

Employee Engagement & Retention

At AECOM, we believe an engaging and energizing work environment is critical to the success of employees, the company, and our clients. We are continually looking for opportunities to improve the employee experience and create a high-performance culture where we can succeed together.

Supporting an engaged workplace improves our ability to retain talent; fosters employee growth, development, and progression; helps us attract highly skilled candidates to AECOM; and improves project performance and our ability to exceed client expectations. Increased engagement can also positively impact our financial performance, productivity, safety, customer favorability, and other critical business metrics.

As part of our Engagement & Retention efforts, we have a variety of programs, tools, and resources to help managers more effectively engage, lead, and develop their teams. These tools and resources support our Employee Engagement Strategy – engaging, enabling, and energizing our people. Effective communications, change leadership, meaningful recognition of accomplishments, and measuring our progress further support our strategy in shaping our culture and connecting with employees. Each of us plays an important role in creating an engaging environment to do our best work – employees, managers, and the organization all play a critical role in strengthening our culture and making AECOM a great place to work.

Our intranet provides a number of programs and resources to:

- Welcome and enable new employees through our Onboarding program to facilitate learning our business and accelerating their timeline on contributions to the organization
- Help employees access and understand the programs and initiatives to help them achieve their work and professional goals, actively participate, and improve their experience at work
- Enable managers to engage and lead their teams supporting employees' connection with the company; their productivity and performance; and individual, physical, and emotional well-being at work more effectively
- Understand specific initiatives and actions being taken across our Regions, Metros, Business Lines, and functions to connect with employees and improve their experience at AECOM

Our <u>Kudos Program</u> makes it easy for managers and employees to celebrate the professional contributions and personal achievements of their colleagues around the world with a more robust and expanded service awards offering, plus e-cards, badges and a celebratory social feed. Here are some of the key features of the Kudos program:

- Service anniversary recognition for employees who reach a 5-year incremental milestone (e.g., 5, 10, 15, 20+ years of service). Employees with a 5-year milestone will receive points that they can redeem from the Kudos Rewards Marketplace, an online store with nearly 1 million locally-relevant award options, including merchandise, gift cards, vouchers and experiences. Employees can even donate their points to a charity.
- Retirement recognition award options that are AECOM-branded and can be given by managers and HR partners to recognize the dedication of retiring employees.
- Kudos e-cards and badges that can be sent anytime to recognize the professional and personal
 achievements of AECOM employees, regardless of where they are in the world. Each badge
 and e-card aligns with an AECOM core value and our culture of well-being.



- <u>Recognition reports and dashboards</u> for managers and leaders to evaluate and enhance AECOM's Culture of Caring by showing the frequency of recognition sent by AECOM teams and individual team members.
- <u>Service award search tool</u> that employees and managers can use to search and view employees with upcoming service milestones

Employee Center

The Employee Center portal (using ServiceNow technology) provides a unified portal to help employees access Global Business Services such as HR and Payroll, Finance, Project Accounting related, and more. Our Employee Center includes an actively managed knowledge base of information and guidance answering tens of thousands of employee questions per month.

Workday

Workday is AECOM's employee system of record for ~60k workers. Having a centralized repository allows for quicker and more 'real-time' access to relevant employee data; additionally Workday enables manager self-service across project management staffing needs, as well as support for nearly all aspects of an employee's Hire to Retire journey.