

Shaping the Future: Our Guiding Principles

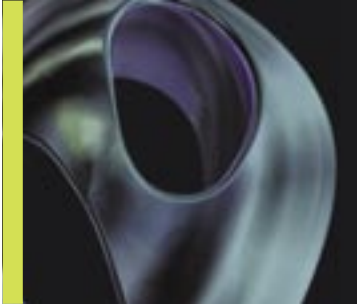


AMEC today is a company of around 45 thousand employees, operating around the world, working in diverse cultures and different markets, serving many thousands of customers with varied needs.

What do we want to achieve, today and in the longer term?
How should we go about our work?

Our Guiding Principles aims to answer those questions and to show how we can all help to fulfil the company's vision and purpose and its wider social responsibilities.

Context: Our vision and purpose



As AMEC employees, we can help to fulfil the vision, or ambition, of the company, which drives our strategy and gives us a sense of what we want to achieve in the long-term.

A company's vision is its long-term ambition or goal. It expresses what a company wants to achieve, the kind of work it wants to do and the kind of company it wants to be.

AMEC's vision is Shaping the Future. Our ambition is to shape businesses, lives and the landscape in a positive way.

We can do this by continuing and extending our important work of designing, delivering and supporting the infrastructure assets of the future – from schools and hospitals, transport systems, energy assets to industrial plants and commercial facilities. We can harness new technology and the skills of our people to make a difference.

Shaping the Future also expresses an approach to our work. In all we do, we want to play an active and creative role, looking ahead and taking action to contribute to the future of our customers, employees and other stakeholders.

As employees, we must also help fulfil our company's primary purpose as a public company: to deliver value to our shareholders. This is the reason that we exist and are in business. Our company is owned by our shareholders, and if we do not meet their expectations, they will choose to invest their money elsewhere. Whatever other responsibilities we have, we have to deliver profits that grow every year.

Our Guiding Principles are here to help us deliver this vision and purpose.



Our Guiding Principles

Our behaviour is important in securing and keeping trust – the foundation stone of our company.

The ten principles overleaf govern the way we behave in AMEC. Following them will ensure we remain a respected company, delivering not just growing profits but securing relationships for the long-term.



Protecting and respecting the environment, our people and the community

We want to assure our company's future as an integral part of the many communities, local and global, in which it works. As we deliver profits for our shareholders, therefore, we must also respect the concerns and rights of our people, our customers and business partners, the wider community and the environment. Without the trust and support of others, from fellow workers to the wider community, we risk losing the right or ability to do our job in the future.



■ Ethical conduct

We aim to be reliable, trustworthy and fair in all we do. We meet or exceed applicable legal standards, honour our contractual commitments and avoid conflicts of interest. We keep company data accurate, confidential and secure and avoid corrupt behaviour of any kind. We communicate in an open and transparent way, internally and externally.

■ Environment

We strive to protect and improve the environment wherever we can, minimising harm. We choose and promote effective environmental management systems and practices wherever possible. We are committed to continuous improvement of our environmental performance.

■ Health and safety

We strive to protect and support our employees and anyone working with us or affected by our activities. We promote and implement effective health and safety management systems and working practices. We are committed to continuous improvement of our health and safety performance.

■ Employment

We offer our employees equal opportunities to develop their potential at work, encouraging them to expand their skills and experience and advance their careers. We respect our people's individual rights and privacy, treating as confidential, data we may hold concerning them and offering them fair procedures for resolving issues. We consult employees, either individually or through legitimate representative organisations, on matters that affect them.

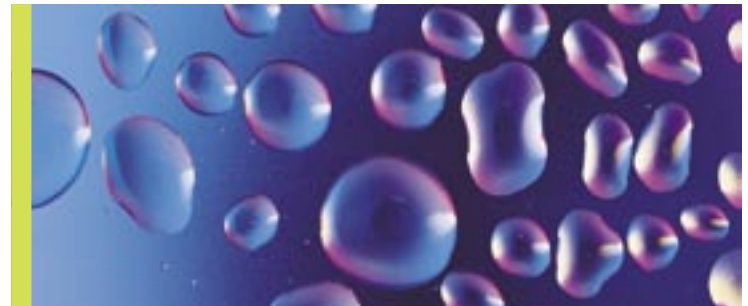


■ Diversity

We make the most of the diverse backgrounds of employees within our global company, consciously developing and using individuals' local and cultural knowledge and experience to do the best job possible, wherever in the world we operate.

■ Community

We respect the many different cultures of the communities in which we live and work and the human rights and dignity of their people. We consult them when our activities affect them and seek to invest in their future, bringing them economic and social benefits.





Protecting and growing the future of our company

We must also protect our business – for shareholders and the many others that depend on us for their livelihood. This means not just safeguarding our franchise to operate, but investing in the future and actively seeking opportunities for growth.

■ Training and investment

We train and develop our people and invest in the future of our company. We share knowledge and best practice across the company.

■ Risk management

We strive to identify and manage all risks that might threaten the future of our company.

■ Accountability

As individuals, we take full responsibility for our own performance and decisions. We take action to address problems or failures quickly and we seek entrepreneurial ways to generate performance and growth.

■ Customer service

We remember to look outwards to our customers and the businesses with which we work, seeing things from their point of view. We do not just respond to their suggestions, but are proactive, anticipating their needs. We are creative and innovative in our approach, so that we do not just meet but also exceed the expectations of customers and others with whom we work.



If you are aware of any breaches of the Guiding Principles, please alert your line manager or contact the ethics hotline:

UK: +44 800 032 2341
ethicsuk@amec.com

Americas: +1 866-411-AMEC
ethics@amec.com



Published by Corporate Communications

For additional copies, please contact Corporate Communications

Email corpcommunications@amec.com

Telephone +44 (0)20 7634 0090

June 2005