

2021 Integrated Annual Report

Boldly moving forward



Jacobs

Challenging today.
Reinventing tomorrow.

Jacobs

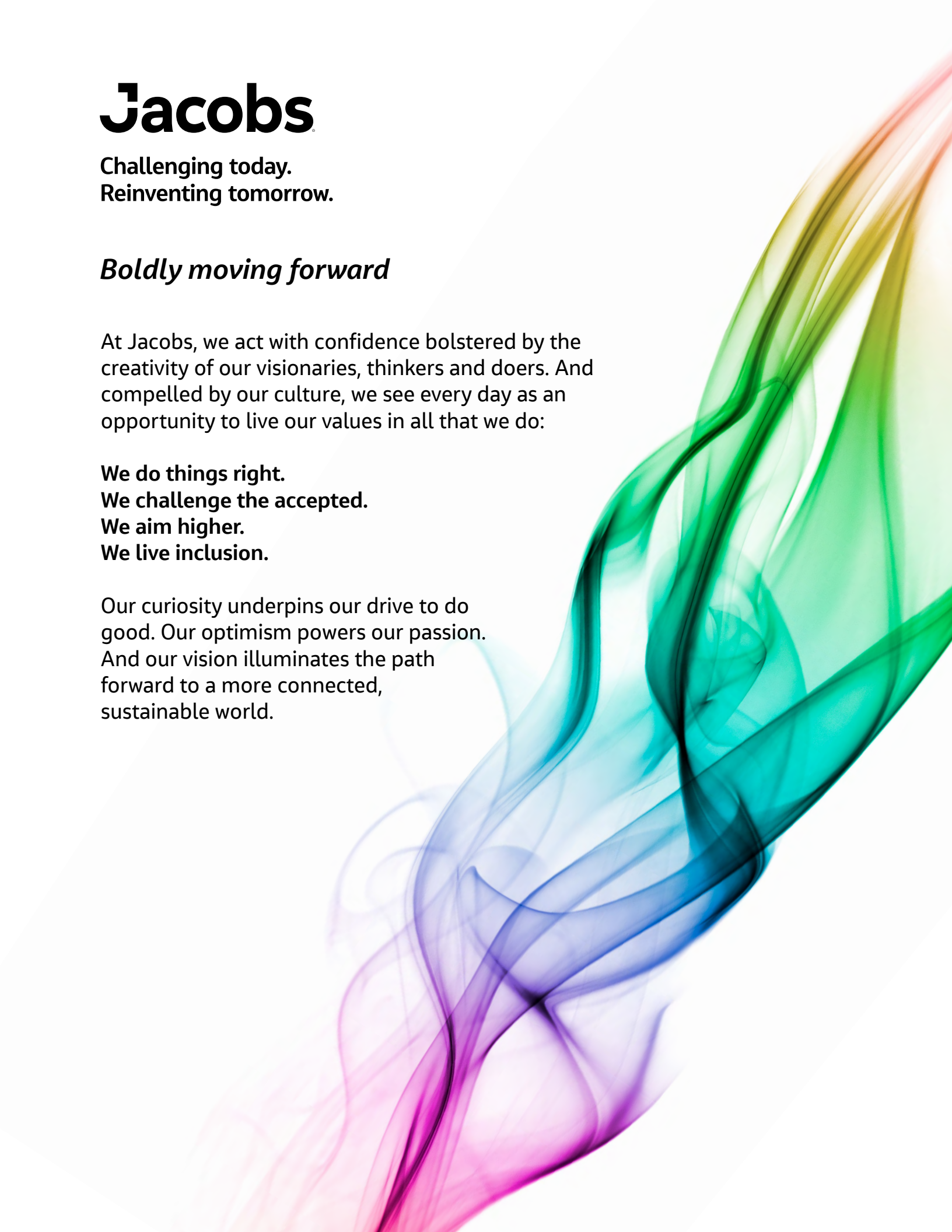
Challenging today.
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At Jacobs, we act with confidence bolstered by the creativity of our visionaries, thinkers and doers. And compelled by our culture, we see every day as an opportunity to live our values in all that we do:

We do things right.
We challenge the accepted.
We aim higher.
We live inclusion.

Our curiosity underpins our drive to do good. Our optimism powers our passion. And our vision illuminates the path forward to a more connected, sustainable world.



Financial highlights

GAAP Numbers as reported

Dollars in thousands, except per-share information

	2021 <i>September 27</i>	2020 <i>September 27</i>	2019 <i>September 27</i>
Revenues	\$ 14,092,632	\$ 13,566,975	\$ 12,737,868
Operating profit	\$688,089	\$535,973	\$404,851
Net earnings attributable to Jacobs from continuing operations	\$467,022	\$353,861	\$290,960
Per share information:			
Basic EPS from continuing operations	\$ 3.15	\$ 2.69	\$ 2.11
Diluted EPS from continuing operations	\$3.12	\$2.67	\$2.09
Stockholders' equity	\$45.25	\$43.82	\$41.05
Closing year-end stock price	\$134.66	\$94.24	\$90.69
Total assets	\$ 14,632,609	\$ 12,354,353	\$ 11,462,711
Total Jacobs stockholders' equity	5,940,041	5,815,712	5,714,691
Stockholders of record	2,954	3,182	3,437
Total backlog	26,631,000	23,818,000	22,569,000
Talent force	55,000	55,000	52,000

Adjusted Net Earnings from continuing operations¹

21	\$826 million
20	\$727 million

Adjusted Earnings Per Share from continuing operations¹

21	\$6.29
20	\$5.48

Adjusted Operating Profit¹

21	\$1,188 million
20	\$970 million

Adjusted Operating Profit Margin¹

21	10.2%
20	8.9%

GAAP Net Earnings from continuing operations *in thousands*

21	\$467,022
20	\$353,861

GAAP Earnings Per Share from continuing operations

21	\$3.12
20	\$2.67

GAAP Operating Profit *in thousands*

21	\$688,089
20	\$535,973

GAAP Operating Profit Margin

21	4.88%
20	3.9%

¹ Financials reflect adjusted figures. Refer to GAAP reconciliation tables included in fiscal 2021 earnings release, available on jacobs.com.

Boldly moving forward



Fellow shareholders,
Rising to the extraordinary challenges of this year, Jacobs' response has both impressed and inspired me.

We accelerated value creation, shifting toward higher-growth end markets and positioning for tomorrow. We leveraged technology to deliver more — for our clients and for ourselves — and embraced innovation as part of who we are. Our commitment to sustainability influenced all that we did, in our operations and for our clients and community.

We invested in our people, prioritizing initiatives to help them develop their capabilities and careers, improve wellbeing, and increase flexibility and creativity. And we continued to enhance our culture, taking care to make sure it aligns with our aspirations and our values: We do things right. We challenge the accepted. We aim higher. We live inclusion.

Our Jacobs culture is a competitive advantage that will help us be agile, flexible, innovative, open, collaborative, global and transparent — today and into tomorrow. While it will always be a work in progress, I am very proud of how far we have come.

Targeted growth and accelerated value creation

Early in FY21, we acquired The Buffalo Group and continued our portfolio transformation with our 65% majority stake in [PA Consulting](#), a key driver in changing our Global Industry Classifications Standard (GICS®) code to [Research & Consulting Services](#) earlier this year. And we recently acquired [BlackLynx](#), enhancing our critical competencies in cyber, cloud computing and intelligence. These investments further strengthened our high value solutions strategy.

This year, we also launched Focus 2023, an initiative to simplify and digitize how we work and serve our clients. Building on our momentum and success over the past three years, we will introduce our next 3-year strategy in early 2022, to boldly accelerate our growth.

Driving positive impact for our environment

The climate emergency is one of the greatest challenges and opportunities of our generation and Jacobs is leading in this global charge. Our capabilities in resilient infrastructure, clean water, green energy and creating social value provide opportunity to play a pivotal role in benefitting people and the planet.

With [PlanBeyond 2.0](#), we set out even more ambitious goals, including a target for 100% of our solutions to contribute to progress against the United Nations Sustainable Development Goals by 2025. We amplified our voices this year engaging at global events such as COP26, the World Climate Forum, the World Economic Forum and Expo 2020 Dubai — an event where we were partners in managing program delivery. Our newly launched [Office of Global Climate Response and Environment, Social & Governance \(ESG\)](#) will serve as a focal point for our go-to-market solutions in energy transition, decarbonization, adaptation and mitigation, and natural resource stewardship — and fuel our ESG actions as companies around the globe rise to the climate challenge and address urgent social issues.

Focused on educating and inspiring future science, technology, engineering, arts and mathematics (STEAM) innovators, we debuted the [Butterfly Effect](#), a new Climate Response Education Program aimed at guiding young students to make smart, positive impacts on climate change and giving them the tools and understanding to consider sustainability in every decision they make.

Investing in our people

Our continued success depends on maintaining and growing our base of talented colleagues — and creating programs that are meaningful to them. Along those lines, we took several steps to broaden how we care for our employees.

We are introducing a new global wellbeing strategy for Jacobs employees and their families, and launched the free mental health tool [One Million Lives](#) to enhance users' understanding of

- Ranked [N° 1 on ENR's Top 500 Design Firms List](#) for Fourth Consecutive Year
- Ranked as the [Top Global Environmental Consulting Firm](#) and [N° 2 overall in Engineering News-Record's annual survey](#) of the Top 200 Environmental Firms
- Named [2021 Best Places to Work for People with Disabilities](#) by the Disability Equality Index for the second consecutive year
- Received a score of 100% on the [Best Places to Work for LGBTQ Equality](#) by Human Rights Campaign Foundation's Corporate Equality Index for three years running
- Named on [Forbes' 2021 list of America's Best Employers for Veterans](#)
- Received the [HIRE Vets Gold Medallion](#) for Veteran Recruiting
- Ranked [N° 53 in Newsweek's Top 100 "America's Most Loved Workplaces 2021"](#)

their current mental health and provide proactive strategies for good mental health development.

We also now offer [Maven](#), a resource that helps employees navigate different pathways to parenthood — like adoption, infertility and pregnancy — and provides support with postpartum and pediatrics. And we actively support our new parents in returning to work with continued programming and resources.

Developing careers is a high priority. Across the board, we ensure our employees can engage with others, excel in their role and elevate their career at Jacobs through expanded career resources and learning opportunities on our e3 platform — which also allows colleagues to recognize each other for collaboration and performance through online feedback engagements.

In addition, more than 200 of our Jacobs leaders received guidance and programming in partnership with Duke Corporate Education to strengthen inspirational leadership and development of inclusive, innovative teams to enhance strategy engagement and execution across our global organization.

And to encourage, support and retain our newest employees, a cohort of nearly 800 graduates from across the company participated in our successful Graduate Development Program. During the first two years of their Jacobs career, these graduates receive on-the-job learning, coaching and mentoring, as well as formal training.

Culture driving change

Embracing feedback from our Culture Survey in FY20, we rethought and redefined how our technologies, tools, work processes and physical space *work together* to create an environment with improved efficiencies and enhanced collaboration and creativity for our employees.

As we reopen offices, our hybrid work model allows people the flexibility to work from home, the office, or a mix of both — reducing our real estate footprint as part of our carbon neutrality commitment — and, we believe, unleashing the full capability of our teams. We proactively

adopted a vaccination policy for U.S. employees choosing to return to offices or participating in business-essential travel, a move that also aligns with government recommendations.

Since launching our TogetherBeyondSM global [Action Plan for Advancing Justice and Equality](#) last year, we have invested over \$500,000 in contributions benefitting the Black community through targeted STEAM programs, have spent more than \$1.3 billion in FY21 with diverse suppliers, and have strengthened our commitment to developing and hiring the best diverse talent through partnerships with the National Society of Black Engineers, the Society of Hispanic Professional Engineers and Building Equality, the U.K. construction industry's leading LGBTQ+ alliance. Many of our executive leadership team — which is now 55% female — have become executive sponsors for Historically Black Colleges and Universities around the U.S., and our Board of nine continuing independent directors now includes three women and four people of color.

As we think about the future of talent, our aspirational goal is to create a 40-40-20 gender-balanced workforce globally over the next five years: 40% women, 40% men, and 20% open to any gender. Currently at approximately 30% women, Jacobs' senior leaders are committed and accountable to quickly achieve the next 10% and beyond — and I look forward to partnering across our company to drive this positive change.

Focused leadership and transformation

Our transformational journey would not have been possible without our accomplished and highly engaged Board of Directors. I want to honor two members who are retiring from our Board:

Linda Fayne Levinson, our longest-serving director since 1996, was our first Lead Independent Director and has provided instrumental strategic guidance to me during our most significant transformational activities. In his 20 years of service, Bob Davidson has also provided strong leadership and guidance, particularly in the areas of corporate governance and Inclusion & Diversity. And we welcome our newest member of the Board, Priya Abani, who

brings a strong executive background in the areas of technology and innovation, further enhancing the breadth of skills, experiences and backgrounds represented on our Board.

Over the past five years, our significant value creation and the growth and transformation of our company has been remarkable for our business and our culture, resulting in confidently meeting our financial targets since 2016 — increasing our total shareholder return during this same period by 292% — significantly outperforming the S&P 500.

And we aren't stopping!


Boldly moving forward to solve some of the world's biggest challenges

Current mega-trends present Jacobs with a unique opportunity across high-growth end markets, combined with key cross-cutting capabilities, that will drive our vision and growth around climate response, secure data-driven solutions, and consulting and advisory services.

With the now passed Infrastructure Investment and Jobs Act in the U.S. — the largest long-term investment in America in nearly a century — and other stimulus around the world, we have a truly generational opportunity to modernize and strengthen social infrastructure in our countries and communities, which will further accelerate growth in the markets and geographies we serve.

Through this new lens — one crafted from the incredible pace of change in the world, the opportunities presented in our markets, and the passion from within each of us — we are excited to unveil our new Jacobs Strategy to investors in March 2022. A strategy that is forward-facing and reflective of our vision and tenacity to continue to set the pace and mark of a company like no other.

Jacobs has an opportunity to think and act boldly while staying true to our mission, purpose and values. The time for #OurJacobs is now.



Steve Demetriou
Chair and Chief Executive Officer

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.

Tackling the climate challenge

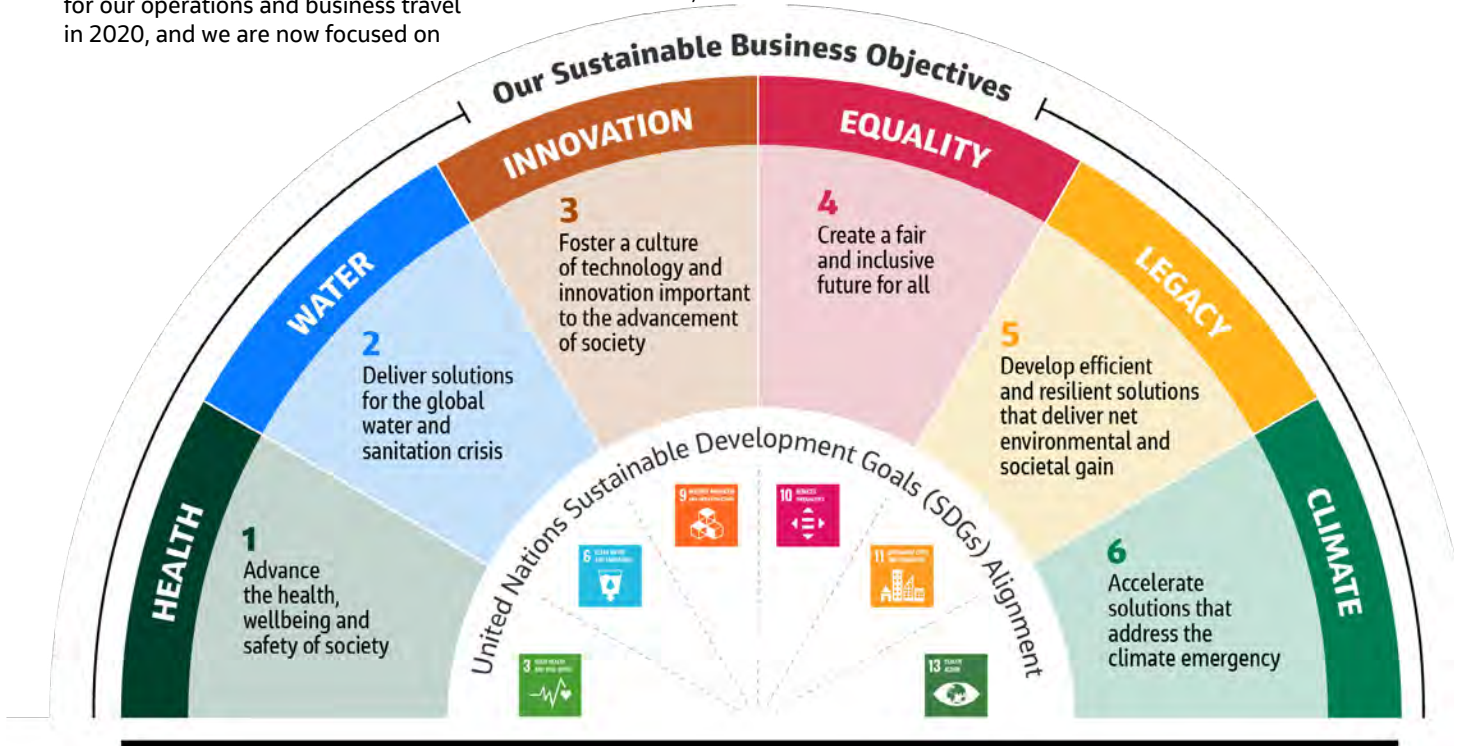
Climate change is perhaps the greatest challenge and opportunity of our generation. How we collectively respond to the global climate crisis will be foundational to building a healthier, safer, more equitable and sustainable future for all people and our planet.

Detailed in our [Carbon Neutrality Commitment](#), we became carbon neutral for our operations and business travel in 2020, and we are now focused on

fulfilling our [science-based carbon-reduction targets](#) for our direct and indirect emissions. In FY21, we launched [Jacobs PlanBeyondSM 2.0](#) — our enhanced sustainable business approach that propels the integration of sustainability throughout our operations and client solutions in alignment with the [UN SDGs](#).

Reporting our third-party verified FY20 CO2 emissions, we saw a 33% reduction

in total, calculated carbon emissions (Scope 1, Scope 2 location-based and a portion of Scope 3) to 124,163 tCO2e, as well as a 50% reduction in our travel-related carbon emissions — both from an updated FY19 baseline. Our FY20 net carbon emissions were zero for Scope 1, Scope 2 and Scope 3 business travel, after the application of renewable energy certificates and high-quality carbon offsets. Third party verified data for FY21 will be issued in FY22.



Our [ESG Disclosures Report](#) shares our Environmental, Social and Governance (ESG) performance, reported in alignment with the Sustainability Accounting Standards Board framework, in addition to other ESG information material to our business and of interest to key stakeholders. In FY21, we earned a place on the prestigious [Dow Jones Sustainability™ North America Index](#), which represents the top 20% of the largest 600 North American companies in the S&P Global Broad Market Index. We also achieved industry-leading ISS Prime Status for our ESG Corporate Rating.

Supporting the global drive to net zero and action on climate change, Jacobs became a [Global Strategic Partner](#) for the World Climate Forum, spearheaded by the [World Climate Foundation](#) (WCF). We shared insight at WCF summits in Europe, North America and Asia, and at the 26th UN Climate Change Conference of the Parties (COP26), as well as supporting the United Nations' [Race to Zero](#) campaign and the [Business Ambition for 1.5°C](#) commitment.

To proactively implement resiliency strategies for future climate change scenarios, we developed [Climate Risk Manager](#) to inform our inaugural climate risk and opportunities assessment — published in our [Climate Risk Assessment FY21](#) (aligned with the Task Force on Climate-Related Financial Disclosures framework) — and to help our clients understand theirs. Read more about how we are helping to build a healthier, safer, [more sustainable and resilient future for all](#).

Supporting the best and brightest minds

Our people took the time to share honest, unfiltered feedback in our confidential culture survey. The results

Challenging today: FY21 further achievements

Welcomed **1,900+** graduates, interns, co-ops and apprentices to our global team in FY21; making a total of ~3,500 early career talent currently working with us.

All vice presidents acknowledged and made a **commitment to become BeyondZero Ambassadors** and establish priorities to deliver the greatest impact through our [BeyondZero strategy](#).

Accelerated talent development in creating sustainable solutions through our participation in the [UN Global Compact Young SDG Innovators](#) program.

Enhanced our Operational Security Strategic Risk Analysis reporting system to provide clear consistent evaluation of risk for informed decision-making processes, protecting our people and business.

Completed over **14,000** [One Million Lives](#) check-ins between December 2020 launch and our fiscal year end 2021.

Trained more than 2,500 Positive Mental Health Champions — one in every 21 employees, and a 35% increase over FY20 — to support the mental wellbeing of our employees.

Launched **Suicide Awareness Training** through our e3 Learning.

Received [Royal Society for the Prevention of Accidents \(RoSPA\) Patron's Award](#) for health and safety achievement, recognizing our 27th consecutive RoSPA Gold Health and Safety Award.

Published [No Harassment, Discrimination, Bullying, and Violence Policy](#).

Expanded our Executive Leadership Program, developed by Jacobs in partnership with Duke Corporate Education, with 226 of our next level leaders participating in our Amplif(i)3 Program.

Recognized by the [Chartered Quality Institute International Quality Awards](#) as its 2020 Quality Organization of the Year for large companies.

Recognized 26 teams and individuals in our 2021 BeyondExcellence Annual Awards.

Initiated a Climate Countdown Challenge to help equip employees with measurable personal actions to fight climate change.

Honored by [six business achievement awards](#) by *Environmental Business International*.

Developed a Social Value Solutions framework that helps clients create social value and contribute to a more inclusive economy.

Added 20 new students to our 12-year Joseph Jacobs scholarship program and renewed the scholarship to 46 students, granting a total of \$196,000 in FY21.

were overwhelmingly positive, with the majority of respondents feeling connected to our values, inspired by our culture of integrity, safety, and inclusion — and proud to be part of Jacobs. We shared six priority areas, along with a set of dynamic dashboards, enabling all employees to see survey data relevant to them.

Our unique employee experience platform — e3: engage. excel. elevate. — is not just a system but a mindset for developing our employees through continuous feedback and celebrations, aligning priorities, learning new skills, and upskilling knowledge. In FY21, we launched 1,696 new courses across 10 learning spaces, including our new Advocate & Ally development program. In partnership with the Royal Scottish Geographical Society, we launched the [Climate Solutions Accelerator](#) online course to employees to help them understand the role they can play in climate change action and continue to develop the critical green skills and solutions needed for our continually evolving world.

Creating a safer, secure and healthier future

As global challenges to our security, wellbeing and ability to operate evolve, we stay focused on managing HSE and security risks effectively and leveraging our Culture of CaringSM to deliver the best outcomes for our people, the environment and our company. Our new [BeyondZero® strategy](#) continues to drive a safer, more secure, healthier, and more resilient future and we are maturing our business continuity program to assure business delivery and resilience in an ever-changing operational environment.



STEAM at Jacobs

The Butterfly Effect provides pupils with the knowledge and understanding they need to put sustainability at the heart of every decision they make.

[Discover more](#)

We also continue to demonstrate safety excellence with another year of zero employee fatalities at work and a total recordable incident rate¹ of 0.21, compared to the North American Industry Classification System's most recently reported² aggregate rate of 0.70.

Our new global wellbeing strategy integrates physical, mental, financial, social and workplace wellbeing for Jacobs employees and their families. The strategy includes [Jacobs' One Million Lives](#), developed in collaboration with global mental health professionals, to provide a free mental health check-in tool with a resources website that enable users to check their own mental health and access proactive strategies for personal mental health development.

Collectively making the world a better place

At Jacobs, we focus on putting our values into practice. Around the world, our people support a strong culture of

partnership and cross-collaboration, helping to raise awareness and integrate sustainability and science, technology, engineering, arts and mathematics ([STEAM](#)) education into their activities to make a positive difference in our local communities — and develop the talent force of the future in our industry. Recognizing the challenging times for many of our future talent, our STEAM Ambassador network delivered virtual learning experiences to support our partner schools and the parents and students of Jacobs. We launched Jacobs-funded time for STEAM activities and our employees tracked more than 3,000 STEAM hours (between January-September 2021), on- and off-company time.

We also introduced the next phase of our global giving and volunteering platform, [CollectivelySM](#). Employees can claim four hours of paid STEAM volunteering a year; request company donations for charities that are aligned with Jacobs' values and strategic causes; and, through an open matching program, Jacobs instantly matches employee donations year-round to two million global charities. Our people rallied together to support devastating events such as Hurricane Ida, the humanitarian crisis in Afghanistan, the COVID-19 surge across India, the Haiti earthquake, and many more. Our annual Water for People campaign raised more than \$300,000 in corporate and employee funds to create local water and sanitation utilities around the globe, bringing total donations to more than \$4 million over the last three decades.

In FY21, we donated \$3.4 million to 3,300+ charities across 36 countries. Our people tracked approximately 19,000 volunteer hours and completed 15,500+ activities — collectively adding up to make the world a better place. ■

Shaping tomorrow: FY22 actions

Continue to build a learning culture that activates innovation, inclusion and diversity, and sustainability.

Create a sustainability upskilling training program, as part of our series of upskilling and reskilling pilot programs.

Launch our [global STEAM strategy](#), with new Climate Change Education Program focused on education on UN SDGs.

Initiate sustainable building design for Jacobs' flagship innovation laboratory in Warrington, U.K.

Refresh our global Supplier Code of Conduct to ensure our suppliers align to our values.

¹ As at October 15, 2021 and recorded in accordance with OSHA record keeping requirements, but subject to change thereafter due to possible injury/illness classification changes.

² Cited on October 5th, 2021 via U.S. Bureau of Labor Statistics - [Incidence rates](#) of nonfatal occupational injuries and illnesses by industry and case types, 2019 for NAICS code 5413XXX



0.21

total recordable incident rate¹

PlanBeyond 2.0

Integrating sustainability throughout our operations and client solutions in alignment with the UN SDGs.

[Read more](#)

BeyondZero to 2025 and Beyond

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

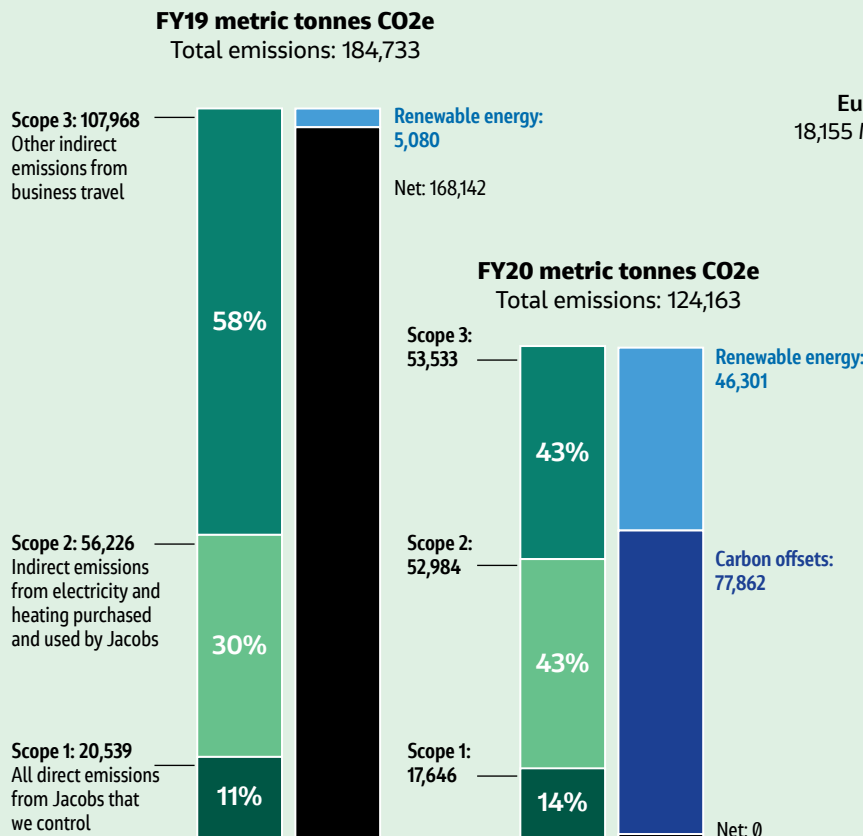
[Read more](#)

33%

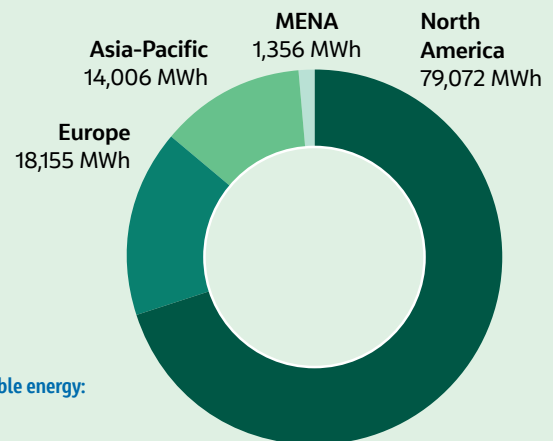
reduction in total, calculated carbon emissions

Carbon neutral & 100% renewable energy

2020 and 2019 Carbon emissions in tonnes



Amount of renewable electricity purchased by region in 2020



Scope 1 emissions are carbon emissions that a company directly creates at the source. For example, exhaust from vehicles or combustion of natural gas in a boiler for heating a building.

Scope 2 emissions are emissions that are indirectly caused by the energy consumption of a company, but which are emitted from equipment or sources controlled by other parties.

Scope 3 emissions are the indirect emissions that come from all the other activities a company engages in and are often referred to as emissions from the supply chain.

We are in process of externally verifying our FY21 emissions and will be including that data in our FY21 ESG Disclosures Report available soon.

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.

Beyond If™ — our program for instilling and sustaining our innovation culture — showcases the best of who we are as innovators, creators and problem solvers. During FY21, we focused on tools, infrastructure and processes to facilitate innovation across the business:

We advanced the Beyond If Accelerator, our program to develop innovative solutions and create go to market plans

in response to top client challenges including resilience, assets and infrastructure, mobility, water and mission delivery.

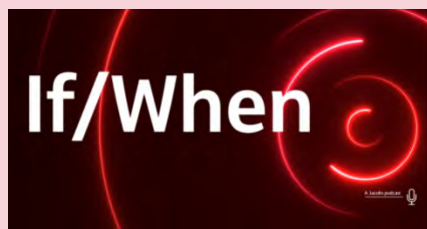
We reimagined the impact of our Innovation Centers, taking the opportunity to rethink how to bring cutting-edge technology into our practitioners' hands to build and test prototypes. With flexible work continuing,

we'll explore how to work in a hybrid virtual-physical environment, taking into account key technology such as applied geospatial science, cybersecurity, automated design, internet of things and predictive data analytics.

Our "Innovation Enablement" facilitators delivered virtual, interactive 'Innovation as a Service' workshops globally to help teams reframe problems; ideate, assess



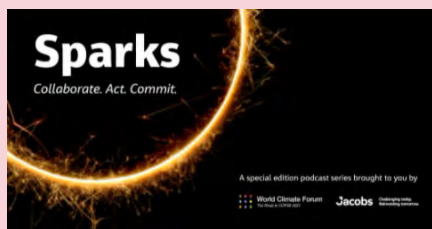
Listen up: Jacobs podcast series and video miniseries



If/When Podcast Series

In our series of If/When interviews with some of today's leading industry and academic problem solvers, we discuss the Ifs and Whens of disruption.

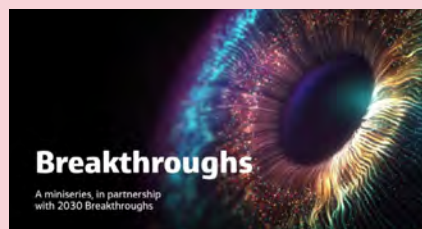
[Subscribe here →](#)



Sparks Podcast Series

From clean energy innovations in Scotland, to sustainable buildings in Dubai, we talk to global stakeholders about the policies, investments and innovations accelerating progress towards a resilient and sustainable world.

[Subscribe here →](#)



2030 Breakthroughs

We partnered with 2030 Breakthroughs (a UN High-Level Climate Champions initiative) on a new global miniseries.

[Watch the Water episode →](#)

and prioritize ideas; generate business models; and incubate and scale new solutions. These sessions, run both with and for clients, support development of ideas into marketable and revenue-generating solutions.

Driving value through innovation

We fostered more than 40 ideas as part of our **Beyond If Emerging Ideas program**, which progresses ideas from incubation to development and scaling. Some of this year's ideas included digital tools for our clients; ideation sessions to discover new services in social equity, water, energy, and transportation; analysis on power storage to meet U.K.'s net-zero energy goals; and so much more.

We sought to help local authorities develop sustainable transport planning by testing **Velocity**, a new intelligent digital platform enabling users to simplify and visualize cycling and walking plans – quickly, confidently and efficiently. [Read more →](#)

Carbon First evaluates carbon at the early project stages to put carbon at the heart of the decision-making process. From simple input information, we develop a representation of the program's whole life carbon impacts, providing robust optioneering capability across each life cycle stage at the click of a button.

With **Climate Risk Manager**, clients can understand the immediate and long-term impacts of climate change at asset and portfolio level, anywhere in the world. Our cloud-based platform brings together global climate data and location intelligence, providing visual risk assessments, so clients can make faster and more accurate decisions on where to invest limited resources and guard against climate risks. [Read more →](#)

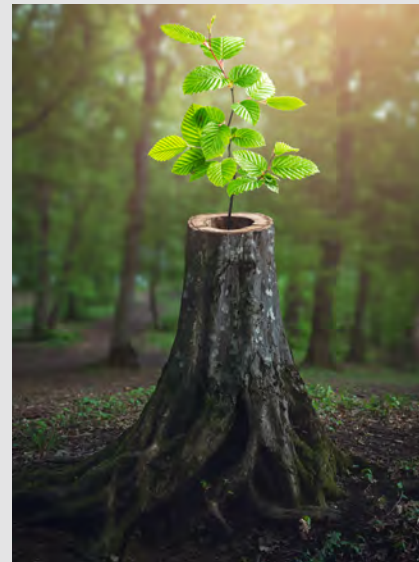
Along with ehsAI, a next wave technology company, we're integrating innovative artificial intelligence (AI)/machine learning into our EHS Information Management offering to greatly reduce compliance costs and risk for our industrial, commercial and government sector clients globally. [Read more →](#)

As a **Managed Security Service Partner (MSSP)** with IronNet, the leading provider of network detection and response (NDR) and collective defense, we're working to develop an end-to-end solution designed to detect and prevent damaging and difficult-to-detect cyberattacks that continue to plague organizations across public and private sectors. [Read more →](#)

The launch of our **Mango One satellite** from Cape Canaveral, Florida aboard the Space X Falcon 9 Transporter One mission, marked a new era in advanced, affordable space radar payloads. [Read more →](#)

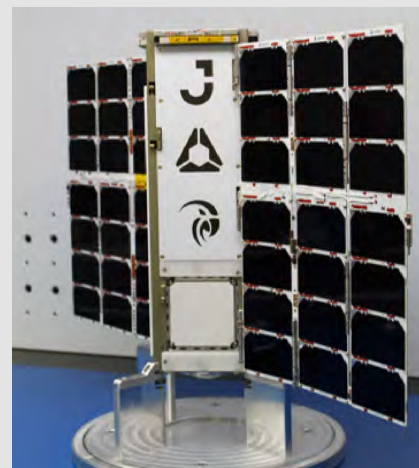
In Slovakia, we're taking part in a pioneering project to **dismantle a Soviet-designed nuclear power plant**. [Read more →](#)

In response to increasing worldwide needs and client demands for greater positive development impacts, we created a unique collaboration with **Biomimicry 3.8 (B3.8)** to offer Positive Performance, an assessment and innovation methodology created by B3.8 to help corporate clients develop and integrate regenerative best practices, thereby improving the health and wellbeing of ecosystems and the communities who depend on them. [Read more →](#)



Redefining what's possible

Through knowledge and imagination, we're reinventing the way we solve problems and shaping the next generation with pioneering solutions. [Our Reimagined Perspectives publication](#) stimulates discussion and shares thought-provoking insights from our thought leaders, who also think ahead to what our next challenges might be.



Ideating for tomorrow

The launch of our **Mango One satellite** marked a new era in advanced, affordable space radar payloads.



We teamed with [Biomimicry 3.8](#) to deliver sustainable designs with nature in mind. In response to increasing worldwide needs and client demands for greater positive development impacts, Jacobs has created a unique collaboration with B3.8 to offer Positive Performance, an assessment and innovation methodology created by B3.8



Through our [Net Zero Lab program](#), we partner with clients to create smart, tangible solutions and outline activities that make their net zero commitments a reality.



[Beyond Carbon: A holistic approach to net zero cities](#) explores how a more holistic, programmatic approach to decarbonization and investing in local carbon reduction and removal projects could help cities accelerate their transition to net zero and deliver co-benefits that address other challenges.

We transformed the home-to school travel experience for Special Educational Needs and Disabilities (SEND) children and young people with our new **Travel Service Optimization** service — helping to advance social inclusion, while also supporting broader environmental and economic benefits. [Read more →](#)

We also enhanced **Flood Modeller**, our industry-leading flood modeling software which allows clients to seamlessly model rivers, floodplains and urban drainage systems — to better understand flood risk and develop optimal solutions to manage the impacts of climate change. [Read more →](#)

We manage every aspect of stakeholder engagement and public communication strategies for clients' projects and programs worldwide. And we use our **Virtual Event Space** to help our clients accelerate and redefine how they connect and consult with stakeholders and keep their projects and communications strategies on track. [Read more →](#)

Providing a fully integrated approach to fleet energy management and service planning, our **Fleet Max** tools evaluate all aspects of fleet electrification power and service needs, providing both a high-level view of facilities and charger power needs in addition to a detailed evaluation of blocks and routes.

With **Echo**, inspectors and field representatives utilize a single, true mobile application to capture project data and photos, with or without internet or cellular connectivity. Online maps and query tools leverage Echo's searchable geodatabase to provide unlimited access to custom reports, raw data and project images. Online administration tools put project teams in charge of their data. [Watch the video →](#)

Evolving alongside the needs of our clients, **Track Record Facilities** is a web-based building compliance management platform which enables our clients to digitize their workflows on one centralized and streamlined platform and deliver full building compliance and condition assessment with evidence audit trails, all at lower cost and risk. [Watch the video →](#) ■

 **Climate Risk Manager**
by **Jacobs**

Identify your climate risk, safeguard your business

Climate Risk Manager helps clients understand the immediate and long-term impacts of climate change at asset and portfolio level, anywhere in the world.

[Discover how →](#)

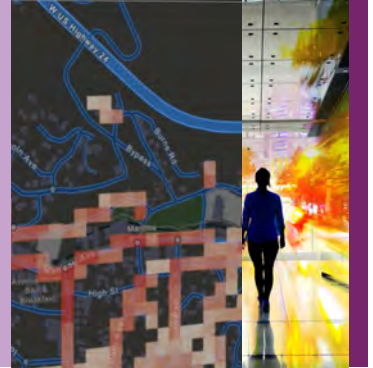


 **Kaleidoscope**
by **Jacobs**

Rapidly and accurately identify previously unknown infrastructure vulnerabilities

KaleidoscopeSM helps clients prioritize and optimize capital expenditure budgets using predictive analytics to determine cross-sectional infrastructure vulnerabilities.

[Learn more →](#)



 **Velocity**
by **Jacobs**

Cycle network planning, fast-tracked

Velocity is the intelligent digital platform, enabling you to develop successful cycling and walking plans, quickly, confidently and efficiently.

[Learn more →](#)

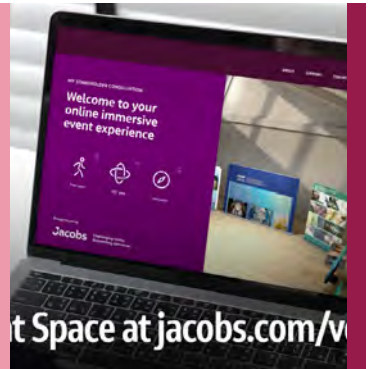


 **Virtual Event Space**
by **Jacobs**

Reimagining the way organizations communicate with stakeholders and communities

Virtual Event Space allows public participation and engagement from the safety and comfort of home.

[Learn more →](#)



 **Flood Modeller**
by **Jacobs**

Taking your flood modeling to the next level

With over 40 years of development and application, our enhanced Flood Modeller allows users to seamlessly model rivers, floodplains and urban systems.

[Learn more →](#)



 **Travel Service Optimization**
by **Jacobs**

Freeing up time to deliver the best travel experience

Travel Service Optimization transforms the home-to-school travel experience for Special Educational Needs and Disabilities (SEND) children and young people.

[Learn more →](#)



We aim higher

We do not settle — always looking beyond to raise the bar and deliver with excellence. We are committed to our clients by bringing innovative solutions that lead to profitable growth and shared success.

In the next few pages, we share examples of how our solutions are creating and influencing how we live today as well as into tomorrow.



Resilient environments →

The only certainty about the future is uncertainty. We know resilience is an attribute of a smarter planet, and requires planning and adapting ahead of potential threats like hurricanes, crumbling bridges and the COVID-19 pandemic. We help our clients survive, recover, adapt and thrive through change, no matter what adversities they experience.

- As part of a public-private-partnership with the Environment Agency and BAM Nuttall, we celebrated the [completion of the Broadland Flood Alleviation Project](#), a unique 20-year scheme to improve and maintain 149 miles of flood defenses within the Norfolk Broads, one of Europe's most important wetland areas.



[Watch a highlight video →](#)

Image credit: Mike Page

- Together with the U.S. Department of Energy on its [\\$6.4 billion Idaho Cleanup Project](#), we're using our technology-driven solutions to reduce the environmental legacy of the Cold War, support high-quality jobs in the region and protect the Snake River Plain Aquifer, a critical element of Idaho's agricultural industry.
- We're collaborating with The Nature Conservancy on the Pensacola East Bay Oyster Habitat Restoration Project to [restore oyster reefs along the U.S. Gulf Coast](#), recently placing 33 oyster reefs along the Santa Rosa County shoreline that will benefit the oyster fishery, wildlife, water quality and nearshore habitats.
- Jacobs is bringing its global expertise of drafting carbon codes and designing nature-based solutions that restore coastal ecosystems to the partnership developing and trialing the [U.K. carbon code for saltmarshes](#) — paving the way for significant investment in restoring the U.K.'s saltmarshes, which will help mitigate climate change, support biodiversity and reduce flood risk.



Scientific discovery

Big challenges create brighter opportunities. Whether we're exploring the mysteries of the universe or digging in to solve the issues we face in our environment and communities, we're proud of what we do, and the discoveries we make — together.

- From technical consultancy and engineering design, to infrastructure management services and operations and maintenance, we're providing an extensive portfolio of end-to-end solutions for [offshore wind power development efforts](#) — like Germany's SuedLink Program — to help meet the increasing global demand for clean energy in a cost-effective way.
- Our environmental scientists are [advancing understanding and management of harmful vapors in buildings](#), publishing three peer-reviewed papers to improve the mathematical understanding of vapor intrusion and the ability to manage it cost effectively, helping mitigate potential health risks from long-term exposure to noxious vapors.

- We're contributing our civil engineering and advanced manufacturing skills and capabilities as part of a consortium to develop [a Generation III+ compact nuclear power station](#). The compact power station – also called a small modular reactor – will bolster efforts to tackle climate change and could potentially create 40,000 jobs, reinvigorate a vital part of the U.K.'s advanced manufacturing base and generate hundreds of billions of pounds in export revenues.
- NASA's Perseverance rover, the centerpiece of Mars 2020 mission, touched down inside the red planet's Jezero Crater on February 18, 2021 kicking off a new era of exploration on Mars. Across multiple NASA Space Centers, contracts and programs, [Jacobs partners with NASA to support the rover](#), delivering innovative technologies that lead to horizon-expanding scientific discoveries.
- With support spanning multiple NASA centers, we provided [integrated solutions and superior](#) technical support to help solve the most complex and hazardous challenges of development, test and launch of the James Webb Space Telescope, the world's largest, most powerful and most complex space telescope ever built.



NASA's James Webb Space Telescope

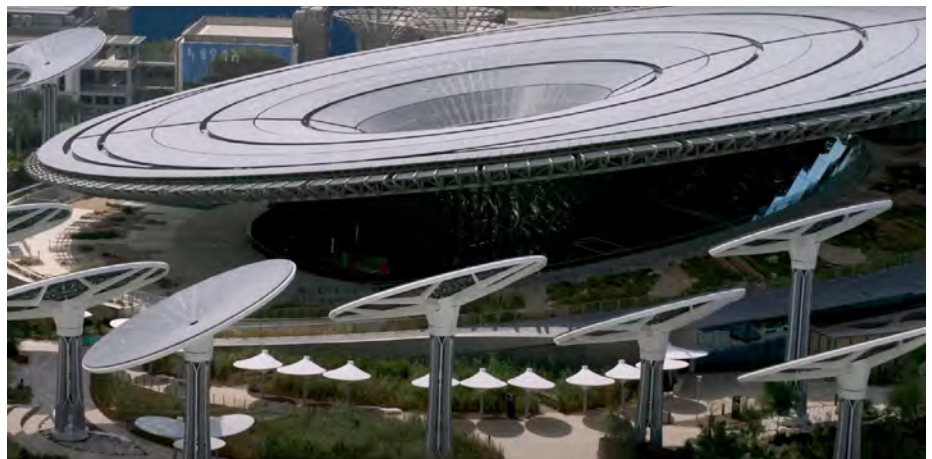
Working with multiple NASA centers, we provided integrated solutions and technical support to help develop, test and launch the world's largest, most powerful and most complex space telescope. Image credit: NASA

Thriving cities

Prosperous communities. Healthy cities. A brighter future.

We live and play in the places where we work, so we're personally invested in the impact, outcomes and promise we deliver.

- Bringing much-needed aviation capacity to growing Delhi, India, we're serving as program manager for the new [Delhi Noida International Airport](#), helping boost tourism, create jobs and support economic development in the region.
- We led the transformation of a 438-hectare site into a lasting urban legacy, now hosting [Expo 2020 Dubai](#) — the largest event ever held in the Arab world — as a joint venture with Mace. As part of the Expo 2020 Dubai partner family, we're proud to participate and contribute to the global dialogue happening now alongside 192 countries, commercial partners, international organizations and civil society stakeholders.



Expo 2020 Dubai

Providing consulting and program management expertise, we supported the transformation of a 438-hectare site into a lasting urban legacy.

Image credit: Expo 2020 Dubai



SuedLink

We're providing an integrated delivery partner approach to program and contract management, planning and approvals, technical and other services.



Colocation for hyperscale data centers


Jacobs' modular design is intended to be flexible and highly configurable, depending on the market and particular client needs.

- We joined forces with Qualcomm Technologies, Inc. and the Curiosity Lab, a 5G-enabled autonomous vehicle and smart living laboratory, to develop an [immersive and advanced smart city program](#) equipped with end-to-end smart solutions at Peachtree Corners, Georgia.
- In Abu Dhabi, we're [managing development of a first-of-its-kind wastewater laboratory](#) that will use real-time information to assess the prevalence of infectious diseases such as COVID-19 and other health conditions like diabetes and cancer; monitor human health; and prevent the spread of disease.
- For New South Wales Health Infrastructure, we're designing the third stage of redevelopment at St. George Hospital and Community Health Services campus in Sydney — which will provide improved capacity and capability to treat a growing and aging multicultural population managing chronic and complex diseases, and reduce the length of hospital stays.
- We're bringing New Zealand's largest-ever wastewater project, Central Interceptor, to life. The [supersized wastewater tunnel](#) will play a crucial role in ensuring cleaner waterways for central Auckland, New Zealand.



Tyndall Air Force Base

We're helping Tyndall AFB explore pilot projects that use nature-based solutions to reduce coastal flood risks while creating important social and environmental benefits.

- 

Mission-critical outcomes
-
- **Too valuable to be left to chance, people, property and data require advanced approaches against the changing threats of today.** Whether in or outside networks, in the air or on the ground, we work with defense, intelligence, law enforcement and communities to protect what's important.
 - Focused on cyber, digital services and modern software engineering in support of national security, we're [helping the National Geospatial-Intelligence Agency](#) meet the demands of today's digital evolution, supporting geospatial intelligence efforts for accessing and delivering digital intelligence and collection automation.
 - [Our work on the Coastal Resilience Program](#) at the Tyndall Air Force Base received the [International Excellence Award](#) from England's Environment



Abu Dhabi Wastewater Laboratory

We're leveraging previous experience in wastewater-based epidemiology at treatment plants to help deliver this project.

Agency Flood & Coast Excellence Awards, recognizing our efforts to create a resilient, sustainable and smart Installation of the Future at the nexus of mission assurance, cost efficiency and social and environmental sustainability.

- We [marked a critical step in preparation for NASA's Artemis mission](#), as we processed the Space Launch System (SLS) core stage – the final piece of Artemis I flight hardware – at Kennedy Space Center. The SLS rocket will pave the way for future Artemis missions with astronauts when it sends an uncrewed Orion spacecraft on a test flight around the moon and back to Earth in 2022.
- We've delivered more than 100 projects as the [sole-source design and field support partner on the China Lake Earthquake Recovery Program](#), including moving 18 new projects into the construction phase in July alone.



Cutting-edge manufacturing

Now more than ever, the world depends on the fast-paced, trustworthy solutions delivered by complex technology — whether clinical trials or next-generations systems. From research and design to delivery and management, we reimagine better and help clients deliver the promise of more.

- Helping bring lower cost versions of generic drugs to market, we're providing facility design from concept through construction assistance for Mark Cuban Cost Plus Drug Company, PBC's [new, 22,000-square-foot sterile fill-finish facility](#) in Dallas, Texas. This new facility will be registered with the U.S. Food and Drug Administration to allow [ultimate flexibility](#) for rapid response to drug shortages, and will support the formulation, filling and packaging of sterile medicines.
- We're developing and delivering first-of-its-kind test rig, CHIMERA, to test nuclear fusion components in realistic conditions. In the final stages of design now, we'll continue on the path to build and commission the rig in 2022.
- By making fabrication facilities engineering more cost effective, reliable and repeatable, Jacobs is [tackling the semiconductor shortage](#) and supporting Intel's goals to increase

domestic chipmaking capacity, end the semiconductor shortage, meet global demand and create a more balanced, resilient global supply chain.



Operational advancement

Anyone can come up with ideas, it's up to true visionaries to bring them to fruition.

We don't just ideate, we deliver — creating and implementing technology-forward solutions that connect us all with ways to work smarter and live better.

- As the race to deliver 5G wireless networks presses on, we're working with clients and cities to [safeguard resilience in future 5G networks](#) and unlocking its high-speed, low-latency and secure network standard possibilities.
- Building on our [data centers legacy](#), we introduced our new design concept for Cloud Condos, a plug-and-play concept that brings together Hyperscale and Colocation data center design to offer flexibility and scalability while maximizing speed to market.
- Helping Mount Isa City Council in northwest Queensland realize its [smart water management](#) vision, we're facilitating the implementation of its smart water meter program, which will collect and report water consumption data, enabling customers to better manage their water usage and the council to identify leaks on customers' properties and in its water network, delivering increased water savings for the community.
- Advancing technological innovation for fusion energy, we're designing and delivering the First Plasma Radiological Environmental Monitoring System (REMS) for [ITER](#), the world's largest fusion energy experiment. [This key safety system](#) will provide critical protection for workers and the environment against ionizing radiation by monitoring radiological activity when operations begin. ■

Q&A with...

Throughout the year, across [jacobs.com](#) and our social media, we've featured some of our talented team of experts and visionaries. Here we share a selection of their stories and how they are continually challenging today to reinvent tomorrow. [Visit our Newsroom](#) to meet more of #OurJacobs team.

Nishan Dharmatileke



Advanced Data & Analytics lead Nishan Dharmatileke talks data, analytics and opportunities and challenges using data to solve client challenges. [Meet Nishan →](#)

Dr. Lisa Monaco



VP and Deputy General Manager of Jacobs Tidewater Operations Group, Dr. Lisa Monaco talks career, STEAM and what it's like to watch a night launch at NASA's Kennedy Space Center. [Meet Lisa →](#)

Toyin Ogunfolaju



Toyin Ogunfolaju, Infrastructure and Social-Economic Inclusion Leader, talks about social-economic inclusion means, how to engage a community, and why it's integral to our work. [Meet Toyin →](#)

Barb Cadogan



Vice President and Deputy General Manager, Cyber & Intelligence Business Unit Barb Cadogan, talks career, her STEAM heroes and what brings her joy. [Meet Barb →](#)

Matthew Jack



Quality Manager and newly appointed Junior President of CIWEM Matthew Jack talks career journeys, DIY and inspiring the future generation. [Meet Matthew →](#)

We live inclusion

We put people at the heart of our business. We have an unparalleled focus on inclusion, with a diverse team of visionaries, thinkers and doers. We embrace all perspectives, collaborating to make a positive impact.

At Jacobs, we understand that “inclusion” is a verb, not a noun. It means being transparent and taking action on our statements, commitments and initiatives that drives meaningful, measurable change both in our company and in the communities that we serve. It means creating a workplace where our differences are accepted, celebrated and harnessed to bring the innovative, extraordinary solutions clients demand from us. It

means creating a culture of belonging where everyone can thrive — a culture that we call TogetherBeyondSM.

Bold, accountable leadership

We are operationalizing TogetherBeyond and amplifying inclusive behaviors and improving diversity at all levels of our organization, from our Board of Directors and Executive Leadership Team to the

21,000 members of our [eight grassroots employee networks](#). Our [Board of Directors](#) is now 55% diverse and our Executive Leadership Team 67% diverse (race and gender).

We are committed to holding all leaders accountable to making sure that broad-based diversity is reflected in their own teams, using data analytics to measure our progress with the same rigor and



Providing information, resources, and networking opportunities regarding physical, mobility and cognitive disabilities to disabled staff and to staff who provide caregiving services.

Empowering our employees across all career stages to maximize their potential and make Jacobs the industry leader and workplace of choice.



transparency as our financial performance metrics. Inclusive behaviors are now a key formal component of all our leaders' performance and salary reviews, and all leaders at Vice President level and above are required to mentor two or more junior members of staff, at least one of whom must have a different lived experience from themselves (i.e. on the basis of ethnicity, gender, race, geography, disability, sexuality or veteran status). With this framework in place, we can be confident of delivering on bold, aspirational goals such as those of our global [Action Plan for Advancing Justice and Equality](#) and our 2025 aspirational 40:40:20 goal (40% men, 40% women and 20% any gender) — to ensure that we are propelling a new generation of diverse visionary thinkers throughout our company.

Partnerships and recognition

Jacobs received its first [top score in the 2021 Disability Equality Index](#), a national benchmarking tool on corporate policies and practices related to disability inclusion and workplace equality.

Jacobs has been named [STEM Learning U.K.'s Inspirational STEM Employer](#).

For the third year running we were identified by the Human Rights Campaign (HRC) as a [Best Place to Work for LGBTQ Equality](#), earning a top score of 100%. Steve Demetriou signed a pledge expressing support for the *Standards of Conduct for Business: Tackling Discrimination against Lesbian, Gay, Bisexual, Trans, and Intersex (LGBTI+) People* put forth by the Office of the United Nations High Commissioner for Human Rights.

We were named one of [the Times Top 50 Employers for Women](#), and awarded [Employer of Choice for Gender Equality](#) by Australia's Workplace Gender Equality Agency for the fifth year running. Steve Demetriou is one of 70 Catalyst CEO Champions for Change, a commitment that enshrines our dedication to advancing women in the workplace and leading for equity and inclusion.

We strengthened our commitment to developing and hiring the best diverse talent with organizations like the [National Society of Black Engineers](#) (NSBE), the [Society of Hispanic Professional Engineers](#), and [Building Equality](#), the U.K. construction industry's leading LGBTQ+ alliance. We are a proud member of NSBE's Board of Corporate Affiliates — their top national support level — and Jacobs' [Freddie Fuller](#) recently completed his three-year tenure as [National Chair of the Community of Minority Transportation Officials](#).



Leveraging the company's unique and vibrant Latino talent contributing to our company's profitable growth strategy, attracting and retaining Latinos, while fostering leadership, community involvement, diversity and cultural pride.

Positively impacting the black employee experience through recruitment, development, and retention of black talent.

Driving equality at every level

Through TogetherBeyond we tackle topics that are important to our employees such as equality, unconscious bias and allyship. While providing training and resources to our people is important — over 97% of them have completed our Advocate & Ally inclusion learning program — equally effective are the regular authentic and courageous conversations our grassroots employee networks are creating around these topics.

Partnering with members of these networks has allowed us to launch meaningful policies and programs that directly impact the wellbeing and potential of our people:

- Our focus on creating equal opportunities within Jacobs, including as to historically underrepresented groups continues to increase as we deliver on the promises laid out in last year's global *Action Plan for Advancing Justice and Equality*.
- In partnership with McKinsey, nearly 300 employees are participating in their Connected Leaders Academy programs, which seek to create a unique learning environment and safe space for sharing common experiences, helping promising Black, Latinx and Asian employees build their network and become part of a new wave of Jacobs leaders.
- Our Black and Latinx employee networks, Harambee and Enlace, continue to lead STEAM outreach



efforts in the communities that we serve and are working to bring a new generation of diverse visionaries from underrepresented and underserved groups into the industry.

- We also galvanized our commitment to supporting indigenous communities in the regions that we serve, rolling out anti-Indigenous-racism training and observing Canada's first National Day for Truth and Reconciliation with a video message from Steve Demetriou. In Australia we observed National Aborigines and Islanders Day Observance Committee (NAIDOC) Week by celebrating the history, culture and achievements of Aboriginal and Torres Strait Islander peoples, and launching our Reconciliation Action Plan to educate employees and remove any existing barriers preventing indigenous communities from joining our company and supply chain.
- In partnership with our Women's Network, we launched gender-balanced interview teams, provided flexible working arrangements, improved caregiver leave,

rolled out our first domestic violence policy in Australia/New Zealand, piloted a "Male Champions of Change" allyship program, and created "Bridge the Gap", a program that actively supports parents returning to work.

- We are taking action, in partnership with our Prism network, to ensure that our LGBTQ+ family can truly "bring their whole best self to work", establishing gender-neutral restrooms, publishing guidance to support transgender employees who are transitioning at work and supporting the employee and manager with trained HR specialists and ensuring U.S. healthcare plans are inclusive. Jacobs colleagues around the globe joined Prism, our LGBTQ+ network, in celebrating events like Pride Month, Transgender Day of Visibility, Non-Binary People's Day and International Day Against Homophobia, Biphobia and Transphobia. We also joined Tent's LGBTQ+ Refugee Mentorship initiative, committing to mentoring over 50 refugees who have fled persecution from Afghanistan and other countries.
- At Jacobs we value the unique insights and talents that people with disabilities bring to our culture and business practices. In partnership with ACE, our employee network for people with disability and their allies, we are developing our company's first Accessibility Action Plan, to be launched in FY22. Earlier this year, Steve Demetriou became one of 72



Providing an inclusive environment that actively nurtures and supports our diverse employees and clients across all ethnicities and cultures.

Creating an environment where LGBTQ+ employees feel able and empowered to bring their whole self to work.

CEOs to sign Disability:IN's CEO Letter on Disability Inclusion, demonstrating our commitment to creating an inclusive global economy where people with disabilities participate fully and meaningfully. We also joined [The Valuable 500](#), an organization that seeks to ensure disability inclusion is on business leadership agendas across the globe.

- Through VetNet, our employee network for veterans, their families and current military reserve members, we continue to work to recruit, develop and retain the best military and veteran talent, partnering with key organizations like Hiring Our Heroes, Boots2Roots and HirePurpose. In November we were proud to receive the HIRE Vets Gold Medallion for Veteran Recruiting.
- Our One World employee network continues to celebrate cultures around the world and foster global connectivity, nurturing and supporting our diverse employees and clients across all ethnicities and cultures.
- Empowering employees to maximize their potential, our Jacobs Careers Network continues to organize and support career-enriching development and networking opportunities in all our geographies. ■



Delivering our Action Plan for Advancing Justice and Equality — Key Achievements

In January, we observed Dr. Martin Luther King Jr. Day as a U.S. company holiday for the first time, and encouraged all of our U.S. employees to make it a “day on, rather than a day off” by using the day to volunteer in their communities to honor Dr. King’s legacy.

We invested over \$500,000 in contributions tangibly benefitting the Black community and helping create a new generation of Black talent through targeted STEAM programs. Examples include a partnership with [SEED LA’s new campus](#) in South Los Angeles, scholarships for outstanding Black students at the University of Connecticut and with the [Cowrie Scholarship Foundation](#) in the U.K., and a Tier 1 partnership with Howard University where Jacobs is renovating a computer lab and creating five scholarships.

We are focusing on growing our Supplier Diversity Program Framework, spending over \$1.3bn in 2021 on diverse suppliers across the company.



Advocating for veterans and current military reserve members, including support for transitioning veterans.

Accelerating a cultural shift by empowering women and promoting gender equality.

Leadership

Executive Leadership Team



Steve Demetriou

Chair of the Board & Chief Executive Officer



Kevin Berryman

President & Chief Financial Officer



Bob Pragada

President & Chief Operating Officer



Joanne Caruso

Executive Vice President, Chief Legal & Administrative Officer



Madhuri Andrews

Executive Vice President, Chief Digital & Information Officer



Shelie Gustafson

Executive Vice President, Chief People Officer & Inclusion Officer



Marietta Hannigan

Executive Vice President Strategy, Corporate Development & Communications Officer



Dawne Hickton

Executive Vice President & President, Critical Mission Solutions



Patrick Hill

Executive Vice President & President People & Places Solutions

Board of Directors



Steve J. Demetriou
Chair of the Board & Chief Executive Officer



Christopher M.T. Thompson
Lead Independent Director
Former Chairman & Chief Executive Officer
Gold Fields Ltd.



Priya Abani
Director
Chief Executive Officer
AliveCor



General Vincent K. Brooks, (US Army, Retired)
Director
Principal of WestExec Advisors



Robert C. Davidson, Jr.
Director
Former Director, Chairman & Chief Executive Officer
Surface Protection Industries, Inc.
Retiring January 2022



General Ralph E. Eberhart (USAF, Retired)
Director
Director, Chairman & President Armed Forces Benefit Association



Manuel J. Fernandez
Director
Former Managing Partner, KPMG



Georgette D. Kiser
Director
Former Chief Information Officer and Managing Director
The Carlyle Group



Linda Fayne Levinson
Director
Former Partner
GRP Partners
Retiring January 2022



Barbara L. Loughran
Director
Former Partner
PriceWaterhouseCoopers



Robert A. McNamara
Director
Retired Group Chief Risk Officer Lendlease Corporation (ASX)



Peter J. Robertson
Director
Former Director & Vice Chairman Chevron Corporation

Celebrating the 2021 BeyondExcellence Awards

Our BeyondExcellence Awards celebrate those who raise the bar and deliver the extraordinary with excellence. Leaders who care, collaborate and push beyond, solving for today and creating a brighter future.

This year, we recognized 26 teams and individuals who went above and beyond in safety and security, quality, ethics, sales, inclusion, innovation and integrated 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. Together, we donated more than \$100,000 to worthy causes around the world. Here, we share more on our award winners.

We do things right.

Chair and CEO BeyondZero Leadership of the Year Award

Recognizes those who demonstrate extraordinary leadership and commitment to our BeyondZero® Culture of Caring.SM

- **Ansel Bather & Heather MacDonald**
Caring Response to Anti-Black Racist Events Canada
- **AusNet Portfolio**
Australia
- **Sellafield Limited**
AXIOM Design Service Alliance
United Kingdom
- **Emaar Properties (Dubai Hills Estate LLC)**
R1086 DHE Mall Access Infrastructure Services
United Arab Emirates
- **Malkeet Singh**
India
- **Positive Mental Health Resiliency Program**
United Kingdom

- **U.K. Ministry of Defence**
Defence Equipment & Support Program
United Kingdom
- **Test and Operations Support Contract (TOSC) Jacobs Space Operations Group (JSOG) COVID-19 Response Team**
United States

Noel Watson Ethical Leadership of the Year Award

Named after former Jacobs CEO, recognizes and honors those who lead us through difficult situations by encouraging, promoting and always acting with ethical conduct and integrity.

- **Ed Brigandi**
United States

Sustainable Solution of the Year Award

Recognizes and celebrates those who have created solutions that deliver a better, more sustainable future for us all.

- **David Callahan**
United Kingdom

We challenge the accepted.

Beyond If Everyday Innovation Award

Recognizes individuals who relentlessly drive innovation, continuously challenging the accepted and delivering value for Jacobs, our clients and the communities that we serve..

- **Andrea DuMont**
United States of America

Beyond If Accelerant Awards

Recognizes teams delivering innovative project solutions that demonstrate value to Jacobs and/or our clients.

- **Devon County Council Sidmouth**
Amphitheatre Stormwater Flood Management
United Kingdom
- **@Work: A Flexible Workplace Experience**
Global
- **Mitsubishi Heavy Industries Ltd.**
Sand-Like Debris Tool
United Kingdom

Beyond If Innovation @Scale Awards

Recognizes and celebrates innovative solutions with the most potential to scale.

- **Digital Environmental Impact Assessment Tool**
United Kingdom

Sales Leadership of the Year Awards

Celebrates exceptional sales teams who create new projects by listening to the needs of clients and building approaches that ensure success.

- **U.S. Naval Facilities Engineering Command Southeast**
[Kings Bay Base Operations Support](#)
United States of America
- **New York City Department of Environmental Protection**
Consolidation of New York City Wastewater Resource Recovery Facilities
United States of America

Global Integrated Delivery: Outstanding Individual Contribution of the Year Award

Recognizes and celebrates individuals who made a notable contribution in supporting the Global Integrated Delivery strategy and/or securing significant project and client value through Global Integrated Delivery.

- **Vartika Jain**
India

Global Integrated Delivery: Outstanding Small to Mid-Sized Project of the Year Award

Recognizes and celebrates great small to mid-sized projects that demonstrate outstanding performance and value to Jacobs and clients through Global Integrated Delivery.

- **Saskatoon Wastewater Treatment Plant**
Canada

Global Integrated Delivery: Outstanding Large Project of the Year Award

Recognizes and celebrates large projects that demonstrate outstanding performance and value to Jacobs and clients through Global Integrated Delivery.

- **Northwest Langley Wastewater Treatment Plant**
Canada

We aim higher.

Joseph J. Jacobs Reinventing Excellence Award

Recognizes teams that do not settle – continuously improving and innovating in everything they do. They always look beyond to deliver with exceptional excellence.

- **Edinburgh City Council**
[Edinburgh City Centre Transformation](#)
United Kingdom
- **Network Rail Infrastructure Limited**
Transpennine Route Upgrade Program
United Kingdom
- **Union Pacific Railroad**
Union Pacific Railroad Program
United States of America
- **U.K. Ministry of Defence**
Defence Equipment & Support Program
United Kingdom

Chief Operating Officer Quality Leadership of the Year Award

Recognizes individuals or teams who demonstrate inspirational, quality leadership and performance excellence in delivering innovative solutions that lead to profitable growth and shared success.

- **Danielle Linn**
United States of America

We live inclusion.

TogetherBeyond Inclusive Leader of the Year Award

Honors individuals who demonstrate an unparalleled commitment to living inclusion every day and enable a culture of belonging in which we are all able to thrive.

- **Rich Hayers**
Australia

Jacobs

Challenging today.
Reinventing tomorrow.

About Jacobs

At Jacobs, we're challenging today to reinvent tomorrow by solving the world's most critical problems for thriving cities, resilient environments, mission-critical outcomes, operational advancement, scientific discovery and cutting-edge manufacturing, turning abstract ideas into realities that transform the world for good. With \$14 billion in revenue and a talent force of approximately 55,000, Jacobs provides a full spectrum of professional services including consulting, technical, scientific and project delivery for the government and private sector.

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FORWARD-LOOKING STATEMENTS

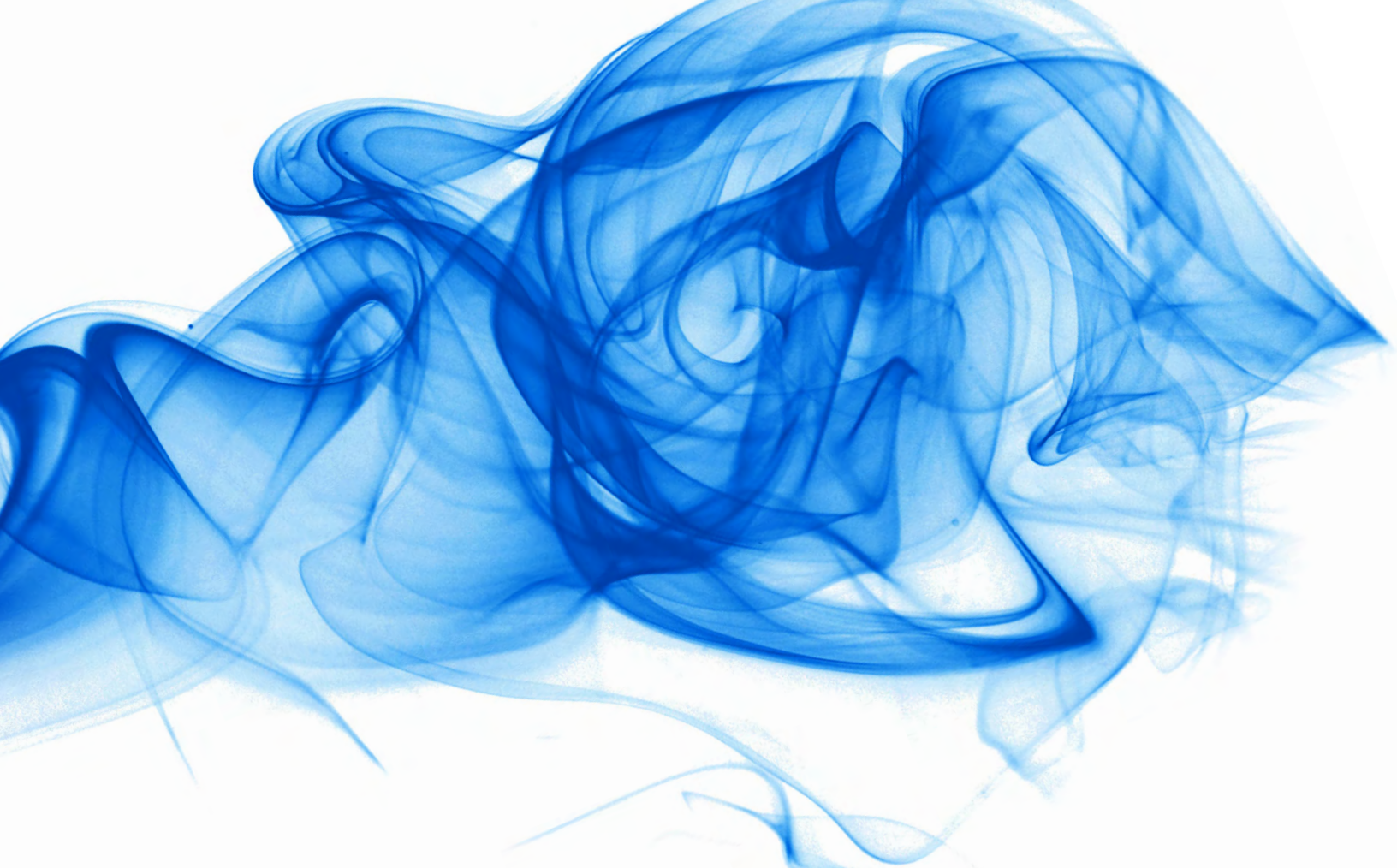
Certain statements contained in this press release constitute forward-looking statements as such term is defined in Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and such statements are intended to be covered by the safe harbor provided by the same. Statements made in this release that are not based on historical fact are forward-looking statements. We base these forward-looking statements on management's current estimates and expectations as well as currently available competitive, financial and economic data. Forward-looking statements, however, are inherently uncertain. There are a variety of factors that could cause business results to differ materially from our forward-looking statements, including, but not limited to, the impact of the COVID-19 pandemic, including the emergence and spread of variants of COVID-19,

the efficacy and availability of vaccines and treatments, and the related reaction of governments on global and regional market conditions and the company's business. For a description of some additional factors that may occur that could cause actual results to differ from our forward-looking statements, see the discussions contained under Item 1 - Business; Item 1A - Risk Factors; Item 3 - Legal Proceedings; and Item 7 - Management's Discussion and Analysis of Financial Condition and Results of Operations in our most recently filed Annual Report on Form 10-K, as well as the company's other filings with the Securities and Exchange Commission. The company is not under any duty to update any of the forward-looking statements after the date of this press release to conform to actual results, except as required by applicable law.

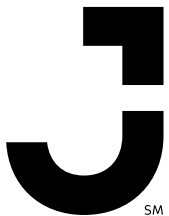


As part of Jacobs' sustainability approach, PlanBeyond, this is a 100% digital document; no copies were printed.

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Boldly moving forward
2021 Integrated Annual Report



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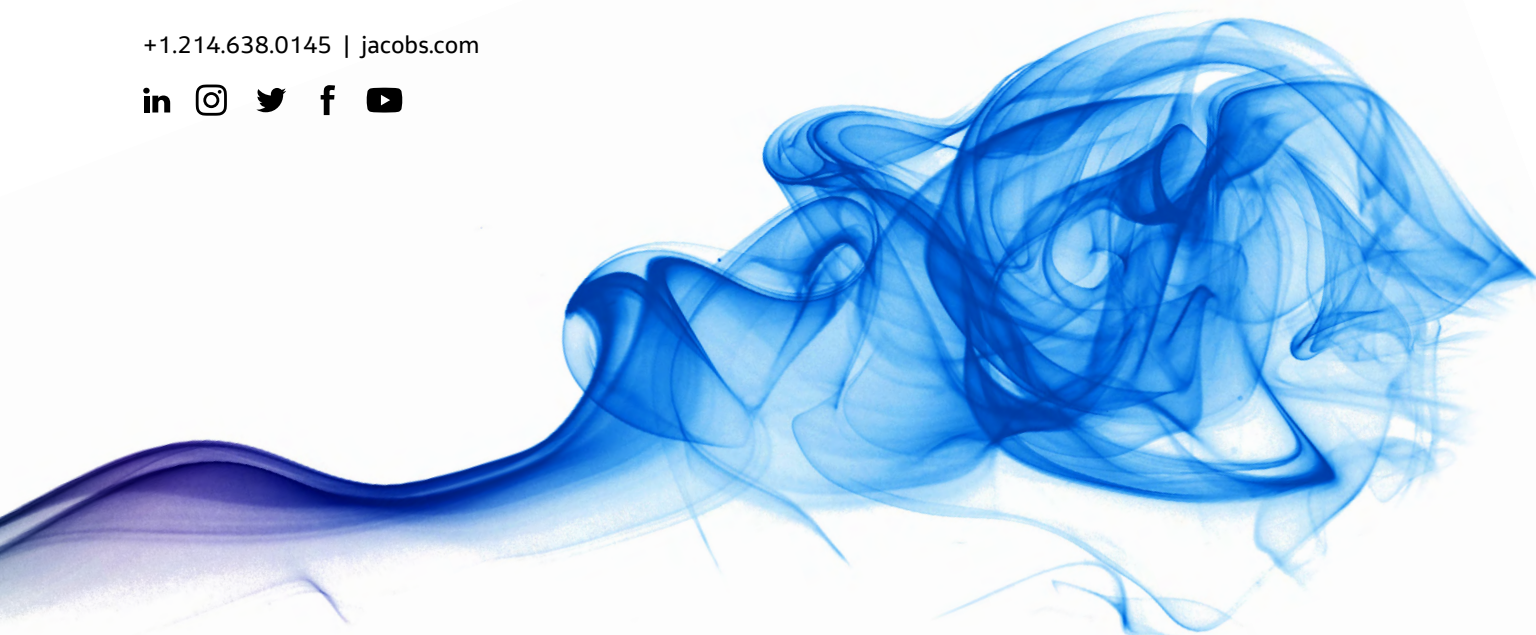
**Challenging today.
Reinventing tomorrow.**

2021 Integrated Annual Report

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