

# Complex problems. Integrated solutions.



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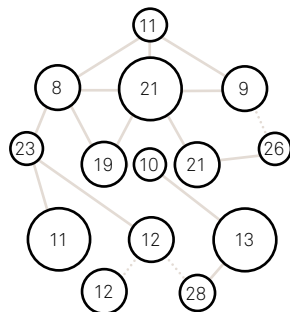
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Color rings represent types of capital

-  Economic
-  Natural
-  Social
-  Human



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This is an interactive PDF, to read more or watch a video click the icons throughout the report associated with the story.

## About this report

AECOM's global sustainability report demonstrates how we manage the complex relationships of financial, natural, human and social capital. A broad mix of project profiles features integrated solutions for some of the world's most complex challenges in a variety of the company's sectors.

This report covers AECOM's fiscal year ending September 30, 2012. Our 2011 report was issued during May 2012. The 2012 report does not replicate any previously used information. It includes details of AECOM's direct operations, those we acquired, and others still in the process of integration.

## Global reporting initiative sustainability reporting guidelines

This is AECOM's second sustainability report in which we reference the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. A comprehensive GRI Index is included at the end of this report. We self-assess this review to GRI Application Level C.

## Sustainability report management

The report was developed by AECOM's sustainability, legal and corporate communications teams. It is AECOM's second companywide report, and while it is not considered to be an integrated report, in the coming years, we intend to review the future of our reporting standards to actively provide the most relevant information to AECOM's growing stakeholder base.

At AECOM, sustainability means helping clients, society and our enterprise address complex challenges by managing financial, natural, social and human capital to work together to advance human progress with less risk.

## Purpose and Core Values

AECOM's global team of experts is united by a common purpose: to create, enhance and sustain the world's built, natural and social environments. Dedicated to this purpose, AECOM's long legacy of excellence in engineering, design and program management is consistently driven forward by our set of Core Values, which define who we are, what we do and how we do it. Sustainability is a framework through which we integrate our values to benefit our clients.

### 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. AECOM sets the industry standard for client service; We are passionate about solving 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

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

### Agility

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

### Safety

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

### Growth

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

# Fiscal Year 2012 Highlights

## Water For People awards AECOM global sponsor status

The designation recognizes companies that raise more than US\$100,000 per year for the non-profit organization. AECOM has raised more than US\$480,000. The organization supports resources, sanitation facilities and hygiene-education programs in developing countries.



## AECOM makes Newsweek magazine's Green Rankings list for fourth-consecutive year

AECOM landed at number 162 on Newsweek magazine's Green Rankings list. The rankings include the top 500 U.S. companies and are based on environmental footprint; reporting practices; and management, including policies, programs, initiatives and targets.

## Australia New Zealand supports the Red Cross

The geography donated AU\$50,000 (approximately US\$50,850) to the Healthy Baby, Healthy Communities program in Australia. The program provides peer support and education to pregnant women and mothers, as well as early childhood outreach support and education services. Australia New Zealand donated NZ\$10,000 (approximately US\$7,743) to Families and Schools Together. The program works with at-risk children and their families in New Zealand to strengthen family functioning and cohesion, build social connections and reduce social isolation.

Both charities are associated with the Red Cross, which Australia New Zealand has supported for a number of years. During FY12, AECOM donated more than \$1 million in community and disaster-related initiatives.



## Society of American Military Engineers recognizes AECOM's small business program

The Society of American Military Engineers recognized AECOM with the "Large Business Award" at the organization's Small Business Conference in Maryland, United States. The award recognizes outstanding small business subcontracting performance in support of U.S. Department of Defense programs.

## AECOM Chief Operating Officer Jane Chmielinski honored for contributions to transportation industry

Jane Chmielinski was honored by the Conference of Minority Transportation Officials (COMTO) as one of the United States' most inspirational women executives who are advancing the country's transportation industry. Jane is among 13 women executives from the public and private sectors who received the award at the COMTO event — Celebrating Women Who Move the Nation.

## AECOM's safety leadership recognized in Hong Kong

The company was named Champion in the Architect-Consultant category in the 2012 Safety Leadership Awards program.

The awards were jointly presented by the Hong Kong Construction Industry Council and The Lighthouse Club. Judges described AECOM as being the most comprehensive with the strongest leadership they have seen since the awards program started three years ago.

## Partnering with the Carbon Disclosure Project

The Carbon Disclosure Project (CDP) is an independent, not-for-profit organization that works to reduce greenhouse gas emissions and drive sustainable water use by business and cities. AECOM volunteers its expertise in data analysis, communications and visualization techniques to support the CDP in producing its 2012 cities report. The report will analyze the responses of more than 70 large cities to CDP's annual reporting process.



## Australian government named AECOM Employer of Choice for Women

The Australian government's Equal Opportunity for Women in the Workplace Agency (EOWA) has named AECOM in Australia an Employer of Choice for Women. AECOM is one of three professional technical consultancies and 125 overall employers selected to be recognized this year.



## AECOM wins master plan design contract for the 2016 Rio de Janeiro Olympic and Paralympic Games, launches worldwide sports group

AECOM's master plan for the project focuses on approximately 300 acres of land in the district of Barra de Tijuca, southwest of Rio. It includes three phases: the Rio Olympic Park area during the 2016 Games, a transition plan and the final position showcasing the site in legacy mode after 2016. After the Games, the facilities will be renamed as the "Olympic Training Center" and be used to discover and develop new sporting talents.

## AECOM again named one of the "World's Most Ethical Companies"

AECOM has been named one of the World's Most Ethical Companies for 2012 by the Ethisphere Institute.





## A message from our Chairman and CEO

I am delighted to share with you our second global sustainability report, “Complex problems. Integrated solutions.” At AECOM, our commitment to sustainability compels us to help clients, society and our enterprise to address complex challenges. We manage financial, natural, social and human factors as we work together to advance human progress with reduced risk. As a global company with more than 45,000 employees, we are driven to create, enhance and sustain the world’s built, natural and social environments.

We empower our people to make the right decisions. Therefore, we take great pride in being recognized as one of the “World’s Most Ethical Companies” by the Ethisphere Institute for three consecutive years.

During 2012, much of the world continued to face little or no economic growth, along with increased natural disasters such as hurricanes, earthquakes and droughts, which presented challenges for many companies. However, AECOM continued to sustain our industry leadership and helped solve some of the world’s most complex challenges. As you read through this report, you’ll see some of these innovative solutions, as well as the progress that we’ve made in our own operations — along with areas where we will continue to improve.

As a visionary company with an incredibly diverse set of skills, we have the opportunity to work on some of the world’s most exciting and challenging projects:

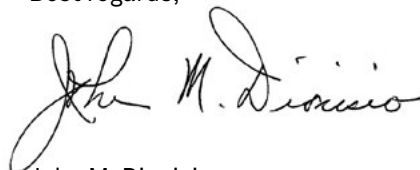
- In London, for example, we provided an integrated approach to delivering a sustainable legacy for the 2012 Olympic Games.

- In New York City, a new World Trade Center is taking shape, and we are proud to be the construction manager for many aspects of the project, including One World Trade Center, 3 World Trade Center, 4 World Trade Center and 7 World Trade Center, as well as the site’s transportation hub, vehicle security center and retail component. Additionally, we created the comprehensive site and streetscape design for the World Trade Center district.
- In Asia, we are spearheading the largest new construction project in Beijing, which will be a new model for sustainable urban development in China. Coined as a low-carbon metropolis, the Tongzhou New City project will be home to one million residents and a thriving central business district.
- In Australia, we developed an integrated design process for the Sydney Park Stormwater Harvesting Project. With the overall objective of integrating the human, environmental and engineering design requirements, AECOM provided a design that improves water quality and provides flood mitigation for the city’s residents.
- In the Middle East, AECOM is consulting on the world’s largest greenfield port development project, in Doha, Qatar. The country is currently in the midst of a construction boom, fueled by a growing population and a government strategy for the long-term sustainability of its non-hydrocarbon sector, including a more efficient seaport.

There is no doubt that the world is rapidly evolving. This report demonstrates how we are helping communities and clients adapt to this change while improving our own operations.

I thank you for your continued support of our great company as we provide best-in-class, integrated solutions for a sustainable future.

Best regards,



John M. Dionisio  
Chairman and CEO



## Perspectives from our chief sustainability officer

Last year, in our first global sustainability report, we highlighted some of the innovative and integrative measures that AECOM believes are necessary to meet the highly complex needs of our clients. Viewing sustainability as a framework for analysis and decision-making is as much about leveraging opportunities for our clients as it is about minimizing their risks.

As we broaden our understanding of sustainability across all of our business lines and geographies, we are seeing deeper engagement among our employees with AECOM's mission. Our people have always been concerned about the world's big challenges: climate change, poverty, environmental damage and sustaining Earth's natural resources. 2012 saw continued engagement in our communities around the world, and we shared many successes with our partners at The Red Cross, Habitat for Humanity, Engineers Without Borders, and Water for People to name but a few.

In addition to these great philanthropic outreach projects, our employees continue to see more possibilities for collaboration and innovation among our operations to meet clients' needs. They are reaching out to colleagues from many disciplines, cultures and geographies, to address the issues they really care about, recognizing that these often are the same concerns that confront our clients around the world.

AECOM is more focused than ever on helping our clients be successful in the most sustainable ways possible. We engage with our clients about risk and reward, short-term investment versus long-term gain, and the opportunities to enhance social, environmental and human capital while adding to the bottom line.

Internally, during 2012, we found more efficient ways to meet and communicate, consolidated office space and implemented green purchasing policies across much of our business.

Looking to the years ahead, major challenges are shaping our work and our clients' operating contexts. These include:

- Climate adaptation and greenhouse gas mitigation
- Growing population and changing demographics
- Availability of energy, water and food
- Urbanization

I am happy to report that we have made progress on all of AECOM's sustainability objectives during the last year. Our growth, both organic and through acquisition; development of broader and deeper skills; commitment to ethics, sustainability and safety; and movement into new markets are continuously being evaluated for improvement. Our leadership is building an enterprise that will be able to manage sustainability and improve conditions for human development around the world for our clients.

The human purpose is not to prosper during the short term. It is to succeed for the long term. Sustainability is the essence of what we do, so that meeting short-term needs and achieving long-term success become possible.

Regards,



Gary Lawrence  
Vice President and Chief Sustainability Officer



[Click to view more.](#)

# Profiles Overview

The projects featured in this report reflect our commitment to create, enhance, and sustain the world's built, natural and social environments. From winning the master plan design contract for the 2016 Rio de Janeiro Olympics and Paralympic games to working on numerous aspects of New York City's World Trade Center — AECOM projects continue to solve some of the world's most complex problems.

Our global network of more than 45,000 professionals work to lead AECOM as a sound corporate citizen and, through integrated solutions, we are able to achieve positive sustainability outcomes.

## Our approach to sustainability

At AECOM, sustainability is defined as helping clients, society and our enterprise address complex challenges by managing financial, natural, social and human capital to work together to advance human progress with less risk.

Through this robust risk-management framework, AECOM recognizes that the actions we take today to address global climate, poverty, environmental and other issues shape the future of our planet.

AECOM continues to build and support a culture that empowers and engages our employees to enthusiastically solve problems and accelerate our progress toward sustainable business innovation in a way that places us ahead of our competition. Rather than considering sustainability as a separate service, we provide our clients with integrated solutions in highly sustainable ways. Simply put, we help our clients and communities manage and reduce risk.

We aim to better understand our clients' needs in order to ensure that they have more enduring choices. At each stage of a project, we consider our obligation to helping our clients optimize the value returned on their investment by using scarce resources wisely and efficiently, and reducing waste.

In order to accomplish this goal, we are moving to broaden our sustainability analyses to include value creation and brand protection prior to making a decision. As we look forward to next year, four major imperatives are shaping our work and our clients' operating contexts:

- We continue to lead the way in urging governments and enterprises to consider the imperative of adapting to climate change and mitigating greenhouse gas emissions. In this effort, we have designed a series of tools to help with analyses and have implemented successful adaptation plans in various countries around the globe. Commissioned by the World Bank, AECOM provides consultancy services for climate change adaptation for the water supply and sanitation sector in Vietnam and China. The Asian Development Bank also selected AECOM to provide technical assistance to strengthen the capacity of the Lao People's Democratic Republic to cope with climate change.
- As the global population continues to increase, and to age, the design and transformation of urban places to better serve diverse populations is an increasingly urgent concern. AECOM is working to create livable urban places that will serve the world's future needs — by delivering projects such as the sustainability action plan for Lee's Summit, Missouri, United States, which was honored by the Mid-America Regional Council as one of its Sustainable Success Stories of 2012.



- The energy-water-food nexus is the defining challenge of our time. This is an area where AECOM's integrated approach to analysis and problem solving is critical to sustaining economically viable cities and ensuring an adequate supply of power, water, food security and carbon reduction for a growing population. In this effort, AECOM developed a city-wide reduction assessment tool for the City of Ventura, California that allows combinations of various systems to be tested for the lowest cost pathway as well as city-wide carbon reduction targets.
- With recent developments in technology and the imperative to reduce energy consumption and waste, we are broadening our understanding of the notion of logistics to now include goods, services, information, ideas and populations collectively. Pacific Gas & Electric, which serves most of Northern California, United States, is conducting an in-home monitoring pilot program to reduce energy consumption. With AECOM's recommendations, this pilot program has demonstrated an average savings of 20 percent.



“The human purpose is not to prosper in the short term, but rather it is to succeed in the long term. Sustainability is the essence of what we do so that short-term needs are met and long-term success becomes possible.”

— Gary Lawrence  
AECOM Vice President and  
Chief Sustainability Officer

## Our product and social responsibility

Proposal	Planning	Execution	Closure
<ul style="list-style-type: none"> <li>- Consider project risks, including Safety, Health &amp; Environment (SH&amp;E) risks</li> <li>- Review and approve sub-contractors</li> <li>- Review contract terms and conditions</li> <li>- Prepare, verify, approve and submit proposal</li> <li>- Review and learn from selection outcomes</li> </ul>	<ul style="list-style-type: none"> <li>- Mobilize project team</li> <li>- Establish project plan describing all details for delivery and assigning responsibilities</li> <li>- Meet with client and develop strong communication arrangements</li> <li>- Set up project in internal financial system</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare method and approach</li> <li>- Project approach review</li> <li>- Implement project management elements, including SH&amp;E</li> <li>- Quality check deliverables</li> <li>- Verify deliverables</li> <li>- Authorize for issue</li> </ul>	<ul style="list-style-type: none"> <li>- Review contracts to confirm obligations fulfilled</li> <li>- Financial closure</li> <li>- Seek client feedback</li> <li>- Review team performance</li> <li>- Share lessons learned</li> </ul>

# Olympic Games: From London to Rio



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AECOM's involvement in the London 2012 Olympics project dates back to 2003. The preferred site emerged from studies looking at the potential for urban regeneration of the 1,500-hectare area at the southern end of the Lea Valley, one of the U.K.'s poorest areas, and yet only five miles from central London. And after the games, the legacy for London serves as the creation of a well-served, well-connected urban district based around a new park.

AECOM designed a master plan that secured London's bid for the games and placed long-term urban regeneration of the Lower Lea Valley as its primary driver. This master plan vision for the Olympic Park was created simultaneously with an idea of how the site would look in its post-games legacy as a new district for London designed around a park. The concept was to design in reverse order of future first, with the staging of the games as an event on route to completion. For every £1 spent on the London Olympic project, at least 70 pence (70 percent) remains invested in the legacy.

We are honored to be involved with the Olympic and Paralympic Games having helped the city transform the Lower Lea Valley, which has been one of the United Kingdom's poorest areas, to a viable area that gives the valley 35,000 new homes, 50,000 new jobs, schools, health care facilities,

community centers, sporting amenities and mixed-use economic opportunities.

We also provided building services consultancy on the Olympic Park's futuristic Basketball Arena (below), the world's largest temporary sports venue. Approximately two-thirds of the building materials and internal features can be reused or recycled.





“Having stood in the middle of the London Olympic site back in early 2004, looking down at a rubbish-littered river and desolate industrial landscape, it is incredible to stand on the same spot today and witness the transformation.”

This successful sustainable plan in London led to AECOM winning the international competition to design the master plan for Rio’s Olympic Park.

“Having stood in the middle of the London Olympic site back in early 2004, looking down at a rubbish-littered river and desolate industrial landscape, it is incredible to stand on the same spot today and witness the transformation,” says AECOM’s Bill Hanway, an architect and one of the lead designers of London’s Olympic Park.

Uniquely, Hanway is also leading the master plan design for Brazil’s 2016 Olympic Park in Rio de Janeiro. AECOM is the only company to achieve this Olympic double — designing consecutive master plan visions for the games. The company has also provided a wide range of additional services, including cost, program and supply chain management.



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## PROJECTS



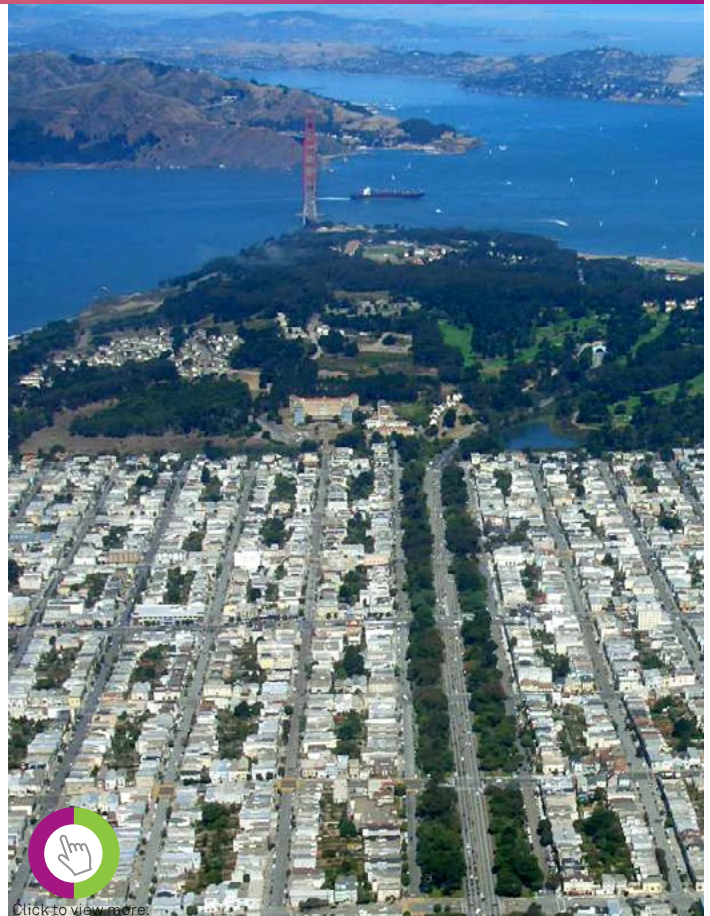
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### Transforming the urban fabric of Singapore: Sustainable Development Framework, Planning & Design for Marina Bay and the Greater Southern Waterfront in Singapore

Singapore's Urban Redevelopment Authority (URA) commissioned AECOM for a sustainable development framework, planning and urban design for Marina Bay, the island's new business and financial district, as well as the adjacent Greater Southern Waterfront (GSW).

By presenting a series of options for carbon reduction, AECOM helped inform the client's decision making process in cost-effective sustainable urban planning in addition to providing the client with the customized tool for future development. In addition, through the process of designing the framework, the client was able to engage with other government agencies with AECOM's facilitation to arrive at calculated targets for individual energy, water, ecology, transport and waste targets that the whole Singapore government could strive towards.

This project puts AECOM in a strategic position as a thought leader in promoting sustainability development in Asia.



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### Financing San Francisco's Urban Forest

As part of its long-term sustainability goals, the city and County of San Francisco (City) seeks to maintain and expand its urban forest for generations to come. However, San Francisco's street trees face serious challenges, including a fragmented system in which the City maintains 40 percent of street trees, and property owners must maintain the remainder. In this study, AECOM explored various options for expanding resources to better maintain and augment street trees by shifting the care for all street trees to DPW.

Through thorough economic analysis of current and projected costs, AECOM determined that a municipal street tree program would provide net benefits to San Francisco residents. If funded through a special assessment or parcel tax, a program that expands the urban forest by over 50 percent would result in annual savings to property owners when compared to current costs incurred for maintenance, sidewalk repair and claims for sidewalk falls. The study found that such a program would allow the City to reduce maintenance costs by as much as 50 percent through economies of scale and proactive care, while relieving property owners of any maintenance responsibility and liability. In the study, AECOM included a number of additional findings and recommendations to improve both the health and efficiency of a municipal street tree program, while maximizing savings to property owners.

Financing San Francisco's Urban Forest recently won the Award of Merit for Focused Issue Planning from the American Planning Association, California Northern Section.





### Taizhou Bridge: Minimizing impact

**Location: Jiangsu, China**

Given AECOM's contribution to the success of Sutong Bridge in Jiangsu Province, China, AECOM was commissioned by the Jiangsu Provincial Yangtze River Highway Bridge Construction Commanding Department, Taizhou, in Jiangsu, as the consultant for the design optimization of Taizhou Bridge. The state-of-the-art design aimed to minimize impact on river hydraulics and ecology through reducing the number of bridge supports in the water and providing two main navigation channels to facilitate ship movements.

#### Our role

AECOM worked on the project to help pioneer world-firsts in bridge engineering:

- To implement a management system with the three major international standards of quality, safety and the environment.
- To use a patented centralized bridge deck drainage system to mitigate the risk of polluting the waterway.
- To align and navigate clearances of the structure to minimize nearby water intakes and water source areas, from farmland, existing roadway networks and existing irrigation, drainage and flood control systems.

Through its involvement in this prestigious project, AECOM has begun to shape current thinking and steer future trends of bridge engineering around the world.

### Redefining Luxury Retail Plaza

**Location: Mumbai, India**

The Plaza Worli is a high-end luxury retail development promoted by the prestigious Bombay Realty group of Mumbai. The three-acre project is located in the heart of the upmarket district of Worli in Mumbai. The scheme is dynamic in its design response allowing Bombay Realty to deliver an innovative and sustainable, yet cost efficient alternative to the typical covered mall approach with an air conditioned space. The courtyard creates a more distinctive and flexible solution as part of the commercialization strategy for this space.

AECOM's design brief was to provide an intimate and luxurious setting for this project which would set new standards for retail plazas in India and internationally. The design approach centers on a series of iconic canopies, their sculptural forms providing shade, and forming the signature style of this development. Water features, green walls, fascia and vibrant planting are crafted into a contemporary design redefining the Plaza as a destination in itself. A minimal palette of complementary materials is proposed — dark local granites, reflective steel, and lush greenery — to create a classically European influenced space, but with an avant-garde and playful twist that responds to the local context.



Indicative render  
for illustrative  
purposes only.



## PROJECTS

### Making adaptation easier: Climate-resilient Master planning

#### Location: London

The materials used in building urban areas tend to absorb more heat radiation and as such, our city centers are considerably warmer than surrounding areas. This is known as the Urban Heat Island Effect and can pose a myriad of challenges for residents, businesses and visitors. For example, higher temperatures can cause essential infrastructure to overheat and breakdown. Similarly it can also have serious health consequences for vulnerable people. However, vegetation absorbs less heat, releases cool moisture through evapotranspiration and can also provide shade. Retrofitting urban green spaces, such as the AECOM-designed green roof on Whitworth Art Gallery, into our existing cities is, therefore, important to help reduce urban temperatures.

Additionally, AECOM has carried out five research projects for the UK government to examine how the master planning process can better include climate change adaptation measures by analyzing real projects with the client group. As part of the research, we modeled the effect of vegetation on local microclimate as well as the effect of future rainfall patterns on local flooding and water quality.



Click to view more.



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### Largest stormwater runoff recycling in the U.K.: North West Cambridge water recycling project

#### Location: Cambridge

AECOM is working to deliver an innovative and note-worthy sustainable development for the University of Cambridge. The project uses AECOM's international expertise to create a holistic approach to water management.

AECOM has provided masterplanning, landscape design, sustainability and planning services over the last 10 years for the University of Cambridge's new development, which includes 3,000 new homes, 2,000 student beds, research facilities and retail and commercial areas. The homes on the site are aiming to meet the Code for Sustainable Homes Level 5, requiring a reduction in potable water use to 80 liters per person, per day. Ultimately, this concept has never been achieved on a large scale before in the U.K.

### Development of major solar farms, U.K.

AECOM was involved in the development management and sourcing of investment for four of the largest solar photovoltaic (PV) farm installations in the U.K.:

- Wilburton, Cambridgeshire
- Chittering, Cambridgeshire
- Marston, Lincolnshire
- Hawton, Nottinghamshire

In today's society, solar farms continue to have a profound impact on innovation, profitable growth, society, and wildlife. Through planning consenting, grid connection and source investment, services were provided to Abbey Renewables and Lark Energy. Funding was provided by Lightsource Renewable Energy and Octopus Investment.



Click to view more.





## Creating connections: Pike and Allen Streets Center Malls

### Location: New York City

The reconstruction of the Pike and Allen Streets Malls creates connections between the upland, the city and the East River Waterfront as a piece of the East River Waterfront Framework Plan. The malls are flanked by bikeways with a central pedestrian path and greenway corridor. These linear parks, created for the City of New York Department of Parks and Recreation, include a continuous bikeway and walkway through an expansion of the center malls, by taking out two underused lanes of vehicular traffic. Plazas and open space at certain strategic intersections provide rows of seating and planting in a neighborhood where such space is hard to come by.

This project reduced impervious surface in four pilot blocks by 37,500 square feet, and a stormwater catchment area in filtration beds, which accommodates 90 percent of the city's annual storm events. The project considered material selection, treatment of stormwater and increased tree canopy coverage to reduce the impact of heat in the city.

## Going beyond reducing GHG emissions

### Location: New York City

Mayor Michael Bloomberg's Office of Long Term Planning and Sustainability would like to extend its green initiatives beyond the PlaNYC goal of a 30-percent reduction in greenhouse gas (GHG) emissions by 2030 to an 80-percent reduction by 2050 citywide.

AECOM provided technical expertise and local knowledge to ensure that the technologies being considered are appropriate to meet the ever changing needs of New York. AECOM also developed innovative policy mechanisms to help ensure that the technological "levers" proposed can be efficiently implemented. AECOM's economic impact analysis of both the 30x30 and the 80x50 goals which analyzed construction, operations and maintenance, and long-term productivity benefits accruing to the city's economy including personal income and regional productivity helped the city better understand the long term benefits of these policies.

# People

As a global firm operating in more than 140 countries around the world, AECOM's business is about people: our people, clients, investors, suppliers and communities.

That's why our focus on people drives much of our success as we move toward being recognized as the true global leader of professional services by our clients, the place to grow professionally by employees, and a valuable investment by our shareholders.

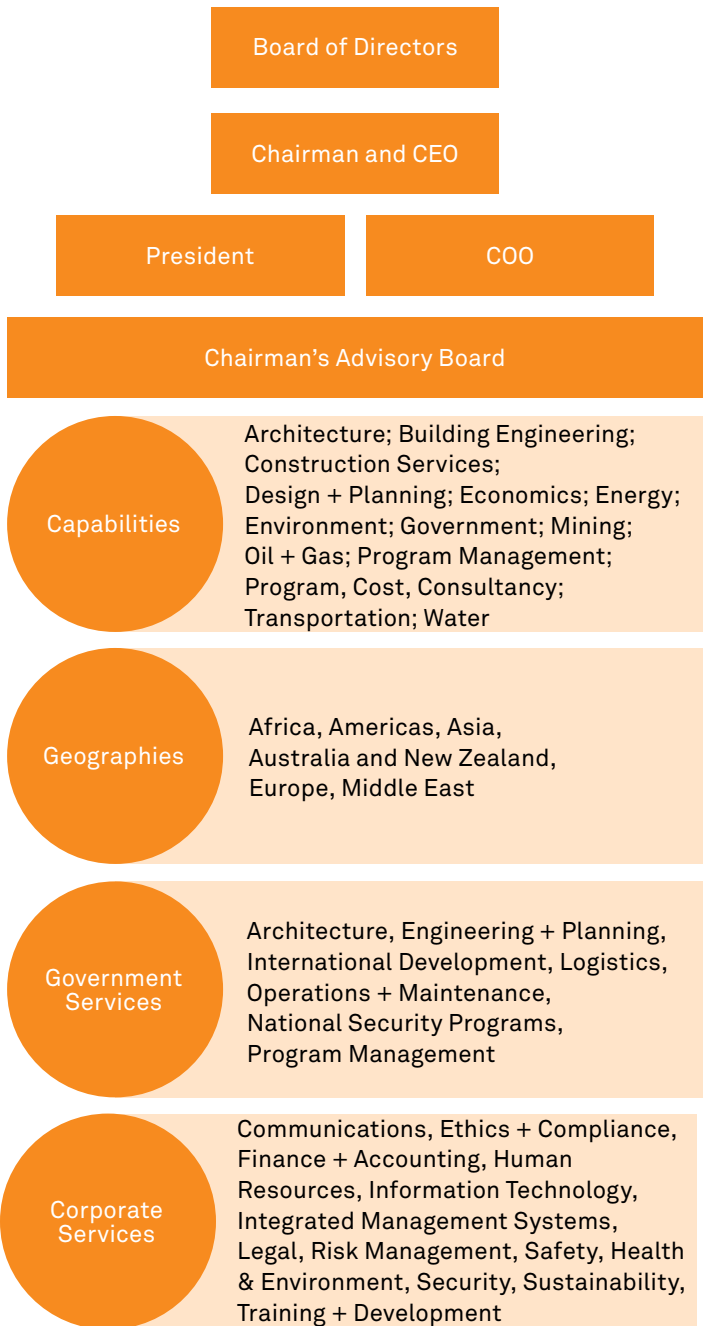
And our commitment to integrity is part of the organizational DNA that has enabled AECOM to become an industry leader. While AECOM's vision for a more sustainable future drives much of our work, including the foundation of how we operate as a company. These fundamental commitments are visible in the everyday practices of our people. Whether through the services we provide or our volunteer efforts in the community, we live AECOM's Purpose: to create, enhance and sustain the world's built, natural and social environments.

## 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 140 countries around the world.

We are governed by a 12-member Board of Directors, which ensures the company maintains its position and reputation as an ethical leader. There are eight members of the Board who are independent Directors.

Click [here](#) to learn more about AECOM's governance.





## Engaging the right people

We realize that, through effective stakeholder engagement, AECOM also provides benefits to society and creates shared value in areas such as efficient use of resources, better living and more-satisfying working places.

We are continuously evaluating our existing framework to ensure our economic, social and environmental efforts best serve our customers, employees and business partners. Our internal and external stakeholders see a strong sustainability strategy as significant to our long-term business success. To help support our robust sustainability strategy, during 2013, AECOM created a strategic partner sustainability assessment agreement, which will survey our business partners on their sustainability efforts. The accompanying table outlines our key stakeholder groups, how we engaged with them and related key topics.

In an effort to solicit internal feedback on our sustainability reporting, we worked to conduct a series of executive leadership interviews and a brief online employee survey. This process helped us to focus on the topics that are most important to issues of sustainability. AECOM's employees are some of our most important stakeholders, and their voices are crucial to ensuring that sustainability is embedded throughout our organization.

Employees also play a critical role in helping us meet our targets. Most recently, we unveiled the results of the 2012 Global Employee Survey, in which 10,163 respondents offered constructive feedback. AECOM achieved a 78.8-percent participation rate for the Americas. According to the survey, 82 percent of all respondents revealed that they believe AECOM

operates with a high level of integrity when dealing with clients and vendors. This intense commitment to integrity will help AECOM better sustain a high-performance culture.

We realize that adapting to change is an essential part of our continued success. In today's digital age, companies are judged in part by how they interact with their stakeholders on social media. In 2012, for example, we expanded our social media presence by launching three new Facebook pages — [AECOM Technology Corporation](#), [AECOM and Corporate Social Responsibility](#) and [AECOM and Sustainability](#) — to provide our employees, friends, family members, customers and vendors with a platform to engage and share news stories, photos, videos and ideas.

AECOM also continually reaches out to its clients to obtain critical feedback in order to better understand their needs. It is clear in our minds that our clients' success is the sole determinant of our success. More sustainable outcomes will make them more successful. In addition, our shareholders and investors are also engaged through our annual meeting of stockholders, quarterly earnings calls, analyst day and participation at investor and analyst conferences. As a global company, we understand the important work of many non-government organizations. AECOM has worked with NGOs such as the Carbon Disclosure Project on complex carbon issues facing the world today and gained their valuable feedback and knowledge on some of the issues and challenges facing our world today.

Throughout the year, we listen to our stakeholders, and actively respond to their concerns, which helps us evaluate our progress and brings us closer to achieving our goals.

Stakeholder groups	Methods of engagement	Key topics
Clients	Interviews	<ul style="list-style-type: none"> <li>- Incorporating sustainability in project delivery</li> <li>- Measurable outcomes</li> <li>- Understanding stakeholder needs</li> </ul>
Employees	Surveys	<ul style="list-style-type: none"> <li>- Environmental performance</li> <li>- Ethical business practices</li> <li>- Implementing sustainability into our projects</li> <li>- Sustainability in AECOM operations</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>
NGOs/Academia	Interviews	<ul style="list-style-type: none"> <li>- Ethical communications and business practices</li> <li>- Incorporating sustainability in project delivery</li> </ul>
Partners (suppliers, joint ventures and subcontractors)	Interviews	<ul style="list-style-type: none"> <li>- Financial performance</li> <li>- AECOM's sustainability policy</li> <li>- Ethical business practices</li> <li>- Corporate social responsibility</li> </ul>

## PEOPLE

### Acting ethically and with integrity

At AECOM, we will not compromise our ethical principles or integrity to achieve success. In fact, we are driven by a [strongly-held culture of integrity](#) that is built on mutual trust and respect between our people, clients and communities. This commitment is exemplified by AECOM's designation as one of the "World's Most Ethical Companies" by the Ethisphere Institute during 2013. This prestigious award reflects the leadership commitment that AECOM exhibits throughout our global operations.

As 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 140 countries around the world, AECOM is [governed](#) by its 12-member Board of Directors, which ensures the company maintains its position and reputation as an ethical leader. There are eight members of the Board who are independent directors.

In 2013, AECOM's compliance and ethics program was also awarded the coveted "Overall Governance, Compliance and Ethics (small to mid-cap)" award as part of *Corporate Secretary* magazine's fifth-annual Corporate Governance Awards



**Andrew Hable**  
Civil Engineer

Andrew, a civil engineer in Chicago, Illinois, United States, was named an honoree in the New Faces of Engineering program by the American Society of Civil Engineers. Throughout his career, Andrew has demonstrated his personal and professional commitment to improving lives through engineering.

Most recently, Andrew served as the lead for dynamic stormwater management modeling of approximately seven miles of trunkline storm sewers, ranging in size up to eight feet high, along with two pump stations with a total capacity of approximately 90,000 gallons per minute. Moreover, within an accelerated schedule, Andrew developed and analyzed various alternatives in close coordination with a large project team to work toward a proposed drainage design. Through the implementation of a detailed dynamic model, the project team was able to understand the existing deficiencies in the system and the impacts of alternatives to provide major drainage improvements at and around Chicago's Circle Interchange.

From 2007 to 2009, he volunteered in a Peace Corps engineering program, living and working in rural Panama. He worked with locals, oversaw budgets, trained and managed project coordinators and facilitated the planning and construction of a community's first safe drinking water system.

Andrew holds a Masters degree from the University of Cambridge in Engineering for Sustainable Development.



### Circle Interchange in Chicago

AECOM has signed on to a two-year contract with the Illinois Department of Transportation (IDOT) for engineering studies as part of a planned major reconstruction project in the heart of Chicago.

Under the contract, the team will identify the scope of improvements, potential cost and construction schedule for the reconstruction of the city's Circle Interchange. The interchange carries more than 400,000 vehicles per day. During 2010, the U.S. Federal Highway Administration and the American Transportation Research Institute identified the interchange as the No. 1 bottleneck among highways crucial to the nation's freight transportation system.



Click to view more.



program, which recognized the work and contributions of our compliance and ethics programs during 2012.

Our foremost Core Value is “Integrity” because we believe that our ethical performance forms the foundation of our success. This is reflected in our Code of Conduct. Every AECOM employee, officer and director is required to thoroughly read and understand AECOM’s Code of Conduct and its application to our business responsibilities and to confirm that commitment in writing. Essentially, our Code addresses AECOM’s professional, ethical, financial and social values, and manifests our commitment to our clients, shareholders, partners, and the communities in which we live and work. Ultimately, our Code governs our daily conduct and protects our reputation. More information about the Code can be found on our website at [www.aecom.com](http://www.aecom.com).

AECOM also has an established Global Ethical Business Conduct Policy, which was launched to formalize 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 addresses AECOM standards and compliance practices, and provides tools that can help detect and prevent suspected violations. Furthermore, AECOM provides a variety of training and development opportunities to employees to reinforce our Core Values, the Code of Conduct and other compliance requirements.

## Keeping people safe and maintaining the environment

Safety is a fundamental part of our DNA. We see safety as a Core Value embedded in our culture — from how we work inside the office to every decision we make on a project site. To us, it means maintaining a healthy, vibrant workplace and ensuring that we protect our people and preserve facilities, property, equipment, and the environment.

We understand the foundation of creating a safe work environment. Our trained professionals are dedicated to operating, and maintaining, our projects in a safe and efficient manner that is beneficial to residents, the environment, and society at large.

As a global company operating in more than 140 countries, we are constantly revising and updating our programs to adhere to ever-changing regulatory standards and requirements. Our Policy Statement establishes and maintains a framework for our overall SH&E program, which is founded on 12 guiding principles: risk management, resources, leadership, compliance, involvement, sustainability, training, industry leaders, working with others, performance, assessment and reporting. Our commitment to these principles drives us to proactively incorporate our safety standards into everything we do. At the same time, we focus on integrating innovative techniques throughout the numerous regions in which we operate, and our trained safety leaders ensure that this Core Value remains a priority everywhere we operate.

Our safety and health performance is measured by two principal metrics:

**Total Recordable Injury Rate (TRIR):** The total number of work-related incidents that result in injury and or ill health requiring medical attention beyond first-aid, restriction of work activities and/or absence from the workplace in order to recover. This number is then normalized to provide a rate of occurrence per 200,000 hours worked. Thereafter, the resultant rate is used to measure the frequency of all work-related injuries/illnesses.

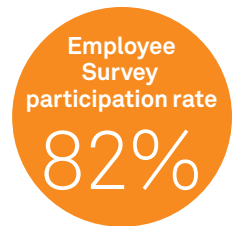
**Lost Time Injury Rate (LTIR):** The number of work-related incidents that result in injury and/or ill health and absence from work for one or more days. This number is then normalized to provide a rate of occurrence per 200,000 hours worked. The resultant rate is used to tabulate the relative severity of work-related injuries/illnesses.

As stated in our Safety Core Value, our ultimate goal is zero work-related injuries and incidents. We understand that it is important to provide our stakeholders with interim targets to assure we maintain constant and steady improvement and focus throughout our regions. While we did not achieve our ultimate goal during fiscal year 2012 (FY12), we did, however, continue to show strong improvement as compared to our baseline year of FY10 as shown below:

- TRIR improvement of 24 percent
- LTIR improvement of 50 percent

In the wake of sociopolitical unrest that has gripped many nations, AECOM has designed comprehensive travel management safety and security systems that are used to ensure that our employees remain in a safe zone, if needed,

## PEOPLE



when they are travelling or working abroad. During 2012, we achieved many safety excellence awards and certifications from clients and credible industry organizations. It is through our proactive SH&E teams that we have created a safe and sustainable setting for our people. These professionals are responsible for implementing robust SH&E programs and supporting the use of SH&E tools that both educate AECOM employees about safety, and equip them with the necessary safety prevention knowledge to help them make the right decisions. Some of these tools include the behavioral program titled “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.

### Bringing diversity to the forefront

At AECOM, we realize that a diverse group of people can bring fresh ideas to help address many of the world’s most complex challenges. Over the years, we have built a solid workforce that consists of dedicated professionals who come from richly diverse backgrounds and who continue to contribute significantly to AECOM’s business, innovation and growth.

We strive to have our organization reflect the overall internal talent pool, external labor market and communities that we serve. It not only supports our Core Values, but is central to a robust, collaborative work environment that enhances the overall AECOM experience for our employees, clients and stakeholders.

For us, diversity expresses itself in many different ways — age, gender, race, nationality, language, culture, marital status, sexual orientation, religion, belief or creed, education, disability and experiences. With employees in more than 140 countries worldwide, we strive to maximize the potential of this diverse group by embracing uniqueness and creating an opportunistic and inclusive work environment where everyone feels respected and valued.

Our diversity initiatives have allowed us to continuously attract and retain top talent in our workforce. Through a myriad of educational and professional growth opportunities, performance-based incentives, and other competitive benefits, we have managed to strengthen our human capital and build a solid workforce with a mosaic of professional and technical skills.

One thing is certain, however, we are always listening to our employees. The thoughts and feelings of all our people are equally important and can help us create a better AECOM. Last year, we conducted a Global Employee Survey, which achieved a 82 percent participation rate.

Some of our employee networks are:

- America’s Women’s Leadership Collaborative;
- LGBT (lesbian, gay, bisexual, and transgender) + Allied Chatter Group; and
- ANZ Working Parents Group.

In 2012, we received many accolades that represent our commitment to fostering a culture of inclusion:

- Top-ranked U.S. Engineering and Construction Company in the Human Rights Campaign’s 2013 Corporate Equality Index (CEI) for second straight year;
- Pacific Gas and Electric’s (PG&E) 2011 Supplier Diversity Leader of the Year;
- Women’s Transportation Seminar International’s Employer of the Year;
- Named “Best Diversity” company by readers of *Diversity/Careers in Engineering and Information Technology* magazine; and
- Received the Diversity Leadership Award at the annual Women’s Transportation Seminar — Los Angeles Chapter’s (WTS-LA) luncheon for our commitment to developing and sustaining Diversity and Inclusion programs in the workplace.

As an equal opportunity employer, AECOM maintains a work environment that is free of discrimination and harassment. Our Good Working Relationship policy prohibits any conduct that displays 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 embedded into everything we do. Each employee has the responsibility to treat every colleague or applicant for employment with respect and in a fair, non-discriminatory manner.





## Sydney Park Stormwater Harvest

**Client: City of Sydney, Australia**

An integrated design process was adopted for the Sydney Park Stormwater Harvesting Project. The overall objective was to integrate the human, environmental and engineering design requirements to create a response that provides social, environmental and economic functions. In essence, to improve the water supply and health of the aquatic environments within Sydney Park's wetlands, AECOM designed a stormwater harvesting and treatment system. The complexity of the storm water harvesting process has been seamlessly integrated with the adjacent existing wetland environment to improve water quality and provide flood mitigation and amenity for users.

Engineering interventions within the bioretention system have been dispersed and concealed within natural forms, creating a landscape setting instead of a hard-edged engineering response. The project demonstrates a high level of technical skill integrated with appropriate planting, the sensitive use of materials such as recycled brick to reflect the site's history and the art interpretation of the "perch posts," a safe roosting for water fowl.



**Felicity Briody**  
Water resources engineer

Felicity Briody, has been named one of the *Australian Financial Review's* (AFR) 100 Women of Influence, under the category of Young Leader. Felicity was recognized for the Power of Engineering (PoE) program, which she co-founded. It was initially a joint initiative by Women in Engineering Queensland and the Queensland Government Office for Women, supported by AECOM and Queensland University of Technology, and is now a standalone not-for-profit organization. "Engineering is not just about mathematics and hard hats — engineers have the power to shape the world they live in, and both innovation and creativity are imperative to creating solutions and ultimately changing the world," said Felicity. "With 2012 having been Engineers Australia's Year of the Regional Engineering Team, it remains fitting that we educate as many students outside of metropolitan areas about the possibilities this career offers."



## PEOPLE



## A new trend in development: Beijing Tongzhou Downtown Master Plan and Sustainability Guidelines

After years of rapid urbanization, Beijing is responding to community pressures caused by an increasing population, stressed infrastructure and change in climate, by implementing a monumental sustainable redevelopment program in the region's Tongzhou District, shown at left.

Beijing's government is developing 48 square kilometers of brownfield land just southeast of the capital city. Described as the largest new construction project in Beijing — Tongzhou New City will be the home to one million residents and a central business district envisioned as a thriving center of commerce, hub of creative capital, and cultural exchange.

Through the use of the Sustainable Systems Integration Model™ (SSIM™) to guide the land planning process, Tongzhou New City is expected to achieve a 20-percent carbon footprint reduction from current conditions. AECOM's proprietary model, SSIM, provides a quantification methodology that integrates land use, infrastructure and building principles with cultural values, allowing the development team to evaluate and compare the cumulative impact of alternative design scenarios. In Tongzhou, the result is a low-carbon metropolis that will set new standards for development worldwide.



## Masdar Siemens HQ Building

**Location: Masdar City, Abu Dhabi, United Arab Emirates**

AECOM is engaged as the design and site supervision consultants for the Siemens HQ building in Masdar City, an emerging clean-technology cluster located in Abu Dhabi, United Arab Emirates.

Consisting of 21,695 square meters of office space, AECOM's sustainable design includes the testing of various outdoor thermal comfort strategies using advanced simulation techniques such as energy modeling, computational fluid dynamics, daylighting simulations, which will, in turn, drive and integrate an innovative design process at different scales in relation to wind, daylighting, floorplate efficiency and public realm integration.

The project was awarded the 2012 *Architectural Review* Future Office Award by MIPIM, an international property group, in recognition of its innovative thinking. Currently, the project is in line to achieve a LEED Platinum rating and most likely Estidama 4 Pearls.





Click to view more.

### Tuvalu Renewable Energy and Energy Efficiency Unit

To the local population of 11,000, living on nine low-lying islands about 620 miles north of Fiji, the supply of diesel for power generation is not only costly but also unsafe and environmentally risky. AECOM worked with the Tuvalu Electricity Corporation (TEC) for 18 months to outline a master plan for the conversion of the power generation from diesel to renewable energy. A total of US\$55 million of funding would be required for generation equipment, inverters, batteries and grid management systems.

The US\$420,000 project focused on planning, institutional development, project management and capacity building.

The highlight of the project was the Prime Minister of Tuvalu committing his nation to the concepts of the master plan at the Rio+20 Conference in June 2012.

### ECO-Asia

We are working closely with The United States Agency for International Development (USAID) in Asia to improve sustainable potable water delivery, so that existing utilities can expand their services into depressed and peri-urban areas. ECO-Asia has improved access to water and sanitation for more than 95,000 people.



Click to view more.

### ADAPT Asia-Pacific program

At AECOM, we strive for success. Under the ADAPT Asia-Pacific program, we are working to establish a fully functional and self-sustaining adaptation project, preparation facility that will support preparation of specific projects and build the capacity of the region's governments to independently access climate adaptation funds. AECOM implements the project on behalf of the U.S. Agency for International Development.

A major barrier exists to the rapid mobilization of adaptation funds, which is the lack of a common platform for fund managers and project proponents to explore possible projects, learn from each other, and identify capacity strengthening needs.

Essentially, ADAPT Asia-Pacific aims to strengthen the capacity of government agencies in target countries to prepare and implement climate change adaptation projects.



# Environment

## Greening our operations

Our aim is to reduce the environmental impact of our operations by conserving energy, water and other resources throughout our global operations.

We are working to roll out new and comprehensive initiatives to help reduce costs as well as conserve paper, ink and energy. During fiscal year 2012, we piloted green printing practices in many offices around the world that provide a consistent approach to monitoring our sustainability performance. This process is currently being implemented in every office in 140 countries companywide during fiscal years 2013–2014. Furthermore, we are working with a document solutions company to develop an innovative system that reduces costs and embraces these best printing practices. As part of this partnership, AECOM has a set of printing guidelines that focuses on paper use as well as the reduction of toner and ink.

We surveyed our top 50 largest offices and currently are certified in LEED, BREEAM or energy star rated in 19 of those office buildings. We aim to ensure that our buildings and our employees adhere to the applicable requirements and reduce our environmental impact. That's why AECOM's global operations have approximately 250 of AECOM's 450 offices worldwide being ISO14001 certified.

Following are highlights of how we have aligned our green initiatives globally:

**Australia and New Zealand:** We launched "Sustainability Week" — activities and events developed to educate and gain feedback from employees about sustainability initiatives at work. We conduct regular behavioral energy audits of all employees to establish baseline performance and cut back energy costs. The building at 2 Victoria Avenue in Perth (below), Western Australia, achieved a 6 Star Green Star design — Office as Built v2.

**Asia:** In our Hong Kong Shatin office, reducing waste of all types is a priority. Staff members switch off computer power and lighting after work. Moreover, all employees are encouraged to use recycled paper and minimize the use of paper cups. Air-conditioning is being closely managed to save electricity and reduce environmental impact.

**Americas:** AECOM's office in Arlington, Virginia, United States, received Energy Star certification for greening its operations. The work consisted of adding lighting sensors, extensive paper-recycling efforts, florescent light bulb recycling, low-flow toilets and urinals, faucet sensors, green cleaning practices, green pest management, direct digital controls (DDC) for heating, ventilation, and air conditioning (HVAC) electronics recycling, and water meter monitoring.

**Africa:** Our operations in Africa have implemented water conservation (dual flush toilets), energy conservation (light timers, water heaters), recycling (paper only), and a unique transportation program by which staff members are urged to use the Gautrain and Metro Train stations and the easy access to a bus network.

**Europe:** We are always looking for ways to have a positive impact on our environment. In Europe, the building housing Davis Langdon, an AECOM subsidiary, achieved BREEAM Certification classification of "excellent" for taking a holistic approach to going green. Some of the efforts included recycling paper, water reduction, and installation of lighting sensors for AECOM employees.





### Asia: Collaborate and transform

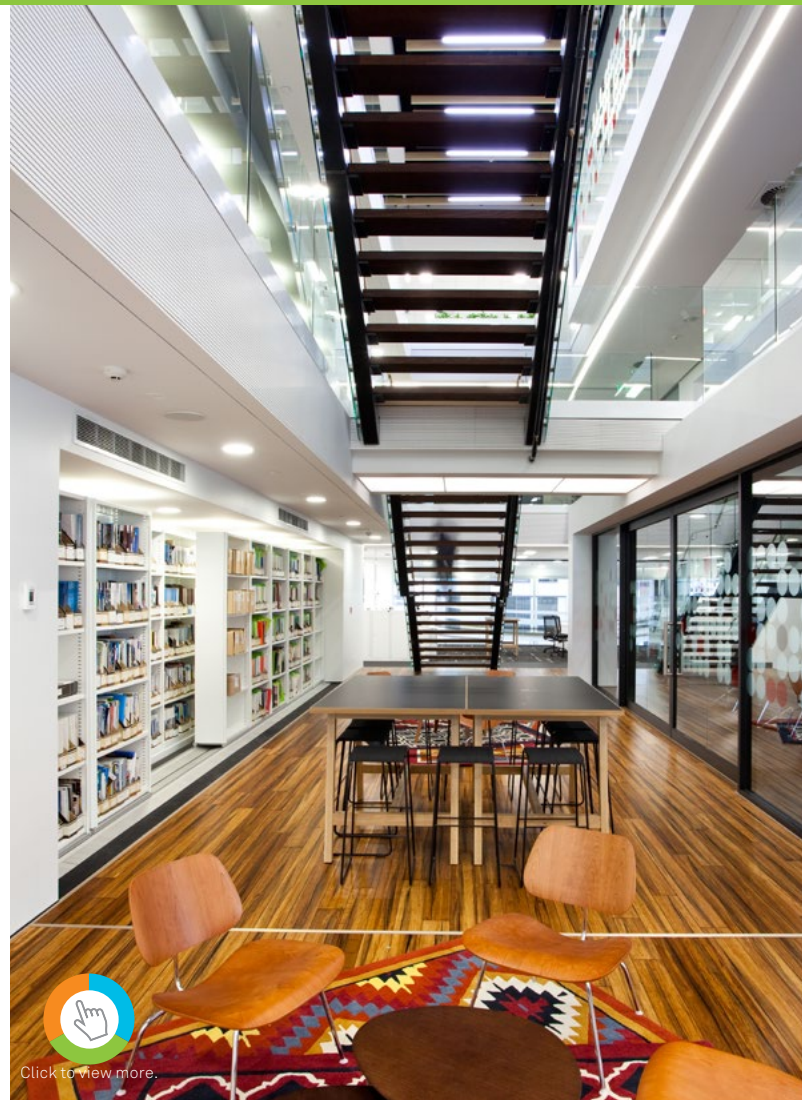
AECOM's fully integrated planning, design, and management capabilities are proven to make cities and regions better by advancing strategic thinking and human progress. Through integration and collaboration practices, AECOM builds resilient structures around the globe. More specifically, AECOM is working with the Hong Kong Boundary Crossing Facilities, China Merchant Real Estate and the Singapore Environment Council to help promote sustainability throughout the regions.

#### Collaborate: Jingshan Sustainable Creative Park in Guangzhou

AECOM is helping China Merchant to develop a landscape design that will not only provide open spaces for office workers to enjoy, but will help manage stormwater through integrated Water Sensitive Urban Design features. The landscape will collect, clean and store urban stormwater, mitigating flood risk on the site and reducing water demand. The China Merchant Real Estate, for example, is looking to design a sustainable and creative park for offices and retail spaces in its future headquarters. The group envisions a "world-of-art" green headquarters tower, retail street areas, an international-brand hotel, a large-scale international convention center, and a sports plaza, together with other supporting facilities.

#### Transform: Singapore's Environment Eco-Establishments Initiative

The Singapore Environment Council (SEC), an independent non-government organization (NGO), wanted to transform its current structure of certification, criteria and audit protocols for various types of establishments (i.e., office, school, food court, hotel and community center) in accordance with international environmental guidelines such as ISO14001 in order to target specific organizations.



### AECOM House, Auckland (Five Green Star Office Design Rating)

#### Auckland, New Zealand

#### Environmental responsibility within AECOM

In October 2012, local AECOM employees moved into a new home on Mahuhu Crescent in Auckland, New Zealand — a beautifully designed building that successfully achieved a Five Green Star Office Design and Built rating by the New Zealand Green Building Council. The Five Green Star rating confirms that AECOM House has achieved "New Zealand Excellence" in sustainable design, construction and maintenance.

Employees at AECOM House are encouraged to explore sustainable ways of traveling to work through access to Rideshare, the creation of designated parking spaces for motorbikes and bicycles, and the distribution of transport Discovery Passes so staff can experience the ease of getting to work by bus, train and ferry. The full shower, locker and towel service facilities available in AECOM House further support our commitment to promoting healthy lifestyles and making active modes of transport more accessible to all staff.

## ENVIRONMENT

### Carbon footprint

With a global economy powered largely by fossil fuels, the amount of carbon dioxide and other greenhouse gas equivalents in the atmosphere continues to increase.

Like many of our clients, AECOM is committed to managing the carbon footprint of our own operations in addition to working with clients to find opportunities to reduce their greenhouse gas (GHG) emissions.

#### Our GHG inventory

Building on earlier efforts by some of the firms that have joined AECOM, during 2011, AECOM developed a partial inventory of its GHG emissions, focusing on 78 of our largest offices as well as business air travel, which was the major source of the total emissions estimated in 2011. For 2012, our goal was to develop a more complete carbon footprint analysis and investigate goals for reducing emissions. The 2012 inventory is AECOM's first effort to conduct a comprehensive companywide assessment of the Green House Gas emissions that result from the company's operations. It is consistent with the Voluntary Reporting Protocol developed by the World Business Council for Sustainable Development and the World Resources Institute.

The 2012 inventory focuses on emissions of CO<sub>2</sub>e (CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O) and includes Scope 1 emissions, which are direct emissions from our offices and fleet vehicles; Scope 2, which are emissions from the generation of purchased electricity; and Scope 3 emissions due to employee business travel.

Emissions were calculated or estimated using readily available data. Appropriate proxy values were used when desired data was missing.

Data availability varied widely by source. For most of our employees and offices, detailed records were readily available for fleet vehicle fuel consumption, car rentals, and commercial air travel. Because we lease our office space, we rarely pay utilities directly, and usually share buildings with other tenants; therefore for most offices we estimated fuel and electricity use based on square footage and heating and cooling degree days obtained from nearby airports.

Since AECOM provides consulting services and does not manufacture a product, we have normalized our emissions based on the number of employees. During fiscal year 2012 our global headcount averaged 45,000. Our emissions footprint is 4.5 Metric tons of CO<sub>2</sub>e per employee.

#### Initiatives and accomplishments

As the largest contribution of the company's carbon footprint came from sources such as business travel, purchased electricity, office heating and fleet vehicles, we are continuing to work to reduce travel and consolidate office space, as well as develop green purchasing policies and leases, which place sustainable practice requirements on the building's leaser. In addition, we assessed our top 50 offices to determine whether they met building certification standards such as Leadership in Energy and Environmental Design (LEED) or Building Research Establishment Environmental Assessment Method (BREEAM). It was determined that 19 offices met building certification standards.

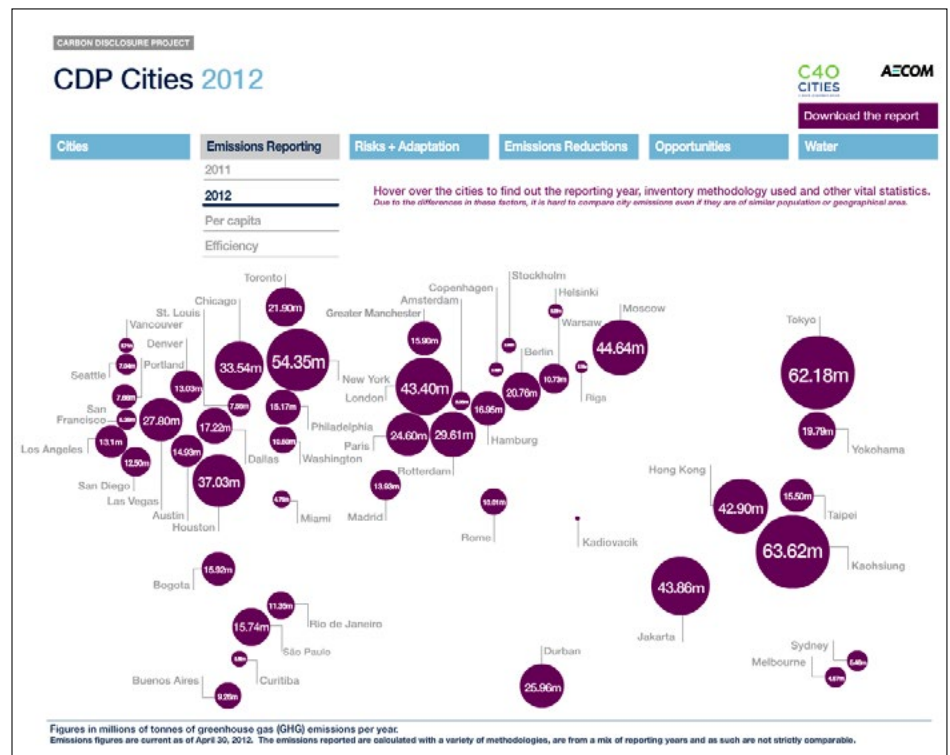
Scope	Emissions Source	Metric Tons CO <sub>2</sub> e	Pct of AECOM total	Primary data*	Estimation internal
1	Fleet vehicle emissions	18,371	10%	90%	+/- 10%
2	Office electricity	67,688	37%	30%	+/- 30%
3	Staff business air travel	71,053	39%	95%	+/- 20%
3	Staff business ground travel	25,732	14%	50%	+/- 20%
	Total CO <sub>2</sub> e emissions	182,844	100%	82%	+/- 20%

\*Percent of staff for whom primary activity data was available to calculate emissions. Where primary data was not available, proxy data was used to infer activity levels.



## Carbon Disclosure Project (CDP) releases its 2012 global cities report

In 2012, AECOM partnered with the Carbon Disclosure Project (CDP), an independent, not-for-profit organization that works to reduce greenhouse gas emissions and drive sustainable water use by businesses and cities. AECOM volunteered its expertise to provide data analysis, communications and information design for the CDP Global Cities 2012 report, making the incredible depth and breadth of information more accessible. Through encouraging cities to report both their attitudes to climate risk and their approach to mitigate and adapt to climate change, the CDP and AECOM hope to spread best practice and spur more climate action by cities globally.

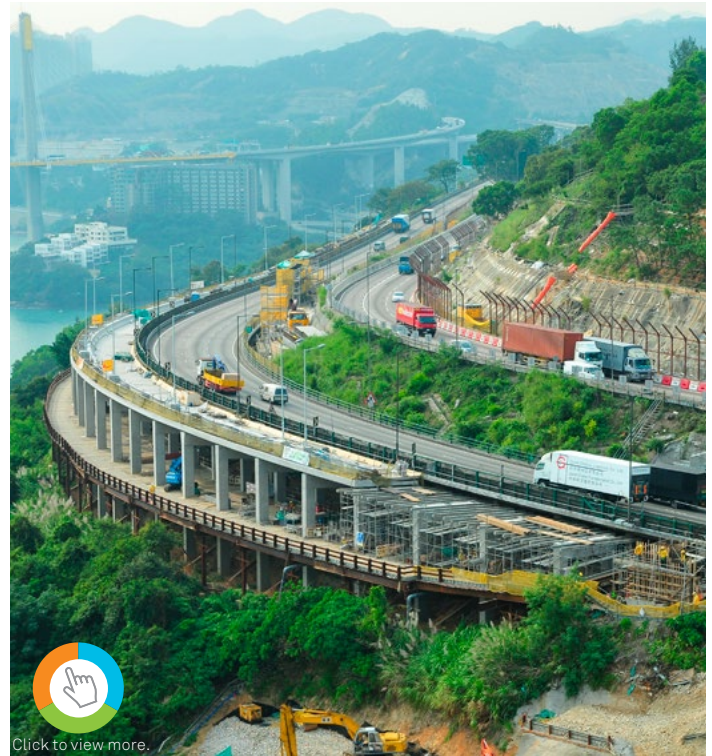


## ENVIRONMENT

### Mitigating landslide risks in Hong Kong: Effect of change in rainfall

#### Location: Hong Kong

The effect on rainfall due to climate change has been a much debated topic for many years. In Hong Kong, the frequency and intensity of heavy rainstorms is expected to rapidly increase. The climate in Hong Kong is forecasted to become hotter and wetter in the next 100 years. The Hong Kong Observatory predicts that the frequency of extremely wet years (annual rainfall above 10 feet) will increase, from three extremely wet years in the period 1885–2008 to 10 extremely wet years in the 21st century. A team of AECOM engineers and specialist released a paper in 2010 that addresses the growing issues of excessive rainfall risks. However, AECOM is continuing to actively monitor the occurrence of landslides in Hong Kong under its current LandsLIDE Investigation Consultancy with the Geotechnical Engineering Office. Between 2010 and 2012, there have been no incidents of landslides, but looking ahead, the paper analyzed data and forecasted risks based on landslide frequency and magnitude relationships.



Click to view more.

### Gautrain Rapid Rail Link System

#### Gauteng, South Africa

With a significant increase in car ownership and road traffic, South Africa needed to reassess its transportation infrastructure to ensure it met the needs of its increasing mobile population. The development of the Gautrain Rapid Rail Link System in South Africa changed the preferred transportation choice in South Africa towards a more environmentally friendly form of public transport.

AECOM's innovative sustainable development performance monitoring on the Gautrain Rapid Rail Link System translated political objectives into contractual obligations and set a new benchmark for how major infrastructure projects should be managed in South Africa. It ensured that the project effectively addressed sustainability — making a major contribution to the socio-economic development in South Africa as well as introducing a system sensitive to the environmental impact on the region.

AECOM provided a range of sustainable services for the project, including overseeing one of the largest Environmental Impact Assessment's (EIA) ever undertaken in South Africa and an analysis of impacts on geology, air quality, ground and surface water, and land use.



Click to view more.

# Economy

## Enhancing shareholder value

A *Fortune 500* company, AECOM generated revenue of \$8.2 billion during the 12 months ending Sept. 30, 2012. We are proud to be recognized in *Engineering News-Record's* 2012 Top 500 Design Firms rankings, where AECOM is ranked #1 overall four years in a row. And, for four consecutive years, *Newsweek* included AECOM on its U.S. Companies Green Rankings list. With more than 45,000 employees operating in more than 140 countries, we also recognize that long-term growth is based on a solid reputation of ethics and integrity in our dealings with our clients and employees.

Our operational and financial success is fostered by our commitment to good corporate citizenship as well as communities and the environment. At the core of our operations, we strive to make the right investments to satisfy the growing needs of our clients, which leads to better corporate performance and enhanced shareholder value. At AECOM, we understand the need to deliver growth while creating value for our clients and for our shareholders, many of whom are our employees, who hold about 15% of our stock.

AECOM's strength also lies in our geographical diversity. During fiscal year 2012, AECOM continued to expand our geographic presence and the resources needed to better serve our global clients. During 2009, we were joined by a Moscow-based firm that offered services complementary to our own in order to create a regional foundation in Eastern Europe that would augment local client relationships, construction management capability and our Russian marketplace expertise. Now, a few short years later, this region is one of AECOM's fastest-growing markets.

Despite economic challenges in Europe and the United States during the past several years, our vision and diversified growth strategy have allowed us to remain a major player in the transportation, facilities, government services, and energy markets. For example, our deep transportation expertise helped us secure key roles on the New York Second

Avenue Subway and Eastside Access projects. In total, these massive efforts will represent about \$30 billion in infrastructure investment. And our project management expertise allowed us to win the master planning for the 2012 London Olympics and the 2016 Rio Olympics as well as the program management for Crossrail, Europe's largest civil infrastructure project since the construction of the Chunnel.

Our operating success is built on effective decision-making, which continues to position us well for the future. For fiscal year 2012, our revenue grew 2.2 percent from US\$8.0 billion to US\$8.2 billion, and our backlog expanded 3 percent from US\$15.6 billion to US\$16.0 billion.

Between fiscal years 2013 and 2015, we plan to reduce our real estate footprint by 20%, which translates to about \$40 million in annualized savings by 2015.

## Outlook for the future

At AECOM, we understand the need to sustain our growth while creating value for our clients, shareholders and employees. It is our responsibility to ethically grow our earnings and return maximum value to our shareholders while balancing environmental and social value. During FY12, we encountered periods of economic instability, and although this had an adverse effect on some of our business segments, it helped define who we are as company. Against this backdrop, we remain committed to further intensifying our client focus, streamlining our internal processes and effectively managing our costs.

For additional information about operational and financial performance, please refer to our [annual report](#) for the fiscal year ended September 30, 2012, filed with the U.S. Securities and Exchange Commission.



## ECONOMY

### Innovation in India: The Leela Hotel, Eco Commercial Building, and 3M R&D Centre

#### Client: The Leela Group

Innovation lies at the heart of everything we do. It is through innovative and creative ideas that AECOM helps drive technology growth throughout various economies. The Leela Group is a premier hotel group in India that established its flagship green building prior to the start of the Commonwealth Games in 2010 with the construction of the Leela Hotel. This prestigious building is regarded as New Delhi's first LEED Platinum Hotel. Through an integrated project delivery approach, AECOM played a crucial role in the luxury hotel's sustainability success where different disciplinary teams discussed and resolved issues to achieve overall sustainable excellence in the design of the building.

This project achieved a Platinum rating under LEED-India NC rating system with the following green elements:

- 50 percent energy savings over ASHRAE 90.1-2004 base building.
- Use of a Combined Cooling Heating and Power (CCHP) system.
- 100 percent waste water treatment done on site.
- Maximum usage of daylight resulting in reduced lighting loads.



Click to view more.



Click to view more.

### Broadcasting House — a new era in media design

Over a decade ago, the British Broadcasting Corporation (BBC) took on its biggest challenge to date, to make its iconic central London building, the 80-year-old Broadcasting House, fit for the digital age.

The world's largest broadcaster turned to AECOM as lead building services consultant to take on the technical challenge of restoring and expanding its ageing landmark.

The scale of the upgrade was immense. The result is a triumph in sustainability in a high-demand environment, which has earned the BBC the world's first BREEAM Excellent rating for media design. The renovation is expected to save the BBC £736million (US\$1.1 billion) over a 20-year period.





# Social responsibility

## Focusing on the outcomes

AECOM is committed to fulfilling its purpose in a way that is not only economically profitable for the enterprise and our shareholders, but recognizes that everything we do has a social and environmental impact. Beginning in 2014, we will benchmark our efforts against international standards, and have already signed the [U.N. Global Compact](#) and set a reporting framework around The Global Reporting Initiative.

We believe that, by aligning our business values, purpose and strategy with the social, environmental and economic needs of all our stakeholders, we create a competitive advantage for our company, while embedding responsible and ethical business policies and practices in everything we do.

Community engagement is the core of our CSR program. AECOM and our employees have a long history of contributing 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. Social responsibility is the foundation of our commitment to work towards continuous improvement and responsible management of the economic, environmental and social impacts of our activities.

The creation, coordination, maintenance and management of our CSR strategy are the responsibility of the Chief Corporate Officer, with the support of the Global CSR Steering Committee and regional representatives.

AECOM focuses its pro-bono and charitable contributions in the following five strategic areas:

**Strengthening our communities:** Working to create better opportunities for everyone, we support initiatives that make a visible, positive and material impact in the places where we work and live. We have hundreds of stories of how our employees positively affect communities around the world. From providing our neighbors with a safe place to live through Habitat for Humanity to giving children with special needs a healthy and safe environment to play, we have supported

hundreds of initiatives that positively affect where we live, work and beyond. In addition to donating our expertise, hard work and care, AECOM donated more than \$1 million to communities around the world.

**Educating our future:** We are dedicated to enhancing global engineering and science resources through training, education, scholarships, internships, participation in association-sponsored events and academic engagements as well as delivering education to urban and under-served communities. Across the company, we are nurturing future engineers and stars through funding AECOM scholarships, to mentoring our youth through Architecture Construction Engineering (known as “ACE”) Mentor, giving them real-world challenges to solve. During 2012, AECOM contributed more than \$1 million towards the education of our youth around the world.

**Alleviating poverty and disaster recovery efforts:** Everyone should have access to basic human needs. Through local and corporate supported efforts, we provide support for post-disaster recovery and long-term alleviation of conditions of poverty. From fighting hunger with local drives in our neighborhoods and volunteering at soup kitchens, to providing drinking water in El Pital, El Salvador, which brought running water to every home, to our partnership with the International Red Cross/Red Crescent/American Red Cross in helping to support life through the donation of blood. In addition to pro-bono services and thousands of volunteer hours, AECOM has given more than \$144,000.

**Supporting a healthier world:** We understand the importance of promoting and protecting the health and wellness of our employees and our communities around the world. From our corporate wellness program in the Americas to dozens of local health-related events which supports the research in finding a cure for the many ailments that we face today, AECOM has matched our employees efforts and donated more than \$377,000 during 2012.

**Protecting our planet:** Our employees are dedicated to making the world a better place. We think we should also help protect and enhance the natural capital we work so hard to make better. That’s why we are committed to conserving environmental resources and modeling sustainable practices, through activities such as planting and preserving trees; cleaning rivers, lakes and shorelines; promoting clean air; and supporting diversity of wildlife. Nothing can replace human energy, and in addition to volunteer hours, AECOM donated more than \$132,000 to protecting our planet.

For more information, please read our [CSR review](#).



Far left: Catarina Portugal, urban designer, volunteers with children in Ghana as part of Sabre Trust.



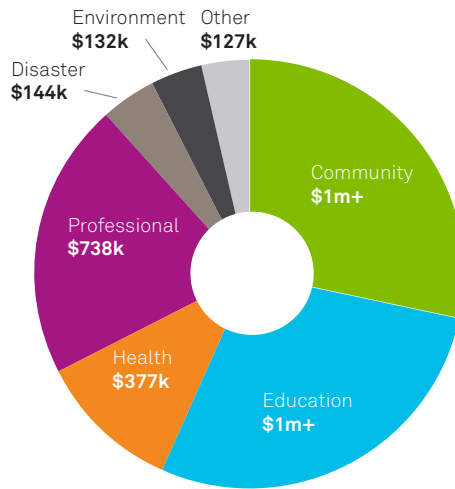
Video link: AECOM has a long history of post-disaster recovery work across the Americas and around the world.

SOCIETY

Charitable donations in 2012\*

Key contribution spend:  
\$1,440,501

TOTAL FY 2012 CSR spend:  
\$3,614,825



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

AECOM's 10 key contributions

1. United Way
2. International Red Cross & Red Crescent
3. March of Dimes
4. YMCA/YWCA
5. ACE Mentor Program
6. Academic Alliances (such as Clarkson University, Villanova University and University of Queensland)
7. Engineers Without Borders
8. Professional Affiliations (such as Association of the State Floodplain Managers, Consulting Engineers Canada and the American Water Works Association)
9. Maasai Wilderness Conservation Trust
10. Memorial Scholarship Association

Sustainable development and social priorities

AECOM's 2012 employee and company donations to charitable and philanthropic organizations globally totaled more than US\$3.5 million. Our employees logged thousands of volunteer hours with our CSR partner organizations in more than 100 countries, such as Engineers Without Borders (EWB), the Red Cross, Water for People, among many others. Read more about our partnerships on AECOM.com [here](#).

AECOM has a constant drive to be the leader in our industry. The same holds true for our CSR efforts around the globe. As the company's program grows, we will not only strive to be one of the largest contributors to our communities, but we aspire to be the best.



Top: AECOM volunteers partner with the American Red Cross for Superstorm Sandy relief.

Far left: John Daza, AECOM bridge engineer, working with ACE Mentor Team 19 in New York City.

Middle: Water for People thanks AECOM.

Right: Ross Gordon Engineers Without Borders video.



# Awards

At AECOM, we take pride in what we do and as a result, we have received many accolades for our environmental and sustainability contributions. This reflects how our integrated solutions allow us to better solve complex problems. The following is a selection of some notable awards:

## Global

Named one of the World's Most Ethical Companies for 2011, 2012 and 2013 by the Ethisphere Institute.

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

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

*Financial Times* named AECOM among its Best Workplaces.

*Engineering News-Record* magazine ranks AECOM no. 1 design firm.

[Careerbliss.com](#) named AECOM as one of the top 10 companies dedicated to making its employees happy.

## Americas

Won the "Overall Governance, Compliance and Ethics (small to mid-cap)" and in *Corporate Secretary* magazine's fifth-annual Corporate Governance Awards program.

David Weight, a sustainability consultant for Davis Langdon, an AECOM company, was awarded the "2012 James Watt Medal" by the Institute of Civil Engineers.

Thirty-one AECOM projects were named in *ReNew Canada* magazine's "2012 Top 100 Infrastructure Projects in Canada."

David Forrester, FCIM, senior mining engineer, was awarded a fellowship from the Canadian Institute of Mining, Metallurgy and Petroleum.

## Australia and New Zealand

AECOM directors Dr. Mark Gibbs and Donna Lorenz, along with CSIRO economist Olivier Thebaud, were awarded the Engineers Australia G.N. Alexander Medal for Hydrology and Water Resources at the "2012 Hydrology and Water Resources Symposium."

## Asia

The Office of Corporate Sustainability received the "Merit Award for Sustainable Development" from the Royal Institute of Chartered Surveyors.

The building engineering practice in Singapore was awarded the "International Award for Asia" from the KNX Association for its lighting-management system on the AECOM Asia Square project.

The Hong Kong Development Bureau awarded our civil engineering group the coveted "2012 Skyrise Greenery Merit Award (Planning/Research Projects)" for the design and build traffic improvements to Tuen Mun Road Town Centre Section.

The U.S. Green Building Council recognized our building engineering team in India with the "LEED India Platinum Certificate" for its work with Delta India Electronics.

## Europe

We once again received the Gold Award for health and safety management from the Royal Society for the Prevention of Accidents.

Celeste Morgan, director for sustainability, was named one of *Building* magazine's "Top 50 Rising Stars in Sustainability."

AECOM was named the "2012 [Building Services Consultancy](#) of the Year" by the Chartered Institution of Building Services Engineers.

AECOM was named "U.K. National Champion" at the 2012–2013 European Business Awards.

Davis Langdon, an AECOM company, was named "2012 Consultant of the Year" by the British Institute of Facilities Management.

Paul Woods, technical director, building engineering, was named the "2012–2013 Champion of the Year" by the Combined Heat and Power Association.

## Middle East

AECOM's design for the expansion of the American Hospital, in Dubai, won the first place award in the Health care category at the International Interior Design Association Northland chapter FAB Awards.

AECOM's Msheireb Heart of Doha master plan received the overall "Best Future Project of the Year" award at World Architecture Festival 2012.

Siemens' Headquarters in Masdar City, United Arab Emirates, for which AECOM provided building engineering and commercial management, has won the following:

- Middle East Architects Awards "Sustainable Project of the Year 2012."
- Middle East Architects Awards "Commercial Project of the Year 2012."
- International Property Awards Arabia "Best Office Architecture Award 2012."

## ADDITIONAL SUPPORTING DATA



### AECOM receives APEGBC's Sustainability Award

The Association of Professional Engineers and Geoscientists of BC (APEGBC) honored its 2012 President's and Project Awards recipients in Victoria, British Columbia, Canada, on October 26 and 27, 2012. AECOM received accolades from the Association at its annual conference by receiving its sustainability award for the Wastewater Treatment and Disposal Systems Upgrade for the City of Cranbrook, British Columbia. APEGBC's Sustainability Award recognizes a project that demonstrates a commitment to, and understanding of, the concept of sustainability.

The project work involved improving treated wastewater quality, building capacity for the next 25 years of growth, replacing failing infrastructure with high-efficiency systems that limit environmental damage, preserving archeological sites, and maintaining and improving the sustainability features of the systems within approved budget.

### Employee numbers

as of September 30, 2012

Americas	25,198
Asia-Pacific	12,022
Europe, Middle East and Africa	8,580
<b>Global total</b>	<b>45,800</b>

### Explanatory note

Americas total includes employees working for our government services group, who may be based outside the Americas.



### Our memberships

Membership education plays a critical role in evaluating the success of our sustainable outcomes. The quality of our work is reflected through our ability to leverage the best ideas while keeping up with industry trends. We are proud to be official members of the following organizations:

- 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
- Catalyst
- Clean Energy Council
- Community Business Diversity & Inclusion Asia Network
- Conference of Minority Transportation Officials (COMTO)
- 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 for 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
- Women's Transportation Seminar (WTS)



## Strategy and analysis

- 1.1 Letter from Chairman and CEO John M. Dionisio, Perspectives of CSO Gary Lawrence
- 1.2 Fiscal Year 2012 highlights, Our approach to sustainability, Enhancing shareholder value
- 2.1-2.9 Governance, Annual report (p. 6)
- 2.10 Awards and recognition

## Report parameters

- 3.1 Fiscal year 2012 ended Sept. 30, 2012
- 3.2 Fiscal year 2011 ended Sept. 30, 2011
- 3.3,
- 3.6-3.9,
- 3.11 About this report, Carbon footprint
- 3.4 Phone 213.593.8000
- 3.5 Engaging the right people, Our approach to sustainability
- 3.10 Annual report (p. 2)
- 3.12 GRI Index

## Governance, Commitments and Engagement

- 4.1 Governance
- 4.2-4.3 Governance, Annual report (p. 116)
- 4.4 Engaging the right people
- 4.6 Acting ethically and with integrity
- 4.8 Purpose and Core Values, Social responsibility
- 4.9 Governance, Our approach to sustainability
- 4.10 Governance
- 4.11 Purpose and Core Values, Our approach to sustainability
- 4.12 UN Global Compact, Social responsibility
- 4.13 Memberships
- 4.14-4.17 Engaging the right people

## Economic

- EC1-EC4 Annual report (p. 17, 95), Enhancing shareholder value

## Environmental

- EN4 Carbon footprint
- EN5-EN7 Greening our operations, Carbon footprint
- EN13 Projects
- EN16- EN18 Carbon footprint
- EN26 Our approach to sustainability
- EN28 Greening our operations

## Labor practices and decent work

- LA1 Additional supporting data
- LA2-LA6;  
LA9-LA12;  
LA14 Not reported
- LA7-LA8 Keeping everyone safe and maintaining the environment
- LA13 Bringing diversity to the forefront

## Human rights

### Society

- SO2; SO4 Annual report (p. 16, 12)

### Product responsibility

- PR1 Our approach to sustainability, Our product and social responsibility
- PR5 Engaging the right people, Our product and social responsibility

## 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 more than 140 countries and has annual revenue in excess of \$8.0 billion.

More information on AECOM and its services can be found at [www.aecom.com](http://www.aecom.com).

## HEADQUARTERS

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