



SUSTAINABILITY REPORT 2020

Delivering a more sustainable world



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Visit us online

We have created our 2020 Sustainability webpage www.worley.com/sustainability

Front cover

Starfish Hill Wind Farm



CEO MESSAGE

Sustainability is core to what we do

Over the past year, the world has been responding to forces more powerful than any one geography, sector or company. These forces include the COVID-19 pandemic, climate change, the energy transition, the increasing importance of the circular economy, and digitalization of our industries.

These challenges are changing our markets as well as how our customers see themselves and their role in the energy, chemicals and resources sectors.

Sustainable economic growth will be essential to deal with these increasing challenges as the world recovers from the COVID-19 pandemic. It will put people back to work, help communities rebuild, and support achievement of the Paris Agreement. We have an important role to play in enabling such sustainable growth.

Finding new ways forward

During this time, we have forged ahead to evolve our sustainability program of work and transform our business.

Our commitment to the United Nations Global Compact principles remains as strong as it was 11 years ago when we first signed on.

We have always put workplace safety, health and well-being at the forefront of everything we do. To reflect this, we launched Life, our new safety, health and well-being approach. This people-focused approach supported by programs, systems and tools helps us to design and deliver in a safe and sustainable way.

A number of safety, health and well-being processes were rewritten in response to the pandemic, particularly relevant to our site-based people working on critical infrastructure projects around the world. To protect our people further, we formed a cross-company network with industry peers to share best practice approaches to managing COVID-19 and its impacts on our people and the industries we serve.

We released our revised Climate Change Position Statement during the year. It clearly states our ambitions and is supported by strategic actions to help achieve them.

Our work with First Nations peoples continues. I am pleased to report that in Australia, we developed our first Reconciliation Action Plan and in Canada, we continue to work through the Progressive Aboriginal Relations certification program.

We refreshed our diversity and inclusion strategy and have set new commitments. We believe in bringing diversity of thought and skills together to deliver great work in new and innovative ways. All members of our communities need to be included, respected and empowered to access the opportunities that are available.

Our people network groups have never been more important. Our global Kuumba™ network for black employees drove our response and continued efforts to support our black work family following the death of George Floyd and the subsequent Black Lives Matter protests. Our Pride@Worley network supports our people who identify as part of the LGBTIQ+ community to bring their full selves to work. It provides webinars, videos and materials for the LGBTIQ+ community and allies.

Elevating the issue of sustainability

During FY2020, I made two key appointments to the Group Executive: Geeta Thakorlal, leading Energy Transition and Digital; and Marian McLean in her capacity as leader of Health and Safety with added responsibility for Sustainability. At Board level, the Health, Safety and Sustainability Committee oversees our sustainability program of work, and the newly formed global Diversity and Inclusion Council stewards the work of our people network groups. In addition, we formed the Energy Transition Working Group to ensure the energy transition is factored into our strategic plans across the business.

We have an important role to play, in partnership with our customers, to deliver a more sustainable world. And we have the brightest minds at Worley to help us rise to the challenge.

Chris Ashton
Chief Executive Officer and Managing Director



GLOBAL CONTEXT

The world is changing

We have recently seen an unprecedented rate of change due to the COVID-19 pandemic. The health and subsequent economic circumstances that have transpired this year have affected the well-being, livelihoods and way of life of people worldwide.

COVID-19 has altered more than just the way we interact, the way we work and the way we educate our children. It has accelerated the appetite for distributed solutions including distributed ways of working. The economic effects of the COVID-19 pandemic have been far reaching, and it's likely that many of these will be felt for years to come.

Prior to the pandemic, climate change dominated social discourse throughout 2019. Like the pandemic, climate change affects the global community as well as our natural environment – from the temperatures we experience and the availability of drinking water to the habitability of land and the frequency and intensity of extreme weather events.

Seizing opportunities to incorporate sustainable outcomes as the world recovers from the COVID-19 pandemic will be essential to accelerating towards a low-carbon future.

Embracing technology for a low-carbon future

The world's population is increasing and its need for energy is conservatively projected to increase by around 10% by 2030. The ambitions of the UN (United Nations) Sustainable Development Goals (SDGs) remain as relevant as ever, and we continue to support these.

But how do we produce more energy while lowering our carbon emissions? How do we scale up our renewables to the levels and reliability required? How do our heavy industries decarbonize? How do we create a sustainable industry for our future workforce? And, how do we do all of this as quickly as possible?

The answer is technology. Without technology, we will not achieve a low-carbon future.

During times of significant change and uncertainty, we have an important choice to make. We can either lean back, entrench and defend, or lean forward, shift and get on the front foot. We have chosen to step forward. To use this moment to accelerate our transformation, so we can come out of this extraordinary period stronger, fitter and more focused than ever before on delivering a more sustainable world.

The answer is technology

Digital technologies enable us to be more efficient and without them, we will not achieve a low-carbon future.

Digital technologies will enable us to make the energy we need, when we need it. They will enable us to manage energy demand better, store energy, and despatch energy as and when it is required.



INTRODUCTION

CARING FOR OUR PLANET

OUR PEOPLE AND COMMUNITIES

OPERATING RESPONSIBLY

ABOUT THIS REPORT & GRI TABLE

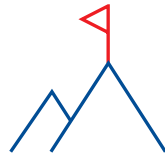


ABOUT US

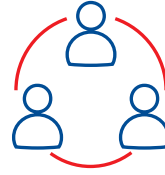
We are driven by a common purpose... ...delivering a more sustainable world



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



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



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



And we **Unlock Brilliance**
We are passionate about innovating and learning. We value, share and grow our expertise.





A leading global provider of professional services headquartered in Australia, delivering project and asset services in the energy, chemicals and resources sectors around the world.

We solve complex problems and deliver projects safely. Our relationships and partnerships support the delivery of sustained economic, social and environmental progress for communities across the world.

We apply the breadth and depth of our expertise to address some of the largest and most complex challenges in our world.

Our people represent many nationalities and cultures and speak many languages. We continually look for opportunities to make a difference in the communities in which we work. We are agile and innovative and go the extra mile to deliver new and better solutions: we deliver projects, provide expertise in engineering, procurement and construction and offer a wide range of consulting and advisory services.

We cover the full lifecycle. From creating, sustaining and enhancing assets right through to decommissioning and rehabilitation.



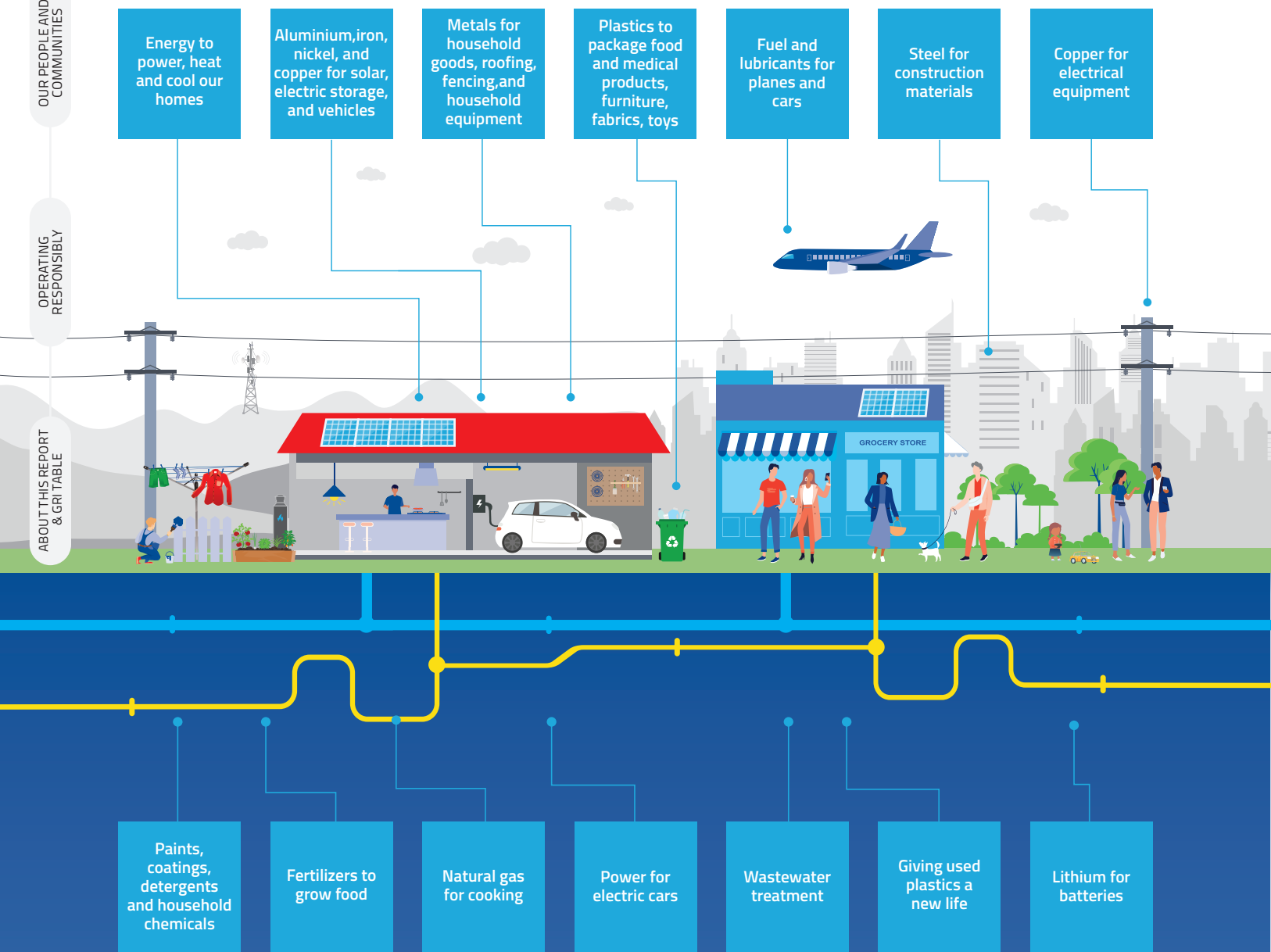


ABOUT US CONTINUED

Our industry touches people's everyday lives

You can see our work in the products and utilities that we all rely on but might take for granted. Things like the metals in construction materials and our smart technology. The fuels driving our vehicles, the energy powering, heating and cooling our workplaces and homes, or the plastics that keep food fresh and medical supplies sterile.

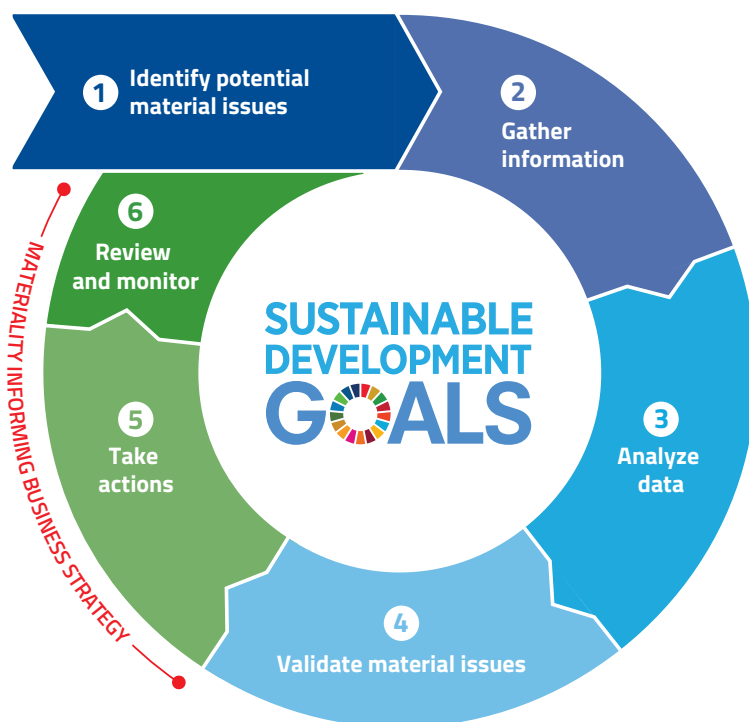
Our work engages the workforce in our local communities wherever we operate. We enable the development of new skills and provide a sustainable social impact aligned to the nation-building agendas of many of the countries in which we operate.



MATERIALITY REVIEW

How we decide what's important

In FY2020 we conducted a materiality assessment. We spoke to our key stakeholders including shareholders, customers, our people and community partners to find out which sustainability topics and UN SDGs they viewed as important to Worley.

**We interviewed ten institutional investors**

It is important we understand the views of our shareholders on environmental, social and governance (ESG) risks and opportunities as these influence their investment decision-making processes, engagement activities and voting.

We completed desktop reviews of our top 24 customers

We must demonstrate a good understanding of our customers' sustainability risks and opportunities and align our approach to theirs.

We surveyed 1,340 of our people for their views on sustainability in 2019

We need to engage on the sustainability issues impacting our business if we are to attract and retain the best talent.

We regularly engage with our key long-term community partners: Pollinate Group and United Way

It is important we contribute to the communities in which we operate. We are pleased to partner with Pollinate Group and United Way.



ABOUT US CONTINUED

Our focus areas

Our materiality assessment showed an agreement on three key themes.

3 GOOD HEALTH AND WELL-BEING
We support healthy lives and promote well-being

7 AFFORDABLE AND CLEAN ENERGY
We support access to sustainable and modern energy

13 CLIMATE ACTION
We combat climate change and its impacts

While we completed our assessment before the COVID-19 pandemic, the results are considered valid and useful in a post-COVID-19 world. This is due to the long-term nature of climate change and energy transition issues, and the enduring importance of safety, health and well-being in our business. Further, these three issues have an impact on our stakeholders’ assessments and decision-making about Worley.

The survey identified the following issues were of importance to one or more of our stakeholder groups and to our business. We particularly note our role in creating employment and supporting economic growth. We play a key role supporting our customers to create significant economic growth via their projects.

5 GENDER EQUALITY
Diversity and inclusion

8 DECENT WORK AND ECONOMIC GROWTH
Working conditions and economic development

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Innovation and infrastructure

16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Bribery and corruption

This report responds to each of the material issues consistent with the requirements of the Global Reporting Initiative (GRI) Standards: Core option. Our actions positively impact the achievement of additional UN SDGs as indicated throughout this report.

Summary of action

We have taken the following key actions in FY2020 to progress our commitment to these seven SDGs.



- Launched our new Life safety, health and well-being approach
- Established a process safety working group
- Activated 44 response teams around the world to manage the safety of our people through COVID-19
- Formed a cross-company network with industry peers to share best practice approaches to managing COVID-19



- Continued to work with our customers to navigate the energy transition
- Made strategic acquisitions and joint venture (JV) entities in solar, onshore and offshore wind and distributed energy systems
- Continued to work with Pollinate Group to provide clean energy to people living in poverty in India



- Launched our new Climate Change Position Statement and strategic actions
- Commenced pilot of our Sustainable Solutions process
- Updated our Responsible Business Assessment (RBA) Standard



- Refreshed our approach to Diversity and Inclusion (D&I) and set ourselves new targets
- Established our global D&I Council
- Launched our Reconciliation Action Plan (RAP) in Australia



- Joined Building Responsibly, committing to work in accordance with its Worker Welfare Principles
- Welcomed 900 new graduates to our business



- Generated 800 new ideas on our innovation platform
- Funded 27 new innovation projects
- Grew our operations and maintenance (O&M) business providing services to support critical power infrastructure via strategic acquisition of 3sun Group (3sun)
- Continued to design, construct, operate and maintain critical energy infrastructure globally



- Improved our supply chain due diligence processes as part of our modern slavery commitment
- Reviewed and updated our RBA Standard



Caring for our planet

Delivering a more sustainable world

We work with our customers to design and deliver projects that incorporate the latest technological innovations and contribute to sustainable outcomes.

We operate in an environmentally responsible manner. In all aspects of our work we consider resource, water and energy efficiency, circular economy principles and environmental impacts.

EMISSIONS

What are our climate commitments?

“Our passion is to work with our customers solving the world’s complex energy transition challenges, and in doing so, play an important role in delivering a more sustainable world.”

– Chris Ashton, Worley CEO

This year we launched a revised Climate Change Position Statement (CCPS), which aligns our ambitions with those of both the Paris Agreement and the UN SDGs. This statement has an important role to play in our strategy and the projects on which we work.

Climate Change Position Statement

Worley acknowledges the findings of the Intergovernmental Panel on Climate Change. We contribute our project delivery and technical expertise to enable our customers to meet the world’s changing energy needs in a safe, responsible and sustainable manner, in line with the ambitions of both the Paris Agreement and the United Nations Sustainable Development Goals.

Worley is committed to achieving net zero Scope 1 and Scope 2 greenhouse gas emissions by 2030, and to pro-actively supporting our customers to reduce emissions on their projects and assets. We will keep our stakeholders informed of our strategy and progress against established metrics, including the recommendations of the Task Force on Climate-related Financial Disclosures.

Walking the talk

Our CCPS is supported by a set of strategic actions to help us achieve our ambitions.



Develop a net zero road map for our Scope 1 and Scope 2 greenhouse gas emissions



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



Help our customers to 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

Sustainable Solutions

Our greatest opportunity to reduce greenhouse gas (GHG) emissions is through the work we do with our customers. This year, we began to pilot our Sustainable Solutions process.

This new process empowers our people to identify opportunities to reduce the carbon impact of our customers’ projects and to measure savings.

It features a carbon calculator which allows us to measure carbon savings, and also our Value Creation platform where we capture ideas and can generate reports on those ideas and savings.

Sustainable Solutions can be applied to all our customers’ projects, regardless of size or stage, and allows us to play an active role in reducing the impact projects have on the environment.

EMISSIONS

What are the sources of our emissions?

Our carbon emissions are mainly associated with our 12 fabrication yards and the office buildings in which we work.

Scope 1 emissions are direct emissions from sources that we own or control. Our Scope 1 emissions come from burning liquefied petroleum gas (LPG), natural gas and liquid fuels in heaters and generators, particularly at our fabrication yards.

Scope 2 emissions are indirect emissions that come from purchased energy - including heat and steam. Our Scope 2 emissions come from the energy used to power our fabrication yards and office buildings.

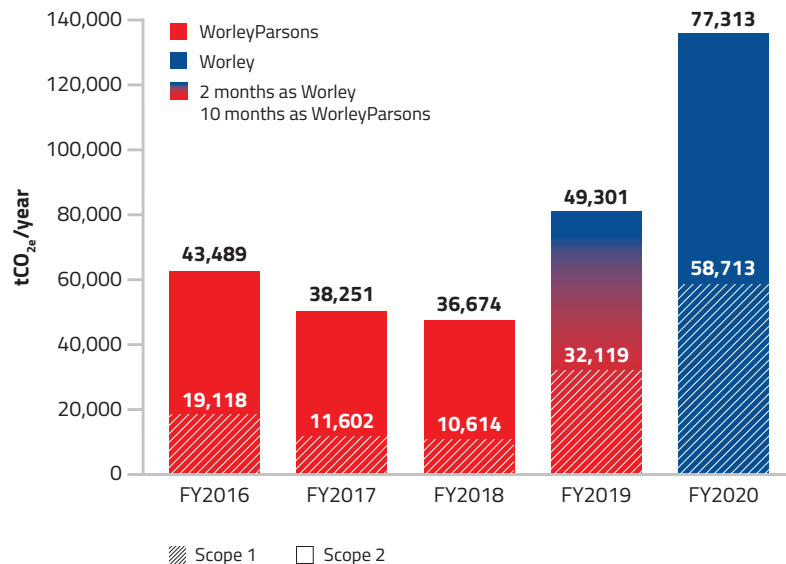
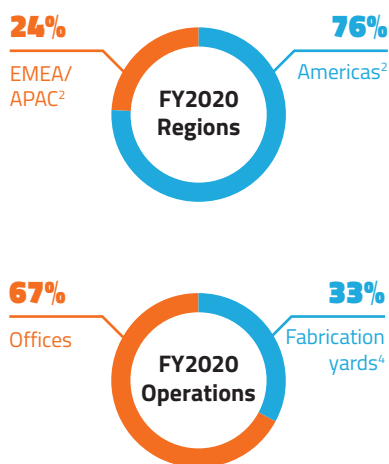
Scope 3¹ emissions are all other indirect emissions in our value chain. We do not presently estimate our Scope 3 emissions. These include (but are not limited to) emissions from transportation of our products from our fabrication yards, business travel, data centres and waste disposal.

FY2020 is our first full year operating as Worley, and sets our Scope 1 and Scope 2 emissions baseline for our ongoing reductions towards net zero by 2030.

In April 2019 WorleyParsons acquired the Energy, Chemicals and Resources division of Jacobs Engineering Group Inc. (ECR) to form Worley, which approximately doubled the size of the business. The historical emissions presented for FY2016–FY2018 represent emissions from WorleyParsons, and FY2019 emissions include approximately 10 months as WorleyParsons and two months as Worley. Prior to the acquisition of ECR, WorleyParsons had achieved year-on-year reductions in GHG emissions as a result of energy efficiency measures and office consolidation.

Our FY2020 GHG emissions
= 136,026 tonnes CO_{2e}

Emissions history at a glance



¹ We are not reporting our Scope 3 emissions this year. As per our CCPS strategic actions, we will be reviewing Scope 3 emissions in FY2021 and developing a plan to report and reduce these.

² 'EMEA' refers to Europe, Middle East and Africa. 'APAC' refers to Australia, Pacific, Asia and China. 'Americas' refers to North America and South America.

What are our targets?

We commit to achieving net zero Scope 1 and Scope 2 GHG emissions by 2030. The baseline for this ambition is FY2020. We will report our performance towards this ambition on an annual basis in this report.

We have disclosed our carbon emissions via the CDP (formerly the Carbon Disclosure Project) reporting process for 11 years. When WorleyParsons merged with ECR in 2019, our energy consumption more than doubled due to an increased number of fabrication yards and increased company office footprint.

The 10 additional fabrication yards acquired with ECR are large energy consumers leading to an increase in our GHG emissions intensity per person⁴ for FY2020.

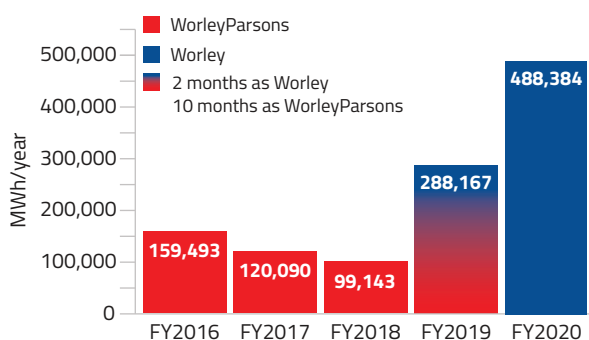
Each company used different ways to estimate emissions, which is why we have created a new and consistent method to assess emissions across our portfolio of approximately 250 sites.

In FY2020, we are reporting both our FY2019 and FY2020 emissions using this new emissions estimation methodology.³

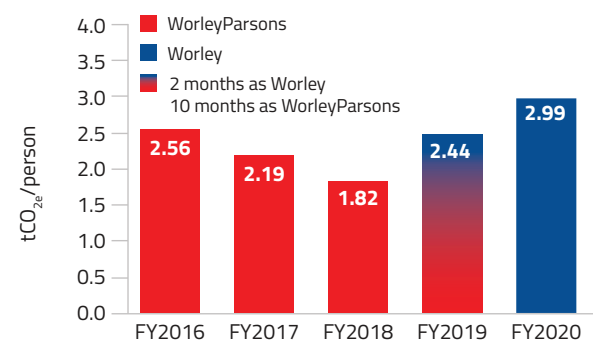
Our FY2020 energy use
= 488,384 MWh

Our FY2020 GHG emissions intensity per person
= 2.99 tCO_{2e}/person

Energy usage history at a glance

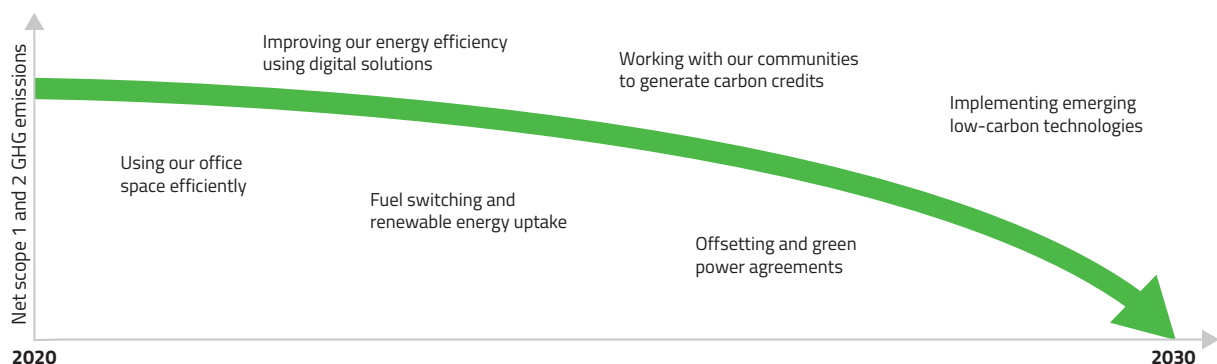


GHG emissions intensity per person



Our journey to net zero

We are developing a net zero road map of our Scope 1 and 2 emissions. We are focusing on reducing our energy usage and also reducing our emissions intensity through substitution with low-carbon energy options.



³ Historically, we have reported our emissions with a lag of one year due to timing of data availability. For example, in our FY2019 report, we presented FY2018 carbon emissions. For more information on our methodology, refer to GRI disclosures 302 and 305 on page 56.

⁴ Refer to the [Worley Sustainability Definitions Document 2020](#) for definitions.



ENERGY TRANSITION

Supporting the energy transition

The third energy transition is underway.

The energy transition is a long-term, structural change to the world's energy systems and will be felt by all our customers across the industries we serve. The world has been through energy transitions before; the 18th century industrial revolution with the change in energy use from wood to coal, and again in the 19th century with the discovery of oil and gas. We are now experiencing the world's third major transition, towards more sustainable energy solutions.

The transition to an electrified, low-carbon energy system is in part a response to climate change and is also enabled by technology, markets and social evolution.

We are already seeing vast investment in renewable energy technology, which is transforming the power sector at an unprecedented rate. However, the energy transition is not just about generation, use or storage. It touches all the elements that contribute to the energy ecosystem. For example, we are seeing increasing complexity and awareness of the challenges with bringing renewable energy onto existing distribution networks. There are also opportunities to design energy infrastructure that can be adapted to future uses, such as hydrogen-ready gas pipelines.

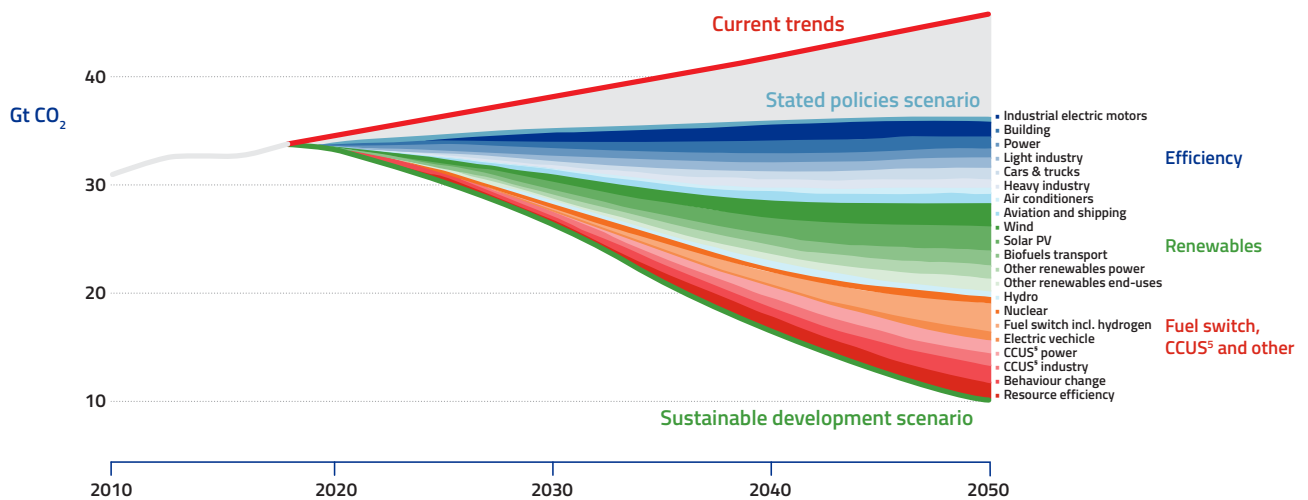
“Limiting global warming to 1.5°C would require rapid, far-reaching and unprecedented changes in all aspects of society. With clear benefits to people and natural ecosystems, limiting global warming to 1.5°C compared to 2°C could go hand in hand with ensuring a more sustainable and equitable society.”

Intergovernmental Panel on Climate Change (IPCC) – October 2018

We understand there is not a singular solution to decarbonize the world's energy system. Multiple approaches, skillsets, and technologies will be required at different times and in different places.

The Paris Agreement seeks to limit global temperature increases to 1.5°C above pre-industrial levels. Achieving this goal will require a significant change in the energy mix. It will require not only re-engineering the way energy is created and used, but also necessitate innovation and collaboration on an unprecedented scale.

Energy-related CO₂ emissions and reductions in the IEA Sustainable Development Scenario by source

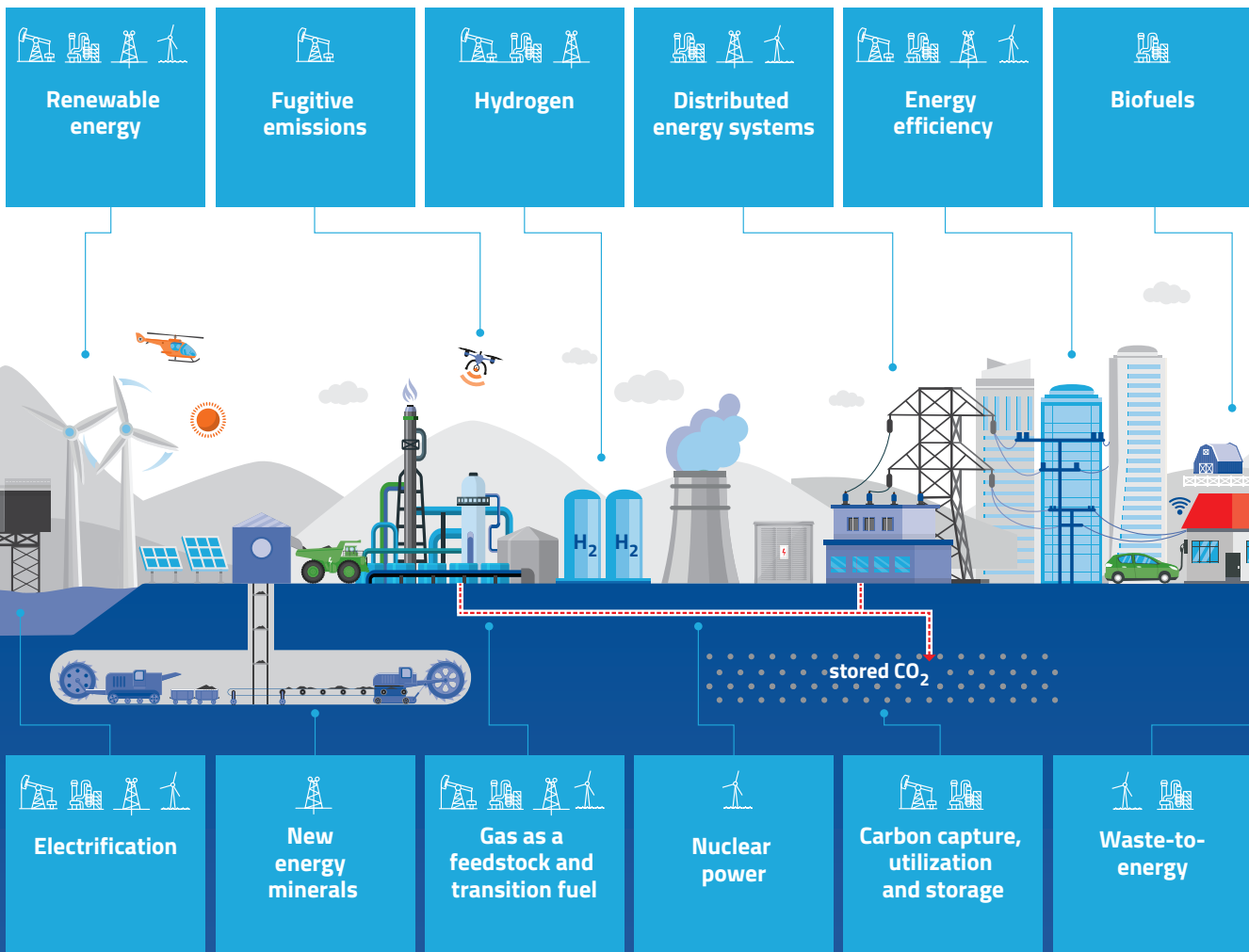


Source: International Energy Agency World Energy Outlook 2019

5 Carbon capture, utilization and storage



We are helping our customers transition to a low-carbon future.



Sectors:



Upstream and Midstream



Power



Refining and Chemicals



Mining, Minerals & Metals



ENERGY TRANSITION

How are our sectors transitioning?

Upstream and Midstream

The Upstream and Midstream oil and gas sector has a notable role to play in the energy transition. Natural gas will continue to replace coal as a transition fuel and is also a feedstock for the production of blue hydrogen.

Reducing carbon emissions is a significant challenge for this sector. It will be complex and requires a planned approach to make best use of low-carbon technologies as they become commercially available over the coming decades.

We are helping our customers with a range of solutions. These include minimizing fugitive emissions, integrating renewable energy for power generation and reducing direct carbon emissions through carbon capture, utilization and storage (CCUS).

Power

The Power sector has been dramatically reshaped through the energy transition. The speed and breadth of the retreat from fossil fuel power has been considerable. The significant cost reductions of renewables – particularly solar and wind – and battery storage have enabled this. The sector is also impacted by the shift to more distributed power generation systems.

We know that our other sectors will depend heavily on technologies developed and demonstrated in the power sector to decarbonize successfully. We are working with our customers by using technologies including electrification, energy storage, energy efficiency, carbon sequestration, and green hydrogen.

Refining and Chemicals

For the Refining and Chemicals sector, the impact of the energy transition also includes the drive towards energy efficiency and the circular economy.

We are working with our customers on new and modified oil refineries. Changes include reduced gasoline proportion as electric vehicles are adopted, new International Maritime Organization (IMO) rules from 2020, decreased demand for aviation fuels post-COVID-19, and a growing need for chemical feedstock including via the oil-to-chemicals route.

We are helping to develop biofuel refineries. Created from purpose-grown or waste plant matter and biological waste, biofuels will play an increasing part in low-carbon transportation where liquid fuels are still required, such as in aviation.

We expect green hydrogen to find its way into the refining and chemicals sector as a fuel source. Circular economy principles will increase in prevalence for plastics-producing customers via waste-to-energy (power/fuel/feedstock) solutions.

Mining, Minerals & Metals

The Mining, Minerals & Metals (MMM) sector is responding by improving mine and plant efficiency, lowering energy and water consumption, and reducing emissions. We are working with our customers to introduce best practice and new technology to change the way metal is produced. Our digital and new energy capabilities allow us to help existing and new mines lower the environmental impact of their extraction and processing operations.

One of the biggest changes facing this sector is the increased demand for 23 new energy minerals that are key to the transition to a low-carbon future.

New energy minerals

Solar Technology	Wind Technology	Electric Vehicles & Energy Storage
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* The "Rare Earths" designation refers to 17 different elements, including dysprosium and neodymium (critical for wind technologies and energy storage), as well as praseodymium (critical for electric vehicles and energy storage).

**CASE STUDY**

From plants to plastics: Bringing next-generation products to market

Did you know plastic products can be made from plants?
Plant sugars are used to produce 100% plant-based
furandicarboxylic acid (FDCA).

This is a key building block to make polyethylene furanoate (PEF), co-polyesters and chemicals. PEF, known for its barrier performance and thermal properties, is fully recyclable and is used in a wide range of packaging solutions.

We're helping Avantium develop its first FDCA flagship plant in Delfzijl, the Netherlands, which will establish a commercial supply chain for FDCA and PEF. The project is funded in part by the Bio Based Industries Joint Undertaking (BBI-JU) as part of the European Union's Horizon 2020 research and innovation program, as well as the PEference consortium.

With front-end engineering design (FEED) currently underway, the plant is scheduled to start up in 2023.

"The Worley team brings strong expertise in technology assessment and has extensive experience in scaling up first-of-a-kind plants," said Avantium CEO, Tom van Aken. "We highly value our collaboration with Worley in the next exciting stage of development."

Alignment to the UN SDGs:





ENERGY TRANSITION

What technologies are enabling the energy transition?

Renewable energy

Renewable energy is about more than just electricity production. It can be used to make steel and warm your home. It includes the production of heat for industrial processes, and of liquid fuels using biological material, which can directly displace fossil fuels.

Changes to our energy systems are needed to accommodate renewable energy, and we are at the forefront. As technologies continue to mature and come down in cost, more of our energy will come from renewable sources.



Hydro-electricity (hydro)

Hydro uses the movement of water to drive a turbine to produce electricity. It can generate a lot of power – one of our largest hydro projects in FY2020 is the update of the 14 GW Itaipu project on the border of Brazil and Paraguay, which is the second largest hydropower plant in the world. Itaipu provides around 11% of the energy consumed in Brazil and 88% of the energy consumed in Paraguay.

Hydropower can also be used to store energy – something we've been involved with through proposed pumped hydro systems in several countries.



Solar

Solar energy covers a myriad of different technologies, with the most prominent being solar photovoltaic (PV). A versatile technology, it is the lowest cost form of electricity generation in countries with good sunlight.

Concentrating Solar Power (CSP) converts sunlight to heat before driving a turbine to produce electricity. CSP has the added advantage of being able to store heat captured during the day, allowing electricity generation to continue at night. Solar PV uses photons of light from the sun to create a flow of electrons within photovoltaic cells with solar panels. We are working on combinations of PV and CSP, including the world's largest solar project in Dubai.



Wind

Wind turbines harness the energy of wind movement to drive generators that produce electricity. From small urban battery charging turbines to massive individual machines almost 250 meters across, wind is a mature, lower cost electricity technology. In FY2020, we acquired 3sun, a leading UK-based installation, inspection and maintenance specialist in the offshore wind sector.

We are involved in both the design and operations and maintenance of on- and offshore wind developments. We combine our experience gained in offshore oil and gas with the operations and maintenance experience gained from 3sun and apply it to large, complex offshore wind projects. We also operate and maintain our customers' wind farms in Europe and Australia.

Project experience

280+

Geothermal, hydro and ocean power projects

310+

Solar power projects

650+

Wind power projects



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CASE STUDY

Siemens London Array offshore wind farm

Worley is responsible for inspecting more than 70% of the United Kingdom’s offshore wind turbines.

Our newest project involves crane, lift and turbine-mounted safety equipment inspection and maintenance services for all 175 3.6 MW turbines at Siemens’ London Array offshore wind farm, situated off the south east coast of England. At 630 MW, this wind farm generates enough energy to power more than 470,000 homes and saves the production of over 900,000 tonnes of CO₂ every year. That’s equivalent to removing emissions from approximately 300,000 cars annually.

“We are working on projects that allow even larger offshore wind farms to integrate into our current and future energy systems,” said Dr Paul Ebert, Worley Group Vice President New Energy & Networks.

“This includes massive projects that generate both electricity and green hydrogen. Green hydrogen can be used to store energy and then can be used to decarbonize difficult to abate industries.”

This sector is experiencing significant growth with an estimated [418 GW](#) of offshore wind projects to be installed globally by 2040. This equates to the installation of around 80,000 wind turbines.

Alignment to the UN SDGs:



ENERGY TRANSITION

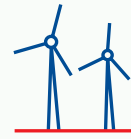
Hydrogen (in all its colours)

Even with the rapid deployment of solar and wind technologies, the world needs additional sources of energy, as well as energy storage options, to meet predicted demand. Hydrogen is clean and green and has an important role to play. Our challenge is to integrate it into future energy systems.

Hydrogen has many benefits. When it burns, it only leaves water vapor behind. To deal with variability in electricity systems, excess energy from variable power sources, including renewables, can also be stored as hydrogen. The use of hydrogen can help decarbonize difficult to abate industries such as steel and cement production by providing a clean burning fuel. We are working on gray, blue and green hydrogen projects all over the world, from studies on the feasibility of crude oil to hydrogen pathways in the Middle East to a detailed study of green hydrogen to ammonia in Australia, and the engineering, procurement and construction of a green hydrogen refueling station in New Zealand.



70+
Hydrogen projects

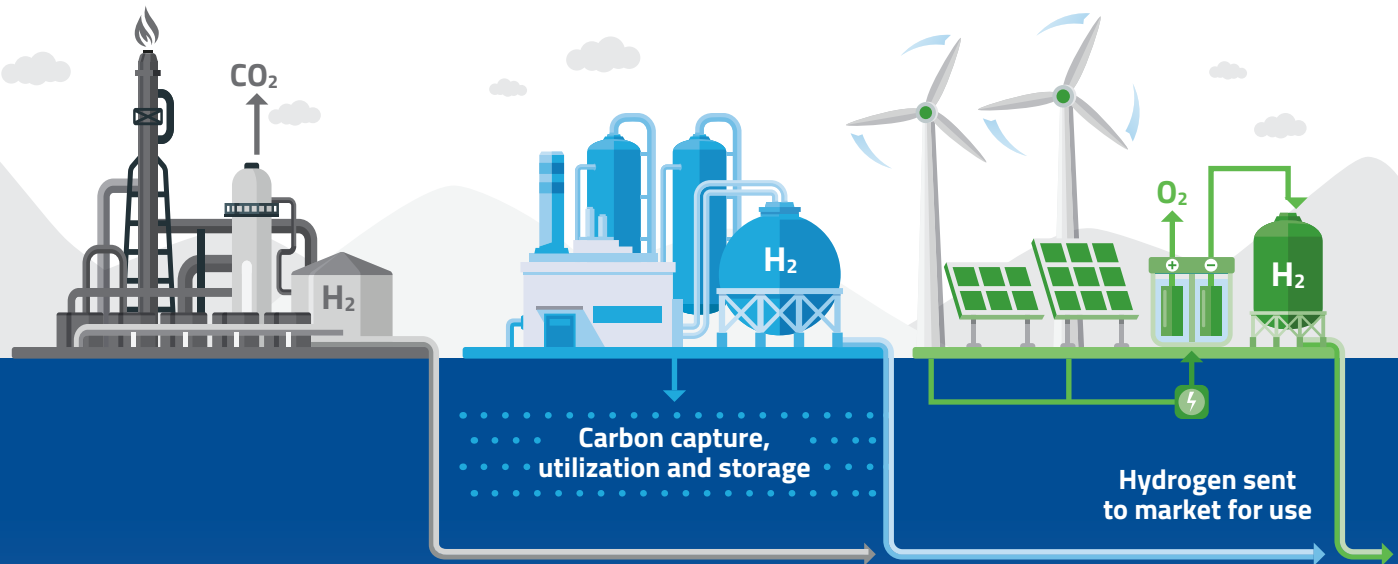


36 GW
Largest green hydrogen electrolyzer studied, combined with offshore wind

Gray hydrogen

Blue hydrogen

Green hydrogen



Gray (sometimes called 'brown') hydrogen is produced through fossil fuel processes. The process of producing it releases carbon straight into the atmosphere. Today most hydrogen is produced this way.

Blue hydrogen still depends on fossil fuels to produce hydrogen, but this occurs in plants equipped with carbon capture and storage. This makes it possible to reduce the carbon sent into the atmosphere using proven existing technologies.

Green hydrogen is an inexhaustible energy carrier that can be produced using renewable electricity to power an electrolyzer to produce hydrogen from water.



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CASE STUDY

Turning green hydrogen into ammonia

We are working with Queensland Nitrates (QNP) and Neoen to complete a feasibility study for a new green hydrogen to ammonia plant at QNP's existing manufacturing plant in Queensland, Australia.

The aim of this study is to determine the viability of producing green hydrogen at commercial scale to feed a new ammonia plant, which in turn is fed into an existing ammonium nitrate chemical facility.

When the hydrogen is fed into the new ammonia plant, it will produce 20,000 tonnes per year of ammonia from 3,600 tonnes of green hydrogen.

The proposed plant would produce 20% of the ammonia used by QNP which is currently purchased from third parties.

The proposed project aims to progress the commercialisation of green hydrogen production for domestic and international use.

Ammonia production is currently the largest use of hydrogen, consuming about half of global hydrogen production.

Alignment to the UN SDGs:



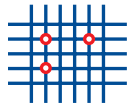


ENERGY TRANSITION

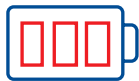
Distributed energy systems

The centralized model of power generation and distribution is being challenged by the evolving ecosystem of generation options. A more agile and resilient model is required. Distributed energy systems (DES) supply more resilient energy, particularly in locations that are prone to natural disasters.

DES rely on a group of technologies that allow small-scale electricity generation at the point of use. This may be small wind turbines or solar panels attached to on-site energy storage and run by a computer.



200+
Distributed energy projects



30 MW
Largest battery energy storage project

VECKTA

Worley is working on digital business models to optimize DES

This year, we launched a new digital business, VECKTA, with our joint venture partner XENDEE. VECKTA is a virtual marketplace, where people and companies who want a DES can design, choose the technology, locate someone who can build, and finance the project. It's a revolutionary way to deal with the fragmentation in the industry.

Natural gas

Natural gas (methane) has a critical role to play as a 'bridge' to a decarbonized energy supply. This includes its role in fuel switching as the use of coal reduces, as well as being a key feedstock for production of blue hydrogen. In the energy transition scenarios contemplated by the International Energy Agency, natural gas usage is a key component and is expected to continue to grow until at least the mid-2030s.

We are using our decades of experience in the hydrocarbons and power sectors to help our customers with CCUS technology, improved energy efficiency, electrification of facilities with renewable energy, and the development of processes to minimize fugitive gas emissions.

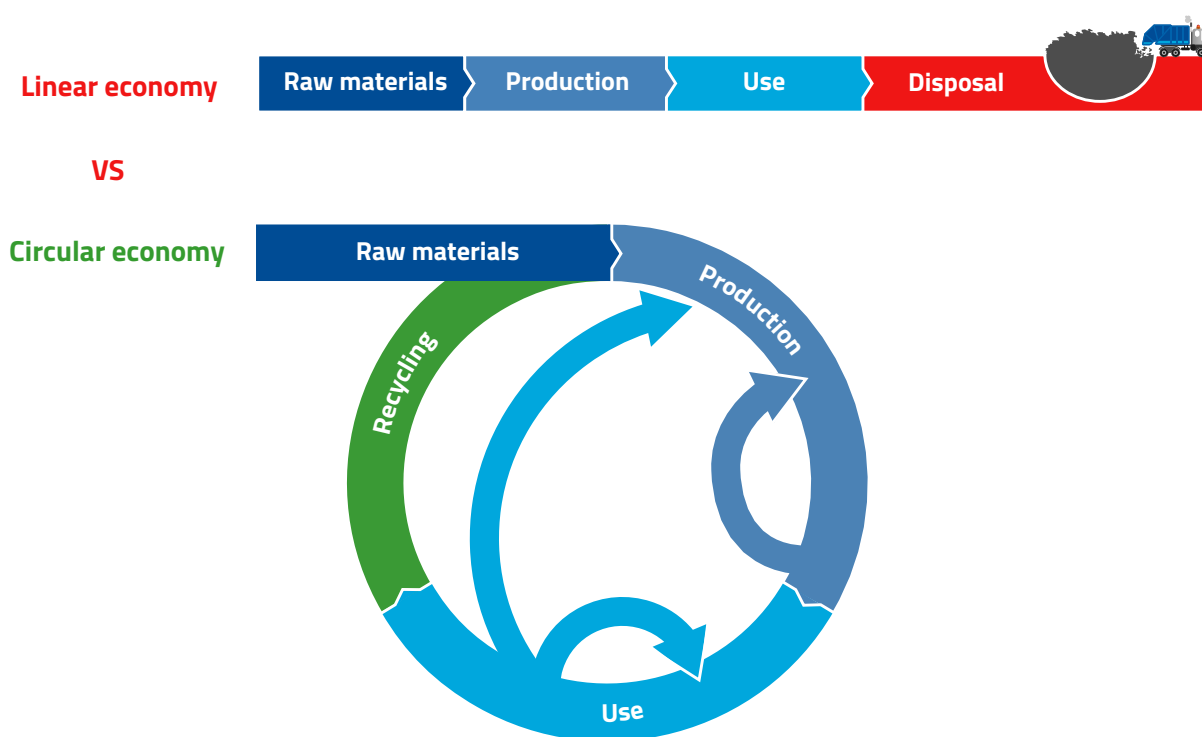


CIRCULAR ECONOMY

We promote a circular economy

Our position in the value chain of the energy, chemicals and resources sectors means we can make a significant contribution to increasing the sustainability of these industries.

Most of the world operates as a linear economy which results in large amounts of waste. When this waste is mismanaged, it pollutes the oceans, land and air. A circular economy takes that waste and turns it into something of value. This can be achieved by ensuring waste and pollution are eliminated from the design phase, keeping products and materials in use, and regenerating natural systems.



We help our customers move from linear to circular models

We provided support to the Alberta Industrial Heartland Association to fully utilize its oil and gas and petrochemical processing infrastructure and diversify into a broader range of cross-sectoral subsectors. The work identified and ranked opportunities that adopted circular economy principles and waste recycling. In addition, the study identified opportunities to add value to readily available renewable carbon feedstocks such as biomass.

We have been awarded the front-end engineering and design to develop a flagship facility for [Avantium](#), supporting its transition to a bio-based economy for plastics.

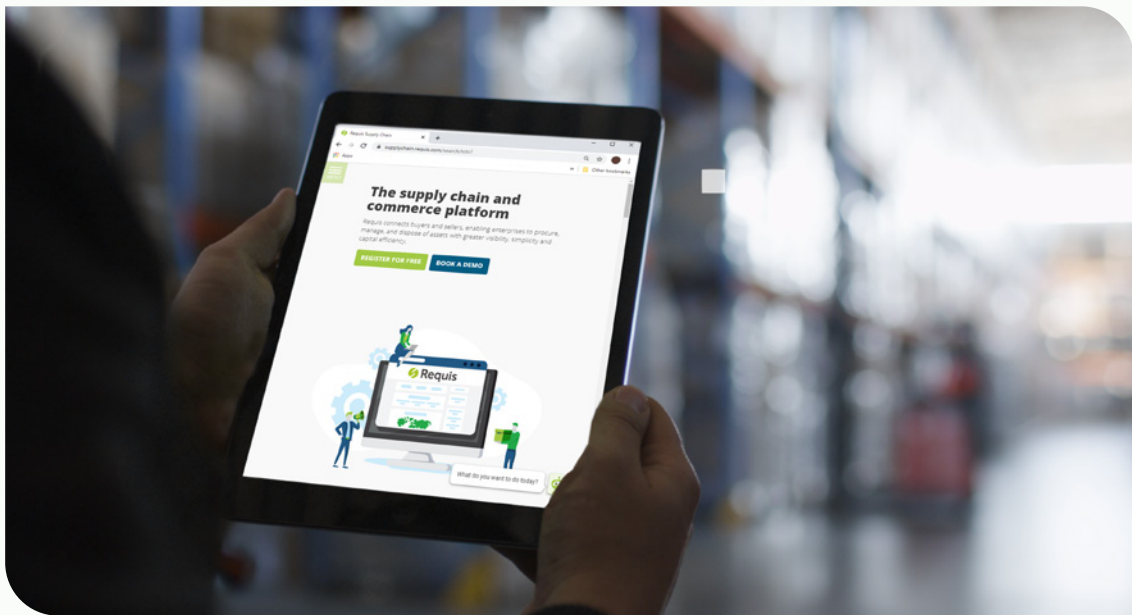
We also deliver waste-to-energy solutions to support the energy transition, such as our [Velocys](#) waste-to-jet fuel project.

CIRCULAR ECONOMY**Supporting a circular economy through Requis online equipment exchange platform**

[Requis](#) is our supply chain and commerce platform.

It provides an efficient and sustainable way to buy, manage and sell goods. And encourages the reuse of redundant and excess materials, reducing demand and decarbonizing supply. This year, Requis has helped repurpose approximately 70,000 tonnes of materials and equipment in the energy, chemicals and resources sectors.

Alignment to the UN SDGs:

**Did you know?**

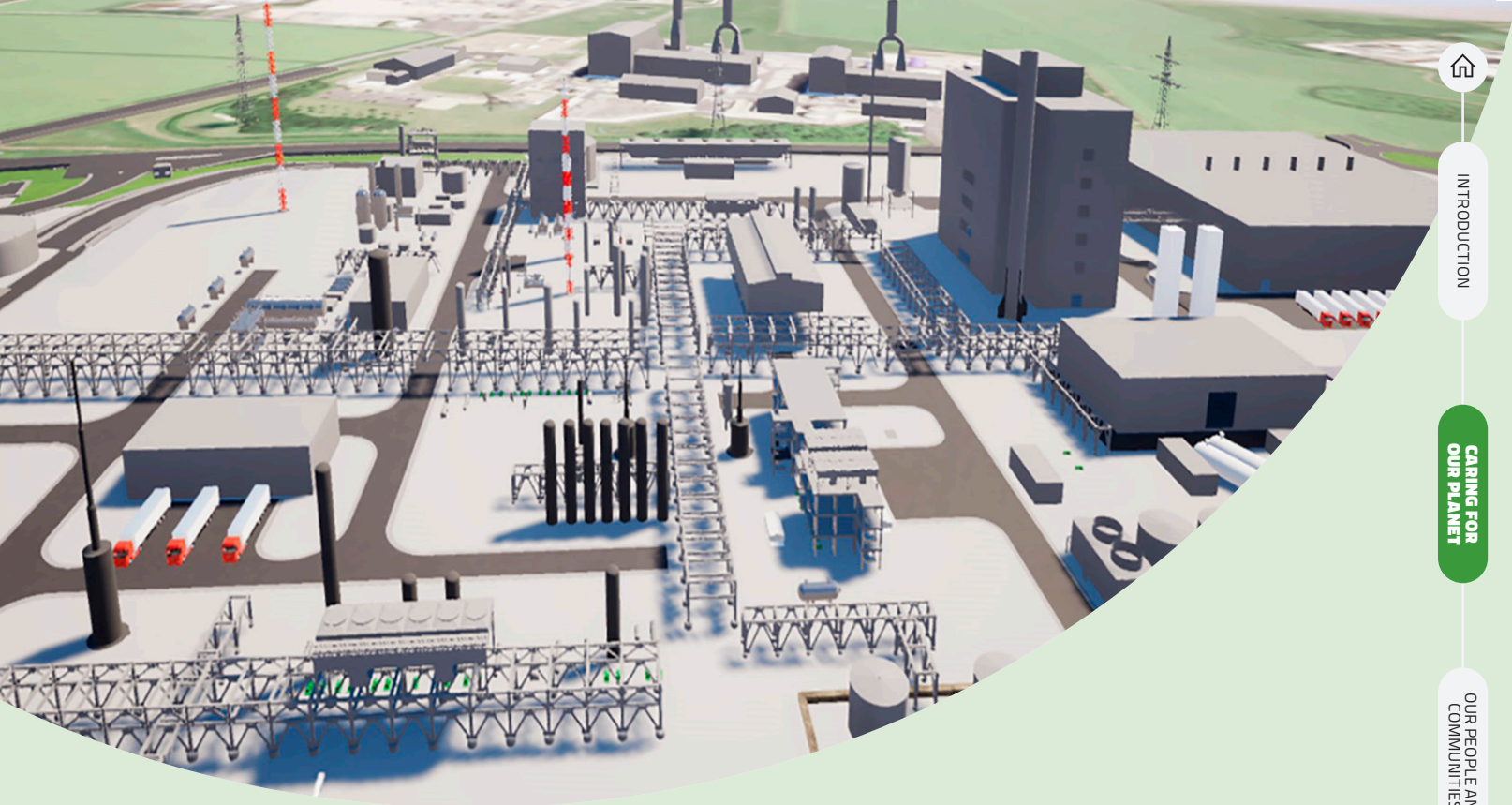
In July 2019, we took part in an initiative to give up single-use plastic for 31 days.

Our people from 11 countries and five continents took on the challenge, and many of our offices have since implemented permanent changes to reduce their plastic waste.

Did you know?

In December 2019, we started a group called Worley Waste Warriors. Its goal is to reduce the waste and carbon footprint produced in our offices and improve our energy and water efficiency.





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CASE STUDY

The future of jet-setting: green aviation fuel transforms waste to energy

Flying from A to B is getting cleaner with the use of green jet fuel refineries.

We're working alongside Velocys on Europe's first waste-to-jet fuel plant to turn household waste into clean-burning fuel for aviation and road transport. We're delivering pre-feasibility, feasibility and front-end engineering and design packages.

When the plant is operating it will receive hundreds of kilotonnes of waste destined for landfills or incineration every year, and create sustainable fuel. The process will reduce net greenhouse gas emissions by 70% compared with regular fuel. Furthermore, the sulphur content will be reduced to almost zero and particulate matter by up to 90%.

"Aviation and heavy goods transport remain the hardest sectors to decarbonize. Passenger vehicles can be electrified, but aeroplanes and trucks require much higher energy density. Low-carbon fuels are essential to achieve net zero targets in these sectors," said Henrik Wareborn, Velocys Chief Executive.

"The technology helps these industries unlock a decarbonized future. This is made possible through access to abundant but difficult-to-process feedstocks, such as municipal solid waste and woody biomass residues. The fuels produced meet all required regulatory standards and can be used without any modification to engines."

Local authorities in the United Kingdom have approved the site application, with financial close targeted for 2022. The facility is expected to be operational in 2025.

Following completion of the UK facility, we will work with Velocys to use the same technology to design and build another facility in the United States.

Alignment to the UN SDGs:





WATER

We care about water

As the climate changes and populations grow, water security and risks to sustainable, economic water supplies will increase.

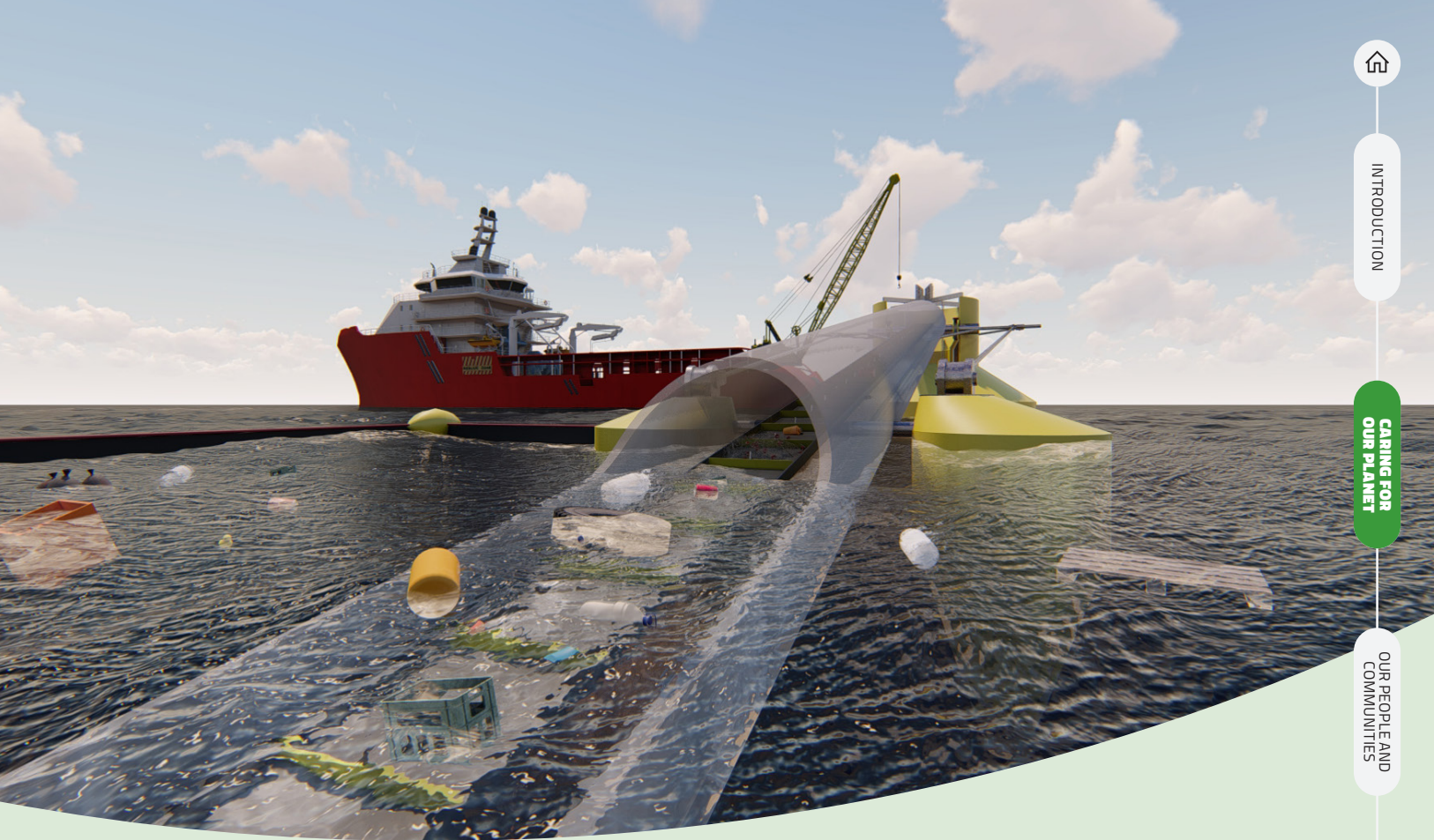
We provide solutions for industrial customers and governments who manage water treatment and supply facilities. These include water supply resiliency and security, flooding and climate change impacts, new regulations and aging infrastructure, and changing water quality and supply demands.

We understand the energy-water nexus is key to the energy transition. We are focused on supporting our industrial customers meet their operational needs in a manner that minimizes their net water usage, while reducing the carbon footprint of their energy consumption.

We're working with mining companies to help them realize their water stewardship commitments to use water in a socially equitable, environmentally sustainable, and economically beneficial way. This includes projects to proactively manage surplus water and optimize its potential within mines.

We are also providing support to customers who generate green hydrogen utilizing renewable electricity and sustainably sourced water, including the reuse of treated wastewater and recycled process water. This hydrogen is used by customers and in several cases can be produced in an exportable form.





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CASE STUDY

Cleaning up plastic pollution in our seas

Plastics have contributed to significant advancements in many industries, from medicine and water supply to digital technology and more. However, poor end-of-life management damages the natural environment.

That's why we were engaged to develop a plastic debris harvesting solution to help clean up the world's oceans and bring ocean plastics into the circular economy. This one kilometer long and three meter deep rubber barrier is designed to intercept and trap floating debris. It features a self-propelled floating marine plastics harvester powered by natural wave motion, and a conveyor that removes plastic debris from the ocean to a storage container, without harming marine life.

The waste is then collected by a mother ship and returned to land to be recycled into methanol, which in turn, powers the ship, complete with carbon capture technology onboard.

“This project showcased just how much expertise we have that can contribute to solving complex global environmental problems. We have environmental scientists, naval architects, materials handling specialists, process engineers, and project delivery experts who bring it all together,” said Lana Dzananovic, Worley Project Engineer.

Alignment to the UN SDGs:





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Our people and communities

When people are supported by safe and healthy workplace environments, they can thrive at work, bring value to Worley and our customers, and contribute to developing sustainable communities.



SAFETY, HEALTH AND WELL-BEING

Safety, health and well-being of our people

“The safety, health and well-being of ourselves and those around us is fundamental to Life. Without this, nothing we do is worth doing.”

– Chris Ashton, Worley CEO

We support the safety, health and well-being of our people using a multi-layered approach.

Set for Life

Our safety, health and well-being culture is described best by our Life approach, which enables our people to create successful outcomes by adapting to changing situations.

We support our safety culture with our enterprise-wide safety management system. This establishes the policies, standards, procedures, guidelines, checklists and documentation to support safe operations and consistent outcomes for our customers.

Our people-focused Life approach enables us to design and deliver projects safely as it outlines expectations and provides programs and tools aligned with our systems.

Our Life principles are:

- people are not immune to the changing world around them, and sometimes things go wrong. Even the best make mistakes
- blame fixes nothing. When things happen, we identify the systemic factors and put actions in place to prevent reoccurrence
- learning and improving are vital. Asking questions and really listening to the answers are key
- workplace environments and context influence behavior
- when things go wrong, how our leaders respond matters.

In May, we recognized the importance of safety during our annual Safety Week, which was held virtually due to COVID-19. More than 3,000 of our people took part in over 30 global events, mostly from home.

In FY2020, we introduced four new Life programs:

Life-Saving Rules

These are observable, key actions developed by people who work in higher-risk activities. Aligned with a common set of industry practices, our easy-to-follow rules relate to safety control systems, confined spaces, driving, energy isolation, hot work, line of fire, safe mechanical lifting, work authorization, and working at heights.

Take5 for safety

This program helps people build knowledge and skills around situational awareness and the identification, communication and management of risks. The process involves using five human instincts to review their work and home environments:

- stop
- look
- identify
- discuss
- control.

Life Conversations

Talking and listening are part of Life. Conversations help people create a respectful environment where they feel safe to speak up and take action.

Life Matters

Our newest program focuses on physical, mental and social well-being. The program includes our Employee Assistance Program (EAP), a network of mental health champions, training materials and online resources, which support a safe and respectful workplace.



SAFETY, HEALTH AND WELL-BEING

Our Life approach

Expectations



Be curious



Speak up



Take action



Share lessons

Leadership

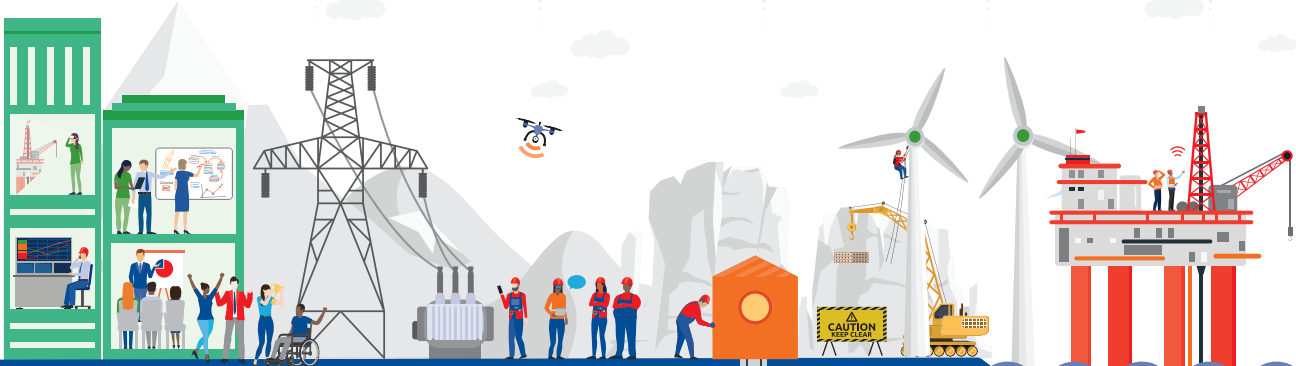
Safety, health and well-being programs

Networks

Community engagement and legislative requirements

Fitness for work

Supervision



Data analysis

Right designs, tools and information

Technology and systems

Competency, skills and training

Job design

Task planning and risk tools

About our safety, health and well-being management system

We have a comprehensive management system, which is built around a set of fundamental minimum standards designed to keep our people safe and healthy.

Our people work under a wide range of management and control scenarios on different work sites. This includes but is not limited to Worley-managed sites, customer-managed sites and JV-managed sites. Our people may find themselves working under Worley's management system, a project-specific management system or a customer or JV management system.

On Worley-controlled sites our people work under Worley's management system. On customer or JV-controlled sites the management system that our people work under must meet the minimum standards of the Worley management system. The foundations of our management system support the provision of safe systems of work and are described below with respect to health and well-being.

Health and well-being pillars

Health risk management

Fitness for work

Workplace exposure

Communicable disease

Injury and illness management



Our management system standards

- | | | | | |
|--|---|--|---|--|
| <ul style="list-style-type: none"> ▪ Lone and Remote Workers Standard ▪ HSE Risk Management Standard ▪ HSE Communication and Consultation Standard ▪ Office HSE Standard ▪ Management of Change Standard ▪ Visitors to Company Standard ▪ Visitors to non-company sites Standard ▪ HSE Observation and Conversation Standard | <ul style="list-style-type: none"> ▪ Fitness to Work Standard ▪ Permit to Work Standard ▪ Competency and Training Standard ▪ Fatigue Management Standard ▪ HSE Induction Orientation Standard ▪ Alcohol and Drugs Misuse Standard ▪ Working at Altitude Standard | <ul style="list-style-type: none"> ▪ Workplace Exposure Standard ▪ Job Hazard Analysis Standard ▪ Danger Identification and Control Standard ▪ Personal Protective Equipment Standard ▪ Hazardous Substances and Dangerous Goods Standard ▪ Ergonomics (Field and Office) Standard ▪ Vehicle and Driving Standard ▪ Life-Saving Rules Standard | <ul style="list-style-type: none"> ▪ Communicable Disease Standard ▪ Blood Borne Pathogens Standard ▪ Malaria Control Standard | <ul style="list-style-type: none"> ▪ First Aid and Medical Facilities Standard ▪ HSE Event Reporting and Investigation Standard ▪ Injury Illness Management and Rehabilitation Standard |
|--|---|--|---|--|

Health and well-being are promoted globally and actioned locally through our projects, offices, health and safety committees and Life champions



SAFETY, HEALTH AND WELL-BEING

Process safety is a key part of industry advancement

Our process safety team continually adopts emerging thought leadership via its relationships with external regulating bodies and societies.

During FY2020, we established our Process Safety Working Group to improve process safety in industrial sectors. Members of this group collaborated with industry through contribution to a newly published Institution of Chemical Engineers Global Process Safety Centre guidance document on process safety during project concept selection. In addition, the group has written an article for the Australian Petroleum Production & Exploration Association on process safety learnings.

Our engineers use our Safe and Sustainable Engineering for Asset Lifecycle (SEAL), a framework which ensures process safety is embedded into all stages of our projects. This year the SEAL framework has been embedded in the newly harmonized management system and learning modules.

Bringing digital innovation to safety

Digital transformation is presenting us with new opportunities to improve safety.

We're using augmented reality to improve safety design reviews on projects. [Learn more](#)

We've developed a predictive analytics tool called SaltGrid⁶ to help predict the nature and timing of health, safety, and environmental incidents. Using data and artificial intelligence, SaltGrid allows us to work alongside our customers to reduce their process safety risk.

We've developed a robot to carry out hazardous activities. Typically a task undertaken by people, our Catalyst Removal Amphiro⁶ device (CAROL) enables us to remove catalyst from confined spaces remotely.

We have seen strong uptake of both SaltGrid and CAROL over the past year by major customers in the energy, chemicals and resources sectors.

FY2020 has required crisis management and adaptability

Ready, Response and Recovery (R3) is our security and resilience management system. We use it to protect our people and assets from prospective critical incidents, as well as manage the impact of events.

Over the past decade, the R3 system has been used to manage critical incidents ranging from natural disasters, security threats, civil unrest and medical emergencies, through to major business disruptions such as COVID-19.

In FY2020, we activated all 44 of our R3 teams globally to guide our people and critical infrastructure projects to safety during the COVID-19 pandemic. Read more on how we're responding and adapting to COVID-19 on page 33.

We're deeply saddened to have lost a member of our team this year. One of our vehicles was travelling on a public road when a power pole fell and impacted the vehicle cabin.

Our goal is to increase the number of things that go right under the broadest range of conditions

We encourage our people to report incidents and injuries so we can learn and prevent reoccurrence. Our approach to reporting safety metrics includes our people and contractors, as well as joint venture partner employees where we have operational control.

We align our reporting requirements with the United States Occupational Safety and Health Administration for Total Recordable Case Frequency Rate (TRCFR)⁶ and Lost Workday Case Frequency Rate (LWCFR)⁶.

The Serious Case Frequency Rate (SCFR)⁶ was introduced as a reporting metric in FY2020 to support transparent reporting of fatalities, permanent disabling injuries/illnesses and events with the potential for fatalities, permanent disabling injuries/illnesses.

In our first full year as Worley, we demonstrated a flat trend across our LWCFR and SCFR metrics. This is a good outcome given that the organization doubled in size in late FY2019 with the acquisition of ECR, which included a significant field-based workforce of approximately 10,000 people.

Indicators	2020	2019
TRCFR	0.16	0.14
LWCFR	0.03	0.03
SCFR	0.06	0.08

⁶ Refer to the [Worley Sustainability Definitions Document 2020](#) for definitions



CASE STUDY

Living for today, planning for tomorrow: COVID-19 response

Our workplaces and industries look different today than they did one year ago as we respond and adapt to the impact of COVID-19.

Over 40,000 of our people transitioned to working from home

In early January 2020, we began monitoring and reporting on the suspected new virus. Soon after, we commenced travel restrictions and began transitioning teams to work from home. In some cases, this transition was complete in 24 hours; and involved delivering IT infrastructure to people's homes in difficult circumstances to maintain our commitment to delivering quality outcomes for our customers.

By the end of March, more than 80% of our people were working and learning from home.

This was made possible by our R3 team's existing pandemic response plan. A cross-functional working group was also established to coordinate our response globally. We kept our people informed about federal and municipal government responses, and supported their mental health, while monitoring those impacted by the virus.

Our Information Technology (IT) support teams were on hand to support as we implemented working-from-home project delivery processes and new ways of working in the field. We are now developing re-entry and remobilization plans.

"I am immensely proud of how rapidly we identified and responded to the COVID-19 risks, and how quickly our people adapted to working from home or the changing site working conditions while still delivering to our customer expectations," said Marian McLean, Worley Executive Group Director Health, Safety & Sustainability.

10,000 of our people continued to work on sites throughout the crisis

We've created new ways of working on sites to support our people working in the field on our customers' critical infrastructure projects to supply energy and other essential resources globally. These include physical distancing, additional sanitation measures, providing our craft workforce with extra personal protective equipment, such as masks, and additional cleaning of protective equipment. We have evolved work schedules to minimize risk to workers and their families and introduced new safety processes, such as temperature checks.

We have also provided support and information for our people who have tested positive for COVID-19. This included ensuring they had access to medical providers, mental well-being support, and maintaining engagement throughout their recovery period. As the COVID-19 pandemic has moved across the world, we are saddened to have lost five of our people to the virus.

Alignment to the UN SDGs:





PEOPLE DEVELOPMENT

The world's complex challenges need bright and motivated minds, today and in the future

We unlock brilliance by encouraging our people to stay curious, strive to learn and seek new experiences.

We are more than 50,000 highly capable people joining together to reshape our markets and deliver sustained economic and social progress around the world. Together we are building the careers and industries of the future.

Our people development highlights of FY2020



Work from home

Mobilized over 40,000 people to work and learn from home in response to COVID-19.



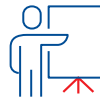
Global Sales and Marketing Future Leaders Program

Enabled high-potential employees to gain future leader skills.



The Edge series

Supported our people to learn about human behaviors and team dynamics. Approximately 7,000 of our people attended these monthly sessions.



COVID-19 online materials

Developed a series of online resources to help guide our people through the COVID-19 pandemic. This included a forum for leaders to share best practices, a webinar with an international SOS Doctor, and a page full of good news stories titled 'Silver Linings'.



Unlock Your Genius series

Introduced a video series for students on new energy, digital solutions and circular economy topics. [Watch here](#)



Innovation Hub

Received 800 new ideas on our innovation platform (the Innovation Hub), 27 of which received funding to be implemented.



Graduate Development Program

Welcomed 900 new graduates around the world to learn on the job and be mentored by senior leaders.

Finding new roles for our people using digital technology

We built our own global skills and networking platform, [ION4.0 – Industry Opportunities Network](#) to help our people stay connected to each other as well as to opportunities across the business.

This platform helps people match with others looking for specific skillsets, and has helped find the right specialist for the job as well as helping to maximize utilization of our people across the business.

ION4.0 also provides the ability for those who have left our business to remain a part of our wider 'Alumni' network. Our alumni can be identified for new opportunities and be brought back into the Group more easily.

ION 4.0



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CASE STUDY

The role of skilled trades professionals in building a better world

From the foundations of our homes to the power lines that connect them, the work of skilled trades (craft) professionals touches nearly every part of our daily lives. To build a better world, we support workforce development efforts in support of our craft professionals.

Skilled tradespeople underpin a sustainable workforce

“Everywhere we look around us, the work of the people in skilled trades is evident,” said Stephen Hillier, President, Integrated Solutions Downstream at Worley. “When we look at professional services, such as doctors, lawyers, accountants and other people in industries that require buildings, hospitals and plants to work, it’s the people in skilled trades who actually build, operate, and maintain these facilities.”

We became a [Building Responsibly](#) member in FY2020 to further promote worker welfare, sustainable work practices, and enhance training and education globally alongside other leading industry services providers. We also continue investing in trades through our workforce development programs and women in trades campaigns.

Hire-to-retire workforce development programs

From the moment a craft professional is recruited through our Outreach Program, they’re set on the path to career advancement. From underemployed individuals seeking to start a career in the trades through to project managers, we help people propel their careers forward. As a fully accredited National Center for Construction Education and Research (NCCER) training and assessment center, we help craft professionals in North America earn industry-recognized certifications and credentials. Our lifelong learning approach is centered on research, recruitment, development and retention, to help tradespeople earn while they learn from day one to retirement.

We place a high degree of confidence in our workforce development program. This year, we were the first contractor to complete a Contractor’s Workforce Development Assessment (CWDA) through the Construction Users Roundtable (CURT). We expect to achieve a high score, signaling to customers that working with Worley will minimize their exposure to labor risk on construction and maintenance projects.

“The skills development of our craft professionals is vital to our success and the future of our industry. Our customers also recognize this and are engaged with us on this journey,” Hillier added.

Our workforce development highlights in the United States in FY2020:

- over 600 craft professionals, heavy equipment operators, crane operators and riggers were trained and NCCER certified
- 117 instructors, performance evaluators, master trainers and Mobile Crane Operators (MCO) practical examiners were trained and NCCER certified, bringing the total to 350 on our projects today
- 238 individuals participated in NCCER training and completed a level in preparation for advancement
- 73 supervisors participated in leadership training and completed a level in preparation for advancement.

Alignment to the UN SDGs:





DIVERSITY AND INCLUSION

Diverse minds working together here

We've taken time this year to understand the people needs of our newly combined business, and set the stage to progress D&I⁷ further.

Our FY2020 milestones were to create harmonized and updated global People policies to support a diverse and inclusive environment. We also transitioned eight people network groups⁷ from WorleyParsons and ECR to form Worley networks facilitating our inclusion and belonging goals, and established our global D&I Council.

Our new Group Executive⁷ team appointed this year includes equal male and female representation.

We developed our first [Reconciliation Action Plan](#) in Australia, and in Canada, we continue to work through the Progressive Aboriginal Relations certification program.

The Black Lives Matter movement instigated a call to action for leaders to educate themselves on issues of racism and inclusion. Our leaders led discussions with our people and acknowledged the global and local social unrest. We communicated a strong position of intolerance of racism and exclusion and a refreshed commitment to diversity in all its forms.

In addition, there was increased leadership and people support for our LGBTIQ+ people with the Pride@Worley network relaunching their Allies network through global webinars. Support from our CEO and Group Executive for our black and LGBTIQ+ work family members was visible with these leaders participating in webinars, posting videos and holding small group forums to listen to the issues these groups encounter.

This year marked the end of the initial gender diversity objectives set for the Group by the Board to FY2020.

The objective to increase women employees to 30% was not achieved. In FY2019 we reported our percentage of women was adversely affected by the ECR acquisition which notably impacted the makeup of the Group's workforce with a significant addition of craft roles. The percentage dropped to 18% in FY2019 from 21% in FY2018. In FY2020 we saw a slight increase to 19% women.

Measures	Objectives	2020	2019
Women employees ⁷	Increase the proportion of women employees to 30% by FY2020	19%	18%
Women senior executives ⁷	Increase the proportion of women senior executives to 25% by FY2020	39%	26%
Women non-executive directors ⁷	Increase the number of women non-executive directors to 3 by FY2020	3	4

Worley aims for a diverse and inclusive workplace, to maximize our business results and attract, recruit, engage and retain a talented workforce.

Our new People, Culture and Market model will create a more holistic and commercial approach to D&I at Worley. It will be used to guide our discussions and approach and target our actions to ensure we make sustainable progress. In line with this model, we have set measurable objectives to FY2025 and will drive strategic and globally consistent actions to support the achievement.

People

We will continue to advance gender diversity and measure and improve ethnic diversity. The next five years will be used to drive a step change in the diversity of our senior leaders⁷ and graduate roles⁷.

Our targets to FY2025 are to:

- have a Board composition of at least 30% female
- retain gender diversity of Group Executive at equal male and female representation
- increase the female representation in our senior leaders and general workforce
- achieve a minimum of 50% female hires for the collective annual global graduate intake
- increase the representation of non-Caucasian people in our senior leaders and our graduate intake.

In FY2021 we will develop more defined targets.

Culture

We will continue to build an environment of inclusion and belonging to unlock performance and innovation across our global workforce.

During FY2021 we will identify options to baseline our culture of inclusion as a basis to develop actions and targets to increase the performance, innovation and creativity of our people.

Market

The third element of our D&I model gives us the opportunity to understand how we compare to organizations making D&I progress and understand what actions they are taking to improve their D&I performance. During FY2021 we will identify recognized benchmarks that are appropriate for our business.

⁷ Refer to the [Worley Sustainability Definitions Document 2020](#) for definitions.

SUSTAINABLE COMMUNITIES

Sustainable communities and ecosystems

We want to be part of a world where sustainable communities and ecosystems co-exist. A world where both the biosphere and people thrive.

Through the Worley Foundation, we help further the UN SDGs and create shared value with the communities in which we operate.



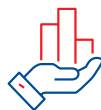
To create positive social impact, we focus our efforts on:



1 Science, technology, engineering and mathematics (STEM)



2 Skilled volunteering⁷



3 Enterprise development⁷

Today's young people will be the STEM leaders of future generations

When children learn about STEM, it opens up a world of future possibilities. We're working with STEM organizations across the globe to develop inclusive learning environments and reduce access barriers to education and employment.

This year, we've helped students around the world connect and learn about the energy transition through a digital learning platform hosted by The New York Academy of Sciences/Global STEM Alliance. And we have supported online STEM learning in Canada through the Let's Talk Science Challenge.

In Australia, we are supporting The Graham (Polly) Farmer Foundation's strengths based learning model which opens up pathways for Aboriginal students to education and employment.

We are helping bridge the employability gap of engineering students and young graduate engineers in Nigerian communities with the Association of Professional Women Engineers of Nigeria (APWEN).

Artwork credit:

Bili Yilam – Bluetongues Home by Australian Indigenous artist Mick Harding. This artwork is used throughout our RAP.

www.ngargawarendj.com





Skilled volunteering creates a new world of possibilities in India and Colombia

We are engineers, builders, planners, scientists, economists, intrapreneurs, safety advocates, social practitioners, managers and technicians embracing our changing world and its social and environmental challenges. Our people contribute to sustainable communities and ecosystems through skilled volunteering.

For four years, the Worley Foundation and Pollinate Group have helped equip women in India and Nepal with the skills to lead low-income communities out of poverty by distributing products that improve health, save time and save money. An example is the distribution of solar lights, which enable families to use clean renewable lighting instead of kerosene lamps, which can be unsafe.

“Of all our partners, Worley shares the most diverse volunteers, both in country of origin and skillsets, to truly accelerate our impact,” said Luke Barbagallo, Pollinate Group Partnerships and Programs Manager.

The Worley Foundation and Worley teams in Canada and Colombia further contributed sponsorship and volunteering for the Centre for Affordable Water and Sanitation Technology for a third year, supporting training and technical solutions for drinking water quality projects in Colombia.

Sustainability champions

We support and encourage our people to make a positive social and environmental impact. Our Sustainability Champions Network is dedicated to advancing our sustainability strategic goals. With more than 500 members, it's one of our largest people network groups and provides a forum to share sustainability initiatives we're implementing in different locations.

Corporate financial donations⁸

We contributed a total of \$2,664,160 to a broad range of sustainability initiatives from addressing poverty in India to providing wheelchairs for disabled elders in Mongolia. A portion of this related to obligations to comply with Broad-Based Black Economic Empowerment legislation requirements in South Africa and section 135 of the Companies Act, 2013, Companies (Corporate Social Responsibility Policy) Rules, 2014 in India to reinvest in communities.

Matched giving following Australian bushfires

The Worley Foundation matched the donations of our people to the Red Cross Australian bushfire disaster relief and recovery campaign. This resulted in more than \$130,000 being donated by the Worley Foundation and personal donations of our people.

\$2,664,160

Total donations (AUD)

\$1,111,140

Legislated contribution
(India & South Africa)

\$1,553,020

Non-legislated
contribution



⁸ Refer to the [Worley Sustainability Definitions Document 2020](#) for definitions.



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CORPORATE SUPPORTER

CASE STUDY

Supporting Australian Antarctic climate change research

The Worley Foundation supports scientific research in the Antarctic, Sub Antarctic and Southern Ocean as a Trailblazer10 Corporate Supporter of the Antarctic Science Foundation (ASF) for the first time in FY2020. The Trailblazer10 partnership brings together companies from different sectors to make cross-industry contributions to support science in the areas of ecosystems, climate and impact, healthy oceans and polar technology.

This year 25 volunteers contributed to ASF research partners, sharing their expertise by reviewing, problem solving and supplementing the work of the researchers. One project is enabling krill research for the Australian government’s Antarctic Division. Krill plays a significant

part in maintaining the health of the Southern Ocean ecosystem and its role as a buffer against climate change. This research will inform international management of the krill fishery to ensure sustainability and protect whales, seals, penguins and seabirds who feed on krill.

Worley teams shared knowledge about shipping vessels, drilling, marine biology, and digital technologies. These include applications that will support krill research on Australia’s new national Antarctic research vessel – the RV Nuyina – due to begin service in the 2021/2022 Antarctic season.

Alignment to the UN SDGs:



CASE STUDY

Creating solar homes to address energy poverty

The COVID-19 crisis has demonstrated the critical need for safe shelter. But did you know that over [one billion](#) people around the world lack adequate housing? BillionBricks is developing powerHYDE, a sustainable home solution that empowers vulnerable populations to overcome homelessness and energy poverty.

The Worley Foundation is working alongside BillionBricks to develop a prototype for its powerHYDE innovation. The first prototype was built in the village of Math Jalgaon in Maharashtra, India where our volunteers helped assess structural designs. In California, where more than half of all unsheltered people are located in the United States, our volunteer teams provided cost estimates for the installation of powerHYDE prototypes.



Alignment to the UN SDGs:





CASE STUDY

Promoting transparency in mining through collective action

Resource-rich countries are at risk of exploitation. This requires companies, governments, non-governmental organizations (NGOs) and communities to work together to create positive change.

We are part of a movement for a more transparent and accountable mining sector.

Via the Worley Foundation, we are a partner of Transparency International's (TI) Accountable Mining Program to help identify and address corruption risks in the mining sector. The program is focused on addressing corruption risks in the mining approvals process. We hosted a workshop in Johannesburg, South Africa to progress efforts to strengthen governance in the mining sector, collaboration between regional, national and multinational stakeholders, and identify and action further corruption controls in industry and government.

"It was amazing to observe the courage, commitment and candid conversations of the TI team – their passion for their countries and people are clear and it was a privilege for Worley to have been a part of this historic workshop," said Denver Dreyer, Worley Senior Vice President MMM Services for Europe, Middle East and Africa.

Reducing corruption with a new digital tool

We are helping TI turn its Responsible Mining Business Integrity Tool into an interactive, web-based version. The digital version will support access and ease of use of the tool around the globe.

"We are excited about this opportunity to develop a useful and practical tool for business. Having effective systems in place to detect, prevent and manage corruption risks is a business imperative – and essential for the business community to play its part in ensuring communities benefit from their country's natural resource wealth." said Nicole Bieske, Head of Program at TI Australia.

When ready in November 2020, the tool will support ethical decision-making in the mining, minerals and metals sectors.

Alignment to the UN SDGs:





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CASE STUDY

Creating shared value with First Nations Peoples

This year we continued our joint relationship with the Mikisew Group of Companies, which is directly owned by the Mikisew Cree First Nation.

As the climate changes and populations grow, the importance of water security is increasing. Today, the responsible use of water requires total water management. The complete water cycle needs to be considered from sourcing and conveyance to water and wastewater treatment.

Caring for the environment together

The Mikisew Advisian Environmental (MAE) team has been working alongside an oil producer in Northern Alberta to develop a 26-hectare lake as compensation for habitat that will be disturbed through the process of mine development. The lake will create fish habitat and support the local animal population.

Providing engineering and environmental habitat design services, the naturally-derived features of the project will support 10 species of fish, create 1,579,052 habitat units⁹, and maintain watershed hydrological balance within the lakes and creeks system.

⁹ A habitat unit is a metric for the ecological function of a geographic area.

“MAE is very important to both partners in meeting their societal and business commitments in the Athabasca region,” said Bryan Carter, Mikisew Advisian Environmental Vice President.

Strategic and meaningful engagement with the seven Indigenous communities of this traditional territory took place prior to and throughout the design phase. A blessing ceremony was held with all the communities prior to the start of construction. The communities came together and named the habitat design Lake Tourangeau to honor a prominent trapping family local to the area.

Alignment to the UN SDGs:





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Operating responsibly

We work with our customers and suppliers to achieve results that grow our company, reward our shareholders and our people, and contribute to our communities. We do this while delivering a more sustainable world for future generations.

We have a system of governance and operational controls in place to instil and reinforce a culture of acting lawfully, ethically and responsibly. These processes, policies, commitments and partnerships are summarized in our sustainability governance framework.



Statement from the Board HSS Committee

Worley wholly supports the full consideration of environmental, social and governance issues in corporate decision-making and alignment with the UN SDGs.

In recognition of the importance of sustainable development in the world today, the charter of the Health, Safety and Environment Board committee was expanded this year to include sustainability and is now formally known as the Health, Safety and Sustainability Committee of the Board (Board HSSC).

We are committed to ensuring that Worley has appropriate processes and resources in place to guide the Group's sustainability practices, and that we make relevant disclosures and report performance to our stakeholders.

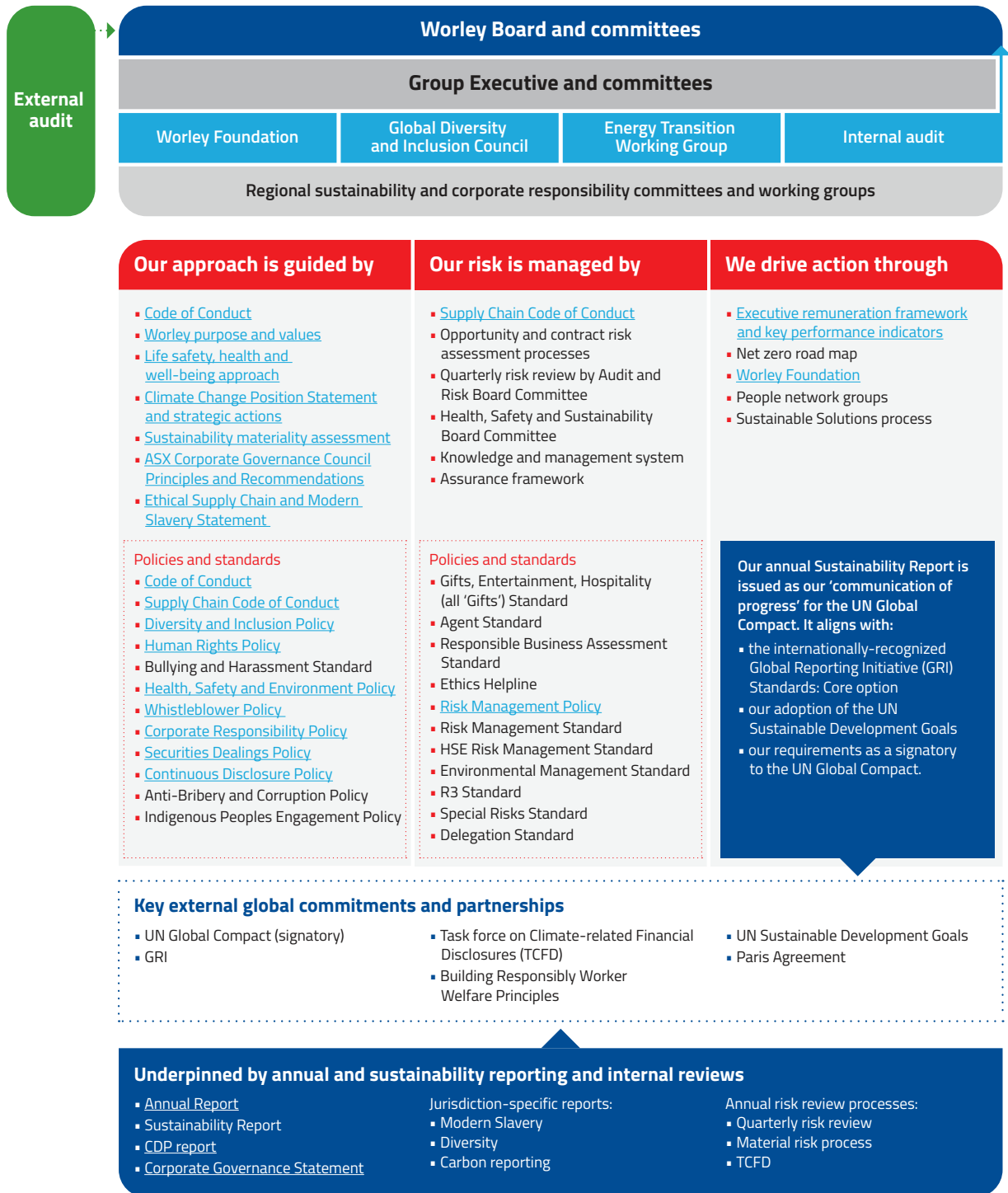
In our rapidly changing world, Worley's technical and project delivery skills and expertise play an important role in solving some of the biggest, most complex challenges facing us as a global community. Embedding sustainability throughout everything we do is fundamental to what we deliver.

Worley is committed to being part of the solution through both our own commitments, and also the significant role we can play in supporting the industries we serve.

Christopher Haynes OBE
Chairman, HSS Committee



Our sustainability governance framework



Our ethics program

16 languages the Code of Conduct is available in

42,000+ of our people trained in Code of Conduct

150+ procurement personnel trained in supply chain and risk assessment due diligence tool

34,000+ people trained in data privacy

1,700+ customer ethics checks conducted

750+ supply chain due diligence checks¹⁰

Code of Conduct

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

Our commitment to complying with the law and conducting business to the highest standards is outlined in our [Code of Conduct](#), which is available in 16 languages and supported by detailed procedures.

Code of Conduct training was undertaken in FY2020 and was delivered in three cycles covering field, classroom and online sessions.

We provided separate data privacy and supply chain training in addition to the Code of Conduct training.



¹⁰ The supply chain due diligence check process commenced in November 2019.



Supply chain

Our supply chain encompasses two distinct areas and both areas 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.

Our procurement teams play an important role on projects and ensure our suppliers adhere to our Supply Chain Code of Conduct. We have a responsibility to ensure our supply chain adheres to the same standards we expect of ourselves when it comes to:

- governance and ethics
- human rights and fair employment
- health and safety
- environment
- suppliers
- community engagement.

To support our operations, we obtain goods and services, including materials and labor, sourced from suppliers across the countries in which we operate and deliver. Our wider supply chain has a commitment to the communities where we operate and to support local businesses, train and employ local people, and utilize local resources wherever possible.

Supplier risk assessments are embedded in our due diligence tool. We have added a risk assessment module to our TRACE¹¹ anti-bribery and corruption due diligence tool in response to our modern slavery commitment. Our procurement people enter suppliers and contractors into the system. A small team has been established to interpret due diligence search results to maintain consistency and independence.

Over 150 members of our procurement teams have been trained to use this tool since its launch in November 2019.

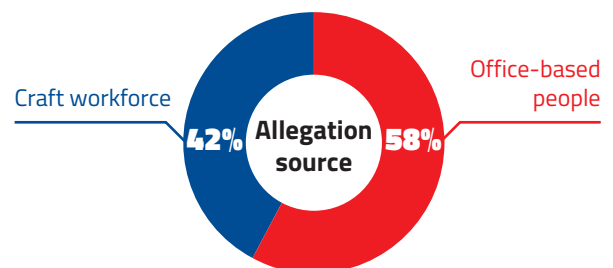
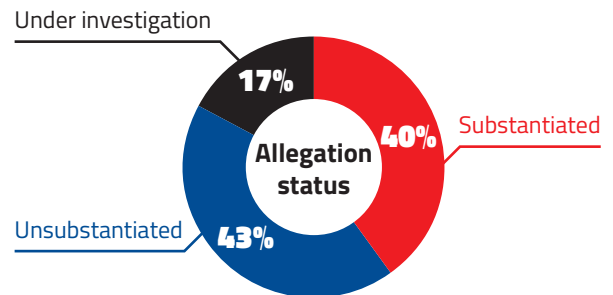
Ongoing process improvements continue to enhance supplier governance.

Whistleblower Policy and Ethics Helpline

We strengthened our procedures and issued an updated Whistleblower Policy to align with Australian whistleblower requirements.

Our Ethics Helpline is available to all our people across 49 countries. The hotline is operated by an independent third-party provider. In FY2020, we upgraded our Ethics Helpline software. The upgrade included simplified reporting for locally identified issues allowing our People group to capture all cases and expand our case history for trend analysis.

Worley provides protection to whistleblowers and encourage reporting of unethical behavior. In FY2020, there was a high level of use across our business, including our craft, or site-based, workforce. Our compliance team responded to 186 allegations of Code of Conduct breaches raised via our Ethics Helpline.



Issues raised via the Ethics Helpline were initiated from both our office-based and craft workforce. Our craft workforce represents 25% of our people and 42% of total cases recorded.

¹¹ Refer to the [Worley Sustainability Definitions Document 2020](#) for definitions

Modern slavery

We have issued a unified modern slavery statement which meets our global regulatory obligations. This includes the Australian Modern Slavery Act 2018 and UK Modern Slavery Act 2015. The FY2021 modern slavery statement is published on our website.

One of our key achievements has been establishing a supply chain risk assessment and due diligence process. Since its launch in November 2019, we have trained over 150 of our global supply chain people as super users of the due diligence tools.

We joined the construction industry group Building Responsibly and have committed to operating in accordance with its Worker Welfare Principles. We will leverage this membership to enhance our modern slavery program.

Responsible business assessments

We have triggers embedded in our sales and risk assessment processes for new projects and contracts. These assess the risk profile of customers and projects. Changes made this year included the elevation of decision-making regarding some risk factors to CEO and line of business leader level as a tool to increase awareness of these risks across the organization.

We have broadened customer due diligence from the focus on bribery and corruption to a holistic view of ethical conduct.

We completed more than 1,700 ethics checks on prospective customers as part of our RBA checks in FY2020 and refreshed our RBA Standard. The purpose of this standard is to ensure our customers and projects meet Worley's criteria for responsible business practices and we proactively check alignment.

ASX reporting requirements

Worley Limited complies with the Australian Corporations Act 2001 and the Listing Rules of the Australian Securities Exchange (ASX). These rules require us to publish a Corporate Governance Statement and other key documents on our company website and to provide periodic and continuous disclosure to the market.

Our Corporate Governance Statement reports on the 3rd Edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations. We are transitioning to the 4th Edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations and will report against these for FY2021.

TAX TRANSPARENCY

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 FY2019¹² 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 \$641 million paid in effective tax contributions in FY2019 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.

Total tax contribution¹³

\$190m

Canada

\$131m

US



\$154m

UK

\$166m

Australia

¹² The tax contribution report is completed after all tax lodgments are made globally. As such, the timing of these lodgments occurs after the financial reporting requirements. Therefore, FY2019 figures are presented in the FY2020 report.

¹³ Total tax contribution is the sum of corporate income tax paid during FY19, Fringe Benefits Tax payable for the year ended 31 March 2019, 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.



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. As an example, in June 2020 we provided a submission in response to the Australian Federal Government Low Emissions Technology Roadmap. In this submission, we gave recommendations on how Australia can use technology to decarbonize its energy systems and build low emissions energy intensive industries, with outcomes including implementation of large-scale renewables, integration of hydrogen, and moving to a circular economy.

CYBER SECURITY AND DATA PROTECTION

We ensure the confidentiality, integrity and availability of both Worley and our customers' information and provide protection against unauthorized information access and information loss or destruction through our cyber security program.

Led by the Chief Information Security Officer (CISO), we have a dedicated information security team supporting confidentiality, integrity and availability of information and IT systems and services.

Our information security strategy and decision-making is overseen by our Information Security Council (ISC). Its members include our CISO, plus key business and IT leaders. And our Data Protection Office governs compliance of our cyber security program with global data protection requirements as specified in Australia, Europe, the US and elsewhere.

During FY2020 we continued the integration of ECR information technology systems and successfully prevented any material security incidents related to this merger. We increased the number of local security officers globally.

We also implemented an enhanced program of continuous vulnerability scanning and increased our formal 'threat hunting' exercises to protect our data and systems. We introduced a designated IT Security Month during which group discussions, seminars and educational courses were provided to our people. We conducted a desktop exercise involving a range of internal teams to test readiness for a ransomware attack, and updated our online training module of the IT Acceptable Use Standard.

The COVID-19 pandemic resulted in large scale working from home this year at short notice. We successfully transitioned our people to this new way of working in a secure manner with minimal interruption to the business.

ASSURANCE

Independent assurance supports our commitment to transparency and accountability. Independent third-party auditors provide limited assurance, in accordance with the Australian Standard on Assurance Engagements ASAE 3000, on Worley's ESG performance data on a biennial basis. Assurance will next be conducted in FY2021.





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Cyber security and data protection, from the inside out

In today’s digital world, critical infrastructure is more likely to be targeted by a cyber attack than ever before. But before project delivery providers can protect customer data, they first need to have their own house in order. That’s why we are continually evolving our cyber security program.

Our defense strategy protects information in all forms, sizes and locations. This keeps both our operations and our customers’ critical infrastructure around the world secure and operational.

Creating customer peace of mind

In the Gulf of Mexico, an offshore operator rests soundly knowing information for its four facilities is well-protected. That’s because we created a web-based information hub, which amalgamates data from seven information sources into a simple user interface.

We’ve integrated advanced information protection using Hexagon SmartPlant tools for plant management, which ensures engineering information is securely kept current and accessible throughout the lifecycle. Additional

modules enable management of change for the work process and supporting technologies.

The result? Increased cyber security and reliability of data enable enhanced operational efficiency and asset resilience.

“We monitor the threat landscape across all time zones for intrusions and changes,” said Beat Hochstrasser, Worley Chief Information Security Officer. “The data our people and customers trust us with is in good hands.”

Alignment to the UN SDGs:



Task force for Climate-related Financial Disclosures (TCFD)

During FY2020 international agencies and scientists continued to report evidence of increasing and accelerating impacts of climate change on natural systems and the resultant socio-economic effects¹⁴. There is increasing social awareness of the impacts and the financial industry is focused on the risks posed by climate change to investment portfolios. The world has experienced a global pandemic that has caused systemic changes to hydrocarbon demand, in particular the reduced use of transportation fuels. Digital technologies that enable new energy solutions continue to develop at pace. All these forces are causing changes in our markets that are causing our customers to adapt and in some cases significantly adjust their business models.

Responding to climate change and the energy transition and supporting our customers towards a low-carbon future are key elements of our business strategy. We manage the risks climate change poses to our business using a variety of governance and business processes. Our assessment against the 11 elements of the TCFD framework for the period is presented below. We will continue to analyze the physical and transitional exposures to our business posed by climate change and capture associated opportunities and risks in our key markets of energy, chemicals and resources. We commit to disclose our further progress in FY2021.

Recommendations	Sources	Comments/disclosure examples
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	<ul style="list-style-type: none"> ▪ Board HSSC charter¹⁵ ▪ Climate Change Position Statement ▪ Audit and Risk Board committee (Board ARC) charter¹⁵ ▪ Energy Transition Working Group (ETWG) ▪ Investor Day pack¹⁶ p. 37 ▪ Annual Report p. 24 	<ul style="list-style-type: none"> ▪ Board HSSC makes recommendations about resources, processes and performance regarding the Climate Change Position Statement and associated reporting ▪ Board ARC monitors climate change, sustainability and energy transition risks and opportunities and makes recommendations to the Board on any policy or public reporting in relation to climate change as it relates to the Group ▪ Our Group Executive has Executive Group Director Health, Safety and Sustainability with responsibility for sustainability strategy (incorporating climate change) and disclosures, and President Energy Transition and Digital with responsibility to drive our energy transition business strategy ▪ ETWG is a cross-business working group that develops energy transition and climate change responses and provides guidance to the business and functions for incorporation into strategies and future planning ▪ Executive HSSC evaluates health, safety and sustainability material risks and issues along with progress and suitability of response.

¹⁴ WMO Statement on the State of the Global Climate in 2019, World Meteorological Organization, March 2020.

¹⁵ For policies and charters, refer to the Corporate Governance page in the Investor relations section of the Group’s website (www.worley.com).

¹⁶ The Investor Day pack is available from the Reports & Presentations page in the Investor relations section of the Group’s website (www.worley.com).

Recommendations	Sources	Comments/disclosure examples
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	<ul style="list-style-type: none"> ▪ Investor Day pack¹⁶ p. 12 - 21 ▪ Annual Report p. 40 ▪ Sustainability Report p. 14 - 22, 32 	<ul style="list-style-type: none"> ▪ Responding to climate change and the energy transition and supporting our customers towards a low-carbon future are key elements in our business strategy ▪ Risks and opportunities are identified in the markets and customers we serve, so that the company can both capitalize on the significant opportunity offered by the capital programs associated with the energy transition, but also to mitigate risks associated with declining industries as the world transitions ▪ Strategic responses are developed within the existing business and functional structures of the company and are integral to our planning processes and performance reporting ▪ Worley uses the International Energy Agency Sustainable Development Scenario for strategic planning and develops business resiliency pathways accordingly across its portfolio of businesses and geographies ▪ Our R3 group support business continuity readiness and response associated with physical risks including extreme weather events or rising temperatures.
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	<ul style="list-style-type: none"> ▪ Annual Report p. 33, 40 ▪ Sustainability Report p. 44 ▪ Risk Management Policy¹⁵ 	<ul style="list-style-type: none"> ▪ Climate change is embedded into our business risk processes and tools which include: <ul style="list-style-type: none"> ▪ Risk Management Policy and Risk Management Standard ▪ Responsible Business Assessment Standard, which includes carbon intensity in risk screening of project opportunities ▪ scenario forecasting processes ▪ Special Risks Standard, to identify very high risks that could have financial or reputational damage implications ▪ security and resilience management processes, which include the need for response plans for climate-related disasters ▪ quarterly risk reporting to the Board ARC.
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 process b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	<ul style="list-style-type: none"> ▪ Annual Report p. 24, 57 ▪ Sustainability Report p. 11-13 ▪ CDP report FY2020 ▪ Climate Change Position Statement 	<ul style="list-style-type: none"> ▪ Climate Change Position Statement commits to net zero target for Scope 1 and 2 emissions. Progress will be reported annually in our CDP submission and Sustainability Report ▪ Strategic action to investigate Scope 3 emissions of most relevance to Worley by the end of FY2021 ▪ Carbon emissions are reported via the annual CDP report ▪ From FY2021 our new deferred equity plan which applies to the Group Executive, will include a metric relating to delivery of our Sustainability Action Plan.



About this report

This report covers the period from 1 July 2019 to 30 June 2020 (FY2020).

Our sustainability performance is published in this report, the ESG section of the 2020 Annual Report, and our company website.

This report is issued as our Communication of Progress for the United Nations Global Compact. It outlines our ongoing commitment to the initiative; highlighting our efforts to implement the Ten Principles in the areas of human rights, labor, environment and anti-corruption.

This report is also aligned to the GRI sustainability reporting guidelines. We have internally verified all the information in this report.

The report has been prepared in accordance with the GRI Standards: Core option. We have complied with:

- all requirements in section 2 of GRI 101: Foundation
- all Core disclosures from GRI 102: General Disclosures¹⁷
- 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 topics¹⁷. We have used the document '[Linking the SDGs and the GRI Standards](#)' as a basis to report the appropriate topic-specific disclosures as per below.

GRI Standard & Clause	Description	SDGs mapped
201-2	Financial implications and other risks and opportunities due to climate change	
203-2	Significant indirect economic impacts	
302-1,2,3,4,5	<ol style="list-style-type: none"> 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 	
305-1,2,3,4,5,6,7	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Water discharge by quality and destination 2. Waste by type and disposal method 3. Significant spills 4. Transport of hazardous waste 5. Water bodies affected by water discharges and/or runoff 	
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	<ol style="list-style-type: none"> 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 	

¹⁷ Unless indicated as 'Information unavailable' or 'Not applicable'

List of acronyms

ALARP	As low as reasonably practicable	IMO	International Maritime Organisation
APAC	Australia, Pacific, Asia and China	IOGP	International Association of Oil and Gas Producers
APWEN	Association of Professional Women Engineers in Nigeria	IPCC	Intergovernmental Panel on Climate Change
ASX	Australian stock exchange	IT	Information technology
AUD	Australian dollar	JHA	Job hazard analysis
BBI-JU	Bio Based Industries Joint Undertaking	JV	Joint venture
HSSC	Health, Safety and Sustainability Board committee	LGBTIQ+	Lesbian, gay, bisexual, transgender/gender diverse, intersex and queer
CAROL	Catalyst Removal Amphirol	LPG	Liquified petroleum gas
CCPS	Climate Change Position Statement	LWCFR	Lost Workday Case Frequency Rate
CCUS	Carbon capture, utilization and storage	MAE	Mikisew Advisian Environmental
CDP	Formerly the Carbon Disclosure Project	MCO	Mobile Crane Operators
CEO	Chief Executive Officer	MMM	Mining, Minerals & Metals
CO_{2e}	Carbon dioxide equivalent	NCCER	National Center for Construction Education and Research
CSP	Concentrated Solar Power	O&M	Operations and maintenance
CURT	Construction Users Roundtable	PAYG	Pay as you go
CWDA	Contractor's Workforce Development Assessment	PEF	Polyethylene furanoate
D&I	Diversity and inclusion	PV	Photovoltaic
DES	Distributed Energy Systems	QNP	Queensland Nitrates Pty Ltd
EAP	Employee Assistance Program	R3	Ready, Response and Recovery
ECR	Energy, Chemicals and Resources division of Jacobs Engineering Group Inc.	RAP	Reconciliation Action Plan
EMEA	Europe, Middle East and Africa	RBA	Responsible Business Assessment
ESG	Environment, social and governance	SCFR	Serious Case Frequency Rate
ETWG	Energy Transition Working Group	SDG	Sustainable Development Goals
FDCA	Furandicarboxylic acid	STEM	Science, Technology, Engineering and Mathematics
FEED	Front End Engineering Design	TCFD	Taskforce for Climate-related Financial Disclosures
FY2020	2020 financial year (1st July 2019 - 30th June 2020)	TRCFR	Total Recordable Case Frequency Rate
GHG	Greenhouse gas	TWPS	Transfield Worley Power Services
GRI	Global Reporting Initiative	UK	United Kingdom
GST	Goods and services tax	UN	United Nations
HSE	Health, Safety and Environment	WGEA	Workplace Gender Equality Act
HSS	Health, Safety and Sustainability	\$	\$AUD unless otherwise stated



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	Annual Report	Included
102-4	Location of operations	Annual Report	Included
102-5	Ownership and legal form	Annual Report	Included
102-6	Markets served	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	Included
102-9	Supply chain	Our ethics program	Included
102-10	Significant changes to the organization and its supply chain	<p>There have been no significant changes to the organization's size, structure, ownership or supply chain throughout FY2020.</p> <p>We closed 4 locations in FY2020, being Finland, Italy, Luxembourg and Switzerland. During the year, our people numbers reduced from 58,731 to 51,855.</p> <p>There were no significant changes to our share capital structure. We secured an additional \$465 million in debt facilities to strengthen our liquidity position in response to the pandemic.</p>	Included
102-11	Precautionary Principle or approach	<p>We demonstrate the Precautionary Principle as follows:</p> <ul style="list-style-type: none"> we conduct RBAs and proactively check our customers and projects for social license, environmental and ethical risks. we conduct environmental and social impact assessments, guiding our customers with their risk based decision making we implemented Life, addressing the mental and physical wellness of our people in response to the COVID-19 virus, we restricted international travel in February 2020 (before it was declared a pandemic) as a precautionary measure, well before the virus had spread widely and the impact was not fully known. 	Included
102-12	External initiatives	Our sustainability governance framework	Included
102-13	Membership of associations	Our sustainability governance framework	Included

GRI Standard	Description	Response	Reporting level
2. Strategy			
102-14	Statement from senior decision-maker	CEO message Annual Report	Included
3. Ethics and integrity			
102-16	Values, principles, standards, and norms of behavior	About us	Included
4. Governance			
102-18	Governance structure	Our sustainability governance framework	Included
5. Stakeholder engagement			
102-40	List of stakeholder groups	About us	Included
102-41	Collective bargaining agreements		Information unavailable
102-42	Identifying and selecting stakeholders	About us	Included
102-43	Approach to stakeholder engagement	About us	Included
102-44	Key topics and concerns raised	About us	Included
6. Reporting practise			
102-45	Entities included in the consolidated financial statements	Annual Report	Included
102-46	Defining report content and topic boundaries	About us About this report	Included
102-47	List of material topics	About us	Included
102-48	Restatements of information	No restatements of information are required.	Not applicable
102-49	Changes in reporting	About this report	Included
102-50	Reporting period	About this report	Included
102-51	Date of most recent report	About this report	Included
102-52	Reporting cycle	About this report	Included
102-53	Contact point for questions regarding the report	GRI tables	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	Assurance	Included
GRI 103 – Management Approach			
103-1	Explanation of the material topic and its Boundary	SDGs 7 & 13: Caring for our planet SDG 3: Our people and communities	Included
103-2	The management approach and its components	SDGs 7 & 13: Caring for our planet SDG 3: Our people and communities	Included
103-3	Evaluation of the management approach	SDGs 7 & 13: Caring for our planet SDG 3: Our people and communities	Included



GRI table continued

GRI Standard	Description	Response	Reporting level
Topic-specific disclosures			
GRI 201 – Economic Performance			
201-2	Financial implications and other risks and opportunities due to climate change	CDP report FY2020	Included
GRI 203 – Indirect Economic Impacts			
203-2	Significant indirect economic impacts	Indirect economic impacts	Included
GRI 302 – Energy			
302-1	Energy consumption within the organization	<p>Emissions CDP report FY2020</p> <p>Our methodology for calculating our Scope 1 and Scope 2 emissions is summarised by the following:</p> <p>Establish site list</p> <ul style="list-style-type: none"> We identified a complete list of all our operational sites. To understand our most significant sites in terms of emissions, this included a further investigation of our largest offices by floor area, and our yard operations. <p>Establish activity data</p> <ul style="list-style-type: none"> We extracted energy consumption data from an internal database and identified any data gaps and anomalies. We reviewed any other data such as invoices, meter readings, and email communications. <p>Establishing metrics</p> <ul style="list-style-type: none"> We performed data analysis on available data to establish Worley specific energy intensity metrics by region. The metrics are building type and country specific. <p>Establish baseline</p> <ul style="list-style-type: none"> We applied the Worley specific metrics to sites without available data to calculate total energy use across all sites. Our methodology is designed to reduce the application of metrics over time as utilities as data becomes more complete and we work towards our goal of net zero by 2030. We applied country-specific CO_{2e} emissions factors¹⁸ to relevant energy consumption to calculate the tonnes of CO_{2e} using the GHG Protocol Corporate Standard. 	Included
302-2	Energy consumption outside of the organization	<p>Emissions CDP report FY2020</p>	Partially included

GRI Standard	Description	Response	Reporting level
302-3	Energy intensity ¹⁸	Emissions CDP report FY2020 Refer to disclosure 302-1 for methodology. Our energy intensity is measured with two metrics: MWh/\$ (million) aggregated revenue and MWh/person. These metrics for FY2020 are as follows: 43.4 MWh/\$ (million) 10.75 MWh/person	Included
302-4	Reduction of energy consumption	Emissions CDP report FY2020	Partially included
302-5	Reductions in energy requirements of products and services	Our fabrication yards construct equipment modules from individual components supplied by third parties. We do not directly influence the energy requirements of the components.	Not applicable
GRI 305 – Emissions			
305-1	Direct (Scope 1) GHG emissions	Emissions CDP report FY2020 Refer to disclosure 302-1 for methodology.	Included
305-2	Energy indirect (Scope 2) GHG emissions	Emissions CDP report FY2020 Refer to disclosure 302-1 for methodology.	Included
305-3	Other indirect (Scope 3) GHG emissions	Emissions CDP report FY2020	Partially included
305-4	GHG emissions intensity ¹⁸	Emissions CDP report FY2020 Refer to disclosure 302-1 for methodology. Our GHG emissions intensity has historically been measured with two metrics: tCO _{2e} /\$ (million) aggregated revenue and tCO _{2e} /person (disclosed on page 13). Our GHG emissions per \$ (million) revenue is 12.1 tCO _{2e} /\$ (million). This year, we have introduced a new metric to describe the emissions intensity of our energy use in tCO _{2e} /MWh. The emissions intensity of our energy for FY2020 is 0.28 tCO _{2e} /MWh.	Included
305-5	Reduction of GHG emissions	Emissions CDP report FY2020	Partially included
305-6	Emissions of ozone-depleting substances (ODS)	To our best knowledge, none of the refrigerant systems in our sites use ODSs. This is under investigation and will be confirmed in next year's Sustainability Report.	Partially Included
305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	SOX and NOX emissions from fuel usage in our fabrication yards are in line with local environmental regulations. These will be confirmed in next year's Sustainability Report.	Partially Included

18 Refer to the [Worley Sustainability Definitions Document 2020](#) for definitions.



GRI table continued

GRI Standard	Description	Response	Reporting level
GRI 306 – Effluents and Waste			
306-1	Water discharge by quality and destination	Refer disclosure 306-2	Information unavailable
306-2	Waste by type and disposal method	<p>Our offices and fabrication yards generate waste. Over the coming year, we will capture more detail about the nature, quantity and fate of the waste from our fabrication yards. This will help to set a baseline for targets to reduce the amount of waste we produce and increase the proportion that is recycled in line with our commitment to promote a circular economy.</p> <p>This includes municipal waste, steel, wood, and effluents. The percentage of our waste that goes to landfill depends on the office location, as the waste and recycling management differs by the building owner and the local government regulations.</p> <p>In several of our fabrication yards, we send our cardboard, wood and steel to a third-party contractor to be recycled. Over the coming year, we will look to implement a system to track the amount of waste produced by our fabrication yards.</p>	Partially included
306-3	Significant spills	We recorded no significant spills in FY2020.	Included
306-4	Transport of hazardous waste	Refer disclosure 306-2	Information unavailable
306-5	Water bodies affected by water discharges and/or runoff	Refer disclosure 306-2	Information unavailable
GRI 401 – Employment			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>In line with our commitment to the safety, health 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.</p> <p>Benefits may include:</p> <ul style="list-style-type: none"> ▪ 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 Standard	Description	Response	Reporting level
GRI 403 – Occupational Health and Safety			
403-1	Occupational health and safety management system	<p>Health and safety and the management of risk is core to our business and is essential to the way we conduct our operations.</p> <p>The Management System is a risk-based system comprising of risk processes, Standards, Procedures, Templates, Forms and Checklists. The risk-based approach in alignment with ISO31000:2018 Risk Management standards, establishes a series of risk controls measures in the management of worker health and safety.</p> <p>About our management system</p>	Included
403-2	Hazard identification, risk assessment, and incident investigation	<p>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.</p> <p>The risk management process is applied to identify, prioritize, appropriately prevent, minimize, mitigate, communicate and manage risks throughout all existing and planned activities.</p> <p>The implementation of risk management processes to existing and planned activities follow a consistent methodology of application:</p> <ul style="list-style-type: none"> ▪ 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 <p>Risk management tools and procedures include:</p> <ul style="list-style-type: none"> ▪ project/office level risk assessment and action plans ▪ permit to work and authorizations ▪ Job Hazard Analysis (JHA) ▪ danger hazard identification ▪ workplace inspections ▪ hazard reporting. <p>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.</p> <p>Activities do not recommence until the hazard is under control and approval is provided by site management.</p> <p>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.</p>	Included



GRI table continued

GRI Standard	Description	Response	Reporting level
		<p><i>continued from previous page</i></p> <p>All personnel are empowered to stop work if they feel it unsafe to continue. The activity is re-assessed and only when safe to do will the activity recommence. The requirements of personal hazard identification are detailed in the Danger Identification and Control Standard.</p> <p>Processes are in place for the timely reporting, classifying, investigation, recording and closing out 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.</p> <p>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.</p> <p>Investigations are conducted by trained personnel in investigation techniques to identify and document contributing factors, root causes and systemic failures that contributed to the incident.</p> <p>Corrective actions arising out of event investigations shall be evaluated, tabled and then implemented in accordance with the hierarchy of hazard controls.</p> <p>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.</p> <p>The outcomes from the incidents and near miss 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.</p> <p>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.</p>	



GRI Standard	Description	Response	Reporting level
403-3	Occupational health services	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Following selection of the medical provider, consideration is given to the establishment of a service agreement for the scope of services required.</p> <p>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.</p>	Included
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>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.</p> <p>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.</p>	Included



GRI table continued

GRI Standard	Description	Response	Reporting level
		<p><i>continued from previous page</i></p> <p>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.</p> <p>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.</p> <p>In field locations, tool box meetings and job/ pre-start meetings are tools used to ensure effective two-way communication.</p>	
403-5	Worker training on occupational health and safety	<p>All new company personnel (including temporary and permanent transfers), contractors and visitors to any company managed site undergo a work location specific induction, introduced by a member of the work location senior management team. 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.</p> <p>The Worley requirements in meeting the required skills and competencies for the activities being undertaken are based on location/project specific systems. The system is premised on maintaining the continual identification of HSE training/qualifications and competencies required for each position and to ensure these competencies are met and maintained by all personnel for their respective positions.</p> <p>To ensure consistent high standards and compliance with local legal and other requirements, training and development solutions for critical HSE competencies where possible are provided by recognized/accredited independent providers wherever such provision is available.</p>	Included
403-6	Promotion of worker health	<p>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.</p> <p>Our people have access to confidential EAP services and ethics helpline reporting.</p>	Included



GRI Standard	Description	Response	Reporting level
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>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.</p> <p>Worley has implemented 'Life-Saving Rules' that have been developed with the intention 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.</p> <p>The Worley Life-Saving Rules comprise of:</p> <ul style="list-style-type: none"> ▪ Bypassing Safety Controls ▪ Confined Space ▪ Driving ▪ Energy Isolation ▪ Hot Work ▪ Line of Fire ▪ Safe Mechanical Lifting ▪ Work Authorization ▪ Working at Height. <p>Activities that are aligned with Life-Saving Rules are detailed within:</p> <ul style="list-style-type: none"> ▪ Project HSE PLAN ▪ Project Risk Assessment ▪ Project Assurance Plan. 	Included
403-8	Workers covered by an occupational health and safety management system	<p>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.</p> <p>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.</p>	Included



GRI table continued

GRI Standard	Description	Response		Reporting level
403-9	Work-related injuries	<div style="background-color: #c00000; color: white; padding: 5px; text-align: center;"> For all employees: </div>		Included
		<div style="background-color: #c00000; color: white; padding: 5px; text-align: center;"> For all workers who are not employees but whose work and/or workplace is controlled by the organization: </div>		
	The number and rate of fatalities as a result of work-related injury	1 fatality; fatality rate = 0.001	0 fatalities	
	The number and rate of high-consequence work-related injuries (excluding fatalities)	45 serious cases, serious case frequency rate = 0.06	32 serious cases, serious case frequency rate = 0.12	
	The number and rate of recordable work-related injuries	123 recordable cases, total recordable case frequency rate = 0.16	49 recordable cases, total recordable case frequency rate = 0.18	
	The main types of work-related injury	first aid case, medical treatment case, restricted workday case, lost workday case, permanent disabling injury or illness		
	The number of hours worked in FY2020	154,265,867	55,018,541	
	<p>The above rates have been calculated based on 200,000 hours worked. Our reporting is in line with OSHA standard CFR 1904.</p> <p>Our Life-Saving-Rules align with the International Association of Oil and Gas Producers (IOGP) and are the work-related hazards that pose the highest risk of high-consequence injury. These rules are supported by significant research and analysis. In FY20, working at heights and driving were the top two activities that were being undertaken when a serious case was reported.</p> <p>Our Life approach and associated programs are in place to eliminate hazards and minimise risks. In particular, these include Life-Saving Rules, Take 5 for Safety, and Life Conversations. A Safe Driving for Life program will be rolled out in FY2021 to improve driver safety. For further information on how we eliminate hazards and risks, refer to disclosure 403-2.</p>			
	Safety, health and well-being of our people			



GRI table continued

GRI Standard	Description	Response	Reporting level
403-10	Work-related ill health	<p>All recordable injuries reported in FY2020 were physical injuries; there were no cases of work-related ill health.</p> <p>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.</p> <p>Safety, health and well-being of our people</p>	Included

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

