

UK Gender Pay Gap Report

2025

Foreword

Welcome to AECOM's 2025 Gender Pay Gap Report for the UK.

This year's report highlights our continued progress toward improving gender representation across our business and closing our gender pay gap.

We have continued to perform strongly against our regional targets, with female representation increasing across all career levels of our business. While we are seeing a consistent increase in the number of entry-level women joining our teams, representation at senior levels is also rising, reflecting a growing proportion of women in leadership roles.

We are also beginning to see clear trends emerging since gender pay gap reporting was introduced in the UK. Over the past four years, female representation in our UK business has increased by more than five percent, and the proportion of women in leadership has grown by nearly seven percent. Yet representation is only meaningful when it is supported by an inclusive culture. Encouragingly, 80 percent of our employees believe that managers and senior leaders demonstrate inclusive behaviours. Together, these trends indicate that our strategy is delivering measurable impact.

A key part of our long-term strategy is fostering a welcoming workplace where everyone has the opportunity to thrive. Our focus is on recruiting, retaining and creating an inclusive culture for all genders. We recognise that gender equity drives innovation, strengthens client outcomes and benefits the communities we serve, aligning inclusion directly with our business objectives.

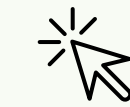
We continue to invest in initiatives that support this ambition, including our inclusive working practices designed to better support working parents and carers of all genders. This Europe and India wide initiative was recognised as the Best Diversity, Equity & Inclusion Initiative at the UK Business Culture Awards.

While we are proud of our progress, our focus remains firmly on the work still to be done. Achieving more balanced gender representation is essential to closing the gender pay gap over time, and our leadership team remains committed to driving further change.

Richard Whitehead
*Chief Executive,
Europe and India, AECOM*

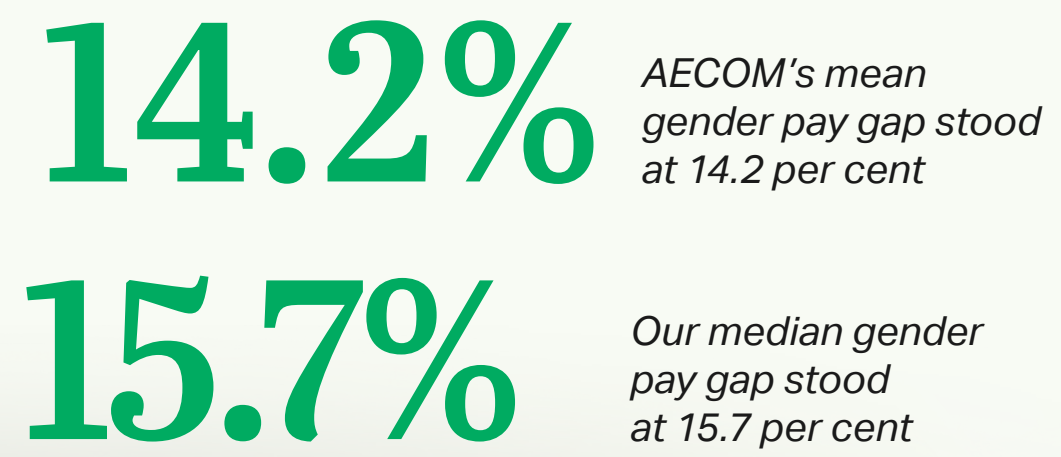


Summary

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What is AECOM's gender pay gap in the UK?

For the 2025 reporting date, AECOM's mean gender pay gap stood at 14.2 per cent and median gender pay gap stood at 15.7 per cent.



Summary

What has impacted our gender pay gap?

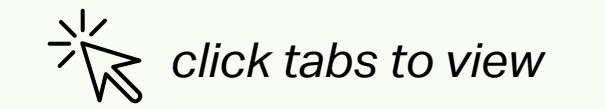
Our UK Gender Pay Gap Report for 2025 shows ongoing progress in increasing our representation of female employees, including in the higher pay quartiles; females in the upper quartile have increased by one percentage point and in the upper-middle quartile by 1.1 percentage points. Overall female representation has also increased by 1.1 percentage points, and this rebalancing is a positive and clear trend over many years.

We observe a reduction in our mean pay gap this year by one percentage point to 14.2 per cent, however our median pay gap remains unchanged at 15.7 per cent. The key reason for this is that the proportion of women at lower pay levels is increasing faster than at higher pay levels. Whilst this limits progress in the metric, it has the positive long-term effect of improving the historic structural gender imbalances of our industry and developing female leaders of the future.

This year we are pleased to report no median bonus gap across AECOM in the UK as a whole. This is a very welcome milestone, although we recognise that we cannot consider our journey as complete. The mean bonus gap increased this year; this is influenced by our structured bonus scheme for more senior roles and where we have higher male representation historically. There remains a slightly higher proportion of men receiving a bonus than women for the same reason.

Overall, this year's reporting shows broad ongoing progress. Whilst advancement remains steady, and with faster increases in female representation at lower levels somewhat limiting the short-term improvements in the metrics, the change towards a more balanced workforce across all levels will bring benefits in the longer-term.

UK Gender Pay Gap Report



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

Our commitment

How we're working to reduce the gender pay gap

Central to our efforts to reduce our gender pay gap is creating a welcoming workplace where everyone can reach their full potential and build meaningful, rewarding careers.

Our people are our greatest asset, and we're committed to supporting their growth through targeted development programmes, inclusive working practices, and meaningful mentorship opportunities.

AECOM is committed to being the best workplace in our industry, supported by a clear and focused long-term strategy to help us achieve this ambition. We continued to make meaningful progress between April 2024 and April 2025, further developing our inclusive working practices across Europe and India to support our people and drive positive change.

Early careers

While gender diversity within our early careers population will take time to influence our gender pay gap, we remain focused on supporting their continued development and success. Following employee feedback, we have provided targeted support to line managers of graduates and apprentices, including an Early Careers Manager Guide offering practical advice and resources to help managers navigate situations effectively. In 2025, 46 per cent of our early careers hires were female, almost double the proportion a decade ago, representing a significant achievement within our industry. Retaining this talent remains critical to driving cultural change and building a gender balanced future workforce.

Harassment awareness and prevention

We focused on raising awareness of harassment to reinforce our zero tolerance stance on inappropriate behaviour. Led by regional leadership, the initiative outlined the different forms harassment can take and the support available, ensuring employees know how to report concerns and reinforcing our commitment to a safe and respectful workplace for all.



Our commitment

Supporting working families and carers

As part of our ongoing commitment to supporting employees through every stage of life, we partnered with the charity Working Families to deliver training across our Europe and India region on best practice approaches for supporting those navigating parenthood or caring responsibilities. This collaboration has helped equip our managers and employees with knowledge and tools, fostering a more inclusive and understanding workplace culture.

Building on this, we also continued our Working Parents Spotlight series offering a closer look at the experiences of working parents across our Europe and India region. The series showcases how colleagues balance their professional and family lives while making the most of AECOM's flexible working policies. Each month, employees share their personal stories, providing practical tips, encouragement and support to others navigating similar journeys.

Our strong regional network of Working Parent Champions and Maternity Buddies continues to thrive and is an integral part of our commitment to supporting parents and carers.

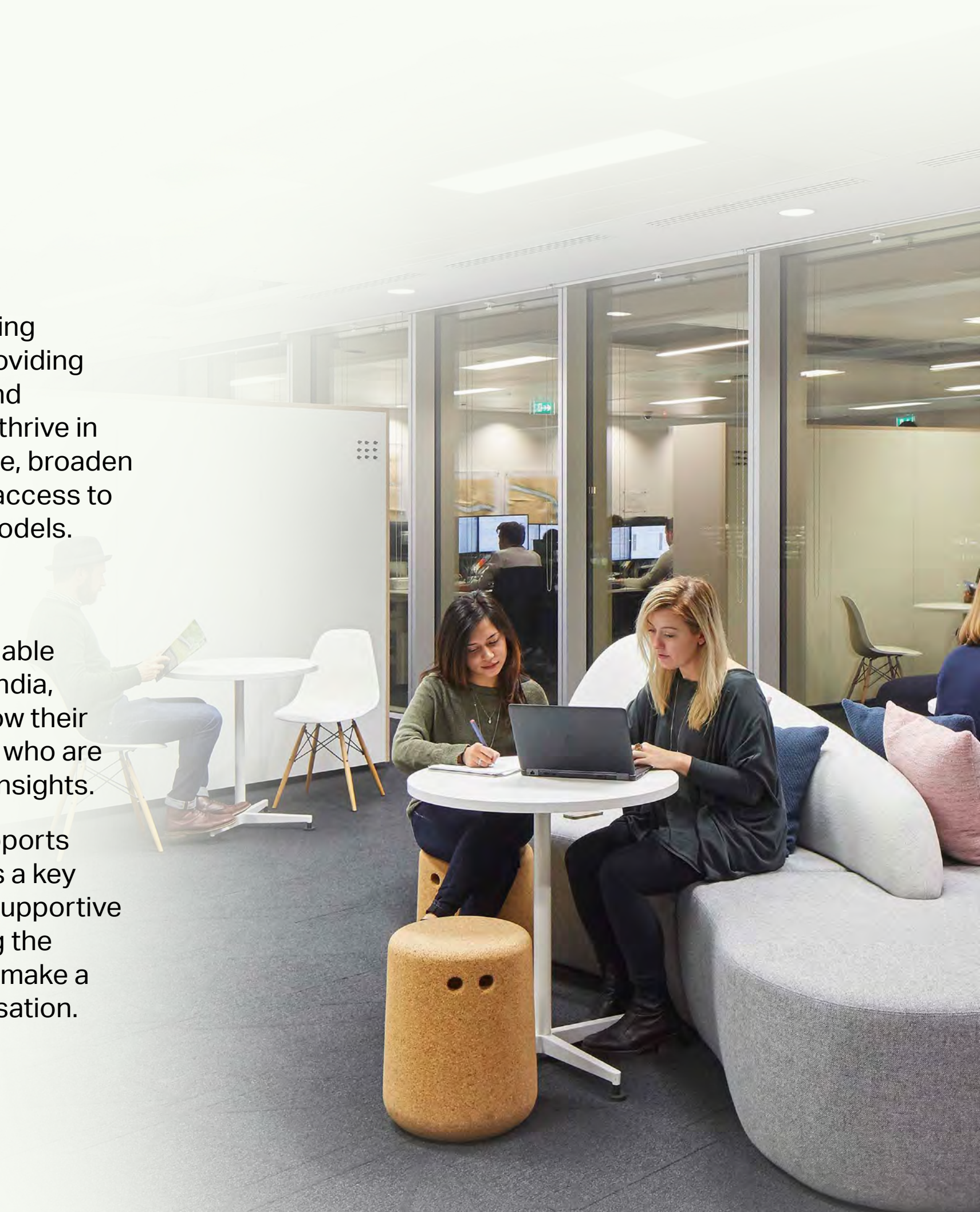
The impact of these initiatives is clear. Post-maternity leave retention rates across the UK significantly improved, with the proportion of women leaving the organisation dropping from approximately 29 per cent to just 5 per cent. Our efforts in this space were recognised externally, with our work to support working parents and carers named Best Diversity, Equity and Inclusion initiative at the UK Business Culture Awards.

Mentoring

Mentoring plays a vital role in advancing gender equity in the workplace by providing women with the guidance, support and opportunities they need to grow and thrive in their careers. It helps build confidence, broaden professional networks and provides access to valuable insights and inspiring role models.

We launched our Mentoring Hub to complement our existing mentoring initiatives. The online platform is available to all employees across Europe and India, connecting individuals seeking to grow their careers with experienced colleagues who are willing to share their knowledge and insights.

We know that mentoring not only supports individual development but also plays a key role in building a more inclusive and supportive workplace. We look forward to seeing the Mentoring Hub continue to grow and make a meaningful impact across our organisation.



Our commitment

Inclusive talent programmes

Inclusive talent programmes are essential for creating equitable opportunities and unlocking the full potential of women in the workplace.

We continue to strengthen our approach across Europe and India by embedding inclusive practices into our talent processes. This includes the introduction of an Equity, Diversity and Inclusion (ED&I) checklist to help mitigate unconscious bias and a focused effort to ensure part-time employees, who are more often women, are actively considered in talent programme nominations.

Our female career development programme Balanced Talent, delivered by an external partner, continues to equip women with the tools, networks and confidence they need to progress in their careers.

The Balanced Talent Alumni community further supports participants' ongoing development through quarterly calls on high-impact topics, along with access to senior leaders to enhance engagement and visibility. Alumni also benefit from dedicated peer-coaching groups.

By investing in these initiatives, we are not only supporting individual career growth but also building a stronger, more diverse leadership pipeline and reinforcing our inclusive culture.



Our commitment

Menopause action plan

In advance of mandatory reporting requirements under the Employment Rights Bill, AECOM is proud to publish its menopause action plan, reinforcing the support we have provided to employees for a number of years.

Perimenopause and menopause awareness

We launched a menopause policy as part of our commitment to ensure all employees are supported in the workplace, particularly if they are experiencing something that impacts their mental or physical health. By clearly outlining our approach to supporting employees through perimenopause, menopause, and postmenopause, we aim to normalise these conversations and foster a more inclusive and understanding workplace culture. The policy is supported by a dedicated network of menopause champions, who offer guidance and support to any employee or manager seeking assistance.

Our menopause champions form an integral part of our Gender Alliance Employee Resource Group and are regularly highlighted through local office noticeboards and internal communications.

Our policy is supported by comprehensive online menopause awareness training for both employees and managers. In addition, a dedicated intranet page provides year-round guidance, offering practical advice for employees and managers, access to supportive resources, and links to our Employee Assistance Programme and health insurance pathways. This ensures continued support beyond World Menopause Day, which AECOM has recognised for more than five years.

Our work on the menopause is championed not only by our Gender Alliance Executive Sponsors, but also by our wider leadership, including regional ED&I Ambassadors, and is reinforced through visible support from members of our executive leadership team.

We are committed to building on our menopause work, and in 2026 and 2027 we will focus on the following actions:

- Conduct data analysis to identify trends among women aged 40-60, including promotion and retention.
- Add a menopause category to absence recording in our HR platform.
- Develop training for new Menopause Champions.
- Introduce a menopause wellbeing moment in team meetings to help raise awareness.
- Continue to recognise World Menopause Day and highlight our Menopause Champions and available resources at key points throughout the year.



Looking forward

While we continue to make meaningful progress toward our long-term goal of creating a more inclusive and welcoming workplace, we recognise there is still more to do, particularly in closing the gender pay gap.

Strengthening career development

In the year ahead, we will continue to strengthen our Balanced Talent Alumni community by creating more interactive forums that foster connection, deepen networks and build knowledge in the areas members have told us matter most to them, helping to support, retain and advance women across the organisation.

Celebrating achievements

We also recognise the importance of celebrating achievements, and together with our Gender Alliance Employee Resource Group (ERG) we will be launching a region-wide recognition initiative to highlight the contributions of women across our industry, showcasing talent at every level of our organisation.

Supporting working parents and carers

Following our recent Working Parents Spotlight series, we are also planning a series of Flexible Working spotlights. In partnership with our Beyond Abilities Employee Resource Group, we are expanding support for colleagues with

caring responsibilities through the launch of a dedicated carers network. Through external provider Carer Support Services by Cassi, colleagues will be able to access expert guidance to understand and plan care needs for their dependants. This support will be further strengthened by webinars delivered by both internal and external specialists.

We will introduce enhanced Maternity Buddies training to ensure consistent, informed and empathetic support throughout the parenthood journey. The programme will reinforce the purpose of the buddy role, how to offer effective support, build trust and maintain healthy boundaries. It will also cover relevant policies, practices and clear signposting to internal and external resources. This strengthened training will ensure every returner receives reliable, knowledgeable and compassionate peer support.

Enhancing employee training

We will roll out mandatory unconscious bias training for all employees and inclusive hiring training for managers. In partnership with our Gender Alliance ERG, networking training will be made available to all employees, offering opportunities to practice and build confidence alongside peers and clients.

Showcasing early career stories

We will be launching an early careers podcast and a 'day-in-my-life' series featuring colleagues from across the business. These stories will showcase female talent, the impact and purpose behind their work, and help attract more women by giving prospective applicants a clear and authentic insight into what a career at AECOM looks like.

Campaign against harassment

We will launch SHOUT (Stamp Harassment Out), a comprehensive campaign designed to reinforce our zero tolerance stance and empower employees to recognise, challenge and report inappropriate behaviour.

Gender representation targets

We will continue to set gender representation targets across our region. To ensure these targets drive meaningful change, we will work with our ED&I Ambassadors to equip colleagues with practical tips and guidance for a more purposeful approach to improving gender diversity.

In parallel, we remain focused on meeting and continuously strengthening our gender representation targets to drive lasting progress

across the region. In the UK, this includes addressing local challenges through tailored Equity, Diversity and Inclusion (ED&I) action plans that reflect the specific needs of our workforce. These efforts are central to our ongoing commitment to closing the gender pay gap and creating a workplace where everyone has the opportunity to thrive.

Declaration:

We confirm the information and data reported is accurate as of the snapshot date 5 April 2025



Richard Whitehead
Chief Executive, Europe and India



Jo Atkinson
HR Director, Europe and India

AECOM is the global infrastructure leader, committed to delivering a better world. As a trusted professional services firm powered by deep technical abilities, we solve our clients' complex challenges in water, environment, energy, transportation and buildings. Our teams partner with public- and private-sector clients to create innovative, sustainable and resilient solutions throughout the project lifecycle – from advisory, planning, design and engineering to program and construction management. AECOM is a *Fortune 500* firm that had revenue of \$16.1 billion in fiscal year 2025. Learn more at aecom.com.

