

2015 SUSTAINABILITY REPORT



# Introduction



At Jacobs® we continually work to design and construct a safer and more sustainable environment for our clients, employees, and colleagues. We focus on operationally sound business practices, the well-being of employees, and the well-being of our planet.

Within the pages of this report, we share detailed information about our ongoing commitment to sustainable development. From innovative processes to successful projects, we seek every opportunity to help our clients meet their sustainable project goals while being responsible stewards of the natural world.

Our internal sustainability efforts are highlighted as well. Whether reducing our dependence on paper, minimizing power consumption, or encouraging the use of public transportation, we work to become more sustainable every day. In seeing sustainability differently, we envision the infinite possibilities that keep all of us moving toward a safe and sustainable future.

**We See Sustainability Differently.**

## By the Numbers

### SERVICES

LEED-ACCREDITED  
PROFESSIONALS

587  
(At publication)

BREEAM/CEEQUAL  
PROFESSIONALS

13  
(At publication)

ESTIDAMA CERTIFIED  
PROFESSIONALS

5  
(At publication)

GREEN GLOBE-ACCREDITED  
PROFESSIONALS

10  
(At publication)

GREEN STAR  
PROIASSOC

16  
(At publication)

#### REVENUE FROM SUSTAINABLE PROJECTS

FY2014 Revenue from LEED Registered/Certified, BREEAM Certified,  
Estidama Certified

\$183 million

(Revenue is for full services, including sustainable services,  
provided for clients' qualifying projects, globally)

JacobsValue<sup>SM</sup>

\$5.3 billion

In savings for our clients in FY2014

CLIENT SATISFACTION SURVEY  
SCORES FOR 2014

92%

METRIC TONS OF CARBON SAVED

12.3 million

For our clients through 504 ideas (a THREEFOLD increase)  
submitted and approved for JacobsSustainability+ in 2014

*Jacobs is one of the world's largest and most diverse providers of technical professional and construction services, including all aspects of engineering, architecture, and construction, operations and maintenance, as well as scientific and specialty consulting. We serve a broad range of companies and organizations, including industrial, commercial, and government clients across multiple markets and geographies.*

*Our global network includes more than 250 offices in more than 30 countries, with operations in North America, South America, Europe, the Middle East, India, Australia, Africa, and Asia. Jacobs was founded in 1947 and our headquarters is in Pasadena, California.*

[www.jacobs.com](http://www.jacobs.com)

### INTERNAL

PAGES OF PAPER SAVED THROUGH OUR PRINT  
REDUCTION PROGRAM

42.5 million

(Equivalent to 85,056 reams/315 tons/5,102 trees)

CHARITABLE DONATIONS: FOR THE THIRD CONSECUTIVE  
YEAR ARE OVER

\$1 million

POWER REDUCTION WORLDWIDE DUE TO ENERGY  
SAVING MEASURES EMPLOYED ON MANAGED  
PRINT DEVICES

30%

### RANKINGS

No. 2

FORTUNE MAGAZINE  
Jacobs again ranked No. 2 in the  
"Engineering & Construction" category of  
*FORTUNE Magazine's* 2014 World's Most  
Admired Companies. We've held a top 3  
position since 1999 with the exception of  
2007, when we ranked No. 4.

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We See Sustainability Differently. As seen through the lens of our core values, sustainability permeates our culture.

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Take an in-depth look at the ways our clients have achieved success in meeting their sustainable project goals.



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Sustainability permeates our culture. From technical project solutions to community participation, we strive to make a positive impact in the world.

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### *Project Gallery*

We are dedicated to exceeding client expectations. Our project profiles illustrate the way our sustainable services cross all market sectors and geographies.

# We See Sustainability Differently

We look at sustainability through the lens of our core values: People Are Our Greatest Asset; We Are Relationship-based; Growth is an Imperative. Our core values drive our leadership, business practices, and culture. They help us stay the course and run an ethical, relationship-based, and cost-conscious business — a sustainable business.

# Our Philosophy

Jacobs is committed to continuous improvement, helping solve our clients' toughest challenges, and creating a brighter future for our employees, their families, and their communities.

Our investment in sustainable development grows from this foundation and is upheld by our core values, which in turn enforce our commitment to a sustainable, safe, and ethical workplace. Sustainable development is the delivery of competitively priced goods and services that satisfy human needs and add to quality of life. Ecological impacts and resource intensity are progressively and cost-effectively reduced throughout the life cycle of those goods and services, thereby ensuring future generations' ability to do the same. At Jacobs we reinforce this encompassing definition of sustainable development with a solid foundation: our core values.

*Continued*

"Consistent and timely delivery of quality work is a big part of sustainability at Jacobs. We partner with our clients to tailor sustainable solutions that help them integrate economic, environmental, and social considerations into their project goals."

**Arti**

*Jacobs, Deputy General Manager, Projects  
Gurgaon, India*



# Our Philosophy

## ***Core Values: Tenets of Sustainable Development***

At Jacobs, we understand that the ability to sustain requires a solid foundation. It is no coincidence that our core values — People Are Our Greatest Asset, We Are Relationship-based, and Growth Is An Imperative — align so well with the core drivers of sustainability.

Our core values, like the tenets of sustainable development, are inextricably linked. Each balances the others to create a cohesive whole. This balance provides the framework for us to meet our clients' sustainable project goals, enhances our internal sustainable practices, and supports our ability to grow as a company. At Jacobs, sustainable development is evident across all market sectors of our business and is woven into the fabric of our culture. It's part of who we are.

### ***People Are Our Greatest Asset***

Our most valued asset is our people, which is why we focus so strongly on safety for our employees, partners, and clients. As engineers, architects, scientists, planners, builders, and more, our people are the foundation for our commitment to sustainable development. Our people are experts, the force that brings the best business results to our clients. They are skilled and experienced in the delivery of sustainable development, design, and related services.

We come from diverse backgrounds, speak various languages, and live in geographies around the world. We are residents of Paris, Los Angeles, Abu Dhabi, Sydney, Mumbai, and beyond, yet we work without boundaries. Our diversity strengthens our ability to offer innovative and sustainable solutions all over the world for our clients and our communities. Ultimately, it's our people who help make our collective environment a safer, more efficient, and more sustainable place to live.

### ***We Are Relationship-based***

The way we interact with others and our surroundings is paramount. Jacobs is committed to building deep, lasting relationships with our clients. We are dedicated to making meaningful, long-term improvements to the sustainability of our world on behalf of our clients. This is one of the most rewarding aspects of our work, and where we make our biggest contribution to sustainability. We deliver tangible, technical solutions that make a difference to our clients' social, economic, and environmental goals, resulting in a solid triple bottom line.

### ***Growth is an Imperative***

We are driven to excel. At Jacobs we have a responsibility to our investors, our clients, and our employees to achieve profitable growth year after year. Our passion for sustainable development helps us keep that promise. Taking sustainable actions within our company, such as reducing consumption and improving efficiency, directly results in lowering costs and increasing profitability. Having such laser focus on our own costs allows us to offer competitively priced services. Our cost consciousness is embedded in our operational standards and extends to our commitment to always look for opportunities to save money for our clients, too.

# Our Philosophy

## ***Seven Principles of Sustainability***

At Jacobs, we are authentic in all that we do, and we do not take commitment lightly. Therefore, it is natural for us to create guidelines to assist us in our ongoing pursuit of sustainable development. With our core values as the foundation, these seven principles illustrate the way sustainability is woven into the fabric of our company.

- 
- |   |   |  |
|---|---|--|
| <p><b>1</b> Sustainable development is a corporate priority</p> <p>Our core values exemplify our commitment to sustainable development. Our policies, programs, and practices comply with laws, regulations, and good practices of sustainable development.</p>   | <p><b>2</b> We seek broad, deep capabilities and services</p> <p>We seek to offer best-in-class capabilities in all aspects of sustainable development. We learn from ongoing research and study industry developments. And, we benefit from opportunities to share best practices internally and with clients.</p>   | <p><b>3</b> Sustainable development is integrated into our business</p> <p>We integrate appropriate sustainable development practices, including continuous performance improvement processes, into our work processes and programs.</p>   |
| <p><b>4</b> We strive to broaden our sustainable influence</p> <p>We train and educate employees on current principles, technologies, and best practices that support sustainability. We seek to advise and educate customers on their best options.</p>  | <p><b>5</b> Our facilities and operations follow sustainable principles</p> <p>We apply economically sound sustainable development principles to our business and seek to maximize energy efficiency, use renewable resources, and minimize waste. Our activities are undertaken with a commitment to prevent serious or irreversible impacts on our environment.</p> | <p><b>6</b> We encourage others toward sustainable development</p> <p>We encourage our supply-chain partners to adopt similar sustainable principles and improvements. We foster the transfer of knowledge, support the dissemination of best practices in public forums, and provide policy advice to governments and non-governmental organizations.</p> |
| <p><b>7</b> We are open and transparent, responding to concerns as they arise</p> <p>Transparency is critical to running an ethical business. We foster dialogue on issues of sustainable development and are responsive to concerns raised about our practices. We measure our performance, present a periodic progress report to our Board of Directors, and provide annual reporting as part of our public disclosure.</p> |   |  |
-

# Our Philosophy

## **BeyondZero®**

Safety is a top priority at Jacobs. It's more than a policy manual or list of do's and don'ts. BeyondZero® is the program that promotes our culture of caring at Jacobs. BeyondZero goes beyond an incident- and injury-free workplace, and encourages all employees to think about the ways we can put the health and safety of our employees first in everything we do.

After all, people are our greatest asset, so ensuring their safekeeping makes perfect sense. As part of our BeyondZero program, our employees participate in formal safety-related committees. As individuals, we are committed to making safety a personal value and taking responsibility for ensuring no one is injured on or off the job — including our colleagues, families, and friends.

This year, we were proud to sponsor Safety Week 2014, a global awareness program highlighting the importance of safety in our industry. Jacobs employees from around the world showed their support and reaffirmed their commitment to our culture of caring. Together with our clients and partners, we can profoundly influence the safety of many. ■



# Client Features



**BRITISH ARMY TRAINING UNIT KENYA (BATUK)** 10



**SWINBURNE UNIVERSITY** 14



**MISSION SOLAR ENERGY** 18

"A sustainable business depends on a reputation of trust and delivering results. Our core values provide the tools for supporting all of our business decisions. Through deep relationships and involvement in our clients' business objectives, we can advise our clients' on the best possible investments, such as optimizing a process rather than a new capital investment."

**Américo  
Jacobs**  
*Vice President, Latin America  
Santiago, Chile*



**RUSH UNIVERSITY MEDICAL CENTER** 22



**FIFE COUNCIL** 27

# Preserving the Balance

British Army conducts environmental audit in Kenya





**"We have supported the U.K. Ministry of Defence in evaluating and managing the environmental risks and impacts associated with military training for over a decade. To build on this relationship and have the opportunity to undertake an evaluation of the environmental, social, and economic impacts of British Army training in Kenya was a unique lifetime experience, and it will live with the audit team for a long time."**

**Wayne**

*Jacobs, Lead Auditor*

*Cardiff, Wales, United Kingdom*



For more than 60 years, the British Army has trained in Kenya. The terrain is uncompromising, the scale vast, and with the support of the local community, the training value is peerless. Six times per year, 1,200-person battlegroups undertake six-week exercises with live and dry fire, with frequent helicopter support. The final element of the exercise includes up to 500 local Kenyans assuming the roles of insurgents and aid workers with tribal, ethnic, and religious tensions, providing the ultimate challenge for new soldiers. During all of this training, the Army strives to integrate their activities with the people, animals, and plants in the area.

In East Africa, this includes such iconic megafauna as elephants, rhinoceros, lion, giraffe, and zebra, as well as an ecosystem of Acacia woodlands and savannah that is home to the descendants of the ancient cultures and the communities that live there now.

In 2013, the United Kingdom's Ministry of Defence (MOD) hired Jacobs to complete a wide-ranging environmental audit of the British Army's military training activities to check that these activities are undertaken in compliance with Kenyan environmental regulations. This study commenced in 2013 and concluded in 2014 with the submission of a formal report and a presentation of the key findings to the regulatory authority in Kenya, the National Environmental Management Authority.

#### ***Working in Harmony***

One of the beneficial confirmations of the environmental audit of British Army training in Kenya is that elephants (and other large animals such as giraffes and zebras) are not significantly impacted by the presence of the military.

A significant volume of research shows that many animals become habituated to disturbance caused by military activity.



Our audit found that elephants and other large animals tend to move casually away from advancing troops, and return almost immediately after the cessation of training, with no evident long-lasting disturbance to the wildlife. This reinforces the premise that military training sites are often highly valued for their biodiversity.

An additional benefit of the British Army's training is that the revenue from their presence helps fund ongoing anti-poaching efforts. The British undertake much of their training in the Laikipia region of Kenya, where the Army headquarters is located. The head of the Laikipia Wildlife Forum confirmed that, in his view, the single most influential factor in protecting the wildlife of Laikipia is the presence of the British military and the economic boost it brings to the area.

### **Wide Range**

This environmental audit embraced a wide breadth of topics that included archaeology, effects of noise (on both human and wildlife populations), unexploded ordnance, wildfire, water use, energy use, emissions into the atmosphere, waste management, and socio-economic/community engagement issues.

The audit outcome for each topic is described using a simple traffic light system. Green indicates robust controls are in place, with no further control measures required. Amber indicates reasonable control measures in place, with some further measures required. Red indicates controls are lacking and further control measures are needed.



Though the manner in which the results are reported may appear simple, the process is complex. Once topics are reviewed and color-coded, they are again reviewed and prioritized. Areas that need some improvement are detailed in an Environmental Management Plan. The care taken by the MOD to ensure the environment is protected during these training exercises is evident in the audit results. While some activities required a degree of improvement, such as waste management, protection of archaeological assets, control of pollution, and assessing impacts of planned changes, none of the areas reviewed showed that controls were significantly lacking. Therefore, the audit results included no red lights.

#### ***Serve & Protect***

The presence of the British Army also brings significant socio-economic benefits to regions of Kenya where it operates. From an environmental perspective, evidence to date suggests the training is, on balance, beneficial to the wildlife of the region.

Military operations are limited to a small fraction of the available days in any year across the majority of the training areas, minimizing the effects on wildlife, while income generated from the presence of the military helps to sustain the ranches, fund anti-poaching patrols, and protect against the encroachment of intensive farming methods.

Jacobs is proud of the work we've done thus far with the British Army. Acting upon the audit recommendations will help continue to safeguard the community and wildlife interests in these unique areas of Kenya. ■

# Built for Learning

Swinburne University opens sustainable center of excellence



**“The Swinburne Advanced Manufacturing Design Centre building demonstrates innovative principles in sustainable and technological design as part of its architectural intent, reflecting principles of deep sustainability that truly enlighten the building occupants’ lives.”**

**Phil**

*Jacobs, Principal, Sustainable Design & Urbanism  
Melbourne, Australia*



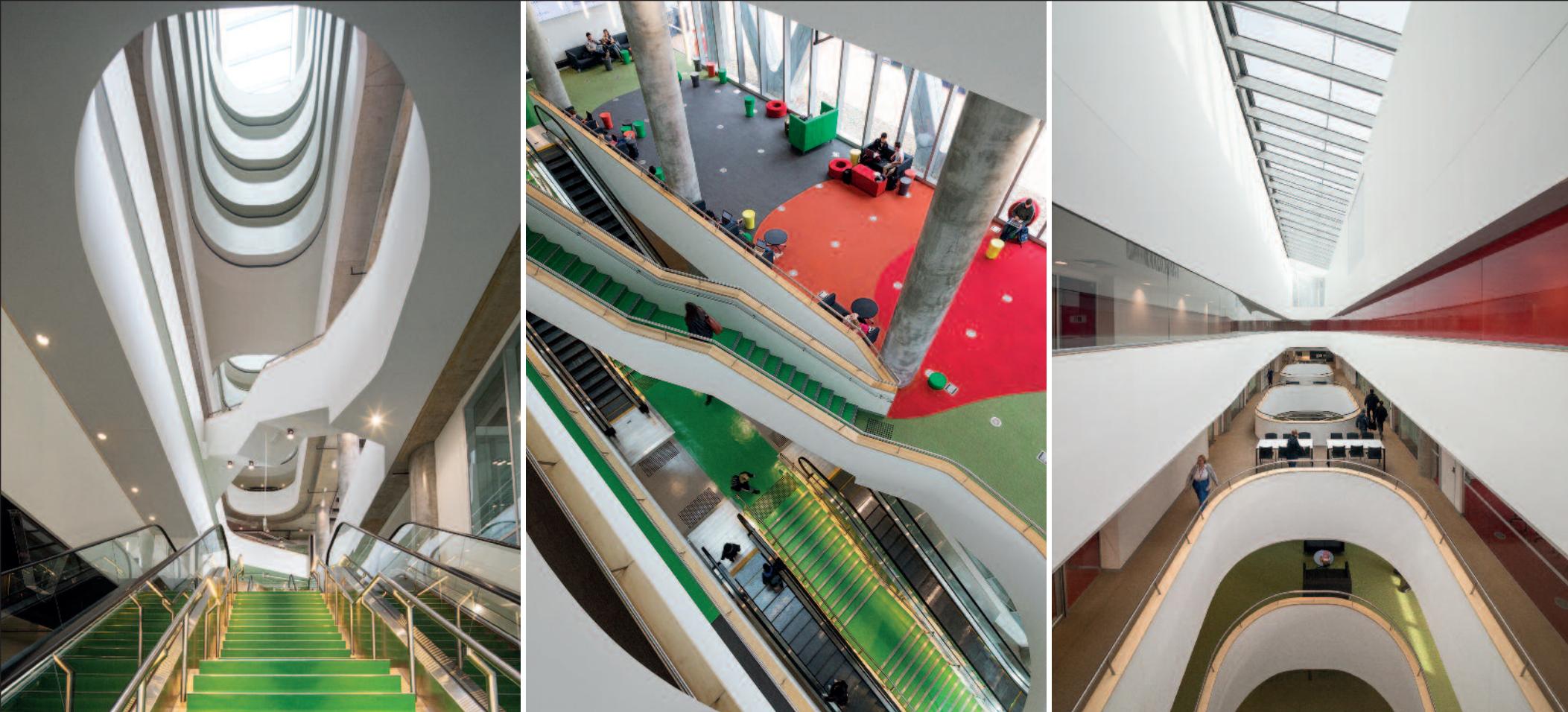
The state-of-the-art Swinburne Advanced Manufacturing Design Centre in Melbourne, Australia, a new \$100 million global center of excellence in manufacturing innovation and collaborative learning, houses design and engineering students. The 11-story building is fronted by a restored original two-story Victorian façade, provides 18,000 square feet of floor space, and has a 5-Star Green sustainability rating by the Green Building Council of Australia. A “Factory of the Future” is housed in the facility, dedicated to research and collaboration on new technology and innovation in manufacturing. The center — featuring laboratories, lecture theaters (including a 274-seat auditorium), teaching classrooms and workshops, an industry-engagement office suite, office accommodations, student and staff breakout areas — and display areas, is at the forefront of attention among industry and academic researchers.

Jacobs, in partnership with United Kingdom-based Wilkinson Eyre Architects, designed the building and provided architectural, sustainable design, mechanical, electrical, civil, structural, and hydraulic engineering services.

#### ***Best in Class***

Swinburne University wanted an iconic and environmentally sustainable building to rise behind an existing two-story Victorian façade. The ideals of openness and transparency underpin the design, which encourage researchers and students to collaborate to bring new technology and engineering solutions to life.

Because engineering and design students learn so differently, the classroom and open spaces are variable in size and materials. Flexible, communal work spaces throughout the building feature glazing between rooms and corridors to increase illumination and further emphasize transparency and openness. A living laboratory allows students to switch between modes of working, from teamwork to individual work all within a welcoming open space.



### ***Progressive Tradition***

The look and feel of the six new stories rising above and behind the existing Victorian façade complements the original structure. The classic Victorian architecture is reinforced by repeated patterns of vertical shading blades.

Original hand-drawn sketches of the two-story terraced shops that occupied the historical structure were used to ensure the new design was successfully integrated with the traditional building, maintaining its lasting character. Careful collaboration with the geotechnical team and the demolition contractor was required to ensure the safe and sensitive treatment of older areas. Bricks from the demolished portion of the old building were incorporated back into the new construction.

Behind the original front, carefully selected colors and shapes carry the old exterior into the new interior to highlight the various uses of workspace, such as a “live” green that inspires movement and an arresting red that denotes meeting points and places of collaboration.

### ***Energy Smart***

The finished building combines appealing form with efficient energy use. The three-dimensional exterior, inspired by turbine blades in aerospace technologies, reveals a bright and open interior lit with an abundance of natural light. An atrium reaches through 10 floors, with sky visible from the ground. The atrium’s chimney design, inspired by processes in nature, naturally exhausts stale warm air during the summer, and collects it in cold weather to pre-heat incoming air.



The exterior blades provide optimum solar shading and are angled in relation to the sun as it changes through the seasons to naturally heat and light the interior. The hub of the building is the sky lobby, where moveable couches create private areas for discussions and gatherings to further facilitate collaboration. A sky garden grows plants that naturally filter the air. Rainwater and wastewater from showers is captured and used to flush toilets.

Furthermore, structural beams are actively chilled or warmed to gently maintain comfort levels throughout the building, windows automatically turn off air conditioning when opened, and a thermal mass lining provides a high level of insulation.

### ***Excellence in Sustainability***

The 5-Star Green rating from the Green Building Council of Australia is a significant achievement for the Swinburne Advanced Manufacturing Design Centre and demonstrates Australian excellence in sustainability. This was obtained in part due to the expected performance goals for the facility including predicted savings of 501 megawatt-hours per year, equal to \$75,000, and predicted savings of 475 metric tons of carbon dioxide equivalent per year, equal to \$11,000.

Jacobs is proud to have worked with Swinburne University on this center of excellence and is excited to continue contributing to the sustainability of Australia's educational infrastructure in the future. ■

# Bright Future

Mission Solar Energy shines light on renewable energy





**"Working with Mission Solar Energy, we are able not only to help to sustain the environment through solar panel production, but we are also playing a part in helping sustain our local economy through job creation."**

**Craig**

*Jacobs, Manager of Operations  
San Antonio, Texas, USA*



The city of San Antonio, Texas, USA, loves the sun, especially on brutally hot summer days. Why? Because it ranks seventh among major U.S. cities in existing or planned solar power installations. When the sun is at its most intense, the city's solar farms reach their highest output, which aligns perfectly with peak usage of air conditioning in the region.

CPS Energy (CPS), the local utility provider for San Antonio, is in its enviable position because of its relentless drive to generate a fifth of its power from renewable sources by 2020. But electricity generation isn't the only sustainable benefit reaped from this commitment—it's also creating sustainable employment and economic activity.

The utility contracted with a consortium of companies led by OCI Solar Power, the parent company of Mission Solar Energy, to construct 400MW of solar energy for the city while bringing new, solar industry jobs to San Antonio. Mission Solar Energy established its headquarters in San Antonio and retained Jacobs to do the architectural and engineering work on a new \$130 million, 237,500-square-foot factory dedicated to the production of photovoltaic solar cells and modules.

#### ***Maximum Intensity***

At the Alamo 3 solar farm developed by OCI Solar Power, Mission Solar Energy modules are mounted to solar trackers that automatically track to the most effective orientation for maximum sunlight exposure. A computer system aligns each of the nearly 20,000 modules perpendicular to the sun, which allows Alamo 3 to produce as much as 5.5 megawatts of electricity—enough to power 1,300 homes.



The 70-acre Alamo 3 solar farm site is built exclusively with locally produced components, and is San Antonio's first solar farm to use solar panels manufactured by Mission Solar Energy, which began producing high-efficiency modules last year. Compared to traditional P-type solar modules, Mission Solar Energy's N-type modules produce more electricity, each generating 320 watts of power, on average. Mission Solar Energy's factory is the first and only commercial manufacturer of N-type solar cells and modules in the United States.

### Mega-Impact

The manufacturing facility, completed last year on a very fast-track schedule, has the capacity to produce enough solar modules to power an estimated 200 megawatts of electricity, annually. Primary facility spaces include cell and module production lines, shipping and receiving, warehouse, labs, utility support, office spaces, plus a large cafeteria.

Within the plant are facilities for producing reverse-osmosis-deionized (RODI) water, waste water treatment, chemical and



gas storage and distribution, scrubber systems, and a large emergency generator. The 80-acre site master plan calls for the addition of two future facilities of the same size, for a total future output of 600 megawatts per year, enough to sustain more than 140,000 homes.

### ***Sunny Outlook***

As of last year, Mission Solar Energy along with its OCI Solar Power Consortium affiliate companies have created new 570 full-time positions. Combined, the companies have added more than \$25 million in payroll and more \$200 million in construction work to

the local economy. On top of that, the consortium has contributed \$1.2 million to education in the science, technology, engineering, and mathematics fields to encourage students to enter the growing field of renewable energy.

Jacobs is proud to have partnered with Mission Solar Energy on this project, and looks forward to further contribution to both renewable energy production and a sustainable economy.

# A Butterfly Effect

Rush University opens iconic, teaching Medical Center



**"The high level of success on this project could not have been achieved without the unwavering commitment to sustainable principals by our client. Incorporation of sustainable design was one of their guiding principles, which were posted on the team's office walls. When the new Hospital Tower opened, it was the largest LEED Gold hospital in the nation."**

**Ray**

*Jacobs, Executive Program Manager  
UConn Health Bioscience Connecticut Program  
Farmington, Connecticut, USA*



The centerpiece of a \$1.2 billion transformation, the new Rush University Medical Center 14-story tower rises like a giant butterfly west of downtown Chicago. The form, however, is not at all whimsical for this Leadership in Energy & Environmental Design (LEED) Gold-certified building. Each of the four wings of the 840,000-square-foot teaching hospital with 365 patient beds is precisely designed for maximum efficiency of the medical staff and comfort of patients and their families.

Jacobs, in a joint-venture partnership with Power Construction Co. of Chicago, had the privilege of overseeing this project that pushed the limits of creativity, management, and environmental integration. From the beginning, human-centered design ruled, with the on-site guidance of a dedicated Office of Transformation team. The co-located team was comprised of Rush physicians, nurses, and healthcare management staff, as well as representatives from safety, materials management, IT, security, communications, and facilities departments. The Power/Jacobs team, made up of program and construction managers, worked with the Rush staff in a temporary headquarters, facilitating collaboration and accelerating crucial communication.

Rush's goals were simple: Build a new home for teaching and practicing medicine with all the flexibility necessary to make the most of human experience and technology as far into the foreseeable future as possible. The quality of the architecture and the sustainable nature of both building and operating the facility were central to public acceptance, financial viability, and emergency preparedness.

“The transformation of Rush has been nothing short of remarkable. The eight-year journey that began with our collective desire for a state-of-the-art campus has resulted in a world-class facility that has surpassed our expectations. It is a success story of the highest order. This outcome would not have been achieved without the grand collaboration between physicians, clinicians, staff and the Power/Jacobs team. We are enormously proud of this accomplishment: a testament to the legacy started more than 140 years ago, now manifest in the first hospital built for the 21st century.”

**Peter Butler**

*President, Chief Operating Officer  
Rush University Medical Center*



***Human Centric***

All healthcare students are taught the concept of “first, do no harm” in the practice of medicine, and that translates precisely into the sustainable ethics of building construction and design. Some, but not all, outcomes are easy to see and become iconic for such projects.

The butterfly shape of the tower structure, for instance, is a creative combination of nursing-station efficiency (line of sight to all patient rooms, short walking distances, close proximity of technology and supplies, etc.) with environmental sustainability (orientation to the sun radically reduces the need for internal lighting).

What visitors and occupants can readily see are a public rooftop garden on the fourth floor, seasonal plantings in parkways at ground level (including 70 new trees added to campus), and a green roof dedicated to staff on the ninth floor. The parkway contains another street-level green roof over the subsurface loading dock that is accessible to the public. Green roofs reduce energy consumption by as much as 18 percent, control temperatures, prevent excess water runoff, and provide habitat for wildlife.

***Intrinsic Strength***

What casual observers may not notice, but that the planners and builders and operators know from making it happen, are a host of other sustainable features.



- More than 70 percent of steel used in the structure is recycled.
- Concrete, drywall, and interior finishes made from recycled materials.
- More than 90 percent of construction debris recycled rather than going to landfills.
- Exclusive use of high-efficiency air and heating systems.
- Condensation from air handlers captured and filtered in storage tanks, then used to water green areas and supply makeup water for cooling towers in central energy plant; rainwater captured on upper garage deck used in same way.
- Overall savings of more than 1.3 million gallons of water each year.
- Energy-efficient lighting embedded throughout facility; sensors turn lights on/off in rooms.
- Low-flow toilets, showerheads, and solar-powered motion sensors for faucets further reduce water usage by 30 percent.
- Permeable pavers and street-side planters used to reduce stormwater runoff.
- Interiors finished with low-VOC-emitting adhesives, sealants, paints, and flooring, contributing to operating room air quality throughout the entire building.



- “I Care, I Recycle” bins strategically placed.
- Cafeteria that feeds more than 2,000 people daily uses compostable, biodegradable plates and utensils made of corn starch.

First, no harm was done in the building and construction, and second, no harm will be done to the environment in operating and managing the facility.

#### ***Flexible Care***

While environmental sustainability is gratifying and, in the long term, necessary, what ultimately matters most is the social use of a building. The payoffs for the citizens of Chicago are immense and forward-looking.

The first-floor emergency department houses the Robert R. McCormick Foundation Center for Advanced Emergency Response. With 60 beds and a surge capacity of 130 percent, it is able to accommodate large numbers of patients in the event of a pandemic or bioterrorism attack. The adjoining lobby can function as a triage and treatment center, ambulance bays are designed as decontamination spaces, and patient rooms are clustered into three 20-room pods isolated by negative or positive pressure.

Jacobs is proud of this project and its long relationship with Rush University, and looks forward to serving the university and the citizens of Chicago for many years to come. ■

# Enriched Environment

Burntisland Primary School designs uplifting educational space





**"Sustainability is an integral part of the design for Burntisland Primary School. Drawing on the strength of our client relationship, we successfully aligned Jacobs, Principles of Sustainability and our client's desire to become Scotland's 'Leading Green Council.' Together we produced an accessible, economic, environmentally sound, and welcoming environment within which the children of Burntisland can learn and grow."**

**Shaun**

*Jacobs, Divisional Director  
Glasgow, Scotland, United Kingdom*



One of the single most important renewable human resources is our students. How well we educate and train our youngsters determines our future more than anything else we do. For the Burntisland Primary School in Scotland, Jacobs is delighted to have helped create a new school in a truly sustainable solution for the environment and for humans.

Burntisland is the latest school in the Fife Council's £200 million Building Fife's Future program, for which Jacobs has provided a range of technical services. The £12.8 million school accommodates 651 students and 160 nursery pupils in 21 classrooms. Designed with teachers and students in mind, there are a number of flexible instruction spaces arranged over three wings that radiate from a central hall large enough to house whole-school assemblies.

The school melds with the surrounding community and the historic architectural context of Burntisland, and places an emphasis on natural light and ventilation, with both contributing to a low carbon footprint and an uplifting learning environment.

#### ***ABCs of Teamwork***

The first thing to get right on any project is to listen to stakeholders and find out what they want and need. In this case, that meant not only teachers and students, but also the surrounding community and the Scottish government's funding initiative.

In a process Jacobs has come to value highly, an interactive planning session, the psychological outcomes are perhaps most profound. When all parties begin to appreciate the goals, constraints and concerns of everyone involved, stakeholders coalesce into a unified team, which gives passion and energy to all.



For the Burntisland Primary School, that means everyone agreed on what constituted a successful project delivery before any plans were drawn, and particularly clarified energy strategy and sustainability targets from the first conversation.

#### ***Lessons in Safety***

The original design idea called for a barrel vault, but the safe placement and maintenance of photovoltaics on the roof spurred a change to a shallow pitch with parapets to create a working environment without hazards.

That philosophy literally spilled out into the parking lot. Parental parking and student drop-offs often lead to dangerous situations outside schools. Therefore, we eliminated parking and drop-off zones, and focused instead on improved walking routes to school.

The local roads department offered a significant system of footpath upgrades and new crossing points that integrated into the layout and design of the school building and its approaches.

Now the students, parents, and caregivers walk and bicycle to school, which further lowers related carbon emissions.

#### ***Top Marks for Sustainability***

The measurable results are gratifying.

- Compared to the robust Scottish technical standards for a typical similar building, the Burntisland Primary School will create less than half as much annual carbon dioxide. This equates to a reduction in yearly fuel expenses of about £24,000 for the school.



"The school building is beautiful inside and the views, spectacular. Looking through our large windows, no matter the weather, it always feels uplifting and special. The children's learning has been transformed with the use of Smartboards in every room, laptop trolleys allowing whole classes at a time access to IT learning, and with a brand new library, two sports halls, a fully equipped drama/assembly space, as well as a music room. The whole educational experience for our children has improved immeasurably."

**Julie Anderson**  
*Head Teacher, Burntisland Primary School*

- The orientation of the building and design of the façades allow natural daylight into 80 percent of occupied spaces, lowering the need for artificial lighting.
- A wind-catcher system provides a natural ventilation system for the sports and dining halls, which reduces energy spent on air conditioning or mechanical ventilation.
- Photovoltaic panels cover 350 square meters of roof space, which saves 18,000 kilograms of carbon dioxide and £4,500 in energy expense per year.
- The size of built space directly affects project costs and resource usage. For the school, 300 square meters were eliminated from the original plans, preventing 5,000 kilograms of CO<sub>2</sub> emissions per year.

The project is currently shortlisted for awards for both the Society for Construction and Architecture in Local Authorities Civic Building of the Year 2015, and the Scottish Design Awards Education Project 2015.

Jacobs is pleased to have collaborated with the stakeholders of the Burntisland Primary School to create an environmentally sustainable solution, and we look forward to future projects that also educate our children and support their teachers. ■

# Our Culture

Our commitment to helping clients successfully achieve their sustainability goals is unwavering. We are equally committed to establishing sustainable practices in our own offices and contributing to the communities in which we live and work.

Solving our clients' toughest challenges and delivering measurable value are always our leading priorities. We deliver technical solutions that make a difference to our clients' social, economic, and environmental goals, resulting in a solid triple bottom line. We believe our project-delivery tools and processes contribute to better solutions for our clients, more efficiently executed projects, and longer-lasting, more energy-independent facilities in our communities. We also know the outcomes of the work we do reach far beyond individual projects.

*Continued*

“In terms of sustainability, providing superior value to our clients means delivering superior expertise in environmental technologies. Using Jacobs' network and having the potential support of some 70,000 people operating in various businesses and geographies is a great differentiator.”

**Pascal**  
*Jacobs, Program Director*  
*Casablanca, Morocco*



# Our Culture

Our employees' adoption of our core values, culture of caring, and commitment to ethics and integrity reinforces the way sustainability is woven into all that we do at Jacobs. That internal focus is the foundation that supports our external efforts, strengthens our services to our clients, and ultimately results in more sustainable solutions across the globe. Growing a strong, sustainable business allows us to provide the best possible services to our clients, who in turn are able to grow their businesses and meet their sustainable project goals wherever they do business, all around the world.

## PART A: APPLYING OUR CULTURE FOR OUR CLIENTS

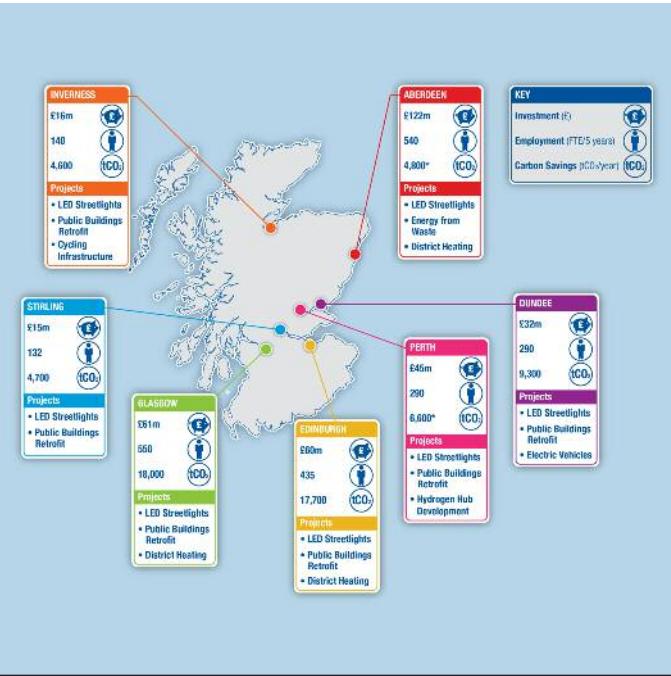
We are dedicated to exceeding client expectations. As sustainability becomes more embedded in the professional services industry worldwide, we continue to help our clients not only achieve their sustainable project goals, but also contribute to a more sustainable

world. Following are a few examples of projects and tools that help our clients make informed decisions related to policy, measurement, and sustainability.

### **Project: Mini-Stern Studies**

As our climate changes we are witnessing more unpredictable weather patterns that affect the way we do business. What does this mean for a city or a metropolitan area? How can we adapt to more extreme weather, create meaningful employment, and bring forward low-carbon development?

This was the challenge presented to Jacobs by the Scottish Cities Alliance, a national pan-city organization. They asked Jacobs to analyze the way a changing climate would impact the individual cities and then suggest measures and initiatives that would not only support city economies but also develop an understanding of the risks and opportunities posed by climate change.



# Our Culture

This same challenge was addressed in October, 2006, by economist Nicholas Stern in his *Stern Review*, a major report for the British Government that examined the economics of climate change. According to the *Stern Review*, without action, the overall costs of climate change could be equivalent to losing at least five percent of global gross domestic product (GDP) each year, now and forever. However, Stern also concluded that conversely, the benefits of strong, early action on climate change would outweigh the costs of inaction. This was the basis for the Mini-Stern report for the Scottish Cities Alliance.

The scope of the project included seven Scottish cities: Aberdeen, Dundee, Edinburgh, Glasgow, Inverness, Perth, and Stirling. It provided a high level and indicative assessment of the economic risks of potential climate change impacts at the local city level, and the economic and employment benefits gained by actively pursuing the Scottish Government's low carbon and adaptation agendas for each city.

Employment opportunities, job creation, and skill development were examined for each city, while all cities were collectively reviewed to identify other specific collaborative opportunities.

Measures proposed by our project team were wide-ranging, and cover both climate-change mitigation and adaptation approaches. Also considered were ways the cities might maximize benefits gained through proactive engagement with a variety of current national economic and sustainability initiatives.

## ***Three-Stage Approach***

**Stage 1:** Develop the methodology for undertaking the overall review, including consideration of the existing policy framework applicable in each of the cities, stakeholder identification, and initial engagement.



**Stage 2:** Prepare seven individual mini-Stern reports, one for each Scottish city. These were city-specific, including new analysis of economic risks and impacts due to climate change, identification of measures to address risks or capitalize on opportunities, and recommendations on the most suitable measures to advance in each city individually and collaboratively across cities. Stakeholder consultation was a key part of this stage, with workshops held in each city and identification of potential funding sources for low-carbon-growth initiatives.

**Stage 3:** Summarize findings for each city, identify common issues and activities, and make recommendations for collaborative action. The overall impact of the recommendations on the Scottish economy was assessed using an input-output analysis in partnership with Strathclyde University. An overview and collaboration report was produced for decision-makers and policymakers and will be used by the Scottish Cities Alliance to help ensure new development is resilient, and delivered in a way that makes a long-term positive impact on the economy through delivering low-carbon infrastructure.

This was a significant project, and demonstrates how Jacobs can help set the strategic context for new low-carbon infrastructure. We utilized our analytical skills to understand the impacts of a changing climate, which allowed us to provide options for resilient new initiatives and assist with climate-change mitigation and cost minimization.

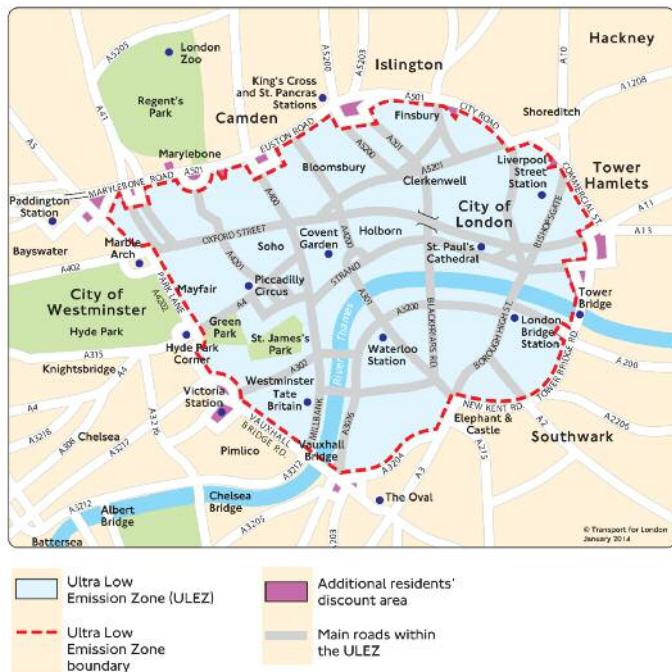
# Our Culture

## Project: Ultra-Low Emission Zone Integrated Impact Assessment

Although air quality has improved significantly in recent years, London is currently in breach of the legal limit set by the European Union for nitrogen dioxide (NO<sub>2</sub>), a pollutant that has impacts on public health. An equivalent of 4,300 deaths each year in London is attributed to illness related to air quality. The capital also faces challenging targets to mitigate the effects of climate change.

The Ultra-Low Emission Zone (ULEZ) is one of the measures identified by Transport for London's (TfL) Transport Emissions Roadmap 2014 and builds on preceding strategies and policies by focussing on reducing emissions from road transport in central London. The proposal, if implemented, would be the first of its kind to be implemented in any city in the world.

### ULTRA LOW EMISSION ZONE



The ULEZ would require vehicles driving in central London to meet new exhaust emission standards or otherwise pay a charge. The package also proposes separate requirements to further reduce emissions from the Transport for London bus fleet, taxis (black cabs), and private-hire vehicles licensed through Transport for London. The aim is to reduce air pollutant emissions, particularly those with greatest health impacts nitrous dioxide (NO<sub>2</sub>) and small particulate matter (PM10); reduce CO<sub>2</sub> emissions; promote sustainable travel, and stimulate the low-emission vehicle economy by increasing the proportion of low-emission vehicles in London. The ULEZ would take effect in 2020 and apply 24 hours a day, seven days a week. It will be enforced within the limits of the current Congestion Charging Zone, an area that experiences the highest levels and concentrations of pollution to which the greatest number of people are exposed.

Transport for London commissioned Jacobs to undertake environmental, health, equality, and economic and business impact assessments of the proposed ULEZ. The assessments identified and assessed impacts across a range of issues, including, for environment, air quality and noise; for health, the health and well-being of the population and access to health-related services; for equality, people with protected characteristics (as defined by the Equality Act) or those who are socio-economically disadvantaged; and, for economic and business, London's economy and small-to medium-sized enterprises. Consultation workshops were also held with stakeholders to inform the scoping of each assessment and potential mitigation and enhancement measures to be applied.

The key findings of the individual technical assessments were used to prepare an Integrated Impact Assessment (IIA) to provide a concise, integrated, and non-technical overview of the anticipated impacts. Although not a legal requirement, Transport for London considered an IIA critical to clearly articulate impacts and to identify

# Our Culture

how negative impacts could be avoided or mitigated and positive impacts enhanced.

The findings of the assessments indicate that while the ULEZ is anticipated to create positive effects on the environment and for people's health, some potential negative impacts on equality groups and London's economy and small-to medium-sized enterprises may be experienced.

Some of the key findings of the assessments include:

- Improvements in concentrations of NO<sub>2</sub> and PM10 emissions throughout London, with the greatest improvement being seen within central London
- A reduced risk of acid rain damage to cultural heritage assets as a result of nitrogen oxide reductions
- Reductions in the number of people living in areas above the NO<sub>2</sub> limit value
- Reductions of 4,123 life-years lost across Greater London, with a monetized benefit of £101 million
- Potential impacts on low income workers who travel unsociable hours (i.e. night workers)
- Potential impacts on disabled persons, as it may become more difficult to find alternative modes of accessible transport
- Losses of between 0.05 percent and 2 percent on London's different economic sectors
- The £120-£250 million first year (2020) total costs to business of either complying with the ULEZ or paying the charge will fall disproportionately on small-to medium-sized enterprises

The IIA and individual assessment reports were used by Transport for London as part of a public consultation exercise to finalize of the ULEZ proposal.

The ULEZ public consultation Web site and reports prepared by Jacobs can be accessed through the following link (consultation closed January 2015, although documents still accessible):

<https://consultations.tfl.gov.uk/environment/ultra-low-emission-zone?intcmp=22947>

Since our original commission, we continue to support Transport for London in investigating whether further potential changes to the ULEZ, proposed in response to public consultation, result in any changes to the outcome of the IIA we delivered in October 2014.

## **Tool: Intelligent Water Networks**

Jacobs' partnership with TaKaDu, an intelligent water networks software-as-a-service provider is growing and we have recently secured a three-year contract renewal and network expansion for a large Queensland water utility. We have also commenced a pilot project with Australia's largest water utility based in Sydney. These projects are further strengthening our reputation as a leader with innovation and technology in the water industry.

The TaKaDu cloud-based solution provides insights into operational efficiency of water networks by applying advanced algorithms to flow, pressure, water quality, and customer meter data to monitor network behavior and detect, identify, and report network events and anomalies. Using TaKaDu to detect network issues, we have improved operating efficiency and have enabled our clients to save water and money.

We have been working with TaKaDu to help Australian water utilities save water for the past four years, building a reputation in Australia as a leader in intelligent water networks. We provide feasibility assessment, setup, and ongoing support for our clients through the implementation of the TaKaDu system.

## Our Culture

The three-year network expansion project in Queensland, with project fees of 1.2 million AUD (including setup, feasibility assessment, license fees, and support over three years), follows a one-year trial which monitored 2,000 kilometers of water mains across their network with the goals of improving distribution network visibility, efficiency, customer service, and reduction of costs and water loss. Initial trial results pointed to significant operational and management improvements, resulting in eleven times return on investment for the utility. The expansion will increase monitoring coverage to 5,000 kilometers of their water network.

The pilot project in Sydney will monitor 2,000 kilometers of a 21,000-kilometer water network in metropolitan Sydney. Jacobs and TaKaDu will provide on-going support throughout the trial, and continue to support additional clients in the Queensland Sunshine Coast with ongoing network monitoring with the TaKaDu solution.

The data available to our clients through TaKaDu projects enables them to integrate greater knowledge of their networks into other areas of their business practices.

These projects provide our clients with greater insight of their networks, non-revenue water, operations, asset management, data and SCADA systems. Our ongoing collaboration with TaKaDu provides value to the operations of our clients and the communities they service.

Jacobs is working with TaKaDu to expand service offerings throughout Australia and New Zealand.

### ***Tool: The Carbon Footprint Forecast & Projects Tool***

The Carbon Footprint Forecast and Projects Tool was developed in response to a client need identified as part of a larger Carbon Management Programme for Zero Waste Scotland. This new tool allows organizations to easily calculate, monitor, and report on their corporate carbon footprint so they can make informed decisions on how to reduce their climate-change impact.

The premise behind the design was to develop a tool that was easy to use, intuitive, and produced meaningful outputs. Inputs to the tool include emission sources information covering energy, travel, waste, and water. The user is also required to identify future changes to these emission sources due to key drivers within individual organizations. The tool then automatically calculates the organization's current and future carbon footprints.

The tool requires inputs for defined carbon saving projects both now and in the future; activities that the organization plans to invest could have carbon and associated cost-saving benefits. Various useful outputs are then generated, including the value at stake (the amount of carbon and cost is at stake if no action is taken). Based on these findings, the tool helps organizations set a realistic carbon reduction target. The Carbon Footprint Forecast and Projects Tool is currently being used by numerous organizations in Scotland, including Edinburgh City Council, the University of Glasgow, and the Scottish Fire & Rescue Service.

Marissa Lippiatt, Head of Zero Waste Scotland's Resource Efficient Scotland program, said, "It's been great to work with Jacobs in developing this tool, which is designed to help public sector organizations, both large and small, reduce their carbon footprint.

## Our Culture

The public sector is essential to the delivery of carbon reduction across Scotland and in helping to meet the Scottish Government's emissions target reduction of 80 percent by 2050. This tool, which is part of a suite of guidance and resources for the sector, aims to help organizations do this as easily and effectively as possible."

Through strategic and operative planning, developing a climate policy and program, and then monitoring and reporting, an organization can manage their climate-change impacts while simultaneously lowering costs. We continue to look at ways to further advance the tool by developing a Web-based version as well as integrating with a compliance tool (TrackRecord™) to support the Scottish Government's proposed Climate Change Public Bodies Duties Reporting.

### ***Project: Caribbean Geothermal Development Program***

The Independent Eastern Caribbean countries of Dominica, Grenada, St. Vincent & The Grenadines, St. Lucia, and St. Kitts & Nevis are island states with small and isolated electricity markets. They are dependent on costly imported liquid fossil fuels for electricity generation, resulting in high electricity prices for customers and a financial burden for governments. The countries do not have the scale necessary to import cheaper fossil fuels, such as natural gas, but are endowed with renewable energy resources, in particular geothermal energy.

The New Zealand Aid Program, managed by the Ministry of Foreign Affairs and Trade (MFAT) is assisting Caribbean countries with the development of their geothermal energy potential. Toward this end,



Photos: Caribbean Geothermal Development Program

# Our Culture

MFAT is increasing its understanding of geothermal development in the Caribbean and has appointed Jacobs to deliver work packages and establish a Caribbean Geothermal Advisor.

The advisor is based in St. Lucia and is the first point of contact for both MFAT and its Caribbean stakeholders for geothermal projects. The role is centered on implementation of surface exploration activities in St. Lucia and Grenada and involves stakeholder engagement, project management, and the provision of technical advice to host governments.

## ***Dominica Project Support Service***

The scope of this project consists of contributing to the development of geothermal resources of Dominica. Jacobs is supporting the Government of the Commonwealth of Dominica by operating the Dominica Project Support Service. Advice is requested on an ad hoc basis and in particular seeks to support government decision-making through the provision of timely advice on a range of technical, economic, commercial, environmental, regulatory, and social issues related to geothermal development.

## ***St. Lucia Geothermal Surface Exploration***

The scope of the project is to deliver an integrated geoscience surface study on behalf of the Government of St. Lucia. This will assist the Government in progressing negotiations with the private sector and forms the first stage of a three year program of work to de-risk the project. This has received co-funding from the World Bank. The study will characterize the geothermal resource and has the overall objective of identifying permeable zones and structures where it may be possible to develop a shallow (1000 m or less) lower temperature geothermal resource. The work program includes community engagement activities, along with completion of aerial and ground based geoscience surveys to support overall project analysis and development.

## ***Grenada Geoscience Surface Study***

In Grenada, the geothermal resource is poorly understood and has not been investigated in detail. The team is undertaking an integrated geoscience study, which includes a magnetotelluric survey, which will be the first time such a survey has been completed in Grenada. The study will confirm whether a geothermal resource exists and provide an initial indication of the power generation potential. This will assist in determining location(s) for subsequent exploration activities and allow the government to develop a strategic approach to realizing the development.

## ***St. Vincent and the Grenadines: A Review of Existing Aata and Development Advice***

The government is working with a private sector consortium to realize a geothermal project using an open book approach. The focus of Jacobs' assistance is the provision of geothermal technical advice, in particular for geoscience activities completed to date, but also with providing strategic advice on the requirements of a geothermal development and expectation of geothermal developers.

## ***St. Kitts and Nevis Study of Environmental Impacts for Inter-island Connection***

The Federation of St. Kitts and Nevis seeks to develop the geothermal resource on Nevis with the potential to serve both islands' electricity needs, but requires a two- to three-kilometer, inter-island electricity connection. To assist with planning the geothermal development, Jacobs has completed a study to identify the environmental risks and potential impacts associated with the development of an inter-island electricity connection. Tasks include a desktop review of publicly available studies of the project area in combination with a scoping visit to St. Kitts and Nevis to identify sensitive receptors and carry out a high level risk assessment. The outcomes of the study inform the most appropriate route for the connection and associated costs to inform overall project feasibility. We also prepared terms of reference for a full Environmental Social Impact Assessment.

# Our Culture

## PART B:

### TOOLS & PROCESSES THAT REINFORCE SUSTAINABILITY

We support each phase of the project life cycle for our clients: plan, design, build, operate, and maintain. We also undertake research on behalf of our clients, and participate with clients and peers in endeavors to further contribute to sustainability in the professional services industry.

#### *Jacobs Safety Information Management System*

Jacobs Safety Information Management System is our multilingual, Web-based system that tracks safety incidents, including environmental safety, around the globe. It supports analysis of incidents, reporting, follow-up, and sharing of lessons learned at project and office levels. All environmental incidents are recorded in the system, ensuring visibility, discipline, and a history of lessons learned.

#### *Business Efficiency Framework*

Our Business Efficiency Framework provides a structure for the implementation of sustainability within an organization. A structured context allows for more ease in embedding sustainability into a business or organization. The approach is based on five key steps that allow us to work with our clients to approach sustainability in a structured and managed way, and has the ability to act as an audit tool to identify progress and gaps.

#### *JSTEPS<sup>®</sup>*

JSTEPS<sup>®</sup>, Jacobs System to Ensure Project Success, demonstrates repeatable service delivery, which is instrumental in achieving on-time and on-budget project delivery. JSTEPS is a flexible delivery system developed with the specific understanding that every client has unique needs. This tool can be customized to meet the needs of our clients in every industry we serve.

## **C-CLEAR**

Our C-CLEAR energy-management and carbon reduction tool was developed by our sustainability experts in the United Kingdom to use during project planning. C-CLEAR helps standardize our approach and focus project delivery efforts. The basic C-CLEAR method takes the project and client team through six steps: communicate, calculate, list, evaluate, agree, and review.

#### *Eco-charrette*

An eco-charrette uses the same intensive workshop setting as a typical charrette, but it focuses on the sustainable principles of the project rather than programming. Our high-performance eco-charrettes help clients identify and outline the first steps toward sustainable design, establish an all-inclusive project team, and create a vision for the project.

#### *Building Information Modeling*

Building Information Modeling (BIM) facilitates the complex processes and analyses associated with building performance and evaluation. We create models to predict building performance and prepare facility sustainability analyses using industry standards such as the United States Green Building Council's Leadership in Energy and Environmental Design. Linking BIM to analysis tools can provide immediate feedback for alternate design options that can help make a project more sustainable.

#### *Commissioning*

Our commissioning services are designed to continually improve asset management and performance and play an important role in sustainable design. Commissioning at Jacobs goes beyond industrial facilities and buildings, and encompasses maintaining system performance of any asset that contributes to increased energy efficiency over the life cycle of the asset, which furthers the sustainable goals of our clients.

# Our Culture

## ***The Carbon Calculator***

Originally developed in 2007 at the request of the Environment Agency in the U.K., the Carbon Calculator supports sustainability-related decisions for construction work. The tool calculates the embodied carbon dioxide of materials, plus CO<sub>2</sub> associated with transportation of those materials. Since its creation, Jacobs has continued to develop adaptations and additional uses for the Carbon Calculator so it may be used by more construction clients, contractors, and consultants for varied project needs.

## ***TrackRecord***

An exciting amalgamation of legacy SKM TrackRecord team and Jacobs' Information Management and GIS practitioners is working together to serve clients with their data and spatial information project needs. The combination of software engineers, geographic information consultants, and compliance specialists across the United Kingdom will allow for growth in the way both data and spatial information is used within the U.K. sectors, across all of Jacobs' markets, and for key strategic clients.

Bringing project-specific spatial, compliance, and communications data into a hosted online environment allows a real-time model of the project to be created. Project stakeholders and clients can access up-to-date project performance reporting and reduce reliance on and inefficiency of spreadsheets and multiple databases. This change has been possible due to the integration of Web-based tools.

Launched in January 2015, the latest version of TrackRecord is a Jacobs-owned and-developed online compliance management system, used to support compliance delivery across a range of major projects and clients. The platform provides a fully secure and configurable online systems. It incorporates multiple tools, extensive functionality, and associated applications for mobile devices and now includes the capability to integrate with spatial GIS platforms.

The versatile functionality of TrackRecord makes it applicable to a number of major projects and clients. It provides a central location where users can upload reports and supporting documentation. The action management feature of TrackRecord allows actions to be created from uploaded reports and can be assigned to users within a project.



# Our Culture

The user-friendly interface makes it easy to identify outstanding actions. Most importantly, TrackRecord ensures compliance is met on projects. Any areas where extra effort is needed to be compliant can be easily highlighted through various management reports, such as gap analysis.

By planning and managing data, applications, and technology, TrackRecord supports efficient communication and workflow. New applications and integrations of the tool are being continuously evaluated. Currently we are working on developing mobile device applications for TrackRecord, which will allow field-based updates of project data and monitoring results.

## *Technical Applications of TrackRecord*

- Project, property, and buildings compliance
- Mapping and spatial data management
- Asset management and compliance
- Landowner/stakeholder consultation programs
- Permitting and legal compliance
- Audit program management
- Environmental Impact Assessment and Development Consent Order process management
- Management systems platform
- Safety management programs
- GIS integration

TrackRecord is applicable across many markets sectors. Below are a few examples of how the tool can be applied in specific markets for specific clients.

### ***Example Client A: Transport Authority***

- Land ownership tools, public consultation
- Compliance management

### ***Example Client B: Facilities Management***

- Meeting management, compliance reporting
- Procedures and subcontractors management

### ***Example Client C: Defense***

- Data management, meeting management
- Action management, compliance management

TrackRecord is a powerful asset to our teams as we support clients in finding better and more efficient ways to work and communicate. This in turn delivers added value, and has helped many clients save considerable costs.

Through delivery of the TrackRecord technology, key performance indicators can be measured, managed, and met, increasing the efficiency of project delivery and reducing risk in delivering successful project outcomes.

# Our Culture

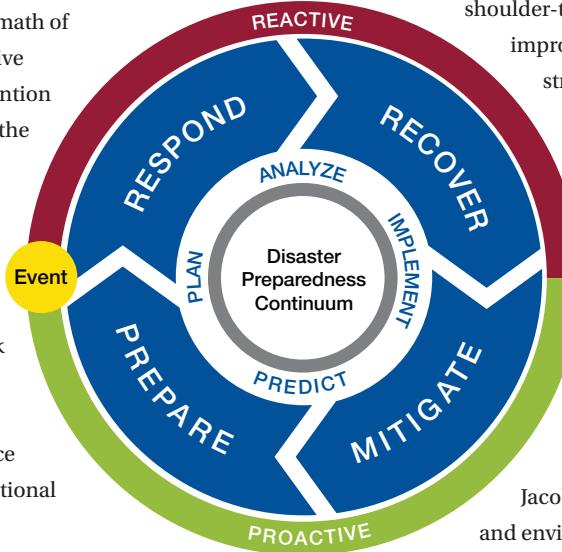
## Resiliency Services

As the frequency and severity of natural and man-made disasters continue to increase globally, Jacobs continues to be our clients' trusted advisor for support. Jacobs provides expert solutions for rapid response and recovery in the aftermath of catastrophic events. We also provide proactive solutions to address opportunities for prevention and mitigation of mission vulnerabilities in the face of growing risk. Considerations of sea-level rise, supply-chain management destabilization, and cyber threats are shifting capital investment strategies, and we are aligning with our clients to provide comprehensive services that range from risk assessments and business continuity planning, to sustainable design and construction, to operations and maintenance strategies that focus on reinforcing organizational resilience.

Resilience is about avoiding and mitigating risks to enable people, communities, and industry to withstand major disasters — including natural, man-made, and climate-driven — and responding and recovering quickly to emerge stronger and promote future growth.

The cost-benefit ratio of preventative investment is estimated to be fourfold over post-disaster restoration. Portfolio managers and owners are looking to devise strategies that incorporate lower asset management costs, achieve environmental sustainability goals, and increase resiliency to hazard impacts — they want integrated technical solutions. Our expertise spans all of our market areas to include industrial, commercial, institutional, defense, transportation, energy, and other public-sector systems and facilities.

The increase in major natural disasters in the United States has caused significant social, business, and economic impacts felt



worldwide. The threat of terrorism and "lone wolf" terrorist attacks has increased worldwide as well. Jacobs helps position organizations to secure facilities and mitigate the impacts of any disaster and thrive after any incident. Our disaster preparedness and mitigation experts work shoulder-to-shoulder with our clients to evaluate and improve disaster resilience. Our commitment and strong technical capabilities are especially beneficial for clients who work in high-hazard environments. Our risk and vulnerability analyses not only encompass historical natural disaster incidents, but incorporate the impacts of climate change to estimate the likelihood of future disaster occurrences. We cannot prevent natural disasters, but we can help prepare for post-disaster continuity of operations and avoid or mitigate facility and infrastructure failures.

Jacobs appreciates this balance of social, economic, and environmental considerations and strives to help all clients achieve their resiliency goals. Keeping the benefits of sustainable recovery in mind, we offer the broadest services and global resources in the industry, and provide comprehensive solutions to reduce disaster risks and impacts. Our services are focused into four functional areas:

- **Prepare:** Create continuity plans and ensure administrative and logistics readiness to save lives and limit disruptions to service.
- **Mitigate:** Determine vulnerabilities and using risk analysis methodologies, diminish the vulnerabilities that would most improve resiliency, including incorporating these into facility design.
- **Respond:** Promote life/safety, clear debris, restore utilities, and conduct temporary repairs.
- **Recover:** Plan and complete permanent infrastructure and facility repairs that improve the client's resiliency posture for the future.

## Our Culture

### **JacobsValue+<sup>SM</sup>**

Our JacobsValue+<sup>SM</sup> program is an intrinsic part of the way we do business. We constantly strive to develop the best, most cost-effective solutions for our clients, and JacobsValue+ supports those efforts every day. The program tracks innovative practices and ideas and then implements them in applicable situations, passing the value created (typically savings) and benefits on to our clients. The primary objective of JacobsValue+ is to deliver, measure, and demonstrate value to our clients by increasing their return on investment. In 2014, we saved or avoided more than \$5 billion for our clients.

“The work we do shows that the more Value (plus) we deliver to our clients, the more we deliver on Sustainability (plus). This is even more exciting now, as we leverage innovation to deliver great value and sustainability to clients. Today we are developing solutions to reduce process plant footprints (lower capital expenditure), improve operational efficiencies (less expense), and generate more energy from water and wastewater network and systems.”

**Steve**

*Jacobs, Divisional Director  
Winnersh, England, United Kingdom*



# Our Culture

## JacobsSustainability+<sup>SM</sup>

Complementing JacobsValue+<sup>SM</sup> is JacobsSustainability+<sup>SM</sup>, a data-capture tool designed by a global team of Jacobs' sustainability experts. Originally released in 2010, JacobsSustainability+<sup>SM</sup> captures sustainable-related information specifically within the categories of carbon savings, green buildings, and energy incentives.

Usage of the tool across our operations continues to increase significantly year by year, and in 2014 the ideas submitted increased three-fold. Investment in the data captured and recorded also continues to increase, and new and ideas and suggestions for tool improvement are ongoing. Using more advanced measurement processes allows us to take lessons learned from the regions with the highest usage rates and apply them to regions where increased usage is desired.

We continue our efforts to ensure JacobsSustainability+<sup>SM</sup> cultivates a stimulating environment for our project teams to develop ideas for the capture of sustainability-related data. Improving measurements and tracking are ongoing goals we work toward, fostering continual improvement.

Examples of innovative carbon or cost-saving solutions captured in JacobsSustainability+<sup>SM</sup> in the last year include:

- A waste management client realized considerable savings as a result of procuring an alternative to landfill disposal for their residual waste. Procuring a Resource Recovery Contract delivered a solution that recovers energy from the residual waste stream and diverts more than 92 percent of the residual waste from landfill.
- We conducted energy and margin improvement studies for a client at several of their refineries. A total of 74 projects were implemented and validated via post-audits, yielding an estimated 184,000 metric tons per year in CO<sub>2</sub> reduction from energy, yield, and liquefied petroleum gas recovery improvements. This equates to a life cycle CO<sub>2</sub> reduction of 3.86 million metric tons CO<sub>2</sub> over 20 years.
- Modifications to an existing plant for a client in the chemicals industry resulted in considerable savings, including reduction in demineralised water import to the plant from 116 metric tons per hour to 65.5, reduction in water discharge by 23.5 metric tons per hour, and net CO<sub>2</sub> to the atmosphere reduced by 356 metric tons per day.
- Thirteen of our projects were awarded an EPA Certificate for Avoided GHG Emissions through the Combined Heat and Power Partnership. Examples of metric tons of CO<sub>2</sub> avoided over a 30-year plant life cycle on six of those projects are as follows:
  - Based on the operating data, Client One avoided a total of 2,829,390 metric tons of CO<sub>2</sub>.
  - Based on the operating data, Client Two avoided a total of 4,160,880 metric tons of CO<sub>2</sub>.
  - Based on the operating data, Client Three avoided a total of 1,248,270 metric tons of CO<sub>2</sub>.
  - Based on the operating data, Client Four avoided a total of 1,248,270 metric tons of CO<sub>2</sub>.
  - Based on the operating data, Client Five avoided a total of 748,950 metric tons of CO<sub>2</sub>.
  - Based on the operating data, the Central Plant of Client Six avoided a total of 3,828,000 metric tons of CO<sub>2</sub>.

# Our Culture

## PART C: CULTURE OF SUSTAINABILITY

### *A Top 100 Green Design Firm*

Jacobs ranked No. 7 for overall green firms in the *Engineering News-Record* 2014 Top 100 Green Design Firms survey. In 2014 Jacobs had 684 third party-accredited (LEED®, BREEAM, Estidama, Green Star) employees and \$165 million dollars in revenue related to sustainable projects. We recently submitted data for the 2015 ranking and look forward to ENR's announcement soon. At the time of publication of this report, we have \$183 million in revenue related to sustainable projects globally.

### *U.S. Green Building Council*

Jacobs is a corporate member of the U.S. Green Building Council (USGBC). Our membership allows us to take advantage of ongoing educational opportunities, keep LEED credentials maintained for our staff, participate in discussions and knowledge-sharing, and access a variety of green-building resources.

Internally, our LEED User's Group continues to further embed sustainability into our integrated practice. The Group discusses all aspects of green building and sustainability from the built and existing environment, and focuses on reducing the impact of the building design, construction, and operations industry within our own offices and for our clients. Our team supports sustainable projects worldwide and strives to maintain high consistent standards while embracing environmental and energy-efficiency goals.

### *Architecture 2030 Challenge*

In 2010, Jacobs adopted the Architecture 2030 Challenge. Architecture 2030 is a U.S.-based nonprofit, 501(c)(3) research organization that, after much research, developed and then issued

the 2030 Challenge in January 2006. The 2030 Challenge is specifically focused on lowering building energy consumption and greenhouse gas emissions.

The challenge contends that buildings are the major source of global demand for energy and materials that create by-product greenhouse gases (GHG). Slowing the growth rate of GHG emissions and then reversing it are, therefore, key to addressing climate change and keeping global average temperature below 2° Celsius above preindustrial levels.

To further our participation and educational efforts around the 2030 Challenge, we note energy use intensity numbers on many of our project write-up sheets. The number indicates the intensity of the project as designed, as well as a baseline for the project type. This metric is used in our reporting to the AIA for the 2030 Challenge. We have just completed our fourth year of posting metrics to the AIA. The ultimate goal is 100 percent fossil-fuel reduction by 2030.

### *Energy Efficiency Tax Deductions*

Jacobs has contracted with Alliant Group to pursue energy tax deductions under the U.S. Internal Revenue Code Section 179D tax incentives for energy-efficient buildings. The deduction is for energy-efficient building systems such as lighting, HVAC, or the building envelope and ranges from \$0.30 to \$1.80 per square foot. The most common deduction is \$0.60 per square foot for energy-efficient light fixtures.

### *What is It?*

The U.S. Energy Policy Act of 2005 (Public Law 109-58) created a tax deduction for constructing energy-efficient buildings. The expiration of this tax deduction was extended to Dec. 31, 2013, by the Emergency Economic Stabilization Act of 2008. Jacobs is currently targeting qualifying government projects placed in service between Jan. 1, 2010, and Dec. 31, 2013.

# Our Culture

## ***What Does it Mean for Jacobs?***

Jacobs, as engineer and architect of record, project manager/construction manager (PMCM), commissioning agent, and LEED consultant can claim the tax deduction under Section 179D for projects owned by federal, state, or local government if the contracting government entity assigns the deduction to Jacobs. A signed statement from the government project owner assigning the deduction to Jacobs is required. Essentially, Jacobs takes the tax deduction in lieu of the government project owner, who does not pay taxes.

This program continues to be robust as we have a number of government clients owning energy efficient and LEED-rated building projects, including public universities and military facilities. Jacobs anticipates \$8,741,178 million in tax deductions to date, which equates to approximately \$3 million in corporate tax refunds.

## ***Additional Buildings-related Tools and Training***

Our staff is able to take advantage of several educational programs related to sustainable buildings. Participation is not limited to our Buildings market staff, but encouraged for all employees companywide. Programs include: USGBC Continuing Education Series, BuildingGreen Suite, LEED User, GreenWizard WORKflow PRO®, and Sefaira Concept and Sefaira for SketchUp.

## ***Envision™ Sustainable Infrastructure Rating System***

The Envision™ Sustainable Infrastructure Rating System is a relatively new rating system for sustainable infrastructure that provides a standardized framework of criteria and performance achievements for the classification of sustainability practices. It was developed by the Institute for Sustainable Infrastructure in partnership with the Zofnass Program at the Harvard Graduate School of Design.

Essentially a rating system for North American infrastructure, Envision™ can be modified for use in other regions. It was developed to fill a gap, since other current infrastructure sustainability rating systems, such as LEED® and Greenroads®, are sector specific. Envision™ is not intended to replace existing sustainability rating systems, but rather fill the space in North America for a holistic rating system for sustainable infrastructure that is overarching and covers all aspects of infrastructure.

Envision™ includes all civil infrastructure: roads, bridges, pipelines, railways, airports, dams, levees, landfills, water treatment systems, and more; essentially all the components that comprise the built environment. It rates energy, water, waste, transport, landscape, and information infrastructure.

The Envision™ rating system has 60 sustainability criteria, called credits, divided into five “standard” sections: Quality of Life, Leadership, Resource Allocation, Natural World, and Climate and Risk. There is also an independent Innovation category that applies to any of the above sections. Levels of achievement that can be attained for each section are

- ***Improved:*** Performance that is above conventional; slightly exceeds regulatory requirements
- ***Enhanced:*** Sustainable performance that is on the right track; indications that superior performance is within reach
- ***Superior:*** Sustainable performance that is noteworthy but not conserving; point scores are designed to provide incentives for achieving conserving or restorative performance
- ***Conserving:*** Performance that has effectively achieved zero negative impact
- ***Restorative:*** Performance that restores natural or social systems; receives the highest award possible but is not applicable to all objectives

# Our Culture

Envision™ can be used by infrastructure owners, design teams, community groups, environmental organizations, constructors, regulators, and policy-makers to not only meet sustainability goals but also facilitate community and project team collaboration, make decisions about investment of scarce resources, and to include community priorities in civil infrastructure projects.

Assessment tools — the Envision™ checklist and the Envision™ Sustainable Infrastructure Rating System can be used for infrastructure projects of all sizes, types, complexities, and locations. The tools help project design teams reach higher levels of sustainability achievement through evaluation of environmental benefits, assessment of costs and benefits throughout the project life-cycle, and use of outcome-based objectives. Additionally, an economic optimization tool, construction and operation and maintenance phase credits, and other stages of the Envision™ rating system are currently under development.

Jacobs has staff who are credentialed Envision™ Sustainability Professionals who are trained to use the Envision™ Sustainable Infrastructure Rating System, and we are in the process of getting more staff credentialed. We are working with clients to get projects rated and look forward to remaining on the forefront of this system as it continues to grow and become a more commonplace industry practice. For more information visit:

Institute for Sustainable Infrastructure  
[www.sustainableinfrastructure.org](http://www.sustainableinfrastructure.org)

## **Sustainable Facilities: Jacobs Offices**

Many of our offices are already certified through the various systems applicable in the countries in which we live and work. For example, in the United States, offices are certified through the USGBC's LEED program. In the United Kingdom, the Building Research

Jacobs Office Chicago, Illinois, USA



Establishment Environmental Assessment Methodology (BREEAM) rating system is used, and in Australia the National Australian Built Environment Rating System (NABERS) is the standard. We are proud of our offices that have already received certification and have more working toward that goal, worldwide, every day.

Each year in this space we list myriad offices that are working toward and achieving sustainable certifications. This year we highlight our Chicago office that is certified LEED CI Silver.

Our Chicago office encompasses approximately 18,300 square feet of office space, consolidating four compartmentalized suites into a single continuous open-office environment. Designed for 96 staff, the office reflects the latest workplace design strategies of visually open, low-partition-connected workspace with views to the exterior

## Our Culture

and maximum exposure to daylight. Special attention to ergonomics was taken during the design process. Complementing the individual workspaces is a collection of conference rooms, break rooms, and a larger flexible conference/training space. Casual break-out areas distributed throughout provide alternative collaboration zones. Technology and audiovisual displays are integrated throughout the space, supporting conference and huddle spaces, and providing visitor information.

The project received LEED CI Silver certification in 2012, receiving 58 points. Key strategies included high-efficiency lighting (30 percent reduction), systems, and equipment efficiency (90 percent), as well as materials, construction practices, and occupant views. The 525 West Monroe building is on the west side of the loop district of downtown Chicago, and is close to public transit, museums, dining establishments, and sporting venues. This connects us with our clients and the community and its resources. The building received Energy Star designation in 2010 and LEED for existing buildings certification in 2014.

### ***Jacobs Real Estate Services***

A sustainable facility is the goal of each Jacobs office. Through system design and product specification, we are changing the way people live in our work environment. Sustainability is addressed beginning with site selection. We look for buildings that are managed sustainably and prefer second-generation office space that provides for the reuse of existing systems, already with a zoned mechanical distribution system or is currently a LEED Building.

Most commercial office buildings do not allow separate metering for tenant office power consumption. However, industry reports indicate commercial office buildings that have adopted sustainable practices are seeing reduced annual operating expenses. This is the

result of the increased use of energy-efficient lighting, occupancy control sensors for lighting and HVAC, Energy Star café equipment, IT equipment, server room cooling, and placement of office equipment on timers. All are design standards for larger long-term lease Jacobs offices. The cost benefit flows back to the tenant in market competitive lease rates.

Jacobs offices are designed and built to code incorporating many sustainable features. Some buildings do not offer the basis for LEED certification, however, when feasible, we submit for LEED certification being fully compliant with all requirements. The offices are designed as an extension of the Jacobs brand that exemplifies our core values.

Four offices completed in the past five years, Denver, Colorado; and Irving, Dallas, and Fort Worth, Texas; are tracking carbon savings and reported 76,551 CO<sub>2</sub> metric tons of carbon savings.

Another area our real estate team has been able to influence is landlord building standards that define the mechanical and electrical systems as well as some building materials.

In Orlando, we were able to prove that the light fixture that Jacobs specified would be more energy efficient compared to the building standard fixture, resulting in a variance from standards. In the Houston Woodbranch project, our team proved it would be more cost effective to allow our server room air conditioning to tie into the buildings cold water loop in lieu of installing a self-contained condenser on the roof. This also resulted in cost savings.

Each quarter, our team reviews the lessons learned from the previous quarter and initiates a continuous improvement process. New approaches or solutions are developed and implemented for the next project.

## Our Culture

At the beginning of every project, a managing change presentation, “Innovation in the Workplace,” updates the performance unit on the philosophy of open-concept sustainable work environments. This includes working in this environment, managing this environment, and the sustainability practices behind many of the solutions and products designed into the environment. This presentation is repeated at the design presentation and again at the move-planning meeting to educate employees on how to get the most benefit from the new environment.

Key real estate and design decisions are made to influence occupant behaviors toward greater sustainability. For instance, dishwashers encourage less paper and plastic waste. Specific areas are designed

for recycling. Buildings are selected that practice large-scale recycling to help reduce waste. Lighting and HVAC controls provide as-needed utilities. All materials selected are GREENGUARD-certified, low-volatile organic compounds (VOCs) and/or recyclable.

Less file storage at workstations and in the open office encourages more electronic filing and less physical storage and decreases square footage requirements. In downtown settings, offices are located close to public transportation to encourage employees to ride rather than drive. Many offices, through their BeyondZero committees, take sustainable practices further after move-in. These programs can be replicated across Jacobs. Some outstanding examples:

- **Our Calgary office:** Over the last 18 months, a waste management program has been successfully implemented. The diversion of organic landfill material has increased from 935 pounds per month to 4,378 pounds per month. An average savings of 525 pounds of mixed recycling is being diverted each month. To date 528 metric tons of carbon savings have been recognized.
- **Our Irvine office:** Launched real-time energy monitoring. Benefits were immediate because employees began modifying their energy-consumption habits. They are in their second year of tracking and are seeing an average of 1,250 metric tons of CO<sub>2</sub> per year in savings for the office.
- **Our St. Louis office:** We participated for the fourth year in the Regional Chamber and Growth Association's Green Business Challenge, supporting the integration of sustainability measures into practices common to every business. This year, Jacobs received an Award of Merit for the Greatest Gain.

Our specifications require contractors to recycle as much as possible. When submitting for LEED certification, this is documented as part of the criteria. We specify products that are both sustainable and economical.



# Our Culture

All new furniture is 100 percent recyclable. Furniture not reused is liquidated for repurpose or refurbished and sold for parts or as second generation. The Jacobs Real Estate team works collaboratively with the landlord to create the documentation needed for LEED certification. In Orlando, we are working with the landlord to jointly submit the office for the local Golden Brick Award. This award recognizes projects that positively impact the downtown area.

Through the decisions we make in building selections, design solutions, construction, and operation of sustainable office environments for our own business, we reinforce our philosophy and brand in the market. Working openly with local building officials, property managers, and contractors, we foster the exchange of ideas and suggestions for new sustainable and cost-effective methods and products for our projects.

## ***Print Sustainability Statement 2014***

The Jacobs print program has continued to grow in 2014 in the majority of existing geographies, with organic contributions, as well as from acquisitions. As per our earlier growth forecast, we can now confirm all goals were realized in replacement of equipment and print sustainability. A major percentage of this growth was realized from the SKM organization (acquisition) that, as reported last year, were already adhering to the primary principles of our print program. Today, we've identified significant additional opportunities for equipment refreshment and further reductions in waste. Our new print tracking/control initiatives continue to monitor and report constantly to all of Jacobs on target goals.

## ***By the Numbers***

Our paper savings for 2014 reached 42.5 million pages, equating to 85,056 reams (315 tons and 5,102 trees saved) in production, which directly impacts CO<sub>2</sub> emissions and effluent output. Our duplex global average per month is now 3.54 million on a print volume of 19.3 million pages. Even higher volumes of our paper supply now come as recycled or from sustainable sources. In the United States, paper on contract pricing is FSC Certified as being sourced from sustainable forest and production processes. Scanning of documents to digital format and subsequent storage has also increased in 2014, pointing the way toward reduced future printing and a reduced environmental impact. Many of our accounting processes now use digital authorization, again leading to a reduction in physical printing output. Energy-saving measures continue to be employed on all of the managed print devices under the program including automatic standby and switch off, which equates to 30 percent power reduction across the globe. There is a continued effort underway to reduce further the number of printers deployed in our offices with a consequential reduction of our environmental impact.

## ***Continued Program Expansion: Clients Included***

All new offices, project sites, and acquired companies continue to be apprised of our print sustainability program and are encouraged to adopt both principles and contracts as expansion to the successes of the print initiative. These efforts continue to provide relevant examples and ideas for both JacobsValue+<sup>SM</sup> and JacobsSustainability+<sup>SM</sup>. Based on the trends we see in the first part of 2015, we see the coming year exceeding the targets set for 2016 in all areas of the program.

# Our Culture

## ***Drive Less Initiative***

Our Drive Less Initiative continues to expand. The initiative focuses on improving safety, reducing and eliminating motor-vehicle incidents, reducing our miles driven, and reducing many of the negative environmental impacts associated with driving. As always, we ask all employees to evaluate alternatives to driving while on company business: conference calling, WebEx conferencing, video conferencing, public transportation, carpooling, taxi, walking, or bicycling. When traveling, we recommend employees choose lodging close to their destination, and suggest they consider nearby restaurants and other services.

Drive Less plans are currently in place at many of our offices. Where plans are complete, program information is available on the local office's page on our intranet site. As plans are implemented in more of our offices, we anticipate a greater reduction in motor-vehicle incidents and further reduction of our carbon footprint.



## ***Safety and BeyondZero®***

Safety is a top priority at Jacobs, and elemental to everything that matters to us. The three core values that shape our conduct around the world balance (1) our relationships with clients, (2) profitable growth, and (3) the people who make us successful. All three values depend on our ability to run a safe and ethical business.

Our BeyondZero® program does more than promote an incident- and injury-free workplace. BeyondZero goes beyond rules, policies, and procedures to promote a genuine culture of caring throughout Jacobs. We encourage all Jacobs employees to work safely, take an active role in the safety of those around them, and have the courage to intervene whenever they deem something unsafe. BeyondZero is 24/7 for us: at Jacobs, at client sites, at home, and in our communities. We believe we can profoundly influence the safety of our employees, their friends and families, our communities, and our industry.

## BeyondZero® in Our Own Words

**"The culture of caring is real at Jacobs. It's not just a concept. It's not a logo. It's what we do, and our buildings and facilities and processes prove that every single day."**

**Axel**

*Jacobs, Manager of Operations - Field Services  
Houston, Texas, USA*

**"What I have learned about BeyondZero®, is that safety is not about statistics, it's about caring for each other. If you want to improve safety, it always starts from yourself, by being the example. By serving as an example, we can exceed client expectations and build long-term relationships."**

**Andju**

*Jacobs, Project Engineer  
Leiden, The Netherlands*

**"Jacobs makes a difference in the world in many ways, but our BeyondZero® program stands out. It is perceived as a differentiator, whatever the culture and location in the world."**

**Pascal**

*Jacobs, Program Director  
Casablanca, Morocco*

## Our Culture



Building on the great success of last year's first annual Construction Industry Safety Week, Jacobs continued the tradition with participation in Safety Week 2015.

Safety Week is an initiative of more than 40 national and global architecture, engineering, and construction firms comprising the Construction Industry Safety Initiative (CISI) and the Incident and Injury Free (IIF) CEO Forum. Knowing that being safe every day on every job site crosses competitive boundaries, these companies have banded together to create and celebrate Industry Safety Week.

At Jacobs, our culture of caring and BeyondZero® mindset means that every week is Safety Week, because we know safety is a

24/7/365 lifestyle. But Safety Week, which took place May 3-9 this year, is an extra-special time for us to join together to raise safety awareness and inspire our industry and each other to be leaders in safety every day of the year. This year we focused on risk competency as our overall theme for Safety Week.

Like last year, we designated a theme for each weekday during Safety Week. Those themes include: Driving and mobile equipment, Step back, Near misses, Work at height, and Bringing BeyondZero home.

Our staff held events and activities and started discussions to address each day's theme. Ideas, tips, and resources were compiled on our intranet in a special Safety Week 2015 space, along with information about contests, best practices, and an area to contribute to companywide discussions. A highlight again in 2015 were the many "safety selfies" submitted by our employees around the world, demonstrating their commitment to safety and our BeyondZero culture.



# Our Culture

## ***Jacobs Foundation Scholarship***

We introduced the Dr. Joseph J. Jacobs Global Scholarship Program in 2009 in memory of our founder, Dr. Joseph J. Jacobs. His vision, leadership, and commitment to our business helped make this company one of the world's largest and most diverse providers of technical, professional, and construction services. Over the last five years, the Jacobs Engineering Foundation has awarded 100 academic scholarships of \$3,000 each from more than 1,700 applications received.

We are proud to offer this opportunity year after year, and look forward to many more applicants in years to come. The program is independently administered by Scholarship Management Services, a division of Scholarship America, a nonprofit educational support and student-aid service organization.

## ***Jacobs College***

Established in 1993, Jacobs College offers educational opportunities to our employees for targeted leadership and management development. By educating our employees and enhancing their leadership and managerial skills, we enable them to represent our company in the best way possible.

Jacobs College immerses participants in a learning atmosphere that leads to a better understanding of our core values and improves their ability to serve our clients, and to train and lead others. Through a deeper understanding of our core values, these employees perpetuate our commitment to sustainable development.



Goals of Jacobs College:

- Improve leadership talent
- Share our organization's culture and success factors
- Institutionalize success by passing on lessons learned
- Increase our ability to provide greater value to our clients

## ***Employee Charitable Giving 2014***

2014 was another strong year for Jacobs' Employee Charitable Giving Program.

In the United States the giving season kicked off in August and culminated with total donations exceeding \$1,000,000 for the third consecutive year. Several years ago we implemented an online employee giving system that has expanded donor choice, making it easy for our U.S. employees to give to one or more charities in a few clicks of the mouse. In the process this has allowed us to eliminate the need to generate thousands of paper forms, manually enter data, and archive forms.

Employees in 67 Jacobs U.S. locations donated in 2014. Several Texas offices led the way, donating a combined total of more than \$551,000. Other top donor locations in the U.S. that raised funds include offices in Louisiana, South Carolina, Missouri, and Tennessee.

Local United Ways and their member organizations remain the largest recipients of employee dollars across the United States. Donation distribution grew from 16 United Ways in 2010 to 57 United Ways along with America's Charities, Global Impact, American Cancer Society, and the American Heart/Stroke foundations in 2014.

## Our Culture

In 2014 our online giving options continued in the United Kingdom through their Charities Aid Foundation's "Give As You Earn" program. The system allows employees to give to more than 160,000 registered U.K. charities or to the charitable cause of their choice locally, nationally, or internationally. In all, participation in the program increased by 9 percent and contributions by 6.6 percent during 2014.

2014 saw three Canadian offices in Edmonton, Calgary, and Sherwood Park host United Way campaigns. Our employees collectively raised over \$135,000. In addition to support of the United Way, our employees facilitated a number of volunteer days with local nonprofit charities such as Habitat for Humanity, Ronald McDonald

House, and the Friendship Seniors Society. These volunteer initiatives not only lend a helping hand to many in our community, but also work to bring our offices closer by building camaraderie, friendly competition, and a sense of pride to be part of an organization that is committed to helping local charities.

Our employees are making a difference with donations of time and money to a multitude of nonprofit organizations representing a variety of needs and interests from children and family services, veteran support, international relief to the environment, animal welfare, and the arts. ■



Our Edmonton, Alberta, Canada operations team at the annual United Way Red Tie Gala, accepting the United Way Alberta Capital Region's Rising Star Award for their 2014 United Way campaign. The Rising Star Award recognizes and rewards the efforts of organizations that ran a United Way campaign for their first, second, or third time; followed best practices for organizing a United Way campaign; and showed creativity and enthusiasm in the promotion of a workplace campaign.



Employees at our Greenville, South Carolina, USA office recently received an award from the United Way of Greenville County for their participation and support of the 2014 United Way Campaign. For the first time in the history of the local operations, the office was recognized with the Award of Excellence for its number of Palmetto Society members — individuals who contribute \$1,000 or more annually to the local United Way campaign; and achieving \$100 or more per employee per capita. Overall, the Greenville operations raised \$118,303, to assist the United Way of Greenville County with its priority issues of school readiness, high school graduation, financial stability, and health and crisis.

# Project Gallery

Jacobs is committed to continuous improvement, helping solve our clients' toughest challenges, and creating a brighter future for our employees, their families, and their communities.



“Sustainability is ingrained in the way we design. The real benefit to our clients is that we are always looking for ways to reduce their carbon footprint and consumption of non-renewable natural resources in their plants and their processes. We use design and construction methods that help minimize energy consumption, waste and pollution, as well as maximizing reuse and recycling wherever possible.”

**Jennifer**

*Jacobs, Operations Manager  
Raleigh, North Carolina, USA*



## Project Gallery



SASOL



VOC Abatement

Construction Management

Secunda Operations, Secunda, South Africa

- Approach to air-quality management ensures sustainable ambient air quality improvements
- Approach guides efforts; invested approximately R2 billion/year over past decade on projects delivering significant environmental improvements in South Africa
- VOC Abatement project intends to reduce Volatile Organic Compound (VOC) emissions
- Environmental project supports compliance to the revised Air Quality Act
- Project will reduce Sasol's environmental footprint and improve working conditions for employees and service providers

*Photo courtesy of Sasol*



LANDCARE AUSTRALIA



Bundanon Trust BioBanking Assessment

BioBanking assessment in support of biodiversity conservation

New South Wales, Australia

- Supports biodiversity conservation
- Culturally significant site
- BioBank supports threatened species
- Establishes environmental monitoring locations across region
- Opportunity for rural landowners to generate income through managing land for conservation

# Project Gallery



[GO TO THE FULL STORY: "ENRICHED ENVIRONMENT"](#)

## FIFE COUNCIL



### Burntisland Primary School

Feasibility study, conceptual design, detail design, value engineering, consulting

Burntisland, Fife, Scotland, United Kingdom

- Compared to Scottish technical standards for typical similar building, Burntisland Primary School will create less than half as much annual carbon dioxide, which equates to a reduction in yearly fuel expenses of about £24,000
- Orientation of building and design of façades allow natural daylight into 80 percent of occupied spaces, lowering need for artificial lighting
- Wind-catcher system provides natural ventilation system for sports and dining halls; reduces energy spent on air conditioning or mechanical ventilation
- Photovoltaic panels cover 350 square meters of roof space, saving 18,000 kilograms of carbon dioxide and £4,500 in energy expense per year
- For the school's built space, 300 square meters were eliminated from the original plans, preventing 5,000 kilograms of carbon dioxide emissions per year
- The project is shortlisted for awards for both Society for Construction and Architecture in Local Authorities (SCALA) Civic Building of the Year 2015, and Scottish Design Awards, Education Project 2015



## HUNTSMAN PIGMENTS



### Marte-Iron Sulfate Plant

Engineering and design, procurement assistance, construction management, and project management services

Scarlino, Grosseto, Italy

- New process unit, purpose to reduce production cost and environmental impact
- 99.8 percent of total waste produced during construction activities has been sent to recovery operation
- During construction activities an HSE Management System was implemented according to UNI EN ISO 14001:2004 and BS OHSAS 18001:2007. This HSE System was certified by DNV (Det Norske Veritas Business Assurance).

# Project Gallery



[GO TO THE FULL STORY: "BRIGHT FUTURE"](#)

## MISSION SOLAR ENERGY



### Solar Panel Production Plant

Full architecture and engineering design

San Antonio, Texas, USA

- Solar farm produces as much as 5.5 megawatts of electricity, enough to power 1,300 homes
- Plant is first and only manufacturer of N-type solar cells and modules in the United States
- Manufacturing facility produces enough panels to generate an estimated 200 megawatts/year
- Final facility cost more than a fifth less than original construction bids
- Mission Solar Energy has contributed 570 full-time positions to local economy



## CHEVRON PHILLIPS CHEMICALS INTERNATIONAL



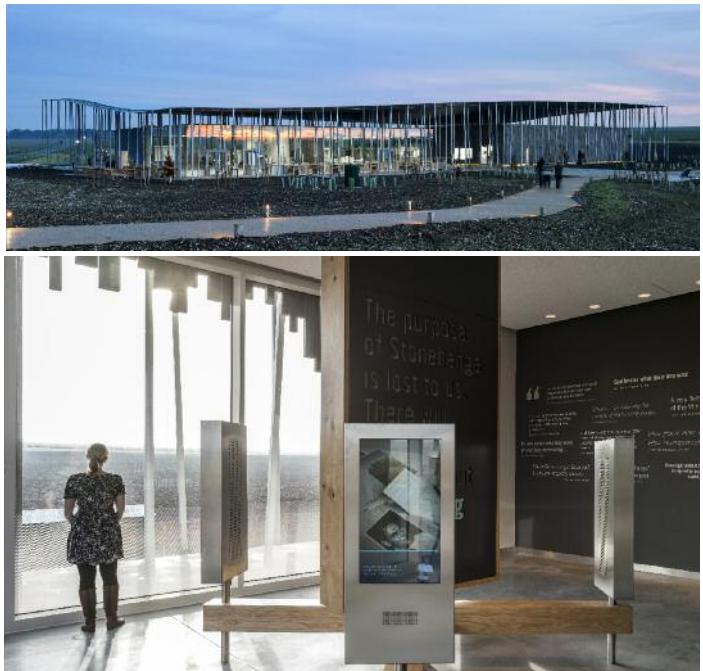
### New Technology Project

Preliminary engineering, detailed engineering, procurement, and construction management.

Tessenderlo, Belgium

- Zero safety recordables
- Zero environmental recordable/reportables
- All personnel invited to sign commitment on safety for themselves and their colleagues
- Detailed analysis of near misses
- Prominently display safety performance
- High field presence of Jacobs Construction management team
- PTW system, incl. Method statements and SPAs
- Weekly Health, Safety, and Environment inspection tours
- SOR system encouragement (Actual: 1 SOR per 66 whrs)
- Rewarding safe performance
- When infringements occurred, individuals requested to give toolbox to peers

# Project Gallery



## THE ENGLISH HERITAGE

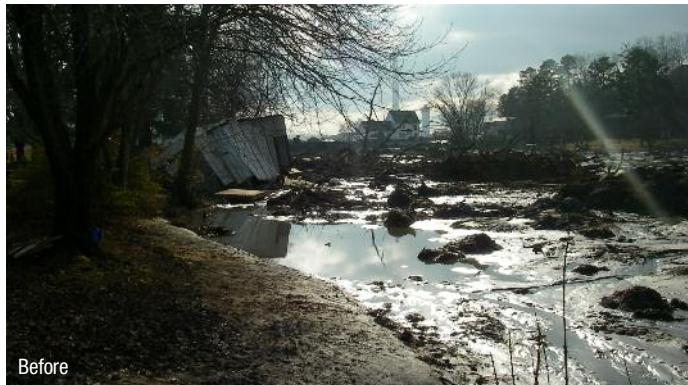


### Stonehenge Visitor Centre

Structural design / design of the new centre in collaboration with The English Heritage and other partners

Wiltshire, England, United Kingdom

- World Heritage site
- Entire Vistor Centre construction, including foundations, designed for complete removal at end of its life
- Any underlying archaeology on site preserved
- Topsoil will be retained so land can be returned to its former agricultural use
- Use of foundation slab that floats on fill will enable the entire construction to be removed, without trace, at end of its life



Before



After

## TENNESSEE VALLEY AUTHORITY (TVA)



### Kingston Ash Recovery Project

Managing ash recovery and restoration, on-site safety and health, construction management, document control, field engineering, and environmental personnel

Kingston, Tennessee, USA

- Recover/cleanup of ash spilled into river approximately five-and-a-half-years ago
- Phase 1: removal of 3 million cubic yards of ash from main river; ash shipped to landfill
- Phase 2: removal of another 2.8 million cubic yards of ash from river embayments; stacking ash in landfill; capping landfill
- Restoration of ecological habitat including wetland restoration and reforestation
- Construction of recreation facilities: walking trails, boat launch, sport fields

# Project Gallery



## THAMES VALLEY POLICE

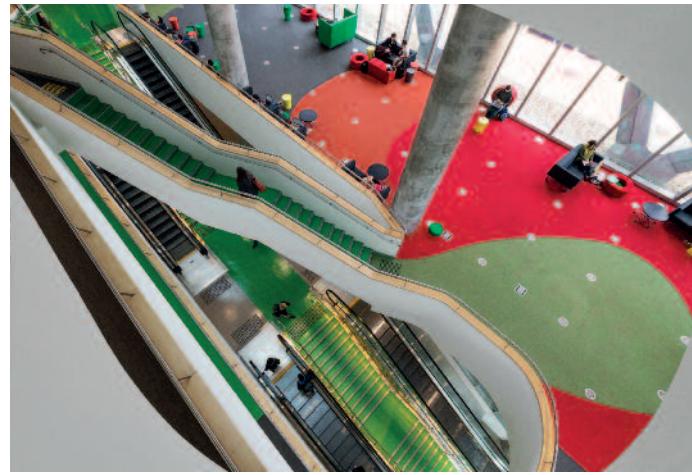


Fitness and Training Centre

Architecture, engineering

Reading, England, United Kingdom

- BREEAM Excellent rating
- Green Roof
- Natural ventilation
- Extensive landscaping
- Highly airtight building



[GO TO THE FULL STORY: "BUILT FOR LEARNING"](#)

## SWINBURNE UNIVERSITY



Advanced Manufacturing Design Centre

Building design, architectural services, sustainable design, mechanical, electrical, civil, structural, and hydraulic engineering services  
(in partnership with United Kingdom-based Wilkinson Eyre Architects)

Melbourne, Victoria, Australia

- 5-Star Green sustainability rating by the Green Building Council of Australia
- Sky garden grows plants that naturally filter air
- Rainwater and wastewater from showers is captured and used to flush toilets
- Structural beams actively chilled or warmed to gently maintain comfort levels through building
- Windows automatically turn off air conditioning when opened
- Thermal mass lining provides a high level of insulation
- Predicted savings of 475 metric tons of carbon dioxide equivalent per year, equal to \$11,000 per year
- Flexible, communal work spaces
- Glazing between rooms and corridors to increases illumination, emphasizes transparency, openness
- Atrium's chimney design naturally exhausts stale warm air during summer, collects it in cold weather to pre-heat incoming air

# Project Gallery



## SELLAFIELD LIMITED



### Bulk Sludge & Fuel Retrievals Project

Nuclear decommissioning – multidiscipline design, construction, trialing, and nuclear safety case, including project and supply chain management as part of an integrated project team with Sellafield Ltd.

Cumbria, England, United Kingdom

- Nuclear decommissioning
- Hazard and risk reduction
- Project milestone: three million man-hours worked without a Lost Time Incident
- Project part of portfolio of work intended to provide new capability to safely retrieve legacy waste materials from the First Generation Magnox Storage Pond

### Recent awards as part of integrated team

- RoSPA Gold medal- Gold award winner for nine consecutive years
- Nuclear Decommissioning Authority (NDA) Supply Chain Award for Best Innovation by a Large Company
- Sellafield's Business Excellence Award 2014 for teamwork
- Sellafield's Managing Director's Award for Business Excellence
- Jacobs 2013 President's Beyond Zero Excellence Award



[GO TO THE FULL STORY: "A BUTTERFLY EFFECT"](#)

## RUSH UNIVERSITY MEDICAL CENTER



### Transformation Program - Tower

Program management, construction management - agency (multi-prime), OCIP safety oversight, feasibility study, value engineering, procurement, move management, activation planning, capital projects management, design/constructability review

Chicago, Illinois, USA

- Tower is LEED Gold Certified
- More than 70 percent of steel in structure is recycled
- Concrete, drywall, interior finishes made from recycled materials
- More than 90 percent of construction debris recycled rather than going to landfills
- Exclusive use of high-efficiency air and heating systems
- Condensation from air handlers captured and filtered in storage tanks used to water green areas and supply makeup water for cooling towers in central energy plant; rainwater captured on upper garage deck used in same way
- Overall savings of more than 1.3 million gallons of water each year
- Energy-efficient lighting embedded throughout facility; sensors turn lights on/off in rooms
- Low-flow toilets, showerheads, solar-powered motion sensors for faucets; water use reduced by 30 percent
- Permeable pavers and street-side planters used to reduce stormwater runoff

## Project Gallery



[GO TO THE FULL STORY: "PRESERVING THE BALANCE"](#)

UNITED KINGDOM MINISTRY OF DEFENCE (MOD)



Environmental Audit for the British Army

Environmental audit, formal report, presentation of key findings

Kenya, Africa

- Ensures British Army's training activities comply with Kenyan environmental regulations
- Facilitates preservation of land, species, native culture
- Monitors/reviews water use, energy use, emissions into atmosphere, waste management
- Socio-economic benefits
- Community engagement



UNIVERSITY OF CALIFORNIA, SANTA CRUZ



Cogeneration Plant

Feasibility study, life cycle cost analysis, full service architectural / engineering design, and construction administration

Santa Cruz, California, USA

- Designed in accordance with LEED Gold standards
- Reduced campus emissions
- Combined heat and power for improved efficiency

# Project Gallery



CITY OF AUSTIN

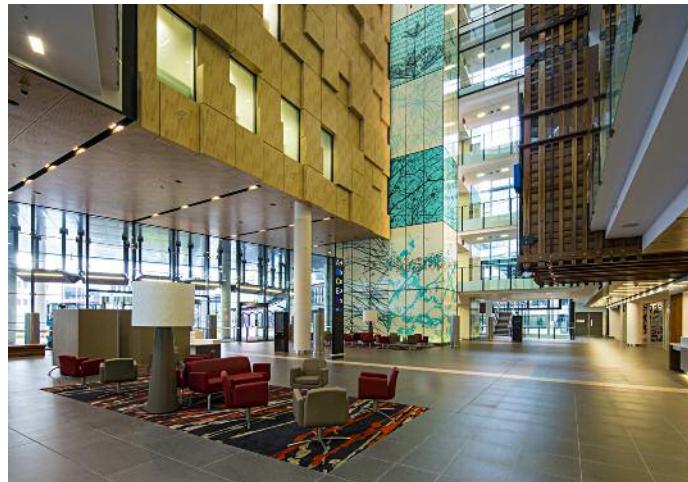


The Boardwalk at Ladybird Lake

Programming, public outreach, permitting, design, and engineering

Austin, Texas, USA

- Revegetation in accordance with City of Austin's native planting guide
- Locally sourced and recycled content for primary materials for boardwalk section of trail
- LED lighting; longer life, less energy used
- Trail connects east and west Austin
- Maintain waterflow of wetlands and manage runoff in key areas
- American Society of Landscape Architects' Sustainable Site Initiative (SITES) guidelines used as reference
- Extraordinary cautionary measures taken for access and construction in sensitive wetland environments



GOLD COAST UNIVERSITY HOSPITAL



Gold Coast University Hospital (GCUH) project: GCUH Engineering JV (Jacobs and Aurecon EJV)

All building services, structural, civil, and traffic engineering, and Jacobs served as the Ecologically Sustainable Development (ESD) consultant

Southport, Queensland, Australia

- Significantly improved energy efficiency and reduced greenhouse gas emissions over previous generation of health buildings
- HVAC systems with enhanced efficiency, energy-use avoidance, and significant energy recovery systems
- Façade modelling used to improve façade energy efficiency
- Daylight utilisation, glare control and control over thermal performance
- Improved commissioning and building tuning of engineering services
- Volatile organic compounds and formaldehyde minimization
- High-efficiency lighting and extensive zoning for usage control
- Substantial rain water harvesting and utilisation network
- Detailed water and energy usage metering
- Carbon dioxide emission reduction initiatives
- Flexible design for future expansion

# Project Gallery



## MINISTRY OF FOREIGN AFFAIRS AND TRADE (MFAT) NEW ZEALAND AID PROGRAM



Caribbean Geothermal Development Program

Surface exploration activities, stakeholder engagement, project management, provision of technical advice to host governments

Various locations, Eastern Caribbean

- Geoscience surface studies in two islands
- Assist governments to identify and develop over 100 megawatts of electricity generation
- Projects have potential to provide 50 percent of islands' electricity demand, replacing diesel generation
- Environmental risk identification and potential impact studies
- Community engagement and education



## THE BOEING COMPANY



Boeing Composite Wing Center

Program management and construction management services

Everett, Washington, USA

- Composite Wing Center is 1.3 million square-feet (120,000 square meters)
- Building contains 35,000 tons of steel and 150,000 cubic yards of concrete
- More than 13,500 tons of material recycled during site preparation
- Project support requires coordination of more than 1,000 craft laborers on site during peak of construction
- More than one-million man hours with no lost day injuries in first year of construction

## Project Gallery



### CAMINO REAL REGIONAL MOBILITY AUTHORITY



Airway Boulevard Enhancement Project

Design and construction services; project team including AIA Engineers, ECM international, Atkins, and artist Vicki Scurri

El Paso, Texas, USA

- Produce wind-generated energy
- Connected to El Paso's electrical grid
- Improves visual experience of the El Paso Texas IH-10 Highway Corridor
- Landscaping enhances overpass structure
- Aesthetic improvements to interchange

# Unshakable Sustainability

Our core values are the unshakable foundation that further our growth as a business as well as our commitment to sustainable development. Sustainability is ingrained in our projects and business practices as well as in our people and our culture. The many and varied ways we help our clients attain their sustainable project goals demonstrate our philosophy in action.

**We See Sustainability Differently.**

# GRI Index

## GRI Sustainability Reporting Guidelines Version 3.1

GRI Criterion #	Description	Section
<b>Strategy &amp; Analysis</b>		
1.1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy.	Introduction
1.2	Description of key impacts, risks, and opportunities.	Introduction
<b>Organizational Profile</b>		
2.1	Name of the organization.	Appendix
2.2	Primary brands, products, and/or services.	Appendix
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Appendix; <a href="http://www.jacobs.com">www.jacobs.com</a>
2.4	Location of organization's headquarters.	Appendix
2.5	Number of countries where the organization operates.	Appendix
2.6	Nature of ownership and legal form.	Appendix
2.7	Markets served (including geographic breakdowns, sectors served, and types of customer/beneficiaries).	Appendix
2.8	Scale of the reporting organization.	Appendix
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Appendix
2.10	Awards received in the reporting period.	Feature Stories and Project Gallery, if applicable

# GRI Index

GRI Criterion #	Description	Section
<b>Report Parameters</b>		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Appendix
3.2	Date of most recent previous report (if any).	Appendix
3.3	Reporting cycle (annual, biennial, etc.).	Appendix
3.4	Contact point for questions regarding the report or its concerns.	Appendix
3.5	Process for defining report content.	Appendix
3.6	Boundary of the report.	Appendix
3.7	State any specific limitations on the scope or boundary of the report.	Appendix
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period.	Appendix
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Appendix
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g.,mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Not Applicable
3.11	Significant change from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	No changes
3.12	Table identifying the location of the Standard Disclosures in the report.	GRI Index
3.13	Policy and current practice with regard to seeking external assurance for the report.	Appendix
<b>Governance, Commitments, and Engagement Governance</b>		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Appendix; <a href="http://www.jacobs.com">www.jacobs.com</a>
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Appendix; <a href="http://www.jacobs.com">www.jacobs.com</a>

# GRI Index

GRI Criterion #	Description	Section
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Appendix; <a href="http://www.jacobs.com">www.jacobs.com</a>
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Appendix; <a href="http://www.jacobs.com">www.jacobs.com</a>
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Appendix; <a href="http://www.jacobs.com">www.jacobs.com</a>
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Appendix; <a href="http://www.jacobs.com">www.jacobs.com</a>
4.7	Process for determining the qualifications and experience of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Appendix; <a href="http://www.jacobs.com">www.jacobs.com</a>
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Appendix
4.9	Procedures for the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Appendix; <a href="http://www.jacobs.com">www.jacobs.com</a>
4.10	Process for determining the qualifications and experience of the highest governance body for guiding the organization's environmental, and social performance.	Appendix; <a href="http://www.jacobs.com">www.jacobs.com</a>
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Appendix
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Appendix
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: Has positions in governance bodies; Participates in projects or committees; Provides substantive funding beyond routine membership dues; or Views membership as strategic.	Appendix
4.14	List of stakeholder groups engaged by the organization.	Appendix
4.15	Basis for identification and selection of stakeholders with whom to engage.	Appendix
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Appendix
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Appendix

# GRI Index

GRI Criterion #	Description	Section
<b>Economic</b>		
<b>Economic Performance</b>		
EC1	Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. (Core)	Appendix
EC3	Coverage of the organization's defined benefit plan obligations. (Core)	Appendix
EC4	Significant financial assistance received from government. (Core)	\$0
<b>Market Presence</b>		
EC7	Procedures for local hiring and proportion of senior management hired from the local locations of operation. (Core)	Partial Report, Appendix
<b>Indirect Economic Impacts</b>		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. (Core)	Appendix
<b>Environmental</b>		
<b>Materials</b>		
EN1	Materials used by weight or volume. (Core)	Appendix
EN2	Percentage of materials used that are recycled input materials. (Core)	Appendix
<b>Energy</b>		
EN5	Energy saved due to conservation and efficiency improvements.	Our Culture
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.	Our Culture; Appendix
EN7	Initiatives to reduce indirect energy consumption and reductions achieved. (Additional)	Our Culture; Appendix
<b>Biodiversity</b>		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. (Core)	None

# GRI Index

GRI Criterion #	Description	Section
<b>Emissions, Effluents, and Waste</b>		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Our Culture; Appendix
<b>Products and Services</b>		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. (Core)	Our Culture; Appendix
<b>Social Performance: Labor Practices &amp; Decent Work</b>		
<b>Employment</b>		
LA1	Total workforce by employment type, employment contract, and region. (Core)	Appendix
LA2	Total number and rate of employee turnover by age group, gender, and region. (Core)	Appendix
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations. (Additional)	Appendix
LA4	Percentage of employees covered by collective bargaining agreements. (Core)	Appendix
<b>Occupational Health and Safety</b>		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. (Additional)	Appendix
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region. (Core)	Injury Rate – 0.36; Occupational Disease Rate – 0.01; Lost Day Rate – 0.08; Days Lost – 1,840 Absenteeism: Do not track
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases. (Core)	Appendix
<b>Training and Education</b>		
LA10	Average hours of training per year per employee by employee category. (Core)	Appendix; Our Culture

# GRI Index

GRI Criterion #	Description	Section
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (Additional)	Appendix; Our Culture
LA12	Percentage of employees receiving regular performance and career development reviews. (Additional)	Appendix; Our Culture
<b>Diversity and Equal Opportunity</b>		
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. (Core)	Partial Report; Appendix
<b>Social Performance: Human Rights</b>		
<b>Investment and Procurement Practices</b>		
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. (Core)	Appendix
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. (Core)	Appendix
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. (Additional)	Appendix
<b>Child Labor</b>		
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor. (Core)	Appendix
<b>Forced and Compulsory Labor</b>		
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, to the elimination of forced or compulsory labor. (Core)	Appendix
<b>Security Practices</b>		
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Appendix
<b>Social Performance: Society</b>		
<b>Corruption</b>		
SO2	Percentage and total number of business units analyzed for risks related to corruption. (Core)	Appendix

# GRI Index

GRI Criterion #	Description	Section
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures. (Core)	Appendix
SO4	Actions taken in response to incidents of corruption. (Core)	Appendix
<b>Public Policy</b>		
SO5	Public policy positions and participation in public policy development and lobbying. (Core)	Appendix
<b>Anti-Competitive Behavior</b>		
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes. (Additional)	None
<b>Social Performance: Product Responsibility</b>		
<b>Products and Service Labeling</b>		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. (Additional)	Appendix
<b>Marketing Communications</b>		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing advertising, promotion, and sponsorship. (Core)	Appendix
PR7	Total number of incidents of non-compliance with regulations and voluntary codes communications, including concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. (Additional)	None
<b>Customer Privacy</b>		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. (Additional)	None
<b>Compliance</b>		
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. (Core).	\$0

The following lists the GRI criterion that we have determined are either not material to our stakeholders, or we are not prepared to report on at this time:

EC2, EC5, EC6, EC9, EN3, EN4, EN8, EN9, EN10, EN12, EN13, EN14, EN15, EN16, EN17, EN19, EN20, EN21, EN22, EN23, EN24, EN25, EN27, EN28, EN29, EN30, LA5, LA9, LA14, HR4, HR5, HR9, SO1, SO6, SO8, PR1, PR2, PR3, PR4

# Appendix

## ORGANIZATIONAL PROFILE

Jacobs Engineering Group Inc. is one of the world's largest and most diverse providers of technical, professional, and construction services, including all aspects of architecture, engineering, and construction, operations and maintenance, as well as scientific and specialty consulting. We serve a broad range of companies and organizations, including industrial, commercial, and government clients across multiple markets and geographies.

Our global network includes more than 250 offices in more than 30 countries, with operations in North America, South America, Europe, the Middle East, India, Australia, Africa, and Asia. We were founded in 1947 and our headquarters is in Pasadena, California. At the close of 2014 we had 66,000 employees.

### *Countries Where We Have a Presence*

Australia	Greece	Puerto Rico
Belgium	India	Saudi Arabia
Brazil	Ireland	Scotland
Canada	Italy	Singapore
Chile	Mexico	South Africa
China	Morocco	Spain
Czech Republic	Netherlands	Sweden
England	Northern Ireland	Switzerland
Finland	Oman	United Arab Emirates
France	Peru	United States of America
Germany	Poland	Wales

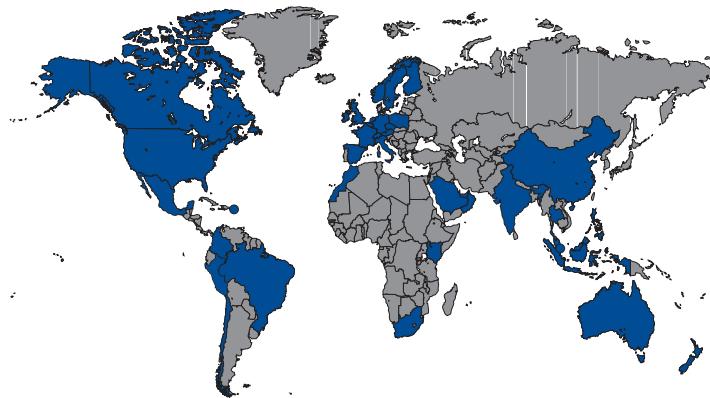
### *Market Sectors*

Aerospace & Defense	Environmental, Water & Wastewater	Mission-Critical & High-Tech Facilities	Power & Utilities
Automotive & Industrial	Food, Beverage, Forest & Consumer Products	Oil & Gas	Refining & Petrochemical
Buildings	Mining & Minerals	Pharmaceuticals & Biotechnology	Telecommunications
Chemicals			Transportation



Jacobs' common stock has been publicly held since 1970 and is currently listed on the New York Stock Exchange under the trading symbol JEC. In 2014 we had revenues of \$12.7 billion, net earnings of \$328.1 million, backlog of \$18.4 billion, cash of nearly \$733 million, and a diluted EPS of \$2.48.

For more information about Jacobs' sustainable practices or to comment on this report, please contact us at: [contactus@jacobs.com](mailto:contactus@jacobs.com).



# Appendix

## SUSTAINABLE SERVICES

EPCM	Corporate Responsibility	Carbon Management	Public Sector	Climate Change
BREEAM / LEED	Verification	Carbon footprinting and accounting	Strategy and policy	Reporting
CEEQUAL	Auditing	Sustainable energy auditing	SD assessments	Design impacts on developments
Master planning	Management systems	Carbon strategy development	Environmental	Planning
Sustainability assessments	Waste minimization	Low- and zero-carbon technology	Impact studies	Risk assessments
Life cycle reviews			Reporting and measurement	Adaptation advice
Energy efficiencies		GHG certification and compliance	Procurement	Scenario planning
Materials selection (incl. carbon)			Community/stakeholder consultation	
Sustainable design				
Commissioning				

## REPORT PARAMETERS

### **Reporting Period/Most Recent Report/Report Cycle/Point of Contact**

In this *Sustainability Report* we use the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. We report only on the G3.1 indicators that were relevant and measurable for our business operations in 2014. The report is inclusive of data from Jacobs and all related entities, with no limitations. See our investor relations section at [www.jacobs.com](http://www.jacobs.com) for more information. This report has not been audited by a third party (e.g., GRI, etc.). Prior to our 2015 report, our most recent report was published in 2014. We publish a Sustainability Report annually. Content for this report was defined based on GRI requirements and the needs of our stakeholders. For more information about Jacobs and this report please contact: [contactus@jacobs.com](mailto:contactus@jacobs.com).

### **Report Scope & Boundaries**

Jacobs stakeholders expected to use this report include clients and potential clients, shareholders, and employees. Topics reported on are selected and prioritized to relate and reinforce Jacobs' view on sustainability. These include feature stories on projects and clients, a project gallery with specific details on sustainable elements, tools, and processes used by the Company, and examples of internal application of sustainable methodologies from LEED certification of offices to charitable giving campaigns and more.

Any material economic, environmental, and social impacts of the organization not addressed herein will be evaluated and possibly covered in future reports in the coming year or two.

### **Data Measurement Techniques & the Basis of Calculations**

Jacobs' data measurement techniques and basis of calculations vary according to the entity to which we report. We adhere to all rules and regulations for the various agencies and governing bodies to which we report on topics, including safety, earnings, and more. Additional data and calculation basis vary by specific tool, science, or methodology used, which is dependent on the client, the project, and the project requirements.

### **Assurance**

No external assurance of the Sustainability Report has been sought.

## BUSINESS CONDUCT & ETHICS

### **Corporate Policy Concerning Business Conduct, Integrity, & Ethics**

Our founder, Joseph J. Jacobs, once wrote that honesty has remained a constant driving force of our success. He believed our principles of business conduct sustain our company culture and are recognized and awarded by our clients and by the market system. As he wrote in our 50th anniversary booklet, "Our high standards provide the structure that will bridge past success with a bright future."

From the day they are hired, Jacobs employees are given the tools they need to understand and adhere to our ethical standards. New employee orientation includes foundation training for all employees on our Business Code of Conduct. Each year our staff employees are required to review the Business Code of Conduct and reaffirm their understanding. Additional supplemental training is required to be completed every other year by our supervisors, managers, and other employees depending on their role in the company.

See our Business Conduct Policy on our Investor page, under Corporate Governance tab, at [www.jacobs.com](http://www.jacobs.com) for more information.

# Appendix

## **Training**

Jacobs established a Global Ethics and Compliance training initiative program to further help employees understand the legal and ethical standards that must be upheld. Our organizationwide program is designed to provide a strong learning foundation and supplemental training, such as those conducted through regional training efforts, at our Annual Business Meeting, and through Jacobs College. Since 2005, Jacobs College has offered senior leader-led training with modules dedicated to ethics. Training is highly interactive, leveraging actual company scenarios.

Due to our many geographic locations around the world, the majority of our training is delivered through online learning. The training is enhanced with in-person learning events.

The following concepts are woven throughout all online compliance courses:

- Observance of moral and ethical standards of society and fair dealing
- Reporting and resolving suspected irregularities
- Corporate governance
- Jacobs Integrity Hotline

Jacobs Integrity Hotline is a worldwide reporting line answered 24 hours a day, seven days a week by a professional independent contractor. Calls are confidential and can be anonymous.

We take ethics very seriously. Violation of company policies have severe consequences, including termination of employment.

All Jacobs employees and business partners are expected to be guided by the following principles as they carry out their responsibilities:

- Loyalty
- Compliance with applicable laws
- Observance of ethical standards
- Conflict of interest
- Communication

In addition to the Business Code of Conduct Reaffirmation, Jacobs offers additional ethics and compliance courses, including:

- Procurement Integrity
- Information Security
- Insider Trading
- Conflicts of Interest
- Global Bribery
- Corruption Awareness

Jacobs and its affiliates and subsidiaries have always followed the highest principles of business conduct, integrity, and ethics. That is the reputation we now enjoy. We intend to keep it. Our corporate policy concerning business conduct, integrity, and ethics for the United States and internationally is available on our public Web site: [www.jacobs.com](http://www.jacobs.com).

## **PUBLIC FILINGS**

### **SEC Regulations**

Jacobs is a publicly traded company on the New York Stock Exchange\ (NYSE: JEC), and we are regulated by the U.S. Securities and Exchange Commission (SEC). For additional information about Jacobs, please see our *2014 Form 10-K* and other filings available on the Investor section of our public Web site [www.jacobs.com](http://www.jacobs.com).

## **ORGANIZATIONAL PROFILE**

### ***Change in company leadership:***

In November 2014 our President and Chief Executive Officer, Craig L. Martin, announced his retirement, which was effective December 26, 2014. Also a member of the Board of Directors, Mr. Martin elected to retire for health reasons. Mr. Martin entered into an agreement to provide continued services for at least one year following his retirement as an executive to help ensure a smooth transition to new leadership.

The Board of Directors appointed Noel G. Watson to serve as Executive Chairman until a new CEO is appointed. Mr. Watson has been Chairman of the Board since 2004, and was Chief Executive Officer from November 1992 to April 2006. He was also the President from 1987 until July 2002.

Consistent with its succession planning, the Jacobs Board initiated a search process to identify a permanent CEO. That process is ongoing at publication time of this 2015 Sustainability Report. The search process is led by a Committee of the Board consisting of Mr. Watson and the chairs of the Human Resource and Compensation Committee and the Nominating and Corporate Governance Committee, with the assistance of an executive search firm. The search process includes a full review of internal and external candidates.

### ***Significant Changes in Size, Structure, & Ownership***

Significant acquisitions for the latter half of 2014 and early 2015:

- In January 2014, Jacobs acquired the assets of FMHC Corporation (FMHC), headquartered in Chicago, Ill. FMHC is a nationwide provider of turnkey wireless communications site development, design, network deployment, construction, and related services to clients operating in the wireless telecommunications industry.
- In February 2014, Jacobs acquired Eagleton Engineering, LLC (Eagleton), headquartered in Houston, Texas. The acquisition enhances Jacobs' capabilities in midstream and upstream pipeline engineering, design, and field surveying services.
- In April 2014, Jacobs entered into an agreement to acquire Federal Network Systems (FNS), a subsidiary of Verizon Communications headquartered in Ashburn, Va. The closing of the transaction was subject to various conditions and

# Appendix

was finalized in early summer of 2014. FNS provides systems integration and communication, information technology and data security solutions for the global market; with particular focus on supporting the intelligence community, the Department of Defense, and federal civilian customers. Its workforce of more than 750 employees designs, integrates, secures, operates, and maintains highly complex mission critical voice, data, and video networks.

- In April 2015, Jacobs acquired a controlling interest in Suzhou Han's Chemical Engineering Co., Ltd. (SHCE) in China. The company is now Jacobs Engineering (Suzhou) Co., Ltd. SHCE has two specialty Class A design licenses in China's Chemical, Petrochemical and Pharmaceutical (CPP) industry, which allow the firm to provide engineering design for all types of chemical projects in China irrespective of project size; plus procurement and project management services for various projects in China. Jacobs' Shanghai operation currently has an industry Class B design license for the CPP industry in China, and has successfully executed a substantial number of EPCM projects for global clients investing in China. In addition to enhancing Jacobs' capabilities in China by bringing the Class A design licenses, the acquisition adds an engineering office in Suzhou, Jiangsu Province, and brings Jacobs' personnel count in China to more than 500. These combined resources enable Jacobs to offer customers in China a complete spectrum of services for all types of chemical and petrochemical projects.

There has been one change to our Board of Directors in FY2014: Craig Martin, President and CEO of Jacobs, retired in December 2014. See Organizational Profile in Appendix for additional information.

## GOVERNANCE, COMMITMENTS, & ENGAGEMENTS

### ***Membership in Associations & Advocacy Organizations***

Jacobs is involved with, holds membership in, or has employees who hold membership in many associations and advocacy groups worldwide. These include the American Institute of Architects, the American Public Works Association, the International District Energy Association, the Society of American Military Engineers, the National Society of Professional Engineers, the Urban Land Institute, and more. The specific number/listing is too extensive for this report. We encourage employees to participate in organizations that provide continuing education, industry insight, the opportunity to participate in community, and more.

### ***List of Stakeholder Groups Engaged by the Organization***

At Jacobs we are committed to being open and transparent for our stakeholders. Our stakeholders are, inclusively, our clients, employees, shareholders, subcontractors, suppliers, business associates, the communities where we work and live, and society at large.

### ***Stakeholder Engagement***

We engage in open and transparent communication with our stakeholders in various ways at many levels every day. As required by the GRI guidelines, the following information details the ways in which we engage with specific stakeholder groups. The basic tenets of our core values — people, relationships, growth — provide the structure for all of our engagements.

**Our Clients** — We are a relationship-based company. Our Client Expectation and Client Satisfaction Surveys are a formal process that allow us to go beyond the traditional expectations of safety, cost, and schedule, to truly understand our clients' expectations. The survey process creates a unique venue and opportunity for our employees to align with clients on sustainability issues, and to determine a course of action. We measure ourselves against meeting client expectations and pinpoint where we can improve. Our resulting improvements are not just words, but suggestions put into action. Over the years our Client Satisfaction Survey scores have increased, and, in 2014 we had a record high of nearly 92 percent. We are proud of this accomplishment and driven to continue to improve these scores year after year.

**Our Investors** — We are committed to transparency, and communicate regularly with our shareholders and other contacts in the world financial arena. As a publicly traded company on the New York Stock Exchange, we are regulated by the U.S. Securities and Exchange Commission (SEC). More information on our responsibilities to our shareholders can be found on [www.jacobs.com](http://www.jacobs.com).

**Our Employees** — Due to the size and geographic diversity of our company, it is vital that we actively engage with our employees. We do this through a variety of methods, from face-to-face interaction, to a robust intranet site, to training programs and all-employee e-mails.

### ***Examples of Specific Activities***

In September 2014 we launched a new Leadership Foundations program beginning with a Leading People course with 169 people trained and 59 facilitators prepared for roll out to all supervisors in their respective regions and functions.

Our Annual Business Meeting brings together a mix of our top leaders at the beginning of each fiscal year. Fiscal results for the previous year and goals for the next 18 months are reviewed.

Creation of a CEO Annual Video, which is distributed throughout the company.

We have established and facilitate four employee inclusion networks aimed at employee development and collaboration. These are the Women's Development Network (designed for professional women), the Futures Network (designed for employees with less than five years of work experience), and the Next Network (designed for employees between six and 10 years of work experience), and the Inclusion Network (designed for employees leading inclusion efforts within their respective regions). The Jacobs Inclusion Network focuses on understanding the many facets of inclusion and the opportunities it presents to our business. We do more than respect and value diverse perspectives, we seek them out and embrace them, fostering a highly collaborative environment where people are empowered to contribute. They bring fresh approaches to solving problems and the innovation we need to prosper in a global market, benefiting all Jacobs stakeholders – be they employees, customers, or shareholders.

Through these networks we sponsor skills development through local meetings, conference calls, WebExs and information sharing and have ongoing engagement from greater than 6000 employees across Jacobs.

We also offer self-paced development modules and resources through our "Grow Your Own Skills" program that are aligned to competencies critical within Jacobs.

# Appendix

## **Training: Average annual hours of training per employee = 18**

Jacobs designed and initiated implementation of upgrades to our Learning Management System to advance our online learning offerings, and improve our management and tracking of employee training. In the meantime, through surveying of each operating unit we estimate that employees complete at least an average of 18 hours per year of formal training internal to Jacobs.

In addition to this formal training, we sponsor a number of conferences that are in large part designed as learning events, with global teams established well in advance. Thus we add development opportunity in the planning and conduct of the sessions offered to engage all participants. In FY14 those conferences included:

- Inclusion Conference, 145 leaders from 20 countries representing all regions and corporate functions
- Futures Weekends, including 280 early career professionals from 19 countries; for employees with less than five years of experience in the workplace
- Annual Business Meeting, including 268 of our most senior leaders representing 21 countries

We follow the laws, rules, and regulations of every place and country in which we work. Our core values reinforce our standards of ethical, humane treatment of all people. We take action every day to ensure a safe, inclusive, and engaging work environment for our employees, our clients, and our stakeholders. Therefore, we have developed programs and processes that help us track and improve our policies on diversity, safety, the environment, and human rights wherever we work around the globe.

### ***Human Rights & Labor Laws***

All employees are expected to comply with all laws, rules, and regulations of all U.S. and non-U.S. governmental entities, and other private and public regulatory agencies. Adhering to human rights and labor laws is of great importance to us and we expect the companies we associate with to do the same.

Human rights and labor are the most prominent prequalification criteria of our partner and subcontractor evaluation and selection process. We do not work with any company that does not respect the United Nations' Universal Declaration of Human Rights. All partners and subcontractors must also adhere to the international labor conditions defined by the International Labor Organization (ILO). We screen 100 percent of prospective partner and subcontractor companies before entering into any contract. This includes a review of ethics, human rights regulations, labor conditions, safety standards, quality measures, environmental policy, cost, and schedule. If a company does not qualify on any of these terms, our policy deems we do not work with that company.

Our prequalification process for vendors and suppliers is the same as the process for partners and subcontractors. For qualified suppliers with whom we enter into a signed contract, a monitoring system goes into effect.

Our employees are trained in all applicable laws, and our inspectors and project personnel serve as our "ears on the ground," to monitor all aspects of the vendor's initial qualification.

Hours of training on human rights in FY14 totaled more than 28,283 hours and included nearly 29,500 people.

### ***Code of Conduct at Jacobs***

- Code of Conduct at Jacobs: 29,474 people at 45 minutes per course = 22,105.5 hours
- Ethics and Anti-Bribery/Corruption training: 2,976 employees at 1 hour per course = 2,976 hours
- Inclusion Conference: 145 leaders at two eight-hour days per course = 2,368 hours
- Jacobs College, Ethics: 85 leaders at 2.5 hours per course = 212.5 hours
- Ethics: 268 Senior Leaders at a 45 minute presentation at the FY14 Annual Business Meeting = 201 hours
- Jacobs Future Network Weekends, Project Ethics: 280 early career professional employees at 90 minutes per course = 420 hours

### ***Diversity***

As a global industry leader, Jacobs employs a dynamic mix of people to create the strongest company possible. Jacobs' policy forbids discrimination in employment on the basis of age, culture, disability, education, gender, region of national origin, sexual orientation, physical appearance, race, or religion. We are an inclusive and diverse company with people of all different backgrounds, experiences, cultures, styles, and talents. We enter into partnerships with various minority and women's professional groups, including the Society of Women Engineers, the National Society of Black Engineers, the Society of Hispanic Professional Engineers, and the National Action Council for Minorities in Engineering.

Diversity is a key factor in the way we interact with our vendors, and is a required element in our procurement decision matrix. Our Jacobs Global Supplier Database (JGSD) of suppliers and contractors serves as a repository for all data and provides the information to manage our ongoing relationship development with small and diverse companies.

### ***Security***

Our global security function has been in place since mid-FY13, furthering our BeyondZero culture and working to protect our personnel and partners. In addition, we have added a crisis and continuity component to keep our people secure, minimize disruption to our operations, and to ensure effective response capabilities. Due to identified risk and regulatory standards, in some Jacobs operating countries this means accepting protection from host country military, army, police, gendarmerie, or paramilitary. Jacobs' provisions when working with police or armies requires for any security arrangements to be approved and accepted. They must foster human rights and be consistent with international standards of law enforcement.

# Appendix

In engaging with any third-party security resource to provide protection, the following principles apply:

- Respect international laws and those of the host country, in spirit and letter.
- Ensure that all staff and contractors apply the highest moral and ethical standards, particularly to human rights as documented in the Voluntary Principles on Security and Human Rights and the Oil & Gas Producers (OGP) Guide to Firearms and the use of force.

We endeavor to ensure that the security forces working with us are properly trained and operate within the framework of our principles.

Any report of a human rights and/or security violation will be promptly investigated. Our employee resources such as the Code of Conduct and Jacobs Integrity Hotline help ensure human rights issues are identified and addressed.

## ***Anti-corruption, Ethics, and Business Integrity***

- Business Code of Conduct with Online Anti-Corruption Policy Training: 29,474 employees completed in FY14, which represents 79 percent of our staff
- Global Anti-Corruption: new course rollout scheduled in FY14 for 4,000 people
- Jacobs College, Ethics: 85 leaders at 2.5 hours per course = 212.5 hours
- Annual Business Meeting, Ethics with the Chairman of the Board: 268 senior leaders at 45 minutes = 201 hours
- Jacobs Future Network Weekends, Project Ethics: 280 early career professional employees at 90 minutes = 420 hours

## **ECONOMIC**

### ***Economic Performance***

Economic Value Generated and Distributed, Including Revenues, Operating Costs, Employee Compensation, Donations and Other Community Investments, Retained Earnings, and Payments to Capital Providers and Governments

Please see our Annual Report (Form 10-K) at [www.jacobs.com](http://www.jacobs.com).

### ***Market Presence***

#### ***Procedures for Local Hiring & Proportion of Senior Management Hired from the Local Community at Significant Locations of Operation***

While laws on discrimination may vary from country to country, it is the policy of the Company that there shall be no discrimination in employment on the basis of age, culture, disability, education, gender, regional or national origin, sexual orientation, physical appearance, race, or religion in any of its offices worldwide. The Company is committed to ensuring fair employment, including equal treatment in hiring, promotion, training, compensation, termination, and disciplinary action. In compliance with U.S. law, the Company also maintains a formal affirmative action program for all of its U.S. operations. Jacobs places a high value on global diversity and has created a global recruitment campaign to encourage such diversity.

With fair employment and compliance with country and local law in mind, it is common practice to give preference to candidates in close proximity to the job location, particularly when resources may not be allocated or available for relocating the candidate to the job location.

### ***Indirect Economic Impacts***

Development and Impact of Infrastructure Investments and Services Provided Primarily for Public Benefit Through Commercial, In-Kind, or Pro Bono Engagement.

Jacobs' infrastructure business includes: transportation and rail, aviation, water infrastructure, and telecommunications services delivered worldwide. We have full life-cycle capabilities, including planning, environmental, design, consulting, engineering, design-build, construction, and program management services.

# Appendix

## TOTAL WORKFORCE BY EMPLOYMENT TYPE, CONTRACT, AND REGION

Total 63,348 including Contract/Agency provided labor and Craft as of April 30, 2015

CONTINENT	STAFF Incl. contract/agency	CRAFT/SKILLED Incl. contract/agency
North America	26,285	10,990
South America	848	N/A
Europe	11,224	847
Asia (includes Middle East)	9,231	N/A
Australia (includes New Zealand)	3,773	N/A
Africa	150	N/A
Antarctica	N/A	N/A
<b>Totals</b>	<b>51,511</b>	<b>11,837</b>

## TOTAL WORKFORCE BY GENDER & AGE DISTRIBUTION (AS OF APRIL 2015)

DEMOGRAPHIC		WORKFORCE
<i>Gender</i>	Female	19.8%
	Male	80.2%
<i>Age Groups</i>	Younger than 30 years old	13.8%
	30-50 years old	49.2%
	Older than 50 years old	32.9%
	Age not provided/incorrect	4.2%

## SOCIAL PERFORMANCE

### **Labor Practices and Decent Work**

Voluntary Turnover Rate for the 2014 Fiscal Year was about 12.57 percent globally.

### **Percentage of Employees Covered by Collective Bargaining Agreements**

Approximately 6,236 employees are covered by a collective bargaining agreement. This includes contract/agency craft personnel.

## SOCIAL PERFORMANCE: PRODUCT RESPONSIBILITY

### **Product Responsibility, Programs for Adherence to Laws, Standards, & Voluntary Codes Related to Marketing Communications, Including Advertising, Promotion, & Sponsorship**

Jacobs is an international provider of professional services. The core of our business model is our relationship-based philosophy. We do very limited advertising and promotion. When we do engage in marketing activities, we adhere to the strict standards in our Business Code of Conduct. It is Jacobs' policy that any marketing materials featuring our clients are fully reviewed and approved by the client. Usage rights of all materials are always verified and obtained.



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To access the *2015 Sustainability Report*  
on our Web-site, visit  
**[www.jacobs.com/sustainability](http://www.jacobs.com/sustainability)**

***Jacobs: We See Sustainability Differently***

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