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Sustainability Performance Report 2014

Resilient World



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Introduction

Celebrating 15 years



2015 is the fifteenth anniversary of our Sustainability Programme launch and it takes place against a very different background.



“ In the fourth quarter of 2014 everything changed as we created a new organisation – Amec Foster Wheeler.

We created a clear vision for our new company, placing sustainability at the very heart of our values, and continuing to build on over 150 years of heritage.

Being a new company brings many new opportunities and also presents some challenges. The Dow Jones Sustainability Index viewed us as a new company with a clean slate and so, in accordance with their rules we have to earn our place at the top all over again. We remain undaunted by this challenge and see it as an opportunity for us to be even better than we were before - building on our sustainability achievements, while going further and deeper.

And so, this year we are not printing our report. We are now wholly online and, apart from the obvious environmental benefits of starting further up the waste management hierarchy ('reduce, reuse, recycle, recover'), we will give regular updates to all subscribers and this also provides an immediate point for our own accountability.

We want to be publicly recognised as an industry leader in sustainable business practice, continually validating our social license to operate by ensuring employee's behaviours and actions are in line with our values.

Through our [Resilient World](#) sustainability strategy, which I'm pleased to be launching together with this microsite, we are clearly setting out to solve tomorrow's natural resource challenges in partnership with our customers, colleagues and suppliers.

A changing world needs cleaner and more efficient solutions that are built to last – and, in Amec Foster Wheeler, we have the problem-solvers. People who are driven every day to find answers to the world's toughest resource challenges and it is our passion for solving those challenges that connects us as a business. We know that, in partnership with our customers, we'll find the right answers through the innovation, ingenuity and expertise of our people. Working together to build a more Resilient World.

We have reaffirmed [our commitment](#) to the principles of the Global Compact and are reviewing our policies, procedures and processes.

This will ensure that we continue to meet the requirements and also help identify opportunities where we can achieve higher levels of sustainability performance within the Global Compact, tying in with our Resilient World approach.

We have taken steps to bring our sustainability reporting in line with GRI G4 Sustainability [Reporting Guidelines](#). Our trusted advisors, Corporate Citizenship, supported us in undertaking an extensive and robust [materiality assessment](#) to set us on our way, reflected in the focus and structure of this report and we will be fully we will be fully aligned to the new standard by the end of this year.

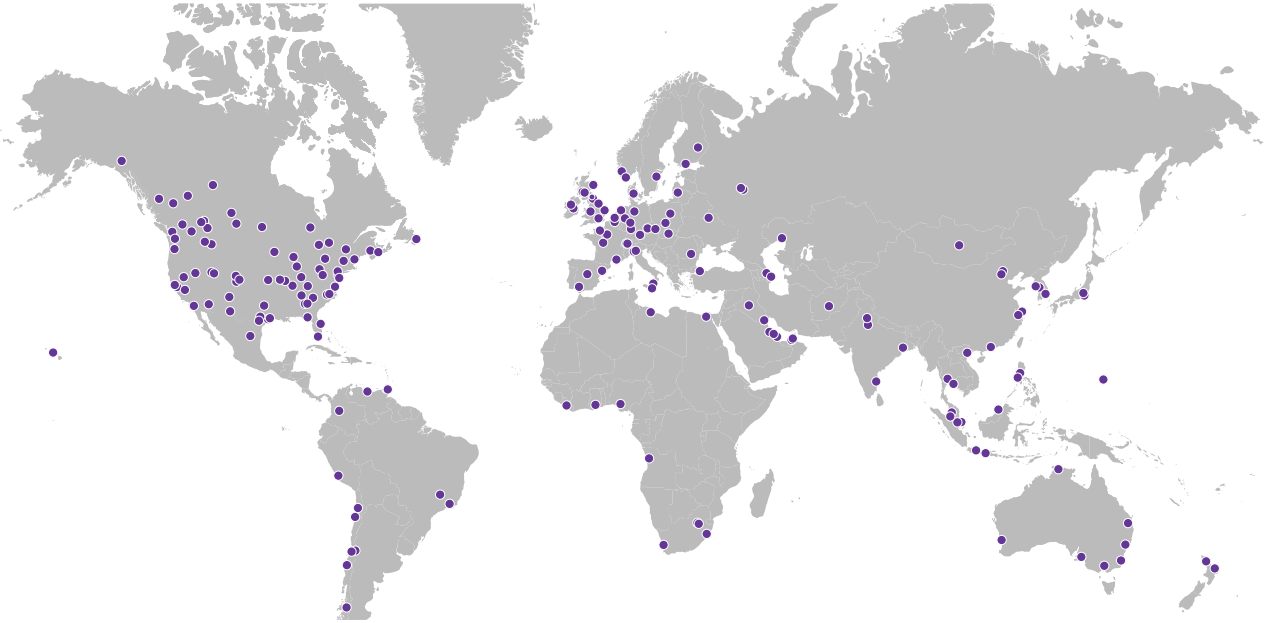
By connecting excellence within our customers, colleagues and business partners, our Resilient World approach will become truly embedded within the fabric of our business, driving positive change across our value chain.

I want all of our people to feel proud to be working together to support the achievement of the ambitious goals we have set ourselves and Amec Foster Wheeler to become synonymous with a Resilient World.

About Amec Foster Wheeler



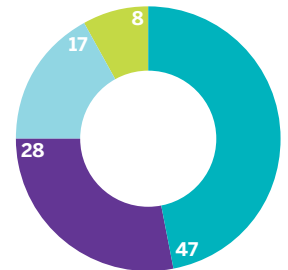
Our locations



With revenues of £5.5bn and over 40,000 employees in more than 50 countries, Amec Foster Wheeler operates across the whole of the oil and gas industry – from production through to refining, processing and distribution of derivative products – and in the mining, clean energy and environment and infrastructure markets.

Percentage split of revenue

- Americas
- N. Europe & CIS
- AMEA & S. Europe
- Global Power Group

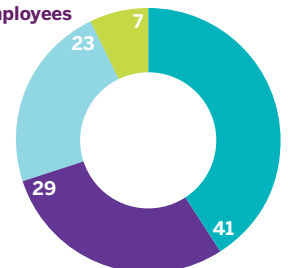


Total pro forma scope revenue 2014

£5.5bn

Percentage split of average aggregate employees

- Americas
- N. Europe & CIS
- AMEA & S. Europe
- Global Power Group



Aggregate employees 2014

40k

About Amec Foster Wheeler



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From 2015,
our operations are
structured into
four business units.

Our operations

From 1 January 2015, our operations are structured into the four business units described here. Compared to 2014, only the Americas business unit has the same geographical remit as there were previously three AMEC divisions (Americas, Europe and Growth Regions) and two Foster Wheeler divisions (Engineering & Construction and Global Power Group).

The new company structure has been designed to further enable collaboration and promote greater growth opportunities.

Americas

The largest of our business units, with around 16,000 employees and approximately 150 offices in 10 countries, across the two continents.

Our business is balanced across our markets and we have a growing mid/downstream Oil & Gas business in North America; a presence in the Gulf of Mexico and Brazil upstream offshore and we are the market leader in mineable oil sands. We are the leading mining consultant in the region and have good solar and bioprocess positions in the US, nuclear and wind positions in Canada, and we are a leading environmental consultancy.

Northern Europe & CIS

Northern Europe & the Commonwealth of Independent States has around 12,000 employees operating in more than 120 locations across 15 countries, with its expertise extending into many more.

The unit has broad-based customer reach across three of our markets, in Environment & Infrastructure; Clean Energy – notably in the nuclear industry, including asset support, decommissioning and new-build programmes; and Oil & Gas – across the value chain and lifecycle for projects on and off shore, from pre-feasibility consulting to late-life management and decommissioning.

AMEA & Southern Europe

The Asia, Middle East, Africa & Southern Europe (AMEASE) unit has over 9,000 employees, spread across more than 40 locations with strong capabilities and customer reach across each of our Oil & Gas, Environment & Infrastructure and Mining markets. In addition we have our Consultancy and Special Construction group which is focused on infrastructure planning, design and construction serving government, Oil & Gas, and Mining customers across key geographies in and beyond the AMEASE region.

Global Power Group

Operating four manufacturing facilities, two cogeneration plants, 11 engineering and service centres in eight countries and employing around 2,600 employees, this business unit designs, supplies and erects boilers, auxiliary steam and air pollution control equipment, as well as a wide range of aftermarket products and services.

Delivering projects and services virtually anywhere in the world, we enable utilities, independent power producers and industrial customers to achieve their power, process steam and environmental goals.

Collaboration and
leveraging of skills
around the world.

About Amec Foster Wheeler

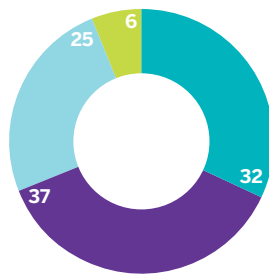


Our customers include

BG	Honeywell
BP	KNPC
Canadian Natural Resources Ltd	National Grid
ConocoPhillips	Newmont
Dow Chemical	Novartis
EDF Energy	Pemex
Enterprise Products	Royal Dutch Shell
ExxonMobil	Saudi Aramco
Freeport-McMoRan	Sempra Energy
GDF Suez	US Government

Order book

- %
- Americas
 - N. Europe & CIS
 - AMEA & S. Europe
 - Global Power Group



Order book

£6.3bn

Our four markets

We have positioned our operations across four markets because we believe a diversified approach minimises risk and maximises opportunity over the long term. In Oil & Gas, Mining, Clean Energy and Environment & Infrastructure, we provide similar services, winning work through strong customer relationships and our proven ability to deliver projects successfully. Many of the services we provide to our customers are transferable across markets.

Oil & Gas

We are involved in every part of the project delivery phase across the oil and gas value chain, but we specifically do not operate in early cycle exploration or drilling.

Clean Energy

In renewables we provide a full service engineering, procurement and construction solution on wind, solar, biomass and biofuels projects. We also support the full lifecycle of nuclear energy and are a respected leader in the design and supply of combustion and steam generation equipment.

Mining

We offer mining consultancy (including ore resource estimation, mine planning and feasibility studies), design, project and construction management services.

Environment & Infrastructure (E&I)

We are a leading consulting, engineering and project management firm with strong market positions, especially in the water, transportation and infrastructure, government services and industrial sectors.

Providing safe and sustainable project solutions for our customers.

About Amec Foster Wheeler



Our sectors

Upstream

Delivering challenging and complex upstream oil and gas projects



Midstream

Providing transportation for the midstream oil and gas industry



Downstream

Pre-eminent provider of services to the oil and gas industry



Mining & Metals

Expertise and delivery from concept to closure



Nuclear

Expertise spanning the entire lifecycle of complex nuclear assets



Renewables/Bioprocess

A century of experience supporting today's renewable energy



Conventional Power

Shaping the future of clean energy



Transmission & Distribution

Innovative and high value added solutions



Water

Global expertise in every aspect of water, from source to ocean



Government

Comprehensive engineering services and solutions



Industrial/Pharmaceutical

Offering a whole world of technical expertise



Transportation & Infrastructure

Innovative solutions for complex transportation needs



About Amec Foster Wheeler



Details of incorporation

Amec Foster Wheeler plc (formerly AMEC plc) is a public limited company that is incorporated in England and Wales with the registered number 01675285.

AMEC plc changed its name to Amec Foster Wheeler plc on 13 November 2014 when it took control of Foster Wheeler AG.

The Company's registered office is situated at Booths Park, Chelford Road, Knutsford, Cheshire, WA16 8QZ, UK.

The Company operates under English law.

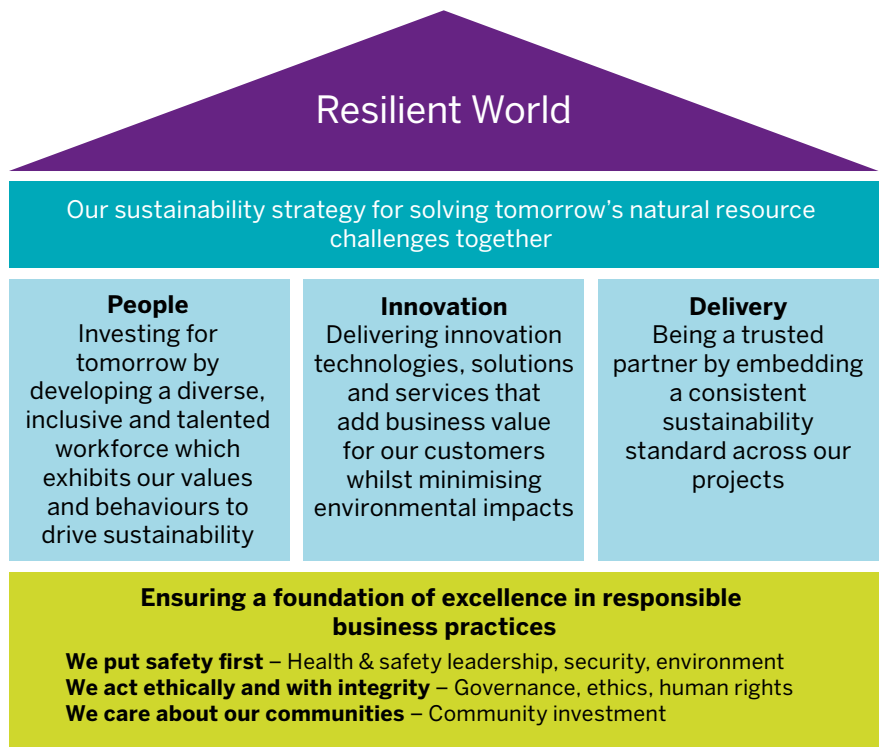
The Company's agent in the US is CT Corporation, whose contact address is 111 Eighth Avenue, New York, New York 10011, US.

Our approach to sustainability



For us, sustainability is about integrating social, environmental and economic concerns into our values and operations in a transparent and accountable manner.

Our aim is to be acknowledged as a leader in sustainable business practice, continually validating our social licence to operate by ensuring employees' behaviours and actions are in line with our values.



Resilient World is our sustainability strategy for solving tomorrow's natural resource challenges together.

In 2014, following the acquisition of Foster Wheeler, we began the development of our sustainability strategy for the new business. This

process began with a full and detailed materiality assessment involving engagement with various stakeholder groups in order to ascertain those areas deemed the highest priority for us to focus on. A more detailed summary of this assessment can be found in the materiality and engagement factsheet.

We took the results of the assessment to focus the content of the pillars and framework of our new strategy, shown above.

Our approach to sustainability



Foundation of excellence

A foundation of excellence ensures continued focus on those areas set out within our values and behaviours:

We act ethically and with integrity

- Governance
- Business ethics
- Human rights

We put safety first

- Health and safety leadership
- Security
- Environment
- Carbon

We care about our communities

- Community investment
- Stakeholder engagement

We want our sustainability strategy to focus on the opportunities to achieve our sustainability vision, as well as manage our risks, to enable us to deliver value to Amec Foster Wheeler and its customers. Three areas were highlighted as focus areas for this – our leadership focus areas.

People

Investing for tomorrow by developing a diverse, inclusive and talented workforce which exhibits our values and behaviours to drive sustainability. Growth in demand drives competition for skills and expertise within the industry.

We will resource for a diverse and inclusive workforce, introducing new people (both experienced and new entrants) to the resource pools in order to create a business with genuine diversity of thought.

Innovation

Delivering innovative technologies, solutions and services that business value for our customers whilst minimising environmental impact.

We will drive long-term growth for Amec Foster Wheeler by developing and encouraging a growing portfolio of innovative environmental technologies, solutions and services which add value to our customers and our business.

Delivery

Being a trusted partner by embedding a consistent sustainability standard across our projects.

Our customers demand high standards, and sustainability is a fundamental part of this. We will ensure a consistent approach to inherently embedding sustainability into the core of our projects, and implement a value-add sustainability framework to be used for those clients with advanced sustainability objectives.

We will build further on the content of the strategy, and will publish long term goals and targets to support its delivery throughout 2015. See the Resilient World section of our website for the most up-to-date information and progress.

Sustainability impacts, risks and opportunities

As an international business, our sustainability impacts are diverse and inextricably linked to the regions in which we operate. We believe that sustainability impact management must be integral to the way we manage our business and must be integrated throughout the entire management system.

Sustainability related issues are part of our business. We have to ensure we concentrate on those which have the greatest impact on our ability to manage our operations. We use a number of techniques to do this including:

- Risk management;
- Stakeholder engagement;
- Sustainability surveys; and
- Global standards, principles and frameworks.



Our approach to sustainability



The top five risks relating to the sustainability of our business are described in the table below.

Risk	Description	How we manage the risk	More information
Health, safety, security and environment	Amec Foster Wheeler is involved in activities and environments that have the potential to cause serious injury to personnel or damage to property or the environment and damage to our reputation.	We are focused on achieving the highest standards of health, safety and security management through setting effective policy and putting in place clear standards which underpin our Health, Safety, Security and Environmental management systems. We have processes in place to assure that our systems work effectively.	Foundation of excellence
Staff recruitment and retention	An inability to attract and retain sufficient high-calibre employees could become a barrier to the continued success and growth of Amec Foster Wheeler.	This risk is mitigated with a clear Human Resources strategy, which is aligned to the business strategy and focused on attracting, developing and retaining the best people for the group with succession planning as appropriate. We continuously review compensation and benefits. Amec Foster Wheeler's Academy delivers development activities to enhance and prepare employees for more advanced roles.	People
Ethical breach	A substantive ethical breach and/or non-compliance with laws or regulations could lead to damage to reputation, fines, litigation and claims for compensation. This risk is heightened as we transition from two codes of business conduct and two systems of raising concerns to a single code and reporting system.	We have a number of measures in place in the two legacy businesses to mitigate the risk of a substantive ethical breach and/or non-compliance with laws or regulations, including: <ul style="list-style-type: none"> • Embedded policies and procedures; • Codes of Business Conduct; • Independent whistle-blowing mechanism; • Appointment of ethics and compliance officers; • Anti-fraud and other internal audits; and • Ethics training programme. 	Foundation of excellence
Environmental licences	Amec Foster Wheeler's build/own/operate facilities and fabrication/manufacturing sites rely on maintaining environmental licences to operate, which includes protecting the environment and achieving legally enforceable operating parameters. Failure to maintain these standards may result in the revocation of all or part of the licence and the suspension of operation.	Environmental management systems are in place to monitor and mitigate this risk.	Environmental innovation & foundation of excellence
Project delivery	Failing to maintain discipline and meeting customer expectations on project delivery could result in damage to reputation, loss of repeat business and potentially lead to litigation and/or claims against Amec Foster Wheeler.	Amec Foster Wheeler has created a new focused and prominent project delivery function to assure and drive project execution and to support the development, training and mobilisation of personnel to enhance execution competencies. In addition, the system of globally applied policies and procedures, combined with comprehensive management oversight, the risk management process, project reviews, internal audit, peer reviews and customer feedback, mitigate the risk to successful project delivery.	Project excellence

Our approach to sustainability



When reviewing our sustainability risks we once again looked at climate change. Amec Foster Wheeler fully recognises the challenge that climate change poses. We take measures to address this both internally by our carbon management programme, and also within the solutions we offer to our clients. Although it remains a significant long term issue for us, it does not fall within our top five sustainability risks at this time. We continue to manage our climate change issues, while ensuring compliance with local, national and international legal requirements. We believe our biggest impact in this area is the manner in which we can positively support our customers to address their energy and water use in the services we provide them. Examples of this can be found within the case study section, or within the sustainability report downloads.

Information relating to our principle risks and uncertainties and how they are managed can be found within the 2014 annual report and accounts pages 20-23.

Governance

Amec Foster Wheeler's board is responsible for promoting the long-term success of the Company in accordance with the expectations of, and its obligations to, all stakeholders.

The board has responsibility for maintaining strong corporate governance practices and regularly reviewing the effectiveness of the Company's governance framework. The Code of Business Conduct forms the foundation of Amec Foster Wheeler's approach to corporate governance and is applicable to all employees.

It is the responsibility of and is upheld by the board, and ensures that the board and all those who work for and under Amec Foster Wheeler's direction understand the behaviour that is expected of them. Following the acquisition of Foster Wheeler, a new Code of Business Conduct is

being launched to take account of and provide a practical application of Amec Foster Wheeler's new values and expected working behaviours in the delivery of the Company's vision and values.

The board approved the group-wide policy framework and other mechanisms for ensuring the effectiveness of governance in the group's working practices. On a day-to-day basis, the board has delegated responsibility for the implementation of the global policies and ownership of the supporting global mandatory procedures to the Group Leadership Team. Following the acquisition of Foster Wheeler, the global policies and procedures and working practices of AMEC and Foster Wheeler have been reviewed, to create the necessary foundation needed to support a consistent business in accordance with the company's vision and values. The revised global policies and procedures are in the process of being issued and provide a detailed description of the expected working behaviours, and we continue to integrate the two businesses. A new sustainability policy will form part of the revised global policy which will be published in 2015.

The board is supported by four board committees: audit, remuneration, nominations and HSSEE (health, safety, security, environment and ethics), chaired by either the Chairman or another non-executive director, and a number of management committees, chaired by the executive directors (or other senior individuals) to which specific responsibilities have been formally delegated.

Our commitments

Amec Foster Wheeler is committed to the ten principles of the UN Global Compact Compact principles. This builds on AMEC's legacy commitment where it joined the register of Global Compact participants in 2009.

The vision is for the principles of the Global Compact to be enshrined within the Amec Foster Wheeler policies and procedures and to be embedded within our behaviours and our culture across all our organisation. And for all business units to endeavour to work with our supply chains, clients, business partners and peers to disseminate the requirements along the value chain.

An extensive internal review was undertaken by the corporate sustainability team in the first half of 2015 to ensure that Amec Foster Wheeler continues to meet the requirements of the UN Global Compact. A framework for the review was purposely developed as a tool to guide the process, which entailed detailed discussions and review of documentation across all business units and support functions. This was based on international standards and best practices to help steer the company towards improving existing policies and systems, engaging suppliers, contractors, business partners and other stakeholders, improving internal and external reporting and much more.

A comprehensive action plan is currently being developed as a result of the review and will be implemented throughout 2015/16 to ensure that Amec Foster Wheeler continues to achieve higher levels of sustainability performance within the UN Global Compact.

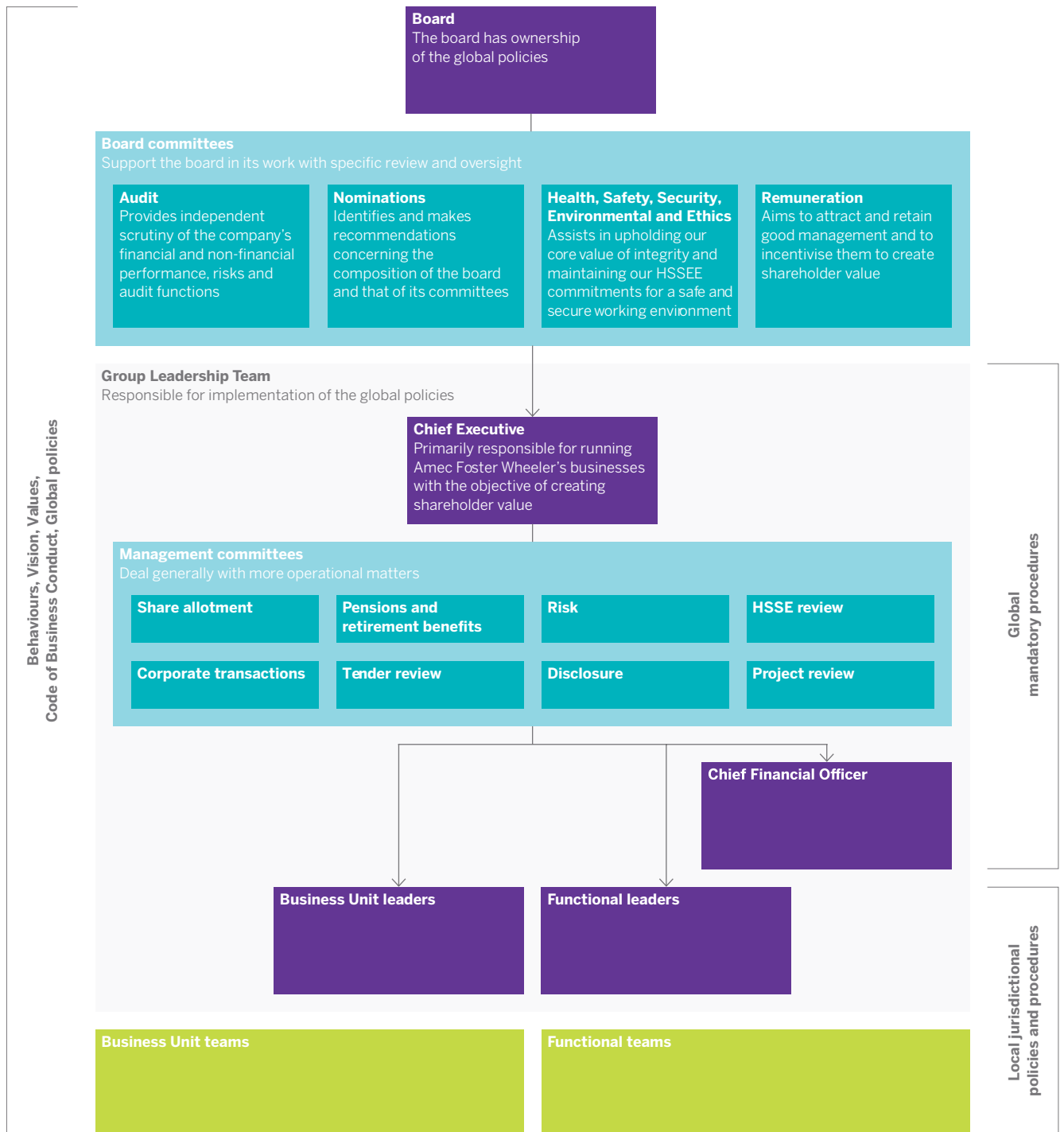


Our approach to sustainability



Amec Foster Wheeler supports the UK Corporate Governance Code and, in the opinion of the directors, the company has complied with the provisions of the September 2012 edition of the Code throughout the year ended 31 December 2014. This section explains in more detail how we have applied these provisions.

Amec Foster Wheeler governance structure



Local sustainability planning



Vancouver Sustainability 2014

Our Vancouver office in Canada has, over the last two years, developed a successful sustainability strategy focusing on both reducing its environmental impact and continued involvement with the local community. The Vancouver office focused on reducing the amount of waste produced in its offices and on educating staff on the need to properly segregate their waste prior to disposal. In 2014, the office diverted over 66 tonnes of waste from landfill as a result.

Employees also took part in a Commuter Challenge - an annual event designed to promote environmentally responsible methods of commuting to work. 126 employees took part in 2014 by cycling, taking transit or carpooling to work with 1,768 kg CO₂ avoided and 1,145 litres of fuel saved.

The Vancouver office has also managed to raise over \$116,892 in charitable donations with employees working with various charitable organisations throughout the year. With continued employee support for our global charity SOS Children, employees also raised funds for a number of other charities focused on supporting the local community.

One charity, Farm Day, is currently in its sixth year of support from employees, and aims to grow food to feed families in need in Richmond. The farm is run by community members with additional support from over 1,000 employee volunteers yearly, helping a small team of part time staff. Last year the Vancouver office raised \$721.20 for the Richmond Sharing Farm through the Earth Day Seed sale.



Materiality

Determining our priority areas through materiality assessment and engagement



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Stakeholder engagement

Understanding the views of our numerous stakeholders helps us to make better and more informed decisions. Although we understand that we will not always meet every stakeholder expectation, their views leads us to strengthen our policies and practices, understand the challenges we all face, and how we can better communicate how we contribute to solving them.

We have continued to engage our key stakeholders, with a number of events taking place throughout the year, aiming to consider views across the various geographies and sectors. These opportunities have once again helped to shape this year's performance report in both style and content. The diagram outlines some of the key areas for discussion during these engagement sessions.





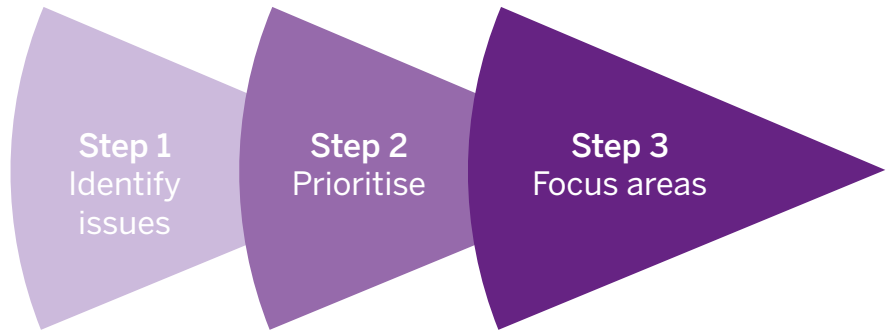
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Materiality

Determining our priority areas through materiality assessment and engagement

In light of the development of the new company, and the new geographies, markets and organisational culture that brought us, we felt that a full and detailed review of our material issues was required. We took the opportunity to engage with a wide variety of our key stakeholders at this time to ensure we were concentrating on the sustainability issues most relevant. This extensive engagement programme consisted of specific conversations around sustainability with:

- 56 senior managers within the organisation;
- 742 employees;
- Industry groups (International Petroleum Industry Environmental Conservation Association IPIECA, National Skills Academy for Nuclear, Global Compact Network UK and the Nuclear Industry association, Confederation of British industry and Oil and Gas UK);
- Investors (Threadneedle and Universities Superannuation Scheme, Jupiter Asset Management, Walden Asset Management and Fidelity Asset Management); and
- Customers (BP, Dow Chemicals, Rio Tinto and EDF).



More detail of this process is set out below.

Materiality assessment

Over recent years AMEC had undertaken a number of engagement sessions with various stakeholder groups to gain insights into their thoughts on sustainability within the industry, their expectations from business and whether our approach resonated with them. We used this information to help shape our management of sustainability, and also how and what we communicate.

With the acquisition of Foster Wheeler late 2014, we needed to review our current sustainability strategy and goals to better reflect the new scope of our operations. Working with specialist CSR and sustainability consultancy, Corporate Citizenship, we undertook a materiality assessment to identify which sustainability issues were most relevant to the new company.

88%

of employees surveyed agreed or strongly agreed that sustainability is integral to the delivery of our projects.

Step 1 Identification and categorisation of material issues*

An initial list of 45 issues were identified relating to Amec Foster Wheeler which were categorised into 13 broad areas, then three umbrella themes: Business, Environment and Society. The list was compiled from previous AMEC and Foster Wheeler reports, reporting and communications from peers, Corporate Citizenship's database of macro-trends and reviews of external standards, media, thought leadership and campaign groups.

*Material issues are those which exert significant risk or opportunity for the business



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Materiality

Determining our priority areas through materiality assessment and engagement

93%
of employees surveyed agreed or strongly agreed that sustainability is fundamental to Amec Foster Wheeler's long term growth.

Step 2 Prioritisation of material issues

The next step was to present these issues to a range of internal and external stakeholders in order to rank the thirteen issues identified in order of importance in terms of risks, reputation or opportunities for Amec Foster Wheeler. Over a six week period a series of roundtable discussions were held with various external stakeholder groups including industry bodies, investors and customers, all chosen to provide a viewpoint from the various sectors and geographies in which we operate. Participants were also given the opportunity to discuss any issues that they felt were important but were not covered by the shortlist of the 13 broad areas.

For our internal stakeholders, our employees, we issued online surveys to 2,000 randomly selected employees across the two legacy organisations, and to the 100 most senior managers, again to obtain a ranking of those issues they felt were most important for the business. In total we received 742 employee and 56 senior management responses.

Step 3 Materiality matrix and priority areas

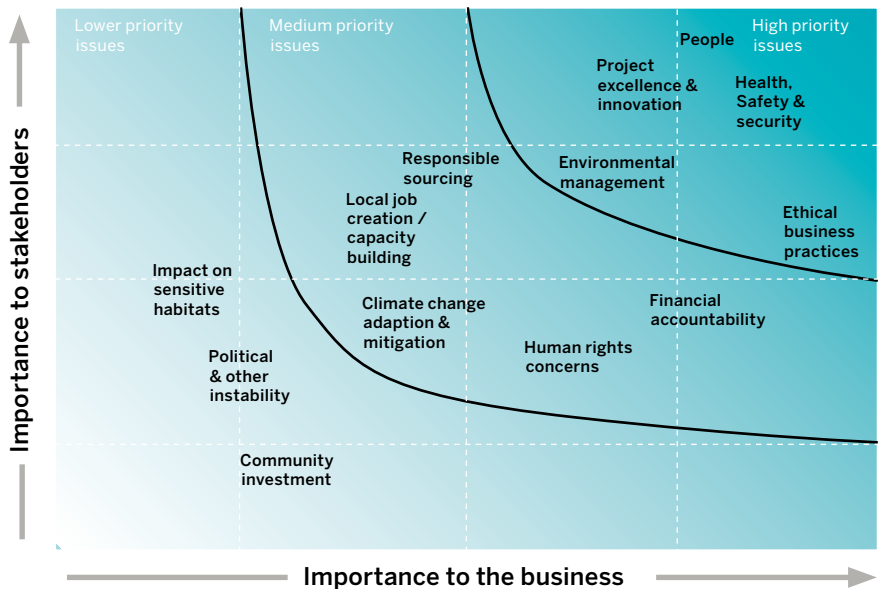
From these engagement sessions we were able to obtain a ranking of importance to provide a clear view of which issues are priorities for both internal and external parties.

The results identified five broad theme with highest sustainability considerations for the business:

- People;
- Project excellence and innovation;
- Health, Safety and Security;
- Environmental management;
- Ethical business practices.

The results of the process were used to inform the development of our new sustainability strategy - Resilient World - and the way in which we have structured our sustainability report communications around sustainability.

Throughout the stakeholder engagement process all the issues identified were seen to be of importance to at least some stakeholders and to Amec Foster Wheeler as a business. We will therefore continue to consider them in terms of initiatives and reporting even though they may not be considered to be a high priority issue overall.





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Foundation of excellence

Health, Safety, Security

Doing the right thing – we put safety first



Everyday around the world our employees and those who work with us are working on behalf of our clients. It is a fundamental right of every individual who works with us to undertake that work in a healthy, safe and secure way. Even though we work in some of the harshest environments undertaking difficult and dangerous work it is our duty to make sure that work is managed properly and risks are effectively mitigated.

“Things do not happen. Things are made to happen.”

John F Kennedy

Health, Safety, Security and the Environment Policy 2015

Purpose of this policy
To share and communicate our commitment to a workplace free from harm, through the prevention of injury, ill health, pollution and operational loss. This policy applies to all Amec Foster Wheeler global operations wherever they are carried out and is reviewed, and if necessary revised annually, as a minimum.

Commitment
The Board is responsible for establishing the policy and for monitoring and reviewing overall HSE performance and is committed to the value of "Doing the right thing - putting safety first". We accomplish this through the protection and support of our employees and anyone working with us or affected by our activities, and our commitment to continuous improvement.

To meet our commitment
We recognise the right of our workforce to have a safe and healthy workplace and are committed to maintaining a strong and sustainable HSE culture across all our operations through:

- ▶ Deploying the best leadership and management structure required to deliver this policy and to ensure a continuous chain of responsibility and accountability
- ▶ Identifying and controlling the HSE risks associated from our operational activities
- ▶ Implementing systems for the management of HSE, ensuring they are communicated and maintained in accordance with the Amec-Foster Wheeler HSE Management Framework
- ▶ Complying with the applicable HSE legislative and industry requirements - as a minimum
- ▶ Establishing and monitoring clear HSE performance objectives that include both leading and lagging indicators
- ▶ Deploying robust processes for the investigation of incidents and capturing lessons learned to prevent similar events occurring

Monitoring and verifying our performance to ensure that the organisation is fully compliant with its standards, requirements and applies the lessons learned

- ▶ Implementing effective processes for workforce consultation and engagement at all appropriate levels, on HSE issues
- ▶ Ensuring that personnel are trained and competent to carry out their activities
- ▶ Consulting with our customers, regulators and other stakeholders to promote continuous improvement in HSE performance
- ▶ Working with our Supply Chain and Partners to deliver world-class HSE performance to our customers in their operations.

Date: 1/2015
Sam Brink, Chief Executive

More than just looking after our people and those who work under our control, we have an obligation to take a leadership role wherever we work. According to the International Labour Organisation (ILO) every year an estimated two million people die from work related accident and disease. We can lead by example and, through education and mentoring those with whom we work, we can play our role in reducing workplace incidents.

Policy and framework
Our policy sets out our fundamental pledges to our people, it outlines what we believe are the things we must do to make our working environment a healthy, safe and secure place to work.

This is an important statement because it underpins the development of our health, safety and management approach. It is regularly both reviewed and approved by our Board.

We make a healthy, safe and secure working environment, it does not happen by itself, it is a living and learning process which evolves with us and it is fundamental to the operation of our business. We recognise this through our company values.

[See the HSE policy.](#)

Health, Safety, Security

Doing the right thing – we put safety first

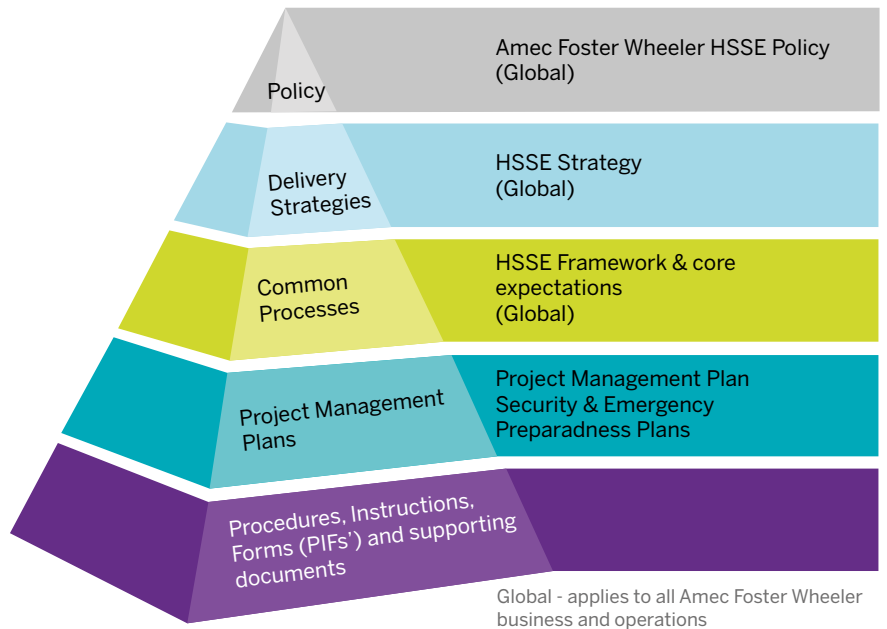


The policy is supported by our health, safety, security and environmental (HSSE) framework document. This framework sets out Amec Foster Wheeler’s expectations and minimum HSSE standards for our global operations. It provides the guiding hand on what we believe should be our absolute standard wherever we operate in the world. We know that standards of health, safety and security are different across the world and we are committed to upholding our legal obligations. However, where the statutory duty of care to an individual falls short of our own standards, we are committed to ensuring that we operate to our framework and standards.

Amec Foster Wheeler operates an integrated health, safety, security and environmental management system which is based on the elements of international standards and best practice (ISO 14001, OHSAS 18001, HSG65).

Mandatory procedures

Our business is far reaching and diverse, it is therefore important that our approach to health, safety and security management is flexible enough to recognise industrial norms, processes and best practice. However, for some things, such as how we measure and categorise and report incidents we have to do this consistently throughout the business, where this is the case we have a mandatory procedure which sets out what is required.



Assurance

Effective mitigation of health, safety and security risks relies on implementing practices and processes that eliminates or effectively controls exposure to hazards to an acceptable level. We have to assure ourselves that measures are implemented properly, we do this through our assurance strategy. Our assurance process covers a broad spectrum of risk issues from strategic through to operational on-site covering four levels (see below).

As our business and portfolio of operations grows, our profile of HSSE risk evolves with the nature of our acquisition and organic growth into different regions, countries and industries.

	Entity	Assurance objective	Assurance tools to use
Level 4	Group	Provide assurance to the Board that there is a robust HSSE management system in place	<ul style="list-style-type: none"> Validation assessment/review Statistical monitoring Peer review process
Level 3	Business unit	To validate that Operational Assurance Plans are effective and learning is captured in the management system	<ul style="list-style-type: none"> Validation assessment/review Statistical monitoring Peer review process Performance standard assessment review
Level 2	Ops unit	Develop and implement an assurance process to give confidence to operational management that robust HSSE management systems are in place to protect people and the environment	<ul style="list-style-type: none"> Integrated risk based assurance plan Statistical monitoring Management review
Level 1	Project	To undertake assurance processes which seek to confirm that the HSSE management system is in place and working effectively in managing HSSE risks on the project	<ul style="list-style-type: none"> Agree risk based audit schedule Management review Recording & reporting to OU Inspections Investigations Integrated focused audits Recording & reporting incidents

Health, Safety, Security

Doing the right thing – we put safety first



“Occupational health and safety measures can only deliver to their full potential if they have the unequivocal commitment of an organisation’s board and senior management. High-level management, not just line management or specialises, must be directly involved in implementing OSH policies”

Leadership and occupational safety and health, EU-OSHA 2012

Leadership for safety

Our leaders are imperative in shaping the culture and climate of the working environment as they provide direction and vision to the company.

We have a management team level HSSE Review Committee chaired by the Chief Executive. The committee supports the Board in its corporate governance role and is responsible for setting Policy, examining HSSE risk, setting performance targets and reviewing performance. This committee meets twice a year.

Overview of HSSE at board level is provided regularly by the Chief Executive and is regularly discussed at board meetings. The Amec Foster Wheeler board have raised the required level of engagement in this area, and will form a new committee of the board to consider HSSE matter more fully. This new committee will be implemented in 2015.

2015 Journey Plan

Both AMEC and Foster Wheeler have a rich history of great HSSE performance. Our plan for 2015 is about consolidation, establishing where we are on our journey and being able to visualise where we would like to be as Amec Foster Wheeler.

Our Beyond Zero program will sit at the heart of this new vision. It will contain best practice tools, techniques and standards that will drive a refreshed HSSE agenda which will deliver class leading protection from harm for our people, our assets, our environment and our customers.

Our journey plan for 2015 is about consolidating best practice from both AMEC and Foster Wheeler, and also establishing where we are on our journey. Our objectives for 2015 reflect this and are described below;

1 Performance Standard Implementation

We have a recognised and proven tool for ensuring that our minimum HSSE standards are in place across our businesses and projects. We will reassess our operations as Amec Foster Wheeler to make sure we are living up to those standards, by undertaking a performance standard mapping exercise against the HSSE Framework for core expectations.

2 Beyond Zero refresh

Beyond Zero and Realizing Zero were the names of the AMEC and Foster Wheeler HSSE programs. Both have complementary features and some overlaps, but we will take the opportunity now to look for best practice and determine what can be consolidated, refreshed and used going forward. We will launch the new material and overall program during 2015.

3 HSSE Accountability

One of the mainstays of our improvement efforts over the years has been leadership in HSSE. This will not change and we have plans to further strengthen this during 2015, with new modular training and awareness for our supervisors. They are the people on the front line who are managing real-time risk and to a large extent set the culture of HSSE on site. We will also be providing coaching and stress testing to our leadership to ensure they are discharging their responsibilities visibly and fully.

4 Risk Management

We use risk management techniques to identify hazards, consider risks associated with those hazards and then quantify those by looking at the likelihood and consequence of the risk materialising. The output is to communicate and educate those involved in managing the risk. The better we perform our hazard analysis and risk assessment, the better results we will achieve. In 2014 risk management, and in particular risk assessment, was frequently at the root cause of our incidents. We must ensure that we don't repeat this in 2015 and beyond. Our business units created a risk based program to establish risk registers at operating unit and/or high risk projects, creating a clear view as to where and what level of HSSE risks are carried in the business. These registers will be utilised in our assurance processes and will aid the transfer of best practice across Amec Foster Wheeler.

We will track our progress against this plan, as well as our lagging HSSE indicators throughout the year, which will be reviewed at the Chief Executive's HSSE Review Committee.

Healthy working lives programme receives bronze award



Our qedi office in Aberdeen was awarded a Bronze Award for Healthy Working Lives (HWL) in August 2014. This is a Scottish Government award programme for employers which aims to improve lifestyles in the workplace in a practical, logical way that is beneficial for everyone. The Health Action Plan was developed as a part of qedi's move to developing a planned and integrated approach to improving health, safety and wellbeing at work.

The Health Action Plan included a series of monthly workplace health improvement activities and information campaigns to increase employees' awareness of how their health, safety and wellbeing affects their work. As a part of the Health Action Plan, a number of volunteering and fundraising events were organised including:



Volunteering

Aberdeen Beach Cleanup & Aberdeen Torry Battery Cleanup
- As a part of our initiative to give back to our communities, we have selected several volunteers for two group events to help clean up our city and surrounding areas.



Fundraising

Race for Life - qedi employees participated in the Race for Life raising £3,367.20 for Cancer Research UK

Ovarian Cancer Awareness Month -
-Raising awareness and selling heart pins on behalf of the Eve Appeal - £163.65 raised for the charity (<https://www.eveappeal.org.uk/>). We also had a guest speaker from Cancer Research UK.



Learning session

Mental Health - Raising awareness and understanding of mental health issues. Two qedi employees attended Mentally Healthy Workplace Training developed by the Scottish Centre for Healthy Working Lives in partnership with the Scottish Development Centre for Mental Health (www.healthyworkinglives.com)

Fit in '14 - As a part of qedi's Physical Activity Awareness Week, daily tips on different ways of getting active at work were sent out. In addition, qedi's first running club was established (www.fitin14.org).

Employee well-being

Balanced – Body and Mind

Wellbeing booklet



The HSSE team in our Brownfield and Asset Management operating unit in Aberdeen has developed a health and well-being booklet to be used as portable guide to physical and mental well-being for employees.

The booklet covers a variety of topics including: calculating your daily nutritional requirements, basic relaxation techniques, dealing with the effects of stress, tips for staying hydrated and advice on sleep hygiene. It also provides helpful hints about how small changes in your lifestyle can lead to short-term and longer-term improvements in your wellbeing.

Occupational Health Manager Dr. Joan Patterson came up with the idea and engaged with Struan Robertson, and Gabriela Jankowska. Using their previous backgrounds Struan provided input for the exercise and nutrition part, whilst Gabriela focused on the mental wellbeing and stress management.

Dr. Joan Patterson, Occupational Health Manager commented on the booklet saying:

“In Amec Foster Wheeler we are committed to excellence and innovation in occupational health. We aim to deliver real, measurable results and we believe this is a step towards achieving this goal. The manual has tips on exercise, relaxation, healthy eating and how to make sure you get a good night’s sleep – all to help achieve a balanced body and mind.”

Health, Safety, Security

Performance 2014



Please note that AMEC completed the purchase of Foster Wheeler on 13 November 2014, therefore the data presented in this factsheet relates to the performance of AMEC unless otherwise stated.

Health, safety & security performance

We use a number of performance indicators across our business and we use the Global Reporting Initiative to identify those indicators of most value to our audience. We have presented a summary of the information we collate about our yearly performance in this fact sheet.

Detailed performance summary - AMEC 2014

	Total hours worked		Fatality		LTUI		Total recordable cases		All injury incidents		Lost Time Injury Rate (LTIF)		Total Recordable Incident Rate (TRIFR)		All injury rate (AIFR)	
	AMEC	Total	AMEC	Total	AMEC	Total	AMEC	Total	AMEC	Total	AMEC	Total	AMEC	Total	AMEC	Total
Americas	26,924,380	23,056,379	0	0	5	3	52	34	218	155	0.037	0.026	0.39	0.29	1.62	1.34
		3,868,001	0	0		2		18		63		0.103		0.93		3.26
Europe	23,303,268	20,505,776	0	0	11	10	33	28	159	121	0.094	0.098	0.28	0.27	1.36	1.18
		2,797,496	0	0		1		5		38		0.071		0.36		2.72
Growth Regions	27,391,425	11,861,540	0	0	6	3	32	10	222	39	0.044	0.051	0.23	0.17	1.62	0.66
		15,529,885	0	0		3		22		183		0.039		0.28		2.36
Total*	78,275,682	56,080,303	0	0	22	16	117	72	599	315	0.056	0.057	0.30	0.26	1.53	1.12
		22,195,379	0	0		6		45		284		0.054		0.41		2.56

*Figures for Corporate are included in the total but not shown separately

Figures in blue relate to AMEC employees

Figures in green relate to contractors working under our supervision

Figures in white relate to the total AMEC employees plus contractors working under our supervision.

Health, Safety, Security

Performance 2014



Lost time injuries (LTI)

A lost time injury is described in our reporting procedure as any non-fatal traumatic injury that causes any loss of time from work beyond the day or shift it occurred; or a non-fatal non-traumatic illness/disease that causes disability at any time.

In total AMEC reported 22 LTIs during 2014 of which 6 were suffered by contractors working under our supervision. Our target for 2014 was zero which we did not achieve, in fact our performance was 47% worse than the previous year with an incident frequency rate of 0.056 per 200,000 man-hours worked. We have analysed the incident data for trends in this area, and there were no specific spikes found in root causes, geographies or projects. 2015 will see the launch of the new HSSE journey plan which is aimed to re-focus attention across the whole business. To kick this off a "safe start" initiative was launched at the beginning of 2015 to ensure every employee is aware of our performance and also what we need to do to improve.

Total recordable cases

Recordable cases include all injuries excluding minor first aid cases. So an injury resulting in medical treatment, restricted duties, lost time or a fatality would be included in this group.

In total AMEC reported 117 recordable cases during the year of which 45 were suffered by contractors working under our supervision.

In 2014 we set ourselves a group target rate of 0.23 compared to our performance of 0.30, so we did not achieve our target improvement and performance was 15% worse than the previous year.

All injury rate

AMEC has for a number of years tracked the rate of all injuries across our organisation, unlike LTIR and TRFR this is not a rate that our peers routinely track and trend. This statistical group contains information on any incident which resulted in an injury, it differs from recordable cases because it also includes minor first aid injuries.

In total AMEC reported 599 injury cases during the year of which 284 were suffered by contractors working under our supervision.

We also use data to calculate an All Injury Rate, it is calculated by the sum of all injury cases multiplied by 200,000 and divided by the number of hours worked over a rolling 12 month period. In 2014 we set ourselves a group target rate of 1.40 compared to our performance of 1.53, so we did not achieve our target improvement, however performance was 8% better than the previous year.

Overall, our HSSE record was not as good as we wanted it to be in 2014. As part of the recent combination with Foster Wheeler we have a clear opportunity to address this, we have reviewed our performance and will focus on several key areas to include HSSE accountability and Risk

Management, as identified in the 2015 HSSE Journey Plan – [described in more detail within the HSSE management section.](#)

Confucius said:

"If I am walking with two other men, each of them will serve as my teacher. I will pick out the good points of the one and imitate them, and the bad points of the other and correct them in myself".

This approach can be applied to our HSSE – we need to build on our past excellence and learn from mistakes, adjusting our performance along the way, avoiding them in the future.

Benchmarking

Each year we benchmark ourselves against our peers and the industry as a whole using both lost time incident and total recordable incident rates which are calculated by the total number of cases multiplied by 200,000 and divided by the number of hours worked over a rolling 12 month period. The table below shows the latest OSHA statistics available along with AMEC's 2014 performance. We continue to compare well in both areas against this group.

OSHA benchmarks 2013	Professional & Business Services	Construction	All Industry	AMEC 2014
TRCFR (per 200,000 manhours)	1.6	3.8	3.5	0.30
LTIFR (per 200,000 manhours)	0.5	1.5	1.1	0.06

Health, Safety, Security

Performance 2014



Occupational Health

An occupational health case is described in our reporting procedure as one which causes physiological harm or loss of capacity produced by systematic infection; continued or repeated stress or strain; exposure to toxins, poisons, fumes, etc. or other continued and repeated exposures to conditions of the work environment over a period of time. During 2014 we had three occupational health cases reported across the business of which one related to contractors working under our supervision. These cases involved one migraine, one case of heat exhaustion and one possible Carpal Tunnel Syndrome (CTS).

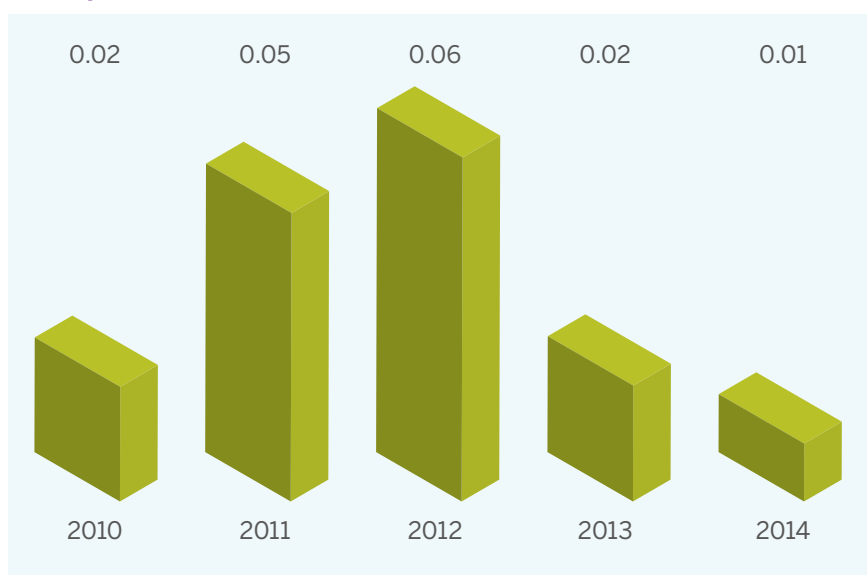
We describe occupational health cases in two distinctive categories:

- Those which we can identify a workplace root cause for example exposure to a substance resulting in occupational dermatitis; and
- Those where the root cause may not be apparent or related to repeated exposure in multiple work environments for example chronic exposure to vibrating hand held tools resulting in capillary or sensory damage of the hand.

The categorisation assists us in reviewing these incidents and informs our investigations into effectiveness of mitigation measures for acute and chronic occupational health hazards.

	Americas	Europe	Growth regions	Other (group centre, investment services)
Employee	0	2	0	0
Contractor	0	1	0	0
Total	0	3	0	0

Occupational Health Rates



Incident investigation and trending

All incidents are subject to the requirements of our incident reporting and recording procedure and the associated investigation process. Every incident is classified and recorded in our incident management database (Trackwise) and remedial actions are tracked to close-out. As part of this process, each incident is given a rating which focuses on potential consequences. This means that we manage to capture many valuable lessons that might otherwise get missed if we only focused on actual outcome. All incidents that are given a 'high potential' classification are subject to review by senior management at an incident review panel. All incidents are subject to incident investigation and, using the Trackwise system, we can monitor investigations' findings to see whether there are any common causes of incidents.

Of the 937 injury, security and near miss incidents recorded during the year, 33 were categorised as high potential of which 21 were attributed to our contractors.

	Americas	Europe	Growth regions	Other (group centre, investment services)
Employee	3	8	1	0
Contractor	6	2	13	0
Total	9	10	14	0

Health, Safety, Security

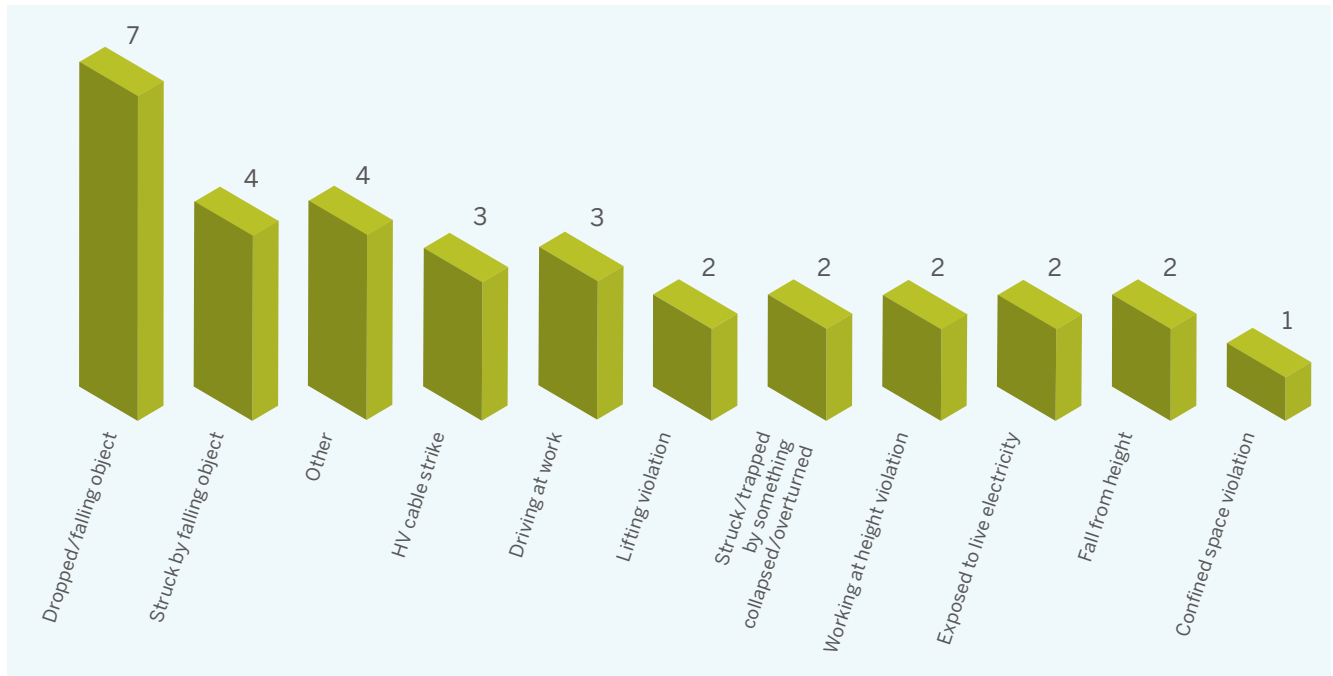
Performance 2014



We also use data to calculate a high potential incident rate which is calculated by the sum of all high potential incidents multiplied by 200,000 and divided by the number of hours worked over a rolling 12 month period. Our rate for high potential incidents in 2014 was 0.08 compared to 0.16 in 2013.

High potential incident rate	Americas	Europe	Growth regions	Other (group centre, investment services)
Employee	0.03	0.08	0.02	0
Contractor	0.31	0.14	0.17	0
Total	0.07	0.09	0.10	0

High potential incident category



Regulatory record

There were zero prosecutions during 2014.

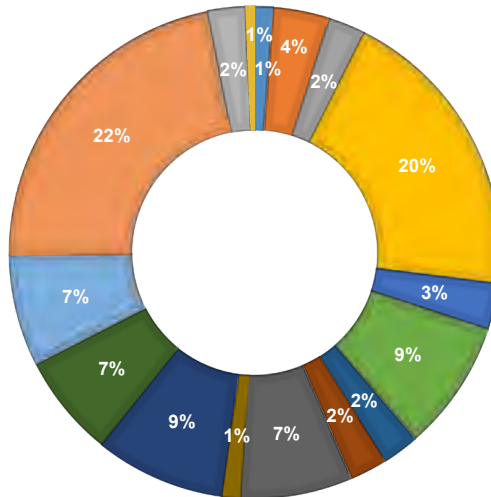
2014	2013	2012	2011	2010	2009
0	0	1	2	0	0



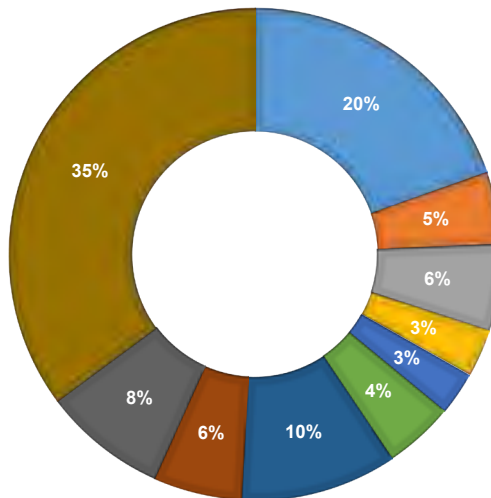
Root causes of incidents in 2014

Reviewing the 2014 incident data, there continues to be the common themes of risk management and behaviour running through the root analysis on our incidents. We have used this information to inform our 2015 HSSE journey which is described in more detail within the [HSSE management factsheet](#).

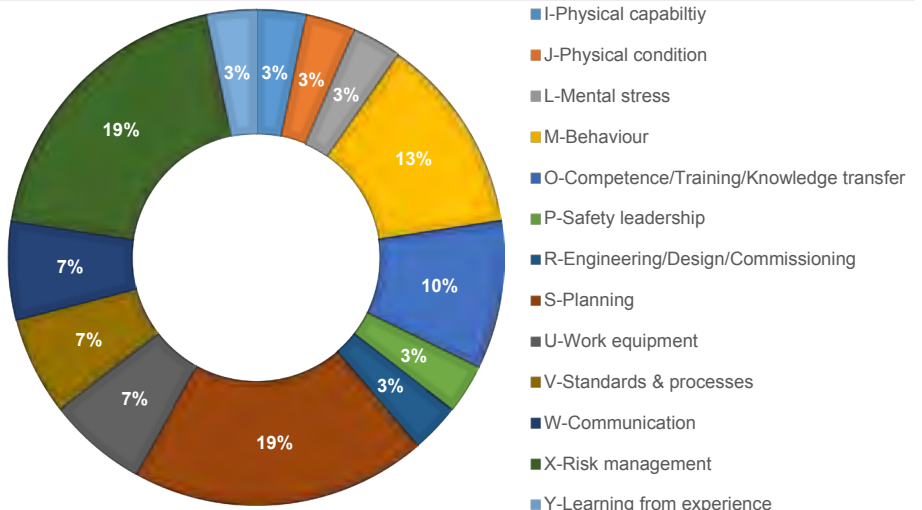
Total Recordable



All Injury



Lost Time Incident



- I-Physical capability
- J-Physical condition
- L-Mental stress
- M-Behaviour
- O-Competence/Training/Knowledge transfer
- P-Safety leadership
- R-Engineering/Design/Commissioning
- S-Planning
- U-Work equipment
- V-Standards & processes
- W-Communication
- X-Risk management
- Y-Learning from experience

Health, Safety, Security

Performance 2014



Foster Wheeler Group performance

The following information pertains to the Foster Wheeler part of the business; this is data obtained from their incident reporting tool.

	Total hours worked	Fatality	LTI	Total Recordable Cases	All Injury Incidents	All Injury Rate	Total Recordable Incident Rate	Lost Time Injury Rate
GPG	6,762,572	0	5	18	111	3.28	0.53	0.148
E&C	67,105,026	0	6	33	234	0.70	0.10	0.018
FW AG	64,259	0	0	0	0	0.00	0.00	0.00
Total	73,931,857	0	11	51	345	0.93	0.14	0.030

Health, Safety, Security

Spotlight on security



As AMEC and Foster Wheeler combine businesses and projects as one new company, we also combine resources to manage the risks more effectively. There are new geographies, particularly along the Asia Pacific Rim and parts of South America, new operating units and new kinds of projects. With the new operating model and business structure, the group security function has recalibrated its existing systems and processes to reflect the new business entity and the new global risk environment.

Spotlight on security

In 2011 AMEC put in place a network of regional security advisors and, coupled with the embedded business security managers, a spread of what we called 'security focal points'. The system was designed to ensure that AMEC approached security risk management from both strategic / developmental and grass-roots / tactical levels. Between 2012 and 2013, risk mitigation and security awareness processes and outputs were embedded across AMEC, these ranged from the global security standard and online security awareness programmes for travel and information protection, to bespoke and dedicated project security support in our highest risk locations such as Afghanistan, Iraq, Libya and Peru.

In late 2014, preparation began to integrate both AMEC and Foster Wheeler by concentrating our focus on the most critical security needs facing our high* and split risk** countries. Company-wide risk assessments indicate that emergency preparedness, travel security for employees and alignment with the wider initiatives of the HSSE function are core areas for us to focus on as we move towards building the nuanced, resilient security function that the new company requires in the more dynamic, complex security environment it faces.

Current risk focus

Geographically, we will continue to focus on events in the Middle East and Gulf States, South America and the Asia Pacific Rim, where Amec Foster Wheeler is conducting business in complex, dynamic security environments.

Political violence and instability, potential terrorist activity, and organised crime dominate our watch list as the main threats Amec Foster Wheeler must assess and mitigate against. Protest activities against nuclear energy or fracking, potential flashpoints about land ownership and access to natural resources, and resource based conflict are the kinds of new threats that group security will also address as part of the risk assessment and management we carry out for Amec Foster Wheeler. We will continue to work hard to protect our people as they travel and work on behalf of the company and to assist our operating units and businesses navigate the risks inherent in doing business around the globe.

Health, Safety, Security

Spotlight on security



Looking forward

As part of the integration to Amec Foster Wheeler, in 2015 group security will focus on:

- **Core expectations** – do we meet the standards we have set for ourselves in terms of protecting Amec Foster Wheeler and its people, assets and operations?
- **Emergency preparedness** – can we effectively deal with an emergency situation everywhere we work?
- **Travel security** – are we fulfilling our duty of care to our employees as they travel on behalf of the company?

In 2014, group security undertook a strategic level risk mapping exercise to assess what kinds of risks the company faces and how they are being managed. In 2015 we will expand that risk mapping, and in line with the HSSE Roadmap, work to assist each business unit, operational unit and project to complete a unique risk register which accurately reflects the risks of their operating environment. This gives Amec Foster Wheeler four levels of risk register – Group plc, business unit, operating unit and project – resulting in a comprehensive profile of our risk environment. With this deeper understanding of the risks and how the company is responding at different levels, group security will calibrate security provision and preparedness to meet the challenges ahead and to keep Amec Foster Wheeler resilient and adaptable regardless of how the global security environment evolves in the future.

Performance

To ensure that we monitor our performance in this area and are able to look for trends we track the number of security incidents across our business. We define a security incident as any incident which occurs resulting in physical, criminal or intellectual security breaches.

In 2014 AMEC reported 19 security incidents during the year, of which four were attributed to contractors working under our supervision.

Number of security incidents

	Americas	Europe	Growth regions	Other (group centre, investment services)
Employee	9	4	2	0
Contractor	0	0	4	0
Total	9	4	6	0

We also use data to calculate a security incident rate which is calculated by the sum of all security incident cases multiplied by 200,000 and divided by the number of hours worked over a rolling 12 month period.

Security incident rate

	Americas	Europe	Growth regions	Other (group centre, investment services)
Employee	0.08	0.04	0.03	0
Contractor	0	0	0.05	0
Total	0.07	0.03	0.04	0

Our rate for security incidents in 2014 was 0.05 compared to 0.09 in 2013. Stats drawn from AMEC Trackwise only.

* High risk country - Conditions present a serious and persistent challenge to business and personnel. High risk rated countries require full security approval for all forms of business travel, full commercial review board processes, and close interaction with Group Security during business planning or assessment.

** Split risk country - Aspects of the country present risk and security challenges similar to that of extreme or high risk countries but these are contained and do not extend throughout the whole country. Challenges to business and operations may vary. Split risk rated countries require full or partial travel approvals for business travel, and interaction with Group Security during business planning or assessment.

Environmental management and performance



“Companies with innovative business models that have integrated sustainability into their core strategies are growing fast, on average, at a rate of 15 per cent a year, at a time when their respective markets have remained flat.”

UNEP Deputy Executive Director at the 1st Dubai International Forum on Sustainable Lifestyles

“Environmental management matters to Amec Foster Wheeler.”

Our business and many like it help to shape the world around us through the services we offer. We have an ever increasing portfolio of services which focus on the markets of tomorrow – but the services are only useful to us when they are procured by our clients. When oil prices are low, securing investment in renewable technologies is challenging, however we continue to invest in our clean energy business because we believe that we need to provide the world with post-carbon solutions now.

Adding to the business case for excellence in environmental management is the fact that environmental & infrastructure services is a significant part of Amec Foster Wheeler’s business, representing 10% of our total global turnover.

Much of our work we do for clients has the potential for significant environmental consequences. Ensuring that we manage our environmental aspects is imperative to the sustainability of our business. Every client demands that we carefully manage environmental risks associated with executing our projects and doing more with less enables us to minimise wastage.

Meeting statutory minimums is not the answer, although it may form part of our basic fundamental principles. Being a business that contributes to global sustainability by offering services which seek to protect and enhance our environment is, by far, a key aspiration.

Managing our environmental aspects

Amec Foster Wheeler has adopted an integrated Health, Safety, Security and Environmental (HSSE) management approach which draws on the elements of ISO 14001 with the European part of the business benefiting from ISO certification. Compliance with the standard is required as a part of our mandatory framework although third party certification is not, unless there is a business need to do so.

Environmental management and performance



Policy and framework

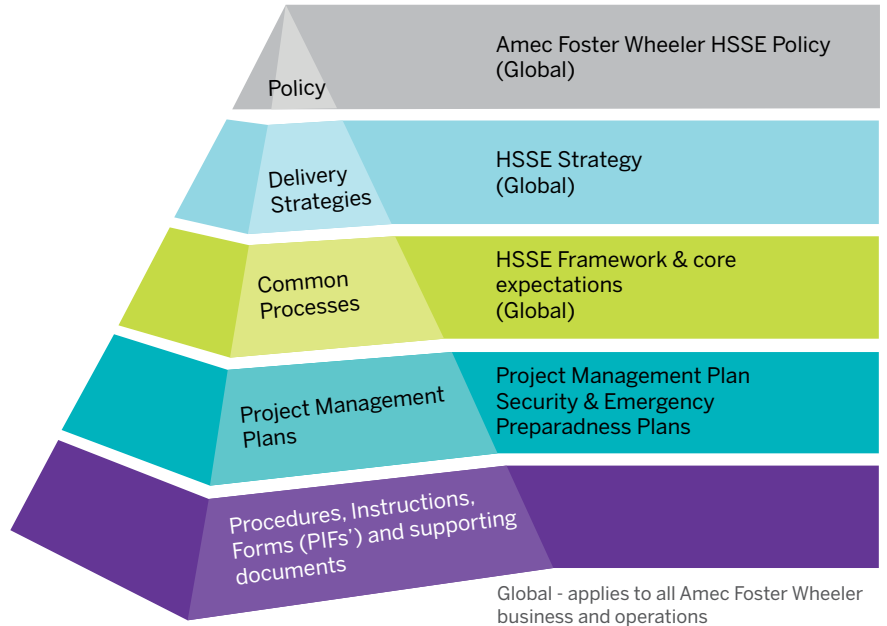
Our HSSE policy sets out our key environmental aims and objectives as a responsible business, many of our aims and objectives are combined health, safety and security as well as environmental. [See our HSSE policy.](#)

Our policy is an important document because it underpins the development of our environmental management approach. It is such an important policy that our Board of Directors regularly review and must approve it.

The policy is supported by our health, safety, security and environmental (HSSE) framework document. This sets out Amec Foster Wheeler’s expectations and minimum environmental standards for our global operations. It provides the guiding hand on what we believe should be our absolute standard wherever we operate in the world. We know that standards of environmental management are different across the world and we are committed to upholding our legal obligations. However, where the statutory duty of care to the environment falls short of our own standards, we are committed to ensuring that we operate to our framework and standards.

Environmental core expectation

The HSSE framework established 15 core expectations of our HSSE management systems, and contains our environmental expectations for the business. This core expectation references compliance with the company Environmental Standards.



The Environmental Standards is a live and evolving document, containing learning and best practice from across our group of companies. The objective of the standards is to provide consistency across our operations which protects and enhances our reputation and minimises environmental risks.

The standards form part of our Beyond Zero roadmap and tool kit, you can find out more about this, mandatory procedures and environmental assurance in [“Managing Health, Safety and Security” section.](#)

Environmental management and performance



Environmental performance – spills, incidents and releases

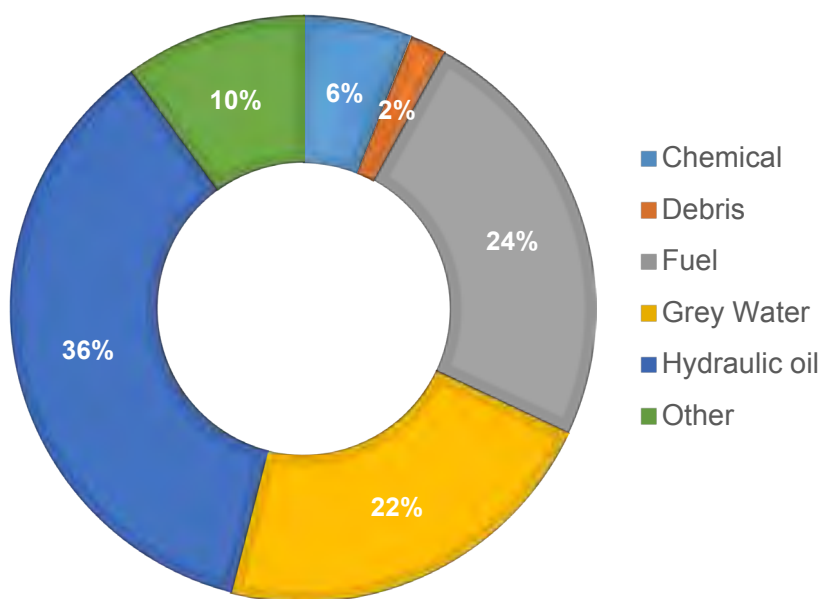
Please note that AMEC completed the purchase of Foster Wheeler on 13 November 2014, therefore the data presented in this factsheet related to the performance of AMEC unless otherwise stated.

All significant environmental incidents are recorded, reported and investigated utilising AMEC’s global incident management tool. Significance is assigned using a potential rating system. Only incidents which had no potential to do environmental harm would not be recorded in this tool.

	2014	2013	2012	2011	2010	2009
EIFR*	0.13	0.23	0.23	0.47	0.46	0.94
No. recorded incidents	51	87	99	179	160	333
Of which were spills	50	71	78	175	-	-
Total volume of spill (litres)	301,922	3,314	4,529	7,150	-	-

*Environmental Incident Frequency Rate (per 200,000 hours worked)

Our environmental incident frequency rate continued to fall in 2014, along with a drop of 36 incidents recorded in comparison to the previous year. However, the total volume of spilt materials rose considerably. This was the result of a single incident in Namibia where a dam liner failed due to a faulty brace / anchor, spilling 300,000 litres of treated sewage water into the surroundings. The figure on the right shows a breakdown of the number of recorded spills by type during 2014.



Environmental regulatory record

There were zero prosecutions during 2014.

2014	2013	2012	2011	2010	2009
0	0	0	2	0	0

Minimising resource use



The world is experiencing growing energy demand, climate change, increasing resource scarcity and changing environmental regulation. Consequently energy use and water security are key issues for Amec Foster Wheeler, and indeed our clients.

“Environmental management matters to Amec Foster Wheeler.”

We work to minimise resource use in the projects we deliver for our customers, see our case studies for examples of where we've demonstrated our environmental management capability for further information.

Of course, we also work to minimise resource use in our own operations.

Energy and heating management

Our energy and heating consumption is associated mainly with our office locations and building utility and includes our electricity, natural gas, heating oil, steam and generator fuel.

We manage energy and heating at a local level with the office / site using our environmental management systems, our environmental standards and also office sustainability programmes.

In 2014 we began to roll out a global office efficiency programme, which looks at the efficiency of our offices from the outset when we procure new office space, and also within our existing office environments. Our new office efficiency programme rates office locations against 5 sets of criteria (building infrastructure, building operation, energy management and performance improvement, efficient occupancy, water efficiency), with the office being awarded a star rating per set should the criteria be met, with the intention of moving our office stock closer to 5 star efficiency across the board.

See our case study of the programme which was rolled out across our America's offices in 2014. In 2015 we plan to roll out the programme globally by introducing office profiles within our carbon reporting software. Completion of an office 5 star profile, and the development of an improvement plan based on the result of this are requirements of the 2015 office sustainability promises programme and will be monitored moving forward.

Minimising resource use



Energy performance & intensity

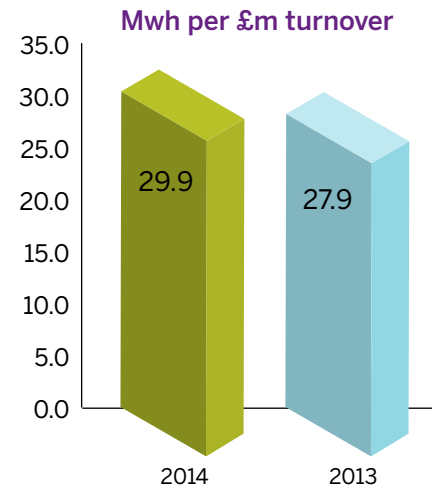
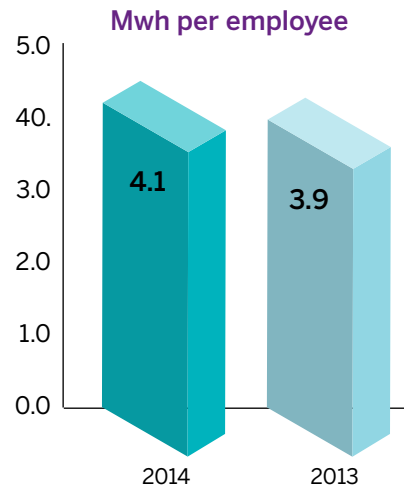
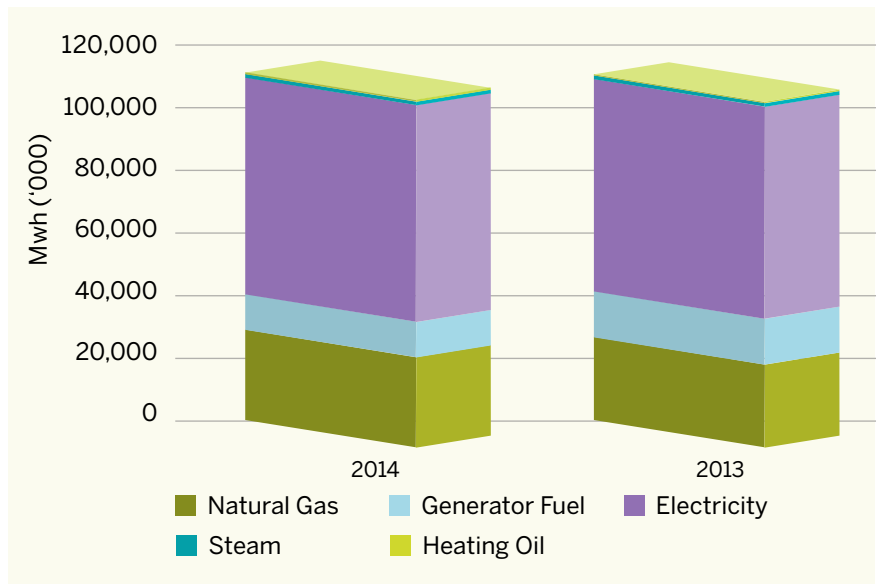
We have seen an increase in the emissions associated with the heating of our offices during 2014. For the first time, our Americas offices have been able to track and report actual usage of natural gas instead of estimated data, this has led to a slight rise in natural gas usage being reported. We will be able to set targets and implement reduction plans for this region now that the transparency of this information has improved.

Our energy consumption overall has reduced, this is due to the continued reduction in use of generator fuel in projects in Europe, as they come to a close. The electricity associated with our offices has however increased slightly overall, this is largely due to an increase of almost 2,000 tonnes associated with the electricity use in our America's offices. On analysis, this increase is thought to be because the total office space in the America's increased by approximately 5% during the year. Also the carbon intensity of electricity production (or grid emission factor) in Canada and the US increased on average by almost 4%.

Our absolute usage will increase considerably in 2015 following the acquisition of the Foster Wheeler business and its inclusion within the 2015 footprint. It is the intention to use 2015 as the baseline year moving forward because of the lack of historical data within the Foster Wheeler business to enable any historical trending of usage. The emissions of the new Global Power Group business unit will be reported separately due to the differences and volumes associated with this business.

Global annual fuel and energy consumption (Mwh)

Emission (mWh)	2014	2013
Heating Oil	51	12
Natural Gas	29,141	27,047
Total Heating Energy	29,192	27,059
Electricity	69,478	68,178
Generator Fuel	11,381	14,607
Steam	970	873
Total energy Total	81,828	83,658
	111,020	110,717



Minimising resource use



We also measure our energy intensity by employee (average full time equivalent employee), and also by turnover (per £million). In both cases we have seen an increase in 2014 in comparison to 2013. There have been small increases in both electricity and gas emissions for reasons explained. These increases, along with the slightly reduced employee numbers and turnover for 2014, has resulted in increased energy intensity. We hope with the continued focus on consolidation of office space to ensure efficiency in this area, as well as the roll out and implementation of the office 5 star efficiency programme we will begin to see this intensity level begin to reduce, although the inclusion of this Foster Wheeler business for 2015 will likely have an effect on the overall intensity levels.

Water management

We began to review our direct water usage and risk in 2012 where we reviewed our permanent locations and assessed their exposure, we continued our work in this area and assigned priority levels to each of our offices based on water stress risk and usage. Using this priority listing, in 2014 we launched a pilot water consumption improvement program within our top priority sites in the Americas to better quantify water usage so that best management practices could be identified. See case study for more information on the pilot.

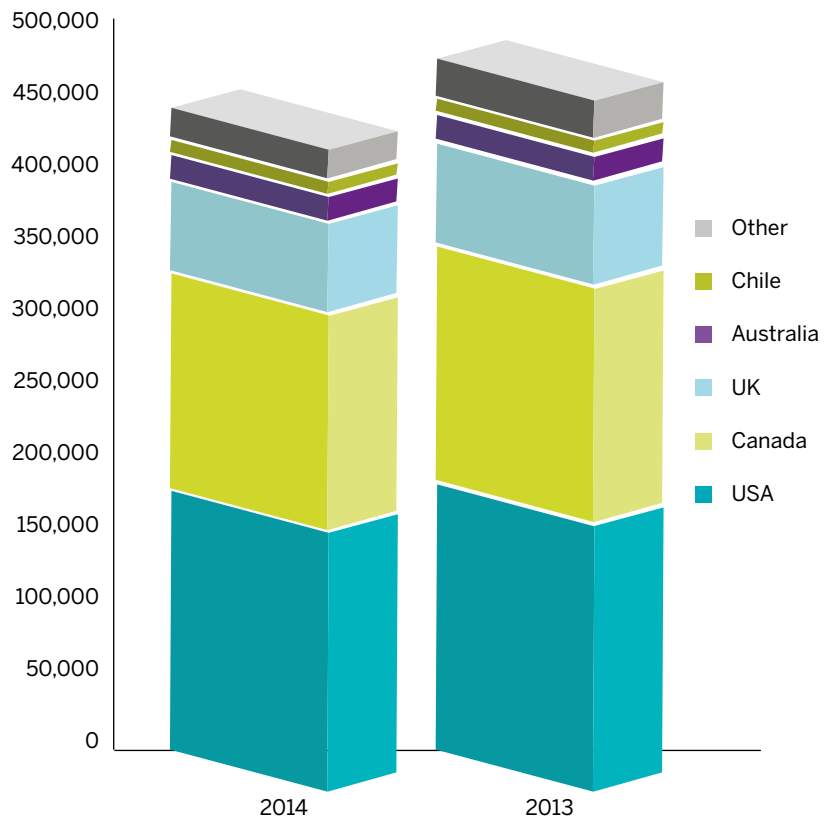
We continue to calculate water data based on country-specific benchmark water consumption figures, a dataset of office locations and size, and actual water usage data where available. The graph below shows our total water consumption split by those countries that contribute the most.



This year, we have seen a decrease in our water consumption, this can be attributed to the use of real usage data where it is available, and also the consolidation of a number of office locations. We will continue to review our own water usage and plan to roll out a water awareness programme moving forwards.

Externally, we will continue to support our clients to assess and manage business water risks, this is where Amec Foster Wheeler can make the biggest positive impact with our water experts within the business. [See our case studies for some specific examples.](#)

Water consumption by country (m³/year calculated)



Americas water pilot



In 2014, we launched a pilot water consumption improvement programme in our top priority offices in the Americas. The western US was chosen based on a global water risk assessment that showed 10 of Amec Foster Wheeler's 25 priority risk locations are within this region.

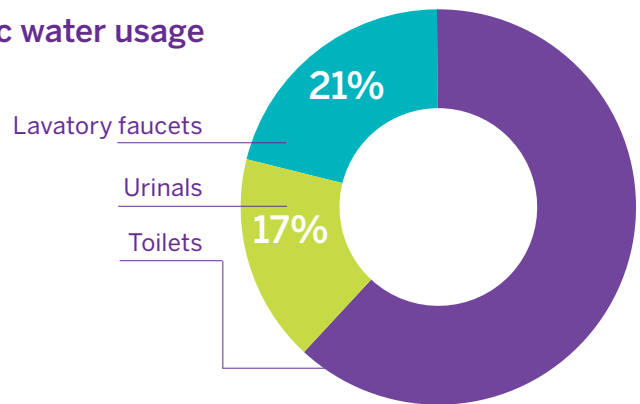
Data was collected using an online survey from 22 offices and included information on building use (single, multi-tenant or laboratory), current types of water uses (irrigation, vehicle washing, evaporative cooling), and detailed information on fixtures. Fixture data was gathered for faucets, toilets, and urinals, and included the number and flow rate of each fixture.

Calculating water consumption

Guidance and methodology for calculating water usage across the offices was adapted from the **WATERGY** programme, developed by the US Department of Energy's Federal Emergency Management programme. Utility rates were taken from bills provided where available or estimated from service providers in each office location.

The pie chart shown summarizes the estimated breakdown of current domestic water use across all offices included in the water pilot. As shown in the chart, toilets account for 62% of the domestic usage, followed by lavatory faucets and urinals at 21% and 17%, respectively.

Domestic water usage



Most existing fixtures within offices surveyed were conventional fixtures, and potential water conservation opportunities were evaluated by calculating the potential savings to be achieved if current fixtures were replaced with low-flow fixtures.

An economic analysis was completed by comparing the water and energy savings with the installation cost for each type of fixture.

Some of the water conservation fixtures evaluated include:

- **High efficiency toilets (HETs).** Also known as ultra low-flow toilets such as dual flush and pressure assist toilets use 1.28 gallons per flush, 20% less than a standard 1.6 gallon per flush toilet
- **Ultra low-flow urinals.** Use 0.125 gallons per flush which is 87% less water than standard urinals.
- **Faucet aerators.** Low-flow faucet aerators are inexpensive attachments to water faucets that limit the flow rate to 0.5 gallons per minute which is 75% less than the 2 gallons per minute faucet fixtures typically have in place.

Americas water pilot



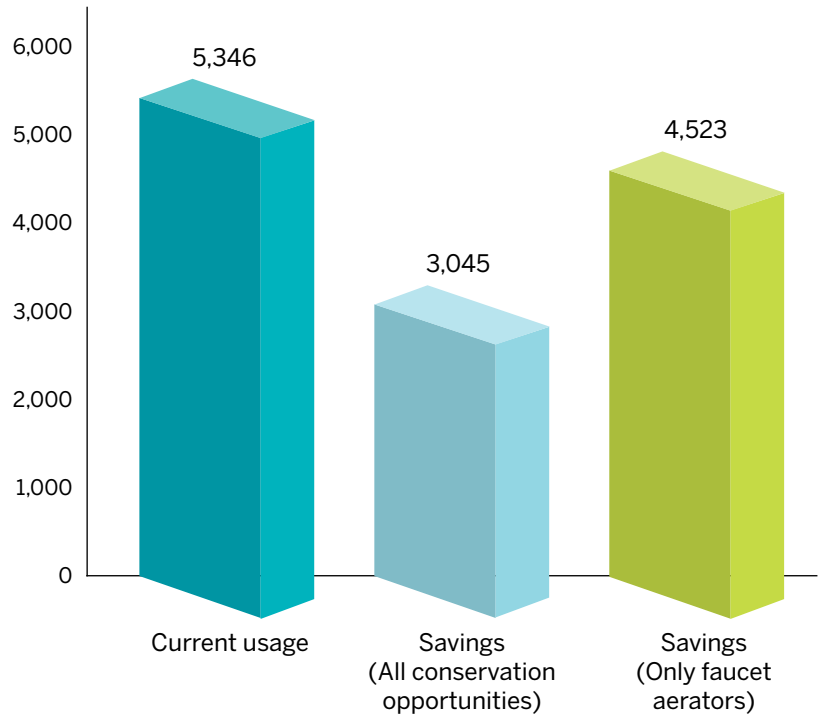
Potential savings

Implementation of all of the above would result in a reduction of approximately 43% of water use, or **3,046 m³**, across the pilot offices. Replacement of toilets and urinals typically did not provide a favourable economic payback, due to the relatively high cost of these fixtures. However, replacement of faucet aerators would return the initial investment in just over one year, on average, and would result in savings of approximately 15% of the total domestic water use.

Next steps

We will look at expanding the water pilot outside of the Western US, and also look at irrigation use across our locations. Offices with irrigation usage account for a large proportion of water use in certain offices, often exceeding domestic usage by five times or more.

Projected domestic water savings m³





In 2012 we started to roll out the JouleX power management system throughout legacy Amec as part of our carbon reduction strategy.

'In 2014 the JouleX software has saved legacy AMEC the equivalent CO₂e of flying around the world in Premium Economy almost 60 times'

>572 tonnes
of CO₂e saved from
global footprint



The software allows us to monitor and reduce both the energy and costs associated with powering our networked equipment such as computers, laptops, printers and some phones. This roll out continued throughout 2013 and by 2014 our entire legacy AMEC operations were covered, around 17,000 devices.

This is a substantial saving, and would cover the carbon produced from heating and light at all our legacy AMEC offices within Europe for just under a month. (Note: based on electricity and gas consumption during 2014 covering around 120 locations.)

We are now able to see the results of implementing the JouleX software across the globe. During 2014 legacy AMEC saved over 572 tonnes of CO₂e from their global footprint thanks to the JouleX software. This equates to flying around the world in Premium Economy almost 60 times.

Saving paper without lifting a finger



In September 2013, we replaced the majority of our multi-functional devices (MFDS) which print, copy, scan and fax across our UK offices with more efficient printing devices from Toshiba. The new fleet of devices, which feature in Toshiba's Carbon Zero programme, and are verified to a Gold Standard, are designed to allow for greater efficiency and management of how we print.

These printers are all installed with the 'follow me' printing function - aimed at reducing the amount of paper wasted from unnecessary printing of documents, by only printing the document once the employee has confirmed the selection at the printer. This has led to two significant benefits:

- A reduction in the number of documents which are left at printers, reducing waste throughout the year; and
- Improved security, utilising staff security passes to ensure that only the employee that has printed the document can collect it.

In addition to 'follow me' print, we are also utilising the PaperCut software across all computers and laptops, allowing us to manage our printers, collect data and identify potential inefficiencies and opportunities for improvements. Through PaperCut we are able to monitor our performance by device, location or user and produce various reports monitoring usage and costs as well as environmental impact,

delivering real time quantifiable data including Kwh consumption, CO² emissions and tree consumption.

This allows central visibility of all print activity and regular usage monitoring across our offices and operating units. The PaperCut desktop widget installed on all laptops and office computers also provides access for all employees to monitor their printing patterns and track their paper cost and

environmental impact on a daily basis. This allows us to communicate to staff our environmental performance and how they can contribute to this as part of our wider sustainability strategy.

Our report for 2014 shows how much paper we've sent to a printer, but not actually printed off – prints which, in the past, would have been abandoned on the printer and then binned.





Carbon management and performance

Carbon management

AMEC's carbon strategy was first published in 2008 to guide our efforts to reduce our global carbon footprint through a series of four strategic milestones. 2013 marked the first of our milestones: 15% reduction against our 2008 baseline year which we achieved.

- 15 percent reduction in CO₂e by 2015 - Achieved
- 0 per cent reduction in CO₂e by 2020
- 60 per cent reduction in CO₂e by 2030
- 80 per cent reduction in CO₂e by 2050

We report our scope 1, 2 and 3 emissions within our organisational boundary as set out within the adjacent table, using an operational control approach.

Since we began measuring and reporting our carbon footprint there have been significant changes to the business in terms of acquisition and divestment, and considerable improvements to our data collection and reporting process and tools. We continue to review and improve the robustness of our carbon reporting where possible to improve the transparency through which we report our carbon footprint.

We use the most up-to-date national emissions factors for our operations in line with international reporting standards. We undertake spot checks and analyse data trends throughout the year. We also have our data and our approach audited annually by an external auditor. During one of our internal reviews we identified an error in the emissions factors applied to company and non-company car data for our Americas business for 2013. We have updated the emissions factors accordingly and revised our 2013 carbon footprint to reflect this, resulting in a 2% increase to 87,732 tCO₂e.

As discussed in the 2013 report, due to the numerous changes to the business since our 2008 baseline year, AMEC made the decision to use the 2013 carbon footprint as the baseline moving forward, based on the fact that the 15% reduction target had been met.

What we include in our carbon footprint

Emissions Source Absolute (tCO ₂ e)	2014	2013
Scope 1		
Company Car	16,009	20,397
Generator Fuel	2,833	3,622
Heating Oil	14	3
Natural Gas	5,271	4,842
Total Scope 1 emissions	24,126	28,863
Scope 2		
Electricity (grid average electricity)	34,397	32,226
Total Scope 1 +2 emissions	58,523	61,089
Scope 3		
Air travel (short haul)	6,106	7,011
Air travel (long haul)	10,075	11,441
Non-company Car	8,448	7,326
Train and bus	250	166
Steam	334	267
Transmission & Distribution losses	408	432
Total Scope 3 emissions	25,631	26,643

Note: Our carbon reporting year runs from October 1 to September 30 to ensure we are able to report a full 12 months actual data within our annual report and accounts.

Carbon management and performance



Carbon performance

Our 2014 footprint shows an overall reduction in absolute carbon of four percent against our 2013 baseline year, however on a normalised basis (using per employee and per £m revenue), the figures are slightly above where we were in 2013.

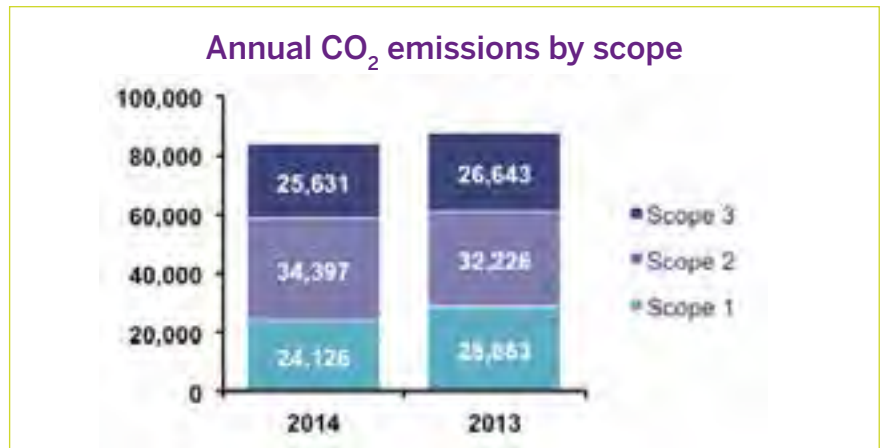
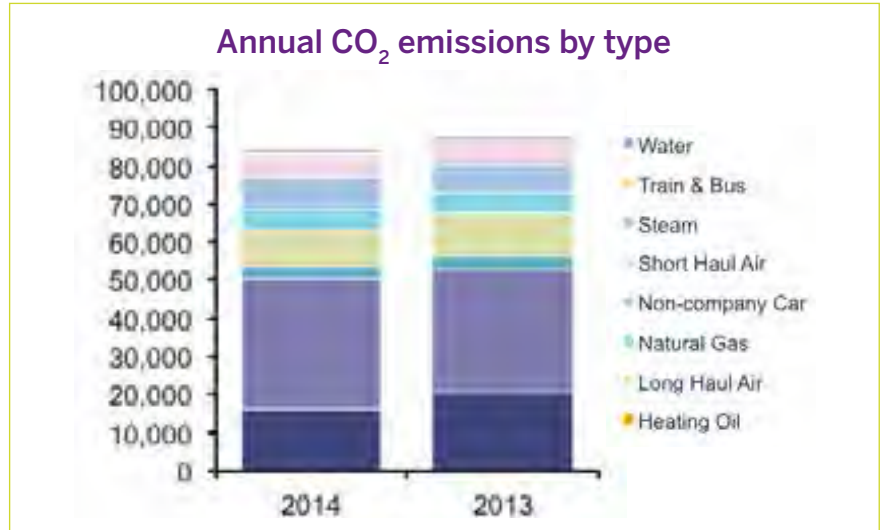
Scope 1 emissions from direct energy

Scope 1 emissions for 2014 were 24,126 tonnes CO₂e making up 29% of our total carbon footprint [2013: 33%]. Overall there has been a 16% reduction in our Scope 1 emissions from 2013 levels, this is due to a reduction in company car use across the business globally, as well as the continued reduction in the use of generator fuel in Europe as a number of on-site projects come to a close.

Scope two emissions from indirect energy

Scope two emissions associated with our office locations increased by 7% during 2014 in comparison to 2013, and continue to be our biggest contributor to our carbon footprint, accounting for 41% of our carbon footprint [2013: 37%]. This increase was attributed to our Americas business unit, whose total office space by square footage increased by approximately 5% during the year. The carbon intensity of electricity production (or grid emission factor) in Canada and the US also increased on average by almost four percent.

We continue to use our power management software tool, Joulex, to track and reduce our energy consumption from our office computers globally. Throughout 2014 the Joulex software achieved a saving of 1,159 Mwh by hibernating those PC's that had been left on and idle outside of office hours.



Scope three emissions from business travel

Scope three emissions were reduced 4% from 2013 levels in 2014, representing 30% of our total carbon emissions.

We have seen good reductions in our air travel – both long and short haul by 12% and 13% respectively as we further roll out and encourage the use of Microsoft Lync and video conferencing facilities to reduce the need to physically travel to attend meetings.

Non-company car emissions increased overall by 15% for 2014 compared to 2013, despite reductions in distance travelled in both the Europe and Growth Regions business units. Transparency of non-company car within the America's has improved significantly over the past year with better reporting available from our rental car providers, which is providing a far more accurate data set than was previously available.

Carbon management and performance



Benchmark indicators

	2014	2013	% difference
Tonnes CO2 per person per year	3.11	3.06	1.81%

	2014	2013	% difference
Tonnes CO2 per £m turnover	22.63	22.08	2.50%

Carbon Disclosure Project

2014 AMEC CDP Results

We continue to externally report on our performance in both legal and voluntary carbon reporting requirements. This year we achieved our highest performance band rating - B from the Carbon Disclosure Project as part of our continued efforts to improve our carbon performance.

Looking forward to 2015

With the acquisition of Foster Wheeler, the carbon footprint for the new Amec Foster Wheeler business will change considerably. There will be a change to the operational boundary with the additional emission sources from the Global Power Group business which is currently under review.

It is the intention to roll out the AMEC carbon reporting process and system across the legacy Foster Wheeler operations who have historically not reported / collated this data as a group. The 2015 footprint will include all operations that fall under the operational control organisational boundary.

As the Foster Wheeler business does not have a historical carbon footprint to which we could add to the AMEC one to get a baseline that can be backdated, we will use our 2015 carbon footprint as the new baseline year for Amec Foster Wheeler's carbon reduction strategy.

Following the acquisition of Foster Wheeler and taking into consideration the fact that they have not measured or reported their carbon footprint globally previously, we have reviewed our carbon reduction milestone targets. Following this review we have taken the decision to update the milestone targets for 2020 and 2030, with the continued ambition to achieve 80 percent reduction by 2050.

Our revised milestones are as follows:

- **15% reduction in CO₂e by 2013 - Achieved**
- **30 per cent reduction in CO₂e by 2020**
- **50 per cent reduction in CO₂e by 2030**
- **80 percent reduction in CO₂e by 2050**

Our priorities in this area for 2015 are therefore to:

- Roll out the carbon reporting procedure and process to the Foster Wheeler operations;
- Undertake training and awareness of this new requirement to the Foster Wheeler locations;
- Undertake a review of all offices and locations to ensure completeness of the footprint as per our operational and organisational boundaries;
- Review and assess the Global Power Group operational boundary, and set new reporting protocols for carbon reporting for this business – recognising that it will be significantly different to the other three business units within Amec Foster Wheeler; and
- Roll out the office efficiency 5 star assessment profile to all locations for them to use as the basis of office improvement plans.

[Please see 5 star case study for more information on this programme.](#)

Our 2014 carbon footprint includes data from AMEC operations only, as the acquisition of Foster Wheeler did not occur until after our carbon reporting year closed on the 30th September. It is the intention to report the full Amec Foster Wheeler business for the 2015 carbon reporting year.

5 star office efficiency programme



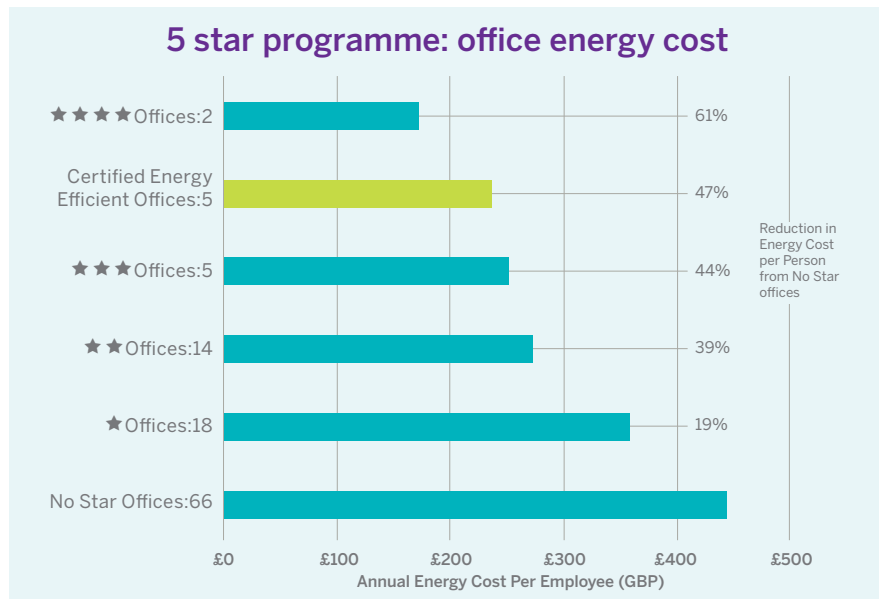
In 2013 the sustainability teams, in conjunction with real estate, developed the 5 star office efficiency programme, aiming to improve our office stock in terms of operating cost and the emissions associated.

The 5 star office efficiency programme sets out criteria with which to assess offices prior to lease, helping us to make more informed decisions on the impact the offices would make on our carbon aspirations. The 5 star programme is equally applicable to our current offices where we can assess the efficiency against the 5 star criteria, assign star ratings against the office based on meeting the criteria for each star and then setting in place plans to make improvements.

The five stars were developed from key areas that we believed would have the most impact in terms of cost and carbon efficiency and are:

- Building infrastructure, systems and equipment;
- Building operation;
- Energy management and performance improvement;
- Efficient occupancy; and
- Water efficiency.

In 2014 our America's business worked on the roll out of the 5 star programme by building the assessment criteria for each star into a sustainability profile questionnaire for every office



* Only offices reporting actual data (105 offices) were included in the chart. Energy cost includes electric, natural gas, and other. Energy cost from CloudApps final data, Jan 2013-Sept 2013, head counts per PLC.

location to complete on an annual basis. The graph above provides some of the results of the analysis of the results of the 5 star assessment questionnaires.

Trends are indicating that as the overall efficiency of the offices improves, our energy costs decrease. As we continue to gather additional information we will be able to better assess the trends and project potential savings by

focussing on which of the stars has the greatest impact in terms of efficiency and cost savings.

In 2015, the office profile questionnaire is being rolled out globally so that we can begin to build a global view of the efficiency of our offices, and begin to put in place improvement plans based on increasing the number of stars for each location.

Ethics

Managing ethics



“The time is always right to do what is right.”

Martin Luther King

Amec Foster Wheeler is a new company, but we have over 150 years of proud heritage, in which we have carefully built a reputation for consistently delivering excellence. Our values encapsulate the behaviours which must be second nature to us as we focus on delivering on promises, developing full potential and doing the right thing. We must be 100% committed to acting ethically and with integrity at all times.

Amec Foster Wheeler, and those who act on our behalf, must act with the highest ethical standards in all relationships, and never accept, or excuse, behaviour which is inconsistent with our values.

Legacy AMEC and legacy Foster Wheeler had very similar ethics programmes in place. Post-merger, Amec Foster Wheeler has, as an interim measure, continued to operate the pre-transaction ethics programme of each of the legacy companies but the requirement for ethical conduct has not, and will not, change. Carrying out business in an ethical manner continues to be viewed as paramount across Amec Foster Wheeler.

In 2015, it is planned that the ethics programmes of the legacy companies will be replaced by a new programme which is appropriate for the enlarged group.

In the ethics sphere, rather than informing our employees to simply follow a set of compulsory

procedures, Amec Foster Wheeler encourages each individual to live our values and take personal responsibility for their behaviour. Amec Foster Wheeler requires all who work for us, or under our direction, to adopt the highest ethical standards. The combined company also seeks to foster a culture where any suspected or actual breach is reported with confidence in the Leadership Team’s commitment to support anyone making such reports.

Ethics structure

Legacy AMEC and legacy Foster Wheeler each had an ethics organisational structure in place. Both legacy organisations recognised the importance of the tone from the top in shaping the culture and climate of the relevant organisation in the ethics sphere.

In the case of legacy AMEC, ethics issues were discussed with the Ethics Committee (now the Health, Safety, Security, Environmental and Ethics Committee) of the

AMEC plc board at least three times per year. The Committee oversaw and had responsibility for the Code of Business Conduct, its implementation and ethical awareness throughout AMEC. The Committee was supported by the Chief Ethics Officer (who was the General Counsel and Company Secretary) and the Chief Ethics Officer was, in turn, supported by Ethics Officers in each of the geographical regions in which AMEC operated.

In the case of legacy Foster Wheeler, the Audit Committee was responsible for monitoring the Company’s compliance with its Code of Business Conduct, establishing a procedure for receipt, retention and treatment of any complaints received by the Company about its accounting, internal accounting controls or auditing matters and for the confidential and anonymous submission by employees of concerns regarding questionable accounting or auditing matters.

Ethics

Managing ethics



Ethics issues were reported to General Counsel, the HR Director and the Chief Compliance Officer. An appropriate response would be agreed and instructions given to the relevant party to investigate the matter and to report back. Where appropriate, use would be made of the legacy Foster Wheeler global Compliance Officer network covering each of the operating units around the world.

Upon receipt of the report the General Counsel, the HR Director and the Chief Compliance Officer would agree a course of action and initiate that action. Significant issues would be raised with the Audit Committee at the earliest opportunity.

Code of Business Conduct, mandatory policies and procedures and guidance

Both legacy AMEC and legacy Foster Wheeler had implemented a Code of Business Conduct. The Code for each company set out that company's values and the responsibilities and required behaviours of all who represented or worked under the relevant company. See the Code.

The Code for each company was viewed as being fundamental as it underpinned the development by that company of an ethical culture. Each legacy company's Code was approved by the company's board and reviewed annually.

Each company supplemented the Code with ethics related policies, procedures and guidance. These documents sought to expand upon the broader principles detailed in the relevant Code.

The procedures and guidance included, in the case of legacy AMEC, a gifts and hospitality procedure, an agents and sponsors procedure, a third party due diligence procedure, an offshore payments procedure and facilitation payment guidance.

In the case of legacy Foster Wheeler, the procedures and guidance included a gifts, travel and entertainment for Foreign Officials procedure (including guidance on facilitating payments payments), and an engagement of agents due diligence procedure.

Training

It was recognised within each of legacy AMEC and legacy Foster Wheeler that education was fundamental to ensuring that the company's values were instilled and lived.

Legacy AMEC, therefore, provided:

- Online Code of Business Conduct and Anti-Bribery and Corruption (ABAC) training for all employees;
- Face-to-face ABAC training for certain employees (i.e. senior employees and employees who operated in high risk positions).

The approach taken by legacy Foster Wheeler was to provide on-line Code of Business Conduct training to all staff incorporating a section on anti-bribery and corruption. The majority of staff were last required to complete the training in 2013 with the foreign language training being completed in 2014. Successful completion of the training by all staff was closely monitored and staff chased by the local Compliance Officers where the training had not been successfully completed within a reasonable time period. Face-to-face ABAC training was provided for senior management.

Reporting

Each of the legacy companies provided various channels to enable their employees and third parties to raise ethics concerns, including a dedicated ethics website and helpline administered by a third party. The various channels were advertised by the legacy companies in their respective Codes. In addition, legacy AMEC advertised the reporting channels on posters in every office and, periodically, on the background wallpaper on employees' computers. Legacy Foster Wheeler provided all employees with a helpline wallet card as part of new hire orientation.

Both companies always took allegations seriously and investigated each concern. Legacy AMEC, in conjunction with one of the Big 4 accountancy firms, provided investigations training to individuals who may be called upon to undertake serious ethics / fraud investigations.

Ethics

Managing ethics



2015 Journey Plan

New beginnings create optimism and provide opportunity. Both legacy AMEC and legacy Foster Wheeler had successfully engendered an ethical culture but Amec Foster Wheeler recognises that the merger of the two companies provides an opportunity to build further on those companies' successes with a new ethics programme and a fresh ethics agenda.

Our objectives for 2015 reflect this and are explained below.

1 Ethics structure

The combination has led to a need to adopt a new ethics organisational structure, which is appropriate for the enlarged organisation. As in previous years, the tone from the top will be critical to ensuring that the correct culture is instilled across the company.

The new structure will see ethics issues discussed with the Health, Safety, Security, Environmental and Ethics Committee of the Amec Foster Wheeler plc board. The Committee will oversee and have responsibility for the Code of Business Conduct, its implementation and ethical awareness throughout Amec Foster Wheeler. The Committee will be supported by the General Counsel and Company Secretary. The Legal function will be responsible for the content of training and Ethics & Compliance Officers will assist with the implementation of training.

2 Code of Business Conduct and Policies, Procedures and Guidance

As stated above, each legacy company had a Code and policies, procedures and guidance in place, which were viewed as being effective. Amec Foster Wheeler recognises the need, however, to have one set of materials for all of our employees and sees this as an opportunity

to take stock of the existing documentation and attempt to improve it. A new Code is, therefore, being produced, which will, once again, be supplemented by ethics related policies, procedures and guidance.

A thorough review of the legacy AMEC and legacy Foster Wheeler Codes, policies, procedures and guidance has been undertaken and we have also checked what our clients and competitors are doing in this space to ensure that the new Code and supplementary materials reflect the optimum approach for Amec Foster Wheeler. Consequently, it has been decided that, rather than simply replace the existing procedures on a like-for-like basis, certain of the procedures will be consolidated into a single procedure to ensure that the relevant information is more accessible to employees.

The new procedures will include:

- an anti-bribery and corruption procedure, which will also include, amongst other things, facilitation payments guidance, provisions to combat bribery and corruption, and restrictions in relation to political events;
- an ethics investigations procedure;
- a legal matters procedure;
- a competition law procedure;
- an agents and sponsors procedure;
- a third party due diligence procedure;
- an offshore payments procedure.

3 Training

An ongoing training programme is key to ensuring that our values are embedded in our business. As was the case in both legacy organisations, online Code of Business Conduct and ABAC training will be provided to all Amec Foster Wheeler employees. In addition, the approach of legacy AMEC to providing face-to-face ABAC training to select employees

will be adopted by the combined group. We also recognise that there is a need in Amec Foster Wheeler to ensure that certain of our employees receive competition law training. We will, therefore, also provide online competition law training to certain employees in the course of 2015.

Considerable experience has been obtained in rolling out training to the legacy organisations in the last few years and we hope that the lessons learnt from such training programmes will make this year's training programme more successful than ever.

4 Reporting

We are currently working to consolidate the third party administered, dedicated ethics websites and helplines which the legacy companies had in place so that Amec Foster Wheeler will have a single ethics website and a single helpline per country. As before, numerous other reporting channels will be made available for reporting ethics concerns and complaints.

5 Ethics initiatives

In developing an ethical culture, it is important that ethics is at the forefront of employees' minds and is not just something that comes on the radar when training needs to be completed. After a successful pilot in legacy AMEC's Growth Regions Business Unit, it has been decided that an initiative named "Ethics Beyond Zero" will be rolled out globally. This initiative, which seeks to leverage the success of the health and safety initiative called "Beyond Zero", will see each internal meeting commence with an ethics moment. It is hoped that this initiative will put ethics centre stage.

Amec Foster Wheeler employs approximately 40,000 people. That is a big team and yet every employee and each person who works under us has a part to play in making sure our values are maintained.

Ethics performance



Please note that AMEC completed the purchase of Foster Wheeler on 13 November 2014, therefore the data presented in this factsheet relates to each of legacy AMEC and legacy Foster Wheeler on a standalone basis, unless otherwise stated.

Each year each of legacy AMEC and legacy Foster Wheeler monitored the number of people trained in its business and the number of ethical concerns raised. We have presented a summary of the information collated about the legacy companies' yearly performance.

Training summary - legacy AMEC 2014

Each year, legacy AMEC provided its employees with Code of Business Conduct (CoBC) refresher training. The CoBC refresher training in 2014 focused on Anti-Bribery and Corruption (ABAC). The online training was made available to all legacy AMEC employees, whereas the face-to-face training was only provided to select employees (i.e. senior personnel and employees who were viewed as operating in high risk positions).

The 2014 online ABAC training achieved a final completion rate of 82.9% and the results by region are set out below:

Region	Target population	Number of people trained	Completion rate
Americas	13,209	11,190	85%
Europe	7,527	6,043	80%
Growth Regions	3,195	2,617	82%
Group Centre	1,299	1,067	82%
Total	25,230	20,917	82.9%

The face-to-face ABAC training resulted in an overall completion rate of 85.3% and the results by region are set out below:

Region	Target population	Number of people trained	Completion rate
Americas	416	404	97.1%
Europe	518	418	83.4
Growth Regions	514	415	80.7%
Group Headquarters	12	8	66.7%
Total	1,460	1,245	85.3%

Ethics performance



Ethics cases summary – legacy AMEC 2014

In 2014, legacy AMEC received 56 reports relating to ethical concerns, broken down as follows:

16 reports via the AMEC ethics website which is administered by an independent third party;
 15 calls to the helpline which is administered by an independent third party;
 10 reports to the General Counsel and Company Secretary;
 9 reports to the Ethics Officers;
 4 reports to Group Internal Audit; and
 2 reports to other members of the Legal team.

Training summary – legacy Foster Wheeler 2013/2014

The latest legacy Foster Wheeler CoBC training spanned 2013 and 2014 with the English version of the training being completed in the second half of 2013 and the non-English language versions of the training being completed in early 2014. The CoBC training in 2014 included a section on anti-bribery and corruption. The online training was made available to all legacy Foster Wheeler employees.

The 2013/2014 online CoBC training achieved a final completion rate of 97.6% and the results by region are set out below:

Business Group	Target population	Number of people trained	Completion rate
Corporate Center	99	99	100%
Global Power Group	1,764	1,764	100%
Global Engineering and Construction Group	9,816	9,535	97.1%
EXT	13	13	100%
Total	11,692	11,411	97.6%

Human rights



Amec Foster Wheeler supports and respects the protection of internationally proclaimed human rights. Our commitment to human rights is shown in our Code of Business Conduct (CoBC), which is currently being refreshed, where we set out specific behaviours and expectations.

We support the elimination of forced or child labour, respect the human rights of any individual or community in which we work. We are committed to providing a workplace environment free of gender, race, religious or other discrimination, that is safe and secure and that offers fair and equal opportunity for advancement and promotion. The CoBC outlines the practical application of our core values – in particular acting with integrity.

Underpinning and supporting the CoBC are a number of specific policies, procedures, practices and commitments. These mandatory policies set out a robust framework across our financial, human resources, commercial, risk management, project delivery, supply chain management, project delivery, security, safety, environmental and sustainability functions. These practices are supported by specific communications on our Intranet, ethics hotline and the training of ethics officers.

We recognise that we include amongst our customers some of the largest extractives companies who are all signatories to the Voluntary Principles on Security and Human Rights, and who contractually or otherwise have an expectation that we understand and where appropriate apply those voluntary principles. We ensure our operating units are aware of their responsibilities regarding the understanding and application of the voluntary principles by including checks and balances within our security risk assessment process for all new business development and new project support activity, and our security assurance processes.

We have in place a Supply Chain Code of Business Conduct developed to ensure that our suppliers understand and act in a manner consistent with our values. The Supply Chain Code, which is currently being refreshed, covers topics including environment, health and safety, ethics and legal requirements, gifts and hospitality, human rights and human resources. It is a requirement for all suppliers to sign up to the Code prior to contract award.

In 2014, we conducted a high level review of our business practice against the UN “Protect, Respect and Remedy” Framework and Guiding Principles (the “Ruggie Framework”). As a result of the Ruggie Framework review, and the review of Amec Foster Wheeler’s commitment to the UN Global Compact, we are currently assessing how to broaden and deepen our commitment to labour and human rights in a more integrated way across our business and sphere of influence. We are also assessing the impact of the UK Modern Day Slavery Act on our operations and supply chain and any resulting reporting requirements.

Community investment

We care about our communities



We believe that encouraging and supporting community investment activities carried out by our employees is important. Working together for good causes promotes wellbeing, supports our local communities and helps us to demonstrate our values, particularly how we care about our communities.

Charitable giving

The majority of the money Amec Foster Wheeler donates to charities each year is through matching the fundraising activities of our employees. Amec Foster Wheeler also provides charitable giving through 'in-kind' material donations such as office equipment, unused supplies, obsolete branded items, etc.

Our community investment activities are in line with a global community investment procedure and process, which is overseen by the charities committee. The committee agrees the budgets for the forthcoming year, reviews recommendations for and decides on the global

£483,367
donated by
AMEC

£529,104
raised by our
employees

strategic charity, makes periodic checks on charitable donations to ensure compliance with the global procedure, and also discusses and agrees any specific response to natural or other disasters.

In 2014, the legacy AMEC business donated £483,367 to good causes and charitable institutions worldwide, including matching employee volunteer fundraising.

Our employees continue to drive our charitable fundraising and community investment efforts, in addition to the contributions made by the company via matched funding and other activities; a further £529,104 was raised by our employees.

Amec Foster Wheeler has a long standing partnership with SOS Children's Villages. In 2015 this



9149

Hours volunteered



5574

Employees involved in volunteering



£15,488

Value in-kind donations

partnership was formalised for a further three years which will take us to our tenth year of supporting the charity. [See our SOS fact sheet for more information on our support to SOS Children to date.](#)

Community investment

In addition to fund raising activities, we encourage involvement in the local communities in which we work. This may take the form of environmental clean-up activities like the global shoreline clean-up, supporting local schools or educational institutions, or spending time supporting those less fortunate than ourselves.

Our case studies provide a flavour of just some of the activities our employees have taken part in over the past 12 months, and we will regularly update these.

Post disaster relief shelter in the Philippines



Since, 2013 we have worked closely with both the International Federation of Red Cross and Red Crescent Societies (IFRC) through involvement with the Disaster Response Partnership (DRP). The DRP aims to bring private sector engineering and construction companies into close cooperation with humanitarian agencies to solidify a collaborated response to a natural disaster. The focus has been on providing technical expertise to transitional shelters, as part of emergency relief efforts providing necessary shelter to those whose homes have been damaged or destroyed in the aftermath of disasters.



Amec Foster Wheeler was initially requested by the IFRC to provide technical support for the preparation of the second edition of their transitional shelter design catalogue. IFRC provided ten designs which had been previously used in disaster response by either IFRC agencies or other humanitarian agencies in Burkina Faso, the Philippines, Haiti, Sri Lanka, Pakistan, Bangladesh and Afghanistan; the primary criteria being that these designs had successfully been used in the field. Amec Foster Wheeler provided engineering analysis for each of these shelter designs to review and improve the shelter structural design, taking into account potential future adverse weather events.



Above right: Philippines Transitional Shelter, 2011
Above: Philippines Transitional Shelter, 2012

In light of the recent typhoon which devastated the Philippines and South East Asia in November 2013, Amec Foster Wheeler reviewed the transitional shelter designs which were used in emergency relief efforts in the Philippines.

Typhoon Haiyan was one of the strongest tropical cyclones ever recorded, with over 6,000 reported fatalities. It brought winds of up to 200 mph devastating portions of South East Asia with the Philippines being hit the hardest. This led to global international emergency relief efforts and support by several countries and aid organisations. Amec Foster Wheeler provided engineering reviews of the transitional shelter designs to meet defined technical performance parameters.

November 2014



In 2014 Amec Foster Wheeler employees across our global offices participated in the annual Movember challenge to promote men's health and raise awareness and funds for prostate cancer awareness, research and treatment.

£59,231.83
amount raised in 2014
by Amec Foster Wheeler
employees around the globe

Movember challenges men to grow moustaches during the month of November, to raise funds and promote men's health. Women, also known as 'Mo Sisters', can get involved by encouraging the men in their lives to educate themselves regarding their own personal health.

Employees formed teams across the various offices and registered their participation at the official Amec Foster Wheeler Movember webpage. Participants, also known as 'Mo Bros', started with a clean shaven face on 1 November and then grew or groomed a moustache until 30 November 2014, with teams updating their moustache progress and totals raised on the Movember website.

Since first participating in 2011, Amec Foster Wheeler has raised more than £178,788 for Movember and was awarded a one-of-a-kind handmade wooden trophy celebrating our fundraising achievements.

In 2014 a total of 31 teams, with 247 members from Amec Foster Wheeler offices around the globe signed up to participate, helping to educate loved ones or raising money to support men's health, raising a total of £59,231.83.



Samir with Mo Bros at Amec Foster Wheeler's first town hall in London



Mo sisters in UAE office



Amec Foster Wheeler Denver Office

Creative recycling for Qatar



Amec Foster Wheeler employees in Qatar have been working with local volunteers for the last six years to raise awareness about the amount of waste being produced and finding creative ways of recycling the waste.



To coincide with the Earth Hour 2014, on 29th March, a 3D pond project was unveiled at the man-made island of Pearl-Qatar. The project aimed to highlight the amount of waste people produce as well as introducing creative and artistic ways of waste management. The project culminated in a recycled model in the form of a pond with water, fish, birds and flowers.

The concept was first introduced in Qatar in 2009 by Lead Project engineer Ronnie Anderson based on his previous work with Amec Foster Wheeler in Kazakhstan. Volunteers came together to complete the project, which involved the collection of 60,000 bottle caps, bottles, bags, plates and spoons. Amec Foster Wheeler Black Cat employees in Qatar took part in the event by collecting the bottle caps and volunteering over two weekends in putting the artwork together.



AMEC Black Cat volunteers with the finished artwork

“Having seen some of the previous projects around The Pearl, I was inspired to get involved and contribute towards the 2014 effort. A terrific contribution was made by all involved around the office to collect the bottle caps and support this excellent initiative. For Qatar it is an important concept in a society who generally don’t recycle and to associate the Amec Black Cat name with the project leaves a lasting legacy that reflects the company’s sustainable core values.”

Andrew Mitchell
Project Controls Manager, Qatar

Partnering with SOS Children's Villages

Helping children realise their true potential

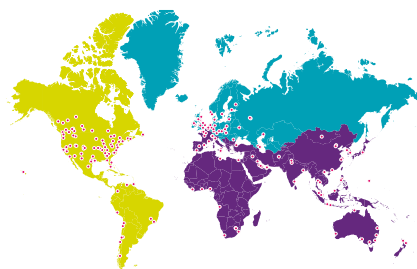


SOS CHILDREN'S VILLAGES INTERNATIONAL

“By connecting our global resources, our experience and energy, we will transform the lives of vulnerable children and help them grow into healthy and able adults.”

21,219
Total number of beneficiaries reached

£538,205
donated to date



25 projects supported

- Across 17 countries
- Across 30 separate locations

SOS Children is the world's largest orphan and abandoned children's charity providing new family and homes for more than 70,000 children in 475 unique children's villages in 123 countries. We have supported them as our global partner since 2007 and have pledged to continue that support until at least 2017, marking 10 years, by developing a formal partnership with three overarching aims:

- Creating the right environment and opportunity for children;
- Collaborating effectively; and
- Inspiring and motivating employees.

▶ **16,000**
people reached through six emergency response programmes, helping families stay together in the wake of a crisis

▶ **2,200**
people from vulnerable families helped to stay together through the provision of education, healthcare and nutritional support, and also income generation training for parents

▶ **1,000**
children and youths supported with school fees, education supplies and uniforms

▶ **12**
children's villages directly supported

Since 2007, we have supported SOS Children on a number of educational projects within their villages, helping with running costs of the villages which provide a safe environment for children; provided funding and support for two infrastructure projects (water and solar); and provided support in their emergency relief efforts.

Partnering with SOS Children's Villages

Helping children realise their true potential



Below outlines some of our involvement to date:

2007/08

We began our support in the wake of a devastating earthquake which hit the regions of Tarapaca and Antofagasta in Chile. Our employees got involved by raising funds for the emergency relief efforts in the region. As a Children's Village, home to over 121 orphaned and abandoned children, and a Family Strengthening Programme had been already established in Antofagasta, we decided to support these facilities in coping with the earthquake's aftermath. Many of our employees were involved in raising funds for the emergency relief efforts in the region.

2009

We expanded our level of involvement focusing on providing school fees for vulnerable children. Four countries were selected for support: Kazakhstan, Azerbaijan, the Philippines and Peru, to help children attend school, lead a normal life and gain an education. Our donation provided school fees and equipment for over 480 children in towns local to many of our offices including Baku and Ganja in Azerbaijan; Astana in Kazakhstan, Manila in Philippines and Chiclayo in Peru.



2010

We continued to raise funds for children in Pakistan, Chile, Nigeria, and Tanzania, for SOS Children's emergency relief efforts in Haiti following the devastating earthquake to the country.

Two SOS Children's Villages are currently being built in Haiti to add to the two already running; combined, these will care for over 700 children. In addition, we provided a much-needed boost to the restoration work following the Peru earthquake, ensuring those most vulnerable and most affected could return to their normal lives.



2011

A devastating drought and famine in East Africa, the worst in 60 years, focused the world's attention in 2011 as 12.4 million people were displaced or without food and water. Our employees raised monies to aid SOS Children, one of just a few charities with an existing presence in the region. In addition to supporting the emergency relief efforts in East Africa, the money we raised in 2011 funded the purchase of 24 solar panels, a photovoltaic solar generator and a groundwater tank to collect rain water with solar pumps and overhead tank for the Gwagwalada SOS Village in Nigeria.

2012

Marking our fifth year supporting SOS Children, 2012 focused on raising funds for their village in Baku, Azerbaijan to deliver ground breaking solar heating and hot water systems. Using the five-year anniversary as a theme, activities relating to the number five were undertaken, for example our Baku office set a goal to clear five tonnes of rubbish from one of Baku's beaches to raise funds.



2013

We supported SOS Children through local events as well as through a global emergency relief campaign to help people impacted by the natural disaster in The Philippines and the state of affairs in Syria. Our employees raised over £25,000 which was matched by the company.

2014

In 2014, we supported a very valuable water project, voted for by our employees, in the SOS Village in Callao, Peru, where children and families need a new water pipe installed. The completion of this project will improve their quality of life and save money in fetching water or paying for its transportation.

2015 to 2017

We will continue to work with SOS Children throughout 2015 across their villages, focusing on education and working to improve the lives of the children and villages they work in, and actively engaging employees across our offices.

By the end of 2017 we aim to have:

- Engaged 25% of Amec Foster Wheeler offices in SOS Children's Villages activities; and
- Helped children in 25 countries where we operate.

Each year we will choose specific projects with SOS Children to support these overarching goals.

[See our website for up to date information on this year's projects.](#)



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foster
wheeler



Resourcing



Amec Foster Wheeler is a business which relies on the quality and availability of talented people to deliver high quality services to customers. Therefore, the recruitment function plays a key role in ensuring human resources are available to deliver across our global portfolio.

The team works hard to source and engage the most talented individuals around the world, and subsequently support the wider business in taking the right steps to retain those individuals. This enables us as a business to sustainably develop and differentiate the quality and consistency of the service we offer to our customers.

The demand for energy continues to grow, and with this demand so too grows a shortage of skilled technical talent. This is widely attributed to the nature of the highly specialised and experienced job roles, a

generally ageing workforce without adequately replenished supply and an overall increase in the technical complexity of projects. We recognise the scale of the challenge, and we understand the importance of both delivering talent to the business today, and supporting the initiatives that will help us to close the gap on talent shortage in the industry, and thereby continue to deliver for customers in the future. To that end, we have developed a commonly used saying around the business; "our people are our greatest asset." For our business to realise its potential, we must continue to develop that

asset by continually attracting new and dynamic talent, and supporting the development of our people to reach their individual potential. This is why sustainable recruitment is a critical factor for the continued success of Amec Foster Wheeler.

In 2014, the recruitment function engaged a vast array of talented individuals, to meet requirements across our four key markets. Over the course of 2014, we engaged 9,413 individuals in staff and contract positions.

	Europe	Americas	Growth Regions	Centre	2014
Directly, by AMEC recruiters	2,024 (1,751)	1,784 (1,950)	748 (649)	108 (152)	4,664(4,592)
Using external recruitment agencies	41 (85)	35 (44)	83 (135)	15 (33)	174 (297)
Referral from existing employees	77 (28)	407 (379)	135 (63)	1 (3)	620 (473)
Alumni programmes	1 (3)	63 (104)	32 (13)	0 (3)	96 (123)
Total	2,143 (1,867)	2,289 (2,477)	998 (860)	124 (191)	5,554 (5,395)

Note: 2013 figures are shown in brackets

Resourcing



A core objective of the recruitment team is to deliver sustainable and cost efficient recruitment. To achieve this, the function implemented what we call the 'direct sourcing model'. The model defines how we operate as a function, to ensure we fully utilise our own skills, systems and tools, and established networks to attract and engage talent. It ensures we continually build our own high quality talent pools to support the present recruitment requirements, and those of the future.

This approach also has significant impact on cost efficiencies through minimising spend with third party suppliers. As the table demonstrates, through the direct sourcing model, Amec Foster Wheeler has delivered 97% of recruitment through its own sources during 2014, a slight increase from 96% in 2013.

To support the growth ambitions of the business, we have also established a number of strategic recruitment programmes and initiatives. These include a focus on early career recruitment, recruitment for diversity, and utilisation of our own people to support the growth of our business through our employee referral programme. These key programmes ensure that we grow the business in a sustainable way, engaging and developing candidates across all career levels, who possess varied, diverse experience and come from widespread cultural backgrounds. In 2014, we recruited 1,185 individuals under these programmes and initiatives, an increase from 885 hires in 2013.

Strategic recruitment

Amec Foster Wheeler has a proud tradition of early career recruitment, including graduate, trainee and internship programmes. By internships, we mean school, college or university students hired, for a defined period, as part of their work experience. Graduates are hired from college or university onto structured development programmes, and our trainees are school leavers hired into study programmes or as apprentices.

	Europe	Americas	Growth Regions	Centre	2014
Graduates	80 (102)	155 (43)	1 (12)	6 (7)	242 (164)
Trainees	34 (34)	23 (4)	3 (3)	6 (2)	66 (43)
Interns	45 (73)	63 (103)	3 (28)	2 (1)	113 (205)
Total	159 (209)	241 (150)	7 (43)	14 (10)	421 (412)

Note: 2013 figures are shown in brackets

During 2014 a total of 421 early careers employees were recruited. This included 242 at graduate level, 66 trainees and 113 interns during the year.

We continue to build on our established programme, to ensure that we are attracting and selecting the very best fit for the organisation. Through earlier and broader engagement we aim to further improve the diversity of the graduate intake. Through this approach, we will engage with students who, historically, we have not have had an opportunity to reach out to. For example, our 'Insight Programme', aimed at 14 – 16 year olds aims to inspire students from a variety of schools across the UK to study Science, Technology, Engineering and Mathematics (STEM) subjects, and set early foundations to pursue a career aligned to their educational path. Through programme developments and operational initiatives like this, our business will continue to drive increased levels of diversity in our strategic recruitment intake and progress will be monitored throughout the year.

Resourcing



Global Mobility

We know that many of our individuals aspire to move internationally, to work in new and different cultures, and broaden their professional experience. We also know that our customers want the best people; highly skilled, with diverse experience to work on their projects. To add to that, the project nature of our business means that projects are continually staffing up and down as they start and end phases of their lifecycle.

As a result, we place a great emphasis on the importance of mobilising our workforce. This is a mutually beneficial exercise; our people have the opportunity to develop their skills and gain valuable experience in dynamic environments, and the business benefits from retaining vital skills and experience in the business, and maximising employee utilisation. During 2014, across the business, we completed 339 global mobility transfers – that includes individuals moving from one Business Unit to another, one Operating Unit to another, or one country to another. During 2015, we expect this number to grow as we continue to seek opportunities to connect excellence around the world.

Systems and tools

As a key element of sustainable recruitment, we continually look for ways to develop the mechanisms and processes we use to search, engage and hire talent into the business. Following a recent HR systems review, we have made the decision to implement a global resourcing system.

The new system will be in place during 2015 and will provide the global resourcing function with access to the latest and best technology for engaging and communicating with candidates, along their journey of joining Amec Foster Wheeler. Ultimately, this development means a better hiring experience for the candidate, driving greater efficiencies in our recruitment process, and supporting a superior level of collaboration between our global resourcing teams. This single system approach will also support further cost reduction within our business as we find cost efficiencies through user scale and system utilisation.

The system centres around three key components – 'Attract', 'Recruit' and 'Onboard' – which provides the recruitment function with a portfolio of solutions to cater for each stage of the candidate's journey to joining the business. Through these tools, we will connect with new talent around the globe, induct candidates into the business efficiently and compliantly, and subsequently facilitate the free transfer of talent within the business, under the 'Global Mobility' initiative.

Collective bargaining

In 2014 the number of employees covered by collective bargaining agreements in AMEC rose to (2,881 employees) 12.29 per cent from 11.8 per cent in 2013. The NE & CIS business unit accounts for the vast majority of individuals covered by these arrangements. Our employee population is generally not unionised, and where it is we usually work through a sector or national agreement rather than a company-level agreement.

Say YES to engineering!



Our Reading, UK, office is highly involved in Science, Technology, Engineering and Mathematics (STEM) activities, participating in over 20 events a year at schools, encouraging all new employees to consider becoming a STEM Ambassador.



At the end of the programme the teams presented their results and recommendations to a panel of judges which included representatives from the Institution of Chemical Engineers (IChemE), the Engineering Construction Industry training Board (ECITB) and the Duke of Edinburgh's Award (DofE).

The Schools-Industry Liaison Committee (SIL) oversees this interaction, with the chair of the committee, Rachel Davies, being one of three finalists for the most dedicated STEM Ambassador 2014 award.

One of the other activities originating from the Reading office is the Young Engineers Scheme (YES) which aims to bring together young people from local schools to compete in a real-world engineering challenge.

YES is accredited by the ECITB and students can reference their participation on their CV, university and college admissions, armed services applications and personal statements. It is also supported by the DofE and can count towards the skills section of a Bronze Award.

Many of these activities are centred on careers fairs in schools, which involve all disciplines and interaction from all levels of the organisation. The opportunity to gain work experience at an engineering company is one which many students appreciate, especially as one-to-one time with graduates through to chief engineers is arranged across the disciplines. This gives the students a valuable insight not only into the day-to-day life of a design engineer but also into university or apprenticeship life.

This 12-week long programme invited teams from five schools to carry out a study for a new oil refinery in the UK. Students were tasked to submit a report for their findings which included justification for location chosen, rationale for a block flow diagram for the refinery and a projected revenue. The study also involved some detailed engineering around a compressor, through the selection of a motor and cabling, and a possible support structure for the compressor housing.



Recruitment for diversity



We know that different opinions spark creativity and help us make better decisions. So, bringing together professionals with diverse backgrounds and varied experience is key to solving challenging problems with innovative solutions.

To be sustainable we must bring in talent from outside the 'normal' talent pools. Our recruitment teams work closely with hirers around the world to proactively source 'alternate' or 'atypical' candidates for suitable opportunities in the business.

For example, our NECIS business unit, which spans Northern Europe and countries in the CIS region, and reaches across our four key markets, is supporting recruitment for diversity through the creation of bespoke programmes.



Our Oil & Gas and Nuclear businesses have created two programmes; 'In 2 Oil & Gas' and 'New 2 Nuclear'. These programmes cover two distinct types of recruitment; proactively searching for and engaging candidates from diverse sources, including ex-military.

We recognise that candidates in these atypical talent pools often possess highly transferable skills and experience. This means that the transition period for the candidate to come into the business is minimised, but the diversity of thought and approach they bring to the business is much greater than we would typically find in traditional or established talent pools.

Recruitment for diversity



These programme entry routes are defined as below:

Diverse sources:

Non-industry	International relocation
Candidates with relevant transferable skills and experience from alternative industries i.e. a candidate with pharmaceutical experience looking to transition into Oil & Gas.	Candidates from alternative locations and geographies. These candidates typically have transferable skills and experience which can be utilised to fill existing role requirements.

Ex-military:

Operational entry	Strategic development
Ex-military candidates can apply for active vacancies with the intention of an immediate start.	Ex-military candidates with 18-24 months service remaining can register interest with Amec Foster Wheeler as an employer of choice for future career opportunities.

To support this proactive initiative, the NECIS recruitment team has set annual targets for the numbers of individuals we aim to take into the business during the year, based on the known business growth requirements. In 2014, the NECIS business recruited a total of 144 new employees through these sources, an increase from the 87 hires of this type in 2013. In 2015, we expect to continue developing this programme, to support us in engaging candidates from these sources to support the development of diversity across the business.

Source	Number of hires 2014
International relocation	22
Ex-military	7
Non-industry experience	115
Total	144

Employee engagement



It's been recognised that engagement can have a huge impact on business performance, but, as different things engage different people, it's also about recognising people. Engaged people are more receptive to ideas, they want to achieve, and they are more proactive and more involved.

We define engagement as being the extent to which people are connected and committed to their work, their manager, their work team and their organisations because of their work environment. We need to regularly measure the engagement of our employees to provide us with an indicator of how well we are doing in this area, so that we can address any issues collectively.

To measure levels of engagement at regular intervals we use pulse surveys; these have been undertaken historically for a while in AMEC, and throughout the year; one was also conducted at the conclusion of 2014 following the creation of the new company with a sample of both AMEC and Foster Wheeler employees.

The pulse survey resulted in an engagement score of 74% which equaled the highest quarterly pulse survey score achieved historically in AMEC, this is despite industry indicators weighing heavily on the minds of those in oil & gas

Area	Engagement statement	Amec Foster Wheeler year end	AMEC historical avg.*
Satisfaction	Overall, I am extremely satisfied with the company as a place to work	75%	70%
Referral	I would gladly refer a good friend or family member to the company for employment	75%	74%
Commitment	I rarely think about looking for a new job with another company	68%	63%
Pride	I am proud to say I work for the company	79%	75%
		74%	71%

*Average of the aggregate AMEC quarterly pulse engagement scores from Q1 2013 through Q4 2014

and mining markets as well as the resulting impacts on job security and pay. Supporting this was a 5 point increase in both the satisfaction and commitment scores compared to the historical averages.

Employee engagement



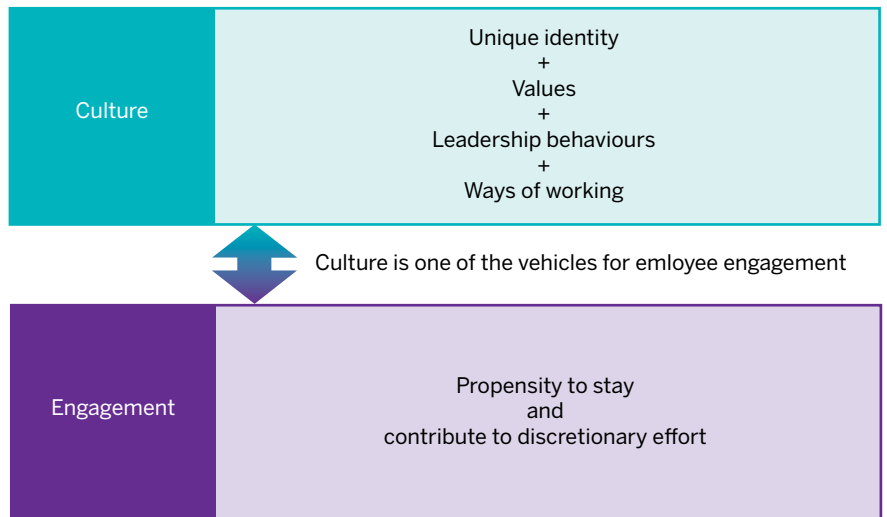
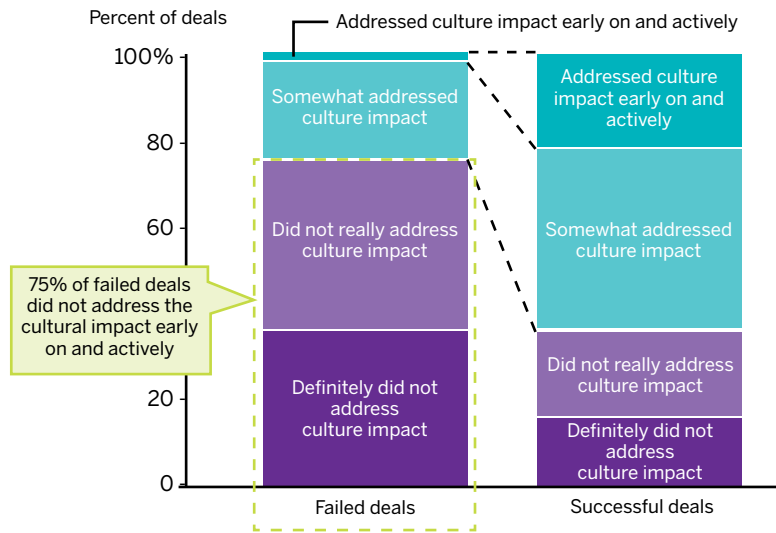
Designing the new company

Energy in 2014 was targeted at creating our new company, and culture was identified early in the acquisition process as essential to integration success. Having several company cultures is counter-productive; it creates confusion around how to behave and how to make decisions. The right culture is key to delivering business goals, e.g. commitment to a value such as connecting globally as one team leads to increased breadth of expertise, securing more projects.

An engaging culture can help win the hearts and minds of both companies' people creating a great and high performance place to work.

Companies with clear values have a stronger sense of purpose, which helps them perform better and last longer. We wanted our values to summarise what we are and what we stand for, to reflect the real character of Amec Foster Wheeler and its people. Work was undertaken during the integration planning stage by studying past work in culture and engagement, and by probing the views of employees and management, to develop a set of values for the combined business which were issued to everyone on integration day 1.

Cultural impact addressed early on and actively during integration



Employee engagement



Delivering on promises

- We listen, understand and respond
- We agree clear expectations
- We aspire to consistent excellence

Developing full potential

- We invest in our people
- We embrace diversity and inclusion
- We connect globally as one team

Doing the right thing

- We put safety first
- We act ethically and with integrity
- We care about our communities

We recognised that publishing the values was only the start of the journey, and that to really create a culture in which each and every one of us has a fundamental role and can be accountable for our actions, we needed to bring them to life in the way we behave and work together.

A set of behaviours was developed through workshops and working groups to further embed the values, these were agreed and published early in 2015.

2015 will be one of extensive value and behavior embedding activities (e.g. social media, small group engagements, town hall meetings, performance expectations and review, rewards) with an intent of ensuring we have the right culture to achieve a workplace worthy of our peoples' choice to work here and to put forth heartfelt effort.

To support this, we will design a new employee value proposition (EVP) and will continue to measure engagement with pulse surveys. The EVP will be comprised of the reasons people tell us they are committed to the company, and the early evidence is that the values already capture in words what engaged people have been feeling about each of the heritage organisations for some time.

So the future of engagement measurement will simply be scoring the degree to which the mutual expectations stated in the values are viscerally experienced by our people, and therefore the aspiration of connected excellence being realised.

We will continue to measure our employee engagement levels using pulse surveys on a regular basis, and we will monitor and measure our employee-instigated turnover rate.

As a project based business, we always have projects starting and finishing, this is part of our natural cycle of work, therefore gross figures for leavers can be misleading. Employee instigated turnover i.e. those employees we would like to keep, who choose to leave us, is a more relevant indicator.

2014 data is AMEC only, we will look to update this information as Amec Foster Wheeler moving forward. Our turnover for 2014 is improved from previous years which we believe to be the result of a combination of factors. Firstly, reduced activities in both Oil & Gas and Mining markets will have had some effect on attrition; secondly, as a result of the activities that we have been undertaking in employee engagement, there will also likely have been an effect in relation to excitement amongst the workforce relating to the acquisition of the Foster Wheeler business.

	2014	2013	2012	2011	2010
% employee instigated turnover	9.9	10.6	10.8	11.0	10.8

People development



Our vision is to be the most trusted partner for our customers by consistently delivering excellence. Underpinning that commitment to excellence is our value 'Develop full potential'. This means that year-on-year we invest heavily in the development of our employees so that we can help them perform and grow in a way that assures excellence of delivery.

Our key development focus in 2014 was on supporting the growth of our people in line with our customer and business imperatives.

Our global Academy continued to play a key role in this. The Academy was set up in 2009 to ensure that we have the critical skills and knowledge needed in sufficient quantities to meet the demands of our customers. Some key examples follow illustrating the way this was achieved in 2014:

- **Four cohorts of leaders from across the globe attended the Academy I-Care programme.** I-Care is a Group-wide programme developing the capabilities of our executives to continuously drive a customer-orientated organisation. It represents a significant investment on the part of the business over a year, comprising four week-long residential modules alongside individual coaching and peer-to-peer networking.
- **80 classroom programmes were run in different parts of the globe.** The content focussed on developing those capabilities critical to business delivery and success, such as project management, commercial understanding and facilitation skills. It also focussed on the management skills needed to run strong operations and develop a sustainable talent pipeline.
- The geographically diverse nature of our business means that we place increasing focus on online delivery with **circa 4,000 online training courses completed in 2014.** Example areas include: training on the Code of Business Conduct, 'how we manage people', 'how we manage projects' and sustainability awareness. We also launched a **new online training and management information service which 3,500 people have accessed** since it went live in February 2014.
- **Four cohorts of 'high potentials' were taken through our accelerated development programmes.** These drive development through a combination of workshops, seminars, mentoring, coaching, live international projects, networking and development planning over the course of a year. The aim is for Future Leaders to develop a deep understanding of the organisation, the operating environment and themselves as leaders in order to take on increasingly challenging roles across the global business.

[Find out more about our Future Leaders programme.](#)

People development



	Europe	Americas	Growth Regions	Centre	Total
BU move	6	19	73	3	101
OU move	21	27	86	1	135
Country move	27	44	31	1	103

Locally we continued to drive learning and development activity that relates to the specific needs of our Operating Units. Examples of this are:

- A draftsman apprenticeship pilot in our Northern Europe Clean Energy business in conjunction with industry partners and the UK government department of Business, Innovation and Skills. This was one of the early pilots reflecting government's desire for closer partnership with industry in order to shape the skills and engineering talent pipeline in the UK for the future and mitigate skills shortages.
- Our Engineering Leadership programme in our Northern Europe Oil & Gas business. This picks up graduates at the end of their formal schemes and furthers their development through mentorship and specific development targeted to individual needs.
- Our Practice Areas Programme which provides monthly technical seminars and an annual technical conference for junior engineers in our Environment & Infrastructure business in the Americas.
- Our Office Leadership Programme in Environment & Infrastructure which develops the leadership and management skills of new and upcoming Office Managers. This programme, which facilitates learning through live examples, is led by internal senior leaders.
- Successful programmes in our African and Middle Eastern markets which transfer skills and competencies from the expatriate workforce to the local workforce, building a sustainable local talent pipeline, such as the development of a local workforce in Ghana

We also continued to support internal movement and in 2014, 101 individuals moved one from business to another and a further 103 from one country to another. Cross discipline, sector and country moves are encouraged as a means to develop our employees and foster diversity of thought across the business. Internal vacancies are published on the global intranet. In tandem, talent reviews across the group provide a forum in which moves of this nature are discussed and planned.

2015

One of our focus areas for 2015 is the development of a globally consistent approach to people development activity across Amec Foster Wheeler. Specifically this means a revised and integrated approach to talent, succession and performance management underpinned by a global talent system. The aim of this is to:

- Drive a shared language around people development across the global organisation;
- Better understand and leverage the strength of an expanded global talent pipeline;
- Centrally manage the careers of our 'high potentials' to give them the experiences they need early in their careers to accelerate through the organisation; and
- Drive performance levels by ensuring that personal growth is planned at the start of the year in the same way that business objectives are.

Good progress has been made already. For example we have implemented the new approach to succession management for our recent succession review and we have purchased our integrated talent management system with configuration underway. Still to come is a suite of global communications so that all our employees understand the new approach backed up with learning activities to ensure the approach is embedded as quickly as possible.

Our global Academy will also be refocusing its support for the business to reflect our new operating model, values, behaviours, approach to performance management and the challenging environment in some markets. Examples of this are:

- The creation of Academy alumni who will work as champions for skills and management development throughout the business;
- Creation of a greater spread of methods to deliver learning, ensuring that even where learners choose not to leave their businesses, personal development can still be achieved.
- Executive Leadership Development seminars which will be led by our global lead team and delivered online. Work has already begun to broaden learning delivery methods and the Executive Leadership Development seminars commenced during the week of 18 May.

Development of a global cadre of future leaders



Every year we take 15 'high potentials' nominated from across the global business onto our Future Leaders programme. The aim of the programme is to accelerate the development of individuals showing the capability, aspiration and potential needed to become the Group's leaders of the future.

Here is the experience of one of our former participants:

"From Workshop 1 we were taught about looking at strategy and taking time to reflect on decisions and critically analyze how things were going for us. I took a lot of this back into my project at the time which was in 'firefighting' mode due to a number of complex reasons. My team had grown from eight to 24 personnel over the space of six months and I had not pulled myself out of the detail which was consuming a lot of my time unnecessarily.

Using some of the reflective techniques and starting to strategize more frequently I was able to put together a more robust set of procedures and processes to embed project controls into how the project operated.



As a result of this I was able to pull together a robust strategy to deliver cost, planning, contracts and DCC across three work share locations to deliver an additional \$50million of detailed design and engineering work to our client. Without workshop 1 of the process I would have definitely struggled to take these steps and evolve what was already in place.

The whole process was very much an evolution for me and it worked well

Andrew Mitchell
Project Controls Manager, Qatar

The biggest take away from the process for me was making the time to reflect and review on what I have done. The nature of the projects I have typically worked on have been intense and fast paced and, looking back on them, I rarely stepped out of a decision and asked if I thought it was the right thing to do? Or if what had been put into place was actually working? I have made this more of a habit in my day-to-day work and feel that this is strengthening my contribution to team meetings and as a Leader of a team."

Development of the local workforce in Ghana



In our African and Middle Eastern markets we are required to develop a national workforce alongside our expatriate workforce. This ensures sustainability of appropriately skilled and qualified employees for Amec Foster Wheeler projects. It also satisfies our corporate responsibility to support local employment in the markets in which we operate, as well as enhancing our ability to deliver a competitive commercial offering to our customers.

A recent example for a project in our Ghanaian market illustrates the way we do this.



We aim to develop **10 Ghanaian** national engineers to the standards of UK Chartered Engineering institutions over the life of the contract

We are also introducing a Graduate Development programme which will develop Ghanaian national graduate engineers to the international standards of the Oil & Gas Industry. In this case study the deliverable from the programme is 10 Ghanaian national engineers fully developed and qualified to the standards of UK Chartered Engineering institutions over the life of the contract. This will be achieved through a combination of development activities such as mentoring, e-learning, lunch-and-learn sessions and on-the-job rotations.

A competency assessment is conducted for each employee at the beginning of their employment. This is done by discipline-competent people against the discipline competency framework and evaluates skills against the specific requirements of the job. The outcome of this assessment is then reflected in a development plan jointly prepared by the employee and Line Manager. The Learning and Development Lead then monitors to ensure that planned action is being executed.

This process is particularly important when it comes to choices for promotion. It ensures that local hires only progress to a more senior position when they are evaluated as ready by an assessor. That way we maintain the quality of our work for the customer while ensuring that any experience or capability bars to an individual's progression can be addressed.

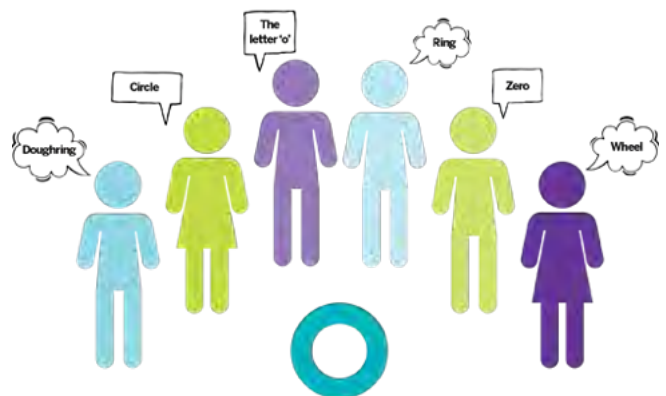
Diversity and inclusion



Amec Foster Wheeler is committed to increasing diversity and inclusion throughout its business. This is reflected through the emphasis we have given diversity and inclusion in both our new company values and expected behaviours.

We recognise that each of us has many different diverse traits which shape our view of the world, our perspective and our approach.

This broader view of diversity is encapsulated by our belief that diversity is really about diversity of thought; where different viewpoints and experiences are the point of difference, rather than our visible characteristics.



We want to maximise the value of our peoples' individual differences and understand that creating an inclusive environment is essential for us to achieve this.

Our diversity and inclusion vision is that:

- Diversity of thought is valued as it adds to our business through enriching the solutions we deliver to our clients; and
- We are passionate about building a culture of inclusion and respect where the value of difference is not only recognised, but positively encouraged.

Diversity and inclusion



To achieve this vision and to become more diverse and inclusive, global company, our global diversity and inclusion steering group was established in January 2014. This steering group leads and drives our diversity and inclusion strategy globally, focusing on five key areas to influence change and accelerate progress.

- **Leadership and vision** - Create a framework to lead and drive Amec Foster Wheeler’s diversity and inclusion activities which clearly demonstrates our commitment;
- **Communication and engagement** - Raise Amec Foster Wheeler’s profile both internally and externally as a diverse and inclusive employer;
- **Culture and behaviors** - Foster a culture where diversity and inclusiveness is embedded and embraced as part of the Amec Foster Wheeler way;
- **Recruitment and talent management** - Attract and retain key talent for Amec Foster Wheeler from the full spectrum of the worldwide talent pool, ensuring that the right talent is deployed to the best opportunities in order to help the business globally and achieve creative solutions; and
- **Measurement and evaluation** - Ensure that there are effective and reliable methods in place to monitor and measure progress on diversity and inclusion activities.



In 2014 we appointed 14 diversity and inclusion champions, all senior leaders from across our business. Each champion is responsible for a diversity and inclusion action plan for their operating unit covering the five key areas and designed to embed our global diversity and inclusion strategy, address local issues and individual operating unit needs.

In addition to establishing our diversity and inclusion leadership structure, in 2014 we also focused on communicating to our people what diversity and inclusion means in Amec Foster Wheeler, what our vision is for diversity and inclusion and why it is important to all of us. To enable us to do this we launched our global mandatory diversity and inclusion procedure, we also created a diversity and inclusion intranet site and launched an internal social media group for diversity and inclusion which nearly 500 of our people have joined.

	Overall	Group central	America	Europe	Growth regions
AMEC has created an environment where people with diverse backgrounds can succeed	72%	69%	76%	67%	68%
My manager treats me with respect	86%	81%	88%	83%	87%
My ideas and opinions matter	69%	75%	70%	64%	75%
I feel that I am part of the wider AMEC team	47%	52%	52%	34%	52%
Inclusion Index	69%	69%	72%	62%	71%

As part of Why AMEC, an AMEC engagement initiative, quarterly pulse surveys were conducted targeting 2,000 randomly-selected employees each time. The purpose was to measure the level of engagement in the company on a regular basis as well as to solicit feedback on various related topics.

In November 2014 a pulse survey was carried out focusing on diversity and inclusion, asking our agreed inclusion index questions. These results will serve as a useful benchmark for our diversity and inclusion activities moving forward.

Diversity and inclusion



In 2015 our focus will be to deliver against both our global and local diversity and inclusion action plans and this will be monitored and driven by our global diversity and inclusion steering group.

Specifically, we will develop the Amec Foster Wheeler global mandatory diversity and inclusion procedure and ensure that diversity and inclusion is further embedded into our company. Diversity and inclusion champions will be appointed in the five operating units that are yet to confirm their champion and action plans for these areas will be developed and actioned. We will also focus on building our external profile as a diverse and inclusive employer and ensure progress on diversity and inclusion activities are monitored and measured.

Gender split, based on directly employed workers only – AMEC only (2013 figures in brackets)

	Europe	Americas	Growth regions	Centre	Total
Male %	79 (79)	71 (71)	71 (80)	66 (65)	73 (74)
Female %	21 (21)	29 (29)	29 (20)	34 (35)	27 (26)

Hired in 2014, by strategic recruitment – AMEC only (2013 figures in brackets)

	Graduates	Trainees	Interns
Male %	75 (70)	53 (72)	69 (73)
Female %	25 (30)	47 (28)	31 (27)

Gender split, 2014 – Amec Foster Wheeler at 31st December

	Board	Group leadership	Executive	All directly employed
Male %	78	90	88	76
Female %	22	10	12	24

Women in engineering



As part of our diversity and inclusion policy and our ambition to increase the number of women in technical roles within the business, we are committed to positively influence women and girls in science and engineering, by fostering a culture within the business where women can develop to their full potential, and also through school outreach programs. Amec Foster Wheeler continues to be involved in the WISE campaign in the UK which aims to promote female talent in STEM (science, technology, engineering and mathematics), from classroom to boardroom.

“Diversity and inclusion are critically important for society and business and I am passionate about ensuring that Amec Foster Wheeler plays a central role in making this happen. I am personally committed to seeing an increase in women in technical roles within Amec Foster Wheeler as that is one of the key ingredients to creating the diverse and inclusive workforce that we need to deliver on our ambitions.”

Samir Brikho

In 2014 Amec Foster Wheeler pledged support to a UK Government campaign called ‘Your Life’ aimed at promoting greater participation in STEM, especially among women. As part of this we successfully committed to:

- 15 of our major offices participating in schools outreach events on 23 June 2014 to celebrate the 95th anniversary of the founding of the Women’s Engineering Society;
- Doubling the number of STEM visits made to schools in 2014 from 75 to 150;
- Doubling the number of women STEM ambassadors from 20 to 40 within a year; and
- Organising 10 Women in Science and Engineering (WISE) specific events targeting pre-option students (11-13 year olds or younger) throughout the year in the UK.

Women in engineering



Below outlines just a few of the 2014 activities that took place.

Women in Engineering Day

To mark the 95th anniversary of National Women in Engineering Day last year Amec Foster Wheeler hosted a number of special events to promote and attract more women into the science and engineering field. The aim of the day was to focus attention on the opportunities for women in engineering, to be as inclusive as possible and inspirational for girls but also to engage with boys in encouraging all into a career in engineering.

Some of the events included visits to laboratory facilities in Birchwood, Warrington by Culcheth High School, and a visit to the Overhead Line Training School in Darlington, by the Woodham Academy in County Durham. There were also a number of visits by graduate STEM ambassadors to secondary schools across the UK.

Each session comprised of an introduction to Amec Foster Wheeler and its operations, with an insight into the work the graduates carry out daily and how to progress to a career in engineering and the different entry paths Amec Foster Wheeler can offer. A number of the schools also held competitions to build structures from specially designed plastic bricks to give the students a realistic insight into the engineering design process.

Women in Engineering Day at the Amec Foster Wheeler's Technology & Innovation Centre, Warrington

To celebrate Women in Engineering Day 2014 we invited twenty Year 10 students from Culcheth High School to visit Amec Foster Wheeler's Technology & Innovation Centre in Warrington.



The Technology & Innovation Centre is home to a number of laboratories, engineering halls and test facilities. We were able to provide hands on experience for every student with a range of different technical challenges.

Following an introductory talk on the principles of nuclear power, students visited full scale replicas of key power station facilities to see how they are inspected, maintained and repaired. Students then had the opportunity to control Remote Operations Vehicles (ROVs – small robots) to simulate moving radioactive waste containers in storage areas off limits to people due to radiation levels. They also measured radioactivity levels in a range of everyday household items (do you know the inherent radioactivity of a banana?) and they investigated how ion exchange resins remove ions from water in order to purify it.

The day was supplemented with short career talk from Dawn James, Vice President for Nuclear Generation and Defence, who spoke about her early career as an apprentice and her route to Vice President.



The day concluded with 'speed mentoring' allowing each student the opportunity to talk 1:1 to around 10 different Amec Foster Wheeler engineers and scientists.

The day was summed up by one attendee:

"I thought it was a very fun experience which I would love to take part in again."

Women in Engineering



Mentoring future engineers at Brunel University

Amec Foster Wheeler has also been working closely with Brunel University to provide mentoring services to female engineering students. The Women in Engineering Programme (WIE) supports their female engineering MSc graduates to attain their full potential in the engineering profession. The Programme consists of a bespoke mentoring scheme (consisting of professionals), personal professional development training and visits to industry to help provide support and future career path opportunities for future engineers.

Sarah Templey, Chief Mechanical Engineer in our London office is currently a mentor and says;

“As the mentoring topics are unique to the student concerned, we’ve based our discussions on the objectives she wants to get from her course, career and the mentoring process itself. This means our discussions remained both focused and highly relevant to my mentee. As well as covering several areas in support of her objectives I’ve also been able to put my mentee in contact with women engineers working in the specific role she is interested in doing on graduation, enabling her to gain an insight to the working environment and to get perspectives on issues that she might face as a working mother, for example.”

Going forward we will continue to get involved and support national campaigns that improve opportunities for women and youth in education.



Do you know the inherent radioactivity of a banana?

Answer:

Bananas are slightly radioactive because they contain potassium and potassium decays. Potassium is a necessary substance for healthy operation of your body – you need about 2.5g per 1kg of body weight. You would have to eat a LOT of bananas just to compete with the natural potassium dose of your body.

Bananas have about 0.1 μSv of radiation i.e 0.1×10^{-6} . A CT scan delivers around 0.7 mSv i.e. 0.7×10^{-3} which is 7,000 times more than a banana. A lethal radiation dose is about 800mSv i.e. a thousand more times again (or nearly 10 million times more than a banana). So you would need to eat 10 million bananas in one go to have sufficient radiation poisoning to kill you in a few days, or around 250 bananas a day for 7 years to poison yourself slowly.

Mobilising our people



Mobility continues to be an important focus for us. Our main objective is to ensure that our mobility programme continues to support our business strategy by ensuring that we have the right people in the right place at the right time and in the most cost efficient way for both the company and our clients.

Policy

In 2014 we launched a new Employment Framework which documents the way in which we mobilise and employ our resources, offering greater flexibility to the business and supporting our global execution model. This is a change in strategy which has been developed specifically to meet the needs of the business based on feedback, and shifts the mobility function from mainly mobilising a western workforce, to allowing us to recruit from any country and place and mobilising that workforce to wherever it is required to deliver our work.

Historically, it has been challenging to offer flexibility with only one policy while also maintaining consistency and the businesses have often felt constrained and frustrated by the lack of options available to them. As a result we have developed a suite of five policies which are aligned to five employment streams, thereby providing options and agility to support our businesses, ultimately decreasing time to bid and time to mobilisation and increasing competitiveness.

Driver	<p>The driver, or business intent, is at the foundation of the framework. It is the first item which requires definition and prescribes the mobility pattern.</p> <p>The intent of the driver is to define both the long and short term intent for the employee, in terms of career development, business requirements and potential for future mobility.</p>
Mobility Pattern	<p>The mobility pattern defines the requirement for mobility for the employee. It prescribes the Employment Stream.</p> <p>The intent of the Mobility Pattern is to determine whether there is a long term or potential requirement for future mobility, or whether the move in question is permanent. This decision should support the outcome of the decision made when determining the driver.</p>
Employment Stream	<p>The employment stream defines the route through which the employee will be mobilised. It prescribes the possible policy options.</p> <p>The intent of the employment stream is to define the relevant employment entity and the requirements dictated by the mobility pattern.</p>
Policy	<p>The policy summarises the terms and conditions applicable to each cross border move.</p> <p>The intent of the policy is to account for the specifics of the move (duration, level of benefit provision, employee type) and to define appropriate remuneration and support.</p>

The framework defines a structure composed of 4 elements, illustrated above.

The framework aims to provide transparency and clarity on how Amec Foster Wheeler employs its people globally, to introduce consistency across regions and to support diversity. It also moves us

towards a talent based approach, where the intent or driver for each international move is at the core of decision making around how an assignment is structured.

Mobilising our people



The diagram below provides a visual representation of the framework. Starting at the very inner circle and moving outwards; the purple circle is the driver or intent, the grey segments show the mobility pattern, we then move on to the colour coded employment streams and finally the very outer ring depicts the policy as per the legend on the right.

Process

Common feedback that we receive from our employees is that during mobilisation there are multiple contact points and process hand offs which makes the experience disjointed and confusing. In order to address this we have established a Global Mobility Shared Service

Centre in Manila where we can streamline processes and deliver a more seamless experience to our employees. While still in the early days of development this enhancement to our current structure will enable us to establish globally consistent processes and reduce the number of contact points for the employee, thereby improving their overall assignment experience. Since the establishment of the Shared Service Centre we have been able to realise cost savings and process improvements while also strengthening compliance. Throughout 2015 we will continue to migrate activities to Manila in line with our Operating Model.

Technology

Key to supporting us in the delivery of our objectives and process improvements is the design and implementation of a technology tool which will automate cost estimates and work flow management. The introduction of automation and process consistency will enable us to provide accurate and timely data to support the business in winning work whilst increasing the speed of deployment.

As we move forward into 2015 we are primarily focused on the integration of the two legacy global mobility programmes which will include policy harmonisation, team integration and a review of our technology requirements. The main objective being to improve employee experience and achieve cost and process efficiencies while also ensuring that we remain compliant.

Global Mobility Employment Framework - Employment Stream, Policy and Process Options



Mobilising our people



We are also working with Talent & Performance Management to identify ways in which we can be more closely aligned to capitalise on the experience that our employees gain while on assignment.

By the end of 2015 we aim to have in place a single mobility function, working to a common set of principles which will meet both the strategic and operational needs of our new organisation.

In 2014 AMEC had just under 2,000 people on a mobility assignment. 236 individuals moved from one business to another, and a further 103 from one country to another.

	Europe	Americas	Growth Regions	Centre	Total
BU move	6 (5)	19 (83)	73 (25)	3 (10)	101 (123)
OU move	21 (33)	27 (16)	86 (12)	1 (7)	135 (68)
Country move	27 (11)	44 (48)	31 (22)	1 (13)	103 (92)
On people development assignments (Int'l)	0	0	0	0	0

Note, numbers in brackets relate to 2013.



amec
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wheeler



Innovation & Delivery

Safety by Design



Doing the right thing – putting safety first is one of our core values. This includes the fundamental goals of achieving inherently safer design in all of Amec Foster Wheeler’s engineering and construction efforts. Amec Foster Wheeler’s Safety by Design process assists the achievement of designs with enhanced safety and environmental characteristics. This process is based on the implementation of Inherently Safer Design principles applied to engineering, construction and their environmental aspects.

Amec Foster Wheeler applies a Safety by Design process on its engineering projects, designed to help our engineering and design teams, focus on the impact they have on operations and construction safety, and how we can improve in this area. The intent of Safety by Design is to:

- Address life-cycle health, safety and environmental risks and environmental aspects including management of the use of natural resources in development projects;
- Systematically and comprehensively identify and assess hazards and environmental challenges, and their associated risk to people, environment, asset and production loss, and company reputation; and

- Examine whether actual and potential negative impacts can be entirely avoided, or their magnitude reduced by design. If this is not possible then appropriate and preferably engineered controls (i.e. by isolating people from the hazard by use of enclosures) shall be put in place to manage the residual risks and environmental impacts.

Amec Foster Wheeler has made Safety by Design an integral part of the project engineering design workflow. In addition, we have dedicated resources in our key engineering centres that are actively involved in ensuring Safety by Design.

Why adopt a Safety by Design approach?

In addition to making a facility safer, adopting a Safety by Design process can save costs:

- Inventory reduction will reduce costs because smaller vessels cost less;
- Simpler plant costs less because there is less equipment and fewer ancillaries;
- Avoiding hazards also prevents the costly hazard control measures; and
- Reducing count, size and complexity of equipment reduces utilities, labour, testing and maintenance costs.

Safety by Design



A five-step process

1. Define safety goals

Goals will help maintain focus throughout the Safety by Design process. Goals should reflect regulatory requirements, legislated and project specific tolerability of risk criteria and sustainability strategies, as well as project specific safety and environmental goals.

2. Understand hazards & aspects

If hazards to health and safety or the relevant environmental aspects that require to be managed are not known, they cannot be controlled. The purpose of this step is to identify and understand project specific health and safety hazards as well as environmental impacts.

3. Implement Inherent Safer Design principles

The intent of Inherently Safer Design is to eliminate a hazard or the use of materials or energy completely or reduce the magnitude of use sufficiently to eliminate the need for elaborate safety or environmental management systems. This process of elimination or reduction is accomplished by means that are inherent to the production process and thus permanent and inseparable from it and therefore highly reliable.

The implementation of inherently safer design is achieved by adopting a strategy based on the following principles:

- Eliminate - remove hazardous materials, processes and activities;
- Minimise - use smaller quantities of hazardous substances and materials generally; minimise the number of activities especially hazardous ones;
- Substitute - replace a hazardous, expensive or rare material or activity with one that is less so.



Amec Foster Wheeler's five step Safety by Design process

- Moderate – minimise the potential impact of a release of substances, materials or energy, e.g. by changing layout / configuration, adopting less hazardous operating conditions, or by minimising the number of people exposed; and
- Simplify – design facilities and plan executions to reduce or eliminate complexity; and minimise the possibility of human error.

4. Manage residual risk

If 'inherent control' cannot be fully achieved or is perceived to be inadequate, residual hazards, risks and environmental impacts will remain and their associated risks and effects will need to be reviewed, and where reasonably possible, mitigated. Mitigation may require the implementation of additional engineered or procedural controls.

Controls or safeguards are generally more effective if they prevent a hazardous event or unnecessary

use of materials or energy from occurring by passive means, rather than reactive means, i.e. acting on the consequences of events rather than preventing the events. Engineered controls are generally preferred to administrative controls, as these require no, or less, human intervention to be effective.

The preferred hierarchy of controls is reflected in Amec Foster Wheeler's Safety by Design process, and sub-processes that address health & safety and environmental protection & sustainability issues.

Various studies can be conducted as part of the residual risk management process, either in-house or with external support. These studies could include the review of:

- Operability and safety of processes involving hazardous materials;
- Effectiveness of safety instrumented systems as a safeguard;
- Analysis of the possible failure of equipment and the potential impact of this failure on people and the environment;
- Effects and likelihood of releases of hazardous materials;
- Effects and likelihood of fires, explosions and nuclear radiation, and mechanical impacts such as dropped objects and collisions;
- The minimisation of the use of resources (e.g. water) and energy (e.g. electricity diesel fuel);
- Human-machine interface and human-friendly design;
- Effects and likelihood of potential human errors;
- Escape, evacuation and rescue process; and
- Evaluation of risks to people and the environment, asset / production loss, effects on community, habitat and natural heritage.

Safety by Design



5. Consolidate and communicate

Once the Safety by Design process has been completed as intended, and the goals that were identified at the outset of the project have been met, the process can be closed. The findings of the Safety by Design process can be consolidated and communicated to internal and external stakeholders.

Depending on legislative and client requirements, a dedicated compliance report such as a Case for Safety or an Environmental Impact Statement is produced.

Managing actions and recommendations

Any action or recommendation raised during the project's Safety by Design process is recorded and followed up.

Following up these actions can be complex, as it requires multiple parties to be involved, either as responsible party or in an approving capacity. Our SharePoint based Engineering and Technical Action Tracker (ETAT) has been specifically developed to address this type of actions.

Developing and maintaining an Inherently Safer Design culture

For the benefits of Inherently Safer Design to be fully realised it is important that the entire project team becomes aligned with the need for it. To support this, in conjunction with the Amec Foster Wheeler Academy, a two day training program "The Essentials of Safety and Environmental Protection through the Asset Life Cycle" has been developed and is presented in global locations several times a year. The objective of the training is to explain the principles of the Safety by Design process to our engineering community.

The program has been running for over five years and to date more than 400 employees have completed the training.

Supply Chain Management



Amec Foster Wheeler’s Supply Chain Management (SCM) function is responsible for the end-to-end management of the external supply chain for the provision of goods and services to our projects across the globe, managing an annual spend of circa \$6.35 billion per annum.

Deliver a globally consistent and collaborative supply chain management capability utilising the processes, tools, skilled SCM personnel and suppliers expertise to enable excellent project delivery.

The global SCM leadership team focuses on two key areas:

- Firstly, to ensure we have a strong and successful relationship management with our supply chain as this is fundamental to our delivery of safe and excellent projects for our customers. We value the relationships we have with our suppliers and recognise the important role they play in the development and ongoing success of our business; and
- Secondly, the provision of appropriate training and development programmes for the SCM people that enables them to understand how to use the procedures, processes and systems effectively on our projects.

With the creation of the new company, SCM has become a core part of the overall project delivery function, which consists of various other primary frontline project execution functions. The purpose of our supply chain management is to “Deliver a globally consistent and collaborative supply chain management capability utilising the processes, tools, skilled SCM personnel and suppliers expertise to enable excellent project delivery”.

To deliver this, the group vice president has a global SCM leadership team comprising the respective business unit SCM leads and other subject matter experts related to various facets of executing supply chain management. In addition to the leadership team, each business unit has SCM leads which are deployed into the Operating Units (OU), forming part of that OU management structure.

Supply Chain Management



Supporting our suppliers

To support and aid our focus on our suppliers we have the following in places.

- An internet SCM section which our suppliers can view, currently undergoing a significant change to incorporate the following:
 - A link to a global registration system which enables suppliers to provide details of their capability which the SCM function can use for the purposes of identifying potential suppliers for specific projects related to their provision of goods and services. Currently, there are 14,000 suppliers registered from across the globe. Access to the site will require suppliers to have confirmed acceptance of the company and Supply Chain Codes of Conduct.
 - We have a Supplier Performance Assessment (SPA) system in place which is used by the team that dealt with the supplier to whom we awarded a subcontract or purchase order to. The SPA has nine categories of assessment related to purchase order to assess their performance in several areas:
 - ▶ Responsiveness in bidding - How a supplier has dealt with our requests for quotation/proposals or invitations to tender;
 - ▶ Commercial - Post award topics such as change orders, claims, etc.;
 - ▶ Delivery - Performance of the work post award of a contract, sub-contract, or PO
 - ▶ Technical compliance - Overall technical integrity of the scope of work/supply;
 - ▶ Documentation - Provision of documents/data;
 - ▶ Health and safety - Implementation and compliance executing the work/activities;
 - ▶ Environmental - Impact on the environment of work/activities performed;
 - ▶ Equipment installation and commissioning - Start-up and operability of facilities or equipment; and
 - ▶ Sustainability - Human rights, ethical practices, their supply chain workforce and community, carbon management, and climate change on the work/activities.
- ▶ A Supply Chain Code of Business Conduct which is aligned to the company Code of Business Conduct. This contains the requirements and expectations we set for the supplier community in both their dealings with our company and their supply chains, particularly in terms of our commitment to the UN Global Compact. The company Code and Supply Chain Codes of Business Conduct are currently under review, with new versions expected to be issued imminently.
- ▶ A "hot line" which they can use to report any breaches by personnel within our company to our Code of Business Conduct and Supply Chain Code of Business Conduct. No complaints or breaches were reported or registered in 2014.
- Our terms and conditions contain a clause related to the Supply Chain Code of Business Conduct which we require suppliers to confirm acceptance of prior to award of any subcontracts or purchase orders.
- We regularly participate in Supplier Industry Trade Bodies, for example EIC connect and Energy North in the UK, or the IHS Oil and Gas Supply chain summit in the US, where we provide information related to our current and potential future projects. These forums provide suppliers the opportunity to discuss with our personnel their capabilities and explore the potential to be considered for award of work.
- We also have regular lunch-and-learn sessions where suppliers come in and present to us over the course of a lunchtime, which provides them with the opportunity to meet numerous members of our team, understand current and potential projects, and also for our supply chain or project personnel to learn more about the products and services available.

For each category there the supplier is assessed, as relevant to their scope of work or supply, against a set of standard definitions/assessment criteria. Where a supplier has created issues for us the assessment information is used to have a conversation on how to prevent future occurrences. It is also a tool to identify our poor performing suppliers who create increased risks for us, and also highlight good performing suppliers who can support us.

Small business program



Amec Foster Wheeler's Environment & Infrastructure business established a small business program with the intent to utilize small businesses to the fullest extent where possible, and in particular on US Federal Government contracts.

The small business programme looks at a number of types of business listed below, with the aim of maximising the practicable opportunity to participate in the performance of contracts:

- Small business (SB);
- Small disadvantaged business (SDB);
- Women owned small business (WOSB);
- Veteran-owned small business (VOSB);
- Service disabled veteran-owned small business (SD/VOSB); and
- Historically Underutilized Business Zone small business concerns (HUBZone SB).

The small business programme assists and monitors mentor-protégé relationships, introduces qualified small business firms to project personnel in the form of face-to-face meetings or phone conversations, expands and maintains the database of small business subcontractors for projects, prepares all federal subcontracting plans, compiles small business procurement data, prepares individual and summary subcontract reports, and audits and reports on the performance of small business procurement efforts under all federal contracts.

AMEC's Procurement Manual addresses small business utilisation, an example:

"All federal procurements will be set aside for small business suppliers, unless there is no reasonable expectation of obtaining responsible offers from two or more responsible small business concerns that are competitive in terms of market prices, quality and delivery. In fact, AMEC screens all procurements under federal contracts for the ability to set aside for small business, and requires written justification from the project manager if not set aside for a small business, that needs to be approved and signed off on by the AMEC Small Business Office.

AMEC has provided recognition to deserving small business advocates and small business subcontractors since 2005. AMEC presents two small business awards each year; one is awarded to our top small business subcontractor of the year. The other is awarded to the AMEC small business advocate of the year.

Our small business subcontractor is presented with a plaque and AMEC publishes an internal write-up and posts on our small business internet site. This annual award was established to honor a small business to which AMEC has awarded subcontracts and whose performance from a technical, schedule and administrative perspective has exceeded our expectations.

Our AMEC internal small business advocate is presented with a plaque and a cash reward. This provides incentive for AMEC employees to ensure that small businesses are given equitable opportunity to compete on our subcontracts, mentor small businesses and share their successes with other AMEC project managers and customers.

[See the 2014 winners.](#)

Small business program



Much effort is also put into outreach activities. Amec Foster Wheeler’s commitment to small business can easily be measured through our active participation in many small business events. Amec Foster Wheeler attends, exhibits and participates in small business conferences, workshops, and seminars nationwide to identify and develop small business relationships. In the past 12 months, we attended more than 41 such events across the US.

Amec Foster Wheeler has recently taken its marketing outreach to a new level, hosting a Small Business Networking Event twice a year, one on the east coast in the fall and one on the west coast in the spring. These local events are tailored toward inviting small business firms, of various socioeconomic types, that provide services which we commonly subcontract. This makes the networking session valuable for both the company and the small businesses. The legacy event is called “Play Ball With AMEC” and has its own unique sports-related theme. The goal is for companies to meet in a more fun and relaxed atmosphere that promotes small business interacting with Amec Foster Wheeler and each other. The events have been extremely well received by attendees.

We are extremely proud of its track record of small business utilization, as evidenced by the small business reports, the national awards garnered for small business utilization and mentoring and the recent award of an “Outstanding” rating from SBA- the highest rating SBA can bestow upon a large business.

Raleigh, NC

Amec Foster Wheeler’s Small Business Program hosted its third small business “play ball” networking event on October 21st, 2014 in Durham, NC. The event was attended by close to 90 small businesses, and was held at a local park and featured football-themed activities, BBQ, matchmaking sessions, and business bingo throughout the event to facilitate networking.

“As a small business it is very rare that we have the opportunity to meet with the number of decision makers that attended this event, and hear from them directly about opportunities that were currently available or upcoming. In addition, I found that the representatives from the different areas of AMEC were eager to find ways to include small businesses. As a result of the event we were invited to bid on a project,” said James Jordon, of JCC.

“I really enjoyed the opportunity to meet several key AMEC personnel in one location, as well as fellow small business representatives. The atmosphere was casual and laid back, making it a stress free environment for starting and building business relationships. As a small business it is a great opportunity to establish contacts, have access to various AMEC offices and lines of business, and meet key people face-to-face with minimal expense involved. Looking forward to more opportunities like this in the future.”

Curtis Teague of DNT Environmental

AMEC has been awarded the following small business awards

Award	Agency	Year
1 USAID Excellence in mentorship Award	USAID	2015
2 Dwight D Eisenhower Award for Excellence- US SBA	SBA	2015
3 Outstanding Rating-SBA Small Business Program Compliance Review	SBA	2014
4 SAME Large Business National Award	SAME	2012
5 SAME Large Business 2nd Place Award Pike’s Peak & Denver Metro Post	SAME	2012
6 Dwight D. Eisenhower Award for Excellence – US SBA	SBA	2011
7 Outstanding Rating-SBA Small Business Program Compliance Review	SBA	2010
8 DoD Nunn-Perry Award for mentoring SDBs - CORE Engineering & Construction, Inc. (SDB) & Florida International University (MI)	DoD	2008
9 Claire Hackett, Champion of Veterans in Small Business	SBA	2008
10 Dwight D. Eisenhower Award for Excellence - US SBA	SBA	2007
11 DoD Nunn-Perry Award for mentoring SDBs - Echota Technologies (SDB)	DoD	2006
12 DoD Nunn-Perry Award for mentoring SDBs - Zambrana Engineering (SDB)	DoD	2004
13 DOD Nunn-Perry Award for mentoring SDBs- Bering Sea Eccotech	DoD	2002

Sempra U.S. Gas & Power

Successful completion of a solar project



In May 2015, Amec Foster Wheeler completed the Sempra U.S. Gas & Power and Consolidated Edison Development's 250 megawatt (MW) Copper Mountain Solar 3 project in Boulder City.

“Copper Mountain Solar 3 is the culmination of hard work and a great partnership with Sempra U.S. Gas & Power and Consolidated Edison Development. This is a significant project in the solar market and we are delighted to deliver this prominent project, which demonstrates our growing position in renewables and clean energy as well as our ability to leverage our global design, engineering and project management expertise to deliver projects for our customers.”

Tim Gelbar
President, Amec Foster Wheeler
Power & Process Americas

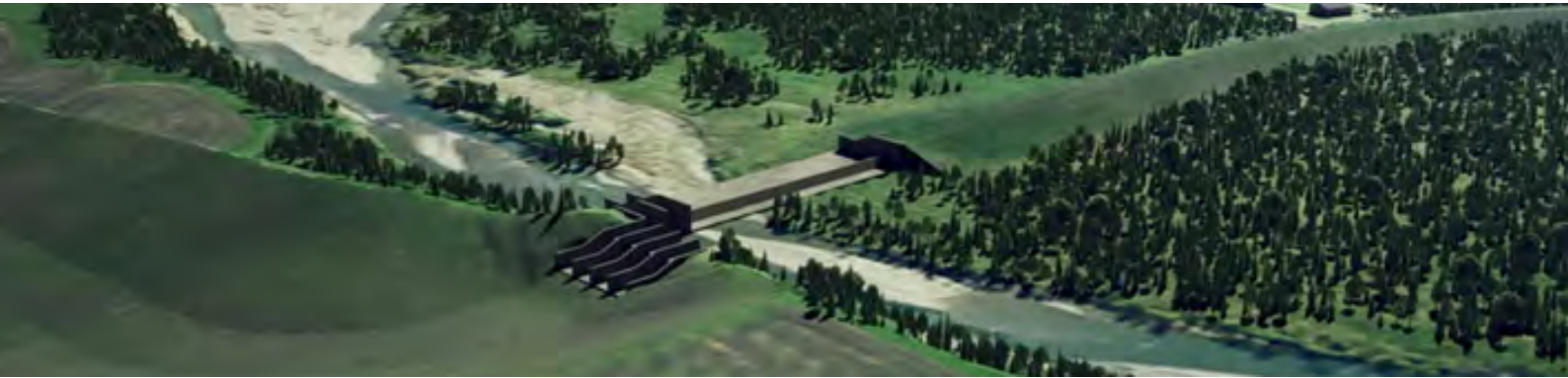
Amec Foster Wheeler was awarded the multi-million dollar engineering, procurement and construction (EPC) contract by Sempra U.S. Gas & Power in 2013 to design and construct its Copper Mountain Solar 3 project near Las Vegas, Nevada, in an effort to harness the desert sun in Boulder City, Nevada, and produce clean energy.

Copper Mountain Solar 3 is the third phase of Sempra U.S. Gas & Power's landmark Copper Mountain Solar complex jointly owned by Sempra U.S. Gas & Power and Consolidated Edison Development. It is situated on about 1,400 acres of land and is currently one of the largest photovoltaic (PV) solar plants in the U.S.

Construction of the solar project which began in 2013, created roughly 300 jobs and 12 permanent operations jobs. During the 18 month completion we have installed 1,132,800 photovoltaic (PV) modules, 410 miles of electrical cable and nearly 200,000 foundation posts. In 2014, the plant produced approximately 265 million kilowatt hours and now complete, will provide enough electricity to power around 80,000 homes.

Construction on a 94-MW expansion of the Copper Mountain Solar complex, Copper Mountain Solar 4, is expected to get underway later this year with Amec Foster Wheeler continuing to work with Sempra U.S. Gas & Power and Consolidated Edison Development on this landmark solar complex.

Springbank reservoir project



Amec Foster Wheeler identified the potential for off-stream flood storage by identifying a site and engineering solution to mitigate flooding the lower Elbow River in Alberta. The scheme will not only protect thousands of residents in the Elbow River basin, but will also protect transportation, infrastructure and mobility in downtown Calgary from experiencing a repeat of the floods of June 2013.

Background

Between 19th June and 22th June 2013, over 310mm of rain fell in the Elbow River headwaters. The resultant flood caused by this storm was the most expensive natural disaster in Canadian history. The challenge presented to Amec Foster Wheeler was to find flood mitigation measures that would prevent such a natural disaster from recurring.

The problem

The Elbow River basin headwaters are on the eastern slopes of the Rocky Mountains. The steep terrain in the upper basin can generate extreme rainfall as moist air from the Gulf of Mexico rises over the Rockies. There are currently no significant flood defenses on the Elbow River leaving downstream properties, residents and infrastructure at high flood risk. Downstream of Glenmore Reservoir, the probability of flooding in a given year is between 4% and 10%.

The challenge

The upper Elbow River basin has limited opportunities for a flood storage facility due to the steepness of the watercourse and geotechnical challenges in the mountainous upper reaches. The main stem of the lower Elbow River is also generally unsuitable for a flood storage scheme. Also required to limit the risk of structure debris blockage and to allow the passage of fish.

The solution

The solution was an off-stream flood storage basin connected to the Elbow River via a 9.5 m high gated diversion structure across the Elbow River. This would divert major flood flows to an off-stream reservoir that would release the floodwater back to the river at a controlled rate once levels had receded.

Innovation

The use of off-stream storage for flood control is unprecedented in Alberta. The concept avoids some of the major technical challenges with a large on-stream reservoir, and eases the management of flood risk during construction. This project makes intelligent use of the terrain to achieve flood protection for an event of the severity experienced in June 2013. The final design can also be adapted to retain water during periods of drought if necessary without causing significant disturbance to the Elbow River riparian area. It will provide significant flood protection to areas downstream of the site, increase safety and effectiveness of the Glenmore Reservoir, and contribute to flood damage mitigation in the Bow River basin.

Springbank reservoir project



Benefits

- The elbow river supports fish species including populations of bull trout which are listed as "species of special concern" by Alberta's endangered species conservation committee. Reducing the footprint of the project minimises the impacts to fish and fish habitats.
- Off-stream project would maintain normal flows in the river except during flood periods, which would minimise changes to water flow and water quality.
- Reducing the footprint of the off-stream project within the key wildlife and biodiversity zones along the river minimises the impacts to important wildlife and species movements.
- Enhances the safety of residents, workers and emergency services personnel who live and work in the downtown core area which was significantly affected in June 2013.
- Most of the construction is offline from the river, as such there is reduced hazard from floods during construction.



Providing energy to Korea

Samcheok Green Power project – a new era in clean coal technology



The Samcheok Green Power project is one of the world's most ambitious energy complexes. Located in the northeast of South Korea, it aims to provide Korea with a constant, secure supply of electricity. Despite being coal fired, the project will be one of the greenest and most efficient power plants ever built.

The first phase of the plant featured four of the world's first 550MW ultra-supercritical Amec Foster Wheeler CFB boilers – producing a total of 2,200MW – firing imported coals and biomass.

Korea is a major importer of fuels; with the supply of high-grade fuels declining and becoming more expensive, the use of conventional thermal plants is becoming increasingly costly to run. The use by Korea Southern Power Company (KOSPO) of Amec Foster Wheeler's Circulating Fluidised Bed (CFB) technology boilers, provides Korea with the ability to burn different fuels and waste materials including low rank coals, petroleum coke and biomass.

The CFB technology has several benefits such as improved efficiency, reduced emissions, high fuel flexibility, high reliability and lower maintenance costs. Another significant feature is its ability to tightly control nitrogen oxides (NO_x), and sulphur dioxide (SO₂) emissions in the boiler, therefore avoiding the costs associated with the installation of additional equipment.

The benefits include:

- The CFBs wide fuel range and the ability to reliably burn low rank and high quality coals as well as biomass and waste coal slurries gives KOSPO the widest fuel procurement flexibility and security, along with the ability to save millions of dollars in fuel cost over the plant's life.
- The CFBs do not require back-end flue gas desulphurisation equipment for SO_x control saving KOSPO hundreds of millions of dollars to build this plant, in addition to reduced operating cost and water usage.
- The unique low temperature CFB combustion process minimises NO_x formation, and allows limestone to be fed directly into the furnace to capture SO_x as the fuel burns. This, coupled with ultra- supercritical steam technology, provides KOSPO with high plant efficiency and low emissions including carbon emissions.

When fully complete, in addition to the CFB boilers, the site will generate 1,000MW from renewable sources, comprising of wind turbines mounted on the plant's seawall, solar panels, on rooftops and slopes, wave power generation at the seawall, small hydropower at the plant's drainage canal, and fuel cells from nearby Korea Gas Corporation.

The plant infrastructure will include bilateral mooring for coal barges and an indoor coal yard which are all contained, ensuring coal will never be exposed to the outside, reducing the spread of coal dust. The roofing of the coal storage will be covered with solar panels.

The site, once complete, will also contain a world leading CO₂ research centre employing technical experts to continue development and reduce emissions.

[Watch the video to find out more about the Samcheok Green Power project.](#)



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wheeler



Our reporting

Our reporting



Indicators

We have chosen performance indicators that are meaningful with regard to our business.

GRI G4 and UN Global Compact

We have reported in accordance with the GRI version 3.1 for many years. This report is the start of the transition to GRI version 4. Our index sets out those indicators we feel are material and relevant to our business, and signposts those areas to the G4 standard and the UN Global Compact principles. Our sustainability report is also our Communication of Progress (CoP).

Material aspects

In accordance with GRI G4, this report focuses on material issues i.e. those that our internal and external stakeholders have deemed significant in relation to our business and the industries in which we work.

Scope and Boundaries

The report incorporates all business units plus corporate and shared services. AMEC completed the purchase of Foster Wheeler on the 13th November 2014, therefore the data presented throughout the report related to legacy AMEC and Legacy Foster Wheeler on a standalone basis (where available), unless otherwise stated.

This report covers activities from January 1st to December 31st 2014 unless otherwise stated.

Previous reporting covered 2013 activities.

If you have any questions or comments, you can email our Head of Sustainability, Frances Fay frances.fay@amecfw.com

Our reporting



GRI content index for G4 in accordance - Core General standard disclosures

General Standard Disclosure / UNGC principle		Factsheet
G4-1	CE statement	CEO Statement
G4-3	Name of organisation	About Amec Foster Wheeler
G4-4	Primary brands, products and services	Annual Report and Accounts About Amec Foster Wheeler
G4-5	Location of headquarters	Annual Report and Accounts About Amec Foster Wheeler
G4-6	Number and name of Countries where we have significant operations	Annual Report and Accounts About Amec Foster Wheeler
G4-7	Nature of ownership and legal form	Annual Report and Accounts About Amec Foster Wheeler
G4-8	Markets served	Annual Report and Accounts About Amec Foster Wheeler
G4-9	Scale of the organisation	Annual Report and Accounts About Amec Foster Wheeler
G4-10	Employee breakdown	People - Resourcing
G4-11	Collective bargaining	People - Resourcing
G4-12	Organisations supply chain	Innovation & Delivery - Supply chain
G4-13	Significant changed during the reporting period	Annual Report and Accounts
G4-14	Precautionary approach addressed by organisation	Foundation of excellence – environmental management and performance
G4-15	List external charters, principles, other initiatives to which we subscribe	Annual Report and Accounts Our approach
G4-16	List of associations and national or international advocacy organisations to which we subscribe	Materiality and engagement Our approach
G4-17	All entities included in financial statements	Annual Report and Accounts
G4-18	Report content and boundaries	Our reporting Materiality & Engagement
G4-19	Material aspects identified	Materiality & Engagement Our reporting
G4-20	Aspect boundary internal	Our reporting
G4-21	Aspect boundary external	Our reporting
G4-22	Restatements	Our approach
G4-23	Changes in scope and aspect boundary	Our approach Throughout all factsheets where applicable
G4-24	List of stakeholder groups	Materiality & Engagement
G4-25	Identification of stakeholders	Materiality & Engagement
G4-26	Approach to stakeholder engagement	Materiality & Engagement

Our reporting



General Standard Disclosure / UNGC principle		Factsheet
G4-27	Key topics raised through stakeholder engagement	Materiality & Engagement
G4-28	Reporting year	Our reporting
G4-29	Date of previous report	Our reporting
G4-30	Reporting cycle	Our reporting
G4-31	Contact	Our reporting
G4-32	GRI content list	Our reporting
G4-33	Assurance	Assurance Statement
G4-34-G4-43	Governance	Annual Report and Accounts Our approach
G4-45-G4-47	Governance	Annual Report and Accounts Our approach
G4-56	Values, principles, standards of behaviours	Our approach Foundation of excellence – Managing ethics
G4-57-G4-58	Ethical behaviour	Foundation of excellence – Managing ethics Foundation of excellence – Ethics performance

Specific standard disclosures

Specific Disclosure Material Aspects	DMA and Indicators	Factsheet
Market presence	G4-DMA	Materiality & Engagement
Indirect economic impacts	G4-EC8	Innovation & Delivery – Safety in design Innovation & Delivery - Supply chain management Community Investment
Energy	G4-EN3, G4-EN5, G4-EN6	Foundation of excellence - Environmental management & performance Foundation of excellence – Minimising resource use
Water	G4-EN8	Foundation of excellence – Minimising resource use
Emissions	G4-EN15, G4-EN16, G4-EN17, G4-EN18, G4-EN19	Foundation of excellence – Carbon management and performance
Compliance	G4-EN29	Foundation of excellence - Environmental management & performance
Occupational health and safety	G4-LA6	Foundation of excellence – Health & safety performance
Anti-corruption	G4-SO4	Foundation of excellence – Managing ethics Foundation of excellence – Ethics performance

Our reporting



UNGC Principle	Factsheet/Case study
Principle 1	Foundation of excellence - Human rights Foundation of excellence – Health & safety management, Foundation of excellence - Managing ethics
Principle 2	Foundation of excellence - Human rights Foundation of excellence - Ethics performance
Principle 3	People – Resourcing Foundation of excellence - Managing ethics
Principle 4	Foundation of excellence - Human rights Foundation of excellence - Managing ethics
Principle 5	Foundation of excellence - Human rights Foundation of excellence - Managing ethics
Principle 6	Foundation of excellence - Managing ethics People - Diversity and inclusion
Principle 7	Foundation of excellence – Health & Safety Performance, Foundation of excellence - Environmental management & performance
Principle 8	Foundation of excellence – Health & Safety Performance, Foundation of excellence - Carbon management and performance
Principle 9	Innovation & Delivery – Samcheok, providing energy to Korea Innovation & Delivery – Semptra US Gas & Power
Principle 10	Foundation of excellence - Managing ethics Foundation of excellence - Ethics performance

Note: all sections of the 2014 report have been externally assured.

[See assurance statement.](#)