



amec
foster
wheeler

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.



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In 2015, following AMEC's acquisition of the Foster Wheeler business, an extensive wide-ranging stakeholder engagement programme was undertaken to review and clarify the material issues for our business. This programme included various forms of engagement with senior managers, employees, industry groups, investors and customers, and resulted in the development of a materiality matrix and priority areas for the business to focus on. The results of this process were used to inform our sustainability strategy – Resilient World.

Building on this stakeholder engagement programme, in 2016 we focused our attention on our internal stakeholders, with three key events held during the year to understand employee views and areas of focus:

Transformation survey

In 2016 we surveyed around 2,900 people across all parts of the organisation, with 39 questions designed to understand where our employees believe the strengths and weaknesses of our organisation lie, and the areas we need to focus to improve. They recognise the following as key areas of strength:

- **People:** Knowledgeable and passionate people
- **Experience:** Our people have huge skill and experience sets
- **Diversity:** Broad and positive range of people, opportunities and capabilities
- **Safety:** Our commitment, focus and record on safety is excellent

There were key consistent messages provided around what our employees want to experience from us as an employer – shown here:



Sustainability YamJam

YamJam is a focused online discussion where people get together at the same time to share ideas, questions and views on a single topic, using Yammer. To celebrate Earth Day in 2016 and to engage the business in the topics of sustainability and resilience we held a 17 hour YamJam session to ensure all of our employees could get involved throughout their day and timezone. A key component of the session was to ask employees what Resilient World meant to them, and to encourage conversation on the topics they felt were important. Key themes that arose from the conversations were around:

- Climate change –emissions and efficient use of natural resources
- Behaviours to sourcing of food and changes to diets
- Education on STEM subjects and encouraging diversity into our industry sectors
- Development of more sustainable cities and projects through resources and technology

HSSE climate survey

Understanding what our employees think and feel about safety in our company is very important. Our 2016 HSSE climate survey was used to make sure we are living by our values and putting safety first, and really focus on where our employees thought our strengths and weaknesses in this area lie. In total 17,844 people responded to the survey and provided over 9,000 comments and suggestions. Key messages from the survey were that HSSE remains a key priority area for our people, the HSSE brand is strong and our employees feel confident to stop work if safety is compromised. Key improvement areas identified were around near miss reporting, accountability and leadership visibility. See [HSS management factsheet](#) for more information on how we manage HSSE within the business.

YamJam

“Fundamentally, resilience is tied to the way we treat the natural world and one another. A world that uses resources unsustainably is not resilient. A world that fails to invest in the capabilities of its people, that squanders the potential contributions of women, a world with metastasizing poverty and inequality – that world will not weather the shocks and surprises of the future as well as one that does.”

Johannes Vorster, Abu Dhabi

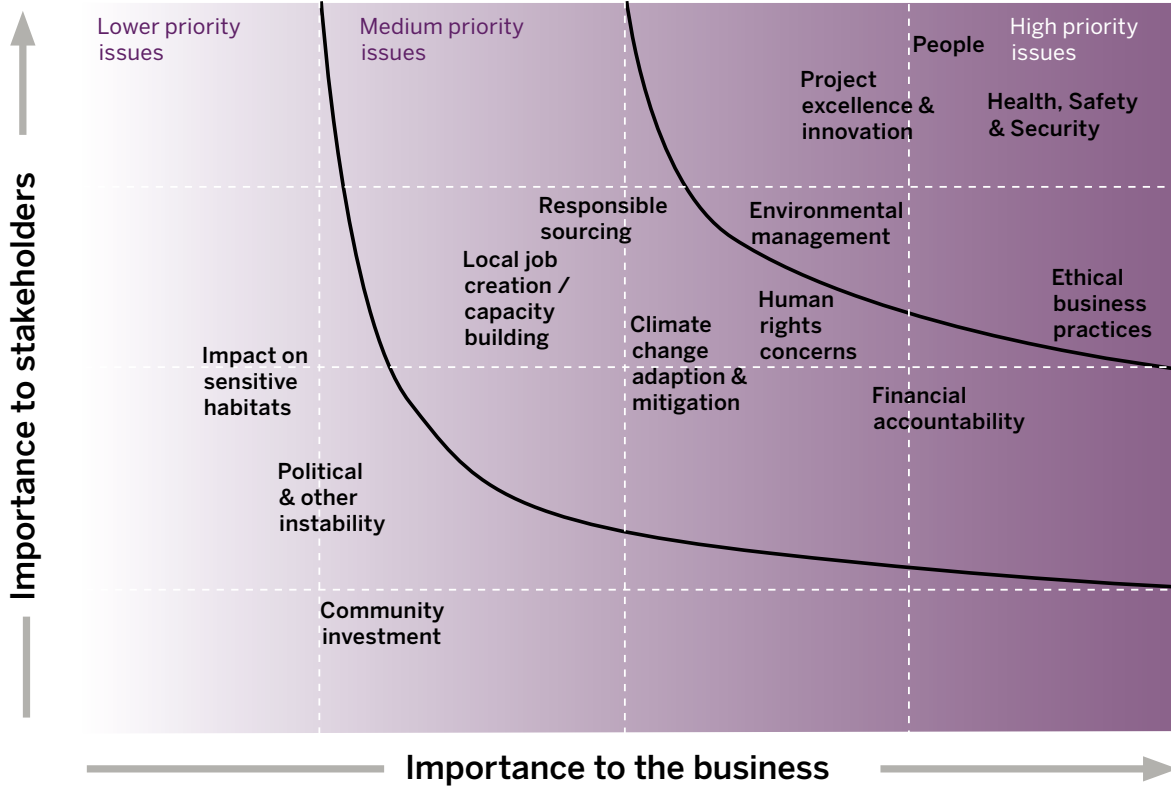
“Resilient world to me is a clean, green world for EVERYONE. A clean world with a low-pollution, low-emissions in which cleaner air, water, and oceans enable people to lead healthy, productive lives. A green world where the natural resources such as oceans, lands & forests are sustainably managed to improve environment, livelihoods & ensure food security. A world where Governments pursue regulations that encourage innovation, efficiency and green growth.”

Chandrani Raha, Bengal



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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.