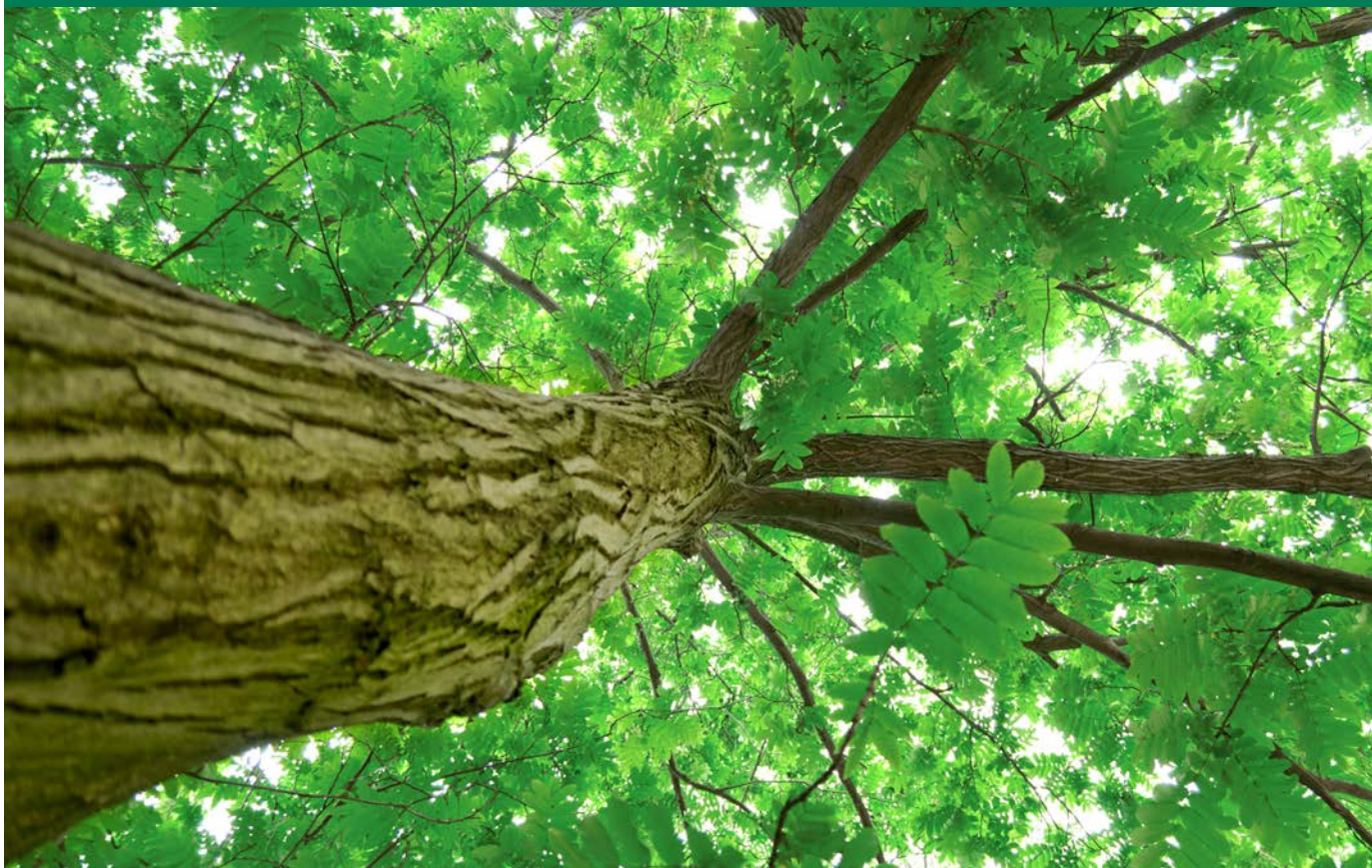


Jacobs

Challenging today.
Reinventing tomorrow.

 **BeyondZero**SM

To 2025 and Beyond



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and **BEYOND**

Chair & CEO statement

Challenging today. Reinventing tomorrow.

At Jacobs, we believe the wellbeing of our people is fundamental to our success. Our passion for safety and our courage to care for one another and our environment inspires mutual respect.

BeyondZero® is our approach to the health, safety and security of our people, the protection of the environment and the resilience of our organization.

We are proud that in our culture, our people go beyond following rules, procedures and processes. Our goal is beyond driving statistics to zero. We believe our Culture of CaringSM makes our people and communities safer and healthier, and this is fundamental to our success.

Having transformed our portfolio, launched our PlanBeyond™ sustainability strategy and, most recently, announced our Climate Action Plan commitments, we are delighted to share our new BeyondZero strategy which sets out our plans over the next five years for creating a positive impact on Jacobs, the environment, and on our people and our partners beyond the workplace.

BeyondZero is the foundation of our company's culture of caring and a core part of our values and who we are at Jacobs.



Steve Demetriou
Chair and Chief Executive Officer





To 2025 and Beyond

Foreword

Every employee at Jacobs, and every other person in a Jacobs workplace, has the right to go home from work healthy, safe and secure. The living environment around us, created or potentially impacted by our activities and work, should also be free from harm.

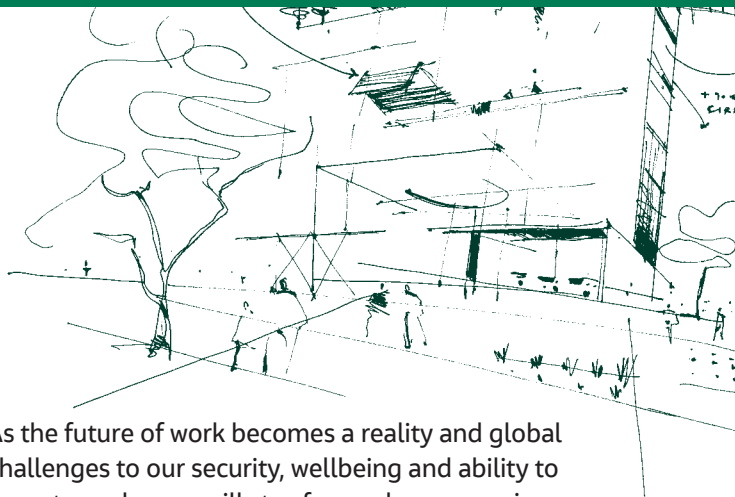
We have made significant progress since we commenced our BeyondZero journey in 2007, but, like anything, our performance can always improve. It is imperative that through our common vision and purpose, we continue to improve together.

In recent times, our environmental responsibilities have also increased as a result of newer activities and the prevailing challenges to the environment and climate change. Impacts on our business globally from geo-political tensions, security, climate change and pandemics increasingly test our resilience.

Our *BeyondZero: To 2025 and Beyond* strategy will drive ambitious, sustained and system-wide improvements in our HSE and security performance, lift the wellbeing of our employees and our partners, increase our business resilience and support the future of work.

We need to tackle all types of harm at work. This includes continuing our focus on acute harm associated with high risk activities, while ensuring we are managing wider health risks, including mental health.

We will also focus on achieving better outcomes for our controlled contractors, especially in industries of greater risk such as construction, work in lesser industrialized nations, or those who are more likely to be engaged in temporary, geographically remote or precarious employment.



As the future of work becomes a reality and global challenges to our security, wellbeing and ability to operate evolve, we will stay focused on managing HSE and security risks effectively and leveraging our culture of caring to deliver the best outcomes for our people, the environment and our company.

Our employees, partners, clients, colleagues, families and team mates all have a role to play in making greater progress. In recent years, we have established the strong foundation with the knowledge, culture, tools and commitment we need to make sure everyone is healthy, safe and secure at work, and our environment is better off. We must maintain this momentum to do things right.

This strategy provides the principles that will drive our action plans and our stakeholder conversations. Through the exchange of ideas, best practice and decisive action, together we will improve our HSE, security and resilience, and deliver better outcomes for our people, our partners and the environment.

Joe Olivarez Jr.
Vice President
Global Security & Resilience & Global Quality

Shane Durdin
Vice President
Health, Safety & Environment Center of Excellence

BeyondZero® strategy

The BeyondZero strategy sets the direction and framework of action for improving health, safety, environment, security and resilience associated with our operations, maturing our culture of caring and living our values.

Our level of work-related harm is relatively low by international and comparative industry standards. However, any incident is unacceptable, and some operations and sectors continue to face challenges in managing their HSE and security risks well. Generally, we face greater geo-political threats to our operations and changes in the nature of the way we work and our workplaces. We must also tackle the increasing concerns impacting our people's wellbeing and their ability to contribute successfully to Jacobs' objectives, while maintaining our focus on high risk activities.

We need to do better. We need to continue to go BeyondZero.

Our vision

Work must be healthy, safe and secure for our people and our planet. We go beyond our workplaces and into our daily lives, creating a safer and healthier future for our families and our communities.

Our strategy

- Continues our approach for BeyondZero and our Culture of Caring.
- Provides a shared vision for all our people across our operations, setting out a clear direction for where we want to get to and how we will get there.
- Identifies the common capability gaps and opportunities, through a set of goals and focus areas that help us prioritize our efforts.
- Supports better coordination, by providing visibility of the different roles we have and a framework to talk to each other about how we're working towards better HSE, security and organizational resilience.
- Improves measurement, through the work to build a better picture of our overall HSE and security performance.
- Supports our values, as we strive to do things right and challenge the accepted.

Our strategic goals

Our strategy sets out two goals aimed at helping everyone play their part to manage HSE, security and organizational resilience risks effectively and proportionately.

Focus on what makes the greatest impact

The first goal is getting everyone to focus on what will make the biggest impact to reduce harm.

To achieve this goal our four focus areas are:

- Work-related health and wellbeing
- Operations with greater needs
- Consideration and inclusiveness of employee needs
- Culture and effective integration.



We do things right.

We always act with integrity — taking responsibility for our work, caring for our people and staying focused on safety and sustainability. We make investments in our clients, people and communities, so we can grow together.

We challenge the accepted.

We know that to create a better future, we must ask the difficult questions. We always stay curious and are not afraid to try new things.

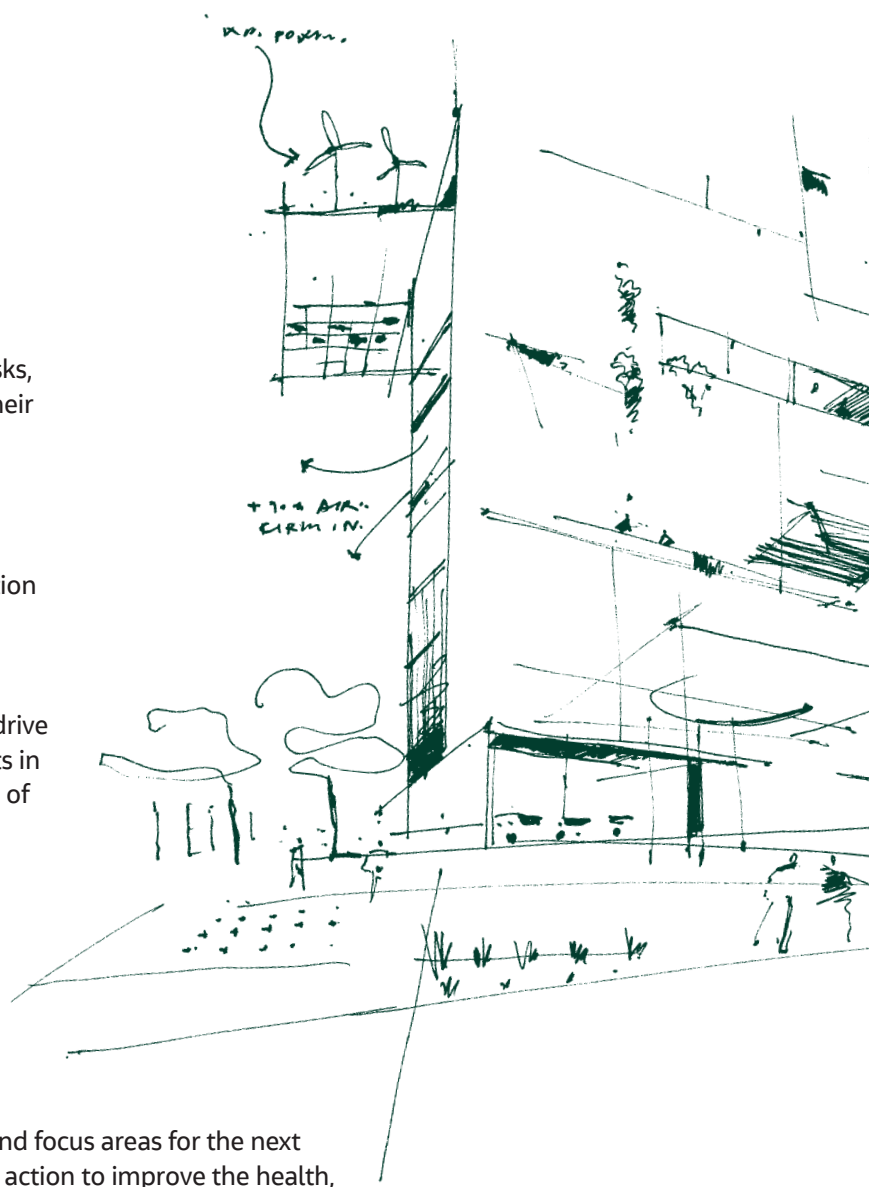
Build our capability to do this well

To improve our ability to do this well and manage risks, we must ensure that every employee understands their role, is able to do it and plays their part.

Our four focus areas to achieve this goal are:

- Leadership
- Worker engagement, representation and participation
- Supervisor and manager capability
- Data and insights.

Tackling these interwoven focus areas together will drive ambitious, sustained and system-wide improvements in our HSE and security performance, lift the wellbeing of our employees and our partners, and increase our business resilience.



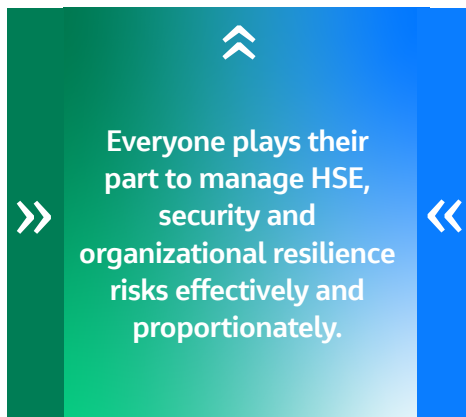
Framework for action

Our BeyondZero strategy sets out our vision, goals and focus areas for the next five years and beyond. It provides our framework for action to improve the health, safety and security of the people we are responsible for, protect the environment associated with our operations and, build our organizational resilience.

Focusing on what will have the greatest impact to reduce harm.

- 1 Employee health and wellbeing at work.
- 2 Operations with greater need: high risk and high potential harm.
- 3 Risks are assessed and mitigated with consideration and inclusive of employee needs.
- 4 Strengthen BeyondZero culture, understand and manage risk through organizational integrations.

Our BeyondZero vision



Building everyone's capability to do this well.

- 1 Engage leaders at all levels to be visibly active in BeyondZero.
- 2 Develop and share better data and insights to improve decision making.
- 3 Boost the BeyondZero ability of supervisors and managers.
- 4 Empower employees to be represented, engaged and to participate.

How the strategy contributes to BeyondZero

We do things right.

The BeyondZero strategy sets out the clear vision and direction, and the key capabilities, policies and leadership required to enable our operations and people to manage risks, safeguard our people, protect the environment and build business resiliency.



To clearly understand our responsibilities, we need...

- Clear vision and direction
- Effective and capable BeyondZero leaders
- Good HSE and security policies and processes

To be resilient and manage risks effectively and proportionately, our operations need...

- Best practice insights about what works
- To be engaged with associated regulatory and industry bodies
- Workers involved - using their knowledge, expertise and input
- Understanding of HSE and security risks
- Optimized tools and HSE and security services
- HSE and security through the entire supply chain

To be safe, healthy and secure at work, and to protect the environment, our people need...

- Clear and effective practices and systems of work
- Suitable physical and mental environment
- Action and support when harm occurs
- Rights and responsibilities that are truly understood and respected
- Appropriate training and capability to do the job
- Effective communication and the ability to influence
- Positive workplace culture

Our role in achieving our BeyondZero vision

The strategy is ours to embrace. Working together on the goals and focus areas – at an operations level, at a line of business level, at a functional level, and across the whole of Jacobs.



For example, active leadership means:

- Our operations leaders at all levels ensure their decisions support better HSE and security outcomes, including in contracting and supply chain management.
- Our executive leaders' performance outcomes tie to visible BeyondZero leadership such as delivering our Introduction to BeyondZero training.
- Our people engage and participate in improving HSE, security and organizational resilience through their work.
- Line of business leaders support their operations to improve HSE, security and organizational resilience across their line of business by sharing what works.
- Jacobs Employee Networks work with their network members, operations, HSE and security to find what works for their network and how they can further champion BeyondZero.
- Operational HSE and security lead by example, providing practical guidance and support, and ensuring processes and procedures are fit for purpose and proportional.

We do things right.

Key roles and responsibilities of different groups and how they fit together:

- **Our people**
Participate in and influence our HSE and security systems, processes and practices.
- **Our operations**
Manage HSE and security risks. Engage with our people. Enable HSE and security management in the supply chain.
- **Our lines of business leaders**
Support operations and operations leaders to manage risks well, engage our people and innovate.
- **Operational HSE and security support**
Develop capability to know and manage risks for LOBs, operations and our people.
- **Jacobs employee networks**
Use network and relationships to influence better HSE and security outcomes for all.
- **Centers of excellence**
Establish an integrated global Business Management System.
Provide core tools to enable, monitor and support HSE and security performance and knowledge.

Measuring our progress

Using the strategy, we can build a better picture of Jacobs' resilience and overall health, safety, environment and security performance, and how they enhance our project execution.

By **2025**
see significantly reduced
work-related harm.

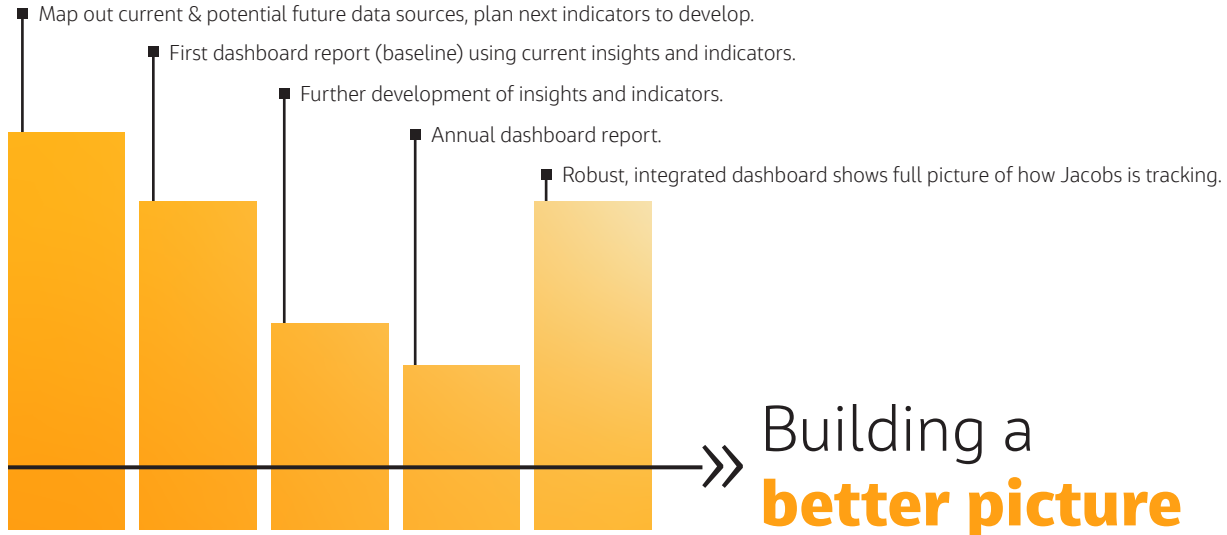
Measuring our progress is key. By 2025, we want to see significantly reduced work-related harm across Jacobs for operations with greater need, improved employee health and wellbeing, and increased organizational resilience. And this requires us to continue to improve our ability to measure what matters.

While we have been tracking incident rates for some time, technology, data collection and use metrics offer scope to develop a more comprehensive overview of HSE, security and organizational performance.

Over the next year, working with key stakeholders across the business, we will build a dashboard with an integrated set of indicators and insights to track and understand how we are making progress and where we need to focus our efforts.



Developing the dashboard



Insights, case studies and qualitative research from industry groups, regulators and others will be supported by three main types of indicators:

- **Overall indicator:** A measure capturing the overall outcomes of work-related harm across Jacobs will provide a picture of how well we are tracking towards our vision.
- **Key work-related HSE, security and organizational resilience indicators:** These indicators will track rates of key types of work-related harm and risks. These indicators will be broken down by line of business and other groups under strict protocols, so that outcomes for each of the focus areas under the strategy's first goal can be tracked (health and well-being, operations with greater needs, risk and employee inclusion, culture and integration risks).

- **Capability indicators:** These indicators will measure the "success factors" – the things that need to go well in order to reduce the rates of harm. This will include indicators to track progress for each of the focus areas under the Strategy's second goal: leadership; worker engagement, representation and participation; supervisor and manager capability; and data and insights.

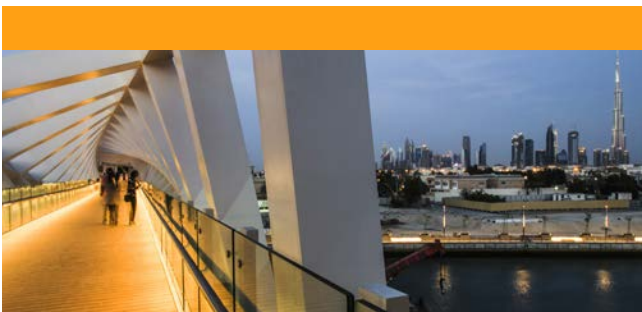
Key stakeholders for data include:

Operational Centers of Excellence, Human Resources, Finance, and Operational HSE and Security Support.

Key types of data:

- Administrative
- Monitoring
- Research

All data collection and use is subject to Jacobs privacy and protection related policies.



Turning the strategy into action

Together we can deliver Jacobs' BeyondZero ambitions for our company, people and the environment.



Operations / lines of business, corporate functions, partners, networks, and external organizations all have a role in bettering HSE and security performance, and organizational resilience.

The BeyondZero strategy shows our key focus areas to drive progress, at every level and in every part of our company. Each stakeholder can start thinking about the goals and priorities in the BeyondZero strategy:

- Are there any gaps or improvement areas in how well the project or site is managing its risks?
- What could be done that would make the biggest difference to reduce harm? Are there any gaps in people's capability to do that? Do they have enough data to know?
- Are others in similar operations facing the same challenges? Which operations are doing this well? Where can we get support to do better?
- How can we better partner with our Jacobs Employee Networks to ensure employees needs for their health, safety and security are met and we further our BeyondZero goals? Is our approach to HSE and security inclusive?
- Who can we work with to help identify the issues and use our collective roles, skills and experience to develop initiatives to address the gaps?

Action plans provide clarity and direction, visibility of good work, helping people to make connections, share best practice and avoid duplication.

Lines of business (LOB) or operations' plans for improving HSE, security and organizational resilience (which may already be in line with our Business Management System requirements) can be aligned with the strategy priority areas, identifying gaps to be addressed. LOB and business units (BU) are encouraged to develop an action plan that includes sharing their HSE, security and resilience practices and working with other operations within their LOB/BU or across LOB/BU.

Some operations may wish to pull this thinking together and reflect it in a short, simple action plan. For example, projects or offices might develop a plan together with others (e.g. networks, partners or operations HSE support) that sets out one or two key actions and initiatives which support each of the BeyondZero strategy's focus areas.

Jacobs Employee Networks may want to develop a shared approach to actions or initiatives for a specific focal point important to the networks.

A Jacobs HSE and Security Program document will be created detailing processes and programs to help support the BeyondZero strategy.

Governance

Our passion and commitment to take action and improve comes from our leadership and our 55,000 employees who make up our culture of caring. The BeyondZero Executive Steering Committee has been established with diverse representation across the business. With oversight responsibilities, the Executive Steering Committee will track strategy implementation, and gather and share information on key activities, measures and outcomes across the system, and progress towards our goals.

Regular reports will track progress, using the data and insights from different groups, and recommend to the SVP Operational Centers of Excellence where we need to refocus our collective efforts. Including any gaps or alignment issues, lack of progress, or where more information or data can help identify problems or solutions. Regular updates on progress are reported to the Board by Jacobs Chair and CEO via the BeyondZero Executive Steering Committee.

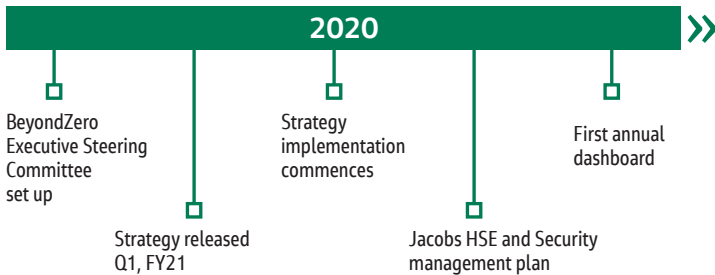
“We believe our enduring commitment to BeyondZero will make our people and communities safer and healthier, and this is fundamental to our success.”

Steve Demetriou
Chair and Chief Executive Officer

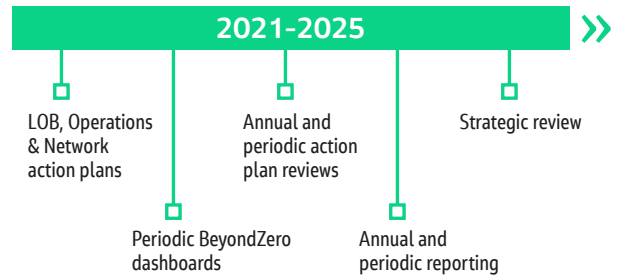


What's next?

First phase



Ongoing





To 2025 and Beyond



Jacobs

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