



Fact sheet



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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.

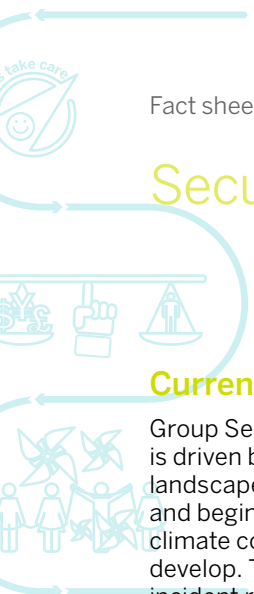
Amec Foster Wheeler operates a fully integrated Security Management System. Since being published in late 2015, the Emergency Preparedness (EP) Framework has been further rolled out and integrated through the business. The development of

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.