



FY2025 Sustainability Report

Challenge accepted.

Jacobs

“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 2025

This report is intended to provide supplementary information to stakeholders of Jacobs Solutions Inc. regarding sustainability and corporate responsibility at the company. You can find more information included herein at the following links:

- [Jacobs Investor Relations site](#)
- [FY25 ESG Verification statement](#)
- [FY25 Form 10-K Report](#)
- [2026 Proxy Statement](#)

This report is an annual update to our reporting and reflects activity through fiscal year 2025 (“FY25”).

We may provide periodic updates as we deem necessary. Please see Section 1.6 for important disclaimers regarding this report.

Please see Section 1.5.3 for important disclaimers regarding this report.

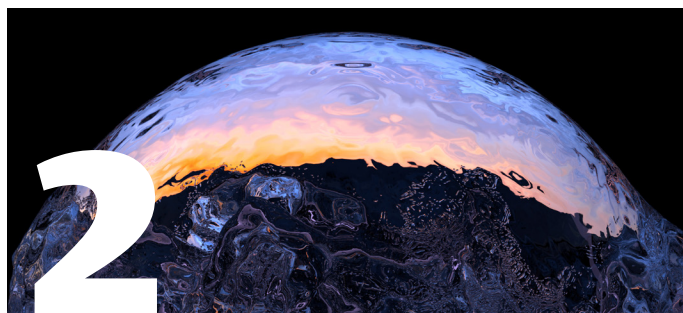
For questions regarding this report, please contact: JacobsIR@jacobs.com.

Links to main sections



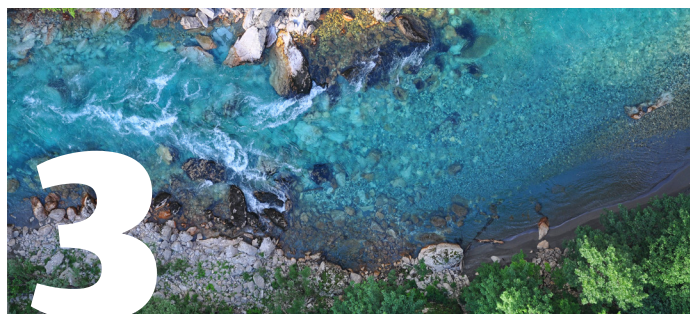
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CHAIR & CEO'S MESSAGE



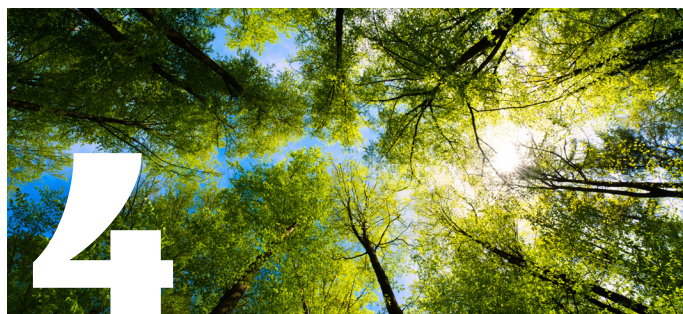
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Chair and CEO Message



Fiscal year 2025 was a defining moment for Jacobs, a year where we accelerated our transformation and deepened our commitment to creating a more connected, sustainable world. As global challenges like urbanization, infrastructure modernization, digital evolution and environmental resilience intensify, our clients turn to Jacobs for trusted guidance and integrated solutions that deliver resilience and positive impact for generations to come.

Being recognized in the Dow Jones Sustainability World Index for the fourth consecutive year is just a small testament to our collective work to advance our purpose and create that positive impact every day.

At Jacobs, sustainability is embedded into everything we do. Building on this foundation, [PlanBeyond](#)[®] is our sustainable business approach, refreshed in 2025 focusing on transparency, measurable outcomes and trusted delivery, guiding our path forward with our stakeholders, including our clients, partners and people. In FY25, we deployed our new AI-enabled sustainability tool Evolve, enabling all of our projects to embed sustainability practices and allowing us to accurately set and measure the environmental, social, and economic impact of our client solutions. From coastal restoration and renewable energy integration to nature-based systems and environmental

compliance, we are helping communities adapt to climate-related challenges and thrive in a resource-constrained world.

Our people are at the heart of sustainability. In alignment with our employee value statement, "A world where you can," we strive to provide an environment that supports and connects employees, so they are empowered to do great things for our clients and for the world. Wellbeing and inclusion go hand in hand with our sustainability vision because we know that thriving, connected people create thriving communities and projects.

From our [BeyondZero](#)[®] Culture of Caring practice to our [TogetherBeyond](#)SM Jacobs' Employee Networks (JENs), we foster a space of community and safety that goes beyond compliance and metrics. This year, we had a record in our health and safety performance with the lowest Total Recordable Incident Rate in Jacobs' history. In our last culture survey, which received over 25,000 responses, safety remains a defining strength, with responses showing 96% of responding employees believe it is embedded in everything we do. We want our people to feel empowered, supported, and heard.

In 2025, we launched a bold, client-focused strategy, Challenge Accepted, to position Jacobs at the forefront of the world's most pressing challenges. Jacobs now operates as a more

focused organization centered on delivering services and comprehensive cross-industry solutions. As we look toward fiscal 2026, Jacobs is well positioned to lead with purpose and impact. Our strategy is anchored in growing responsibly in industries that matter most for a sustainable future, including water and environmental, life sciences and advanced manufacturing, critical infrastructure and energy.

To our clients, partners and shareholders, thank you for your trust and collaboration. And to our people, thank you for your unwavering commitment to making a difference and fostering an inclusive culture where every employee can thrive. Together, we are building a legacy of sustainability that will benefit communities and ecosystems for generations to come. Our industries represent long-term opportunities that demand multidisciplinary solutions. From resilient water systems and [embedding sustainability at the heart of data-center design](#), to transport decarbonization and renewable energy, we are building the essential systems of tomorrow.

Bob Pragada
Chair and CEO

See Section 1.8

for additional External Recognition →

Jacobs at a glance

FISCAL YEAR 2025 HIGHLIGHTS FROM CONTINUING OPERATIONS:

\$12B

GROSS REVENUE
+4.6% y/y

\$1.2B

ADJUSTED EBITDA*
+13.9% y/y

\$8.7B

ADJUSTED NET REVENUE*
+5.3% y/y

\$6.12

ADJUSTED EPS*
+15.9% y/y

>100%

CASH CONVERSION AND
REPORTED FREE CASH
FLOW CONVERSION*

Guided by our values and our brand promise—*Challenging today. Reinventing tomorrow*—Jacobs delivers innovative solutions to address the world's most complex challenges and create lasting value for clients, communities and society. With a global team of approximately 43,000, we provide end-to-end capabilities across advanced manufacturing, cities & places, energy, environmental, life sciences, transportation and water. Our services span advisory and consulting, feasibility and planning, design, program delivery and lifecycle management — helping to create a more connected and sustainable world. From addressing water scarcity and aging infrastructure to access to life-saving therapies and cyber resilience, we combine creativity, agility and deep domain expertise to deliver outcomes that matter. Our integrated approach enables clients to meet urgent needs today while preparing for the opportunities of tomorrow.

In February 2025, we launched *Challenge Accepted*, our multi-year growth strategy designed to sharpen our focus and accelerate our performance. Aligned with our long-term financial framework, this strategy positions us to drive profitable growth and deliver scalable, full lifecycle solutions across water and environmental, life sciences and advanced manufacturing, and critical infrastructure.

Jacobs' sustainability and resilience capabilities are intentionally mapped against our strategic focus, ensuring that our most significant opportunities for growth also deliver meaningful environmental and social impact.

* Financials reflect adjusted figures. Refer to the Non-GAAP reconciliation tables included in the Company's fiscal 2025 earnings release and presentation, available on invest.jacobs.com.

Our strategic vision:



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

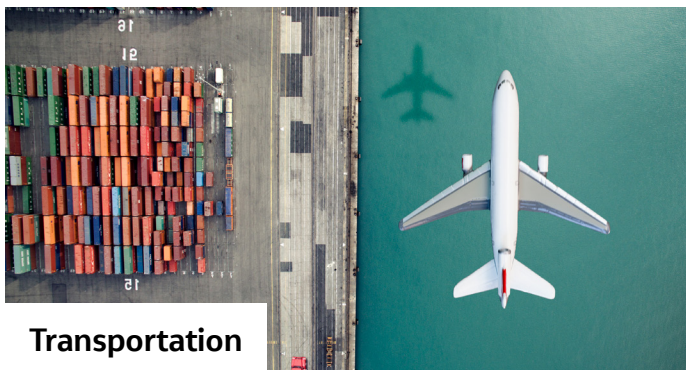


Global delivery and digital augmentation:
We hire global world-class talent allowing for greater flexibility, enabling scalable growth to adapt to changing market conditions and redefine the asset lifecycle to enable our client assets to become, and remain, resilient in the future

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



Focusing our impact



Transportation

Sustainability and decarbonization are both factors that shape potential challenges and opportunities in the transportation sector. We support our clients' transition to low-carbon mobility through electrification strategies, fleet conversion, charging infrastructure, mass-transit expansion and resilience planning. Digital and artificial intelligence (AI)-enabled tools, including StreetLight and Scio, optimize lifecycle costs and system performance, empowering our clients to deliver safer, cleaner, more resilient transportation networks. These efforts recognize a global need for sustained investment in low-carbon transport infrastructure to promote benefits such as energy security and planetary resilience.



Energy and Power Transition

Across Jacobs and PA Consulting, we help clients accelerate their shift to more resilient, low carbon energy systems by combining strategy, digital innovation and end to end delivery across the full asset lifecycle. Together, we support clean energy, grid modernization, energy storage and carbon capture projects that support our client's decarbonization goals while they navigate increasing regulatory and market pressure.

PA's deep understanding of policy and emerging technologies complements Jacobs' strength in engineering, operations and cross-market knowledge. This expertise enables our clients to progress seamlessly through planning and permitting, to design and execution. With decades of experience working with investors, policymakers, regulators and utilities, we turn complexity into opportunity and help clients deliver resilient, future ready energy systems.



Program Management

We integrate sustainability and resilience into some of the world's largest and most complex infrastructure programs. We define resilience as: "the ability to anticipate and resist the effects of a disruptive event or trend, minimize adverse impacts, respond effectively, maintain or recover functionality, and adapt in a way that allows for learning and thriving." Our Global Program Management team is uniquely positioned to work across end markets and bring together our suite of digital solutions to deliver strategic outcomes and tackle each program's unique challenges. We look at multiple interdependent projects through an integrated lens to enable us to deliver consistent quality and outcomes across our global program and complex project portfolio. We contribute to long-term, sustainable business growth and drive delivery excellence through a combination of processes, tools, skills, behaviors and organization. Our teams support our clients by embedding environmental and social considerations, decarbonization pathways and climate-resilience measures from early advisory through delivery using customized sustainability commitments. Launched in 2025, our AI-powered sustainability tool Evolve helps our sales and project delivery leaders to set and track sustainability goals on projects and programs that align to client goals, drive positive impact, protect clients' assets or provide opportunities to add value to the solution. We believe that this internal capability to identify, set and track progress towards sustainability goals for client projects and programs is critical as global megaprojects grow in scale to meet climate-related impacts, infrastructure and population needs.



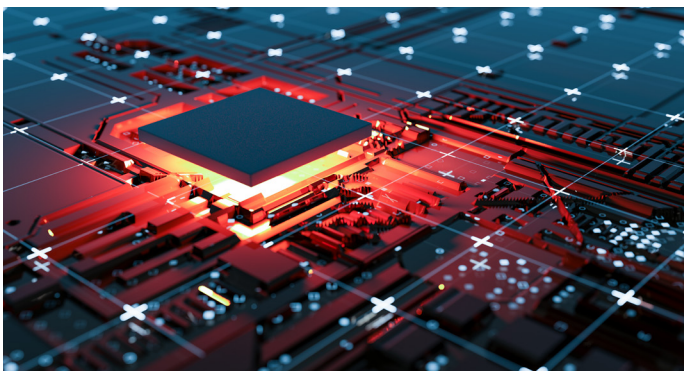
Augmented Delivery

Augmented delivery strengthens our ability to deliver sustainable outcomes to our clients efficiently and at scale. By considering leading circularity approaches and integrating AI, automation and digital twins into global delivery platforms, we help clients reduce resource use, enhance decision-making, cut costs and improve project outcomes. These capabilities support carbon reduction, smart water management, energy monitoring and planning for future challenges, helping clients achieve sustainability goals while enabling Jacobs to deliver faster, smarter and more consistently across geographies.



PFAS Solutions

Per- and polyfluoroalkyl substances (PFAS) exposure poses long-term risks to environmental and human health and impacts many of our clients. With multi-disciplinary expertise across both Jacobs and PA Consulting, we can provide clients with unique full-service offerings to help manage exposure, reduce contaminants and advance nature-positive outcomes over the long term. Through our leading approaches in remediation, regulatory advisory, digital source tracing and product stewardship, we help clients recover ecosystems, protect communities and build sustainable supply chains.



AI Data Centers

We believe that sustainability and resilience capabilities are essential to meet rising resource demands and client expectations in the development and delivery of AI Data Centers. As AI drives exponential growth in compute power, we are integrating sustainable design principles, clean energy solutions, efficient cooling and water-energy-carbon optimization in the projects we deliver. This holistic approach supports hyperscalers and co-location providers in achieving their ambitious environmental and sustainability targets while helping to deliver resilient, future-ready infrastructure projects.



Sustainability in brief

\$9.1B

ESG¹-ALIGNED ANNUAL
REVENUE FOR FY25
INCLUDING PA CONSULTING

75.7%

OF FY25 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. [PlanBeyond®](#) is our sustainable business approach which promotes 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. Moving from ambition to action, 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 dynamic accepted industry standards and frameworks. With an 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 we believe will help their business and assets become, and remain, more resilient to future challenges. Tools like [Climate Risk Manager](#) and [Carbon First](#) help with critical project sustainability decisions by assessing climate risks, carbon impacts and system vulnerabilities.

We developed our sustainability AI tool Evolve to empower our delivery teams to integrate sustainability and resilience into our projects. The AI-powered tool recommends customized sustainability commitments that teams can make to help our clients find ways to advance their sustainability goals, protect our clients' assets, prioritize our 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 and help clients manage their own sustainability considerations.

Sustainability ratings and recognition

- Included for the fourth consecutive year in the [Dow Jones Sustainability World Index 2025](#).
- Included for the sixth consecutive year in the [Dow Jones Sustainability North American Index 2025](#).
- Maintained Prime status in [ISS ESG Corporate Rating 2025](#).
- AAA Leader rating in [MSCI ESG Ratings 2025](#).
- Medium Risk Rating in [Sustainalytics 2025](#).
- Silver medal in [EcoVadis 2025](#) (based upon FY24 data).
- Recognized with five Environmental Business Journal (EBJ) / Climate Change Business Journal (CCBJ) Awards for [Environmental and Climate Resilience Leadership](#) in 2025.

See Section 1.8 for additional External Recognition →

¹ Environmental, Social and Governance



Environmental in brief

100%

RENEWABLE ELECTRICITY
SINCE 2020

~56%

REDUCTION IN TOTAL
ANNUAL GREENHOUSE GAS
(GHG) EMISSIONS (METRIC
TONNES CO₂E) (SCOPE 1,
SCOPE 2 MARKET-BASED,
AND SCOPE 3) FROM OUR
FY19 BASELINE (FOLLOWING
THE REBASELINE
DETAILED HEREIN)

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

Sustainability is the bedrock of how we operate. We believe that “walking the talk” is fundamental to building trust and credibility, which is why we embed sustainability across our own operations in the same way we integrate it into client solutions.

Our approach reflects our values, strengthens resilience and prepares us for a future influenced by disruption and transformation. By operating responsibly, we seek to mitigate risk, improve efficiency, drive innovation, attract and retain top talent, remain competitive in bidding on projects, and deliver long-term value throughout our value chain.

Guided by our industry-leading climate initiatives, we continue to implement strategic actions to achieve our commitments. Our carbon reduction targets are validated by the SBTi and our carbon neutrality status is third-party verified in line with PAS 2060. We remain committed to purchasing 100% renewable electricity (see Subsection 2.9.1) and achieved carbon neutrality for our operations and business travel from 2020 through 2025.

We hold ourselves accountable for reducing our environmental footprint and actively support suppliers in identifying opportunities to implement climate initiatives to support climate resilience. Jacobs internal campaigns reduce emissions from business travel and commuting by investing in technology and tools help our employees and business leaders make more informed decisions around essential travel and choose more sustainable options.

By staying committed to our goals and operating with transparency, we build credibility with clients and stakeholders as a trusted partner and industry leader.

See Section 2: Environmental for further information →



Social in brief

~43K

PEOPLE

2.3K

CAUSES SUPPORTED

~\$11.4M

TOTAL GIVING FINANCIAL
IMPACT FOR FY25

12K+

EMPLOYEE VOLUNTEER
HOURS TRACKED

8.2%

VOLUNTARY EMPLOYEE
TURNOVER RATE, DOWN
1.4% FROM FY24

1.8K+

POSITIVE MENTAL HEALTH
CHAMPIONS

~22.5K

UNIQUE MEMBERS OF
A JACOBS EMPLOYEE
NETWORK OR A COMMUNITY
OF PRACTICE (52% OF OUR
GLOBAL POPULATION)

0.11

TOTAL RECORDABLE INCIDENT
RATE (COMPARED TO THE
NORTH AMERICAN INDUSTRY
CLASSIFICATION SYSTEM'S
MOST RECENTLY REPORTED
AGGREGATE RATE OF 0.60)

Our Jacobs' **BeyondZero®** Culture of Caring is a unique program encompassing physical and mental health and wellbeing, safety, security, business resilience, inclusion and belonging, and environmental management. We are focused on building a workplace where people feel safe, secure, included, supported and empowered. With low recordable incident rates for our 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. In 2025, we received the lowest Total Recordable Incident Rate in our history at 0.11, well below the North American Industry Classification System's most recently reported aggregate rate of 0.60.

Our Culture of Caring encompasses not only traditional job site health and safety, but also integrates physical, mental, financial, social and workplace wellbeing for Jacobs employees and their families. This includes **Jacobs' One Million Lives**, developed in collaboration with global mental health professionals, to provide a free mental health check-in tool with a resources website that enable users to check their own mental health and access proactive strategies for personal mental health development.

At Jacobs, we aim to support our employees through a holistic approach covering professional growth as well as mental and physical well-being. Our **TogetherBeyond®** approach is creating a culture where everyone can thrive. 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 and growth. A sense of belonging in our teams leads to collaborative and efficient decision-making, increased productivity and improved retention and morale.

Workforce by geography

6%

Middle East
and Africa

21%

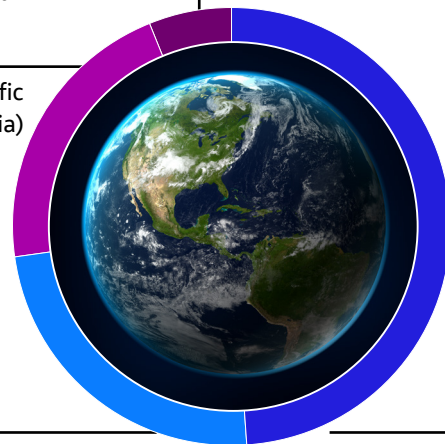
Asia Pacific
(incl. India)

24%

Europe (incl. UK)

49%

Americas



In FY25, we launched an initiative called *Find Your Community* to increase visibility, connectivity and impact across Jacobs' rich mix of community offerings, including Jacobs Employee Networks (JENs), Communities of Practice (CoP), Positive Mental Health Champions, STEAM Ambassadors, Collectively Ambassadors, Sustainability Network, Evolve Champions and GlobeSmart community. Learn more about these communities in Section Section 3.3.1.

See Section 3: Social for further information →



Governance in brief

Our values:

We do things right.

We aim higher.

We challenge the accepted.

We live inclusion.

Jacobs' ethical foundation and Code of Conduct are rooted in our values "We do things right," "We aim higher," "We live inclusion" and "We challenge the accepted" 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 values. We expect our suppliers and business partners to meet 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 [2026 Proxy Statement](#) to Shareholders and FY25 [Form 10-K](#). Additional Corporate Governance information, including information on our Board, is available at invest.jacobs.com.

Officially launched in FY23 and continued in FY25, Living Our Values is our mandatory series of annual employee compliance trainings, organized around Jacobs' core values. These modules help 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. They also help employees consider how to create positive impacts on the environment and communities, while navigating the impacts of climate change and other global disruptions. They help our employees recognize the importance their everyday actions have on keeping our corporate commitments to ethics and our Code of Conduct, cybersecurity

and privacy measures, health, safety and environment, and inclusion. Our "We do things right," "We aim higher," "We live inclusion" and "We challenge the accepted" modules were completed by 98.4%, 97.9%, 97.4% and 96.7% of our employee base, respectively. Read more in Section 3.10.2 Learning, Development and Institutional Partnerships.

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. [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 where permitted by law. 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.
ACEC	American Council of Engineering Companies
ADHD	Attention Deficit Hyper-activity Disorder
AF	Advanced Facilities
AI	Artificial Intelligence
AIA	American Institute of Architects
AISES	Advancing Indigenous People in STEM
AMTM	Amentum
ANZ	Australia/New Zealand
APAC	Asia Pacific
APME	Asia Pacific/Middle East
AWEI	Australian Workplace Equality Index
BMS	Business Management System
BREEAM	Building Research Establishment Environmental Assessment
BSR	Formally Business for Social Responsibility
BZO	BeyondZero® Observation
CAD	Canadian Dollars
CAPA	Corrective Action Preventative Action
CB ECS	Commercial Buildings Energy Consumption Survey
CCBJ	Climate Change Business Journal
CDRS	Contract Routing Document System
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CH ₄	Methane
CLAO	Chief Legal Administration Officer
CMMC	Cybersecurity Maturity Model Certification
CO ₂	Carbon Dioxide
Company	Jacobs Solutions Inc.
COP	Communities of Practice
CPARS	Contractor Performance Assessment Reporting System
CSF	Client Satisfaction Feedback
CSR D	Corporate Sustainability Reporting Directive
DGHG	Direct Greenhouse Gas
DLP	Data loss prevention
EAC	Energy Attribute Certificate
EBJ	Environmental Business Journal
EDR	Endpoint Detection and Response
ELT	Executive Leadership Team
EMS	Environmental Management System
ENR	Engineering News-Record
EPA	Environmental Protection Agency
ERM	Enterprise Risk Management

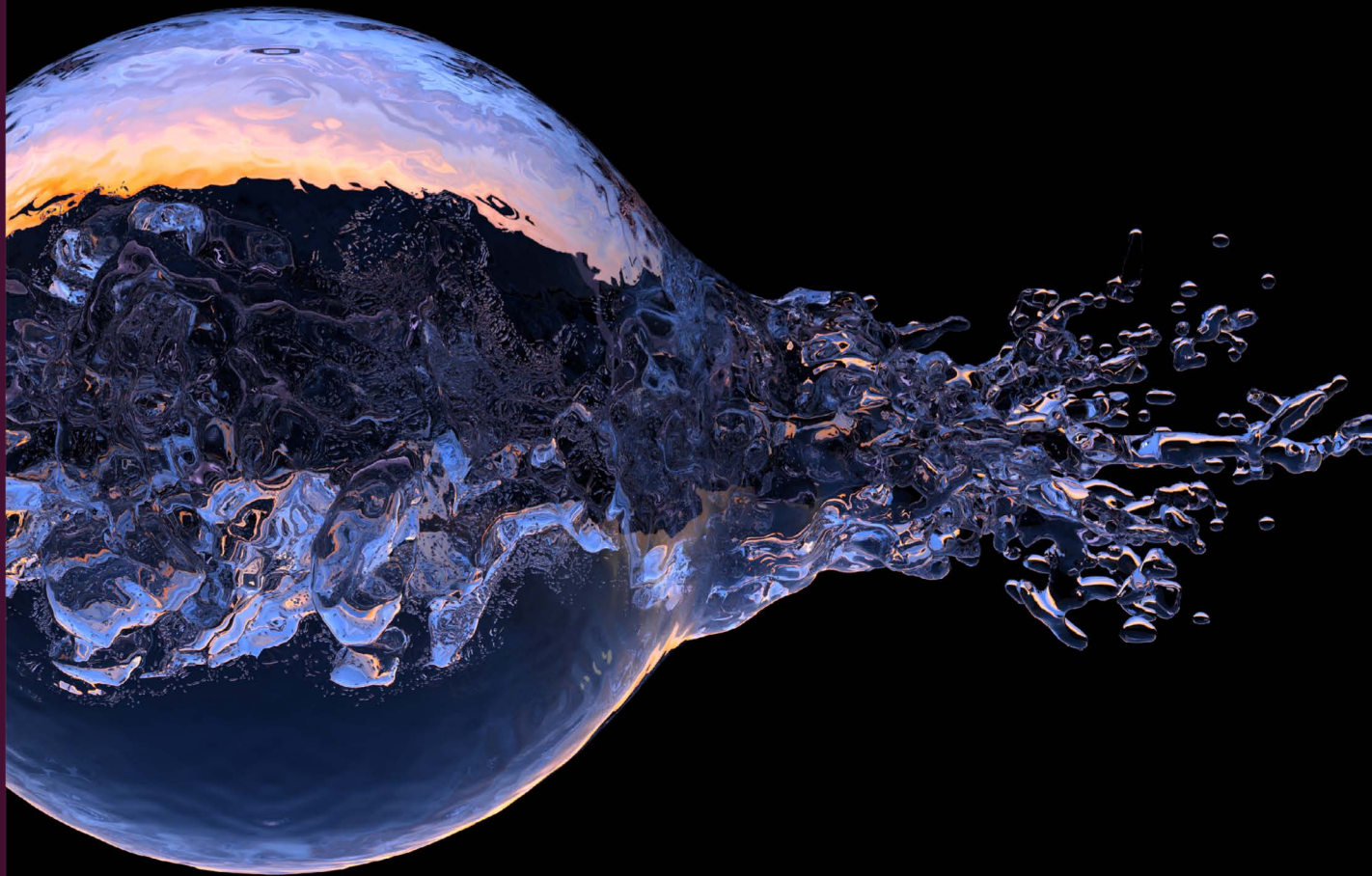
ESG	Environmental, Social, and Governance
ESRS	European Sustainability Reporting Standards
EU	European Union
EV	Electric Vehicle
EVP	Executive Vice President
ft ²	Square Feet
FY	Fiscal Year
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
GS	Gold Standard
GS&R	Global Security & Resilience
HAP	Hazardous air pollutant
HBCU	Historically Black College and University
HC	Human Capital
HFC	Hydrofluorocarbon
<i>HIPAA</i>	<i>Health Insurance Portability and Accountability Act</i>
HR	Human Resources
HSC	Health, Safety, and Environment Committee
HSE	Health, Safety, and Environment
HSEMS	Health, Safety, and Environment Management System
IAM	Identity and Access Management
ICS	Industrial Control System
IFM	Improved Forest Management
IGA	Identity governance
IGHG	Indirect Greenhouse Gas
IPCC	Intergovernmental Panel on Climate Change
IRO	Impacts, Risks and Opportunities
ISEF	International Science and Engineering Fair
ISEP	Institute of Sustainability and Environmental Professionals (previously Institute of Environmental Management & Assessment (IEMA))
ISS	Institutional Shareholder Services
ISSB	International Sustainability Standards Board
IVF	In vitro fertilization
Jacobs	Jacobs Solutions Inc.
JEN	Jacobs Employee Network
KPI	Key Performance Indicator
LEAP	Locate, Evaluate, Assess and Prepare
LEED	Leadership in Energy and Environmental Design
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer/ Questioning, Intersex, Asexual/ Aromantic/ Agender
LPP	Leadership Performance Plan
LTI	Long-term incentive
LTIFR	Lost-Time Injury Frequency Rate
MCC-DC	Motor Control Centers and Distribution Centers
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
PAS	Passive Air Sampling
PFAS	Per- and polyfluoroalkyl substances
PFC	Perfluorocarbon
PM ₁₀	Particulate Matter 10 micrometers or less
PRO	Professional and Commercial Services
RAMP	Risk Assessment and Mitigation Plan
REC	Renewable Energy Certificate
RF	Radiative Forcing
ROI	Return on Investment
SASB	Sustainability Accounting Standards Board
SBTi	Science-Based Targets initiative
SCWIST	Society for Canadian Women in Science and Technology
SEC	Securities and Exchange Commission
SF ₆	Sulfur Hexafluoride
SIEM	Security Information and Event Management
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
TCFD	Taskforce on Climate-related Financial Disclosures
TNFD	Taskforce on Nature-related Financial Disclosures
TRIRs	Total Recordable Incident Rates
TTW	Tank-to-Wheel
U.K.	United Kingdom
U.N.	United Nations
U.N. SDGs	United Nations Sustainable Development Goals
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
WGEA	Workplace Gender Equality Agency
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 26, 2025 ([FY25 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

In March 2021, Jacobs acquired a 65% stake in PA Consulting Group Limited ("PA Consulting") On March 20, 2026, Jacobs completed the acquisition of the remaining stake of PA Consulting in accordance with the Implementation Deed (the "Implementation Deed") entered into by and among Jacobs UK Holdings Limited, a subsidiary of Jacobs incorporated in England and Wales ("Jacobs UK"), PA Consulting and certain other parties (as set out in the Implementation Deed) (the "PA Consulting Transaction"). As such, PA Consulting is now a wholly owned subsidiary of the Company. Since the PA Consulting Transaction was not completed until FY26 and PA Consulting was not within our Operational Boundary during FY25, unless otherwise noted herein, this Report and the information included herein does not include PA Consulting.

For more information on the PA Consulting Transaction, please see our Investor Relations webpage available [here](#).

As noted in our Fiscal Year 2024 ("FY24") Sustainability Report, 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.

1.3 Services and Markets

In fiscal 2025, the services Jacobs provided to our end markets fell into the following two operating segments: Infrastructure & Advanced Facilities and our majority investment in PA Consulting. Detailed descriptions of our operating segments can be found in our [FY25 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](#).

Jacobs had revenues of approximately \$12 billion during FY25 and as of the last day of FY25 had a talent force of over 43,000 people worldwide, including a contingent workforce of approximately 1,800 people. Excluding PA Consulting, Jacobs had FY25 revenues of approximately \$10.8 billion. Detailed financial information is included in our [FY25 Form 10-K](#).

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

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 statutory financial statements. Financial information can be found in our [FY25 Form 10-K](#).

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

1.4.1 Reporting Boundaries

This Report has been prepared on a consolidated basis of the Company and its wholly owned subsidiaries as noted herein.

This Report covers activities in Jacobs' FY25 from September 28, 2024 through September 26, 2025. Our FY24 Report was released in June 2025.

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, see Section [2.7](#).

In alignment with the [Greenhouse Gas Protocol](#), our investment in PA Consulting that was held prior to the consummation of the PA Consulting Transaction 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 [1.8](#) of this Report to align with Jacobs' total reported revenue which includes PA Consulting revenue as a consolidated subsidiary. Otherwise, except where explicitly noted, the information reported herein does not include PA Consulting because, as discussed above, the PA Consulting Transaction was not completed until FY26 and PA Consulting was not within our operational control boundary in FY25. For more information on our approach to integrating PA Consulting into our GHG emissions inventory, see Section [2.7](#).

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 FY24 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 FY24 data related to our Infrastructure & Advanced Facilities (I&AF) operating segment, and all information relating to FY24 has been recast where applicable to reflect Jacobs continuing operations.

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 evaluate our climate-related and nature-related dependencies, impacts, risks and opportunities in line with the Taskforce on Climate-related Financial Disclosures ([TCFD](#)) and Taskforce on Nature-related Financial Disclosures ([TNFD](#)), respectively. These disclosures are available on our [Jacobs Investor Relations site](#). We continue to monitor the evolving landscape of voluntary and mandatory financial and non-financial disclosure requirements and other reporting requirements that may be applicable to our business and the jurisdictions in which we operate.

1.4.3 Corrections and Methodology Changes

In FY25, we implemented improvements to our calculation methodology and data quality and collection methods for employee commuting Scope 3 emissions, including incorporating data from our Jacobs employee commuter survey. The results of this survey, which included commute mode and distance, determined these components of the FY25 emissions calculations. To remove artificial increases or decreases from the emissions calculations of prior years, the commute mode and distance components of the employee commuting emission estimates for FY19 and FY24 were updated with the Jacobs' specific commuting mode and distance information by country. We determined that these improvements constituted a significant change under our rebaselining policy and the Sustainability-Linked Bond (SLB) Framework, see Section [1.7](#), and made the decision to recalculate our FY19 and FY24 employee commuting emissions, in addition to reporting FY25 data reflective of such improved calculation methodologies. Details are provided in Section [2.7](#).

Jacobs' FY24 water consumption estimate was updated in FY25 to align with the FY25 employee commuting methodologies as described in Section [2.7.2](#). This resulted in a slightly reduced annual water consumption rate for FY24. Details are provided in Section [2.13](#).

1.5 Assurances and Verification

1.5.1 Internal Quality Control

This Report has undergone internal review by our Subject Matter Experts (SMEs), internal 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 FY25 were externally verified, with limited assurance, by LRQA, Inc. Following the employee commuting emissions rebaseline and restatement mentioned in Subsection [1.4.3](#), FY19 and FY24 select GHG emissions data as noted herein were also externally reverified, with limited assurance, by LRQA, Inc. and are included in the [FY25 verification statement](#).

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

1.6 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” described in Section [4.11](#). Other than in the “Double Materiality Assessment” described in Section [4.11](#) which describes our current assessment under the EU’s CSRD framework, words used in this document, including “material”, “materiality”, “double materiality assessment”, “significant”, “relevant”, “net zero”, “carbon neutral”, “sustainable”, “ESG”, “diversity”, “impacts”, “risks” 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 including CSRD and EU Taxonomy. Also, any reference in this report to sustainable activities should not be interpreted as an indication of the classification of such activity under the EU Taxonomy Regulation, or any other legal classification framework, which is subject to specific criteria that may differ from Jacobs’ criteria and circumstances. 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 Middle East conflicts, 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.

1.7 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. Further details on our KPI and SPT related to our GHG reduction commitment are provided in Section [2.4](#).

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 FY25 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 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 [FY25 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](#).

As the PA Consulting Transaction has now been completed, Jacobs will undergo a review to determine whether the PA Consulting Transaction will be considered a significant change of the company that may require an adjustment of the operating boundary or to other aspects of the scope or calculation methodology or either KPIs and/or the Baseline, as is permitted under the terms of the SLB and the [SLB Framework](#). In accordance with the [SLB Prospectus Supplement](#) (and as set forth in the SLB Framework), any such adjustment will be guided by applicable market standards or regulatory requirements. Further, any adjustments are subject to approval by the Jacobs Board's Sustainability & Risk Committee. Please see our [FY25 SLB Progress Report](#) for more details on the impact on the SLB.

1.8 ESG-aligned Revenue

In calculating the estimate of Jacobs' ESG-aligned revenue, Jacobs evaluated groups of projects for alignment with U.N. SDGs – specifically at the U.N. SDG Target level. Project groupings were determined through an internal project classification scheme using a standardized enterprise-wide taxonomy. Revenue attributable to a project group was determined to be ESG-aligned revenue if, in the judgement of Jacobs, the primary capabilities being delivered by Jacobs are aligned with a U.N. SDG Target. On at least an annual basis, Jacobs' taxonomy and ESG alignment is reviewed by members of the sustainability, ESG reporting, ERM, and finance teams.

While Jacobs believes this methodology provides a reasonable estimation of the percentage of revenue that is aligned to ESG, there are inherent limitations with this approach. For example, if the primary scope of the project group does not align to a U.N. SDG Target, but Jacobs earns some revenue from ESG-related work for the project group, that revenue is not included in the reported total of ESG-aligned revenue. Conversely, if the primary capabilities being delivered by Jacobs are aligned to a U.N. SDG Target, but some revenue does not directly relate to an ESG scope, the full revenue of the project group, including the ancillary non-ESG revenue, is included in the reported total of ESG-aligned revenue. It is also noted that certain stakeholders may have differing views as to the alignment of certain types of projects to sustainability or community enhancement objectives.

The taxonomy and methodology underlying our disclosures on ESG-aligned revenue are not aligned with the definitions or methodology of regulatory sustainability taxonomy frameworks, such as the EU Taxonomy Regulation. In particular, the disclosures around ESG-aligned revenue should not be interpreted to constitute, and do not prejudice

any potential future, disclosures pursuant to the EU Taxonomy Regulation, the EU Corporate Sustainability Reporting Directive (CSRD), or any other existing or upcoming regulatory framework. The disclosures are not audited or assured by a third party, and we do not consistently assess whether any projects we deem to generate ESG-aligned revenue harm any other sustainability objectives. Moreover, we use both environmental and social objectives when determining our ESG-aligned revenue.

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 minimis and no longer provided (see [here](#) for more information).

As shown on [Figure 1](#), our estimated ESG-aligned revenue for FY25 was approximately \$9.1 billion United States Dollars (USD), which is approximately 75.7% of Jacobs' FY25 revenue including PA Consulting. Excluding PA Consulting (Figure 2), to align with our reporting boundary, our estimated ESG-align revenue for FY25 was approximately \$8.7 billion USD, which is approximately 80.9% of Jacobs' FY25 revenue excluding PA consulting.

Figure 1. Jacobs Estimated FY25 ESG-aligned Revenue by Sector (including PA Consulting)

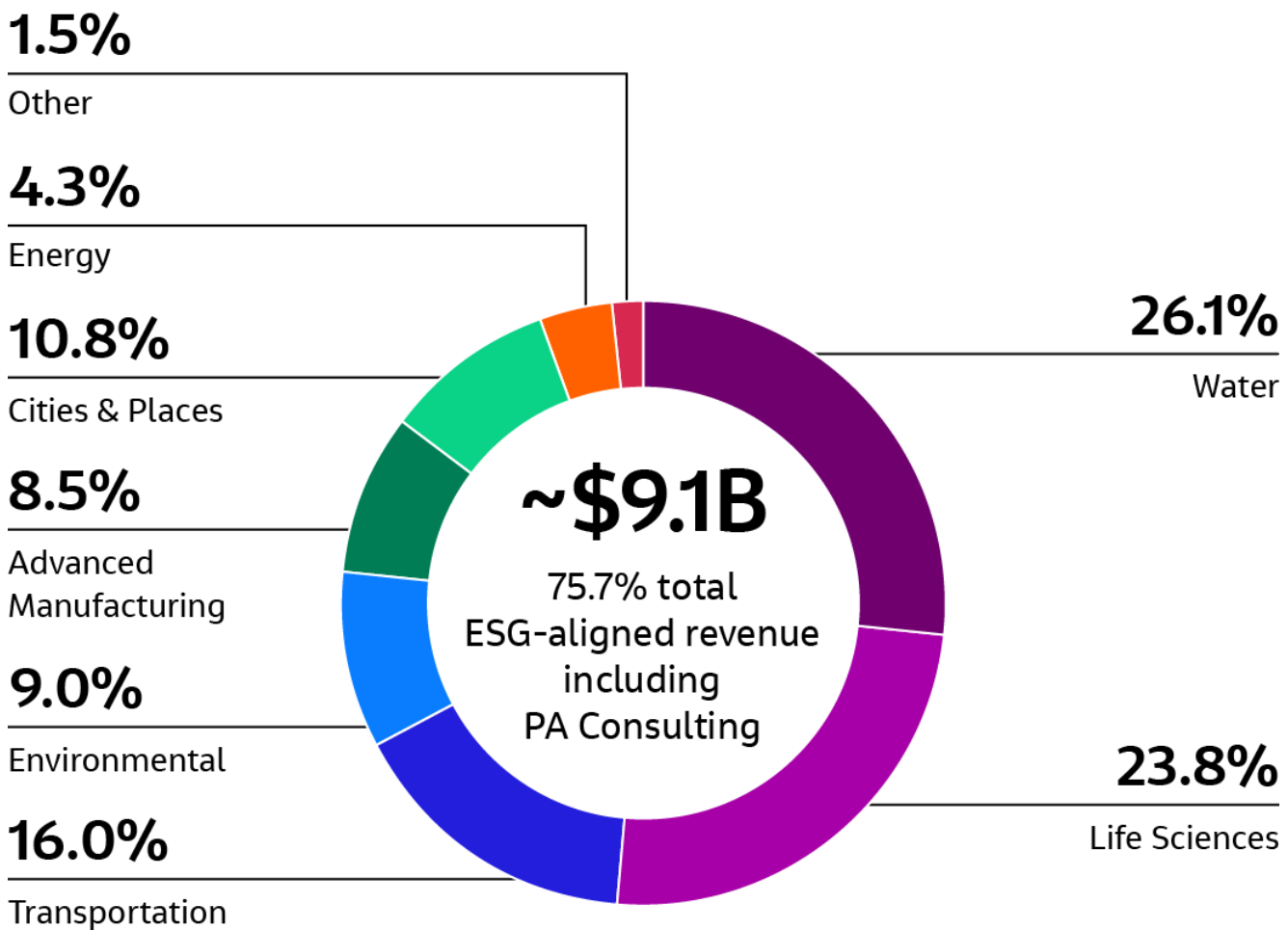
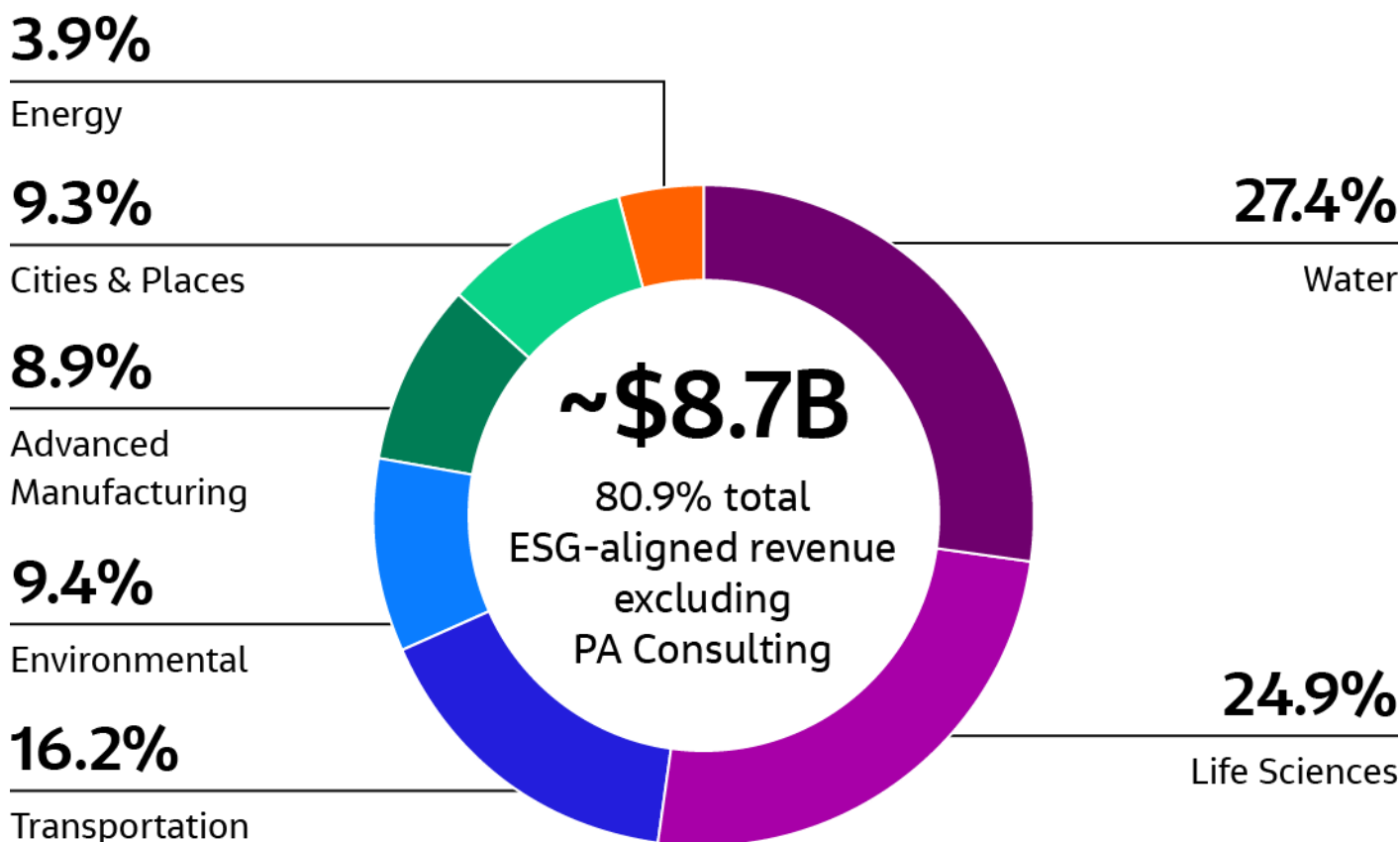


Figure 2. Jacobs Estimated FY25 ESG-aligned Revenue by Sector (excluding PA Consulting)



1.9 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
- BSR (formally Business for Social Responsibility)
- FIKA²
- CDP Supply Chain Member
- Clean Energy Buyers Alliance Community of Practice Working Groups
- Disability:IN
- Environment Analyst - Leadership Network (UK and North America)
- Institute of Sustainability and Environmental Professionals (ISEP) (previously Institute of Environmental Management & Assessment (IEMA))
- National Safety Council
- Nature Positive Forum
- Network for Engineering with Nature
- Royal Scottish Geographical Society

² Formerly known as Bridges to Prosperity

- Resilience First
- 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)
- The Climate Pledge Science Club Cohort
- U.N. Global Compact – Participant Level
- Ukraine Business Compact
- We Mean Business Coalition

1.10 External Recognition

In FY25, Jacobs received various awards and recognitions, including but not limited to:

External Recognition:

- Dow Jones Sustainability World Index 2025 (fourth consecutive year) Dow Jones Sustainability World Index 2025 (fourth consecutive year)
- Dow Jones Sustainability North American Index 2025 (sixth consecutive year) Dow Jones Sustainability World Index 2025 (sixth consecutive year)
- EcoVadis Silver Status
- ISS ESG Corporate Rating – Prime Status
- Sustainalytics – Medium Risk Rating
- Received a rating of AAA in the MSCI ESG Ratings Assessment
- Environment Analyst recognized us with 4 Awards and Commendations at the [Sustainability Delivery Awards 2025](#):
 - Winner for the Circularity Award: Clean and Circular: Design and Construction Guidelines by New York City Economic Development Corporation and Jacobs
 - Joint winner for the Transportation Project of the Year: Charting a Path Toward a Decarbonized Future for the Port of Cleveland by Port of Cleveland and Jacobs
 - Joint winner for the Water Project of the Year: VCS Denmark's Beyond Energy Neutrality Program by VCS Denmark and Jacobs
 - Highly Commended as the Sustainability Solutions Leader of the Year: Toyin Ogunfolaju
- Environmental Business Journal's [2024 EBJ Business Achievement Awards](#):
 - **EBJ – Information Technology: Engage AI: Innovating Stakeholder Engagement for Enhanced Public Involvement.** For transforming how experts gather and integrate public input into decision-making through AI-driven technology.
 - **EBJ – New Practice Areas: Nature Positive Solutions.** For aligning climate change mitigation and adaptation with nature restoration and nature-based solutions.
 - **EBJ – Lifetime Achievement Awards: Bill DiGuseppi.** Acknowledging a distinguished career in addressing contamination and emerging environmental challenges
- Climate Change Business Journal's [2024 CCBJ Business Achievement Awards](#):
 - **CCBJ – Climate Change Adaptation & Resilience: Harnessing Nature for Sustainable Embankment Stabilization.** For shoreline protection initiatives that integrate ecosystem services and socioeconomic benefits.

- **CBBJ – Low-Carbon Energy: Port of Cleveland Electrification and Zero Emissions Master Plan.** For developing a **roadmap** to achieve net-zero emissions through port electrification.
- Ranked N°1 on Engineering News-Record (ENR)'s Top 100 Pure Designers, N°2 on ENR's list of [Top 500 Design Firms](#), N°2 on ENR's [Top 50 Program Management Firms](#), and N°4 ENR 2025 [Top 100 Professional Services Firms](#)
- Recognized as a leading organization in the [Wall Street Journal's 250 Best-Managed Companies of 2025](#)
- Global Water Awards: [Distinction Award in the Water Company of the Year category FY25](#)
- [Ranked on Disability:IN 2025 Best Places to Work for Disability Inclusion.](#) Top score of 100 for Canada, India, UK, Philippines, Germany and the US
- [Gold Tier Employer on the Australian Workplace Equality Index \(AWEI\) LGBTQ+ Inclusion Awards 2025](#)
- Employees honored in Champions for Change and Future Leader awards from Consult Australia
 - [2024-25 Award Highly Commended: Future Leader Highly Commended](#) – Emma Dade
- American Council of Engineering Companies ([ACEC National Awards 2025](#)): Five innovative infrastructure projects honored for advancing mobility, sustainability and community access:
 - Lynnwood Link Extension
 - Seattle Waterfront Overlook Walk
 - Northwest Phase II Light Rail Extension
 - Motor Control Centers and Distribution Centers (MCC-DC) Replacement Project
 - Garden State Parkway Superstructure Replacement
- Two Jacobs projects earned recognition at the [ACEC California Engineering Excellence Awards](#):
 - Fireboat Station 20 at the Port of Long Beach
 - I-15/Railroad Canyon Road Interchange Reconstruction Project
- [ACEC State Level 2025 Awards](#):
 - STH 15, Outagamie County earned an ACEC Wisconsin State Finalist Award
 - The Homestead Extension of Florida's Turnpike received an ACEC Florida Grand Award
 - The 15th Street Extension in Georgia earned ACEC Georgia's Georgia Partnership for Transportation Quality (GPTQ) Preconstruction Award in the Highway Design-Small Project category
 - Andrew Haswell Green Park in New York was awarded an ACEC New York Diamond Award
 - Major Deegan Expressway and Long Island Expressway projects received ACEC New York Gold Awards transportation reliability
- Recognized in several [Forbes Lists including](#):
 - #3 America's Best Management Consulting Firms (2025)
 - #4 World's Best Management Consulting Firms (2025)
 - #150 Most Trusted Companies in America (2025)
 - #763 World's Best Employers (2025)
 - #245 America's Best Employers For Company Culture (2025)
- [Vercida Employer Excellence Awards 2025](#) – Parents and Carers Champion (UK)
- 2025 Great Places to Work Certification (India)
- [Real Living Wage Accredited Employer \(UK\)](#)
- [Proud Scotland Awards 2025](#) – Corporate Network of the Year (UK)
- Supply Chain Sustainability School Diversity Data Benchmarking 2025 – Most Improved Data Quality Award (UK)
- [Royal Society for the Prevention of Accidents \(RoSPA\) Patron's Award](#) for sustained health and safety excellence

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.

For more information on [PlanBeyond 2025+](#), our sustainable business approach, and our Sustainability Governance see Section [4.9](#) and 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. All reported values represent the best data available at time of publication. Where actual data isn't available, we may use estimates. We base our estimates and methodologies on historical experience, available information, and various other assumptions guided by available GHG standards, calculation and reporting guidance such as the GHG Protocol, United States Environmental Protection Agency (USEPA), Department for Environment, Food and Rural Affairs (DEFRA), The Climate Registry (TCR) and CDP that we believe to be reasonable. Calculations and methodologies are documented in our internal Inventory Management Plan and periodically reviewed as part of our external assurance engagement described further in Subsection [1.5.2](#). As we improve our methodologies and as new information becomes available, we may continue to revise our estimates and assumptions. Methodology changes may include changes in a calculation, improvements in the quality of data, new activity types for greater data granularity, and updates to available supplier-reported data. Such updates may result in significant changes to our calculations and may also result in adjustments made to the current and previous periods, including our base year. Where significant, we've disclosed these changes and whether previous periods have been adjusted to reflect these updates. Please see Section [2.3](#) for more details regarding rebaselining and methodology updates made in this reporting period.

Please see the [SLB Framework](#) for additional details on our calculation methodology related to the SLB. For information on our reporting boundaries and external assurance, see Subsections [1.4.1](#) and [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 [FY25 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' 2025 fiscal year began on September 28, 2024 and ended on September 26, 2025. Jacobs is actively engaged in data capture, storage and analysis automation efforts that will drive closer connection across all reporting periods.

As used herein and with fiscal year adjustments discussed above, 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 in Section [2.3](#).

2.3 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, carbon offset quantity, etc.)

Under this policy, when a significant structural or methodological change occurs, Jacobs maintains the discretion whether to make updates to its base year data in alignment with the [SLB Framework](#) including whether 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 set forth in the [SLB Framework](#), in the event of, among other things, changes in the KPI calculation methodology (including as a result of any changes to the SBTi Standards) 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 of the SLB's KPIs, or to other aspects of the scope or calculation methodology of either KPI. In light of Jacobs' recently completed corporate acquisitions and divestments as well as potential changes in calculation methodologies (including any proposed changes to the SBTi Standards), Jacobs is undergoing a review to determine if any such changes will be made, including to any of its other GHG emissions targets. Any such changes that impact the SLB would comply with the requirements of the SLB Framework, including being subject to approval by the Board Sustainability & Risk Committee.

In FY25, Jacobs collected statistically valid employee commuting survey data to support an update to our employee commuting emission calculation methodology. Specifically, we now rely on survey data regarding our employees' method of travel (mode) and commuting distance (the "Employee Commuting Calculation Update") to calculate our employee commuting emissions by country in accordance with the GHG Protocol. See Section [2.7](#) for additional details. Our prior sustainability reports and employee commuting emissions calculations relied on general published averages for employee commuting data that utilized mode and distance averages based on our employees' geographic regions. We evaluated the impact of the Employee Commuting Calculation Update on our FY19 employee commuting emissions and determined that the Employee Commuting Calculation Update resulted in a greater than 5% change to the emissions in an individual Scope 3 emissions category.

In alignment with the SLB Framework and Jacobs rebaselining policy, Jacobs determined that the results of the Employee Commuting Calculation Update constituted a significant change as contemplated by the SLB Framework. Under our rebaselining policy, we maintain the discretion to update our Baseline data when a significant change occurs, and we have made the decision to recalculate our Baseline data to reflect the Employee Commuting Calculation Update. FY19, FY24 and FY25 data included herein reflects the new calculation methodology reflected in the Rebaseline and have been verified as part of our third-party verification statement for [FY25](#) provided by LRQA.

Additional information about our employee commuting emissions is provided in Section [2.7](#).

Please see our [FY24 Sustainability Report](#) for information related to our rebaseline completed in FY24. Unless otherwise noted herein, this report includes data that reflects both this Rebaseline and the rebaseline completed in FY24.

2.4 GHG Objectives

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. In line with our leadership aspirations, client demands, and stakeholder expectations, we set near-term and long-term targets validated by [SBTi](#) in 2022.

Our near-term and long-term emission reduction 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
- We commit to reduce absolute Scope 3 GHG emissions from business travel and employee commuting 50% by 2030 from a 2019 base year
- We commit to reduce absolute Scopes 1, 2 and 3 GHG emissions 90% by 2040 from a 2019 base year

As part of our 2022 SBTi validated targets, we had also committed that 65% of our suppliers by spend, covering purchased goods and services, would have science-based targets by 2025.

We are evaluating the impact of our FY19 rebaseline alongside the ongoing updates to the SBTi Standards and the GHG Protocol to assess how these may impact our SBTi emission reduction targets. In the meantime, we intend to continue to make progress towards the SBTi emission reduction targets previously set.

Under our SLB (see Section [1.7](#)), 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](#). Please see our [FY25 SLB Progress Report](#) for additional information on the SLBs and our progress to date.

Additionally, Jacobs has reported its achievement of carbon neutrality for our operations (Scope 1 and Scope 2 emissions) and business travel (Scope 3 business travel only, other parts of our value chain are not included) in accordance with PAS 2060:2014 since 2020. However, PAS 2060:2014 officially expired on December 31, 2025, and as a result, our third-party verifier has stated that they can no longer verify our commitment to and achievement of carbon neutrality under PAS2060:2014 after this FY25 reporting period. Thus, we will no longer sustain a formal carbon neutrality commitment under PAS2060:2014, although we remain committed to investing in clean technologies and reputable carbon projects. See Section [2.9](#) for more information regarding our FY25 renewable electricity and carbon offset purchases.

A summary of Jacobs current global GHG emission reduction targets by timeline and scope of covered emissions is included in [Table 1](#). [Table 2](#) summarizes our progress against our GHG emission reduction targets and details regarding our renewable energy and carbon neutrality commitments and achievements in FY25.

As of the end of FY25 we are reporting progress against our near-term and long-term emission reduction emission reduction targets as follows:

- Reducing our Scope 1 and Scope 2 emissions by 69% in FY25 compared to FY19
- Reducing our Scope 3 business travel and employee commuting emissions by 60% in FY25 compared to FY19
- Reducing absolute Scope 1, 2 and 3 GHG emissions by 56% in FY25 compared to FY19

Although the rate of science-based target adoption by our suppliers has increased over time (from 4% in FY19 to 42% at the end of FY25), we missed our near-term supplier engagement target to have 65% of our suppliers by spend with science-based targets set by 2025, due to dependencies which did not materialize as expected.

Table 1. Summary of Jacobs GHG Reduction Targets

	Sustainability-Linked Bond Target	SBTi-Approved Targets		
		Near-Term Targets	Long-Term 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		
Investments				

Table 2. Progress Against Targets and Commitments

Target	Metric	FY19 (base year)	FY25 ^[a]
Climate Action Plan Commitments			
Carbon neutral for Scope 1, 2 and 3 (business travel only) ^[b]	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 and Long-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 ^[c] Scope 2 (Market-Based): 37,271 ^[c]	Scope 1: 14,976 Scope 2 (Market-Based): 1,690 69% 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 ^[c] Emp. Com: 78,170 ^[c]	Business Travel: 52,036 Emp. Com: 15,289 60% decrease from FY19

Target	Metric	FY19 (base year)	FY25 ^[a]
Reduce absolute Market-Based Scopes 1, 2 and 3 GHG emissions 90% by 2040 from a 2019 base year	Annual Scope 1, 2 and 3 market-based GHG emissions (metric tonnes CO ₂ e) and % change	Total (Market-Based): 292,903 ^[d,e]	Total (Market-Based): 129,246 56% 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): 234,720 ^[e]	Total (Market-Based): 88,114 62% decrease from FY19

^[a] FY25 values have been third-party verified, with limited assurance, and are included in our [FY25](#) verification statement.

^[b] Net emissions are the Scope 1, Scope 2 (Market-Based) and Scope 3 business travel emissions remaining after the application of carbon credits (Section [2.9](#)).

^[c] [FY19](#) values have been third-party verified, with limited assurance, including the recalculated FY19 employee commuting value (which is included in our [FY25](#) verification statement).^[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 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	FY24	FY25 ^[a]
Total Scope 1 Emissions	Metric tonnes CO ₂ e	15,814 ^[b]	15,342 ^[c]	14,976
Total Scope 2 Market-Based Emissions	Metric tonnes CO ₂ e	37,271 ^[b]	1,735 ^[c]	1,690
Total Scope 3 Market-Based Emissions	Metric tonnes CO ₂ e	239,818 ^[b,d,e]	125,753 ^[b,e]	112,580
Total Scope 1, 2 and 3 Market-Based Emissions	Metric tonnes CO ₂ e	292,903 ^[e]	142,830 ^[e]	129,246
Data coverage	% of global operations	100%	100%	100%

^[a] The FY25 values have been third-party verified, with limited assurance, and are included in our [FY25](#) verification statement.

^[b] [FY19](#) values have been third-party verified, with limited assurance, including the recalculated FY19 employee commuting value (which is included in our [FY25](#) verification statement).

^[c] [FY24](#) values have been third-party verified, with limited assurance, including the recalculated FY19 employee commuting value (which is included in our [FY25](#) verification statement).^[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 values.

2.5 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	FY24	FY25 ^[a]
Total DGHG emissions	Metric tonnes CO₂e	15,814^[b]	15,342^[c]	14,976
Mobile Combustion	Metric tonnes CO ₂ e	15,386	15,146	14,706
Stationary Combustion	Metric tonnes CO ₂ e	268	113	121
HFC Fugitive Emissions	Metric tonnes CO ₂ e	160	83	149
Data coverage	% of global operations	100%	100%	100%

^[a] FY25 values have been third-party verified, with limited assurance, and are included in our [FY25](#) verification statement.

^[b] FY19 value has been third-party verified, with limited assurance, and is included in our [FY19](#) verification statement.

^[c] FY24 value has been third-party verified, with limited assurance, and is included in our [FY24](#) verification statement.

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](#).

Prior to applying carbon credits, in FY25, we experienced a 2% absolute decrease in our total Scope 1 direct emissions compared to FY24 and 5% compared to FY19 base year. Most of the decrease was realized due to continued replacement of older vehicles with more fuel-efficient hybrid and electric models.

For information on our initiatives for reducing our fleet vehicle energy consumption and associated Scope 1 emissions see Subsection [2.11.1](#).

2.6 Greenhouse Gas Emissions – Scope 2 (Indirect)

Our location- and market-based indirect GHG (IGHG) emissions from electricity purchased (IGHG Scope 2) are summarized in [Table 5](#). We have purchased renewable electricity and energy attribute certificates (EACs) to cover 100% of our electricity consumption since FY20.

Table 5. Indirect Greenhouse Gas Scope 2 Emissions

Metric	Unit	FY19	FY24	FY25 ^[a]
Total IGHG emissions (Location- based)	Metric tonnes CO₂e	40,467^[b]	19,731^[c]	19,509
Purchased electricity	Metric tonnes CO ₂ e	36,843	17,996	17,819
Purchased heating ^[d]	Metric tonnes CO ₂ e	3,624	1,735	1,634
Purchased steam ^[d]	Metric tonnes CO ₂ e	-	-	56
Total IGHG emissions (Market-based)	Metric tonnes CO₂e	37,271^[b]	1,735^[c]	1,690
Data coverage	% of global operations	100%	100%	100%

^[a] FY25 values have been third-party verified, with limited assurance, and are included in our [FY25](#) verification statement.

^[b] FY19 values have been third-party verified, with limited assurance, and are included in our [FY19](#) verification statement.

^(c) FY24 values have been third-party verified, with limited assurance, and are included in our [FY24](#) verification statement.

^(d) Purchased steam emissions were included in Purchased heating emissions in FY19 and FY24. In FY25 steam data became available to report separately.

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

In FY25, we achieved a 52% absolute reduction in our total Scope 2 location-based emissions compared to FY19 base year and a 1% absolute reduction from FY24. Most of the decrease was realized due to continued consolidation of our office space.

For information on our initiatives for reducing energy consumption and related Scope 2 emissions see Section [2.11.2](#).

2.7 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 [SBTi 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 well-to-tank (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.

As described in Section [2.2](#) all GHG emission estimation methodologies provide some inherent uncertainty. Scope 3 emissions typically have a high level of uncertainty with respect to data availability, data accuracy, and calculation methodologies. We have reported Scope 3 emissions, which represent the best data available at time of publication. Where actual data isn't available, we have used estimates including spend-based estimates based on sector averages for purchased goods and services. As we improve our methodologies and as new information becomes available, we may continue to revise our estimates and assumptions. Updates to methodology and improvements in data quality or available supplier-reported data may result in significant changes to our calculations and may also result in adjustments made to the current and previous periods, including our base year as further described in Section [2.3](#)

In alignment with the [GHG Protocol](#) as further detailed in Subsection [1.4.1](#), our 65% stake investment in PA Consulting held at the end of FY25, is included within our Scope 3 GHG emissions data starting in FY19 to provide comparable emissions over time. As such, 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 2025 emissions as their financial year reporting is calendar year (see Section [1.1](#)), therefore their calendar year 2024 emissions are included as Jacobs FY25 emissions for the purposes of this Report. Please see Section [1.2](#) for more information on the PA Consulting Transaction and Section [1.7](#) for more information about the potential impact on our emissions reporting. 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	FY24	FY25 ^[a]
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]	50,695 ^[d]	52,036
Category 7 Employee Commuting – WTW	Metric tonnes CO ₂ e	78,170 ^[c]	13,511 ^[d]	15,289
Category 1 Purchased Goods and Services (Location-based)	Metric tonnes CO ₂ e	57,068 ^[c]	57,616 ^[d]	42,488
Category 1 Purchased Goods and Services (Market-based)	Metric tonnes CO ₂ e	N/A ^[e]	57,080 ^[d]	40,926
Category 3 Fuel- and Energy-related Activities for Scope 1 and Scope 2 (Location-based)	Metric tonnes CO ₂ e	13,721 ^[c]	9,307 ^[d]	9,275
Category 3 Fuel- and Energy-related Activities for Scope 1 and Scope 2 (Market-based)	Metric tonnes CO ₂ e	12,443 ^[c]	4,057 ^[d]	4,123
Downstream Scope 3 Emissions				
Category 15 Investments	Metric tonnes CO ₂ e	1,115 ^[c]	410 ^[d]	206
Total Scope 3 emissions (Location-based)	Metric tonnes CO₂e	241,096^[f]	131,539^[g]	119,294
Total Scope 3 emissions (Market-based)	Metric tonnes CO₂e	239,818^[f,h]	125,753^[g]	112,580
Data coverage	% of global operations	100%	100%	100%

^[a] FY25 values have been third-party verified, with limited assurance, and are included in our [FY25](#) verification statement.

^[b] Business travel emissions for air travel include radiative forcing (RF) emissions as described in Subsection [2.7.1](#).

^[c] [FY19](#) values have been third-party verified, with limited assurance, including the recalculated FY19 employee commuting value (which is included in our FY25 verification statement)

^[d] [FY24](#) values have been third-party verified, with limited assurance, including the recalculated FY19 employee commuting value (which is included in our FY25 verification statement).

^[e] FY19 Purchased Goods and Services Market-based data is not available.

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

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

^[h] 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.

Figure 3. Scope 3 Market-Based Emissions Contributions

0.2%

Investments
(PA Consulting)

3.7%

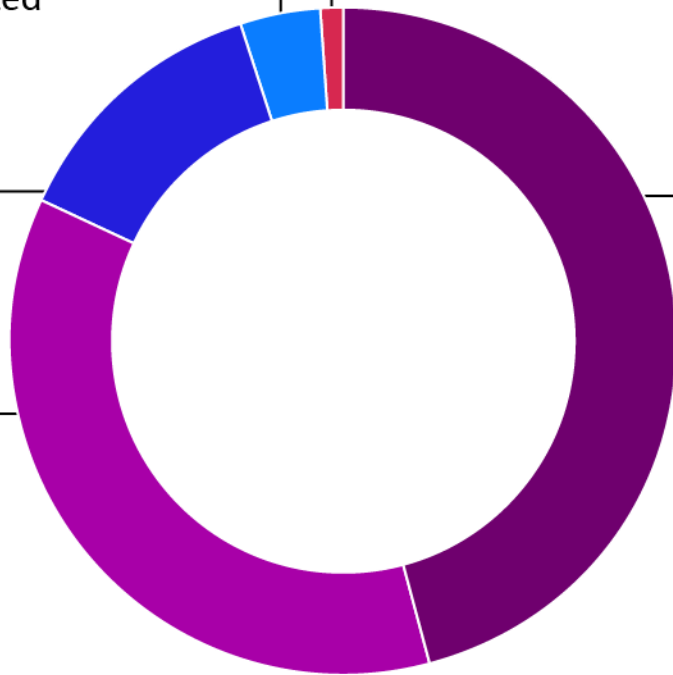
Fuel and energy-related
activities

13.6%

Employee
commuting

36.3%

Purchased goods
and services



46.2%

Business travel

As anticipated, Scope 3 business travel emissions increased 3% in FY25 compared to FY24 as we continue to grow our business and travel to meet the needs of our clients and operate our business. 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 43% from FY19 to FY25.

Employee commuting emissions have been reduced by 80% from FY19 to FY25, propelled by employees periodically working remotely instead of daily commuting to an office. These emissions increased from FY24 to FY25 as anticipated due to the new hybrid working policy, which went into effect on April 1, 2025. This policy is designed to encourage collaboration and strengthen client delivery while offering flexibility.

Market-based purchased goods and services emissions decreased by 28% from FY24. This emission source estimate is highly dependent on supplier spend data which can vary year to year with changes in spending priorities. Ongoing updates to the SBTi Standards and GHG Protocol may impact how we calculate and report our purchased goods and services emissions data as well as our other Scope 3 sources going forward.

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

- Increased use of video conferencing for internal and external business meetings
- Online training options
- Virtual participation in professional and industry association conferences (when available and able to accomplish similar objectives as in-person attendance)
- Recommending that our employees choose alternative, cleaner transportation modes for employee commuting
- Hybrid remote office working options to reduce unnecessary employee commuting
- Encouraging employees to choose low-carbon business travel options (such as train (versus airplane) for short distance trips, EVs for rental cars and rideshare services, and public transportation)

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

Additional details regarding data, calculation methodology and strategic emission reduction initiatives for our largest Scope 3 source categories of business travel, employee commuting, and purchased goods and services in FY25 are described in the following subsections.

2.7.1 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). The Advito ISO Certified GATE4 methodology is used to calculate business travel emissions. Jacobs also uses Advito to provide consulting services to identify opportunities for business travel carbon emissions reductions.

Other efforts to reduce our business travel emissions include creation of a dashboard to track and forecast our business travel carbon footprint based on forecasted spend for non-billable travel and anticipated revenue growth for billable travel. Business travel reduction benchmarks have been established at each of the Company's lowest operating unit levels. Operational leaders are accountable for tracking progress against these benchmarks and adjusting travel in alignment with meeting these benchmarks. Internal monitoring and reporting current business travel emissions and annual forecasted emissions is done quarterly to inform operational leaders of trends within this new reporting tool.

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 units and is intended to influence our employees to consider sustainable decision-making around travel by evaluating if travel is necessary to support our clients and operate our business. A proprietary travel planning tool provides estimated carbon emissions and price for employee-planned travel to influence travel behaviors. In addition, we have partnered with TripKicks to provide pre-trip emissions data based on Advito's GATE4 methodology through our booking tool to empower travelers to make informed and sustainable business travel decisions during the travel booking process.

The funds generated by carbon pricing are directed into a Carbon Reduction Fund administered by the Global Sustainability Team, 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.

2.7.2 Employee Commuting

Jacobs calculates employee commuting emissions using best estimates based on established methodologies and data available at the time of calculating the emissions. FY25 employee commuting emissions are calculated using daily office attendance data and the geographical average commuting patterns which are based on statistically valid employee survey data results for the commuting mode and distance. The manual daily office attendance counts, which have been used in our employee commuting calculation since FY24, are unable to distinguish between Jacobs employees and contractors/contingent workers and therefore contractors may have been unintentionally included, resulting in slightly overestimated employee commuting emissions.

In FY25 an internal commuter survey was included in our annual Living Our Values compliance training (see Subsection [3.10.2](#) for more information on our compliance training). The results of this survey determined commute mode and distance for the FY25 emissions calculations. To remove artificial increases or decreases from the emissions calculations of prior years, the commute mode and distance components of the employee commuting emission estimates for FY19 and FY24 were updated with Jacobs' specific commuting mode and distance information by country. See Section [2.3](#) for additional information regarding changes to FY19 and FY24 as part of our rebaseline.

2.7.3 Purchased Goods and Services

Emissions associated with purchased goods and services are calculated using annual indirect spend data combined with emission data from suppliers through the CDP Supply Chain program and the U.S. Environmentally Extended Input-Output database or supplier specific emission factors. Emission factors include Scope 1, Scope 2 and upstream Scope 3 emissions from our suppliers in accordance with the GHG Protocol.

2.8 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 FY24 and FY25 annual emissions intensity normalized by revenue. Our revenue grew in FY25 and, as a result of continued replacement of older vehicles with more fuel-efficient hybrid and electric models and the continued consolidation of our office space, our emissions intensity decreased in FY25 as compared to FY24.

Table 7. Annual Greenhouse Gas Emissions Intensity

Metric	Unit	FY24	FY25 ^[a]
Annual Revenue excluding PA Consulting and Joint Ventures ^[b]	Thousand USD	\$9,839,355	\$10,353,506
Total Scope 1 and 2 Location-Based Emissions Intensity	Metric tonnes CO ₂ e per million USD	3.56	3.33
Total Scope 1 and 2 Market-Based Emissions Intensity	Metric tonnes CO ₂ e per million USD	1.74	1.61
Total Upstream Scope 3 Location-Based Emissions Intensity ^[c]	Metric tonnes CO ₂ e per million USD	13.33	11.50

Metric	Unit	FY24	FY25 ^[a]
Total Upstream Scope 3 Market-Based Emissions Intensity ^[c]	Metric tonnes CO ₂ e per million USD	12.74	10.85
Data Coverage	% of global operations	100%	100%

^[a] FY25 values have been third-party verified, with limited assurance, and are included in our [FY25](#) verification statement.

^[b] PA Consulting revenue is excluded because we do not include PA Consulting in our Scope 1 and Scope 2 emissions (Section [2.5](#) and Section [2.6](#)). Financially consolidated and nonconsolidated joint ventures are also excluded.

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

2.9 Renewable Electricity and Carbon Offset Purchases

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

Table 8. Annual Renewable Electricity and Carbon Offset Purchases

Metric	Unit	FY19	FY24	FY25 ^[a]
Renewable Electricity	MWh	13,008 ^[b]	45,524 ^[c]	47,014
Carbon Credits	Metric tonnes CO ₂ e	0 ^[b]	67,772 ^[c]	68,702
Data Coverage	% of global operations	100%	100%	100%

^[a] FY25 values have been third-party verified, with limited assurance, and are included in our [FY25](#) verification statement.

^[b] FY19 values have been third-party verified, with limited assurance, and are included in our [FY19](#) verification statement.

^[c] FY24 values have been third-party verified, with limited assurance, and are included in our [FY24](#) verification statement.

2.9.1 Renewable Electricity

Our commitment to purchasing 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), and EACs 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.

Since FY22 and during FY25, Jacobs has made annual purchases of Green-e Energy Certified RECs from U.S. wind or solar energy generation facilities through a multi-year contract agreement. 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. As this agreement concludes, we are exploring other potential engagements, with the goal to create demand for new or additional renewable electricity resources at or near our operations and that can provide improved quality and traceability of our renewable energy purchases.

FY25 renewable electricity purchases were sourced according to where our electricity consumption occurs globally, as shown by megawatt hour (MWh) in [Table 9](#).

Table 9. FY25 Renewable Electricity by Region

Region	Unit	FY19	FY24	FY25 ^[a]
Asia-Pacific	MWh	57	5,816	5,919
Europe	MWh	4,200	7,132	5,835
Middle East and Africa	MWh	0	1,350	1,316
North America	MWh	8,751	31,226	33,944
Total	MWh	13,008^[b]	45,524^[c]	47,014

^[a] FY25 values have been third-party verified, with limited assurance, and are included in our [FY25](#) verification statement.

^[b] FY19 values has been third-party verified, with limited assurance, and are included in our [FY19](#) verification statement.

^[c] FY24 value has been third-party verified, with limited assurance, and are included in our [FY24](#) verification statement.

2.9.2 Carbon Offsets

As part of our carbon neutrality achievement in accordance with PAS 2060:2014 as detailed in Section [2.4](#), in FY25 Jacobs invested in purchasing carbon offset credits (in tonnes of CO₂e) that are intended to represent the amount of carbon emitted for our operations (Scope 1 and Scope 2 Market-based emissions) and business travel (Scope 3 business travel only, other parts of our value chain are not included). See our [FY25 Carbon Neutrality Statement](#) and [Table 10](#) for additional details on our carbon offset credits we have invested in for our FY25 emissions.

Table 10. FY25 Carbon Offsets

Project Name	Project Type	Project Location	Vintage	Standard & Retirement Registry Link	Quantity (tCO ₂ e)	Mitigation Type
<u>TASC Clean Cooking PoA – VPA 3 (Zambia)</u>	Energy Efficiency - Domestic	Zambia	2021+	Gold Standard GS 11596	8,707	Avoided emissions
<u>India Organic Waste Management Programme - VPA01</u>	Biogas - Heat	Kerala, India	2019	Gold Standard GS 2293-GS 1299	15,150	Avoided emissions
<u>North Maine Woods Forestry Project</u>	Improved Forest Management (IFM)	Maine, United States	2021	American Carbon Registry ACR 587	25,000	Avoided emissions
<u>18 Reserves Forest Carbon Project (Ohio)</u>	Improved Forest Management (IFM)	Ohio, United States	2021	American Carbon Registry ACR 586	5,100	Removals
<u>CO2 Utilization in Concrete - Removals & Reductions - CarbonCure - U.S. & Canada Project #2</u>	CO2 Mineralization in Concrete	United States	2021-2022	Verra, Verified Carbon Standard VCS 4018	1,750	Removals

Project Name	Project Type	Project Location	Vintage	Standard & Retirement Registry Link	Quantity (tCO ₂ e)	Mitigation Type
<u>Renew Sakhi Improved Cookstove - 2</u>	Energy Efficiency - Domestic	Bihar, India	2023	Gold Standard GS 12293	12,995	Avoided emissions
Total Carbon Credits FY25					68,702	

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

tCO₂e = tonnes in carbon dioxide equivalent

2.10 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	FY24	FY25 ^[a]
Non-renewable fuels (such as gasoline, diesel, natural gas) purchased and consumed	MWh	62,148	62,684	61,661
Non-renewable electricity purchased	MWh	75,003	0	0
Purchased heating (non-renewable)	MWh	19,835	9,481	9,243
Total renewable energy (such as wind, solar, hydroelectric, geothermal) purchased/generated	MWh	13,008 ^[b]	45,524 ^[c]	47,014
Total Non-Renewable Energy Consumption	MWh	156,987^[b]	72,166^[c]	70,904
Data coverage	% of global operations	100%	100%	100%

^[a] FY25 values have been third-party verified, with limited assurance, and are included in our [FY25](#) verification statement.

^[b] FY19 values have been third-party verified, with limited assurance, and are included in our [FY19](#) verification statement.

^[c] FY24 values have been third-party verified, with limited assurance, and are included in our [FY24](#) verification statement.

Table 12. FY25 Non-Renewable Energy by Region

Region	Unit	FY19	FY24	FY25 ^[a]
Asia-Pacific	MWh	11,377	782	1,154
Europe	MWh	21,255	4,168	4,829
Middle East and Africa	MWh	2,526	8,094	9,877
North America	MWh	121,829	59,122	55,044
Total	MWh	156,987^[b]	72,166^[c]	70,904

^[a] FY25 values have been third-party verified, with limited assurance, and are included in our [FY25](#) verification statement.

^[b] FY19 value has been third-party verified, with limited assurance, and are included in our [FY19](#) verification statement.

^[c] FY24 value has been third-party verified, with limited assurance, and are included in our [FY24](#) verification statement.

Due to a decrease in the number of fleet vehicles and total vehicle mileage driven in FY25, our mobile energy consumption has decreased. We aim to continue reducing 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 an increase in energy intensity year-over-year because of a reduction in vacant office space and increased employee utilization of occupied office space. [Table 13](#) summarizes our office energy intensity metrics.

Table 13. Office Energy Intensity

Metric	Unit	FY19	FY24	FY25[a]
Office Space Energy ^[b]	MWh	106,435	48,680	49,997
Office Area ^[c]	1,000 ft ²	6,208	3,695	3,460
Office Energy Intensity	MWh per 1,000 ft ²	17.14	13.17	14.45
Data Coverage	% of global operations	100%	100%	100%

^[a] FY25 values have been third-party verified, with limited assurance, and are included in our [FY25](#) verification statement.

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

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

2.11 Energy Conservation

2.11.1 Scope 1 Energy Emissions

Fleet vehicles comprise 98% of our FY25 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 2.5](#). 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 Global Sustainability Team, 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 are working on a program to install telematics in all our fleet vehicles. Telematics will allow 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.

In FY25 Jacobs partnered with a client to install an EV charging station at a regional wastewater treatment plant, advancing both organizations' sustainability and fleet electrification goals. The project enables future expansion, delivers cost savings and emissions reductions, and provides valuable lessons for scaling EV infrastructure.

2.11.2 Scope 2 Energy Emissions

Offices

We do not have access to actual energy consumption (electricity and purchased heating) data associated with the majority of our approximately 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 [2.6](#) and Section [2.9](#).

CBECS provides average energy intensity use for electricity and comfort heating for various types of buildings in various climate zones. This data, combined with the office size, is used to estimate energy consumption, and are subsequently combined with published regional or location-specific energy emission factors to estimate associated energy emissions for each office location. Estimated emissions from purchased heating form the basis of the amount of carbon credits purchased for Scope 2 purchased heating as described in Section [2.6](#) and Section [2.9](#).

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 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. Starting in FY25, our Global Sustainability Team partnered with our Global Real Estate Operations to identify and fund potential energy efficiency projects in leased office space where we are directly responsible for procuring energy. These projects include, but are not limited to, LED lighting replacement, smart controls, and rooftop solar PV installation.

Our access to limited information and limited 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 an optimized reduction of our global real estate portfolio. Jacobs provides a work environment that facilitates opportunities to work remotely through our new hybrid working policy, 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.

Co-located Data Centers

In October 2025, we completed a three-year data center consolidation that retired 150 server rooms in Jacobs offices. The retired server rooms were cooled 24/7, and the legacy hardware that was retired was inefficient as it was between 6 to 9 years old. These IT resources were migrated into co-located data centers that utilize renewable electricity with hyper-efficient cooling systems. Additionally, with the economy of scale gained with a centralized data center approach, we can run workloads on less infrastructure hardware (i.e., additional energy savings). This initiative covered approximately 79% of our server rooms and we have plans to migrate the remainder to the cloud in a future phase. Electricity use for Jacobs' data storage/equipment at co-located data centers leased by Jacobs are included in our carbon inventory based on the recommendation of BSR.org's working paper [Greenhouse Gas Emissions Accounting, Renewable Energy Purchases, and Zero-Carbon Reporting](#) and [GHG Protocol guidance](#).

2.12 Air Quality

Criteria air emission sources for Jacobs' own activities and operations (excluding client-controlled sites and project-based operations) consist of owned or leased office space and vehicles. These operations are not considered material or 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, based on significance and regulatory screening we do not measure or report air pollutant emissions other than GHGs.

Regulatory screening refers to a high-level assessment against applicable air quality regulatory frameworks to determine whether Jacobs' corporate operations would trigger any legally enforceable air emissions permitting, inventory, or reporting requirements. This screening considers thresholds and applicability criteria under relevant air quality regimes, including (where applicable) criteria pollutant permitting thresholds (e.g., NO_x, SO₂, VOCs, PM₁₀ / PM_{2.5}), hazardous air pollutant (HAP) requirements, stationary source air permits, and mandatory emissions inventory or reporting programs.

Based on this screening, Jacobs' enterprise level corporate activities—limited to office space and light duty vehicle fleets—do not meet regulatory thresholds that would classify Jacobs as a regulated air emissions source under these frameworks.

2.13 Water Stewardship

Table 14 summarizes our water consumption.

Table 14. Water Consumption

Water Consumption	Unit	FY24 (estimated)	FY25 (estimated)
Total water consumption	Million cubic meters	0.045	0.051
Data Coverage (as % of denominator)	% of global operations	100%	100%

Jacobs consumes water through municipal water systems to support our office operations. Water consumption for our office operations is not regarded as a significant environmental impact; therefore, water-related goals and targets have not been established. In addition, very little data is available, as water consumption is included within service charges from lessors, and we have minimal control over water consumption as most of our office space is leased. We 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 FY25, total water consumption was estimated using the number of total office trips by employees commuting into the office as described in Section [2.7](#) 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 can collect more information from our offices to ascertain actual water consumption, we may make further changes to how our water usage is estimated and to also reduce our consumption.

Jacobs' FY24 water consumption estimate was updated in FY25 to align with the FY25 employee commuting methodologies as described in Section [2.7.2](#). This resulted in a slightly reduced annual water consumption rate for FY24. To collect office consumption data, including water consumption, Jacobs developed a proprietary Office

Sustainability Tracking Tool (OSTT) that is used by both our ISO 14001 compliant offices and other offices to collect data related to our physical footprint. While the OSTT was successfully deployed in our Europe region in the latter half of FY24 and, in our Americas region in FY25, it is currently in the pilot phase in our Asia Pacific region, with global rollout in the pipeline. The development and implementation of the OSTT resulted in a singular database of internal physical footprint tracking, which has improved data transparency, quality, and availability. 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 office 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](#) approach allows us to work with our clients to focus on the full water cycle and the complete asset life cycle to develop integrated solutions to water management challenges. [OneWater](#) considers 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 nexus of water, energy, and food with the wider community of water users.

Jacobs' [OneWater](#) approach includes digital tools and software to support planning design and operations of water management operations. For example, we have developed our Intelligent Operations & Management solution that uses artificial intelligence (AI) and machine learning to develop suggested control schemes that will assist water recovery facilities and water treatment facilities to help clients save money and be more efficient in their operations. Additionally, we are leveraging AI to monitor and operate wastewater collection systems to utilize existing sensors and hydraulic models to help make predictions of how to best operate a system in dry and wet weather conditions. In all these solutions, we are utilizing Jacobs' expertise in both domain and digital systems to bring solutions to our clients that will help them address various water and wastewater system constraints such as aging infrastructure, regulations and staffing pressures.

The downstream side of Jacobs water consumption is discharge of our wastewater through municipal systems where our offices reside. In many instances, these are the same municipal systems that Jacobs has helped to design, operate and maintain in support our Client's 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.

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, because we believe it is important that communities have safe, reliable water infrastructure now and in the future.

2.14 Biodiversity and Natural Capital

Jacobs understands the importance of nature positive solutions in managing societal challenges, which has been accelerated by the Nature Positive Initiative and the Taskforce on Nature-related Disclosures (TNFD). As Nature Positive Forum members, Jacobs supports the Nature Positive Initiative in upholding the Global Goal for Nature and has begun its journey to align with the TNFD framework through its annual reporting. In 2023, we performed an assessment of our own operations using the Locate, Evaluate, Assess and Prepare (LEAP) framework from TNFD. We compared the performance of each site in our global real estate portfolio against the relevant local reference ecosystem performance benchmark and evaluated both site-specific and aggregated corporate-level performance across a holistic suite of ecosystem functions. Following this assessment we proceeded with a series of workshops to further assess the location of key direct assets, operations, and value chain activities, and how these may interface with nature, and potential metrics to effectively evaluate and assess nature-related dependencies.

From the assessment and workshops we concluded that although our activities at our office locations may have an indirect impact on biodiversity and heritage resources, the impacts from our own business operations are limited and that our greatest opportunity to drive nature positive outcomes is through the projects and services we deliver for our clients. We integrate regenerative and nature-based solutions to restore natural capital, reduce carbon footprints, enhance biodiversity and promote sustainable resource management into client projects when possible but we know we can do more to accelerate deployment of nature positive solutions.

We are now developing a nature positive strategy across our entire value chain that prioritizes investment in actions that leverage and build on Jacobs' strengths, supporting the alignment of Jacobs' growth strategy with the delivery of nature positive outcomes. In FY26, we plan to screen the markets that Jacobs works in to identify those with the greatest nature-related impacts and dependencies and use that outcome to prioritize which markets Jacobs will evaluate further through the TNFD framework.

2.14.1 Global Environmental Management Commitment

Our [Global Environmental Management Commitment Statement](#) is our company-wide pledge to responsible environmental management and includes a goal to protect species and habitat biodiversity, heritage resources and wildlife. Potential significant impacts on biodiversity and heritage resources from project design and delivery depend upon the nature and scope of services provided and mitigated by our HSE systems, processes, and SMEs as described in Subsection [3.15.1](#).

2.15 Waste and Plastics

The table below summarizes our waste disposed.

Table 15. Waste Generated

Waste Generated	Unit	FY24 (estimated)	FY25 (estimated)
Total waste generated	Metric tonnes	464	741
Data Coverage (as % of denominator)	% of global operations	100%	100%

As a professional services company, waste generation 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 generated in our offices, as waste management is typically included within lessor service charges. However, we measure waste generated 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 (see Section [2.17](#) for further information).

In FY25, it was calculated that our ISO 14001 certified offices produce on average the equivalent of 0.36 kilograms of waste per employee office trip per year. This number was used to estimate total FY25 global office waste produced by multiplying this value by the number of total office trips by employees commuting into the office as described in Section [2.7](#). Waste produced while teleworking and from contractors has been excluded from the waste generation estimate.

As mentioned in Section [2.13](#), we have developed a proprietary OSTT which allows us to collect internal waste and recycling data from our offices. We currently have data for our ISO 14001 certified offices, and in FY26 we will begin incorporating additional offices as the OSTT is rolled out globally. We plan to incorporate this data into our waste generation rates per employee in the future as the data becomes available.

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.

2.15.1 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 Business Management System (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.

2.16 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.

2.17 Environmental Management System

Our Environmental Management System (EMS) is integrated into our HSSE Management System (HSSEMS) and conforms to ISO 14001:2015. While the HSSEMS 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 39% of Jacobs operating locations including Australia, France, Germany, Hong Kong, Indonesia, Ireland, Italy, Malaysia, the Netherlands, New Zealand, Philippines, Poland, Qatar, Romania, Saudi Arabia, Czech Republic, Slovakia, Singapore, Thailand, United Arab Emirates, and United Kingdom.

2.18 Climate Action Plan

In line with client and stakeholder expectations, we are making progress towards developing a comprehensive climate transition plan to address climate-related risks and opportunities guided by evolving statutory requirements and industry reporting frameworks. Given that our 2022 Climate Action Plan is dated and thus no longer in place, we plan to publish a new Climate Action Plan as an interim step towards our transition plan to inform our stakeholders of changes in our climate-related commitments and approaches for evaluating climate-related and nature-related risks and opportunities. We plan to post this update on our Jacobs Investor Relations site when complete.

2.19 Sustainability & Resilience Products and Services

2.19.1 Challenge Accepted Strategy

During FY25, we launched our 2025-2029 corporate strategy, *Challenge Accepted*. It's a commitment to growth, innovation, and excellence, guided by six Strategic Big Bets: Transportation, Program Management, PFAS Solutions, Energy & Power Transition, Augmented Delivery, and AI Data Centers. Our PlanBeyond 2025+ approach and our Cross-Market Sustainability & Resilience Capability Areas are expected to be significant contributors to the success of this strategy, serving as key differentiators and enablers for growth.

2.19.2 PlanBeyond 2025+


During FY25, Jacobs launched an update to our company wide sustainability approach, [PlanBeyond 2025+](#), which reflects our ongoing commitment to transparency, future-ready solutions that strengthen performance, and reducing risk to enable long-term value creation.

Our sustainability approach is organized into three pillars:

- **How we Operate.** We responsibly steward our operations with care and conviction — shaping the future we help our clients build.
- **How we Deliver.** We intentionally integrate impact and resilience considerations into our solutions to enable our clients' long-term success.
- **How we Advance.** We continually adapt and grow to enable long-term success in a rapidly changing world.



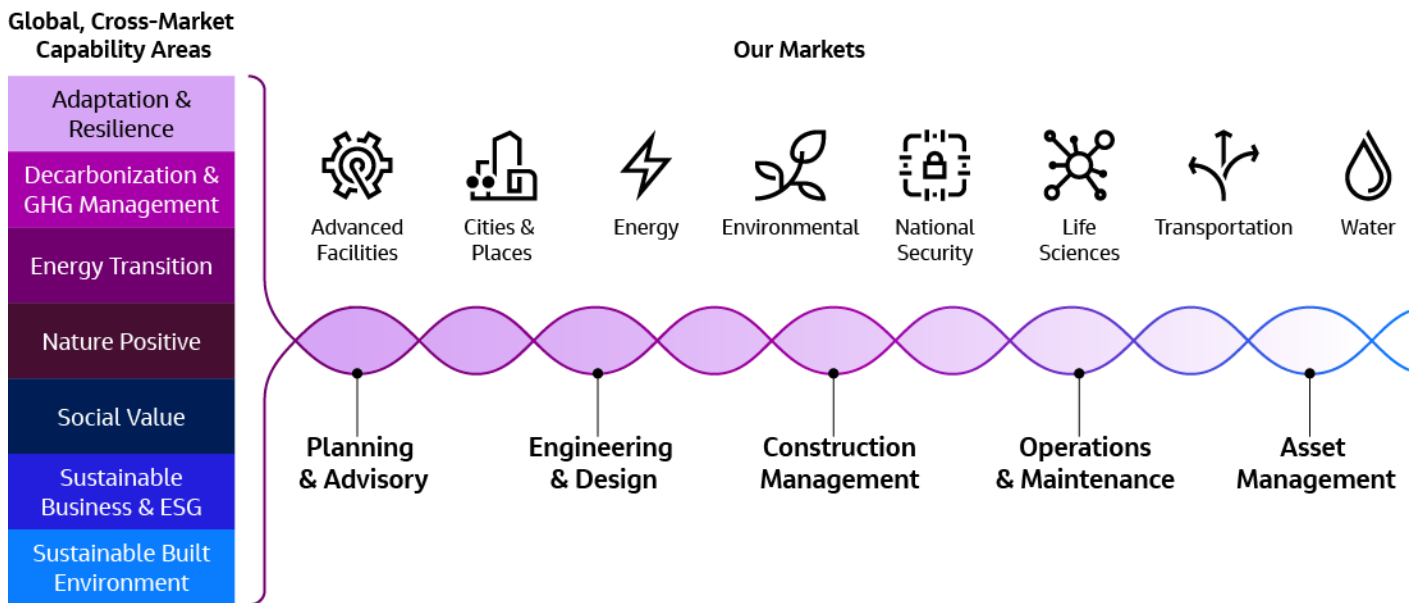
Using AI for Sustainable Impact

 **EVOLVE** Our global project portfolio provides significant opportunity for impact in *how we deliver*. We have been upscaling Evolve, our enterprise-wide artificial intelligence (AI) tool, which recommends tailored sustainability and resilience commitments for projects – supporting continuous improvement and differentiating Jacobs in high-growth markets.

2.19.3 Sustainability & Resilience Services

Our sustainability and resilience services are the range of solutions, including professional services and digital products, we provide our clients to support the climate transition across various markets. Jacobs operates and provides sustainability and resilience services in the following industries: Transportation, Water, Advanced Manufacturing, Life Sciences, Cities & Places, Environmental, and Energy & Power. As part of our PlanBeyond *how we deliver* Sustainability strategy, Jacobs organizes our sustainability and resilience offerings into seven cross-market capability areas, shown in [Figure 1](#).

Figure 1. Cross-Market Capability Areas & End Markets



2.19.4 Adaptation & Resilience

Our adaptation & resilience services support clients in making informed decisions about their strategies and investments by identifying economically and technically viable solutions for their assets. We focus on optimizing operations and maintenance throughout the asset lifecycle to deliver maximum savings and long-term value. We provide resiliency consulting, conduct climate risk and vulnerability assessments, and develop risk-informed governance and strategy frameworks. Our approach prioritizes proactive climate adaptation solutions and involves disaster readiness for critical assets—covering preparedness, response, and recovery.

For Resiliency projects, we utilize a number of digital products in conjunction with our professional services, including:

- [Flood Modeller](#) is a desktop modelling application that allows users to transform complex hydraulic data into clear, actionable insights. It integrates third-party data to build and refine models, offering flexible tools for simulation and analysis with interactive map views, animations and detailed visualizations.
- [Climate Risk Manager](#) is a cloud-based platform that brings together global climate data and location intelligence of our projects to illustrate visual risk assessment insights for faster and more accurate resiliency decisions.
- ADAPT is a resilience knowledge management system that guides our sales and delivery teams to evaluate project specific climate risks and provides adaptation strategies to mitigate identified vulnerabilities.

Project Highlight – San Francisco Waterfront Resilience Program



Jacobs leads the Port of SF Resilience Program, including comprehensive planning, engineering and environmental services for improving the resiliency of the San Francisco waterfront to earthquakes and sea level rise. This project includes conducting a multi-hazard risk assessment, developing resilient design alternatives, community engagement and more.

In 2025, we showcased our resilience expertise at New York City Climate Week, hosting partners and clients in our Manhattan office for a coastal resilience panel and discussion.

2.19.5 Decarbonization & GHG Management

Our decarbonization & greenhouse gas (GHG) management services support clients in achieving their emissions reduction targets, advancing the energy transition, and fostering carbon positivity, all while prioritizing operational resilience, cost-effectiveness, and flexible design. We bring expertise in baseline and trajectory modelling, GHG inventories, lifecycle and embodied carbon assessments, and decarbonization and net zero roadmaps for buildings, transportation, and other infrastructure types and scales.

2.19.6 Energy Transition

The future of our world—economically, socially, technologically, and environmentally—depends on the evolution of energy systems. Jacobs is spearheading the energy transition, supporting clients as the shift towards cleaner and more resilient energy infrastructure. Our key services include program management for utilities and energy developers, carbon capture, renewable generation, grid modernization, low-carbon fuels, and battery and energy storage. Jacobs brings comprehensive expertise across the energy transition, serving as a trusted partner to address complex energy challenges and deliver resilient, efficient solutions.

2.19.7 Nature Positive

To address the global nature and biodiversity crises, we support our clients in identifying and implementing nature positive outcomes. We promote innovative, science-based, nature positive solutions tailored to clients and applicable across a project's lifecycle, with a focus on natural capital, engineering with nature, nature-based solutions, ecological connectivity, regenerative design, and biomimicry. To support our biomimicry practice, Jacobs has a strategic partnership with [Biomimicry 3.8](#), providing "Project Positive" design solutions for clients.

2.19.8 Social Value

Integrating social value throughout a project's lifecycle—from strategy and planning to delivery, operations, and maintenance—fosters community development and intentionally leaves a sustainable legacy. Our services include data-driven insights and decision-making support, workforce development and capacity building, and strategic supply chain management.

Project Highlight – Zero by 30 Roadmap Confidential Global Energy Company

Jacobs supported a global energy company in solidifying their baseline GHG emissions inventory and modeling the trajectory of these emissions through 2030. We then explored various options, including portfolio rationalization, energy efficiency measures, power purchase agreements, transmission connections, and behind-the-meter renewable energy solutions to provide preferred options to form the basis of a zero emissions roadmap.

Project Highlight – Tyndall Air Force Base Coastal Resilience



The award-winning project included flood resilient design of structures; elevating, hardening, and relocation of facilities; and the comprehensive implementation of nature-based solutions to reduce storm surge and mitigate coastal hazards.

A key differentiator in Jacobs' approach to Social Value is the integration of Simetrica, the global leader in social value measurement and well-being research, which is now fully owned by Jacobs. Simetrica-Jacobs worked with an environmental agency in Asia to conduct a consultancy study to support land optimization initiatives while promoting quality of life for residents and balancing the economic and utility needs of industrial growth.

2.19.9 Sustainable Business

Jacobs' Sustainable Business services help clients boost efficiency, cut costs, manage risk, and strengthen social, economic, and environmental performance. We integrate sustainability across strategy, design, and operations, delivering outcomes throughout the program or project lifecycle. Leveraging our deep understanding of the business value-chain—from raw materials and manufacturing through operations—we provide valuable insights and a 'systems view' to uncover opportunities for smarter, more sustainable business. Our experts support clients in sustainable finance and supply chain strategy, sustainability risk management performance, and corporate disclosures, providing an individualized approach to each client.

2.19.10 Sustainable Built Environments

With 800+ employees with sustainability certifications, our experts apply holistic design and construction principles to buildings, infrastructure, and urban systems, integrating economic, social, and environmental priorities. The goal is to minimize environmental impact, maximize human well-being, and support long-term community resilience. Our approach optimizes resource efficiency—energy, carbon, water, and waste—using sustainable materials and circular economy principles. We take a lifecycle perspective from sourcing through design, construction, operation, and end-of-life, validated by certifications like LEED (Leadership in Energy and Environmental Design), BREEAM (Building Research Establishment Environmental Assessment) and Envision.

AI Data Centers & Simple Binary Encoding

While the environmental impact of data centers is an increasing concern, Jacobs has the expertise to be a leader in incorporating sustainable strategies including energy-efficient technologies, incorporating renewable energy sources and incorporating nature positive principles, into their design, construction, and operation.

At Jacobs, we work closely with our experienced data center design teams to ensure our solutions are at the forefront of any sustainability or energy efficiency measure. By implementing effective strategies and forming meaningful partnerships, we can protect the environment and create a more sustainable future for data centers.

[This paper](#) sheds light on the challenge and identifies key factors to consider in reducing their impact.

Project Highlight – UK National Highway Environmental Sustainability Services



As part of a joint venture, Jacobs was selected to provide technical expertise to support the National Highway's Environmental Sustainability Strategy, including designing lower carbon roads, developing nature-based solutions, and optimizing resource and energy use.

Project Highlight – NYCEDC Circular Design & Construction Guidelines



Jacobs is proud to have played a pivotal role in the development of the NYCEDC's Clean and Circular: Design and Construction Guidelines. They provide best practices to minimize waste, foster material reuse and drive demand for lower carbon construction.

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 and belonging, with a talent force of approximately 43,000 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 that redefine what's possible. 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.

As a component of gathering and listening to employee feedback, in FY 2025, we conducted a global, confidential Culture Pulse Survey to hear directly from our people. Our focus remains on understanding what matters most to our employees — from engagement and collaboration to growth opportunities, wellbeing, and other key priorities. The 2025 Culture Pulse Survey achieved a record-high response rate of 63% (more than 25,000 employees), reflecting strong engagement across our global workforce.

Although the results of the 2025 Culture Pulse Survey showed some regional differences across the Company, every group increased in overall engagement since our last culture pulse survey in 2023, which followed the same engagement methodology. Employees also advised on how we can improve as a company. Responses from our employees asked for clearer guidance on advancement criteria, as well as increased opportunities for learning and development, especially when it's related to AI. Jacobs is committed to addressing these responses, which is why we recently launched platforms focused on internal career mobility, and Jacobs University as well as an internal portal where employees are able to access information on AI, like policies, resources and training.

Key findings:

- **Engagement:** Employee responses showed that overall engagement with the culture survey improved across the company. 63% reported feeling engaged, up from 60% reporting such in response to our 2023 Culture Pulse Survey.
- **Inclusion:** More employees indicated in response to the culture survey that they felt "fully included" (79%) as compared to the 2023 Culture Pulse Survey (76%).

In addition to these key findings, the 2025 Culture Pulse Survey results indicated that 89% of respondents feel they can be themselves and 83% feel that they are treated equitably and fairly —a cornerstone of our Culture of Caring. Additionally, 81% of employees reported feeling a sense of belonging at Jacobs, reinforcing our commitment to creating an inclusive environment where everyone feels valued.

Within wellbeing, safety remains a defining strength, with responses in our 2025 Culture Pulse Survey showing 96% of employees believe it is embedded in everything we do. We are building a culture where flexibility and care are non-negotiable as reflected in our 2025 Culture Pulse Survey results: 84% of employees feel empowered to balance work and life responsibilities, and 85% recognize our leaders for fostering a culture of caring. Our wellness programs—spanning mental health, healthcare, and holistic benefits—are helping 85% of our people respond to our 2025 Culture Pulse Survey that they feel supported in their overall wellbeing.

These results affirm the decades of effort invested in building a culture that is both unique and deeply meaningful. Our commitment to inclusion and belonging continues to resonate and serves as an important differentiator. Jacobs is a global organization, made up of people from myriad cultures and backgrounds, and those diverse perspectives empower our employees to dream big and lead with courage.

Insights from our Culture Survey will continue to guide action planning across the organization, including career development and technological advancement opportunities. Leaders at all levels have been invited to review results of the survey with breakout meetings by business areas and enterprise functions, enabling targeted reflection and discussion within teams and helping to translate insights into local action plans. As part of e3 Experience, our internal talent, career planning, and priority-setting platform, all people leaders are required to identify and populate a culture action informed by the Culture Survey results, reinforcing accountability and consistent follow-through. In FY26, employees will be invited to participate in follow-up discussions and listening sessions on an ongoing basis as leaders translate insights into meaningful actions, supporting shared accountability and continuous improvement. Together, these focus areas will help shape leadership priorities, strengthen our culture of caring and trust, enable growth, and ensure Jacobs continues to be a place where people can thrive.

Table 16. Employee Engagement

Metric	FY23 (Pulse Survey)	FY24 ^[a]	FY25 (Pulse Survey)
Employee engagement (% of actively engaged employees)	60	N/A	63
Data coverage (% of total employees provided with survey)	100	N/A	100
Response rate (% of total employees who responded to survey)	36	N/A	63

^[a] In FY24, we experimented with a different approach to gathering employee feedback. As such, the data obtained is not comparable to our 2023 and 2025 Culture Pulse Surveys due to differences in methodology.

3.3 Inclusion and Belonging – Strategy

3.3.1 TogetherBeyond: Our Culture of Belonging

At Jacobs, we want people to feel that they are included, they belong, and 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. 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 one that recognizes 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.

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

Our commitment to living inclusion begins at the top: TogetherBeyond is supported by tangible leadership commitment and accountability at all levels of the company.

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.

In FY25, we launched *Find Your Community* to increase visibility, connectivity and impact across Jacobs' rich mix of community offerings, including Jacobs Employee Networks (JENs), Communities of Practice (CoPs) that connect our technical experts; Positive Mental Health Champions who foster our culture of caring by advocating for mental health in our offices; STEAM Ambassadors who lead outreach with schools and communities; Collectively Ambassadors who drive corporate giving across key geographic regions; the Sustainability Network, focused on sustainable projects and community support; Evolve Champions who support our sustainability tracking software; and the GlobeSmart community, which strengthens teamwork through deeper understanding of cultural and workstyle differences.

With nearly 22,500 unique members of a JEN or a CoP (approximately 52% of our global employee population), 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.



ACE



Harambee



OneWorld



**Women's
Network**



**Careers
Network**



Enlace



Prism



VetNet

Our JENs are open to all employees and are crucial to our inclusion and belonging values and efforts. These groups play a critical role in creating an inclusive culture where our people are curious, embrace different perspectives, and harness new ideas. Our JENs' mission is to celebrate and develop Jacobs' employee population, provide career enriching development opportunities for all levels of talent, assist in the attraction and retention of top talent, build awareness, create common purpose and points of connection, facilitate innovation at Jacobs and contribute to the communities in which we live and work.

3.3.2 Our Inclusion Commitment in Action

TogetherBeyond is unique in that our executive leadership commitment is matched by a massive grassroots movement where some initiatives and community networks are employee led and not as a result of a company directed action which makes inclusion part of the fabric of how we operate. Through TogetherBeyond, we tackle topics important to our employees.

We Live Inclusion

"We live inclusion" is one of Jacobs' four company values and central to our company promise 'To create a more connected sustainable world'.

Culture of Caring

Our Jacobs' BeyondZero® Culture of Caring is unique, encompassing physical and mental health and wellbeing, safety, security, business resilience, inclusion and belonging, and environmental management. We are committed to building a workplace where people feel safe, secure, included, supported and empowered. A Culture of Caring moment that educates the attendees on a caring topic is a standard opening for all meetings - this practice reinforces Jacobs' commitment to wellbeing, inclusion and belonging, and psychological safety.

Living Our Values Training

All employees are required to complete annual "Living Our Values" training, including the "We Live Inclusion" module. This training reinforces Jacobs' core values, including inclusion, and provides practical guidance on how to live them day-to-day.

Adjustment Policies and Processes

In FY25, we introduced new disability and reasonable accommodation/adjustment policies for Canada, supplementing our policies in Australia and New Zealand, Asia, Europe, Middle East and the United States, to ensure consistent support for every employee around the globe in accordance with regulatory requirements in each jurisdiction. This global approach places Jacobs among a select group of multinational companies demonstrating leadership in disability inclusion across cultural and regulatory landscapes. We have provided training and resources for our talent acquisition teams globally this year in providing accommodations for our candidates with disabilities.

In FY25, we strengthened our approach to supporting remote and flexible working by introducing the Exemption to Hybrid Working policy and process. This updated process enables employees, particularly those with disabilities, care-taking responsibilities, or other individual circumstances, to formally request continued home working arrangements that suit their personal and family needs.

As members of The Valuable 500, Disability:IN, Business Disability Forum (UK) and Australian Disability Network, we are committed to creating an inclusive working environment that enables everyone to participate fully. Reasonable accommodations/adjustments are supported by dedicated resources, and we provide enhanced benefits to support neurodiversity, including diagnostic support in some geographies. We provide Disability Fundamentals Training for Managers and free parental success solution and neurodiversity training for everyone through ReThink Care. Our ACE (Access, Connect, Empower) Employee Network plays a vital role in raising awareness, promoting accessibility, and providing peer support.

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 one that recognizes 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 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 an avenue 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 2025, 1,000 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 340 affiliated science fairs in 60+ countries, regions, and territories around the world.

In the U.K., as a component of our 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 an early stage of their careers. More broadly, we partner 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, amongst many others.

In Canada, as part of our 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, to name but a few.

In Australia, Jacobs partners with CareerTrackers to provide paid, multiyear internships to First Nations³ 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. These are just some of our partnering and sponsorship activities in Australia and New Zealand.

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

3.4 Workforce Metrics

3.4.1 Workforce Composition by Employee Category

As of September 30, 2025, we had a workforce of approximately 43,000 people worldwide, including a contingent workforce of approximately 1,800 people.

- Of our directly employed Jacobs workforce, approximately 91.5% were full-time employees and approximately 8.5% were part-time employees.
- Of our full-time employees, approximately 96.9% were permanent⁴ employees and approximately 3.1% were temporary employees.
- Of our Jacobs total workforce, approximately 85.0% were full-time permanent⁴ employees, approximately 7.1% were part-time permanent employees, approximately 3.9% were temporary employees and approximately 4.1% were contractors/contingent (not directly employed) workers.

Unless otherwise noted, the workforce data in the tables that follow are based on Jacobs' global staff population. Jacobs reports data in this section utilizing the male/female binary to enable consistent reporting over time. Unknown, Blank and Not Provided identifications are factored into the denominator which are not displayed. This accounts for some percentages not equaling 100%.

Table 17. Workforce Composition by Geography

Region	FY24 (% of global workforce)	FY25 ^[a] (% of global workforce)
Americas	51	49
Europe (including U.K.)	24	24
Asia Pacific (including India)	20	21
Middle East and Africa	5	6

^[a] FY25 data has been externally verified, with limited assurance.

Table 18. Representation by Management Level (Global)

Representation by Management Level	FY24 (%)		FY25 ^[b] (%)	
	Female ^[a]	Male	Female	Male
Representation in Executive Management ^[c]	37.0	63.0	24.0	76.0
Representation in All Executive Positions (VP+) ^[d]	34.8	65.2	35.1	64.9
Representation in All Other Employees (non-executive / below VP) ^[e]	34.0	66.0	34.3	65.7

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

^[b] FY25 data has been externally verified, with limited assurance.

^[c] Executive management consists of CEO, President/Chief, EVP II and EVP I, FY25 global grades 20-23.

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

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

⁴ "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 19. Representation by Management Level and Job Type (Global)

Representation by Job Type	FY24 (%)		FY25 ^[b] (%)	
	Female ^[a]	Male	Female	Male
Share as a percentage of total workforce	34.0	66.0	34.3	65.7
All management positions As a % of total management workforce; includes junior, middle, senior management	26.4	73.5	26.8	73.1
Junior management positions As a % of total junior management positions; first level of management	30.3	69.6	29.8	70.1
Top management positions^[c] As a % of total top management positions; maximum two levels away from CEO	37.0	63.0	24.0	76.0
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	23.8	76.1
STEM-related positions (estimated) As a % of total STEM positions (Covers 98.1% of employees in FY24 and 96.6% in FY25)	30.0	70.0	30.4	69.6

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

^[b] FY25 data has been externally verified, with limited assurance

^[c] Top management positions consists of CEO, President/Chief, EVP II and EVP I, FY25 global grades 20-23

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

Employee Group Description	FY24 ^[a] (%)	FY25 ^[b] (%)
Asian	9.8	10.2
Black or African American	6.6	6.5
Hispanic or Latino	10.5	11.2
Two or More Races	2.9	3.1
Native Hawaiian/Other Pacific Islander	0.2	0.2
American Indian or Alaska Native	0.5	0.4
White	65.6	64.6
Unknown or Not Provided	3.9	3.9
Grand Total	100	100

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

^[b] FY25 values have been third-party verified, with limited assurance.

Table 21. Racial/Ethnic Metrics (United Kingdom Only)

Employee Group Description	FY24 ^[a] (%)	FY25 ^[b] (%)
Asian	8.7	9.3
Black	2.8	3.2

Employee Group Description	FY24 ^[a] (%)	FY25 ^[b] (%)
Minority Ethnic	3.4	3.7
White	71.6	71.0
Unknown or Not Provided	13.5	12.8
Grand Total	100	100

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

^[b] FY25 values have been third-party verified, with limited assurance.

Table 22. Average Employee Age by Gender (Global)

Population	FY24 (%)	FY25 Average Age
All employees	43	43
Female	40	40
Male	44	44

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

Age Group	FY24 (% of Total)		FY25 (% of Total)	
	Female	Male	Female	Male
Under 20	22.6	77.4	43.9	56.1
20–29	44.8	55.2	45.5	54.5
30–39	36.9	63.1	37.2	62.8
40–49	33.3	66.7	33.7	66.3
50–59	27.4	72.6	27.6	72.3
60 and above	21.8	78.2	21.5	78.5

3.4.2 People with Disabilities (United States Only)

In FY25, 4.9% of U.S. employees (949) 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 FY25, 3.3% of U.S. employees (630) 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 towards closing any existing pay gaps.

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 with the applicable market. These practices set the foundation for our overall long-term strategy to attract and retain talent.

We conduct performance reviews annually, although the timing and consistency of promotion reviews may vary by geography based on local practices and business needs. We conduct regular pay equity reviews, including if and as required by local applicable laws. We utilize these reviews to support our efforts to ensure that compensation and advancement decisions accurately reflect employee performance, qualifications, and contributions. We are committed to maintaining long-term, proactive approaches to monitor and resolve potential pay inequities, including utilizing pay equity analysis tools, working within a comprehensive global career structure, conducting on-going manager training and engaging in reviews throughout the year, as well as other practices if and as required by law.

In preparation for the EU Pay Transparency Directive, which comes into effect in June 2026, we are actively reviewing and enhancing our pay equity practices across our European operations. This includes strengthening internal frameworks, refining role-based compensation structures, and increasing transparency in alignment with emerging regulatory expectations.

Following our accreditation as a [Living Wage employer](#) in March 2024, Jacobs in the U.K. has continued its commitment to its employees receiving a fair wage that meets the real cost of living. We also endeavor to have our suppliers compensated in line with the Real Living Wage. Within our operations in the U.K., we generally conduct annual reviews to ensure all our employee salaries remain aligned to the Living Wage. 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 rewarded.

3.5.2 Pay Gap Reports

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

For more detail on related activities and achievements, see our [2025 Gender and Ethnicity Pay Gap Report](#) for England, Wales and Scotland and our [2025 Gender and Ethnicity Pay Gap Report](#) for Ireland.

In Australia, the Workplace Gender Equality Agency (WGEA)'s primary role is to promote and improve gender equality in Australian workplaces. The agency provides advice, practical tools, and education to help employers enhance gender equality. WGEA collects and analyzes data from non-public sector employers with 100 or more employees, focusing on six gender equality indicators, including gender composition, equal remuneration, and flexible working arrangements. This data helps create detailed insights into the state of gender equality across various industries and sectors in Australia. As a result of recent changes to the Act, all private sector organizations with more than 100 employees must have their employer gender pay gaps published by the WGEA, which Jacobs have participated and supported ([Gender Pay Gaps Report 2024 for Jacobs Group Australia](#)). We are proud to have been awarded the WGEA Employer of Choice for Gender Equality citation for 10 consecutive reporting years. This achievement is a testament to our commitment to gender equality now and into the future.

3.6 Collective Bargaining

In FY25, 130 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).⁵

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

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

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

3.7 Employee Wellbeing and Support Programs

At Jacobs, we believe in the collective power that comes from individual wellbeing — and we define it across four pillars: physical, financial, emotional and social. The culmination of these pillars promotes optimal wellness. These pillars are intertwined and dependent on one another, promoting optimal wellness.

We provide an extensive range of wellbeing benefits, grouped around physical, emotional, social and financial health. Some of these include:

- **Flexible Working** – Recognizing the importance of work-life balance, Jacobs provides guidance and support allowing employees to take up part-time and flexible work options where work allows. In Jacobs FY25 Culture Survey, 84% of employees reported having “flexibility to balance my work and personal life responsibilities.”
- **Emotional Wellbeing Solutions** – Providing help and support through our partner Optum, including 24/7 1 on-1 counselling services and access to training and resources covering a multitude of topics.
- **Mental Health Matters Program** – Including just almost 1,800 Positive Mental Health Champions, One Million Lives (a global mental health check-in tool), and access to Calm (the #1 top-rated app for sleep, meditation, and relaxation).
- **Fertility Healthcare and Family Forming Benefits** – Providing support and funding for family health, IVF, menopause, and low testosterone through our Carrot program.
- **Personalized Financial Planning and Support** – Including free financial planning services and support in partnership with Origin.
- **Inclusive Office Environments** – Many new and renovated offices offer dedicated Wellness Rooms and, in some geographies, low sensory spaces and free menstrual care products.

⁵ 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.

- **Parental Leave Transition Program** – In the UK, Ireland, Poland, Australia, and New Zealand, we offer employees and line managers structured workshops, toolkits, buddies and office champions to support parents navigating pathways to and through parenthood. In India, we offer the use of public or private creche facilities and reimbursement of costs in qualifying circumstances.
- **Support for Transgender Employees** – Including guidelines for line managers and employees, gender neutral policies, trained HR transgender advocates, a transgender working group and our Prism Jacobs Employee Network that supports our LGBTQIA+ employees.

We invest in each benefit 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. As such, specific working teams have been created and assigned as wellbeing-focused resources.

Our Positive Mental Health Programs continue to evolve and remain accessible to all our employees. In FY25, we added four regional leadership roles (Americas, Europe, Middle East, and Asia Pacific) and a global lead for our Positive Mental Health Program. 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.

These efforts, combined with a strong focus on belonging, are creating an environment where every individual feels valued, included, and equipped to fulfill their potential. We are also responding to calls for clearer advancement criteria, more learning opportunities, and access to digital tools and AI resources—areas highlighted by employees as critical for growth. By listening and acting on these insights, we continue to advance a workplace where wellbeing and inclusion drive sustainable success.

3.7.1 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 several countries of operation in order to remain competitive and attract talent. See Table 23 for parental leave benefits information including our U.S., U.K., Australia, India, Poland, and Canada countries of operations.

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 refrigerator, 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, India, 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 24. 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 of fully paid leave for delivering parent: Includes 6 weeks of short-term salary continuation (100% base pay), 5 weeks parental leave (taken in 1-week increments), and 1 week of caregiver leave. Benefit pay is offset by State Benefits (if applicable). C-section: Additional 2 weeks paid at 60% or 66.67% (based on employee's benefit choices).	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).	Same as statutory.	5 weeks of fully paid leave (including surrogacy and adoption) (Offset by State Benefit).	N/A	1 week (up to 40 hours) of paid leave available to eligible full-time and modified regular U.S. employees when their presence is needed to provide care and assistance to ill or injured family members, or to allow 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, 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)	Government paid leave: Need to apply for the Australian Government's National Paid Parental Leave scheme Administered by Services Australia. Company paid leave: <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 No service eligibility.	N/A	N/A
Poland	Min 20 weeks, partial pay – stat Employees are entitled to the following weeks of Maternity Leave for a single birth event: <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 When an employee applies for Maternity Leave, they may apply for Parental Leave at the same time, depending on the option the employee chooses:	2 weeks full pay – statutory Paternity Leave can be either 2 periods of 1 week (7 calendar days each) or 2 weeks at once (14 calendar days).	Same as statutory Childcare Leave 2 days, regardless of the hours an employee works a day; or 16 hours, if an employee decides to divide the leave into hourly increments – 100% pay	41 to 43 weeks – statutory Both parents are entitled to parental leave for in total up to: <ul style="list-style-type: none"> 41 weeks – for the birth of one child, 43 weeks – for the birth of two or more children. 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. 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:	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. The annual entitlement to the leave is up to (pro-rated if you work part-time): <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. 	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. 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 reside under the same address as you do.

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. 		
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. Employees apply for Employment Insurance (EI) which covers up to a max of \$695 CAD (2025) 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 the 'top-up' will continue for up to a maximum of fifteen (15)</p>	<p>Referred to as Parental Leave in 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 \$695 CAD (2025)</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 \$417 CAD (2025)</p>	<p>Family Responsibility leave: 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
	<p>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.</p>					

3.7.2 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.

In FY25, we strengthened our commitment to hybrid working by introducing a Global Hybrid Working Policy. As part of this, we launched an enhanced process that enables employees to formally request adjustments to their workplace attendance requirements or worker location category when certain defined circumstances apply, such as disability accommodations, lengthy commutes, or other individual needs. This approach supports employees by providing a clear pathway to raise individual circumstances and seek arrangements that help them balance work and personal needs. Each request is then assessed through a robust process that considers individual needs alongside operational and business requirements.

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.

3.7.3 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 accidental death insurance
- Collectively, Jacobs' global giving and volunteering platform
- Health insurance

- Other health benefits, such as:
 - In-depth medical review and health advocate services
 - On-demand help for stress, anxiety and depression
 - Clinical care weight management program
 - Sober Sidekick to assist employees working through addiction
 - Uptime, a micro-learning application through Optum that extracts life-lessons from popular books, courses, documentaries and podcasts, packing them into five-minute knowledge hacks
 - Flexible Spending Accounts: Health Care, Limited Purpose and Dependent Care
 - Health Savings Account
 - Access to discounted and flexible gym memberships
 - Comprehensive Fertility Health Program, which covers adoption, menopause, surrogacy, and similar services
 - Online therapy with face-to-face video visits
 - Online medical assistance, lab requisitions and referral services
- Voluntary benefits, such as:
 - Critical Illness Insurance
 - Hospital and Accident Insurance
 - Child Disability Insurance
 - Legal Plan
 - Commuter Flexible Spending Account
 - Identity Theft
 - Auto and Home Insurance
 - Pet Insurance
 - Purchasing Power

3.8 Hiring and Retention

Table 25. Employee Turnover (Global)

Metric	FY24 ^[a]	FY25 ^[b]
Total Employee Turnover Rate (%)	15.5	13.7
Voluntary Employee Turnover Rate (%)	9.6	8.2
Involuntary Employee Turnover Rate (%)	5.1	4.5
Retirement (%)	0.9	1.1

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

^[b] FY25 data is third-party verified, with limited assurance.

Table 26. Hiring (Global)

Metric	FY24	FY25
New Hires ^[a]		
Total number of new employees hired	6,673	7,227
Internal Hires		
% of all open positions filled by internal candidates	20.9%	13.9%

^[a] Employees only, both staff and craft (excludes contractors, contingent workers, job shoppers). Includes cases where internal employee movements were classified as new hires due to system settings. This does not materially influence the overall hiring trend for FY25.

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

	FY24	FY25
a) Total Revenue	10,323,255	10,764,206
b) Total Operating Expenses (SG&A & Direct Costs)	9,870,069	10,178,776
c) Total Employee-related Expenses (Salary & Benefits) ^[a]	5,529,688	5,905,231
Human Capital ROI (a- (b-c)) / c	1.08	1.10
Total Employees ^[b]	43,000	41,200

^[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 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 FY25, feedback was provided to employees by their peers over 107,000 times and over 23,000 celebrations were created to recognize employees' achievements.

Our employees are expected to establish values and/or strategy-aligned priorities and performance measures yearly on 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 FY25, 92% of our employees required to do so 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.

As of the end of FY25, we have more than 6,400 employees who have opted to participate in our mentor matching program. Mentor matching is a comprehensive program that covers our entire employee base.

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, 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. In FY25, we expanded our learning offering with the launch of Jacobs University, a platform where our employees can engage in impactful learning opportunities and develop in areas aligned with their career goals. Our Jacobs University platform includes designated Schools to support employee development within their discipline or area of specialty, as well as access to thousands of training programs globally. The wide range of learning options 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, project delivery, health and safety, quality, technical excellence and more. project delivery, health and safety, quality, technical excellence and more.

Officially launched in FY23 and continued in FY25, Living Our Value is our mandatory series of annual employee compliance trainings, organized around Jacobs' core values: We do things 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 in alignment with the U.N. SDGs, while navigating the impacts of climate change and other global disruptions.

The three other Living our Values modules help our employees recognize the importance their everyday 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 inclusion⁶, and We challenge the accepted modules were completed by 98.4%, 97.9%, 97.4% and 96.7% of our employee base, respectively in FY25⁷. Overall, in FY25, all modules were completed by over 97% of our people.

In FY25, we added a fifth module to our Living our Values series titled Leadership in Action to provide additional support for people leaders. The module explores key leadership topics, including leading in line with our values and Leadership Philosophy and provides practical tips and guidance to shape team culture, build trust and drive performance through everyday interactions. By the end of FY25, 82.8% of leaders completed the new module.

As part of Jacobs University, we also launched the School of Leadership (SoL) in FY25. The SoL brings together our new foundational Living our Values module, our key leadership development programs and additional resources for ongoing and just-in-time leadership development.

One of our key leadership programs remains Management Fundamentals for those stepping into a formal manager role for the first time and for existing front-line managers. The program starts with core concepts and progressively builds skills and knowledge over time. It prepares managers to successfully lead and support their teams, helping them perform at their best every day to achieve our business goals. 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 FY25, 334 leaders completed the Management Fundamentals training.

Our flagship leadership development program is 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 building self-awareness, considering leadership impact and brand, covers topics to support leaders in shaping a high-performing and inclusive team, and provides leaders with tools to foster innovation and grow our talent.

The virtual program runs for seven weeks with a blended learning approach providing leaders with different opportunities for self-study and reflection, as well as many ways of learning from others during weekly live sessions, in learning groups and forum discussions. An action plan at the end of the program lays the foundation for application on the job.

In late FY25, we reintroduced a live classroom version of Leading People that covers the same content over two and a half days with a focus on reflection, discussions, group activities, and establishing a learning partner relationship to support action planning and learning implementation following the program. In FY25, 121 leaders took part in both versions of our Leading People program.

As part of Jacobs University, we've launched our School of Digital Client Solutions (SoDCS). The school is dedicated to empowering learners with the skills and knowledge needed to harness digital solutions effectively and to navigate and lead in the digital age.

⁶In FY25, we Live Inclusion was a mandatory course for all Jacobs employees.

⁷Due 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.

This School focusses on development in four key capabilities:

- Cybersecurity & Operational Technology
- Data Analytics, AI & Insights
- Digital Advisory & Transformation
- Digital Architecture & Software Development

Our SoDCS launch has focused on the beginner, intermediate and advanced skills needed to leverage Artificial Intelligence (AI). Since launching this School in July 2025, we've seen 355 completions of our core learning offerings. These include courses such as "Digital Transformation Foundations", "What is Generative AI?", and "Cybersecurity Foundations".

In Australia, we provide Cultural Awareness Training aligned with our Reconciliation Action Plan (RAP). This online training has been attended by 2,910 employees in our Australian business since its launch in FY24.

To encourage, support and retain our newest employees, a cohort of over 2,000 graduates from across the Company participated in our Graduate Development Program in FY25. 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 28. Training and Development Metrics

Metric	FY24 (Estimated) ^[a]	FY25 (Estimated)
Average hours of training per year per employee	9.2 hours	9.3 hours
Average amount spent per employee on training and development	\$1,189 USD	\$1,239 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 abuse, 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, in FY24, we sent several Jacobs sustainability and supply chain professionals to participate 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 review participation every two years and secure continuous and active engagement internally and with stakeholders across our value chain.

As part of Jacobs' Double Materiality Assessment, we evaluated human rights risks, impacts, and opportunities across our operations and value chain, reinforcing our commitment to ongoing due diligence, supplier engagement, and remediation aligned with international standards and stakeholder expectations. 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 clients and suppliers. We have worked with clients and 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, provide 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 onboarding). 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

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 in a single platform for giving and volunteering, allowing us to amplify the positive impact we make in our communities every day. The Collectively program is aligned with four strategic causes, cross-cutting key U.N. SDGs and Jacobs' Company values and priorities: Inclusion and Belonging; STEAM education; health and wellbeing; and sustainable development. The 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. 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. Real-time reporting at micro and macro-scale allows us to set performance indicators to deliver on our strategic causes.

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.

For more information, 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 over 33,000 hours of STEAM volunteering and is an [award-winning STEAM employer](#). Jacobs provides a Collectively Global STEAM Volunteering program with paid STEAM-specific volunteer time for employees up to a user cap per year (four hours per person per fiscal year—this is in addition to the four hours per fiscal year of volunteer rewards) 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 four-year program is now available to anyone internally and externally with a goal of providing access to young people to develop a deeper connection to sustainability. Our STEAM outreach work is also designed to build the STEAM talent pipeline by inspiring and equipping the next generation to consider a career in STEAM.

3.12.4 Stakeholder Engagement and Community Relations

In FY25, Jacobs partnered with [FIKA](#) (formerly known as Bridges to Prosperity) to complete their seventeenth bridge built 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 8,300 community members and resulted in a 30% increase in annual income, over 3,000 more children now have safe access to school and over 860 more women have access to attended births.

In FY25, our annual [Water for People](#) campaign raised more than \$180,700 in corporate and employee funds to create local water and sanitation utilities around the globe (included in [Table 29](#)).

Since 2021, our U.K. Social Value Team has partnered with upReach, a charity that supports university students from economically disadvantaged backgrounds to fund and launch the Engineering Springboard program. In FY25, the program supported 62 engineering students from lower socioeconomic backgrounds by providing access to high-calibre graduate and intern positions with Jacobs or the wider engineering sector. Jacobs is extending this partnership through summer 2027, which includes shaping project-level activities that we can bring to our clients. Our partnership involves 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 events. Our partnership with upReach helps us to increase the diversity of backgrounds within our talent pool and supports people who are struggling financially to gain access to quality graduate and intern roles across the industry.

For the fifth year in a row, Jacobs was selected out of approximately 120 organizations 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 2025, many of our employees served as volunteers, including judging, interpreting, and general volunteer opportunities.

In May 2025, 1,000 Ohio students and educators 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 340 affiliated science fairs in 60+ countries, regions, and territories around the world.

3.12.5 FY25 Contributions

We are committed to giving back, engaging with communities and building enduring partnerships. In FY25, 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 FY25, 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 FY25, we also continued paid volunteering time for STEAM-related education outreach activities worldwide, up to an annual user time cap.

In FY25, our total corporate citizenship and philanthropic contributions reached approximately \$11.4 million. [Table 29](#) summarizes our giving impact through Collectively and more broadly.

Table 29. Summary of Engagement and Contributions

	FY24 Summary ^[a]	FY25 Summary
Non-Financial Overview		
Causes Supported	2,610	2,335
Volunteer Hours (Global)	18,105	7,362
STEAM Volunteer Hours (Global) ^[e]	9,057	3,932
STEAM Volunteer Hours (U.K. and Ireland) ^[d]	4,430	1,428
Financial – Company-Funded Contributions		
Total Company Charitable Contributions within Benevity platform ^[b]	\$2,379,182	\$2,091,250
Total Company Charitable Contributions outside Benevity platform ^{[c][e]}	\$8,813,533	\$7,752,488
Paid STEAM Volunteer Time (Global)	\$289,690	\$203,353
Paid STEAM Volunteer Time (U.K. and Ireland) ^[d]	\$102,514	\$54,913
Financial – Employee-Funded Contributions		
Total Employee Donations	\$909,383	\$813,635
Total Giving Financial Impact	\$12,494,302	\$11,414,366

^[a] FY24 data in this table 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] Global STEAM Volunteer Hours include U.K. and Ireland STEAM Volunteer Hours.

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 Expectation 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 30. Client Satisfaction Rate

Metric	FY24 (%)	FY25 (%)
Client satisfaction rate ^[a]	97.6	97.3

^[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

Jacobs helps organizations embed social, economic, and environmental benefits into projects and programs to create lasting positive impacts for communities. Our approach centers on putting people and society at the heart of decision-making, using data-driven strategies and smart technologies to optimize outcomes. With our subsidiaries like Simetrica-Jacobs and StreetLight Data, we are leaders globally in social value measurement, wellbeing research, and impact evaluation, applying internationally recognized methods. We support clients across multiple industries in defining social value, implementing equity principles, and developing governance structures to measure and report impact confidently. By integrating these practices throughout project lifecycles, Jacobs enables clients to maximize benefits, drive regeneration, and achieve transformative results, whether through infrastructure upgrades, sustainability initiatives, or policy development.

We work with our clients, partners and supply chains to create impactful solutions and purposeful distribution of benefits for the communities our clients are based in, these approaches include:

- Strategy development, governance and assurance
- Impact analysis (equalities, health, wellbeing, socio-economic assessments)
- Co-design and placemaking
- Strategy benefits and realization
- Responsible procurement advice (e.g. ethical labor, procurement legislation)
- Community benefits delivery, engagement and consultation
- Community, stakeholder, and business outreach
- Funding advice and partnership development
- Data-driven economic insights
- Fair experiences, including payment for services
- Accessible and human-centered design, and inclusive design
- Small Business Enterprise capacity building and programming
- Workforce forecasting, planning, development, training and employment opportunities
- Communications and media

In addition to delivering social value through our client solutions, our UK business has a dedicated team focused on supporting central government and executive agency projects in meeting the UK Government’s procurement requirements (PPN 002). We have a UK Social Value Lead and a network of trained Social Value Champions who coordinate geographically based initiatives aligned with the Government’s five strategic themes: kick-starting economic growth, making Britain a clean energy superpower, taking back our streets, breaking down barriers to opportunity, and building an NHS fit for the future. This structure ensures we not only meet compliance standards but also create meaningful, measurable benefits for communities across the UK in how we deliver our work.

3.14.1 Industry Leadership

We partner with public, private, non-profit, and non-governmental organizations across diverse industries to help them achieve social, economic, and environmental benefits through their procurements, projects, programs, and services. By acting as a trusted advisor, we contribute to thought leadership and foster collaboration that drives innovation and improves industry practices. This includes advising on modern slavery risk management for complex major schemes, developing tools to address local inequities, and leveraging Simetrica-Jacobs' leading solutions to quantify the wellbeing impacts of client decisions.

Our commitment to advancing social value is reflected in our thought leadership papers and strategic partnerships with organizations focused on maximizing social outcomes. In the UK, we founded and co-chair of the [Major Project Social Value Forum](#), created to tackle the challenges clients face in embedding social value into major infrastructure programs.

We actively shape the UK's social value agenda through policy engagement, including supporting the [Social Value 2032 Roadmap](#), which calls for social value to be mandated in all public sector procurement by 2032, a campaign that influenced central government policy. We also contribute to the Social Value Integrity Network, setting new standards for reporting and evaluation as part of the Institute of Social Value.

Our inclusive design team combines technical expertise with social understanding to create spaces that are welcoming and relevant for all. Guided by research and data, we consider diverse user needs—faith, age, gender, identity, disability, and cultural background—working closely with clients and communities to ensure environments work for everyone. This approach is captured in our [Jacobs Inclusive Design Guidance Document](#).

3.15 Health, Safety, Security and Environment – Management

3.15.1 Our approach to Health, Safety, Security & Environment

Since its inception in 2007, our BeyondZero® program has consistently helped protect our people and the environment through proactive programs shaping how we operate and how we care for one another. What began as a commitment to health and safety has evolved into a broader philosophy that also includes psychological wellbeing, security, environmental responsibility and business resilience. It's the cornerstone of our Culture of Caring and a fundamental part of our values and identity.

Amid growing global complexities that test our ability to operate safely, securely and sustainably, we remain committed to proactive risk management and to delivering high-value solutions for our people, clients and communities.

BeyondZero journey is not a destination — it's a mindset. One that drives us to expand our impact, protect our people and partner globally to shape a safer, more sustainable future. We remain disciplined in strengthening our collective HSSE capability, positioning Jacobs to anticipate dynamic market demands and deliver responsible growth and lasting impact.

BeyondZero strategic plan can be accessed on the Jacobs website [here](#).

3.15.2 Mental Health Matters

Mental Health Matters is a Jacobs initiative focused on raising awareness, fostering open conversations, and providing training and support networks around mental health. It is a core element of our BeyondZero Culture of Caring, reinforcing Jacobs' commitment to creating a positive, supportive work environment where employees feel empowered to thrive.

3.15.2.1 One Million Lives

Jacobs developed [One Million Lives \(OML\)](#) to help our people and their loved ones build resilience and better cope with life's challenges. OML provides a confidential, online tool that enables users to monitor their mental health in a measurable way through regular, anonymous check-ins. The tool promotes awareness and supports the development of coping strategies by offering greater visibility into mental health status.

OML does not diagnose mental health conditions; its purpose is to provide insight into overall wellbeing and help individuals understand their current state of wellbeing. Importantly, the program is freely available to the public, extending its benefits beyond Jacobs to the wider community.

Since its inception and through the end of FY25, the OML initiative has facilitated over 50,000 mental health check-ins. During FY25 alone, more than 2,400 check-ins were completed. OML hashtags were used over 119,000 times on social media, reflecting continued global awareness and support for the program. Due to the tool's public availability, the number of OML check-ins include Jacobs employees and external users.

The tool itself has multi-language support available and is compliant with Web Content Accessibility Guidelines 2 Level AA. Additionally, it has stringent [data protection](#) and anonymity requirements that ensure confidentiality. All data is aggregated with no personally identifying information.

3.15.2.2 Positive Mental Health Champions

Jacobs' Positive Mental Health Champions are passionate employees dedicated to fostering a culture of positive mental health. They aim to break down the stigma surrounding mental illness and serve as a friendly point of reference for all things mental health. Launched in 2016, this initiative has gained momentum with strong commitment from our CEO and senior leadership. At the end of FY25, Jacobs had almost 1,800 Positive Mental Health Champions across the global workforce. This represents 4.25% of all employees with 30% of Positive Mental Health Champions serving as people leaders.

3.15.3 Governance

Jacobs operates and maintains an integrated BMS, compliant with ISO 9001 which facilitates 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 HSSE 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 HSSE values and objectives. Continual improvement is built into the HSSE program and associated processes.

Specific to Jacobs' HSSE processes, we are consistent with international HSSE standards and practices, including ISO 14001 and ISO 45001. Collectively and globally, specific to health, safety, and wellbeing, we maintain 24 ISO certifications which cover operations in 21 countries. We maintain ISO certifications as part of our commitment to industry leadership and best practices. These certifications are routinely held across our operations, tailored to specific legal entities, regions, countries, offices, or client requirements. This localized approach ensures compliance and excellence at every level of our business.

Additionally, we hold a global ISO 27001 certification, covering all our operations and reinforcing our dedication to information security and risk management. Altogether, our portfolio includes 25 HSSE-related ISO certifications. Our [ISO 14001 and ISO 45001 certifications](#) for selected U.K. and EU entities are available on our [Jacobs Investor Relations site](#).

Additionally, our HSSE 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 HSSE 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 HSSE requirements and expectations and facilitates achieving HSSE performance excellence. Participation at all levels is crucial and supports the Company culture to drive consistent HSSE delivery and performance improvement.

3.15.4 Health, Safety, Security and Environment Policy

Jacobs' global HSSE Policy is reviewed and approved annually by the Chair and CEO of Jacobs. Jacobs' HSE Policy is centered on **BeyondZero**, requiring leadership-driven accountability to help protect people, safeguard the environment, comply with legal, regulatory and client obligations, integrate HSE into how we do business, and continuously improve performance. Our policy reflects core HSSE 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 HSSE 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."

3.15.5 Leadership Commitment

Proactive management, leadership and employee participation are central to our HSSE program. Leadership and employees at all levels are responsible and accountable for delivering on the commitments and requirements of our HSSE 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 HSSE into Jacobs' business systems and processes
- Continual improvement of our HSSE management processes, performance and our Culture of Caring through [BeyondZero](#)

We meet these commitments by:

- Identifying and mitigating HSSE 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 HSSE
- 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

3.15.6 Supervision

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

3.15.7 Worker Participation

Worker consultation and participation in the HSSE program are both expected and encouraged through our Culture of Caring as described in [BeyondZero Strategic Plan](#). 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 HSSE 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 HSSE plans and Safe Systems of Work (SSoWs) 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 HSSE and security observations in their day-to-day work activities as a means to manage risk and share knowledge, practices and concerns.
- **BeyondZero and HSSE Committee (HSC) Meetings** – Many offices and projects have an HSC that meets as needed to address HSSE issues and improvements.
- **BeyondZero Awards** – Workers nominate projects and personnel for various HSSE awards designed to encourage and recognize proactive employee participation in the overall HSSE 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 HSSE BMS processes, as well as office and project-specific HSSE plans.

3.15.8 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’ HSSE 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 HSSE 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 Enterprise Risk Management (ERM) on a quarterly basis
- Review of HSSE performance in Operational Performance Review
- 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

3.15.8.1 Internal Inspections

Internal inspections are integrated into Jacobs' HSSE 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 HSSE and security risks and opportunities. The process includes response, notification and action management.

3.15.8.2 Health, Safety and Environmental Auditing

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

HSSE audit program implementation including selection of projects, HSSE auditor assignments, HSSE auditor training and recordkeeping is defined in Jacobs' HSSE 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 HSSE 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 HSSE processes, as needed.

3.15.8.3 Management Review

HSSE performance is reviewed on a regular basis within the business. HSSE 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 HSSE program is suitable, adequate, and effective. Identified corrective actions or improvements are facilitated by group leadership and the supporting HSSE lead as detailed in Jacobs' HSSE Performance procedure.

3.15.9 Health, Safety, Security 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.

HSSE risk management is defined in the Jacobs HSSE 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 HSSE 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.

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 Operating Unit, 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 HSSE 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. Performance towards environmental commitments is tracked in our internal Evolve tool.

At the activity level, Jacobs utilizes a Safety Systems of Work (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 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 utilized by all employees to intervene and report on work behaviors and conditions inclusive of all HSSE 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 HSSE and Security Incident Management procedures.

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

3.15.10 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 HSSE 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.

3.15.11 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 HSSE plans. Systems and procedures are established, implemented, and maintained to manage and control or mitigate identified HSSE risks.

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

HSSE 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 HSSE expectations and legal, regulatory and emergency management requirements.

Projects or programs performing field or site work prepare a project HSSE 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 HSSE plans when employees will be seconded into another organization either at an office or a project location.

Operational HSSE 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 HSSE plan for action. These standards are described in Jacobs' Operational HSSE Control procedure. Additionally, the following processes established by Jacobs support the overall operational control of work.

- **Project Start-up HSSE Requirements** – Specifies the minimum HSSE 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 HSSE Control requirements as needed based on their specific organizational needs, regional, national, or local requirements, and type of work performed. Additional business HSSE requirements are found in the Jacobs BMS.

3.15.12 Contractors and Contractor Health, Safety and Environment Management

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

HSSE 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 HSSE management roles regarding Jacobs' managed contractors and may monitor the contractor's HSSE performance to achieve contractual obligations.

3.15.13 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 that also include our cyber incident management process. 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, geopolitical events and similar credible events. These plans are in addition to the project or office HSSE and security plans and include emergency management information based on the assessed risks.

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 utilizes a global mass communications system to support global response.

3.15.14 Training and Participation

3.15.14.1 Worker Health, Safety, Security and Environment Training

Essential and appropriate HSSE 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' HSSE training categories which set out the minimum required HSSE training for all Jacobs employees and confirms they receive the appropriate HSSE training for the role they perform.

All new Jacobs employees must complete the Jacobs onboarding process. This overall process takes into consideration legal requirements across the globe in generating best practice compliance globally for HSSE onboarding and is mandatory to ensure Jacobs is meeting its HSSE Duty of Care.

- All workers complete online Global HSSE Mandatory Modules as assigned
- 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 HSSE training categories, as required on an individual basis.

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

3.15.14.2 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 [Wellbeing resources](#).

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 appropriately trained resources to implement the Mental Health Matters strategy.
- Empower our work locations 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.

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, Security and Environment – Products and Services

3.16.1 Health, Safety, Security 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 HSSE benefits of a design, but also improve the health and wellbeing of workers, and reduce potential environmental impacts, with greater efficiency of construction, operation and maintenance, leading to reductions in program length and cost savings.

[De5ign](#) (5 in Design) is Jacobs' behavioral program driving a cultural shift in Health, Safety, Security and Environment in Design (HSSE in Design), which takes Jacobs beyond base legislative requirements to provide a consistent approach to HSSE in Design across our global business, maximizing HSSE benefits across the lifecycle of our projects.

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

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

De5ign supports and leverages Jacobs' key programs, 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 HSSE in Design best practices.

Our HSSE in Design reviews with HSSE professionals drive tangible improvement to all aspects of HSSE including wellbeing, occupational and mental health. HSSE 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 FY25, we continued to demonstrate safety excellence with another year of zero employee (full-time and part-time) or contractor fatalities at work.

Table 31. Fatalities

Metric	Unit	FY24	FY25
Employee Fatalities	Number of fatalities	0	0
Contractor Fatalities	Number of fatalities	0	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 32. Total Recordable Incident Rates

Metric	Unit ^[a]	FY24	FY25
TRIR – Employees	Per million hours worked	0.85	0.54
	Per 200,000 hours worked	0.17	0.11
Data coverage	% of Operations	100%	100%

^[a] Formulas are (recordable incidents * x hours worked)/total hours worked by Jacobs employees in FY24 and FY25.

3.17.2.2 Contractors

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

Table 33. Contractor Total Recordable Incident Rates

Metric	Unit	FY24	FY25
TRIR – Contractors ^[a]	Per million hours worked	0.94	1.87
	Per 200,000 hours worked	0.19	0.37
Data coverage	% of Operations	100%	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 and FY25.

3.18 Lost-Time Injury Frequency Rates

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

Table 34. Employee Lost-time Injury Frequency Rate^[a]

Metric	Unit	FY24	FY25
LTIFR – Employees	n/million hours worked	0.26	0.15
	n/200,000 hours worked	0.05	0.03
Data coverage	% of Operations	100%	100%

^[a] Formulas are (recordable incidents * x hours worked)/total hours worked by Jacobs employees in FY24 and FY25.

The table below summarizes our LTIFR for our contractors.

Table 35. Contractor Lost-time Injury Frequency Rate^[a]

Metric	Unit	FY24	FY25
LTIFR – Contractors ^[b]	n/million hours worked	0.25	0.51
	n/200,000 hours worked	0.05	0.10
Data coverage	% of Operations	100%	100%

^[a] Formulas are (recordable incidents * x hours worked)/total hours worked by Jacobs employees in FY24 and FY25.

^[b] 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.

3.18.1 Occupational Illness Frequency Rate

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

Table 36. Employee Occupational Illness Frequency Rate

Metric	Unit	FY24	FY25
OIFR – Employees	n/million hours worked	0.03	0.04
	n/200,000 hours worked	0.01	0.01
Data coverage	% of Operations	100%	100%

3.18.2 Absentee Rates

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

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

Metric	FY24 (%)	FY25 (%)
Absentee Rate – Employees ^[a]	2.8	2.8
Data Coverage ^[b]	52.2	53.6

^[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, sustainability & appropriate workplace conduct
 - [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
 - Policy and other resources 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 FY25, 98.4%⁸ 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 company values and [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, the [Code of Conduct](#) or company policy, or to seek guidance on specific situations regarding Jacobs policy. The hotline is available 24 hours a day, 7 days a week. Reports may be made anonymously when permitted by applicable law at integrity.jacobs.com or by calling +1.844.543.8351.

Shareholders, employees and interested parties can also communicate directly with Jacobs' Lead Independent Director or Chair of the Audit Committee. Jacobs strictly prohibits any form of retaliation against individuals who make a report in good faith out of genuine concern. 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

⁸ Completion percentages will never reach 100% as new hires are auto enrolled into training on a rolling basis.

- 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, sustainability, and technical capability. This process is detailed in our internal policies. Our Legal Ethics & Compliance department has a process for identifying bribery and corruption risks for suppliers and other third parties. Factors include the Corruption Perception Index 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. 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 FY25, we spent \$2.21 billion globally on small business suppliers and underutilized businesses representing 34% of our total supply chain spend. Jacobs is committed to providing fair opportunities for subcontracting for all types of businesses.

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.

During FY25, the Board's leadership was comprised of the Chair of the Board, Robert V. Pragada, and Lead Independent Director, Louis Pinkham.

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, Sustainability 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

4.4.1 Board Composition during FY25

During FY25, the Board consisted of 10 directors who attended meetings of the Board and its committees. The Board was comprised of Mr. Pragada, our CEO, who also serves as the Board Chair, and 9 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).

Below are statistics on the composition of our Board in FY25:

- Five of our independent directors have been added to the Board in the past five years.
- Four of our directors are female and six of the directors are male.
- Four of our directors are non-white (two Asian, one Black/African American, one Hispanic/Latino) and six are white.
- Two of our directors identify as LGBTQ+.
- Two of our directors are U.S. Veterans.

4.4.2 Changes to the Composition of the Board Since the End of FY25

On November 18, 2025, the Board increased the size of the Board from 10 to 11 authorized directors and elected Diane Bryant to fill the vacancy, effective immediately. Ms. Bryant was re-elected to serve as a Board director at our 2026 Annual Meeting of Shareholders. On April 26, 2026, Ms. Bryant resigned as a member of the Board. Her decision to resign was not the result of any disagreement with the Company on any matter relating to the Company's operations, policies or practices.

Further, Peter J. Robertson did not stand for re-election at our 2026 Annual Meeting of Shareholders and is no longer a Board director. As such, as of the date of this Report, the Board consists of nine members.

Refer to our Investors website invest.jacobs.com for more information on the current composition of our Board.

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 filling 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 participating 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, VP, Head of ERM, to oversee the Company's ERM program. This individual provides regular reports to the Board as necessary. The Company also engages third-party 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 and VP, Global Head of Sustainability, also work closely with the management team to develop effective risk management strategies and practices.

The Sustainability and Risk Committee was formed as a standing committee of the Board in FY21 to (1) provide oversight and review with management and the Board significant sustainability issues affecting the Company and liaise, as appropriate, with other Committees of the Board regarding such sustainability issues and related best practices; and (2) assist the Board in fulfilling its oversight of management’s responsibilities to design, implement and maintain an ERM framework. To ensure coordination and collaboration among the Board’s committees, the membership of the Sustainability and Risk Committee includes the chairs of each of the Board’s other Committees.

Risk oversight responsibilities particular to other Board Committees are articulated in the respective Committee charters. Each of the Board’s committees is responsible for overseeing the strategy and approach set by management for the significant sustainability related matters and disclosures in the committees’ respective delegated areas.

Overall director attendance at regular meetings of the Board and its Committees was 99% during FY25. Board members are expected to attend annual meetings of shareholders. All members of the Board attended our 2025 Annual Meeting of Shareholders in person.

4.7 Remuneration

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 [2026 Proxy Statement](#) (pp. 51-53; 79-86). [Table 38](#) below shows, for FY24 and FY25, the total 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 38. Compensation

Compensation (USD)	FY24	FY25	% Change
CEO Base Salary ^[a]	\$1,350,000	\$1,350,000	0.0% increase
CEO Total Annual Compensation	\$12,119,945	\$14,038,363	15.83% increase
Median Employee Total Annual Compensation	\$97,999	\$87,962	10.24% decrease
Ratio of CEO to Median Employee Total Annual Compensation	124 to 1	160 to 1	29.03% 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 [2026 Proxy Statement](#) (p. 64) and does not reflect any elected salary deferrals and any other changes, such as change in salary due to change of employee’s role.

4.8 Management Incentives (Non-Financial Metrics)

The Company includes two non-financial metrics for the overall payout under our Leadership Performance Plan (LPP). For FY25, 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 FY25, these metrics were part of a “Corporate Scorecard” which considered the Company’s Global Integration Delivery Billable Hours that are billable to our clients, and reduction in GHG emissions (metric tonnes CO2 equivalent) to within a specified range achieved primarily by reducing business travel. See our [2026 Proxy Statement](#) (pp. 64-66) for more information.

Jacobs also grants restricted stock units as part of a long-term incentive (LTI) plan to certain employees, including, but not limited to, those in SVP, VP and Director roles. These restricted stock units are settled in shares at the end of a specified vesting period. In FY25, LTI awards were granted to 1.07% of employees in SVP and below positions.

Additional detail regarding the LPP, including the results of the Company’s FY25 incentive metrics, and the LTI can be found in the [2026 Proxy Statement](#) (pp. 64-67).

4.9 Sustainable Business Approach

The outcomes from our stakeholder engagement, materiality assessment (historic and ongoing) and feedback sessions underpinned the development of our PlanBeyond sustainable business approach. Aligned with Jacobs' purpose to create a more connected, sustainable world, [PlanBeyond 2025+](#) represents the next phase of our sustainability journey, integrating sustainability and resilience into every facet of our business.

PlanBeyond 2025+ reflects a growth-oriented, holistic approach across environmental, social, and economic dimensions. It is embedded in how we operate, deliver, and advance as a company, and is a critical enabler of Jacobs' company strategy, [Challenge Accepted](#). This sustainability approach emphasizes:

- **Operational Leadership ('How We Operate')**: Leading by example through climate action and fostering health, safety, and wellbeing in the workplace, while promoting an inclusive culture through our Culture of Caring.
- **Delivery Excellence ('How We Deliver')**: Integrating sustainability and resilience into client solutions, leveraging data-driven insights and digital tools like Evolve and ADAPT.
- **Strategic Advancement ('How We Advance')**: Investing in innovation, partnerships, and talent to shape long-term impact and unlock high-margin growth opportunities.

Figure 4. PlanBeyond 2025+ Framework



Jacobs recognizes the United Nations Sustainable Development Goals (UN SDGs) as an important global framework for addressing interconnected challenges. These goals remain a valuable reference point for our sustainability vision. However, PlanBeyond 2025+ is not about simply mapping activities to SDGs; it is about delivering measurable impact through strategy-led decisions.

Aligned with our company strategy [Challenge Accepted](#), we embed sustainability and resilience into the core of our business model as a growth enabler and risk mitigator. This means using innovative digital insights and AI-driven tools like Evolve to transform decision-making, helping us determine what work we pursue and which clients we support so that every commitment advances Jacobs' purpose while capitalizing on growth opportunities and de-risking delivery.

Our approach to sustainability focuses on tangible outcomes: standing up robust impact measurement systems, enabling all client projects to set and measure sustainability goals, and operationalizing governance that connects strategy to measurable results. This differentiates Jacobs in high-growth markets and ensures our efforts are aspirational and actionable.

We prioritize the most material sustainability topics to our business where we can create the greatest impact, such as Climate Action, Sustainable Cities, Clean Water, and Innovation. These priorities are embedded in our refreshed PlanBeyond 2025+ approach, supported by bold ambitions and governed through enterprise-wide analytics and audit programs.

4.10 Sustainability Governance

[PlanBeyond 2025+](#) is our sustainable business approach, developed based on our historic materiality assessments ([Section 4.11](#)) and [Challenge Accepted](#) company strategy. There is a dedicated Global Sustainability Team leading in the implementation of the focus areas and achievement of our sustainability goals, led by our VP, Global Head of Sustainability, reporting to our Chief Legal & Administrative Officer. In addition, we have an ESG Reporting group that is responsible for governance of reporting and regulatory compliance that sits under our Chief Accounting Officer, ultimately reporting to our Chief Financial Officer.

The PlanBeyond Executive Steering Committee is our executive-level body that meets quarterly to agree on our approach, review progress against commitments and on initiatives, update our plans around sustainability risks and opportunities, and provide review and oversight across our disclosures and reporting. The PlanBeyond Executive Steering Committee (SteerCo) serves as Jacobs' enterprise-level governance body, guiding sustainability, resilience, and innovation priorities across all business functions. It is composed of Jacobs' senior leadership, including C-suite executives and enterprise functional heads, who provide strategic oversight and governance for sustainability initiatives. It was re-chartered in FY25 to streamline governance, reduce duplication, and create a more cohesive model, addressing previous silos and ensuring alignment with our [Challenge Accepted](#) company strategy. SteerCo members provide strategic oversight, make decisions on policies, investments, and sustainability performance targets, and empower subcommittees to embed sustainability into operations, sales, and delivery. The subcommittees (How We Operate, How We Deliver, and How We Advance) focus respectively on operational policy and GHG targets, integrating sustainability into sales and project delivery, and driving strategic growth through partnerships and market intelligence and are led by vice presidents and directors across global sustainability, operations, procurement, and market solutions. Together, these groups enable Jacobs to cascade annual targets, mitigate risk, and position the company for long-term success in a rapidly evolving global landscape.

Our VP, Global Head of Sustainability, is the most senior employee dedicated to sustainability.

Jacobs has integrated its climate-related risk and opportunity identification, assessment, and management into our ERM framework, and since the Board oversees the Company's approach to ERM, the Board therefore provides oversight of our climate-related risks and opportunities and climate-related goals and targets. The Board also receives regular reports from the Sustainability & Risk Committee with respect to key sustainability and ERM matters as further detailed in the Sustainability & Risk Committee charter. Board oversight of sustainability matters is spread across all Board Committees as further described in the [Sustainability & Risk Committee charter](#). See our [Board Committee charters](#) for more details. In addition to other responsibilities, Board Committee responsibilities related to sustainability matters include:

- **Sustainability & Risk Committee:**
 - reviews the Company's overall sustainability strategy and oversees the Company's key sustainability initiatives and policies;

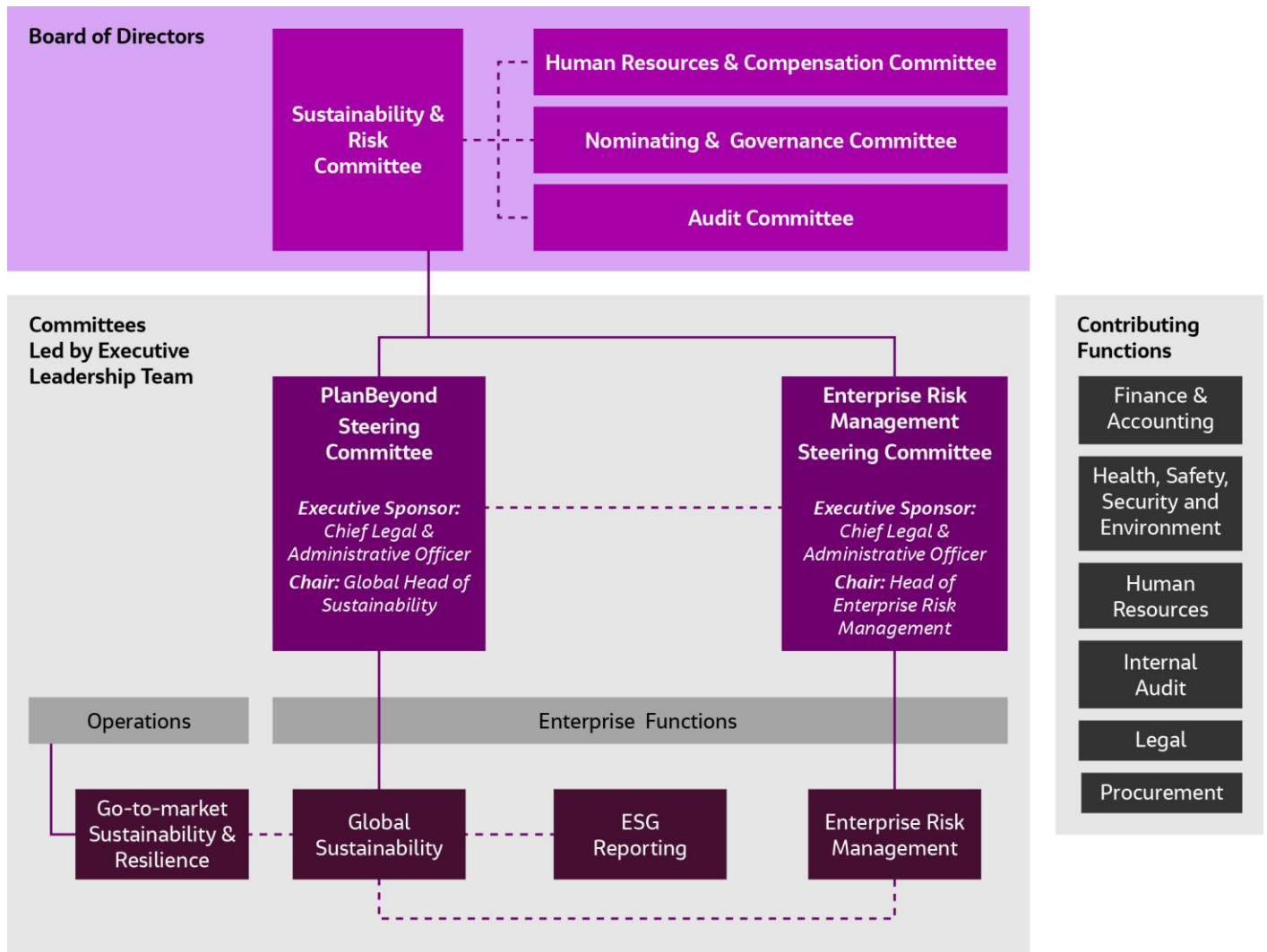
- monitors key developments, trends, regulations, and best practices in managing sustainability governance and corporate sustainability matters and makes recommendations to the Board and management.
- **Human Resource and Compensation Committee:** oversees sustainability matters relating to human capital and related matters, including human resource related metrics used by the Company and any related public disclosures.
- **Nominating and Governance Committee:** oversees sustainability matters relating to corporate governance and compliance.
- **Audit Committee:** reviews internal controls and processes over material public disclosures related to sustainability, including with respect to the Company's key sustainability-related external disclosures and any related independent auditor or third-party assurance or verification.

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

We have a technical delivery team responsible for creating a roadmap and action plan for delivering our climate commitments. This team is composed of technical carbon and energy management SMEs from our offices around the world. SMEs from our offices around the world.

Finally, we have a network of sustainability leads across our business to support the Company's efforts to operationalize sustainability and related aspects of the Company strategy, and target delivery into each of our Sustainability Report Operating Segments. [Figure 5](#) shows Jacobs' Sustainability Governance Structure.

Figure 5. FY25 Jacobs Sustainability Governance Structure



4.11 Double Materiality Assessment

In the second half of FY23, Jacobs initiated a “Double Materiality Assessment” in accordance with global best practices. A 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 (ELT) and Board of Directors briefings on the process and outcomes completed in January 2025. “Materiality” as used throughout the remainder of this Subsection [4.11](#) refers to the way “materiality” is used and currently described in sustainability standards and frameworks. “Double Materiality Assessment” as used throughout Subsection [4.11](#) is used to describe analysis undertaken by Jacobs and should not be considered as fully compliant with regulatory standards or audited.

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.

4.11.2 IRO Integration with ERM Framework

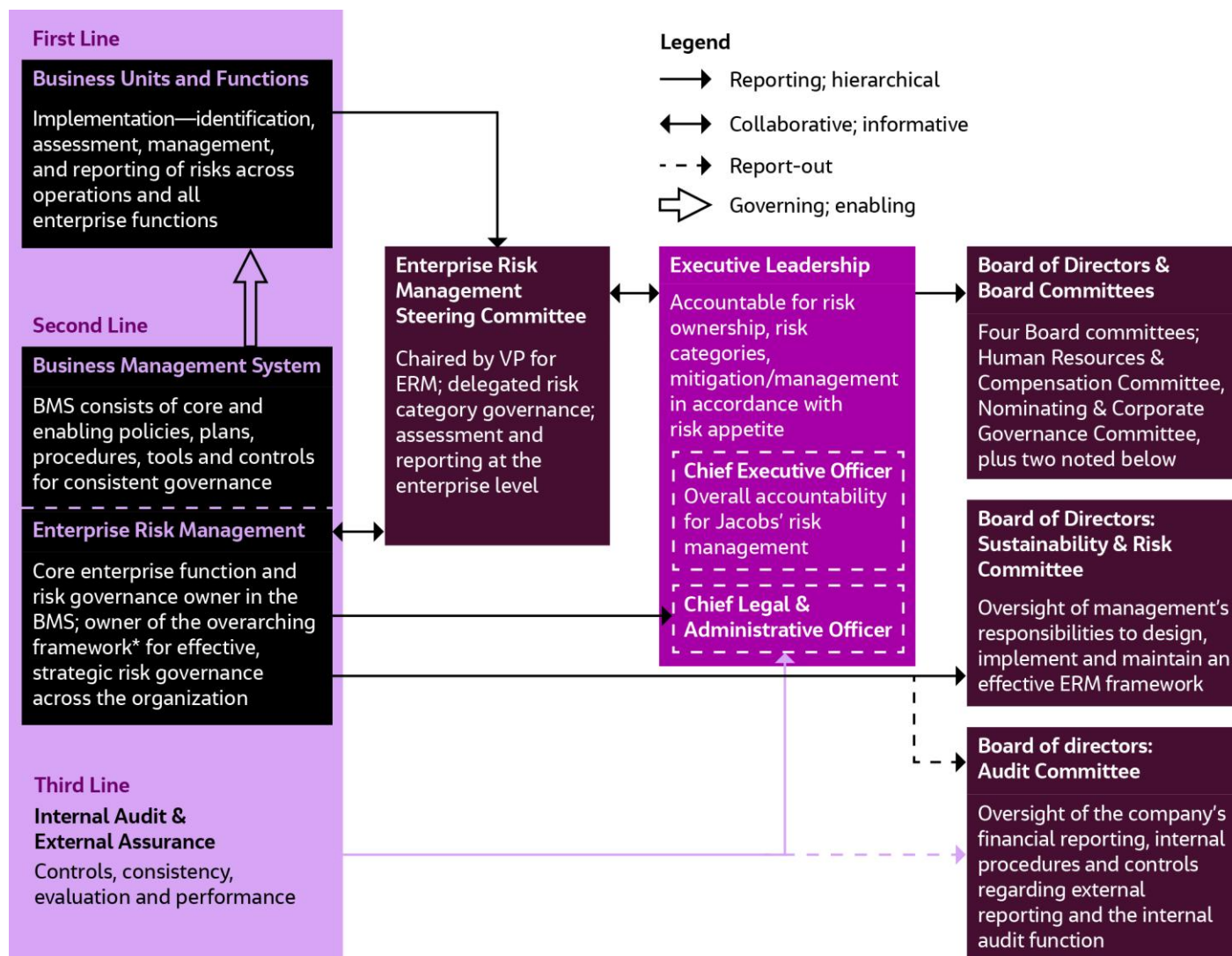
At the time of writing this report, we have completed our initial assessment of our Double Materiality Assessment (for further details on our approach, refer to our FY23 Sustainability Report) and have begun to integrate the assessment outcomes into our ERM Framework; see Subsection [4.12.2.1](#) for a description of our risk appetite statement review completed in FY25. This supports the integration of all material matters within our existing risk governance architecture, the implementation of which will continue to be a key focus area during 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 are also monitoring ongoing regulatory changes and standards development and may in the future revise our assessment approach.

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 operates a three lines of defense model that also includes the full engagement of our ELT at the highest level of management operational accountability, with oversight by the Jacobs’ Board (Figure 6).

Figure 6. 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 strategy; this includes engaging with management to promote a corporate culture that integrates risk management into Jacobs' strategy and day-to-day business operations to achieve outcomes consistent with the Company's targeted risk appetite and risk profile.

The Sustainability 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 Sustainability and ERM. The Sustainability and Risk Committee assists the Board in overall oversight of Sustainability and ERM matters, with certain specified areas being allocated to the Board's other standing committees (as further detailed in each Board committee charter found on our Investor Relations website). To facilitate coordination and collaboration among the Board's committees, the membership of the Sustainability 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 [2026 Proxy Statement](#) (pp. 37-38), including risk oversight responsibilities aligned to each committee.

Risk management responsibility is delegated to the VP for ERM, who is responsible for monitoring and auditing risk management performance on an operational level. The VP of ERM reports to our CLAO, who is a member of the ELT and reports directly to our CEO. The VP 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 that represent cross-functional/operational risks the business needs to identify, assess, and manage/mitigate cooperatively. In 2025, these categories underwent a comprehensive review to maintain their continued relevance with Jacobs' evolving business landscape. There are a few amendments to point out:

1. The category previously known as Financial Reporting and Control was updated to Corporate Reporting and Control, reflecting the ongoing evolution of our reporting obligations beyond purely financial matters.
2. Similarly, ESG was renamed Sustainability to capture Jacobs' focus on the applied, strategic, and purpose-driven nature of sustainability within the company, aligning terminology with how we operate and how we govern.
3. To enhance the accuracy and accountability of risk oversight, several categories now have new category owners, and each category now has delegate appointed alongside each risk owner.
4. Additionally, the definitions for each risk category were refreshed to ensure that each category remains accurately defined, providing clearer guidance on the scope and nature of the risks addressed. The updated categories and definitions are set out below ([Table 39](#)).

The Global ERM Steering Committee—chaired by the VP for ERM and comprising of risk category owners and/or their delegates as well as key ERM partners—provides cross-functional and operations leadership insights to the governance of Jacobs' risk categories, risk appetite statements and risk policies. The Steering Committee also shares strategic observations and recommendations to the ELT and VP for ERM on emerging trends, mitigation progress and priority areas of focus across the ERM framework. The outputs and key findings from the Steering Committee's quarterly meetings are formally reported to the Sustainability & Risk Committee at each session, helping to maintain oversight and alignment with Jacobs' ERM objectives.

Day-to-day risk management is governed by our policies and procedures, with governance oversight by the VP for 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, sales 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 facilitate consistent implementation by individuals and teams across sales, operations and enterprise functions. Furthermore, our operations, sales, 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 to clients and a selection of Jacobs' internal processes and controls. Our SVP for Internal Audit reports directly to the CLAO and briefs the Board Audit Committee each quarter.

Table 39. Jacobs 11 Enterprise Risk Management Categories

Type	Risk Category	Category Definition
Company	Legal & Compliance	The risk of financial loss, reputational damage, operational disruption, civil liability, and/or criminal liability that may arise from our employees', counterparties', and third parties' failure to adhere to applicable laws, regulations, contractual obligations, internal policies, and ethical standards.
	Client Engagements & Projects	Ensure predictable results across the full project lifecycle by focusing on our clients' conditions of satisfaction as we deliver agreed services, products and solutions across our end markets. Identify and develop sustainable business opportunities by leveraging our global talent, cultivating strong client and partner relationships, maintaining a robust sales and delivery pipeline, and offering a differentiated value proposition. Drive accountability and value through technical excellence, precision in costing, profitable pricing, and effective delivery to as-sold parameters.
	Data & Cyber Security	Protecting critical corporate, employee and client data including commercial intellectual property, government/national security/intelligence data, or disclosure of employee data protected under privacy laws, regulations and standards. Data and cyber driven considerations to manage and protect Jacobs' specified, developed, procured, installed or operated digital environments, solutions and systems, including emerging technologies (e.g., AI), Industrial Control System (ICS), Supervisory Control and Data Acquisition (SCADA) and the like, and business record maintenance on third party apps.
	Corporate Reporting & Controls	Discipline and compliance in the Company's global financial and non-financial reporting and controls related to applicable jurisdictional required filings. Includes US Federal and state reporting, US Securities and Exchange Commission requirements, EU and other international statutory requirements, domestic US and international treasury and tax-related requirements, payroll, retirement plans and internal operations.
	Corporate Development	Jacobs Solutions maintains a measured and strategic risk appetite in Corporate Development to support sustainable growth, innovation, and long-term value creation.
Strategic	Business Model & Technology	Ability to grow competitive position and advantage through agile adoption and modification of business models to drive company strategy. Innovate at scale and pace to meet or exceed customer needs in continually evolving markets and technology landscapes to achieve growth through margin expansion and value creation at or above industry peer levels. Adoption, continuity and vigorous deployment of Market Solutions, Digital and Data, PA Consulting, Global Business Services and Global Delivery Centers.
	Sustainability	Financial and non-financial considerations related to Jacobs' impacts, resilience and long-term value creation in the face of changing environmental and social conditions and regulations. Includes sustainability activities and performance within our own operations and throughout the solution development and delivery lifecycle, across our value chain. Increasingly interconnected with Jacobs' eligibility to bid, credibility to win, market differentiation, strategic growth, access to capital, talent attraction and retention, stakeholder expectations, company valuation and regulatory compliance.
	Economic & Geopolitical	The confluence of global, national, and regional politics & economics for emerging threats and opportunities to our pipeline, and where and how we choose to play in the context of our end markets, client industries and Jacobs' strategy & operations. Includes socio-political conflicts and uncertainties that impact our people, clients, projects, supply chain, financials and pipeline.

Type	Risk Category	Category Definition
Foundational	Culture	Jacobs' shared purpose, values, behaviors and norms create conditions for our people to thrive, while guiding decision-making, focus, and motivation throughout the organization. Ensuring appropriate responses to business challenges throughout Jacobs and our stakeholder ecosystem that drives consistency, predictability, process discipline and adherence to management system controls.
	Our People	Attract and retain a talented, inclusive global workforce. Drive competitive posture and agility in talent acquisition, especially in specialized skilled markets and in partnership 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 and fair offerings in a dynamic and competitive market.
	Health, Safety, Security, Environment & Quality	Consistently deliver a proactive and sustainable culture of caring and delivery excellence for our people, our stakeholder ecosystem, and the environment. Enable safe, secure, and healthy environments for our employees, clients, partners, subcontractors, vendors and communities. Effectively apply endorsed standards and systems to meet quality and operational performance stated outcomes for Jacobs' solutions.

4.12.2 Risk Management Processes during FY25

4.12.2.1 Risk Appetite Statements

Risk appetite statements⁹ 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, sales, enterprise functions, risk category owners and ELT, at the direction of 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 Sustainability & Risk Committee at the end of FY22 and subsequently went through a substantive review and update in FY25 to reflect Jacobs' dynamic and evolving business composition, structure and strategy, and adequately capture the full spectrum of impacts, risks and opportunities identified in our Double Materiality Assessment (see Subsection [4.11](#)). The statements continue to be 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.

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 a comprehensive risk management framework that enables the identification, assessment (including evaluation of severity and likelihood), categorization, mitigation and approval of risks across all projects, programs, operations and enterprise functions.

⁹ 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 that are aligned to our goals and values.

As part of Jacobs' overall risk management framework, our risk criteria, categorization, and approval authorities are reviewed regularly for continual improvement and alignment with evolving business needs. Any updates to the risk management process follow a formal maintenance and approval cycle to maintain consistency and control. For project-related work, risk criteria and triggers encompass commercial structure, execution parameters, contractual terms and conditions, and other relevant factors. A pursuit's risk categorization defines the level of approval required before submitting a contractually binding proposal or bid, with the highest-risk pursuits requiring CEO and CFO authorization. Beyond the pursuit phase, project risks are actively managed and reviewed throughout delivery. Dedicated project risk registers, periodic reviews, and project "watch lists" support the early identification and mitigation of emerging risks. Risk levels and oversight requirements are reassessed at key milestones or following material contractual or scope changes, ensuring that project and enterprise-level risks remain visible and effectively managed across the project lifecycle.

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 projects and other internal audits. On a regular basis, Jacobs' Internal Audit function samples from the many projects Jacobs manages and performs a formal audit to ensure the effectiveness of risk governance processes. These audits are aligned to the Client Engagements and Projects risk category of our ERM Framework (Figure 6), and key findings are shared with relevant and/or impacted business leaders, the ELT and the Board's Sustainability & 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.

4.12.2.3 Risk Exposure

Risk exposure relevant to the Company at the time is discussed at each Sustainability & 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 Investor Relations site for more information on the committee's roles and responsibilities.

4.12.2.4 Risk Culture

Jacobs' risk governance framework is designed to embed risk management throughout our company's operations and culture, such that risk ownership is clearly defined, widely understood, and actively managed at all levels. We recognize that effective risk management strengthens our financial and non-financial performance, safeguards shareholder and stakeholder value, positions the company for sustainable growth, and delivers greater value to our clients and employees.

Every ELT member and Board Director is formally inducted into the ERM Framework ([Figure 6](#)) upon assuming their role. The Board Audit Committee receives annual updates on the ERM program, including progress on key initiatives, 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 outline their approaches to identifying and assessing and managing relevant risks. Additionally, the Board receives a summary of Internal Audit findings prior to each meeting, reinforcing oversight and accountability across the organization.

Risk management is also deeply embedded in our project delivery culture. Project managers, project controllers and design managers receive formal training in risk identification, analysis and mitigation through Jacobs' Project Delivery Advancement Program. All employees have access to risk management learning resources through the Jacobs University learning platform, supporting continuous education and awareness.

As a pay-for-performance company, Jacobs aligns leadership compensation with company performance. Our annual performance review process encourages employees to reflect on their adherence to Jacobs' [Code of Conduct](#) and values, including how effectively they identified opportunities and managed risks. Managers assess this commitment as part of performance evaluations, reinforcing accountability and ethical decision-making throughout the business. See Subsection [3.10.1](#) for additional information.

4.13 Emerging Risks

Two non-exhaustive emerging risks that may have long-term impact on the business are summarized in [Table 40](#). 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 40. Summary Analysis of Two Emerging Risks

	Increasing Cybersecurity Threat from State Sponsored Actors	Evolving Geopolitical Tensions and Global Market Uncertainty
Description	State-sponsored cyberattacks are becoming increasingly sophisticated and frequent, targeting critical infrastructure, supply chains, and organizations operating across multiple regions. As Jacobs expands its delivery of digitally enabled solutions and manages complex data environments, the activities of nation-state actors represent an elevated threat to information security and operational resilience. This evolving risk reflects broader geopolitical tensions and the growing use of cyber capabilities as instruments of state influence.	Heightened geopolitical instability continues to reshape the global environment in which Jacobs operates. Across the U.S., Europe, the Middle East, and Asia-Pacific, evolving geopolitical dynamics are influencing access to markets, materials, and talent. Tariffs and export controls are driving cost and supply chain volatility, while rearmament and national security agendas are creating new demand for secure infrastructure and defense-related programs. At the same time, tightening visa requirements and rising national workforce quotas are constraining global mobility, requiring tailored workforce strategies and stronger regional partnerships. For Jacobs, this environment demands continued agility in navigating regulatory divergence, localization pressures, and complex operating conditions while maintaining alignment with national priorities and client expectations.

	Increasing Cybersecurity Threat from State Sponsored Actors	Evolving Geopolitical Tensions and Global Market Uncertainty
Potential Impact	<p>A successful cyberattack by a state-sponsored actor could disrupt Jacobs' operations, compromise sensitive client and project data, and damage critical digital infrastructure. Such incidents may lead to financial losses, regulatory or contractual exposure, and erosion of client and stakeholder trust. Broader impacts could include interruptions to project delivery, reputational harm, and heightened scrutiny from government and industry partners, particularly in industries where Jacobs supports national security and critical infrastructure.</p>	<p>Heightened geopolitical instability could disrupt not only Jacobs' operations but also the clients we serve plus the industries and markets in which we operate. Fragmented trade regimes, protectionist policies, and shifting defense priorities may increase uncertainty across global supply chains and investment decisions, creating potential downstream impacts on project timing, costs, and market demand.</p> <p>Tariffs, export controls, and localization mandates could drive volatility and limit access to materials and opportunities across industries, while tightening visa regimes and workforce quotas may constrain mobility industry-wide. As clients and partners experience these pressures, Jacobs could face knock-on effects through delayed programs, changing procurement models, and intensified competition across key markets.</p>
Mitigation strategy	<p>Jacobs continues to advance its cyber resilience through a Zero Trust enterprise framework and an integrated, proactive approach to cybersecurity. The company has strengthened detection, response, and recovery capabilities to address the growing sophistication of cyber threats, including those posed by state-sponsored actors. Ongoing investments in technology, governance, and workforce readiness ensure the protection of Jacobs' digital assets, client information, and operational continuity across all business units.</p> <p>Key cybersecurity advancements include:</p> <ul style="list-style-type: none"> ▪ Zero Trust Implementation: Advanced a Zero Trust framework to strengthen protection across systems, networks, and data. ▪ Threat Detection and Response: Enhanced monitoring and response capabilities to counter sophisticated threats, including expanded protection against distributed denial-of-service (DDoS) attacks. ▪ Endpoint and Mobile Security: Expanded secure application management to safeguard remote and mobile environments. ▪ Cloud Security Hardening: Strengthened controls and governance to ensure secure and compliant cloud adoption enterprise wide. ▪ Certifications and Compliance: Maintained global ISO 27001 certification, achieved Cyber Essentials Plus in the UK, and advanced alignment with US federal cybersecurity standards. ▪ Cyber Risk Management: Embedded enterprise-wide cyber risk tracking, third-party oversight and insider risk monitoring. ▪ Resilience and Recovery: Completed disaster recovery testing meeting Tier 0 and Tier 1 objectives, enhancing operational resilience. ▪ Threat Intelligence and Partnerships: Bolstered intelligence integration and expanded partnerships with government and industry organizations to address emerging threats. 	<p>Jacobs continues to strengthen its resilience to geopolitical instability through proactive risk monitoring, localized delivery models, and strategic engagement with government and industry partners. The company maintains close coordination between its Enterprise Risk Management, Health, Safety, Security, Environment, and Quality, Government Relations, and Global Market Research teams to track emerging geopolitical developments and assess their potential impact on operations, supply chains, and client delivery. In addition, we bring external experts when necessary to supplement our team with geographic and political expertise. Jacobs' diversified regional footprint enables flexibility to shift delivery models and resources in response to policy changes, tariff adjustments, or regulatory divergence.</p> <p>To mitigate workforce and mobility challenges, Jacobs is implementing tailored workforce strategies that align with regional localization requirements and national hiring quotas, while leveraging internal mobility programs to balance local compliance with global capability needs. Strengthened local partnerships and joint ventures enhance Jacobs' ability to meet in-country requirements and maintain continuity in project execution. Ongoing scenario planning and engagement with government stakeholders ensure readiness for shifts in defense, trade, and procurement policy, while structured geopolitical reporting through the Enterprise Risk Management framework supports timely decision-making and business continuity planning across all markets.</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 Subsection [4.1](#).

Our [FY25 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 align our cybersecurity program with the five functions of the National Institute of Standards and Technology (NIST) Cybersecurity Framework – Identify, Protect, Detect, Respond, and Recover – to ensure a comprehensive and effective approach. This framework enables us to minimize cybersecurity risks through continuous vigilance and rapid incident response.

Our cybersecurity execution is also rooted in the Zero Trust security framework, which emphasizes the principles of least privileged access and continuous verification. This approach equips Jacobs with NIST 800-171 aligned security controls necessary to help prevent, detect, mitigate and remediate advanced cyber threats targeting our applications and systems. It further strengthens our defenses against malware and sophisticated adversaries, including state-backed Advanced Persistent Threats (APTs). We apply Zero Trust-based, NIST-aligned security controls across each security domain – 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 our systems, assets, data, and capabilities by analyzing vulnerabilities and threats across both internal and external organizational resources. We assess the criticality of each function and correlate the associated cybersecurity risks to prioritize mitigation efforts consistent with our risk management strategy.

Jacobs has a proactive approach to cybersecurity, emphasizing prevention to protect the integrity, confidentiality, and availability of our data and systems. Our strategy is anchored in a robust Zero Trust Security framework fortified by continuous assessment and verification. This approach mandates strict identity validation for all users and devices accessing our network using the principle of least privilege. In addition, we have enhanced our Identity and Access Management (IAM) and Identity governance (IGA) programs, as well as our data loss prevention (DLP), and threat detection capabilities to proactively address potential breaches.

- **Protect:** We define and maintain the safeguards necessary to ensure the delivery of critical infrastructure services and rapidly contain and minimize the impact of any cybersecurity or privacy incident.

Our multi-platform cloud environments, have undergone comprehensive security hardening, supported by redundant firewalls as part of our defense-in-depth strategy.

Additionally, our incident response program is regularly tested and enhanced to stay ahead of emerging threats. We have also implemented measures to strengthen our cyber resilience, including the deployment of air-gapped backup systems that adhere to the 3-2-1-1 backup standard, providing additional protections against ransomware and data loss.

These initiatives underscore our commitment to protecting shareholder value and maintaining compliance with international data security standards, embedding cybersecurity as a foundational component of our operational resilience and business continuity strategy.

- **Detect:** We conduct continuous monitoring and analysis to promptly identify and validate the occurrence of a cybersecurity or privacy event. We conduct continuous monitoring and analysis to promptly identify and validate the occurrence of any cybersecurity or privacy event. Our threat detection capabilities extend across both on-network and off-network environments, enabling comprehensive visibility into potential threats targeting our systems, data, and users. Through advanced Security Information and Event Management (SIEM) technologies, endpoint detection and response (EDR) tools, and integrated threat intelligence feeds, we detect and analyze anomalous activity across all layers of our digital ecosystem. This multi-layered approach allows us to rapidly identify indicators of compromise, correlate events across disparate systems, and escalate potential incidents for immediate investigation and response.
- **Respond:** We execute a defined N-hour response sequence in alignment with established standard operating procedures (SOPs) to ensure rapid, coordinated action in detecting, containing, and mitigating the impact of cybersecurity incidents or potential threats.
- **Recover:** We maintain robust resilience and recovery plans designed to restore critical capabilities and services impaired by a cybersecurity or privacy incident. These plans enable a swift recovery to normal operations, reducing downtime and limiting operational, financial and reputational impact.

In FY25, Jacobs achieved global ISO 27001 Certification globally across all entities, with certification completed at the end of September 2025. In addition, Jacobs has achieved CMMC (Cybersecurity Maturity Model Certification) Level 2 certification for our Federal Enclave, demonstrating full compliance with DoD regulatory requirements necessary to engage in Federal contracts. To validate the effectiveness of our security and resilience measures, we conduct annual tests of our business continuity plans and incident response procedures. In addition, we conduct third-party vulnerability assessments, including simulated cyberattacks and supplement these with our own monthly internal vulnerability scans to ensure continuous improvement and readiness.

All employees are required to take annual cybersecurity awareness training. New hires are also required to take cybersecurity awareness training during onboarding. In FY25, 98.4%¹⁰ 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. To reinforce awareness, we conduct quarterly phishing simulation campaigns and provide targeted remedial training as needed. Our policies require all employees to promptly report any suspicious emails or activities to the Cybersecurity team. Due to the sensitivity and proprietary nature of the information, we do not publicly disclose individual or aggregate security training results.

As part of our cybersecurity governance framework, we maintain a Cybersecurity Steering Committee composed of executive management, operational leaders, and cross-functional representatives. This committee meets quarterly, or as frequently as appropriate, to review, assess and guide decisions related to cybersecurity and information system matters.

¹⁰ Completion percentages will never reach 100% as new hires are auto enrolled into training on a rolling basis.

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 [2026 Proxy Statement](#) Cybersecurity Governance Highlights (p. 38). Further information can also be found in our [FY25 Form 10-K](#) (p. 48).

Jacobs complies with our legal obligations to report material cybersecurity incidents. As of the end of FY25, we are not aware of any material cybersecurity incidents that occurred in the previous three fiscal years.

Jacobs respects the confidentiality and privacy rights of our customers and is committed to protecting their information. Jacobs does not sell customer information. As noted above, Jacobs restricts access on the 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](#).

5

Sustainability Accounting Standards Board (SASB)



5. Sustainability Accounting Standards Board (SASB)

5.1 Professional and Commercial Services (PRO)

Table 41. Sustainability Disclosure Topics & Accounting Metrics (Professional & Commercial Services)

Data Security
Description of approach to identifying and addressing data security risks
<i>Discussion included in Section 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 Section 4.15 Cybersecurity and Data Privacy</i>
(1) Number of data breaches, (2) percentage that (a) involves customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected.
<i>Discussion included in Section 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 Section 3.4 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-Table 18 in Section 3.4</i>
(1) Voluntary and (2) involuntary turnover rate for employees
<i>Rates are disclosed in Section 3.8 Hiring and Retention</i>
Employee engagement as a percentage
<i>Rates are disclosed in Section 3.2 Employee Engagement</i>
Professional Integrity
Description of approach to ensuring professional integrity
<i>Discussion included in Section 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 42. 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 Section 3.4 Workforce Metrics</i>
Employee hours worked; percentage billable
<i>For FY25, employees worked approximately 74 million hours. For all employees, the percentage billable was 78%; excluding corporate employees the percentage billable was 83%</i>



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