

# Delivering sustainability

## Sustainability and AMEC

At AMEC, we believe that sustainable development is a core part of our everyday business life, through the services we provide and the way in which we provide them. We want to achieve economic success in ways which uphold our values and Guiding Principles, meeting today's needs without compromising the needs of future generations.

We believe this makes good business sense. By integrating sustainable development into our business we have reduced overhead costs, increased skills, developed new business streams and achieved resource efficiencies.

2009 saw the roll-out of the Operational Excellence Sustainability programme, delivering improvements in three areas, carbon management, stakeholder engagement and sustainability services.

AMEC was also added to the United Nations register of Global Compact participants, in recognition of our increasingly global portfolio and our commitment to continuous sustainability performance improvements.

AMEC tracks over 40 corporate sustainability indicators which we believe are most relevant to our business, setting targets and checking on progress. Full details can be found at [amec.com/aboutus/sustainability](http://amec.com/aboutus/sustainability).

## Delivering to our workplace

High quality engineers, project managers and consultants are a scarce resource and so attracting, retaining, developing and protecting the people who work for us is vital to our success.

June 2009 saw over 11,000 people participate in AMEC's second global employee survey, a rise of three percentage points over the 2008 response rate. Our employee engagement index score increased to 73 per cent favourable, up six percentage points, which took AMEC into the "high performing companies" norm, as measured by our external survey partner, Kenexa. So listening to our employees and making changes to address their concerns has made a real difference. Safety and sustainability continue to be seen by employees as key strengths for AMEC and there were significant improvements in views on our managers' approach to performance management. Areas raised

for improvement included better communication of the impacts of our Operational Excellence programme and the need to realise benefits from enhanced co-operation within AMEC. We have already taken steps to address these concerns. For example, employees were asked about how Operational Excellence has improved their working lives and the results were included in our end of year publication; and the divisional restructuring is designed to improve collaborative working further and reduce inefficiencies.

As well as addressing these company-wide issues, a strong emphasis has been placed on addressing more specific local concerns. Managers right across the organisation are developing local plans in consultation with their own teams. We shall measure the impact of this in our 2010 survey.

Employee development has been a key focus of Operational Excellence and, in support, late 2009 saw the launch of the AMEC Academy. This is the vehicle that underpins and integrates all the various areas of training and development across the business and delivers them using a consistent, integrated and accessible global approach into the future. By identifying business and individual requirements, we can ensure meaningful training and development is in place to achieve the best individual and business impact both in the short and long term. Our goal is to provide a clear, transparent picture of an individual's career framework and the development opportunities available.

2009 was a milestone for delivery in our safety management and performance, as we focused on implementing the tools created through Operational Excellence and engaging our people across the world. By the end of 2009 we had taken almost 750 people, worldwide, through our Safety Leadership programme, designed to equip our employees with the skills we need to effect excellence in safety performance in the workplace and the wider community. We distributed some 3,000 copies of our new "AMEC Beyond Zero" handbook, which launched our new safety essentials and rules, and published it online for all our people to use. By the end of the year we were proud to say we had achieved AMEC's best ever safety performance, exceeding the targets we set for ourselves.

## Delivering to our community

Listening to community needs, respecting their rights and understanding where AMEC can help, support and nurture are all important in being a good corporate citizen and a great company.

2009 saw the roll-out of the office sustainability matrices as another key deliverable from Operational Excellence. Each office in AMEC now has a matrix in place and is required to set four annual community investment actions. Employees across AMEC have embraced this concept, spending their own time fundraising for local charities, spending time with schools and universities and getting involved in environmental clean-up events. Time spent in the community helps to advance AMEC's reputation, but also aids employee engagement and improves staff morale – all of which helps AMEC to attract and retain the best employees.

In 2009 AMEC supported SOS Children as its global strategic charity. In total, the donations AMEC made to SOS Children, and the many other local charities our offices support, amounted to £540,000.

## Delivering in our environment

Minimising our impacts and maximising opportunities to enhance the environment are core to our sustainable approach.

Being carbon efficient means we can both reduce our impact on the environment and reduce cost. Each office, as part of its sustainability matrix, set environmental targets relating to improved measurement of, and in reduction in, our carbon footprint. Each location is now required to report its usage and costs relating to office utilities and business travel, AMEC's two primary sources of carbon emissions, using our new global online carbon accounting tool. In 2009 early estimates suggest a 14 per cent reduction in carbon emissions, to 50,000 tonnes. Reductions in electricity use and in air travel were partially offset by increased car usage.

Almost 6,500 AMEC employees have completed our online sustainability awareness training since it was launched in June 2009.

Following consultation, AMEC also strengthened its long-term carbon reduction target to an 80 per cent reduction by 2050 (compared with the 2008 baseline), from 60 per cent. This increase clearly shows AMEC's commitment to the climate change agenda.

## Delivering to our market place

There is an increasing emphasis on the wider social and environmental impact of projects with which AMEC is associated. Working together with our partners and supply chain, we are bringing tomorrow's solutions to the marketplace, today.

Through our services, AMEC has an opportunity to make a significant contribution to global sustainable development, helping to cut the world's greenhouse emissions and reducing environmental pollution through clean technology. In 2009 AMEC built on its renewables and low carbon energy solutions, delivering major projects in solar energy and continuing research into carbon capture and storage. Further information relating to our services, and renewables capabilities and projects can be found at [amec.com](http://amec.com).

## Our next move

In 2010 we will continue to implement our Operational Excellence Sustainability programme. We will continue to provide sustainability tools which will enable our business to bring real improvements across the whole of the sustainability agenda, supporting our values and principles. Our programme includes:

- Continue to improve our employee development programmes as part of the AMEC Academy
- Continue to reduce our carbon footprint by setting local carbon reduction targets in order to meet our first milestone of 15 per cent reduction by 2013
- Further develop and market AMEC's sustainability services, focusing on clean energy solutions and adapting to climate change
- Continue to further embed the Global Compact principles within our business policies and processes.