

# UK Gender Pay Gap Report

2023



# Foreword

Welcome to AECOM's 2023 UK Gender Pay Gap Report, marking a year where we have seen our largest ever intake of female apprentices, and further embedded inclusive practices into our hiring and promotion processes.

At AECOM we have a long term strategy to promote equity, diversity and inclusion (ED&I) and reduce our gender pay gap. As well as focusing on immediate change within the business, we're putting the building blocks in place for the future.

Our efforts to increase the number of women joining us are paying off, particularly in our early years recruitment, where this year 40 per cent of entrants were women.

Our intake of females at this career stage has more than doubled since we started recording the statistics in 2014, from 67 to 151. We hope this will continue to build a strong pipeline of future talent for senior roles.

This year, 36 per cent of promotions were for women, with the representation being 29 per cent at the start of the pay gap reporting period, indicating a higher proportion of women are being promoted.

We published our first Gender Pay Gap report in 2018. Since then we've reduced our gap by 5 per cent from 20.9 per cent. Our UK 2023 mean hourly Gender Pay Gap stands at 15.6 per cent.

Our work to reduce our gender pay gap and promote ED&I at AECOM continues to gain external recognition. In July we were awarded the Silver level in the Clear Assured Accreditation after previously achieving the Bronze level in 2022. It is a well-recognised and respected ED&I accreditation in the industry and is supported by many clients.

We were also proud winners of The ED&I Award at The TIARA Talent Acquisition Awards this year. Judges praised AECOM for our global commitment to embedding an impressive, collaborative and inclusive ED&I strategy.

Over the past year we have introduced our first ED&I employee survey. The insights from this survey will be incorporated into our ED&I strategy to measure impact and shape its future direction. We have also initiated our ED&I Ambassador programme, with country or business line leaders taking accountability for integrating ED&I through localised action plans and to integrate into business as usual throughout our organisation.

There's no room for complacency when it comes to the gender pay gap and we need to see improvements across all our indicators. Whilst we are not where we should be, we are seeing change at levels that sets us up well to reduce the gap further in the future. Accountability sits at the highest levels too and ED&I targets are embedded into all our leaders' goals. My leadership team and I continue to take personal responsibility for ongoing efforts to drive down the gender pay gap at AECOM.

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



# Summary

## What is a gender pay gap?

The gender pay gap measures the difference in average earnings between women and men. It's determined by calculating the difference between men and women's average hourly earnings, and then looking at that as a proportion of men's average hourly earnings.

## What is AECOM's UK gender pay gap?

In the UK our mean hourly pay gap is 15.6 per cent, this is the same as it was last year.

Our median hourly pay gap is 16.7 per cent, this has increased from last year where it was 15.1 per cent.

The following pages in this report give further explanation of these figures, how they have changed and what AECOM is doing to improve them.

## What has impacted AECOM's UK gender pay gap?

This year we have increased our female representation in AECOM which creates a more diverse organisation that reflects the communities we work in. Our greatest growth in female representation is in our early careers group. Whilst this is a positive step in the long term, it negatively impacts our gender pay gap, as it gives us a higher proportion of women on the lowest salaries.

As a result, our median pay gap has increased slightly this year. However, our mean average has remained constant despite the increase in female representation at entry level, suggesting that progress in other areas has offset this; we have also grown our female leadership representation and increased our female promotions across the business.

**15.6%** *In the UK our mean hourly pay gap is 15.6 per cent, this is the same as it was last year*

**16.7%** *Our Median hourly pay gap is 16.7 per cent, this has increased from last year where it was 15.1 per cent*

## Key terms

 [click tabs to view](#)

# Our commitment

How we're working to reduce the gender pay gap at AECOM

 *click tabs to view*



# UK Gender Pay Gap Report

## Our female representation increases, whilst gender pay gap remains stable.

Our overall proportion of female employees has increased in every pay quartile, and to 30 per cent overall. Through increasing our female representation, we are growing a pipeline of female talent for the future. As well as increasing representation overall, we are continuing to nurture our talent and see a higher proportion of women being promoted across our workforce, which we expect to further improve the gender imbalance at senior levels over time.

Although the year-on-year increases in female representation have been more pronounced in the lower and lower middle pay quartiles (which we would expect to worsen the gender pay gap), the mean average has remained the same as last year.

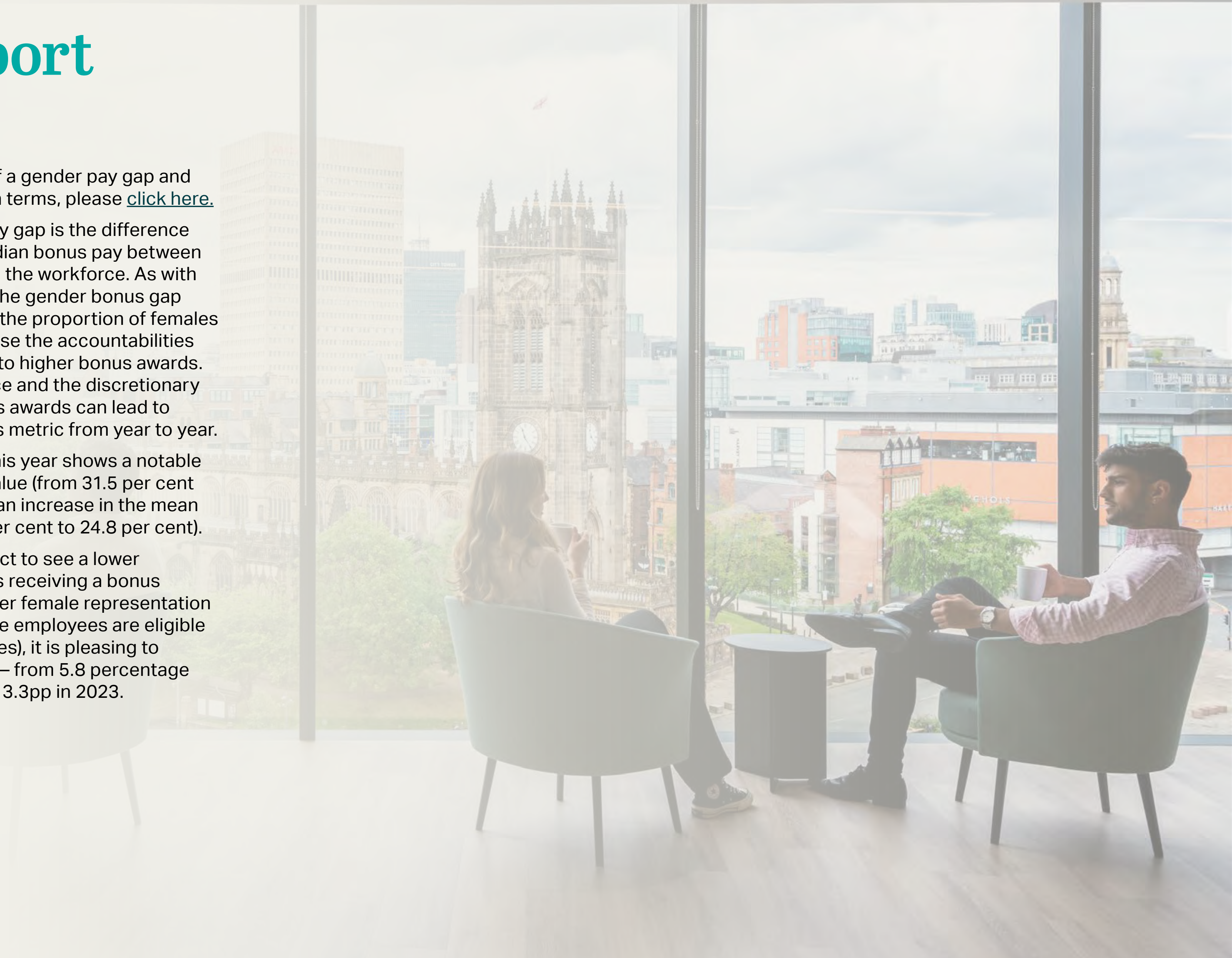
This demonstrates that our actions to ensure pay equity and enable our women to develop their careers are offsetting this. Our median figure has increased, which is to be expected because of the increasing proportion of females being brought into the business at more junior roles.

For an explanation of a gender pay gap and the mean and median terms, please [click here](#).

Our gender bonus pay gap is the difference in the average or median bonus pay between all men and women in the workforce. As with the gender pay gap, the gender bonus gap can be influenced by the proportion of females in senior roles, because the accountabilities and targets can lead to higher bonus awards. Business performance and the discretionary nature of some bonus awards can lead to higher volatility in this metric from year to year.

Our bonus pay gap this year shows a notable drop in the median value (from 31.5 per cent to 25.0 per cent) but an increase in the mean average (from 21.9 per cent to 24.8 per cent).

Whilst we might expect to see a lower proportion of females receiving a bonus because we have lower female representation at higher levels (where employees are eligible for our formal schemes), it is pleasing to see this gap reduce — from 5.8 percentage points (pp) in 2022 to 3.3pp in 2023.



# UK Gender Pay Gap Report

 *click tabs to view*

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 has an impact on the data.

The first tab in the table opposite shows the pay gap data for all AECOM UK employees, while the following two tabs, AECOM Ltd and Infrastructure and Environment, show the data for the business entities which are required to report.

*While the legislation requires us to report our gender pay gap for each legal entity with more than 250 staff, the two reportable legal entities stem from a historic business acquisition and do not represent current business structures; therefore, our commentary reflects the entire AECOM workforce in the UK as this is the complete and most relevant measure.*

## Declaration

*We confirm the information and data reported is accurate as of the snapshot date 5 April 2023.*



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



**Jo Atkinson**  
HR Director, Europe and India

---

# What our people say



“

We cannot improve what we don't measure. The Gender Pay Gap report is one of several initiatives that can help us to identify where we can make positive change. We won't have a more equitable workplace without equitable representation. This is not only the right thing to do from a social responsibility standpoint, but it also makes good business sense.

**Patricia Vieira**

Executive Sponsor of the AECOM Gender Alliance Employee Resource Group

“

Good business starts with listening. By understanding the causes and effects of the gender pay gap — at structural, operational and personal levels — we can implement initiatives and strategies that are impactful. The Gender Alliance plays a pivotal role in this understanding and brings hugely important insights and direction to AECOM.

**Javier Muniz Sanchez**

Executive Sponsor of the AECOM Gender Alliance Employee Resource Group





## 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 \$14.4 billion in fiscal year 2023. See how we are delivering sustainable legacies for generations to come at [aecom.com](https://aecom.com) and [@AECOM](https://twitter.com/AECOM).