

# Committed to Delivering Sustainable Legacies

Our 2025 Sustainability Report

## **EAST NEWARK RIVERSIDE PARK**

*United States*

AECOM designed the innovative and restorative five-acre green space developed on a former industrial site along the Passaic River.

Delivering a better world

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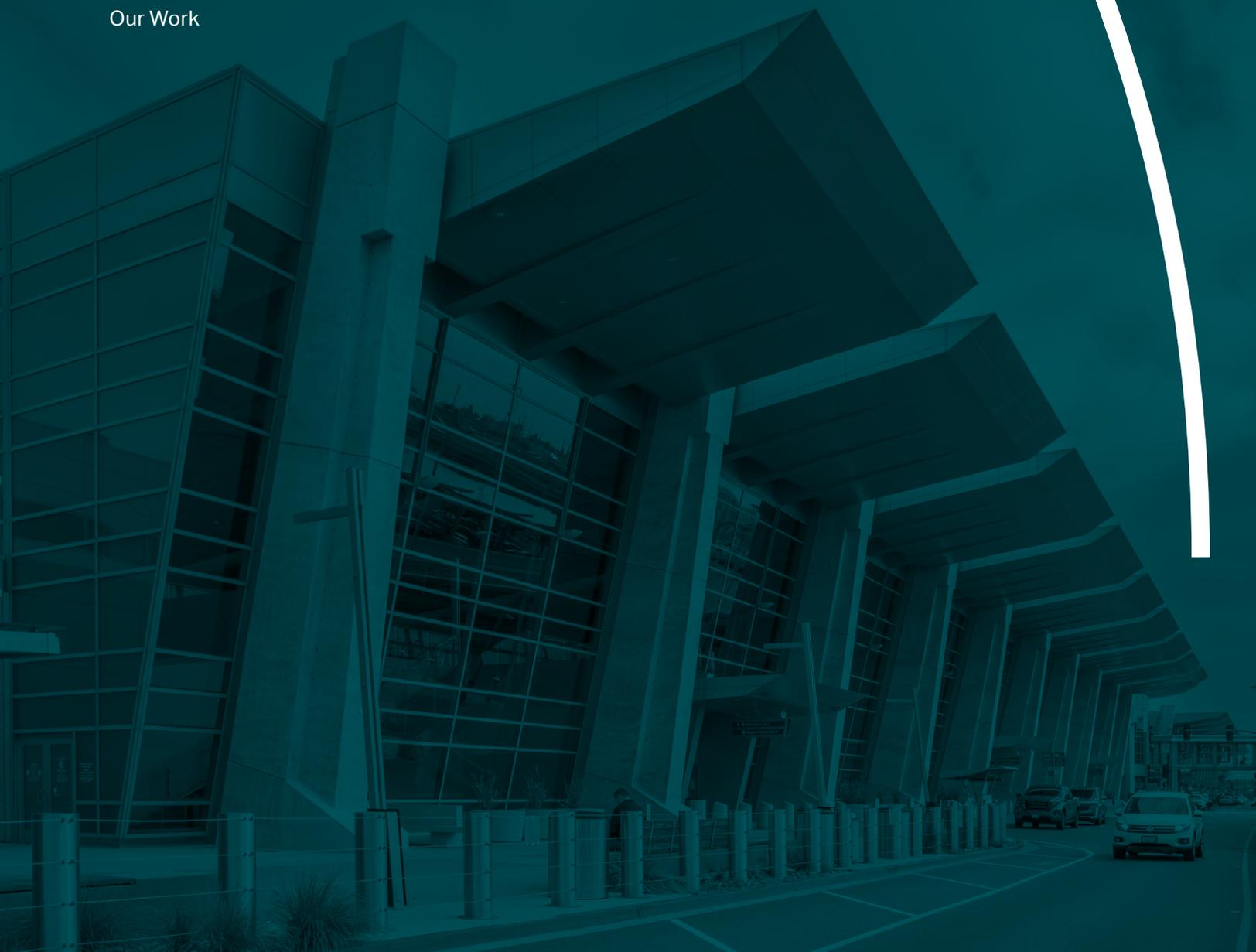
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A LETTER FROM CHAIRMAN AND CEO TROY RUDD

# Dear stakeholders:



Troy Rudd

**For many around the world, the past year was defined by significant change, some anticipated and some unexpected. Amid this environment, I am proud that our teams remained agile, meeting the evolving needs of our clients and advancing our purpose of delivering a better world.**

Critical infrastructure is essential to sustainable economies and communities, and long-term trends including the energy transition, the insatiable need for reliable new sources of electricity, and water scarcity continue to reaffirm the importance of resilient infrastructure. Guided by our Sustainable Legacies strategy, AECOM is well positioned to deliver on that demand, and we expect clients to increasingly rely on us as a strategic partner as shifting policy priorities make projects more complex.

Sustainability, resiliency and good governance will remain essential to the way we operate and implemented in everything we do. By investing in our competitive advantages and executing on our strategy, we're building a leading, integrated business that delivers the best solutions to the biggest challenges in infrastructure while strengthening communities' resilience for years to come.

### Sustaining a high-impact culture

Our positive impact on the world is grounded in the strength of our culture defined by our core values. Our core values are the standards to define our beliefs and behaviors and always start with a focus on

safety, ethics and quality. During the past year, we also launched our "Welcoming Workplace" philosophy to reinforce our core value for AECOM to be a place where everyone can reach their full potential and build meaningful, rewarding careers. As a talent-led business, we have the greatest impact when every employee feels welcomed, respected, involved, and rewarded based upon merit, and we remain committed to being the best place to work in our industry.

The strength of our culture was validated by our most recent employee survey, in which a record percentage of participants indicated they would recommend AECOM as a great place to work. An even greater portion indicating they understand how their work contributes to our strategy and purpose. For the fifth year in a row, we also achieved 100% compliance in our safety, ethics and compliance training programs. I am pleased that we continue to substantially outperform our industry in reported safety metrics.

Within our communities, we've continued to be a partner for positive change. In Los Angeles, where AECOM has a deep history and relationship, we partnered with the American Red Cross to raise

\$300,000 in critical relief to those most impacted by the devastating wildfires that displaced thousands earlier this year. More broadly, we're contributing to healthier communities through our emissions reduction commitments, having reduced total emissions by 20% as compared to our fiscal 2018 baseline year. This includes a 28% decline in our Scope 1 and 2 emissions, driven by continued office energy use reductions and transitioning our automotive fleet to more fuel-efficient vehicles, among other initiatives.

Our emissions reductions also reflect a 19% reduction in supply chain emissions, in large part due to our Supplier Engagement Program which helps us reduce Scope 3 emissions by increasing transparency of our suppliers' carbon emissions.

I am proud that these accomplishments have been collectively recognized by a variety of leading organizations. We were again distinguished as *Fortune's* Most Admired Company in our industry, marking the second consecutive year we've been recognized as such, and the eleventh consecutive year that AECOM has appeared on the list overall. For the fifth year in a row and ninth time overall, Ethisphere named AECOM as one of the World's Most Ethical Companies. We also achieved an A- score this year for our CDP submission. CDP is broadly recognized as one of the most comprehensive sustainability rating agencies in the world, and we are pleased to have now achieved an

industry-leading score that reflects our teams' progress. We have among the best and brightest in our industry, and these honors are a testament not only to our unrivaled technical expertise but our commitment to operating the right way.

**Growing a high-impact business**

We remain the preeminent partner in addressing the biggest resiliency challenges facing our clients today. This was no more apparent than in our number-one ranking in the *Engineering-News Record's* list of the 2025 Top 500 Design Firms, displacing one of our competitors for the top spot. We also maintained our number-one sector-specific rankings in Transportation, Water and Facilities, and when combined with our existing number-one ranking in Environmental Engineering, we retained the top position in each of our major end markets.

Similarly, we're continuing to invest in ScopeX™, our approach for identifying opportunities to influence carbon emissions in client projects. This includes signing a multi-year agreement with One Click LCA to scale our delivery and demonstrate measurable progress to clients. As a result of our developments in ScopeX™, AECOM was among the first companies to have achieved certification from BSI to PAS 2080 for an enterprise-wide decarbonization program, a globally recognized industry standard for decarbonization. Elsewhere, we continued to advance our work leading the Sustainable Markets Initiative (SMI)

“

**We remain the preeminent partner in addressing the biggest resiliency challenges facing our clients today.”**

task force, including debuting our innovative Nature Risk Tool. The tool enables infrastructure investors and developers to leverage data and AI to promote sustainable development and environmental protection in infrastructure projects, and I'm excited that it has already been successfully used by organizations including the World Bank and World Wildlife Fund.

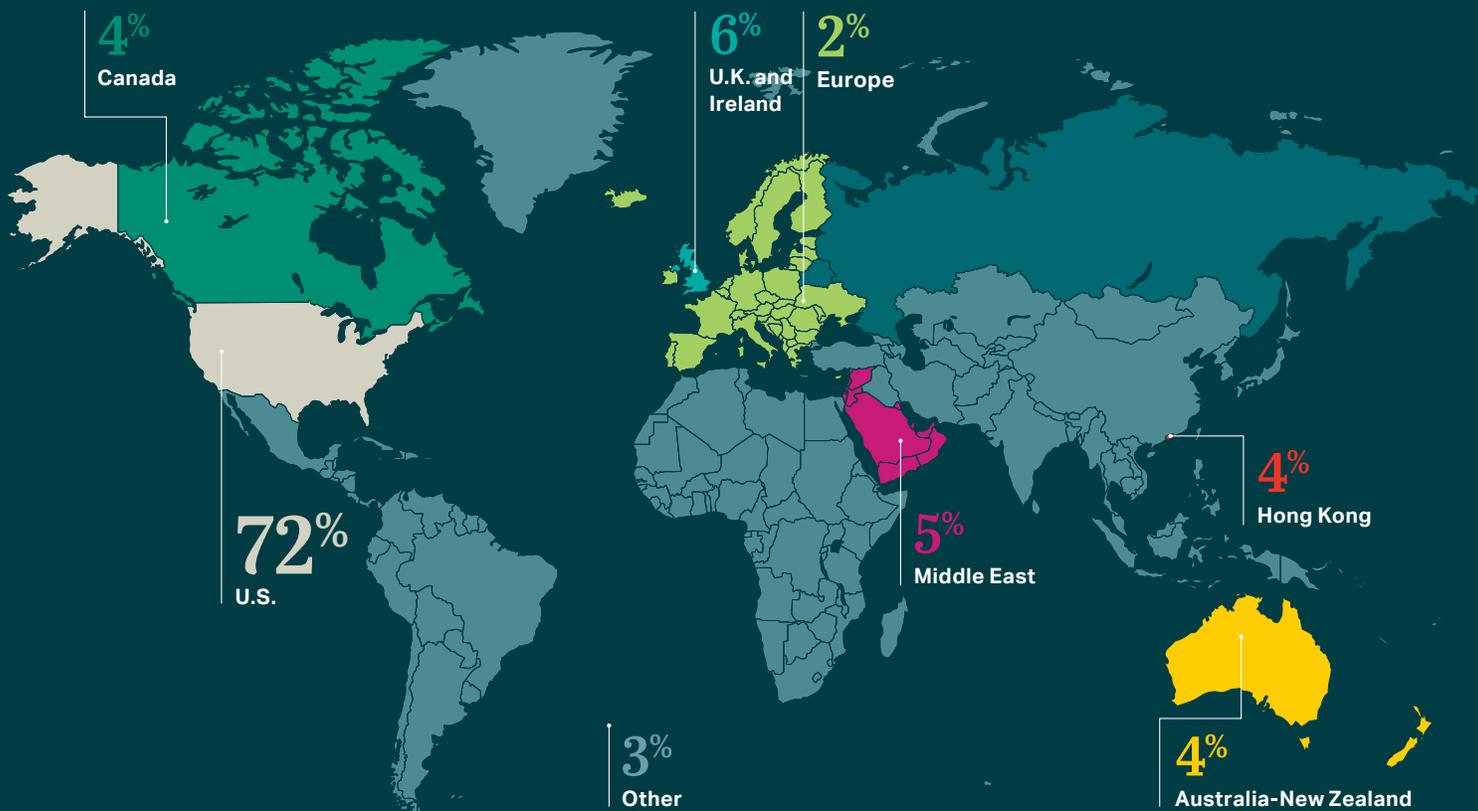
As we look forward, our focus will remain on building more sustainable and resilient economies and communities through critical infrastructure. Given our industry leading professionals and culture, we believe no organization is better positioned to support building a better world. I look forward to seeing all we will accomplish over the next several years.



**Troy Rudd**  
Chairman & Chief Executive Officer

# AECOM at a Glance

## Geographies by Revenue



## Key strategic priorities



1

**Focusing** on our core higher-returning and lower-risk businesses.



2

**Leading** in key transportation, water, and environment markets and ideally positioned to advise clients on their sustainability and resilience priorities.



3

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



4

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

# As a professional services business, AECOM is poised to thrive

## Attractive Exposure to Key End Markets



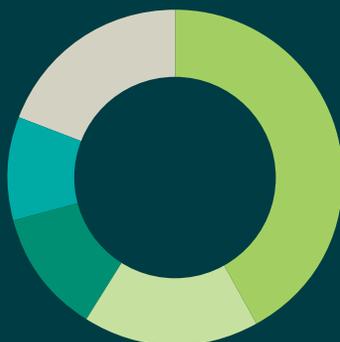
- **26%** Water
- **36%** Transportation
- **28%** Facilities
- **10%** Environment/New Energy

## Diverse Funding Sources



- **27%** State & Local U.S. Government
- **33%** Non-U.S. Governments
- **9%** Federal U.S. Government
- **31%** Private

## Deep Technical Expertise



- **42%** Engineers
- **17%** Program Managers
- **12%** Consultants/Planners
- **10%** Scientists
- **19%** Design, Digital & Other

## Lower-Risk Business Model



- **55%** Cost-Plus Design
- **38%** Fixed-Price Design
- **7%** Construction Management

All figures presented as a percentage of FY'24 NSR



A leader in helping our clients deliver their most challenging projects

#1

OVERALL DESIGN FIRM

- Transportation Design Firm
- Environmental Consulting Firm
- Facilities Design Firm
- Environmental Engineering Firm
- Green Design Firm
- Chemical Remediation
- Mass Transit and Rail
- Highways
- Dams and Reservoirs
- Bridges
- Water Design Firm
- Clean Air Compliance
- Water Transmission Lines and Aqueducts

#2

- Environmental Firm
- Green Contractor
- Wastewater Treatment Plants
- Education
- Airports

#3

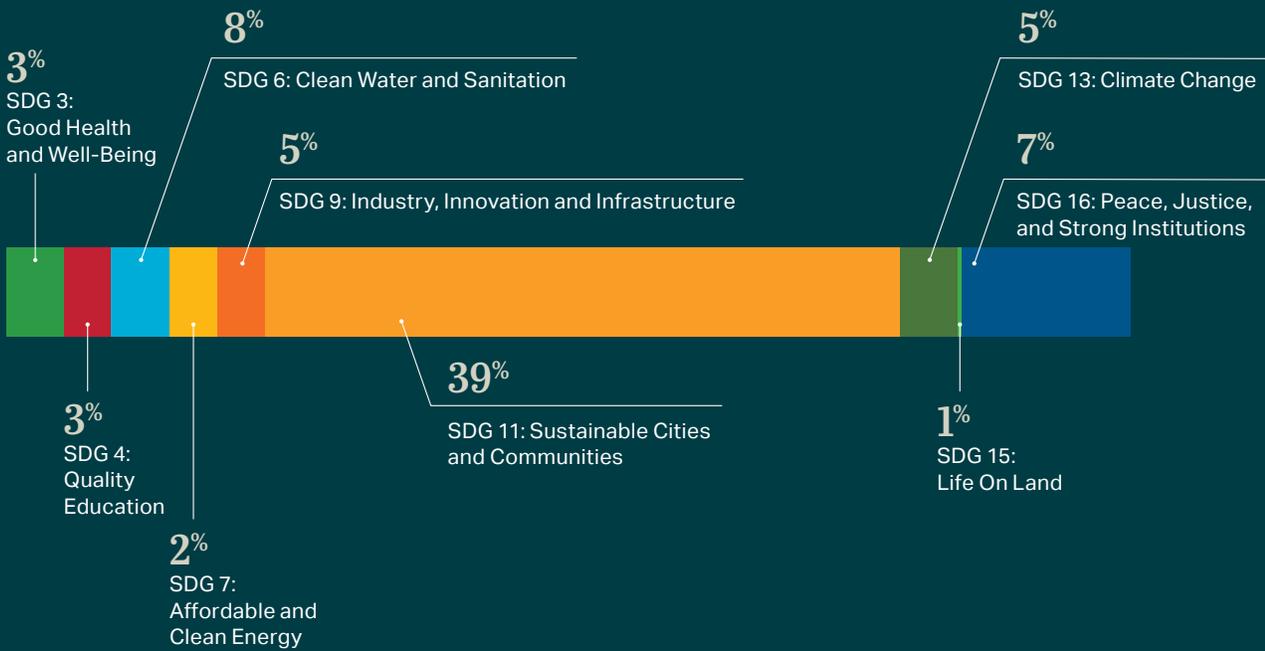
- Program Management
- Marine and Ports
- Water Treatment and Desalination
- Site Assessment and Compliance
- Hazardous Waste

Source: 2024/2025 ENR Rankings, reflecting global revenue

# Percentage of FY'24 Gross Revenue Aligned with the Sustainable Development Goals (SDGs)

# 73%

Percentage of FY'24 gross revenue aligned with the SDGs



# Sustainable Legacies

**Around the world, demand for sustainability and resilience has never been greater. The effects of worsening impacts from extreme climate events and increasing recognition of societal challenges compel us as an organization to act. That is the purpose of our Sustainable Legacies strategy — to ensure that the work we do in partnership with our clients leaves a positive, lasting impact for communities and our planet. Sustainable Legacies is our strategy for reaching ambitious objectives across four key pillars: 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 committed to publicly reporting on our progress and ensuring we engage with key stakeholders from around the world.**



# Delivering Sustainable Legacies

## Our strategy in detail

### 1

#### Achieving Net-Zero Carbon Emissions



- Continue to offset our annual Scope 1 and 2 emissions through the retirement of quality carbon credits, furthering our achievement of operational net zero since 2021
- To reach our Science-Based Targets initiative-validated net zero targets by 2040 by:
  - 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
- 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

### 2

#### 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 make strategic community investments that positively impact clients and society, including through employee-driven community investment opportunities
- To engage with organizations that are working to support biodiversity recovery in our industry and using recognized guidance and frameworks to include nature in development
- To promote social value through strategic partnerships and proactive engagement with suppliers and partners

### 3

#### 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 Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD)

### 4

#### Embedding Sustainable Development & Resilience Across Our Work



- To solve for carbon using ScopeX™, our AECOM approach aspires to reduce carbon by at least 50% on major projects
- To align with our clients' ambitions, increasing the depth and breadth of our sustainability and biodiversity services each year
- To work with clients and partners to drive innovation in climate change, sustainable design, social value, and governance
- 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

# Progress Against Our Sustainable Legacies Strategy



**1**

## Achieving Net-Zero Carbon Emissions



**2**

## Improving Social Outcomes



**3**

## Enhancing Governance



**4**

## Embedding Sustainable Development & Resilience Across Our Work

### OUR TARGETS

- 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

- 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

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

- Advancing ScopeX™ to design out at least 50% of carbon on major projects
- 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

### OUR PROGRESS

- ✓ Set net-zero emissions targets approved by SBTi, among the first companies globally
- ✓ Drove emissions reductions across our operations
- ✓ Continued to maintain net zero in operations since FY'22
- ✓ Continued quarterly sustainability review with each region, including reviews of dashboards with regional travel emissions reduction goals

- ✓ Secured record levels of employee engagement as demonstrated on latest company-wide survey
- ✓ Led employee-matched donation campaign to support Los Angeles recovery efforts, concluded with nearly \$300,000 raised

- ✓ Incorporated sustainability-related KPIs in CEO and executive officer compensation
- ✓ Completed sustainability-linked financing amendment in FY'24
- ✓ Implemented an enterprise-wide risk framework to ensure work aligns with our Sustainable Legacies strategy and climate science
- ✓ Completed FY'25 required training program and maintained 100% compliance, consistent with prior years
- ✓ Included inaugural TNFD disclosure as Early Adopters, following our initial assessment

- ✓ Leveraging Sustainable Legacies to create competitive advantages to win key pursuits
- ✓ Achieved PAS2080 certification for the implementation of ScopeX™, among the first companies globally to have achieved such certification for an enterprise-wide decarbonization program
- ✓ Launched innovative Nature Risk Tool at New York Climate Week as part of Sustainable Markets Initiative task force on measurement and transparency
- ✓ Achieved 73% revenue alignment with the Sustainable Development Goals (SDGs), which leads our industry

# 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 Task Force on Climate-Related Financial Disclosures standard, and the Task Force on Nature-related Financial Disclosures standard, this report focuses on the following topics deemed most meaningful to our long-term performance:**

## 1

**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).

## 2

**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).

## 3

**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).

## 4

**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 reduce the embodied carbon in our designs by at least 50% (SASB IF-EN-410a).

# Q&A with President Lara Poloni



Lara Poloni  
President

Since adopting our Sustainable Legacies strategy, we've embedded sustainability and resilience across our business. In this Q&A, Lara gives a deep dive into our progress and details how we've extended our leadership position in the industry.

**Q: In the current sustainability landscape, what sets AECOM apart?**

**A:** For many companies, sustainability is an organizational commitment that takes considerable time and resources on top of core business priorities, especially in dynamic and uncertain times like we're experiencing. For AECOM, it's essential to our strategy, integral to who we are and a driver of our competitive advantage. With increasingly severe natural disasters and environmental changes, our clients expect us to provide innovative, sustainable solutions to build infrastructure that can withstand these challenges. The more we champion sustainability, the better we meet the needs of our clients.

That's why delivering Sustainable Legacies remains a pillar of our Think and Act Globally strategy, and we've taken steps to further differentiate ourselves from our competitors. We continue to build our leading technical expertise in sustainability, growing our Sustainability Advisory Services through award-winning employee development and hiring more of the best talent in the industry. I remain very inspired by the ambition we've set as part of our proprietary ScopeX™ approach, which has set a goal of reducing the carbon impact of major projects by at least 50%. We also launched our AI-powered

SMI Nature Risk Tool to revolutionize how investors and developers manage sustainability in infrastructure projects.

**Q: With AI technology rapidly advancing, can you talk more about the Nature Risk Tool and how AECOM is leveraging technology to make an impact?**

**A:** We pride ourselves on delivering industry-leading innovation. Transforming How We Work is one of the key tenants of our *Think and Act Globally* strategy because technology drives our competitive advantage and our ability to provide better outcomes for clients. We see tremendous potential in leveraging AI to innovate on client delivery and produce more sustainable infrastructure.

We've already begun to integrate AI into our work through the SMI Nature Risk Tool, a first-of-its-kind offering that can assess the impact of new infrastructure developments on biodiversity and nature. The tool coalesces complex academic, environmental, and geographic data on a project's location, allowing clients to evaluate and manage environmental risks. Not only does it enhance the positive impact we have on our communities, but it cuts the length of time for risk assessments from weeks to hours, helping clients make actionable decisions faster than ever.

“

**Our talent is our greatest asset. AECOM would not be the leading global infrastructure partner nor be able to deliver on our Sustainable Legacies commitments without outstanding professionals that our clients can trust and rely on to bring the best solutions in sustainable infrastructure.”**

In other areas of the business, we're investing in unique pathways to accelerate digital adoption and amplify our impact. This is particularly apparent in our Digital Consulting services through which we help our clients address their biggest operational challenges via technology and innovation. One example in which we made a big impact this year was our engagement with the United States' National Renewable Energy Laboratory (NREL), building a digital twin for NREL's Intelligent Campuses, which among other successes, helped the organization improve operational performance and derisk its net zero investments.

**Q: How does AECOM's "Welcoming Workplace" philosophy drive better client outcomes and support Sustainable Legacies?**

**A:** Our talent is our greatest asset. AECOM would not be the leading global infrastructure partner nor be able to deliver on our Sustainable Legacies

commitments without outstanding professionals that our clients can trust and rely on to bring the best solutions in sustainable infrastructure. To attract and keep that talent, we need to create an environment in which everyone feels like they are heard, respected, and growing into the best professional they can be. That's the impetus behind "Welcoming Workplace" and why we put so much time and energy into our working environment.

A crucial part of "Welcoming Workplace" is employee development—providing opportunities for everyone to reach their full potential and build meaningful, rewarding careers. We offer award-winning talent development programs and mentorship opportunities through our *Leadership at All Levels* programming which includes six official development courses spanning every level of our organization. Our TechEx Academies provide self-guided technical learning opportunities, supported by the Technical Practice Networks that our employees use to network, exchange ideas, and so much more.

Ultimately, maintaining the best talent in the industry—and supporting an environment in which everyone can be at their best—drives innovative thinking, new ways of working sustainably, and better outcomes for our clients. It's a key reason why we were named to *Fortune's* Most Admired Companies' list for the 11th year and as *TIME's* Best Companies for Future Leaders this past year.

**Q: What's on the horizon for sustainability, and how is AECOM leaning into that?**

**A:** There's a lot of change and uncertainty within the current sustainability landscape as policy priorities and global economics change, increasing the complexity of sustainability initiatives. Importantly, AECOM is a company that thrives on change. We see significant opportunities

to advise clients through these changes, as well as opportunities to support on sustainability megatrends that will persist despite short-term uncertainty.

Changing weather patterns will make natural disasters an increasing commonality, leading us to continue to prioritize our Sustainability Advisory Services—particularly our infrastructure resilience and disaster preparedness expertise. We've already seen strong growth in this area of our business, and we believe advisory services such as these will only prove more valuable as changing regulations and disasters themselves become more challenging to navigate.

Managing hazardous chemicals is also a major environmental priority, both at the local and federal levels. For instance, PFAS chemicals don't easily break down in the environment and often build up in water supplies across the world, posing serious long-term health risks to many communities. With decades of experience supporting clients in PFAS solutions, AECOM has the broadest set of technical capabilities and expertise in the industry. Just this past year, the EPA outlined a plan to address PFAS contamination, and as a leader in environmental remediation, we're fully prepared to be the partner of choice in those efforts.

Finally, water resilience in general will continue to be a huge focus area in many countries, as access to clean, fresh water continues to be a challenge for many communities. Water is one of our fastest-growing end markets, and we launched the Water & Environment Advisory global business line to specifically meet that demand and make a bigger impact. With substantial investments in this business area, we have the best experts ready to meet that challenge.

# Achieving Net Zero

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- 34** How We Externally Engage On Environmental Issues

# 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:**

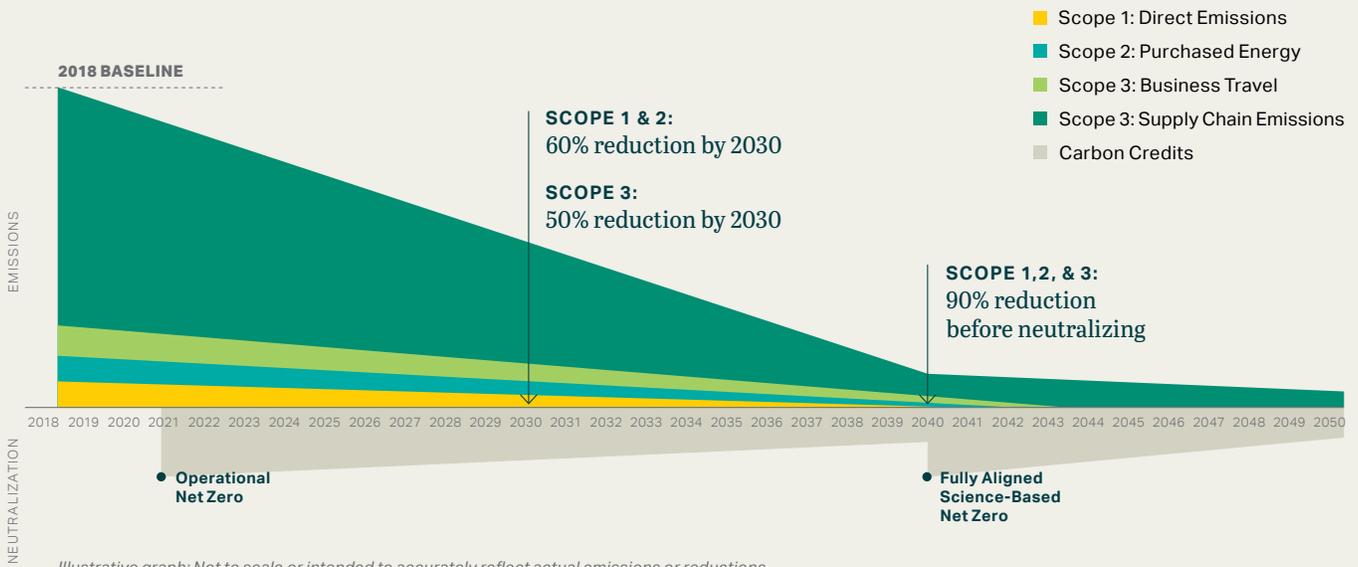
### Reduce

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

### Neutralize

Offset the remainder of Scope 1 and 2 emissions annually

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



# Emissions Data

## Scope 1, 2, and 3 Emissions for FY'18, FY'23, and FY'24

### Carbon emissions footprint (emissions in tCO<sub>2</sub>e)

CATEGORY	FY18 BASELINE EMISSIONS	FY23 EMISSIONS	FY24 EMISSIONS
<b>Scope 1</b>			
Fleet Vehicles (Mobile Combustion)	25,010	26,601	28,996
Refrigeration (Fugitive Emissions)	0	24	76
<b>Scope 1 Total</b>	<b>25,010</b>	<b>26,625</b>	<b>29,072</b>
<b>Scope 2</b>			
Office Energy (Purchased Electricity) (Location-Based)	37,176	18,332	17,211
Office Energy (Purchased Heat)	10,128	6,020	5,704
Electric Vehicles (Purchased Electricity)	0	0	11
<b>Scope 2 Total (Location-Based)</b>	<b>47,304</b>	<b>24,353</b>	<b>22,926</b>
<b>Scope 3</b>			
Purchased Goods & Services	2,058,962	1,680,761	1,655,081
Capital Goods	41,186	25,792	36,671
Business Travel	85,131	44,182	51,466
<b>Scope 3 Total</b>	<b>2,185,279</b>	<b>1,750,735</b>	<b>1,743,218</b>
<b>Total</b>			
<b>Scopes 1, 2, &amp; 3</b>	<b>2,257,593</b>	<b>1,801,713</b>	<b>1,795,216</b>
<b>Carbon Credits Retired</b>	0	53,859	51,998
<b>Net Carbon Impact</b>	<b>2,257,593</b>	<b>1,747,854</b>	<b>1,743,218</b>
<b>Progress Against Science-Based Targets</b>			
Scope 1 and 2	72,314		51,998
Scope 3	2,185,279		1,743,218
<b>Scopes 1, 2 &amp; 3</b>	<b>2,257,593</b>		<b>1,795,216</b>

This year, we recalculated our baseline and subsequent years across all scopes as a result of activity data improvements, advancements in our accounting methodology, and updates to emission factors. 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.

# 28%

Reduction in Scope 1 and 2 emissions (FY'24 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

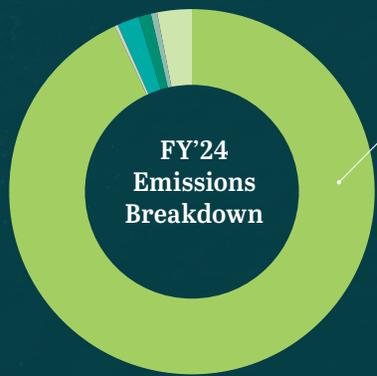
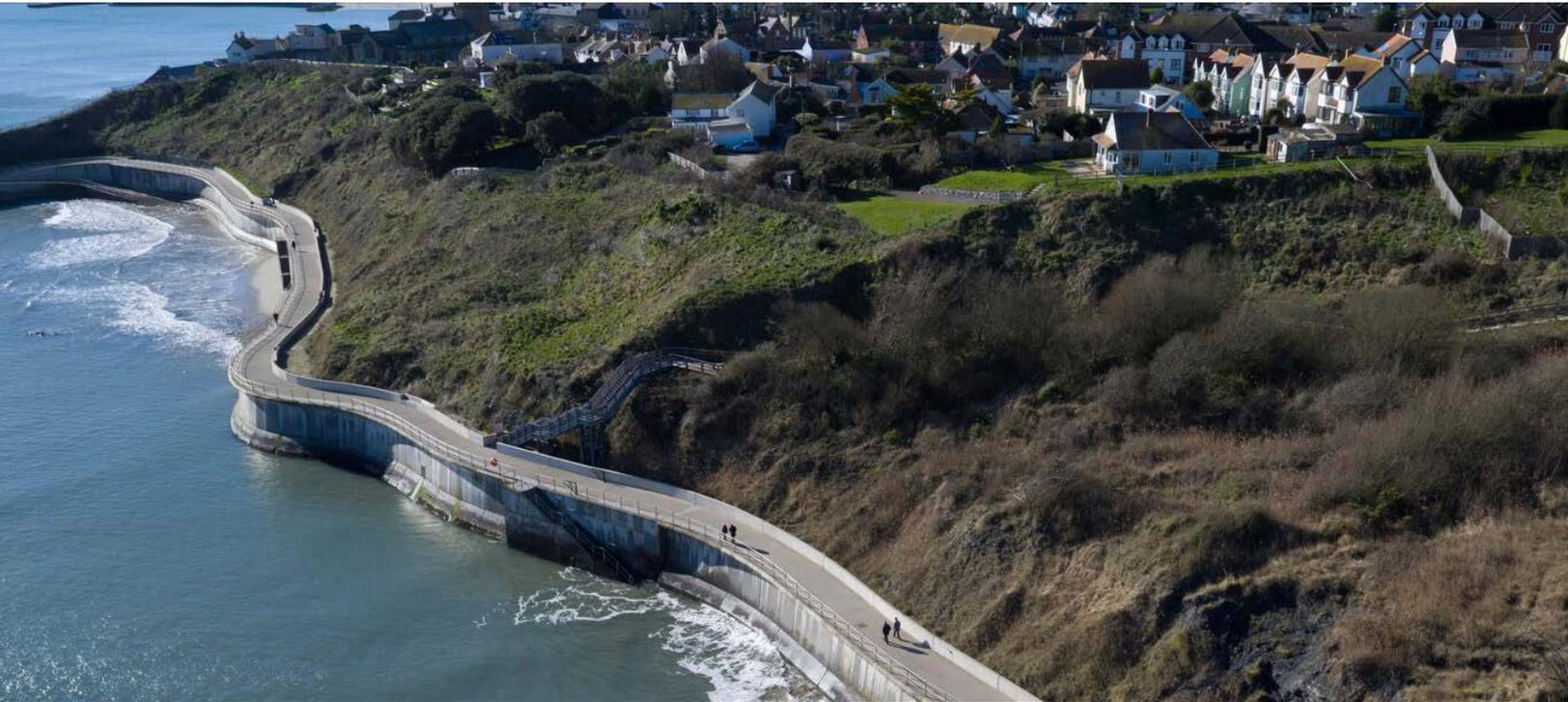
# 20%

Reduction in Scope 3 emissions (FY'24 vs. base year), meaning we are on track with required reductions for our Science-Based Target

# 20%

Reduction in total emissions (FY'24 vs. base year), meaning we are on track with required reductions for our Science-Based Target

## FY'24 Emissions Breakdown



94%

Scope 3:  
Supply Chain

- <1% Scope 1: Fugitive Emissions
- 2% Scope 1: Fleet Vehicles
- 1% Scope 2: Office Energy
- <1% Scope 2: Electric Vehicles
- 3% Scope 3: Business Travel

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

### 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 re-baselining across multiple categories.

# How We're Reducing Emissions

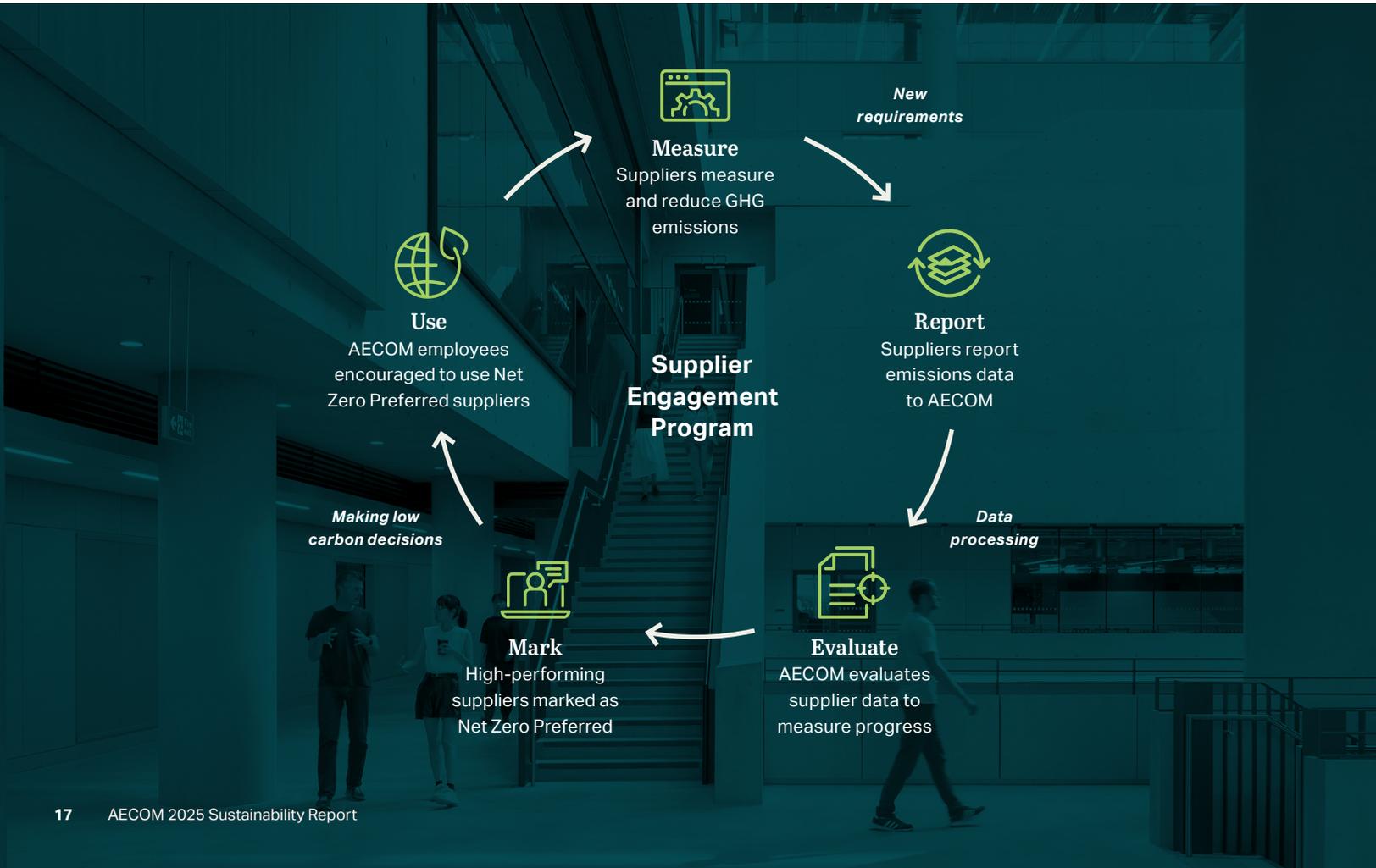
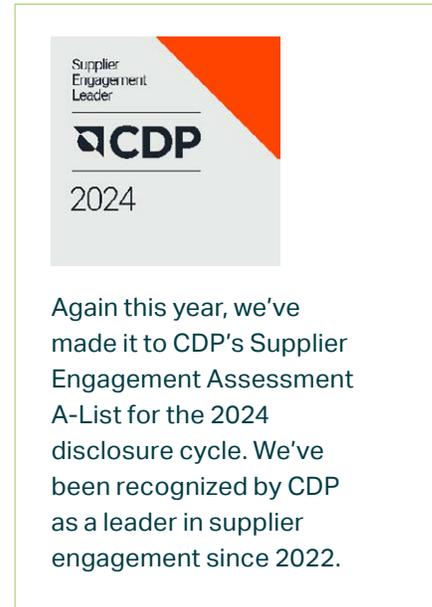
## Supply Chain

Our Scope 3 emissions from the supply chain make up 94% of our total footprint, and as a result, we are integrating 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 are also rolling out expectations for 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.





Our spend with WildHearts has positively impacted

1,058

lives through social impact programs since August 2024.

CASE STUDY

Using Procurement for Good—WildHearts in the UK

AECOM appointed WildHearts for the Workplace Supplies contract, a leading UK-based social enterprise who reinvests all profits into creating a positive impact in local communities.

AECOM's Global Strategic Sourcing team worked in partnership with AECOM's UK Office Management network to deliver a competitive RFP. That collaboration resulted in eight shortlisted suppliers which were weighted against criteria including technical supply capacity, sustainability, geographic coverage

and commercial pricing. WildHearts Office were subsequently appointed as AECOM's new office supplies and IT consumables supplier for the UK.

Along with their sustainability and social credentials, the RFP also uncovered WildHearts' leading warehousing and distribution capabilities (via their partnership with a leading UK wholesaler). Commercial benefit was evidenced through competitive pricing and mutual contractual commitments providing more price certainty. Beyond their core

technical and commercial capabilities, WildHearts Office deliver meaningful ESG outcomes through offsetting all carbon associated with AECOM's deliveries and investing all profits made from AECOM's spend in educational, employability and environmental initiatives.



WILDHEARTS BUSINESS FOR GOOD

## 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-intensive industry, and decarbonizing long-entrenched supply chains and construction practices is challenging.

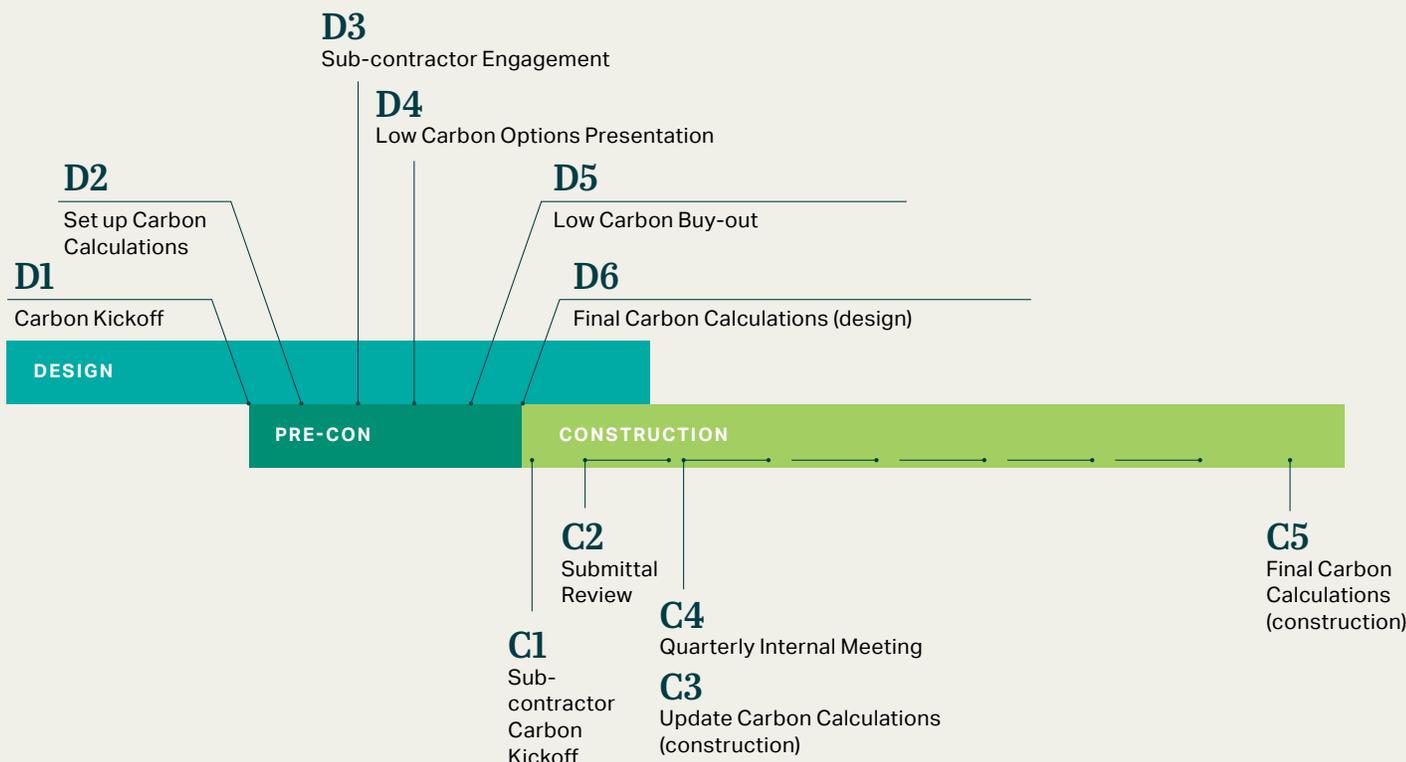
We have been developing and maturing our approach to decarbonizing our construction material supply chain as a CM for several years, with a focus on improving primary data collection to inform how we influence our clients and suppliers. As leaders in sustainable construction, we are ahead of many of our peers in our decarbonization journey.

From this position of leadership, we felt it important to share publicly the specifics of our approach with lessons learned along the way. Hopefully this document will inspire other construction companies to tackle their carbon footprint, and collectively we will decarbonize one of the hardest to abate sectors. [Download](#) a copy by clicking on the linked image.



To reduce embodied carbon on our construction projects, we are implementing an industry-leading workflow targeting our most carbon-intensive trades: concrete, structural steel, and facades. We have committed to measure carbon for these trades on all projects over \$100M. 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 carbon emissions in the next generation of sports infrastructure

AECOM Hunt, in partnership with Turner Construction, ICF Builders, and Polk & Associates as the Tennessee Builders Alliance (TBA), is serving as construction manager for the new Nissan Stadium for the Tennessee Titans in Nashville. The Tennessee Titans will have a new, 2.1 million SF, fully enclosed and climate-controlled stadium nestled along the East Bank of the Cumberland River. The multipurpose venue will feature a capacity of approximately 60,000 people, a full interior halo board known as the "ring of fire," and an ETFE cable roof. The translucent roof system spans 360,000 SF with 38-ft. spans, ensuring an immersive viewing experience. The venue will also feature a 12,000 SF community space to host classes for local schools, job training programs, and other community-focused events.

The new Nissan Stadium will be constructed using cutting-edge, sustainable materials, with a focus on minimizing waste and conserving both energy and water. The stadium is aiming for LEED Gold certification, a prestigious recognition for buildings that excel in energy efficiency, water conservation, and indoor air quality, among other environmental accomplishments. These gold-certified structures set the standard for sustainability, demonstrating how thoughtful design and operation can significantly reduce environmental impact.

We engaged the design team early during preconstruction to reduce the project's carbon footprint, using our embodied carbon workflow. After agreeing to a 20% reduction target for concrete, we engaged Nashville's top concrete ready-mix suppliers prior to procurement (a first) and discovered low carbon concrete could be delivered for no cost premium, uncovering new value for the client and the environment. The stadium is on track to save over 6,000 tons of carbon emissions, equivalent to 15,000,000 passenger vehicle miles.

We are constantly looking ahead to what's next. At Nissan Stadium, we chose to focus on market transformation for concrete and are introducing a groundbreaking concrete mix to the Nashville market. This mix replaces industrial waste with recycled glass to significantly reduce carbon impact and introduce circularity where recycling creates new raw material. We are optimistic that this innovative approach, featured in such a high-profile project, will inspire others to follow suit.

The new Nissan Stadium is on track to save over

6,000

tons of carbon emissions, equivalent to 15,000,000 passenger vehicle miles.



Rendering by Manica Architecture





**Age**

Reduction in fleet average vehicle age



**Weight**

Reduction in fleet average gross vehicle weight (gvw)



**Emissions**

Zero emissions or partial zero emissions fleet vehicles



**Size**

Right-sizing vehicle requests for the purpose they serve

**Fleet Vehicles**

AECOM is prioritizing more efficient vehicles and hybrid vehicles, while also switching to electric vehicles where charging is available. The number of alternative fuel vehicles in our fleet is increasing as low-emissions vehicle procurement requirements and management guidance are rolled out globally. We have also been implementing operational efficiencies such as carpooling, which have resulted in marked reductions on project sites. 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.

This year the US West Region Fleet Plan prioritizes sustainability, safety, and emissions reduction through proactive vehicle replacement and efficiency upgrades. The current focus is on retiring or replacing vehicles with a model year 10 years or older. Replacement vehicle selection recommendations prioritize hybrid vehicles where appropriate over traditional internal combustion engine vehicles to progress our emissions goals faster.

Additionally, vehicle requests must be appropriate for the purpose they serve (i.e., full-size truck versus SUV). Halfway through the fiscal year, more than 30 vehicles that are 10 years or older (of over a 650-count total vehicle fleet) have been retired or replaced because of this proactive replacement approach. These efforts support AECOM's broader commitment to reduce Scope 1 emissions by 60% by 2030 and align with regional safety priorities.

## Office Energy

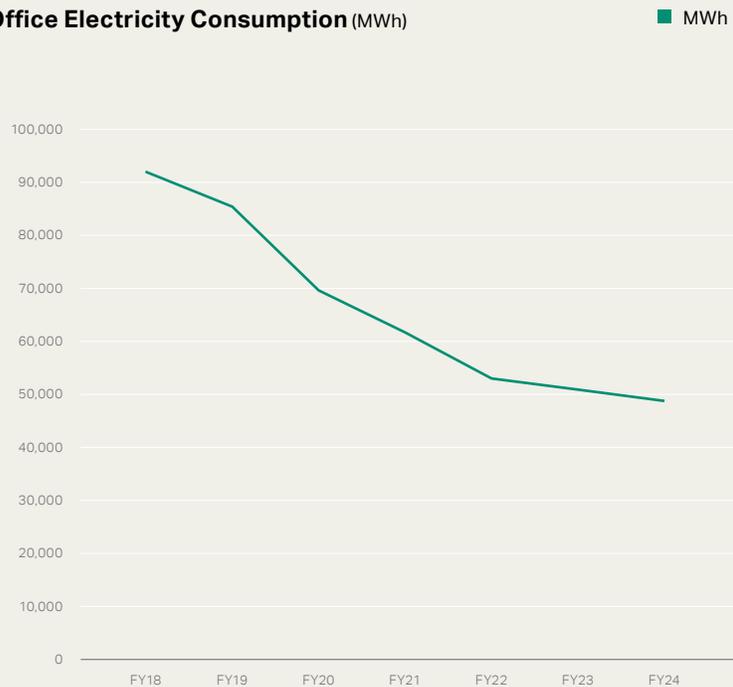
Our office energy usage continues to decrease as we optimize office space following the implementation of our Workplace of the Future and Freedom to Grow initiatives, which increase flexibility and provide opportunities for staff to work from home. In many of our offices, local Green Teams are amplifying sustainability efforts by providing educational sessions and hosting competitions 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 launched our energy audit surveys to collect portfolio-level energy, waste, water, and building sustainability certification information. These insights will help inform our electric vehicle deployment strategy, renewable energy procurement strategy, and improve data gathering for emissions reporting.

AECOM is developing a global renewable energy strategy with the aim of increasing our procurement of renewable energy to meet our Scope 1 and 2 reduction targets.

AECOM piloted an energy efficiency program at its Hong Kong location to reduce energy intensity at one of its largest offices. A smart energy sensor system was installed to monitor energy consumption patterns and identify opportunities to optimize office equipment. The pilot resulted in a prioritized list of hardware improvements which is expected to reduce energy usage and yield cost savings.

### Office Electricity Consumption (MWh)



## Business Travel

AECOM is committed to improving travel performance by implementing our Travel with Purpose guidance, prioritizing digital tools instead of traveling, and if travel is necessary, prioritizing sustainable modes of travel (e.g., walking, cycling, public transportation, and zero-emissions vehicles) in conjunction with a location-specific risk assessment.

We launched an internal campaign to encourage employees to book green rideshare options and have continued to work with rideshare providers to capture emissions data from low-emission vehicle trips, as well as collaborate with our travel service providers to identify opportunities to improve data accuracy and promote low-carbon travel choices.

## Offsetting

As part of our commitment to maintain net zero emissions in our operations, we retire carbon credits equivalent to our residual Scope 1 and 2 emissions. For fiscal year 2024, we retired 51,998 carbon credits from an alternative energy project in the Jingyuan region of China, whose vintage is 2018. AECOM is currently developing a carbon credit procurement strategy, with the intention 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 (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.

# 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 48](#), 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

In 2023, we 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 will increasingly drive 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 will inform how we manage our own climate change impacts through the work of our Corporate Net Zero team and will also inform the services we offer related to climate change and sustainability.

Following our 2023 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 52](#), which applies to climate change risk management.

## Climate Change Risks and Opportunities

Through our 2023 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 Socio-economic 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

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 below 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
<b>Extreme temperatures</b>	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.
<b>Drought</b>	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.
<b>Extreme precipitation and flooding</b>	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.
<b>Sea level rise</b>	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.
<b>Wildfires</b>	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.
<b>Hurricanes &amp; cyclones</b>	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 risk 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**

DRIVER	RISK DESCRIPTION	OPPORTUNITY DESCRIPTION
<b>Policy &amp; Legal</b>	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.	AECOM has an opportunity to increase revenues by serving clients in complying with emerging regulations related to climate, energy, and the built environment.
	Mandates on and regulation of existing products and services, e.g., projects incorporating a higher level of resilience have a cost uplift. The number of new infrastructure/projects as clients work within existing funding budgets.	
	Changes to industry standards and regulation for buildings and construction. Increased costs on project work associated with changes in these regulations.	
	Increased operating costs due to carbon pricing of energy, making utility and fuel costs increase.	
<b>Technology</b>	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.	AECOM has an opportunity to assist clients in adopting lower emissions technologies, increasing market share of these markets.
<b>Market</b>	Market demand changes as energy transition progresses, driven by changing policies and regulations.	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.
	Risk that we are working with wrong clients, or clients that are too heavily focused on fossil fuels or other stranded sectors.	
	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.	
<b>Reputation</b>	Reputational impact of not achieving our net zero commitments.	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.
	Not having technical expertise/technical capabilities to deliver against demand. Growing demand for sustainability services requires investment in our technical capabilities to respond.	



## 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 17](#)) 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

**At AECOM, we recognize that nature underpins the resilience of societies, economies, and the built environment. As a global infrastructure and environmental services provider, we are committed to supporting the shift toward nature-positive development. In line with this commitment, AECOM is proud to be an early adopter of the Taskforce on Nature-related Financial Disclosures (TNFD).**

This disclosure marks the first step in formalizing our approach to understanding and managing our impacts and dependencies on nature. Our ambition is to 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.

## 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

## Risks 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.

This baseline will support integration of nature into our ERM and client engagement frameworks.

### 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.

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.

### 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.

## Natural Capital Laboratory, Scotland

The Natural Capital Laboratory (NCL) is a unique, real-world testbed for monitoring nature restoration, rewilding, and biodiversity uplift. Located near Loch Ness, this 100-acre experimental site is a partnership between AECOM, the landowners, the Lifescape Project, and the University of Cumbria.

The NCL offers:

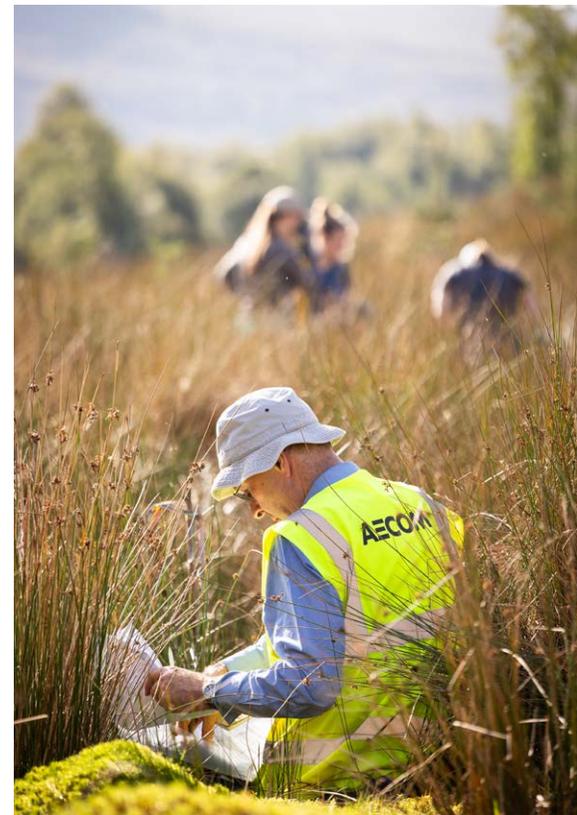
- A 'living laboratory' to explore the ecological and social outcomes of nature recovery interventions.
- A platform for developing and testing metrics to measure biodiversity change and natural capital value.
- Opportunities to engage clients and partners in restoration-based design thinking.
- It exemplifies how infrastructure and environmental practitioners can co-develop place-based models for long-term ecological recovery.

## Natural Capital Initiative, Indonesia

The Natural Capital Initiative pioneers a strategy that merges conservation, digital and AI technologies, and financial incentives to restore ecosystems. AECOM was commissioned by the initiative's proponent, Napital Group, to establish a pilot project in Bintan Island, Indonesia. Inspired by the successful Natural Capital Laboratory in Scotland, the project aims to localize a cutting-edge methodology for restoring forestland while harnessing the power of digital tools to monitor and communicate ecological progress through key natural capital data. Furthermore, the data will facilitate commercial partnerships to address the global nature emergency. By creating a collaborative platform, we are setting in motion a series of actions that not only allow nature to heal itself but also expedite this natural process.

## SMI Nature Risk Tool

Developed with the Sustainable Markets Initiative, this AI-enabled tool assesses nature-related risks for infrastructure projects globally. This tool is powered by AECOM, and using datasets from the Taskforce for Nature-related Financial Disclosures (TNFD), it enables infrastructure investors and promoters to analyze any piece of land globally (at a scale of meters), providing expert-reviewed descriptions of the location's habitat and biomes early in the site selection process. The Nature Risk Tool then evaluates a project's impact on the environment and suggests mitigation strategies, offering potential solutions or environmental protection measures. This information can be used to inform planner and policymaker decisions on creating infrastructure that promotes sustainable development and protects the natural environment. Importantly, the tool also aligns with the TNFD framework, enabling users to utilize the data for the TNFD LEAP process.



## EcoUplift

AECOM's proprietary decision-support tool that models and quantifies biodiversity uplift and natural capital value resulting from habitat creation, restoration, or enhancement. It enables clients to assess baseline ecological conditions and forecast measurable improvements aligned with biodiversity net gain and nature-positive outcomes. EcoUplift combines ecological condition data, connectivity, and ecosystem service valuation to provide robust, evidence-based insights. The tool supports informed decision-making during project planning and design, helping clients demonstrate compliance, communicate benefits to stakeholders, and deliver long-term ecological value.

## Playbook for Nature-Positive Infrastructure Development

AECOM's Nature-Based Solutions Playbook, developed with FIDIC and WWF, offers a practical framework for embedding nature-positive approaches into infrastructure planning and delivery. Drawing on insights from nearly 200 global projects, the playbook showcases how integrating ecosystems and biodiversity early in project design can enhance climate resilience, reduce risks, and create long-term value for communities and nature. Aligned with the goals of the TNFD, it supports organizations in identifying and managing nature-related dependencies and impacts, advancing both sustainable infrastructure and transparent environmental disclosure.

## CASE STUDY

## Global Canopy's TNFD Piloting Program, Singapore

AECOM participated in Global Canopy's TNFD piloting program, utilizing the LEAP approach to evaluate nature-related risks and dependencies in infrastructure projects. This pilot, supported by Nature-Based Insights, assessed 87 projects across Asia, spanning diverse biomes and project types such as urban developments and shoreline restoration. Tools like Aqueduct, IBAT, and ENCORE were used to score projects across eight nature-related categories, identifying risks and opportunities. This approach enabled a deeper understanding of ecosystem dependencies, informing impact mitigation strategies and focused collaboration with supply chain partners.

Traditional Environmental Impact Assessments (EIAs) typically focus on specific sites and granular environmental

factors, often neglecting broader landscape issues. In contrast, the LEAP framework elevates nature-related assessments to a strategic level, allowing organizations to understand dependencies and impacts from a holistic perspective. This approach not only mitigates risks but also creates opportunities for positive environmental outcomes, such as biodiversity gains and enhanced ecosystem services. For instance, projects near areas with invasive species can become opportunities for reintroducing native species and aiding nature recovery. This framework is particularly beneficial for projects in the design phase, helping to identify and avoid potential costly mistakes and environmental challenges, such as those posed by invasive species or habitat loss, while also fostering

Global Canopy's TNFD Piloting Program, supported by Nature-Based Insights, assessed

87

projects across Asia, spanning diverse biomes and project types such as urban developments and shoreline restoration.

collaboration with supply chain partners to develop solutions for reducing environmental impacts.

The pilot study demonstrated the LEAP approach's potential to transform Environmental Impact Assessments, fostering a holistic, nature-positive development across the industry. Analysis of risks during the "alternatives evaluation" phase can enhance decision-making, reducing costs and nature risks at the design stage.

## Pathway ahead

This first TNFD disclosure lays the groundwork for integrating nature into AECOM's operations, strategy, and governance. Over the next reporting cycle, we will:

- 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.



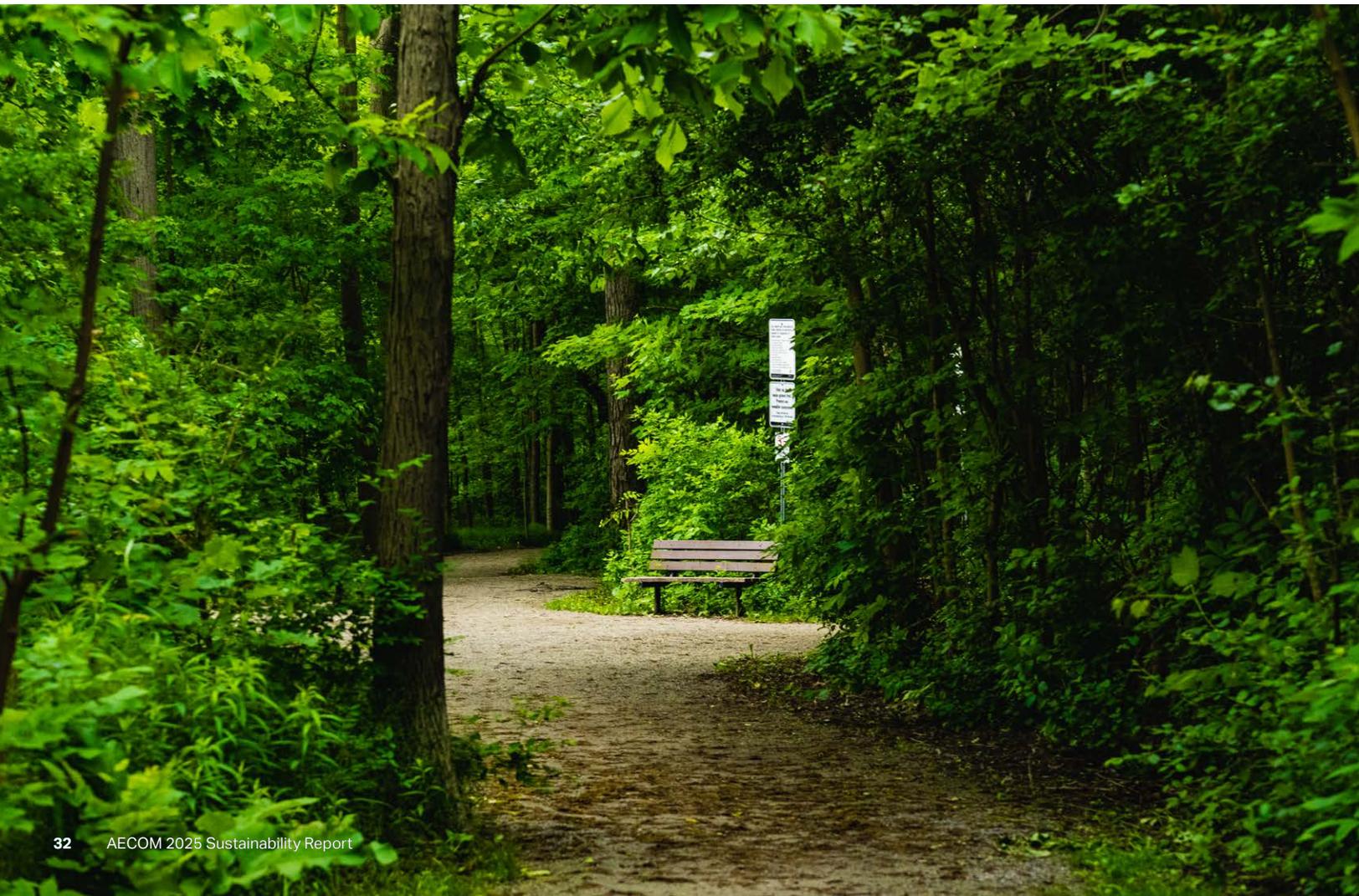
# Environmental Management

**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. See successful initiatives conducted this year by the Austin Office Green Team.

### CONSTRUCTION WASTE

This year, in keeping with best practice in the construction industry, we have implemented a Construction Waste Management Policy. While we already achieve high waste diversion rates on projects that seek sustainability certifications such as LEED, we are expanding our practices to all new projects of significant size going forward.

## 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.



### REDUCING WASTE IN OUR DENVER OFFICE

- Kitchen reorganization to prioritize reusable items
- Office greening survey to prioritize initiatives
- Building composting in bathrooms and kitchens
- Change coffee machines for more sustainable option



### AUSTIN CAMPUS GREEN TEAM ACCOMPLISHMENTS

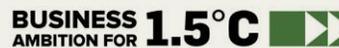
- Provided reusable mugs, plates and eating utensils on campus
- Organized Earth Day sustainability and cleanup community events
- Coordinated waste/ battery recycling with building management
- Maintained energy/ water conservation methods on campus
- Coordinated proper usage of new coffee pods to reduce waste
- Installed EV Chargers
- Provided low waste catering and healthy snack options
- Planned future green transportation and wellness programs/ activities

# 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

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# Social Impact

In pursuit of a better world, we start by investing in our most important asset: our people.

We are committed to creating an environment where our people can thrive both personally and professionally, as well as making a meaningful impact in the world. Through our winning employee value proposition, we continue to attract and retain our industry's best talent by offering extensive training, resources, supportive communities and career opportunities that help our people reach their full potential and make the greatest impact.

Critical to delivering a positive social impact is also how we show up for our communities, both where we live and where we work. Whether through partnering with disadvantaged business enterprises or conducting environmental remediation in consultation with Indigenous communities, we're embarking on projects that support our communities through their design, development, and delivery. The wildfires in Los Angeles earlier this year displaced thousands, including some of our own employees. Our teams subsequently

participated in an employee donation match program in partnership with the American Red Cross that raised nearly \$300,000 in critical relief to those most impacted, and we're now leveraging our resources and expertise to lead rebuilding efforts. We believe our response embodies our culture.

Investing in our professionals and communities ultimately drives our employees to be their best and allows us to deliver clear social value to our communities and the stakeholders we partner with. Our commitments are codified within our operations through our Social Value policy that was implemented in fiscal 2022.

By developing our strategy with a focus on improving social outcomes and supported by the strength of our technical excellence, global collaboration, and local engagement we will continue to drive innovation in our industry.



# Social Value

**At AECOM, we believe that investing in local communities to create positive social and economic outcomes is at the heart of generating social value. We work with our clients, partners, and suppliers to link the opportunities presented by our projects to the needs of the local communities we operate in, delivering a positive, lasting legacy.**

As we transition our economies to net-zero carbon, we recognize that businesses must deliver the employment, skills, and business outcomes to sustain this green economy. Put simply, Social Value is critical to delivering on our 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, we have implemented a global Social Value policy that outlines AECOM's approach to providing solutions that lead the industry resulting in meaningful and sustainable social value outcomes across its business for all stakeholders, including Board and Executive oversight.



## Social Value Through Client Delivery

Embed social value principles into all our work for clients to improve social outcomes that 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, we established the Welcoming Workplace philosophy this year, committing 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 comradery, 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:



# 1

## 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.



# 2

## 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.



# 3

## 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.



# 4

## 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.

## CASE STUDIES

### Program Management Expertise Lifts Communities Impacted by Natural Disasters

The increasing frequency and growing impacts of natural disasters around the world were apparent this past year. As a leader in resilience and disaster recovery, one way we create social value is by investing in our communities affected by such devastating events. To be a more comprehensive partner and expand our operational readiness in the wake of disasters, we developed the Response Program Management Office (PMO) concept. Devised from the thinking of regional and business line leaders across AECOM, the Response PMO concept combines best practices in emergency management organization with our

program management capabilities, building focused, experienced teams that can bring together key strategic partners, coordinate core response activities and resources, and identify faster remediation solutions following natural disasters.

We established and led three PMOs this past year in response to several disasters that impacted thousands of people, including our own clients and employees: one in Los Angeles, California in the immediate aftermath of the 2025 LA Wildfires, one in Central Texas in response to widespread flooding, and one in Louisville, Kentucky to support

recovery efforts following three Kentucky statewide weather events. This innovative approach to disaster recovery helped deliver critical resources and expertise efficiently and comprehensively to communities in need, and it was our program excellence that helped lead to new engagements for future recovery planning and resilience in these areas.



## CASE STUDIES

## Modeling Social Value in Sustainable Waste

AECOM has been engaged with the North London Water Authority (NLWA) to develop and implement a social value program as part of the North London Heat and Power Project (NLHPP), a £1.5 billion national infrastructure project to deliver a sustainable waste hub and flagship recycling facilities across seven North London boroughs. Our role is to help ensure that local London communities realize the social and economic benefits of the project throughout design, delivery and operation, and our comprehensive approach is structured around several critical themes to improve social outcomes, including supporting apprenticeships, local business engagement, school outreach programs, compliance with employment regulations, and much more. We've made encouraging progress to date—delivering £67.8 million in social value, with more to come.

To promote local skills and employment, NLHPP has supported 47 apprenticeships and provided 237 training placements for unemployed residents. Notably, 19.3% of the project workforce has been recruited from local boroughs, demonstrating a

commitment to community investment and creating local opportunities.

We advised the principal contractor on how to donate over £100,000 in grant funding to support local communities. Overall, the project has donated £158,913 to local community benefit initiatives, alongside delivering 2,103 hours of volunteering. In 2024, NLWA and lead NLHPP contractor launched the Connect & Grow Community Workshops, offering organizational development training to volunteer, charity, and social enterprise (VCSE) groups across North London, while fostering collaboration and networking. As a key part of the project, we've also helped develop and grow a STEM-based school engagement program that includes over 2,700 students across 74 North London schools.

Leveraging our deep understanding of infrastructure projects and their impact on communities, we're helping to develop solutions that get residents involved and improve economic outcomes for their communities.

## Championing Working Parents & Their Families

Balancing parenthood with a demanding career in the engineering field can be challenging, especially for working mothers. To foster a welcoming workplace for caregivers, we created the Working Parent Champions network. Open to working parents across our Europe and India regions, the network provides opportunities for caregivers to share perspectives and advice, better understand the resources available to them at AECOM, and connect directly with peers through formal programs like Maternity Buddies and Working Parent Champions. Today, it includes several hundred working parents, reflecting the value our people see in the program.

Our efforts to build the network also produced several other initiatives to support caregivers, including increasing parental pay and benefits, improving flexible working options, and creating toolkits to help better guide working parents on their career and life journeys. Altogether, these actions have helped improve our retention rates and foster a better sense of community and respect at AECOM, resulting in stronger employee engagement and better outcomes for clients.



# 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—those who belong to a community and allies who play an important role in creating a welcoming environment for all.**

The accomplishments of our ERGs this past year are indicative of what makes AECOM a great place to work for everyone.

- The Beyond Abilities ERG led the charge in AECOM joining the Hidden Disabilities organization, providing increased visibility for our talent with disabilities that may not be immediately apparent.
- Our Women’s Leadership Alliance provided a forum for employees to explore cultural differences between generations in the workplace as part of programming around Women’s History Month.
- Our Pride Americas ERG continued to provide a platform for LGBTQ+ employees and allies in celebration of Pride Month, engaging LGBTQ+ leaders to speak on the significance of Pride and their personal experiences in the workplace.

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**  
Veterans



**Gender Alliance: Europe and India**



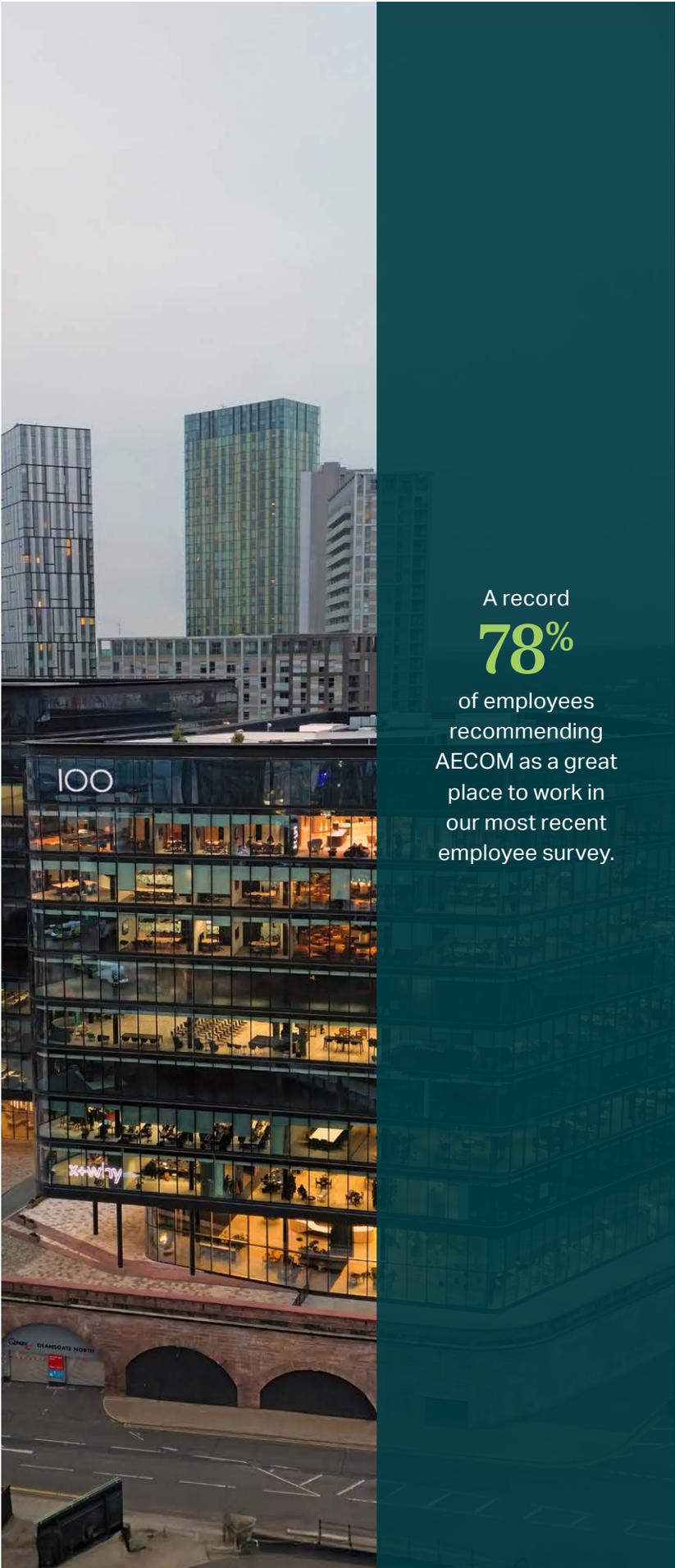
**Women’s Leadership Alliance: Americas**

## 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 78% of employees recommending AECOM as a great place to work in our most recent employee survey. In addition, turnover between our permanent employees and within our high performers remained below industry benchmarks in fiscal 2024 and has continued to decline on average into fiscal 2025.

## 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 record  
**78%**  
of employees  
recommending  
AECOM as a great  
place to work in  
our most recent  
employee survey.



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**

### 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 career of their dreams and ensure we are propelling the industry forward. 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.

## 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

Furthermore, 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.



## 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.

# Health, Safety and Well-being

**Core to our corporate values is safeguarding our people. 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 enable us to identify and manage hazards, and ultimately eliminate and 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 2024, our Total Recordable Incident Rate (TRIR) in our Professional Services businesses reflected an improvement of 36% since our baseline year of fiscal 2020, while our Lost Workday Case Rate (LWCR) improved by 67% 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.

For our industry-leading Safety for Life program, 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. Our clients have also recognized AECOM's excellent safety execution, with our AECOM KAST project team in California,

USA awarded the Shell Global Goal Zero HSSE Award. The team's commitment reflected outstanding performance and safe management of the KAST remediation site within a residential area.

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 2024 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



### Multi-Year LWCR Trend



# 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.

## Los Angeles Wildfire Recovery

In fiscal 2024, we continued to take a leading role in the response to extreme events that devastated communities. In partnership with the American Red Cross, we contributed nearly \$300,000 through an employee-matched donation campaign to provide critical relief to those impacted by the Los Angeles wildfires that displaced thousands. Funds raised contributed to ongoing assessment activities, distribution of relief supplies, and other important work. We're also proud to have been awarded a contract to develop a master plan for rebuilding the areas impacted by the fires, leveraging our technical expertise in disaster recovery to extend our impact.

## 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. Regional events over the past year included efforts to end homelessness, mentorship of youth in business, collecting food for the elderly, environmental clean-up, and participation in community beautification projects.

Furthermore, we partner with nonprofit organizations, including our longstanding partnerships with Engineers Without Borders—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



### TIME's Best Companies for Future Leaders

Named *TIME* magazine's 2024 Best Companies for Future Leaders



### Fortune's Worlds Most Admired Companies

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



### Ethisphere World's Most Ethical Companies

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



### Human Rights Campaign Foundation

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



### Military Friendly Employer

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



### Association for Talent Development

Recognized with the BEST Award for talent development programming

# Enhancing Governance

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# Culture of Governance

**Governance is the foundation of our Sustainable Legacies strategy. Since the implementation of our Sustainable Legacies strategy in 2021, we have sought to build that foundation into everything we do.**

Since then, we've continuously updated our 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. We also completed a sustainability-linked financing amendment in April 2024 to make sure 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. For the sixth consecutive fiscal year, we have achieved 100% training compliance, and, as such, we have set even more ambitious training compliance goals, which now include Sustainable Legacies-relevant training modules.

38%

of directors are new within the last five years





# Oversight

**AECOM's Board of Directors, consisting of eight directors, is responsible for oversight of the management of the company and its business for the long-term benefit of our stakeholders. The Board sets the tone for AECOM and operates under a set of published Corporate Governance Guidelines, which are based on best practices that meet or exceed the existing standards of the New York Stock Exchange and requirements of the U.S. Securities and Exchange Commission.**

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. In 2023, recognizing the importance that sustainability factors have across the entire company, these initiatives were incorporated into the oversight responsibilities of the full Board of Directors, 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 continues to evolve and improve upon its Sustainable Legacies strategy and is implementing and managing long-term, strategic sustainability initiatives. 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 Sustainable Legacies Global Council in 2021. The Council includes seven crossfunctional 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



## Reporting Practices

Transparency is a key part of the transition to Net Zero for AECOM and corporate sustainability in general. We are paying 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 Task Force on Climate-Related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB).



# Ethics and Integrity

**We believe good ethics is good business. We are committed to always prioritizing ethics and integrity, not simply because it's the right thing to do, but also because it helps safeguard our people and our company from potential wrongdoing while 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 2024. 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.

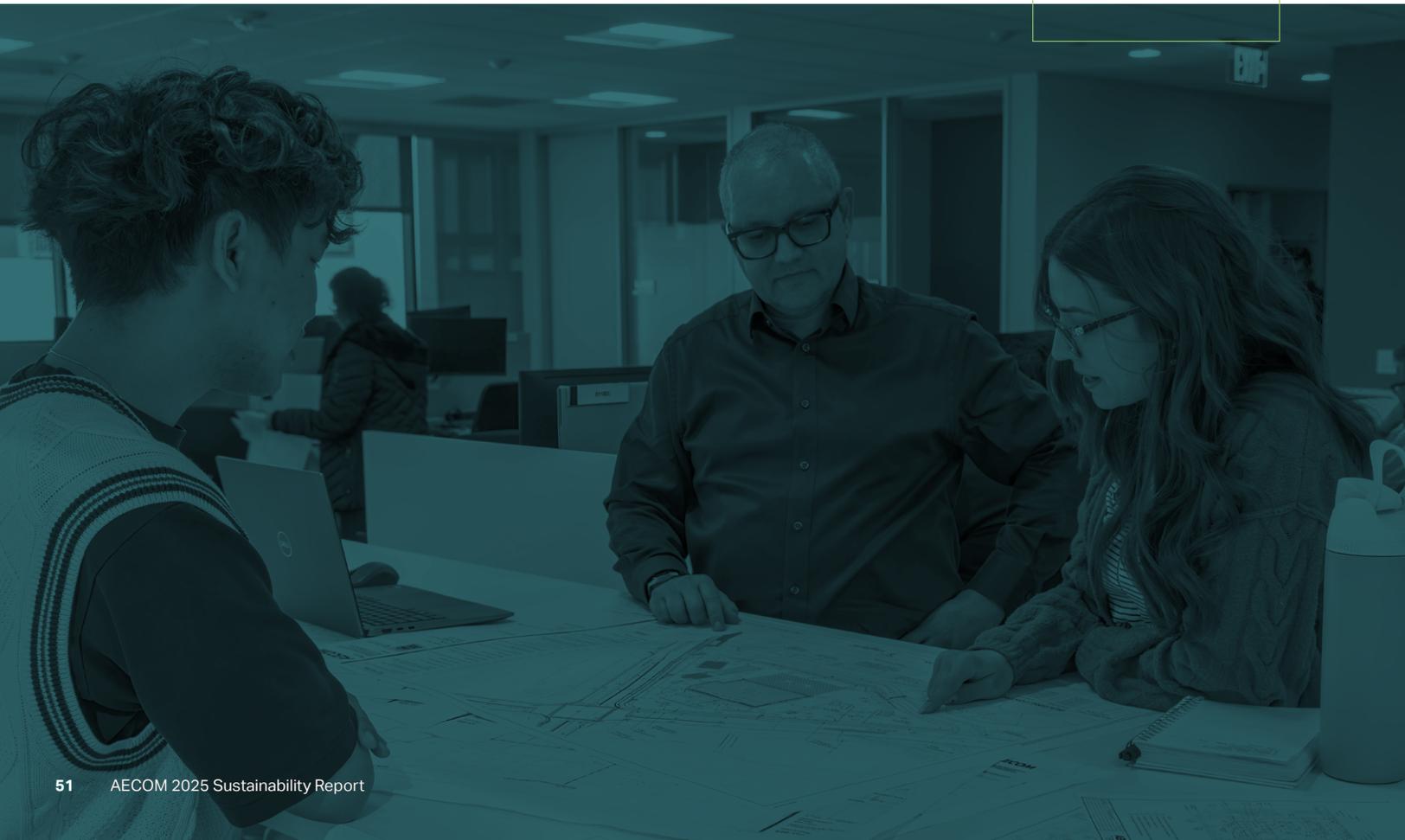
Furthermore, we have a comprehensive cross-functional ethics and compliance program focused on preventing issues from occurring, detecting them if they happen, effectively and expediently resolving issues, and capturing and communicating lessons learned to prevent them from repeating. As a result, we have been recognized nine times by Ethisphere as the World's Most Ethical Company.

**2025** WORLD'S MOST  
**ETHICAL**  
COMPANIES<sup>®</sup>  
**ETHISPHERE**

We have been recognized

**9x**

by Ethisphere as the World's Most Ethical Company.



# Risk Management



**AECOM recognizes that effectively managing enterprise risks is critically important to the long-term success of our business. Our executive leadership is responsible for our company’s day-to-day risk management activities. Our company relies on a comprehensive risk management framework to monitor and manage risks. The 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.**

Our enterprise risk management team provides governance over an established process that assesses and works cross-functionally to mitigate AECOM’s risk profile. The team documents the risk review and approval process and facilitates the sharing of this information with management and the AECOM Board of Directors.

Our risk management process is designed to ensure that management is monitoring and controlling such operational risks as

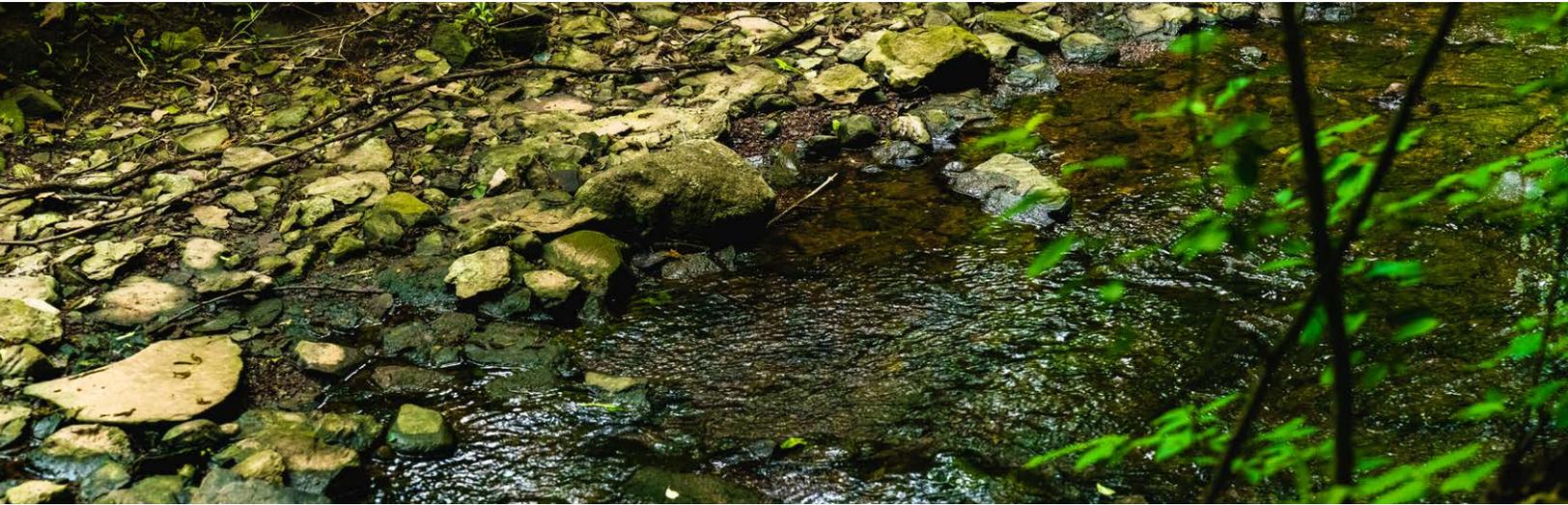
project performance, business continuity, compliance risk, reputational risk, technology risks involving information security, and others.

As part of our commitment to our Sustainable Legacies strategy, AECOM includes sustainability risks such as climate change and nature & biodiversity in its assessment of critical risks. Plans and procedures to monitor and address any gaps identified are included in regular updates to the Board and its Committees.

All of the global activity and initiatives are cascaded, implemented, and directed through regional sustainability leadership teams that have delegated responsibility for managing climate-related risks. These regional sustainability leadership teams work with local leadership as appropriate and report to regional executives.

## Sustainability Risk Framework





# Responsible Supply Chain Management

**As the world's most trusted infrastructure consulting company, the most significant sustainability issues that affect us are related to our client work. There are opportunities but also risks that we need to manage for our clients and our company, better allowing us 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 committee 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 updated on an annual basis to ensure it remains aligned with global industry and scientific best practices.

## 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.

# 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](https://www.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.



# Embedding Sustainable Development and Resilience Across Our Work

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# Sustainability Services Overview

**A key aspect of our Sustainable Legacies strategy is the services we offer to guide clients to actively contribute to delivering a better world.**

Our approach extends beyond emissions reduction, embracing a holistic perspective that includes our sustainability commitments. This outlook helps ensure the well-being of all communities, especially those in vulnerable areas. Through global collaboration, our multidisciplinary teams harmonize efforts, working closely to craft a future that is both sustainable and resilient across diverse communities and industries.

## Sustainability Advisory

The path of sustainable transformation involves a commitment to delivering a better world for governments, cities, organizations, developers, and asset owners. Our role extends beyond strategy, encompassing smart planning, focused strategy development, and consistent implementation throughout the journey. We assist organizations in protecting the environment, enhancing communities, and integrating sustainable development into everyday business practices. By offering a suite of technical services, we support clients in unlocking new funding by demonstrating the achievement of sustainability goals. We help businesses stay ahead of the competition by anticipating environmental, social, regulatory, and geopolitical changes, benchmarking against peers for maturity and planning for improvement action. Addressing higher investor expectations, we aid in responding to requests for program data and enhancing investor confidence. Together, we strive to create more desirable places for people to live, promoting social and environmental responsibility at every turn.

## 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 from



Through **global collaboration**, our multidisciplinary teams harmonize efforts, working closely to craft a future that is both sustainable and resilient across diverse communities and industries.

Indigenous Peoples, 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 clients, we are reflecting our commitment to delivering sustainable legacies and fostering growth toward more resilient environments.

### Net Zero and Decarbonization

We support governments and organizations in realizing their decarbonization ambitions. Navigating the complex pathway to decarbonization requires expertise and insight, which we provide to turn ambitious targets into actionable steps, contributing to a better world. Over 3,000 organizations, including AECOM, collaborate with the Science-Based Targets initiative (SBTi) to reduce emissions in alignment with climate science. Our ScopeX™ approach to decarbonization encompasses strategic planning, energy efficiency design, project development, generation and storage, stakeholder engagement, and financing across infrastructure and buildings. This systemic approach enables us to influence carbon emissions in all project phases. With continuous improvement

and expansion of our service delivery, recorded in our ScopeX™ approach, we reflect on our commitment to decarbonizing the future of tomorrow.

### Renewables and Energy Transition

Anticipating a transformative future, we are committed to reducing our carbon impact by at least 50%. As a result, we plan to have renewables, synfuels, and hydrogen in our energy mix by 2050. 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.

### 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 prioritize historically marginalized groups. Through engaging with stakeholders and appointing community ambassadors, we amplify community voices. With our open-source 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**



**Transitioning the United States’ largest public power utility to clean energy**

The New York Power Authority (NYPA), the largest state public power utility in the United States, set its ambitious VISION2030 plan to transition New York to a carbon-free future by providing affordable, clean and reliable electricity to the state’s residents. Building on our longstanding partnership with NYPA, AECOM was awarded a program management services contract to oversee various capital improvement projects in support of NYPA’s vision.

AECOM is one of the only global infrastructure firms accredited

by the United States’ National Association of Energy Service Companies, and as an industry leader in program management services, we’re uniquely positioned to support innovative, transformative infrastructure projects for NYPA. In line with our commitment to Sustainable Legacies, our programmatic approach is focused on delivering cost- and energy-efficiency improvements to NYPA facilities with an eye to safety, technical excellence and conservation in everything we provide.



**Designing the next generation of zero emissions transportation**

AECOM was selected to support the Los Angeles County Metropolitan Transportation Authority’s ambitious goal of transitioning its bus fleet to Zero Emission Buses.

The project constitutes one of the largest electric bus programs in the nation, aiming to deliver high-quality public transportation while reducing greenhouse gas emissions and improving air quality for millions of residents and visitors. As the global leader

in transportation decarbonization, our role is to provide conceptual design, specification and procurement support for the development of the Buses and charging infrastructure, and offer implementation solutions to ensure a seamless, lasting transition to zero-emissions operations. We anticipate the project will result in 520 operational Zero Emission Buses and five support facilities by 2030.

## KEY PROJECT EXAMPLES



### Powering one of the largest solar projects in Europe

Situated on the Cambridgeshire-Suffolk border, Sunnica Energy Farm is set to become one of the largest solar farms in Europe. Combining solar power generation with battery energy storage (BESS) technology, the energy farm will supply clean energy for approximately 100,000 homes while advancing the UK's renewable energy goals.

AECOM was appointed to provide environmental impact assessments, planning support, and high-voltage electrical design for the project. We initiated a comprehensive Environmental Impact Assessment to evaluate

all aspects of the project's potential impact on the landscape, ecology, biodiversity and land use, ensuring the project would deliver a nature-positive outcome upon completion. By embedding habitat creation into the site designs, we helped build an energy farm that actively fosters thriving ecosystems. Not only will the project supply renewable power to thousands of UK homes, but it will also result in the growth of 292 hectares of new biodiverse habitats, including native hedgerows, wildflower meadows, and wildlife corridors to support local species.



### Driving innovation in New Zealand's sustainable water infrastructure

The increasingly evident impact of climate change makes managing greenhouse gas emissions in every phase of new infrastructure development crucial. AECOM partnered with Christchurch City Council (CCC) in New Zealand to create the 3 Waters Emissions Estimation Tool (3WEET), a user-friendly tool that estimates emissions associated with the design and construction of water assets. 3WEET measures and reports on a project's emissions across material manufacture, site transportation, installation, and ongoing operations, and it offers alternative solutions to minimize such emissions.

3WEET has been specifically developed for the delivery of three water projects to support CCC's commitment to carbon neutrality by 2045 and to assist in efficiently reporting against metrics and targets outlined in the Taskforce on Climate-related Financial Disclosures (TCFD) framework. Supported by our industry-leading approach to carbon management and deep expertise in water infrastructure, AECOM develops tools like 3WEET by understanding industry needs, fostering interdisciplinary collaboration, engaging stakeholders, conducting region-specific research, and working closely with users to apply the tool's results.

# 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 its reducing Scope 1, 2, and 3 emissions, or supporting the development of clients' carbon strategy, ScopeX™ considers materials, site locations, logistics, and construction methods to reduce and eliminate the impact of projects on the natural environment. We minimize energy use and optimize sources of renewable power to 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. Taken together, we estimate that our ScopeX™ platform has the capability to design out at least 84 million tons of carbon dioxide emissions from the built environment per year.

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.



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

# ScopeX™ in Action

## Transpennine Route Upgrade

### United Kingdom

The Transpennine Route Upgrade (TRU) is a transformative initiative aimed at enhancing the railway network between York and Manchester. Spanning 76 miles, the project improves connectivity and reliability, while fostering economic growth for communities along this critical rail artery.

Through our ScopeX™ approach, AECOM played a pivotal role in embedding sustainability into the Leeds-York section of the TRU programme by developing a Carbon Management Plan (CMP) aligned with PAS 2080 standards to systematically manage and reduce greenhouse gas emissions throughout the project lifecycle. This included establishing a carbon baseline to help reach the ambitious reduction targets set by the client, aiming for a minimum 12% reduction in overall carbon emissions during the design and construction stages, with a stretch goal of 30%.

Key interventions included the creation of a Sustainable Design Register to document carbon reduction measures and a decarbonization tracker for ongoing monitoring and reporting. We leveraged collaborative workshops to understand and quantify carbon reduction measures implemented across the project from various stakeholders to minimize whole life carbon impacts. Collaboration with project stakeholders ensured carbon considerations were integrated across the lifecycle of the project, including design, construction, and operation stages, as well as within procurement processes.

# 43,137

tCO<sub>2</sub>e carbon avoided

## CTrides – Connecticut's Statewide Transportation Demand Management Program

### United States

Established in 2011, CTrides is a statewide Transportation Demand Management (TDM) initiative that helps residents, visitors, employers, and communities access a wide range of travel options across Connecticut. Since its launch, the Connecticut Department of Transportation (CTDOT) has contracted with AECOM to oversee the program's growth, operations, and innovation.

CTrides delivers a comprehensive set of services designed to make travel more convenient, affordable, and environmentally responsible. These include trip-planning tools, ride-matching technology, shared-ride rewards, employer and community outreach, promotional transit initiatives, regional and statewide events, and integrated communications campaigns.

With over 600 employer and stakeholder partners, the program also supports workforce mobility by helping organizations expand access to job centers, reduce travel costs for employees, and strengthen connections between communities.

As of 2025, CTrides has grown its rideshare membership to more than 58,000 participants. Collectively, these efforts have reduced over 229 million vehicle miles, saved more than 10 million gallons of fuel, and prevented more than 98,000 tons of carbon emissions. This work directly supports CTDOT's goals for a more connected, efficient, and sustainable transportation network while enhancing quality of life across the state.

# 98,000

tCO<sub>2</sub>e carbon avoided

## BBC Workplace Building Portfolio

### United Kingdom

Through our ScopeX™ approach, AECOM has been assisting BBC Workplace to significantly reduce carbon emissions and reliance on fossil fuels across their UK portfolio. This ongoing work, initiated in 2022, encompasses services such as improving building performance, optimizing existing MEP systems, implementing heat decarbonization strategies, and managing costs.

At BBC Scotland's headquarters in Glasgow, AECOM implemented an air source heat pump system, supported by a digital twin energy model, to optimize energy performance. This resulted in a 50% annual carbon reduction, or 1,116 tCO<sub>2</sub>e annually. At another site in London, a detailed energy optimization study identified 15 bespoke energy-saving measures that did not require capital expenditure. A 20% annual carbon reduction was achieved within the first year of ongoing monitoring (116 tCO<sub>2</sub>e), and a 24% reduction measured after two years (141 tCO<sub>2</sub>e).

# 1,116

tCO<sub>2</sub>e carbon avoided each year (Glasgow location)

# 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.**

**64** Approach to  
Sustainable Growth

**65** SASB Table

**74** TCFD Table

# 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.



AECOM supports the SDGs, and recognizing the importance of the goals, we have linked our priority areas to them. We have prioritized several goals that most align with our business and where we can make a positive impact around the world.



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



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



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



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



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



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



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



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



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



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



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



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



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



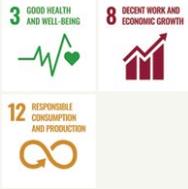
**Peace, Justice, and Strong Institutions**  
Dedicated to the promotion of peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective, accountable institutions at all levels.

## Sustainability Report Disclosure Tables

# FY'24 SASB Table

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
<b>Environmental Impacts of Project Development</b>  	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	Page 23 10-K Report	<p>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.</p> <p>Any material costs in this regard would be disclosed in our periodic reports filed with the SEC.</p>
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	Page 29 Sustainability Report	<p>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.</p> <p>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.</p>
<b>Structural Integrity and Safety</b>  	Amount of defect- and safety-related rework costs	IF-EN-250a.1	n/a	<p>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.</p>
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	Page 29 10-K Report	<p>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.</p>

## Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
<p><b>Workforce Health and Safety</b></p> 	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	Page 29 Annual Report	<p>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.</p> <p>As detailed in Page 29 of our Annual Report, our TRIR in fiscal 2024 was 0.07 and our Fatality Rate is not reported.</p>
<p><b>Lifecycle Impacts of Building and Infrastructure</b></p> 	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 56-60 Sustainability Report	<p>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 <i>Engineering-News Record's</i> 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 \$7.85 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.</p>
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	n/a	<p>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.</p>

## Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
<p><b>Climate Impacts of Business Mix</b></p> 	<p>Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects</p> <p>Amount of backlog cancellations associated with hydrocarbon-related projects</p> <p>Amount of backlog for non-energy projects associated with climate change mitigation</p>	<p>IF-EN-410b.1-3</p>	<p>Page 11 10-K Report</p>	<p>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.</p> <p>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 2024 was \$23.9 billion.</p> <p>Within this backlog, our contracted backlog, which represents the portion of our backlog for a contract where work has been executed, was \$13.3 billion. We estimate that approximately \$306 million was related to hydrocarbon projects and \$121 million was related to renewable energy projects. We did not experience backlog cancellations associated with hydrocarbon-related projects. More broadly, we estimate that approximately \$4.6 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.</p>

## Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
<b>Business Ethics</b>  	(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 2024, AECOM had seven active projects and backlog of approximately \$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 30 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 30 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.
<b>Activity Metrics</b>	Number of active projects	IF-EN-000.A	n/a	49,893
	Number of commissioned projects	IF-EN-000.B	n/a	35,280
	Total backlog	IF-EN-000.C	Page 11 10-K Report	\$23.9 billion (contracted and awarded)

## Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
<p><b>Data Security</b></p> 	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Page 28 10-K Report	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

## Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
<b>Data Security</b>  	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	n/a	<p>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.</p> <p>This includes but is not limited to:</p> <ul style="list-style-type: none"> <li>• A robust incident response plan and procedure that involves proper notification, assessment, and reporting requirements</li> <li>• Real-time email sandboxing/filtering and protection to prevent phishing attempts and malicious files</li> <li>• Advance endpoint security solutions to prevent download/installation of malicious software</li> <li>• Proactive vulnerability management to mitigate security weaknesses and prevent exploitation attempts</li> <li>• Next-gen intrusion prevention system (IPS) to prevent network cyberattack and malicious activity</li> <li>• Two-factor authentication to prevent use of stolen credentials to access company applications, etc.</li> </ul> <p>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.</p>
	(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	<p>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.</p> <p>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.</p>

## Sustainability Report Disclosure Tables

Topic and SDG Alignment	SASB Metric	Code	Reference	Narrative Response
<b>Workforce and Engagement</b>  	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	Pages 24-25 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 FY'24. In addition, turnover among professionals that have participated in a leadership development program was even lower, in the low single-digits, reflecting a strong return on our investments in career development programs.
	Employee engagement as a percentage	SV-PS-330a.3	n/a	At the end of 2024, AECOM conducted an employee survey to understand employee sentiments on the strengths and opportunities for improvement within the company. The survey revealed overall positive sentiments from our professionals with there being opportunities in each region to continue improving and further investing in manager levels.  More than 78% 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
<b>Professional Integrity</b>  	Description of approach to ensuring professional integrity	SV-PS-510a.1	Page 30 Annual Report	Our Code of Conduct outlines the legal guidelines we must follow and general ethical principles to help each of us make the right decisions when conducting business worldwide. Top leaders at AECOM promote ethical behavior through a global ethics committee as well as regional ethics committees. Our employees take part in annual Code of Conduct training, which received a 100% completion rate in FY'24. 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.
<b>Professional Integrity</b>	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 2024, we employed approximately 51,000 persons, of whom approximately 18,000 were employed in the United States. Over 300 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				
<b>Energy Management</b>	1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative and (4) percentage renewable	EM-CM-130a.1	n/a	<b>Energy Consumption</b>				
				<b>SOURCE</b>	<b>UNIT</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>
				Electricity consumed	MWh	52,978	50,863	48,602
				Renewable electricity procured	MWh	—	2,745	2,639
				% Renewable electricity procured	%	—	5.4%	5.4%
				Heating	MWh	33,799	33,218	31,473
				<b>Total office energy consumption</b>	<b>MWh</b>	<b>86,777</b>	<b>84,081</b>	<b>80,075</b>
				Electricity consumed for EV charging	MWh	—	—	32
				1. FY'22 data was not re-verified during baseline recalculation 2. EV data collection available from FY'24 onwards only 3. Renewable electricity purchases were not tracked prior to FY'23				
				<b>Water Management</b>	(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	<b>Water</b>
<b>UNIT</b>	<b>FY23</b>	<b>FY24</b>						
<b>Total water consumption</b>	<b>m<sup>3</sup></b>	<b>178,168</b>	<b>183,510</b>					
1. This data has been estimated using an occupancy-based methodology 2. This data reflects the waste from our office operations only								
<b>Waste Management</b>	Amount of waste generated, percentage hazardous and percentage recycled	EM-CM-150a.1	n/a	<b>Office Waste</b>				
				<b>UNIT</b>	<b>FY23</b>	<b>FY24</b>		
				<b>Total waste</b>	<b>Tonnes</b>	<b>907</b>	<b>986</b>	
				1. At present, we do not have enough data to support global disposal method detail 2. This data has been estimated using an occupancy-based methodology 3. This data reflects the waste from our office operations only				

## Sustainability Report Disclosure Tables

## FY'24 TCFD Table

Topic	Disclosure	Reference	Narrative Response
<b>Governance</b>	<p>a) Describe the board's oversight of climate-related risks and opportunities.</p> <p>b) Describe management's role in assessing and managing climate-related risks and opportunities.</p>	<a href="#">Pages 47-55 Sustainability Report</a>	<p>Our CEO leads the Executive Leadership Team, which comprises of 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.</p> <p>Our President is co-lead of our Sustainable Legacies Global Council, which was launched in September 2020 and which 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.</p>
<b>Strategy</b>	<p>a) Describe the climate-related risks and opportunities the organization has identified over the short-, medium-, and long-term.</p> <p>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p> <p>c) Describe the resilience of the organization's strategy, considering different climate-related scenarios, including a 2°C or lower scenario.</p>	<a href="#">Pages 24-28 Sustainability Report</a>	<p>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.</p>
<b>Risk Management</b>	<p>a) Describe the organization's processes for identifying and assessing climate-related risks.</p> <p>b) Describe the organization's processes for managing climate-related risks.</p> <p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</p>	<a href="#">Pages 24-28 Sustainability Report</a>	<p>In this Sustainability Report, please see sub-section titled "Climate Change Risks and Opportunities" for more detailed information.</p>
<b>Metrics and Targets</b>	<p>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p> <p>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</p> <p>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	<a href="#">Pages 13-18 Sustainability Report</a>	<p>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.</p> <p>In this Sustainability Report, please see the sub-section titled "Achieving Net Zero" for more detailed information.</p>

# AECOM Leadership



**Troy Rudd**  
Chairman and Chief Executive Officer



**Emily Gepner**  
Chief Human Resources Officer



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



**Gaurav Kapoor**  
Chief Financial and Operations Officer



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

## 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 2025 Sustainability Report primarily covers data and metrics from fiscal year 2024 that covered October 1, 2023 to September 30, 2024, 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. The report also aligns with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. AECOM is committed to transparency, engagement, and consistent communication of our sustainability strategies and programs to all stakeholders. Across this report, we are proud to feature photography and graphics that where at all possible directly features 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 at [investors.aecom.com/sustainability](https://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
- 2024 Annual Report
- AECOM 2025 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
- FY'24 Emissions Verification Statement
- FY'23 Emissions Verification Statement
- FY'18 Emissions Verification Statement
- Human Rights Statement
- Modern Slavery Act Statement
- Political Engagement Policy
- Risk Assessment
- Safety Health & Environment 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 2024. Learn more at [aecom.com](https://www.aecom.com).

