

Why Well-Being Is So Critical Right Now

Coronavirus Changed Our Lives

- To safeguard AECOM at the onset of the coronavirus pandemic and to comply with the social distancing requirements, many employees were asked to work from home.
- Many employees continue to work from home or in a hybrid work arrangement.
- For the last year, employees have been balancing work and additional homeschooling and caregiving responsibilities, leading to varying levels of fatigue, stress, anxiety and loneliness.

Effect on Health and Well-Being

- Global studies show that individuals are experiencing higher levels of PTSD, stress, anxiety and loneliness due to the coronavirus pandemic.
- The pandemic has had a disproportionate impact on the personal and professional lives of younger populations, women and other non-dominant groups, like ethnic minorities.
- Physical well-being has also been negatively impacted, with many individuals reporting weight gain due to emotional eating, poor mental health and a more sedentary lifestyle.
- According to the GuidanceResources Employee Assistance Program (EAP), stress, depression and substance abuse became top presenting issues for AECOM globally in 2020.

Role of Well-Being

- Studies show that a healthy lifestyle (e.g., physical activity and meditation) can help mitigate the emotional exhaustion and decreased happiness that can result from the work-life challenges stemming from the coronavirus pandemic.
- We must continue to support the health and well-being of employees and their families during this stressful time.
- We're focused on helping employees and their families reduce stress, fatigue and anxiety, build resilience and stay connected by:
 - Providing opportunities to connect with colleagues and loved ones virtually.
 - Promoting holistic global well-being resources to increase physical activity, uplift spirits, manage mental health and cope with emotions.
 - Encouraging employees to cultivate community and check in with themselves and others.

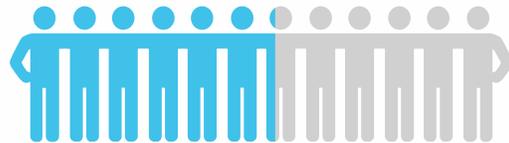
Managers Are Well-Being Role Models and Advocates

- Helping employees focus on their well-being supports AECOM's commitment to safeguarding our employees and enables a Culture of Caring; it is also one of the most essential business imperatives that employers, including our industry peers, are currently facing.
- Many employees are dealing with coronavirus fatigue and the negative effects that the pandemic has had on their physical, emotional, financial and social well-being.
- Your role in checking in with employees, building trust with them through open and honest conversations and helping them stay connected, engaged and focused on their well-being is even more critical.
- As a manager, you are a role model for employees as well as a key agent and organizer of change.
- By taking an active role in AECOM's well-being programs, you demonstrate that you support and prioritize your employees' well-being.
- We strongly encourage you to participate and advocate for the well-being of your employees.

Employees are **34%** more likely to be engaged in well-being programs when their managers are actively involved in well-being.



53% of employees feel there are cultural barriers preventing them from fully engaging in well-being, with the main barrier being their manager's lack of support for their participation.



72% of employees with high well-being levels say they also have high managerial support.



When a manager is healthy, their direct reports are **15%** more likely to be healthy as well.



How Managers Can Help Keep Employees Connected

Staying connected helps prevent burnout and social isolation and has a significant impact on employees' physical, emotional, social and financial health. Below are some ways you can check in with your employees to help them stay connected, build resilience and bring their best to everything they do — personally and professionally — ensuring AECOM can imagine and deliver for our clients.

| Support Families | Grow in Gratitude and Care | Cultivate Community | Promote Sustainability |
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| <ul style="list-style-type: none"> • Provide the freedom to grow through flexible work arrangements (where feasible). • Make employees aware of free resources available to support them and their families, such as WellBeingAtAECOM.com, the GuidanceResources EAP and myStrength. | <ul style="list-style-type: none"> • Cultivate appreciation and gratitude within your team by participating in — and encouraging your employees to participate in — Kudos, our global informal social recognition platform. • Check in with individual team members through virtual 1-on-1 and team meetings. • Start and/or end meetings with well-being moments. <ul style="list-style-type: none"> ○ Encourage team members to share tips and inspiring stories of what they're doing to stay well and manage stress. ○ Don't forget to share your own | <ul style="list-style-type: none"> • Share the AECOM Blueprint site with your employees. • Identify a local organization you can make a charitable contribution to or volunteer for (at a later date) as a team. | <ul style="list-style-type: none"> • Encourage your team to engage in sustainable practices that support AECOM's sustainability goals (e.g., no paper cups, conserve water). • Share the Yammer community for Our Global Green Teams to find local groups focused on sustainability and to find AECOM's sustainability resources. |
| <p><i>Employees whose families participate in well-being programs are more likely to engage in healthy behaviors.</i></p> | <p><i>The benefits of strong social relationships include lower blood pressure, anxiety, depression and stress and longer life expectancy.</i></p> <p><i>More inclusive organizations are more profitable, more innovative and have more engaged employees.</i></p> | <p><i>94% of volunteers report that volunteering improves their mood. It also improves physical and emotional health.</i></p> | <p><i>Employee engagement, productivity and retention increase in organizations that engage in sustainability practices.</i></p> |

Evolution of Global Well-Being at AECOM

When employees are thriving in all areas of well-being, they are more resilient, productive and empowered to be their best, which has a big impact on team performance and AECOM's business success. We continue to evolve our Global Well-Being program to make sure we're providing our employees with the well-being support they need to thrive from year to year.

2018

- Launched Global Well-Being Week to **educate employees and create awareness around the importance of well-being** and how it supports AECOM's Safeguard core value and Culture of Caring
- Introduced 5 pillars of well-being: physical, emotional, financial, social, planet
- Achieved significant global engagement with 160 Well-Being Ambassadors worldwide, 134 onsite events in 9 countries, 230+ Stress Block Challenge submissions and a Well-Being Resource Center

2019

- Expanded to Global Well-Being Month to **drive action toward personalized well-being** for employees and their families and further the culture of well-being
- Expanded global engagement: 268 Well-Being Ambassadors worldwide, 17 Well-Being Champions, 238 onsite events in 27 countries, 4,500 challenge registrations and 40+ Manager-of-the-Month nominations

2020

- Moved beyond the individual impact of global well-being to **shift culture by keeping employees connected during the coronavirus pandemic, cultivating community, spreading kindness/gratitude and focusing on year-round global well-being**
- Exceeded expectations with 270,000 global touch points, new regional Well-Being Steering Committees, Champions and Ambassadors, 50 virtual events, 3,700 challenge activities completed, 7,400 wheel spins and 20+ recipe submissions

2021

- Continue to focus on creating a supportive community of employees and families who **support each other's emotional well-being, foster the freedom to grow and cultivate connection by checking in on one another and sharing well-being stories, tips and successes**
- Introduce a new pillar of well-being: intellectual