

Gender Pay Gap Report 2018

EXECUTIVE SUMMARY

UK

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Foreword

At AECOM we recognise that greater diversity leads to better outcomes, encouraging innovation and creativity. That's why diversity and inclusion is firmly on our business agenda and why closing our gender pay gap remains a priority.

Increasing the number of women in our organisation and our industry is central to our diversity and inclusion programme and we have a number of strategies in place to facilitate the hiring of female talent. From how job advertisements are pitched and where they are promoted to removing potential bias from recruitment processes, we know that a more inclusive approach will establish a more level playing field that enables people to be measured on their merits, regardless of gender, race, sexuality and culture.

Building a more diverse and inclusive business also means making a difference for the women already in our workforce. With many skilled, ambitious and

committed women throughout the company, we continue to critically assess our processes to ensure we are recognising and rewarding their contribution and supporting their careers.

With our sector facing a persistent gender imbalance, we know there is no overnight fix. Re-framing the way science, technology, engineering and mathematics (STEM) subjects are presented to girls from a young age is key to increasing diversity over time. Our employees regularly visit schools to help tackle the lack of awareness and interest in engineering and other technical professions among emerging talent, with the aim of encouraging future female engineers to join our industry.

As one of the largest employers in our sector, AECOM is in a unique position to help drive best practices for our industry. I have set up a diversity and inclusion steering committee comprising executive

leaders from across our EMEA region to make sure we're doing everything we can to attract and retain the best and brightest women. Through this group, I want us to take a much stronger industry leadership role.

The ability to draw on the skills of a diverse range of people from a variety of different backgrounds is vital to our success as a business and the projects we deliver. We know that achieving genuine diversity in our sector won't happen overnight, but we remain committed to our long-term efforts towards building a more diverse and inclusive workforce.



Lara Poloni, Chief Executive —
Europe, Middle East and Africa



Lara Poloni



Our progress in 2018

Building a more diverse and inclusive workforce is a priority for AECOM and we have a long-term strategy in place that includes a number of initiatives to facilitate the hiring and advancement of female talent.

Like many organisations in our industry, our gender pay gap is influenced by the higher proportion of men than women in our sector, particularly at more senior levels. We're always looking at ways to tackle this imbalance. Our returners programme supports both women and men with mid- to senior-level experience back into the workplace following career breaks. Aiming our returners programme at individuals with higher levels of experience helps us to target a previously untapped pool of highly-qualified professionals. It is often the case that people who have taken a career break struggle to get back into the workplace. Recognising the diversity of perspective they can bring, our supportive programme actively recruits these individuals and helps ease their transition back into work.

We're also reaping the benefits of our graduate diversity programme, which is designed to address the persistent gender imbalance at industry entry-level. In 2018, 43 percent of our UK & Ireland graduate intake were women, the latest year-on-year improvement since changing the way we promote graduate vacancies to help attract more female applicants.

With still too few female students choosing to study STEM subjects, our STEM outreach work is another important part of our long-term strategy. Through initiatives like our Imagineers competition, we are encouraging children to develop a passion for STEM subjects at an early stage. We challenged more than 800 pupils to come up with imaginative solutions to help solve some of the world's biggest problems and following its huge success, we plan to run the competition again in 2019. Imagineers is just one element of our outreach programme, with our STEM ambassadors across the country working hard to open young minds to the exciting possibilities of a career in engineering.

In 2018 we also launched Freedom to Grow across our UK & Ireland business, our new way of working that empowers our people to find the working style that suits them best, balancing that with other commitments in their life. The programme will encourage more diversity and inclusivity in the workforce and help AECOM attract from a more diverse talent pool. Other key diversity and inclusion initiatives we continue to support include attracting more female apprentices and our mentoring and networking programme mCircles, which connects women across our business so they can learn from and support each other.

I am proud of the progress we are making towards gender equality in our business, but we won't stop until we are fully satisfied our workforce represents the communities we serve.

David Barwell, Chief Executive —
UK & Ireland, AECOM



David Barwell



Why we have a gender pay gap

The well-documented gender imbalance that exists across the built environment sector is the primary reason for our gender pay gap. We have a lower proportion of women at all levels across our business, particularly in more senior roles.

It is important to note that gender pay gap is not the same as unequal pay. The issue of pay inequity is paying women and men differently for doing comparable work. This is not what our report and statistics indicate. The Gender pay gap is the difference in the mean and median pay between all men and women in the workforce.

Since April 2017, we are also required by law to publish our gender bonus gap, which is the difference in the average bonus pay between all men and women in the workforce. AECOM operates several different bonus arrangements to recognise strong business, team and individual contributions. Our bonus pay gap reflects lower female representation across the organisation's more senior levels where bonus is a larger component of overall compensation.

This report also includes the proportion of men and women in each quartile of our organisation's pay structure. Encouraging more women into technical disciplines and developing the careers of people who represent the truly diverse societies that we operate within is vital for the success of our business and industry. Through our sustained drive for greater diversity, we're working hard to attract and retain more female talent and increase the proportion of women across all levels of our organisation.

While government legislation requires us to report our gender pay gap and bonus gap figures for each legal entity with more than 250 staff, this executive summary report includes the mean and median averages for our two UK and Ireland operations combined, providing a business-wide snapshot of our statistics.



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AECOM'S PAY GAP		
MEAN DIFFERENCE HOURLY PAY	20.9%	
MEDIAN DIFFERENCE HOURLY PAY	21.3%	
MEAN DIFFERENCE BONUS PAY	30%	
MEDIAN DIFFERENCE BONUS PAY	35%	
	MALE	FEMALE
PROPORTION OF MALE / FEMALE BONUS RECEIVERS	16%	16%

PROPORTION OF MALE AND FEMALE HOURLY PAY QUANTILES		
	MALE	FEMALE
UPPER QUANTILE	84%	16%
UPPER MIDDLE QUANTILE	75%	25%
LOWER MIDDLE QUANTILE	64%	36%
LOWER QUANTILE	61%	39%
OVERALL	71%	29%

Declaration

We confirm the information and data reported is accurate as of the snapshot date 5 April 2018.



Adam Rawlings Smith
HR Director UK & Ireland



David Barwell
Chief Executive UK and Ireland

AECOM Imagine it.
Delivered.