FY25 Climate-Related Opportunity and Risk Assessment

Challenge accepted.

Jacobs

Contents

Introduction

Jacobs (the "Company") is a professional services company delivering outcomes and solutions for some of the world's most complex challenges, and sustainability is embedded into everything we do. Building on this foundation, PlanBeyond® is our sustainable business approach, refreshed in 2025 and focused on transparency, measurable outcomes and trusted delivery, guiding our path forward with our stakeholders, including our clients, partners and people. In our Fiscal Year 2025 (FY25), we deployed our new artificial intelligence (AI)-enabled sustainability tool, Evolve, which enables all our projects to embed sustainability practices and allows 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.

We are voluntarily publishing this Climate-Related Opportunity and Risk Assessment as part of our commitment to transparency and responsible business practice. We believe that openly communicating our approach to assessing and managing climate-related opportunities and risks is an important responsibility as a trusted supplier to our clients and stakeholders. Climate change increasingly influences client priorities, investment decisions and operational resilience. This climate-related opportunity and risk assessment report (this "Report") aims to provide the reader with an overview of our current climate-related governance, strategy, opportunity and risk management and metrics and targets in line with the Taskforce on Climate-related Financial Disclosures (TCFD) recommendations. Since 2020, we have conducted climate-related assessments on our business and have published learnings from such assessments in alignment with the TCFD recommendations where applicable. The information in this Report is intended to complement our other sustainability reports and should not be viewed as a comprehensive overview of our sustainability topics. Please see the Jacobs Investor Relations site for additional information.

The global climate-related assessment reports published to date have provided an in-depth exploration of the physical and transitional opportunities and risks in each of our assessed markets. The assessments have evaluated contrasting future scenarios to support the objectives of the Challenge Accepted and previous corporate strategies and support the capturing of Jacobs' climate response opportunities while managing risks to our business. Please see the Jacobs Investor Relations site for more information on our previous climate-related assessments.

In 2025, we aggregated results from previous climate-related assessments to understand broader opportunities and risks across our business at this time. This Report provides a summary of some of our broader climate-related opportunities and risks alongside a summary of some of our strategies to realize our climate-related opportunities and mitigate our climate-related risks for our Life Sciences Market and Data Centers submarket (which was captured within our Advanced Manufacturing Market in FY25) as assessed in FY25. We note that we are providing this information as representative examples of the management of the impacts of climate-related changes on our business and these assessments should not be construed as assessments of material risks to our business.

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 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 the FY25 assessment period of this Report , 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.

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 U.S. Securities and Exchange Commission (SEC), and any disclosures we may make under any other regulatory frameworks referenced herein (including Corporate Sustainability Reporting Directive (CSRD) and the sustainability reporting standards developed by International Sustainability Standards Board (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. Words used in this document, including "material", "materiality", "double materiality assessment", "significant", "relevant", "ESG", "sustainable", "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. 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, 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 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 constitutes 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 the financial condition and results of operations and our expectations as to our trajectory and momentum and future growth, prospects, financial outlook and business strategy, and any assumptions underlying any of the foregoing. Although such statements are based on management's current estimates and expectations, and/or currently available competitive, financial, and economic data, forward-looking statements are inherently uncertain, and you should not place undue reliance on such statements as actual results may differ materially.

We caution the reader that there are a variety of risks, uncertainties and other factors that could cause actual results to differ materially from what is contained, projected, or implied by our forward-looking statements. Such factors include 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, 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 and their impact 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 and effectively deploy and use the tools, technologies and capabilities needed to implement our strategy, including artificial intelligence and other emerging technologies, and to manage the operational, legal, regulatory, cybersecurity, data privacy and reputational risks associated with the use of such technologies; 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, 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, including the OBBBA, statutes, rules, regulations 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 on-going, escalated and/or future tensions and conflicts in the Middle East, among others; and the impact of any pandemic, and any resulting economic downturn on our results, prospects and opportunities, measures or restrictions imposed by governments and health officials in response to the pandemic, as well as the inability of governments in certain of the countries in which we operate to effectively mitigate the financial or other impacts of any future pandemics or infectious disease outbreaks on their economies and workforces and our operations therein.

The foregoing factors and potential future developments are inherently uncertain, unpredictable, and, in many cases, beyond our control. For a description of these and additional factors that may occur that could cause actual results to differ from our forward-looking statements see the Company's filings with the SEC, including in particular the discussions contained in our fiscal 2025 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 other 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, 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.

Taskforce on Climate-Related Financial Disclosures

We evaluate our climate-related impacts, opportunities and risks in line with TCFD. The TCFD recommendations provide us with a framework for how we can frame, analyze, manage and integrate climate-related opportunities and risks into our everyday operations and reporting. As a professional services and solutions company, many of the most significant climate-related impacts we identify arise not from our direct operations, but from the evolving needs of the clients and communities we serve. By conducting a market or submarket analysis of the impacts of climate-related change on our business, we are better positioned to understand how climate-related change may impact our clients and how Jacobs can provide support to our clients in managing these impacts.

Jacobs has conducted various climate-related opportunity and risk assessments for our business utilizing TCFD recommendations since 2020. Such assessments analyzed the relevant parts of our business as they were structured at the time of the assessment. We have not updated (and are under no obligation to, nor commit to, update) our historical assessments as they are a point-in-time analyses; however, we continue to monitor identified opportunities and risks, and continue to evolve climate-related assessments across our business as outlined in the Governance section below.

Table 1 provides a list of topics covered for climate-related opportunity and risk assessments completed by Jacobs to date.

Table 1. TCFD Historical Assessment Summary

Report	Topics
FY20 Climate Assessment, summarized in FY21 published report	Top-down assessment of climate-related business opportunities and risks Bottom-up assessment of climate-related opportunities and risks from a sample of projects and programs for clients in transportation, environment, and water.
FY21 Climate Risk Assessment	Climate-related risk to our offices and major projects. Global market leader assessment of strategic climate-related opportunities and risks in our global markets.
FY22 Climate Risk Assessment	Global market leader assessment of strategic climate-related opportunities and risks in our Water Market
FY23 Climate Risk Assessment	**Global market leader assessment of the strategic climate-related opportunities and risks in our Aviation, Rail and Transit, Ports and Maritime and Health submarkets**

Climate-Related Opportunities and Risk Governance

PlanBeyond 2025+ is our sustainable business approach, developed based on our historic sustainability related materiality assessments (Section 4.11 of our FY25 Sustainability Report) and Challenge Accepted company strategy. There is a dedicated Global Sustainability Team leading the implementation of our sustainable business approach and achievement of our sustainability goals, led by our VP, Global Head of Sustainability, reporting to our Chief Legal & Administrative Officer. We also 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. Our VP, Global Head of Sustainability, is the most senior employee dedicated to sustainability.

The PlanBeyond Executive Steering Committee (SteerCo) is our executive-level body that meets quarterly to agree on the development and implementation of our sustainable business approach, review progress against commitments and on initiatives, update our plans around sustainability opportunities and risks, and provide review and oversight across our disclosures and reporting. SteerCo serves as Jacobs' enterprise-level governance body that guides sustainability, resilience, and related 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, create a more cohesive model, and ensure alignment with our Challenge Accepted company strategy. SteerCo members provide strategic oversight, make decisions on policies, sustainability-related 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 to the business, mitigate risk, and position the company for long-term success in a rapidly evolving global landscape.

Jacobs has integrated its climate-related opportunity and risk identification, assessment, and management into our Enterprise Risk Management (ERM) framework, and since the Board oversees the Company's approach to ERM, the Board therefore provides oversight of our climate-related opportunities and risks and climate-related goals and targets. The Board Sustainability & Risk Committee receives regular reports on key sustainability and ERM matters as further detailed in the Sustainability & Risk Committee charter. Additional 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 and discusses with management the Company's overall sustainability strategy and provides oversight and guidance to management regarding the Company's key sustainability initiatives and policies.
  - monitors key developments, trends, regulations, and best practices in managing sustainability-related matters and makes recommendations to the Board and management as appropriate.
- **Human Resource and Compensation Committee**: oversees sustainability matters relating to human capital and related matters, including overseeing and monitoring human resource-related metrics used by the Company and any related public disclosures.
- **Nominating and Governance Committee**: oversees sustainability and corporate responsibility matters relating to corporate governance and compliance.
- **Audit Committee**: reviews internal controls and processes over material public disclosures related to sustainability, including periodically discussing with management the Company's internal procedures and controls related to the Company's key sustainability-related external disclosures, including any assurance or verification being provided by the independent auditor or other third party with respect to such disclosures.

The Global ERM Steering Committee—chaired by the VP for ERM and comprising 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 ERM Steering Committee is a management-level committee that shares strategic observations and recommendations to the Executive Leadership Team (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 Board Sustainability & Risk Committee at each session, helping to maintain oversight and alignment with Jacobs' ERM objectives.

Additionally, 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 that we believe will allow us to make progress towards our climate commitments and objectives. This team is composed of technical carbon and energy management subject matter experts (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.

For additional details on our risk management process and governance structure, please see our FY25 Sustainability Report.

Climate-Related Opportunities and Risk Management

Our TCFD-aligned approach to identifying and managing climate-related business opportunities and risks continues to evolve; this is in keeping with both developments in scientific literature and the adaptive nature of our ERM framework. We are learning more by actively identifying, framing and managing significant climate-related opportunities and risks across our markets. This ongoing process helps us identify potential climate-related opportunities and risks that can impact our business, while also allowing us to utilize stakeholder feedback and current business needs to focus our future TCFD-aligned climate assessments on important areas of the business.

Opportunity and Risk Identification and Assessment Process

Climate change impacts different markets in varying ways. Jacobs has been exploring the impacts, opportunities and risks presented by climate change to the business globally, using a market-focused workshops approach led by our global leaders in Sustainability and Climate Resilience. In our current approach, we assess one market or a portion of a market (submarket) at a time, and engage the associated global and regional market or submarket leads in a series of structured workshop activities to explore:

- How climate impacts and society's low-carbon transition may affect their market
- What significant opportunities and risks this presents to our clients
- How our clients' significant opportunities and risks may affect Jacobs' business
- How Jacobs may be able to respond to potentially mitigate key risks for our clients and help our clients take advantage of the opportunities presented

The market-focused workshops are carried out based on the [Network of Central Banks and Supervisors for Greening the Financial System (NGFS) scenario framework](). The scenarios provide a common reference point for understanding how climate change (physical risk) and climate policy and technology trends (transition risk) could evolve in different futures. In 2025, we selected two climate change scenarios to assess opportunities and risks across selected markets in this Report. The following descriptions of these scenarios are stated in alignment with the NGFS Framework and are considered to represent a plausible range of climate futures as of 2025 with differing opportunities and risks:

- **Disorderly (Delayed Transition)** – *lower physical risks and higher transition risks*. This scenario assumes new climate policies are not introduced until 2030, and the level of action differs across countries and regions based on currently implemented policies. As a result, emissions exceed the carbon budget temporarily and decline rapidly after 2030 limiting global mean temperature increase to below 2°C.
- **Hot House World (Current Policies)** – *higher physical risks and lower transition risks*. This scenario assumes that only currently implemented policies are preserved, resulting in insufficient mitigation of climate change impacts. The scenarios result in severe physical risk, including irreversible changes. It serves as a warning of what could happen if we continue on our current path to a "hot house world".

Using the Political, Economic, Social, Technological, Legal and Environmental strategic planning framework, our global market teams work with our sustainability specialists to evaluate how these six external factors affect the key features of the future scenarios for the relevant market, or submarket to explore specific opportunities and risks for our business.

Opportunity and Risk Management and Integration Process

The Company's climate-related opportunity and risk management review process is robust and includes various stakeholders and, where appropriate, third-party verification. We engage regularly with clients, investors, employees and other stakeholders throughout our value chain to gain insights that sustain agility and responsiveness to evolving expectations. Our priorities and investments are continually informed by the impacts, opportunities and risks that are significant to our business, including those identified through our engagement with our stakeholders.

Jacobs has integrated its climate-related opportunity and risk identification, assessment, and management into the global ERM framework. Day-to-day risk management is governed by our policies and procedures. All the corporate policies, procedures, work instructions, forms, handbooks, and guidelines are contained in our bespoke Business Management

System (BMS) which was designed in accordance with ISO 9001. Additional details on our ERM framework and how opportunities and risks are integrated into our overall risk management framework are provided in the Climate-Related Opportunities and Risk Governance section of this document.

Climate-Related Opportunities and Risks

Jacobs' Overall Opportunities and Risks

Jacobs' previous climate-related risk assessments have provided an exploration of the physical and transitional opportunities and risks in our operations, and portions of our global business markets and submarkets relevant when those assessments were completed (as described in Table 1). We believe that our exposure to significant climate-related physical risks is limited; however, given the nature of our services, climate-related change can pose transitional opportunities and risks to Jacobs, that we believe we are well positioned to realize and manage as an organization.

Our assessments show that, generally, impacts and risks posed to our clients due to climate-related changes may result in more business opportunities than business risks for Jacobs.

Jacobs combines climate science and engineering insight with digital innovation to identify vulnerabilities, assess risks, and prioritize opportunities for investments that strengthen operational continuity and long-term resilience for communities. Working across assets and operations, we advise our clients on resilience policy and governance, develop risk-based adaptive plans and deliver engineered and nature-based responses to current and emerging threats, enabling organizations to adapt to and thrive in a changing world. Given the nature of these services, climate-related change can pose transitional opportunities and risks to Jacobs, that we believe we are well positioned to realize and manage as an organization.

Climate-Related Opportunities

As detailed in our company strategy "Challenge Accepted" announced in February 2025, we believe that climate extremes will drive demand for our services and that the energy transition and climate response will fuel business growth. We recognize that our clients will likely face significant challenges as societies progress towards low-carbon energy, and the physical implications of climate-related change are increasingly realized. By thinking holistically and embedding sustainability into our solutions, we help our clients enhance the sustainability and resilience of their assets throughout their lifecycle and align our work with our clients' most urgent needs. We work with our clients to build climate resilience and energy transition into their strategy, operations and infrastructure. We are focused on end-to-end solutions that we co-create with our clients in energy transition, decarbonization, adaptation and resilience, and natural resource stewardship across all our markets. We recognize that adaptations to climate-related change often have long lead times, and that delayed action may escalate costs from climate-related impacts, strand clients' assets and reduce their feasibility and effectiveness.

We believe that the physical damage and disruption resulting from climate-related change (e.g., storms, floods, sea level rise) potentially bring new opportunities to support our clients in resilience planning and post-disaster recovery and redevelopment of infrastructure and built environments. However, repeated climate disasters and/or chronic damage from sea level rise, for example, could lead to some infrastructure systems losing economic viability and effective function.

PlanBeyond® sets forth our ongoing commitment to transparency, measurable outcomes, and being a trusted solutions provider to those we serve. We believe we are well-positioned to help our clients, partners, and stakeholders prepare for and respond to climate-related changes through our commitment to attracting, retaining, and activating top talent to solve our clients' greatest challenges. Our operating model prioritizes the development and deployment of our leadership and expertise across the business.

We know climate resilience is a key component of both local and global socioeconomic stability and security, and that it requires planning and adapting in the face of acute shocks and chronic stresses. Our climate-related risk and resilience practice provides expertise to help our clients plan for and reduce the impacts of climate-related change, extreme weather, natural disasters, aging infrastructure, and various threats to public and private entities. Our expertise also includes comprehensive vulnerability assessments, strategic planning, and resilient design solutions to help communities, organizations, and infrastructure systems prepare for, withstand, and recover from adversities.

We continue to support clients around the world to undertake their own climate-related risk assessments in line with TCFD recommendations and implement climate mitigation and adaptation strategies. Delivering this capability across our markets enables us to help our clients reduce climate-related risk, strengthen their assets, enhance resilience, and adapt to change. Similarly, deploying this capability for our own business continuity and resilience planning, as well as informing our corporate strategy and climate action plan, helps keep our focus on climate change-related opportunities and risks current and relevant.

As a company that delivers over 20,000 projects a year in 40+ countries, integrating sustainability and resilience into our solutions is a significant differentiator and opportunity for impact. It's also essential for driving long-term growth and success for Jacobs and our clients. Across all our global markets—from water, transportation, and energy to advanced manufacturing and life sciences—we see a growing demand for solutions that address the increasingly complex, interconnected challenges of today's world.

Table 2 provides a summary of selected, relevant enterprise-wide climate opportunities based on our re-evaluation of the markets' opportunities identified to date.

Table 2: Selected Climate-Related Opportunities

	Drivers						
Opportunity Description	**Physical**	**Market**	**Technology**	**Reputation**	**Policy and Legal**	**Timeframe**[1]	**Strategy to Realize Opportunity**
Increased market demand for Jacobs' **integrated** climate adaptation, resiliency and sustainability solutions and expertise across the project lifecycle.		X	X	X	X	Short to Long Term	Enhancing our sales and external marketing Enhancing the connectivity and interoperability of our global teams and SMEs to deliver a broader range of services to our clients Leveraging our client relationships to build our capabilities in advisory services Leveraging our Evolve tool to support continuous improvement and differentiating Jacobs in our markets
Use our global presence and cross-market, cross-geography expertise to upskill our staff in climate response capabilities and **deliver a broader range of solutions to our clients**, tailored to their locale		X		X	X	Short to Long Term	Enhancing the connectivity and interoperability of our global teams and SMEs to deliver a broader range of services to our clients
Jacobs is seen as a **leader in innovative technology** applications for addressing global challenges.			X	X		Medium to Long Term	Continue research on potential partnerships to expand our capabilities Promoting Jacobs' thought leadership and experience with new and emerging technologies focused on resilience

[1] For the purposes of this Report, Jacobs defines short-term as 0-1 year, medium-term as 1-5 years and long-term as more than 5 years.

Climate-Related Risks

As a professional services company that primarily leases its office space and fleet vehicles, our exposure to significant climate-related physical risks is limited. Based on our lack of physical assets and our various climate-related risk assessments done to date, we do not currently expect climate-related change to present significant physical risks to our operations.

In 2021, we used our Climate Risk Manager tool to assess the impact of climate-related changes on our own operations at that time to understand potential direct physical impacts on our offices and people in our locations. That assessment identified notable clusters of exposure to climate-related risks, including (i) along the eastern seaboard of the U.S. and coastal locations throughout Asia and the Pacific that are exposed to a combination of extreme wind and other hazards, including sea level rise, and (ii) inland locations of our offices and people through the U.S., Europe, Middle East and Asia-Pacific that are primarily exposed to drought and other hazards, including extreme wind. We incorporated this information into our climate-related risk mitigation strategies and business continuity plans in 2021 and continue to monitor these risks and mitigation strategies in the locations where we operate today although we do not see significant physical risks to our operations at this time.

Through our business continuity plans, we continue to take steps to mitigate and adapt to some of the wider physical impacts of climate-related change, such as meteorological impacts or infrastructure failure such as power outages, loss of communication and direct damage. In alignment with BeyondZero, we endeavor to keep our people, communities and workplace safe when disruptive events occur. Through our robust Global Security & Resilience program, we integrate actions to prepare for and respond to emergency and crisis disruptions that may impact our people and operations. Our process establishes Company-wide Emergency Response and Management, Crisis Management, and Business Continuity requirements, including the formation of Emergency and Crisis Management Teams. Our plans are updated and exercised regularly to identify opportunities for improvement and to develop organizational resilience.

We believe that transitional risks to Jacobs from climate-related change may arise through policy and legal changes, impacts to our reputation, market shifts, and technological advancements. In 2025, we aggregated results from the market-level assessments conducted to date and evaluated the identified risks to understand broader risks across the business. During this re-assessment we summarized each risk and its drivers, the expected time frame, and our mitigation strategies. Table 3 provides a summary of selected enterprise-wide climate-related transitional risks based on the markets assessed to date.

Table 3. Selected Climate-Related Risks

	Drivers						
Risk Description	**Physical**	**Market**	**Technology**	**Reputation**	**Policy and Legal**	**Timeframe[1]**	**Mitigation Strategies**
Jacobs' ability to respond to climate-related market and technology shifts depends in part on our ability to effectively leverage our operating model across the markets and geographies in which we operate, and to anticipate evolving client needs.		X		X	X	Medium to Long Term	Enhance the connectivity and interoperability of our global teams and subject matter experts to deliver a broader range of services to our clients Continue Market Solutions efforts to anticipate future client needs associated with anticipated climate-related risk Actively participate in industry working groups to align our delivery with market requirements

	Drivers						
Risk Description	**Physical**	**Market**	**Technology**	**Reputation**	**Policy and Legal**	**Timeframe**[1]	**Mitigation Strategies**
Demand for Jacobs' services may vary as clients adjust the timing, funding or scope of projects in response to climate-related physical risks, transition risks, market conditions, governmental policies or other factors. In addition, natural disasters or other climate-related events could disrupt our clients' operations, including through work stoppages, project delays, increased costs or reduced need for certain services.	X	X				Medium to Long Term	Continue Market Solutions efforts to anticipate future client needs associated with anticipated climate-related risk Engage in industry working groups and promote thought leadership around innovative solutions
Jacobs' professional reputation and relationships may be affected by evolving stakeholder expectations regarding climate change, sustainability, resource use and resilience. If our work, client engagements, climate- or sustainability-related practices, or perceived connections to certain projects or industries do not meet evolving expectations, our reputation, ability to attract or retain clients and talent, attractiveness as a service provider or business partner could be adversely affected.				X	X	Short to Long Term	Enhance the connectivity and interoperability of our global teams and SMEs to deliver a broad range of services that meet our clients' sustainability and resilience needs Continue delivering sustainability and resiliency advisory services for clients and thought leadership in the markets we operate in Continue using Evolve to increase awareness and adoption of sustainability and resilience commitments in project delivery Continuing corporate sustainability engagement as outlined in PlanBeyond®

[1] For the purposes of this Report, Jacobs defines short-term as 0-1 year, medium-term as 1-5 years and long-term as more than 5 years.

Life Sciences Market and Data Centers Submarket

In FY25, we conducted a TCFD assessment (as described in the Climate-Related Opportunities and Risk Management section of this document) of our Life Sciences Market and Data Centers submarket (which was captured within our Advanced Manufacturing Market in FY25), to better understand the potential impacts of climate-related changes on these two parts of the business. The opportunities and risks identified are included in Climate-Related Opportunities and Climate-Related Risks sections of this document. Additional details regarding potential opportunities and our strategies to realize those opportunities, along with potential risks and strategies to mitigate those risks within each market or submarket are provided below.

Life Sciences Market

For the Life Sciences Market, climate-related changes may affect our client's operating models, providing opportunities for Jacobs to expand into new geographies and increase cross-market capabilities as clients may need to integrate new technologies to improve energy efficiency and reduce water consumption. Some risk may arise from Life Sciences

Market clients potentially shifting their business models from large-scale to small-scale practices. However, in more extreme climate change scenarios risk may arise from Life Sciences Market clients potentially shifting their business models from enhancing-life approaches to sustaining-life approaches. Our technologies, geographies or solutions in which we invest will need to continue to align with evolving client needs, market conditions, regulatory requirements and at the pace of the low-carbon transition, to maintain our ability to procure new contracts and maintain competitive differentiation.

Potential strategies identified to help Jacobs realize climate-related opportunities and manage climate-related risks associated with relevant potential impacts and the transition to a low-carbon future in the Life Sciences Market are as follows:

- Enhancing internal communications between teams to improve awareness of company initiatives and service offerings, potential impacts of changes in the regulatory environment, and company investments in technologies and partnerships that can enhance our services in the Life Sciences Market
- Continuing to provide technical teams with geography-specific training materials and standardized templates to integrate geographically refined resiliency solutions into our project delivery and client proposal development
- Considering the expansion of climate-related opportunity and risk workshops, including those focused on climate response and resilience, at major Life Sciences project kick-offs to provide us and our clients with additional project considerations and growth opportunities

Data Centers Submarket

The Data Centers submarket, which includes AI data centers, presents significant opportunities for Jacobs as clients navigate increasing demand for digital infrastructure, evolving regulatory requirements, and the accelerating adoption of artificial intelligence (AI) technologies. This submarket was captured within our Advanced Manufacturing Market in FY25 and is analyzed within this Report as a standalone submarket.

Growth in AI workloads is driving unprecedented demand for new data center capacity, including large-scale hyperscale, colocation, enterprise, and AI-focused campuses that require substantially greater power, cooling, water, and infrastructure capabilities than traditional facilities. This trend is expected to continue creating demand for integrated advisory, engineering, environmental, energy, water, and resilience solutions throughout the project lifecycle.

As governments, utilities, and regulators respond to increasing energy consumption, water usage concerns, carbon reduction goals, and grid reliability challenges, clients may require greater support navigating complex and evolving regulations, permitting requirements, incentive programs, utility interconnection processes, and environmental considerations across multiple jurisdictions. Sustainable growth of both traditional and AI data centers is expected to require significant investments in energy infrastructure, low-carbon power generation, energy storage, transmission and distribution systems, advanced cooling technologies, water resource management, and climate resilience solutions, creating opportunities to leverage Jacobs' broad cross-market capabilities.

The increasing scale and complexity of modern data center developments are also driving demand for integrated project delivery, program management, site selection, environmental planning, commissioning, and operational resilience services. As clients face resource constraints and compressed delivery schedules, Jacobs may have opportunities to provide strategic advisory services and full lifecycle support to help accelerate deployment while managing risk, sustainability objectives, and long-term operational performance.

At the same time, climate-related and physical risks may impact project delivery and operations. Extreme weather events, water scarcity, grid instability, and supply chain disruptions may affect the availability of critical equipment, materials, energy resources, and construction labor, potentially increase costs and delay project schedules. These challenges underscore the importance of resilience-focused planning, infrastructure hardening, business continuity strategies, and climate adaptation measures across the full lifecycle of data center assets.

Potential strategies identified to help Jacobs realize climate-related opportunities and manage climate-related risks within the Data Centers submarket include:

- Continue expanding integrated resilience and climate adaptation capabilities across the full data center project lifecycle, helping clients address energy reliability, climate risks, water challenges, operational continuity, and long-term asset performance.
- Continue strengthening advisory capabilities related to emerging regulations, sustainability requirements, permitting, utility interconnections, incentive programs, and carbon reduction initiatives as part of data center planning, design, construction, and operations.
- Promote Jacobs' thought leadership and technical expertise in resilient infrastructure, advanced cooling technologies, water stewardship, low-carbon energy solutions, grid modernization, energy storage, microgrids, and other emerging technologies supporting sustainable data center growth.
- Expand climate-related opportunity and risk workshops, including resilience, energy, water, supply chain, and business continuity assessments, during major project development and kick-off phases to help clients make informed investment decisions while identifying additional value-added services.
- Leverage Jacobs' integrated capabilities across energy, power generation, transmission and distribution, water, environmental services, digital solutions, program management, and infrastructure delivery to support increasingly complex hyperscale and AI data center developments.
- Continue developing innovative solutions that address growing client needs related to power availability, behind-the-meter energy generation, grid constraints, water efficiency, cooling optimization, and long-term operational resilience.

Financial Impacts

We recognize there are potential financial implications arising from climate-related opportunities and risks included herein, including the possibility of realizable climate-related opportunities and potential negative impacts of future unmitigated climate-related risks. However, this assessment does not assess and should not be construed by the reader as assessing the financial impact on Jacobs, including any impacts on our revenue or revenue forecasts related to climate-related change or any of the opportunities or risks discussed herein. Please see the Jacobs investor relations website for information related to our strategy, including our growth potential.

Resilience of our Strategy

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 our climate-related opportunity and risk assessments, alongside 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 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.

Aligned with Jacobs' purpose to create a more connected, sustainable world, our sustainable business approach, PlanBeyond®, integrates sustainability and resilience into every facet of our business and 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. 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.

Our company strategy alongside our sustainable business approach positions us to support clients across our markets with climate-related services. Energy transition and climate change-related client needs are anticipated to drive demand for our services, and we are positioned to meet that demand across advanced manufacturing, cities & places, energy, environmental, life sciences, transportation and water. As a leader in building low-carbon transportation systems, transitioning to sustainable energy systems, and combating the intertwined challenges of climate-related change, water security, waste and biodiversity, our business is expected to grow as clients need increasing support in these areas.

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 PlanBeyond approach, supported by bold ambitions and governed through enterprise-wide analytics and audit programs.

Additionally, our strategy of working across numerous markets and geographies, coupled with our company strategy cycle and process, increases our resilience to the impact of a single, regional physical or transition risk. If certain geographies are affected, our Resilience Manual and Operational Resilience Plan guides our process to return to normal business operations.

In terms of supply chain resilience strategy, 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 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.

Next Steps

We intend to expand our assessment of climate-related opportunities and risks across other aspects of our business. We are focused on enhancing the way we assess, disclose and manage our climate-related opportunities and risks through:

- Enhancing governance of climate-related opportunities and risks by monitoring progress on mitigative or adaptive actions, continuing to apply an integrated, cross-disciplinary approach to identifying, assessing, and managing new and evolving opportunities and risks, and establishing clear key performance indicators for climate-related risk management in line with our overall approach to ERM.
- Continually improving our scenario analysis: climate scenario analysis is not an exact science, and there are multiple methods and future scenarios to use to consider how our business may be impacted by climate-related changes. We are transparent in our approach to 'learning by doing' and optimizing our assessment method over time.
- Integrating our double materiality assessment with our climate-related assessment as part of our ongoing ERM processes.

Climate-Related Metrics and Targets

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

For details on our climate-related emissions, metrics, and progress towards our climate targets, please see our FY25 Sustainability Report.

Appendix A.

This Report is drafted in accordance with The Final Report of Recommendations of the Task Force on Climate-Related-Financial Disclosures (TCFD) guidance and complies with TCFD reporting requirements, as shown in Table A-1.

Table A-1: TCFD Table

Governance		
Disclose the organization's governance around climate-related opportunities and risks.	a) Describe the Board's oversight of climate-related opportunities and risks.	Refer to Governance section
	b) Describe management's role in assessing and managing climate-related opportunities and risks.	Refer to Governance section
Strategy		
Disclose the actual and potential impacts of climate-related opportunities and risks on the organization's businesses, strategy and financial planning.	a) Describe the climate-related opportunities and risks the organization has identified over the short, medium and long term.	Refer to Climate-Related Opportunities and Risks section
	b) Describe the impact of climate-related opportunities and risks on the organization's business, strategy and financial planning.	Refer to Financial Impacts section
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Refer to Resilience of our Strategy section
Risk Management		
Disclose how the organization identifies, assesses and manages climate-related risks.	a) Describe the organization's process for identifying and assessing climate-related risks.	Refer to Climate-Related Opportunities and Risk Management section
	b) Describe the organization's processes for managing climate-related risks.	
	c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related opportunities and risks.	a) Disclose the metrics used by the organization to assess climate-related opportunities and risks in line with its strategy and risk management process.	Refer to Climate-Related Metrics and Targets section
	b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	
	c) Describe the targets used by the organization to manage climate-related opportunities and risks and performance against targets.	

Challenging today.
Reinventing tomorrow.

FY25 Climate-Related Opportunity and Risk Assessment

1999 Bryan Street, Suite 3500
Dallas, Texas 75201 USA

+1.214.638.0145 | jacobs.com