

Jacobs

PlanBeyond 2.0

Jacobs' sustainable business strategy

 PlanBeyondSM



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Steve Demetriou

Chair & CEO statement

Challenging today. Reinventing tomorrow.

Welcome to PlanBeyondSM 2.0, our refreshed sustainable business strategy.

Since we launched PlanBeyond in 2019, our world has transformed in ways once unimaginable.

The COVID-19 pandemic exposed just how interconnected we all are. And how fragile life can be. We must act – now and collectively – to improve health, protect our world from climate change, reduce inequalities, and ensure no one is left behind.

As a purpose-led company, we know we have a pivotal role to play. We consider it not only good business but our duty to channel our expansive capabilities in resilient infrastructure, clean water, green energy, social value and beyond, toward benefitting people and the planet.

As our business shifts, so do our sustainability ambitions. The future of Jacobs is one that not only integrates environmental, social and governance considerations into our operations – but into the hearts and minds of every employee and into every client solution we deliver.





Introduction

PlanBeyond 2.0 is Jacobs' sustainable business strategy. Aligned with our purpose to create a more connected, sustainable world, it is being fully integrated into our business model and company strategy. We know we will be more successful if we make decisions guided by both profitable growth and positive impact.

The legacy we want to create for future generations is one of betterment. How can we collectively leave both the planet and society better than we found them? To start, we must all evolve from the focus on minimizing negative impacts to maximizing positive outcomes.

This is not always as simple as it sounds. With development often comes unintended consequences. Balancing opportunity with risk is an ongoing challenge for us all. The more we understand and face these challenges – in collaboration with our clients and partners – the more resilient business and more sustainable future we will create.

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

United Nations Sustainable Development Goals (SDGs)



We continue to align our PlanBeyond strategy with the [United Nations Sustainable Development Goals \(SDGs\)](#) to clearly demonstrate how we are contributing to the delivery of sustainable outcomes. All 17 of the SDGs are interconnected, and no progress can be achieved in isolation of any one goal. Based on a robust [materiality assessment](#) including engagement with stakeholders throughout our value chain, we have identified six core SDGs that are material to our business, where we can have the most influence and impact. With that said, we remain committed to contributing towards all 17 SDGs.



Create
value for
people and
planet

Our Sustainable Business Objectives

As part of PlanBeyond 2.0, we have developed six Sustainable Business Objectives to sit at the heart of company strategy. Aligned with the United Nations Sustainable Development Goals (SDGs) most relevant to our business, these define our aspirations for how we as an organization and we as individuals can each play a part in creating a sustainable future for all.

- | | | |
|---|--|---|
| 1 | Advance the health, wellbeing and safety of society |  |
| 2 | Deliver solutions for the global water and sanitation crisis |  |
| 3 | Foster a culture of technology and innovation important to the advancement of society |  |
| 4 | Create a fair and inclusive future for all |  |
| 5 | Develop efficient and resilient solutions that deliver net environmental and societal gain |  |
| 6 | Accelerate solutions that address the climate emergency |  |

1. Advance the health, wellbeing and safety of society

The COVID-19 pandemic has interrupted childhood immunization programs in [around 70 countries](#) and reversed decades of global healthcare improvements. The long-term effects on the physical and mental health of society are yet to unfold, not only due to the impacts of COVID-19, but also the disruption it has caused to the population's ongoing healthcare needs. The role that critical service providers and their associated supply chains play in sustaining public health and safety has been thrust into the spotlight. Jacobs' Culture of CaringSM permeates beyond the boundaries of our workforce and clients, and positively influences members of broader society – touching our friends and families within the communities in which we live, work and play.

What we're focused on

Through our market presence, we advise governments, healthcare agencies and organizations in advancing the health, wellbeing and safety of society. Specialist work includes actively supporting efforts to address the resilience and digital transformation of health systems, solving critical challenges from the pandemic such as retrofitting COVID-19 vaccine manufacturing facilities, and reducing water, energy and waste throughout the spectrum of care.

"[BeyondZero®: To 2025 and Beyond](#)" is Jacobs' health, safety and wellbeing strategy, which drives continuous improvement in our HSE and security performance, while enhancing the wellbeing of our employees and our partners. It also includes a framework for action to protect the environment associated with our operations and build resilience. We do our best to make a positive impact, from working with our construction partners by prioritizing our communities and our environment, to contributing to global efforts to reduce suicide mortality rates.

One Million Lives

In December 2020, Jacobs collaborated with global mental health professionals to launch [One Million Lives](#) – a free mental health check-in tool to enhance users' understanding of their current state of mind and provide proactive strategies for personal mental health development.

Core SDG



» Target --- Improve the mental health and wellbeing of One Million Lives **by 2025** ---

What comes next

- Partner with clients to develop solutions that reduce the burden from national and global health risks; improve access to essential medicines and vaccines; and improve health equity around the globe.
- Partner with clients to develop solutions that improve the environment of care for patients and clinicians, and environments for wellness, such as where we work and play.
- Provide solutions that improve the health and wellbeing of workers, increase the productivity of our design teams while adding value to our clients through reduced costs over the lifecycle of a project, through [de5ign](#).
- Deliver on Jacobs' Wellbeing Plan, which provides tools to support the holistic wellbeing of our employees and their families.
- Empower our operations leaders to ensure their decisions support better health, safety and security outcomes, including in contracting and supply chain management.
- Engage and support Jacobs leaders at all levels to be visibly active in [BeyondZero](#).

2. Deliver solutions for the global water and sanitation crisis

Today, [1.42 billion people](#) – including 450 million children – live in areas of high or extremely high water vulnerability. Climate mitigation failure could lead to more extreme weather events, ecosystem collapse and a greater likelihood of environmental disasters. All these risks are interconnected and can lead to increased water scarcity and insecurity. Water quality can often be compromised by poor management of infrastructure, pollution incidents and increased consumption patterns. As global supply and demand for water intensifies, solving the world’s most complex water challenges demands different thinking.

What we’re focused on

We are committed to working with a [‘OneWater’](#) mindset – viewing all water as a valuable resource, recognizing that all water challenges are interconnected, and collaboratively developing water solutions that are sustainable, inclusive and equitable. Our OneWater approach includes:

- **Advancing** modern sanitation to ensure community access to clean water supplies and a healthy environment
- **Securing** reliable, operation-critical water supplies
- **Protecting** the world’s water resources
- **Enhancing** infrastructure and asset resilience

We deliver projects across the entire water cycle focused on balancing social, economic and environmental priorities. For example, Jacobs is providing its expertise to the California WaterFix program designed to bolster the reliability of the state’s water supplies, while protecting and enhancing the San Francisco Bay-Delta estuary, a vital environmental asset. We are also working with Melbourne Water to integrate the SDGs into their business processes.

Core SDG



» Target

Expand water equity in water-stressed regions through existing and new partnerships **by 2025**

What comes next

- Increase our collective understanding of water equity and identify water equity champions across all regions.
- Continue our strategic partnership with [Water for People](#), focused on developing world water infrastructure programs.
- Expand our OneWater approach to all solutions and not solely on water projects.
- Ensure that workers employed on our projects and sites have access to clean, safe and hygienic sources of water.
- Aim higher to ensure that water usage within our offices is managed efficiently.

3. Foster a culture of technology and innovation important to the advancement of society

Digital transformation is essential for any business' growth plans, and technology and innovation play a pivotal role in today's global economy, for individuals, communities, businesses and governments. Trends that were already in place have been greatly accelerated by the impact of the pandemic, with new, transformational technologies becoming commonplace within a matter of months. By 2025, it is forecasted that around 75 billion 'Internet of Things' connected devices will be in use, leading to increased potential vulnerability of critical technology infrastructure from cyber attacks. Today's environment demands that businesses deliver quality products, solutions and services faster and more securely than ever.

What we're focused on

Beyond IfSM is how we instill and sustain our innovation culture. We seek to inspire innovative ideas, practice the discipline of innovation, and promote innovation outcomes. We put this into practice and tackle our clients' most complex problems through structured innovation programs such as our "Innovation as a Service" network of facilitators, our Accelerator that incubates and develops new client solutions, and our partnerships within the innovation ecosystem, all of which apply our Beyond If innovation methodology and develop ideas into marketable and revenue-generating solutions.



We have developed a Project SDG tool called Evolve, which we are integrating into project delivery governance across our global portfolio.

Evolve is a tool that recommends practical sustainability opportunities and metrics bespoke to a project, in line with the UN SDGs.



Core SDG



» Target

Measure impact on 100% of Jacobs' innovations to advance progress towards the UN SDGs **by 2025**

What comes next

- Expand our cyber solutions offer for clients.
- Expand the use of technology enabled solutions to deliver societal benefits.
- Design a new Jacobs world-class, innovation hub for our science and technology solutions and R&D.
- Publish a global integrated digital strategy.
- Ensure our innovation funded projects and programs align to our company's strategic direction, including our focus on sustainability and climate action.
- Accelerate talent development in creating innovative and sustainable solutions through our participation in the UN Global Compact Young SDG Innovators program.



4. Create a fair and inclusive future for all

Inequality within and among countries is a persistent cause for concern, and it is estimated that income inequality has [risen by 6%](#) in developing countries due to the COVID-19 pandemic. Major global issues have disproportionate effects on vulnerable groups, both in increased severity of impact and decreased ability to withstand effects. We prioritize social value and equal opportunity for all and embed this across our solution design spectrum, doing our best to ensure that no one is left behind.

What we're focused on

We promote an inclusive work environment because it makes us a stronger company, where brilliant people of all backgrounds are energized by a sense of belonging. Our emphasis on a culture of belonging is aimed at providing all employees an equal platform and ensures that everyone is heard.

Our global inclusion and diversity strategy [TogetherBeyondSM](#) drives our focus on our culture, accountability throughout our organization, the development of our talent, and the growth of our business through global programming and initiatives. In the wake of the global awakening around systematic racial inequalities witnessed in the U.S. Black community during the summer of 2020, we launched our global [Action Plan for Advancing Justice & Equality](#).

Nearly 20,000 employees are involved in our eight [Jacobs Employee Networks](#). These employee-led groups play a critical role in fostering our Culture of Caring and belonging across our workforce, providing opportunities for collaboration and both personal and professional development in a supportive, global community.

At Jacobs we focus on putting values into practice. We have developed a Social Value Solutions framework that helps clients create social value and contribute to a more inclusive economy. For example, we are leading the development and implementation of a citywide Workforce Development Program at three U.S. airports (JFK, LaGuardia and Newark Liberty), which aims to ensure residents benefit through jobs and socio-economic inclusion.

Core SDG



» Target

Engage our workforce in 50,000 hours of global STEAM volunteering that enhances diversity and inspires the next generation **by 2025**

What comes next

- Integrate social value and equity considerations and innovations into the solutions we deliver for our clients.
- Deliver our Action Plan for Advancing Justice & Equality, including amplifying our culture of belonging and contributing to structural change in broader society.
- Continue elevating improved accessibility for all as a key business priority.
- Continue creating a Culture of Caring, a blended workplace that values the safety, positive mental health and sense of belonging for all employees.
- Create a social value program with [Simetrica-Jacobs](#) that supports inclusive economic growth and community regeneration.

5. Develop efficient and resilient solutions that deliver net environmental and societal gain

Increased urbanization drives economic growth, but these metropolitan areas are also responsible for more than **70%** of global carbon emissions and 60% of global resource use. With significant funding about to be channelled into infrastructure globally through pandemic recovery stimulus packages, there is an urgent need to prioritize resilient and sustainable infrastructure that embraces technology, natural capital and the circular economy, puts society's needs first and is focused on sustainable outcomes.

What we're focused on

We provide comprehensive infrastructure, technology and intelligence solutions to help create resilient and sustainable communities around the globe. We focus on improving outcomes across our infrastructure planning and design work, working with our clients to coordinate across programs and sectors to deliver resilient and sustainable places, rather than individual projects.

We also work internally to create opportunities in the sales and project delivery lifecycle, designing in sustainable outcomes as part of our offering. Further, we foster partnerships with leading-edge companies to meet increasing needs and client demands for greater positive development impacts worldwide.

We have established a strategic partnership with [Biomimicry 3.8 \(B3.8\)](#) to offer Positive Performance, an assessment and innovation methodology created by B3.8 to help develop and integrate regenerative best practices, improving the health and wellbeing of ecosystems and communities.

[Janine Benyus](#), B3.8 co-founder and Time Magazine's Hero for the Planet Award winner, said: "Delivering on this level of sustainability vision requires bold partnerships, which is why it's so exciting to see B3.8's first-to-market Positive Performance methodology paired with Jacobs' first-in-class implementation."

Core SDG



» Target

100% of Jacobs' solutions will contribute to progress against the UN SDGs **by 2025**

What comes next

- Provide resilient infrastructure solutions tools to sales and operations teams to drive resilient outcomes into client engagement and delivery.
- Update our project delivery process to ensure sustainability design is factored into all of our solutions.
- Continue internal training on biomimicry principles and participation in Project Positive to increase regenerative solutions for clients.
- Transform our office spaces to reflect new ways of working and, in doing so, optimize operational efficiencies.
- Initiate sustainable building design for Jacobs' flagship innovation laboratory in Warrington, U.K.

6. Accelerate solutions that address the climate emergency

The climate emergency is the most pressing global issue of our time, one that underpins many aspects of sustainable development. Global emissions reductions of [7.6%](#) per year are required to limit global warming to 1.5°C (2.7°F). The way energy is produced, transmitted, distributed, and used is transforming rapidly. In the future, when we charge our electric vehicles or turn on our lights, the power is more likely to come from renewable and clean energy sources. This shift cuts across all our key market areas. We know that the decisions we make every day in the work we deliver and how we live our lives can have a significant impact on limiting global warming.

What we're focused on

Through the commitments in our [Climate Action Plan](#) and the client solutions we deliver, we are fully engaging to help society transition from fossil fuels to a clean energy future. As a company, we have adopted [science-based carbon reduction targets](#) that keep us on track towards a 1.5°C (2.7°F) world, and we continue to take action to reduce our greenhouse gas emissions and those of our suppliers. Leading our industry, in 2020 we achieved [net zero carbon](#) across all our operations and business travel, and we plan to be carbon negative by 2030.

As we live our purpose to create a more connected sustainable world, we will lead, offering net zero solutions that support our clients achieving their decarbonization targets; and we will challenge, offering alternative solutions to go further, faster to benefit our communities, recognizing the need to ensure those most vulnerable to the impacts of climate change are prioritized.

Climate Risk ManagerSM

We have developed [Climate Risk Manager](#), a cloud-based platform to bring together global climate data and location intelligence to allow companies to make faster and more accurate decisions on where to invest limited resources to guard against climate risks.

Core SDG



» Target

 Become carbon negative for our operations and business travel **by 2030**

What comes next

- Enable rapid decarbonization of industry sectors through our client partnerships and our commitment to science-based targets.
- Ensure access to affordable, reliable, sustainable and modern energy for all through our expansion in the clean energy market in alignment with [SDG 7: Affordable & Clean Energy](#).
- Embed climate risk mitigation and adaptation into our market strategies and continue to invest in expanding our climate risk and resilience capabilities.
- Continue research and development into clean energy technologies including nuclear fission and small modular reactors to provide safe, reliable and affordable clean energy for the future.
- Provide [Climate Solutions Accelerator](#) e-learning training access to all employees, in partnership with the [Royal Scottish Geographical Society](#).



Cultural transformation

To live our company purpose and values, while ensuring we deliver on our Sustainable Business Objectives and Targets, every employee must take responsibility for sustainability in their jobs, regardless of their role. To achieve this behavioral transformation, we have created a plan to make sustainability a cultural imperative across our global workforce. As we implement PlanBeyond 2.0, we will focus on driving sustainability deeper into our culture in the same manner that health and safety is ingrained in our individual actions and operations today. Here are some examples of how we will achieve this:

Education and upskilling

- Create a sustainability upskilling training pilot program.
- Launch global STEAM initiative focused on SDG education.
- Leverage [Jacobs Employee Networks](#) to raise awareness and integrate sustainability education into their activities.
- Continue employee engagement and education via the [CollectivelySM program](#), our global giving and volunteering platform.
- Educate and equip our teams to reinforce sustainability risk assessment and management throughout the project lifecycle.

Knowledge sharing

- Promote Sustainability Communities of Practices.
- Expand membership and engagement in Jacobs Sustainability Network.
- Launch quarterly sustainability newsletter with strategy progress updates.

Incentives and recognition

- Introduce sustainability goals for all employees.
- Recognize and reward achievement of sustainability goals and priorities.
- Increase participation in quarterly Chief Financial Officer Sustainable Solutions Awards program.

“Our collaboration with the Royal Scottish Geographical Society is focused on education – knowing that this is the vital first step on the journey to action. The Climate Solutions Accelerator course will be available to all employees and is designed to help empower businesses to focus on what they can do and how they can incorporate those changes into purposeful business strategies.”

– Steve Demetriou, Chair & CEO





Environmental, social and governance (ESG) disclosures

Active and ongoing dialogue with shareholders and stakeholders is vital to our materiality and risk assessment activities, helping us stay ahead of developments in the rapidly evolving ESG space.

We update our ESG metrics in our [ESG Data Disclosures](#) documents, which align to the Sustainability Accounting Standards Board ([SASB](#)) framework and are informed by Global Reporting Initiative ([GRI](#)) standards. Annually, we disclose to [CDP](#) (formerly the Carbon Disclosure Project) and the S&P Global Corporate Sustainability Assessment ([CSA](#)), which is the basis for the S&P Global ESG Score and a key factor for inclusion in the [Dow Jones Sustainability Indices](#). We disclose our [climate risk data](#) in line with the Task Force on Climate-related Financial Disclosures ([TCFD](#)) recommendations. We also regularly engage with leading ESG rating and ranking organizations to review and improve the accuracy of their data regarding our ESG performance.

We understand and champion the increasing appetite for ESG metrics and transparency. We take a pragmatic approach to our disclosures, focusing on what is material, what is a risk or opportunity, and what makes sense for our business. We look forward to a consistent, industry-wide reporting framework that serves the investor community and reduces reliance on lagging indicators – allowing companies to be more efficient and focused on improving ESG performance.

In FY22 we will introduce SDG-alignment into our financial reporting and amplify ESG in our investor communications – reinforcing the link between our client solutions and sustainable outcomes. This will help quantify how we deliver on our purpose and how our growth contributes to creating a sustainable future, activities consistent with our founding membership in the UNGC [CFO Task Force for the SDGs](#).



Governance

Sustainability at Jacobs is the responsibility of all employees, regardless of role.

Our PlanBeyond 2.0 strategy and the delivery of associated plans and programs is led by our Global Head of Sustainability and corporate sustainability team.

We are creating a network of Sustainability Leads across our business units to operationalize sustainability and drive strategy and target delivery into each of our Lines of Business.

Our Senior Leadership Team each have a leadership role to ensure the increasing performance and delivery of our Sustainable Business Objectives, and each have non-financial goals tied to their compensation – with at least one goal related to inclusion and diversity and other sustainability-related measures.

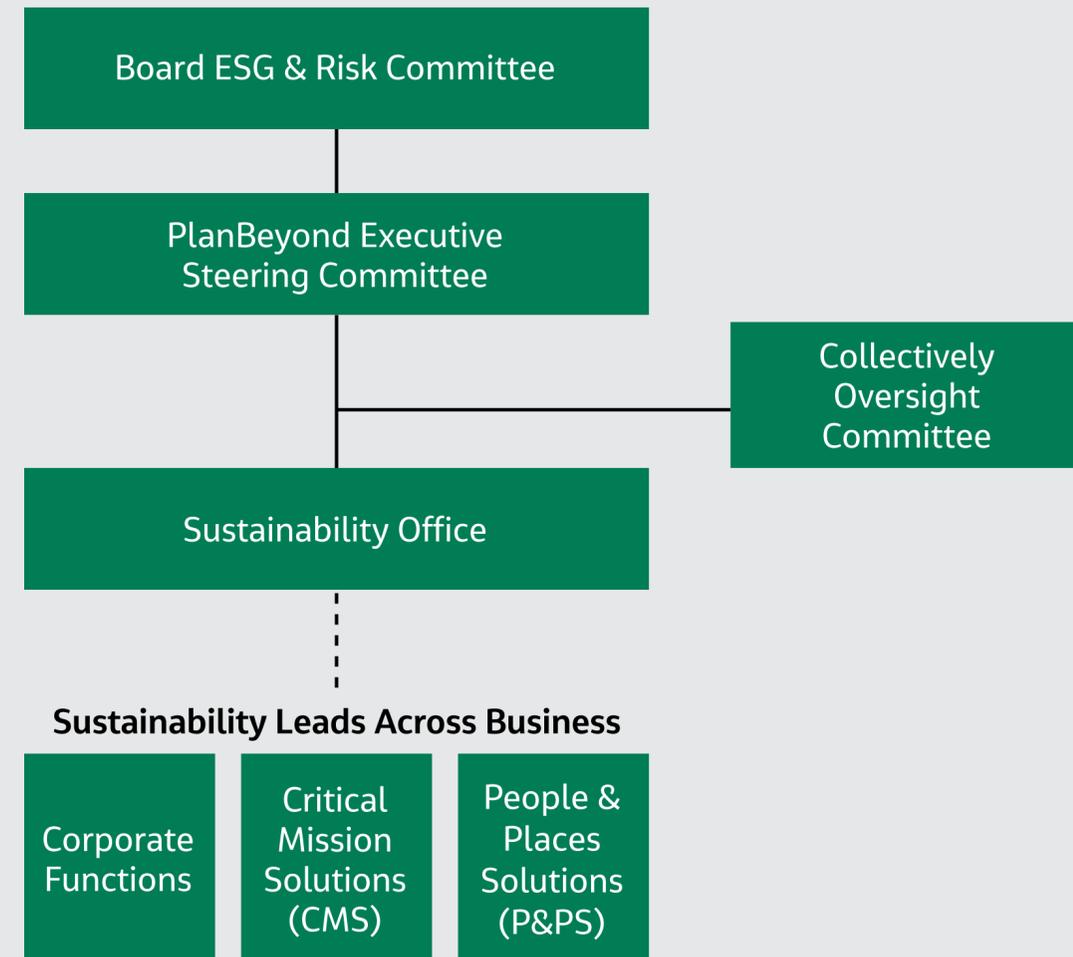
The PlanBeyond Executive Steering Committee is our executive-level body that meets five-times a year to agree on our strategy, review progress against commitments, update our plans around ESG risks and opportunities and provide review and oversight across our disclosures and reporting. The committee is comprised of the Chair & Chief Executive Officer, Chief Financial Officer, Chief Operations Officer, Chief Legal & Administrative Officer, Chief People Officer, Chief Strategy & Communications Officer, Chief Digital & Information Officer, President and Senior Vice Presidents of both Lines of Business, Senior Vice President Strategy & Solutions, Head of Enterprise Risk Management, Head of Investor Relations, Corporate Secretary and Deputy General Counsel.

The Board of Directors has approved the creation of a new Board Committee that will have oversight of ESG. The ESG & Risk Committee will commence in July 2021. Information on the Committee’s Charter can be found [here](#).

Our governance is reinforced by our commitment to ethics and integrity through our [codes of conduct](#), our [Human Rights policy](#), and our commitment to implementing the [UN Global Compact’s](#) ten principles on human rights, labor, environment and anti-corruption.



Sustainability & ESG Governance



Glossary

Carbon negative	Reduction of an entity's carbon emissions to less than neutral, such that more are removed from the atmosphere than are being emitted.
Carbon offset	Action or activity (e.g., forest restoration, renewable energy installation) that compensates for an entity's emission of carbon dioxide or other greenhouse gases to atmosphere.
ESG	Environmental, social & governance – three key factors when measuring the sustainability and ethical impact of an organization. Financial institutions are increasingly applying these criteria when analyzing risks and opportunities of investments.
Equity	Fair treatment, access, opportunity and advancement for all people with a recognition of specific needs and circumstances.
Materiality assessment	Stakeholder outreach to inform the development of an organization's sustainability risks, opportunities and priorities.
Net zero	Point at which there is a balance between the amount of carbon emitted into the atmosphere and the amount removed from the atmosphere.
Resiliency	Ability to survive, recover, adapt and thrive from chronic stresses and acute shocks.
Science-based targets	Carbon emission targets set by organizations to ensure emissions reductions in line with the Paris Agreement – limit global temperature rise to 1.5°C (2.7°F) above pre-industrial levels.
SDGs	United Nations Sustainable Development Goals – collection of 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all.” Established in 2015 by the United Nations General Assembly, they are intended to be achieved by 2030.
Social value	Analysis and measurement of the social, economic and environmental impacts of an organization's activities on individuals, communities and society. Example components include health and wellbeing, equity and economic inclusion, housing, mobility, work, and access to vital services and sustainable and resilient infrastructure.
STEAM	Science, Technology, Engineering, Arts & Mathematics – strategic employee volunteering focus for Jacobs.
Sustainability	Ensuring long-term business resilience and success while positively contributing towards the economy, society and the environment.
Value chain	The full set of operational activities specific to a particular product, business or industry.



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PlanBeyond 2.0

Contact us

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