

“ Alinion had us up and running in 16 countries in 12 weeks. I would realistically estimate that the payback is less than a year based just on hours saved alone.”

-Peter D. Rose
VP Internal Audit and Chief
Compliance Officer



Reference

Peter D. Rose, Vice President,
Internal Audit and Chief Corporate
Compliance Officer

Company Profile

Foster Wheeler Ltd. (Foster Wheeler) is a leading global engineering and construction contractor and power equipment supplier. Foster Wheeler has an impressive corporate history having been in business for more than 100 years and today has operations in more than 25 countries. Foster Wheeler has over 9,500 highly skilled professionals worldwide.

Key Statistics

- Cradle-to-grave SOX compliance management.
- Implemented in 16 countries & 20 offices in 12 weeks.
- 330 processes defined and operated.
- Over 6,000 tests supporting control assessments.
- 15,000 controls under active management.



Alinion Success Stories

Foster Wheeler Ltd.

Foster Wheeler's SOX Goals

Foster Wheeler, when faced with the challenge of meeting the requirements of the Sarbanes-Oxley (SOX) Act, chose an available spreadsheet-based system to capture their documented assessment of internal controls over financial reporting. The system chosen was viewed as an interim automation solution giving Foster Wheeler the opportunity to survey the market in search of a comprehensive solution. Key challenges were to find a solution that: (1) could solve the day to day management of SOX activities worldwide in a comprehensive way, without having to paste together spreadsheets and emails; (2) the Compliance Officers in its major countries of operation would buy into; (3) would provide a very efficient, historical audit trail for management and their outside auditors; (4) was flexible enough to provide future add-on capability to handle other regulatory and operation compliance mandates worldwide; (5) was available worldwide directly through the Internet to provide user-friendly connectivity without requiring IT resources; and (6) provide both local command and control capability allowing for local customization, while still maintaining effective real-time oversight of processes and controls at corporate headquarters.

Software Selection

Foster Wheeler was aware that other leading engineering firms were trying to find a permanent software system to help comply with SOX. The solution that seemed to answer all of Foster Wheeler's requirements turned out to be Alinion Sentinel.

The Project Strategy

There were five major phases to the Sentinel implementation and training project.

- **Phase One was to gather all of the worldwide data in the existing system and import it into Alinion Sentinel.**
- **Phase Two was to customize the data within Sentinel by loading organization charts, roles, logins and passwords, and key libraries such as control objectives, control activities, control groups, control tests, assertions, significant accounts, risks, and key documents.**
- **Phase Three was to conduct training. The initial training was conducted for two days at Foster Wheeler's global operational headquarters in Clinton, NJ. International training of Compliance Officers was held for two days in London, England. Peter Kuchler, Director of Corporate Compliance, then conducted training throughout Europe and the Far East.**



- Phase Four was to “go live” using Sentinel to complete the first quarter self-assessments in March, 2006.
- Phase Five is conducting SOX testing for 2006, monitoring and controlling the process using the live Sentinel system.

Outcome

Alinion Sentinel has significantly enhanced the efficiency of Foster Wheeler’s global Sarbanes-Oxley compliance program. All assignments, documentation, reporting and assessments are managed and monitored through Sentinel. Foster Wheeler no longer has to paste together spreadsheets and emails in order to manage its SOX requirements. The evidence of compliance is gathered concurrently as people do their work. Rose says that “With Sentinel, the people using the system are alerted to their assigned tasks from email sent directly from Alinion with one click links to their assignments. They can easily view all their assigned tasks right on their desktop. They are not bogged down with emails, extraneous and unproductive paperwork or maintenance of action item lists. Productivity has improved.”

Foster Wheeler and Alinion focused initial global implementation on training the international Compliance Officers to obtain their buy-in of the benefits of the Sentinel solution. “The hands-on training demonstrated how easy Sentinel was to use and the powerful control and management tools it provided each operating unit. The other key selling point to local personnel was that we would

not lose the tremendous amount of work that had already been completed in 2004 and 2005.”

Foster Wheeler now has a very efficient, historic audit trail for their SOX compliance program. Alinion Sentinel is a system of record, documenting the entire SOX compliance program. Rose says that “Our external auditors can see everything, including attached work papers, in one place, giving us significant savings in time and effort.”

“Because of the user friendliness, we were able to get it installed and rolled out quickly. If something suddenly changes and we need to start assessing and testing, I can make the changes and be up and running in less than a day.”

Finding a solution that was available as a service over the Internet has not only eliminated demands on the IT Department, but “Because of the user friendliness, we were able to get it installed and rolled out quickly. If something suddenly changes and we need to start assessing and testing, I can make the changes and be up and running in less than a day.”

Foster Wheeler now has “Command and Control” capability. Rose says that Sentinel has “Brought efficiency into our compliance efforts by optimizing the assessment process and testing process on a location by location basis. Before Sentinel,

I had operating units worldwide tailoring the testing programs and we did not have effective real-time control, all of which was inefficient. Sentinel has positive two-way communication. I really enjoy the one source of information and cradle – to – grave tracking, especially at year-end.” The bottom line is that Foster Wheeler achieved a successful implementation of Sentinel in a very short time, and is now enjoying a user-friendly, integrated management tool providing a worldwide single source for SOX control assessment and documentation. “I would realistically estimate that the payback is less than a year based just on hours saved alone.”

About Alinion

Alinion is a leading provider of software solutions for regulatory and operations compliance. Alinion’s patent pending approach leads to fast, low cost global implementations. Its flagship product, Alinion Sentinel, replaces spreadsheets, email and brute manpower with a web based Internet service. Sentinel can be implemented globally in a few weeks, providing a command and control solution that captures and analyzes compliance data.

To learn how Alinion Sentinel can help your company achieve its Regulatory and Operations Compliance, please contact us at:
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