

Fact sheet



amec  
foster  
wheeler



## 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.

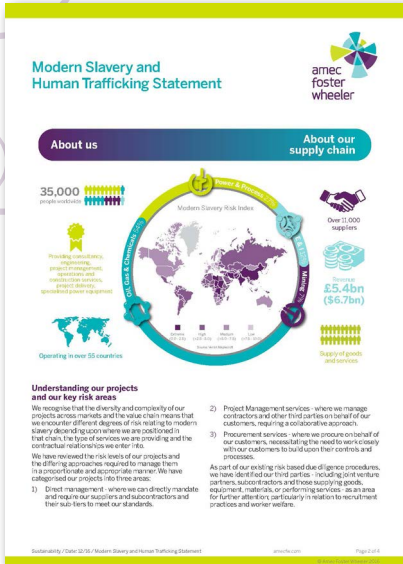
Over the past year, we have made good progress delivering three of our five commitments in the Resilient World strategy in the areas of human rights and modern slavery, reaffirming our carbon strategy and goals in light of the Conference of Parties 21 (COP21) outcomes and ensuring that sustainability 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



amec  
foster  
wheeler



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

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



amec  
foster  
wheeler