

The background of the page is a vibrant, abstract pattern of wavy, concentric lines in shades of purple and magenta, creating a sense of motion and depth. The lines are most prominent in the center and fade towards the edges. The overall color palette is rich and modern.

**Jacobs**

**2022 Integrated  
Annual Report**

*Accelerating the future*



# 2022 Integrated Annual Report

## *Accelerating the future*

The world, our clients, our people are changing all the time, and at Jacobs our agility and resiliency accelerates our path to make the future better. We are boldly moving forward — continuing our shift to create a fully inclusive, technology-forward company — producing the critical solutions of tomorrow. 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.**



**75** YEARS  
ANNIVERSARY

Since starting as a one-person consultancy in 1947, we've grown remarkably into the global company we are today — powered by our people, more than 60,000 visionaries, thinkers and doers. We continue to evolve — our culture, how we conduct business, the solutions and services we offer — all to make the world around us more connected and more sustainable.

# Financial highlights

## GAAP Numbers as reported

Dollars in thousands, except per-share information

	2022 September 27	2021 September 27	2020 September 27
Revenues	\$14,922,825	\$14,092,632	\$13,566,975
Operating profit	\$917,850	\$688,089	\$535,973
Net earnings attributable to Jacobs from continuing operations	\$644,071	\$467,022	\$353,861
Per share information:			
Basic EPS from continuing operations	\$5.01	\$3.15	\$2.69
Diluted EPS from continuing operations	\$4.98	\$3.12	\$2.67
Stockholders' equity	\$46.82	\$45.25	\$43.82
Closing year-end stock price	\$108.49	\$134.66	\$94.24
Total assets	\$14,660,419	\$14,632,609	\$12,354,353
Total Jacobs stockholders' equity	\$6,060,056	\$5,940,041	\$5,815,712
Stockholders of record	2,733	2,954	3,182
Total backlog	\$27,862,000	\$26,631,000	\$23,818,000
Talent force	60,000	55,000	55,000

### Adjusted Net Earnings from continuing operations<sup>1</sup>

22	\$897 million
21	\$826 million

### Adjusted Earnings Per Share from continuing operations<sup>1</sup>

22	\$6.93
21	\$6.29

### Adjusted Operating Profit<sup>1</sup>

22	\$1,314 million
21	\$1,188 million

### Adjusted Operating Profit Margin<sup>1</sup>

22	10.4%
21	10.1%

### GAAP Net Earnings from continuing operations in thousands

22	\$ 644,071
21	\$467,022

### GAAP Earnings Per Share from continuing operations

22	\$ 4.98
21	\$3.12

### GAAP Operating Profit in thousands

22	\$917,850
21	\$688,089

### GAAP Operating Profit Margin

22	6.2%
21	4.9%

<sup>1</sup>Financials reflect adjusted figures. Refer to GAAP reconciliation tables included in fiscal 2022 earnings release, available on jacobs.com.

# Accelerating the future



Fellow shareholders,

It has been more than seven years since I took the helm as CEO. Since then, we focused on getting the fundamentals right, invested heavily in our culture and made some significant changes to reshape and transform the company, executing on a series of strategic portfolio moves.

With our [2022-2024 Boldly Moving Forward strategy](#) launched in March, we continue to embrace transformation to unite our people around our purpose and values, inspire new ideas and solutions, and build on our record of industry-leading performance. Today, our clients are facing one of the most disruptive periods ever, with the challenging geopolitical environment, including the war in Ukraine, socioeconomic pressures and the climate emergency. The combination of our proactive approach to strategic portfolio management and a high-performance culture has created a business that is not only positioned for resilience during these macroeconomic conditions, but better placed to help our clients navigate these challenging times.

## Driving positive impact

As a purpose-led company, we know we have a pivotal role to play in addressing the world's most significant challenges, including the climate emergency. This is not only good business but our duty to channel our technology-enabled expertise and capabilities toward benefiting people and the planet. In April, we updated our [Climate Action Plan](#) with new commitments to target 100% of our projects across all sectors to contribute to climate response or include ESG scope by 2025, to achieve net-zero greenhouse gas emissions across the value chain by 2040, and to maintain carbon neutrality status and 100% low-carbon electricity for operations. The plan also details Jacobs' commitment to accelerating a transition to net-zero that is equitable and just.

The legacy we want to create for future generations is one of betterment, and the climate response solutions that we co-create with our public and private sector clients are making a difference in building a healthier, safer, more sustainable and resilient future for all.

## Dynamic, inclusive and diverse culture

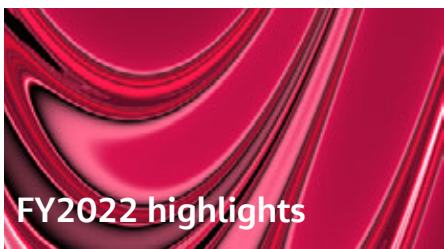
Our culture is continually evolving — founded on empowerment and accountability. It encompasses all our people and the collective strength we take from their unique perspectives. I am proud that during my tenure, we have shifted our Executive Leadership Team to a team that was 64% diverse (ethnicity and gender) at the end of the fiscal year 2022. The same is true of our Board's independent directors who were 56% diverse (ethnicity and gender) at the end of the fiscal year 2022.

In addition, more than 30% of Jacobs' global staff employees are women — building on our aspirational 40-40-20 goal (40% men, 40% women and 20% open to any gender). In fiscal year 2022, we also invested in benefiting Black communities through targeted STEAM programs and directed more than \$2.54 billion of our overall procurement spend to diverse and disadvantaged suppliers.

## Investing in our people and growing our talent base

Our continued success depends on maintaining and growing our base of diverse, talented colleagues — and creating programs that are meaningful to them. Our early career programs encourage, support and retain our newest employees, and this year we welcomed our new cohort of more than 2,600 graduates, interns and apprentices to Jacobs. As part of our continued investment in our employees' learning and development, we ramped up our Jacobs Leadership Program, educating our leaders and people managers, and made more than 26,000 training programs available to our employees globally.

We listened to our employees about the things that are important to them and took several steps to broaden how we support them, including family and financial planning, increased caregiver support, more health resources and career planning programs. Whether flexible ways of working or more resources for general wellbeing, we have seen how



- Voted one of the [Fortune World's Most Admired Companies](#).
- Ranked [N° 1 environmental and sustainability consulting firm globally by Environment Analyst](#) in 2022.
- Recognized by [Environmental Business International](#) with six business achievement awards in 2021.
- Named by [DiversityComm Best of the Best List of veteran-friendly companies](#) in *U.S. Veterans Magazine*, Top Supplier Diversity Programs in 2022.
- Ranked N° 6 in [Stonewall's U.K. Workplace Equality Index Top 100 Employers List for LGBTQIA+ People](#) and earned Stonewall's Gold Award, ranking N° 1 in the Construction, Engineering and Property industry rankings.
- Ranked as one of [Forbes' World's Top Female Friendly Companies 2022](#) and one of [The Times' Top 50 Employers for Women 2022](#).



small shifts can make a big difference for our employees and their families. And we are committed to continue listening to our employees' needs.

The values we continue to practice and the trust we have built across the organization have created an environment where we can be honest, transparent and authentic with each other. We practice accountability, keep our commitments and deliver results. And together, through a trusting, collaborative and inclusive culture, we have built a strong foundation and the confidence to try new initiatives and innovative approaches.

### **Boldly moving forward**

Our new *Boldly Moving Forward* strategy was informed by a comprehensive review of global mega-trends around rapid urbanization, demographics and social change, technology advancement, climate change and water scarcity. Our analysis reinforced that Jacobs' decades of deep domain expertise and unique capabilities align with the most attractive, high-growth end markets that will drive our vision and growth around climate response, consulting and advisory services, and data solutions. Touching all our markets, these strategy accelerators unlock tremendous opportunities with existing and new clients, while driving our focus on where we intend to deploy capital over the next several years.

Through our differentiated products and solutions, operational excellence, depth of knowledge, global delivery model and digital enablement, we are well positioned to support our clients.

As part of our new strategy, we formed a new business unit, Divergent Solutions, serving as the core foundation for developing and delivering innovative, next-generation cloud, cyber, data and digital technologies. Our acquisition of [StreetLight Data, Inc.](#) and strategic relationship with [Palantir](#) also bring numerous opportunities to leverage AI, machine learning and data analytics in the transportation and water markets, growing our end-to-end digital solutions portfolio and focus on ESG, while adding high growth software businesses that offer

increased value for our clients and the communities we serve.

Our majority investment in [PA Consulting](#) is proving highly successful with synergies in our advisory services accelerating our positive social impact. We are seeing significant opportunities in multiple end markets to shape and drive real value. Whether it is working together on the undergrounding of 10,000 miles of cable for Pacific Gas and Electric to mitigate forest fires in California, delivering resilient solutions in deforestation, facilitating clean energy transition, or collaborating on analyzing investments for private equity in green hydrogen.

And, in August we adopted a new holding company structure with our new parent company, [Jacobs Solutions Inc.](#), which more closely aligns with Jacobs' public identity as a global technology-forward solutions company.

Overall, our market capitalization is up more than \$11 billion — an increase of 251% since 2015. This strong performance now enables us to take advantage of these global mega-trends and significant market opportunities, particularly our alignment with the U.S. Infrastructure Investment and Jobs Act — taking the company to new heights.

### **Accelerating the future**

I continue to feel a deep sense of pride for all the achievements and positive impacts that our people have delivered for our clients, our communities and our investors. Highlights this year included our support of the historic and successful [launch of Artemis I](#), the first test flight in a series of increasingly complex missions under Artemis, NASA's deep space human exploration endeavor, which aims to land the first woman and the first person of color on the moon and establish a sustainable human future in deep space. Unlocking socioeconomic benefits, we also supported the delivery of the [Elizabeth line](#), the most significant addition to London's transport network in a generation, and leveraged our digital [OneWater](#) approach to develop solutions that optimize the complete water cycle and provide social value to communities

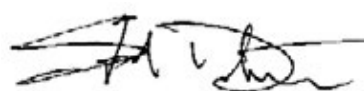
with major projects in places like California, Sydney and Miami.

We are going to move boldly forward into 2025 — continuing our aggressive shift to create a fully inclusive, technology-forward company — producing the critical solutions of tomorrow that support meaningful and long-lasting legacies for future generations and our planet. We are united by our purpose and recognize that the keys to success in the future will be different from those of today. We will remain agile, focus on where our clients need us most, address major challenges and fully leverage our data and technology solutions to be a major disruptor in our industry.

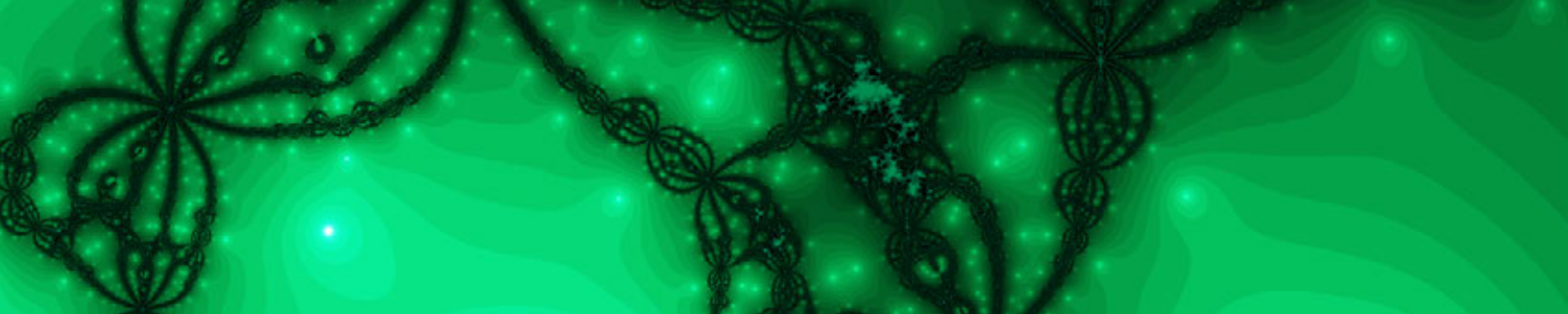
I would like to especially thank our accomplished and highly engaged Board of Directors. Our transformational journey would not have been possible without their guidance, engagement and support.

With this clear trajectory in place, now is the right time for Bob Pragada to succeed me as CEO. During Bob's 16 years with Jacobs, including the last several years as President and COO, he has demonstrated leadership excellence and a strong track record of execution. His passion for innovation and teamwork are evident in our many achievements. As I continue as Executive Chair of the Board, the Board of Directors and I have the utmost trust in Bob, and we are confident he is the right person to serve as Jacobs' next CEO and continue to advance our success.

Our vision of the future is exciting — and our new bold, inclusive and targeted strategy moves us further forward. We are committed to delivering on the vision we have set for our people, our clients, our communities and our shareholders as we continue to Challenge today. Reinvent tomorrow.



**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.

[PlanBeyond<sup>SM</sup> 2.0](#) is our approach to integrating sustainability throughout our operations and client solutions in alignment with the United Nations (UN) Sustainable Development Goals (SDGs) — planning beyond today for a more sustainable future for everyone. We identified six core Sustainable Business Objectives, each one aligned to an SDG material to our business, where we can have the most influence and impact, although we strive to contribute towards all 17 UN SDGs.

[Sustainability](#) at Jacobs means developing long-term business resilience and success, and positively contributing toward the global economy, society and the environment. It is not simply about avoiding harm, but about maximizing impact and stakeholder value, and striving to deliver a positive, fair and inclusive future for all in partnership with our clients.



## Our climate commitments

- Target **every project** to become a climate response opportunity.
- Achieve **net-zero greenhouse gas emissions** across the value chain by 2040.
- Maintain **carbon neutrality status** and **100% low-carbon electricity** for our operations.



## A leader in climate response

We elevated climate response as one of three core accelerators in our new [Company strategy](#) and established an Office of Global Climate Response and ESG, to deliver on our climate action commitments through innovative solutions for our clients and stakeholders.

In FY22, our new [Climate Action Plan](#) set out our next phase of climate mitigation and adaptation commitments.

We are the first consultancy and one of the world's first companies with [net-zero targets approved by the Science Based Targets initiative](#). Our carbon neutrality status is in line with the international standard PAS 2060. Detailed in our [Carbon Neutrality Commitment](#), we achieved 100% low-carbon electricity and we became carbon neutral for our operations and business travel in 2020 and continue to maintain these commitments.

In FY21, we saw a 60% reduction in total, calculated greenhouse gas (GHG) emissions (Scope 1, Scope 2 location-based and Scope 3 business travel and employee commuting) to 117,695 tCO<sub>2</sub>e, as well as a 75% reduction in our business travel emissions — both from a proforma FY19 baseline that reflects our acquisitions. Our net GHG emissions for Scopes 1 and 2 and Scope 3 business travel and employee commuting after the application of energy attribute certificates (Scope 2 market-based) and carbon offsets for FY21 is zero. Third party verified data for FY22 will be issued in FY23<sup>1</sup>.

Our [ESG Disclosures Report](#) shares our Environmental, Social and Governance (ESG) performance, reported in alignment with the Sustainability Accounting Standards Board framework and informed by Global Reporting Initiative standards. We achieved industry leading ISS Prime Status for our ESG corporate rating — awarded to companies with an ESG performance above the sector-specific Prime threshold, which means that we fulfill ambitious absolute performance requirements. We sustained our inclusion in the *Dow Jones Sustainability™ North America Index* and for the first time earned a place in the prestigious [Dow Jones Sustainability World Index 2022](#), reinforcing our position as a global sustainability leader. Jacobs is one of only 325 organizations

## Challenging today: FY22 further achievements

Introduced **carbon pricing** on corporate business travel.

Earned a place on CDP's **2021 Supplier Engagement Leaderboard**.

Published our FY22 global **Climate Risk Assessment** focusing on water market climate risks and opportunities.

Launched a government-backed **Electric Vehicle (EV) car scheme** to our U.K.-based employees and a **Climate-Focused Pension Fund** option to our U.K. and Ireland-based employees.

Over **26,000 One Million Lives** check-ins were completed between December 2020 launch and our fiscal year end 2022.

Partnered with Engineers Without Borders U.K. to deliver a **sustainability advocates' upskilling program** for 30 Jacobs employees.

**Renewed scholarship to 35 students to our 13-year Dr. Joseph J. Jacobs global scholarship program**, granting a total of \$105,000 in FY22.

**555 of our leaders engaged with Amplifi3**, a program to strengthen leadership and development of inclusive, innovative teams to enhance strategy engagement and execution.

Selected for the **2022 WayUp Top 100 Internship Programs List**.

Enhanced our **Operational Security Strategic Risk Analysis reporting** system to provide clear consistent evaluation of risk for informed decision-making processes.

Recognized 25 teams and individuals in our **2022 BeyondExcellence Annual Awards**.

Launched our **Navigator program**, where employees share their knowledge and experience helping new people find their place at Jacobs.

globally to make the list, out of the more than 10,000 publicly traded companies that are invited to participate in the assessment. We were also recognized on CDP's Climate Change A List for the first time, as one of only 283 companies that achieved an "A" — out of nearly 15,000 companies scored.

Through BeyondExcellence<sup>SM</sup>, our global approach to quality, performance excellence and continuous improvement, we deliver value on our projects through good governance, assurance and improvement.

### Cultivating our culture

As the world faces pressing challenges to the resilience of economies and societies, and changes in the way we work, we have stayed focused on our Culture of Caring<sup>SM</sup> to deliver the best outcomes for our people, the environment and our company.

We know that if we foster a learning culture and unlock career opportunities, we will fuel long-term growth for our people and Jacobs. We are implementing technology, tools and resources to better match our people to opportunities — enabling us to field a global resource bench. Our employee experience platform — e3: engage. excel. elevate. — helps develop our employees through continuous feedback and celebrations, aligning priorities and upskilling knowledge. In FY22, our e3 Learning platform provided over 26,000 training programs to employees globally. To continually evaluate progress in our strategic priority areas and identify new opportunities for growth, we are now conducting smaller, periodic pulse surveys with employees, with the first deployed in FY22.

At Jacobs, we remain committed to prioritizing work that is healthy, safe and secure for our people and our planet. This year marked the 15-year anniversary of



[BeyondZero®](#) and we are proud to have demonstrated safety excellence with another year of zero employee fatalities at work and a total recordable incident rate<sup>2</sup> of 0.18 (compared to 0.21 in FY21), compared to the North American Industry Classification System's most recently reported<sup>3</sup> aggregate rate of 0.6.

We also launched an enhanced Global Travel Risk Management program with our new Global Assistance & Response provider, International SOS, helping to keep our employees safe, secure and healthy while traveling or on assignment outside their home country. With the outbreak of war in Ukraine, our immediate concern has been the safety and wellbeing of our colleagues and their families in Ukraine — we have stayed in close communication, offering support and guidance. Our Employee Assistance Program is available globally to refugees hosted by Jacobs employees as household members.

At Jacobs, we recognize that being healthy goes beyond the physical. That's why our new Wellbeing portal provides information on our global wellbeing program integrating physical, mental, financial and social wellbeing for Jacobs employees and their families. The program includes Jacobs' [One Million Lives](#) app, developed in collaboration with global mental health professionals,

to provide a free, publicly available, mental health check-in tool with a resources website that enables users to check their own mental health and access proactive strategies for personal mental health development. More than 2,400 Positive Mental Health Champions actively support the mental wellbeing of our employees and 1 in every 24 employees is trained as a Positive Mental Health Champion.

### Connecting Kibiraro: Making an Impact in the Heart of Rwanda

Twelve Jacobs team members came together to construct a footbridge to better connect a local Rwandan community to education, healthcare and livelihoods. Watch their incredible experience and impact in Kibiraro unfold.

[Discover more](#)

**~23K** employee volunteer hours tracked

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**3K** charities supported

### Collectively caring in our communities

At Jacobs, we believe in investing in local communities not only where our employees live and work, but globally, making a positive impact and living our values. We are proud that around the world our people are delivering a global [science, technology, engineering, arts and mathematics \(STEAM\)](#) education and engagement program that demonstrates our commitment to equality, inclusion and diversity. Our program, [the Butterfly Effect](#), creates lasting behavior change and habit formation by providing young people, at primary or elementary school, with the knowledge and understanding they need to put sustainability at the heart of every decision they make as consumers of the future.

Through [Collectively<sup>SM</sup>](#), our global giving and volunteering program, our people supported communities devastated by the war in Ukraine and events like Hurricane Ian, the earthquake in the Philippines and flooding in Pakistan. Twelve Jacobs employees — including our EVP, Chief Legal & Administrative Officer Joanne Caruso — participated in our 14th global [Bridges to Prosperity bridge build](#), constructing a footbridge in Rwanda that now provides the local community with safe passage.

Our annual Water for People campaign raised more than \$260,000 in corporate and employee funds to create local water and sanitation utilities around the globe. In FY22, we donated \$3.2 million to 3,000+ charities across 26 countries, and our people tracked approximately 23,000 volunteer hours and completed nearly 8,000 activities. ■

<sup>1</sup> We are externally verifying our FY22 emissions and will be including that data in our FY22 ESG Disclosures Report available soon.

<sup>2</sup> As at October 15, 2022 and recorded in accordance with OSHA record keeping requirements, but subject to change thereafter due to possible injury/illness classification changes. The TRIR calculation uses the US OSHA formula of 'Number of Incidents x 200,000 / total number of hours worked in a year'. The 200,000 is the benchmark established by OSHA because it represents the total number of hours 100 employees would log in 50 weeks based on a 40-hour work week.

<sup>3</sup> Cited on October 5th, 2022 via U.S. Bureau of Labor Statistics - Incidence rates of non-fatal occupational injuries and illnesses by industry and case types, 2020 for NAICS code 54133.

## Shaping tomorrow: FY23 actions

Launch new resources in our [Butterfly Effect STEAM program](#) to suit 11-18-year-old students.

Continue to build a learning culture that activates innovation, inclusion and diversity, and sustainability through internal programs and external partnerships.

Expand climate education to our clients and suppliers by making our Climate Solutions Accelerator e-learning course available externally.

Expand our Task Force on Climate-related Financial Disclosures (TCFD)-aligned reporting to include climate risk assessments across more of our main markets including Transportation and Health.

Establish a global response to the emerging recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD).

Embed digital ESG reporting platform to streamline our ESG data gathering and analytics.

Invest in pilot programs to improve data accuracy on employee commuting GHG emissions, and to consider options for electrification of our fleet vehicles.





One Million Lives is a free mental health check developed by Jacobs and clinical psychologists to help you understand how you're currently coping and provide suggestions for building resiliency.

[Take the check-in](#)

The Butterfly Effect is designed to provide young people with the knowledge and understanding they need to put sustainability at the heart of everything they do.

[Discover more](#)

# 0.18

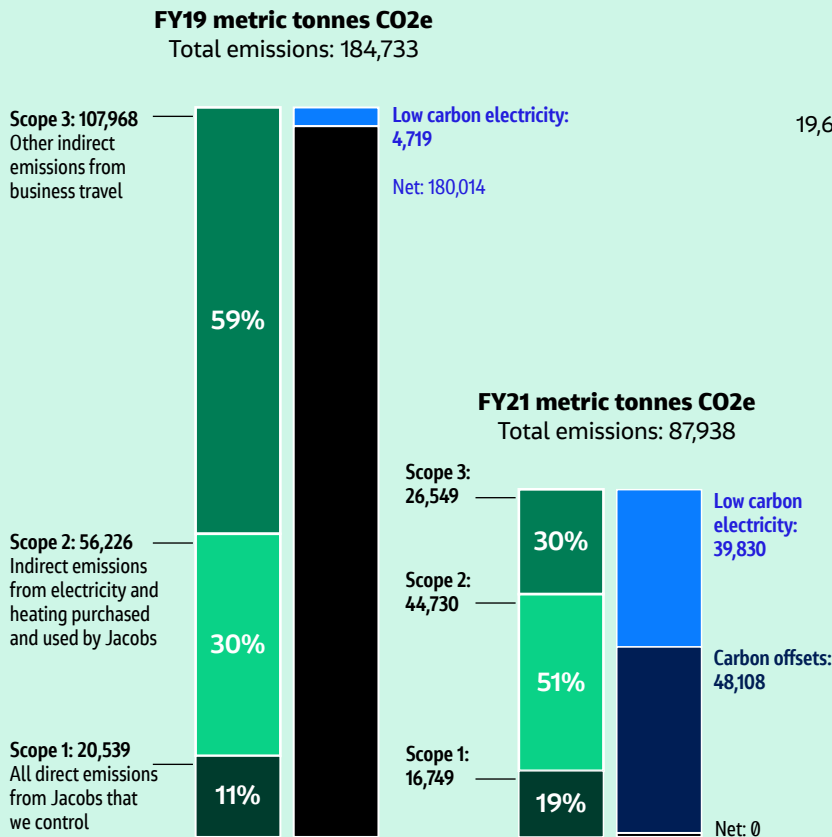
total recordable incident rate<sup>2</sup> (FY22)

# 60%

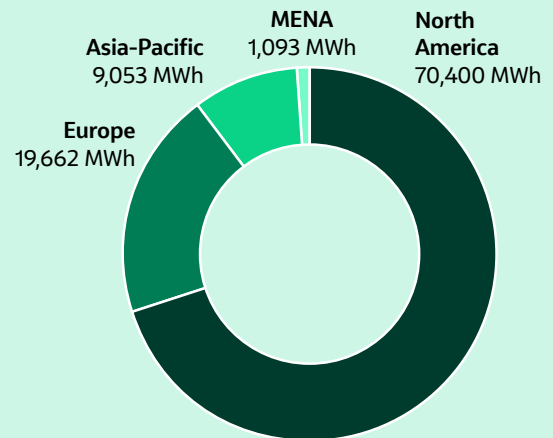
reduction in total, calculated greenhouse gas emissions (FY21)

## Carbon neutral & 100% low carbon electricity

### 2021 and 2019 Greenhouse gas emissions in tonnes



### Amount of renewable electricity purchased by region in 2021



**Scope 1 emissions** are greenhouse gas 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 greenhouse gas 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 greenhouse gas emissions that come from all the other activities a company engages in and are often referred to as emissions from the supply chain.

Data is based on FY21 ESG Disclosures Report. We are externally verifying our FY22 emissions and will be including that data in our FY22 ESG Disclosures Report available soon.

1) Scope 2 emissions are location-based emissions

2) Scope 3 emissions include Business Travel only. All other Scope 3 emissions are reported in our ESG Disclosures Reports.

# 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.

Innovation is fundamental to our core as a solutions company. It builds resilience and flexibility into our bold strategy. To us, innovation is not simply “digital” or “tech.” It’s wider — it’s about applying creativity to solve a problem that drives value for our clients.

## Supercharging innovation

In FY22, to further innovation and idea development, we created: **The Innovation Enablement team** — a team of people around the globe trained in common innovation techniques and frameworks who can provide innovation facilitation services for clients. And for more hands-on development for big ideas, our **Accelerator team** is made up of some of the brightest minds in Jacobs who work with our teammates globally to develop the next game-changing ideas.

To help us coordinate and track new concepts, we deployed **Launch Pad**, an idea management platform that makes idea collection and collaboration easy. Within the platform, our teams can take part in challenges to share ideas, collaborate with others, and ultimately get support to bring ideas to life. One of the first challenges? The Linda Fayne Levinson Sustainability Innovation Challenge, named after our longstanding Director of the Board and trailblazing advocate for women

in business, Linda Fayne Levinson. [The Linda Fayne Levinson Sustainability Innovation Challenge](#) is a new annual innovation campaign to build upon the innovative ideas Jacobs’ teams across the organization are already thinking about, aligned to our hero brands [Beyond If<sup>SM</sup>](#) and [PlanBeyond<sup>SM</sup>](#). Funding is awarded to one or more ideas that have the potential to make the greatest positive impact in addressing the climate crisis and/or maximizing



## Data Solutions suite

Explore our [Data Solutions Suite](#) to learn more about some of our software and data solutions across Transportation, Water and National Security.

sustainable outcomes. Our Chief Financial Officer Sustainable Solution Awards also encourage innovation in embedding sustainability into the solutions we provide and reward winners with their ability to donate to a charity of their choice.

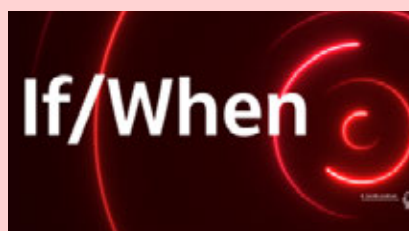
And, to help teams across our company develop their ideas using the Beyond If method, we launched our *Beyond If Innovation Methodology Playbook* that explains the way we innovate, helping our teams think differently about their ideas and how to move them forward.

## Ideating for tomorrow

We developed the **Solution Station**, a single place to explore solutions created by our colleagues across Jacobs. The platform showcases Jacobs-developed and Jacobs-owned tools, products and solutions that are ready for use in solving our clients’ toughest issues. To date, the Solution Station has more than 1,400 active monthly users and more than 70 solutions to offer.



## Listen up: Jacobs podcasts



## 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 →](#)



And in line with our bold strategy, we focused on developing next-generation cloud, cyber, data and digital solutions such as:

- **AquaDNA:** a real-time predictive analytics platform that integrates IoT sensor data to manage the performance of wastewater pump cleaning and sewer networks.
- **Aviation Suite:** a suite of software tools that provide navigation, airdrop and mission planning solutions for public and private sector aviation customers.
- **BlackStack:** a software platform that accelerates sensor data collection and performs real-time edge data processing and analytics; bypasses traditional extract, transform and load (ETL) processes by leveraging artificial intelligence and machine learning (AI/ML).
- **Flood Modeller:** modeling software to simulate flow of water through river channels, drainage networks and floodplains (includes Flood Viewer and Flood Cloud.)
- **GeoPod®:** an integrated hardware (cameras and GPS/Inertial Measurement Unit) and custom software system that enables geographically distributed imagery mapping.
- **Intelligent O&M:** a data analytics solution that aggregates and analyzes plant data to manage and optimize water and wastewater treatment plant operations and maintenance (O&M).
- **KnackStack:** a Hybrid Platform-as-a-Service (PaaS) that enables software development through accredited DevSecOps IT infrastructure; automates data security and access control to enable computation, development and communication.
- **StreetLight InSight:** a Software as a Service (SaaS) platform that provides human mobility, supply chain efficiency and social value analytics through its machine-learning algorithms.
- **Track Record Facilities:** a construction management platform that documents and tracks construction projects; includes Track Record (TR) Engage, TR Facilities, TR Insight, TR Safety and TR Facilities Survey product offerings. ■



#### [Redefining what's possible: Climate adaptation](#)

With Article 7 of the Paris Agreement defining the global goal of enhancing adaptive capacity and resilience and reducing vulnerability to contribute to sustainable development, in this issue of *Reimagined Perspectives*, we're a shining light on several climate adaptation measures.



#### [Beyond the Baseline](#)

In this thought leadership series, Jacobs, in collaboration with the Global Infrastructure Hub, explores how infrastructure projects can leverage the once-in-a-generation opportunity to deliver transformative outcomes at scale.



#### [Airports as Catalysts for Decarbonization](#)

New Jacobs research provides a roadmap for the future of hydrogen plane fueling, ready for the first hydrogen-powered aircraft expected by 2035.

# 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.

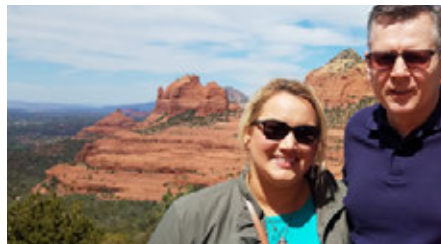
Our three strategic accelerators — Climate Response, Consulting & Advisory and Data Solutions — open up significant high value growth opportunities with clients across Advanced Manufacturing, Cities & Places, Energy & Environment, Health & Life Sciences, Infrastructure, National Security and Space.



## Advanced Manufacturing

**Our differentiating capabilities in advanced manufacturing include Jacobs' highly advanced design and engineering in the electrification ecosystem, data centers and semiconductor manufacturing — deployed through a global integrated delivery platform.**

- We've completed 25 million square feet of EV manufacturing facilities and three of the largest battery plants in the world, for a total of 350 GwH.
- We're partnering with some of the world's largest technology and data center providers to address critical sustainability and carbon neutrality challenges and driving innovation with renewable power and water technologies.
- Alongside Western Digital, we're working toward reducing energy, water, carbon and waste at its global manufacturing facilities and updating vulnerability assessments across the company's portfolio with special emphasis on climate change.



[Working with Intel Like Father, Like Daughter: A Q&A with Dave King and Ellie Wilson.](#) This family pair share their parallel paths and how they led to working on Intel projects.

## Cities & Places

**We integrate data, technology, mobility and connectivity to improve economic and social equity, and overall resiliency of cities and communities, and combine domain expertise from strategic planning, architecture, design, engineering, natural sciences and the arts.**

- We've continued providing program and master planning leadership, technical design and planning advisory services for the \$7 billion North London

sustainable mixed-use development, [Meridian Water](#), meeting the U.K.'s highest health and building standards and targeting net-zero carbon by 2030.

- We're providing site master planning and sustainability solutions for a new Energy Campus in Rheinland, Germany, welcoming third-party partners and investors to build the value chains of the future and supporting the transition of Shell in Germany to a net-zero-emissions company.
- We're providing construction management and design support services for New Zealand's [Central Interceptor](#), the supersized wastewater tunnel, which will play a crucial role in ensuring cleaner waterways in central Auckland and future-proof the wastewater infrastructure for the city's growing population.
- As program manager for the [Port of San Francisco Waterfront Resilience Program](#), we're leading the preservation and fortification of the 100-year-old Embarcadero Seawall for sea level rise adaptation, flood protection and earthquake resilience.



Cleaning up Scotland's most radioactive [beach](#): Jacobs' radiation protection specialists are supplying the crucial know-how for a clean-up operation on the beach of Dalgety Bay, near Dunfermline.

### Energy & Environment

**As the world's largest environmental consulting firm — and backed by decades of cross-market delivery in natural sciences and engineering — Jacobs is at the forefront of solving the planet's most critical environmental challenges from impact assessment and natural systems modeling to remediation and compliance.**

- As the program management partner for Pacific Gas and Electric's Electric Undergrounding Program, the largest program of its kind in the U.S., we're helping bring 10,000 miles of power lines underground to mitigate wildfires in and near high fire-threat areas and respond to California's evolving climate challenges.
- We supported [Expo 2020 Dubai](#) with the planning, management and achievement of one of the most

sustainable global events to date, setting a high bar for accurate greenhouse gas accounting of mitigation measures, including energy efficient structures, low carbon materials and substantial waste diversion.

- Jacobs is part of a consortium chosen by the Michigan Department of Transportation and led by Electreon to develop and implement an inductive vehicle charging pilot — the first of its kind in the U.S. — a critical step toward reducing global transportation carbon emissions.
- Drawing on our global hydrogen capability, we conducted a [feasibility study for renewable energy company RWE](#) to investigate the production and supply of green hydrogen in South Wales, U.K. The green hydrogen project has the potential to grow to several gigawatts in scale and could be linked to floating offshore wind in the Celtic Sea.

It's a decade since the [London 2012 Olympic & Paralympic Games](#) and our team share what working on the Games meant for major projects of the future and the Games legacy.

### Health & Life Sciences

Jacobs' deep subject matter expertise across diverse scientific, infrastructure, environmental and digital domains in biopharmaceutical manufacturing, health governance, health infrastructure and operations advisory provides market differentiation and distinct competitive advantage.

- Johns Hopkins Medicine selected us to provide project management services for the [redevelopment of laboratory space](#) on its medical campus in Baltimore, Maryland. The new project will provide innovative spaces for wet and computational laboratories, as well as collaborative spaces for investigators, clinicians and students.
- In Thailand, we're providing engineering design to NatureWorks for a [new biopolymer production plant](#) for the largest supplier of polylactic acid, a low-carbon bioplastic derived from renewable, agricultural resources like corn or sugarcane, and used in a range of consumer goods.
- Working alongside NHS Scotland, we're drafting individual Net-Zero Carbon Roadmaps for 12 NHS Scotland Health Boards, supporting reduction of operational greenhouse gas emissions across a range of areas such as energy efficiency, heat decarbonization, power generation, waste and transport to meet a "net-zero" target on or before 2040.



We connected with Jacobs Director of Health Analytics Eric Shen to talk about helping clients and project managers use data-driven methodologies to improve project planning and achieve long-term performance results.

[Read more →](#)

## Infrastructure

We're capitalizing on our advanced design, engineering, program management, urban and transportation planning, scientific and technology services.

- The New York City Department of Environmental Protection selected us to study the [feasibility of consolidating four aging wastewater resource recovery facilities](#) into a new state-of-the-art facility on New York's Rikers Island. Closing the Rikers complex permanently and redeveloping the 413-acre island would offer an opportunity for renewal and transformation within the surrounding communities, while freeing up valuable land along the East River. Jacobs' approach to the study incorporates a [OneWater](#) perspective to infrastructure planning that includes challenging urban water management to create opportunities for equitable and inclusive economic development.
- As technical advisor to Brisbane City Council, we're guiding [Brisbane Metro](#) toward solutions for their congestion issues, and showcasing a new, improved bus system and cutting-edge, green transit solutions, including new battery electric, bi-articulated vehicles (the first of their kind in Australia) that have zero tailpipe emissions.
- In this [podcast](#), former Crossrail Ltd CEO, Mark Wild, joins Jacobs to discuss learnings from and benefits of the development of London's new Elizabeth line. The improved transport links will help in transforming the areas through which it runs – driving development, attracting investment and jobs, and acting as a catalyst for regeneration.

## National Security

Encompasses solutions for public and private sector institutions, systems and programs that serve to create, secure and defend national interests and infrastructure against foreign and domestic threats across multiple domains.

- Jacobs scored our third consecutive architecture and engineering support services contract to continue supporting the [U.S. Department of State Bureau of Overseas Buildings Operations](#) by providing program-level process- and procedure-improvement support, existing facilities surveys and analyses, and other project-specific support.

Supporting delivery of the [Elizabeth line](#), the most significant addition to London's transport network in a generation.



Ahead of her talk at the [World Biodiversity Summit](#) in New York City as part of [Climate Week NYC](#), we caught up with Jacobs Resilient + Sustainability Business Advisory Director Hollie Schmidt to discuss her thoughts on biodiversity, the challenges and opportunities we face in developing a sustainable future and her work on resilient projects across our portfolio like the [Tyndall Air Force Base restoration and coastal resilience program](#). [Read more →](#)

- We made a [strategic investment in HawkEye 360](#), the industry leader in radio frequency geoanalytics, providing commercially available precise mapping of global RF emissions. With our investment, we're enhancing our digital intelligence suite with spectrum-based geoanalytics technologies, which will play an increasingly important role in delivering solutions to address critical challenges for national security, civilian infrastructure, maritime and energy clients around the world.
- Our design of the new 77,110 square foot Defense Threat Reduction Agency (DTRA) Administration Building at Kirtland Air Force Base (KAFB), New Mexico received the [2022 Merit Award in the Unbuilt Category](#) from the Society of American Military Engineers at their bi-annual Design Awards. Our award-winning design applies a "modern" working environment, allowing for maximum daylight in offices and work locations while keeping spaces secure.



## Space

Jacobs delivers high-end solutions for remote sensing and earth observation, intelligence gathering, communications and navigation and space-enabled science and exploration through its decades of experience and capabilities in scientific, engineering and technology innovation.

- At NASA, we're providing engineering and scientific products and technical services at [NASA Johnson Space Center](#) — including technology development, planetary missions and physical science research, astromaterial curation, and laboratory/facility operation and maintenance aimed at supporting the future of human space exploration.
- [Axiom Space](#) awarded us the architecture and engineering phase one design contract for its new 100,000 square foot Assembly, Integration and Testing facility to support its mission to provide access to low Earth orbit and assemble the first commercial international space station — which will provide a central hub for research to support microgravity experiments, manufacturing and commerce in low Earth orbit missions.
- Orbex, an orbital launch services company serving the needs of the small satellite industry, is working towards launching its Prime rocket from Sutherland Spaceport near Tongue in the northern Highlands of Scotland. An investor in Orbex, we're [leading the construction](#) of the spaceport, and will provide spaceport operations support, operations consultancy and engineering services.
- Across multiple NASA Centers, contracts and programs, we're providing innovative solutions and technologies to support NASA in their quest to explore deep space with the Artemis program. Named after the twin sister of Apollo and goddess of the moon in Greek mythology, NASA's [Artemis missions](#) aim to land the first woman and the first person of color on the moon and establish sustainable exploration in preparation for missions to Mars. ■

[Making Artemis a reality](#): explore NASA's deep space human exploration program which aims to land the first woman and the first person of color on the moon and establish sustainable exploration in preparation for missions to Mars.

The projects Jordyn-Marie Dudley and her co-workers at NASA Marshall Space Center contribute to are helping to define what we know about the planets in our solar system, and directly influence and support current and future space exploration. Get to know Jordyn-Marie and how she got to where she is today in this Q&A. [Read more →](#)

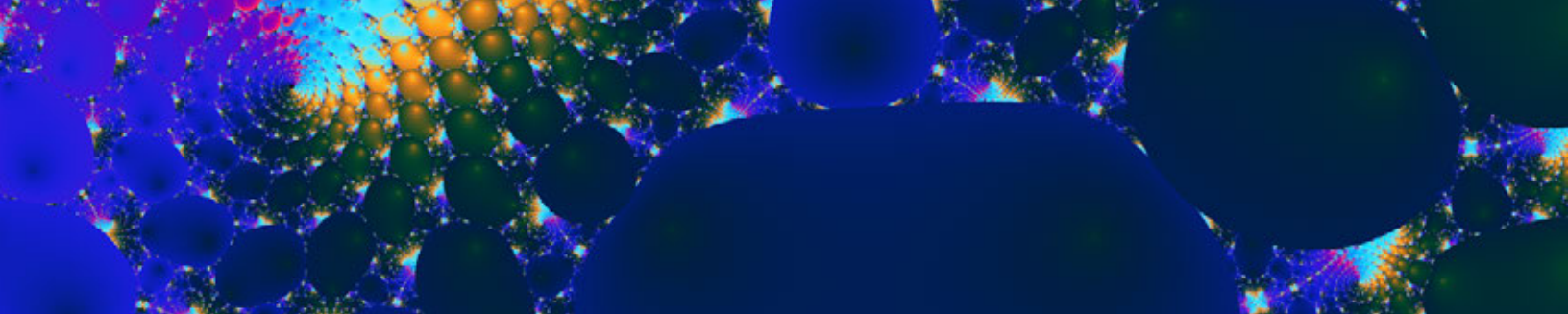


We went [behind-the-scenes](#) on the National Air and Space Museum's One World Connected exhibit, sponsored by Jacobs.

The exhibit tells the story of how flight fostered two momentous changes in everyday life: the ease in making connections across vast distances and a new perspective of Earth as humanity's home. We collated stories from Jacobs that highlight the connections and digital solutions we are making around the world.

[Read more →](#)





# We live inclusion

We live inclusion. We put people at the heart of our business. We embrace all perspectives, collaborating to make a positive impact. Through an unparalleled focus on inclusion, with a diverse team of visionaries, thinkers and doers, we build trust — in each other and across our company.

At Jacobs, we want people to feel included, that they belong, and that there is no limit to who they can be and what we can achieve together. Inclusion is about tangible action that drives meaningful, measurable change both in our company and in the communities we serve. It means creating a culture of belonging where everyone can thrive — a culture that we call **TogetherBeyond™** and that is integral to our new Company strategy.

### Committed, bold leadership

Operationalizing TogetherBeyond is supported by tangible leadership commitment and accountability at all levels of our company. We hold our leaders accountable to personally advance our TogetherBeyond principles as a key part of their performance and compensation reviews. In FY22, we set an objective for all our people leaders to

have a TogetherBeyond goal and commit to meaningful and measurable actions to create an inclusive environment, and our Senior Vice Presidents and above signed our annual I&D commitment statement. This supports two essential priorities: our global [Action Plan for Advancing Justice and Equality](#) and our aspirational 40-40-20 goal (40% men, 40% women and 20% open to any gender).



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



Check out our LinkedIn for more on International Assistance Dog Week. | [Learn more →](#)

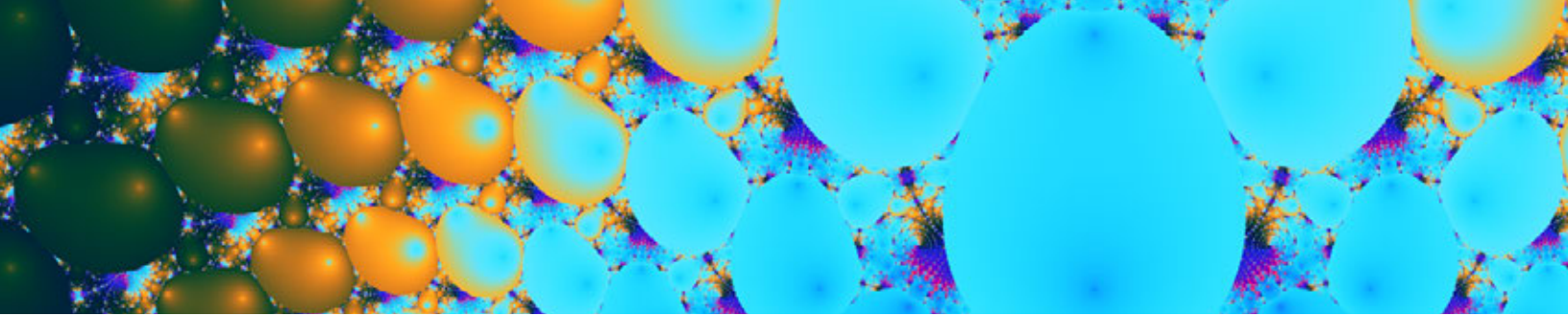


Empowering our employees across all career stages to maximize their potential and make Jacobs the industry leader and workplace of choice.



Check out our Instagram for some Favorite Memories from the Idea-Packed Careers Network Leadership Gathering | [Learn more →](#)





Hear from some of our interns reflecting on another successful internship season. [Learn more →](#)

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

In the Action Plan, we committed to investing \$10 million over five years to support STEAM programs in Black communities, increase our support of diverse suppliers, and strengthen our commitment to developing and hiring the best diverse talent.

In FY22, we invested more than \$900,000 toward this commitment. We launched the Jacobs Equity and Advancement Program, a scholarship program and student engagement plan that provides monetary supplement to Black STEAM education, and also provides opportunities for research, mentorship, and continued STEAM outreach by Jacobs professionals.

Part of the Action Plan's goal is to "contribute to structural change in the broader society," and we created our Supplier Diversity Roadmap to further our diversity commitments, by focusing intentionally on working with minority and veteran-owned small or disadvantaged businesses across the globe. In FY22, we spent more than \$2.54 billion on diverse and disadvantaged suppliers — approximately 39.97% of our total supply chain spend.



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



Celebrating Hispanic Heritage month on Instagram | [Learn more →](#)



"Working together" in Swahili — Positively impacting the black employee experience through recruitment, development, and retention of black talent.



Looking Back on Jacobs' Biggest Black History Month Ever | [Learn more →](#)



## Fostering trust

We want our people to reflect the communities in which we live and work. Through TogetherBeyond, we tackle topics that are important to them such as equality, conscious inclusion and allyship. With a unique network membership of nearly 18,000 people in our eight [Jacobs Employee Networks \(JENs\)](#) and close to 13,000 in a Community of Practice, our employees play an essential role in attracting new talent, helping to shape our recruiting strategies and policies, our STEAM programs, and our accessibility practices. Our JENs offer mentoring programs that connect members with leaders who understand the unique challenges of their journeys and provide insight and guidance for those looking to elevate their careers.

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

- Our “Be Seen @ Jacobs” data disclosure campaign allows employees to confidentially and voluntarily report the demographic data they want to report. We anticipate that this will help give us a holistic overview of our talent and the ability to identify and address pay gaps or other inequities that may exist.

International Women’s Day 2022 theme #BreakTheBias was about celebrating women’s achievements, raising awareness against bias and taking action for equality. We connected with several Jacobs Women’s Network superstars to talk about their #BreakTheBias experiences. [Read more →](#)



#OurJacobs team in India includes more than 3,700 people across the country and is home to one of our largest groups of multi-disciplinary professionals supporting programs around the world. Our new Bangalore office opened in 2022 truly celebrates our team culture and was recently recognized as one of [India’s Great Place to Work®](#).



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



A Color Run Charity Fundraiser during Holi, the Hindu Festival of Colors | [Learn more →](#)



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



Prism, Parades, Pies: Pride 2022 in Review | [Learn more →](#)

- Delivering initiatives to elevate the value of women in the workplace and develop the next generation of professional women. Strategic efforts include gender-balanced interview teams, flexible working arrangements, improved caregiver leave, a resource that helps employees navigate different pathways to parenthood, and “Bridge the Gap,” a program to support parents returning to work. Following the overturning of Roe v. Wade, we identified a broad array of support options and worked with our healthcare providers to ensure all employees have access to medical care for their unique situations.
- Ensuring that our LGBTQ+ family is fully included by establishing gender-neutral restrooms, training HR specialists on transgender guidelines and ensuring U.S. healthcare plans are inclusive. And guidelines to ensure employees undergoing a gender transition have the support they need and have created a designated “transgender specialist” to provide assistance with the process.
- Ensuring all key Jacobs family policies (maternity, paternity, shared parental leave, adoption leave, bereavement leave) are inclusive of all families, regardless of gender or gender identity. ■

## Partnerships and recognition

For the second consecutive year, named one of [The Times Top 50 Employers for Women 2022](#), the U.K.’s most highly profiled and well-established listing of employers striving for gender equality in the workplace.

Proud to be ranked No. 6 in [Stonewall’s U.K. Workplace Equality Index \(WEI\) Top 100 Employers List for LGBTQIA+ People](#) and earn Stonewall’s Gold Award for the first time in Jacobs’ history, ranking No.1 in the Construction, Engineering and Property industry rankings.

Named the [Workplace Gender Equality Agency’s Employer of Choice for Gender Equality](#) in Australia.

Awarded Best Place to Work for LGBT Equality in the [Human Rights Campaign’s Corporate Equality Index](#) for the fourth year running.

Named to Forbes’ [The Best Employers for Diversity](#) and [The Top 25 Best Companies for New Grads list](#), and the Straits Times’ [Singapore’s Best Employers list](#).

Received the [Cleared Assured Gold Standard for Workplace Diversity and Inclusion](#) (U.K.).

Named by [DiversityComm Best of the Best List of veteran-friendly companies](#) in U.S. Veterans Magazine, Top Supplier Diversity Programs in 2022.

Partnered with [National Business Disability Council](#) (NBDC) through the Viscardi Center to participate in the Emerging Leaders program.

During the year, retiring Board Director Linda Fayne Levinson was honored by the [National Association of Corporate Directors’](#) (NACD) B. Kenneth West Lifetime Achievement Award.



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



VetNet Brings Legions of Inclusion and Diversity to Jacobs | [Learn more →](#)



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



Jacobs Named One of The 2022 Times Top 50 Employers for Women | [Learn more →](#)



# 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



**Shelie Gustafson**

Executive Vice President, Chief People & Inclusion Officer



**Claudia Jaramillo**

Executive Vice President, Strategy & Corporate Development



**Steve Arnette**

Executive Vice President & President, Critical Mission Solutions



**Patrick Hill**

Executive Vice President & President People & Places Solutions



**Shannon Miller**

Executive Vice President & President, Divergent Solutions



**Donald Morrison**

Senior Vice President, Chief Growth Officer



## Board of Directors



**Steve 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



**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



**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

# Pushing beyond: The 2022 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 25 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 \$50,000 to worthy causes around the world. Here, we share more on our award winners.



## Special Recognition Awards

This year, we have awarded two special awards to recognize the extraordinary efforts of individuals and teams that have truly gone beyond throughout the response to the ongoing Ukraine–Russia conflict. Throughout, these recipients responded swiftly, tirelessly and efficiently to ensure that proper safety protocols included the protection and wellbeing of our people and their families.

- **Confidential Project**
- **Continental Europe Emergency Management Team**  
Poland

## We do things right.

### *Chair and CEO BeyondZero Leadership of the Year Award*

Recognizes those who demonstrate an extraordinary commitment to our BeyondZero<sup>®</sup> Culture of Caring<sup>SM</sup> and always doing the right thing. Our winners exemplify courage and leadership — intervening when it's necessary, continuously innovating, and implementing improved practices to demonstrate a commitment to Health, Safety, Security and Environment excellence.

- **Indigenous Cultural Safety Project: Advancing Dialogue around Truth and Reconciliation**  
Canada
- **Clear Lake Group Science and Exploration Team**  
United States
- [Crossrail, the Elizabeth Line Programme Partner](#)  
United Kingdom
- **Steve Everton**  
United Kingdom
- [Central Interceptor](#)  
New Zealand
- **San Mateo Clean Water Program**  
United States

### *Sustainable Solution of the Year Award*

Recognizes individuals and teams for contributing to a sustainable future through innovative thinking and smart actions.

- [Blue Carbon Studies](#)  
United Kingdom

### *Noel Watson Ethical Leadership of the Year Award*

Named after former Jacobs CEO, Noel Watson, this award recognizes those who hold the highest ethical standards and always act with integrity — leading others through often difficult situations with our values top of mind.

- **Vinay Goggi**  
India



## We challenge the accepted.

### *Beyond If<sup>SM</sup> Everyday Innovation Award*

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

- **Keith Hill**  
United Arab Emirates

### *Beyond If Accelerant Awards*

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

- **The Electric Torque Tool**  
United Kingdom

### *Beyond If Innovation @Scale Awards*

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

- **Flood Incident Mapper**  
The Environment Agency  
United Kingdom

### *Sales Leadership of the Year Awards*

Recognizes the very best in excellence across our sales process — honoring pursuit and capture teams for superior performance in client engagement, strategy, teamwork, innovation, dedication, discipline, cross-selling, profitability and customer value with a measured business impact.

- **NASA**  
Engineering, Technology, and Science (JETS) II  
United States
- **Confidential Client**
- **Confidential Client**

### *Global Integrated Delivery: Outstanding Individual of the Year Award*

Recognizes and showcases great people who made a notable contribution in driving the Global Integrated Delivery message and/or securing significant Global Integrated Delivery project value.

- **Jamie Furney**  
United States

### *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.

- **Dallas Independent School District**  
Project Management/Construction  
Management  
United States

### *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.

- **National Highways (client: Costain Plc.)**  
A30 Chiverton to Carland Cross  
United Kingdom

## We aim higher.

### *Joseph J. Jacobs Reinventing Excellence Award*

Our highest recognition for excellence in project and program delivery. This award honors teams for their dedication to challenging today and reinventing tomorrow, for creating a more connected, sustainable world, and for doing so by embracing our values — resulting in superior project and program performance.

- **Esso Petroleum Company Limited**  
Southampton to London Pipeline Project  
United Kingdom
- **U.S. Department of Energy**  
Savannah River Remediation Project –  
Liquid Waste Contract  
United States

### *Chief Operating Officer Quality Leadership of the Year Award*

Recognizes the best-of-the-best in inspirational quality leadership, reflecting our BeyondExcellence culture through a constant pursuit of performance excellence on programs, projects and corporate initiatives.

- **Confidential Client**  
Landfill Closure Project  
United States

## We live inclusion.

### *TogetherBeyond<sup>SM</sup> Inclusive Leader of the Year Award*

Recognizes individuals who display a passion and commitment for inclusion and diversity efforts across our company and the broader society. As role models, these inclusion and diversity leaders have made meaningful contributions to create a culture where people can thrive and realize their potential as individuals.

- **Eva Wood**  
Australia
- **James Hampson**  
United Kingdom
- **Ricky Ly**  
United States



# 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 approximately \$15 billion in annual revenue and a talent force of approximately 60,000, Jacobs provides a full spectrum of professional services including consulting, technical, scientific and project delivery for the government and private sector.

**J**  
**LISTED**  
**NYSE**

## FORWARD-LOOKING STATEMENTS

Certain statements contained in this integrated annual report constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are statements that do not directly relate to any historical or current fact. When used herein, words such as "expects," "anticipates," "believes," "seeks," "estimates," "plans," "intends," "future," "will," "would," "could," "can," "may," and similar words are intended to identify 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 timing of the award of projects and funding under the Infrastructure Investment and Jobs Act, as well as general economic conditions, including inflation

and the actions taken by monetary authorities in response to inflation, changes in interest rates and foreign currency exchange rates, changes in capital markets, the possibility of a recession, geopolitical events and conflicts, and the impact of the COVID-19 pandemic, including the related reaction of governments on global and regional market conditions, among others. 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 report to conform to actual results, except as required by applicable law.



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