AECOM DELIVERING A BETTER WORLD.

# Delivering Sustainable Legacies

## Our 2026 Sustainability Report

**Scottish Water Program**
Scotland
*AECOM is serving as a preferred bidder for the multi-billion-dollar investment program to enhance Scotland's water and wastewater infrastructure.*

# Contents

# A Letter from Chairman and CEO, Troy Rudd

## Dear Stakeholders:

Global sustainability efforts are at a critical inflection point. With natural disasters intensifying, temperatures rising, and weather patterns becoming increasingly unpredictable, the global economic toll of climate hazards in 2025 reached one of the largest on record – upwards of $220 billion by some estimates. The cost and complexity of designing and repairing resilient infrastructure is clearly accelerating, heightening the urgency for governments and businesses alike to invest in bold sustainability solutions that protect the long-term health of our planet.

At the same time, recent global developments – like energy shortages and inflating natural resource costs – remind us of the immediate challenges facing vulnerable communities across the world, and the need for practical solutions that ensure affordable access to resources like water and energy, today. The future of global sustainability depends on balancing these two critical, yet often competing, priorities.

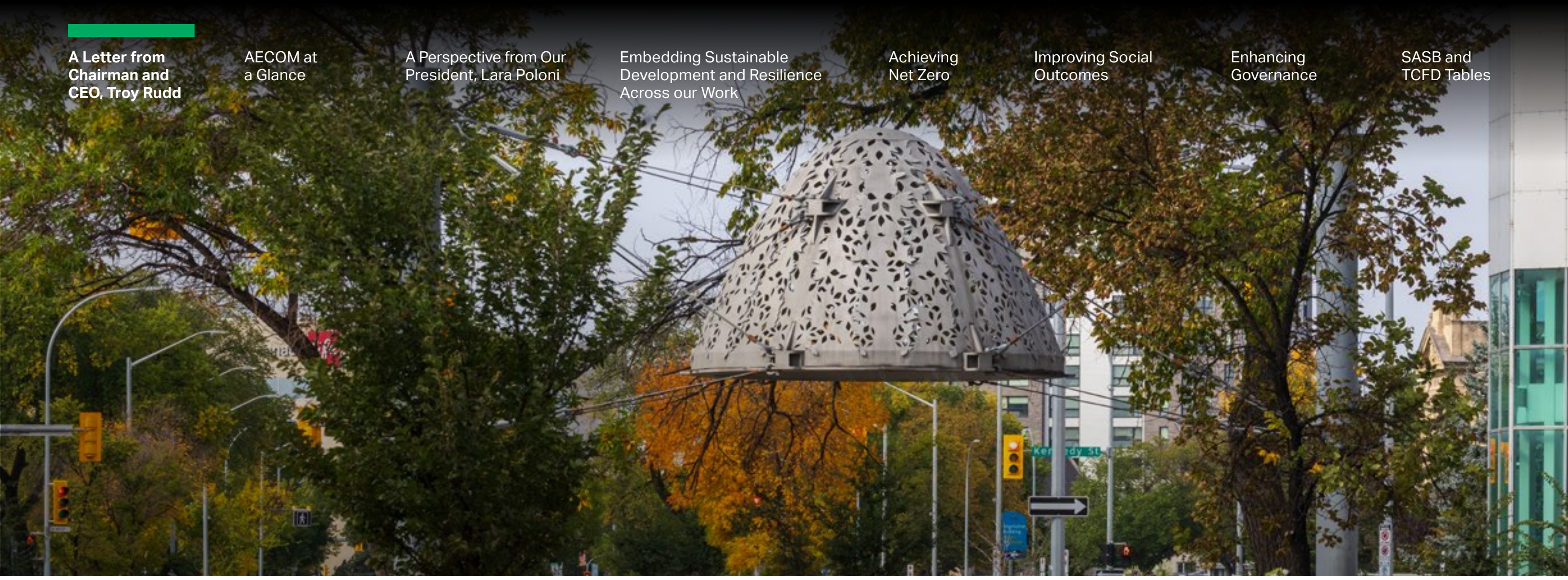
AECOM is built to lead in this environment. Through the unique advantages of our global reach, technical acumen and domain expertise, we have the ability to integrate the best of sustainable engineering into everything we do at scale, and the capacity to invest in world-class technological innovations that will transform the speed and cost of infrastructure delivery. The result is powerful: delivering infrastructure that is more efficient and meets the needs of our communities today while moving the needle on some of the most impactful initiatives that protect the long-term sustainability of our world.

Guided by our Sustainable Legacies strategy, we strive to deliver infrastructure that makes a positive, lasting impact on our communities, and we champion initiatives that promote long-term environmental and social wellbeing around the world. I'm proud of everything we have accomplished this year to support a more sustainable, inclusive environment for generations to come – both within and outside of AECOM. Through the combination of our client work, pro-bono initiatives and governance programs, our impact has been clear:

**We've built a meaningfully less carbon-intensive business and supply chain.** Building on our legacy of reducing our carbon footprint, we have reduced our total emissions by 29% since our baseline year in 2018 – making a difference as one of the largest global infrastructure companies in the world. Through our Supplier Engagement program, that impact has also continued to extend far beyond the walls of AECOM, reducing supply chain emissions by working with our top 50% emitting suppliers to reduce their own carbon emissions.

**We've designed a business that operates the right way, supporting the wellbeing of our employees and communities.** From in-kind service offerings like our Great Barrier Reef Partnership to innovative employee development programs like AECOM Summit, we foster a culture of making a difference for our people and the world around us. It's why AECOM remains one of the best places in our industry for top talent to grow and thrive, and why we were named one of the World's Most Ethical Companies for the tenth time this past year.

**We've led some of the most ambitious environmental programs around the world.** This past year, we were selected to design nuclear fusion energy programs in both the U.S. and the U.K., and we were awarded a contract to a first-of-its-kind water management solution in New York City. These are just a few examples of how we're driving cutting-edge projects that change what is possible in sustainable infrastructure. Few companies combine the



technical expertise, global scale and trusted client relationships required to deliver transformative programs like AECOM, and it's why we're recognized as *Engineering News-Record's* #1 Green design firm in the world.

Indeed, I'm proud of all we have accomplished to promote long-term sustainability and social value. However, these solutions require balancing the realities today – the need for secure, affordable, accessible infrastructure and resources that allow our communities to thrive. This is where AECOM truly shines, and it comes down to two competitive advantages that are defining the future of our company: technological innovation and strategic advisory.

Technological innovation will drive a more sustainable future that meets the needs of our communities today while making projects more efficient, including optimized and more certain timelines along with less materials usage. That's why we invest in capabilities like AI for Engineering, which are helping transform infrastructure delivery. Critically, advantages like our vast data sets and global scale make the impact of these technologies scalable, allowing communities around the world to benefit from infrastructure that is designed and delivered more efficiently and sustainably.

Even so, the largest and most impactful projects in the world will always have complexities and unique challenges that cannot be fully commoditized. That's where Advisory complements our impact.

Our strategic Advisory capabilities pull from the deepest technical knowledge base in the world, helping clients identify the best, lowest cost, and most accessible ways to approach projects that benefit communities. Our industry is known for applying technical frameworks that can optimize cost-efficiency or minimize environmental impact. The greater challenge is understanding what makes every community unique and identifying solutions that balance those priorities. That's the value that AECOM Advisory brings, leveraging local teams backed by the best roster of technical experts in the world.

There is no simple solution to building a world that is both sustainable and creates opportunities for our communities. AECOM is one of the few companies that has the unique advantages to advance both.

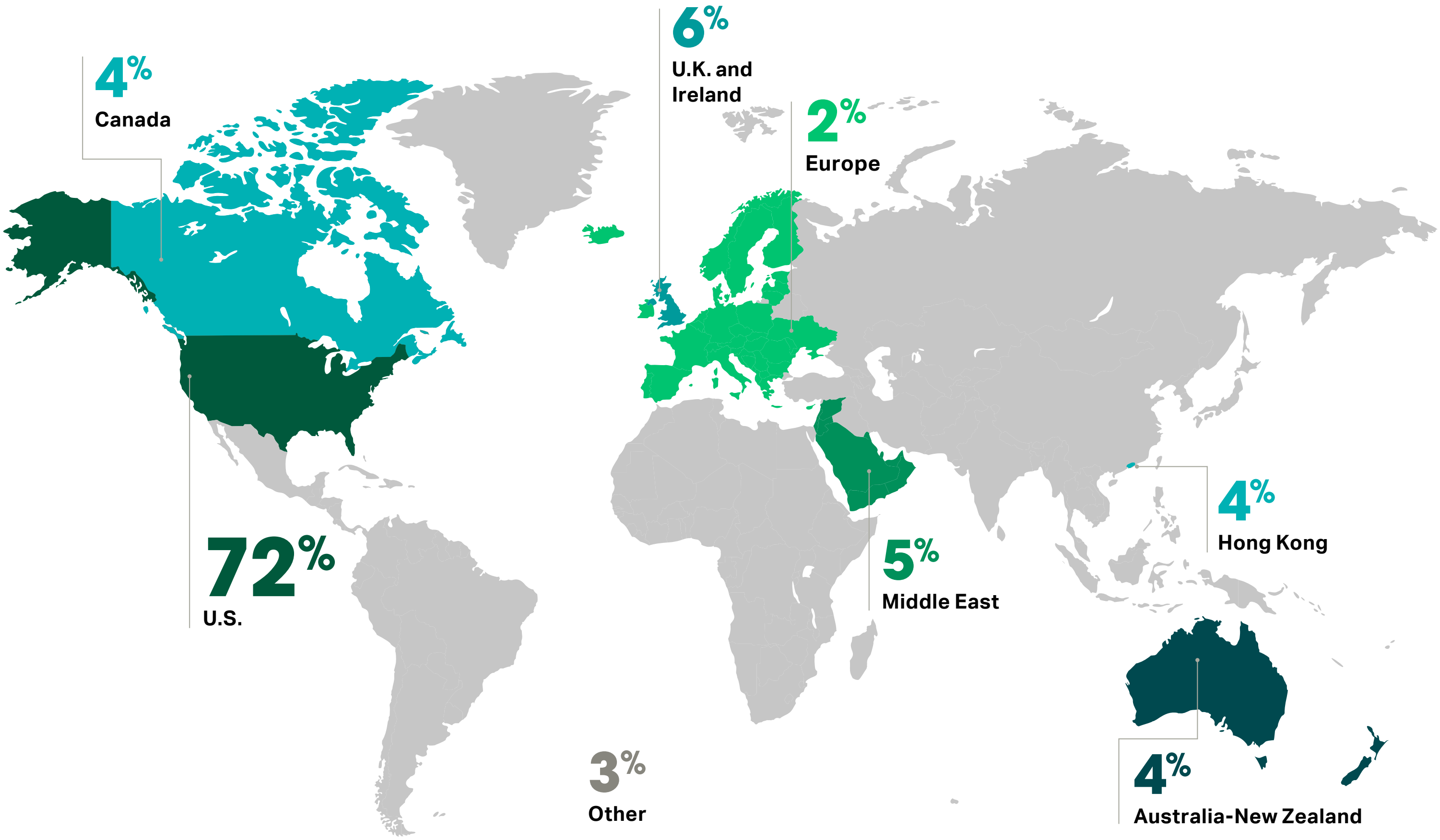
**Thank you to all our clients and partners for recognizing the value that AECOM brings to global infrastructure, and for your continued trust in us as we work together to deliver infrastructure that creates lasting impact for generations to come.**

> "Few companies combine the technical expertise, global scale and trusted client relationships required to deliver transformative programs like AECOM, and it's why we're recognized as Engineering News-Record's #1 Green design firm in the world.

**Troy Rudd**
Chairman & Chief Executive Officer

# AECOM at a Glance

## Geographies by Gross Revenue




# Our Think and Act Globally Strategy

### 1 Investing in Our People

We're building the best place to grow a career in our industry by investing in a welcoming workplace, leadership culture, and future-ready skills that enable our teams to solve complex client challenges.

### 2 Transforming How We Work

We're leading the future of delivery by combining AI-enabled capabilities, world-class technical expertise, and innovative ways of working to deliver faster outcomes, greater precision, and increased certainty for our clients.

### 3 Extending Client Relationships

We are winning what matters by prioritizing our most impactful client relationships, bringing a holistic, partnership-led approach to the industry's most complex projects and programs while expanding our role from execution to trusted advisor.

### 4 Delivering Sustainable Legacies

We create lasting value by advancing sustainable, resilient outcomes for clients, strengthening communities, and building shared opportunity for our people and the places we serve.

# Robust exposure to the highest value opportunities ahead

## Attractive Exposure to Key End Markets

- **25%** Water
- **37%** Transportation
- **28%** Facilities
- **10%** Environment and Energy

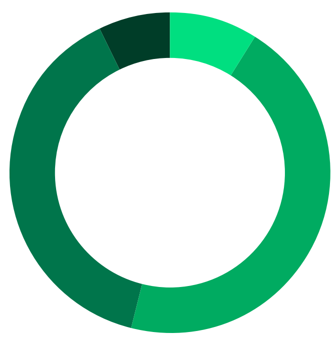
## Diverse Funding Sources

- **33%** Non-U.S. Governments
- **32%** State & Local U.S. Government
- **8%** Federal U.S. Government
- **27%** Private Sector

## Deep Technical Expertise

- **42%** Engineers
- **17%** Program Managers/Project Managers
- **12%** Consultants/Planners
- **9%** Scientists
- **20%** Design, Digital & Other

## Lower-Risk Business Model



- **9%** Cost-Plus Design
- **45%** Time & Materials Design
- **39%** Fixed-Price Design
- **7%** Construction Management

*All figures presented as a percentage of TTM Net Service Revenue (as of Q3'26)*

ENR Engineering News-Record

# A leader in helping our clients deliver their most challenging projects

## #1

- Transportation Design Firm
- General Building Design Firm
- Environmental Engineering Firm
- Green Design Firm
- Chemical and Soil Remediation
- Mass Transit and Rail
- Highways
- Dams and Reservoirs
- Bridges
- Water Design Firm
- Clean Air Compliance
- Water Transmission Lines and Aqueducts
- Cultural and Civic

## #2

- Program Management
- Overall Design Firm
- Environmental Firm
- Green Contractor
- Wastewater Treatment Plants
- Airports
- Hazardous Waste

## #3

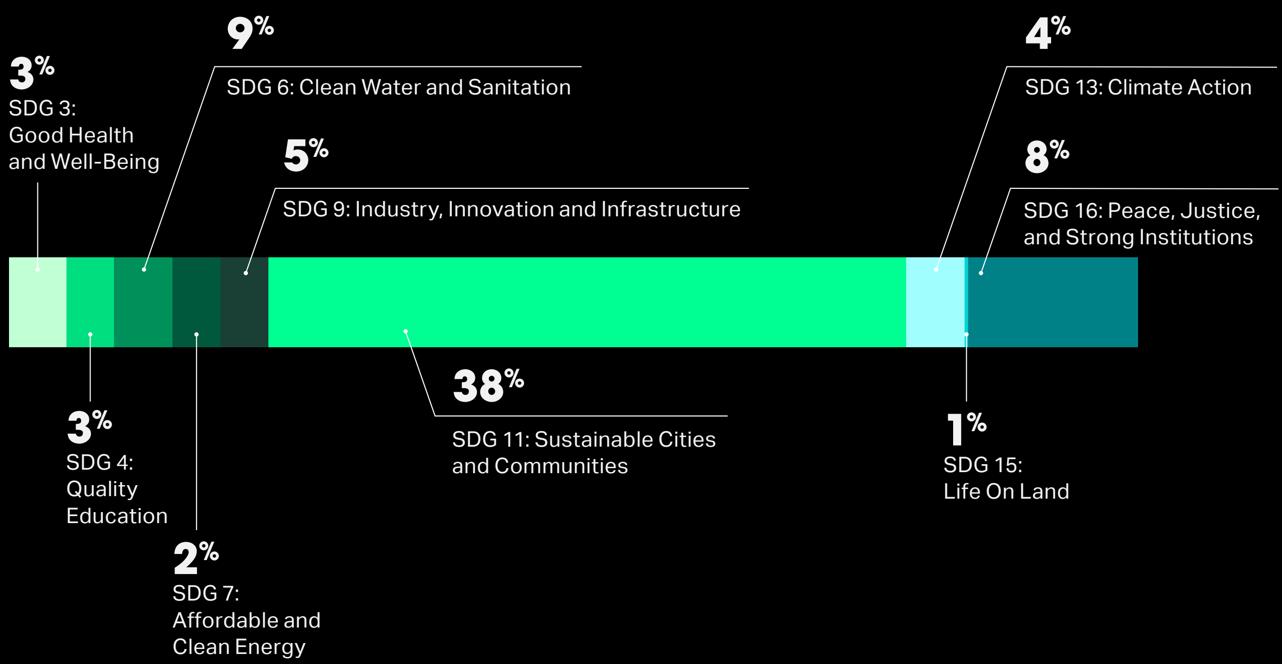
- Education
- Marine and Port Facilities
- Water Treatment and Desalination

Source: 2025/2026 *ENR* Rankings, reflecting global revenue

# Percentage of FY25 revenue aligned with the Sustainable Development Goals (SDGs)

**73%**

of FY25 revenue aligned with the SDGs




# Sustainable Legacies

The decisions we make today about how we develop infrastructure will have an impact for generations to come. As the global infrastructure leader, we have a unique ability to drive meaningful, lasting change across the world, and a responsibility to drive the industry forward. Through our Sustainable Legacies strategy, our goal is to ensure that everything we do – from the way we operate to the way we engage with our clients and suppliers – keeps the best interests of our communities and their long-term wellbeing in mind. Sustainable Legacies touches four key pillars crucial to our mission: achieve net-zero carbon emissions, improve social outcomes for communities, enhance governance, and embed sustainable development and resilience across the company's work. We are proud to share our progress in delivering a better world.

## Sustainable Legacies touches four key pillars crucial to our mission:

**1** Embed sustainable development and resilience across the company's work

**2** Achieve net-zero carbon emissions

**3** Improve social outcomes for communities

**4** Enhance governance

# Delivering Sustainable Legacies

Our Strategy in Detail

## 1 Embedding sustainable development and resilience across our work

- To embed decarbonization principles in our projects using ScopeX™, our approach to reducing carbon emissions at all stages of project delivery
- To align with our clients' ambitions, increasing the depth and breadth of our sustainability and biodiversity services each year
- To drive innovation related to climate change solutions
- To embed sustainability and resilience into our client account management program and the work we bid for
- To measure key impacts and the work for which we bid, such as carbon emissions, climate resilience, and social value on client projects

## 2 Achieving net-zero carbon emissions

- To reach our Science-Based Targets initiative-validated net zero targets by 2040 by:
  - Achieving a near-term 60% reduction in Scope 1 and 2 emissions by 2030
  - Achieving a near-term 50% reduction in Scope 3 emissions by 2030
  - Achieving a long-term 90% reduction in total emissions by 2040
  - Developing carbon reduction targets in partnership with our supply chain
  - Decarbonizing fleet vehicles and increasing renewable energy use
  - Participating in and helping to advance nature-based solution projects
- Maintained our Operational Net Zero achievement, in place since 2021, through the retirement of high-quality carbon credits that offset our annual Scope 1 and Scope 2 emissions

## 3 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 promote social value through strategic partnerships and proactive engagement with suppliers and partners
- To make strategic community investments that positively impact clients and society, including through employee-driven community investment opportunities

## 4 Enhancing governance

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

# Progress against our Sustainable Legacies strategy

**1** Embed sustainable development and resilience across the company's work

**2** Achieve net-zero carbon emissions

**3** Improve social outcomes for communities

**4** Enhance governance

## Our Targets

**1 – Embed sustainable development and resilience across the company's work**

- Advancing ScopeX™ alongside AI-enabled engineering automation to reduce material consumption, accelerate low-carbon design and support innovation
- Increase the depth and breadth of our sustainability services each year
- Embed net zero, resilience, and social value targets into our client account management program and the work we bid for
- Measure key sustainability impacts through our operations and projects

**2 – Achieve net-zero carbon emissions**

- 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 emissions
- Partner with our supply chain to develop their own carbon reduction targets
- Investigate the creation of our own nature-based solution projects

**3 – Improve social outcomes for communities**

- Create a welcoming workplace for our people
- Empower staff and deliver projects that proactively improve social value outcomes to individuals, communities, and society in general
- Participate in strategic partnerships and engage with suppliers and partners to promote social value
- Make strategic investments that positively impact clients, communities, and society

**4 – Enhance governance**

- Leverage our enterprise framework to continually assess sustainability and social risk in potential projects
- Drive accountability through ongoing sustainability and governance goals and metrics in leadership annual goals and employee-wide required training programs
- Report on sustainability performance in line with SASB, TCFD, and TNFD frameworks

## Our Progress

**1 – Embed sustainable development and resilience across the company's work**

- ✓ Sustainable Legacies leveraged to win key pursuits
- ✓ Maintained our PAS2080 certification for ScopeX™ implementation, among the first globally for an enterprise-wide decarbonization program
- ✓ 73% of revenue aligned with the Sustainable Development Goals (SDGs)

**2 – Achieve net-zero carbon emissions**

- ✓ Net-zero emissions targets approved by SBTi, among the first companies globally
- ✓ Maintained net zero in operations since FY21
- ✓ 38% reduction in Scope 1 and 2 emissions and 29% reduction in Scope 3 emissions since FY18
- ✓ Engaged hundreds of our top suppliers as part of the Supplier Engagement Program and starting to embed climate into procurement processes
- ✓ Increased the number of hybrid and electric vehicles in the fleet globally by 60% from FY24 to FY25

**3 – Improve social outcomes for communities**

- ✓ Record levels of employee engagement in latest company-wide survey, the third year in a row we have achieved such results
- ✓ Launched the first-ever AECOM Summit, a 24-session, 3-day employee development program that included the participation of leaders across every part of AECOM
- ✓ Recommitted to providing in-kind advisory and technical consulting services to support restoration and resilience of the Great Barrier Reef and surrounding communities

**4 – Enhance governance**

- ✓ FY25 required training completed with 100% compliance for the seventh consecutive year
- ✓ Sustainability-related KPIs continue to be incorporated into CEO and executive officer compensation
- ✓ Continued to leverage enterprise-wide risk framework to align work with the Sustainable Legacies strategy
- ✓ Reported sustainability performance in line with SASB, TCFD, and TNFD frameworks

# AECOM's approach to sustainability-related reporting

**We believe that investing in environmental leadership, social impact, and a culture of governance will drive long-term value for AECOM.**

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

### Embedding sustainable development and resilience across our work

including how we are partnering with clients to advise on their own increasingly ambitious sustainability initiatives, such as through our ScopeX™ process that aims to maximize opportunities for whole life carbon reductions at all stages of project delivery on major projects (SASB IF-EN-410a).

### Achieving net zero

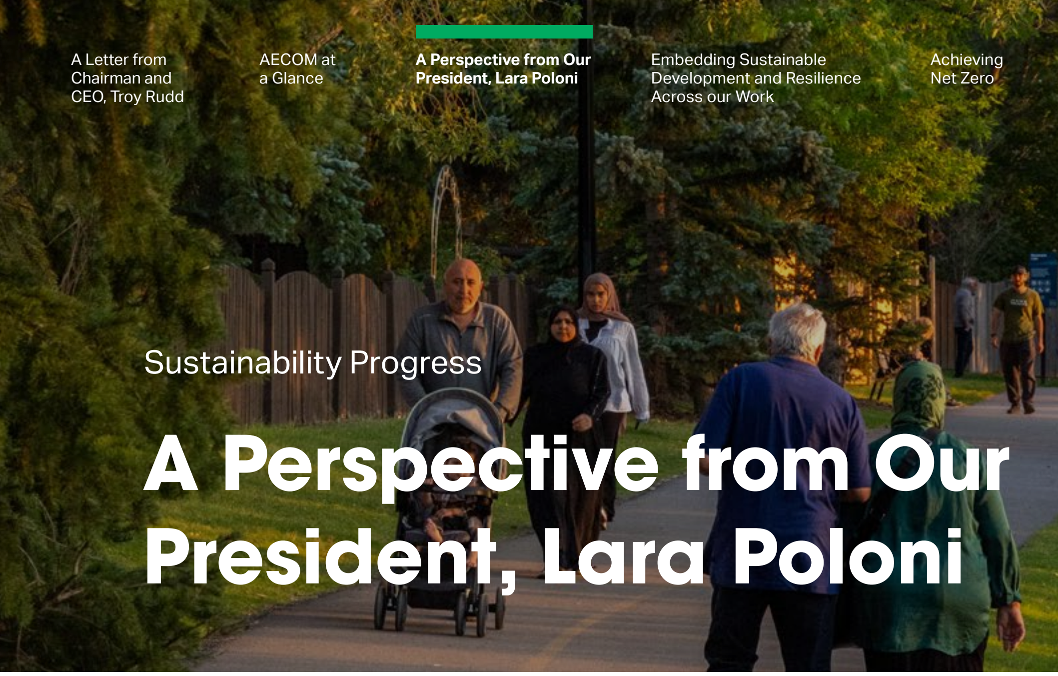
including our environmental management program, climate change initiatives, our pledge to net zero, and our environmental responsibility. Within these sections, we provide an overview of our environmental impacts of project development (SASB IF-EN-160a) lifecycle impacts of buildings & infrastructure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

### Improving social outcomes

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

### 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).



Sustainability Progress

# A Perspective from Our President, Lara Poloni

**Across every aspect of our Sustainable Legacies strategy, we are delivering measurable results that highlight the lasting, positive impact we leave on our employees, communities and the planet.**

These numbers are crucial indicators of our progress in delivering a better world, but equally important are the stories behind them – the people, initiatives, and effort that it took to deliver such results. As I reflect on our progress, a few of our results stand out and illustrate the true impact and purpose of our work.

## 3 YRS

**in a row we have achieved a new record number of employees who would recommend AECOM as a great place to work**

81% of our people in our latest employee pulse survey say that AECOM is a great place to build a career, a new record high for the third year in a row. Over the past several years, we have committed to making AECOM the best place to work in our industry – meaningfully investing in technical development, leadership and personal growth opportunities for our people. Through our Welcoming Workplace philosophy, we've strived to create an environment where the best talent can thrive and technical excellence is celebrated, and results like these tell us we're on the right track.

## 29%

**Reduction in total Scope 1, 2 and 3 emissions since our 2018 baseline year (tCO2e)**

We have now achieved a 29% reduction in our total emissions compared to our 2018 baseline year, reflecting an additional 11% reduction from the prior fiscal year. The greatest reductions have come in our Scope 3 emissions, which historically account for 97% of our total enterprise emissions. These results are the product of increasingly sophisticated initiatives like our Supplier Engagement Program, which has helped us achieve placement on the CDP's Supplier Engagement Assessment A-List for the fourth consecutive year.

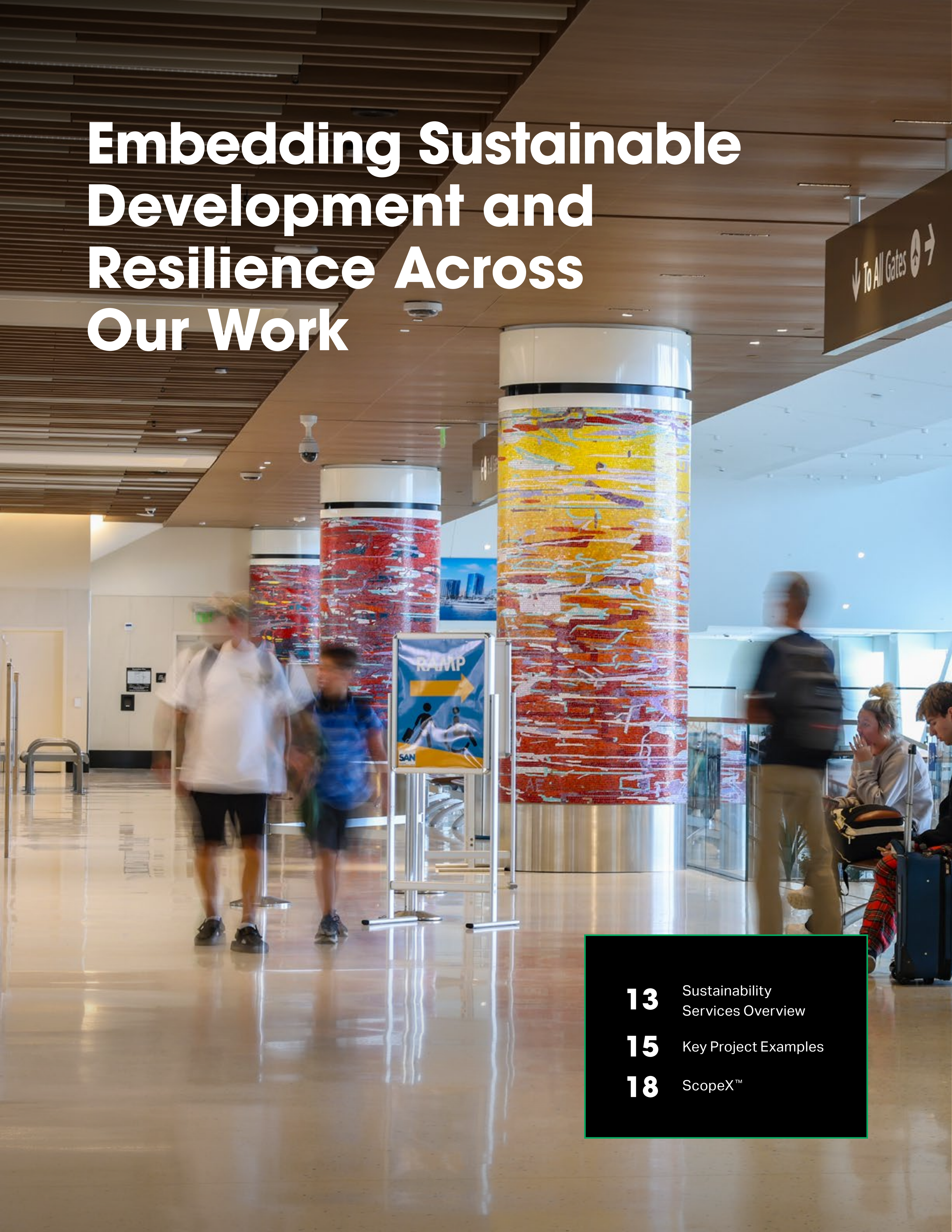
## $5.3B

**Contracted backlog in projects associated with climate impact and mitigation***

As the global infrastructure leader, we have always understood that one of our biggest opportunities to impact worldwide sustainability lies in the work we deliver for our clients. Through our reputation of delivering innovative solutions and technical frameworks clients trust us to deliver on their most complex objectives related to sustainability and resilience. That innovation and trust have resulted in record win rates on sustainable design projects, translating to a 6% increase in our contracted backlog associated with such projects this past year – a new record high.

**Projects aligned with SASB metric IF-EN-410b.1-3, including hydrocarbon-related projects, renewable energy, and non-energy projects associated with climate change mitigation.*

# Embedding Sustainable Development and Resilience Across Our Work



# Sustainability Services Overview

Delivering a better world is embedded in our Sustainable Legacies strategy through the services we provide to our clients and communities. By connecting expertise across our global, multidisciplinary teams, we work together to deliver outcomes that strengthen resilience and sustainability across industries and regions.

## Sustainability Advisory

Sustainable transformation requires a clear commitment to delivering a better world for governments, cities, organizations, developers, and asset owners. AECOM supports this journey from strategy through implementation—providing smart planning, focused strategy development, and consistent execution. We help clients protect the environment, strengthen communities, and embed sustainable development into everyday business decisions.

Through a broad suite of technical services, we enable clients to demonstrate progress against sustainability goals, unlock new funding opportunities, and respond to rising investor expectations. By anticipating environmental, social, regulatory, and geopolitical change, we help organizations benchmark performance, plan improvement actions, and stay ahead of their peers. Together, we are supporting the creation of places where people want to live—advancing social and environmental responsibility in a practical, measurable way.

## Climate Resilience & Adaptation

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

## Indigenous Engagement

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

## Nature-Based Solutions

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

## Net Zero and Decarbonization

Over 10,000 organizations, including AECOM, collaborate with the Science-Based Targets initiative (SBTi) to reduce emissions in alignment with climate science. We support governments and organizations in turning their decarbonization ambition into actionable steps and navigating competing priorities and operational constraints. We support clients with organizational net zero and climate action planning, energy efficiency, renewable energy and future fuels, low carbon design and regenerative remediation. Our ScopeX™ approach enables decarbonization during planning, design, construction management and operations of buildings and infrastructure in alignment with the net zero carbon transition and in balance with climate adaptation and circular economy principles. Advancing ScopeX™ alongside AI-enabled engineering automation helps our clients reduce material consumption, reduce cost and build better. We are accelerating and scaling low-carbon


design and supporting innovation, reflecting our alignment with our clients and partners to reduce emissions.

## Renewables and Energy Transition

Anticipating a transformative future, through our ScopeX™ approach, we aspire to reduce the carbon impact on major projects by at least 50%. As a result, we plan to have renewables, synfuels, and hydrogen in our energy mix, as well as support the development of those energies through our work with clients. Our role extends to assisting utility providers, governments, regulators, and investors throughout their journey—from vision and strategy to permitting design, deployment, and delivery. In grid modernization, we contribute to capacity increase, reliability enhancement, disaster resilience, and the establishment of transition lines and substations supporting renewables. Our involvement in microgrid development includes case analyses, ownership models, and financing strategies. Additionally, we guide our clients to harness hydrogen and future fuels sustainably, providing independent insights for decarbonized energy models. In our journey toward decarbonization, our transportation projects embrace electrification, hydrogen, synthetic fuels, and bio-LNG. Aligned with policies, fiscal incentives, and alternative funding solutions, we focus on designing and delivering essential infrastructure for a smooth transition. Increasingly, a key component of this transition is advancing the development of safe, innovative nuclear energy technologies, such as small modular reactors (SMRs) and nuclear fusion, as demonstrated by our partnership with Type One Energy through the UK Infinity Fusion Consortium and in the U.S. in collaboration with the Tennessee Valley Authority (TVA).

## Social Value

With extensive experience across the most complex, sensitive infrastructure projects, we provide a holistic approach to social value. We shape narratives through policy and infrastructure solutions, fostering opportunities for all communities to thrive, especially marginalized populations. By collaborating with local partners, we create culturally relevant strategies ensuring decision-making and project solutions reflect historically marginalized groups. Through engaging with stakeholders and appointing community ambassadors, we amplify community voices. With our opensource data and custom tools, we quantify project impact, making social objectives and inequities visible for improved outcomes. Our synthesis of demographic, socioeconomic, environmental, and climate change data offers a comprehensive understanding of client-operated communities.

## Governance and Program Implementation

From the foundation of strategic thinking, we establish and integrate policies—and implement solutions—that create social value and safeguard our shared environment. In line with our commitment to creating a more sustainable future, our trusted sustainability practitioners guide our clients from building their business case to measuring the impact of their investment. By working collaboratively to design strategies for operations and infrastructure, we evaluate potential impacts, build a sustainable investment business case, and secure buy-in at both board and operational levels. For effective planning, we identify steps to drive improvement, monitor progress, and assist in setting targets with a clear implementation plan. Our team of experts assists with identifying performance metrics, streamlining data management, and quantifying impact for credible sustainability reporting. Additionally, we recognize that communication is crucial to create lasting impact, so we ensure high standards of transparency through peer-reviewed reports and frameworks such as the Global Reporting Initiative (GRI) Sustainable Reporting standard and the Sustainability Accounting Standards Board (SASB) reporting.

# Key Project Examples

## Advising the future of renewable energy through change management

We have partnered with the Los Angeles Department of Water & Power (LADWP) to support the transformation of its electricity grid and resource systems in alignment with the City of Los Angeles' goal of achieving 100 percent renewable energy by 2035. At completion, this $80 billion program will expand access to clean, reliable and affordable energy across one of the world's largest cities.

To enable this transition, we are developing an Integrated Human Resources Plan (IHRP) that establishes a consistent full-time equivalent forecasting methodology across the Power Systems Group's 15 divisions. The IHRP provides a structured, data-driven roadmap to inform annual workforce planning, including recruiting, retention, career development and turnover.

The plan also identifies gaps between current and future workforce capabilities and capacity, offering an integrated view to support program delivery. It includes implementation guidance, a global benchmarking study on clean energy organizational development, and recommendations related to outsourcing, stakeholder engagement and change management—helping to build a future-ready workforce and support the successful delivery of a more sustainable and resilient energy system.

## Accelerating the transition to low-carbon energy

We leverage global expertise and local insights to deliver complex fusion energy solutions around the world. This past year, we helped lay the groundwork for the partnerships and strategies that will shape the future of this market for years to come.

As part of the UK Infinity Fusion Consortium alongside Type One Energy and Tokamak Energy, we have partnered to help deliver the first private-sector-led fusion power plant project in the United Kingdom.

We also partnered with Type One Energy in the U.S. to provide preliminary design engineering for the 350MWe Infinity Two stellarator fusion power plant, intending to supply the Tennessee Valley with secure, reliable and clean energy.

Our expertise will support the development of fusion projects that are commercially credible and deployable using existing enabling technologies, accelerating the transition to a sustainable global economy.

# Key Project Examples

## Modeling sustainable river management in the Rio Grande watershed

The Rio Grande watershed is one of the most important sources of water for communities, ecosystems and recreation in North America. At the same time, its highly dynamic channel has shifted significantly over the past century, creating challenges spanning channel perching to conveyance losses to declining habitat. The Lower San Acacia Reach – a sixty mile stretch of the river – faces these challenges most intensely, often drying in the summer. To address these issues in the Lower San Acacia Reach, the Bureau of Reclamation is advancing plans for a 20-mile river realignment south of Socorro, New Mexico. This approach works with natural geomorphic trends to improve water delivery, enhance ecosystem health and reduce long-term maintenance.

We are supporting the four-year environmental program with robust sustainability services, including in-depth stakeholder engagement and regulatory compliance. Our work includes key technical analyses, such as a geomorphology and alternatives report and a 2025 Draft Environmental Impact Statement.

This forward-looking effort brings together engineering, science and collaboration to strengthen river resilience—supporting the delivery of more sustainable water management and long-term environmental outcomes across the region.

# Key Project Examples

## Building Brazil's carbon future

ECORA is a national carbon credit certification program positioned to become a reference for Brazil and the Global South, strengthening trust and transparency while enabling market-wide growth. Structured through AECOM's advisory program and formally launched in partnership with BNDES, Bradesco and the Ecogreen Fund at COP30, it enhances security and scalability in a sector that must grow 400 percent by 2030.

Integrated with the Conservare Digital Platform, ECORA digitizes the full credit generation lifecycle—from feasibility to retirement—using geospatial analytics, predictive modeling and automated traceability. The solution reduces transaction costs, accelerates certification, and aligns methodologies and safeguards with Brazil's diverse biomes, regulatory frameworks and socioenvironmental realities.

By delivering high-integrity, locally tailored certification and expanding market access, ECORA helps attract global investment and supports Brazil's low carbon transition, demonstrating leadership in scaling climate solutions and enabling more transparent, efficient and sustainable carbon markets.

# ScopeX™

**ScopeX™ is AECOM's approach to reduce carbon across our planning, design, and construction projects.**

It considers embodied and operational carbon across the entire lifecycle with the ambition of reducing carbon impact by at least 50% compared to industry norms on major projects. Our ScopeX™ Decarbonization Policy outlines how we manage carbon to reduce whole life emissions in the built environment, aligned with the net-zero carbon transition and recognizing the importance of balancing climate adaptation and circular economy principles to bring wider co-benefits. The policy formalizes our commitment to embedding decarbonization principles into everything we do, including through maximizing opportunities for whole life carbon reductions at all stages of the delivery process.

By decarbonizing the built environment and supporting our clients to achieve their net zero agendas, we're improving the cities and communities we serve, delivering a better world. Whether it's reducing Scope 1, 2, and 3 emissions, or supporting the development of clients' carbon strategy, ScopeX™ considers materials, site locations, logistics, and construction methods to reduce and eliminate the impact of projects on the natural environment. We minimize energy use and optimize sources of renewable power to reduce carbon emissions and meet clients' carbon goals. The foundation of ScopeX™ is early engagement with clients. By determining what is critical for their project, we then establish guidance for project baselines and target setting, monitoring and reporting decarbonization progress, and increasing awareness of carbon management.

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.

Our comprehensive approach to global carbon management through ScopeX™ helped us achieve certification from BSI to PAS 2080, a global industry standard for decarbonization, this past year. We also signed a multi-year agreement with One Click LCA, utilizing One Click LCA's suite of carbon assessment and other sustainability tools for building and infrastructure projects to scale our ScopeX™ delivery and demonstrate measurable progress to clients.

**50% ↓**

ScopeX™ aims to reduce carbon impact by at least 50% compared to industry norms.

# ScopeX™ in Action

## AlUla Business Hotel Development

**36,671**

$tCO_2e$ carbon avoided

In fiscal 2022, AECOM signed a strategic partnership agreement with the Royal Commission for AlUla to further accelerate the regeneration of AlUla, a city located in northwest Saudi Arabia. AECOM's program management team has been tasked with implementing the $15-billion Phase 1 development in AlUla's core 20-kilometer historical area, incorporating social, economic and sustainability projects in five unique hubs.

In line with AlUla's ambitions, the focus of design and material selection for developments has been directed toward fostering circularity, minimizing waste, and mitigating carbon emissions in early stages of the design process – including with the development of the AlUla Business Hotel Development which opened this past year. To meet AlUla's mission, AECOM conducted high-level analysis on material specifications, embodied carbon, and low carbon alternatives within three main sections of the hotel: structural elements, envelope, and interior finishes (rooms). Following analysis, AECOM proposed three scenarios for optimizing mechanical specifications, sustainable performance, and aesthetics compared to a baseline (standard) specification. The aim of the options comparison was to create an incremental roadmap guiding the project towards achieving the most ambitious reduction scenario, which would allow the building to achieve LEED Gold certification.

Following AECOM's recommendations, the project incorporated a comprehensive variety of sustainable features, including 100% recycled content (rebar) for the building's foundations, 100% recycled content steel sheets, and optimized facades that used recycled aluminum elements and sub-structure to the highest extent possible (97-100%). Ultimately, our efforts have helped reduce nearly 42% of the building's carbon emissions.

## University of Sussex

Up to

**11,904**

tCO2e removed by 2050

AECOM was selected by the University of Sussex to identify a route to net zero in the University's Scope 1, 2 and 3 emissions by 2035 through the development and utilization of a dynamic carbon modeling tool.

AECOM developed a custom Net Zero Pathways tool that enables adjustments to building fabric and energy efficiency on a per-building basis, embedding carbon management into the University's decision-making processes. The tool allows the University to visualize various grid decarbonization trajectories and climate scenarios through 2050, helping to inform strategic decision-making for decades to come. It also presents the total number of projects required and their associated capital expenditure estimates with various upgrades.

By applying the Net Zero Pathways Tool, the University was able to identify and set an achievable net zero target, considering site-wide constraints, the development of a heat network, and a phased approach to fabric improvements across all buildings that would ensure upgrades were completed in advance of the network's completion. AECOM's tool in combination with its multi-disciplinary team is ultimately helping to achieve our goal of up to 99% reduction of onsite carbon emissions by 2050.

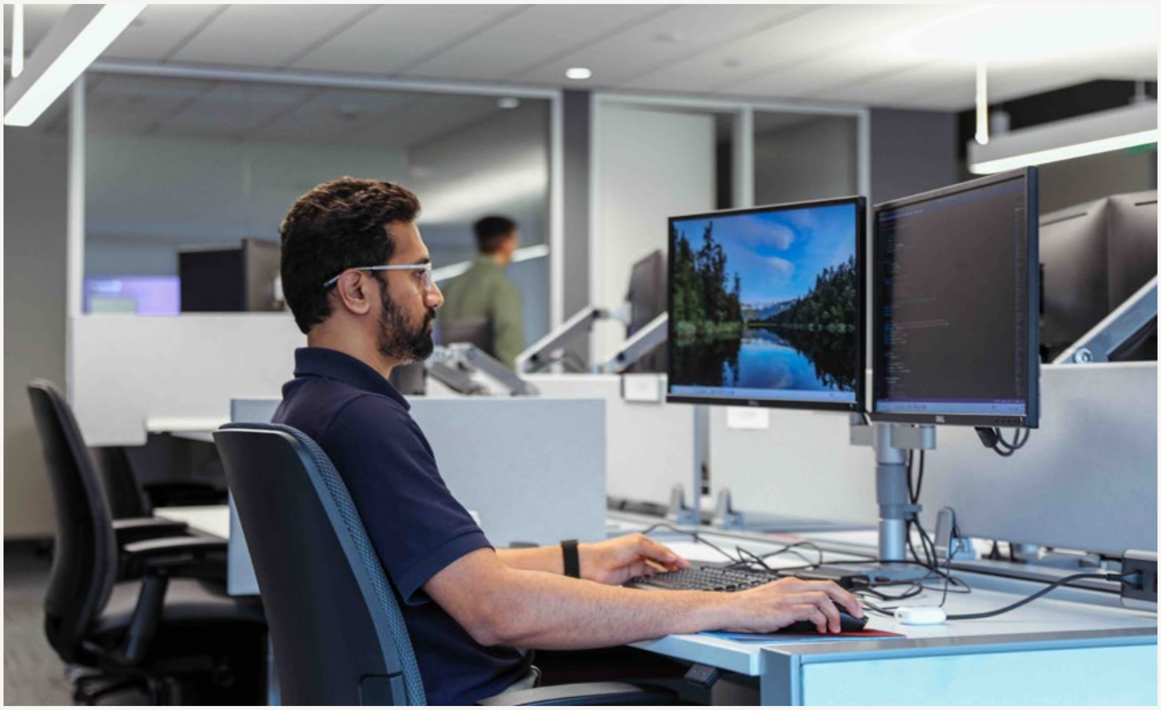
# Case Study

## Leveraging ScopeX™ and AI to advance sustainable infrastructure

This past year, we launched Singapore's first AI-enabled sustainable design ecosystem, combining our ScopeX™ framework with AECOMzero—a parametric design tool that allows engineers and architects to test multiple design scenarios in real time. The initiative enhances early-stage design decision-making, allowing engineers to assess multiple design options through a structured, data-driven process with a focus on sustainability outcomes.

The integration of these tools allows teams to assess a broad range of design scenarios against carbon, cost, and performance metrics in a consistent manner at the earliest stages of the design process. Teams can evaluate a significantly increased number of design options within compressed timeframes, supporting more informed comparisons between alternative solutions. Digital dashboards and structured workflows support consistent assessment of sustainability and performance criteria across design iterations.

This ecosystem is one of a suite of tools and programs developed through AECOM's Underground Infrastructure AI Innovation Centre in Singapore, launched in 2025. The Centre is focused on developing AI-powered solutions to improve data quality, enhance the mapping of underground utilities and safeguard underground space for existing and future developments. Ultimately, its goal is to develop AI tools that support the delivery of complex client objectives, while enhancing transparency and sustainability in project decision-making.




# Achieving Net Zero

# What We Are Committed To

## Science-Based Net Zero by 2040

**Our science-based net zero target is validated by the Science-Based Targets initiative, making AECOM one of the first companies globally to achieve this validation. As part of our Science-Based Net Zero by 2040 commitment we are targeting:**

**60%** reduction in Scope 1 and 2 emissions by 2030, compared with 2018

**50%** reduction in Scope 3 emissions by 2030, compared with 2018

**90%** reduction in total emissions by 2040, compared with 2018

**10%** of emissions from 2040 neutralized through carbon credit removals

## Operational Net Zero Every Year from 2021

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

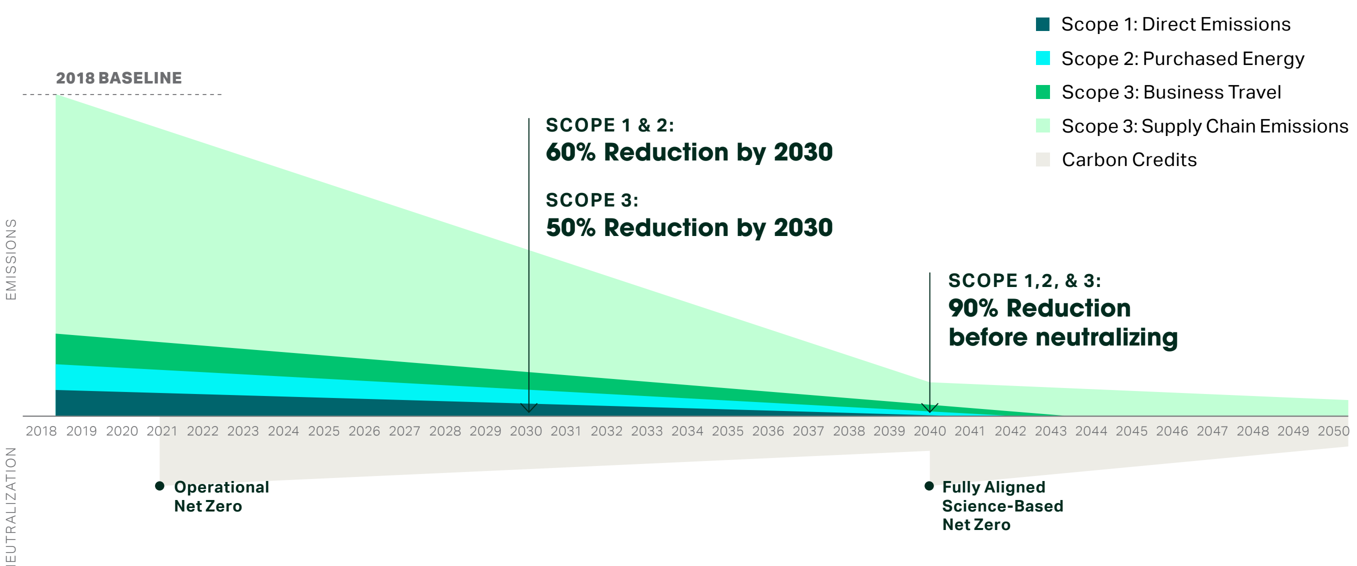
### REDUCE

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

### NEUTRALIZE

Offset the remainder of Scope 1 and 2 emissions annually

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




*Illustrative graph: Not to scale or intended to accurately reflect actual emissions or reductions*

# Emissions Data

## Scope 1, 2, and 3 Emissions for FY18, FY24, and FY25

**Carbon emissions footprint** (emissions in $tCO_2e$)

| CATEGORY | FY18 BASELINE EMISSIONS | FY24 EMISSIONS | FY25 EMISSIONS |
|---|---|---|---|
| **Scope 1** | | | |
| Fleet Vehicles (Mobile Combustion) | 25,010 | 28,996 | 26,247 |
| Refrigeration (Fugitive Emissions) | 0 | 76 | 89 |
| **Scope 1 Total** | **25,010** | **29,073** | **26,336** |
| **Scope 2** | | | |
| Office Energy (Purchased Electricity) (Location-Based) | 37,176 | 17,211 | 14,493 |
| Office Energy (Purchased Heat) | 10,128 | 5,704 | 4,100 |
| Electric Vehicles (Purchased Electricity) | 0 | 11 | 17 |
| **Scope 2 Total (Location-Based)** | **47,304** | **22,926** | **18,610** |
| **Scope 3** | | | |
| Purchased Goods & Services | 2,058,962 | 1,655,081 | 1,479,003 |
| Capital Goods | 41,186 | 36,671 | 29,711 |
| Business Travel | 85,131 | 51,466 | 43,380 |
| **Scope 3 Total** | **2,185,279** | **1,743,218** | **1,552,095** |
| **Total** | | | |
| **Scopes 1, 2, & 3** | **2,257,593** | **1,795,216** | **1,597,041** |
| **Carbon Credits Retired** | 0 | 51,998 | 44,946 |
| **Net Carbon Impact** | 2,257,593 | 1,743,218 | 1,552,095 |
| **Progress Against Science-Based Targets** | | | |
| Scope 1 and 2 | 72,314 | | 44,946 |
| Scope 3 | 2,185,279 | | 1,552,095 |
| **Scopes 1, 2 & 3** | **2,257,593** | | **1,597,041** |

*Our emissions data has been verified in accordance with ISO 14064-3:2019 against the requirements of the WRI GHG Protocol—Corporate Accounting Standard and The Greenhouse Gas Protocol—Corporate Value Chain (Scope 3) Standard. Note that other Scope 3 categories are screened regularly but not reported publicly due to lack of materiality. Carbon credits retired reflect credits retired at the time of reporting in the respective year. Note that figures may not sum to subtotals or totals due to rounding.*

**38%**

Reduction in Scope 1 and 2 emissions (FY25 vs. baseline), including a reduction in emissions intensity on an NSR basis in both Scope 1 and 2 emissions, meaning we are on track with required reductions for our Science-Based Target

**29%**

Reduction in Scope 3 emissions (FY25 vs. base year), meaning we are on track with required reductions for our Science-Based Target

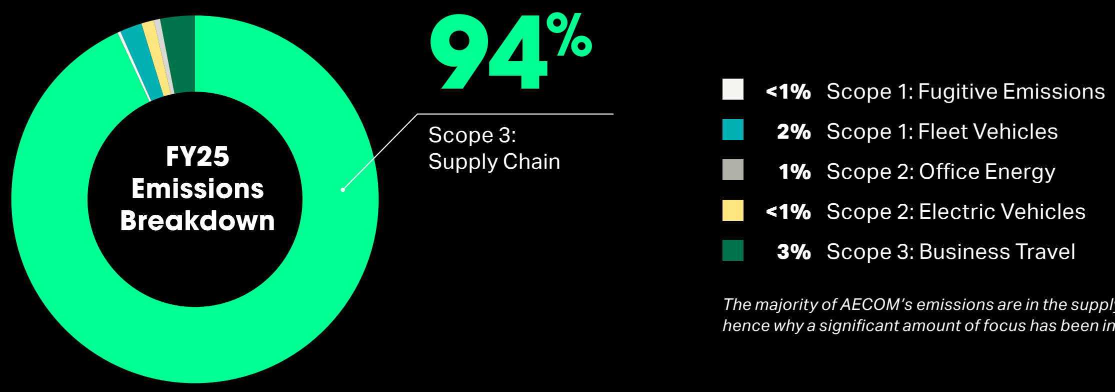
**29%**

Reduction in total emissions (FY25 vs. base year), meaning we are on track with required reductions for our Science-Based Target

# FY25 Emissions Breakdown

## Data Improvement

We track carbon reduction performance against our 2018 base year carbon inventory. Our Inventory Management Plan articulates the basis and context for any recalculations of base year emissions. This includes a significance threshold of 5% for Scope 1, 2, business travel and upstream Scope 3 emissions. Triggers for re-calculating baseline emissions are aligned to the recommendations of the Greenhouse Gas Protocol and apply equally to GHG emission increases and decreases. Changes to baseline year numbers will be disclosed as part of our annual disclosures where appropriate. As we continue to enhance calculation methodologies and improve accuracy of emissions factors and activity data, we will likely meet the 5% significance threshold for rebaselining across multiple categories.




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

# How We're Reducing Emissions

## Supply Chain

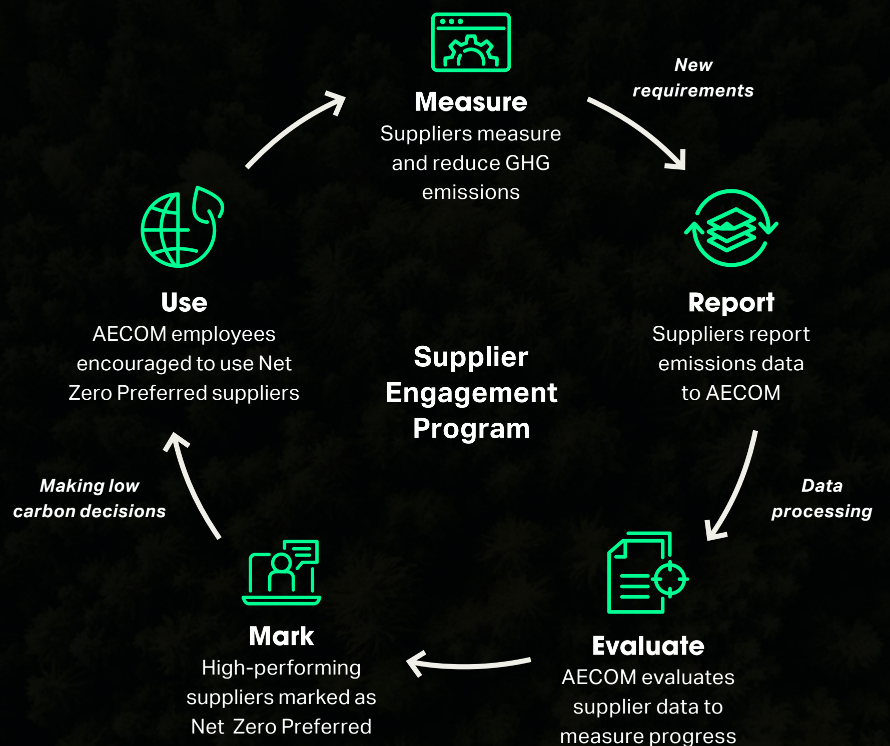
Our Scope 3 emissions from the supply chain make up 94% of our total emissions footprint, and as a result, we have integrated low carbon considerations into our procurement processes. As part of onboarding and requalification, suppliers are required to provide information about their current sustainability data and strategies. We also continue to partner with top emitting suppliers across the business to ensure they are on a science-based carbon reduction trajectory.

We realize that this is a complex area, so we are using our expertise to support our top-emitting suppliers through our Supplier Engagement Program. The goal of this program is to actively work with our suppliers to reduce their carbon emissions. The program covers the top 50% of our supply chain emissions, which is hundreds of suppliers around the world. Our approach includes hosting group briefing sessions to allow a base understanding of the importance of sustainability considerations and net zero, as well as AECOM's own net zero strategy and what we require from them to achieve it. We are also facilitating one-to-one conversations to better understand barriers, offer practical advice, and develop steps to support and accelerate our suppliers' journey to net zero.

As a result of our Supplier Engagement Program, we are improving the accuracy of our Scope 3 data and empowering our suppliers to take on the decarbonization challenge alongside us.

Supplier Engagement Leader
CDP
2025

Again this year, we've made it to CDP's Supplier Engagement Assessment A-List for the 2025 disclosure cycle. We've been recognized by CDP as a leader in supplier engagement since 2022.



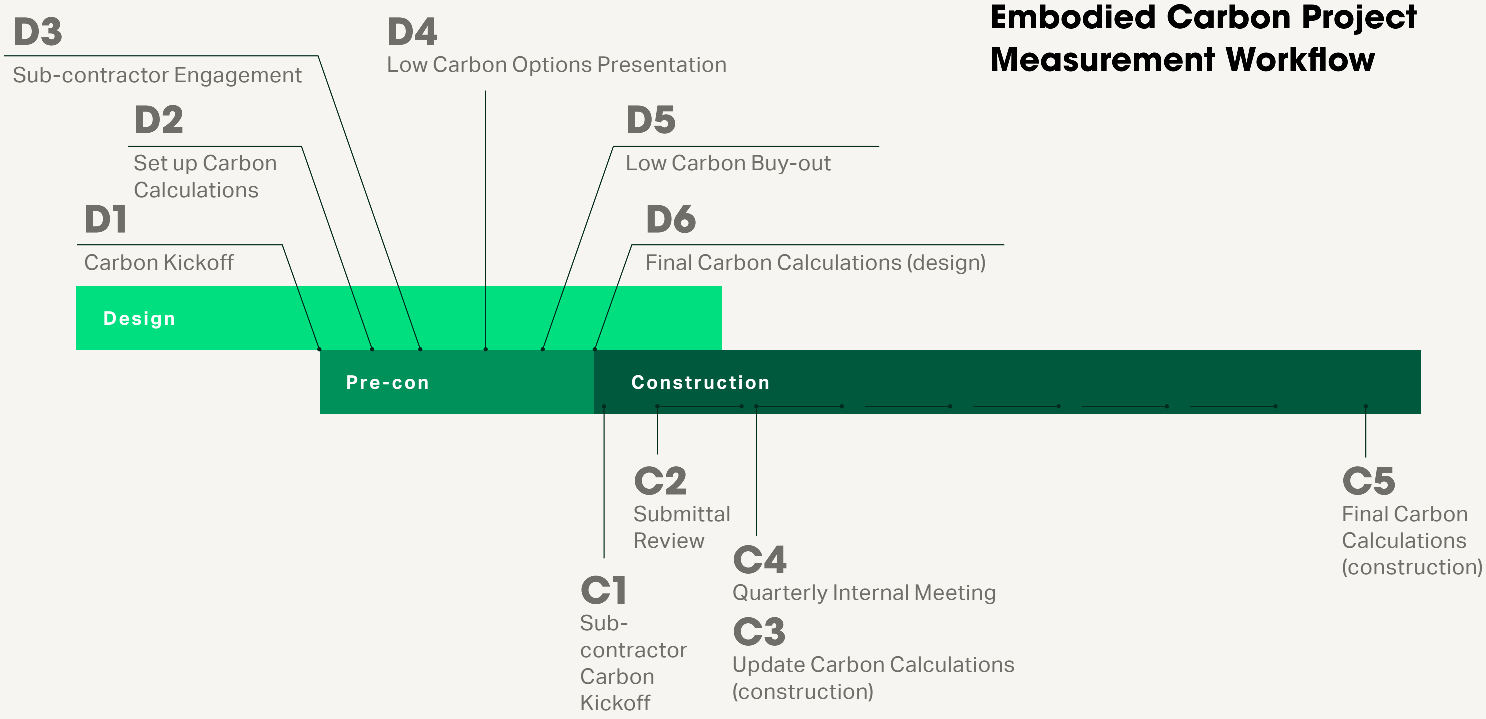
# Construction Management

Within our Americas segment, we provide Construction Management (CM) services for large-scale projects in the United States. Our core markets and building types include sports (stadiums and arenas), commercial office high rise, aviation, convention centers, hospitality, entertainment, and residential towers. As one would expect, construction is a very carbon-intense industry, and decarbonizing long-entrenched supply chains and construction practices is challenging.

We have been developing and maturing our approach to decarbonizing our construction material supply chain as a CM for several years, with a focus on improving primary data collection to inform how we influence our clients and suppliers. As leaders in sustainable construction, we feel it is important to share publicly the specifics of our approach with lessons learned along the way. Check out our approach here.

To reduce embodied carbon on our construction projects, we are implementing an industry-leading workflow targeting our most carbon-intensive trades: concrete, structural steel, carpentry, and facades. We have committed to measure carbon for these trades on all projects over $100 million. To de-risk potential cost or schedule issues, it's crucial to start during preconstruction, especially Step #3 (D3) below—subcontractor and supplier engagement pre-buyout (before final procurement). We are continuing to build upon the success delivered by this workflow by asking the right questions of our trade partners at the right time.

## Embodied Carbon Project Measurement Workflow



# Case Study

## Reducing impact while preserving history

The renovation of New York University's Rubin Hall represents a significant achievement in sustainable building retrofits, demonstrating how historic structures can be transformed to meet the highest standards of operational and embodied carbon reduction while preserving architectural character. Originally constructed in 1925, the 141,000-square-foot, 16-story 680-bed student residence is a landmarked building within the Greenwich Village Historic District. Its comprehensive retrofit positions Rubin Hall as the largest Passive House EnerPHit–certified residential building in the world and a major step forward in advancing NYU's Climate Action Plan.

The project included a full modernization of the building's infrastructure, with new triple-pane windows, plumbing, electrical, fire alarm, and HVAC systems, as well as the installation of an emergency generator. Interior renovations upgraded student suites, staff apartments, bathrooms, and kitchens, improving ADA accessibility and enhancing daily living. New student lounges, laundry facilities, bike storage, mail and package areas, and Residential Life offices support a more functional and community-oriented residential environment for NYU students.

Central to the project's sustainability impact is its transition away from fossil fuels to an all-electric building. High-performance electric HVAC and domestic hot water systems provide improved heating and, for the first time, air conditioning in student rooms, along with a dedicated fresh-air ventilation system. These upgrades are expected to reduce overall energy consumption by over 50 percent, enabling the building to operate as carbon neutral in the future.

Passive House EnerPHit certification is the crowning achievement for Rubin Hall. Passive House's focus on the building envelope airtightness initially seemed at odds with Rubin Hall's historic, and "leaky", façade. Intense collaboration between the design team, AECOM Tishman, and our subcontractors was required to overcome known and newly discovered challenges and achieve the airtightness standards required. The mantra of the project team became "think like air: if I wanted to escape, what path would I take." Strategies included installing high-R-value insulation in tight conditions, rigorous air sealing to minimize energy loss, duct and riser sealing, and new triple-pane windows. A novel risk-management approach was to pressure test rooms periodically to build a catalog of lessons learned that could be applied in real time, improving the likelihood the project would pass the official airtightness test when construction was complete.

Rubin Hall also achieved LEED Platinum through sustainable construction practices, including stormwater management, construction waste recycling, indoor air quality management, and embodied carbon analysis of key materials to identify lower-carbon alternatives. As an exemplar project for one of New York City's largest real estate owners, the Rubin Hall retrofit illustrates a scalable, cost-effective model for decarbonizing historic, pre-war residential buildings, setting the stage for a sustainable campus and city-wide transformation.

## Fleet Vehicles

AECOM increased the number of hybrid and electric vehicles in its fleet globally by 60% from 2024 to 2025 while continuing to focus on overall efficiency. A global review of fleet governance was completed in FY25 and a working group has since been convened to make improvements and embed Net Zero considerations. Our real estate team continues to evaluate the availability of electric vehicle chargers as part of the lease review process to support increased adoption of electric vehicles at our offices.

Increased the number of hybrid and electric vehicles

**60%↑**

**Increase in the number of EVs and hybrid vehicles across our fleet from 2024 to 2025**

## Office Energy

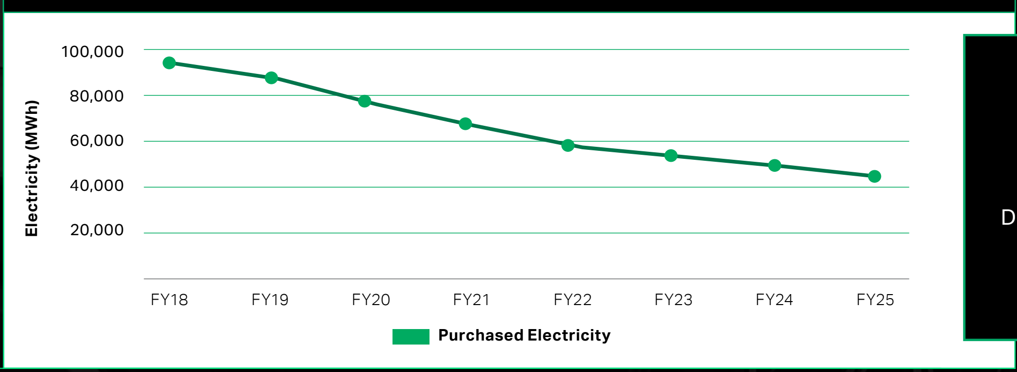
Our office energy usage continues to decrease as we optimize office space following the implementation of our Workplace of the Future and Freedom to Grow initiatives, which increase flexibility and provide opportunities for staff to work from home. In many of our offices, local Green Teams are amplifying sustainability efforts by providing educational sessions and hosting events to identify and solve office sustainability challenges.

Increasingly, new leases signed include embedded Green Lease clauses to foster landlord collaboration in reducing office emissions. We also are leveraging insights from our energy audit surveys, which are deployed to collect portfolio-level energy, waste, water, and building sustainability certification information, to inform our electric vehicle deployment strategy, renewable energy procurement strategy, and improve data gathering for emissions reporting.

AECOM continues to review its office energy portfolio and explore paths to increase renewable energy use, including over time increasing our procurement of renewable energy to meet our Scope 1 and 2 reduction targets.

Energy usage continues to decrease

**Real Estate Electricity Consumption (MWh)**




**54%**

Decrease in electricity consumption from FY18 to FY25

## Business Travel

Our Travel with Purpose guidance, which prioritizes digital tools for collaboration and helps us limit travel to only what is necessary, continues to be the spearhead of AECOM's business travel reductions. We launched an internal campaign to increase employee awareness of emissions from travel and provide resources for reducing impact on an individual level. Supporting this, we've added the ability for employees to make travel decisions inclusive of carbon considerations to empower more sustainable travel.

At a company level, we engaged with our top travel providers by emissions as part of our Supplier Engagement Program to identify opportunities to improve data accuracy and promote low-carbon travel choices. In FY25 we engaged with 70% of our top travel suppliers.

Increased employee awareness of emissions from travel

## Offsetting

As part of our commitment to Operational Net Zero, we retire carbon credits equivalent to our residual Scope 1 and 2 emissions. For fiscal year 2025, we retired carbon credits from two avoidance projects, totaling 44,946 credits from alternative energy projects in China (Project IDs: 476, 1406). Both projects can be found in Verra's registry. AECOM's carbon credit procurement strategy prioritizes credits with the intent of aligning with the Integrity Council for the Voluntary Carbon Market's (ICVCM) Core Carbon Principles (CCPs) to support standards for quality and integrity in the voluntary carbon market.

We are continuing to investigate the use of natural climate solution projects – such as, ecosystem conservation, restoration, or habitat creation – which will also support biodiversity enhancement and improve social outcomes for local communities. This effort is in support of our Operational Net Zero commitment as well as to contribute to our longer-term carbon credit strategy to meet our science-based net zero target by 2040.

$CO_2$

We retired carbon credits from two avoidance projects to maintain our Operational Net Zero status in FY25

# Case Study

## Decarbonizing our own workplaces: Melbourne office fit-out

As part of AECOM's commitment to delivering science-based net zero outcomes across our operations, we have applied our ScopeX™ decarbonization framework to our own workplace projects. The Melbourne, Australia office fit-out demonstrates how we are embedding whole-of-life carbon thinking into real estate decisions and leading by example - applying the same approach we use with our clients to our internal environment.

ScopeX™ was embedded into the Melbourne fit-out through:

- Early integration into fit-out design, enabling informed decisions on material efficiency, product selection and reuse.
- Whole-of-life carbon modeling and benchmarking against a reference ("business-as-usual") scenario.
- Use of life-cycle assessment tools to assess emissions across stages A1–D.
- Scenario modeling to test future decarbonization opportunities, including renewable electricity procurement and lower-emissions technologies.


The Melbourne office fit-out is targeting a 50% reduction in total lifecycle global warming potential (GWP), subject to confirmation through final As-Built modeling. Preliminary modeling indicates the project is on track to achieve this outcome.

The fit-out incorporates a range of emissions reduction initiatives across multiple lifecycle stages, including:

- Upfront (embodied) carbon (A1–A5): Reduced through the extensive reuse of existing furniture and prioritization of products with Environmental Product Declarations (EPDs).
- Operational and fleet-related emissions (B6): Targeted reductions supported by the planned transition to electric vehicles for office operations.
- Whole-of-life carbon performance: Preliminary modeling indicates a reduction exceeding 50%, contingent on the procurement of 100% renewable electricity.

While this case study focuses on Melbourne, it forms part of a broader AECOM ambition of applying ScopeX™ to internal office fit-outs. Learnings from these projects have been actively shared across regions and disciplines, helping build internal capability and inform decarbonization strategies on workplace and commercial fit-out projects globally. Insights gained, particularly around embodied carbon reduction, reuse, lifecycle assessment and procurement, are now supporting teams in pursuing and delivering lower-carbon outcomes for clients across different markets.

By applying ScopeX™ to our own Australian workplaces, AECOM is:

- Demonstrating credibility and leadership in decarbonizing the built environment
- Turning internal projects into real-world proof points
- Strengthening global knowledge-sharing and delivery capability
- Reinforcing that the tools and approaches we advocate externally are equally applicable to our own operations

# Climate Risk

## Oversight

Oversight of the management of climate change risks is the responsibility of AECOM's Board of Directors. The responsibility for assessing and managing climate-related risks and opportunities related to our own operations, including our greenhouse gas reduction target, also lies with the Sustainable Legacies Global Council. For more information on Board oversight and the Sustainable Legacies Global Council, see the Governance section on page 60, which applies to climate change risks and opportunities. Internal environmental issues are managed by the Corporate Net Zero team, which is comprised of technical and operational people focused on tackling our various emissions scopes. Performance is also embedded into the business through quarterly net zero reviews with senior leadership, as well as requiring all geographic regions of the business to develop their own plans in support of AECOM's Net Zero Roadmap with guidance from the Corporate Net Zero team. Our progress against regional plans ultimately gets reported back to the Corporate Net Zero team, the Sustainable Legacies Global Council, and the Board.

## Climate Change Risk Management

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

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

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

Following the completion of our earlier global climate risk assessment, each of the AECOM regions will undergo their own region-specific climate risk assessments when there are triggers to do so, including regional climate risk disclosure regulations. This will enable us to systematically review the climate-related risks and opportunities we have identified as part of the ERM process and therefore increase the granularity of our awareness of regional and local risks and opportunities. This will also enable us to review our business's resilience taking into consideration different climate-related scenarios. For more information about AECOM's approach to risk management, see the Governance section on page 62, which applies to climate change risk management.

# Climate Risk and Opportunities

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

**Scenario SSP5-8.5**

“Business as Usual”

Temperature Projection:
**2.4-5.7°C**

- **Policy focused on free markets**
- **Effective international cooperation**
- **Reduced inequality**
- **High economic growth**
- **High consumption**
- **Low population growth**

**Scenario SSP1-2.6**

“Paris Agreement Alignment”

Temperature Projection:
**1.0-2.4°C**

- **Policy focused on sustainable development**
- **Effective international cooperation**
- **Reduced inequality within and across countries**
- **Low consumption**
- **Low population growth**

## Risk Assessment Timescales

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

**1**

NEAR TERM

→ **2030**

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

**2**

MEDIUM TERM

→ **2050**

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

**3**

LONG TERM

→ **2090**

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

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

## Physical Risks

To assess AECOM's exposure to physical risk, we used the SSP5-8.5 pathway as it is the pathway with the highest emissions concentration that would most likely lead to increased intensity and severity of extreme weather events. It is also the pathway along which we are tracking globally, thus presenting a "business as usual" (BAU) scenario marked by inadequate policy response and increased potential for physical asset damage.

As a global company, AECOM is exposed to all hazards somewhere, but the table to the right outlines where those hazards are of highest relative exposure.

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

### Our response to physical risks

AECOM's existing operational processes are already set up to respond to climate-related risks through several business functions. For example, we continually evaluate our real estate portfolio as part of normal processes to ensure our office locations are best suited to serve our client work. Through our Security and Resilience department, we have established processes to respond to disruptive events to the business and our employees, which includes extreme weather events. Furthermore, our ERM program evaluates climate risk as a strategic risk to the company and will continue to evaluate the physical risks from climate change to respond as necessary. The results from the climate risk assessment will continue to be socialized throughout the company to identify further opportunities for integration of climate consideration through existing business functions.

## Physical Risks

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

## Transition Risk

To assess transition risks and opportunities, we used the SSP1-2.6 pathway as it is the pathway that requires the most accelerated and aggressive mitigation response to curb emissions, proposing increased uptake of technologies and strategies to manage energy use and intensity. It is the scenario most closely aligned to the Paris Agreement target, thus is appropriate to identify risks and opportunities in the transition to a low carbon economy. In general, our exposure to these transition risks exists in the near-term but is projected to increase in the medium- and long-term. Our reputational risk of not meeting our net zero targets is the exception to this rule in that this risk is specifically tied to our target dates—2030 for our interim targets and 2040 for our net zero target.

### Transition Risks and Opportunities

<table>
<tr><th>DRIVER</th><th>RISK DESCRIPTION</th><th>OPPORTUNITY DESCRIPTION</th></tr>
<tr><td rowspan="4">Policy & Legal</td><td>Failure to comply with emission limits, energy efficiency requirements, waste management regulations, and other measures aimed at reducing greenhouse gas emissions and mitigating climate impacts could lead to legal and financial consequences.</td><td rowspan="4">AECOM has an opportunity to increase revenues by serving clients in complying with emerging regulations related to climate, energy, and the built environment.</td></tr>
<tr><td>Mandates on and regulation of existing products and services, e.g., projects incorporating a higher level of resilience have a cost uplift. Decrease in number of new infrastructure/projects as clients work within existing funding budgets.</td></tr>
<tr><td>Changes to industry standards and regulation for buildings and construction. Increased costs on project work associated with changes in these regulations.</td></tr>
<tr><td>Increased operating costs due to carbon pricing of energy, making utility and fuel costs increase.</td></tr>
<tr><td>Technology</td><td>Transitioning to lower emissions technology e.g., procurement of renewable energy for operations, transition of fleet to EVs and the purchase of offsets. Increased costs in the near term.</td><td>AECOM has an opportunity to assist clients in adopting lower emissions technologies, increasing market share of these markets.</td></tr>
<tr><td rowspan="3">Market</td><td>Market demand changes as energy transition progresses, driven by changing policies and regulations.</td><td rowspan="3">AECOM has an opportunity to continue developing services and designing infrastructure that supports a net zero transition, in order to meet market demand. Opportunity to build our reputation as designers of climate resilient infrastructure, a market which is projected to grow.</td></tr>
<tr><td>Risk that we are working with wrong clients, or clients that are too heavily focused on fossil fuels or other stranded sectors.</td></tr>
<tr><td>Risk that we design projects that are not resilient to future climate change scenarios. Reputational damage associated with our projects being damaged leads to community disruption, increased costs, and legal challenges.</td></tr>
<tr><td rowspan="2">Reputation</td><td>Reputational impact of not achieving our net zero commitments.</td><td rowspan="2">We can build on our reputation as champions of sustainability and climate change by meeting our targets. Opportunity to meet growing market demand for sustainability and climate-related services.</td></tr>
<tr><td>Not having technical expertise/technical capabilities to deliver against demand. Growing demand for sustainability services requires investment in our technical capabilities to respond.</td></tr>
</table>


## Our response to transition risks and opportunities

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

Our Corporate Net Zero team is implementing numerous initiatives (see how we are reducing emissions, page 23) in order to manage and reduce AECOM's own carbon footprint to reach our SBTi-validated Net Zero commitment. This includes reducing fossil fuel-based energy consumption in our offices and vehicles in order to avoid increases in operating costs due to carbon pricing of fuels.

## Resilience

Through the implementation of our Sustainable Legacies strategy, our current business aims to be resilient in the current condition of climate change. As future impacts will increase and change over time, both for physical and transition risks, we will continue to assess our strategies in order to be resilient into the future. This includes improving the resilience of our offices and any owned assets to reduce the risk of business disruptions for our customers. It also means continuing to adjust our service offerings and our ability to meet market demand for expected increases in climate-related services. Finally, this means ensuring that our projects are designed to withstand environmental changes due to climate change.

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

# Nature and Biodiversity

**Recognizing the essential role of nature in fostering resilient societies, economies, and infrastructure, AECOM is committed to advancing nature-positive development. As a global leader in infrastructure and environmental services, we take pride in our proactive approach, which includes being an early adopter of the Taskforce on Nature-related Financial Disclosures (TNFD).**

Our ambition is to further integrate considerations of nature into decision-making processes across our governance structures, risk management systems, and project delivery, enabling us to actively contribute to reversing nature loss. This year, we have made progress towards this ambition across our regions and in major projects.

## Strategy and Governance

Our Sustainable Legacies strategy defines how AECOM aims to deliver lasting positive outcomes for people and the planet. Nature-related considerations are embedded within this framework. Oversight of this initiative is provided by our Global Sustainable Legacies Council, which steers our priorities at an enterprise level. The council ensures alignment across all global regions, facilitating a unified approach to sustainability and enabling AECOM to create resilient, sustainable infrastructure that benefit communities and the natural world alike.

A suite of policies underpins this strategy, including our Global Biodiversity Statement, which supports the objectives of the Global Biodiversity Framework to reverse nature loss by 2030. We are committed to supporting our clients in applying the biodiversity mitigation hierarchy (Avoid, Reduce, Restore & Regenerate) and in delivering infrastructure that enhances ecosystems and biodiversity outcomes.

## Intersections with Nature

Following the TNFD's LEAP (Locate, Evaluate, Assess, Prepare) framework and using the ENCORE tool, AECOM leveraged the local knowledge of our in-house teams across the globe to conduct a high-level assessment of where and how our operations, supply chains, and client services intersect with nature:

- Direct operations (e.g., energy use in offices) were found to have low materiality in terms of nature impact.
- Upstream suppliers were categorized by ISIC divisions using the ENCORE tool. While the majority of our procurement (e.g., IT, consultancy) has a low ecological footprint, some categories, such as construction-related purchases, have higher potential impacts and will be prioritized for mitigation.
- Downstream client sectors, particularly those in infrastructure, water, and energy, represent the most material nature-related risks and opportunities. Our influence here, through planning and advisory services, is critical to shaping nature-positive outcomes at scale.

This evaluation will evolve over time, incorporating more detailed value chain analysis and sector-specific insights in future disclosures.

A suite of policies underpins our Sustainable Legacies strategy, including our Global Biodiversity Statement, which supports the objectives of the Global Biodiversity Framework to reverse nature loss by

**2030**

# Risk and Opportunities

**In early 2025, we hosted an internal workshop with sustainability leaders across AECOM to identify and assess nature-related risks and opportunities.**

## Risks

**Risks were classified into:**

- Systemic risks, including unpredictability related to nature loss, causing uncertainty in our planning processes.
- Physical risks, such as nature degradation affecting project feasibility and our office operations/ infrastructure.
- Transition risks, involving evolving regulatory requirements and market expectations.

## Opportunities

**Opportunities were identified across two dimensions:**

- Business performance, e.g., expansion of nature-based solutions (NbS) and advisory services.
- Sustainability performance, e.g., achieving large-scale beneficial outcomes to nature through AECOM's biodiversity uplift tools and restoration-led design.

### Risk and Impact Management

AECOM's enterprise risk management framework is a company-wide process to identify external and internal threats to physical assets, data and intellectual property. It integrates environmental and social considerations, enabling us to anticipate external risks and deploy mitigation strategies. Nature is now being incorporated into this process, building on our existing Sustainability Risk Framework used at the project level, which includes guidance for our work in Protected Habitats / High Sensitivity Environments.

We are advancing the use of project-level tools and screening mechanisms, including nature risk identification tools, to flag nature-related issues early in the project design phase. These efforts are supported by regional Risk Advisors and updated annually to remain aligned with global best practices.

### Innovation and Research

Innovation and research are central to AECOM's nature strategy. Through strategic collaborations with organizations such as the Great Barrier Reef Foundation (GBRF), the Resilient Reefs Initiative, FIDIC, and the Sustainable Markets Initiative (SMI), we are actively shaping the future of infrastructure by embedding biodiversity, ecosystem resilience, and natural capital thinking into our methodologies and tools. These partnerships have also supported the co-creation of global frameworks, risk assessment tools, and nature-based design approaches that align with the goals of the TNFD. Together, they reflect our commitment to innovation in our industry that accelerates the transition to sustainable, climate-resilient, and nature-positive development.

# Case Study

## Delivering nature-based solutions in ANZ

In our Australia and New Zealand region (ANZ) we are building on our global ambition to integrate nature considerations into decision-making processes across our business and into project delivery, recognizing our advice to clients is our greatest opportunity for positive impact. We have also focused on thought leadership that we share widely to benefit our clients, industries and communities in which we work and actively contribute to the reversal of nature loss and restoration of nature through our advice and pro-bono activity.

Across ANZ we have hosted a series of presentations to all business groups and at regional Town Halls where we covered the fundamentals of nature-based solutions, the context for our clients, our services offered to the market and relevant case studies. In parallel we ran a Nature Positive Series of events for our clients across the country.

In 2025 we expanded our ANZ-wide Nature Based Solutions Community of Practice (CoP) to incorporate a wider group of practitioners and disciplines from across the business involved in the delivery of nature-based solutions. The intent of the CoP is to share knowledge and experience, grow capability to support our clients, integrate our service offering and deliver more ambitious nature positive outcomes into our clients' strategies and projects.

We have seen growth in the delivery of TNFD advisory services for key clients in the region, providing strategic advice supported by our technical ecological and data analysis teams. This has included the development of digital inventories for national infrastructure asset portfolios to locate their interface with nature; developing digital communication tools to help summarize and convey large amounts of complex data; strategic advice on the approach to reporting under the TNFD and considerations for the integration with climate disclosure reporting.

Thought leadership and industry capacity building are components of our strategy, we partnered with the Infrastructure Sustainability Council (ISC) to co-develop a Nature and Financial Disclosures Impact Pathway, delivered through a series of Nature and Finance Masterclasses. The Masterclass provides practical insights to drive nature positive outcomes across the infrastructure life-cycle, the application of nature-related disclosure frameworks such as the TNFD and to understand emerging expectations around transparency and accountability.

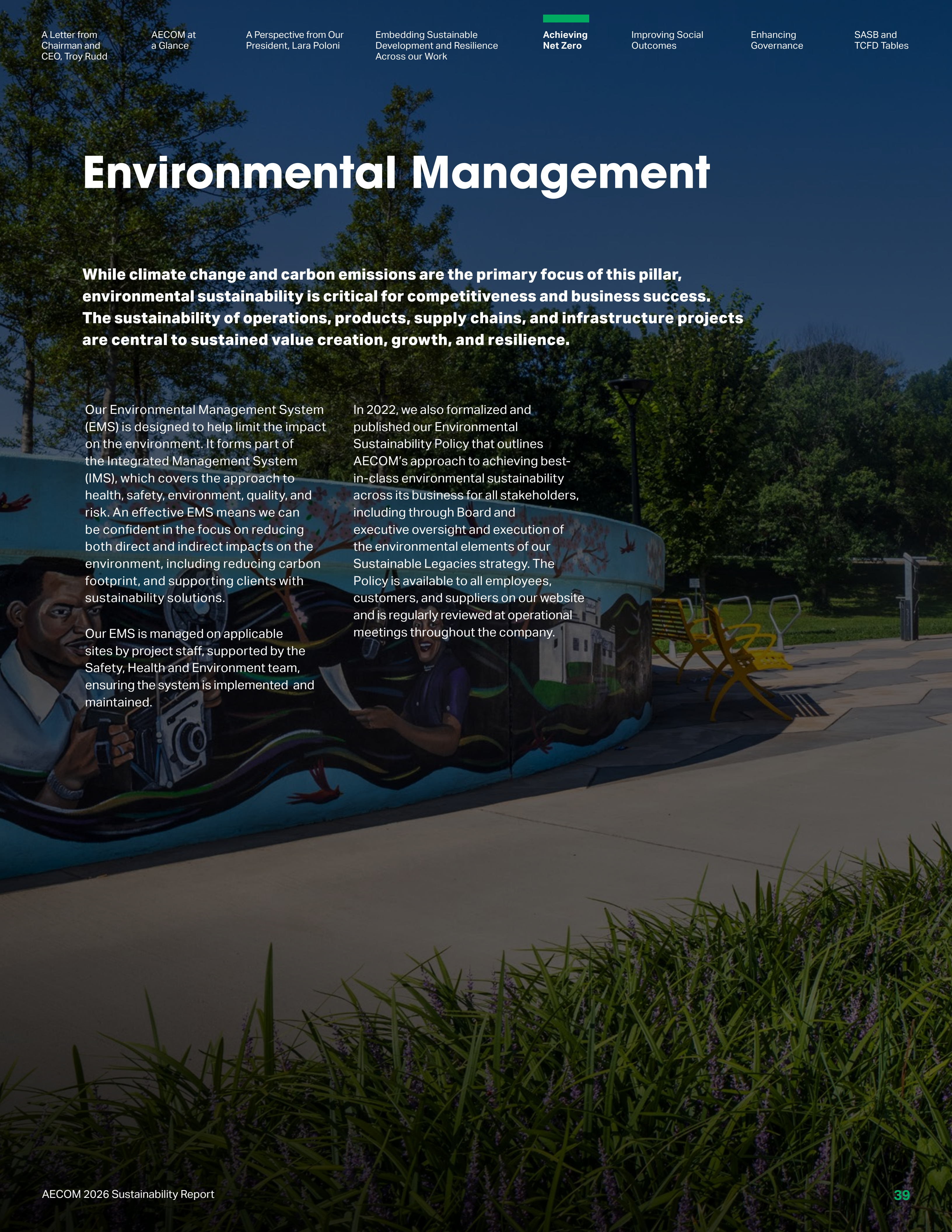
We collaborated with the Committee for Sydney and the Sydney Environment Institute on a report entitled 'Nature's Resilience Dividend – The Role of NbS in Disaster Risk Reduction'. Focused on urban flooding in Australia which is intensifying under the combined pressures of climate change, densification, and aging infrastructure, this research report reframes flood management as an opportunity to invest in nature-based solutions that deliver a measurable "dividend", reducing hazard risk while enhancing ecological, social, and economic value.

### Building on our Progress

Our TNFD disclosure lays the groundwork for integrating nature into AECOM's operations, strategy, and governance. Since our first disclosure last year, we have made progress in doing this, as is illustrated in our ANZ region. We intend to work towards our previously stated ambition, and thus we will continue to:

- Deepen our understanding of our nature- related impacts and dependencies, particularly with our clients
- Engage with our suppliers and clients to identify opportunities to mitigate our upstream and downstream impacts.
- Identify opportunities and further develop and scale nature-positive services, including NbS, biodiversity uplift, and ecosystem valuation.

Through our Sustainable Legacies Strategy and evolving TNFD approach, AECOM is committed to delivering value for nature, people, and business.



# Environmental Management

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

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

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

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. The Policy is available to all employees, customers, and suppliers on our website and is regularly reviewed at operational meetings throughout the company.

## Waste

### Office Waste

Where possible, AECOM reduces and diverts waste and requires aggressive recycling in all of our operations. We also aim to reduce waste at the source by purchasing sustainable supplies with minimal packaging, recycle waste (glass, aluminum, plastic, toner cartridges, batteries), compost organics, and use green printing. Green Teams in many of our offices work with facilities on waste diversion by communicating proper waste practices in the office and ensuring that each office is equipped with proper waste sorting receptacles.

### Construction Waste

Last year we implemented a Construction Waste Management Policy to standardize our approach to managing waste materials on Construction Management projects. While we already achieve high waste diversion rates on projects that seek sustainability certifications such as LEED, we have expanded our best practices to all new projects of significant size going forward. Our construction projects are proving capable of achieving the 75% recycle rate during the demolition phase, however we have found that achieving exemplary rates of recycling is market dependent.

## Water

### Office Water Consumption

As a professional services firm, we do not have significant sources of water consumption other than what is used in our office kitchens and bathrooms. Many of our offices are located in modern buildings which have water conserving appliances installed. Aside from the use of water-efficient appliances, Green Teams in many of our offices work to communicate water conservation practices in the office. We do consider water usage as part of our project work, which tends to be the more material component.

# Case Studies

## Rocky Hill, Connecticut office Green Team accomplishments

- Prioritization of reusable items in the kitchen
- Initiation of coffee pod recycling program, a cross-region initiative
- Earth Day office grounds cleanup
- Volunteer day with the Connecticut River Conservancy to remove invasive water chestnut from local waterways

## Chelmsford, Massachusetts office Green Team accomplishments

- Successfully piloted and now run an ongoing, office-wide composting initiative
- Introduced non-dairy milk alternatives to office kitchens
- Coordinated procurement of reliably compostable coffee cups and stirrers
- Celebrated Earth Day by participating in a local park cleanup event

# How we externally engage on environmental issues

AECOM provides its environmental strategy, risks and opportunities, and granular data to a number of stakeholders through various platforms and environmental questionnaires. This information is critical to advancing industry-wide decarbonization and environmental management efforts and illustrates our leadership in this space.

As a large influential organization, we have a responsibility to engage external organizations to progress carbon reduction efforts across our industry. For example, we are co-founding members of the Pledge to Net Zero, which has been established to commit organizations from the environmental sector to take a leadership role in the transition to a net-zero carbon economy.

## We engage with or report to the following additional organizations:

# Improving Social Outcomes

# Social Value

**At AECOM, we believe that creating positive social and economic outcomes in local communities is central to generating social value. By working closely with our clients, partners, and suppliers, we connect the opportunities from our projects to the specific needs of the communities where we operate—leaving a lasting legacy through our work. Put simply, Social Value is critical to delivering on our Sustainable Legacies strategy.**

### We will achieve this by:

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

Reflecting our commitment to Social Value, our Social Value policy outlines our approach to providing solutions that lead the industry resulting in meaningful and sustainable social value outcomes across our business for all stakeholders.

### Social Value Through Client Delivery

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

### Welcoming Workplace

Develop the industry's best talent from across the communities we serve and foster a supportive environment within AECOM and beyond where everyone can reach their full potential

### Social Value-based Procurement

Promote social value-based sustainable procurement methods by providing opportunities for and supporting small, veteran and/or disabled owned businesses

### Corporate Responsibility

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

# Welcoming Workplace

In recognition of the importance of our people to our success, our Welcoming Workplace philosophy reflects our commitment to being the best place to work in our industry. A welcoming workplace is where everyone feels valued and heard, collaboration happens freely, and employees are recognized and rewarded based on performance.

Guided by this philosophy, we strive to create an environment where everyone can reach their full potential and build meaningful, rewarding careers, as we invest in the growth of our employees through award-winning development programs, mentorship opportunities, and supportive communities. By fostering fairness, respect, collaboration, and a sense of camaraderie, we empower innovation, drive better outcomes for clients and make a positive impact.

**To empower those in our industry to thrive, we're focused on four key areas to build a welcoming workplace within AECOM and beyond:**

### Building top talent

We recruit and develop the industry's best talent from across the communities we serve, partnering with nonprofit organizations and universities to build a robust talent pipeline that strengthens our teams today and prepares us for the future.

### Expanding understanding

We encourage respect, fairness, and continuous learning through employee programs and family-friendly benefit policies. Our Employee Resource Groups build community and provide our people with a forum for deeper engagement.

### Improving social outcomes

Through our Sustainable Legacies strategy, we prioritize creating social value through the solutions we deliver, working with clients, partners, and suppliers to maximize positive impact for individuals, communities, and society.

### Enriching communities

We support communities through pro bono work, volunteerism, philanthropy and strategic partnerships. We rally to help those in need through our local aid and relief activities, and our global employee giving match campaigns.

# Social Value in Action: Case Studies

## Supporting the Great Barrier Reef's resilience

We are supporting the long-term resilience of the Great Barrier Reef through an extended partnership with the Great Barrier Reef Foundation, providing in-kind technical and advisory services to advance reef protection and restoration efforts. Building on a collaboration that began in 2018 and was formalized in 2022, this commitment was renewed in fiscal 2026 for four years, and continues to deliver science-led solutions to address the complex environmental challenges facing one of the world's most significant natural ecosystems.

Through this partnership, we are delivering advisory support focused on improving water quality and strengthening ecosystem resilience. This includes the development of decision-support tools and catchment-scale analysis to better understand sediment runoff from unsealed roads—one of the key contributors to declining water quality. These insights help inform more targeted planning, prioritization and investment decisions for stakeholders across the reef catchment.

We are also contributing advisory expertise to broader resilience and restoration initiatives, supporting integrated approaches that consider both environmental and community outcomes. This work reflects a collaborative model that brings together technical insight, data-driven analysis and stakeholder engagement to support more effective, long-term reef management.

By combining advisory capabilities with technical delivery, we are helping to advance practical, scalable solutions that improve water quality and support ecosystem resilience, reinforcing the value of integrated approaches in protecting globally significant natural assets.

# Case Study

## Transforming the places people learn, live and work

Around the globe, we are championing social value and sustainability through the comprehensive solutions we deliver to clients. In Canberra, Australia, we are helping to transform the places people learn, live and work through a broad range of design and engineering services at the Canberra Institute of Technology (CIT) Woden Campus – a state-of-the-art learning facility built to prepare up to 6,500 students each year for the careers of tomorrow.

The campus helps provide the skills and training required to support future leaders through smart classrooms, simulated learning spaces, commercial kitchens, and hands-on training areas. Across career paths like cyber security, IT, business, and hospitality, we are creating spaces where students are equipped with the experience they need for long term success. Unique to this project, we're also supporting the integration of the Woden Youth Foyer into the campus, providing a dedicated space for young people aged 16-24 who are committed to education and training but are at risk of homelessness. For the larger community, the Campus will also activate the local area with public and green spaces for the community to use.

Altogether, our services – which included mechanical engineering, ICT and security, electrical engineering, environmentally sustainable design, and fire protection services – have supported the delivery of a smart, sustainable campus for Australia's future leaders. In fact, our expertise in sustainability services helped CIT Woden achieve a 6-star Green Star Rating, representing global sustainability leadership.

# Case Study

## Improving energy efficiency in communities across Scotland

Households and businesses across Scotland are set to benefit from a clearer, more reliable framework to improve energy efficiency in homes, workplaces and leisure facilities, including the transition to low-carbon heating. The Scottish Government appointed AECOM to design a national approach that provides tailored, building-specific guidance on improvements that can safely and effectively meet future energy standards—supporting access to trusted information and enabling communities to make informed decisions about their buildings.

The new framework, known as the Heat & Energy Efficiency Technical Suitability Assessment (HEETSA), was designed to go beyond traditional Energy Performance Certificates (EPCs). While EPCs are widely used, they often provide standardized recommendations that do not fully reflect the technical complexities of Scotland's diverse building stock. HEETSA addresses this gap by offering more practical, tailored and technically appropriate improvement measures for individual buildings, helping ensure that advice reflects real-world conditions and supports better outcomes for building owners and occupants.

Through this engagement, we reviewed existing retrofit assessment practices across Scotland for both residential and communal buildings to identify strengths, inconsistencies and areas for improvement. These insights informed the development of HEETSA, helping to ensure future recommendations are consistent, reliable and capable of building consumer confidence in the retrofit market. The framework also defines the qualifications, training and standards required for assessors, alongside clearer approaches for communicating results to support decision-making and improve accessibility of information.

This work contributes to the Scottish Government's broader Heat in Buildings program, which supports households and businesses with retrofit guidance, funding opportunities and future regulation. With buildings accounting for around one-fifth of Scotland's emissions, clearer guidance will help people understand the most suitable steps they can take as the country moves towards its legally binding 2045 net-zero target, supporting more inclusive participation in the transition and delivering long-term social, environmental and economic value for communities across the country.

# Cultivating Community and Connection

Our Employee Resource Groups (ERGs) play a vital role in fostering community and understanding within AECOM. These groups facilitate rich exchanges of ideas, professional networking and development, talent attraction, and philanthropic impact. They are open to everyone — both those who belong to a community and allies who play an important role in creating a welcoming environment for all.

Our ERG initiatives this past year are indicative of what makes AECOM a great place to work for everyone, as highlighted by:

- **The Beyond Abilities, Women's Leadership Alliance,** and **JUNTOS** ERGs partnered to celebrate both Neurodiversity Celebration Week and Women's History Month through a series of informative and engaging sessions, highlighting speakers from across and outside of our company.
- Our **Connect** ERG – supporting early career professionals – hosted sessions on how to pursue a Professional Engineer designation in Canada, and offered workshops on how to improve technical writing.

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

### BeBOLD: Americas
Black Community

### JUNTOS: Americas
Hispanic/Latinx Community

### Beyond Abilities: Americas, Europe, and India
Community for Disabled, Neurodiverse, and Caregivers

### MOSAIC: Americas
Asian Pacific Islander Community

### Connect: Americas, Asia, Australia, and New Zealand
Early Career Professionals

### Pride: Americas, Europe, Australia, and New Zealand
LGBTQ+ Community

### Ethnic Diversity Network: Europe and India

### Veterans Alliance: Americas

### Gender Alliance: Europe and India

### Women's Leadership Alliance: Americas

## Employee Retention

As a Professional Services business, we are focused on ensuring we attract and retain the best talent in the industry. We believe that our comprehensive employee retention program plays a vital role in attracting and retaining our key employees. As a result, we continually review our compensation and rewards practices, conduct annual performance reviews, and provide substantive professional development opportunities, among other initiatives. We believe employee job satisfaction and engagement are key ingredients of retention. Reflecting on our successes, employee satisfaction remained above our benchmark level, with a record 81% of employees recommending AECOM as a great place to work in our most recent employee survey – the third year in a row we have achieved record results. In addition, turnover continued to decline on average in fiscal 2025 and into fiscal 2026.

## Internal mobility and workforce planning

AECOM's Internal Mobility program outlines the organization's commitment to foster and encourage our employees' growth and development within the organization. In addition, our corporate strategy is to focus on our human capital by providing internal mobility for employees across the company. Our employees who are working in a regular full-time, part-time, part-time variable, or temporary status are eligible to participate in the program. We publish all opportunities to our internal employees through an Internal Careers site for a period before being made available to external candidates. We encourage all employees to own their career and express interest in internal opportunities, while also ensuring our managers and talent acquisition teams have a focus on internal mobility during the recruitment process. While AECOM empowers our employees to own their own career path, we also recognize that at times our employees will face a shortage of work or reduction in force due to the completion of projects. To endeavor to ensure continued employment for our employees, we redeploy our employees where possible in order to maximize our valuable talent. We work closely with employees when assignments are complete to place them in new opportunities within the organization that will fit their experience, skills, and backgrounds.

A new record

**81%**

of employees recommending AECOM as a great place to work in our most recent employee survey.

## Employee Development

Employee development is crucial to AECOM's technical excellence and competitive edge. We continue to make progress through a sharpened focus on providing a robust mix of learning and development opportunities to help our people build the careers they aspire to while advancing the industry.

We are proud to be home to some of the industry's leading innovators, trusted experts delivering solutions that shape a more sustainable and resilient future. To further amplify our technical leadership and enable greater collaboration across our global network, we launched TechEx Connect, a new platform that brings together the depth and breadth of our technical knowledge into a single, accessible portal. From professional licenses to on-demand training, TechEx Connect supports continuous professional development while strengthening connection across our technical community worldwide.

Complementing this platform, our professional development programs, collectively known as *Leadership at All Levels*, are grounded in our belief that all our employees have the potential to become innovative thinkers and impactful leaders, no matter where they are in their career. The programs are built around four crucial qualities that we want our leaders to embody: Talent Development, Accountability, Industry Engagement, and Client Relationship Building. By holding each of our leaders to these standards and reinforcing them through our programs, we cultivate a culture of trust, accountability, growth, excellence, and innovation.

Our six official development programs span every level of our organization, from our early career programming which supports employees with launching their careers and building core knowledge foundations, all the way to our "CEO Circle" program which prepares senior leaders to lead growth and transformation initiatives for our business. In parallel, through AECOM Career Paths, our employees can explore four different career path programs, leveraging tailored development frameworks to hone their skills in a specific, business-critical area of AECOM and chart a clearer path to leadership. To promote continuous learning and talent development, employees can also pursue self-directed learning opportunities through AECOM University, supplement their knowledge development with expert-led and on-demand training through our Global TechEx Academies, and join a group within our Technical Practice Network to connect and share ideas with other leaders within AECOM. Ultimately, our goal is to provide every employee with the opportunities they need to succeed, while building a workplace centered around flexibility, trust and performance so they can be at their best.

Our professional development programs are built around four crucial qualities that we want our leaders to embody:

**Talent Development**

**Accountability**

**Industry Engagement**

**Client Relationship Building**

# Case Study

## AECOM Summit

For the first time, we brought our global teams together for AECOM Summit, a three-day virtual event delivered through TechEx, our technical excellence platform. AECOM Summit connected our expertise, shared the best of AECOM across the business, and strengthened our ability to bring the full breadth of our technical capabilities to our clients.

**The Summit featured 24 interactive sessions organized across three dedicated tracks:**

**1 People**

Focused on building the technical capabilities and skills of tomorrow

**2 Clients**

Centered on strengthening client relationships and delivering greater value

**3 Industry**

Exploring cutting-edge tools, innovations, and trends shaping the future of our sector

Led by a wide range of technical leaders and senior executives, AECOM Summit showcased the depth and breadth of our expertise through iconic projects, best practices, and practical insights. Participants engaged in hands-on learning experiences aligned with each day's theme, gaining knowledge and approaches they can apply in their roles today while building capabilities for the future.

Session highlights included:

- Backstage Pass: Inside AECOM's 2028 Los Angeles Olympic and Paralympic Games Delivery Strategy – Our leaders from the program shared how integrated delivery connects design, cost, schedule, and risk—and what it takes to make complex programs work in practice.
- Decarbonizing Aviation: Global Standards, Local Solutions – A behind-the-scenes look into our leading aviation decarbonization projects, which included an in-depth discussion on how our global goals have translated into practical, locally-driven and sustainable solutions.
- Turning Expertise into Influence – An exploration of practical techniques for influencing decisions during complex project delivery, including clear framing, overcoming barriers, and demonstrating our leadership.
- Evolving How We Deliver – This session offered an open, practical conversation on what AI means for engineering today—what's happening now, why it matters, and how technical expertise remains central to delivering excellence.

Beyond learning and development, AECOM Summit created opportunities for our people to connect across geographies, disciplines and businesses, strengthening the relationships and shared culture that set AECOM apart. By encouraging greater collaboration and the exchange of ideas across our organization, AECOM Summit is helping our people work together in new ways and deliver greater value for our clients.

### People with Disabilities

The inclusion of people with disabilities helps drive a welcoming environment 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 engage with young people and new talent pools 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. As a result, AECOM partners with nonprofit organizations across the globe to:

- Grow the number of students who earn a STEAM degree;
- Continue to support STEAM initiatives, including job shadowing and school panel events

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

## Case Study

### Investing in the next generation of AI leaders in engineering

Earlier this year, we announced a new strategic partnership with Southern Methodist University (SMU), establishing a framework to advance artificial intelligence driven research, workforce readiness, and long-term talent development in infrastructure engineering. The partnership builds on AECOM's deep domain expertise and global experience delivering complex infrastructure solutions, alongside SMU's academic leadership and research excellence.

At the center of the partnership is a doctoral fellowship program within SMU's Lyle School of Engineering, designed to develop advanced engineering and AI expertise in areas critical to the future of infrastructure delivery. The fellowship program will support PhD and Doctor of Engineering candidates whose research focuses on applying AI to complex infrastructure challenges. Through sustained collaboration, AECOM and SMU aim to strengthen the connection between academic research, real-world application, and high-value careers, reinforcing the role of universities and industry as engines of workforce development and economic growth.

## 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, the DoD SkillBridge Program, and the Career Transition Partnership, which ensure veterans have the support they need during and after their service. We maintain an active Veterans Alliance ERG that offers employees within our Americas region extensive support and opportunities to collaborate with other veterans. Through the ERG, we provide fellowship opportunities to current U.S. Service Members transitioning out of active-duty service. AECOM is also a Military Friendly Employer and Military Friendly Spouse Employer, during and after their service.

# Health, Safety and Well-being

**Safeguarding our people is a core part of our values. A safe and healthy environment for every employee is non-negotiable, and we strive for zero employee injuries and illnesses, while operating and delivering our work responsibly and sustainably.**

Our comprehensive global SH&E program, Safety for Life, provides policies, procedures, and processes to manage risk while creating a Culture of Caring that supports participation in the necessary safety activities on and off the job. Holistic injury and illness prevention processes help enable us to identify and manage hazards, and ultimately reduce harm in our workplaces proactively and aggressively. We apply the U.S. Occupational Safety and Health Administration (OSHA) recordable injury and illness definition to our global operations, allowing for a standard record-keeping approach across all regions. Our metrics include injury and illness incidents associated with our employees and do not include contractor data.

Through our efforts, we have successfully met our annually established leading and lagging key indicator targets, also known as our Core Value Metrics, for both the AECOM Enterprise and all associated business groups. Our incident rates continue to be superior to the industry average. Within fiscal 2025, our Total Recordable Incident Rate (TRIR) reflected an improvement of 27% since our baseline year of fiscal 2020, while our Lost Workday Case Rate (LWCR) improved by 33% over the same period. Both of these metrics reflect a world-class level of safety performance and the commitment, participation, and accountability of our people throughout the year.

Our industry-leading Safety for Life program continues to be formally recognized across our global operations. Of particular note, AECOM was awarded the Royal Society for the Prevention of Accidents (RoSPA) Order of Distinction for having achieved 16 consecutive annual Gold Awards. The RoSPA Health and Safety Awards is the largest occupational health and safety awards program in the UK.

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 more effective safety programs, improved communications and training on safety issues, and modified behaviors.

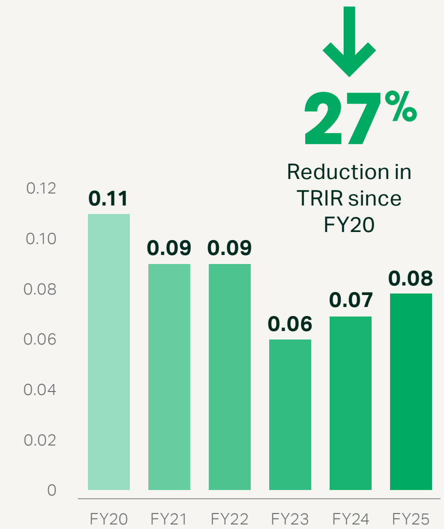
We are also committed to fostering the physical and mental well-being of our workforce. We provide a comprehensive and competitive benefits package that supports the health and financial wellness of our people. Some common features offered to our employees in 2025 included the following:

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

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

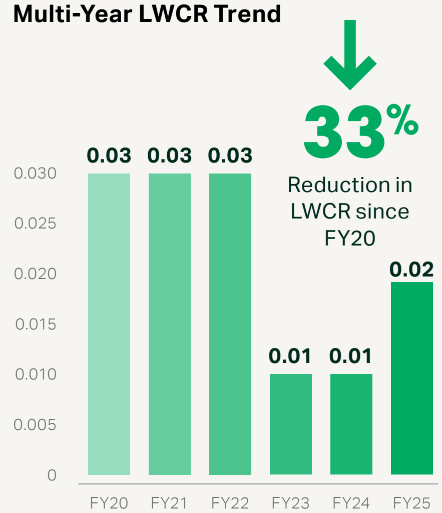
**Our incident rates continue to be superior to the industry average.**

### Multi-Year TRIR Trend




*Compared to BLS U.S. equivalent industry benchmark (2023) of 0.6*

### Multi-Year LWCR Trend




*Compared to BLS U.S. equivalent industry benchmark (2023) of 0.2*

# 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, 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.

## Volunteerism

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. We partner with nonprofit organizations, including our longstanding partnerships with Engineers Without Borders—USA 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.

## Accolades

### Fortune's World's Most Admired Companies

Named one of the World's Most Admired Companies by *Fortune Magazine* for twelve years in a row

### Ethisphere World's Most Ethical Companies

Named by Ethisphere as one of the World's Most Ethical Companies for the sixth year in a row and tenth time overall

### Association for Talent Development

Recognized with the BEST Award for talent development programming

### Military Friendly Employer

Ranked as a Military Friendly Employer for twenty years in a row

### Human Rights Campaign Foundation

Recognized with the Equality 100 Award by the Human Rights Campaign Foundation's Corporate Equality Index

### TIME America's Best Companies

Recognized by TIME as one of America's Best Companies

# Enhancing Governance

# Culture of Governance

**100% completion**
of our required compliance training program for the seventh consecutive year.

A commitment to good governance has been a pillar of our Sustainable Legacies strategy since its implementation in 2021. Through our robust governance programs, we have built a business that effectively manages risk, honors the trust our clients place in us, and empowers our people to solve complex challenges and do their best work.

We've continually updated our governance framework to adhere to the latest SASB, TCFD, and TNFD standards, as well as evolving science-based best practices. We hold ourselves to high standards, incorporating sustainability-related key performance indicators (KPIs) into our CEO and officer compensation, and ensure that sustainability performance is embedded in our financial metrics.

Our Sustainable Legacies Global Council and its constituent working groups instill sustainability principles across each wing of AECOM, from project management to marketing and communications. As a global organization, we naturally see governance as a global effort. Every element of our organization is focused on governance principles so that our strategic decision-making and project delivery can adhere to rigorous standards in every market and region we serve.

Our commitment to rigorous governance spans our organization, as reflected in the seventh-consecutive year in which we have achieved 100% completion of our required compliance training program.

# Oversight

AECOM's Board of Directors is responsible for oversight of the management of the company and its business for the long-term benefit of our stakeholders. Consisting of eight directors, 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. Annual self-assessments at the Board and Committee levels are conducted, and members may choose to participate anonymously. Results are shared with Board members annually. Questionnaires monitoring potential related-party transactions and other conflicts of interest are also administered on a regular basis.

Our Board of Directors includes three standing committees: the Audit Committee, the Compensation and Organization Committee, and the Nominating and Governance Committee. The oversight responsibilities of the full Board of Directors incorporate our sustainability initiatives, including reviewing and evaluating Sustainable Legacies plans and practices, overseeing the development and use of future metrics, and reviewing the annual Sustainability Report. As the highest governing body that oversees sustainability issues within our company, the Board receives regular updates and information on sustainability matters.

AECOM's Chairman and CEO, Troy Rudd, leads the Executive Leadership Team, which is comprised of senior executives representing all business segments and retains overall responsibility for Safety, Health and Environment (SHE) and Enterprise Sustainability, including environmental issues, policies, and strategy. The Board and its Committees continue to oversee this effort, including the establishment of our company's Global Sustainable Legacies 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. The membership of the Sustainable Legacies Global Council is regularly reviewed and refreshed so that the right leaders remain engaged on these matters.

The Sustainable Legacies Global Council is also actively involved in reviewing and mitigating sustainability-related risks, including on climate and nature, associated with our project portfolio. The responsibility for assessing and managing sustainability-related risks and opportunities related to our own operations also lies with the Sustainable Legacies Global Council. As co-leads of the Sustainable Legacies Global Council, both the President and the Chief Legal Officer are responsible for providing status updates on Sustainable Legacies program initiatives, objectives, and targets to our Board on a quarterly basis at minimum. Regional leaders sit on this council, and there is a cascade to each region from the Global Council.

# Governance Structure

**Board**

**Board of Directors**

**Leadership**

**Chief Executive Officer**

**Executive Sponsors**

**President**

**Chief Legal Officer**

**Enterprise**

**Global Sustainable Legacies Council**

Co-chaired by the President and Chief Legal Officer, the Global Council includes leaders comprising roles within:

- Operations
- Human Resources
- Supply Chain
- Regulatory Compliance
- Finance
- Marketing Communications
- Investor Relations
- Facilities and Legal

**Business/Regions/Operations**

**Regional Sustainable Legacies Leaders**

Hundreds of representatives within each of our Regions and Global Business Lines that are trained on our Sustainable Legacies strategy and key risks that can ensure sustainability considerations are incorporated into our business on a daily basis.

## Reporting Practices

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

AECOM publishes sustainability data and key sustainability initiatives in the Annual Report and goes into deeper detail in this annual Sustainability Report. Our Sustainability Report is aligned with the Taskforce on Climate-Related Financial Disclosures (TCFD), the Taskforce on Nature-related Financial Disclosures (TNFD) and the Sustainability Accounting Standards Board (SASB).

# Ethics and Integrity

At AECOM, ethics and integrity come first in everything we do. This commitment goes beyond principle—we implement comprehensive policies to help protect our people and our business from potential wrongdoing, while also strengthening our brand and reputation around the world.

Our Code of Conduct outlines the legal guidelines we must follow and general ethical principles to help each of us make the right decisions when conducting business worldwide. Leaders at the company promote ethical behavior through a global ethics committee as well as through regional ethics committees. Our employees take part in the annual Code of Conduct training, which received 100% completion in fiscal 2026. We also provide supplemental training on ethics and compliance issues throughout the year and incorporate ethics and compliance principles in our training for new employees and new managers. Furthermore, we have a comprehensive cross-functional ethics and compliance program focused on preventing issues from occurring, detecting them if they happen, effectively and expediently resolving issues, and capturing and communicating lessons learned to prevent them from repeating. As a result, we have been recognized ten times by Ethisphere as a World's Most Ethical Company.

2026 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE™

We have been recognized **10 times** by Ethisphere as a World's Most Ethical Company.

# Sustainability Risk Framework

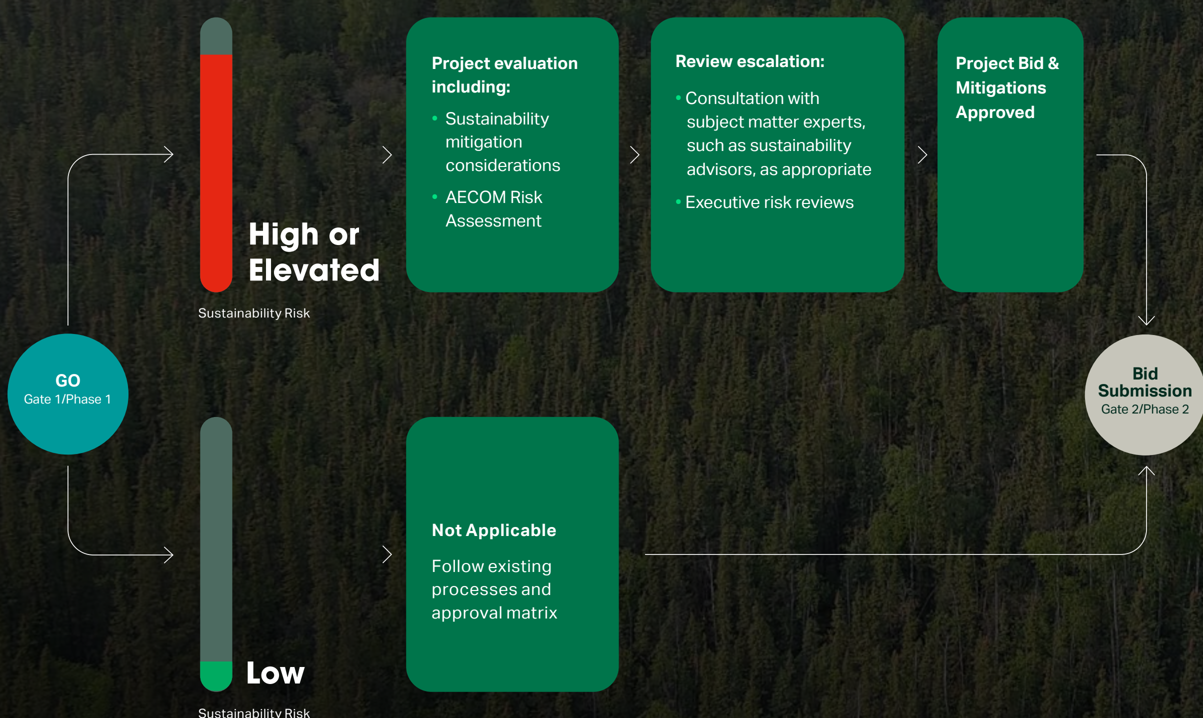
To help ensure effective enterprise management and long-term commercial success, AECOM maintains a robust risk management program focused on identifying, mitigating, and managing risks appropriately. Our executive leadership is responsible for our company's day-to-day risk management activities. AECOM's comprehensive risk management framework is designed to enable our leadership team to oversee 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. It also helps us ensure that management is monitoring and controlling project performance, business continuity, compliance risk, reputational risk, technology risks involving information security, and other risks.

As part of our commitment to our Sustainable Legacies strategy, we include sustainability risks such as climate change and nature & biodiversity in our 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. All of the global activity and initiatives are cascaded, implemented, and directed through regional sustainability teams that have delegated responsibility for managing climate-related risks. These regional sustainability teams work with local leadership as appropriate and report to regional executives.

The most significant sustainability issues that affect us are related to our client work. Managing risks associated with our clients and how we deliver for our clients puts us in a stronger position to execute on our mission to deliver a better world. That is why we use a sustainability risk framework that requires all our employees to assess and manage this risk right from the project selection stage.

Every opportunity is looked at through the sustainability risk framework, which identifies riskier project types from a sustainability perspective. If any of these are relevant, then appropriate mitigations need to be documented and explored as part of our risk review process. This allows a decision to be made on whether to pursue a project or how to include appropriate mitigations throughout the project as necessary. This process is supported by sustainability risk training and a network of Sustainability Risk Advisors throughout our regions. The framework is also evaluated on an annual basis to ensure it remains aligned with global industry and scientific best practices.



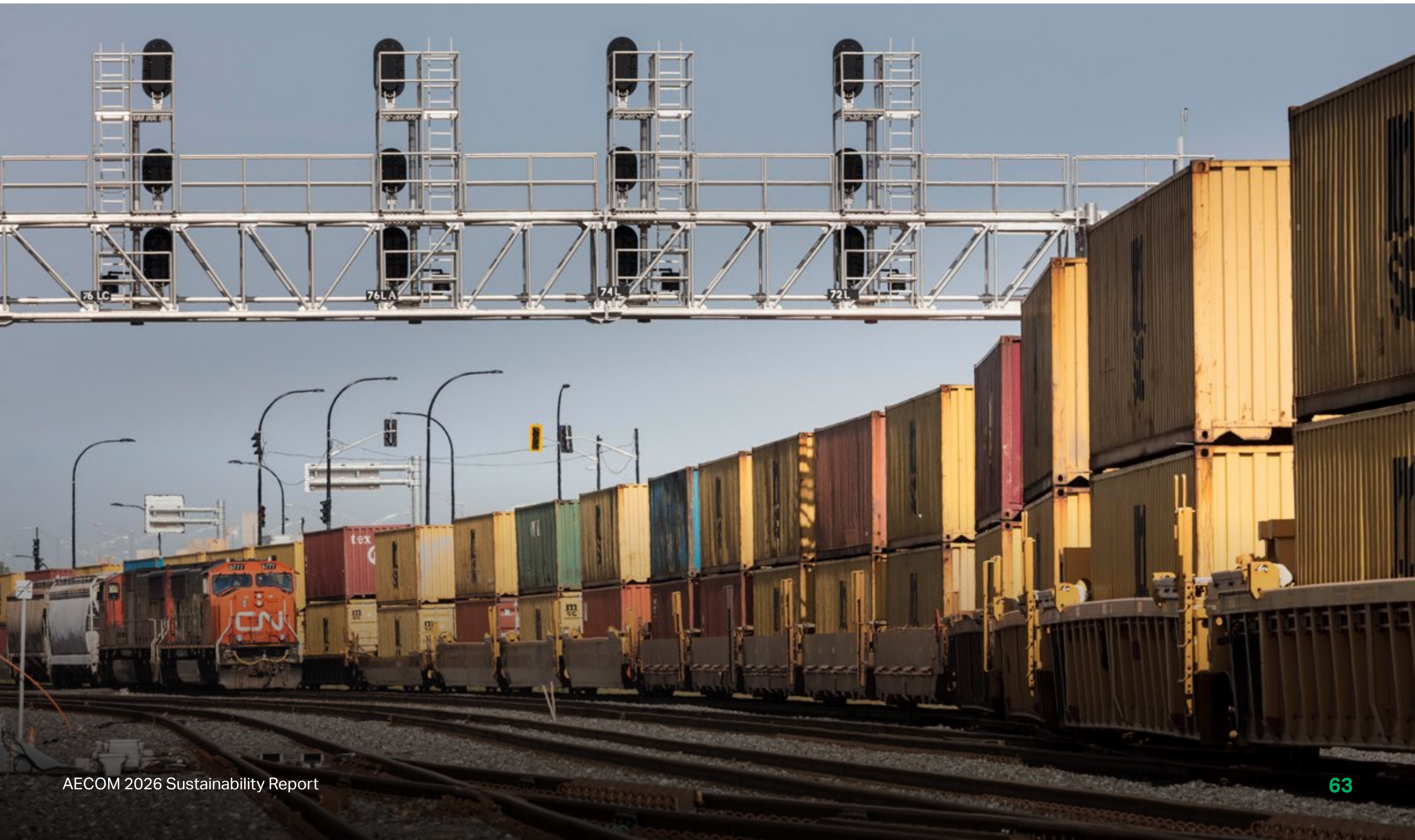
# Responsible Supply Chain Management

## Responsible Procurement

AECOM is committed to working with suppliers willing to support our sustainability and human rights initiatives. This commitment is outlined in our Supplier Code of Conduct, our Procurement Policy, and our Environmental Sustainability Policy. 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. AECOM evaluates suppliers through the prequalification and annual qualification process, in which sustainability and human rights are key components in our prequalification, selection, and management processes.

While we exercise strong supply chain management practices, we do not have full control over our supply chain nor the suppliers we do business with; however, when working with customers with environmental product considerations, our engineers utilize strategies to minimize operating costs of assets through the use of new technologies that eliminate inefficiencies, saving energy and non-renewable resources, improving product quality, and reducing environmental impacts and costs. In addition, we continually seek to partner with suppliers that share common values and a shared commitment to our sustainability objectives.

To promote supply chain transparency, we expect our suppliers to fully comply with AECOM's Conflict Mineral Policy and provide all necessary conflict minerals content declaration.



# Leveraging Artificial Intelligence to expand our impact

Artificial intelligence is rapidly transforming how infrastructure is delivered. This transformation comes at a crucial time in our industry. Projects are becoming larger and more complex to deliver, while our clients continue to face constraints related to cost, talent, climate, and regulatory expectations. We've invested to revolutionize delivery, building a highly repeatable approach to developing and deploying AI at scale, ultimately providing clients with greater certainty and better outcomes. As we continue reaching our internal milestones, we have an opportunity to reduce up to 20% of materials used in projects and deliver up to six times more efficiently – building on our mission to deliver a better world.

We built a global team with advanced expertise in AI, machine learning, mathematics, data science, and computer science. These capabilities augment technical expertise and support better decision-making earlier in projects. Today, AI is already being leveraged across hundreds of engineering projects, demonstrating its role as a core capability rather than a future ambition. At the center of this capability is AECOM's AI for Engineering platform. The platform provides an enterprise-wide environment that integrates data, models, automation, and engineering workflows. Designed to scale across projects and geographies, it enables consistent application of AI-enabled solutions while supporting new, more efficient ways of working. The platform enhances engineering delivery by accelerating processes, improving precision, and enabling teams to evaluate more options with greater speed and confidence.

Our strong governance framework helps ensure that our AI capabilities are deployed securely and effectively across the business. We adopted an AI governance policy in 2025 that defines a taxonomy of permissible, high-risk, and prohibited uses of AI, with a tailored review process for each tier. We also amended existing risk review policies to ensure AI issues and terms are escalated for approval appropriately.

AECOM is using AI today across a range of applications, including generative and analytical approaches that support design development, scenario analysis, risk identification, scheduling, and automation of repetitive tasks. By enabling teams to analyze alternatives more quickly and focus effort on higher-value activities, AI contributes to improved productivity and greater certainty in cost, schedule, and delivery outcomes.

We have an opportunity to reduce up to

**20%**

of project materials and deliver projects up to six times more efficiently

# Tax

We take seriously our tax obligations in the countries in which we operate. AECOM's tax strategy is to comply with all tax laws, 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 and responsible way. We are committed to clearly reporting on tax matters and, accordingly, publish a statement of group tax strategy annually to our Investor Relations page on aecom.com. This statement includes a review of our approaches to tax planning, relationships with governments, transparency, tax risk management, and governance. In addition, our approach to operating ethically and with appropriate business conduct is outlined in our Code of Conduct and Code of Ethics, both of which are also posted on our Investor Relations page. Details of our income taxes and associated expenses (and benefits) are disclosed in our Annual Reports filed on Form 10-K with the U.S. Securities and Exchange Commission.

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

# SASB and TCFD Tables

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

# Approach to Sustainable Growth

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

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.

1 NO POVERTY

**No Poverty**
End poverty in all its forms everywhere.

3 GOOD HEALTH AND WELL-BEING

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

4 QUALITY EDUCATION

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

6 CLEAN WATER AND SANITATION

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

7 AFFORDABLE AND CLEAN ENERGY

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

8 DECENT WORK AND ECONOMIC GROWTH

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

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

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

10 REDUCED INEQUALITIES

**Reduced Inequalities**
Reducing all forms of inequality within and among countries.

11 SUSTAINABLE CITIES AND COMMUNITIES

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

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

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

13 CLIMATE ACTION

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

14 LIFE BELOW WATER

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

15 LIFE ON LAND

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

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

**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.

## Sustainability Report Disclosure Tables

# FY25 SASB Table

| Topic and SDG Alignment | SASB Metric | Code | Reference | Narrative Response |
|---|---|---|---|---|
| **Environmental Impacts of Project Development**<br> | Number of incidents of non-compliance with environmental permits, standards, and regulations | IF-EN-160a.1 | Page 22<br>10-K Report | We have had no material incidents of non-compliance with environmental permits, standards or regulations. 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.<br>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 | Page 37<br>Sustainability Report | Our company relies on a comprehensive risk management framework to identify external and internal threats to physical assets, data and intellectual property. It integrates environmental and social considerations, enabling us to anticipate external risks and deploy mitigation strategies. Nature is now being incorporated into this process, building on our existing sustainability risk framework used at the project level.<br>We are advancing the use of project-level tools and screening mechanisms, including nature risk identification tools, to flag nature-related issues early in the design phase. These efforts are supported by regional Risk Advisors and updated annually to remain aligned with global best practices. |
| **Structural Integrity and Safety**<br> | 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 29<br>10-K Report | We are involved in various investigations, claims, and lawsuits in the normal conduct of our business. We are not always aware if we or our affiliates are under investigation or the status of such matters. Any material incurred or expected costs in this regard would be disclosed in our periodic reports filed with the SEC. |

# Sustainability Report Disclosure Tables

| Topic and SDG Alignment | SASB Metric | Code | Reference | Narrative Response |
|---|---|---|---|---|
| **Workforce Health and Safety**<br> | (1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees | IF-EN-320a.1 | Page 33 Annual Report | Core to our corporate values is safeguarding our people and fostering a culture of caring that promotes the well-being of our employees, contractors, and business partners. We safeguard our people, projects, and reputation by striving for zero employee injuries and illnesses, while operating and delivering our work responsibly and sustainably. We maintain our industry's best-in-class lost workday case and recordable incident rates, and our safety performance is consistently recognized by key clients across the regions where we work as well as by recognized safety organizations.<br>As detailed in Page 33 of our Annual Report, our TRIR in fiscal 2025 was 0.08 and our Fatality Rate is not reported. |
| **Lifecycle Impacts of Building and Infrastructure**<br> | Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification | IF-EN-410a.1 | Pages 13-14 Sustainability Report | 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 most recent Green Building Design and Green Contractors rankings, where AECOM was ranked #1 and #2, respectively. Across this portfolio of projects, we estimate that we executed approximately $8.01 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. |
| | Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design | IF-EN-410a.2 | n/a | AECOM offers many services that assist our clients in reducing their GHG emissions, such as energy savings performance contracts (ESPCs), renewable energy system design and construction, and green building design and construction. As an approximate indicator on percentage of net service revenue, we advise on water, green design, next-generation transportation, and renewable energy projects that in aggregate represent approximately 60% of our NSR. |

## Sustainability Report Disclosure Tables

| Topic and SDG Alignment | SASB Metric | Code | Reference | Narrative Response |
|---|---|---|---|---|
| **Climate Impacts of Business Mix**<br> | Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects<br><br>Amount of backlog cancellations associated with hydrocarbon-related projects<br><br>Amount of backlog for non-energy projects associated with climate change mitigation | IF-EN-410b.1-3 | Page 11 10-K Report | Backlog represents revenue we expect to realize for work completed by our consolidated subsidiaries and our proportionate share of work to be performed by unconsolidated joint ventures. Backlog is expressed in terms of gross revenue and therefore may include significant estimated amounts of third-party or pass-through costs to subcontractors and other parties.<br><br>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 2025 was $24.8 billion.<br><br>Within this backlog, our contracted backlog, which represents the portion of our backlog for a contract where work has been executed, was $13.5 billion. We estimate that approximately $301 million was related to hydrocarbon projects and $168 million was related to renewable energy projects. We experienced backlog cancellations associated with hydrocarbon related projects totaling approximately $13 million. More broadly, we estimate that approximately $4.8 billion of our contracted backlog related to non-energy projects associated with climate change mitigation. This work includes climate change adaptation and resiliency, energy efficiency, transit modernization, environmental management and restoration, green building design, disaster resilience and recovery, and other services. |

## Sustainability Report Disclosure Tables

| Topic and SDG Alignment | SASB Metric | Code | Reference | Narrative Response |
|---|---|---|---|---|
| **Business Ethics**  | (1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index | IF-EN-510a.1 | n/a | In fiscal 2025, AECOM had six active projects and backlog of less than $1 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 34 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 34 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. |

| Topic and SDG Alignment | SASB Metric | Code | Reference | Value |
|---|---|---|---|---|
| **Activity Metrics** | Number of active projects | IF-EN-000.A | n/a | 47,459 |
| | Number of commissioned projects | IF-EN-000.B | n/a | 33,204 |
| | Total backlog | IF-EN-000.C | Page 11 10-K Report | $24.8 billion (contracted and awarded) |

## Sustainability Report Disclosure Tables

| Topic and SDG Alignment | SASB Metric | Code | Reference | Narrative Response |
|---|---|---|---|---|
| **Data Security** | Description of approach to identifying and addressing data security risks | SV-PS-230a.1 | Page 18<br>10-K Report | We maintain a cybersecurity program designed to assess, identify and manage risks from cybersecurity threats that may result in adverse effects on the confidentiality, integrity and availability of our information systems. Dedicated security and information governance professionals administer the program with oversight by our senior management team.<br><br>We utilize a combination of technology controls, service providers, and processes to actively monitor and protect our network and systems. All employees are required to participate in a number of information security training and awareness programs on an annual basis, which include training on how to identify and report cyber risks and events.<br><br>We engage industry cybersecurity experts to evaluate and review our cybersecurity programs. These external reviews include regular audits, threat assessments, vulnerability scans, simulated attacks and other advice regarding information security practices. We regularly conduct incident response exercises with key stakeholders.<br><br>To manage risks associated with third-party service providers whose services may impact AECOM's cybersecurity posture, we typically perform a cybersecurity assessment on new vendors before they are onboarded as a supplier. We conduct periodic, targeted reviews of select vendors to evaluate continued compliance with our policies and standards. We strive to ensure that our contracts with such vendors require them to maintain security controls in line with industry practices, applicable laws and our policies. We rely on vendors to notify us in a timely manner of significant cybersecurity incidents, by virtue of the documents governing their relationship with us or applicable law. |

## Sustainability Report Disclosure Tables

| Topic and SDG Alignment | SASB Metric | Code | Reference | Narrative Response |
|---|---|---|---|---|
| **Data Security** | 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.<br>This includes but is not limited to:<br>• A robust incident response plan and procedure that involves proper notification, assessment, and reporting requirements<br>• Real-time email sandboxing/filtering and protection to prevent phishing attempts and malicious files<br>• Advance endpoint security solutions to prevent download/installation of malicious software<br>• Proactive vulnerability management to mitigate security weaknesses and prevent exploitation attempts<br>• Next-gen intrusion prevention system (IPS) to prevent network cyberattack and malicious activity<br>• Two-factor authentication to prevent use of stolen credentials to access company applications, etc.<br>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 | We are not aware of any cybersecurity incidents that have materially affected us through the date of this report. We are committed to protecting employees, partners, and clients from damaging acts that are intentional or unintentional.<br>In the event of a cybersecurity incident, we have a plan which sets forth a framework to report such incidents to our cybersecurity incident response team. This framework is designed with the goal of enabling the response team to take actions to monitor, mitigate and remediate such incidents in a timely manner. As part of this incident response plan, we have retainers in place with professional service firms to assist with cybersecurity incidents if needed. |

## Sustainability Report Disclosure Tables

| Topic and SDG Alignment | SASB Metric | Code | Reference | Narrative Response |
|---|---|---|---|---|
| **Workforce and Engagement** | Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees | SV-PS-330a.1 | Page 35 Annual Report | Our Leadership and employee base includes representation from an array of backgrounds, including professional experience, education, race, ethnicity, gender, and sexual orientation. |
| | (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 FY25 and decreased year-over-year. |
| | Employee engagement as a percentage | SV-PS-330a.3 | n/a | In 2026, AECOM conducted an employee survey to understand employee sentiments on the strengths and opportunities for improvement within the company.<br>81% of participants agreed that they would recommend AECOM as a great place to work, a percentage of which continues to increase over prior years and significantly leads our internal targets and identified benchmarks for professional services firms. |

## Sustainability Report Disclosure Tables

| Topic and SDG Alignment | SASB Metric | Code | Reference | Narrative Response |
|---|---|---|---|---|
| **Professional Integrity** | Description of approach to ensuring professional integrity | SV-PS-510a.1 | Page 34 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 FY25. Furthermore, we have a comprehensive cross-functional ethics and compliance program focused on preventing issues from occurring, detecting them if and when they happen, effectively and expediently resolving issues and capturing lessons to prevent them from repeating. |
| | Total amount of monetary losses as a result of legal proceedings associated with professional integrity | SV-PS-510a.2 | Page 29 10-K Report | Although the outcome of our legal proceedings cannot be predicted with certainty and no assurances can be provided, in the opinion of our management, based upon current information and discussions with counsel, none of the investigations, claims, and lawsuits in which we are involved is expected to have a material adverse effect on our consolidated financial position, results of operations, cash flows, or our ability to conduct business. |
| **Professional Integrity** | Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract | SV-PS-000.A | Page 8 10-K Report | At the end of our fiscal 2025, we employed approximately 51,000 persons, of whom approximately 18,000 were employed in the United States. Over 200 of our domestic employees are covered by collective bargaining agreements or by specific labor agreements, which expire upon completion of the relevant project. |

## Sustainability Report Disclosure Tables

While the below SASB data points are not considered material to our industry, we have decided to disclose these metrics aligned with SASB guidance since we believe it provides a more substantive view of our approach to environmental sustainability in our operations.

| Topic and SDG Alignment | SASB Metric | Code | Reference | Narrative Response |
|---|---|---|---|---|
| **Energy Management** | 1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative and (4) percentage renewable | EM-CM-130a.1 | n/a | See Energy Consumption table below |
| **Water Management** | (1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress | EM-CM-140a.1 | n/a | See Water table below |

**Energy Consumption**

| SOURCE | UNIT | FY23 | FY24 | FY25 |
|---|---|---|---|---|
| Electricity consumed | MWh | 50,863 | 48,602 | 42,677 |
| Real estate electricity | | 50,863 | 48,570 | 42,630 |
| Electricity consumed for EV charging | MWh | - | 32 | 47 |
| Renewable electricity procured | MWh | 2,745 | 2,639 | 2,336 |
| % Renewable electricity procured | % | 5.4% | 5.4% | 5.5% |
| Heating | MWh | 33,218 | 31,473 | 22,623 |
| **Total real estate energy consumption** | **MWh** | **84,081** | **80,075** | **65,300** |

Notes: EV data collection available from FY24 onwards only

**Water**

| SOURCE | UNIT | FY23 | FY24 | FY25 |
|---|---|---|---|---|
| **Total water consumption** | **$m^3$** | **178,169** | **183,509** | **181,311** |

Notes: This data has been estimated using an occupancy-based methodology. This data reflects the water from our general office operations only. Utility bills, real estate surveys and occupancy data form the basis of our estimation.

| Topic and SDG Alignment | SASB Metric | Code | Reference | Narrative Response |
|---|---|---|---|---|
| **Waste Management** | Amount of waste generated, percentage hazardous and percentage recycled | EM-CM-150a.1 | n/a | See Office Waste table below |

**Office Waste**

| SOURCE | UNIT | FY23 | FY24 | FY25 |
|---|---|---|---|---|
| Waste Disposed | kg | 749,112 | 649,077 | 595,041 |
| Inceneration (with energy recovery) | kg | 210,795 | 191,150 | 162,233 |
| Landfilling | kg | 538,317 | 457,927 | 432,808 |
| Waste Recycled | kg | 345,130 | 295,730 | 266,398 |
| Diversion Rate | % | 32% | 31% | 31% |
| **Total** | **kg** | **1,094,242** | **944,807** | **861,439** |

Notes: The data has been estimated using an occupancy-based methodology. This data reflects the non-hazardous waste from our office operations only. Waste collection reports, real estate surveys, and occupancy data form the basis of our estimation. Waste diversion methods and rates based on publicly available country data.

## Sustainability Report Disclosure Tables

# FY25 TCFD Table

| Topic | Disclosure | Reference | Narrative Response |
|---|---|---|---|
| **Governance** | a) Describe the board's oversight of climate-related risks and opportunities.<br>b) Describe management's role in assessing and managing climate-related risks and opportunities. | Pages 58-65 Sustainability 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.<br>Our President is co-lead of our Sustainable Legacies Global Council, which was launched in September 2020 and comprises dozens of sustainability experts and business leaders across the organization to best advise on all sustainability-related matters. This committee is responsible for developing our Sustainable Legacies strategy that launched in April 2021, was updated and expanded in May 2022, and includes a multitude of commitments on sustainability matters and associated targets, such as our commitment to achieving science-based net carbon zero by 2040. The Council is also actively involved in reviewing and mitigating climate-related risks associated with our project portfolio. |
| **Strategy** | a) Describe the climate-related risks and opportunities the organization has identified over the short-, medium-, and long-term.<br>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.<br>c) Describe the resilience of the organization's strategy, considering different climate-related scenarios, including a 2°C or lower scenario. | Pages 31-35 Sustainability Report | As part of annual financial planning, the market opportunities associated with sustainability including climate-related services are assessed. This includes estimating any growth due to expected 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. |
| **Risk Management** | a) Describe the organization's processes for identifying and assessing climate-related risks.<br>b) Describe the organization's processes for managing climate-related risks.<br>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management. | Pages 31-35 Sustainability Report | In this Sustainability Report, please see sub-section titled "Climate Change Risks and Opportunities" 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.<br>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.<br>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. | Pages 22-25 Sustainability 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 the U.S. EPA linked to specific North American Industry Classification System (NAICS) codes.<br>In this Sustainability Report, please see the sub-section titled "Achieving Net Zero" for more detailed information. |

# AECOM Leadership

**Troy Rudd**
Chairman and Chief Executive Officer

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

**Gaurav Kapoor**
Chief Financial and Operations Officer

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

**Emily Gepner**
Chief Human Resources Officer

## Board of Directors

**Bradley W. Buss**
Director

**Derek J. Kerr**
Director

**Kristy Pipes**
Director

**Troy Rudd**
Chairman of the Board and Chief Executive Officer

**Douglas W. Stotlar**
Lead Independent Director

**Daniel R. Tishman**
Director

**Sander van't Noordende**
Director

**Gen. Janet C. Wolfenbarger**
Director

## About This Report

AECOM's 2026 Sustainability Report primarily covers data and metrics from fiscal year 2025 (October 1, 2024 – September 30, 2025), unless otherwise noted, and includes all activities under operational control including our subsidiaries.

This report was prepared in accordance with the Sustainability Accounting Standards Board (SASB) Standard and aligns with the Taskforce on Climate-related Financial Disclosures (TCFD) and Taskforce on Nature-Related Financial Disclosures (TNFD) recommendations.

AECOM is committed to transparency, engagement, and consistent communication of our sustainability strategies and programs to all stakeholders. Across this report, we are proud to feature photography and graphics that, where possible, directly feature AECOM employees and projects.

## Additional Disclosures

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

- An overview of AECOM's Sustainable Legacies strategy and commitments
- 2025 Annual Report
- AECOM 2026 Proxy Statement
- Relevant event transcripts and presentations
- Anticorruption Policy
- Anti-Human Trafficking/Modern Slavery Policy
- Attracting Talent
- Biodiversity Statement
- Code of Conduct
- Code of Ethics for Senior Financial Officers
- Company Bylaws
- Compensation and Organization Committee Charter
- Corporate Governance Guidelines
- Corporate Responsibility—Blueprint for a Better World
- Corporate Responsibility—100 Resilient Cities Initiative
- Electronic Industry Citizenship Coalition® Code of Conduct
- Employee Development
- Employee Engagement & Retention
- Environmental Sustainability Policy
- FY25 Emissions Verification Statement
- FY24 Emissions Verification Statement
- FY23 Emissions Verification Statement
- FY18 Emissions Verification Statement
- Human Rights Statement
- Modern Slavery Act Statement
- Political Engagement Policy
- Risk Assessment
- Safety Health & Environment Policy
- ScopeX Decarbonization Policy
- Social Value Policy
- Supplier Code of Conduct—Global
- Sustainable Procurement Policy
- Welcoming Workplace

**About AECOM**
AECOM is the global infrastructure leader, committed to delivering a better world. As a trusted professional services firm powered by deep technical abilities, we solve our clients' complex challenges in water, environment, energy, transportation and buildings. Our teams partner with public- and private-sector clients to create innovative, sustainable and resilient solutions throughout the project lifecycle — from advisory, planning, design and engineering to program and construction management. AECOM is a *Fortune 500* firm that had revenue of $16.1 billion in fiscal year 2025. Learn more at aecom.com.

DELIVERING A BETTER WORLD.