



# 2019

## Corporate Responsibility Performance Report

# Environmental Social Governance metrics in 2019

## Our People



**57,831**  
Employees



**51**  
Countries where we operate



**26%**  
Senior executives are women



**4**  
Non-executive Board members are women



**0.14\***  
Total Recordable Case Frequency Rate

## Our Community Contributions



**AUD\$1.62m\***  
Community contributions by operations, our people and fundraising



**13,800+\***  
Volunteer hours by personnel



**50+**  
Projects have received Worley Foundation funding since 2013



**6,000+\***  
Employees involved in corporate responsibility and diversity inclusion activities



**AUD\$429m\***  
Approximate total paid in effective tax payments (FY2018)

## Environment



**1,350**  
New Energy projects



**24%\***  
Reduction in total carbon dioxide equivalent emissions<sup>1</sup>

## Transparency



**10**  
Number of years reporting to Carbon Disclosure Project



**7**  
Number of years reporting to GRI Standards

## Ethics



**40,000+**  
Contractors, employees and partners received Code of Conduct training



**51**  
Countries where our ethics helpline is available to our people

1. CDP response June 2019, covering data from FY2018

\*Figures are representative of heritage WorleyParsons business only



In this report

## ABOUT US

We support our customers and suppliers to deliver sustained economic, social and environmental progress via their projects, and our people to deliver community-based initiatives and education programs that make a real difference.

Environmental | Social | Governance



This Corporate Responsibility Performance Report has been written for our investors, communities and customers to celebrate the successes of our people and the Company in progressing corporate responsibility.

# About this report

This report covers the period 1 July 2018 to 30 June 2019 (FY2019). Worley reports its corporate responsibility performance using a variety of channels including this report, the Environment, Social and Governance (ESG) section of the 2019 Annual Report and corporate responsibility information on our [Company website](#). Information in this report is aligned to the United Nations Global Compact Communication on Progress and the GRI sustainability reporting guidelines.

Our 2019 Corporate Responsibility Performance Report is prepared in accordance with the Global Reporting Initiative Standards Framework and the content is rated as 'Comprehensive'. This report contains all the generic disclosures on management approach and indicators of each identified material aspect. The full GRI Content Index is provided from [page 47](#).

Worley releases its corporate responsibility reports annually according to the financial year (1 July to 30 June). Last year's Corporate Responsibility Performance Report for the period from 1 July 2017 to 30 June 2018 was released in August 2018.

[Definitions and clarifications](#) are provided for the corporate responsibility indicators. References to dollars (\$) in this report are Australian dollars unless otherwise stated.

The Corporate Responsibility Performance Report is approved by the Chief Executive Officer of Worley.

A list of significant entities comprising Worley can be found in the [2019 Annual Report](#).

Selected corporate responsibility performance data in our 2019 Annual Report and 2019 Corporate Responsibility Performance Report was provided limited assurance by Ernst & Young. During the assurance process, a number of recommendations were incorporated to improve the reporting process with embedded controls and other enhancements. The extent of this assurance activity is described in the [Independent Limited Assurance Report](#).

All references in this report to 'Worley', 'Group', 'we', 'our', 'us', 'heritage WorleyParsons', 'heritage Jacobs Energy, Chemicals and Resources Division' or 'Company' are references to WorleyParsons Limited and each of its controlled entities.



## Global reporting commitments

Since 2012, we have disclosed our performance with an integrated reporting process aligned to leading international reporting standards. This year, we succeeded in delivering ESG-related reporting for:

**United Nations Global Compact (UNGC)** Worley supports the 10 principles of the Global Compact (GC) with respect to human rights, labor, environment and anti-corruption. We are committed to making the GC and its principles part of the strategy, culture and day-to-day operations of our Company and to engage in collaborative projects which advance the broader development goals of the United Nations (UN).

**United Nations Sustainable Development Goals (UN SDGs)** The UN developed 17 Sustainable Development Goals (SDGs) with the aim to eradicate all forms of poverty by 2030. Worley continues to embrace the goals, and measure the impact, on our own activities as well as those of our customers.

**Global Reporting Initiative (GRI)** We align our corporate responsibility reporting process with the internationally-recognized GRI sustainability reporting framework.

**Carbon Disclosure Project (CDP)** Worley has participated in the CDP since 2009. CDP is an international not-for-profit organization providing a global system for companies and cities to measure, disclose, manage and share vital environmental information.

**Workplace Gender Equality Report** Worley complies with all mandatory diversity reporting requirements. In accordance with the Australian Workplace Gender Equality Act 2012, relevant entities within Worley have submitted [Workplace Gender Equality Reports](#) for the reporting period. In the UK, we report on the required data under the obligations of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. These reports are available on our Company website.





A message from  
our CEO

## Andrew Wood

We have a passion to be a partner in delivering sustained economic, social and environmental progress; from making a contribution within our communities across the globe to delivering customer projects that make a positive impact in the communities in which we operate. We are genuinely excited to help and witness the results. Thank you to everyone who has put their passion into action. I hope you enjoy reading about a small sample of projects delivered by our amazing people.

It seems that each year I comment on the dynamic nature of the Worley business and this year is no exception. In April 2019, WorleyParsons and Jacobs Energy, Chemicals and Resources business (ECR), two global leaders in engineering, technical and professional services, came together under our new brand, Worley. Our people have embraced the change and approached the new organization with curiosity and excitement to discover new ways of doing things.

The industries we serve are also going through substantial change and we continue to support our customers as they navigate the energy transition that is underway.

### **Safety performance**

Our focus on safety is unwavering and both of our heritage organizations have brought strong safety cultures that will underpin our shared vision for safety as Worley moves forward. Recently, we have begun incorporating the principles of human performance, in line with our customers and the industries we serve.

### **Diversity performance**

It's been a tremendous time of change for Worley, with nearly 60,000 people now working collaboratively to share their diverse ideas to lead change in our industry and for our customers. Our employee network groups will be an important part of building on this collaboration and inclusion across all our locations.

### **Volunteering performance**

The Worley corporate responsibility champions are the heart and soul of Worley's local corporate responsibility activities. Developing our local communities via skills transfer, education, local employment and enterprise development supports our objective of long-term positive social impact in the communities in which we work and, in turn, supports progress towards the UN SDGs. Our people get involved in a wide range of activities, from pro bono engineering, to fundraising and helping disadvantaged groups in the community. I am particularly proud of the work we do around science, technology, engineering and mathematics (STEM) education to foster the development of the next generations of the world's problem solvers.

### **Environmental performance**

Our Climate Change Working Group (CCWG) has continued working towards relevant disclosures consistent with the recommendations of the Task force on Climate-related Financial Disclosures (TCFD). During the period, we completed a risk and opportunity assessment to identify the transitional exposure of the business and the physical risks posed to our people and assets, and will refine this work in light of the significant recent changes to the Company prior to commencing scenario analysis. Importantly, we will continue to support our customers navigate the energy transition required in order to achieve the goals of the Paris Climate Agreement.

### **Transparency with and disclosure to our people**

Open, honest and transparent communications were a hallmark of internal communications before, during and after the merger of ECR with WorleyParsons. Over 85 town hall meetings were held across the world in the first week of the new Worley. On Day 1 of Worley, our leadership teams across the world were meeting and greeting our people at all sites, giving the opportunity for discussion and feedback. As part of the first 100 days of the new organization we had a month long campaign to raise the profile of our flagship corporate responsibility and sustainability programs, and to mobilize our people to get involved.

Worley continues in its 10th year as a committed signatory to the principles of the UNGC and supports the timetable of the 2030 UN SDGs and the aims of the Paris Climate Agreement. We will continue to support our customers and suppliers to deliver sustained economic, social and environmental progress via their projects, and our people to deliver community based initiatives and education programs that make a real difference. We will also continue to report our performance transparently and to communicate how and where we are supporting the UN SDGs and a lower carbon world, as highlighted throughout this report.

# Who and where are we

WorleyParsons Limited is listed on the Australian Securities Exchange (ASX). It is subject to Australian disclosure requirements and standards, including the requirements of the Corporations Act 2001 and the ASX Listing Rules. Worley's corporate headquarters is located in Sydney, Australia. We are a pre-eminent global provider of professional project and asset services to the energy, chemicals and resources sectors. Worley employs almost 60,000 people globally across 51 countries.

## Worley headquarters

WorleyParsons Limited | ABN 17 096 090 158  
Level 15, 141 Walker Street, North Sydney NSW 2060,  
Australia  
Phone: +61 2 8923 6866

In April 2019, WorleyParsons and ECR, two global leaders in engineering, technical and professional services, came together as a new brand – Worley. Our customers now have access to a wide network of highly capable people around the world to help them meet the world's changing energy, chemicals and resources needs.

We cover the full project life cycle, from guiding our customers with pioneering projects, to finding innovative ways of sustaining and enhancing their existing assets. Our comprehensive geographic presence enables us to leverage global expertise and deliver innovative solutions locally, to meet our customers' needs.

Through our management framework, we establish corporate expectations for Zero Harm to people, assets and no environmental incidents, delivering predictable, consistent outcomes across the business. This framework underpins all our business activities and starts with personal commitment from all our people.

This report covers all Worley's locations as listed on our [global presence web page](#) unless otherwise stated. Information on our business focus and financial performance can be found in the [2019 Annual Report](#).



# Our approach

Worley is committed to corporate responsibility and sustainability, meaning we are committed to making a positive impact in the communities in which we operate.

As a signatory to the world's largest corporate sustainability initiative – the United Nations Global Compact – Worley supports its human rights, labor, environment and anti-corruption principles, as well as the 2030 timetable of the UN SDGs and the aims of the Paris Climate Agreement.

We recognize that climate change will have implications for the industries we serve, and together with our customers and industry partners, we can help drive solutions for a lower carbon world. We are committed to being part of the solution by the way we do business and with support from our flagship corporate responsibility initiatives:

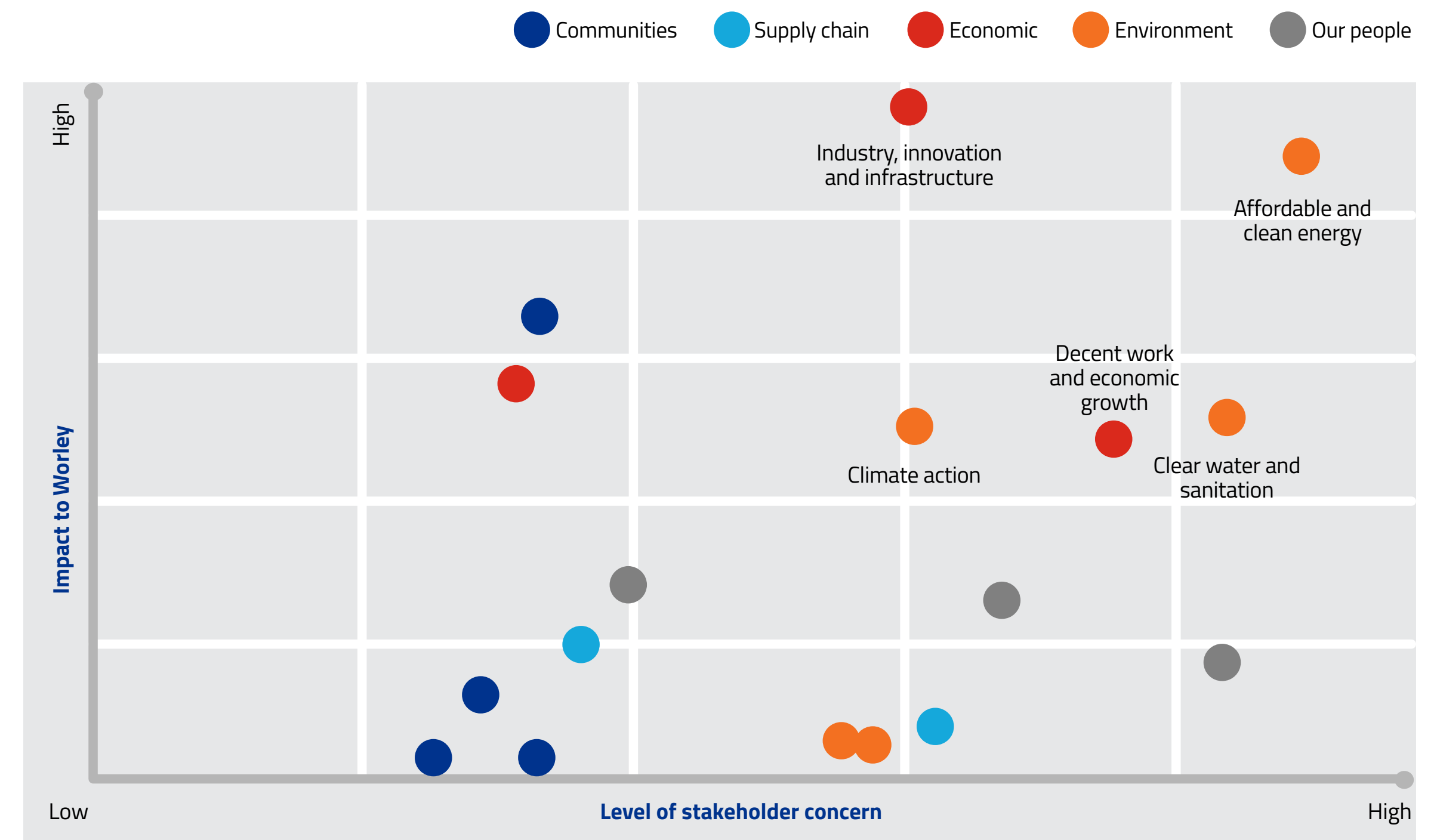
## Worley Foundation

Our vehicle for direct corporate investment, fundraising and volunteering to support high-impact, strategic community projects.

## EcoNomics™

Our approach to delivering profitable sustainability for our customers in everything we do.

Our 2018 corporate responsibility materiality review identified which UN SDGs were important to our stakeholders. In the short to medium term we are focused on the top five SDGs (highlighted opposite) from our materiality matrix. As we continue our journey of positive social, economic and environmental impact we will further integrate the UN SDGs into our sustainability strategies, our impact measurement and our target setting as we review and update our corporate responsibility and sustainability approach as a leader in our sectors.



## SUSTAINABLE DEVELOPMENT GOALS



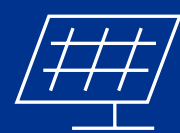
# ENVIRONMENTAL

We recognize that climate change will have significant implications for the industries we serve. Together with our customers and industry partners, we use the principles of EcoNomics™ and the UN Sustainable Development Goals to help drive solutions for a lower carbon world. We are committed to being part of the solution, to reducing our own emissions intensity and protecting our people and assets from the physical impacts of climate change.



A message from our  
Group Director -  
Energy Transition

# Tony Frencham



**1,350**

New Energy projects



**24%**

Carbon emissions reductions  
(tonnes CO<sub>2</sub>-e) since 2016



**10**

Number of years reporting to  
Carbon Disclosure Project

Industry, governments and society have taken a range of considered actions on climate change. It was impossible not to notice the #SchoolStrikeForClimate social movement, and also the governments setting firm legislative targets, particularly in Europe. In industry, we have seen major international companies strengthen their engagement with the energy transition during the year.

As a leading global provider of engineering services, we are committed to playing an important role in the energy transition. As per our Climate Change Position Statement, we are partnering with industry to “drive solutions for a lower carbon world”. You will see some examples within this report, and updates on our Company website. We continue to prepare and disclose our response to the TCFD to ensure our stakeholders understand our climate-related risks and responses.

Some highlights from our Environment section are:

## Renewable power

This year, we continued to secure some of the world’s leading and largest renewable power projects from our global customers. We are also demonstrating our innovation credentials working with some revolutionary new technology in wind power.

## The energy transition

With over 16 years of experience in specialized demand response and energy efficiency, we’ve again partnered with a number of innovative companies to help support the energy transition. As the world requires increased electrification (combined with renewable power) to support a lower carbon trajectory, we are delivering a number of significant energy storage and distributed energy system projects around the world that are supporting communities, protecting them from the effects of climate change and progressing the UN SDGs.

## Reducing waste

We are tackling waste in a number of areas. From our supply chain innovations such as Requis to our Waste to Energy expertise to our 3D printing collaborations with Aurora Labs and Greenbatch. This year, we worked on more than 80 waste to energy projects and continued to support Greenbatch with over 280 hours of skilled volunteering.

## Minimizing environmental impact

Our customers are seeking increasing assistance to deal with the environmental impact of their projects. This year, we have been involved in a number of environmental impact assessments for our customers with the Tibar Bay Expansion Project in Timor Leste, receiving a prestigious regional award. Beyond assessments we’ve also been working with our customers to reduce their impact via innovations in reducing fugitive emissions and, through the acquisition of ECR, we have gained the experienced Chemetics® team. The Vale Clean AER (Atmospheric Emissions Reduction) Project reduced smelter SO<sub>2</sub> emissions by 85 per cent, metals particulate by 40 per cent and greenhouse gases by 40 per cent from previous levels utilizing proprietary Chemetics® technology.

Addressing the environmental challenges of today and for our shared future is a challenge that Worley is embracing.



# Task Force on Climate-related Financial Disclosures

13 CLIMATE ACTION 13.2



Integrate climate change measures into national policies, strategies and planning

## EcoNomics™

Since 2007, EcoNomics™ has described the approach embedded within our processes of providing profitable sustainability assessments and solutions. EcoNomics™ considers the need to assess and address the impact on people, assets, community and environment when making business and project decisions.

Our Climate Change Working Group (CCWG) was established in FY2018 to develop a strategic climate change program for Worley. The working group designed an implementation program to work towards relevant disclosure consistent with the recommendations made by the TCFD across the four thematic areas of governance, strategy, risk management and metrics.

The CCWG has representation from the Strategy, Planning & Investor Relations, Assurance, Corporate Affairs and Energy Transition groups. It reports periodically on a number of areas including transition risk and scenario analysis to the Board Audit and Risk Committee. It reports on minimizing the Worley Group's carbon emissions, and on actions to protect our people and assets from the physical impact of climate change, to the Board Health, Safety and Environment Committee. Our climate change

activities and strategy are supported by active engagement with our people, customers and investors.

In FY2019, we continued working towards relevant disclosure consistent with the recommendations of the TCFD. We completed a risk and opportunity assessment to identify the transitional exposure of the business and the physical risks posed to our people and assets. We identified the opportunities associated with supporting our customers as they navigate through how to achieve their climate change goals and the implementation of technologies and efficiencies required for carbon reduction and energy transition.

We will refine the risks and opportunities in light of the acquisition of ECR, prior to commencing detailed scenario analysis. This will be used to evaluate the resilience of our business lines and sectors to the risks and opportunities linked to the energy transition and the physical impacts of

climate change. We have developed an implementation roadmap for progressive adoption of the relevant TCFD recommendations and we are currently piloting scenario analysis across sectors with a major customer.

Our assessment against the 11 elements of the TCFD framework for the period is presented on the next page. We will disclose our further progress in FY2020.

We will continue to analyze the physical and transitional exposures to our business posed by climate change in order to capture associated opportunities in our key markets of energy, chemicals and resources and to further enhance the resilience and agility of our business.

### Climate change strategic actions

We have committed to the following strategic actions:

- minimizing our own carbon emissions
- responding to our industry and customers' climate change needs
- protecting our people and assets from the physical and transitional impacts of climate change
- demonstrating our corporate commitments to climate change as we educate, measure and report progress on our climate-related disclosures
- investing in and growing our New Energy business, particularly in renewables and distributed energy
- advising customers on carbon intensity reduction programs.

## Recommendations

### Governance - Disclose the organization's governance around climate-related risks and opportunities

- Describe the board's oversight of climate-related risks and opportunities
- Describe management's role in assessing and managing climate-related risks and opportunities

## Assessment

- Audit and Risk Committee charter
- Climate change position statement
- Climate Change Working Group
- [Audit and Risk Committee charter](#)
- Annual Report p. 21, 22

### Strategy - Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material

- Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term
- Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning
- Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario

- Investor Day pack
- Material risks
- [Investor Day pack](#)
- Annual Report p. 21, 35
- Corporate Responsibility Performance Report p. 14 - 18

### Risk Management - Disclose how the organization identifies, assesses, and manages climate-related risks

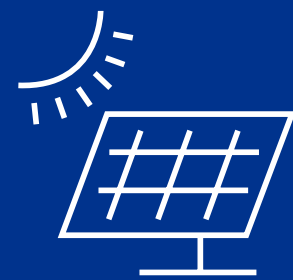
- Describe the organization's processes for identifying and assessing climate-related risks
- Describe the organization's processes for managing climate-related risks
- Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management

- Climate change risk assessment
- Climate change scenario analysis
- Responsible Business Assessments
- CDP report
- Annual Report p. 35
- Corporate Responsibility Performance Report p. 12, 15
- CDP report FY2018

### Metrics and Targets - Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material

- Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process
- Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks
- Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets

- Greenhouse Gas Emissions
- Annual Report p. 27
- Corporate Responsibility Report p. 22, 23
- CDP report FY2018



## Solar

**166+**

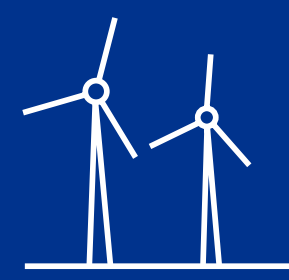
Solar PV projects

**485 MW**

Largest PV project

**126+**

Solar CSP & hybrid projects



## Wind

**437+**

Onshore wind projects

**310 MW**

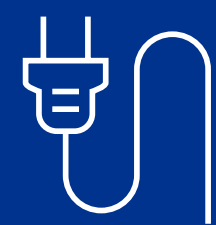
Largest onshore wind farm  
– 365 turbines in 362 days

**105+**

Offshore wind projects

**2,600 MW**

Largest offshore wind farm



## Smart & Distributed Energy

**75+**

Energy storage projects

**16**

Battery (BESS) projects

**80 kW**

Smallest BESS Project

**30 MW**

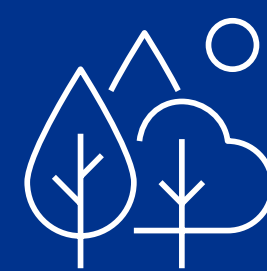
Largest BESS Project

**67+**

Distributed energy systems projects

**Over 17 years**

Specialized demand response and energy efficiency global experience



## Biomass and waste to energy

**134+**

Biomass or Waste to Energy projects

**200 MW**

Fuel conversion from coal to biomass

**20+ years**

Designed and operating a co-gen facility fueled partly using landfill gas

**15 Million**

Gallons/year of renewable jet fuels, design, fabrication and construction support



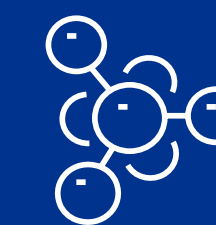
## Geothermal

**31+**

Geothermal projects globally

**1,520 MW**

Ongoing asset services support for over a decade at the largest geothermal field in the world, The Geysers Power Generation Complex



## Hydrogen

**20+**

Green or blue hydrogen roles undertaken globally, including pilot plants

**30 GW**

Largest green hydrogen electrolyzer studied, combined with offshore wind

**20+**

Hydrogen pathways considered in commercial detail



## Hydropower

**200+**

Hydropower projects

**10 GW+**

Construction within the last 15 years

**20,342 MW**

Largest hydropower project

**210 GW+**

Total generating capacity

# Supporting the energy transition

Worley's greatest contribution to addressing climate change continues to be through the provision of technical advice and support to our customers. We support them via the application of new technologies and improved design and operations to deliver lower carbon intensity outcomes as they navigate the energy transition. These pages present a sample of this activity.

Worley is the largest Tier 1 provider of engineering services for renewables, and has worked on more than 1,350 New Energy projects globally.

We provide technical advice and support to our customers as they navigate the energy transition.

The future of energy is not only more renewable, but also likely to be more distributed. Microgrids, are small networks of electricity users with a local source of supply that function as part of a centralized national grid, as well as independently in the cases of natural disasters and other regional crises. With power grids at greater risk from severe weather events, we are developing microgrid solutions that provide sustainable and proactive methods of adaptation for at-risk communities.

## Case study: Partnering with XENDEE to provide best-in-class energy solutions

XENDEE's award-winning team has developed an advanced toolkit for microgrids and distributed energy system design and optimization. Worley is now offering complete turnkey solutions with up to 90 per cent reduction in time to results for energy system feasibility studies and engineering design. *"Using the XENDEE platform, complex energy systems can be designed in hours to days rather than the industry standard of weeks to months. As well as being an order of magnitude faster, XENDEE designs are bankable and auditable, giving confidence and certainty in least cost, best fit and profitability."* Tristan Jackson, Director of Smart & Distributed Energy, Advisian

## Case study: Battery energy storage

Storage is key to support the growth of renewable energy generation. This not only caters for the peaks and troughs of

renewable sources like solar and wind, but also provides backup supply in the event of a grid blackout.

Working with NES Energy Solutions, Worley managed the engineering, procurement and construction of a 500kW/1,000kWh battery energy storage system (BESS) installation at the Howard Elementary School in Eugene, Oregon, USA. Owned and operated by Eugene Water & Electric Board (EWEB), it will not only dramatically reduce energy costs but will also ensure resilience for the school, providing extra hours of power during times of shutdown, such as during inclement weather events.



How the world gets its energy over the next 20 to 30 years has to change and we believe that we've got some really smart people within our business well-equipped to help our customers to make that transition

Andrew Wood, CEO, Worley.  
*Australian Financial Review,*  
26 April 2019

7 AFFORDABLE AND CLEAN ENERGY 7.1



By 2030, ensure universal access to affordable, reliable and modern energy services

7 AFFORDABLE AND CLEAN ENERGY 7.3



By 2030, double the global rate of improvement in energy efficiency



Hydrogen has an important role to play in the energy transition. Its properties as a storage medium and energy carrier make it a key component of any serious discussion about utility-scale energy storage, which is required with increasing penetration of renewable generation. Hydrogen fuel cells are also important to enable expansion in the number of light electric vehicles on the road.

## Hydrogen: blue and green

7 AFFORDABLE AND CLEAN ENERGY



7.2 By 2030, increase substantially the share of renewable energy in the global energy mix

### Case study: Equinor – blue hydrogen with carbon capture and storage

Worley is completing a feasibility study for Equinor to evaluate the possibilities for building a hydrogen production plant, including CO<sub>2</sub> capture, liquefaction and export facilities, at Eemshaven in the Netherlands. A hydrogen/nitrogen mixture will be supplied as fuel to an existing natural gas-fired power plant that will be converted into a hydrogen-fuelled power plant designed to lower the plant's carbon emissions at a large scale, and dispatch hydrogen to a future hydrogen market via a hydrogen pipeline and storage facilities. To avoid CO<sub>2</sub> emissions from the hydrogen production process, up to two million tons per year of CO<sub>2</sub> will be captured and then liquefied for ease of transportation to Norway, where it will be injected and stored in an offshore reservoir.

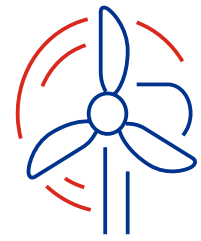
The study being performed by Worley focuses on the objective of selecting the most effective reformer technology for hydrogen production together with a suitable CO<sub>2</sub> capture technology. Worley is also delivering the conceptual design of the plant as a basis for economic evaluation and further project definition.

### Case study: GasUnie – gas to power green hydrogen

Worley completed project analysis and design for an offshore island to house 12GW of electrolyzers. GasUnie in this case acts on behalf of the North Sea Wind Power Hub (NSWPH) consortium consisting of Tennet, Port of Rotterdam, Energinet and GasUnie. The NSWPH consortium is developing the Wind Power Hub Project which will collect the power generated from future North Sea offshore wind farms located further offshore than the wind farms currently in operation or under development. The power produced offshore will be distributed to a large fleet of electrolyzers, to generate hydrogen from purified water. The produced hydrogen will then be compressed for transportation by pipeline to shore or stored in off-shore salt caverns or depleted gas fields. The study comprises the conceptual design of the electrolyzer plant and the hydrogen compression and storage plant. It also includes the conceptual design of the pipeline system to shore, taking into account potential repurposing of existing offshore gas lines to Denmark, Germany, the Netherlands and the UK.



# Renewable power



Wind power

After completing Africa's largest wind power project on the shores of Lake Turkana, Kenya, we have continued to work on some of the world's leading wind power projects. These include:

7 AFFORDABLE AND CLEAN ENERGY 7.2



By 2030, increase substantially the share of renewable energy in the global energy mix

## Case study: Kipeto Wind Power Project, Kenya

The country's soon-to-be second-largest wind farm will feature 60 wind turbines generating a combined capacity of 100MW of clean, renewable energy that will be fed in to the Kenyan national grid.

## Case study: Revolution Wind Project, USA

Worley has a significant role in the first utility scale offshore wind farm in Rhode Island and Connecticut. Ørsted has awarded Worley a core role, which will see the design and installation of a 700MW offshore windfarm, located 15km south of the Rhode Island coast.

*"This project is directly aligned to our strategic priority to support our customers through the energy transition, as the world moves from traditional fossil power generation to renewable power generation,"* Eoghan Quinn, Global Wind Lead, Worley.

## Case Study: Ore Processing Using Wind/Solar Hybrids

Worley through its subsidiary Advisian, is helping Element 25 explore a novel approach to deliver the energy-intensive electrowinning process at its proposed Butcherbird High Purity Manganese Project in Western Australia, through the use of intermittent, dynamic renewable energy. Electrolytic Manganese Metal (EMM) is a key product from the electrowinning process, which is energy intensive and usually requires very stable electricity supplies. The remote location has limited access to cheap traditional power options, so Advisian identified a cost effective solution using a hybrid of wind and solar PV, and with Element 25 is now investigating the use of Intermittent Dynamic Electrowinning to deal with the hybrid's variable output. Advisian also helped Element 25 obtain funding for this work from the Australian Renewable Energy Agency (ARENA) to support pilot activities, and, if these are successful, this novel energy supply and process should improve the cost competitiveness of EMM production.

## Wind

437+

Onshore wind projects

310 MW

Largest onshore wind farm – 365 turbines in 362 days

105+

Offshore wind projects

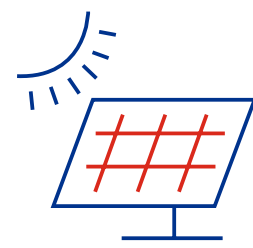
2,600 MW

Largest offshore wind farm





# Renewable power



Solar power

This year, we continued to secure some of the world's leading and largest renewable power projects from our global customers.

## Solar photo voltaic/ Concentrated solar power

**166+**

Solar PV projects

**485 MW**

Largest PV project

**126+**

Solar CSP & hybrid projects

### Case study: DEWA IV Project, United Arab Emirates

DEWA IV Project is the largest concentrated solar power (CSP) project in the world, with a capacity of 700MW. Noor Energy 1 has appointed Advisian as the project Owner's Engineer. Advisian is providing a review of the basic and detailed engineering, is managing technology risk and providing technical support as required for the factory acceptance tests and during the construction and commissioning of the plant. Advisian is delivering the project using the specialized CSP technology team based in the Renewable Energy Centre of Excellence in Madrid, Spain.

The project is iconic. The new cost barrier broken by the ACWA Power proposal renders the technology competitive with conventional generation, if the full value of the plant is taken in to account.

*"With our people having been involved in half of all CSP projects globally, we are excited to work on this project that, combined with solar photovoltaic (PV), provides solar electricity around the clock at a cost lower than conventional power in Dubai."* Andrew Wood, CEO, Worley.

7 AFFORDABLE AND CLEAN ENERGY



7.2

By 2030, increase substantially the share of renewable energy in the global energy mix

# Reducing waste

Imagine if we could view our growing waste products as a resource. Worley is turning that future thinking into a reality. Every year 2.12 billion tons of waste is dumped globally. It is also estimated that global waste generation will double by 2025. *“Waste production has been the inevitable consequence of human existence and progress, but with the global population of 7.2 billion growing daily, the challenge is to work out how we manage these quantities of waste in a sustainable way. The ultimate goal is to move away from waste disposal to waste management. We need to convert our waste to resources – moving from a linear economy to a circular one.”* Santiago Soria, Waste to Energy Lead in Worley’s New Energy team.

## Case study: Online supply chain and commerce platform

Worley has launched a digital solution to trade excess surplus equipment and materials. The online trading platform, Requis, was built by supply chain and technology professionals for supply chain professionals. The platform provides a better way to browse, buy and sell enterprise assets such as valves, pumps, transformers and switchgear. This results in improved efficiency and environmental performance by diverting waste away from places such as landfill. Requis is part-owned by Worley.

Requis helps break down silos between industries and enables people to work collaboratively instead of side by side. Sharing inventory on Requis allows upstream oil and gas companies to connect to downstream or petrochemical companies with whom they wouldn’t normally interact. The platform enables utility providers to share resources and critical parts in a transparent and traceable way.

Requis also went one step further when it welcomed the Endeavour Foundation to the platform to sell its expansive inventory of personal protective equipment, including gloves, safety glasses and gumboots. This not-for-profit Australian company supports people with intellectual disabilities to live, learn, work and flourish according to their own interests and priorities. Through Requis, the Endeavour Foundation reached a wider market.

## Case study: Magnetic resonance for copper waste

NextOre is a joint venture between CSIRO, RFC Ambrian, and Advisian Digital, which provides innovative technologies for the mining and minerals processing sector. It has developed a Magnetic Resonance (MR) ore sorting technology, an unparalleled leader in mineral sensing technology, which when fitted over industry-standard conveyor belts, provides near-instantaneous whole-of-ore grade estimates. The MR technology rapidly identifies ore grade so large volumes of waste rock (gangue) can be rejected before it enters the plant, significantly reducing the amount of energy and water needed for processing. These highly accurate, real-time measurements allow operations to divert waste material, resulting in higher grade and lower tonnage mill feed.

NextOre’s industry-leading technology provides measurable efficiency improvements allowing mining companies to take a leap forward in environmental sustainability, reduced site consumption, and decreased unit costs.

A four-month trial at a Mexican mine demonstrated that an increase in metal production of 7 per cent to 9 per cent could be achieved through implementation of bulk ore sorting on site without a change to mining volumes.

## Case study: Waste to energy

As part of our commitment to help customers meet the world’s changing energy, chemicals and resources needs, we are bringing Waste to energy (WtE) expertise to those in Europe, wider USA, Australia and New Zealand. This follows success in projects already in the USA, South Africa, Singapore, Qatar and Western Australia.

*“We work across all sectors – hydrocarbons, chemicals, mining, minerals & metals, power and infrastructure – and each one, and our customers in them, produces different waste. WtE is a sustainable way to address the global waste stream issue. We can help realize circular economy adoption, address difficulties in waste management due to urbanization and immigration growth, increase renewable energy sources and reduce greenhouse gas emissions, plus help countries adapt to new regulations around landfills and waste export.”* Bojan Popovic, Vice President, Combustion Energy, Worley.

## Biomass and waste to energy

**134+**

Biomass or Waste to Energy projects

**200 MW**

Fuel conversion from coal to biomass

**20+ years**

Designed and operating a co-gen facility fueled partly using landfill gas

**15 Million**

Gallons/year of renewable jet fuels, design, fabrication and construction support

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



12.4

By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

# Reducing waste

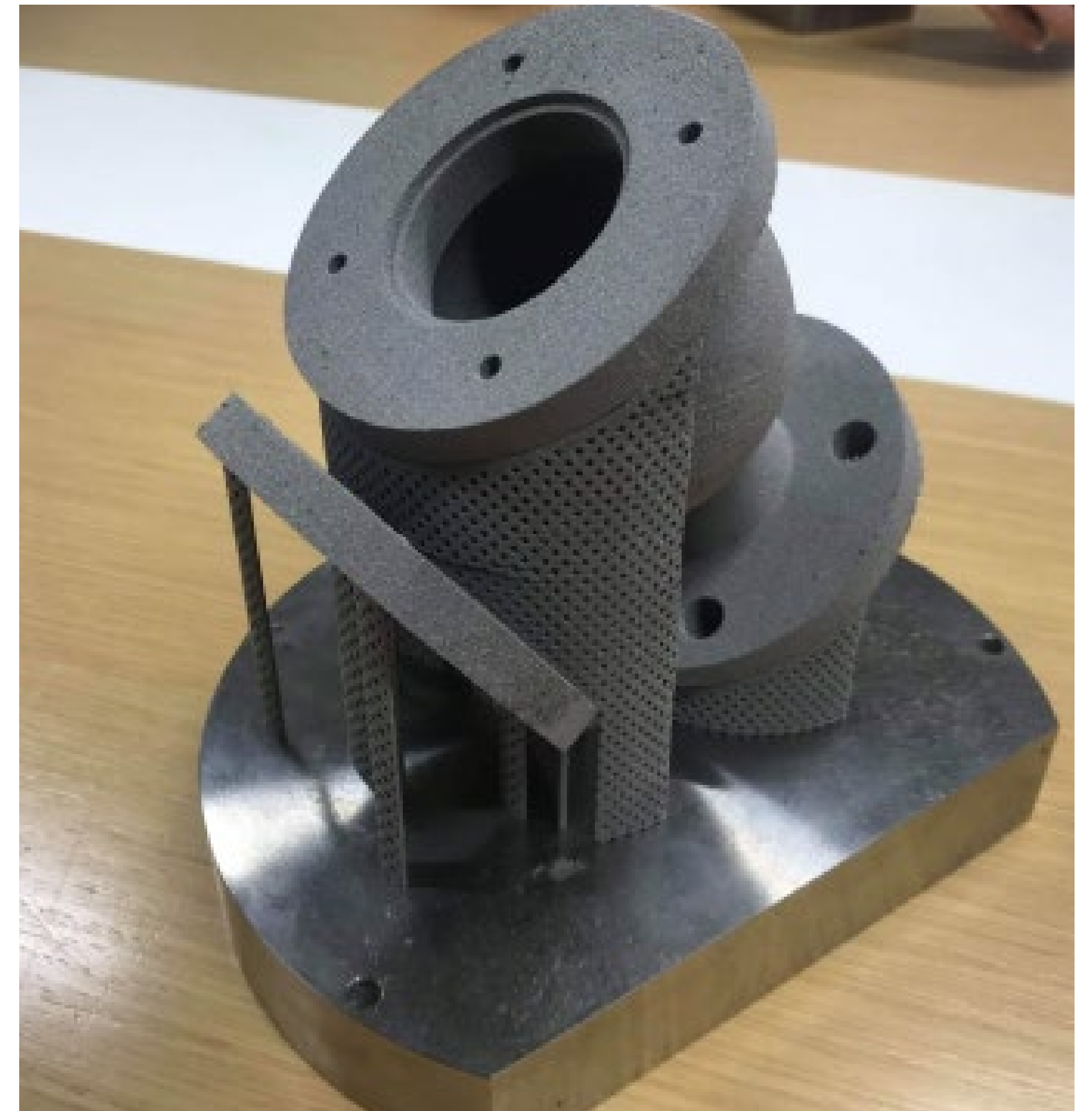
Worley has partnered with Aurora Labs and Greenbatch to tackle the issue of waste in metals manufacturing and plastic recycling through innovations in 3D printing.

## Case study: AdditiveNow – more than 3D printing

Traditional metal manufacturing is a major contributor to greenhouse gas emissions and produces waste. Aurora Labs' proprietary 3D printing technology prints items in titanium and aluminium using a powder bed laser fusion technique. This eliminates almost all waste and reduces carbon footprint when combined with renewable energy sources. Our partnership with Aurora Labs has developed an additive manufacturing solutions centre called AdditiveNow. The centre allows design development for the on-demand supply of parts to major infrastructure, mining and natural resource companies.

## Case study: Greenbatch – recycling plastics

When people put recyclable plastics into personal, office or community recycling bins, a common misconception is that these plastics will all be recycled locally. However, this is not the case in many countries. When the largest recycling country in the world stopped accepting imports of plastic waste, many countries without local facilities were faced with a major challenge. To help address this, in Perth, Australia, Greenbatch was founded to turn PET plastic bottles into filament for reuse in 3D printers. Worley contributed pro bono environmental and engineering services to assist with the design of the plant, and we support the next stage of the project to install and commission the processing equipment. In addition to reducing plastic waste, the Greenbatch site is powered by solar and uses water from the local water treatment plant to wash the bottles, eliminating fresh water usage. Engineers from Worley's Perth office volunteer their time and professional skills to support the project.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION 12.5  
By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

# Minimizing our customers' environmental impact

When released into the atmosphere in its raw or unburnt form, methane is a powerful greenhouse gas. However, it is widely accepted as playing an important role in the energy transition as a lower carbon fossil fuel. An estimated \$2 billion of natural gas is lost as fugitive emissions, or unintentional gas leaks, each year.

In a sector where 80 per cent of emissions are caused by 20 per cent of the leaks, the ability to quickly identify and locate these leaks is vital to minimise the release of this powerful greenhouse gas to the atmosphere.

## Case study: Advisian Digital's fugitive emissions leak detection platform

Through our Fugitive Emissions Leak Detection and Repair Platform, we tackle this important environmental issue by utilizing the latest infrared-sensor-equipped drone technology to perform leak detection. The data captured is sent to our web-based cloud platform to develop 3D leak modeling. The benefits for the customer are to efficiently prioritize leaks and reduce overall emissions within the plant at lower cost resulting in a reduced environmental footprint.

## Case study: Zero-bleed actuators

We've also been working with Shell Canada to develop a zero-bleed well pad design, which eliminates fugitive emissions from actuators and pumps. By moving from pneumatic to electric actuators and adopting a new zero-bleed technology, we met the goal of zero methane emissions from this source during regular operations.

Our customers are seeking more and more assistance to deal with the environmental impact of their projects.

## Case study: Award-winning environmental impact assessment in Timor-Leste

Our global team of specialists has years of experience in assessing the potential impact of projects on the environment. One such example was the Tibar Bay Port Expansion Project in Timor Leste. The comprehensive 350-page study report covered everything from marine/terrestrial habitat and biodiversity through to drainage water quality and sedimentation, air quality, noise, traffic and socio-economic/social impact considerations. As a result, eight regional alternatives were reviewed and the site selected was the most suitable to meet the project requirements and minimize the environmental and social impact. The project won the 2018 IJGlobal Asia Pacific PPP Deal of the Year award, a global award for the best Public Private Partnership (PPP) project in the Asia Pacific region for 2018.

## Case study: Using machine learning to predict pipeline failures

In partnership with OneBridge™, we've taken impact assessments to the next level incorporating machine learning with data science to transform pipeline integrity assessments allowing us to predict and prevent pipeline failures. This reduces the number of erroneous digs and improves environmental protection with a recognized goal of zero pipeline failures.

## Case study: Preserving our air

Reducing smelter SO<sub>2</sub> emissions by 85 per cent, metals particulate by 40 per cent and greenhouse gases by 40 per cent from previous levels, Vale's Clean AER (Atmospheric Emissions Reduction) Project is preserving clean air in Sudbury, Ontario with the help of the converter wet gas cleaning plant (CVWGCP) designed by our Chemetics® team. Commencing in 2012 with a total project budget of CAD\$1 billion, the Clean AER project set out to achieve Vale's goal to preserve local air quality, create change and reducing impact. The CV WGCP was a key component of this project. Taking off-gases from the smelter that were has high concentrations of metal particulates, the CVWGCP facility uses custom-designed quench and scrubber towers to remove large particulates out of the gas stream.

Final cleaning of the gas is completed using electrostatic precipitation, a process that removes suspended dust particulates from a gas or exhaust by applying a high-voltage electrostatic charge and collecting the particles on charged plates. Once the SO<sub>2</sub> rich gas is cooled and cleaned, it can be processed in the acid plant to produce sulfuric acid for future use.

3

GOOD HEALTH AND WELL-BEING

3.9



By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

14

LIFE BELOW WATER

14.1



By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution

# Our environmental performance

## Energy performance

The Group completed a [response for the CDP](#) for FY2018 which was reported in June 2019.

The Group's energy use and greenhouse gas emissions is measured to set a baseline from which to set reduction targets on energy use and corresponding emissions. The data collection and analysis stimulated energy and carbon reduction measures in the global energy efficiency program in selected offices.

Refer to the chart on this page for energy consumption trends for the years ended 30 June 2014 through to 30 June 2018.

## Targets

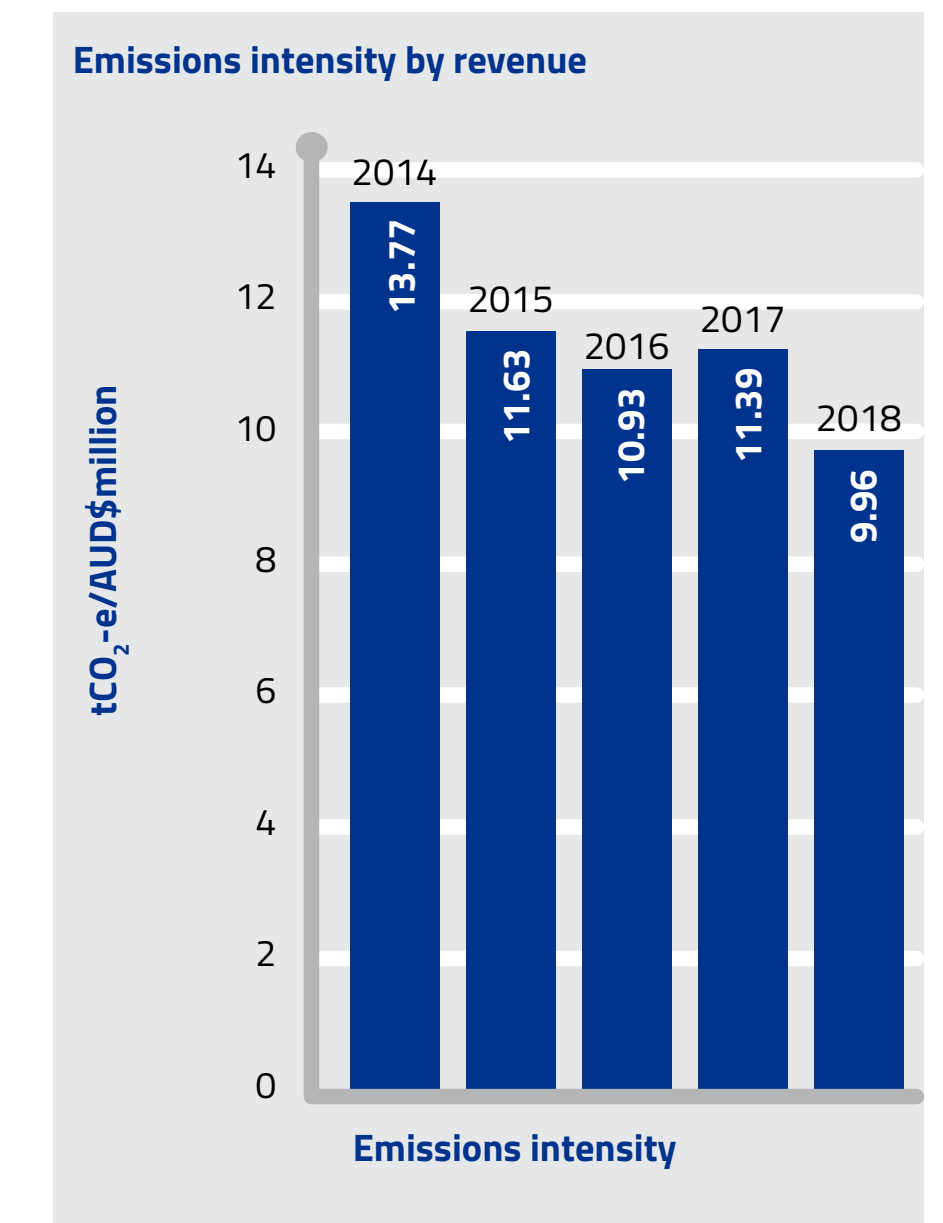
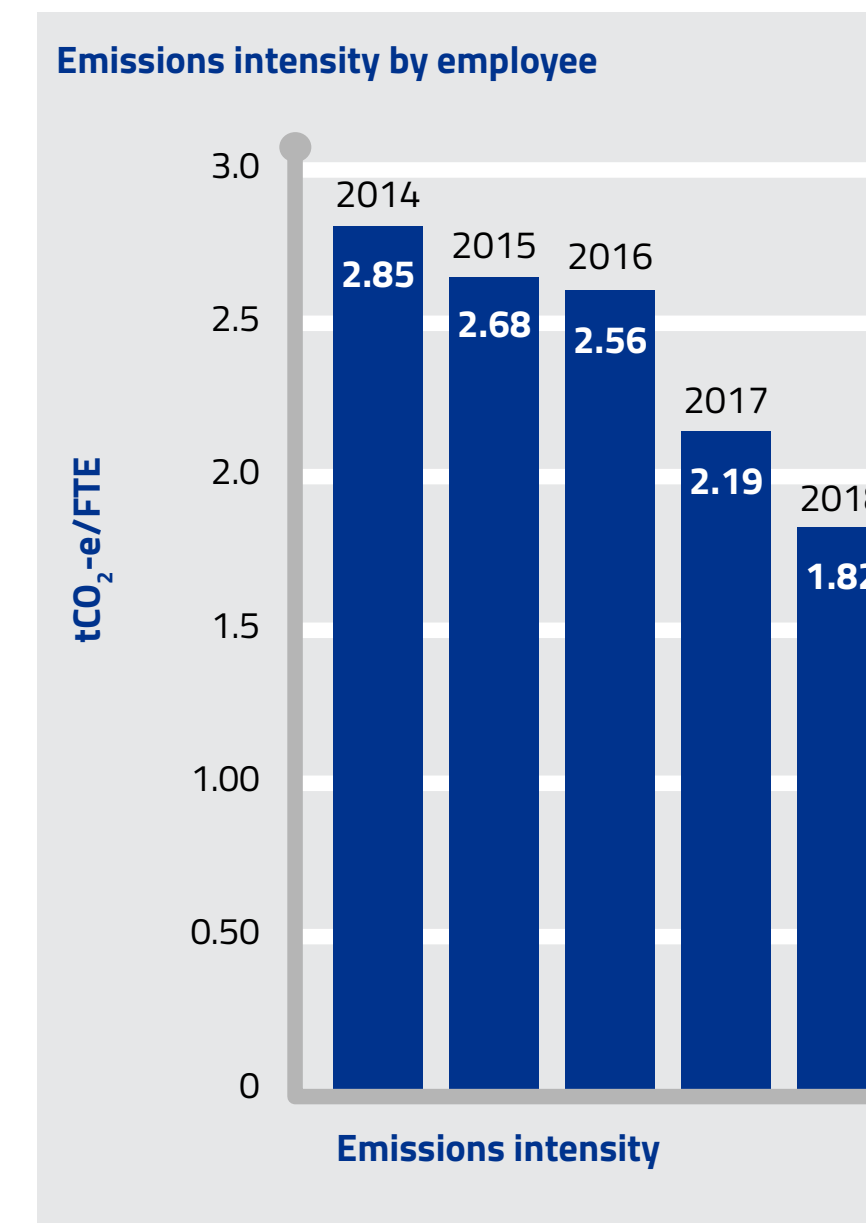
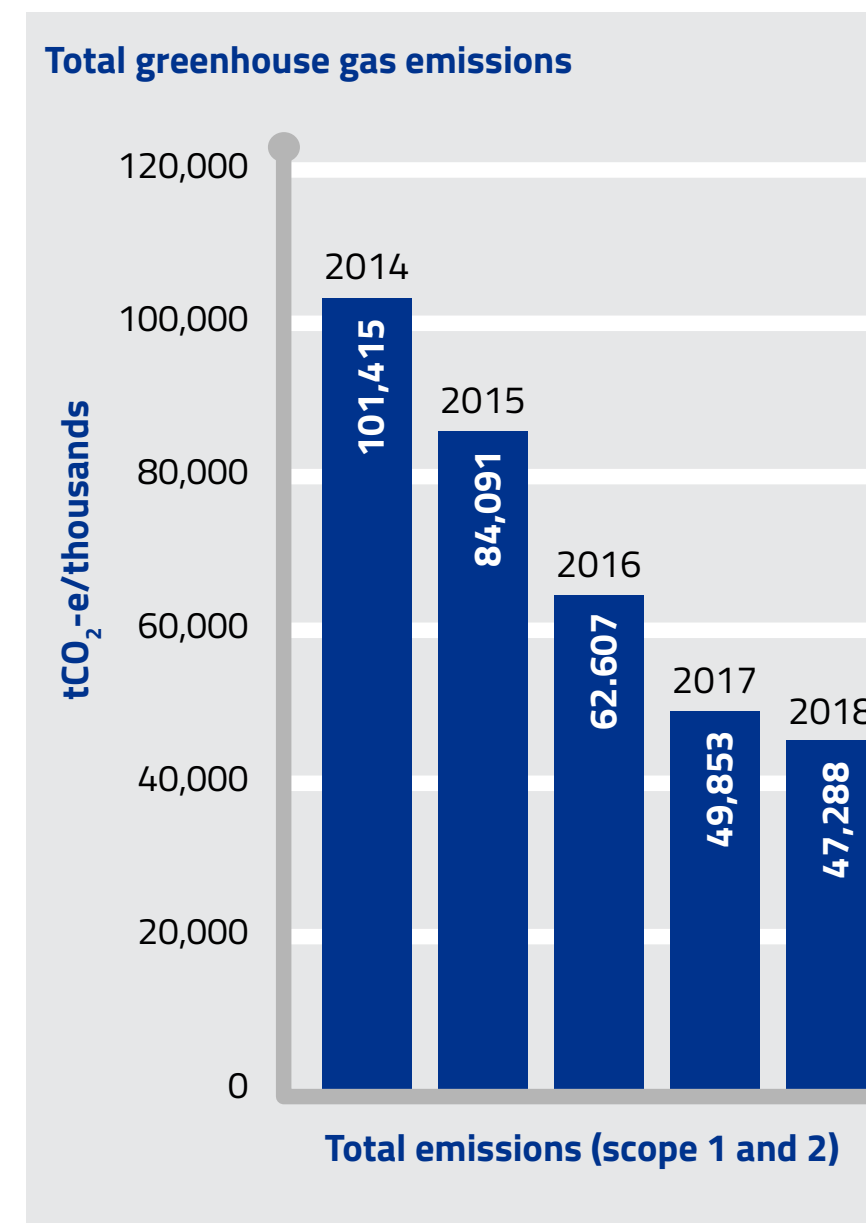
An energy target for FY2020 was set at 5 per cent reduction of total carbon dioxide equivalents (tCO<sub>2</sub>-e) against base year FY2016. This target was achieved in FY2017.

In total, emissions have reduced by 24% since FY2016 (scope 1 and scope 2). Consolidation of office areas has contributed to this reduction, along with building upgrades and locally-designed initiatives to reduce energy consumption.

We continue to reduce our emissions while we work towards setting new targets following the recent merger.

## Greenhouse gas emissions

Our total direct and indirect greenhouse gas emissions are derived from our location offices (including company owned vehicles) and fabrication yards in Canada and Norway. Indirect greenhouse gas emissions (resulting from electricity usage and direct cooling and heating) are included in the emissions calculation.



Since 2014 we have reduced our emissions year-on-year. Even when employee numbers have fluctuated we have continued to reduce our emissions intensity through sensible management of our office footprint.

# Our environmental performance

## Energy data integrity

Over the past year, we focussed on improving the accuracy and completeness of our energy consumption data. Our focus next year will be to further enhance our environmental data collection system.

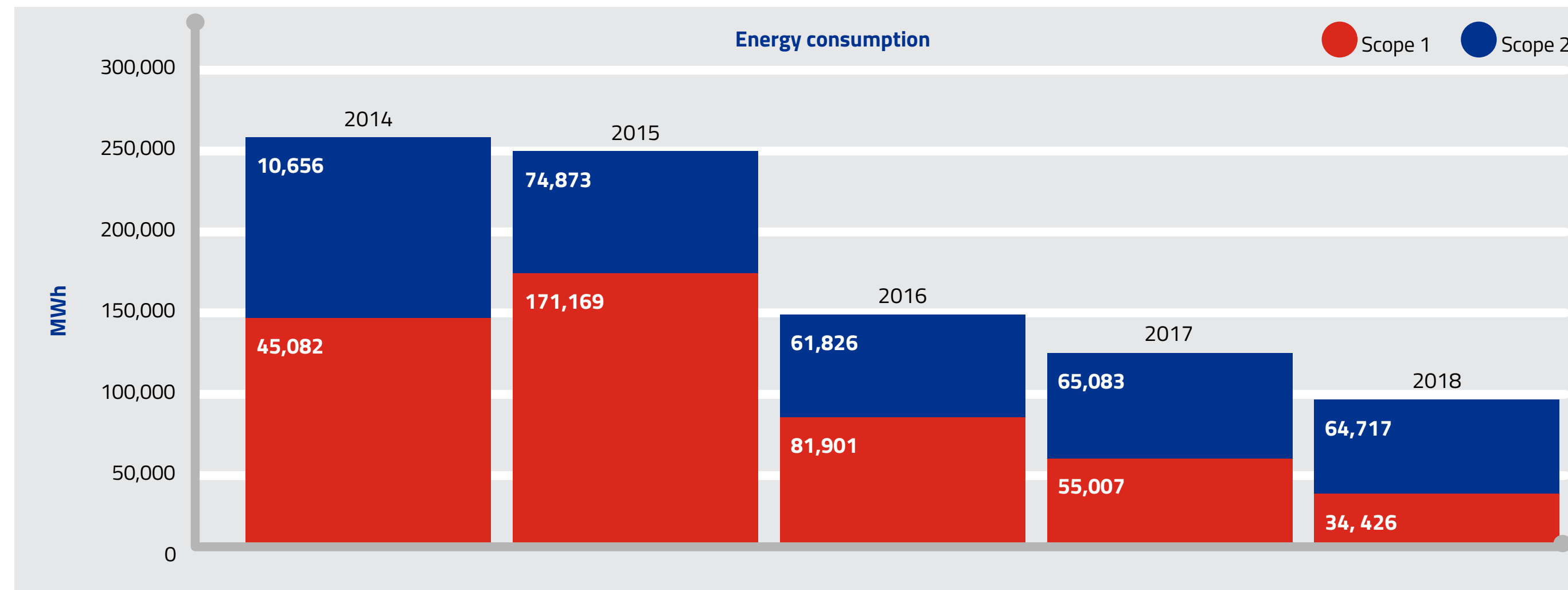
## Environmental compliance

The Company did not receive any environmental fines or non-monetary sanctions for this reporting period.

## Overall

The total greenhouse gas emissions (tCO<sub>2</sub>-e) are shown in the charts on the previous page.

Due to CDP being completed in June and our financial year finishing at the end of June, we issue our FY2018 data for our [2019 CDP submission](#).



Activities driving energy efficiency:

- reduced the carbon footprint across a number of offices by reducing office space and encouraging LED lighting, recycling and building-wide smart energy planning
- continued a global energy reduction program, working with the locations with the largest energy footprint and selecting high impact changes to implement in the next reporting period
- maintained active ISO 14001 Environmental Management System certification in a number of locations.

## SOCIAL

The people we work with are crucial to our success. Our people, supply chain partners, customers and communities all benefit from our corporate responsibility program to deliver positive social impact.





A message from our  
Executive Group Director –  
Assurance

## Marian McLean



4

Non-executive Board  
members are women



18%

Women employees



26%

Senior executives are  
women



57,831

Employees

With the coming together of WorleyParsons and ECR, it is wonderful to experience the passion and energy generated across our global operations by our combined employee networks, community activities and the value we place on Health, Safety & Environment. One of the first Group-wide activities we undertook as Worley was a week focused on safety. It enabled connections, curious questions, courageous conversations and collaboration. We continue to progress our Diversity and Inclusion program and our employee network groups provide inclusive forums that support the diverse nature of our organization.

The Worley Foundation is our vehicle for fundraising, corporate investment and volunteering to support high-impact strategic community projects. The involvement and engagement of our people continues to grow. The Foundation is supported by a network of local champions whose efforts help to drive inclusion, a sense of purpose, and also fun. This report provides some examples of the diverse nature of these activities.

The following represents some highlights from our Social section.

### Gender equality

While the merger of ECR altered the balance of our overall gender representation, we continue to be ambassadors for gender equality. Our gender pay gap is decreasing and more female talent is progressing into leadership positions within our Company via our talent programs. These are leading indicators and we will see the benefits of these programs in future years.

### Diversity and inclusion

The launch of our LGBTIQ+ employee network added to our existing successful employee networks. The merger brought with it many other employee networks which further enhance our ability to ensure that everyone can bring their whole self to work. We continue to lead with Indigenous relations and see this as vital to ensure equity in the communities in which we operate.

### Safety

We've taken our industry-leading safety culture and combined it with our intelligent thinking to deliver a number of innovative solutions such as [SaltGrid](#) and [CAROL](#). From day one of Worley we have been creating a shared safety culture under the theme of *Stronger Together, Safer Together*.

### STEM

We need to foster the next generation of problem solvers. Our support of STEM initiatives has continued to grow this year with key programs like Power of Engineering expanding globally. A number of our locations are developing long-term partnerships with organizations and educational institutes.

### Supply chain

Our Enterprise Supplier Development program continues to provide shared value for the suppliers we are helping to grow and opportunities for our business to drive revenue growth. Embedding sustainability-related criteria into our supply chain choices will continue in FY2020 for both overhead and project procurement.

### Communities

Our community activities, led by our corporate responsibility champions network, continue to be at the core of our corporate responsibility approach, delivering social impact and assisting achievement of the UN SDGs. The Worley Foundation provides strategic sustainable investment globally. Our partnership with The Pollinate Energy Group is growing and we look forward to sending our people on the program scheduled for August, September and October 2019.

Worley is excited to maximize the potential impact of a bigger geographic footprint, reaching more communities and utilizing our increased people numbers.

# Diversity and inclusion

We believe in the benefits of a diverse and inclusive workplace. We know diversity of thought, ideas and experiences contribute to innovation and encourage new ideas to solve our customers' challenges. Indeed, diversity of background, skills, thinking and expertise is what helps us thrive and develop our business to meet future needs. When we respect, value and support each other, everyone has the opportunity to fully participate and reach their full potential. It is important to think about what changes we could implement in our workplace to ensure everyone feels comfortable enough to "bring their whole self to work". This year, we have maintained the progress of our diversity and inclusion plan as agreed by our leadership team.

Our people networks are an integral tool to ensure we connect globally, educate and inspire each other and to provide a safe, inclusive and supportive workplace.

## Employee network groups

We have commenced integrating our employee network groups from WorleyParsons and ECR; this involves engagement with our people on what vision and programs they want to champion both internally and within the communities in which we operate. Our employee networks represent the rich diversity of the Worley community.

Many of our employees within Worley identify as part of the LGBTIQ+ community. In FY2019, we launched our LGBTIQ+ network and allies group, Pride@Worley, with executive sponsorship and a steering committee. It has been formed in response to the need for a forum to raise awareness of LGBTIQ+ issues, to promote connection

across the community and to ensure our LGBTIQ+ colleagues feel supported and safe. LGBTIQ+ refers collectively to people who are lesbian, gay, bisexual, transgender/gender diverse, intersex, queer/questioning, plus allies and others. Allies are people who are supportive, want to learn, and are willing to challenge their biases.

As part of the first 100 days of Worley, one whole month was dedicated to communications about, and celebration of, our people culture. A number of leadership messages were shared and people were encouraged to share and describe their diversity as we welcomed two organizations coming together. The month culminated in a survey completed by over 1,500 people seeking views on how to support and grow our employee networks. We see this as key to delivering an inclusive workplace.



# Diversity and inclusion

## Gender equality

Our vision is for Worley to be a company where talented professional women choose to work and stay. We will achieve this by creating a supportive and inspiring culture and environment where women can achieve their career potential. We want to inspire women at Worley to advance the Company's business success and to achieve their career potential. We promote opportunities for talented women to succeed and have a strong global network of female professionals to share leadership experience and knowledge.

Our goals are to:

- foster a global community of Worley women, creating an accessible and informative forum for discussion and networking
- raise the visibility of women in leadership roles by highlighting and recognizing achievements of women within the organization
- provide a framework for development of career planning, leadership, flexible work arrangements and mentorship initiatives for female professionals.

We recognize change begins at the top. We are proud to have achieved our gender targets for non-executive directors (at 4 in FY2019, against a target of 3) and senior executive leadership (at 26 per cent in FY2019, against a target of 25 per cent).

The acquisition of ECR has notably impacted the makeup of the Group's workforce with a significant addition of craft/hourly type roles. The availability of women in external labor markets for many of these roles is low. Thus, the overall representation of women across the Group has decreased to 18 per cent (against a target of 30 per cent\*).

Worley has a talent sponsorship program for active development of our top female talent; last year, 46 per cent of the identified women participating in our talent sponsorship program progressed to next-step developmental roles.

In addition, we regularly conduct pay gap assessments across comparable roles, tiers and regions. Our global pay gap between male and female remuneration reduced approximately 3.7 per cent (varying by office). For manager and senior manager roles, the salary gap reduced by approximately 6 per cent and 1.6 per cent respectively.

## Women in engineering

Raising awareness and promoting the importance of women in engineering is part of our every day approach. This year we celebrated both International Women's Day in March and International Women in Engineering Day in June.

In Saudi Arabia, our electrical engineering team recently visited the Uthmaniyah gas plant to review the In-Kingdom project scope requirements. What made the electrical work most interesting was the opportunity for us to engage several Saudi female engineers and designers in this type of design for the first time. This included a site visit which was one of the first site visits for some of our female workforce.

On 8 August 2018, the Australian Ambassador to Kuwait, His Excellency Mr Jonathan Gilbert, attended the Worley and Kuwait Oil Company Internship Recognition Ceremony of four Australian College of Kuwait Engineering Program students who had just completed their Internship Program, including three female students.

\*The gender data of ECR people is provisional only at this stage and hasn't been able to be verified. There can be difficulties in the quality of gender data due to voluntary self-reporting in some jurisdictions, notably the United States where the Company now has a sizable footprint.

5

GENDER EQUALITY



5.5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

8

DECENT WORK AND ECONOMIC GROWTH



8.5

By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

# Diversity and inclusion

## Supporting Indigenous people across the world

### Australia

During the period Worley commenced development of a Reconciliation Action Plan (RAP) to provide a framework for cultural awareness, engagement and inclusion across the organization in a co-ordinated fashion. Worley will use the RAP to support development of respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Island peoples. Further to this, during the period one of our Indigenous colleagues established an internal networking and educational social networking group for sharing information and activities relating to Indigenous Australians.

Since 2013, our Australia West operation has partnered with the Governor Stirling Senior High School to facilitate a work experience program for their Indigenous students in years 11 and 12 who participate in the Follow the Dream Program, designed to help Aboriginal students reach their career potential. Our work experience program provides students with an opportunity to gain exposure to working in an office and the different types of roles that exist to support their decisions after graduating from high school. This year, as an extension to our work experience, we are offering a year long traineeship program to students who show an interest in Business Administration or workplace HSE.

### Canada

Worley Canada has been a proud member of the Canadian Council for Aboriginal Business (CCAB), a national, member-based organization with the mission to foster sustainable business relations between Aboriginal and non-Aboriginal peoples, businesses and communities, for the past several years.

This year Worley Canada announced it is participating in the Progressive Aboriginal Relations (PAR) Certification program through the CCAB, which will involve development of a framework over three years and external verification to determine progress and commitment in four key areas:

- leadership actions
  - business development
  - employment
  - community relationships.
- During FY2019, Advisian announced a new joint venture with the Mikisew Group of Companies, which is owned by the Mikisew Cree First Nation (MCFN). The venture, Mikisew Advisian Environmental, will focus on providing world-class environmental services in the Athabasca region incorporating traditional knowledge and values into program designs and scopes, while providing career opportunities for MCFN members via the establishment of education-to-employment programs and leadership opportunities. Focus areas of the partnership include the sectors: Environment & Society, Water, Geoscience,

and Decommissioning & Restoration. The Mikisew Group of Companies is comprised of two main operating entities (wholly owned) and 11 limited partnerships and joint ventures (majority owned) servicing the Alberta oil sands in various industries including site services, fleet maintenance, transportation services, emergency medical response and fire response, camp and catering services, construction services, structural steel, electrical and instrumentation services, aerodrome handling and facilities maintenance.

### United States of America

NANA WorleyParsons provides project delivery services to remote Arctic and Subarctic communities through a joint venture partnership with NANA, an Alaska Native corporation owned by the more than 14,500

Iñupiat shareholders who live or have roots in northwest Alaska. Now 270-people strong with a satellite office in Gulfport, Mississippi, NANA WorleyParsons largely serves Anchorage, the North Slope and other regions across Alaska through engineering, procurement, project and construction management, commissioning and developing 3D scanning solutions fit for polar and subpolar climates. Enabling local employment opportunities and education programs throughout the state, NANA WorleyParsons has become the leading brownfield and greenfield EPCM services provider in Alaska. With the collective backing of both parent companies, NANA WorleyParsons continues to secure a strong foothold for operations in Alaska and beyond.

**4** QUALITY EDUCATION



**4.5**

By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, Indigenous peoples and children in vulnerable situations

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**10** REDUCED INEQUALITIES



**10.2**

By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

# Safety

Our [Health, Safety and Environment Policy](#) articulates our commitment to people and assets. It expands on Worley's HSE values and the control framework that applies to our operations.

Our teams maintain an industry-leading performance in safety. Our management framework has been guiding the way we work at Worley over the past 10 years. It encompasses the tools and processes we follow to ensure the wellbeing of people, assets and the environment. Recently, we have begun incorporating the principles of human performance, in line with our customers and industry. Our management framework will evolve to reflect these changes.

Analysis of all reported incidents and near misses involving our people (staff and subcontractors) during FY18 revealed that the most frequent contributing factors were associated with inattention to detail, failure to follow agreed work processes and procedures, and poor job planning. Root cause analysis further supported these themes with risk recognition, procedures and safe work practices, and people among the most common causes.

To address this finding, the Take 5 for Safety program, which focuses on worker led conversations at a work site to improve situational awareness and identify task risks immediately prior to work, was piloted successfully and is being progressively rolled out to field-based projects.

The feedback to date has been extremely positive and teams applying the program have noticed a change in the level of consultation and collaboration.

Our project performance shows that projects with robust field readiness and alignment activities achieve successful HSE outcomes. As field work begins to ramp up a concerted effort to include field readiness and HSE engagement and alignment programs into our pursuits and project planning is crucial.

## Safety Week

We celebrated safety week at Worley from 6 - 10 May, which was an opportunity to start building a collective culture. The theme for the week was *Stronger Together, Safer Together* and our people were encouraged to organize activities and events throughout the week.

The following initiatives kicked off during safety week:

- SharePoint site with suggested activities and resources to support local activities and events
- a safety week Yammer group was established to encourage discussion and sharing of ideas and activities. There were 2,922 active people in this group and 30,190 read messages, most of these during safety week itself
- a 24-hour virtual conversation about safety was run to enable our people to connect with leaders in an informal setting and experience a session of open dialogue on safety. The virtual discussion was a great success with 46 leader hosts, 21 facilitators, and more than 420 participants, from over 35 different locations participating during the 24-hour period.

## Employee Assistance Program (EAP)

The EAP is an early intervention initiative that provides professional and confidential counseling. Our EAP is a service available to all employees, contractors and their immediate family members in many locations to help them with work and personal difficulties that may arise.

## Case study: Utilizing artificial intelligence

Our cloud-based platform, SaltGrid, applies artificial intelligence to HSE data to predict the number and types of incidents likely to occur. Using HSE and other system data, SaltGrid recognizes patterns and relationships that standard business intelligence does not, stripping out human bias from trending and analysis efforts. SaltGrid can accurately predict the nature and timing of upcoming incidents, highlighting key causes and contributing factors. SaltGrid analyzes HSE leadership, training and other activities to identify which are most effective in preventing incidents that are likely to arise.

## Case study: CAROL

Did you know, approximately 10,000 work hours are spent globally per annum unloading catalyst, and in 2016, there were 12 fatalities in one incident\*? By inventing a robot that can remove this catalyst and eliminate the need for human entry in to inert atmosphere, CAROL (Catalyst Removal Amphiro) – the industry's first commercial robot for catalyst unloading from refinery and petrochemical vessels – has the potential to save many lives. Developed in 2017, this innovative solution completed its first in-plant job in 2018. But 2019 will be the year that CAROL goes commercial thanks to our partnership with USA DeBusk – a best-in-class mechanical and industrial cleaning services provider specializing in serving the downstream energy sector.

*"As well as reducing the risk to life, CAROL can also reduce current downtime created during shift change and employee rotation, because the robot requires no breaks so it can work around the clock. I'd like there to be CAROL to keep CAROL company who would be there to reload the fresh catalyst afterwards. CAROL and CARL, Worley's first catalyst robots."* Chris Jansen, Project Manager, Advisian Digital, who in 2018, won the Award of Excellence at Chemeca 2018 for co-inventing CAROL.

\*These did not occur on a Worley site nor involve Worley people.



**Worley people of the future**

With the subject of Climate Change a key focal point for many across the globe, we need to make sure that we set the foundations in place to encourage young minds to become the problem solvers of the future. Worley is an avid supporter of STEM education in schools worldwide.

# STEM – Fostering the next generation

3

Introduce a Girl to Engineering Day, Canada

2

7

ENTHUSE Partnership, UK

Learning at Work Week, UK

4

Engineering Week, Norway

1

Power of Engineering, India

1

Power of Engineering, Nigeria

6

Supporting student exams, Trinidad and Tobago

1

Power of Engineering, Australia

5

Nakibots, New Zealand

1

### Power of Engineering, Global

Did you know that only 12 per cent of Australian engineers are female? The Worley Foundation is a proud supporter of Power of Engineering (PoE). To date the PoE program has inspired 9,000 students. Worley is helping PoE workshops reach schools across our global operations, introducing students to STEM and engaging with the industry. Worley has organized PoE events in all our Australian offices and has started expanding overseas, utilizing PoE material in workshops in India, Nigeria and the UK. Our collaboration with PoE went global with a STEM education workshop facilitated by some of our Mumbai engineers at Nanhi Kali Girls at VPS Urdu School No. 2 in India. This was a positive community contribution to encourage girls to study engineering or design.

In addition, a workshop was held in Lagos, Nigeria in conjunction with International Women in Engineering Day bringing girls from neighboring schools to receive career advice.

2

### Learning at Work Week, UK

During Learning at Work Week in May 2019, the children and young relatives of Worley people were invited to the Aberdeen office to learn more about what their family does at work. During Worley's Parents' & Children's Evening, there was the chance to get hands-on with several different STEM-related activity stations such as exploring a real-life offshore facility using virtual reality, trying on and learning about the importance of PPE, testing their construction skills at the LEGO® station and creating working electrical circuits. Shaun Poll, Vice President of Operations UK said, *"As a father of two, a school parents evening is always enlightening. We thought that flipping this concept around to give the kids the same opportunity would be a great way to engage this group of young people in STEM learning."*

3

### Introduce a Girl to Engineering Day, Canada

In February 2019, engineers in Sarnia, Ontario, teamed up with a local girl guide group for some fun and challenging engineering activities to celebrate Introduce a Girl to Engineering Day, which aims to inspire girls to pursue STEM so they learn that they have a place in engineering a better world.

4

### Engineering Week, Norway

Our colleagues from Rosenberg Worley welcomed 30 students from Godalen High School for an onsite tour arranged by one of our customers. During the visit, the students were encouraged to pursue STEM careers and were also given a sneak peek of the newly constructed bridge awaiting transportation to the Johan Sverdrup oil field in the North Sea.

5

### Nakibots, New Zealand

This afterschool club in New Plymouth was started by parents keen to help their intermediate and high school children learn about STEM. Student led, with parents acting as mentors, the children create and build robots, which are entered into national and international competitions. At the VEX IQ Robotics World Championships this year – the biggest and fastest growing youth robotics competition in the world – the first all-female team from New Zealand were announced winners of their age division and the best all-girl team. They also placed sixth in the world across all 400 teams in the wider competition. Their win is an example for all young people, especially girls, to get involved in robotics and technology as a way of understanding the importance of STEM skills.

6

### Supporting student exams, Trinidad and Tobago

The Secondary Entrance Assessment is a government exam undertaken by children aged 11 and 12 of Trinidad and Tobago as part of the admissions process for all public secondary schools – around 18,849 students take this exam. Our local Worley office partnered with four local schools to provide stationery packs to those who were unable to afford them.

7

### ENTHUSE Partnership, UK

Worley's participation in the ENTHUSE Partnership is led by St Anne's Roman Catholic (RC) High School, Stockport. Other schools involved in the partnership include Whitehill Primary, Heaton Norris, St Winifred's RC Primary, Heaton Mersey, St Mary's RC Primary, Levenshulme, All Saints Primary, Heaton Norris and St Joseph's RC Primary, Reddish. The aim of the partnership is to enthuse and inspire students in science, particularly those from disadvantaged backgrounds, leading to positive views of science careers and encouraging them to study science to a higher level. The schools will work closely with STEM Ambassadors from Worley to ensure students and teachers know about science-related roles within industry and to raise aspirations in STEM. Participating schools benefit from opportunities STEM Learning offers through its ENTHUSE Partnerships. This includes STEM-specific professional development for their teachers, working with Worley STEM Ambassadors, building STEM Clubs, taking part in the teacher work experience program with Worley and guided access to STEM Learning's unrivaled collection of resources.

# STEM – Fostering the next generation

# Supply chain – an extension of our business



## **Sustainable procurement philosophy**

Our procurement teams play an influential role on projects, managing the supply of materials, equipment and contractors for projects. Supporting local suppliers, contractors and workers aids the development of skills and capabilities, and provides economic benefits to the local community. During the contracting stage, integrating the economic, environmental and social development objectives into tender documents and contracts ensures contractors and suppliers understand all project constraints and goals. These proactive actions minimize the risk of unnecessary schedule delays and change orders as work progresses. We have developed sustainable procurement procedures to support our customers with a wide range of projects including greenfield mine developments, offshore oil platforms, and fabrication shops.

## **Economic development of our supply chain**

In order to promote opportunities for local and under-represented groups, we have adapted our procurement processes to track, manage and promote the inclusion of local businesses. The procurement team can support economic development by:

- providing training and delivering supplier information sessions for small local companies that may not have the required experience and skills to work on large engineering, procurement and construction management projects
- creating small bid packages to allow local firms to bid on work
- creating a project-specific procurement website for firms to upload their capabilities and learn about opportunities
- allowing for training and skills development to be incorporated into work packages
- using a bid scoring system that can help provide employment for the local community.





# Contributing to our communities

## Worley Foundation

Since 2013, the Worley Foundation has supported the execution of high-impact community projects around the world, changing the lives of thousands of people. An extension of the Corporate Responsibility programs and activities and governed by the Worley Foundation Council, it aims to become a vehicle for direct corporate investment, fundraising and volunteering and highlight our corporate responsibility credentials to our stakeholders. Every year, we celebrate the volunteering and fundraising contributions of our people at the Worley Foundation Awards. These events acknowledge those who have championed social impact with their colleagues by supporting hundreds of community activities.

The social impact delivered from a broad range of Worley Foundation projects continues to grow with these projects supported in FY2019:

- sponsored another 16 Worley people to attend the Pollinate Energy Professionals Fellowship Program, India
- matched employee donations for Kerala flood relief, India
- supported phase 2 of water and sanitation workshops with the Centre of Affordable Waste and Sanitation Technology, Colombia
- installed water facilities and solar power and refurbishing school facilities across a number of villages, India
- supported African capability building workshops about corruption and bribery with Transparency International, South Africa
- supported Worley employees to join a mentorship program with Lean in Energy, Australia
- assisted vulnerable children with Child and Youth Care, Chile

- supported engagement in high schools through PoE across Australia and other selected offices
- supported the Cystic Fibrosis Foundation, Houston.

## Corporate responsibility champions network

The Worley corporate responsibility champions are the heart and soul of Worley's local corporate responsibility activities. Developing our local communities via skills transfer, education, local employment and enterprise development supports our objective of long-term positive social impact in the communities in which we work and, in turn, supports progress towards the UN SDGs.

In WorleyParsons, we:

- participated directly in over 296 corporate responsibility activities across 21 countries, involving over 6,000 Group personnel
- supported local communities through the network of corporate responsibility champions across 40+ offices.

During FY2019, we welcomed 250+ new colleagues from ECR into the corporate responsibility champions employee network. In June 2019, we had an internal communications theme of corporate responsibility as one step in the process to build a collective culture in our new organization. Communications were shared with our people, raising awareness of the key corporate responsibility programs available within Worley, such as the Worley Foundation, and the Pollinate Energy Professionals Fellowship, along with key external initiatives such as the UN SDGs.

# Country profile - India

Worley has been operating in India for 20 years. Following the acquisition we have over 4,400 employees working out of seven offices.

Since 2015 our Indian operations have participated in over 60 CR activities and events, delivering over 9,000 volunteering hours and contributing over \$625,000. We have developed relationships with organizations like The Pollinate Group and our Project Vishwas, supported by the Worley Foundation, has been delivering positive social and economic impact since 2014.

The acquisition of ECR brings with it the opportunity to further expand our positive social, economic and environmental impact in India.

## **Worley Foundation: three years of Pollinate Energy Fellowship**

The Worley Foundation is working with social enterprise Pollinate Energy for the third year running to supply affordable solar-powered lighting systems to those living without electricity. Colleagues from around the world provided these life changing products to the people who need them most.

Over the past three years, 33 Worley colleagues from 13 countries, across five continents, have joined Pollinate Energy in India for two weeks on a fellowship program. To overcome the challenge of getting renewable energy into the slums, the Pollinate Group trains local people – called Pollinators – to sell solar lights in their neighborhood. The hope is that affordable lighting will lead to economic growth through education.



I was thrilled to be selected. This challenging, intense and positive experience helps us build skills in cross cultural communication, social business, problem solving and leadership while helping some of the country's poorest people.

Priyanka Chourasia, Senior Recruitment Advisor, Mumbai



The Pollinate Energy staff spent a lot of time with the fellows, educating us on what it means to be a social enterprise, and the huge effort required to create change. It was fulfilling to be able to capture all this in just two weeks, and then be able to share it with others upon my return so that they gain an understanding of how Pollinate Energy is trying to make the lives of those less fortunate better.

Cynthia Manning, a Program Manager from Worley's Reading office in Pennsylvania, USA



# Country profile - India

## Case study: Worley Foundation - Project Vishwas, India

One of the principal objectives of the Worley Foundation is to bring about significant and sustainable changes in the lives of those who need it. This objective led to the creation of Project Vishwas in 2014, which operates in rural India with a primary objective to refurbish educational facilities for the less privileged members of our society. Six schools have been refurbished over the past four years. In June this year we refurbished another two schools at Jawahar city in the Palghar district of Maharashtra in June, 2019. These two schools are situated 200km away from Mumbai in the Western Ghats, which are part of the few remaining tribal settlements of Maharashtra. The infrastructure in each school now houses classes for 40 to 50 students, in grades one through four, in each of these schools.

## Case study: Ma Niketan - Worley support for orphanage bus

In May 2019, four employees from Worley Mumbai offices (from both heritage organisations) visited not-for-profit Ma Niketan, a corporate responsibility project since 2016 to provide and maintain a school bus for the children of Ma Niketan's orphanage. The visit during May was to review the condition of the bus and the impact it has had to the 240 girls who reside at the orphanage. The girls take the bus daily to 10 schools in the city of Thane. The feedback has been very positive with the orphanage staff indicating the bus provided the girls with motivation to attend school and much needed safety for the journey to and from school. The nuns who manage Ma Niketan advised that the bus was a great leveller as the girls did not feel inferior to their other school-bus commuting classmates.

## Case study: Baroda office CR employee initiative - fundraising on day one

Worley's Baroda office chose to celebrate Day 1 of the new Worley by hosting a fundraising corporate responsibility event. Proceeds from the event went to community-connect initiatives managed by not-for-profit organizations like Srotoshwini Trust and Arpan School (School of Special Child).

## St Jude India Child Care Centres

We have been supporting St Jude Child Care Centres in Mumbai and Kolkata since April 2016. The project supports the operational expenditure costs of the Child Care home for cancer-affected children who come to Mumbai for treatment. In short, a hygienic and cheerful home-away-from-home for these children. We renewed our support for this Mumbai centre in December 2018. An employee network team from Mumbai offices visited the child care centre in Mumbai in December 2018.



## GOVERNANCE

We recognize Worley's reputation for honesty, integrity and ethical dealings is one of its key business assets and a critical factor in ensuring the Company's ongoing success.

Environmental | Social | Governance





A message from our Group  
Company Secretary

## Nuala O'Leary



**40,000+\***

Contractors, employees and partners received Code of Conduct training



**18**

Different languages available for our Code of Conduct



**51**

Countries where our ethics helpline is available to our people



**74**

Number of times our ethics helpline was accessed by our people

Embedding good governance practices is now more important than ever, particularly when it comes to building and guiding a positive corporate culture. At Worley, corporate culture is defined by each and every one of our people and how we behave every day.

Corporate governance and the role of management as leaders are topical issues in Australia and have been a large focus of the business community and regulators in 2018 and 2019. In Australia, a series of events has seen an increased focus on the role of corporate culture. The Australian Prudential Regulation Authority (APRA) and a Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry established by the Federal Government released two reports that each considered the role of the corporate culture as well as governance more generally.

The Royal Commission report included a discussion of corporate culture and stated that changing culture requires continuing *"effort integrated into day-to-day business operations"* and that this would require leadership from within and continued attention by boards, senior executives and others. The Royal Commission final report included the following quote: *"Culture cannot be prescribed or legislated. Proper governance, a healthy culture, and accountability are desired outcomes,*

*but they cannot be imposed by rules that say, 'You must ...' or 'You may not ...' 'Culture is about behaviors. Behaviors in general are not amenable to legislation or regulation. ... Sustainable cultures need to arise from, and be embedded in, banks' [and other entities]' DNA"*.

Some highlights from our governance section are:

### Ethics

We maintain our unwavering standards in our Code of Conduct. Over 26,000 WorleyParsons employees, contractors and joint venture partners completed the annual refresher training. Approximately 16,000 ECR personnel undertook equivalent code of conduct training over the period prior to migrating to Worley. Our [Code of Conduct](#) and Ethics Helpline were communicated on day one of the new Worley. The merger provides an exciting opportunity for Worley to enhance the compliance program with the input and lessons from ECR. Harmonization of these processes and procedures has commenced and this includes our Code of Conduct.

### Human rights

We are resolute in our protection of human rights and upholding the 10 principles of the UNGC. We have responded to legislation changes in modern slavery. Our Code of Conduct states our global commitment

to stamping out modern slavery. We recognize that fair access to employment is a key human right and continue to support Indigenous and refugee groups in gaining paid work.

### Supply chain and customers

We are proud of our human rights record and work to ensure that our customers and suppliers comply with our standards. Our selection and assessment processes for suppliers are described in our [Supply Chain Code of Conduct](#) and we continue to strengthen our monitoring and automation of suppliers' governance. In FY2019, we conducted over 1,400 customer responsible business assessments in FY2019.

### Transparency

Open, honest and transparent communications were a hallmark of internal communications before, during and after the acquisition of ECR. 85 town hall meetings were conducted globally in the first week of the new Worley supported by numerous weekly updates, webinars, questions and answers and 'playbooks'. All designed to promote open sharing of opinions and subject matter expertise.

# Ensuring the highest standard of ethical behavior



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

16.5

Substantially reduce corruption and bribery in all their forms

## Gift registers

Our expectations around the receiving and giving of gifts is explained in our Code of Conduct. To ensure transparency, Worley maintains gift registers.

## Seeking advice

Our people are encouraged to seek advice on ethical and lawful behavior and matters related to organization integrity from their manager. However, if the manager is unavailable or involved in a breach or potential breach of the Code of Conduct, our people should approach their location people leader for advice.

## Ethics Helpline

The helpline is an online and telephone breach reporting system, and is available globally to our people to enable them to report breaches or potential breaches of the Code of Conduct. The helpline is available 24 hours a day, seven days a week. In addition, our people may also contact a member of the Group Executive, management and people teams directly if they:

- believe the breach or potential breach is serious
- have concerns about making a report
- are not satisfied with the response to the report.

In FY2019, we received 74 ethics reports via our Ethics Helpline. This is an increase from last year which we believe indicates a greater awareness of the Ethics Helpline and confidence that the program delivers positive results.

## Protection to whistleblowers

We have a policy that protects whistleblowers and encourages reporting of contraventions.

The key mechanisms for the protection of whistleblowers are confidentiality, anonymity, protection of employment conditions and appropriate support to prevent any other forms of retaliation (e.g. loss of opportunities, shunning, ill treatment, harassment, etc.).

## Prevention of bribery and corruption

Worley complies with all applicable prevention of bribery and corruption legislation and extends the requirement of compliance, including the prohibition of facilitation payments, to third party providers via our Code of Conduct and Supply Chain Code of Conduct. Our Code of Conduct is aligned with the expectations of international compliance regulations and provides a benchmark for ethical conduct and good governance in all aspects of our global business.

Our Code of Conduct explains our expectations for our people to report unlawful and unethical behavior, without fear of retaliation. Worley also provides access to the Ethics Helpline, which is accessible online and by telephone for all our people. Our Code of Conduct prohibits any activity in relation to bribery and corruption.

We provide all our people with prevention of bribery online training courses.

# Ensuring the highest standard of ethical behavior



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

16.5

Substantially reduce corruption and bribery in all their forms

## Code of Conduct

Our Code of Conduct sets out the standards for professional and ethical behaviour across our global business. We expect our people will:

- strive to achieve the highest ethical conduct, questioning unethical behavior and reporting breaches and potential breaches of the Code of Conduct
- comply with the law and avoid conflicts of interest
- act honestly and fairly in all their business dealings
- be open, accurate and professional in all their communications
- be economical and responsible in using Company and other resources
- respect the confidentiality of any information from or about our customers and others
- be reliable and diligent in meeting their responsibilities
- respect the rights of others.

The Code of Conduct is available in 17 languages in addition to English. All our people receive access to the Code of Conduct and training when they start with the Company and thereafter annually.

Our Code of Conduct and Ethics Helpline were communicated on day one of the new Worley.

Our people are obliged to report any breach or potential breaches of the Code of Conduct. Those breaches encompass unethical or unlawful behavior and matters related to organizational integrity. Our people may make those reports to their manager, or if the manager is involved in the breach or potential breach, to their location people leader. No retaliation is permitted against those who raise concerns.





# Protecting human rights

## Non-discrimination

Worley's Code of Conduct requires our workplaces to be free from all forms of harassment, discrimination and intimidation. Behaviors, such as sexual advances, bullying, hostility, abusive language, physical violence or the threat of physical violence, are not tolerated within our Company. Worley's policies and business practices are compliant with the applicable national and local labor standards of the countries in which we operate. Our People Policy and [Diversity and Inclusion Policy](#) underline our commitment as an equal opportunity employer and we do not discriminate on grounds of race, gender, marital status, creed or disability.

Some incidents of discrimination and harassment were reported, investigated and resolved during the reporting period.

## Freedom of association and collective bargaining

Worley's Code of Conduct and [Human Rights Policy](#) state our business principles and confirm our commitment to fair working conditions. They acknowledge our businesses operate under freedom of association principles and comply with local regulations that align with those of local human resources professional body associations around the world.

No confirmed incidents related to violations of freedom of association and collective bargaining were reported during the reporting period.

## Security practices

Worley's Ready, Response and Recovery (R3) System is an integrated business resilience and critical incident management tool that includes our approach to crisis, emergency, business continuity and security management. Our R3 System incorporates security arrangements in accordance with human rights principles for law enforcement and the use of force. It also ensures that the safety of our people is protected when they travel overseas.

## Forced, compulsory or child labor

Worley does not engage in nor condone any form of forced, compulsory or child labor. Worley's Human Rights Policy, Code of Conduct and Supply Chain Code of Conduct each confirm Worley's commitment to respect the basic rights of the people we deal with and not be complicit or engage in activities that solicit or encourage human rights abuse. Worley's Code of Conduct clearly states: *"We respect the basic rights of the people we deal with and will not engage in activities that encourage human rights abuses. We do not employ or condone forced, compulsory or child labor."*

No confirmed incidents related to forced, compulsory or child labor were reported during the reporting period.

## Indigenous rights

Worley is a strong supporter of Indigenous rights and has supported activities such as cultural festivals, art awards, Indigenous education sponsorships and community engagement activities in Canada, Australia, South Africa and the United States.

No confirmed incidents related to violations of Indigenous people rights were reported during the reporting period.

8 DECENT WORK AND ECONOMIC GROWTH 8.7



Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

16 PEACE, JUSTICE AND STRONG INSTITUTIONS 16.2



End abuse, exploitation, trafficking and all forms of violence against and torture of children





# Protecting human rights

## Responding to global legislation: UK Modern Slavery Statement 2019

In accordance with UK legislation, Worley provided its first annual [modern slavery statement](#) in 2019. The statement describes the main actions we have taken during the financial year to deal with modern slavery risks in our supply chains and our own business. We identify the areas of risk in our business and supply chains and the procedures we have in place to manage those risks. In FY2020, further improvements will be made to our supply chain policies and procedures including updates to our pre-qualification process, contract selection and inspection/expediting supplier visits. We will also prepare our first annual Australian modern slavery statement under the Modern Slavery Act 2018.

Worley is committed to high standards of business ethics, as reflected in our Code of Conduct, and to best practice and continuous improvement in the broader sustainability performance of our business and projects. We are a signatory to the UNGC, which aligns our practices with the 10 universally accepted principles in the areas of human rights, labor standards, environment and anti-corruption.

Our minimum and preferred requirements for suppliers and contractors are set out in our Supply Chain Code of Conduct. Worley reserves the right to terminate its trading agreement where a supplier is unable to demonstrate a commitment to this code. Sometimes, it is our customers who are the contracting party, and we manage or support their purchases and/or subcontracts in circumstances where they do not have their own equivalent contract provisions. Where this occurs, Worley offers its own Code of Conduct and Supply Chain Code of Conduct and associated sustainable procurement processes.

Our commitments are aligned to the Ethical Trade Initiative and International Labour Organization Conventions, and require that:

- local laws are respected
- employment is freely chosen
- child labor shall not be used
- illegal labor shall not be used
- appropriate wages are paid
- working hours are not excessive
- freedom of association and the right to collective bargaining are respected
- working conditions are safe and hygienic
- no discrimination is practiced
- no harsh or inhumane treatment is allowed
- businesses operate ethically
- no unauthorized subcontracting is allowed
- due regard is given to environmental impacts.

8 DECENT WORK AND ECONOMIC GROWTH 8.7



Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

16 PEACE, JUSTICE AND STRONG INSTITUTIONS 16.2



End abuse, exploitation, trafficking and all forms of violence against and torture of children

# Supporting human rights: fair access to employment

Worley believes in and supports the access to employment for everyone.

## **Case study: Indigenous apprenticeships, Canada**

Fifty Indigenous apprentices from remote Alberta have become certified welders through a new program at Red Deer College. The Flexibility and Innovation in Apprenticeship Technical Training (FIATT) program is a federally-funded CAD\$1.4 million initiative where participants receive in-class training and workplace experience. The program gives apprentices access to a new simulation tool that reduced time spent away from workplaces.

Red Deer College, Montana First Nation, WorleyCord and the Government of Canada formed a partnership to deliver a FIATT project in central Alberta. The project combined the use of a redesigned curriculum delivery model and learning technologies to prepare 50 Aboriginal learners for a career in welding. Many of the students have completed their technical training and are on their way to finding jobs in their chosen trades.

Worley participated in an Indigenous career expo in Saugeen First Nation and Chippewas of Nawash Unceded First Nation communities, with a goal to ensure that Indigenous individuals were given equal opportunity to engage with suppliers and explore the potential career opportunities coming into the Saugeen Ojibway Nation Traditional Territory. The event was initially offered to students from a local elementary school and was subsequently opened to all members of the community, with Worley engaging Indigenous candidates. Our Worley representatives walked away from this event feeling grateful for the opportunity to learn more about these Indigenous communities, excited about the new connections made, and inspired with ideas on how we can give back to these communities over the life of some of our projects.



# Supporting human rights: fair access to employment

## Case study: Refugee program, Australia

Worley is proud to champion access to employment for refugee groups. One of our people arranged for a group of skilled refugee engineers, new to Australia, to come to our Melbourne office in September 2018 for tips on updating their résumé, writing their cover letter and interview tips. Overwhelmed with volunteers, the workshop was a success with three engineers finding employment with Worley and Advisian. A number of other attendees found employment at other organizations through the contacts made at Worley.

Six months later and one of the engineers, Jamila Alarkan, now a graduate engineer in the Melbourne office arranged for a second group of engineering qualified refugees to come into our offices for job seeking advice and mentoring. Following the success of these events, the Melbourne office now utilizes personnel agencies who specialize in the placement of refugee engineers, recognizing the rich experience this diverse group brings to our country and our organization.



I know first-hand how daunting it is to find employment in a brand new country where English is not your first language. It's important to help new arrivals overcome the barriers they face when looking for employment. Thankfully the workshops held by Worley help refugees overcome some of the same barriers I faced a year ago.

Jamila Alarkan , originally from Syria.



# Assessing and selecting suppliers and customers

## Assessing and selecting suppliers

Across our industries and operations, there are opportunities to lead suppliers to better ESG performance. There are increasing expectations to be transparent on selection processes, expose breaches and encourage ethical conduct where we have influence within our own and customers' supply chains. Recently, we published our first annual [UK Modern Slavery Statement](#).

Local content plans are in place in many countries where there are legislative requirements of both suppliers and employees. Worley assesses suppliers for our operational businesses as well as our project delivery services, often representing our customers. Various tools track supplier performance and key metrics for project delivery services.

## Supply chain policies

Our minimum and preferred requirements for suppliers and contractors are set out in the [Supply Chain Code of Conduct](#). The areas covered include corporate governance and ethics, labor/workplace management, occupational health and safety, environment, suppliers and community engagement.

This year, we updated our Supply Chain Code of Conduct and are developing a Supply Chain Compliance Standard to further enhance our monitoring of supply chain behavior. We updated our standard procurement templates including general terms and conditions to improve compliance to our Supply Chain Code of Conduct and modern slavery requirements.

Worley favors suppliers and contractors who share our commitment to:

- supporting corporate responsibility;
- supporting human rights and fair employment practices
- maintaining and improving the work environment so that it is safe and healthy for all staff and visitors
- conducting their business operations in a way that protects and sustains

the environment

- adopting similar principles and practices to those in the code in selecting, monitoring and managing their own suppliers and contractors
- understanding their responsibility to the local communities on which they have an impact and from which they profit.

All our project procurement and contracting teams operate from the guidance provided in our policies and standards for procurement and contracts, by which goods and services are acquired by Worley.

## Strengthening our customer and project due diligence

The responsible business assessments we perform strengthen customer and project due diligence. We want to know that our customers and other business partners take a responsible approach to business, as we do, before we agree to work with them.

Responsible business assessments were introduced in 2018. FY2019 is the first full year of completing these assessments and over 1,400 assessments were completed. The process is now embedded across our business within our sales and risk assessment procedures for new projects and contracts.

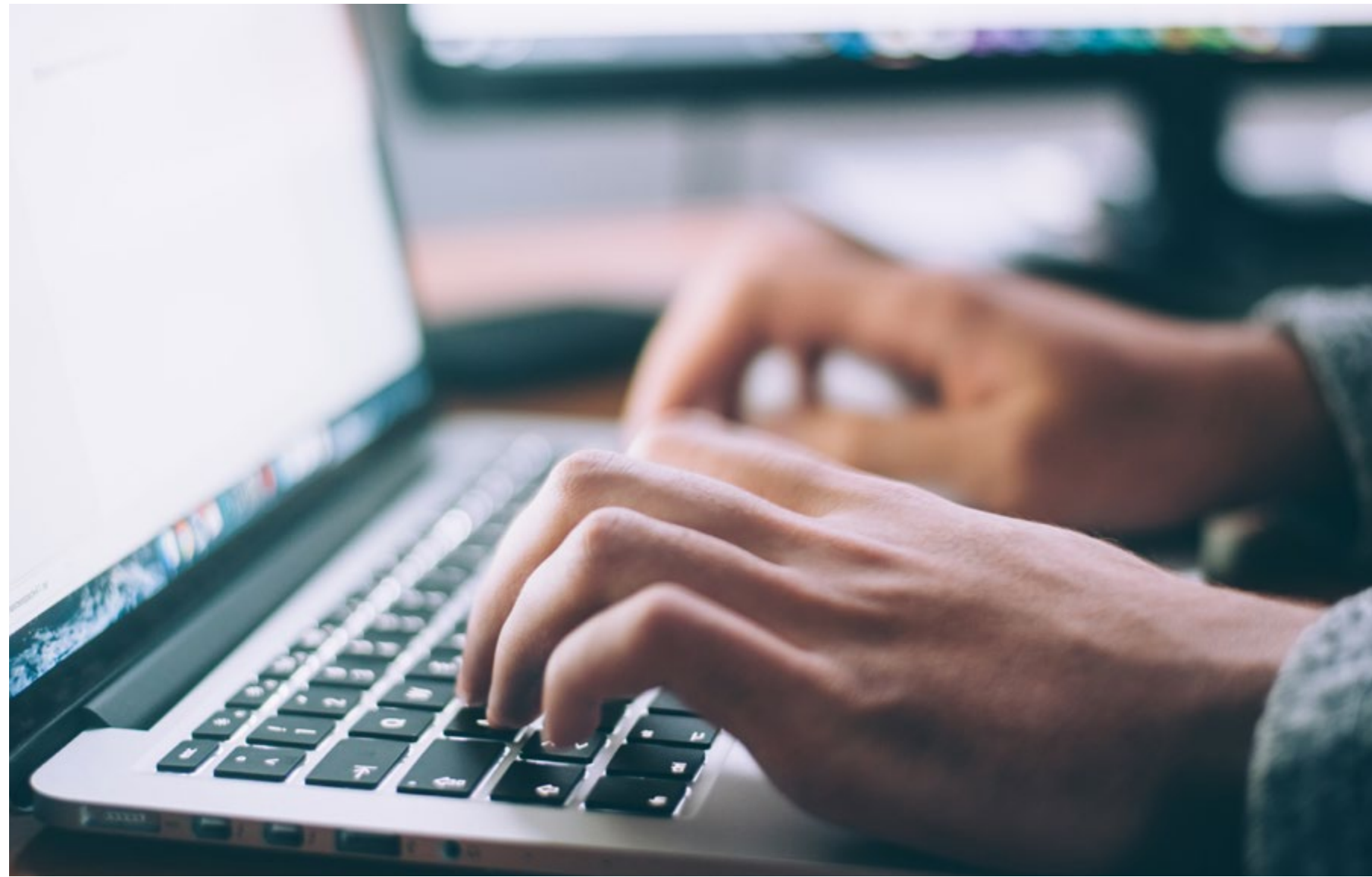
We assess the risk profile of customers and projects in five areas:

- trade sanctions
- ethical business practices
- social license
- credit worthiness
- carbon emissions.

Databases and tools provide information regarding confirmed legal judgments or equivalent for:

- bribery and corruption
- human rights violations
- environmental damages
- labor management issues
- safety.

We make decisions to proceed with bids and work with customers after we have considered the possibility of business disputations and referred reputation damage, and have an appropriate level of risk management in place. This protects the interests of all of our stakeholders: investors, customers, employees and communities.



# Being transparent



16.6

Develop effective, accountable and transparent institutions at all levels



16.7

Ensure responsive, inclusive, participatory and representative decision-making at all levels

## Transparency

We continue to provide periodic and continuous disclosure to the market applying ASX Listing Rules.

This year we updated our Company website and reached out to over 574,000 followers of our social media platforms to communicate to our broader community.

## Social media

Our social media following is steadily growing. The social media platform LinkedIn accounted for the highest follower growth, with approximately 106,000 new followers in the past year. These followers have interacted via comments and likes on the 195 posts we've made, across a number of interest topics.

## Indirectly contributing to national economies

Disclosing our FY2018 corporate tax contributions in the [2018 Tax Contribution Report](#) aligns with our corporate responsibility commitments. We are committed to making a positive impact in the communities and environments in which we operate. We recognize that transparency is crucial to the value of our social license to operate.

With approximately \$429 million paid globally in effective tax contributions, there is a significant direct economic contribution made to countries where we operate. As our employees spend their wages locally on diverse goods and services, there is a further, indirect economic contribution. We do not measure this indirect economic benefit globally, but it is an important component of our contribution in the 50+ countries where we operate.

## Communications with our people

Our internal communication websites, online discussion groups and emails are used to deliver important messages. Our people are encouraged to openly share their opinions, subject matter expertise and voice their concerns. Open, honest and transparent communications were a hallmark of internal communications before, during and after the merger of ECR. Leading up to transaction close a series of 12 targeted 'playbooks' were produced to help our people understand in detail the changes that would take effect along with the publication of regular questions and answers, webinars, town hall meetings and regular, consistent updates to all parties. For the ECR audience, 16,000 views were recorded for three of the updates.

Following completion of the acquisition of ECR, over 85 town hall meetings were held across the world in the first week. Our leadership teams across the world were meeting and greeting our people at all sites, giving the opportunity for discussion and feedback.

# Being transparent

Total tax contribution in four key operating countries in FY2018 (in AUD):



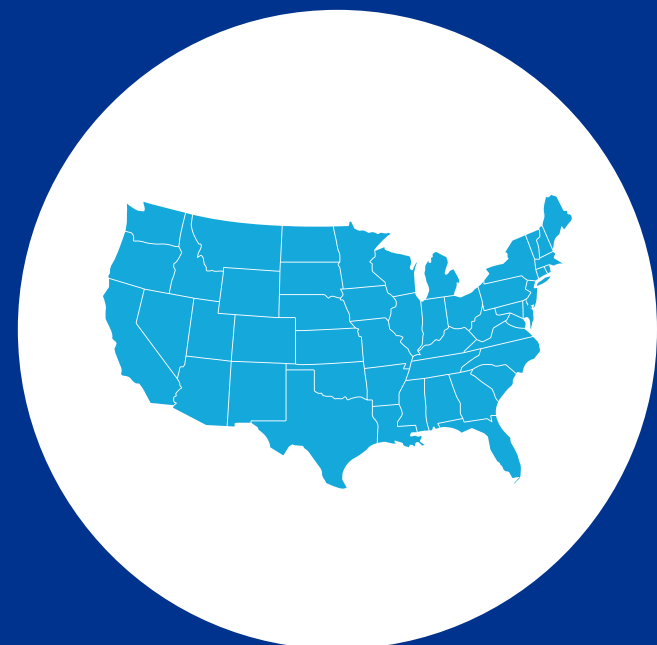
Australia

**\$159.6 million**



United Kingdom

**\$60.2 million**



United States of America

**\$107.1 million**



Canada

**\$101.7 million**

Worley makes a significant economic contribution to the countries in which we operate via the taxes we pay. Additionally, the wages paid to our people make a further significant indirect contribution (not measured) across the more than 50 countries in which we operate.

This table provides a more detailed analysis of our total tax contribution across our key operating jurisdictions during FY2018:

Tax type	Total \$ 000
Corporate income tax <sup>1</sup>	12,457
Other taxes:	
Fringe benefits tax <sup>2</sup>	1,071
Payroll taxes	20,560
Net GST tax <sup>3</sup>	52,841
Employee taxes remitted <sup>4</sup>	341,699
<b>Total</b>	<b>428,638</b>

1 Refers to amounts of corporate income tax paid during FY2018

2 FBT payable for the year ended 31 March 2018

3 GST collected on sales by WorleyParsons less GST paid on business purchases by WorleyParsons

4 PAYG/PAYE/salary withholding collected by WorleyParsons

## GRI CONTENT INDEX TABLES

The value of the sustainability reporting process is to ensure organizations consider their impacts on these sustainability issues, and be transparent about the risks and opportunities they face.

Environmental | Social | Governance



# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
<b>GRI102 - GENERAL DISCLOSURES</b>			
<b>Organizational Profile</b>			
102-1	Name of the organization	<a href="#">Page 8</a>	Included
102-2	Activities, brands, products, and services	Annual Report	Included
102-3	Location of headquarters	<a href="#">Page 8</a>	Included
102-4	Location of operations	<a href="#">Page 8</a>	Included
102-5	Ownership and legal form	<a href="#">Page 8</a>	Included
102-6	Markets served	Annual Report	Included
102-7	Scale of the organization	<a href="#">Page 8</a> Annual Report	Included
102-8	Information on employees and other workers	<a href="#">Page 8</a> WGEA Report	Partially included
102-9	Supply chain	<a href="#">Page 32, 44</a> <a href="#">Page 8</a>	Included
102-10	Significant changes to the organization and its supply chain	<a href="#">Page 32</a> Annual Report	Included



# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
102-11	Precautionary Principle or approach	Corporate Governance Statement	Included
102-12	External initiatives	<a href="#">Page 6</a>	Included
102-13	Membership of associations	<a href="#">Page 6</a>	Included
<b>Strategy</b>			
102-14	Statement from senior decision-maker	<a href="#">Page 7</a>	Included
102-15	Key impacts, risks, and opportunities	Annual Report	Included
		Corporate Governance Statement	
<b>Ethics and integrity</b>			
102-16	Values, principles, standards, and norms of behavior	<a href="#">Page 38, 39</a>	Included
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Page 38, 39</a>	Included
<b>Governance</b>			
102-18	Governance structure of the organization, including committees	Corporate Governance Statement	Included
102-19	Delegating authority	Corporate Governance Statement	Included
102-20	Executive-level responsibility for economic, environmental, and social topics	Corporate Governance Statement	Included
102-21	Consulting stakeholders on economic, environmental, and social topics	Corporate Governance Statement	Included
102-22	Composition of the highest governance body and its committees	Corporate Governance Statement	Included

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
102-23	Chair of the highest governance body	Corporate Governance Statement	Included
102-24	Nominating and selecting the highest governance body	Corporate Governance Statement	Included
102-25	Conflicts of interest	Corporate Governance Statement	Included
102-26	Role of highest governance body in setting purpose, values, and strategy	Corporate Governance Statement	Included
102-27	Collective knowledge of highest governance body	Corporate Governance Statement	Included
102-28	Evaluating the highest governance body's performance	Corporate Governance Statement	Included
102-29	Identifying and managing economic, environmental, and social impacts	Corporate Governance Statement	Included
102-30	Effectiveness of risk management processes	Corporate Governance Statement	Included
102-31	Review of economic, environmental, and social topics	Corporate Governance Statement	Included
102-32	Highest governance body's role in sustainability reporting	<a href="#">Page 5</a>	Included
102-33	Communicating critical concerns	<p>Critical concerns are communicated to the Board through:</p> <ul style="list-style-type: none"> <li>Internal Audit reports as to the effectiveness of the Company's management of its material business risks and internal controls;</li> <li>the Corporate Risk Management Report;</li> <li>the CEO's monthly reports; and</li> <li>other specialist reporting (e.g. in relation to health and safety, corporate responsibility and diversity and inclusion).</li> </ul>	Included

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
102-34	Nature and total number of critical concerns	Corporate Governance Statement	Partially included
102-35	Remuneration policies	Annual Report	Included
102-36	Process for determining remuneration	Annual Report	Included
102-37	Stakeholders' involvement in remuneration	Annual Report	Included
102-38	Annual total compensation ratio	WGEA Report	Partially included
102-39	Percentage increase in annual total compensation ratio		Information unavailable
<b>Stakeholder engagement</b>			
102-40	List of stakeholder groups	<a href="#">Page 9</a>	Included
102-41	Collective bargaining agreements		Information unavailable
102-42	Identifying and selecting stakeholders		Not included
102-43	Approach to stakeholder engagement		Not included
102-44	Key topics and concerns raised	<a href="#">Page 9</a>	Included
<b>Reporting practice</b>			
102-45	Entities included in the consolidated financial statements	Annual Report	Included
102-46	Defining report content and topic boundaries		Not included

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
102-47	List of material topics		Not included
102-48	Restatements of information		Not applicable
102-49	Changes in reporting		Not included
102-50	Reporting period	<a href="#">Page 5</a>	Included
102-51	Date of most recent report	<a href="#">Page 5</a>	Included
102-52	Reporting cycle	<a href="#">Page 5</a>	Included
102-53	Contact point for questions regarding the report or its contents	<a href="#">Page 63</a>	Included
102-54	Claims of reporting in accordance with GRI Standards	<a href="#">Page 5</a>	
102-55	GRI Content Index	<a href="#">GRI Content Index Tables</a>	Included
102-56	External assurance	<a href="#">Page 5</a>	Included
<b>GRI103 - MANAGEMENT APPROACH</b>			
103-1	Explanation of the material topics and their boundaries		Not included
103-2	Grievances about labor practices, impacts on society, environment and human rights filed, addressed, and resolved through formal grievance mechanisms	<a href="#">Page 38</a>	Partially included

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
		<a href="#">Page 39</a>	
		<a href="#">Page 45</a>	
		<a href="#">Page 13</a>	
103-3	Evaluation of the management approach	<p>Our People Policy outlines commitments to the development, safety and support of our people. Some of our commitments are to:</p> <ul style="list-style-type: none"> <li>▪ promote a safe and healthy working environment for our people. We provide our people with access to protective equipment and training to perform their tasks safely;</li> <li>▪ support our people to achieve their choices in work and life balance;</li> <li>▪ provide a work environment that is free of any form of harassment or discrimination, including physical, verbal, sexual or psychological harassment, abuse or threats; and</li> <li>▪ maintaining an open channel for communication where we provide a mechanism for hearing, processing and settling grievances for our people. In many locations, our people are provided access to an employee assistance program.</li> </ul> <p>Corporate Governance Statement</p>	Included

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
<b>GRI200 - ECONOMIC STANDARDS</b>			
<b>GRI201 - ECONOMIC PERFORMANCE</b>			
201-1	Direct economic value generated and distributed	Annual Report <a href="#">Page 12</a>	Included
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">Page 13</a> Annual Report	Included
201-3	Defined benefit plan obligations and other retirement plans	<p>Each location within Worley has its own locally defined employee benefit schemes. Full benefits are provided to full-time and part-time employees. Support from the Employee Assistance Program and ongoing contributions to retirement funds are provided to our casual employees depending on national regulations.</p> <p>The organization benefits for full-time and part-time employees can vary by location, and include:</p> <ul style="list-style-type: none"> <li>▪ insurance (e.g. life, long term disability, accidental death and dismemberment);</li> <li>▪ salary continuance insurance;</li> <li>▪ contributions to retirement fund;</li> <li>▪ health and dental coverage;</li> <li>▪ parental leave; and</li> <li>▪ paid time off for illness.</li> </ul>	Included

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
201-4	Financial assistance received from government	Annual Report	Included
<b>GRI202 - MARKET PRESENCE</b>			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage		Information unavailable
202-2	Proportion of senior management hired from the local community		Information unavailable
<b>GRI203 - INDIRECT ECONOMIC IMPACTS</b>			
203-1	Infrastructure investments and services supported	<a href="#">Page 33</a>	Partially included
203-2	Significant indirect economic impacts	<a href="#">Page 46</a>	Included
<b>GRI204 - PROCUREMENT PRACTICES</b>			
204-1	Proportion of spending on local suppliers		Not included
<b>GRI205 - ANTI-CORRUPTION</b>			
205-1	Operations assessed for risks related to corruption	Corporate Governance Statement	Included
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">Page 38</a>	Included
205-3	Confirmed incidents of corruption and actions taken	<a href="#">Page 38</a>	Included
<b>GRI206 - ANTI-COMPETITIVE BEHAVIOR</b>			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No legal action has been taken against Worley for anti-competitive behavior or anti-trust or monopolistic practices.	Included

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
<b>GRI300 - ENVIRONMENTAL STANDARDS</b>			
<b>GRI301 - MATERIALS</b>			
301-1	Materials used by weight or volume		Not applicable
301-2	Recycled input materials used		Not included
301-3	Reclaimed products and their packaging materials		Not applicable
<b>GRI302 - ENERGY</b>			
302-1	Energy consumption within the organization	<a href="#">Page 23</a>	Included
302-2	Energy consumption outside of the organization	<a href="#">Page 23</a>	Included
302-3	Energy intensity	CDP Submission	Included
302-4	Reduction of energy consumption	<a href="#">Page 23</a>	Included
302-5	Reductions in energy requirements of products and services	<a href="#">Page 22</a>	Included
<b>GRI303 - WATER</b>			
303-1	Water withdrawal by source	CDP Submission	Partially included
303-2	Water sources significantly affected by withdrawal of water		Not applicable
303-3	Water recycled and reused	CDP Submission	Partially included



# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
<b>GRI304 - BIODIVERSITY</b>			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Not applicable
304-2	Significant impacts of activities, products, and services on biodiversity		Not applicable
304-3	Habitats protected or restored		Not applicable
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		Not applicable
<b>GRI305 - EMISSIONS</b>			
305-1	Direct (Scope 1) GHG emissions	<a href="#">Page 22</a>	Included
305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">Page 22</a>	Included
305-3	Other indirect (Scope 3) GHG emissions		Information unavailable
305-4	GHG emissions intensity	<a href="#">Page 22</a>	Included
305-5	Reduction of GHG emissions	<a href="#">Page 22</a>	Included
305-6	Emissions of ozone-depleting substances (ODS)		Not applicable
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		Not applicable

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
<b>GRI306 - EFFLUENTS AND WASTE</b>			
306-1	Water discharge by quality and destination		Information unavailable
306-2	Waste by type and disposal method		Information unavailable
306-3	Significant spills		Not applicable
306-4	Transport of hazardous waste		Information unavailable
306-5	Water bodies affected by water discharges and/or runoff		Information unavailable
<b>GRI307 - ENVIRONMENTAL COMPLIANCE</b>			
307-1	Non-compliance with environmental laws and regulations	<a href="#">Page 23</a>	Included
<b>GRI308 - SUPPLIER ENVIRONMENTAL ASSESSMENT</b>			
308-1	New suppliers that were screened using environmental criteria	<a href="#">Page 44</a>	Included
308-2	Negative environmental impacts in the supply chain and actions taken	<a href="#">Page 44</a>	Included
<b>GRI400 - SOCIAL STANDARDS</b>			
<b>GRI401 - EMPLOYMENT</b>			
401-1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	During the reporting period, our workforce increased by 31,781 people to 57,831 people, as of 30 June 2019	Partially included

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	<p>Each location within Worley has its own locally defined employee benefit schemes. Full benefits are provided to full-time and part-time employees. Support from the Employee Assistance Program and ongoing contributions to retirement funds are provided to our casual employees depending on national regulations.</p> <p>The organization benefits for full-time and part-time employees can vary by location, and include:</p> <ul style="list-style-type: none"> <li>■ insurance (e.g. life, long term disability, accidental death and dismemberment);</li> <li>■ salary continuance insurance;</li> <li>■ contributions to retirement fund;</li> <li>■ health and dental coverage;</li> <li>■ parental leave; and</li> <li>■ paid time off for illness.</li> </ul>	Included
401-3	Return to work and retention rates after parental leave by gender	WGEA Report	Partially included
<b>GRI402 - LABOR/MANAGEMENT RELATIONS</b>			
402-1	Minimum notice periods regarding operational changes	Worley's locations comply with local employment laws with regards to minimum notice periods.	Partially included
<b>GRI403 - OCCUPATIONAL HEALTH AND SAFETY</b>			
403-1	Workers representation in formal joint management-worker health and safety committees	<a href="#">Page 29</a>	Included
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities		Not included

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
403-3	Workers with high incidence or high risk of diseases related to their occupation		Information unavailable
403-4	Health and safety topics covered in formal agreements with trade unions		Information unavailable
<b>GRI404 - TRAINING AND EDUCATION</b>			
404-1	Average hours of training per year per employee		Not included
404-2	Programs for upgrading employee skills and transition assistance programs		Not included
404-3	Percentage of employees receiving regular performance and career development reviews		Not included
<b>GRI405 - DIVERSITY AND EQUAL OPPORTUNITY</b>			
405-1	Diversity of governance bodies and employees	<a href="#">Page 25</a>	Partially included
405-2	Ratio of basic salary and remuneration of women to men		Not included
<b>GRI406 - NON-DISCRIMINATION</b>			
406-1	Incidents of discrimination and corrective actions taken	<a href="#">Page 40</a>	Included
<b>GRI407 - FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Page 40</a>	Included
<b>GRI408 - CHILD LABOR</b>			
408-1	Operations and suppliers at significant risk for incidents of child labor	<a href="#">Page 40</a>	Included

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

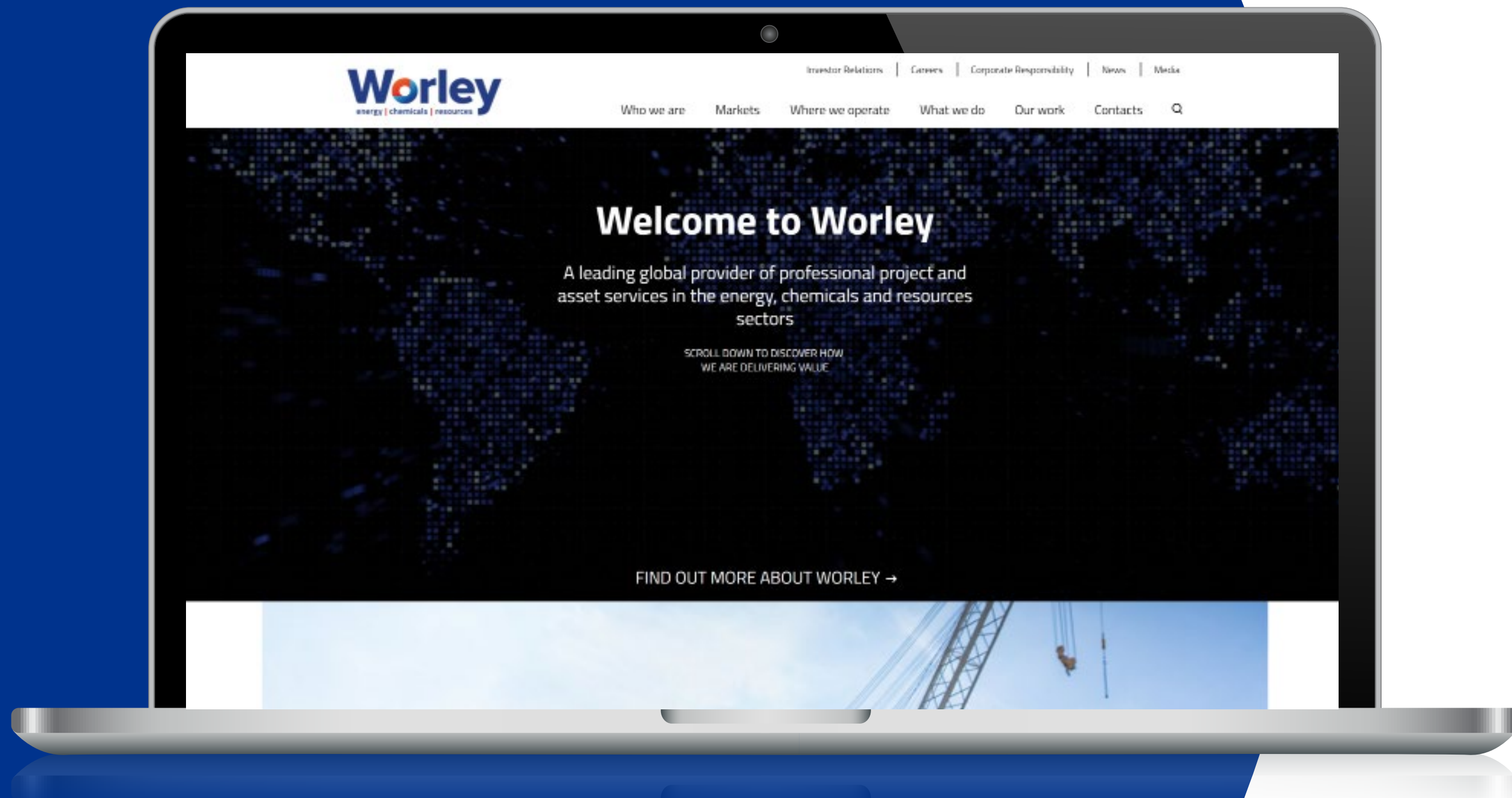
GRI No	Description	Location	Reporting Level
<b>GRI409 - FORCED OR COMPULSORY LABOR</b>			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Page 40</a>	Included
<b>GRI410 - SECURITY PRACTICES</b>			
410-1	Security personnel trained in human rights policies or procedures	<a href="#">Page 40</a>	Included
<b>GRI411 - RIGHTS OF INDIGENOUS PEOPLES</b>			
411-1	Incidents of violations involving rights of Indigenous peoples	<a href="#">Page 40</a>	Included
<b>GRI412 - HUMAN RIGHTS ASSESSMENT</b>			
412-1	Operations that have been subject to human rights reviews or impact assessments	<a href="#">Page 40</a>	Included
412-2	Employee training on human rights policies or procedures	<a href="#">Page 39</a> <a href="#">Page 40</a>	Partially included
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<a href="#">Page 40</a> <a href="#">Page 41</a>	Partially included
<b>GRI413 - LOCAL COMMUNITIES</b>			
413-1	Operations with local community engagement, impact assessments, and development programs	<a href="#">Page 33</a>	Included
413-2	Operations with significant actual and potential negative impacts on local communities	<a href="#">Page 33</a>	Included

# GRI content index

## GRI Indicators

**Reporting Level** - Included, Partially included, Not included, Not applicable

GRI No	Description	Location	Reporting Level
<b>GRI414 - SUPPLIER SOCIAL ASSESSMENT</b>			
414-1	New suppliers that were screened using social criteria	<a href="#">Page 41</a> <a href="#">Page 44</a>	Included
414-2	Negative social impacts in the supply chain and actions taken	<a href="#">Page 44</a>	Included
<b>GRI415 - PUBLIC POLICY</b>			
415-1	Political contributions	<a href="#">Page 39</a>	Included
<b>GRI416 - CUSTOMER HEALTH AND SAFETY</b>			
416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">Page 29</a>	Partially included
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<a href="#">Page 29</a>	Partially included
<b>GRI417 - MARKETING AND LABELING</b>			
417-1	Requirements for product and service information and labeling		Not applicable
417-2	Incidents of non-compliance concerning product and service information and labeling		Not applicable
417-3	Incidents of non-compliance concerning marketing communications		Confidentiality constraints
<b>GRI418 - CUSTOMER PRIVACY</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		Confidentiality constraints
<b>GRI419 - SOCIOECONOMIC COMPLIANCE</b>			
419-1	Non-compliance with laws and regulations in the social and economic area	<a href="#">Page 38</a>	Partially included



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Our corporate website has key information about our business, operations, investors, media, sustainability, careers and suppliers.

### Keep in touch

We welcome your feedback and suggestions. Please email Sue Brown, Director of Corporate Affairs:

[corporate.responsibility@worley.com](mailto:corporate.responsibility@worley.com)

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