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 and where greater diversity of thought is both encouraged and enabled throughout our business.

We recognise that each of us has many different diverse traits which shape our view of the world, our perspective and our approach. We want to maximise the value of our people’s individual differences and understand that creating an inclusive work environment is essential for us to achieve this.

This is reflected through the emphasis we have given diversity and inclusion in both our company values and expected behaviours. Our diversity and inclusion vision is that:

Diversity of thought is valued as it adds to our business through enriching the solutions we deliver to our customers. • We are passionate about building a culture of inclusion and respect where the value of difference is not only recognised, but positively encouraged.
To achieve this vision our Global Diversity and Inclusion Steering Group leads and drives our diversity and inclusion strategy globally, focusing 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. Ensuring that our definition and vision for diversity and inclusion is understood by our people.

- **Culture and behaviours**  
  Foster a culture where diversity and inclusiveness is embedded and embraced as part of the Amec Foster Wheeler way.

- **Recruitment and talent management**  
  Attract and retain key talent for Amec Foster Wheeler from the full spectrum of the worldwide talent pool, ensuring that the right talent is deployed to the best opportunities in order to help the business globally and achieve creative solutions.

- **Measurement and evaluation**  
  Ensure that there are effective and reliable methods in place to monitor and measure.

Our twenty 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 these five areas, are designed to embed our global diversity and inclusion strategy, address local issues and individual operating unit needs.

In 2015 we focused on communicating to our people what diversity and inclusion means in Amec Foster Wheeler, what our vision is for diversity and inclusion and why it is important to us as individuals, as a company and to our customers. This culminated in the launch of our Global Mandatory Diversity and Inclusion procedure in November 2015.

We also carried out a global pulse survey in November 2015, sent to 4,000 randomly selected employees, to see how embedded our values and behaviours are. This pulse survey asked our four globally agreed inclusion index questions specifically designed to measure inclusion. The results of which gave us an Inclusion Index Score of 62%. When looking at these results generally we consider a result over 70% is really positive and a result below 50% should be an area for us to focus on. This will serve as a useful benchmark for our diversity and inclusion activities moving forward.

In 2016 our focus will be to deliver against both our global and local diversity and inclusion action plans which will be monitored and driven by our Global Diversity and Inclusion Steering Group. We will also be organising our first Global Diversity and Inclusion Week in order to create widespread awareness of diversity and inclusion as an Amec Foster Wheeler priority, demonstrate leadership commitment and have our people embrace inclusion and difference so that we develop the highest value solutions and maximise delivery to our customers through diversity of thought.
Balanced Team Indicator (BTI)

In accordance with our Global Mandatory Diversity and Inclusion Procedure, the BTI is one of the global key performance indicators our business units are required to adopt.

Reporting on all visible and invisible differences is simply not possible, therefore the BTI is designed to give an indication of the diversity profile of our people to enable trends to be tracked and monitored.

The BTI reports on the nationality, gender and age of our people. These diversity traits were selected to initially form the BTI primarily as they are feasible for us to record and report on from our systems globally however we will be looking to develop our reporting capabilities in order to increase the diversity traits and included in the future.

Our NECIS business unit, which spans Northern Europe and countries in the CIS region, and reaches across our four key markets, has been the first of our business units to launch its BTI reporting. The NECIS BTI reports allow us to filter this information and produce a BTI for selected populations for example by operating unit, function, leadership, country, grade and those who are graduates or trainees.

<table>
<thead>
<tr>
<th>Employees</th>
<th>Nationalities</th>
<th>Graduates</th>
<th>Trainees</th>
<th>Female Workforce</th>
<th>Leaders</th>
<th>Not British</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,000+</td>
<td>65</td>
<td>28%</td>
<td>19%</td>
<td>18%</td>
<td>12%</td>
<td>5%</td>
</tr>
</tbody>
</table>

We embrace diversity and inclusion

- 9,000+ employees
- 65 nationalities
- 28% of our graduates and 42% of our trainees are female
- 19% female workforce
- 18% of our graduates and 42% of our trainees are not British
- 13% of our people with Construction, Commissioning, Completions, Engineering and Technical Functions are not British
- 12% of our business unit and operating unit leadership teams are female
- 11% of our people with Construction, Commissioning, Completions, Engineering and Technical Functions are female
- 5% of our business unit and operating unit leadership teams are not British

More diverse talent pipeline
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 and groups to focus on group conformity ‘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.

<table>
<thead>
<tr>
<th>NECIS</th>
<th>Americas</th>
<th>AMEASE</th>
<th>GPG</th>
<th>Centre</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
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<td>73</td>
<td>78</td>
<td>79</td>
<td>69</td>
</tr>
<tr>
<td>Female</td>
<td>19</td>
<td>27</td>
<td>22</td>
<td>21</td>
<td>31</td>
</tr>
</tbody>
</table>

Gender split based on directly employed workers only

<table>
<thead>
<tr>
<th>NECIS</th>
<th>Americas</th>
<th>AMEASE</th>
<th>GPG</th>
<th>Centre</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>83</td>
<td>74</td>
<td>80</td>
<td>79</td>
<td>69</td>
</tr>
<tr>
<td>Female</td>
<td>17</td>
<td>26</td>
<td>20</td>
<td>21</td>
<td>31</td>
</tr>
</tbody>
</table>

Gender split all

Gender diversity by group