

SHAPING AECOM FOR THE FUTURE:

How Care@Work is enabling a global Fortune 500 brand to build a better world

INTRODUCTION

From sports stadiums and iconic skyscrapers to waterways and oil pipelines, AECOM is a Fortune 500, global engineering company that meets the complex challenges of its clients by designing and building innovative solutions.

After several years of global growth and strategic acquisitions, AECOM faced one of its greatest challenges yet: unifying a 90,000-person workforce that spans a wide range of work environments, across more than 150 countries. This challenge presented not only a great opportunity to unify the organization and solidify its brand, but also strengthen the AECOM employee experience. They undertook an initiative to define what mattered most to the organization's global success, to better understand their workforce and to develop a benefits strategy that directly answered its needs.

DEFINING GLOBAL SUCCESS

As part of their global growth strategy, AECOM leadership recognized that to bring the best services and resources to their clients around the world, they must retain - and attract - the best employees. AECOM set out to create an organization that was as innovative and responsive internally, as it was externally to each of its clients. Uniting the company's many offices and partners, and solidifying its brand was key, but doing so in a way that valued diversity and inclusion, and met the individual needs of its current and future employees was critical.

They identified three key goals within their strategy:

1. Unify employer brand and foster an inclusive culture:

As one of **Fortune Magazine's World's Most Admired Companies**, AECOM is an innovative, growth-oriented organization driven to continually expand the breadth and depth of its services through acquisitions and new partnerships.

care@work
BY CARE.COM

AECOM

Regardless of whether employees are hired directly or join the company through an acquisition, AECOM leadership believes in the value and contributions of each member of its workforce. They want all employees to feel recognized as an integral part of the company's continued success. AECOM believes that the more consistently employees hear and experience this from all levels and locales, the stronger their organization—and their global brand will be.

2. Increase female leadership:

AECOM found that while its employee population was diverse in terms of geography and work environment, it was far less so when it came to gender. The company's global workforce was male dominated—especially in engineering roles—and AECOM knew it needed to do more to hire and retain top female talent. They devised a plan to grow the number of women in executive and leadership roles, and hope that it will also encourage more women to join the team in entry and mid-level positions.

THE CURRENT STATE OF WOMEN IN STEM

Women make up half of the U.S. college-educated workforce, but only 29% of the science and engineering workforce

More than half of women who enter STEM careers leave within a decade

Minority women comprise fewer than **1 in 10 employed** scientists and engineers

3. Support ALL employees and their families:

While AECOM employees work in different roles across many different locations, offices and job sites, many are united by the role they hold at home: caring for loved ones. Providing a diverse range of competitive, cutting edge benefits was one of the best ways AECOM could convey how much they valued employees (and those they care for) and were dedicated to supporting them.

LEVERAGING BENEFITS AS A STRATEGIC TOOL

With these three goals in place, AECOM's HR leadership began to devise a corresponding strategy that would meet the needs of their North American employee population, while also supporting the organization's global growth.

The strategy included implementing a Diversity and Inclusion Program. While this effort was part of a broader corporate initiative driven by HR leadership, the global benefits team viewed benefits as a powerful tool in helping the company diversify its workforce and meet its goals.

DID YOU KNOW?

38% of employers say offering competitive compensation and benefits packages is a top talent acquisition priority*

Candidate diversity is a top talent acquisition priority for 33% of employers*

*Source: Aptitude Research Partners, "Hire, Engage, Retain Study," 2016. All rights reserved.

AECOM started with an overhaul of the company's parental leave program, which expanded to include both mothers and fathers through birth, adoption, surrogacy and foster care placement, and introduced a flexible work option for new parents returning to their jobs.

Then they turned to family care benefits. Knowing the AECOM North American workforce was comprised of more than just new parents, the company's global benefits team leveraged the rollout of the new leave offering as an opportunity to reassess all of AECOM's care benefits within the company's largest population of employees: North America.

IDENTIFYING CARE NEEDS: FOCUS ON NORTH AMERICA

AECOM's global benefits team directed its focus to the U.S.-based employees, who make up nearly half the company's population (approximately 41,000). Through the evaluation of workforce data and demographics, in addition to benefits usage reports and direct feedback from employees, the benefits team identified child care, senior care, backup care (for both children and seniors), and pet care as top priorities.

Their analysis revealed that the average age of the AECOM U.S. workforce was 45 (5 years older than the average global employee). And while recent utilization rates showed that parental leave benefits had declined from previous years, Family Medical and Care Leave Act (FMLA) data showed that a strong percentage of employees were starting to take leave time to care for aging loved ones.

Further evaluation helped the benefits team determine that the 5,000 AECOM employees in Canada shared demographics, utilization rates and care needs like those of their U.S. colleagues.

AECOM also felt strongly that understanding the generational differences and varied life phases of their employee population would enable them to better fulfill both current and future benefits needs.

From Gen Zers to Millennials to GenXers to Baby Boomers, to new parents and pet owners, to those in the Sandwich Generation supporting growing kids and aging parents, AECOM knew a cookie-cutter approach to providing care benefits would not meet the broad range of its employees' needs.

SELECTING A SUPPORTIVE, SCALABLE PARTNER

When considering a care benefits provider, AECOM identified four criteria that mattered most:

- Comprehensive, diverse care offerings
- Unparalleled customer support
- Economical in cost to employees
- Scalability to support a high-growth organization

After comparing the top marketplace solutions, AECOM selected **Care@Work by Care.com**, to offer a wide range of care benefits to its North American employees. These benefits include **Backup Care for children** (at a subsidized rate in the U.S), **Backup Care for Adults**, **Senior Care Planning**, and a free **Care.com Membership** with unlimited access to the world's largest network of child, elder and pet caregivers.

In addition to its quality, comprehensive care options and global reach (including the ability to meet the needs of AECOM's French-speaking employees in Quebec and surrounding areas), Care@Work was selected based on the positive experiences of several AECOM benefits team members who had deployed its products and services at past employers. Based on the success of the program at other organizations, they knew that Care@Work would be an excellent fit for the AECOM population.

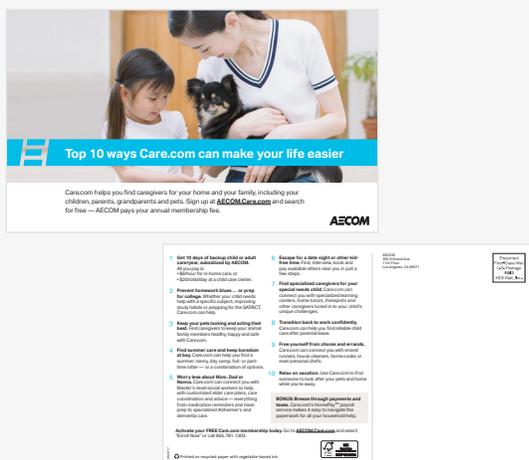
"We are a growth-oriented organization, so we always want to partner with companies that can grow along with us," said Bernie C. Knobbe, Vice President, Global Benefits, AECOM. "Care@Work was not only scalable, but it also had the diverse offerings necessary to ensure we could support families of different shapes and sizes as our workforce expanded and their needs evolved."

IMPLEMENTING SOLUTIONS TO MAKE LIFE WORK

AECOM rolled out Care@Work to its U.S. and Canadian workforce in December 2016—at a time when many employees were trying to balance work demands with the personal and family demands of the holiday season.

With the help of internal and external partners, AECOM's benefits team launched a multi-channel communications program to spread the word about the Care@Work benefits. Their program included posting on internal message boards and intranets, distributing print and electronic communications to employees at the office, in addition to mailing direct mail pieces to homes so that family members (who are potential decision makers) could also learn about the new offerings. Communications were distributed in both the U.S. and Canada, and in both English and French, where needed.

AECOM's Direct Mail Postcard Campaign Introducing Care.com and its Benefits



Less than a year from launch, the company has experienced strong enrollment rates and a steady increase in the number of individual care requests posted on Care.com by AECOM employees each month. The global benefits team has been particularly pleased to see its female leadership embracing the benefit.

TESTIMONIALS

“At AECOM, ROI is about both the ‘Return on Individual’ and the ‘Return on Investment.’ When we help our employees better manage their home lives, we also help them bring their best selves to work. I’ve seen the power of Care@Work both personally and professionally, which is why I feel so passionately about the value it brings to our employees and our broader brand.”

– Bernie C. Knobbe
Vice President, Global Benefits, AECOM

“To remain ahead of the competitive curve, companies today need to think beyond traditional core benefits and consider perks and benefits that extend into employees’ personal lives. At AECOM, Care@Work benefits are among the most buzzed about by employees and we continue to see an incredibly positive response.”

– Sheilesha Willis
Senior HR Manager, AECOM

AECOM NEEDED:

- Diversity of care offerings
- High-touch service
- A partner that could support a growing global organization

CARE@WORK DELIVERED:

- Child, senior, pet and home care
- Knowledgeable, dedicated and helpful customer service
- Scalability—the ability to expand to multiple regions and accommodate local languages

SUCCESS STORIES



SUCCESS STORY #1

Soon after she was hired, a top female executive in AECOM's Los Angeles office needed last-minute care. With the help of Care@Work's customer support team, the executive not only resolved her need for Backup Care in less than a day, she became an internal champion for the service after seeing its value—including the subsidized rate—firsthand.

"Thank you to our Account Manager, Christina! She was amazing at helping this executive ensure she could get the Backup Care she needed in less than 24 hours. That high-touch service left her with a very positive experience with this benefit," said Sheilesha Willis, Senior HR Manager, AECOM. "It's so hard for people to understand the true impact of care benefits until they're faced with needing to use them. It is so powerful to have a senior-level executive who understands the value and has become a champion for it—this resonates with employees and goes a long way in our goal of supporting female leadership."

SUCCESS STORY #2

At the helm of global benefits, Bernie C. Knobbe was also personally pleased to experience how Care@Work supports families who have care needs that extend beyond children. He regularly promotes the value of the program to colleagues, focusing specifically on the amazing dog care provider he found over a weekend when he and his partner had last-minute work and personal commitments come up. He searched and selected a caregiver on Saturday, she reported for work on Sunday, and almost a year later the caregiver is still working with Bernie and his golden girls, Maxie, Clara and Soca (3 elderly miniature schnauzers).

"People want to work somewhere that helps them care for their families and the day-to-day challenges that come with that," said Knobbe. "After the inherent challenges of bringing very different employee groups together under the AECOM brand, introducing Care@Work was one of the first opportunities we had to positively engage our workforce in the U.S. and Canada. It has allowed us to provide support and good experiences to our employees and lay the groundwork for more diverse, inclusive and family-friendly benefits and perks programs in the future. And it is helping us to achieve the cohesive and diverse workforce AECOM needs to thrive and to help build the better world we envision."