



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



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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

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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.

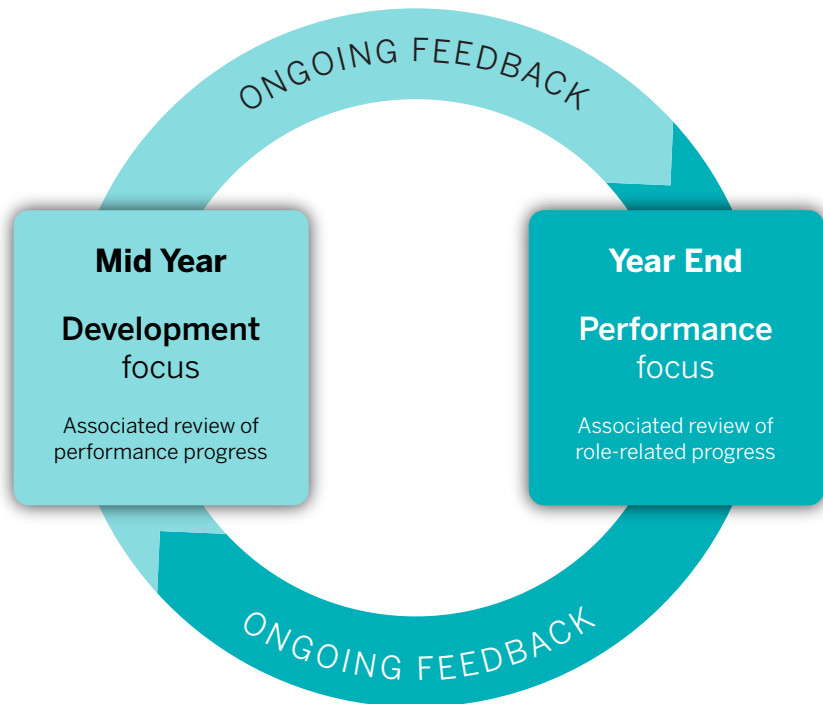
In 2016, we continued to embed this approach which meant driving adoption of mid-year and year-end reviews, as well as management capability to give ongoing feedback and evaluate performance effectively. Following the pilot in 2015, we rolled out our mid-year review globally for the first time gaining 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.



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High potential

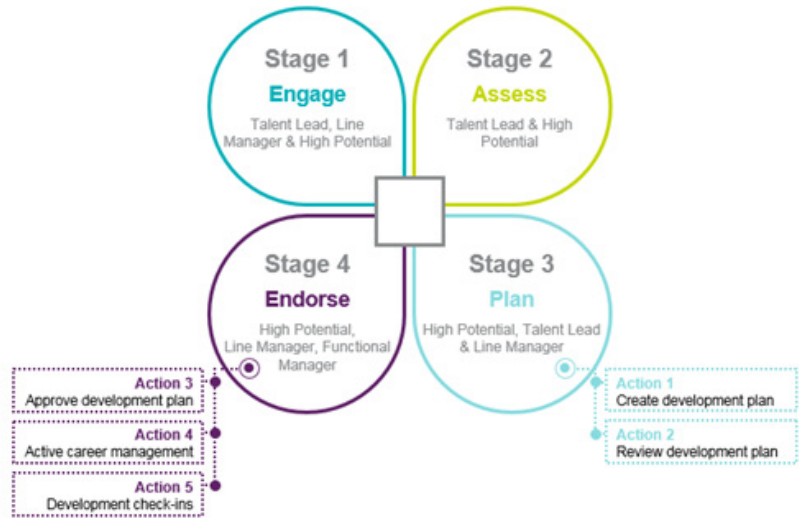
We refreshed the way we identify and develop high potential individuals. We now have measures in place to help us identify high potentials earlier in their career so that we can seek to give them the experiences they need to accede to our most senior roles. In addition, refreshed communications have 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



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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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