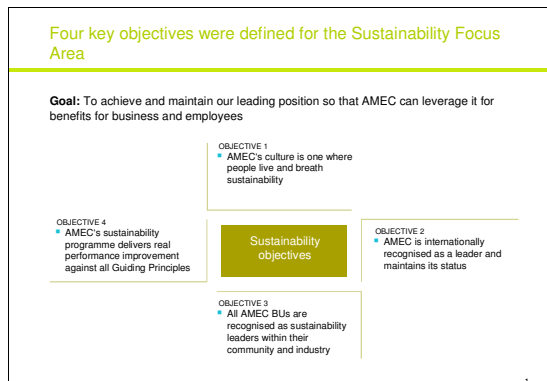


Sustainability Operational Excellence

Sustainability has been identified as an important area for AMEC's future - one where the company should seek to achieve and maintain Operational Excellence.

Since business does not operate in a vacuum, our activities inevitably lead to social, environmental and economic consequences, and we have to ensure that AMEC systems can identify these consequences and manage them in a responsible way.

AMEC's Operational Excellence Steering Committee, comprised of AMEC's Senior Management Team, identified a sustainability goal to be achieved. This goal was further developed at the AMEC senior managers Global Conference through a series of workshops. The workshops identified four sustainability objectives aligned to the goal.



In November, with the support of an executive sponsor, Roger Jinks, President of AMEC's Earth and Environmental business, a sustainability workshop was convened. Members of the workshop were nominated by senior managers from

each division of the business and included the existing sustainability champions which existed prior to Operational Excellence. The objective of the workshop was to identify the objectives, as well as review our current practice and performance and then use this information to develop four interlinked action areas:

- Sustainability performance matrix - at present, the level of awareness in relation to sustainability is still too low. Recent studies confirm that our people do not have a clear view of what sustainability means to AMEC. There is a significant opportunity to engage with all AMEC personal to improve awareness and performance. The sustainability performance matrix will be designed to engage AMEC people in all offices and unite them behind simple, practical sustainability actions. Through engagement, we can raise awareness, improve understanding and leverage benefits for AMEC with simple actions such as reducing the volume of paper waste and getting involved with a strategic charity day.
- Employee engagement programme - building awareness and developing a workforce with the knowledge and understanding to apply sustainability thinking to everyday tasks required us to focus attention on the provision of high-quality knowledge sharing opportunities. Providing on-demand learning opportunities and integrating consistent, high quality messaging into existing programmes will improve the

understanding of sustainability and ensure consistent branding and messaging across the organisation. Sharing and transferring knowledge between employees is the basis for changing the culture within AMEC.

- External engagement - this area is dedicated to raising the profile of AMEC's sustainability services and performance, bringing together our divisions and providing our teams with high-quality sustainability marketing material that meets the needs of our clients.
- Low Carbon management - to address these issues, we need to stay ahead of regulation by concentrating on reducing carbon emission from energy and transport. Being more efficient in our use of energy and choice and type of transport, we have the opportunity to increase our profit by spending less on overheads. This area will be devoted to developing and implementing a low carbon strategy for AMEC, providing tools, gathering best practice, and ensuring our policies are 'carbon-proofed'.