



Challenging today.
Reinventing tomorrow.

Action Plan for **Advancing Justice and Equality**



We're committed to driving and achieving real change — creating a tomorrow we can all be proud of, standing together as one.

Jacobs' Action Plan for Advancing Justice and Equality is about achieving true equality for all of our employees current and future, with a focus on empowering our Black employees to advance and achieve at Jacobs.

It's about doing our part as a global leader to educate and change the culture in our communities — reaching bright-eyed future talent early to highlight and celebrate futures ripe with potential.

And, it's an opportunity for our global community to get this right... once and for all.



Our global **Action Plan for Advancing Justice and Equality** builds on Jacobs' existing global inclusion and diversity strategy, TogetherBeyond, and sets actionable initiatives and measurable objectives to address embedded and systemic racial inequities through these critical commitments:

1. Amplify culture of belonging.

- Expand beyond our Conscious Inclusion program, training the full 55,000-person global workforce in Bystander Intervention by the end of FY21.
- Engage 3,000 Jacobs leaders over the next 12 months to increase their focus on justice and equality through meaningful discussion and dialogue with leading speakers and scholars on anti-racism, justice and equality.
- Require I&D as a priority in senior leaders' annual performance plan tied to compensation for accountability.
- Add Martin Luther King, Jr., Day as a U.S. holiday; actively encourage employees to engage in volunteer opportunities around racial equality and justice; and drive adoption of MLK Jr. Day in the industry.
- Appoint TogetherBeyond leader to drive global I&D strategy and programs.

2. Recruit, retain and advance Black employees based on merit.

- Increase representation of Black employees at all levels over the next three years to proportionally reflect the overall external population, and provide continuous professional development and advancement.
- Partner with external organizations to provide leadership development programs to accelerate advancement for Black employees to mid- and senior-level leadership.
- Require senior leaders to sponsor and mentor two diverse employees (one of whom must be Black), ensuring global reach of mentoring opportunities and accountability for success.
- Further strengthen diversity of the Board of Directors, including Black representation.

3. Contribute to structural change in the broader society.

- Donate \$10M over the next five years in support of Black educational and professional development and scholarship opportunities.
- Promote programs and volunteer opportunities for organizations committed to justice and equality through Jacobs' CollectivelySM giving and volunteering program. An example includes applying our expertise in water in at-risk urban and rural communities.
- Materially increase women- and minority-owned supplier and vendor spending over the next five years; expand Jacobs' Mentor-Protégé program with local subcontractors, suppliers, and professional services firms to encourage more women and minority firm engagement and growth.

Our Action Plan for Advancing Justice and Equality is a bold step in challenging today and reinventing tomorrow to become a company like no other — creating a culture of belonging where we all thrive and embrace all perspectives.

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The Jacobs logo, consisting of the word 'Jacobs' in a bold, black, sans-serif font.