

CSR case studies



**AMEC**

'Low Carb'(on) Diet...

An organisational approach to behaviour change in Carbon Management

● **The company**

AMEC plc is a FTSE100 company in the oil equipment and services sector supplying services to the oil and gas production and nuclear industries. As a multinational, AMEC employs over 22,000 employees in more than 30 countries.

AMEC's approach to sustainability acknowledges the critical role of balancing economic, social and environmental issues in its decision making processes for long-term business success. Within this approach the company also highlights the integration of stakeholder engagement, values, guiding principles, standards and guidelines as imperative to its overall sustainability.

As one of the three areas of its sustainability strategy, AMEC has committed to company wide low-carbon management through the Operational Excellence programme. With the commitment of the company's Chief Executive, AMEC has set a long term target to "reduc[ing] AMEC's CO<sub>2</sub> emissions by 60% by 2050 based on 2008 levels"<sup>1</sup>.

Owing to the nature of the business, AMEC aims to be seen as a frontrunner and innovative leader in the field of sustainability in

the oil and gas sector, hoping to inspire others in the industry to follow its lead.

● **The drivers**

The most significant drivers of the programme are the short, medium and long term effects of climate change including imminent regulatory impacts. In addition, the company's organisational values require it to meet the needs and expectations of its employees, shareholders, clients, customers and other stakeholders.

*Of over 22,000 employees, more than half participated in an employee survey; 84% indicating that AMEC's approach to carbon management was vital to the success of the business.<sup>2</sup>*

● **Taking action**

In 2008, AMEC conducted the development stage of its low carbon management programme and identified its key emission target sources using the Greenhouse Gas Protocol Guidelines as well as ISO 14064(1). It concentrated on three areas of scope: gas and oil consumption, company fleet vehicles; electricity consumption; and travel.

1

<http://www.amec.com/file.axd?pointerid=c5806c67a59f442cbebfdd2ca3976c00&versionid=abe35083f2c24a38ac5507bc87b70210>

2

<http://www.amec.com/file.axd?pointerid=c5806c67a59f442cbebfdd2ca3976c00&versionid=abe35083f2c24a38ac5507bc87b70210>

The next step was to benchmark the company's carbon emissions level which was conducted by an external third party, through a bespoke, online tool which measured the carbon footprint of the entire company and formed the basis of a series of milestone targets for the company as a whole, and its regional offices.

As part of the implementation phase of the low carbon management programme in 2009, the programme was broken down to calculate the carbon footprints of regional offices and was expressed in two forms: CO<sub>2</sub> and cost. The latter was not only to demonstrate areas where regions were producing the highest levels of CO<sub>2</sub>, but also to express the potential savings regions could make.

The regional approach of the 'Low Carbon Diet' aims to ensure that the aggregate target of a 60% reduction of CO<sub>2</sub> consumption against 2008 levels is reached by tailoring the reduction strategies and actions so they are relevant and achievable in each area. For example, in some regions infrastructure poses barriers to travel strategies; in others scepticism and attitude mean that day-to-day individual actions may not be as effective.

With strong backing from the Chief Executive, and the long term vision of AMEC, the Low Carbon Diet programme has been communicated to all levels of staff. There are office handbooks, individual handbooks, online tools, and company wide reporting to raise the awareness and buy-in of internal and external stakeholders.

In order to ensure a company-wide programme, communication has been key. The strategy not only concentrated on disseminating information but making sure it was relevant to each location, therefore increasing the levels of take up at all levels. It was also important to ensure the information, targets and action strategies were accessible

to all levels of the company and its supply chain.

#### ● Why is it CSR?

AMEC's Operating Excellence programme for low carbon management has surpassed the environmental sphere in which it is traditionally placed, and has identified social, ethical and economic benefits of lowering carbon emissions from the company's operations.

This approach responds to the business responsibility element of CSR; companies taking on the challenge of planning, operating, and behaving sustainably.

#### ● What next?

AMEC is in the implementation stages of the programme, and therefore recognises that time is needed to see the effects of its efforts. Broadly speaking, its measures of success are to see the values and behaviours becoming embedded at the regional scale. It wants to see company wide targets achieved, but also local solutions being identified and developed and all staff, at all levels, taking ownership and responsibility for the programme.

#### **Contact us:**

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For further information, please contact Article 13 on 020 8840 4450 or visit [www.article13.com](http://www.article13.com).

For more information on AMEC's sustainability programme, please contact Linzie Forrester on [linzie.forrester@amec.com](mailto:linzie.forrester@amec.com).