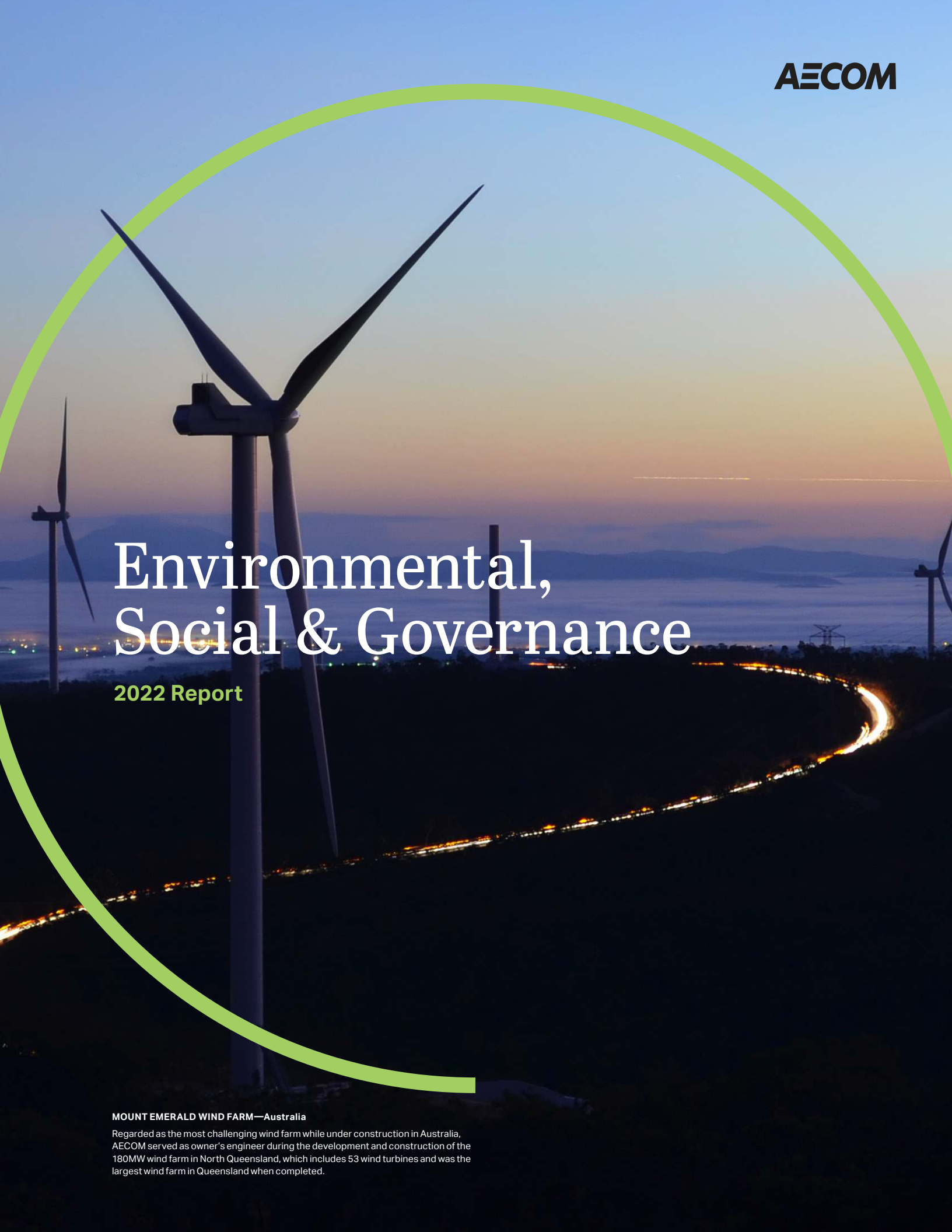


A large wind turbine is the central focus, silhouetted against a vibrant sunset sky with hues of orange, pink, and blue. In the background, other turbines are visible, and a winding road with lights curves through the landscape. A large, thin green circle is superimposed over the image, framing the turbine and the text.

Environmental, Social & Governance

2022 Report

MOUNT EMERALD WIND FARM—Australia

Regarded as the most challenging wind farm while under construction in Australia, AECOM served as owner's engineer during the development and construction of the 180MW wind farm in North Queensland, which includes 53 wind turbines and was the largest wind farm in Queensland when completed.



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Troy Rudd
Chief Executive Officer



Letter from the CEO

When we released our global Environmental, Social & Governance report last year, we took important steps to establish our company as a leader in sustainability, resilience, social impact and governance. A year later, we have extended our leadership position.

Over the past year, to help our clients address environmental, social and governance risks across their organizations and projects, we formally launched our ESG Advisory practice. We also achieved operational net zero and became one of the first companies to have their new net zero targets approved by the United Nations-backed Science Based Targets initiative (SBTi) in accordance with SBTi's latest, even more rigorous standards. And critically, we embedded ESG principles across our entire organization, including the implementation of new and required ESG-specific training programs.

I'm proud to present these and other accomplishments in this year's global ESG Report, which will detail how we're holding ourselves accountable to our stated objective of being a leader in ESG and delivering measurable results that benefit our people, our partners and our world, all of which contributes to our goal of maximizing value for our shareholders.

ESG Starts with Us

Our clients are eager to do better and be better. We're here to support them with expertise steeped in an organizational commitment to ESG principles. Our ESG Global Council, chaired by our President Lara Poloni and Chief Legal Officer David Gan, has crafted our ESG strategy, Sustainable Legacies, to build environmental, social and governance imperatives into all that we do.

The council has been critical in helping to share our priorities, both internally and externally as we evaluate our market growth opportunities through our ESG project risk framework. We implemented this global ESG risk framework last year to assess ESG risk in all potential projects and ensure our work aligns with our ESG objectives. The framework adheres to our Sustainable

Legacies strategy, which, in turn, is continuously updated to align with SASB and TCFD standards and evolving best practices, such as those outlined at COP26.

Already, we have achieved numerous ESG targets and, reflecting these successes, we continue to introduce new targets to meet the most current and advanced benchmarks. For example, during fiscal 2021, we met our targets of operational net zero in Scope 1 and 2 emissions as just the first step toward our updated goal of attaining net zero by 2040, which is substantiated by SBTi.

Reflecting our commitment to advancing standardization and measurement, in partnership with the Sustainable Markets Initiative, we recently established a Measurement and Transparency Taskforce. To truly accelerate sustainable

infrastructure that unlocks wider economic, environmental, and community benefits, we must define and apply a new, more tightly defined set of metrics to better measure and assign value to outcomes beyond just GHG emissions. We are excited to work with this task force to standardize the methodologies and data being applied to gauge the environmental impacts of these efforts and help organizations achieve their ESG commitments on infrastructure projects.

Expansive Capabilities

ESG reaches far beyond our organization. As the leading global environmental engineering company, we've capitalized on our deep expertise to launch our ESG Advisory practice and help our many clients set and achieve bold goals across every market we serve.

“

Our position as the number one transportation and facilities design company, number one environmental engineering and science company, and a leading water and program management company presents us with ample opportunities to deliver environmental progress and create social value as we improve infrastructure for millions of people in their local communities.

”

Our advisory capabilities are powerful and diverse. We enable our partners to craft ESG strategies and risk frameworks, and through decades of experience we remain attuned to the unique requirements of various ESG objectives—from the energy transition to transportation decarbonization, coastal resilience, and climate impact.

ScopeX™, which we also introduced last year, is a signature element of our advisory services. This approach to carbon reduction is designed to help clients cut embodied and operational emissions by at least 50% across their projects' entire life cycles compared to industry norms. Like everything we do, ScopeX™ is client focused, and it leverages early-stage insights and feedback to maximize emissions reductions.

AECOM is in a unique position to create a differentiated solution for clients. Through our broad and deep advisory, technical, and program management capabilities, we are engaged with clients from day one through the execution of their projects. Our industry-leading technical engineering and design expertise enables us to extend our client relationships from strategy

development through to the execution stage of specific projects. ScopeX™ is just one example of that capability—and demonstrates how we excel by delivering from ideation to completion.

Our Future

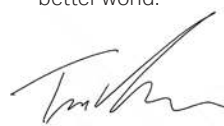
We and our clients are committing to ESG now and into the future, and we're not alone. More and more, governments around the world see the value of embedding ESG-adjacent principles into their project priorities and funding plans.

The Infrastructure Investment and Jobs Act (IIJA) is a clear example of the ascendancy of ESG and a recognition of infrastructure's critical role in achieving environmental goals and improving social outcomes.

Its considerations motivate projects rooted in ESG principles. Our position as the number one transportation and facilities design company, number one environmental engineering and science company, and a leading water and program management company as ranked by ENR presents us with ample opportunities to deliver environmental progress and create social value as we improve infrastructure for millions of people in their

local communities. Yet it also poses new challenges to our partners as they adapt to a new infrastructure environment. This is why we expanded our Digital AECOM offering this year to help our U.S. clients meet the rigorous IIJA grant requirements and the federal Justice40 Initiative commitments to effectively compete for funding and maximize their capital plans. Through Digital AECOM, which includes a team of more than 2,000 digital practitioners, we are committed to guiding our partners through this infrastructure transformation and bringing their ESG objectives to life.

When we launched Sustainable Legacies last year, we took critical steps to establish ourselves as a leader in ESG. Since then, we've continuously improved our operations, our capabilities, and our targets. We invite you to explore this progress and see what's to come as we work to fulfill our purpose of delivering a better world.



Troy Rudd
Chief Executive Officer



Lara Poloni
President

Sustainable Legacies: Our Progress Over the Last Year

Our President Lara Poloni outlines our Sustainable Legacies strategy and the strides we've made since its launch last year

A year ago, we outlined a key element of our company's strategy to continue to lead in our industry in ESG and also leave lasting, positive impacts for generations to come. That ambition is Sustainable Legacies.

Sustainable Legacies has instilled ESG principles into all our actions. In the span of one year, it has allowed us to transform those principles into practice, channeling our decades of experience into delivering the latest ESG services to solve our clients' most complex projects today and into the future, while challenging our teams to take our own actions even further.

Sustainable Legacies is built on four pillars: embedding sustainable development and resilience across our work; improving social outcomes; achieving net zero carbon emissions; and enhancing our governance. These themes drive the delivery of projects and initiatives that are elevating our ESG position in every region we serve.

We've made tremendous progress in just one year. Here are a few highlights:

Attained operational net zero in 2021 and nearly halved our FY18 Scope 1 and 2 emissions, putting us on the path to our net zero targets

In 2021, we continued to demonstrate our ability to set and achieve our objectives. We reached operational net zero in fiscal 2021, and we also reduced Scope 1 and 2 emissions, covering fleet and office energy respectively, by 47% from our FY18 baseline year using key travel and real estate initiatives.

Set more ambitious net zero targets validated by the Science Based Targets initiative (SBTi) to achieve science-based net zero by 2040

To ensure we remain aligned with the latest best practices and climate science, we have set an updated 2040 net zero target aligned with the new and more ambitious SBTi net zero Standard, which emphasizes decarbonization over offsets. As a part of this plan, we have implemented our Travel with Purpose program to cut business travel by 50% and are launching initiatives like our Supplier Engagement Strategy to reduce supply chain emissions.

Launched our ESG Advisory practice, supported by decades of expertise

Perhaps our greatest milestone this year has been the launch of our ESG Advisory practice, which deploys our depth of expertise to navigate our clients through this rapidly evolving space and realize their ambitious visions.

Our Global Head of ESG Advisory practice Robert Spencer has spearheaded these efforts. He along with our many other specialists are applying their industry-leading skills and experience to develop institutional know-how and service offerings that put us at the forefront of ESG advisory.

Advanced ScopeX™ initiatives to accelerate our ESG offering for clients and cut carbon across our work

ScopeX is a core offering of our ESG services and will be one of our greatest contributions to tackling the climate crisis. As our global carbon reduction initiative, we are targeting to reduce the carbon impact of major projects by at least 50%.

Implemented a revised ESG risk framework to adhere to our Sustainable Legacies strategy, which is being continuously updated in alignment with the latest climate science

Following our attendance at COP26, we revised our ESG risk framework to continue to adhere to the latest global ESG best practices. We also continue to report in line with the TCFD (Task Force on Climate-Related Disclosures) and SASB (Sustainability Accounting Standards Board) disclosure frameworks.

Our progress has been tangible and measurable. Sustainalytics, a provider of ESG research, ratings and data, has upgraded our ESG rating from 31 to 26, a significantly lower risk profile. Further, our MSCI ESG Rating, which measures resilience to long-term industry material ESG risks, also improved in February 2022 to AA from A.

Sustainalytics upgraded our ESG rating from

31 to 26
a significantly lower risk profile

MSCI ESG Rating improved in February 2022 from

A to AA
measuring resilience to long-term industry material ESG risks

Developed digital tools to help our clients shape their work around ESG principles and meet the latest funding requirements

Digital AECOM, our nexus for digital innovation, has developed a suite of platforms to help our clients bid for and build out the next generation of infrastructure. Through artificial intelligence tools, Digital AECOM is enhancing its offerings, PlanSpend, which optimizes cost and strengthens capital planning, and PlanEngage, which improves communication and stakeholder engagement, so that our clients can meet the rigorous Infrastructure Investment and Jobs Act (IIJA) requirements.

Advanced our equity, diversity and inclusion (ED&I) initiatives to address equity challenges globally and regionally

We've committed to ensuring women comprise at least 20 percent of senior leadership roles and at least 35 percent of the overall workforce. We continue to make progress against this ambitious goal, with women in 18 percent of leadership roles and making up 33 percent of our overall workforce.

To reflect and uplift the communities we serve, we've also implemented locally relevant workplace diversity and pay equity goals in each region of our business specific to race, ethnicity, Indigenous Peoples and people with disabilities.

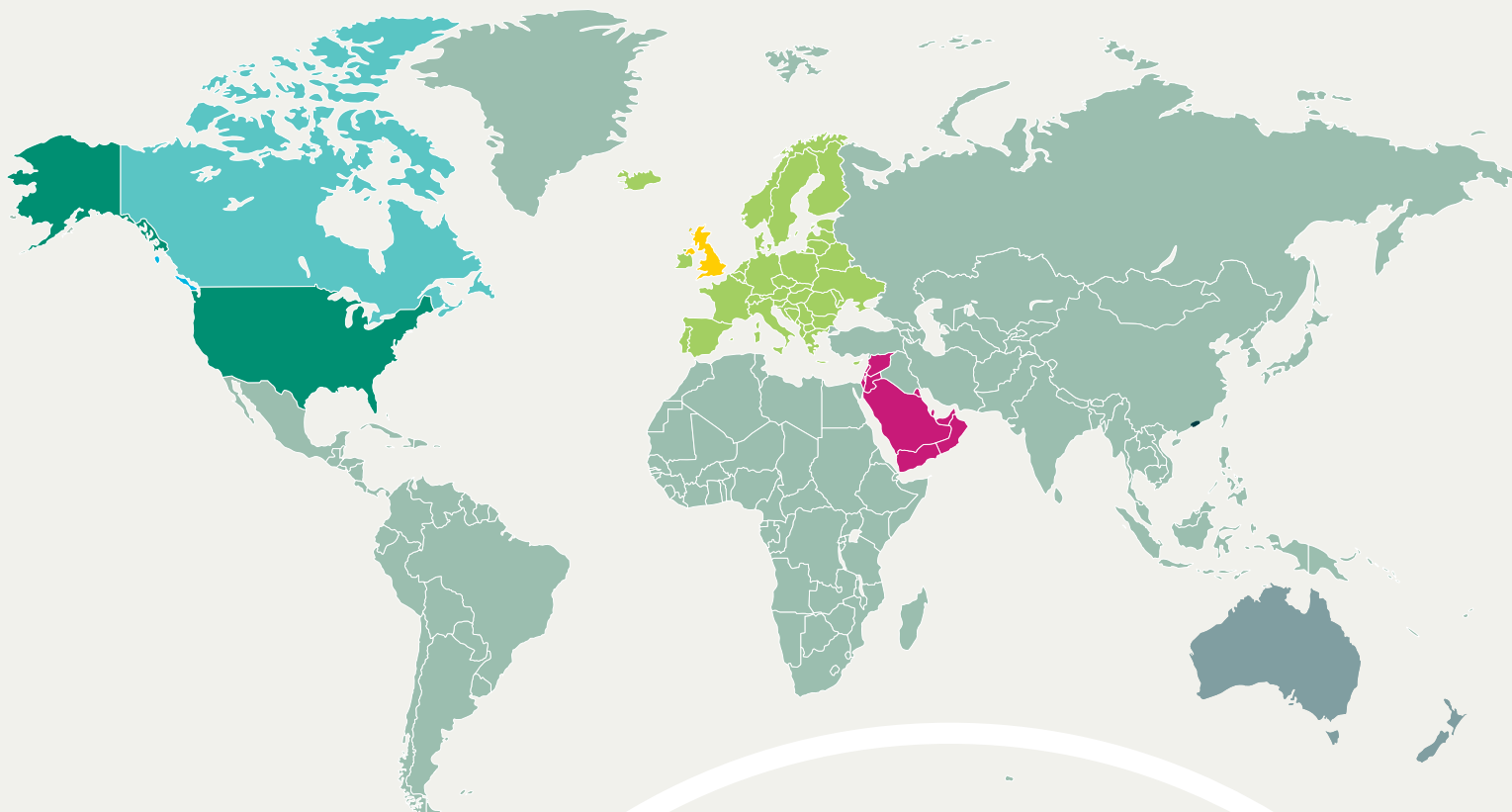
The efforts we've made to champion ED&I have been recognized by prominent organizations. The Human Rights Campaign has named us a Best Place to Work for LGBTQ+ Equality in the United States for the fifth consecutive year and Ethisphere has ranked us among the world's most ethical companies.

Beyond a Commitment

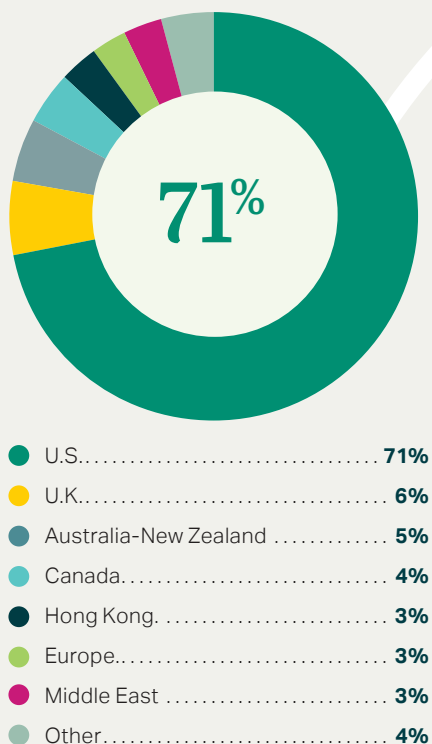
In just one year, we've made meaningful progress on our targets and have set even more ambitious ones so that we can lead for our clients and our people. But what can't be quantified is our sense of purpose.

For us, ESG is so much more than a commitment, it's something we see on the ground where its impact is truly felt. Thousands of us have spent years working and studying for this moment to make a positive difference in people's lives, and we're proud to have the privilege of seeing our expertise materialize through our work and the sustainable legacies we deliver.

AECOM At-a-Glance



Top Geographies by Revenue



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 ESG priorities.



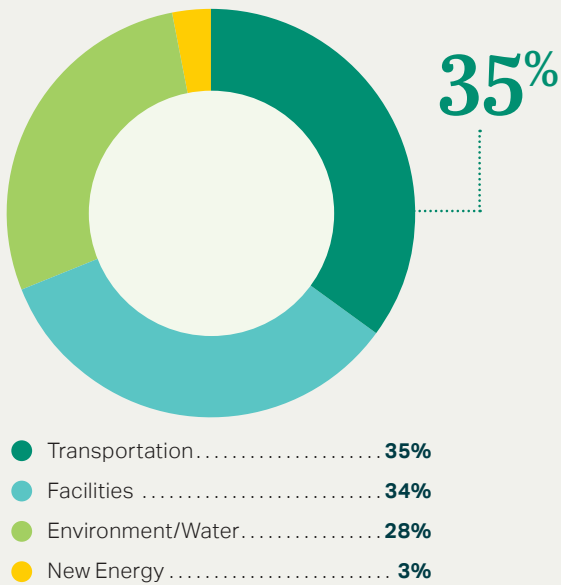
Strengthened
financial profile with transformed balance sheet and returning capital to shareholders.



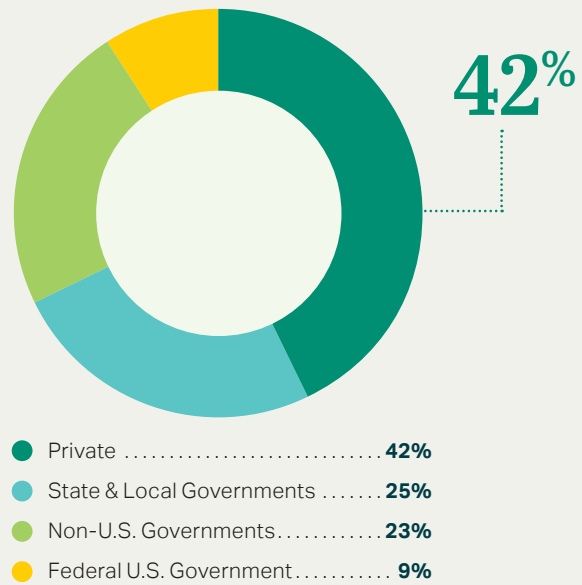
Capitalizing
on market leading positions, substantial backlog and ongoing continuous improvement initiatives to drive long-term profitable growth.

As a Professional Services business, AECOM is poised to thrive.

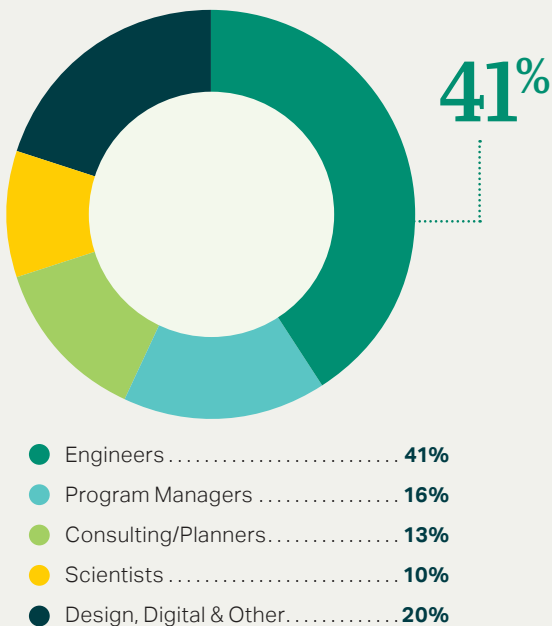
Attractive Exposure to Key End Markets



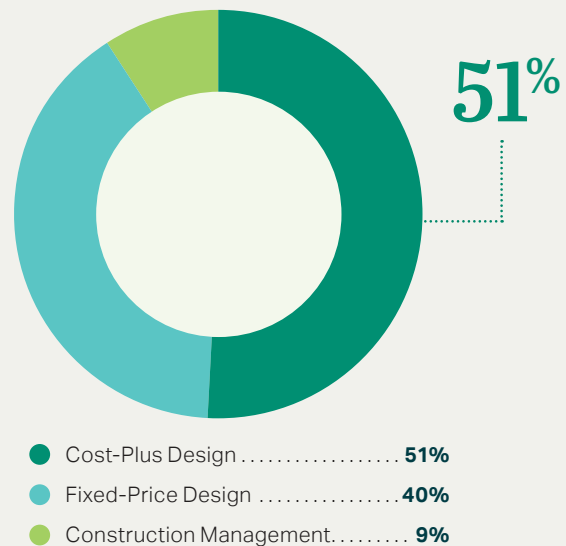
Diverse Funding Sources



Broad Technical Expertise



Lower-Risk Business Model



All figures presented as a percentage of FY'21 NSR

Sustainable Legacies

Sustainable Legacies is AECOM's strategy for reaching ambitious ESG objectives. This strategy integrates four key pillars that will 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 ESG pillars as we work to enhance performance in the most responsible manner possible. Our strategic approach of Sustainable Legacies not only helps us manage and measure our progress, but also helps us to engage with key stakeholders from around the world.



Embedding Sustainable
Development



Improving Social
Outcomes



Achieving Net Zero
Carbon Emissions



Enhancing
Governance

Delivering Sustainable Legacies

Our ESG strategy in detail



Embedding Sustainable Development and Resilience Across Our Work

- To solve for carbon using ScopeX™, our AECOM platform for designing out at least 50% of carbon on major projects
- To align with our clients' ambitions, increasing the depth and breadth of our ESG and Sustainability 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 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 2021, 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 50 percent reduction in total Scope 1, 2 and 3 emissions by 2030
 - Achieving a long-term 90 percent reduction in total emissions by 2040
 - Developing carbon reduction targets in partnership with our supply chain
 - Decarbonizing fleet vehicles and increasing renewable energy use
 - Creating our own 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
- 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 percent of senior leadership roles and at least 35 percent of the overall workforce in the near term
- To achieve specific and culturally relevant diversity goals implemented within each region of our business, while investing in underrepresented groups within the regions of our business



Enhancing Governance

- To leverage our enterprise framework to continually assess ESG risk in potential projects and evaluate the framework to ensure ongoing alignment with best practices
- To drive leadership accountability and advocacy through ongoing specific ESG goals / metrics in annual goals
- To ensure strong employee engagement through 100% compliance of required ethics, compliance, safety and ESG specific training programs
- To track and report on ESG 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 ESG Strategy



Embed sustainable development and resilience across our work



Improve social outcomes



Achieve net zero carbon emissions



Enhance governance

OUR TARGETS

- Solve for carbon using ScopeX™ to design out at least 50% of carbon on major projects
- Increase the depth and breadth of our ESG and 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 ESG impacts through our operations and projects

- 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
- Ensure our project teams reflect the diversity of the clients and communities we serve

- 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
- Create our own nature-based solution projects

- Leverage our enterprise framework to continually assess ESG risk in potential projects
- Drive accountability through ongoing specific ESG goals / metrics in leadership annual goals and employee-wide required training programs
- Report on ESG performance in line with the SASB and TCFD frameworks

OUR PROGRESS

- ✓ Leveraging Sustainable Legacies to create competitive advantages to win key pursuits
- ✓ Positioned to grow ESG Advisory services in FY'22
- ✓ Advancing ScopeX™ initiatives to accelerate our ESG offering for clients
- ✓ Leading Sustainable Markets Initiative taskforce on ESG measurement and transparency

- ✓ Progressing on our near-term gender diversity targets with continued increases in diversity in FY'21 for both our overall workforce and in senior leadership roles
- ✓ Implemented diversity-specific KPIs and associated near- and long-term targets in each region within our business
- ✓ Committed to donating up to \$100,000 for Ukraine support efforts through employee match campaign
- ✓ Implemented Social Value Policy globally across our business

- ✓ Achieved operational net zero for FY'21
- ✓ Set net zero emissions targets approved by SBTi, among one of the first companies globally to do so
- ✓ 100% renewable electricity usage in N. American offices, with plans to scale further
- ✓ Implemented our Travel with Purpose program to maintain substantial business travel reduction
- ✓ Conducting supplier outreach program to gain insights into key partners' ESG programs
- ✓ Initiated work on our own in-house nature-based solution projects for carbon sequestration

- ✓ Incorporated ESG-related KPIs in CEO and executive officer compensation for FY'22
- ✓ Completed sustainability-linked financing amendment in February 2021
- ✓ Published AECOM's global ESG Report in November 2021 that incorporated TCFD and SASB disclosures
- ✓ Implemented ESG risk frame to ensure work aligns with our Sustainable Legacies strategy and are updating post COP26 to ensure full alignment with climate science
- ✓ Achieved 100% training compliance in FY'21

AECOM's Materiality-Based Approach to ESG

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 material to our long-term performance:

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).

Improving Social Outcomes

including diversity initiatives, LGBTQ+, employee turnover, programs for people with disabilities, STEAM education, veteran support, health & safety, our COVID-19 response, 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).

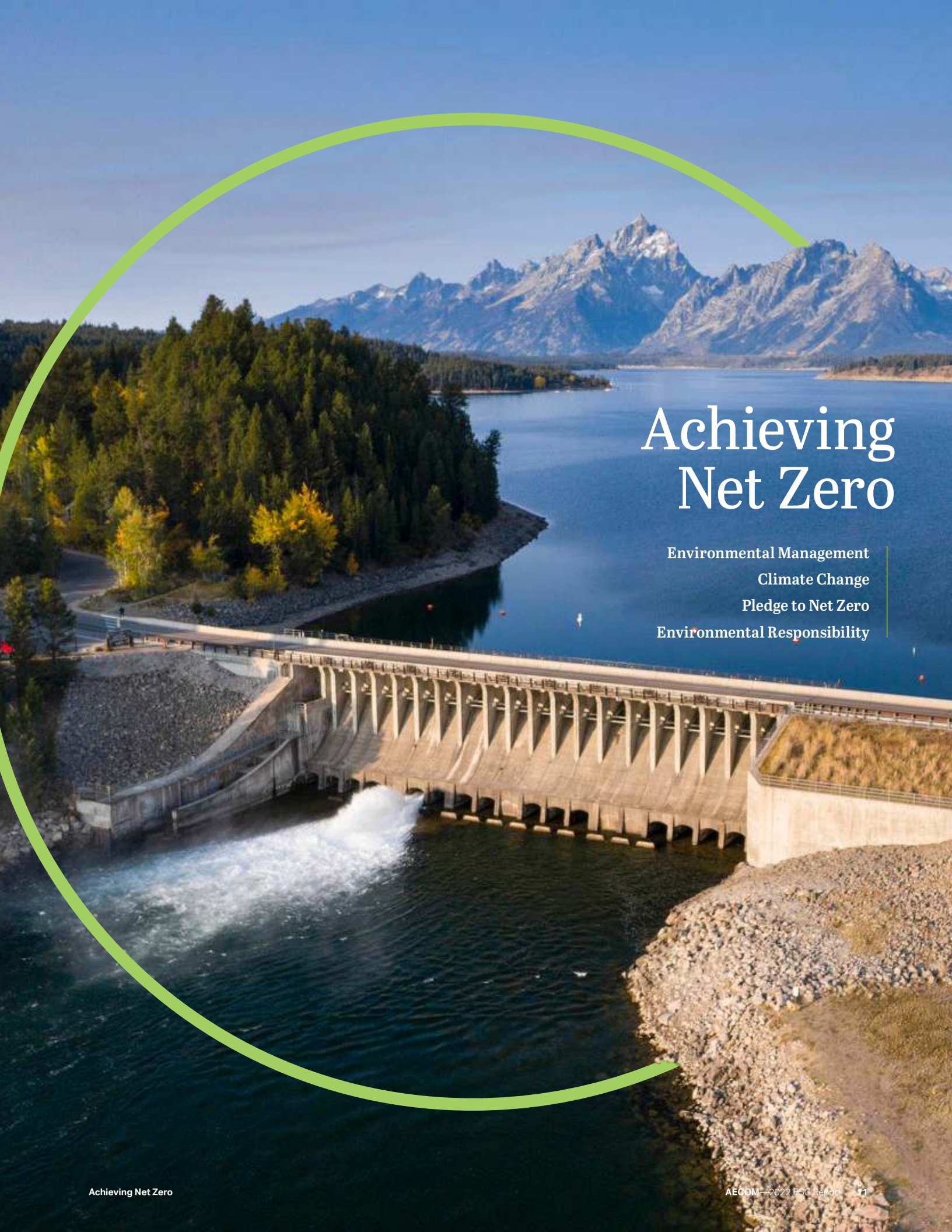
Enhancing Governance

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).

Embedding Sustainable Development and Resilience Across Our Work

including how we are partnering with clients to advise on their own increasingly ambitious ESG initiatives, such as through our ScopeX™ process that aims to reduce the embodied carbon in our designs by at least 50 percent (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 ESG priorities center on these three elements and we look forward to providing more information in the pages that follow.



Achieving Net Zero

Environmental Management
Climate Change
Pledge to Net Zero
Environmental Responsibility



Environmental Leadership

From dictating travel patterns to determining energy consumption, infrastructure fundamentally shapes society's environmental impacts. As the world's trusted infrastructure company, our actions will be critical to tackling the climate crisis.

We are committed to responsible environmental practices that include climate change adaptation and resilience, conservation of natural resources, advancing biodiversity, pollution prevention, and reduction of waste. The scale and technical sophistication of our work set us apart. It provides us and our clients with an opportunity to deliver projects that maximize environmental outcomes for millions.

Offerings like ScopeX™ are demonstrating the magnitude of our contributions. Introduced in 2021, our carbon reduction

platform has identified the potential for our work to cut 84 million tons of CO₂ from the built environment annually. ScopeX™ is a signature element of our ESG Advisory practice, also launched last year, which are helping our prominent clients implement ESG principles into the work they do worldwide.

As we support our clients through advisory, we are modeling ambition in ESG. We have met ambitious targets, including operational net zero in 2021, and are setting near- and long-term emissions goals supported by the United Nations-backed Science Based Targets initiative. Our targets put us at the forefront of our industry. By 2030, we seek to cut our Scope 3 emissions by 50% and our Scope 1 and 2 emissions by 60%. In 2040, we plan to reach SBTi-certified net zero, one of only a handful of organizations worldwide.

With nearly 50,000 talented engineers, scientists, architects, consultants, and program and construction managers, along with our Board of Directors and Executive Leadership Team, we are energized by the impact of our work and how we can contribute positively to society and the planet.

Achieved operational
net zero
in 2021 and committed to
maintain operational
net zero status annually

Among the first companies
Globally
to have net zero targets
approved by the Science-Based
Targets Initiative

Targeting
90% reduction
in total emissions by 2040

Environmental Management

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. We are committed to creating environmental awareness with our employees and other partners and to engaging them to reduce consumption of natural resources; preserve air, soil, and water quality; manage waste properly and encourage reuse or recycling; reduce use of toxic substances; and apply an ethical approach to source reduction and disposal efforts.

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 footprints, and supporting clients with sustainability solutions.

Our EMS is managed at each site by a site-level Environmental, Health, and Safety manager, who ensures that the system is implemented and maintained. Environmental data from all sites are collected by our Chief Safety, Health and

Environment Officer and reported to our Safety, Risk and Sustainability Committee of the Board.

Our Environmental Policy and Safety Policy are available to all employees, customers, and suppliers on our website, and both are 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.



Climate Change

A key aspect of AECOM's ESG strategy is our climate change response. We do not limit our thinking on emissions reductions simply to environmental issues. We also consider the vast impacts climate change can and will have on all the communities we serve, especially on people who live in vulnerable areas and will be disproportionately affected. 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 which is the first-ever universal, legally binding global climate change agreement. The science therefore requires reduction of GHG emissions in line with the Paris Agreement and achieving 'net zero' emissions ahead of 2050 to avoid the worst impacts of climate change. This is what our new net zero targets align with: a near-term target to reduce total emissions by 50 percent and a long-term target to achieve science-

based net zero by 2040. A science-based net zero target is a new concept which commits a company to decarbonizing as quickly as possible 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.

AECOM complies 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 have invested in technological advancements focused on our service offerings in order to increase efficiencies, lower our operating costs, optimize capital expenditures, and add value for our customers. We have identified and shared opportunities for continued improvement on energy efficiency company-wide and launched several global initiatives designed to reduce energy consumption in our facilities. We are continuously researching and designing innovative ways to boost efficiency, such as utilizing high-efficiency electrical equipment including LED and motion detector lighting, solar panels, and high-efficiency HVAC units. 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.



Climate Change Oversight

AECOM's CEO, Troy Rudd, leads the Executive Leadership Team, which comprises senior executives representing all business segments and retains overall responsibility for Safety, Health, and Environment (SH&E) and Enterprise Sustainability, including climate-related issues, policies, and strategy. Our CEO implemented the development of the ESG Global Council and commenced our process of developing ESG and specifically greenhouse gas reduction strategies. AECOM's President, Lara Poloni, and Chief Legal Officer, David Gan, both report to our CEO and are co-Chairs of our ESG 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 ESG-related matters. To ensure the right leaders remain engaged on these ESG matters, the membership of the ESG Global Council was reviewed and refreshed in January 2022.

This organization was responsible for developing our Sustainable Legacies strategy that originally launched in April 2021 and was most recently refreshed in May 2022 to reflect progress made in the first year of implementation. This includes a multitude of commitments on ESG matters and associated targets, such as our commitment to achieving science-based net zero carbon by 2040. The ESG 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 ESG Global Council. The President is responsible for our global operations, including the advancement of our ESG priorities across the business, and is also in charge of the global SH&E Organization and the Enterprise Sustainability Program. As Executive Sponsors for ESG and as co-leads of the ESG Global Council, both the

President and the Chief Legal Officer are responsible for providing status updates on SH&E (including climate-related) program initiatives, objectives, and targets to our Board on a regular basis.

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, 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 with management and the Board of Directors. Risks are reported via three key risk indicators: exposure, readiness, and performance.

Climate Change Challenges and Opportunities

AECOM sees numerous challenges and opportunities resulting from climate change and emerging from our strategic initiatives. The identification and execution of those opportunities is the responsibility of our Climate Change and Resilience Technical Practice Group and our GHG and Zero Emissions Technical Practice Group, which are responsible for providing technical climate change services to clients.

In the short-term, there are emerging mandates on and regulation of existing products and services that may lead to increased indirect operating costs. However, this presents an opportunity for the development of appropriate relief services that may lead to increased demand for products and solutions. In the medium term, AECOM views changing customer behavior as a risk that may lead to decreased revenue along with emerging regulation, but the development or expansion of low emission goods and services may lead to increased revenues. Furthermore, the development of climate adaptation, resilience, and insurance risk solutions could increase the demand for

our services, particularly as ever-changing climate requires significant investments to fortify our infrastructure.

Furthermore, the market opportunities associated with sustainability, including climate-related services, are rigorously assessed as part of our annual planning. This review includes estimating growth due to a predicted increase in demand for climate services. Conversely, the impact on some of our work that is more exposed to climate change, such as work with coal, is also assessed.

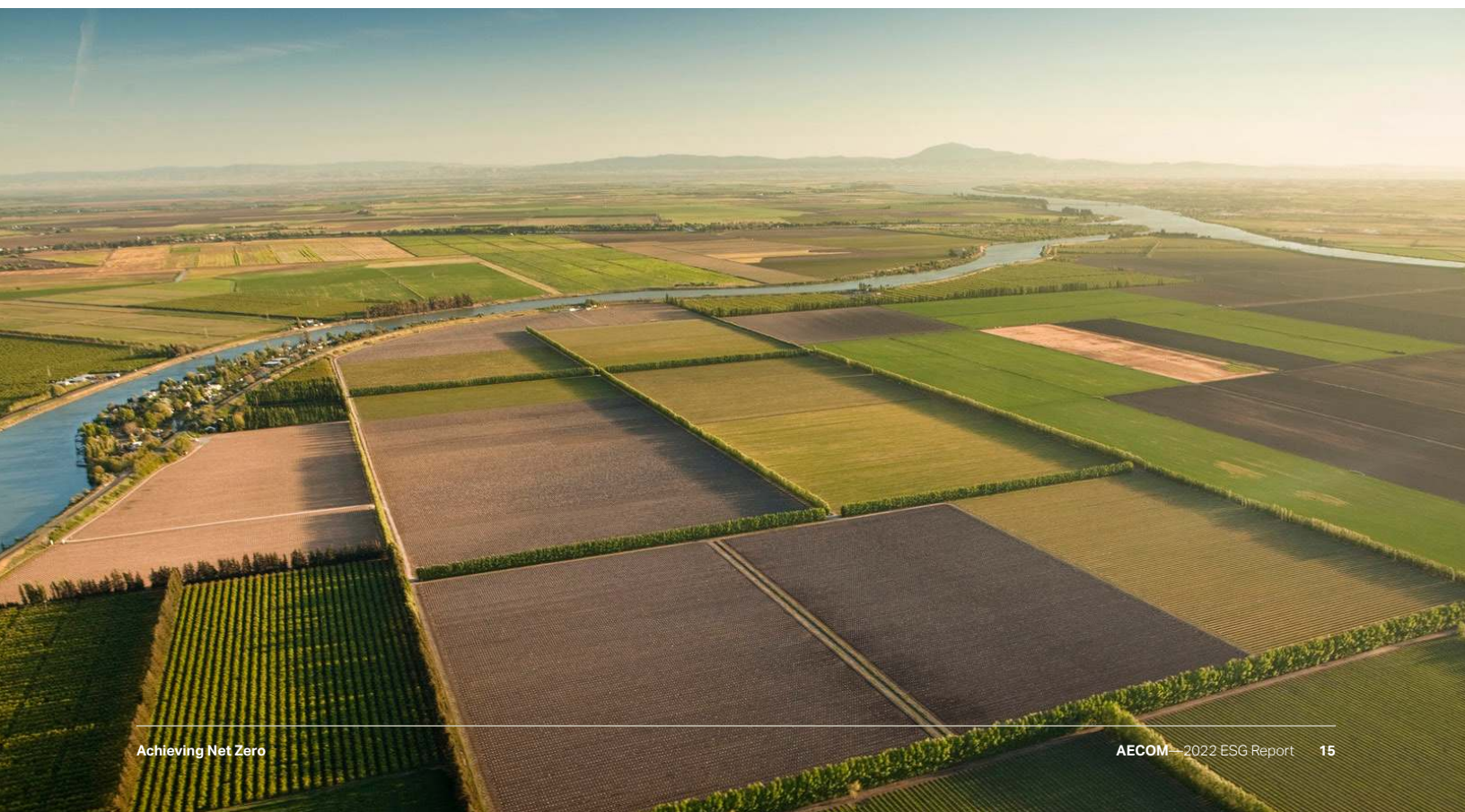
These challenges and opportunities will continue to be evaluated and expanded as part of our ongoing commitment to reporting against the TCFD framework in particular.

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 effective 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 and effective countermeasures that 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.



The Climate Pledge

Reflecting our commitment to leading in sustainability alongside our clients, AECOM became a signatory to the Amazon Climate Pledge in 2021. The Climate Pledge calls on companies and organizations to be net zero carbon across their businesses by 2040. Signatories of the Pledge commit to three principal areas of action:

Regular Reporting

Measure and report greenhouse gas emissions on a regular basis;

Carbon Elimination

Implement decarbonization strategies in line with the Paris Agreement through real business changes and innovations, including efficiency improvements, renewable energy, materials reductions, and other carbon emission elimination strategies;

Credible Offsets

Neutralize any remaining emissions with additional, quantifiable, real, permanent, and socially-beneficial offsets to achieve net zero annual carbon emissions by 2040.



Scope 1, 2, and 3 Emissions for FY'21

47%
Reduction in
Scope 1 and 2 emissions

13%
Reduction in
total emissions

	FY '18	FY '21
Category	tCO ₂ e/yr	tCO ₂ e/yr
Scope 1 + 2	138,025	73,485
Scope 3 – Supply chain	2,740,482	2,526,188
Scope 3 – Business travel	158,182	32,919
Totals	3,036,689	2,632,591

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.

Working towards our net zero targets, we continued to right-size our office space, improve office energy efficiency, including relocating to more efficient offices and switching to renewable energy where possible. To further drive down emissions and ensure consistency, we designed sustainability guidelines for future office refurbishments and re-locations. 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.

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.

Acknowledging that the majority of our emissions are in our supply chain, we are engaging with our most significant suppliers to understand their roadmaps to decarbonize and track progress against our target to further drive down supply chain emissions. Our Sustainable Procurement Policy ensures emissions reduction is a key part of our supplier onboarding and other procurement processes.



Environmental Responsibility

AECOM has committed to manage and report its key environmental impacts and make corrective actions where necessary. This includes reporting in line with industry standards and regulations as well as using its enterprise ESG risk framework to assess project risks including environmental risks. AECOM also commits to embed environmental sustainability into its work, including through its 'ScopeX™' process requiring carbon reduction on major design projects.

AECOM has committed to maintaining net zero operations annually and achieving science-based net zero by 2040, as part of its ESG strategy. The climate commitments detailed in Sustainable Legacies build on AECOM's membership to Amazon's Climate Pledge and its work in co-founding the Pledge to net zero for our sector.

As part of that 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 also requires improving the efficiency of our vehicles and investing in low or zero emissions vehicles over time. AECOM will also advance environmentally sustainable offices to achieve our net zero targets. This means implementing our Fast Forward Global Guidelines to improve sustainability

as standard, including through site selection and considering energy use and sourcing (with an aim to decrease energy consumption and switch to renewable sources where possible).

We are also partnering with clients to advance their sustainability initiatives and progress more environmentally conscious infrastructure. Just to give a few examples, we are:

- Helping energy giant Shell with their focus on transitioning fuel stations to hydrogen stations;
- Advising on Network Rail's strategy for achieving science-based net zero by 2050, which include the U.K. transit agency's more than 20,000 miles of track and 2,500 stations;
- Leading the only two Carbon Capture and Storage (CCS) Development Consent Order applications accept for examination to-date for projects to meet the U.K.'s net zero ambitions—Keadby 3 and net zero Teeside;
- Advancing the commercialization of our proprietary per- and poly-fluoroalkyl substances (PFAS) destruction technology, De-Fluoro™, including continued pilot projects in the U.S. and internationally with positive results; and
- Leading on decarbonization measurement and biodiversity impact through our innovative work at the Natural Capital Laboratory in the U.K.

To achieve our science-based net zero target, AECOM will continue to work hard

on reducing supply chain emissions. This means improving accuracy of emissions data reporting and management, regularly collecting supplier emissions data and target information, and collaborating with suppliers so they can set leading targets and reduce emissions accordingly. Environmental sustainability and ESG are key elements that will be embedded into our procurement processes.

Our latest Carbon Disclosure Project (CDP) climate change response scored above the industry average. We continue our commitment to addressing climate risk as part of our business strategy by disclosing our climate-related risks. AECOM is also focused on developing and implementing energy efficiency and savings programs, managing the construction of buildings with the strictest LEED or equivalent certifications and creating proprietary solutions for the cleanup of emerging contaminants.

Carbon Offsets

As part of our commitment to maintain net zero emissions in our operations, we will retire necessary carbon credits to offset the remainder of our Scope 1 and 2 emissions. Each credit will align with the Taskforce on Scaling Voluntary Carbon Markets (TSVCM)'s Core Carbon Principles, an established set of transparent and consistent standards around the supply of carbon credits overseen by the Integrity Council for the Voluntary Carbon Markets.



Improving Social Outcomes

Thrive with AECOM
Social Value
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. We're ensuring that women account for at least 20 percent of senior leadership roles and at least 35 percent of the overall workforce in the near term. Our goals are within reach, with women comprising 33% of our general workforce and 18% of leadership roles. 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 for our workforce to be met in 2022.

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 to do. In our response to Russia's unlawful invasion of Ukraine, we exited the Russian market. Our teams subsequently participated in an employee donation match program that raised nearly 200,000 dollars to relief funds and volunteered on the ground to support the conflict's refugees. We believe our response embodies our culture. We

deliver clear social value by investing in employees who prize equity, diversity, and inclusion. 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.

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.

Nearly
50,000
employees
worldwide

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

Ensuring that
**women 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 ESG strategy. We will achieve this by:

- Advising clients through our tools to 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

In 2022, to further strengthen our commitment to Social Value, we developed and 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 provide uplift for 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



Equity, Diversity & Inclusion

Advance greater equity, ED&I 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

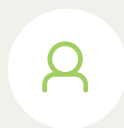
Our commitment to equity, diversity, and inclusion enables us to better anticipate our clients' needs, understand the challenges facing the communities we serve, drive innovation that propels our industry forward, and realize our purpose of delivering a better world.

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, 2021, across our global employee base, approximately 33 percent were women, including 18% within leadership roles. More broadly, our executive teams include representation from a diverse array of communities, with approximately 56 percent of our executive team and 30 percent of our Board being from a diverse background in regards 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.



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



Expanding Understanding



Thinking Without Limits



Enriching Communities

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.

AECOM Voices

Our AECOM Voices network of employee resource groups (ERGs) ensures that diverse voices are represented and heard, and provides opportunities for networking, career development, and community outreach for employees at the local, regional, and global level. We have created better understanding and innovative thinking among colleagues that impact our policies and business outcomes.



BeBOLD

Black Employees Bridge to Opportunity,
Leadership and Development

“I am passionate about leading BeBOLD because it gives me the opportunity to help Black employees build lasting community partnerships and help shape the future culture of a growing company. I am honored to be that resource for others that I often wished I had.”

Donald O. Seward, Jr.,

VP, Regional Practice Leader
President, BeBOLD



Ethnic Diversity Network

Europe

“The benefits of joining ERGs vary for individuals but if there was one thing that matters most, it’s a sense of belonging in an inclusive environment. Together we can influence and lead meaningful change through partnerships in our industry and communities.”

Robert Hewitt

Principal Landscape Architect
Chair, Ethnic Diversity Network



JUNTOS

Justice, Unity, Networking, Togetherness, Opportunity,
Support for Hispanic & Latinx employees

“Being a leader for JUNTOS is meaningful to me because it allows me to help widen the path of opportunities for others so the future of AECOM is rich with diverse perspectives and contributions.”

Fernando Vazquez

VP, Regional Water Business
Development Leader,
East/LATAM Region
President, JUNTOS



MOSAIC

Magnifying opportunities, Overcoming challenges,
Supporting one another, Amplifying Asian & Pacific Islander voices,
Increasing visibility, Creating awareness

“I am passionate about leading this employee resource group because with support from AECOM’s leadership, we are making diversity both approachable, actionable, and meaningful in the company.”

Pooja Mahajan

Project Engineer, West Region
President, MOSAIC



Pride Americas

“The Pride ERG has created a community that brings together LGBTQ+ colleagues and our allies through events and initiatives that allow us to share our stories, learn from each other, and help everyone to feel comfortable bringing their whole selves to work.”

Cristian Bevington

Senior Analyst, Cities
President, Pride Americas



Women's Leadership Alliance

“I'm passionate about the WLA and ERGs generally because not only do they help foster community and caring, they clearly demonstrate AECOM's commitment to equity, diversity and inclusion.”

Wendy Lau

Regional Practice Leader
President, Women's Leadership Alliance



Pride Australia and New Zealand

“As a proud gay man I feel it is important to create a safe, open and accepting environment for those from a LGBTQIA+ background. PRIDE creates the mechanism for our colleagues to bring their whole selves to work, without having to hide anything. PRIDE is the recognition that every person at AECOM is just as valuable as each other.”

Craig Lowe

Associate Director, Clients & Marketing Manager, Australia
President, Pride Australia and New Zealand



Pride Europe

“This is the first year for the Pride Europe ERG. My aim for the group is to go beyond events, delivery and set up a real partnership with the Europe business to effect change at the core of the business”

Pascal Harper

Technical Head, Process Engineering
President, Pride Europe



Veterans Alliance

“Many veterans from across the globe are excited about the prospects of joining a new team but can find it challenging to transition to the commercial side after serving in the military. Veterans Alliance provides a forum to assist, engage and inform our veteran community and connect with those who would like to help and learn more. We want to be inclusive and share a safe space for vets to express their challenges and desires and help everyone grow and make AECOM a great place to thrive.”

Anthony C. Funkhouser

VP, Army Client Account Director
President, Veterans Alliance

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 roundtable 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 our successes, employee satisfaction remained above our benchmark level, with 73 percent of employees recommending AECOM as a great place to work on our most recent employee survey. In addition, turnover within our permanent employees and within our high performers remained below our internal targets in fiscal 2021, and while turnover has increased in fiscal 2022 as anticipated and as the headwinds from the pandemic have begun to ease, we continue to maintain turnover in alignment with industry benchmarks.

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 of employees across the company. Our employees who are working in a regular

full-time, part-time, part-time variable, and temporary status are eligible to participate in the program. We publish all opportunities to our internal employees through an Internal Careers site. Where possible, opportunities are posted exclusively to our internal employees 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 ensure continued employment for our employees we redeploy our employees 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 is 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. Earlier in 2022, we also implemented our new career pathways framework that helps guide our professionals on their paths forward and development opportunities within our company.

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; and
- 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.

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 recently launched a 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 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. Specifically, AECOM was awarded the Royal Society for the Prevention of Accidents (RoSPA) President's Award for having achieved 12 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.

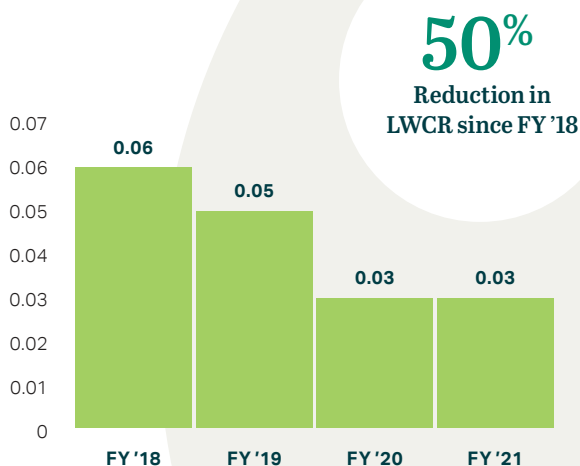
In fiscal 2021, our Total Recordable Incident Rate (TRIR) in our Professional Services businesses improved by 40% compared to fiscal 2018 to 0.09, and our Lost Workday Case Rate (LWCR) improved by 50% to 0.03. Both of these metrics reflect a world-class level of safety performance and the benefits of our restructuring activities throughout the year.

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 2021 include the following:

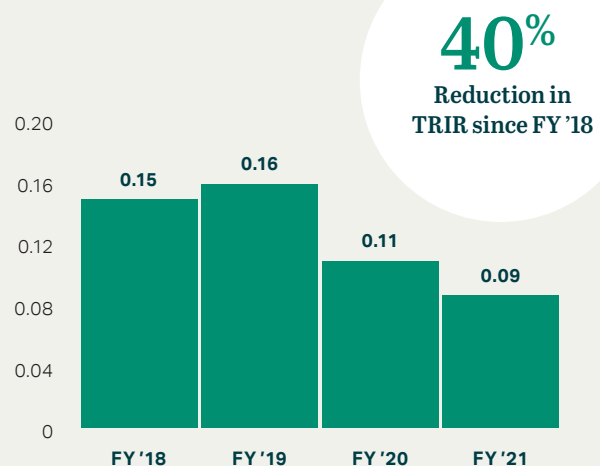
- Medical, dental, and vision benefits for employee, spouse, and dependents;
- Flexible spending accounts for both healthcare and dependent care;
- Health savings accounts and health reimbursement accounts;
- 401(k) retirement savings program with company matching contributions;
- Short-term and long-term 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, and sick leave, adoption support, fertility support, and maternity/paternity support programs.

Multi-Year LWCR Trend



Multi-Year TRIR Trend



COVID-19 Response

As soon as the pandemic began, we took immediate action to ensure employees were safe and accounted for and to maintain business continuity for our clients. In each of our markets, we have been doing our part to help contain the spread of COVID-19 and enable a safe work environment by following the lead of our safety and health experts, as well as guidance from public health organizations and government agencies.

In March 2020, we suspended all business-related travel until further notice and began transitioning our employees to work-from-home arrangements. While occupancy in our offices continues to increase as local conditions and regulations permit, the majority of our employees continue to work remotely. Despite this, we continue to maintain our commitment to ensuring our employees' health, safety, and wellness, including employee support programs to aid employees and their families most

directly impacted by the pandemic. We continue to follow recommendations from the World Health Organization and the Centers for Disease Control, including practicing social distancing, increased cleaning and sanitizing of workstations, and implementing screening procedures for on-site employees. We continue to adapt our business continuity plans to address the changing needs of the business.



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.

Most recently in fiscal 2022, following Russia's unlawful invasion of Ukraine that has devastated countless lives and displaced millions of people, our teams in Romania, Poland and surrounding areas made immediate impact through local aid and relief activities, including volunteering at border reception stations, collecting goods, helping with translation and hosting families. **Inspired by our people, we also launched a global employee match campaign to raise \$200,000 in support for dedicated Ukraine relief funds of the American National Red Cross and Save the Children Foundation.**

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



Culture of Governance

Governance is the foundation of ESG. When we introduced our Global ESG Risk Framework last year we sought to build that foundation into our work.

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 ESG-related key performance indicators (KPIs) into our CEO and officer compensation this year, as well as completing a sustainability-linked financing amendment in February 2021, to make sure that sustainability performance is embedded in our financial metrics.

Our commitment to rigorous governance spans our organization. For the third consecutive year we have achieved 100 percent training compliance, and, as such, we have set even more ambitious training compliance goals, which now include four new ESG-relevant training modules. To envision and execute on our long-term governance strategies, our ESG Global Council and its constituent working groups instill ESG 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 mastering 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 10 person Board of Directors. Our Board of Directors' mission is to represent the owners' interest in the long-term health and the overall success of the business and its financial strength.

40%

of directors
are diverse
including self-identifying
as LGBTQ+

30%

of directors
are women

64%

of Board members
are new within the
last three years

Oversight

AECOM's Board of Directors, consisting of ten 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. 4 of the 10 directors at the 2021 Annual Meeting were diverse, consisting of four women, including one African American woman, and one director who self-identifies as LGBTQ+. In August 2020, AECOM separated the roles of Chairman and CEO. The Board believes that this structure streamlines decision-making and promotes accountability. Annual self-assessments at the Board and Committee levels are conducted by

an independent third-party for objectivity, 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 four standing committees: the Audit Committee, the Compensation and Organization Committee, the Nominating and Governance Committee, and the Safety, Risk, and Sustainability Committee.

In November 2020, the Risk and Safety Committee was refocused to include further oversight of sustainability matters. As a result, the Safety, Risk, and Sustainability Committee has direct oversight of our company's ESG policies and programs, including reviewing and

evaluating ESG plans and practices, overseeing the development and use of future ESG metrics, and reviewing the annual ESG report. As the highest governing body that oversees ESG issues within our company, the Committee receives regular updates and information on sustainability matters.

AECOM continues to evolve and improve upon its ESG strategy and is implementing and managing long-term, strategic sustainability initiatives. The Board and its Committees continues to oversee this effort including the establishment of our company's ESG 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.

ESG Governance Structure





Ethics and Integrity

AECOM is committed to ethics and integrity, and we adhere to the highest standards of ethics and compliance while delivering excellence to our clients. Our Code of Conduct outlines our legal guidelines and ethical principles that help each of us make the right decisions when conducting business worldwide.

Our commitment to ethics and compliance starts at the top. AECOM's Board, including through its Nominating and Governance Committee, has oversight of our company's general policy relating to the support of trade associations, political organizations, and lobbying activities. AECOM conducts several forms of training relating to lobbying, including annual training and certification regarding our company's Code of Conduct, and specialized training for company employees involved in the engagement of lobbyists and other advocates. For fiscal 2022, we expanded our annual required training program to include new modules that review our ESG strategy, cybersecurity best practices and unconscious bias.

As part of our underlying commitment to operating our business ethically and fairly, AECOM has policies and procedures in place to meet or exceed all applicable anti-corruption laws and regulations. To help ensure that AECOM is fostering the best possible work environment, we also maintain a rigorous Anti-Corruption Policy, a Human Rights Statement, and an Anti-Human Trafficking Statement/ Modern Slavery Policy. Included in our Human Rights Statement in particular are policies and commitments that adhere to the fundamental human rights set out in the International Bill of Rights and the International Labor Organization's Declaration of Fundamental Principles and Rights at Work

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 ensures that management is monitoring and controlling such operational risks as business continuity, compliance risk, reputational risk, technology risks involving information security, and others. In March 2020, our Plan was utilized as part of our COVID-19 response.

In 2020 and 2021, as part of our increased focus on ESG issues, AECOM included 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.

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 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 project pursuit and 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.

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 ESG 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.



Tax

We take seriously our obligation to contribute our share of taxes in the countries in which we operate. We comply with all tax laws and pay the correct amount of tax according to where value is created within the normal course of business and pursue transparency in both method and outcome. 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, including pages 36, 41 and 90-94 of our 10-K for fiscal year 2021.

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

As we integrate ESG principles throughout our organization, we're helping clients do the same. Our ESG Advisory practice cascade our commitments across markets and regions, helping our partners shape practices that support their communities, key stakeholders and the world as a whole.

Our ESG Services

Our ESG services are unique in that they supply far more than rigorous analyses and action plans. As the world's largest environmental engineering company, our advisory services are informed by decades of on-the-ground experience delivering world-class infrastructure and consulting projects. This allows us to provide our clients with exceptional insights backed by extensive experience, better preparing them to identify and meet long-term ESG objectives.

The global reach and the diversity of our capabilities also allow us to deliver across an entire spectrum of ESG challenges. We're preparing world-class airports for a changing climate and rising seas, designing resilient building codes in financial hubs and resolving deeply entrenched urban inequities. Critically, as these services deliver better social and environmental outcomes, they're offering clients and partners with a better overview of their risk to generate competitive advantage, investor confidence, and public trust.

ESG doesn't end with us. Our partnerships with thousands of clients worldwide amplify our reach so that our positive impacts extend far beyond individual projects. Below are just a few examples of how our ESG Advisory practice go a step beyond to deliver better outcomes globally.



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 aim of reducing carbon impact by at least 50% compared to industry norms on major projects.

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 eliminate 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.



Canada's largest First Nation wind partnership

The Henvey Inlet wind project is an 87-turbine wind farm and transmission line in the Robinson Huron Treaty territory (Lake Huron region) of Canada that will generate clean energy for 100,000 homes across Ontario each year. We completed environmental assessments regarding the potential social and environmental impacts and mitigation measures for the first renewable energy project developed under the First Nations Lands Management Act. Once opted into, First Nations may develop their own laws about land use and the environment.

Around 15 percent of our project workforce were from Anishinabek Nation communities and had expertise on the local land and species at risk. Our role involved obtaining environmental permits and required approvals from bodies including Environment Canada, the Ministry of Natural Resources and Forestry and the Environmental Commissioner.

We also planned, coordinated and implemented an environmental management system (EMS) and performed environmental construction monitoring to help minimize harm to species at risk. Informed by EMS data, we were able to identify trends, plan corrective actions and forecast future challenges, reducing costs and accelerating compliance efforts.



World's largest dual-intake desalination plant

Located in the Marina East area of Singapore, the Keppel Marina East Desalination Plant is an innovative large-scale desalination facility, able to treat 137,000 cubic meters of water per day. A Singapore first, the plant is fitted with dual intakes to both freshwater and the sea, helping Singapore to harness new technology cost effectively.

This cutting-edge plant was designed with energy efficiency in mind. Freshwater uses less energy than seawater to desalinate, so when the reservoir water levels are high, the plant treats freshwater from the reservoir, enabling energy efficiency compared to a typical desalination plant. When the reservoir water levels are low, seawater will be pumped into the plant instead.

Designed, built and operated by Keppel Infrastructure as part of a public private partnership with PUB, Singapore's National Water Agency, the plant opened in February 2021. As appointed consultant to Keppel Infrastructure, our job was to provide solutions to the unique challenges of this project. Using techniques such as flocculation, dissolved air flotation and ultrafiltration as pre-treatment, a two-pass reverse osmosis system is able to treat both raw water intake from the sea and reservoir in a dual flow chamber, with post-treatment using ultraviolet disinfection. For energy optimization, we also implemented other techniques such as direct coupling, energy recovery devices and permeate split. The entire plant is also between 12 and 15 percent more energy efficient in its operations.

As well as being a functional asset, the plant was designed as a community resource with 20,000 square meters of open green space on the rooftop, irrigated by rainwater harvesting, and a viewing gallery for those interested to see the desalination equipment and underground treatment facilities.

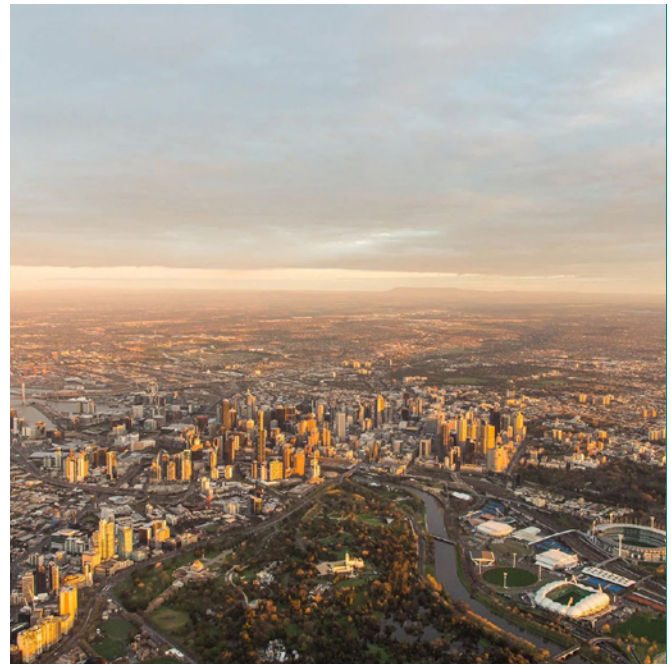


New York City's waterfront resilience

To ensure that New York City waterfront structures are safe and resilient against sea level rise and storm surge, the city's buildings department is looking at how to adapt waterfront building codes. Our team is developing a comprehensive waterfront development code and advising on how to set up a waterfront marine administrative unit to enforce it.

The newly established administrative unit will regulate the design, permitting, licensing, inspections, and enforcement activities for marine structures along the city's 578-mile stretch of waterfront. We are tasked with shaping the waterfront codes to be complementary to and align with city, state, and federal laws, codes, and regulations that govern New York City's waterfront.

To do this, our team is conducting extensive research into marine structure typologies and categorization, regulatory frameworks, comparable jurisdictions, existing national and international standards, site specific analyses, and construction and maintenance requirements. Based on this research, we will make draft code provisions and operational recommendations for edit, approval, and adoption by the city council.



Prepare and adapt: Australia's Defense strategy for climate change

With almost 85 percent of Australia's population living in coastal areas, climate change and its potential impacts on public infrastructure are significant issues for the Australian government. To help the Australian Department of Defence prepare and adapt to an uncertain climatic future, we assessed 38 sites, selecting 14 in need of further investigation.

Our work began with a high-level risk assessment, prioritizing the sites at greatest risk across three timeframes: 2040, 2070 and 2100. This established a framework to guide future assessments of climate risk at these 38 sites and enabled us to select 14 sites for further investigation and adaptation planning. Our team used existing climate change projections from professional bodies and research institutions, such as Australia's national science research agency CSIRO, to inform the detailed modeling of potential future marine flooding, estuarine flooding, and coastal erosion.

In delivering this work, we developed site-based visual summary sheets and animations to aid engagement. These were used internally in branch briefings and externally in workshops and discussions with affected parties on the broader regional risks and adaptation opportunities.

Lastly, we produced a suite of reports tailored to different audiences. For example, we developed an executive report summarizing the findings and next step recommendations for senior decision-makers. We also developed site reports for site and regional managers, and technical reports for each site to support engineering audiences.



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 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 ESG Report, we have compiled metrics organized by key ESG 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 government, business and civil society.



SUSTAINABLE DEVELOPMENT GOALS

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.		Reduce Inequalities Reducing all forms of inequality within and among countries.
	Good Health and Well Being Providing equitable access of health services for all and end preventable deaths.		Sustainable Cities and Communities Make cities inclusive, safe, resilient and sustainable.
	Quality Education Ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all.		Responsible Consumption and Production Encourages more sustainable consumption and production patterns through various measures.
	Clean Water and Sanitation Safe drinking water and sanitation are human rights and fundamental to human health and well-being.		Climate Change Take urgent action to combat climate change and its impacts.
	Affordable and Clean Energy Affordable, reliable, sustainable and modern energy for all by 2030.		Life Under Water Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
	Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.		Life On Land Seeks to protect, restore and promote the conservation and sustainable use of terrestrial, inland-water and mountain ecosystems.
	Industry, Innovation and Infrastructure Aims to build resilient infrastructure, promote sustainable industrialization and foster innovation.		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 '21 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 13 10K Report	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. Any material costs in this regard would be disclosed in our periodic reports filed with the SEC.
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	Pages 8, 14 ESG Report	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. 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
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 28 10K 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.

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
Workforce Health and Safety   	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	Page 25 Annual Report	Core to our corporate values is safeguarding our people and fostering a culture of caring that promotes the wellbeing 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. As detailed in Page 17 of our Annual Report, our TRIR in fiscal 2021 was 0.09 and our Fatality Rate is not reported.
Lifecycle Impacts of Building and Infrastructure        	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.1 IF-EN-410a.2	Pages 150–17 Annual Report n/a	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 Engineering-News Record's 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 \$3.6 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. 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 a rough indicator on % revenue, our Design Consulting Services advise on water, green design, next generation transportation, and renewable energy, which combined represent nearly 60% of our NSR. Therefore an estimated 40% value has been provided.

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	Page 12 10K 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	IF-EN-410b.2	Page 12 10K Report	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 2021 was \$38.6 billion.
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	Page 12 10K Report	Within this backlog, our contracted backlog, which represents the portion of our backlog for which work a contract has been executed, was \$23.1 billion, which primarily relates to regulatory and environmental reporting and remediation. Within this backlog, we estimate that approximately \$237 million was related to hydrocarbon projects and \$76 million was related to renewable energy projects. We did not experience backlog cancellations associated with hydrocarbon-related projects. More broadly, we estimate that approximately \$11.8 billion of our contracted backlog related to non-energy projects associated with climate change mitigation. This work includes climate change adaption and resiliency, energy efficiency, transit modernization, environmental management and restoration, green building design, disaster resilience and recovery, and other services.

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 2021, AECOM had 17 active projects and backlog of less than \$6 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 26 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 26 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	54,317
	Number of commissioned projects	IF-EN-000.B	n/a	38,763
	Total backlog	IF-EN-000.C	n/a	\$38.6 billion (contracted and awarded).

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 10K Report	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. 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.
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	n/a	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. This includes but is not limited to: • A robust incident response plan and procedure that involves proper notification, assessment and reporting requirements. • Real-time email sand-boxing/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. 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.
	(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	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.

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 19-23 Annual Report	Our Leadership includes representation from a diverse array of communities, including race, ethnicity, gender, and sexual orientation. For fiscal 2021, AECOM had 56% diverse executive team and 40% diverse board of directors. Please see the 'Social' section of this ESG 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'21, and while turnover has increased in FY'22 as anticipated, and as the headwinds from the pandemic have begun to ease, we continue to maintain turnover in alignment with industry benchmarks.
	Employee engagement as a percentage	SV-PS-330a.3	n/a	During the summer of 2022, 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.

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
Professional Integrity 	Description of approach to ensuring professional integrity	SV-PS-510a.1	Page 26 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'21. 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	n/a	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. Please see pages 28 of our most recent 10-K for additional information.
Activity Metrics	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	Page 9 10K Report	At the end of our fiscal 2021, we employed approximately 51,000 persons, of whom approximately 17,000 were employed in the United States. Over 2,000 of our domestic employees are covered by collective bargaining agreements or by specific labor agreements, which expire upon completion of the relevant project.

FY '21 TCFD Table

Topic	Disclosure	Reference	Narrative Response
Governance	a) Describe the board's oversight of climate-related risks and opportunities. b) Describe management's role in assessing and managing climate-related risks and opportunities.	Pages 14-18 ESG Report	Our CEO leads the Executive Leadership Team, which comprises 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 President is co-lead of our ESG Global Council, which she launched in September 2020 and which comprises dozens of sustainability experts and business leaders across the organization to best advise on all ESG-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 ESG 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.
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Pages 14-18 ESG Report	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. Please see pages 15-17 of this report for more information.
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks. b) Describe the organization's processes for managing climate-related risks. c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Pages 14-18 ESG Report	In this ESG Report, please see sub-section titled "Climate Change" for more detailed information.
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.* c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Pages 14-18 ESG Report	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. In this ESG Report, please see the sub-section titled "Climate Change" for more detailed information.

AECOM Leadership



Troy Rudd
Chief Executive Officer



Shirley Adams
Chief Human
Resources Officer



Todd Battle
Chief Strategy Officer



David Gan
Chief Legal Officer
Co-Chair Global
ESG Council



Gaurav Kapoor
Chief Financial Officer



Lara Poloni
President
Co-Chair Global
ESG Council

Board of Directors

Bradley W. Buss
Director

Lydia Kennard
Director

Clarence T. Schmitz
Director

Daniel R. Tishman
Director

Robert G. Card
Director

Troy Rudd
Director and
Chief Executive Officer

Douglas W. Stotlar
Director,
Chairman of the Board

Sander van't Noordende
Director

Diane C. Creel
Director

Gen. Janet C. Wolfenbarger
Director

About This Report

AECOM's 2022 ESG Report primarily covers data and metrics from October 1, 2020, to September 30, 2021, 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 ESG strategies and programs to all stakeholders. This is our annual Sustainability report, which takes a materiality-based approach to disclosure.

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 ESG strategy and commitments
- 2021 Annual Report
- 2022 Proxy Statement
- Relevant event transcripts and presentations
- Anticorruption Policy
- Anti-Human Trafficking/Modern Slavery Policy
- Attracting Talent
- 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'21 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
- Supplier Code of Conduct—Americas
- Supplier Code of Conduct—EMEA
- Sustainable Procurement Policy

About AECOM

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