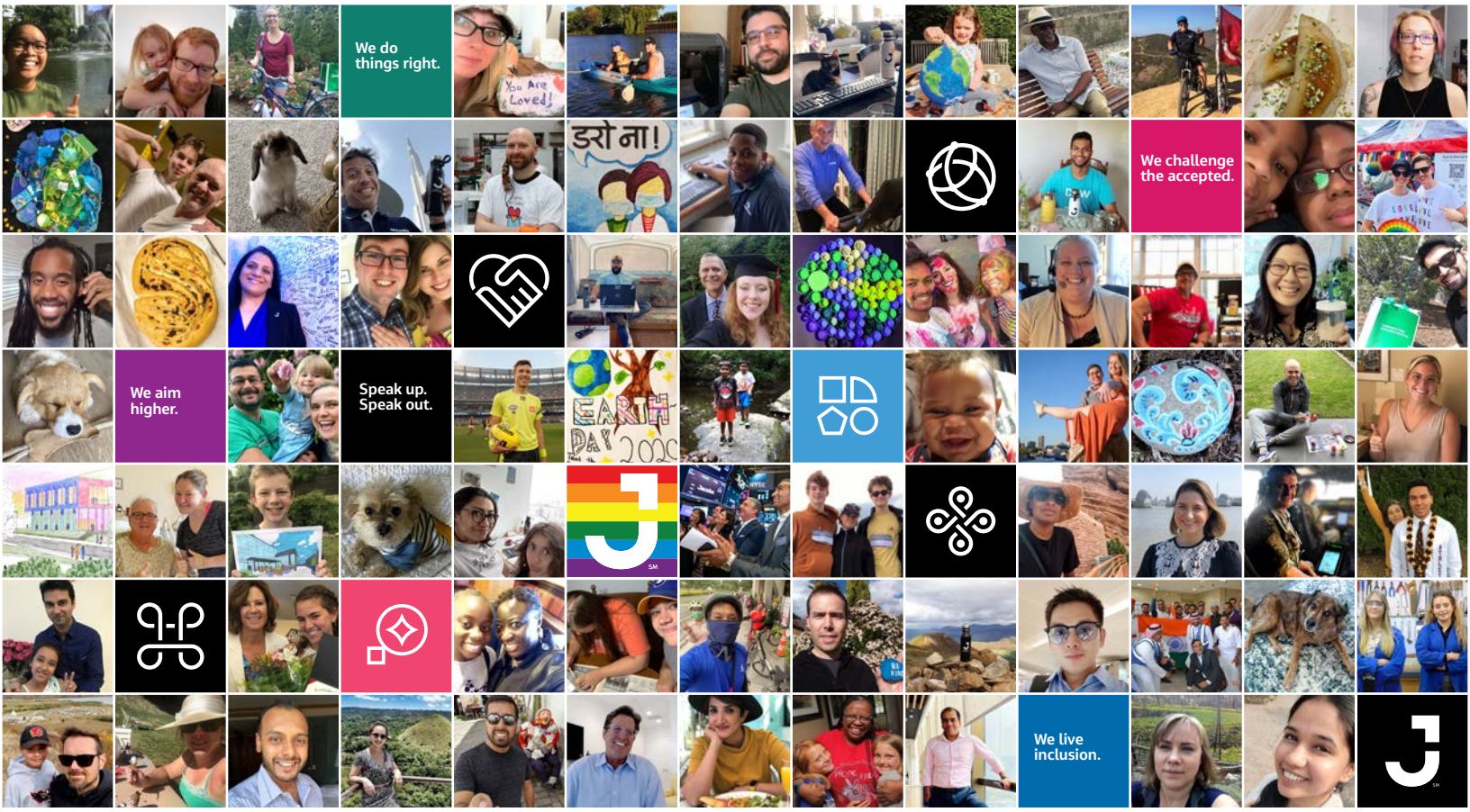
2020 Integrated Annual Report

Leading through our culture



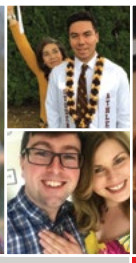
Jacobs

Challenging today.
Reinventing tomorrow.

Leading through our culture

Never more so than this year has our Culture of Caring and our core values: **We do things right. We challenge the accepted. We aim higher. We live inclusion.** been so important to our company.

During 2020, Jacobs employees truly lived our brand promise of "Challenging today. Reinventing tomorrow." Each embracing and rethinking how we continue to drive the business forward: better supporting our clients, looking out for our colleagues and extending our Culture of Caring into our global communities.



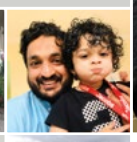
$1M

Pledged by Jacobs to help global organizations in the fight against COVID-19. Learn more about how we responded to the pandemic on **page 4**.

Over the Eid break in the Middle East, Director of Projects Helen Forster tried her hand at baking a berry Galette — with pastry from scratch!

Net zero

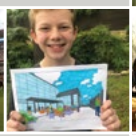
Carbon for our operations and business travel. Learn more about our *Climate Action Plan* on **page 6**.

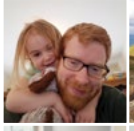


23K

Members of Jacobs Employee Networks promoting inclusion and equality. See how they drive culture on **page 16**.

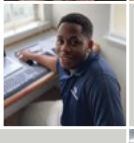
Geotechnical Engineer Jonathan Cahm and family stole our hearts and ears with their catchy tune, "The Bunker Down Song," penned by Jonathan during a relatable work-from-home internet outage. → Enjoy on YouTube.





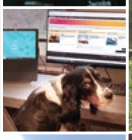
35K+

Jacobs' podcast downloads. Learn more about Beyond If on **page 10**.



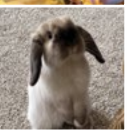
34

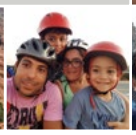
Recipients in our annual BeyondExcellence Awards. See the recipients on **page 22**.

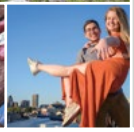


1,300

New graduates, interns and apprentices helped us aim higher this year. For examples of noteworthy projects, see **page 12**.







On the cover

This year's cover features nearly two hundred user-generated photos capturing employees' experiences throughout the year. Each image has a story behind it: From rooftop engagements during the pandemic to working-from-home setups and furry coworkers, to community outreach, at-home graduations, outdoor family time and even a virtual 5k fundraiser for an employee we lost to COVID-19. We called these stories "Bright Spots" and shared many of them on social media and our website.

Financial highlights

GAAP Numbers as reported

Dollars in thousands, except per-share information

	2020 September 27	2019 September 27	2018 September 28
Revenues	$ 13,566,975	$ 12,737,868	$ 10,579,773
Operating profit	$535,973	404,851	387,443
Net earnings attributable to Jacobs from continuing operations	$353,861	290,960	(4,185)
Per share information:			
Basic EPS from continuing operations	$ 2.69	$ 2.11	$ (0.03)
Diluted EPS from continuing operations	$2.67	2.09	(0.03)
Stockholders' equity	$43.82	41.05	42.21
Closing year-end stock price	$94.24	90.69	76.50
Total assets	$ 12,354,353	$ 11,462,711	$ 12,645,795
Total Jacobs stockholders' equity	5,815,712	5,714,691	5,854,345
Stockholders of record	3,182	3,437	3,684
Total backlog	23,818,000	22,569,000	19,955,000
Talent force	55,000	52,000	80,800

Adjusted Net Earnings from continuing operations[1]

Adjusted Earnings Per Share from continuing operations[1]

Adjusted Operating Profit[1]

Adjusted Operating Profit Margin[1]

GAAP Net Earnings from continuing operations
in thousands

GAAP Earnings Per Share from continuing operations

GAAP Operating Profit
in thousands

GAAP Operating Profit Margin

[1] Financials reflect adjusted figures. Refer to GAAP reconciliation tables included in fiscal 2020 earnings press release, available on jacobs.com.

Leading through culture

- **Nº 1 in *Fortune's* 2020 World's Most Admired Companies** in the engineering and construction industry for second year in a row.
- Ranked in the ***Forbes* Best Employers for Diversity** and America's Best Management Consulting Firms 2020 lists for the first time.
- **Nº 1 on *ENR*'s Top 500 Design Firms** in its annual rankings of both publicly and privately held U.S. companies for the third consecutive year.
- **Joined The Valuable 500**, an organization that seeks to ensure disability inclusion is on business leadership agendas across the globe.
- Named **2020 Best Places to Work for People with Disabilities** by the Disability Equality Index.
- Designated a **Best Place to Work for LGBTQ Equality** by Human Rights Campaign Foundation's Corporate Equality Index in 2019 and 2020, receiving a 100% score now for two years running.
- **2020 Women on Boards Gender Diversity Index**, ranked as a winning company with more than 20% women on the Board of Directors.
- Named Top 5 Employers by Hire Heroes USA for third quarter 2020.

Fellow shareholders,
Our world changed in 2020 — both personally and professionally — since the COVID-19 pandemic started early in the year. While it was uncharted territory for us all, our top priority was the safety and wellbeing of our people and communities. As we shifted from office to home, we took our strong Culture of Caring℠ with us to create and sustain safe working environments for our teams.

COVID-19: leveraging global scale and digital solutions

To ensure business continuity for our customers, we leveraged our global and regional crisis management teams and our strong IT expertise to develop a strategy for maximizing remote working for 85% of Jacobs employees within a 10-day timeframe. We also established safe protocols for employees working on project sites or engaged in essential, mission critical work. I am extremely proud of the determination and resiliency our people showed in the face of adversity.

Staying connected with our people

We recognized that communication was critical. Through weekly CEO Monday messages and CEO virtual town halls with our global employees, we provided personal updates on our people, our business and our response across our communities and with our clients. Through the strong global response to our Staying Connected With You survey, our employees shared their thoughts and feedback around remote working, flexibility and collaboration in our new virtual environment. They also shared stories of inspiration, creativity and mental wellbeing that we highlighted both internally and externally to emphasize that no one was in this alone.

Innovating the new normal

As we define our new normal, we invested more than ever to rethink, reorganize and redefine how our technologies, tools, work processes and physical space have embedded flexibility into our workforce, elevated collaboration, supported our capabilities to deliver value to our clients and improved global operational readiness. As we develop these plans, we will capitalize on the benefits and lessons learned of remote working gained during this time.

TogetherBeyond℠

In our drive to create a "company like no other" and lead through positive change, TogetherBeyond℠ is our global inclusion and diversity strategy to ensure we deliver on our vision through four strategic pillars: Culture Building & Engagement, Leadership Commitment & Accountability, Developing Talent and Growing the Business. It is not only the right thing to do, it is critical to the long-term health of our company, bringing together diverse teams to create solutions focused on better, more innovative outcomes.

Aligning with our strong emphasis on inclusion, the diversity of Jacobs' continuing Board of Directors is at 55% comprised of 11 members from varied industry, government, technical and business backgrounds, providing a robust governance structure. Our female employees accounted for a steady 29.5% of our global workforce in FY20 and the 2020 Women on Boards Gender Diversity Index ranked us as a winning company exceeding its 20% criteria with 27% women on our Board.

Speak Up. Speak Out.

Standing up for what is right is in our Jacobs culture. It is who we are. At this moment in time, we have an opportunity to continue the momentum that has built around the world; to challenge and to change both workplace and societal dynamics and positively influence the Black employee experience within Jacobs. Through our Black employee network, Harambee, we facilitated a series of Courageous Conversations among the global Jacobs community giving more than 5,000 of our people a safe space to share and be heard.

We launched a global *Action Plan for Advancing Justice and Equality*, which builds on our existing TogetherBeyond strategy. We will hold ourselves accountable to accomplish actionable initiatives to foster a company and community that embraces equality.

The action plan is about achieving true equality for all of our employees now and in the future — with a focus on ensuring Black employees have the tools needed to advance and achieve their ultimate goals.

Developing our talent … a world where you can

Building on our brand launch last November, we developed our Employee Value Statement: "Jacobs. A world where you can" — aligning with our culture, our values and the employee experience we deliver.

This year, our continued focus on developing our people brought about significant development of resources and tools for our employees. We launched our Global Career program e3: engage. excel. elevate. to ensure every employee can engage with our global network, excel in their role and elevate their career through personal and professional growth with online learning and development courses, talent profiles and experiences tailored to their role and career interests.

Leadership for the future

Recognizing the significant contributions of their leadership and operating discipline, we expanded roles for Kevin Berryman and Bob Pragada, effective Dec. 1, 2019.

Kevin Berryman was appointed President and Chief Financial Officer and continues to lead finance and treasury, investor relations, communications, strategy, M&A and internal audit, and also oversees digital and information technology. Bob Pragada was appointed President and Chief Operating Officer to oversee all global operations with Executive Vice President and COO of Critical Mission Solutions, Dawne Hickton and Executive Vice Presidents Ken Gilmartin and Patrick Hill reporting to him.

Ken Gilmartin and Patrick Hill were promoted to jointly lead the People & Places Solutions line of business.

I would like to personally thank Terry Hagen, retiring this year after more than 30 years with Jacobs. During his career with us, Terry Hagen has made significant, long-lasting contributions to Jacobs, including holding senior leadership roles that encompassed growth in all of Jacobs' business sectors. He played a crucial role in our business transformation, positioning us well for the next stage of our journey.

I would also like to thank the members of our Senior Leadership Team retiring this year — and all of our retirees — for their endless contributions to our company and the lasting impact they have made to the people and communities around them.

Furthering our Environmental, Social & Governance commitment

On the 50th anniversary of Earth Day, we published Jacobs' first *Climate Action Plan*, committing to 100% renewable energy for our operations[1] and net zero carbon for our operations and business travel in 2020, and I am proud to share that we have achieved this. Our long-term commitment is to be carbon negative for our operations and business travel by 2030. Additionally, we continue to help our clients integrate sustainable, low-carbon solutions into their operations, helping them to maximize societal, environmental and economic benefits.

Jacobs attended DAVOS 2020, the World Economic Forum's Annual Meeting, where as Co-Chair of the Infrastructure and Urban Development Governors, I moderated a panel on leveraging technology and innovation to achieve a net zero carbon future.

As part of our ongoing commitment to align with the United Nations Sustainable Development Goals, we joined the UN Global Compact this year and became a founding member of the CFO Taskforce for the Sustainable Development Goals to help reshape the future of corporate finance and investment as a catalyst for growth, value creation and social impact.

Strong business performance

The 3-year growth strategy we developed to build a company aligned to sustainable higher growth markets has proved its resilience during one of the most severe economic shocks in history. As we mark the third year since closing on the acquisition of CH2M — the largest of its kind in our industry — the alignment of our revenue synergies was key to our success, and our continued portfolio transformation created a model for successful follow-on integrations such as KeyW and Wood Nuclear.

Our resiliency during these challenging times was also driven by the diversity of our end markets and our alignment to high value sectors such as infrastructure, cyber, national security, water, environmental, healthcare, pharmaceuticals and space exploration to name a few. We also benefited from the economies of scale in both lines of business, allowing us to quickly adjust to global changes in demand and prudent management of our cost structure.

We are embracing new ways of working and operating, and I have asked Kevin Berryman and Bob Pragada to lead our Focus 2023 initiative to drive further innovation, deliver value-creating solutions to our clients and leverage an integrated digital and technology strategy to improve our efficiency and effectiveness, ultimately freeing up valuable time and resource for reinvestment in our people.

Our ability to weather this storm would not have been possible without our strong, highly engaged Board of Directors. I want to personally thank Joe Bronson, who is retiring, for his contributions since 2003. Joe chaired the Audit Committee for 15 years, and his contributions, particularly in M&A, contributed to our portfolio transformation. In continuing to refresh our Board, we welcomed two new members over the past several months, General Vincent Brooks and Manny Fernandez.

Always looking ahead

We are starting FY21 from a position of strength; enabled by the collective and focused efforts of our leadership to stay ahead of the competition and continue to grow profitably.

Jacobs is a special company. We refer a lot to our brand promise of "Challenging today. Reinventing tomorrow." and we are living up to the meaning behind it every day. And that is because of our people; each reshaping Jacobs in ways we would not have imagined just a few years ago. Over the last six months, it would have been easy to pull back given all that was going on with the pandemic. But instead, Jacobs employees have continued to drive the business forward and deliver innovative solutions both internally and for our clients, positioning us well for the new fiscal year — and a powerful future beyond.

Steve Demetriou
Chair and Chief Executive Officer

[1] Before the end of Calendar Year 2020 and for full Fiscal Year 2020, Jacobs will achieve carbon neutral status. This note applies to all references to 2020 in our *Climate Action Plan* and related charts.

Jacobs helped to retrofit AstraZeneca's West Chester, Ohio manufacturing facility to deliver a potential vaccine to fight COVID-19.

Our COVID-19 response

As it became clear that the Coronavirus (COVID-19) pandemic was unparalleled in the rate of community spread, we took early, decisive action to put people first, help flatten the curve and take care of our clients and communities.

Taking care of our people

In early March, we swiftly restricted travel and established return protocols for both client-related and personal travel. In a matter of just ten days, we successfully transitioned more than 85% of our employees to a remote working environment to support physical distancing. Where the essential and mission-critical nature of our work requires us to maintain staff at certain sites or locations, we worked closely with our clients and established project-specific plans to ensure the safety of our people and the integrity of the operation. Using technology and optimizing our networks, we continue to offer flexible work scenarios for our people, deliver business continuity and continued collaboration with our clients.

Our Executive Leadership Team met daily for three months and weekly thereafter, focusing on transparency, agile response and business resiliency; and our global and regional crisis management teams came together to maintain consistent messaging and direct local responses.

With regular global CEO Town Halls, a weekly email and short, self-produced leadership videos we shared open, transparent information and good news stories to connect and unite our global community. Through employee pulse surveys, teams shared sentiments about the transition to home-working, dealing with uncertainty and the future.

With new TogetherBeyond COVID-19 support resources, we're getting to know colleagues in authentic ways and staying in touch even while physically distant. In parallel, our focus on positive mental health has only increased. We equipped our almost 2,000 Positive Mental Health Champions with materials to assist employees with COVID-19-related mental health concerns, including a Mental Health Matters Resiliency program, featuring videos and live webinars on topics like relaxation and coping mechanisms, healthy eating and physical wellbeing.

As we look to the future, we've established a 6-Step Return to the Workplace Process to safely re-introduce people into our workplaces. This examines environmental factors within and surrounding our workplaces — like government restrictions, the local rate of new cases and office readiness, as well as employee availability and desire to return to the workplace.

Supporting our clients

What we do impacts people, communities and the world — and never more so than now in the wake of COVID-19. From tapping into digitalization capabilities from both sides of our business to help facilitate safe return to on-premise work environments, to establishing a new global healthcare growth market, maintaining our own resiliency throughout the crisis meant learning together and turning the circumstances into an innovation catalyst, sharing solutions and new approaches with our clients.

Working in partnership with our clients, we supported creation of mobile hospital units in hot zones; healthcare operations

planning in the U.S., U.K., Australia and New Zealand; retrofit and concept design for COVID-19 vaccine and therapy manufacturing facilities; engineering support to increase production of ventilators; and cybersecurity support in response to increased threats during the pandemic and our customers' transitions to at-home work environments.

Taking care of our global communities and humanity

Extending our Culture of Caring into our communities, we pledged $1 million to help global organizations in the fight against COVID-19, including an employee matching program. Recognizing the importance of clean, safe water during the pandemic, we also launched a 200% employee matching campaign for Water For People through the Collectively℠ program. Our global field teams donated surplus masks, gloves and other supplies to local hospitals. And, from volunteering to assemble to-go lunches for the less fortunate and organizing local responses to aid those most vulnerable, to donating computer cables to keep students and teachers connected, our Jacobs family continues to do our part to give back to the places we live, work and play.

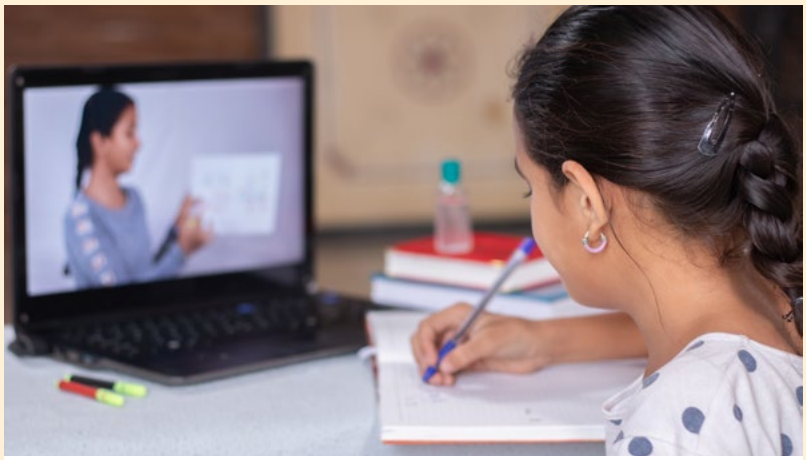
Challenging today.
Reinventing tomorrow.

As we looked for bright spots during the year, we found several. We are spending more time with our families and calling to check on friends, colleagues and neighbors more often. We accelerated a behavior change to travel less, resulting in carbon emission reductions from our business travel. We're learning how to work more seamlessly, using technology to connect virtually. And we can have fun doing it — with virtual planning sessions, new coworkers (both our pets and our families) and even virtual coffee breaks, workouts and recipe sharing.

Looking toward to the future of work, we're embracing these bright spots and rethinking how we will work differently — honing our capabilities to better help our clients adjust, innovate and implement.

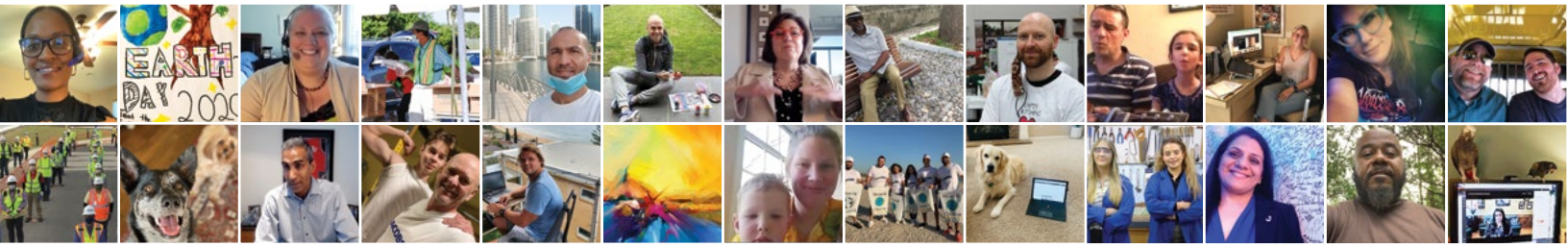
This pandemic affects us all. Never more so than today do our core values provide the clear framework for our decision-making at Jacobs: We do things right. We challenge the accepted. We aim higher. We live inclusion. ▪

At the National Aeronautics and Space Administration's Johnson Space Center in Houston, Texas, teams aided in the COVID-19 response, including developing a heat-based sanitization process to re-use masks multiple times.



STEAM ambassadors reinvented the way they deliver work experience - running the program virtually made it accessible to even more students.

Jacobs joined an international alliance of architects, engineers, doctors, military experts and NGOs to convert shipping containers into plug-in Intensive-Care Unit Pods for the COVID-19 pandemic. The first fully operational pod has been deployed to a field hospital in Turin, Italy. Image courtesy of CURA.



We do things right

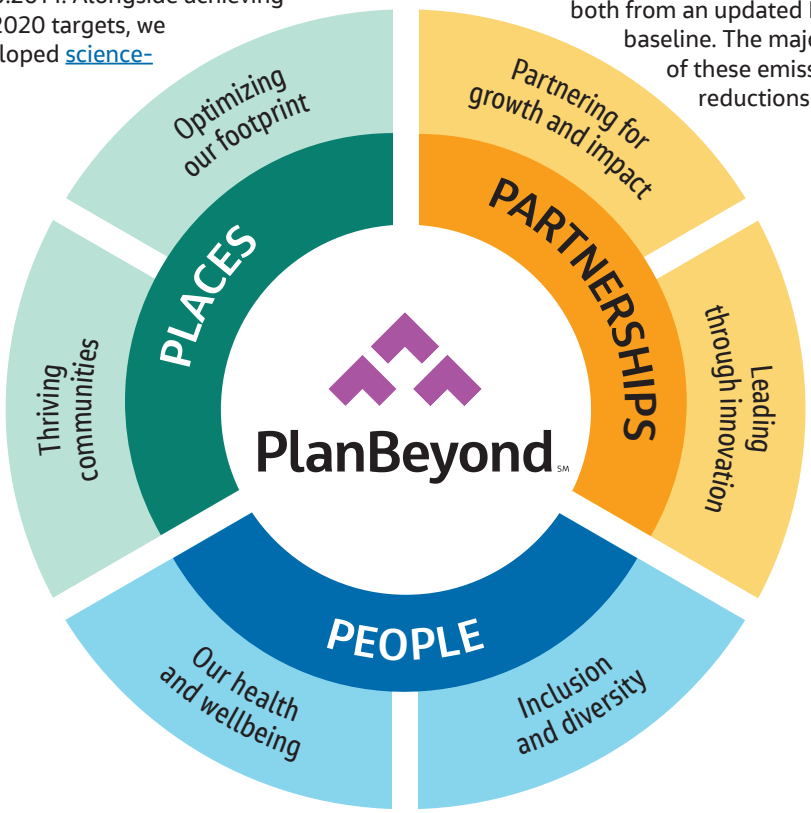
From the way we operate our business, to the work we perform with clients and other organizations, we continue to look at ways we can make a positive environmental, societal and economic difference for our people, businesses, governments and communities around the world.

Leadership on climate change

In April, we published our first company *Climate Action Plan* committing to 100% renewable energy for our operations in 2020[1], net zero carbon for our operations and business travel in 2020, and carbon negative for our operations and business travel by 2030. We achieved net zero carbon in line with global standard PAS 2060:2014. Alongside achieving our 2020 targets, we developed science-based carbon-reduction targets for our direct and indirect emissions and these have been approved by the Science-Based Targets initiative.

In FY20, we saw a 33% reduction in total, calculated carbon emissions (Scopes 1, 2 and a portion of Scope 3) to 116,466 tCO2e, as well as a 50% reduction in our travel-related carbon emissions[2] — both from an updated FY19 baseline. The majority of these emissions reductions were a direct result of changes in operations due to the pandemic. We also outlined how we will start to bring climate uncertainty into the mainstream as part of our enterprise level risk assessment process, in line with recommendations made by the Task Force for Climate-related Financial Disclosures (TCFD).

Our *ESG Disclosures Report* provides supplementary information regarding our Environmental, Social, and Governance (ESG) performance, organized according to the Sustainability Accounting Standards Board (SASB) framework.



> ***'Business plays a vital role in helping to achieve the transition to the net zero carbon economy. We are proud to be part of the global movement of leading companies taking climate action in our operations and working with our clients and partners to help limit global warming to 1.5°C.'***
>
> Zoe Haseman
> Vice President Global Sustainability

Climate Action Plan commitments:

1. **100% renewable energy** for our operations **in 2020**.
2. **Net zero carbon** for our operations and business travel **in 2020**.
3. **Carbon negative** for our operations and business travel **by 2030**.

➜ Learn more on jacobs.com

We seek to play a leadership role in industry to help shape and develop the new standards to accelerate sustainability. We joined the World Economic Forum — Alliance of CEO Climate Leaders, and the UNGC's Chief Financial Officer Taskforce for the Sustainable Development Goals.

Developing our talent … a world where you can

We are building an inclusive culture where all employees feel that they belong. Our culture is the foundation for selecting, developing and retaining the best and brightest minds at Jacobs. Our eight Jacobs Employee Networks (JENs) play a critical role in attracting new talent into our business, helping to shape our recruiting strategies and policies, our science, technology, engineering, arts and math (STEAM) programs, and our accessibility practices. During these challenging times, we honored our intern and graduate job offers that were extended pre-COVID-19 and provided them with a meaningful job experience in this new virtual world. We also **published our Accessibility Statement** outlining our approach to assessment of requested accommodations by applicants with disabilities.

We launched our new employee experience e3: engage. excel. elevate. From a talent profile for every employee to providing continuous celebrations and feedback, to learning new skills and driving performance, e3 is our unique approach to ensuring every employee can engage, excel in their role and elevate their career. We introduced GlobalShare to enhance our ability to resolve short-term staffing needs and enable employees to pursue opportunities across Jacobs. We also made enhancements to some of our policies to deliver greater work-day flexibility to employees. In

Achievements 2020

1,300+ graduates, interns and apprentices welcomed to our global team in FY20; making a total of more than 2,300 currently training with us.

Participated in the **Hiring Our Heroes** fellowship program.

Almost 2,000 Positive Mental Health Champions (an 11% increase on 2019) trained to support the mental wellbeing of our employees.

One in every 29 employees trained as a Positive Mental Health Champion.

100% of Jacobs' Senior Leadership Team trained in Positive Mental Health.

Gold Award in the **Mind Workplace Wellbeing Index**.

34 teams and individuals recognized in our BeyondExcellence Awards.

2,400+ activities completed by employees to eliminate plastic during Plastic Free July.

Six business achievement awards by Environmental Business International.

Donated **more than $300,000** in corporate and employee funds to Water for People.

Around the world our **STEAM Ambassadors** held virtual careers fairs, ran live online classes and delivered new virtual work experience programs.

Our 11-year Joseph Jacobs scholarship program added **20 new students and renewed the scholarship to 43 students**, awarding $184,500 in total in FY20.

Bringing technical capability to our communities: we are piloting a program in the U.S. to monitor **COVID-19 spread in community wastewater streams**.

Eight Jacobs volunteers traveled to Sierra Leone to help relocate more than 2,000 people from across Freetown's 62 slums.

Published a company-wide **Socio-Economic Inclusion Policy**.

addition, we undertook several new initiatives related to our Total Rewards Compensation Program, including implementing our Global Career Structure framework, combining career planning and development resources and tools within a consistent career structure, and a global pay equity review of our pay systems and processes, to make pay equity a lasting reality at Jacobs.

> ***'We have made significant progress since we commenced our BeyondZero journey in 2007, but, like anything, our performance can always improve. In the face of challenges to our business resilience and employee's health, our BeyondZero strategy continues to strengthen us through our common vision and purpose, as we continue to improve together.'***
>
> **Shane Durdin**
> Vice President Health, Safety & Environment

Ensuring employee safety and wellbeing

BeyondZero® is our approach to the health, safety and security of our people, the protection of the environment and the resilience of Jacobs. This year, we continued to demonstrate safety excellence with another year of zero employee fatalities at work, a 25% reduction in employee recordable incidents and a total recordable incident rate[3] of 0.17, compared to the North American Industry Classification System's most recently reported[4] aggregate rate of 0.60.

While our BeyondZero journey started with safety, as we continued to drive our injury rates down, we also expanded our thinking to our broader culture of caring and particularly mental health. It was this strong foundation that helped us act swiftly at the start of the COVID-19 pandemic. Our existing Mental Health Matters program's foundational elements enabled us to respond quickly to launch our Mental Health Matters Resiliency program and promote our suicide awareness campaign.

Acting with integrity

Our Ethics and Code of Conduct are rooted in our values and provide the standards and support to help us successfully navigate issues, make the right decisions, and conduct our business with the integrity that reflects our heritage and ethical reputation. We hold our suppliers and business partners to the same standards. This year, we launched our global *Action Plan for Advancing Justice and Equality* and our global Human Rights Policy, which sets out our commitment to respecting the human rights and dignity of individuals within our operations, supply chain, and communities where we do business. We became a signatory to the United Nations Global Compact (UNGC), a voluntary initiative based on company commitments to implement the UNGC's Ten Principles on human rights, labor, environment and anti-corruption.

Supporting our communities

Engaging with communities. Giving back. A brighter future. Every day, Jacobs employees around the world make a positive difference for our clients and the communities in which we live and work. As part of our PlanBeyond℠ sustainability strategy, we launched our Global Giving and Volunteering program — Collectively℠ — in FY20. At year end, the program had donated $900,000 to charitable causes through employee fundraising and Jacobs matching campaigns. Established to govern and centralize our giving strategy and budget and provide a user-friendly way for employees to donate and volunteer, the program unites our 55,000 employees to support more than 2 million charities around the globe. Jacobs pledged $1 million to help global organizations in the fight against COVID-19, including an employee matching campaign through the Collectively program.

From volunteering, employee matching campaigns and other fundraising, to providing wide-ranging technical and logistics support, we are helping in our communities during the pandemic and with natural disasters such as the devastating wildfires in Australia and the western United States, and the flooding in Indonesia. Prior to the pandemic, a team of eight Jacobs employees also traveled to the West Africa country of Sierra Leone on a voluntary trip organized by Home Leone. The non-profit organization is developing a new community, Destiny Village, relocating more than 2,000 people from across Freetown's 62 slums, to new secure low-cost homes. ▪

25%
reduction in employee recordable incidents

0.17
total recordable incident rate

(As at October 2nd and recorded in accordance with OSHA record keeping requirements, but subject to change thereafter due to possible injury/illness classification changes.)

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[1] Before the end of Calendar Year 2020 and for full Fiscal Year 2020, Jacobs will achieve carbon neutral status. This note applies to all references to 2020 in our *Climate Action Plan* and related charts.
[2] FY20 is estimated on available data and will be verified in 2021.
[3] As at October 2nd and recorded in accordance with OSHA record keeping requirements, but subject to change thereafter due to possible injury/illness classification changes.
[4] Cited on September 22nd, 2020 via U.S. Bureau of Labor Statistics - Incidence rates of non-fatal occupational injuries and illnesses by industry and case types, 2018 for NAICS code 5413330

Shaping tomorrow: FY21 actions

We launch a **new global, integrated wellbeing** (physical, mental, financial, social and workplace) **strategy** for Jacobs employees and their families.

We launch our One Million Lives campaign, with a website and free app enabling users to check their own mental health and access resources.

We expand **our Executive Leadership Program**, developed by Jacobs in partnership with Duke Corporate Education, to our next level leaders via our Amplifi3 Program.

We share our new BeyondZero® strategy which sets out our plans over the next five years and beyond.

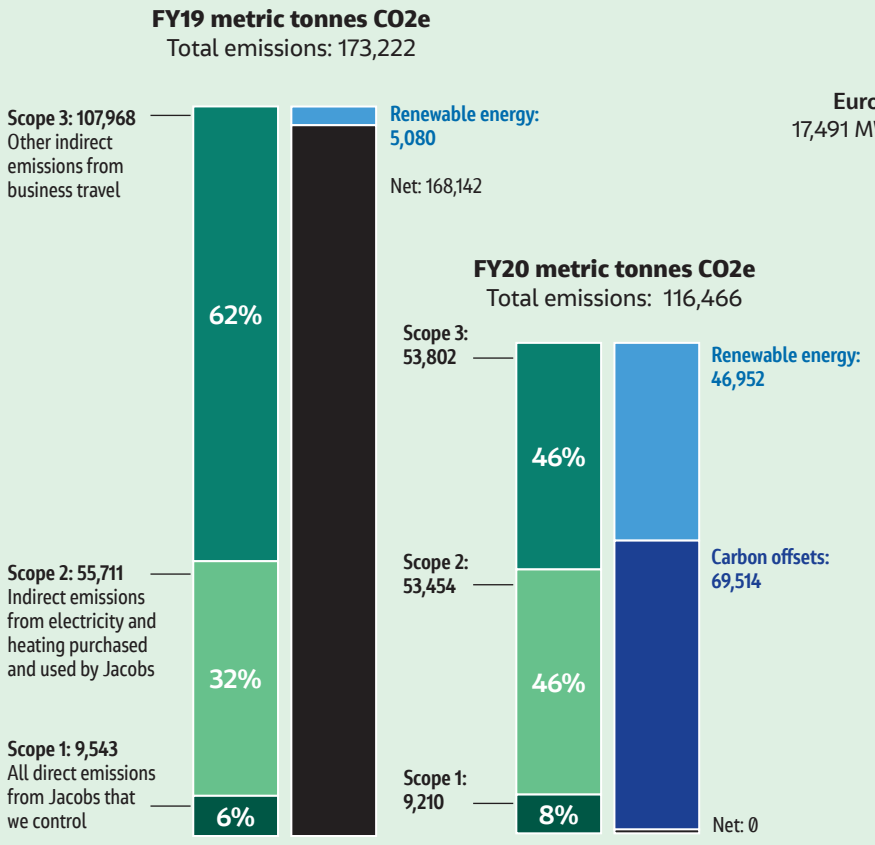
All vice presidents will become **Safety Ambassadors**, committing to personally delivering safety training and more.

We are **refreshing our global Supplier Code of Conduct** to ensure our suppliers align to our values.

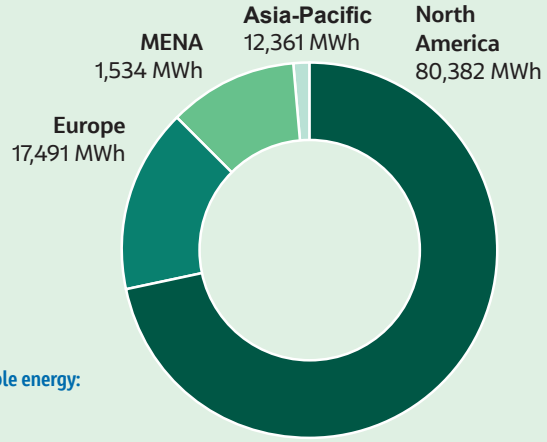
We are refreshing our **PlanBeyond sustainability strategy** and updating our materiality assessment.

Journey to net zero & 100% renewable energy

2020 (estimated) and 2019 Carbon emissions in tonnes



Amount of renewable electricity purchased by region in 2020



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

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

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

We challenge the accepted

We push beyond our boundaries and innovate to deliver for today and into tomorrow. We don't just ask 'What If?' or 'How Might We?', we act to turn ideas into reality and drive value through innovation.

Setting the foundation for innovation

- **35K+ podcast downloads** to date; according to benchmarks established by podcast industry leader Libsyn, Jacobs' two series consistently ranks in the top 30% of podcast downloads.
- **117 Beyond If℠ Innovation Award submissions.**
- **75 Innovation as a Service facilitators** trained to date.
- **38 innovation projects** funded through the Beyond If℠ Emerging Ideas Program in FY20.

For us, innovation means creating and delivering value — whether it's new or different ideas, ways of working, services or solutions.

Launched in 2019, Beyond If℠ showcases the best of who we are as innovators, creators and problem solvers. In the past year, we continued pushing our innovative mindset.

Through our Innovation as a Service series of workshops, we trained a cadre of innovators equipped to deliver in-person and virtual sessions, for and with our clients, to facilitate ideation and concept development. Using design thinking, lean start up and business model innovation, Jacobs' Innovation as a Service workshops — named a winner of Innovation Leader's 2020 Best New Initiative Impact Award — turn ideas into marketable, revenue-generating solutions.

We focused on leading insights and activating new communication tactics. We launched two Jacobs podcasts series, *If/When* and *Inflection Points*, and virtual engagement platforms like our *Trends & Directions* videocasts and *In the kNOW* webinar series. Discover other ways Jacobs is transforming intangible ideas into intelligent solutions for a more connected, sustainable world on jacobs.com.

Turning ideas into reality

- Leveraging digitalization capabilities from both sides of our business, our next-generation operation technology platform ion® delivers contact tracing technology and aids customers to safely return to work in wake of the COVID-19 pandemic. Read more →
- The U.S. Air Force took our KeyRadar® solution to new heights, unlocking unique intelligence, surveillance and reconnaissance capabilities in its agile-pod test. Read more →
- Partnering with ehsAI, a next wave technology company, we're integrating innovative artificial intelligence (AI) and machine learning into our environmental health and safety offering to greatly reduce compliance costs and risk for our industrial, commercial and government sector clients. Read more →
- We've developed a new proprietary cloud-based platform that enables effective asset management of airfields. After a successful trial period with airports around the world, Pavy℠ is being launched to reinvent the way airports manage airfield pavements. Read more →

Listen up: Two new Jacobs podcast series now launched

In April, we launched two podcast series: *If/When* and *Inflection Points* — pivoting our thought leadership strategy to deliver on-the-go content from Jacobs' world-class experts on topics from digital twins and the future of cities to data privacy and lessons learned from the pandemic. The podcasts are available through your favorite podcast channels, including Apple iTunes, Google Play, Spotify and more. **Tune in at https://www.jacobs.com/podcasts.**

"Organizational Innovation: Crisis, Culture, Commitment and Change"

Featuring:
The Carlyle Group Operating Executive and Member of the Jacobs Board of Directors Georgette Kiser and Jacobs' Heather Wishart-Smith

Listen Now →

"Responding to Potential Cyber Attacks with Advanced Techniques"

Featuring:
Jacobs' Eric Conway and John Karabias

Listen Now →

"Innovation as a Service: Incubating and Scaling Ideas"

Featuring:
Board of Innovation's Matt Stewart and Jacobs' Kate Willison

Listen Now →

- Repairing the International Space Station's cosmic particle detector, we helped further unravel the mysteries of space and continue the hunt for antimatter and dark matter. Read more →
- Working with NASA's Jet Propulsion Laboratory, we built a new calibration device for the Mars Perseverance Rover. Launched in late July, the rover will use analytical science to seek signs of past microbial life and collect rock and soil samples from the red planet. Read more →
- With our Evolve℠ tool, digital technology, the UN Sustainability Goals and a database of over 700 sustainability commitments and indicators combine to help projects of all sizes, at every step of the project lifecycle, identify, implement and track metrics to build a better, more sustainable tomorrow.
- Tapping into modeling, analytical and evaluation tools, we're helping Transport for London plan for the city's sustainable future and deal with current behavioral, technological and economic uncertainty stemming from the pandemic. Read more →
- Using SCREAM, our sewer condition risk-enhanced assessment model, we're applying artificial intelligence and data from more than 30,000 pipes to help 13 utility clients predict the best time to rehabilitate or upgrade their critical infrastructure.
- Working with the Massachusetts Commission for the Blind, we explored how new transportation technologies, like autonomous vehicles, could improve job accessibility and deliver other social value enhancements for the visually impaired — driving inclusive mobility closer for all.
- Despite being a land-scarce, high-density city, Singapore is scaling up its solar capacity with floating solar photovoltaic systems — which we've helped design and install — to harness enough clean energy from the sun to satisfy 30% of the energy required to power three adjacent waterworks.
- In a $2.1 million three-year international innovation competition, Jacobs led a consortium that delivered the winning project to solve large and ongoing liability challenges associated with legacy nuclear facilities in the U.K.

> ***'I am honored to be part of a global team helping facilitate innovation that delivers value for our clients and shareholders. It has been a privilege to be involved in the education, partnering and delivery of such tangible and impactful innovative change in 2020.'***
>
> **Stephen Taylor**
> Jacobs Operations Management Director and *Innovation Leader's* 2020 Most Valuable Player Impact Award Recipient

The project team demonstrated how new technologies could lower the decommissioning costs by as much as 20%. The project has secured direct funding from Sellafield Ltd. to develop these ideas into a full-scale active demonstration on the Sellafield site in the U.K. ▪

We aim higher

We take on some of the world's biggest challenges, bringing a different way of thinking to everything we do, challenging the status quo and questioning what others might accept. In the next few pages, explore how we're turning abstract ideas into realities that transform the world for good.

Cutting-edge manufacturing

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

- Fast-tracking retrofits of COVID-19 vaccine production facilities, we're renovating nine facilities globally, including AstraZeneca's facility in Ohio. Together with our customers, we're advancing critical and potential life-saving solutions when they're needed most. And, as pharmaceutical firms mobilize to rapidly produce COVID-19-related tests, treatments and vaccines, our cyber team is helping to preserve data integrity across the supply chain and ensuring products meet quality and safety standards.
- At Ford's U.K. headquarters, we're designing and building a new Commercial Vehicle Advanced Propulsion Laboratory, extending existing facilities and providing new space to further explore new vehicle technologies, including electrification.

Operational advancement

Anyone can come up with ideas, it's up to true visionaries to bring them to fruition. We don't just ideate, we deliver — creating and implementing technology-forward solutions that connect us all with ways to work smarter and live better.

- In a new partnership with IntelinAir, we're digitalizing the farming industry with scalable, high-grade multispectral sensor systems, aerial service, and artificial intelligence — delivering a complete and uninterrupted view of every acre, every field from planting to harvest.
- With PUB, Singapore's National Water Agency, we're developing a first-of-its-kind digital twin application that combines advanced data from SCADA Historian with software simulation packages (Jacobs' Replica™ Digital Twin Platform) to replicate and predict future performance in a single, real-time simulation. We're also working with PUB as the Advanced Metering Infrastructure (AMI) Specialist on its Smart Water Meter Program roll-out — a major step on the agency's transition to a smart utility. Having successfully completed the feasibility assessment and development of the tender specification, Jacobs is now providing technical support to the Board during the evaluation process prior to beginning the deployment phase.

Mission-critical outcomes

Too valuable to be left to chance, people, property and data require advanced approaches against the changing threats of today. Whether in or outside networks, in the air or on the ground, we work with defense, intelligence, law enforcement and communities to protect what's important.

- Tapping into our Intelligent Asset Management capabilities as a competitive advantage, we secured three significant contracts with the U.S. Naval Facilities Engineering Command to deliver enhanced operations and maintenance expertise to increase infrastructure reliability and availability at various naval locations, including West Sound Base Operations Support.
- Aiding our government customers to secure and access mission critical data, we developed a two-layer Data at Rest encryption capability for Samsung Android devices — a now U.S. National Information Assurance Partnership certified solution, KeyWProtect.
- The U.S. Army's new Cyber and Engineering Academic Center at the West Point Military Academy, proudly being designed by a Jacobs joint venture team, is West Point's response to a global evolution in warfare. When completed, cadets will receive training in digital domains as well as on physical battlefields to prepare for mission success in an ever-evolving technological landscape.
- Providing agency-wide cybersecurity support services for the U.S. Patent and Trademark Office's 18,000-person workforce, we're focused on delivering organizational performance efficiencies across the entire IT environment at one of the largest intellectual property offices in the world.

The Jacobs Lawn at Klyde Warren Park

Our donation to the Klyde Warren Park Foundation will bring another 1.65 acres of greenspace to downtown Dallas, providing an inclusive space for the whole community to enjoy.

Resilient environments

The only certainty about the future is uncertainty. Creating a smarter, more resilient planet challenges us to plan ahead of potential threats like hurricanes, crumbling bridges or the unprecedented COVID-19 pandemic. We deliver the tools and technologies that help our clients survive, recover, adapt and thrive through change.

- Reviewed by the Asset Management Group at the University of Cambridge's Institute for Manufacturing, we developed a COVID-19 modeling software program to assist clients in planning return to service for public operations and major capital programs.
- We explored a future role for water utilities in Australia's hydrogen industry with Yarra Valley Water, breaking down commercial barriers to sustainable hydrogen and highlighting the opportunity for decarbonization without compromising the nation's drinking water resources.
- Conclusion of site cleanup at the U.S. Department of Energy's East Tennessee Technology Park, formerly known as the Oak Ridge Gaseous Diffusion Plant, marked the first removal of a uranium enrichment complex anywhere in the world. Our team proudly supported the successful cleanup, which not only made the area safer, but also made hundreds of useable acres of real estate available for industrial development by the private sector, reinforcing the regional economy.
- Jacobs' Flood Modeller software continues to provide fully integrated, transformative flood risk modelling solutions, especially in rapidly growing urban areas. Explore how we partnered with the City of Colorado Springs to model its above-ground risks and dynamically link to its sewer systems below.
- This spring, our Houston Waterworks Team achieved a major safety milestone of 2 million workhours with zero Lost Time Accidents on their $1.77 billion drinking water plant project in Houston, Texas. Delivered under a progressive design-build approach, once complete, this plant will provide reliable and safe drinking water to the City of Houston for generations to come.

Scientific discovery

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

- Continuing our leadership in technological innovation for fusion, we're charting the course toward a new world of energy by designing key components and systems for ITER, the world's largest fusion project in France, and working with the United Kingdom Atomic Energy Authority on cutting-edge engineering design and a first-of-a-kind test facility.
- Taking on the challenge of emerging contaminants in all their forms, Jacobs is collaborating with the Orange County Water District on the largest per- and polyfluoroalkyl substances (PFAS) drinking water pilot program in the U.S; we're conducting benchmark research with the U.S. Navy on in situ thermal treatment of PFAS in soil; and our thought leaders co-authored the Second Edition of the seminal book: *Environmental Investigation and Remediation: 1,4-Dioxane and other Solvent Stabilizers*.
- From launch to flight to splash down, we're redefining what's possible and helping solve some of the most complex, hazardous challenges of space exploration as NASA's largest professional and technical services provider.

Affinity Water River Restoration Framework
Our experience around river and wetland restoration is helping drive forward sustainable design for the revitalization of 14 catchments in the south of England.

NASA Major Artemis 1 Milestone
At Kennedy Space Center, we're handling final checkout and integration of all flight hardware for Artemis I, paving the way toward landing the first woman and the next man on the Moon and expanding human exploration to Mars.

Expo 2020 Dubai
Ahead of the event, which will host millions, we're developing a 4.38-square-kilometer site, which will be turned into a future human-centric smart city after Expo 2020 Dubai.

Thriving cities

Our livelihoods depend on the places we call home. Today's cities are more than just where we live — they're the businesses that keep us smarter and more resourceful. They're the services that keep us healthy. Cities are the connections that fuel inclusion, mobility and growth.

We're not just client partners, we're citizens and neighbors too, working each day to create agile, smart and vibrant communities fit for future generations.

- In the U.K., we're partnering with Enfield Council to provide program and master plan leadership, technical design and planning advisory services for the development of a new Masterplan for Meridian Water, a $7.75 billion, 20-year regeneration program in the London Borough of Enfield, North London. We are also providing client technical advisory service across several disciplines during the design and delivery of over $150 million of Strategic Infrastructure Works to help unlock the Meridian Water site.
- For the City of Los Angeles Bureau of Street Services, we helped secure competitive funding and assisted with strategic planning, innovation and integration efforts to develop community-driven solutions aimed at improving access, mobility and sustainability in disadvantaged communities ahead of the LA 2028 Olympic and Paralympic Games.
- Inking a new, 20-year agreement with the City of Wilmington, Delaware, we're now operating and managing one of the largest public-private partnerships for wastewater operations in the U.S., serving more than 400,000 residents. This project will focus on effectively managing the city's wastewater assets, while leveraging new technologies and systems to further the city's efforts to become a net-zero energy wastewater treatment plant and reduce greenhouse gas emissions.
- Along with our joint venture partner Mace, we're the Official Programme Delivery Management Provider for Expo 2020 Dubai, developing a 4.38-square-kilometer site into a lasting urban legacy. Now scheduled to begin October 1, 2021, the largest event ever to be staged in the Arab world will host millions of visitors, and will include more than 190 pavilions

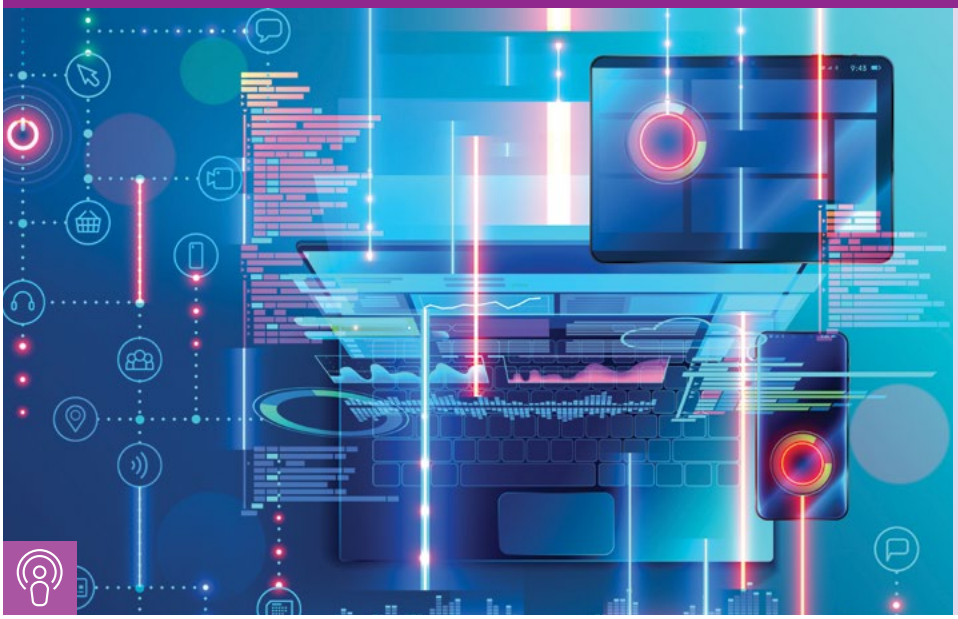
Blueprint for Creating Social Value Through Infrastructure Investments commitments:

Jacobs-Simetrica's thought leadership paper *Before & Beyond the Build* lays out a blueprint for creating social value across the project lifecycle.

featuring interactive exhibits, entertainment, memorable meeting spaces and more. After the event, more than 80% of the infrastructure and built environment will be repurposed for a future human-centric smart city, District 2020.

- Our partnership with Simetrica enables us to help clients understand how they can transform local, city and regional decision-making — identifying innovative, inclusive and ethical investments that will drive social change, spread prosperity and meet the growing challenges facing communities.
- Our healthcare design team scooped up three high commendations at the 2020 European Healthcare Design Awards and Design & Health International Academy Awards for their work on Stage 2 of the Blacktown-Mt Druitt Hospital expansion project. The multi-award-winning effort is providing a new facility to allow expansion of existing services to meet increasing demand, room to offer new health services to reduce the need to travel out of the area for treatment and addition of new clinical technology to support the best contemporary hospital care for the growing population in New South Wales.
- As challenges from population growth, urbanization and climate change continue to grow, Melbourne Water engaged us to help them look beyond the status quo for clever solutions that build capacity, enhance sustainability and generate enduring social value for local communities.
- We've signed on to assist Highways England in the development, design and construction of capital road projects aligned to the strategy for investment in and management of the strategic road network in England, aimed at boosting the economy and making the network safer and more reliable.
- The Encore Boston Harbor Resort Project earned a 2020 National Recognition in the Building/Technology Systems category of the American Council of Engineering Companies Engineering Excellence Awards. We're proud to have led the architecture on this modern and sustainable property, which transformed a heavily contaminated 33-acre historically industrial waste site into a 3.1-million-square-foot entertainment venue that's breathing life into a previously dormant urban location. ▪

Resilience: Not business as usual



Hear from Jacobs President and Chief Operating Officer Bob Pragada and Senior Vice President, Growth, Strategy & Solutions Chrissy Thom in this episode of Jacobs' *If/When* podcast about resilience in the wake of COVID-19 and how we're helping clients think differently about the changing road ahead, how to plan, how to adapt and ultimately, how to thrive.

Listen Now →

Browse through all of our podcasts, publications, interviews, virtual presentations, reports and other stories for more. →

We live inclusion

TogetherBeyond℠ is our approach to living inclusion every day and enabling diversity and equality globally. It's not about numbers, statistics or quotas — it's about every one of our people and the collective strength we take from their unique perspectives, ambitions and dreams.

Leading by example

Having a culture of belonging where everyone can join in and thrive allows us to recruit and retain the best global talent and drive innovative solutions for our business, clients and communities. "We live inclusion" is supported by the strength of tangible leadership commitment and accountability at Jacobs. That's why we have executive team diversity of 60% and Board diversity of 55%, having recently appointed recognized inclusion leaders Vincent Brooks and Manny Fernandez to the Jacobs' Board of Directors. It's why we appointed Jeff Dingle as our first Vice President of TogetherBeyond to drive our culture forward. And, it's why we've tied inclusive behavior to our leaders' performance review and compensation programs and delivered conscious inclusion training to nearly all (98%) of our people.

Jacobs Employee Networks: Amplifiers for change

While our strategy and the actions of leadership are undoubtedly important, our most profound positive changes have resulted from their actions being matched and amplified by a vast and growing "grassroots" movement for inclusion across the company. Our eight Jacobs Employee Networks (JENs) have nearly 23,000 members among them and work to promote inclusion and equality, not only within Jacobs but with our clients, potential recruits and with the communities we serve. The JENs are entirely employee-led and organized, partnering with leadership to drive strategy and policy.

> ***'We have an opportunity to live our values by speaking up to create a more inclusive culture. We're committed to driving and achieving real change — creating a tomorrow we can all be proud of.'***
>
> **Jeff Dingle**
> Vice President TogetherBeyond

TogetherBeyond in action

Over the last year, we have seen tangible examples of progress resulting from our approach to inclusion, the most remarkable being the launch of our global *Action Plan for Advancing Justice and Equality*. Driven by members of our black employee network Harambee in partnership with our Executive Leadership Team and Jacobs' Board of Directors, the plan sets out actionable initiatives and measurable objectives to address embedded and systemic racial inequalities both within Jacobs and in communities across the world.

Other recent TogetherBeyond-driven achievements include:

- We launched the Jacobs Equality Matching Campaign, matching up to

$100,000 of employee donations to eligible causes dedicated to inclusion, equality and justice around the world.

- We created the global TogetherBeyond Inclusive Leader of the Year Award to incentivize and reward inclusive leadership.
- We joined The Business Coalition supporting passage of the Equality Act in the United States. This group of more than 270 leading U.S. employers — including many of our clients — support the passage of federal legislation that would provide the same basic protections to LGBTI+ people as those afforded to other protected groups under U.S. federal law.
- We strengthened our commitment to developing and hiring the best diverse talent with organizations like the U.S. National Society of Black Engineers (NSBE), the U.S. Society of Hispanic Professional Engineers (SHPE) and Building Equality, the U.K. construction industry's leading LGBTI+ alliance. This year, we were proud to take our place on the NSBE Board of Corporate Affiliates — their top national support level — and we are proud to have one of our leaders, Freddie Fuller, currently serving as National Chair of the Community of Minority Transportation Officials (COMTO).
- We joined The Valuable 500, an organization that seeks to ensure disability inclusion is on business leadership agendas across the globe.
- Our JENs partnered with Human Resources to promote inclusive practices such as removing gendered language from job descriptions, creating Jacobs' leading-edge transgender guidelines, installing gender-neutral bathroom facilities in offices, encouraging leaders to list their pronouns in email signatures and creating gender-diverse job interview panels.
- Looking ahead, our aspirational goal is to create a 40-40-20 gender-balanced workforce around the globe (40% men, 40% women and 20% open to any gender) over the next five years. ▪

Industry recognition

Our TogetherBeyond culture continues to be recognized by the world's leading equality organizations:

We were ranked in the top quartile of *Forbes'* Best Employer for Diversity 2020.

For the second year running we achieved a score of 100% on the Human Rights Foundation's 2020 Corporate Equality Index, the national benchmarking tool on corporate policies, practices and benefits pertinent to LGBTI+ employees.

In Australia we won our first "Bronze" award in the Australian Workplace Equality Index, while placing in the top 50% of Stonewall's Workplace Equality Index for the first time in the U.K.

We were awarded Employer of Choice for Gender Equality by Australia's Workplace Gender Equality Agency (WGEA) for the fifth year running.

In the U.K., we recently received bronze level accreditation from Clear Assured, one of the U.K.'s leading external inclusion and diversity benchmarking agencies.

We won the *Environmental Business Journal's* Award for Industry Leadership in Inclusion & Diversity.

We were recognized as a Best Place to Work for Disability Inclusion by Disability:IN, the world's leading non-profit resource for business disability inclusion.

Action Plan for Advancing Justice and Equality commitments:

1. Amplify Culture of Belonging
2. Recruit, retain and advance Black employees based on merit to achieve a proportional representation in Jacobs to the overall external population
3. Contribute to structural change in the broader society

→ Learn more on

VetNet

Serving those who served.

It's not every day our employees become TV stars, but four of our Jacobs' **VetNet** heroes and their families had the opportunity to participate in the show, Military Makeover Operation Career on Lifetime, hosted by Montel Williams. Watch today to hear their inspiring stories and reflections on what made Jacobs their choice for employment after the military.

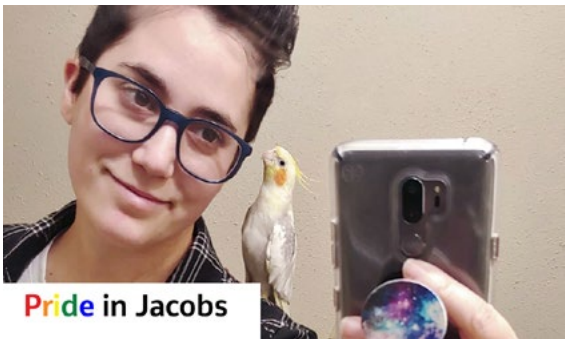
Women's Network

Working together for gender inclusion.

Supporting the #EachForEqual social media movement in honor of International Women's Day, our **Jacobs Women's Network**, including this group in India (photographed prior to COVID-19), developed meeting ideas, book and article recommendations, plus podcasts and videos to inspire people by sharing best practices.

Prism

Bring your whole self to work.



During Pride Month we celebrated colleagues from our global LGBTI+ network, **Prism**. Nicolo "Nico" Petersen (pronouns: they / them), artist, cosplayer and Deployment Specialist, works for the Intelligence and Information Solutions division of our Critical Mission Solutions business, supporting colleagues working on the U.S. National Security program. Nico shares their journey here: https://www.jacobs.com/newsroom/news/pride-jacobs-meet-nico

Enlace

Linking our Latino communities.

Enlace, meaning "link" in Spanish, provides a valuable support platform for Latino talent development and retention. Paula Silva, a Latina influencer and Jacobs hydraulic engineer talks career, STEAM and how her work can #ShapeTheWorld.

OneWorld

One planet, many cultures.

During these challenging times, our **OneWorld** Employee Network led the charge to brighten our spirits and our communities — one rock at a time — inviting all our Jacobs family members around the globe to surprise and delight the people in our communities with Kindness Rocks. These brightly painted rocks were decorated to honor a person or group who has made a positive impact on our lives.

Careers Network

Explore. Navigate. Inspire.

During the year, our Jacobs **Careers Network** supported employees — sharing mental health and wellbeing resources; a series of career profiles from leaders and up-and-comers across the business; "recipe cards" to help local chapters stay connected and engaged; career development advice including enhancing personal brand; and virtual, candid conversations with senior leaders, including Chair and CEO Steve Demetriou. Pictured clockwise from top left is Georgia Lupton, Myall Stevens, Chad Okon, and Duane Graddy.

ACE

Strength in our differences.

Throughout the year, Access. Connect. Empower. ACE Employee Network shared ways to make positive, inclusive differences throughout Jacobs, including providing resources to check accessibility on documents, offering transcript and A/V support for our videos and Town Hall presentations and telling powerful stories about its members, including Jacobs HSE Leader Darby Allan and his daughter Holly.

Harambee

Black. Engaged. Empowered.

In honor of International Women in Engineering Day, Jacobs' undergraduate civil engineer and international **Harambee** ambassador Ellie Hurley-Simister talked about equality, #OurJacobs culture and Courageous Conversations.

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

Ken Gilmartin

Executive Vice President, People & Places Solutions

Marietta Hannigan

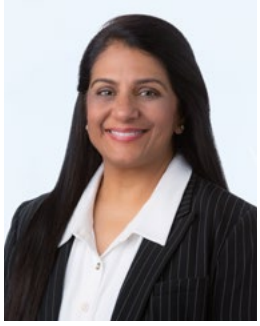
Executive Vice President, Chief Strategy, Corporate Development & Communications Officer

Dawne Hickton

Executive Vice President, COO, Critical Mission Solutions

Patrick Hill

Executive Vice President, People & Places Solutions



Madhuri Andrews

Senior Vice President, Chief Digital & Information Officer

Shelie Gustafson

Senior Vice President, Chief Human Resources Officer

Board of Directors

Steve J. Demetriou

Chair of the Board & Chief Executive Officer

Christopher M.T. Thompson

Lead Independent Director

Former Chairman & Chief Executive Officer Gold Fields Ltd.

Joseph R. Bronson

Director

Principal & Chief Executive Officer Bronson Group, LLC

General Vincent K. Brooks, (US Army, Retired)

Director

Principal of WestExec Advisors

Robert C. Davidson, Jr.

Director

Former Director, Chairman & Chief Executive Officer Surface Protection Industries, Inc.

General Ralph E. Eberhart (USAF, Retired)

Director

Director, Chairman & President Armed Forces Benefit Association

Manuel J. Fernandez

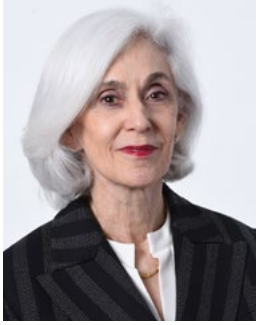
Director

Former Managing Partner, KPMG

Georgette D. Kiser

Director

Former Chief Information Officer and Managing Director The Carlyle Group



Linda Fayne Levinson

Director

Former Partner GRP Partners

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

BeyondExcellence℠

Celebrating the 2020 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, ethics, sales, inclusion, innovation and integrated solutions delivery. To build on the positive impact our people make every day, each winner chose a non-profit organization to receive a donation in their name. Together, we donated more than $100,000 to worthy causes around the world. More on these winning stories will be shared in our full digital edition and our newsroom in 2021.

We do things right.

Chair and CEO Safety Leadership of the Year Award

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

- **The City of the Dalles**
  The Dalles Wastewater Treatment Plant
  United States of America
- **AstraZeneca**
  Project Atlas, West Chester
  United States of America
- **Tom Trudel**
  United States of America
- **Meshika Brown, Larry Koenenn, Stephen Helton, Georges Jamous, Dave Stukey**
  United States of America
- **Amanda Lam**
  Australia
- **Abigail Hobbs**
  United States of America

Sustainable Solution of the Year Award

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

- **Multiple Clients**
  Jacobs Virtual Event Space
  Global

Noel Watson Ethical Leadership of the Year Award

Honors those who lead us through difficult situations by encouraging and promoting ethical conduct and integrity.

- **Matthew Radek**
  United States of America

We challenge the accepted.

Beyond If Innovation Award

Recognizes those who always rethink the way we solve problems and challenge what is accepted to shape better solutions.

- **Integrated Innovation for Nuclear Decommissioning**

Beyond If Innovation @Scale Award

Recognizing innovative solutions that have the most potential to scale.

- **Project Information Management System**

Sales Leadership of the Year Award

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

- **North American Aerospace Defense Command (NORAD) Cheyenne Mountain Complex (NCMC)**
  Integrated Tactical Warning/Attack Assessment and Space Support Contract II (NISCC II)
  United States of America
- **Tyndall Air Force Base**
  'From Hurricane Recovery to Installation of the Future'
  United States of America

Global Integrated Delivery: Outstanding Individual Contribution of the Year Award

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

- **Paul Anand**
  Australia
- **Stephanie Pershing**
  United States of America

Global Integrated Delivery: Outstanding Project of the Year Award

Recognizes great projects that demonstrate outstanding performance and value through GID.

- **Major Transport Infrastructure Authority**
  West Gate Tunnel Project
  Australia

We aim higher.

Joseph J. Jacobs Reinventing Excellence Award

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

- **NASA**
  Space Launch System (SLS) Integrated Avionics Test Facilities (IATF)
  United States of America
- **Confidential client**
  Master Environmental Services Agreement (MESA)
  Global
- **Umetco Minerals Corporation**
  Hot Springs (Former Wilson Mine Site) Reclamation Program
  United States of America
- **Submarine Delivery Agency Facilities Group**
  United Kingdom
- **Aquila Air Traffic Management Services**
  Project Marshall
  United Kingdom

We live inclusion.

TogetherBeyond Inclusive Leader of the Year Award

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

- **Sabrina Becker**
  United States of America

Special Recognition Awards

This year, we have awarded 12 special awards to recognize the extraordinary efforts of individuals and teams that have truly gone beyond during our COVID-19 response efforts to ensure the safety and wellbeing of our people. Even during these unpredictable times and the COVID-19 response, these recipients responded swiftly, tirelessly and efficiently to ensure that proper protocols around safety measures, supplies were in place and the wellbeing of our people.

COVID-19

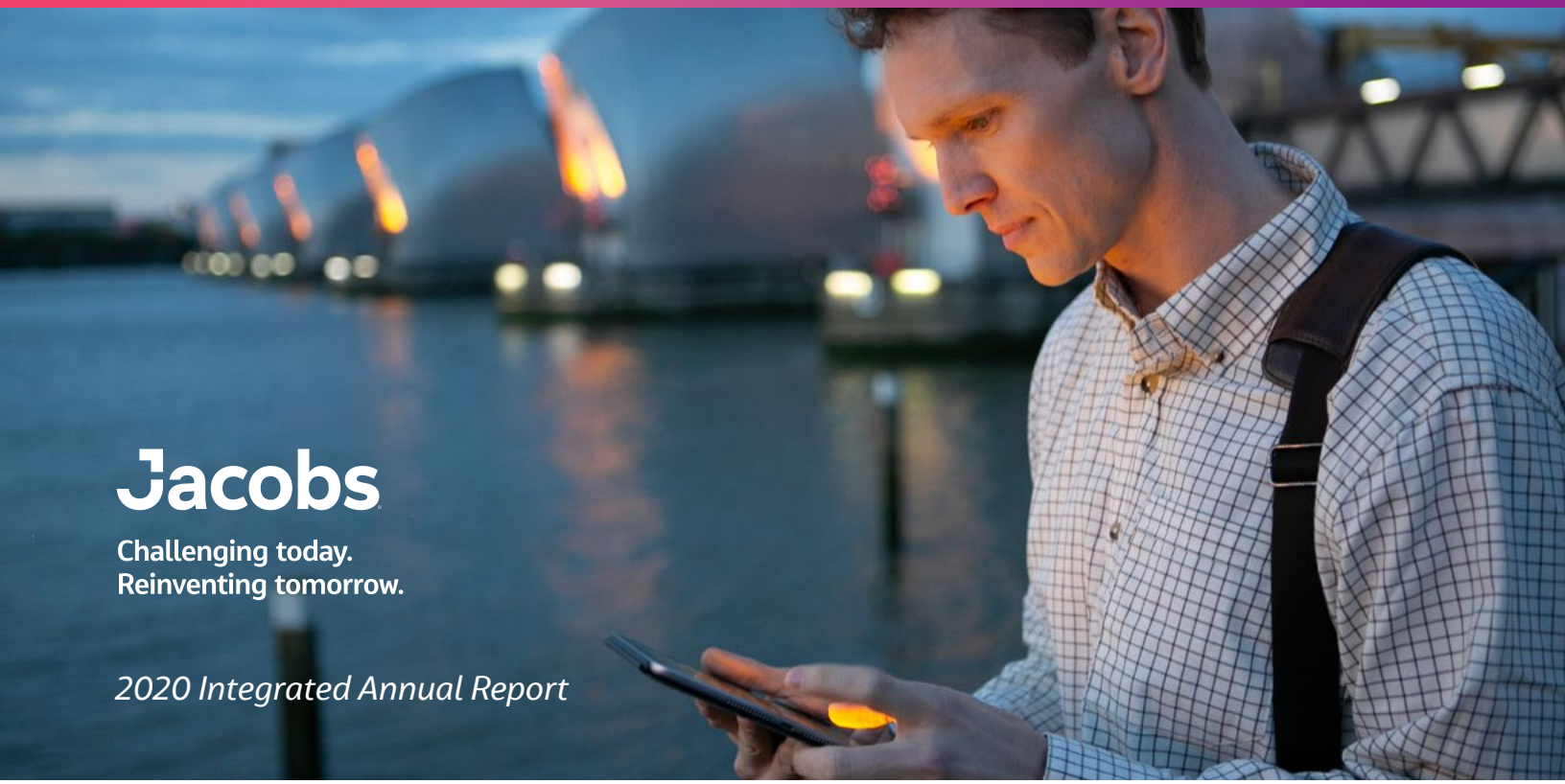
- **Crisis Support Team (Tiger Team)**
  Global
- **Andrew McConachy**
  Australia

Bright Spots

- Gemma Goulding
  United Kingdom
- **Tony Stutes**
  United States of America
- Jacobs' Virtual Work Experience Program
  United Kingdom

Highly Commended COVID-19

- **Ronier Cladel Deumeni**
  United Kingdom
- Health System Critical Response Team
  Global
- **Sam Luke**
  United Kingdom
- Austin Intelligent Data Solutions and Data Science Group
  United States of America
- Samantha O'Farrell
  United States of America
- **Client Deliverables Solutions Team**
  Global
- Jonathan Cahm
  United Kingdom



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 $14 billion in revenue and a talent force of more than 55,000, Jacobs provides a full spectrum of professional services including consulting, technical, scientific and project delivery for the government and private sector.

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FORWARD-LOOKING STATEMENTS

Certain statements contained in this annual report constitute forward-looking statements as such term is defined in Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and such statements are intended to be covered by the safe harbor provided by the same. Statements made in this annual report that are not based on historical fact are forward-looking statements. We base these forward-looking statements on management's current estimates and expectations as well as currently available competitive, financial and economic data. Forward-looking statements, however, are inherently uncertain. There are a variety of factors that could cause business results to differ materially from our forward-looking statements, including, but not limited to, the impact of the COVID-19 pandemic and the related reaction of governments on global and regional market conditions and the Company's business. For a description of some additional factors that may occur that could cause actual results to differ from our forward-looking statements, see our Annual Report on Form 10-K for the year ended October 2, 2020, 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 Securities and Exchange Commission. The Company is not under any duty to update any of the forward-looking statements herein to conform to actual results, except as required by applicable law.

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Challenging today.
Reinventing tomorrow.

2020 Integrated Annual Report

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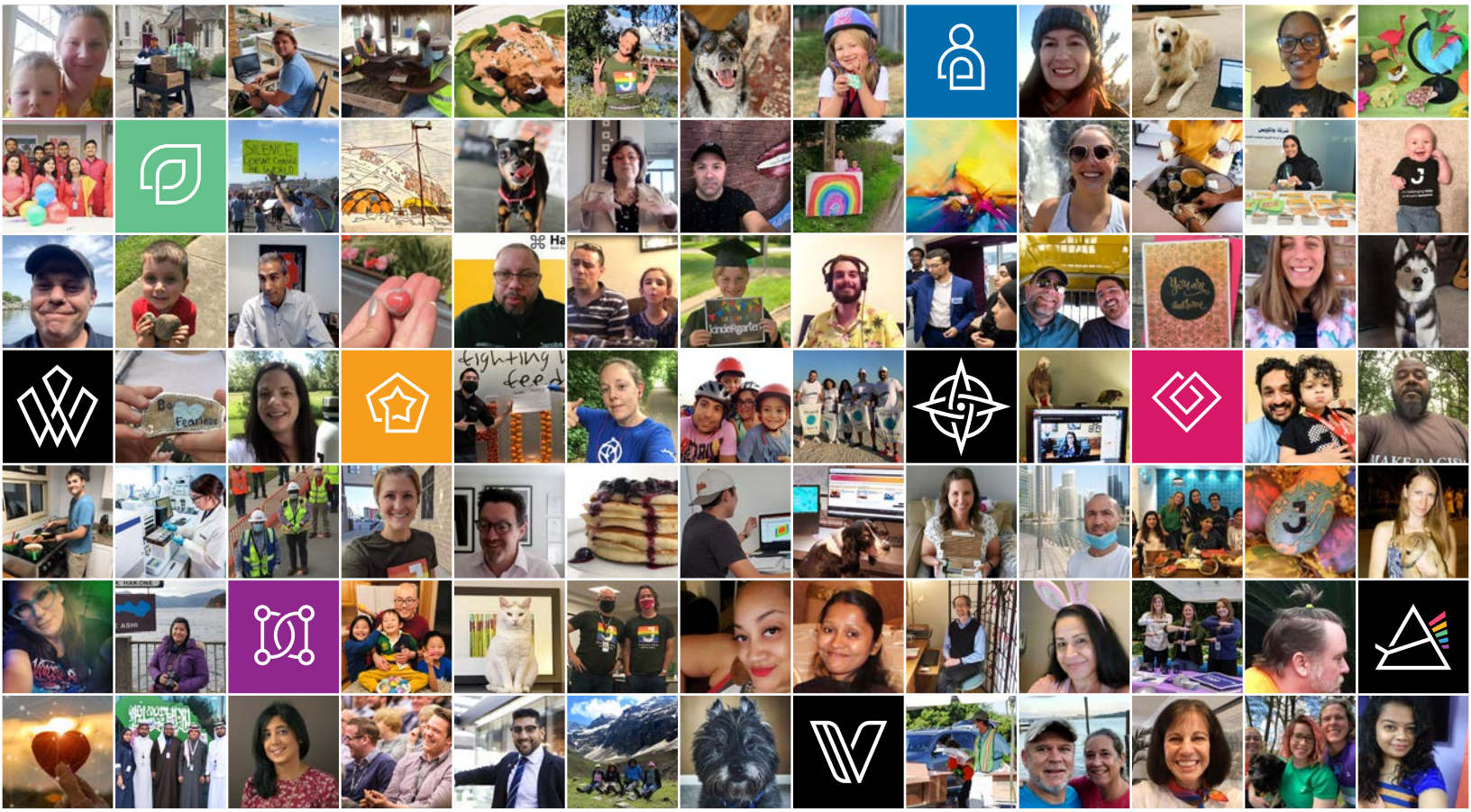
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