



**JACOBS®**

**EXECUTIVE SUMMARY**  
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.

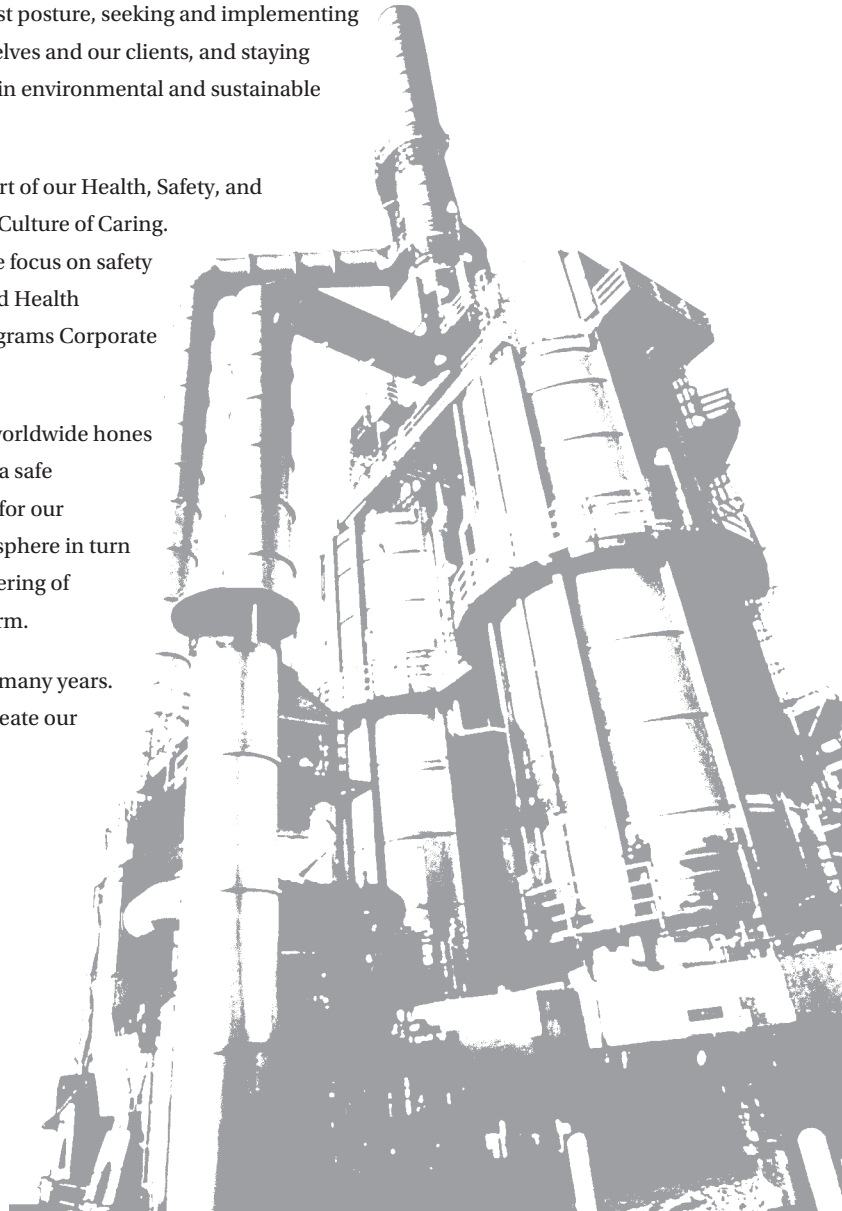
Our commitment to safety in our operations worldwide hones our commitment to sustainability. In creating a safe workplace, we create a sustainable workplace for our employees, colleagues, and clients. This atmosphere in turn lends itself to energetic and enthusiastic furthering of sustainable practices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



# 2010 BY THE NUMBERS

From financial savings for our clients to donations to charitable organizations, we are committed to tracking the facts and figures related to our sustainable initiatives. Below is a quick look at numbers significant to Jacobs in 2010:

**Number of certified LEED  
buildings in 2010**

307

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

\$3B

Savings in 2010

**Number of LEED accredited  
professionals**

411

**Paper savings for 2010**

40M

Sheets

**Trained BREEAM and  
CEEQUAL assessors**

30+

**Community charity**

\$1.08M

United Way funds raised in the U.S.  
for 2010

**Client Satisfaction Survey  
score for 2010**

91.2%

**Consecutive safe work hours**

54.5M

Achieved by our Zero Accident  
Award Winners

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.



We See  
Sustainability Differently

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 and ensures our commitment to sustainable development crosses regions, cultures, departments, and disciplines to permeate all that we do.

It's easy to see our philosophy in action. Sustainability is ingrained in our business practices and projects as well as in our culture and our people. Our philosophy on sustainability is illustrated in our core values and felt at all levels within the organization. Our core values — People are our Greatest Asset, We are a Relationship-based Company, Growth is an Imperative — are inextricably linked and create a balance that provides the framework within which we work to meet our clients' sustainable project goals, enhance our internal sustainable practices, and grow as a company. Sustainable development is evident across all market sectors of our business and is embedded in Jacobs' culture. It's part of who we are.

We are a company that strives to bring superior value to our clients every day, on projects large and small, all around the world. Providing superior value makes our relationship-based business model work, and resulted in client satisfaction survey results of more than 90 percent in 2010. In addition, through our JacobsValue+<sup>SM</sup> program, we worked together with our clients to identify approximately \$3 billion in cost savings, cost avoidances, and performance improvements in 2010.

Our sustainable principles and practices are designed to help our clients achieve success by improving their business. Innovative solutions and collaborative efforts drive successful results, from implementing best practices and efficiency efforts to conservation and restoration initiatives. The services we deliver to our clients that help them achieve sustainable project goals are our most significant contribution to the creation of an enduring sustainable legacy.

The tools, processes, and methodologies we use all aim at one goal: a successful outcome for every one of our projects. Each of our clients has a unique definition of what *value* means to them, and therefore their own definition of project success. To provide the best possible service to our clients, Jacobs employees are committed to staying abreast of the latest tools, technologies, and certifications in the sustainability realm. In 2010 we had 411 LEED accredited professionals and more than 30 BREEAM and CEEQUAL trained assessors on staff. Whether energy-saving measures, better materials handling, or waste minimization, we are dedicated to not only meeting, but exceeding client expectations and providing superior value on all the projects we work on across the globe.

Our projects impact buildings, infrastructure, the environment, and more. But at Jacobs, our work goes beyond projects. Our work directly relates to people, both our own employees, clients, and colleagues, as well as the people in the towns and cities where we live and work every day.

We work hard to create a safe and sustainable workplace, while our employees in turn demonstrate a genuine desire to build community connections and create a positive social and environmental impact in the world. Caring for people and communities — such as the \$1.08 million raised for United Way in the United States this year — illustrates our sustainable philosophy in action.

We are committed to the ongoing exploration of all the possibilities that present themselves through our approach to sustainability. An outstanding example is our print/paper reduction program, through which we were able to save about 40 million pages of paper in 2010. In addition, we are committed to reporting and disclosing our economic, environmental, and social performance through the Global Reporting Initiative (GRI). We continue to look for ways to advance our metrics and sustainable efforts, and to help our clients' progress theirs as well.

Growing a strong, lasting business allows us to exceed our clients' expectations. As our clients also grow and attain success, they pass on the benefits achieved by meeting their sustainable project goals in their own communities, no matter where they are. Business practices that are not only good for business, but good for the environment, are good for all of us.

Our 2011 Sustainability Report illustrates the connection between our philosophy, our core values, and the principles of sustainability that help guide us. These facets keep us grounded and steadfast in our mission, and are evident in the work we do on all levels. The individual sections of our full report provide more specific details.

As you explore our report, discern the elements that reinforce our sustainable leadership and see them put into action, it becomes clear that at Jacobs...

**We See Sustainability Differently.**

# SECTION 1: PHILOSOPHY

This section of our report provides information about Jacobs, including our BeyondZero® safety program, as well as our governance, with a strong emphasis on how we approach sustainability and why we see sustainability differently.

Sustainability has been part of our company culture for decades and is clearly demonstrated through our three core values: People are our Greatest Asset, We are a Relationship-based Company, Growth is an Imperative. These core values provide the framework that drives us and reinforce our commitment to providing our clients with services that address their triple bottom line (social, economic, and environmental goals).

Safety is at the core of everything we do at Jacobs. It's more than policies and procedures; it's how we do business and it's how we live, worldwide. Our commitment to safety is evident at national, operational, and project levels.

## **Jacobs Celebrates OSHA VPP Corporate Participant Status**

Jacobs was recently recognized by the Occupational Safety and Health Administration (OSHA) with Voluntary Protection Programs (VPP) Corporate Participant status. In celebration of the recognition, which is currently held by only seven other corporations, Jacobs hosted a ceremony early in 2011.

VPP is a cooperative partnership with OSHA, work site employees, and management to advance the health and safety of employees. The VPP recognizes employers and workers who have implemented effective safety and health management systems and maintain injury and illness rates below national Bureau of Labor Statistics averages for their respective industries.

The award of VPP Corporate Participant status widely reflects our companywide 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 28 VPP Star or demonstration sites. Currently, Jacobs has 17 active Star Sites located throughout the United States and Mobile Workforce for Construction in Region VI.

**“When it comes to safety, receiving VPP Corporate Participant Status from OSHA is one of the highest forms of recognition that can be achieved for a company in our business, and if ever there was an appropriate occasion to host an event to celebrate one of our accomplishments with our colleagues and our clients, this is it.”**

Colin Edwards, Senior Vice President, Quality and Safety

### **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.

The WSH Excellence Award recognizes companies and organizations that have performed well in safety and health through the implementation of sound safety and health management systems. The WSH has several award levels ranging from recognizing top health and safety officers, supervisors, companies, and projects.

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.

### **2010 Zero Accident Award Winners**

Our Global Executive Health, Safety, and Environment Committee recently recognized our projects and offices around the world that completed calendar year 2010 without experiencing any injuries. Thirty-five of our projects achieved this goal, representing over 27.9 million work hours.

Thirteen of our offices achieved this goal, representing over 26.6 million 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.

We believe this superior performance is a direct result of our behavioral and cultural mindset toward safety and our personal commitment to ourselves and our fellow workers. BeyondZero® enables us to make this personal commitment and these award winners prove that we can reach our goal of zero accidents.

### **Projects Recognized for Safety**

We were recognized for our safety efforts and innovations on many projects in 2010. Three outstanding examples are the Merck Varicella Bulk Facility (VBF) project in Durham, North Carolina, which won the Construction User Round Table (C.U.R.T.) Owners Safety Excellence Award 2010 and the North Carolina Department of Labor Building Star Award; the Trawsfynydd Decommissioning Site- Care and Maintenance Preparation project in the United Kingdom, for which the project team received a National Health & Safety Trophy from Ideas UK, the National Association of Suggestion Schemes; and the Moomba Regenerative Gas Heater project in Australia that was awarded a Santos Directors' EHS Award.

“Our company culture is summarized in the word integrity, and you can't run an unsafe company and claim you have integrity. The bottom line benefits of safety should be obvious to everyone. Keep it in mind all the time, because it represents a cornerstone of our business. It's also a perfect example of where virtue is its own reward – safety pays off.”

Jacobs founder, Dr. Joseph J. Jacobs



## SECTION 2: CLIENT PROCESSES & TOOLS

Covering our internal processes and how we deliver our services, this section identifies our tools, techniques, and how we apply them to benefit our clients.

Our JacobsValue+<sup>SM</sup> program tracks innovative practices and ideas, implements them where applicable, and passes the value created (typically savings) and benefits on to our clients. A complement to JacobsValue+<sup>SM</sup> is JacobsSustainability+, a data capture tool designed to capture sustainable-related information, specifically in regards to carbon savings, green buildings, and energy incentives. We utilize a variety of additional tools and processes to help our clients achieve their sustainable goals, including a carbon capture tool, eco-charettes, Building Information Modeling (BIM), and more. We also address our practices involving safety, human rights and labor laws, and policies on diversity.

**JacobsSustainability+**

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

“ In 2010 we worked together with our clients to identify approximately \$3 billion in cost savings, cost avoidances, and performance improvements — a major highlight for 2010 and a record for our company. ”

Craig Martin, President & Chief Executive Officer

## SECTION 3: CLIENT PROJECT PROFILES

Our sustainable services, principles, and practices cross all market sectors and geographic boundaries, and they are designed to help our clients achieve success by improving their business. This section of our report features project case studies from a broad spectrum of markets where each project features a significant sustainable aspect.



### **Oregon State University**

Energy Center  
Corvallis, Oregon

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.



### **BP**

Effluent Treatment Plant Upgrade  
Rotterdam, The Netherlands

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



### **Belwind**

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

The windfarm provides 1.1 terawatt-hours (TWh) annually, sufficient to supply 350,000 families with electricity and to prevent CO<sub>2</sub> emissions of 450,000 tons per year.



### **United States Army Corps of Engineers New England District**

New Bedford Harbor Superfund Site  
New Bedford, Massachusetts

This project includes removal of 43 tons of PCBs from the river and \$4 million saved for the client through project design.

## SECTION 3: CLIENT PROJECT PROFILES



### **United States Army Corps of Engineers New England District**

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

Jacobs has helped excavate and remove 1,000 cubic yards of soil containing approximately 550 pounds of PCBs.



### **London Borough of Havering**

Myplace Project  
London, England

This project achieved the landmark design of a Zero Carbon building from HM Government (Her Majesty's Government).



### **Boehringer Ingelheim Group-Bidachem**

API Synthesis II Project  
Fornovo San Giovanni (BG), Italy

Jacobs' safety culture and processes helped to achieve the target of exceeding 500,000 worked hours without injuries on the project.



### **Colorado Army National Guard**

Colorado Army National Guard High-Altitude Army Aviation Training Site (HAATS)  
Eagle County Airport, Gypsum, Colorado

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.



### **Suncor**

Tailings Reduction Operation Project  
Calgary, Alberta, Canada

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.*



### **Compañía Minera Doña Inés de Collahuasi**

Rosario Mine  
Altiplano Desert, northern Chile

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

## SECTION 3: CLIENT PROJECT PROFILES



### **City of Chattanooga**

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

This 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.



### **Highways Agency**

Sustainable Development Framework  
England

Jacobs advised the Highways Agency on how to create an effective and sector-leading approach for mainstreaming sustainability across its organization at a national level.

*Image courtesy of the Highways Agency [www.highways.gov.uk](http://www.highways.gov.uk)*



### **Haas Automation**

DeltaWing Concept Race Car/Wind Tunnel Testing with Windshear, Inc.  
Concord, North Carolina

The Windshear tunnel designed by Jacobs was selected as wind tunnel of choice for testing of an advanced race car concept that highlights the possibilities of a low-drag, green, and sustainable competition vehicle.



### **University of North Texas**

Health Science Center,  
Medical Education and Training Building  
Fort Worth, Texas

The MET Building is LEED Gold certified and includes sustainable features like water-saving irrigation systems, highly efficient plumbing fixtures, and a ventilation system designed to meet both ASHRAE 55 and 62.1



### **Peel Media Ltd**

MediaCityUK  
Salford Quays, near Manchester, England

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



### **Santos Limited**

Moomba Regenerative Gas Heater project  
Moomba, South Australia, Australia

The project team received Santos' Directors EHS Award for an innovative equipment design to eliminate a high risk maintenance activity on the project.

## SECTION 3: CLIENT PROJECT PROFILES



### **Rush University Medical Center**

Capital Projects for Rush  
Chicago, Illinois

Sustainable elements of the Rush University Medical Center Capital Projects include reducing water use by 30 percent, reducing lighting power density by 25 percent, low VOC levels, and more.



### **Las Cruces Army Reserve Center**

Energy Efficiency Pilot Project  
Las Cruces, New Mexico

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



### **Scania**

Climactic Wind Tunnel  
Södertälje, Sweden

Product development testing of heavy trucks and buses in the diverse, controllable environment of the wind tunnel help improve aerodynamics and reduce drag for large vehicles.



### **Magnox Ltd.**

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

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

## SECTION 3: CLIENT PROJECT PROFILES



### **Merck**

Varicella Bulk Facility (VBF) Project  
Durham, North Carolina

This project received the North Carolina Department of Labor Building Star Award in recognition of a safe workplace, as well as first place in the Construction User Round Table (C.U.R.T.) Owners Safety Excellence Award 2010.



### **University of North Texas System**

University of North Texas Net Zero Lab  
Denton, Texas

Sustainable elements of the project include photovoltaic panels, ground source heat pump, underfloor radiant heating and cooling, rainwater collection, solar chimney, and a vertical axis wind turbine.



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

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

The project control methodology for this project eliminates operating costs and energy required by conventional pump and treat system.

## SECTION 4: SUSTAINABILITY IN OUR WORLD

We are dedicated to keeping our employees safe, healthy, and working toward bright futures. Equally important is the impact of our projects on the cities and towns where we live and work.

Therefore, we not only incorporate sustainable practices into our internal operations, but also strive to create positive social and environmental impacts in our world. This section of our report combines our community involvement efforts — such as the annual CANstruction® competition in which we participate in the U.S. and Australia — and internal initiatives like the reduction of our physical servers from more than 800 to 380 over the last two years.



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## SECTION 5: REPORT DATA INDEX

Strictly data, this final section of our report provides information in the format required by the Global Reporting Initiative (GRI).

The global standard for reporting about sustainability, GRI's reporting framework sets out the principles and performance indicators that organizations can use to measure and report their economic, environmental, and social performance. In our report, this data is formatted in a table that references the location where specific data is reported on in the document.



## DIG DEEPER INTO THE 2011 SUSTAINABILITY REPORT

Thank you for taking the time to read our executive summary for the Jacobs *2011 Sustainability Report*. To learn more about the details we invite you to view our full report.

To access the *2011 Sustainability Report* on our Web site, [www.jacobs.com](http://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](mailto:jennifer.malone@jacobs.com)



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