SAFEGUARD

WE OPERATE ETHICALLY AND WITH INTEGRITY, WHILE PRIORITIZING SAFETY AND SECURITY IN ALL THAT WE DO.

We believe that how we conduct our business is equally as important to what we deliver to our clients and communities.

A strong culture of safety and ethics is at the foundation of how we protect our people, projects and reputation. It's not just the right thing to do, but we know a concerted focus on safety and ethics has a direct and virtuous effect on our operations and the quality of work we deliver.

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Living by our Safeguard value and prioritizing both safety and integrity cultivates a culture that inspires our employees, builds trust with clients and business partners and delivers results for the company and our investors.
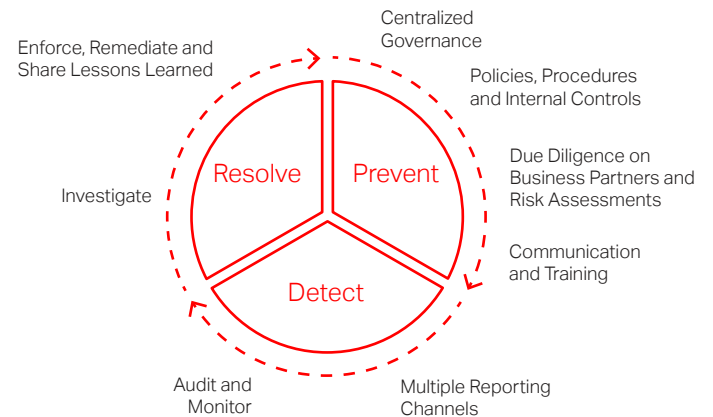
Randy Wotring
Chief Operating Officer

ETHICS AND COMPLIANCE

We are committed to acting with integrity and adhering to the highest standards of ethics and compliance. Promoting a culture of ethics and integrity helps us safeguard our people and our company from potential wrongdoing while strengthening our brand and reputation for flawless execution.

Our Code of Conduct Policy is our North Star. It outlines the basic legal guidelines we must follow and general ethical principles to help each of us make the right decisions when conducting business worldwide. Top leaders promote ethical behavior through a global ethics committee, led by our Chief Operating Officer and Chief Legal Officer, as well as regional ethics committees.

Further, we have a comprehensive cross-functional ethics and compliance program focused on preventing issues from occurring, detecting them if and when they happen, effectively and expediently resolving issues and capturing lessons to prevent them from repeating.

PREVENT, DETECT, RESOLVE FRAMEWORK

Enforce, Remediate and Share Lessons Learned

Centralized Governance

Policies, Procedures and Internal Controls

Investigate

Resolve

Prevent

Due Diligence on Business Partners and Risk Assessments

Communication and Training

Detect

Audit and Monitor

Multiple Reporting Channels

SAFETY

We safeguard our people, projects and reputation by striving for zero employee injuries and illnesses, while operating and delivering quality work responsibly and sustainably.

We foster a Culture of Caring by implementing our comprehensive Safety for Life program, guided by our **Life Preserving Principles**.

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

Employee 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 in project proposals.

Pre-Planning
Our design, engineering, project and construction management staff 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 sub-consultants, subcontractors, contractors and JV 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 to identify and mitigate hazards in the workplace and 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 and safety hazard to themselves or others.

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We are in the relationship business and those relationships start with trust — our people, clients and partners are counting on us. Our Life Preserving Principles serve as the foundation of our promise to operate safely and ethically.

Carla J. Christofferson
Chief Legal Officer

2018 RESULTS

– 100 percent of regular, full-time employees demonstrated their commitment to upholding the highest standards of conduct by completing the annual AECOM ethics training.

– We achieved the lowest Total Recordable Incident Rate (TRIR[3]) since the acquisition of URS. Our TRIR of 0.29 is considered best in class within and beyond our industry.

– Our safety performance was recognized by key clients across the regions where we work as well as by prestigious safety organizations.

– The National Safety Council (NSC) in the United States awarded AECOM a record 360 awards across our DCS, CS and MS segments for safety performance in 2017.

– We were also awarded the prestigious Order of Distinction (19 consecutive Golds) Award from the Royal Society for the Prevention of Accidents (RoSPA) in the United Kingdom for health and safety performance in 2017.

> We know that safety is a leading indicator of our success. By setting new safety performance records in 2018, we demonstrated the strong foundation of excellence that will fuel this organization for years to come.
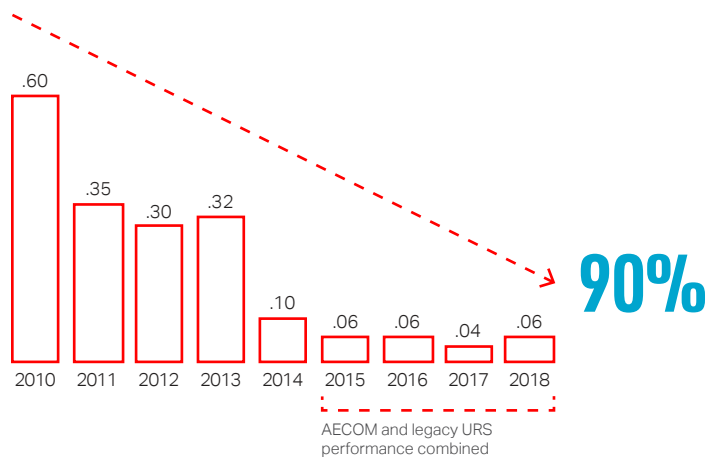>
> **John Vollmer**
> Group President, Management Services

We measure our safety performance with **Total Recordable Incident Rate** (TRIR[3]) and **Lost Workday Case Rate** (LWCR[4]), the two most common industry standards. A TRIR is the aggregated number of work-related incidents that result in injury, medical attention and absence from work. LCWR is a subset of TRIR; it is the number of work-related incidents that result in absence from work.

TOTAL RECORDABLE INCIDENT RATE (TRIR[3]) PERFORMANCE
2010-2017

75%

AECOM and legacy URS performance combined
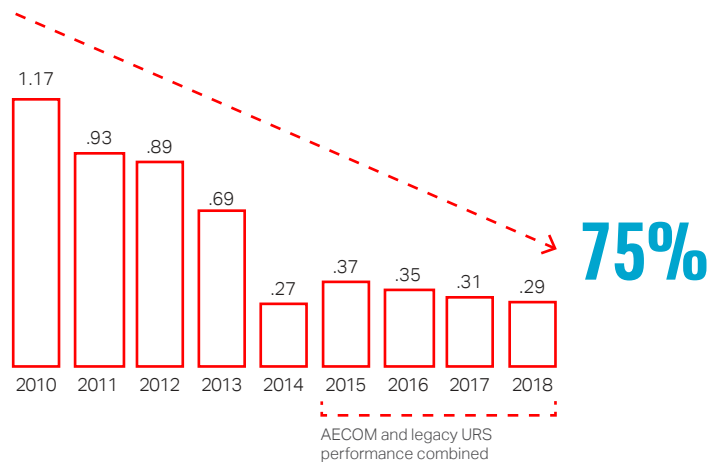
LOST WORKDAY CASE RATE (LWCR[4]) PERFORMANCE
2010-2017

90%

AECOM and legacy URS performance combined

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[3] The TRIR is a mathematical calculation used by the Occupational Safety and Health Administration (OSHA) that describes the number of employees per 100 full-time employees who have been involved in an OSHA-recordable injury or illness. Incident rates are collected on a per-company basis and are then aggregated by various categories.

[4] The LWCR is also a mathematical calculation used by OSHA that describes the number of lost time cases per 100 full-time employees in any given time frame.