; financial market risks that may affect us, including by affecting our access to capital, the cost of such capital and/or our funding obligations under defined benefit pension and postretirement plans; legislative changes, including potential changes to the amounts provided for under the Infrastructure Investment and Jobs Act, as well as other legislation and executive orders related to governmental spending, including any directive to federal agencies to reduce federal spending or the size of the federal workforce, and changes in U.S. or foreign tax laws, statutes, rules, regulations, policies or ordinances, including the impact of, and changes to tariffs and retaliatory tariffs or trade policies, that may adversely impact our future financial positions or results of operations; increased geopolitical uncertainty and risks, including policy risks and potential civil unrest, relating to the outcome of elections across our key markets and elevated geopolitical tension and conflicts, including the Russia-Ukraine and Israel-Hamas conflicts and the escalating tensions in the Middle East, among others; and the impact of any pandemic, and any resulting economic downturn on our results, prospects and opportunities, measures or restrictions imposed by governments and health officials in response to the pandemic, as well as the inability of governments in certain of the countries in which we operate to effectively mitigate the financial or other impacts of any future pandemics or infectious disease outbreaks on their economies and workforces and our operations therein.

The foregoing factors and potential future developments are inherently uncertain, unpredictable and, in many cases, beyond our control. For a description of these and additional factors that may occur that could cause actual results to differ from our forward-looking statements see the Company's filings with the SEC, including in particular the discussions contained in our fiscal 2024 Annual Report on Form 10-K under Item 1 - Business, Item 1A - Risk Factors, Item 3 - Legal Proceedings, and Item 7 - Management's Discussion and Analysis of Financial Condition and Results of Operations; and in our most recently filed Quarterly Report on Form 10-Q under Part I, Item 2 - Management's Discussion and Analysis of Financial Condition and Results of Operations, and Part II, Item 1 - Legal Proceedings and Item 1A - Risk Factors. The Company is not under any duty to update any of the forward-looking statements after the date of this Report to conform to actual results, except as required by applicable law.

As a result of these and factors, the information we present in this Report (including any targets, goals and any other forward-looking information) could differ from what has been included in prior disclosures, and information in future disclosures may differ from what is included in or implied by this Report. Furthermore, certain information we have presented in this Report and other disclosures regarding historical periods may have been prepared using methodologies and processes that are different from those used to prepare current-year information. Other than as required by law or by the SLB Framework and SLB Prospectus Supplement, the Company does not assume any responsibility or obligation to update any of the information or estimates (including any forward-looking statements) included in or implied by, or the methodologies, data and assumptions underlying, this Report, regardless of whether such information or estimates are affected by new information, future events or otherwise.

All references to websites, reports or other documents in this Report are for your information only. The content of such websites, reports or other documents (or any other information they refer to) is not incorporated by reference into this Report.

1.6 Jacobs' Sustainable Financing

In February 2023, Jacobs Engineering Group Inc., a wholly owned subsidiary of Jacobs, issued the Sustainability-Linked Bond (SLB). The SLB's performance is underpinned by two Key Performance Indicators (KPIs) and tied to Sustainability Performance Targets (SPTs) as outlined in the [SLB Framework](#). For additional details on the selection of KPIs and SPTs, please refer to the SLB Framework.

As detailed in the Prospectus Supplement dated February 13, 2023 for the SLB (the [SLB Prospectus Supplement](#)), and consistent with the [SLB Framework](#), we have published the FY24 Sustainability-Linked Bond Progress Report (SLB Progress Report) and intend to continue publishing a similar report on an annual basis, detailing our performance and progress. Relevant data and status on our progress towards our SPTs associated with these KPIs, including details on the Rebaseline, are also included therein. We will publish the report for each fiscal year as soon as practicable after each calendar year-end until at least until the final Target Observation Date (which is defined in the [SLB Prospectus Supplement](#) as September 28, 2029).

Jacobs intends to secure a limited assurance, external verification of the data included in the report annually. The FY24 SLB Progress Report is available on our [Jacobs Investor Relations site](#).

Information contained in this document relating to the SLB is provided for convenience only and does not purport to be complete. In the event of any conflict between the information contained herein, and the terms of the SLB, the terms of the SLB govern. Detailed information regarding our SLB is available in the [SLB Prospectus Supplement](#).

1.7 ESG-aligned Revenue

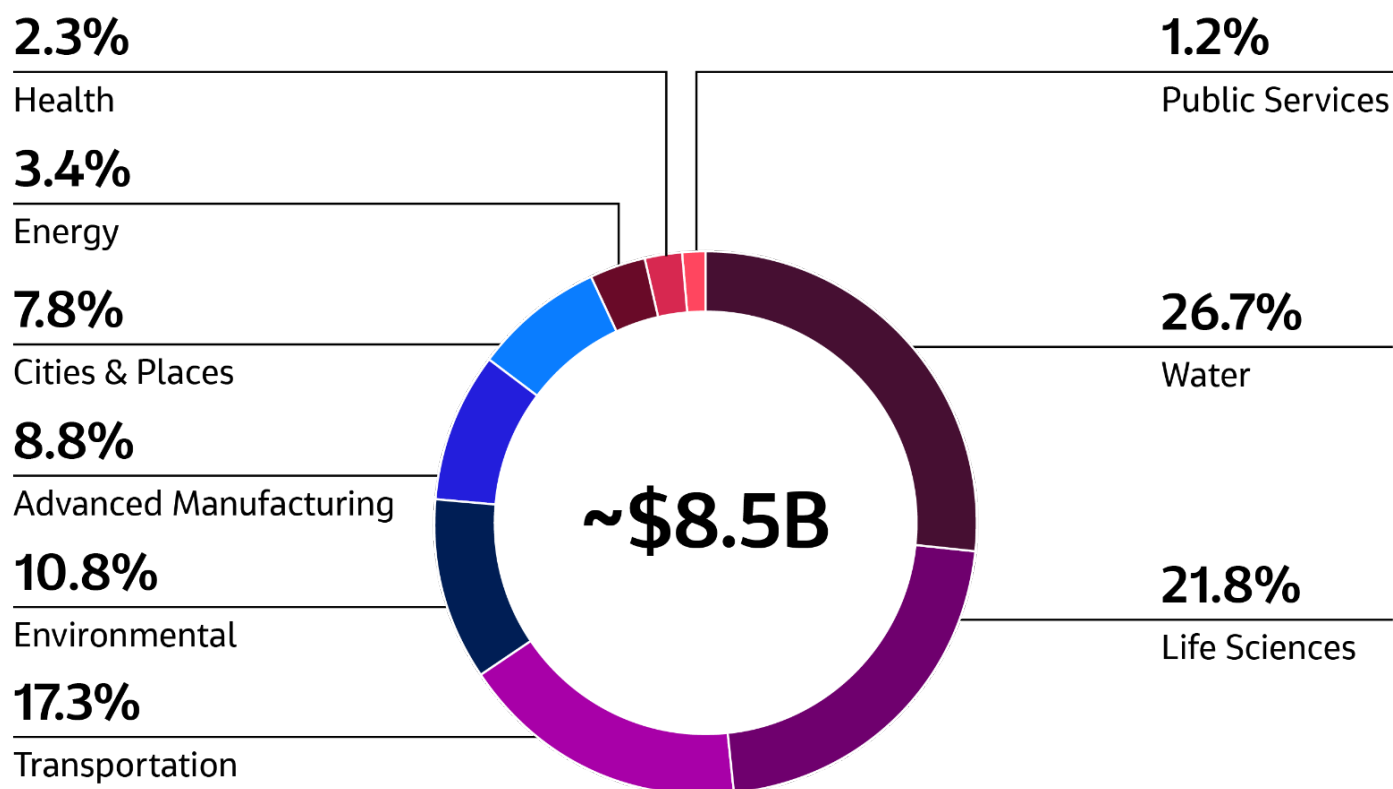
In calculating the estimate of Jacobs' ESG-aligned revenue, Jacobs evaluated its projects for those that, in the Company's judgement, have sustainability or community enhancement objectives and capabilities as their primary objective and included revenue from those projects in this estimate.

While Jacobs believes this methodology provides a reasonable estimation of the percentage of revenue that is aligned to such objectives and capabilities, there are inherent limitations with this approach. This revenue estimate is being provided for informational purposes only, and Jacobs cannot guarantee the accuracy of this estimate. Jacobs assumes no responsibility for the reader's use of the following revenue estimate.

As shown on Figure 1, our estimated ESG-aligned revenue for FY24 was approximately \$8.5 billion United States Dollars (USD), which is approximately 73.7% of Jacobs' FY24 revenue including PA Consulting (but, for the avoidance of doubt, excluding revenue attributable to the SpinCo Business).

In prior years Jacobs has provided revenue from nuclear power and nuclear remediation in recognition of stakeholders' differing views of ESG-aligned activities. After the Separation Transaction, revenue from these categories is de minimus and no longer provided.

Figure 1. Jacobs Estimated FY24 ESG-aligned Revenue by Sector



1.8 External Engagement

Jacobs and/or its employees are involved in various external organizations and initiatives for informational purposes, including but not limited to:

- American Institute of Architects (AIA) 2030
- Bridges to Prosperity
- Catalyst CEO Champions for Change Coalition
- Disability:IN
- Engineers Without Borders
- Hiring our Heroes
- Institute of Environmental Management & Assessment (IEMA)
- National Safety Council
- Network for Engineering with Nature
- Royal Scottish Geographical Society
- Semiconductor Consortium
- Society for Science International Science and Engineering Fair (ISEF)
- SouthEast & Caribbean Disaster Resilience Partnership
- Structural Engineers 2050 Commitment Program
- Taskforce on Nature-related Financial Disclosures Forum (TNFD)
- Trellis (formerly GreenBiz)
- We Mean Business Coalition
- World Environment Center

1.9 External Recognition

In FY24, Jacobs received various awards and recognitions, including but not limited to:

External Recognition:

- [Dow Jones Sustainability World Index 2024](#) (third consecutive year)
- [Dow Jones Sustainability North American Index 2024](#) (fifth consecutive year)
- Earned a [B from CDP](#) 2024
- EcoVadis Gold Status
- ISS ESG Corporate Rating – Prime Status
- Sustainalytics – Medium Risk Rating
- Received a rating of AA in the MSCI ESG Ratings Assessment.
- Environment Analyst recognized us with 3 Awards and Commendations at the [Sustainability Delivery Awards 2024](#):
 - Creating Resilient & Sustainable Communities
 - Transportation Project of the Year
 - Transformational Partnership
- Environmental Business Journal's 2023 [EBJ Business Achievement Awards](#):
 - Engage AI: Innovating Stakeholder Engagement for Enhanced Public Involvement.
 - New Practice Areas: Nature Positive Solutions.
 - Lifetime Achievement Awards: Bill DiGuseppi.
- Climate Change Business Journal's 2023 [CCBJ Business Achievement Awards](#):
 - Climate Change Adaptation & Resilience: Harnessing Nature for Sustainable Embankment Stabilization. Low-Carbon Energy: Port of Cleveland Electrification and Zero Emissions Master Plan.
- Ranked [Nº1 on Engineering News-Record \(ENR\)'s](#) 2024 list of Top 500 Design Firms for the seventh consecutive year, and Nº1 on ENR's 2024 Top 50 Program Management Firms for the fourth consecutive year.

- Honored as a [2024 VETS Indexes 3 Star Employer](#), recognizing our commitment to recruiting, hiring, retaining, developing, and supporting veterans and the military-connected community.
- Recognized as a leading organization in the [Wall Street Journal's 250 Best-Managed Companies of 2024](#)
- Received several awards at the [Global Water Awards](#):
 - [Received Distinction Award for Smart Water Project of the Year](#): Lahaina Fire Emergency Sewer Assessments Using Dragonfly.
 - [Winner of Wastewater Project of the Year](#): Changi Water Reclamation Plant Phase II Expansion.
- Every project within our Arizona Operations Management and Facilities Services (OMFS) water and wastewater project portfolio received the [AZ Water Association's Safety Award 2024](#).
- Several Jacobs teammates have been recognized at the [Black Engineer of the Year \(BEYA\) Conference Awards](#):
- [2024 "Prevention through Design" Organizational Award](#) by the National Institute for Occupational Safety and Health in partnership with the American Industrial Hygiene Association, the American Society of Safety Professionals and the National Safety Council.
- Recognized as a Leader by Verdantix in its [Green Quadrant: Environmental Services 2024 report](#).
- BuildOUT California awarded Vigor Lam and Daniel Souza the [2024 Built Community Impact Award](#).
- Ranked in the [Business Travel News 2024 Corporate Travel 100 List](#).
- Ranked on [Disability:IN 2024 Best Places to Work for Disability Inclusion](#).
- [Silver Employer of the Australia Workplace Equality Index](#).
- Jacobs wins Sustainability Award at [Association for Project Management Awards 2023](#)
- Jacobs CEO and Chair Bob Pragada received the The U.S. Chamber of Commerce's U.S.-India Business Council (USIBC) [Global Leadership Award](#).
- Jacobs CEO and Chair Bob Pragada recognised on the National Safety Council's 2024 CEOs Who "Get It" list in Safety+Health Magazine.

2

Environmental



2. Environmental

2.1 Introduction

As a recognized global leader in environmental and sustainability professional services, Jacobs holds environmental protection as a core value, as expressed in the [Jacobs' Global Environmental Management Commitment Statement](#) and as the cornerstone of our approach to sustainability, [PlanBeyond 2025+](#), and [BeyondZero](#) Health, Safety and Environment (HSE) approaches.

Our Office of Global Climate Response & ESG, established in October 2021, reports to our current Chief Legal & Administrative Officer, Joanne Caruso. The Office of Global Climate Response & ESG led Jacobs' approach to sustainability and acts as one of the connecting points for our go-to-market environmental solutions within the framework of energy transition, decarbonization, adaptation, resilience, and regenerative and nature-based solutions (NBS). Health, Safety, Security and Environment (HSSE) provides governance and oversight to our HSSE Program and BeyondZero, which establishes the processes, tools and culture to address environmental risks and opportunities presented by the projects we deliver. For more information on our Sustainability Governance see [Section 4.10](#).

All environmental indicators described in this Report, unless otherwise noted, cover all of Jacobs' business locations within the operational boundary described in [Subsection 1.4.1](#). For historic environmental data and additional environmental reports, please see our [Jacobs Investor Relations site](#).

2.2 Greenhouse Gas Emissions – Overview

Our carbon accounting methodology, emission factors and reporting follow widely accepted and publicly available protocols and guidance currently available. Unless otherwise noted, we use the [Greenhouse Gas Protocol Corporate Accounting and Reporting](#) standard (GHG Protocol) to calculate Scope 1, Scope 2 and Scope 3 emissions using Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report global warming potential factors. All GHGs, including carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆) and nitrogen trifluoride (NF₃), are included in calculations of metric tonnes of carbon dioxide equivalents (CO₂e). We utilize the same methodology to calculate our GHGs in connection with the emissions KPI and SPT associated with our SLB. As is typical in calculating GHG emissions, emissions estimation methodologies provide some inherent uncertainty in total annual emission estimates due to scientific uncertainty in both the emission factors and the estimation methodologies, as well as uncertainty as to data accuracy.

Please see the [SLB Framework](#) for additional details on our calculation methodology related to the SLB. For information on our reporting boundaries and external verification, see [Subsection 1.4.1](#) and [Subsection 1.5.2](#).

Jacobs' fiscal year ends on the Friday closest to September 30 (determined on the basis of the number of workdays) and, accordingly, an additional week of activity is added every five-to-six years. Our intent is to align our carbon inventory dates with our financial fiscal year, but GHG emissions calculation software has limited the ability to adjust annual reporting year dates year over year and therefore throughout this report the default dates of October 1 through September 30 are used when reporting on GHG emissions data. This allows for consistent year over year change in emissions comparisons. While there may be minor differences between the reporting period for our climate disclosures and our periodic reports with the SEC, such as our [FY24 Form 10-K](#), the differences between the reporting periods and the impact of the differences on our reported emissions, are not considered significant by the Company. Jacobs' 2024 fiscal year began on September 30, 2023 and ended on September 27, 2024. Jacobs is actively engaged in data capture, storage and analysis automation efforts that will drive closer connection across all reporting periods.

As used herein, base year refers to FY19 (October 1, 2018 through September 30, 2019), which is the base year selected for Jacobs' GHG Inventory for the purpose of carbon reduction target setting and tracking. A base year is a specific year against which an entity's emissions are tracked over time. FY19 is our target base year for reporting on our GHG emissions for all our GHG targets. As set forth in the SLB Framework, Jacobs previously selected FY19 as the

Baseline year for reporting on its progress towards SPT1: Reduce GHG Emissions (as further detailed in the SLB Framework). "Baseline" as used herein has the meaning set forth in the SLB Framework.

Unless otherwise noted herein, all FY19 data included in this Report is reflective of the Rebaseline further detailed below.

2.2.1 FY19 Rebaseline and Methodology Updates

As stated in the SLB Framework, in the event of significant or structural changes at Jacobs (including acquisitions, divestiture, mergers or other corporate action with similar effect), changes in KPI calculation methodology used by Jacobs, its peers or the market in general or adopted as industry standards or required by law, changes in data availability due to improved calculation methodologies or better data collection processes or accessibility or the discovery of data errors, Jacobs may, in good faith, at its sole discretion and without SLB noteholder consent, make adjustment to the boundary of either KPI, or to other aspects of the scope or calculation methodology of either KPI, or the Baseline (as defined in the SLB Framework), as applicable. Jacobs has developed an internal base year recalculation policy and significance threshold for purposes of the SLB and our GHG emissions reporting. Jacobs reviewed GHG accounting and reporting guidance that it determined to be appropriate to ensure that the process to recalculate base year emissions follows the requirements set forth in internal base year recalculation policy and complies with the requirements of Jacobs' SLB Framework.

For purposes of the rebaselining policy, Jacobs defines significant as a structural or methodological change which management reasonably believes, based on the facts available to management without the need to conduct a complete carbon inventory, will result in a greater than 5% change to any of the following:

- 5% of combined Scope 1 and 2 emissions
- 5% of an individual Scope 3 category
- 5% of any other individual verified metric category (e.g., total energy, supplier engagement %, etc.)

Under this policy, when a significant structural or methodological change occurs, Jacobs maintains the discretion to make other updates to its base year data in alignment with the SLB Framework to reflect additional structural or emissions calculation methodology changes regardless of whether such change would have individually met the threshold set forth in the rebaselining policy for being significant or not.

As also set forth in the SLB Framework, in the event of, among other things, changes in the KPI calculation methodology used by Jacobs, its peers or the market in general or adopted as industry standards, Jacobs may, in good faith, at its sole discretion and without SLB noteholder consent, make adjustments to the boundary of either KPI, or to other aspects of the scope or calculation methodology of either KPI, with any such adjustments to be guided by the GHG Protocol, SBTi Net Zero Standard and/or other applicable market standards or regulatory requirements and that in the aggregate maintain or increase the proposed level of ambition of the SPTs stated in the SLB Framework.

2.2.2 FY19 Rebaseline Completed in FY24

Jacobs has determined that the Separation Transaction is a significant change as contemplated by the SLB Framework and completed the Rebaseline in accordance with the above rebaselining policy to recalculate its base year data to reflect Jacobs without the SpinCo Business. As such, all SpinCo Business data and emissions have been removed.

In addition to the removal of the SpinCo Business data and emissions, as part of the Rebaseline, Jacobs also reflected certain other structural changes, and improvements to its emissions calculation methodology in the recalculated base year data. Such improvements were also applied to FY23 and FY24 data reported herein.

- Jacobs has had minor structural changes due to acquisitions completed since FY19. At the time of each of the acquisitions, Jacobs determined that such acquisition was not significant and did not warrant a recalculation of our Baseline. However, in connection with the Rebaseline, emissions related to these acquisitions have been added to our Baseline data.

- Jacobs implemented improvements to its calculation methodology and data quality and collection methods that are now reflected in the Baseline data, where data are available.
- In 2023, Jacobs partnered with a third-party consultant, Advito, to utilize Advito's International Organization for Standardization (ISO) Certified GATE4 business travel emission calculation methodology to improve our Scope 3 business travel emission calculations. This methodology includes both radiative forcing for air travel emissions and well-to-wheel (WTW) emissions for all travel that are included in our Scope 3 (Business Travel, Employee Commuting and Upstream Fuel) data included herein.

As a result, we have calculated different emissions for Scope 3 business travel emissions compared to emissions calculated using our prior calculation methodology. We have applied the new methodology to our Baseline data as part of the Rebaseline. This new methodology is also reflected in our FY23 and FY24 data included herein.

At this time, SBTi has made a draft Corporate Net-Zero Standard V2 available for consultation. Once finalized, Jacobs may elect to adopt this version of the SBTi Net Zero Standard for the purposes of calculating its GHG Emissions. Accordingly, Jacobs intends to consider whether or not to exercise its rights to make any adjustments to either of the SLB's KPI or KPI Calculation Methodology in light of the Separation Transaction, the changes to the SBTi Corporate Net Zero Standard, or otherwise, once the SBTi Corporate Net-Zero Standard V2 has been finalized. Any such changes would comply with the requirements of the SLB Framework, including being approved by the Board ESG & Risk Committee.

2.2.3 GHG Objectives

Since 2020, we have achieved carbon neutrality for our operations and business travel. This achievement has been third-party verified in line with PAS 2060:2014 specifications and is reviewed on an annual basis. We continue to purchase renewable electricity and to invest in beyond value chain mitigation (BVCN) measures through the purchase of annual carbon offsets equivalent to our carbon footprint for our operations and business travel. See [Subsection 2.7.2](#) for more information regarding our BVCN measures.

Our 2020 climate commitments were part of our business growth strategy to align with our clients' climate commitments and become an industry leader in sustainability solutions. As a company with validated near-term SBTi targets since 2020 and a participant in the Net-Zero Road Test in 2021, we set an [Approved Net-Zero Target](#) in line with the [SBTi Corporate Net-Zero Standard](#). By doing so, Jacobs became the first professional consultancy and one of the world's first companies with a net-zero target approved by the SBTi.

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

Our near-term targets that are validated by the SBTi are currently as follows:

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

Our long-term net-zero target that is validated by the SBTi is currently as follows:

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

Additionally, under our SLB (see [Section 1.6](#)), we established an SPT to achieve at least a 70% reduction in absolute Scope 1, 2 and 3 (Business Travel, Employee Commuting, and Upstream Fuel and Energy components only) GHG emissions by fiscal year-end 2029, relative to a FY19 baseline year, subject to adjustment and recalculation as described in the [SLB Prospectus Supplement](#).

A summary of Jacobs global GHG reduction targets by timeline and scope of covered emissions is included in Table 1, and Table 2 summarizes our progress against our targets.

Table 1. Summary of Jacobs' GHG Reduction Targets

		Sustainability-Linked Bond Target	SBTi-Approved Targets	
			Near-Term Targets	Long-Term Net Zero Target
Target achievement by end of fiscal year		2029	2030	2040
Scope 1		70% reduction in the aggregate amount of all scopes as described in the SLB Prospectus Supplement	Combined 50% reduction across Scope 1 and Scope 2	Combined 90% reduction across all scopes
Scope 2				
Scope 3	Business Travel		Combined 50% reduction for business travel and employee commuting	
	Employee Commuting			
	Upstream Fuel and Energy			
	Purchased Goods and Services		65% of suppliers by spend will have SBTs by 2025	
Investments				

Table 2. Progress Against Targets

Target	Metric	FY19 (base year)	FY24
Climate Action Plan Targets			
Carbon neutral for Scope 1, 2 and 3 (business travel only) ^[a]	Annual Net GHG emissions (metric tonnes CO ₂ e)	Total Net: 144,107	Total Net: 0
100% renewable electricity for our operations	Annual % renewable electricity	15%	100%
Near-term Science-Based Targets (approved and classified as 1.5°C aligned)			
Reduce absolute Scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year	Annual Scope 1 and 2 market-based GHG emissions (metric tonnes CO ₂ e) and % change	Scope 1: 15,814 ^[b] Scope 2 (Market-Based): 37,271 ^[b]	Scope 1: 15,342 ^[c] Scope 2 (Market-Based): 1,735 ^[c] 68% decrease from FY19
Reduce absolute Scope 3 GHG emissions from business travel and employee commuting by 50% by 2030 from a 2019 base year	Annual Scope 3 business travel and employee commuting GHG emissions (metric tonnes CO ₂ e) and % change	Business Travel: 91,022 ^[b] Emp. Com: 65,897 ^[b]	Business Travel: 50,695 ^[c] Emp. Com: 17,131 ^[c] 57% decrease from FY19
65% of our suppliers by spend covering purchased goods and services will have science-based targets by 2025	Annual % of suppliers by spend with science-based targets	4% have science-based targets ^[b] <1% committed to science-based targets ^[b] <1% have a net-zero target ^[b] 4% committed to net-zero ^[b]	40% have science-based targets ^[c] 9% committed to science-based targets ^[c] 9% have a net-zero target ^[c] 31% committed to net-zero ^[c]

Target	Metric	FY19 (base year)	FY24
Net-Zero and Long-term Science-Based Target (approved and classified as 1.5°C-aligned)			
Reduce absolute Scope 1, 2 and 3 GHG emissions 90% by 2040 from a 2019 base year to achieve net-zero across the value chain	Annual Scope 1, 2 market-based and Scope 3 (Business Travel, Employee Commuting, Upstream Fuel and Energy, Purchased Goods and Services, and Investments) GHG emissions (metric tonnes CO ₂ e)	Total (Market-Based): 280,630 ^[d,e]	Total (Market-Based): 146,450 ^[f] 48% decrease from FY19
SLB SPT 1 (as set forth in the SLB Prospectus Supplement)			
Reduce absolute Scope 1, 2 and 3 GHG emissions 70% by fiscal year-end 2029 from a 2019 base year	Annual Scope 1, 2 market-based and Scope 3 (Business Travel, Employee Commuting, and Upstream Fuel and Energy) GHG emissions (metric tonnes CO ₂ e)	Total (Market-Based): 222,447 ^[d]	Total (Market-Based): 88,960 ^[f] 60% decrease from FY19

^[a] Net emissions are the Scope 1, Scope 2 (Market-Based) and Scope 3 business travel emissions remaining after the application of carbon offsets ([Section 2.7](#))

^[b] [FY19](#) values have been third-party verified, with limited assurance.

^[c] [FY24](#) values have been third-party verified, with limited assurance.

^[d] Calculated based on third-party verified [FY19](#) values.

^[e] FY19 Purchased Goods and Services Market-based data is not available. Therefore, in alignment with the GHG Protocol, the Location-based value is used as a proxy and included in relevant Market-based totals.

^[f] Calculated based on third-party verified [FY24](#) values.

Table 3 summarizes our Total Scope 1, 2 and 3 Market-Based emissions.

Table 3. Summary of Greenhouse Gas Scope 1, 2 and 3 Market-Based Emissions

Metric	Unit	FY19	FY23 ^[a]	FY24
Total Scope 1 emissions	Metric tonnes CO ₂ e	15,814 ^[b]	13,526	15,342 ^[c]
Total Scope 2 Market-Based Emissions	Metric tonnes CO ₂ e	37,271 ^[b]	2,009	1,735 ^[c]
Total Scope 3 Market-Based Emissions	Metric tonnes CO ₂ e	227,545 ^[b,d]	97,902	129,373 ^[c]
Total Scope 1, 2 and 3 Market-Based Emissions	Metric tonnes CO ₂ e	280,630 ^[d,e]	113,437	146,450 ^[f]
Data coverage	% of global operations	100%	100%	100%

^[a] FY23 data included in this Report reflecting Jacobs without the SpinCo Business has not undergone third-party verification, and, as a result, Jacobs cautions readers that such data is being provided in good faith solely to facilitate year-over-year comparison.

^[b] [FY19](#) values have been third-party verified, with limited assurance.

^[c] [FY24](#) values have been third-party verified, with limited assurance.

^[d] FY19 Purchased Goods and Services Market-based data is not available. Therefore, in alignment with the GHG Protocol, the Location-based value is used as a proxy and included in relevant Market-based totals.

^[e] Calculated based on third-party verified [FY19](#) values.

^[f] Calculated based on third-party verified [FY24](#) values.

2.3 Greenhouse Gas Emissions – Scope 1 (Direct)

Our total direct GHG (DGHG) Scope 1 emissions are summarized in Table 4

Table 4. Direct Greenhouse Gas Scope 1 Emissions

Metric	Unit	FY19	FY23	FY24
Total DGHG emissions	Metric tonnes CO ₂ e	15,814 ^[a]	13,526 ^[b]	15,342 ^[c]
Data coverage	% of global operations	100%	100%	100%

^[a] FY19 values have been third-party verified, with limited assurance.

^[b] FY23 data included in this Report reflecting Jacobs without the SpinCo Business has not undergone third-party verification, and, as a result, Jacobs cautions readers that such data is being provided in good faith solely to facilitate year-over-year comparison.

^[c] FY24 values have been third-party verified, with limited assurance.

Scope 1 emission sources include stationary combustion emissions and refrigerant emissions associated with Jacobs' owned or operationally controlled office locations and mobile combustion and refrigerant emissions associated with owned and long-term leased fleet vehicles. Our Scope 1 emissions include purchased heating for leased office locations where we do have operational control. Scope 1 emissions are estimated based on fuel consumption or vehicle mileage and published emission factors. Our verification statements are published on [Jacobs Investor Relations site](#).

In FY24, we experienced a 13% absolute increase in our total Scope 1 direct emissions compared to FY23. This was primarily due to business growth which resulted in a larger fleet and more project distance traveled. Prior to applying carbon mitigation measures, in FY24, we experienced a 3% absolute decrease in our total Scope 1 direct emissions compared to FY19.

For information on our initiatives for reducing our fleet vehicle energy consumption and associated Scope 1 emissions see [Section 2.9.1](#).

2.4 Greenhouse Gas Emissions – Scope 2 (Indirect)

Our location- and market-based indirect GHG (IGHG) emissions from electricity purchased (purchased and consumed, for example, without energy trading) (IGHG Scope 2) are summarized in Table 5. We have purchased renewable energy and environmental attribute certificates (EACs) to cover 100% of our electricity consumption since FY20.

Table 5. Indirect Greenhouse Gas Scope 2 Emissions

Metric	Unit	FY19	FY23 ^[a]	FY24
Total IGHG emissions (Location- based)	Metric tonnes CO ₂ e	40,467 ^[b]	20,604	19,731 ^[c]
Purchased electricity	Metric tonnes CO ₂ e	36,843	18,595	17,996
Purchased heating	Metric tonnes CO ₂ e	3,624	2,009	1,735
Total IGHG emissions (Market-based)	Metric tonnes CO ₂ e	37,271 ^[b]	2,009	1,735 ^[c]
Data coverage	% of global operations	100%	100%	100%

^[a] FY23 data included in this Report reflecting Jacobs without the SpinCo Business has not undergone third-party verification, and, as a result, Jacobs cautions readers that such data is being provided in good faith solely to facilitate year-over-year comparison.

^[b] FY19 values have been third-party verified, with limited assurance.

^[c] FY24 values have been third-party verified, with limited assurance.

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

In FY24, we experienced a 4% absolute decrease in our total Scope 2 indirect location-based emissions compared to FY23. Most of the decrease was realized due to continued consolidation of our office space. In FY24, we achieved a 51% absolute reduction in our total Scope 2 location-based emissions compared to FY19 base year.

For information on our initiatives for reducing energy consumption and related Scope 2 emissions see [Section 2.9.2](#).

2.5 Greenhouse Gas Emissions – Scope 3 (Indirect)

In 2024, Jacobs performed an updated Scope 3 screening using FY24 data and determined based on the screening to continue to report on the same categories of Scope 3 emissions: business travel well-to-wheel (WTW), employee commuting WTW, upstream fuel and energy, purchased goods and services and investments. Scope 3 emissions for business travel and employee commuting reflect calculations in accordance with the [Net Zero Standard](#), rather than the GHG Protocol, using the WTW methodology, which reflects both the direct use emissions from fuel combustion (referred to as tank-to-wheel (TTW)) and upstream emissions related to fuel production and distribution (referred to as WTT), as well as electricity generation emissions for electric vehicles (EVs). This calculation method differs from the current GHG Protocol, which utilizes only the TTW emission calculation methodology.

In alignment with the [GHG Protocol](#) as further detailed in [Section 2.3](#), our 65% stake investment in PA Consulting is included within our Scope 3 GHG emissions data starting in FY19 to provide comparable emissions over time. We include 65% of PA Consulting's Scope 1 and Scope 2 emissions in our Scope 3 investment emissions. At the conclusion of Jacobs external assurance ([subsection 1.5.2](#)), PA Consulting had not reported their 2024 emissions as their financial year reporting is calendar year (see [Section 1.1](#)), therefore their calendar year 2023 emissions are included as Jacobs FY24 emissions for the purposes of this Report. We intend to update their 2024 emissions with our next report.

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

Table 6. Scope 3 Indirect Greenhouse Gas Emissions Estimates

Metric	Unit	FY19 (estimated)	FY23 ^[a] (estimated)	FY24 (estimated)
Upstream Scope 3 Emissions				
Category 6 Business Travel – WTW with radiative forcing (RF) for air travel ^[b]	Metric tonnes CO ₂ e	91,022 ^[c]	46,766	50,695 ^[d]
Category 7 Employee Commuting – WTW	Metric tonnes CO ₂ e	65,897 ^[c]	16,013	17,131 ^[d]
Category 1 Purchased Goods and Services (Location-based)	Metric tonnes CO ₂ e	57,068 ^[c]	31,299	57,616 ^[d]
Category 1 Purchased Goods and Services (Market-based)	Metric tonnes CO ₂ e	N/A ^[e]	31,080	57,080 ^[d]
Category 3 Fuel- and Energy-related Activities for Scope 1 and Scope 2 (Location-based)	Metric tonnes CO ₂ e	13,721 ^[c]	9,024	9,307 ^[d]
Category 3 Fuel- and Energy-related Activities for Scope 1 and Scope 2 (Market-based)	Metric tonnes CO ₂ e	12,443 ^[c]	3,581	4,057 ^[d]
Downstream Scope 3 Emissions				
Category 15 Investments	Metric tonnes CO ₂ e	1,115 ^[c]	462	410 ^[d]
Total emissions (Location-based)	Metric tonnes CO₂e	228,823^[e,f]	103,564	135,159^[g]
Total emissions (Market-based)	Metric tonnes CO₂e	227,545^[f]	97,902	129,373^[g]
Data coverage	% of global operations	100%	100%	100%

^[a] FY23 data included in this Report reflecting Jacobs without the SpinCo Business has not undergone third-party verification, and, as a result, Jacobs cautions readers that such data is being provided in good faith solely to facilitate year-over-year comparison.

^[b] Business travel emissions for air travel include radiative forcing (RF) emissions as described in [subsection 2.5.1](#).

^[c] FY19 values have been third-party verified, with limited assurance.

^[d] FY24 values have been third-party verified, with limited assurance.

^[e] FY19 Purchased Goods and Services Market-based data is not available. Therefore, in alignment with the GHG Protocol, the Location-based value is used as a proxy and included in relevant Market-based totals.

^[f] Calculated based on third-party verified FY19 values.

^[g] Calculated based on third-party verified FY24 values.

As anticipated, there has been an increase in our Scope 3 business travel emissions in FY24 compared to FY23 as we continue to grow our business and travel to operate our business and meet the needs of our clients. However, we make a conscious effort to minimize travel that is not critical to the business. We are evaluating and implementing business travel policies and sustainable travel alternatives to the extent practicable to help us mitigate further increases in business travel emissions while continuing to grow our business. We have achieved an overall decrease in Scope 3 business travel emissions of 44% from FY19 to FY24.

Our employee commuting emissions have been reduced by 74% from FY19 to FY24, mainly due to employees continuing to work remotely rather than commuting to offices.

We continue to progress towards achieving our SLB SPT to achieve at least a 70% absolute reduction in the aggregate of Scope 1, 2 and 3 (Business Travel, Employee Commuting, and Upstream Fuel and Energy components only) GHG emissions by fiscal year-end 2029, relative to a 2019 baseline year, and our net-zero science-based reduction target of 90% from 2019 by 2040.

We intend to continue to make progress towards our emission reduction targets for business travel and employee commuting through the following:

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

Details regarding our Scope 3 emission calculation methodologies and other strategies for reducing business travel emissions are provided in [subsection 2.5.1](#). Details regarding our Scope 3 emission calculation methodologies for employee commuting are provided in [subsection 2.5.2](#). Details regarding our supplier engagement strategy to reduce our purchased goods and services emissions is provided in [subsection 2.3](#).

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

2.5.1 Business Travel

Jacobs uses business travel emission factors for air travel that include both direct emissions from the combustion of fuel (CO₂, N₂O and CH₄), and an estimate of indirect effects of non-CO₂ emissions from air travel (e.g., water vapor, contrails) that contribute to effective radiative forcing (RF).

As stated in [subsection 2.2.2](#), Jacobs has revised its calculation methodology for Scope 3 business travel emissions to utilize the Advito ISO Certified GATE4 methodology. Jacobs also utilizes Advito to provide consulting services to identify opportunities for business travel carbon emissions reductions.

In addition, Jacobs' policies preferentially encourage public transportation or rideshare services over rental car services for environment, safety and wellbeing purposes. However, when rental car services are necessary for business purposes, we encourage the use of EVs or hybrids where available in partnership with our rental car providers.

Efforts to reduce our business travel carbon include creating a dashboard to track our travel carbon footprint. Operational leaders are accountable for tracking, monitoring and reporting business travel in alignment with this new reporting tool.

2.5.2 Employee Commuting

The Company calculates employee commuting emissions using its best estimates for calculating such emissions based on established methodologies in place and data available at the time of calculating the emissions. FY24 employee commuting emissions are calculated based on daily office attendance data and geographical average commuting patterns. Daily office attendance data was not available in FY19; therefore, emissions were calculated using Jacobs Human Resources (HR) data. The data covers Jacobs employees only and does not consider contractors/contingent (not directly employed) workers.

Employee commuting emission estimates account for employee commuting mode (for example, passenger car, truck, train or bus) and round-trip travel distances by commuting mode. Company-specific data was unavailable, therefore both mode and travel distances are estimated using data sources related to geographical average commuting patterns, as recommended by the GHG Protocol for Calculating Scope 3 Emissions for an average data method. Because geographical average commuting patterns do not provide a true picture of our employee commuting habits or allow us to identify and implement ways to reduce commuting emissions, Jacobs is evaluating commuting data collection options.

2.6 Greenhouse Gas Emissions Intensity Metrics

GHG emissions intensity metrics are not relevant to our absolute emission reduction targets; however, for purposes of conveying this information externally to our stakeholders we calculate our annual GHG revenue intensity metric for our combined Scope 1 and Scope 2 emissions and upstream Scope 3 emissions. Upstream Scope 3 categories reported include Purchased Goods and Services, Fuel- and Energy-Related Activities, Business Travel, and Employee Commuting.

Table 7 summarizes FY23 and FY24 annual emissions intensity normalized by revenue.

Table 7. Annual Greenhouse Gas Emissions Intensity

Metric	Unit	FY23	FY24
Annual Revenue excluding PA Consulting and Joint Ventures ^[a]	Thousand USD	\$9,204,676	\$9,839,355
Total Scope 1 and 2 Location-Based Emissions Intensity	Metric tonnes CO ₂ e per million USD	3.71	3.56
Total Scope 1 and 2 Market-Based Emissions Intensity	Metric tonnes CO ₂ e per million USD	1.69	1.74
Total Upstream Scope 3 Location-Based Emissions Intensity ^[b]	Metric tonnes CO ₂ e per million USD	11.20	13.69
Total Upstream Scope 3 Market-Based Emissions Intensity ^[b]	Metric tonnes CO ₂ e per million USD	10.59	13.11
Data Coverage	% of global operations	100%	100%

^[a] PA Consulting revenue is excluded because we do not include PA Consulting in our Scope 1 and Scope 2 emissions ([Section 2.5](#)). Financially consolidated and nonconsolidated joint ventures are excluded.

^[b] Upstream Scope 3 categories reported include Purchased Goods and Services, Fuel- and Energy-Related Activities, Business Travel, and Employee Commuting.

2.7 Renewable Electricity and Carbon Offset Purchases

Table 8 summarizes our annual renewable electricity and carbon offset purchases. For historical information on renewable energy and carbon offsets, see information available on our [Jacobs Investor Relations site](#).

Table 8. Annual Renewable Electricity and Carbon Offset Purchases

Metric	Unit	FY24
Renewable Electricity	MWh	45,524 ^[a]
Carbon Offsets	Metric tonnes CO ₂ e	67,772 ^[a]
Data Coverage	% of global operations	100%

^[a] FY24 values have been third-party verified, with limited assurance.

2.7.1 Renewable Electricity

Our commitment to 100% renewable electricity means that our electricity needs are expected to be supplied through a variety of sources such as green tariffs, renewable energy certificates (RECs), EACs and virtual power purchase agreements (VPPAs) with a goal of creating demand for new or additional renewable electricity resources at or near our operations. We purchase 100% renewable electricity through our utility providers where feasible for offices where we are directly responsible for procuring energy. We purchase the remainder of our global renewable electricity through third-party providers of RECs or EACs in each of the geographies we operate in to cover 100% of our annual electricity consumption globally starting with FY20.

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

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

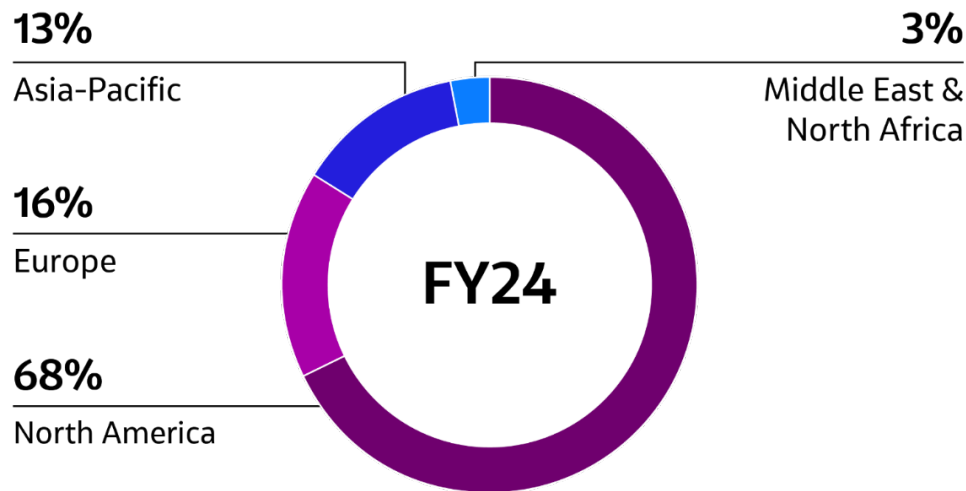
FY24 renewable electricity purchases were sourced according to where our electricity consumption occurs globally, as shown by megawatt hour (MWh) in Table 9 and on Figure 2.

Table 9. FY24 Renewable Electricity by Region

Region	MWh of Renewable Electricity
Asia-Pacific	5,816
Europe	7,132
Middle East and Africa	1,350
North America	31,226
Total	45,524^[a]

^[a] FY24 values have been third-party verified, with limited assurance.

Figure 2. FY24 Renewable Electricity by Region (MWh)



2.7.2 Carbon Offsets - Beyond Value Chain Mitigation (BVCM)

Jacobs invests in BVCM measures (or carbon offsets) equivalent to the amount of carbon emitted for our operations and business travel since 2020 to offset those carbon emissions.

Table 10 provides a summary of the BVCM carbon offset projects we have invested in for our FY24 emissions.

Table 10. FY24 Carbon Offsets/BVCM Projects

Project Name	Project Type	Project Location	Vintage	Standard & Retirement Registry Link	Quantity (tCO ₂ e)	Mitigation Type
<u>Kuamut Rainforest Conservation Project</u>	Agriculture Forestry and Other Land Use	Malaysia	2019	VCS <u>VCS2609</u>	8,000	Avoidance
<u>18 Reserves Forest Carbon Project</u>	Agriculture Forestry and Other Land Use	U.S.	2021	ACR <u>ACR586</u>	2,000	Avoidance
<u>Zhangye Improved Grassland Management</u>	Agriculture Forestry and Other Land Use	China	2020	VCS <u>VCS 2748</u>	48,479	Removal
<u>Delta Blue Carbon - 1</u>	Agriculture Forestry and Other Land Use	Pakistan	2020	VCS <u>VCS 2250</u>	2,000	Removal
<u>TASC Clean Cooking PoA – VPA 3 (Zambia)</u>	Energy Efficiency – Domestic	Zambia	2021+	Gold Standard <u>GS 3649</u>	6,293	Avoidance
<u>CO2 Utilization in Concrete - Removals & Reductions - CarbonCure - US & Canada Project #2</u>	Manufacturing Industries	Canada	2019+	VCS <u>VCS4018</u>	1,000	Avoidance
Total Carbon Offsets FY24					67,772	

Carbon offset data has been third-party verified, with limited assurance.

GS = Gold Standard; tCO₂e = tonnes in carbon dioxide equivalent; VCS = Verified Carbon Standard; ACR = American Carbon Registry

2.8 Energy Consumption and Energy Intensity Metrics

Table 11 summarizes our Scope 1 and Scope 2 energy consumption and Table 12 provides our non-renewable energy consumption by region.

Table 11. Energy Consumption

Metric	Unit	FY19	FY23 ^[a]	FY24
Non-renewable fuels (such as, gasoline, diesel, natural gas) purchased and consumed	MWh	62,148	54,454	62,684
Non-renewable electricity purchased	MWh	75,003	0	0
Purchased heating (non-renewable)	MWh	19,835	10,986	9,481
Total renewable energy (such as, wind, solar, hydroelectric, geothermal) purchased/generated	MWh	13,008 ^[b]	47,861	45,524 ^[c]
Total Non-Renewable Energy Consumption	MWh	156,987 ^[b]	65,440	72,166 ^[c]
Electricity % from grid	MWh	100%	100%	100%
Data coverage	% of global operations	100%	100%	100%

^[a] FY23 data included in this Report reflecting Jacobs without the SpinCo Business has not undergone third-party verification, and, as a result, Jacobs cautions readers that such data is being provided in good faith solely to facilitate year-over-year comparison.

^[b] FY19 values have been third-party verified, with limited assurance.

^[c] FY24 values have been third-party verified, with limited assurance.

Table 12. FY24 Non-Renewable Energy by Region

Region	MWh of Non-Renewable Energy
Asia-Pacific	782
Europe	4,168
Middle East and Africa	8,094
North America	59,122
Total	72,166^[a]

^[a] FY24 values have been third-party verified, with limited assurance.

We measure our office energy intensity to assess our office energy efficiency progress. We have seen a decrease in energy intensity year-over-year due to various operational efficiency measures described in [Section 2.3](#). However, due to an increase in the number of fleet vehicles and total vehicle mileage driven in FY24, we have seen an increase in mobile energy consumption. We aim to reduce mobile energy consumption through improved vehicle fuel efficiencies as our vehicles are replaced with more fuel-efficient vehicles including hybrids or EVs.

We measure our office energy intensity to assess our office energy efficiency progress. We have seen a decrease in energy intensity year-over-year due to various operational efficiency measures explained in [Section 2.3](#). Table 13 summarizes our office energy intensity metrics.

Table 13. Office Energy Intensity

Metric	Unit	FY19	FY23	FY24
Office Space Energy ^[a]	MWh	106,435	54,563	48,680
Office Area ^[b]	1,000 ft ²	6,208	4,071	3,695
Office Energy Intensity	MWh per 1,000 ft ²	17.14	13.40	13.17
Data Coverage	% of global operations	100%	100%	100%

^[a] Scope 1 and Scope 2 energy consumption associated with office space (for example, does not include mobile combustion sources)

^[b] Office area does not include office space leased to others, as this space is outside our operational control boundary, ft² = square feet

2.9 Energy Conservation

2.9.1 Scope 1 Energy Emissions

Fleet vehicles comprise over 98% of our current Scope 1 energy emissions. The remaining emissions come from leased office space where we have limited ability to impact emission sources as described further in [Section 2.3](#). Therefore, for Scope 1 emissions we are primarily focused on reducing fleet emissions and implementing plans to reduce fleet vehicle energy consumption and emissions by replacing older, less fuel-efficient vehicles and purchasing more electric or hybrid vehicles. Our North American fleet is our largest fleet and largest consumption of energy from Scope 1 sources. In partnership with our Office of Global Climate Response & ESG, our North American fleet management team is working to increase the overall percentage of EVs in our fleet.

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

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

2.9.2 Scope 2 Energy Emissions

We do not have access to actual energy consumption (electricity and purchased heating) data associated with the majority of our 250+ leased locations. We estimate energy consumption for most of our leased locations by using Commercial Buildings Energy Consumption Survey (CBECS) data published by the U.S. Energy Information Administration. Actual electricity consumption (where available) and estimated electricity consumption data are also used to calculate the amount of renewable electricity we purchase for Scope 2 electricity as described in [Section 2.4](#) and [Section 2.7.1](#).

CBECS provides average energy intensity use for electricity and comfort heating for various types of buildings in various climate zones. This data, combined with the office size, is used to estimate energy consumption, and is subsequently combined with published regional or location-specific energy emission factors to estimate associated energy emissions for each office location. Estimated emissions from purchased heating form the basis of the amount of carbon offsets purchased for Scope 2 purchased heating as described in [Section 2.4](#) and [Section 2.7](#).

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

Our limited information and control over office space energy consumption has impacted our ability to directly reduce our office energy consumption with energy efficiency updates. To date, energy and emissions have been primarily reduced through reduction of our global real estate portfolio. Jacobs provides a work environment that facilitates opportunities to work remotely, reducing the total amount of office space needed for face-to-face engagement. We lease space in LEED compliant or certified buildings where feasible, and our office buildouts are constructed using sustainable finishes and furniture. Moreover, we continue to recommend co-working solutions to our local business teams as an alternative to traditional office space.

2.10 Air Quality

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

2.11 Water Stewardship

Table 14 summarizes our water consumption.

Table 14. Water Consumption

Water Consumption	Unit	FY24 (estimated)
Total water consumption	Million cubic meters	0.063
Data Coverage (as % of denominator)	% of global operations	100%

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

In FY24, total water consumption was estimated using the number of employees commuting into the office as described in [Section 2.6](#) and an average consumption rate per employee. Water consumption while teleworking is excluded.

Our water consumption rates per employee are informed by the Resource Efficient Scotland [Green Office Guide](#) and the [WRAP Green Office Guide](#). To the extent we are able to collect more information from our offices to ascertain actual water consumption, we may make further changes to reduce our consumption.

We have developed a proprietary Office Sustainability Tracking Tool (OSTT) to collect water consumption data for those offices not included in our ISO 14001 certification calculations. The OSTT was successfully deployed in our Europe region in the latter half of FY24 and was launched in our U.S. office operations in FY25, with global rollout in the pipeline. We plan to incorporate this water use data into our water consumption rates per employee in the future.

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

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

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

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

2.12 Biodiversity and Natural Capital

While our activities at existing office locations may have an indirect impact on biodiversity and heritage resources, the impacts from our own business operations are limited; our greatest opportunity to drive nature positive outcomes is through the projects and services we deliver for our clients.

2.12.1 Global Environmental Management Commitment

Our [Global Environmental Management Commitment Statement](#) includes a goal to protect species and habitat biodiversity, heritage resources and wildlife. Potential significant impacts on biodiversity and heritage from project design and delivery, depending upon the nature and scope of services provided, are mitigated by our HSE systems, processes, and SMEs as described in [subsection 3.15.1](#).

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

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

2.13 Waste, Effluents and Plastics

The table below summarizes our waste disposed.

Table 15. Waste Produced

Waste Produced	Unit	FY24 (estimated)
Total waste disposed	Metric tonnes	464
Data Coverage (as % of denominator)	% of global operations	100%

As a professional services company, waste is not significant to Jacobs' own operations; however, it is important to many of our clients for whom we support waste management through the projects we deliver.

Limited data is available regarding waste produced in our offices, as waste management is typically included within lessor service charges. However, we do measure waste produced in our offices covered by the scope of our ISO 14001 certifications. The list of offices certified to ISO 14001 changes frequently as offices open and close and certifications expire, please see [Section 2.15](#) for further information.

In FY24, it was calculated that our certified offices produce on average the equivalent of 0.068 metric tonnes of waste per employee per year. This number was used to estimate total FY24 global office waste produced by multiplying this value by the daily average number of employees commuting into the office as described in [Section 2.6](#). Waste produced while teleworking is excluded.

Contractors have been excluded in the waste generation estimates. As mentioned in [Section 2.11](#), we have developed a proprietary OSTT which also allows us to collect internal and additional waste and recycling data for those offices not included in our ISO 14001 certification calculations and plan to incorporate that waste and recycling data when available and verified.

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

As the No.1 wastewater and sanitary and storm sewer service provider in FY24 according to [ENR](#), Jacobs promotes water stewardship through water resource conservation, treatment, storage and conveyance services we provide to our clients.

As a professional services firm, providing or selling "products" that rely on purchasing upstream plastic materials is not a significant part of Jacobs' business. Plastic use for Jacobs' own activities and operations (excluding clients) primarily occurs in our owned or leased office space. We actively seek to reduce plastic products in our offices. As described below, our Facility Managers are mindful of single-use plastics, including plastic cups, drink containers, knives, and forks, even those sourced from external vendors, in accordance with our internal sustainability policies.

2.13.1 Resource Consumption and Waste Minimization

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

Jacobs also promotes resource conservation and waste minimization through our circular economy service offerings across a wide array of clients, from strategic waste planning for local communities to enhancing the circularity of buildings, facilities, and infrastructure through the application of circular design and planning, construction and manufacturing, and deconstruction. We foster the development of public-private partnerships with emerging and established technologies to take the materials recovered from waste streams and utilize them as inputs to offset the reliance on raw materials.

2.14 Hazardous Waste

There is no measurable hazardous waste generation and disposal from Jacobs' office operations. As such, we do not collect this data. Regulated materials used in office operations (for example, batteries, light bulbs and other electrical and electronic equipment) are collected and sent for reuse, recycling or recovery.

2.15 Environmental Management System

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

Our ISO 14001 certification for U.K. and EU limited entities is publicly available on our [Jacobs Investor Relations site](#). We are currently certified in approximately 40% of Jacobs operating locations including Australia, France, Germany, Hong Kong, Indonesia, Ireland, Italy, Malaysia, the Netherlands, New Zealand, Philippines, Poland, Qatar, Romania, Saudi Arabia, Singapore, Thailand, United Arab Emirates, United Kingdom, United States.

Our Environmental Management Policy is part of our HSE Policy and is expressed in our [Global Environmental Management Commitment Statement](#). Our HSEMS process is described in [Section 3.15](#). We have had no significant fines or non-monetary sanctions for non-compliance with environmental laws or regulations in the past five fiscal years.

2.16 Climate Transition Plan

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

In anticipation of the adoption of regulatory requirements in jurisdictions in which we operate, we have begun the development of an updated climate transition plan guided by statutory requirements and industry reporting frameworks and guidelines. We intend to publish an updated report on [Jacobs Investor Relations site](#) when complete.

2.17 Carbon Pricing

On January 1, 2022, we introduced an internal carbon price of \$50 USD per metric tonne of CO₂e applied to non-billable business travel at Jacobs. The carbon cost is charged to the applicable operational leaders and is intended to influence our employees to consider sustainable decision-making around travel by evaluating if the travel is necessary in operating our business and supporting our clients. A proprietary travel booking tool provides estimated carbon emissions and price for employee-planned travel to influence travel behaviors.

The funds generated by carbon pricing are directed into a Carbon Reduction Fund administered by the Office of Global Climate Response & ESG, and recommendations for investment are reviewed by the PlanBeyond Executive Steering Committee (see [Section 4.10](#)). The total amount varies each year depending upon the emissions generated by non-billable business travel.

2.18 Sustainability & Resilience Products and Services

We consider our sustainability and resilience "products" as the range of solutions we provide that support the climate transition across our end markets (that is, spanning digital products to professional services, or a combination of both). We have hundreds of SMEs, and thousands of practitioners across our water, environment, infrastructure, and energy markets who support decarbonization, climate resilience and other sustainability solutions, including ESG advisory, sustainability strategy, emissions accounting, renewable energy, sustainable infrastructure, circular economy, social value, climate resilience and transition planning.

We partner with a range of government agencies, municipalities, private sector companies and leading environmental organizations to deliver resource management, sustainability services and proven industry expertise on infrastructure initiatives around the globe. We apply our systems thinking and technical knowledge to actively identify opportunities to reduce the embedded and operational carbon footprints of buildings, roads, water systems and other infrastructure through early feasibility and optioneering, efficient design, material selection and sourcing, energy efficiency, and waste avoidance and carbon sequestration.

Our Environmental Practice includes key service areas that enable our clients to envision and achieve ambitious sustainability and climate action goals. These services include ESG and climate risk mapping and strategy creation, sustainable performance improvement, carbon management and reporting, net-zero facility, campus, and city design; utility scale renewable energy; distributed renewable energy; energy storage integration; nature positive solutions; and corporate decarbonization.

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

Our Operations and Maintenance staff are continually seeking ways to reduce energy use and process GHG emissions as we provide operational management of water and wastewater, utility and other systems for clients such as local governments and defense agencies. As discussed in [Section 2.11](#), our partnership with [Palantir](#) enables us to aggregate and analyze plant data to manage and optimize water and wastewater treatment plant operations and maintenance, aimed at reducing costs and improving plant performance.

Further, Jacobs continues to be recognized for our global leadership on the topic of Scope 1 process emissions of nitrous oxide and methane from wastewater treatment and has successfully supported a range of utilities, water research organizations, regulators and government agencies across Europe, North America and Asia Pacific in quantifying their emissions and developing and implementing mitigation plans. Our staff also contributes to the global community through review and leadership work with the United Nations Framework Convention on Climate Change, World Bank and International Water Association, amongst other organizations.

We know resilience is a key component of local and global economic and social stability and security and requires planning and adapting in the face of acute shocks and chronic stresses. Our climate risk and resilience practice provides expertise to reduce the impacts of climate change, extreme weather, natural disasters, aging infrastructure, and various threats to public and private entities. Our expertise also includes comprehensive vulnerability assessments, strategic planning, and resilient mitigating design solutions, to help communities, organizations, and infrastructure systems prepare, withstand and recover from adversities. Delivering this capability across markets enables us to help our clients reduce risk, strengthen their assets, enhance sustainability, and remain resilient and adaptable to change. We routinely support our clients in identifying and managing the impacts of climate change, which includes the broad use of nature-based solutions to provide carbon, social and other benefits, like flood protection and climate resilience. We are also adept at enhancing climate action and protecting nature and biodiversity through promoting green infrastructure solutions.

We are experienced in advising clients on energy transition and energy efficiency opportunities, including energy audits, and network capacity and security, low-carbon power supplies and renewable energy generation. Our teams are actively working to help build green economies throughout the globe, including focusing on new hydrogen production technologies and connecting those producers with green energy suppliers and end users for the avoidance of carbon-based fuels.

Jacobs understands the importance of nature positive solutions in managing an array of societal challenges. We engage in various external initiatives to advance the application of nature positive solutions. For example, we maintain a long-standing strategic partnership with [Biomimicry 3.8](#), providing “Project Positive” regenerative design solutions for clients. Jacobs has been a member of Project Positive alongside other Fortune 500 companies since 2018. We are working with Biomimicry 3.8 on a global growth strategy for nature positive solutions which includes business development and capacity building at the regional level. In FY24 we participated in the United Nations Conference on Biodiversity COP 16 in Cali Colombia as a presenter and attendee.

In 2023, our efforts to provide sustainability and resilience products and design services to our clients was recognized as Jacobs achieved PAS 2080:2023 [verification](#) in the U.K., which we have recently maintained through the annual verification process. Our verification was awarded by LRQA, a leading global assurance provider, and is the culmination of over 18 months of implementing whole life carbon management across our project delivery life cycle. PAS2080 is the world’s first specification for the management of whole life carbon emissions for buildings and infrastructure. While it was created in 2016, the standard was [updated in April 2023](#) to reflect current best practice in carbon management approaches and the global move to limit global warming to 1.5°C. Jacobs co-sponsored the update to this standard where we were part of the Technical Advisory Panel helping shape technical aspects of the PAS and accompanying Guidance document. The framework is currently a Publicly Available Specification, but British Standards Institution has stated their intention is to make this an international standard by 2025.

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

- Evolve: an AI application embedded into our sales and project delivery platforms that recommends sustainability and resilience commitments relevant to the scope of each project. These recommendations are aligned with Jacobs' and our clients' priorities and consider the long-term success of their assets to help our clients achieve their goals. Evolve leverages Jacobs' global expertise and past performance to provide tailored recommendations for specific markets, geographies and scopes of service. Evolve fosters accountability through enhanced environmental, climate and social impact identification, management and measurement.
- [Climate Risk ManagerSM](#): a cloud-based platform that brings together global climate data and location intelligence to provide users visual risk assessment insights so they can make faster and more accurate decisions on where to invest limited resources and guard against climate risks.
- Value Plus: an internal online platform that enables us to record, quantify and report the value-adding activities we deliver to our clients. Savings can be recorded in terms of financial costs, energy consumption, waste avoidance, green building certification and community and social benefits.

3

Social



3. Social

3.1 Introduction

At Jacobs, we put people at the heart of our business. We have a strong focus on inclusion, with a talent force of almost 45,000 people around the globe. We embrace different perspectives and collaborate to make a positive impact across the communities in which we live, work and play. We invest in our people, prioritizing initiatives to help them develop their capabilities and careers, improve wellbeing and increase flexibility and creativity. Our people are our greatest asset. By attracting and retaining the best and the brightest employees, we are able to develop innovative solutions. Importantly, we remain committed to our purpose: to create solutions for a more connected, sustainable world and make decisions guided by our four core values: We do things right. We challenge the accepted. We aim higher. We live inclusion.

3.2 Employee Engagement

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

In FY23, we launched a new mandatory training for all employees called Living our Values. This was updated in FY24 and focuses on Jacobs' four core values: We do things right. We challenge the accepted. We aim higher. We live inclusion. In FY24, we launched an additional module, Inclusion and Belonging, as part of our Living our Values series, which was completed by 91.1% of our global workforce. In this module, we experimented with a different approach to receiving employee feedback compared to the comprehensive Culture Survey and Culture Pulse Surveys we conducted in FY21-FY23 (see our Jacobs Investor Relations Governance microsite for more information). At the end of the course, employees were asked to answer culture survey-type questions where responses were then anonymized. The culture survey type questions primarily assessed employees' feelings of inclusion. In our FY23 Culture Survey, we observed a strong correlation between inclusion and engagement, and this positive correlation was also observed in our FY24 results, with the majority of participants feeling included and engaged as reflected in their favorable response to the culture questions.

Because we took an experimental approach in FY24, the slightly different methodology does not allow for a like for like comparison to our historic surveys.

3.3 Inclusion and Belonging – Strategy

3.3.1 TogetherBeyond: Our Culture of Belonging

At Jacobs, we want people to feel included, that they belong, and that there is no limit to who they can be and what we can achieve together. Inclusion is about tangible action that drives meaningful, measurable change, both in our Company and in the communities we serve. It means creating a workplace where our people are curious, embrace different perspectives and harness new ideas to bring to life the innovative, extraordinary solutions that our clients demand from us. This results in an environment where employees want to stay and contribute to the innovation required to deliver solutions to our clients' challenges, large and small.

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

We understand that bold, courageous and accountable leadership is a key driver for inclusion, and our TogetherBeyond culture is underpinned by the strength of tangible leadership commitment and accountability at all levels of our Company.

Through TogetherBeyond, we make available learning opportunities on topics such as the value of bringing different backgrounds, perspectives and lived experiences to solving our clients' challenges, a theme which is also a common thread throughout all our Company communications. These topics are further brought to life through our eight Jacobs Employee Networks (JENs) – ACE, Careers Network, Enlace, Harambee, OneWorld, Prism, VetNet and the Women's Network – and Communities of Practice (CoPs) each of which is open to all Jacobs employees. With over 18,000 unique members² and over 58,000 total memberships³ in our eight JENs and over 16,000 unique members and over 33,000 total memberships in our various CoPs, our people play an essential role in developing our culture, sustaining our values, and recruiting and retaining our talent, which includes bringing the best and brightest minds of the future into our industries through our science, technology, engineering, arts and math (STEAM) outreach programs.

In FY24, we established a Culture Workstream as part of the development of our [FY25-FY29 Company Strategy](#), and we launched a Reimagine Inclusion & Belonging working group to review our current approach to enabling and promoting a future workplace culture that inspires, engages and motivates everyone.

3.3.2 Our Inclusion Commitment in Action

We continue to advance our Culture of Caring™ and TogetherBeyond commitment across a range of other tangible initiatives, including those detailed below.

In FY23, we undertook efforts in the U.K. to aid us in our aspiration that our workforce continues to reflect the labor markets in the communities we serve. As of year-end FY24, 71.6% of our U.K. workforce identified as white, 14.9% as from another ethnicity or race, with the remaining 13.5% as unknown or not provided. See our [2024 U.K. Gender and Ethnicity Pay Gap Report](#) for more information.

In FY24, we introduced new disability and reasonable accommodation/adjustment policies for Europe, Australia and New Zealand, Asia and the Middle East and enhanced our processes to ensure consistent support for every employee around the globe in accordance with regulatory requirements in each jurisdiction. We continue to have strong policies and processes in place for the Americas. We have provided training to line managers and to our HR employees on disability and reasonable adjustments/accommodations and enhanced information available to all our employees.

In FY24, we also introduced enhanced benefits to support neurodiversity, including diagnosis support in some geographies for Attention Deficit/Hyperactivity Disorder (ADHD), Autism and Tourette's Syndrome. We continue to partner with RethinkCare to provide free parental success solution and neurodiversity training benefit. The family solution gives employees and their family 24/7 access to behavioral health support tools and resources to help parents or caregivers raise happy, healthy and resilient children.

In the U.K., we have expanded our Culture of Caring™ by supporting organizations that have a focus on helping individuals facing additional barriers to access high quality employment opportunities, improving social mobility and addressing inequalities. This involves some key charity partnerships including upReach, a charity supporting undergraduates from lower socio-economic background to access high quality careers and Become, a charity supporting young people who leave the care system to access better educational and employment opportunities. We have also remained in the Top 75 employers for the U.K. Social Mobility Employer Index for the third year running. This index is an annual benchmarking and assessment tool using the latest research and best practice to measure entrants' performance on eight areas of employer-led social mobility.

² A unique member is an individual Jacobs employee who participates in at least one JEN, CoP, etc.

³ Employees can choose to participate in more than one Jen, CoP, etc., resulting in multiple memberships across the initiatives or programs.

3.3.3 Attracting and Retaining Talent

At Jacobs, inclusion and belonging are foundational to our company culture, integral to our ability to create an environment where everyone can thrive and contribute their best work, and emphasizes the unique value that each employee brings because of their individual backgrounds, perspectives, and lived experiences. Our commitment to “We live inclusion” is a business imperative market differentiator, as there is clear evidence that representation of different backgrounds, perspectives and lived experiences drive organizational innovation, creativity and problem-solving capabilities. Based on employee survey data, we know it is important to employee morale, foundational to the unique company culture built over 75+ years, and our recruiting and retention of the world's best talent. We make all hiring and promotion decisions based on merit and the needs of our business.

We believe a workforce that represents a broad spectrum of strengths, backgrounds and experiences positions us to better anticipate and respond to our clients' needs. We want people to feel included, that they belong, and that there is no limit to who they can be and what we can achieve together. Inclusion and belonging therefore is about creating a workplace where our people are curious, embrace different perspectives and harness new ideas to bring to life the innovative, extraordinary solutions that our clients demand from us. While we are committed to promoting an inclusive culture for all our employees across the globe, our initiatives and practices to promote an inclusive culture may differ in different geographies around the globe and end markets, including based on local laws, policies, stakeholder expectations and partner organizations.

Our recruiting initiatives range from the recruitment of early career talent (interns, apprentices and new graduates) to strategic and leadership recruiting.

In our early career efforts, we partner with top universities across the globe, have strong partnerships with a variety of student organizations and have received multiple awards for our early career programs. We recruit across a variety of disciplines and degree levels to meet our current and future skills needs. We have staff active in a variety of University STEM programs, ranging from community engagement, serving as staff, research project involvement and supporting technical curriculum development. Our Intern and Graduate programs include on the job training and development, where our early career talent is provided opportunities to get hands on experience working with our clients by supporting projects of varying size and scope.

Our Talent Acquisition team also supports Jacobs internal talent with internal recruiting opportunities and talent mobility and optimization. We continually support an internal first mindset and support Agile careers, unleashing career mobility by evolving our skills framework to help match our talent with opportunities.

We drive continual Talent Acquisition learning and upskilling through annual training for both our Talent Acquisition staff and Hiring Managers. Our Hiring Managers are trained on Talent Acquisition best practices, positive candidate experience and interview techniques.

In the past year, we have strengthened our overall efforts to recruit, develop and retain the best military and veteran talent, partnering with key organizations like SkillBridge and Hiring Our Heroes that provide opportunity for service members to develop specific industry training and create economic opportunity. It also includes engagement and participation with industry-leading, open membership organizations in the U.S. such as the National Society of Black Engineers (NSBE), Society of Hispanic Professional Engineers, the Society of Women Engineers, and Disability:IN.

Jacobs partners with the Society for Science and participates in its annual International Science and Engineering Fair (ISEF) in our efforts to attract the next generation into the talent pipeline. In May 2024, 3,750 primary and secondary students attended ISEF's Education Outreach Day, and Jacobs co-sponsored the event. ISEF is a premier pre-collegiate competition and talent pipeline that fosters the best and brightest minds through more than 300 affiliated science fairs in 60+ countries, regions, and territories around the world.

In the U.K., as a component of its efforts to recruit, hire and retain the best talent based on merit and the needs of our business, we continue to work with 10,000 Interns Foundation, 20/20 Levels, and upReach to support engagement with disadvantaged talent at the early careers stage. More broadly, we work with Vercida, Working Mums and the Association

for Black and Ethnic Minority Engineer, and Building Equality, the U.K. construction industry's leading LGBTQIA+ alliance.

In Canada, as part of its broader talent attraction and retention programs, our efforts include Indspire bursaries and paid internships for students and partnering with key organizations such as Advancing Indigenous People in STEM (AISES), the Society for Canadian Women in Science and Technology (SCWIST), Pride at Work, and Black Engineers of Canada.

In Australia, Jacobs partners with CareerTrackers to provide paid-multiyear internships to First Nations⁴ students. In New Zealand, Jacobs partners with TupuToa to provide paid-multiyear internships to Māori and Pacific students. In Australia, Jacobs also works with the Australian Disability Network (AusDN) at a silver sponsorship level; is a silver member of the Australia Workplace Equality Index (AWEI), and also is a long-term and proud member of the Champions of Change Coalition / Consult Australia. Members of the Coalition work within and across their organizations to positively affect the representation and influence of women in the industry.

In the Middle East, we partner with multiple universities across the United Arab Emirates and the Kingdom of Saudi Arabia encouraging learning and on the job experience for participating STEM students. Jacobs technical staff also invest time and provide support to university faculty through guest lecturing, project work, research projects and tutoring students.

3.4 Workforce Metrics

3.4.1 Workforce Composition by Employee Category

As of September 27, 2024, we had a workforce of almost 45,000 people worldwide, including a contingent workforce of approximately 2,000 people.

- Of our directly employed Jacobs workforce, approximately 91.2% were full-time employees and approximately 8.9% were part-time employees.
- Of our full-time employees, approximately 96.9% were permanent⁵ employees and approximately 3.1% were temporary employees.
- Of our Jacobs total workforce, approximately 84.4% were full-time permanent⁴ employees, approximately 7.1% were part-time permanent employees, approximately 4.0% were temporary employees and approximately 4.5% were contractors/contingent (not directly employed) workers.

Jacobs reports data in this section utilizing the male/female binary to enable consistent reporting over time. Unknown, Blank and No Provided identifications are factored into the denominator which are not displayed. This accounts for some percentages not equaling 100%.

Table 16. Workforce Composition by Geography

Region	FY24 (% of global workforce)
Americas	51
Europe (including U.K.)	24
Asia Pacific (including India)	20
Middle East and Africa	5

⁴ In Australia, First Nations are peoples that are Aboriginal and Torres Straight Islander.

⁵ "Permanent" designation includes any assignment category that contains "regular" based on those hired as such are planned to be regular, ongoing employees. There is no contractual term or requirement of contract length in its definition.

Table 17. Representation by Management Level (Global)

Representation by Management Level	FY24 (%)	
	Female ^[a]	Male
Representation in Executive Management ^[b]	37.0	63.0
Representation in All Executives Positions (VP+) ^[c]	34.8	65.2
Representation in All Other Employees (non-executive / below VP) ^[d]	34.0	66.0

^[a] FY24 data has been externally verified, with limited assurance.

^[b] Executive management consists of CEO, EVP, SVP II and SVP I, FY24 global grades 20-23

^[c] Executive positions (VP or higher) consist of global grades 18-23

^[d] All other employees consist of employees below Vice President (non-executive), global grades 0-17

Table 18. Representation by Management Level and Job Type (Global)

Representation by Job Type	FY24 (%)	
	Female ^[a]	Male
Share as a percentage of total workforce	34.0	66.0
All management positions As a % of total management workforce; includes junior, middle, senior management	26.4	73.5
Junior management positions As a % of total junior management positions; first level of management	30.3	69.6
Top management positions^[b] As a % of total top management positions; maximum two levels away from CEO	37.0	63.0
Management positions in revenue-generating functions As a % of all such managers; excludes support functions such as HR, Information Technology, and Legal	23.1	76.8
STEM-related positions (estimated)^[c] As a % of total STEM positions	30.0	70.0

^[a] FY24 values have been third-party verified, with limited assurance.

^[b] Top management positions calculated based on FY24 employee levels: SVP I, SVP II, EVP and CEO.

^[c] The identification of STEM-related positions covers the jobs of 98.1% of employees.

Table 19. Racial/Ethnic Metrics (United States Only)

Employee Group Description	FY24 ^[a] (%)
Asian	9.8
Black or African American	6.6
Hispanic or Latino	10.5
Two or More Races	2.9
Native Hawaiian/Other Pacific Islander	0.2
American Indian or Alaska Native	0.5
White	65.6
Unknown or Not Provided	3.9
Grand Total	100

^[a] FY24 values have been third-party verified, with limited assurance.

Table 20. Racial/Ethnic Metrics (United Kingdom Only)

Employee Group Description	FY24 (%)
Asian	8.7
Black	2.8
Minority Ethnic	3.4
White	71.6
Unknown or Not Provided	13.5
Grand Total	100

Table 21. Average Employee Age by Gender (Global)

Population	FY24 Average Age
All employees	43
Female	40
Male	44

Table 22. Distribution of Gender by Age Group (Global)

Age Group	FY24 % of Total	
	Female	Male
Under 20	22.6	77.4
20–29	44.8	55.2
30–39	36.9	63.1
40–49	33.3	66.7
50–59	27.4	72.6
60 and above	21.8	78.2

3.4.2 People with Disabilities (United States Only)

In FY24, 1,016 (5.3%) of U.S. employees self-identified as having a disability (or previously had a disability). This metric includes all U.S. employees (includes full-time and part-time employees).

3.4.3 Veterans (United States Only)

In FY24, 590 (3.1%) of U.S. employees indicated that they are veterans. This metric includes all U.S. employees (includes full-time and part-time employees).

3.5 Pay Equity and Pay Gap

We focus on ensuring pay equity within the company, and we are also working to close the pay gap.

3.5.1 Pay Equity/Fair Pay

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

We generally conduct promotion reviews annually and pay equity reviews in jurisdictions where and as frequently as required by law. We utilize these reviews to support our efforts to compensate and promote our employees relative to the outcomes our employees drive and achieve, and their qualifications. In addition, we have an external consultant review our program on a periodic basis and provide detailed results and recommendations. We are committed to maintaining long-term, proactive approaches to monitor and resolve potential pay inequities, including utilizing pay equity analysis tools, implementing a comprehensive global grading system, conducting manager training and engaging in continuous reviews throughout the year, as required by law.

As of March 2024, Jacobs U.K. is accredited as a [Living Wage employer](#). This accreditation reflects our commitment to ensuring that all our employees receive a fair wage that meets the real cost of living. This initiative helps to reduce income disparities by ensuring that lower-paid workers receive fair compensation for their contributions. By fostering a sustainable and welcoming workplace, we are taking significant steps towards ensuring that every employee is valued and fairly compensated.

3.5.2 Pay Gap Reports

In alignment with regulatory requirements in the U.K. and Ireland, we publish an annual Gender and Ethnicity Pay Gap Report covering our business in England, Wales, Scotland, and Ireland and highlighting actions we are taking to address any pay gaps in our England, Wales, Scotland, and Ireland workforce.

For more detail on related activities and achievements, see our [2024 Gender and Ethnicity Pay Gap Report](#) for England, Wales and Scotland; [2024 Gender and Ethnicity Pay Gap Report](#) for Ireland.

In Australia, we submit an [annual report](#) to the Workplace Gender Equality Agency in accordance with the requirements of the *Workplace Gender Equality Act of 2012*.

3.6 Collective Bargaining

In FY24, 137 of our employees were covered by collective bargaining agreements, representing approximately 0.3% of our total employee population (including full-time and part-time employees and staff and craft).⁶

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

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

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

⁶ Craft employees are primarily field services staff who are paid weekly and can be more seasonal or aligned to a contract. They have more frequent hire, termination, and rehire patterns and are therefore excluded from standard workforce metrics.

3.7 Employee Wellbeing and Support Programs

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

We significantly increased our focus on wellbeing, and to support this work created specific working teams as well as assigned dedicated wellbeing-focused resources.

Our Positive Mental Health Programs continue to evolve and remain globally applicable. We incorporated three regional leadership roles (Americas, Europe Middle East and Africa, and Asia Pacific and ANZ). This structure allows us to develop and implement a strategy aligned with the company's business objectives, prioritizing the reduction of psychosocial risks in a globally consistent way, but with a regional and culturally considered manner to allow us greater connectivity to our colleagues.

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

We apply the results to inform policies, programs, partnerships, and global One Million Lives calls to support our people worldwide. While specific offerings vary from country to country, examples include paid dependent care and special leave, support for parents, flexible working hours, remote and hybrid work arrangements, on-demand access to health providers and more. Our wellbeing portal is a centralized repository for our people to access information related to wellbeing to ensure everyone can find the support that they need in an easy and streamlined manner.

3.7.1 One Million Lives

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

The program supports mental health resiliency through the facilitation of regular and anonymous check-ins by using a confidential, online tool that supports the development of awareness and coping mechanisms through greater visibility into mental health in general. The program is made freely available to the public as well.

Since inception, over 47,000 check-ins have been completed through the end of FY24. Over 6,000 check-ins were completed just through our annual World's Biggest Mental Health Check-in campaign in 2024. Due to the tool's public availability, the aforementioned check-ins reflected on the OML website and below engagements mentioned do not solely include Jacobs employees.

In FY24, our One Million Lives global mental health resiliency call series had over 12,000 engagements, and the One Million Lives hashtags were used over 270,000 times on social media. Additionally, the tool itself has multi-language support available and is compliant with Web Content Accessibility Guidelines 2 Level AA. We look forward to the continued advancement of mental health resiliency and support through our Mental Health Matters program, which remains a critical feature of employee wellbeing and support at Jacobs.

3.7.2 Parents and Caregivers

We offer paid parental leave benefits globally to all employees who satisfy applicable eligibility requirements. Our paid parental leave benefits exceed statutory requirements in a number of countries of operation in order to remain competitive and attract talent. See Table 28 for parental leave benefits information including our U.S., U.K., Australia, India, Poland, and Canada parts of the business.

Policies and benefits are continually being evaluated to determine competitiveness and potential need for improvement year-over-year.

We actively support new parents returning to work with continued programming and resources. We offer a virtual care resource partnering with Carrot, to provide free global fertility healthcare and family-forming benefits to help employees and their partners/spouses navigate different pathways to parenthood such as adoption, infertility treatment and pregnancy—as well as providing postpartum and pediatric services. Through this program employees are able to access experts, explore educational resources, find a vetted provider, and use employer-sponsored funds to pay for a suite of benefits related to fertility care, including menopause support, low testosterone support and adoption in some countries.

We have partnered with RethinkCare, a behavioral and mental health platform supporting neurodiversity in the workplace and at home. The family solution gives employees and their family 24/7 access to behavioral health support tools and resources to help parents or caregivers raise happy, healthy and resilient children. The platform also provides trainings for Jacobs line managers about neurodiversity.

Jacobs offers a personalized financial planning and support benefit through Origin. This benefit is designed to help manage all aspects of financial life, including reaching savings goals, understanding debt-reduction strategies, and optimizing retirement benefits. Employees have 1:1 access to dedicated Certified Financial Planners who can provide personalized guidance and support. This benefit is also applicable to partners and spouses.

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

In the UK, Ireland, Poland, Australia and New Zealand, we continue to offer a returners program, which actively supports parents returning to work after parental leave through structured workshops, manager toolkits, coaching, and awareness campaigns. In India, we offer “crèche” childcare facility benefits and reimbursement of some childcare costs in qualifying circumstances, in addition to the local legislative provisions on creche facilities.

Table 23. Primary and Non-Primary Leave (U.S., U.K., India, Australia, Poland, and Canada)

Geography	Maternity/Primary	Paternity/Secondary	Family or Care Leave	Parental Leave	Force Majeure Leave	Caregiver Leave
United States	Up to 12 weeks fully paid to delivering parents through a combination of short-term salary continuation of an employee's base pay (6 weeks), parental leave (5 weeks, taken in 1-week increments), and caregiver leave (1 one week). (Offset by State Benefit).	Up to 6 weeks fully paid for non-delivering parents in a combination of parental leave (5 weeks) and caregiver leave (1 week). (Offset by State Benefit).	N/A	Up to 6 weeks fully paid leave in a combination of parental leave (5 weeks) and caregiver leave (1 week). (including surrogacy and adoption) (Offset by State Benefit).	N/A	Up to 40 hours of paid leave available to eligible full-time U.S. employees when their presence is needed to provide care and assistance to ill or injured family members, or to allow non-primary caregivers to bond with their new child after birth or placement. Leave granted under this policy is in addition to any time off granted under paid time off, vacation, statutory requirements or paid sick leave policies.
United Kingdom	Statutory 52 weeks Maternity Leave. Enhanced full Company Maternity Pay offered for first 13 weeks followed by 13 weeks half pay where eligible. Otherwise, Statutory Maternity Pay or Maternity Allowance applies. 1 year service threshold	Statutory 2 weeks Paternity Leave. Enhanced Paternity Pay where eligible (2 weeks full pay, weeks can be taken separately). Otherwise, Statutory Paternity Pay applies. 1-year service threshold	Same as statutory.	Same as statutory except for pay rate used (full pay versus partial pay). Shared Parental leave, which is when an employee on maternity or adoption leave curtails that leave and transfers the leave balance and pay into the Shared Parental leave for parents to share. In this Shared leave plan, employees are eligible for 11 weeks at 100% pay and 13 weeks at half (50%) pay; both 100% and 50% pay are topped up from statutory pay amounts.	N/A	N/A
India	26 weeks, full pay –statutory No service eligibility	10 working days, full pay, taken within 3 months of birth of child No service eligibility	Same as statutory Casual leave is for paid time off (7 days) to attend to urgent personal matters – not specifically for Family or Care leave.	Not practiced	N/A	N/A

Geography	Maternity/Primary	Paternity/Secondary	Family or Care Leave	Parental Leave	Force Majeure Leave	Caregiver Leave
Australia	N/A	N/A	Personal/Carer's leave (10 days)	<p>Government paid leave: Need to apply for the Australian Government's National Paid Parental Leave scheme Administered by Services Australia.</p> <p>Company paid leave:</p> <ul style="list-style-type: none"> 12 weeks full pay or 24 weeks half pay. Both parents working at Jacobs can now access up to 12 weeks, or 24 weeks half pay, of paid Parental leave, must be taken within first 18 months. Paid leave and support for pregnancy loss – up to 3 days paid leave, stillborn – up to 12 weeks paid leave <p>No service eligibility.</p>	N/A	N/A
Poland	Min 20 weeks, partial pay – stat	<p>2 weeks full pay - statutory</p> <p>Employees are entitled to the following weeks of Maternity Leave for a single birth event:</p> <ul style="list-style-type: none"> 20 weeks for the birth of one child, 31 weeks for the birth of two children, 33 weeks for the birth of three children, 35 weeks for the birth of four children, 37 weeks for the birth of five or more children <p>When an employee applies for Maternity Leave, they may apply for Parental Leave at the same time, depending on the option the employee chooses:</p>	<p>Same as statutory</p> <p>Childcare leave 2 days – 100% pay</p>	<p>41 to 43 weeks – statutory</p> <p>Both parents are entitled to parental leave for in total up to:</p> <ul style="list-style-type: none"> 41 weeks – for the birth of one child, 43 weeks – for the birth of two or more children. <p>Each of the parents has exclusive right to 9 weeks of parental leave from the length of leave specified above and it cannot be transferred to the other parent.</p> <p>One parent can use maximum 32 or 34 weeks of parental leave. In case you combine your parental leave with work, the length of your parental leave is extended proportionally up to the length of time during which you perform work while on leave or part of the leave however, not longer than up to:</p>	<p>Force Majeure Leave (pl. zwolnienie od pracy z powodu działania siły wyższej) is an emergency leave for urgent family reasons caused by an illness or accident, where your immediate presence is required. The leave is paid at 50% rate of your regular salary.</p> <p>The annual entitlement to the leave is up to (pro-rated if you work part-time):</p> <ul style="list-style-type: none"> 2 working days, regardless of the hours you work a day, or 16 hours, if you decide to divide the leave into hourly increments. 	<p>Caregiver Leave (pl. urlop opiekuńczy) is unpaid statutory leave of absence that you may take to provide personal care or support to a family (child, parent, or spouse) or same household member who needs care or support for serious medical reasons. You can take up to 5 days in increments or all at once per calendar year.</p> <p>Note that in the request, you will need to provide the full name of the person in need of your care or support on that day and the reason why they need it. If the person is not your family member, you will need to confirm they</p>

Geography	Maternity/Primary	Paternity/Secondary	Family or Care Leave	Parental Leave	Force Majeure Leave	Caregiver Leave
		<ul style="list-style-type: none"> 81.5% of assessment basis for the whole period of Maternity and Parental or, 100% of assessment basis for Maternity Leave and 70% for parental leave. <p>9 weeks of non-transferable parental leave are paid 70% of assessment basis.</p>		<ul style="list-style-type: none"> 82 weeks – for the birth of one child, 84 weeks – for the birth of two or more children. 		reside under the same address as you do.
Canada	<p>Referred to as Pregnancy Leave in Canada.</p> <p>Only eligible for the individual giving birth (includes surrogates)</p> <p>Up to 15 weeks unpaid and is a statutory leave.</p> <p>Employees apply for Employment Insurance (EI) which covers up to a max of \$668 CAD per week.</p> <p>Employees on pregnancy leave are eligible for the Jacobs company paid 'top-up'* salary benefit for fulltime-reg and modified-reg employees to supplement the federal government EI program.</p> <p>*The Company will 'top-up' the E.I. benefit to give an employee on Pregnancy or Parental Leave a combined income of sixty-six-and-two-thirds percent (66 2/3%) of their pre-Pregnancy/pre-Parental Leave base salary. The 'top-up' will begin at the same time as E.I. coverage, and</p>	<p>Referred to as Parental Leave if Canada.</p> <p>Employees must choose which length of time they wish to be off work at the time of applying for EI.</p> <p>Standard Parental leave: up to 40 weeks can be shared between parents, but one parent cannot receive more than 35 weeks of standard benefit. Weekly max is up to \$668 CAD</p> <p>Extended Parental leave: up to 69 weeks can be shared between parents, but one parent cannot receive more than 61 weeks of extended benefit. Weekly max is up to \$401 CAD</p>	<p>Family Responsibility leave:</p> <p>An unpaid, job-protected, statutory leave of absence in accordance with the applicable provincial/territorial employment standards legislation when the employee will not be performing the duties of their position because of an illness, injury, medical emergency, or urgent matters, which may include caregiving responsibilities related to the education of a child, relating to a family member.</p> <p>Length of leave is based on the applicable provincial/territorial employment standards legislation of the province in which the employee resides</p>	<p>3 paid days of Paternity/Partner/Adoption Leave</p> <p>Typically used in conjunction with Parental Leave</p>	N/A	<p>Family Caregiver Leave is an unpaid, job-protected, statutory leave of absence that employees may take to provide Care or Support to the Family Member for whom a qualified health practitioner has issued a certificate stating that the Family Member has a serious medical condition.</p> <p>Length of leave is based on the applicable provincial/territorial employment standards legislation of the province in which the employee resides</p> <p>Employees are to apply for EI</p>

Geography	Maternity/Primary	Paternity/Secondary	Family or Care Leave	Parental Leave	Force Majeure Leave	Caregiver Leave
	the 'top-up' will continue for up to a maximum of fifteen (15) weeks. The E.I. program's adjudication branch must accept the employee's Pregnancy/Parental Leave claim for benefit payment before the 'top-up' will be paid by the Company. If a waiting period is required, the top-up will cover this week as well.					

3.7.3 Hybrid / Flexible Work

At Jacobs, we believe that allowing for some flexibility in work options (where permitted by role requirements) allows employees to tailor their work schedule and location to best fit their specific needs while also meeting the needs of the business and the clients we serve. Jacobs therefore recognizes both the benefits afforded by remote working – greater work-life balance and focused productivity – and the benefits that arise at offices and client sites – in-person interactions and collaboration amongst fellow employees fosters knowledge sharing, camaraderie, and a shared sense of purpose, which contribute to our culture of inclusion and belonging. Our flexible work arrangement policies enable eligible employees to have a reduction or variation of working locations, working hours and days worked. We also offer various stratifications of work status, such as regular full-time, regular modified full-time and regular part-time. In parts of the Company, we have rolled out detailed flexible working handbooks to help managers in conversations with employees about flexible working practices and options.

Across the APME region, we offer the MyFlex toolkit, designed to support flexible working arrangements for employees. It provides comprehensive guidelines and resources to navigate and implement flexible working options that suit personal and professional needs. Working with their manager, employees can apply for informal flexible working for ad hoc or short-term needs. For permanent or long-term needs, formal processes are available for options such as part-time or flex hours; compressed hours; public holiday swap; flexible location (teleworking); job or work share; purchased leave; and phased retirement or return to work. For our APAC employees, we launched a flexible working policy to enable our people to request flexibility in setting their own schedules and balance work and personal demands.

3.7.4 Additional Benefits

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

- Paid time off and paid holidays
- Personalized Paid Time Off in the U.S. (for regular, full-time exempt employees) which offers greater flexibility to plan work around nonwork engagements
- Flexible public holiday
- Retirement benefits
- Financial planning and education programs
- Educational reimbursement
- Employee stock purchase plan
- Disability benefits
- Life and accident insurance
- Collectively, Jacobs' global giving and volunteering platform
- Health insurance
- Other health benefits, such as:
 - In-depth medical review, ask-the-expert and find-a-doctor services.
 - On-demand help for stress, anxiety and depression
 - Gym discounts
 - Flexible Spending Accounts: Health Care, Limited Purpose and Dependent Care
 - Health Savings Account
 - On-demand fitness app and access to discounted and flexible gym memberships
 - Comprehensive family planning program, which covers adoption and surrogacy
 - Online therapy with face-to-face video visits
- Voluntary benefits, such as:
 - Critical Illness Insurance
 - Legal Plan
 - Commuter Flexible Spending Account

- Identity Theft
- Auto and Home Insurance
- Pet Insurance

3.8 Hiring and Retention

Table 24. Employee Turnover (Global)

Metric	FY24 ^[a]
Total Employee Turnover Rate (%)	15.5
Voluntary Employee Turnover Rate (%)	9.6
Involuntary Employee Turnover Rate (%)	5.1
Retirement (%)	0.9

^[a] FY24 data is third-party verified, with limited assurance.

Table 25. Hiring (Global)

Metric	FY24
New Hires ^[a]	6,673
Total number of new employees hired	
Internal Hires	20.9%
% of all open positions filled by internal candidates	

^[a] Reflects new external hires, employees only, both staff and craft (excludes contractors, contingent workers, job shoppers); excludes positions filled by internal employees; may include acquisitions.

3.9 Human Capital Return on Investment

We provide a Human Capital Return on Investment (HC ROI) metric which is a global measure of the return on Jacobs' human capital programs and indicates the Company's profitability in relation to total employee costs. This metric is calculated using methodology from the [S&P Global Corporate Sustainability Assessment](#).

Table 26. Human Capital Return on Investment (in thousands USD, except for Human Capital ROI and Total Employees)

	FY 2024
a) Total Revenue	10,323,255
b) Total Operating Expenses (SG&A & Direct Costs)	9,870,069
c) Total Employee-related Expenses (Salary & Benefits) ^[a]	5,529,688
Human Capital ROI (a- (b-c)) / c	1.08
Total Employees ^[b]	43,000

^[a] Total employee related expenses captured in the respective HR systems based upon available data.

^[b] Employees only (full-time, part-time and modified), both staff and craft (excludes contractors, contingent workers, job shoppers).

3.10 Training and Development

We know that the continued success of our business depends on maintaining and growing our base of talented colleagues and creating meaningful programs that will enhance their capabilities to ensure we meet the changing needs of our clients. Across the board, we want our employees to engage with others, excel in their role and elevate their career at Jacobs through expanded career resources and learning opportunities.

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

3.10.1 Career Planning, Feedback and Performance Appraisals

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

Our e3 platform promotes an open feedback culture, allowing colleagues to recognize each other for collaboration and performance year-round via online feedback engagements, providing the opportunity for a “360-degree” view of performance with potential input from an employee’s line manager, peers, direct reports and other employees. In FY24, feedback was provided to employees by their peers over 94,000 times and over 20,000 celebrations were created to recognize employees’ achievements.

Our employees are expected to establish values and/or strategy-aligned priorities and performance measures yearly in the e3 platform and to receive annual performance appraisals which include multidimensional feedback.

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

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

In FY24, 89% of our employees required to do so have participated in their annual conversation about their priorities and accomplishments. In between annual performance appraisals, many employees also engaged in mid-year and periodic performance check-ins with managers to discuss performance, adjust course and follow-up as appropriate.

In FY23, we added mentor matching to our e3 online learning platform. In FY24, nearly 4,000 employees opted to participate. While mentor matching is a comprehensive program that covers our entire employee base, there is a unique feature where employees are able to filter potential matches by JEN membership to identify mentors. Through this avenue, employees can find JEN members and leaders who understand the unique challenges of their journeys and provide insight and guidance for those looking to elevate their careers.

From a succession and talent development perspective, Jacobs has developed and implemented a robust Talent Review process annually since 2018. Each year, leadership teams identify “high-potential employees” at various levels across the company. This information is reviewed and calibrated as part of an Executive Talent Review process, which considers how our developing talent pipeline is prepared to fulfill business needs. Data is used to populate succession and development plans.

3.10.2 Learning, Development and Institutional Partnerships

We are committed to developing and upskilling employees at all levels of our organization and across all parts of the business. Our e3 Learning platform provides over 32,000 training programs to employees globally. The wide range of e-learning helps employees develop a multitude of job-specific skills and work toward certifications. The courses are searchable and have been catalogued in learning spaces to highlight relevant and helpful content. These spaces include sustainability, innovation, inclusion, leadership, project delivery, health and safety, quality, technical excellence and more.

In FY23, we officially launched **Living Our Values**, a mandatory series of annual employee compliance trainings, organized around Jacobs' core values: **We do thing right. We aim higher. We live inclusion. We challenge the accepted.**

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

The three other Living our Values modules help our employees recognize the importance their every day actions have on keeping our corporate commitments to ethics and our [Code of Conduct](#), cybersecurity and privacy measures, health, safety and environment, and inclusion. Our We do things right, We aim higher., We live inclusion⁷, and We challenge the accepted. modules were completed by 97.4%, 95.7%, 81.1%, and 92.9% of our employee base, respectively⁸.

In FY24, we added a fifth module to our Living our Values series entitled **Inclusion and Belonging**. This course explores the crucial role belonging plays into feeling connected and supported at work, and the value it brings to building trust and innovation across the organization. 91.1%⁸ of employees completed the new module in FY24.

We also continue to offer our Management Fundamentals course for those stepping into a formal manager role for the first time and for existing front-line managers. This program builds on itself incrementally and prepares managers to successfully manage and nurture their team, enabling their team's best abilities each day to deliver our business strategy. Throughout the program, participants develop essential knowledge and skills to grow further as a manager - from building trust and connecting inclusively, through finding their style and becoming a better communicator, to delegating work and developing their team. In FY24, over 1,000 of our leaders completed the Management Fundamentals training.

Jacobs also offers "Leading People" for leaders with three or more years of experience to elevate their leadership development beyond the foundations of managing a team and to learn more about leading in line with Jacobs' culture and Leadership Philosophy. Leading People focuses on the key areas of building self-awareness and an authentic brand; creating a psychologically safe and inclusive environment, balanced with a high level of accountability, to support team effectiveness; and growing team skills required for the future of work and our company, such as innovation. The program is designed to run over seven weeks. Throughout, leaders are encouraged to enhance their learning experience through personal reflection and applying program learnings to on-the-job situations. In addition, leaders in the program have the opportunity to learn from others during weekly live sessions, in learning groups and forum discussions. At the end of the program, participants work on a team action plan focused on what they can do to support their teams in shaping and growing them over the following year. In FY24, over 200 leaders took part in our Leading People program.

Jacobs also offers a program called **Foundations for the Future** that encourages our employees to embrace the digital revolution happening across our markets and adopt new mindsets and ways of working. This program focuses on a suite of capabilities that are aligned to our client needs. The core focus areas are:

⁷ We live inclusion was mandatory for all new hires and was made available as an optional training for all existing employees as existing employees completed training in previous years and in FY24 completed the fifth Living Our Values module, Inclusion and Belonging.

⁸ Due to ongoing enrollment of new hires, training completions are unlikely to reach 100%. Living Our Values training is delivered in multi-module modality deployed over an expanded timeframe.

- a. The Essentials – the “human skills” that enable us to adapt to technological advances.
- b. Digital Dip – the exploration of new and emerging technologies.

The Essentials focuses on skills that are unique to humans and likely won’t be replaced by technology. By focusing on these skills, it allows us to better augment technology with what we uniquely bring to client solutions. These skills include being relationship centric, active listening, showing empathy, abundance mentality, cultivating innovation, strategic mindset, adaptability, authenticity, curiosity, and resilience.

The Digital Dip focuses on capabilities in Artificial Intelligence (AI), data and big data, data visualisation, deep learning, design thinking, digital leadership, machine learning, programming, and robotic process automation.

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

To encourage, support and retain our newest employees, a cohort of over 2,600 graduates from across the Company participated in our Graduate Development Program in FY24. During the first two years of their Jacobs career, these graduates receive on-the-job learning, coaching and mentoring, as well as formal training.

Table 27. Training and Development Metrics

Metric	FY24 (Estimated) ^[a]
Average hours of training per year per employee	9.2 hours
Average amount spent per employee on training and development	\$1,189 USD

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

3.11 Human Rights

As detailed in our [Human Rights Policy](#), we respect the human rights and dignity of people in our operations, clients, supply chain and communities where we work. We prohibit the use of any form of child or forced labor, slavery or trafficking of persons. Our approach is guided by international principles that are referenced in our policy.

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

- Respect human rights in your operations, supply chain and communities where you do business and avoid any involvement in human rights abuses.
- Comply with applicable laws regarding equal opportunities, forced labor, child labor, human trafficking, modern slavery, working hours, freedom of association, collective bargaining, recruitment and fair wages.
- Treat all your workers with respect and dignity.
- Conduct all operations in a harassment-free and non-discriminatory manner.
- Provide a confidential, anonymous mechanism via which workers may report concerns and provide whistleblowers with protection against retaliation.
- Provide and/or cooperate in the provision of effective remedy when adverse human rights impacts occur as a result of your activities.
- Never require workers to pay employers’ or agents’ recruitment fees or other related fees for their employment.
- Never retain or impede workers’ access to personal identification documents and possessions.

3.11.1 Human Rights Due Diligence

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

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

As with all our business practices, we are committed to continually improving our approach to human rights in alignment with international best practices and emerging regulatory requirements. In support of this, for example, we participated in the UN Global Compact Network USA's 2024 [Business & Human Rights Accelerator](#) program, a six-month hybrid program with an objective to "help businesses swiftly move from commitment to action on human and labor rights by establishing an ongoing human rights due diligence process."

We're also considering our human rights risks, impacts and opportunities as part of our ongoing inaugural Double Materiality Assessment. [See Section 4.11](#) for more information.

3.11.2 Human Rights Mitigation and Remediation

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

Our due diligence processes, including with respect to Human Rights, provides continuous monitoring of third-party suppliers relative to sanctions and watch lists, as well as for reputational concerns including politically-exposed persons, adverse news, financial warning lists, and payment patterns and insolvencies. Similarly, as part of our due diligence, we follow up with suppliers for clarifications on their internal processes (e.g., hiring, personnel on boarding). This helps us better understand their compliance with labor and human right practices. These reviews, coupled with Jacobs' strong culture of "if you see something, say something" have been instrumental in identifying additional areas for action and investigation.

Further, as part of our supplier due diligence process, we consider the annual [Corruption Perceptions Index](#), an index that ranks countries and territories by their perceived level of public sector corruption, as a source of information of potential risks from suppliers based in high-risk countries.

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

Our e3 Learning platform mentioned in [Section 3.10](#) also contains training modules on mitigation of modern slavery, and each year we respond to the U.K. Government's Modern Slavery Assessment Tool for public procurement and to the Australian Government's Modern Slavery Act 2018. Our publicly available Modern Slavery Act Statement is updated annually based on collaboration across Jacobs and serves to comply with U.K. and Australian modern slavery acts.

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

3.12 Community Engagement and Giving

Data reported in this Section 3.12 includes the SpinCo Business.

3.12.1 Collectively Program

In alignment with Jacobs' purpose of creating a more connected, sustainable world, the [Collectively](#) program is our approach to employee and corporate citizenship and philanthropic efforts. Collectively unites our workforce of almost 45,000 in a single platform for giving and volunteering, allowing us to amplify the positive impact we make in our communities every day.

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

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

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

The Collectively program is aligned with four strategic causes, and Jacobs' Company values and priorities: Inclusion and Belonging; STEAM education; health and wellbeing; and sustainable development.

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

3.12.2 Paid Volunteering Rewards

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

3.12.3 STEAM Volunteering

Since October 2020, Jacobs has achieved nearly 30,000 hours of STEAM volunteering and is an award-winning STEAM employer. In 2020, 2021 and 2023, Jacobs won 'Inspirational STEM Employer' by STEM Learning UK. Jacobs currently provides a Collectively Global STEAM Volunteering program with paid STEAM-specific volunteer time for employees up to a user cap per year (in addition to the four hours of volunteer rewards).

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

In FY24, [Jacobs](#) U.K. became an official signatory to the U.K. Care Leaver Covenant. By signing the Covenant, Jacobs commits to provide a welcoming workplace for young people leaving the care system and creating meaningful opportunities for these individuals. Our work with the Care Leaver Covenant reflects the positive actions we are taking in the U.K. as part of our social mobility priorities. The Covenant includes working in partnership with the charity organization Become, to offer educational support to young people seeking STEAM careers and qualifications.

3.12.4 Stakeholder Engagement and Community Relations

In FY24, Jacobs partnered with [Bridges to Prosperity](#) to complete their 16th bridge build together since the partnership began in 2013. Jacobs sent a team of 10 employee volunteers to build a footbridge for a community in Rwanda that is cut off from accessing healthcare, schools, employment, and markets when rivers flood in the rainy season. Based on an impact report from Bridges to Prosperity, the project benefitted over 7,100 community members and resulted in a 30% increase in annual income, over 2,600 more children now have safe access to school and over 740 more women have access to attended births.

In FY24, our annual [Water for People](#) campaign raised more than \$215,000 in corporate and employee funds to create local water and sanitation utilities around the globe (included in Table 28).

In 2021, our U.K. Social Value Team partnered with upReach, a charity that supports university students from economically disadvantaged backgrounds to fund and launch the first ever Engineering Springboard program. We have extended this partnership until 2025 allowing new students to join the Springboard program as existing students graduate. In FY24, the program supported 60 engineering students from lower socioeconomic backgrounds with access to high-caliber graduate and/or intern positions with Jacobs and/or the wider engineering sector. Our partnership involved providing employability and soft skills workshops, mock interviews, mentoring, project showcases to show the range of projects and job roles available at Jacobs and networking opportunities. Of this cohort, 88% came from underrepresented racial and ethnic groups. Our partnership with upReach helps us to increase the diversity of our talent pool and support people who are struggling financially to gain access to quality graduate and intern roles across the industry.

For the fourth year in a row, Jacobs was selected out of 125 companies from around the world to be the Environmental Engineering category sponsor for the Society for Science's annual International Science and Engineering Fair (ISEF). At the event, which took place in May 2024, many of our employees served as volunteers, including judging, interpreting, and general volunteer opportunities.

In May 2024, 3,750 primary and secondary students attended ISEF's Education Outreach Day, and Jacobs co-sponsored the event. ISEF is a premier pre-collegiate competition and talent pipeline that fosters the best and brightest minds through more than 300 affiliated science fairs in 60+ countries, regions, and territories around the world.

3.12.5 FY24 Contributions

We are committed to giving back, engaging with communities and building enduring partnerships. In FY24, we continued an open matching giving program to approved charities, meaning Jacobs matches employee donations systemwide to such charities of our employees' choosing, up to a set user cap per year.

Throughout FY24, we supported disaster relief and significant days of importance across the world through the generosity of our employee donations and associated eligible matching contributions, as well as through direct Company donations. In FY24, we also continued paid volunteering time for STEAM-related education outreach activities worldwide, up to an annual user time cap.

In FY24, our total corporate citizenship and philanthropic contributions reached approximately \$12.5 million. Table 33 summarizes our giving impact through Collectively and more broadly.

Table 28. FY24 Summary of Engagement and Contributions

FY24 Summary ^[a]	
Non-Financial Overview	
Causes Supported	2,610
Volunteer Hours (Global)	18,105
STEAM Volunteer Hours (Global)	9,057
STEAM Volunteer Hours (U.K. and Ireland) ^[d]	4,430
Financial – Company-Funded Contributions	
Total Company Charitable Contributions within Benevity platform ^[b]	\$2,379,182
Total Company Charitable Contributions outside Benevity platform ^{[c][e]}	\$8,813,533
Paid STEAM Volunteer Time (Global)	\$289,690
Paid STEAM Volunteer Time (U.K. and Ireland) ^[d]	\$102,514
Financial – Employee-Funded Contributions	
Total Employee Donations	\$909,383
Total Giving Financial Impact	\$12,494,302

^[a] FY24 data in this tables includes values and amounts attributable to the SpinCo Business.

^[b] This total includes Company Contributions paid within the Benevity platform (paid by Jacobs' performance units, including the global Collectively performance unit). This amount includes Company Match Spend, Company Rewards, Volunteer Rewards, Employee-nominated Grants (including fees), and Sales-related company grants (including fees).

^[c] This total includes the Total Corporate Contributions made outside of the Benevity platform, approved through Jacobs' Contract Routing Document System (CDRS) and paid via Accounts Payable. This includes charitable events, memberships, and sponsorships paid by Jacobs' performance units.

^[d] Paid STEAM Volunteer Time and STEAM Volunteer Hours are extracted specifically for the U.K. and Ireland because of the significance of Jacobs' presence and partnerships in these regions and to meet statutory reporting obligations. This is additional STEAM time that AF&I Europe pays region-specific employees to carry out regional STEAM initiatives. It is a separate benefit from Jacobs' global 4 hours Paid STEAM volunteering time that every employee has access to. Recorded volunteer hours are self-logged and include paid and unpaid volunteer time.

^[e] FY24 company charitable contributions made outside of the Benevity platform include global contributions. FY23 company charitable contributions reported in the FY23 Sustainability Report made outside the Benevity platform included U.S. only contributions.

3.13 Client Satisfaction

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

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

Table 29. Client Satisfaction Rate

Metric	FY24 (%)
Client satisfaction rate ^[a]	97.6

^[a] Satisfaction rate based on available data. Excludes the SpinCo Business. Data is calculated using client feedback responses from CPARS and CSF systems with ratings of client recommended "yes" (CPARS) and meeting or exceeding ratings (CSF) divided by the total number of responses that contain ratings. Some clients surveyed more than once across different contracts and scopes of work.

3.14 Social Value

Social value is a core part of the key services we provide to our clients globally. We develop innovative, value-based solutions that are data-driven, engagement based. We leverage public, non-governmental, and private partners as well as our subsidiaries, Simetrica-Jacobs and StreetLight Data, and extensive experience to identify impacts and opportunities that improve community benefits. We partner with clients to build resilient communities and support clients in assessing and delivering the full benefits of their investments, policies, and activities. We believe this work helps our clients achieve community support and ultimately achieve desirable outcomes.

We work with our clients, partners and supply chains to create impactful solutions and purposeful distribution of benefits for the communities in which we live and work:

- Accessible and human-centered design, and inclusive design
- Communications and media
- Community benefits, engagement and consultation
- Community, stakeholder, and business outreach
- Fair experiences, including payment for services
- Equity, health and social outcomes advise
- Social and sustainable procurement
- Socio-economic assessments
- Strategy development
- Workforce development, training and employment opportunities

3.14.1 Industry Leadership

We work with public, non-governmental, private, and nonprofit clients across various sectors and industries to highlight social value opportunities through their projects, programs and services. We assess the socio-economic impacts of projects and programs, working to maximize benefits and minimize burdens on communities in alignment with our clients' objectives.

In Europe and the U.K., we specialize in social value and impact assessment work for our clients through mandatory planning, design and procurement requirements. For example, in the U.K., together with the [Major Projects Association](#), we created the [Purpose-driven Delivery Guide](#), demonstrating how social value techniques benefit both society and projects. This guide equips major project teams with the methodologies needed for a purpose-driven approach throughout the project lifecycle. Globally, we support clients using various assessments (e.g., social, population, health) to understand, advise on and plan for societal impacts.

Public awareness, outreach, and participation are integral to our work. For instance, while delivering the [Port of San Francisco Waterfront Resilience Program](#), our social value team collaborated with local agencies to develop an evaluation framework to support fair inclusion of underserved communities. During FY24, in response to requests by and the needs of our clients, we continued advising on social value in roads, active transportation, and drinking water supply, implementing these concepts in collaboration with clients and communities.

Our [inclusive design team](#) adopts a unique approach that combines technical, engineering, and social understanding to create welcoming spaces that promote participation and work seamlessly for everyone. Informed by research, data, and evidence, we deliver resilient and relevant project solutions that consider end user requirements relating to various demographics, to include faith, age, gender, gender identity, disability, and cultural background. Working closely with clients and in consultation with community groups and end users, our expertise enables built environments to work successfully for a range of end users, as documented in the Jacobs [Inclusive Design Guidance Document](#).

3.15 Health, Safety, Security and Environment – Management

3.15.1 Our Approach

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

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

- We empower and motivate each other to act.
- We assess and seek to understand risk at all levels of our business.
- We expect our people to demonstrate a visible commitment and responsibility for creating a safe, secure and healthy environment.
- We extend [BeyondZero](#) to everyone we encounter including our business partners, our clients, our families, our neighbors, and the communities in which we live and work. For example, on a recent U.K. commission we have delivered a comprehensive Social Value Action Plan through our multi-supplier professional services framework. Our efforts have focused on enhancing social mobility, supporting small to medium enterprises and contributing to local economic growth. Key initiatives include creating jobs, recruiting apprentices from deprived wards, reducing carbon emissions, and completing volunteering annually. We also collaborated with local Children's Trust, the local University Engineering Academy, and regional employment frameworks to provide training, work experience, and support for local jobseekers. These actions have boosted the local economy by increasing finances, employment opportunities, upskilling residents, and improving community well-being. Our Social Value Bank tool helps us monitor and report the impact of these initiatives, ensuring we meet our objectives and continuously enhance our social value contributions

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

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

Reducing harm through focusing on:

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

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

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

- Empowering employees to be represented, engaged and to participate

As we embark on the next iteration of our Company strategy, Challenge Accepted, we will be resolute in our continuance of:

- Keeping our people and business out of harm's way
- Leadership engagement
- Building capabilities for enhanced resilience
- Living our Core Values
- Improving our visibility to performance indicators

That said, we will also leverage our new Health, Safety, Security & Environment (HSSE) operating model to build a strategic foundation that will enable delivery excellence for our clients (internally and externally) based upon the following pillars:

- Business delivery: Deliver tools, programs, and processes that have the greatest impact to deliver excellence
- Investment in people: Build capability of our people to support HSSE objectives
- Technology advancement: Maximize performance through innovative processes and technology
- Performance excellence: Develop and share data insights to improve decision making

3.15.2 Governance

Jacobs operates and maintains an integrated BMS, compliant with ISO 90001 which establishes the "one Jacobs way" to facilitate consistency and efficiency in internal operations and project delivery. Several key processes comprise the BMS, including our HSSE processes and procedures. Our global framework minimizes documents required by all our operations and drives consistent use of common work processes.

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

Specific to Jacobs' HSE processes we are consistent with international HSE standards and practices, including ISO 14001 and ISO 45001. Collectively and globally, Specific to health, safety, and wellbeing, we maintain 15 ISO certifications which cover operations in 20 countries. Jacobs ISO certifications are routinely held specific to legal entity, region/country, office, or client. Additionally, we hold one global certification for ISO 27001 which covers all our operations and brings our total related HSSE certifications to 16. Our [ISO 14001 and ISO 45001 certifications](#) for selected U.K. and EU entities are available on our [Jacobs Investor Relations site](#).

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

The scope of our HSE program applies to all Jacobs activities (as relevant) that are conducted within areas that are owned and/or controlled by Jacobs.

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

3.15.2.1 Health, Safety and Environment Policy

Jacobs' global HSE Policy is reviewed and approved annually by the Chair and CEO of Jacobs. The policy includes Jacobs' commitment to managing psychological health in the workplace, which is a continuation of Jacobs'

commitment to the wellbeing of our people. Our added commitment is driven by increasing global legislative requirements on employers, including Workplace Health and Safety legislation and health management obligations for psychological health. We focus on policy that supports our global wellbeing strategy and achieving standards such as ISO 45003, which provides guidance on implementing an internationally recognized OHS management system for managing psychological safety at work, and is a subset of ISO 45001, which many of Jacobs' operations are certified against. Our policy reflects core HSE values in relation to the strategic direction of the Company and is prominently displayed throughout Jacobs' facilities and included in onboarding activities for all new hires.

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

3.15.2.2 Leadership Commitment

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

These commitments include:

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

We meet these commitments by:

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

3.15.2.3 Supervision

Supervisors fulfill an important role at Jacobs. With oversight at an enterprise level, the Jacobs HSE program is operationally managed, and as such, the supervisor (and manager) has ultimate responsibility and authority for implementation of the HSE program in their area of responsibility.

3.15.2.4 Worker Participation

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

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

- **Planning** – Workers participate in preparation of HSE plans and Safe Systems of Work (SSoWs) (described in [subsection 3.15.3](#)), identification and assessment of hazards and control measures.
- **Emergency Plans** – Workers participate in development of emergency plans, emergency drills and exercises and critiques and improvement to emergency plans.
- **Audits and Inspections** – Workers can participate as a member of audit teams and have ongoing responsibilities in conducting and documenting worksite inspections.
- **Incident Management** – Workers are often consulted and participate in incident reporting, recovery, incident analysis, and any resulting actions.
- **BeyondZero Observation (BZO) Reports** – Workers play a central role in making HSE and security observations in their day-to-day work activities as a means to manage risk and share knowledge, practices and concerns.
- **BeyondZero and HSE Committee (HSC) Meetings** – Many offices and projects have an HSC that meets as needed to address HSE issues and improvements.
- **BeyondZero Awards** – Workers nominate projects and personnel for various HSE awards designed to encourage and recognize proactive employee participation in the overall HSE and security program.
- **StepBack** – The StepBack program complements the work planning process, whereby employees can step back from their activities to further evaluate risk and identify any additional hazards or impacts that may be in the work area.
- **Stop Work** – Employees have the authority and are expected to stop work if they believe themselves, other people, or the environment may be or are at risk, or otherwise do not clearly understand how the risk is to be managed or controlled.
- **High-Value Insight** – Employees participate in identifying and communicating knowledge insights related to their work so that others can benefit.

Additional worker participation activities may be identified in HSE BMS processes, as well as office and project-specific HSE plans.

3.15.2.5 Assurance and Evaluation of Progress

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

- The Jacobs Executive Leadership Team roles and responsibilities in relation to Jacobs' HSE management activities, including:
 - Ensure the appropriate global HSSE policies, procedures and activities are in place such that we meet our general legal obligations
 - Ensure the appropriate global HSSE policies, procedures and activities are in place to effectively mitigate our risks
 - Ensure appropriate global HSSE policies procedures and systems are in place to effectively manage, measure and improve HSE performance
 - Oversee the provision by Jacobs of a healthy, safe and secure working environment and culture for all employees, contractors, clients and other visitors to our controlled work locations
- Prioritization and action plans with quantified targets for managers
- Discussion of HSSE issues and risks documentation with ERM quarterly basis
- Evaluation of progress in reducing and preventing HSSE issues and risks against targets
- Internal inspections and consultations by HSSE specialists
- Independent external verification of HSSE programs for locations certified to ISO 45001 and ISO 14001
- Targets embedded in performance appraisals

3.15.2.6 Internal Inspections

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

3.15.2.7 Health, Safety and Environmental Auditing

HSE auditing is a key component in verifying Jacobs' HSE program implementation across the Company and identifying areas for improvement. HSE audit schedules are developed and approved by HSE leads across our operations. HSE audit schedules are developed based on factors such as risk, negative trends, client feedback and accreditation requirements.

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

3.15.2.8 Management Review

HSE performance is reviewed on a regular basis within the business. HSE performance is reviewed at least annually at the global and operational level as detailed in Jacobs' Management Review procedure.

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

3.15.3 Health, Safety and Environmental Hazards and Risks

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

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

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

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

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

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

We are undertaking efforts to provide our clients and broader stakeholders with better data on how their projects are making an impact through sustainable initiatives. Our ongoing double materiality assessment will inform this approach.

Once we are engaged to deliver a project, environmental aspects and potential impacts are further identified, categorized and prioritized via our environmental risk assessment process and documented in our proprietary Risk Assessment and Mitigation Plan (RAMP) tool. Potential environmental risks may include, but are not limited to, ecological impacts, biodiversity impacts, emissions to air, discharges to water, slope disturbance, soil disturbance and erosion, stormwater management, waste management, natural resource consumption and hazardous chemical usage. Societal risks can also be logged into the RAMP tool, including, but not limited to, environmental justice issues, equity and affordability. This process is global, and adjustments are made to address requirements specific to BU, regional and project differences. The inclusion of climate and natural hazard and resilience risk assessments, as well as adaptation, mitigation and decarbonization planning recommendations are a priority on our delivery of our projects, including major projects and programs. These steps help our clients' projects succeed and mitigate risks.

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

The Environmental Plan sets environmental objectives and targets for the project, which are monitored, reported and reviewed periodically, depending on the project duration. Legal requirements, including national, state, local and project-specific permit conditions, establish minimum project expectations in the Environmental Plan. Execution of the plan is periodically audited as described in [Section 3.15](#). Performance towards environmental commitments is tracked in our internal Evolve tool.

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

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

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

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

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

3.15.3.1 Occupational Health Services

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

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

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

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

3.15.4 Controls and Risk Mitigation

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

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

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

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

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

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

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

3.15.4.1 Contractors and Contractor Health, Safety and Environment Management

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

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

3.15.4.2 Business Resilience

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

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

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

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

3.15.5 Training and Participation

3.15.5.1 Worker Health, Safety and Environment Training

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

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

- Step 1: Pre-hire induction to specify key HSE programs and risk management approaches. Completed by all newly hired employees.
- Step 2: All workers complete online Global On-Boarding Modules as assigned

- Step 3: All workers complete Jacobs' global HSE culture training program as assigned
- Step 4: Ongoing training needs, as well as training on specific work-related hazards, impacts, hazardous activities or hazardous situations, is completed at the operational level as per HSE training categories, as required on an individual basis.

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

3.15.5.2 Promotion of Worker Health and Wellbeing

At Jacobs, we believe that health awareness and support go beyond just the workplace. Supporting our employees and other stakeholders at work, at home and in the community can make a positive difference, and our Jacobs' global wellbeing strategy delivers an integrated approach that encompasses physical, emotional, financial, social and workplace wellbeing for all Jacobs employees and their families.

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

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

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

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

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

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

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

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

3.16 Health, Safety and Environment – Products and Services

3.16.1 Health, Safety and Environment in Design

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

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

[DeSign](#) (5 in Design) is Jacobs' behavioral program driving a cultural shift in Health, Safety and Environment in Design (HSE in Design), which takes Jacobs beyond base legislative requirements to provide a consistent approach to HSE in Design across our global business, maximizing HSE benefits across the lifecycle of our projects.

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

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

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

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

3.17 Health and Safety – Metrics

Data reported herein is global and may differ from other reporting to regulatory agencies in regional jurisdictions, which may have different reporting boundaries (e.g., OSHA).

For historical data, see our previous disclosures located on our [Jacobs Investor Relations site](#).

3.17.1 Fatalities

In FY24, we continued to demonstrate safety excellence with another year of zero employee (full-time and part-time) or contractor fatalities at work.

Table 30. Fatalities

Metric	Unit	FY24
Employee Fatalities	Number of fatalities	0
Contractor Fatalities	Number of fatalities	0

3.17.2 Total Recordable Incident Rates

3.17.2.1 Employees

The table below summarizes our Total Recordable Incident Rates (TRIRs) based on Occupational Safety and Health Administration (OSHA) recordkeeping requirements for our employees (full-time and part-time).

Table 31. Total Recordable Incident Rates

Metric	Unit ^[a]	FY24
TRIR – Employees	Per million hours worked	0.85
	Per 200,000 hours worked	0.17
Data coverage	% of Operations	100%

^[a]Formulas are (recordable incidents * x hours worked)/total hours worked by Jacobs employees in FY24.

3.17.2.2 Contractors

The table below summarizes our TRIR based on OSHA recordkeeping requirements for our contractors.

Table 32. Contractor Total Recordable Incident Rates

Metric	Unit	FY24
TRIR – Contractors ^[a]	Per million hours worked	0.94
	Per 200,000 hours worked	0.19
Data coverage	% of Operations	100%

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

^[b] Formulas are (recordable incidents * x hours worked)/total hours worked by Jacobs employees in FY24.

3.17.3 Lost-Time Injury Frequency Rates

The table below summarizes our lost-time injury frequency rate (LTIFR) for our employees.

Table 33. Employee Lost-time Injury Frequency Rate

Metric	Unit	FY24
LTIFR – Employees	n/million hours worked	0.26
	n/200,000 hours worked	0.05
Data coverage	% of Operations	100%

The table below summarizes our LTIFR for our contractors.

Table 34. Contractor Lost-time Injury Frequency Rate

Metric	Unit	FY24
LTIFR – Contractors ^[a]	n/million hours worked	0.25
	n/200,000 hours worked	0.05
Data coverage	% of Operations	100%

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

3.17.4 Occupational Illness Frequency Rate

The table below summarizes our occupational illness frequency rate (OIFR) for our employees.

Table 35. Employee Occupational Illness Frequency Rate

Metric	Unit	FY24
OIFR – Employees	n/million hours worked	0.03
	n/200,000 hours worked	0.01
Data coverage	% of Operations	100%

3.17.5 Absentee Rates

Table 36 summarizes our employee absentee rate for non-U.S. full-time employees based on available data. The wellbeing of our people is of highest priority, and we will continue to invest in programs and practices to support our global workforce; refer to [Section 3.7](#) for more detail.

Table 36. Absentee Rate (Non-United States Only)

Metric	FY24 (%)
Absentee Rate – Employees ^[a]	2.8
Data Coverage ^[b]	52.2

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

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

4

Governance



4. Governance

4.1 Values, Ethics and Code of Conduct

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

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

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

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

In FY23, Jacobs engaged an independent third-party to conduct a privileged assessment of our corporate compliance program, completed in FY24, as part of our compliance program's continuous improvement efforts.

In FY24, 97.4%⁹ of our employees completed our 'We Do Things Right' module within our Living Our Values training series, which included a written acknowledgment of compliance and completion of the training module. Employees and managers are also prompted and encouraged to consider individual performance against our [Code of Conduct](#) during the annual employee performance review process.

The Company is committed to educating its employees on our company purpose and values, and our [No Harassment, Discrimination, Bullying and Violence Policy](#) requires employees and managers to report concerns or complaints in order to prevent harassment, discrimination, bullying and violence in the workplace or which influences the workplace.

Our [Human Rights Policy](#) further reinforces our commitment to our culture and values and is guided by international principles.

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 or via country-specific telephone numbers published on the website.

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

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

4.2 Supply Chain

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

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

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

Jacobs' Supply Management is focused on ensuring project delivery, reducing supply chain and performance risk, and building strategic relationships with our suppliers to help drive incremental value for our clients, teams and community. During supplier qualification, we gather data on the supplier's financials, HSSE, quality and technical capability. This process is detailed in our internal policies. Our Legal Ethics & Compliance department has a process for identifying

⁹ Completion percentages will never reach 100% as new hires are auto enrolled into training on a rolling basis.

bribery and corruption risks for suppliers and other third parties. Factors include the Corruption Perception Index score, debarment list screening, desktop media searches, affiliation with government entities/officials and years in business.

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

During supplier qualification, we also gather data on the supplier's GHG emissions and climate action targets. As outlined in our [Climate Action Plan](#) and [subsection 2.2.3](#), our Supply Chain Management and Procurement teams will work with our major suppliers on climate resilience and goals. We are working with our suppliers to collect Scope 3 GHG emissions data.

4.2.1 Supplier Selection

Building a large, global supplier base with extensive experience and capabilities helps us better serve our clients. By having many competitors for our procurement opportunities, we can secure products and services at more competitive prices. Furthermore, it helps safeguard us from potential supply chain disruptions, ensuring consistent delivery of services to our clients. Beyond cost savings and risk mitigation, a broad supplier base brings a wealth of different ideas and innovative solutions to address our evolving needs.

Ultimately, we believe these attributes enhance our competitiveness in serving our clients, which in turn improves our overall performance and delivers greater value to our shareholders.

In alignment with our client requirements and expectations, in FY24 we spent \$2.12 billion globally on small business suppliers representing 33.5% of our total supply chain spend. Jacobs is committed to providing fair opportunities for subcontracting for all types of businesses, including but not limited to less advantaged, veteran, women and minority-owned businesses, as well as historically underused business zone enterprises.

Further, our global Mentor-Protégé Program, which advances Jacobs' and its clients' business interests, has enhanced the capabilities and market presence of small businesses through strategic mentorship and support.

4.3 Board Structure

Jacobs maintains information on Corporate Governance, including information on our Board, on our Investors website invest.jacobs.com.

4.3.1 Changes to our Board in Connection with the Separation Transaction

Effective as of the [consummation of the Separation Transaction](#) on September 27, 2024 (the last day of FY24), Steven J. Demetriou, General Vincent K. Brooks, General Ralph E. Eberhart, Barbara L. Loughran and Christopher M.T. Thompson resigned as directors of Jacobs to join the board of directors of Amentum. In addition, Michael Collins was appointed to our Board effective as of September 23, 2024, and Vice Admiral (Ret.) Mary Jackson was appointed to our Board effective as of the consummation of the Separation Transaction on September 27, 2024.

[Sections 4.3](#) and [4.4](#) of this report include details regarding our Board in FY24 in place prior to the consummation of the Separation Transaction, including Michael Collins. Refer to our [2025 Proxy Statement](#) for the composition of our Board immediately following the consummation of the Separation Transaction.

4.3.2 Board Structure during FY24

During FY24, the Board's leadership comprised of the Executive Chair of the Board, Steven J. Demetriou, and Lead Independent Director, Christopher M.T. Thompson. Further, Mr. Pragada, CEO of the Company, served as a director on the Board throughout FY24.

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

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

4.4 Board Composition

Refer to [Section 4.3.1](#) for details on changes to our Board that took place in connection with the consummation of the Separation Transaction. For additional information on our Board including the composition immediately following the consummation of the Separation Transaction, please refer to our [2025 Proxy Statement](#).

During FY24, the Board consisted of 14 directors who attended meetings of the Board and its committees (including Michael Collins, who was added to the Board on September 23, 2024). The Board was comprised of Steve Demetriou, serving as the Executive Chair, Bob Pragada, our CEO, and 12 independent directors, including a Lead Independent Director. Our definition of "independent" is detailed under "Guidelines for Determining Director Independence," in Jacobs Corporate Governance Guidelines. The definition states that it is expected that Board members (in that role) will exercise diligently, and in good faith, their independent judgment in the best interests of the Company and its shareholders as a whole, notwithstanding their other activities or affiliations. No director qualifies as "independent" unless the Board affirmatively determines that the director has no material relationship with the Company (including, but not limited to, either directly or as a partner, shareholder, or officer of an organization that has a relationship with the Company).

In FY24, 50% (six out of 12) of our independent directors had been added to the Board in the past five years. Additionally, 50% of the 14 directors that served in FY24 were non-white and/or female (consisting of four female directors, ten male directors, five non-white directors and nine white directors).

4.5 Board Nominations and Conflict of Interest

Once potential director candidates are identified, including any candidates nominated by shareholders, the Chair of the Nominating and Corporate Governance Committee, the Lead Independent Director and the Chair 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 its 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 should 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.

4.6 Board Roles and Effectiveness

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

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

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

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

As part of the Company's ongoing evaluation of its ERM program, the Company also conducts various actions to enhance the effectiveness of the program, including maintaining a senior management position to oversee the Company's ERM program. This officer provides regular reports to the Board as necessary. The Company also engages third-party ERM experts from time to time to provide an independent assessment of the Company's risks, policies and procedures. The Company's Chief Legal & Administrative Officer, EVP, Sustainability and ERM, and Director, ERM also work closely with the management team to develop effective risk management strategies and practices.

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

Each of the Board's committees is responsible for overseeing the strategy and approach set by management for the significant ESG matters and disclosures in the committees' respective delegated areas.

Overall director attendance at regular meetings of the Board and its Committees was 98% during FY24. Board members are expected to attend annual meetings of shareholders. All of the members of the Board attended our 2024 Annual Meeting of Shareholders in person.

4.7 Remuneration

Effective as of January 24, 2023, Bob Pragada succeeded Steve Demetriou¹⁰ as CEO of the Company, and upon close of the Separation Transaction, Mr. Pragada became the Chair of the Board. Detailed information on our remuneration policies and process for our members of the Board and Named Executive Officers (NEOs), including Mr. Pragada, can be found in our [2025 Proxy Statement](#) (pp. 48-50; 79-86). Table 16 below shows, for FY23 and FY24, the total

¹⁰ Steve Demetriou served as CEO of the Company until January 24, 2023.

compensation of Mr. Pragada, the total compensation of our median employee, and the ratio of our current CEO's total compensation to that of our median employee.

Table 37. Compensation

Compensation (USD)	FY23	FY24	% Change
CEO Base Salary ^[a]	\$1,300,000 ^[b]	\$1,350,000	3.8% increase
CEO Total Annual Compensation	\$9,484,157 ^[c]	\$12,119,945	27.8% increase
Median Employee Total Annual Compensation	\$91,465	\$97,999	7.1% increase
Ratio of CEO to Median Employee Total Annual Compensation	104 to 1 ^[c]	124 to 1	19.2% increase

^[a] CEO Base Salary provided in this table reflects the stated base salary of the CEO in the position as of the end of the fiscal year as set forth in the [2025 Proxy Statement](#) (p. 60) and does not reflect any elected salary deferrals and any other changes, such as change in salary due to change of employee's role.

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

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

4.8 Management Incentives (Non-Financial Metrics)

The Company includes a non-financial metric for the overall payout under our Leadership Performance Plan (LPP). For FY24, select officers and leaders of the Company, including, but not limited to, certain employees in VP and Director-level roles, were eligible to participate in the LPP. For FY24, this metric was part of a "Corporate Scorecard" which considered the Company's reduction in GHG emissions (metric tonnes CO2 equivalent) to within a specified range achieved primarily by reducing business travel. See our [2025 Proxy Statement](#) (pgs. 43-46) for more information.

Jacobs also grants restricted stock units as part of a definitive long-term incentive (LTI) plan to certain employees, including, but not limited to, those in VP and Director roles. These restricted stock units are settled in shares at the end of a specified vesting period. In FY24, LTI awards were granted to 1.1% of employees in VP and below positions.

Additional detail regarding the LPP, including the results of the Company's FY24 incentive metrics, and the LTI can be found in the [2025 Proxy Statement](#) (pp. 43-47).

4.9 Sustainability Strategy

The outcomes from our stakeholder engagement, including our materiality assessment (historic and ongoing) underpin the development of our PlanBeyond sustainable business approach. Aligned with Jacobs' purpose to create a more connected, sustainable world, our sustainable business approach reflects an enhanced phase in our ongoing sustainability journey. Please see our latest iteration of our sustainable business approach, [PlanBeyond 2025+](#), for the latest on how we embed sustainability into our business.

4.10 Sustainability Governance

The Company has a dedicated Global Sustainability team that leads the Company's implementation of our sustainability goals and commitments. In FY24, this team was led by our VP, Global Head of Corporate Sustainability, reporting to our SVP for Sustainability and ERM.

We have a network of sustainability leads and technical delivery teams across our business to support the Company's efforts to deliver on our sustainability commitments, operationalize sustainability and related aspects of the Company strategy, and target delivery into our business.

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

In FY24, the committee comprised the Chair and CEO and Executive Leadership Team, along with our SVP for Sustainability and ERM, SVP Investor Relations, SVP General Counsel and Secretary, and SVP Strategic Finance, Treasury and Head of Corporate Development – among other key leaders. Our SVP for Sustainability and ERM is the most senior employee dedicated to ESG and sustainability.

Company management also provides periodic reports to relevant Board Committees and receives guidance and feedback on the approach for significant and emerging ESG-related matters.

Please see our [Board Committee charters](#) for information on the responsibilities of each Board committee related to ESG matters.

4.11 Double Materiality Assessment

Between 2018 and 2022, Jacobs conducted several stakeholder relevance assessments, which involved feedback from select internal and external stakeholders, to inform the development and launch of PlanBeyond, our sustainable business approach, and to identify and prioritize the topics on which we focused both continuous improvement and new sustainability initiatives, as well as our voluntary sustainability reporting.

It is important to note that historic assessments included our SpinCo Business, and although we and other stakeholders have colloquially referred to such assessments as “materiality” assessments, such assessments were not conducted with reference to “materiality” or similar terms as defined under any law or regulation or global sustainability frameworks.

We expect to be subject to the EU’s Corporate Sustainability Reporting Directive (CSRD) as currently drafted, although we note that the scope and content of the CSRD requirements and the reporting standards thereunder (ESRS) are currently subject to ongoing revision as part of the EU’s “Omnibus Simplification Package”. Therefore, beginning in the second half of FY23, we initiated a “Double Materiality Assessment” in accordance with the ESRS and associated guidelines, in preparation for and in support of Jacobs’ future non-financial disclosures under the CSRD. In accordance with the ESRS, our Double Materiality Assessment has two dimensions:

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

This assessment was completed in December 2024, with Executive Leadership Team and Board of Directors briefings on the process and outcomes completed in January 2025. “Materiality” as used throughout the remainder of this [Section 4.11](#) refers to the way “materiality” is used and currently described in the ESRS. Our Double Materiality Assessment will continue without the SpinCo Business-specific matters and pertains to Jacobs without the SpinCo Business. Additionally, the assessment does not include PA Consulting at the time of publication.

4.11.1 General Overview and Process Description

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

As such, we determined that the most robust approach to identifying representative and robust IROs across the business was through internal engagement. Our approach is therefore best described as a bottom-up evaluation of IROs identified, understood, managed and mitigated by our global functional, sales and operations leaders around the world. We conducted our assessment for our parent organization, Jacobs Solutions Inc.; all subsidiaries and legal entities in

our global organization excluding PA Consulting were considered, with IROs applicable to specific regions, operations, stakeholders, and projects/programs disaggregated where necessary and relevant to our stakeholders. As noted in [Section 4.11](#), considerations related to the SpinCo Business, including SpinCo-specific IROs, were removed from the assessment and are not included herein.

At the time of writing this report, we have completed our initial assessment of our Double Materiality Assessment (for further details on our approach, refer to our FY23 Sustainability Report) and have received the Executive Leadership Team's and Board of Directors' endorsement to begin addressing regulatory readiness actions aligned with assessment outcomes. We are also monitoring the current EU efforts to update and simplify the ESRS and may in the future revise our approach to our assessment process.

4.11.2 IRO Mapping to ESRS and ERM Framework

All of Jacobs' material IROs have been mapped to the ESRS as available in 2024. This mapping was undertaken for individual IROs agnostic of our historic materiality topics; in other words, the nature of each IRO was evaluated in the context of the ESRS only, with no significant consideration given to how each IRO may have been categorized historically using unregulated or voluntary frameworks. This mapping directly supported the evaluation of Jacobs' disclosure requirements under the CSRD on a materiality basis. In most cases, mapping to the ESRS occurred at the sub-sub-topic level. While our initial assessment is complete, ESRS alignment mapping continues to be refined at the time of writing and in recognition of ongoing efforts to simplify and update the ESRS. Jacobs plans to provide additional information in future disclosures.

Additionally, all material IROs have also been mapped to Jacobs' ERM framework. This supports the integration of all material matters within our existing risk governance architecture, the implementation of which will be a key focus area during FY25 and FY26. Once integrated, it is anticipated that Jacobs' ERM framework will be the primary means through which IROs and associated policies, actions, performance against metrics, and the attainment of targets are continuously reviewed for relevance and effectiveness.

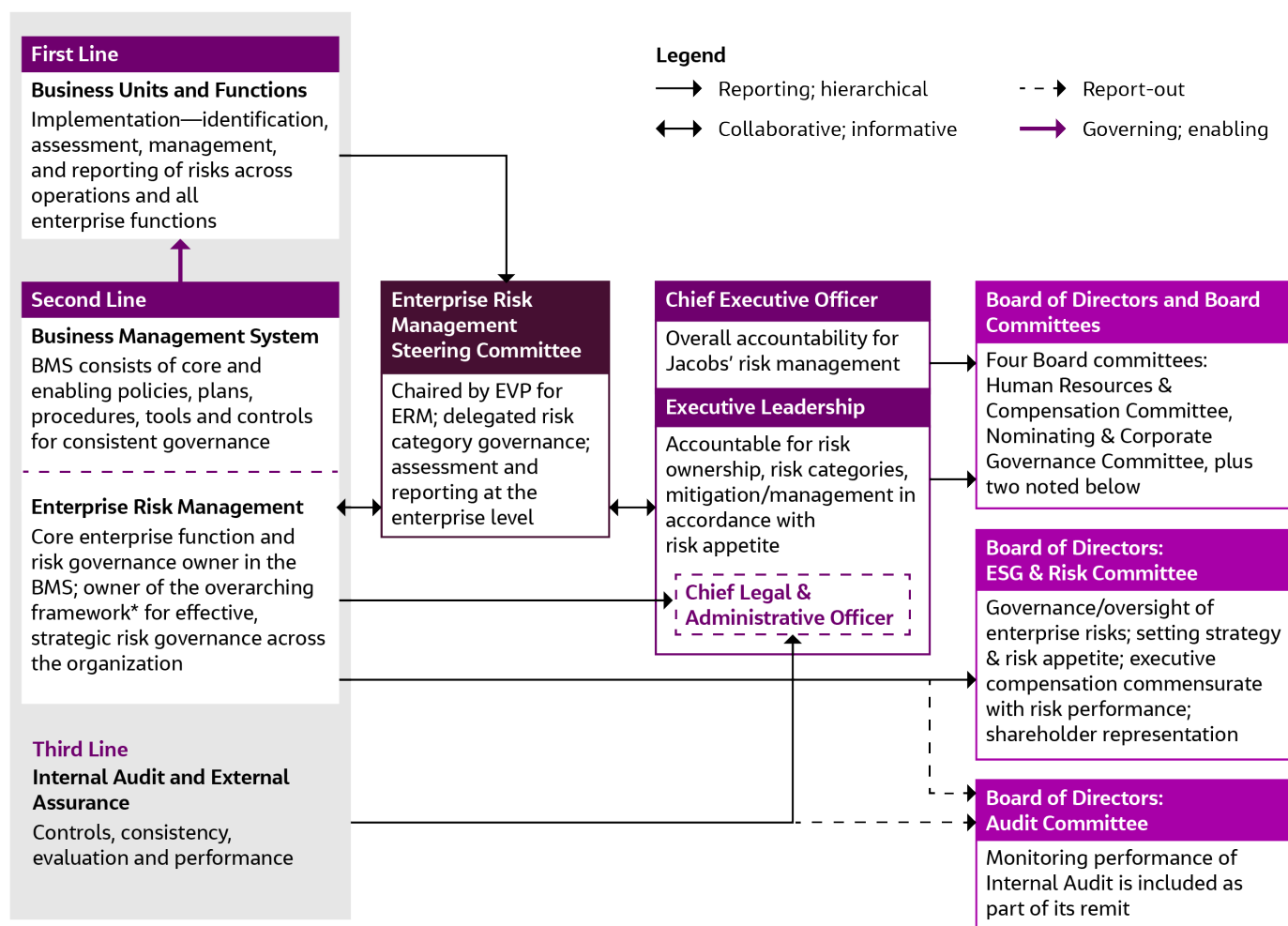
We anticipate sharing the outcomes from our double materiality assessment in due course.

4.12 Risk Governance

4.12.1 Risk Governance Framework

Jacobs' risk governance framework is a fully integrated system encompassing our entire business. This ERM framework includes the full engagement of our ELT at the highest level of management operational accountability, with oversight by the Jacobs' Board (Figure 3).

Figure 3. Jacobs' Enterprise Risk Management Framework



The Board oversees the Company's approach to ERM, which is designed to support the achievement of strategic objectives, improve organizational performance, and enhance long-term shareholder and stakeholder value. The Board also provides guidance to and oversight of management throughout the year with respect to setting and implementing the Company's corporate strategy; this includes engaging with management to promote a corporate culture that integrates risk management into Jacobs' corporate strategy and day-to-day business operations to achieve outcomes consistent with the Company's targeted risk appetite and risk profile.

The ESG and Risk Committee was formed as a standing committee of the Board in FY21 to further enhance the structure of the Board's oversight for ESG and ERM. The ESG and Risk Committee assists the Board in overall oversight of ESG and ERM matters, with certain specified areas being allocated to the Board's other standing committees (refer to the charters of each Board committee posted on [Jacobs Investors Relations site](#)). To ensure coordination and collaboration among the Board's committees, the membership of the ESG and Risk Committee includes the chair of each of the Board's committees. Additional discussion of the Board's role in ERM oversight can be found in the [2025 Proxy Statement](#) (pg. 14-16), including risk oversight responsibilities aligned to each committee.

In FY24, risk management responsibility was delegated to the SVP for Sustainability and ERM, reporting to our CLAO who is responsible for monitoring and auditing risk management performance on an operational level. The CLAO is a member of the ELT and reports directly to our CEO. The EVP oversees Jacobs' ERM framework which includes the company's 11 risk categories (detailed below). The risk categories were determined following a comprehensive collaboration process between the Board, the ELT, and other senior leaders across operations and functions. The process identified broad risk management requirements throughout the company, which were refined to the 11

categories we use today (Table 21); these represent cross-functional/operational risks the business needs to identify, assess, and manage/mitigate cooperatively.

The consummation of the Separation Transaction did not significantly impact the established risk categories and Jacobs will continue to review its risk categories to ensure relevance to the ongoing business.

The Global ERM Steering Committee—chaired by the SVP for Sustainability and ERM—provides cross-functional and operations leadership insights to the governance of Jacobs' risk categories, risk appetite statements and risk policies, and provides recommendations on the trends, mitigation status and areas of focus across the ERM framework.

Day-to-day risk management is governed by our policies and procedures, with governance oversight by the SVP for Sustainability and ERM. All of Jacobs' policies, procedures, work instructions, forms, handbooks and guidelines are contained in our bespoke BMS which was designed in accordance with ISO 9001. Our BMS operates as a collaborative interaction among global process owners (including risk process owners), internal stakeholders, and SMEs.

Collaboration occurs at all levels of the company, spanning operational and enterprise teams and each team's respective leader. The review and approval of BMS documents follows a robust and interactive process, including key review and approval gates. These measures ensure consistent implementation by individuals and teams across both operations and enterprise functions. Furthermore, our operations, enterprise function teams and leaders interface with ERM risk category owners through the policies, plans, procedures, approvals, and escalation processes established in the BMS. Such interactions and controls occur continuously as standard business practice.

Jacobs' Internal Audit function provides control and assurance for the BMS implementation across the organization, including annual audits of a selection of projects delivered for clients and a selection of Jacobs' internal processes and controls. Internal Audit assessed the risk-related content of the entire BMS in FY24 and determined that procedures and content were considered satisfactory according to Internal Audit ratings utilized by Jacobs. Our VP for Internal Audit reports directly to the CLAO.

Table 38. Jacobs' 11 Enterprise Risk Management Categories

Type	Risk Category	Category Definition
Company	Legal & Compliance	Actions by employees, counterparties and 3rd parties that affect Jacobs' performance under and compliance with governing laws/regulations, and impacts profitability, reputation or eligibility for contracts.
	Client Engagements & Projects	Maintaining holistic connectivity between winning and delivery including framing optimal commercial/deal structures, risk/reward balance and terms and conditions, and profitably delivering what we sell.
	Data & Cyber Security	Protecting critical corporate, employee and client data including commercial intellectual property, government/national security/intelligence data, or disclosure of data protected under privacy laws.
	Financial Reporting & Controls	Discipline and compliance in financial reporting and controls related to filings, regulations and reporting.
	Corporate Development	Ability to innovate and drive profitable growth consistent with the company strategy to stay competitive in an ever-evolving environment.
Strategic	Business Model & Technology	Ability to maintain and grow competitive position and advantage through agile adoption and modification of business models to drive company strategy, including strategic growth accelerators.
	ESG	Financial and non-financial environmental, social and governance considerations of Jacobs' strategic business objectives driven by policies, regulations, business practices and performance, and stakeholder perceptions and sentiments.
	Economic & Geopolitical	Confluence of global/national/regional politics & economics for emerging threats & opportunities to our pipeline and where & how we choose to play in the context of our end markets, client sectors & operations.
Foundational	Culture	Jacobs' shared purpose, values, behaviors and norms that create the conditions to enable our people to thrive and that guide decision-making, focus, and motivation throughout the organization.
	Our People	Attract and retain a capable, inclusive and diverse global workforce; drive competitive posture and agility in talent acquisition especially in specialized skilled markets and in support of business transformation objectives; develop our employees, cultivate inspirational and inclusive leaders, and deploy the best resources to meet specific business needs; evolve benefits, compensation and total rewards to achieve equitable/fair offerings in a dynamic, competitive market.
	Health, Safety, Security, Environment & Quality	Drive a proactive BeyondZero culture of caring for our people, stakeholder ecosystem, and the environment; enable safe, secure, healthy work environments for our employees, clients, partners, subcontractors, vendors and neighboring communities; effectively apply endorsed standards/systems to meet quality and operational performance goals for Jacobs' products and services.

4.12.2 Risk Management Processes

4.12.2.1 Risk Appetite Statements

Risk appetite statements¹¹ for each risk category were developed through a comprehensive stakeholder engagement process that included input from external stakeholders (i.e., investors, third party consultants, and industry advisory groups) as well as representatives from across the Jacobs organization, including operations, enterprise functions, risk category owners and ELT, at the direction of the Jacobs' Board. All risk appetite statements consider a range of criteria, including strategic objectives, appetite level by objective, risk themes by objective, representative metrics, and risk absolutes. All risk appetite statements were presented to the ESG and Risk Committee at the end of FY22 and are undergoing review in FY25 for both periodic update purposes and to address changes to the company following the Separation Transaction. The statements are reviewed periodically, with most statements reviewed and refined more frequently as driven by dynamic circumstances (e.g., corporate development activities, geoeconomics and geopolitics, technological change, etc.) and discussed as needed with the ELT and the Board. The results of our Double Materiality Assessment (See [Section 4.11.1](#)) are informing the update of our risk appetite statements and broader ERM framework.

4.12.2.2 Risk Reviews

Active identification and management of risks throughout our projects' development and delivery processes, as well as the management of operational risks not directly associated with project delivery, are critical to protecting our clients' and investors' interests and protecting and profitably growing our business. Jacobs therefore has an established framework for 1) identifying, assessing (determining severity and likelihood of outcomes) and categorizing risk ratings; and 2) accepting and approving risk authority for all projects and programs that Jacobs pursues and delivers, as well as for risks associated with our operations and enterprise functions.

As part of the overall risk management process, risk criteria, risk categorization, and approval authority are reviewed for continual improvement and as business needs change. Improvements and updates to our risk management process trigger adherence to a formal maintenance process for reviews and approvals. Risk criteria and triggers for project-related work include commercial structure attributes, execution parameters, contractual terms and conditions, and other relevant criteria. A pursuit's risk categorization level defines the required approval authority that must be obtained prior to submitting a contractually binding proposal or bid, with the highest risk level requiring CEO and CFO approval. The risk level defines the minimum requirements for management oversight and operational review; this level remains unchanged during the project delivery phase, unless a major milestone is achieved on the project and the remaining work to completion is deemed to constitute a different risk level, which may be higher or lower, or there is a formal contractual change that results in a modified rating.

Our global project risk management procedures for financial and non-financial risks, including the implementation of and adherence to our risk approvals policies, plans and processes, are regularly audited through project and other internal audits. All projects are risk-assessed prior to initiation. On a regular basis, Jacobs' Internal Audit function samples from the many projects Jacobs manages and performs a formal audit to assure the effectiveness of risk governance processes. These audits are aligned to the Client Engagements and Projects risk category of our ERM Framework (Table 45), and key findings are shared with relevant and/or impacted business leaders and the ELT and Board ESG and Risk and Audit Committees as necessary, prior to their regularly scheduled meetings. We also have a Global Quality management team that conducts reviews of the implementation of Jacobs' BMS documents and processes at the project level on an ongoing basis.

Scenario analysis and sensitivity testing are done for financial and non-financial risks in all 11 risk categories ahead of the launch of each new company strategy, and periodically as triggered by activities such as corporate development and/or major regional, national, or global events.

¹¹ Risk appetite statements are a formal declaration by Jacobs that outlines the amount of risk that we are willing to accept in pursuit of our strategic objectives across our 11 risk categories. The statements guide decision-making and keep risks within acceptable boundaries and aligned to our goals and values.

4.12.2.3 Risk Exposure

Risk exposure relevant to the Company at the time is discussed at each ESG and Risk Board Committee meeting, including an evaluation of relevant trends and mitigation strategies for each relevant risk category, with accompanying commentary to substantiate any changes, as well as key observations regarding relevant changes to the internal and/or external environment within a category. See our [ESG & Risk Committee charter](#) for more information on the committee's roles and responsibilities.

4.12.2.4 Risk Culture

Jacobs' risk governance policies and plans aim to embed risk management within our company's processes and culture, such that risk ownership and management are shared, embraced and implemented at all levels. We recognize that astute risk management strengthens our financial and non-financial performance, protects shareholder and stakeholder value, positions the company for growth, and adds value to our clients and employees.

Every ELT member and Board Director is formally inducted into the ERM Framework (Figure 3) when they are appointed into their role or join Jacobs. The Board Audit Committee receives an annual briefing on the ERM program, status of key/pending changes, and specific risk areas of note, including analysis and mitigation strategies. As part of regular Board Committee briefings or as designated full Board education session topics, risk-specific training and awareness programs are provided by SMEs who present their approach to identifying and assessing, mitigating, and managing or eliminating the relevant risk. The Board also receives a summary of all Internal Audit findings, which are posted prior to each Board meeting. We are in the process of implementing a data-driven, end-to-end risk management capability across our global sales pipeline and project portfolio to provide additional insights and analysis.

All project managers, project controllers and design managers attending Jacobs' Project Delivery Advancement Program undergo risk analysis and mitigation training. All employees also have access to risk management learning opportunities through the company's e3 learning platform.

Jacobs is a pay-for-performance company, where the majority of executive and senior leadership compensation is based on the financial performance of the company. Additionally, employees undergo a performance review with their managers on an annual basis. In that process, employees self-evaluate the performance of their work based on Jacobs' [Code of Conduct](#), which sets out the company's values, one of which prompts reflection on how opportunities were identified and risks were managed. In turn, managers consider whether employees have demonstrated a commitment to those values as part of determining a performance rating. See Section 3.10.1 for additional information.

In addition, in accordance with SEC and NYSE rules, we have adopted a clawback policy that requires the Company to recover erroneously awarded incentive-based compensation to our executive officers, including any named executive officers (NEOs), in the event that the Company is required to prepare an accounting restatement due to material noncompliance with any financial reporting requirement under the securities laws. We also have an additional clawback policy for select top executives, including NEOs, that applies in the event of such executive's violation of restrictive covenants or other misconduct.

4.13 Emerging Risks

Two non-exhaustive emerging risks that may have long-term impact on the business are summarized in Table 39. Both risks, among others, are included in our ERM Framework and are the subject of regular review and discussion in Jacobs' risk governance processes.

Table 39. Summary Analysis of Two Emerging Risks

	Data protection and cyber security risks related to the rise of artificial intelligence	Financial risks related to the highly dynamic and unpredictable geopolitical circumstances in the Middle East and Ukraine
Description	Generative AI technologies are transforming industry and society and have the potential to revolutionize the products and services that Jacobs delivers for our clients. At the same time, this emerging technology presents new challenges to our business models and client solutions in the realm of security risks (e.g., protecting proprietary data), legal risks (e.g., intellectual property, privacy and emerging regulatory compliance), and ethical risks (e.g., accuracy, bias), among others.	As a professional and digital services provider, Jacobs' clients and employees are core to the continued growth and successful execution of our business model. Many Jacobs employees and clients are based in countries either directly involved in, or affected by, the current conflicts in the Middle East and Ukraine. Political leadership uncertainty, the outcomes of elections and civil unrest and outcomes may introduce financial risks for Jacobs by impacting client investments and responsive decision-making, Jacobs' business strategies, and cost of living and quality of life for our employees, stakeholders and communities.
Potential impact	We are making remarkable progress on the adoption of emerging technologies, unlocking efficiencies and driving innovation. However, as we push forward, we also face heightened cyber risks. The rise in sophisticated malware and targeted cyber intrusions poses potential threats to data integrity, client trust, and regulatory compliance. In particular, the widespread use of Generative AI presents new challenges: it both enhances our capabilities and exposes vulnerabilities, with privacy risks and data leakage incidents carrying an elevated risk. Proactive and resilient cybersecurity measures are essential to secure our advancements, protect our assets, and ensure our Jacobs' growth potential remains safeguarded against these emerging risks.	The magnitude of geopolitically-driven outcomes from conflicts introduces a spectrum of uncertainty and protracted decision making with respect to policy, regulations, public funding, private investment, global alliances, partnerships and relations, trade, security and global stability, and the potential for ongoing and/or expanded tensions in Middle East countries, Ukraine, and many other regions across the globe, among other geostrategic issues. The above may result in both direct and indirect negative impacts on Jacobs employees, clients, stakeholders, and the broader environments within which we live and operate. A critical example includes governing policy and regulatory inconsistencies stemming from impacted countries through their respective political actions, global alliance partners responding in turn, and a range of impacts to general trade that create a suboptimal business environment, hamper timely decision making, stifle capital deployment by Jacobs and our clients, and have significant potential effects on people and their wellbeing, including employees.
Mitigation strategy	Our commitment to staying ahead of the curve drives us to strengthen and innovate our cybersecurity measures in today's complex and fast-paced digital landscape. By proactively enhancing our defenses, closely monitoring AI-driven vulnerabilities, and rigorously addressing privacy risks, we not only protect our organization but also bolster our resilience, enabling us to operate securely and confidently.	Jacobs' ERM Framework encompasses several planning and review governance mechanisms that enable the regular assessment and response to dynamic geopolitical circumstances and related impacts. Our global ERM Steering Committee, chaired by our SVP for Sustainability and ERM, oversees and works with teams, including the Economic and Geopolitical Risk Team, which includes our VP for Government Relations. The ERM Steering Committee regularly evaluates risks and potential impacts to Jacobs for coordinated treatment aligned to our Jacobs risk appetite. Led by our ELT, Jacobs conducts annual and quarterly business planning and business development pipeline reviews that spotlight changing economic and geopolitical circumstances, assess impacts to the business (e.g., client

	Data protection and cyber security risks related to the rise of artificial intelligence	Financial risks related to the highly dynamic and unpredictable geopolitical circumstances in the Middle East and Ukraine
	<p>Key actions include:</p> <ul style="list-style-type: none"> ▪ Conducting regular phishing simulations: Increasing awareness and vigilance across the workforce, reducing vulnerability to social engineering. ▪ Implementing Domain-based Message Authentication, Reporting, and Conformance (DMARC): Strengthening email security to mitigate risks of domain spoofing and impersonation. ▪ Adopting a “trust but verify” Approach: Ensuring secure access, especially with remote users and third-party vendors. ▪ Segmenting critical applications and networks: Isolating potential breaches through network segmentation, limiting possible damage. ▪ Upgrading end-of-life systems and infrastructure: Addressing known vulnerabilities to maintain robust security standards. ▪ Continuous vulnerability management: Actively monitoring, identifying, and patching network vulnerabilities to close entry points for potential threats. ▪ Developing a comprehensive data governance model: Engaging key areas of the business to oversee data quality, access, lifecycle management, and classification, protecting sensitive information across its lifecycle. <p>By adopting these initiatives and more, we can protect our digital infrastructure, enhance data security, and continue to innovate with confidence. This proactive strategy reinforces our resilience, safeguards our assets, and builds enduring trust with clients and stakeholders in an increasingly sophisticated cyber environment.</p>	<p>spending trends, supply chain impacts) and evaluates and coordinates response options and priorities (e.g., shifting global delivery center workloads).</p> <p>Jacobs’ Global Security & Resilience team, together with our global Health, Safety, Security, Environment and Quality function, monitor and collaborate on actual and potential safety and security risks that may impact our people as well as individual projects and programs. These functions are led by our SVP of HSSE and Enterprise Quality who provides real-time updates to the SVP of ERM and our ELT as conditions warrant and when actual incident responses are in progress.</p>

4.14 Anti-Bribery and Corruption

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

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

Our [FY24 Form 10-K](#) contains a discussion of some of the risks and uncertainties that could have a significant adverse effect on the Company, including from corruption.

4.15 Cybersecurity and Data Privacy

Cybersecurity is overseen by our Chief Information Security Officer, who reports to our Chief Information Officer. We execute the five functions of the National Institute of Standards and Technology (NIST) Cybersecurity Framework – Identify, Protect, Detect, Respond, and Recover – to implement a successful and holistic cybersecurity program that enables us to reduce our cybersecurity risks through persistent vigilance and immediate response.

Our cybersecurity execution is also grounded in the Zero Trust security framework's principles of least privileged access and continuous verification. This provides Jacobs with the NIST 800-171 aligned security controls necessary to remediate and mitigate advanced cyber threats from compromising applications and systems, and further secure them from malware and other attacks from cyber threat actors such as state-backed Advanced Persistent Threats. We implement Zero Trust-based, NIST-aligned security controls for each of the security domains – User and Identity Security, Device Security, Network Security, Application Security, Infrastructure and Workload Security, and Data Security – as follows:

- **Identify:** We identify cybersecurity risks to systems, assets, data, and capabilities by identifying vulnerabilities and threats to internal and external organizational resources. We assess the critical functionality and correlate the associated cybersecurity risks to prioritize our efforts consistent with our risk management strategy. Jacobs has a proactive approach to cybersecurity, prioritizing preventative measures to protect the integrity and availability of our data and systems. Our strategy includes implementing a robust Zero Trust Security framework fortified by continuous assessment which mandates strict identity verification for all users and devices accessing our network using the principle of least privilege. We have also enhanced Identity Management and Identity governance programs, our data loss prevention (DLP), and threat detection capabilities to preemptively address potential breaches.
- **Protect:** We outline the necessary safeguards to ensure delivery of critical infrastructure services and support the ability to expeditiously limit the impact of a cybersecurity or privacy event. Our cloud environments, spanning multiple platforms, have undergone comprehensive security hardening, and we maintain firewall redundancy as part of our defense-in-depth strategy. Additionally, our incident response program is regularly tested and updated to adapt to emerging threats. We have secured investments to ensure our cyber resilience, including air-gapped backup systems that meet the 3-2-1-1 backup standard, further safeguarding against ransomware and data loss scenarios. These initiatives are part of our commitment to protecting shareholder value and maintaining compliance with international data security standards, positioning cybersecurity as a core component of our operational resilience and business continuity planning.
- **Detect:** We perform the activities needed to identify an occurrence of a cybersecurity or privacy event.

- **Respond:** We follow the appropriate N-hour sequence in accordance with established standard operating procedures to act regarding a detected cybersecurity incident or to contain the impact of a potential cybersecurity incident.
- **Recover:** We maintain plans for resilience to restore any capabilities or services that were impaired due to a cybersecurity or privacy incident to support a timely recovery to normal operations to reduce the impact from a cybersecurity incident.

For FY24, Jacobs held ISO 27001 Certification globally for all entities, which was certified at the end of September 2024. To validate the effectiveness of our systems, we conduct tests of our business continuity plans and incident response procedures at least once a year. We also conduct third-party vulnerability analysis including simulated hacker attacks and conduct our own monthly vulnerability assessments.

All employees are required to take annual cybersecurity awareness training. New hires are also required to take cybersecurity awareness training during onboarding. In FY24, 97.4%¹² of our employees completed the *We do things right* training module of our Living our Values series which includes specific sections on cybersecurity and data privacy. Quarterly phishing campaigns are also conducted, along with remedial training as appropriate to increase education and awareness. Policies require all employees to notify Cybersecurity of any suspicious items. We do not release training results or related information on our employees due to the sensitivity and proprietary nature of the information.

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

The Board recognizes the importance of maintaining the trust and confidence of our customers, contractors, partners, and employees. As a part of its objective, independent oversight of the key risks facing the Company, the Board devotes considerable time and attention to data and systems protection, including cybersecurity and information security risk. Additional information on the Board's role in cybersecurity governance can be found in the [2025 Proxy Statement](#) Cybersecurity Governance Highlights (p. 16). Further information can also be found in our [FY24 Form 10-K](#) (p.45). Jacobs complies with our legal obligations to report significant cybersecurity incidents. As of the end of FY24 we are not aware of any significant cybersecurity incidents that occurred in the previous three fiscal years.

Jacobs respects the confidentiality and privacy rights of our customers and is committed to protecting their information. Jacobs does not sell customer information. As noted above, 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 determined by the Company and are compliant with regulatory and client requirements. The controls, programs, and practices used to secure the data conditionally vary with the categorization and classification of the data along with the project, client, and regulatory requirements. Additional information can be found in our [Privacy Policy](#).

¹² Completion percentages will never reach 100% as new hires are auto enrolled into training on a rolling basis.

5

Sustainability Accounting Standards Board (SASB)



5. Sustainability Accounting Standards Board (SASB)

5.1 Professional and Commercial Services (PRO)

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

Data Security
Description of approach to identifying and addressing data security risks
<i>Discussion included in Subsection 4.15 Cybersecurity and Data Privacy</i>
Description of policies and practices relating to collection, usage and retention of customer information
<i>Discussion included in Subsection 4.15 Cybersecurity and Data Privacy</i>
(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected.
<i>Discussion included in Subsection 4.15 Cybersecurity and Data Privacy</i>
Workforce Diversity & Engagement
Percentage of (1) gender and (2) diversity group representations for (a) executive management, (b) non-executive management, and (c) all other employees
<i>Percentages are disclosed in Subsection 3.4 Inclusion and Belonging – Workforce Metrics. For SASB: Jacobs' executive management is defined as "CEO, EVP, SVP II, and SVP I." Non-executive management is defined as "executive positions (VP or higher) consisting of global grades 18-23" See Table 17-187 in Subsection 3.4</i>
(1) Voluntary and (2) involuntary turnover rate for employees
<i>Rates are disclosed in Subsection 3.8 Hiring and Retention</i>
Employee engagement as a percentage
<i>Rates are disclosed in Subsection 3.2 Employee Engagement</i>
Professional Integrity
Description of approach to ensuring professional integrity
<i>Discussion included in Subsection 4.1 Values, Ethics and Code of Conduct</i>
Total amount of monetary losses as a result of legal proceedings associated with professional integrity
<i>The Company does not disclose this information.</i>

Table 41. Activity Metrics (Professional & Commercial Services)

Activity Metrics
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract
<i>Numbers disclosed in Subsection 3.4 Inclusion and Belonging – Workforce Metrics</i>
Employee hours worked; percentage billable
<i>For FY24, employees worked approximately 73 million hours. For all employees, the percentage billable was 78% ; excluding corporate employees the percentage billable was 83%</i>



**Challenging today.
Reinventing tomorrow.**

FY24 Sustainability Report

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