

BeyondZero strategic plan

Our approach to Health, Safety,
Security & Environment

FY26 — FY29



Who we are



We're a vibrant and diverse team of visionaries, innovators and experts who deliver safe, sustainable and secure solutions – while providing strategic consultation to help drive our company's key growth opportunities across industries.

BeyondZero is our approach to the health, safety and security of our people, the protection of our environment, and the resilience of our company. It's the cornerstone of our Culture of Caring and a fundamental part of our values and identity.

- We believe the wellbeing of our people, contractors and everyone we partner with is the key to our success. Our passion for safety and our courage to care for each other and our environment inspire us to tackle all forms of harm.
- We continually create a safer and healthier workplace – whether we're managing the dangers associated with high-risk activities, leading crisis planning and response efforts, or addressing general mental and physical wellbeing concerns.
- We partner with our clients to enhance their operational safety, security and sustainability. We provide expert consultation and guidance when it comes to managing risks, ensuring regulatory compliance, and fostering a culture of safety and environmental stewardship.
- We actively promote sustainable practices, safeguard our people and preserve the environment. By doing so, we enable thriving, resilient communities that can flourish and adapt to future challenges – ensuring a better quality of life for generations to come.

As global complexities increasingly challenge our ability to operate safely, securely and sustainably, we remain steadfast in our collective capability to proactively manage risk and deliver high-value solutions – for our people, clients and communities.



Our BeyondZero journey



Unlocking the full potential of BeyondZero

Since its inception in 2007, our BeyondZero program has consistently helped protect our people and the environment – through inspiring and proactive programs, initiatives and opportunities.

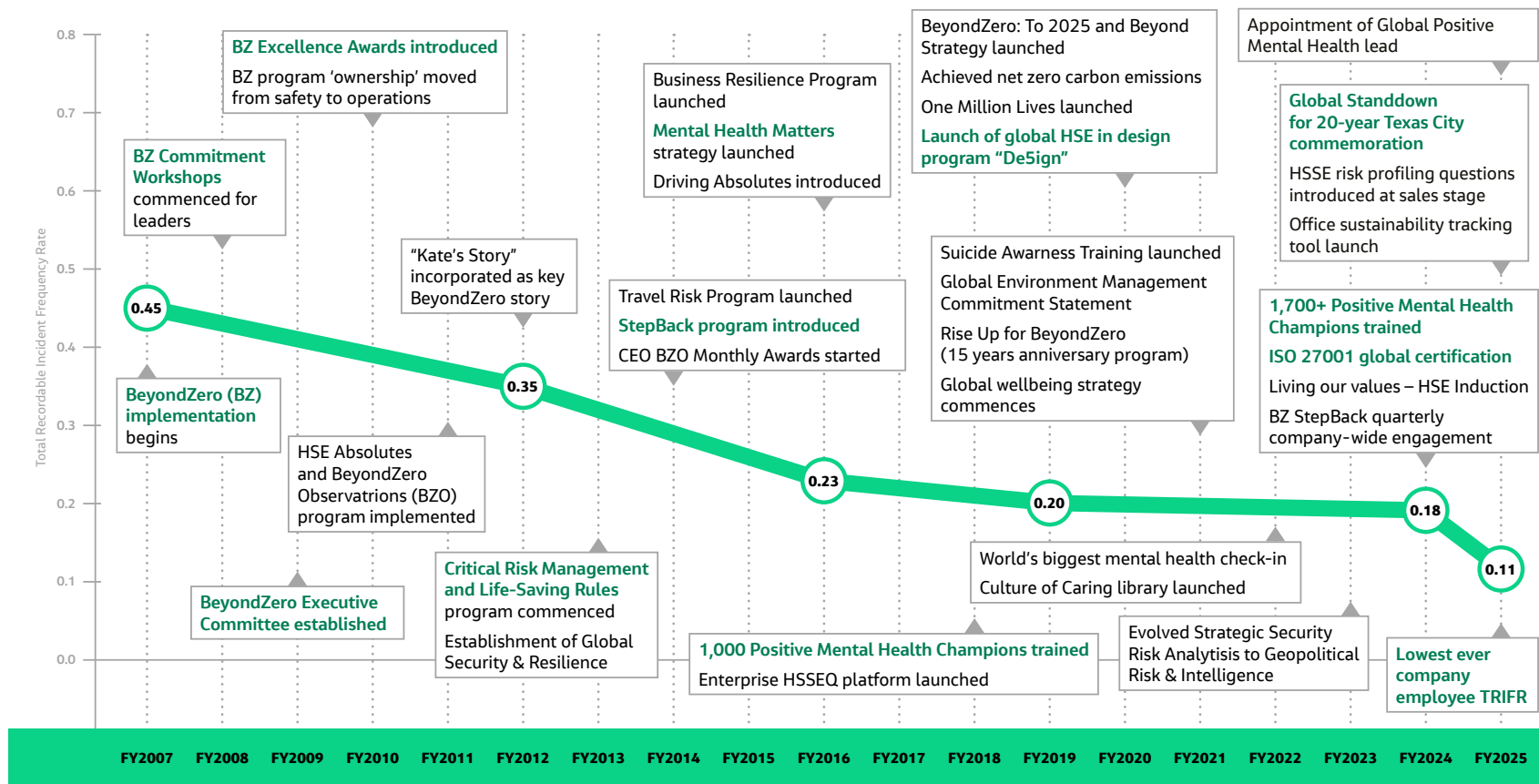
Over the past 18 years, we've gone beyond the mere numbers to focus on the holistic wellbeing of our people, clients and partners. We've redefined security to include business resilience for Jacobs, and we've innovated our approach to project risk, integrating health, safety, and environmental considerations throughout the design phase.

During this time, our collective commitment has led to a year-over-year improvement in our safety performance – and we're not stopping there.

As we look to the future, our BeyondZero journey continues – we're unwavering in our mission to protect our environment and bring every employee home safely at the end of every day.

External recognition

FY2018	FY2021	FY2021	FY2022	FY2023	FY2024	FY2025
International SOS Foundation Duty of Care Award	Royal Society for the Prevention of Accidents (RoSPA) Patron's Award	Recognized in Dow Jones Sustainability North American Index	Our commitment to ESG was ranked on Dow Jones Global Index and we received a CDP score of "A"	World Environment Center Gold Medal for International Corporate Achievement in Sustainable Development	National Institute for Occupational Safety and Health (NIOSH) Prevention Through Design (PtD) Organization Award for de5ign	Five Environmental Business Journal (EBJ) and Climate Change Business Journal (CCBJ) Awards for Advancing Environmental and Climate Resilience





Defining our global landscape

The world around us



Challenges

Complexity of major programs

- Increasingly large-scale urban development programs are transforming the way we live, work and interact.
- There's a need for ambitious scopes and innovative infrastructure with a key focus on sustainability and cultural integration.

Heightened geopolitical tensions

- State-based armed conflict, geoeconomic instability and societal polarization are becoming more frequent.
- Fragmentation of the global environment creates conflict risks and challenges our ability to operate safely and securely.

Environmental concerns

- Critical changes to our earth's systems are accelerating climate change and other severe weather events.
- Solutions to combat these challenges are more critical than ever before.

Technological disruption

- Technical advancements are introducing new tools and capabilities at a rapid pace.
- Adaptations to new technologies – like AI and automation – are quickly changing the way we work and require continuous learning.

Competition for talent

- There's fierce competition for talent due to rapid digital transformation, evolving workforce expectations, competitive benefits and the need for flexible, mission-driven work environments.



Defining our global landscape

The world around us



Opportunities

Focused and well-positioned to thrive

- As complexity rises and challenges intersect, our agile and scalable team is able to collaborate across our business to tackle today's challenges.
- Through expert guidance and resilient, digitally enabled solutions, we can make a positive impact across our business.

People, purpose and growth

- At the very core of our company's strategic roadmap is our people and culture.
- Our culture of caring enables safe and sustainable operations; high-value delivery through client centricity; and innovative solutions by upskilling, advancing and developing our talent.

Margin protection

- From risk management and data insights to consulting, advising and global delivery – we partner across the business to evaluate key pursuits, facilitate safer project starts, reduce exposure to risk and protect margin throughout delivery.

Technology investment

- Digital capabilities bolster our business resilience.
- From enhanced emergency preparedness and real-time environmental monitoring, to seamless access to data and psychological wellbeing solutions, we foster a resilient workforce to navigate disruptive events with greater stability and strength.

Greater connectivity

- Through close collaboration with high-priority programs and partnerships, we can enable safe, sustainable and secure operations – from consulting and advisory through design and successful delivery.



Our plan

BeyondZero strategic snapshot

Vision

Through BeyondZero, we create healthy, safe, sustainable and secure workplaces and solutions for our people, our clients and the planet. We use our collective capabilities to drive innovation, enable growth, positively impact our industry and deliver exceptional value to all our stakeholders.

Worldwide delivery

Through scalable solutions and a global mindset – grounded in cultural insights – we embed critical HSSE practices into every aspect of our operations – driving consistency in how we protect people and the environment, while enhancing operational resilience across markets.

Technology advancement

Maximize performance through innovative tools and data-driven technologies that enhance our digital capabilities and elevate our HSSE offerings – empowering people to work smarter, safer and more sustainably in every environment.

Employee enrichment

Promote employee growth and wellbeing through our culture of caring and continuous development. By upskilling our workforce and cultivating BeyondZero leadership, we seamlessly adapt to stay ahead of client needs and strengthen our competitive edge – now and into the future.

Performance enablement

Anchored in safety, security and environmental responsibility, we drive agile delivery through continuous learning, training and data-driven insights. We empower our people to build lasting competence and guide strategic decisions that generate high-value, resilient outcomes for our company, clients and communities.

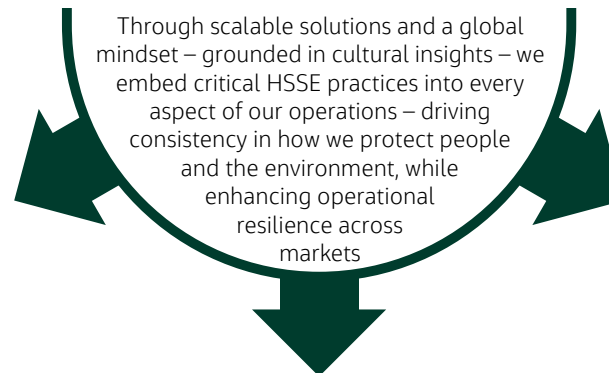
Ensuring our dynamic HSSE landscape enables the company's purpose and growth through our team's sharp focus on technology advancement, performance enablement, employee enrichment and worldwide delivery.



Our plan

Enhance risk-based decision making and operational excellence

- Enable comprehensive risk management through interconnected global teams, shared expertise and data-driven insights.
- Drive strategic growth in new geographies and priority markets through consultation and advisory.
- Engage early to share our expertise and insights from the onset – collaborating globally to drive delivery excellence.



Advance sustainability and quality globally

- Integrate sustainability and quality into all we deliver – for Jacobs and our clients – to advance our global priorities.
- Leverage innovative solutions and digital capabilities to improve environmental performance.
- Strengthen our partnerships through accountability and high-quality delivery.

Balance consistency with agility to adapt

- Manage and execute global policies and procedures through a unified system – designed with flexibility to adapt locally.
- Lead with intentionality to harness global insights, shape scalable solutions and drive meaningful outcomes.
- Empower employees to embrace a global mindset, collaborate seamlessly and deliver HSSE offerings locally with consistency.



Our plan

Develop talent and effective leaders

- Attract and retain high-performing, dynamic talent, poised and ready to deliver exceptionally.
- Execute comprehensive succession planning with a focus on expanding career opportunities.
- Foster a culture of excellence that shapes resilient, future-ready leaders and innovators.



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Build our technical expertise and collective capability

- Drive measurable progress in our BeyondZero journey through transparency continuous development.
- Broaden our impact through knowledge sharing and development opportunities across functional and operational teams.
- Equip teams with the technical expertise and development tools needed to advance HSSE offerings and thrive in a changing world.

Elevate our safe, secure working environments

- Promote accountability across work environments – we each have a role to play in our collective wellbeing.
- Cultivate our Culture of Caring, evolving and adapting to the world around us.
- Champion advocacy and allyship to cultivate bold, purpose-driven leaders for the future.



Our plan

Drive digital optimization and data-driven insights to enhance operational delivery

- Invest in leading technology to drive digital optimization and efficiency across processes.
- Apply advanced technologies to deliver forward-thinking support for all our partners.
- Provide integrated platforms to streamline the user experience – with refined, actionable and consistent data.

Maximize performance through innovative tools and data-driven technologies that enhance our digital capabilities and elevate our HSSE offerings – empowering people to work smarter, safer and more sustainably in every environment.

Accelerate transformation and expanded value creation through innovative solutions

- Use AI and automation to enhance safety, compliance and hazard prediction across Jacobs.
- Encourage employee insights, innovative approaches and smart solutions to drive operational excellence.
- Use technology as a force multiplier in advancing our collective BeyondZero capability.

Build future-ready capabilities while ensuring foundational technical governance

- Enable strong technical governance for effective prioritization and decision making.
- Standardize and simplify our digital ecosystem through optimization and rationalization.
- Integrate our governance frameworks seamlessly into the company's larger technology governance.



Our plan

Enhance measurement and reporting capabilities

- Integrate reporting platforms for a holistic and accurate view into our performance globally.
- Increase transparency and availability of our performance metrics to all stakeholders.
- Simplify governance to drive clarity and ensure robust assurance across our people and projects.

Anchored in safety, security and environmental responsibility, we drive agile delivery through continuous learning, training and data-driven insights. We empower our people to build lasting competence and guide strategic decisions that generate high-value, resilient outcomes for our company, clients and communities.

Empower performance through continuous learning

- Provide role-relevant, skill-based learning that equips individuals to perform with confidence and precision.
- Foster a culture of lifelong learning through academic and industry partnerships that build adaptability, technical growth and evolving mindsets.
- Use real-time data and feedback to guide learning priorities, track progress and elevate performance.

Improve decision making through data

- Leveraging AI, prioritize data-driven risk mitigation across all we do.
- Deliver safely and securely, powered by data, to unlock and enable strategic growth.
- Augment decision-making with AI and expert consultation across the project lifecycle.

Spotlighting our BeyondZero strategy in action

FUJIFILM Diosynth Biotechnologies – Project Galaxy

Holly Springs, North Carolina, U.S.

Project Galaxy has redefined what safety excellence looks like in the construction industry. With over 12.8 million safe-effort hours, minimal recordable incidents and national recognition, the project stands as a benchmark for proactive, data-driven HSSE leadership. Its success is rooted in innovation, strong partnerships and a relentless commitment to protecting people.

What we did

- **Built a robust safety culture** – logging over 80,000 HSE observations, conducting nearly 7,700 Pre-Task Execution Planning (PTEP) assessments and completing 1,248 weekly inspections
- **Leveraged strategic partnerships** – forming a regional alliance with the North Carolina Department of Labor (NCDOL) for real-time guidance and training. Successfully trained over 7,500 workers through this alliance.
- **Deployed innovative tools and support** – using the ECHO cloud-based application for seamless coordination and maintaining an on-site medical team for immediate care and wellness support
- **Advanced equity in safety** – partnering with the National Institute for Occupational Safety and Health (NIOSH), Center for Construction Research and Training (CPWR) and NC State on a case study to improve safety outcomes for Hispanic workers. Also produced actionable recommendations to enhance equity and reduce injuries

BeyondZero strategic pillars

Worldwide delivery | Employee enrichment | Technology advancement | Performance enablement

What we did

Exceptional safety performance

- Over 12.8 million safe-effort hours
- Only 3 OSHA recordable injuries and 1 lost-time incident
- OCIP savings of approximately \$5.75 million
- Total losses kept under \$1 million

Industry recognition

- 2 NCDOL Gold Awards
- 10 National Safety Awards
- Willis Tower Watson Safe Project Award

National leadership

- NCDOL named Project Galaxy the “Gold Standard” for workplace HSE
- The project is now a national model for safety innovation and leadership

Sharjah Occupational Health & Safety Management System Design

Sharjah, United Arab Emirates

Jacobs partnered with the Sharjah government to advance its Occupational Health & Safety (OHS) management system. Leveraging our global expertise and longstanding relationship with key government clients in the region, we introduced innovative design practices that embed HSE principles from the earliest stages of project development.

What we did

- **Provided strategic consultation** and leadership to the Sharjah OHS regulatory authority.
- **Integrated HSE principles** into the design phase of projects, making it a mandatory element in the official code of practice.
- **Introduced our global process, de5ign** (pronounced “five in design”), to proactively address safety risks before construction begins.
- **Built on over 50 years** of delivering design excellence in Sharjah.

What we did

- **Established a new industry benchmark** for HSE integration in the Middle East.
- **Significantly reduced safety risks** during construction. In many cases, we eliminated them.
- **Enabled the Sharjah government** to manage HSE risks more effectively.
- **Secured a contractual requirement** for HSE design practices on all future projects led by Jacobs in Sharjah.
- **Delivered measurable benefits**, including minimized risk, time savings and cost efficiencies.

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Global Mental Health Matters Program – impact beyond Jacobs

Our Mental Health Matters program is a cornerstone of our commitment to employee wellbeing, aligned with our BeyondZero culture of care. We prioritize mental health as a core business driver, ensuring global consistency while honoring local needs. Through innovative tools and leadership, we're shaping a workplace culture rooted in care, accountability, and transparency.

What we did

- **Formalized a Global Positive Mental Health Lead** role to spearhead key efforts, including igniting industry change and addressing psychosocial hazards.
- **Embedded mental health into our business strategy**, prioritizing it as an essential element to our organizational success.
- **Developed and deployed One Million Lives (OML)** – a multilingual, accessible mental health check-in tool.
- **Aligned our initiatives** with UN Sustainable Development Goals 3, 10, and 17 to drive global impact.

What we did

- **Positioned Jacobs as a leader** in the global conversation on mental wellbeing.
- **Fostered a culture of caring** and transparency across the organization.
- **Achieved over 49,000 OML check-ins** across 120+ countries, breaking down stigma and promoting proactive care.
- **Enhanced human capital** and reduced risk through proactive and preventive mental health support.
- **Reinforced our commitments** to innovation and global wellbeing leadership.

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De5ign – designing a safe, sustainable future

Jacobs' De5ign process (pronounced "five in design") is a global innovation that integrates health, safety, and environmental (HSE) risk management into the design phase of infrastructure projects. This approach delivers long-term benefits for people and the environment across the asset lifecycle.

What we did

- **Applied the De5ign methodology** to Britain's new high-speed railway, specifically the C1 tunnelling package.
- **Embedded HSE principles and tools** early in the design phase to optimize safety and sustainability.
- **Focused on reducing material use and minimizing high-risk** construction activities without compromising performance.

What we did

- **Achieved a 49% reduction in excavation** and a **39% decrease in concrete use**.
- **Lowered construction costs** by 20%.
- **Significantly reduced risks** related to material handling and hazardous environments.
- **Recognized by the Institution of Civil Engineers (ICE)** as a new best practice.
- **Set a new industry standard** for smarter, safer, and more efficient infrastructure delivery.

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Improving safety metrics through smarter contractor hour tracking

Accurate tracking of contractor hours is essential for generating reliable safety performance metrics, like Total Recordable Incident Rate (TRIR) and Days Away from Work Rate (DAWR). To address ongoing challenges in capturing this data consistently, Jacobs developed the **Managed Contractor Tracker** application – a streamlined solution that simplifies and standardizes hour tracking across projects.

What we did

- **Identified inconsistencies** in contractor hour tracking that impacted safety reporting accuracy.
- **Designed and launched the Managed Contractor Tracker** app to enable easy, consistent logging and delegation of tracking responsibilities.
- **Communicated expectations** and promoted regular use of the tool across all projects to enable greater data integrity.

What we did

- **Improved accuracy** of safety performance metrics and reporting.
- **Enabled early identification** of potential risks through better data visibility.
- **Provided actionable insights** for informed decision-making.
- **Strengthened** contractor performance management.
- **Reinforced a culture of accountability** and safety excellence across the organization.

BeyondZero strategic pillars

Worldwide delivery | Employee enrichment | Technology advancement | Performance enablement



Our road ahead

As we plan for the future, our world's rapid evolution will only accelerate. From transformative megatrends to technological breakthroughs, global shifts are continuously redefining how we live, work and interact.

Change is constant – and we're not just keeping up; we're leading the way. Through BeyondZero, we've built a culture that doesn't settle for success – we redefine it. Every milestone becomes a launchpad for what's next, as we raise the bar again and again, elevating health, safety, security and environmental excellence to new heights.

Our 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 world. We remain disciplined in strengthening our collective HSSE capability, positioning Jacobs to anticipate and respond to dynamic market demands – accelerating safe, responsible growth now and into the future.

Leading the way with intention in all we do, we go beyond what's accepted to reinvent a brighter tomorrow for our clients and communities.

**Thank you for being an invaluable part of our journey.
Let's continue to shape our future together.**

