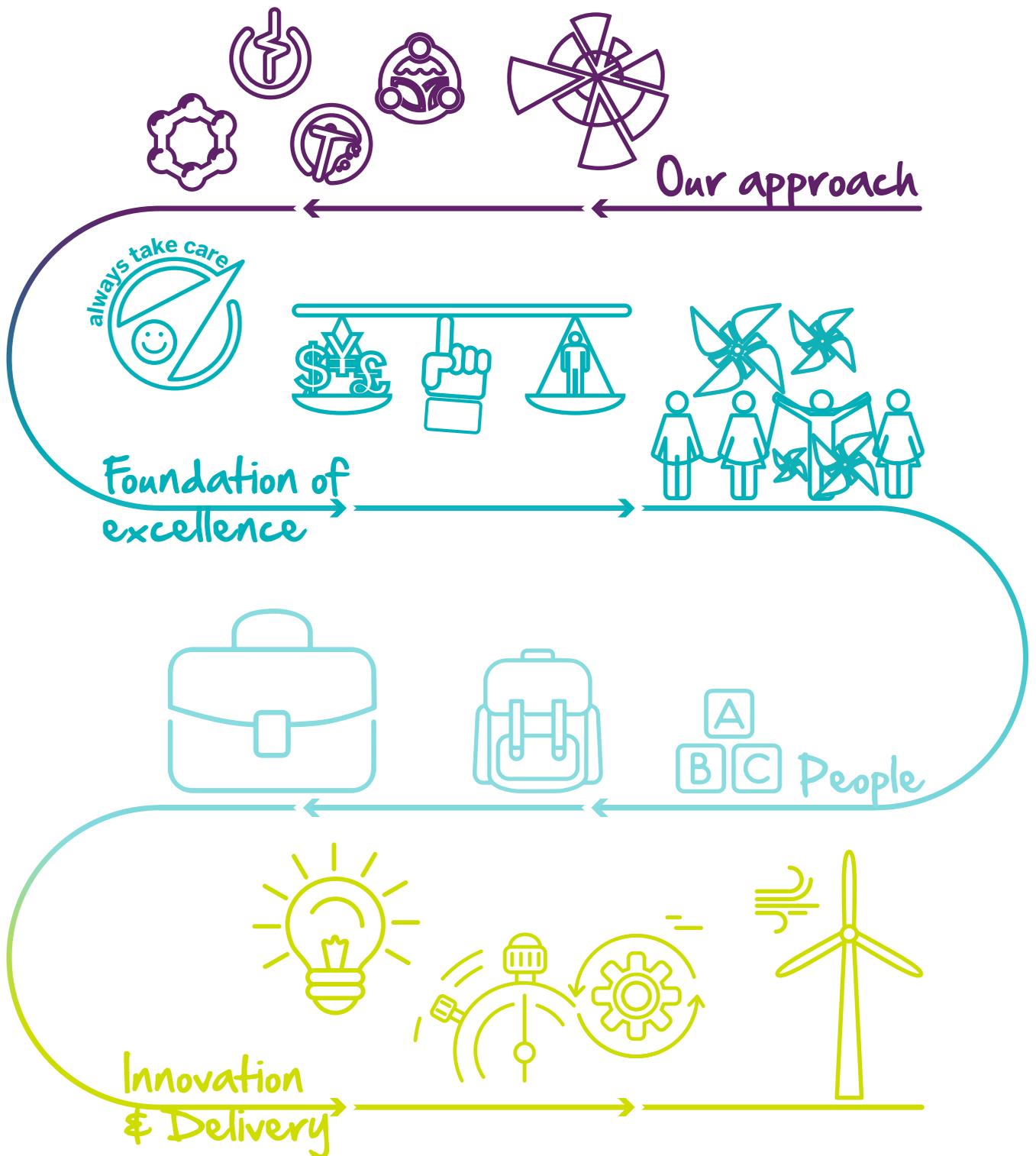




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Sustainability Performance Report 2016

Resilient World



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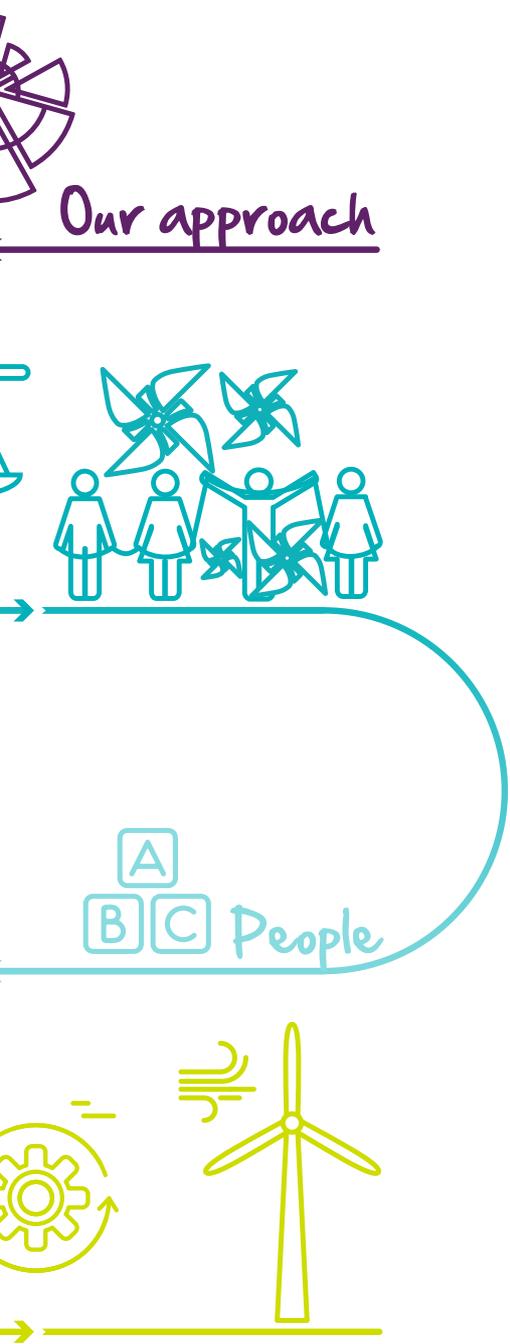
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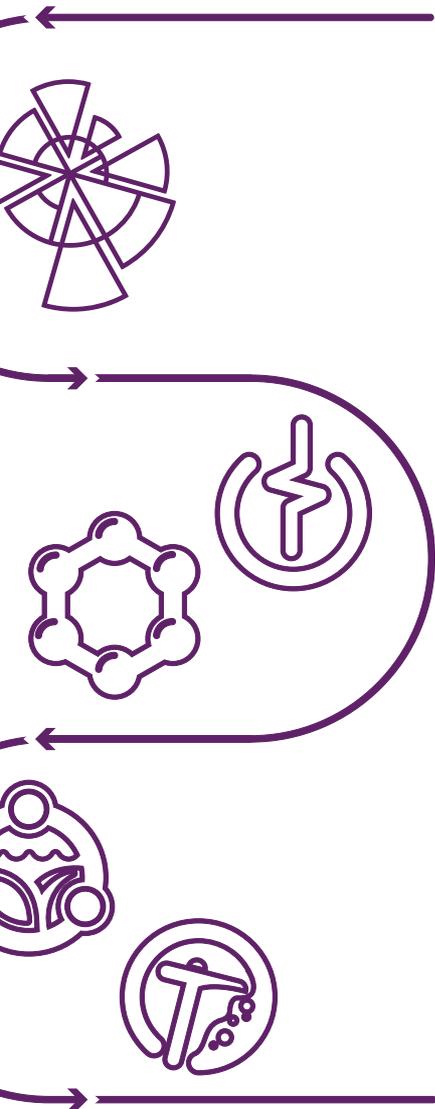
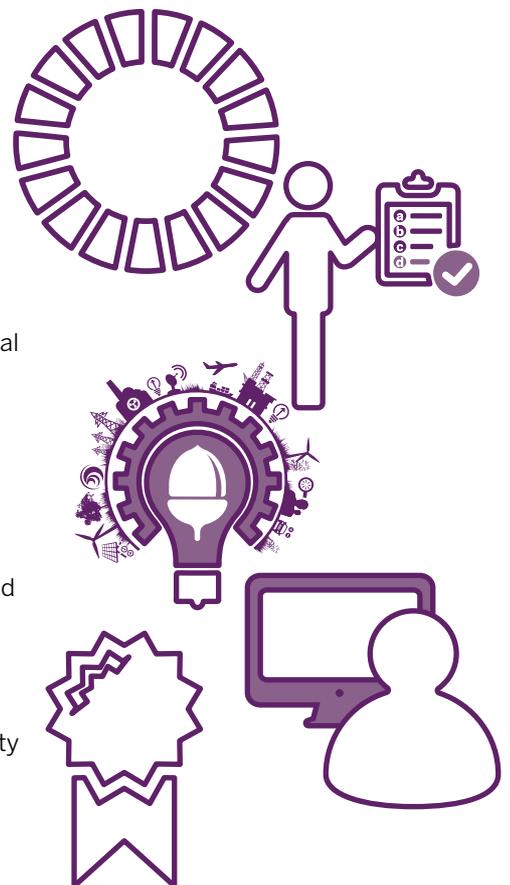
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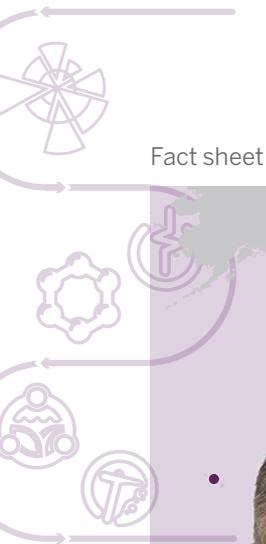


Our approach Highlights

Our sustainability strategy 'Resilient World' aligns our commitments to the UN Global Compact principles, with our strategic priority to 'provide a safe and sustainable environment for our people and the communities in which we work'.

- New strategic priorities for the business developed
- Review of **Sustainable Development Goals** (SDGs) to identify key areas for support
- Continued commitment to the **UN Global Compact**
- Three key engagement surveys utilised to review and clarify material issues for the business
- Hosted a **17-hour JamJam** to celebrate Earth Day and engage employees in conversation on sustainability
- Over **5,000** employees completed online sustainability awareness training
- Roll-out of **Sustainability Promises** to embed sustainability action





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CEO statement

Building resilience for sustainable growth

It has been just over a year since the United Nations 17 Sustainable Development Goals (SDGs) officially came into force, mobilising efforts to tackle climate change, poverty and to fight inequality.

Our approach to sustainability is aligned with these SDGs and supports the delivery of our own strategic priorities, specifically the provision of a safe and sustainable environment and the engagement, attraction, development and retention of people. These are all central to the long-term growth of our company.

Companies such as Amec Foster Wheeler have a pivotal role to play helping to deliver these goals between now and 2030. The official launch of the SDGs in 2016 has set the business community a clear and compelling path to action which we have embedded in to our Resilient World strategy.

Amec Foster Wheeler's Resilient World strategy aims to solve future natural resources challenges in partnership with a range of stakeholders. It ensures that we manage risk as well as open new opportunities to deliver long-term value for our company, employees and customers.



On joining the company in June 2016, I led a review of the company's strategy, organisation and cost base and subsequently in August 2016, launched a companywide transformation programme to fundamentally improve the performance of the company and put it on a path to sustainable growth.

This led to the development of nine strategic priorities for the company which are set out in our [Annual Report 2016](#) and see sustainability

play a key part in our actions and behaviours across the company. All members of the Executive Committee serve on Amec Foster Wheeler's Sustainability Committee reinforcing the importance of the Resilient World strategy to our operations and [our ongoing commitment to the United Nations Global Compact](#) and the SDGs.

Over the past year, we have made good progress delivering three of our five commitments in the Resilient World strategy in the areas of human rights and modern slavery, reaffirming our carbon strategy and goals in light of the Conference of Parties 21 (COP21) outcomes and ensuring that sustainability is central to our Identify, Acquire and Deliver process for winning and delivering work. Progress has been made in publishing and implementing a framework for the Resilient World Foundation of Excellence and in defining the innovation criteria for Resilient World into one portfolio, however there is more to do this year to meet this commitment in full.

CEO statement

Building resilience for sustainable growth



I am particularly proud of our work combating modern slavery. The diversity and complexity of our projects and value chain in the 55 countries in which we operate means that we can encounter degrees of risks relating to modern slavery. In December 2016, we published our first **Modern Slavery and Human Trafficking statement**. The publication of this statement sets out the baseline from which we will continue to drive awareness and implement a programme of continuous improvement to help tackle this issue.

In addition to this, we are one of six companies within the engineering and construction sector to found the **Build Responsibly** initiative. This initiative seeks to develop and share best practice, agree common approaches and standards to respect rights and improve the welfare of workers within their operations. I am particularly proud that we are the first FTSE listed company to have a non-

financial reporting key performance indicator on modern slavery which seeks to improve the level of engagement and understanding of the issue across our operations and sphere of influence and commits us to increased engagement and collaboration with external stakeholders. Our key performance indicators can be accessed on page 22 of our **Annual Report 2016**.

The sustainable delivery of our projects in order to appropriately mitigate operational risks and respect and protect the environment and communities in which we work is helping to support sustainable cities and communities. An example of this has been the **Atlanta Beltline project in the US**, for which we have provided planning, engineering design, construction materials testing and geotechnical and environmental services since 2004. Our innovative sustainable design techniques have enabled the creation of safe and sustainable public use areas for the Atlanta community and the project will serve as a catalyst for further infrastructure and environmental clean-up and restoration across Atlanta and 10-30 billion dollars in combined economic development.

We are committed to the good health and well-being of all our employees and sub-contractors. It is a fundamental right for every individual who works with us to

undertake that work in a safe and secure environment and our duty is to ensure that work is managed properly and that risks are verified and effectively mitigated. It is for this reason that our global **Health Safety Security and Environmental (HSSE) policy** is fundamental to the operation of our business and supported by our HSSE framework which sets out our expectations and minimum HSSE standards for our global operations. Our integrated HSSE management system is benchmarked against international standards and best practice.

In terms of our safety performance, we saw an improvement by the end of the year, with our total recordable incident rate falling from 0.27 in 2015 to 0.26 in 2016. During 2016, we also implemented Hazard Elimination and Recognition Training (HEART) for frontline supervision to improve hazard spotting, mitigation of risk and intervention skills. We are committed to on-going performance improvement in identifying and mitigating risk, with our goal to create an incident free environment.

In the same way that we are committed to demonstrating the right behaviours for safety, we take our obligation to conducting business ethically seriously. Our robust Code of Business Conduct is supported by our global mandatory policies and procedures which





CEO statement

Building resilience for sustainable growth



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form the foundation for our way of working, underpinning our ethical culture and setting expectations for always doing the right thing. We bring our global mandatory policies and procedures to life through a rigorous verification and reporting process to ensure that the organisation actively operates in accordance with them and has the required level of training and understanding. An example of our verification process in action can be seen with the Modern Slavery and Human Trafficking training recently rolled out across the business which will be verified through the tracking of completion rates and targeted follow-up to ensure the required level of awareness and adoption.

Key to sustainable development is ensuring that we develop the full potential of our people and this is at the heart of everything we do. Over the past year, we have refreshed the way we develop our people to help identify potential earlier in their careers so that we can seek to give them the experiences they need to accede to our most senior

roles. Conexus, our cornerstone talent system, has been improved over the last year to drive our performance evaluation, high potential identification, succession management and learning activities. To help managers further build their performance development skills, we began the roll-out of a training programme for people managers called 'Pathway to People Management'. We also continued to roll out our new approach to succession planning which involved the development of a new key performance indicator.

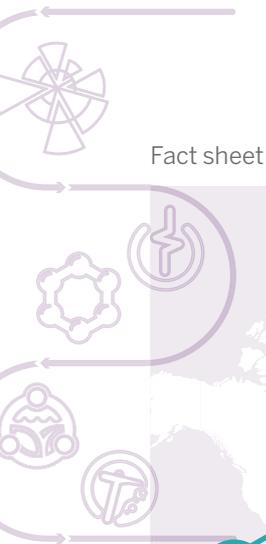
Developing a local workforce in the 55 countries in which we operate is core to our business model.

We actively plan and implement nationalisation plans to ensure a structured approach that benefits local people, the delivery of the project and in turn the company. We have continued to make investments in entry level recruitment, offering employment opportunities to students and graduates around the world.

As companies increasingly operate in challenging and disruptive markets around the world, it is important that they ground themselves with a strong culture of ethics and compliance and remain focused on delivering sustainable operations and growth. Over the coming year, Amec Foster Wheeler will continue to build on our success of embedding the SDGs into our operating model by delivering the Resilient World strategy and our commitment to the United Nations Global Compact.

We recognise that being a responsible business quite simply makes business sense by helping to improve the performance and resilience of our company.

Jon Lewis
Chief Executive Officer



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About Amec Foster Wheeler

What we do

Our customers' operations rely on their assets, ranging from oil platforms to power plants and mines. We help them maximise the value of these assets throughout their lifecycle.

We offer similar services in each of our markets and many of our capabilities are transferable across markets.

We deliver our services around the world through approximately 35,000 highly skilled people, including engineers, project managers, consultants and scientists. As a people-based business, our operating model is low risk and asset light.

<p>Consulting and front end Consulting with our customers to determine what they require from their assets.</p>	<p>Execution/design and construction Conceptualising and designing their capital projects.</p>	<p>Hook-up and commissioning Overseeing the installation and commissioning of these assets.</p>	<p>Asset support Providing services and consultancy to operate, maintain and enhance assets.</p>	<p>Decommissioning and remediation Helping customers to decommission assets at the end of their economic use.</p>
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Well positioned across the life cycle of our customers' assets				
Project viability review				
Greenfield projects				
Brownfield projects				
		O&M support		
			Late life management	
Environmental services				



About Amec Foster Wheeler

Our business lines

Since 1 January 2017, we have organised our operations into four global market-facing business lines. This structure aligns our organisation with our customers, helping us to meet their needs more effectively and efficiently.



Oil, Gas & Chemicals

The Oil, Gas & Chemicals value chain has three segments: upstream, which involves exploration and production; midstream, which includes transportation and natural gas processing; and downstream, which is mainly the refining and petrochemical industries.

We operate in every part of the project delivery phase of this value chain, except early cycle exploration and drilling.

The majority of our upstream activity is currently in conventional oil and gas fields, in particular offshore oil facilities, providing feasibility studies, front-end engineering design, detailed engineering, project management, hook up and commissioning, and asset support services.

In midstream, we support assets focused on storage and transport for both onshore and offshore facilities, as well as gas monetisation projects. For downstream customers, we focus on refinery projects and chemicals.

We serve a broad range of customers, including international oil companies, national oil companies and independent operators in Europe, the Americas, the Middle East, Africa, the Caspian, Southeast Asia and China.



Mining

We provide mining consultancy (including ore resource estimation, mine planning and feasibility studies), design, and project and construction management services to a range of mining companies, primarily in the Americas and Africa.

The Mining business is intentionally diversified and we have developed technical capabilities in a range of commodities, which differentiate us from our competitors. We have a strong position in the recent growth commodities of potash, gold and lithium, among others.

The breadth of our capabilities allows us to respond to growing demand for a particular commodity and to mitigate the impact of market volatility and changing customer focus.

Terra Nova Technologies is a project group within the Mining business that designs and builds material handling solutions, such as high speed conveyor belts and crushing plants, for new and existing mines.



Power & Process

In renewables, our focus is on delivering customer projects, primarily for local utilities. We provide a full-service engineering, procurement and construction solution for wind, solar, biomass and biofuels projects. US solar is our primary market in Power.

Within the conventional power market, we work with utilities to upgrade and modify their existing assets, often in relation to environmental or regulatory compliance requirements, by providing consulting and engineering services, as well as project delivery solutions.

We also have an extensive track record of serving a broad range of industrial customers, such as the pulp and paper industry, with their process, steam and power needs. We provide them with consulting and engineering services, as well as project delivery solutions.



Environment & Infrastructure

Our Environment & Infrastructure business focuses on environmental consulting, engineering design and programme and construction management.

We offer complete solutions to public and private-sector customers worldwide. Our customers benefit from experts with a broad understanding of local conditions, coupled with easy access to world-renowned technical expertise.

By positioning ourselves as a trusted partner at the beginning of a project – often the early site development and permitting stage – we can deliver comprehensive solutions across the lifecycle of our customers' assets.

Our Environment & Infrastructure business consists of the following sectors: water; transportation; civil infrastructure; government; and industrial and pharmaceutical.

Customers include the US Federal Government, which is the largest procurer of environmental services in the world.



About Amec Foster Wheeler

Legacy reporting

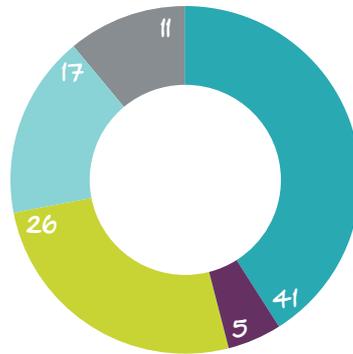
For the year ended 31 December 2016, our business was organised into four business units. Three had geographical remits, namely the Americas; Northern Europe and the Commonwealth of Independent States; and Asia, Middle East, Africa and Southern Europe. The fourth business unit, the Global Power Group, had a global remit.

Investment Services

In addition to the business units described above, Investment Services manages the Company's non-core and legacy assets and liabilities. These now include the European Transmission and Distribution operations and two wind farms in Northern Europe.

Split of revenue

- Oil, Gas & Chemicals
- Mining
- Power & Process
- Environment & Infrastructure
- GPG and Investment Services



Total revenue 2016

€5.4bn

Office locations

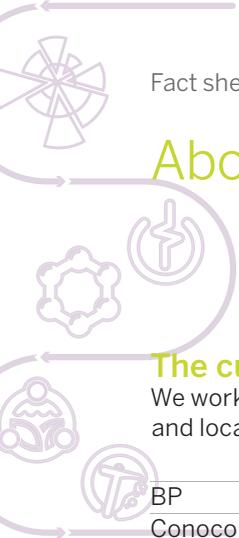
Where we operate

Amec Foster Wheeler operates in more than 55 countries and is headquartered in London, UK.



Employees 2016

35k



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About Amec Foster Wheeler



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The customers we serve

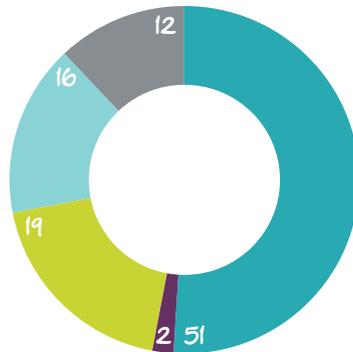
We work for a wide range of customers, from blue-chip companies to national and local governments. Our major customers include:

BP	K&S Potash Canada
ConocoPhillips	KOC
Dominion	Kuwait National Petroleum Co
Duke Energy	National Grid
Enel Green Power	Petra Diamonds
Engie	Repsol Sinopec
Enterprise Products Operating LLC	Sempra
ExxonMobil	Southern Company
Georgia Pacific	US Army Corps of Engineers
Hyundai	ZADCO

Order book

%

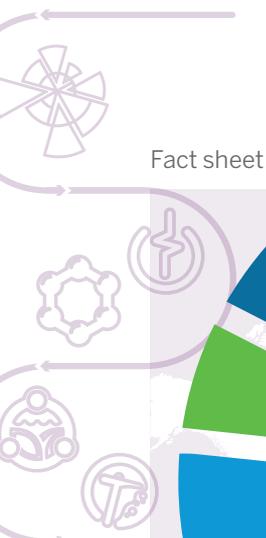
- Oil, Gas & Chemicals
- Mining
- Power & Process
- Environment & Infrastructure
- GPG and Investment Services



Order book

€5.8bn

We work for a wide range of customers, from blue-chip companies to national and local governments.



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Our approach to sustainability

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

Following the appointment of [Jon Lewis as Chief Executive Officer](#), we began a wide-ranging review of our strategy, organisational structure and cost base. As a consequence of this review, we have developed a number of corporate level strategic priorities supported by detailed strategies for each of our business lines. These priorities have a number of common themes, firstly they will give us greater operational and financial discipline through a re-organisation into four market-facing business lines, implementing a single set of operational procedures, enhanced management accountability and the benefit of the scale efficiencies that an organisation diversified across markets should provide. Secondly, implementing these strategic priorities will improve our customer proposition by enhancing our cost effectiveness and improving the technical capabilities we can offer our customers. The third theme is a greater focus on cash generation as a consequence of improved operational efficiency.

Our strategic priorities are as follows:

- We will continue our evolution into a customer-centric, multi-sector consulting, engineering and construction company, making resource allocation decisions across the business lines to benefit the most attractive growth prospects.
- We will enhance our value-based engineering offering, helping customers to ensure their projects are economically viable.
- Through our lead operating model and leveraging our Indian operations we will ensure we are cost competitive and better able to bid and win work.
- We will invest in excellence in our technical and business functions, drive standardisation and follow common policies and procedures throughout the company.
- We will invest in information technologies to differentiate our project delivery capabilities and to help us enhance the management of our customers' assets.
- We will improve the engagement of our people and focus on attracting, developing and retaining the best talent globally.
- We will enhance or focus on cash generation, eliminating unnecessary expenditure and increasing efficiency and scalability of necessary costs.
- To strengthen the balance sheet, ensuring a stable financial platform to support the business.
- We will provide a safe and sustainable environment for our people and the communities in which we work.

Our sustainability strategy and commitments, which are aligned to the principles of the UN Global Compact, will support our strategic priorities, specifically the provision of a safe and sustainable environment, and the engagement, attraction, development and retention of people.

More detail of each of our strategic priorities can be found on page 17 of our [2016 Annual Report and Accounts](#).



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Our approach to sustainability

Our sustainability strategy

Our sustainability vision is to solve tomorrow's natural resources challenges together. Our Resilient World strategy provides us with the focus for achieving that vision, it ensures that as a business we provide a balance between managing

risk and unlocking opportunities that deliver long-term value to our business, our employees and ultimately our customers.

Resilient World is operationalised and embedded throughout our business by our Foundation of Excellence. The foundation aligns our commitments

to the UN Global Compact principles with our values and behaviours, ensuring these are embedded within our global policies, procedures and standards.

The table below outlines the key areas we incorporate into our Foundation of Excellence:

Doing the right thing	Human & Labour Rights	Environment	Anti-bribery & Corruption	Community
	Diversity & Inclusion	Environmental management	Code of Business Conduct & Ethics	Educational partnerships
	Human rights	Carbon management	Anti-bribery & corruption	Strategic partnerships
	Health & Safety	Resource efficiency	Supply chain	Community investment
Progress monitored through Global KPI's and functional strategy and targets				

Progress against these focus areas of our Foundation of Excellence can be found throughout our [sustainability reporting](#).

In addition to the Foundation of Excellence the Resilient World strategy is focused on three core pillars, the key aims of which are outlined below:

People

Investing for tomorrow by developing a diverse, inclusive and talented workforce which exhibits our values and behaviours to drive sustainability.

- 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.

See the [People](#) section of the website for further detail.

Innovation

Delivering innovative technologies, solutions and services that add business value for our customers while minimising environmental impacts.

- 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.

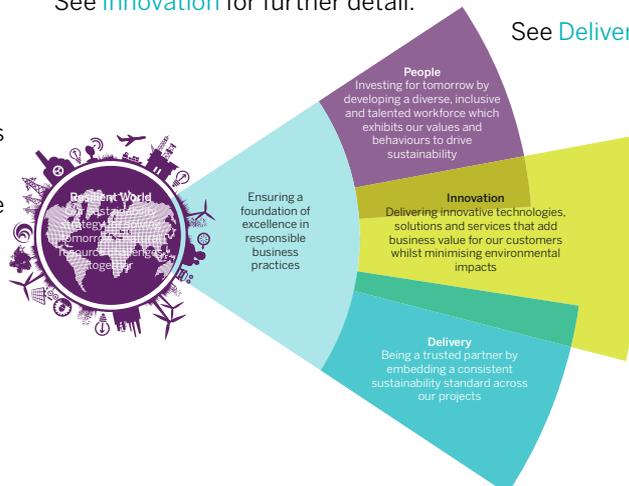
See [Innovation](#) for further detail.

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 embedding sustainability inherently into the core of our projects. We will implement value-add sustainability framework to be used for those clients with advanced sustainability objectives.

See [Delivery](#) for further detail.





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Our approach to sustainability

Alignment with the Sustainable Development Goals (Global Goals)

The Sustainable Development Goals (Global Goals), were launched in September 2015 and agreed by UN member states and set goals on 17 key areas to create a world that is comprehensively sustainable: socially fair; economically secure; economically prosperous; inclusive and predictable.

Recognising the role that business has to play in addressing the local and global challenges identified by the goals, we have taken time

to review the goals against our Resilient World strategy to identify key areas where we are supporting their delivery, and those that provide future business opportunity. Although we understand that we can have a positive impact in some way to all of the goals, we have identified several key areas where our contribution to the delivery of the goals is greatest, these are highlighted below. As we develop focus areas and long term goals we have considered how we can best support the delivery of the global goals.

Our response and our impact in relation to the delivery of the goals is reflected throughout the report.





Our approach to sustainability

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 in which 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 that 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

- Global standards, principles and frameworks

The top five principal business and strategic 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	<p>Amec Foster Wheeler is involved in activities that have the potential to cause serious injury to personnel or damage to property or the environment and damage to our reputation.</p> <p>These activities may involve operations such as design, construction, commissioning and decommissioning, which have potential to cause serious environmental damage, pollution and habitat destruction.</p>	<p>In order to control risk and prevent harm, we are focused on achieving the highest standards of health, safety and security management. This is achieved through the setting of an effective policy and putting in place clear standards which underpin our health, safety, security and environmental management systems.</p> <p>We have put in place processes to assure our systems work effectively throughout the organisation and health and safety performance is regularly reviewed against agreed targets to facilitate continual improvement.</p> <p>Amec Foster Wheeler employs environmental and engineering specialists to support projects in implementing comprehensive project management planning at all stages of a project. These processes are governed by appropriate quality management systems and are supported by risk identification tools aimed at identifying and managing all aspects of project and environmental risk.</p>	<p>For more information see:</p> <ul style="list-style-type: none"> • Safety
Staff recruitment and retention	<p>An inability to attract and retain sufficient high-calibre employees could become a barrier to the continued success and growth of Amec Foster Wheeler.</p> <p>The uncertainties about the effects of the recommended all share offer to attract new employees and retain our existing employees</p>	<p>This risk is mitigated with a clear HR strategy, which is aligned with the business strategy and focused on attracting, developing and retaining the best people for the company with succession planning as appropriate. It is underpinned by an employee framework which describes how we manage our people consistently and we have introduced talent and performance management systems to help us identify and nurture talent.</p> <p>In addition there is a continual review of compensation and benefits to ensure sector and geographic competitiveness and there are localised recruitment teams capable of recruiting large numbers into Amec Foster Wheeler.</p> <p>The additional recruitment and attrition challenges being faced as a result of the planned takeover are being mitigated by retention measures.</p>	<p>For more information see:</p> <ul style="list-style-type: none"> • People
Ethical breach	<p>A substantive ethical breach and/or non-compliance with laws or regulations could potentially lead to damage to Amec Foster Wheeler's reputation, fines, prosecution, litigation and claims for compensation.</p>	<p>Amec Foster Wheeler has a number of measures in place to mitigate the risk of a substantive ethical breach and/or non-compliance with laws or regulations, including;</p> <ul style="list-style-type: none"> • Embedded policies and procedures • Code of Business Conduct • Segregation of duties • Management oversight • Financial and operational controls • Independent whistle-blowing mechanism • Appointment of Head of ethics and compliance and compliance champions • Appointment of ethics and compliance officers • Anti-fraud and other internal audits • Legal team advice • Training programmes support the Code of Business Conduct and Anti-bribery and Corruption and competition law procedures • Oversight by HSSEE committee • Gifts and hospitality procedure with annual internal audits 	<p>For more information see:</p> <ul style="list-style-type: none"> • Ethics



Our approach to sustainability

Risk	Description	How we manage the risk	More information
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.	The technical functions provide assurance, drives project execution and supports 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.	For more information see: <ul style="list-style-type: none">• Delivery
Environmental licences	Amec Foster Wheeler's build/ own/operate facilities and fabrication/ manufacturing sites rely on maintaining environmental licences to operate, which include 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, resulting in criminal or civil action and/or financial risk to the business.	Environmental management systems are in place to monitor and mitigate this risk. Planned preventative maintenance schedules are in place to further mitigate this risk.	For more information see: <ul style="list-style-type: none">• Foundation of excellence

In addition to the principal business risks, Amec Foster Wheeler recognises other actual and emerging risks and opportunities, which are identified and managed within our corporate risk register and management systems.

Climate change is a risk area we recognise and actively manage. We have carbon management and reduction programmes in place throughout the business, and also ensure that climate change impact risks i.e. flood risks, are considered when we look at new operating locations and office space. We ensure that as a business we comply with all applicable local, national and international legal requirements, and that we are aware of the impacts of upcoming requirements following the global agreement in 2015. Although recognising the importance for our own business operations, we believe our biggest impact in this area is

the way in which we can positively support our customers to address their energy and water use, and ensuring they adequately assess and mitigate the risks of climate change for the long term operation of their projects/assets. More information on the services we offer to our customers in this area can be found within the [climate resilience factsheet](#) of this report.

In 2015 we recognised human rights and modern slavery as an emerging risk area. Since then, we have been reviewing and understanding the risks to the business in relation to the sectors and geographies in which we work, our supply chain partners, and also to the individuals that may be impacted by these issues. Our [Modern Slavery and Human Trafficking statement](#) which was published in December 2016 in response to the UK Modern Slavery Act 2015, sets clear commitments

in this area. These commitments include the requirement to raise awareness of modern slavery with our employees and value chain, and also to ensure collaboration with industry, sharing best practice, policies and procedure. More information can be found within the [human rights section](#) of this report.

Our approach to sustainability

Governance

Amec Foster Wheeler's board is collectively responsible for delivering sustainable long-term shareholder value in line with its obligations to and the expectations of the group's stakeholders.

The board is responsible for setting the Company's strategic aims and providing the leadership and resources to achieve its objectives. High quality corporate governance helps to underpin long-term company performance and the board is responsible for maintaining strong governance practices and regularly reviewing the Company's governance structure as illustrated in the governance diagram below.

The [Code of Business Conduct](#) is the cornerstone of the Company's approach to governance and is applicable to all employees, including the Chief Executive Officer, Chief Financial Officer and other senior financial professionals. The Code of Business Conduct is the responsibility of, and is upheld by, the board. It acts as a guide for our day-to-day working life, providing a practical application of Amec Foster Wheeler's values and ensuring all those who work for and under Amec Foster Wheeler's direction understand the behaviour that is expected of them.

A global policies document works in conjunction with the Code of Business Conduct providing further detail and elaboration on matters affecting all of Amec Foster Wheeler's business. The global policies document describes the key policies (which includes the global

sustainability policy) for directing and managing the Group's businesses consistently in accordance with our vision and values. These global policies are supported by a set of mandatory procedures, which further explain how the policies are to be applied. On a day-to-day basis, the board has delegated responsibility for implementation of the global policies and ownership of the procedures to the executive committee. The board considers the global policies to be part of the risk based approach to corporate governance and the maintenance of sound internal controls.

The board is supported in its work by four board committees (nominations, audit, HSSEE and remuneration), chaired by either the board Chairman or another non-executive director, and a number of management committees and groups, chaired by executing directors, to which specific responsibilities have been delegated. Key management committees which meet regularly throughout the year and relate to the management of sustainability issues include:

- HSSE committee
- People forum
- Sustainability committee

All of which are chaired by the Chief Executive Officer

More information on board committees can be found on our [website](#) or within the governance section of our [Annual Report and Accounts](#).

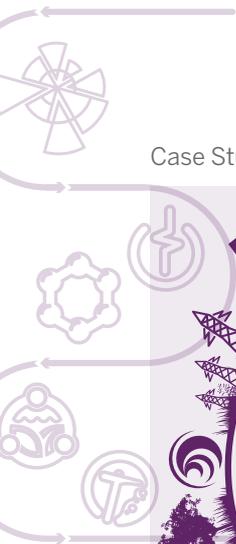


Our commitments

Amec Foster Wheeler remains committed to the ten principles of the UN Global Compact.

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 the organisation. We are working to ensure that our business lines work with our supply chain partners, clients, business partners and peers to disseminate the requirements along the value chain.





Case Study



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Embedding sustainability action

Supporting our Resilient World strategy, and ensuring that every employee understands what role they can play in embedding sustainability actions and behaviours throughout the organisation we utilise a framework we call the sustainability promises.

The sustainability promises are developed each year taking into account feedback from assurance/auditing activities, new/upcoming legal requirements, responding to new global trends, feedback, and scoping from external benchmarks,

commitments and partnerships as well as the UN Global Compact Principles. They are approved annually by the sustainability committee which is made up of member of the executive committee and rolled out in Q1 of each year.

In 2016 our global sustainability promises focused on five areas:

		Achieved	Key outcomes
Global promises	Develop a road map for human rights with focus on modern slavery See Human rights	Yes	Significant focus in 2016 with review of key processes and procedures to ensure human rights risks are considered, and publication of modern slavery statement in December. Work in this area is ongoing.
	Reaffirm our carbon strategy and goals in light of COP21 outcomes See Carbon management	Yes	Modelling of a new carbon reduction target using science based targets completed, 2017 will look to roll out strategy to meet first milestone.
	Publish and implement a framework in support of the Resilient World Foundation of Excellence See Our approach	In-part	Framework for foundation of excellence has been developed and agreed, with aims and long term goals set in key areas.
	Embed sustainability into Identify, Acquire and Delivery processes See Delivery section	Yes	Project sustainability framework has been defined and key processes and procedures updated to ensure sustainability issues are considered. Work in 2017 is focusing on awareness of this framework, and capturing best practice from projects on close out.
	Define Resilient World innovation criteria with one portfolio See Climate resilience section	In-part	Two key areas – climate resilience and circular economy have been identified as innovation portfolios and we continue to build on strategy for roll out, and monitoring of these areas.

Embedding sustainability action



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The training was shortlisted for a Learning Technology Award for Best use of social and collaborative learning technologies in 2016.

To date over 5000 employees have completed the module.

2017 global promises

The focus for our 2017 promises centres around four areas, wrap II of which build on the work undertaken in 2016, alongside consistency of approach and messaging throughout the business:

- Publish and implement a cost effective global carbon reduction strategy with milestone targets developed in 2016 that support the need to keep global temperature increase below 2°C.
- Facilitate improvement actions relating to commitments set out in the Modern Slavery statement including capacity building and due diligence.
- Build awareness and technical understanding of what we mean by sustainability in projects.
- Develop a single point portal of sustainability related resources and tools for employees and ambassadors which provide global consistency of approach.

We made significant progress in all areas relating to our promises, and work in all areas will continue into 2017 and beyond. For more information, please follow the links in the table.

All business units developed promises specific to the needs of that business with a line of sight to the global promises which were tracked throughout the year.

Our offices were required to undertake three actions:

- Improve their 5 star office efficiency rating by 1 star where possible
- Complete an annual office profile review
- Undertake at least one community/charity event

These actions focused on continual improvement of the efficiency of our offices and reduction in energy usage, and engagement of our employees to support the communities in which we work. Actions were tracked using the annual office profile review and

offices were awarded star ratings and recognition for their achievements/commitments. See [5 star efficiency factsheet](#) for detail on the 5 star office efficiency programme and progress in this area.

In addition to the 2016 promises, and to encourage discussion and engagement of sustainability within the business and raise awareness of the Resilient World strategy, a new online e-learning sustainability awareness module was developed. The module provides employees with an interactive learning experience that takes them through what sustainability means, sustainability in Amec Foster Wheeler, then through three project and office scenarios with key decisions to make throughout. The programme provides feedback on the decisions made and the outcomes of the other possible choices, resulting in a score which the learner is able to share on our internal social media channel, Yammer, and discuss with other learners in that space.



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Fact sheet



Materiality

Determining our priority areas through assessment and engagement

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 lead us to strengthen our policies and practices, understanding the challenges we all face and help us better communicate how we contribute to solving them.

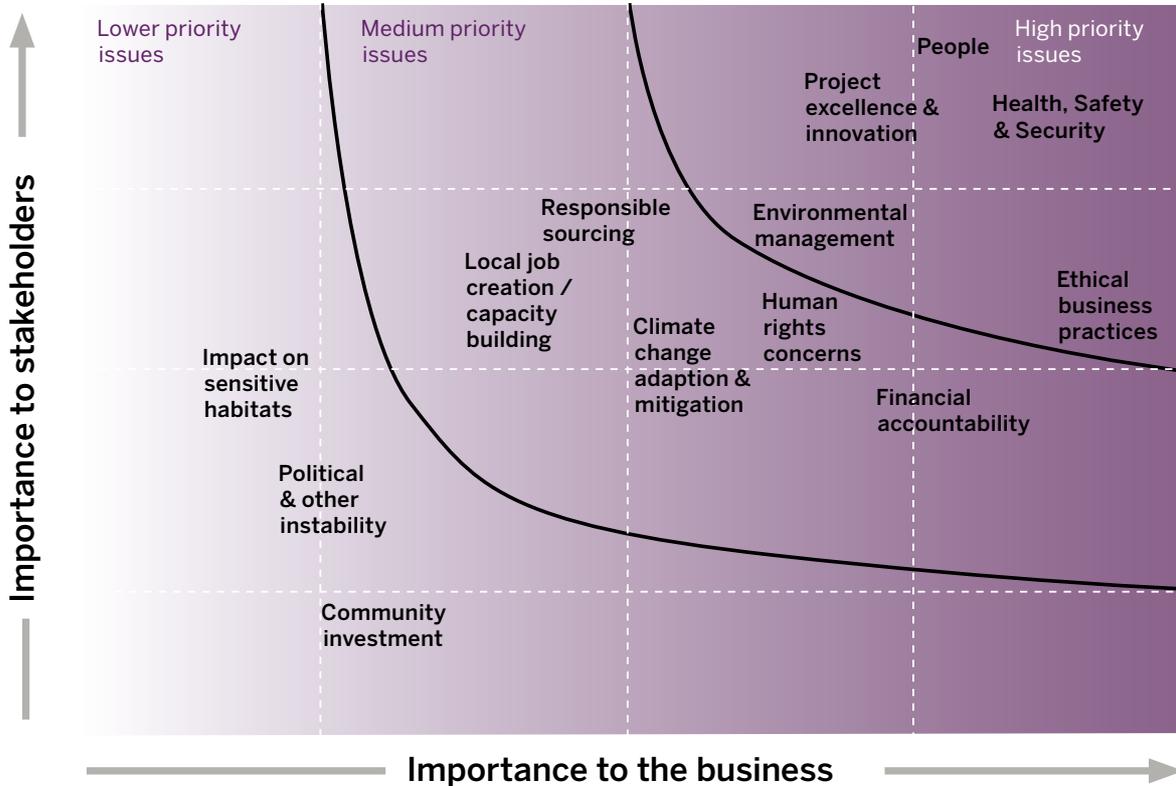
We have continued to engage our key stakeholders, with a number of events taking place throughout the year, aiming to consider views across the various geographies and sectors. These opportunities have once again helped to shape this year's performance report in both style and content. The diagram outlines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





Materiality

Determining our priority areas through assessment and engagement



External engagement – key themes

2016 has continued to see high and growing levels of engagement and conversation on human rights both internally and externally as we engage with industry peers as part of the Building Responsibly Initiative – see [Human rights](#) factsheet for more information.

Engagement and conversation around the work we can do to support the meeting of the Global Goals, and the business opportunities it may provide, continues to grow externally and within key groups internally. The Sustainable Development Goals (Global Goals), were launched in September 2015 and agreed by UN member states. This set goals on 17 key areas to create a world that is comprehensively sustainable: socially fair; economically secure; economically prosperous; inclusive and predictable.

We recognise the role that businesses can play in helping address the local and global challenges identified by the goals. We have reviewed the global goals against our Resilient World strategy to identify key areas where we can further support their delivery, and also identify areas where this may provide future business opportunity. We have ensured that as we develop focus areas and goals for how we deliver our business, and also when we have begun to define the innovation portfolios, we have considered how we can best support the delivery of the goals.

We continue conversation and engagement in this area via the UN Global Compact UK network sustainable development goals working group, which aims to provide a forum for experts and peers to identify and share good practice measures for effectively engaging with the Goals. Our response and understanding of the global goals

and the level of impact we can have, is reflected throughout the report, and also detailed further in the [Our approach to Sustainability](#) factsheet.

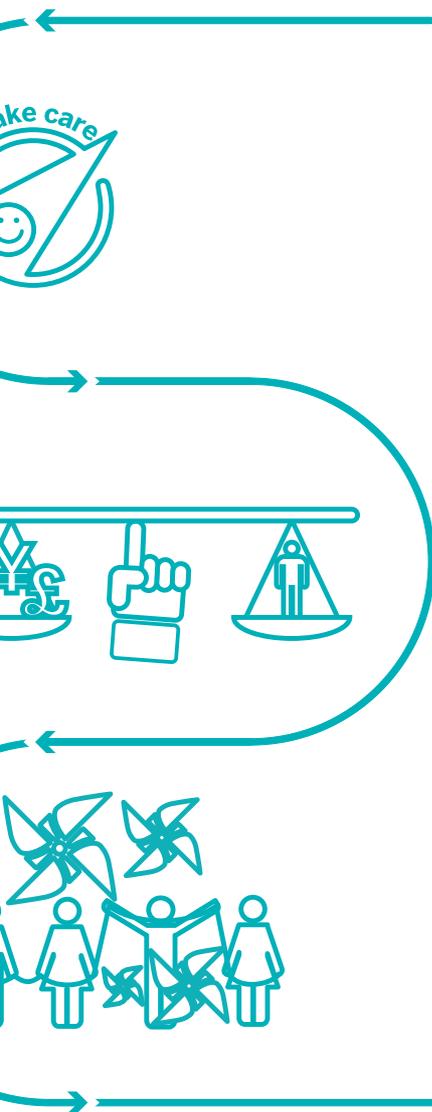
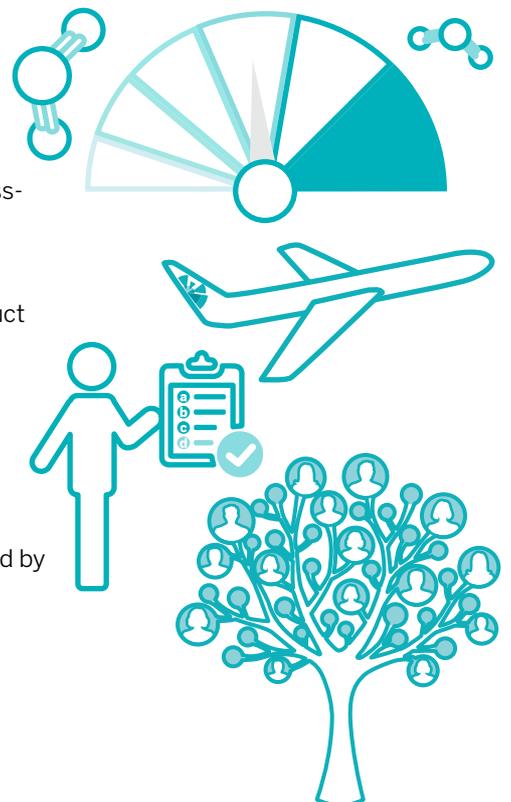
Materiality matrix

We have reviewed the results of our 2015 materiality assessment and considered the impact of emerging themes and conversations with stakeholder groups held in 2016 and consider the highest priority issues to remain relevant for the business. We have seen concerns for human rights increase in importance for both the business and our stakeholders, and this is reflected in a change in position in the matrix above. We also see an increased importance on climate change adaptation and mitigation, with increased interest and focus on this area for our Environment & Infrastructure business.

Foundation of Excellence Highlights

Ensuring our commitments, values and behaviours are embedded within our global policies, procedures and standards, and ensuring that they are actionable and in operation throughout the business.

- Publication of our first **Modern slavery and human trafficking statement**
- Calculated new science-based carbon reduction targets
- **33% reduction** in business-wide long haul air travel
- **99% completion** rates for annual Code of Business Conduct and Anti-bribery & Corruption training
- Nearly **18,000 employees** responded to Health & Safety Climate Survey
- **22,240 hours** volunteered by employees in our communities
- Reduction in Total Recordable Incident Rate





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Health, Safety and Security HSS management

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.



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.

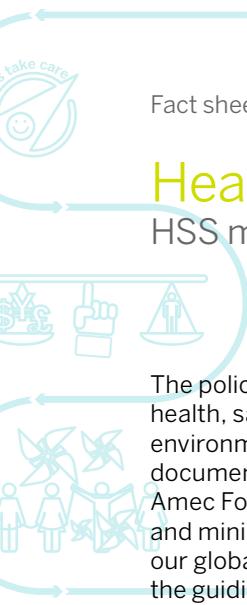
Policy and framework

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 HSSE policy.](#)



Health, Safety and Security

HSS management

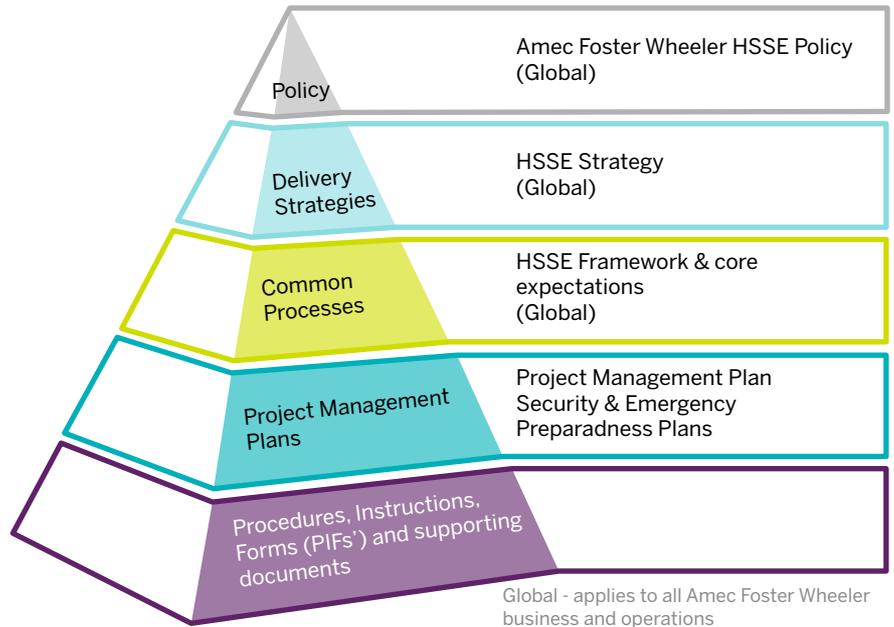


The policy is supported by our health, safety, security and environmental (HSSE) framework document. This framework sets out Amec Foster Wheeler's expectations and minimum HSSE standards for our global operations. It provides the guiding hand on what we believe should be our absolute standard wherever 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 operating unit Inspections Investigations Integrated focused audits Recording & reporting incidents

* Note: HSG65 is the UK Health and Safety Executive, guide and approach to managing health and safety.



Health, Safety and Security

HSS management

“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 specialists, 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.

Amec Foster Wheeler has a board level HSSEE committee (Health, Safety, Security, Environmental and Ethics) which assists the board in upholding the Company’s principal value of ‘doing the right’ thing. The committee is responsible for reviewing the HSSE policy at least annually to ensure it remains fit for purpose and meets legal and regulatory requirements in all respects. It also examines the processes in place to satisfy itself that all significant health, safety and environmental risks are identified and mitigated.

The committee oversees the operation and activities of the HSSE review committee which is a management committee who’s key responsibility is to provide effective oversight of the company’s performance and management of HSSE issues across the group.

Looking forward

During 2017 we will continue to put significant effort into addressing the underlying causes of our performance. We will be implementing a safety week mid-way through the year to ensure continued focus and drive for safety leadership throughout our business.

Lagging indicators

Zero LTIR

As in previous years we have set a target to achieve zero lost time incidents for 2017. This may seem to some aspirational, however several parts of the business met this target in 2016, reinforcing our belief that it is achievable.

10% reduction in TRIR and AIFR

In line with previous years we have chosen to continue our 10% reduction based on best performance.

Leading indicators

Leading indicators for 2017 have been designed to ensure appropriate attention to health and safety risk identification and management on our project sites.

Our focus for 2017 is on verification - of the existence of safety procedures, risk control and people’s understanding of potential hazards. We understand that communication is vital to ensure everyone is kept well informed and safe, and that accountability from our leadership is key. Our 2017 leading indicators respond to these focus areas, all of which respond to the implementation of preventative measures rolled out in April by Chief Executive Jon Lewis.

1. Leadership inspection tours:

In order to actively demonstrate leadership and to visibly show our workforce that we care about their safety and wellbeing, requirements in

relation to leadership inspection tours have been set for 2017. The indicators below have been designed to track and verify that leaders are undertaking these tours as prescribed:

- Percentage of Business Line leaders undertaking tours
- Number of tours undertaken

2. Self-verification assessments

To ensure that the management and verification on our projects is as rigorous as it should be, the business has set a requirement in 2017 for business leaders to undertake a self-assessment audit of project site HSSE plans and critical activity HSSE management. The indicators below will track and verify that actions identified by the self-assessment audits are tracked through to close in each Business Line:

- % completed
- Number of improvement actions generated by self-assessments
- Number closed

3. Independent HSSE audits

Early in 2017, our HSSE Assurance Framework was updated to formalise four levels of HSSE audit, level 4 of which are independent audits managed centrally. These independent audits are in-depth risk based audits of our highest risk projects. This indicator will track and verify that the level 4 audit schedule has been implemented to close:

- Number of planned audits
- Number completed

Lagging Indicator	Leading Indicator
Lost Time Injury Rate (LTIR) = 0.00	Leadership inspection tours 100% targeted leaders completing tour
Total Recordable Incident Rate (TRIR) equal or less than 0.20	Self-verification assessments 100% assessments completed by due date
All Injury Frequency Rate (AIFR) equal or less than 1.27	Independent HSSE audits 100% planned audits completed

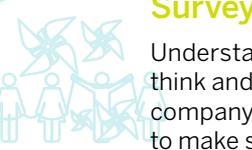


Health, Safety and Security

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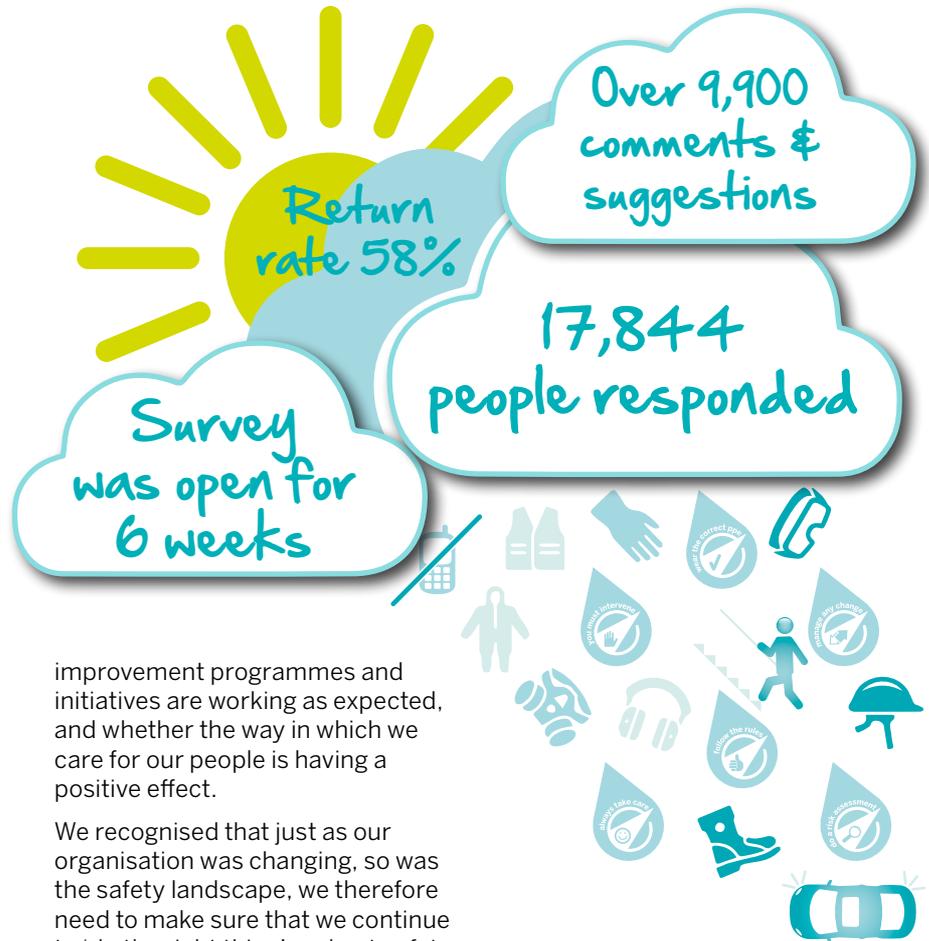
2016 Safety Climate Survey



Understanding what our employees think and feel about safety in our company is vital. It's an opportunity to make sure the company is successfully prioritising safety and protecting our staff.

In 2016 we ran a safety climate survey, aimed to measure and shape the safety culture within the organisation. So what is a safety culture? If we consider safety as having formal and informal aspects, then we can see that processes, procedures, organisational structure, regulations, rules and management belong in formal safety management – and it's important that we have these. But we believe safety management is more than this. It is about investing in and protecting the human capital of an organisation, and therefore we need to concentrate on behavioural, social and cultural processes too. In this context, a safety culture is a set of shared values (what is important) and beliefs (how things work) that interact with an organisation's structure and control systems to produce behavioural standards (the way we do things).

Measuring and understanding these informal aspects is just as important as measuring incident rates, compliance reports, near misses or claims. A safety climate survey asks questions about how people feel about certain aspects of safety, including leadership and supervision, communication, competence, empowerment and responsibility. Responses from these surveys help organisations better understand what is happening beneath the numbers, whether their



improvement programmes and initiatives are working as expected, and whether the way in which we care for our people is having a positive effect.

We recognised that just as our organisation was changing, so was the safety landscape, we therefore need to make sure that we continue to 'do the right thing' and put safety first. The survey was run over a period of six weeks and in that time 17,844 people responded, which gave us a thorough understanding about what our employees felt was going well, and what needed to improve. We also received over 9,900 comments and suggestions, with recommendations and opinions.

Key messages were that employees felt positive about HSSE, that there was a strong HSSE brand and it was a priority area for our people. Employees also felt confident to stop the job should they feel safety was compromised.

Areas for improvement were also identified, including the way we engage employees on HSSE across the business on their specific HSSE roles and responsibilities. Improvement of HSSE management system procedures was also identified, specifically about the quality of near miss reporting.

These areas, in addition to the specific comments and recommendations, were cascaded throughout the business. Key findings and recommendations will be considered for improvement planning for 2017 and beyond to ensure we listen and act on what our employees are telling us.



Health, Safety and Security

HSS management



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Safety by design

Achieving inherently safer design in all of Amec Foster Wheeler's engineering and construction efforts is one of our fundamental goals to ensuring we 'put safety first'. Our Safety by Design process assists the achievement of designs that enhance 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.
- 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 engineering controls(such as isolating people from the hazard by use of enclosures) are put in place to manage the residual risks and environmental impacts.

We have 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.



A five-step process

1. Define safety goals

Goals help maintain focus throughout the Safety by Design process, and reflect regulatory requirements, legislation and project-specific risk criteria and sustainability strategies, as well as project-specific safety and environmental aims.

2. Understand hazards & aspects

The purpose of this step is to identify and understand project specific health and safety hazards, as well as environmental impacts so that they may be appropriately managed and controlled.

3. Implement Inherently 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.

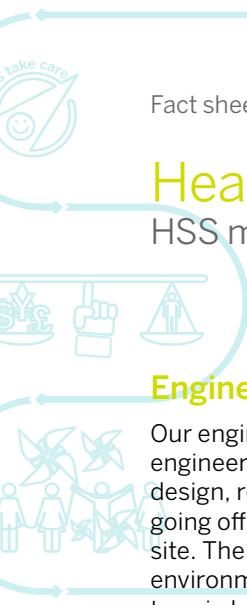
- **Minimise** - use smaller quantities of hazardous substances and materials generally and minimise the number of activities especially hazardous ones.
- **Substitute** - replace a hazardous, expensive or rare material or activity with one that is less so.
- **Moderate** - minimise the potential impact 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.
- **Simplify** – design facilities 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. Their effects and additional associated risks will need to be reviewed, and where possible, mitigated through additional engineering or procedural controls. Various studies can be conducted as part of the residual risk management process, either in-house or with external support.

5. Consolidate and communicate

Once the Safety by Design process has been completed, 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.



Fact sheet

Health, Safety and Security

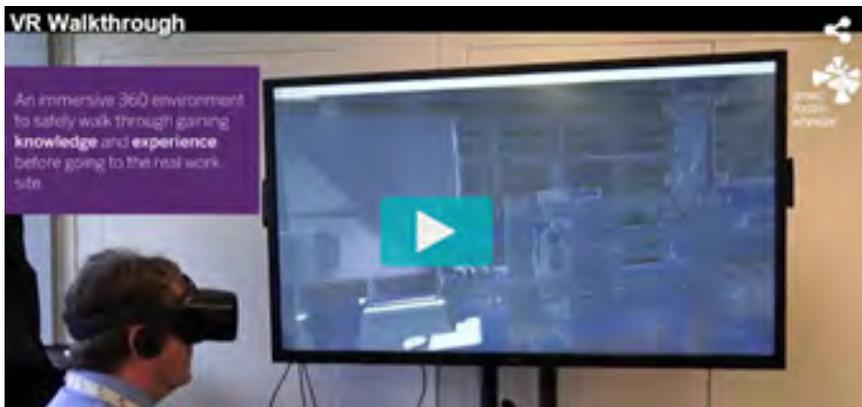
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Engineering Virtual Reality

Our engineers are utilising engineering virtual reality to design, review and learn without going offshore or stepping onto site. The immersive 360 degree environment allows our engineers to gain knowledge and experience of the project site, which increases efficiency, reduces safety risks and costs without physically being there.





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Case study



Engineering of Saskatchewan's first potash mine in 40 years

Image courtesy: PotashWorks

Amec Foster Wheeler is currently delivering the Bethune Mine Project (formerly known as the Legacy Project), Saskatchewan's first new potash mine in more than 40 years.

As K+S Potash Canada's design and project management partner, we are responsible for leading an integrated execution team tasked with delivering all aspects of engineering, procurement, construction and commissioning for this solution mine and processing facility. Our work has included the management of complex third-party design-supply technology packages for key components of the plant.

More 4 Less

Applying our innovative [More 4 Less efficiency](#) approach at the preliminary design stage has resulted in streamlined engineering and significant cost reductions, while maintaining high safety standards. We densified the mill's layout to reduce the building's footprint and volume by 45%, thereby reducing the installed cost of concrete by roughly \$100M. We also implemented modular design principles to maximise opportunities for pre-assembly, including 42 conveyor

galleries, 71 pipe rack modules and 27 E-room modules. Benefits to the project included a smaller construction workforce, reduced construction costs and a shorter timeline to first production.

Safety first

Safety is Amec Foster Wheeler's top priority. In collaboration with K+S Potash Canada, we have successfully managed health, safety, security and environmental aspects of the project as it has evolved from a pure greenfield site to a fully operational production facility.

With a site workforce that peaked above 3,000 people in a complex and changing work environment, it was paramount that every individual contribute to a safe and sustainable workplace. As a result, the project team achieved more than 10 million hours without a lost time injury, a clear demonstration of what can be accomplished through collective and resolute commitment to HSSE leadership.

Project highlights

- 10 million hours without a lost time injury
- Significant reduction in buildings footprint and volume resulted in \$100 million savings in concrete
- 17.3% overall reduction in Capex through More 4 Less approach
- Modular design approach maximised opportunities for pre-assembly – reducing construction costs and timeline to first production





Case study



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Engineering of Saskatchewan's first potash mine in 40 years

You must intervene

On a large and diverse site, empowering people to step in and correct unsafe acts and/or to report unsafe conditions is a challenge. Amec Foster Wheeler's Harm Elimination and Recognition Training (HEART) and FIRST Step safety leadership skills programme which focus on developing intervention skills and improving safety through personal action, are core to meeting that challenge.

The project rolled out FIRST Step training to management and senior supervisory levels to provide insight on the barriers that prevent people from taking action and offer intervention skills development. That training was then cascaded to the workforce through front-line supervisor training and workforce coaching programme specifically tailored to the needs of our contractors. Elements of the training were also embedded in our general site orientation and within the annual Fresh Stand and Clean Finish refresher sessions.

To reinforce intervention requirements we introduced recognition programmes directly tied to acts of intervention such as 'Ticket to Safety' and Project Director's HSSE awards, which were promoted through site-wide awareness initiatives.

Our overall safety message and challenge for all the workers was 'thousands of pairs of eyes available each day to make us better by observing, intervening and reporting'.

Project sustainability framework

Human & Labour Rights	Environment	Anti-bribery & Corruption	Community
Diversity & Inclusion	Environmental Management	Code of Business Conduct and Ethics	Stakeholder Engagement
Human Rights	Carbon Management	Anti-bribery & Corruption	Local Content
Health & Safety	Efficiency and Innovation	Supply Chain	Community
Resiliency			



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Fact sheet



Health, Safety and Security HSS performance

The first two quarters of 2016 were challenging with incident rate trends rising, however the closing two quarters saw interventions paying off and significant improvements achieved. Chief Executive Jon Lewis, who joined us in June 2016, ensured that HSSE performance was the focus of management attention.

Health, safety and security performance

Amec Foster Wheeler publishes a standard set of lagging indicators which allows you to benchmark our performance against our peers and other industries. We align our definitions of Total Recordable Injuries and Lost Time injuries against the OSHA definitions.

Detailed Performance Summary

BU	Total hours worked		Fatality		Lost time injuries		Total recordable cases		LTIR per 200,000 hours worked		TRIR per 200,000 hours worked	
	Employees	Subcontractors	Employees	Subcontractors	Employees	Subcontractors	Employees	Subcontractors	Employees	Subcontractors	Employees	Subcontractors
Americas	25,495,032		0	0	4	3	60	35	0.022	0.024	0.33	0.27
	11,157,082		0	0		1		25		0.018		0.45
NECIS	39,640,986		0	0	18	12	74	51	0.072	0.061	0.30	0.26
	10,272,008		0	0		6		23		0.117		0.45
AMEASE	18,586,700		0	0	7	2	39	5	0.030	0.022	0.17	0.05
	28,484,210		0	0		5		34		0.035		0.24
GPG	4,227,100		0	0	6	3	11	6	0.221	0.142	0.41	0.28
	1,198,666		0	0		3		5		0.501		0.83
Total*	88,707,049		0	0	35	20	184	97	0.05	0.045	0.26	0.22
	51,111,966		0	0		15		87		0.059		0.34

Employees
 Subcontractors

*total includes plc data



Health, Safety and Security

HSS performance



Lost Time Injury Rate

In total we had thirty-five lost time injuries (LTI) in 2016; two more than the previous year. These are injuries where the injury prevented the person from returning to work after the work shift or day that the injury occurred. Amec Foster Wheeler employees make up 57% of the lost time incidents which is a reversal in trend from 2015. Subcontractor performance overall showed an improvement on the previous year.

Our global LTI rate rose from 0.046 in 2015 to 0.05 in 2016, meaning we did not meet our 10% improvement target for 2016. Although overall we did not meet our target, a number of our Operating Units performed well, with six operating units achieving zero LTI's through the year.

Total Recordable Injuries

Recordable cases include all injuries, resulting in medical treatment, restricted duties, lost time or a fatality. They exclude minor first aid cases. 2016 saw a slight improvement in our total recordable incident rate which fell from 0.27 in 2015 to 0.26 in 2016. Although improved on the previous year, overall we failed to meet our target of a 10% improvement globally.

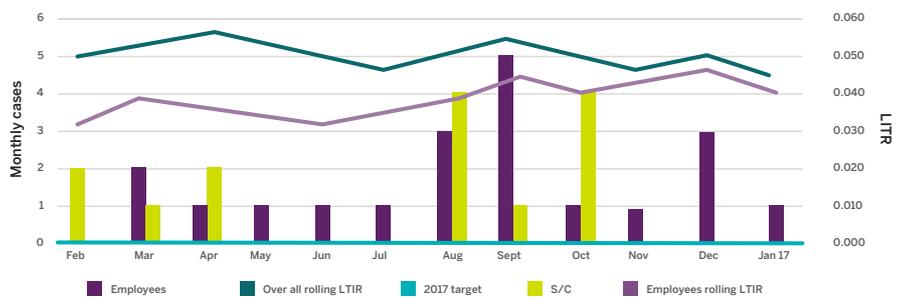
Subcontractor Total Recordable Incident Rate was improved from 0.40 in 2015 to 0.34 at the end of 2016. However our employee rate rose from 0.20 in 2015 to 0.22 in 2016, which was heavily influenced by performance in the NECIS business. A deep dive into these statistics identified a small number of contributing projects which had a significant influence over the regional performance. These have all been targeted for improvement.

We have also been tracking an All Injury Rate (AIR). This includes all incidents resulting in an injury, including first aid injuries. We plan to target performance improvement in this area in 2017 as this gives us a picture of all incidents which result in injury.

Lost Time Injury Rate



Lost Time Injuries (LTI)

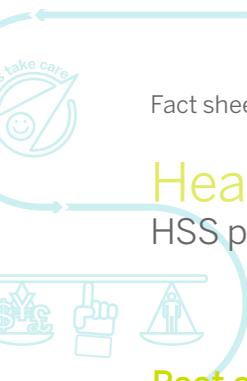


Total Recordable Incident Rate



Total Recordable Cases (TRC)





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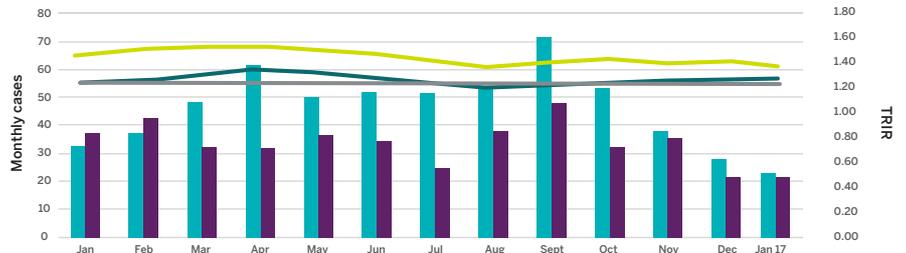


Root cause analysis

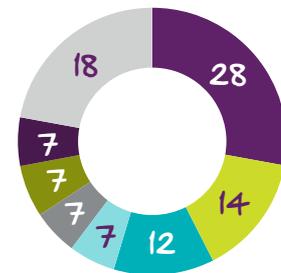
A key part of the incident investigation procedure is the identification of both the immediate and root causes. The dominant factor in root causes for incidents in our operations continues to be issues around risk management, including inadequate hazard identification, application of risk controls, communications and change management.

In response to this, during 2016 we implemented Hazard Elimination and Recognition Training (HEART) for frontline supervision to improve hazard spotting and intervention skills. The objective of HEART is to improve hazard identification in the work environment through a mix of classroom and practical exercises. The latter part of the course focuses on how hazards can be mitigated effectively and to practice intervention and communication skills with peers and work teams. During 2016 we trained a total of 2,418 supervisors in HEART.

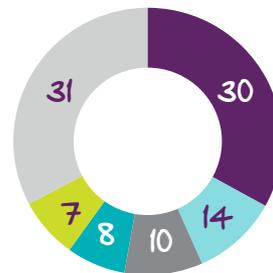
All Injury Incidents (AIR)



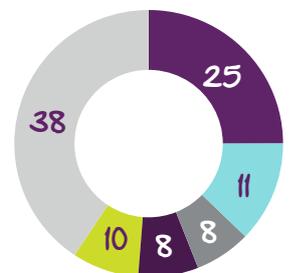
High Potential



Total Recordable



Lost Time



- Risk management
- Behaviour
- Planning
- Communication
- Work equipment
- Others
- Standards and processes
- Competence/training/knowledge transfer

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, or other continued and repeated exposures to conditions of the work environment over a period of time.

During 2016 we had eleven reported occupational health cases, all but one were classified as low potential, and include issues such as short-term irritation to the eye, contact dermatitis and contact with acid. We had one medium potential occupational health case which arose through accidental exposure to chlorine gas resulting in an

employee being admitted to hospital. The individual suffered short-term breathing difficulties but made a full recovery.

Our occupational health case incident rate in 2016 was 0.02 per 200,000 hours worked, an increase from 0.01 the previous year.

Throughout 2016 we tracked the spread of the Zika virus which has been associated with the impacts on foetal development and is linked to microcephaly cases and Guillain-Barré syndrome. Awareness has been key in helping to protect our employees, particularly in the early stages. We have asked our female workforce to consider not travelling to Zika affected countries if they are

pregnant and provided all staff with briefings on the situation through our ISOS traveller information bulletins. When Zika was found to be transmitted from person to person we provided additional information through focused bulletins as well as traveller information. Both male and female workforce could be exposed to the health risk and we made sure that our people were provided with the right information. To date none of our employees have been affected by the virus.



Health, Safety and Security

HSS performance

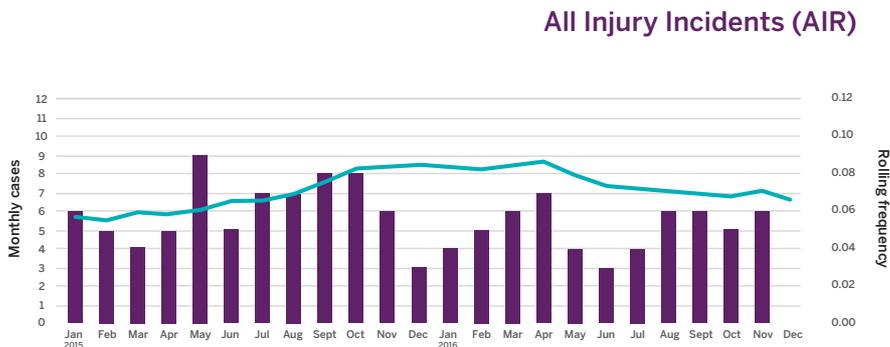


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High Potential Incidents

Our ultimate goal is to achieve an incident free environment. We know that we are some way from this goal. To meet this challenge we must go beyond looking at the immediate effects of an incident, such as a broken ankle or asset damage and look for 'what could have happened' and identify what control was missing or failed to manage the risk. Every incident recorded in the company incident management system is therefore reviewed against its potential, to have resulted in a serious event is subjected to in-depth investigation. During the year there were 56 high potential incident investigations, this was 17 fewer than in 2015.

This is a particularly powerful way of assessing our performance because it gives us a greater perspective on the robustness of hazard management tools and techniques



than merely concentrating on actual harm/damage incidents.

The above measures all help to build a picture of the effectiveness of our management systems and inform where we need to focus effort. Our oneAIM incident management and analysis system allows us to look for trends and pin point issues in our management system which

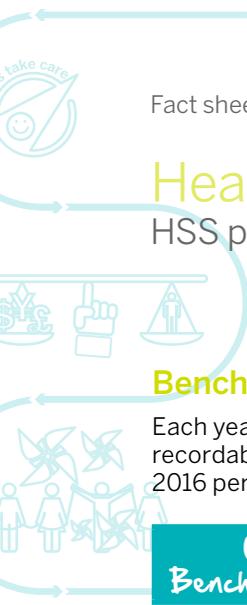
contribute to the incidents we have. The chart below is an example of high potential incident analysis, it concentrates on the immediate cause of incidents.

We use this intelligence to develop our global and local continuous improvement planning.



Immediate cause: Sub Type Top 10

- Failure to appreciate the risk
- Non-application by group
- Improper use of tools or equipment
- Personal protective equipment not used
- Inadequate equipment
- Slip or lapse of attention
- Non-application by individual
- Mistake
- Inadequate guards or protective devices
- Congestion or restricted motion



Health, Safety and Security

HSS performance



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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. The table below shows the latest OSHA statistics available along with Amec Foster Wheeler's 2016 performance.

OSHA Benchmarks 2015	Professional & Business Services	Construction	All industry	Amec Foster Wheeler 2016
TRIR	0.9	3.5	3.3	0.26
LTIR	0.20	1.3	1.0	0.050

2016 Leading Indicators

Over the course of 2016 we implemented a number of leading indicators. These were designed through the analysis of previous performance where our statistical analysis and systems intelligence was showing an improvement needed to be made.

Our four global leading indicators:	
1	<p>Corrective action close out: all incident close out actions arising from the incident investigation or Incident Review Panel (IRP) will be closed out within the specified time</p> <p>It was felt that we needed to track the close out of these incidents to assist in creating a more diligent culture of close out. By the end of the year we saw improvements across the regions, however, in some cases the close out did not run to Amec Foster Wheeler time schedule because third parties were responsible for the investigation and/or close out actions.</p>
2	<p>Global Safety Rules / Safety Essentials: Number of people targeted to receive a briefing on the Global Safety Rules and Safety Essentials by year end versus the number YTD</p> <p>In 2015 our Global Safety Rules and Safety Essentials were reviewed and amended, it was therefore important to make sure that all employees were aware of the changes. At the outset of the year a plan was put together to brief 24,224 employees on the changes. At the end of the year a total of 23,958 employees were briefed, covering all the targeted groups. Overall we met our target; the original planned number of employees was affected by natural attrition and redundancies.</p>
3	<p>HEART Training: Number of supervisors identified for HEART training versus the number trained YTD</p> <p>As discussed in the root cause analysis section we made plans during the year to improve our front line supervisor skills in hazard identification. At the outset of the year we planned to train 1991 supervisors on our highest risk projects. We exceeded this target in all areas with the exception of the Americas who were hit by a number of redundancies and project postponements. In total we trained 2,418 supervisors and employees.</p>
4	<p>HEART Observations: Number of HEART observations targeted by year end versus number completed YTD</p> <p>The HEART observation tool was a new global standard employee risk spotting process which is available as a mobile app, an online tool, and in some environments it remains a paper based system. To reach our goal of a harm free environment we need everyone contributing to a safe system of work. HEART observations is our way of engaging everyone in the process – 'if you see something, do something'. We originally targeted 42,397 observations and massively exceeded this number, returning 121,839 observations. This was highly influenced by our project site observation systems.</p>



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Case study

HEART
Harm Elimination and Recognition Training

BEYOND ZERO

World class safety performance

Amec Foster Wheeler is committed to the value of ‘Doing the right thing - we put safety first’ by maintaining a strong and sustainable HSSE culture across all our operations. 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.

SES achieves 10 years LTI free

SES, a subsidiary of Amec Foster Wheeler, has a strong safety culture which is embedded right through the organisation, from the newest apprentices to the longest serving employees. HSSE development is managed through the company’s training matrix, ensuring employees have access to training and learning that prepares a confident, competent and safe workforce.

Alex McCrimmon, SES Operations Director said, “The last few years have been particularly busy for us as we have been managing the plant and equipment requirements, both onshore and offshore, for some of the largest shutdowns and several major hook-ups. This 10 years LTI free milestone has been reached through an impressive team effort, and strong HSSE Management.”



SABIC’s Olefins 6 plant - 250,000 man hours without an LTI

The integrated maintenance service Pipeline Remediation project started working in the pipe racks on SABIC’s Olefins 6 plant at Wilton in 2009. Since then the team has built numerous large scaffolds allowing access to the pipe racks on the plant.

During that time we have expended over 250,000 man hours without a lost time incident (LTI) and to recognise the achievement of this

safety milestone all team members who have worked on the project received a commemorative polo shirt.

Amec Foster Wheeler was recently awarded, for the third consecutive year, gold at the annual Environmental, Health, Safety and Security awards, recognising companies working at Saudi Basic Industries Corporation European Sites.





World class safety performance

Major 81 million hours safety milestone achieved on KOC's mega projects

The Project Management Consultancy (PMC) team working on Kuwait Oil Company's (KOC) mega projects continues to reach fantastic safety milestones. They were recently recognised by John Reid, Kuwait Country Manager for Amec Foster Wheeler, for achieving world-class safety performance across a portfolio of upstream projects they manage on behalf of our long-term client, KOC.

The portfolio of major and mega projects now includes four projects which have each surpassed 10 million man-hours without any lost time injury (LTI) incidents. One of these projects has achieved a staggering 21 million man-hours without a single LTI incident. The complete portfolio of projects has now exceeded an unprecedented record of 81 million man-hours LTI free, representing approximately one-third of KOC's Major Projects' total safe hours.

Gary Fraser, Project HSEQ Manager, said: "Continuous engagement at all levels with a large and diverse workforce mobilised in Kuwait by the engineering, procurement and construction (EPC) contractors has played a vital role in achieving these impressive safety figures."



Photo: Members of KOC Project's HSE team with a selection of safety awards they have received. From left to right: Georgios Paliokostas, Willard Stephenson, Humayun Sultan, Thomas Sullivan, Nasser Karim, Shahid Ul-Arfain Syed and Vasile Birzog.

200 days goal zero for Seafox ONEgas barge campaign

Amec Foster Wheeler is currently part of the Amec, Jacobs, Stork (AJS) Joint Venture delivering maintenance, modifications and projects on Shell's ONEgas assets in the Southern North Sea, which presented some challenging HSSE issues.

Some of the work involved partial deconstruction and significant modification to their normally unmanned installations in the Leman Field, the aim of which was to remove anything no longer required and modify them into very simple, low-maintenance marine access, renewables powered installations – most of which were to be undertaken whilst the platform remained in production.

A number of best practices were developed including a great example of workforce involvement in safety when the workers produced their own version of the Step Change in Safety video of Don Merrell's 'I Chose to Look the Other Way'.

The team on the Seafox 4 and those who support and manage them are incredibly proud of how far they have come in developing their safety culture and improving how they work. Two hundred without HSSE incident was previously unheard of, and now each and every day they are all talking about what more they can do to ensure everyone goes home safely.

BG Group contract celebrates 8 years LTI free

October 2016 marked eight years LTI free on the BG contract. This achievement spans 8.6 million manhours and the delivery of 12 major projects.

Craig Shanaghey, Director of Operations, commented, "Well done to everyone who has worked to achieve such a great safety performance over the past 8 years. This is a fantastic achievement for everyone involved and testament to the mentality of putting safety first."



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Security in focus

Amec Foster Wheeler’s Group Security department continues to actively engage with the business at all stages of operations, enabling end-to-end oversight and input. By doing so, we are able to ensure that control measures correctly correspond with the threats pertinent to any specific operation, resulting in cost-effective delivery of security globally across the entire organisation.

Spotlight on security

In order to ensure the duty of care to our people alongside our assets and reputation, the security department provides tools to secure business operations globally, whilst simultaneously forecasting to maintain a focus on preparedness to respond to security incidents and business interruptions effectively.

The primary points of contact for specialist security advice within the business are the Regional Security Advisors (RSAs), who report to the Global Security Director. In turn RSA’s support the global network of project specific Security Managers and Security Focal Points. This structure has been designed to ensure our approach to security risk management is both strategic and tactical.

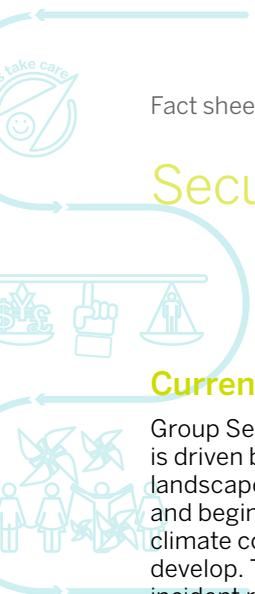
Amec Foster Wheeler operates a fully integrated Security Management System. Since being published in late 2015, the Emergency Preparedness (EP) Framework has been further rolled out and integrated through the business. The development of

the Corporate Security Standard, published in September 2016 and the recently implemented Minimum Security Operating Standards has further contributed to our increasingly comprehensive Security Management System. In developing the system further, the business has set expectations for security planning and operations worldwide and across all country risk levels from low to extreme.

In order to ensure the highest of standards are kept, we monitor and audit the application of our security standards across the business. To do so we use the Group Security Performance Assurance Tool which provides risk-based assurance whilst enabling us to ensure consistent standards and identify areas for improvement. In addition as part of a wider assurance programme, a company-wide review is conducted by the Global Security Director demonstrated through a Group Security Report submitted to the HSSEE Committee on an annual basis.

Group Security also continues to provide a comprehensive medical and security programme to prepare and assist our business travellers prior to and whilst on international business trips as well as expatriate assignments. In order to streamline our regional emergency provision the RSAs are in the process of developing the Emergency Preparedness SharePoint site as a Global Emergency Preparedness Tool, which intends to provide accessible and accurate details for all emergency contacts in all regions.

Moving into 2017 Group Security identified that in order to ensure our Travel Security Programme remained user friendly, effective and ‘fit for purpose’ to provide the best tools we can to keep our employees safe, a reviewed and updated version should be circulated company-wide. The resulting Online Travel Security Training package, is mandatory for all employees and will be rolled out in 2017 in conjunction with the Amec Foster Wheeler Academy.



Security in focus

Current risk focus

Group Security's current risk focus is driven by changes in the security landscape over the course of 2016 and beginning of 2017, as the risk climate continues to evolve and develop. Through both instant incident response and analysis as well as the provision of forecasting reports, we ensure an acute understanding of both political and security developments globally. Geographically, we will continue to focus on the Middle East and Gulf States, Africa, South America and Asia Pacific, where we have regional teams facilitating Amec Foster Wheeler business in complex and dynamic security environments. Within these environments our focus can range from political violence and instability to criminality, terrorism and kidnap for ransom.

Over the past year we have witnessed an increasing number of events that indicate growing threat from transnational, home-grown and lone actor terrorism. Of particular concern is the exponentially increasing number of successful terror attacks taking place across Europe carving a new, complex and challenging security environment. The rising threat from lone actor and homegrown terrorism on a global scale will remain a significant concern. As a result we will continue to develop emergency preparedness and response preparation accordingly.

Group Security will place an additional focus on threats such as active shooter incidents in the Americas, social and community conflict in Africa and Asia and workplace violence globally into 2017. The risk of surges in social unrest in low and medium risk countries, particularly during times of political change and election periods will also remain a key component of our risk mitigation focus. Threat analysis and subsequent risk mitigation is a process that is rooted in our in-house security analysis team who provide a range of specific reports tailored

to the pertinent existing and rising threats as well as to the business itself. Our Security Analysts work closely with all of the RSAs as well as the Global Security Director to ensure acute and proactive understanding of Amec Foster Wheeler activity and subsequent vulnerabilities globally.

Looking forward

In 2017 Group Security will focus on:

- Raising awareness of the Corporate Security and Emergency Preparedness Standards, and supporting procedures, across the business.
- Providing prioritised and deployed support to operations that are considered strategically important/company critical, and those where we assume responsibility for security provision. This is in addition to any projects and offices located in areas rated as high or extreme risk, and includes project execution planning and the completion of country and project level security reviews, gap analyses and audits.
- Developing our global list of approved third party security providers/vendors, including the implementation of Master Services Agreements with selected international consultancies.
- Establishing, training and testing teams capable of managing security incidents, emergencies and crises across the business following the recent company restructuring and implementation of a new Operating Model (Purple Book).
- Emergency Preparedness SharePoint site being developed as a Global tool.

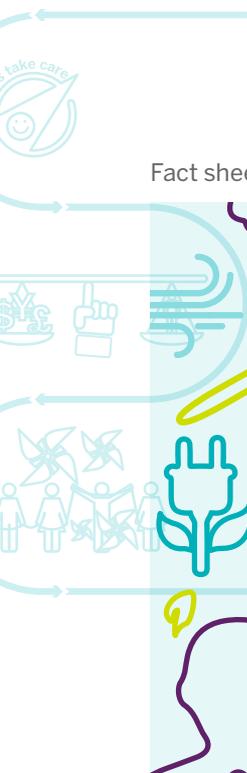


Performance

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 that results in physical, criminal or intellectual security breaches. In 2016 Amec Foster Wheeler reported 44 security incidents. We also use data to calculate a security incident rate which is the sum of all security incident cases per 200,000 man-hours worked.

	2015	2016
Total number of security incidents reported	36	46
Security incident frequency rate	0.05	0.07

Both the total number and frequency rate of security incidents has risen in 2016 from 2015 levels, we believe this is due to an increase in reporting and understanding. We would expect this increase in reporting to continue into 2017 and beyond as we roll out the standards and supporting procedures further into the business.



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Environmental management

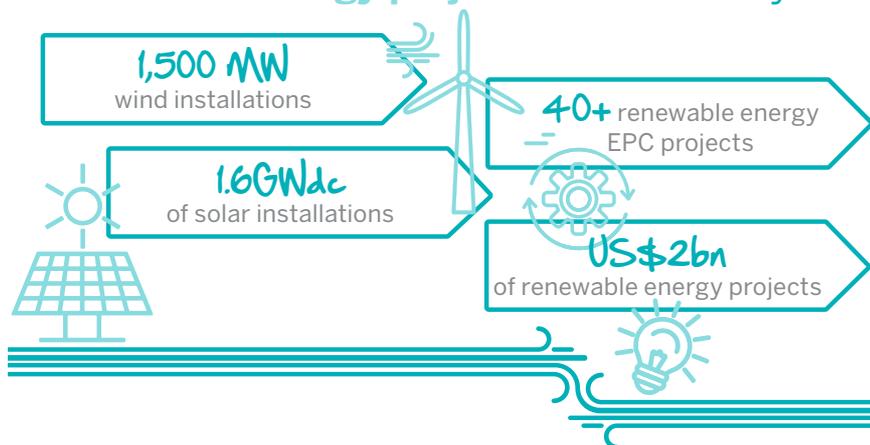
“Good environmental management matters, not only as it’s the right thing to do, but our reputation relies on it. Our stakeholder’s perceptions are shaped by our ability to manage environmental impacts and opportunities well, getting it wrong is not an option for us.” John Raine, Chief HSSE Officer

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.

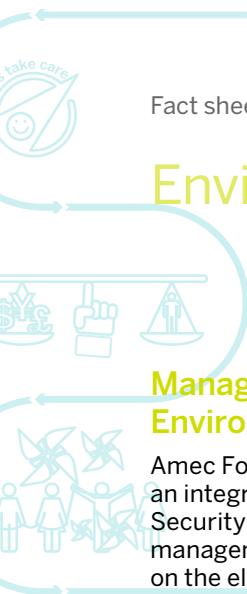
When oil prices are low, securing investment in renewable technologies is challenging. However our success in servicing the solar energy market has grown steadily since we first entered the market in 2008. In less than 10 years*, we have designed and built nearly 30 solar energy facilities and installed

over 1.63 gigawatts direct current (GWdc) of solar energy projects across North America. The business case for excellence in environmental management is illustrated by the fact that Environmental & Infrastructure services now represents 17% of our total global turnover.

*Renewable energy projects in the last 10 years



Much of our work has the potential for significant environmental consequences. Ensuring that we manage our environmental aspects is imperative to the sustainability of our business. Our clients demand that we carefully manage environmental risks associated with executing our projects and doing more with less enables us to minimise wastage. Meeting statutory requirements alone is not enough, although it forms an element of our Foundation of Excellence in our sustainability strategy and 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.



Environmental management



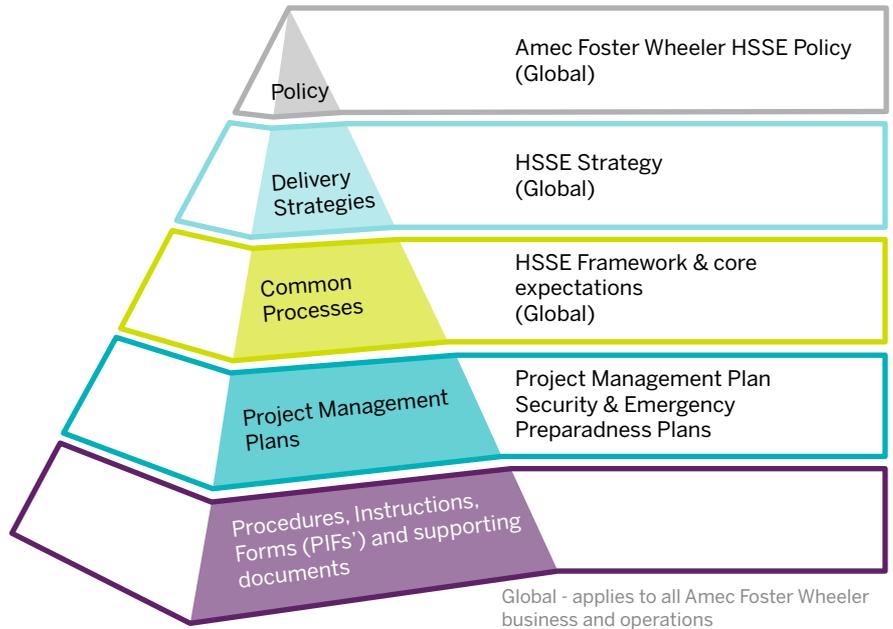
Managing our Environmental Aspects

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.

Policy and Framework

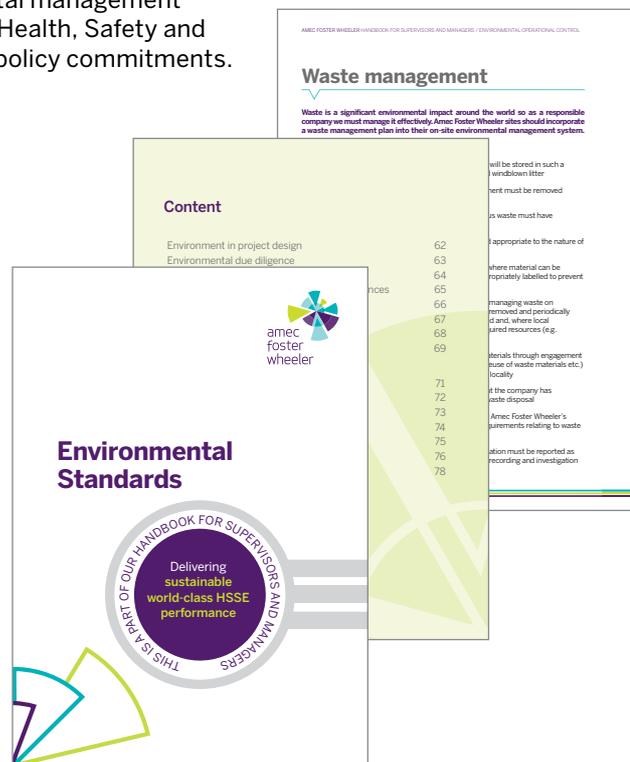
Our HSSE policy sets out our key environmental aims and objectives as a responsible business. Many of our aims and objectives are combined health, safety and security as well as environmental (see our [HSSE policy](#)). Our policy is an important document because it underpins the development of our environmental 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.

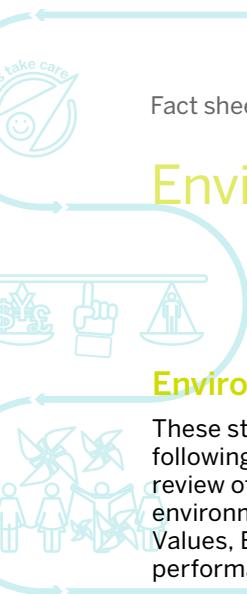
This sets out Amec Foster Wheeler's expectations and minimum environmental standards for our global operations. It provides the guiding hand on what we believe should be our absolute standard wherever we operate in the world. We know that standards of environmental management are different across the 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. We will not allow our standards to be lowered.



Environmental Standards

Our Environmental Standards form part of Amec Foster Wheeler's Beyond Zero road map. They form a company-wide benchmark for environmental management supporting our Health, Safety and Environmental policy commitments.





Environmental management

Environmental Standards Continued

These standards were developed following a comprehensive review of Amec Foster Wheeler’s environmental commitments (Our Values, Behaviours and Policies) and performance, including:

- Environmental incident investigation
- Regulatory performance
- Environmental key performance indicators
- Environmental best practice (including ISO standards)

The objective of the standards is to ensure a consistent level of performance across the organisation which protects and enhances Amec Foster Wheeler’s world-class environmental reputation. We focus on areas where

we must ensure high standards of performance to reduce associated environmental and financial risk (pollution and associated clean-up costs).

The standards are split into two sections - environmental planning and environmental operational control. They cover a variety of issues such as Project Pre-Site Planning, Pollution Prevention, Carbon Management, Polluting Material Storage and Site Vehicles and Equipment. There are also a set of accompanying checklists to aid in self-assessment of compliance against the standards.

These standards are applied to our operations where Amec Foster Wheeler has environmental responsibility; they are integrated into our business line health,

safety and environmental (HSE) management systems. Compliance with the standards is mandatory and verified through our corporate assurance activities.

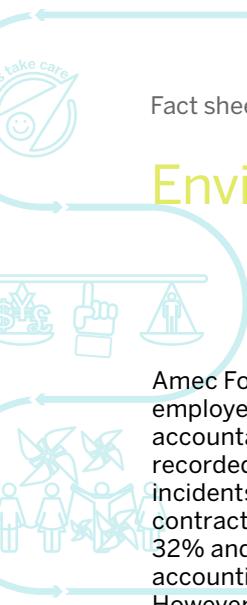
In 2016 the Northern Europe and CIS business unit piloted a performance standard assessment for the environmental standards. This involved a high level review and assessment of each operating unit against compliance and understanding of the environmental standards. Results of the pilot were positive with assessment scores ranging from 84-94% across the business unit. Operating units were issued action plans to close any gaps identified. These will be followed up throughout 2017 and the process considered for wider roll out as appropriate.

Environmental Incidents

As part of our mandatory procedure, ‘Incident reporting, recording and investigation’, environmental incidents are captured in Amec Foster Wheeler’s incident management and analysis tool oneAIM. Incidents are assigned an environmental potential based on the table below:

Consequence level	Consequence description	Number of people				
		0	1	1-2	2-10	>10
1	Minimal reversible environmental impact	A1	B1	C1	D1	E1
2	Minor pollution with short term impact (1 month)	A2	B2	C2	D2	E2
3	Moderate pollution with medium term localised pollution (1 year)	A3	B3	C3	D3	E3
4	Severe pollution with long term localised pollution (>1 year)	A4	B4	C4	D4	E4
5	Major pollution with long term environmental change	A5	B5	C5	D5	E5
		A	B	C	D	E

High level consequences are notified to the management team through a first alert process and all high potential consequence incidents subject to an in-depth investigation (level 2). 84 environmental incidents were reported in 2016, only 2 of which were subject to a level 2 investigation, the rest were potential level 1 which indicated small localised spillages with very minor or no environmental impact.

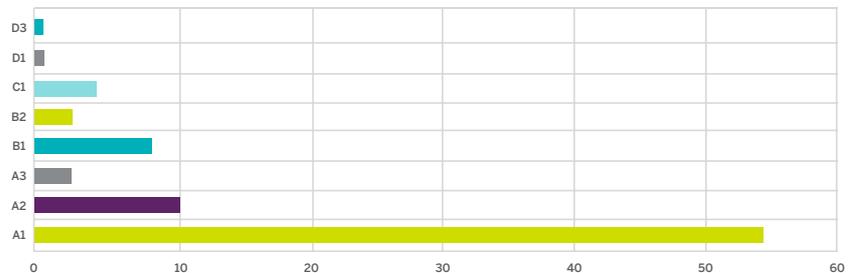


Environmental management



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Amec Foster Wheeler employees were accountable for 43% of all recorded environmental incidents, with managed contractors accounting for 32% and sub-contractors accounting for 19%. However, in 2016 the largest spill was attributed to Amec Foster Wheeler.



Potential consequence ratings of incidents

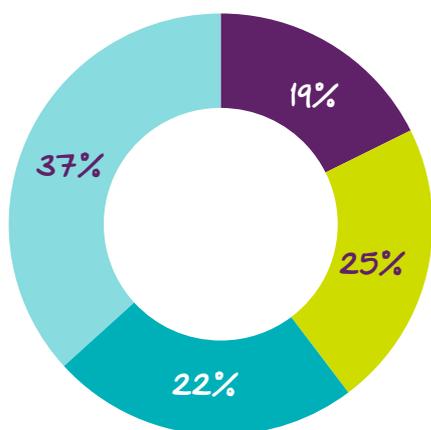
	2016	2015	2014	2013	2012	2011
EIFR*	0.12	0.11	0.13	0.23	0.23	0.47
No. of recorded incidents	84	81	51	87	99	179
Of which were spills	73	77	50	71	78	175
Volume of spills (litres)	30,148	2,275,494**	301,922	3,314	4,529	7,150

*Environmental Incident Frequency Rate per 200,000 hours worked

**Excluding volumes recorded in legacy FW system which did not capture this information

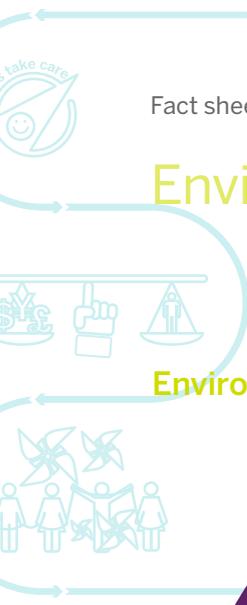
Note: Historical data for 2014 and earlier are based on AMEC figures only, as data from Foster Wheeler was not captured to allow us to combine years before integration.

During 2016, 87% of all reported incidents were spillages, the other 13% were made up of incident reports including nuisance, litter and uncontrolled emissions to air amongst others. Of these reported spillages, 37% involved the spillage of hydraulic oil from plant, 25% were from release of contaminated water and 22% from fuel spillages. 19% of spillages were of 'other' materials, this category includes a mixture of substances such as sewage, coolant and water.



The total volume of spillage in 2016 was distorted by one incident recorded on a project in the UK. On 22 September Amec Foster Wheeler received a complaint in relating to contamination of a private drinking water supply. Upon investigation an estimated 25,000 litres of water was found to have been released from the site in an uncontrolled manner, contaminating a private well which was used for drinking water with levels of silt. Local residents were contacted and offered alternative portable water if their supply was affected. This incident was rated as a D3, moderate pollution with medium term localised pollution.

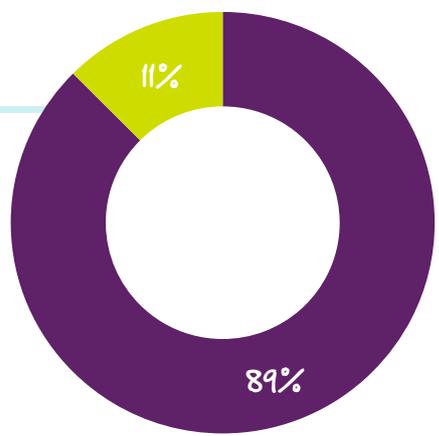
- Other
- Contaminated water
- Fuel
- Hydraulic oil



Fact sheet

Environmental management

Environmental Regulatory Record

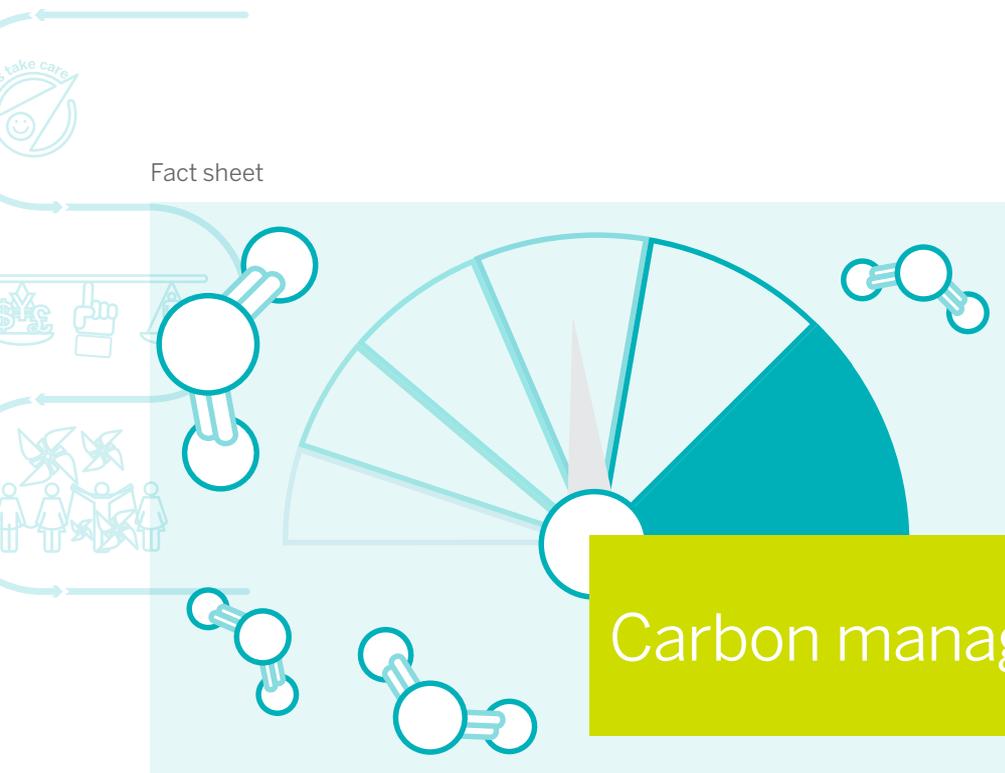


Of the 84 environmental incidents which took place in 2016, 9 were reported to the relevant statutory body.

-  Not reported to statutory body
-  Reported to statutory body

A UK project received notice under section 60 of the Control of Pollution Act 1974 relating to a noise complaint being received from a member of the public. Regular monitoring is currently being undertaken at the site to ensure work is carried out in line with the notice.

	2016	2015	2014	2013	2012	2011
Prosecutions	0	0	0	0	0	0



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Carbon management

In 2016 we fulfilled our promise to review our carbon reduction targets in line with limiting climate change to two degrees change following on from the agreements made at COP21 (the Paris Climate Conference). In 2017 we will focus our efforts on modelling how these reductions will be achieved.

During 2015 we re-baselined our carbon emissions following the acquisition of the Foster Wheeler business in late 2014. 2016 was the first year we collected a full data set from the whole business using our global carbon reporting system. This has enabled us to continue to improve the accuracy of our data over this period.

The 12-month period to 30 September (the carbon reporting year), rather than the calendar year, has been used. This ensures actual data can be reported in our Annual Report and Accounts in line with reporting timescales required for mandatory carbon reporting, even for those regions where energy/fuel usage is more difficult to access. By reducing reliance on estimation, a more accurate footprint can be provided in a timely manner.

Carbon performance

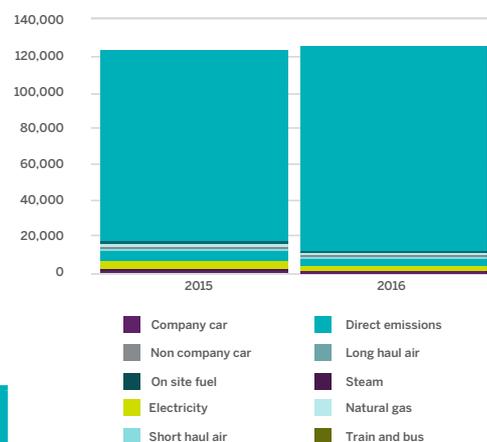
Our absolute emissions for our 2016 carbon year were 1,251,252 tonnes of CO₂e which represented a slight increase in overall emissions of 0.2% from our 2015 baseline.

Benchmark indicators

To help us monitor emissions as our business changes over time, we use three benchmark indicators below:

	2015*	2016
Per employee	31.75	33.94
Per £1m revenue	228.88	220.21
Per MWh generated**	0.94	0.90

Amec Foster Wheeler 2016 emissions versus our 2015 baseline



Note:
*Includes a full carbon year of data for both AMEC and Foster Wheeler representing full baseline for 2015

**MWh generated from our two power generation sites in Chile and Martinez



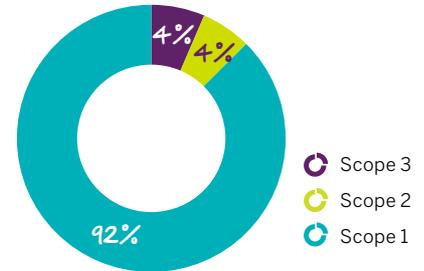
Carbon management



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2016 emissions by Scope

	2015	2016
Scope 1	1,085,148	1,148,118
Scope 2	68,540	49,799
Scope 3	62,882	53,335



Scope 1 ↑ 2.8%

The main source of our Scope 1 emissions are direct emissions from our power generation plants in Chile and Martinez, US – together these make up 97% of our Scope 1 emissions. The remainder is made up of company car, natural gas from our offices and on-site fuel supplying power generators and other site equipment.

Scope 2 ↓ 26%

Scope 2 emissions are associated with the electricity purchased and utilised for our office space and for the manufacturing plants of our GPG business.

Scope 3 ↓ 15%

Scope 3 emissions are associated with business travel, including air and rail travel as well as mileage travelled in personal vehicles and hire cars.

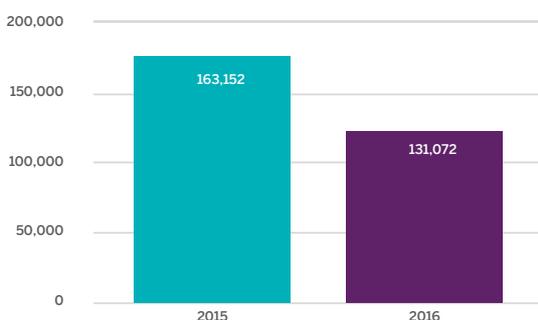
Power Generation

Amec Foster Wheeler owns/operates two power generation facilities – PetroPower Energia Limitada in Chile and Amec Foster Wheeler Power Systems – Martinez in California. Emissions of these two plants make up 97% of the total emissions for 2016, and overall rose during 2016 by 3% from 2015 levels. This increase

in absolute emissions was due to increased output at both plants with electricity generation rising 5% and steam by 17% overall. The tonnes of emissions per MWH output shows a reduction from 2015 levels, indicating that although overall emissions went up, our emissions were less per MWH produced.

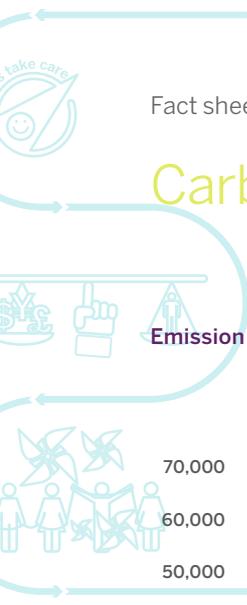
Due to the impact that the emissions from our two power generation sites has on our total emissions, the remainder of this factsheet focuses on emissions by reporting type not including power generation. This allows us to represent the reporting and reduction efforts of all other emissions sources more effectively.

Emissions of business operations (excluding power generation)



Emissions of our business operations have **reduced by 19%**

Our emissions per employee fell from 4.15(t) in 2015 to 3.71(t) in 2016; over a **10% reduction**.

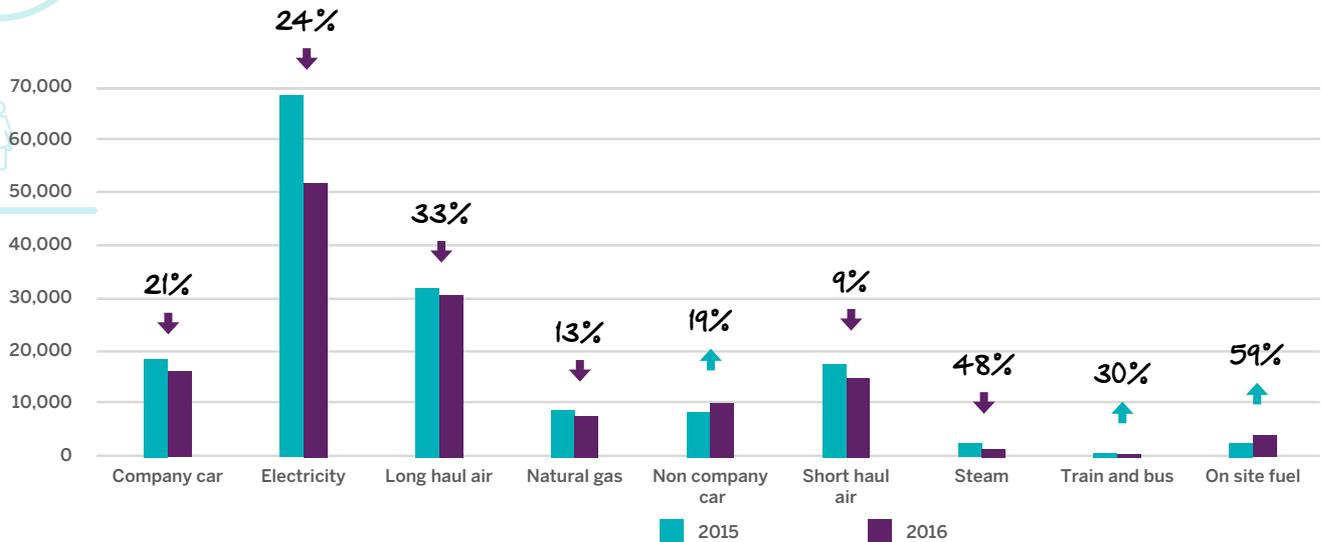


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Emission Type (t) 2015 vs 2016



Significant reductions were made in emissions resulting from steam, natural gas, long and short haul air, electricity and company car mileage.

Electricity

The largest reduction in emissions from 2015 levels was seen from the electricity used by fixed office locations, a reduction of over 16,000t of CO₂e. There was specific focus in this area in 2016 through three key areas:

- Continued focus to consolidate office space in cities where we have multiple facilities.
- Introduction of an Energy Management Procedure in the UK focusing on recommendations and actions from ESOS reports published late 2015.
- Continued focus and efficiency improvements implemented using our global 5 star efficiency programme. (see [5 star office efficiency case studies](#) for more details).

On-site fuel

The most significant percentage rise in emissions came from the use of on-site fuel which we used for power

generation on our temporary sites and for plant and equipment. This increase follows a rise in the number of Transmission and Distribution projects in the UK with projects in temporary locations rather than fixed sites.

Business travel

We continue to record the emissions from our business travel, including air, rail and personal vehicles miles. An updated travel policy which was rolled out in 2015 is now well embedded within the business, which sees travel requests regularly refused and challenged.

Skype has become one of the most widely used tools around the business and is now the first option in place of travelling. We have witnessed a drastic reduction in the number of people travelling for meetings, resulting in a reduction in air and rail travel as well as company and non-company car mileage.

Emissions from train and bus use also rose, indicating a positive change in behaviour from employees who are thinking differently about their travel arrangements.

Recording travel data has always been challenging, with travel being booked through various

organisations. In 2016 we consolidated the number of travel providers utilised globally and will look to take this even further in 2017. Each consolidation results in a more simplistic and efficient data collection process.

Reporting

We continue to report externally on our performance in both legal and voluntary carbon reporting requirements. In 2016 we achieved a rating of C on the Carbon Disclosure Project.

We also report our carbon emissions under a number of pieces of UK legislation:

- The CRC Energy Efficiency Scheme;
- The Energy Savings and Opportunities Scheme;
- The Companies Act 2006 (Strategic and Directors' Reports) Regulations 2013.



Carbon management



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Year	2020	2025	2030	2035	2040	2045	2050
Percent absolute emissions reduction	24%	42%	56%	66%	74%	80%	85%
Target emissions (tCO ₂ e)	950,200	724,600	552,700	421,500	321,500	232,200	187,000

Carbon Reduction Planning

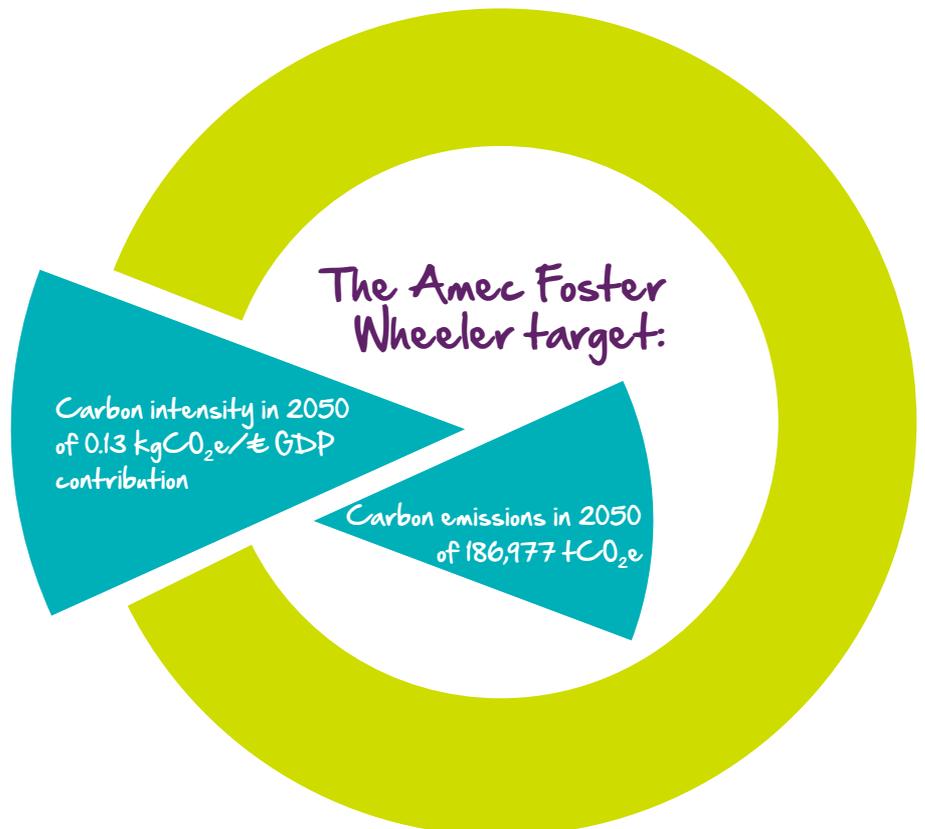
Following the Paris Agreement, in which 177 countries committed to keep the rise in global average temperature 'well-below two degrees celcius', we chose to investigate an emissions target in alignment with climate change science. The benefit of setting a science-based target is to be proactive in the way that our commitments are moving with the aim of giving the company a competitive advantage in the future.

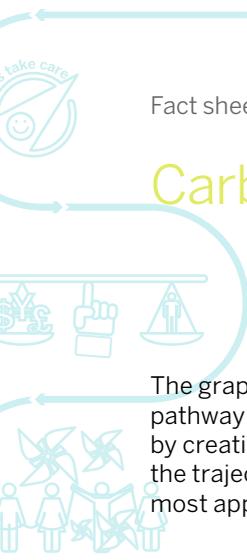
Following review of the seven methodologies recommended by Science Based Targets Initiative (SBTI), the C-FACT (Corporate

Finance Approach to Climate-Stabilizing Targets) methodology was selected as the most appropriate to calculate Amec Foster Wheeler's science-based target. The C-FACT methodology recommends that companies decrease their emissions in line with scientific and policy climate stabilisation targets in proportion to their relative contribution to global GDP.

- Through carrying out the C-FACT process, a target carbon intensity for 2050 of 0.13 kgCO₂e/£ GDP contribution was calculated. This was calculated using a 2015 baseline of 1,246,512 tCO₂e.

- Through this methodology we have annualised this goal in order to translate the calculated carbon intensity reduction goal to corporate-level absolute targets. This breaks down the change in carbon intensity into yearly emission targets and creates a pathway for Amec Foster Wheeler to reach its target of an 85% reduction in emissions by 2050. By annualising the target, we derive a series of yearly targets to understand what reductions need to be made along the way.





Fact sheet

Carbon management



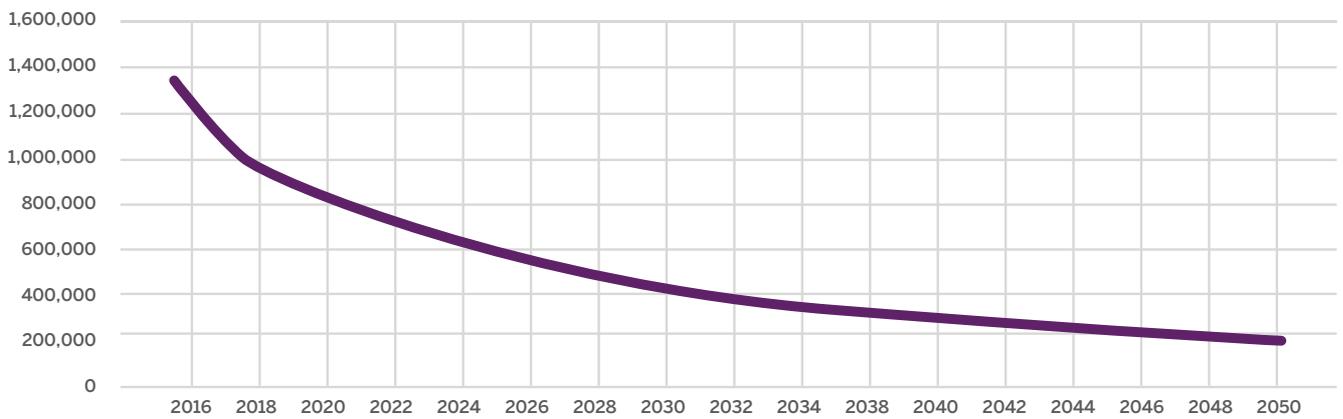
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The graph below shows a smooth pathway to the 2050 target, however, by creating targets at key milestones, the trajectory will be followed in the most appropriate way for Amec

Foster Wheeler. 2017 will see the business focus on developing a plan that will be implemented to meet our 2025 target.

We will continue to monitor and report our carbon emissions and our progress towards our set targets going forward.

Emissions Reduction Pathway





Minimising resource use

“The global population is set to grow by 28 per cent and is predicted to use 71 per cent more resources per capita by 2050, this could be nearly 30 per cent lower with resource efficiency measures. Globally, more sustainable use of materials and energy would not only cover the cost of keeping global warming below 2 degrees Celsius, but also add an extra \$2 trillion to the global economy by 2050.” UNEP

Energy performance and intensity

We measure our energy intensity by employee (average full time equivalent employee), by turnover (per £million), and also by output from our power generation sites (MWh) so that we can monitor this as the company grows and as demand at the power generation sites changes over time.

	2015*	2016
MWh Per employee	5.48	4.4
Per £1m revenue	40.19	32.05
Per MWh generated**	0.17	0.12

Note:

*Includes a full carbon year of data for both AMEC and Foster Wheeler representing full baseline for 2015

**MWh generated from our two power generation sites in Chile and Martinez

Annual fuel and energy consumption (MWh)

Heating Energy	2015 (MWh)	2016 (MWh)	
Natural Gas	49,930	43,263	↓ 13%
Total Heating Energy	49,930	43,263	↓ 13%
Electricity	144,368	104,157	↓ 28%
Onsite Fuel	13,238	19,335	↑ 46%
Heat & Steam	11,703	6,702	↓ 43%
Total Energy	169,309	130,195	↓ 23%
Overall Total	219,240	173,458	↓ 21%

Note: annual fuel and energy consumption figures exclude our power generation facilities.



Minimising resource use



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Annual fuel and energy consumption (MWh)

The majority of our energy usage continues to come from the electricity consumption of our offices and in the manufacturing plants of our GPG business. This accounts for roughly 82% of our total energy consumption. The majority of our natural gas consumption (65%) continues to come from our Americas offices, where use of this as an energy source is more prevalent and where we have the bulk of our global locations. On site fuel usage predominately comes from our Transmission and Distribution business, which saw an increase in remote sites that did not have access to mains supplied electricity and therefore relied heavily on generators.

Energy management

Our direct energy consumption is associated mainly with our office and site locations' building utility and includes the consumption of 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 global environmental standards and also our office sustainability programmes to manage and reduce usage.

Our office efficiency 5 star programme supports the decision making process when we procure new office space, and also within our existing office environments as we look to improve the efficiency of our activities.

Looking at efficiency criteria across five key areas:

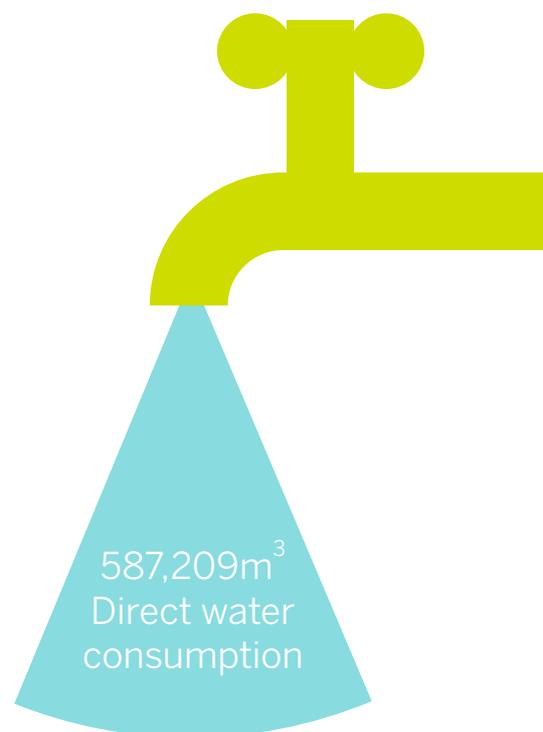
- Building infrastructure
- Building operation
- Energy management and performance improvement
- Efficient occupancy
- Water efficiency

We have rated our existing offices using the office efficiency programme, awarding them a star rating should the criteria for each star be met. The intention is to improve the efficiency star ratings of our office portfolio as we progress through the programme, which in turn should reduce our utility consumption and costs in this area.

In 2015 we rolled out our efficiency programme by introducing office profile questionnaires aligned to the 5 star efficiency programme 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, were the requirements of the 2015 office sustainability promises programme. 2016 saw the continued roll out of the programme, with the focus placed on the implementation of improvement plans, increasing star ratings and efficiency both in the consumption of utilities and in the utilisation of our office space. Implementation of these plans has been met with enthusiasm and tangible results have been recorded throughout our offices, with the first 5-star rating awarded to an office in the UK. Learn more about what our offices are doing to attain their star ratings in our [5 star efficiency case studies](#)

Water management

We began to review our water risk and usage in 2012 by appraising our permanent locations. We assessed their exposure to water risk and assigned priority levels to each of our offices based on water stress risk and usage. Using this priority listing, we launched a pilot water consumption improvement programme in our top priority sites in the Americas in 2015. This helped us better quantify water usage so that best management practices would be identified. We have continued with this work and increased our visibility of actual data usage by the NECIS business, collecting actual usage figures with the aim of developing a benchmark to set future reductions against. We will carry on the work to increase the collation of actual water usage data where it is available as an ongoing improvement area. Where actual data is not available or accessible we continue to calculate water data based on country-specific benchmark water consumption figures.





Case study



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5 Star efficiency rating

Our 5 star office efficiency programme is now well established throughout the business and 2016 saw our Tees Valley Centre (Darlington, UK) achieve 5 stars, our first office globally to do this.

How did they do it?

Energy use transparency

Monthly usage and cost data is collated by the local facilities management team. Reports show that in 2016 gas usage was reduced by 10% and water by 22%. Electricity consumption has remained consistent despite an increase in occupancy levels. This was achieved through closer monitoring and analysis of usage trends. Close monitoring meant that spikes in usage or unusual trends could be investigated and dealt with accordingly in a timely manner.

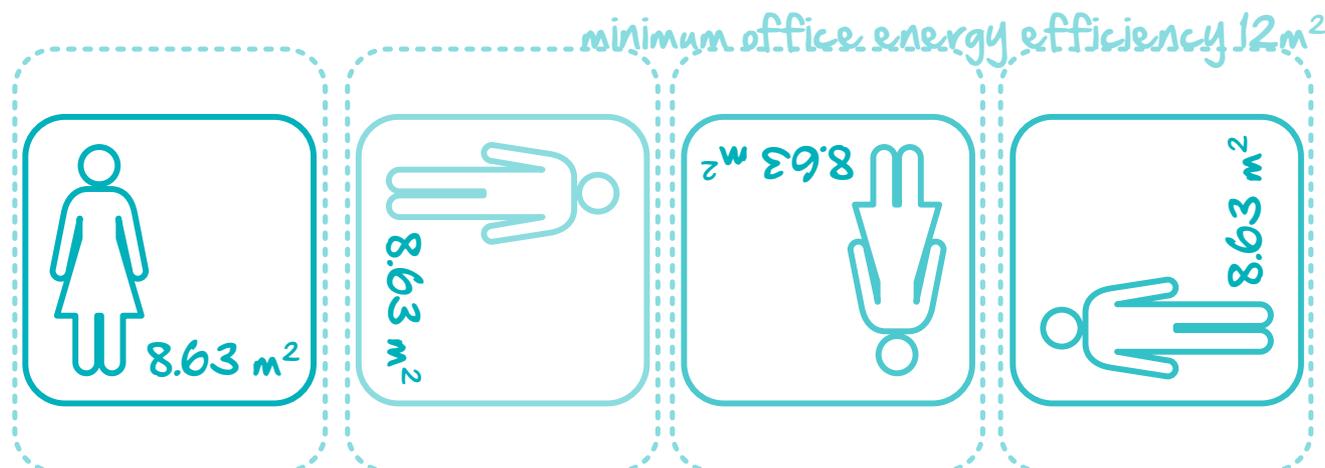
Operations management

The office has a core HVAC system with programmable thermostats and boiler timings and settings which have been reviewed to ensure maximum efficiency. The heating is now switched off at weekends as well as bank holidays and a later start time for post-holiday and weekend heating. The boiler temperatures are constantly reviewed and adjusted on a daily basis as opposed to previous set temperatures. The office is also fitted with movement sensors for lighting in meeting rooms.

All office equipment has an auditable maintenance system, with environmental impact considered as part of the vendor approval questionnaire. Office equipment is set to optimum efficiency levels, for example printers are set to Follow Me printing with default settings set to double sided and black and white as standard, saving on energy and resources.

Efficient occupancy

Occupancy levels in the building are 8.63m² per occupant; the guidelines for an energy efficient office are 12m² per occupant.





5 Star efficiency rating



Waste efficiency

Waste to landfill was reduced from 15,584 tons in 2015 to 11,569 tons in 2016, a 25% reduction. All but kitchen waste is currently recycled; the office is now investigating the possibility of introducing an anaerobic digestion system.

The increase in recycling was due in part to our change of staff drink provision from Flavia machines to vending.

Flavia machines	Vending
5,000 waste cartridges to landfill	No waste cartridges
3,000 waste cups to landfill	Cups recycled
25.6p per cup	12.4p per cup

The office also has a blanket ban on individual bins under desks meaning employees have to utilise designated areas, encouraging waste segregation.

Water efficiency

The office cut water consumption in 2016 by 21%. This was achieved due to a number of actions:

- Individuals have the option to use the Facilities Management Helpline or have easy access to the local Facilities Management team to report leaks and dripping taps, allowing repairs to be carried out quickly.
- A maintenance check plan has been put in place to prevent leaks.
- Urinal tank water displacement devices have been installed and urinal flush valves have been reset to a mode that flushes the urinal less frequently using a lower water volume.
- Water meters are read monthly with readings then compared to the same month of the previous year.
- Water-cooled air conditioning units are turned off when not needed.
- Only full loads are permitted in the dishwashers.

Other good practice

- The site has two electric vehicle charging points available for use by both employees and visitors.
- The office utilises an ISO14001 accreditation company for cleaning, ensuring any environmental impacts are minimised.

In 2015 we undertook a series of energy audits throughout the UK in order to meet our obligations under the Energy Saving Opportunity Scheme (ESOS). Throughout 2016 we have been working through the ESOS report implementing the recommendations wherever possible and looking for opportunities for further savings.

Shinfield Park Office, UK

The largest potential savings were at our Shinfield Park office in Reading, UK office. The facilities team based in the office assessed the recommendations made in the ESOS report and also looked at other potential options to increase energy and cost efficiency further.. The team also identified a number of other areas that had not been identified in the ESOS report that they felt would improve efficiency.

Office building efficiency

In the office restaurant 12 LED light fittings were installed replacing one hundred and ninety-two traditional bulbs. The team have estimated this will save around £3,000 in energy and around 16 tonnes of carbon. Taking into account the initial costs for equipment and installation, we saw a 100% return on investment within the first three months.





Case study

5 Star efficiency rating

The team also identified that the extractor fan in the kitchen was not linked to the Building Management System (BMS) and, therefore, was operational 24 hours, 365 days a year.

Linking this equipment to the building management system to ensure appropriate scheduling, as well as panel modifications and software updates is expected to result in savings of approximately £10,000 per year.

Efficient occupancy

Due to a reduction in personnel the office space was highly underutilised. Action has been taken to relocate employees into designated areas, ensuring the space is used efficiently. Lighting in unpopulated areas has been turned off and heating settings adjusted to frost control.

All-in-all it is estimated that the actions taken will result in annual savings of around £52,000 and over a 12% reduction in energy usage.



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AMEASE Water Week 2016

Our colleagues in AMEASE got together in March to raise awareness of the importance of water efficiency, as a means to achieving sustainability for global environmental and health purposes, as well as for economic reasons.

The week was split across three key themes, each with its own set of activities.

Theme	Activity
Water in your community	Yammer discussion; #Blue4Water awareness campaign; 'Lunch and Learns'
Water in your office	'Let's Not Leak Profits' office campaign
Water on your projects	'Water toolbox talks'

AMEASE Water Week 2016 was celebrated by an encouraging number of our locations who provided positive feedback on levels of employee engagement in the event. These included: the UAE, France, India, the UK (AMEASE Centre), Milan, Perth, Philadelphia, Singapore, Spain, South Africa, Switzerland, and Thailand.

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 through our water experts within the business. Specific information on our water services and projects can be found at amecfw.com/water.



The team in our Singapore office, wearing blue for Water Week

Our colleagues in the Milan office, celebrating Water Week





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Empowering ethics

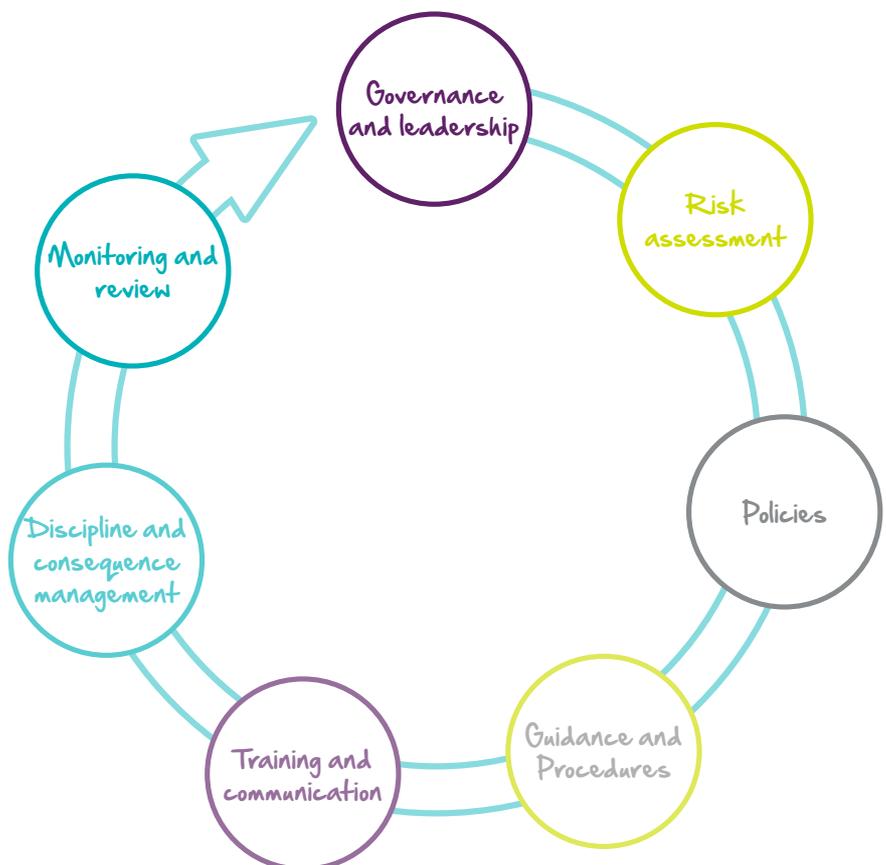
Amec Foster Wheeler has a proud heritage. We have carefully built a reputation for consistently delivering excellence. We have earned the trust of our clients by demonstrating a commitment to always doing the right thing and upholding a culture built on the values expressed in our Code of Business Conduct.

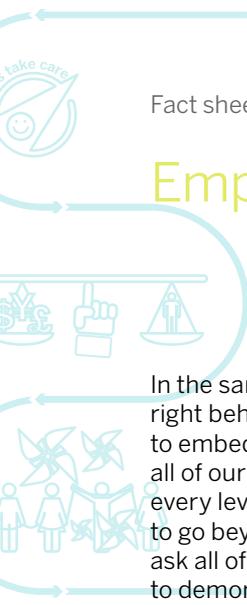
As a global leader, Amec Foster Wheeler demands the highest ethical standards from itself and from all of its relationships. We never accept, or excuse, behaviour which is inconsistent with our values. We ask each individual to live our values and take personal responsibility for their behaviour. Our company supports and encourages our employees and third parties to speak up if they have a concern or they see something they believe is wrong.

Ethics structure

Amec Foster Wheeler has a global ethics and compliance programme that incorporates global best practises and is continually looking to learn and develop.

Our ethics and compliance programme operates on a model that is based upon a foundation of ethical culture and decision making instilled across the company. The model functions as a 'virtuous circle' looking at the horizon to adapt to emerging risks and issues.





Empowering ethics



In the same way we demonstrate the right behaviours for safety, we seek to embed ethical decision making in all of our actions and messages at every level of the company. We seek to go beyond 'tone from the top' and ask all of our employees and partners to demonstrate ethical leadership by abiding to the same standards of ethical conduct no matter who they are or where they are in the world.

Ethics issues are discussed with the Health, Safety, Security, Environmental and Ethics (HSSEE) Committee of the Amec Foster Wheeler plc board. The committee oversees and has responsibility for the Code of Business Conduct, its implementation and ethical awareness throughout Amec Foster Wheeler. The committee is supported by our Head of Ethics & Compliance and the Chief General Counsel and Company Secretary. The ethics and compliance Function is responsible for maintaining a high level of awareness through the content of training and communications and calls upon the Legal Function to assist and support with the implementation of training.

Code of Business Conduct and policies, procedures and guidance

Amec Foster Wheeler has a global [Code of Business Conduct](#) (the Code) that has been translated into 14 languages to ensure common understanding everywhere we

do business. The Code sets out Amec Foster Wheeler's values, responsibilities and required behaviours of all who represent or work for the company or under its direction. The Code is viewed as being fundamental to our way of working as it underpins our ethical culture and sets out our expectations of **always doing the right thing**.

The Code is supported by ethics related policies, procedures and guidance. These documents seek to expand upon the broader principles detailed in the Code.

The procedures include:

- An anti-bribery and corruption procedure, which also includes, amongst other things, facilitation payments guidance and provisions to combat bribery and corruption
- 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
- Customer due diligence procedure
- Sanctions procedure

In 2017 we will implement a bi-annual verification exercise for all managers to confirm and certify that both they and their direct reports know and understand our Code, our policies and mandatory procedures. This

serves as an individual pledge to drive compliance and uphold our culture through the accountability of every single member of staff.

Reporting

Amec Foster Wheeler provides various channels to enable its employees and third parties to raise ethics concerns, including a dedicated ethics website and helpline EthicsPoint administered by an independent third party. In 2016, 111 cases were reported to the HSSEE Committee relating to ethical concerns.

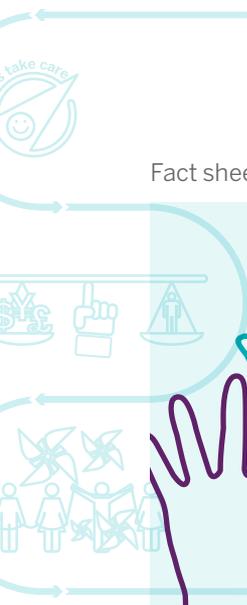
Training

We conduct annual mandatory online training on our Code and on Anti-bribery and Corruption (ABAC) to help demonstrate our commitment to ethics. In 2016, 99% of Amec Foster Wheeler employees with access to a computer, completed this training.

We provide face-to-face training to select employees based on risk which covers key ethics and compliance risk areas such as Competition Law, ABAC, Sanctions and Conflicts of Interest. In 2017, we plan to continue our programme of online training to all employees with computer access.

The 2016 online Code of Business Conduct and ABAC training achieved the completion rates set out below:

Number of employees in scope	Number of employees completed COBC	COBC per cent complete	Number of employees completed ABAC	ABAC per cent complete
25,570	25,382	99.3%	25,360	99.2%



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Human rights

Amec Foster Wheeler supports and respects the protection of internationally proclaimed human rights. As an international company, we understand the importance of addressing these issues in the way we undertake our business – this is reflected in the culture of our organisation, our company values and demonstrated through our commitment to the UN Global Compact principles since 2009.



By 2030

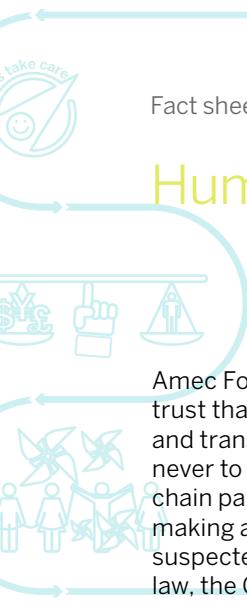
- Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking
- Protect labour rights and promote safe and secure working environments for all workers, including migrant workers

Human rights is embedded in Amec Foster Wheeler’s [Code of Business Conduct](#) (the Code), which is a set of principles to guide us and those who work on our behalf and under our direction in the conduct of our day-to-day business. It is applicable wherever in the world we are operating and whatever we are working on. It is the practical application of our values.

Our [Supply Chain Code of Business Conduct](#) (the Supply Chain Code), recently enhanced with additional human and labour rights clauses, is aligned to the Code. It is our main vehicle for ensuring that our supply chain plays an active role in helping us to achieve our vision, behaves in a way which is consistent with our values and in doing so, helps Amec Foster Wheeler sustain the respect and trust of all our stakeholders.

The Supply Chain Code requires our supply chain partners to notify Amec Foster Wheeler of any alleged, potential, suspected or actual breach of the law, our Code of Business Conduct or our Supply Chain Code via the [EthicsPoint hotline](#). The hotline is administered by an independent third party and is available 24 hours a day, seven days a week, with the ability to provide support in numerous languages. A formal reporting mechanism is also available to suppliers and other third parties via our website. The Supply Chain Code also places the requirement on our supply chain partners to provide a process for their own employees to report activities inconsistent with our Supply Chain Code.

We also have in place formal reporting mechanisms which are available to all those who work for or on behalf of us in the form of **ethics and compliance officers**.



Human rights

Amec Foster Wheeler values the trust that is built upon openness and transparency and commits never to penalise employees, supply chain partners and third parties for making an honest report of potential, suspected or actual breaches of the law, the Code or the Supply Chain Code.

Modern slavery & human trafficking

Our efforts around modern slavery and human trafficking continue to be a key focus for us, particularly with regards to the UK Modern Slavery Act 2015 and the Federal Acquisition Regulation (FAR) anti-human trafficking rules for US Federal contractors and subcontractors.

In May 2016, we published our **Compliance Plan** prepared in accordance with the US Government's policy on human trafficking and trafficking-related activities. Consistent with FAR 52.222-50(h), it applies to any portion of a US Government contract that Amec Foster Wheeler Environment & Infrastructure, Inc. is awarded for supplies, other than commercially available off-the-shelf items, or services to be performed outside the United States with an estimated valued exceeding \$500,000.

Our first **slavery and human trafficking statement** was published on 10 December 2016 to coincide with Human Rights Day. Our statement fulfils the legal requirements of Section 54 of the UK Modern Slavery Act 2015, outlining the steps that we, as a business, have taken to identify and prevent modern slavery across our operations and

within our wider sphere of influence. In our statement, we acknowledge our responsibility to ensure that our employees, together with the workers in our value chain, are not victims of slavery; whether it is human trafficking or forced and bonded labour. This statement will be the basis from which we will continue to drive awareness of modern slavery and seek to improve our processes.

An internal global, cross-functional working group was established in late 2015 to review our risks, ensure our governance structures are adjusted appropriately and to raise awareness of modern slavery and human trafficking to our employees. The working group also reviewed and improved our existing policies, procedures and systems.

A key priority in 2016 was to raise awareness of the issues pertaining to modern slavery and human trafficking and to build capacity on how to respond to these. We developed and rolled out an **education pack**, accessible via our intranet, to help employees understand the legislation, what modern slavery is and how it relates to our business and our supply chain. We utilised the content to raise awareness amongst our senior leadership teams and including relevant internal functions. We also engaged Verité to design and provide more **focused training** for those employees in roles who have the potential to interface more within these issues, to ensure they understand in more depth the indicators of risk around modern slavery.

In 2017, we will roll out via our Academy an online **eLearning module** to increase awareness amongst our employees to the issues and risks around forced and bonded labour and human trafficking in global supply chains. We have partnered with TRACE (an independent compliance and due diligence firm) to tailor the module to our business.

We recognise the need for and the value of collaboration within and across sectors to be able to have meaningful impact on this issue; it is not an issue any company can solve singlehandedly. For this reason, we continued to invest our time in the set-up of **Building Responsibly**, an emerging global initiative to help promote the rights and welfare of workers in own operations and the supply chain. This collaborative, industry-led initiative of leading peers in the engineering and construction sector, will be facilitated by Business for Social Responsibility (BSR) with support from Humanity United.

Building Responsibly will enable member companies to further advance their programmes by sharing best practices, agreeing on common approaches and standards, developing tools and engaging clients, civil society, governments and international organisations. Through this initiative, we will align more effectively with regulations and stakeholder expectations, whilst increasing productivity and fostering a better environment for workers.





Human rights

Due diligence

We have a number of due diligence processes, including customer due diligence, third party due diligence and project tender reviews, all with the purpose of reviewing and assessing potential risks and ensuring that appropriate mitigation measures are implemented where required.

We are undertaking a review of our existing approach to due diligence and the systems we use. This will ensure we have a consolidated company-wide approach that takes into account a comprehensive set of risks (including human rights) and extends to our third party and supply chain relationships.

In line with our commitment to fair recruitment practices and ensuring the adoption of the **Employer Pays Principle**, we are also investigating an enhanced supplier qualification process specific to recruitment agencies.

UN Guiding Principles on Business and Human Rights

We participated in the **2016 UN Forum on Business and Human Rights** in Geneva, providing us with the opportunity to engage with like-minded businesses and a wide range of stakeholders (including government, civil society, investor organisations, trade unions, UN

bodies and academia) on topics that relate to the UN Guiding Principles on Business and Human Rights (UNGPs), as well as issues relating to the Global Goals.

We also attended the **European Business and Human Rights Peer Learning Group Meeting**, a side event organised by the Global Compact for European signatory companies with the participation of the UN Working Group on Business and Human Rights. The theme of the one-day workshop was Access to Remedy in Practice – Understanding and Improving your Grievance Systems.

The learnings from both events have been shared internally. We are currently reviewing how our business can enhance existing policies, processes and procedures to better address the requirements of the UNGPs throughout the lifecycle of our projects.

Focus areas and KPI's for 2017

Our targets for 2017 support the commitments made within our [2016 Modern Slavery and Human Trafficking Statement](#). Our attention is focused on engagement with employees and awareness of modern slavery and human trafficking risks within our operations and wider sphere of influence i.e. customers, supply chain and joint venture partners.

Recognising the need to improve understanding of the risks amongst key employee groups, we will roll out the eLearning module to relevant staff.

Our continued active involvement with the Building Responsibly initiative throughout 2017 recognises the need for, and value of, collaboration within and across sectors to have meaningful impact on this issue. Continued outreach to NGOs will also ensure we share and learn best practise.

2017 KPIs

- >95% of targeted employees are to complete awareness training during 2017 on the issues and risks around forced and bonded labour and human trafficking in global supply chains.
- Continued collaboration and engagement with the industry led 'Building Responsibly' initiative, facilitated by Business for Social Responsibility (BSR) with support from Humanity United.





Case study



Indigenous business initiative



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Amec Foster Wheeler’s Environment & Infrastructure business introduced the Indigenous Business Initiative (IBI) in 2012, to expand our business through enhanced working relationships with indigenous groups in Canada. There is a significant indigenous population in Canada, consisting of First Nations, Métis and Inuit peoples. Indigenous people represent approximately 5% of the total Canadian population and are the fastest-growing segment of Canada’s population. indigenous people have rights and title that are protected under the Canadian Constitution Act, 1982.

As a company that works where indigenous people live and have rights, building respectful relationships with affected indigenous communities and integrating indigenous people and communities into our project delivery is essential. There are significant business opportunities for Amec Foster Wheeler to work directly for indigenous groups and for proponents of projects in or near indigenous communities. The federal government also issues significant set aside projects requiring indigenous involvement, providing further opportunities for collaboration.

Amec Foster Wheeler has a long history of working for and with indigenous groups across Canada, and recognises the importance of growing existing relationships, understanding indigenous concerns throughout our operations, and providing opportunities for

indigenous participation in projects. Our aim is to become the premier firm in Canada working for and with indigenous people.

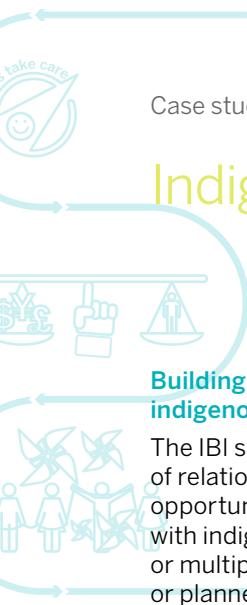
Through the IBI we:

- Seek opportunities to work for and with indigenous communities and businesses and explore mutually beneficial partnership opportunities.
- Increase the diversity of our staff by increasing the number of indigenous employees with appropriate technical skills.
- Increase the awareness of indigenous history, culture, rights and current issues by providing cultural awareness training and knowledge sharing.

Amec Foster Wheeler is committed to achieving sustainability through balancing economic growth, social responsibility and environmental protection. The IBI enhances our

competitive position by building a brand based on our ability to deliver project results where indigenous communities are involved and/or are the client. The IBI will provide the necessary strategic support and guidance to Amec Foster Wheeler staff, proposals and projects that involve indigenous people or where clients are indigenous organisations.

By building awareness and experience at the staff level we create an environment that exemplifies our corporate values and ultimately creates a place where indigenous people want to work or with whom indigenous businesses will partner. This, combined with genuine relationship building efforts, can place Amec Foster Wheeler as a company that indigenous groups or organisations can see working together with and provide proponents with informed strategic guidance.



Indigenous Business Initiative



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Building relationships with indigenous groups and businesses

The IBI supports the development of relationships that offer strategic opportunities, such as relationships with indigenous groups where large or multiple projects are occurring or planned. For example, recently a relationship has been formed with the Mississaugas of the New Credit First Nation. This First Nation would be involved in every project that contemplates or undertakes physical work on the lands or in the waters within their traditional territory. This relationship has established a better understanding of this First Nation's expectations, provided insights for ongoing and future projects, and has resulted in direct projects and strategic support with municipal clients.

The IBI supports the development of relationships with indigenous businesses that offer strategic opportunities to partner and/or support project commitments. Amec Foster Wheeler continues to develop relationships with over 60 indigenous businesses across Canada to support our projects. These relationships have resulted in the company securing sub-contracts with indigenous businesses for a variety of support activities such as clearing and grubbing.

Cultural awareness training and knowledge sharing

Cultural awareness training and knowledge sharing are critical to the success of the IBI. In 2013 and 2014, Indigenous Cultural Awareness training was delivered to Amec Foster Wheeler staff in lunch and learn sessions. Further training will be delivered based on identified need and changing requirements. To support this, the IBI will be issuing a survey to help us understand the gaps in cultural awareness and needs amongst our senior staff.

Amec Foster Wheeler staff continue to attend events to meet indigenous representatives, clients and partners and increase our exposure in the market. We recognise that as indigenous communities build capacity so too do our clients and our teams, as such we strive to learn more about indigenous history, culture, rights and current issues.

Our involvement and membership in key organisations continues. We are a member of the following organisations:



- Canadian Council for Aboriginal Business (CCAB), an organisation focused on driving business opportunities and advancing corporate social responsibility for the indigenous community.

Indigenous Works

- Indigenous Works (formerly the Aboriginal Human Resource Council's Leadership Circle), an organisation whose mandate is to improve the inclusion and engagement of indigenous people in the Canadian economy.

Employing indigenous people

Through our relationship with the Indigenous Works, Amec Foster Wheeler is demonstrating our commitment to indigenous inclusion in the workplace. Currently, Amec Foster Wheeler has 53 employees who have voluntarily self-identified as indigenous. This is up from 29 employees in 2014. Efforts will continue to engage key individuals at

universities, indigenous organisations and local community groups to develop relationships and promote Amec Foster Wheeler as an employer of choice for indigenous job seekers.

Working directly for and with indigenous groups

Amec Foster Wheeler continues to work directly for indigenous groups and organisations, delivering projects with funding from the Federal Government on reserve land and also assisting numerous clients in meeting their indigenous engagement requirements and participation goals, particularly for major resource or power projects. In 2015, work with indigenous clients accounted for almost \$2.0 M in revenue. In addition, work related to indigenous engagement provided an additional \$2.7 M in revenue.

Amec Foster Wheeler's ability to offer services related to indigenous engagement is an important component of our complete service offering that helps to differentiate our company in the market place. The adequacy of indigenous community consultation by our clients and Amec Foster Wheeler is increasingly under scrutiny. Many project proponents expect indigenous participation at all project phases and this participation itself is evolving from basic consultation regarding priorities, concerns and employment to shared visions of the project, active participation in regulatory processes, and economic development opportunities including shared ownership of investments. At the same time, indigenous communities are having increasing expectations about their level of participation in development and regulatory processes and the weight that their voice carries in government decisions.



Fact sheet



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Community investment

We believe that our business can play a role in helping to address the local and global challenges identified by the [Sustainable Development Goals \(SDGs\)](#). Our role extends beyond donating money to communities. We also provide dedicated resources and business expertise which helps develop communities and fosters economic growth. This is why we encourage and support our employees, our most important asset, to care about and involve themselves in the communities in which we work and live as well as to support global causes.

Governance

Our charitable giving and community investment efforts are in line with our global mandatory procedure, which is overseen by the global charities committee. Chaired by the Director of Sustainability, the committee administers the budget allocation and the approvals process. The committee also reviews recommendations for and decides on the global strategic charity, as well as analysing and developing specific response to natural or other disasters.

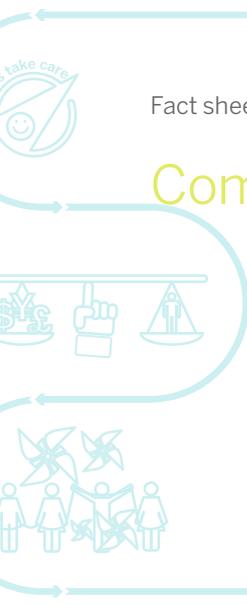
The donations we make benefit legitimate charitable organisations and causes, consistent with our [Code of Business Conduct](#). Our Code states that we must support our commitment to health and safety and promote actions which will help maintain or improve the quality of the natural environment, better the economic situation of those in need and address social development.

Charitable giving

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

In 2016, the **Amec Foster Wheeler business donated £368,350 to charities in support of worthy causes worldwide**, including matching employee volunteer fundraising. Our employees continue to drive our charitable fundraising and community investment efforts.

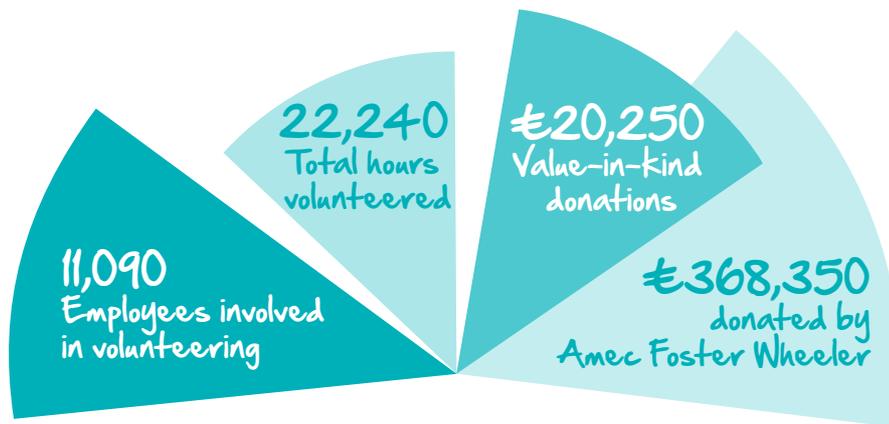




Community investment



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72% of events for which funds were raised and matched are employee personal choice charities, meaning that they are personal endeavours undertaken by an individual Amec Foster Wheeler employee in support of a legitimate charitable cause. Such efforts are rewarded by the business through match funding for demonstrating our values in action. For instance, on an annual basis numerous employees undertake feats such as running marathons and cycling challenges to raise funds for charity. **See our community roundup for specific examples.**

An estimated 24% of events for which funds were raised and matched are categorised as local strategic partnerships. Our offices are encouraged to develop local partnerships with charitable organisations that create real social impact on the ground. This typically involves offices engaging their employees in the selection of a charity that will be supported through fundraising activities for an extended period of time; usually no less than a year.

Community investment

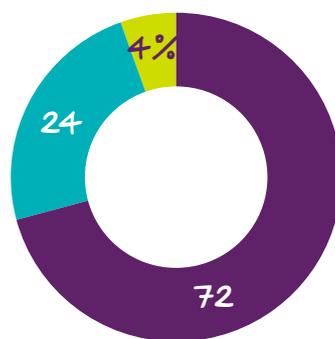
In addition to donating money, our employees support the communities and the organisations that work with them, by giving time and access to the resources and expertise within our business. This could be a one-off activity (e.g. environmental clean-up) or a longer term programme (e.g. school partnership), and could involve one or more employees. In 2016, **a total of 22,240 hours was volunteered by 11,090 employees** towards the following causes amongst others; education and young people; social welfare; environmental action; emergency relief, health, and promoting diversity.

A significant amount of time volunteered by our employees is donated in support of education and young people which is largely attributable to our science,

technology, engineering and mathematics (STEM) programme. Through school partnerships and mentoring programmes, we help equip young people to take advantage of the opportunities ahead of them whilst meeting an employers' needs for skills and knowledge. In line with our Diversity & Inclusion agenda, our STEM programme also focuses on raising the profile and celebrating the achievements of women in engineering, and encouraging more girls to consider engineering as a career. For instance, National Women in Engineering Day (NWED) celebrated on 23 June has become a standing item in our business calendar; in 2017 this has been rebranded as International Women in Engineering Day.

This year we developed a STEM Toolkit that was made available on our company Intranet. This takes employees to practical examples and guidance documents that support them when planning to engage with educational institutions to run programmes that will encourage and enthuse future generations about the value of STEM. In addition, our employees are encouraged to network and share community related good practice and resources via yammer and through our Community Initiatives Resources tool also available on our Intranet.

Our case studies and **Highlighting STEM** factsheet provide a flavour of just some of the activities our employees have taken part in over the past 12 months.



- Employee personal choice
- Local strategic partnerships
- Global strategic partnerships



Fact sheet

Community investment



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Global strategic partnerships

We are proud to celebrate the tenth anniversary of working with our global strategic partner [SOS Children's Villages](#). This charity aims to prevent family breakdown and care for children who have lost parental care, or who risk losing it. It works with communities, partners and states to ensure the rights of all children, in every society, are respected and fulfilled. Since 2007, through employee and corporate-level contributions, we have raised a total of £672,000 and reached over 26,000 beneficiaries in more than 25 countries across six continents.

Our partnership has included supporting valuable projects, educational or infrastructure ones, such as solar and water. In addition, on multiple occasions, we actively raised funds for SOS Villages stricken by natural disasters and humanitarian emergencies. Learn more about our global strategic partnership with [SOS Children's Villages](#) factsheet.

Our company has also supported The Movember Foundation and men's health at a global level since 2011, with employees across the business raising over £222,000 to date including match funding from the business.



Case study



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Community roundup

At Amec Foster Wheeler, 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.

Here is a roundup of some of our community investment events that took place over the past year.

Amec Foster Wheeler supports Alberta Fires Appeal

Amec Foster Wheeler always aims to support relief efforts resulting from natural disasters, particularly in locations where our employees and their local communities are affected. In 2016, Amec Foster Wheeler supported the relief efforts in response to the devastating fires surrounding Fort McMurray, Alberta where more than 80,000

Albertans were forced to leave their homes in the largest fire-related evacuation in the province's history. Over CAD\$54,000 was donated by employees to the Canadian Red Cross and a further CAD\$27,000 was provided by the company. Donations received are being used to provide relief for those affected in the form of emergency food, clothing, shelter, personal services, and other necessities to help assist with recovery and resiliency.

Amec Foster Wheeler has a long history in Alberta having worked on almost every mineable lease since development of the oil sands industry in the 1950s. At the time of the fires, we had some 60 people working on assignments in Fort McMurray who we are pleased to report were all safely evacuated.





Case study

Community Roundup



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Local strategic charities

Milano loves LILT

Employees in our Milan office supported their nominated local strategic charity LILT (Italian Association for the Fight Against Cancer) for the second year running. This has resulted in over €8,000 raised to date, including corporate match funding.

In October 2016, thirty employees from the Milan office participated with great enthusiasm in a non-competitive 40-minute walk (“Milano Loves You Run”) that took place at dawn whilst the city was still asleep. In total, they raised €540 which was matched by Amec Foster Wheeler. The reasons for attending were many, amongst which starting the day with physical activity, or to raise awareness of the importance of adopting a healthy lifestyle for cancer prevention. But, above all, it was to raise funds to sustain one of the most important projects that LILT is carrying out: ‘Case Accoglienza’ run by LILT and targeted at providing children under oncological treatment with houses located just a short distance from hospitals where they can live together with their families. After the run, LILT awarded a food hamper to Amec Foster Wheeler as it was the largest participating group; the hamper was raffled at the Christmas party.



In addition, for the second Christmas, LILT was invited to the Milan office to set up a stand in

December. ‘Stelle di Natale’ (also known as poinsettia plants, but literally meaning ‘Christmas stars’) were sold to employees against a donation. Almost €1,800 was raised and matched by the company. This helped LILT to sustain three critical projects at the Istituto Nazionale dei Tumori di Milano (National Cancer Institute of Milan).

National Australian Starlight Campaign

Amec Foster Wheeler held its fifth annual Starlight Campaign in May in our Perth and Brisbane offices. The Starlight Children’s Foundation main aim is to brighten the lives of seriously ill and hospitalised children and their families throughout Australia. To date, we have donated over AUD\$207,000 (including corporate match funding) to this charity that has enabled more than 5,060 children to participate in the Starlight programmes whilst in hospital. A calendar of events held in both offices in 2016 raised over AUD\$26,000 and included a StarBQ breakfast, bake sales, sumo wrestling and a quiz night.

A year with CHAS

Our Aberdeen Charity Committee raised over £10,000 in aid of its nominated local strategic charity for 2016, Children’s Hospice Association Scotland (CHAS). This was achieved by hosting 11 events and smashed the fundraising target of £5,000 for the year.

CHAS is the only charity in Scotland that provides vital hospice services for children and young people who have life-shortening conditions from referral to bereavement. Their team works across Scotland to deliver a range of services including emergency care, emotional support, symptom management, short breaks for children and their families and ultimately, end-of-life care. The money raised will go towards paying for nurses, medicines, days out for

the children, running costs of the centres, social workers, support staff and everything in between that contributes to the fantastic services that CHAS offers.

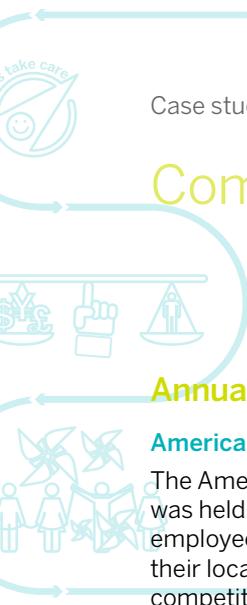


Glasgow supports MS Society Scotland

Our Glasgow team presented £11,000 to the MS Society Scotland – that is equivalent to £1 for every sufferer in the country. In 2016, the Glasgow staff chose the MS Society Scotland as the nominated local strategic charity for the office, and set about raising funds on their behalf. Fundraising activities included bake sales, quiz nights and raffles, as well as individual donations and feasts such as running the London Marathon. Our Glasgow Office raised a total of £6,000, which Amec Foster Wheeler boosted with a further £5,000.

Multiple Sclerosis (MS) is a condition of the central nervous system that is caused when the immune system is not working properly. There are over 11,000 people with MS in Scotland, which makes it more common in Scotland than most other countries in the world. The MS Society Scotland has a network of branches offering support and services to people affected by MS, including emotional and practical support, financial help, information events, social events and MS support groups.





Community Roundup



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Annual campaigns

Americas charities challenge

The Americas Charity Challenge was held to recognise the efforts of employees and offices in supporting their local communities. The friendly competition measures the number of hours that employees give to charity and community initiatives. The top five offices with the highest levels of participation each won an additional USD\$3,000 toward the charity of their choice. The local charities selected by the winning offices to receive additional funding include Florence Crittenton Services, Prodissee Pantry, Mesa County Search and Rescue Ground Team, New Pathways for Youth and Connecticut Invention Convention.



The Denver Environment and Infrastructure office was the overall winner of the challenge and participated in 29 events throughout 2016. Employees were involved in STEM outreach events, environmental initiatives and clean-ups, fundraisers, food bank volunteering, and 5k races. Together, the office raised over USD\$25,000 for personal choice charities. Amongst the activities, Amec Foster Wheeler was presented a Colorado Transportation Solutions Champion award for excellence in increasing the use of alternative transportation for employees and the community at large through involvement in the office supported

and funded EcoPass program, Bike to Work Day Station sponsorship and Go-Tober Challenge campaign. The Denver office helped to contribute to a total of 1,395 employee participants across the region, making a total of 37,843 smarter commute trips, while saving 102.8 tons of CO2. This included 19 Amec Foster Wheeler participants who logged 453 trips for a total distance of 3,537 miles and a reduction in CO2 of almost a ton.

Houston community investment programme

2016 was a busy year for community investment in our Houston office, with activities organised by a number of internal employee networks.

Highlights include:

- Four blood drives were hosted in the Houston office, receiving over 100 donations between plasma and whole blood to help patients in need. Blood donations in the summer went to help those affected by extreme flooding in the region.
- USD\$35,000 was raised through employee pledges and a programme of events in 2016 in aid of the Houston office's annual United Way Campaign. United Way of Greater Houston brings the community together to ensure a safety net for those who are vulnerable, to help our kids succeed in school, to create a pathway for families to achieve stability, and to take care of our neighbours both young and old.

- Employees donated over USD\$6,800 to have their local executives and managers shine their shoes in aid of the All-Earth Ecobot Challenge, a robotics competition where local students exhibit their programming and problem-solving skills that they have learned at events throughout the year.
- Eleven riders from Amec Foster Wheeler's Cycling Community participated in the BP MS 150 in April 2016, a two-day fundraising bike ride organised by the National MS (Multiple Sclerosis) Society, South Central Chapter, raising approximately USD\$4,000 towards the cause.
- Employees involved other offices, including Durham office, in a FUNraising programme that raised more than USD\$2,400 in aid of Red Nose Day run by Comic Relief, Inc., a campaign dedicated to having fun while helping children and young people in the US and some of the poorest communities in the world.



- Eight employees served as mentors through mentor2.0, a technology-enhanced one-to-one mentoring programme facilitated by Big Brothers Big Sisters and aimed at providing high school students with the support and guidance they need to graduate high school and succeed in college and the workplace.





Community Roundup



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International Coastal Clean-up 2016

Amec Foster Wheeler offices have been participating in International Coastal Clean-up since 2006, helping to remove almost 19,500lbs (8,845kg) of trash, litter and other debris from the world's shorelines and coastal areas. This year, five offices across four countries participated in the clean-up: Abu Dhabi; Canada; Kuwait; and Scotland. With a total of 176 employees and their families, we collected 485lbs (220kg) of garbage equating to roughly 32 bags of litter.

Our Abu Dhabi office hosted their first International Coastal Clean-up at a local public park. Over 40 employees along with their family and friends gathered in the early hours of a Saturday morning to pick up litter from both the shoreline and inner areas of the park. In just under an hour, nearly 55lbs (25kg) of garbage was collected and bagged for proper disposal. Some of the most common items found included: plastic bottles, shards of plastic, bait containers, plastic bottle caps, take-out food containers and countless cigarette butts! As a token of appreciation, the office treated volunteers to a picnic after the clean-up.

November 2016

Amec Foster Wheeler employees have backed The Movember Foundation and men's health since 2011, raising over £222,000 for this charity supported with match funding from the business. Those who took part in the cause throughout the month of November 2016 raised £22,300 with match funding by the business.



Walktober 2016

In October 2016, our employees took their own steps towards a healthier future. Walktober was a month-long campaign designed to inspire everyone to make walking a priority to help improve physical and mental well-being. Amec Foster Wheeler had over 470 participants from across the UK, Europe and USA. Individuals tracked their steps (using a step counter) or minutes (dedicated walking minutes), aiming for 6,000-10,000 steps or 30-60 minutes a day.

Our top walker managed an incredible 643,820 steps, probably over 300 miles. Across the business we collectively recorded an amazing 79 million steps – that is greater than the circumference of the earth!

This challenge enabled colleagues to connect across geographies and develop new friendships by focusing on something we all value, our health. Beyond the numbers, there have

been some remarkable achievements by some of the participants and their feedback reflected this. "This challenge is the single most positive influence a company has ever had on my health. I met objectives set by the company; therefore I averaged over 10,000 steps per day during the challenge. Now that I have experienced how easy it is to meet the objective of averaging over 10,000 steps per day, I have set step goals for my own health," said Rebecca Jones, Project Manager, Houston.



Community Roundup



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Teck Celebrity Pie Throw 2016

Amec Foster Wheeler participated this year in Mining for Miracles signature fundraising event – Teck Celebrity Pie Throw, where CEOs and senior leaders from the mining industry were paired up and pitted against each other to raise money for their respective pies. Those who raised the most money got to toss a pie at their competitor. The event is hosted annually by one of our most valued customers, Teck.

Duane Gingrich, President, Mining & Metals Americas, led the campaign for Amec Foster Wheeler, supported by Kris Homer. With the generous support of Amec Foster Wheeler staff across British Columbia (BC), they raised CAD\$35,375, including CAD\$15,000 corporate match funding.

This fundraising event was a true collaborative effort. Mining for Miracles is a committee made up of mining industry executives and personnel (formed in 1988) to raise money for BC Children’s Hospital, and is a wonderful example of how BC’s mining industry has made a positive impact to the health and welfare of children, families, and communities across BC. Amec Foster Wheeler was one of five engineering firms in a showdown to raise the most money who collectively raised just over CAD\$106,000 combined, exceeding their group fundraising goal of CAD\$75,000.

The funds will go to support the development of the CAUSES Clinic at BC Children’s Hospital Foundation. The new clinic will help solve ‘mystery illnesses’ by providing advanced diagnostic DNA testing to support the accurate and efficient diagnosis of rare genetic diseases in children who would otherwise require numerous tests or might not be diagnosed at all.

Team and personal endeavours

Going the distance for children’s cancer



Mark Ashley from our Saskatoon, Canada office, participated in the

Great Cycle Challenge Canada by cycling over 1,838km (1,142 miles) throughout the month of June and raising over CAD\$12,500 to help fight kids’ cancer. Thanks to the generous support of friends, family and colleagues, Mark surpassed his modest fundraising goal by a long stretch. Mark’s efforts have placed him third nationally and second overall in Saskatoon. His feat included his longest ride of 206.3km and a 56km midnight ride during the Summer Solstice.

The Great Cycle Challenge encourages people of all ages and fitness levels to get on their bikes throughout the month of June and ride to fight kids’ cancer. Setting a personal target for the month, participants pedal for a week, two weeks, or the entire month, in order to achieve their goals whether it’s 10km or 10,000km.

Melbourne walks to Rio

Employees from our Melbourne office committed to walking enough steps per day to reach the Maracana Stadium in Rio de Janeiro, in time for the Olympics opening ceremony in August 2016. Twenty-four participants took part, each tracking their steps via a pedometer and contributing AUD\$10 towards SOS Children’s Villages in China, our strategic global charity partner.

The fantastic news is that the team reached their goal, eventually doing 154,000 steps more than the required 16.5 million steps! In order to reach their goal, the team had to adapt some of their daily habits particularly around commuting. For instance, getting on and off train/ tram stops one stop early. Fittingly, team members celebrated their achievement with lunch at a Brazilian restaurant. However, the really positive news is that post event many of the team members have kept up their new exercise patterns.



Case study

Community Roundup



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No Strings Attached

Employees from our Environment & Infrastructure team in the Louisville, Kentucky office took action to raise both money and awareness for the water crisis in Flint, Michigan through their 'Help the Children of Flint – No Strings Attached' campaign. Employees held a shoe drive, donating more than 100 pairs of shoes that will be repurposed and sold with the money going to aid the Flint Child Health and Development Fund.

During 12 days in February, employees partnered with WaterStep, a non-profit dedicated to improving water conditions in developing countries, and local agencies to raise money for the children of Flint. For almost two years, Flint has been dealing with a water crisis. Contamination in the city's water came after officials voted to switch its water source from Lake Huron to the Flint River as a means to save money. Corrosive water in the Flint River caused water mains and old pipes to leach both iron and lead. The situation is so bad that the city was declared in a Federal State of Emergency. Flint's water source was switched back to Lake Huron in October 2015 but residents are still dealing with health consequences.

"We did this to bring some awareness to the cause and to WaterStep. Just having those display boxes prominently along the wall so our customers, vendors and employees could see helps. An awareness campaign goes a lot further than 120 pairs of shoes."

Chris Dickinson, Senior Principal



Case study



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SOS Children's Villages Celebrating our 10 years of partnership

“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.”

26,000
Total number
of beneficiaries
reached

€690,000
donated to date

Activities to date



25+ countries
supported

In 2007, Amec Foster Wheeler launched a global strategic partnership with SOS Children's Villages. This charity aims to prevent family breakdown and care for children who have lost parental care, or who risk losing it. It works with communities, partners and states to ensure that the rights of all children, in every society, are respected and fulfilled. Originally founded in Austria in 1949, SOS has grown remarkably and is now active in more than 130 countries, supporting 82,000 children around the world.

What a difference 10 years make

Over the past 10 years we have made a difference to many children at SOS across the world. We have raised a total of £690,000 and reached over 26,000 beneficiaries in more than 25 countries. Since 2007, we've supported valuable projects, educational or infrastructure ones, such as solar and water, to mention but a few. In addition, on multiple occasions, we actively raised funds for SOS Villages stricken by natural disasters and humanitarian emergencies.

Our global strategic partnership has four overarching aims

- ▶ Respecting and supporting children's rights around the world
- ▶ Collaborating effectively
- ▶ Creating the right environment and opportunity for children
- ▶ Inspiring and motivating employees



Case study

SOS Children's Villages

Celebrating our 10 years of partnership



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Below is a timeline of some of our key involvement over the past ten years.

2007/08

We began our partnership in the wake of a devastating earthquake in Chile. Our employees rallied to raise funds for the emergency relief efforts in the SOS Antofagasta Village, home to over 121 orphaned and abandoned children to help them cope with the aftermath of the earthquake.



2009

We expanded our level of involvement and selected four countries - Kazakhstan, Azerbaijan, the Philippines and Peru - where we funded school fees and equipment to help over 480 children attend school, gain education and lead a normal life.

2010

We continued to raise funds for educational projects to help children in SOS Villages in Pakistan, Nigeria and Tanzania. Our employees sprung to action to support SOS Children's emergency relief efforts in Haiti following an earthquake that devastated vast parts of the country. We also supported restoration work carried out after 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 on 12.4 million people who 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, the money we raised funded a green project at SOS Village Gwagwalada in Nigeria.



Greening Gwagwalada Village in Nigeria

Amec Foster Wheeler funded a transformational 'green' project at SOS Children's Village Gwagwalada in Nigeria. As a result, three of the houses became entirely self-sufficient through the installation of solar energy, water collection and purification systems. The project has helped decrease water usage as well as soil erosion from rain water. Generating electricity and saving water have both contributed to reducing Gwagwalada Children's Village's dependency on unreliable and costly mainstream supplies. The children and families are now benefiting - as well as the environment.

2012

Our efforts focused on SOS Village in Baku, Azerbaijan to deliver ground-breaking solar heating and hot water systems. Using the five-year anniversary of our partnership 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

Our employees raised over £25,000 in 2013 which was matched by the company.

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. Our employees also collaborated to support the Syrian emergency relief appeal, assisting women and children forced from their homes by the conflict through the provision of baby food, nappies and sanitary equipment to a growing number of mothers with infant children.

2014

Our activities focused on a valuable water project, voted for by our employees, in the SOS Village in Callao, Peru, where children and families needed a new water pipe installed. The completion of this project helped improve their quality of life and save money in fetching water or paying for its transportation.



Case study

SOS Children's Villages

Celebrating our 10 years of partnership



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September 2015-16

93,799,513 steps



donations
€20,000

30 days

9 villages

September

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Bringing clean water to children in Peru

August 2016 marked the completion of a two-year water project at SOS Children's Villages in Callao, Peru. This project was made possible through our SOS partnership, and the collaboration and direct participation of employees from some 17 offices across Amec Foster Wheeler. This effort resulted in donating just over GBP40,700 to execute the project. The project has greatly improved the quality of life for 150 children and 350 families at SOS Village in Callao, by providing a clean, safe and sustainable water supply.

In 2014, Amec Foster Wheeler partnered with SOS Children's Villages to install a water purification pipeline in Callao, Peru. Callao, located west of Lima, is the largest and most important port and the second most industrialised town in Peru. More than one-third of the population lives without access to clean, drinkable water.

At the Village, the water supply had been damaged by corrosion and contained salts – a common problem

in the region. Clean drinking water was only available by delivery which had to be collected by SOS mothers each day. However, children still used the contaminated water supply for everyday activities, like showering and brushing their teeth. This led to health problems for the children, including stomach issues and skin rashes.

A solution was put forward by our employees, involving a topographic study to determine the feasibility of installing a drain line to the existing exterior. The recommendations from the study included installing a new tank to pump drinking water to all family houses, using water connected to the houses for garden irrigation and exterior cleaning, and installing a drain to channel the Village's sewage into the public utility system.

Approximately GBP17,650 remained after completion and was put towards funding for educational costs for children in the Pachacamac Village, located approximately 30 kilometres to the south of Lima.



2015

Our annual 'September' global challenge was launched. The month-long campaign takes place in September and asks employees to commit to tracking their daily steps, with the purpose of getting fit while learning more about and supporting SOS Children's Villages. Employees were asked to donate a registration fee to one of our nine chosen SOS Children's Villages to help support vulnerable children and families: Baku, Azerbaijan; Chennai and Kolkata, India; Plaisir, France; San Lorenzo de El Escorial, Spain; Ennerdale, South Africa; Surrey (Vancouver), BC, Canada; and Morosolo, Italy. All donations were matched by the company.



Case study

SOS Children's Villages

Celebrating our 10 years of partnership



In 2015, our employees also responded generously to the humanitarian crisis following the devastating earthquake in Nepal.



Nepal earthquake relief

A powerful earthquake measuring 7.8 in magnitude struck Nepal's capital, Kathmandu, on 25 April 2015, destroying much of the city and many surrounding villages. Thousands of people were killed and injured. On 12 May 2015, a second 7.3 magnitude earthquake claimed more lives and caused additional damage.

Following the devastating earthquake, our employees generously donated almost £50,000 with the help of corporate match funding towards this humanitarian emergency. With its long-standing presence in 10 locations in Nepal, SOS Children's Villages was one of the first international aid organisations to come to the aid of children and families affected by the earthquakes.

Since then, SOS Children's Villages has helped more than 17,000 children and families recover through a range of services, which Amec Foster Wheeler contributed towards:

- Care and counselling for unaccompanied or separated children
- Child Friendly Spaces in more than 25 locations where children could play, participate in educational activities, and eat nutritious meals
- Reuniting children and young people with their families
- Rebuilding and repairing schools and providing teaching materials and school supplies
- Food, clothing, hygiene kits and financial support to cover basic needs
- Shelter and assistance for vulnerable families with children in rebuilding their homes



2016

In 2016, we continued to support the nine villages nominated in the previous year. A successful second edition of Steptember took place. This year, we also introduced an additional annual global fundraising event: MUMories. With Mother's Day celebrated in May in many parts of the world, there was no better month to have a mothers' themed campaign to raise awareness of the important role that SOS Mothers who dedicate their life to the daily care of children living in SOS Villages worldwide play. They are at the centre of our strategic charity and what makes this charity unique. To celebrate motherhood and raise funds for the challenge, our global headquarters in London organised a mothers' themed cook-off competition. Volunteers brought in home cooked dishes following a recipe that was passed on from their mothers. Everyone was encouraged to make a donation to sample and vote for their favourite dish. The winning dishes included tiffin and dal and the recipes were shared online with employees globally.

At a local level, our offices in Italy, India and South Africa supported their local chapters of SOS Children's Villages through monetary contributions and employee volunteering. For instance, in 2016 our Milan office initiated a local partnership with SOS Children's Village Morosolo located in the Lombardy region, just over an hour's drive away from Milan. In addition to ongoing charitable donations raised through events organised to

support the Village's community outreach activities, the Milan office also invited children at Morosolo to participate in the Milan office's Open Day in June 2016. 15 participants from Morosolo joined the children of our employees' in an interactive STEM (Science, Technology, Engineering and Mathematics) Day aimed at introducing them to our company and to what a STEM career can offer.



2017

2017 will see a year of celebrations to mark the 10th anniversary of our partnership. We will be raising funds globally for the SOS Children's Village in Los Aromos, Santiago, Chile. Amec Foster Wheeler has been present in Chile since 1999, providing engineering services to the mining, energy and forestry industries. We have chosen to support a Family Strengthening Programme which is based on identifying children outside of villages who are at risk of abandonment. We provide holistic support to their whole family with the aim of keeping that family together, helping them to become self-sufficient and able to positively impact their community. Our fundraising events will once again include 'Steptember' and MUMories. We will round off our 10-year anniversary celebrations by encouraging our employees to WOW their colleagues and participate in the World Orphan Week (WOW).





Case study



Sustainable community development for Bukid Kabataan



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Amec Foster Wheeler in the Philippines has a long-standing local partnership with the Bukid Kabataan (BK) Center.

Bukid Kabataan, which means children's farm, is a shelter that serves vulnerable children who have been physically and sexually abused, neglected and abandoned. The 6.5 hectare farm is about two hours' drive from Manila.

We have been supporting BK orphanage since 2010, providing funding and managing repairs to the charity's greenhouses, which were damaged by a number of typhoons in the area. The charity was originally granted 17 greenhouses by the Department of Agriculture with the purpose of providing BK a sustainable income, supporting its vision to be self-reliant, using organic and chemical-free farming.

In 2016, Amec Foster Wheeler's efforts turned towards supporting BK to become a more sustainable community, minimising waste, preventing pollution, promoting efficiency and development of local resources for the community.

The situation

Since 2010, Amec Foster Wheeler in the Philippines has helped annually in the refurbishment of BK's greenhouses, undertaking repair, painting and cleaning. These refurbishments have been funded through employee fundraising events, including charity bazaars, food fairs, trash for cash and awareness sessions. Funds raised are then matched by the company.

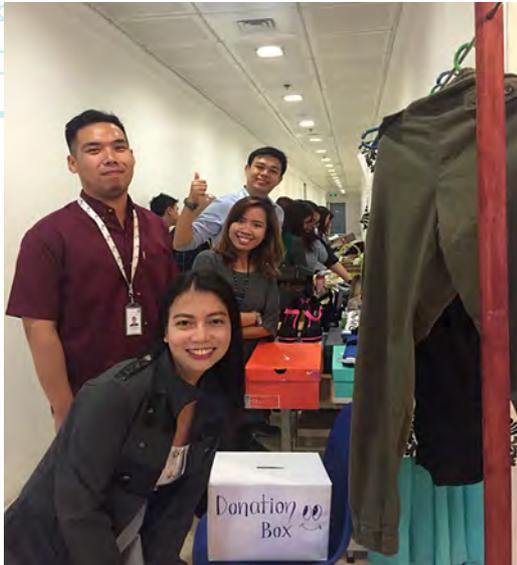




Sustainable community development for Bukid Kabataan

Fundraising events

The challenge



Our key challenge was to better use the funds raised so that they improve the lives of all members of the BK community, instead of just going towards the annual repairs of the greenhouses. As a result, the Philippines office chose to focus efforts on introducing Aquaculture-Hydroponics Synergy, which has become an increasingly popular technique of sustainable food production in the Philippines. This innovative approach is expected to produce more than three times the current vegetable harvest of 25kg per greenhouse. In addition to the multiplication of vegetables harvested, Aquaculture will also produce various tilapia breeds such as blue, Nile and redhead tilapia.

Key actions undertaken:

- Rehabilitate BK's greenhouse and convert it into a working Aquaponics facility.
- The greenhouse, now the biolab, will feature the Aquaculture-Hydroponics Synergy.
- Create a structurally sound biolab for BK, avoiding the need for annual repairs.

What is Hydroponics?

Hydroponics is a method of growing plants without soil, using mineral nutrient solutions in a water solvent.

What is Aquaponics?

Aquaponics is a method that combines conventional aquaculture (raising aquatic animals such as snails, fish, crayfish or prawns in tanks) with hydroponics in a symbiotic environment.

Why Aquaculture-Hydroponics?

- Near zero environmental impact
- Works without soil
- A level higher than organic vegetables
- No artificial fertilisers, pesticides, or herbicides
- 90% less water than conventional vegetable gardens
- 97% less water than standard aquaculture methods
- Versatile and adaptable
- Less waste than aquaculture and hydroponics alone
- Three times more production per square meter than traditional farms



Sustainable community development for Bukid Kabataan

Progress

The project is being implemented in phases and is fully funded by Amec Foster Wheeler through the efforts of fundraising activities in our Manila office, and matched by corporate giving:

Phase 1

The activities in the first phase of the project focused on completing rehabilitation and installation of the roofing and external wall sheathing of the biolab, as well as checking the structural integrity of the frames of the current biolab. Completed last October 2016 with a final cost of Php150,000.

Phase 2

Setting up concrete sidings and plumbing on the site and installation of concrete sidings on site. Target start date: April 2017.

Phase 3

Installation of brackets, grow bed, grow light, rearing tanks, piping and a filtration system.

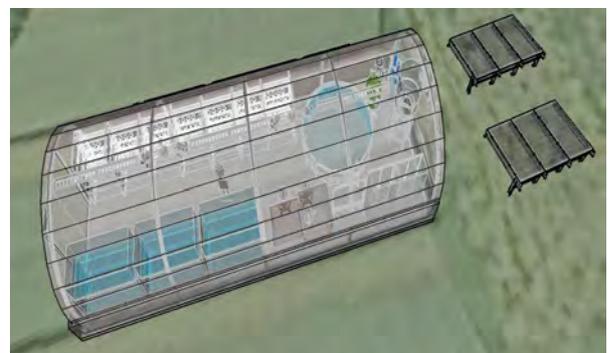
Phase 4

Install solar power system and biolab accessories, such as lighting and ventilation.

Phase 5

Polish fish pond rehabilitation which will cater pond area clearing and pond enclosure. Our employees and the BK residents have received in-depth briefings about Aquaculture-Hydroponics Synergy. Together with the BK children, they participated in aquaponics and hydroponics training in an on-site hands-on workshop, including the maintenance of the solar power system, the bio-filter and the fish tank, enabling BK to sustain their own food and financial needs.

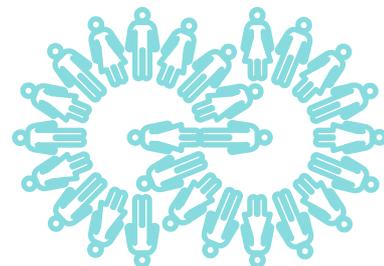
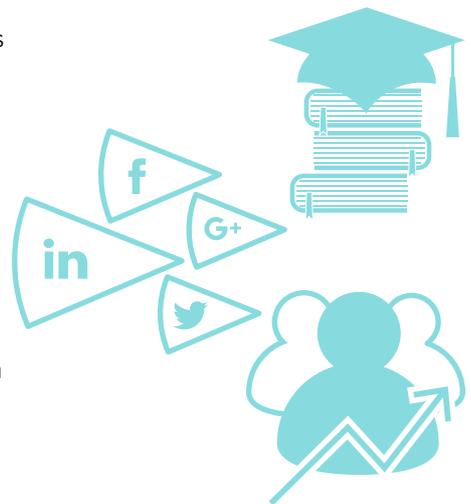
The new BK greenhouse, now a biolab!



People Highlights

Investing for tomorrow by developing a diverse, inclusive and talented workforce which exhibits our values and behaviours.

- Hired **221 graduates**, trainees and interns across the business
- **9,383** people recruited
- Utilised employee advocacy social media programme for recruitment
- **92%** of employees completed a year-end performance review
- Employee instigated turnover down to **9.3%**
- Held a dedicated **Diversity & Inclusion week** – Thinking differently together
- Launch of new network groups aligned with our Diversity & Inclusion approach





People Developing full potential

Amec Foster Wheeler operates in over 55 countries worldwide and in each location we employ and develop local talent. This makes economic sense and provides us with a sustainable foundation on which to grow our business.

Despite the challenging market conditions throughout 2016, we have continued to make prudent investments building our talent pipeline and strengthening our recruitment capability. We have designed and implemented a consistent global recruitment process and further leveraged our technology to improve the efficiency of resourcing. We have also created an online recruitment training module designed to further improve the quality of resourcing solutions, while enhancing the experience of our candidates.

In 2016 we increased our social media presence in relation to recruitment, because we recognise the growing importance of this communication channel in further promoting Amec Foster Wheeler as an employer of choice.

Building our talent pipeline

Developing local talent

Amec Foster Wheeler is committed to developing local talent in the countries in which we operate.

We actively plan and implement nationalisation plans to ensure a structured approach that benefits local people, the delivery of the project and in turn, the company.

Supporting the Ministry of Labor Nitagat programme in the Kingdom of Saudi Arabia we have provided job opportunities for local citizens, establishing a robust local recruitment process, with structured training and development for our new hires. In 2016 the Ministry of Labor awarded us 'Mid-Green' status placing us near the top of their rating system as an employer of local talent. Over 23% of our employee population in Kingdom are Saudi Nationals. This year, we will introduce a Graduate Development programme in the country recruiting five Saudi national graduate engineers. The objective of the programme is to develop Saudi national graduate engineers to the international standards of the Oil & Gas Industry and support the projects of Amec Foster Wheeler in the Kingdom of Saudi Arabia.

Entry level recruitment

Despite the challenges continuing to face our industry, we continued to make investments in entry level recruitment, offering employment opportunities to students and graduates. The table below illustrates new hire graduates and internships offered over the 2015 and 2016 periods.

Number of graduates, trainees and interns hired

Business Unit	2015	2016
Centre	2	0
NECIS	58	13
Americas	205	106
AMEASE	72	84
GPG	18	18
Total	355	221



People

Developing full potential



We continue to forge strong and lasting partnerships with education facilities close to our operations and across all levels and ages. In Singapore, supporting the Government's call to 'build a Singaporean core' at the heart of local businesses, we hired nine graduate engineers. We forged links with local universities, invited shortlisted candidates to our offices and showcased our work environment. Candidates met prospective managers and recruitment representatives, who promoted our company and built enthusiasm for engineering more broadly. Upon hire, a structured development programme was established for new graduates combining classroom training with hands on experience. More of our STEM activity is highlighted in our [Highlighting STEM factsheet](#).

Effective recruitment

We are proud of the strength we have continued to build in our in-house recruitment team. This means our talent pipeline is primarily sourced directly by our own staff who best know our standards, culture and business drivers, and are therefore well placed to identify great people who will succeed in our business.

	2015	2016
In-house recruitment	9,281	8,344
External recruiter	181	406
Referral	521	308
Alumni	137	325
Total	10,120	9,383

Enhancing capability

Staffing solutions require collaboration across entities to best support project delivery. In 2016, we designed a recruitment training module for hiring managers. The

training was designed to ensure managers carefully considered hiring needs, prompting them to explore the opportunity to move transaction tasks to our shared service providers, build diversity and consider opportunities to realise existing employee and team potential rather than automatically seek to replace 'like for like'. The training also provides hiring managers with guidance on interview techniques and candidate engagement, including behavioural assessment as well as evaluations of technical ability. New hire on-boarding is also included, to ensure selected candidates can quickly orientate within our company culture upon commencement.

Improving efficiency

In 2016, Amec Foster Wheeler implemented a consistent global recruitment process and procedure system, designed to improve efficiency through work share across our Global Business Service teams.

Deploying our shared service expertise has ensured a consistently high standard of advertising through online job boards. Our advertising for new opportunities has a consistent 'look and feel' that results in economies of scale. During 2016, our shared service teams started supporting interview scheduling for candidates and hiring managers. In addition to ensuring the efficient collection of pre-hire paperwork, this minimises any delay not only in the hiring process but also when mobilising new hires to project location, because all necessary paper work for visa attainment is readily available. Our shared service centres are also playing a key role in the verification of new hires prior to employment. This global process creates a cost-effective, efficient service and a positive candidate experience. In the last six months of 2016, the global process scheduled 422 interviews, collected pre-hire paperwork for 455 people and undertook employment verifications for 531 people, all of which increased efficiency and reduced overall costs.



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Social media

Today, many of us communicate on social media, both professionally and personally. The fact that our employees are no exception led to the realisation that they could be a valuable resource for sharing business-related news. Therefore, in June 2016 the Corporate Affairs team launched the Ambassador Programme.

Through the Ambassador Programme our global in-house recruitment teams have leveraged the use of an employee advocacy platform that empowers employees to share approved company content within their networks via social media. This enhances our brand, while raising awareness of the depth of capability within the company and promoting new job opportunities. The Ambassador gains greater profile as a social influencer.

Since its inception in June 2016 we measured the impact of the Ambassador Programme (June – December 2016):

- 318 posts were made available to share including media releases, blogs, videos, job openings, industry news, promoting our values, capability
- These posts were shared c5,900 times by 78 Ambassadors across LinkedIn, Twitter, Facebook and Weibo
- Shared posts were clicked/expanded 16,500 times
- The number of shares resulted in a potential reach of 5.3 million people served by the shared posts. This is an audience that would remain untapped if it wasn't for employee advocacy, with no or very limited potential to reach the same numbers from Amec Foster Wheeler's corporate social media accounts.

We are in no doubt that social media has had a positive impact in building the Amec Foster Wheeler brand, promoting our values and positioning the company as an employer of choice.



Fact sheet

People

Developing full potential



Developing the talent pipeline

In our 2015 'Resourcing for tomorrow' factsheet, we outlined initiatives in the areas of performance development, succession management, developing the capabilities of our managers and talent management technology. In 2016 we made significant progress on these initiatives as outlined below.

Global approach to performance development

In 2015, we implemented a new approach to performance development applied consistently to 30,000 people. The purpose of this was to deliver a globally consistent framework for performance evaluation which included, for the first time, evaluation of demonstration of our company behaviours.

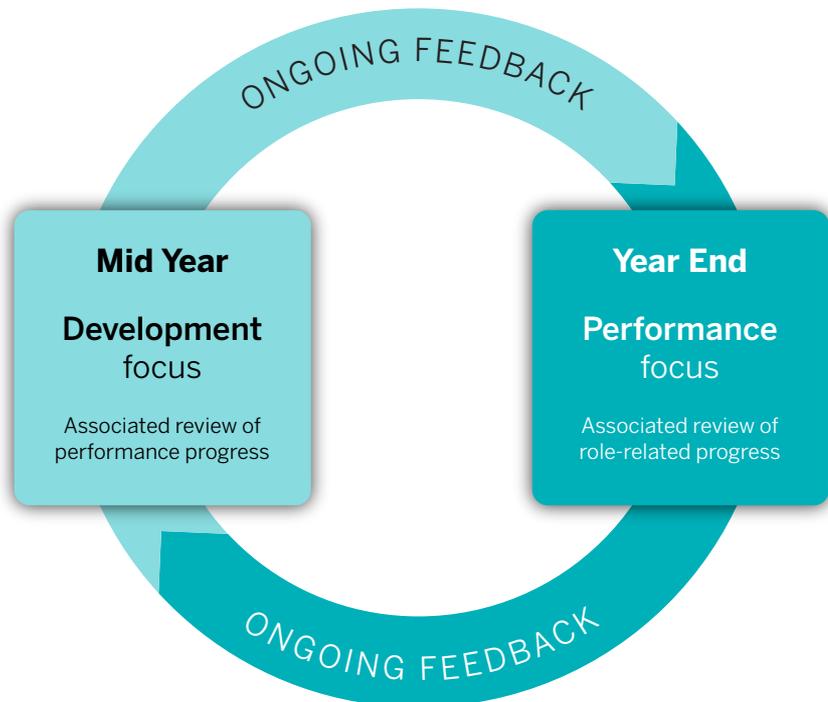
In 2016, we continued to embed this approach which meant driving adoption of mid-year and year-end reviews, as well as management capability to give ongoing feedback and evaluate performance effectively. Following the pilot in 2015, we rolled out our mid-year review globally for the first time gaining completion rates of 51%. Encouragingly, 74% of respondents to our follow up survey reported that they were satisfied with the quality of the conversation with their line manager.

Our year-end review completion rates jumped from 67% in 2015 to 92% in 2016, which represents a significant step forward on 2015. It was also encouraging to see 66% of employees responding to our survey reported gaining high value from their review discussion.

Annual performance review	2015	2016
% employees completing a year-end review	67%	92%



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Pathway to people management

To help managers further build their performance development skills, we began the roll out of a training programme for people managers, called Pathway to People Management consisting of five key modules. In 2016, we launched the first module, Performance and Accountability, which is 45 minutes of interactive e-learning delivered in bite size chunks, covering the setting of performance expectations, giving feedback and conducting performance and development reviews. The training uses fictional characters in familiar roles on an engineering project, allowing the learner to select the way they wish to address the people issues presented and providing feedback on the choices he or she has made.

A further three modules have subsequently been launched: Engagement, Developing your people, and Individual and Team

Management. The final module, 'Resourcing', will follow in 2017. To date, 1,486 people managers have accessed these modules, representing circa c 40% of our total people manager population.

Approach to succession management

We continued to roll out our new approach to succession, so that potential successors are best developed to eventually step into those roles. A global key performance indicator – Develop a strong pipeline of talent - was set and monitored throughout 2016 to assess our success in this area, requiring our business lines to fill between 71 and 90% of senior appointments in accordance with the succession plan. In 2016, we met this target.



People

Developing full potential



High potential

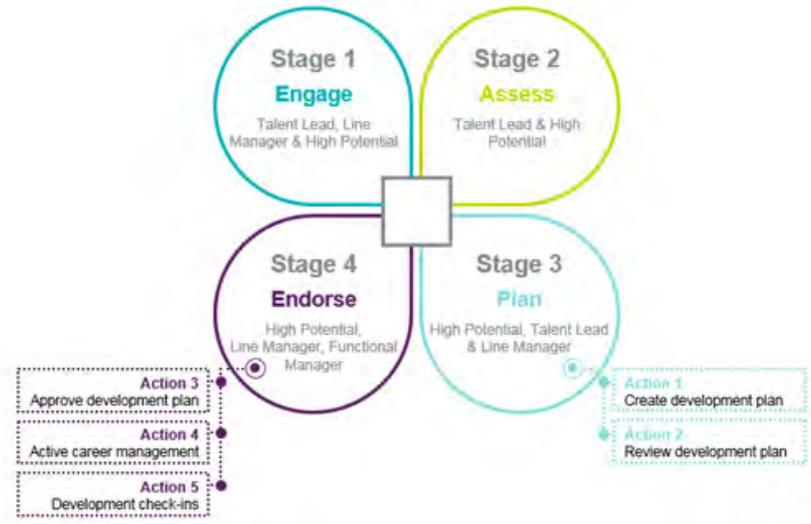
We refreshed the way we identify and develop high potential individuals. We now have measures in place to help us identify high potentials earlier in their career so that we can seek to give them the experiences they need to accede to our most senior roles. In addition, refreshed communications have helped managers be clearer on the difference between high potentials and high performers. Both are vital to this business but are developed in different ways. Two cohorts of high potentials were taken through our accelerated development programmes.

Talent management system

Conexus, our Cornerstone talent system, has been further developed this year to drive our performance evaluation, high potential identification, succession management and learning activities. Now, nearly two years since its introduction, we are starting to reap the benefit of robust data relating to our people processes. This is being used to inform and challenge what we do to further drive the talent and performance agenda. For example, we can look at the quality of objectives or development activities being agreed, whether review processes are being embraced fully and which pieces of learning are the most popular.

Development moves and promotion

We continued to invest in our people's development through a variety of career moves.



Development moves and promotions

	2015	2016
Business Unit move	226	246
Operating Unit move	165	177
Country move	380	306
Development assignment (international)	17	29

	2015	2016
Positions filled internally	630	1490
Grade change promotions	914	736



People

Developing full potential



Employee engagement

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.

In a business that is about people, having the right culture is critical. The transformation programme we are going through will help us to build a real meritocracy, with a highly engaged culture focused on safety, collaboration, technical excellence, high performance and clear accountability. We have established a transformation office to ensure we deliver the cultural elements of our transformation programme, this includes the reinforcement of our commitment to adhering to our Code

of Business Conduct and complying with policies and procedures.

Leaders who effectively listen then act build effective, transparent and trusting relationships with employees. Gathering the views of our people was therefore a major part of shaping our transformation programme. Nearly 3,000 employees responded in detail to our survey asking for views of our organisation, helping us to understand the strengths we need to make more of and the weaknesses we need to overcome.

We have committed to continuing to listen to employee views and to improving communication, recognising that good communications is fundamental to driving employee engagement.

One of our nine strategic priorities launched earlier this year is to improve the engagement of our people and focus on attracting, developing and retaining the best talent globally, therefore it is an area we actively monitor regularly.

Our engagement scores rose steadily for several years, however in 2015 we saw those scores trend downwards. We believe this was largely due to ongoing concern about our performance in tough markets and the obvious implications for job security, compensation and opportunities. Our score in 2016 was calculated using a new methodology that does not directly compare to prior scores. However we believe it improved slightly, despite these concerns remaining.

	2013	2014	2015	2016
% employee engagement	70	74	54	61

Employee turnover

We continue to 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. In 2016 we saw a small reduction in people choosing to leave the company in comparison to 2015.

	2015	2016
Employee instigated turnover	9.4%	9.3%

Collective bargaining

In 2016 the number of employees covered by collective bargaining agreements in Amec Foster Wheeler was 17.14% (5,385 employees). Where our employees are unionised, we usually work through a sector or national agreement rather than a company level agreement.



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Case study



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Highlighting STEM

Amec Foster Wheeler aims to promote engineering by inspiring young people through partnerships and events. Working with schools, colleges and groups, people from around the company develop and deliver activities that highlight STEM (science, technology, engineering and mathematics) subjects in fun and engaging ways, while bringing a deeper understanding of the world around us to ensure quality education. Our STEM programmes and educational partnerships allow us to support the targets associated with the quality education sustainable development goal, as well as meet our own business and wider industry needs.

My Friend the Wind

For the eighth year running, our Milan office organised an open day on the Vallesaccarda wind farm, operated by Amec Foster Wheeler Power, to provide students with an opportunity to see the farm and learn more about the production of electricity from this source.

The event was attended by 50 children, accompanied by their teachers, from four primary schools in the region. Francesco Capodilupo, plant supervisor, gave a presentation on renewable energy and its contribution to a resilient world. Students also had the opportunity to visit the base of a functioning 1.5 MW wind turbine and electrical substation to understand how it works.





Highlighting STEM



Zanele's story

Zanele was born and raised in Tembisa, a poor township in Johannesburg, where she lived with her extended family of six people in a single home of two rooms.

When she reached Grade 10 she joined the Tomorrow Trust and became part of Amec Foster Wheeler's programme. Since joining the programme she has improved her scores from an average of 35% to completing Grade 12 with a bachelor/university pass rate and seven distinctions in Mathematics, Physical Science, Life Science and English Language.

Amec Foster Wheeler has continued its investment in Zanele as she pursues her studies at the University of Pretoria. Zanele is studying to become a chemical engineer and is in her final year. This investment in her education has allowed her to break free from the poverty cycle and contribute positively to the future of South Africa.



Tomorrow Trust

Our Midrand office in Johannesburg has had an education partnership with Tomorrow Trust since 2010 and to date has donated the equivalent of almost £250,000. This partnership allows us to fulfil our commitment to furthering the Broad-Based Black Economic Empowerment (B-BBEE) agenda, an initiative of the South African Government to empower previously disadvantaged groups.

The Tomorrow Trust is a non-profit organisation based in South Africa that works exclusively with orphans, vulnerable children and youth to provide integrated education and holistic support in a sustainable manner. The trust enables these children and young people to focus on their education and to access opportunities they otherwise would not have. The Trust provides extracurricular academic support to children in school (ages 6-18) via its Holiday and Saturday School Programmes, as well as supporting a Post-Secondary Programme aimed at assisting students in accessing and completing a high school qualification that would enable them to move on to tertiary education. Through its funding, Amec Foster Wheeler has helped 85 high school students, and a further two in tertiary education programmes.

Ensuring our partnership extends beyond financial support, our Midrand office has previously employed one student, who was with the company for six years. More recently we employed a Graduate Electrical Engineer who is being mentored by one of our Principal Electrical Engineers. The office has also sponsored learners' vacation work during the holidays, helping them to gain experience in the field they are studying and donated time to teach classes in informal settlements on weekends.



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Highlighting STEM



Westlakes sponsors

Amec Foster Wheeler worked with The Centre for Leadership Performance via the 'Bright Stars' scheme to support the talents of young people in Cumbria, UK, by encouraging a culture of entrepreneurship and aspiration. The Bright Stars competition is aimed at primary school children across Cumbria and Amec Foster Wheeler teamed up locally with Gosforth Primary School, close to our Westlakes office near Sellafield.

Each school received an initial £50, with a simple instruction to make it grow to the highest amount possible by setting up their own mini businesses and then through investment and fundraising creativity, with help and support from local businesses. In addition to the funding we provided, Rob Firby, Operations Manager from our Sellafield business, advised and mentored the pupils, helping them to develop their own ideas and establish and work together in a team.

The event culminated in a Presentations Day at the Energen facility in Lillyhall, and the £900 profits made by the Amec Foster Wheeler team were shared between the school and their chosen charity, Cancer Research.



“The Centre for Leadership Performance would like to say a huge thank you to Amec Foster Wheeler for supporting our Bright Stars school challenge. We have been amazed by the levels of creativity, commitment and enthusiasm from everyone involved. We believe that supporting the talents of all our young people is vital for the future economy here in Cumbria.”

Sarah Glass, Bright Stars Scheme, Centre for Leadership Performance

Dalziel speed interviewing

Amec Foster Wheeler’s local partnership with Dalziel High School, established in 2013, has been a huge success. The partnership ensures the school’s pupils take part in a range of STEM-related activities, which show them the many exciting careers available in engineering.

Continuing our commitment, some of our engineers participated in an innovative speed interviewing event aimed at inspiring S2 pupils to study science, technology, engineering and mathematics (STEM) subjects. The event provided an opportunity for approximately 110 students to interview role models, representing various industries (including engineering, finance, production and IT) in order to gain a better understanding of real life applications for STEM subjects and to help them make informed choices as they select the subjects they will study for their exams.



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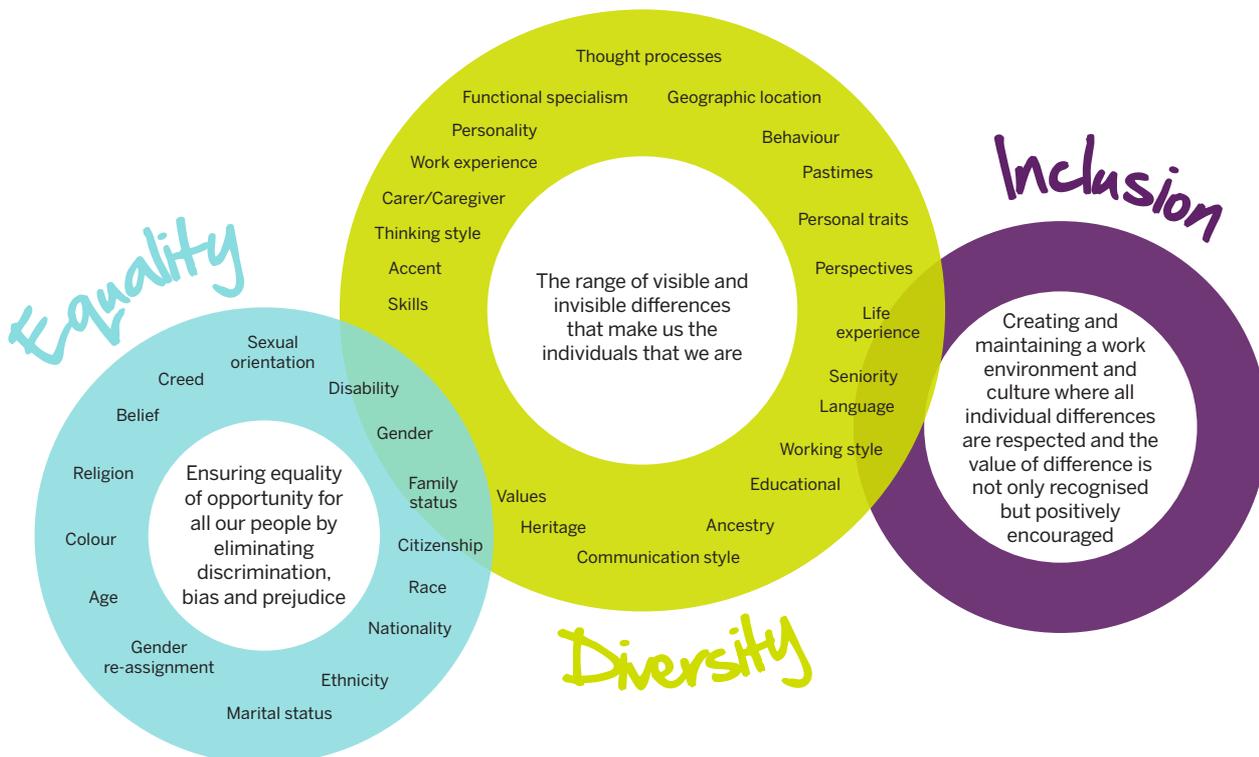


Diversity and Inclusion

Amec Foster Wheeler is committed to achieving a more diverse workforce and inclusive working environment, where all of our people have a sense of belonging. Greater diversity of thought is both encouraged and enabled throughout our business.

Our diversity and inclusion vision is to create a business with genuine diversity of thought where different views and opinions are valued and fostered to help influence our decision making and problem solving.

We believe that this will ensure that we are better prepared to understand and deliver to our customers, and in turn we will become a more sustainable and profitable business.





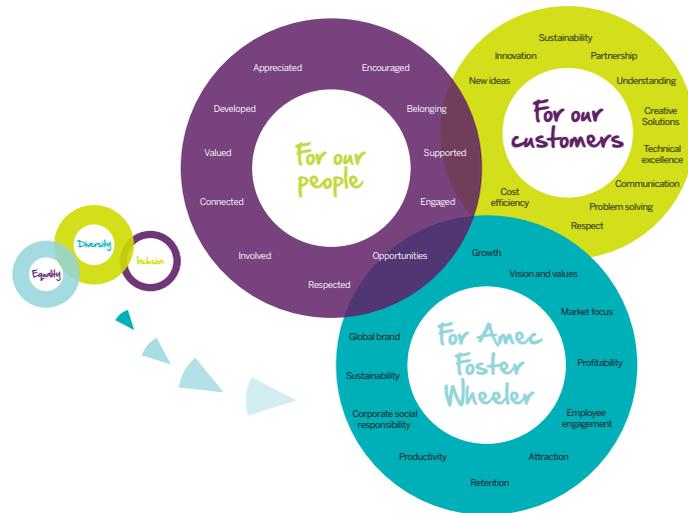
Diversity and Inclusion



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To achieve this vision, our Global Diversity and Inclusion Steering Group leads and drives our diversity and inclusion strategy globally. It focuses on five key areas to influence change and accelerate progress:

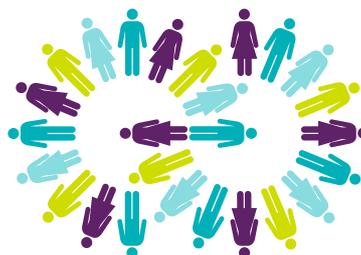
- **Leadership and vision**
Create a framework to lead and drive Amec Foster Wheeler's diversity and inclusion activities which clearly demonstrate our commitment.
- **Communication and engagement**
Raise Amec Foster Wheeler's profile both internally and externally as a diverse and inclusive employer. This ensures our definition and vision for diversity and inclusion is clearly understood by our people.
- **Culture and behaviours**
Foster a work environment and culture where diversity and inclusiveness is embedded and embraced and diversity of thought is valued within Amec Foster Wheeler.
- **Recruitment and talent management**
Attract and retain the best talent from across the globe and deployed in the places that are best for both them and the business.
- **Measurement and evaluation**
Ensure that there are effective and reliable methods in place to monitor and measure.



Our 20 diversity and inclusion champions, all senior leaders from across our business, are each responsible for the delivery of a diversity and inclusion action plan for their areas of the business. These action plans, centred around the five key areas above, are designed to embed our global diversity and inclusion strategy, as well as address local issues and individual operating unit needs.

In 2016, we focused on delivering against both our global and local diversity and inclusion action plans.

Diversity and inclusion week 22 – 28 June 2016



Thinking differently together

In addition, we held our first Global Diversity and Inclusion Week, themed 'Thinking Differently, Together' which aimed to:

- Raise awareness of what we mean by diversity and inclusion within Amec Foster Wheeler.
- Promote conversation on diversity and inclusion across Amec Foster Wheeler.
- Highlight how diversity of thought can help us to win work and execute better delivery.
- Demonstrate the benefits of different minds coming together with the right attitude and behaviours.
- Emphasise the importance of inclusion for better collaboration across business units, operating units, geographies and HVEC.



Diversity and Inclusion



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Thinking Differently, Together

In 2016, Amec Foster Wheeler dedicated a week in June for activity to champion diversity and inclusion, specifically centred around 'thinking differently, together'.

The aim of the week was to raise company wide awareness of what is meant by diversity and inclusion in Amec Foster Wheeler. We wanted to get our people talking about and engaging with diversity and inclusion as a topic, to understand how diversity of thought can help us to win work and execute better delivery, and highlight the importance of inclusion for better collaboration.

To launch the week, members of our Group Leadership Team shared their thoughts on why diversity and inclusion was important to our business through filming their own, personal selfie videos. The collective video was posted on [Amec Foster Wheeler's YouTube channel](#) and has been viewed over 1,600 times.

Our people were also asked to share on Yammer 'why diversity and inclusion is important to them' and challenge colleagues to do the same throughout the week.

Each day of the week had its own theme which was sponsored by one of our senior leaders through a personal blog shared on our intranet. These blogs were viewed over 2,500 times and the themes included:

- Our diversity and why it is important
- Diversity of thought; effective collaboration and creative solutions
- Our diverse customers and their diverse expectations
- Encourage and value difference through inclusive behaviours
- Our expectations of you

A 'Yam Jam' (focused online discussion) was hosted on Yammer for 24 hours, starting in the morning for colleagues in New Zealand and finishing at close of business in Canada. People were encouraged to get together virtually to share ideas, questions and views on a single topic 'how can thinking differently, together ensure the success of our business?' 454 messages were posted to the dedicated Yammer group and five senior leaders hosted live web chats during 'Yam Jam'.

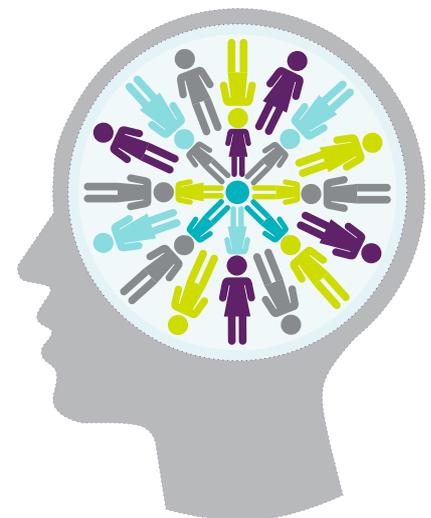
In addition to the centrally coordinated, global activity there was a vast array of local activity that took place across the business. This included town halls, webinars, unconscious bias training, promotion of diverse role models, diversity and inclusion moments with which to start meetings, diversity and inclusion quizzes and debates, supporting employees walking in the Pride parade in London. Other initiatives included supporting the UK National Women in Engineering Day, UK National Armed Forces Day and UK Carers Week.

#dot

Creating more innovative solutions for our customers through greater diversity of thought is one of the key aims of our diversity and inclusion activities.

Diversity of thought fosters greater diversity of ideas and insight, stimulates greater creativity and innovation, actively demonstrates respect and helps guard against the tendency for teams to 'group think' at the expense of making the best decisions.

We can achieve greater diversity of thought by creating an inclusive environment where peoples' varied ideas, ways of thinking and perspectives, which are all shaped by their individual visible and invisible differences, are encouraged and listened to.





Diversity and Inclusion



Our performance

Gender split – directly employed workers only

	2015	2016
Male	77	77
Female	23	23

General split all

	2015	2016
Male	78	79
Female	22	21

Looking forward

Gender diversity by group



In 2017 our focus will be to ensure our people understand what diversity of thought is, how to encourage it and why it is a critical enabler for our business. To do this we will develop, launch and promote an Amec Foster Wheeler e-learning course specifically on diversity of thought. The learning outcomes of this course will be for the learner to:

- Recognise differences and strengths of individuals
- Adapt and modify their own behaviours to get the best out of the diversity of thought
- Take actions that promote diversity of thought in their everyday activities

We will also review and update the Global Diversity and Inclusion procedure and associated action plans to align with the Purple Book, the document which outlines our global operating model.



UK network groups

Since Amec Foster Wheeler started on its journey to achieve greater diversity and inclusion it quickly became very clear that many of our people were passionate and committed to supporting us - some were particularly interested in setting up employee network groups aligned to our diversity and inclusion strategy.

The business benefit of network groups is simple. Not only do they provide a great forum for networking and peer support, when people feel engaged and included they are more likely to contribute their diverse opinions and ideas at work, this greater diversity of thought will result in more innovative solutions for our customers.

So, in December 2015, the Voluntary Diversity and Inclusion Network Group Procedure was launched in the UK. This explained what a network group was, how employees could establish one and what support Amec Foster Wheeler would provide to the group. As a result, in 2016 four network groups were established to help employees connect over common issues:

- Pride, which aims to promote LGBT equality and inclusion
- Clear Minds, which aims to increase awareness of mental health

- We Care, which aims to increase awareness of balancing working with care responsibilities
- Athena, which aims to promote gender balance

All our network groups are fully inclusive and anybody can join them. Over 300 people have become members of these network groups on Yammer so far and many more have engaged in the groups' activities over the year.

Here are just some of the network groups key achievements to date:

We Care

- Development of a UK Carers Procedure and associated Blueprint for Care form designed to support discussions between employees who have caring responsibilities and their Line Managers.
- Celebration of UK Carers Rights Day, UK Carers Week and Australian Carers Week.

- Webinar on 'We Care', providing unique perspectives of the thousands of colleagues who will, at some point in their career, be balancing work with caring/ caregiving responsibilities.
- Creation of a Diversity and Inclusion Video Moment to raise awareness of working and caring.





Case study

UK network groups



Clear Minds

We want to help build a work place whereby anyone can openly talk or ask for support on mental health illnesses and disorders, and to be confident that if they tell someone, they won't be judged, or treated any differently and that they still feel included in all aspects of the work life balance.



- Hosted Clear Minds Diversity and Inclusion webinar to discuss the importance of mental health and how no one should suffer in silence.
- Raised awareness across the company on different mental health issues and disorders through Yammer posts and discussions.
- Raised awareness of the Employee Assistance Programme – a 24-hour counselling and advice line.

Pride

- Supported Amec Foster Wheeler's first submission to the Stonewall Workplace Equality Index as part of a contribution towards a more diverse and fully inclusive work environment within the business (ranked 231).
- Organised Amec Foster Wheeler's first participation in the Pride parade in London, walking with InterEngineering – who work to connect, inform and empower LGBT in engineering.



- Raised awareness across the company on LGBT equality and inclusion in Amec Foster Wheeler through both external and internal communications including blogs, role model profiles, Yammer posts.



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Athena

- Raise Amec Foster Wheeler's profile as a diverse and inclusive employer through participation in external events and external and internal communications.
- Continue to build strong links with Women in Science and Engineering (WISE) and Women Engineering Society (WES).
- Planning to coordinate Amec Foster Wheeler's activities in recognition of International Women in Engineering Day.

Further to signing the UK Government's Armed Forces Covenant in 2015 we are working with some of our employees to create a network group centered around supporting the UK Armed Forces community in 2017.



Sustainability in projects

Amec Foster Wheeler has a number of published strategic priorities, one of which is to provide a safe and sustainable environment for our people and the communities in which we work. The key to the delivery of this strategic priority is to ensure a focus on embedding sustainability into the delivery of our projects, to appropriately mitigate operational risks, and to respect and protect the environment and the communities in which we work. This focus will protect our reputation and licence to operate, supporting the delivery of stronger business performance.

Set out in our Resilient World strategy, our long term goal for project delivery is to ensure that we respond to our customers and other stakeholders' demands for high standards by embedding a consistent sustainability standard across our projects.

In 2016 we worked to define what we meant by sustainability on our projects. As a result, we have developed and published a sustainability framework for our projects, each with sub-headings clearly defining what is expected in each area. The framework will assist our employees in understanding clearly what we mean

by sustainability in relation to the projects they are working on and delivering for our customers. This in turn will ensure we are able to clearly show we have considered these key elements at all stages within our project life cycle – from identifying, to acquiring and into delivery and close out.

Project sustainability framework

Human & Labour Rights	Environment	Anti-bribery & Corruption	Community
Diversity & Inclusion	Environmental Management	Code of Business Conduct and Ethics	Stakeholder Engagement
Human Rights	Carbon Management	Anti-bribery & Corruption	Local Content
Health & Safety	Efficiency and Innovation	Supply Chain	Community
Resiliency			



Sustainability in projects

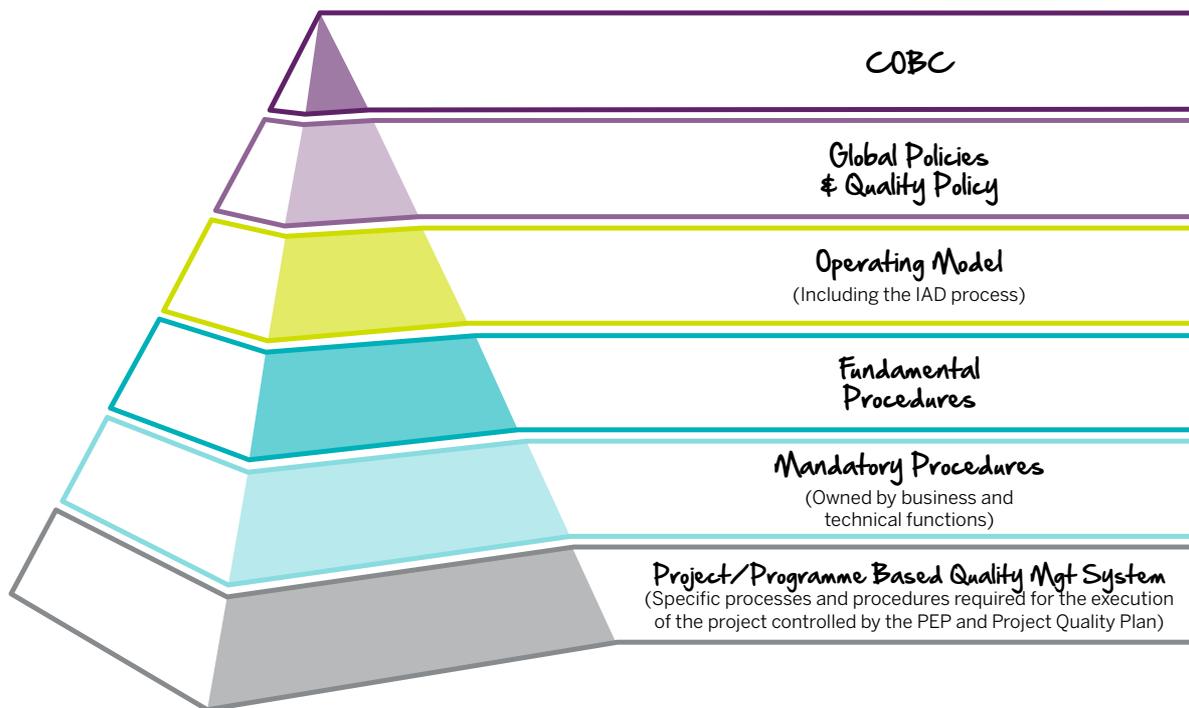
Embedding the elements within the project sustainability framework into our Operating Model, will ensure that issues relating to the sustainable delivery of a project are core considerations in the way we identify and win work, and in how we assure effective project execution plans that meet customer requirements.

Policies and procedures

All employees of Amec Foster Wheeler Businesses must comply with the Code of Business Conduct, global policies, fundamental procedures and mandatory procedures. Compliance with our policies and procedures is an

essential part of ensuring we protect ourselves and the company.

In 2016, together with the key technical functions, we undertook a review of fundamental and mandatory procedures in relation to bidding, winning and delivering our projects. This ensured that the



sustainability issues highlighted within the framework were adequately addressed. This review included processes and procedures relating to:

- Tender review process
- Project delivery plan
- Due diligence

Updating of these key processes enables us to implement a consistent approach to how we manage sustainability issues on our projects. Our fundamental and mandatory procedures have the triggers to identify sustainability related risks

and opportunities in our identify and acquire phases, ensuring that we are able to incorporate appropriate mitigation measures at the earliest phases of a project plan. It also provides us with the opportunity to offer value added solutions to our customer's ie environmental studies, climate change risk assessment and resilience modelling for assets etc.

Our focus for 2017, is to provide sufficient education and resources to the business to enable relevant teams to implement the requirements effectively.

Communicating project sustainability

An indicator of success in this area will be the effective communication of key sustainability highlights at the end of a project. All sustainability project case studies will include the project sustainability framework table and indicate the key areas that the project addressed, and the impacts and legacy of the project.

Refer to project case studies for examples of how sustainability has been embedded within our projects.



Case study



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Atlanta BeltLine project

Image courtesy: Ryan Gravel

Cities are hubs for commerce, culture, science, productivity and much more, but they face many challenges such as pollution, lack of services and declining infrastructure. They need to be clean and safe, with good housing and basic services like water and electricity. They also need clean transport systems and green areas for everyone.

11 SUSTAINABLE CITIES AND COMMUNITIES



By 2030

- Provide universal access to safe, inclusive and accessible green and public spaces
- Provide access to safe, affordable, accessible and sustainable transport systems for all
- Ensure access for all to adequate, safe and affordable housing
- Enhance inclusive and sustainable urbanisation

Addressing a number of the Sustainable Development Goal targets for sustainable cities and communities (see above), the Atlanta BeltLine is a redevelopment project that is set to transform the city by connecting 45 in town neighborhoods via a 22-mile loop of multi-use trails, modern streetcar, and parks – all based on old railroad corridors that formerly encircled Atlanta.

When completed, it will provide first and last mile connectivity for regional transportation initiatives. It also supports affordable workforce housing, economic development, job creation, public health, streetscapes, public art, environmental clean-up, and historic preservation – all with an eye towards sustainability. It is seen as one of the largest, most wide-ranging urban redevelopment programmes currently underway in the United States.

Project aims and highlights

- Economic growth in areas that have not benefitted from investment in the past 25 years
- Green infrastructure strategies that will reduce storm water runoff and flooding risk while expanding urban forest
- Provision of alternative modes of transportation (multi-use trails and light rail transit) to connect 45 neighborhoods, facilitate commuting and reduce emissions
- Provision of new trails and parks to encourage healthy, active lifestyles
- Promoting community cohesiveness by connecting 45 in town neighbourhoods



Case study

Atlanta BeltLine project



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Amec Foster Wheeler has provided planning, engineering design, construction materials testing, geotechnical and environmental services to Atlanta BeltLine, Inc. the organisation charged with implementation of the project. The project will open in stages up until its anticipated completion in 2030.

Work began in 2004, when Amec Foster Wheeler performed the initial limited environmental assessment of the entire 22-mile corridor, followed by the development of a corrective action plan that secured approval from federal and state environmental regulatory agencies. Recently, Amec Foster Wheeler has completed environmental remediation and reporting on three additional sections of the Atlanta BeltLine project including the Southwest Trail, Eastside Trail Extension and the Northeast Corridor. Please see the video for an overview of the Amec Foster Wheeler team in action from March of 2016:



Our innovative sustainable design techniques were integrated into the master plan to reuse infrastructure, reduce energy needs and improve air quality, helping ensure that our Atlanta neighbours have access to the safest, most sustainable and highest quality public use areas.

It is estimated that the BeltLine project will serve not only as a catalyst for new infrastructure and environmental cleanup and restoration in Atlanta but it is anticipated to be a catalyst for up to 10 to 30 billion dollars in combined economic development in and around the Atlanta Beltline Corridor over the next couple of decades as it is constructed.

Recognition

The Atlanta Beltline, Inc, Amec Foster Wheeler team and its partners have received a number of industry awards for the project:

- In February 2014, The Atlanta Beltline was awarded an Engineering Excellence Award from by the American Council of Engineering Companies (ACEC) of Georgia and then went on to be awarded a National Recognition Award for Engineer Excellence by the America Council of Engineering Companies (ACEC) in March 2014.
- In May of 2014, The Atlanta Beltline was awarded the Prix d' Excellence by the International Real Estate Federation (FIABCI) as the World Conference focused on Building Humanity as one of the best projects in the world.
- In December of 2015 at the National Brownfields Conference, The Atlanta Beltline was awarded the Phoenix Award for excellence in brownfield redevelopment for EPA Region.
- The Phoenix Award is presented to brownfield redevelopment and revitalisation projects that offer an inventive approach to important environmental issues, display innovation and demonstrate excellence in community impact.

Project sustainability framework

Human & Labour Rights	Environment	Anti-bribery & Corruption	Community
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Resiliency			



Case study



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Water resource management

Amec Foster Wheeler has been working with the 2030 Water Resources Group (2030 WRG) since 2013 to undertake analyses to support the business case for sustainable water resource management in Tanzania, Peru, Mexico and Mongolia.

6 CLEAN WATER AND SANITATION



By 2030

- Achieve universal and equitable access to safe and affordable drinking water for all
- Substantially increase water use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address scarcity and substantially reduce the number of people suffering from water scarcity
- Implement integrated water resources management at all levels including through transboundary cooperation as appropriate
- Support and strengthen the participation of local communities in improving water and sanitation management

Water scarcity affects more than 40 per cent of the global population and is projected to rise, that means that there are billions of people over the world without access to clean water, a human right that many of us take for granted. Water scarcity and inadequate sanitation also comes with huge risk of disease, with nearly 1,000 children dying from preventable water and sanitation diseases every day.

In response to a number of the sustainable development goals related to clean water and sanitation, we have been working with the 2030 Water Resources Group (2030 WRG), to undertake analyses to support the business case for sustainable water resource management in Tanzania, Peru, Mexico and Mongolia.

Currently active in 11 countries, the 2030 WRG is a unique public-private-civil society collaboration which creates multi-stakeholder platforms to drive action on water resources reform in countries with developing economies with the aim to close the gap between water demand and supply by the year 2030.

Focus on Peru

Background

In order to improve resource availability and secure supplies for industry and the general population, the management of water in Peru needs to be redefined. Whilst at a country level, Peru has plenty of water, with annual renewable water resources of 2,000km³/year, at sub country level the position could not be more different. Over 98% of the run-off in Peru flows to the east of the Andes into the Amazon region with only 1.8% of run-off flowing into the arid Coastal region to the west where over 70% of the population, contributing 80% of the GDP are based. Rapid urbanisation and increased economic growth are placing stress on water resources and water quality is being severely compromised from untreated domestic discharge and unregulated mining operations.



Case study

Water resource management



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Amec Foster Wheeler undertook targeted hydro-economic analysis of the current situation to deliver compelling messages to Peruvian private sector companies, public sector and the public to raise awareness of the water challenges and mobilise new actors to engage in activities to improve water resources management in Peru to close the gap between projected water demand and a sustainable supply.

Outcome

The preliminary stage of the analysis identified and reviewed proposed water resource investments in seven catchments. A multi-criteria prioritisation framework was then developed which included criteria quantifying the financial effort needed to increase water availability for each project investment, the economic costs and benefits, and the associated social and environmental impacts. This framework and scoring of individual project investments was discussed in specifically designed and facilitated stakeholder consultation and engagement workshops.

Most of the projects ranking higher in the prioritisation of investments are programmes to increase water use efficiency in irrigation at different levels. Also noted are the prevalence of major water storage and inter-basin transfer projects, most of which are for irrigation only and others with multipurpose uses. The concern around surface and groundwater quality degradation explains the major effort foreseen in the country to expand or build wastewater treatment plants and sewer systems.

The outcome of this objective prioritisation provided key information on project investments for each sector in order for them to take an active role in projects that improve water resources management to help close the gap between projected water demand and supply for Peru.

For the Peru government, the output from this work will help to build the group of actors and country champions who will subsequently

take an active role in this area, including potential joint funding for partnership projects.

Of specific note is the multi criteria prioritisation framework that we developed has since been formally adopted by the National Water Authority and the Ministry of Agriculture. The government has adopted the methodology as a legal norm across the whole country, and the system will be used by private and public sector actors for the implementation of projects.

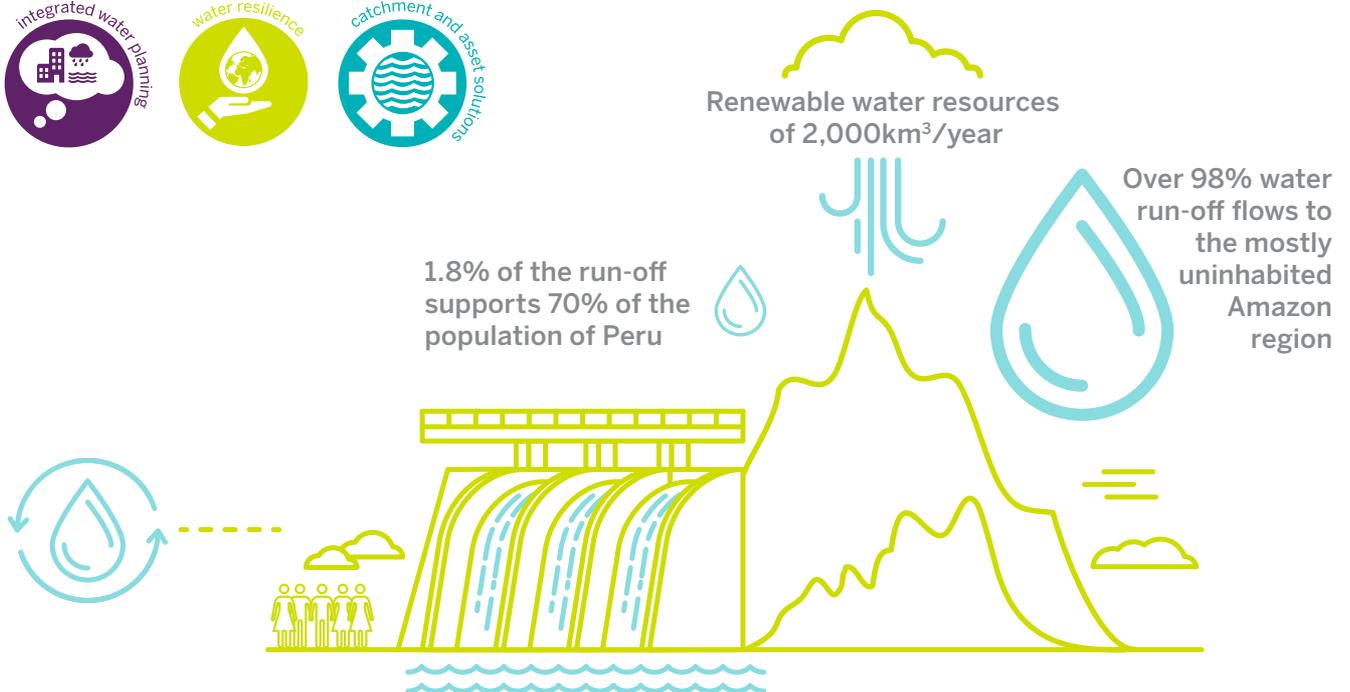
Building on this initial project the 2030 WRG Peruvian partnership remains very active, recent activities include: identifying innovative financial instruments to bring more resources to the sector and implement more projects; instrumental in leveraging \$400,000 of funding for an agricultural project to improve water use efficiency in asparagus production. Amec Foster Wheeler has been involved in a related follow on project in Peru to assist in the development of groundwater tariffs.



Renewable water resources of 2,000km³/year

1.8% of the run-off supports 70% of the population of Peru

Over 98% water run-off flows to the mostly uninhabited Amazon region





Case study

Water resource management



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Project sustainability framework



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Resiliency			



Case study



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Here comes the sun Celebrating 10 years in solar

One in five people still lack access to modern electricity, while three billion people still rely on wood, coal, charcoal or animal waste for cooking and heating. With energy being a dominant contributor to climate change, Sustainable Development Goal 7 underscores the need for clean and renewable energy to help combat climate change while meeting increasing energy demands.

7 RENEWABLE ENERGY



By 2030

- Increase substantially the share of renewable energy in the global energy mix
- Double the global rate of improvement in energy efficiency
- Ensure access to affordable, reliable and modern energy services

In the past ten years Amec Foster Wheeler has built nearly 30 solar energy facilities and installed over 1.6GWdc of solar energy projects across North America, ranging from rooftop solar, remote site solar/diesel hybrid solutions to large utility scale projects: From initial design and permitting through to engineering, procurement and construction (EPC).

Installed over **1.6GWdc** in less than 10 years in North America



Recognised as a top tier **Solar EPC** provider in North America by ENR and Solar World Power



Installed **>6 million** solar panels for 30 energy facilities across North America



In less than 10 years





Case study

Here comes the sun

Celebrating 10 years in solar



Here is an overview of some of the solar projects we have delivered globally:



Gemsolar, Seville, Spain

The first commercial solar plant with a central tower receiver and molten salt head storage technology. The plant's storage system provides electricity production for 15 hours without sunlight and can supply 110 GWh per year – enough to supply power for 27,500 homes.

Amec Foster Wheeler designed and supplied one 17 MWe steam generating grain consisting of preheater, a kettle type steam generator, superheater and reheater as well as two LP and three JHP feedwater heaters.

Foothills Solar Plant, Yuma, Arizona, USA

Amec Foster Wheeler provided engineering, procurement and construction services on this 400 acre, 35MWe photovoltaic solar plant. The project was the largest Arizona Public Service owned PV project, featuring more than 150,000 solar modules – enough to generate enough energy to power 8,750 Arizona homes.

Amec Foster Wheeler also provided geotechnical, permitting and hydrology services.

Indy Solar I, II and III, Indianapolis, Indiana, USA

Amec Foster Wheeler worked as EPC contractor for Dominion Resources on three alternating current photovoltaic solar plants with a combined capacity of 28.6 MWac, increasing the amount of energy produced in Indiana more than fivefold.

The solar plants form the largest installation to date of Array Technologies Dura Rack fixed group-mount systems. Amec Foster Wheeler was responsible for the procurement of all materials including the solar panels, construction and tie in to the local distribution system.



Mesquite Solar 2 & 3, Tonopah, Arizona

Amec Foster Wheeler is constructing a 150 megawatt photovoltaic (PV) solar facility situated on 1,000 acres of land.

Responsible for the engineering design, procurement of all materials including solar panels, construction and commissioning, the procedure will create 600 jobs during the peak of the construction phase and around 50 support staff. Once complete it will generate enough electricity to power around 40,000 homes.



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Case study

Here comes the sun

Celebrating 10 years in solar



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Focus on Copper Mountain Solar 3 & 4 Boulder City, Nevada, USA

Copper Mountain Solar 3 (CMS3) and Copper Mountain Solar 4 (CMS4) are utility scale photovoltaic solar plants situated in Boulder City, Nevada for which Amec Foster Wheeler was responsible for the engineering, procurement and construction. Combined, the two plants produce over 340 megawatts (MW) of clean, emission-free electricity; enough to power approximately 108,800 homes.

Health & Safety

The Copper Mountain Solar projects were crowned winner of Amec Foster Wheeler's HSSE best practice CEO awards in 2015 for implementation of best practice techniques and working practices to protect workers in unique and challenging working environments. These controls included:

- Specific weather exposure control plans to stagger work times, and provision of portable open-air cooling trailers with misting fans to provide cool-down area.

- Training on identification of dangerous insects for all workers, and specific training for designated employees on how to safely relocate protected species from work areas.
- Introduction of stretch and flex programmes for all workers in response to repetitive work-tasks and soft tissue injury concerns.
- Cables laid using wire spools on trucks in place of manual installation to reduce risk of injury associated with laying 290 miles of cable.

Efficiency and innovation

A number of innovative solutions were incorporated into the design for Copper Mountain Solar 4, one of which was to overcome the challenge associated with meeting output requirements in a limited amount of space. A tracking system was implemented, moving east to west, tracking the sun to provide approximately 6% more power per unit of area than the fixed tilt solar panels used at Copper Mountain Solar 3.

Environmental management

The design phase considered installation, operation, and maintenance in the design. An example outcome of these considerations was to choose polycrystalline silicon modules for the CMS3 and CMS4 project. Along with other factors influencing the decision, polycrystalline panels are inert and can be recycled at the end of their design life.

Both projects utilised local recycling services: The majority of the cardboard recycled from the project was shredded and repurposed, and the wood pallets reused or recycled for construction of new pallets. Overall, both projects recycled over 700 tonnes of cardboard waste, and 1,100 tonnes of wood pallets and dunnage.

Community

At the end of Copper Mountain 4 project, Amec Foster Wheeler donated approximately 500 solar panels, worth US\$25,000, to the city of Boulder City to charge electric vehicles in a new covered car port for the city's electric vehicle fleet. The solar panels are capable of producing 118 kW; enough to power approximate 12 US households.

Construction of the solar project created roughly 600 jobs, and 12 permanent operations jobs.

Project sustainability framework

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Resiliency			



Fact sheet



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Climate resilience

The World Economic Forum’s recent Global Risk Reports have identified climate hazards as one of the ‘...most impactful risks for years to come and extreme events as the most likely of risks...’. The World Bank has stated that climate resilience must be ‘...integrated into multi-sector and systems-wide frameworks for infrastructure...’ and businesses and investors are increasingly recognising climate change as one of the top global risks to assets, commerce and investments.



By 2030

- Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries;
- Integrate climate change measures into national policies, strategies and planning.

As discussed in [Our approach to Sustainability](#), we recognise the role that business needs to play in delivering the Sustainable Development Goals, and also the opportunities for growth that they can offer. The Sustainable Development Goal relating to Climate Action is one area where our expertise and innovative services can support the delivery of the targets associated.

Recognising that strong climate resilience strategies and actions are critical in delivering these targets, Amec Foster Wheeler has developed the Climate Resilience Integrated Framework for Action (CRIFA). The framework provides in-depth analysis, practical implementation and development of solutions and opportunities throughout a project’s lifecycle and beyond.

This framework, coupled with the Resilience Infrastructure Sustainable Communities (RISC) programme, which is focused on infrastructure and cities allows Amec Foster Wheeler to access and integrate global experts throughout the lifecycle of any project. Our climate resilience practice embeds climate resilience into any project to manage risk and ensure the long-term viability of our clients’ operations and activities.

Our approach in this area strengthens financial, operational, social and environmental performance by reducing risk and vulnerability to current and future hazards. It ensures a structured approach to engagement of the key stakeholders and the provision of solutions and is applicable to specific projects, supply chains, investors, government agencies and geographic areas.



Climate resilience



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Discrete decision gates within CRIFA enable entry at any stage of a project lifecycle, and part or all of the framework could be implemented dependent on needs and requirements.

Amec Foster Wheeler has an all-encompassing approach to climate resilience. The company provides services across the spectrum, from climate modelling, asset management, business continuity, urban water resilience and risk mapping to economic cost-benefit analysis, resilience engineering and carbon capture and storage. We have seen that incorporating better awareness of, and action on, climate resilience into business, government and infrastructure systems reduces costs via efficiencies such as:

- More effective management processes;
- More efficient infrastructure design;
- Saves money in the future through the protection of assets, faster recovery during and aftershocks;
- Infrastructure and supply chains are better equipped to cope with the vast array of global risks and hazards.

This framework allows Amec Foster Wheeler to integrate world-class experts and regional resources to support our clients within any stage of a project.

By systematically incorporating climate resilience into investments and operations decisions, it ensures a platform from which shocks and stresses can be quickly recovered from. It provides numerous benefits including:

- Reduces disruptions to service provision
- Minimises potential loss of income
- Reduces the risk of environmental and economic damage
- Reduces insurance costs, the prospect of litigation and reputational damage
- Addresses regulations and due diligence requirements

Taking a proactive approach and action to protecting assets and investments reduces the need for additional capital expenditure (CAPEX) and unnecessary increases in operational expenditure (OPEX) in the event of a climate related event. Clients increasingly require climate resilience be part of project delivery.

Amec Foster Wheeler provides design, planning, consulting, engineering, procurement and construction services for climate resilience to benefit clients across multiple sectors and economies around the world.

Climate Resilience Expertise Matrix





Climate resilience



Case studies on Amec Foster Wheeler's innovative work on resilience engineering and climate resilience

Performance-based design framework to integrate and demonstrate value within infrastructure projects (PERINF)

A project conducted under the Joint Program on Resilience Engineering (JPRE) Lloyds Register Foundation

Resilience Engineering is focused on the inherently interconnected capacities of systems, businesses, infrastructures, communities, individuals and institutions to withstand, respond, adapt and grow in a positive, sustainable manner, despite the impacts of short-term acute shocks and longer-term chronic stresses.

Amec Foster Wheeler is working with the Lloyds Register Foundation in London, conducting a pioneering and innovative study to consolidate knowledge between and within critical infrastructure sectors. This will further drive climate resilience into our projects and align our work with the financial sector that are funding many of our clients projects.

The project is providing a performance-based framework to integrate and demonstrate value to accelerate the integration of resilience. It will provide resilience engineering as the new normal for infrastructure projects, promoting resilience engineering as an essential approach with a quantifiable value. Infrastructure clients are increasingly asking 'what is the value for integrating resilience into our infrastructure projects?' and this project begins to define that value within our project delivery and outcomes.

Lions Gate Secondary Wastewater Treatment PPP project, British Columbia

Amec Foster Wheeler is increasingly leveraging its integrated climate resilience to win and execute world-class infrastructure projects. The Environment & Infrastructure business line was part of the recently awarded Metro Vancouver Acciona-led-team (ADAPT Consortium) that was selected for the Lions Gate Secondary Wastewater Treatment PPP project. Our Environment & Infrastructure business is providing climate resilience and design services to the team, with anticipated fees of \$11.5m. A key component of this work will be the ADAPT design that address both shocks and stresses to the project. This will provide the flexibility and innovation required for the asset to return to operations quickly after a disaster and meet post-disaster recovery requirements. The design meets these requirements by building in contingencies and redundancy to critical facility components such as communication systems, critical facility assets, material supply, transportation, utilities and vendors for future climate shocks and stresses scenarios.

Climate resilience project for the Greater Toronto Airports Authority (GTAA)

Amec Foster Wheeler recently completed a climate resilience project for the Greater Toronto Airports Authority (GTAA). This included the integration of climate change vulnerability and future flood risk into the overall airport master planning and engineering to align with GTAA strategic initiatives and growth.

These examples are just a few that highlight how we are integrating climate resilience into projects through our Climate Resilience Integrated Framework for Action (CRIFA) and Resilience Infrastructure Sustainable Communities (RISC)

program. This leads to resilient infrastructure and sustainable projects. Utilising our in-house resilience, infrastructure, asset management and economics expertise, coupled with world class partnerships such as 100 Resilient Cities and LRE, we are examining and investigating the Resilience Return on Investment (RROI) value for projects.

We are examining applicable resilience engineering practices with a range of clients that are currently integrating elements of resilience into engineering projects. We are outlining best practices for the performance-based design framework to integrate and demonstrate resilience value within infrastructure projects.

Some other examples of our projects and expertise in this area include:

- Addressing flood events and impacts of climate change in the Caribbean
- Climate focused environmental impact assessments for housing developments, transport networks and major infrastructure in UK/Europe
- Working with the City of Paris to address the need for more green spaces in the flood expansion zones of the River Seine
- Developing a performance-based design framework to evaluate the rate of return on investment in resilience engineering
- Analysing storm data and updating hydrology for USA water resource projects
- Conducting studies on large-scale hydrogen decarbonisation
- Addressing climate resilience needs for health services
- Working as a Platform Partner with the Rockefeller Foundation's 100 Resilient Cities initiative around the world



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Case study



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Resilient Cities

Helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century.

11 SUSTAINABLE CITIES AND COMMUNITIES



By 2030

- Support positive economic, social and environmental links between urban and rural areas by strengthening national and regional development
- Substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement holistic disaster risk management at all levels
- Support least developed countries in building sustainable and resilient buildings utilising local materials

By 2030, 60 percent of the world's population will live in cities, up from about 50 percent today. Modern cities face numerous issues, with up to 440 million urban households living in sub-standard housing by 2025. The world's cities occupy just 3 percent of Earth's land, but account for 60-80 percent of energy consumption and 75 per cent of carbon emissions. This pattern of rapid urbanisation is exerting pressure on fresh water supplies, sewage systems / infrastructure, the environment and health.

Amec Foster Wheeler recognises the role that business needs to play in delivering the Sustainable Development Goals. Our expertise and experience in climate resilience and infrastructure directly supports the global goal relating to Sustainable Cities and Communities and its related targets.

What is 100 Resilient Cities? A global program aimed to provide urban centres across the world with access to ground-breaking tools that allow them to better plan for potentially destructive weather events. Cities in the 100RC network are provided with the resources necessary to develop a roadmap to resilience along four main pathways:

- Financial and logistical guidance for establishing an innovative new position in city government, a Chief Resilience Officer, who will lead the city's resilience efforts.
- Expert support for development of a robust resilience strategy.
- Access to solutions, service providers, and partners from the private, public, and NGO sectors who can help them develop and implement their resilience strategies.
- Membership of a global network of member cities who can learn from and help each other.



Case study

Resilient Cities



Amec Foster Wheeler has been a partner of **100 Resilient Cities (100RC)**, pioneered by the Rockefeller Foundation, since 2015 and has leveraged this global programme to support cities and clients with our integrated sustainability and climate resilient services. 100RC is a critical component within the Amec Foster Wheeler international climate resilience business and has served to drive collaboration, innovation and secure work contracts over the past year.

We are driven to provide safe and sustainable project solutions for our customers, many of whom include cities and municipalities worldwide. Partnering with 100 RC is enabling us to utilise our expertise in sustainability, emergency management, weather forecasting, environment and infrastructure to enhance cities' capacity to thrive when experiencing shock and stress.

Amec Foster Wheeler is providing 100RC cities – and cities outside the network – with resilience services which include:

- Critical asset data management to help cities identify, prioritise, and track critical city assets that are most vulnerable to shocks and stresses.
- Green infrastructure planning and emergency management response.
- Water scarcity and security.
- Tactical action plans for resilience implementation and grant applications allowing cities to bridge from planning to action and obtain funding for specific resilience projects.

A key component to the above is our provision of highly detailed forecasts on extreme weather patterns and the impacts they will have on localised infrastructure. The forecasting technology will empower cities to prepare comprehensive plans in advance of oncoming tropical storms, blizzards, and other dangerous natural events. With this data, cities will be able to accurately discern which roads will be most impacted in the event of a massive snowstorm or which bridges require additional reinforcement to survive a powerful hurricane. We are also helping cities to develop critical materials for resilience building projects, such as detailed infrastructure project designs and environmental impact assessments.



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“At Amec Foster Wheeler, we are driven by providing safe and sustainable project solutions for our customers, many of whom include cities and municipalities worldwide. Partnering with 100RC will enable us to harness our worldwide expertise in sustainability, emergency management, weather forecasting, environment and infrastructure to enhance cities' capacity to thrive when experiencing shock and stress.”

Jonathan Lewis
Chief Executive Officer
Amec Foster Wheeler



Case study

Resilient Cities



The 100RC programme allows us to further leverage Amec Foster Wheeler's expertise to identify climate change impacts, prioritise projects and complete resilience programmes to reduce our clients' risks. In addition to catalysing the Amec Foster Wheeler global climate resilience segment, our partnership has aligned our business with several strategic teaming partners that have added value to our projects.

Highlights of our 100RC partnership projects to date:

- We have supported City Resilience Workshops in cities around the world, including London, Mexico City, Bangkok, Boston, Tulsa, and Pittsburgh.
- We are supporting OneNYC and the NYC Mayor's Office Recovery and Resilience. Planning support in use of the Clean Soil Bank for implementation of ORR coastal resilience projects. Amec Foster Wheeler was recognised as a key partner in the OneNYC plan for our logistics dashboard programme which integrated our logistics, brownfields and technology leads in the development of a project to simplify soil exchanges through the NYC Clean Soil Bank. Over 60% of this clean soil has been used to make NYC more resilient to climate impacts and has saved city government \$3.3M in soil purchase costs.

- We are working with the Paris Climate Resilience Officer and resilience team to model the capacity of a Seine River watershed to develop a natural flood prevention pilot study. This will determine the feasibility of new vegetation to address flood protection and enhance smart-grid power redundancy to flood impacts.
- We supported the City of Norfolk with a flood management programme that is scalable to other city areas, supporting neighborhood revitalisation and can support the City of Norfolk \$120M NDRC Watershed resilience programme.
- We are completing a pilot feasibility study that will inform an infrastructure vulnerability framework to assist Los Angeles and the CRO/Team on developing a resilient strategy. Resilience study incorporates the vulnerability of oil infrastructure throughout the city and its potential impact on local communities. We will also develop plans to mitigate the vulnerable infrastructure and respond to potential impacts.
- We lead a resilience workshop for the City of Miami Beach that identified the high priority shocks and stresses to support Miami-Dade County Resilience Plan and Strategy.

- Through our 100RC Partnership, we were one of only 30 private sector firms invited by the Rockefeller Foundation to the May 2017 NATO Interdependency in Resilience summit. This was attended by 32 countries and addressed the resilience agenda within the NATO alliance.

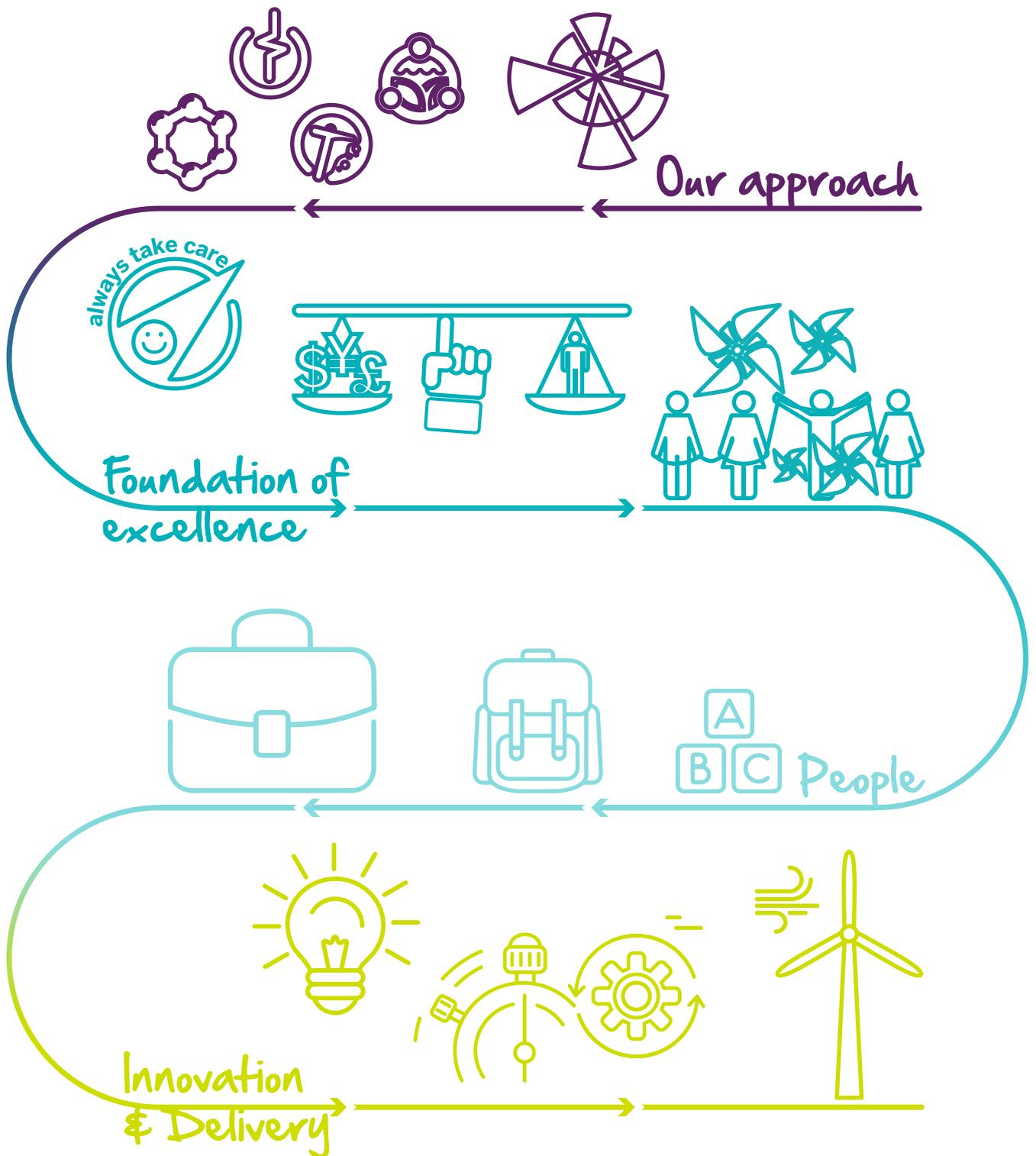
Additional information on our projects can be found in our [Resilient Cities, Resilient World](#) booklet.

Learn more about our [Climate Resilience Framework](#).



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Mapping our report





Mapping our report

Indicators

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

Material aspects

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.

This report covers activities from January 1st to December 2016 unless otherwise stated. Our previous report covered 2015 activities. We review and publish a sustainability performance report on an annual basis.



Mapping our report

UN Global Compact Mapping

The table below signposts the reader to sections of the sustainability report where we outline the actions that Amec Foster Wheeler has taken to implement the ten principles of the UN Global Compact.

UNGC Principle	Factsheet reference
1. Support and respect the protection of internationally proclaimed human rights	Human rights HSS management Empowering ethics
2. Ensure we are not complicit in human rights abuses	Human rights Empowering ethics
3. Uphold the freedom of association and the effective recognition of the right to collective bargaining	Developing full potential Human rights Empowering ethics
4. Eliminate all forms of forces and compulsory labour	Human rights Empowering ethics
5. Effective abolition of child labour	Human rights HSSE management Empowering ethics
6. Eliminate discrimination in respect of employment and occupation	Diversity and Inclusion Empowering ethics
7. Support a precautionary approach to environmental challenges	HSS management Environmental management and performance
8. Undertake initiatives to promote greater environmental responsibility	Environmental management and performance Carbon management Minimising resource use Sustainability in projects Climate resilience Resilient Cities
9. Encourage the development and diffusion of environmental friendly technologies	Sustainability in projects Climate resilience Resilient Cities
10. Work against corruption in all its forms, including extortion and bribery	Empowering ethics



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Sustainable Development Goals mapping

Amec Foster Wheeler recognise the role that business has to play in addressing the local and global challenges identified by the goals. We have taken time to review the goals against our Resilient World strategy to identify key areas where we are support their delivery. We understand that we can have a positive impact on some way to all of the goals which are identified below. Those goals where we have the greatest impact are highlighted.

Sustainable Development Goal		Factsheet / Case study reference
	No Poverty	Community investment Human rights 10 years with SOS
	Zero Hunger	Community investment 10 years with SOS
	Good health and well-being	HSS Management Human rights Community investment
	Quality education	Community investment People – Developing full potential Highlighting STEM
	Gender equality	Diversity and inclusion Empowering ethics
	Clean water and sanitation	Water resource management
	Affordable and clean energy	Here comes the sun
	Decent work and economic growth	People – Developing full potential Human Rights Indigenous Business Initiative
	Industry, innovation and infrastructure	Resilient cities Atlanta BeltLine
	Reduced inequalities	Diversity and inclusion Empowering ethics Indigenous Business initiative Employee network groups



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Sustainable Development Goal		Factsheet / Case study reference
	Sustainable cities and communities	Resilient Cities Atlanta BeltLine
	Responsible consumption and production	Carbon management Minimising resource use 5 star efficiency Hydroponics in manila
	Climate action	Climate Resilience Carbon management
	Life below water	Water resource management
	Life of land	Environmental management and performance Atlanta BeltLine
	Peace, justice and strong institutions	Empowering ethics Human rights
	Partnerships for the goals	10 years with SOS



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Global Reporting Initiative (GRI) mapping

This report has been prepared in accordance with GRI Standards: Core Option.

GRI Standard	Disclosure	Factsheet	Omission
General Disclosures			
GRI 102: General Disclosures 2016	102-1 Name of the organisation	About Amec Foster Wheeler	
	102-2 Activities, brands, products and services	About Amec Foster Wheeler	
	102-3 Location of headquarters	About Amec Foster Wheeler	
	102-4 Location of operations	About Amec Foster Wheeler	
	102-5 Ownership and legal form	2016 Annual Report and Accounts pg's 176-177	
	102-6 Markets served	About Amec Foster Wheeler	
	102-7 Scale of the organisation	About Amec Foster Wheeler	
	102-8 Information on employees and other workers	People – Developing full potential	Partial. Some data is not currently available to the split level required. New HR system due to be live late 2017 will support reporting to required granularity.
	102-9 Supply Chain	Supply chain management	Partial. Granularity of data not currently available as consolidated total.
	102-10 Significant changes to the organisation and its supply chain	2016 Annual Report and Accounts pg's 176-177	



Mapping our report

GRI Standard	Disclosure	Factsheet	Omission
General Disclosures			
GRI 102: General Disclosures 2016	102-11 Precautionary Principle or approach	Environmental management and Performance	
	102-12 External initiatives	Our approach to sustainability Our commitments	
	102-13 Membership of associations		Information unavailable. We do not currently report this information publically for whole organisation.
	102-14 Statement from senior decision maker	CEO statement	
	102-15 Key impacts, risks and opportunities	Our approach to sustainability	
	102-16 Values, principles, standards, and norms of behaviour	Our Values	
	102-17 Mechanisms for advice and concerns about ethics	Ethics helpline	
	102-18 Governance structure	Our approach to sustainability	
	102-19 Delegating authority	2016 Annual Report and Accounts pg's 50-51	
	102-20 Executive level responsibility for economic, environmental and social topics	2016 Annual Report and Accounts pg 63	



Mapping our report

GRI Standard	Disclosure	Factsheet	Omission
General Disclosures			
GRI 102: General Disclosures 2016	102-21 Consulting stakeholders on economic, environmental and social topics	Materiality	
	102-22 Composition of the highest governance body and its committees	2016 Annual Report and Accounts pg's 47-50	
	102-23 Chair of the highest governance body	2016 Annual Report and Accounts pg 47	
	102-24 Nominative and selecting the highest governance body	2016 Annual Report and Accounts pg's 59-60	
	102-25 Conflicts of interest	2016 Annual Report and Accounts pg 56	
	102-26 Role of the highest governance body in setting purpose, values and strategy	2016 Annual Report and Accounts pg 51	
	102-27 Collective knowledge of highest governance body	2016 Annual Report and Accounts pg 52	
	102-28 Evaluating the highest governance body's performance	2016 Annual Report and Accounts pg 58	
	102-29 Identifying and managing economic, environmental and social impacts	2016 Annual Report and Accounts pg's 70-71	



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GRI Standard	Disclosure	Factsheet	Omission
General Disclosures			
GRI 102: General Disclosures 2016	102-32 Highest governance body's role in sustainability reporting	CEO statement	
	102-33 Communicating critical concerns	2016 Annual Report and Accounts pg 55	
	102-34 Nature and total number of critical concerns	2016 Annual Report and Accounts pg's 64, 66-69, 71	
	102-35 Remuneration policies	2016 Annual Report and Accounts pg's 72-89	
	102-36 Process for determining remuneration	2016 Annual Report and Accounts pg's 72-89	
	102-37 Stakeholders involvement in remuneration	2016 Annual Report and Accounts pg's 72-89	
	102-38 Annual total compensation ratio	2016 Annual Report and Accounts pg's 72-89	Annual total compensation reported only
	102-39 Percentage increase in annual total compensation ratio	2016 Annual Report and Accounts pg's 72-89	Annual compensation reported only
	102-40 List of stakeholder groups	Materiality	
	102-41 Collective bargaining agreements	People – Developing full potential	
	102-42 Identifying and selecting stakeholders	Materiality	



Mapping our report

GRI Standard	Disclosure	Factsheet	Omission
General Disclosures			
GRI 102: General Disclosures 2016	102-43 Approach to stakeholder engagement	Materiality	
	102-44 Key topics and concerns raised	Materiality	
	102-45 Entities included in the consolidated financial statements	2016 Annual Report and Accounts pg's 212-221	
	102-46 Defining report content and topic boundaries	Materiality	
	102-47 List of material topics	Materiality	
	102-48 Restatement of information	Mapping our report	
	102-49 Changes in reporting	Mapping our report	
	102-50 Reporting period	Mapping our report	
	102-52 Reporting cycle	Mapping our report	
	102-53 Contact point for questions regarding the report	Mapping our report	
102-54 Claims of reporting in accordance with GRI standards	Mapping our report		



Mapping our report

GRI Standard	Disclosure	Factsheet	Omission
General Disclosures			
GRI 102: General Disclosures 2016	102-55 GRI content index	Mapping our report	
	102-56 External assurance	Mapping our report	
	103-1 Explanation of the material topic and its boundaries	Health, Safety and Security Management	
	103-2 The management approach and its components	Health, Safety and Security Management	
	103-3 Evaluation of the management approach	Health, Safety and Security Performance	
GRI 403-2	Types of injury and rates of injury, occupations diseases, lost days, and absenteeism, and number of work-related fatalities	Health, Safety and Security Performance	
Material topics			
People			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	People – Developing full potential	
	103-2 The management approach and its components	People – Developing full potential	
	103-3 Evaluation of the management approach	People – Developing full potential	



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GRI Standard	Disclosure	Factsheet	Omission
Material topics People			
GRI 401-1	New employee hires and employee turnover	People – Developing full potential	Partial – granularity not currently available. New HR system due end 2017 will be able to provide granularity globally.
GRI 402-2	Programs for upgrading employee skills and transition assistance programs	People – Developing full potential	Partial – Some information currently unavailable - currently not reporting transition assistance.
GRI 402-3	Percentage of employees receiving regular performance and career development reviews	People – Developing full potential	
GRI 405-1	Diversity of governance bodies and employees	Diversity and inclusion 2016 Annual Report and Accounts pg 25	
Material topics Project excellence and innovation			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	Sustainability in projects	
	103-2 The management approach and its components	Sustainability in projects	
	103-3 Evaluation of the management approach	Sustainability in projects	

Mapping our report



GRI Standard	Disclosure	Factsheet	Omission
Material topics <i>Project excellence and innovation</i>			
GRI 203-1	Infrastructure investments and services supported	Climate Resilience Resilient Cities Here comes the sun Water resource management Atlanta BeltLine	
Material topics <i>Ethical business practices</i>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	Empowering ethics	
	103-2 The management approach and its components	Empowering ethics	
	103-3 Evaluation of the management approach	Empowering ethics	
GRI 205-2	Communication and training about anti-corruption policies and procedures	Empowering ethics	
Material topics <i>Environmental management</i>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	Environmental management and Performance	
	103-2 The management approach and its components	Environmental management and Performance	



Mapping our report

GRI Standard	Disclosure	Factsheet	Omission
Material topics Environmental management			
GRI 103: Management Approach 2016	103-3 Evaluation of the management approach	Environmental management and Performance	
GRI 302-1	Energy consumption within the organisation	Minimising resource use	
GRI 302-3	Energy intensity	Minimising resource use	
GRI 302-4	Reduction of energy consumption	Minimising resource use	
GRI 303-1	Water withdrawal by source	Minimising resource use	All water withdrawal / use is from municipal source
GRI 305-1	Direct (Scope 1) GHG Emissions	Carbon management	
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Carbon management	
GRI 305-3	Other indirect (Scope 3) GHG emissions	Carbon management	
GRI 305-4	GHG emissions intensity	Carbon management	
GRI 305-5	Reduction of GHG emissions	Carbon management	
GRI 307-1	Non-compliance with environmental laws and regulations	Environmental management and performance	

External assurance

Amec Foster Wheeler last undertook full assurance of its sustainability reporting processes in 2016, since that time no changes to process for collection of data have occurred. We continue to externally assure our greenhouse emissions data, the latest assurance reports are available within the reporting section on the sustainability site at www.amecfw.com/sustainability/reporting.

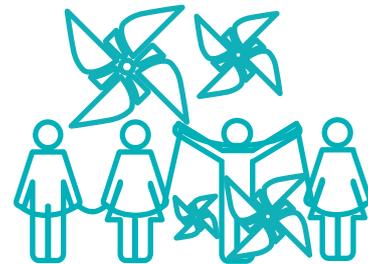
If you have any questions or comments you can email our Director of Sustainability, Frances Fay frances.fay@amecfw.com



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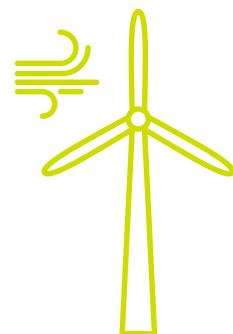
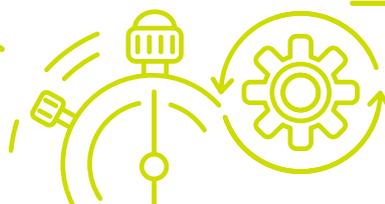
Our approach



Foundation of
excellence



A
B C People



Innovation
& Delivery