



Ireland Gender Pay
Gap Report
2022



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.

This is AECOM's first Gender Pay Gap Report for Ireland and an important step for our organisation in ensuring we are a fair and responsible employer.

The leadership team at AECOM is committed to reducing our gender pay gap and our long-term approach ensures we

have the right structure and governance in place to support change. Our new Gender Alliance Employee Resource Group helps us as a business to increase opportunities and remove barriers for women.

As a major employer in the engineering consultancy sector, we work hard to engage girls and young women in STEM subjects while they're at school; but we know industry also has a challenge to ensure that women remain in the sector, while balancing other life commitments. As such, I am proud of our team members such as Colette O'Shea, who talks about her work to support

mid-career women at an industry level in this report.

We continue to appoint women into key positions, including Jo Streeten, our new Buildings + Places Managing Director for Europe and India. I hope role models such as Jo and Derval Cummins, who talks about the importance of improving gender diversity later in this report, will inspire women at an earlier stage of their career.

Headline gender pay gap statistics aren't the whole story. Our Freedom to Grow strategy is industry leading and it empowers all employees to work in a way which suits their team and their clients, whilst balancing other priorities in their lives. However, where there is inequality, we are determined to improve.

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.

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

Our progress to improve gender diversity



We welcome the opportunity to begin our gender pay gap reporting for Ireland, an essential part of our Europe and India region. It gives us the opportunity to increase fairness and transparency in our processes and shine a spotlight on our opportunities to improve.

I was appointed to the new role of Head of ED&I (Equity, Diversity and Inclusion) in Europe and India in June 2021. I have been impressed by the company's commitment, from the highest level, to deliver 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 reduce 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 develop and deliver plans of activity to ensure that 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. We launched our Gender Alliance ERG on International Women's Day this year. This is a group for all genders, and

we are delighted to have male allies to support us as Executive Sponsor and on the committee. 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 Financial Year 2023 is to embed ED&I at a local level with everyone at the organisation encouraged to be part of our journey. A strategic priority will be building on our inclusive leadership development programme for our top 250 leaders in Europe and India by introducing business goals and local action plans to hold our leaders to account. 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. We are making good progress but are relentless in our resolve to do better.

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



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

Kevina Kakembo

Project Surveyor and Vice Chair of AECOM's New Gender Alliance ERG and Vice Chair of AECOM's Culture Subcommittee under the Ethnic Diversity Network ERG

I am Vice Chair of AECOM's Gender Alliance, the company's first Employee Resource Group (ERG) focussed on all genders which launched in September 2022. With our business plan agreed, subcommittee leads appointed, and a strong 200 base of employee interest in our first month, we look forward to taking off at full speed in the new year, expanding, and leaving a legacy. Our vision is to break down barriers by ensuring that structures are in place for all people to thrive, succeed and

reach their potential, regardless of their gender at AECOM.

It is extremely important to us that our time is used intentionally, to influence policies, illustrate and review tangible data and push outcomes focused on the people and voices at AECOM. By tackling gender related issues, we can develop with sustainable and realistic strategies to support the business as it embeds change. The ERG creates a safe space to form

a community, share skills and collaborate both inside the business and externally.

Just like many of the leaders on our ERG and many people in the industry, one of my main focusses as Vice-chair is to take lived experiences that have impacted my career journey and the voices of others; and make sure that these are used to transform the workplace. I am vocal about creating room for gender and ethnic minorities to excel in a company that

understands that diversity of thought contributes to a robust and high performing organisation – both as a group of individuals working together and reflected in our subsequent results, growth, influence and achievements.

Working with AECOM's ERG's has impacted both my professional and personal growth exponentially. I look forward to seeing our impact grow in the same way.



Our Gender Pay Gap in Ireland

This is our first year reporting our gender pay gap in Ireland and provides us with a good opportunity to look at our pay by gender in the country. Our mean gender pay gap in Ireland in 2022 stands at 17.1 per cent, and our median gender pay gap at 25.7 per cent. We accept this is too high and there are some contributing factors to consider.

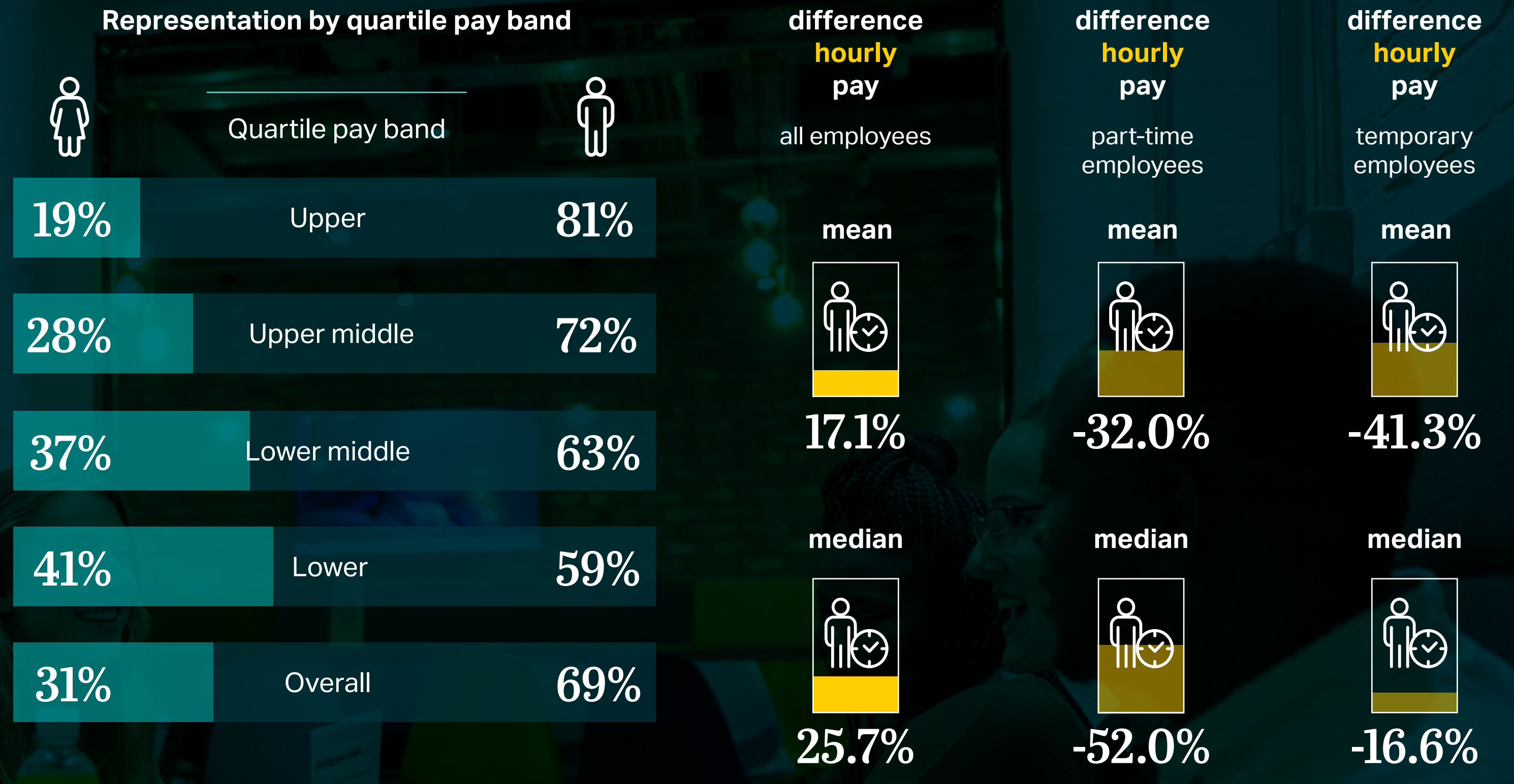
For many years, our industry has not been a career choice for as many women as men. This is reflected in our organisation with a higher proportion of men employed at all career levels and has an impact on our overall gender hourly pay gap.

As we progress with our ED&I strategy and increase our female representation, we would expect this gap to naturally reduce. It is also worth noting that employees on a leave of absence with reduced pay were included in the calculations,

as per the legislation, which would have had an impact on the gender hourly pay gap as those were primarily women on maternity leave. We do however offer good maternity pay benefits to our employees as well as equality in benefit terms for men taking shared parental leave to help to level up the childcare responsibilities and support employees with their career if that is what they wish to do.

For our part-time employees, the gender hourly pay gap is in favour of women as they primarily hold leadership roles, benefiting from our flexible working policy and active career development programmes opened to all. We do employ women on fixed-term contracts in experienced roles which is shown as a gender hourly pay gap in favour of women.

Our gender bonus pay gap is the difference in the average



The gender pay gap is expressed as a percentage of men's pay. The mean pay gap is calculated by first adding the hourly pay of all men or women and dividing

the sum by the number of men or women. The women mean hourly pay figure is then subtracted from the men mean hourly pay figure and divided by the men mean

hourly pay. The median looks at the middle value when the hourly pay is sorted in ascending order and is less influenced by very low or high values.

or median bonus pay between all men and women in the workforce. In Ireland, 39 per cent of women received a bonus, which is slightly above the proportion of men who did. While we did recognise women's achievements, our mean gender bonus pay gap is 30.1 per cent and our median gender bonus pay gap is 46.7 per cent, which again reflects a higher proportion of men in the organisation at the most senior levels, where bonus amounts received 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 did have an impact on the data.

Finally, we offer excellent benefits which can be seen in the proportion of employees receiving a benefit-in-kind.

Building a pipeline of female talent starts with hiring women in our early careers roles and this might increase the gender pay gap to start with. However, this should reduce over time as we develop our talent.

To further close this gap, our focus will be on increasing our gender diversity in roles across the business, particularly in our leadership positions.

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



39%



36%



proportion of male and female BIK receivers



93%



89%

difference **bonus** pay

mean



30.1%

median



46.7%

Declaration

We confirm the information and data reported is accurate as of the snapshot date of 6 June 2022.

Colin Wood
Chief Executive,
Europe and India

Jo Atkinson
HR Director,
Europe and India

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.

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 of our graduates and apprentices are encouraged and supported to enrol as STEM Ambassadors and are encouraged to meet and support young people,

especially from less privileged backgrounds, and inspire them about the range of STEM careers in our industry

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 and Ireland 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.

440

STEM Ambassadors

70

Universities across
UK and Ireland



School outreach programmes key to attracting more people into our industry

Latisha Darling Mattis

Apprentice Project Manager

I joined AECOM after the 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.



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 'Inclusive Hiring' 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. A key focus that we are actively prioritising is how to attract more females into our most senior roles.

Our efforts to target women in our early careers recruitment

170

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

continues to prove successful, with our annual graduate female intake rising from 25 per cent in 2014 to 37 per cent in 2021. Last year, we brought in our highest ever number of female graduates in the UK and Ireland at 170. We have also done a lot of work to target universities across the UK & Ireland with higher numbers of students from underrepresented groups. This year 25% of our early careers intake was from an ethnic minority background, up 6%, and 22% from a low socio-economic background, up 8%. We also engage with Future Female Engineers every year, Where Women Work, and Women in Engineering, to offer internship opportunities for female students who we hope

will then join us permanently upon graduation.

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 primarily at 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 2023.



Improving gender diversity in male dominated industries

Derval Cummins

Transportation Director, Ireland

As a senior female in a typically male dominated industry, it is important to me that we champion gender diversity and we've made great progress. Our Transportation Consulting business in Ireland now has an equal number of men and women. We pride ourselves in recruiting from a range of academic backgrounds, not just from engineering and not just STEM subjects.

I believe that having women in senior positions provides role models for young women

entering the business. The more role models we have, the more exciting and varied career pathways for new and existing staff will be modelled. This is crucial to encouraging diverse talent to join us and stay with us. I feel that it is important that I actively support women in their career development. This means mentoring them and, particularly, working with them to develop career plans. We make sure that women are offered the same opportunities and advancements as men,

whether they are asking for them or not.

Allyship is another key area in bridging the gender gap, and I recently participated in a Women in Engineering event on this subject. It was obvious that having allies, even one ally, in a male-dominated industry has made all the difference to women staying in the industry and developing successful careers.

I also think that flexibility is important to enabling all

genders to achieve their full potential at work. Most people have a lot more going on in their lives than work, from caring responsibilities to further education or dealing with health issues. AECOM's Freedom to Grow philosophy recognises this and allows people to be their best for their clients and their team without feeling that they must compromise other things that are important to them.



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 launched a new career development programme specifically designed for our female employees to help upskill, empower and unlock career opportunities.

Inclusive leadership development

Our top 250 senior leaders in Europe and India have completed an inclusive leadership development programme. Designed to build confidence and help our leaders to demonstrate inclusivity in their behaviours and actions, the programme provided these leaders with practical skills to talk more openly about ED&I with their teams. Since completing the programme, a number of these leaders have gone on to mentor / sponsor participants from our female career development programme, and proactively support their advancement. During the upcoming year we will be asking all leaders to commit to one ED&I goal, as an outcome of the inclusive leadership development programme, and our ED&I steerco will track and support these.

Wellbeing

Our Wellbeing vision strives to remove any barriers to our employees bringing their best selves to work. Our Wellbeing team partners with our ERGs to deliver targeted support to underrepresented groups where required. With regards to gender, this year we have launched a menopause awareness initiative to provide our employees and managers with more information on the menopause and the support available. We have also introduced menopause champions who have lived experiences of the menopause and are available to offer reassurance and support for those experiencing menopausal symptoms and provide guidance towards appropriate treatment and other sources of help. Through this work we hope to reduce the impact of the menopause on our employees' wellbeing and the impact it can

have on them staying in work and progressing their careers.

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 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.



Supporting women throughout the industry

Colette O'Shea

Associate, Infrastructure, Ireland

I believe that everybody should be free and supported to pursue their dreams regardless of gender, religion, sexual orientation, and anything else that makes us unique.

Throughout my twenty-year career in the infrastructure sector, I have been very lucky to have some present and supportive mentors. Without this support system I would not have developed a career that I love. However, as I progressed through my career, I became aware that not everybody was as lucky. Some women struggle to find connection and support

within their organisations and can sometimes feel quite isolated within the engineering profession. Sadly, this can cause them to reconsider whether working in the construction industry is right for them.

I established the Women in Engineering Group for Engineers Ireland with the support of some amazing women and men, in part to ensure that women feel they have support in the industry. Our mission is to support women, pre and post-graduation – including those returning from a career break – who have chosen to pursue a career in

engineering, to develop their skills and competences and fully realise their potential in and out of the workplace.

Through networking events, mentoring support, and industry events to raise awareness, we hope to support more women to keep working in the engineering sector. Through this work I have met so many amazing women and men who are as passionate about changing the face of the industry, as I am.

I recently joined AECOM and from the outset I have been supported in my work with the

Women in Engineering Group. They have asked me to use my knowledge to support the organisation to keep challenging barriers so that we can continually improve and grow. I was excited to join AECOM to progress my technical career but, having witnessed first-hand how passionate AECOM is about challenging barriers around gender diversity, I feel very aligned with company ethos.

We will continue to work until infrastructure sector is a welcoming place for all women and everybody.



About AECOM

AECOM is the world's trusted infrastructure consulting firm, delivering professional services throughout the project lifecycle — from advisory, 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 and digital expertise, 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 \$13.1 billion in fiscal year 2022. See how we are delivering sustainable legacies for generations to come at [aecom.com](https://www.aecom.com) and [@AECOM](https://www.instagram.com/AECOM).