



JACOBS[®]

2011 SUSTAINABILITY REPORT

We See Sustainability Differently

LETTER FROM PRESIDENT & CEO



I am pleased to share our *2011 Sustainability Report* with our clients, colleagues, and employees. We continue to make progress in our sustainable initiatives and, as always, to look at sustainability through the lens of our core values. That perspective reinforces our philosophy, “We See Sustainability Differently,” and ensures we maintain our unique focus on sustainability within our company while creating value for all stakeholders.

Our core values — People are our greatest asset; We are a relationship-based company; and Growth is an imperative — drive our leadership, business practices, and culture. Through the ups and downs of the market, adherence to our core values helps us stay the course and run an ethical, relationship-based, and cost-conscious business — a sustainable business.

The last few years have been a tumultuous time in the marketplace; consequently, we have learned a great deal about how to help our clients and our own company sustain through difficult circumstances for the long term by rethinking the way we use our resources. As we move further into 2011, we see stronger signs of economic recovery and increasing opportunities related to sustainability. Jacobs continues to be committed to delivering the best possible outcomes for our clients, including helping them address their sustainability issues and challenges. Our low-cost posture, emphasis on efficiency, and commitment to providing superior value to our clients never change, regardless of market conditions.

As we did last year, we utilize the Global Reporting Initiative (GRI) sustainability reporting framework to ensure clarity and consistency of our reporting. Identifying opportunities to improve sustainability within our company and offices remains as much of a priority as it is to help our clients achieve their sustainability goals. This year’s report shares new steps and commitments Jacobs has made to advance our sustainability initiatives both internally and for our clients.

From sustainable processes and tools that support our clients, to specific project examples, to accountability on our own internal sustainable practices, our 2011 report highlights achievements of the past year and reiterates our commitment to a safe and sustainable future.

As you read our report, I invite you to look not only at the sustainable services we provide our clients, but also at how our unique approach to sustainability informs and enhances all of our practices. When we see sustainability through the lens of our core values, we hold true to all we believe in as a company, and that moves us onward to a safe and sustainable future.

A handwritten signature in black ink, appearing to read 'C. L. Martin', written over a horizontal line.

Craig L. Martin

President & Chief Executive Officer

PREFACE



Collating all our work for possible inclusion in our *2011 Sustainability Report* has demonstrated to me just how far our unique approach to sustainability has come in a single year: The number of clients and business requests we have serviced across the world has grown tremendously.

Sustainability issues are now an intrinsic part of many clients' corporate policy statements, and it is very satisfying that we have been able to help them achieve their objectives.

We believe our focus on helping customers identify sustainable solutions and designs is the most effective way we can meet our corporate citizenship obligations. Of course, the efficiency of our solutions, design input, and cost savings are an added bonus — as they benefit all of our stakeholders.

As we release our third *Sustainability Report*, the way we focus on sustainability through the lens of our core values has intensified. We are more committed than ever to our approach — to seeing sustainability differently. That means enhancing our low-cost posture, seeking and implementing efficiencies in processes and projects for ourselves and our clients, and staying abreast of the ongoing changes and advances in environmental and sustainable regulations worldwide.

Sustainability at Jacobs remains an integral part of our Health, Safety, and Environment program and ties directly to our Culture of Caring. This year we are proud to note that our intense focus on safety was recognized by the Occupational Safety and Health Administration with Voluntary Protection Programs Corporate Participant status.

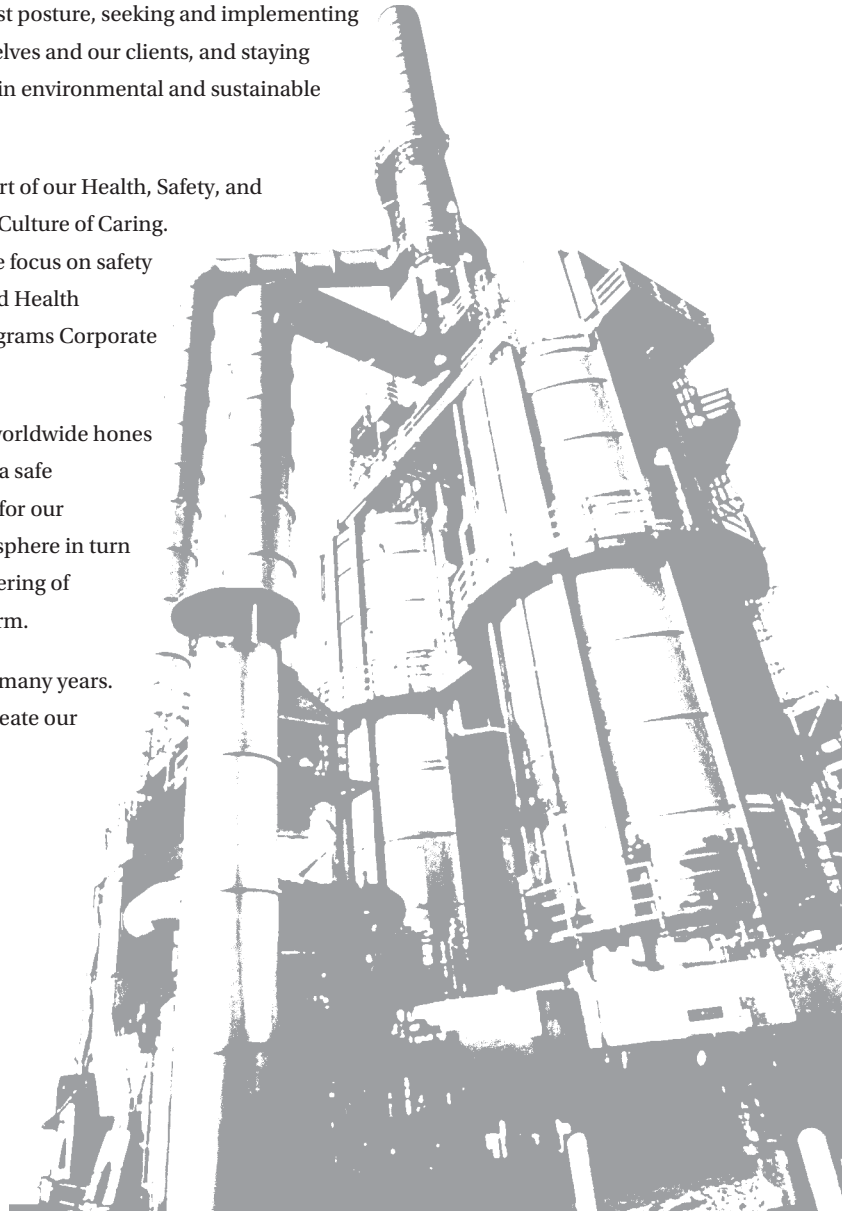
Our commitment to safety in our operations worldwide hones our commitment to sustainability. In creating a safe workplace, we create a sustainable workplace for our employees, colleagues, and clients. This atmosphere in turn lends itself to energetic and enthusiastic furthering of sustainable practices for our clients and our firm.

Sustainability has been part of who we are for many years. It remains so today, and will continue to permeate our culture in the future.

A handwritten signature in black ink that reads "Colin Edwards". The signature is written in a cursive, flowing style.

Colin Edwards

Senior Vice President, Quality and Safety





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Read on to learn about our sustainable initiatives and efforts for our clients and our company.

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OUR PHILOSOPHY

1 PHILOSOPHY

Jacobs® is committed to building a stronger company, 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.



We See
Sustainability Differently

Sustainable Development is the delivery of competitively priced goods and services that satisfy human needs and bring 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.

This is an encompassing definition of sustainable development. At Jacobs we reinforce it with a solid foundation. Our core values are that unshakable foundation, the base that allows us to see sustainability differently, ensures our commitment to sustainable development crosses regions, cultures, departments, and disciplines, and permeates all that we do.

The following pages illustrate the connection between our philosophy, our core values, and the principles of sustainability that help guide us. While these facets keep us grounded and steadfast in our mission, we are guided and engaged by much more: our clients, employees, our board of directors, and our unwavering commitment to run a diverse and ethical business.

As you explore the various sections of this report, discern the numerous elements that build our approach to sustainable leadership and observe them put into action through our business and our employees, it becomes clear that at Jacobs...

We see sustainability differently.

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 a Relationship-based Company, Growth is an Imperative — align so well with the core drivers of sustainability.

Our core values, like the core tenets of sustainable development, are inextricably linked. Each balances the others, for a cohesive whole. That balance among our core values provides the framework that allows 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

The human side of our company — our people — is our most valued asset, which is why we focus so strongly on safety for all 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 and the force in bringing the best business results to our clients. This means they are skilled and experienced in the delivery of sustainable development and design, and related services. We come from diverse backgrounds, speak various languages, and live in geographies around the world. We are residents of New York, Paris, Dubai, Shanghai, and beyond, and yet we work without boundaries. This diversity strengthens our ability to offer innovative and sustainable solutions all over the world for both our clients and our communities. It is ultimately our people who help make our collective environments a more safe, more efficient, and more sustainable place to live.

We are a Relationship-based Company

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 the tangible, technical solutions that really 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 grow our profit by 15 percent year after year — every 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. Such laser focus on our own costs allows us to offer competitively priced services. Better yet, 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.



Seven Principles of Sustainability

Jacobs is a company that is 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 foundation, these seven principles illustrate the way sustainability is woven into the fabric of our company.

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 we are currently more than 90 percent. We are proud of this accomplishment and driven to continue to improve these scores year after year.

1. Sustainable development is a corporate priority

Our core values exemplify our commitment to sustainable development. Our policies, programs, and practices comply with laws, regulations, and good practices of sustainable development.

2. We seek broad, deep capabilities and services

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.

3. Sustainable development is integrated into our business

We integrate appropriate sustainable practices, including continuous performance improvement processes, into our work processes and programs.

4. We strive to broaden our sustainable influence

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.

5. Our facilities and operations follow sustainable principles

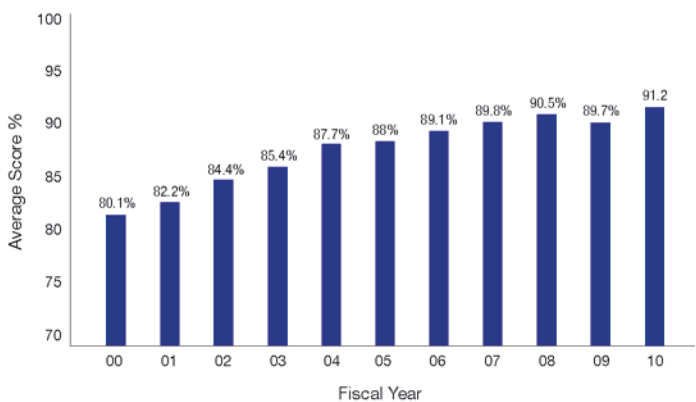
We apply economically sound sustainable development principles to our business and seek to maximize energy efficiency, use renewable resources, and minimize waste. Our activities are undertaken with a commitment to prevent serious or irreversible impacts on our environment.

6. We encourage others toward sustainable development

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 government and non-government organizations.

7. We are open and transparent, responding to concerns as they arise

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.



Historical Client Satisfaction Survey Results

1 PHILOSOPHY

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 The U.S. Securities and Exchange Commission (SEC). More information on our responsibilities to our shareholders can be found on 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

- Our People Metrics employee opinion survey, conducted bi-annually, gathers employees' perceptions about their work experience. In 2011, more than 29,000 employees participated in our People Metrics survey. We have found from our survey results that we have a highly engaged workforce and strong survey results as compared with other companies in the professional service area.
- 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.



Annual Business Meeting



Jacobs' Professional Women's Collaborative

- Creation of a CEO Annual Video, which is distributed throughout the company.
- Jacobs' Professional Women's Collaborative, created in 2006, provides women the opportunity to build multi-national networks, develop leadership and technical skills, and enhance their careers at Jacobs. In January of this year, a Women's Collaborative page was launched on JNet, our internal Web site. This page includes an "Employee Spotlight," a "Women on the Move" highlight feature, and other resources.

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 an internal program that promotes a 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, three percent of 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.

**Commitment to Excellence:
Safety at All Levels**

**Jacobs Recognized with OSHA VPP
Corporate Participant Status**

Our BeyondZero® philosophy was illustrated in 2010 when Jacobs was recognized by the Occupational Safety and Health Administration (OSHA) with Voluntary Protection Programs (VPP) Corporate Participant status. This recognition is currently held by only seven other corporations. The VPP Corporate Participant status reflects our company-wide commitment to safety. Jacobs has long been an industry leader in employee safety and VPP recognition. Since being recognized with its first VPP Star Site in 1996, Jacobs has successfully supported and confirmed 29 VPP Star or demonstration sites.

**Singapore Operations Wins National
Health and Safety Award**

Jacobs' Singapore operations recently received the Workplace Safety & Health (WSH) Excellence Award from the Singapore Ministry



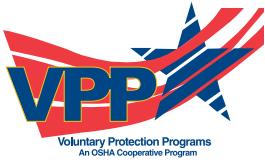
of Manpower (MOM) and Workplace Safety & Health Council. The prestigious honor was awarded in recognition of consistent performance in safety and health by Jacobs in Singapore. The award is the highest level of safety recognition in Singapore.

To qualify for this year's award, Jacobs achieved the Gold Award standard for the last three years. Jacobs is the only engineering and construction contractor to receive the Excellence Award in 2010.

Projects Win Safety Awards

In 2010 Jacobs won safety-related awards on several specific projects:

- Merck VBF Project; Durham, North Carolina, United States
- Trawsfynydd Decommissioning Site- Care and Maintenance Preparation Project; United Kingdom
- Moomba Regenerative Gas Heater Project; Australia
- Thirty-five of our projects completed calendar year 2010 without experiencing any injuries.



Governance

We are proud to have a strong and independent Board of Directors. The 12-member Board is always to be comprised of a majority of independent directors. The Chairman of the Board is not an executive officer with Jacobs.

The Board has adopted a code of Business Conduct and Ethics for the directors of the Company. The code is intended to focus the

Board and each director on areas of ethical risk, provide guidance to directors to help them recognize and deal with ethical issues, provide mechanisms to report unethical conduct, and help foster a culture of honesty and accountability. Each director must comply with the letter and spirit of this code. More information is available on the corporate governance page of our Web site, www.jacobs.com.



Joseph R. Bronson
Director (Principal & CEO, TheBronsonGroup, LLC)



John F. Coyne
Director (President & Chief Executive Officer of Western Digital Corporation)



Robert C. Davidson, Jr.
Director (Retired. Former Chairman & Chief Executive Officer of Surface Protection Industries, Inc.)



Edward V. Fritzky
Director (Retired. Former Director of Amgen; Former President & Chairman of the Board of Immunex Corporation)



John P. Jumper
Director (Retired. Former Chief of Staff, U.S. Air Force)



Linda Fayne Levinson
Director (Former Partner of GRP Partners)



Benjamin F. Montoya
Director (Retired. Former Commander of Naval Facilities Engineering Command)



Thomas M.T. Niles
Director (Vice Chairman of United States Council for International Business; Former Ambassador to Canada)



Peter J. Robertson
Director (Former Vice Chairman of Chevron Corp.)



Linda K. Jacobs
Director Emerita



Craig L. Martin
President & Chief Executive Officer



Noel G. Watson
Chairman of the Board

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 and Corruption Awareness

2010 ethics and compliance course completions:

- Preventing Workplace Harassment: approximately 7,921 employees
- Management Leadership Course: approximately 388 employees completed 6,028 hours
- Procurement Integrity, and Global Bribery & Corruption Awareness: 2,743 employees completed training

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 relations page at www.jacobs.com for more information.

Jacobs also 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. During our 2010 Annual Business Meeting, 253 top leaders attended a one hour and 15-minute interactive session on project ethics.

EACH YEAR, OUR STAFF EMPLOYEES ARE REQUIRED TO REVIEW THE BUSINESS CODE OF CONDUCT AND REAFFIRM THEIR UNDERSTANDING.

Since 2005, Jacobs College has offered senior leader-led training with modules dedicated to ethics. Training is highly interactive, leveraging actual company scenarios. In 2010, more than 250 company leaders attended one of these programs.

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

The following concepts are woven throughout all on-line 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.

2

PROCESSES & TOOLS

2 PROCESSES & TOOLS

Solving our clients' toughest challenges and offering them the best services possible are always our leading priorities. 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.



We See
Sustainability Differently

As a global service provider doing work across multiple and varied market sectors, we are keenly aware of our clients' need for best practices to support their sustainability goals. We deliver the tangible, technical solutions that really make a difference to our clients' social, economic, and environmental goals, resulting in a solid triple bottom line.

The following pages detail our overarching project development methodologies, as well as provide just a few examples of the types of tools we use to support each phase of the project life cycle of plan, design, build, operate, and maintain. We also address industry standards and regulations, with particular emphasis on safety and the environment, and our commitment to exceeding expectations.

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 the community. We also believe that our employees adoption of our core values, culture of caring, and commitment to ethics and integrity brings our clients a higher level service, ultimately resulting in more sustainable solutions across the globe.

Health, Safety & Environment

Launched in 2007, Jacobs Safety Information Management System (JSIMS) is our multi-lingual, Web-based system that tracks safety incidents, including environmental safety, around the globe. JSIMS supports analysis of incidents, reporting, follow-up, and sharing of lessons learned at the project and office levels. JSIMS allows us to collate useful information on the types and root causes of incidents so we can best identify improvement opportunities by client, region, industry, contract type, and more. All environmental incidents are recorded in JSIMS to ensure visibility, discipline, and a history of lessons learned.

Planning

Jacobs System to Ensure Project Success (JSTEPS)

JSTEPS is the Jacobs system that demonstrates repeatability. Repeatable service delivery is instrumental in achieving on-time and on-budget project delivery. JSTEPS is a flexible delivery system that was 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

Carbon management is increasingly a priority for a number of our clients. To help focus our efforts in working to deliver client needs and to standardize our approach, the sustainability team in the United Kingdom developed the C-CLEAR energy management and carbon reduction tool to use during project planning. . The basic C-CLEAR method takes the project and client team through the following six steps: Communicate, Calculate, List, Evaluate, Agree, and Review.

Steps of C-Clear

- C Communicate
- C Calculate
- L List
- E Evaluate
- A Agree
- R Review

Designing & Building

Eco-charrette

An eco-charrette uses the same intensive workshop setting as a typical charrette, but the eco-charrette’s subject matter is focused on the sustainable principles of the project rather than the 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 (BIM)

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

Building Information Models can include:

- Facility sustainability analysis
- Mechanical simulation and analysis
- Daylighting
- Energy performance
- Life cycle assessment

Carbon Calculator

The Carbon Calculator was originally developed in 2007 as a result of a request from the Environment Agency (EA) in the United Kingdom. The EA, the key environmental regulator in England, commissioned Jacobs to develop a carbon calculation tool to support sustainability decisions for its flood-risk construction work. The Carbon Calculator calculates the embodied carbon dioxide of materials, plus CO₂ associated with transportation of those materials. Since 2007, 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 their project needs.

Operating & Maintaining

Commissioning

Commissioning describes services designed to continually improve asset management and performance and plays an important role in sustainable design. At Jacobs, commissioning goes beyond industrial facilities and buildings. Maintaining system performance of any asset contributes to increased energy efficiency over the life cycle of the asset and furthers the sustainable goals of our clients. At facilities we operate, our goal is a safe and environmentally sound system that performs at the highest level throughout the project life cycle. We strive to maintain performance that is within 98 percent of the original design performance level.

Jacobs Sulfur Solutions

We are the global leader in treating gas and recovering sulfur from fossil fuels for the global heavy industrial and process markets. We supply expertise, technology, and full delivery for cost-effective sulfur recovery plant operations. We find optimal solutions using open processes, our proprietary SUPERCLAUS® and EUROCLAUS® technologies, or others that we sub-license. Our technologists are experts in all of the key processes to maximize “Sulfur Block” performance. These include gas/liquid treating technologies, NH₃ destruction, hydrocarbon destruction, O₂ enrichment, sulfur degassing, and sulfur handling.



Getting Results

JacobsValue+SM

JacobsValue+SM

JacobsValue+SM is an outstanding example of a program that 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 2010, we saved or avoided an estimated \$3 billion that was passed on to our clients through our JacobsValue+SM program.

JacobsSustainability+SM

JacobsSustainability+SM

JacobsSustainability+SM is a data capture tool designed by a global team of Jacobs sustainability experts and is a complement to our JacobsValue+SM tool. Phase 1 of JacobsSustainability+SM, released in summer 2010, was designed to capture sustainable-related information, specifically in regard to carbon savings, green buildings, and energy incentives. In addition to capturing this information, the tool is intended to create and nurture an inspiring environment for our project teams to develop ideas targeted at both energy efficiency and the reduction of carbon emissions.

Phase 2 of the tool's development is planned to be an expansion to include capture of additional sustainable practices and results. Because this tool fits easily within our existing Quality Data System, as it evolves it will continue to bring added value to our clients.

**Beyond Standards:
Exceeding Expectations**

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 criterion 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.

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.

Training

- Hours of training on human rights in 2010: 25,202 hours. This equals 35 percent of employee population.
- Hours of training on U.S. Wage & Hour Laws in 2010: 3,585 hours



Jacobs Recruiting Booth Graphics

3

CLIENT PROJECT PROFILES

3 CLIENT PROJECT PROFILES

We are dedicated to not only meeting, but also exceeding client expectations and providing superior value on all projects, large and small. Our sustainable principles and practices are designed to help our clients achieve success by improving their projects, their businesses, and their bottom line. The following pages of project profiles illustrate the way our sustainable services cross all market sectors and geographic boundaries.



We See
Sustainability Differently



The Energy Center recently received LEED Platinum certification from the U.S. Green Building Council, making it the nation's **first LEED Platinum power plant**, as well as the **first on-campus LEED Platinum building**.

Oregon State University

Energy Center

Corvallis, Oregon

Jacobs served as engineer-of-record for Oregon State University's (OSU) new Energy Center, a 6.5-megawatt cogeneration facility. Jacobs provided pre-design and consulting, schematic design, design development, construction documents, bid support, and construction administration for the project. The Energy Center received LEED Platinum certification from the U.S. Green Building Council, making it the nation's first LEED Platinum power plant, as well as the first on-campus LEED Platinum building.

OSU's old heat plant, which was built in 1923, had long outlived the useful life of its boilers and was seismically unsound. The new energy facility generates about 50 percent of the university's electricity demand on-site, provides an annual cost savings of \$600,000 to

OSU, and reduces carbon-dioxide (CO₂) emissions by an estimated 38 percent over the old plant.

As a LEED Platinum building, the Energy Center's sustainable features include rainwater harvesting for makeup water, hot water generated by using heat recovery from the steam system, a white reflective roof, water-efficient landscaping, recycled building materials, natural ventilation, and natural lighting. Reduced water consumption was achieved through rainwater capture, and natural ventilation and lighting contributed to the building's electrical efficiency, which is 52 percent better than the Oregon Building Code maximum. The net result of cogeneration is increased efficiency in the facility's energy production on site.



The incineration process (regenerative thermal oxidizer) chosen for this plant is expected to minimize fuel consumption and reduce carbon footprint.

BP

Effluent Treatment Plant Upgrade Rotterdam, The Netherlands

The Effluent Treatment Plant (ETP) Upgrade is one of several discrete projects Jacobs is executing within a five-year program for BP. The ETP project is the first of its type that we have undertaken in The Netherlands.

BP decided to install a new treatment plant that utilized a more robust and flexible biological treatment technology to satisfy very stringent Dutch emission requirements. The licensor for the Effluent Treatment Technology did not have the expected level of experience with abatement and treatment of off-gases, so Jacobs assumed this part of the project. After studies, internal technology transfer, and visits to BP sites in Germany, we selected an incineration process (regenerative thermal oxidizer) that minimizes fuel consumption and reduces the carbon footprint.

The Effluent Treatment Plant (ETP) Project Select Stage ended in 2010. This process involved evaluating several options, performing life-cycle cost analyses, and applying Jacobs Value Enhancing Practices (JVEPS) for Technology Selection and Reliability Modeling.

During the Select Phase Jacobs earned Client Survey scores of 98 percent and 90 percent. Due to those high scores as well as our ongoing BP Program achievements, BP chose to continue with Jacobs for the Define Phase rather than issue an EU Tender; we are currently at the 10 percent completion stage.

The principal agreement has been made for the Execute Phase, which is scheduled to begin in October 2011.



The windfarm provides **1.1 terawatt-hours (TWh)** annually, sufficient to supply **350,000 families** with electricity and to prevent CO₂ emissions of **450,000 tons per year**.

Belwind

Belwind Offshore Windfarm Phase 1 — Offshore High Voltage Station Off the coast of Zeebrugge, Belgium

Belwind completed an offshore windfarm 50 kilometers from the Belgian coast. Built in two phases of 55 wind turbines each, the project has a total installed power of 330 megawatts.

Every year, the windfarm provides 1.1 terawatt-hours (TWh), which is sufficient to supply 350,000 families with electricity and to prevent CO₂ emissions of 450,000 tons per year.

Belwind awarded the design-and-build contract to Van Oord, B.V., who subcontracted the design, construction, and installation of the Offshore High Voltage station, the booster station, and all cable works to the joint venture Seawind OHVS.

Jacobs assisted Seawind OHVS with project management, planning, 3D design, procurement, and Health, Safety, and Environment activities for the Offshore High Voltage Station.



43 tons of PCBs removed from the river

\$4 million saved for the client through project design

Ecosystem recovery

Carbon emissions reduction

United States Army Corps of Engineers New England District

New Bedford Harbor Superfund Site

New Bedford, Massachusetts

In a contract with the United States Army Corps of Engineers New England District through an inter-agency agreement with the United States Environmental Protection Agency, Jacobs is in the process of dredging approximately 880,000 cubic yards of contaminated river sediment from New Bedford Harbor.

Covering approximately 170 acres of an urban tidal estuary, the New Bedford Harbor Superfund site is one of the largest ongoing Superfund cleanup sites. The project faces challenges from the tidal environment, the estuarian wildlife, and the urban surroundings.

Jacobs has removed 43 tons of polychlorinated biphenyls (commonly called “PCBs”) from the river to date and further promoted ecosystem recovery and reduction of health risks by using environmentally sensitive lubricants and

hydraulic oils in heavy equipment. We have reduced carbon emissions to the environment through a number of process improvements, and have also transported waste from the site to a controlled landfill using railroad instead of trucks, which uses less fuel and reduces the energy consumption of the project.

Jacobs proposed a more efficient, cost-saving design consolidating two major treatment trains into one facility. Once approved, we avoided the construction of a separate wastewater treatment plant approximately one mile from the dewatering plant and eliminated a pipeline that would connect the two plants, thereby saving a negative impact to the environment as well as saving \$4 million for our client. Lastly, we scheduled dredging operations during the months of the year when daylight is longest, thereby reducing the demands for light and heat.



Removed soil that contained approximately **550 pounds** of PCBs

Restored natural environment

Park now safe for human use

Remediation complete

United States Army Corps of Engineers New England District

New Bedford Harbor — North of the Wood Street Bridge Superfund Site

New Bedford, Massachusetts

In a contract with the United States Army Corps of Engineers New England District (NAE) through an inter-agency agreement with the United States Environmental Protection Agency (USEPA), Jacobs is restoring 170 acres of an urban tidal estuary as part of the New Bedford Harbor Superfund cleanup.

In the northern reaches of the Acushnet River, north of the Wood Street Bridge that connects the city of New Bedford to the village of Acushnet, an immediate removal action was implemented to remove the most highly contaminated soils so they would no longer act as a source of contamination for the downstream portions of the river.

To complete the cleanup of this stretch of the river, Jacobs has excavated a half-acre recreational park area to eliminate a high-risk hazard for PCB exposure by humans and wildlife. The excavation removed approximately 1,000 cubic yards of soil that contained approximately 550 pounds of PCBs. We backfilled and graded the area and planted native grasses and shrubs to recreate the natural environment for rehabilitation. The backfill, seed, and shrubs were provided by local businesses. The park is now safe for human use and a habitat for native species, and remediation is complete in the northern stretch of the river.



The Myplace project achieved the landmark design of a Zero Carbon building. The facility creates a safe environment for youth to meet and gain skills and confidence.

London Borough of Havering

Myplace Youth Facility

London, England

Jacobs provided full multidisciplinary services for the Myplace Youth Facility for the London Borough of Havering. Our responsibilities included all supplementary surveys and specialist services, from RIBA Stage A–M. Additionally Jacobs provided project management, design and technical drawings, specifications, contractor selection, construction management, and sustainability services. At completion of the project, the Myplace facility achieved the designation of a Zero Carbon building from HM Government (Her Majesty’s Government.)

The client’s goal was to design and build a youth and community facility with a unique emphasis on supporting enterprise work with young people. The new Myplace youth facility creates a center which gives Youth Facility confidence, skills, learning opportunities, counseling, and a place to meet each other in a “safe” environment and enjoy leisure activities.

Sustainability was a central focus and included: meeting the sustainability requirements of the local planning authority; designing for zero carbon and a minimum BREEAM score of Excellent; and procuring sustainable construction services.



Jacobs' common safety culture helped to achieve the target of exceeding **500,000 worked hours** without injuries.

Boehringer Ingelheim Group-Bidachem

API Synthesis II Project

Fornovo San Giovanni (BG), Italy

Jacobs is providing engineering, procurement, construction management, safety coordination, commissioning, and validation assistance services to Bidachem, the Italian subsidiary of Boehringer Ingelheim Group for the API Synthesis II Project, an expansion of its production facilities in Fornovo San Giovanni (BG), Italy. The new multi-purpose plant produces various active ingredients, including abigatran Etxilate, Boehringer Ingelheim's new drug, targeting the prevention and treatment of thromboembolic diseases.

The project includes a new production building dedicated to chemical synthesis, a pilot plant, a utility building, a new warehouse, laboratories, and support facilities.

Jacobs' common safety culture helped to achieve the target of exceeding 500,000 worked hours without injuries, managing the challenging schedule, project complexity, and strong overlap between construction and commissioning activities.



Image is a rendering of the final project

Jacobs utilized the USGBC's (LEED) NC v2.2 rating system as a guide for construction of the project, which is targeted to achieve LEED Gold rating when complete.

Colorado Army National Guard

High-Altitude Army Aviation Training Site (HAATS)

Eagle County Airport, Gypsum, Colorado

Jacobs provided architectural and engineering services from the programming phase through construction documents, with options for construction administration and FF&E, for the High-Altitude Army Aviation Training Site (HAATS) for the Colorado Army National Guard (COARNG). Located on the Eagle County Regional Airport, the site is surrounded by mountain ranges, airport facilities, and the existing HAATS facility.

One of COARNG's goal for the project is to incorporate tangible, sustainable systems, materials, equipment, and processes into the building to enhance the life of the facility, to improve the overall conditions for the occupants, as well as to preserve and protect the environment and our precious natural resources. As a result, the contract required the project to demonstrate a commitment to sustainability.

In accordance with National Guard Bureau requirements and the Colorado Army National Guard's desires, Jacobs used the LEED NC v2.2 rating system as a guide for construction of the project. The project is targeted to achieve LEED Gold rating when completed.

Additionally, Jacobs worked with the COARNG to identify environmental opportunities, evaluated all aspects of the project based on environmental issues as an economic opportunity, and considered the impact and consequence of each design decision for both the individual material and total building life-cycle. Jacobs also developed environmental guidelines to establish project goals, define the process needed to achieve those goals, and clarify expected results for successful completion of a sustainable building.

3 CLIENT PROJECT PROFILES

The environmental guidelines addressed:

- ***Site:*** Developed the site and building to: minimize disturbance, incorporate existing topography and surrounding landscaping, provide a more efficient operating building, reduce pollution, provide watershed protection, reduced heat islands, and respond to community issues to provide the most environmentally sound facility
- ***Water Efficiency:*** Designed, specified equipment, and used construction practices to protect and conserve water
- ***Energy and Atmosphere:*** Designed and constructed the building as an integrated system, with the building site, envelope, and systems working together to conserve energy and reduce negative impacts on the atmosphere and environment
- ***Materials and Resources:*** Implemented the four Rs of resource conservation: Reduce, Reuse, Recycle, and Restore as a best practice guide
- ***Indoor Environmental Quality:*** Integrated indoor air quality, pollutant control, and acoustical design principles to create buildings and spaces that are healthy and enjoyable environments for its occupants
- ***Material Selection:*** Incorporated life-cycle assessment elements and more standard criteria such as cost, aesthetics, performance, availability, code compliance, and manufacturer's warranty to adhere to sustainable principles



The tailings management process is expected to significantly improve the speed of transforming mature fine tailings into a solid landscape suitable for reclamation.

TRO is a trademark of Suncor Energy Inc.

Suncor

Tailings Reduction Operation Project

Calgary, Alberta, Canada

Oil sands mines produce tailings — left-over material produced during the extraction process that separates bitumen from the oil sand. Jacobs is assisting Suncor Energy in the implementation of the company's new TRO™ tailings management process, which is expected to significantly improve the speed of transforming mature fine tailings into a solid landscape suitable

for reclamation at Suncor's oil sands mining operations near Fort McMurray, Alberta.

Through the Tailings Reduction Operation Project, Jacobs and Suncor have aligned sustainability goals and are addressing the growing concern regarding the impact and footprint of oil sands development on the environment.



The Positive Attitude Safety System (PASS) was a significant driver in achieving **2 million workhours** without lost time incidents.

Compañía Minera Doña Inés de Collahuasi (Collahuasi)

Rosario Mine: Erection of new primary crusher, additional equipments, auxiliary facilities, material handling, and transferring to the conveyor 115-CV-203

Altiplano Desert, northern Chile

Jacobs' site management team worked with our client, Compañía Minera Doña Inés de Collahuasi (Collahuasi), to implement the Positive Attitude Safety System (PASS), which was launched at the end of 2009 and aimed to improve HSE performance at the site.

One of the largest non-ferrous mining projects in the world, Collahuasi is a copper mine and processing complex located in northern Chile on the Altiplano desert at a 4,400-meter elevation.

The PASS program, which operates in parallel with the conventional safety system, was a significant driver in achieving 2 million workhours without lost time incidents. PASS works to achieve positive and traceable results and includes:

- PASS meetings: Brief safety discussions led by a volunteer team member at the start of

each work shift, to review any incidents, injuries, and a positive event.

- Positive feedback: PASS meetings are linked with workplace positive feedback about all teams' work.
- Safe day graphs: Analysis of safety at the PASS meetings tracks and highlights safety improvements.
- Reporting system: Different levels of management review the safe day graphs in their areas of responsibility on a routine basis.
- Improvement meetings: Interlocking groups (supervisors/area leaders/shift leaders) prepare analysis of improvements.
- End of shift check: Whether individually or in teams, each employee reviews hazards encountered during the shift and suggests positive means to address them.

3 CLIENT PROJECT PROFILES

PASS strengths:

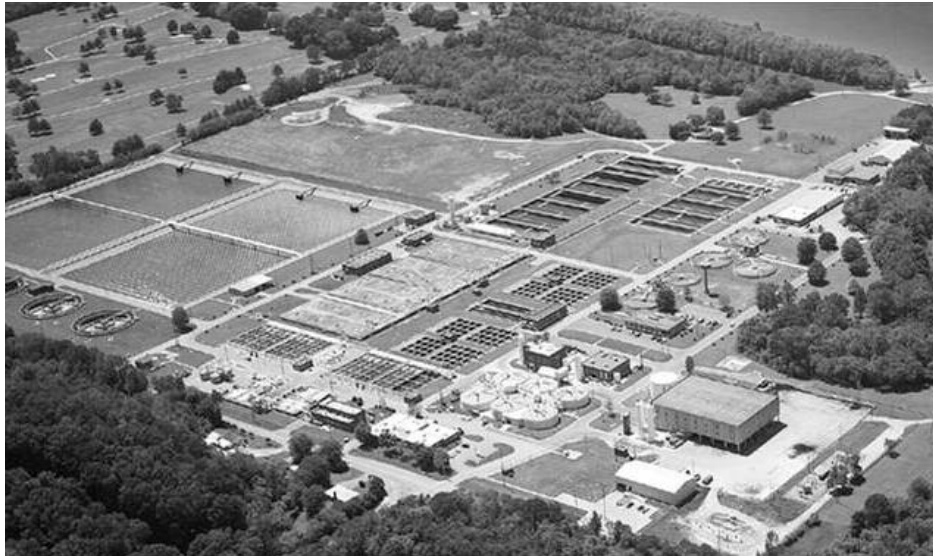
- Reinforces safe behaviors and attitudes
- Identifies and minimizes risks
- Avoids accidents and injuries
- Guides safety through use of a proactive approach
- Ensures safety is evaluated by the groups on each work shift
- Involves all of the organization daily
- Uses a long-term “lifestyle” approach
- Supports a process of leadership development and cultural change

Since PASS was implemented, the safety index at the project has improved. Collahuasi CEO Jon Evans and VP César Retamal congratulated Jacobs on our positive safety culture and our willingness to always improve.

Working closely with Collahuasi’s Environmental Department, our project team also launched a permanent ecological campaign at the site in 2010. The aim: to prevent waste impact on the native wildlife and vegetation in the surrounding desert area. The team organized an Ecological Brigade in the field, where they clean the job site and surrounding area, removing waste not related to the project. Workers from all shifts, including those from subcontractors, initiated a monthly activity to remove the rubbish accumulating in the desert.

The team considered safety and environmental measures in the campaign, for example, excluding use of polyethylene polymers, which take hundreds of years to degrade. The campaign underpinned a permanent environmental commitment to the project site and the local landscape — a commitment to aid in the conservation of the existing flora and fauna and the maintenance of a clean desert.





The project's emissions calculation models have predictive capabilities and can assess impacts to GHG emissions as a result of proposed changes in equipment or operations.

City of Chattanooga

Greenhouse Gas Inventory/Model for Moccasin Bend Wastewater Treatment Plant and Landfills

Chattanooga, Tennessee

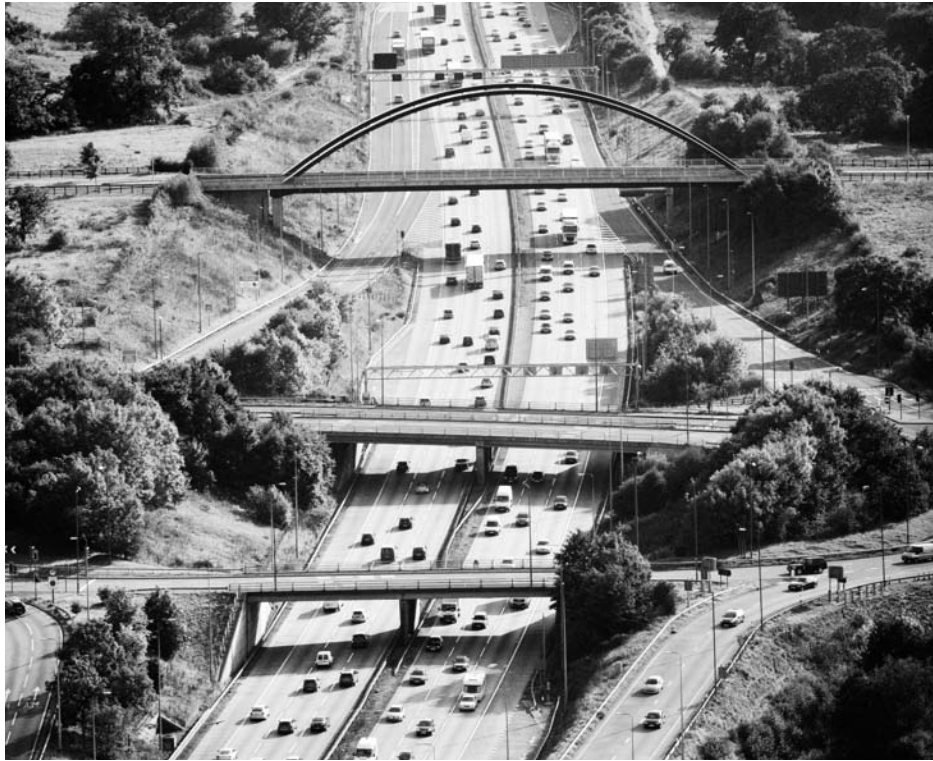
The City of Chattanooga has taken a leadership role in sustainable design and planning with the 2009 adoption of their Climate Action Plan prepared by city staff, a citizen steering committee, and with assistance from ICLEI — Local Governments for Sustainability.

In promotion of the plan, the City of Chattanooga retained Jacobs to complete a baseline Greenhouse Gas (GHG) inventory and model for its Moccasin Bend Wastewater Treatment Plant (MBWWTP) and for two municipal solid waste landfills, Summit and Birchwood.

The GHG inventories were completed using the Local Government Operations Protocol v.1.1 (LGO Protocol) as a basis to calculate Scope 1, 2, and 3 emissions from the MBWWTP and the landfills. This particular protocol provides the advantage of calculating emissions from a “bottom up” perspective, starting with a detailed inventory

of facility equipment and simple, easy-to-use software that can be updated and maintained by city staff rather than by outside consultants. Importantly, the models have predictive capabilities that can be utilized to assess impacts to greenhouse gas emissions as a result of proposed changes in equipment or operations. This predictive capability can help the City make decisions for equipment upgrades, energy efficiency implementation, and operational changes at the plant.

Jacobs also supported the City with a landfill gas-to-energy project in partnership with a new automobile manufacturing plant. We evaluated the Summit landfill for infrastructure considerations and landfill gas generation modeling in support of this project. The use of this renewable energy source is intended to assist the automaker in becoming the first U.S. auto manufacturing LEED Platinum-certified facility.



Views from internal and external stakeholders were incorporated into this program to be used by the Highways Agency as they mainstream sustainability at a national level across the organization.

Image courtesy of the Highways Agency www.highways.gov.uk

Highways Agency

Sustainable Development Framework

England

Jacobs completed a major research and development project for the Highways Agency, advising on how to create an effective and sector-leading approach for mainstreaming sustainability across its organization at a national level.

To assist with the development of the sustainability framework, Jacobs performed three in-depth studies:

- A best practice assessment of more than 200 organizations to create a clear and coherent view of how to implement a corporate framework that genuinely incorporates a mainstream approach
- A futures analysis that examined the complex range of short, medium, and longer term trends and impacts on the Agency and its work that require a sustainable response
- A stakeholder engagement program that brought together views from both internal representatives and external participants, including the agency's supply chain vendors, major public partners, and sustainability organizations

The conclusions of the studies enabled Jacobs to develop an approach for the Agency to provide a structured process for implementing a sustainability policy, program, and performance system. Importantly, the approach clearly communicates the Agency's sustainability principles and positions them as central considerations in the organization's future development and work with its partners.

The Framework recommendations were accepted and the agency is keen to begin introducing them during Summer 2011.



The DeltaWing is a technology demonstrator to highlight the possibilities of a low-drag green and sustainable competition vehicle.

Haas Automation

Windshear Wind Tunnel Testing Facility

Concord, North Carolina

The Windshear wind tunnel, located in Concord, N.C., was designed and built by Jacobs as a 100 percent commercial full scale wind tunnel. The design-build project began in 2006 and was completed in 2008. Jacobs currently provides ongoing engineering, operations, management, and business development services for Haas Automation.

The photo above shows the DeltaWing Concept Race Car on the rolling road wind tunnel being tested for Windshear, Inc.

The Windshear tunnel was selected as the wind tunnel of choice for this advanced race car concept, due to the accuracy of the on-track simulation. The DeltaWing is a technology demonstrator to highlight the possibilities of a low-drag, green, and sustainable competition vehicle.

The work we do for our clients on wind tunnels contributes to sustainability in a variety of ways, depending on specific client needs. Our work involving wind tunnels includes design of wind tunnel facilities, studies of vehicle aerodynamics and aerodynamic drag, and more.



LEED Gold certified

Water-saving irrigation systems

Ventilation system designed to meet both ASHRAE 55 and 62.1

University of North Texas Health Science Center

Medical Education and Training Building

Fort Worth, Texas

The Medical Education and Training (MET) Building at the University of North Texas' Health Science Center is LEED Gold certified and is the first facility completed within the Center's new master plan previously developed by Jacobs and Ennead Architects. Jacobs as prime A/E and Ennead Architects as design consultant provided full-service design for the project. The five-story, 112,795-square-foot facility is the home of the new multi-use 500-seat auditorium, which can be divided into two 250-seat lecture halls.

Other spaces in the building include a café and break-out meeting rooms for general use. The upper floors of the building were developed for manipulative medicine, patient simulation, and physical therapy training. A centralized atrium connects the lower floors

and forms a grand public space just outside the auditorium for campus events and meetings.

Many decisions, processes, and factors were taken into account during all phases of the project to achieve the University's sustainability goals. Sustainable features of the project include:

- Two types of sunscreens were employed to reduce direct solar gain on the building's window walls, which reduce energy usage in the HVAC system
- The building's roof materials are white in color and light-colored concrete was chosen for site paving to help reduce the urban heat island effect
- Native and adaptive trees and plantings were selected, and certain plants are zoned on the site to respect sun angles and the seasons

3 CLIENT PROJECT PROFILES

- Irrigation is timed to adjust to seasonal requirements, while water-saving drip irrigation and bubblers are used in planting beds and tree wells
- Irrigation water usage is nearly 50 percent less than a comparable building site
- In order to prevent light pollution, exterior light fixtures do not cast light up into the sky, but rather illuminate the ground plan
- Lamps and ballasts used in light fixtures were generally chosen to be fluorescent, while the auditorium fixtures were quartz halogen, chosen for its dimming capability and suitability in a high-ceiling environment
- Highly efficient plumbing fixtures are used to achieve more than 40 percent water savings when compared to a similar building
- The ventilation system was designed to meet both ASHRAE 55 and 62.1 standards in accordance with LEED guidelines
- Together, the HVAC and lighting systems, as well as building envelope efficiency measures are designed to yield a 26 percent cost savings (and 31 percent less energy consumed) when compared to a comparable baseline building



- The MET achieved a high percentage of recycled materials value, relative to the overall cost of all materials used on the project
- Throughout the duration of construction, the contractor diligently sorted and disposed of construction debris as sustainably as possible, diverting a very high percentage of construction waste from landfills
- In order to reduce energy consumption and equipment emission during transportation of building materials to the site, many products used at the MET were produced locally, including structural steel, Precast concrete, and shell limestone



MediaCityUK is the first in the world to become a **BREEAM approved sustainable community**.

The BBC buildings on the site have all achieved a **BREEAM Excellent** rating.

Peel Media Ltd

MediaCityUK

Salford Quays, near Manchester, England

Jacobs is providing civil, structural, and environmental services to Peel Media Ltd for the design of Phase 1 of MediaCityUK, a purpose-built media zone across 36-acres of Salford Quays near Manchester. As a result of incorporating world-leading sustainability into the design, MediaCityUK is the first in the world to become a BREEAM-approved sustainable community.

The development includes offices, studios, retail space, 378 apartments, a 2,200-space multi-story car park, a hotel, and a public piazza. Completion is scheduled for 2011.

The BBC is a major tenant of the development with the relocation of 2,500 staff to Salford, bringing five departments from London together with all BBC Manchester operations.

Through early planning and ongoing monitoring of the design development, the BBC buildings on site have all achieved a BREEAM Excellent rating. The site also has its own trigeneration system to provide power and hot water to the buildings.



Santos
Directors' EHS
Award for an
innovative
equipment design

Santos Limited

Moomba Regenerative Gas Heater Project

Moomba, South Australia, Australia

Jacobs is part of the Oil & Gas Solutions (OGS) team which was awarded a Santos Directors' EHS Award for an innovative equipment design to eliminate a high risk maintenance activity on the Moomba Regenerative Gas Heater project.

OGS is a Joint Venture between Jacobs and UGL, forming an EPC Alliance with Santos. The Alliance has been implementing brownfields projects for more than seven years.

Santos' Brownfields Project Team, of which the OGS team is a key member, received the Best Project or Innovation Health & Safety Award ahead of 25 other health and safety submissions.

The team developed an alternative method to remove the burner from the gas heater. The original design offered by the fabricator normally required vessel entry to the heater for an annual inspection of the internal burner.

Through an extractable burner system, the new design eliminated annual confined space entry requirements and the associated risk with this activity. A set of removable brackets were bolted to the outside of the burner assembly, which allows the entire structure to be removed using a forklift, eliminating risks from both vessel entry and manual handling.

At the award presentation, Mr. Andrew Antony, Santos' Acting Vice President Projects and Services, said of the innovation, "Here is a great example where safety has been improved, costs reduced, and productivity improved through clever design."

OGS has received three previous EHS awards for Best Contractor Safety Performance 2004, 2005, and 2007, as well as a commendation for a project environmental innovation in 2008.



Reduced water use by **30 percent**

The lighting power density reduced by **25 percent**

Low VOC levels

Rush University Medical Center

Capital Projects for Rush

Chicago, Illinois

In 2006, Jacobs entered a joint venture with Power Construction to serve as the construction manager for the major capital projects at Rush University Medical Center. The capital projects team has managed more than 80 projects of various sizes to date. Rush has made a commitment to sustainable design and all eligible projects plan to achieve LEED certification. Below are two current projects being managed by the capital team as examples of Rush's commitment to sustainability:

Outpatient Cancer Center

The Outpatient Cancer Center project includes a major renovation of approximately 42,000 square feet of existing hospital space to relocate and to consolidate the existing cancer center. This project is currently in the close-out phase and is on track to receive LEED certification under the Commercial Interiors V2.0 rating system of USGBC.

Sustainable highlights of this project include:

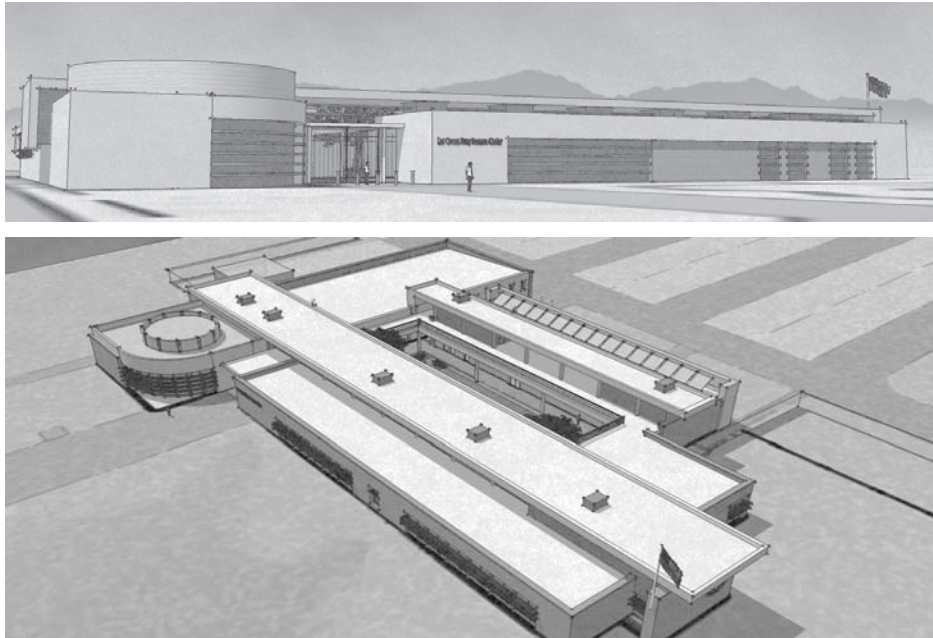
- **Low-Emitting Materials:** All products installed, including paint and adhesives, were specified and installed to meet the LEED rating system for low VOC levels.
- **Water-Use Reduction:** Through the installation of low-flow toilets and fixtures, water use was reduced by 30 percent.
- **Green Housekeeping:** This is an innovation credit that helps to create a healthy environment for employees, patients, and visitors through enhanced custodial training and the use of cleaning chemicals approved by Green Seal.
- **Optimized Energy Performance:** The lighting power density was reduced by 25 percent through the use of task and LED lighting. Occupancy sensors and zone controls were installed to further reduce the energy consumption. Also, energy-efficient HVAC equipment was installed.

3 CLIENT PROJECT PROFILES

- *Energy Use/Measure/Pay*: Digital sub-metering to monitor electrical consumption by the tenant was installed.
- *Sustainable Sites*: The location and existing conditions of the hospital make this an optimal location for a project. Located in a densely populated city and near several public transportation lines helped in gaining several sustainable site credits.

Mechanical System Upgrade to Jelke Building

The mechanical system upgrade project includes replacement of all major mechanical systems for the campus' most energy-inefficient building, the Jelke Building. Upon completion, the project is expected to reduce the Jelke Building's energy consumption by 50 percent. This project is scheduled to take 10 years to complete and replaces the building's air handlers, chilled water system, steam supply, and heat recovery system.



The project utilized a whole building design charrette investigating rainwater harvesting, PV technology, solar water heating, and thermal mass strategies.

Las Cruces Army Reserve Center

Energy Efficiency Pilot Project

Las Cruces, New Mexico

Jacobs provided design services for the Las Cruces Army Reserve Center (ARC) Energy Efficiency Pilot Project. This project was selected for participation in the Army Reserve Energy Reduction Pilot Projects Program. In anticipation of future legislation that will require additional energy reductions, this project explored the feasibility of LEED Platinum and Net Zero Energy goals.

The 38,000-square-foot ARC includes a 200-member training facility with administrative areas, educational spaces, assembly hall, library, learning center, unit storage, weapons vault, weapons simulator, and physical readiness areas for 19 Army Reserve units to train at Las Cruces.

Jacobs conducted a whole building design

charrette investigating rainwater harvesting, PV technology, solar water heating, and thermal mass strategies. Primary energy goals for the project include: achieving the next level of energy reduction per ASHRAE 90.1-2004, which is anticipated to be 63 percent. Jacobs also compared costs and impacts of achieving additional energy savings up to 80 percent, or potentially a net-zero building. Energy consultants provided input on preliminary energy and daylighting analysis, which have influenced the initial design of the project.

The project is expected to achieve minimum LEED NC v2.2 Gold Rating.



The climatic wind tunnel features wind speeds up to **100 kph** and wide-ranging thermal conditions and road load simulations.

Scania

Climactic Wind Tunnel

Södertälje, Sweden

Scania, one of the world's leading manufacturers of trucks and buses for heavy transport and of industrial and marine engines, selected Jacobs to deliver a new climatic wind tunnel in Södertälje, Sweden, near Stockholm.

Jacobs is providing engineering, procurement, and construction services to design, build, and commission a facility for product development testing of heavy trucks and buses in diverse, controllable environments.

The facility features wind speeds up to 100 kph, wide-ranging thermal conditions, advanced road load simulations, and complete simulation of solar, rain, snow, and soiling conditions.

The work we do for our clients on wind tunnels contributes to sustainability in a variety of ways, depending on specific client needs. Our work involving wind tunnels includes design of wind tunnel facilities, studies of vehicle aerodynamics and aerodynamic drag, and more.



The Ponds Scabbling team working at Magnox North's Trawsfynydd site in the UK was awarded a National Health & Safety Trophy in recognition of the design and implementation of the "Split Hook."

Magnox Ltd.

Trawsfynydd Decommissioning Site; Care and Maintenance Preparation Phase North Wales, United Kingdom

Trawsfynydd is one of the UK's major nuclear decommissioning sites. The overall mission for the decommissioning is to remove, as much as possible, all plant, buildings, and equipment left over from the former nuclear power station operations and to render the majority of the site to a status accessible to the general public. There is particular sensitivity and challenges to this objective since the site is located in the Snowdonia National Park.

Located in North Wales, the site is currently undergoing a Care and Maintenance Preparation phase that leads to the start of Care and Maintenance phase by 2012. Since 2006, Jacobs has been working as part of the Trawsfynydd Strategic Integration Framework (TSIF) partnership, consisting of Jacobs, Amec Nuclear, BNS Nuclear Services,

and Costain. The TSIF operates on alliance principles each with a separate (but identical) framework contract with the client, Magnox Ltd.

Over the years, the partnership has undertaken a variety of environmental clean-up tasks including the clean up of nuclear wastes resulting from 30 years of nuclear power generation at the site.

For this particular phase of the project, the team addressed a specific implementation challenge in decontaminating the cooling ponds on the site. The cooling ponds' surfaces are being decontaminated using a process called "scabbling." Scabbling is achieved using remotely-operated vehicles (ROVs), employing a variety of concrete removal tools. The demanding nature of the environment and the process requires the tools to be

3 CLIENT PROJECT PROFILES

repaired, maintained, or replaced at regular intervals. Once a tool was lowered into the six meter-deep ponds, an operator had to climb down a ladder to manually un-sling the tool from the crane hook, before the tool could be remotely attached to the ROV. This procedure created a number of significant health and safety risks that had to be carefully managed and controlled each time the task was carried out.

To improve this process, the Ponds Scabbling team developed a solution of inserting a long-reach piece of lifting equipment between the crane hoist hook and tools called the “Split Hook.” The hook is used for lowering or lifting all tools into and out of the pond lanes and enables it to be disengaged from the tools remotely so that lane entries by personnel are no longer required for tooling movements.

The Split Hook has also eliminated the need to enter the ponds, which are classed as a confined space, when tools have to be changed. This has significantly reduced working at height and decreased the risk of falling, as well as created a measurable reduction in radiological dose uptake. It has also substantially reduced operational time as entering the ponds is a difficult task.

As a result of this innovation, the Trawsfynydd team was recently awarded a National Health & Safety Trophy from Ideas UK, the National Association of Suggestion Schemes, in recognition of the design and implementation of the Split Hook.



The Jacobs Merck VBF Project received the North Carolina Department of Labor Building Star Award in recognition of a safe workplace.

Merck & Co., Inc.

Varicella Bulk Facility Program

Durham, North Carolina

Jacobs provided engineering, procurement, construction management, modular construction, and HVAC/utilities commissioning services for the Merck Varicella Bulk Facility (VBF) Program.

In February 2010, the Merck VBF Project was recognized with the North Carolina Department of Labor Building Star Award. A Building Star award recognizes companies, including those in the construction industry, for the establishment of safe workplaces.

The Building Star program recognizes construction worksites that have Carolina Star

quality safety and health programs, but that also require demonstration of approaches and procedures differing from current Carolina Star requirements set up for general industry. Jacobs can fly the Building Star Flag on up to three job sites in the state of North Carolina.

In addition, in November 2010, the Jacobs construction management team on the VBF project helped Merck win first place in the Construction User Round Table (C.U.R.T.) Owners Safety Excellence Award 2010 for construction projects completed within the 12-month period.



The project includes photovoltaic panels, ground source heat pump, underfloor radiant heating and cooling, rainwater collection, solar chimney, and a vertical axis wind turbine.

University of North Texas System

University of North Texas Net Zero Lab

Denton, Texas

The Net Zero Lab is being created for College of Engineering at the University of North Texas. The Net Zero Lab will function as a live/work space for research related to Sustainable Building Materials and Systems. The lab is intended to be a high-profile project that provides educational opportunities within both the university and larger community context.

Jacobs is providing full architectural and engineering design services for the following sustainable energy systems: photovoltaic panels, solar thermal panels, ground source

heat pump, under-floor radiant heating and cooling, rainwater collection, solar chimney, and a vertical axis wind turbine.

Architecturally, the project is marked by a dramatic butterfly roof and clerestory glazing for ample daylighting within the interior. Exposed steel framing, sunshading devices, low-e-glazing, structurally insulated panels, and sustainably-harvested bamboo flooring and millwork will create a functional and attractive environment for habitation and research.



Eliminates operating costs and energy required by conventional pump and treat system.

U.S. Department of Energy, West Valley Demonstration Project

*West Valley Demonstration Project Permeable Treatment Wall
West Valley, New York*

West Valley Environmental Services, LLC, of which Jacobs is one of four partner companies, installed a permeable subsurface treatment barrier to passively control or mitigate the expansion of a strontium-90 groundwater contamination plume for the U.S. Department of Energy. This control methodology does not require any active pumping or treating of contaminated groundwater and is designed to last for up to 20 years.

Although ion exchange media treatment barriers have been used in the past for chemical contaminant control, this is one of the first of its kind for control of radiological contaminants in groundwater. After extensive characterization of the groundwater plume, evaluations of subsurface geology and

hydrology, and study of naturally occurring zeolite treatment media (clinoptilolite), the barrier was installed in October 2010 using a one-pass trencher system that minimally impacts soil permeability both up- and down-gradient of the barrier.

Upon completion of the installation process, only periodic groundwater monitoring is needed to ensure the effectiveness of the technology. The strontium-90 contaminant is bound to the zeolite where it can decay naturally in place or, if needed, be excavated at some future time. This method of control is in lieu of the energy, operating cost, and resource-intensive conventional pump and treats system, which requires active management and waste handling.

Lee County Port Authority

Southwest Florida International Airport Solar Feasibility Studies

Fort Myers, Florida

Feasibility studies for solar thermal technologies and thermal energy storage enabled the airport to consider and compare the impact of sustainable technologies on energy use.

Jacobs conducted three feasibility studies to examine the potential of solar thermal technologies and thermal energy storage for Southwest Florida International Airport (RSW - Airport Code) in Fort Myers, Fla. The airport facilities consist of the Main Terminal building, Concourses B, C, and D, a central chilled water plant, covered parking facilities and aircraft hangars.

The current airport facilities (the Midfield Terminal Complex) were completed in 2005, and total approximately 621,400 square feet. The existing terminal and concourse HVAC systems are made up of ventilation and re-circulating air handling units. The space heating hours are minimal due to the South Florida climate but electric heat is available when needed. Cooling is provided by chilled water from the central chiller plant. The central chiller plant includes 2,400 tons of cooling with additional backup capacity for added resiliency of supply.

The first feasibility study included powering an absorption chiller with solar thermal energy to partially offset the existing electric chillers. Absorption chillers can come in single-effect or double-effect configurations. A double-effect absorption chiller includes the same basic components as a single-effect

chiller except it has a generator, heat exchanger, and pump. Double-effect absorption chillers require higher temperature water or steam but can achieve higher efficiency levels.

Three chiller sizes were analyzed to gauge energy and economic performance for RSW: a 1,000-ton double-effect absorption chiller using parabolic trough solar collectors and creating high temperature hot water; a 500-ton single-effect absorption chiller using compound parabolic collectors and low temperature hot water; and three 50-ton single-effect absorption chillers using evacuated tube collectors and low temperature hot water.

The second feasibility study included using solar thermal to regenerate a liquid desiccant dehumidification system, which would remove moisture from the ventilation airstream coming into the terminal and concourse air handling units. Overall energy use is less with solar-regenerated liquid desiccant dehumidification than for over-cooling mechanically and then reheating with electric heat. Jacobs did not recommend further development of the first two studies due to a failure to meet economic criteria.

3 CLIENT PROJECT PROFILES

The third feasibility study was to examine thermal energy storage (TES). The potential for TES for RSW includes the storage of cooling energy to produce chilled water or ice during utility off-peak periods. This can significantly reduce annual energy costs when time-of-use rates are in effect and there are significant demand charges. The main energy impact with TES is the reduced peak power production required from the electric utility. Full and partial load shed were the strategies examined for RSW to take advantage of time-of-use utility rate plans.

Lee County Port Authority is a public entity so a third-party power purchase agreement was also an important option to consider to take advantage of financial incentives for solar projects. The benefits from incentives could include the Investment Tax Credit, which allows a 30 percent tax credit for qualifying renewable energy project capital costs and accelerated asset depreciation. Additional benefits for third-party ownership include reduced or no capital cost commitment for the end user and the outsourcing of equipment maintenance. For TES, the local electric utility provides an incentive of \$480 per ton of peak load shed, making the project more attractive.

Jacobs recommended the third study option for further development, because the discounted payback period was in the range of six-to-eight years with utility incentives. At publication of this report, the recommendation is under consideration by the client but no final decision has been made.

Knott Development Corporation

Emerson Buildings I and II

Laurel, Maryland

LEED Gold certified

84 percent of waste diverted to landfill

33 percent reduction in water usage

100 percent use of advanced, individualized lighting controls

90 percent recycled furniture

The Emerson Building I and Building II office tenant fit-out project both achieved the U.S. Green Building Council's LEED Gold rating for Commercial Interiors. These facilities reflect the project team's commitment to environmental stewardship and a healthy workplace.

LEED Gold certifications for Commercial Interiors signify projects that exceed the standards of sustainable design and construction practices as set out by Executive Order 13514. The public-private partnership between the Knott Realty Group, U.S. Army Corps of Engineers, Whiting Turner Construction, and Jacobs worked diligently from design pre-charrette to final construction to ensure sustainable strategies were considered and implemented into the project wherever possible.

The technical merits of the projects are measured numerically in the LEED CI v2.1 template system. The Emerson buildings achieved, on average, credit for having 84 percent of waste diverted from landfills, 33 percent reduction in water usage, use of

84 percent of certified wood products, 100 percent use of advanced, individualized lighting controls, and 90 percent recycled furniture. The development and implementation of the Green Cleaning Program gained the project Innovation in Design credits.

The Emerson buildings were technically challenging due to the need to incorporate all the requirements of the high-security, computer-intensive, energy-consuming building. Even so, the projects came in on time and on budget and all requirements for the mission of the tenant were met. The project team remained focused on sustainability throughout the process, and were able to optimize energy efficiency in the HVAC and lighting systems.

The lessons learned from the Emerson projects were transferred to other applications through a Public Education Program and a Sustainability brochure, and most of the sustainable strategies from Emerson Building I were incorporated in the adjacent Emerson Building II.

4

SUSTAINABILITY IN OUR WORLD

4 SUSTAINABILITY IN OUR WORLD

At Jacobs, we are dedicated to keeping our employees safe, healthy, and working toward bright futures. We incorporate sustainable practices into our internal operations and realize the work we do and its impact reaches far beyond our offices. Our work directly relates to communities, infrastructure, buildings, the environment, and more.



We See
Sustainability Differently

4 SUSTAINABILITY IN OUR WORLD: FOR OUR COMPANY

Our Benefits Programs Typically Include

- Retirement benefits
- Employee stock purchase plan
- Health benefits
- Disability benefits
- Life and accident insurance
- Flexible work schedules
- Paid holidays
- Paid time off
- Tuition reimbursement
- And more

Performance Appraisal Process

- Self Evaluation
- Manager Evaluation
- Second Level Manager Review
- Human Resources Review
- Face to Face
- Employee Sign Off
- Manager Sign Off

Benefits, Education & Training

People are our greatest asset. That core value underscores our knowledge that our success comes from our people. We depend on our employees to carry on company values. We strive to ensure all employees have a safe, sustainable, ethical work environment.

Our benefits package helps employees and their families stay healthy, enjoy time off, provide for their financial future, and save money.

In addition to a benefits package, we have other employee-care programs in place, including education, training, counseling, prevention, and risk-control programs to assist workforce members, their families, or community members regarding serious diseases.

Happy, healthy employees are empowered to be the best they can be in their careers.

Various programs, from ongoing career-training to performance reviews, ensure our employees have every opportunity to maximize their potential. Staff employees receive a written performance appraisal and career development plan annually.

Evaluations are completed around a set of Jacobs performance dimensions such as safety, technical and functional skills, and customer focus.

The performance appraisal process allows employees and managers to review employee performance and development while providing a final rating for the review period.

Our benefits programs typically include:

- Retirement benefits
- Employee stock purchase plan
- Health benefits
- Disability benefits
- Life and accident insurance
- Flexible work schedules
- Paid holidays
- Paid time off
- Tuition reimbursement
- And much more

JNet Home > People / myHR > Benefits Edit

Benefits


Employees are our greatest asset, so it makes sense to us to offer them a quality benefits package that helps them and their families stay healthy, enjoy time off, provide for their financial future, and allow them opportunities to save money.

Our benefit programs typically include the following:

- Retirement benefits
- Employee stock purchase plan
- Health benefits
- Disability benefits
- Life and accident insurance
- Flexible work schedules
- Paid holidays
- Paid time off
- Tuition reimbursement
- And much more

See the document viewer in each section for country-specific benefits information.

Jacobs Benefits programs are available to Staff Employees. In the event of any conflict between these summary descriptions and the plan documents, policies or contracts, the plan documents, policies or contracts will govern.



Our Talent Management System houses Talent Profiles, Development Plans, Performance Appraisals, and Succession Plans. Metrics are being developed to monitor the Performance Appraisal process.

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

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, improves their ability to serve our clients, and train and lead others. Through a deeper understanding of our core values, these employees perpetuate our commitment to sustainable development.

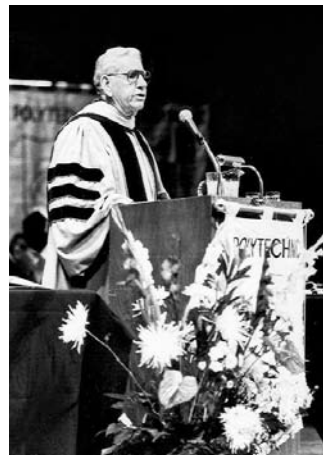


Jacobs Foundation Scholarship

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.

More than 350 applications from around the world were submitted in 2010 and 20 students were awarded academic scholarships. We are delighted to offer this opportunity again in 2011 and look forward to many more applicants.

The program is independently administered by Scholarship Management Services, a division of Scholarship America. Scholarship America is a nonprofit educational support and student aid service organization located in the United States.



Our founder, Dr. Joseph J. Jacobs.

Print/Paper Reduction Program

Our print/paper reduction program continues to expand across our business, including acquisitions and new offices as soon as they join the company.

Our goals remain the same for 2011: continue to reduce overall print volume, increase duplex usage, and remove non-sustainable devices from use in the company. Duplexing in 2011 has grown to 2.5 million pages per month. Duplexing, along with the reduction in overall printing, has allowed us to eliminate many non-committed print jobs and has grown our sustainability-related cost savings. In the past year another 750 directly connected local printers have been removed, and we have migrated these users to networked multi-function devices.

Paper savings for 2010 approached 40 million pages, which equates to 80,000 reams or 200 tons and 4,800 trees saved. This in turn directly impacts CO₂ emissions and effluent output. The majority of our paper is now recycled or comes from sustainable sources, again aiding us in meeting our targets for emissions and sustainability.

Energy consumption through our new print devices is at 25 percent of previous values and the devices themselves all comply with international standards on materials and sustainability codes.

In the area of print management, our adoption of new practices and instigation of behavioral changes in our users have made a significant impact in our company. Based on the ratio of people to printers, we can confidently say that our sustainability impact in the print area is significant.

Computer Desktop Environment

Jacobs has adopted a variety of methods to ensure our desktop environments are as environmentally friendly as possible. We procure our desktops and laptops from environmentally aware vendors. The power consumption ratings of the devices fall into the lower banding levels, and we use low-power consumption monitors on the desktop. Asset management is proactively employed to ensure the need for purchase of additional units is kept low.

We also have automated systems in place to ensure shutdown and conservancy of power on all devices not in use. We recycle whenever possible through environmentally friendly vendors, and are in possession of certification adhering to the local laws for disposal.

Server and Data Center Delivery

Data centers and servers consume large quantities of power and, therefore, produce large volumes of heat. To dissipate that heat, cooling systems that also consume large quantities of power are used.

Our approach to this challenge is to reduce power consumption and, therefore, reduce the cooling required. Through the use of server virtualization, we have reduced the number of our physical servers included in this program from more than 800 to 380.

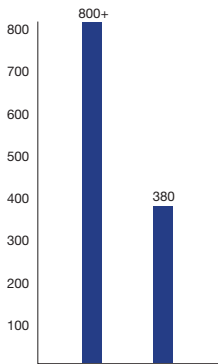
Implementation of this process allowed us to achieve a thermal Btu and subsequent power reduction equivalent to the output of a small local generating station. All of these efforts contribute to a reduction in our carbon emissions.

Sustainable Communications

In recent years, we've made considerable investment in modern communications infrastructure that maximizes efficiency. We have in place data networks, digital voice systems, voice conferencing, video conferencing, and Web-based collaboration tools with virtual meeting space. All of these technologies contribute indirect sustainable benefits to our company, including:

- Reduced car travel through the use of virtual meetings
- Reduced air travel through increased use of virtual space
- Work-share in overseas offices negating the need to travel

In many instances, our clients mandate provision of these technologies before they award their business. We have an excellent track record of meeting such client requirements.



Physical Server Reduction from more than 800 to 380 over the last two years.

Miles Driven

We work hard to reduce our total amount of miles driven. Through this reduction, we reduce our exposure to potential hazards as well as reduce our emissions output.

We have two metrics for benchmarking Motor Vehicle Incidents (MVIs). D-1, an internal metric that is a measure of incidents with an injury or potential for injury, and the second is the DOT Crash Index (DCI), which is an external metric measured by the U.S. Federal Dept. of Transportation.

To calculate and benchmark our DCI metric, we capture our miles driven each year from use of personally owned vehicles used on company business, rental vehicles, client vehicles, and company-owned or leased vehicles. We then measure and benchmark performance to compel improvement in driving safety. The mileage data is used to understand our driving habits and behavior, which helps identify opportunities to reduce the number of trips and miles driven.



Through reduction of miles driven, we reduce our exposure to potential hazards as well as reduce our emissions output.

Jacobs discloses its U.K. operations carbon footprint as part of the Carbon Disclosure Project

In 2010, Jacobs began participating in the Carbon Disclosure Project (CDP) and publicly declared its carbon footprint for its UK operations, which is in the region of 13,000 tons of CO₂. These emissions emanated from the energy used in our offices and business travel.

The Carbon Disclosure Project is an international initiative through which the world's leading companies disclose their carbon footprint and describe how they plan to go about managing it. The CDP is an independent organization that holds the largest database of corporate climate change information in the world. Since its formation in 2000, CDP has become the gold standard for carbon disclosure methodology and process, providing primary climate change data to the global marketplace. Interest in the project has grown significantly since its beginnings when 235 businesses participated. That figure has grown to 2,456 in 2009.

Participation in this initiative provides further evidence of Jacobs' drive to improve our sustainability performance. Having declared and reported on our carbon footprint for our U.K. operations, we now can all participate in the challenge of reducing it while continuing to grow our business. Key opportunities and challenges to reduce our footprint are contained in the Environmental Action and Green Travel Plans we have for all offices. Read more about our Green Travel plans later in this section.

Architecture 2030 Challenge

In 2010, Jacobs adopted the Architecture 2030 Challenge.

Architecture 2030 is a U.S.-based non-profit, 501(c)(3) research organization that, after much research, developed and then issued the 2030 Challenge in January 2006.

About the Challenge

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 produce 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°C above pre-industrial levels.

To accomplish this goal, the Architecture 2030 Challenge asks the global architecture and building community to adopt the following targets:

- All new buildings, developments, and major renovations shall be designed to meet a fossil fuel, GHG-emitting, energy consumption performance standard of 60 percent below the regional (or country) average for that building type.
- At a minimum, an equal amount of existing building area shall be renovated annually to meet a fossil fuel, GHG-emitting, energy consumption performance standard of 60 percent of the regional (or country) average for that building type.
- The fossil fuel reduction standard for all new buildings and major renovations shall be increased to:
 - 70 percent in 2015
 - 80 percent in 2020
 - 90 percent in 2025
 - Carbon-neutral in 2030 (using no fossil fuel GHG-emitting energy to operate)

These targets may be accomplished by implementing innovative sustainable design strategies, generating on-site renewable power or purchasing (20 percent maximum) renewable energy.

**much of this information was gathered from the Architecture 2030 web site and FAQ document*

Adoption

The challenge has been adopted by the American Institute of Architects, the U.S. Council of Mayors, U.S. Green Building Council, Association of Collegiate Schools of Architecture, National Wildlife Federation, Union Internationale des Architectes, American Society of Interior Designers, and numerous universities, businesses, professional offices, and organizations.

Government has also adopted the 2030 Challenge. In August 2006, the U.S. EPA Target Finder incorporated the 2030 Challenge targets for building energy reduction into their web-based calculator. In December 2007, the Energy Independence and Security Act became law: Section 433 of the bill requires all federal buildings meet the energy performance standards of the 2030 Challenge. California's Long Term Energy Efficiency Strategic Plan released in September 2008 includes two "Big Bold" strategies in line with the 2030 Challenge: to have all residential buildings achieve zero net energy use by 2020, and to have all commercial buildings achieve zero net energy use by 2030. The American Clean Energy and Security Act of 2009 passed by the U.S. House of Representatives contains language shaped by the 2030 Challenge. Other governmental adopters include The National Governors Association, The National Association of Counties, International Council for Local Environmental Initiatives, the states of Minnesota, Illinois, New Mexico, Washington State, and numerous cities and counties.

Jacobs and Ernst & Young partner to pursue Energy Efficiency Tax Deductions

Jacobs has contracted with Ernst & Young to pursue Energy Tax Deductions under the U.S. Internal Revenue Code (IRC) Section 179D Federal Commercial Building Energy Efficiency Tax Deductions. 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. Due to the third-party costs associated with claiming the deduction, Jacobs expects to claim the deduction only on projects of 80,000 square feet and higher.

What is it?

The 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. This deduction applies to qualifying projects placed in service between Jan. 1, 2006, and Dec. 31, 2013.

What does it mean for Jacobs?

Jacobs, as engineer or architect of record, 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 separate 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 could provide significant tax benefits to Jacobs as we have a number of government clients owning energy-efficient and LEED rated building projects, including public universities and military facilities.

Building Green

At Jacobs we take to heart the benefits sustainable buildings bring to our employees, to our clients, and to the environment as a whole. We are committed to, not only building the best sustainable spaces for our clients, but also implementing sustainable building practices in our business and office spaces as well.

Irvine, California, Office

Our Irvine, Calif., office is on track to become the second Jacobs U.S. office certified under the LEED Commercial Interiors rating system. The relocation of our staff from our existing Santa Ana and Cypress, Calif., offices to Irvine presented the opportunity to apply our sustainable design expertise to our own office space. The Irvine office is located in the Michelson Building, a Class A building, certified under the LEED Existing Building Operations and Maintenance rating system. Numerous benefits result from locating our office in a sustainable building. The building utilizes reclaimed water, promotes alternative transportation, and has a state-of-the-art HVAC and building controllers.

Sustainable highlights of the remodel include:

- Purchase of Forest Stewardship Council (FSC) Certified Wood for millwork and workstations as a sustainable alternative.
- Use of low-emitting paint, adhesives, wood, and carpet, and rapidly renewable materials.
- Throughout our offices, we are specifying products with recycled content.
- Implementation of Green Education elements into our sustainable office spaces, a real-time energy usage display monitor and a video to highlight and showcase our sustainable approach to clients, both internal and external. The Irvine office also plans to serve as the centerpiece of a “Green Education Program.”
- The “open office” design strategy that has been implemented for the office

maximizes the daylight potential and takes advantage of the 360-degree views outside of the floor-to-ceiling windows. This enables the building occupants to maintain a visual connection to the surrounding environment.

- Implementation of LED exit signs and decorative lighting to minimize energy use.
- Implementation of the building is equipped with electric vehicle parking and charging stations. For employees who would like to ride their bicycle to work, the building provides bicycle storage located in the parking garage. Men and Women showers and lockers are located on the first floor of the building.
- Contracted for Green Power Renewable Energy Credits (RECs) with 3 Degrees to offset Brown Energy. Jacobs RECs are planned to support The Smoky Hills Wind Energy Farm located 20 miles west of Salina, Kan.

At publication of this report, the USGBC is reviewing design criteria for the office.

Our staff intends to move into the new LEED Certified office in June 2011.



The Michelson Building, location of Jacobs' Irvine, Calif. office.

Green Travel Plans

Jacobs is committed to reducing the environmental impact of work-related travel. An outstanding example comes from our U.K. offices, which have all produced Green Travel Plans. The plans' main objectives are to increase awareness among office staff and visitors of the travel options available to them, and to encourage the use of more sustainable modes of transport (such as walking, cycling, and public transport).

The Green Travel Plan for the London Tower Bridge office not only has excellent links to public transport (rail, road, river, and air transport) but also to walking and cycling routes (including cycle hire and parking facilities). In addition, the office has also considered inter-office traveling by including details of the easiest routes to other Jacobs offices within the London area using sustainable modes of transport.

A travel survey carried out at the Tower Bridge office to determine how staff travels to and from work indicated that 95.3 percent of respondents travel using sustainable modes of transport.

Jacobs Future Network

Jacobs Future Network is a company-wide program designed for the future leaders of our company, those who have recently graduated from college and joined Jacobs. The network assists individuals in the early stages of their careers as they seek to further develop careers, networks, and leadership qualities with Jacobs.

Inspired by the program's success in Europe and America, our Calgary office launched Jacobs Future Canada (JFC) in September 2010. Events organized by the JFC committee offer young professionals a platform where



Jacobs Future Canada members enjoy a ski trip.

they can interact with management, network with their peers, gain insight into career paths, and improve their interpersonal communication skills.

Since September, JFC has grown to 80 members, representing all departments within our Calgary offices. Some of our recent events and highlights generated from our Jacobs Future programs include:

- Professional Lunch-&-Learn Sessions — fully attended with presentations already completed by department leaders from Engineering, Operations, Project Management, and Business Development
- Networking Events — e.g., Games Night composed of teamwork and team-building activities, lunch and dinner gatherings, and various ski trips, etc.
- Mentorship Program Enrollment in Jacobs and community volunteering opportunities (e.g., United Way, client fundraising functions, upcoming Calgary Corporate Challenge, etc.)

St. Louis Green Business Challenge

Jacobs' St. Louis office is participating in the St. Louis Green Business Challenge in an effort to help our office and other St. Louis companies take the first steps toward sustainable business practices.

The St. Louis Climate Prosperity Project is one of eight pilot communities in the United States selected by the Rockefeller Brothers Fund and Climate Prosperity, Inc.

As part of the St. Louis Climate Prosperity Project, the St. Louis Regional Chamber & Growth Association (RCGA) has launched the St. Louis Green Business Challenge to inspire local businesses and organizations to become more sustainable at their individual office sites. RCGA is partnering with Sustainable St. Louis and the Missouri Botanical Garden's EarthWays Center.

The St. Louis Green Business Challenge runs from March to October 2011 and begins with teams completing a baseline scorecard measuring their achievements in these six areas:

- Forming Company Green Teams
- Increasing Energy Efficiency
- Improving Indoor Environmental Quality
- Reducing Waste
- Conserving Water
- Providing Clean Transportation Options

During the Challenge, seminars and events will be held at the RCGA to help participating green teams meet their sustainability goals. To kickoff the challenge in our St. Louis office, our Green Team held an Earth Day Exhibition on April 20. The event included a lineup of local green vendors offering products and services, which benefited our employees both at work and at home.

Boston Office Green Business Award

Boston Mayor Thomas Menino honored the Boston office with a 2010 Green Business Award as one of 14 Boston businesses with outstanding records of sustainable environmental practices. Located in a "recycled" industrial building at 343 Congress St. in South Boston, the Boston office was feted for its commitment to reducing energy consumption through computer and printer management and computer life extension; reducing paper and plastic use in the lunchroom; the new "343 Green Team" that is helping set manageable goals for officewide green practices; and its sustainable design practice, which includes LEED-certified housing and retail, strategic energy master plans, commissioning projects, and Complete Streets planning and design. For more than a year, the 343 Green Team has worked on sustainability initiatives for the Boston office, and plans to continue to develop new ideas for the future.



Jacobs Boston Office

Promoting Green Practices in Denver, Colorado

The Denver office started a Sustainability Initiative to encourage more sustainable practices in the planning, design, and construction of our infrastructure projects. The Sustainability Initiative is paired with the ongoing Jacobs Initiative Green program in the Denver office, which continues to promote the Denver office as a sustainable facility.

As part of the Sustainability Initiative, the office has:

- Held a Lunch-&-Learn for our staff, based on the New York State GreenLites program
- Researched funding possibilities for use on our projects
- Identified various transportation and water infrastructure projects, which have used sustainable practices
- Added sustainability as part of our project procedures manuals, our customer expectation and customer satisfaction surveys, our project reviews, and our project audits
- Submitted sustainability principles for abstracts for presentations at conferences
- Actively sought opportunities to present our projects for awards
- Plans to prepare a best practices write-up highlighting features of our projects

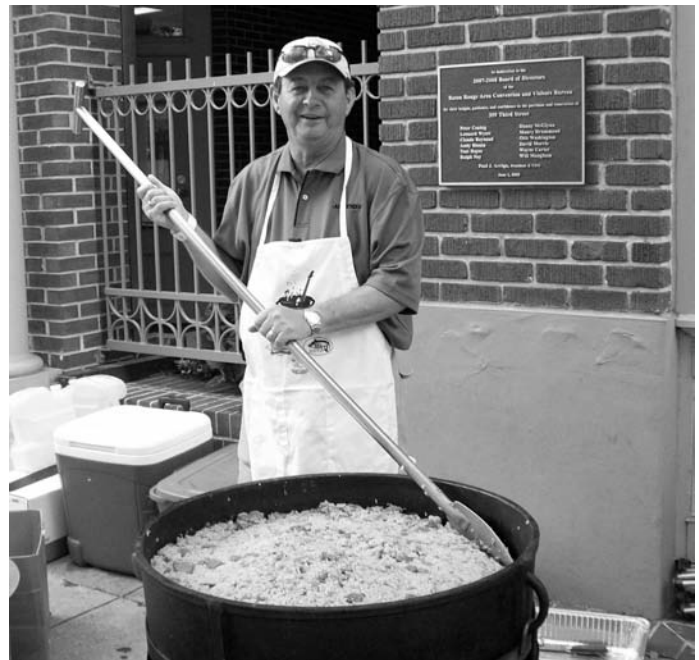


Jacobs Denver Office

4 SUSTAINABILITY IN OUR WORLD: FOR OUR COMMUNITIES

United Way Fundraisers in U.S. Offices: Streamlining the Process

To make it easier for Jacobs employees to give to the charitable organization of their choice, we recently implemented the Jacobs online charitable donation system, a solution that eliminated the need for thousands of paper forms. With a few clicks of the computer mouse, employees can give to their local United Way or non-profit organization of choice. Many Jacobs employees choose to support their local communities through United Way. In 2010 our employees raised \$1.08 million dollars in the United States in support of 72 communities and hundreds of community organizations.



Baton Rouge, Louisiana

Jacobs Baton Rouge employees “Geaux for the Goal!” and are partners in helping the Capital Area United Way provide building blocks to a better life: education, income, health, and basic needs.



Houston, Texas

Under the theme “Be an Everyday Hero,” Jacobs’ Houston, Texas, employees donated \$466,000 to the United Way of Greater Houston to fund programs for children and youth, families, seniors, and those rebuilding their lives.



St. Louis, Missouri

Jacobs’ St. Louis office has the highest percentage of employee participation with nearly 50 percent of the employees choosing to give during the annual United Way campaign. This year, they met their goal, and raised \$100,000 for the United Way of Greater St. Louis.

Kingston Ash Recovery Project Educational Initiative

An Educational Initiative literally rose from the ashes in the backyard of the Kingston Fossil Plant's massive coal ash spill that occurred in December 2008. Working alongside the Tennessee Valley Authority (TVA), Jacobs played a major role in the cleanup and restoration of the rivers and lands surrounding the Kingston Fossil Plant in Roane County in Eastern Tennessee after the spill.

One aspect of the project came in the form of an Educational Initiative designed to inform local high school students from Roane County on the unprecedented cleanup effort taking place in their own backyard. The initiative was designed to teach the students the reasons behind the spill, the immediate response actions taken after the spill, ongoing cleanup efforts, the engineering and scientific disciplines involved in the cleanup, and the future environmental and biological testing that will take place for years to come.

The intent of the Educational Initiative was to help this future generation better understand the unfortunate accident that occurred in Kingston, and to encourage them to get involved in the engineering and science career fields that are playing a major role in restoring this beautiful section of Eastern Tennessee.



The Safety Fun Day at Jacobs Calgary office promoted a healthy lifestyle.

2010 Jacobs Safety Fun Day

In 2010, our Calgary Office Employee HSE Committee initiated a Safety Fun Day to take safety awareness beyond the workplace and involve the people most important to us, namely our family and friends.

Employees, clients, and their families enjoyed an array of fun and exciting activities, including:

- A pancake breakfast
- Live music played by Jacobs employees
- Bicycle safety for kids
- Sampling healthy snacks and recipes
- Demonstrations of fun physical activities like karate and aerobics



Jacobs employees speak to high school students in Roane County, Tennessee, as part of the Kingston Ash Recovery Project Educational Initiative.

4 SUSTAINABILITY IN OUR WORLD: FOR OUR COMMUNITIES



Our participation in the Education Ossett Community Trust allows us to create a model for a sustainable village in Malawi.

Sustainable Village Project in Malawi

In 2009, we became involved in the Education Ossett Community Trust, to encourage a greater focus on engineering in schools and to help give something back to the community. The Trust encompasses one senior school and eight junior schools in the Ossett area of West Yorkshire.

Divisional Director Peter Kirk from the Leeds office became a Trust Director, and sits on a Board of Governors, providing advice, and identifying ways in which Jacobs can become involved in activities within the schools. As part of this, we are now assisting in delivering an engineering-based project to all of the schools within the Trust. Within each school, one or more groups of students will be able to take part in a design-and-build exercise to create a model sustainable village in a developing country. The project is based on the real setting of Ekwendeni in Malawi.

The groups plans to focus on one or more of the following:

- Road systems and communications
- Services, including water supply, electricity, sewers
- Public buildings, e.g., schools, community centers, health centers, shops
- Housing

The project is led by Leeds-based graduates Paul Vause, Peter Shaw, Adam Godbold, Andy Pearce, and Alex Walker. The team members will share their knowledge and experience with the groups through face-to-face lessons and a virtual learning center.

As part of the project, a BeyondZero® Achievement Award will be sponsored by Jacobs for the group that shows the most commitment to health and safety within their designs. Jacobs plans to share our commitment to safety through presentations to students demonstrating the culture of BeyondZero®.

Bali Experience

Jacobs employee Andrew Willis recently returned from a month-long visit to Bali where he experienced the local culture and gave a bit back to the community.

Andrew and his daughter taught English to the local villagers, many of whom believe proficiency in English affords them better employment opportunities.



Jacobs employee Andrew Willis and his family teach English in Bali.

4 SUSTAINABILITY IN OUR WORLD: FOR OUR COMMUNITIES

CANstruction Around the World

In 2010, employees from offices in Australia and the United States participated in CANstruction.

In the United States, CANstruction® is a foundation of the Society for Design Administration and is a trademarked design-build competition, while in Australia CANstruction is a math and science event aimed at secondary students with support from university engineering students and engineering-based businesses.

Last year, more than 140 employees from our Fort Worth, Texas, office participated in the local Canstruction® competition benefiting the Tarrant Area Food Bank. The Fort Worth office collected \$4,500 in donations to buy 6,500 cans for the competition. This year's

theme was "Sock it to Hunger" and the sock monkey construction received an honorable mention in the competition. Jacobs was also recognized as one of only two firms in Fort Worth that have participated in CANstruction® in all 12 years of the local competition's existence.

In Australia, a team of graduate engineers from our Engineering Development Program worked together to provide support and active team involvement for the CANstruction "build-off." The 2010 effort included 300 school children, 30 professional Jacobs engineers, and 65,000 cans of food. This year the CANstruction team constructed Australia's iconic Melbourne Cricket Ground and a Ford pickup truck. All cans of food were donated to charities at the end of the event.



Our Australian graduate engineers and their Ford pick-up truck.



Australia's iconic Melbourne Cricket Ground.



Our Fort Worth team members and their sock monkey, representing their "Sock it to Hunger" theme.

4 SUSTAINABILITY IN OUR WORLD: FOR OUR COMMUNITIES



Hand Safety Campaign – Australia

In 2009/10, a novel hand injury prevention campaign made a positive impact at a major Australian resources project. The campaign, developed in response to a spike in the incidence of hand injuries at the massive Boddington Gold Mine expansion project site in Western Australia, resulted in a more than 50 percent reduction in hand-injury frequency rate.



Bring Our Kids to Work Day, Canada

The first Wednesday of November was national “Bring Our Kids To Work Day” in Canada. At our Quarry Park office, we hosted a morning program for students of our Calgary employees and structured the program to give students information about our company and our industry.



Susan G. Komen Walk for the Cure

The Federal Operations group in our Oak Ridge, Tenn., office formed a team of 24 members to raise funds for the Knoxville, Tenn., Susan G. Komen Walk for the Cure. Collectively, the group raised \$3,593 in support of the event.



Anchorage Alaska Office

Our Anchorage, Alaska, office participated in many community events in 2010, including the annual Alaska Ski for Women event, a Split-the-Pot contest to raise money for a local homeless shelter, and the Food Bank of Alaska’s Thanksgiving Dinner Food Drive.

4 SUSTAINABILITY IN OUR WORLD: FOR OUR COMMUNITIES



Eugemot Orphanage, Ghana

The Glasgow, Scotland office sponsored several initiatives this year to raise funds for the Eugemot Orphanage in Ghana. Events included a quiz night and a cycling event, which raised over £1,000.



Lake Oswego, Oregon, Office

Employees in our Lake Oswego, Ore., office embodied the spirit of giving during the 2010 holiday season, raising more than \$8,000 for local charities.



Stockton on Tees, United Kingdom

Employees at the Stockton on Tees, UK, office have become regular blood donors with the National Blood Service. The office also raised £5188 in 2010, and donations were split between Macmillan Cancer Care and Great North Air Ambulance.

November: The Month Formerly Known as November, London Tower Bridge Office

Throughout November, the Tower Bridge office participated in Movember to raise awareness and money for The Prostate Cancer Charity. Brave male employees ignored their razors for a whole month, and as their beards grew, so did the donations. A total of £1,194 was raised.



4 SUSTAINABILITY IN OUR WORLD: FOR OUR COMMUNITIES

Bodyline Roadshow

The Leeds, UK, office held a roadshow to promote the Leeds City Council Bodyline scheme to offer Jacobs employees the opportunity to be fitter, healthier, and have increased energy levels.



Dublin Coffee Morning

The Dublin, Ireland, office held a Coffee Morning in aid of Dublin Simon Community, which works to address and prevent homelessness in Dublin. The staff helped to raise more than €470.



American Poolplayers Association Tour for the Cure

Leslie Boulware, an employee in the Raleigh, N.C., Office along with other American Poolplayers Association female pool players of Raleigh/Durham/Chapel Hill, played a "Tour for the Cure" to raise money to benefit breast cancer research. The team raised more than \$6,000.



Women's Collaborative: Breast Cancer Walk

The Northern California Chapter of the Jacobs Professional Women's Collaborative participated in the American Cancer Society Making Strides Against Breast Cancer Walk this year. The group raised more than \$2,600 and have committed to walking again in 2011.

5

REPORT DATA INDEX

5 REPORT DATA INDEX

GRI Criterion #	Description	Section
Strategy & Analysis		
1.1	Statement from the most senior decisionmaker (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	CEO Letter
1.2	Description of key impacts, risks, and opportunities.	CEO Letter, Preface
Organizational Profile		
2.1	Name of the organization.	Appendix, p.75
2.2	Primary brands, products, and/or services.	Appendix, p.75
2.4	Location of organization's headquarters.	Appendix, p.75
2.5	Number of countries where the organization operates.	Appendix, p.75
2.6	Nature of ownership and legal form.	Appendix, p.75
2.7	Markets served (including geographic breakdowns, sectors served, and types of customers/beneficiaries).	Appendix, p.75
2.8	Scale of the reporting organization.	Appendix, p.75
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Appendix, p.76
2.10	Awards received in the reporting period.	Philosophy, p.6 Project Profiles, pp. 34, 39, 41 Sustainability in Our World, p. 57
Report Parameters		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Appendix, p.76
3.2	Date of most recent previous report (if any).	Appendix, p.76
3.3	Reporting cycle (annual, biennial, etc.).	Appendix, p.76
3.4	Contact point for questions regarding the report or its concerns.	Appendix, p.76
3.5	Process for defining report content.	Appendix, p.76
3.6	Boundary of the report.	Appendix, p.76
3.7	State any specific limitations on the scope or boundary of the report.	Appendix, p.76
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, p.76
3.9	Data measurement techniques and the basis of calculations.	Appendix, p.76
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	Not Applicable

5 REPORT DATA INDEX

GRI Criterion #	Description	Section
Report Parameters (continued)		
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, pp.67-72
3.13	Policy and current practice with regard to seeking external assurance for the report.	Appendix, p.76
Governance, Commitments, and Engagement Governance		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks.	Philosophy, p.7; www.jacobs.com
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Philosophy, p.7; www.jacobs.com
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.	Philosophy, p.7; www.jacobs.com
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Philosophy, p.7; www.jacobs.com
4.5	Linkage between compensation for members of the highest governance body, senior managers, executives, and the organization's performance.	Philosophy, p.7; www.jacobs.com
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Philosophy, pp.4-7; www.jacobs.com
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.	Philosophy, pp.4-7; www.jacobs.com
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance.	Philosophy, pp.4-8
4.9	Procedures for the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance.	Philosophy, pp.4-8 www.jacobs.com
4.10	Processes for evaluating the highest governance body's own performance.	Philosophy, pp.4-8 www.jacobs.com
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Appendix, p.76
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Appendix, p.77
4.13	Memberships in association and/or national/international advocacy organizations.	Philosophy, p.4 Processes and Services, p.13 Appendix, p.77
4.14	List of stakeholder groups engaged by the organization.	Philosophy, p.4 Processes and Services, p.13 Appendix, p.77

5 REPORT DATA INDEX

GRI Criterion #	Description	Section
Governance, Commitments, and Engagement Governance (continued)		
4.15	Basis for identification and selection of stakeholders with whom to engage.	Philosophy, p.4 Processes and Services, p.13 Appendix, p.77
4.16	Approaches to stakeholder engagement, including frequency of engagement.	Philosophy, p.4
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.	Philosophy, pp.3-8
Economic		
Economic Performance		
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, p.76
EC3	Coverage of the organization's defined benefit plan obligations. (Core)	Sustainability in Our World, p.49
EC4	Significant financial assistance received from government. (Core)	\$0
Market Presence		
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. (Core)	Partial Report, Appendix, p.78
Indirect Economic Impacts		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. (Core)	Appendix, p.78
Environmental		
Materials		
EN1	Materials used by weight or volume. (Core)	Partial Report - Sustainability in Our World, pp.51-58
EN2	Percentage of materials used that are recycled input materials. (Core)	Partial Report - Sustainability in Our World, pp.51-58
Energy		
EN5	Energy saved due to conservation and efficiency improvements. (Additional)	Sustainability in Our World, pp.51-58
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives. (Additional)	Processes and Services, p.11-12; Sustainability in Our World, pp.51-58
EN7	Initiatives to reduce indirect energy consumption and reductions achieved. (Additional)	Processes and Services, p.11-12; Sustainability in Our World, pp.51-58

5 REPORT DATA INDEX

GRI Criterion #	Description	Section
Environmental (continued)		
Biodiversity		
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
Emissions, Effluents, and Waste		
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved. (Additional)	Processes and Services, pp.11-12 Sustainability in Our World, pp.51-54
EN23	Total number and volume of significant spills. (Core)	None
Products and Services		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. (Core)	Processes and Services, pp.11-12 Sustainability in Our World, pp.51-58
Compliance		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. (Core)	\$0
Social Performance: Labor Practices & Decent Work		
Employment		
LA1	Total workforce by employment type, employment contract, and region. (Core)	Appendix, p.79
LA2	Total number and rate of employee turnover by age group, gender, and region. (Core)	Appendix, p.79
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations. (Additional)	Sustainability in Our World, p.49
LA4	Percentage of employees covered by collective bargaining agreements. (Core)	Appendix, p.79
Occupational Health and Safety		
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)	Sustainability in Our World, p.49
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region. (Core)	Wh/indemnity worldwide for CY2010: 1,665,774 60 indemnities 99,946,455 workhours
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases. (Core)	Our Sustainable Workplace, p.49
Training and Education		
LA10	Average hours of training per year per employee by employee category. (Core)	Philosophy, p.8 Processes and Services, p.13

5 REPORT DATA INDEX

GRI Criterion #	Description	Section
Social Performance: Labor Practices & Decent Work (continued)		
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (Additional)	Sustainability in Our World, p.49
LA12	Percentage of employees receiving regular performance and career development reviews. (Additional)	Sustainability in Our World, p.49
Diversity and Equal Opportunity		
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, p.79
Social Performance: Human Rights		
Investment and Procurement Practices		
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. (Core)	Processes and Services, p.13
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. (Core)	Processes and Services, p.13
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)	Processes and Services, p.13
Non-Discrimination		
HR4	Total number of incidents of discrimination and actions taken. (Core)	None
Child Labor		
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor. (Core)	Processes and Services, p.13
Forced and Compulsory Labor		
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor. (Core)	Processes and Services, p.13
Indigenous Rights		
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken. (Additional)	None
Social Performance: Society		
Corruption		
SO2	Percentage and total number of business units analyzed for risks related to corruption. (Core)	Philosophy, p.8
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures. (Core)	Philosophy, p.8
SO4	Actions taken in response to incidents of corruption. (Core)	Philosophy, p.8

5 REPORT DATA INDEX

GRI Criterion #	Description	Section
Social Performance: Society (continued)		
Public Policy		
SO5	Public policy positions and participation in public policy development and lobbying. (Core)	Appendix, p.76
Anti-Competitive Behavior		
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes. (Additional)	None
Compliance		
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. (Core)	\$0
Social Performance: Product Responsibility		
Products and Service Labeling		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. (Additional)	Philosophy, p.4
Marketing Communications		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. (Core)	Appendix, p.79
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. (Additional)	None
Customer Privacy		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. (Additional)	None
Compliance		
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, EN24, EN25, EN27, EN29, EN30, LA5, LA9, LA14, HR5, HR8, SO1, SO6, PR1, PR2, PR3, PR4

Thank you for taking the time to read our
2011 Sustainability Report.

To access the *2011 Sustainability Report*
on our Web site, www.jacobs.com, click on
the “About” tab at the top left of our main
page, then scroll down to “Sustainability.”
A PDF is available on this page.

For specifics on information included
in the *2011 Sustainability Report*,
contact Jennifer Malone at
jennifer.malone@jacobs.com

Jacobs: We See Sustainability Differently

APPENDIX

APPENDIX

A. 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 170 offices in more than 25 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 are in Pasadena, California.

Jacobs' common stock has been publicly held since 1970 and is currently listed on the New York Stock Exchange under the trading symbol JEC. Our 2010 revenues is \$9.9 billion.

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

Countries Where We Have a Presence

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

Market Sectors

Refining	Chemicals & Basic Resources
Infrastructure	Environmental Programs
Pharmaceuticals & Biotechnology	Oil & Gas
Buildings	Aerospace & Defense
Food, Beverage, Forest & Consumer Products	Power & Utilities
Automotive & Industrial	Mining & Metals

B. Sustainable Services

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

C. Report Parameters

Reporting Period/Most Recent Report/Report Cycle and Boundaries/Point of Contact

In this *Sustainability Report* we utilize the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. We report only on the G3 indicators that were relevant and measurable for our business operations in 2010. The report is inclusive of data from Jacobs and all related entities, with no limitations. See our investor relations section at www.jacobs.com for more information. This report has not been audited by a third party (e.g., GRI, etc.). Prior to our 2011 report, our most recent report was published in 2010. 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 please contact: contactus@jacobs.com.

Data Measurement Techniques and 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.

D. Business Conduct and Ethics

Corporate Policy Concerning Business Conduct, Integrity, and Ethics

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.

E. 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 *2010 Form 10-K* and other filings available on the investor relations section of our public website: www.jacobs.com.

F. Organizational Profile

Significant Changes in Size, Structure, and Ownership

Jacobs acquired a number of Aker Solutions' operations within its Process and Construction (P&C) business area. The acquisition, which we initially announced on Dec. 21, 2010, had a cash purchase price of approximately \$675 million, adjusted for cash and debt acquired. The acquisition was completed in February 2011. We expect the acquisition to be modestly accretive to earnings in fiscal 2011.

Aker Solutions' P&C operations significantly expand Jacobs' global presence in the mining and metals market; provide a new geographic region with South America; and strengthen Jacobs' presence in China. It also enhances Jacobs' regional presence in Australia, Europe, and North America.

JJG (Jordan Jones and Goulding, Inc.), a 500-person, professional-services firm based in Atlanta, Ga., was acquired by Jacobs in February 2010.

During the course of the year, Robert B. Gwyn, who served for 15 years on our Board of Directors, retired. Bob made many significant contributions to our growth and performance throughout that time.

G. Governance, Commitments, and Engagements

Membership in Associations and Advocacy Organizations

Listed below are just some of the principal associations with which Jacobs is involved or holds membership:

Association of the Advancement of Cost Engineering International (ACEI)	American Society of Civil Engineers (ASCE)	Construction Industry Round Table (CIRT)	National Council for Public Private Partnerships (NCPPP)
Airport Consultants Council (ACC)	American Society of Highway Engineers (ASHE)	Construction Users Round Table (CURT)	Procurement Executives
Airport Ground Transportation Association (AGTA)	American Society of Landscape Architects (ASLA)	Corporate Executive Board (CEB)	Project Management Institute (PMI) Group
Airports Council International, North America (ACI)	American Water Works Association (AWWA)	Ethisphere LLC	Puerto Rico Manufacturers Association (PRMA)
Airport Minority Advisory Council (AMAC)	American Railway Engineering (AREMA)	Federal Bar Association (FBA)	Rice Global Engineering & Construction Forum (RGF)
Alliance for Construction Excellence (ACE)	Asian American Architects and Engineers Association (AAa/e)	Hispanic American Construction Industry Association (HACIA)	Real Estate Council
American Association of Airport Executives (AAAE)	Associated Builders and Contractors, Inc. (ABC)	International Interior Design Association (IIDA)	Safety Council
American Concrete Institute (ACI)	Advancing Women in Transportation (WTS)	International District Energy Association (IDEA)	Society of American Military Engineers (SAME)
American Institute of Architects (AIA)	Building Owners and Managers Association International (BOMA)	International Fertilizer Industry Association (IFA)	The Urban Land Institute (ULI)
American Institute of Steel Construction (AISC)	Construction Financial Management Association (CFMA)	National Association of Clean Water Agencies (NACWA)	United States Green Building Council (USGBC)
American Planning Association (APA)	Construction Management Association of America (CMAA)	National Construction Safety Executives (NCSE)	Water Environment Federation (WEF)
American Public Works Association (APWA)		National Groundwater Association (NGWA)	
American Segmental Bridge Institute (ASBI)		National Society of Professional Engineers (NSPE)	

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.

H. 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.

Market Presence

Procedures for Local Hiring and 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 does place 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.

Approximately 9 percent of Jacobs' 2010 revenues came from our infrastructure business.

I. Social Performance: Labor Practices and Decent Work

Voluntary Turnover Rate for the 2010 Fiscal Year was about 7 percent globally.

Percentage of Employees Covered by Collective Bargaining Agreements

In Canada, the United States, and the United Kingdom, approximately 7,700 employees are covered by a collective bargaining agreement. In several other countries where we have operations, employees are covered by their respective national labor agreements.

J. Social Performance: Product Responsibility

Programs for Adherence to Laws, Standards, and Voluntary Codes Related to Marketing Communications, Including Advertising, Promotion, and 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.

Continent	Staff Including contract/agency	Craft/Skilled Including contract/agency
North America	27,300	13,255
South America	620	N/A
Europe	10,050	715
Asia (includes Middle East)	3,500	N/A
Australia	800	N/A
Africa	30	N/A
Antarctica	N/A	N/A
Totals	42,300	13,970

Total Workforce by Employment Type, Contract, and Region

Gender and Age	% of Staff Employees
Gender	
Female	25%
Male	75%
Age Groups	
Under 30 years old	13%
30-50 years old	50%
Over 50 years old	37%

Total Workforce Gender and Age Distribution

K. 2010 Zero Accident Award Winners

The Global Executive Health, Safety and Environment Committee is pleased to recognize the projects and offices that completed calendar year 2010 without experiencing any injuries.

Thirty-five of our projects achieved this goal and the consecutive work hour threshold of 200,000 work hours without an E-1, representing over 27.9 million consecutive accident-free work hours in self perform and subcontract environments.

Thirteen of our offices achieved this goal and the consecutive work hour threshold of 1,500,000 work hours without an E-1, representing over 26.6 million consecutive accident-free work hours. Collectively, the winners of the 2010 Zero Accident Award worked more than 54.5 million consecutive accident-free hours during calendar year 2010.

A list of the 2010 Zero Accident Award recipients is below:

Projects		
Akzo Nobel Battleground Site La Porte, Texas	ExxonMobil Jacobs Alliance Baton Rouge, La.	Indian Oil Corporation Ltd. Mathura Refinery Mathura, India
AWE A90 Rekit Aldermaston, United Kingdom	ExxonMobil Lube, Baton Rouge Port Allen, La.	JIS Maintenance at ConocoPhillips Billings, Mont.
AWE Mensa Aldermaston, United Kingdom	ExxonMobil Plastics Baton Rouge, La.	JIS Support Services at ATA Arnold AFB, Tenn.
Bushy Park/Baton Rouge Sun Chemical Goose Creek, S.C.	GlaxoSmithKline Consumer Healthcare Ltd. Project Destiny Sonepat, India	Lanxess Orange, Texas
CAPPS (Checkout, Assembly and Payload Processing Services) Kennedy Space Center, Fla.	GlaxoSmithKline Alliance Singapore	Mangalore Refinery and Petrochemicals Limited Karnataka, India
Chemetall Lithium India Pvt. Ltd. Butyl Lithium Dilution Facility Dahej, India	Hindustan Petroleum Corporation Ltd. Mumbai Refinery, DHT Project, DHT Unit Mumbai, India	Merichem Houston, Texas
Chevron San Ardo San Ardo, Calif.	Hindustan Petroleum Corporation Ltd. Mumbai Refinery, LOBS Quality Up-Graduation Project Mumbai, India	Motiva Control Building Siting Baton Rouge, La.
Chevron Coalinga Coalinga, Calif.		Novartis Site Grimsby, United Kingdom
Chiesi Project Parma, Italy	Indian Oil Corporation Ltd. Delayed Coker Unit Paradip, India	Petroferm Gurnee, Ill.
ConocoPhillips Capital Projects Cork, Ireland		TEAM Turnpike Pompano, Fla.
Eastern Region Field Services Greenville, S.C.	Indian Oil Corporation Ltd. Gujarat Refinery, Diesel Hydro Treater Unit Vadodara, India	Tioxide Grimsby, United Kingdom
ExxonMobil Alliance Singapore	Indian Oil Corporation Ltd. Gujarat Refinery, Hydrogen Generation Unit Vadodara, India	Total LOR Killingholme, United Kingdom
		United Utilities Cumbria, United Kingdom
Offices	Vadodara, India	Bingham Farms, Mich.
Mumbai, India	Singapore	Grimsby, United Kingdom
Navi Mumbai, India	Leiden, The Netherlands	Cork, Ireland
Delhi, India	Houston, Texas	Winnersh, United Kingdom
	Tallahoma, Tenn.	Orlando, Fla.



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