


































# Global Reporting Initiative content index 2023



<p><b>Statement of use</b></p>	<p>We have reported in accordance with the Global Reporting Initiative (GRI) Standards for the period 1 July 2022 – 30 June 2023, referred to as FY2023. Our disclosures are contained within our <a href="#">Annual Report</a> and this content index. This content index links to where our disclosures are located. Additional text is provided where disclosures are not in our Annual Report.</p>																									
<p><b>GRI Universal Standards</b></p>	<p>The following Universal Standards have been used in preparing our FY2023 GRI disclosures.</p> <ul style="list-style-type: none"> <li>• GRI 1: Foundation 2021</li> <li>• GRI 2: General Disclosures 2021</li> <li>• GRI 3: Material Topics 2021</li> </ul>																									
<p><b>GRI Topic Standards</b></p>	<p>Our annual materiality assessment has informed our topic specific disclosures. We view these issues through the lens of the United Nations Sustainable Development Goals (UN SDGs). We've used the document '<a href="#">linking the SDGs and the GRI Standards</a>' to map our material issues to the GRI Topic Standards. Our material issues for FY2023 are good health and well-being (SDG 3), affordable and clean energy (SDG 7), industry, innovation and infrastructure (SDG 9), and climate action (SDG 13).</p> <table border="1" data-bbox="353 643 2121 1377"> <thead> <tr> <th data-bbox="353 643 656 691">Topic Standards</th> <th data-bbox="663 643 842 691">Material SDGs</th> <th data-bbox="848 643 2121 691">Material topic disclosures</th> </tr> </thead> <tbody> <tr> <td data-bbox="353 695 656 786">GRI 201: Economic Performance 2016</td> <td data-bbox="663 695 842 786">   </td> <td data-bbox="848 695 2121 786">201-1, 201-2</td> </tr> <tr> <td data-bbox="353 791 656 882">GRI 203: Indirect Economic Impacts 2016</td> <td data-bbox="663 791 842 882">   </td> <td data-bbox="848 791 2121 882">203-1, 203-2</td> </tr> <tr> <td data-bbox="353 887 656 978">GRI 302: Energy 2016</td> <td data-bbox="663 887 842 978">   </td> <td data-bbox="848 887 2121 978">302-1, 302-2, 302-3, 302-4-a, 302-5-a</td> </tr> <tr> <td data-bbox="353 983 656 1074">GRI 305: Emissions 2016</td> <td data-bbox="663 983 842 1074">   </td> <td data-bbox="848 983 2121 1074">305-1, 305-2, 305-3, 305-4-a, 305-5-a, 305-6-a, 305-7</td> </tr> <tr> <td data-bbox="353 1078 656 1169">GRI 306: Waste 2020</td> <td data-bbox="663 1078 842 1169">  </td> <td data-bbox="848 1078 2121 1169">306-1, 306-2, 306-3, 306-4, 306-5</td> </tr> <tr> <td data-bbox="353 1174 656 1265">GRI 401: Employment 2016</td> <td data-bbox="663 1174 842 1265">  </td> <td data-bbox="848 1174 2121 1265">401-2-a</td> </tr> <tr> <td data-bbox="353 1270 656 1377">GRI 403: Occupational Health and Safety 2018</td> <td data-bbox="663 1270 842 1377">  </td> <td data-bbox="848 1270 2121 1377">                     403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10                      We have included all disclosures from GRI 403: Occupational Health and Safety 2018. We see our people as the heart of our organization. We see these disclosures as important to improving our management of health, safety and well-being.                 </td> </tr> </tbody> </table>		Topic Standards	Material SDGs	Material topic disclosures	GRI 201: Economic Performance 2016	 	201-1, 201-2	GRI 203: Indirect Economic Impacts 2016	 	203-1, 203-2	GRI 302: Energy 2016	 	302-1, 302-2, 302-3, 302-4-a, 302-5-a	GRI 305: Emissions 2016	 	305-1, 305-2, 305-3, 305-4-a, 305-5-a, 305-6-a, 305-7	GRI 306: Waste 2020		306-1, 306-2, 306-3, 306-4, 306-5	GRI 401: Employment 2016		401-2-a	GRI 403: Occupational Health and Safety 2018		403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10 We have included all disclosures from GRI 403: Occupational Health and Safety 2018. We see our people as the heart of our organization. We see these disclosures as important to improving our management of health, safety and well-being.
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GRI 201: Economic Performance 2016	 	201-1, 201-2																								
GRI 203: Indirect Economic Impacts 2016	 	203-1, 203-2																								
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GRI 305: Emissions 2016	 	305-1, 305-2, 305-3, 305-4-a, 305-5-a, 305-6-a, 305-7																								
GRI 306: Waste 2020		306-1, 306-2, 306-3, 306-4, 306-5																								
GRI 401: Employment 2016		401-2-a																								
GRI 403: Occupational Health and Safety 2018		403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10 We have included all disclosures from GRI 403: Occupational Health and Safety 2018. We see our people as the heart of our organization. We see these disclosures as important to improving our management of health, safety and well-being.																								

## General disclosures

GRI Ref.	Disclosure	Response	Reporting level
GRI 2: General Disclosures 2021	<b>The organization and its reporting practices</b>		
	2-1 Organizational details	Corporate information, <a href="#">Annual Report</a> – page 199 Global operations, <a href="#">Annual Report</a> – page 46	Included
	2-2 Entities included in the organization's sustainability reporting	About this report, <a href="#">Annual Report</a> – page 2 <a href="#">Sustainability basis of preparation</a> – page 2 Financial statements, <a href="#">Annual Report</a> – page 169	Included
	2-3 Reporting period, frequency and contact point	Our sustainability reporting is included as part of our Annual Report and GRI content index for the reporting period 1 July 2022 to 30 June 2023 (FY2023). The Annual Report for FY2023 was published on 23 August 2023. Corporate information, <a href="#">Annual Report</a> – page 199	Included
	2-4 Restatements of information	Our corporate financial donations have been re-stated for FY2022. This re-statement has been made as certain FY2022 disclosures included certain donations that were accounted on an accruals basis. These accruals have since been removed. The impact of this re-statement is disclosed in page 84 of our FY2023 <a href="#">Annual Report</a> .	Included
	2-5 External assurance	<a href="#">Sustainability basis of preparation</a> – page 3	Included
	<b>Activities and workers</b>		
	2-6 Activities, value chain and other business relationships	Operations, <a href="#">Annual Report</a> – page 43 Relationships and influence, <a href="#">Annual Report</a> – page 78	Included
	2-7 Employees	Operations, <a href="#">Annual Report</a> – page 46 Reported information is incomplete for GRI 2-7-b (employment type). We are working towards disclosing this information in future reporting.	Information incomplete
	2-8 Workers who are not employees	We are working towards disclosing this information in future reporting.	Information unavailable
	<b>Governance</b>		
	2-9 Governance structure and composition	Composition and governance policies of the Board, <a href="#">Corporate Governance Statement</a> – page 3	Included
	2-10 Nomination and selection of the highest governance body	Composition and governance policies of the Board, <a href="#">Corporate Governance Statement</a> – page 3	Included
	2-11 Chair of the highest governance body	Membership, <a href="#">Corporate Governance Statement</a> – page 3	Included

GRI Ref.	Disclosure	Response	Reporting level
	2-12 Role of the highest governance body in overseeing the management of impacts	Operation and responsibilities of the Board and Board Committees, <a href="#">Corporate Governance Statement</a> – page 6 <a href="#">Modern Slavery Statement</a> – page 9 Human rights and modern slavery, <a href="#">Annual Report</a> – page 81 Reported information is incomplete for GRI 2-12-b-c (reviewing the effectiveness of processes). We expect to be able to disclose this information in future reporting.	Information incomplete
	2-13 Delegation of responsibility for managing impacts	Operation and responsibilities of the Board and Board Committees, <a href="#">Corporate Governance Statement</a> – page 7 Reported information is incomplete for GRI 2-13-a ii (delegation to other employees). We are working towards disclosing this information in future reporting.	Information incomplete
	2-14 Role of the highest governance body in sustainability reporting	<a href="#">Corporate Governance Site</a> Operation and responsibilities of the Board and Board Committees, <a href="#">Corporate Governance Statement</a> – page 6 Governance, <a href="#">Annual Report</a> – page 54 Material sustainability issues, <a href="#">Annual Report</a> – page 20	Included
	2-15 Conflicts of interest	Composition and governance policies of the Board, <a href="#">Corporate Governance Statement</a> – page 5	Included
	2-16 Communication of critical concerns	Our governance policies, <a href="#">Corporate Governance Statement</a> – page 9 Ethics and integrity, <a href="#">Annual Report</a> – page 79	Included
	2-17 Collective knowledge of the highest governance body	Appointment, induction and training, <a href="#">Corporate Governance Statement</a> – page 3	Included
	2-18 Evaluation of the performance of the highest governance body	Performance review, <a href="#">Corporate Governance Statement</a> – page 6	Included
	2-19 Remuneration policies	Remuneration report, <a href="#">Annual Report</a> – page 108	Included
	2-20 Process to determine remuneration	Remuneration report, <a href="#">Annual Report</a> – page 108	Included
	2-21 Annual total compensation ratio	We are working towards disclosing this information in future reporting.	Information unavailable

GRI Ref.	Disclosure	Response	Reporting level
<b>Strategy, policies and practices</b>			
2-22	Statement on sustainable development strategy	Chair's letter, <a href="#">Annual Report</a> – page 8 CEO's letter, <a href="#">Annual Report</a> – page 12 ESG performance summary, <a href="#">Annual Report</a> – page 51	Included
2-23	Policy commitments	Worley's policy commitments are included on the <a href="#">Corporate Governance Site</a> .	Included
2-24	Embedding policy commitments	<a href="#">Corporate Governance Site</a> Performance, <a href="#">Annual Report</a> – page 55	Included
2-25	Processes to remediate negative impacts	<a href="#">Modern Slavery Statement</a> – page 28 Reported information is incomplete for GRI 2-25 (grievance mechanisms). We are working towards disclosing this information in future reporting.	Information incomplete
2-26	Mechanisms for seeking advice and raising concerns	Ethics and integrity, <a href="#">Annual Report</a> – page 79	Included
2-27	Compliance with laws and regulations	Director's report, <a href="#">Annual Report</a> – page 96 Ethics and integrity, <a href="#">Annual Report</a> – page 79 Reported information is incomplete for GRI 2-27 (compliance). We are working towards disclosing this information in future reporting.	Information incomplete
2-28	Membership associations	We are part of a number of industry associations, including but not limited to the UN Global Compact, Building Responsibly, Energy Transitions Commission, Climate Leaders Coalition and Australian Petroleum Production and Exploration Association. Reported information is incomplete for GRI 2-28 (significant role in membership associations). We are working towards disclosing this information in future reporting.	Information incomplete
<b>Stakeholder engagement</b>			
2-28	Approach to stakeholder engagement	Material sustainability issues, <a href="#">Annual Report</a> – page 20 GRI 3-1	Included
2-30	Collective bargaining agreements	We are working towards disclosing this information in future reporting.	Information unavailable



## Material topics

GRI Ref.	Disclosure	Response	Reporting level
GRI 3: Material topics 2021	3-1 Process to determine material topics	Material sustainability issues, <a href="#">Annual Report</a> – page 20	Included















Each year we engage with our stakeholders as part of our materiality assessment. Details below:

Stakeholder	How we engage
Employees	We conduct an annual sustainability survey of our people to understand the sustainability issues most important to them. This year, nearly 2,500 of our people participated in this questionnaire. We continually engage with our people through team check-ins, leadership talks, and through our people network groups.
Customers	We conduct project, account, portfolio and management engagement with our customers. We monitor their business needs, market trends, and feedback on our own performance.
Shareholders	We engage with our shareholders through investor and results presentations, analyst briefings, leadership engagement, and through our Investor Relations program. We also conduct an outreach program with investors and analysts specifically on ESG related matters.
ESG frameworks	We actively participate in a range of ESG questionnaires, including MSCI, S&P Global, ISS, and EcoVadis. We also report in alignment with a range of sustainability disclosure frameworks.
Suppliers	Our supply chain is complex and includes corporate procurement, and procurement on behalf of customers. We actively engage with our supply chain and monitor for potential risks.
Communities	We engage on an ongoing basis with stakeholders in the communities in which we operate. This includes governments, First Nations peoples, industry bodies, and academia. We do this through a variety of channels.

Our material issues are prioritized using a materiality matrix. Our materiality assessments results have been approved by Board of Directors and Senior Management.

GRI Ref.	Disclosure	Response	Reporting level
	3-2 List of material topics	<p>Material sustainability issues, <a href="#">Annual Report</a> – page 20</p> <p>We use the UN SDGs to present our material sustainability issues.</p> <ul style="list-style-type: none"> <li>• SDG 3 – Good Health and well-being</li> <li>• SDG 7 – Affordable and clean energy</li> <li>• SDG 9 – Industry, innovation and infrastructure</li> <li>• SDG 13 – Climate action</li> </ul> <p>Using a materiality matrix, we’ve identified and prioritized the sustainability issues most relevant to us, and our stakeholders.</p> <p>There is no change to our material topics compared to FY2022.</p>	<p>Included</p>



GRI Ref.	Disclosure	Response	Reporting level															
	3-3 Management of material topics	Material sustainability issues, <a href="#">Annual Report</a> – page 20	Included															
		<table border="1"> <thead> <tr> <th>SDG</th> <th>Materiality</th> <th>Integration into our business</th> </tr> </thead> <tbody> <tr> <td>  </td> <td> <p><b>Financial materiality</b> Our business performs best when our workplaces are safe, healthy, diverse and inclusive.</p> <p><b>Impact materiality</b> We are a people-based business and have relationships with a range of stakeholders that include our customers, suppliers, and communities. We can positively influence good health and well-being outcomes at work for ourselves, and those we interface with.</p> </td> <td> <p><b>Governance</b> Sustainability governance (<a href="#">Annual Report</a>, page 54) <a href="#">Corporate Governance Statement</a></p> <p><b>Strategy</b> Ambition (<a href="#">Annual Report</a>, page 21) Strategy (<a href="#">Annual Report</a>, page 24) Performance (<a href="#">Annual Report</a>, page 55)</p> <p><b>Risk management</b> <a href="#">Task Force on Climate-related Financial Disclosures (TCFD) Report</a> Modern Slavery risk process (<a href="#">Annual Report</a>, page 81) Risk management framework (<a href="#">Annual Report</a>, page 86)</p> </td> </tr> <tr> <td>  </td> <td> <p><b>Financial materiality</b> The sectors we operate in are significantly exposed to the energy transition. This presents inherent risk and opportunity through the work we do.</p> <p><b>Impact materiality</b> As a provider of professional services, we have a role to play in ensuring a continual and reliable supply of clean energy while still providing the energy, chemicals, and resources that the world needs now.</p> </td> <td> <p><b>Risk management</b> <a href="#">Task Force on Climate-related Financial Disclosures (TCFD) Report</a></p> </td> </tr> <tr> <td>  </td> <td> <p><b>Financial materiality</b> As a professional services provider our business is reliant upon continued investment in energy, chemicals, and resources infrastructure.</p> <p><b>Impact materiality</b> We support projects in the energy, chemicals and resources sectors internationally. These include projects that enable communities to develop economically via productive use of natural resources and skills development.</p> </td> <td> <p><b>Performance</b> ESG performance summary (<a href="#">Annual Report</a>, page 51) Performance (<a href="#">Annual Report</a>, page 55)</p> </td> </tr> <tr> <td>  </td> <td> <p><b>Financial materiality</b> Climate change presents a range of risks and opportunities to our business, both physical and transitional in nature.</p> <p><b>Impact materiality</b> The world is urgently acting to mitigate and adapt to the impacts of climate change. Through our own operations, and the work we do for customers, we play an important role reducing greenhouse gas emissions.</p> </td> <td></td> </tr> </tbody> </table>	SDG	Materiality	Integration into our business		<p><b>Financial materiality</b> Our business performs best when our workplaces are safe, healthy, diverse and inclusive.</p> <p><b>Impact materiality</b> We are a people-based business and have relationships with a range of stakeholders that include our customers, suppliers, and communities. 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## Topic disclosures

GRI Ref.	Disclosure	Response	Reporting level
<b>Economic</b>			
<b>Economic performance</b>			
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Distribution of economic value, <a href="#">Annual Report</a> – page 84	Included
	201-2 Financial implications and other risks and opportunities due to climate change	Risks and opportunities, <a href="#">TCFD Report</a> – page 4 <a href="#">CDP submission</a> – page 10 Reported information is incomplete for GRI 201-2-aiii, v (financial implications and cost of actions). We are working to disclose this information in future reporting.	Information incomplete
<b>Indirect economic impacts</b>			
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Operations, <a href="#">Annual Report</a> – page 43 Communities, <a href="#">Annual Report</a> – page 78	Included
	203-2 Significant indirect economic impacts	Distribution of economic value, <a href="#">Annual Report</a> – page 84	Included

GRI Ref.	Disclosure	Response	Reporting level												
<b>Environment</b>															
<b>Energy</b>															
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	<a href="#">CDP submission</a> – page 105 Environment, <a href="#">Annual Report</a> – page 68 <a href="#">Sustainability basis of preparation</a> – page 5	Included												
	302-2 Energy consumption outside of the organization	Reported information is incomplete for GRI 302-2-a (upstream and downstream energy consumption). We are working to disclose this information in future reporting.	Information incomplete												
	302-3 Energy intensity	We calculate two energy intensity metrics, shown below:	Included												
		<table border="1"> <thead> <tr> <th>Energy intensity</th> <th>FY2022</th> <th>FY2023</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td>Energy intensity per person (MWh / person)</td> <td>4.14</td> <td>4.39</td> <td>+6%</td> </tr> <tr> <td>Energy intensity per unit revenue (MWh / \$ million revenue)</td> <td>23.4</td> <td>19.4</td> <td>-17%</td> </tr> </tbody> </table>	Energy intensity	FY2022	FY2023	Change	Energy intensity per person (MWh / person)	4.14	4.39	+6%	Energy intensity per unit revenue (MWh / \$ million revenue)	23.4	19.4	-17%	
	Energy intensity	FY2022	FY2023	Change											
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	All fuel, electricity, heating and cooling are included in our energy intensity. The ratio uses energy consumption within the organization.														
302-4 (a) Reduction of energy consumption	Environment, <a href="#">Annual Report</a> – page 68 <a href="#">CDP submission</a> – page 103	Included													
302-5 (a) Reductions in energy requirements of products and services	Reported information is incomplete for GRI 302-5-a reductions in energy requirements of sold products and services. We are in the process of identifying our Scope 3 GHG emissions from use of sold products. We are working to disclose this information in future reporting.	Information incomplete													

GRI Ref.	Disclosure	Response	Reporting level																
<b>Emissions</b>																			
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Environment, <a href="#">Annual Report</a> – page 68 <a href="#">CDP submission</a> – page 75 <a href="#">Sustainability basis of preparation</a> – page 5	Included																
	305-2 Energy indirect (Scope 2) GHG emissions	Environment, <a href="#">Annual Report</a> – page 68 <a href="#">CDP submission</a> – page 75 <a href="#">Sustainability basis of preparation</a> – page 6	Included																
	305-3 Other indirect (Scope 3) GHG emissions	Environment, <a href="#">Annual Report</a> – page 68 <a href="#">CDP submission</a> – page 75 <a href="#">Sustainability basis of preparation</a> – page 7	Included																
	305-4 GHG emissions intensity	We calculate three energy intensity metrics, shown below: <table border="1" data-bbox="768 783 1937 1010"> <thead> <tr> <th>Energy intensity</th> <th>FY2022</th> <th>FY2023</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td>Emissions intensity per person (tCO<sub>2</sub>e / person)</td> <td>0.94</td> <td>0.86</td> <td>-9%</td> </tr> <tr> <td>Emissions intensity per unit aggregated revenue (tCO<sub>2</sub>e / \$ million revenue)</td> <td>5.32</td> <td>3.79</td> <td>-29%</td> </tr> <tr> <td>Emissions intensity of our energy (tCO<sub>2</sub>e / MWh)</td> <td>0.23</td> <td>0.20</td> <td>-13%</td> </tr> </tbody> </table> <p>Scope 1 and Scope 2 are included in our energy intensity. All GHG emissions are included as we calculate our emissions using CO<sub>2</sub> equivalents.</p>	Energy intensity	FY2022	FY2023	Change	Emissions intensity per person (tCO <sub>2</sub> e / person)	0.94	0.86	-9%	Emissions intensity per unit aggregated revenue (tCO <sub>2</sub> e / \$ million revenue)	5.32	3.79	-29%	Emissions intensity of our energy (tCO <sub>2</sub> e / MWh)	0.23	0.20	-13%	Included
	Energy intensity	FY2022	FY2023	Change															
	Emissions intensity per person (tCO <sub>2</sub> e / person)	0.94	0.86	-9%															
	Emissions intensity per unit aggregated revenue (tCO <sub>2</sub> e / \$ million revenue)	5.32	3.79	-29%															
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305-5 (a) Reduction of GHG emissions	Environment, <a href="#">Annual Report</a> – page 68 <a href="#">CDP submission</a> – page 33	Included																	
305-6 (a) Emissions of ozone-depleting substances (ODS)	We do not produce any ozone-depleting substances. The refrigerants we use in the operation of our offices and fabrication yards are not ozone-depleting substances.	Not applicable																	
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	We do not measure our emissions of SOx, NOx, persistent organic pollutants (POP), volatile organic compounds (VOC), hazardous air pollutants (HAP), particulate matter (PM) and other categories, because these are not material. They come mainly from our diesel generators and welding activities in our fabrication yards. We manage these emissions in line with local environmental standards. As we reduce our use of diesel generators in line with our net-zero road map, our emissions of SOx, NOx and other compounds will also reduce.	Information unavailable																	

GRI Ref.	Disclosure	Response	Reporting level															
<b>Waste</b>																		
<b>GRI: 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Waste management, <a href="#">Annual Report</a> – page 73	Included															
	306-2 Management of significant waste-related impacts	<p>Nature, <a href="#">Annual Report</a> – page 71</p> <p>This year, we have measured and disclosed the waste from our offices and fabrication yards. Where we did not have actual data, we estimated the waste by headcount as follows. Estimated quantities account for 17 percent of our total waste (by mass).</p> <ul style="list-style-type: none"> <li>• Calculated the headcount per office using HybridHero, our desk booking system</li> <li>• Estimated the total waste generation and its treatment per capita for each country, using a World Bank database</li> <li>• Multiplied this by working hours per year divided by total hours in a year.</li> </ul> <p>Our fabrication yards and offices each have different processes to separate their waste due to the different nature of these operations. We are working to minimize waste to landfill as much as possible, by working with our property managers and waste contractors to implement better waste separation practices.</p> <p>We collect data from our waste suppliers and enter it into our environmental management system. We then categorize these waste streams into waste directed to disposal and waste diverted from disposal (i.e., recycling). Our recycling streams include mixed recycling, scrap metal, organic waste, electronic waste, paper, cardboard and wood. General waste is sent to landfill or waste-to-energy depending on the jurisdiction.</p>	Included															
	306-3 Waste generated	<p>Waste management, <a href="#">Annual Report</a> – page 73</p> <p>We classify waste as either hazardous or non-hazardous, shown below:</p> <table border="1"> <thead> <tr> <th>Waste composition</th> <th>Waste generated (t)</th> </tr> </thead> <tbody> <tr> <td><b>Fabrication yards</b></td> <td><b>8,700</b></td> </tr> <tr> <td>Hazardous</td> <td>298</td> </tr> <tr> <td>Non-hazardous</td> <td>8,402</td> </tr> <tr> <td><b>Offices</b></td> <td><b>4,419</b></td> </tr> <tr> <td>Hazardous</td> <td>0</td> </tr> <tr> <td>Non-hazardous</td> <td>4,419</td> </tr> <tr> <td><b>Total</b></td> <td><b>13,119</b></td> </tr> </tbody> </table>	Waste composition	Waste generated (t)	<b>Fabrication yards</b>	<b>8,700</b>	Hazardous	298	Non-hazardous	8,402	<b>Offices</b>	<b>4,419</b>	Hazardous	0	Non-hazardous	4,419	<b>Total</b>	<b>13,119</b>
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	306-4 Waste diverted from disposal	Waste management, <a href="#">Annual Report</a> – page 73 The waste diverted from disposal includes recycled non-hazardous waste only, shown below:	Included																										
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<b>Social</b>			
<b>Employment</b>			
<b>GRI 401: Employment 2016</b>	401-2 (a) Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>Health, safety and well-being, <a href="#">Annual Report</a> – page 74</p> <p>We offer full-time and part-time employees benefits aligned to local legislative and market practice. Provision of benefits to our casual employees is dependent on local legislation. Benefits may include:</p> <ul style="list-style-type: none"> <li>• Insurance, such as 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>• paid leave</li> <li>• parental leave</li> <li>• paid time off for illness.</li> </ul>	Included
<b>Occupational health and safety</b>			
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	<p>Health, safety and well-being, <a href="#">Annual Report</a> – page 74</p> <p>Health and safety and the management of risk is core to our business and is essential to the way we conduct our operations and a principal value of the way we do business is our focus on Life.</p> <p>The Management System is a risk-based system comprising of risk processes, Standards, Procedures, Templates, Forms and Checklists. The risk-based approach in alignment with ISO31000:2018 Risk Management standards establishes a series of risk control measures in the management of worker health and safety.</p> <p>The Health and Safety Management System houses our global minimum operating controls and it applies across our Group entities.</p> <p>Our people do their work in a variety of different environments. These include our managed sites, including offices, customer and joint-venture managed sites, remote working, working from home, virtual operations, and global delivery. This means that our people often operate under different management systems.</p>	Included





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		<p>We have a set of minimum standards that all management systems must meet. We outline the components that ensure this below.</p>													
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GRI Ref.	Disclosure	Response		Reporting level	
		Pillar	Component		
		<p><b>Our workplace environment and society</b></p> <ul style="list-style-type: none"> <li>Stakeholder engagement and consultation</li> <li>Community volunteering via Worley Foundation</li> <li>Ergonomics (field and office)</li> <li>Health risk and impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>Health workplace exposure</li> <li>Life programs extend to home safety practices</li> <li>Emergency management and security</li> <li>Health, communicable disease including malaria control and blood-borne pathogens</li> </ul>		
		<p><b>Governance and culture</b></p> <ul style="list-style-type: none"> <li>HSS committees</li> <li>Delegations, roles and responsibilities</li> <li>Policies and standards</li> <li>Strategy and improvement</li> <li>Digital tools and technology</li> <li>HSS regulatory and other requirements</li> </ul>	<ul style="list-style-type: none"> <li>HSS event reporting and investigation</li> <li>HSS alerts</li> <li>Lessons learned</li> <li>Business continuity</li> <li>Management and knowledge system</li> <li>Assurance system</li> </ul>		
		<p>20 of our sites, which operate under this Management System, have received ISO 45001 certification. The certified offices/sites as of 30 June 2023 are Australia (Worley Power Services) (9), Bulgaria (1), Malaysia (1), Saudi Arabia (1), Singapore (1) and the UK (7), which covers the provisions of project management, engineering, procurement, construction and construction management, maintenance, modifications and operations, commissioning and specialist consulting and advisory services to our customers.</p> <p>Certification to ISO 45001 is driven by customer, contractual and operational needs. We do not hold certification to ISO 45001 within all jurisdictions however the Group-wide Health and Safety Management System demonstrates conformity to the ISO 45001 standard which has been conferred by certifying bodies.</p>			
	403-2 Hazard identification, risk, assessment and incident investigation	<p>We apply effective risk management principles and processes for office and field activities. The risk management process is applied to identify, prioritize, appropriately prevent, minimize, mitigate, communicate and manage risks throughout all existing and planned activities. Our risk management tools and procedures include:</p> <ul style="list-style-type: none"> <li>Project/office level risk assessment and action plans</li> <li>Permit to work and authorizations</li> <li>Job Hazard Analysis (JHA)</li> </ul> <p>The implementation of risk management processes to existing and planned activities follows a consistent methodology of application:</p> <ul style="list-style-type: none"> <li>Assessment and evaluation of HSE risk</li> <li>Identification of HSE controls</li> <li>Implementation of HSE controls to as low as reasonably practicable (ALARP)</li> </ul>		<ul style="list-style-type: none"> <li>Danger hazard identification</li> <li>Workplace inspections</li> <li>Hazard reporting.</li> </ul> <ul style="list-style-type: none"> <li>Communication of controls</li> <li>Monitoring of controls.</li> </ul>	Included

GRI Ref.	Disclosure	Response	Reporting level
		<p>The business Health, Safety and Environment (HSE) personnel are equipped with the appropriate skills and competencies to support office and field workers. These processes are used to enhance decision making, leverage opportunities and assist in reducing threats.</p> <p>Processes are in place for the timely reporting, classifying, investigation, recording and closing out of incidents and near misses. Incidents and near misses are collectively known as ‘events.’ The processes for workers to report work-related hazards and hazardous situations are as follows:</p> <ul style="list-style-type: none"> <li>• Observed hazards during day-to-day activities are addressed by the observer on a ‘see and fix’ basis, provided that they are capable and competent to do so.</li> <li>• If the hazard cannot be rectified by the observer, they are required to report it to their supervisor.</li> <li>• Activities do not recommence until the hazard is under control and approval is provided by site management.</li> <li>• All personnel with field execution tasks conduct a personal hazard identification process.</li> </ul> <p>Workers are protected against reprisals through this process. This further aids in the identification of any last-minute hazards not identified previously from the JHA process. All personnel are empowered to stop work if they feel it unsafe to continue. The activity is re-assessed and only when safe to do will the activity recommence. The requirements of personal hazard identification are detailed in the Danger Identification and Control Standard.</p> <p>All health and safety related events are reported in a timely manner into the Worley Assurance system. A communication protocol is in place to ensure the reporting is targeted to the level of management (and where required regulatory authorities) with a timeframe based on the severity of the event. Immediately following any event, appropriate emergency response plans are activated, and the care of any injured persons and the safety of all persons is the priority. Investigations are conducted by personnel trained in investigation techniques to identify and document contributing factors, root causes and systemic failures that contributed to the event. Processes used to investigate work-related events:</p> <ul style="list-style-type: none"> <li>• Lessons learned from events and investigations are shared internally and with relevant third parties, with consideration as applicable for sharing with other locations.</li> <li>• The outcomes from the event investigation are assessed to seek trends and analyzed to determine improvement opportunities, including the updating of standards, procedures and guidelines as relevant.</li> <li>• Company alerts are drafted in accordance with the communications and consultation standards and shared depending on the significance of the learning and the breadth of its relevance.</li> <li>• As applicable to the business requirements, Event Review Boards made up of senior representatives review events within a framework with the focus on determining consolidated learnings for the business.</li> <li>• Corrective actions arising out of event investigations shall be evaluated, tabled and then implemented in accordance with the hierarchy of hazard controls.</li> </ul>	

GRI Ref.	Disclosure	Response	Reporting level
	403-3 Occupational health services	<p>Our risk management processes apply to the identification, assessment and risk control of occupational health exposures and illnesses. The process covers existing and future planned activities, and targets physical, ergonomic, chemical, radiological, biological, ergonomic and psychological hazards in the workplace.</p> <ul style="list-style-type: none"> <li>• For all applicable projects, a health risk assessment is performed during the planning phases and prior to site mobilization and concurrent with preparation of the overarching Project HSE Management Plan.</li> <li>• An Industrial Hygiene Surveillance Plan is included in the Health Risk Assessment, which identifies exposure groups and summarizes required and recommended worker monitoring.</li> <li>• We evaluate offsite medical facilities and services using pre-agreed criteria and select a provider that meets the specific needs of the project.</li> <li>• Onsite medical facilities, equipment, resources, and medication are identified through the risk assessment process and agreed upon following the evaluation of offsite medical provider capabilities.</li> </ul> <p>We ensure the quality of occupational health services by using a qualified person to evaluate offsite medical providers and by establishing a service agreement for the scope of services required. Workers have access to occupational health services through the risk assessment process, which identifies the need for medical monitoring and treatment.</p>	Included
	403-4 Worker participation, consultation and communication on health and safety	<p>Our project and office management are responsible for the process for worker participation and consultation in the development, implementation and evaluation of the occupational health and safety management system.</p> <p>Management/leaders ensure suitable and sufficient consultation and communication with personnel with regard to matters of HSE protection. Consideration is given by management to the establishment of structured HSE Committees for offices and field sites. Many of our locations' health and safety legislation sets guidelines for communication and consultation with personnel through the establishment of health and safety committees and representatives. Our local management fully comply with the structure and frequency of these requirements. The HSE Committee is made up of an equal representation of elected workforce representatives and management representatives nominated for the position. The HSE Committee takes into consideration and assists Management with recommendations on a wide range of programs, measures and procedures.</p> <p>We apply a range of methods and processes for communicating local and/or company-wide health and safety information. This includes our employee portal, newsletters, event reports, signs, notice boards, manuals, meetings, reports, email etc., as is appropriate to the specific workplace and workforce. In field locations, tool-box meetings and job/pre-start meetings are tools used to ensure effective two-way communication.</p>	Included

GRI Ref.	Disclosure	Response	Reporting level
	403-5 Worker training on occupational health and safety	<p>To ensure consistent high standards and compliance with local legal and other requirements, training and development solutions for critical HSE competencies where possible are provided by recognized/ accredited independent providers wherever such provision is available.</p> <p>All new company personnel including temporary and permanent transfers, contractors and visitors to any company-managed site undergo a work location specific induction, introduced by a member of the work location senior management team.</p> <p>The site induction includes hazards pertaining to the scope of work not identified during the generic Worley induction. The site-specific content of the induction is identified during the development of the project and prior to commencement at site and documented in a checklist format. The Worley requirements in meeting the required skills and competencies for the activities being undertaken are based on location/project specific systems. The system is premised on maintaining the continual identification of HSE training/qualifications and competencies required for each position and to ensure these competencies are met and maintained by all personnel for their respective positions.</p>	Included
	403-6 Promotion of worker health	<p>Health, safety and well-being, <a href="#">Annual Report</a> – page 74</p> <p>Our people’s needs vary across the countries and environments in which we operate, and so it is important that our health promotion and programs are locally driven to account for the local context and health risks.</p>	Included
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>Our risk management principles and processes assist in reducing threats for all existing and planned activities including those with significant negative occupational health and safety impacts. We have implemented ‘Life-saving rules’ that have been developed to draw attention to the activities most likely to lead to a fatality and the lifesaving actions over which an individual has control. The rules are intended to support existing company management systems and risk control processes. The Worley Life-saving rules comprise:</p> <ul style="list-style-type: none"> <li>• Bypassing safety controls</li> <li>• Confined space</li> <li>• Driving</li> <li>• Energy isolation</li> <li>• Hot work</li> <li>• Line of fire</li> <li>• Safe mechanical lifting</li> <li>• Work authorization</li> <li>• Working at height.</li> </ul> <p>Activities that are aligned with Life-saving rules are detailed within:</p> <ul style="list-style-type: none"> <li>• Project HSE plans</li> <li>• Project risk assessments</li> <li>• Project assurance plans.</li> </ul>	Included

GRI Ref.	Disclosure	Response	Reporting level																		
	403-8 Workers covered by an occupational health and safety management system	Contractors and suppliers are required to manage HSE in line with the Worley Safety, Health and Well-being and Sustainability Policies and Management System. Commensurate with risk, the selection of any new or significant key supplier or contractor includes a review of HSE criteria and an HSE assessment. Contractors, when agreed through the company project engagement processes, may utilize their own standards and procedures in so far as the requirements of their standards are at least equivalent to those of the Worley Management System, the customer's standards and those of applicable national and local regulations.	Included																		
	403-9 (a, b, c) Work-related injuries	Health, safety and well-being, <a href="#">Annual Report</a> – page 74 Work-related injuries:	Included																		
		<table border="1"> <thead> <tr> <th></th> <th>For all employees</th> <th>For all workers who are not employees but whose work and/or workplace is controlled by the organization</th> </tr> </thead> <tbody> <tr> <td>The number and rate of fatalities as a result of work-related injury</td> <td>Number: 1 Rate: 0.002</td> <td>Number: 0 Rate: 0</td> </tr> <tr> <td>The number and rate of high-consequence work-related injuries (excluding fatalities)</td> <td>Number: 0 Rate: 0</td> <td>Number: 0 Rate: 0</td> </tr> <tr> <td>The number and rate of recordable work-related injuries;</td> <td>Number: 52 Rate: 0.12</td> <td>Number: 56 Rate: 0.17</td> </tr> <tr> <td>The main types of work-related injury</td> <td>Hand and finger injuries resulting from falls on the same level, including slips and trips.</td> <td>Hand and finger injuries resulting from falls on the same level, including slips and trips.</td> </tr> <tr> <td>The number of hours worked</td> <td>87,760,052</td> <td>65,995,445</td> </tr> </tbody> </table>		For all employees	For all workers who are not employees but whose work and/or workplace is controlled by the organization	The number and rate of fatalities as a result of work-related injury	Number: 1 Rate: 0.002	Number: 0 Rate: 0	The number and rate of high-consequence work-related injuries (excluding fatalities)	Number: 0 Rate: 0	Number: 0 Rate: 0	The number and rate of recordable work-related injuries;	Number: 52 Rate: 0.12	Number: 56 Rate: 0.17	The main types of work-related injury	Hand and finger injuries resulting from falls on the same level, including slips and trips.	Hand and finger injuries resulting from falls on the same level, including slips and trips.	The number of hours worked	87,760,052	65,995,445	
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The number of hours worked	87,760,052	65,995,445																			
		The work-related hazards that pose a risk of high-consequence injury: Work at heights and dropped objects.																			



GRI Ref.	Disclosure	Response	Reporting level												
	403-10 Work-related ill health	Health, safety and well-being, <a href="#">Annual Report</a> – page 74 Work-related ill-health:	Included												
		<table border="1"> <thead> <tr> <th></th> <th>For all employees</th> <th>For all workers who are not employees but whose work and/or workplace is controlled by the organization</th> </tr> </thead> <tbody> <tr> <td>The number of fatalities as a result of work-related ill health</td> <td>0</td> <td>0</td> </tr> <tr> <td>The number of cases of recordable work-related ill health</td> <td>1</td> <td>2</td> </tr> <tr> <td>The main types of work-related ill health</td> <td>Heat-induced illness.</td> <td>Heat-induced illness.</td> </tr> </tbody> </table>		For all employees	For all workers who are not employees but whose work and/or workplace is controlled by the organization	The number of fatalities as a result of work-related ill health	0	0	The number of cases of recordable work-related ill health	1	2	The main types of work-related ill health	Heat-induced illness.	Heat-induced illness.	
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The number of cases of recordable work-related ill health	1	2													
The main types of work-related ill health	Heat-induced illness.	Heat-induced illness.													
		The work-related hazards that pose a risk of ill health: Heat-induced illness.													

## Corporate information

Worley Limited  
ACN 096 090 158

### DIRECTORS

John Grill, AO (Chair)  
Andrew Liveris, AO (Deputy Chair and Lead Independent Director)  
Wang Xiao Bin  
Juan Suárez Coppel  
Joseph Geagea, appointed 1 July 2023  
Thomas Gorman  
Roger Higgins  
Anne Templeman-Jones  
Christopher Haynes, OBE, resigned 30 June 2023  
Martin Parkinson, AC  
Emma Stein  
Sharon Warburton

Chris Ashton (Chief Executive Officer and Managing Director)

### GROUP COMPANY SECRETARY

Nuala O'Leary

### REGISTERED OFFICE

Level 17  
141 Walker Street  
North Sydney NSW 2060  
+61 2 8923 6866

### AUDITORS

PricewaterhouseCoopers ('PwC')

### BANKERS

Arab Banking Corporation  
Banco Bilbao Vizcaya Argentaria, S.A.  
Bank of America, N.A.

Bank of China  
Barclays Bank PLC  
BNP Paribas  
Commonwealth Bank of Australia  
Deutsche Bank AG.  
First Abu Dhabi Bank  
HSBC Bank  
ING Bank N.V.  
Mizuho Bank  
Royal Bank of Canada  
Standard Chartered Bank  
The Saudi British Bank  
U.S. Bank National Association  
UBS AG

Wells Fargo Bank, N.A.  
Westpac Banking Corporation

### LAWYERS

Herbert Smith Freehills

### SHARE REGISTRY

Computershare Investor Services Pty Limited  
Level 3, 60 Carrington Street  
Sydney NSW 2000  
Australia  
Phone: 1300 850 505

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