

# Introduction from Sir Peter Mason



## ■ Why have a sustainability programme and report?

Sustainability - or corporate responsibility - is sometimes understood as the narrow environmental and social obligations of a company. To me however, it is a management approach that takes account of the broad and long-term concerns of stakeholders, not just short-term profits. Developing the skills of our people, improving the environment or being invited back to work in a particular community, are just as important as getting planning permission or winning a contract today.

Over time, this approach should become part of the fabric of a company and the need for a formal sustainability report like this one would disappear. For now however, we believe we need this report, and the programme that lies behind it, to remind us of our broader obligations. For this reason, in 2005 we appointed a dedicated sustainability programme manager, Linzie Forrester, who now drives the sustainability programme, consulting with a group of senior colleagues led by Mike Straughen, the deputy CEO of our UK business.

## ■ Progress at AMEC

We launched our sustainability programme in 2000, and have, I believe, made good progress since then. We are particularly strong in some areas: striving for excellence in health and safety is central to AMEC's culture and we have made steady progress year on year to improve our accident rates. However, it is completely unacceptable that the number of fatalities at work increased compared to the previous year,

and yet further efforts are being taken to ensure a safer year in 2005. In the environmental area, the fact that we have an environmental services business within AMEC is helping us develop new ways to help our customers meet their sustainability challenges. When it comes to community, businesses like our oil and gas operations have made a real difference in the regions where they work, employing local people, transferring knowledge and skills and providing long-term economic benefits. And of course, our wind farm and regeneration businesses also make an important contribution to the UK's sustainable development.

■ **Stakeholder priorities sometimes conflict**

However, it is not always easy for us to move forward. Many of the benefits of sustainability are only realised over the longer term, so people may be sceptical about them. Externally, different stakeholders may have different timelines and concerns: most investors prioritise the delivery of financial results, and while customers expect us to meet environmental and health and safety standards, their buying decisions are still not made on this basis. Internally, people working at AMEC care about our employment approach and our broader reputation but may also view collecting sustainability data as a burden – particularly if they cannot see the commercial payback. In the long run, we believe sustainability is good for all, but there is inevitably short-term tension between the desire to be sustainable and more narrowly commercial concerns.

■ **Sustainability in our vision, brand and principles**

Sustainability is, nevertheless, at the heart of the way we explain ourselves to all our stakeholders – in our vision and our brand. During 2003, research conducted to help develop this vision and brand showed that aspects of sustainability were very important to AMEC. Two of our brand messages: safe delivery and today through tomorrow express our approach to long-term planning and the management of responsibilities well beyond our own profitability. Our established Guiding Principles, which we put in place in 2000 and which govern the way we work overall, are also very much about behaving in a sustainable way.

The chart alongside shows how the three fit together in AMEC.

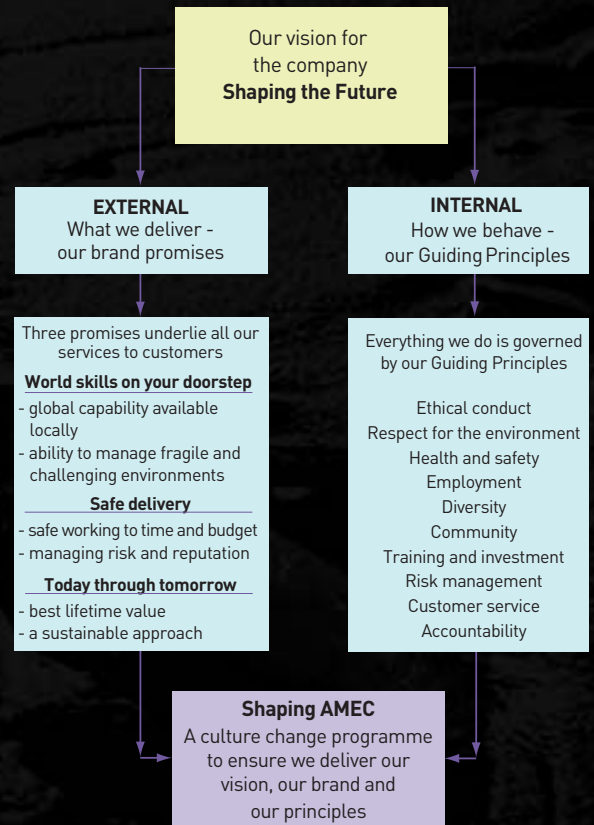
Achieving a sustainable culture takes time and effort and while we are moving in the right direction, there is much more to do, as this report shows. However, there is no going back. While it is sometimes hard, it makes business sense to build a workforce that is more diverse and global, to deepen our roots in communities and to improve environmental quality.

Your suggestions are important to the development of our approach to sustainability. Send any views on this report to Linzie Forrester at [linzie.forrester@amec.com](mailto:linzie.forrester@amec.com).



**Sir Peter Mason** KBE  
Chief executive

■ **Our commitment to sustainability**



Our Sustainability Programme Manager Linzie Forrester