



AMEC



Mike Straughen initially worked as a construction engineer in the oil and gas sector. He has held various posts since first joining Amec in 1976 and took on health and safety responsibilities for UK operations following restructuring in 2002. He retained these responsibilities when appointed Chief Operating Officer in April 2005.

DRIVERS FOR LEADERSHIP

Mike became closely involved in oil industry health and safety initiatives after the death of nine colleagues in a helicopter crash in 1992. He was Vice Chairman of the oil industry 'Step Change' safety initiative for 3 years. He is committed to achieving the same high standards in all parts of the business and draws on his oil and gas experience to provide leadership across all the sectors in which AMEC works in further reducing the number of fatal and serious accidents. A commitment to continuous improvement in health and safety is one of AMEC's guiding principles.

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|  | No. of employees | 13,000 UK (44,000 worldwide) |
|  | Business Sector | Support services |
|  | Business Activities | Design, delivery and support of process, energy and infrastructure assets |
|  | Location | UK and worldwide |

“Mike has always been a proactive leader in the safety field and has demonstrated his commitment both by example and through encouragement to others. He puts safety first and takes on board any ideas for safety improvements.”

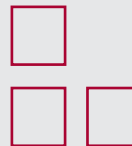
John Moss, MD of Design and Project Services

VALUE OF LEADERSHIP

- We have a single point of focus which provides consistency across the business
- Increased credibility of health and safety initiatives
- A role model for taking ownership and personal responsibility for health and safety leading to a culture change in the organisation
- Health and safety is integrated into the business process
- We can attract better clients and attract and retain high quality employees



Mike Straughen



BENEFITS OF LEADERSHIP

- We have reduced our exposure to risks by better managing potential risks
- Lost Time Incident Frequency Rate (LTIFR) has improved by 40% since 2002 and Total Recordable Case Frequency Rate (TRCFR) has improved by over 50%
- Someone has an overview of what is going on which enables us to share best practice across the business sectors
- 49% decrease in sickness absence from 2003 to 2004

Rolling 12 Month Frequency Rates





MIKE'S MESSAGE TO OTHER DIRECTORS IS...

Good safety is paramount to a business and a fundamental cornerstone of success. Directors can have a significant influence on outcomes when they lead by example and it is essential that they 'walk the talk'.

HOW WERE ARRANGEMENTS DEVELOPED?

In 2002 the separate AMEC businesses in the UK were brought together to form a single limited company which could provide a streamlined, efficient and consistent service for clients and share skills, knowledge and resources.

Mike was Deputy CEO with responsibility for health and safety in the original structure. When Mike was appointed Chief Operating Officer in April 2005 the COO role replaced the previous CEO role and he retained responsibility for health and safety. The Works Council input views from staff and unions.

CURRENT BOARD ARRANGEMENTS

Mike is COO of AMEC UK Operations and sits on the Executive Committee which includes the finance, commercial and business development heads and the MDs of all the 5 business streams. Each business stream has its own management team. Mike carries out quarterly and annual reviews of the SHE performance of each of these business streams.

He has responsibility for health and safety across the UK operations and also sits on the board of AMEC Nuclear Holdings.

WHAT WAS DONE?

Mike introduced an annual 'climate survey' to determine where each business stream is on health and safety performance and assess the opportunity for improvement. Performance is measured against company wide SHE performance standards which set out the AMEC 'vision for SHE excellence'. Each business stream develops its own improvement plan but Mike approves these to ensure that they all move towards the same vision.

Workforce training and engagement schemes (eg Safety Watch, VOICE) have been rolled out.

DIRECTOR'S ENGAGEMENT

To raise awareness and personal responsibility for health and safety Mike initiated a scheme whereby all management have their

own individual Personal Safety Plan. He has championed an occupational health surveillance programme which is being rolled out across the company.

Mike regularly visits sites and checks that safety management systems are working for the workforce 'on the ground'.

The Works Council provide Mike with feedback on workforce and union views and perceptions on company health and safety issues.



WHAT DOES THE DIRECTOR DO?

"Mike always makes time for SHE related issues irrespective of the business environment or other commitments. He recognises and acknowledges positive achievement, always asking about the next SHE improvement. This, to me, demonstrates his passion for SHE excellence."

Dave Winskill, Operations Director, AMEC Industrial Division

Mike is committed to continuous improvement and monitors incidents, sickness and enforcement to ensure that appropriate improvement action is taken and lessons are learned across the company

Mike ensures that best practice is identified and shared across the business

Presents at the AMEC SHE conference which is held every 2 years

Health and safety is at the top of the agenda at monthly board meetings

Has a personal safety plan, covering work and home, which is publicly displayed