Everyday around the world our employees and those who work with us are working on behalf of our clients. It is a fundamental right of every individual who works with us to undertake that work in a healthy, safe and secure way. Even though we work in some of the harshest environments undertaking difficult and dangerous work it is our duty to make sure that work is managed properly and risks are effectively mitigated.

More than just looking after our people and those who work under our control, we have an obligation to take a leadership role wherever we work. According to the International Labour Organisation (ILO) every year an estimated two million people die from work related accident and disease. We can lead by example and, through education and mentoring those with whom we work, we can play our role in reducing workplace incidents.

We make a healthy, safe and secure working environment, it does not happen by itself, it is a living and learning process which evolves with us and it is fundamental to the operation of our business. We recognise this through our company values.

Policy and framework
Our policy sets out our fundamental pledges to our people, it outlines what we believe are the things we must do to make our working environment a healthy, safe and secure place to work.

This is an important statement because it underpins the development of our health, safety and management approach. It is regularly both reviewed and approved by our Board.

See the HSSE policy.
The policy is supported by our health, safety, security and environmental (HSSE) framework document. This framework sets out Amec Foster Wheeler’s expectations and minimum HSSE standards for our global operations. It provides the guiding hand on what we believe should be our absolute standard wherever we operate in the world. We know that standards of health, safety and security are different across the world and we are committed to upholding our legal obligations. However, where the statutory duty of care to an individual falls short of our own standards, we are committed to ensuring that we operate to our framework and standards.

Amec Foster Wheeler operates an integrated health, safety, security and environmental management system which is based on the elements of international standards and best practice (ISO 14001, OHSAS 18001. HSG65*).

**Mandatory procedures**

Our business is far reaching and diverse, it is therefore important that our approach to health, safety and security management is flexible enough to recognise industrial norms, processes and best practice. However, for some things, such as how we measure and categorise and report incidents we have to do this consistently throughout the business, where this is the case we have a mandatory procedure which sets out what is required.

**Assurance**

Effective mitigation of health, safety and security risks relies on implementing practices and processes that eliminates or effectively controls exposure to hazards to an acceptable level. We have to assure ourselves that measures are implemented properly, we do this through our assurance strategy. Our assurance process covers a broad spectrum of risk issues from strategic through to operational on-site covering four levels (see below).

As our business and portfolio of operations grows, our profile of HSSE risk evolves with the nature of our acquisition and organic growth into different regions, countries and industries.

<table>
<thead>
<tr>
<th>Level</th>
<th>Entity</th>
<th>Assurance objective</th>
<th>Assurance tools to use</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Group</td>
<td>Provide assurance to the Board that there is a robust HSSE management system in place</td>
<td>• Validation assessment/review&lt;br&gt;• Statistical monitoring&lt;br&gt;• Peer review process</td>
</tr>
<tr>
<td>3</td>
<td>Business unit</td>
<td>To validate that Operational Assurance Plans are effective and learning is captured in the management system</td>
<td>• Validation assessment/review&lt;br&gt;• Statistical monitoring&lt;br&gt;• Peer review process&lt;br&gt;• Performance standard assessment review</td>
</tr>
<tr>
<td>2</td>
<td>Ops unit</td>
<td>Develop and implement an assurance process to give confidence to operational management that robust HSSE management systems are in place to protect people and the environment</td>
<td>• Integrated risk based assurance plan&lt;br&gt;• Statistical monitoring&lt;br&gt;• Management review</td>
</tr>
<tr>
<td>1</td>
<td>Project</td>
<td>To undertake assurance processes which seek to confirm that the HSSE management system is in place and working effectively in managing HSSE risks on the project</td>
<td>• Agree risk based audit schedule&lt;br&gt;• Management review&lt;br&gt;• Recording &amp; reporting to operating unit&lt;br&gt;• Inspections&lt;br&gt;• Investigations&lt;br&gt;• Integrated focused audits&lt;br&gt;• Recording &amp; reporting incidents</td>
</tr>
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</table>

*Note: HSG65 is the UK Health and Safety Executive, guide and approach to managing health and safety.
Leadership for safety
Our leaders are imperative in shaping the culture and climate of the working environment as they provide direction and vision to the company.

We have a management team level HSSE Review Committee chaired by the Chief Executive. The committee supports the Board in its corporate governance role and is responsible for setting policy, examining HSSE risk, setting performance targets and reviewing performance. This committee meets twice a year.

Overview of HSSE at board level is provided regularly by the Chief Executive and is regularly discussed at board meetings. The Amec Foster Wheeler board raised the required level of engagement in this area, and in 2015 formed and implemented a new committee (HSSEE Committee) which considers HSSE matters more fully.

Looking forward
During 2016 we have to put significant effort into addressing the underlying causes of our performance, we need to address our group safety culture and implement our refreshed Beyond Zero programme.

Lagging indicators
Zero LTIR
It may seem an aspirational target to achieve zero lost time incidents, but as last year’s results demonstrated, a number of our Operating Units did achieve a full year with no lost time injuries, this reinforces that it is achievable. Therefore, we have adopted the target once again this year and our aim will be that more of our Operating Units will achieve this stretch target.

10% reduction in TRIR
In line with previous years we have chosen to continue our 10% reduction based on best performance.

2016 HSSE objectives

Lagging Indicator
- Lost Time Injury Rate (LTIR) = 0.00
- Total Recordable Incident Rate (TRIR) equal or less than 0.20

Leading Indicator
- Corrective action close-out (IRPs and assurance)
  - Target 0% overdue
- Safety Essentials / Global Safety Rules roll out
  - Target 100% completion against plan
- HEART training
  - Target 100% completion against plan
- HEART observations
  - Target 100% completion against plan

Leadership Actions
- IRP attendance - GLTs to attend IRPs from other BUs
- Question green performance - ask for supporting evidence
- GLT to participate in at least one HSSE review of a project outside of their BU
### Leading Indicators

Our leading indicators have been designed to address frontline hazard awareness and risk management and the implementation of our new Beyond Zero behavioural safety programme.

HEART (Hazard Elimination and Recognition Training) is a workshop event designed to upskill delegates on hazard identification and mitigation. It prepares delegates to have successful intervention conversations, analyse situations and introduces them to the HEART observational recording programme.

As an organisation we have invested in developing our incident recording system to include HSSE observations. We believe, in time, that this will give us greater intelligence about the nature of incidents to help us to invest resources where they have the greatest potential to add value by assisting us in recognising events before they become incidents.

We must also invest time in rolling out key elements of our behavioural safety programme, Beyond Zero. We initiated this process with a Safe Start programme at the beginning of 2016 and will challenge our business to focus on the implementation of our behavioural safety tools, Safety Essentials and our new Global Safety Rules.

### Leading Indicator

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<td>Corrective action close-out (IRPs and assurance)</td>
<td>Assure corrective actions from IRP incidents and assurance findings are closed out in a timely manner and learnings shared across the company to prevent reoccurrence. Evidence suggests that BUs are not hitting the target close-out time and sharing the learning - seeing repeats of similar incidents.</td>
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<td>Safety Essentials / Global Safety Rules roll out</td>
<td>We have integrated and updated the Beyond Zero programme. We need all employees to be aware of these key behavioural and risk-based rules. Behaviour is key to developing a generative safety culture across the organisation - our statistics suggest we have much more to do to develop robustness in this area. It begins with telling people the expectation and then holding them to it.</td>
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<td>HEART training</td>
<td>This indicator addresses a fundamental root cause of incidents identified in investigations. It suggests an inherent weakness in our frontline supervision to identify hazard and communicate safe working practice effectively with the workforce. We must seek to upskill supervision in frontline positions where their intervention can have most impact in reducing injury and incidents.</td>
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<td>HEART observations</td>
<td>In parallel with the HEART training and personal accountability for upholding our Essentials and Rules we need to promote pre-emptive action in HSSE, seeking to identify where the next incident may occur before it happens and take steps to remediate. This can only happen if we generate an environment where our people consistently report safety concerns and practice. Proposing that businesses target at a minimum two observations per employee.</td>
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**Fact sheet**

Health, Safety and Security

HSS management

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