

Paul Thies:

In the corporate world, arguably there is no shortage of attention on climate change. Investors no doubt

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No, that's fantastic. That's fantastic. So I think a lot of what we see, and maybe this has been pushed by the ESG mentality and investor level and whatnot, but there's a lot of talk obviously about sustainability and resilience, and this gets to the heart of our episode today. But there's a lot of talk, a lot of attention,

is your own operational footprint? And then what's happening downstream? What are you doing with your waste streams and your byproducts, and how are you distributing your products? And because of that holistic web, if you will, where your organization is in the center, but people that you touch on a daily basis are also getting those pressures, you're really seeing that penetrate I think much more holistically. Some companies and organizations are better at actually achieving action than others, but I see a systematic pressure across all of the markets. And some are more early adopters, some are later

Well, most of them that are highly effective are in the pre-design or pre-project stage. And so having an organization to start to make their public commitments, their performance standards, their key performance indicators that they're working towards, so Jacobs has a net-zero by 2040 goal of how we operate as an organization, looking at design guidelines, and technical guidelines, and RFP language that goes out to contractors or vendors. All of that can be baked into those pre-project, pre-design guidance so that it makes it into the budget, because what we find is that highly resilient and sustainable solutions do cost more typically. Normally we see about a 5-15% increase in the CapEx of the project. But

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being savvy business people. And so Patron is a great example of that. They're a privately held

