

Stakeholder outreach and materiality assessment

In 2021 we updated our materiality assessment by engaging with internal and external stakeholders about the sustainability risks and opportunities they consider most significant and relevant to our organization. The results of this assessment were foundational to the development of [PlanBeyond 2.0](#), our refreshed global sustainability strategy.

Internal stakeholders

We invited our employees to actively share their perspectives on key sustainability topics and received 12,000 responses, representing 24% of our total employee base. This was a marked increase, up from 15% from our first global employee sustainability survey two years prior.

- **90%** (up from 87%) – Understand that a ‘sustainable business’ is one that integrates environmental, social and economic considerations into all aspects of the business.
- **31%** (up from 16%) – Feel sustainability is fully integrated throughout our business.
- **73%** (new question) – Feel able to talk about sustainability to their peers and clients.

We also interviewed Jacobs’ Board Directors to understand their level of ambition in regard to sustainability, priority risks and areas of opportunity.

External stakeholders

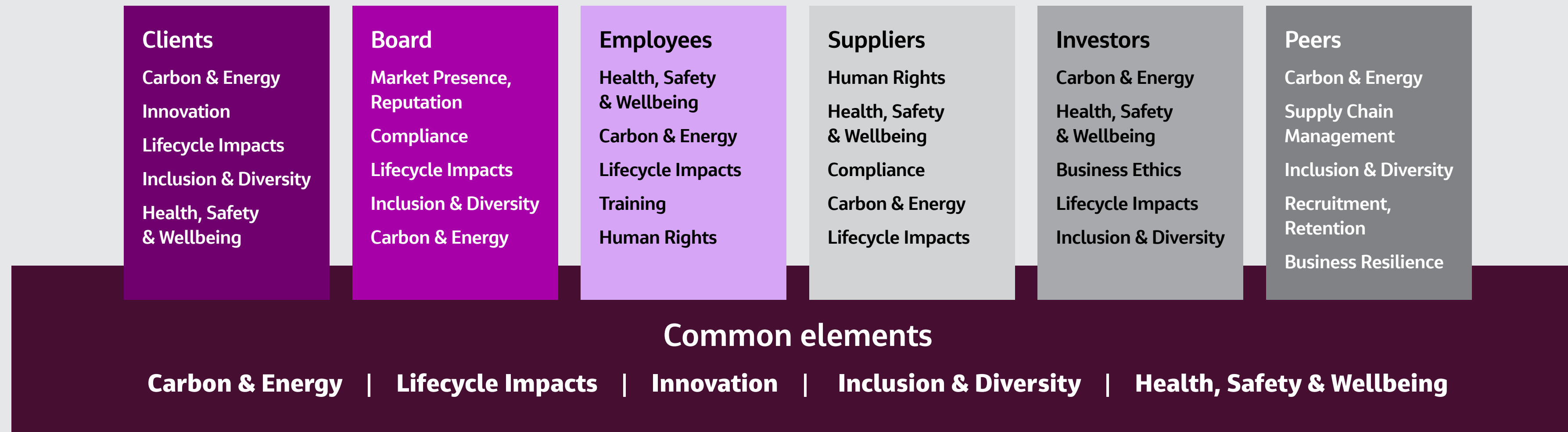
To understand the environment in which our business operates, we also conducted secondary research and engaged key external stakeholders to understand their sustainability priorities and where they consider Jacobs is best positioned to leverage our talent and innovations to generate positive impact. This outreach included interviews and dialogue with a diverse range of clients, suppliers, peers, investors and community partners across geographies and sectors.

Results

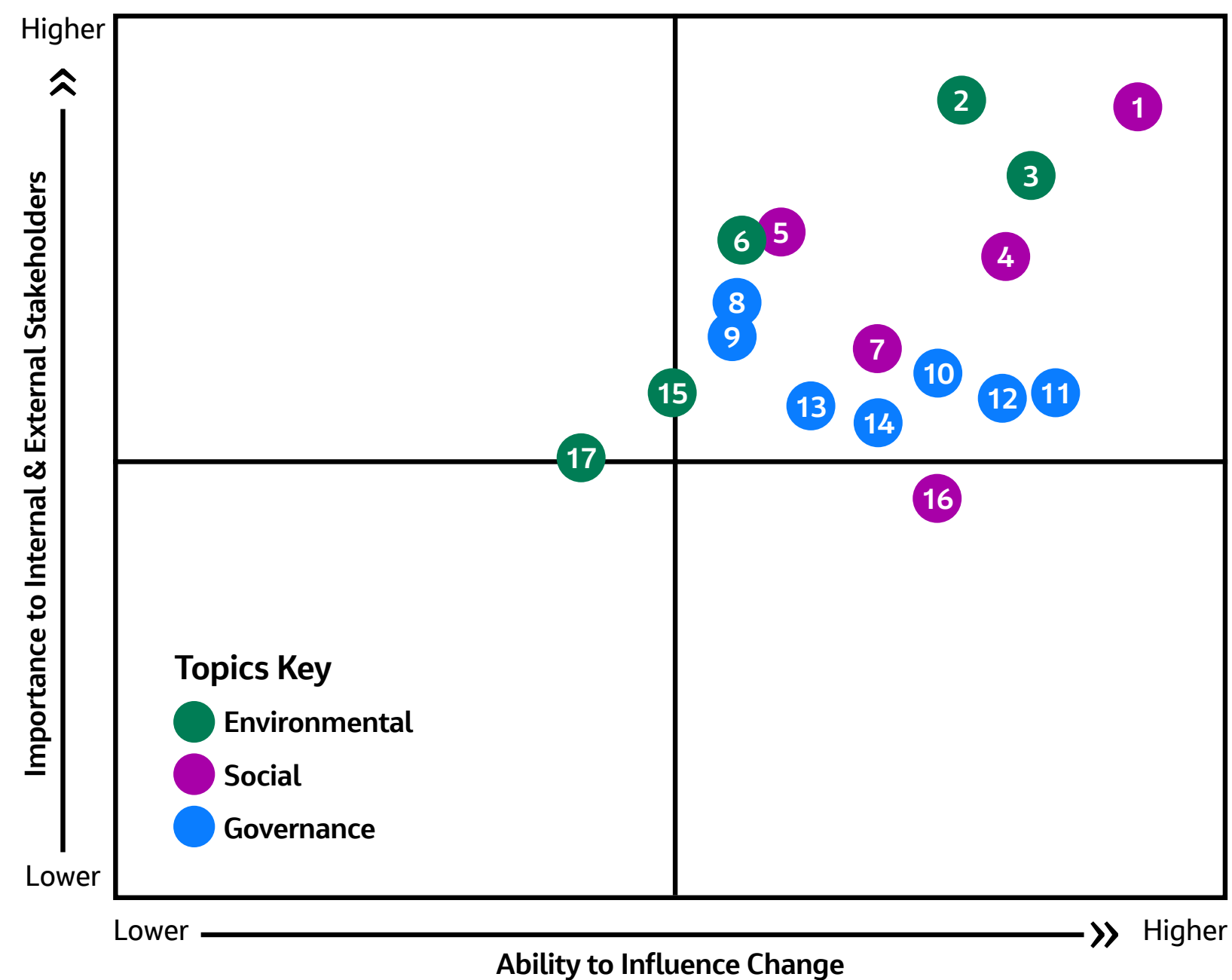
The Sustainability Priorities Matrix on the following page displays the results of our materiality assessment, combining the findings of our stakeholder outreach with business analysis, internal and third-party expertise, and additional research. These are the priority themes that have guided our PlanBeyond 2.0 strategy formulation and that will influence decision making in the future.



Materiality assessment - priority issues by stakeholder group



Sustainability priorities matrix



1. Health, Safety & Wellbeing
2. Lifecycle Impacts of Projects
3. Carbon Emissions & Energy
4. Inclusion & Diversity
5. Human Rights & Worker Welfare
6. Water Stewardship
7. Recruitment, Training & Retention
8. Data Security
9. Market Presence & Reputation
10. Regulatory Compliance
11. Business Ethics & Anti-Corruption
12. Innovation & Digital Transformation
13. Business Continuity & Resiliency
14. Supply Chain Sustainability
15. Biodiversity
16. Community Engagement & Giving
17. Effluents & Waste

The list of priority issues contained within this materiality assessment is not exhaustive of all of Jacobs' risks and opportunities.