

# UK Gender Pay Gap Report 2022







## Foreword

### AECOM's UK Gender Pay Gap Report for 2022 shows that whilst we still have much to do, we are making progress.

Our hourly pay gap has reduced for the third consecutive year as a result of actions taken to help women with their career development. The proportion of women in the upper quartile pay band has also steadily increased due to our internal mobility efforts. It's important to acknowledge this improvement because, as a leader, I want to remain focused on this issue throughout the business and to demonstrate that we can bring about positive change. As our regional Head of ED&I Rachel Billington explains later in this report, I'm also proud that we have achieved our first Equity, Diversity and Inclusion (ED&I) accreditation. However, we need to do more and increase the pace of change.

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 as we believe that we need a diverse and inclusive workforce to better serve our clients and the communities in which we live and work.

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. And our Gender Alliance Employee Resource Group is now well established and I have been delighted to see the progress it

has made in supporting the businesses as it promotes inclusivity and empowers its people to thrive.

Infrastructure has the power to create opportunities for all and I want to see more women leaders, more women choosing to join AECOM to grow their careers and our gender pay gap reduced even further. To do this, it is important that we create a culture where people are encouraged to make the right choices for them such as that described by Michelle Sanchez-Wood as she has risen from Project Executive to Programme Manager level throughout her career at AECOM.

We continue to appoint women into key positions, including Jo Streeten, our new Buildings+Places Managing Director for Europe and India and Lucy Carraz appointed to lead our ESG work across

Europe — later in this report she discusses the importance of women having a voice in the decisions we make every day when designing and delivering projects, particularly as we move towards net zero, ensuring that there is a just and equitable transition.

We are committed to improving ED&I within our business and beyond and closing our gender pay gap but there's no room for complacency. Where there is inequity, we are determined to improve. We have made some progress, but we are far from where we should be and I hold myself and my leadership team accountable to drive further progress.

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



## Our progress to improve gender diversity



Becoming a more inclusive organisation necessitates asking some difficult questions of ourselves. Our latest Gender Pay Gap report for the UK gives us the opportunity to do that and increase fairness and transparency in our processes, shining a spotlight on our opportunities to improve.

Since we last reported in 2021, our ED&I strategy and delivery has continued at pace to achieve tangible change in our organisation. The inclusive workstreams we launched regarding talent

attraction, career development, leadership as well as client and policy practice have been implemented with a focus on accountability and defined metrics. We have delivered a variety of improvements to attract and crucially develop the best women talent. These include early careers campaigns, diverse selection panels and our new Empower career development programme designed to help women further their careers. At a senior level we have successfully delivered our Inclusive Leadership campaign for our Top 250 leaders, introduced leaders performance goals for ED&I as well as further high-profile women appointments at senior and executive levels.

These actions have contributed to us achieving our first ever ED&I accreditation demonstrating our commitment to making our organisation a place

where all women can thrive. But as always, we need to do much more, especially around retention.

Another significant part of our ED&I strategy is establishing employee resource groups (ERGs) across Europe and India. We launched our Gender Alliance ERG on International Women's Day in 2022. In this report, you will hear reflections from our Executive Sponsor and Vice-Chair as they celebrate their first anniversary. This is a group for all genders and we are delighted to have male allies to support us as one of our Executive Sponsors and on the committee. Gender equality is not the responsibility of women alone.

Our focus in Financial Year 2023 is to embed ED&I at a local level with everyone at the organisation contributing to our growth. A strategic

priority will be continuing to introduce senior ED&I ambassadors and champions to deliver local action plans and holding 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*

“

**We are making good progress but are relentless in our resolve to do better.**





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

### **Javier Muniz Sanchez,**

Strategy & Growth Director Europe and Gender Alliance Executive Sponsor

When I was asked to become the Executive Sponsor of AECOM's Gender Alliance ERG, I didn't hesitate to take the opportunity. To me, the Alliance is a catalyst enabling the move from executive support to being part of the action to accelerate the agenda. I think I can bring the Gender Alliance a deeper understanding of where the company is heading to in terms of markets and strategy, as well as promoting

and pushing the initiatives at the highest level in the region. In addition, I am proud to be a male ally and believe that I can contribute a useful perspective in the discussions. On the one hand, the Gender Alliance is a fundamental instrument to complement the good work AECOM is already doing to close the gender pay gap by supporting the business in terms of valuable resource and expertise in this area.

On the other hand, it reaches deep into the company through its bottom up approach and hence has the ability to find and address concerns that are very important to employees and otherwise would sometimes remain hidden, which improves greatly their sense of belonging and positively impacts retention.





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

### Kevina Kakembo

Project Surveyor and Vice Chair of AECOM's 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) focused on all genders which went live in 2022. With our business plan agreed, subcommittee leads appointed, and a strong base of employee interest we are now up and running, expanding, and working towards 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 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 focuses 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 ERGs 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 continues to reduce

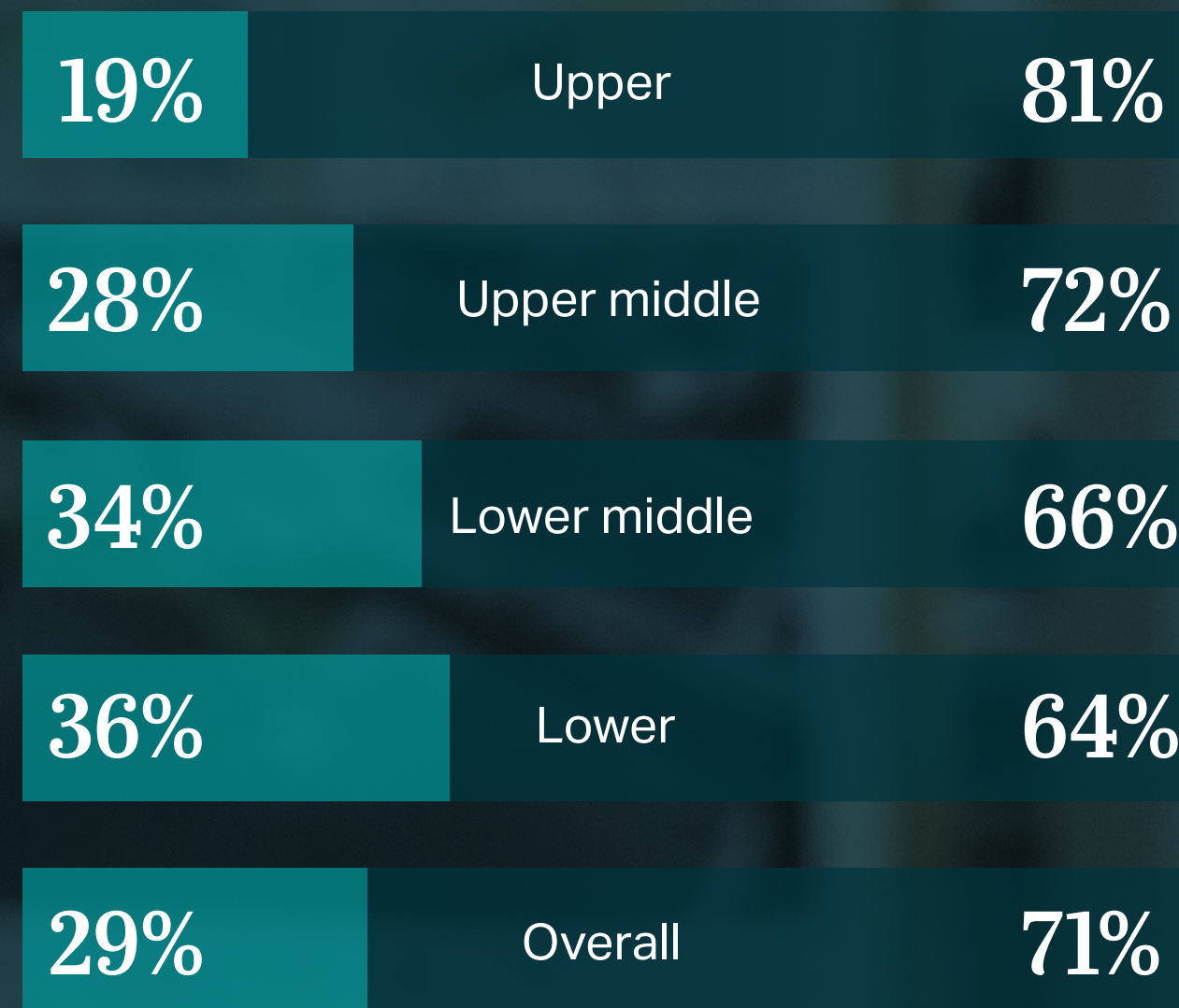
Our data shows that we have reduced the gender pay gap for the third year in a row, with our mean hourly pay gap now standing at 15.6% (-1 percentage point (pp) vs 2021) and median hourly pay gap at 15.1% (-1.2pp vs 2021). This is the result of our continuous actions to improve our female representation across the company, particularly in managerial and leadership roles. We will keep working hard to attract more women to our industry, nurture our talent and offer programmes to help women with their career development.

We have increased the proportion of women in the upper quartile for the third consecutive year and also increased it in the upper middle quartile vs 2021, which corresponds to our experienced individual contributors, managerial and leadership roles and shows the success of our internal mobility programme. A pay gap remains and we still

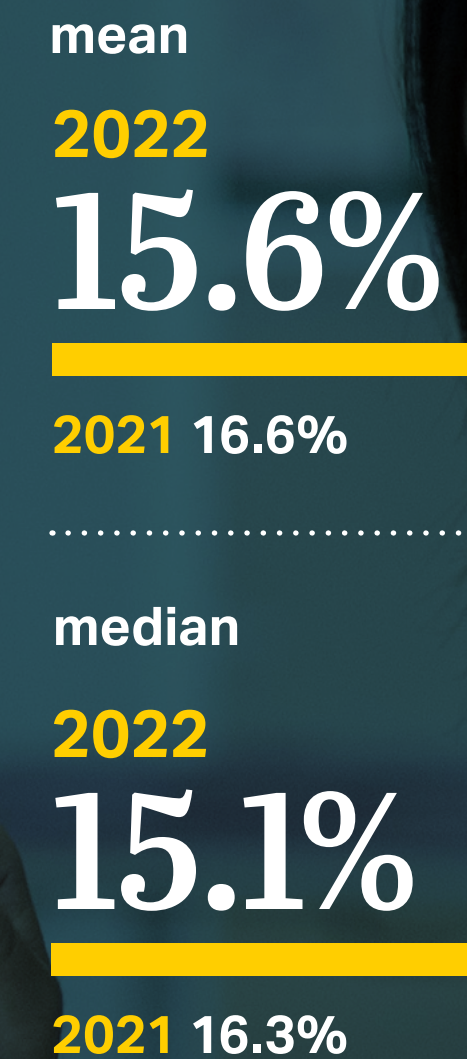
have a gender imbalance, particularly at the most senior levels. With the expansion of our ED&I strategy, we would expect the gender pay gap to reduce further.

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. Since the gender pay gap does not look at differences in pay for comparable jobs, it is therefore not an indicator of an equal pay issue.

Representation by quartile pay band



difference hourly pay





Our gender bonus pay gap is the difference in the average or median bonus pay between all men and women in the workforce. Our bonus pay gap has reduced for another year (-1.1pp for the mean and -0.2pp for the median). The proportion of both men and women who received a bonus has more than doubled since 2018. Since we employ more men in managerial and leadership roles, these tend to receive higher bonus pay-outs in line with their accountabilities and targets. 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. We need to encourage more women to join our industry and help them with their career development if we want to reduce our gender pay gap. It starts with our early careers strategy and continues with our development programmes sponsored by female role models in our leadership teams. While the legislation requires us to report our gender pay gap for each legal entity with more than 250 staff, this report includes the figures for our two UK operations combined, providing a business-wide snapshot of our statistics.


**Declaration**

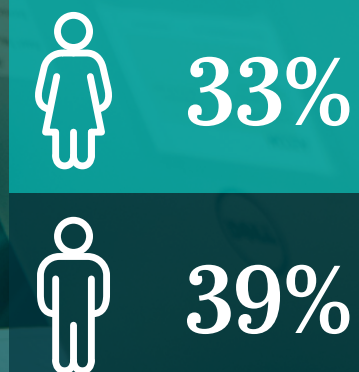
We confirm the information and data reported is accurate as of the snapshot date 5 April 2022.

  
**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**



**difference bonus pay**



**mean**  
**21.9%**  
 -1.1pp vs 2021



**median**  
**31.5%**  
 -0.2pp vs 2021



## 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.

We need to do more to encourage women and others from under-represented groups to join the industry. 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.

Earlier this year, we teamed up with an organisation called STEM Learning to create a series of ENTHUSE Partnerships across the United Kingdom. The partnership will generate STEM career awareness and prospects for thousands of young people and help encourage more young women to consider a STEM career.

Over three years, local AECOM offices will work with STEM Learning to connect with schools in their area and deliver expert coaching for teachers, equipping them with the tools

to inspire the next generation of STEM stars. By engaging young people from our local schools and communities, we hope to introduce them to the possibility of pursuing STEM careers.

We currently have around 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 under-represented groups. We recognise the importance of collaboration between industry and academia to attract future talent and reach people from a variety of different backgrounds.

# 400

STEM Ambassadors

# 70

Universities across the UK and Ireland





## Investing in early careers talent helps us deliver better outcomes for our clients and communities

### Lucy Carraz,

Head of Government Sector & ESG Lead, Buildings+Places

I have been very fortunate during my 20 years working at AECOM and legacy businesses to have experienced a variety of roles and work with teams from a diverse range of backgrounds. My lattice career started in 2002 when I was still at university and working as a part-time administrator and I have benefited from an organisation which has invested in me and provided training, mentoring, coaching and development challenges and opportunities. Fast forward to 2023 and I now head up the Government sector for our

Buildings+Places business and was recently appointed as ESG Lead for Europe and India. Both roles I am hugely passionate about. As a woman working in an industry which has such a significant part to play in how we transition to net zero and ensure we leave a wider reaching positive and equitable legacy for all communities through our projects, I have increasingly more to contribute based on my own experiences. I can drive the conversations into how we embed ESG in to how we plan, design and deliver solutions for new and existing

buildings and infrastructure. I am a mother and daughter who wants a better world for her children and parents now and in the future and I see the positive influence women bring to decisions and choices we make from how we travel to how we work with our supply chain partners on our journey to net zero.

Great mentors and line managers and a culture which enables and empowers me to grow and thrive has been instrumental in my career progression.

It is hugely important to me that I offer this same support to those coming up through their careers especially colleagues with young families or elderly relatives who are trying to get the life/work balance right. I have really enjoyed being an AECOM Maternity Buddy to a number of new mums returning to work and sharing my experiences and coaching them in how they can embrace AECOM's Freedom to Grow culture to have the best of both worlds.





## Talent strategies

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 33 per cent in 2022. Last year, we brought in our highest ever number of female graduates and apprentices in the UK and Ireland at 178. We are half way through our current early careers recruitment campaign and currently sitting at 41% female hires. We have also done a lot of work to target universities across the UK & Ireland with higher numbers of students from under-represented groups. In 2022, 25% of our early careers intake was from an ethnic minority background, up 6 per cent, and 22% from a low socio-economic background, up 8 per cent.

# 178

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

We also work closely with Future Female Engineers to raise awareness of our career options with female engineering students and provide them with placement or graduate opportunities. This year we are also sponsoring the undergraduate of the year competition for the built environment with a strong focus on diversity, resulting in 50% of applicants being female. We are also ensuring female representation on our stands at careers fairs, in our brochures, our website, and any editorial we have in the early careers space.





## Work with education providers helps showcase the exciting and rewarding careers the sector has to offer the best female talent

### Amy Pymont, Apprentice Civil Engineer

I first learnt about AECOM while studying for my A-Levels when I attended an Apprentice Open Evening hosted at the St Albans office. Following the event, I was able to gain a week's work experience, which gave me insight into the different teams and projects at AECOM as well as knowledge on the different routes into the industry. Although I already had offers on degree courses at university, following the week's work experience, I decided to pursue a position on AECOM's apprentice programme.

The role involves attending university one day a week to study for my degree in civil engineering, and four days a week working with the team on projects which complement my learning and develop my technical skills. Throughout my time so far with AECOM, I have had the opportunity to work on a wide range of streets projects and work with lots of people who support my knowledge and skill development.

Once I had joined AECOM in September 2019, I became

involved in STEM events with my team. This included visiting local schools — including my old school — and career fairs both in person and online to speak to students. Other sessions I have been involved in delivering are sessions run by a charity aimed at students from disadvantaged backgrounds, where I shared my journey from school into the industry and what is involved as a part of my apprenticeship with AECOM. The sessions also offered CV workshops and key careers skills. The St Albans

Office hosted an apprentice open evening recently, like the one I attended whilst in school, where I volunteered to speak to visitors throughout the evening about the Streets team and apprenticeships. It was great to be able to share my experiences with people who are where I was just five years ago.





## 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 continue to introduce specific initiatives aimed at supporting the women in our workforce.

### Inclusive careers

Supporting the careers of the women in our workforce continues to be an important part of our ED&I strategy. Following the successful pilot of our career development programme in 2022, we are continuing to provide more women across our business with the opportunity to build the skills and confidence to unlock career opportunities, through participation in this programme.

### Inclusive leadership development

In 2023, we have introduced new Inclusive Leadership Goals, to support our leaders on their journey of inclusion. Each leader was asked to commit to one ED&I goal, and our ED&I SteerCo will track and support these.

We also recognise the importance of helping our leaders to learn more about our organisation and culture from a different perspective. As a result, we have recently launched a programme of reverse mentoring, where our senior leaders will be mentored over a nine-month period, by employees from diverse backgrounds and under-represented groups. The programme will help our leaders examine their own perspectives, understand the challenges faced

by under-represented groups and enable them to identify actions they can take as allies to make AECOM more inclusive.

### Wellbeing

We strive to have an inclusive approach to our wellbeing strategy and in FY22 we have created a closer connection between Wellbeing and ED&I. A member of our Gender Alliance committee sits on our Wellbeing SteerCo ensuring that our approach takes in to account any needs from a gender perspective to help remove any barriers to our employees bringing their best selves to work. We continue to have champions in place across the business for gender specific concerns like 'menopause champions' and 'maternity champions' to provide guidance towards other sources of help from those who have

lived experiences of these issues. Through the work of the Gender Alliance, we have also introduced free sanitary products in our UK offices to support the wellbeing of those who may need them.

### 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.





## Women who join our industry should be empowered to make the right choices for them and their career

### Michelle Sanchez-Wood, Strategic Programme Manager

I believe everyone should be in an environment in which they feel they can confidently be open and honest, speak up about any challenges they have to allow them to pursue their desired career and find a balance that works for them and the company.

I started my career in the company nearly 17 years ago as a Project Administrator and over my time with the company I have had many opportunities to pursue a varied career which has included finance, project management, operations,

and I am now sitting on the Buildings+Places Europe & India leadership team as a Strategic Programme Manager.

I have built a great support network around me of mentors and allies, of all genders and levels. They advise me, discuss ideas with me or simply just talk about any struggles, challenges and concerns.

As well as having a full-time role, I am also a mother of twin boys, one of which is disabled with complex medical needs. It was important for me to realise

as I moved forward in my career, that I didn't have to feel guilty about having to compromise between work and my personal life. I was worried my personal circumstances would impact my chances of progressing but it couldn't have been further from the truth. Freedom to Grow has allowed me to find a balance that works for me, my family and my team. Without the support of mentors, allies and my line manager, I would not have been able to push myself out of my comfort zone, develop my career and be in a role that I love as well as being

able to attend all the medical appointments and school plays.

I was fortunate to be given the opportunity to attend the Empower programme, which is a career development programme targeted at women in the business. The course helped me build confidence in communication, it gave me an understanding of how unconscious bias can impact our behaviour and decision making. It also helped me overcome imposter syndrome and build positive beliefs and behaviours.





## 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://aecom.com) and [@AECOM](https://twitter.com/AECOM).