

Create. Enhance. Sustain.



## Our purpose and core values

**AECOM**  
professionals  
around the  
world are united  
by a common  
purpose — to  
create, enhance  
and sustain the  
world's built,  
natural and social  
environments.

Dedicated to this purpose, our company is driven by a clear set of Core Values, which define who we are, what we do and how we do it.

### **Integrity**

We are honest and ethical in everything we do. We keep our commitments and treat others with mutual respect and trust.

### **Employees**

Our employees are our most valuable and valued resource; they make our success possible. We respect and encourage our employees' ideas, diversity and cultures.

### **Clients**

Our success is measured by the success of our clients. We are committed to our clients and to setting industry standards for client service and solutions. We are passionate about solving our clients' problems and exploring new opportunities with them.

### **Excellence**

We strive to achieve excellence in all areas of our business — technical, operational and administrative. We pride ourselves on bringing outstanding results to everything we do.

### **Innovation**

We look for creative, new or better ways to provide our expertise in all dimensions of our business. Creativity, exploration and imagination are key to our approach to our work.

### **Agility**

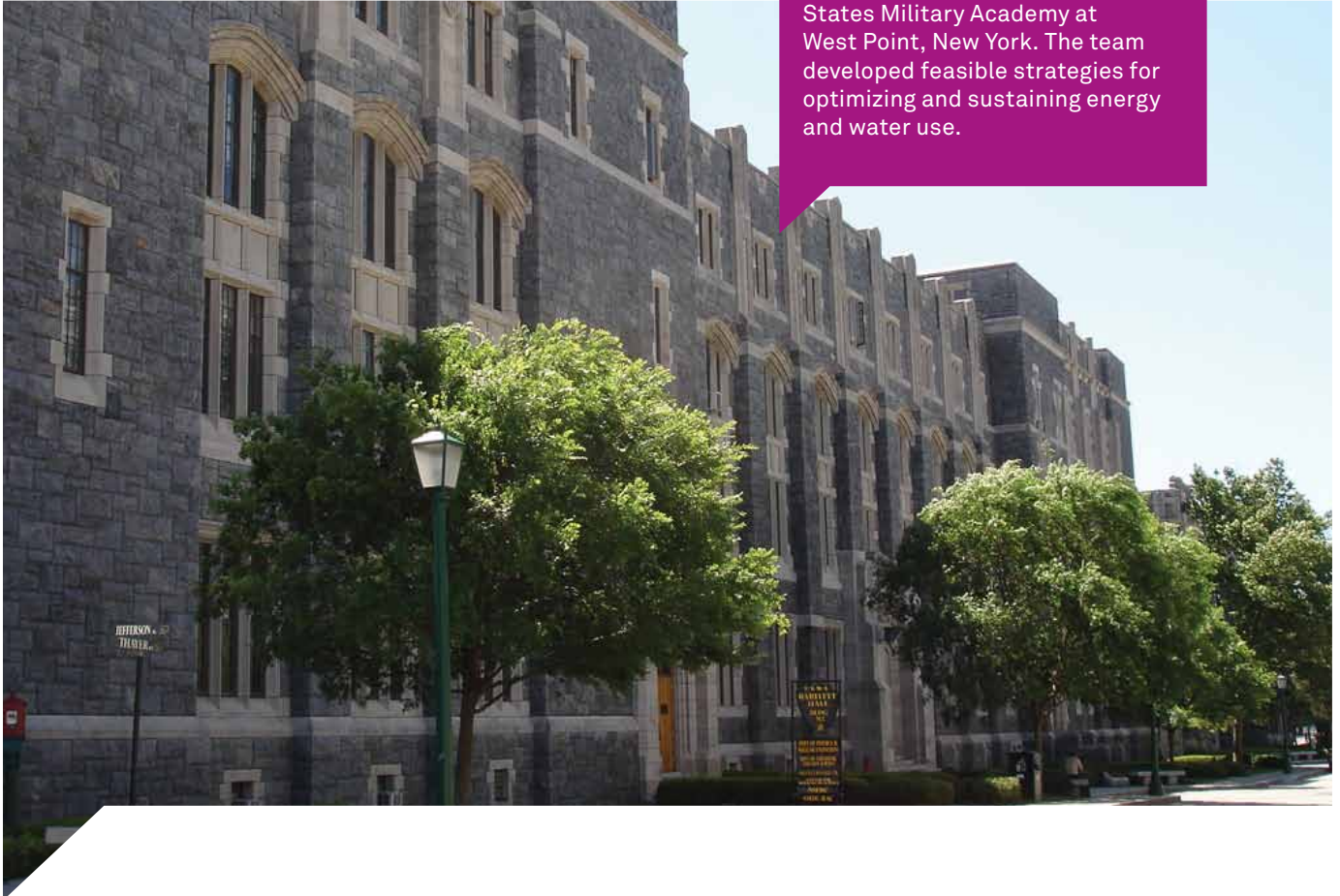
We embrace change, flexibility and adaptation in a rapidly evolving world. We strive to anticipate changes in market drivers and to work with our clients and employees to adapt to those changes.

### **Safety**

We are committed to creating a safe workplace for our employees by preventing injuries to people and damage to facilities, property, equipment and the environment.

### **Profitable Growth**

Living and executing these Core Values every day will result in profitable growth, which drives our business and enables us to invest in and create opportunities for our employees.



Helping the U.S. Army meet federal mandates for energy and water use reduction, AECOM assessed energy and water use at 31 military installations across the U.S. — including at the United States Military Academy at West Point, New York. The team developed feasible strategies for optimizing and sustaining energy and water use.

**U.S. Army Corp of Engineers energy and water management plans**  
United States



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## Foreword

I am proud to introduce our first global sustainability report, “Create. Enhance. Sustain.” This is the first unified report that highlights the work of the global AECOM family across our capabilities, geographies and talents. It is intended to outline our expectations relative to governing AECOM sustainably and successfully into the future, and to establish an understanding and appreciation of the benefits our sustainability approach will yield our employees, our clients, our stakeholders, and our communities.

AECOM employees care deeply about the impact our work leaves on our world and our communities. As a global citizen, we are committed to our purpose: to create, enhance and sustain the world’s built, natural and social environments. There is a strong commitment from leadership to foster the ideas and methods of a sustainable approach in everything we do — ultimately, to apply our expertise to make the world a better place. We will strive to ensure a sustainable balance in all of our operations and projects.

In all of our activities, we will develop and implement appropriate systems and ideas designed to create value across four types of capital: financial, natural, human and social. AECOM is continuing to plan and design its processes, facilities and projects in a manner that reduces risks and impacts during their entire lifecycle, consistent with the direction and objectives of our clients.

Our ultimate sustainable goals are derived from AECOM’s Core Values:

- help our clients be more successful in the future;
- operate all of our systems to reduce waste and consumption in order to maximize opportunity and innovation;
- build an inclusive corporate culture that understands sustainability as a framework for decision making that manages risk and creates opportunity.

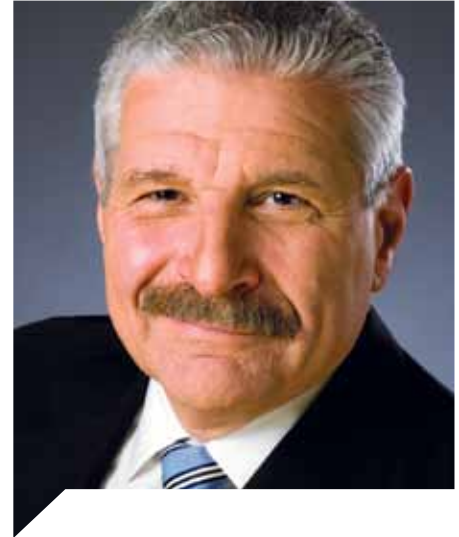
The year 2011 was marked by increased communication and collaboration among AECOM professionals around the world, as we continued to bring our clients the advantages of our breadth and depth of expertise and thinking. The examples in this report illustrate best practices to date — those instances where an integrated, thoughtful approach has created long-term value for our clients, society and the AECOM community while stewarding the Earth’s natural resources.

A successful AECOM project:

- grows the economy
- reduces consumption
- may anticipate legislation
- adapts to environmental change
- creates something beautiful
- facilitates more informed decision making
- builds communities
- manages risk
- improves public health
- increases resilience.

With these objectives in mind, our sustainability report is intended to provide a clear, concise and transparent understanding of AECOM’s progress toward becoming a more sustainable company, and toward helping our clients become more sustainable, and therefore more successful, in the future.

We also hope this report will inspire our employees to continue to innovate and excel in improving the way we help our clients meet their challenges — working together to provide best-in-class, integrated solutions for a sustainable future.



**John M. Dionisio**  
Chairman and Chief Executive Officer

A handwritten signature in black ink that reads "John M. Dionisio". The signature is fluid and cursive, written over a white background.

This sustainability report aims to inspire our people, our clients and our stakeholders, while providing a balanced representation of AECOM's sustainability performance.

**About our report**

This report follows the Global Reporting Initiative (GRI), the standard accepted worldwide for sustainability reporting.

Page 40 contains a table cross-referencing the content of this report with the GRI guidelines, version 3.1. AECOM plans to publish a sustainability report annually, covering its fiscal year. This report covers the period October 1, 2010 to September 30, 2011.

This is AECOM's first global sustainability report. The Australia and New Zealand geography published reports from 2008 to 2010; the Asia geography published an interim report in 2010, and our Design + Planning capability reported in 2009. This report does not restate any information from previous reports.

This report includes details of AECOM's direct operations and companies it acquired — but was still integrating — during 2011. We exclude joint ventures where AECOM was not the lead partner.

AECOM self-declares that we have applied GRI Application Level C. Giovanna (Joanne) Petrini, BA, LLB, MBA, AECOM associate vice president, environment, British Columbia and Yukon, Canada, has completed an independent internal review of this report against the GRI guidelines.

Projects

Photographs and captions telling some of our great sustainability stories from 2011

People

Introductions to some of our leaders who are part of our evolving sustainability story

Information

How our company operates — response to the GRI's standard disclosures and performance indicators

Statistics

Data that responds to GRI indicators — as our first report, much of the data will be a baseline for future reporting

Lists

Select examples of awards we have received and organizations of which we are a member

## Our thinking

Sustainability requires that we consider the future as a stakeholder in every current choice. That causality, and the specifics of the future beyond five years are mostly unknowable, makes this a profoundly vexing problem. This makes clear objectives, continuous learning, innovation and capacity for adaptation keys to sustainability.

Urbanization, climate, water, energy, mobility, economic security, environmental and human health, and food are just some of the interrelated issues that will define the future of our societies. Understanding the interplay of four types of capital — financial, natural, human and social — and how and where to intervene so that each capital class creates value in the others, will be the determinants of our success.

Ultimately, sustainability is about mastering complexity in ways that optimize conditions for human development. AECOM — in breadth and depth — has been called upon to master that complexity on behalf of our clients, so that they, we and society can be more successful today and in the future. That means we have to be beyond smart. We have to be brilliant. This report is our first benchmark in how we are moving toward brilliance.

Based on our understanding of the opportunities to create economic, social, environmental and human value while managing the risks posed by an uncertain future, AECOM recognizes that the ideas and principles of sustainability provide the most robust decision-making framework we could ask for. Sustainability underpins much of what we care about, who we are, what we do and how we do it.

Sustainability at AECOM is an operational idea. It is about how we operate the company to increase efficiency, reduce waste and save money through innovation. Similarly, we work with our clients to optimize value returned on their investments by using scarce resources wisely and replenishing ecosystems.

Our employees are concerned about climate change, poverty, environmental damage and inequity. Fortunately, our work provides many areas for action to benefit society, the environment, people today and generations to come.

Sustainability at AECOM is a corporate-culture idea. It is about appreciating that we are engaged in a social process as well as a business process, with every project presenting the opportunity to create circumstances in which people can improve their lives.

Our professionals appreciate the interdependence of financial, natural, social and human systems and work hard to understand the relationships. AECOM professionals thrive on unraveling complexity. To ensure the continued success of AECOM, our shareholders and clients, we resist sacrificing long-term value creation for short-term returns: the two ideas must be mutually reinforcing.

As part of this culture, AECOM and its employees have a long history of improving the communities where we work and live — for example, by aiding in the recovery of natural disasters. Sustainability at AECOM is a business idea. It is about how we help our clients and ourselves to be more successful in an uncertain future where change is the only way forward.

AECOM's strength lies in our great diversity. We are organized to draw upon our deep knowledge, across geographies, markets and disciplines, to broaden the number of things we examine before we make a choice. Every intersection provides the opportunity to consider not just profit but also value creation, risk mitigation and opportunities for future success.

Finally, sustainability at AECOM is a robust management system that allows us to consider the future as a constituent of the present, as we act to help our clients make investment decisions that will create value of financial, natural, human and social significance.



**Gary Lawrence**  
Vice President  
Chief Sustainability Officer

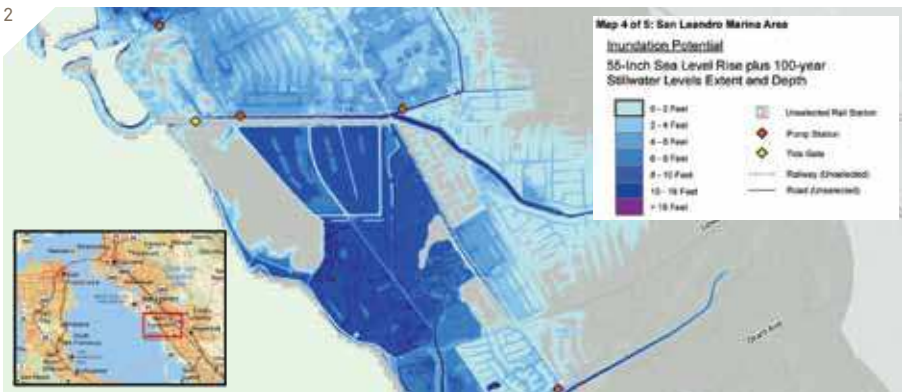


1

1

**Mexico forest inventory**  
Mexico

As one of Mexico's most vital renewable resources, its forests require a long-term, progressive management plan. Since 2004, AECOM has been working with the National Forest Commission of Mexico (CONAFOR) as part of a larger program aiming to help the Mexican government responsibly manage its forests by cataloging and recording vegetation.



2

2

**Sea-level rise vulnerability and risk assessment**  
San Francisco Bay Area, United States

The United States' fifth most populated urban center is facing significant climate-change impacts — including rising seas, which threaten shoreline homes and businesses. In response to this threat, AECOM completed a detailed subregional vulnerability analysis on the effects of sea-level rise on transportation infrastructure. We also produced detailed maps showing depth of inundation of the project area for six different time and tide scenarios. The analysis will guide future investment decisions along the shoreline.



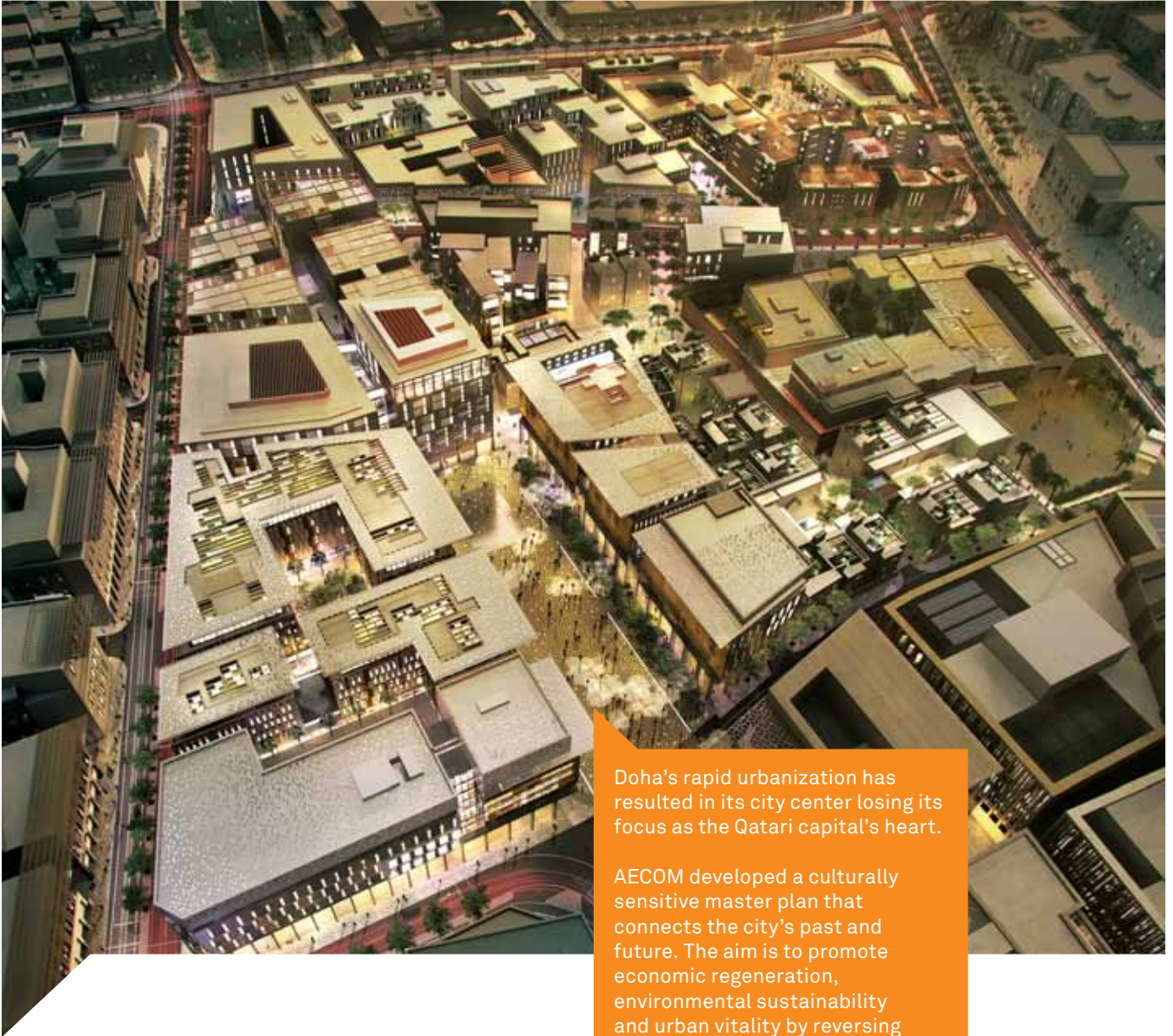
3

3

**Global Cities program**  
Beijing, China

China's rapid growth is highlighting the many social and environmental challenges facing its capital, Beijing. Through the AECOM Global Cities Institute, we are drawing on our integrated planning, design, engineering and management capabilities to identify steps Beijing can take to continue as a world city, including the rejuvenation of its waterfront and the creation of denser urban environments.

By conceptualizing innovative and actionable pilot projects and initiatives for the city, we are helping Beijing advance sustainable growth and address barriers to environmental progress, as it continues its transformation into a socioeconomic, political, cultural and technological center.



Doha's rapid urbanization has resulted in its city center losing its focus as the Qatari capital's heart. AECOM developed a culturally sensitive master plan that connects the city's past and future. The aim is to promote economic regeneration, environmental sustainability and urban vitality by reversing residential migration to surrounding suburbs.

**Msheireb redevelopment**  
Doha, Qatar





## Our governance

AECOM is a publicly listed (New York Stock Exchange: ACM) provider of professional technical and management support services for public- and private-sector clients in more than 130 countries around the world.

Our Professional Technical Services (PTS) segment provides planning, consulting, architectural and engineering design, and program and construction management services for a broad range of projects. Our Management Support Services (MSS) segment provides program and facilities management and maintenance, training, logistics, consulting, technical assistance, and systems integration services, primarily for agencies of the U.S. government. Through our network of approximately 45,000 employees (as of September 30, 2011), we provide our services in a broad range of end markets, including the transportation, facilities, environmental, energy, water and government markets.

AECOM is governed by its 12 member Board of Directors that oversees the company's business and affairs. A majority of the Board consists of independent Directors. Chief Executive Officer (CEO) John M. Dionisio was appointed Chairman of the Board of Directors, succeeding Richard G. Newman, effective October 1, 2011. Mr. Dionisio continues to serve as CEO of AECOM, while Mr. Newman continues to serve as a member of AECOM's Board of Directors, as Chairman Emeritus.

Our sustainability performance is supported by governance structures globally; our dedicated Chief Sustainability Officer, Gary Lawrence, works with a Sustainability Leaders Group, including representatives from local teams in the Africa, Americas (North and South), Asia, Australia and New Zealand, Europe, and Middle East geographies.

The Board of Directors has four committees under which overall corporate performance is monitored and strategic direction is implemented:

- Audit
- Compensation and Organization
- Nominating, Governance and Risk
- Planning, Finance and Investment.

The Board's core governance functions include:

- advising and counseling management regarding risk management, significant issues and transactions
- assessing the performance of the CEO and other Officers and setting compensation accordingly
- overseeing management succession planning
- overseeing AECOM's integrity and ethics, and compliance with laws
- monitoring AECOM's operating results and financial condition and overseeing financial reporting
- nominating directors and shaping effective corporate governance.

The Board endeavors to include an array of targeted skills and experience in its overall composition. This includes business experience and skills, and a diverse understanding of areas such as finance, marketing, regulation and public policy. The Board's Nominating, Governance and Risk Committee annually reviews the appropriate skills and characteristics required of Board members. In conducting this assessment, the Committee considers diversity, skills and other factors it deems appropriate to maintain a balance of knowledge, experience and capability.

Stockholders have the opportunity to make recommendations to the Board at AECOM's Annual Meeting of Stockholders. Further, AECOM employees have access to a number of channels through which to connect with wider senior management.

**Our organizational structure**

AECOM’s organizational structure is designed to support our provision of professional technical and management support services to clients around the world.





1  
**High-speed rail, Merced to Fresno**  
 California, United States

As the most populous U.S. state, California must constantly reassess its transportation infrastructure to ensure it meets the needs of its growing population. AECOM is leading the cultural resources investigations in support of an environmental impact statement and accompanying report for a section of an ambitious high-speed rail project that will ultimately link Sacramento with San Diego.

The project involves the evaluation of three 100km corridors, a variety of routing options, and numerous station and maintenance facilities. Work completed to date has documented 13 locations of archaeological sensitivity and more than 500 historic resources, ensuring the rail network will be developed mindful and respectful of California’s cultural heritage.

2  
**Flinders Medical Centre — New South Wing**  
 Adelaide, Australia

South Australia’s state government wanted this hospital redevelopment to reflect a strong commitment to environmentally sustainable design. AECOM, as sustainability consultants and building services engineers, implemented a range of sustainable features, including one of Australia’s largest energy-efficient centralized air-conditioning systems and a 286-panel solar hot water system.

The center’s New South Wing is the first hospital building in Australia to receive a prestigious 5-Star Green Star Health care Design rating by the Green Building Council of Australia, setting a precedent for health facilities nationwide. The project was also awarded a commendation in the Environments category of the 2011 South Australian Engineering Excellence Awards.

3  
**MediaCityUK**  
 Manchester, United Kingdom

The BBC was relocating five major departments from London, and wanted to join existing regional teams to create a new BBC Northern Hub in Salford, Manchester. AECOM provided a range of end-to-end services, integrating its engineering approach into the building’s design. This influenced the building’s façade design, determined which construction materials were used, and optimized natural light and heat loss/gain. To help achieve a BRE Environmental Assessment Method (BREEAM) rating of excellent, we combined energy-efficient engineering systems to reduce energy use. The building achieved a CO<sub>2</sub> reduction of 35 percent against U.K. building regulations, despite being heavily serviced as a TV and radio broadcast facility.

## Our risks, impacts and opportunities

The influence AECOM has on communities and the environment results from designs and plans created by AECOM professionals, which are then implemented by our clients. Long-term implications include the longevity of infrastructure and its operational energy and resource demands. There are also immediate impacts from building structures designed by AECOM, such as where habitat makes way for structures. Less significant, but still a priority, is the direct impact from our operations, notably our travel and energy use. AECOM professionals consider all these impacts and collaborate with clients to minimize impacts and take advantage of opportunities to improve sustainability.

As a public company, AECOM files periodic reports with the U.S. Securities and Exchange Commission that include risk factors regarding its business. Some of these risks include:

- the competitive nature of our business;
- misconduct by our employees or consultants or our failure to comply with laws or regulations applicable to our business; and
- exposure to legal, political and economic risks in different countries as well as currency exchange rate fluctuations.

Additional risk factors that could affect our business are set forth in our Annual Report on Form 10-K for the period ended September 30, 2011, and our other filings with the U.S. Securities and Exchange Commission, which is available on our website at [www.aecom.com](http://www.aecom.com).

The support for sustainable practices offers numerous opportunities for AECOM and our stakeholders.

The “Our Thinking” section highlights these opportunities, including:

- saving clients money through sustainable innovation
- increasing the pace of innovation through global knowledge sharing
- finding internal cost-saving measures such as reducing air travel
- making positive contributions to developing countries.

AECOM’s business will be affected over the long term by sustainability trends, risks and opportunities. In the lead-up to 2012’s Rio+20, the United Nations Conference on Sustainable Development, the United Nations has characterized these as:

*Poverty eradication, food security, sound water management, universal access to modern energy services, sustainable cities, management of oceans and improving resilience and disaster preparedness, as well as public health, human resource development and sustained, inclusive and equitable growth that generates employment... A green economy... should protect and enhance the natural resource base, increase resource efficiency, promote sustainable consumption and production patterns, and move the world toward low-carbon development.*

AECOM will benefit where it can work with clients to contribute to solutions. Our priorities address the transition to low-carbon energy, as well as urbanization and infrastructure development that enhances sustainability and resilience. This flows naturally from AECOM’s core purpose — to create, enhance and sustain the world’s built, natural and social environments.



Yuri Estrada with Engineers Without Borders, surveying in Honduras.

**AECOM will benefit where it can work with clients to contribute to solutions. Our priorities address the transition to low-carbon energy, as well as urbanization and infrastructure development that enhances sustainability and resilience.**



1  
**Sustainable Warburton project**  
 Western Australia, Australia

The future of remote Aboriginal communities in Australia depends on a sustainable approach to infrastructure planning and development. AECOM is partnering with local indigenous communities and academia in the remote Western Australian town of Warburton for this research, design and planning project that will create new and improved urban spaces. Its aim is to provide new opportunities for how indigenous people live.

3  
**Global dairy company carbon footprint assessment**  
 Europe

This global dairy company wanted to understand where greenhouse gas emissions were generated in its factory operation and supply chain. AECOM provided a carbon-footprint framework using a lifecycle analysis approach, presenting plant owners with business case opportunities to reduce emissions, and a technically credible carbon-footprint framework and methodologies that can be applied to corporate operations.

2  
**Yas Mall**  
 Abu Dhabi, United Arab Emirates

Achieving a 2 Pearl Design Rating under Abu Dhabi's sustainability rating system, Estidama, was the goal for this new three-level shopping mall. As lead consultant, AECOM is working closely with project stakeholders, encouraging multidisciplinary input to the overall sustainability of the building. We are also optimizing energy use and potable water consumption. For example, a condensate recovery system will capture humidity in the mall and recycle it in the building's exterior water features.

4  
**Royal New Zealand Air Force (RNZAF) Maintenance Support Squadron building**  
 Ohakea, New Zealand

The RNZAF required a modern maintenance facility to service its fleet of aircraft, including new NH90 and A109 helicopters. In providing the building's sustainable design, AECOM architects and engineers focused on maximizing energy efficiency, improving occupant comfort and using sustainable materials, while achieving high levels of acoustic and thermal insulation. This industrial building is New Zealand's first to receive a prestigious 5 Star Green Star rating, and supports the achievement of the RNZAF's long-term training and operational objectives.

## Our stakeholders

At AECOM, we engage with stakeholders, which include our employees, clients and communities, in a variety of ways as part of our business activities. To help shape decisions about what to include in this report and seek insights into how our business was perceived from a sustainability perspective, we undertook additional engagement activities throughout 2011.

The accompanying table outlines our key stakeholder groups, how we engaged with them and any key topics. Our approach to stakeholder engagement was exploratory and had a greater focus on the Australia and New Zealand geography than we will have in future years. The mix of specific activities for this reporting process is presented in the table.

In June 2010, AECOM asked employees around the world to participate in its first global employee engagement survey, "Your Voice Matters." Eighty-one percent of eligible employees responded, making it clear that our employees wanted to have a voice in how AECOM's journey would continue to evolve. During 2011, we implemented a range of actions, programs and initiatives based on our employees' feedback.

AECOM undertakes periodic quantitative research to improve client services, including our Strategic Partnership Program, "lessons learned" sessions following completion of projects, and an annual client survey. The client survey gives customers an opportunity to rate AECOM on criteria such as listening and understanding client requirements; technical competence of the project team; value of services; trust and confidence in AECOM as a consultant; and satisfaction with quality, safety and environmental performance. We use the data to identify trends and opportunities for improvement.

At the Leadership Development Conference held in Hong Kong, our Asia geography conducted a survey on sustainability and how it was addressed within AECOM. The survey's 28 questions focused on internal commitment, communication and achievements regarding sustainability, as well as the awareness and empowerment of staff and sustainable outcomes of projects.

To further develop our stakeholder engagement approaches, we implemented a trial stakeholder engagement plan in Australia and New Zealand during 2011. This enabled more detailed stakeholder mapping and testing of techniques prior to extending this across our global operations. We will apply these experiences to map stakeholders in other geographies and formalize engagement progressively over coming years. AECOM's global sustainability report will provide an annual opportunity to report on the progress of formalizing our stakeholder engagement.

One feature of the trial plan was a stakeholder engagement workshop held at AECOM's office in Brisbane, Australia, to which key clients, partners, academics and representatives from government and non-government organizations (NGOs) were invited. The workshop's purpose was to contribute to the preparation of this first global sustainability report by starting a dialogue about the relevance and importance of sustainability, and how we can create and gain greater mutual value with stakeholders.

### What is important to us and our stakeholders?

According to GRI reporting standards, our sustainability report should include relevant topics and indicators that may reasonably be considered important for reflecting the organization's economic, environmental and social impacts, or for influencing the decisions of stakeholders.

We have identified matters and priorities through our stakeholder engagement activities. We also took a holistic view of AECOM's impacts, using means such as media searches and peer benchmarking.

When comparing the issues and prioritization by external stakeholders to those of internal stakeholders, it emerged that environmental performance is of higher importance to internal stakeholders than to external stakeholders. The results also show that ethical business practices, implementing sustainability into our projects and decision making about the types of projects we are involved in are key priorities for external and internal stakeholders.

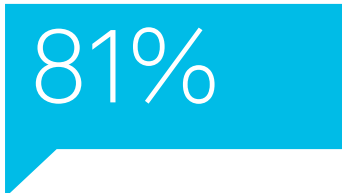
The workshop in Brisbane produced the following insights:

- sustainability needs to be practical and simple
- action has to match rhetoric
- cost is a significant factor, and value must be demonstrated
- engaging and responding to communities is critical
- leadership drives culture to prioritize sustainability
- innovation is vital.

Stakeholder engagement for sustainability requires a more formalized approach, and the process of preparing our first global sustainability report has presented an opportunity to extend our existing methods of engagement and to direct additional attention to stakeholder groups whose voices may not be heard through traditional stakeholder engagement.



Stakeholder groups	Methods of engagement	Key topics
Clients	Workshop and interviews	<ul style="list-style-type: none"> <li>- Incorporating sustainability in project delivery</li> <li>- Measurable outcomes</li> <li>- Understanding stakeholder needs</li> <li>- Leading by example</li> </ul>
Employees	Surveys and focus groups	<ul style="list-style-type: none"> <li>- Environmental performance</li> <li>- Ethical business practices</li> <li>- Implementing sustainability into our projects</li> <li>- Decision making about the types of projects we are involved in</li> </ul>
Stockholders	Annual Meeting of Stockholders, Quarterly earnings conference calls, Letters/communications to Board members and committees	<ul style="list-style-type: none"> <li>- Financial performance</li> <li>- Critical business practices</li> <li>- Corporate Social Responsibility</li> </ul>
Government	Workshop and interviews	<ul style="list-style-type: none"> <li>- Leading by example</li> <li>- Environmental performance</li> <li>- Addressing community needs</li> </ul>
NGO/Academia	Workshop and interviews	<ul style="list-style-type: none"> <li>- AECOM's role in the carbon price</li> <li>- Incorporating sustainability in project delivery</li> </ul>
Partners (suppliers, joint ventures and subcontractors)	Workshop and interviews	<ul style="list-style-type: none"> <li>- Financial performance</li> <li>- AECOM's role in the carbon price</li> <li>- AECOM's sustainability policy</li> <li>- Ethical business practices</li> <li>- Corporate Social Responsibility</li> </ul>
Professional bodies	Workshop	<ul style="list-style-type: none"> <li>- Leading by example</li> <li>- Industry best practice in projects</li> </ul>



Eighty-one percent of eligible employees participated in our first global employee engagement survey, "Your Voice Matters."



**Green roofs**  
Manchester, United Kingdom



Manchester City Council and its partners wanted to encourage the “greening” and regeneration of the city center.

AECOM led the feasibility study, and completed landscape proposals and the detailed design, for a series of living roofs. These new green spaces now provide biodiversity habitats, and support carbon-saving and stormwater-retention initiatives.



## Our approach — environment

AECOM recognizes that many measures to protect our natural resources also provide the opportunity to create economic, social and human value. We have an obligation to help our clients optimize the value returned on their investment by using scarce resources wisely and efficiently, and in ways that produce the least amount of waste. We also seek, wherever possible, to replenish ecosystems and use ecosystem services that substitute for human intervention, particularly in the areas of water quality and flood protection.

In many of the countries where we work, population growth is exceeding all precedents. AECOM is working ever more collaboratively with our clients to implement sustainable options that protect our environment and ensure sustainable operations for our clients into the future.

The policy governing AECOM's environmental management is our Safety, Health and Environment (SH&E) Policy Statement — adopted on April 13, 2009, and reviewed annually. In fact, it's published in our Corporate Social Responsibility Review. Our policy includes the following commitment statement:

*AECOM is committed to protecting the safety and health of our employees and meeting our obligations with respect to the protection of others affected by our activities. We are also committed to protecting and preserving the natural environment in which we operate. We will actively seek to conserve energy, water and natural resources, and to recycle and reduce waste where appropriate during the execution of our business activities. We will be good corporate citizens by striving to ensure that our facilities and operations do not pose unreasonable safety or environmental risks, and by participating in community-related activities that promote excellence in safety, health and environmental practices.*

*In all of our activities we will develop and implement appropriate systems and procedures designed to comply with applicable laws, legislation, licensing requirements and stakeholder expectations. AECOM will plan and design its processes, facilities and projects in a manner that reduces risks and impacts during their entire lifecycle, consistent with the direction and objectives of our clients.*

Group chief executives, capability leaders and regional leaders collaborate to establish SH&E programs that implement the policy. Globally, AECOM Vice President, SH&E, Gary Beswick has the lead responsibility for AECOM's environmental management. Gary Lawrence, vice president and chief sustainability officer, leads AECOM's sustainability efforts by managing AECOM's extensive resources and skills in sustainability for projects across the company. He is also an AECOM spokesperson and thought leader on sustainability issues.

We use the international standard ISO 14001 for guidance on environmental management and have achieved certification against this standard in North America, Australia, New Zealand, the United Kingdom, the Middle East and an Asian joint venture (Nanching Environmental Protection Research & Design Institute Co. Ltd.).

The environmental management systems that we develop under this framework include indicators and targets. Initially, tracking and reporting on our carbon footprint and energy use is a priority. Some systems within individual geographies include environmental goals and targets for other parameters, such as paper consumption. AECOM will continually improve these systems to incorporate and track environmental metrics, enhance performance and mitigate environmental risks.



Monetary value (US\$) of significant fines for non-compliance with environmental laws and regulations



Total number of non-monetary sanctions for non-compliance with environmental laws and regulations

## Our carbon footprint

Global action is required to reduce emissions of greenhouse gases in a timeframe that minimizes the risks of serious human impact on Earth's natural systems. Today's global economy is powered largely by fossil fuels: coal, oil and gas. Fossil fuel combustion increases the amount of carbon dioxide in the atmosphere, which, along with other greenhouse gas emissions, warms the planet, affecting global populations, natural resources, economies and businesses.

The challenges are clear. Society must move reliably toward a decarbonized energy system in a manner that minimizes the transition costs, avoids economic dislocations and does not jeopardize the economic development of poorer nations. There is no single solution — de-carbonization of the energy system will require global action from all key sectors.

In addition to working with clients to find opportunities to reduce greenhouse gas emissions on projects, AECOM is committed to measuring and managing the carbon footprint of our operations and identifying ways to reduce emissions and track and report progress.

A carbon footprint describes the amount of greenhouse gases emitted that directly and indirectly support a company's activities, expressed as tonnes of carbon dioxide equivalents (CO<sub>2</sub>-e).

### Approach in 2011

The first step in a carbon management strategy is to develop a robust company-wide carbon footprint or baseline. To begin this process, we developed a footprint for a selection of 78 of our offices, including the 50 largest by floor area.

We followed the widely recognized World Business Council for Sustainable Development and World Resources Institute's "Greenhouse Gas Protocol." Setting AECOM's operational boundaries for the carbon footprint involved identifying emissions associated with operations and categorizing them into Scope 1, 2 and 3.



To help reduce our most significant carbon contributor — air travel — we have implemented 17 Telepresence video meeting rooms, in our major city offices around the world.

Scope 1 emissions included stationary combustion and company-owned or company-controlled vehicles. Scope 1 emission estimates were based on measured or calculated energy consumption and vehicle miles traveled using appropriate emission factors. Scope 2 emissions were estimated using electricity consumption and utility specific or electricity grid factors. Our scope 3 business travel emissions were based on miles traveled via rail, air and rental car using appropriate emission factors.

The Enablon Web-based Energy and Carbon Management Software was used to manage the data and to calculate and report AECOM's carbon footprint. We selected the appropriate emission factors for sources and used activity data to make estimations.

### Footprint results

The results of AECOM's initial carbon footprint are estimated at 82,700 tonnes of CO<sub>2</sub>-e for the fiscal year (FY) 2011 (October 2010 through September 2011). The largest contribution of the FY 2011 carbon footprint was from indirect sources including business travel (45,800t) and purchased electricity (29,800t) followed by direct sources including office heating and fleet vehicles (7,100t).

Next year, we plan to publish a more complete footprint and investigate goals for reducing emissions. The Asia and the Australia and New Zealand geographies have already set targets for reducing greenhouse-gas emissions, which have become elements of their environmental management systems. Similarly, AECOM has purchased some renewable electricity and carbon offsets within geographies as part of existing emission-reduction commitments.

Explanation	Operational boundaries for 2011
<p><b>Scope 1</b></p> <p>Direct emissions from sources owned or controlled by a company, such as stationary combustion sources (boilers, furnaces) and company vehicles.</p>	<p>Sources included 78 company-owned or leased offices or sites selected from North America (36 offices), Europe (7 offices), Australia and New Zealand (28 offices/sites), and Asia (7 offices). This equates to 47% of our workforce.</p> <p>Scope 1 also included 1,291 company owned or leased vehicles from North America and 149 in Australia and New Zealand.</p>
<p><b>Scope 2</b></p> <p>Indirect GHG emissions from purchased electricity consumed by a company.</p>	<p>Purchased electricity and heat included from 78 premises specified above.</p> <p>Building electricity included tenant light and power as well as base building components.</p>
<p><b>Scope 3</b></p> <p>An optional reporting category, Scope 3 emissions are the consequence of company's activities but occur from sources not owned or controlled by a company.</p> <p>Examples include business travel and emissions associated with raw materials.</p>	<p>Business travel (air, rail and rental car) included for employees based in North America and Australia and New Zealand. Business travel for employees in China is included for three months and employees in India one month.</p>
<p><b>Not included</b></p> <p>AECOM's 2011 carbon footprint was not a complete baseline.</p> <p>Exclusions were based on insufficient quality data or statistical significance of data.</p>	<p>Excluded were remaining company offices, vehicles and business travel from other geographies; also, commuting, taxi travel, production of purchased materials, waste disposal, and contractor owned vehicles and equipment.</p> <p>Base building electricity was not available for two Australian offices.</p>

In addition to working with clients to find opportunities to reduce greenhouse gas emissions on projects, AECOM is committed to measuring and managing the carbon footprint of its operations.



AECOM's carbon footprint as tons CO<sub>2</sub>-e  
**Scope 1 - Fuel**  
**Scope 2 - Electricity**  
**Scope 3 - Employee travel**

See table on page 17 for operational boundaries

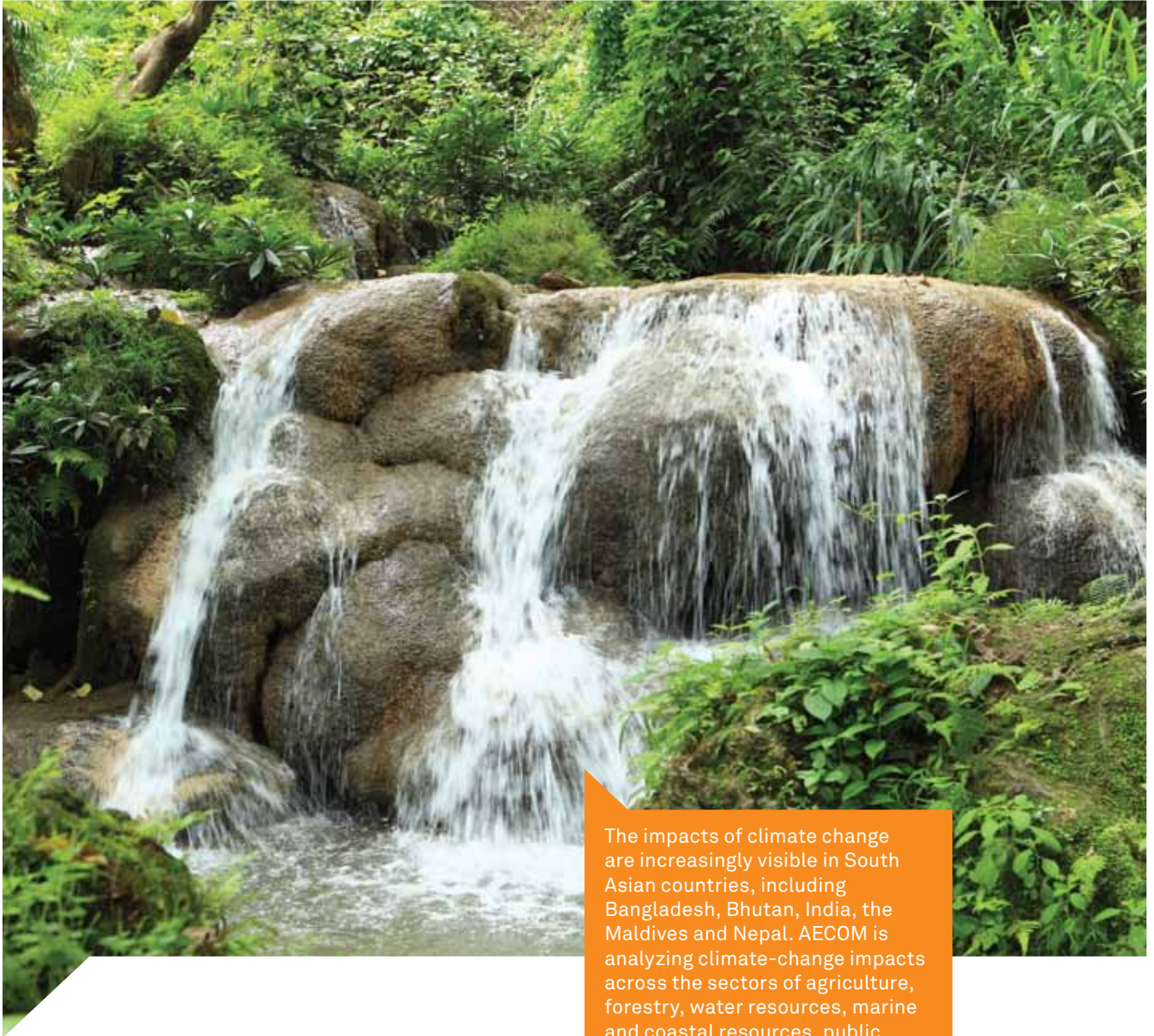
Source	Units	Quantity
<b>Scope 1</b>		
Natural gas	m <sup>3</sup>	3,352,000
Gasoline — car	km	35,780,000
Gasoline — car	L	161,900
Diesel fuel — car	km	1,545,000
Diesel fuel — car	L	101,900
Biodiesel	L	194
<b>Scope 2</b>		
Purchased electricity	kWh	68,912,000
<b>Scope 3</b>		
Air travel	passenger km	236,000,000
Rail travel	passenger km	308,500
Rental car	km	14,480,000

83k t

AECOM's initial carbon footprint is 83,000 tonnes of CO<sub>2</sub>-e for the period October 1, 2010, to September 30, 2011.



Geography office allocation used for carbon footprint  
**North America**  
**Asia**  
**Australia New Zealand**  
**Europe**



The impacts of climate change are increasingly visible in South Asian countries, including Bangladesh, Bhutan, India, the Maldives and Nepal. AECOM is analyzing climate-change impacts across the sectors of agriculture, forestry, water resources, marine and coastal resources, public health, and energy generation, assessing the economic consequences under different climate scenarios.

Armed with the findings, policy makers can address vulnerable areas and sectors, and review policy gaps and agreements, so they can adopt actions to adapt to climate change.

**Regional economics of climate change:  
adaptation and impact assessment**  
South Asia



## Greening our operations

It is not just in our work for clients that we pursue sustainability. In every AECOM office around the world, local initiatives are in place to encourage the conservation of energy, water and other resources.

AECOM's global Greening our Operations (GO!) program helps us to drive workplace sustainability and improve on our sustainability performance. Through five action areas, AECOM employees are provided with the tools and knowledge necessary to make sustainability a part of everything we do:

- recycling
- water saving
- green travel
- energy saving
- community.

While our GO! activities are linked to our environmental management systems and audited accordingly, each AECOM geography applies the five GO! action areas to its own respective sustainability challenges. For example, in Asia, offices have identified four performance metrics for sustainability: paper, electricity, transportation and water.

Individual AECOM offices have GO! champions who drive sustainable practices and review office performance year-on-year, with a view to reducing AECOM's global environmental impact.

Throughout 2011, these collective efforts continued to yield results. The bringing together of legacy companies under the one AECOM brand, for example, necessitated the co-location of many offices — often in new, purpose-designed premises — which resulted in energy savings. In Australia and New Zealand, 70 percent of AECOM employees will work in 5 Star Green Star buildings (accredited under the Australian Green Building Council) within 12 months.

Other office buildings across AECOM's global operations have also attained green building accreditation under the LEED and BREEAM schemes.

Many of our offices are in commercial, downtown locations. Where possible, these are chosen so there are public-transport networks available to service the commuting needs of employees. While the regional and global nature of our work means that employees often have to travel by air to visit clients and project sites, AECOM encourages the reduction of air travel through the use of teleconferencing and videoconferencing facilities.

Employee engagement is a crucial element in embedding sustainability across the global AECOM business. In each geography there are opportunities for employees to provide feedback on current sustainability initiatives, and to suggest new initiatives.

Our GO! teams continually devise new and innovative ways to advance our GO! program. A sustainability-focused survey, for example, was conducted at the Leadership Development Conference in Hong Kong in June 2010, with results used to present recommendations for the development of sustainability across AECOM during 2011. An employee sustainability competition was also launched in Asia, allowing employees to put creative ideas into action. Several entries were adopted throughout regional AECOM offices.

From increasingly standard initiatives, such as providing recycling facilities throughout offices, to more interesting programs, such as the many worm farms that help reduce organic waste in a number of our offices, AECOM approaches sustainability internally with the same drive and passion as we do externally for our clients.



Individual AECOM offices have GO! champions who drive sustainable practice and review office performance year-on-year, with a view to reducing AECOM's global environmental impact.

# Employees taking action



1  
**Tree planting**  
Guangzhou, China

2  
**Earth Day Competition — hydroponic gardening**  
Kuala Lumpur, Malaysia

3  
**Earth Day Competition — reef check**  
Hong Kong, SAR China

4  
**Office worm farm**  
Australia

5  
**Beach cleanup**  
Singapore

6  
**Morwell River Diversion roof garden**  
Victoria, Australia

## Our approach — economic

A successful tomorrow depends upon making the right decisions today. AECOM understands that continued economic success is intrinsically linked with creating social and human value, and with protecting the Earth's natural systems. If we are to ensure the continued success of AECOM, our shareholders and our clients, we cannot sacrifice long-term value creation for short-term returns: the two ideas must be mutually reinforcing.

For this reason, we are seeking ways to help our clients become more successful by conducting their business more sustainably. It is as much about how we frame the questions as it is about what we do. AECOM's great strength lies in our diversity, and we are striving to organize ourselves to draw upon our deep knowledge across geographies, markets, and technical expertise to broaden the number of things we examine before we make a choice. Every intersection provides the opportunity to consider not just profit but also value creation, risk mitigation and opportunities for future success.

As a business, we describe our operation as a global services platform, ranging from front-end design and engineering to construction management, operations and maintenance.

We have positioned the company for profitable growth. As we continue to gain market share in high-growth

sectors of the U.S. market, we are also expanding in emerging and natural-resource markets toward 50 percent of the business. Sustainable development of emerging economies and the sustainable use of resources are therefore pivotal to AECOM's future.

We are also expanding services across this global platform and providing more higher-margin services. As we do so, we will also introduce cost efficiencies; for example, through maximizing economies of scale achieved by integration of AECOM, and through real estate consolidation. These cost efficiencies are often associated with reduced environmental impacts, such as consolidating into more energy-efficient accommodation.

Integrated delivery of projects is taking on greater importance. We are expanding our construction management and program management capabilities to gain greater access to this growing market, including public-private partnerships and joint ventures. In our experience, integrated delivery and partnerships with the public sector offer some of the best opportunities to jointly develop and implement sustainable solutions.

AECOM will continue its successful balanced growth strategy and geographic- and service-offering diversification, focusing on emerging markets and energy-related end markets.

8,037

6,546

6,119

5,195

4,237

Historical AECOM revenue in millions (US\$)

- 2011
- 2010
- 2009
- 2008
- 2007





1  
**Global airline in-flight recycling**  
 United States

Decreasing disposal costs of on-board-generated waste was a priority for this airline. AECOM completed a recycling feasibility study and implemented new recycling procedures and training in more than 30 locations across the U.S.

Since the program's inception in 2007, over 2,000 tons of material have been diverted from landfills. In addition, recycling rebates from the program were donated to Habitat for Humanity to fund construction of homes throughout the U.S. The program established the airline as the first major U.S.-based carrier to implement a comprehensive recycling program, and has been recognized by the EPA, CNN and other news forums for its environmental initiatives. AECOM also assisted the airline with the opening of an employee recycling center at its global headquarters.



2  
**Parkdale zero-carbon social housing**  
 West Yorkshire, United Kingdom

The developers of 91 sustainable social houses in Wakefield wanted to achieve the highest sustainability level assessed under the U.K. Code for Sustainable Homes. To help make this happen, AECOM designed and specified the biomass district heating system and roof-integrated photovoltaic panels, and also provided options for meeting the required level of insulation.

The district heating system will efficiently provide heating and hot water to these high-quality, low-cost sustainable homes.



3  
**Master planning and design for resources sector accommodation**  
 Australia

Australia's resources boom has created an unprecedented shortage of skilled workers and, as a result, a growing fly-in, fly-out workforce who require on-site accommodation, often in remote areas.

Using our sustainability framework, AECOM is delivering the master planning and design of villages that signal a new era in accommodation supporting the resources sector.

Our teams are providing specialist guidance on design and operation — evaluating site, environmental, social and economic factors — to create climate-responsive living environments that adhere to city-shaping principles.

## Our financial performance

We generate revenue primarily by providing professional technical and management support services for public and private clients around the world.

Our revenue depends on our ability to attract and retain qualified and productive employees, identify business opportunities, integrate and maximize the value of our recent acquisitions, allocate our labor resources to profitable and high-growth markets, secure new contracts, and renew existing client agreements. Demand for our services is cyclical and may be vulnerable to sudden economic downturns and reductions in government and private-industry spending. Importantly, maintaining the high quality of our work is integral to our revenue generation and profitability.

For additional information about financial performance, please refer to our Annual Report on Form 10-K for the fiscal year ended September 30, 2011, filed with the U.S. Securities and Exchange Commission and available on our website at [www.aecom.com](http://www.aecom.com).

# 8B+

Revenue at September 30, 2011, was US\$8,037,000,000

# 5.7B+

Total assets at September 30, 2011, were US\$5,789,328,000

# 3.3B+

Total liabilities at September 30, 2011, were US\$3,394,191,000

# 421M

Income from operations for 2011 was approximately US\$421,000,000

# 276M

Net income attributable to AECOM for 2011 were approximately US\$276,000,000



As the world's population grows beyond seven billion, ensuring stable and sustainable resources is an ongoing challenge facing city governments and policy makers. AECOM's annual Urban SOS competition engages urban planning and design, architecture, landscape architecture, and engineering students to foster a cross-disciplinary approach to the complex challenges facing today's built and natural environments.

The 2011 competition focused on urban water challenges. The competition drew 190 entries from 22 countries. The winning team received a cash prize and an in-kind donation to help realize their project, which encouraged self-reliant urban design for housing in parts of Borneo.

**Urban SOS competition**  
Global



## Our integrity

As a global corporate citizen, AECOM is dedicated to conducting business in an ethical manner everywhere we operate and in all of our daily operations. In fact, **AECOM has been named one of the World's Most Ethical Companies by *Ethisphere* in 2011 and 2012.**

Since its founding in 1990, AECOM has built its success on a principle of mutual respect and trust. The foundation of this principle is integrity, one of our Core Values. We expect integrity to be manifested daily in everything we do. Nancy Laben, our senior vice president and general counsel, oversees all aspects of AECOM's global legal function, including our ethics and compliance program. Every employee, officer and director is required to read and understand AECOM's Code of Conduct and its application to their business responsibilities.

The code addresses AECOM's professional, ethical, financial and social values, and represents our commitment to our clients, shareholders, partners, and the communities in which we live and work. The code guides our daily conduct, and protects our reputation, and is available at [www.aecom.com](http://www.aecom.com).

The code embodies the following principles:

- ethical behavior is the basis for everything we do
- we are committed to treating our employees fairly and providing them with the opportunity for advancement and growth
- teamwork, mutual respect and trust, and open communication are the foundations of AECOM's corporate culture
- we strive to be a responsible corporate citizen in the communities in which we operate
- meeting clients' needs is of utmost importance
- we are committed to complying with the applicable laws, rules, and regulations everywhere we do business.

In addition to the Code of Conduct, AECOM has a Global Ethical Business Conduct Policy in place. It was created to establish accountability and provide guidance to ensure ethical business conduct through compliance with applicable anti-corruption laws, including the U.S. Foreign Corrupt Practices Act, the OECD Anti-Bribery Convention, the Prevention of Bribery Ordinance under Hong Kong's Independent Commission Against Corruption, the Corruption of Foreign Public Officials Act in Canada, the U.K. Anti-bribery Act, and the Criminal Code Act in Australia. The policy promulgates AECOM standards, complies with laws, and provides tools to detect and prevent any suspected violations.

AECOM provides a variety of training and development opportunities to employees to reinforce our Core Values, the Code of Conduct and other compliance initiatives. AECOM also provides individual online training courses covering the Code of Conduct, legislation, anti-bribery, anti-corruption, anti-boycott laws and good working relations.

The figures presented on this page provide more detail about AECOM's active management of ethical and corruption risks in response to the GRI performance indicators in the Society category.

As a people-driven business, we recognize that integrity and honesty are critical to our continuing success.



**Nancy Laben**  
Senior Vice President  
General Counsel

# 100%

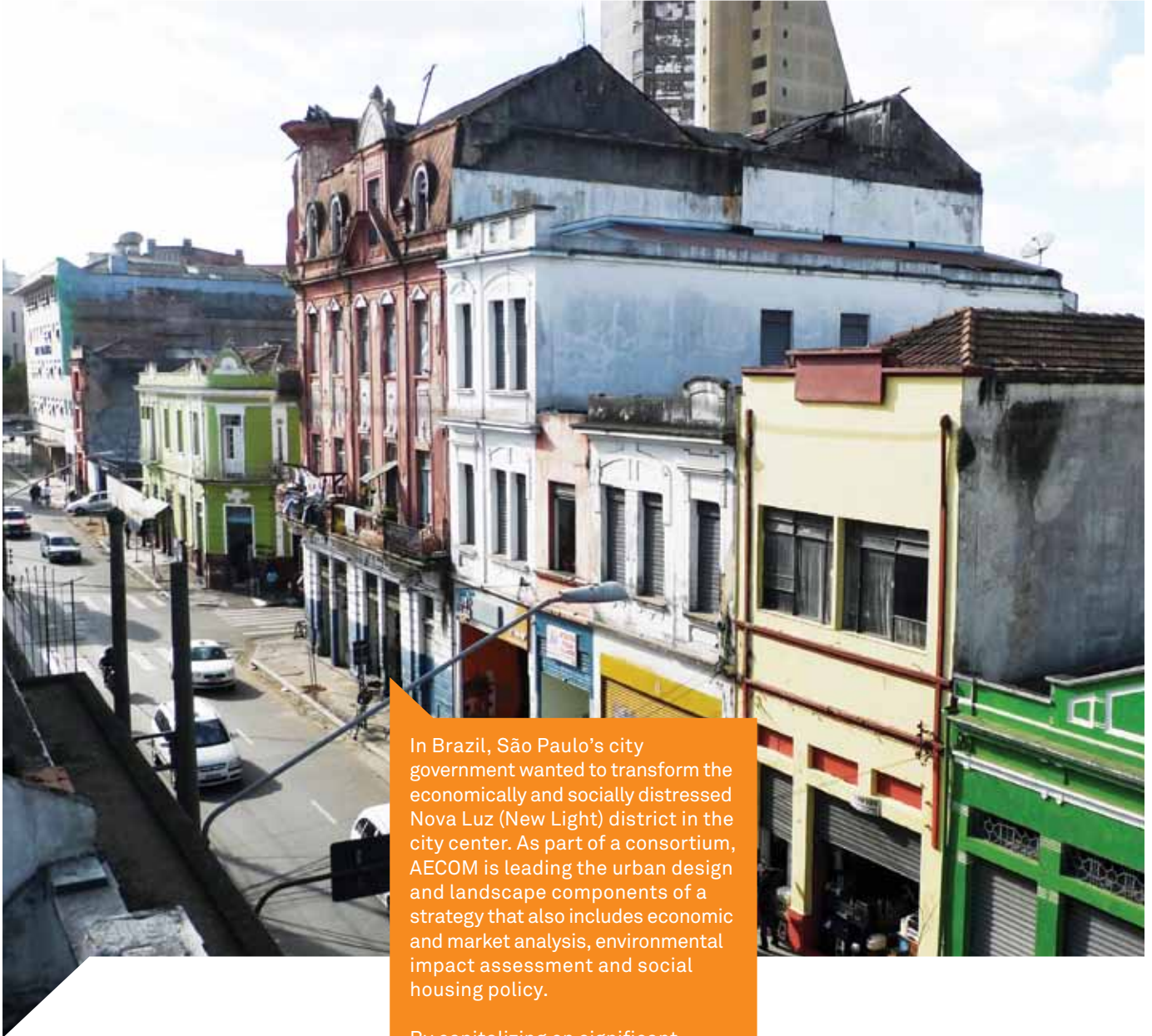
Percentage of business units analyzed for risks related to corruption

# 0

Total number of legal actions for anticompetitive behavior, anti-trust or monopoly practices

# 0

Monetary value (US\$) of significant fines for non-compliance with laws and regulations



In Brazil, São Paulo's city government wanted to transform the economically and socially distressed Nova Luz (New Light) district in the city center. As part of a consortium, AECOM is leading the urban design and landscape components of a strategy that also includes economic and market analysis, environmental impact assessment and social housing policy.

By capitalizing on significant investments in adjacent cultural facilities, subway systems, rail stations and parks, we are helping to address long-term economic, environmental and cultural sustainability in the area. In turn, we are helping São Paulo achieve its goals of enhancing the urban environment, improving quality of life, protecting historic and cultural resources, and promoting public and private investment.

**Nova Luz regeneration**  
São Paulo, Brazil





1

**Jurong Lake District sustainability master plan**  
Singapore

Singapore's Urban Redevelopment Authority (URA) wanted to maximize the sustainability performance of its 890-acre Jurong Lake District development. AECOM utilized its planning and evaluation tool — the Sustainable Systems Integration Model™ — to holistically assess the environmental, economic and social systems of the project. As a result, URA was able to determine an optimal sustainable development plan for the district, and determine the most cost-effective strategies for integrating sustainable transportation, energy savings, water conservation and ecological preservation within urban areas.

2

**SunRun solar study**  
California, United States

The continued growth of California's solar market depends on a streamlined solar permitting process. AECOM identified US\$5 billion in potential economic activity from a new permitting regime that would invigorate California's green economy and reduce its dependence on carbon-intensive energy.



2

3

**Norman Creek Catchment vision and concept plan**  
Brisbane, Australia

This heavily urbanized catchment required a new vision to guide its transformation into a place that sustainably manages its water and improves the health and resilience of its waterways. AECOM consulted with local residents, business owners and community groups to identify four objectives, including the delivery of a healthy ecosystem, improved recreation and activity opportunities, designing and living with Brisbane's climate, and the strengthening of community connections. In line with these objectives, a plan was developed for the future transformation of the catchment.



3

## Our safety practices

As a Core Value, safety is an integral part of everything we do at AECOM. Whether our employees are on site, in the office, in transit or at home, the prevention of injuries to people — and damage to facilities, property, equipment and the environment — is the highest priority for us. Across offices, regions and geographies, our SH&E teams encourage our employees to embrace a safety culture both in and outside the office.

Dedicated SH&E teams are responsible for implementing respective SH&E programs and supporting the use of SH&E tools that both educate AECOM employees about safety, and empower them to take assertive, safe action if and when necessary. Some of these tools include the behavioral program “Safety for Life,” online training needs assessments, online training management systems, online Safe Work Method Statements (SWMS), and the positive incentive reward card, which recognizes and rewards proactive safety behavior.

Our Step Back card — a field-level risk assessment tool — encourages employees to look and see potential hazards, to assess the risks and to take appropriate action. Our Stop Work directive, meanwhile, allows employees to cease work if they feel unsafe or sense an unacceptable risk.

Comprehensive travel management plans are also used to ensure the safety of our employees when they are traveling internationally, and monthly reports are completed on a range of both leading and lagging safety indicators, with results used to continually improve our safety performance.



Gary Beswick, vice president, Safety, Health & Environment (standing), leads AECOM's global efforts to provide our employees with the direction and support necessary to prevent injuries and illnesses, protect the environment and establish a universal AECOM SH&E culture.

## Our labor practices and diversity

Today's megatrends of climate change, population growth and urbanization add a complexity and uncertainty we have never faced before. However, people are inventive, imaginative and diverse. Our ability to analyze, problem-solve and create is the resource that will make the difference between whether we succeed or fail.

For AECOM, this means supporting the creation of healthy human environments where education and training in the skill sets of the future can flourish — not only within our own organization but also as we help shape and develop urban environments around the world.

Our experienced employees and management are our most valuable resources. Attracting and retaining key personnel will remain critical to our success. We will continue to provide training and other personal and professional growth opportunities, performance-based incentives, opportunities for stock ownership, and other competitive benefits in order to strengthen our human capital base.

Working in a global company across geographical, lingual and cultural divides is an exciting challenge. With employees in more than 130 countries, we recognize our commitment to sustaining a diverse and inclusive environment is paramount to our continued global success.

At AECOM, diversity is embedded in our Core Values. The diversity of our staff brings new ideas and perspectives to the forefront, which contributes to AECOM's industry leadership. Incorporating the tenets of diversity and inclusion into every aspect of our business is central to driving innovation and expanding and enhancing the overall AECOM experience for our employees, clients and stakeholders.

Our goal is to recruit, engage and develop outstanding people from a wide range of backgrounds. This mosaic, in turn, makes AECOM an adaptable business partner that understands, and responds to, the needs of the clients and communities that we serve.

Diversity expresses itself in many different ways — age, gender, race, nationality, language, culture, marital status, sexual orientation, religion, belief or creed, education, disability, personality, experiences, and approaches to work. We strive to maximize the potential of our employees by harnessing these differences and creating a productive, inclusive environment in which everyone feels respected and valued, where their talents are fully used, and in which company goals are achieved.

For example, we have created the Global Women's Council, which focuses on improving the retention, development and advancement of women across AECOM.

With employees in more than 130 countries, we recognize our commitment to sustaining a diverse and inclusive environment is paramount to our continued global success.



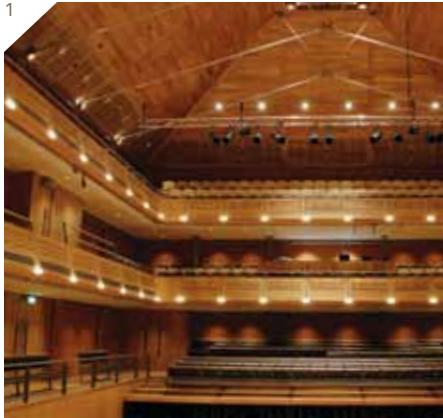


Teuila Hanson, vice president, Diversity + Inclusion, oversees AECOM's global diversity and inclusion programs and initiatives.

AECOM promotes an environment free from discrimination and harassment, and is committed to ensuring equal opportunities in all areas of employment, including recruitment, hiring, training and promotion. AECOM strives to ensure all employment practices are objective and free from bias, are based solely upon work criteria and individual merit, and meet the broader goals and objectives of the company.

Further, it is AECOM's policy to provide and maintain a productive atmosphere that is characterized by mutual respect. The company prohibits actions that are unlawful or inappropriate in the workplace. Our Good Working Relationship policy prohibits any conduct that is consistent with discrimination, sexual harassment, workplace harassment, victimization, bullying or vilification.

Our officers, management and supervisors at all levels are responsible for ensuring that the spirit and intent of this policy is consistently practiced. Moreover, each employee has the responsibility to treat every colleague or applicant for employment with respect and in a fair, non-discriminatory manner.



1  
**The Apex building**  
Suffolk, United Kingdom

The local council wanted to reinvigorate the town's old Cattle Market site through a new mixed-use development. This included a flexible-use public auditorium, for which AECOM provided building engineering and associated services that helped to deliver an innovative building that takes advantage of local environmental features to minimize energy use.

The building is heated and cooled entirely by ground-source heat pumps, resulting in the carbon footprint of the building's systems being less than half that of a similar building powered principally by electricity and gas. This functional and commercially successful venue is now providing an economic boost for the town.

2  
**Deephams wastewater treatment plant**  
Edmonton, United Kingdom

This North London plant, which serves nearly one million people, required upgrading to provide additional capacity to deal with both storm-sewer flows and additional screening of sewage.

AECOM designed a new sewage pumping station, inlet works, elevated screening and grit-removal structures and storm tanks to treat and contain storm-sewage flows and hence reduce sewage overflows. These integrated solutions will improve water quality in the River Lea and downstream, through London's Olympic Games site.

*Photo: J Murphy & Sons Ltd*

3  
**Asian Development Bank climate change technical assistance**  
Laos

Laos is highly dependent on agriculture yet vulnerable to climate change impacts, making good water management crucial to the population's livelihood.

AECOM is helping the country manage its natural resources more effectively, by increasing the climate resilience of government plans, policies, programs and projects — thereby reducing the vulnerability of local communities to climate change.



The Victorian Department of Transport (DoT) wanted a rating tool to enable it to drive, measure and procure environmental sustainability in rail infrastructure development projects. AECOM developed the Passenger Rail Environmental Sustainability Assessment Tool while delivering the main component of the extension of the Epping rail corridor to South Morang, a crucial upgrade and expansion of Melbourne's public transportation network.

As part of an alliance, AECOM was the main rail and civil designer, and was supported by our environmental, geotechnical, planning and approvals, landscape design, and community consultation specialists. The tool, endorsed by the Australian Green Infrastructure Council, allows the first sustainability rating for a rail project in Victoria. It now enables the DoT to set new standards regarding environmental sustainability, judge the achievement levels of projects, and assess future tenders on a value for money and "like-for-like" basis.

**South Morang rail extension**  
Melbourne, Australia



## Our product and social responsibility



AECOM's Project Delivery System

### Product responsibility and quality

Our reputation is tied to our ability to deliver quality, consistent results for our clients. AECOM has adopted a Project Delivery System (PDS) that is tailored to our capabilities and geographies.

The diagram above illustrates our PDS, which is integral to our integrated business management systems that align with the ISO 9001 quality standard. In fact, almost all of our geographies are ISO 9001 certified.

### Safety in design

Our "Safety in Design" process identifies potential dangers in projects throughout their lifecycles, and provides a comprehensive framework to avoid or minimize risk and enhance safety, while maintaining functionality.

This process involves communication with our clients and stakeholders, application of "Safety in Design" principles, compliance with standards, documentation, and the use of methods such as independent peer review.

### Corporate social responsibility

AECOM and its employees have a long history of providing significant contributions to society and the environment by supporting pro bono, philanthropic and charitable activities in the places where we work and live, as well as in under-served communities.

AECOM's commitment to creating a world-class Corporate Social Responsibility (CSR) program reinforces AECOM's purpose, to create, enhance and sustain the world's built, natural and social environments.

Our global CSR program focuses on four areas:

- supporting communities
- enhancing education and development
- meeting basic human needs
- promoting health and wellbeing.

In 2011, AECOM donated nearly US\$4 million dollars to charitable causes, including disaster relief, education and environmental needs. Our web site features a global map spotlighting a selection of our social responsibility efforts.

The efforts we have highlighted include:

- partnering with the Maasai Wilderness Conservation Trust in Kenya, providing an evolving pro bono program of professional services
- matching employee donations to the Red Cross for the Japan earthquake and tsunami
- supporting the United Kingdom's Construction Industry Charity for the Homeless (CRASH)
- donating computers to local community outreach organizations in Southern Los Angeles, California
- taking part in Clean Up United Arab Emirates, joining 15,000 volunteers who removed 73 tons of rubbish.

# 3.9M+

Charitable donations in 2011 (US\$)\*



Allocation of charitable donations in 2011\*

- Community
- Disaster relief
- Education
- Environment and sustainability
- Health
- Other
- Professional affiliations

\*More detailed information on our contributions are displayed in the tables on the right. Full data can be found on page 39.

1.5M	Community
899k	Education
756k	Professional Affiliations
454k	Health
121k	Environment/Sustainability
120k	Disaster relief
71k	Other

# 1.6M+

AECOM's Top 10 Fiscal Year 2011 Total Contributions Spend by Category (US\$)

496k	Community
425k	Education
276k	Professional Affiliations
302k	Health
65k	Environment/Sustainability
87k	Disaster relief

# 960k

AECOM's Top 10 Corporate Social Responsibility Organizations contributed to for Fiscal Year 2011 Overall (US\$)

26k	Red Cross
111k	United Way
109k	March of Dimes
100k	The AECOM Scholarship
100k	The Foundation of NJIT
62k	ACE Mentorship
60k	Villanova University
56k	Premier disaster relief fund
52k	YMCA
51k	Engineers Without Borders

## Our awards

AECOM's achievements have been recognized with numerous awards this year. The following is a selection of some notable awards relevant to our sustainability performance.

### Global

Named one of the World's Most Ethical Companies for 2011 and 2012 by the Ethisphere Institute.

*Newsweek* included AECOM on its list of Greenest Big Companies.

*Financial Times* named AECOM among its Best Workplaces.

Best Diversity Company award, as recognized by readers of *Diversity/Careers in Engineering and Information Technology* magazine.

Ranked as Number 1 Global Design Firm and Number 3 International Design Firm by *Engineering News-Record* (ENR) magazine for design services performed in 2010. AECOM also ranked Number 1 in Pure Design, Transportation, Mass Transit and Rail, General Building, Education, and Government and Commercial Offices, and Number 3 in Green Design.

AECOM is a "global sponsor" of Water For People (WFP) — recognizing more than US\$100,000 raised per year for the non-profit organization.

AECOM is a "global platinum sponsor" of Engineers Without Borders (EWB) committing to charitable and in-kind donations of US\$100,000 annually.

Listed on America's *Fortune 500* at #353.

### Americas

Gold medal — "Climate Change Practice" in the *Climate Change Business Journal*.

Four Industry Leader awards, 171 Occupational Excellence awards and the Corporate Culture of Safety award at the National Safety Council (NSC) Congress and Expo.

Shelley Brown, District Safety Manager, U.S. West, recognized as a "Rising Star of Safety."

AECOM ranked 26 in the top 100 military-friendly employers in the United States by *G.I. Jobs* magazine.

26 AECOM projects named in *ReNew Canada* magazine's 2011 Top 100 Projects in Canada.

Glass Hammer Award, American Road and Transportation Builder's Association (ARTBA) — for AECOM's ability to offer innovative programs that promote women leaders internally and in our communities.

### Asia

"Corporate Social Responsibility" Award from *Capital and Capital Weekly*.

Malaysian Environment business awarded the Environmental Services Annual Safety award from Royal Dutch Shell plc (Shell).

Hong Kong's Michelle Tang, Senior Engineer, awarded 2011 "Young Engineer of the Year" by Hong Kong Institution of Engineers.

AECOM in the Philippines received the 2011 Shell Annual Regional Health, Safety, Security and Environment (HSSE) Award from Pilipinas Shell Petroleum Corporation.



#### Water for people

AECOM is a "global sponsor" of Water For People (WFP) — recognizing more than US\$100,000 raised per year for the non-profit organization.

#1

Number 1 Global Design Firm,  
*Engineering News-Record* (ENR)  
magazine

#1

Number 1 in Pure Design,  
*Engineering News-Record* (ENR)  
magazine

#26

Number 26 in the top 100 military-  
friendly employers in the U.S. by  
*G.I. Jobs* magazine

#353

Number 353 on *Fortune 500*



Emma Charlton, workgroup manager — Environmental Advisory Services, with Dr. David Finch, Australia New Zealand Director — Technology and Risk. Emma is Australia's 2011 Young Professional Engineer of the Year, while David was named Engineers Australia's 2011 Professional Engineer of the Year for the state of Queensland.

**Australia and New Zealand**

Emma Charlton, associate director, named Australia's Young Professional Engineer of the Year by Engineers Australia.

Healing Te Rerenga Wairua to Cape Reinga Upgrade, New Zealand — Arthur Mead Environment and Sustainability Award, The Institute of Professional Engineers New Zealand. "Sustainability Advancement Award," Design Institute of Australia.

**Europe**

AECOM's Sustainable Development Group in the U.K. awarded *Sustain* magazine's "International Project of the Year 2010" Award.

Hilary Allen, associate engineer, named Birmingham Young Professional of the Year for 2011.

United Kingdom received the Gold Award for health and safety management from the Royal Society for the Prevention of Accidents (RoSPA).

## Our memberships

Our involvement with various non-government and professional organizations is one way we work to influence sustainable outcomes across our regions and industries.

AHC Corporate Affiliates Group  
 American Council of Engineering Companies (ACEC)  
 American Membrane Technology Association (AMTA)  
 American Public Transit Association (APTA)  
 American Public Works Association (APWA)  
 American Road and Transportation Builders Association (ARTBA)  
 American Water Works Association (AWWA)  
 American Water Works Research Foundation (AWWARf)  
 Association of Metropolitan Water Agencies (AMWA)  
 Association of State Dam Safety Officials (ASDSO)  
 Association of State Floodplain Managers (ASFM)  
 Australian Green Infrastructure Council (AGIC), Foundation Members  
 Australian Water Association (AWA)  
 California Climate Action Registry  
 Canada Green Building Council  
 Clean Energy Council  
 Construction Management Association of America (CMAA)  
 Corporate Wetlands Restoration Partnership  
 Design Build Institute of America (DBIA)  
 Design Professionals Coalition  
 Energy Efficiency Council  
 Engineers Without Borders  
 Global Carbon Capture and Storage Institute  
 Green Building Council of Australia (GBCA)  
 International Audit Protocol Consortium (IAPC)  
 International Association for Public Participation (IAP2)  
 International Association of Public Transport (UITP)  
 International District Energy Association (IDEA)  
 International Ozone Association  
 International Water Association (IWA)  
 National Association of Clean Water Agencies (NACWA)  
 National Association of Flood & Stormwater Management Agencies (NAFSMA)  
 National Council Air and Stream Improvement (NCASI)  
 National Water Resources Association  
 New Zealand Green Building Council  
 Society of American Military Engineers (SAME)  
 Sustainable Remediation Forum (SURF)  
 U.S. EPA Green Power Partner  
 U.K. Green Building Council  
 U.S. Green Building Council (USGBC)  
 U.S. Business Council for Sustainable Development  
 Water and Urban Development, Asia  
 Water Design Build Council  
 Water Environment Federation (WEF)  
 Water Environment Research Foundation (WERF)  
 Water Services Association of Australia (WSAA)  
 WaterReuse Association (WRA)  
 WaterReuse Foundation  
 World Environment Center  
 World Association for Waterborne Transport Infrastructure (PIANC)  
 World Business Council for Sustainable Development  
 World Environmental Council



## Additional supporting data



### Employee numbers, by geography

	Americas	Asia	Australia and New Zealand	Europe	Middle East and Africa	Global total*
Total number of employees*	18,592	6,261	4,783	5,509	2,960	38,105

### Charitable donations in 2010\*\*

	US\$000
Community	784
Disaster relief	745
Environment and sustainability	470
Education	392
Health	196
Industry	118
Other	1,215
Total	3,920

### Offices included in carbon footprint

Country	No. of offices
China	4
Hong Kong	1
Singapore	2
Australia	25
New Zealand	3
Europe	7
Canada	5
United States	31

### Explanatory notes

\*Global total includes employees from all geographies, excluding corporate, government contract and joint venture employees. When these employees are added to the sum of all geographies, the overall total employee number is approximately 45,000 at September 30, 2011.

\*\*Total includes matched donations from individuals; however it includes only those parts of the company on the financial system at the time.

## GRI index

GRI reference	Report page	GRI reference	Report page	GRI reference	Report page
<b>Strategy and analysis</b>		<b>Environmental management approach</b>		<b>Labor practices and decent work management approach</b>	
1.1	2, 4	EN1	Not Reported	LA1	Not Reported
1.2	10	EN2	Not Reported	LA2	Not Reported
<b>Organizational profile</b>		EN3	Not Reported	LA3	Not Reported
2.1	7	EN4	18	LA15	Not Reported
2.2	7	EN5	Not Reported	LA4	Not Reported
2.3	7, 8	EN6	20	LA5	Not Reported
2.4	Back page	EN7	20	LA6	Not Reported
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AECOM's sustainability report is offered in PDF format as part of our commitment to sustainable communications practices. If print-outs of the file are necessary, please select "Fit to Print" in your printer settings.

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**About AECOM**

AECOM is a global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water and government. With approximately 45,000 employees around the world, AECOM is a leader in all of the key markets that it serves. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering solutions that create, enhance and sustain the world's built, natural and social environments. A *Fortune 500* company, AECOM serves clients in approximately 130 countries and has annual revenue in excess of \$8.0 billion.

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