

BUILDING A MORE RESILIENT WORLD

2017 SUSTAINABILITY REPORT

**THE FUTURE IS UNKNOWN.
PREPARING FOR IT REQUIRES RESILIENCE.**

THE FUTURE ...

It is opportunity and disruption. Innovation and obsolescence. Calm and crisis. In a word, it is unknown.

Preparing for it requires resilience.

Our collective ability to plan for, respond to and recover from the unexpected has never been more important. We live in a world of extreme weather, diminishing natural resources and rapidly evolving global tensions. Building more resilient institutions, infrastructure and communities is key to progressing toward a more sustainable planet.

THE YEAR NATURAL DISASTERS SHOOK OUR WORLD

2017 was one of the most costly years, in both lives lost and property destroyed, that our world has experienced in decades.

Many of these events were exacerbated by changing climate conditions, producing wetter storms, drier forests, and unprecedented storm-water flooding. Many more were the result of human error, neglect or outright malice.

While 2017 is behind us, the underlying problems of climate change, extreme weather, global terrorism, cyber-warfare and many other uniquely 21st century threats have just begun to make their mark on our world. Anticipating and preparing for the impact they will have in the future must be a part of every organization's planning today. At AECOM, we believe that resilience is an essential step forward on the path to sustainability.

JULY-SEPTEMBER: Southeast Asia was hit with one of the worst monsoon seasons in history, causing widespread flooding throughout Bangladesh, India, Nepal and Pakistan. By September, an estimated 45 million had been affected and more than 1,000 killed.

AUGUST: Hurricane Harvey battered Texas, Louisiana and parts of Central America, causing an estimated \$260 billion worth of damage and hundreds of fatalities.

As the United States was still reeling from the devastation of Harvey, further east Hurricane Irma began her destructive path across the Caribbean and Florida.

SEPTEMBER: Hurricane Maria, a category five hurricane, made landfall on the island of Dominica. Reaching winds of 280km/h, causing most damage to the eastern Caribbean, including Puerto Rico, Dominican Republic and The Bahamas.

An earthquake measuring 8.2 on the Richter scale hit the Gulf of Tehuantepec, off the coast of Chiapas, southern Mexico.

OCTOBER: Fires ignited the United States' Southern California region, charring over 280,000 acres and destroying over 1,000 structures.



OUR STORY OF RESILIENCE

Resilience is a key pillar in the services we provide our clients and the goals we are pursuing in our own sustainability efforts. While every organization and situation merits its own unique assessment of resiliency considerations and requirements, we believe there are a few, often overlooked principles that bring significant value to every resiliency discussion:

IMAGINATIVE, WIDE-RANGING THREAT ANALYSIS; MASSIVE, BOUNDARY-JUMPING PARTNERSHIPS; AND LONG-TERM, HOLISTIC INTEGRATION OF RESILIENCY INTO ALL STRATEGIC PLANNING.

In this report, we share some of our experiences responding to the natural disasters of 2017. We highlight some of our most innovative thinking about building a more resilient world. And we describe some of the inspiring work of our own employees who are taking the concept of resilience to heart and bringing solutions to projects and communities all across the globe.



RESILIENCE IS KEY TO BUILDING A BETTER WORLD. OUR WORLD IS UNPREDICTABLE AND, AS OUR DIGITAL AND PHYSICAL WORLDS CONVERGE, INCREASINGLY CONNECTED AND COMPLEX. WITH THIS CONVERGENCE COMES BOTH OPPORTUNITY AND RISK. RESILIENCE IS ABOUT ANTICIPATING THE UNKNOWN SO WE CAN WEATHER THE UNEXPECTED AND TACKLE THE WORLD'S MOST COMPLEX CHALLENGES.

MIKE BURKE, CHAIRMAN AND CEO



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PREPARING FOR DISASTER IN A WORLD OF EXTREMES

In September 2017, Hurricane Maria struck Puerto Rico and propelled 3.4 million residents into a crisis. The Category 5 hurricane raised havoc, downing power lines, destroying homes, knocking out transportation and limiting access to clean water.

Building resilience into our institutions, our infrastructure, our systems and our communities has never been more important. This goes beyond standard risk assessment and mitigation planning. It requires a willingness to imagine the unimaginable and create defenses that can weather their occurrence.

THE CRISIS HIGHLIGHTED THAT BUILDING RESILIENCE INTO OUR INFRASTRUCTURE AND SYSTEMS HAS NEVER BEEN MORE CRITICAL. FROM NATURAL THREATS TO A POTENTIAL CYBER-ATTACK, RESILIENCE EXPERTS WEIGH IN ON HOW SOME ORGANIZATIONS AND BUSINESSES NOT ONLY SURVIVE, BUT CAN THRIVE IN THE FACE OF ADVERSITY.

PROJECT INSIGHTS:

AECOM TEAMS ANTICIPATE AND RESPOND IN THE EYE OF THE STORM



Scott Lee from the Water Business Line, shares his insights.

Anticipating Natural Disasters:

With the significant wind damage and flooding along the U.S. Gulf Coast from Hurricane Harvey, record-breaking rainfall throughout Southeast Texas and the direct impact of Hurricane Irma on Puerto Rico, the U.S. Virgin Islands and Florida, the need for disaster recovery personnel to deploy to these hard-hit areas, the need was greater than ever.

Throughout hurricane seasons, AECOM's emergency management teams and local resilience teams rigorously track weather patterns around areas prone to natural disasters. We had boots on the ground in several of 2017's most devastating events, including Puerto Rico.

Our procedures are aligned with U.S. government and local requirements, and we have multiple contracts with the United States' Federal Emergency Management Agency (FEMA) that allow us to rapidly deploy staff.

Acting in Puerto Rico:

Files were backed up to safeguard client data and employees were advised to seek shelter.

Hundreds of AECOM staff members were deployed to aid in Puerto Rico's recovery efforts. From packaging more than 60,000 meals for survivors to working on temporary assignments requiring expertise in civil structural, power distribution, architecture, water/wastewater or coastal engineering.

Our local, cross-functional resilience team met daily to provide support before, during and after the event.

Alternative office space was identified with reliable power and air conditioning, and server access was quickly restored so those who were able to work could do so remotely.

GoFundMe campaigns were created to support impacted colleagues in need, raising a combined US\$350,000 in both employee and corporate giving.

Advancing our learnings:

The intensity of Hurricane Maria was unprecedented and the extent of the damage caught many off guard. Now, nearly a year after the storm hit, the island's power grid remains fragile and some remote areas are still without power.

While the team succeeded confronting many challenges, valuable lessons were learned, including the need to invest in redundant power supplies and the need for better communication processes to proactively check on our people.

To enable an integrated approach to disaster relief efforts, AECOM has created a virtual Disaster Relief Project Management Organization (PMO) that will coordinate and bring together our collective expertise to disaster relief efforts. Our Disaster Relief PMO will enable cross functional teams to quickly act when disasters happen and anticipate future disasters whether natural, man-made, or combined.



CARING FOR OUR STAFF

United States: In addition to raising US\$350,000 for colleagues affected by hurricanes and other natural disasters in 2017, AECOM employees from all over the world contributed toiletries

and other items through registries at retailers such as Target and Amazon and offered non-financial resources, such as spare rooms, cars and more.



LEADERSHIP SPOTLIGHT:

BUILDING ORGANIZATIONAL RESILIENCE FOR OUR PEOPLE AND CLIENTS



Global Security and Resiliency leader Mark Niblett shares his thoughts to help every organization be agile and efficient when responding to a disruptive event.

Organizational resilience is about collaborating to anticipate, protect against and manage disruptive events when they occur. At AECOM, we think about it in two ways: making sure our people are safe and minimizing disruption to our business and our clients.

Given the nature of the work AECOM's nearly 87,000 employees deliver globally — from large infrastructure projects to supporting secure government facilities to designing solutions that can withstand both natural and man-made disasters — resiliency touches everything we do.

How do organizations survive adversity?

We enable operational productivity and profit through security and resilience specialists, technologies and processes. We focus on open channels of communication, functional collaboration and interdependencies between businesses, our communities, and relevant government agencies to minimize disruptions and empower recovery efforts.

Crisis preparation is a crucial subset of resilience planning. Anticipation, a well-understood and swiftly executed recovery plan, and a strong network of collaborative partners are all important elements in successfully facing down and surviving a crisis. The best defense is a strong offense, and we have some of the best and brightest minds working to help protect our people and clients from threats.

What are three essential elements to organizational resilience in the face of natural disasters?

1. ANTICIPATE: Whether you are pursuing an opportunity, developing a contractual scope of work or engaging in project planning, start strong by using foresight. Develop a risk management plan that considers threats unique to your business, operations, region, societal strains and emerging trends.

2. ACT COLLABORATIVELY: The bedrock of organizational resilience is your workforce; it is our cross-functional emergency and resilience teams who lead during times of disruption. These teams across the globe focus on

identifying threats — whether cyber, sociopolitical, physical or environmental — before they hit, and 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, finance, safety, security, information technology, procurement and real estate to help anticipate, act and learn from disruptive events.

3. ADVANCE AND COMMUNICATE:

Have a road map and communication protocols in place to facilitate timely staff actions and facilities responses. At AECOM, we have an Operational Safeguard (Security) Plan as a baseline document with a view of site protection and associated details including journey management, communications, medical response, disruptive event management and evacuation plans. It includes where you go, what to say, how to get help and how to respond — all focused on the security of our people and clients during an emergency.

LEADERSHIP SPOTLIGHT:

RESILIENT IN THE FACE OF A CYBER-ATTACK



Critical Infrastructure Protection leaders Ronald "Fog" Hahn and Bob Butler provide recommendations on how organizations can protect themselves from the unimaginable.

Infrastructure failures, from poorly designed new construction to aging roadways, bridges and dams, are occurring at an accelerating rate. Persistent, increasingly disturbing security breaches are plundering the personal data of millions of people and assaulting the critical networks of governments, financial systems and private industry.

We live in an era where our physical and digital worlds are rapidly converging. Our infrastructure is at constant risk from cyber-attacks and extreme weather change. And because our networks and systems are so thoroughly interconnected and interdependent, cities and communities need plans in place to ensure they are prepared to minimize the effects when disaster strikes.

What are three things an organization can do to ensure it is prepared to manage risks?

1. THINK HOLISTICALLY: To avoid a disjointed approach, you need an integrated risk management framework that anticipates, avoids and absorbs evolving threats. We developed a **Converged Resilience** approach, which is a risk management framework that approaches cybersecurity and operational resilience through a holistic lens looking at a range of factors. This framework encompasses cyber, wireless and physical domains — identifying vulnerabilities and weaknesses within each domain, as well as aligning critical processes with technologies to ensure business continuity. We must look at how all of an organization's systems function together.

2. LOOK BEYOND THE FENCE LINE:

Protecting telecommunications, power supplies and utilities from high-end physical and cyber threats has become a shared responsibility. In the United States, AECOM has partnered with the Army Cyber Institute, the City of Houston in the state of Texas and the National Guard to exercise Houston's ability to respond to a multi-sector physical and cyber-attack. The exercise, called Jack Voltaic 2 (JV2) will run through 2018 and bring together military, civil and commercial stakeholders to understand the challenges, mitigate the risks and plan for the "what if" scenarios. This ground-breaking work will catapult the City of Houston as a state and national leader in cyber incident response and provide other cities with a municipal-level response framework for how to prepare for cyber-attacks.

3. UPSKILL FOR THE FUTURE:

It is no longer sufficient for military forces and U.S. state National Guards to be highly trained in providing physical security alone. Supporting cities also require armed forces to build capability in providing cyber protection. Supporting this, AECOM has developed cybersecurity training which incorporates the skills required to protect cities in the cases of cyber and physical threat.

For more ways government and business organizations can be prepared to manage risks effectively, read **Safer and stronger together**.



COMMUNICATION
SYSTEMS



INFORMATION
TECHNOLOGY



BUSINESS
SYSTEMS



OPERATIONAL
TECHNOLOGY



UTILITIES



INDUSTRIAL
CONTROL SYSTEMS



FACILITY
AUTOMATION



EMPLOYEE
SAFETY



REGULATORY/COMPLIANCE
MANDATES



GOVERNANCE/
POLICIES

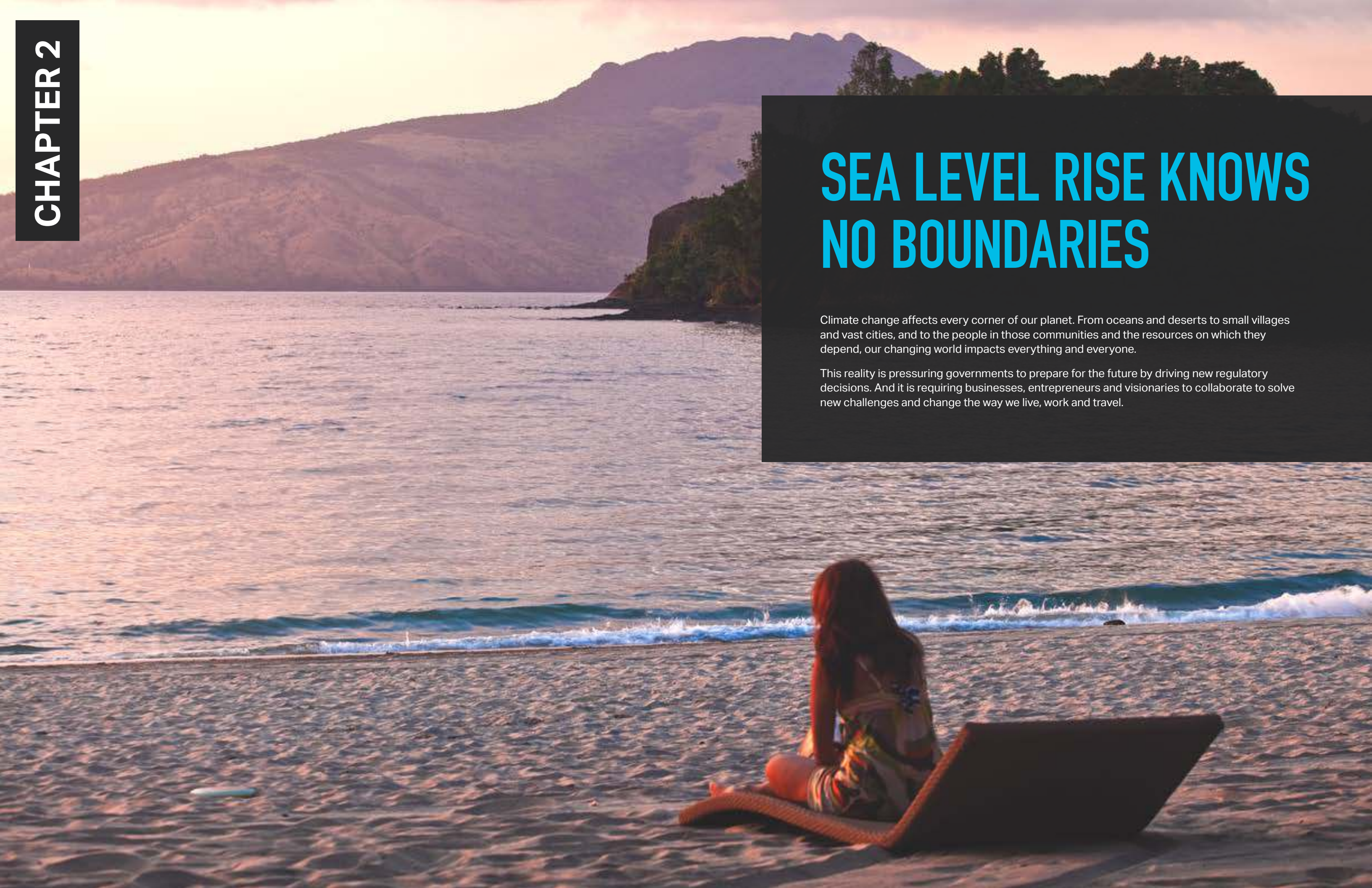


ASSET/INVENTORY
MANAGEMENT

SEA LEVEL RISE KNOWS NO BOUNDARIES

Climate change affects every corner of our planet. From oceans and deserts to small villages and vast cities, and to the people in those communities and the resources on which they depend, our changing world impacts everything and everyone.

This reality is pressuring governments to prepare for the future by driving new regulatory decisions. And it is requiring businesses, entrepreneurs and visionaries to collaborate to solve new challenges and change the way we live, work and travel.



LEADERSHIP SPOTLIGHT:

CONNECTING OUR UNIQUE EXPERTISE TO TACKLE TOMORROW'S CHALLENGES



Darcy Immerman, Senior Vice President, Resiliency, shares ways we can all work to inspire, catalyze action, and push along a path to a more resilient future.

How do you fuel innovation?

I call myself a “human router,” I connect subject matter experts inside and outside AECOM to transform ideas into reality. At AECOM, we are in a unique position to make great connections with the range of technical expertise that spans across the project life cycle of design, build, finance and operate.

While our organization has incredible depth of experience and capability, it is important to go beyond our own colleagues and learn from others. This underlines my belief that innovation is driven by collaboration. This exchange of ideas, research, and growing awareness of the unique urban challenges fuels our solutions and helps solve our clients' most complex problems.

How did we innovate to tackle tomorrow's climate change?

In the aftermath of Hurricane Sandy, the U.S. Department of Housing and Urban Development (HUD) enacted the Rebuild by Design (RBD) Competition in 2013 to promote development of innovative resilient projects.

AECOM was chosen to work with the New Jersey Department of Environmental Protection to implement the RBD [Meadowlands](#) project: a real-time iterative study in balancing social, environmental and community benefits while realizing flood risk mitigation and increased resilience for communities.

We brought our fully-integrated team of engineers, urban planners, landscape architects,

ecologists, environmental scientists, and economists to the table to help tackle the complexity of flood risks from both storm water and tidal surge. Through marrying these diverse groups, we developed multi-benefit, integrated flood protection solutions that improved public spaces, reduced impacts to the natural environment, and improved future resilience for social, environmental and economic systems.

Through these robust solutions we are securing our future by developing leaders in resiliency.



PROJECT INSIGHTS: WORKING WITH CITIES AND CLIENTS GLOBALLY TO MITIGATE THE NEXT NATURAL DISASTER

Inspired by the Rebuild by Design Competition in New York in response to the devastating impact of 2012's Hurricane Sandy on the eastern United States, the [Resilient by Design \(RBD\) Bay Area Challenge](#) in California's San Francisco Bay area brought together cross-disciplinary teams that included scientists, engineers, planners, designers, and students to proactively envision a more resilient and equitable future.

The challenge involved designing strategies that would strengthen the region's resilience to environmental vulnerabilities and address

the urgent issues facing communities, from rising housing costs to poor air quality, limited access to jobs, and congested transportation networks. Out of 50 teams who entered, the [AECOM-led All Bay Collective \(ABC\)](#) was one of 10 selected.

The challenge kicked off with a collaborative research phase in September 2017. Through field tours, teams heard directly from community organizations, residents, and local agencies about the need to pair physical adaptation solutions with strategies for building social and economic resilience.

2017 RESEARCH HIGHLIGHTS

CHALLENGE

When both rising sea levels and groundwater flooding are considered cumulatively, conventional shoreline defense strategies often fail to protect communities from flooding.

Designing for urban resilience will require us to prioritize collaborative partnerships and break down siloes.

The stage for long-term climate protection must be set with near-term projects addressing pressing challenges facing existing communities.

SOLUTIONS

One ABC idea, Tidal Cities, proposed floating whole urban neighborhoods in new saltwater lagoons (embracing the rising waters) and using excavated dirt to build landforms that protect these floating communities.

Sea level rise knows no boundaries, so collaboration between jurisdictions, agencies, and communities is essential. Sharing goals and collaborating early in the planning process can deliver stronger, more resilient results.

Collaborative, working relationships with communities from project onset is essential to co-design locally-embraced solutions that build social and economic resilience.

[Click here](#) to see reports from the field.

In May 2018, after a five-month design phase, ABC presented their findings to the RBD Jury. The proposal includes a network of shoreline-protecting public spaces, adapts and connects

ecological and transportation systems, and strengthens social and economic relationships for a future of community-driven resilience. ABC's collaborative process has inspired city

officials and local communities to sustain their partnerships and move the team's ideas forward toward implementation.



ABC CAME TO THE CHALLENGE AS A GROUP OF ACADEMIC AND TECHNICAL EXPERTS, BUT THROUGH THIS PROCESS LEFT AS COMMITTED ALLIES IN COMMUNITY-CENTERED RESILIENCE PLANNING.

CLAIRE BONHAM-CARTER





SOLVING FROM THE INSIDE OUT

Resilience is core to our work at AECOM. It's who we are and what we do. It stimulates some of our most creative thinking and inspires the services we deliver.

- Environmental Sustainability
- Strategic Partnerships
- Reducing our Carbon Footprint
- Corporate Responsibility
- Safety, Health and Environment
- Wellness and Career Development
- Acting Ethically with Integrity
- Inclusion and Diversity
- Enhanced Supply Chain Management
- Corporate Governance
- Economic Performance



OUR VISION

To be the world's premier, fully integrated infrastructure firm.

CORE VALUES

SAFEGUARD

We operate ethically and with integrity, while prioritizing safety and security in all that we do.

COLLABORATE

We build diverse teams that connect expertise to create innovative solutions.

INSPIRE

We develop and celebrate our people, and elevate the communities we touch.

ANTICIPATE

We understand the complexity of our clients' challenges and help them see further.

DELIVER

We grow our business through operational excellence and flawless execution.

DREAM

We transcend the industry by reimagining what is possible – and realizing it.

ENVIRONMENTAL SUSTAINABILITY AT AECOM

Healthy societies depend on physical, environmental and social infrastructure to advance economic opportunity, protect the environment and improve lives. AECOM raises the standard for sustainability practices in both our internal operations and the delivery of services.

Our commitment to sustainability goes beyond meeting clients' requirements and complying with regulations at the local, state, provincial or national levels.

Whether we're reducing greenhouse gas emissions, developing new ways to conserve water or promoting renewable energy, our commitment to sustainability drives innovation, reduces risk and provides attractive project life cycle return on investment.

Selected 2017 sustainability awards:

- Earned five awards from the Climate Change Business Journal (CCBJ) and Environmental Business Journal (EBJ), two leading sources of business intelligence in the environmental industry.
- AECOM's Major Infrastructure Resource Optimization Group received three awards at the 2017 Business Green Leaders Awards in London, United Kingdom for its highly innovative approach to optimizing resource use and delivering circular models.



ADDRESSING TODAY'S INFRASTRUCTURE NEEDS AND BUSINESS CHALLENGES REQUIRES A MUCH MORE HOLISTIC APPROACH, ONE THAT IS EVEN DISRUPTIVE TO 'BUSINESS AS USUAL.' THERE IS NO BETTER EXAMPLE OF THIS REQUISITE THAN THE BALANCE BETWEEN GROWTH AND DEVELOPMENT AND ENVIRONMENTAL SUSTAINABILITY AND RESILIENCY.

**CRAIG RILEY, DIRECTOR,
SUSTAINABILITY SERVICES**



Our work and the Sustainable Development Goals

The United Nations' 17 Sustainable Development Goals (SDGs) define global sustainable development priorities and aspirations for 2030, and seek to mobilize global efforts around a common set of goals and targets. The SDGs' call for worldwide action among governments, business and civil society to end poverty and create a life of dignity

and opportunity for everyone around the world. At AECOM, our work helps clients achieve these SDG targets and activates our employees to personally engage by participating in our Corporate Responsibility initiatives.

Explore our [FY16 Sustainability Report](#) for a deeper dive into the way AECOM's work helps to advance each of the 17 SDGs.



WE'RE BRINGING TOGETHER OUR ECOLOGISTS, CIVIL ENGINEERS, WATER SPECIALISTS, ENVIRONMENTAL ECONOMISTS, ACCOUNTANTS, PROCUREMENT SPECIALISTS AND MANY OTHERS TO DELIVER INVESTMENT GRADE, REPEATABLE PROCESSES THAT LOCK IN NATURE-BASED RESILIENCE FOR LONG-TERM BUSINESS SUSTAINABILITY.

ROBERT SPENCER, DIRECTOR, SUSTAINABLE DEVELOPMENT, EMIA



STRATEGIC PARTNERSHIPS

We partner with leading organizations to build a more sustainable planet.

CDP

Since 2012, AECOM has partnered with CDP (formerly Carbon Disclosure Project) to analyze climate change data for more than 500 cities and report on the ways urban centers are tackling these changes. In 2017, we published an analysis of how cities and companies are collaborating on water governance, as seen on this [infographic](#).

100 Resilient Cities

AECOM is one of a number of strategic partners working with [100 Resilient Cities](#) (100RC) — pioneered by the Rockefeller Foundation. The program provides 100 diverse cities with funding to hire a chief resilience officer (CRO), technical support in developing a resilience strategy, access to a platform of services and membership in an invaluable global network.

With 100RC, AECOM collaborates with the mayors and CROs of 16 global cities to assess baseline strategies and improve resilience.

2017: Addressing the threats of natural disasters

To date, AECOM has helped 10 cities publish and implement resiliency strategies. Following this strategy work, CROs and cities have started to change their approach to planning.

- San Francisco, California has developed a sea-level rise action plan
- Mexico City, Mexico has planned and designed "water parks" — skate parks that will act as retention basins in flooding situations
- Melbourne, Australia collaborated with Emergency Management Victoria to develop a Community Resilience Framework for Emergency Management



STUDIES HAVE SHOWN THAT ANY DOLLAR SPENT BEFORE A NATURAL DISASTER OCCURS IS SIX TIMES MORE EFFECTIVE THAN THE DOLLAR SPENT AFTERWARDS. NEW ORLEANS IS STILL RECOVERING FROM HURRICANE KATRINA, OVER A DECADE LATER, AND IT WILL SIMILARLY TAKE DECADES FOR PEOPLE TO RECOVER IN TEXAS, FLORIDA AND PUERTO RICO. WITH 100RC, WE'RE HELPING CITIES PREPARE FOR THESE CHALLENGES BEFORE THEY OCCUR, WHICH WILL BETTER EQUIP THEM TO WEATHER ANY FUTURE STORMS.



STEPHEN ENGBLOM, SENIOR VICE PRESIDENT AND GLOBAL CITIES DIRECTOR

20 BY 2020: REDUCING OUR CARBON FOOTPRINT

Our stakeholders expect us to operate sustainably and to continuously improve our efforts to reduce our carbon footprint. As a large, multinational, professional services firm, our sources of greenhouse gas (GHG)

are highly varied in form. To prevent pollution, conserve resources and lead in environmental sustainability, we regularly measure and report on our progress to lower our GHG emissions.



WE ACHIEVED OUR 20 PERCENT REDUCTION OF GREENHOUSE GAS EMISSIONS BY 2020 TARGET AHEAD OF SCHEDULE. AS WE CONTINUE TO REDUCE OUR EMISSIONS YEAR OVER YEAR, WE ARE IN THE PROCESS OF EVALUATING A NEW SCIENCE-BASED GHG REDUCTION TARGET TO SUPPORT OUR OBJECTIVE OF CONTINUOUS IMPROVEMENT.

MIKE HOFFMAN, DIRECTOR OF
ENTERPRISE SUSTAINABILITY



HOW WE MEASURE

To strengthen our GHG monitoring and improve the data collection and processing demands involved in measuring our emissions, we began using Fig Bytes, a leading reporting software tool.



SCOPE 1:

Direct emissions from fleet vehicles (fuel) and heavy equipment



SCOPE 2:

Indirect emissions from facilities (purchased electricity or other sources of energy)



SCOPE 3:

Total annual mileage from business air and ground travel

We focus our efforts on initiatives to consolidate our real estate footprint and upgrade to more fuel-efficient vehicles and heavy equipment.

2016

2017



Scope 1: Fleet Fuel

52,616
MT CO2E

25,482.57
MT CO2E



Scope 2: Electricity and Office Heating Fuel

178,728
MT CO2E

162,222.81
MT CO2E



Total CO2e

187,705.38
MT CO2E

Total \$Million Revs

10.34

AECOM SET A TARGET OF A 20 PERCENT REDUCTION IN SCOPE 1 AND 2 GHG EMISSIONS BY 2020. THIS TARGET IS SET ON 2015 OPERATIONS AS ITS BASELINE, NORMALIZED BY REVENUE.

% REDUCTION SINCE 2015 BASELINE

Scope 1 + 2 CO2 e = - 43.8%

Scope 1+2 \$MM = - 43.4%

Data applies to our offices worldwide and the fuel used for projects where AECOM owns or leases equipment.

CORPORATE RESPONSIBILITY AT AECOM

BLUEPRINT FOR A BETTER WORLD

MISSION

Aligned with our core values and strategic priorities, we deliver safe and secure infrastructure to those who need it most, to create

opportunity for the leaders of tomorrow and to protect our planet so that, together, we can realize our dream of a better world.

PILLARS

OPENING DOORS



Deliver access to safe and secure infrastructure so those who need it most have a place to call home and resources to thrive

CREATING OPPORTUNITY



Help develop the next generation of the world's problem solvers and ensure future leaders reflect the diversity of the world we live in

PROTECTING TOMORROW



Use our expertise to lessen our impact on the planet to help communities prepare for the future

FOCUS AREAS

- Public Spaces
- Homelessness & Housing for Displaced
- Urbanization
- Disaster Relief
- Veterans Employment and Mentoring (U.S.)
- STEAM Education and Design Thinking
- Vocational Training/Reskilling for Adults
- Economic Opportunity for Women
- Environmental Stewardship
- Green Design & Building
- Clean Energy, Water & Sanitation
- Disaster Preparedness

2017 HIGHLIGHTS

In 2017, we introduced Blueprint for a Better World, our new corporate responsibility platform to align our giving efforts with our three pillars. The platform was inspired by the tangible impact our employees make and highlights how we are using our expertise to create a safer, more secure and more resilient world for the future.

Community begins at home and our people rallied when natural disasters struck the areas where we live and work.

In 2017 our employees were the first to reach out, helping to raise US \$350,000 to aid

colleagues directly impacted by Hurricanes Harvey, Irma and Maria, and the earthquake in Mexico City, Mexico.

- AECOM employees contributed over US \$500K through employee donations and corporate matching funds.
- We supported causes including clean water and sanitation; women's employment; science, technology, engineering, arts and mathematics education; and environmental stewardship, to name a few.
- We reinforced our partnerships with nonprofit

organizations such as Engineers Without Borders USA and Water for People, offering up to US \$100,000 to each organization through corporate matching of employee donations.

In 2018, we are excited to continue supporting employee participation in skills-based volunteer opportunities and to promote volunteerism across our global offices through our Blueprint Travel Grant program.

Learn more:

[AECOM Corporate Responsibility](#)



OUR COMMITMENT TO CORPORATE RESPONSIBILITY STARTS WITH OUR EMPLOYEES. OUR EMPHASIS ON SUPPORTING OUR SKILLED EMPLOYEES TO PROVIDE PRO BONO SUPPORT TO NONPROFIT ORGANIZATIONS AROUND THE WORLD DEMONSTRATES THAT WE'RE THINKING BEYOND WRITING THE BIGGEST CHECKS TO NONPROFIT ORGANIZATIONS. WE'RE FOCUSED ON FIGURING OUT WAYS TO CONTRIBUTE TO LONG-TERM STRATEGIC SOLUTIONS TO PRESSING PROBLEMS IN THE COMMUNITIES AROUND US.

GRACE CHUNG, GLOBAL DIRECTOR OF CORPORATE RESPONSIBILITY



HIGHLIGHTS OF OUR CORPORATE RESPONSIBILITY ACROSS THE GLOBE

Whether volunteering time, raising funds or lending professional expertise to develop next generation leaders, AECOM employees contributed in 2017 to build a better world.

AECOM employees participated in United Way of Greater Los Angeles' 11th Annual HomeWalk, the only 5K family run/walk dedicated to raising public awareness and funds to end homelessness in Los Angeles, California. AECOM supported this event as a VIP sponsor.



As part of our STEM Ambassador program, AECOM employees in London participated in the 2017 "Engineering Your Future" career awareness event. Organized by the Institution of Mechanical Engineers and the Institution of Engineering and Technology, the event introduced more than 70 senior high school students studying science, math or engineering to careers in engineering.



AECOM donated in-kind services for the building of a playground for refugee and local children in Mucenieki. Employees provided pro bono project management and coordination services, technical supervision, safety consultation, on-site support and construction assistance.



AECOM employees partnered with the Engineering Girls of Turkey initiative, a program that provides mentorship and scholarships to young girls studying engineering. Our employees volunteered as mentors and AECOM Turkey provided the students with internship opportunities to further introduce them to the profession.



AECOM employees participated as facilitators and subject-matter experts in a Resilience Academy Workshop held in Bangkok to assist eight cities across Asia to come up with community-led projects addressing resilience and sustainability.



AECOM committed US \$50,000 to support Friends of LA River, a Los Angeles, California-based nonprofit dedicated to ensuring the accessibility and sustainability of the Los Angeles River.



AECOM donated US\$10,000 to STEM NOLA, an organization in New Orleans, Louisiana that introduces kids to science, technology, engineering and mathematics (STEM)



AECOM employees built a community library out of mud in the Kibaoni village on the eastern slope of Mt. Kilimanjaro. Utilizing available soil as a sustainable building material, the project used traditional construction methods and encouraged local and international participation to improve the quality of housing.



AECOM committed to take on at least 10 indigenous student interns each year for the next decade. The company partnered with CareerTrackers, a nonprofit organization that creates internship opportunities for indigenous students and helps to create a more diverse working population.



An AECOM team in Christchurch spent an afternoon planting trees in the nearby Port Hills, a range of hills where wildfires burned through 5,130 acres of bush in February 2017. A group of nine AECOM employees joined 70 other volunteers to plant new trees, working hard to give them the best possible start.



SH&E SAFETY, HEALTH AND ENVIRONMENT

What we believe

We safeguard our people, projects and reputation by striving for zero employee injuries and illnesses, while operating and delivering our work responsibly and sustainably — from design and construction to the operation and management of projects worldwide.



Why is safety mission critical at AECOM?
Hear insights from our Chief Safety Officer, Andy Peters.



THE LEADERS I INTERACT WITH AT AECOM ARE NOT ONLY INFORMED ABOUT AECOM'S SH&E PROGRAM, THEY ARE EMPOWERED TO MAKE CHANGES, TO CONSTANTLY PUSH THEIR TEAMS FOR IMPROVEMENT AND TO STRIVE FOR SAFETY EXCELLENCE FOR BOTH THEMSELVES AND THEIR CLIENTS.

NASH DOYLE, DIRECTOR OF SAFETY
HEALTH & ENVIRONMENT, APAC



2017 HIGHLIGHTS

AECOM's FY17 Safety Report "Nine Ways to Zero" explains our nine Life-Preserving Principles and the state-of-the-art techniques we use to keep our people safe both on and off the job.

Since 2010, we have decreased our "Lost Workday Case Rate" by 93 percent and "Total Recordable Incident Rate" by 74 percent.

Three projects received a perfect Project Safety Review Score for the first time in AECOM history.



WELLNESS AND CAREER DEVELOPMENT

What we believe

We believe that focusing on well-being brings out the best in everything we do – personally and professionally. Helping employees and their families prioritize their well-being is part of AECOM's Culture of Caring and supports our Safeguard core value. We also know that a holistic approach to employee well-being is a business imperative as we compete to recruit and retain a highly skilled workforce.

2017 wellness highlights

- Expanded programs and resources available to AECOM employees and positioned ourselves for the launch of a global well-being program in 2018.
- Set the stage for two important initiatives planned for 2018: Europe, Middle East, India and Africa Mental Health Week and Global Well-Being Week.



WHEN YOU'RE AT YOUR BEST, YOU BRING YOUR BEST SELF TO EVERYTHING YOU DO – YOU BUILD RESILIENCE, MANAGE STRESS AND ENGAGE INTELLECTUALLY.

BERNIE KNOBBE, VICE PRESIDENT
GLOBAL BENEFITS



2017 career development highlights

Professional development opportunities and career advancement are powerful catalysts for employee satisfaction. We provide our employees with tools and resources to reach their full potential.

- Introduced StandOut, a strengths-based tool designed by The Marcus Buckingham Company to build engaged, high-performing teams.
- Launched the Career Blueprint, a career capability inventory that highlights the experience, exposure,

education and skills needed for engineers at all levels to grow their careers.

- Added thousands of technical learning courses to our global learning platform, AECOM University: equipping employees with learning opportunities to keep them ahead of the industry curve.

WHAT WE BELIEVE

ACTING ETHICALLY WITH INTEGRITY

Acting ethically and with integrity is essential for our teams to think big and solve complex challenges, collaborate to innovate what's next and deliver transformational outcomes.

Promoting a values-based culture helps safeguard our people and the company from potential wrongdoing and strengthens our brand

and reputation for flawless execution.

Initiatives

Our seventh annual Ethics Week celebration presented opportunities for employees to elevate their awareness of ethical behaviors, company policies and compliance resources through interactive workshops, games and activities.



2017 HIGHLIGHTS

AECOM adopted the Electronic Industry Citizenship Coalition Code of Conduct, which establishes standards to ensure working conditions in the electronics industry supply chain are safe, workers are treated with respect and dignity and business operations are

environmentally responsible and conducted ethically.

100 percent of employees demonstrated their commitment to upholding the highest standards of conduct by completing the required AECOM Code of Conduct training.



AS A GLOBAL ORGANIZATION WITH A PRESENCE IN MORE THAN 150 COUNTRIES, TRUST IS PARAMOUNT. OUR ETHICAL VALUES ARE A CORNERSTONE TO OUR DAY-TO-DAY ACTIVITIES, ESPECIALLY WHILE MAINTAINING TRUST WITH OUR CLIENTS, BUSINESS PARTNERS AND THE COMMUNITIES WHERE WE OPERATE.

**MONIQUE NGUYEN, DIRECTOR,
ETHICS & COMPLIANCE**



INCLUSION + DIVERSITY

What we believe

We are fostering a culture of inclusion + diversity, where the best and brightest can grow and thrive, and encourage collaboration and creative thinking to solve the most complex problems. We have developed a strategic roadmap that commits to:

- Creating a respectful and inclusive workplace that draws diverse professionals together — women, veterans and minority groups — to encourage their unique talents and inspire students to work in the industry.
- Building capabilities and learning opportunities that drive inclusion + diversity across the company.

- Leveraging the diversity of our people to lead in the marketplace and engaging our business and clients in discussions around inclusion and diversity.

Initiatives

We are increasing our capabilities by:

- Building leadership accountability through measurement
- Designing programs to attract and retain women and minorities
- Offering leadership development opportunities



INCLUSION + DIVERSITY IS LESS PROGRAM, MORE MINDSET. AECOM EMPLOYEES, CLIENTS, VENDORS AND THE GLOBAL COMMUNITIES WE SERVE NEED TO FEEL INCLUDED IN MULTIPLE ASPECTS OF OUR WORK. IF WE DON'T FOCUS ON INCLUSION AS A KEY PART OF HOW WE DO BUSINESS, WE LOSE.

KIM CAMACHO, DIRECTOR, INCLUSION & DIVERSITY



2017 HIGHLIGHTS

Established a Global Inclusion + Diversity Community of Practice to enhance collaboration and share best practices across the company.

Scored 100 percent on Human Rights Campaign Foundation's Corporate Equality Index; acknowledged as Best Place to Work for LGBTQ Equality.

ENHANCED SUPPLY CHAIN MANAGEMENT

What we believe

Our commitment to sustainable procurement drives us to work with a diverse network of suppliers to make a positive impact across global markets. By building long-term collaborative partnerships, we seek to use AECOM's strategic position to support and influence our suppliers to extend the impact of AECOM's sustainable procurement actions throughout their own supply chains.

We are committed to safeguarding a culture defined by integrity. We have a responsibility to ensure, as far as practically possible, that our suppliers provide

goods and services ethically with full consideration of local legislation, environmental, social, ethical and economic issues throughout the whole purchasing and product life cycle.

Initiatives

Our Supplier Code of Conduct outlines what we expect from our supply chain partners. To ensure that suppliers meet our expectations, evidence of good business compliance and technical competency is required. By collaborating with our suppliers and internal operations teams, we advance our own sustainability values and drive market and local community transformation.



COMMUNICATING AECOM'S COMMITMENT TO PURCHASING GOODS AND SERVICES IN A SUSTAINABLE MANNER CONTINUES TO BE A KEY PRIORITY FOR PROCUREMENT TEAMS WORLDWIDE. SELECTION AND RETENTION OF SUPPLIERS IS INCLINED TOWARD THOSE COMMITTED AND ABLE TO ALIGN WITH AECOM'S CORE VALUES.

—
STEWART DALTON, SENIOR
PROCUREMENT MANAGER, EMIA



2017 HIGHLIGHTS

Introduced AECOM's Sustainable Procurement Policy, and it is now used widely internally and externally to communicate our continual commitment to sustainability.

In South Africa, in support of the country's vision of inclusive economic growth, AECOM SA Ltd revised its Management of Third Parties procedure to demonstrate its commitment toward Broad-Based Black Economic Empowerment and transformation.

AECOM UK & Ireland was named a Rated Supplier on the Chartered Institute of Procurement & Supply Sustainability Index for the third year in a row.

CORPORATE GOVERNANCE

What we believe

We are guided by our core values and corporate policies and practices that ensure the company is managed in our shareholders' best interests. In addition, we are committed to upholding sound principles of corporate governance and to meeting the requirements of various regulatory institutions, including the governing laws of the markets in which we operate.

AECOM's Board of Directors is comprised of industry leaders and experts who are highly respected for their accomplishments as well as their values.

Our company leadership represents some of the best executives in our industry. Many have built their careers at AECOM, reflecting our company's career development opportunities, and have significantly contributed to our business and organizational growth.

2017 2016 2015

EXECUTIVE TEAM

Number of
Executive
Officers

11

9

10

Percentage
of Female
Executive
Officers

27%

22%

20%

BOARD OF DIRECTORS

Number
of Board
Members

10

10

13

Percentage of
Independent
Directors

80%

80%

77%

Percent of
Directors
That are
Women

20%

20%

15%

ECONOMIC PERFORMANCE

AECOM's accomplishments and strong performance in fiscal year 2017 reflect our progress in building a company that offers significant value in our industry. Our ability to integrate design, build, finance and operate (DBFO) services through the full life cycle of a project, along with our experience across a range of global markets, means we can

imagine the exceptional and deliver it more efficiently.

Our competitive advantages are evident in our strong financial results. We:

- Generated a record of more than US\$23 billion of wins in the year.
- Increased our backlog by 11 percent to an all-time high of nearly US\$48 billion.

[Click here to view AECOM's 2017 Annual Report](#), which reflect on our progress in building a company that offers unparalleled value in our industry and financial results.



GRI DISCLOSURES

This 2017 Sustainability Report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. The GRI G4 sustainability reporting framework informs the process by which the AECOM Sustainability Program team identifies and prioritizes what we include in the sustainability report. AECOM will continue to improve our alignment in future reports. AECOM is also a signatory of the United Nations Global Compact, and this report represents our 2017 Communication on Progress.

This report was developed with guidance and input from AECOM's Sustainability Report Advisory Board, a body of sustainability and business leaders from around the company representing the company's business groups, geographies, and functional areas. An independent team of internal reviewers has audited the report to check that the information and facts presented in it reflect our performance.

“

WE HAVE ESTABLISHED AN INDUSTRY-LEADING TRACK RECORD OF GENERATING STRONG CASH FLOW, WHICH REFLECTS THE BENEFITS OF OUR DIVERSE BUSINESS MODEL AND OUR CULTURE FOCUSED ON CASH MANAGEMENT THROUGHOUT THE LIFE CYCLE OF A PROJECT.

TROY RUDD, CHIEF FINANCIAL OFFICER



DISCLAIMERS

Scope of report

This report covers data and activities for the past several years to provide a clearer picture of our performance. This report covers our owned or operated businesses and does not address the performance of our suppliers, contractors or partners unless otherwise noted. We have prepared the information and case studies solely to provide a general overview of our sustainability activities and this report should not be used by anyone making an investment decisions. In addition, the information in this report is summarized and is not a complete description of all of our activities; therefore, we have made qualitative judgments as to certain information to include that could be determined to be inaccurate or incomplete. We did not employ any third party firm to audit this report.

Forward-looking information

This report contains forward-looking statements relating to the manner in which we intend to conduct our activities based on our current plans and expectations. These statements are not promises of our future conduct or policy and are subject to a variety of uncertainties and other factors, many of which are beyond our control. Therefore, the actual conduct of our activities, including the development, implementation or continuation of any program, policy or initiative discussed in this report, may differ materially in the future. The statements of intention in this report speak only as of the date of this report and we do not undertake to publicly update any statements in this report. As used in this report, the term "AECOM" and such terms as "the company," "our," "its," "we," and "us" may refer to one or more of AECOM's consolidated subsidiaries or affiliates or to all of them taken as a whole. All these terms are used for convenience only and are not intended as a precise description of any of the separate entities, each of which manages its own affairs.

For more information please email Sustainability.Support@aecom.com.



About AECOM

AECOM is built to deliver a better world. We design, build, finance and operate infrastructure assets for governments, businesses and organizations in more than 150 countries. As a fully integrated firm, we connect knowledge and experience across our global network of experts to help clients solve their most complex challenges. From high-performance buildings and infrastructure, to resilient communities and environments, to stable and secure nations, our work is transformative, differentiated and vital. A Fortune 500 firm, AECOM had revenue of approximately \$18.2 billion during fiscal year 2017. See how we deliver what others can only imagine at aecom.com and [@AECOM](https://twitter.com/AECOM).

AECOM

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