Jacobs Challenging today. Reinventing tomorrow.

Enterprise AI in Practice

5 Principles for Scaling Value

Michael Brown, SVP Enterprise AI, Jacobs

Jacobs

Challenging today. Reinventing tomorrow.

Creating a more connected, sustainable world

At Jacobs, we're challenging today to reinvent tomorrow — delivering outcomes and solutions for the world's most complex challenges. With approximately $12 billion in annual revenue and a talent force of approximately 47,000, we provide end-to-end services in advanced manufacturing, cities & places, energy, environmental, life sciences, transportation and water. From advisory and consulting, feasibility, planning, design, program and lifecycle management, we're creating a more connected and sustainable world.

Where we work



ADVANCED MANUFACTURING



CITIES & PLACES



ENERGY



ENVIRONMENTAL



LIFE SCIENCES



TRANSPORTATION



WATER

40	~47K
COUNTRIES	PEOPLE

~$12BN
ANNUAL REVENUE

- Ranked № 1 by Engineering News-Record (ENR) in 18 categories in 2026, including data centers and other key sectors.
- Ranked on **The Wall Street Journal's Top 50 Best-Managed Companies of 2025**.
- Placed in the **Dow Jones Sustainability World Index 2024** for the third consecutive year.
- № 1 on ENR's 2026 list of Top 500 Design Firms and № 2 on ENR's 2025 list of Top 50 Program Management Firms.
- **Disability:IN 2024 Best Places to Work** for Disability Inclusion.
- Earned record score in **Pride at Work**, Canada's 2024 Workplace Audit.

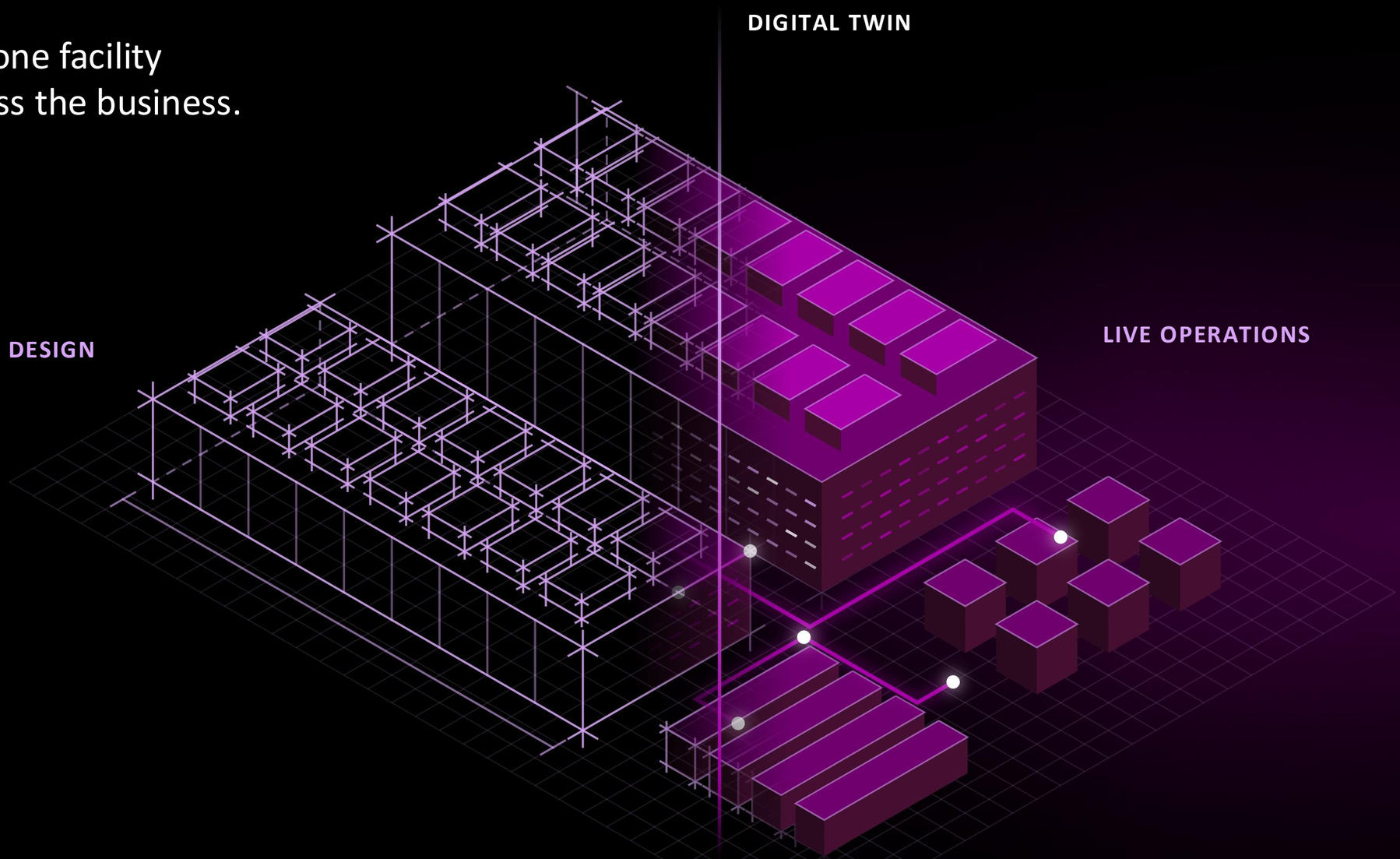
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Data Center Digital Twin
VIEW

THE DATA CENTER STORY

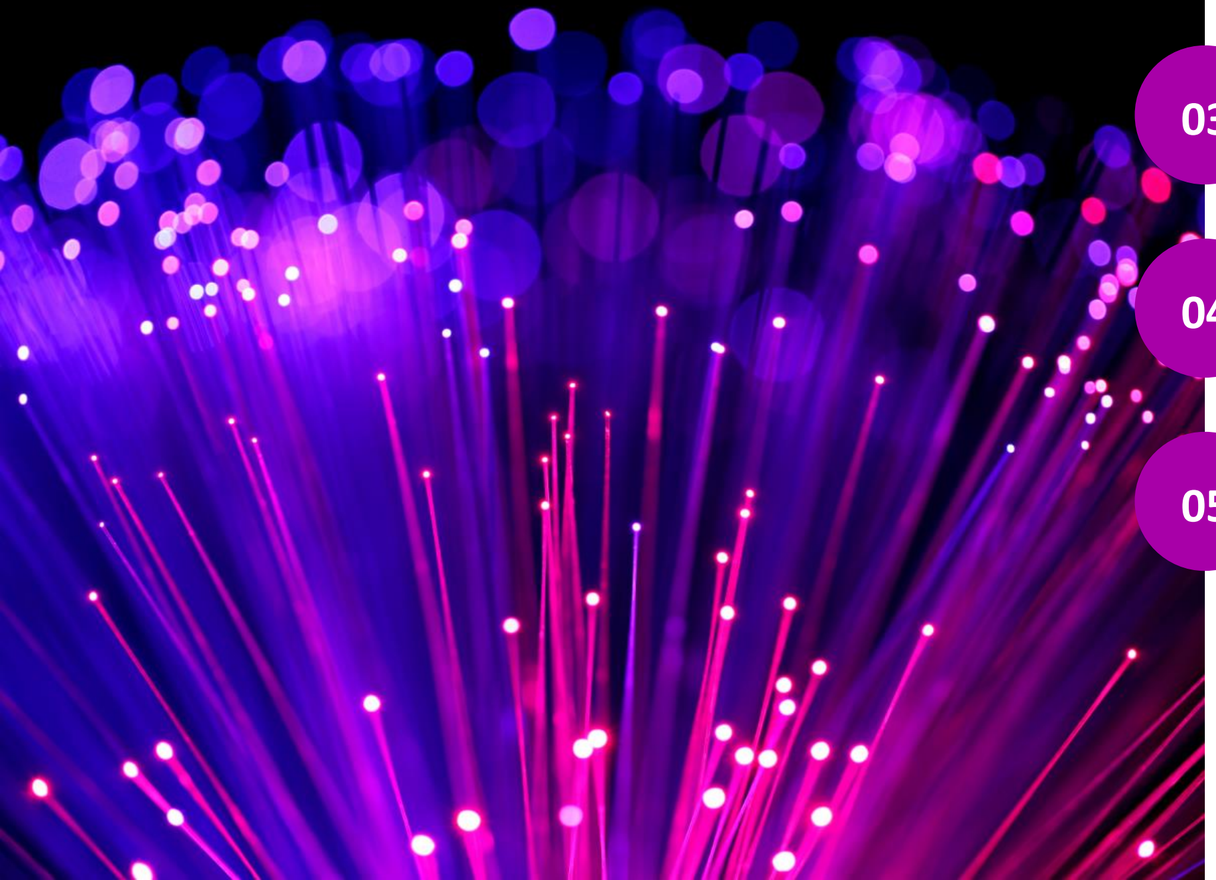
How a data center digital twin led us to enterprise AI

What we learned modeling one facility shaped how we lead AI across the business.



WHAT WE LEARNED

Five principles shaped how we made it real



01 **Start with real business problems**

02 **Think big, start small, scale fast**

03 **Make it a team sport**

04 **Prove the return**

05 **Lead the human change**

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PRINCIPLE 01

Start with real-world business problems

Anchor to your strategy, not a tool.

Strategy

Where the business is going

Problem

The work people need done

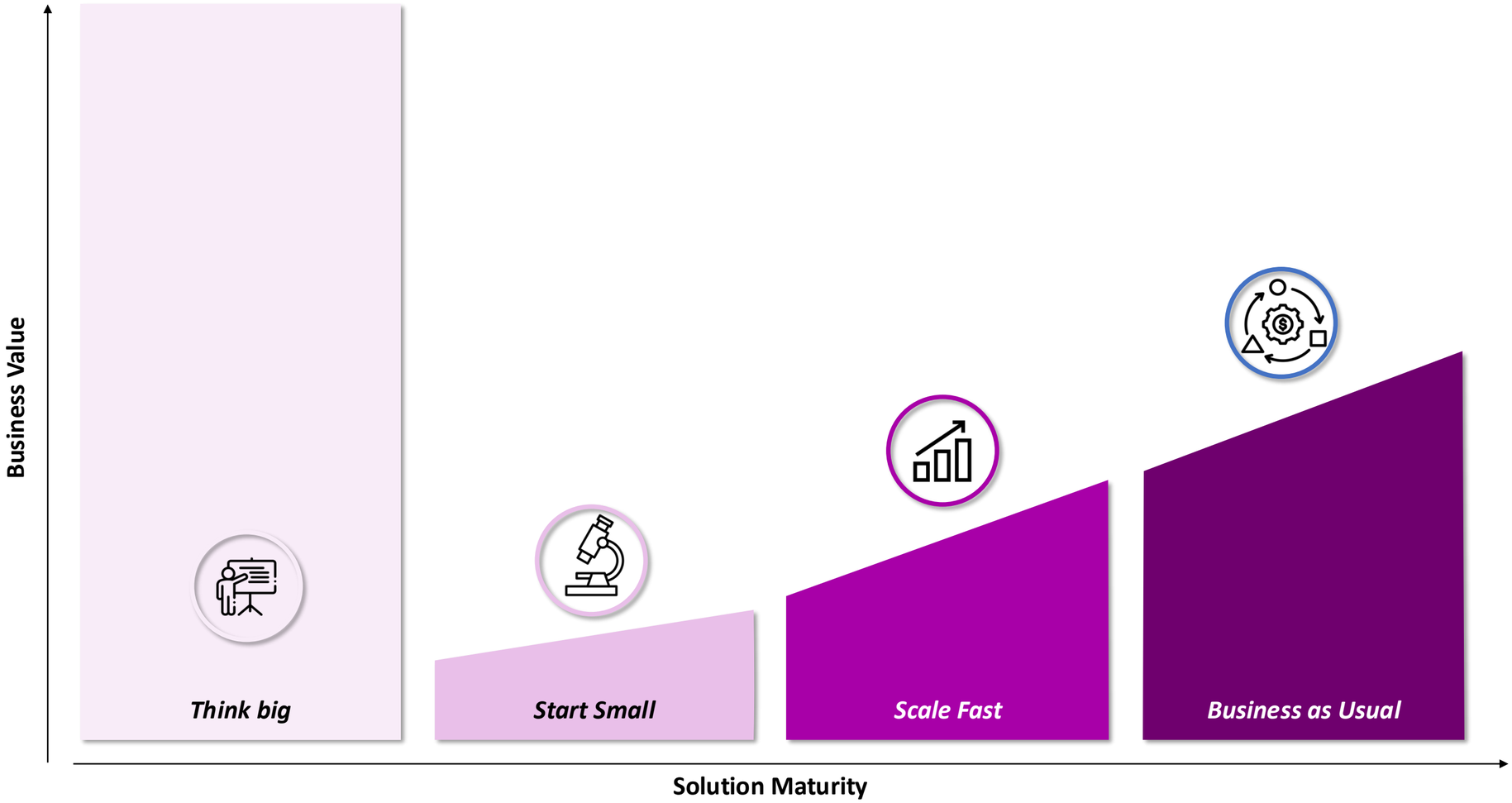
Outcome

What the business values



PRINCIPLE 02

Think big, start small, scale fast



"Think big while starting small to keep the pace of change manageable and build trust through repeated wins."

Jacobs, Digital Twins executive summary, February 2026

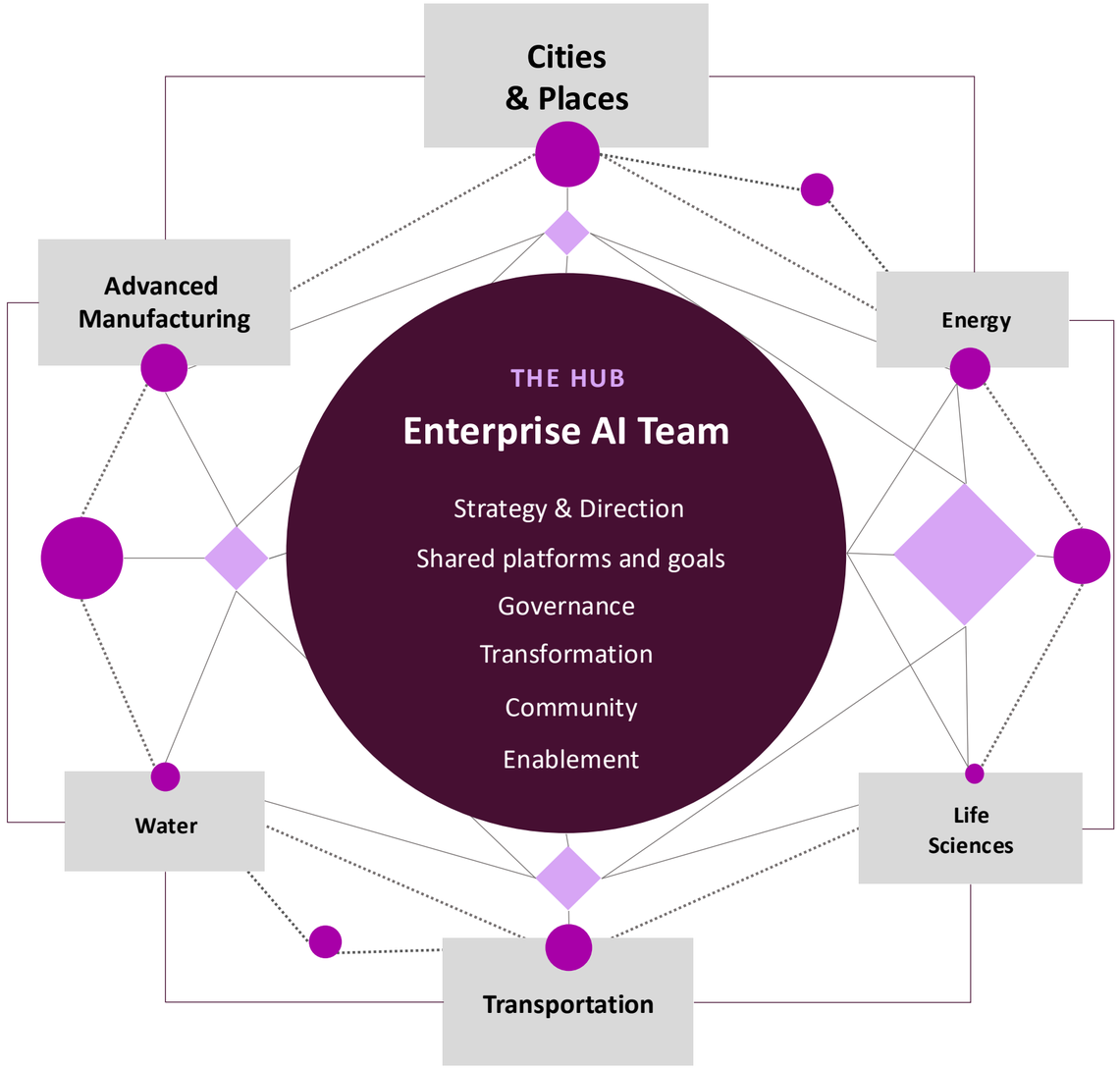
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PRINCIPLE 03

Make it a team sport

The center sets direction.
The network owns the work.

A federated AI capability is a mature AI capability.



Business Teams – they own the work

AI Champions – help peers adopt

Communities of Practice – share what works

PRINCIPLE 04

Prove the return

One number never tells the whole story.

What We Measure

Balanced scorecard	What we look at
Enterprise value	Capacity, margin, growth
Business outcomes	Faster delivery, better quality
Adoption	Who uses it, and what work changed

Typical, Tool-Based Pilot Productivity

10%

Our Pilot Productivity

30%



PRINCIPLE 05

Lead the human change

> ***“People, processes and technology, in that order of importance.”***

Jacobs, Digital Twins executive summary, February 2026

Support

Help people learn

Practice

Use it in real work

Trust

Earn it with results

Judgment

People stay accountable



BACK TO THE DATA CENTER

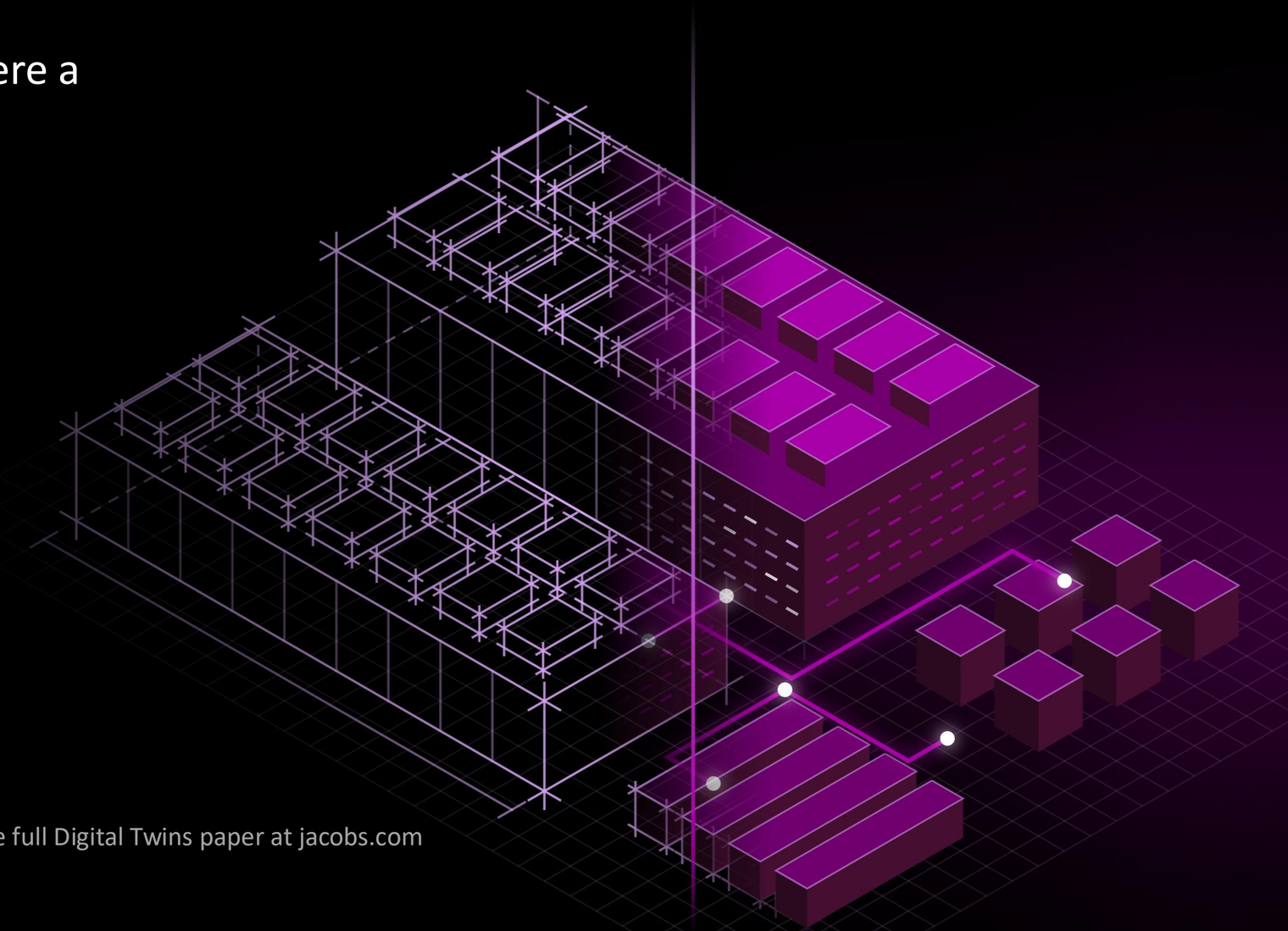
What is your data center?

Find your catalyst: one real problem where a small model can meet the real world.

01 **DESIGN**
Pick a problem your clients feel

02 **SIMULATE**
Test one small first step

03 **OPERATE**
Scale what the evidence supports



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Read the full Digital Twins paper at jacobs.com

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