The 2016 Hermes Awards

Public Relations/Communications Category 77c: Internal Communication Campaign

Wellness at AECOM Work Sample

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Executive Summary

AECOM is a global provider of professional technical and management support services to a broad range of markets, including transportation, energy, water, sports arenas and government, to name a few. With expertise in architecture, design, engineering and construction, their global workforce serves clients in more than 150 countries and generated revenue of approximately \$18B in 2015.

Wellness at AECOM is an annual program designed to encourage and reward employees for learning about and practicing healthy behaviors. When employees complete *Wellness at AECOM*, they become eligible for the wellness medical plan options, which offer more choices and lower employee contributions. This year, the business need to emphasize good health and wellness, drive eligible employees* to complete *Wellness at AECOM* and enroll in the lower-costing wellness medical plans was more important than ever:

- With the 2014 acquisition of Hunt Construction Group and, more significantly, URS, AECOM increased its U.S. workforce from 10,000 employees to 40,000. The cost to provide health care to 40,000 employees and their dependents under the existing AECOM benefits program would impact the company's bottom line so significantly that it would jeopardize long-term competitiveness and viability.
- With that in mind, AECOM knew that they would need to ask all employees to contribute significantly more toward the cost of their medical coverage in 2016. Those who completed *Wellness at AECOM* would receive better pricing of the 2016 medical plan options than those who did not complete the program. Driving engagement in the wellness program was critical to helping minimize noise around the cost increases and maintain employee morale.
- More than 30,000 of the 40,000 employees were legacy URS, who did not come from a wellness culture and were not accustomed to having their medical plan choices tied to wellness program participation. Establishing a culture of wellness among these new 30,000 employees, and reinforcing the existing culture of wellness among the legacy AECOM employees, could have a substantial positive impact on AECOM's bottom line.
- Even with a higher employee cost-share, AECOM expects to spend approximately \$250 million to provide medical coverage and services in 2016 for its U.S. employees and their families. Establishing and maintaining a culture of wellness helps manage and contain that spending.

*Of the 40,000 benefits-eligible employees, approximately 30,000 were eligible to receive the wellness medical plans when they complete the *Wellness at AECOM* program requirements.













COMMUNICATION AND CREATIVE STRATEGY

The wellness communication strategy that was developed offered the following advantages:

- Introduced the importance of wellness and staying healthy for loved ones;
- Explained the link between being well and cost savings not only for the company, but for the employee as well;
- Explained the program structure with compelling, straightforward language and beautiful imagery;
- Emphasized the need to complete the program to qualify for the wellness medical plan options and lower costs in 2016, compared to those who did not complete the program and would pay more for the non-wellness medical plan options;
- Provided a variety of communications and resources to understand the program components and the deadline for completion, as well as the consequences of not completing the program; and,
- For those who chose not to complete the program, the campaign included explanations of the two primary non-wellness medical plan options that would be available to them in 2016, the High Deductible Health Plans (HDHPs).

Our communications campaign married StayWell®'s "Who's Your Reason?" theme with AECOM's long-established theme for *Wellness at AECOM*... "Be well." By choosing beautiful imagery that is in keeping with AECOM's benefits brand, the campaign helped employees to recognize the many loved ones in their lives who rely on them and want them to stay healthy: spouses, children, parents, friends — even pets! Messaging focused on the advantages that a life lived "well" can bring to them, their families and their overall health care spending.





Congression and the components of Wellness of AECOMI in addition to taking a big step to improve your health, you've also ensured that you qualify for the wellness medical plans for 2016, which offer you more choices and more opportunities to manage your costs.

Now that you've completed the program, we'd like your feedback on this year's *Wellness at AECOM* program. Please take a few minutes to complete our brief survey and share your opinions.

Whatever your reasons are to **be well**, we hope that engaging in this year's *Wellness at AECOM* is only the beginning of your wellness journey. Thank you for helping AECOM build a wellness culture both in body and mind.







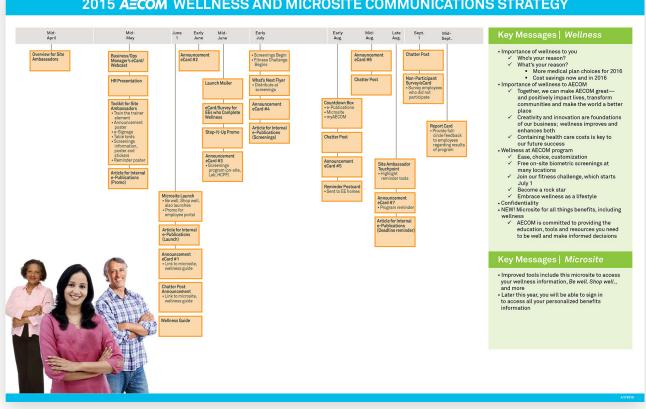




From the beginning, the Corporate Communications team collaborated on the design, development and deployment of the campaign with the leadership group, which included the Senior Vice President of Total Rewards, human resources (HR) leads in the U.S., site managers and on-site office managers.

KEEPING LEADERSHIP IN THE LOOP: PRESENTATION MATERIALS

To ensure buy-in, the communications strategy — including the timeline and key messages — was presented to senior leadership. In addition, regular presentation meetings were held to keep all parties informed and in the loop.



2015 AECOM WELLNESS AND MICROSITE COMMUNICATIONS STRATEGY

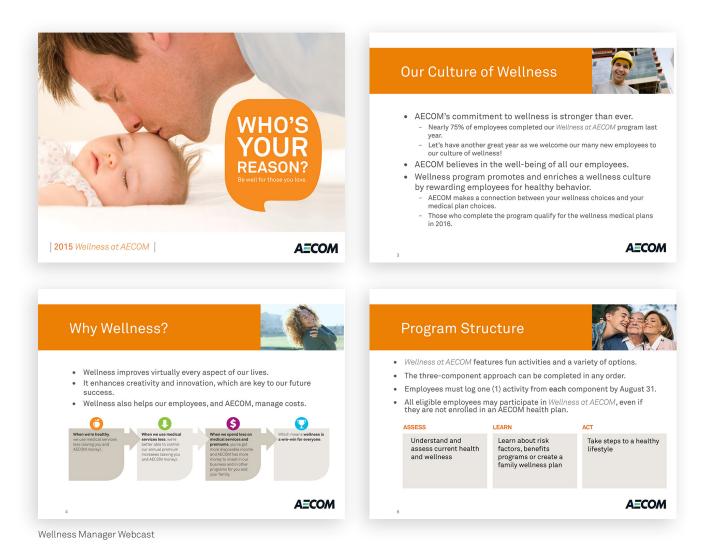
Wellness and Microsite Communications Strategy



Designs at a Glance for Senior Management

SNEAK PEEKS AND ACTION STEPS: WEBCAST TO MANAGERS/HR

Human resources and office managers in locations across the country played an important role in encouraging participation at the local level. The manager and HR webcast let the organizational leaders know up front how the newly designed wellness program would work and what communication materials they would have at their disposal to promote participation.



KEEPING THE DIALOGUE OPEN: REMINDERS AND TALKING POINTS

The manager talking points gave HR officers and managers important reminders about the program and the upcoming deadline, while the post-wellness FAQs and talking points helped them address employees' questions about their completion of the program and its impact on their 2016 medical plan options.

Important Information About Wellness at AECOM The Wellness at AECOM deadline is guickly approaching! To complete the program, and enjoy more medical plan choices and lower costs in 2016, employees need to register and log activities on the wellness website by August 31, 2015. Here is some additional information about how Wellness at AECOM participation will affect an employee's 2016 medical plan options and costs: Will have the following wellness medical plan options Will have the following non-wellness medical plan options for 2016: A preferred provider organization (PPO) optic Three high deductible health plan (HDHP) o Two high deductible health plan (HDHP) options Regional HMOs if you live in California or Hawaii Employee contributions (the amount employees pay for coverage each pay period) will be higher for the nonwellness medical plan than the cost for the equivalent wellness medical plan.

• To learn more, visit the new benefits website at www.myAECOMbenefits.com and click Learn about wellness

Manager Talking Points

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Post-Wellness Questions and Talking Points

Post-Wellness at AECOM Frequently Asked Questions (FAQs) and Talking Points The following FAQs and talking points are designed to help

you respond to AECOM employees who have questions about their participation in Wellness at AECOM and its impact on their medical plan options for 2016.

When responding to an employee, either in writing or verbally, customize the messaging below as needed and please thank the employee for the inquiry. You do not necessarily have to use the entire answer

 Completion and timing Non-wellness medical plan options for those who chose not to complete the Wellness at AECOM program

How health information is used

These post-wellness FAQs and talking

points address:

For additional information or if you need to escalate a question or issue, call the StayWell Helpline at

If an employee is requesting an exception or an appeal, they should email wellness@aecom.com with their case and explanation, and it will be forwarded to the appeals team. The appeals team will respond to their exception or appeal within 10 business days.

COMPLETION AND TIMING

800 493 5980

1. I completed all three components of Wellness at AECOM – ASSESS, LEARN and ACT – but I haven't received a confirmation email. How do I know I've gotten credit for completion?

No need to worry. As long as you completed the wellness activities by August 31, they will count toward your eligibility for the wellness medical plans. When you log in to the wellness website through www.myAECOMbenefits.com, you'll see a My Progress tab on your home page. You can use My Progress to track your Wellness at AECOM activities. My Progress requires more time to update some activities than others. In some cases, you may have already completed an activity — or the entire wellness program — but your status is not yet reflected in our system, If your status is not correctly reflected by Tuesday, September 9, please call the StayWell Helpline at 800.493.5980.

While it was important that you pledge to participate in a CSR initiative to satisfy the ACT component of Wellness at AECOM before the program deadline on August 31, you have until December 31 to complete a CSR initiative of your choosing

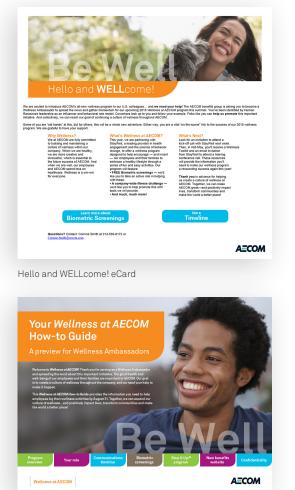
Post-Wellness FAQs and Talking Points

^{2.} As part of the ACT component of Wellness at AECOM. I pledged to participate in an AECOM Corporate Social Responsibility (CSR) initiative. When must I complete this activity?

INSTRUMENTS OF CHANGE: TOOLS AND RESOURCES FOR WELLNESS AMBASSADORS

This year's *Wellness at AECOM* campaign was the first benefits initiative that affected both AECOM and URS employees. The Wellness Ambassadors were instrumental in engaging legacy URS employees, executing the screenings and increasing participation among targeted groups.

As support, Wellness Ambassadors were given an interactive How-to Guide that explained the program, the communication timeline and their role as change agents, and received email reminders to help them encourage participation in the program.







As you know, completing Wellness at AECOM by the August 31st deadline allows employees to choose from more medical plan options and pay lower contributions for coverage in 2016. At this time, about 50% participation in the final two weeks before the deadline, we could use your help to ensure environe has the information they need to make their decision about completing Wellness at AECOM and understands its impact on their coverage for 2016.

Attached to this email are two communications you can use to help spread the word about the advantages of completing *Wellness at AECOM* by the August 31st deadline: An email to leadership and managers that they can use to encourage employee participation in the

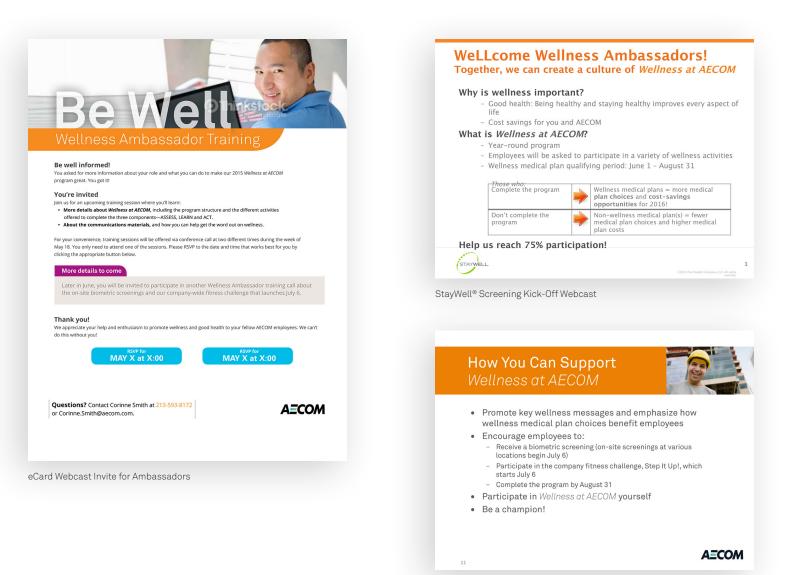
wellness program
 An email directly to employees encouraging their participation

Please forward the messaging as appropriate. We greatly appreciate your support of Wellness at AECOM and hope you'll continue to emphasize the importance of completing the program so that employees are not more more than the second and a coverage in 2026. If you have any questions, please contact Corinne Smith@aecom.com!

Important Reminder Email

Wellness Ambassador How-to Guide

Throughout the campaign, Wellness Ambassadors were invited to participate in various training webcasts to keep them up to date on program offerings and give them tips for promoting wellness events, such as the on-site biometric screenings.



Wellness Ambassador Webcast

THE PIECES THAT STARTED IT ALL: ANNOUNCEMENT POSTER AND eSIGNAGE

The campaign was launched with this poster and, in certain locations, eSignage, creating awareness that the wellness program would soon begin. The QR code on the poster took users to AECOM's wellness website at myAECOMbenefits.com.





eSignage Announcement

Announcement Poster

DRIVING EMPLOYEES TO THE WELLNESS WEBSITE: LAUNCH eCARD

eCards were emailed to employees throughout the campaign. This one kicked off the *Wellness at AECOM* campaign and directed employees to click and review the interactive Wellness Guide to learn more about the wellness program, or to visit the wellness site.



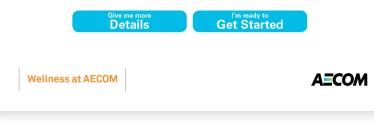
Wellness at AECOM starts today!

WELLcome to our wellness program, *Wellness at AECOM*. You'll find fun and easy activities to help you get healthier and improve your overall well-being. The program features three components— ASSESS, LEARN and ACT. Log just one activity under each component by August 31, 2015 and you're done!

Participating is important. When you complete *Wellness at AECOM*, you qualify for the wellness medical plans for 2016, which offer more choices and opportunities to manage your health care costs.

Being well can make a real difference for all of us. Good health and well-being improve virtually every aspect of our personal and professional lives. Through our mutual commitment to wellness, not only can we enhance our lives, but we're better able to manage costs — yours and AECOM's. When we are healthy, you and AECOM spend less on health care. It's that simple.

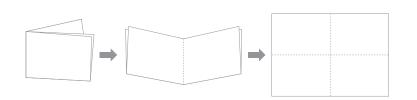
Please join our culture of wellness! Visit our new benefits website to learn more about the program. From there, you can access the wellness website developed by StayWell, our wellness partner. **Everyone will need to register at the wellness website this year**! Just click below to get started. Be well.



Launch eCard

REACHING OUT TO FAMILIES

The wellness mailer was the first piece sent to employees' homes that set the tone for employees and their spouses/domestic partners about the wellness program.





Everyone has a reason to be well. Maybe it's for your family. Or perhaps it's for you, your friends or even your pets! Whoever, or whatever, the reason, maintaining good health is a great goal for you and for your loved ones.

Wellness at AECOM can help you reach your goals. And completing the program means more medical plan choices and greater opportunities to manage your costs in 2016.

Learn more about Wellness at AECOM and how you can be well for the ones you love.



AECOM

Wellness at AECOM Mailer



Good things happen in 📿 S

Completing Wellness at AECOM is important. Here's why:

| 1. GOOD HEALTH | 2. MORE CHOICES |
|---|--|
| It's a gift, not a given. We sometimes take it for granted and assume our good heatth will always be three. But the truth is, it needs our time. And it needs our attention. That means taking etsps to improve or preserve what we have, by committing to what we have, by committing to takes a little time and planning. | Complete Wellness at AECOM and the wellness modical plans will be available to you when you make your enrollment elections for 2016. The more choice and opportunities to manage your costs in 2016. When you do not complete the wellness program, you have only the non-wellness medical plans available to you for 2016. |

Read more about the program at www.myAECOMbenefits.com



AECOM remains committed to wellness

We will continue enhancing our Wellness of AECOM program and introducing programs that enable all of us to take positive stops toward achieving and maintaining good health. We're excited about our shared commirment and look forward to our continued journey. When we work together to be well, everyone benefits.

If you complete Wellness at AECOM and enroll in an HMO rather than one of the wellness medical plans, you will receive a reduction in your

The healthier you are, the less you spend on health care. It's that simple. But there's more. When you have the wellness medical plan options available to you, you not only have more choices, you have more opportunities to manage your costs.

Building a culture of wellness doesn't happen overnight. It takes one person at a time — one mindset at atime — to embrace the importance of well-being and make it an essential part of daily life.

Being well can make a real difference for all of us. Good health and well-being improve virtually every aspect of our personal and professional lives. Through our mutual commitment to wellness, not only can we en hance our lives, but we're better able to manage costs — yours and AECOM's. Here's how:



Welnessort AECOM, our company-spon sorted wellness program, is an important part of your overall benefits package. It's new for many of our colleagues this year, and well exocted to have you join in Eachyear, participation in the program has increased, and lates year was no affer each. 12 OAL four out of the enclopees completed Wellness or AECOM, which means more of us are realizing the importance of wellness and addressing our health risks.

3 components to Wellness at AECOM

Our 2015 wellness program has three components that everyone needs to complete - ASSESS, LEARN and ACT

In most cases, these components can be completed in any order, or even at the same time. The choice is yours. To complete Wellness or AECOM and have the wellness medical plan choices available tooy our C2016, logits and a surfly in all three components by Aguast 31, 2015. World welcome to participate in as many of the activities as you'd like, but to be eligible for the wellness medical plansy our in ked to complete one activity from active and components. If state taxely To complete the only need to do one activity from each component.

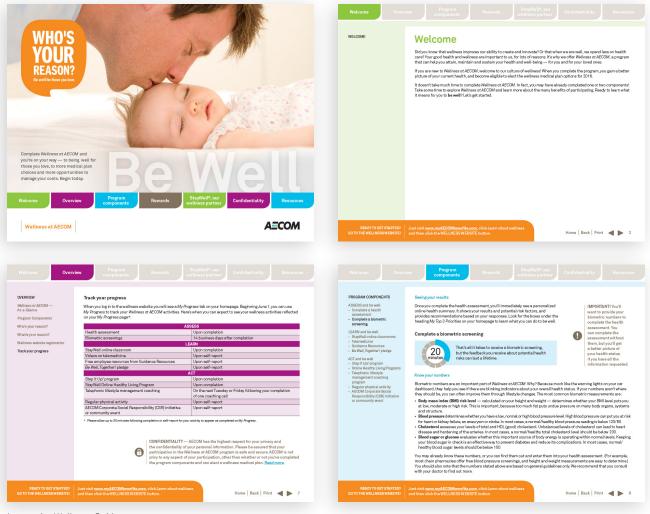
| 1. ASSESS | 2. LEARN | 3.ACT |
|---|--|---|
| Take the online health assessment. You'll answerg more inhealth- related and lifetyle questions and pitch day our biometric numbers. OR: Desceive a biometric screening¹ and the screening¹ of the screening¹ of the screening¹ of the screening¹ of the screening¹ of the schemic screening¹. | Congresse one StayWelf-online classroom module. OR View any of the informational videos on telemedicine attrwww.Mbluco.com. OR Pageser then learn about free ornphose services through www.guidanceresources.com. OR Congress the Be Welf, Togetherf piedge. | Compare Step If Upr (The compary Intrae Statistics), which runs July 6 to August 31. OR Compare a StayWell Online Heatury Living Program. OR Compare regular physical activity; ² Ornier regular physical activity; ² Ornier Action and AEDOM Corporate Bocal Responsibility Intlative or Community Event: |

Results from your screening must be received by August 31. You can submit results
 Important: You'll have until December 31 to complete this activity, but please log: before August 31 to ensure you receive credit for it.

For details on the activities listed above and to log your activities, visit www.myAECOMbenefits.com, click Learn about wellness, then click the WELLNESS WEBSITE button. StayWell, our new wellness partner, is also ready to help! Feel free to call the StayWell Helpline at 800.493.5980.

ALL THE DETAILS AT THE CLICK OF A MOUSE: WELLNESS GUIDE

The comprehensive Wellness Guide is an interactive PDF that enables employees to jump easily from one topic to the next. The guide was posted on the wellness website and on myAECOM, and includes loads of information about the program. A link to the Wellness Guide was provided in multiple eCards, *Focus* articles and more.



Interactive Wellness Guide

KEEPING INFORMATION ACCESSIBLE ON THE INTRANET

Employees could easily access wellness information on AECOM's intranet, myAECOM.



Wellness Page on myAECOM (AECOM intranet)

WELLNESS AT AECOM WEBSITE

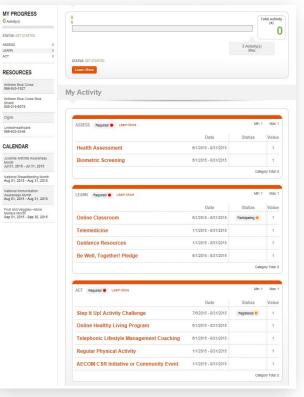
As in previous years, the *Wellness at AECOM* website was where employees could learn more about the program, log their participation in various activities and get general information on a healthy lifestyle. With the change in wellness partners, this year's site was hosted by a new wellness vendor, StayWell[®]. While the new site was being built, a splash page let employees know about the change and invited them to come back on launch day, June 1.



Wellness at AECOM Temporary Splash Page

| | HOME | HEALTH ASSESSME | NT MY PROGRESS | EDUCATE | PROGRAMS |
|---|---------------|--|--|--|---|
| MESSAGES 0 | | ny starts he | | Start yo | ur Health Assessment |
| MY PROGRESS 0 Activity(s) | Create your p | ersonal wellness plan - it o | nly takes 10 minutes. | | |
| STATUS: GET STARTED | My Prog | Irams | W | elcome to V | ellness at AECOM! |
| ASSESS 0 LEARN 0 ACT 0 | Stop | Step It Up!® Chall | enge | | |
| RESOURCES | | <mark>.</mark> | | within each of the three AND ACT— by August tab will track your progr program requirements. | at AECOM, complete one activity components — ASSESS, LEARN 31, 2015. Your MY PROGRESS ress and show when you've met all When you complete Wellness at |
| Anthem Blue Cross 866-843-1827 | | | | | more medical plan choices and nanage your costs in 2016. Click |
| Anthem Blue Cross Blue Shield 855-215-6078 | | | | ASSESS | |
| Cigna | | | | ACT | |
| UnitedHealthcare 866-633-2446 | Manage | | | | |
| CALENDAR | | | | | |
| Juvenile Arthritis Awareness Month Jul 01, 2015 - Jul 31, 2015 | Wellnes | s at AECOM | 0 | 0 | |
| National Breastfeeding Month Aug 01, 2015 - Aug 31, 2015 | | | A S | ب | |
| National Immunization Awareness Month Aug 01, 2015 - Aug 31, 2015 | | T | N. | 1 | |
| Fruit and Veggies-More | SCREENING | 3 | SCREENING SCHEDUI | LER 20 | 15 WELLNESS GUIDE |
| Matters Month Sep 01, 2015 - Sep 30, 2015 | | our numbers? Check out anys to get your biometric | Schedule your FREE on-si screening today! | | et all the details about this year's allness at AECOM. |

Wellness at AECOM Home Page



Wellness at AECOM Progress Page

SCREEN FOR THOSE YOU LOVE: eCARD, INVITE, POSTER AND STICKERS

eCards, eSignage and posters were used to create awareness of the on-site biometric screenings at locations that were hosting them. Once employees completed the screening, they received a fun sticker to wear for the rest of the day.



Get a biometric screening and be well for those you love!

Wellness at AECOM features three components - ASSESS | EARN and ACT You can complete the ASSESS component of Wellness at AECOM by either taking the online health assessment or getting a biometric screening. If you wish to complete the online health assessment, we encourage you to get a biometric screening as well! You'll get a better picture of your health status by completing both.

You can get a biometric screening in one of three ways · Attend a FREE on-site biometric screening at select AECOM locations · Register to visit a participating Quest Lab. · Go to your doctor and submit a completed Health Care Provider Form

Why are biometric numbers important?

Biometric numbers can indicate when something is interfering with your body's healthy operation A biometric screening involves testing to determine key health numbers such as your height, weight waist and blood pressure, and total cholesterol. HDL and glucose levels. If your numbers aren't where you'd like them to be, you can often improve them through lifestyle changes.

Once you record one activity under each of the three components of Wellness at AECOM by August 31, 2015, you'll have completed the wellness program. This means that during this fall's Benefits Open Enrollment, you'll be able to enroll in the wellness medical plans for 2016 The wellness medical plans offer you more choices and more opportunities to manage your medical costs. Employees who don't complete Wellness at AECOM by the August 31 deadline will have only the non-wellness medical plans to choose from during Benefits Open Enrollment There will be fewer non-wellness medical plan options for 2016, and those plans will offer fewer opportunities for managing medical costs next year.

Questions?

See the attached Frequently Asked Questions or call the StayWell® HelpLine at 800.493.5980.

Ready to get started?

To learn more about your screening options, schedule your screening, register for a Quest Lab or download the Health Care Provider Form, go to the wellness website. Click the button below, then click the WELLNESS WEBSITE button. Once you log in, go to My Progress, select Biometric Screening and then click to schedule your appointment



StayWell is a registered trademark of The StayWell Company, LLC.

eCard Screening Announcement



Screen for those you love!

If you have not yet scheduled your on-site biometric screening, you've still got time to make your appointment. The on-site screening at this location will be held



Remember, when you complete a biometric screening, you also complete the ASSESS component of Weilness at AECOM. Once you record your activities under each of the three Weilness at AECOM components by Agust 31, you'll have completed the weilness program — congratulations! This means that during this fall's Benefits Open Enrollment, you'll be able to enroll in the weilness medical plans for 2016. Just a reminder that Benefits Open Enrollment is your once-a-year opportunity to make your benefit choices for the coming year.

The wellness medical plans offer you more choices and more opportunities to manage your medical costs. Employees who don't complete Wellness at AECOM by the August 31 deadline will have only the non-wellness medical plans to choose from during Benefits Open Enrollment. There will be fewer non-wellness medical plan options for 2016, and those plans will offer fewer opportunities for you to manage your medical costs next year. Exact plan details are still being determined, and more information will be available in the fall as we get closer to Benefits Open Enrollment.

Ready to get started?

To make your screening appointment, click the button below to visit the wellness page on the My AECOM Benefits website, and then click the WELLNESS WEBSITE button. Once you log in, go to *My Progress*, select Biometric Screening and then click to schedule your appointment.

Schedule My Screening

Questions? Contact [Wellness Ambassador contact information] or call the StayWell® HelpLine at 800.493.5980

AECOM has the highest respect for your privacy. Please be assured that Welmess at AECOM screenings are delivered in a safe, secure and contributual environment, AECOM in not privy to any aspect of your participation other then whether you've completed the program components and are eligible for the welfness medical plans. AECOM does not, and



AECOM

StavWell is a registered trademark of The StavWell Company, LLC

eCard Screening Invite



Announcement Poster for Locations with Screenings



SCREENING REMINDERS

Employees were reminded about the importance of biometric screenings via eSignage, eCards, flyers posted at screening sites, an online flyer on the microsite and articles in Focus on Americas, AECOM's regular online communication vehicle. (For visuals of the Focus articles, please see page 20 under Ongoing Communications.)



eSignage Screenings Reminder



AECOM invites you to get a FREE and confidential on-site biometric screening at this location.



Results will be available within minutes and reviewed with you by a health professional. The screening is completely confidential, and fasting is not required.

Knowing your biometric numbers is an important way that you can be well for these you love. In just 15 – 20 minutes, a biometric screening can determine key health numbers weld as your height, weight, weist, blood pressure and total chotesterior, HCL and djucose levels. Your numbers aren't where you'd is known to be, Weinese at AECOM can help you work to improve them with lifestyle programs and opportunities for telephonic health coaching.

Remember, when you complete a biometric screening, you also complete the ASSESS component of Wellness at AECOM. When you complete all three Wellness at AECOM components by August 31, the wellness medical plans will be available to you during Benefits Open Enrolment for 2016. The wellness medical plans offer you more choices and more opportunities to manage your medical costs.

Employees who don't complete Weiness at AECOM by the August 31 deadline will have only the non-weiness medical plans to choose from during Benefits Open Enrollment. There will be fewer non-weilness medical plan options for 2016, and those plans will offer fewer opportunities for you to manage your medical costs not year. Exact plan details are still being determined, and more information will be available in the fail as we get closer to Benefits Open Envolment.

Ready to get started? To make your screening appointment, click the button below to visit the wellness page on the My AECOM Benefits webster, and then click the WELLNESS WEBSITE button. Once you log in, go to My Progress, select Biometric Screening and then click to schedule your appointment.



Screenings eCard



Schedule your screening today!

ATTEND A FREE BIOMETRIC SCREENING TO LEARN MORE:

- Height, Weight and Waist
- Blood Pressure
- Cholesterol (including HDL) Glucose
- Confidential review of results with a health professional

TO SCHEDULE YOUR APPOINTMENT:

- 1. Visit www.mvAECOMbenefits
- 2. Click Learn about wellness
- 3. Click the WELLNESS WEBSITE button

| Date: | | |
|-------|--|--|
| Time: | | |
| Room: | | |

Wellness at AECOM

AECOM



Be Well.

Don't forget to... Get your biometric screening!

| WHAT | WHY | HOW |
|---------------------------|---------------------|-------------|
| are biometric screenings? | are they important? | do Let ope? |
| are biometric screenings? | are they hiportant? | dorgeroner |

WHAT are biometric screenings?

Biometric screenings are a great starting point to achieving and maintaining good health. When you receive a biometric screening, you will get your measurements on:

| Body Mass Index (BMI) Risk Level | Blood Pressure | Cholesterol | Blood Sugar or Glucose |
|---|--|---|--|
| Calculated on height and weight — your BMI risk level measures body fat and helps determine whether your weight puts you at a low, moderate or high risk for developing health issues. Too much weight puts undue pressure on many body organs, systems and structure. | Determines whether you have a low, normal or high blood pressure level. High blood pressure can put you at risk for heart or kidney failure, an aneurysm or stroke. | Assesses your levels of both HDL (good) and total chelesterol. Unbalanced levels of cholesterol can lead to heart disease and hardening of the arteries. | Evaluates whether this important source of body energy is operating within normal levels. Keepin blood sugar in check is an effective way to prevent diabetes and reduce its complications. |

WHY are they important?

Because when you **know your numbers,** such as your body mass index (BMI) risk level, blood pressure, cholesterol and blood sugar/glucose levels, you can establish a baseline to help monitor your health in the future. And, if you see any warning lights, you can take steps now to correct them, often through lifestyle changes.

Screenings Online Flyer

TARGETED eCARDS

Approximately five weeks before the program ended, we developed targeted eCards to remind those who had completed none, one or two program components what they needed to do and how to satisfy the program requirements quickly in the time that remained. A countdown box was also featured, letting employees know how many days were left until the program ended.





Important note about tracking your progress

When you log in to the wellness website, you'll see a My Progress to bon your homepage. You can use My Progress to track your Wellness at AECOM activities, My Progress requires more time to update some activities than others. In some cases, you may have already completed an activity — or the wellness program — but your status is not yet reflected in our system, so you're still receiving email reminders. As long as your activity is completed by August 31, it will count toward your eligibility for the wellness medical plans.

Because this program is important to your 2016 medical plan choices, you'll continue to receive email reminders until our records show that you've completed Wellness at AECOM. If you've already completed the program and it is not yet reflected in our system, please disregard this email. If you have questions, call the StayWell Helphine at 800.493.590.

While all employees are versions to use the granel resources and support provided by Wellness at AECOM, participation in the wellness program will not after 2018 to a solution of the Dislowing program complications covered by an using in CAI or a calculate bugging agreement, employees hered after Awn E, employees relating from Isave of allocation after Awn E, alternational assignment information and assignment of covered signification for formedia.

environment. AUCOM is not pray to any aspect of your participation other than whether you've completed the program components and are eligible for the wellness medical plans.

AECOM

Targeted eCards

Wellness at AECOM



Time is running out! Don't miss out on more choices and lower costs for medical plans in 2016.

Start Wellness at AECOM today.*



well-being, but completing the three simple steps — LEARN, ASSESS add ACT — by August 31 means more medical plan options (access to at least four wellness medical plans) and lower costs for 2016 (your employee contributions are lower if you complete Wellness at AECOM than if you do not). Employees who don't complete Wellness at AECOM time will still have access to fee wellness programs and resources throughout the year, but they will have fever medical plan options and costs will be higher for 2016. Learn more.

Here's a fast way to finish Wellness at AECOM:



Plan to participate in regular physical activity or an AECOM Corporate Social Responsibility (CSR) initiative or community event. You can complete the physical activity any time before December 31, but you'll need to report allyour activities on the wellness website by August 311

Visit our new benefits website to learn more about the program. From there, you can access the wellness website developed by StayWell[®], our wellness partner. Just click the button below.



"Important note about tracking your progress When you log in to the wellness website, you'll see a My Progress tab on your homepage. You can use My Progress to track your Wellness at AECOM activities. My Progress requires more time to update some activities than others. In some cases, you may have already completed an activity —

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VARial of angloppens are inclosed to and the great execution and aspect remoteled by Malloneau K. ALCOM, participation in the united as regardless with net added 2016 instruction for adjust option for the relating program campion is converted by any controls. SCA is a controls to paging approach, and the adder June 1, employees relating from a lease of absence adter June 1, international assignment relations for the results.

AECOM has the highest respect for your privacy. Please be assured that Weiness at AECOM is delivered in a safe, secure and confidential environment AECOM as not privy to any aspect of your participation other than whether you've completed the program components and are eligible for the wellness medical plans.

Wellness at AECOM





Just a few days left!

Our most current records' fell us you've stanted — but haven't completed — Wellness at AECOM. August 31 is almost here, and you only need to complete one activity in each of the program components to complete the program. Employees who don't complete Wellness at AECOM will have fever medical plan options and higher medical plan costs for 2016. Learn more.



- Here's a fast way to finish Wellness at AECOM: ASSESS:
- Complete the online health assessment. It takes about 20 minutes
- LEARN:
- View any of the informational videos about telemedicine at <u>www.MDLive.com</u>. It takes just a few minutes.
 ACT
 -
- Plan to participate in regular physical activity or an AECOM Corporate Social Responsibility (CSR) initiative or community event. You have until December 31 to complete the activity, but you'll need to report it on the wellness website by August 31.
- Please note: to earn ACT credit for Step It Up!, you must complete the program (walk 275,000 steps) by August 31. A few steps short? Consider completing another activity (or pledging to do so) today.

You're running out of time! But don't wory. In some cases, under the ACT component, you don't have to complete an activity by August 31. Simply pledge that you'll complete it by December 31. But you do have to report your pledge by August 31. Learn more.

While Wellness at AECOM offers free wellness programs and resources throughout the year, completing the program by August 31 means more medical plan options and savings for you. Don't miss out on this creat opportunity — complete Wellness at AECOM today!

Complete Today

'Important note about tracking your progress

Wellness at AECOM

When you big in to the wellness website, you'll see *My* Progress tab on your homepage. You can use *My* Progress to track your Wellness at *AECOM* activities. *My* Progress requires more time to update some activities than offers in some cases, you may have atendy completed an activityor the wellness program — but your status is not yet reflected in our system, so you're till receiving email reminders. *As* long as your activity is completed by August 31, it will count toward your eligibility for the wellness medical plans.

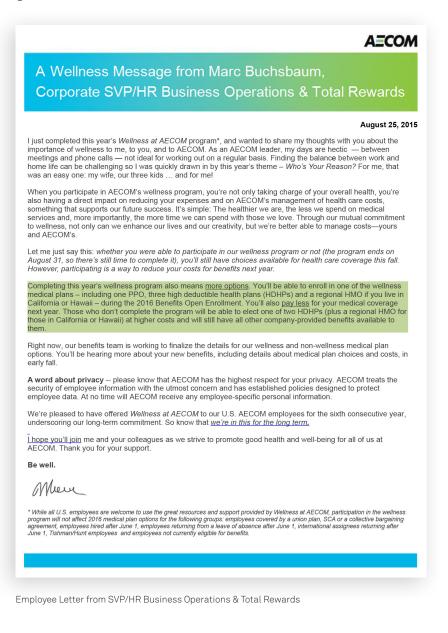
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While all employees are revisions to use the great resources and support provided by Whiteses at AECOM, parkinguation in the welfness program will not all act 2014 models and points that the failing program employees covered by a summing. CEC has a collective tappoint generative, the replyvees teach and act 2014 models and points a leave of advocce after Java 1, international assignees returning wher Java 1 and employees to covering the points of the advocce after Java 1, international assignees returning wher Java 1 and employees to covering the points of the advocce after Java 1, international assignees returning wher Java 1 and employees to covering the points of the advocce after Java 1, international assignees returning wher Java 1 and employees to covering the points of the advocce after Java 1, international assignees returning wher Java 1 and employees to covering the advocce after Java 1, international assignees returning wher Java 1 and employees to covering the advocce after Java 1, international assignees returning wher Java 1 and employees to covering the advocce after Java 1, international assignees returning wher Java 1 and employees to covering the advocce after Java 1, international assignees returning wher Java 1 and employees to covering the advocce after Java 1 and employees to covering the advocce after Java 1 and employees and the Java 1 and employees and the advocce after Java 1 and employees and the advocce after Java 1 and employees and the advocce after Java 1 and employees and the Java 1 and employees and the advocce after Java 1 and the advocce after Java 1

AECOM

SUPPORT FROM THE TOP FOR WELLNESS AT AECOM

Corporate Senior Vice President, HR Business Operations & Total Rewards Marc Buchsbaum took time to write to employees directly about his support for the program, the confidentiality of employee data and the advantages of participating.



MAINTAINING THE DIALOGUE: FOCUS ON AMERICAS

Wellness Article

Focus on Americas is a regular online communication posted on myAECOM. Throughout the campaign, articles ran in *Focus* to announce the program, explain new features and requirements, share information about the biometric screenings and more. If the two samples below look slightly different, they are! AECOM changed the look and format of *Focus* midway through our campaign.

| Issue 10 June 25 2015 ON AMERICAS | |
|--|---|
| Every other week, Focus on Americas highlights items of interest within DCS Americas. | We're changing our Focus! Welcome to our first issue of <i>Focus on Americas Weekly News Digest</i> —a compilation of employee ac items/detailines, executive messages, people and project stories, and information from DCS Americas business services entities—to read when it fits your schedule and to reduce the load on your inbox. The format features an index of thems contained in the issue, with links to the compilet articles. Each article I convenient 'back to the top' feature that returns you to the index. Try the new Focus and send us your feedback though the e-mail address provided below in the Contact Us section. Employee Action Items! July 27 – August 14: Performance + Rewards: Prepare Employee Performance Summary <u>Read more</u> August 31: Summer is a great time to get outdoors and complete <i>Wellness at AECOM Read more</i> <u>Executive Message and Feature Story</u> |
| Nore than 550,000 denated for STEM at San Francisco Middle School AECOWS donation to the San Francisco Unified School District to support the Science, Technology, Engineering and Math (STEM) Program was presented at a benefit prior to the opening of the U.S. Conference of Mayors in San Francisco last week. <u>Read more</u> | A message from Tom Bishop: A message from Tom Bishop: A ECOM out routes to top the charts in ENR rankings "One again, as a result of your contributions — and the "your colleagues in other operating groups — AECOM the been ranked a tor near the top of the lists of industry las prepared by <i>Engineering News-Record (ENR)</i> magazing |
| WHO'S POUR REASON? Drukt for the reader | -Tom Bishop Read more Our People Russ Kerwin testifies before U.S. Congress on passenger train safety <u>Read more</u> M <u>THE SPOTLANT</u> Geoffrey Uhlemann exemplifies integrity and honesty in everything he does <u>Read more</u> |
| Who's your reason? Be well for those you love AECOM wins AIA Award of Merit for NASA We all have our own good reasons to be well, and The Integrated Engineering Services Building, a | Our Projects AECOM to provide environmental services for Interstate 11 transportation corridor <u>Read more</u> |
| We ain have our own good reasons to be well, and Wellness at AECOM features fun, easy activities to high-profile facility at the heart of the existing help you achieve your personal wellness goals. NASA Langley Research Center in Hampton, Virginia, received an Award of Merrit from the | Business Services News |
| American Institute of Architects. Read more Image: Construction of Architects and more | Einance and Accounting New Finance Academy module explains AECOM Insight <u>Read more</u> AECOM Billings and Collections System (ABC): A tool for project managers <u>Read more</u> |
| Excellence Emerging leaders complete Americas Leadership Development Program <u>Read More</u> | Global Resilience YOU – through your own security lens Read more |
| Gregg Spagnolo selected to serve on ACEC Executive Committee <u>Read More</u> Lee Hutchins named to Coalition for America's Gateways and Trade Corridors board <u>Read More</u> | Human Resources Learn more about employer-provided benefits for same-sex spouses and partners Read more |
| <i>Innovation…</i> Urban SOS: All Systems Go <u>Read More</u> | Safety. Health and Environment July is Eye Injury Prevention Month <u>Read more</u> |
| Clients Drones help serve architectural and construction clients <u>Read More</u> Critical milestone met on Guantanamo Bay fuel pier project <u>Read More</u> | Employee Action Items! Performance + Rewards: Complete goals and prepare Employee Performance Summary |
| Safety Office moves: A pain in the neck (or back) Read More | As the Performance Rewards program moves into the <u>Assess and Reward</u> phase, it's important to comp and if necessary, work with your manager to revise and then submit your PY15 goals in SumiTotal, our performance management system. Your business and development goals are the foundation of the |

Call to Action

SOCIAL NETWORKING WITH EMPLOYEES VIA CHATTER

Chatter is AECOM's internal social networking platform. Throughout the campaign, management used Chatter to post several upbeat messages to encourage participation in the program.



Chatter Post from the U.S. Benefits Manager

TOUCHING BASE WITH FAMILIES

To ensure we kept family members in the loop, we mailed a postcard to the homes approximately six weeks after the program began. This postcard was sent to employees' homes to ensure that spouses and domestic partners remembered the program was underway, how it worked and the importance of completing the program.



There's still time!

Complete *Wellness at AECOM* by August 31 for more 2016 medical plan options and lower costs. This is one deadline you won't want to miss.

Wellness at AECOM



Wellness at AECOM Postcard

What can you do in an hour?

Eat a meal, surf the internet, watch a TV show. Another way to spend an hour is to do something for yourself and the ones you love by completing *Wellness at AECOM*.

While wellness is a way of life, completing *Wellness at AECOM* can take as little as an hour. You need to complete just one activity in each of the three components: ASSESS, LEARN and ACT. Do it before August 31 and you're eligible for more medical plan options for 2016, including one PPO, three high deductible health plans (HDHPs) and a regional HMO if you live in California or Hawaii. What's more, you'll pay less for your medical coverage next year than you will foy ou don't complete the program.

Wellness at AECOM is voluntary, so the decision is entirely yours. Those who don't complete the program by August 31 will have two HDHPs and a regional HMO in California or Hawaii, and costs will be higher.

Time is running out. Visit <u>www.myAECOMbenefits.com</u> today.

AECOM has the highest respect for your privacy. Please be assured that Wellness at AECOM is delivered in a safe, secure and confidential environment. AECOM is not privy to any aspect of your participation other than whether you've completed the program components and are eligible for the wellness medical plans.

Printed on recycled paper with vegetable-based ink

AECOM 515 S. Flower Street Suite 1050 Los Angeles, CA 90071-2201



REMINDERS!

In addition to eCard reminders, posters and eSignage were placed throughout the various AECOM locations to remind employees that the program would be over soon.



Visit www.myAECOMbenefits.com to learn more. It's easy. Why not start today?



AECOM



eSignage Reminder

Wellness at AECOM Reminder Poster

NON-WELLNESS PLAN ANNOUNCEMENT

While *Wellness at AECOM* was underway, AECOM was forming a new benefits costsharing philosophy, and specific program details were still being designed. Once initial plan design decisions were made in August (the wellness qualifying period deadline was August 31), we were able to communicate the wellness and non-wellness medical plans that would be available, although not with any great level of detail.



If you are planning to enroll in an AECOM medical plan for 2016, we encourage you to complete our wellness program. Those who do will enjoy more medical plan options and significant cost savings for 2016.

When you complete Wellness at AECOM by August 31, 2015, you'll be able to choose one of the AECOM wellness medical plans for 2016. Employees who do not complete Wellness at AECOM will have fewer medical plan options and costs will be higher in 2016.

While exact details about our 2016 benefits program are still being finalized, we have confirmed the medical plan options that will be available, as shown below. We'll continue to share more as we get closer to Benefits Open Enroliment in the fall.

| What if I complete | What if I don't complete |
|--------------------------------------|--|
| Wellness at AECOM? | Wellness at AECOM? |
| You will have the following wellness | You will have the following non-wellness |
| medical plan options for 2016: | medical plan options for 2016: |
| | |
| | - |



Email Announcement

TELL US WHAT YOU THINK!

We wanted feedback from all employees, so we developed two surveys: one for those who completed wellness and one for those who did not. Employees who completed the program received the eCard below, which congratulated them and provided a link to an online *Wellness at AECOM* satisfaction survey. Employees who did not complete the program received a separate eCard, which included a link to a *Wellness at AECOM* survey to learn why they chose not to complete the program and what AECOM could do to encourage them to participate next year.



Congratulations!

You've completed all three components of *Wellness at AECOM*! In addition to taking a big step to improve your health, you've also ensured that you qualify for the wellness medical plans for 2016, which offer you more choices and more opportunities to manage your costs.

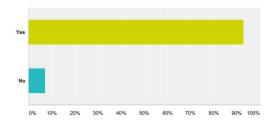
Now that you've completed the program, we'd like your feedback on this year's *Wellness at AECOM* program. Please take a few minutes to complete our brief survey and share your opinions.

Whatever your reasons are to **be well**, we hope that engaging in this year's *Wellness at AECOM* is only the beginning of your wellness journey. Thank you for helping AECOM build a wellness culture both in body and mind.

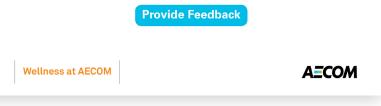
Wellness at AECOM

Q9 Was it clear to you in the communications that your eligibility for the 2016 wellness medical plans was contingent upon completing Wellness at AECOM?

Answered: 1,770 Skipped: 54



Survey



PROMOTING HEALTH ALL YEAR-ROUND

AECOM is committed to employees' health and well-being year-round. This eCard told employees how they could get their free flu shots.



Stay healthy for yourself and the ones you love — get a flu shot!

Flu vaccination can keep you from getting sick and that means protecting the people around you, too. Get a free flu shot this flu season one of the following ways:

- At some AECOM facilities, StayWell will offer a free flu shot clinic October 21 through November 30. For more information and to sign up for an appointment, please visit Wellness at AECOM.
- Print a free flu shot voucher at <u>Wellness at AECOM</u> beginning in mid-October and redeem at participating pharmacies.
- · Schedule an appointment for a flu shot at your doctor's office.

To learn more about the flu shot and how to get yours, log on to the wellness portal at <u>Wellness</u> at <u>AECOM</u>. If you have not already registered on the site, you'll need to set up your user ID and password.

Wellness at AECOM is a year-round commitment to your health and well-being. Take advantage of the preventive measure being offered this flu season and get your free flu shot. Do it for you. Do it for the people you love.

Wellness at AECOM



StayWell is a registered trademark of The StayWell Company, LLC.

EXCEEDING EXPECTATIONS MEANS SUCCESS!

At the outset, AECOM determined that this campaign would be considered an enormous success if employees engaged in the process, creating a wellness culture among the 30,000 legacy URS employees and reinforcing the existing culture of wellness among the 10,000 legacy AECOM employees. The results exceeded the goals established:

| OBJE | CTIVE | RESULT |
|------|---|---|
| 1. | To have 60% of eligible employees complete the program, thereby ensuring that a majority would qualify for the 2016 wellness medical plans.* | An overwhelming 77% of eligible employees completed <i>Wellness at AECOM</i> and became eligible for the wellness medical plan options in 2016. |
| 2. | To have 30% of eligible employees receive on-site screenings and learn about their biometric numbers, while laying the foundation for AECOM's data baseline.** | 31% of employees at locations where biometric screenings were held received an on-site biometric screening in 2015. In fact, demand was so great that StayWell® added an additional five AECOM on-site screening locations to the schedule as well as additional appointment times for a number of locations that hit their capacity. |
| 3. | To effect a change in employee behavior toward their overall health and well-being. | Our post-Wellness at AECOM survey results tell us that 75% of employees agreed that Wellness at AECOM inspired them to make a change. Specifically: 64% are exercising more; 49% are focusing on weight loss; and, 39% are focusing on steps to reduce or manage their levels of stress. Employees were pleased to share the ways they are better integrating wellness into their lives. For example: "I made an appointment with my doctor to get my blood pressure under control." "continue improving my diet." "I was already working out on a regular basis, but the step tracking kept me moving more consistently." "Eating/drinking betterfueling the machine!" |
| 4. | To ensure that if eligible employees did not participate, they did so with the understanding that they would qualify only for the more expensive non-wellness medical plans in 2016. | Our post- <i>Wellness at AECOM</i> survey results tell us that over 93% understood that completing <i>Wellness at AECOM</i> offered them eligibility for the 2016 wellness medical plans. |

* 30,000 employees who were eligible for the 2016 wellness medical plans when they completed Wellness at AECOM.

** Employees at locations where on-site screenings were held.