Getting to the Heart of Safety
AECOM’s Safety Report 2015
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Safety is integral to everything we do at AECOM. Our third-annual report provides stakeholders with a closer look at our safety program and the employees who drive our Safety, Health and Environment (SH&E) goals and initiatives.

This year’s theme, “Getting to the Heart of Safety,” provides an in-depth perspective of AECOM’s “Culture of Caring”. The impact of this culture is evident in our employees’ heroic efforts, thought leadership and personal motivations included throughout this report.

In addition to understanding what makes our employees maintain safety as a core value whether at work or at home, you’ll also find a collection of the projects that highlight SH&E best practices across our global operations.

Report coverage

The report covers AECOM’s fiscal year ending September 30, 2015. It includes details of AECOM’s direct operations, and mentions the safety activities of acquired companies and those still in the process of integration.

SH&E report management

The report was developed by the company’s SH&E, legal and corporate communications teams.

Safety as a Core Value

Among our six Core Values, safety is fundamental to our purpose — to positively impact lives, transform communities and make the world a better place.

We are committed to maintaining a safe, healthy workplace for our employees and contractors, and delivering safe projects that benefit our clients.

Through strict project procedures, innovative tools and frequent communications, we are dedicated to preventing injuries to people and damage to facilities, property, equipment and the environment.
Foreword: A Message from our CEO

Safety remains a critical component to AECOM’s overall success, and our evolving safety culture continues to put us on a trajectory toward best-in-class performance within our industry. I am pleased to share our 3rd annual Global Safety Report, which details AECOM’s organizational achievements and industry leadership in helping keep our people safe.

Through a year of tremendous growth, our “Safety for Life” and “Culture of Caring” programs led to a strong safety performance worldwide and reinforced the responsibility each of us shares in keeping safety top of mind. These ongoing programs include procedures aimed at helping us meet our goal of achieving zero employee injuries, zero property damage and zero threats to the environment.

Our global Safety, Health and Environment (SH&E) group continues to excel. As a company, AECOM has more safety-trained supervisors and certified safety professionals than many of our competitors. This team reflects the company’s dedication to safety as a central tenet in fulfilling AECOM’s promise to deliver a better world.

The efforts of our employees have also been recognized externally:

The U.S. National Safety Council recognized AECOM with 275 Occupational Excellence in Safety awards, 46 Perfect Records Awards, 16 One-Million Hours Worked Injury-Free awards, six Industry Leader Awards, two Superior Safety awards, two Safety Leadership awards and one Corporate Culture of Safety award.

The Royal Society for the Prevention of Accidents awarded AECOM Design and Build with the President’s Award and legacy URS’ infrastructure and environment group with the Order of Distinction for winning 10 and 15 consecutive Gold Medal Awards, respectively. In addition, AECOM Ltd. was recognized for winning six consecutive Gold Medal Awards.

During Construction Week organized by Hong Kong’s Development Bureau and the Construction Industry Council, 11 AECOM sites won 15 awards in the 21st Considerate Contractors Site Awards.

AECOM also seeks out global initiatives that align with our strategy, culture and operations and endorse the value of safety. As a Charter Member of the Campbell Institute, AECOM cosigns the belief that SH&E management is at the core of business vitality and intrinsic to operational success.

Thank you for making safety a continuing priority.

Best Regards,

Mike Burke
Chairman and CEO
I’m delighted to share the safety efforts and improvements that the company has made during fiscal year 2015 (FY15). The theme of our third annual safety report, “Getting to the Heart of Safety,” showcases the successful elements of our safety program and unveils the personal motivations of our employees who keep safety a priority in the office, on project sites and at home.

At AECOM, we are continuously looking for new ways to develop an environmentally friendly, safe and sustainable workplace as we strive to become the Safety, Health & Environment (SH&E) leader in our industry. I am extremely proud of the progress we have made and the commitment we embody across AECOM to protect our employees at work.

As a global company operating across multiple geographies, enhancing the systems, tools and procedures that support a strong safety culture is vital to our success. Together with our legacy URS peers, we have combined the best SH&E practices of both companies to capitalize on our expanded capabilities and broad global reach in key growth markets.

In addition to a successful fiscal year, I am happy to report that we have exceeded our safety performance goal — coming in at 7.5 percent under our targeted corporate recordable incident rate. Similarly, our corporate lost workday case rate has reduced by 11 percent*. This number represents a significant decrease in both the number and severity of serious injuries globally. We have also made massive progress towards many other goals — and this report is intended to give you a closer look at these achievements.

While we are proud of these accomplishments, the true mark of our success lies in keeping our employees and the end users of our projects safe each day. One of the ways we do this is through an intense focus on fostering a “Culture of Caring,” where employees hold themselves accountable for the safety of their colleagues by gently pointing out risks to prevent injuries. Our employees are continuously considering how their decisions impact themselves, their colleagues and their loved ones. This employee support is why our “Safety for Life” program has been extremely successful.

Thank you for your support as we strive for our ultimate goal of zero incidents in the workplace.

Sincerely,

Andy Peters
Senior Vice President
Chief Safety Officer

*To account for AECOM’s integration with legacy URS, this percentage is the average improvement from 2010 to 2015. 2010 to 2014 data reflects legacy AECOM operations; 2015 data reflects the combined company’s operations.

Views from our Chief Safety Officer

“In my own actions, I keep safety top of mind by ensuring that I point out safety risks to my fellow employees and follow instructions to carry out a project task correctly. This is the kind of behavior I hope to inspire in all AECOM employees.”
**Mission and vision**

**Safety for Life**

“Safety for Life” is AECOM’s comprehensive internal program that integrates high standards; innovative tools and techniques; and a collaborative, caring culture into the work we do every day. After launching the program in 2013, AECOM has made immense progress toward its ultimate safety goals of achieving zero injuries and/or illnesses in the workplace; preventing property or environmental damage; and maintaining an environmentally friendly and sustainable workplace.

Safety at AECOM surpasses the thorough project guidelines, informative office safety tips and preventative company procedures that guide our initiatives. Our employees are dedicated to ensuring that their colleagues not only return home safely, but that their family members are safe as well — and this is what defines our “Culture of Caring.” When employees notice that a colleague, client, or contractor may be at risk now or in the future, they make it their personal responsibility to gently point out any injury risks before they occur.

Whether located on a project site, in the office or at home, we embrace safety as a lifestyle choice that guides our decisions everywhere we go. This ensures that every day we are closer to meeting our goal to become the best-in-class performer within our industry.

**Safety for Life Mission**

To guide the architecture, construction and engineering industries as a safety thought leader by embedding a culture focused on health, safety, risk management and sustainability into all of our business activities.

**Safety for Life Vision**

At AECOM, we not only understand the immediate benefits of operating with safety as the cornerstone of our company culture, we also see the positive impact it has on our business development efforts. This is why maintaining a healthy, vibrant workplace is of primary importance to us as we uphold our commitment to acting as good corporate citizens by:

- Adopting measures that mitigate risk; preserve facilities, property, equipment and the natural environment; and protect the safety and health of our people — employees, clients and the end users of our projects.
- Practicing active safety leadership and training our professionals to design processes and projects in a manner that reduces strategic and localized risks and impacts.
- Continuously improving and updating systems and procedures to adhere to ever-changing occupational safety, health and environmental laws and licensing requirements across all levels of government — and, where no specific regulations exist, continuing to adhere to AECOM’s high standards, stakeholder expectations and the appropriate industry practices.
- Tracking our safety performance metrics and maintaining a high level of transparency with our employees, stakeholders and clients during this process.
Nine life-preserving principles

Life-Preserving Principles

Our nine “Life-Preserving Principles” set the expectation that all employees, contractors and third parties are held accountable for providing a safe work environment for themselves, their colleagues and their families. These principles help to demonstrate the commitment of our “Safety for Life” program, which comprises our Zero-Incident Philosophy and ultimate company-wide goal of zero employee injuries, zero property damage and zero threat to the environment.

Demonstrated Management Commitment

Our executive, senior and project managers will lead the SH&E improvement process and continuously demonstrate support and commitment.

Participation

Our employees will be encouraged and empowered to become actively engaged in our safety processes through their active participation in safety committees, training, audits, observations and inspections. Employees will be encouraged to participate in health initiatives and adopt a healthy lifestyle.

Budgeting and Staffing for Safety

Our safety staff will be competent, fully trained and qualified to provide technical resources to our internal and external clients. A budget to support safety activities will be included within project proposals.

Pre-Planning

Our design, engineering, project and construction management teams will deploy effective risk-mitigation efforts to design, plan and build safety into every project. Pre-project and pre-task planning will be an effective tool in protecting our employees and the environment.

Contractor Management

Our project staff will work closely with our subconsultants, subcontractors, contractors and joint venture partners to provide a safe work environment for employees and members of the public. Our goal of SH&E performance excellence will be equally shared by all project participants.

Recognition and Rewards

Our employees will be recognized for their efforts in working safely and their support of our safety efforts.

Safety Orientation and Training

Our employees will be provided with effective safety training in order to identify and mitigate hazards in the workplace to prevent injuries to themselves and others who may be affected by their actions.

Incident Investigation

Our managers and safety professionals will investigate all recordable incidents and serious near misses to identify contributing factors and root causes in order to prevent a reoccurrence. Lessons learned shall be identified, communicated and implemented.

Fit for Duty

Our employees are responsible to report to work each day fit for duty and to not pose a health or safety hazard to themselves or others.
At AECOM, ensuring our employees are safe in the office and on project sites is just as important as safeguarding them and their families at home. Safety every day, everywhere we go is at the core of our “Culture of Caring”. This is why we release monthly safety bulletins to all of our employees that include safety tips, metrics and achievements.

**Safety at work**

We are dedicated to equipping our employees with the tools and knowledge to remain healthy and safe by providing ergonomics tips, conducting office safety drills and prominently displaying safety posters and reminders in our offices and at project sites. A number of our project teams and office employees conduct “stretch and flex,” a formal program where employees participate in group stretches prior to starting projects. We also encourage employees to remain active lifestyles in their personal time.

**Off-the-job safety**

From providing safety guidance on topics ranging from home improvement projects and traveling to purchasing safe vehicles, we want to ensure that our employees keep health and safety top of mind at all times. This includes a number of initiatives such as our Personal Safety Action Plan program encouraging employees to develop and display annual safety goals for them and their families.
Safety for Life initiatives

The “Safety for Life” program includes processes, procedures and initiatives such as online training and management modules, regular communications, employee engagement programs, and recognition programs.

Some examples include the following:

- Hosted by the United Nations’ International Labor Organization, AECOM celebrates World Day for Safety and Health at Work by hosting “Safety Week” across the organization. Among a number of AECOM’s Safety Week initiatives in 2015, the company encouraged employees to compete for fun prizes by creating one-minute videos that promote the company’s nine Life-Preserving Principles. The winning team created a one-minute video featuring AECOM safety kids rapping about the importance of safety.

- AECOM’s Boise, Idaho, United States, office hosted the 10th annual Safety Fest of the Great Northwest in 2015. With more than 800 participants and support from 36 companies and government agencies, the event has emerged as the premier source for continuing education on safety topics across multiple industries.

- Communications include safety bulletins and alerts on topics ranging from safety hazard management and incident reporting to selecting safe vehicles, stress reduction and travel precautions regarding the Zika virus. AECOM also distributes safety reminder tools such as posters in common areas and meeting tent cards reminding employees to begin each meeting with a safety briefing.

- AECOM’s Innovation and Collaboration Excellence Committee consists of high-potential young safety professionals selected to prepare them for executive leadership roles by providing an executive coach, a SH&E program mentor and focused leadership challenges. The current cadre is working on four projects focused on training, safety in design, wellness and reduced significant incidents.

- The company’s “Just Drive” campaign involves strengthening its existing policies regarding mobile wireless devices. Based on indicating that drivers are equally distracted when using handheld and hands-free devices, all employees are restricted from using these devices while driving on company business.

- To promote the importance of safety across AECOM’s newly combined firm in 2015, the company launched an internal safety orientation video featuring the CEO, the Chief Safety Officer and various employees discussing the importance of our nine Life-Preserving Principles and many of our safety procedures.

- AECOM launched a 2016 Safety for Life training where employees review a significant incident, interact to identify the root causes of the incident, and determine preventive measures that will prevent recurrence.

- Employees are provided templates to complete a Personal Safety Action Plan, a goal-setting tool that involves identifying potential hazards associated with key life activities, then developing an action plan to address those risks.

Below: AECOM’s interactive 2016 Safety for Life training module. Bottom: AECOM’s “Just Drive” campaign explaining the dangers of driving while using hands-free devices.
Industry-leading safety performance

Measurement is a key component of AECOM’s robust safety program — ensuring that we are on track to achieving our goal to become the industry SH&E leader. In addition to holding our employees and contractors accountable for continuous progress, we provide all of our stakeholders with two principal safety performance metrics as a public display of our global commitment to safety.

**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.

During fiscal year 2015, AECOM achieved a TRIR 7.5 percent lower than our target.

**Lost Workday Case Rate (LWCR):** 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.

Since 2010, AECOM’s LWCR has reduced by an average of 11 percent* year over year.

**Voluntary Protection Programs**

In the United States, AECOM has been recognized by the Occupational Safety and Health Administration (OSHA) for its industry-leading safety management programs. OSHA’s Voluntary Protection Programs (VPP) recognizes employers who have implemented effective safety and health management systems and maintain injury and illness rates below national Bureau of Labor Statistics averages for their respective industries.

Thirteen of the company’s projects, facilities and offices have garnered and maintained VPP Star status as a result of exceptional safety performance.

<table>
<thead>
<tr>
<th>VPP Star sites</th>
<th>Location (United States)</th>
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<tbody>
<tr>
<td>AECOM’s Boise support office</td>
<td>Boise, Idaho</td>
</tr>
<tr>
<td>Denver Project Services Offices</td>
<td>Denver, Colorado</td>
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<tr>
<td>East Tennessee Technology Park (UCOR)</td>
<td>Oakridge, Tennessee</td>
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<tr>
<td>Hudson Bergen Light Rail project</td>
<td>Jersey City, New Jersey</td>
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<tr>
<td>Hunt Construction Group’s Phoenix office</td>
<td>Phoenix, Arizona</td>
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<tr>
<td>Los Alamos National Security</td>
<td>Los Alamos, New Mexico</td>
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<tr>
<td>Mayo Clinic Proton Beam Therapy project</td>
<td>Phoenix, Arizona</td>
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<tr>
<td>Pueblo Chemical Agent Disposal Pilot Plant</td>
<td>Pueblo, Colorado</td>
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<tr>
<td>Savannah River Site (Savannah River Remediation)</td>
<td>Aiken, South Carolina</td>
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<tr>
<td>Texas Rangers and Kansas City Royals Spring Training Facility</td>
<td>Surprise, Arizona</td>
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<tr>
<td>River Corridor Closure project (Washington Closure Hanford)</td>
<td>Richland, Washington</td>
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<tr>
<td>Washington River Protection Solutions</td>
<td>Richland, Washington</td>
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<tr>
<td>Waste Isolation Pilot Plant (Washington TRU Solutions)</td>
<td>Carlsbad, New Mexico</td>
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AECOM was selected to design and oversee construction, remediation and restoration for the Lac-Mégantic project following one of the largest industrial disasters ever recorded in Canada.
David Ridout, AECOM technical director, was awarded a Certificate of Commendation from the Royal Humane Society for being part of a lifeboat crew that rescued a man who stopped breathing.

Sachet Siwakoti, engineer-in-training, and Andrew Minielly, water resources technician, (above) helped to save a drowning man who was caught in a stream’s current using safety training they learned at AECOM.

Neil Mason (above, left), an AECOM engineer, recently helped to coax a man down from a bridge who was threatening to jump and commit suicide. The man was then taken to the police hospital for assessment.

AECOM’s Louis Freitag (below) witnessed a fiery car crash involving three people, including an infant. Due to safety training a few days earlier, he was able to quickly put out the fire using an extinguisher — helping to save all three lives.

After a client’s employee at Red River Army Depot had a heart attack, AECOM’s Eric Smith, Clifton English and Elizabeth George, among others, administered CPR and used a defibrillator to resuscitate him — saving his life.

When an employee in AECOM’s Glasgow, U.K., office collapsed and suffered a suspected heart attack, Mark Gray (photo, right, on left) Karen Junor (top) and Craig Kempsell (bottom right) used their recent first aid training to efficiently respond until the ambulance arrived.
Leading by example: Safety thought leadership

AECOM doesn’t just incorporate best practices into our safety culture, we create them. The employees featured in this section represent our global network of professionals whose expertise make us an industry leader in safety innovation.

Are we at risk? Discussing best practices in risk assessment (U.S.)

Recognized by the U.S. National Safety Council as part of its 2015 Class of Rising Stars of Safety, Galen Cooter, safety, health and environment (SH&E) manager, provides background on what led him to create an innovative, semi-quantitative risk assessment methodology.

The Campbell Institute: Influencing safety in a maturing culture (U.S.)

In a 2015 Safety+Health magazine article, Shelley Brown, SH&E manager, addresses the challenge of making continuous improvements in a maturing safety culture — progressing from using lagging and leading metrics as primary drivers of safety to appealing to the altruistic and emotional aspects of employees regarding working safely.

Ensuring everyone returns home safely (U.K.)

After working to turn around an unsafe work environment while volunteering in rural India, Eva Jonsson decided to switch into a career focused on safety. She is now the SH&E environment coordinator/lead on AECOM’s Europe, Middle East and Africa design and consulting services team, and shares her experience in this blog post.

Going the extra yard for AECOM’s culture of caring (U.K.)

As the national health and safety lead for the water business line, Andy Yarde demonstrates how he is proactively leading health, safety and wellbeing initiatives across the U.K., and reinforcing AECOM’s “Culture of Caring”.

Leading safety across Latin America (Latin America)

In this blog post, Sandra Barana shares the challenges she encounters managing AECOM’s safety programs across 10 different countries in Latin America. Sandra is the SH&E area manager for Latin America, as well as a chemical and safety engineer in AECOM’s environment group.

Rethinking health and hazardous substances on worksites (New Zealand)

Wendi Croft, SH&E manager, explains the importance of developing standards for hazardous substances that mimic how physical hazards are treated. Check out her other thought leadership article titled “Cycling safely into the future” that discusses a health and safety focused cycling program she helped to develop for a low-income school in New Zealand.
Safety is everyone’s responsibility (Middle East)

Anna Bagnowska and Lauren van der Merwe describe what inspired them to take on roles as SH&E coordinators in AECOM’s Bahrain office as an addendum to their existing duties.

Safety remains a core value as company evolves (Canada)

Stephen Thomson, quality control lead for AECOM’s high-voltage services group, discusses the industry’s transition to safer working environments, as well as AECOM’s unchanged safety-first culture.

Setting safety best practices on the U.K.’s Crossrail Programme (U.K.)

Michael Heduan, regional director within AECOM’s transportation group, illustrates how his team is establishing safety best practices that are making U.K. roads safer via the £14.8-billion (US$24-billion) Crossrail Programme, one of Europe’s largest construction projects.

Using the relationship between gender and child pedestrian incidents to reduce fatalities (U.K.)

Lindsey McConnell, civil engineering graduate in AECOM’s highways sector, provides a brief snapshot of her paper on child pedestrian casualties in the U.K. for which she was selected as a regional finalist in the Society of Road Safety Auditors’ Colas competition.
Our work

Achieving goal zero at a refinery landfill excavation site

When AECOM began cleaning up a client’s legacy site used historically for the disposal of drums, the goals of the project were clear — to excavate and remove the drums and debris, treat impacted soil, and then backfill the site to restore it. However, shortly after excavation began, the project team discovered materials such as asbestos pipe and tank insulation, metal buckets, foam glass, petroleum wax and municipal solid waste materials. This discovery — which indicated that the site had also been used as a landfill for the area’s refineries and storage tank terminals — sparked many safety concerns as employees didn’t know what could be unearthed next.

To meet this challenge, AECOM’s safety leaders guided the work crews on how to navigate the project safely. This included specialized training to address unique hazards, frequent employee recognition for safe behaviors, and all-employee “stop work” authority to provide additional time to develop the appropriate response to new hazards. The team also began each day with discussions about how “Goal Zero” is possible, ended each day with “twilight” reviews on what had been done to achieve zero incidents that day, and utilized a prominently displayed “Goal Zero” clock to celebrate each day without an incident onsite.

“As project manager, I completed site safety audits and safety conversations on a monthly basis,” said AECOM’s Adriane Rogers. “I was very impressed by how employees strived to keep each other safe by sharing lessons learned and discussing ways to address new hazards as they were encountered. I could tell that the team had fully embraced the safety culture when they discussed sharing their lessons learned with family and friends when they went home.”

At the conclusion of the project in September 2015, 39,415 tons of soil had been excavated and treated, and more than 11,000 bags of asbestos had been removed from the site. The crew was able to overcome every obstacle they faced and completed the project, working more than 300 days without incident or injury. The project was also recognized with the client’s monthly national safety award in March 2015.

“When a project site has a collaborative safety culture, the dynamic is completely different. Everyone is personally accountable for the safety of themselves and their colleagues, no one hesitates to speak up if they have a question or see an unsafe condition, and team members continuously encourage each other throughout the day.”

— Adriane Rogers
How AECOM’s Department of Energy demolition project achieved VPP Star status

When the U.S. Department of Energy (DoE) needed to conduct one of the largest cleanup projects in its history, it selected UCOR, an AECOM joint venture, to lead the effort. UCOR’s mission on the US$2.4-billion contract included removing environmental hazards and millions of square feet of legacy facilities; managing and disposing of wastes; and repurposing the land and buildings for use by new, job-creating, private-sector ventures.

East Tennessee Technology Park, one of the DoE facilities that served as a former uranium enrichment plant, presented many challenges for the team as they worked to demolish buildings that were contaminated with radioactive and other hazardous materials. Despite such challenges, AECOM maintained safety as a priority through its integrated safety management system, monthly management and union safety meetings, a safety culture sustainment plan and monitoring panel, and stop work authority.

“Any time we suspend work or stop work, management is right there,” said Larry Leonard, UCOR ironworker. “They actually brag about us. Management is thrilled when we stop work and get things corrected before anything bad happens.”

Keeping safety at the forefront, the team incorporated seven local safety improvement teams, more than 150 certified safety trained supervisors, and the questioning attitude recognition program that encourages employees to continuously question conditions or practices for improvement purposes.

The team’s high-level safety efforts were recognized with a number of awards — the American Nuclear Society’s 2014 Project Excellence Award for successful projects contributing to the advancement of decontamination, decommissioning or site reutilization; the Healthier Tennessee Workplace award for improving the overall health of Tennessee’s citizens through lifestyle improvements; and the DoE Sustainability award for the implementation of managed print services and a successfully completed environmental management system assessment.

In addition, upon completing four million hours of work without a lost work day away case, the U.S. National Safety council recognized UCOR with its Voluntary Protection Programs Star.

“Early on in my construction career, while working at other companies, it was all about getting the job done. Our safety guidance was to not get hurt, and if you did get hurt, to avoid reporting it until your boss determines the severity of the injury. Conversely, UCOR creates an atmosphere where the focus is on keeping you and your coworkers safe — and every day, I aim to set an example for the younger workers and all of my coworkers in order to reach our goal of zero incidents.”

— Larry Leonard, UCOR ironworker
AECOM’s White City Mainline Pipeline group was selected by Husky Energy to help the company expand the Saskatchewan Gathering System Pipeline in Canada. Despite extensive weather delays, 350 employees worked to safely and successfully install 40 kilometers (25 miles) of 20-inch (51-centimeter) and 8-inch (20-centimeter) coated steel condensate pipelines as well as 23 kilometers (14 miles) of a 16-inch (41-centimeter) insulated blend pipeline. This success can be attributed to the safety leadership team focusing on AECOM’s nine Life-Preserving Principles, specifically, demonstrated management commitment, participation, recognition and rewards.

Senior leadership promoted proactive initiatives such as Safety Management System Attest Audits, which have been completed each month with an average project score of 97.5 percent, and the Behavior-Based Observation (BBO) program, which encourages employees to report observations of possible risks.

The strong safety culture the team created on the project site led to many benefits — including achieving more than 450,000 hours worked without a recordable or lost-time incident.

“To promote employee participation and recognize individual employee contributions, we implemented a rewards and recognition program. This included providing weekly rewards at our safety meetings, and launching a travel voucher grand prize competition tied to BBO participation. As a result, we’ve recorded more than 3,500 BBOs to date.”

— Colin Brain, project manager, Oil and Gas
The Suzhou Industrial Park Sports Center in China is the largest government project in Suzhou, and with AECOM providing program and construction management services, the project has become a model site in China for all aspects of health and safety.

More than 2,800 employees working on the project are managing high safety risks, including operating 23 tower cranes and two crawler cranes — one weighing 150 tons and the other 500 tons — in close proximity to each other. Despite these safety challenges, the team has achieved five million hours worked without a lost-time incident and received five safety recognition awards from the Suzhou and Jiangsu governments.

“To help the workers adjust to international health and safety standards, we elected one safety leader for every 50 workers,” said Alan Hunter, director of health and safety, construction. “We then trained the leaders on how to better identify safety risks, maintain proper documentation and signage, and enforce a culture focused on safety. Because of this, our client completely backs all of our health and safety decisions.”

The project team has completed the concrete work for the multi-function sports and leisure facility’s 45,000-capacity, multipurpose outdoor stadium; 13,000-seat indoor sports and entertainment arena; international-standard swimming complex; and retail complex and hotel.

AECOM is currently beginning the high-risk installation of the project’s steel structures, and the project is expected to be completed in 2017. The team was also recently informed that the 2019 World Basketball Championships would be held at the completed sports center.

“In my 40 years of experience, I have found that all construction projects are high risk and that achieving safety excellence is crucial. I care about every person on every project — from managers to construction workers — and I believe that it is important to work as a team to protect my colleagues every day.”

— Alan Hunter, director of health and safety, construction
Savannah River Remediation clean-up results in Safety Star site recognition

AECOM’s mission at the Savannah River Remediation (SRR) LLC is to remove, stabilize and dispose of approximately 36 million gallons (136 million liters) of liquid waste in a safe, timely and cost-effective manner. The project also includes management of the Defense Waste Processing Facility, the only vitrification facility in the nation; a saltstone production facility; two tank farms; and an effluent treatment facility.

For the past 17 years, direct-hire construction employees within SRR and its legacy company have worked more than 27.5 million hours without an injury requiring a day away from work. In addition, SRR’s safety and health programs and practices have been a benchmark for multiple sites within the Department of Energy complex and have been recognized externally with multiple awards.

“I’m honored to be SRR’s third-consecutive winner of the Safety and Health Achievement award from the Voluntary Protection Program Participant’s association — an accomplishment no other company in the nation has achieved,” said Sharon Kidd, electrical and instrumentation technician. “I’m proud to work for a company that is willing to go above and beyond the best safety and health standards and programs.”

SRR has also been recognized by the National Safety Council as a 2015 Industry Leader Award winner and by the Blue Cross/Blue Shield of South Carolina as a 2015 “Live Life Blue” award, which recognizes the top company wellness program in the state of South Carolina.

“I consider my coworkers to be like my family, and their safety is just as important to me as my own.”

— Sharon Kidd, electrical and instrumentation technician
The Durban University of Technology — School in session in South Africa

AECOM is responsible for providing project management services for the demolition of the Durban University of Technology’s (DUT) Liverio building in Pietermaritzburg, Kwa-Zulu Natal, South Africa. In addition to managing noise pollution, dust and access control, vehicular traffic and hazardous materials such as asbestos, AECOM is working on a confined construction site to carry out the project while many of DUT’s more than 20,000 students utilize nearby buildings.

Despite these challenges, AECOM has met all project deadlines while maintaining a safe work environment — achieving more than 235,000 hours worked without a lost-time incident.

“Our team has demonstrated impeccable drive and commitment on the project by adhering to the highest level of compliance on every task,” said AECOM’s Donovan Morris, senior project manager. “From the management team instilling a high-standard safety culture to the focus on employee well-being and student and faculty safety, the team has far exceeded the norm of what is encountered on many construction sites.”

In addition, the project was recognized for its dedication to safety via the Master Builders Association’s 2015 National Safety Award.

The full scope of the project includes four lecture venues, a student courtyard, and a double-story lecture venue for computer labs and a lecture hall. Once completed, these buildings will positively transform the university’s appearance and drastically improve its level of service to the students.

“My safety work impacts the lives around me by making employees aware that they’re not just a number, but a respected individual in the workplace, and that no matter what task they’re doing, their wellbeing is important. Every life is important and thankfully, AECOM as a company believes and enforces this as a Core Value.”

— Donovan Morris, senior project manager
Safely delivering 200+ schools in Saudi Arabia

On behalf of Saudi Arabia’s Ministry of Education (MoE), Tatweer Buildings Company (TBC) is managing four school construction programs, which will provide 218 schools and a MoE office when completed. Project manager Tatweer Buildings Company selected AECOM as a consultant to help the organization develop a project management structure capable of supporting successful planning, design, contract management, project delivery and ongoing facilities maintenance.

Throughout the project, AECOM has strived to maintain safety as a core value; deliver high-quality, cost-effective services; build a professional education-services sector by increasing private sector participation in economic activities; and ensure long-term sustainable commercial viability. Under AECOM’s guidance, the project has achieved 13.2 million hours worked without a lost-time incident since commencement in January 2015. Thus far, the MoE office has already been completed.

“We were able to reach this achievement by enhancing the safety culture through training, employee recognition and regular leadership site safety tours, as well as informing employees in advance regarding known hazards and risks associated with project tasks,” said Michael Coyne, safety, health and environment manager with AECOM’s construction services group. “We also incorporated community feedback regarding working hours and site entrances to reduce visual and nuisance impact.”

13.2m hours worked without a lost-time incident since commencement January 2015

“Caring about people is at the core of caring about safety. I believe that if we behave in a safe manner at work and at home, then we demonstrate to our colleagues and family members that safety is a way of life.”

— Michael Coyne, safety, health and environment manager, construction services
Shell Oil gas station — An example of public engagement and empathy

Shell Oil Company tasked AECOM’s environment and program management team with closing down a gas station and excavating the contaminated soil in Hof, Germany. To carry out the work, AECOM provided preliminary and detailed environmental site assessment, remediation design, regulator management, advocacy, disposal design, removal of underground storage tanks and soil remediation services.

Dörte Ramünke, Shell’s principle program manager said, “I mostly appreciated the technical excellence AECOM provided. They were able to achieve the replacement borings in accordance with Shell’s “main goal” — safe and healthy working conditions, and safety for third parties and the environment.”

Due to the team’s focus on safety, the team worked more than two years without any incidents requiring days away from work. AECOM also provided continued air monitoring for possible benzene emissions using a photo ionization detector, which provided a technical approach to ensuring its goal of “zero emissions” was visible to employees and the public. In addition, the team proactively informed the public about the upcoming noise and dust as well as the post-project positive environmental effects.

“We are convinced that working so closely with the public helped to enhance their empathy towards the project, and prevented the typical level of conflict that results from construction work,” said Christian Karl, project geologist. “I am proud to be able to contribute to such an important project that involves cleaning up the environment in a safe and healthy manner, and protecting the neighborhood and all workers on site.”

“I believe that my focus on safety impacts the lives of those around me because with increased safety awareness, people are less stressed about the dangers they could encounter in their daily lives.”

— Christian Karl, project geologist
Rehabilitating Lac-Mégantic after a record industrial disaster in Canada

In one of the largest industrial disasters ever recorded in Canada, an unattended train derailed and spilled 74 rail cars worth of crude oil — killing 47 residents, triggering multiple explosions and fires, destroying a large portion of the downtown area, and creating a major environmental disaster. The incident destroyed more than 30 buildings and municipal infrastructures, and contaminated nearby surface water and sediment in Mégantic Lake and the Chaudière River.

AECOM was selected to design and oversee the construction, remediation and restoration of impacted buildings, as well as develop and implement a health and safety program. The company also provided program management services for all spill site restoration and ancillary commercial renovation activities. The most challenging aspects of the project include coordinating multiple activities and contractors concurrently; managing surface waters across the large site area; ensuring all stakeholders, including the public, are informed of progress; maintaining a safe work environment at all times; and delivering the project according to the schedule.

To meet these challenges, project leaders held daily safety meetings with AECOM employees and contractors to ensure the team was attentive to the different aspects of health and safety on site. The team also invested in two full-time, on-site safety officers to manage contractors’ safety and implement the health and safety plan, which is based on AECOM’s “Safety for Life” program. To reinforce the importance of safety excellence, employees were also rewarded with various prizes and activities such as bowling, a barbecue outing and gift cards.

“Safety is always a key focus area on the site,” said Steve Valières, site supervisor, environment, Americas. “For example, during the spring thaw, our team noticed that large stones located in a ground stack had tumbled several meters down. We instantly notified the contractor and site safety officers who immediately put measures in place to secure the bottom of the stack. Actions like these are how we were able to achieve zero recordable incidents for AECOM employees since the beginning of the project in December 2013.”

“Today’s near-miss can become tomorrow’s serious incident or fatality. When I see an increase in the number of employees considering safety before starting a task, I know that I have made an impact on the lives of the people around me.”

— Steve Valières, site supervisor, environment, Americas
AECOM keeps safety at the forefront during St. Albans’ athletic field renovation

The St. Albans School in Washington, D.C., United States, wanted to better support student development with athletic facilities that would allow multiple sports teams to practice simultaneously, year-round and in any weather. In order to accomplish this renovation project, the school needed to demolish and expand its existing 11-acre (4.5-hectare) athletic facilities. Tishman Construction, an AECOM company, provided construction management services for the project and achieved zero lost-time incidents throughout its duration.

“Our team went above and beyond in organizing and enforcing our project-specific safety program,” said Stephen Dimond, project executive. “This was a heavy site and civil project, which required constant use of heavy equipment and large earth-moving machines.”

The work encompassed the removal of an existing two-story athletic building, a tennis club and a 100,000-gallon (378,541-liter) swimming pool; demolition and relocation of underground utilities; and heavy civil and site work, excavations and grading. The project team then installed a synthetic turf multipurpose field with a six-lane perimeter running track, a press box and 600-seat bleachers in addition to a synthetic turf baseball diamond, an outdoor tennis center with seven new synthetic clay tennis courts, and a two-story locker room pavilion building. The project also included building a 107,450-gallon (406,742-liter) swimming pool, 1,519-gallon (5,750-liter) children’s pool and pool pavilion building, and a separate synthetic practice field.

Continued Dimond, “To prevent accidents and near-misses, our team held regular safety meetings with subcontractor personnel and remained vigilant in taking daily risk assessments, holding toolbox talks and conducting informal safety inspections to ensure that appropriate precautions were in place.”

Public safety was also of primary concern on the project particularly since the site was surrounded by three schools. The project team installed temporary fencing and secured the site multiple times per day to ensure there were no access points for children. They also conducted a heavy equipment demonstration for the elementary school children to promote safety around construction sites and equipment.

“It took great discipline and diligence to plan and oversee every construction activity, and our team is proud to have successfully delivered an accident-free, high-quality project,” said Dimond.

“We all have an obligation to those who care about us to protect ourselves from accidents both on the job and in our private lives. Life moves fast and it is important for each of us to slow down, take the time necessary to do things the right way without cutting corners, and minimize the risk to our own safety and well-being.”

— Stephen Dimond, project executive
Caterpillar India project — Never compromising on quality and safety

Since 2013, AECOM’s India operations have maintained a global service agreement with Caterpillar, providing integrated facility management services such as utility maintenance, landscaping, and operation and maintenance of effluent and sewage treatment plants. The project team’s key deliverables are to provide close supervision to ensure safety and quality are never compromised, and the project team has achieved that goal — charting more than nine million hours worked without a lost-time incident.

“One of the key factors that contributed to our ability to deliver this project successfully for the past three years is our focus on continuous engagement and proactively soliciting client feedback on service delivery,” said AECOM’s P. Saravanan, housekeeping operator. “We were able to create a business partnership based on mutual trust, which allowed us to deeply embed our safety standards into Caterpillar’s culture.”

Other safety initiatives included conducting all-hands monthly safety trainings and toolbox meetings as well as implementing lock and tagout procedures, proper mechanical guards, fall protection and improved ergonomics. The team’s efforts were recognized by Caterpillar’s first quarter CAT-Safe award and 2014 safety award for the year as well as the Occupational Safety and Health Administration’s no recordable award for 2014.

“In my role, I am responsible for cleaning the workplace, which avoids slips, trips, falls, fires and other hazards. By working safely, I am taking care of my colleagues and ensuring that I can continue to feed my family waiting for me at home.”

— AECOM’s P. Saravanan, housekeeping operator
Two teams unite to safely deliver a massive tunnel-dewatering project

A true example of collaboration, the Tunnel Dewatering Pumping Station and Enhanced Clarification Facility project in Washington, D.C., United States, brought together two teams from legacy AECOM and legacy URS to deliver this complex, US$215-million, design-build project.

The project involved installing 500 million gallons per day (mgd) of additional plant capacity to prevent stormwater overflow during hurricanes and major snow storms from mixing with untreated wastewater and flowing into the Anacostia River, the Potomac River and Chesapeake Bay. Instead, the new structure pumps untreated water into a high-rate clarification facility, and discharges an environmentally safe product into Chesapeake Bay.

The project required heavy civil work in deep underground structures — including constructing headworks in a 76-foot-diameter, 160-foot-deep surge shaft and the 500-mgd pump station in a 135-foot-diameter, 160-foot deep dewatering shaft — posing unique safety monitoring challenges.

“To account for the complex nature of the project, I ensured that the team adopted the safety plan prior to construction, and incorporated frequent visits from the area safety manager,” said Suhas Mengale, project manager. “This increased the team’s awareness of hazards and the value leadership places on safety.”

As a result, the project has achieved zero lost-time injuries and zero near misses. AECOM’s services included design-phase management, design document review, constructability review, construction-phase document review, resident engineering, inspection, startup or commissioning, and project closeout.

“What motivates me to behave in a safe manner is the desire to be a responsible family member and lead by example at work. For example, wearing eye protection while mowing the lawn showcases a behavior that those around me can emulate.”

— Suhas Mengale, project manager
Safety recognition

AECOM employees have dedicated themselves to delivering safety excellence across the globe — resulting in external recognition from several safety industry organizations. A few top highlights from fiscal year 2015 include:

**Asia-Pacific**
1. During Construction Week organized by Hong Kong’s Development Bureau and the Construction Industry Council, 11 AECOM sites won 15 awards in the 21st Considerate Contractors Site Awards.
2. The d’Leedon residential estate in Singapore, which AECOM’s building and engineering team worked on, won the Building and Construction Authority’s 2015 Design and Engineering Safety Excellence Award.
3. The Suzhou Industrial Park Sports Center in China has achieved two million hours without any incidents, and received a recognition award from the Government of Suzhou, China.
4. Working on more than 300 projects annually for Chevron, AECOM’s Asia-Pacific teams have achieved seven years without a lost-time incident — and were recognized by the client with a number of awards.
5. AECOM’s Australian Shell/Viva Energy Environmental Program team was recognized with the AECOM Asia-Pacific Excellence Award for Safety for working more than eight years without a recordable incident or lost workday.
6. Hong Kong’s Lighthouse Club recognized the AECOM team working on the Liantang/Heung Yuen Wai Boundary Control Point Site Formation and Infrastructure Works project with four awards — Gold Prize on Safe Project Team Award, Gold Prize on Safe Subcontractors Award, Meritorious Prize on Safe Project Team Award and Meritorious Prize on Safe Foreman Awards.
Canada

1. AECOM was recognized by Imperial Oil for helping the company achieve a safety milestone of two years of incident-free performance at the Imperial Cold Lake Production Projects in Alberta, Canada. The recognition follows the announcement that the Imperial Oil Production Projects received the 2014 ExxonMobil Production Projects Safety Award in the over one million man-hours category.

2. AECOM’s high voltage group received a plaque for executing the Ipiatik Lake 167S Substation project in Canada with zero recordable incidents.

3. AECOM’s Fort McMurray team working on Husky Energy’s Sunrise Energy project achieved two years without a recordable incident.

4. The AECOM team working on the IOR Boiler Maintenance and Repair contract in Canada achieved one year of work with zero recordable incidents.

5. The AECOM team responsible for conducting environmental and archaeological assessments for a proposed wind farm in a remote region of Ontario, Canada, has achieved one field season of zero safety incidents.

6. AECOM’s team working on the Surmont Phase II project for ConocoPhillips successfully completed the project with more than 4.3 million hours without a lost-time incident, and achieved a world-class recordable injury frequency rate of 0.28 based on 6.1 million hours worked on the project.

7. AECOM’s Oil and Gas Projects group in Canada reached more than 1.6 million hours worked without a recordable incident.

8. Talisman Energy nominated AECOM’s Canada group with its 2014 Contractor Performance award.
Europe, Middle East, Africa and India

1. The Royal Society for the Prevention of Accidents awarded AECOM Design and Build with the President’s Award and legacy URS’ infrastructure and environment group with the Order of Distinction for winning 10 and 15 consecutive Gold Medal Awards, respectively. In addition, AECOM Ltd. was recognized for winning six consecutive Gold Medal Awards.

2. The DAMAC Heights project in Dubai, United Arab Emirates, has achieved 6.7 million work hours without a lost-time incident.

3. AECOM achieved three million safe hours without a lost-time incident on the Taweelah Aluminium Extrusion Company site in Khalifa Industrial Zone, Abu Dhabi, U.A.E.

4. The Abu Dhabi to Dubai E-311 project reached two million hours on site without a lost-time incident.

5. AECOM’s team working on the Ma’aden Infrastructure Company residential project in Jubail, Saudi Arabia, completed 13 million work hours without a lost time incident.

6. The Akoya project team in Dubai, U.A.E., reached two million safe work hours without a lost-time incident.

7. AECOM was awarded a U.S. National Safety Council Perfect Record award on the Georgia Weapons of Mass Destruction (WMD) Proliferation Prevention Program. This WMD destruction program in the former Soviet Union achieved one year of work without a recordable incident and maintained a total recordable incident rate below 1.0 for the past three years.

8. The Cooperative Biological Engagement Program in Kazakhstan won a U.S. National Safety Council award for achieving 500,000 work hours without a lost-time incident.

9. AECOM’s Global Alliance team won the Shell Health, Safety, Security and Environment Award.

10. An AECOM joint venture with CACI reached a safety milestone on the Maintenance and Operational Support Contract-Afghanistan program — achieving a decrease from 1.17 to .53 on its total recordable incident rate, which measures the frequency of work-related injuries or illnesses. On the project, more than 2,500 AECOM employees worked 10 million hours in various austere and hostile environments.

11. AECOM’s Thiruvalloor facility team in Chennai, India, won the Caterpillar safety award.

12. The Dubai Roads and Transport Authority awarded AECOM a consultant safety award for its superior safety record.

13. The Sellafield nuclear project site in Cumbria, United Kingdom, won five gold and three silver awards from the Royal Society for the Prevention of Accidents for commitment to continuous safety improvement in accident and ill health prevention at work.

14. AECOM employees supporting the Maintenance and Operational Support Contracts — Afghanistan at Bagram Air Field and Kandahar Air Field recently surpassed three million hours without a recordable injury.

15. AECOM’s team working on the Lusail Light Rail Transit project in Qatar has achieved 5 million hours worked without a lost-time injury.
United States and Latin America

1. AECOM was selected as a Charter Member of the Campbell Institute following a thorough review of its approach to, and superior performance, in safety, health and environmental management.

2. AECOM Chairman and CEO Michael S. Burke was named to the U.S. National Safety Council’s 2015 list of “CEOs Who ‘Get It,’” which recognizes leaders who demonstrate a personal commitment to employee safety and health.

3. The Power and Industrial Process business unit in AECOM’s Energy, Infrastructure and Industrial Construction group was selected for the Construction Users Roundtable’s Construction Industry Safety Excellence Award for safety excellence for the past three years.

4. AECOM’s Conda project was designated as the 2014 Excellence in Construction’s Civil Construction and Mining Business Unit Safe Project of the Year for the project team’s work at various sites in Idaho and Montana, United States.

5. Professional Solutions LLC, a subsidiary of AECOM, achieved more than 17 million man-hours without a lost-time injury since 2001.

6. The Detroit Edison Fossil Generation Alliance Maintenance Project received the Excellence in Construction President’s Award for surpassing 1.5 million work hours without a lost-time incident.

7. The Harvey Inlet Wind project achieved one year without a recordable injury despite rugged terrain; extreme weather conditions; hazardous wildlife encounters; and the need for firearm safety, safe boating and helicopter survey protocols.

8. AECOM’s New Johnsonville team was presented with the Governor’s Award of Excellence from the Tennessee Occupational Safety and Health Administration for achieving three years with no recordable injuries.

9. Ranging from 1 million to 17 million safe hours worked, 16 project sites led by AECOM’s Management Services group were recognized by the U.S. National Safety Council with its Million Work Hours Award.

10. The energy, infrastructure and industrial construction’s power group received the AECOM Energy and Construction President’s Award for achieving a “Culture of Safety Excellence.” The team completed 28 million hours of work across four years without any direct hire days away injuries.

11. Managed by AECOM’s Management Services group, the Fort Rucker Rotary Wing Flight Training at Fort Rucker, Alabama (above); The National Cross Section Test Facility in New Mexico; and the Ukraine SLD project in Kiev were recognized by the U.S. National Safety Council with the Safety Leadership Award for achieving five consecutive “perfect record” years, operating without incurring an occupational injury or illness resulting in days away from work.

12. AECOM’s Management Services group had 38 sites recognized by the U.S. National Safety Council with Perfect Record Awards for achieving a period of at least 12 consecutive months without incurring an occupational injury or illness that resulted in days away from work or death.

13. The U.S. National Safety Council recognized 72 project sites managed by the company’s Management Services group with Occupational Excellence Achievement awards for exceptionally low injury and illness records.

14. AECOM won the annual ExxonMobil Environmental Services (EMES) Safety Award for prime consultants who have worked 25,000 field hours or more without a recordable injury. AECOM safely worked more than 190,000 hours globally across the EMES program in 2014.

15. The Waste Treatment and Immobilization Plant Project in Richland, Washington, led by AECOM’s Management services group was recognized by the National Safety Council with the Superior Safety Performance award for surpassing ten consecutive “perfect record” years, operating without incurring an occupational injury or illness resulting in days away from work.

16. AECOM’s Life Cycle Engineering Naval Sea Systems Command project in Manassas, Virginia, and Savannah River Remediation project in Aiken, South Carolina, which are managed by the company’s Management Services group, were selected by the U.S. National Safety Council for 2015 Industry Leader Awards, which recognizes the top 5 percent of member companies that have qualified for the 2015 Occupational Excellence Achievement Award.
About AECOM

AECOM is built to deliver a better world. We design, build, finance and operate infrastructure assets for governments, businesses and organizations in more than 150 countries. As a fully integrated firm, we connect knowledge and experience across our global network of experts to help clients solve their most complex challenges. From high-performance buildings and infrastructure, to resilient communities and environments, to stable and secure nations, our work is transformative, differentiated and vital. A Fortune 500 firm, AECOM had revenue of approximately $18 billion during fiscal year 2015. See how we deliver what others can only imagine at aecom.com and @AECOM.