

Delivering Sustainable Legacies

Our 2024 Sustainability Report

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Letter from the CEO



Troy Rudd
Chief Executive Officer

Since adopting our *Think and Act Globally* strategy, sustainability and resiliency have remained paramount in our business decisions, forming the core of our current strategy. Reflecting this commitment, we developed our Sustainability Legacies strategy that ensures we take action across our organization. Over the past year, we've made significant progress on these initiatives, placing us at the forefront of sustainable practices. This has not only extended our competitive advantage as industry leaders but also enabled us to lead more comprehensively, delivering for both clients and the communities we serve. Ultimately, our aim is to create a lasting impact on the planet for future generations.

As we reflect on our achievements and progress made over the past year, I am proud of our team's unwavering commitment and the progress to our purpose of delivering a better world. Our Sustainability Report highlights our ongoing commitment to embedding leading sustainability, resilience and governance practices in everything that we do.

Embracing sustainability in our culture

Our employees are our greatest asset, and we have taken several steps to create the best workplace in our industry, with sustainability and resilience at the center. Last year, this included implementing required sustainability and related training programs to help our employees work safely, sustainably, and ethically. We have achieved strong employee engagement and training compliance due to our efforts for the fourth consecutive year, reflecting our commitment to our workforce and training initiatives. As part of this process our teams are trained on our global sustainability risk framework that aligns with our *Sustainable Legacies* strategy and is critical in continually assessing project and environmental risks in every decision we make.

This year, we took our initiatives a step further by improving the diversity of our workforce and achieving our near-term goal of women comprising at least 20% of our leadership. We continue to make further progress against our 35% near-term target of women company-wide while also advancing our nongender diversity targets within each region of our business. In addition, we have implemented required unconscious bias training and set specific targets within each of our regions. We also strengthened our professional development programs to help our employees build meaningful careers and foster talent.

I am pleased to report that these actions are receiving positive feedback. In our latest employee survey, a record number of employees recommended AECOM as a great place to work. In addition, our employee retention midway through fiscal 2024 is well ahead of pre-pandemic levels.

We extended these practices focused on social impact by launching our AECOM relief campaign in collaboration with the American Red Cross's Hawaii Wildfires Relief Fund.

AECOM has a long and proud history of delivering for clients and communities across Hawaii, and through this campaign we have made a corporate donation combined with offering a global matching program to collectively raise \$300,000 to aid in the challenging recovery. On a global scale, we partnered with the Government of Ukraine to provide program management and advisory services that will aid in the reconstruction of Ukraine. These are notable examples of the type of initiatives that unify our teams across the world and deliver sustainable legacies for generations to come.

Within AECOM, we have established a culture centered on flexibility, trust, and collaboration. For the tenth consecutive year, we have been recognized as a *Fortune* World's Most Admired Company, a testament to our continued excellence in our field. Sustaining our recognition is only possible because of the strength of our employees—52,000 talented professionals who are dedicated to our clients and our purpose of delivering a better world. To ensure we continue fostering a culture focused on impact and providing greater opportunities for our professionals, we continue to invest in professional and technical development programs. In 2023, we also celebrated the value and success of these programs that led to *TIME* magazine naming us one of the Best Companies for Future Leaders, complementing our status as one of the World's Most Ethical Companies for the eighth year, as recognized by Ethisphere.

Winning with our technical expertise

Over the last year, our ESG Advisory practice, which provides our clients with leading sustainability and resilience-related consulting services, grew a double-digit pace and have made key senior hires in nature-based solutions and the energy transition. Serving as a complement to our world-class program management and advisory services, we have expanded our addressable market to support our clients more holistically across the lifecycle of their investments—from assessing risk and developing a strategy to the detailed design and execution of the project.

By engaging with our clients earlier and longer, we have created a competitive advantage in our offering. Our global scale and experience are proving to be key differentiators as we are winning work at an all-time sustained high. As part of this, we are winning the work that matters by focusing our environmental technical expertise on the largest and most profitable markets. Critical pursuits such as the UK Network Rail, California High-Speed Rail, and NEOM International Airport highlight the breadth of our advisory and program management services that, when coupled with our technical expertise, are setting new standards for complex, sustainable infrastructure.

Our progress was no more apparent than in our leading industry recognitions that were announced by the *Engineering-News Record* in April 2024. In these rankings, we were named the number-one Water design firm, displacing two of our closest competitors, while our number one rankings in Transportation and Facilities design were also reaffirmed. Moreover, our recent acknowledgment from *USA Today* as one of America's Climate Leaders for 2024 underscores our progress on our environmental commitments. With these recognitions, we are now the top ranked firm across each of our major end markets, further reflecting the tremendous value we bring to clients every day.

Driving sustainable infrastructure

Our commitment to sustainability drives us forward with the latest technology, particularly in our role leading the Sustainable Markets Initiative task force on measurement and transparency. This work has led us to build the innovative and collaborative SMI Nature Risk Tool. Developed in partnership with stakeholders and industry experts, we've created a solution designed to guide early-stage infrastructure decisions. This tool empowers users to assess and address the impact of projects on nature, mitigating risk, and maximizing value. Leveraging global data sets and frameworks, it offers comprehensive insights into biodiversity and ecosystem dependencies. User friendly visualizations simplify complex

data, enabling informed decision making from site selection to risk identification. As we embark on pilot projects, our aim is to democratize access to this transformative tool, advancing sustainable and resilient infrastructure worldwide. Our work on this tool underscores the type of impact we can have as a company to promote and enhance nature and biodiversity.

Looking ahead

We are leading across our markets at a time when sustainability factors have become increasingly important for clients around the globe. This is due to the changing effects of climate change and environmental issues, including evolving regulatory frameworks following continued multi-decade investments in areas such as sustainability and the energy transition. Our clients are increasingly turning to us to navigate these evolving priorities.

We are beginning to witness a surge in momentum in our pipeline from the Infrastructure Investment and Jobs Act (IIJA) and other substantial infrastructure funding initiatives around the world, and we expect substantial growth opportunities on the horizon. We are best positioned to advise and execute on these priorities with our multiple decades of experience and the digital delivery capabilities required to navigate in this changing landscape.

I am incredibly proud of the impact we are making through our sustainability efforts. These are complex challenges that cannot be solved in a day, and, through our Sustainable Legacies strategy, we are committed to continuously improve our capabilities to create infrastructure opportunities for all.

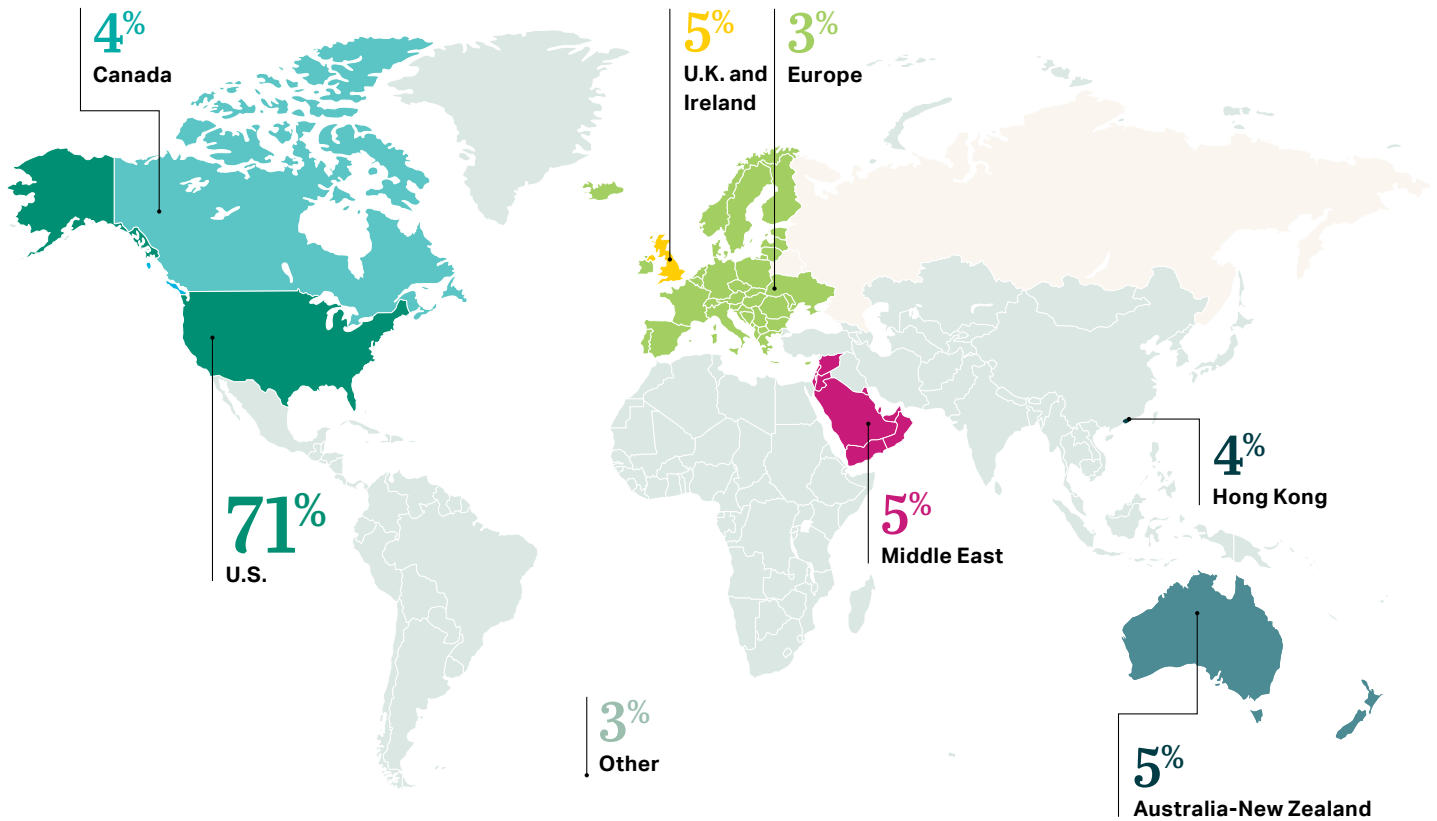
I would like to extend a thank you to our employees, clients, and stakeholders for supporting us on this sustainability journey. Together, we will continue to build a better and more equitable future.



Troy Rudd
Chief Executive Officer

AECOM at a Glance

Geographies by Revenue



Key strategic priorities



Focused

on our core higher-returning and lower-risk businesses.



Leading

in key transportation, water and environment markets and ideally positioned to advise clients on their sustainability and resilience priorities.



Strengthened

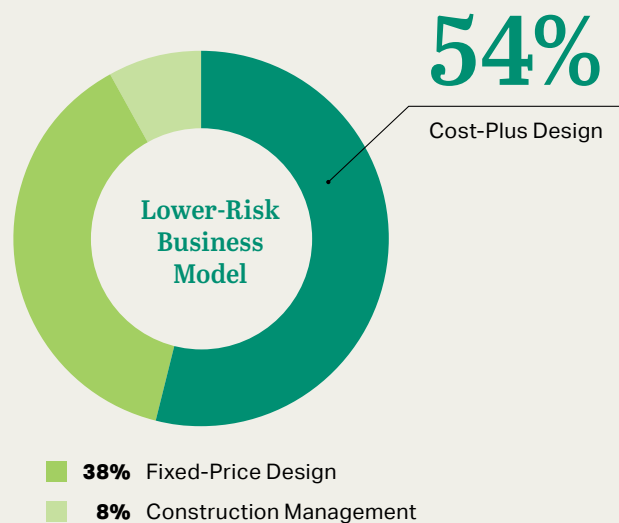
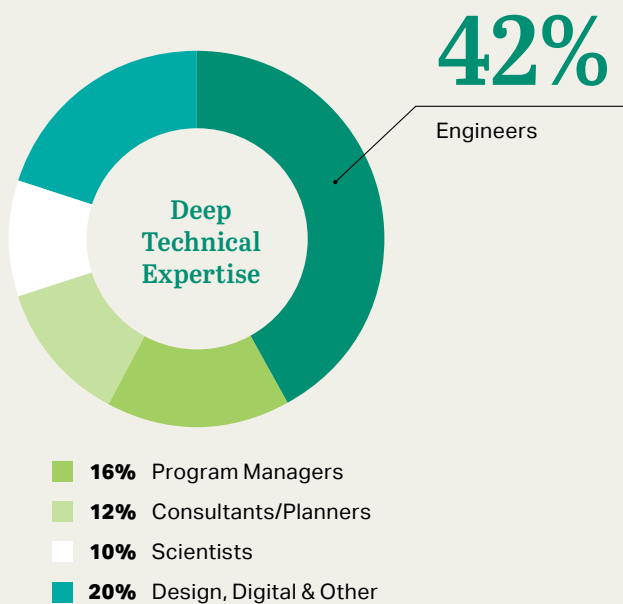
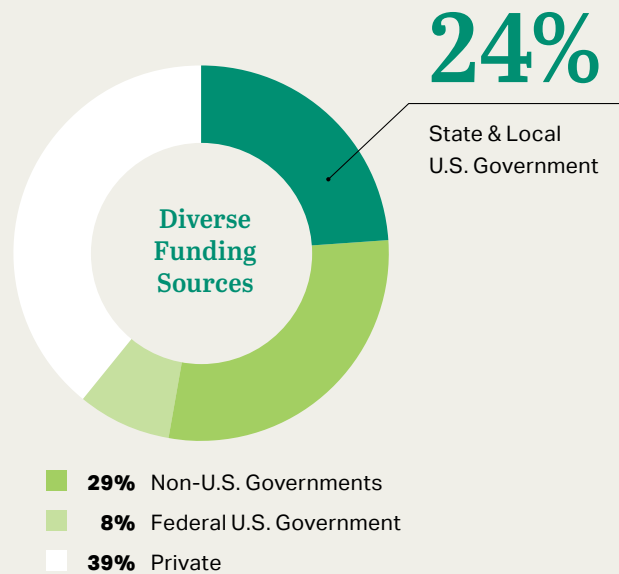
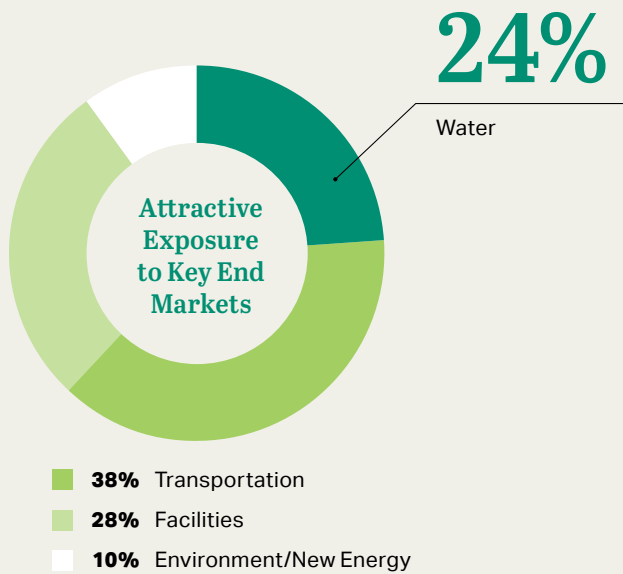
financial profile with transformed balance sheet and returning capital to shareholders.



Capitalizing

on market leading positions, substantial backlog and ongoing continuous improvement initiatives to drive long-term profitable growth.

As a Professional Services business, AECOM is poised to thrive



All figures presented as a percentage of FY'23 NSR



A leader in helping our clients deliver their most challenging projects

#1

- Transportation Design Firm
- Environmental Consulting Firm
- Facilities Design Firm
- Environmental Engineering Firm
- Chemical Remediation
- Mass Transit
- Airports
- Highways
- Dams and Reservoirs
- Water Design Firm

#2

- Environmental Firm
- Water Treatment Lines and Aqueducts
- Wastewater Treatment Plants
- Education
- Green Design Firm

#3

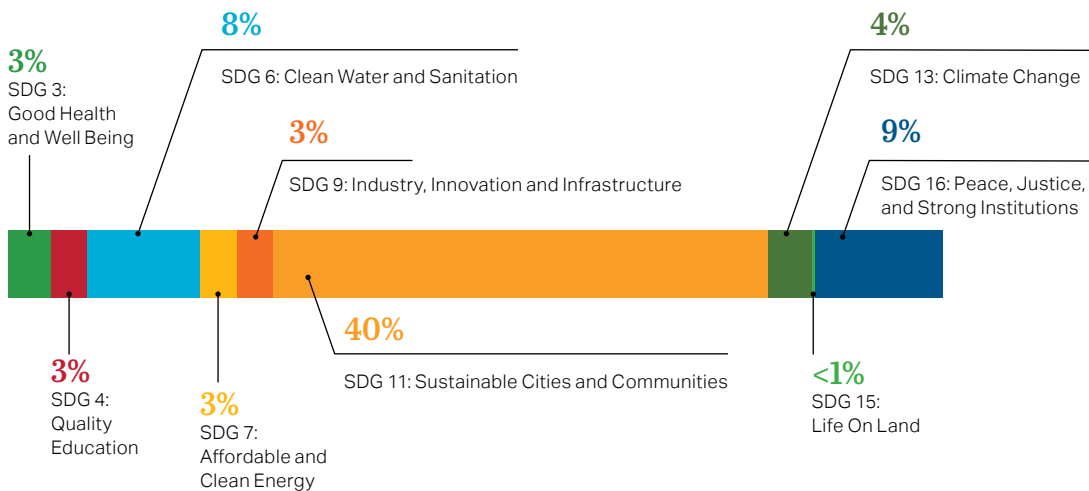
- Marine and Ports
- Water Treatment and Desalination
- Clean Air Compliance
- Site Assessment and Compliance
- Green Contractor

#4

- Hazardous Waste Program Management
- Sewer and Waste
- Wind Power

Source: 2023/2024 ENR Rankings, reflecting global revenue

Percentage of FY'23 Gross Revenue Aligned with the Sustainable Development Goals (SDGs)



72%

Percentage of FY'23 gross revenue aligned with the SDGs

Sustainable Legacies



Sustainable Legacies is AECOM's strategy for reaching ambitious objectives across four key pillars: embed sustainable development and resilience across the company's work, improve social outcomes for communities, achieve net-zero carbon emissions, and enhance governance. AECOM is committed to publicly reporting on its Sustainable Legacies pillars as we work to enhance performance in the most responsible manner possible. Our strategic approach not only helps us manage and measure our progress, but also helps us to engage with key stakeholders from around the world.

Delivering Sustainable Legacies

Our strategy in detail



Embedding Sustainable Development & Resilience Across Our Work

- To solve for carbon using ScopeX™, our AECOM platform is designed to reach our aspiration of reducing at least 50% of carbon on major projects
- To align with our clients' ambitions, increasing the depth and breadth of our sustainability and biodiversity services each year
- To work with clients and partners to drive innovation in climate change, sustainable design, social value, and governance
- To embed net zero, resilience and social value targets into our client account management program and the work we bid for
- To measure key impacts and the work for which we bid such as carbon emissions, climate resilience, and social value on client projects



Achieving Net-Zero Carbon Emissions

- Following our achievement of operational net zero in 2022, maintain operational net zero status including through ongoing emissions reductions
- Reflecting our more ambitious emissions reduction targets approved by the Science-Based Targets initiative in April 2022, reach science-based net zero by 2040 by:
 - Achieving a near-term 60% reduction in Scope 1 and 2 emissions by 2030
 - Achieving a near-term 50% reduction in Scope 3 emissions by 2030
 - Achieving a long-term 90% reduction in total emissions by 2040
 - Developing carbon reduction targets in partnership with our supply chain
 - Decarbonizing fleet vehicles and increasing renewable energy use
 - Participating in nature-based solution projects



Improving Social Outcomes

- To deliver social value through our business, empowering staff and delivering projects that proactively improve social value outcomes to individuals, communities, and society in general
- To ensure our teams reflect the diversity of the clients and communities we serve in order to maximize employee engagement and satisfaction, meet client expectations and maximize community impact by:
 - To guarantee a minimum representation of women at 20% of senior leadership roles and at least 35% of the overall workforce in the near term
- To promote social equity, diversity, and inclusion in our supply chain and communities through partnerships with small and minority-owned businesses
- To make strategic community investments that positively impact clients and society, including through employee-driven community investment opportunities
- To ensure women comprise at least 20% of senior leadership roles and at least 35% of the overall workforce in the near term
- Achieving specific and culturally relevant diversity goals implemented within each region of our business based on local community demographics, while investing in underrepresented groups within the regions of our business



Enhancing Governance

- To leverage our enterprise framework to continually assess environmental and social risk in potential projects and evaluate the framework to ensure ongoing alignment with best practices
- To drive leadership accountability and advocacy through ongoing specific Sustainable Legacies objectives/metrics in annual goals
- To ensure strong employee engagement through 100% compliance of required ethics, compliance, safety, and Sustainable Legacies specific training programs
- To track and report on sustainability performance targets in line with leading industry benchmarks (i.e., Sustainability Accounting Standards Board [SASB] and Task Force on Climate-related Financial Disclosures [TCFD])

Progress Against Our Sustainable Legacies Strategy



Embed sustainable development and resilience across our work



Improve social outcomes



Achieve net-zero carbon emissions



Enhance governance

OUR TARGETS			
<ul style="list-style-type: none"> • Advancing ScopeX™ to design out at least 50% of carbon on major projects • Increase the depth and breadth of our sustainability services each year • Embed net zero, resilience and social value targets into our client account management program and the work we bid for • Measure key sustainability impacts through our operations and projects 	<ul style="list-style-type: none"> • Ensure our project teams reflect the diversity of the clients and communities we serve • Ensure women comprise at least 20% of senior leadership roles and at least 35% of the overall workforce in the near term • Achieve regionally-specific near- and long-term diversity goals • Make strategic investments that positively impact clients, communities, and society 	<ul style="list-style-type: none"> • Ensure we remain operationally net zero • Reach science-based net zero by 2040, including a 90% reduction in total emissions • Implement a 50% reduction in business travel • Partner with our supply chain to develop their own carbon reduction targets • Investigate creation of our own nature-based solution projects 	<ul style="list-style-type: none"> • Leverage our enterprise framework to continually assess sustainability and social risk in potential projects • Drive accountability through ongoing specific ESG goals/metrics in leadership annual goals and employee-wide required training programs • Report on sustainability performance in line with the SASB and TCFD frameworks
OUR PROGRESS			
<ul style="list-style-type: none"> ✓ Leveraging Sustainable Legacies to create competitive advantages to win key pursuits ✓ Growing our ESG advisory practice at a double-digit pace and added key senior hires in nature-based solutions and energy transition ✓ Driving substantial engagement with internal ScopeX™ portal to aggregate project-specific case studies and decarbonization data ✓ Leading Sustainable Markets Initiative task force on measurement and transparency 	<ul style="list-style-type: none"> ✓ Progressing on our near-term gender diversity targets; now exceed senior leadership diversity target with continued diversity gains across the company ✓ Continue to implement diversity-specific KPIs and associated near- and long-term targets in each region within our business in FY'24 ✓ Employee-matched donation campaign to support Maui recovery efforts concluded with nearly \$300,000 raised 	<ul style="list-style-type: none"> ✓ Set net-zero emissions targets approved by SBTi, among the first companies globally ✓ Kicked off innovative supplier engagement program, engaging approximately 500 of our most emitting suppliers ✓ Achieved operational net zero for FY'23 and already positioned to maintain operational net zero for the next several years ✓ Implemented quarterly sustainability dashboards for each region including regional travel emissions reduction goals 	<ul style="list-style-type: none"> ✓ Awarded Terra Carta Seal by SMI in FY'23 ✓ Incorporated sustainability-related KPIs in CEO and executive officer compensation aligned with sustainability-linked financing amendment ✓ Implemented an enterprise-wide risk framework to ensure work aligns with our Sustainable Legacies strategy and ensures alignment with climate science ✓ Achieved 100% training compliance in FY'23, including completion of Sustainable Legacies training; implemented further enhanced Sustainable Legacies training curriculum for FY'24 program

Q&A with President Lara Poloni



In this Q&A, President Lara Poloni shares her expertise and the considerable progress we have made in advancing our Sustainable Legacies initiatives over the past year.

Q: Reflecting on the past year, what notable achievements do you find most significant?

A: The importance and urgency of our work has been underlined throughout a year marked by destructive natural disasters and weather events. Amid this backdrop, it is encouraging to see sustained progress across all four pillars of our Sustainable Legacies strategy.

What truly stands out is the increasing depth and scope of our capabilities, along with the consequential impact we can make. Our growing ESG Advisory business, for instance, assists clients in achieving their own ambitious net zero and sustainability agendas. Our perspectives and approaches, built upon our extensive experience in the Environmental space, distinctly differentiates AECOM—and our clients are actively engaging and responding.

As part of our ESG Advisory services, our new global ScopeX™ internal portal aggregates project-specific case studies and gathers decarbonization data from current and ongoing projects. Simultaneously, we have established a carbon technical practice group focused on enhancing carbon knowledge and training throughout the organization.

Further progressing on our net zero ambitions, we conducted an internal audit of carbon emissions reporting and processes to identify opportunities for further operational emission reductions. We have made significant strides in achieving our short-term gender diversity goals, particularly in promoting women representation across all levels at AECOM. And as part of enhancing governance, we achieved strong employee engagement with a 100% completion rate on compliance and Sustainable Legacies-specific training programs.

These initiatives extended our leadership position in sustainability and resilience. We were honored with the Terra Carta Seal by the Sustainable Market Initiative, underscoring our prominent role among private sector firms working toward a more sustainable future. In addition, as ranked by the *Engineering-News Record*, we were recognized as the top water, transportation and facilities design firm in April 2024. When combined with our existing number one positions in environmental engineering and environmental science, we have established ourselves as the leading firm across each of our end markets.

Q: How is AECOM pioneering innovation to enhance biodiversity outcomes?

A: Innovation is key to addressing complex sustainability challenges around the world, including the increasing impacts of land-use changes. In response to the increasing demands from our clients' requirements to report and improve biodiversity, we have introduced our new digital platform, EcoUplift, a capital accounting digital platform specifically tailored for the biodiversity in the UK. The innovative nature technology helps policymakers, landowners, and developers in the UK make informed and sustainable land-use decisions to enhance restorative biodiversity outcomes. The tool connects with our PlanEngage™ stakeholder engagement platform, which was streamed on Microsoft's Azure marketplace to generate highly visual, interactive natural capital accounts that bring our clients natural assets and reporting to life.

Additionally, we recognize that our focus on the environment cannot just be limited to carbon emissions—we must be evaluating the impact of our operations and our client work on biodiversity and nature more holistically. That is why, during fiscal 2023, we formalized a biodiversity statement that has been signed by our CEO, Troy Rudd, and includes commitments to support the Global Biodiversity Framework of reversing nature loss by 2030. Furthermore, reflecting our commitment to sustainability and leadership in advancing environmental stewardship industrywide, we were awarded the Terra Carta Seal by the Sustainable Markets Initiative in fiscal 2023.

Q: Could you provide an update on the progress of your ambitious ScopeX™ initiative?

A: We believe ScopeX™ can be our biggest contribution in addressing climate emergencies. It involves comprehending our clients' carbon reduction commitments, challenges,

and aspirations and utilizing that knowledge to guide our own decarbonization work.

As such, most recently we implemented our ScopeX™ decarbonization policy, which aims to emphasize the importance of our principles, ensuring early engagement and alignment with project scope to maximize carbon reduction impact. ScopeX™ is a way of systemizing the methods, workflows and technologies needed to decarbonize the projects we deliver, and our recent ScopeX decarbonization policy formalizes how we can embed decarbonization principles into everything we do.

Critical to achieving our aspirations with this program is ensuring all our technical experts have the resources and training available to bring decarbonization strategies to their projects around the world. As such, the ScopeX™ portal is a key enabler—a central, global hub for our technical professionals to access and share emissions data, Life Cycle Analysis tools and existing project decarbonization work and data. The portal, as a knowledge management platform, is helping build the skills of our global teams to deliver low-carbon planning, design, and engineering solutions.

Q: With the increasing global focus on hazardous chemicals, how is AECOM uniquely positioned to tackle these complex issues?

A: AECOM has been working with clients and industry partners to better understand and address 'forever chemicals' for decades, with PFAS at the center. It is estimated that the total liability for public and private organizations worldwide is over \$200 billion and possibly as much as \$1 trillion. With robust sustainability investment around the world and with increasing regulatory focus on these issues, such as recent action taken by the U.S. Environmental Protection Agency, we expect there to be substantial demand

over the coming years, and we are well positioned to capitalize through our strong capabilities, proven track record and valuable industry relationships.

Our current work to provide environmental services addressing PFAS for the U.S. Navy's CLEAN program in the Atlantic and Pacific regions is a good example of the deep, technical knowledge, and experience we can deliver at scale for our clients.

It also demonstrates the benefits of bringing together the full power of our company and resources to lead two of the world's largest environmental programs, which address the most critical restoration challenges of our time.

Q: In the realm of greenfield infrastructure, what proactive measures can ensure the integration of long-term resilience and adaptability right from the outset?

A: The focus on social equity, community building and engagement; social value is stronger than before and, in many places, it is the one key consideration in an infrastructure project, city planning, or regeneration.

The supporting supply chain is also more mature, but we have to continue to be more deliberate about how we drive the engagement at the planning stage.

Resilience and adaptation should be primary considerations rather than afterthoughts. Leveraging data and nature-based solutions alongside the fostering of government and private sector partnerships can ensure long-term resilience and community support.

Affordable housing, disaster preparedness, accessible healthcare and education, and the preservation of green spaces are priorities requiring policies that promote social inclusion, as well as continuous investment, technological innovation, stable long-term policy frameworks, and community engagement.

AECOM's Approach to Sustainability-Related Reporting

Written in alignment with the Sustainability Accounting Standards Board disclosure for the Engineering & Construction Services, the UN Sustainable Development Goals, and the Task Force on Climate-Related Financial standard, this report focuses on the following topics deemed most meaningful to our long-term performance:

1

Achieving Net Zero

including our environmental management program, climate change initiatives, our pledge to net zero, and our environmental responsibility. Within these sections, we provide an overview of our environmental impacts of project development (SASB IF-EN-160a), structural integrity & safety (SASB IF-EN-250a), lifecycle impacts of buildings & infrastructure (SASB IF-EN-410a), and climate impacts of our business mix (SASB IF-EN-410b). We also discuss the governance, strategy, risk management, and metrics related to our climate change endeavors (TCFD).

2

Improving Social Outcomes

including diversity initiatives, LGBTQ+ reducing equity, employee turnover, programs for people with disabilities, STEAM education, veteran support, health & safety, and our local community initiatives. Within these sections, we provide an overview of our Workforce Health & Safety (IF-EN-320a) and related activity metrics (SASB IF-EN-000).

3

Enhancing Governance

including oversight of our corporate governance program, ethics and integrity, risk management, and responsible supply chain management. Within these sections, we provide an overview of business ethics (SASB IF-EN-510a) and governance of our climate change program (TCFD; SASB IF-EN-160a.2).

4

Embedding Sustainable Development and Resilience Across Our Work

including how we are partnering with clients to advise on their own increasingly ambitious sustainability initiatives, such as through our ScopeX™ process that aims to reduce the embodied carbon in our designs by at least 50% (SASB IF-EN-410a).

We believe that investing in environmental leadership, social impact, and a culture of governance will drive long-term value for AECOM. Our priorities center on these four elements, and we look forward to providing more information on the pages that follow.



Achieving Net Zero

Why we are committed to net zero

Emissions data

What we are committed to

How we're reducing emissions

How we communicate, report, and externally engage on net zero

Climate change oversight

Climate change risk management

Construction management

Climate change risks and opportunities

Environmental management

Why We Are Committed to Net Zero

The 2018 Intergovernmental Panel on Climate Change Report showed we need to limit global warming to 1.5 degrees to avoid the worst effects of climate change, requiring significant changes globally, including from companies.

This is echoed by the goals of the Paris Agreement that aspires to achieve 'net zero' emissions ahead of 2050 to avoid the worst impacts of climate change. Therefore, a key aspect of our Sustainable Legacies strategy is following the science in our climate change response. This is to safeguard the planet and the communities we serve, especially people who live in vulnerable areas and will be disproportionately affected. We also have a duty and opportunity as a leading global firm as part of the built environment sector to reduce our impact and support our clients and suppliers in this journey.

Our net zero targets align with this climate science. These are to achieve:

- Science-Based Net Zero by 2040 to achieve the following: at least 50% reduction by 2030 and 90% reduction by 2040 of total emissions before neutralizing the remainder, compared with 2018

- Operational Net Zero every year from 2021 (reducing Scope 1 and 2 emissions in line with 1.5C reduction and offsetting the remainder annually)

Our Science-Based Net Zero target is validated by the Science-Based Targets initiative, making AECOM one of the first companies globally to achieve this validation. A Science-Based Net Zero target commits a company to decarbonize across its value chain (in line with the Paris Agreement) and then neutralizing any remaining emissions through carbon offsetting. In addition, we continue to maintain our commitment to being operationally net zero, which allows us to contribute more climate impact and be ready for our science-based net zero target.

✓
Science-Based
Net Zero by
2040

✓
Operational Net Zero
Every Year from
2021

What We Are Committed to

As part of our Science-Based Net Zero by 2040 commitment we are targeting:

60%

reduction in Scope 1 and 2 emissions by 2030, compared with 2018

50%

reduction in Scope 3 emissions by 2030, compared with 2018

90%

reduction in total emissions by 2040, compared with 2018

10%

of emissions from 2040 can be mitigated by offsetting the remaining maximum

To retain our annual Operational Net Zero commitment (first achieved in 2021) we:

1

Maintain

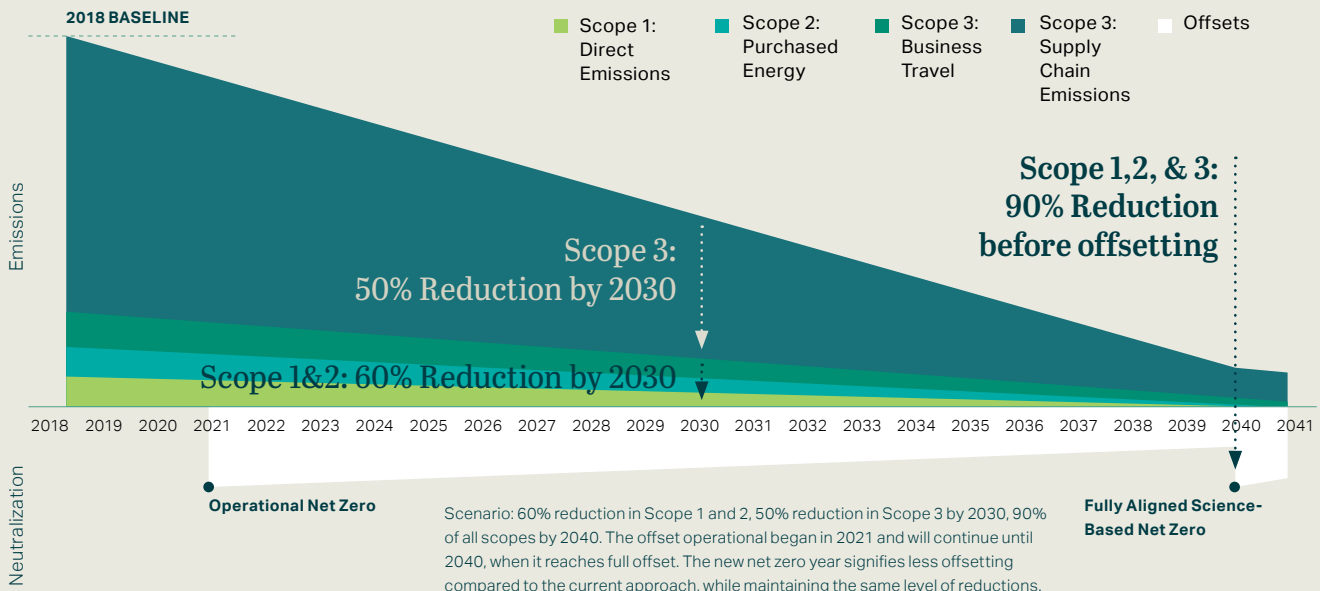
Maintain our annual reduction required to achieve 60% reduction in Scope 1 and 2 emissions by 2030

2

Offset

Offset the remainder of Scope 1 and 2 emissions annually

Our commitment to 1.5C-aligned Science-Based Net Zero by 2040



Illustrative Graph: Not to Scale or intended to accurately reflect actual emissions or reductions

Scope 1, 2, and 3 Emissions for FY'18 and FY'23

GHG Inventory (Emissions in MtCO₂e)

61%

Reduction in Scope 1 and 2 emissions vs base year, currently surpassing our Science-Based Targets

22%

Reduction in Scope 3 emissions vs base year, meaning we are on track with required reductions for our Science-Based Target

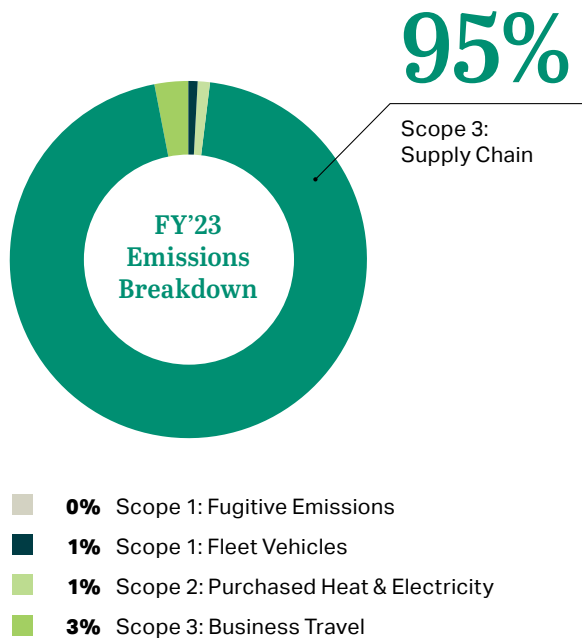
24%

Reduction in total emissions vs base year, meaning we are on track with required reductions for our Science-Based Target

Category	FY18 Baseline Emissions	FY23 Emissions	% Change from Baseline	SBTi Target Progress
Scope 1				
Fleet Vehicles (Mobile Combustion)	33,718	23,721	-29.6%	On track
Fugitive Emissions	0	24	N.A.	On track
Scope 1 Total	33,718	23,745	-29.6%	On track
Scope 2				
Purchased Electricity (Location-Based)	75,315	16,768	-77.7%	On track
Purchased Heat	28,992	13,345	-54.0%	On track
Scope 2 Total (Location-Based)	104,307	30,113	-71.1%	On track
Scope 3				
Supply Chain (Purchased Goods & Services, Capital Goods)	2,740,482	2,214,243	-19.2%	On track
Business Travel	158,182	56,032	-64.6%	On track
Scope 3 Total	2,898,664	2,270,275	-21.7%	On track
Progress Against Science-Based Targets				
Scope 1 and 2	138,025	53,858	-61.0%	Target met
Scope 3	2,898,664	2,270,275	-21.7%	On track
Scopes 1, 2 & 3	3,036,689	2,324,133	-23.5%	On track
Carbon Credits Retired	0	53,859		
Net Carbon Impact	3,036,689	2,270,274	-25.2%	

Our emissions data has been verified in accordance with ISO 14064-3:2019 against the requirements of the WRI GHG Protocol—Corporate Accounting Standard and The Greenhouse Gas Protocol—Corporate Value Chain (Scope 3) Standard. Note that other Scope 3 categories are screened regularly but not reported publicly due to lack of materiality.

FY'23 Emissions Breakdown



The majority of AECOM's emissions are in the supply chain, hence why significant amount of focus has been in this area.



Data improvement

We track carbon reduction performance against our baseline carbon inventory 2018. Our Inventory Management Plan articulates the basis and context for any recalculations of base year emissions. This includes a significance threshold of 10% for scope 1, 2, business travel and upstream scope 3 emissions. Triggers for re-calculating baseline emissions are aligned to the recommendations of the Greenhouse Gas Protocol and apply

equally to GHG emission increases and decreases. Changes to baseline year numbers will be disclosed as part of our annual disclosures where appropriate. As we continue to enhance calculation methodologies and improve accuracy of emissions factors and activity data, we will likely meet the 10% significance threshold for re-baselining across multiple categories.

How We Are Reducing Emissions

Supplier Engagement Program

Our Scope 3 emissions from the supply chain make up 95% of our total footprint, and as a result, our Corporate Net Zero (CNZ) team has developed and initiated its Supplier Engagement Program. The goal of this program is to actively work with our top-emitting suppliers to reduce their carbon emissions and get them on a science-based trajectory in line with 1.5°C.

As a large organization with dedicated resources to addressing our climate change impact, we see our role as leaders in this space, with a responsibility to share our experience with members of our value chain and to push them to improve. Over the last year, in particular, we have put in place key personnel to support supplier engagement on net zero.

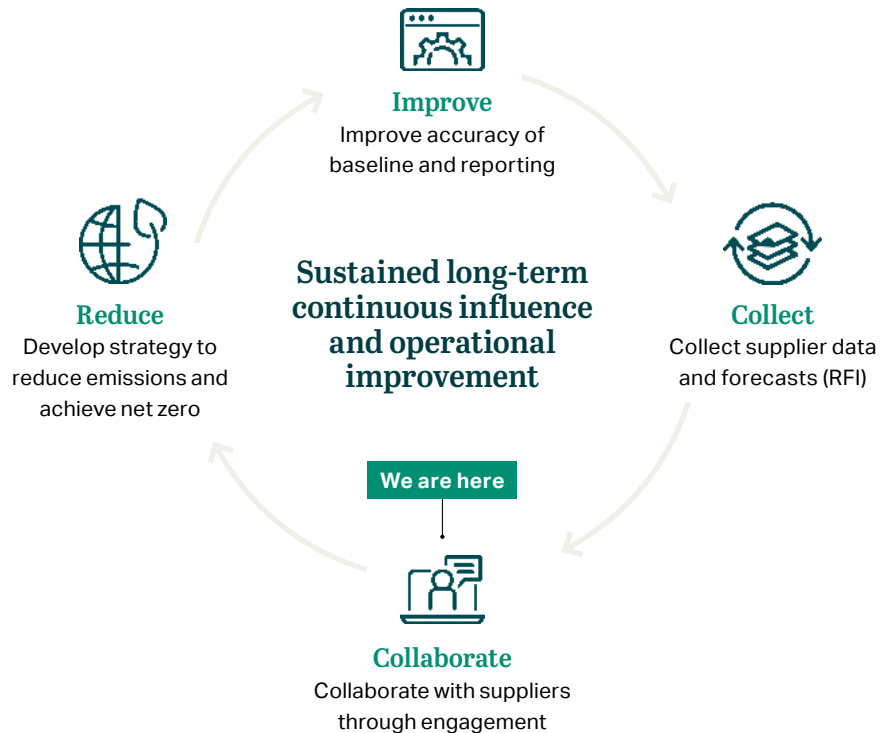
Our Supplier Engagement Program covers the top 80% of our supply chain emissions, which is about 1,000 suppliers around the world. This coverage includes companies of all sizes and a variety of capabilities to address their carbon emissions. We are especially focused on supporting small- and medium-sized enterprises (SMEs) that may not be able to justify allocating significant resources to decarbonization, Scope 3 data reporting. Greenhouse gas (GHG) accounting can be challenging to learn and even more challenging to properly execute. Rather than leaving them behind, we are transparent about our ambitions and expectations, offering dedicated support to help them move forward with us.

Our approach includes hosting group briefing sessions to allow a base understanding of the importance of sustainability considerations and net zero, as well as AECOM's own net zero strategy and what we require from them to achieve it. We are also facilitating one-to-one conversations to better understand barriers, offer practical advice, and develop steps to support and accelerate our suppliers' journey to net zero.

As a result of our Supplier Engagement Program, we are improving the accuracy of our Scope 3 data and empowering our suppliers to take on the decarbonization challenge for themselves. Supplier engagement is an ongoing process that will result in carbon reduction over the long term as we continue to connect with our supply chain on a regular basis. Through our efforts on the Supplier Engagement Program, we have been recognized as a Supplier Engagement Leader by CDP.



As a Supplier Engagement Leader, we're working with our suppliers to cascade environmental action across our supply chain.



Partnering Throughout the Infrastructure Supply Chain to Drive Change

Within our Americas segment, we provide Construction Management (CM) services for large scale projects in the United States. Our core markets and building types include sports (stadiums and arenas), commercial office high rise, aviation, convention centers, hospitality, entertainment, and residential towers.

As one would expect, construction is a very carbon-intensive industry, and decarbonizing long-entrenched supply chains and construction practices is challenging. Within the life cycle of a construction project, there are three key sources of carbon emissions—building material manufacturing, transporting materials to a job site and the on-site construction activity to build the project. The distribution of carbon emissions across these three sources is heavily weighted toward the building material manufacturing stage, with some studies attributing 80% or more to this stage. We commonly refer to this as the embodied carbon of construction materials, and this is our current area of focus for decarbonization.

As a construction manager, we subcontract the procurement of building materials to execute our projects. This gives CM a very different emissions profile compared to our DCS business, particularly as it relates to Scope 3/supply chain emissions.

Over this past fiscal year, we have identified steel and concrete as the two largest contributors to CM's carbon emissions. And while these are famously hard-to-abate sectors, we are undaunted and actively working to decarbonize these two trades in the following ways:

- Leveraging our deep relationships to engage both sub-contractors and manufacturers on carbon, sending a clear market signal.
- Data improvements by engaging project teams directly for location-specific carbon emissions data for concrete and steel. In doing so, we are moving up the data accuracy hierarchy in the GHG Protocol.

- Embedding carbon measurement into our workflows including pre-construction engagement, bid evaluation tools, and new contract language for sub-contractors.

- For new, large projects, we proactively engage potential material suppliers before awarding contracts to signal our commitment to sourcing low carbon materials, understand their expertise and ideas for low carbon options, and to de-risk potential cost premiums.

At the other end of the supply chain, we recognize that our clients hold the ultimate decision-making authority. So, we take a proactive approach by engaging them in discussions regarding carbon reduction opportunities in construction early on the project timeline.

By engaging in these activities, guided by our Net Zero commitment and our Scope 3 emissions disclosures, AECOM Construction Management demonstrates its leadership among US construction firms on carbon.



Procurement integration

As well as engaging our suppliers on net zero, we are embedding low carbon and sustainability considerations into our procurement processes. As part of onboarding, we will require all our suppliers to provide information about their current sustainability data and strategies. These questions will also inform which suppliers need focus for engagement, particularly those that are less mature. Over time, we intend to build these factors as a standard part of procurement across the organization and set a minimum requirement. Our Sustainable Procurement Policy also outlines how emissions reduction is a key part of our supplier onboarding and other procurement processes.

Business Travel

AECOM is committed to improving travel performance by implementing our Travel with Purpose guidance prioritizing digital tools instead of traveling (for business and commuting), and if travel is necessary, prioritizing sustainable modes of travel (e.g. walking, cycling, public transportation and zero emissions vehicles) in conjunction with a location-specific risk assessment. This is particularly important as we have seen rebounding in travel emissions following the COVID pandemic. We are engaging with our travel service providers to identify opportunities to improve data accuracy and promote low carbon travel choices.

Fleet vehicles

For our vehicle fleet, we are developing a roadmap to transition to electric vehicles, including installing charging infrastructure at our owned offices. As part of the continuing initiative to move to greener offices and consolidate real estate, we will prioritize moving to leased offices that have electric vehicle chargers, where possible.

Office Energy

AECOM is focused on reducing energy demand in offices to achieve Net Zero. AECOM's Workplace of the Future and Freedom to Grow initiatives helped increase work flexibility and allowed further real estate consolidation and travel reductions, and we continue to encourage our staff who work from home to follow our guidance documentation on how to live and work more sustainably at home.

We are in the process of conducting energy audits in offices that account for 80% of our energy footprint utilizing AECOM's OCEAN energy audit tool. OCEAN will benchmark energy performance to inform site selection, identify opportunities for energy efficiency initiatives, and on-site renewable energy generation.

Our Green Lease criteria improves access to utility data and enables collaboration with landlords to implement energy efficiency and renewable energy initiatives. To further drive down emissions and ensure consistency, our sustainability guidelines require energy efficiency measures for office refurbishments.

Offsetting

As part of our commitment to maintain net zero emissions in our operations, we intend to retire necessary carbon credits to offset the remainder of our Scope 1 and 2 emissions. We intend to align carbon credit procurement with the Integrity Council for the Voluntary Carbon Market's (ICVCM) Core Carbon Principles (CCPs), to

support standards for quality and integrity in the voluntary carbon market. Our existing portfolio of carbon credits pre-date the publication of the CCP framework and subsequent assessment, and we will continue to monitor developments and consider our approach to procurement over time. Each credit in our existing portfolio was intended to align with the Taskforce on Scaling Voluntary Carbon Markets (TSVCM)'s Core Carbon Principles available at the time. In 2023 and aligned with the previously noted criteria, we retired credits equivalent to our remaining Scope 1 and 2 emissions in fiscal 2023 sourced from an alternative energy project in the Jingyuan region of China whose vintage is 2018. We will continue to evaluate opportunities to complement our carbon offset portfolio with additional high-quality credits for use in future fiscal years.

We are continuing to investigate the use of natural climate solution projects (ecosystem conservation, restoration or habitat creation, which will also support biodiversity enhancement and improve social outcomes for local communities). This would be utilizing our technical expertise gained from projects, such as the Natural Capital Laboratory, and by forming external partnerships with project development partners to scale support for climate, people, and nature. This work is partly to support our operational net zero commitment and is also expected to contribute to offsetting for science-based net zero from 2040.

Office Energy

Source	Energy Consumption (MWh)		
	FY18 (MWh) Baseline	FY23 (MWh)	% Change from Baseline
Electricity Purchased From Grid	237,739	44,048	-81%
Renewable Energy Purchased Through Market-Based Instruments	-	2,444	N.A.
Non-Renewable Fuel Consumed for Generating Heat	153,920	71,437	-54%
Total Energy Consumption	391,659	117,928	-70%

How We Communicate, Report, And Externally Engage on Net-Zero

Reporting Practices

Transparency is a key part of the transition to Net Zero for AECOM and corporate sustainability in general. We are paying close attention to the convergence of sustainability reporting standards and the related emerging reporting regulations in various jurisdictions. These standards and regulations will continue to guide our reporting practices going forward as we understand the value of standardization and increase corporate transparency.

AECOM publishes its GHG data and key sustainability initiatives in the Annual report and goes into deeper detail in this annual Sustainability Report. Our Sustainability Report is aligned with the Task Force on Climate-Related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB). AECOM also responds annually to CDP, which details our climate-related strategy, risks and opportunities, and granular data.

As a large influential organization, we have a responsibility to engage external organizations to progress carbon reduction efforts across our industry. For example, we are members of the SBTi's Buildings Expert Advisory Group that is developing science-based target setting guidance for the buildings sector. We are also co-founding members of the Pledge to Net Zero, which has been established to commit organizations from the environmental sector to take a leadership role in the transition to a net-zero carbon economy.

We engage with or report to the following additional organizations:



Climate Change Oversight

AECOM's CEO, Troy Rudd, leads the Executive Leadership Team, which comprises of senior executives representing all business segments and retains overall responsibility for Safety, Health and Environment (SHE) and Enterprise Sustainability, including climate-related issues, policies, and strategy. Our CEO signed off on the development of the Sustainable Legacies Global Council and kickstarted our process of developing our Sustainable Legacies Strategy, which included the setting of industry leading science-based GHG emissions reduction targets. AECOM's President, Lara Poloni, and Chief Legal Officer, David Gan, both report to our CEO and are co-Chairs of our Sustainable Legacies Global Council, which was launched in September 2020 and comprises dozens of sustainability experts and business leaders across the organization to best advise on all sustainability-related matters. The membership of the Sustainable Legacies Global Council is regularly reviewed and refreshed so that the right leaders remain engaged on these matters.

This Sustainable Legacies Global Council was responsible for developing our Sustainable Legacies strategy, that was originally launched in April 2021, was most recently refreshed in May 2022 to reflect progress made in the first year of implementation, and is reviewed at least annually. This includes a multitude of commitments on sustainability matters and associated targets, such as our commitment to achieving science-based, net-zero carbon by 2040. The Sustainable Legacies Global Council is also actively involved in reviewing and mitigating climate-related risks associated with our project portfolio. The responsibility for assessing and managing climate-related risks and opportunities related to our own operations, including our greenhouse gas reduction target, also lies with the Sustainable Legacies Global Council. The President is responsible for our global operations, including the advancement of our sustainability priorities across the business. As co-leads of the Sustainable Legacies Global Council, both the President and the Chief Legal Officer are responsible for providing status updates on Sustainable Legacies program

initiatives, objectives, and targets to our Board on a quarterly basis at minimum. Regional leaders sit on this council, and there is a cascade to each region from the Global Council.

Sustainability strategies, objectives, and initiatives are cascaded down into the business through various working groups and teams. Internal environmental issues are managed by the Corporate Net Zero team, which is comprised of technical and operational people focused on tackling our various emissions Scopes. Performance is also embedded into the business through quarterly net zero reviews with senior leadership, as well as requiring all separate elements of the business to develop their own Net Zero Roadmaps. Progress against regional Net Zero Roadmaps ultimately gets reported back to the Corporate Net Zero team, the Sustainable Legacies Global Council, and the Board.

The Enterprise Risk Management (ERM) steering committee provides governance over an established continuous improvement platform that actively assesses, analyzes, and works cross-functionally to identify and mitigate AECOM's inherent and strategic risk profile, including risks related to energy and climate change, concurrently empowering associated enablers. The team actively monitors AECOM's risk profile and facilitates risk-based, efficient, cross-functional solutions. The team facilitates the preparation of reports on AECOM's risk profile that are regularly shared at least quarterly with management and the AECOM Board of Directors. Risks are reported via three key risk indicators: exposure, readiness, and performance.

All of the global activity and initiatives are cascaded, implemented, and directed through regional sustainability leadership teams that have delegated responsibility for managing climate related risks. These regional sustainability leadership teams work with local leadership as appropriate and report to regional executives.

Refer to the Governance section of this report for a detailed illustration of our governance structure.





Climate Change Risk Management

Our ERM program identifies external and internal threats to physical assets, data, and intellectual property, as well as vulnerabilities that exist within them. Based on the enumeration of those assets and threats, we develop risk management strategies and improve resilience. The prioritization of risks is done through a collaborative process of discussing the main risk profiles with relevant stakeholders on an ongoing basis and evaluating the potential impact, the level of exposure (vulnerability) as a company to that risk, and speed of onset.

Our prioritization process is based on the size (in potential revenue) of an opportunity, as well as our relationship, and competitive advantage with the client. Subsequently, AECOM adapts to changing global business environments and risk conditions through its strategic resiliency practices, led by our Global Security and Resiliency (GSR) Department, which includes global oversight and coordination of disruptive event response and business continuity management. These teams focus on identifying threats across the globe before they come to fruition, while creating strong countermeasures that are designed to safeguard our data, people, projects, and communities. These teams are composed of representatives from

communications, human resources, legal, facilities, and real estate to help anticipate, act on, and learn from disruptive events.

In 2023, we completed a global climate risk assessment to understand the physical and transition risks and opportunities across our operating regions. We leveraged the expertise of our Sustainability and Resilience professionals responsible for providing clients with technical climate change services to conduct quantitative and qualitative scenario analysis to identify our physical risk exposure and primary transition risk and opportunity drivers. Through this assessment, we have considered the risks and opportunities facing both our operations and the services we provide.

Due to our global presence of offices and people, we understand the potential for climate-related physical risks to affect our ability to carry out our work. These physical risks, both acute and chronic, are identified through our risk assessment and evaluated through our ERM. The results of this evaluation inform various operational functions including Real Estate, Procurement, Security and Resilience and our Corporate Net Zero team. Both reducing the risk of disruption to our operations and mitigating our own impact

are key risk management strategies that drive these functions.

The identification of key transition risks will increasingly drive risk management as efforts to transition to a low-carbon economy increasingly affect our industry, including existing and emerging regulatory requirements, changes in technology, changes in our primary markets, and potential reputational risks associated with our work. These potential transition risks will inform how we manage our own climate change impacts through the work of our Corporate Net Zero team and will also inform the services we offer related to climate change and sustainability.

Following our 2023 global climate risk assessment, each of the AECOM regions will undergo their own region-specific climate risk assessments when there are triggers to do so, including regional climate risk disclosure regulations. This will enable us to systematically review the climate-related risks and opportunities we have identified as part of the ERM process and therefore increase the granularity of our awareness of regional and local risks and opportunities. This will also enable us to review our businesses resilience taking into consideration different climate-related scenarios.

Climate Change Risks and Opportunities

Through our 2023 global climate change risk assessment, AECOM recognizes numerous risks and opportunities related to climate change and the transition to net-zero carbon emissions. To identify these risks and opportunities over time and to manage the uncertainty around future changes to the climate, we have conducted scenario analysis using the Intergovernmental Panel on Climate Change’s (IPCC) Shared Socio-economic Pathways (SSPs) published in the Sixth Assessment Report (AR6). More specifically, we have focused our assessment on SSP5-8.5 for physical risk and SSP1-2.6 for transition risk.



Using these scenario pathways, we have assessed risks at three timescales:

- 1

Near term

2030 (represents the average for the 20-year period 2021 – 2040)
- 2

Medium term

2050 (represents the average for the 20-year period 2041 – 2060)
- 3

Long term

2090 (represents the average for the 20-year period 2081 – 2100)

We have chosen these timescales to analyze risks in the near-term over more typical business planning periods while also assessing exposures to greater structural changes in the economy over the medium- and long-term. A 20-year period is used to capture different aspects of climate variability and change.

Physical risks

To assess AECOM's exposure to physical risk, we used the SSP5-8.5 pathway as it is the pathway with the highest emissions concentration that would most likely lead to increased intensity and severity of extreme weather events. It is also the pathway along which we are tracking globally, thus presenting a "business

as usual" (BAU) scenario marked by inadequate policy response and increased potential for physical asset damage. As a global company, AECOM is exposed to all hazards somewhere, but the table below outlines where those hazards are of highest relative exposure.

Physical risks

Hazard	Risk Description	Regional Exposure Over Time
Extreme Temperatures	An increase in extreme temperatures can impact employee productivity and well-being and can also put stress on building heating and cooling systems. These impacts can be even more extreme for employees working outdoors on project sites.	U.S. East & LATAM, ANZ, and MEA are the most highly exposed regions in the near-term, while India, Asia and U.S. West become highly exposed in the medium-term, joined by Europe in the long-term.
Drought	Reduced precipitation and increased water stress can put pressure on water supply and pose risks to public health and our ability to work in certain areas.	U.S. East & LATAM, ANZ, and MEA are the most highly exposed regions at each timescale.
Extreme Precipitation and flooding	Extreme precipitation can lead to flooding and may make offices and project sites inaccessible.	Canada, India, and MEA are the most highly exposed regions in the near-term with Asia and U.S. West becoming increasingly exposed over time.
Sea level rise	Sea level rise can cause damage and impact employee ability to access our offices and our project sites.	In the near term, the U.S. West is the most highly exposed region while other regions may see mild exposure. High exposure will spread to ANZ, Europe, and U.S. East in the medium-term and to India in the long-term.
Wildfires	Wildfires may increase in frequency and intensity with a warming climate, producing air quality issues, risks to human health, and impacts on our employees' ability to travel to work and perform in offices or on project sites.	ANZ, Canada, Europe, and U.S. West are projected to be highly exposed in the near term. This high exposure spreads to all regions in the medium- and long-term
Hurricanes & Cyclones	Extreme weather events could damage our offices and our projects, while also impacting the ability of our employees to travel to work.	Our operations in ANZ, Asia, India, and U.S. East & LATAM are projected to have high exposure in the near term. These remain the most highly exposed regions over time, but exposure increases overall across all regions.

Overall, the business is most exposed to extreme temperatures and extreme precipitation, particularly in the U.S. West, U.S. East, MEA, and ANZ regions in the near term. Additionally, the business is most exposed to wildfires in the ANZ, Canada, Europe, and U.S. West regions and cyclones in the ANZ, Asia, India, and U.S. East regions in the near-term. In the medium-term, these exposures intensify and grow to include extreme temperature exposure in Canada and India, while wildfire exposure extends to all regions and ANZ, Europe, MEA, U.S. East, and U.S. West are highly exposed to sea level rise. In the long-term, all exposures intensify

with ANZ, Canada, India, MEA, U.S. East, and U.S. West being most exposed to extreme temperatures and precipitation. Sea level rise, wildfire, and cyclone exposure continue to be high in long-term as they were in the medium-term.

Our response to physical risks

AECOM's existing operational processes are already setup to respond to climate-related risks through several business functions. For example, we continually evaluate our real estate portfolio as part of normal processes to ensure our office locations are best suited to serve our client

work. Through our Security and Resilience department, we have established processes to respond to disruptive events to the business and our employees, which includes extreme weather events. Furthermore, our ERM program evaluates climate risk as a strategic risk to the company and will continue to evaluate the physical risks from climate change to respond as necessary. The results from this year's climate risk assessment will be socialized throughout the company to identify further opportunities for integration of climate consideration through existing business functions.

Transition risk

To assess transition risks and opportunities, we used the SSP1-2.6 pathway as it is the pathway that requires the most accelerated and aggressive mitigation response to curb emissions, proposing increased uptake of technologies and strategies to

manage energy use and intensity. It is the scenario most closely aligned to the Paris Agreement target, thus is appropriate to identify risks and opportunities in the transition to a low carbon economy. In general, our exposure to these transition risk exists in the near-term but

is projected to increase in the medium- and long-term. Our reputational risk of not meeting our net zero targets is the exception to this rule in that this risk is specifically tied to our target dates – 2030 for our interim targets and 2040 for our net zero target.

Transition risks and opportunities

Driver	Risk Description	Opportunity Description
Policy & Legal	Failure to comply with emission limits, energy efficiency requirements, waste management regulations, and other measures aimed at reducing greenhouse gas emissions and mitigating climate impacts could lead to legal and financial consequences.	AECOM has an opportunity to increase revenues by serving clients in complying with emerging regulations related to climate, energy, and the built environment.
	Mandates on and regulation of existing products and services, e.g., projects incorporating a higher level of resilience have a cost uplift. The number of new infrastructure/projects as clients work within existing funding budgets.	
	Changes to industry standards and regulation for buildings and construction. Increased costs on project work associated with changes in these regulations.	
	Increased operating costs due to carbon pricing of energy, making utility and fuel costs increase.	
Technology	Transitioning to lower emissions technology e.g., procurement of renewable energy for operations, transition of fleet to EVs and the purchase of offsets. Increased costs in the near term.	AECOM has an opportunity to assist clients in adopting lower emissions technologies, increasing market share of these markets.
Market	Market demand changes as energy transition progresses, driven by changing policies and regulations.	AECOM has an opportunity to continue developing services and designing infrastructure that supports a net zero transition, in order to meet market demand. Opportunity to build our reputation as designers of climate resilient infrastructure, a market which is projected to grow.
	Risk that we are working with wrong clients, or clients that are too heavily focused on fossil fuels or other stranded sectors.	
	Risk that we design projects that are not resilient to future climate change scenarios efficient/able to use future infrastructure. Reputational damage associated with our projects being damaged leads to community disruption, increased costs, and legal challenges.	
Reputation	Reputational impact of not achieving our net zero commitments.	We can build on our reputation as champions of sustainability and climate change by meeting our targets. Opportunity to meet growing market demand for sustainability and climate-related services.
	Not having technical expertise/technical capabilities to deliver against demand. Growing demand for sustainability services requires investment in our technical capabilities to respond.	

Transformative Solutions for Biodiversity Conservation

In response to escalating global and sustainability challenges, particularly the escalating consequences of land-use alterations, we have launched EcoUplift, a tailored capital accounting digital platform designed for UK biodiversity. Responding to client demands for enhanced biodiversity reporting, EcoUplift integrates with our PlanEngage™ platform on Microsoft's Azure marketplace. This innovative technology empowers UK policymakers, landowners, and developers to make informed and sustainable land-use decisions, fostering restorative biodiversity outcomes. Recognizing the broader impact of our operations, we formalized a biodiversity statement in fiscal 2023, endorsed by our CEO, Troy Rudd. This statement includes our commitment to support the Global Biodiversity Framework of reversing nature loss by 2030. Reflecting our leading approach to environmental stewardship, we were awarded the Terra Carta Seal from the Sustainable Markets Initiative that same fiscal year.

Our Response to Transition Risks and Opportunities

To respond to potential transition risks and opportunities, our Sustainable Legacies strategy has prompted the rapid growth of our sustainability and climate-related service offerings. These client-facing teams continue to evaluate the market for climate-related services to meet and capture increasing demand for these services. All our business lines seek to ensure our work is in compliance with emerging industry standards and regulations. Additionally, our business lines seek to ensure that we are developing projects with best practice resilience strategies that can withstand the impacts of a changing climate. AECOM recognizes the potential risk of lacking the technical capacity to meet demand for sustainability services and are addressing this risk through recruitment of experts and by upskilling our existing employees.

Our Corporate Net Zero team is implementing numerous initiatives (see how we are reducing emissions, p. 17) in order to manage and reduce AECOM's own carbon footprint to reach our SBTi-validated Net Zero commitment. This includes reducing fossil fuel-based energy consumption in our offices and vehicles in order to avoid increases in operating costs due to carbon pricing of fuels.

Resilience

Through the implementation of our Sustainable Legacies strategy, our current business aims to be resilient in the current condition of climate change. As future impacts will increase and change over time, both for physical and transition risks, we will continue

to assess our strategies in order to be resilient into the future. This includes improving the resilience of our offices and any owned assets to reduce the risk of business disruptions for our customers. It also means continuing to adjust our service offerings and our ability to meet market demand for expected increases in climate-related services. Finally, this means ensuring that our projects are designed to withstand environmental changes due to climate change.

To ensure continued resilience of our business, we intend to continue to improve our climate risk assessment methodology and region-specific granularity. We will advance our understanding of our climate risk by conducting financial analysis of risks and opportunities that we have identified.





Environmental Management

While climate change and carbon emissions are the primary focus of this pillar, environmental sustainability is critical for competitiveness and business success. The sustainability of operations, products, supply chains, and infrastructure projects are central to sustained value creation, growth, and resilience.

Our Environmental Management System (EMS) is designed to help limit the impact on the environment. It forms part of the Integrated Management System (IMS), which covers the approach to health, safety, environment, quality, and risk. An effective EMS means we can be confident in the focus on reducing both direct and indirect impacts on the environment, including reducing carbon footprint, and supporting clients with sustainability solutions.

Our EMS is managed on applicable sites by project staff, supported by the Safety, Health and Environment team, ensuring the system is implemented and maintained.

Our Environmental Sustainability Policy is available to all employees, customers, and suppliers on our website and is regularly reviewed at operational meetings throughout the company. In 2022, we also formalized and published our Environmental Sustainability Policy that outlines AECOM's approach to achieving best-in-class environmental sustainability across its business for all

stakeholders, including through Board and Executive Oversight and execution of the environmental elements of our Sustainable Legacies strategy.

AECOM is committed to complying with all applicable legal and regulatory requirements to control and reduce emissions and energy usage in our operations. We recognize the need to comply with strict environmental standards and an increasing number of environmental laws and regulations. We are committed to making the necessary investments in systems and technology to ensure compliance and to meet or exceed these standards. We are committed to improving our energy efficiency, as this is the largest and most cost-effective way to reduce CO₂ emissions.

We believe that our focus on innovation, with the objective of reducing costs and improving sustainability of our operations, provides a strategic benefit through the ability to fund, develop, and implement new technologies and quickly respond to changes in customer requirements and industry demand.



Improving Social Outcomes

Social Value
Thrive with AECOM
AECOM Voices
LGBTQ+ Equity
Employee Retention
Internal Mobility and Workforce Planning
Employee Development
People with Disabilities
STEAM Education
Veteran Support
Health, Safety and Well-being
COVID-19 Response
Community Investment and Engagement

Social Impact

In pursuit of a more equitable world, we start by investing in our most important asset: our people.

Across our company and in our workplaces, we understand that diverse ideas and perspectives make us a stronger, more innovative company. Through our Global Social Value Working Group, we're deploying the diversity of our global teams to define social value at AECOM and audit best social value practices across the organization.

We recognize that social progress must also be measured objectively. In 2023, we reached our target of women accounting for at least 20% of senior leadership roles, which places us closer to our goal of women comprising of at least 35% of the overall workforce in the near term. We've also implemented diversity-specific KPIs and associated near- and long-term targets in each region within our business and have set non-gender diversity goals

By developing our strategy with a focus on improving social outcomes and supported by the strength of our technical excellence, global collaboration, and local engagement we will continue to drive innovation in our industry.

for our workforce to be met in 2023. Our teams' commitment to equity drives work with greater social value. Whether through partnering with disadvantaged business enterprises or conducting environmental remediation in consultation with Indigenous communities, we're embarking on projects that rectify inequities through their design, development, and delivery. Social Value doesn't just inform the work we deliver. It also determines the work we choose. In our response to the devastating fires impacting communities in Hawaii and Russia's unlawful invasion of Ukraine, we exited the Russian market. Our teams subsequently participated in an employee donation match program that raised nearly 300,000 dollars to relief funds and volunteered on the ground to support the conflict's refugees. We believe our response embodies our culture. Investing in employees who prioritize equity, diversity, and inclusion allows us to deliver clear social value. And we have taken steps to ensure these commitments are codified within our operations with the development of our Social Value policy that was implemented in fiscal 2022.



52,000
employees worldwide



Achieved target that
**women account
for at least
20%**
of senior leadership



Progressing against
our target for
**women to account
for at least
35%**
across our company

Social Value

At AECOM, we believe that investing in local communities to create social and economic outcomes is at the heart of generating social value. We work with our clients, partners, and suppliers to link the opportunities presented by our projects to the needs of the local communities we operate in, delivering a positive, lasting legacy. As we transition our economies to net-zero carbon, we recognize that businesses must deliver the employment, skills, and business outcomes to sustain this green economy. Put simply, Social Value is critical to delivering on our Sustainable Legacies strategy.

We will achieve this by:

- Advising clients through our tools to help select the most equitable project approach for their community
- Designing and developing solutions that improve well-being and provide better social outcomes for all
- Utilizing our technical expertise and STEAM activity to develop a diverse, skilled workforce of the future that represents the communities we live and work in
- Supporting local economies by contracting with local subject matter experts and building capacity within our supply chains

- Strategically giving our time, skills, and money to support communities in need

Reflecting our commitment to Social Value, we have implemented a global Social Value policy that outlines AECOM's approach to providing solutions that lead the industry resulting in meaningful and sustainable social value outcomes across its business for all stakeholders, including Board and Executive oversight.



Social Value Through Client Delivery

Embed social value principles into all our work for clients to improve social outcomes that uplift individuals, communities, and society in general



Social Value-based Procurement

Promote supplier diversity and social value-based sustainable procurement methods by providing opportunities and supporting small, minority, and/or women owned businesses



Thrive with AECOM

Foster an inclusive environment within AECOM and beyond by building diverse talent, expanding understanding, enriching communities, and thinking without limits



Corporate Responsibility

Extend our social value contributions through employee-driven community investments, including strategic nonprofit partnerships, pro bono work, skills-based volunteering, and philanthropy

Thrive with AECOM

Our commitment to diversity starts with our goal to attract, retain, and develop a workforce that is diverse in background, knowledge, skills, and experience. This commitment is reflected in our recognition in *TIME* magazine as one of the best companies for future leaders in 2023, underscoring the value and success of our diversity programs. The acknowledgment serves as a testament to our continuous efforts in promoting diversity and inclusion within our organizations.

Our Board of Directors recognizes that a diverse workforce and a culture of equity and inclusion helps us compete more effectively, sustain success, and build long-term shareholder value. In leading from the top, the Nominating and Governance Committee considers a variety of diversity characteristics for board composition, including business experience, geography, age, gender, and ethnicity. We believe that supporting and promoting a diverse and inclusive workplace brings new perspectives that can result in new ideas and help mitigate risk.

Our commitment to diversity starts with our goal to attract, retain, and develop a workforce that is diverse in background, knowledge, skills, and experience. As of September 30, 2023, across our global employee base, approximately 34%

were women, including more than 20% within leadership roles. More broadly, our executive teams include representation from a diverse array of communities, with approximately 56% of our executive team and 44% of our Board being from a diverse background in regard to race, ethnicity, gender and sexual orientation. In addition, we have implemented diversity-specific KPIs and associated near- and long-term targets in each region within our business.

We encourage every one of our team members to form deeper relationships with those around them based on mutual respect, dignity, and understanding. In addition, we include a variety of stakeholders in proactive engagement to gather feedback, increase transparency, and further understanding.

Our executive teams include representation from a diverse array of communities, with approximately 56% of our executive team and 44% of our Board being from a diverse background in regard to race, ethnicity, gender and sexual orientation.



Equity Soars in Airport Transformation

In our pursuit of transforming aviation infrastructure, we've embraced the power of digital tools, leveraging computational and automated design techniques for the modernization of JFK Terminal 1. This innovative approach, inspired by global best practices, exemplifies the AECOM way of problem-solving, significantly accelerating processes, and earning enthusiastic support from the Port of Authority of New York and New Jersey.

Recognizing airports as vital hubs akin to small cities, our global aviation lead, Dwight H. Pullen Jr., and Los Angeles economic inclusion lead, Ken Billips, emphasize the crucial role of equity in infrastructure. They discuss embedding equity, diversity, and inclusion strategy to drive transformational change in airport communities. By intentionally implementing business inclusion and workforce development practices, we aim to create



opportunities defined by equity, with a commitment to leaving the community better than we found it. This commitment is exemplified in our design and construction of the JFK International Airport expansion, where ambitious targets for women-owned and minority-owned businesses, local workforce recruitment,



Intuit Dome Transforming Communities Through Sustainable Sports Infrastructure

In 2024 the Intuit Dome, future home of the NBA's Los Angeles Clippers, emerged not just as a sports arena but as a beacon of community transformation and sustainability. Our innovative design creates an iconic addition to the city's sports landscape, prioritizes fan and athlete experience while revolutionizing

environmental responsibility in sports infrastructures. The Intuit Dome incorporates natural ventilation, recycled water, and renewable energy sources, setting new standards for arena sustainability globally. Committed to annual emissions monitoring and community engagement, it signifies a shift towards a low-carbon future.

Moreover, the project catalyzes economic growth in Inglewood, California, generating thousands of jobs and injecting \$260 million annually into the local economy. Partnering with stakeholders like LA/OC Building Trades and Inglewood Unified School District, we introduced the groundbreaking Pre-Apprenticeship MC3 training program, ensuring access to construction careers for residents. Through a \$100 million community benefits package, the Intuit Dome invests in affordable housing, youth programs, and senior services, fostering a stronger, more vibrant community. Our collaboration with local educational initiatives like the ACE Mentor Program further cements our commitment to delivering a better world by partnering with local communities.

Empowering Diversity Through Internships

During last summer, AECOM offices in Australia and New Zealand hosted undergraduate interns from The Smith Family, CareerSeekers, and CareerTrackers. These internships aimed to support STEM students from disadvantaged backgrounds, refugees, and First Nation students, aligning with AECOM's commitment to diverse and inclusive workplaces. Interns received hands-on experience and mentorship across various departments, contributing to their academic and career development.

The programs not only reinforced AECOM's dedication to diversity but also enriched organizational culture while empowering interns with valuable skills and insights. By providing for underrepresented groups in STEM, AECOM contributes to building a more inclusive



society, exemplifying its commitment to fostering equity and opportunity in the workforce and beyond. Through strategic partnerships and proactive engagement, AECOM continues to lead by example in championing diversity and inclusivity in the STEM fields across Australia and New Zealand.



To empower those in our industry to thrive, we're focused on four key areas to drive greater equity, diversity, and inclusion within AECOM and beyond:



Building Diverse Talent

Ensuring, through our recruitment efforts, that our teams reflect the diversity of the communities we serve with a focus on building leadership accountability, and partnering with nonprofit organizations and universities to build the talent pipeline for the future.



Expanding Understanding

Expanding understanding and empathy among employees through employee resource groups, events and celebrations, unconscious bias training, and family-friendly benefit policies.



Thinking Without Limits

Thinking without limits by prioritizing social equity and impact in every project we pursue and in every innovative solution we deliver.



Enriching Communities

Enriching communities through pro bono work, volunteerism, philanthropy, and strategic partnerships.

Cultivating Community and Connection

Our ERGs play a vital role in fostering community and understanding within AECOM. These groups facilitate rich exchanges of ideas, professional networking, and philanthropic impact. In 2023, we proudly launched two new global ERGs: Beyond Abilities, dedicated to supporting individuals with disabilities, neurodiversity, and caregivers, and Connect, focused on early career professionals.

One standout example of our ERGs' impactful work is our Pride ERG's collaboration for Pride Month this June. Our Pride chapters united to host a groundbreaking event: 24 Hours of Pride. This global initiative featured diverse programming spanning the Americas, Asia, Europe, India, Australia, and New Zealand. From engaging trivia and DJ sets to insightful panels and sessions for parents of LGBTQ+ children, the event showcased our commitment to diversity, inclusion, and allyship.

Through initiatives like 24 Hours of Pride and ongoing cultural activities, our ERGs serve as vital platforms for celebrating what makes each of us unique and fostering connections among our employees and the communities we serve.



BeBOLD: Americas
Black community



JUNTOS: Americas
Hispanic community



Beyond Abilities: Americas, Europe, and India
Community for the disabled, neurodiverse, and caregivers



MOSAIC: Americas
Asian Pacific Islander community



Connect: Americas, Asia, Australia, and New Zealand
Early career professionals



Pride: Americas, Europe, Australia, and New Zealand
LGBTQ+ community



Ethnic Diversity Network: Europe and India
Community for ethnic minorities



Veterans Alliance: Americas
Veterans community



Gender Alliance: Europe and India
Community for gender empowerment



Women's Leadership Alliance: Americas
Community for gender equality

LGBTQ+ Equity

AECOM's commitment to the LGBTQ+ community is reflected in our company's policies. We offer same-sex domestic partner benefits and have a strong anti-discrimination policy. Beyond these measures, to make our employees feel welcome and included, we recognize and contribute to LGBTQ+ community initiatives, including AECOM's features locally based Employee Resource Groups (ERGs), onsite townhalls, and participation in national I&D groups. Furthermore, for Pride Month, we held a round table discussion with our LGBTQ+ colleagues and allies, who shared their experiences. The organization has also previously hosted interviews with one of our Board members, Sander van 't Noordende.

Employee Retention

As a Professional Services business, we are focused on ensuring we attract and retain the best talent in the industry. We believe that our comprehensive employee retention program plays a vital role in attracting and retaining our key employees. As a result, we continually review our compensation and rewards practices, conduct annual performance reviews, and provide substantive professional development opportunities, among other initiatives. We believe employee job satisfaction and engagement are key ingredients of retention. Reflecting on our successes, employee satisfaction remained above our benchmark level, with 76% of employees recommending AECOM as a great place to work in our most recent employee survey. In addition, turnover between our permanent employees and within our high performers remained significantly below industry benchmarks in fiscal 2023, and further reflecting our progress, our turnover has continued to decline into fiscal 2024 and is now below pre-pandemic levels.

Internal Mobility and Workforce Planning

AECOM's Internal Mobility program outlines the organization's commitment to foster and encourage our employees' growth and development within the organization. In addition, our corporate strategy is to focus on our human capital by providing internal mobility for employees across the company. Our employees who are working in a regular full-time, part-time, part-time variable, or temporary status are eligible to participate in the program. We publish all opportunities to our internal employees through an Internal Careers site. For a period before being made available to external candidates. We encourage all employees to own their career and express interest in internal opportunities, while also ensuring our managers and talent acquisition teams have a focus on internal mobility during the recruitment process.

While AECOM empowers our employees to own their own career path, we also recognize that at times our employees will face a shortage of work or reduction in force due to the completion of projects. To endeavor to ensure continued employment for our employees, we redeploy our employees where possible in order to maximize our valuable talent. We work closely with employees when assignments are complete to place them in new opportunities within the organization that will fit their experience, skills, and backgrounds.

Employee Development

At AECOM, we recognize that our talent is our greatest asset. Our performance and development are designed to encourage rich and meaningful discussions between all full- and part-time employees and their managers to drive successful business outcomes and enable fulfilling careers. Our framework includes annual goals setting, performance and development conversations, manager evaluations, and annual rewards planning. In 2023, we continued to expand our career pathways framework that helps guide our professionals

on their paths forward and development opportunities within our company. We are home to some of the industry's best technical minds—approximately 52,000 technical and business professionals who thrive in an environment that supports their learning and growth, encourages innovation, and celebrates great project and client outcomes. Our ability to deliver excellence and a high level of service to our clients requires attracting and retaining the industry's best talent and advancing our equity, diversity and inclusion objectives. We've made significant investments to support the learning and development of our people so they can build their skills and rewarding careers with us, provide competitive pay and benefits so they can make the best choices for themselves and their families, and are building a culture of flexibility, trust, and performance so they can be at their best.

From a progressive career development philosophy that offers multiple paths to Global Technical Academies that provide structured technical learning and professional development programs for learners at every career level, our people are supported with resources to build connections throughout our organization and to explore the opportunities that inspire them. To help navigate the tremendous opportunities at AECOM, we encourage everyone to develop their core skill set and capabilities and then explore different roles across our business to broaden their experience.

People with Disabilities

The inclusion of people with disabilities helps drive our sustainable revolution for our employees, communities, and customers. As such, AECOM provides a training course for employees on disability inclusion in the workplace. Reasonable accommodations at AECOM include adaptive equipment, allowances for on-site service animals, flexible work arrangements, special parking assignments, hotlines, and a number of other inclusive services.

STEAM Education

AECOM believes the infrastructure industry needs to diversify and engage with young people if it is to avoid a future recruitment crisis. Furthermore, it is more important than ever to continue engaging with schools to attract the best talent.

The need to attract the best talent in the industry remains — as does the need to be more inclusive and employ people from a diverse range of backgrounds. As key stakeholders in the infrastructure industry, engaging and investing in social value is no longer optional, it's essential. As a result, AECOM partnered with nonprofit organizations across the globe to:

- Grow the number of students who earn a STEAM degree;
- Increase underrepresented minorities in STEAM fields;
- Continue to support STEAM initiatives, including being the Titanium Sponsor

of the virtual 2021 Joint Engineer Training Conference, an educational and networking forum whose mission is to lead collaborative efforts to identify and resolve national security infrastructure-related challenges.

Furthermore, reflecting the positive return on our professional development programs, turnover among our teams that has participated in a leadership development program was substantially lower at a low-single digit percentage.

Veteran Support

AECOM is a long-time supporter of veteran communities, with more than 9,000 veteran employees working on projects around the world. Their strong leadership, team-building, and analytical skills, as well as unwavering commitment to a job well done, are critical when the work involves managing complexity,

making decisions in the face of uncertainty, and ensuring safe operations in high-risk environments.

We value the outstanding contributions veterans make to our contract performance and overall business success, and AECOM has a long-standing commitment to supporting those who serve as well as those who have returned to civilian life. As part of this commitment, AECOM partners with organizations such as the Wounded Warrior Project, Semper Fi Fund, American Corporate Partners, the Officers' Association, and the Career Transition Partnership, which ensure veterans have the support they need during and after their service. AECOM is also a Military Friendly Employer and Military Friendly Spouse Employer, and we maintain an active Veterans Alliance ERG within the Americas region of our business.





Health, Safety, and Well-being

Core to our corporate values is safeguarding our people and fostering a culture of caring that promotes the well-being of our employees, contractors, and business partners. We protect our people, projects, and reputation by striving for zero employee injuries and illnesses, while operating and delivering our work responsibly and sustainably.

We maintain best-in-class lost workday cases and recordable incident rates, and our safety performance is consistently recognized by key clients across the regions where we work as well as by recognized safety organizations. Specifically, AECOM was awarded the Royal Society for the Prevention of Accidents (RoSPA) President’s Award for having achieved 14 consecutive annual Gold Awards. RoSPA defines Gold Award winners as having achieved a very high level of performance, demonstrating well-developed occupational health and safety management systems and culture, outstanding control of risk and very low levels of error, harm and loss. In fiscal 2023, our Total Recordable Incident Rate (TRIR) in our Professional Services businesses improved by 45%

compared to fiscal 2020, while our Lost Workday Case Rate (LWCR) improved by 67% over the same period. Both of these metrics reflect a world-class level of safety performance and the benefits of our safety performance and the commitment, participation, and accountability of our people throughout the year. Safety is also a key element of our subcontractor and supplier onboarding and prequalification. Reflecting our focus in this regard, in our CM business, our TRIR is materially ahead of the BLS All Construction Contractors benchmark of 2.5, and we estimate that TRIR for our design subcontractors is materially consistent with our performance.

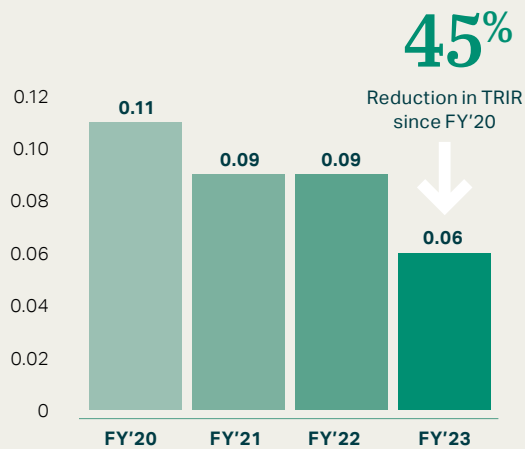
Safety requires focus and continuous effort. We thoroughly investigate serious incidents and near misses to identify root causes. The knowledge gleaned from our analysis forms the basis for modified behaviors, more effective safety programs, and improved communications and training on safety issues. We are also committed to fostering the physical and mental well-being of our workforce. We provide a comprehensive and competitive

benefits package that supports the health and financial wellness of our people. Some common features offered to our employees in 2023 included the following:

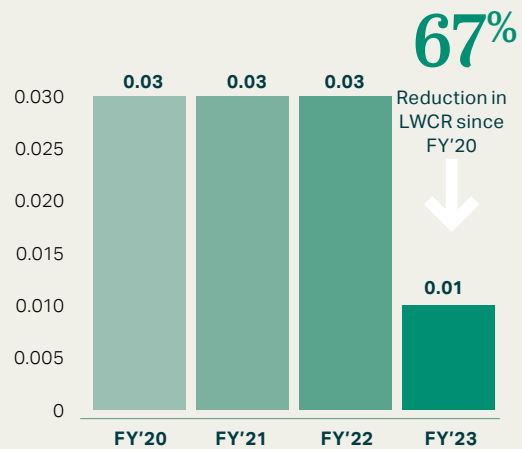
- Medical, dental, and vision benefits for employee, spouse, and dependents;
- Flexible spending accounts for both healthcare and dependent care;
- Health savings accounts and health reimbursement accounts;
- 401(k) retirement savings program with company matching contributions;
- Short-term and long-term disability benefits;
- Mental health resources and assistance programs;
- Wellness incentives for employees; and
- Employee assistance program.

Furthermore, we provide our employees several opportunities to focus on physical, mental, and financial wellness by maintaining paid vacation, holiday, family leave, sick leave, adoption support, fertility support, and maternity/paternity support programs.

Multi-Year TRIR Trend



Multi-Year LWCR Trend



Community Investment and Engagement

We are passionate about being good corporate citizens in the communities where we live and work. Through strategic nonprofit partnerships, pro bono work, skills-based volunteering, and philanthropy, Blueprint for a Better World, our corporate responsibility platform, is focused on delivering access to safe and secure infrastructure to those who need it most, creating opportunity for the leaders of tomorrow, and protecting our planet. Together, these efforts will allow AECOM to fulfill its purpose to deliver a better world.

As part of the Blueprint pro bono program, our technical experts partner with nonprofit organizations in their local communities to provide critical design, engineering, and infrastructure solutions.

Maui Campaign

Our corporate responsibility platform is focused on delivering access to safe and secure infrastructure to those who need it most via strategic nonprofit partnerships, pro bono work, skills-based volunteering, and philanthropy. In fiscal 2023, we continued to take a leading role in the response to extreme events that devastated communities. This was no more apparent than in the aftermath of the Maui, Hawaii fires, where we contributed nearly \$300,000 through an employee-matched donation campaign in collaboration with the American Red Cross's Hawaii Wildfires Relief Fund. Funds raised contributed to ongoing assessment activities, distribution of relief supplies, and other important work.

Volunteerism is a big part of who we

are at AECOM, and it takes form in many ways—from individuals committing their time to help local nonprofits to small and large employee groups teaming up to support community initiatives. Regional events over the past year included efforts to end homelessness, mentorship of youth in business, collecting food for the elderly, environmental clean-up, and participation in community beautification projects.

Furthermore, we partner with nonprofit organizations, including our longstanding partnerships with Engineers Without Borders and Water for People, that work to increase the number of individuals with technical skills, decrease the number of individuals facing economic barriers, and make our communities better via innovation and improvement.



Enhancing Governance

Oversight
Ethics and Integrity
Risk Management
Responsible Supply
Chain Management

Delivering a better world

Culture of Governance

Governance is the foundation of our Sustainable Legacies strategy. Since the implementation of our Sustainable Legacies strategy in 2021, we have sought to build that foundation into everything we do.

Since then, we've continuously updated our framework to adhere to the latest SASB and TCFD standards, as well as evolving science-based best practices like those outlined at COP26.

We're holding ourselves to high standards by incorporating sustainability-related key performance indicators (KPIs) into our CEO and officer compensation this year, as well as completing a sustainability-linked financing amendment in April 2024, to make sure that sustainability performance is embedded in our financial metrics.

Our commitment to rigorous governance spans our organization. For the fifth consecutive fiscal year, we have achieved 100% training compliance, and, as such, we have set even more ambitious training compliance goals, which now include four new Sustainable Legacies-relevant training modules. To envision and execute our long-term governance strategies,

our Sustainable Legacies Global Council and its constituent working groups instill sustainability principles across each wing of AECOM, from project management to marketing and communications.

As a global organization, we naturally see governance as a global effort. Every element of our organization is focused on governance principles so that our strategic decision-making and projects delivery can adhere to rigorous standards in every market and region we serve.

AECOM is governed by a 9-person Board of Directors. Our Board of Directors oversee the affairs of the company for the benefit of stockholders, including monitoring overall corporate performance and establishing the strategic direction of the company.

44%

of directors
are diverse
including self-
identifying as LGBTQ+

33%

of directors
are women

67%

of directors are
new within the
last four years

Oversight

AECOM's Board of Directors, consisting of nine directors, is responsible for oversight of the management of our company and its business for the long-term benefit of our stakeholders. The Board sets the tone for AECOM and operates under a set of published Corporate Governance Guidelines, which are based on best practices that meet or exceed the existing standards of the New York Stock Exchange and requirements of the U.S. Securities and Exchange Commission. Additionally, 4 of the 9 directors are diverse, consisting of three women, including one African American woman, and one director who self-identifies as LGBTQ+. Annual self-assessments at the Board and Committee levels are conducted and members may choose to participate anonymously. Results are shared with Board members annually. Questionnaires

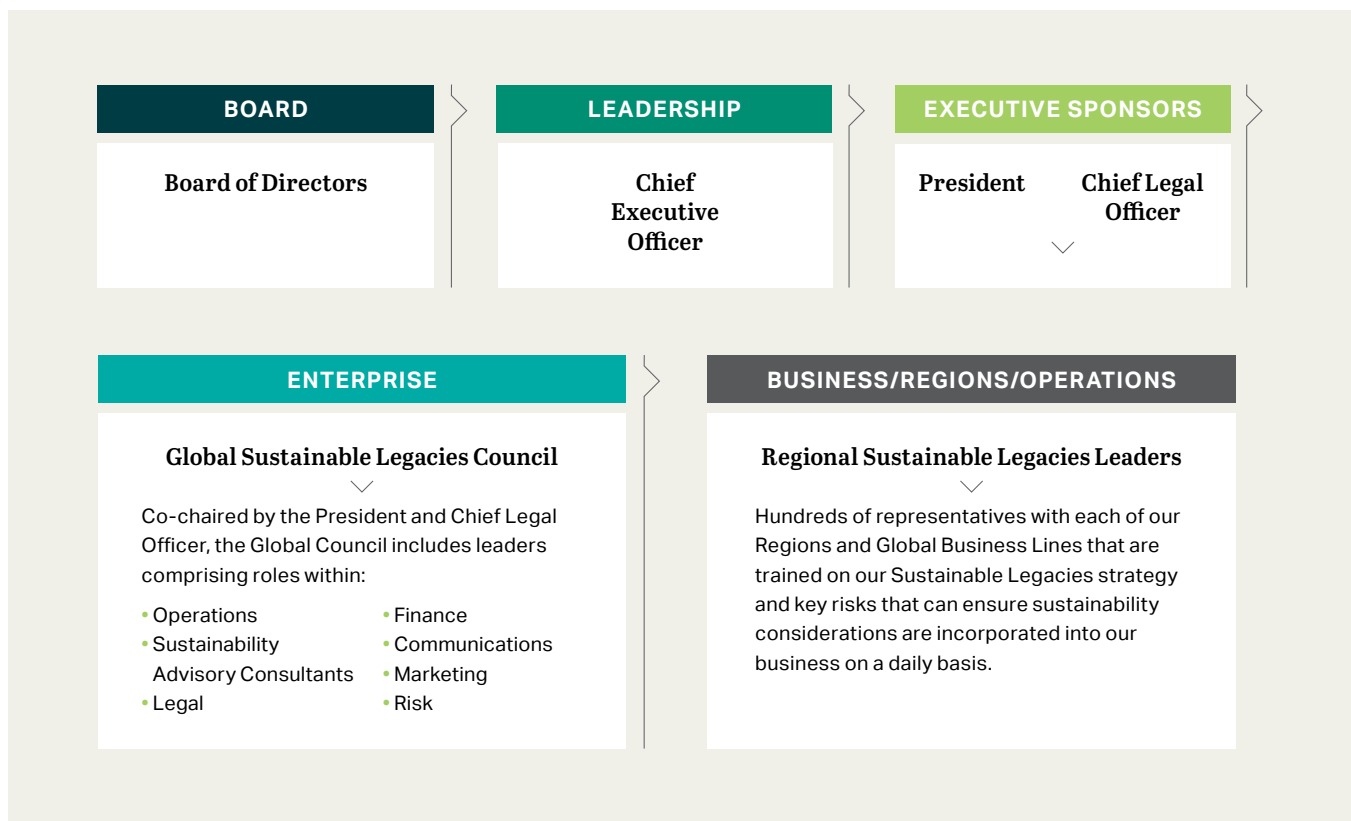
monitoring potential related-party transactions and other conflicts of interest are also administered on a regular basis.

Our Board of Directors includes three standing committees: the Audit Committee, the Compensation and Organization Committee, and the Nominating and Governance Committee. In 2023, recognizing the importance that sustainability factors have across the entire company, these initiatives were incorporated into the oversight responsibilities of the full Board of Directors, including reviewing and evaluating Sustainable Legacies plans and practices, overseeing the development and use of future metrics, and reviewing the annual Sustainability Report. As the highest governing body that oversees sustainability issues

within our company, the Board receives regular updates and information on sustainability matters.

AECOM continues to evolve and improve upon its Sustainable Legacies strategy and is implementing and managing long-term, strategic sustainability initiatives. The Board and its Committees continue to oversee this effort including the establishment of our company's Sustainable Legacies Global Council in 2021. The Council includes seven cross-functional teams of leaders representing operations, human resources, supply chain, regulatory compliance, finance, marketing communications, investor relations, facilities, and the legal department.

Governance Structure



Ethics and Integrity

We believe good ethics is good business. We are committed to always prioritizing ethics and integrity, not simply because it's the right thing to do, but also because it helps safeguard our people and our company from potential wrongdoing while strengthening our brand and reputation around the world.

Our Code of Conduct outlines the legal guidelines we must follow and general ethical principles to help each of us make the right decisions when conducting business worldwide. Leaders at the company promote ethical behavior through a global ethics committee as well as through regional ethics committees. Our employees take part in the annual Code of Conduct training, which received 100% completion in fiscal 2023. We also provide supplemental training on ethics and compliance issues throughout the year and incorporate ethics and compliance principles in our training for new employees and new managers.

Furthermore, we have a comprehensive cross-functional ethics and compliance program focused on preventing issues from occurring, detecting them if they happen, effectively and expediently resolving issues, and capturing and communicating lessons learned to prevent them from repeating. As a result, we have been recognized eight times by Ethisphere as the World's Most Ethical Company.

Risk Management

AECOM recognizes that effectively managing enterprise risks is critically important to the long-term success of our business. Management is responsible for our company's day-to-day risk management activities. Our company relies on a comprehensive risk management process to aggregate, monitor, measure, and manage risks. The risk management process is designed to enable the Board to establish a mutual understanding with management of the effectiveness of the company's risk management practices and capabilities, to review the company's risk exposure, and to elevate certain key risks for discussion at the Board level.



Our risk management program is designed to ensure that management is monitoring and controlling such operational risks as business continuity, compliance risk, reputational risk, technology risks involving information security, and others.

As part of our commitment to our Sustainable Legacies strategy, AECOM includes sustainability risks such as climate change and equity, diversity, and inclusion in its assessment of critical risks. Plans and procedures to monitor and address any gaps identified are included in regular updates to the Board and its Committees.

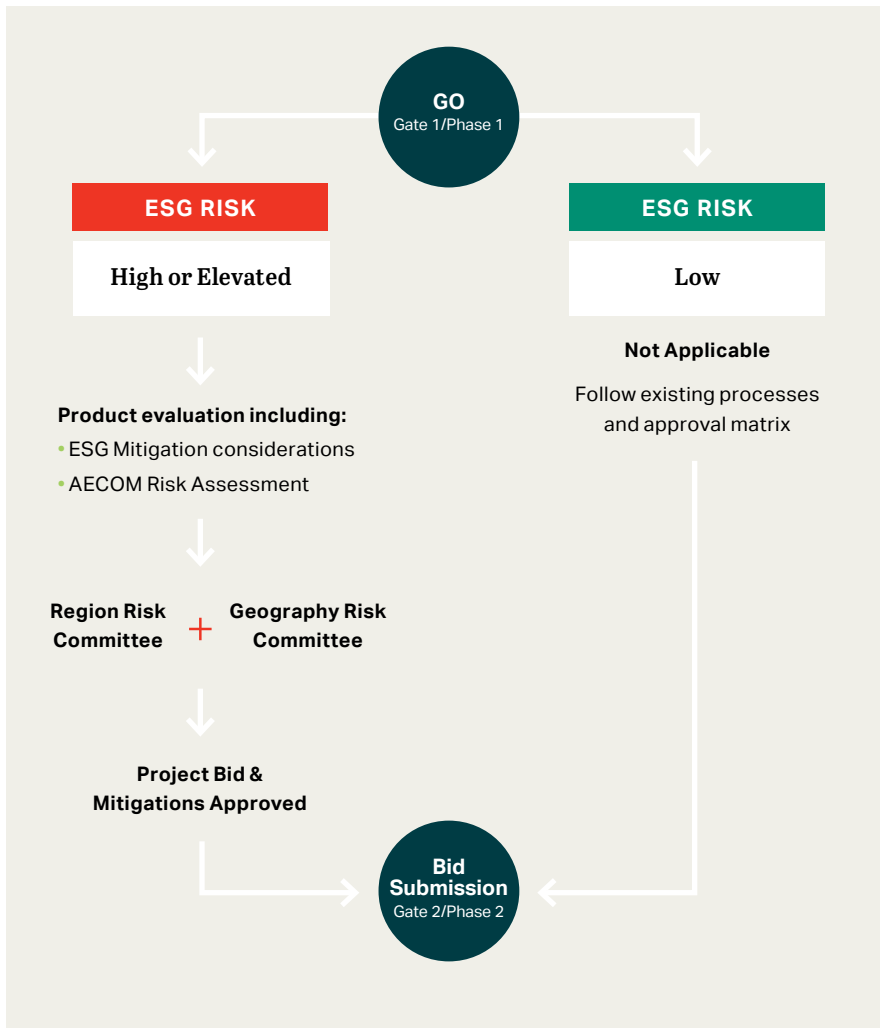
Responsible Supplier Engagement

AECOM is committed to working with suppliers willing to support our sustainability and human rights initiatives. We believe that managing a responsible supply chain includes a proactive approach to supplier onboarding combined with a diligent auditing process to assess potential supply chain risks.

While we exercise strong supply chain management practices, we do not have full control over our supply chain nor the

suppliers we do business with; however, when working with customers with environmental product considerations, our engineers utilize strategies to minimize operating costs of assets through the use of new technologies that eliminate inefficiencies, saving energy and non-renewable resources, improving product quality, and reducing environmental impacts and costs. In addition, we continually seek to partner with suppliers that share common values and a shared commitment to our sustainability objectives. To promote supply chain transparency, we expect our suppliers to fully comply with AECOM's Conflict Mineral Policy and provide all necessary conflict minerals content declarations.

ESG Risk Framework



ESG Risk

As the world's most trusted infrastructure consulting company, the most significant ESG issues that affect us are related to our client work. There are opportunities but also risks that we need to manage for our clients and for our company, better allowing us to deliver a better world. That is why we use an ESG risk framework that requires all our employees to assess and manage this risk right from the project selection stage. Every opportunity is looked at through the ESG risk framework, which identifies riskier project types from an environmental, social, and governance perspective. If any of these are relevant, then appropriate mitigations need to be documented and explored as part of our risk committee process. This allows a decision to be made on whether to pursue a project or how to include appropriate mitigations throughout the project as necessary. This process is supported by ESG risk training and a network of ESG Risk Advisors throughout our Regions. The framework is also updated on an annual basis to ensure it remains aligned with global industry and scientific best practices.

Tax

We take seriously our obligation to contribute our share of taxes in the countries in which we operate. We regard our tax strategy as a critical element of our goal to develop our business in a sustainable, responsible, and socially inclusive way.

We are committed to clearly reporting on tax matters and, accordingly, publish a statement of group tax strategy annually to our Investor Relations page on aecom.com. This statement includes a review of our

approaches to tax planning, relationships with governments, transparency, tax risk management, and governance.

In addition, our approach to operating ethically and with appropriate business conduct is outlined in our Code of Conduct and Code of Ethics, both of which are also posted on our Investor Relations page. Details of our income taxes and associated expenses (and benefits) are disclosed in our Annual Reports filed on Form 10-K with the U.S. Securities and Exchange Commission.

Our Board of Directors has overall responsibility for governance, risk management and decisions made in relation to tax and is supported by our Chief Financial Officer, SVP of Financial Planning & Analysis, and Head of Tax.



Embedding Sustainable Development and Resilience Across Our Work

Our ESG Services
ScopeX™
Key Project Examples



ESG Services Overview

A key aspect of our Sustainable Legacies strategy is the services we offer to guide clients to actively contribute to delivering a better world.

Our approach extends beyond emissions reduction, embracing a holistic perspective that includes environmental, social, and corporate governance (ESG) commitments. This outlook ensures the well-being of all communities, especially those in vulnerable areas. Through global collaboration, our multidisciplinary teams harmonize efforts, working closely to craft a future that is both sustainable and resilient to shape the future across diverse communities and industries.

ESG advisory

The path of ESG transformation involves a commitment to building a better world for governments, cities, organizations, developers, and asset owners. Our role extends beyond strategy, encompassing smart planning, focused strategy development, and consistent implementation throughout the journey. We assist organizations in protecting the environment, enhancing communities, and integrating sustainable development into everyday business practices. By offering a suite of technical services, we support clients in unlocking new funding by demonstrating the achievement of sustainability goals. We help businesses stay ahead of the competition by anticipating environmental, social, regulatory, and geopolitical changes, benchmarking against peers for maturity and planning for improvement action. Addressing higher investor expectations, we aid in responding to requests for ESG program data and enhancing investor confidence. Together, we strive to create more desirable places for people to live, promoting social and environmental responsibility at every turn.

Climate Resilience & Adaptation

In a constantly changing world, we recognize the importance of adaptation for safeguarding communities from environmental risks. Our climate adaptation teams prioritize collaboration, providing expertise in resilience to co-create tailored approaches with clients. Taking a holistic approach, we bring together engineers, planners, and scientists to address climate challenges, fostering global resilience. Amidst urban expansion, we aim to support intelligent, resilient development, considering future environmental conditions. Operating across public and private sectors, we integrate climate adaptation into operations and supply chains. Our focus remains on the impactful contributions toward community well-being and environmental sustainability.

Indigenous engagement

Committed to supporting Indigenous communities globally, we prioritize respectful engagement with Indigenous Peoples, governments, businesses, and lands. Our clients employ innovative approaches, including digital equity analytical tools, to ensure inclusive representation and deliver positive, impactful, and sustainable legacies. Our Office of Native Sovereign and Tribal Relations (ONSTR) fosters relationships and partnerships built on consistency, respect, and trust. In Canada, leveraging our extensive engagement expertise, we assist clients in navigating negotiation processes, legal contexts, and Indigenous community issues, aiming to make the Duty to Consult and Accommodate a positive experience. With a commitment to learning from Indigenous Peoples, our consultants drive strategies informed by community needs, resulting in over a hundred projects setting new industry standards. We collaborate with each community to tailor these practices, recognizing their context, cultures, and protocols in project and program development.

Nature-based solutions

Our approach to nature-based solutions (NBS) draws upon science, engineering, and a deep understanding of nature to formulate sustainable strategies. We address climate vulnerability through assessments and adaptation planning, focusing on physical resilience encompassing living shorelines, flood resilience, hazard mitigation, wildfire hardening, wildlife crossing, and advance mitigation. By employing natural capital accounting, we conduct economic assessments for landscape assets. In the realm of natural climate solutions, we guide clients on understanding the state of such solutions and navigating the voluntary carbon market for sustainable investments towards a net-zero carbon future. Our remedial solutions prioritize cost-effective, nature-based, and socially inclusive redevelopment strategies. With our diverse clients, we are reflecting our commitment to delivering sustainable legacies and fostering growth toward more resilient environments.



Net zero and decarbonization

Embedded in every decision we make is our commitment to decarbonization and journey toward net zero. We extend our support to governments and organizations, aiding them in realizing their decarbonization ambitions. Navigating complex pathway to decarbonization requires expertise and insight, which we provide to turn ambitious targets into actionable steps, contributing to a better world. Over 3,000 organizations, including AECOM, collaborate with the Science-Based Targets initiative (STBi) to reduce emissions in alignment with climate science. Our ScopeX™ approach to decarbonization encompasses strategic planning, energy efficiency design, project development, generation and storage, stakeholder engagement, and financing across infrastructure and buildings. This systemic approach enables us to influence carbon emissions in all project phases. With continuous improvement and expansion of our service delivery, recorded in our ScopeX™ platform, we reflect on our commitment to decarbonizing the future of tomorrow.

Renewables and energy transition

Anticipating a transformative future, we are committed to reducing our carbon impact by at least 50%. As a result, we plan to have renewables, synfuels, and hydrogen in our energy mix by 2050. Our role extends to assisting utility providers, governments, regulators, and investors throughout their journey—from vision and strategy to permitting design, deployment, and delivery. In grid modernization, we contribute to capacity increase, reliability enhancement, disaster resilience, and the establishment of transition lines and substations supporting renewables. Our involvement in microgrid development includes case analyses, ownership models, and financing strategies. Additionally, we guide our clients to harness hydrogen and future fuels sustainably, and independent insights for decarbonized energy models. In our journey towards decarbonization, our transportation projects embrace electrification, hydrogen, synthetic fuels, and bio-LNG. Aligned with policies, fiscal incentives, and alternative funding solutions, we focus on designing and delivering essential infrastructure for a smooth transition.

Social value, equity, and environmental justice

With extensive experience across the most complex, sensitive infrastructure projects, we provide a holistic approach to social equity. In our commitment to social equity, we shape narratives through policy and infrastructure solutions, fostering opportunities for all communities to thrive especially marginalized populations. By collaborating with local partners, we create culturally relevant strategies ensuring decision-making and project solutions prioritize historically marginalized groups. Through engaging with diverse stakeholders and appointing community ambassadors, we amplify community voices. With our open-source data and custom tools, we quantify project impact making social objectives and inequities visible for improved outcomes. Our synthesis of demographic, socioeconomic,

environmental, and climate change data offers a comprehensive understanding of client-operated communities. Navigating funding sources, we assist clients in securing federal funding sources through initiatives like Justice40, using our in-house Fund Navigator tool. This support enables clients to address inequalities and foster healthier communities.

Sustainability and circular economy

From the foundation of strategic thinking, we establish and integrate policies—and implement solutions—that create social value and safeguard our shared environment. In line with our commitment to creating a more sustainable future, our trusted sustainability practitioners guide our clients from building their business case to measuring the impact of their investment. By working collaboratively to design strategies for operations and

infrastructure, we evaluate potential impacts, build a sustainable investment business case, and secure buy-in at both board and operational levels. For effective planning, we identify steps to drive improvement, monitor progress, and assist in setting targets with a clear implementation plan. Our team of experts utilize system development to assist with identifying performance metrics, streamline data management, and quantify impact for credible sustainability reporting. Additionally, we recognize that communication is crucial to create lasting impact, so we ensure high standards of transparency through peer review reports and frameworks such as the Global Reporting Initiative (GRI) Sustainable Reporting standard and the Sustainability Accounting Standards Board (SASB) reporting.

ScopeX™

ScopeX™ is AECOM's platform to reduce carbon across our planning, design, and construction projects. It considers embodied and operational carbon across the entire lifecycle with the ambition of reducing carbon impact by at least 50% compared to industry norms on major projects.

Our ScopeX™ Decarbonization Policy outlines how we manage carbon to reduce whole life emissions in built environment, aligned with the net zero carbon transition and recognizing the importance of balancing climate adaption and circular economy principles to bring wider co-benefits. The policy formalizes our commitment to embedding decarbonization principles into everything we do, including through maximizing opportunities for whole life carbon reductions at all stages of the delivery process, establishing guidance for project baselines and target setting, monitoring and reporting decarbonization progress, and increasing awareness of carbon management.

By decarbonizing the built environment and supporting our clients to achieve their net zero agendas, we're improving the cities and communities we serve, delivering a better world.

Whether its reducing Scope 1, 2, and 3 emissions, or supporting the development of clients' carbon strategy, ScopeX™ considers materials, site locations, logistics, and construction methods to reduce and eliminate the impact of projects on the natural environment. We minimize energy use and optimize sources of renewable power to reduce carbon emissions and meet clients' carbon goals.

The foundation of ScopeX™ is early engagement with clients. By determining what is critical for their project, we then deploy the best design solutions and digital tools to design the optimal solution for carbon reduction, all while tracking our total impact over time.

ScopeX™ includes an evolving digital platform, informed by the ongoing collection and analysis of client and project data, to inform the development of future tools and refinement of our services.

Taken together, we estimate that our ScopeX™ platform has the capability to design out at least 84 million tons of carbon dioxide emissions from the built environment per year.

ScopeX™ aims to reduce carbon impact by at least

50%

compared to industry norms

ScopeX™ has the capability to design out at least

84

million tons of carbon dioxide emissions from the built environment



Powering New York with offshore wind

In line with Equinor's commitment to cleaner energy for New York, the Beacon Wind project was carefully crafted with a strategic approach. Our role centers on environmental permitting and engineering for the offshore lease area, covering 128,000 acres south of Nantucket. This area is integral to Equinor's portfolio, including Empire Wind 1, Empire Wind 2, and Beacon Wind 1, collectively aiming to provide 3.3 gigawatts of electricity to New York per year.

Community engagement is vital, involving Indigenous nations, stakeholders, and local fishing communities to assess and minimize the project's impact on the local economy. Working closely with the Bureau of Ocean Energy Management (BOEM) and the National Oceanic and Atmospheric Administration (NOAA), we obtained approvals for the Site Assessment Plan (SAP) to conduct essential surveys and studies.

Our team conducts in-depth research to design alternative submarine cable routing options while considering cost, schedule, and environmental factors. Beacon Wind, set to be operational in 2028, signifies a massive investment in sustainable energy, solidifying New York's position as a hub for wind-powered renewable energy. This project embodies Equinor's commitment to cleaner energy and our dedication to environmental responsibility.



Chicago Department of Water Management's capital improvement program

In partnership with minority-owned business enterprise DB Sterlin (DBS), we have secured a contract to provide program management services to the Chicago Department of Water Management (DWM).

The DWM facilities play a crucial role, supplying 750 million gallons of drinking water to residents daily. Our joint venture aims to improve this vast water distribution system, which spans a length of 4,300 miles, 12 pumping stations, and two of the world's largest water purification plants.

A key focus of this project is to address one of the most significant health and equity challenges associated with water delivery in the U.S.—lead service line replacement. Through close collaboration, AECOM and DBS will support the ongoing delivery of high-quality drinking water and efficient management of waste and stormwater infrastructure as well as the replacement of 400,000 lead service lines. Employing a facility planning, design, and construction management approach, our team is committed to ensuring a seamless transition, promptly addressing DWM's long-term planning needs while minimizing community disruption.



City of Norfolk improving flood and coastal resilience

Norfolk, Virginia, stands as a major coastal city and critical maritime hub with a rich history. Yet, rising sea levels and storm surges pose clear challenges to its dynamic waterfront and critical infrastructure. Recognizing this vulnerability, the city has selected an AECOM-led joint venture to spearhead its \$2.6 billion Coastal Storm Risk Management (CSR) Program.

As an initiative of the Army Corps of Engineers (USACE), the program aims to increase the City's infrastructure resiliency, protecting it from coastal flooding and mitigating damage from significant storm events. Drawing upon our extensive knowledge of coastal resilience and decades of collaboration with the USACE, the team has assembled local professionals and subject matter experts to increase the City's infrastructure resiliency, protecting it from coastal flooding and mitigating damage from significant storm events.



Per- and Polyfluorinated Substances (PFAS)

Regulations are tightening in response to the health concerns linked with PFAS. This is evident by the allocation of \$9 billion in IIJA funding and the National Primary Drinking Water Regulation (NPDWR), which is establishing enforceable Maximum Contaminant Levels (MCLs) for PFAS compounds classified as hazardous substances. As a result, the urgency to address PFAS contamination is more pronounced than ever. While the U.S. is the largest market, PFAS represents a global challenge with a projected addressable market valued at \$50 billion over the next decade. As regulatory clarity continues to emerge, firms are seeking out AECOM's expertise to limit PFAS.

AECOM is a leader in the PFAS market with the widest and most comprehensive set of Professional Services capabilities and over two decades of experience across more than 500 of the largest client sites in this market. We provide a competitive advantage through our cross-market experience in our environment and water businesses, expanded addressable market through program management and advisory, global scale, and our unrivaled technical expertise.

The momentum behind PFAS remediation work is leading to significant wins for us, including some of the largest projects secured this past year. Our leading position was further highlighted by our selection to conduct PFAS remedial investigation and feasibility studies for the U.S. Army National Guard, which drew on our innovative solutions and experience addressing the long-term management of PFAS.

SASB and TCFD Tables

This annex expands transparency through key quantitative data compiled in accordance with the SASB and TCFD frameworks and standards, along with additional details on our workforce, revenues, sales, stakeholders, locations, and certification, and in alignment with the United Nations Sustainable Development Goals. Report data covers all global operations unless otherwise noted. This report contains forward-looking statements, including our commitments, targets, and other statements that are not historical facts. These statements are subject to risks and uncertainties and are not guarantees of future performance. Factors that could cause actual results to differ materially from those expressed or implied by such statements are set forth in our SEC filings. All forward-looking statements are based on management's current assumptions, estimates, and projections.

AECOM believes our role as a corporate leader is to ensure that the work we do in partnership with our clients leaves a positive, lasting impact for communities and our planet. In developing our Sustainability Report, we have compiled metrics organized by key themes incorporated within our tables and throughout our organization.

Approach to Sustainable Growth

The Sustainable Development Goals (SDGs) are a series of interlinked goals adopted by UN member states in 2015. These goals focus on creating a fairer, more just world with more sustainable economic and environmental practices by 2030. The goals are ambitious and will only succeed through the combined efforts of governments, businesses, and civil society.



AECOM supports the SDGs, and recognizing the importance of the goals, we have linked our priority areas to them. We have prioritized several goals that most align with our business and where we can make a positive impact around the world.



No Poverty
End poverty in all its forms everywhere.



Good Health and Well-Being
Providing equitable access of health services for all and end preventable deaths.



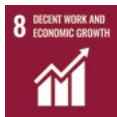
Quality Education
Ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all.



Clean Water and Sanitation
Safe drinking water and sanitation are human rights and fundamental to human health and well-being.



Affordable and Clean Energy
Affordable, reliable, sustainable, and modern energy for all by 2030.



Decent Work and Economic Growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.



Industry, Innovation and Infrastructure
Aims to build resilient infrastructure, promote sustainable industrialization, and foster innovation.



Reduce Inequalities
Reducing all forms of inequality within and among countries.



Sustainable Cities and Communities
Make cities inclusive, safe, resilient, and sustainable.



Responsible Consumption and Production
Encourages more sustainable consumption and production patterns through various measures.



Climate Change
Take urgent action to combat climate change and its impacts.



Life Under Water
Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.





Life On Land
Seeks to protect, restore, and promote the conservation and sustainable use of terrestrial, inland-water, and mountain ecosystems.





Peace, Justice, and Strong Institutions
Dedicated to the promotion of peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective, accountable institutions at all levels.


FY'23 SASB Table

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
Environmental Impacts of Project Development 	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	Page 15 10-K Report	<p>Significant fines, penalties, and other sanctions may be imposed for non-compliance with environmental and health and safety laws and regulations, and some laws provide for joint and several strict liabilities for remediation of releases of hazardous substances, rendering a person liable for environmental damage, without regard to negligence or fault on the part of such person.</p> <p>Any material costs in this regard would be disclosed in our periodic reports filed with the SEC.</p>
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	Pages 20-28 Sustainability Report	<p>AECOM manages its operational environmental performance with a certified environmental management system (EMS). The Enterprise Risk Management (ERM) steering committee provides an established continuous improvement platform that actively assesses, analyzes, and works cross-functionally to identify and mitigate AECOM's inherent and strategic risk profile. The prioritization of risks is done through a collaborative process of discussing the main risk profiles with relevant stakeholders on an ongoing basis. AECOM's Resilience Process begins with the Resilience Plan Risk Assessment and Business Impact Analysis at the local level.</p> <p>These teams are composed of representatives from communications, human resources, legal, facilities, and real estate to help anticipate, act on, and learn from disruptive events. This risk assessment is vital to determining resilience priorities specific to our various operations globally and enables local resilience teams to develop realistic Resilience Plans around the most probable scenarios.</p>
Structural Integrity and Safety 	Amount of defect- and safety-related rework costs	IF-EN-250a.1	n/a	We do not have defect- and safety-related rework costs. Any material costs in this regard would be disclosed in our periodic reports filed with the SEC.
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	Page 30 10-K Report	We are involved in various investigations, claims, and lawsuits in the normal conduct of our business. We are not always aware if we or our affiliates are under investigation or the status of such matters. Any material costs in this regard would be disclosed in our periodic reports filed with the SEC.


Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
<p>Workforce Health and Safety</p> 	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	Page 31 Annual Report	<p>Core to our corporate values is safeguarding our people and fostering a culture of caring that promotes the well-being of our employees, contractors, and business partners. We safeguard our people, projects, and reputation by striving for zero employee injuries and illnesses, while operating and delivering our work responsibly and sustainably. We maintain our industry's best-in-class lost workday case and recordable incident rates, and our safety performance is consistently recognized by key clients across the regions where we work as well as by recognized safety organizations.</p> <p>As detailed in Page 31 of our Annual Report, our TRIR in fiscal 2023 was 0.06 and our Fatality Rate is not reported.</p>
<p>Lifecycle Impacts of Building and Infrastructure</p> 	<p>Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification</p> <p>Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design</p>	<p>IF-EN-410a.1</p> <p>IF-EN-410a.2</p>	<p>Pages 45-49 Sustainability Report</p> <p>n/a</p>	<p>We regularly work with our clients to advance their sustainability initiatives, including ensuring their projects achieve third-party sustainability standards and certifications, such as respective LEED and WELL certifications. Our work in this regard is reflected in our rankings in <i>Engineering-News Record's</i> most recent Green Building Design and Green Contractors rankings, where AECOM was ranked #2 and #5, respectively. Across these portfolio of projects, we estimate that we executed approximately \$5.94 billion of work. Since the process for seeking these certifications can evolve, we do not have an accurate estimate for the number of active projects seeking such certification.</p> <p>AECOM offers many services that assist our clients in reducing their GHG emissions, such as energy savings performance contracts (ESPCs), renewable energy system design and construction, and green building design and construction. As an approximate indicator on percentage of net service revenue, we advise on water, green design, next generation transportation, and renewable energy projects that in aggregate represent approximately 60% of our NSR.</p>


Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
Climate Impacts of Business Mix 	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	IF-EN-410b.1-3	Page 13 10-K Report	Backlog represents revenue we expect to realize for work completed by our consolidated subsidiaries and our proportionate share of work to be performed by unconsolidated joint ventures. Backlog is expressed in terms of gross revenue and therefore may include significant estimated amounts of third party or pass-through costs to subcontractors and other parties.
	Amount of backlog cancellations associated with hydrocarbon-related projects			Backlog fluctuates due to the timing of when contracts are awarded and contracted and when contract revenue is recognized. Many of our contracts require us to provide services over more than one year. Our backlog for fiscal 2023 was \$41.2 billion.
	Amount of backlog for non-energy projects associated with climate change mitigation			Within this backlog, our contracted backlog, which represents the portion of our backlog for a contract where work has been executed, was \$22.6 billion, which primarily relates to regulatory and environmental reporting and remediation. We estimate that approximately \$252 million was related to hydrocarbon projects and \$102 million was related to renewable energy projects. We did not experience backlog cancellations associated with hydrocarbon-related projects. More broadly, we estimate that approximately \$4.9 billion of our contracted backlog related to non-energy projects associated with climate change mitigation. This work includes climate change adaptation and resiliency, energy efficiency, transit modernization, environmental management and restoration, green building design, disaster resilience and recovery, and other services.


Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
Business Ethics 	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	IF-EN-510a.1	n/a	In fiscal 2023, AECOM had seven active projects and backlog of approximately \$2 million in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index.
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	IF-EN-510a.2	Page 33 Annual Report	Our internal policies mandate compliance with these anti-corruption laws, including the requirements to maintain accurate information and internal controls. We operate in many parts of the world that have experienced governmental corruption to some degree; and, in some circumstances, strict compliance with anti-corruption laws may conflict with local customs and practices. Despite our training and compliance programs, we cannot assure that our internal control policies and procedures always will protect us from reckless or criminal acts committed by our employees or agents. In addition, from time to time, government investigations of corruption in construction-related industries affect us and our peers. Any material monetary losses would be reported in our periodic reports filed with the SEC.
	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	IF-EN-510a.3	Page 33 Annual Report	The U.S. Foreign Corrupt Practices Act (FCPA) and similar worldwide anti-corruption laws, including the U.K. Bribery Act of 2010, generally prohibit companies and their intermediaries from making improper payments to non-U.S. officials for the purpose of obtaining or retaining business. Our internal policies mandate compliance with these anti-corruption laws, including the requirements to maintain accurate information and internal controls which may fall within the purview of the FCPA, its books and records provisions, or its anti-bribery provisions. We operate in many parts of the world that have experienced governmental corruption to some degree; and, in some circumstances, strict compliance with anti-corruption laws may conflict with local customs and practices. Despite our training and compliance programs, we cannot assure that our internal control policies and procedures always will protect us from reckless or criminal acts committed by our employees or agents.
Activity Metrics	Number of active projects	IF-EN-000.A	n/a	51,822
	Number of commissioned projects	IF-EN-000.B	n/a	37,973
	Total backlog	IF-EN-000.C	n/a	\$41.2 billion (contracted and awarded)


Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
Data Security 	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Page 20 10-K Report	<p>We face threats to our information technology systems, including unauthorized access, computer hackers, computer viruses, malicious code, cyber-attacks, phishing, and other cybersecurity problems and system disruptions, including possible unauthorized access to our and our clients' proprietary information. We rely on industry-accepted security measures and technology to securely maintain all proprietary information on our information technology systems.</p> <p>As these security threats continue to evolve, we may be required to devote additional resources to protect, prevent, detect, and respond against system disruptions and security breaches.</p>
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	n/a	<p>AECOM has a mature Information Security Program comprised of robust policies, procedures, and standards governing data privacy and information security of the company's information and assets. The company has established a structured unified security framework, aligned to industry-leading standards and safeguards, including but not limited to ISO 27001, NIST CSF, and NIST 800-53. Security measures are taken to guard against unauthorized access to, alteration, disclosure, or destruction of data and systems.</p> <p>This includes but is not limited to:</p> <ul style="list-style-type: none"> • A robust incident response plan and procedure that involves proper notification, assessment, and reporting requirements • Real-time email sandboxing/filtering and protection to prevent phishing attempts and malicious files • Advance endpoint security solutions to prevent download/installation of malicious software • Proactive vulnerability management to mitigate security weaknesses and prevent exploitation attempts • Next-gen intrusion prevention system (IPS) to prevent network cyber-attack and malicious activity • Two-factor authentication to prevent use of stolen credentials to access company applications, etc. <p>In addition to the security controls implemented throughout the enterprise, AECOM has established a global cyber defense team staffed with seasoned security professionals, who are dedicated to daily security operations to detect and prevent cyber security events.</p>
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	SV-PS-230a.3	n/a	<p>AECOM has not suffered a data breach involving customer CBI or PII data. We are committed to protecting its employees, partners, and clients from damaging acts that are intentional or unintentional. Protecting sensitive data and the systems that collect, process, and store this information are priority. We will follow data breach notification laws and regulations.</p>

Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
Workforce Diversity and Engagement 	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	Page 15-17 Annual Report	Our Leadership includes representation from a diverse array of communities, including race, ethnicity, gender, and sexual orientation. For fiscal 2023, AECOM had 56% diverse executive team and 40% diverse board of directors. Please see the 'Social' section of this Sustainability Report for additional information.
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	n/a	As a Professional Services business, we are focused on ensuring we attract and retain the best talent in the industry. As a result, we continually review our compensation and rewards practices, conduct annual performance reviews, and provide substantive professional development opportunities, among other initiatives. Reflecting our successes, turnover within our permanent employees and within our high performers remained below our internal targets in FY'23. In addition, turnover among professionals that have participated in a leadership development program was even lower in the low single-digits, reflecting a strong return on our investments in career development programs.
	Employee engagement as a percentage	SV-PS-330a.3	n/a	At the end of 2023, AECOM conducted an employee survey to understand employee sentiments on the strengths and opportunities for improvement within the company. The survey revealed overall positive sentiments from our professionals with there being opportunities in each region to continue improving and further investing in manager levels. The strongest responses were seen relating to 'I understand how my work contributes to AECOM's strategy and purpose'. In addition and most importantly, more than 75% of participants agreed that they would recommend AECOM as a great place to work, providing a strong baseline of employee engagement.

Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
Professional Integrity 	Description of approach to ensuring professional integrity	SV-PS-510a.1	Page 33 Annual Report	Our Code of Conduct outlines the legal guidelines we must follow and general ethical principles to help each of us make the right decisions when conducting business worldwide. Top leaders at AECOM promote ethical behavior through a global ethics committee as well as regional ethics committees. Our employees take part in annual Code of Conduct training, which received a 100% completion rate in FY'23. Furthermore, we have a comprehensive cross-functional ethics and compliance program focused on preventing issues from occurring, detecting them if and when they happen, effectively and expediently resolving issues and capturing lessons to prevent them from repeating.
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	Page 30 10-K Report	Although the outcome of our legal proceedings cannot be predicted with certainty and no assurances can be provided, in the opinion of our management, based upon current information and discussions with counsel, none of the investigations, claims, and lawsuits in which we are involved is expected to have a material adverse effect on our consolidated financial position, results of operations, cash flows, or our ability to conduct business.
Professional Integrity	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	Page 9 10-K Report	At the end of our fiscal 2023, we employed approximately 52,000 persons, of whom approximately 18,000 were employed in the United States. Over 400 of our domestic employees are covered by collective bargaining agreements or by specific labor agreements, which expire upon completion of the relevant project.

FY'23 TCFD Table

Topic	Disclosure	Reference	Narrative Response
Governance	<p>a) Describe the board's oversight of climate-related risks and opportunities.</p> <p>b) Describe management's role in assessing and managing climate-related risks and opportunities.</p>	Pages 20-28 Sustainability Report	<p>Our CEO leads the Executive Leadership Team, which comprises of senior executives representing all business segments and retains overall responsibility for Safety, Health and Environment (SHE) and Enterprise Sustainability, including climate related issues, policies, and strategy.</p> <p>Our President is co-lead of our Sustainable Legacies Global Council, which was launched in September 2020 and which comprises dozens of sustainability experts and business leaders across the organization to best advise on all sustainability-related matters. This committee is responsible for developing our Sustainable Legacies strategy that launched in April 2021, was updated and expanded in May 2022, and includes a multitude of commitments on sustainability matters and associated targets, such as our commitment to achieving science-based net carbon zero by 2040. The Council is also actively involved in reviewing and mitigating climate-related risks associated with our project portfolio.</p>
Strategy	<p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p> <p>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p> <p>c) Describe the resilience of the organization's strategy, considering different climate-related scenarios, including a 2°C or lower scenario.</p>	Pages 23-27 Sustainability Report	<p>As part of annual financial planning, the market opportunities associated with sustainability including climate related services is assessed. This includes estimating any estimated growth due to estimated increase in demand for climate services. Climate risks and opportunities also impact our service offering and solutions we provide to our clients across our company. We are regularly looking for opportunities to expand our capabilities, such that we are able to more holistically advise our clients on their evolving sustainability and climate-related initiatives.</p>
Risk Management	<p>a) Describe the organization's processes for identifying and assessing climate-related risks.</p> <p>b) Describe the organization's processes for managing climate-related risks.</p> <p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</p>	Pages 23-27 Sustainability Report	<p>In this Sustainability Report, please see sub-section titled "Climate Change Risks and Opportunities" for more detailed information.</p>
Metrics and Targets	<p>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p> <p>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</p> <p>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	Pages 13-18 Sustainability Report	<p>AECOM calculates Scope 1, Scope 2, and Scope 3 emissions. The most material emissions for Scope 3 are calculated using accounts payable information and emissions factors from S&P Global's Trucost Environmental Data set.</p> <p>In this Sustainability Report, please see the sub-section titled "Achieving Net Zero" for more detailed information.</p>

AECOM Leadership



Troy Rudd
Chief Executive
Officer



Shirley Adams
Chief Human
Resources Officer



Todd Battley
Chief Strategy Officer



David Gan
Chief Legal Officer
Co-Chair, Sustainable
Legacies Global
Council



Gaurav Kapoor
Chief Financial and
Operations Officer



Lara Poloni
President,
Co-Chair, Sustainable
Legacies Global
Council

Board of Directors

Douglas W. Stotlar
Director, Chairman of the Board

Bradley W. Buss
Director

Lydia Kennard
Director

Derek J. Kerr
Director

Kristy Pipes
Director

Troy Rudd
Director and Chief Executive Officer

Daniel R. Tishman
Director

Sander van 't Noordende
Director

Gen. Janet C. Wolfenbarger
Director

About This Report

AECOM's 2024 Sustainability Report primarily covers data and metrics from fiscal year 2023 that covered October 1, 2022 to September 30, 2023, unless otherwise noted and includes our subsidiaries. This report was prepared in accordance with the Sustainability Accounting Standards Board (SASB) Standard. The report also aligns with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. AECOM is committed to transparency, engagement, and consistent communication of our sustainability strategies and programs to all stakeholders. Across this report, we are proud to feature photography and graphics that where at all possible directly features AECOM employees and projects.

Additional Disclosures

Additional detailed information on AECOM's ESG-related policies and disclosures can be found on the Investor Relations section of our website at investors.aecom.com/esg. At the time of publication, the site included the following marketing collateral, external disclosures and policy statements:

- An overview of AECOM's Sustainable Legacies strategy and commitments
- 2023 Annual Report
- AECOM 2024 Proxy Statement
- Relevant event transcripts and presentations
- Anticorruption Policy
- Anti-Human Trafficking/Modern Slavery Policy
- Attracting Talent
- Biodiversity Statement
- Code of Conduct
- Code of Ethics for Senior Financial Officers
- Company Bylaws
- Compensation and Organization Committee Charter
- Corporate Governance Guidelines
- Corporate Responsibility—Blueprint for a Better World
- Corporate Responsibility—100 Resilient Cities Initiative
- Electronic Industry Citizenship Coalition® Code of Conduct
- Employee Development
- Employee Engagement & Retention
- Environmental Sustainability Policy
- Equity, Diversity, and Inclusion
- FY'23 Emissions Verification Statement
- FY'22 Emissions Verification Statement
- Human Rights Statement
- Modern Slavery Act Statement
- Political Engagement Policy
- Risk Assessment
- Safety Health & Environment Policy
- Safety, Risk, and Sustainability Committee Charter
- Social Value Policy
- Supplier Code of Conduct—Americas
- Supplier Code of Conduct—EMEA
- Sustainable Procurement Policy

About AECOM

AECOM is the world's trusted infrastructure consulting firm, delivering professional services throughout the project lifecycle – from advisory, planning, design and engineering to program and construction management. On projects spanning transportation, buildings, water, new energy, and the environment, our public- and private-sector clients trust us to solve their most complex challenges. Our teams are driven by a common purpose to deliver a better world through our unrivaled technical and digital expertise, a culture of equity, diversity and inclusion, and a commitment to environmental, social and governance priorities. AECOM is a Fortune 500 firm and its Professional Services business had revenue of \$14.4 billion in fiscal year 2023. See how we are delivering sustainable legacies for generations to come at aecom.com and @AECOM.

