

JACOBS®

2018-2020 SUSTAINABILITY STRATEGY



2018 HIGHLIGHTS

1000+

Positive Mental Health
Champions trained

37M+

Tons of carbon
eliminated

23B

Gallons of wastewater
saved for clients

499K

Tons of material recycled

16%

Reduction in motor
vehicle incidents

58%

Safety improvement
since 2007

What if

... we showed you how we're solving the world's greatest challenges by transforming intangible ideas into intelligent solutions for a more connected, sustainable world?

At Jacobs, we think differently about the future. We start with “what if” to surface new possibilities and harness deep technical expertise to bring bold solutions to fruition.

Because today's challenges of urbanization, resource scarcity, climate change, digital proliferation and security demand innovative approaches to connect more people and places with the means to live better and work smarter.

Introducing PlanBeyond™: 'Sustainability Today for Tomorrow'



PlanBeyond is our approach to sustainability. It's about planning beyond today for a sustainable future for everyone.

For us, this means social and economic progress while protecting our environment and improving resilience. It is also about being the employer of choice for our people and being the go-to solutions provider for a more connected, sustainable world.

We are delighted to share our global sustainability strategy – PlanBeyond, which sets out our plans for integrating sustainability into our business. I am excited to see the positive impact we can have by bringing together our people, clients, suppliers and investors and making it a core part of how we do business.

A handwritten signature in black ink, appearing to read 'Steve Demetriou', with a stylized flourish at the end.

Steve Demetriou
Chair and Chief Executive Officer

PLANBEYOND™

PlanBeyond is Jacobs' approach to sustainability – planning beyond today for a sustainable future for everyone. This document, the PlanBeyond Strategy, sets out how we will continue our journey to integrate sustainability fully into our global business and deliver on our company vision “to provide solutions for a more connected, sustainable world.”

As a business, we have a tremendous opportunity to continue to influence positive change and drive progress through the solutions that we create and deliver for our clients. With global fiscal 2018 revenues of \$15 billion, operating in 400+ locations around the world and expertise spanning architecture, engineering, construction, technology and environmental services – we have significant scope to make a positive difference.

As we face some of the toughest environmental challenges of our time, our people are working to find better ways to create an enduring legacy for the world – whether working together on our projects, in partnership with our clients and suppliers, or taking steps as individuals to make a difference.

Jacobs is a values-driven company that was founded on the premise of safety, ethics and integrity. This, along with our strong Culture of Caring, create the foundation of the PlanBeyond Strategy.

Sustainability at Jacobs

Sustainability at Jacobs means ensuring long-term business resilience and success while positively contributing towards the economy, society and the environment.

Our Global Sustainability Commitment Statement sets out our intent to integrate sustainability throughout our business by making it part of our culture. Our commitment is to:

- Achieve our PlanBeyond goals and by doing so, contribute progress towards the United Nations Sustainable Development Goals.
- Foster a culture of sustainability that promotes economic prosperity, environmental benefit and social value.
- Continue a dialogue with all our stakeholders to raise awareness of sustainability and provide feedback on how we can do better.

- Research and develop innovative methods and applications for enhanced sustainability performance.
- Enable knowledge sharing and capacity-building around sustainability across our enterprise and all our projects.
- Be accountable for delivering our strategy through the sustainability governance structure that reports up to our Board.

As indicated above, we carefully considered the United Nations Sustainable Development Goals (UN SDGs) to provide global context for shaping our PlanBeyond Strategy. We believe this approach allows us to better address global megatrends, stakeholder expectations, risks and opportunities.



Why does sustainability matter?



TO OUR PEOPLE

Attract and retain the best talent; foster our Culture of Caring; improve engagement and productivity; support inclusion and diversity; and demonstrate equal opportunities for all.



TO OUR INVESTORS

Align with investor Environment, Social and Governance (ESG) criteria; increase profitable growth through enhanced competitive edge; provide greater access to capital; and demonstrate strategic management of intangible assets.



TO OUR CLIENTS

Support our clients by delivering innovative and leading-edge project work; reduce negative environmental and societal impacts; and enhance economic, social and environmental value.



TO OUR COMMUNITIES

Understanding the unique needs of the communities in which we work and live and building strong relationships that deliver progress across social inclusion, economic growth and environmental stewardship.



TO OUR COMPANY

Improve risk management; differentiate from our competition; increase business resilience; harness opportunities of climate change and delivery of the PlanBeyond Goals; and increase our positive impact on the world.



TO OUR SUPPLIERS

Partnering with our suppliers to influence and drive progress through the provision of more sustainable options across our products and services.

Priority Issues

During 2018 we performed extensive stakeholder outreach as part of a materiality assessment to identify our priority sustainability issues as a business.

We engaged with both internal and external stakeholders, including clients, industry groups, networks and investors. In addition, we reviewed global and industry-specific trends and the risks and opportunities associated with these. Here's what we heard:

Our People

We launched our first Global Employee Sustainability Survey and received 10,516 responses from across our business in all regions (representing 15% of our total employee base).

- 87% — Understand a 'sustainable business' to be one that integrates environmental, social and economic considerations into all aspects of our business
- 16% — Feel sustainability is fully integrated throughout our business
- 13% — Believe Jacobs currently uses sustainability as a differentiator

We asked our phone poll interviewees to consider what Jacobs' role in the world is...

- "To be at the forefront of advancing and providing solutions to enable a more sustainable built environment across the globe."
- "To be the technology innovator and communicator towards demonstrating progress towards achieving the UN SDGs."
- "To be a world leader in sustainability and bring our clients and supply chain with us for the development of sustainable cities and communities all over the world."

The top three sustainability impacts important to our employees, in order of ranking are:



Employee health, safety and well being, including positive mental health.



Lifecycle impacts of projects, including the opportunities we have to make a positive difference in the world through sustainable development and innovation.



Environmental impacts from our operations, facilities and business travel e.g. carbon emissions, water and waste.

- "Using the knowledge within the business to educate our employees to create a better world."
- "To use the sustainability lens to find the best opportunities with our clients."
- "To empower our people to leave a legacy in the world through the work that we do."
- "To simply lead by example, show others how it can be done, and be willing to take risks."

Our Clients

We interviewed 20 of our top-tier global clients to hear from them on what their sustainability challenges are and how we can best support them in our work.

Key issues reported by our clients include: delivering progress towards the UN SDGs, climate resiliency, social

value, delivering the circular economy and achieving goals around carbon reductions.

Our Investors

We discussed sustainability and ESG investment priorities with some of our major shareholders. The investor community has an increased focus on climate change, in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In general, investors want to see companies integrating long-term sustainability risks and opportunities into their business strategy and reporting externally on progress at regular intervals. As we look to grow and diversify our investor base, PlanBeyond represents a significant business opportunity for us to make sustainability central to our business growth agenda.

PLANBEYOND STRATEGIC FRAMEWORK



The outcomes from our stakeholder outreach, the materiality assessment and a series of strategic planning sessions have culminated in our PlanBeyond strategic framework.

The framework is organized around three core pillars: People, Places and Partnerships. Within these pillars are six focus areas with twelve 2020 goals. Each goal will be underpinned by key performance indicators and associated metrics.

Our six focus areas are:

- Our Health & Well Being
- Diverse Talent & Inclusion
- Optimizing Our Footprint
- Thriving Communities
- Leading Through Innovation
- Partnering for Growth & Impact

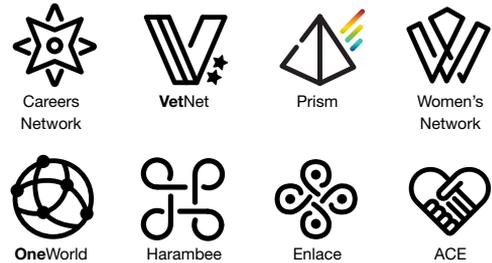
People Plan

Aspiration:

Being the employer of choice

Our people are the heart of our business. We need to attract and retain the best talent that can create the smartest solutions for our clients. We will ensure the safety, security and well being of our people. We will be active in prioritizing inclusion and diversity in our workforce and our culture as we believe that will help us perform at our best.

- **Focus Area #1:**
Our Health & Well Being
- **Focus Area #2:**
Diverse Talent & Inclusion



What are our Employee Networks?

Jacobs Employee Networks are employee-led and employee-organized groups with a shared mission to celebrate and develop Jacobs' diverse employee population, provide career-enriching development opportunities for all levels of talent, assist in the attraction and retention of top diverse talent, facilitate innovation at Jacobs, and contribute to the communities in which we live and work.

DELIVERING OUR PEOPLE GOALS WILL POSITIVELY CONTRIBUTE TO THE FOLLOWING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:



PLANBEYOND 2020 PEOPLE GOALS

- ▶ Train 1,500 Positive Mental Health Champions (including 50% Senior Management Team)
- ▶ Develop a plan for measuring employees' well being
- ▶ Provide 100% of employees with Conscious Inclusion training
- ▶ Deliver sustainability awareness campaigns via our Employee Networks



Places Plan

Aspiration:

Creating sustainable places to live and work

We will increase operational efficiency through responsible resource consumption and reduce our emissions. We will give back and engage with the places in which we live and work by building enduring partnerships in the community.

- **Focus Area #3:**
Optimizing Our Footprint
- **Focus Area #4:**
Thriving Communities

DELIVERING OUR PLACES GOALS WILL POSITIVELY CONTRIBUTE TO THE FOLLOWING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:



PLANBEYOND 2020 PLACES GOALS

- ▶ Reduce travel-related carbon emissions by 20% by 2022
- ▶ Adopt optimal office-based sustainability plans, incorporating the removal of single-use plastics
- ▶ Launch Global Giving and Volunteering program
- ▶ Promote local engagement activities via our Employee Networks



Partnerships Plan

Aspiration:

Enabling change through smart solutions

We will use our knowledge, skills and experience to enable positive change and create a legacy.

We will improve how we do business for ourselves and the broader industry through collaboration with our clients, suppliers and other stakeholders.

- **Focus Area #5:**
Leading Through Innovation
- **Focus Area #6:**
Partnering for Growth & Impact

DELIVERING OUR PARTNERSHIPS GOALS WILL POSITIVELY CONTRIBUTE TO THE FOLLOWING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:



PLANBEYOND 2020 PARTNERSHIPS GOALS

- ▶ Incorporate UN SDG impact reporting into Jacobs project reporting tools
- ▶ Integrate sustainability planning into the delivery of the Jacobs Innovation Hubs
- ▶ Launch new global Sustainability and Resilience Project Framework procedure
- ▶ Build partnerships across our value chain that deliver sustainable solutions

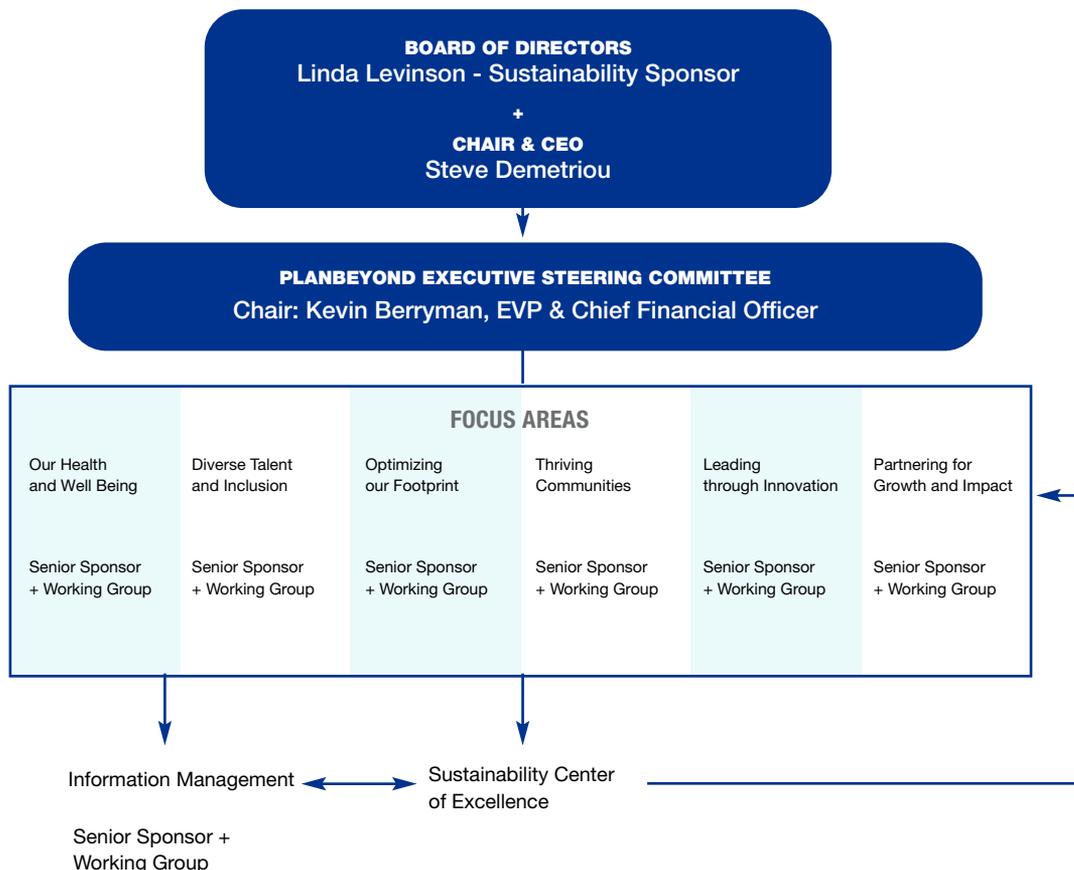


Delivery & Governance

Separate to this Strategy document and in accordance with our Business Management System, we have produced a PlanBeyond Strategy Delivery Plan. The Plan sets out the ongoing process for reviewing and updating our priorities, focus areas and goals, measuring, reporting and accountability.

The PlanBeyond governance structure shown here will ensure accountability, reporting up through the PlanBeyond Executive Steering Committee to the Chair & CEO and Board-level Sustainability Sponsor Linda Levinson.

For each Focus Area, a working group will produce and be responsible for a delivery action plan. A senior sponsor has been assigned to lead each working group and that role will take responsibility for reporting progress to the PlanBeyond Executive Steering Committee. A special working group called 'Information Management' will work across all the six Focus Area working groups to ensure appropriate data collection and information management needs are fulfilled. The Sustainability Center of Excellence will be responsible for overall program management for PlanBeyond.



CONTACT US

Send comments and feedback to the Jacobs Sustainability Center of Excellence plan.beyond@jacobs.com

ABOUT JACOBS

With \$15 billion in fiscal 2018 revenue and a talent force of more than 80,000, Jacobs provides a full spectrum of services including scientific, technical, professional and construction- and program-management for business, industrial, commercial, government and infrastructure sectors. For more information, visit www.jacobs.com, and connect with Jacobs on LinkedIn, Twitter, Facebook and Instagram.



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