

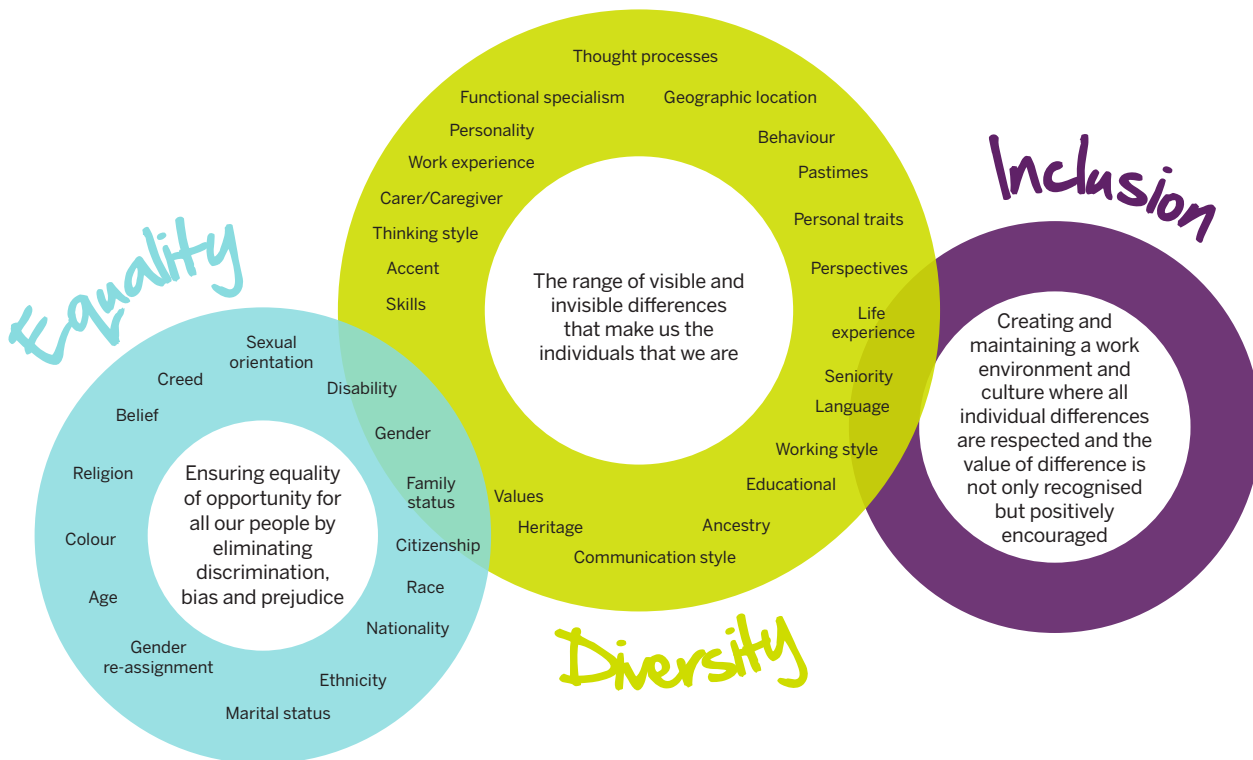


Diversity and Inclusion

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.





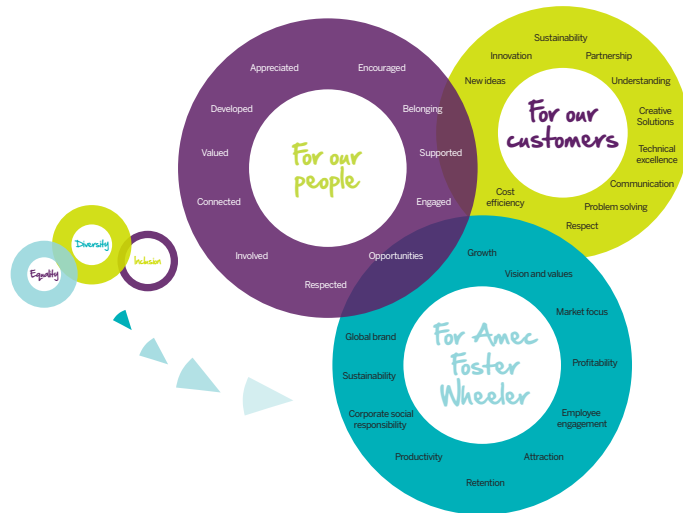
Diversity and Inclusion



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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:

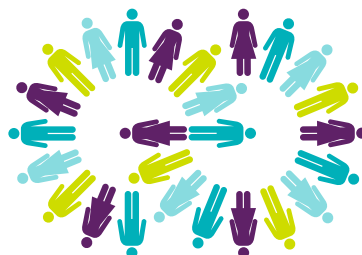
- **Leadership and vision**
Create a framework to lead and drive Amec Foster Wheeler's diversity and inclusion activities which clearly demonstrate our commitment.
- **Communication and engagement**
Raise Amec Foster Wheeler's profile both internally and externally as a diverse and inclusive employer. 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.



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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'.

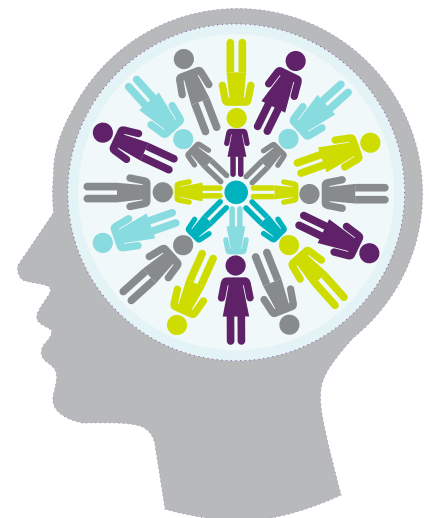
In addition to the centrally coordinated, global activity there was a vast array of local activity that took place across the business. This included town halls, webinars, unconscious bias training, promotion of diverse role models, diversity and inclusion moments with which to start meetings, diversity 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.

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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

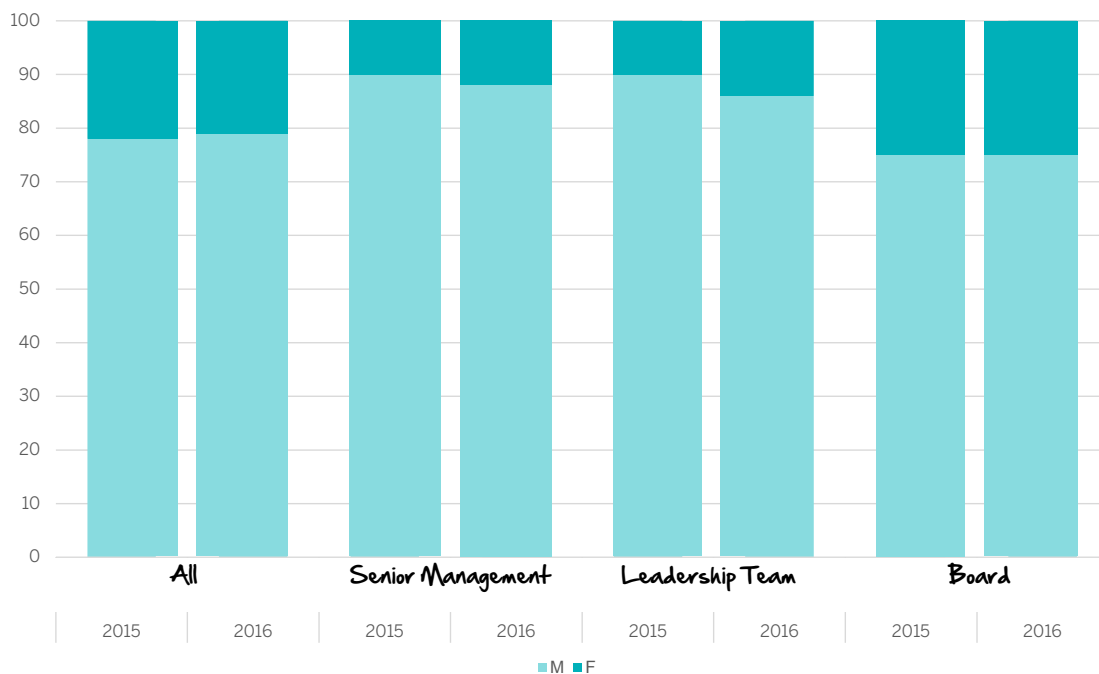
	2015	2016
Male	77	77
Female	23	23

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.