



## CORPORATE GOVERNANCE GUIDELINES

As Amended by the Board of Directors on November 20, 2025:

### A. Role of the Board of Directors and Expectations of Directors

The primary responsibility of the Board of Directors (the “Board”) of AECOM (the “Company”) is to oversee the affairs of the Company for the benefit of stockholders. It monitors overall corporate performance and establishes the strategic direction of the Company. This includes the Board’s approval of strategic plans presented by management. The Board has delegated to the executive officers of the Company the authority and responsibility for managing the business of the Company in a manner consistent with the standards and practices of the Company in compliance with applicable law, and in accordance with any specific plans, instructions or directions of the Board. The Board’s core governance functions include:

- advising and counseling management regarding enterprise strategy, transactions, significant issues and trends (including sustainability and governance matters);
- assessing the performance of the Chief Executive Officer (“CEO”) and other Section 16 Officers as defined by Section 16 of the Securities Exchange Act of 1934 and setting compensation accordingly;
- overseeing management succession planning;
- overseeing the Company’s human capital management;
- overseeing the Company’s integrity and ethics, compliance with laws, safety programs and performance, cybersecurity, and risk management policies and programs;
- reviewing the Company’s capital structure and uses of capital;
- monitoring the Company’s operating results and financial condition and overseeing the Company’s financial reporting; and
- nominating directors and shaping effective corporate governance.

In performing the duties of the Board, each director (a “Director”) is expected to:

- exercise diligent and constructive oversight over the Company’s business and affairs; and
- observe the highest standards of integrity and ethics, including adhering to the Company’s Code of Conduct, Code of Ethics, Anti-Corruption Policy and U.S. Personal Political Contributions Policy in carrying out the duties of the Board; attend all Board meetings, all meetings of committees to which he or she is a member and the Annual Stockholder Meeting, unless there are extenuating circumstances; and be willing to serve on any committee, actively participate in meetings, review relevant materials, prepare for meetings and for discussions with management and take advantage of orientation and continuing education opportunities provided for Directors.

## **B. Composition of the Board of Directors**

### **1. Qualifications / Succession Planning**

Members of the Board should have the highest professional and personal ethics and values. The Board's Nominating and Governance Committee develops, reviews and recommends to the Board criteria for identifying and evaluating Director candidates. In identifying and selecting individuals, the Board and the Nominating and Governance Committee should consider diversity, age, gender, skills, and such other factors as they deem appropriate to maintain a balance of knowledge, experience and capability. The Board's Nominating and Corporate Governance Committee also engages in succession planning for the Board and key leadership roles on the Board and its committees.

As a whole, the Board of Directors should include individuals that are committed to enhancing stockholder value with sufficient time to effectively carry out their duties. While all Directors should possess business acumen, the Board endeavors to include an array of targeted skills and experience in its overall composition. Criteria that the Nominating and Governance Committee should look for in director candidates include business experience and skills, judgment, independence, integrity, an understanding of such areas as finance, marketing, regulation, public policy and the absence of potential conflicts with the Company's interests.

In addition, the Board should encompass individuals with diverse backgrounds and perspectives. In accordance with this guideline, the Nominating and Governance Committee should consider the diversity of viewpoints, backgrounds, experience, and other demographics in evaluating and considering potential director candidates. Diversity is an important consideration in the director nomination process because the Board believes that people of different experiences and backgrounds can contribute different, useful perspectives, while collaborating effectively to further the Company's objectives. The Nominating and Governance Committee may consult with other directors and outside advisors and/or retain search firms to assist in the search for potential qualified candidates.

### **2. Independence**

A majority of the Board must consist of independent Directors as defined in accordance with the listing standards of the New York Stock Exchange ("NYSE"). To be considered "independent," a Director must be determined by the Board, after recommendation by the Nominating and Governance Committee, to have no material relationship with the Company other than as a Director. In making its determination concerning the absence of a material relationship, the Board adheres to all of the specific tests for independence included in the NYSE listing standards.

The Nominating and Governance Committee monitors and makes recommendations to the Board as to the independence of Directors within the meaning prescribed by these Corporate Governance Guidelines (the "Guidelines"), the NYSE and the Securities and Exchange Commission.

### **3. Size**

The Bylaws provide that the number of Directors is determined by the Board. The Board's size is assessed periodically by the Nominating and Governance Committee and changes are recommended to the Board when appropriate.

#### **4. Chairman and Lead Independent Director**

The Board has discretion concerning the appointment of the Chairman of the Board (the “Chairman”) and, if applicable, the Lead Independent Director of the Board (the “Lead Independent Director”), the respective duties of the Chairman and, if applicable, the Lead Independent Director, and who may hold such offices.

It is the Board’s policy to determine whether or not the roles of Chairman and CEO should be held by the same individual or separate individuals based on the Company’s circumstances and needs at any given time and in accordance with the Company’s Bylaws.

During any period in which the roles of Chairman and CEO are held by the same individual or the Chairman is otherwise not an independent Director, the Board will have a Lead Independent Director. The Lead Independent Director will be selected by the independent Directors from among the independent Directors serving on the Board on an annual basis.

At any time at which the Board has a Lead Independent Director, the Lead Independent Director will have the following powers and duties:

- chairing the executive sessions of independent Directors;
- serving as liaison between the Chairman and the independent Directors;
- approving information sent to the Board;
- approving meeting agendas for the Board;
- approving meeting schedules to assure that there is sufficient time for discussion of all agenda items;
- calling meetings of the independent Directors; and
- if requested by major shareholders, ensuring that he or she is available for consultation and director communication.

#### **5. Outside Directorships and Affiliations**

The Company values the experience and perspective that Directors bring from their service on other boards, but also recognizes that other board memberships and affiliations may also limit a Director’s time and availability and may present conflicts of interest or legal issues, including confidentiality, conflict of interest and/or independence issues. As a general rule, Directors should limit their service as directors on publicly-held company and investment company boards to no more than four (including the Company’s Board) and limit their affiliation with companies that are competitors of the Company. If a director sits on several mutual fund boards within the same fund family, it will count as one board for purposes of this calculation.

Directors should advise the Chairman of the Nominating and Governance Committee if they are contemplating, and seek approval before accepting, an invitation to serve on the board of directors of any organization, whether for-profit or non-profit, and seek pre-approval from the Chairman of the Nominating and Governance Committee before accepting any such invitation. The Chairman of the Nominating and Governance Committee shall review the proposed board

membership to ensure compliance with applicable laws and policies.

Extraordinary or transitional situations involving the number of directorships or affiliations with competitors of any particular Director or potential Director shall be subject to review by the Nominating and Governance Committee. A company is deemed to be “in competition” with the Company if such company provides planning, consulting, environmental, architectural, engineering design, program management, or construction management services of the type provided by the Company.

## **6. Retirement Age**

No Director shall be nominated for election or re-election if he or she has turned 72 years of age; provided, however, that each Director who is serving on the Board as of November 16, 2023 may serve until he or she has turned 75 years of age, following which he or she shall not be nominated for re-election.

## **7. Selection of New Directors**

The Nominating and Governance Committee identifies, reviews the qualifications of and recommends prospective directors to the Board. The Nominating and Governance Committee also considers any recommendations for Director candidates that are properly submitted by stockholders in accordance with the procedures described in the Company’s annual proxy statement.

## **8. Annual Election of Directors; Term of Service**

Each Director stands for election by the Company’s stockholders annually to serve a one-year term. The Board has determined that no Director will be nominated for reelection to the Board after twelve years of service; provided, however, that each Director who is serving on the Board as of November 16, 2023 will not be subject to the twelve-year term of service requirement.

## **9. Majority Voting; Director Resignation Policy**

The Company has adopted majority voting in the uncontested election of Directors and plurality voting in contested elections. In uncontested elections, directors will be elected by a majority of the votes cast, which means that the number of shares voted “for” a Director must exceed the number of shares voted “against” that Director.

In uncontested elections of Directors, any Director who is not elected by a majority of the votes is expected to tender his or her resignation to the Nominating and Governance Committee. The Nominating and Governance Committee will recommend to the Board whether to accept or reject the resignation offer, or whether other action should be taken. In determining whether to recommend that the Board accept any resignation offer, the Nominating and Governance Committee may consider all factors that the Nominating and Governance Committee’s members believe are relevant.

The Board will act on the Nominating and Governance Committee’s recommendation within 90 days following certification of the election results. In deciding whether to accept the resignation offer, the Board will consider the factors considered by the Nominating and Governance Committee and any additional information and factors that the Board believes to be relevant. If the Board accepts a Director’s resignation offer pursuant to this process, the Nominating and

Governance Committee will recommend to the Board and the Board will thereafter determine whether to fill the vacancy or reduce the size of the Board. Any Director who tenders his or her resignation pursuant to this provision will not participate in the proceedings of either the Nominating and Governance Committee or the Board with respect to his or her own resignation offer.

#### **10. Director Orientation and Education**

The Company will maintain an orientation program that contains written material, oral presentations and site visits. All Directors are encouraged to periodically attend, at Company expense, certain director continuing education programs offered by various organizations recommended by the Company. The Company also provides ongoing Director education through presentations at Board and Committee meetings and Board briefings.

#### **11. Director Compensation**

Non-employee Directors receive compensation at a level that allows the Board to secure and retain the highest-quality members. Employee Directors are not paid additional compensation for their services as Directors. The Board periodically reviews and recommends changes to Board compensation to ensure that the total compensation remains competitive and appropriate.

### **C. Board and Committee Functions**

#### **1. Corporate Governance Guidelines**

The Nominating and Governance Committee and the Board will review these Guidelines and related corporate governance documents at least annually and revise as appropriate.

#### **2. Frequency of Meetings**

The Board meets regularly on previously determined dates and conducts special meetings, upon proper notice, on the call of the Chairman (or, if the Board does not appoint a Chairman of the Board, the President), or by the Secretary on the written request of a majority of the directors, to address specific needs of the Company. The Chairman of each Committee, in consultation with the committee members, determines the frequency of meetings of that Committee. The Annual Stockholder Meeting will generally be scheduled in conjunction with a regularly scheduled Board meeting.

#### **3. Attendance at Meetings**

Directors are expected to attend all Board meetings, all meetings of committees to which he or she is a member and the Annual Stockholder Meeting.

#### **4. Establishing Agendas**

The Chairman in coordination with the CEO or Lead Independent Director, as applicable, sets the schedule and agenda for Board meetings and determines the timing and length of these meetings, taking into account input and suggestions from other members of the Board. The Lead Independent Director, if applicable, approves the meeting agenda and meeting schedule to assure that there is sufficient time for discussion of all agenda items. Any Director may suggest that particular items be placed on the agenda for any Board or Committee meeting.

## **5. Briefing Materials**

The agenda for each Board and Committee meeting is typically provided to Directors in advance of the meeting, together with written materials (when possible) on matters to be presented for consideration. Members of the Board or any Committee should review any such materials provided to them in advance of the applicable meeting.

## **6. Executive Sessions and Meetings of Independent Directors**

The Board meets in executive session, which shall be chaired by the Chairman, to consider matters of a confidential nature which may not be appropriate to discuss in the presence of non-Directors. The Chairman determines which, if any, non-Directors should attend such executive sessions.

Following the executive session of the entire Board, the independent Directors shall determine whether to meet in executive session without the presence of the CEO or any non-independent Directors. Such meeting shall be chaired by the Chairman, or if the Chairman is not an independent Director, by the Lead Independent Director. The Lead Independent Director, if applicable, can call executive sessions of independent Directors. Any independent Director can also request that additional executive sessions of independent Directors be scheduled.

## **7. Access to Senior Management and Independent Advisors**

Directors are encouraged and provided opportunities to speak to any member of management regarding any questions or concerns the Director may have. The Board and each Board committee have the right at any time to retain independent outside financial, legal or other advisors.

## **8. Committees**

The Board has three standing committees: Audit, Compensation and Organization, and Nominating and Governance. The Audit, Compensation and Organization and Nominating and Governance Committees are comprised solely of independent Directors. In addition, the Audit and Compensation and Organization Committees are comprised solely of directors who meet the additional heightened independence criteria applicable to directors serving on those committees under the NYSE listing standards and such other qualifications or requirements, as applicable, established from time to time under applicable rules, regulations and standards, including the rules of the Securities and Exchange Commission.

Each committee operates under a written charter that sets forth the purposes and responsibilities of the committee as well as qualifications for committee membership. Each committee is chaired by a Director who, in accordance with the committee charter, applicable law and the input of other committee members, determines the agenda, the frequency and length of the meetings and who has unlimited access to management, information and independent advisors, as necessary and appropriate. All committees report to the Board with respect to their material activities. Any other reports from the Committees to the Board are made on an as needed basis, within the discretion of the Committee Chairs.

## **9. Committee Membership**

The composition of each Committee is determined by the Board. The Nominating and Governance Committee, after consultation with the Chairman, the Lead Independent Director (if any) and the CEO, and considering the wishes of the individual Directors, shall recommend to the entire Board annually the chairmanship and membership of each Committee. Consideration is given to rotating Committee members and Chairmen periodically, but the Board does not mandate such rotation as a policy.

## **10. Conflicts of Interest**

The business affiliations or family relationships of a Director may on occasion give rise to that Director having a conflict, potential conflict or material personal interest in a particular matter raised before the Board or a Committee. Directors are required to disclose to the Chairman (or if the conflict or potential conflict relates to the Chairman, the Lead Independent Director (if any), or respective Committee Chair) any conflict, potential conflict or material personal interest that he or she has in any matter raised before the Board or Committee. It is possible that certain affiliations or relationships may give rise to conflicts of interest or potential conflicts of interest that make continued service on the Company's board impractical or require a Director to abstain from voting on a matter and/or recuse themselves from discussions on a matter. The Chairman (or if the conflict or potential conflict relates to the Chairman, the Lead Independent Director (if any), or respective Committee Chair), after consulting with counsel, shall determine on a case-by-case basis whether any such conflict or potential conflict of interest exists. The Board and each Committee may take appropriate steps in accordance with the Company's Code of Conduct, Anti-Corruption Policy and Related Party Transaction Policy, these Guidelines and the charter of the relevant Committee to identify and address any such potential conflicts.

## **D. Board and Chief Executive Officer Evaluations**

### **1. Evaluation of Board Performance**

The Nominating and Governance Committee facilitates an annual assessment of the performance of the Board, including Board Committees, and coordinates reports of results to the full Board for discussion. The Nominating and Governance Committee also recommends changes to improve the Board and its committees.

### **2. Appointment and Evaluation of the Chief Executive Officer**

The Compensation and Organization Committee annually reviews and evaluates the performance of the CEO. The evaluation is based on objective criteria, including the performance of the Company's business and the accomplishment of objectives previously established in consultation with the CEO. The review is held in executive session outside of the presence of the CEO. The results of the review are communicated to the CEO by the Chairman of the Compensation and Organization Committee, and are used by that Committee when considering the compensation of the CEO.

## **E. Succession Planning**

The Directors plan for succession to the position of CEO as well as certain other senior management positions. To assist the independent Directors, the CEO annually provides an assessment of senior officers and of their potential to succeed the CEO. The CEO also provides

the independent Directors with an assessment of persons considered potential successors to other senior management positions.

**F. Stock Ownership Guidelines**

The Board has adopted stock ownership guidelines for its Directors and certain senior officers. At least annually these guidelines are reviewed by the Compensation and Organization Committee.

###