

# Sustainability stakeholder research



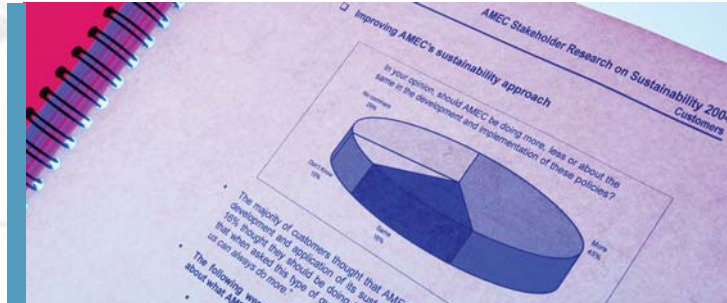
AMEC continues to carry out thorough research across the business

During 2004, we commissioned an independent research company to interview AMEC stakeholders on the subject of sustainability. The purpose of this was to find out who was reading the report and whether it was giving them the information they needed. We have taken the findings on board and used them to shape this report.

## ■ Key findings

Our stakeholders believe a sustainable approach to business is important and much more than the latest management fad. They believe it will become more important in buying and investment decisions. While, in the long run, the sustainability report may be absorbed into the general good reporting of a company's activity, for now at least it is seen as important to report separately.

Health and safety is seen as the most important element of AMEC's approach. It is empirically measurable, governed by legislation and directly affects employees and company reputation – while other aspects of sustainability are not so easily quantified, or so mission-critical. Customers and employees interviewed thought that AMEC had an outstanding safety record.



The sustainability stakeholder research



■ **Show why you are doing it**

Interviewees asked why we were adopting a sustainable approach, and several asked us to be clearer about the business case for being sustainable. Customers and employees in particular wondered about AMEC's motivation in adopting a sustainability programme. Readers of our report do not want to feel we are just reporting for the sake of reporting and are intolerant of what looks like "fluff." They don't want a general report, they want us to show how sustainability applies in our own business, in detail. They want to know about the business benefits, or rationale, for a sustainability programme.

■ **Embedding: benchmark against meaningful targets**

They want us to demonstrate that sustainability is genuinely embedded in our organisation. A commitment at the top is not enough, we need to be able to show that sustainability is working right through the organisation.

Customers and investors asked us to set more meaningful targets for our industry and for AMEC as a business. We should then benchmark against these annually.

■ **Be transparent, but show the positives**

Openness is very important to good sustainability reporting. We have to show where we are failing. However, interviewees wanted us to demonstrate our positive contribution rather than just focusing on what we do to minimise damage or waste.

■ **Responding to the research**

This research has provided us with a number of important insights – and some action points. Most importantly, we need to show that sustainability is not just a commitment on paper from the board but something people across our company know how to apply. It is easy for management to buy into the concept, but a project manager on the ground should have an idea of what it is and how to put it into practice.

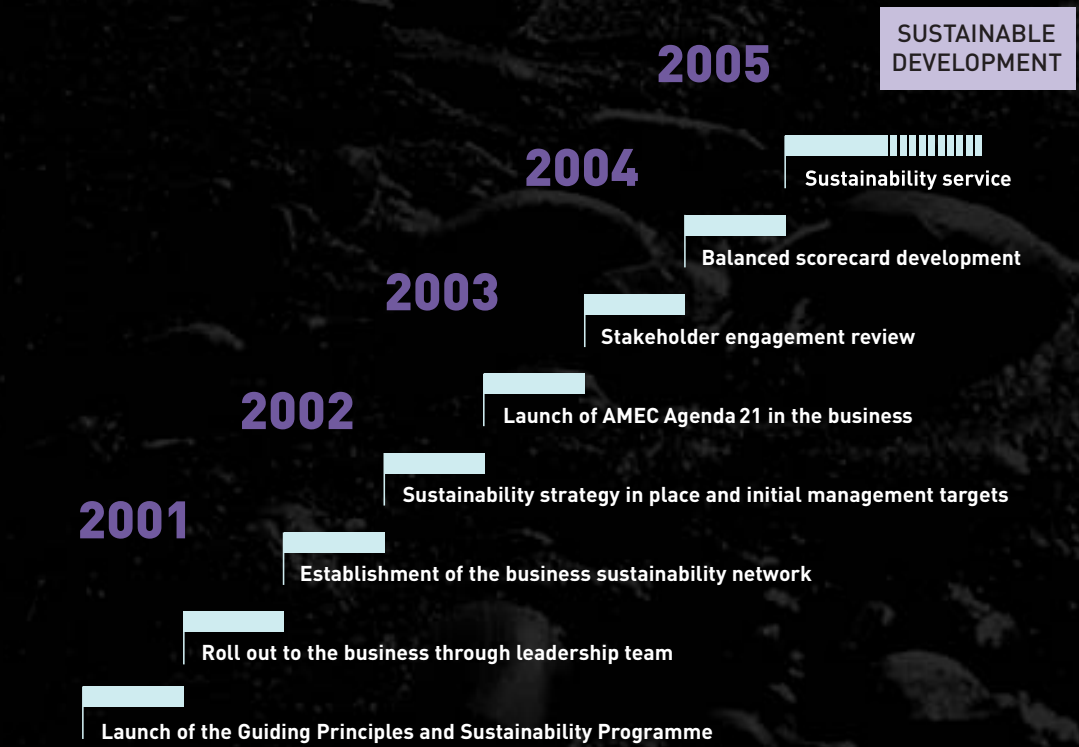
## Sustainability stakeholder research continued

The chart below shows our progress so far in embedding sustainability in AMEC.

The research also suggested we need to improve external and internal communication about sustainability. Over the last three years, we have promoted

sustainability internally in a range of ways including detailed briefings, conferences and forums, and the implementation of a network of sustainability representatives across the company. Our businesses have started to integrate sustainability training,

### Embedding sustainability





communication and objective-setting into their management approach and have cascaded this to employees using a range of approaches, from in-house training courses to informal competitions. However, we acknowledge that there is still a long way to go before sustainability is fully understood and ingrained.

This year, sustainability will be one of the main pillars of *Shaping AMEC*, a wider culture and behaviour change programme in our company. This programme follows the launch of the new vision and brand and is designed to ensure we live up to them – and working in a sustainable way is one of its five objectives. We will continue to drive communication and implementation of sustainability throughout AMEC.

During 2005, we also want to do more to respond to customers' calls for more information from us. We have set up a group that will look at providing more information on the services we offer in this area and have produced a sustainability services brochure to go alongside this report.

Finally, we will be changing the distribution of this report. As the research has shown us that employees and customers want to see it, we have geared it to them and for the first time will be mailing it to them instead of just sending it out with the annual report (which investors receive) and putting it on our website.

AMEC has been working on *Shaping AMEC*, the development of a cultural and behavioural programme