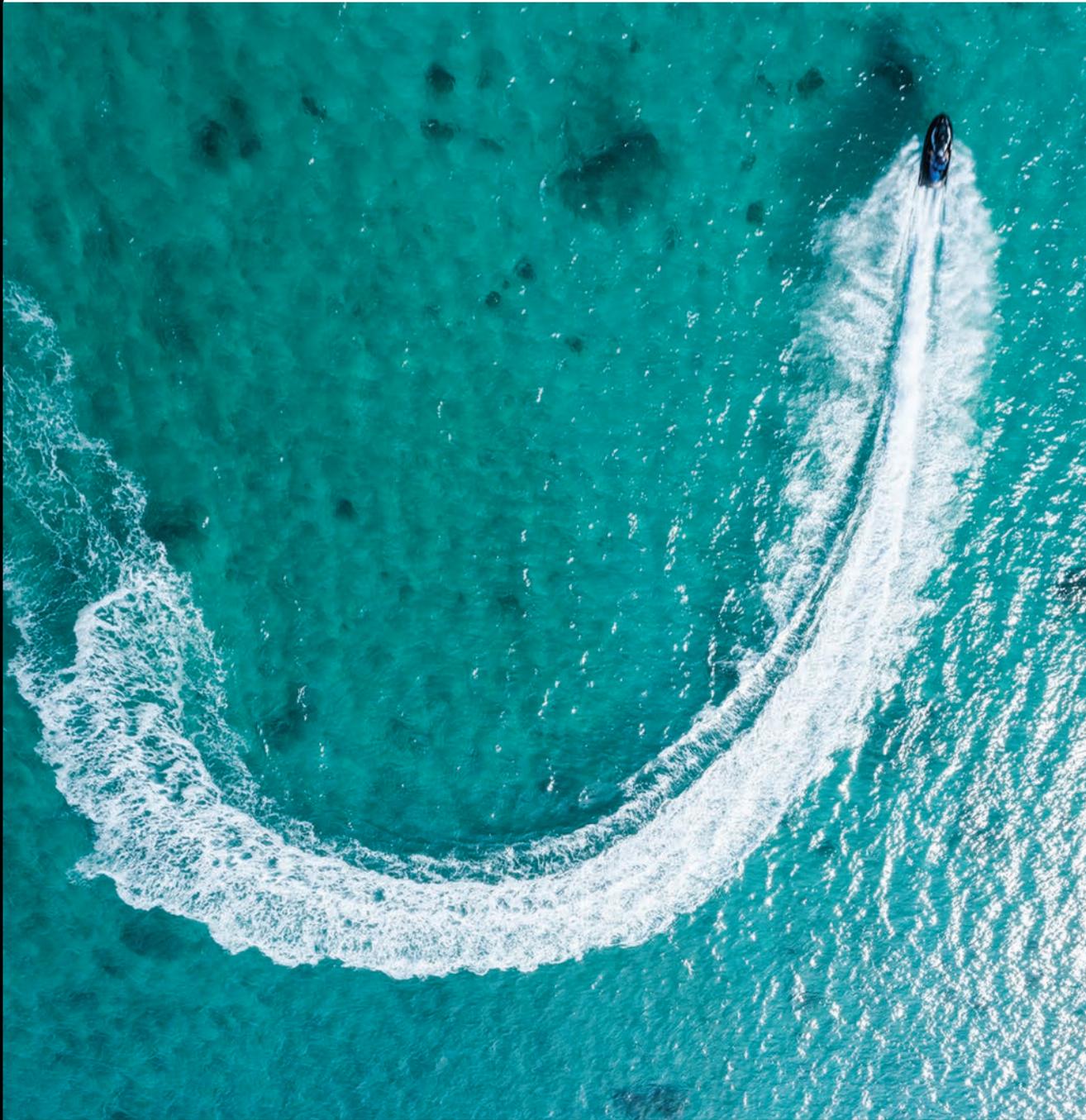


2019 ESG Data Disclosures for Analysts



Jacobs

Challenging today.
Reinventing tomorrow.

Introduction

This document is intended to provide supplementary information to Jacobs' investor community regarding our Environmental, Social, and Governance (ESG) performance. In addition to the information herein, we strongly encourage review of the following materials for a more comprehensive view of our ESG commitments and performance:

- [Sustainability Strategy 2018-2020](#)
- [Climate Action Plan](#)
- [2019 Integrated Annual Report](#)
- [2018 Annual Report](#)
- [2019 Proxy Statement](#)
- [Investor Day Presentation 2019](#)
- [Jacobs Code of Conduct](#)
- [Supplier Code of Conduct](#)
- [Corporate Governance Guidelines](#)
- [Human Rights Policy](#)
- [Modern Slavery Act Statement](#)
- [CDP Submission](#)

The document reflects activity through FY19. We intend to provide periodic updates as our ESG efforts progress.

This document and data within are unaudited.

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ENVIRONMENTAL

E1. Direct Greenhouse Gas Emissions (Scope 1)

Our company's total direct greenhouse gas emissions (DGHG SCOPE 1) are summarized below.

Direct GHG (Scope 1)	Unit	FY15 (estimated)	FY16 (estimated)	FY17 (estimated)	FY18 (estimated)	FY19 (estimated)
Total direct GHG emissions (Scope 1)	<i>Metric tonnes CO₂ equivalents</i>	2,799 met. ton. CO ₂ e	2,757 met. ton. CO ₂ e	2,245 met. ton. CO ₂ e	37,337 met. ton. CO ₂ e (includes ECR business)	7,103 met. ton. CO ₂ e (baseline year)
Data coverage	<i>Percentage of global operations</i>	14% (U.K. only)	14% (U.K. only)	14% (U.K. only)	100%	100%

Jacobs Engineering Group Inc. (Jacobs) acquired CH2M Hill Companies, Ltd. (CH2M) in December 2017. Corporate activities during 2018 focused on the merger of the two companies. In 2019, the new combined company focused on developing our first global greenhouse gas emissions inventory for fiscal year October 1, 2018 through September 30, 2019.

FY 2015–2017 values reflect only U.K. operations. FY19 Scope 1 emissions include stationary combustion and mobile emission source estimates for 100% of Jacobs' global operations. In April 2019, Jacobs sold its energy, chemicals and resources (ECR) unit to WorleyParsons Ltd. The sale resulted in a large reduction of emissions from FY18 to FY19. FY19 has been chosen as our baseline year and therefore, in accordance with the World Resources Institute and the World Business Council for Sustainable Development (WBCSD's) Greenhouse Gas Protocol Initiative — A Corporate Accounting and Reporting Standard guidance, we have removed the GHG emissions associated with the energy, chemicals and resources unit from FY19.

FY19 emissions include the recent acquisition of KeyW which was also incorporated using the same guidance but had minimal impact to Jacobs' global footprint.

Aggressive emission commitments were established in our Climate Action Plan on April 22, 2020. Jacobs commits to net zero carbon emissions in 2020 and carbon negative by 2030.

FY19 Scope 1 GHG emissions are verified by a third-party, Ruby Canyon, Inc.

E2. Indirect Greenhouse Gas Emissions (Scope 2)

Our company's indirect greenhouse gas emissions from energy purchased (purchased and consumed, i.e. without energy trading) (IGHG SCOPE 2) are summarized below.

Indirect GHG (Scope 2)	Unit	FY15 (estimated)	FY16 (estimated)	FY17 (estimated)	FY18 (estimated)	FY19 (estimated)
Total direct GHG emissions (Scope 1)	<i>Metric tonnes CO₂ equivalents</i>	5,426 met. ton. CO ₂ e	4,545 met. ton. CO ₂ e	781 met. ton. CO ₂ e	67,299 met. ton. CO ₂ e (includes ECR business)	59,243 met. ton. CO ₂ e (baseline year)
Data coverage	<i>Percentage of global operations</i>	14% (U.K. only)	14% (U.K. only)	14% (U.K. only)	100%	100%

To address energy use in FY19, Jacobs purchased 2019 vintage Renewable Energy Certificates (RECs) from Green-e certified wind power facilities in the United States. Jacobs is a partner in the Environmental Protection Agency's [Green Power Partnership](#), a voluntary program, where the goal is to increase the use of green power among organizations in the U.S. as a way to reduce the environmental impacts associated with conventional electricity use. In the U.K., we purchase 100% renewable electricity through Renewable Energy Guarantees Origin (REGO) certificates for all offices where Jacobs is directly responsible for procuring energy. This accounts for over half of our U.K. offices. After applying these green power purchases, our FY19 net Scope 2 emissions are 55,047 tonnes CO_{2e}.

The total FY19 emissions reported here represent 100% of Jacobs' global operations. FY15-17 values reflect only U.K. operations. FY19 Scope 1 emissions include stationary combustion and mobile emission source estimates for 100% of Jacobs' global operations. In April 2019, Jacobs sold our energy, chemicals and resources unit to WorleyParsons Ltd. The sale resulted in a large reduction of emissions from FY18 to FY19. FY19 has been chosen as our baseline year and therefore, in accordance with the World Resources Institute and the WBCSD's Greenhouse Gas Protocol Initiative — A Corporate Accounting and Reporting Standard guidance, we have removed the GHG emissions associated with the energy, chemicals and resources unit from FY19. FY19 emissions include the recent acquisition of KeyW which was also incorporated using the same guidance but had minimal impacts on Jacobs' global footprint.

We measure our indirect greenhouse gas emissions according to the location-based method but are currently in the process of implementing the market-based method. We cannot measure actual energy use associated with our 150+ leased offices, but we find value in understanding opportunities to reduce our footprint. For this reason, we estimate energy consumption for most of our leased office space by using data published by the U.S. Department of Energy, which provides average energy use for various types of buildings. Including such averages in our carbon inventory helps us develop strategies to manage resources and consumption. Now that we have completed our baseline global inventory for FY19, we are exploring options for obtaining more actual energy use data, including identifying suppliers as part of the implementation of the market-based method.

Aggressive emission and energy commitments were established in our Climate Action Plan on April 22, 2020. Jacobs commits to net zero carbon emissions in 2020 and carbon negative by 2030.

FY19 Scope 2 GHG emissions are being verified by a third-party, Ruby Canyon, Inc.

E3. Scope 3 Greenhouse Gas Emissions

A Scope 3 evaluation is underway to identify additional Scope 3 sources that are material to Jacobs and where we can make impactful changes. For FY19, Jacobs reported on Business Travel (air and ground, including hotel stays).

Source	Relevance	Metric tonnes CO _{2e} (estimated)	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners
Business travel	Business travel is a material Scope 3 source and approximately 60% of our FY19 total Scope 1, 2, and 3 footprint. We are performing a Scope 3 evaluation to identify other relevant and material Scope 3 sources.	100,019 met. ton. CO _{2e}	Emissions are calculated using emission factors from the following sources: Department for Environment Food and Rural Affairs (DEFRA) emission factor categories as defined in their "Guidelines to DEFRA/DECC's GHG Conversion Factors for Company Reporting, Ricourte, E., & Jagarajan, R. (2019), Benchmarking Index 2019: Carbon, energy, and water. Cornell Hospitality Report, 19(4), 1-23., USEPA Center for Climate Leadership Emission Factors for Greenhouse Gas Inventories.	100%

The total FY19 emissions reported here represent 100% of Jacobs' global operations. FY15-17 values reflect only U.K. operations. FY19 Scope 1 emissions include stationary combustion and mobile emission source estimates for 100% of Jacobs' global operations. In April 2019, Jacobs sold its energy, chemicals and resources unit to WorleyParsons Ltd. The sale resulted in a large reduction of emissions from FY18 to FY19. FY19 has been chosen as our baseline year and therefore, in accordance with the World Resources Institute and the WBCSD's Greenhouse Gas Protocol Initiative — A Corporate Accounting and Reporting Standard guidance, we have removed the GHG emissions associated with the energy, chemicals and resources unit from FY19. FY19 emissions include the recent acquisition of KeyW which was also incorporated using the same guidance but had minimal impacts on Jacobs' global footprint.

Our short-term priority for Jacobs is to further develop and implement our [PlanBeyond™ Sustainability Strategy](#), launched in 2019, which will provide a roadmap for how Jacobs will address sustainability, both within our operations but also within our client projects. This strategy will consider how a changing climate will impact our own operations and those of clients, exploring both adaptation and mitigation opportunities. Specific priorities will include: strategy formation, business integration, engagement, reporting and communications. As part of the strategy, we have externally published twelve short-term sustainability goals. One of these includes a 20% reduction in our business travel carbon emissions by 2022. Other sustainability goals target driving sustainability improvements by partnering with our supply chain. More information is available on our website.

Efforts to reduce our carbon emissions are underway. For example, to reduce business travel carbon emissions, we have created an employee dashboard so all employees can view their travel carbon footprint and are accountable on an individual level to meet a 20% reduction through reducing their travel and using alternative meeting methods.

E4. Energy Consumption

The following table summarizes our company's energy consumption.

Total Energy Consumption	Unit	FY15 (estimated)	FY16 (estimated)	FY17 (estimated)	FY18 (estimated)	FY19 (estimated)
a) Non-renewable fuels (nuclear fuels, coal, oil, natural gas, etc.) purchased and consumed	MWh	7,653 MWh	7,503 MWh	6,284 MWh	15,321 MWh	905 MWh
b) Non-renewable electricity purchased	MWh	4,287 MWh	3,649 MWh	2,223 MWh	82,679 MWh	148,980 MWh
c) Steam/heating/cooling and other energy (non-renewable) purchased	MWh				49 MWh	
d) Total renewable energy (wind, solar, biomass, hydroelectric, geothermal, etc.) purchased or generated	MWh	7,453 MWh	6,604 MWh	5,731 MWh		11,801 MWh
e) Total non-renewable energy (electricity and heating & cooling) sold	MWh					
f) TOTAL NON-RENEWABLE ENERGY CONSUMPTION	MWh	11,940 MWh	11,152 MWh	8,507 MWh	98,049 MWh	149,885 MWh
g) Total costs of energy consumption	US Dollar	\$2,309,963	\$2,062,947	\$1,683,555		
h) Data coverage	Percentage of global operations	14% (U.K. only)	14% (U.K. only)	14% (U.K. only)	100%	100%

2019 ESG Data Disclosures for Analysts

In April 2019, Jacobs sold its energy, chemicals and resources unit to WorleyParsons Ltd. The sale resulted in a large reduction of emissions from FY18 to FY19. FY19 has been chosen as our baseline year and therefore, in accordance with the World Resources Institute and the WBCSD's Greenhouse Gas Protocol Initiative — A Corporate Accounting and Reporting Standard guidance, we have removed the GHG emissions associated with the energy, chemicals and resources unit from FY19. Due mainly to the energy, chemicals, and resources unit's operations (equipment use and idling) in Alaska, a large decrease in energy use is shown from prior years. FY19 emissions include the recent acquisition of KeyW which was also incorporated using the same guidance but had minimal impacts on Jacobs' global footprint.

We cannot measure actual energy use associated with our 150+ leased offices, but we find value in understanding opportunities to reduce our footprint. For this reason, we estimate energy consumption for most of our leased office space by using data published by the U.S. Department of Energy, which provides average energy use for various types of buildings. Including such averages in our carbon inventory helps us develop strategies to manage resources and consumption. Now that we have completed our baseline global inventory for FY19, we are exploring options for obtaining more actual energy use data including identifying suppliers for implementation on the market-based method.

To address energy use in FY19, Jacobs purchased 2019 vintage Renewable Energy Certificates (RECs) from Green-e certified wind power facilities in the U.S. Jacobs is a partner in the EPA's [Green Power Partnership](#), a voluntary program with the goal to increase the use of green power among organizations in the United States as a way to reduce the environmental impacts associated with conventional electricity use. In the U.K., we purchase 100% renewable electricity through REGO (Renewable Energy Guarantees of Origin) certificates for all offices where Jacobs is directly responsible for procuring energy. This accounts for over half of our U.K. offices.

E5. Water Consumption

The following table summarizes our company's water consumption.

Water Consumption	Unit	FY15 (est.)	FY16 (est.)	FY17 (est.)	FY18 (est.)	FY19 (est.)
A. Withdrawal: Total municipal water supplies (or from other water utilities)	Million cubic meters	0.042364 Mio. m ³	0.040694 Mio. m ³	0.040694 Mio. m ³	0.4836 Mio. m ³	0.34375 Mio. m ³
B. Withdrawal: Fresh surface water (lakes, rivers, etc.)	Million cubic meters					
C. Withdrawal: Fresh groundwater	Million cubic meters					
D. Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted (applies to B and C)	Million cubic meters					
E. TOTAL NET FRESH WATER CONSUMPTION (A+B+C+D)	Million cubic meters	0.042364 Mio. m ³	0.040694 Mio. m ³	0.040694 Mio. m ³	0.4836 Mio. m ³	0.34375 Mio. m ³
Data Coverage (as % of denominator)	Percentage of global operations	14%	14%	14%	100%	100%

Data for FY15-17 is reflective of our U.K. operations, data for FY18-19 is reflective of our global operations, however it is calculated based on an assumed consumption of 25L per day per employee.

We have no process water use. Therefore, since our water consumption is not regarded as significant in terms of our Environmental Management System (EMS), we do not monitor or measure water consumption. In addition, minimal data is available, as water consumption is included within landlord service charges. For our total GHG calculation, water consumption and treatment is estimated using employee headcount data provided by Human Resources.

Water consumption for office use is estimated using the number of employees and reported as tCO₂e in our CDP disclosure (as Scope 3 GHG emissions).

E6. Waste

The following table summarizes our company's waste disposed.

Waste Disposed	Unit	FY15 (estimated)	FY16 (estimated)	FY17 (estimated)	FY18 (estimated)	FY19 (estimated)
a) total waste generated	<i>metric tonnes</i>					
b) total waste used/recycled/sold	<i>metric tonnes</i>					
TOTAL WASTE DISPOSED (A - B)	<i>metric tonnes</i>	121 met. ton.	115 met. ton.	105 met. ton.	8,774 met. ton.	6,236 met. Ton.
Data coverage (as % of denominator)	<i>Percentage of global operations</i>	14%	14%	14%	100%	100%

FY15-17 reflects legacy Jacobs U.K. operations only, whereas FY18-19 reflects data associated with our new global business.

Waste disposal is not monitored/measured as disposal is not regarded as significant in terms of the EMS. In addition, very little data is available as waste disposal is included within landlord service charges. For our total GHG calculation, waste disposal is estimated using employee headcount data provided by HR. Waste disposal for office use is estimated using the number of employees and reported as tCO₂e in our CDP disclosure (as Scope 3 GHG emissions).

E7. Hazardous Waste

The following table summarizes our company's hazardous waste generation.

Hazardous Waste	Unit	FY15	FY16	FY17	FY18	FY19
Hazardous Waste Generated	<i>metric tonnes</i>			17 met. ton.	289 met. ton.	N/A
Data coverage (as % of denominator)	<i>Percentage of global operations</i>	14%	14%	14%	100%	100%

CH2M was acquired by Jacobs Engineering Group Inc. in December 2017. FY15-17 reflects legacy Jacobs U.K. operations only, whereas FY18 reflects data associated with our new global business. Hazardous waste was not recorded pre-FY17.

Jacobs sold our Energy, Chemicals and Resources (ECR) business to WorleyParsons in April 2019. The ECR sale resulted in the elimination of hazardous waste generated for our operations. Hazardous materials used in office operations, e.g., batteries and light bulbs are either the landlord's responsibility or recycled.

E8. Environmental Reporting

We report on environmental issues and provide coverage for some environmental data/indicators in our public reporting. The three environmental indicators where we have the highest available coverage are:

Environmental Indicator	Coverage of Indicator (% of revenues or business operations):	Weblink and page number where the coverage for the environmental indicator is reported:
Tons of carbon eliminated in operations	100%	Climate Action Plan Page 7
Renewable energy in operations	100%	Climate Action Plan Page 7
Tons of carbon eliminated in business travel	100%	Climate Action Plan Page 7

All environmental performance indicators reported in the Climate Action Plan cover 100% of Jacobs' business locations. Performance is verified by a third party.

Our company reports on environmental Key Performance Indicators (KPIs) in the public domain and provides targets linked to these indicators. Relevant information is available in our Annual Report and Sustainability Strategy.

KPI 1	7,103 Tons CO ₂ e direct emissions (Scope 1)
KPI 2	59,243 Tons CO ₂ e indirect emissions (Scope 2)
KPI 3	100,019 Tons CO ₂ e indirect emissions from business travel (Scope 3)

Globally, we have committed to achieve 100% renewable energy for our operations in 2020, net zero carbon for our operations and business travel in 2020 and carbon negative for our operations and business travel by 2030. Through our project delivery we have a target to incorporate United Nations Sustainable Development Goals (UN SDGs) reporting into our project reporting, which will capture measures to reduce resource consumption including materials/waste and water/wastewater.

E9. Environmental Management System (EMS)

Our Environmental Management System (EMS) is integrated in our HSE Management System (HSEMS) and conforms to ISO 14001:2015. While the HSEMS applies to all locations, select office and project locations are certified to ISO 14001 as necessary to meet contract or local requirements. Jacobs is currently certified in Australia, Canada, Hong Kong, Indonesia, Italy, Malaysia, Qatar and U.K., among others. Our environmental management policy is integrated in our HSE Policy.

E10. Climate Change

E10a. Climate Change Strategy

Our company's processes for identifying, assessing, and managing climate-related issues are integrated into our multi-disciplinary company-wide risk management processes. The Enterprise Risk (ER) process sits under the Business Resilience Steering Group (BRSG) Guidance note which sets simple strategic questions, designed to be inputted into the ER Software package. These inputs are linked to every area of the business. The result represents

the top ten scenarios which could impact our people, client relationships and consolidated operating profit. The Enterprise Risk team monitors the building of the overall heat map and provides indicative types of risk for the business to consider which include financial, operational, regulatory, compliance, hazards, and social and strategic risks. At the line of business level this is updated and tested quarterly. Management protocols include control effectiveness, with ownership and accountability clearly identified. Oversight for responsibility to mitigate is provided by the BRSG and tested through Business Continuity planning and drills provided by Global Security and Resilience.

As per our ERM Annual Business Plan, climate change risks are embedded within our five key risk categories, for example Sustainable Development, Natural Disasters, Emissions and Waste, and Geopolitical Conditions (that could be exacerbated as a result of climate stresses).

This year we conducted a specific climate change risk assessment in line with TCFD recommendations. An initial assessment was undertaken to explore climate-related risks to which Jacobs is exposed through the projects and programs we deliver. The approach to the assessment conformed with the international standard on risk management, IS31000:2018 *Risk management guidelines* and follows methods that are used by Jacobs' climate risk specialists in our work with our clients.

- Scope and context: the assessment focused on projects across the main market segments of our People and Places Solutions (P&PS) line of business. These were from five of our major geographies, Australia, Canada, India, UK and USA. The risk framework was specially developed for the assessment. It enabled risk to be assessed with respect to a range of objectives, including: health and safety, client relationships, regulatory compliance, reputation and service delivery.
- Risk identification: recognized and described risks that may prevent Jacobs and/or our clients achieving their objectives under our 1.5°C and 4°C scenarios
- Risk analysis: the characteristics of the risks were established, including their potential impacts, consequences and the likelihood of the climate-related events that cause these. Controls that were applied to reduce the climate risks – including those accounting for the effects of projected climate change - were captured and risk was assessed with these in place.

Risk evaluation: the combination of likelihood and most severe consequence were used to assess risk severity.

This assessment included 65 projects that are being or have been delivered by Jacobs' P&PS line of business. Most projects were delivered for our transportation, built environment or water clients. Their fee value ranged up to \$100+ million (USD), but most of projects included in the assessment earned fees of \$1-10 million USD.

We sought to understand and assess our risks in the context of our 4°C and 1.5°C scenarios. Under our 1.5°C scenario, the goal of the Paris Agreement is achieved and dangerous human intervention in the global climate system avoided. Under our 4°C or BAU scenario, greenhouse gas emissions continue to increase, the goal of the Paris Agreement is not achieved, and dangerous climate change occurs.

Scenario analysis recognizes the many dimensions of uncertainty about the future and allows organizations to evaluate their risks and resilience to a variety of change drivers framed around some common storylines. The scenario analysis allowed us to consider how Jacobs' risk profile may be affected by potential physical effects of climate change, as well as changes in policy and legal contexts, technology and markets. It also enabled us to explore reputational and other issues associated with any transition towards a low/zero carbon society.

The scenarios contrast significantly. The severity of the physical effects of climate change are much greater under our 4°C scenario; this scenario would be expected to severely test the adaptive capacity of human societies. While

our 1.5°C scenario will be less challenging for human and natural systems, the physical impacts and associated economic risks associated with this scenario should not be underestimated.

The scenarios are differentiated by alternative policy, regulatory, technological and market conditions. Our 1.5°C scenario is enabled by policy, regulation, technology and markets that support global alignment for rapid decarbonization of industry and society. The comprehensiveness of the low carbon transition will produce scale efficiencies, drive innovation and reduce prices for applicable technology.

Adaptation and resilience will be prioritized under both scenarios and driven by intensifying physical impact risk (albeit with stronger drivers under our 4°C scenario. Without adaptation, supply chains will be disrupted and infrastructure damaged by extreme weather events. Under both scenarios, technological innovation is expected to drive transformative change in cities, food production systems and other aspects of society.

E10b. Financial Risks of Climate Change

This year we have conducted a specific climate change risk and opportunities assessment in line with TCFD recommendations. An initial assessment was undertaken to explore climate-related risks to which Jacobs is exposed through the projects and programs we deliver. The approach to the assessment conformed with the international standard on risk management, IS31000:2018 *Risk management guidelines* and follows methods that are used by Jacobs' climate risk specialists in our work with our clients.

- **Scope and context:** the assessment focused on projects across the main market segments of our People and Places Solutions (P&PS) line of business. These were from five of our major geographies, Australia, Canada, India, UK and USA. The risk framework was specially developed for the assessment. It enabled risk to be assessed with respect to a range of objectives, including: health and safety, client relationships, regulatory compliance, reputation and service delivery.
- **Risk identification:** recognized and described risks that may prevent Jacobs and/or our clients achieving their objectives under our 1.5°C and 4°C scenarios
- **Risk analysis:** the characteristics of the risks were established, including their potential impacts, consequences and the likelihood of the climate-related events that cause these. Controls that were applied to reduce the climate risks – including those accounting for the effects of projected climate change - were captured and risk was assessed with these in place.

Risk evaluation: the combination of likelihood and most severe consequence were used to assess risk severity.

We have not sought to financially assess the risks arising from climate change as part of this assessment however we have included a commitment to doing so in our company Climate Action Plan.

E10c. Financial Opportunities Arising from Climate Change

This year we have conducted a specific climate change risk and opportunities assessment in line with TCFD recommendations. An initial assessment was undertaken to explore climate-related risks to which Jacobs is exposed through the projects and programs we deliver. The approach to the assessment conformed with the international standard on risk management, IS31000:2018 *Risk management guidelines* and follows methods that are used by Jacobs' climate risk specialists in our work with our clients.

- **Scope and context:** the assessment focused on projects across the main market segments of our People and Places Solutions (P&PS) line of business. These were from five of our major geographies, Australia, Canada, India, UK and USA. The risk framework was specially developed for the assessment. It enabled risk to be assessed with respect to a range of objectives, including: health and safety, client relationships, regulatory compliance, reputation and service delivery.

- Risk identification: recognized and described risks that may prevent Jacobs and/or our clients achieving their objectives under our 1.5°C and 4°C scenarios
- Risk analysis: the characteristics of the risks were established, including their potential impacts, consequences and the likelihood of the climate-related events that cause these. Controls that were applied to reduce the climate risks – including those accounting for the effects of projected climate change - were captured and risk was assessed with these in place.

Risk evaluation: the combination of likelihood and most severe consequence were used to assess risk severity.

We have not sought to financially assess the opportunities arising from climate change as part of this assessment however we have included a commitment to doing so in our company Climate Action Plan.

E10d. Climate-Related Targets

As announced in our [Climate Action Plan](#), Jacobs has committed to:

- 100% renewable energy for our operations in 2020
- Net zero carbon for our operations and business travel in 2020
- Carbon negative for our operations and business travel in 2030

E10e. Climate Strategy Impacts

For our combined emissions reduction activities that were active in FY2019, our estimated annual CO₂e savings from these initiatives is 38200000 met. ton. CO₂e

Total estimated annual CO₂ savings calculated based on total client approved savings for FY18 as recorded in our Sustainability+ program. Sustainability+ is a tool that allows us to quantify potential emissions reduction initiatives as applied on our projects through design changes. We do not provide information on investment and pay-back to our clients as this is assumed to be captured as part of project delivery.

E11. Low-Carbon Products

We have over 50 full-time employees delivering carbon and energy related consulting work globally. Our estimates indicate that we generate around \$25M USD per year from carbon/climate products annually. Additionally, our Solutions and Technology experts have indirect influence to incorporate low or no carbon products and solutions into consulting and capital projects worldwide, especially in municipal water, transportation, and waste systems.

SOCIAL

S1. Gender Diversity

	FY18	FY19
Diversity Indicator	Percentage (0 - 100 %)	Percentage (0 - 100 %)
Female share of total workforce	29	29.5
Females in all management positions, including junior, middle and senior management (as % of total management workforce)	24.4	24.4
Females in junior management positions, i.e. first level of management (as % of total junior management positions)	24.4	28
Females in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as a % of total top management positions)	29.4	32.4
Females in management positions in revenue-generating functions as a % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	20.9	19.2

S2. Management Incentives

Our CEO, CFO, Presidents, Executive Vice Presidents and all Senior Vice Presidents have at least one Inclusion & Diversity goal tied to their executive compensation.

S3. Human Rights

We respect the human rights and dignity of people in our operations, supply chain, and communities where we work. Our approach is guided by international principles, including the United Nations Principles on Business and Human Rights. For further detail on our human rights commitments and activities, please see our global [Human Rights Policy](#) and [2019 Modern Slavery Statement](#).

The Jacobs [Supplier Code of Conduct](#) prohibits the use of any form of child or forced labor, slavery, or trafficking of persons. Additionally, within the Human Rights section, our Supplier Code of Conduct emphasizes our commitment to respecting the rights of those who work for and with us, and instructs Jacobs suppliers to:

1. Treat all workers with dignity and respect;
2. Support and respect human rights and avoid any involvement in human rights abuses;
3. Conduct all operations in a socially responsible, harassment-free and nondiscriminatory manner;
4. Comply with applicable laws concerning equal opportunities, child labor, forced labor, human trafficking, working hours, freedom of association, and fair wages; and

5. Ensure that the confidentiality of supplier and employee whistleblowers is maintained and that they are protected against retaliation.

S4. Performance Appraisal

The table below summarizes the type and employee coverage of the individual performance appraisals we use for individual performance-related compensation. The data represents our FY17 coverage; the last time we supported performance appraisals via an online system. Due to the acquisition of CH2M and divestiture of our ECR line of business in recent years, we have conducted employee appraisals offline while we transition to a new online system.

Type of Performance Appraisal	% of all employees
Management by objectives: systematic use of agreed measurable targets by line superior	100%
Multidimensional performance appraisal	100%

S5. Philanthropic Activities

Giving back and engaging with the places where we live and work is a key aspiration under our PlanBeyond Places strategic pillar and our focus area, Thriving Communities. Launched in 2020, Jacobs' approach to global giving and volunteering is the CollectivelySM program. Our partnership with Benevity, the world's number one company for online workplace giving and volunteering, enables us to maximize, track and measure our corporate citizenship and philanthropic activities and report on our real-time global impact for employee matching campaigns and giving opportunities that align with current socio-economic issues, disaster relief efforts, strategic causes, and business priorities. Our employees are empowered to support causes that mean the most to them through giving options to two million vetted charities. Our Collectively Ambassadors support our employees in navigating the platform across all our global offices, remote workforce and project sites.

Committed to giving back, engaging with communities and building enduring partnerships, Jacobs donated more than \$2.7 million in FY19 as part of our global giving program. For example, we are helping to advance Water for People's mission of promoting the development of high-quality drinking water and sanitation services, accessible to all, and sustained by strong communities, businesses and governments. Through 2019's Employee Giving Campaign, more than \$200,000 was raised to support Water for People, with Jacobs contributing an additional \$50,000.

This year, we recognized 19 teams and individuals who went above and beyond in safety, ethics, sales, inclusion, innovation, and solutions delivery. To build on the positive impact our people make every day, each winner chose a non-profit organization to receive a donation in their name, enabling more than \$100,000 to be donated to worthwhile causes around the world.

S6. OHS Governance Oversight
Our company ensures effective management of health risks/issues via the following elements:

- Prioritization and action plans with quantified targets for business unit managers;
- Discussion of health issues/risks' documentation between human resources and managers' business units on a regular basis, and between OHS department and the executive management/board of directors on at least a quarterly basis;
- Evaluation of progress in reducing/preventing health issues/risks against targets;
- Internal inspections, consultations by OHS specialists;

- Independent external verification of health, safety and well-being: OHSAS18001 certification is done regionally by select parts of the business;
- Targets embedded in performance appraisal.

S7. Fatalities

In FY19 we continued to demonstrate safety excellence with another year of zero employee fatalities at work.

S8. Lost-Time Injury Frequency Rate (LTIFR)

S8a. Lost-Time Injury Frequency Rate (LTIFR) - Employees

The following table summarizes our company's lost-time injury frequency rate for employees (per one million hours worked).

LTIFR - Employees	Unit	FY16	FY17	FY18	FY19
	<i>n/million hours worked</i>	0.25	0.15	0.19	0.24
Data coverage	<i>percentage of Operations:</i>	100%	100%	100%	100%

S8b. Lost-Time Injury Frequency Rate (LTIFR) - Contractors

The following table summarizes our company's lost-time injury frequency rate for contractors (per one million hours worked).

LTIFR - Contractors	Unit	FY16	FY17	FY18	FY19
	<i>n/million hours worked</i>	0.23	0.37	0.52	0.57
Data coverage	<i>percentage of Operations:</i>	100%	100%	100%	100%

S9. Occupational Illness Frequency Rate (OIFR)

The following table summarizes our company's occupational illness frequency rate for employees (per one million hours worked).

OIFR - Employees	Unit	FY16	FY17	FY18	FY19
	<i>n/million hours worked</i>	0.03	0.06	0.01	0.07
Data coverage	<i>percentage of Operations:</i>	100%	100%	100%	100%

GOVERNANCE

Jacobs has a strong track record of integrity and corporate governance practices that promote thoughtful leadership by its officers and Board of Directors to facilitate profitable growth, while strategically balancing risk to maximize long-term shareholder value. For a detailed discussion of our corporate governance best practices, see our [2019 Proxy Statement](#).

G1. Board Structure

Our board consists of 10 directors. In addition to our Chair and CEO, the other nine directors are independent. Although the role of our Chair and CEO is joint, an independent lead director has been appointed.

Our definition of independent is detailed under "Guidelines for Determining Director Independence," page 1 of [Jacobs Corporate Governance Guidelines](#). Definition begins as: It is expected the Board members (in that role) will exercise diligently and in good faith their independent judgment in the best interests of the Company and its shareholders as a whole, notwithstanding their other activities or affiliations. No director qualifies as "independent" unless the Board affirmatively determines that the director has no material relationship with the Company (either directly or as a partner, shareholder or officer of an organization that has a relationship with the Company).

G2. Board Diversity

The representation of board members who are ethnically diverse or female is 40%. Three of our 10 directors are female.

Additionally, we have a formal, publicly available board diversity policy that clearly requires diversity factors such as gender, race, ethnicity, country of origin, nationality or cultural background to be considered in the board nomination process. As stated in our Annual Meeting of Shareholders and [Proxy Statement 2019](#) under "Board Composition – Diversity" – "Diversity: The Board believes it should encompass individuals with diverse backgrounds and perspectives. In accordance with this guideline, the Nominating and Corporate Governance Committee considers the diversity of viewpoints, backgrounds, experience and other demographics in evaluating and considering potential director candidates. Diversity is an important consideration in the director nomination process because the Board believes that people of different genders, experiences, ages, races and ethnic backgrounds can contribute different, useful perspectives, while collaborating effectively to further the Company's mission. This policy is included in the Company's Corporate Governance Guidelines."

G3. Code of Conduct

Our company [Code of Conduct](#) is publicly available and addresses elements including but not limited to:

- Corruption and bribery
- Discrimination
- Confidentiality of information
- Conflicts of interest
- Antitrust/anti-competitive practices
- Money-laundering and/or insider trading/dealing
- Environment, health and safety
- Whistleblowing

For FY19 99% of our employees have completed our online Code of Conduct training which includes a written acknowledgement of completion.

G4. Supplier Code of Conduct

Our company has a [Supplier Code of Conduct](#) and it is publicly available. The Code covers topics including:

- Health, safety, and environment
- Quality
- Competition and anti-trust
- Bribery and corruption
- Inclusion and diversity
- Human rights
- Business ethics

G5. Risk Governance

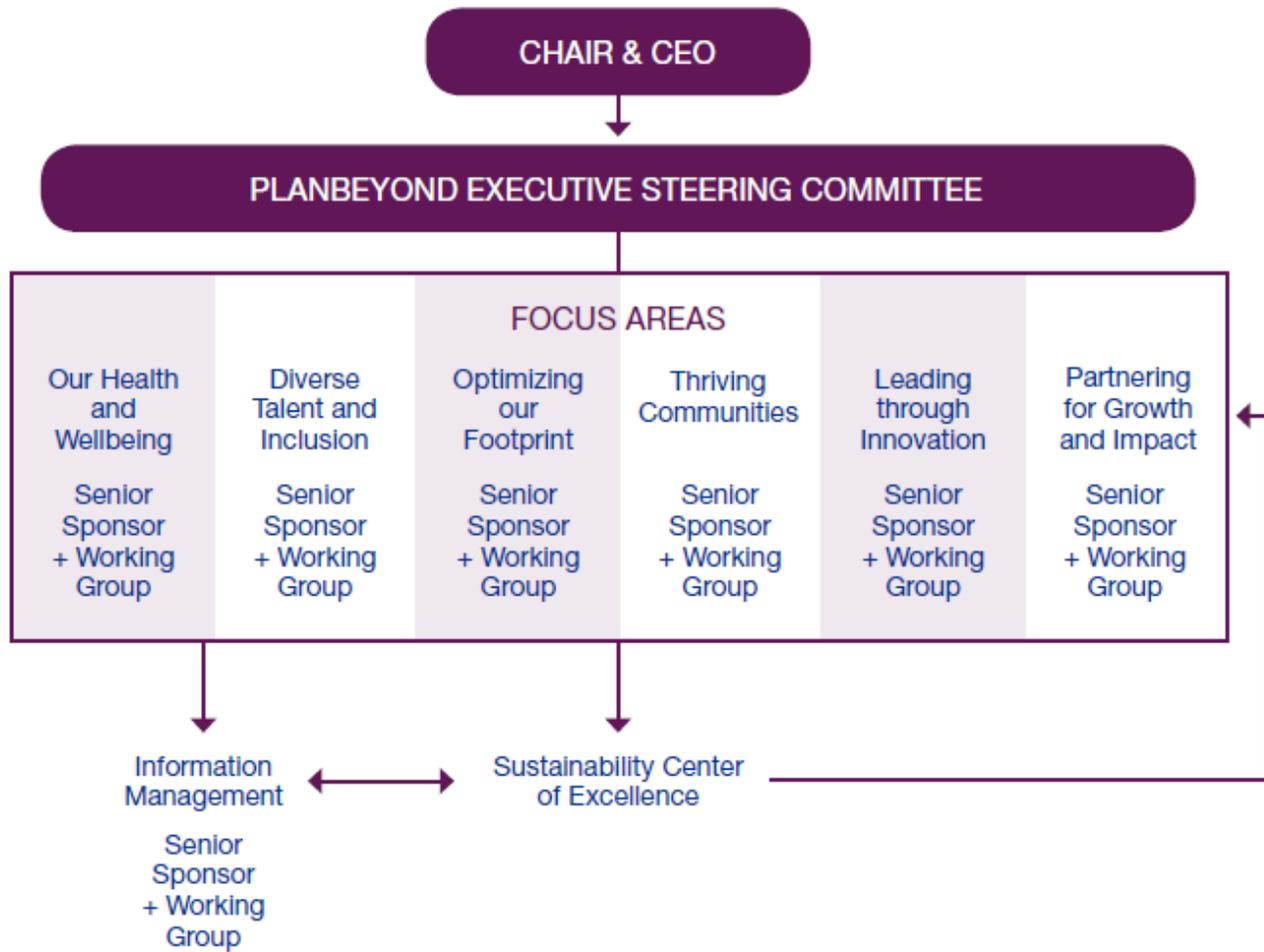
	Name and Position	Reporting line: who the person or committee reports to
Highest ranking person with dedicated risk management responsibility on an operational level (not CEO)	Mark Bello, Senior Vice President, Enterprise Risk Management	Steve Demetriou, Chair and Chief Executive Officer
Highest ranking person with responsibility for monitoring and auditing risk management performance on operational level (not CEO)	Robert Pragada, President and Chief Operating Officer	Steve Demetriou, Chair and Chief Executive Officer

The Board of Directors receives regular briefings and presentations on specific risk areas and, at least annually, reviews the Company's enterprise risk management analysis and mitigation strategies. For all aspects discussed with the Board there are briefing notes providing awareness and training on the issues being raised. For the ER's identified there is training and awareness provided by subject matter experts who present their approach to mitigate, manage or eliminate the risk. Oversight is provided by the Jacobs Business Resilience Steering Group which has developed a charter, guidance and provided a software-based toolkit to support training and a generic organizational approach to ER. In addition, the Board is privy to all Internal Audit findings and, in those discussions, there are also briefing notes prepared to provide appropriate training and awareness of the issues being discussed.

G6. Company-wide Sustainability Strategy

Our company has a group-wide [sustainability strategy](#) that provides guidance to our corporate citizenship/philanthropic activities. PlanBeyond™ is the name given to Jacobs' refreshed approach to sustainability. Following a comprehensive Materiality Assessment over the course of 2018, encompassing detailed stakeholder consultation with employees, clients, and investors, our priority focus areas have emerged in the strategy and are aligned to key goals/targets within the United Nations Sustainable Development Goals (UN SDGs). There is a dedicated Sustainability Center of Excellence leading on implementation of the focus areas and achievement of our 2020 goals, reporting into our Senior Vice President and Global Head of Sustainability. A clear governance structure has been defined for each focus area, with a dedicated Working Group and Executive Sponsor from across the organization, tasked with delivering on our 2020 goals and developing longer term stretch goals. In addition, a dedicated Board member for sustainability has been named. Sustainability is a core part of our corporate strategy and was presented as such as part of our Investor Day in February 2019.

Graphic below shows Jacobs Sustainability Governance Structure:



The three main priorities as outlined in our group-wide corporate citizenship/philanthropy strategy are summarized in the tables below.

Priorities and UN SDG Alignment	Description of alignment between priority and business drivers.	Business Benefit KPI	Social/Environmental Benefit KPI
Priority 1: Optimizing our Footprint (Climate Action)	Our company vision is to provide solutions for a more connected, sustainable world; and one of our core values states that clients are our valued partners. PlanBeyond™ is how we define our approach to sustainability, and Jacobs Sustainability+ is our way of capturing and quantifying the added value we provide to our clients in reducing their carbon footprint and supporting them to make a positive contribution towards the UN SDGs. Jacobs Sustainability+ is a simple database tool that facilitates a conversation with our clients about the most efficient, least resource intensive, most sustainable solution that will offer economic, environmental and social benefits. Jacobs Sustainability+ can track how we are providing more with less, using metrics such as tCO ₂ avoided, reduction in energy and water consumption, reduction in waste generated, social value such as job creation, economic savings and green building certification.	The benefit to our business is measured in carbon emissions related to our travel as part of our 2022 PlanBeyond™ goal, as clearly indicated in our strategy document. Sustainability Strategy 2018-2020	KPI set for measuring our travel reduction commitment is in emissions related to our travel – 20% reduction by 2022.

Priorities and SDG Alignment	Description of alignment between priority and business drivers	Business Benefit KPI	Social/Environmental Benefit KPI
<p>Priority 2: Our Health and Wellbeing</p> <p>(Good Health and Wellbeing)</p>	<p>“We live inclusion” is a core value for Jacobs and as such we recognize that we can only be as strong as our employees, business partners, clients, families and neighbors. We strive to create mentally healthy working environments that:</p> <ul style="list-style-type: none"> •Promote positive mental health •Raise awareness of risks to mental health •Mitigate the risks to mental health through positive behaviors, open discussion, support and advice •Protect against, and mitigates risks, to mental illness •Support all employees, through peers, management and trained Positive Mental Health (PMH) champions. <p>Our commitment to positive mental health is a manifestation of BeyondZero™, our culture of caring. With sensitivity to our global cultures, we develop programs and practices that help keep our people healthy, active and supported. We believe this is good for our people, our communities and our business.</p>	<p>Our goal for 2020 was to train 1,500 PMH Champions and grow the coverage of our network of PMH champions, including a target to train 50% of our Senior Management Team. A dedicated working group was established in line with the governance structure in our Sustainability Strategy 2018-2020 to ensure systematic progress towards achievement of our goals. We have a longer-term target to conduct a baseline analysis of our employee wellbeing.</p> <p>At the end of 2019, we had exceeded our goal with more than 1700 PMH Champions trained in how to guide staff who have mental health concerns or crises to the appropriate level of help; support fellow employees; and encourage positive mental health and wellbeing throughout the workplace. We also trained 90% of our global senior leadership team as PMH Champions, helping efforts to normalize the conversation across Jacobs.</p>	<p>Our goal for 2020 was to train 1,500 PMH Champions and grow the coverage of our network of PMH champions, including a target to train 50% of our Senior Management Team. A dedicated working group was established in line with the governance structure in our Sustainability Strategy 2018-2020 to ensure systematic progress towards achievement of our goals. We have a longer-term target to conduct a baseline analysis of our employee wellbeing.</p> <p>At the end of 2019, we had exceeded our goal with more than 1700 PMH Champions trained in how to guide staff who have mental health concerns or crises to the appropriate level of help; support fellow employees; and encourage positive mental health and wellbeing throughout the workplace. We also trained 90% of our global senior leadership team as PMH Champions, helping efforts to normalize the conversation across Jacobs.</p>

Priorities and SDG Alignment	Description of alignment between priority and business drivers	Business Benefit KPI	Social/Environmental Benefit KPI
<p>Priority 3: Leading Through Innovation</p> <p>(Industry, Innovation and Infrastructure)</p>	<p>PlanBeyond™ helps us to look beyond our company, to how we contribute as a global corporate citizen. Our sustainability activities touch many stakeholders such as our clients, our people and wider communities, supply chain partners and investors. Through PlanBeyond™ we promote knowledge sharing internally and externally and create a project delivery environment where we push beyond what is accepted, to what is possible. To provide solutions that look beyond the immediate quickest solution and take lifecycle impact into consideration, economically, environmentally and socially. At the center of what we currently do is our award-winning Sustainability+ approach to carbon savings. It is unique to Jacobs and provides an excellent opportunity to record our sustainable solutions. The most innovative, replicable and achievable ideas are awarded with a quarterly award sponsored by our CFO Kevin Berryman. Each winner is then entitled to nominate a charity to receive a \$1,000 donation from Jacobs.</p>	<p>Our PlanBeyond™ Sustainability Strategy 2018-2020 aims to integrate sustainability planning into the delivery of the Jacobs Innovation Hubs. Our six Innovation Hubs focus on promoting innovation across thematic areas: Cybersecurity; Internet of Things; Predictive Data Analytics; Applied Geospatial Science; Automated Design; Internal Innovation. All of which represent client priorities in the present and for the future and form part of our Innovation Strategy. We have two 2020 goals written into our PlanBeyond™ strategy that help integrate sustainability and innovation to provide our clients with cutting-edge lifecycle solutions:</p> <ol style="list-style-type: none"> 1. Incorporate UN SDG reporting into Jacobs project reporting tools; 2. Integrate sustainability planning into the delivery of the Jacobs Innovation Hubs. 	<p>Our PlanBeyond™ Sustainability Strategy 2018-2020 aims to integrate sustainability planning into the delivery of the Jacobs Innovation Hubs. Our six Innovation Hubs focus on promoting innovation across thematic areas: Cybersecurity; Internet of Things; Predictive Data Analytics; Applied Geospatial Science; Automated Design; Internal Innovation. All of which represent client priorities in the present and for the future and form part of our Innovation Strategy. We have two 2020 goals written into our PlanBeyond™ strategy that help integrate sustainability and innovation to provide our clients with cutting-edge lifecycle solutions:</p> <ol style="list-style-type: none"> 1. Incorporate UN SDG reporting into Jacobs project reporting tools; 2. Integrate sustainability planning into the delivery of the Jacobs Innovation Hubs.



Challenging today.
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2019 ESG Data Disclosures for Analysts

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