

A large, abstract graphic composed of several overlapping white lines that form a complex, organic shape, resembling a stylized letter 'E' or a series of nested curves. It is positioned on the left side of the slide, partially overlapping the text area.

Emergent Risks Practical experience



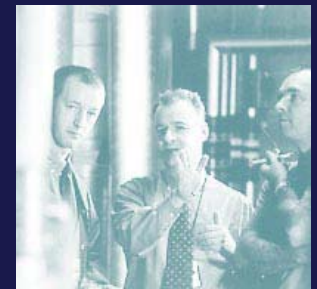
1. About AMEC
2. Contractual Considerations
3. Emergent Risk examples



AMEC

A provider of services and engineering solutions to the world's infrastructure, manufacturing and process industries

Creating value for clients through the application of knowledge, innovation and technology and the use of alliances and innovative partnerships





An International Company

- Significant operations in North America, United Kingdom, France and Asia
 - Combination of AMEC, SPIE and AGRA
 - 50,000 people in more than 40 countries
 - Turnover over US\$ 8 billion* (£5.3 billion)
- Number one international design firm (ENR Magazine, June 2000)



Major World Locations



Delivering global solutions and providing local service, by understanding and anticipating our customers' needs



Markets

AMEC's core client sectors include

PharmaChem

Consumer Products

Forest Products

Infrastructure
and Transportation

Utilities

Energy

Commercial

Mining

Public Sector

Speciality Markets



Contractual Considerations

- Risk Vs reward
- Risk Allocation
- Stakeholders
- JVs

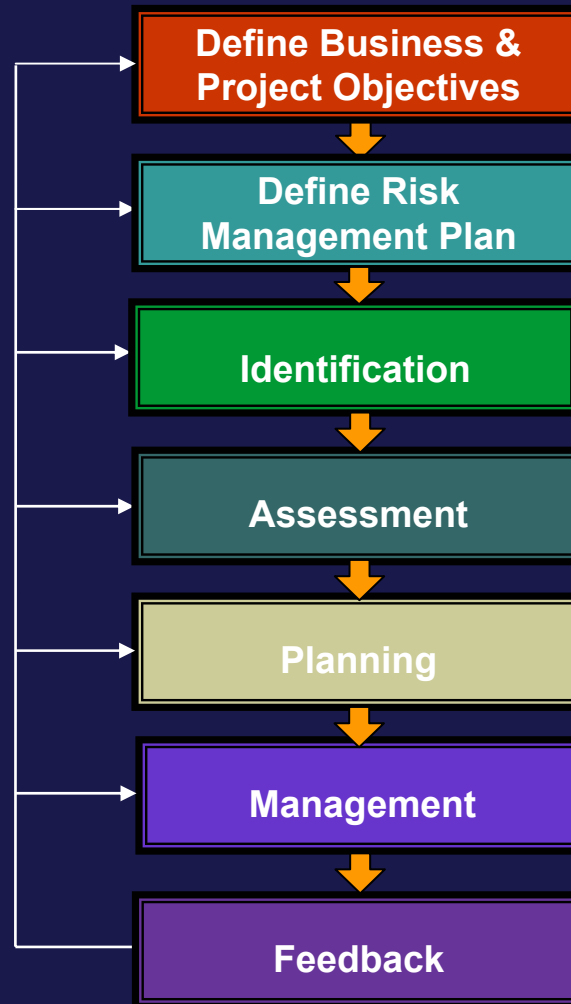


Basic Response Strategies For Threats

- Avoid
 - Eliminate uncertainty
- Transfer
 - Transfer liability/ownership (financial)
- Manage / Mitigate
 - Reduce to “acceptable”
 - Accept and manage residual



Tools used



“The 7 Steps”



Risk Categories

- Used for:
 - Prompts
 - Check lists
 - Mind Maps



Practical Examples

- Impact of 9/11
- Organised crime
- Politics / change of policy
- Chemical biological
- Hazardous materials
- Protestor action



Emergent Risks

- Slim chance of occurrence
- But it did greatly effect us!

- Not always in a Negative way