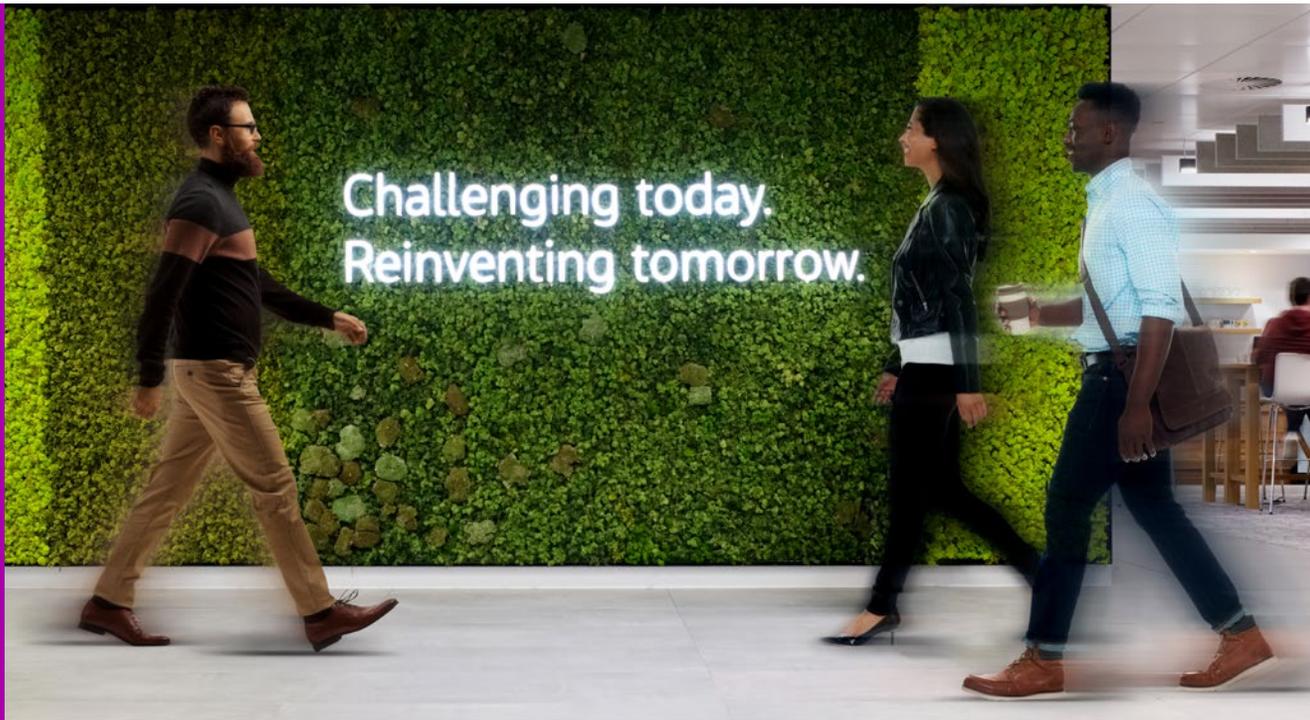


# Jacobs



## **2023 Integrated Annual Report**

# 2023 Integrated Annual Report

*At Jacobs, we make the world smarter, more connected and more sustainable.*

■ **We do things right.**

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

■ **We challenge the accepted.**

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

■ **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.

■ **We live inclusion.**

We put people at the heart of our business. We embrace different 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.

**40+**  
COUNTRIES

**~60K**  
TALENT FORCE

**\$29B**  
IN BACKLOG

**\$16B**  
FY23 REVENUE

# Financial highlights

## GAAP Numbers as reported

Dollars in thousands, except per-share information

	2023 <i>September 29</i>	2022 <i>September 27</i>	2021 <i>October 1</i>
Revenues	\$16,352,414	\$14,922,825	\$14,092,632
Operating profit	\$1,075,237	\$917,850	\$688,089
Net earnings attributable to Jacobs from continuing operations	\$666,619	\$644,071	\$467,022
Per share information:			
Basic EPS from continuing operations	\$5.33	\$5.01	\$3.15
Diluted EPS from continuing operations	\$5.31	\$4.98	\$3.12
Stockholders' equity	\$51.46	\$46.82	\$45.25
Closing year-end stock price	\$136.50	\$108.49	\$134.66
Total assets	\$14,617,109	\$14,660,419	\$14,632,609
Total Jacobs stockholders' equity	\$6,546,220	\$6,060,056	\$5,940,041
Stockholders of record	2,480	2,733	2,954
Total backlog	\$29,103,000	\$27,862,000	\$26,631,000
Talent force	60,000	60,000	55,000

### GAAP Net Earnings from continuing operations

23	\$ 667 million
22	\$ 644 million

### GAAP Earnings Per Share from continuing operations

23	\$ 5.31
22	\$ 4.98

### GAAP Operating Profit

23	\$1,075 million
22	\$1,433 million

### GAAP Operating Profit Margin

23	6.58%
22	6.2%

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

23	\$916 million
22	\$897 million

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

23	\$7.20
22	\$6.93

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

23	\$1,432 million
22	\$1,314 million

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

23	10.7%
22	10.4%

<sup>1</sup>Financials reflect adjusted figures. Refer to the Non-GAAP reconciliation tables included in the Company's fiscal 2023 earnings release and presentation, available on jacobs.com.

# CEO's Message



Fellow shareholders,

I was honored to assume the role of CEO in January 2023. Drawing from my 16 years with Jacobs, my aim as CEO is to build upon the remarkable progress being made to diversify our capabilities and offerings, thereby expanding opportunities and value for our clients, our shareholders and our people. Since that time I've valued the opportunity to continue to connect with many of our stakeholders, visiting projects and offices around the globe. I continue to be inspired by our work providing solutions and outcomes which are having a positive impact in the world today and for the future.

## A dynamic business for a changing world

Universally, our clients are being asked to do more, faster and with less, whether it be managing skills shortages, tighter budgets or supply chain limitations, all while navigating global climate change and complex geopolitical conditions. We're seeing larger, more multifaceted projects across key sectors aligned to critical infrastructure and sustainability. Anticipating the global mega trends most important to our clients, we're leveraging the science-based, deep domain experience we've gained over decades to solve complex challenges around climate response, social value, resource constraints, cybersecurity, data and technology.

With the transformational moves within our portfolio in the sectors we serve, I firmly believe this is the time for us to capitalize on opportunities to lead our industry, while optimizing and streamlining our business to accelerate organic growth.

As we work on some of the most critical infrastructure projects around the world, we're positively advancing what thoughtful, quality and nature positive infrastructure can do to support our communities in the future and how we can help promote equitable systems.

## Solutions for a better future

Our strategy is taking Jacobs to new levels of success by focusing on three significant growth accelerators — climate response,

data solutions, and consulting & advisory services. Climate change is the biggest global disruptor of our time, and the way it impacts people's everyday lives speaks to the importance of how we act now and plan for the future. Our [climate response accelerator](#) is focused on end-to-end solutions that we co-create with our clients in energy transition, decarbonization, adaptation & resilience, and regenerative & nature-based climate solutions.

We're helping clients navigate the future around clean, secure, affordable energy supply, decarbonization, electrification demand and decentralization.

Opportunities around clean energy and utility grid infrastructure upgrades continue to expand — as reflected by our work with [National Grid](#) in the U.S. and the U.K., [SuedLink](#) in Germany, [Fortescue Future Industries](#) globally, and one of the largest offshore wind ports in the U.S., the [South Brooklyn Marine Terminal](#). In addition, we're designing, engineering and delivering electric vehicle (EV) and battery manufacturing facilities for four of the largest EV manufacturing plants in the U.S., and helping transit agencies, municipalities and state transportation departments electrify and green their fleets. With the U.S. CHIPS Act and similar legislative drivers, we're capturing aligned opportunities in semiconductors, particularly in the U.S., Europe and the Middle East, as the world reshapes global supply chains. We're also partnering with the world's leading Life Sciences firms to advance transformative treatments and therapies — delivering advanced manufacturing facilities that positively impact people's lives and shape a better tomorrow.

Climate change, compounded by population growth, water scarcity and vulnerability to natural hazards, has increased the need for integrated, scalable solutions for resilient water resources. From coastal protection and ecosystem restoration to [OneWater](#) planning, where we take a holistic view across the entire water cycle, we support some of the largest programs globally — like our work with the [Las Virgenes-Triunfo Pure Water Project](#) and [Singapore Public Utilities Board](#).

Our continued focus on [data solutions](#) is crucial to supporting these projects. We're

### FY23 notable recognition

- Received the World Environment Center's prestigious [2023 Gold Medal Award](#) recognizing our sustainability transformation.
- Placed on Dow Jones Sustainability World Index 2023 and [CDP's A List for Climate 2022](#).
- Ranked [N° 1 on Engineering News-Record \(ENR\)'s list of Top 500 Design Firms for the sixth consecutive year](#), and [N° 1 on ENR's Top 50 Program Management Firms](#) for the third consecutive year.
- Awarded [five-star leader rating for climate & ESG impact by Environment Analyst in 2023](#).
- Named on [Forbes' World's Top Companies for Women 2023](#).
- Received a prestigious ["Gold" 2023 Brandon Hall Group HCM Excellence Award](#) for our global CEO Leadership Roundtable program.

investing in big data, artificial intelligence (AI) and generative design while building a technology backbone that enables us to add value in a more efficient way. We're developing [proprietary solutions](#) and also working in partnership with [Palantir](#) to develop smart algorithms and create consistent and scalable products that connect predictive AI modeling with day-to-day operations and process optimization for clients. We're using our digital products, [Aqua DNA](#) and [Intelligent O&M](#), to assist the [City of Wilmington](#), U.S., to reduce chemical and energy consumption and make positive environmental impact through smarter deployment of preventative maintenance activities.

Our [majority investment in PA Consulting](#) is also proving highly successful with synergies in our [consulting & advisory services](#) accelerating opportunities in multiple sectors as we discover new opportunities that deploy our complementary strengths. Together, we're providing strategic management and technical services to [The Copenhagen Metro](#), one of the most advanced public transport systems in Europe.

## Our transformation trajectory

We also reached an important milestone in our journey to become a more streamlined and higher value company focused on addressing critical infrastructure, advanced manufacturing and sustainability challenges. In November 2023, we [entered into a definitive agreement](#) to spin-off and combine our Critical Mission Solutions (CMS) and Cyber & Intelligence (C&I) government services businesses with Amentum to create a new, publicly-traded player in the government services sector positioned to address many of the world's most complex and critical challenges. I've seen firsthand the world-class innovation and problem-solving our CMS and C&I teams have brought to Jacobs, and I am excited for the great opportunities ahead.

Our transformational journey would not have been possible without our experienced and highly engaged Board of Directors. We recently welcomed our newest members to the Board, [Julie Sloat](#) and [Louis Pinkham](#). With more than 60 years' experience between them across business, technology manufacturing and energy transition, they bring a

track record of scaling ground-breaking products and services, developing organizations, and building cross-industry, strategic partnerships.

In July 2022, we welcomed [Claudia Jaramillo](#) as Executive Vice President, Strategy and Corporate Development. Claudia played an important role, alongside then CFO Kevin Berryman, on the issuance of our first-ever [Sustainability-Linked Bond](#) in February 2023 and, in August 2023, she transitioned into her new role as Chief Financial Officer. Her record of leadership and operational execution ideally positions her to serve in this role to further advance our strategy.

As a key member of our executive leadership team since 2014, Kevin has been instrumental in transforming Jacobs into a higher growth, higher value technology-enabled solutions provider. During his tenure, Kevin has been a proactive partner in forming and implementing our strategies and has driven strong financial performance focused on disciplined cost control, robust cash flow generation and effective capital deployment, in addition to demonstrating committed leadership to our cultural transformation.

I want to thank Kevin for his dedication to the CFO role and the entire Company and I look forward to continuing to work with him as he provides strategic insights to the long-term vision of both independent Jacobs and independent CMS. It's noteworthy that in Jacobs' 76 years as a company, we've seen only five CEOs and four CFOs, which speaks volumes to our stability in a dynamic world.

## Empowering our people

To provide the best talent to deliver for our clients we must be the best place our people want to work and build a career. At Jacobs, our aim is to create an environment that supports our Employee Value Statement — [A World Where You Can!](#) This is our commitment to our broadly diverse employees to support them in being their best self and to give them opportunity to continually learn and grow. As part of our Culture of Caring, we promote agile careers to enable our people to develop new skills and unlock career opportunities across our business.

Our successful and award-winning programs for our [graduates, interns and apprentices](#), our leadership development programs and other learning opportunities also empower our people to be their best for our clients. In addition, our global [wellbeing programs](#), tools and benefits integrate physical, mental, financial and social wellbeing, to help our people thrive. We know that the better and more inclusive our team is around the globe, the better we will be in bringing innovative solutions to our clients.

## More growth on the horizon

With the major government funding commitments such as the [U.S. Infrastructure Investment and Jobs Act](#), the Inflation Reduction Act and similar mechanisms in the European Union and beyond, the increasing prevalence of climate response and digital enablement is driving a once-in-a-generation opportunity to deliver transformational change to the clients and communities we serve. With our global talent base, we believe we can modernize critical infrastructure across higher margin markets — enjoying additional market-share — with efficient, automated, sustainable and resilient solutions that help mitigate the climate crisis and deliver connected, secure and smart infrastructure through a lens of social equity and inclusivity.

At Jacobs, we set the standards for what's possible and we have the capability to bring together the best minds in the industry. We have remained dynamic and agile, delivering for our clients, and evolving into a company of more than 60,000 talented teammates who are united by the purpose of creating a more connected, sustainable world. I would like to thank all our people for their passion and commitment to supporting our clients and delivering the best solutions to drive a positive impact in the world. I'm excited about this next chapter in our transformation and our ability to turn ideas into meaningful, positive outcomes that bring benefits to all our stakeholders.

  
**Bob Pragada**  
Chief Executive Officer

# Shaping possibilities

## Our client solutions

To help us challenge the accepted and shape the new standards our future needs, our three growth accelerators — [Climate Response](#), [Data Solutions](#) and [Consulting & Advisory](#) services — create connections between the global market trends, our client solutions and our company purpose.

We engage at every stage of the challenge. Unlocking the possibilities to produce outcomes and solutions for the world's most challenging issues and critical infrastructure — helping our clients ensure people are connected, have clean energy and water, live in a secure environment, have access to life enhancing therapies and more. Across our sectors, we bring deep capability in high-capacity, fast-ramp projects and more than 50 years of integrated [major program](#) delivery experience to support our clients' most complex needs.

## Advanced Manufacturing

- We're delivering four of the largest [electric vehicle \(EV\) manufacturing plants](#) in the U.S. We're designing the facilities and managing construction for multiple site locations across North America and Europe to expand manufacturing capacity for sustainable EV batteries. This includes our environmentally thoughtful approach to our work with [Cirba Solutions](#), a comprehensive battery materials and management company for end-of-life batteries and gigafactory scrap, to expand a circular, more sustainable manufacturing capacity at its North America locations. We're also delivering across all aspects of the EV future – from planning fleet transitions to building charging infrastructure and battery manufacturing plants, to helping transit agencies, municipalities and state transportation departments win, plan and deploy EV infrastructure funding or other incentives through significant Acts in the U.S. and EU.
- We're capturing unprecedented growth in semiconductors design and construction management in the U.S. and Europe. [Ranked No.1 by Engineering News Record](#)



There are significant ways to reduce the environmental impact of data centers, such as implementing energy-efficient technologies, using renewable energy sources and adopting eco-friendly practices in building construction and operation. [Read our insights →](#)

[for Semiconductors](#), we're currently designing semiconductor projects in the U.S., Europe and Middle East.

- 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.



We ranked N° 1 on [Engineering News-Record \(ENR\)'s 2023 Top 50 Program Management Firms](#) for the third consecutive year, and N° 1 on [ENR's 2023 Top 500 Design Firms](#) for the sixth consecutive year.

Image: Metropolitan Transportation Authority



**TEAM2100: Providing resilience for generations to come** | [Video →](#)

In the U.K., working collaboratively as an integrated delivery team with the Environment Agency and Balfour Beatty, we plan, inspect, refurbish and improve flood defenses along 330-kilometers of the River Thames and reduce the risk of tidal flooding to protect 1.4 million people, over 4,000 different assets and more than \$396 billion worth of property in London, Essex and Kent. | [Discover more →](#)

## Cities & Places

- Jacobs is a key player in the design and delivery of major programs that bring the Saudi Vision 2030 of economic transformation through the delivery of social infrastructure. Working with JASARA, we are providing project and construction management consultancy services for [THE LINE](#), NEOM Company's (NEOM) linear and cognitive city under development in the northwest of Saudi Arabia. THE LINE will play a leading role in NEOM's aim of establishing itself as a new destination for global tourism, industry and innovation.
- We're facilitating urban transformation, including leading a master planning engagement in New York City to explore the transformation of [Rikers Island](#) from a jail complex into a wastewater resource recovery and renewable energy hub. The redevelopment is an opportunity to consider how to drive social equity and inclusive economic development in several New York City communities.
- We 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.
- In Texas, U.S., we're providing program management services to [Austin Independent School District's \(ISD\)](#) largest capital improvement program in its history — addressing critical aging infrastructure that will deliver enduring benefits to the community for decades

to come. Leading a segment of the program, we're specifically overseeing the development of ten schools within Austin ISD, as well as district-wide security improvements, technology upgrades and maintenance.

- We've worked closely with [Expo 2020 Dubai](#) since 2015 and continue to support the transition and evolution of Expo City Dubai, the location for the [28th UNFCCC's Conference of the Parties \(COP28\)](#). More than 80% of the physical infrastructure has been retained and the site transformed into an innovation-driven and people-centric city of the future, creating a legacy for the community's continued economic success. We continue to support as program manager, as well as providing strategic support to help shape the sustainability strategy and decarbonization roadmap.
- Social value and social equity are core values at Jacobs. They are foundational

to our approaches to sustainability, inclusion and diversity and to the key services we provide to our clients globally. We work with our clients, partners and supply chains to create impactful solutions that drive a more equitable distribution of benefits for the communities in which we live and work. Our partner and fully-owned subsidiary [Simetrica-Jacobs](#) specializes in social value, wellbeing research and impact evaluation, and has contributed to internationally endorsed methods set out by the Organisation for Economic Co-operation and Development (OECD) and government-produced guidelines, including the U.K. Government's HM Treasury Green Book. Simetrica-Jacobs helps us go beyond traditional economic models of measuring benefit, enabling our clients to optimize their decision making to improve outcomes for individuals, for communities and for businesses.



### Future City Making: Embracing Complexity

As city agents, we have the power to deliver outcomes to help cities tackle a complex world and unlock hidden total value for all. We share four ways urban change agents can approach contemporary challenges. [Get your copy →](#)

### Investing in Sustainable Buildings

The need to reduce carbon emissions while scaling up our cities to meet urban growth demands has implications for how we design, construct, operate and maintain buildings. Find out why "going green" needs to be top of your priority list and the solutions that will get you there. [Read our insights →](#)



We're program and construction management partner for [thyssenkrupp Steel's](#) \$2.5 billion effort to decarbonize its steel mill in Duisburg, Germany. The project encompasses a new process using green hydrogen for iron reduction, replacing traditional coal-powered blast furnaces with hydrogen-powered electric smelters.

Image: @thyssenkrupp Steel Europe

## Energy & Environment

- We're accelerating contaminated sediment clean-ups for environment and infrastructure projects, addressing and mitigating risks to public health, welfare and environment by supporting the U.S. Environmental Protection Agency's ambitious goals of cleaning up and restoring 22 out of 25 remaining [Great Lakes Areas of Concern](#) by 2030.
- Through an Engineering Partnering Agreement, we're supporting [Fortescue Future Industries](#) on a variety of decarbonization projects across its global ammonia, green hydrogen and renewable energy project portfolio spanning 25 countries.
- We provided Project Management Office services during construction of Port Augusta Renewable Energy Park, Australia's largest hybrid energy farm consisting of wind and solar generation. It was the first of its kind to be built in Australia and the first renewable energy project for Iberdrola in Australia.
- Supporting renewable, new energy technology, security and energy resiliency efforts, we completed the underground engineering for the HDD company, the design-build contractor, for Oregon State University's [PacWave South commercial-scale, ocean wave energy testing facility](#) — the first pre-permitted, full-scale test facility for wave energy devices in the U.S.



**Transforming Substation Sustainability: Smart Strategies to Enable our Energy Transition**  
 Aligned with our Climate Response accelerator, we've curated a suite of sustainable substation solutions that can be used by utilities globally as they build their own 'Substation Sustainability Toolbox.' [Read our insights →](#)

- One of the U.K.'s largest coastal habitat creation schemes, the [Steart Coastal Management Project](#) is an example of working with nature to restore habitats, mitigate flood risk and respond to climate change. As the lead consultant for the Environment Agency, we designed and supervised the construction of new wetlands to provide flood protection, biodiversity enhancements and recreational benefits.
- Building on a more than 15-year relationship with National Grid, under a new [General Management Consultancy Framework](#) we're supporting the energy utility's business service operations needs in the U.S. and U.K.



[WuXi Biologics Drug Substance Manufacturing Facility](#)

Image: WuXi Biologics

## Health & Life Sciences

- We're delivering design, construction support and commissioning, qualification and validation for a greenfield monoclonal antibody manufacturing facility. The project uses sustainable design elements and digital design replication to execute a flexible facility that can reduce the time to get products to patients in need.
- We provided construction management services to support the development of [WuXi Biologics' 26-hectare biomanufacturing facility](#), in Ireland, that incorporates leading-edge technology optimized for the flexible production of diverse drugs. Now in final stage qualification to deliver lifesaving drugs to patients, the facility won the Industrial (over €10m) Category of the 2023 Irish Construction Excellence Awards and was the 2023 operations category winner for the International Society of Pharmaceutical Engineering's Facility of the Year Awards.
- We're designing a new integrated [mental health complex in Western Sydney](#) to provide vital mental health care services to a fast-growing population in Australia.
- We're providing engineering, procurement and construction management to [Spark Therapeutics, Inc. to build its Gene Therapy Innovation Center](#) in West Philadelphia, U.S. When complete, the multi-story facility will

serve as a global center of excellence for gene therapy manufacturing and advance the science of gene therapy.

## National Security

- Around the globe, our clients are navigating the digital transformation and we're at the forefront of this growth to provide the necessary digital capabilities, products and tools to meet these challenges head on. Through a new space support contract with [North American Aerospace Defense \(NORAD\)](#) and the newly formed, [U.S. Space Force](#), we're using our [Data Solutions](#) and out-of-the-box thinking to manage the transition from legacy systems to updated 21st century digital operations.
- Along with our teammates on the Integrated Research and Development for Enterprise Solutions contract, we supported the planning, integration and execution of the successful [flight test of the Missile Defense Agency's \(MDA\) Aegis Ballistic Missile Defense \(BMD\) System](#), which demonstrated the capability to detect, track and intercept a medium range ballistic missile during its terminal phase of flight. This was the third successful flight test conducted with the Standard Missile-6 Dual II with Software Upgrade, achieving a critical milestone in mission readiness and interceptor capability.

***"As we continue to research, develop and scale new therapies for patients, our Gene Therapy Innovation Center will bring hundreds of the greatest minds in gene therapy together under one roof and serve as a Roche center of excellence for gene therapy manufacturing globally."***

**Spark Therapeutics**

- Through our latest indefinite-delivery/indefinite-quantity contract with the Department of the Navy, [Naval Facilities Engineering Systems Command Southwest \(NAVFAC SW\)](#), we're performing multi-discipline Architecture-Engineering Services in Arizona, California, Colorado, Nevada, New Mexico, Utah and other approved areas of responsibility. Read how we supported NAVFAC SW with design, engineering and landscape architecture services for the new [F-35 Centralized Engine Repair Facility & Pilot Fit Facility](#) at Naval Air Station Lemoore, home to the U.S. Navy's largest strike fighter base.

The [Red Sea International Airport](#), which welcomed its inaugural flight in September, is set to become a global transit hub for travelers worldwide. Our team developed its design, incorporating a customized digital focus and technologies throughout.

Image: Red Sea Global

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## Transportation

- We're helping to deliver the U.K.'s [Transpennine Route Upgrade](#) — this transformative, major program of railway improvements will provide better, faster, more sustainable journeys to passengers traveling across the route spanning 70 miles and 23 stations. The program is also maximizing the social value opportunities that it brings — improving quality of life and supporting social mobility to leave a lasting legacy in the North of England.
- Using Jacobs' [Streetlight Data Software-as-a-Service](#) offering, we're helping transportation agencies make better decisions: from aiding cycling and active transport planning, identifying road safety hotspots and solutions, to diagnosing the infrastructure needed to boost equitable access. In the U.S., we're helping the [New Jersey Department of Transportation to study the benefits of marine highways](#) to improve the resiliency of the freight network and support the state's carbon emission reduction efforts.



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

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- In Denmark, we're collaborating with PA Consulting to provide research and strategic management advice to support the operation and maintenance of [The Copenhagen Metro](#) as it continues to deliver modern, future-ready services.



We're providing executive program management and oversight services to the Greater Orlando Aviation Authority (GOAA) at [Orlando International Airport, US](#). Through infrastructure management at the airport's new Terminal C, Jacobs will help GOAA accommodate an additional 10-12 million passengers annually.

- [Infrastructure Investment and Jobs Act \(IIJA\)](#) aligned projects continue to accelerate in the U.S. We're helping to deliver critical infrastructure as part of the [Brent Spence Bridge Corridor Project](#), an iconic connector of economic development between Ohio and Kentucky, expected to improve traffic flow and maintain critical regional and national transportation corridors.
- We're leading and managing the [10-year renovation of the S Concourse at Seattle-Tacoma International Airport, U.S.](#), to modernize the 50-year-old concourse. Our strategic advisory services will drive sustainable solutions to support Pacific Northwest's tourism and business gateway.
- As Project Management Office partner, we supported the [Metropolitan Transportation Authority's \(MTA\) Grand Central Madison program](#) in New York – the first expansion of the Long Island Rail Road in over 100 years and one of the biggest transportation infrastructure projects to be completed in North America in recent history. Opened to the public in 2023, the ambitious transit project modernizes and strengthens the regional rail network, delivering greater

connectivity, easing congestion and dramatically reducing commute times on America's busiest commuter railroad.

- Saudi Ports Authority embarked on a development and modernization program to transform the [King Abdulaziz Port in KSA](#) into a mega-container hub and increase the Port's capacity to an estimated annual handling capacity of 7.5 million Twenty-foot Equivalent Units (TEU) when the planned expansion works are fully completed. Our extensive experience in designing and managing the construction of container terminals allowed us to understand and navigate the complexities of the project while maintaining business continuity during expansion.
- Collaborating with PA Consulting and other organizations, we're [PRIME Consultant for the U.K. Department for Transport \(DfT\)](#) on its latest Specialist Technical and Commercial Advice for Rail and Other Transport Modes (STARTthree) Framework to support the department's portfolio of rail and other transport mode agreements, major projects and programs, and its policy and strategic work in transport.

We bring diverse experience in rail and other critical transportation infrastructure to support DfT in creating more connected, greener transport choices that will help communities and businesses to thrive.

 **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 →](#)



Part of the innovative [Strategic Pipeline Alliance](#), the biggest drinking water grid program in the U.K. in a generation, we're supporting Anglian Water's key strategic aims to make the East of England resilient to the risks of drought and flooding and to be a net-zero carbon business by 2030.

Image: Matthew Power Photography

## Water

- 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.
- We're actively introducing our advanced digital solutions to our clients across the globe. Notably, our collaboration with the [City of Wilmington](#), U.S., stands out as a prime example of our commitment to driving positive change. In Wilmington, [Aqua DNA](#) and [Intelligent O&M](#) play a pivotal role in their journey towards risk reduction, enhanced plant operations, waste and energy conservation and a transformative shift towards a net-zero energy footprint. Both solutions are part of Jacobs' partnership with Foundry. Aqua DNA supports the city with real-time data through smart sensors, while Intelligent O&M delivers direct, predictive guidance to frontline Operations & Maintenance staff.

***With a OneWater approach we view all water as a valuable resource, not as stormwater, wastewater or drinking water, but as one water resource that we use, reuse and manage holistically.***

- We're providing program management, owners engineering services and strategic funding advisory services to [Inland Empire Utilities Agency for a major regional water management program](#) that will incorporate indirect potable reuse to create a more sustainable, drought-resilient local water supply in one of the largest groundwater storage basins in Southern California, U.S.
- To save precious water in a drought-ridden region of the Mojave Desert, the U.S. Army engaged Jacobs to design, then own and operate, a new Zero Liquid Discharge water treatment plant, the [Irwin Water Works](#) at the Army's Fort

Irwin base. We're helping the Army save over 280 million gallons of water yearly – achieving Army Net-Zero water usage standards.

- We're supporting [Public Utilities Board \(PUB\)](#), Singapore's National Water Agency, to design and supervise construction and commissioning of the Changi NEWater Factory 3 (CNF3), the third NEWater plant to be located at the Changi Water Reclamation Plant and one of the world's largest and most advanced water reclamation plants. CNF3 will be one of the first reclamation plants globally to use Membrane Bioreactor filtrate to feed reverse osmosis membranes.
- Part of a design joint venture, we're delivering engineering and design services for [Sydney Water's Upper South Creek Advanced Water Recycling Center](#) project and associated delivery pipelines in Sydney, Australia. This transformational project boosts water resilience for this growing region and helps enable the future development of smart, sustainable and livable communities.



We're providing technical leadership and support to NASA's Space Launch System Program at Marshall Space Flight Center, Huntsville, Alabama, U.S.

Image: NASA

## Space

- We provide critical support to NASA's human exploration endeavor at multiple field centers around the U.S. At Kennedy Space Center, Florida, U.S., where we were recently awarded the [Consolidated Operations, Management, Engineering & Test \(COMET\)](#) contract, a follow-on 10-year agreement to provide ground and launch operations support, our team is modifying and updating launch equipment and facilities, software and procedures to reflect the addition of crew on board Artemis II. This mission will be the first crewed flight of the rocket and spacecraft, and Jacobs is working with NASA to prepare the ground systems and operations at Kennedy Space Center to safely launch the 4-person team.
- As part of NASA's Exploration Ground Systems Program landing and recovery team, we played a key role in developing the procedures and hardware that will be used for Orion crew capsule recovery operations for Artemis II. Ensuring the safety of the crew requires relentless focus and practice for every aspect of the mission from launch to splashdown – we supported [NASA's first open ocean test for the crewed Artemis II mission](#) to verify the processes and equipment.
- After seven years of anticipation, [the Origins, Spectral Interpretation, Resource Identification, and Security-Regolith Explorer \(OSIRIS-REx\) spacecraft](#) landed back on Earth on September 24, 2023, carrying an estimated 250 precious grams of 4.5-billion-year-old rock material collected from asteroid Benu. The rocks and pebbles captured from Benu represent the purest samples to be returned to Earth in NASA's history. Jacobs scientists, engineers and technicians are responsible for carefully protecting this material from a host of contaminants, and the atmosphere itself, on its journey from Utah to NASA's Johnson Space Center in Houston, Texas, U.S.
- On [this episode](#) of If/When, Dr. Peggy Whitson, Axiom Space's Director of Human Spaceflight, discusses the future of human spaceflight and the role that privatized, commercial endeavors will play to help us push the frontiers of human space exploration. ■



The Crew Module Test Article is seen in the waters of the Pacific Ocean during NASA's Underway Recovery Test 10.

Image: NASA

# Protecting our planet

At Jacobs we're invested in creating a more equitable society and a lasting legacy; we do things right, striving to leave our planet and our communities better than we found them.

Aligned with the [United Nations \(UN\) Sustainable Development Goals \(SDGs\)](#), [PlanBeyond®](#) is our approach to integrating sustainability throughout our operations and client solutions — planning beyond today for a more sustainable future for everyone. We've invested in a portfolio focused on creating positive social and economic impacts, while protecting our environment and improving resilience.

## Our climate response

Climate response is one of three core accelerators in our company strategy and our [Climate Action Plan](#) (updated in FY22) sets out our climate mitigation and adaptation commitments.

Our key ambitions focus on driving positive impact through our operations and client solutions — including

achieving net zero across the value chain by 2040 and contributing to the UN SDGs across all of our solutions by 2025.

Our [ESG Disclosures Report](#) shares our Environmental, Social and Governance (ESG) performance, reported in accordance with the Sustainability Accounting Standards Board framework and informed by Global Reporting Initiative standards.



Our net-zero target is approved by the Science Based Targets initiative, and 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. We continue to maintain these commitments. Our suite of digital tools is enabling us to streamline our ESG data gathering, calculations and analytics.

In FY23, Jacobs launched our inaugural [Sustainability-Linked Bonds \(SLBs\)](#) which further reflects our industry leadership and commitment to incorporating sustainability into the company's financing strategy. The SLBs' interest rate is underpinned by two Key Performance Indicators, one that is linked to gender equality and reduced inequalities (UN SDG 5 and UN SDG 10) and the other to climate action (UN SDG 13).

In FY22, we saw a 61% reduction in total value chain greenhouse gas (GHG) emissions (Scope 1, Scope 2 market-based and Scope 3) to 130,232 tCO<sub>2</sub>e, from a proforma FY19 baseline that reflects our acquisitions. Our net GHG emissions for Scopes 1 and 2 and Scope 3 business travel after the application of energy attribute certificates (Scope 2 market-based) and carbon offsets for FY22 is zero. Third party verified data for FY23 will be issued in FY24<sup>1</sup>.

We commit that 65% of our suppliers by spend, covering purchased goods and services, will have science-based targets by 2025.

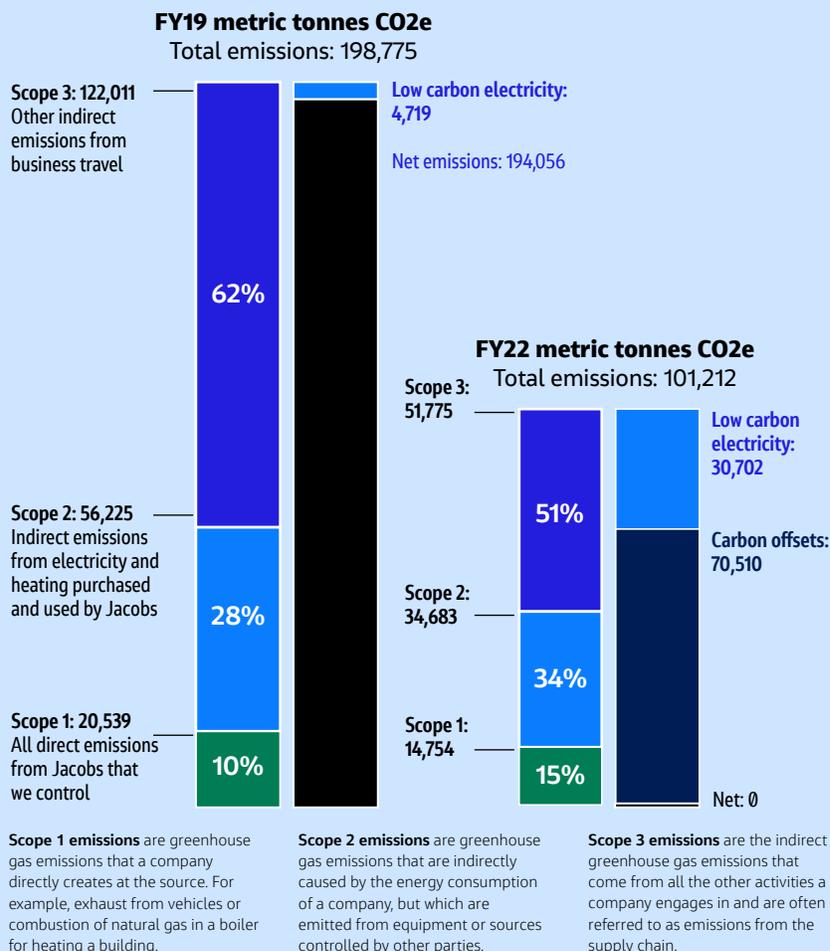
Supporting efforts to catalyze a step-change in climate response ambitions for business, we joined [The Climate Pledge](#), a commitment by companies to reach net-zero carbon emissions by 2040 — a decade ahead of the Paris Agreement's goal of 2050.

As our business shifts, so do our sustainability ambitions. In FY24, we'll adapt and pivot our PlanBeyond approach to ensure we continue to drive positive impact by channeling our expansive capabilities in resilient, inclusive infrastructure, clean water, clean energy, social value and beyond.

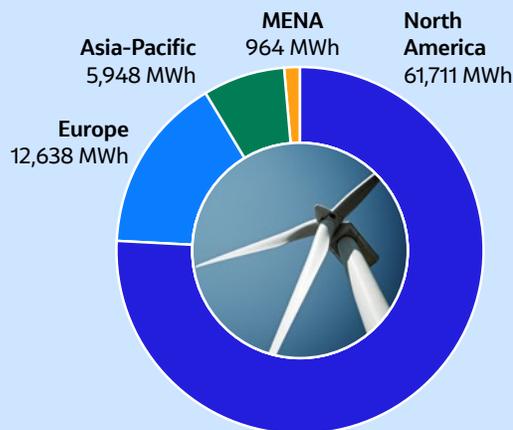
<sup>1</sup> All other Scope 3 emissions, including PA Consulting which is included in Scope 3 as an investment based on Jacobs' 65% ownership, are reported in our ESG Disclosures Reports.

# Carbon neutral & 100% low carbon electricity

## Fiscal 2019 and 2022 greenhouse gas emissions in tonnes



## Amount of renewable electricity purchased by region in fiscal 2022



Note:  
Scope 2 emissions are location-based emissions.  
Scope 3 emissions include business travel only. Business travel emissions have been updated to reflect the full life cycle emissions which include well-to-tank emissions along with tank-to-wheel emissions. All other Scope 3 emissions are reported in our ESG Disclosures Reports.



**Gold Medal Award Reinforces Jacobs' Sustainability Credentials**  
 Jacobs won the World Environment Center's prestigious 2023 Gold Medal Award recognizing our sustainability transformation. The Center's annual Gold Medal Award recognizes one international company demonstrating a global vision and a commitment to sustainable development through innovative applications of policies, economic, environmental and social responsibilities. [Discover more →](#)

**Industry-leading ESG status (FY23)**

- Placed on Dow Jones Sustainability World Index 2023.
- Placed on [CDP's "A List" for Climate in 2022](#).
- Gold medal in the [EcoVadis Sustainability Ratings 2022](#).
- Sustained **ISS Prime Status** for our ESG corporate rating.
- Received the [World Environment Center's prestigious 2023 Gold Medal Award](#) recognizing our international corporate achievement in sustainable development.
- Awarded [five business achievement awards](#) for our environmental industry leadership and social contributions in 2022 from Environmental Business International.
- Jacobs' Executive Chair of the Board of Directors and former CEO Steve Demetriou received the [Individual Leadership Award at the Climate Registry's Climate Leadership Awards](#).
- [Environment Analyst awarded five-star leader rating](#) for climate & ESG impact.
- Jacobs' Senior Vice President, Office of Global Climate Response & ESG Jan Walstrom was named [Sustainability Leader of the Year](#) in Environment Analyst's Sustainability Consulting Awards 2023.

**Our global communities**

Consistent with our values, every year we invest in local communities not only where our employees live and work, but globally, collaborating with charities and not-for-profit organizations to make a positive impact.

Through [Collectively<sup>SM</sup>](#), our approach to global giving and volunteering, employees are empowered to engage with charities and community organizations that align with our values and strategic causes. Jacobs provides employees benefits for donation matching, grant nomination, paid volunteer time and volunteer rewards.

In FY23, through Collectively, we supported communities devastated by the continuing war in Ukraine and events including the earthquake in Türkiye and Syria. We also supported organizations including Team Rubicon, a veteran-led humanitarian organization serving global communities before, during, and after disasters and crises.

We joined companies around the world in signing the [Ukraine Business Compact 2023](#) — a declarative statement of international business support for Ukraine's recovery.

*"I'm excited about this bridge because it means kids can safely access school during the rainy season and not have to drop out."*  
**Beatrice**  
 Local community worker,  
 Rwanda Bridge Build

Twelve Jacobs employees participated in our 15th [Bridges to Prosperity bridge build](#), constructing a footbridge in Rwanda, that now provides over 2,700 local community members with year-round safe passage.

Our annual Water for People campaign raised more than \$230,000 in corporate and employee funds to create local water and sanitation utilities around the globe.

Around the world, our people deliver a science, technology, engineering, arts and mathematics ([STEAM](#)) education and engagement program that supports our commitment to equality, inclusion and



Planting a SEED for Success:  
 Rendering of new  
[SEED LA Campus](#)

Image: SEED LA

**~21K**

EMPLOYEE VOLUNTEER  
 HOURS TRACKED

**\$3.2M+**

JACOBS' CHARITABLE  
 DONATIONS IN FY23

**2.7K+**

CHARITIES SUPPORTED

**~34.35%**

DIVERSE SUPPLIER SPEND

**\$2.18B**

SPEND ON DIVERSE,  
 MINORITY-OWNED &  
 DISADVANTAGED BUSINESSES

**\$10M**

SUPPORT OVER FIVE  
 YEARS TO HISTORICALLY  
 UNDERREPRESENTED GROUPS

diversity. [The Butterfly Effect](#) is designed to enable young people to develop the knowledge and understanding they need to put sustainability at the heart of everything they do.

### Delivering our Action Plan for Advancing Justice and Equality

Our [Action Plan for Advancing Justice and Equality](#) focuses on advancing Black and historically underrepresented employees and contributing to structural change in broader society. We continue to work toward our five-year target of investing \$10 million by mid-2025 to support targeted charitable donations, further STEAM outreach efforts to historically underrepresented groups, increase our support of diverse suppliers, and strengthen our commitment to developing and hiring the best diverse talent. In FY23, we invested approximately \$1.7 million toward this commitment.

We are supporting several Historically Black Colleges or Universities (HBCUs), including Howard University where the Jacobs Equity and Advancement Program, a scholarship program and student

engagement plan, provides monetary supplement to STEAM education, as well as supporting opportunities for research, mentorship and continued STEAM outreach.

We have completed our \$1M support to build and open [SEED School of LA County](#), proudly serving 400 at risk students from one of the city's most historically disadvantaged neighborhoods.

We're supporting the Cowrie Scholarship Foundation's mission to graduate 100 disadvantaged Black Britons through U.K. universities in the next decade. And, we're working with 20/20 Levels to help racially underrepresented people to access career and business development opportunities. We're partnering with Tent's LGBTQ+ Refugee Mentorship Initiative, pairing Jacobs mentors with LGBTQ+ refugees fleeing persecution. While industry benchmarks for supplier diversity currently average around 7.2% of total spend, in FY23 we spent \$2.18 billion on diverse, minority-owned and disadvantaged businesses, representing approximately 34.35% of our total supply chain spend. ■

### Go Behind the Scenes of our 2023 Rwanda Bridge Build

In this video, #OurJacobs team share a sneak peek into daily life on site building a piece of critical infrastructure that will enable residents to safely access vital resources. Stationed in a local village for two weeks, our volunteers were immersed within the community, living and working alongside local community members while exchanging cultural and technical skills to build the Tigano footbridge.

**The Butterfly Effect, the Journey So Far**  
 Since we launched The Butterfly Effect in 2021, elementary school pupils across the globe have been learning about climate change, and building the knowledge and understanding they need to put sustainability at the heart of everything they do as the consumers of the future. [Discover more →](#)



# Growing together

## Our people and culture

Our people and our culture are fundamental to what truly makes Jacobs. Authentic leadership and a commitment to living our core values every day creates trust, respect and empowerment across our business. It helps us stay focused on our Culture of Caring<sup>SM</sup> to deliver positive impacts and the best outcomes for all our stakeholders.

By fostering learning and unlocking career opportunities for our people, we attract and retain the best talent to deliver for our clients and fuel long-term growth for Jacobs. Our expanded global resources help our talent around the globe grow and develop careers while also sharing expertise and specialized skills.

### A world where you can

Our people can pursue different careers and lifelong professional opportunities at Jacobs. We promote and foster agile careers enabling employees to develop

new skills and accelerate learning in different areas of our business. Our Jacobs Go! Program provides six-month roles that encourage career growth and greater understanding across our global footprint.

Developing the next generation of professionals, our global graduate development program and our local apprenticeships transition our future talent into our community with the skills, networks and knowledge necessary to



Connecting and empowering those with disabilities or other physical or cognitive adaptive challenges, their families and friends and those who provide care to others.



Our ACE team is continuously advocating for a more disability-inclusive workplace, industry and world. | [Learn more →](#)



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



Our Jacobs Go! Program takes the careers of people like Niki to new locales, new projects and new heights. | [Learn more →](#)

## Partnerships and recognition

[Earned the top score in the 2023 Disability Equality Index](#), a U.S.-based benchmarking tool for corporate policies and practices related to disability and workplace equality.

For the third consecutive year, named one of [The Times Top 50 Employers for Gender Equality 2023](#), the U.K.'s most highly profiled and well-established listing of employers striving for gender equality in the workplace.

Ranked on the [Social Mobility Foundation Employer Index 2023 of the top 75 employers](#).

Honored as a [2023 VETS Indexes 4 Star Employer](#), recognizing our commitment to recruiting, hiring, retaining, developing and supporting veterans and the military-connected community.

Proud to again be ranked [No. 6 in Stonewall's U.K. Workplace Equality Index \(WEI\) Top 100 Employers List for LGBTQIA+ People](#) and retain Stonewall's Gold Award.

Received the [People First and Large Firm of the Year awards](#) from Consult Australia.

Committed to [Hiring Our Heroes](#), designed to help veterans, transitioning service members and military spouses find meaningful employment opportunities.

Partnering with the U.S. Department of Defense on their [SkillBridge program](#).

Partnering with the Viscardi Center and the National Business Disability Council's Emerging Leaders program, an initiative aimed at empowering college students living with disabilities and developing them for business leadership positions.

create the foundation for a successful career at Jacobs. We also provide our interns with practical, relevant "real life experience" to help support their professional goals.

We introduced our [Returnship Program](#) for talented professionals looking to refresh skills and reignite careers after an extended career break. As an employer of choice for diverse talent, this program enables us to bring more innovative

thought and solutions into our teams to support our clients.

One of our most successful leadership programs has been our award-winning CEO Leadership Roundtable series which helps our people leaders and influencers around the world to strengthen their leadership capabilities and grow as inspiring, impactful leaders.

*"Through substantial support and coaching, the Jacobs Returnship Program helped me get back on track with my profession after nearly a five-year career break."*

**Rana Hamed**  
Senior Consultant - Strategic Consulting, Middle East, Jacobs

**0.20**

TOTAL RECORDABLE INCIDENT RATE

**40K+**

ONE MILLION LIVES CHECK-INS SINCE LAUNCH TO FISCAL YEAR END 2023

**2,000+**

ACTIVE POSITIVE MENTAL HEALTH CHAMPIONS



"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.

Building connections in London's thriving Latino community with Latin American House. | [Learn more →](#)



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



Helping to advance the best and brightest Black talent within the profession at the Association of Project Management's Accelerating Black Inclusion event in London. [Learn more →](#)



A world where you can be is only achievable when we're each functioning at our highest abilities. We provide wellbeing programs and benefits to best support our people and their families. [Learn more →](#)

*"A fertility journey is very personal and emotional. Carrot takes away the financial burden and lets you focus on yourself and your family."*

Jess Kulas  
Senior Communications Program Manager, Jacobs  
[Read more →](#)

We're continually working to broaden the pipeline of diverse talent, providing an environment where people of all backgrounds, ethnicity, gender, geography, disability, sexuality or any other characteristic, can thrive. Given the typically lower female representation in STEAM careers, we're particularly focused on empowering our female talent to help advance our innovation and growth.

We're working to significantly improve our global gender balance by fiscal year 2025, with our aspiration to achieve 40% female talent, 40% male talent and 20% being a flexible measure — including any gender and those who choose not

to identify or disclose. We extended this aspirational goal in our new, industry-leading [Sustainability-Linked Bond Framework](#), where the interest rates payable on the bonds are tied to Jacobs' efforts to increase gender diversity in leadership positions by 2028.

### Focus on wellbeing

Our [TogetherBeyond<sup>SM</sup>](#) approach supports a workplace where we are curious, embrace different perspectives and harness new ideas to bring the innovative, extraordinary solutions clients demand from us. We know that if our people feel connected and that they belong, then

there is no limit to who they can be and what we can achieve together.

Whether they connect through our [Jacobs Employee Networks](#), our Communities of Practice, or other ways, our people collaborate and drive pivotal initiatives within Jacobs that directly impact our clients and create a workplace where everyone thrives.

Integrating physical, mental, financial and social wellbeing, our global [wellbeing programs](#), tools and benefits put our people and their families first, giving them resources and support to be at their best. Our new global financial



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



Our OneWorld India team volunteered to clean up one of Mumbai's busiest beaches and make a positive difference. | [Learn more →](#)



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



Supporting the LGBTQ+ community and empowering allies across Australia and New Zealand. | [Learn more →](#)

80 teammates recently got together in Goa, India to collaborate and learn at their 2023 Graduate and Leadership Conference.

[Learn more →](#)

*“Joining networks allowed me to bring my whole self to work and to feel like I belong regardless of my beliefs, culture or sexuality.”*

**Zelda**  
Civil Engineer, Jacobs



counseling helps our people globally manage their finances now and into the future. We’ve partnered with [Carrot](#) to bring free, inclusive fertility healthcare and family-forming benefits for all paths to parenthood and provide support for menopause, low testosterone and more. We also expanded our parental leave in the U.S.

We’re working to drive inclusion of our LGBTQ+ family, and to provide them with the appropriate support by reviewing all key Jacobs family policies for inclusiveness, regardless of gender or gender identity.

We commenced our [BeyondZero®](#) journey in 2007, and we remain committed to prioritizing work that is healthy, safe and secure for our people and our planet, and we’re proud to have demonstrated safety excellence with another year of zero employee fatalities at work and a total recordable incident rate<sup>1</sup> of 0.20, compared to the North American Industry Classification System’s most recently reported<sup>2</sup> aggregate rate of 0.60.

Jacobs’ [One Million Lives \(OML\)](#) app continues to grow in momentum, providing 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. Over 40,000 One Million Lives check-ins were completed between December 2020 launch and our fiscal year end 2023. ■

<sup>1</sup> As at October 15, 2023 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 U.S. 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>2</sup> Cited on September 14, 2023 via U.S. Bureau of Labor Statistics — Incidence rates of non-fatal occupational injuries and illnesses by industry and case types, 2021 for NAICS code 54133.

## VetNet

Serving those who served.

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



From the Royal Marines to a new career with Jacobs – find out about Matt Edwards’ career transition. | [Learn more →](#)

## Women’s Network

Working together for gender inclusion.

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



Our increased focus on driving gender equality in the workplace is reflected by three consecutive years in The Times’ coveted Top 50 Employers for Gender Equality. [Learn more →](#)

# Leadership

## Executive Leadership Team



**Bob Pragada**  
Chief Executive Officer



**Claudia Jaramillo**  
Executive Vice President,  
Chief Financial Officer



**Joanne Caruso**  
Executive Vice President,  
Chief Legal &  
Administrative Officer



**Shelie Gustafson**  
Executive Vice President,  
Chief People & Inclusion  
Officer



**Patrick Hill**  
Executive Vice President &  
President, People & Places  
Solutions



**Shannon Miller**  
Executive Vice President &  
President, Growth,  
Strategy & Digital



**Steve Arnette**  
Executive Vice President &  
President, Critical Mission  
Solutions

## Board of Directors



**Steve Demetriou**  
Chair of the Board



**Bob Pragada**  
CEO and Director



**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



**General  
Ralph E. Eberhart**  
US Air Force,  
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 &  
Managing Director,  
The Carlyle Group



**Barbara L. Loughran**  
Director  
Former Partner,  
PriceWaterhouseCoopers



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



**Louis Pinkham**  
Director  
Chief Executive Officer of  
Regal Rexnord Corporation



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



**Julie Sloat**  
Director  
Chair, Chief Executive  
Officer & President of  
American Electric Power  
Company Inc.



# Pushing beyond:

## The 2023 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 21 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.



## We do things right.

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

Recognizes those who demonstrate an extraordinary commitment to our BeyondZero® 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.

- **Space Exploration Group**  
United States
- **AXIOM Design Service Alliance**  
United Kingdom
- **Southwest Farmington Lake Team**  
United States

### *Sustainable Solution of the Year Award*

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

- [HS2 C1 Align — Colne Valley Western Slopes](#)  
Europe

### *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.

- **Salt Lake City Department of Public Utilities Program Team**  
United States

## 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.

- **Design Solution Team**  
India

### *Beyond If Accelerant Awards*

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

- **The Automated Nuclear Irradiated Container Solution**  
United Kingdom

### *Beyond If Innovation @Scale Awards*

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

- **Tunnel Design Automation - Revit Plugin**  
Poland

### *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](#)  
Consolidated Operations, Management, Engineering, and Test (COMET) 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.

- **Siddhesh Chitale**  
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.

- **City of Tracy**  
Wastewater Treatment Plant Phase 2C Design  
India/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.

- **Confidential Semiconductor Client**

## 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.

- [Crossrail, The Elizabeth Line](#)  
Program Partner  
United Kingdom
- **Iberdrola Australia Limited**  
Port Augusta Renewable Energy Park  
Australia
- **Jacobs Space Exploration Group**  
NASA Marshall Space Flight Project  
United States

### *Chief Executive 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.

- **Department for Transport**  
TransPennine Route Upgrade Programme  
United Kingdom

## We live inclusion.

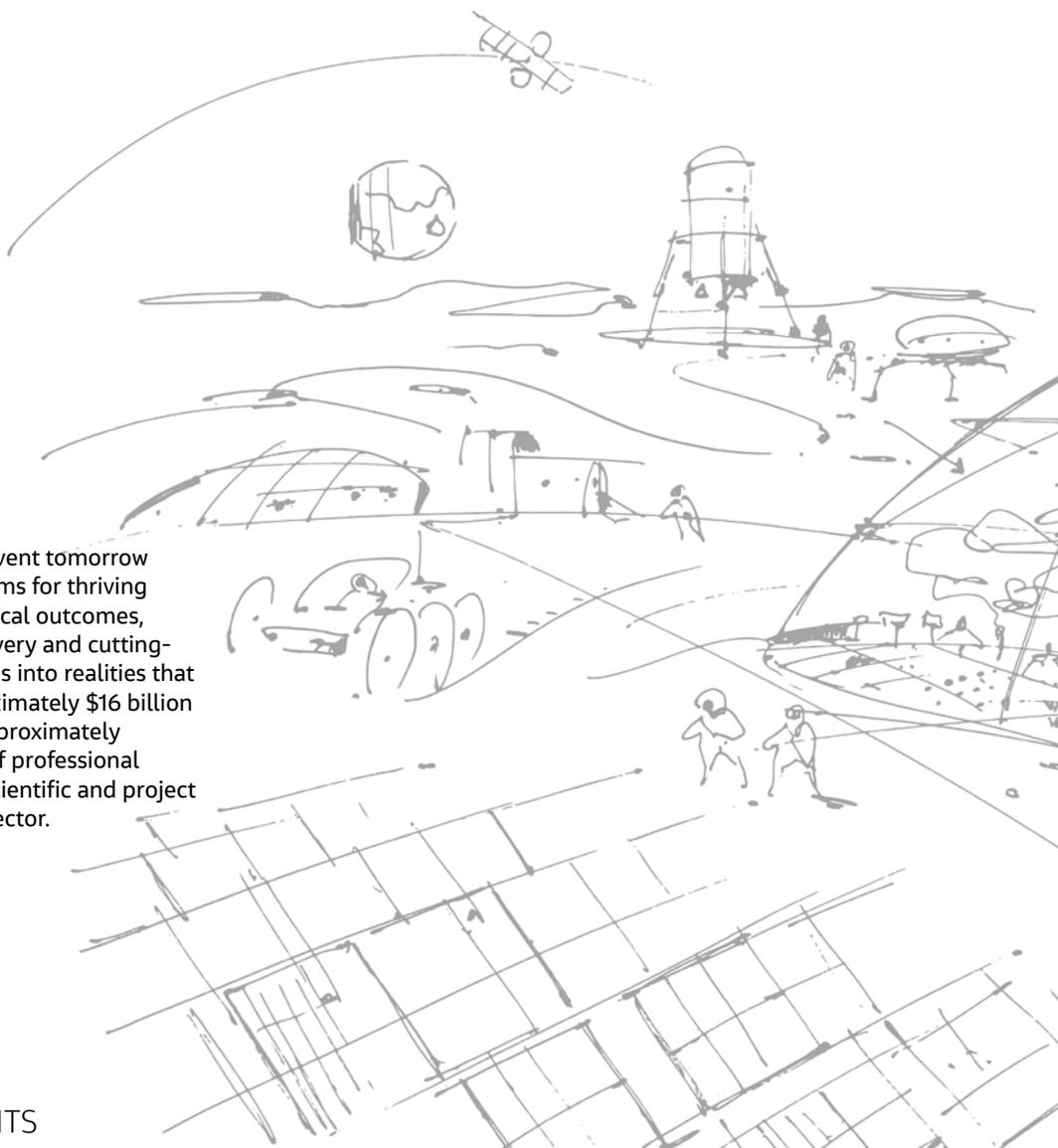
### *TogetherBeyond<sup>SM</sup> Inclusive Leader of the Year Award*

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.

- **Rhyl Jones McCoy**  
Australia
- **Abbie Foy**  
United Kingdom
- **Ricky Villalobos**  
United States



**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 \$16 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**

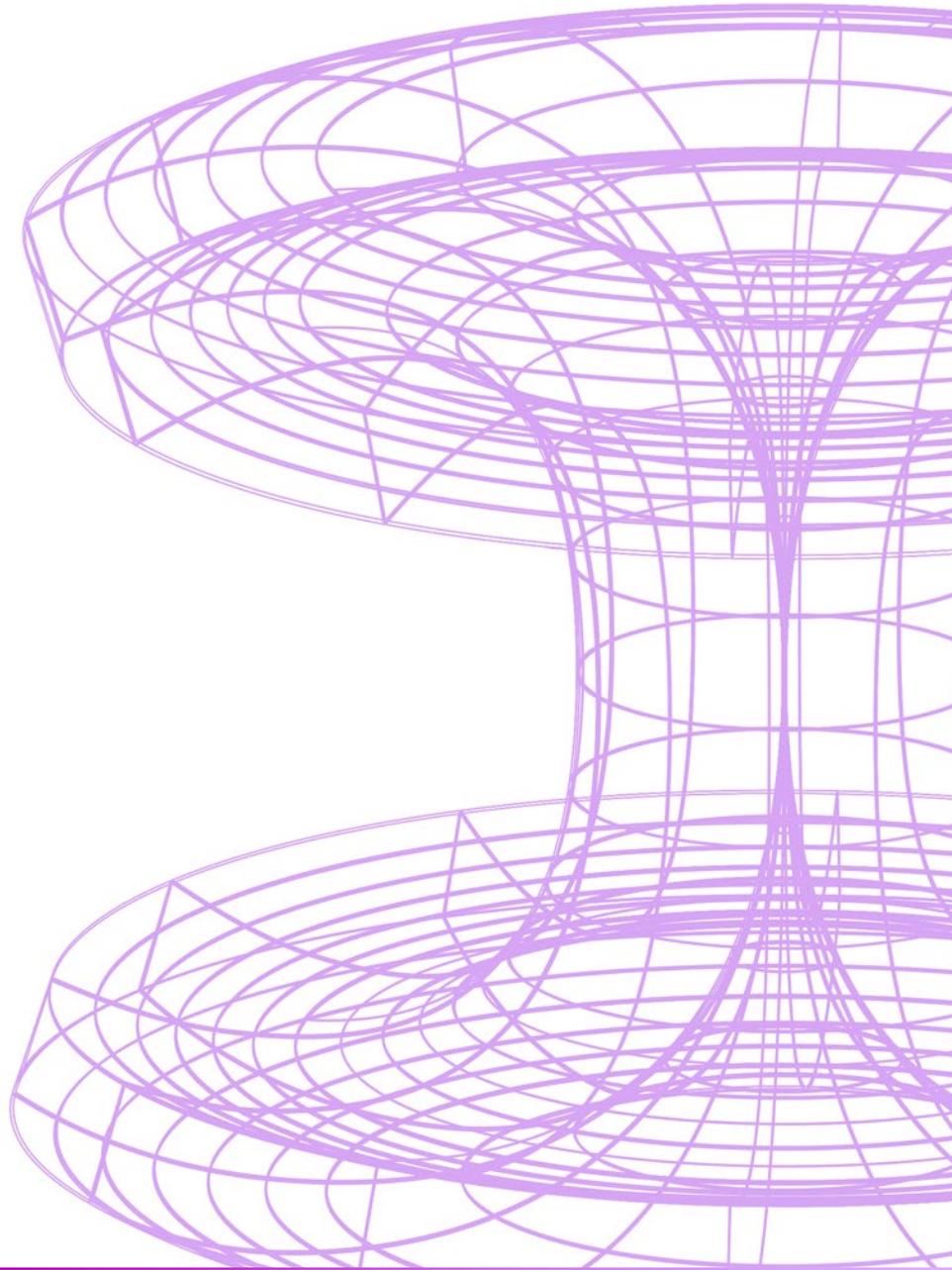
Certain statements contained in this Integrated Annual Report constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are statements that do not directly relate to any historical or current fact. When used herein, words such as "expects," "anticipates," "believes," "seeks," "estimates," "plans," "intends," "future," "will," "would," "could," "can," "may," "target," "goal" and similar words are intended to identify forward-looking statements. We base these forward-looking statements on management's current estimates and expectations and/or currently available competitive, financial and economic data. Forward-looking statements, however, are inherently uncertain and you should not place undue reliance on such statements as actual results may differ materially. We caution the reader that there are a variety of risks, uncertainties and other factors that could cause actual results to differ materially from what is contained, projected or implied by our forward-looking statements. Such factors include, but are not limited to, uncertainties as to the structure and timing of our plans to spin off and merge with Amentum our Critical Missions Solutions business and a portion of our Divergent Solutions business in a proposed transaction that is intended to be tax-free to stockholders for U.S. federal income tax purposes, the impact of the proposed transaction on Jacobs' and the combined company's businesses if the transaction is completed, including a possible impact on the Company's credit profile and a possible decrease in the trading price of Jacobs' and/or the combined company's shares, the possibility that closing conditions, including required regulatory approvals, for the proposed transaction may not be satisfied or waived, on a timely basis or otherwise, uncertainties as to business and management strategies and the growth expectations of the combined company, risks related to our ability to fully execute on both our three-year corporate strategy and our corporate ESG strategy, including our ability to invest in the tools needed to implement

both strategies, competition from existing and future competitors in our target markets, the impact of any pandemic, and any resulting economic downturn on our results, prospects and opportunities, measures or restrictions imposed by governments and health officials in response to the pandemic, the timing of the award of projects and funding and potential changes to the amounts provided for, under the Infrastructure Investment and Jobs Act, and any other legislation related to government spending, any changes in U.S. or foreign tax laws, statutes, rules, regulations or ordinances that may adversely impact our future financial positions or results of operations, financial market risks that may affect the Company, including by affecting the Company's access to capital, the cost of such capital and/or the Company's funding obligations under defined benefit pension and postretirement plans, 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, instability in the banking industry, or the impact of a possible recession or economic downturn on our results, prospects and opportunities and geopolitical events and conflicts, among others. For a description of these and additional factors that may occur that could cause actual results to differ from our forward looking statements, see our Annual Report on Form 10-K for the year ended September 29, 2023, and in particular 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, as well as the Company's other filings with the U.S. Securities and Exchange Commission. The Company is not under any duty to update any of the forward-looking statements after the date of this Integrated Annual Report 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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Challenging today.  
Reinventing tomorrow.

*2023 Integrated Annual Report*

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