Worley
energy | chemicals | resources

Delivering a more sustainable world

SUSTAINABILITY REPORT 2021



worley.com

r personal use only

r personal use only

Contents

INTRODUCTION 2

CEO message 2
Global context 3
Who we are 5
Our approach 8

OUR SUSTAINABILITY PATHWAYS 11

Decarbonization 12
Resource stewardship 18
Asset sustainability 21
Environment and society 22

CARING FOR OUR PLANET 24

Climate 25
Water 34
Circular economy 34
Biodiversity 34

OUR PEOPLE AND COMMUNITIES 35

Safety, health and well-being 36
Diversity and inclusion 42
People development 45
Contributing to our communities 49

OPERATING RESPONSIBLY 52

Governance framework 54
Ethics approach 55
Cyber security and data protection 58
Responsible business assessment standard 59
Assurance 60
Tax contributions 60

ABOUT THIS REPORT 61

Acronyms 64
GRI table 65

Worley acknowledges and pays respect to the past, present and future Traditional Custodians of Country throughout Australia and extends this acknowledgement and respect to First peoples in all countries in which we operate.

In Australia it is Aboriginal and Torres Strait Islander peoples who have cared for and sustained this land, its animals, plants and waters for more than 60,000 years.

We recognize the continuation and importance of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples, and their connections to land, sea and community.

VISIT US ONLINE

We have created our 2021 Sustainability webpage
www.worley.com/sustainability



Taking action to forge sustainable pathways

The COVID-19 pandemic has reminded us how fragile we are and how dependent we are on shared purpose and commitment. It's also helped the world realize we need to take urgent action to achieve the United Nations Sustainable Development Goals (UN SDGs). The enormity of the task is becoming ever more clear.

Delivering a more sustainable world

Ambitions, targets and agreements are important. But delivering the projects necessary to achieve a more circular economy, net zero emissions and better results for our societies and economies is where change becomes real and ambition is realized. It's where action needs to exist and where Worley is taking a leadership role.

Achieving net zero emissions by mid-century will demand an unprecedented pace and scale of global energy, chemical and resource infrastructure development and engineered solutions. It will require the balancing of project delivery performance with social and environmental values and the achievement of schedules.

This year we continued to deliver the solutions our customers need, including projects using carbon-negative technologies (such as direct air capture and bioenergy with carbon capture and storage), advancing the circular economy for plastics and supporting the development and scaling of hydrogen technology.

We continue with a focus on caring for our people, our planet and communities and operating responsibly. We're bringing our purpose to life across our business in many ways. In the last year, we:

- introduced our Sustainable Solutions approach to delivering the work we do, empowering our people to reduce carbon levels on projects
- joined the Business Ambition* for 1.5°C, and the Science Based Targets initiative and committed to net zero Scope 3 emissions by 2050
- held our first Sustainability month, with 15,000 participants
- conducted the first global inclusion survey of our people, with more than 18,500 participants
- participated in the Workplace Pride benchmark survey and signed onto the Workplace Pride Declaration of Amsterdam*
- developed digital sustainability solutions for carbon capture, zero emissions, hydrogen and renewables projects and disaster management.

Partnerships for breakthrough thinking

Solving the sustainability challenges facing the world requires new and different partnerships and coalitions to catalyze breakthrough thinking and approaches. This past year, we:

- partnered with the Princeton Andlinger Center for Energy and the Environment and created our first joint thought leadership on delivering net zero by 2050
- became the first Engineering, Procurement and Construction (EPC) company to join the Blockchain for Energy (B4E) consortium in the US to bring efficiency gains across the energy ecosystem
- participated in the Energy Transitions Commission industry coalition and contributed our expertise and perspective to its work
- became a foundation member of the Climate Leaders Coalition* in Australia.

Empowering our people

One of Worley's key strengths is our agility and ability to lead in the face of external forces and shifts. The pandemic has enabled us to unlock brilliance wherever it lies within our organization and apply that talent and innovation to solve our customers' complex challenges as they pivot their own businesses.

We learned from our first global inclusion survey that 91% of our people rated 'excellent' for "feeling comfortable to be my authentic self at Worley." We also learnt we have more work to do to embrace different thinking to drive innovation and problem solving.

Our people network groups* have worked hard to build awareness and inclusion of key groups within our business. And this hasn't gone unnoticed. Kuumba (our people network group for Black employees) and Women of Worley network both won GRIT awards[1] for leading by example in the energy sector.

We value Life and believe in the safety, health and well-being of our people, communities and the environment. Without it, nothing else matters.

We've stayed focused on our people's mental and physical well-being as the world has moved in and out of COVID-19 related lockdowns. We've provided basic mental health training to 875 managers, and we now have a network of over 254 trained mental health champions. Our senior leaders actively lead our safety and well-being agenda, supported by tools including our Employee Assistance Program (EAP).

As the 26th UN Conference of the Parties (COP26) approaches, we're reminded of the vital role the UN plays in coordinating the global effort on common issues facing humanity. It's been nine years since we became a signatory to the UN Global Compact principles, and we're more committed than ever to them as well as advancing the broader UN SDGs.



Chris Ashton

Chief Executive Officer and Managing Director

*Refer Worley Sustainability Definitions 2021 document

[1] GRIT awards - Growth, Resilience, Innovation and Transition awards issued by ALLY, a community of energy industry professionals.

Personal use only

Partnerships for the future

This is the decade of action. We'll all need to collaborate if society is to realize the UN SDGs by 2030.

As economies begin to recover from the COVID-19 pandemic, we all need to focus on sustainable development.

The COVID-19 pandemic has caused a shift in the way governments, companies, non-governmental organizations (NGOs) and communities collaborate to solve sustainability issues. We've seen nations partner across sectors to battle the impact of the virus, speed up vaccine development and get help to those most in need.

Stakeholder capitalism is becoming even more important. It's driving more investment in companies with strong environment, social and governance (ESG) performance, and demand for internationally consistent ESG disclosures. The world is primed for vast low-carbon infrastructure development and requires collaboration to achieve this.

These shifts have created new partnership models which we must maintain with a focus on sustainable development if we're to achieve the UN SDGs by 2030.

Now more than ever, it's imperative that industries partner to make clear progress toward net zero.

The race to zero is gathering pace

As COP26 approaches, the majority of economies have lifted their ambitions. The US has rejoined the Paris Agreement*, and Japan, Korea and China have committed to net zero emissions targets around the middle of this century. Many countries and blocs have significantly increased their short and medium term carbon reduction targets. And our customers are committing to net zero too.

The UK has also signaled a focus on biodiversity at COP26 in November, which will follow the 15th meeting of the Conference of the Parties to the Convention on Biological Diversity in October 2021.

To achieve net zero ambitions, we'll need innovative approaches to delivering projects and infrastructure. One way to do this is through new and different partnerships and coalitions across geographies, sectors and supply chains.

Now more than ever, it's imperative that industries partner to make clear progress toward net zero.



*Refer Worley Sustainability Definitions 2021 document

personal use only

Partnering for progress

We're a signatory to the UN Global Compact. We support progress toward the UN SDGs and the Paris Agreement.

We get involved in partnerships and coalitions across industry and within our sectors.

We plan to deliver a more sustainable world through understanding and looking at challenges from different perspectives and combining the insights to create opportunities for breakthrough thinking.

Our industry partnerships

We are contributing our design and delivery expertise to create a paradigm shift in how low-carbon infrastructure will be built at great pace and scale. As a partner of Princeton's Andlinger Center for Energy and the Environment, we combine our real-world project expertise with Princeton's academic analysis to develop thought leadership on how to deliver net zero emission.

Our climate coalitions

Operating our business responsibly is a priority for us. To help speed up our journey to net zero, we've joined the Climate Leaders Coalition, the Climate Group, the Energy Transitions Commission and the Business Ambition for 1.5°C campaigns.

Our social partnerships

We are committed to providing an inclusive and diverse place where our people thrive. We partner with Workplace Pride, Catalyst and Supply Nation to support us in this. A key milestone of the past year was our signing of the Workplace Pride Declaration of Amsterdam.

Our community partnerships

Wherever we work, we always want to make a positive contribution to helping people and the environment. Through the Worley Foundation*, we've partnered with a range of community organizations across the world to promote STEM engagement, empower disadvantaged groups and progress environmental sustainability.

andlinger center for energy+the environment

BUILDING RESPONSIBLY

BUSINESS AMBITION FOR 1.5°C

CATALYST

CLIMATE LEADERS COALITION

Energy Transitions Commission

BLOCKCHAIN FOR ENERGY

SCIENCE BASED TARGETS

Supply Nation

SUSTAINABLE DEVELOPMENT GOALS

THE CLIMATE GROUP

UN GLOBAL COMPACT

Workplace Pride

*Refer Worley Sustainability Definitions 2021 document

personal use only

We are diverse



49
countries

33+
languages spoken

47,700
people

4%
identify as LGBTIQ+[2]

[2] Lesbian, gay, bisexual, transgender, intersex or queer plus all other non-binary genders and non-heterosexual orientations not already described.

personal use only

We have a strong purpose underpinned by our values and behaviors

Delivering a more sustainable world.



we value **Life**

We believe in the safety, health and wellbeing of our people, communities and the environment. Without it, nothing else matters.

We care. We recognize things don't always go right so we face into important issues with care and respect.

We know blame fixes nothing and that how we respond and learn really matters. We do the right thing.

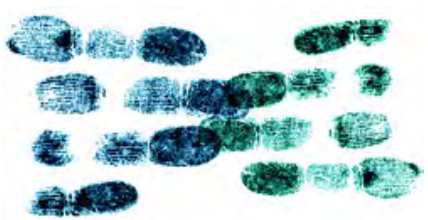


we **Rise to the challenge**

We love a challenge. We go the extra mile delivering new and better solutions to complex problems.

Our can-do attitude makes us reliable, accountable and trustworthy.

We're agile, innovative and attentive; focused on being efficient and productive. We get things done.



we are **Stronger together**

We thrive in real relationships and partnerships. We nurture networks and collaboration. We recognize our differences make us stronger.

We have each other's back. We mobilize in smart and ever-changing combinations. We thrive in real long-lasting relationships and partnerships.



we **Unlock brilliance**

We are passionate about innovating and learning. We value, share and grow our expertise.

We push our thinking. When we can't change a situation, we change ourselves.

For personal use only

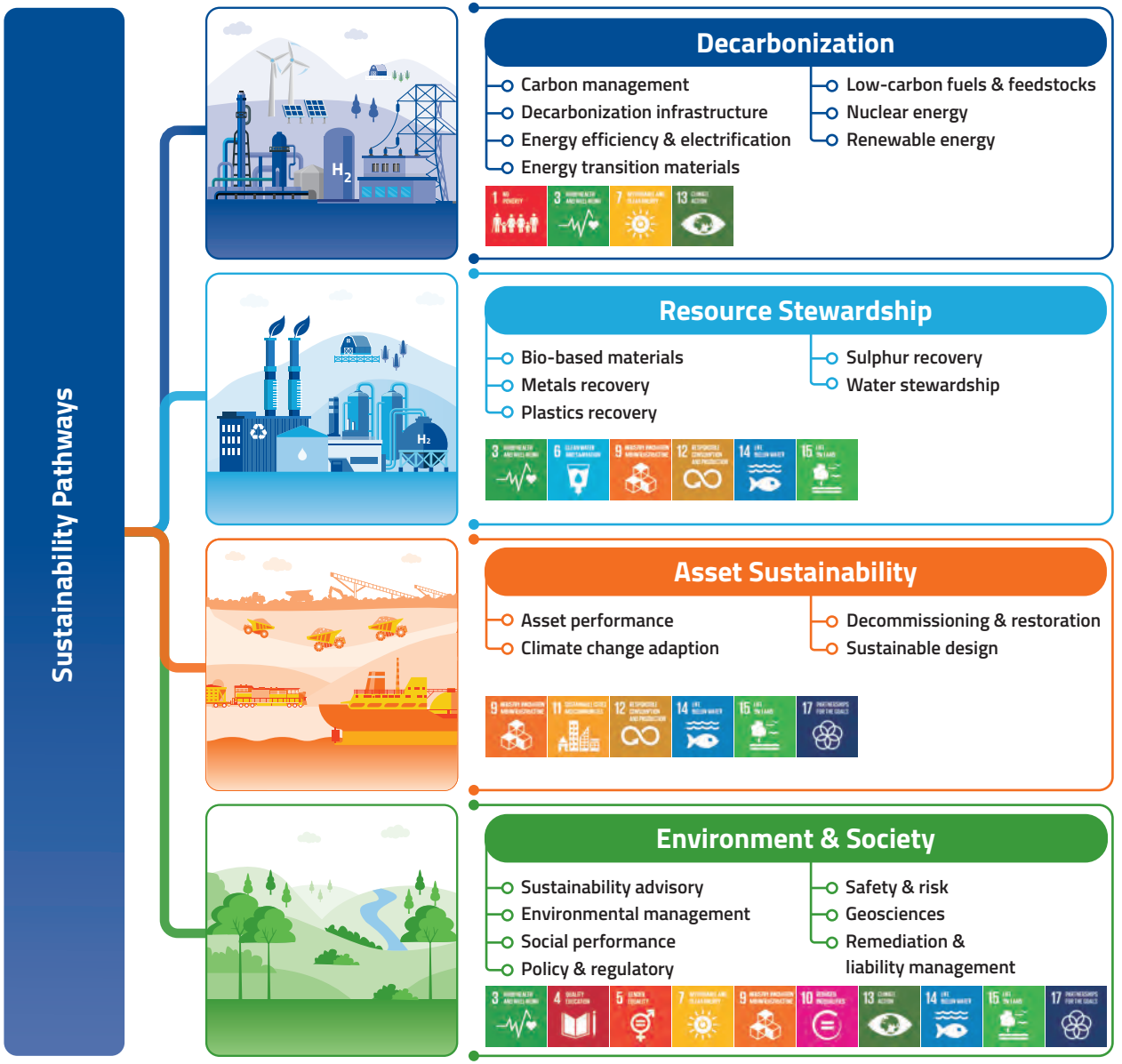
We have a passion for solving complex problems, delivering projects and operating and maintaining assets

Worley is a global company headquartered in Australia, and a leading global provider of professional project and asset services in the energy, chemicals and resource sectors.

As a knowledge-based service provider, we use our knowledge and capabilities to support our customers to reduce their emissions and move towards a low-carbon future.

Our Sustainability Pathways define how we support our customers in delivering a more sustainable world

These pathways provide a clear vision for us. To support our journey we are investing in digital solutions, building data science and digital platforms to drive efficiency and focus on our pathways.



For personal use only

We are focused on what's important for our business and the world around us

Materiality is dynamic, and we engage with key stakeholders to ensure that we remain focused on the material issues for our business.



In FY2021 we:

- surveyed over 1,000 of our people following Sustainability month
- ran our Megatrends and Shifts survey to look for issues affecting our customers
- continually engaged with our shareholders on ESG issues
- monitored what others in our sectors are saying and doing on ESG issues.

We see sustainability issues through the lens of the UN SDGs

We assess two different kinds of issues:

1. Those that have a significant impact on our business.
2. Those in the world around us that our business can have a significant impact on.

This is what drives our sustainability strategy – focusing on both *How we run our business* and *Our role in the world.*



Our material issues for FY2021

- Good health and well-being
- Affordable and clean energy
- Industry innovation and infrastructure
- Climate action.

In this report, you'll find disclosures about our material issues in accordance with the Global Reporting Initiative (GRI) Standards: Core option.

personal use only

Our progress

We've taken action in FY2021 to make major progress on our material issues.

Primary focus areas	 **We support healthy lives and promote well-being**	 **We support access tosustainable and modern energy**	 **We contribute to the ongoing development of industry, innovation and infrastructure**	 **We combat climate change and its impacts**
Our role in the world	• worked with our customers to further improve the management of our people's health and well-being.	• sustainability is 32% of our FY2021 aggregated revenue • increased our involvement in the energy transition to a cumulative total of 3,000+ projects including 650+ renewable energy projects in developing countries; one example being the 100MW Kipeto Wind Farm in Kenya.	• designed, constructed and operated critical infrastructure around the globe • worked alongside Princeton's Andlinger Center for Energy and the Environment on how to deliver the infrastructure required to achieve net zero by mid-century.	• rolled out our Sustainable Solutions[3] process across the business.
How we run our business	• launched new **Life** programs such as Life matters and Safe driving for Life • strengthened our mental health champion networks • held mental health, **Stronger together** and Life months • implemented our inclusion survey to listen to the voices of our people • made strong and clear commitments to inclusion and diversity.	• switched our Houston office and fabrication yard to 100% renewable energy • switched our Perth office to 100% renewable energy.	• funded a total of 20 innovation-related initiatives through our Innovation Hub and Activate programs.	• launched our net zero roadmap • committed to the Business Ambition for 1.5°C campaign • joined the Climate Leaders Coalition • extended our long-term debt maturity profile with a sustainability linked bond* under Euro Medium Term Note (EMTN) program.[4]

Secondary focus areas

In our assessment, we identified several other issues that are important to our stakeholders and to our business. You'll see our contribution to these SDGs noted throughout this report.



*Refer Worley Sustainability Definitions 2021 document

[3] Our approach to incorporating sustainable thinking into project delivery and design. Sustainable Solutions enables our people to identify and quantify sustainability ideas and savings related to carbon and energy use.

[4] Euro Medium Term Note program

Personal use only

Our Sustainability Policy

We are driven by a common purpose - delivering a more sustainable world.

We support progress toward achieving the UN SDGs and are committed to upholding the principles of the UN Global Compact. To achieve this, we have embedded the environmental, social and governance elements of sustainability into the way we operate our business and in the work we do with our customers.

Our Sustainability Policy sets our expectations on caring for our planet, caring for our people and communities and operating responsibly. The policy connects with our other policies, such as our Climate Change Position Statement, our Responsible Business Assessment, our Life program, our Diversity and Inclusion Policy, our Code of Conduct and our Modern Slavery Policy and Statement.



Care for our planet

We commit to environmentally responsible practices, support of the Paris Agreement, and being a leader in our industries. We will:

- partner with our customers in delivering a more sustainable world
- operate in alignment with our Climate Change Position Statement and the associated strategic actions
- assess the environmental impact (such as carbon intensity) of the projects we choose to deliver
- drive real outcomes to tough sustainability challenges, like how to reach net zero emissions.

Care for our people and communities

We deeply value the social settings within which we work, and our expectations are clear. We will:

- provide a respectful, safe and healthy work environment to care for the well-being of our people and their families
- commit to the ongoing development of our people.
- embrace all elements of diversity through our diversity and inclusion policies and networks
- support sustainable communities and ecosystems by managing our impacts and making positive contributions
- assist our customers to engage with communities to build trust and create mutual benefit from projects.

Operate responsibly

We provide robust business governance and:

- stand against all forms of modern slavery and corruption
- set expectations of ethical behavior, including bribery and corruption prevention, in our Code of Conduct and our Supply Chain Code of Conduct
- conduct our business with our customers, partners, agents and suppliers in an open, honest and ethical manner and ensuring our criteria for responsible business practice are met
- report our governance performance transparently.

personal use only



Our Sustainability Pathways

Worley is leading the way to accelerate sustainable development.

r personal use only

We are helping our customers to decarbonize

The energy transition requires an ecosystem of approaches and affects our customers across all our sectors.



Decarbonization

- Carbon management
- Decarbonization infrastructure
- Energy efficiency & electrification
- Energy transition materials
- Low-carbon fuels & feedstocks
- Nuclear energy
- Renewable energy

The dual challenge of supplying energy to a growing population while addressing the risks of climate change is complex, and we're helping our customers find the solutions.

We are integrating our expertise in reducing GHG emissions (decarbonization) across the energy, chemicals and resources sectors.

For example, we have deployed our offshore project execution experience from oil and gas to wind power projects. We have brought our experience in pipeline, terminal and storage facilities from natural gas to hydrogen facilities. We're using our knowledge of petroleum refining to create green refineries using renewable feedstock.

We're helping our customers use less and cleaner energy. We're bringing energy transition metals to market faster to meet growing demand, and we're using renewable energy to do it.

Electrification is central to the energy transition

By replacing processes heavy in fossil fuels with low or zero emissions electricity, we can decarbonize many hard to abate industries.

We're bringing our experience in power to other sectors – from Mining, Minerals and Metals (MMM) to Refining and Chemicals, and Upstream and Midstream.

Case Study | Renewable fuels

We're creating one of the world's largest renewable fuels facilities

We're working with Phillips 66 to reconfigure its San Francisco refinery to produce renewable fuels.

The project will reconfigure the refinery and produce up to 650 million gallons per year of renewable transportation fuels from used cooking oils, fats, greases and vegetable oils. Once built, the renewable fuels facility is expected to be one of the world's largest facilities of its kind.

We're providing the overall engineering services and Advisian, our consulting business, completed the feasibility study.

Alignment to the UN SDGs:



Source: Phillips 66 Company

For personal use only

Making energy cleaner and smarter

We're making renewable energy more reliable. To do this we are designing and delivering technologies including:

- battery storage
- hydrogen
- pumped hydro
- thermal storage
- mechanical storage.

We eliminate energy waste by improving industrial processes and through rigorous master planning. We capture and use waste heat. And we change industrial processes to be more energy-input flexible, including to renewable energy.

We work on smarter demand and supply matching, using digitization across generation, grids and loads to optimize energy use.

In 2020, 62.3% of the energy produced in the US was wasted as heat or through various inefficiencies.[5]

Metals will build our future energy system

If the world is to meet its sustainability targets, more copper, nickel, lithium, cobalt and low-carbon aluminium is needed.

Up to USD$525b investment is needed to fill the pending copper supply gap over the next 15 years.[6]

The energy transition has huge implications for the mining industry. The supply gap for energy transition metals is widening. We are working with our MMM customers to reduce this gap through project delivery and technology improvements.

We are also supporting our customers in achieving more sustainable and efficient production of these valuable natural resources.

Meeting the challenge of scale and pace

Working alongside Princeton University, we have explored what it will take to deliver net zero by mid-century.

To achieve the scale and pace necessary, a new way of thinking is needed. We are proposing five key shifts in how to think about and approach projects. These are:

- broaden how we think about value
- keep our technology options open
- design one, build many
- communicate and collaborate
- enable and monitor digitally.

Read the full report here.



[5] Energy Flow Charts - Lawrence Livermore National Laboratory.

[6] Will a lack of supply growth come back to bite the copper industry?

Personal use only

Working behind the meter

With the VECKTA platform (our joint venture with Xendee), we help customers design and implement their custom microgrid solutions. We take our customers' energy data and look at it in conjunction with our platform energy data. Then, using digital tools like artificial intelligence (AI), we help customize microgrid design and optimize operations.

Hydrogen will help decarbonize hard to abate industries

Hydrogen is a clean-burning fuel. It can be used as energy storage for renewables and as a decarbonization solution for hard to abate sectors like heavy transport, chemicals and steel manufacture.

We are bringing our experience from safe production and export facility design to the emerging hydrogen industry.

We have the expertise to produce it, transport it, store it, process it and use it; all safely.

We are delivering projects across the world, examining hydrogen's role in the energy transition.

In the Netherlands, we are completing the FEED of a hydrogen project which will see the green hydrogen produced used to create bio-methanol and green jet fuel. We are completing studies on the feasibility of crude oil to hydrogen pathways in the Middle East. In the UK, we are supporting a customer to engineer and integrate a 100MW green hydrogen plant.

In Australia, we are exploring the feasibility of turning green hydrogen into green ammonia, to help decarbonize an element of the mining supply chain.

Case Study | Hydrogen from wind

Our engineering services are helping Shell to develop a new 200MW green hydrogen plant

We have been awarded an early engineering services contract by Shell to support the development of a new 200 megawatt electrolysis-based hydrogen plant.

Once complete, the project will be one of the largest commercial green hydrogen production facilities in the world.

As a first-of-its-kind project on this scale, we are providing early engineering and asset integration related services including the selection of the best technology needed to support the overall business case.

Alignment to the UN SDGs:



personal use only

Natural gas in a low-carbon world

To achieve net zero ambitions by mid-century, the carbon footprint of natural gas must reduce. We are helping to decarbonize the natural gas value chain through:

- Carbon Capture, Utilization and Storage (CCUS)
- energy efficiency
- fugitive emissions management
- electrification.

For example, fugitive emissions from natural gas facilities and pipelines are a significant problem due to the high global warming potential of methane. Our FetCH4 technology enables our customers to detect and mitigate fugitive methane emissions. It's quicker, more effective and safer than the usual periodic inspections carried out manually.

> **"When it comes to decarbonizing the world's energy systems, there isn't one single solution. That's why we're helping customers across all of our sectors to make changes, as we remain focused on delivering a more sustainable energy future."**
>
> Vinayak Pai
> Group President EMEA & APAC at Worley[7]

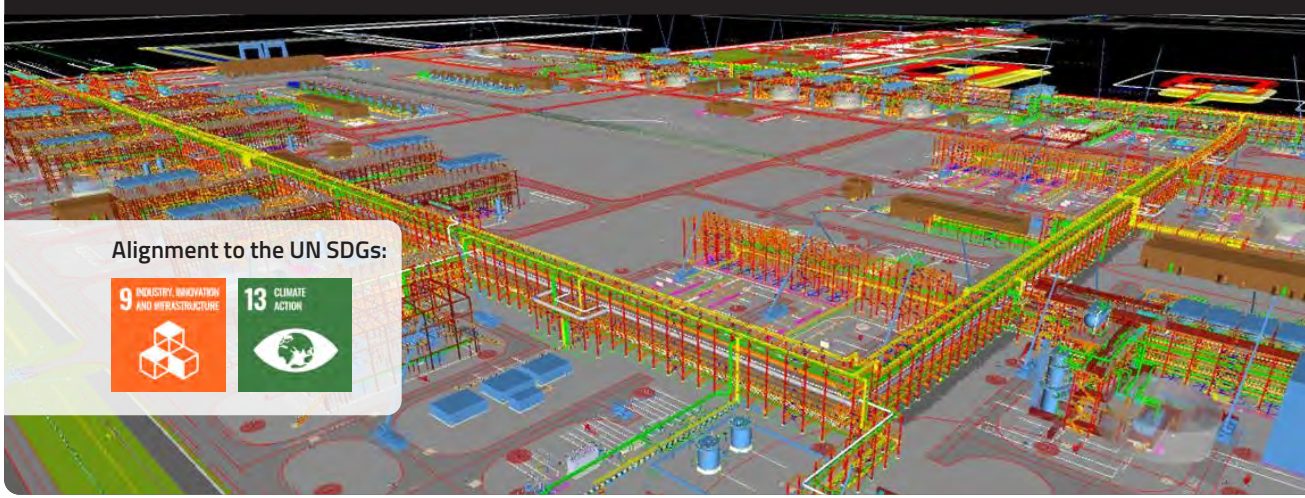
Case Study | Improving the use of natural gas

We're helping Saudi Aramco reduce flaring from greenhouse gas (GHG) emissions*

We've provided engineering, procurement and project management services for the project.

The project focused on optimizing gas utilization to meet the demand for power generation in Saudi Arabia's gas supply.

The solution involved creating gas injection facilities to store surplus gas from the master gas system (MGS) in underground, depleted reservoirs during low demand season and produce the gas back to MGS during the high demand season.



*Refer Worley Sustainability Definitions 2021 document

[7] 'EMEA' refers to Europe, Middle East and Africa. 'APAC' refers to Asia Pacific countries. 'Americas' refers to North America and South America.

Personal Use Only

The countdown to negative carbon emissions

To achieve net zero by mid-century, technologies that remove CO_2 from the atmosphere are likely to be required. Direct air capture (DAC) and bio-energy with carbon capture and storage (BECCS) are two pioneering negative emissions technologies to strip carbon from the air and lock it away permanently.

Did you know, we've worked on more than 90 first-of-a-kind projects for emerging technologies?

Case Study | 1PointFive

Withdrawing CO_2 from the air

We've been awarded the initial engineering phase of 1PointFive's first DAC facility, the world's first million-tonne Direct Air Capture plant when fully built out.[8]

The facility, to be built in the US Permian Basin by 1PointFive, a wholly-owned subsidiary of Occidental, is the first commercial scale deployment of Carbon Engineering's DAC technology, which captures carbon dioxide (CO_2) directly from the atmosphere. This front end engineering design (FEED) phase will focus on the first phase of DAC-1, which is expected to capture 500,000 metric tonnes of CO_2 annually.

During the FEED phase, we'll help 1PointFive explore next-generation technology, materials and manufacturing approaches consistent with a circular economy. These innovations will contribute to the facility's sustainability and capital efficiency, and will allow Worley to work with 1PointFive and Carbon Engineering to refine the design and construction of future DAC facilities. Completion of the FEED is estimated in the second quarter of 2022, after which we anticipate the project will move into the engineering, procurement and construction phase.



Alignment to the UN SDGs:

[8] CCUS around the world - DAC 1

Personal use only

Case Study | Negative emissions

Capturing 8 million tonnes of CO_2 with Drax Group

We're working on the early front-end engineering and design (pre-FEED) for the first two carbon capture units at Drax Group's power station in North Yorkshire, UK. Each unit is expected to capture approximately 4 million tonnes of carbon dioxide per year.

The carbon capture units will incorporate the negative emissions process scheme, BECCS which generates renewable electricity while permanently removing carbon dioxide from the atmosphere.

We're developing the plant layout, cost estimates and schedules for FEED and detailed engineering, procurement and construction. We'll also explore options to integrate the project into the existing Drax site at an industrial scale.

Drax Group expects this to lead to the power station becoming carbon-negative and contribute to Humber region's ambition to be the UK's first zero-carbon industrial cluster. It also has the potential to inspire future decarbonization projects from adjacent industries.

Alignment to the UN SDGs:



Personal use only

The world is on a journey to a circular economy

> "There is only one planet Earth, yet by 2050, the world will be consuming as if there were three."
>
> European Commission[9]

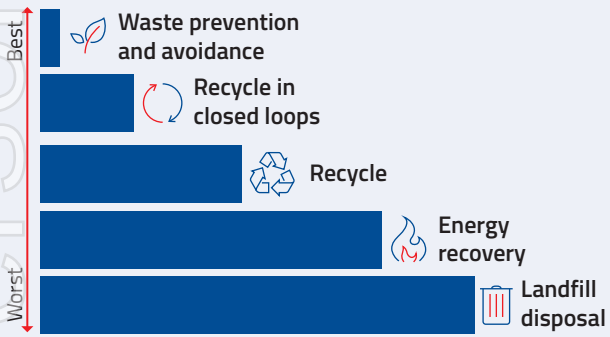
Half of all GHG emissions and more than 90% of biodiversity loss and water stress come from extracting and processing resources.[9]

Circular economies provide the solution to more sustainable resource use.

Our work with our customers spans the opportunities defined in the waste management hierarchy. We strive to move towards avoiding waste and a fully circular reuse of materials.

We must reuse what we already have

We help our customers re-purpose their existing assets to make a more sustainable product. For example, we're working with our existing customers in Europe, North America and Asia to convert their petroleum refineries to renewable diesel refineries by changing to biomass feedstocks.



[9] European Commission Circular Economy Action Plan.



Resource Stewardship

- Bio-based materials
- Metals recovery
- Plastics recovery
- Sulphur recovery
- Water stewardship

Case Study | Plastic recycling

We're giving waste plastic a new life

We've been awarded the engineering, procurement and construction management (EPCM) contract by SABIC Plastic Energy Advanced Recycling BV (SPEAR) – a joint venture between SABIC and Plastic Energy – for a new advanced plastics recycling unit in Geleen, the Netherlands.

The unit will leverage Plastic Energy's patented recycling technology to transform mixed and used plastic waste, otherwise destined for incineration or landfill, into recycled oils called TACOIL. The TACOIL will then be used by SABIC as an alternative feedstock to manufacture certified circular polymers as part of its TRUCIRCLE™ portfolio of solutions.

The advanced recycling unit will enable SABIC to upscale the production of these circular polymers significantly. This will provide customers with greater access to more sustainable materials, which are recycled and repurposed in a way that can help protect our planet's natural resources.



Alignment to the UN SDGs:

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

personal use only

We make the fuels of the future and manage sustainable water use

While the world can now easily electrify trucks and cars, liquid fuels are still essential for most shipping and aviation. We are developing low-carbon fuels for our customers.

Sustainable hydrocarbons

Biofuel can replace oil. It's made from waste and on-purpose biomass (from either plants or animals) rather than fossil fuel.

We are working with our customers to select sustainable pathways for the production of biofuels*. We are also delivering over 60% of the refinery conversions to biofuels in the US.

Turning waste into fuel

The first step in the journey to resource re-use is energy recovery. We are working with our customers to use methane from landfill or animal waste to make renewable natural gas and bioethanol.

We're turning municipal solid waste into sustainable transportation fuels. For example, we are working with a customer to convert waste to jet fuel. Not only will this project produce sustainable fuel for the aviation industry, it will prevent the waste from going to landfill.

Fuel from emissions and renewable energy

We're using technology to produce synthetic fuels, made from captured CO_2 and green hydrogen. For example, we are providing the engineering services on a project that recycles carbon-rich gas into bioethanol.

Water stewardship

Water is a critical resource. Water scarcity, competition for resources and environmental pressures including climate change are posing new challenges to our customers' businesses and the broader community.

Working to increase water reliability

We help our customers with all aspects of responsible water management, including extraction, treatment, recycling and discharge. We've developed solutions for all types of operations including:

- wastewater treatment
- desalination
- onshore upstream
- green hydrogen
- unconventional oil and gas
- the chemicals industry.

*Refer Worley Sustainability Definitions 2021 document

Case Study | Yanacocha

Shaping Yanacocha's future water strategy

We're helping Minera Yanacocha S.R.L. (owned by Newmont, Minas Buenaventura and Sumitomo Corp.) to transition its world-class gold mine in Peru to next generation mining.

We're using our decades of experience with water, mine operations, brownfields and high-altitude construction, and closure to pilot an advanced membrane treatment. This treatment will meet tight discharge-water quality standards and protect downstream communities.

Alignment to the UN SDGs:



personal use only

Case Study | Water and green hydrogen

Ensuring a sustainable water supply for green hydrogen

We've been working with the Gigastack Consortium[10] on the engineering for a 100MWe green hydrogen plant from wind energy for integration into a nearby refinery.

To create green hydrogen you need pure water – and a lot of it. In a fresh water constrained world, this can make or break a green hydrogen project. This was the challenge faced by our industrial water team and one of our customers when tasked to find a water source in the UK's Humber region.

The water source will be the recycled refinery effluent. The green hydrogen will displace carbon intensive grey hydrogen or be used as a zero carbon fuel to reduce carbon emissions.

Using sustainable water sources such as recycled refinery effluent will make sure that we minimize the water footprint of the green hydrogen plant.

Using sustainable water sources such as recycled refinery effluent will make sure that we minimize the water footprint of the green hydrogen plant.

Alignment to the UN SDGs:



[10] Gigastack - News



personal use only

We are adapting to the impacts of climate change

Case Study | ACRIS

Advisian

We're helping navigate the energy transition with the Advisian Carbon Risk Index Service.

Countries and companies are committing to net zero. Emissions intensive industries such as aluminium, ammonia and refining face increasing carbon related risks and opportunities.

We are using the Advisian Carbon Risk Index Service (ACRIS), a subscription-based service that gives our customers a dynamic risk related index number which updates in response to transition and climate related risk events. We give our subscribers access to a suite of tools and reports providing mitigation pathways, cost information and analysis by Advisian subject matter experts.

Alignment to the UN SDGs:





Asset Sustainability

- Asset performance
- Climate change adaption
- Decommissioning & restoration
- Sustainable design

Built to last

As we experience more extreme weather, our energy infrastructure needs to be more resilient.

We undertake studies and advise on the impacts of climate change, including sea level rise and coastal erosion. As part of our design practices, we also make sure infrastructure can withstand increased ambient temperature and more frequent extreme weather events.

For example, we included the impact of climate change (sea level rise, permafrost changes, ice loading levels) on the design of a port in the Arctic Circle.

We build climate change resilience into our design processes, future proofing critical infrastructure. Over the past 40 years we have improved the sustainability of assets on more than 25,000 projects.

Through digital we trust and deliver

We need the trust and auditability that only digital can deliver. Digital solutions will transform and impact how we design, deliver and operate infrastructure.

Digitally enabled Distributed Energy Systems (DES) help keep energy infrastructure resilient. They increase survival time during a grid outage and reduce the vulnerability of the energy supply if a single critical location is damaged. DES also reduce costs, save energy and help to increase uptake of renewable energy.

For personal use only

Leaving a positive legacy

We add value to the world while protecting the planet and delivering benefits shared by society.



Environment & Society

- Sustainability advisory
- Environmental management
- Social performance
- Policy & regulatory
- Safety & risk
- Geosciences
- Remediation & liability management

Case Study | Great Lakes

Advisian

Harnessing the power of the Great Lakes through wind.

Advisian is partnering with the National Renewable Energy Laboratory, The Brattle Group and Pterra Consulting to determine if the Great Lakes can further support energy transition in the US.

Advisian is leading environmental regulatory, and user-conflict studies and supporting economic and geohazards assessments. We are assessing environmental compliance and impacts visual effects, and mitigation, and providing information on public health benefits, environmental justice, effects to disadvantaged communities and decarbonization benefits.

Alignment to the UN SDGs:



We involve Advisian's environmental and social impact assessment and management teams in the early phases of a project's lifecycle and ensure the consideration of changing regulation and regulations which permit activity.

We engage with the expectations of Indigenous peoples as key stakeholders of a project's development.

Technology's role in reducing our customers' impact

Our technologies go beyond minimizing GHGs.

Through Comprimo (our sulphur recovery and gas treating business) and Chemetics (our sulphuric acid and specialty chemicals technology businesses) we help our customers to reduce nitrous oxides (NOx) and sulphur dioxide (SO_2) emissions.

Decommissioning without environmental damage

When we help our customers decommission their sites, we do it in a way which minimizes social and environmental impacts and creates future ecosystem services.

Our key considerations when we are planning a restoration include:

- Which vegetation species should be replanted considering the natural habitat?
- Which plants will absorb more carbon?
- How can we achieve the most sustainable outcome?

Comprimo®

CHEMETICS®

Personal use only

Personal Use only

Balancing value and economics to promote community sustainability

For us, value means making a lasting positive social impact and contributing to the communities in which we operate. We are committed to supporting sustainable communities and maximizing opportunities for local participation and benefit sharing.

We support our customers to increase local and First nations employment and supply chain participation. Our award-winning Advisian Society, Governance and Engagement team has had staff consistently working with the government and industry to facilitate meaningful local participation.

We work collaboratively with our customers to deliver the full spectrum of social performance outcomes – including:

- community and landholder relations
- First nations engagement and partnerships
- public communications
- local content
- social risk and impact assessment
- social impact management
- social investment
- sustainable development.

For example, we recently supported a top energy customer in driving recruitment of over 400 First nations roles for one of its Australian assets, and maintaining an almost 90% retention rate of First nations employees. This was achieved through embedding an First nations support services team within the customer's organization. We also influenced this customer to significantly increase their direct spend with First nations businesses.

We are also working with various governments to advise on stakeholder engagement and social impact management in relation to renewable energy developments.



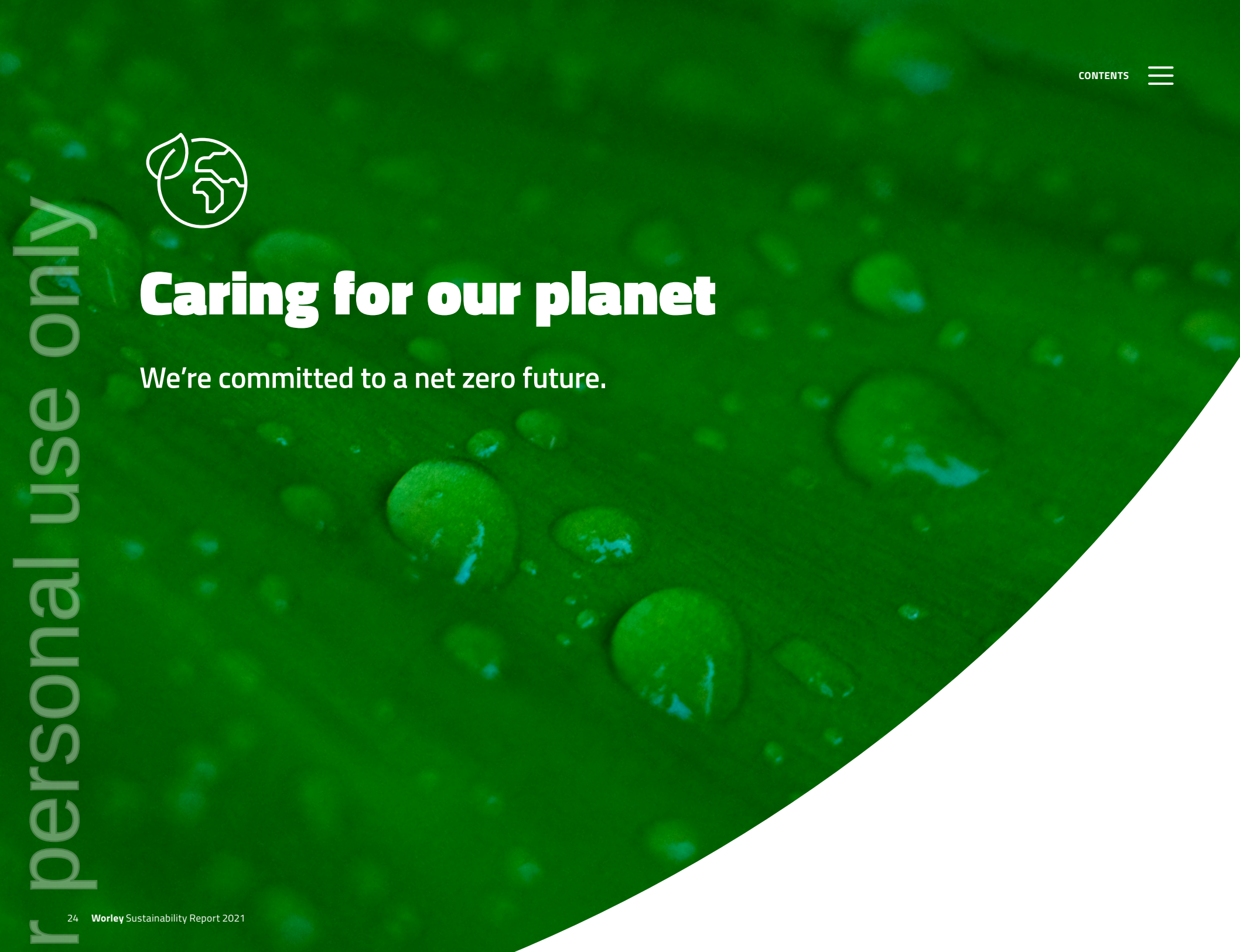
We are proud to announce the incorporation of three Indigenous partnerships in Western and Northern Canada. These partnerships are majority owned by local communities with mandates to grow local career opportunities and create long-term revenue streams.

Nu Nenne Advisian Environmental (Cold Lake region) – Formed with Nu Nenne Limited Partnership, wholly owned by the Cold Lake First Nations

Mikisew Advisian Environmental (Athabasca region) – Formed with the Mikisew Group of Companies, the business arm of the Mikisew Cree First Nation

TRS Advisian (Sahtu/ Norman Wells region) – Formed with Tłegǫ́hłı (Ta-goat-lay) Reclamation Services Inc, a subsidiary of the Norman Wells Land Corporation

Alignment to the UN SDGs:



Caring for our planet

We're committed to a net zero future.

r personal use only

We've made significant progress

Our Climate Change Position Statement (CCPS) strategic actions



Develop a net zero roadmap for our Scope 1 and Scope 2 GHG emissions*



Review our Scope 3 emissions* and develop a plan to reduce these



Help our customers reduce their emissions using our Sustainable Solutions process



Assess our involvement in carbon-intensive projects using our Responsible Business Assessment Standard



Report our progress in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

Our progress

We're on the road to net zero

We've developed our roadmap to reach net zero Scope 1 and Scope 2 GHG emissions by 2030 (see page 27). And we've already cut our emissions.

Reducing emissions in our value chain is our next step

We've committed to net zero Scope 3 emissions by 2050 through the Business Ambition for 1.5°C campaign via the Science Based Targets initiative.

We've improved our Scope 3 emissions disclosures this year. And we'll broaden our disclosures and reduction plan over the next two years.

Working with our customers to reduce their emissions

We launched Sustainable Solutions in November 2020. During FY2021, we've submitted over 190 sustainability ideas through our Value Creation tool.

Assessing the projects we work on

We have applied our Responsible Business Assessment Standard to our bid decision making process. This has informed decisions on bids we have chosen to pursue and those we have not.

Improving transparency

We continually improve our TCFD reporting and this year integrated climate risk into our business strategy development process. We also refreshed our assessment of physical climate risk to our business. For more see page 30 of this report.

*Refer Worley Sustainability Definitions 2021 document

r personal use only

Our commitments and targets

We are on the road to net zero.

We've committed to science-based targets

We've joined the Business Ambition for 1.5°C campaign, committing to achieve net zero Scope 3 emissions by 2050 via science-based targets.

SCIENCE BASED TARGETS

THE CLIMATE GROUP

BUSINESS AMBITION FOR 1.5°C

Our new interim emissions targets

We've set an interim Scope 1 and Scope 2 emissions reduction target to complement our net zero target by 2030.

We've joined the EP100 - an initiative of The Climate Group

We've committed to implement an energy management system across our business by 2022. We've vowed to improve our energy productivity[11] by 25% by 2030 from our 2020 baseline of $30.4 million/GWh.

Our FY2021 energy productivity is $40.1 million/GWh. Due to our dramatic reduction in energy usage this year due to the COVID-19 pandemic, this target was achieved within 1 year. However, we expect our energy usage to increase next year as we return to the offices after COVID-19. We will drive to maintain our high energy productivity and continue reporting on our energy productivity each year.

We commit to reach net zero Scope 3 emissions by 2050

We commit to a 50% reduction of our Scope 1 and Scope 2 emissions by 2025

*Refer Worley Sustainability Definitions 2021 document

[11] Our energy productivity is measured by: Aggregated revenue ($m)/Total energy usage (GWh).

Case Study | Energy efficiency in Houston

We've lowered the carbon footprint of our Houston office

Our Houston office is one of our largest offices. This year, we reduced its carbon footprint by:

- switching our lighting to LEDs
- upgrading our air conditioning system to high efficiency chillers and air handlers
- installing motion sensors in the bathrooms
- switching our vending machines to sleep mode to reduce energy consumption.

We also took part in Earth Hour on the 27th March 2021. From 8:30 to 9:30pm, we switched off all outdoor lighting and non-essential indoor lights in our Houston office.

As well as improving our energy efficiency, we have switched to 100% renewable electricity by purchasing Renewable Energy Certificates. This reduced our annual Scope 2 emissions by over 5,000 tCO_2e*.

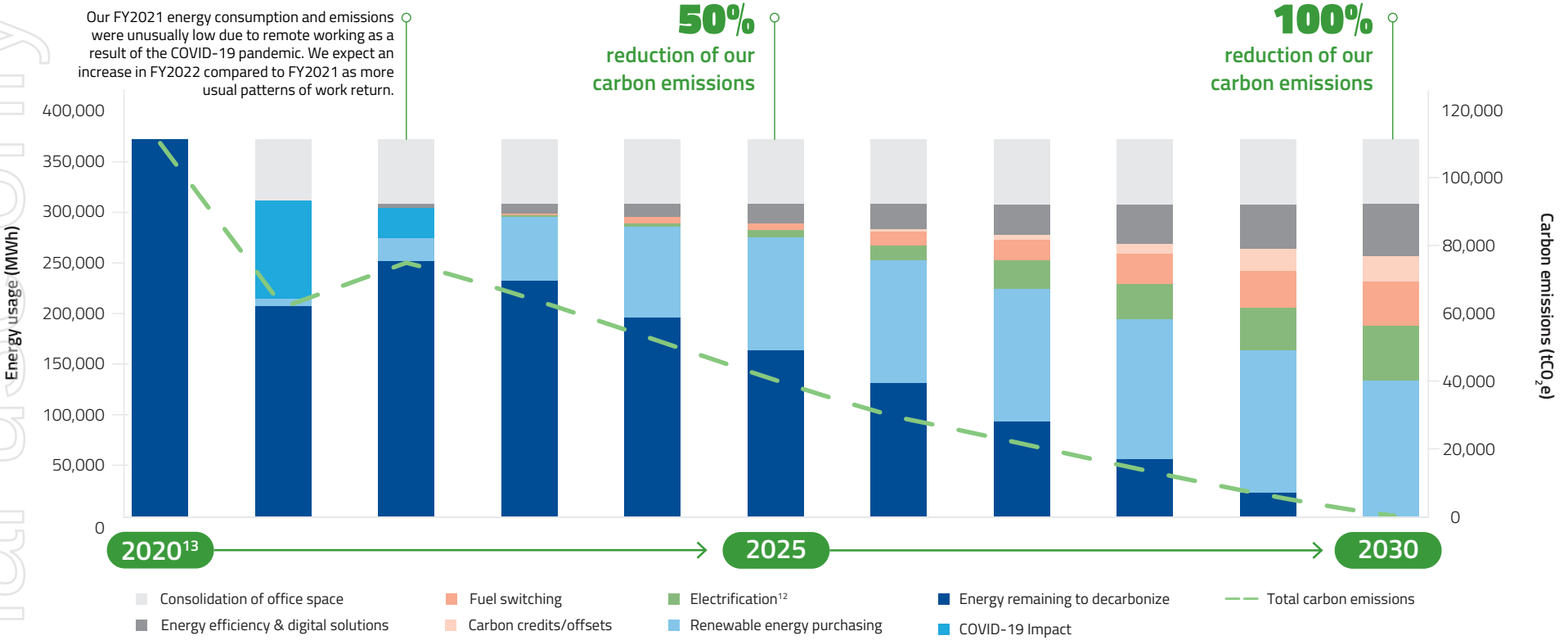
Alignment to the UN SDGs:



Personal use only

Our roadmap

We've developed our net zero roadmap for Scope 1 and Scope 2 emissions.



Short-term approach

- Office consolidation
- Energy efficiency improvements
- Hybrid and electric vehicles pilot program
- Transition to biofuels
- Transition to renewable electricity
- Phase out diesel generators

Long-term approach

- Phasing out gas in buildings
- Widespread adoption of electric vehicles and biofuels
- Continuing to transition to renewable energy
- Piloting emerging technologies for heavy vehicles
- Carbon offsets where required

[12] Combined with renewable energy.

[13] Our FY2020 energy and emissions were also impacted by COVID-19, but this has not been quantified as this was our baseline emissions year.

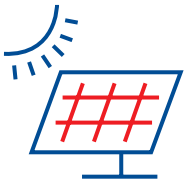
personal use only

Our roadmap continued

In FY2021:



We reduced **197 offices** to **140 offices**



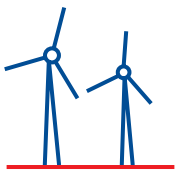
We switched to **100% renewable energy** contracts in Houston and Perth



We upgraded to **energy-efficient** chillers in our Houston office



We've transitioned to **biofuels** in our vehicle fleet in Brazil



We upgraded our **energy management software** and corporate framework



We started **energy management working groups**



We extended our long-term debt maturity profile with a **sustainability linked bond**



We updated our property leasing criteria to include **sustainability**

r personal use only

Energy and emissions

Our GHG reduced significantly in FY2021. This was due to a combination of factors. Some reductions will be sustained into the future, for example where we have switched offices to renewable energy and where we have made permanent changes to our leased floor area. Some reductions will be temporary as a result of changed operating patterns, such as inability to travel internationally and working from home, due to the COVID-19 pandemic.

Our Scope 1 and Scope 2 emissions fell dramatically due to reduced occupancy of most offices and permanent reductions in leased floor space.

The increase in the number of our people working from home means that our emissions have been affected in Scope 3 Category 7: Employee Commuting. We'll work to quantify these emissions in FY2022 and explore options to reduce.

Our FY2021 GHG emissions

=60,619 tonnes CO_2e[15]

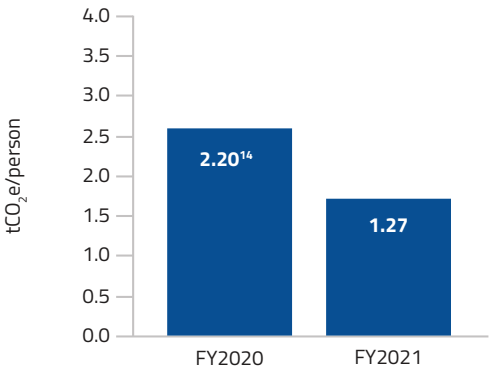


Our FY2021 energy use

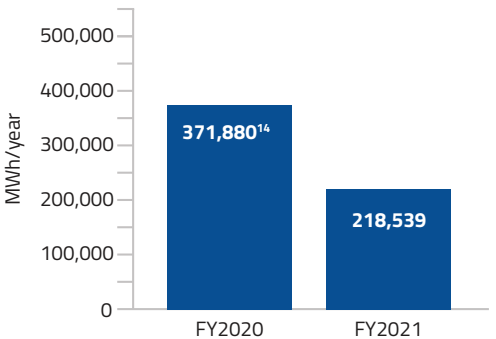
=218,539 MWh[15]



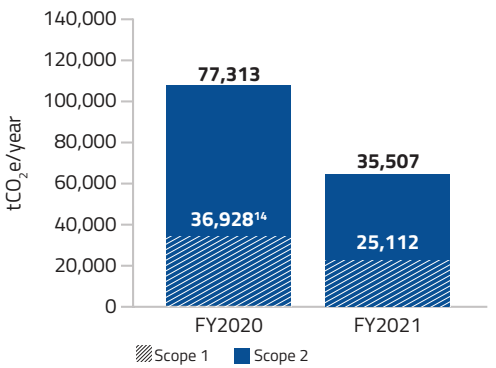
GHG emissions intensity per person*[14]



Energy usage history at a glance[14]



Emissions history at a glance[14]



We're starting our Scope 3 journey

We will set and verify our science-based Scope 3 emissions targets by the end of FY2023.

We are making a start this year by disclosing our Scope 3 emissions for:

- business travel
- paper usage
- data centers.

As a result of travel restrictions due to COVID-19, our business travel emissions were very low in FY2021.

Our paper usage also reduced by about 50% this year as we adapted to working from home with digital tools.

We'll continue to drive down these emissions as we work towards our target of net zero Scope 3 emissions by 2050.

Purchased goods and services:	**3254 tCO_2e**
Paper usage	1,640 tCO_2e
Data centers	1,614 tCO_2e
Business travel (including air and car travel)	**4,685 tCO_2e**
Total calculated Scope 3 emissions	**7,939 tCO_2e**

*Refer Worley Sustainability Definitions 2021 document

[14] Our FY2020 baseline has been revised. Refer to GRI 102-48 Restatements of information for details.

[15] The Scope 1 and Scope 2 energy and emissions figures reported here are estimated and consistent with figures lodged with CDP in July 2021. The figures will be subject to a limited assurance process during the first half of FY2022 and any adjustment will be disclosed as an amendment to our CDP submission and published online here.

Personal use only

Task force on Climate-related Financial Disclosures (TCFD)

This year we embedded the use of climate-related scenarios into our business strategy process.

TCFD theme	Our progress	Data sources	FY2021 progress
Governance – disclose the organization's governance around climate-related risks and opportunities			
(a) Describe the Board's oversight of climate-related risks and opportunities (b) Describe management's role in assessing and managing climate-related risks and opportunities	• Consideration of climate change risk is embedded throughout Worley's governance and management processes. The Board Health, Safety and Sustainability Committee (HSSC) is responsible for overseeing all sustainability matters, including climate change. This committee approves the Climate Change Position Statement. It makes recommendations for resources, processes and performance to make sure we achieve our ambitions. The Worley Chair and CEO both sit on the HSSC. The Board Audit and Risk Committee (ARC) monitors climate change risks and opportunities. It makes recommendations on any policy or public reporting related to climate change as it relates to the Group*. • Within the Group Executive, the Group Director for Health, Safety and Sustainability is responsible for climate change strategy and disclosures. The President of Energy Transition & Digital is responsible for driving our energy transition business strategy. • The Sustainability Working Group is a high level cross-business working group which develops responses to climate change and energy transition. It guides the business and its functions on strategy and future planning. The Group Sustainability Lead is accountable for implementing our CCPS and realizing our commitments of net zero Scope 1 and Scope 2 emissions by 2030 and Scope 3 by 2050. • Our Growth team, supported by our Energy Transition & Digital team, is focused on the risks and opportunities in our sectors associated with the low-carbon transition. Working together, these teams grow the business opportunities in decarbonization and energy transition. • Our Assurance team, which includes our R3 team, works with the business to manage the physical risks (and opportunities where appropriate) of climate change. This includes managing the safety of our people and communities during extreme weather events along with future planning for physical climate change scenarios.	• Annual Report, p.4 • Board HSSC charter • Board ARC charter • Climate Change Position Statement • Investor Day pack (June 2021, p.41) • Sustainability Working Group (SWG)	• Updated Board charters to clarify roles and responsibilities. • Established the SWG, including charter. • Established Growth team, with a key focus on growing sustainability and energy transition business opportunities (new structure took effect from 1 July 2020).

*Refer Worley Sustainability Definitions 2021 document

Our climate governance structure



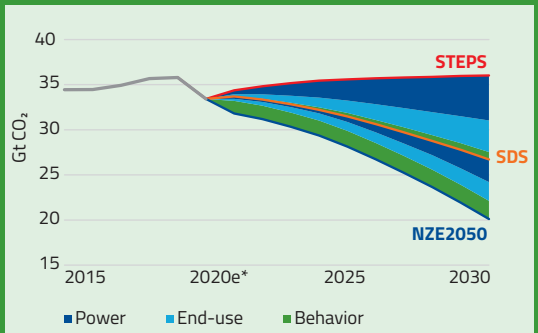
Personal use only

Task force on Climate-related Financial Disclosures (TCFD) continued

TCFD theme	Our progress	Data sources	FY2021 progress
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			

(a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long-term
(b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning
(c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario
	• Responding to climate change and playing an active role in the energy transition are key elements of our business strategy. This includes supporting our customers towards a low-carbon future.
	• We assess the risks and opportunities of climate change in the markets we serve. We do this for two reasons: firstly to capitalize on the opportunity offered by the capital programs associated with the energy transition, and secondly to mitigate risks associated with declining industries as the world transitions.
	• We develop strategic responses on the short, medium and long term, in line with the climate-related risks and opportunities we identify.
	• Using climate-related scenarios is a core part of our strategy development process. We use three of the IEA scenarios in our strategy and planning processes to cover the different possible speeds of the transition to a low-carbon economy. Described more fully in Table 1 these are:
	  • the IEA's Sustainable Development Scenario (SDS) as our primary scenario
	  • the IEA's Net Zero Economy by 2050 Scenario (NZE2050) to represent an accelerated transition
	  • the IEA's Stated Policy Scenario (STEPS) to inform a slower transition.
	• Our R3 group supports us in maintaining business continuity and planning responses in the event of physical risks like extreme weather events and rising temperatures.
		• Annual Report, p.8
		• Sustainability Report, p.11
		• Investor Day packs (December 2020 and June 2021)
			• Embedded three of the IEA transition scenarios directly into our strategy development process.

Energy and industrial process CO_2 emissions and reduction levels in the scenarios



Source: IEA, World Energy Outlook, 2020.

An unparalleled transformation of the energy sector and major behavior changes in the next ten years will be needed to achieve global net zero emissions by 2050.

*Note 2020e = estimated values for 2020.

Table 1

IEA Scenario	Level of ambition
Stated Policies Scenario (STEPS)	Existing and announced policies; not aligned with the Paris Agreement
Sustainable Development Scenario (SDS)	Aligned with a 'well below 2°C' temperature rise
Net Zero Emissions 2050 Scenario (NZE2050)	Aligned to a 1.5°C temperature rise

personal use only

Task force on Climate-related Financial Disclosures (TCFD) continued

TCFD theme	Our progress	Data sources	FY2021 progress
Risk Management – disclose how the organization identifies, assesses and manages climate-related risks			

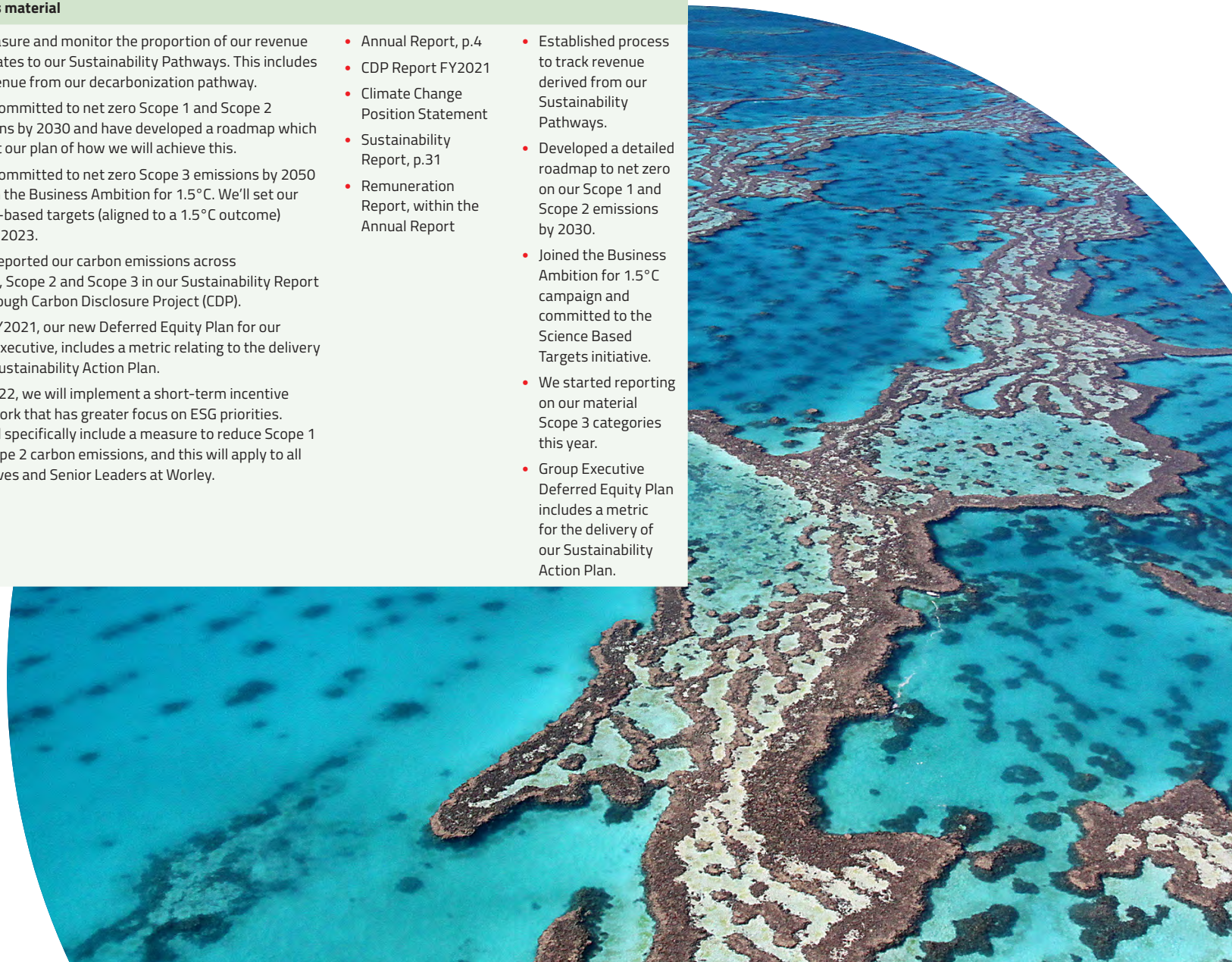
(a) Describe the organization's processes for identifying and assessing climate-related risks
(b) Describe the organization's processes for managing climate-related risks
(c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management
	• We've embedded the identification of climate-related risks into our business risk processes and tools, which include:
	  • our Risk Management Policy and Risk Management Standard
	  • our Responsible Business Assessment Standard, which includes carbon intensity in risk screening of project opportunities
	  • our Special Risks Standard, to identify very high risks that could damage our reputation or financial profile
	  • our security and resilience management processes through our R3 group. These include the need for response plans for climate-related disasters
	  • quarterly risk reporting to the Board ARC.
	• We complete annual assessments to identify the risks and opportunities associated with climate-change.
	• Our business strategy is informed by the opportunity to be the leader in designing and building the low-carbon infrastructure critical to reducing global emissions
	• Our people strategy is informed by the risk of an experience shortage. We provide opportunities for our people to build on their experience to design and deliver low-carbon infrastructure.
	• We consider the physical risk of climate change in our supply chain planning and the impacts of extreme weather events on project schedules.
	• We see an opportunity to use our deep knowledge of design and construction to provide resilience in new energy, chemicals and resources infrastructure to withstand the physical impacts of climate change.
		• Annual Report, p.4
		• Risk Management Policy
		• Sustainability Report, p.56
			• Completed a detailed risk assessment of climate-related risks and opportunities.



personal use only

Task force on Climate-related Financial Disclosures (TCFD) continued

TCFD theme	Our progress	Data sources	FY2021 progress
Metrics and Targets – disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material			
(a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management processes (b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks (c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	• We measure and monitor the proportion of our revenue that relates to our Sustainability Pathways. This includes the revenue from our decarbonization pathway. • We've committed to net zero Scope 1 and Scope 2 emissions by 2030 and have developed a roadmap which sets out our plan of how we will achieve this. • We've committed to net zero Scope 3 emissions by 2050 through the Business Ambition for 1.5°C. We'll set our science-based targets (aligned to a 1.5°C outcome) by April 2023. • We've reported our carbon emissions across Scope 1, Scope 2 and Scope 3 in our Sustainability Report and through Carbon Disclosure Project (CDP). • From FY2021, our new Deferred Equity Plan for our Group Executive, includes a metric relating to the delivery of our Sustainability Action Plan. • In FY2022, we will implement a short-term incentive framework that has greater focus on ESG priorities. This will specifically include a measure to reduce Scope 1 and Scope 2 carbon emissions, and this will apply to all Executives and Senior Leaders at Worley.	• Annual Report, p.4 • CDP Report FY2021 • Climate Change Position Statement • Sustainability Report, p.31 • Remuneration Report, within the Annual Report	• Established process to track revenue derived from our Sustainability Pathways. • Developed a detailed roadmap to net zero on our Scope 1 and Scope 2 emissions by 2030. • Joined the Business Ambition for 1.5°C campaign and committed to the Science Based Targets initiative. • We started reporting on our material Scope 3 categories this year. • Group Executive Deferred Equity Plan includes a metric for the delivery of our Sustainability Action Plan.



For personal use only

We seek solutions that leave a positive legacy

As part of our Field Services businesses, we have 10 fabrication and modularization yards across North America, Europe and the UK. Within these businesses we fabricate and assemble equipment such as piping, structural and process modules.

This year, we began to track and report the water and waste generated from our fabrication yards.

The water consumption in our Houston fabrication yard was unusually high this year, because during the severe winter storms in Texas in February, our water lines were kept running continuously for several days. This was to prevent the lines from freezing.

Waste produced from our fabrication yards[16]:

Waste composition	Total waste generated (tonnes)	Directed to disposal		Diverted from disposal
		Landfill	Waste-to-energy	Recycling
Non-hazardous waste	8,611	2,960	1,599	4,052
Hazardous waste	1,129	0	1,129	0
Total	9,739	2,960	2,728	4,052

Water used in our fabrication yards **818,600m³**

In FY2022, we will develop a plan to reduce our water and waste impact at our fabrication yards

Next year, we'll expand data collection in our fabrication yards. By better understanding our different wastes we will improve our re-use and recycling rates. We already track a lot of recycling streams in our Rosenberg fabrication yard in Norway – including organic waste, cardboard/paper, wood, plastic, and metal.

We'll expand our reporting to cover water usage and waste from our offices

This applies to all our owned or leased offices where our water usage and waste is metered.

This year, we updated our property leasing criteria to include considerations on waste separation and reduction and water efficiency. We'll continue working with our property managers to improve the ways we measure and reduce our water usage.

[16] All our waste is taken off site by third party contractors. 'Recycling' includes mixed recycling, organic waste, electronic waste, metal, plastic, paper, cardboard, and wood.



What does biodiversity mean to Worley?

Biodiversity loss is a sustainability issue of elevating importance. Habitat destruction, pollution and climate change are all putting increasing pressure on global biodiversity.

We are changing the way we run our business to consider not just our impact on climate but how we can retain and improve biodiversity where we operate. We are continuing to clarify and strengthen our consideration of ESG issues in our supply chain.

In Latin America we're having a positive impact in the Araguaia biodiversity corridor which connects two of the world's most vital ecosystems: the Amazon rainforest and the Cerrado savanna.

We've partnered with our fleet supplier, Movida and the Black Jaguar Foundation to help reforest the corridor with native seedlings. This will help save thousands of species, converting agricultural land back to the original state of the rainforest and savanna. It will also sequester enough carbon to offset our vehicle fleet emissions in Brazil.



Personal use only



Our people and communities

Our business performs best when our workplaces are safe, healthy, diverse and inclusive. So we help our people to thrive and contribute to sustainable communities. This has benefits to our customers and the communities in which we operate.

r personal use only

We are committed to the safety, health and well-being of our people, communities and the environment

We prioritize the safety, health and well-being of ourselves and others, and we choose what is right over what is quick or easy. We face into important issues and understand and learn from them.

Our Life approach underpins everything we do

Life is what connects us with each other and the programs and tools we use every day to stay safe and well. Life keeps front of mind the purpose of these programs and provides the connection between them, be it Life conversations, Life saving rules, Safe driving for Life, or Life matters.

The importance of having conversations is a foundation of our Life programs. It has been over a year since Life was introduced, and more than 50% of our people surveyed report that it "made a positive impact and/or changed their work behavior". This year we've continued building engagement through Mental Health month, our Safe start campaign, Safe driving for Life program, and Life month. We will carry on embedding Life as one of our core values.



We value Life.

Without it, nothing else matters...

Life programs



Life saving rules



Take5 for safety



Life conversations



Life matters



Safe driving for Life

317
Life champions

542
Self-nominated mental health champions

5,250
Mental health month live-event participants
10 Sept-10 Oct

875
Managers completed mental health fundamentals training

9
Active local mental health networks

personal use only

Life helps us respond to the needs and demands of our ever-changing environment. Our people are the solution to getting more things right in varying conditions.

Our Life approach is underpinned by the concept of 'Human Performance'

Human Performance is about the way people think about and perform their work. It's a contemporary philosophy that's gained significant traction during the past decade in areas of safety and leadership.

Human Performance recognizes that:

- **even the best make mistakes.** It's part of being human and so our systems need to be tolerant of this
- **blame fixes nothing.** Blame doesn't create sustainable improvement. When things go wrong, we have to look forward, see where else we have similar circumstances and put the right prevention measures in place
- **learning and improving is vital.** And it needs to be deliberate. We need to ask better questions and really listen to the answers
- **context influences behavior.** Our work environments affect our behavior and actions. If we're not achieving what we want to achieve, we should look at "what" is failing, rather than "who" is failing
- **how you act and respond counts.** People look for examples to follow, so everything you do is important.

We depend on these five building blocks to help us make sure we're working safely and healthily in our day-to-day operations. These principles don't tell us what to do - they simply help us to understand, evolve and find different and better ways of doing things.



personal use only

Our **Life** approach includes a comprehensive safety, health and well-being management system.



Our people do their work in a variety of different environments. This includes:

- our managed sites
- customer and joint-venture managed sites
- remote working
- working from home
- virtual operations
- global delivery.

This means that our people often operate under different management systems. We have a set of minimum standards that all management systems have to meet. Parts of our business hold ISO certification (45001 and 14001) and we conduct third party audits of our management system and metrics.

Our people
Individual / wellness

- HSS communication and consultation
- HSS induction orientation
- HSS competency and training
- Fitness to work
- Fatigue management
- Alcohol and drugs misuse
- Lone and remote workers
- First aid and medical facilities
- Injury illness management and rehabilitation
- Health risk and impact assessment
- Health workplace exposure
- Mental health

Our partnerships
Contractors / suppliers / customers / joint ventures

- Prequalification and bid evaluation
- Management of change
- Visitors to company and non-company sites
- HSS alignment and planning
- Contractor and supplier management
- Supplier Code of Conduct

Our workplace activities

- Process and design safety
- Quality control
- Take5 for safety
- Job hazard analysis
- Personal protective equipment
- Hand and power tools
- Life saving rules
- Abrasive blasting, spray painting and powder coating
- Confined space
- Control of work and permitting
- Cutting, welding and hot work
- Demolition and decommission
- Electrical
- Lifting and rigging
- Piling and drilling
- Pipeline and pressure
- Excavation and earthworks
- HSS field readiness and construction
- Safe driving for Life essentials

Our workplace environment and society

- Stakeholder engagement and consultation
- Community volunteering via Worley Foundation
- HSS observation and conversation
- Ergonomics (field and office)
- Office HSS
- Life programs extend to home safety practices
- Emergency management and security
- Hazardous substances and dangerous goods
- Working in and over water
- Working at altitude
- Communicable disease
- Malaria control
- Blood-borne pathogens

Governance and culture

- HSS Committees
- Policies
- Digital tools and technology
- HSS risk management
- Strategy and improvement
- Monitoring and reporting
- HSS assurance
- Delegations, roles and responsibilities
- Life programs
- HSS regulatory and other requirements
- Business continuity
- Management and knowledge system
- Management review
- HSS event reporting and investigation
- HSS alerts

Personal use only

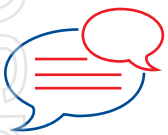
Keeping our people physically safe

We strive to increase the safety of our people under a broad range of scenarios.

We mandate the reporting of incidents and injuries so that we can continue to learn and reduce the risk of incidents. This year we:



Launched our Safe Start campaign which equipped our people with the practical information on **Life**, its associated behaviors and examples of how we can all use them in our daily work.



Promoted Life Conversations which continuously improves the quality of conversations around human performance and core Life behaviors.



Introduced the Safe driving for Life program which helps our people to drive more safely.

Injury statistics

We align our reporting with the US Occupational Safety and Health Administration. This includes:

- Total Recordable Case Frequency Rate (TRCFR)*
- Lost Workday Case Frequency Rate (LWCFR)*
- Serious Case Frequency Rate (SCFR).*

Indicators	2021	2020
TRCFR	0.16	0.16
LWCFR	0.02	0.03
SCFR	0.07	0.06

We have had no fatalities over the past financial year.

As part of our Life approach, we are changing how we talk about and celebrate safety, health and well-being. We're looking beyond statistics and frequency-rate milestones. As well as actively learning and improving when things go wrong, we also talk about and celebrate the things that go right - and activities that make a difference to safety outcomes.

We know how useful leading indicators are in helping us to manage risks on our projects. We are seeking to intervene early in particular work sites with the right resources and capability to avoid safety incidents. To help us we are trialing the use of multiple leading and lagging indicators.



*Refer Worley Sustainability Definitions 2021 document

personal use only

Building platforms for better mental health

We're continuously emphasizing the importance of supporting mental health, and we have the programs and systems to make this happen.

We have two programs that promote the importance of good mental health: **Life** Conversations and Life Matters. These programs include:

- a comprehensive EAP
- a robust network of mental health champions
- training materials
- a recognition program for role modeling safe behaviors
- online resources that support creating a safe and respectful workplace.

875 managers completed basic mental health awareness training. We now have 254 trained and chartered mental health champions. We are seeking to have mental health champions in all our locations so that all our people have support locally.

Case Study | Mental Health month

In September 2020, we had a month-long promotion of mental health which brought focus to its importance. We held four Leaders Talk Mental Health webinars across the business to share the experiences of our senior leaders and de-stigmatize conversations about mental health. We highlighted the importance of a healthy lifestyle, talked about mental health challenges and promoted our EAP.

Alignment to the UN SDGs:





Our CEO, Chris Ashton, shared his personal mental health story at a live session.

personal use only

Improving our people's social well-being

Stronger together is one of our values. Social well-being is always important. But with remote working and social distancing, it's now more critical than ever. Our key achievements this year have included:

- introducing our Ice-breaker app which improves how we connect in the virtual world
- giving our people meaningful advice on staying connected whilst working from home during lockdown
- holding Life Conversations across the business to continually check-in on our people's well-being
- establishing an appreciation program to celebrate achievements and support an inclusive culture for our people.

Case Study | Stronger together

Providing our people with top tools for social well-being.

Our Stronger together campaign provided an opportunity to promote our global experts, our diversity and inclusion and champion networks, and our networking and resourcing platform ION 4.0. We also promoted our networking tool, Ice-breaker, and all our other well-being resources.

Alignment to the UN SDGs:



875
managers have completed basic mental health awareness training

254
trained and chartered mental health champions

Keeping our people safe in the face of COVID-19

We continue to navigate the challenges of COVID-19.

We've stood beside our people as the virus has affected them in different ways – from the loss of loved ones to long periods of social isolation.

We've all seen the devastating impact COVID-19 has had. We are saddened by the loss of valued members of our Worley team. We express our deepest sympathy to the family and friends of all lives lost across the globe.

Our processes for managing COVID-19 have helped to keep our people safe and shown our remarkable flexibility

Our management teams all over the world have worked tirelessly to care for the physical and mental well-being of our people. Our people continued to work over 72 million hours onsite to support our customers' critical infrastructure projects.

We know the effects of the COVID-19 pandemic will be felt for years to come. We'll keep strengthening our mental health networks and support in response. We have assisted our people to work more comfortably from home, with full access to office equipment as required. Working from anywhere is now part of our new operating model.

We're giving guidance to our people to improve their safety, health and well-being while working away from the office

Guidance includes **Life** saving rules at home, ergonomic tips and advice on networking in a virtual environment.

As part of our Life program, we've given our people the information they need to make informed decisions as the pandemic has evolved and vaccines have started rolling out. We're continuing to give regular updates on how our people are affected by the pandemic. And we have dedicated links for useful external resources.

We've been using new technology to help our customers in new ways

The COVID-19 impacts on travel have created an opportunity to use technology and innovation to develop new tools for virtual site visits. This reduces risk and travel. Our Worley-developed technology has been so successful that it's become a product offering for our customers. Our teams are working to design specialized camera-linked tools to make the process even better.



"The safety, health and well-being of our people is what Life is all about. As the pandemic waves have impacted our people and their families across our operations, I am enormously proud of the care and support our people have provided each other and the flexibility our processes have enabled to maintain customer delivery."

Marian McLean
Executive Group Director - Health, Safety and Sustainability[17]



[17] Marian McLean has a new organizational role from FY2021: Group President - Sustainability

Personal Use only

Fostering a culture of inclusion

We're building a culture where everyone is valued, respected and supported.

We have a holistic approach to diversity and inclusion (D&I)*

This is based on our People, Culture and Market model. We're proud of our progress this year but more needs to be done and we'll keep delivering improvements, guided by feedback from our people.



*Refer Worley Sustainability Definitions 2021 document

We're building an even stronger culture of diversity and inclusion

This year, we wanted to know what our people think of our workplace culture. We ran a global survey and set out to answer:

1. How diverse is the Worley family?
2. How included do our people feel?

Over 18,500 of our people responded and here is what they had to say:

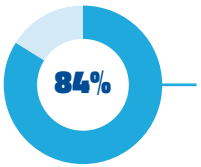
Overall, our people said they see visible leadership on diversity and inclusion and generally experience inclusive behavior. In their day-to-day duties, they mostly find working and collaborating within the Worley team to be positive and rewarding. The results also showed that some segments of our workforce specifically felt less included. How we're using these results to improve inclusion and belonging is spoken to on the next page.

We are increasing support for specific groups

The survey showed us some groups still find working at Worley less inclusive. These include women, non-binary and transgender people, Black people, African people and African American people and those with a disability. During FY2022 we'll do more work to understand how we can help these groups to experience being more included.

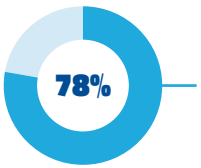
18,500+
Worley people took part in the Global Inclusion survey

Inclusion survey results



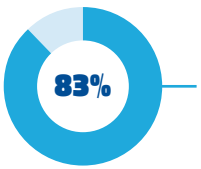
Our leadership

84% of our people gave favorable responses regarding how our leaders talk about the importance of diversity and inclusion and demonstrate inclusive behaviors.



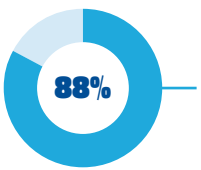
How we operate

78% of our people were favorable about the way we operate, including the fairness of our policies, systems and processes.



How we behave

83% of our people gave favorable responses to seeing inclusive behaviors in our business.



How we feel

88% were favorable about Worley having a culture of inclusion and belonging.

The scores are our global results and represent the percentage of people who chose "frequently", "very frequently" or "always" in response to the questions under each section of the survey.

personal use only

An update on our FY2025 targets and progress

Through FY2021 we made progress and refined our targets.

Role	Target for FY2025	FY2021
Board composition	Have a Board composition of at least 30% women*	Achieved
Group Executive	Retain gender diversity of Group Executive*	Achieved
Senior Leaders	Increase the proportion of women in our Senior Leaders to 20%*	16%
Collective annual global graduate intake	Minimum of 50% female hires to support gender diversity in the general workforce	46%

We believe that our workplace should represent and reflect the communities in which we operate; this is especially true when it comes to the representation of race and ethnicity.

Our aspiration is to progress more closely to this vision. We are now working to develop a global ambition around equality with location relevant targets.

Given our geographic spread and the fact that race and ethnicity issues vary by location, we believe this approach is more meaningful and relevant.

*Refer Worley Sustainability Definitions 2021 document

We're improving the gender diversity of our team

We have a Board made up of 33% women and a gender-balanced executive team of six women and four men.*

We've recruited more women into senior leadership roles by having a more focused approach to talent acquisition.

We have re-positioned our ambition on the general workforce, of which currently 18% are women. We will focus on initiatives that will develop inclusivity across the business as opposed to broad general workforce gender targets. We believe this will be more meaningful for the business and will bring about greater impact. It is our intent to identify a number of key drivers from our inclusion survey and measure progress accordingly.

During the past year:

- 22% of our hires into Senior Leader roles were women
- 46% of our graduates starting during the year were women, up from 28% in FY2020.

We are tackling unconscious bias

During FY2022, we will focus on tackling unconscious bias – and the ways it affects our business and people decisions. We'll be doing a systematic review of core processes and decision-making structures. We'll be looking for places where we can 'hardwire' ways of combating unconscious bias.

We're benchmarking, certifying and communicating our work with the market

This year, our Pride@Worley network group took part in the Workplace Pride Global benchmark survey. We wanted to understand where we can improve our efforts to build an inclusive environment for our LGBTIQ+ people. We signed the Workplace Pride Declaration of Amsterdam which promotes inclusive corporate cultures for LGBTIQ+ people.

We took part in the GRIT Awards, with our Kuumba and Women of Worley network groups recognized for their work during FY2020.

Achieving racial equality

During FY2020, a global conversation about racial justice was sparked following the death of George Floyd in the US. The Black Lives Matter movement in the US catalyzed a global conversation about how businesses can increase and improve representation of different ethnicities. Worley responded by supporting our Kuumba network to expand and promote the importance of achieving racial equality across the business.

Recognizing and respecting First Nations heritage

We continued to work with First Nations people in the communities in which we operate - in Canada through the Progressive Aboriginal Relations Certification, and in Australia with our Reconciliation Action Plan (RAP).

As an Australian-based business, our RAP commitments and community partnerships demonstrate our commitment to Australia's Reconciliation journey. Since our RAP launch we've deepened our relationships with the Polly Farmer Foundation and CareerTrackers Indigenous Internship Program and established new partnerships with the Johnathan Thurston Academy and Warrikal. We've declared our support of the principles embodied in the Uluru Statement from the Heart and continue to build awareness within our business on the meaning of Reconciliation as well as celebration of First Nations culture.

Artwork credit

Bili Yilam – Bluetongues Home by Australian Indigenous artist Mick Harding.



Personal use only

Case Study | Black Lives Matter

We stopped and we listened. Then we acted.

We have a significant presence in the US, and the events of 2020 gave us pause to stop and understand the challenges and themes of Black Lives Matter as experienced by our own people.

Our CEO, Chris Ashton, held group meetings and had more than 20 individual discussions with our Black employees, predominantly in the US, UK and South Africa.

We expanded our listening with larger facilitated group sessions, inviting all our Black employees to contribute and help us shape future actions.

We aligned the outcomes of listening into current diversity and inclusion plans and added additional actions, such as establishing regional and senior sponsorship programs, creating two regional D&I roles for the business and piloting race education programs in the US to address gaps.

Kuumba doubled its membership in FY2021. We added three new chapters in Europe, Africa and APAC and appointed an additional executive sponsor. The network provides support for our people and connections to our wider diversity and inclusion work.

In the US, Kuumba has continued their work with historically Black colleges and universities (HBCUs), conducting development sessions and providing mentorship to students. Kuumba has run STEM programs in local high schools in Houston. In the UK, Kuumba hosted Black History Month for the first time. Globally, Kuumba launched a mentorship program to elevate and support Black talent in our business. We are proud that Kuumba was recognized by winning a GRIT award in the Teams/Affinity Groups Category (through Allyenergy.com).

Alignment to the UN SDGs:





Personal use only

Our people are our most valuable asset

We focus on four priorities which guide us in developing our people:

1

Shape of the workforce

2

Future fit

3

People experience

4

Digital and data driven

For personal use only

We're shaping the workforce of the future

The nature of our work continues to change. We're experimenting with new ways of working and new models for deploying our people.

Our Workforce of the Future program is focused on researching and identifying our workforce needs of the future. We are exploring the skills and capabilities we need to:

- serve our customers and deliver our strategy
- find and recruit the right talent in new and scalable ways
- redefine the purpose of the workplace and how and where work gets done.



We're making sure our people are 'future fit', and we're developing the leaders of tomorrow

To attract, upskill and retain the right people, we need to provide the right tools and working culture. We're creating programs and opportunities that put our people at the center of the experience and help them develop the essential skills of the future.

personal use only

Case Study | Digital Passport

We're upskilling our people, working towards being part of a digitally driven company

An integral part of our strategy is the Digital Transformation which requires all our people to work towards embedding digital skills and technologies in the way they work, to improve efficiency, challenge the norm, embrace innovation and provide competitive edge.

To support this, the Digital Passport has been developed for all people within Worley to begin their digital journey. By completing the Digital Passport, each employee can develop their learning about how they can be part of our digital transformation and use digital skills and technologies in their own role to save time, be more efficient and be more valuable to Worley overall.

We've had over 11,700 of our people around the globe complete the Digital Passport since it was rolled out in August 2020. The value of learning digital tools and skills was clearly highlighted by the rapid adoption, with over 5,600 of our people completing the Passport in the first two months.

Building on its success, we are now introducing 'Stamps' that take a deeper dive into specific digital topics such as Data Science, AI and Data Literacy. As a result, our people can direct their own learnings to topics that are most relevant and useful to them.

Alignment to the UN SDGs:





Our approach includes:

- Learning at Worley - our platform hosting a comprehensive suite of digital learning tools to enable our people to focus on skills development
- Global Graduate Development Program
- a toolkit of programs developed and delivered by our learning specialists.

We've continued delivering learning materials virtually through FY2021, with over 212,000 visits to Learning at Worley this year.

We've delivered a range of development programs

We have:

- increased our 'on the job' learning opportunities
- delivered a series of team effectiveness programs
- developed a multi-level sponsorship program where senior leaders advocate to help accelerate opportunities for underrepresented groups. We have 24 pairs of sponsors and protégés – with our Group Executive and senior leaders acting as sponsors
- held a series of focused months for educating, developing and engaging our people globally. These included Mental Health Month, Sustainability Month, Energy Transition Month and Our Values Month. We've had a total attendance of more than 75,000 at our live Teams calls over the past year
- started work implementing a series of development pathways to skill our people through an Energy Transition Passport. This will support our people as they pivot their careers and apply their skills to sustainability and Energy Transition projects.

212,000+
visits to our Learning at Worley site this year

We're strengthening our employee experience

Our priority is to cultivate a values driven, inclusive culture which fosters belonging and well-being.

It's crucial for us to develop leaders who understand their people and how to coach them. It's one of the strongest influences in the experience of working at Worley.

At the end of FY2020, we introduced Worley's purpose, values and behaviors. This gave us an opportunity to engage our people with our strategy and our expectations of our behaviors that we see as most important – for each other, our customers, partners and communities.

In the past year, we've:

- recruited 335 Values ambassadors to embed and steward our purpose and values throughout the business
- launched our 'Appreciate' values recognition program, providing an avenue to recognize and celebrate our people who demonstrate our values and behaviors
- held a series of values and purpose months to promote and cultivate our values within our people.

We're introducing a Short Term Incentive (STI) framework for Senior Leaders that recognizes behaviors in line with our values. By linking our incentive programs not just to 'what' our leaders achieve but 'how,' we can accelerate to delivering a more sustainable world.



Personal use only

We're delivering data-driven insights

Driven by data insights we are delivering targeted initiatives to develop our people.

Looking closely at data insights tells us a lot about our workforce demographics and our people experiences. This means we can make our initiatives more targeted and more effective.

We're working on digitalizing and automating our people processes. Using aligned systems and shared services means we can use data insights to target areas of risk and growth.

Data is helping us to boost our diversity and inclusion

We focus our monthly recruitment reports on linking our actions to diversity and inclusion. We've been looking at gender in particular. This has helped us to highlight key steps in our recruitment process that we can improve to further our quest for a more diverse and inclusive workforce.

Our first inclusion survey is another example of a data-driven exercise that's given us some very useful insights. It's helping us to target specific ways we can improve the sense of inclusion and belonging for our people across the Worley group.

335
Values ambassadors gathered

3
Values and purpose months held

We're embedding sustainability in the mindset of our people

We held our first Sustainability month; a call to action for all our people to take part in our sustainability journey.

"This is a pivotal moment in time for us, and the time for action is now. We kickstarted 2021 with Sustainability month for everyone to take part in our sustainability journey."

Our CEO Chris Ashton during Sustainability month



The month featured 25 webinars involving our CEO, our customers and our people.

More than 15,000 of our people took part, creating meaningful conversations about sustainability across the business and giving insights into what our customers are doing and how to pivot their own careers.

15,000+
of our people participated in Sustainability month

Our Sustainability Champions Network (SCN) is growing

This network has been actively bringing our purpose to life and now has more than 500 members. The SCN connects people across the business who are passionate about sustainability. The group meets regularly to share leading developments in sustainability and to coordinate various initiatives. We have teams working on reducing our GHG emissions and advising us how to improve our homes' sustainability performance.

500+
of our people are members of our Sustainability Champions Network

personal use only

We make a positive contribution where we operate

Through the Worley Foundation and our networks and programs, we connect the diverse skillsets and passions of our people to help develop sustainable communities and ecosystems.

We focus on STEM education, skilled volunteering* and environmental and community benefit. We encourage our people to contribute towards a more sustainable world - both in their project work and in the communities where we operate.



The Worley Foundation funded nine new projects this year

This year the Foundation has funded nine new projects across the themes of STEM engagement, empowering disadvantaged groups and environmental sustainability.

Young Enterprise Scotland / Young Money

Supporting Scottish youths in developing business acumen

Johnathan Thurston Academy

Supporting empowerment and well-being of Indigenous Australian students

Red Innovación

Improving the quality of education in public schools across Colombia

let's talk science

Supporting an online STEM challenge across Canada

pollinate group

Developing and empowering women entrepreneurs in India

The New York Academy of Sciences

Funding a STEM clean energy contest

Youngstars

Engaging disadvantaged youths with STEM in Nigeria

Goodwill Collective

Supporting professional knowledge sharing for charities and social enterprises in Melbourne

The Big Umbrella

Addressing food insecurity and homelessness in Australia

*Refer Worley Sustainability Definitions 2021 document

Insert 13 only

We promote STEM to build a better future

The sustainability solutions of tomorrow need a STEM-literate generation today.

We want to inspire the children of today to get involved with STEM fields for the opportunities they create. We're working on this with organizations which share this common goal. Whether it is through skilled engineering outreach or projects funded by the Worley Foundation, our people are passionate about making a difference.

Skilled volunteering

As technology providers, our people have a wealth of technical knowledge which they generously contribute as volunteers to causes close to their hearts. Through the Worley Foundation, we give our people the opportunities to apply their skills through volunteering. This year our people supported projects which progress toward achieving the UN SDGs. Some examples include the Pollinate Group in India, the Antarctic Science Foundation and the Centre for Affordable Water and Sanitation Technology (CAWST) in Colombia.

Case Study | Respecting Indigenous heritage

We're supporting positive change in both our projects and how we run our business. Examples include our:

- Reconciliation Action Plan (RAP) in Australia
- Next Generation Outreach program in Canada
- school community involvement in Kazakhstan
- partnership with Norman Wells Land Corporation in Canada.

We have recently progressed our RAP program to increase our positive impact with Aboriginal and Torres Strait Islander owned businesses in our Australian operations.

Alignment to the UN SDGs:



personal use only

In the past year, we've made $1.61m in corporate financial donations*

This funding has been allocated to a broad range of sustainability initiatives – from improving education in Colombia to empowering young Indigenous Australians.

Some of these contributions stem from an obligation to comply with South Africa's Broad-Based Black Economic Empowerment legislation requirements, as well as section 135 of India's Companies Act, 2013, Companies (Corporate Social Responsibility Policy) Rules, 2014, to reinvest in communities.

$1,053,710
Non-legislated contribution

$561,250
Legislated contribution

$1,614,960
Total contribution

Case Study | UK STEM engagement

We've delivered an engagement pack in the UK for both high school and primary school students, featuring our CEO, Chris Ashton.

We are delivering this engagement pack to a range of schools in the UK, raising awareness of the benefits of STEM but also how important STEM is to achieving the UN SDGs.

Alignment to the UN SDGs:





*Refer Worley Sustainability Definitions 2021 document

Case Study | Centre for Affordable Water and Sanitation Technology

Skilled volunteering to provide fresh water and sanitation facilities

Access to safe drinking water and basic sanitation is a fundamental human right, and without it, progress towards other sustainable development goals is impossible. One in three people globally do not have access to safe drinking water, 4.2 billion lack access to safely managed sanitation and 3 billion lack basic handwashing facilities.[18]

For more than three years the Worley Foundation has been supporting the Centre for Affordable Water and Sanitation Technology (CAWST) through financial contributions and skilled volunteering. COVID-19 pushed us to create new ways to connect and make a difference this year.

We worked with CAWST to create and participate in the 'Tippy Tap Challenge', a collaborative challenge to create a suitable low-cost handwashing station for rural communities. The design solution can be implemented by CAWST's clients and partners to improve access to handwashing facilities in remote communities of Colombia and contribute to COVID-19 mitigation efforts.

A key part of empowering local communities is education, and we are now working with CAWST in supporting local organizations in building their technical knowledge and skills. This involves working in the virtual environment to support local practitioners with the implementation of household water treatment, sanitation and hygiene interventions and improving the living conditions of many local communities.

Learn more at CAWST.com

Alignment to the UN SDGs:



[18] World Health Organization, UNICEF, United Nations.



"The approach of companies like Worley is brilliant; they bring commitment and engagement to the next level, not only talking about financial support to the cause but also involving their staff."

Eva Manzano
Senior Global WASH Advisor at CAWST

personal use only



Operating responsibly

We continue to work with our customers and suppliers to grow our company, contribute to our communities and reward our shareholders and people. The foundation for our success is the integrity and professionalism we demonstrate in our dealings with others.

r personal use only



Statement from the Board HSS Committee

Worley is committed to the principles of the UN Global Compact. We consider environmental, social and governance issues in our corporate decision-making in line with the UN SDGs.

The Health, Safety and Sustainability Committee of the Board guides the sustainability practices of the Worley Group. We work closely with Worley's operational leadership to ensure suitable processes and resources are in place to manage sustainability risks and opportunities.

The escalation of the COVID-19 pandemic continues to test the resilience of our people and communities. The Group's processes for keeping our people safe have shown remarkable flexibility in the rapidly evolving circumstances.

We have a strong system of governance and operational controls in place to ensure we operate lawfully, ethically and responsibly while delivering a more sustainable world.

Roger Higgins

Chair, HSS Committee

personal use only

We provide robust business governance through our framework

External audit

Internal audit

Worley Board and committees

Group Executive and committees

- Executive Health, Safety and Sustainability Committee
- Worley Foundation
- Global Diversity and Inclusion Council
- Sustainability Working Group

Regional sustainability and corporate responsibility committees and working groups

Our approach is guided by

- Sustainability Policy
- Code of Conduct
- Worley purpose and values
- Life safety, health and well-being approach
- Climate Change Position Statement and strategic actions
- Sustainability materiality assessment
- ASX Corporate Governance Council Principles and Recommendations
- Modern Slavery Statement
- Reconciliation Action Plan

Policies and standards

- Sustainability Policy
- Code of Conduct
- Supply Chain Code of Conduct
- Diversity and Inclusion Policy
- Human Rights Policy
- Bullying and Harassment Standard
- Health, Safety and Environment Policy
- Whistleblower Policy
- Corporate Responsibility Policy
- Securities Dealings Policy
- Continuous Disclosure Policy
- Anti-Bribery and Corruption Policy
- Indigenous Peoples Engagement Policy

Our risk is managed by

- Supply Chain Code of Conduct
- Opportunity and contract risk processes
- Quarterly risk review by Audit and Risk Board Committee
- Enterprise risk management
- Knowledge and management system
- Risk and assurance framework

Policies and standards

- Gifts, Entertainment, Hospitality (all 'Gifts') Standard
- Agent Standard
- Responsible Business Assessment Standard
- Ethics Helpline
- Risk Management Policy
- Risk Management Standard
- HSE Risk Management Standard
- Environmental Management Standard
- R3 Standard
- Special Risks Standard
- Delegation Standard
- Joint Venture Governance Standard

We drive action through

- Executive remuneration framework and key performance indicators
- Net zero roadmap
- Worley Foundation
- People network groups
- Sustainable Solutions process
- Sustainability Champions Network

Our annual Sustainability Report is issued as our 'communication of progress' for the UN Global Compact. It aligns with:

- the internationally-recognized Global Reporting Initiative (GRI) Standards: Core option
- our adoption of the UN SDGs
- our requirements as a signatory to the UN Global Compact.

Key external global commitments

- UN Global Compact (signatory)
- GRI
- Task force on Climate-related Financial Disclosures (TCFD)
- Building Responsibly Worker Welfare Principles
- UN Sustainable Development Goals
- Paris Agreement through our Business Ambition for 1.5°C
- Workplace Pride Declaration of Amsterdam

Underpinned by annual and sustainability reporting and internal reviews

- Annual Report
- Sustainability Report
- CDP Report
- Corporate Governance Statement

Jurisdiction-specific reports:

- Modern Slavery
- Diversity
- Carbon reporting

Annual risk review processes:

- Quarterly risk review
- Material risk process
- TCFD

personal use only

We have high expectations of ethical behavior

16
languages in which our Code of Conduct is available

40,000+
of our people trained in Code of Conduct / Data Privacy

5,500+
supply chain due diligence checks

130+
supply chain personnel trained and actively using our due diligence tool diligence tool

3,200+
customer ethics checks conducted

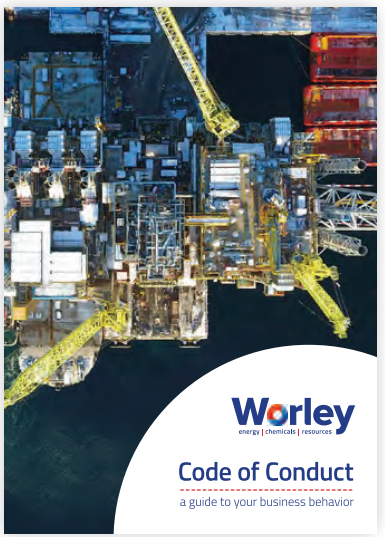
Our Code of Conduct

We have a responsibility to speak up and stand up for what is right.

Our Code of Conduct outlines our commitment to complying with the law and conducting business to the highest standards. The Code is available in 16 languages and is supported by detailed procedures. In 2021, we commenced internal review and consultation program to update the Code of Conduct in anticipation of a FY2022 launch.

We have zero tolerance for bribery, fraud and corruption and prohibit facilitation payments. We continue to apply our Gifts, Entertainment, Hospitality (all 'Gifts') Standard which includes a strict protocol for registering gifts and entertainment.

In FY2021, we delivered Code of Conduct training in three cycles, covering field, classroom and online sessions. This included data privacy refresher content.



Learn more about our Code of Conduct

r personal use only

Modern Slavery

We published our first Worley group modern slavery statement.

The publication of our statement meets our global regulatory obligations including the Australian Modern Slavery Act 2018 and UK Modern Slavery Act 2015.

We fulfilled all our commitments in our modern slavery statement. We completed a detailed internal audit of our modern slavery program to ensure compliance with our modern slavery statement and we included awareness training in our latest annual Code of Conduct refresher training.

We are an active member of Building Responsibly and have committed to operating in line with its Worker Welfare Principles. We'll leverage this membership to enhance our modern slavery program.

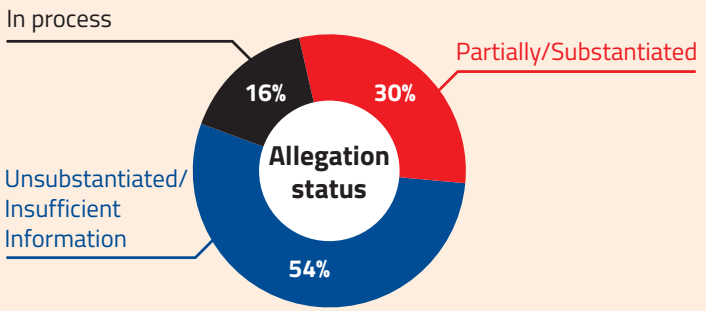
Our Whistleblower Policy and Ethics Helpline

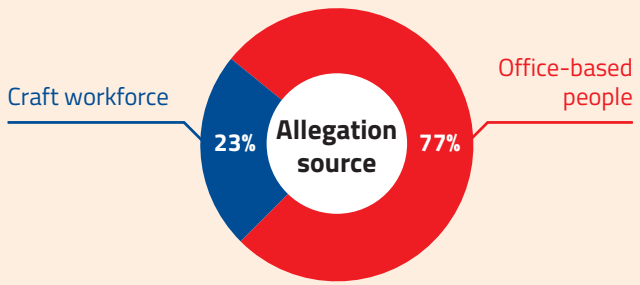
Our Ethics Helpline provides a platform for our people to report via phone or web at any time in any location.

This helpline is also open to current and former employees, their families, suppliers, partners and customers. Over the last 12 months, our team responded to 188 reports and 56 were substantiated.

We've made our Ethics Helpline program more effective by improving training and tools for our investigators and strengthening our close-out process.

We ran a survey to gauge our people's knowledge of the Ethics Helpline including their willingness to report a breach and their confidence in the reporting and investigation processes. The majority of respondents said they were aware of the Ethics Helpline and were confident in raising concerns through it.





r personal use only

Ethical due diligence

We conduct due diligence on all our business relationships and tailor our approach depending upon the risk level and relationship.

We have an internal team of due diligence analysts who support all areas of our program. They use third party research tools and external due diligence providers if they need extra expertize.

We've conducted over 8,500 ethical due diligence reviews in the last 12 months.

Worley undertakes a high level of due diligence before entering a relationship with sales agents and joint venture partnerships.

We've integrated our customer due diligence into our internal sales tool

We've centralized alerts and have developed a clear communication protocol between our sales and due diligence teams to ensure early identification of red flags and the mitigation required. Where we find red flags, we always escalate and get specific approvals before submitting a bid.

r personal use only

Leading supply chain improvements

We are embedding sustainability in our procurement practices.

Our Supply Chain Code of Conduct sets our expectations of suppliers, and it is actively applied by our procurement teams. The standards we expect of our suppliers are the same we expect of ourselves and cover the considerations of:

- governance and ethics
- human rights and fair employment
- health and safety
- the environment
- supply chain
- community engagement.

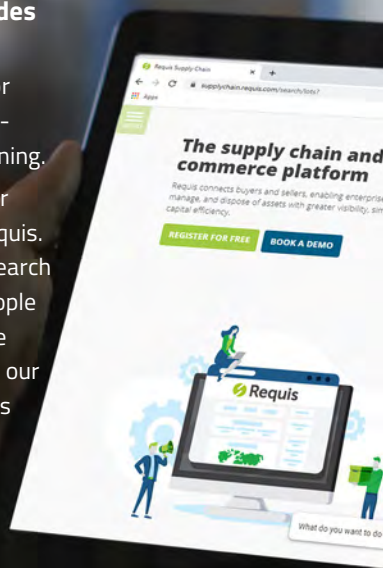
This year we conducted 5,532 supply chain due diligence checks.

Case Study | Requis

Our supplier registration tool, Requis, now includes an ethical assessment

This includes a risk screening, due diligence research (for medium and high risk suppliers) and review of their anti-bribery and modern slavery prevention policies and training.

Our procurement team use a separate screening tool for suppliers and contractors that are not registered on Requis. This tool includes a risk screening and due diligence research (for medium and high risk suppliers). More than 300 people across our procurement teams have been trained to use this tool. Our due diligence analysts provide coaching to our procurement teams to identify and understand red flags and develop mitigation strategies.



Alignment to the UN SDGs:



We ensure the confidentiality, integrity and availability of information and have a robust cyber security program

We have a dedicated information security team supporting IT systems and services, led by our Chief Information Security Officer (CISO).

Our Information Security Council (ISC) oversees our information security strategy and decision-making. This council includes our CISO, Chief Information Officer (CIO) and key business and IT leaders. Our Data Protection Office governs compliance of our cyber security program with the global data protection requirements of Australia, Europe and the US and elsewhere. During FY2021 we:

- achieved certification for our information security management system, meeting the requirements of ISO/ EC 27001:2013
- integrated the IT systems of Energy, Chemicals and Resources division of Jacobs Engineering Group Inc to remove potential security threats related to this merger
- expanded our Information Security Awareness program to our people and continued educating the importance of cyber security
- increased our protection capabilities against email fraud and look-alike phishing attacks
- joined hands with our security partners to prepare and defend Worley to avoid the highly sophisticated and industry pervasive "SolarWinds Hack".

Case Study | Cyber security

We've transformed and adapted our IT systems to keep our people safe while working remotely

The COVID-19 pandemic required a large proportion of our people to switch to remote working in a very short space of time.

We've adapted our cyber security controls to mitigate against new cyber risks using our existing cyber security capabilities to set up the new capacity and solutions we needed.

This year, we enabled thousands of engineers across the world with high performance Graphic Processing Unit (GPU) requirements to work from home. We were able to use new Citrix components to support remote workstations with high GPU demand.

> **"Preparation and adaptability are the secrets to success. We overcame new challenges to efficiently and securely continue productive operations for our people and customers."**
>
> Cesar Suarez
> Worley's Chief Information Security Officer

Alignment to the UN SDGs:



personal use only

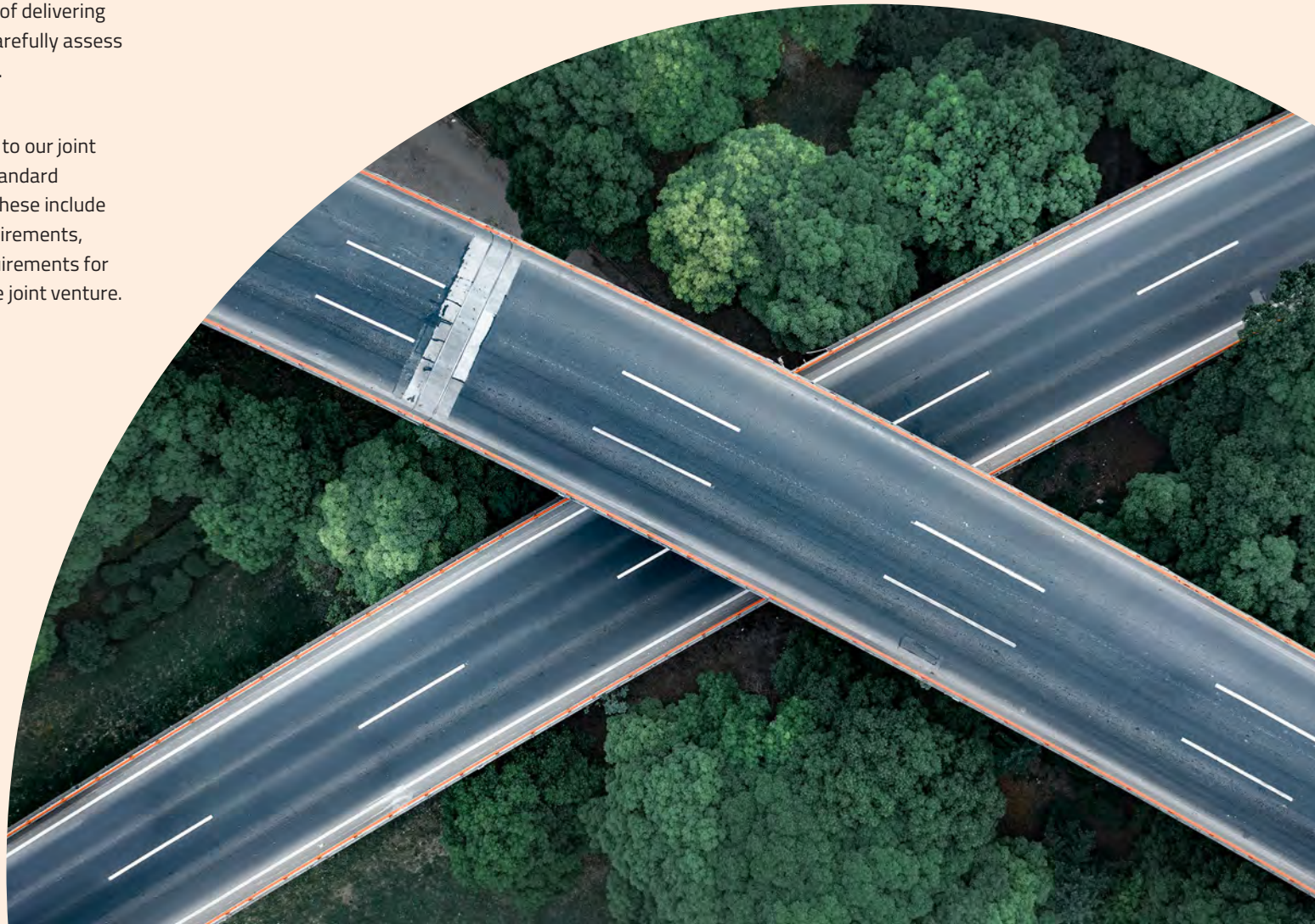
We assess our opportunities to bid using our Responsible Business Assessment Standard

We use our Responsible Business Assessment (RBA) Standard to inform which projects we bid for and execute. The RBA's decision-making principles are embedded into our sales and risk management processes. This enables our people to better understand ESG risks and directs escalation of high risk projects to our senior business leaders and CEO.

We align our RBA Standard with our purpose of delivering a more sustainable world. For example, we carefully assess our involvement in carbon-intensive projects.

Working in joint venture partnerships

We extend our high standards of governance to our joint ventures via our Joint Venture Governance Standard which outlines our requirements to be met. These include due diligence, consultation and approval requirements, policies and procedures and the ongoing requirements for governance during the operating phase of the joint venture.



For personal use only

Assurance

We use independent assurance to support our commitment to transparency and accountability.

Independent third-party auditors give us limited assurance on our ESG performance data. They do this in line with the International Standard on Assurance Engagements ISAE 3000'.

This year Ernst & Young completed third-party limited assurance of our key social metrics:

- Diversity (women employees, women Senior Leaders, women Board members)
- Safety (TRCFR, LWCFR, SCFR)



personal use only

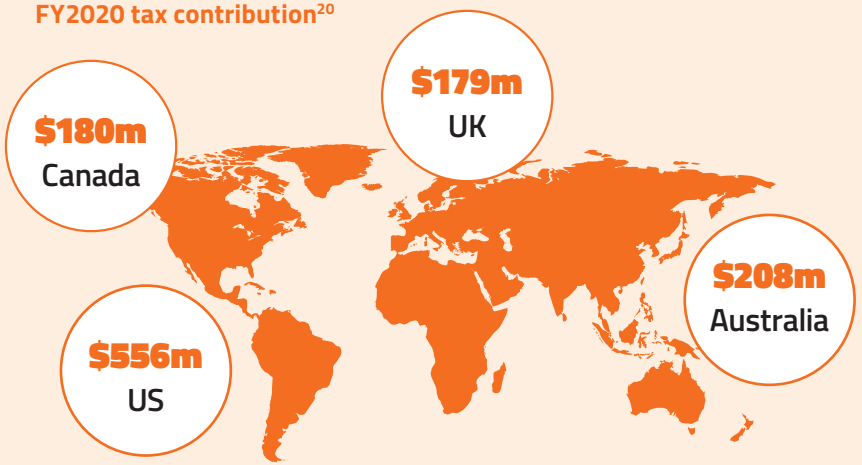
Tax contributions

We make a positive impact in the communities and environments in which we operate, and we have a strong commitment to transparency and compliance.

We voluntarily participate in the Board of Taxation's Tax Transparency Code in Australia, and our report for FY2020[19] can be found here.

We have a global tax profile, and our tax contributions and activities benefit the many countries in which we operate. We have made a significant direct contribution to those economies with approximately $1.1 billion paid in effective tax contributions in FY2020 across our key operating jurisdictions. We continue to contribute significantly through the collection of employment-related and indirect taxes in the 49 jurisdictions in which we have a presence.

FY2020 tax contribution[20]



[19] The tax contribution report is completed after all tax lodgements are made globally. As such, the timing of these lodgements occurs after the financial reporting requirements. Therefore, FY2020 figures are presented in the FY2021 report.

[20] Total tax contribution is the sum of corporate income tax paid during FY2021, Fringe Benefits Tax payable for the year ended 31 March 2020, Goods and Services Tax (GST) collected on sales by Worley less GST paid on business purchases by Worley, and pay as you go (PAYG) withholding collected by Worley.

About this report

This report covers the period from 1 July 2020 to 30 June 2021 (FY2021).

r personal use only

About this report

This report covers our sustainability performance as part of our 2021 Annual Report. The report is published on our website here.

We've compiled this report in line with the UN Global Compact Communication on Progress and the GRI sustainability reporting guidelines. We have internally verified all the information in this report, and we've had our social ESG metrics externally verified.

We prepared this report in accordance with the GRI Standards: Core option. We've complied with:

- all requirements in section 2 of GRI 101: Foundation
- all Core disclosures from GRI 102: General Disclosures
- all reporting requirements from GRI 103: Management Approach for each of our material topics
- all reporting requirements for the topic-specific disclosures that are relevant to our material topics. We've used the document 'Linking the SDGs and the GRI Standards' as a basis to report the appropriate topic-specific disclosures shown to the right.

GRI Standard/Clause	Description	SDGs mapped
201-1	Direct economic value generated and distributed	
201-2	Financial implications and other risks and opportunities due to climate change	
203-1	Infrastructure investments and services supported	
203-2	Significant indirect economic impacts	
302-1,2,3,4,5	1. Energy consumption within the organization 2. Energy consumption outside of the organization 3. Energy intensity 4. Reduction of energy consumption 5. Reductions in energy requirements of products and services	

personal use only

About this report continued

GRI Standard/Clause	Description	SDGs mapped
305-1,2,3,4,5,6,7	1. Direct (Scope 1) GHG emissions 2. Energy indirect (Scope 2) GHG emissions 3. Other indirect (Scope 3) GHG emissions 4. GHG emissions intensity 5. Reduction of GHG emissions 6. Emissions of ozone-depleting substances (ODS) 7. Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions	
306-1,2,3,4,5	1. Waste generation and significant waste-related impacts 2. Management of significant waste-related impacts 3. Waste generated 4. Waste diverted from disposal 5. Waste directed to disposal	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees*	
403-1,2,3,4,5,6,7,8,9,10	1. Occupational health and safety management system 2. Hazard identification, risk assessment, and incident investigation 3. Occupational health services 4. Worker participation, consultation and communication on occupational health and safety 5. Worker training on occupational health and safety 6. Promotion of worker health 7. Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 8. Workers covered by an occupational health and safety management system 9. Work-related injuries 10. Work-related ill health	

*Refer Worley Sustainability Definitions 2021 document

personal use only

Acronyms

AI	Artificial Intelligence
ALARP	As low as reasonably practicable
Americas	North America and South America
APAC	Asia Pacific countries
ARC	Audit and Risk Committee
ASX	Australian Securities Exchange
BECCS	Bio-energy with carbon capture and storage
CAWST	Centre for Affordable Water and Sanitation Technology
CCPS	Climate Change Position Statement
CCUS	Carbon Capture, Utilization and Storage
CDP	Carbon Disclosure Project
CEO	Chief Executive Officer
CIO	Chief Information Officer
CISO	Chief Information Security Officer
CO_2e	Carbon dioxide equivalent
CO_2	Carbon dioxide
D&I	Diversity and Inclusion
DAC	Direct Air Capture
DES	Distributed energy systems
EAP	Employee assistance program
ECR	Energy, Chemicals and Resources division of Jacobs Engineering Group Inc.
EMEA	Europe, Middle East and Africa region
EPC	Engineering, Procurement and Construction
ESG	Environment, social and governance
FEED	Front End Engineering Design
FY2021	2021 financial year (1st July 2020 - 30th June 2021)
GHG	Greenhouse gas
GRI	Global Reporting Initiative
GRIT	Growth, resilience, innovation, transition awards
GST	Goods and services tax
HSE	Health, safety & environment
HSS	Health, safety & sustainability
HSSC	Health, Safety & Sustainability Committee
ISC	Information Security Council
IT	Information technology
JHA	Job hazard analysis
JV	Joint venture
LGBTIQ+	Lesbian, gay, bisexual, transgender, intersex, and queer plus all other non-binary genders and non-heterosexual orientations not already described.
LWCFR	Lost workday case frequency rate
MCO	Mobile crane operators
MMM	Mining, Minerals & Metals
NOx	Nitrous oxides
PAYG	Pay as you go
R3	Ready, Response and Recovery
RAP	Reconciliation action plan
RBA	Responsible business assessment
SCFR	Serious case frequency rate
SCN	Sustainability Champions Network
SDG	Sustainable development goals
SDS	Sustainable Development Scenario
SO_2	Sulphur dioxide
STEM	Science, technology, engineering and mathematics
SWG	Sustainability Working Group
TCFD	Task Force on Climate-related Financial Disclosures
TRCFR	Total recordable case frequency rate
UK	United Kingdom
UN	United Nations
US	United States
USD	United States Dollar
WGEA	Workplace Gender Equality Agency
$	$AUD unless otherwise stated

Personal use only

GRI table

GRI Standard	Description	Response	Reporting Level
GRI 102 – General Disclosures			
1. Organizational Profile			
102-1	Name of the Organization	Introduction Annual Report	Included
102-2	Activities, brands, products and services	Introduction	Included
102-3	Location of headquarters	Introduction Annual Report	Included
102-4	Location of operations	Introduction Annual Report	Included
102-5	Ownership and legal form	Annual Report	Included
102-6	Markets served	Introduction Annual Report	Included
102-7	Scale of the organization	Annual Report	Included
102-8	Information on employees and other workers	Workplace Gender Equality Agency (WGEA) report for 2020 is available here. The report for 2021 will be uploaded to this location when available.	Partially included
102-9	Supply chain	Our supply chain encompasses two distinct areas which both comply with our Supply Chain Code of Conduct. The goods and services we purchase to enable our internal operations, such as office equipment and merchandise, and the goods and services we purchase on behalf of our customers to support their projects. Operating Responsibly	Included
102-10	Significant changes to the organization and its supply chain	There have been no significant changes to the organization's size, ownership or supply chain through FY2021. We closed 57 locations in FY2021. We also reduced office space in 68 locations. During the year, our people numbers reduced from 51,855 to 47,702. Distributed working has also become a part of our New Normal operating model. We extended our long-term debt maturity profile with the completion of a €500 million sustainability linked bond under a EMTN program. Caring for our Planet Operating Responsibly Annual Report	Included

personal use only

GRI table continued

GRI Standard	Description	Response	Reporting Level
102-11	Precautionary principle or approach	We demonstrate the Precautionary Principle through: • conducting RBAs and proactively checking our customers and projects for social license, environmental and ethical risks • conducting environmental and social impact assessments, guiding our customers with their risk based decision-making • our **Life** program, addressing the physical, mental and social well-being of our people • our R3 program, our security and resilience management system.	Included
102-12	External initiatives	Introduction	Included
102-13	Membership of associations	Introduction	Included
2. Strategy			
102-14	Statement from senior decision-maker	Introduction Annual Report	Included
3. Ethics and Integrity			
102-16	Values, principles, standards, and norms of behavior	Introduction	Included
4. Governance			
102-18	Governance structure	Annual Report Caring for our planet Operating responsibly	Included
5. Stakeholder Engagement			
102-40	List of stakeholder groups	Introduction	Included
102-41	Collective bargaining agreements		Information unavailable
102-42	Identifying and selecting stakeholders	Introduction	Included
102-43	Approach to stakeholder engagement	Introduction	Included
102-44	Key topics and concerns raised	Introduction	Included

personal use only

GRI table continued

GRI Standard	Description	Response	Reporting Level
6. Reporting Practice			
102-45	Entities included in the consolidated financial statements	Annual Report	Included
102-46	Defining report content and topic boundaries	Introduction About this Report	Included
102-47	List of material topics	Introduction	Included
102-48	Restatements of information	In our FY2020 Sustainability Report we reported our FY2020 emissions baseline as 136,026 tCO_2e and 488,384MWh. Following further validation we have revised our FY2020 baseline to 114,240 tCO_2e and 371,880MWh. Also, in our FY2020 Sustainability report, we reported our emissions intensity per person as 2.99 tCO_2e/person. We subtracted our field-based workforce in North America from the denominator of this metric, as these people work on customer sites. This year, we have simplified this metric by using our total people number. We have revised our FY2020 emissions intensity per person to 2.20 tCO_2e/person.	N/A
102-49	Changes in reporting	About this Report	Included
102-50	Reporting period	About this Report	Included
102-51	Date of most recent report	The report for FY2020 was released on 26 Aug 2020.	Included
102-52	Reporting cycle	About this Report	Included
102-53	Contact point for questions regarding the report	About this Report	Included
102-54	Claims of reporting in accordance with the GRI Standards	About this Report	Included
102-55	GRI content index	GRI Tables	Included
102-56	External assurance	Operating Responsibly	Included
GRI 103 – Management Approach			
103-1	Explanation of the material topic and its boundary	SDG 3: Our people & communities SDGs 7 & 13: Our sustainability pathways, Caring for our planet SDG 9: Introduction, Our sustainability pathways	Included

personal use only

GRI table continued

GRI Standard	Description	Response	Reporting Level
103-2	The management approach and its components	SDG 3: Our people & communities SDGs 7 & 13: Our sustainability pathways, Caring for our planet SDG 9: Introduction, Our sustainability pathways	Included
103-3	Evaluation of the management approach	SDG 3: Our people & communities SDGs 7 & 13: Our sustainability pathways, Caring for our planet SDG 9: Introduction, Our sustainability pathways	Included
Topic-Specific Disclosures			
GRI 201 – Economic Performance			
201-1	Direct economic value generated and distributed	Annual Report	Included
201-2	Financial implications and other risks and opportunities due to climate change	Caring for our planet CDP report	Included
GRI 203 - Indirect Economic Impacts			
203-1	Infrastructure investments and services supported	We are a leading global provider of professional project and asset services in the energy, chemicals and resource sectors. This includes delivering large scale infrastructure projects as part of the services provided to our customers. Alongside our commercial services, the Worley Foundation is our pro-bono investment in community infrastructure and sustainable development. An example of this is our partnership with Pollinate in providing solar lamps across India and with CAWST in improving water hygiene and security in Colombia.	Included

personal use only

GRI table continued

GRI Standard	Description	Response	Reporting Level
203-2	Significant indirect economic impacts	We support projects in the energy, chemicals and resources sectors internationally. This includes projects that enable communities to develop economically via productive use of natural resources, skills development and lifting communities out of energy poverty. Worley also makes a wider economic contribution across a range of countries through various activities such as the Worley Foundation and other corporate social responsibility programs, such as those in India and South Africa, and local content procurement programs. Our people spend their wages locally on diverse goods and services, providing a further indirect economic contribution. We do not measure this indirect economic benefit globally, however, it is an important component of our contribution in the 49 countries in which we operate. We contribute our global technical and project delivery expertise as well as our experience of different industry standards and regulatory approaches to relevant governments and industry groups internationally. This input is provided for consideration in the development of industry standards and government policy. For example, as a partner with Princeton's Andlinger Center for Energy and the Environment, we are combining our real-world project expertise with Princeton's academic analysis to develop thought leadership on how to deliver net zero infrastructure.	Included
GRI 302 – Energy			
302-1	Energy consumption within the organization	Caring for our planet CDP report Worley uses the operational control* approach to account for our GHG emissions. Our GHG emissions sources primarily come from consumption of fuels, (including petrol, diesel, natural gas, propane and diesel) and electricity usage in our offices. We collected our activity data from energy bills, fuel invoices and third parties such as our fleet providers. Activity data was available for about 90% of our locations. When activity data was not found we estimated based on floor space or from previous years' data. In most cases, consumption data for fuels such as diesel and petrol was in liters. This was converted to kilowatt-hours and tonnes of CO_2e using emissions factors sourced from the GHG Protocol. For electricity usage, we applied location-specific emissions factors to calculate our GHG emissions. These factors came from the IEA and government sources such as the EIA (US Energy Information Administration).	Included
302-2	Energy consumption outside of the organization	Caring for our planet CDP report	Partially included

*Refer Worley Sustainability Definitions 2021 document

Personal use only

GRI table continued

GRI Standard	Description	Response	Reporting Level
302-3	Energy intensity	We calculate 2 energy intensity metrics: energy intensity per person and energy intensity per dollar revenue*. Energy intensity per person: 4.58 MWh/person*. This has reduced from 7.17 in FY2020. Energy intensity per unit revenue: 24.9 MWh/$ (million)*. This has reduced from 33.1 in FY2020. All fuel, electricity, heating and cooling are included in our energy intensity. The ratio uses energy consumption within the organization.	Included
302-4	Reduction of energy consumption	Caring for our planet CDP report	Included
302-5	Reductions in energy requirements of products and services	N/A Our fabrication yards construct equipment modules from individual components supplied by third parties. We do not directly influence the energy requirements of the components.	N/A
GRI 305 – Emissions			
305-1	Direct (Scope 1) GHG emissions	Caring for our planet CDP report Our calculation methodology, including sources of emissions factors and consolidation approach, is described in 302-1. All GHG are included as we calculate our emissions using CO_2 equivalents.	Included
305-2	Energy indirect (Scope 2) GHG emissions	Caring for our planet CDP report Our calculation methodology, including sources of emissions factors and consolidation approach, is described in 302-1. All GHG are included as we calculate our emissions using CO_2 equivalents.	Included

*Refer Worley Sustainability Definitions 2021 document

Personal use only

GRI table continued

GRI Standard	Description	Response	Reporting Level
305-3	Other indirect (Scope 3) GHG emissions	Caring for our planet CDP report For paper usage, we collected volume and emissions data from our major global paper supplier, who supplies approximately 1/3 of our offices with paper. Then, this number was multiplied by 3 to estimate the amount of paper used globally. For data centers, we collected energy and emissions data straight from our data centre suppliers. 2 of our suppliers did not provide energy or emissions data. In these cases, we estimated the energy used based on energy used by other data centers, then converted to tonnes of CO_2 using location-based emissions factors. For business travel, we collected data straight from our business travel suppliers. This data included all flights and car trips booked by our travel suppliers over the reporting period, the kilometers traveled, and the equivalent tonnes of CO_2e. In some cases, the travel agent only provided data for kilometers traveled. In these cases, the emissions were calculated using the UK Government GHG Conversion Factors for Company Reporting. All GHG are included as we calculate our emissions using CO_2 equivalents.	Partially included
305-4	GHG emissions intensity	We calculate three GHG emissions intensity metrics: GHG emissions intensity per person, GHG emissions intensity per dollar revenue and emissions intensity of our energy. Emissions intensity per person: 1.27tCO_2e/person*. This has reduced from 2.20 in FY2020. Emissions intensity per unit revenue: 6.9tCO_2e/$ (million)*. This has reduced from 10.2 in FY2020. Emissions intensity of our energy: 0.28tCO_2e/MWh*. This has reduced from 0.31 in FY2020. Scope 1 and Scope 2 are included in our GHG emissions intensity. All GHG are included as we calculate our emissions using CO_2 equivalents.	Included
305-5	Reduction of GHG emissions	Caring for our planet CDP report	Included
305-6	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.	Included
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	SOx and NOx emissions from fuel usage in our fabrication yards are minimal and in line with local environmental standards.	Included
GRI 306 – Waste			
306-1	Waste generation and significant waste-related impacts	Caring for our Planet	Included

*Refer Worley Sustainability Definitions 2021 document

Personal use only

GRI table continued

GRI Standard	Description	Response	Reporting Level
306-2	Management of significant waste-related impacts	Our offices and fabrication yards generate waste. This year, we have measured and disclosed the waste from our fabrication yards. These are some of our most material sources of waste generation due to the nature of work that we do there. Our fabrication yards each have different processes to separate their waste as they operate in different jurisdictions. We collected data in the form of waste tracking spreadsheets and invoices from waste contractors. We then categorized 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. In some of our fabrication yards, our waste was measured in approximate volumes. In these cases, we used norms from other fabrication yards to convert volume to weight in tonnes. Next year, we will work to improve our data capture, improve our recycling rates, and begin to disclose waste generated in our offices.	Included
306-3	Waste generated	Caring for our Planet	Included
306-4	Waste diverted from disposal	Caring for our Planet	N/A
306-5	Waste directed to disposal	Caring for our Planet	Included
GRI 401 - Employment			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	In line with our commitment to the safety and well-being of our people, all our people have access to support from the Employee Assistance Program (EAP). 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: • insurance, such as life, long-term disability, accidental death and dismemberment • salary continuance insurance • contributions to retirement fund • health and dental coverage • paid leave • parental leave • paid time off for illness.	Included
GRI 403 – Occupational Health & Safety			
403-1	Occupational health and safety management system	Health and safety and the management of risk is core to our business and is essential to the way we conduct our operations. 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. Our people & communities	Included

personal use only

GRI table continued

GRI Standard	Description	Response		Reporting Level
403-2	Hazard identification, risk assessment, and incident investigation	Worley applies effective risk management principles and processes which apply to office and field activities to enhance decision-making, leverage opportunities and assist in reducing threats. The business HSE and Assurance personnel are equipped with the appropriate skills and competencies to support office and field workers. The risk management process is applied to identify, prioritize, appropriately prevent, minimize, mitigate, communicate and manage risks throughout all existing and planned activities. The implementation of risk management processes to existing and planned activities follows a consistent methodology of application: • assessment and evaluation of HSE risk • identification of HSE controls • implementation of HSE controls to as low as reasonably practicable (ALARP) • communication of controls • monitoring of controls. Risk management tools and procedures include: • project/office level risk assessment and action plans • permit to work and authorizations • Job Hazard Analysis (JHA) • danger hazard identification • workplace inspections • hazard reporting. Observed hazards during day-to-day activities are firstly addressed by the observer on a 'see and fix' basis, provided that they are capable and competent to do so. If the hazard cannot be rectified by the observer, they are required to report it to their supervisor. Activities do not recommence until the hazard is under control and approval is provided by site management. All personnel with field execution tasks conduct a personal hazard identification process.	This process 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. Processes are in place for the timely reporting, classifying, investigation, recording and closing out of incidents and near misses. All health and safety related incidents and near misses 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 incident. 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 incident. Corrective actions arising out of event investigations shall be evaluated, tabled and then implemented in accordance with the hierarchy of hazard controls. Lessons learned from incidents, near misses and investigations are shared internally and with relevant third parties, with consideration as applicable for sharing with other locations. The outcomes from the incidents and near misses investigation are assessed to seek trends and analyzed to determine improvement opportunities, including the updating of standards, procedures and guidelines as relevant. 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. As applicable to the business requirements, Incident Review Boards made up of senior representatives review events within a framework with the focus on determining consolidated learnings for the business.	Included

personal use only

GRI table continued

GRI Standard	Description	Response	Reporting Level
403-3	Occupational health services	The Worley risk management processes apply to the identification, assessment and risk control of occupational health exposures and illnesses. The application of the risk process covers existing and future planned activities targeting the physical, ergonomic, chemical, radiological, biological, ergonomic and psychological hazards in the workplace. 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. An Industrial Hygiene Surveillance Plan is included in the Health Risk Assessment. The hygiene surveillance plan provides a breakdown of exposure groups identified for the defined scope of work and a summary of required and recommended worker monitoring to be performed. An evaluation of the offsite medical facilities and services is undertaken using pre-agreed list of criteria specific to the risks and medical needs identified through the Health Risk Assessment process. The evaluation provides a formal recommendation to the project/office manager and is undertaken by a suitably qualified person. Following selection of the medical provider, consideration is given to the establishment of a service agreement for the scope of services required. Onsite medical facilities, equipment, resources and medication required is identified through the risk assessment process and agreed following the evaluation of offsite medical provider capabilities first.	Included
403-4	Worker participation, consultation, and communication on occupational health and safety	Worley project and office management are responsible for ensuring suitable and sufficient consultation and communication with personnel with regard to matters of health, safety and environmental protection. Consideration is given by management to the establishment of structured HSE Committees for offices and field sites. Many of the Worley locations' health and safety legislation set guidelines for communication and consultation with personnel through the establishment of health and safety committees and representatives. Worley's local management fully complies 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 the management with recommendations on a wide range of programs, measures and procedures. Worley applies a range of methods and processes for communicating local and/or company-wide health and safety information, including the employee portal, newsletters, incident 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.	Included

personal use only

GRI table continued

GRI Standard	Description	Response	Reporting Level
403-5	Worker training on occupational health and safety	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. 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 site induction includes hazards pertaining to the scope of work not identified during the generic Worley induction. 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. 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.	Included
403-6	Promotion of worker health	Our people's needs vary across the countries and environments in which we operate, and as such, health promotion and programs are generally locally driven to account for the local context. Our local health and safety committees are proactive in evaluating and leading many of the health programs, which may include free or subsidized medical checks, flu shots and other local inoculations, gym memberships/ classes and health campaigns. Our people have access to confidential EAP services and ethics helpline reporting.	Included
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Worley applies effective risk management principles and processes to enhance decision-making, leverage opportunities and assist in reducing threats for all existing and planned activities including those of significant negative impact to health and safety. The scope of risk management application applies to office and all field activities. Worley has 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 of: • Bypassing Safety Controls • Confined Space • Driving • Energy Isolation • Hot Work • Line of Fire • Safe Mechanical Lifting • Work Authorization • Working at Height. Activities that are aligned with Life-Saving Rules are detailed within: • Project HSE Plan • Project Risk Assessment • Project Assurance Plan.	Included

personal use only

GRI table continued

<table>
<tr><th>GRI Standard</th><th>Description</th><th>Response</th><th>Reporting Level</th></tr>
<tr><td>403-8</td><td>Workers covered by an occupational health and safety management system</td><td>Contractors and suppliers are required to manage HSE in line with the Worley HSE Policy 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.</td><td>Included</td></tr>
<tr><td>403-9</td><td>Work-related injuries</td><td>
<table>
<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>
<tr><td>The number and rate of fatalities as a result of work-related injury</td><td>0</td><td>0</td></tr>
<tr><td>The number and rate of high-consequence work-related injuries (excluding fatalities)</td><td>0</td><td>0</td></tr>
<tr><td>The number and rate of recordable work-related injuries</td><td>48</td><td>58</td></tr>
<tr><td>The main types of work-related injury</td><td>Hand and finger injuries – caught in, under or between</td><td>Hand and finger injuries – caught in, under or between

Foot injuries – falls on the same level and hit by moving objects</td></tr>
<tr><td>The number of hours worked</td><td>84,513,377</td><td>49,762,243</td></tr>
</table>

Our Job Hazard Analysis Standard highlights the importance of conducting risk assessments before beginning the job. This ensures that any hazards can be addressed. We use Company Alerts to communicate learnings across our Company. These are designed to reduce risk severity by increasing recognition and awareness of risks. Alerts describe incidents, contributing and potential causal factors, and corrective actions for risk mitigation.

This disclosure only includes workers for sites in which we have operational control. The above rates have been calculated based on 200,000 hours worked. Our reporting is in line with OSHA standard CFR 1904.</td><td>Included</td></tr>
</table>

personal use only

GRI table continued

GRI Standard	Description	Response	Reporting Level
403-10	Work-related ill health	All recordable injuries reported in FY2021 were physical injuries; there were no cases of work-related ill health. The work-related hazards that pose a risk of ill health are determined based on our activities and risk assessment. They are listed in our management system - refer to our Health and well-being pillars. We proactively manage the physical, mental and social well-being of our people through our Life approach and programs. These include our Life saving rules, Take5 for safety, Life conversations, Life matters and Safe driving for Life. Our people and communities	Included

We welcome your feedback and suggestions.

Please email Clare Anderson, Group Sustainability Lead.

corporateaffairs@worley.com

personal use only

r personal use only

Worley

energy | chemicals | resources

worley.com