



UK Gender Pay Gap Report 2021



Foreword

Building a more diverse and inclusive workforce remains a priority for AECOM and we're taking action to drive greater equity, diversity and inclusion (ED&I) within our business and beyond.

We know that we can better serve our clients and the communities in which we live and work when we draw from the wealth of our different backgrounds and experiences. ED&I is firmly on our business agenda, and we remain committed to closing our gender pay gap.

I am lucky to work alongside some very talented women and experience first-hand the many benefits that diversity of thought can bring to our business, our culture and our projects.

Recognising the importance of delivering on our strategy, we appointed Rachel Billington to the new role of head of ED&I to focus on developing inclusive people practices and leadership and collaborating with clients to drive change in the industry. Appointing a dedicated expert to lead our strategy will help shape our inclusive culture to attract, grow and retain a diverse network of professionals.

Given the gender imbalance that exists across our industry we know there is no quick fix,

but our long-term approach ensures we have the right structure and governance in place to support change. I hold myself and my leadership team accountable for our progress, with all senior leaders across our business in Europe set at least one ED&I personal goal as part of our performance and reward process.

Our strategy has a number of workstreams that include initiatives to attract and retain the most talented women in our industry. While I'm proud of our progress over the past year, we know there is still much more to be done to help us achieve a truly diverse workforce.

*Colin Wood,
Chief Executive,
Europe and India,
AECOM*

Our progress to improve gender diversity



Since AECOM last reported its Gender Pay Gap, the business has taken steps to strengthen its ED&I approach and I

was appointed to the new role of Head of ED&I in Europe and India in June 2021. I have been impressed by the company's commitment, from the highest level, to delivering tangible change on ED&I. We recognise that we have a long way to go but remain committed to increasing the gender diversity of our organisation.

In this report, you will read about the wide range of initiatives we have introduced to tackle our gender pay gap. A focus of our strategy is embedding ED&I into our people processes. We have launched a number of inclusive work streams that are aligned to the moments that matter to our people, from hiring and promotion to retention.

These workstreams will develop and deliver plans of activity to ensure we're taking the right steps to integrate our ED&I principles into all aspects of our work. We will also measure the results, with regular reporting on delivery against our targets at board level.

Another significant part of our ED&I strategy is establishing employee resource groups (ERGs) across Europe and India. These voluntary networks enable colleagues to come together and collaborate to effect organisational change. The latest group to launch is our Gender ERG, which is designed to promote a greater sense of community and inclusiveness. Gender equality is not the responsibility of women alone and the ERG will help ensure our male colleagues remain part of the conversation and put their support into action.

Our focus in 2022 is to deliver on our inclusive workstream action plans, with everyone at the organisation encouraged to be part of our journey. A strategic priority will be rolling out our new inclusive leadership development programme to our top 250 leaders in Europe and India to build the skills that will help them become more inclusive and effective leaders.

Building an inclusive culture remains our goal, where our people can bring their best selves to work and thrive. We know that we will not achieve this without closing our gender pay gap and tackling the lack of women at senior levels of our organisation.

*Rachel Billington,
Head of ED&I,
Europe and India,
AECOM*

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A focus of our strategy is embedding ED&I into our people processes.



Employee Resource Groups shape strategy and give members a sense of belonging

Lekha Giridharan,

Senior Lean Consultant and Vice Chair of AECOM's Ethnic Diversity Network

I am Vice Chair of AECOM's Ethnic Diversity Network (EDN), the company's first Employee Resource Group (ERG) which launched in January 2021. EDN is now a high-performing network of 400 passionate and driven individuals who relentlessly champion ED&I. Our purpose is to advocate an equitable workplace that is representative demographically of the countries and communities AECOM serves.

Through inclusion, collaboration and learning, the EDN works with AECOM's leadership team and other stakeholder groups to elevate the working experience, career aspirations and pathways to leadership for current and future ethnically diverse employees.

ERGs are vitally important platforms that enable employees to form meaningful friendships and connections, enabling a true sense of belonging.

They help shape business strategy and influence wider industry through partnerships with clients and professional bodies. For members, they create opportunities for professional and personal growth. Joining the EDN was the catalyst that helped build my confidence back up after returning to work following maternity leave. My involvement has had a huge impact on my professional career and growth.

A focus for me now is to help build a new return to work system for women post maternity that will provide them with extra support, information and confidence. Every individual must have equal opportunities to shine and I'm here to support in every way I can.



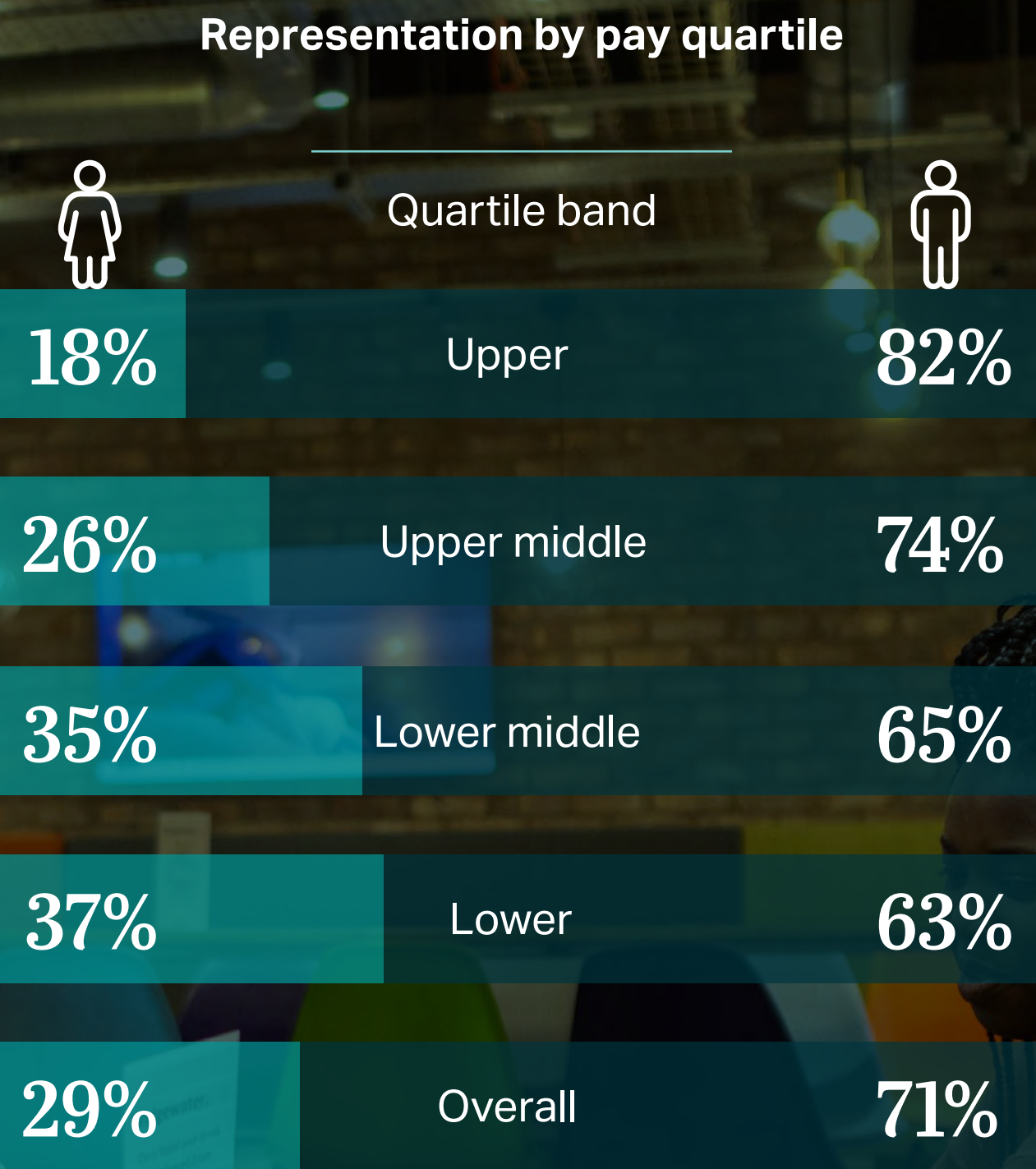
Our Gender Pay Gap in the UK

Our gender pay gap in the UK shows the gender imbalance that persists in our industry, with a higher proportion of men employed at all levels across our business.

Through our initiatives to achieve greater gender diversity in the make-up of our workforce, our gender pay gap reduced in both mean and median pay in 2021 compared with 2020. This reflects an increase in the representation of women in leadership roles across our business.

Our mean gender pay gap reduced by 2.8 percentage points, from 19.4 percent to 16.6 percent, and our median gender pay gap reduced by 4 percentage points from 20.3 per cent to 16.3 per cent.

Our mean data is calculated by adding the hourly pay of all men or women and dividing the sum by the number of men or women. We then calculate the pay gap by subtracting the women mean hourly pay figure from the men mean hourly pay figure and dividing that by the men mean hourly pay. Our median data looks at the middle value when the hourly pay is sorted in ascending order and is less influenced by very low or high values.



difference
hourly
pay

mean



16.6%

median



16.3%

Our gender bonus pay gap in the UK is the difference in the average bonus pay between all men and women in the workforce.

35 per cent of women in our UK business received a bonus in 2021, which has increased from 30 per cent in 2020 and more than doubled since 2018, when 16 percent of women received a bonus. While the proportion of women who received a bonus has increased, our gender bonus pay gap increased in 2021, which is the result of more men in the business at senior level where bonus amounts are proportional to salary levels.

It is worth noting that the bonus pay gap calculation methodology doesn't account

for a full-time equivalent recalculation for our part-time employees, who are primarily women, which does have an impact on the data.

The growing number of women joining us in the early stages of their careers, as well as initiatives like our inclusive leadership development programme, will help us reduce our gender pay gap over time.

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

Declaration



We confirm the information and data reported is accurate as of the snapshot date 5 April 2021.

Colin Wood
Chief Executive,
Europe and India

Jo Atkinson
HR Director,
Europe and India

Gender pay gap is not the same as equal pay. The issue of pay inequity is paying women and men differently for doing comparable work.


proportion of
male and female
bonus receivers

 35%
 38%

difference
bonus
pay

mean



23%

median



31.7%

STEM engagement

We know more needs to be done to increase the appeal of science, technology, engineering and mathematics (STEM) subjects at a younger age. Our industry needs to capture the imagination of young people, and girls in particular, to encourage them into technical professions. STEM engagement is a key part of our ED&I strategy and will help increase the diversity of our sector in the long term.

To help encourage future talent to join our industry, we continue to build strong relationships with schools, further education colleges, job centres, recruitment agencies and charities.

400

STEM Ambassadors

AECOM has a proud history of youth engagement, offering a range of work experience options that include one-day work shadowing and longer structured placements. An important aspect of our work experience programme is to make students aware of the different entry routes available into a technical profession.

We currently have 400 STEM Ambassadors, who regularly visit schools and colleges and run activities including mock interviews and CV writing workshops. All our graduates and apprentices are enrolled as STEM Ambassadors and are encouraged to meet young people and inspire them about choosing a STEM career.

70

universities across the UK

We also see this training as a great way for our graduates and apprentices to develop their networking and other professional behaviours.

We target around 70 universities across the UK with our early years recruitment, including institutions that have high numbers of students from underrepresented groups. We recognise the importance of collaboration between industry and academia to attract future talent and reach people from a variety of different backgrounds.



Collaboration with academia will help us reach people from a variety of different backgrounds

Jo Hughes,

Director – People, Profile and Excellence, Environment & Ground Engineering, AECOM

Engagement with schools, universities and other training providers is vital for bringing more diversity into our business and our industry. Increasing the appeal of technical subjects at a younger age requires us to take our profession to the young people our industry needs, rather than expecting them to find us.

None of the work we do is gender specific, yet still too few girls are choosing to study STEM and construction-related subjects.

Our sector needs to do more to capture the imagination of young people, particularly girls, about the exciting, challenging and innovative projects we deliver.

Collaboration with academia through research, teaching and mentoring plays an important role in helping students develop the right skills for industry and is a great way to attract future talent. Part of my role is to look at how we can make our sector more appealing to women, working with

universities to help encourage women to enter technical and construction-related courses and to better reach people from a variety of different backgrounds.

This year we launched the AECOM Women in Construction Scholarship in partnership with the University of Salford, which is designed to help increase the number of women completing construction-related undergraduate degrees and provides one female student from a low-income background

studying Construction Project Management with support throughout their three years of study.

In addition to financial assistance, our team will provide professional support to students under the scholarship each year, working with the university to help equip the next generation of construction professionals with the skills that industry needs.



Talent strategies

We're putting ED&I at the forefront of our recruitment initiatives and our talent strategies are designed to be more inclusive across attraction, selection and early years recruitment. From rolling out unconscious bias training for hiring managers, increasing the diversity of interview panels and embedding gender-inclusive language in job adverts to using diverse representation of profiles in our marketing collateral, we have put in place a range of initiatives to facilitate the hiring of more female talent.

Our efforts to target women in our early careers recruitment continues to prove successful, with our annual graduate female intake rising from 25 per cent in 2014 to 37 per cent in 2021.

170

our highest ever number of female graduates in the UK and Ireland

Last year, we brought in our highest ever number of female graduates in the UK and Ireland at 170. Our next step is to look at ways to target female students from lower socio-economic groups who have historically struggled to get the opportunities to start their careers in our industry.

Our well-established returners programme is helping to attract a more inclusive and diverse workforce by assisting people back into the workplace after a prolonged period of absence, perhaps due to family commitments, illness or carer responsibilities.

Aimed at both men and women with mid to senior level experience, the programme provides back-to-work support, including training, coaching and mentoring. While the programme was placed on hold temporarily during the pandemic, it will be returning in 2022.



School outreach programmes key to attracting more people into our industry

Latisha Darling Mattis, Apprentice Project Manager

I joined AECOM after its team working on the Canada Water Masterplan, which is close to my home, visited my school as part of an outreach programme. I'd already decided to pursue a career in construction after my A-Levels but thought that university was my only option.

I had a place on a degree course confirmed, but once I met with the team and they offered me a job I joined AECOM's apprenticeship programme.

I initially worked on the Canada Water project, which was very exciting as I felt like I was playing a part in helping to transform my local area. I attend university one day a week studying for a degree in Construction Project Management and spend the rest working as a member of AECOM's project management team.

Outreach programmes with schools are so important to help attract more people,

particularly girls, into our industry. I volunteer with the Construction Youth Trust to raise awareness of apprenticeships among girls and help show they are a viable route into construction. I've also kept a relationship with my old school. We run interview prep and CV writing sessions with the students and AECOM is recruiting more apprentices from the local area to join our team and work on local projects.



Supporting our women to thrive

We remain committed to fostering an environment where all our employees have equitable opportunities to thrive. We are focused on creating an inclusive culture that helps every employee feel valued and included and have introduced specific initiatives aimed at supporting the women in our workforce.

Inclusive careers

Supporting the careers of the women in our workforce is an important part of our ED&I strategy. Our gender pay gap is influenced by the higher proportion of men than women in our sector, particularly at more senior levels. We are committed to tackling this imbalance and in 2022, we are launching a new career development programme specifically designed for our female employees to help upskill, empower and unlock career opportunities.

Our global reverse mentoring programme partners our executive leadership team with employees in the early stages of their careers to help them learn more about our organisation, our staff and our culture through the eyes of our people. Participating in the programme provides our mentor population with the opportunity to increase their visibility and professional reputation, enhance networking opportunities and place a renewed focus on their own career development.

Inclusive leadership development

Following a successful pilot, our top 250 senior leaders in Europe and India are participating in an inclusive leadership development programme, a group we have identified as key influencers and role models. The programme is designed to build confidence in our leaders

to demonstrate inclusivity in their behaviours and actions. It will provide our leaders with practical skills and help build their confidence to talk more openly about ED&I with their teams.

Wellbeing

We recently launched a menopause awareness initiative to provide our employees and managers with more information on the menopause and the support available. Our menopause champions are available to offer reassurance and support for those experiencing menopausal symptoms and provide guidance towards appropriate treatment and other sources of help.

Freedom to Grow

Four years ago, we embarked on a major culture change journey by launching Freedom to Grow across our business in Europe.

This new way of working empowers our people to find the working style that suits them best, balancing that with other commitments in their life. The highly successful programme is directly connected to our business strategy and plays an important part in helping us develop a more inclusive and diverse workforce.



Women who join our industry want to see role models who look like them

Susan Evans,

Rail, Bridges & Structures Director, UK & Ireland

As a senior leader in a male dominated sector, I champion gender diversity. I want to be a role model for women and show them the exciting opportunities for career progression. Women who join our sector at the early stages of their careers want to see role models who look like them. Not having enough women in senior positions risks discouraging talent that we really need to keep.

An important part of my work is to support women in their career development, both at AECOM and through my role as vice-chair of the London region of Women in Rail. We arrange a variety of events for women working in the rail sector, including networking, coaching and development sessions.

I recently led the adoption of robust career development and succession planning throughout the business to promote greater

transparency and identification of opportunities for everyone. The process includes career development panels of experienced staff with an audience of junior colleagues. They are an open forum for attendees to ask any questions they want about their careers.

I think flexibility is key to enabling women — and other genders — to meet their full potential at work. I don't know anyone who isn't juggling

a range of responsibilities these days, be that caring responsibilities, extra study, training for a special sporting event or coping with mental health. There are a wide range of scenarios where AECOM's Freedom to Grow philosophy can enable people to do their best for their clients and their team without feeling they must compromise other things that are important to them.



About AECOM

AECOM is the world's trusted infrastructure consulting firm, delivering professional services throughout the project lifecycle — from planning, design and engineering to program and construction management. On projects spanning transportation, buildings, water, new energy and the environment, our public- and private-sector clients trust us to solve their most complex challenges. Our teams are driven by a common purpose to deliver a better world through our unrivaled technical expertise and innovation, a culture of equity, diversity and inclusion, and a commitment to environmental, social and governance priorities. AECOM is a *Fortune 500* firm and its Professional Services business had revenue of \$13.3 billion in fiscal year 2021. See how we are delivering sustainable legacies for generations to come at aecom.com and [@AECOM](https://twitter.com/AECOM).