



WorleyParsons

resources & energy



Corporate Responsibility

Performance Report 2014





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CORPORATE RESPONSIBILITY 2014



CORPORATE RESPONSIBILITY PERFORMANCE REPORT

1. INTRODUCTION

1.1 CEO Statement

WorleyParsons' Corporate Responsibility Performance Report provides information on the progress of corporate responsibility-related performance for the reporting period July 2013 to June 2014. This is our second year of reporting in accordance with the Global Reporting Initiative (GRI) Framework. We have adjusted our report to align with the new GRI 4.0 guideline.

WorleyParsons delivers projects, provides expertise in engineering, procurement and construction and offers a wide range of consulting and advisory services. We cover the full lifecycle, from creating new assets to sustaining and enhancing operating assets, in the hydrocarbons, mineral, metals, chemicals and infrastructure sectors. The company has embarked on a journey of continuous improvement with the aim to be recognized as an industry leader in corporate responsibility.

Our strong focus on zero harm to people and assets and zero environmental incidents is embedded through our enterprise-wide integrity management framework, OneWay™. The OneWay™ framework consists of expectations that align our entire business on the path towards zero harm. WorleyParsons is committed to the continuous improvement of environmental management and socially responsible supply chain management.

We have identified three key themes to align our community engagement activities across our operations being road safety, education and enterprise development.

A number of milestones were achieved during the reporting period including the establishment of the WorleyParsons Foundation, administered by the Foundation Council. The Council's role is to govern high impact community projects involving skilled volunteering and contributions from across multiple locations. Our efforts to continuously improve our corporate responsibility performance have been recognized through major industry awards for our achievements in education services, commitment to philanthropy, community initiatives, diversity and inclusion, health and safety and sustainable supply chain.

Our operations increased their level of financial contribution to corporate responsibility initiatives this reporting period. More significantly, we have seen an increase in volunteer hours and the number of locations engaging in corporate responsibility-related activities.

In the coming year we will be working on improving our diversity reporting and encouraging diverse participation in leadership teams; executing WorleyParsons Foundation projects with significant community impact, involving volunteers from across the company; and establishing a global energy efficiency program for the measurement and management of our environmental impact on our largest locations.



Andrew Wood
Chief Executive Officer
WorleyParsons Limited

1.2 Risk and Opportunities

We have identified three key corporate responsibility topics arising from our stakeholder engagement meetings:

Road Safety

Road travel is a significant Health, Safety and Environment (HSE) risk for our people. Whether it is driving to and from work, project sites or customer offices, road travel is an integral part of our business.

Lives of our people have been lost to road accidents this past year. Road accidents bring needless pain and suffering to family, friends and co-workers and result in increased costs and loss of productivity. Our strong focus on zero harm saw WorleyParsons' pledge to the United Nations Global Road Safety Commitment Program. The program is underpinned by five pillars: Road Safety Management, Safer Roads and Mobility, Safer Vehicles, Safe Road Users and Post-Crash Response.

By structuring our road safety program around these five pillars, we seek to ensure that our program is all encompassing. This dedicated road safety program allows us to be proactive in reducing the number and frequency of road-related accidents and fatalities and improve our overall safety performance. Through the implementation of this program, WorleyParsons has identified and executed activities such as Safe Schools to reduce road risks and raise awareness of road travel risks of our people driving both on-and-off the job.

Education

The United Nations International Covenant on Economic, Social and Cultural Rights recognizes the right of everyone to an education. Prioritizing education initiatives gives us the opportunity to reinvest in the local community. We recognize that education is a basic human right and an essential tool in improving a location and individual standard of living.

We invest in our people's education and facilitate programs outside our organization to encourage the uptake of science, technology, engineering and mathematics subjects in the communities in which we operate.

In addition, we provide support to those with financial and social barriers to education, as well as addressing the gender imbalance in the engineering and technology fields with non-profit organizations such as Robogals. We are proud of continuing our support for CareerTrackers in Australia and the Aboriginal Student Services Centre in Canada who provide their students with professional development and employment opportunities within WorleyParsons.

WorleyParsons has extensive experience in stakeholder engagement with the indigenous peoples in Canada, United States, South America and Australia. They provide us with an understanding on how to interact and communicate effectively with Indigenous customers, community leaders, elders and contractors to build mutually trusting and respectful relationships and partnerships.

Enterprise Development

Enterprise development offers the opportunity for WorleyParsons to support the communities in which we operate by helping the community evolve and grow their economies. Continuous enterprise development creates jobs, funds the tax base for local and federal governments and increases the aggregate standard of living.

WorleyParsons is committed in helping communities through our localization programs in over 15 locations, which takes the form of recruitment, training and development of local professionals to provide our customers with sustainable, profitable solutions grown on a foundation of strong local infrastructure.

We have implemented a number of programs to meet our commitment to enterprise development such as providing office space, training facilities and internet access to Engineers Without Borders in Timor Lesté and ongoing support and mentorship to nine promising small businesses in South Africa in areas such as marketing, financial advice, tender preparation, human resources, business processes, as well as office space and equipment for those businesses.

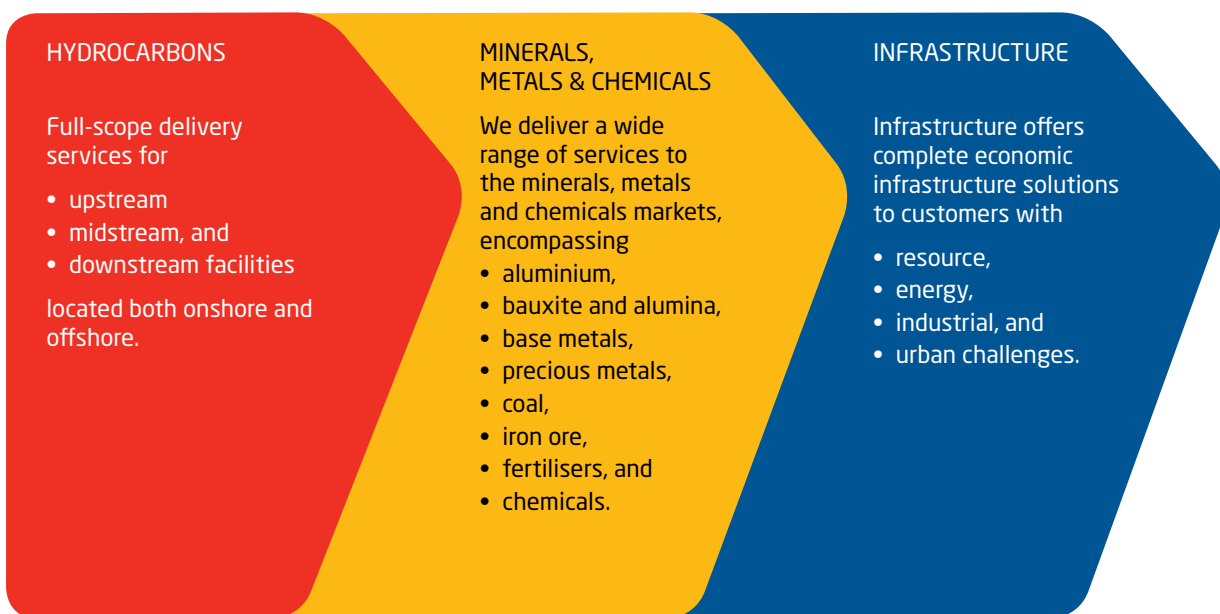
ORGANIZATIONAL PROFILE

WorleyParsons is a leading global provider of professional services to the resources and energy sectors and complex process industries. WorleyParsons employs 35,600 people globally. WorleyParsons' has 157 offices in 46 countries. Social, economic and environmental sustainability activities involve over 11,000 participants across the business.

2.1 Primary Services

WorleyParsons has a comprehensive global network which provides services for the full spectrum of the asset life cycle. We provide extensive expertise to deliver small studies through to major projects.

Our core services are divided into three major customer sector groups: Hydrocarbons, Minerals, Metals & Chemicals and Infrastructure.



2.2 Corporate Headquarters

WorleyParsons Limited is listed on the Australian Securities Exchange (ASX). As such, it is subject to Australian disclosure requirements and standards, including the requirements of the *Corporations Act 2001* and the ASX

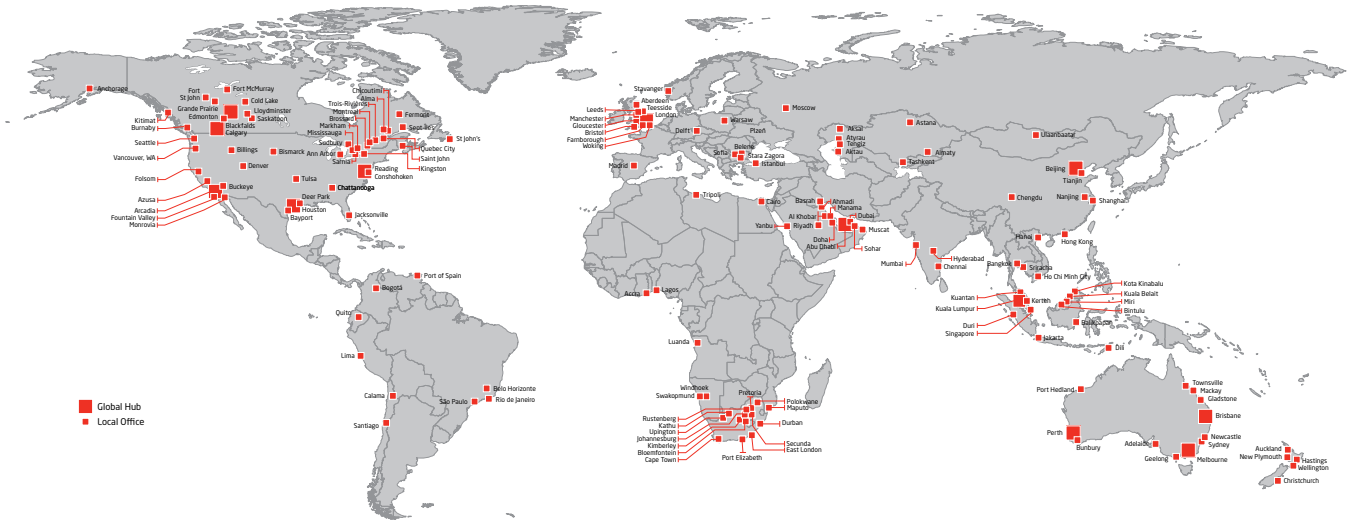
Listing Rules. WorleyParsons' corporate headquarters is located in Sydney, Australia.

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 141 Walker Street
 North Sydney NSW 2060
 Australia

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2.3 Offices

WorleyParsons operates in 46 countries.



2.4 Scale of Organization

The financial overview of WorleyParsons' performance for the past three reporting periods is shown in the following table:

\$M	2012	2013	2014
Aggregated revenue	7,362.6	7,627.0	7,363.7
EBIT ¹	537.9	527.0	428.2
EBIT ¹ margin	7.3%	6.9%	5.8%
Net profit after tax	353.2	322.1	249.1
Net profit margin	4.8%	4.2%	3.4%
Cash flow from operations	437.5	443.5	550.1
Return on equity	18.0%	16.2%	12.5%
Basic EPS ² normalized (cents)	152.7	137.8	108.5
Basic EPS ² (cents)	143.7	130.8	101.0
Dividends per share (cents)	91.0	92.5	85.0

¹ Earnings before income tax

² Earnings per share

WorleyParsons' financial performance for the reporting period is covered comprehensively in our Annual Report.

2.5 Significant Changes

Significant changes for the reporting period were the reorganization of WorleyParsons business lines – Services, Major Projects and *Improve* – to provide better customer focus and delivery. The group functions at the corporate level were streamlined to create responsibility for strategy and improved capital allocation, in addition to usual governance activities.

2.6 Precautionary Approach

WorleyParsons follows the precautionary approach through the implementation of the following policies:

Corporate Risk Management Policy

Aims to increase shareholder value by creating a culture of risk management to enable our entrepreneurial spirit.

Health, Safety and Environmental Policy

Reinforces WorleyParsons' commitment to achieving our vision of zero harm to people and assets and zero environmental incidents.

R3 Framework

Provides a framework for the Ready, Response and Recovery (R3) System to manage WorleyParsons' exposure to critical incidents, major business interruptions and commercial crises that might threaten the safety and security of our people and imperil the viability of its business.

Quality Policy

Reinforces our commitment to understanding and meeting our customer needs and complying with statutory and regulatory obligations.

2.7 Global Endorsement of External Charters and Memberships

United Nations Global Compact

We support the 10 principles of the Global Compact with respect to human rights, labor, environment and anti-corruption. We are committed to making the Global Compact and its principles part of the strategy, culture and day-to-day operations of our company and to engage in collaborative projects which advance the broader development goals of the United Nations.

Global Reporting Initiative

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

Carbon Disclosure Project

Our commitment towards the environment has always been part of our OneWay™ vision towards zero harm to people and assets and zero environmental incidents. We have participated in the Carbon Disclosure Project (CDP) since 2009. CDP is an international not-for-profit organization providing a global system for companies and cities to measure, disclose, manage and share vital environmental information.

United Nations Road Safety Program

We support the Decade of Action for Road Safety 2011-2020 through our organization's management of work-related road safety. We recognize that everyone has the right to use the roads without the threat to life or health.

Chartered Institute of Purchasing and Supply

We align our supply chain management with the Chartered Institute of Purchasing and Supply (CIPS) standards and procedures. We were awarded with CIPS certification in December 2012 for achieving excellence in procurement policies and procedures.

Corporate Governance

As an Australian incorporated entity, we must comply with the *Corporations Act 2001*. In addition, as an entity listed on the ASX, we must comply with ASX Listing Rules. Those rules required listed entities to publish a Corporate Governance Statement on an annual basis.

2.8 WorleyParsons Foundation

WorleyParsons established the WorleyParsons Foundation Council which provides governance to the WorleyParsons Foundation. The WorleyParsons Foundation Council is comprised of a member from the Group Leadership Team, the services business line leaders and a corporate responsibility community champion.



WorleyParsons Foundation's objectives are to:

- support the execution of high impact strategic community projects;
- become a vehicle for direct corporate investment, fundraising and volunteering;
- expand opportunities for our people to be directly or indirectly involved in foundation activities; and
- raise awareness of WorleyParsons corporate responsibility credentials with our stakeholders.

Key WorleyParsons Foundation themes are the three topics mentioned earlier in this report. They were identified from stakeholder engagement meetings and surveys. Two WorleyParsons Foundation projects commenced in this reporting period which will continue for the next reporting period are:

- a community road safety project in partnership with International Road Assessment Program and the Road Safety Fund; and
- the Philippines disaster relief project in partnership with not-for-profit organizations, local businesses and authorities.

The WorleyParsons Foundation recognizes and acknowledges the volunteering and fundraising contributions of our people through our annual WorleyParsons Foundation awards. WorleyParsons Foundation awards were issued to 23 outstanding Corporate Responsibility activities across 18 countries during the reporting period.

2.9 Awards

WorleyParsons received multiple awards for this reporting period:

In October 2013, WorleyParsons Sarnia in Canada was recognized for its dedication in supporting its diverse workforce when it received an inaugural 'YMCA Cultural Diversity in Workplace' Award. This award illustrates the company's commitment to Diversity and Inclusion.



In October 2013, WorleyParsons Canada was recognized by Mediacorp Canada (and its subsidiary, Eluta.ca) as one of the 'Top 100 Employers in Canada' for 2014. WorleyParsons Canada was recognized for its ongoing people development with in-house apprenticeships and skilled trades programs, formal mentoring and a variety of in-house and online training programs, including academic scholarships.



In October 2013, WorleyParsons Australia was recognized as one of the 'Top 100 Graduate Employers for 2013' and 'Top 10 Graduate Employers for 2013' by the Australian Association of Graduate Employers Annual Survey. The Top Graduate Employers rankings are the definitive guide to the best places to work for new graduates entering the workforce. The rankings are determined entirely from survey feedback gathered from graduates who have spent 12 months working with these organizations.



In November 2013, WorleyParsons Southwest in the United States was named one of the 'Top Workplaces in Houston' by *The Houston Chronicle*. More than 68,000 Houston-area employees rated their employers in matters such as advancement opportunities, value of pay and benefits, and communication and management skills of their supervisors. WorleyParsons Southwest was recognized for its implementation of local communication meetings, management interaction with our people and valuing the opinions of our people.



In February 2014, WorleyParsons Calgary in Canada was recognized for its outstanding support to the United Way's Campaign Engagement activities. Our people volunteered over 1,300 hours of their time to support United Way's community, educational and volunteer activities and achieved the 2014 'Spirits of Gold - Employees Making a Difference' Award by the United Way of Calgary and Area.



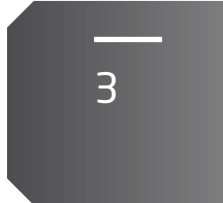
In April 2014, WorleyParsons was recognized for its approach to Supply Chain Sustainability, receiving the 'Best Contribution to Corporate Responsibility' Award at the Chartered Institute of Purchasing and Supply (CIPS) Middle East Conference. 2014 is the second consecutive year that WorleyParsons has received a CIPS award which illustrates its commitment to industry leadership in Supply Chain Sustainability.



In April 2014, WorleyParsons Europe was recognized for its 'approach to occupational safety and health' in an awards scheme run by the safety charity, the Royal Society for the Prevention of Accidents (RoSPA). 2014 is the fifth consecutive year that WorleyParsons Europe has attained the 'Gold Medal' award and once again illustrates WorleyParsons' commitment to industry leadership in health and safety performance.



BOUNDARIES, MATERIAL ASPECTS, STAKEHOLDER ENGAGEMENT AND REPORT PROFILE



3.1 List of WorleyParsons Entities

The company comprises more than 200 entities. All references in this report to “WorleyParsons” or “company” are references to WorleyParsons Limited and each of its controlled entities, unless otherwise indicated.

3.2 Reporting Process

WorleyParsons has a Corporate Risk Management Policy and Risk and Assurance framework. The Board requires management to design and implement risk management and internal control systems to identify, assess and manage WorleyParsons’ material business risks and report on whether those risks are being managed effectively. Full details of the management of material business risks can be found in the 2014 Annual Report.

As an extension to the risk management process, WorleyParsons has developed the following corporate responsibility materiality process to determine corporate responsibility related material aspects that might not be captured in business material risks. This process aligns with the GRI Reporting Framework which highlights focus areas in economic, environmental and social topics.

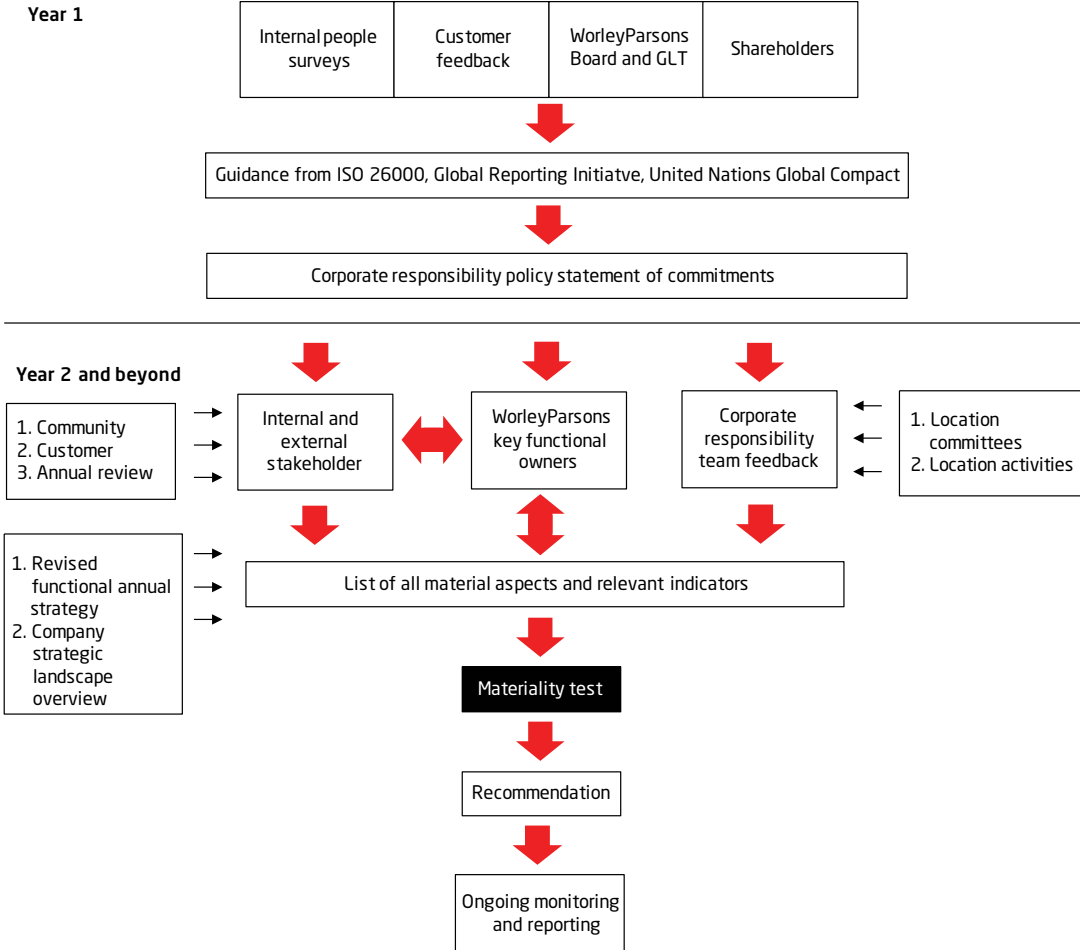
In our first year of reporting, corporate responsibility material aspects were identified through discussions, surveys and workshops with our people, our customers, the Board, the Group Leadership Team (GLT) and our shareholders. Feedback from stakeholders were consolidated and aligned with guidance from ISO 26000, the Global Reporting Initiative and the United Nations Global Compact.

WorleyParsons Corporate Responsibility Policy was published in 2011 which highlights our commitments in six aspects:

- Our People;
- Community;
- Governance, Ethics and Transparency;
- Human Rights;
- Fair Operating Practices and Supply Chain; and
- Environment.

We review key topics and focus areas under our corporate responsibility aspects annually through the corporate responsibility materiality test. Key topics identified as focus areas are constantly monitored and reported back to our stakeholders.

Corporate Responsibility Materiality Process



The following material aspects that are defined in our corporate responsibility materiality process are:

Corporate Responsibility Material Aspects	Key Topics and Focus
Our People	<ul style="list-style-type: none"> • Health and Safety • Road Safety • Diversity and Inclusion • Employee Training
Community	<ul style="list-style-type: none"> • Education • Enterprise Development of local communities
Governance, Ethics and Transparency	<ul style="list-style-type: none"> • Business practices and unethical behavior • Reputation
Human Rights	<ul style="list-style-type: none"> • Indigenous Rights • Labor Rights
Fair Operating Practices and Supply Chain	<ul style="list-style-type: none"> • Anti-Corruption
Environment	<ul style="list-style-type: none"> • Energy • Greenhouse Gas Emissions

3.3 Boundaries

WorleyParsons' boundaries are defined both inside and outside of the organization. Internal boundaries for each material aspect are determined by the entities which were under our financial and operational control during the reporting period and the employees and contractors engaged by those entities. External boundaries for our organization are determined by various factors depending on the extent of our community and environmental initiatives. Indirect exposure from our customers' project work is outside our reporting boundary.

The table on the next page provides a summary of internal and external boundaries for each material aspect arranged based on the significance to our company:

Materials Aspect	Internal Aspect Boundary	External Aspect Boundary	External Boundary Examples	Significance Rating
Our People Safety, road safety, diversity and inclusion, employee training	Entities over which we have financial and operational control (e.g. offices, project offices, etc.) and the employees and contractors engaged by those entities	Indirectly with road users including motorists, cyclists and pedestrians utilizing road infrastructure where we have local presence	Safe Schools project in collaboration with International Road Assessment Programme	Highest
Community Education, enterprise development		Local businesses and education system related to science, technology, engineering and mathematics	Community activities, enterprise development projects	Highest
Governance, Ethics and Transparency Business practices, unethical behavior, reputation		Providers of debt and equity capital	Continuous disclosure, stakeholder engagement processes, investor days	High
Human Rights Indigenous, labor rights		Contractors and sub-contractors who deal directly with WorleyParsons	Contractors and sub-contractors supply chain which aligns with WorleyParsons best practice	Moderate - high
Fair Operating Practices and Supply Chain Anti-corruption				Moderate - high
Environment Energy, greenhouse gas emissions		Scope 3 emissions, excluding customer impacts	Our peoples' air travel	Moderate

3.4 Changes in Reporting Scope

In addition to the mentioned changes in Section 2.5, reporting lines from organization restructure, it should be noted that the previous 2013 Corporate Responsibility Performance Report was prepared based on the GRI 3.1 Framework while this year's report is aligned with the GRI 4.0 Framework.

3.5 Stakeholder Engagement

3.5.1 Key Stakeholders

WorleyParsons recognizes that we have a wide range of stakeholders who have an interest in our activities. Key internal and external stakeholders that we have identified are:

- i. Customers
 - Hydrocarbons
 - Minerals, Metals & Chemicals
 - Infrastructure
- ii. Our People
 - The Board
 - Group Leadership Team (GLT)
 - Business lines
 - Employees
- iii. Shareholders
 - Shareholders
 - Investor groups
 - Fund managers
- iv. Local Communities
- v. Suppliers
 - Local suppliers
 - Non-local suppliers
- vi. Government and Regulators
 - Local, state and federal governments for each of our locations.

3.5.2 Identification and Engagement of Stakeholders

Key stakeholders are identified based on their influence and the experience of the people involved. The priority and frequency of engagement with stakeholders are determined based on economic, environmental and social topics.

We recognize the importance of transparency and communicating openly with all stakeholders:

	Engagement	Frequency
Customers	Meetings	As required
	Alignment sessions	At project commencement
	Reports	At project completion
Our People	Employee briefings	As required
	Intranet, email, newsletters, social events, notice boards, toolbox meetings	As required (daily, weekly and monthly)
	Town hall meetings	Quarterly
Shareholders	Annual reports, half yearly financial reporting	Half yearly/annually
	Website and email, investor briefings	As required
	Investor days	As required
	Market announcements	As required
	Annual General Meeting	Annually
	Investor surveys	As required
Local Communities	Direct engagement on matters of local importance	As required
	Website	Annually
	Social media	As required
Suppliers	Open and collaborative face-to-face engagement and discussions	As required
	Regular performance meetings	As required
	Contractual agreements, including WorleyParsons Supply Chain Code of Conduct	As required
Government and Regulators	Face-to-face contact	As required
	Annual reports, website and email	Half yearly/annually
	Direct engagement on matters of local importance	As required

3.5.3 Key Topics

Our corporate responsibility materiality test aligns to the GRI Framework and is revisited on an annual basis. This covers economic, environment and social categories of our business. The identification of gaps and risks is reviewed for each material aspect with appropriate levels of reporting on those aspects.

Gaps against expectations from our stakeholders have been identified in our environmental (energy management) global processes and within our socially responsible supply chain management. The reviews also confirmed some recurring themes across the business with the top three topics that were identified as significant to our community programs being road safety, education and enterprise development. These topics fall under Our People and Community aspects. Detailed descriptions of these three topics are given in Section 1.2 Risk and Opportunities.

We have also included information on our Governance, Ethics and Transparency, Human Rights, Fair Operating Practices and Environment aspects. Each material aspect is constantly monitored to measure our overall performance and to identify potential improvement.

3.6 Report Profile

Information in this report highlights our efforts from 1 July 2013 to 30 June 2014, unless otherwise stated. Our first Corporate Responsibility Performance Report for the period from 1 July 2012 to 30 June 2013 was released in August 2013. The reporting cycle of our report aligns with our financial year (1 July to 30 June).

A summary of our corporate responsibility performance was published in our 2014 Annual Report and a comprehensive version of our Corporate Responsibility Performance Report was hosted on our website.

Contact

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Feedback and Suggestions

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3.7 Standard Disclosure Level

Our Corporate Responsibility Performance Report 2014 is prepared in accordance with the GRI 4.0 Framework and the content as 'Comprehensive'. This report contains all the generic disclosures on management approach and indicators of each identified material aspect. It should be noted that there are no restatements in our previous reports. The full GRI 4.0 Indicator Table is provided at the end of this report.



GOVERNANCE, ETHICS AND TRANSPARENCY

Section 4 summarizes our approach to governance, ethics and transparency. Greater detail regarding our corporate governance practices is set out in our **Corporate Governance Statement** for the reporting period.

4.1 Governance

4.1.1 Governance Structure

Our governance structure comprises two key elements: the Board and the Group Leadership Team (GLT).

The Board has ultimate authority over and oversight of the company and regards corporate governance as a critical element in achieving the company's objectives.

The Board has established a number of standing committees to discharge its duties. The Board has established four standing committees to ensure that it is well equipped to discharge its responsibilities and to assist it in carrying out its responsibilities: the Audit and Risk Committee; the Nominations Committee; the Remuneration Committee; and the Health, Safety and Environment Committee. Each of the committees has a formal charter in place.

The GLT is the company's highest management body. The GLT's role is to work together to advise the CEO with regard to the effective and efficient functioning of the company's global business. It is assisted in carrying out its role by a number of management committees including the Ethics Committee, the Diversity and Inclusion Committee and the OneWay™ Committee.

4.1.2 Delegation of Authority and Consultation

Our process for delegating authority for economic, environmental and social topics from the Board to senior executives and other employees involves a series of written delegations. The Board has provided the CEO with a written delegation of authority. That authority includes the authority to manage the company's operations and to establish and maintain an appropriate framework for good governance. That authority encompasses authority with respect to economic, environmental and social topics.

In turn, the CEO has provided his direct reports with written delegations of authority corresponding to their areas of responsibility. Those delegations encompass authority with respect to economic, environmental and social topics as relevant to the role of the relevant direct report.

While the particular scope of authority varies between members of the GLT, all team members have been delegated authority for managing some aspects of economic, environmental and social topics. For example, the Group Managing Directors of our business lines have authority to manage social topics such as health and safety, employee training and anti-corruption. In turn, those team members will have delegated some or all of that authority to their direct reports.

The CEO reports directly to the Board and all members of the GLT report directly to him.

Given WorleyParsons' size and geographical spread, it is not practical for other members of our Board to consult directly with our stakeholders on economic, environmental and social topics. However, the Board receives regular reporting in relation to matters including: health and safety, diversity and inclusion, unethical practices and other matters that may affect the company's reputation. This enables the Board to monitor both management and company performance in relation to those topics.

4.1.3 Composition of Highest Governance Body

On the following page, we have identified each Board member, along with each committee of which they are a member. In addition, the secretary to the Board is Peter Janu, the Company Secretary and General Counsel Corporate.

BOARD OF DIRECTORS



John M Green
Non-Executive Director
John is Chairman of the Remuneration Committee and a member of the Nominations Committee.

Catherine Livingstone, AO
Non-Executive Director
Catherine is a member of the Audit and Risk Committee and the Nominations Committee.

Larry Benke (sitting)
Non-Executive Director
Larry is a member of the Nominations Committee, the Audit and Risk Committee and the Health, Safety and Environment Committee.

Andrew Wood
Chief Executive Officer

Erich Fraunschiel
Non-Executive Director
Erich is Chairman of the Audit and Risk Committee and a member of the Nominations Committee.



Peter Janu
Company Secretary and General Counsel Corporate

Ron McNeilly
Deputy Chairman and Lead Independent Director
Ron is Deputy Chairman and Lead Independent Director of the Board and he is a member of the Audit and Risk Committee, Nominations Committee, Remuneration Committee and Health, Safety and Environment Committee.

Wang Xiao Bin
Non-Executive Director
Xiao Bin is a member of the Audit and Risk Committee and Nominations Committee

John Grill, AO (Sitting)
Chairman and Non-Executive Director
John is Chairman of the Board and Chairman of the Nominations Committee and a member of the Remuneration Committee and Health, Safety and Environment Committee.

Christopher Haynes, OBE
Non-Executive Director
Chris is Chairman of the Health, Safety and Environment Committee and a member of the Nominations Committee.

4.1.4 Board Independence

The Chairman of the Board is not an executive officer and is not involved in the day-to-day operations of our organization.

4.1.5 Highest Governance Body Overview

The Nominations Committee assists and advises the Board on matters relating to Board composition and performance, including director independence. The Nominations Committee reviews, assesses and advises the Board in relation to the necessary and desirable competencies of directors. It also oversees director selection and appointment. All non-executive directors are members of the Nominations Committee.

In considering the nominations and appointments of directors, the Board seeks to ensure that its membership is such that each director:

- is a person of integrity who will observe the company's Code of Conduct;
- has sufficient abilities and time available to perform their role effectively;
- brings an independent and questioning mind to their role;
- enhances the breadth and depth of skills and knowledge of the Board as a whole; and
- enhances the experience and diversity of the Board as a whole.

While recognizing that each director will not necessarily have experience in each of the following areas, the Board seeks to ensure that its membership includes an appropriate mix of directors with experience in engineering, relevant industry sectors, general management and finance.

Directors are required to notify the Chairman of any contracts, offices (including other directorships) held, and interests in other companies or transactions which might involve a real or potential conflict and at each Board meeting directors declare any conflicts or changes to their independence. In the event of such a conflict, the Board acts appropriately and takes minutes of its actions. The Board Charter sets out the process that the company applies if a conflict arises for one or more of its directors. In particular, a director who has a conflict with respect to a matter will not, without the Chairman's approval, receive relevant Board papers, or be present during any discussion or vote on that matter.

The Board's key responsibilities are set out in the Board Charter. Those responsibilities include:

- approving the company's strategic direction;
- setting goals for and monitoring the company's performance;
- overseeing the implementation of the company's risk management systems; and
- authorizing key company policies.

In addition, in carrying out those responsibilities the Board approves goals with respect to diversity and inclusion.

The GLT is involved in approving and updating our values, strategies, policies and goals related to many aspects of our economic, environmental and social topics. For example, the GLT is involved in setting our values, strategies, policies and goals with respect to: health and safety, diversity and inclusion, education and training, Indigenization of our workforce, anti-corruption and business practices and unethical behavior.

As set out above, the Board receives regular reporting in relation to matters including: health and safety, diversity and inclusion, unethical practices and other matters that may affect the company's reputation. In addition, Board members participate in a program of site visits aimed increasing Board members' understanding of the health, safety and environmental risks faced by the company and to further raise the profile of health, safety and environmental risk management with our people on site and, in particular, with site management.

The reporting and site visit program develop and enhance the Board's collective knowledge of health and safety, diversity and inclusion, unethical practices and other matters that may affect the company's reputation.

A review of Board performance is conducted every 12 months. The review includes:

- comparing performance against agreed relevant criteria; and
- examining the Board's effectiveness of composition.

The key criteria for evaluation includes monitoring of business performance, regulatory compliance, strategy formulation and succession planning.

The review of Board performance is sufficiently wide in scope that directors can make suggestions in relation to governance of economic, environmental and social topics. For example, directors might request greater or different reporting be provided in relation to those topics.

4.1.6 Highest Governance Body Role

Given the company's size and geographic spread, it is not practical for the Board to be involved in the identification and management of economic, environmental and social impacts, risks and opportunities. However, the Board delegates authority to identify and manage such impacts, risks and opportunities to the CEO, who in turn delegates aspects of that authority to his direct reports.

WorleyParsons has processes to systematically identify, assess and report on both financial and non-financial material business risks. Part of this process requires the company's Internal Audit function to report to the Board as to the effectiveness of the company's management of its material business risks and internal controls.

To the extent that economic, environmental and social topics comprise material business risks (e.g. health and safety risk and reputation risk), the company's Internal Audit report will deal with the company's management of those topics. That report is then reviewed by the Board.

A strategic and operational Corporate Risk Management report is prepared and analyzed by both management and the Board twice a year in relation to the company's material business risks. That report relevantly addresses impacts, risks and opportunities with respect to: health and safety, business practices and ethics and the consequences for WorleyParsons' reputation if a material business risk were to occur.

In addition, the Board's Health, Safety and Environment Committee meet six times a year to review health and safety impacts, risks and opportunities.

WorleyParsons' Corporate Responsibility Performance Report is approved by the Group Managing Director - Assurance and the Company Secretary and General Counsel Corporate.

4.1.7 Communications

Critical concerns are communicated to the Board through:

- the Internal Audit report as to the effectiveness of the company's management of its material business risks and internal controls;
- the Corporate Risk Management report;
- the CEO's monthly reports; and
- other specialist reporting (e.g. in relation to health and safety).

4.1.8 Highest Governance Body Remuneration

The remuneration structure for the non-executive directors is not related to performance. Non-executive directors receive fees which reflect their skills, responsibilities and the time commitments required to discharge their duties. WorleyParsons does not pay retirement benefits to non-executive directors (other than superannuation contributions in accordance with its statutory superannuation obligations).

The remuneration structure for senior executives reflects the company's performance culture: there is a direct correlation between the executive's reward and individual and company performance. This ensures that the company's remuneration policy is aligned with its long term business objectives and the interests of shareholders and other stakeholders.

Further details of the remuneration policies and practices of the company and the remuneration paid to directors and senior executives are set out in the Remuneration Report on pages 61 to 76 of the Annual Report 2014.

While some of our GLT members have more performance criteria related to WorleyParsons' economic, environmental and social objectives than others depending on the nature of their responsibilities, all GLT members have at least some performance criteria related to those objectives. Examples of those criteria or key performance indicators include those relating to: health and safety; reputation; education; and diversity and inclusion.

The Remuneration Committee assists and advises the Board on matters relating to Board remuneration, and the performance and remuneration of the members of the GLT. The Remuneration Committee is responsible for ensuring that the company has and observes coherent remuneration policies and practices which enable it to:

- attract and retain executives, directors and other people who will create value for shareholders;
- generate sustained business performance; and
- support the company's objectives, goals and values.

As it is required to do so under the *Corporations Act 2001*, each year, at its Annual General Meeting, the company puts a non-binding resolution to its shareholders to adopt its Remuneration Report. The vote is advisory only and does not bind the Board or the company. However, the Board takes the outcome of the vote and the discussion on the Remuneration Report at the Annual General Meeting into consideration when determining the company's remuneration policies.

During each of the last seven years, the Remuneration Report has been approved by in excess of 97% of shareholders voting on the Remuneration Report resolution.

4.2 Ethics and Transparency

WorleyParsons' Code of Conduct guides our people, including directors, as to the standards of behavior expected of them.

The revision of the Code of Conduct issued in May 2013 places greater emphasis on our commitment to the community, environment, labor and human rights.

The Code specifies that the company expects its people will uphold the Code of Conduct by:

- striving to achieve the highest ethical conduct, questioning unethical behavior and reporting breaches and potential breaches of the Code of Conduct;
- complying with the law and avoiding conflicts of interest;
- acting honestly and fairly in all their business dealings;
- being open, accurate and professional in all their communications;
- being economical and responsible in using company and customer resources;
- respecting the confidentiality of any information from or about our customers and others;
- being reliable and diligent in meeting their responsibilities; and
- respecting the rights of others and supporting community values.

The Code of Conduct requires our people to report breaches and potential breaches of the Code of Conduct and sets out a process for that reporting.

All our people:

- receive a copy of the Code of Conduct and training in relation to it when they start with the company and thereafter on an annual basis; and
- can access the Code of Conduct from the company's intranet or request a copy from their local human resources leader.

The Code of Conduct is available in 16 local languages in addition to English.

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

Our people are obliged to report any breach or potential breaches of the Code of Conduct. Those breaches encompass unethical or unlawful behavior and matters related to organizational integrity. Our people may make those reports to their manager, or if the manager is involved in the breach or potential breach, to their location human resources leader.

In addition, our people may also contact a member of the company's Ethics Committee or GLT directly if they:

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

Further, an Ethics Helpline and an online breach reporting site are available to our people to enable them to report breaches or potential breaches of the Code of Conduct.

Finally, the Code of Conduct and our ethics investigation executive directive set out our policies for the protection of whistle-blowers.

OUR PEOPLE

5

5.1 Our People Management Approach

5.1.1 Commitment

Corporate Responsibility Policy

'We apply fair labor practices and comply with the applicable national and local labor laws of the countries and communities that we work in.'

'Our people are our greatest asset and we support them by providing a work environment that is positive and safe and by committing to their ongoing development.'

'We promote a diverse and inclusive workplace as outlined in our Diversity and Inclusion Policy.'

At WorleyParsons, our success is dependent on the success of our people. Our approach to our people is demonstrated through many training and educational, talent development, diversity and inclusion, remuneration reviews and safety-related activities.

A gender remuneration gap analysis was conducted in Australia during the reporting period and, as a result, where appropriate changes were implemented across WorleyParsons. The implementation and introduction of the remuneration framework provide us with the analysis of gender relativities for remuneration bands associated with job grading (tiers). This will also provide us the ability to review gender by manager/non-manager for each tier and sub-tier to determine if anomalies exist.

As a global company, diversity is one of our strengths. We welcome a very diverse population of people that reflects the range of countries, cultures and contexts spanned by our operations.

5.1.2 Policies

WorleyParsons' policies and business practices are compliant with the applicable national and local labor standards of the countries in which we operate. Our Equal Opportunities Policy underlines our commitment to be an equal opportunity employer and not to discriminate on grounds of race, gender, marital status, creed or disability. Our commitment includes:

- selecting the best person for a position based on individual merit, knowledge, skills and abilities for the role;
- actively supporting our people to assist their personal and professional development; and
- complying with legislative requirements and as such as those permitting freedom of association and recognizing the right to collective bargaining.

Our Personnel Policy specifically outlines commitments to the development, safety and support of our people. It underpins other policies such as our Work and Life Balance Policy and Prevention of Harassment Policy and sets out the minimum expectations for our operations. Some of our commitments include:

- promoting a safe and healthy working environment for our people. We provide our people with access to protective equipment and training to perform their tasks safely;
- supporting our people to achieve their choices in work and life balance;
- providing a work environment that is free of any form of harassment or discrimination, including physical, verbal, sexual or psychological harassment, abuse or threats; and
- maintaining an open channel for communication where we provide a mechanism for hearing, processing and settling grievances for our people. In many locations, our people are provided access to an Employee Assistance Program (EAP).

Our Global Diversity and Inclusion Policy aims to ensure that WorleyParsons hires, assigns, develops, promotes, rewards and retains the best people for the job and the company, regardless of their diversity profile. Our approach to diversity and inclusion is based on the following objectives, being to:

- retain, promote and hire the best people we can for our organization, focusing on actual and potential contribution in terms of their performance, competence, collaboration and professional accountability;
- foster an inclusive culture and ensure that current and future opportunities for all of our people are based on competence and performance irrespective of race, ethnicity, gender, sexual orientation, socio-economic status, culture, age, physical ability, education, family status and religious, political and other beliefs and work styles. This includes being intolerant of behaviors that denigrate or otherwise diminish such attributes or that discriminate on the basis of such attributes;
- create ways to improve talent management, cultural diversity and inclusion - including where the under-representation of an available population group is preventing us from taking full advantage of the diversity of the talent pool;
- create and manage a strong and diverse talent pipeline which takes a unified and talent based approach to recruitment, training and development, performance management, retention and succession planning;
- provide a fair level of reward in order to attract and retain high caliber people - and build a culture of achievement by providing a transparent link between reward and performance; and
- be compliant with all mandatory diversity reporting requirements (such as those required by the ASX and others as globally necessary) and use these requirements to support our diversity strategy and associated policies and actions.

5.1.3 Key People Outcomes

The key people outcomes for the reporting period are that we:

- trained over 35,000 of our people in various online, leadership and other courses;
- reported our global Gender Diversity statistics to the Workplace Gender Equality Agency (Australia) and published our measurable objective for increasing gender diversity in the 2014 Annual Report and on our external website;
- successfully established diversity and inclusion pilot communities at key business locations in Canada, South Africa, Australia, Singapore and China;
- maintained the *Women of WorleyParsons (WoW)* virtual and physical network which includes regular networking opportunities and profiles of successful women within the company, to inspire others. The network now has over 860 members in 37 local committees. Each location holds events and works to promote opportunities for talented women to succeed and to develop their professional networks. Events such as panel discussions and networking opportunities were run across the WoW network over the past reporting period involving 1,495 participants attending 53 events;
- continued our support and funding of a wide range of external organizations who share our values and objectives around diversity and inclusion; these include: Robogals (promoting engineering as a career for young women), CareerTrackers (providing paid internships and career pathways to Australian students of Indigenous heritage) and the Chief Executive Women's Program (networking and leadership skills for high potential women);
- participated in the thematic discussion on the United Nations Women's Empowerment Principles;
- continued the ongoing annual performance review of employees to identify personal development needs and training requirements, to be actioned where feasible; and
- conducted bias awareness and stereotype reduction training for 255 of our leaders.

5.1.4 Case Studies

Safe Schools Project, South Africa

The Safe Schools Project aims to reduce child pedestrian injuries and deaths by improving road safety around schools. Partnering with the International Road Assessment Programme (iRAP), the project conducts assessments of schools across many countries using the global star rating process. The project's first phase was completed in Cape Town, South Africa with combined efforts of the company's Australia and South Africa locations.

A WorleyParsons employee volunteered over 60 hours to use his skills to develop a program for a portable GPS/camera tablet that simplifies the road assessment process. Following a short training session, the tablet was used and rolled out on a local school road assessment by the company's South Africa employee, Glynn Llewellyn and a local council engineer.

"The tablet performed beautifully. The perfect sign of the success was that the team was able to use it after a single demonstration - a truly intuitive and clever app that will allow global scalability." Rob McInerney, Chief Executive Officer, iRAP



WorleyParsons South Africa employee, Glynn Llewellyn and a local council engineer

Language Program, Indonesia

In September 2013, WorleyParsons Indonesia (WPI) planned and developed a language program to improve the general communication in the location. The language classes were provided to the participants at no cost.



WorleyParsons Indonesia participants in the language program classes

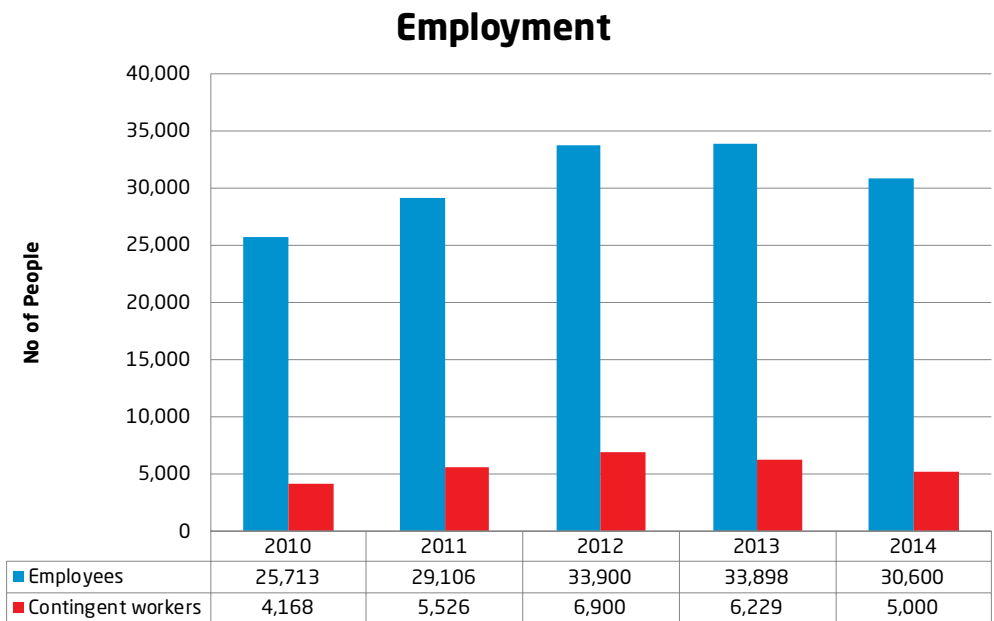
WPI successfully ran four language classes per week over the course of 11 weeks. In total, 80 employees attended the program with 20 additional employees volunteering their time as English and Indonesian teachers.

Towards the end of the program, WPI noticed an increase in confidence from our employees in speaking both Bahasa Indonesia and English.

5.2 Our People Core Indicators

5.2.1 Employment

During the reporting period, our workforce decreased due to business reorganization and challenging trading conditions. In June 2014, WorleyParsons had approximately 30,600 employees and 5,000 contingent workers.



WorleyParsons' voluntary employee turnover rate was 10.2% for this reporting period, an improvement from 11.6% for the last reporting period ending June 2013. It should be noted that our voluntary employee turnover compares well against our industry peers of 10-15%.

Each location within WorleyParsons has its own local defined employee benefit schemes. Full benefits are provided to full-time and part-time employees. For casual employees, support from the EAP and ongoing contributions to retirement funds are provided to our people depending on national regulations.

The organization benefits for full-time and part-time employees include:

- insurance (e.g. life, long term disability, accidental death and dismemberment);
- health and dental coverage;
- parental leave; and
- paid time off and illness.

5.2.2 Labor/Management Relations

WorleyParsons locations comply with the local employment law for a number of weeks’ notice, and this is typically two weeks to three months depending on national regulations.

5.2.3 Occupational Health and Safety

WorleyParsons Health, Safety and Environment Policy articulates our commitment to achieve zero harm to people and assets and zero environmental incidents. It expands on WorleyParsons’ HSE values and the control framework that applies to our operations.

At WorleyParsons, there is a key mandatory requirement that each location will have a formal joint management-employee health and safety committee. Locations are responsible for seeking to ensure that:

- critical location HSE risks are identified and managed;
- adequate HSE resources are in place;
- a location HSE strategy and plan link to identified HSE risks and the group HSE strategy;
- the HSE incident and near miss reporting and investigation procedure is understood and applied;
- all incidents and near misses are recorded in the company HSE database and classified in accordance with United States Occupational Safety and Health Administration (OSHA);
- an incident review board is operational and effective;
- regulatory training as identified and implemented; and
- location assurance schedules include HSE plans.

It should be noted that we have not measured the percentage of total workforce represented for each joint management-worker health and safety committee as each location differs in terms of size and participation levels.

WorleyParsons uses the US OSHA reporting requirements for Lost Workday Case Frequency Rate (LWCFR) and Total Recordable Case Frequency Rate (TRCFR). The results reflect the safety records for WorleyParsons employees.

	2011	2012	2013	2014
LWCFR ¹	0.02	0.03	0.03	0.03
TRCFR	0.11	0.12	0.13	0.10

¹ Employees only

5.2.4 Training and Education

For this reporting period, we had about 37,455 active users of our online training system, Skillport. The total duration of online training recorded for the reporting period was 145,260 hours. In addition, WorleyParsons ran over 60 leadership programs globally, with each session having at least 20 employees participating in either a three day or three and a half day development program.

All WorleyParsons locations also undertake local training programs such as on-boarding and technical training programs and compulsory training programs such as those on the Code of Conduct.

In total, 26 of our locations undertake Graduate Development Programs. The Graduate Development Program (GDP) is a three year holistic approach to building excellence in technical and managerial skills while focusing on professional development. The GDP program components focus on our people’s personal strengths and professional requirements - tailoring our young professionals to cross-regional drivers, cultural factors and other considerations to match their individual expertise and ambitions.

5.2.5 Talent Management and Development

WorleyParsons has a comprehensive talent management and development program that provides internal technical and non-technical training resources for our people.

Each year, WorleyParsons locations review their training and development needs to seek to ensure each office achieves their desired results effectively and efficiently. WorleyParsons offers a number of programs and activities for training and development including Leadership Development Programs (>60 programs for >1,200 leaders in 2014), technical training (e.g. project management, pump fundamentals) both electronically and classroom based, Code of Conduct and OneWay™ online training, commercial acumen training, formal GDP and widespread coaching and mentoring schemes.

Examples of our key talent management and development programs are:

Lead First

Lead First is designed to grow and enhance the leadership skills of our first level leaders across the organization and achieve greater competency and performance.

Lead 2017 Program

Lead 2017 Program is designed to strengthen the leadership in our organization and achieve greater competency and performance. The purpose of Lead 2017 is to provide leaders in the challenging role of managing other managers with an opportunity to further enhance self-awareness and improve their knowledge and skills to be more effective in their role.

Mentoring

Our mentoring program is an integral part of the development of our people. The mentoring program involves mutually beneficial partnerships that promote professional and personal growth.

Online Learning Management System/Skillport

EduCentral is WorleyParsons' Online Learning Management System. The internal site contains structured learning programs for informal, instant learning that are tailored to our people. With these programs/activities, WorleyParsons aims to encourage and maintain a work environment that fosters learning and a desire to constantly improve. For this reporting period, over 90% of our locations applied the talent management and review process.

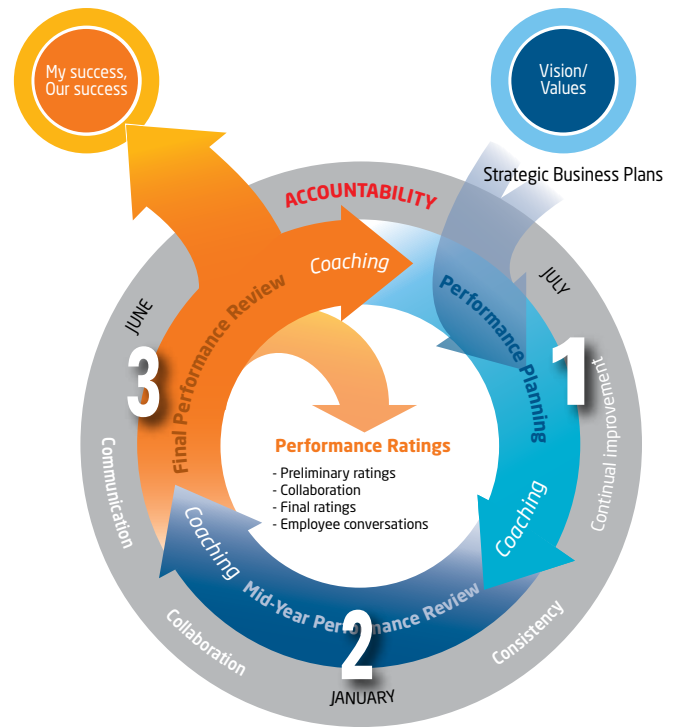
5.2.6 Performance Review

WorleyParsons is committed to identifying, developing and retaining our core talent, critical professionals and 'high potentials'. In 2014, a global performance review tool was launched to 1,500 users on the 'KPI scorecard' level for performance management, with the intent to expand both the user base and functionality over the coming period. This tool also provides managers with detailed information on relativities within their group, for use in performance and pay review processes.

During the annual talent review process for all our people, managers assess our people against a number of criteria, including performance results and leadership competencies, to determine leadership potential and technical competencies.

From the annual formal talent review process, training issues for our people are discussed and needs are identified.

An overview of the performance review process is shown by the Performance Review diagram.



5.2.7 Diversity and Equal Opportunity

As a global company, diversity is one of our strengths. We welcome a very diverse population of people that reflects the range of countries, cultures and contexts spanned by our operations. The Group Leadership Team is committed to promoting a healthy D&I culture through the new organization. A working group of D&I representatives from across the business meet online on a regular basis to prioritize programs and escalate concerns. Having strong links to the active local D&I councils and Women of WorleyParsons committees adds valuable feedback from the business as well as execution support.

Governance Body	Male	% Male	Female	% Female
Board of Directors (non-executive directors)	6	75%	2	25%
Group Leadership Team	10	91%	1	9%

Gender Measures	2011	2012	2013	2014
Women employees ¹	~25%	~26%	~25%	~25%
Women senior executives ²	~11%	~11%	~15%	~18%
Women non-executive directors ³	~12.5%	~25%	~22%	~25%

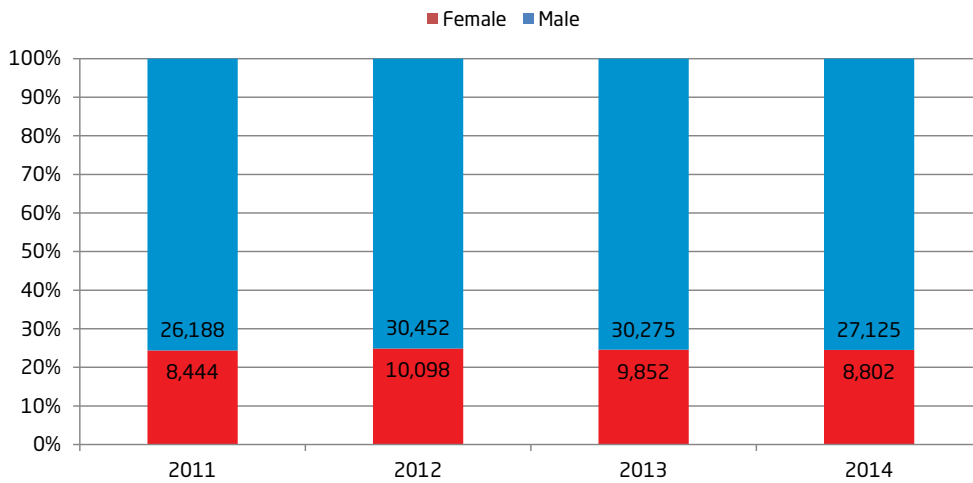
¹ This includes both employees and contractors engaged by the company.

² For the current reporting period, 'senior executives' means all members of the Group Leadership Team (including the CEO) and all executives reporting directly to a member of that team. For the previous reporting period, 'senior executives' means all members of the Executive Committee (including the CEO) and all executives reporting directly to a member of that committee.

³ The company has chosen to report the percentage of women non-executive directors rather than the percentage of women board members, because it has only one executive director, the CEO, who is counted at the senior executive level.

The increase in percentage of women senior executives for 2013 has come partly through a mixture of internal reorganizations and through additional female promotions. In terms of our workforce, the chart below shows the breakdown of our workplace by gender.

Workforce Profile: Gender % Employees and Contigent Workers



5.2.8 Diversity Tracking

1,758 people participated in bias awareness training and leadership development programs since July 2013, where information on gender and cultural background was recorded. 25% of participants were female representing 91 nationalities, speaking 39 primary languages and 57 secondary languages.

For 2015, the tracking and review of diversity within the leaderships teams of the three business lines (nationalities, languages spoken) and locations (% in-country nationals) will be trialed as a proxy measure of diversity.

5.2.9 Diversity and Inclusion Policy Update

The Diversity and Inclusion Policy includes requirements for the Board to establish measurable objectives for achieving diversity, including between genders, and to assess WorleyParsons’ progress in achieving those objectives on an annual basis.

Up to June 2014, the responsibility under the policy for annually assessing those objectives was the responsibility of the Executive Committee and Group Leadership Team. The policy was amended in June 2014 to reallocate this responsibility to the Board to bring the company’s practices into line with ASX Recommendation 1.5(a).

5.2.10 People Grievance Mechanisms

WorleyParsons fully subsidizes the Employment Assistant Program (EAP) in many locations, which provides support to employees and their immediate family members through free counselling sessions. The EAP is an objective third party company that provides assistance and support for matters related to workplace conflicts, depression, childcare, family issues and stress. The EAP is easily accessible and voluntary and can provide support on a range of personal, work and occupational health and safety-related issues for our people such as:

- maximizing their potential performance;
- changes at work or home;
- alcohol and other drug-related issues;
- depression, anxiety and stress;
- work-related issues;
- balancing family and work responsibilities;
- concerns about your children or family members; and
- relationship and marital problems.

COMMUNITY



6.1 Community Management Approach

6.1.1 Commitment

Corporate Responsibility Policy

'We integrate corporate responsibility in our business planning and decision making and measure, monitor and report our corporate responsibility performance on a regular basis.'

'We are committed to making a positive impact in the communities and environments in which we operate. Our people will be involved in community based initiatives, creating benefits for both the community and our people.'

'Our locations will support programs and initiatives specific to their locations and wherever possible, in conjunction with our customers.'

'We will support local businesses, train and employ local people, and utilize other local resources wherever we can.'

At WorleyParsons, we are committed to making a positive impact in the communities and environment in which we operate.

6.1.2 Community Policies

Our corporate responsibility location guideline provides guidance to the location corporate responsibility committees in the alignment of our company expectations, strategic goals and commitments.

The location guideline outlines the integration of corporate responsibility into the location business lines, the role of location corporate responsibility committees and selection criteria for corporate responsibility activities. It includes guidance in the selection of the type of community projects that the company will pursue.

In general, the recommended inclusions for the selection of community projects are:

- a direct impact or benefit to the communities where WorleyParsons has a permanent office or project site;
- measurable benefits and results and explicit timeline of commitment;
- providing opportunity for our people to get involved through volunteered hours or donations; and
- providing an ability for charitable organizations to demonstrate a specific need for support and have sound financial management beyond WorleyParsons' involvement.

6.1.3 Key Community Outcomes

The key community outcomes for the reporting period are:

- participating directly in over 380 community based and environmental projects across 26 countries;
- assisting community organizations through employee fundraising contributions of AUD 1.75 million;
- contributing more than AUD 3.09 million from our organization towards health, education, environment and community development projects;
- supporting local communities across 68 offices as well as ongoing engagement in local programs: DeltaAfrik Foundation in Nigeria, We Care Program in Canada and various corporate responsibility and local social committees;
- contributing over AUD 512,000 towards educational programs and sponsorships across over 70 offices;
- providing ongoing support to the Australian Indigenous community by hosting Indigenous business forums and internships; and
- donating blood across nine offices and 446 participants to local health organizations and hospitals.

6.1.4 Case Studies

Disaster Relief Efforts, Philippines

Super Typhoon Haiyan, one of the most powerful on record, destroyed thousands of homes as it tracked across central Philippines in late 2013. Our Transfield Services WorleyParsons (TSWP) Joint Venture office in the Philippines responded and provided their people with flexible work arrangements which allowed them to volunteer their time to the relief efforts. In addition to the volunteer efforts, the WorleyParsons Foundation launched a Typhoon Haiyan Red Cross Appeal that raised a total of AUD 102,000 from around the world. Pro bono advisory and program management services are being provided to support the Philippines long term recovery efforts as part of the WorleyParsons Foundation. This will open opportunities for our people to volunteer their skills in infrastructure and humanitarian relief projects.



TSWP Volunteers supporting disaster relief efforts in Philippines

“On behalf of the whole team, we are just happy that we can help in this time of need, and our thoughts go out to all the families affected and our prayers are with them.” Glenn Pollock, Manager of Projects, TSWP Philippines

Schools Education Aid, China

The China Graduate Development Organization passionately supports education by leading, organizing and participating in the Schools Education Aid Project. To date, WorleyParsons China has donated clothes and books as well as providing ‘one-to-one’ living allowance funding in support of students in two schools in Laiyuan, China. Our people in China have volunteered a significant amount of hours to help the schools including fundraising activities, collection of clothes, books and other educational material and helping the schools set up a library. Our people have also successfully visited the schools three times to establish close contact with the school teachers and students.



WorleyParsons China employees with students at Laiyuan Primary School, China

“We are keen to give a helping hand to those children in poverty-stricken areas who can have better living conditions to continue their education.” Karl Qiu, President of WorleyParsons China and Mongolia

6.2 Community Core Indicators

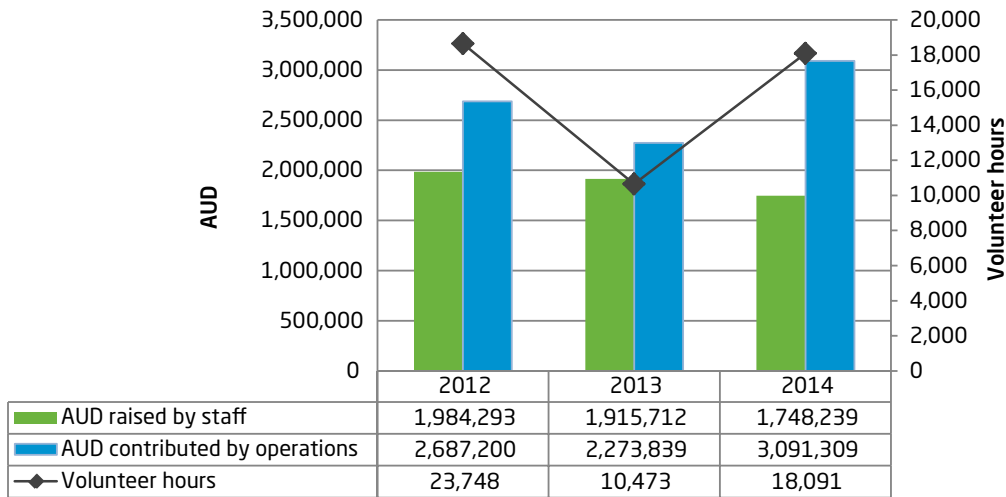
6.2.1 Direct Economic Value Generated and Distributed

WorleyParsons measures and focuses on those areas that are important to the long term success of its business and are desirable to all of its stakeholders. Contributions by our people and our operations are measured in terms of Australian dollars contributions and volunteer time contributions. The direct economic value generated and distributed is provided in the table:

Source	2012	2013	2014
Aggregated revenue (\$M) ¹	7,362.6	7,627.0	7,363.7
EBIT (\$M) ¹	537.9	527.0	428.2
Contributions by operations (\$M)	2.67	2.25	3.09
Contributions by our people (\$M)	1.95	1.90	1.75
Volunteer Hours by personnel member (hours)	23,748	10,473	18,091

¹ Full details of our financial performance are covered comprehensively in our Annual Report.

WorleyParsons Community Performance



Note: There has been no significant financial assistance received from the Australian Government during this reporting period.

6.2.2 Financial Implications and Other Risks and Opportunities for the Organization due to Climate Change

As a company that provides professional services to the resources and energy sectors and complex process industries, our business is predominantly office based and is not directly exposed to any financial risks from activities due to climate change.

WorleyParsons reviews and seeks to understand the relationships between regional and international policies on climate change and its impact to our business and our customers' operations. Markets that are imminently at risk of carbon policy/policy exposure are identified and analyzed for the purposes of developing solutions and understanding the commercial risks that may have direct impact on WorleyParsons operations and/or indirectly on our customers.

We provide support and advice to our customers in dealing with climate change risks and opportunities through the use of our risk assessment and management systems and tools such as 'Value Improving Practices' and 'EcoNomics™ DELTA Assessment'. Our advisory service team delivers this service to our customers with support from our global expert teams in sustainability, environment and carbon.

6.2.3 Coverage of Benefit Plans

Each location within WorleyParsons has its own defined employee benefit schemes. For example, in countries with a shortfall of public health care and pension system support, our operations have local policies that benefit our people.

6.2.4 Market Presence

WorleyParsons is committed to the recruitment, training and development of local professional employees who provide our customers with sustainable, profitable solutions grown on a foundation of strong local knowledge and infrastructure.

WorleyParsons' in-country employment and development programs are based on two fundamentals:

- focused selective recruitment of local people who demonstrate a keen interest in developing their career; and
- establishment and management of formal training programs for local people at all levels throughout the company.

To seek to ensure a continuous quality local talent pipeline, our locations implement localization programs based on the following key elements:

Training

Professional development is provided through a combination of on-the-job training, in-house and external training courses, workshops and seminars using expert professionals from across the global WorleyParsons organization and local institutions.

Technology Transfer and Cross-Learning Programs

Selected employees are sent on cross-learning assignments to other WorleyParsons offices where they are exposed to different work, cultural and social environments. Such assignments seek to enable best practice sharing, effective skills transfer and the development of informal networks across the broader WorleyParsons organization.

Mentor Programs

Each participant is assigned a mentor to maximize the benefit of on-the-job training, provide feedback and support to help in their development.

Graduate Development Program

WorleyParsons is committed to the recruitment and development of graduate engineers, actively recruiting graduates from in-country universities. WorleyParsons also recruits national engineers being educated overseas, with the objective of repatriation to WorleyParsons' operations in their home country after graduation. All graduate engineers participate in WorleyParsons' GDP which is focused on meeting the training and development requirements of professional bodies.

WorleyParsons invests considerably in localization programs to seek to ensure all local employees are provided with the tools necessary to develop their technical, managerial and leadership skills.

Each year, WorleyParsons benchmarks our people's remuneration against relevant roles in appropriate labor markets. WorleyParsons also focuses on ensuring both internal fairness and pay-for-performance and applies remuneration at higher than minimum average wage for all countries that we operate in. Our employees are predominantly professionals and specialist consultants and are remunerated as such.

Case Study: Saudi Arabia

The Ma'aden project had a requirement to recruit and train Saudi nationals for operations and maintenance. These jobs were targeted to high school graduates with the WorleyParsons Training Manager given the remit to organize this based upon its own In-Kingdom training expertise and experience.

A testing and evaluation program was designed and conducted throughout the northern and eastern provinces of Saudi Arabia and in excess of 400 candidates were tested. From this initial selection, 250 were chosen as the first group to be sponsored students. These students were placed on



Training in Saudi Arabia

programs with local technical colleges. The programs were tailored and adjusted to meet the needs of Ma'aden and the students were given a stipend of USD 400 - 650 per month plus their accommodation and tuition fees. The programs ranged from one year for operations personnel to two to three years for maintenance trades. Upon graduation from the colleges, the trainees were placed on the WorleyParsons competency training program.

6.2.5 Indirect Economic Impacts

For this reporting period, we were involved in two major community projects. These projects were developed with company support and provided significant positive indirect economic impact to the local community.

Case Study: Enterprise Development Program, South Africa

WorleyParsons South Africa continues to support the Enterprise Development (ED) Program. The ED Program consists of a business center which hosts nine promising small businesses. The aim of this program is to provide support to local businesses in establishing and growing their networks due to limited resources and infrastructure. The indirect economic impact from this program is that it stimulates growth in the engineering and construction sector.

WorleyParsons South Africa contributes ZAR 150,000 (AUD 15,000) per month by supplying these small businesses with office space, computers, telephones and printing and fax facilities at no cost to the businesses. The business owners were also provided access to technical mentorship and technical skills transfer from the local WorleyParsons knowledge base. These businesses have also been included into our overall supply chain.

Additional assistance in marketing, financial advice, tender preparation, human resources and business processes was also provided to the business owners. In 2012, the nine businesses showed an average growth rate of 26% and a combined total of 32 jobs were created.

"Our business has grown exponentially since our involvement with WorleyParsons South Africa. Gridbow is now a force to be reckoned with in the engineering sector." Evans Farai Chabata, Managing Director, Gridbow Engineering

Case Study: Shopfront Community Program, Australia

Evans & Peck, a WorleyParsons subsidiary, partnered with the University of Technology, Sydney's Shopfront Community Program in early 2014 to form a pilot corporate-community partnership. This partnership helps bring problem solving skills to community organizations and mentor up-and-coming business and engineering graduates.

For the first project, our volunteers worked with Domestic Violence New South Wales (DVNSW) to review its current structure, governance arrangements and membership program to align them more appropriately with government reforms. This project provides an indirect benefit to the community by providing an avenue for DVNSW to grow as a valued resource to women and children in need.

"I have no doubt that the work of both groups will positively shape the development and growth of our organization in a way that we couldn't have envisaged prior to commencing this partnership." Moo Baulch, acting CEO and Project Manager, DVNSW



WorleyParsons South Africa Enterprise Development Program participants



Evans & Peck Shopfront Community Program

HUMAN RIGHTS

7

7.1 Human Rights Management Approach

7.1.1 Commitment

Corporate Responsibility Policy

'We will respect the basic rights of the people we deal with and will not be complicit or engage in activities that solicit or encourage human rights abuse.'

'We do not employ or condone the employment of forced or child labor.'

WorleyParsons acknowledges and recognizes that the protection of human rights is an integral part of our business. Our operations can have an impact, positive or negative, on the human rights of a broad set of people, including but not limited to our people, customers, suppliers and their employees, business partners and the communities in which we operate.

WorleyParsons has put in place a range of initiatives and policies to help us strengthen our commitments and ensure that we meet the principles of the United Nations Global Compact in protecting the human rights of our internal and external stakeholders. As a professional services company, we predominantly employ professionals from the countries and communities in which we operate. We have policies and criteria which ensure that we do not condone the employment of forced or child labor.

7.1.2 Human Rights Policies

WorleyParsons' Human Rights Policy states WorleyParsons' business principles and confirms our commitment to respect the basic rights of the people we deal with and not be complicit or engage in activities that solicit or encourage human rights abuse. The policy applies to all WorleyParsons' employees and extends to all our business dealings and transactions in all countries which we operate.

The objectives from the Human Rights Policy are to:

- support and respect the protection of internationally proclaimed human rights and make sure that we are not complicit with human rights abuses;
- align with the United Nations Human Rights Council's Guiding Principles on human rights and our Supply Chain Code of Conduct; and
- demonstrate and acknowledge our commitment to uphold human rights, to our people, stakeholders and communities.

WorleyParsons' Code of Conduct sets out the standards for professional behavior that we expect all of our people and partners to uphold in seeking to ensure that WorleyParsons' reputation is protected. The Code of Conduct is available in a number of languages in addition to English.

7.1.3 Key Human Rights Outcomes

Key human rights outcomes for this reporting period include:

- ongoing participation and contribution from key employees on the 'Human Rights Leadership Group for Business' workshops held by the United Nations Global Compact Network Australia (UNGCNA) in Melbourne and Sydney. Lessons shared and learned in the workshop are communicated broadly to our key stakeholders;
- reviewed our business exposure and impact of human rights as part of our annual global risk assessment. A full workshop was conducted to ascertain the risk and exposure of the company in areas such as supply chain, business operations and local community;
- updated the Australian Indigenous Participation Policy to better integrate Indigenous participation to our businesses and to reiterate our commitment to first Australians, the Australian Aboriginal and Torres Strait Island people; and
- providing ongoing support to the Australian Indigenous community by hosting Indigenous business forums and internships job opportunities.

7.1.4 Case Studies

CareerTrackers, Australia

WorleyParsons is a proud sponsor of CareerTrackers, a paid internship program offered to full-time university students of Indigenous and Torres Strait Islander heritage. CareerTrackers is an Australian not-for-profit organization that works to create career pathways through a structured internship program and future employment opportunities.

WorleyParsons has supported the program since 2011 and currently sponsors six interns across Australia. Our Australian locations contributed AUD 11,000 per student to CareerTrackers and a paid role to the students. The program provides students with a chance to contribute to the ongoing success of national and global organizations such as WorleyParsons.

“WorleyParsons is not only a job to us, but it’s our future, it’s my life. Please continue to stick with CareerTrackers - you’re not just getting talented people into WorleyParsons but you’re seriously changing our lives in more ways than you could imagine.” Todd Crawford, CareerTracker internship participant, Brisbane

Rumah Ramah Orphanage, Indonesia

The Rumah Ramah orphanage was established two years ago to support the growing number of street children who face poverty on a daily basis with access to basic rights of shelter and education. The orphanage is driven to help the community and the children who have lost their families through ill health or after being abandoned. At any one time, there are approximately 20 babies, children and teenagers living in the orphanage.

WorleyParsons Indonesia conducted a fundraising event to raise money for the orphanage through the Women of WorleyParsons. These funds will assist with the daily demands placed on the orphanage. Our people also visited the orphans and staff on a daily basis. Since the visit, the location has also collected clothing, funds and other useful donations for the orphanage to provide them with ongoing support.

“WorleyParsons Indonesia is committed to continuing our employees’ efforts and their support to the local community and welcomes support from other locations to assist with this much needed aid.” Pat Hills, Location Manager, WorleyParsons Indonesia



WorleyParsons Career Tracker interns: Ashley Paxton, Natan Noel, Gabrielle Morgan, Kaine Jakaitis and Makenzie Russell



Pat Hills, Location Manager for Indonesia, along with Hannah Silvasich and Niniek Anggraini from our Indonesia location

7.2 Human Rights Core Indicators

7.2.1 Investment and Procurement Practices

A total of 50 supplier detail pre-qualification questionnaires were evaluated independently from our procurement team to avoid any bias in decision making.

The pre-qualification questionnaires align with WorleyParsons' Supply Chain Code of Conduct which sets the minimum and preferred requirements for our suppliers and contractors. The Supply Chain Code of Conduct includes commitments and practices in human rights, labor standards, environment and anti-corruption.

Our people are trained on policies, procedures and concerning aspects of human rights through the mandatory Code of Conduct training via our online training system.

7.2.2 Non-Discrimination

WorleyParsons' Code of Conduct outlines that it is vital that our workplace is free from all forms of harassment, discrimination and intimidation. Behaviors, such as sexual advances, bullying, hostility, abusive language, physical violence or the threat of physical violence, are not tolerated in the company.

WorleyParsons' policies and business practices are compliant with the applicable national and local labor standards of the countries in which we operate. Our Equal Opportunities Policy underlines our commitment as an equal opportunity employer and does not discriminate on grounds of race, gender, marital status, creed or disability.

No incidents of discrimination were reported during the reporting period.

7.2.3 Freedom of Association and Collective Bargaining

WorleyParsons' Code of Conduct Policy and Human Rights Policy state our business principles and confirm our commitment to fair working conditions. It acknowledges that our businesses operate under freedom of association principles and comply with local regulations that align with local human resources professional body associations around the world.

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

7.2.4 Child, Forced and Compulsory Labor

WorleyParsons does not engage in, or condone, any form of child, forced or compulsory labor.

WorleyParsons' Human Rights Policy, our employee Code of Conduct, and the Supply Chain Code of Conduct each confirm WorleyParsons' commitment to respect the basic rights of the people we deal with and not be complicit or engage in activities that solicit or encourage human rights abuse.

WorleyParsons' employee Code of Conduct clearly states that: *"We respect the basic rights of the people we deal with and will not engage in activities that encourage human rights abuses. We do not employ or condone forced, bonded or child labor."*

No incidents of child, forced or compulsory labor were reported during the reporting period.

7.2.5 Security Practices

WorleyParsons' Ready, Response and Recovery System (R3 System) is an integrated business resilience and critical incident management tool that includes our approach to crisis, emergency, business continuity and security management.

This system incorporates our security arrangements that are in accordance with internal human rights principles for law enforcement and the use of force. Our R3 System ensures that the safety of our people is protected when they travel overseas.

7.2.6 Indigenous Rights

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

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

FAIR OPERATING PRACTICES AND SUPPLY CHAIN

8

8.1 Fair Operating Practices and Supply Chain Management Approach

8.1.1 Commitment

Corporate Responsibility Policy

'We conduct our business in an open, honest and ethical manner as described in our Code of Conduct and our integrity framework, OneWay™.'

'We will actively strive to implement socially responsible supply chain practices and anti-corruption practices working closely with our customers and suppliers as partners.'

WorleyParsons regards good corporate governance as a critical element in our business practices and culture. The cornerstone of our OneWay™ integrity framework is ethical, sustainable business practices.

Our Code of Conduct is a key part of our integrity framework and encompasses our obligations and values of legal, ethical and professional behavior. The code includes requirements to assess and report transgressions from these behaviors. WorleyParsons complies with all applicable prevention of bribery and corruption legislation and extends the requirement of compliance, including the prohibition of facilitation payments, to third party providers via our Supply Chain Code of Conduct.

WorleyParsons recognizes the risk that can be posed by the offering and acceptance of inappropriate gifts, entertainment and hospitality. WorleyParsons thus maintains gift registers to ensure transparency in relation to gifts, entertainment and hospitality.

Risk management is an integral aspect of our day-to-day business practice. A number of ethical business practice reviews are conducted each year to monitor the application of our policies and integrity framework.

WorleyParsons' Ethics Committee was established by our CEO and comprises of members from senior management and representation from the legal department, human resources, corporate governance and the internal audit functions. The role of the committee includes:

- assessing, developing, implementing and overseeing WorleyParsons' ethical culture on a global basis;
- providing the oversight necessary to guide senior management and employees in their collaborative efforts to adhere to high standards of ethical conduct consistent with WorleyParsons' objectives, policies, codes and procedures; and
- recommending to the CEO and the GLT the objectives, policies, codes and procedures, and amendments to them, that will promote and support high standards of ethical conduct in the carrying out of WorleyParsons' activities.

Managing our supply chain for both our customers and ourselves has always been as an important part of our business. A milestone was reached in 2012, when WorleyParsons released a Supply Chain Code of Conduct, which expanded on our employee Code of Conduct. The Supply Chain Code of Conduct includes criteria for minimum standards and for best practices across a range of sustainability issues. We use these criteria during supplier selection processes at both the corporate and individual project level.

8.1.2 Fair Operating Practices and Supply Chain Policies

WorleyParsons' Code of Conduct includes standards and expectations that our people:

- are law abiding and work to avoid conflicts of interest;
- act honestly and fairly in all our business dealings;
- are open and accurate in all our communications;

- are economical and responsible in utilizing company and customer resources;
- respect the confidentiality of the technical and commercial information of our customers;
- are reliable and diligent in discharging company and job responsibilities; and
- respect the rights of others and support community values and expectations.

WorleyParsons supports an open and honest culture. The executive directive concerning ethics investigations provides protection to whistle-blowers and encourages reporting of contraventions. The key mechanisms for the protection of whistle-blowers are confidentiality, anonymity, protection of employment conditions and appropriate support to prevent any other forms of retaliation (e.g. loss of opportunities, shunning, ill treatment, harassment, etc.).

WorleyParsons' Supply Chain Code of Conduct explains the minimum and preferred requirements to our suppliers and contractors. The areas that it covers include corporate governance and ethics, labor/workplace management, occupational health and safety, environment, suppliers and community engagement.

WorleyParsons favors suppliers and contractors who share our commitment to:

- corporate responsibility;
- human rights and fair employment practices;
- maintaining and improving the work environment so that it is safe and healthy for all staff and visitors;
- conduct their business operations in a way that protects and sustains the environment;
- adopt similar principles and practices to these in this code in selecting, monitoring and managing their own suppliers and contractors; and
- responsibility to the local communities on which they have an impact and from which they profit. Our approach is to understand the issues facing the communities in which we operate, and to endeavor to conduct business in a way that builds social capital and achieves a positive impact.

All our project procurement and contracting teams operate within the executive directive for procurement and contracts. That directive mandates the principles and policies by which goods and services are acquired by WorleyParsons.

8.1.3 Key Fair Operating Practices and Supply Chain Outcomes

Our key fair operating practices and supply chain outcomes for this reporting period are:

- updated export controls and global sanctions lists for compliance across our workplace;
- developed local content plans in many countries where there are legislative requirements for minimal local content of both suppliers and employees;
- ensured through annual Code of Conduct training provided for all our people and initial training provided for new starters that they understand WorleyParsons' expected behavior and anti-corruption commitment;
- implemented the practice of conducting corruption risk assessments at several high risk locations each year;
- reviewed procurement processes in several key locations;
- conducted ethical business practice assessments across our locations each year;
- conducted a comprehensive internal audit program in locations to ensure compliance to WorleyParsons' corporate governance standards in areas of operational risk, legal, regulatory compliance and financial reporting standards;
- recognized for the second year in a row by the Chartered Institute of Purchasing and Supply for our approach to supply chain sustainability in corporate responsibility; and
- participated in the UNGCNA Anti-Corruption Leadership Group for Business in Sydney and Melbourne to share our values, learn from others and understand the key risks occurring globally.

8.2 Fair Operating Practices Indicators

8.2.1 Local Community

Throughout this reporting period, we recorded 26 locations actively participating in local community engagement programs such as the ongoing Enterprise Development Program in South Africa, the United Way community activities in the United States and Canada and skilled volunteering activities in the Philippines, South Africa and Australia.

Sixty percent of our operations are active in implementing local community programs and we continue to investigate methods for the measurement and understanding of the impact assessments of our local community projects. There are no known potential or actual negative impacts on local communities for this reporting period.

8.2.2 Anti-Corruption

WorleyParsons' Code of Conduct, which is aligned with the expectations of the *UK Bribery Act 2010* and other international compliance regulations, provides a benchmark for professional behavior at all locations throughout WorleyParsons. In our Code of Conduct, standards and expectations are set forth in relation to bribery and corruption with strong emphasis on the avoidance of money laundering.

Our Code of Conduct provides clear guidelines for our people in reporting unlawful and unethical behavior to their immediate manager, an ethics officer, their people manager, their managing director and the CEO, without the fear of retaliation. An ethical reporting helpline, which is managed by NAVEX Global and is accessible and available by email and telephone for all our people.

We provide all relevant employees with training in anti-bribery and anti-corruption.

No material bribery or corruption cases have been reported to the Board or GLT in this reporting period.

8.2.3 Public Policy

WorleyParsons respects the authority of governments in all countries at all levels (national, state and local), by maintaining open and honest relationships. Although we may perform work for government entities, WorleyParsons maintains impartiality with respect to partisan politics.

8.2.4 Anti-Competitive Behavior

WorleyParsons supports fair and open competition and believes in competing for business and using competitive procedures in the supplier selection process. In most countries in which we perform work, we are subject to laws that encourage competitive and fair business markets.

When our customers engage us to conduct procurement for them, we will also comply with any rules those customers impose on us when they are more stringent than our own.

8.2.5 Law and Regulation Compliance

No significant fines or non-monetary sanctions for non-compliance with laws and regulations have been recorded for the reporting period. In addition, no legal action has been taken against WorleyParsons for anti-competitive behavior, or anti-trust or monopolistic practices.

8.3 Supply Chain Indicators

8.3.1 Supplier Portal

Local content plans are in place in many countries where there are legislative requirements for minimal local content of both suppliers and employees.

WorleyParsons assesses suppliers for our operational businesses as well as our project delivery services, often representing our customers. Various tools track supplier performance and key metrics, with our supplier portal developed for project delivery services.

In 2013, WorleyParsons rebuilt its supplier portal which tracks key information on our suppliers and contractors, including some information on their sustainable practices. We have over 5,300 suppliers, of which 2,560 have completed the process of registration and have had their input validated against areas such as corporate governance and ethics, labor/workplace management, occupational health and safety, environment, suppliers and community engagement.

WorleyParsons has also been awarded certification from the Chartered Institute of Purchasing and Supply in recognition of our excellence in procurement and supply chain policies and procedures.

8.3.2 Supplier Assessment

WorleyParsons' supplier portal has been designed to provide our employees with a single global supplier database. One of the most important stages in the procurement phase is the creation of the initial bid list.

It is at this stage that our employees will utilize information from the supplier portal to obtain a list of our suppliers and contractors for a certain project requirement. Our supplier portal also set requirements for our suppliers and contractors to meet minimum and preferred requirements in our Supply Chain Code of Conduct.

No reported impacts to labor practices, human rights, community and environment in the supply chain were identified by our internal audits in this reporting period.

8.3.3 Supplier Grievance Mechanisms

There are currently no formal supplier grievance mechanisms available for labor practices, human rights, community and environment.

ENVIRONMENT

9.1 Environment Management Approach

9.1.1 Commitment

Corporate Responsibility Policy

'We recognize the importance of operating sustainably and commit to continually identify opportunities for improving our environmental performance.'

'We believe that all our people are responsible for performing their work in an environmentally sustainable manner.'

'We will continue to deliver profitable sustainability to our customers through our EcoNomics™ service offering.'

At WorleyParsons, we have an enterprise-wide integrity management framework, OneWay™ which governs the expectations that align our entire business on a path towards zero harm to people and assets and zero environmental incidents. The framework includes our commitment towards environmental management.

OneWay™ is a frame of reference that we use in every location, on every project and in our day-to-day work to systematically assess where our performance meets acceptable standards and where we need to improve.

OneWay™ is supported by a comprehensive set of processes, systems, policies and standards that describe in detail what needs to be done. A key element in OneWay™ is 'Caring for Our People and the Environment'.

9.1.2 Governance and Policies

WorleyParsons is committed to our vision of zero harm to people and assets and zero environmental incidents. Our group-wide Health, Safety and Environment Policy highlights our commitment towards the environment as follows:

- complying with all applicable laws, regulations and standards, and customer requirements and applying company standards where laws do not exist;
- consulting and seeking contributions from our people on issues that have the potential to affect the environment and their health and safety;
- identifying, assessing and managing risks that impact health, safety and the environment prior to commencing activities and when circumstances change;
- fostering a culture that empowers and supports anyone intervening to safeguard people and to protect the environment;
- requiring our contractors and suppliers to manage health, safety and the environment using relevant international standards and practices that align with our own; and
- driving continual improvement in health, safety and environmental performance through open reporting, effective assessment and analysis of our performance, leadership and engagement with our stakeholders.

9.1.3 Key Environmental Outcomes

Our key environmental outcomes for this reporting period include:

- participated voluntarily and on an ongoing basis in Carbon Disclosure Project monitoring and measurement of our environmental performance since 2009;
- ensured our suppliers and contractors adhere to our minimum and preferred expectations to conduct their business operations in a way that protects and sustains the environment;

- achieved ISO 14001 Environmental Management Systems certification in nine locations, an increase of 50% from the previous reporting period;
- reduced the carbon footprint across a number of offices by encouraging use of public transport, recycling and smart printing;
- engaged in bush regeneration, waste and recycling programs and trail clean-up activities across a number of countries; and
- initiated a global energy reduction program working with the locations with the largest energy footprint, setting targets and selecting high impact changes to implement in the next reporting period.

9.1.4 Case Studies

Flood Mitigation in High River, Alberta

In June 2013, record-setting floodwaters drenched much of the Alberta region including the city of Calgary, causing billions of dollars in damage. In the town of High River, the Highwood River overwhelmed the town's flood defenses and heavily damaged infrastructure and both residential and commercial properties. To help the town with its resolution to upgrade its defenses, WorleyParsons formed a dedicated specialist team comprised of international expertise to provide 24-hour support to the town and its stakeholders. In addition to floodplain modeling, simulation and mitigation options, WorleyParsons assisted in their design and implementation. A variety of protective earthworks and other measures were employed to protect the community from a repeat of the 2013 flood disaster, including design of dike/berm structures, diversion structures, channel enhancements, erosion control/bank protection, and improvement of the existing emergency warning system.



New riverbank protection measures under construction

Our project team is very proud of the innovative, world-class work being done and our customer has echoed the pride and satisfaction felt by the team, further strengthening our long-standing relationship. WorleyParsons is grateful to be a valued partner in the initiative to improve High River's flood defenses and with the critical mitigation measures slated for delivery by mid-May, there is high hope that the community can look forward to a safer town.

Print on Demand System, Australia

In 2011, WorleyParsons Australia added new software to all in-house printers which changed the way our people print. The upgrade was rolled out as part of WorleyParsons' commitment towards the environment and to stop paper wastage from uncollected printing. Our people in Australia were provided with a print card to access their print jobs, copy, scan or fax documents. An added benefit is the flexibility of printing from various locations in Australia.

This is the third year that the program has been running. To date, the benefits include significant reduction in yearly paper wastage by 741 trees, avoidance of greenhouse gas emissions by 52.8 tonnes, a saving of 93,000 liters of water and the elimination of 18,350 kilograms of solid waste. Printing costs have been reduced by approximately 20% annually in our Australia locations.

9.2 Environment Core Indicators

9.2.1 Energy

Energy consumption within WorleyParsons can be allocated into two categories being, direct energy consumption (Scope 1) and indirect energy consumption (Scope 2). Energy consumption outside WorleyParsons is captured under other relevant energy consumption (Scope 3).

Direct energy consumption (Scope 1) is defined as being the consumption from sources whether non-renewable or renewable that are owned or controlled by the reporting entity. Indirect energy consumption (Scope 2) is purchased energy generated offsite which is exported to our offices in the form of electricity, steam or fuel. Other energy consumption (Scope 3) is defined as any other energy consumption not captured under Scope 1 or Scope 2.

For WorleyParsons, our Scope 1 energy consumption can be divided into three; stationary combustion from our offices, company owned vehicles and our sub-contracted agreement to operate Exmouth Power Station. For Scope 2, the energy consumption can be divided into direct cooling and heating and electricity consumption from the grid. We are looking into identifying Scope 3 emissions either upstream or downstream of our supply chain.

Location Offices

A number of our global offices consume fuel for cooling and heating purposes and for transportation of our employees to project sites and customer offices.

Exmouth Power Station

Exmouth Power Station is a gas-fired power station that is located in northwest Western Australia. The power station has reliable generating capacity of 6 Megawatts (MW) for supply to Western Power's residential and business customers in Exmouth. Over the life of the plant, the power station's reliable generating capacity will be increased to 8.5 MW to accommodate the forecast growth in that area.

Overall

The total direct and indirect energy consumption is shown in the table below:

Total Scope 1, 2 and 3 Energy Consumption				
Source	2010 ¹	2011	2012	2013
Total Scope 1 energy consumption, MWh	71,330	178,343	192,724	195,978
Total Scope 2 energy consumption, MWh	93,010	85,043	83,826	92,623
Total Scope 3 energy consumption, MWh	N/A	N/A	N/A	N/A

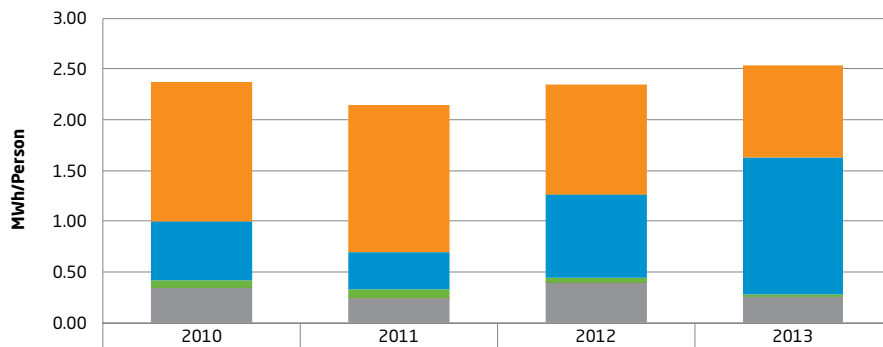
¹ Data for Exmouth Power Station, Australia was collected from 2011.

9.2.2 Energy Intensity

In WorleyParsons, we benchmark our energy intensity ratios with those of our peers by normalizing our data per person (employees and contractors). As a professional services business, it is appropriate that our intensity is measured against our most important resource, our people.

Energy intensity is calculated for both our direct energy consumption (Scope 1) and indirect energy consumption (Scope 2)

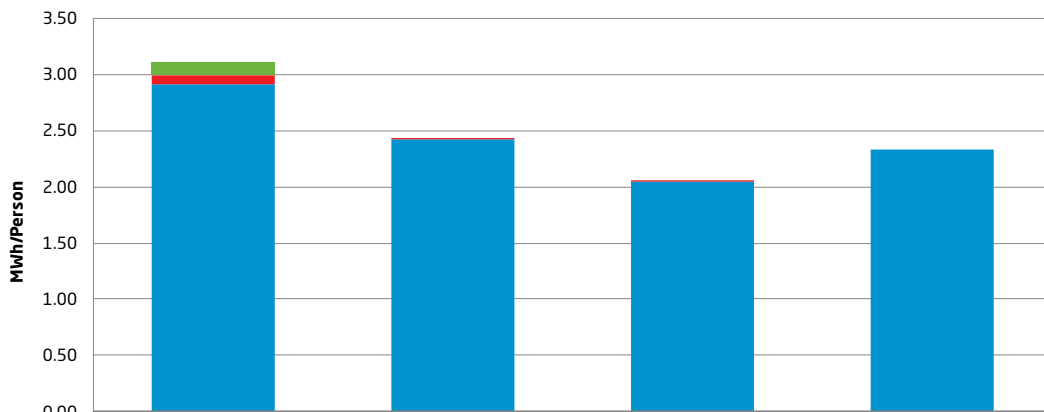
Location Offices - Direct Energy Intensity



	2010	2011	2012	2013
Natural gas for stationary combustion	1.38	1.46	1.08	0.91
LPG for vehicles	0.01	0.00	0.00	0.00
Diesel for stationary combustion	0.58	0.36	0.82	1.35
Diesel for vehicles	0.07	0.08	0.05	0.02
Petrol stationary combustion	0.00	0.00	0.00	0.00
Petrol for vehicles	0.35	0.25	0.40	0.26

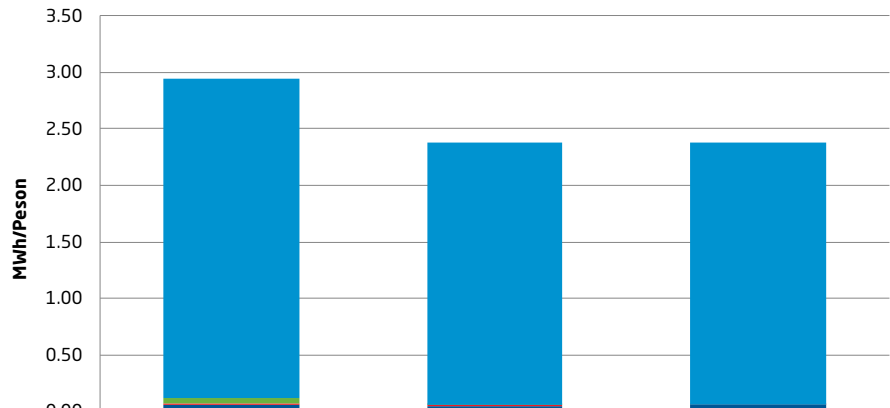
The electricity user per person for the last four years is shown below:

Location Offices - Indirect Energy Intensity



	2010	2011	2012	2013
Direct cooling	0.11	0.00	0.00	0.00
Direct heating	0.08	0.01	0.01	0.00
Electricity	2.91	2.42	2.04	2.327

Exmouth Power Station - Direct Energy Intensity



	2011	2012	2013
■ Natural gas for stationary combustion	2.83	2.32	2.33
■ LPG for stationary combustion	0.05	0.00	0.00
■ Diesel for stationary combustion	0.00	0.00	0.00
■ Diesel for vehicles	0.06	0.05	0.05

Overall

The total direct and indirect energy intensity is shown in the table below:

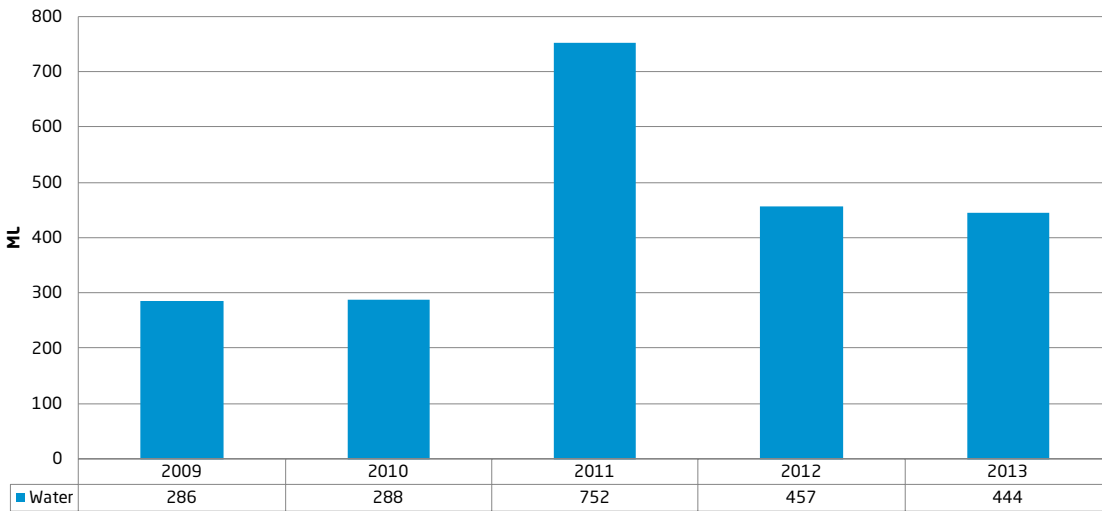
Total Scope 1 and 2 Energy Intensity				
Source	2010 ¹	2011	2012	2013
Scope 1 energy intensity, MWh per person	2.38	5.10	4.72	4.92
Scope 2 energy intensity, MWh per person	3.10	2.43	2.05	2.33

¹ Data for Exmouth Power Station, Australia was collected from 2011.

9.2.3 Water Consumption

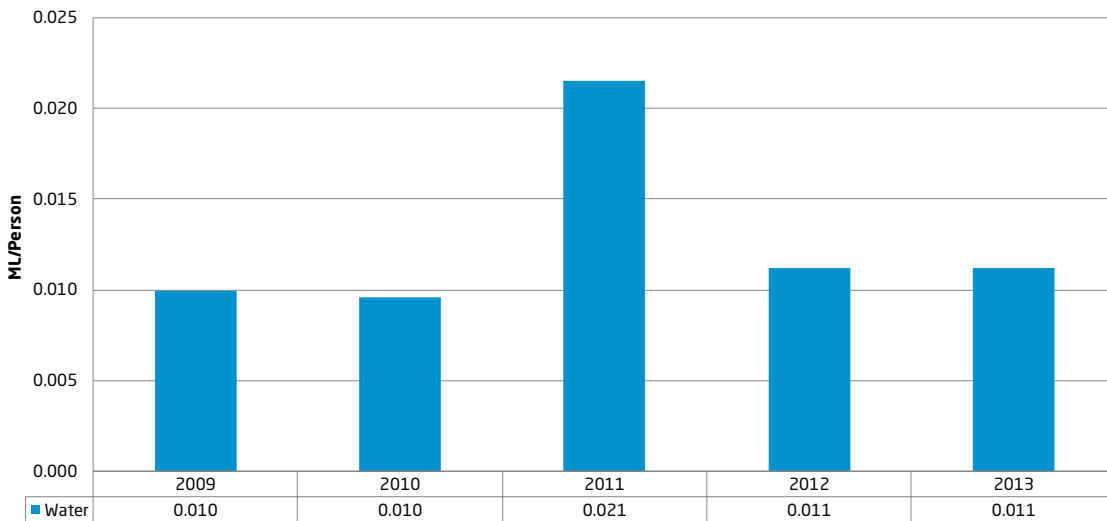
As predominantly an office based business, our water consumption is measured either through water bills or average water consumption assumptions. The water is source from local water utility companies/

Water Consumption



Our water intensity ratios are normalized with WorleyParsons' personnel (employees and contractors):

Water Intensity



9.2.4 Greenhouse Gas Emissions

Our total direct and indirect greenhouse gas emissions by weight are divided into two categories being, our location offices (including company owned vehicles) and Exmouth Power Station.

Indirect greenhouse gas emissions (resulting from electricity usage and direct cooling and heating) are included in the emissions calculation.

Overall

The total greenhouse gas emissions (tCO₂-e) are shown in the table below:

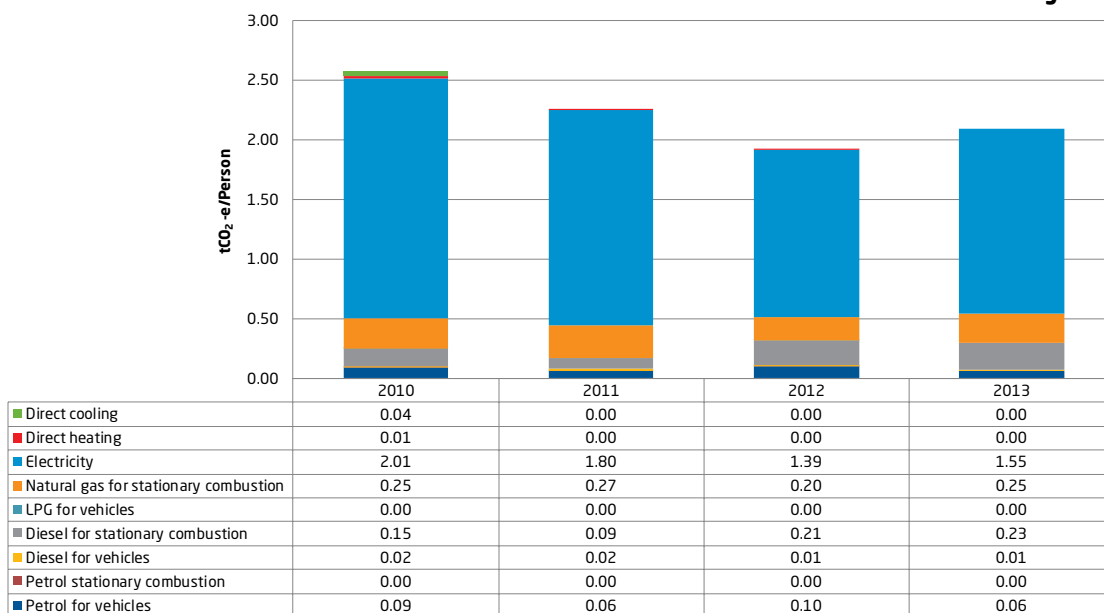
Total Direct + Indirect Greenhouse Gas emissions				
Source	2010	2011	2012	2013
Total Scope 1 and 2 emissions, tCO ₂ -e	77,043	97,840	96,168	101,085

9.2.5 Greenhouse Gas Emissions Intensity

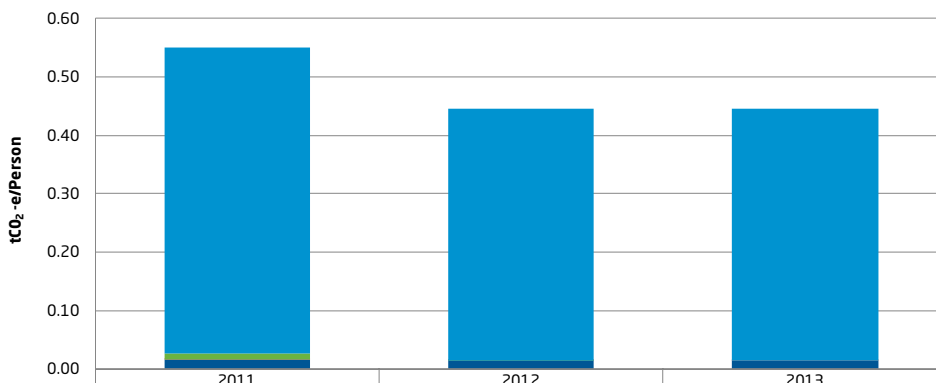
Our greenhouse gas intensity ratio is calculated by normalizing our data per person (employees and contractors).

Total Direct + Indirect Greenhouse Gas emissions intensity				
Source	2010	2011	2012	2013
Scope 1 and 2 emissions intensity, tCO ₂ -e per person	2.57	2.80	2.36	2.54

Location Offices - Direct and Indirect Emissions Intensity



Exmouth Power Station - Direct and Indirect Emissions Intensity



	2011	2012	2013
Natural gas for stationary combustion	0.52	0.43	0.43
LPG for stationary combustion	0.01	0.00	0.00
Diesel for stationary combustion	0.00	0.00	0.00
Diesel for vehicles	0.02	0.01	0.01

Scope 3 emissions, such as employee business travel and employee commuting to and from work, have not been measured.

9.2.6 Products and Services

WorleyParsons plays a key role in supporting our customers’ transition to a low carbon economy, adapting and managing their risks associated with climate change. We offer a seamless extension to our established project delivery capability by providing our customers with a competitive business advantage by enhancing their project risk management and improving sustainability performance through EcoNomics™.

Our EcoNomics™ framework comprises of three components:

Sustainable Decisions

We use our EcoNomics™ assessment process to qualify and monetize relevant environmental, social and financial project factors across the asset life cycle, helping our customers develop profitable and sustainable decisions. Our unique process is audited and approved by Lloyd’s Register Quality Assurance under ISO 9001:2008.

Project Delivery

Through our proprietary project delivery systems, we integrate sustainability based systems, tools and expertise into our customers’ projects, enhancing project risk management and converting their sustainability objectives into profitable project outcomes.

Sustainable Operations

We utilize our established *Improve* Operating Platform to identify and deliver projects that improve the environmental, social and financial performance of existing assets.

9.2.7 Environmental Compliance

The company has not received any environmental fines or non-monetary sanctions for this reporting period.

GRI 4.0 CONTENT INDEX

GRI Indicators

- LA Social Performance – Labor Practices and Decent Work
- EC Economic Performance
- HR Social Performance – Human Rights
- SO Social Performance – Society
- EN Environmental Performance
- PR Social Performance – Product Responsibility

10

Reporting Level

Included Partially included Not included Not applicable

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision maker of the organization	1.1 CEO Statement	Included
G4-2	Description of key impacts, risks and opportunities	1.2 Risk and Opportunities	Included
ORGANIZATIONAL PROFILE			
G4-3	Name of the organization	2 Organizational Profile	Included
G4-4	Primary brands, products and/or services	2.1 Primary Services	Included
G4-5	Location of organization’s headquarters	2.2 Corporate Headquarters	Included
G4-6	Number of countries where the organization operates, and name of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	2.3 Offices	Included
G4-7	Nature of ownership and legal form	2.2 Corporate Headquarters	Included
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	2.1 Primary Services	Included
G4-9	Scale of the organization	2.4 Scale of Organization	Included
G4-10	Size of the organization workforce	2 Organizational Profile	Included
G4-11	Percentage of total employees covered by collective bargaining agreements		Not applicable
G4-12	Organization supply chain	8 Fair Operating Practices and Supply Chain	Included
G4-13	Significant changes during the reporting period regarding organization size, structure, ownership, or its supply chain	2.5 Significant Changes	Included
G4-14	Organization precautionary approach or principle	2.6 Precautionary Approach	Included
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	2.7 Global Endorsement of External Charters and Memberships	Included
G4-16	Membership of associations (such as industry associations) and national or international advocacy organizations	2.7 Global Endorsement of External Charters and Memberships	Included

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	List of all entities included in the organization's consolidated financial statements or equivalent documents	3.1 List of WorleyParsons Entities	Included
G4-18	Process for defining report content and the aspect boundaries	3.2 Reporting Process	Included
G4-19	List of all material aspects in the process for defining report content	3.3 Boundaries	Included
G4-20	Report the aspect boundary within the organization for each material aspect	3.3 Boundaries	Included
G4-21	Report the aspect boundary outside the organization for each material aspect	3.3 Boundaries	Included
G4-22	Explanation of the effect of any restatements of information provided in previous reports, and the reasons for such restatements	3.7 Standard Disclosure Level	Included
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	3.4 Changes in Reporting Scope	Included
STAKEHOLDER ENGAGEMENT			
G4-24	List of stakeholder groups engaged by the organization	3.5.1 Key Stakeholders	Included
G4-25	Basis for identification and selection of stakeholders	3.5.2 Identification and Engagement of Stakeholders	Included
G4-26	Organization approach to stakeholder engagement, including frequency of engagement	3.5.2 Identification and Engagement of Stakeholders	Included
G4-27	Key topics and concerns that have been raised through stakeholder engagement	3.5.3 Key Topics	Included
REPORT PROFILE			
G4-28	Reporting period (e.g. fiscal/calendar year) for information provided	3.6 Report Profile	Included
G4-29	Date of most recent previous report (if any)	3.6 Report Profile	Included
G4-30	Reporting cycle (annual, biennial)	3.6 Report Profile	Included
G4-31	Contact point for questions regarding the report or its contents	3.6 Report Profile	Included
G4-32	Table identifying the table of the Standard Disclosures in the report	3.7 Standard Disclosure Level	Included
G4-33	External assurance for report		Not applicable
GOVERNANCE			
G4-34	Governance structure of the organization, including committees	4.1.1 Governance Structure	Included
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	4.1.2 Delegation of Authority and Consultation	Included
G4-36	Appointment of executive-level position or positions with responsibility for economic, environmental and social topics and whether post holders report directly to the highest governance body	4.1.2 Delegation of Authority and Consultation	Included
G4-37	Consultation process between stakeholders and the highest governance body on economic, environmental and social topics	4.1.2 Delegation of Authority and Consultation	Included

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
G4-38	Composition of the highest governance body and its committees	4.1.3 Composition of Highest Governance Bodies	Included
G4-39	Indicate whether Chair of the highest governance body is also an executive officer	4.1.4 Board Independence	Included
G4-40	Nomination and selection process for the highest governance body and its committees and the criteria used for nominating and selecting highest governance body members	4.1.5 Highest Governance Body Overview	Included
G4-41	Processes for highest governance body to ensure conflicts of interest are avoided and managed	4.1.5 Highest Governance Body Overview	Included
G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	4.1.5 Highest Governance Body Overview	Included
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	4.1.5 Highest Governance Body Overview	Included
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics	4.1.5 Highest Governance Body Overview	Included
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impact, risks and opportunities	4.1.6 Highest Governance Body Role	Included
G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	4.1.6 Highest Governance Body Role	Included
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities	4.1.6 Highest Governance Body Role	Included
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material aspects are covered	4.1.6 Highest Governance Body Role	Included
G4-49	Process for communicating critical concerns to the highest governance body	4.1.7 Communications	Included
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them		Not included
G4-51	Remuneration policies for the highest governance body and senior executives and performance criteria in the remuneration policy related to the highest governance body's and senior executives' economic, environmental and social objectives	4.1.8 Highest Governance Body Remuneration	Included
G4-52	Process for determining remuneration	4.1.8 Highest Governance Body Remuneration	Included
G4-53	Stakeholders' views sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable	4.1.8 Highest Governance Body Remuneration	Included

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
G4-54	Ratio of annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country		Not included
G4-55	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country		Not included
ETHICS AND INTEGRITY			
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	4.2 Ethics and Transparency	Included
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	4.2 Ethics and Transparency	Included
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistle blowing mechanisms or hotlines	4.2 Ethics and Transparency	Included
LABOR PRACTICES AND DECENT WORK			
Our People			
G4-DMA LA	Material aspects and how the organization manages Labor Practices and Decent Work Performance	5.1 Our People Management Approach	Included
Employment			
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	5.2.1 Employment	Included
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	5.2.1 Employment	Included
G4-LA3	Return to work and retention rates after parental leave by gender	5.2.1 Employment	Included
Labor/Management Relations			
G4-LA4	Minimum notice period regarding operational changes including whether these are specified in collective agreements	5.2.2 Labor/ Management Relations	Included
Occupational Health and Safety			
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advice on occupational health and safety programs	5.2.3 Occupational Health and Safety	Included
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	5.2.3 Occupational Health and Safety	Included
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation		Not applicable

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
G4-LA8	Health and safety topics covered in formal agreements with trade unions		Not applicable
Training and Education			
G4-LA9	Average hours of training per year per employee by gender, and by employee category	5.2.4 Training and Education	Included
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	5.2.5 Talent Management and Development	Included
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	5.2.6 Performance Review	Included
Diversity and Equal Opportunity			
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	5.2.7 Diversity and Equal Opportunity 5.2.8 Diversity Tracking	Included
Equal Remuneration for Women and Men			
G4-LA13	Ratio of basic salary of men to women by employee category, by significant locations of operation		Not included
Supplier Practices and Labor Practices			
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	8.3.1 Supplier Portal	Included
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	8.3.2 Supplier Assessment	Included
Labor Practices Grievance Mechanisms			
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	8.3.3 Supplier Grievance Mechanisms	Included
ECONOMIC			
Community			
G4-DMA EC	Material aspects and how the organization manages Economic Performance	6.1 Community Management Approach	Included
Economic Performance			
G4-EC1	Direct economic value generated and distributed	6.2.1 Direct Economic Value Generated and Distributed	Included
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	6.2.2 Financial Implications and Other Risks and Opportunities for the Organizations due to Climate Change	Included
G4-EC3	Coverage of the organization's defined benefit plan obligations	6.2.3 Coverage of Benefit Plans	Included
G4-EC4	Financial assistance received from government	6.2.1 Direct Economic Value Generated and Distributed	Included

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
Market Presence			
G4-EC5	Ratios of standard entry level wage compared to local minimum wage at significant locations of operation	6.2.4 Market Presence	Partially included
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	6.2.4 Market Presence	Partially included
Indirect Economic Impacts			
G4-EC7	Development and impact of infrastructure investments and services supported	6.2.5 Indirect Economic Impacts	Partially included
G4-EC8	Significant indirect economic impacts, including the extent of impacts	6.2.5 Indirect Economic Impacts	Included
Procurement Practices			
G4-EC9	Proportion of spending on local suppliers at significant locations of operation		Not included
HUMAN RIGHTS			
Human Rights			
G4-DMA HR	Material aspects and how the organization manages Human Rights	7.1 Human Rights Management Approach	Included
Investment			
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	7.2.1 Investment and Procurement Practices	Partially included
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	7.2.1 Investment and Procurement Practices	Partially included
Non-discrimination			
G4-HR3	Total number of incidents of discrimination and actions taken	7.2.2 Non-Discrimination	Included
Freedom of Association and Collective Bargaining			
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	7.2.3 Freedom of Association and Collective Bargaining	Included
Child Labor			
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	7.2.4 Child, Forced and Compulsory Labor	Included
Forced or Compulsory Labor			
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor	7.2.4 Child, Forced and Compulsory Labor	Included

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
Security Practices			
G4-HR7	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	7.2.5 Security Practices	Included
Indigenous Rights			
G4-HR8	Total number of incidents of violations involving rights of Indigenous people and actions taken	7.2.6 Indigenous Rights	Included
Assessment			
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments		Not included
Supplier Human Rights Assessment			
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	8.3.1 Supplier Portal	Included
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	8.3.2 Supplier Assessment	Included
Human Rights Grievance Mechanisms			
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms	8.3.3 Supplier Grievance Mechanisms	Included
SOCIETY			
Fair Operating Practices and Supply Chain			
G4-DMA S0	Material aspects and how the organization manages Fair Operating Practices and Supply Chain	8.1 Fair Operating Practices and Supply Chain Management Approach	Included
Local Communities			
G4-S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs	8.2.1 Local Community	Included
G4-S02	Operations with significant actual or potential negative impacts on local communities	8.2.1 Local Community	Included
Anti-corruption			
G4-S03	Total number of incidents of discrimination and actions taken	8.2.2 Anti-Corruption	Included
G4-S04	Total number of incidents of discrimination and actions taken	8.2.2 Anti-Corruption	Included
G4-S05	Total number of incidents of discrimination and actions taken	8.2.2 Anti-Corruption	Included
Public Policy			
G4-S06	Total value of political contributions by country and recipient/beneficiary	8.2.3 Public Policy	Included
Anti-competitive Behavior			
G4-S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	8.2.4 Anti-Competitive Behavior	Included
Compliance			
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	8.2.5 Law and Regulation Compliance	Included

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
Supplier Assessment for Impacts on Society			
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society	8.3.1 Supplier Portal	Included
G4-S010	Significant actual and potential negative impacts on society in the supply chain and actions taken	8.3.2 Supplier Assessment	Included
Grievance Mechanisms for Impacts on Society			
G4-S011	Number of grievances about impacts on society field, addressed, and resolved through formal grievance mechanisms	8.3.3 Supplier Grievance Mechanisms	Not included
ENVIRONMENTAL			
Environment			
G4-DMA EN	Material aspects and how the organization manages Environment	9.1 Environment Management Approach	Included
Materials			
G4-EN1	Material used by weight or volume		Not applicable
G4-EN2	Percentage of materials used that are recycled input materials		Not applicable
Energy			
G4-EN3	Energy consumption within the organization	9.2.1 Energy	Included
G4-EN4	Energy consumption outside of the organization	9.2.1 Energy	Included
G4-EN5	Energy intensity	9.2.2 Energy Intensity	Included
G4-EN6	Reduction of energy consumption	9.1.3 Key Environmental Outcomes	Included
G4-EN7	Reduction in energy requirements of products and services	9.1.4 Case Studies 9.2.6 Products and Services	Partially included
Water			
G4-EN8	Total water withdrawal by source	9.2.3 Water Consumption	Included
G4-EN9	Water sources significantly affected by withdrawal of water		Not applicable
G4-EN10	Percentage and total volume of water recycled and reused		Not applicable
Biodiversity			
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Not applicable
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas		Not applicable
G4-EN13	Habitats protected or restored		Not applicable
G4-EN14	Total number of species and national conservation list species with habitats in areas affected by operations, by level of extinction risk		Not applicable

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
Emissions			
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	9.2.4 Greenhouse Gas Emissions	Included
G4-EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)	9.2.4 Greenhouse Gas Emissions	Included
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)		Not included
G4-EN18	Greenhouse gas (GHG) emissions intensity	9.2.5 Greenhouse Gas Emissions Intensity	Included
G4-EN19	Reduction of greenhouse gas (GHG) emissions		Not included
G4-EN20	Emissions of ozone-depleting substances (ODS)		Not included
G4-EN21	NOx, SOx, and other significant air emissions		Not included
Effluents and Waste			
G4-EN22	Total water discharge by quality and destination		Not included
G4-EN23	Total weight of waste by type and disposal method		Not included
G4-EN24	Total number and volume of significant spills		Not included
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally		Not included
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff		Not included
Products and Services			
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	9.2.6 Products and Services	Included
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category		Not applicable
Compliance			
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	9.2.7 Environmental Compliance	Included
Transport			
G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	9.2.1 Energy 9.2.4 Greenhouse Gas Emissions	Partially included
Overall			
G4-EN31	Total environmental protection expenditures and investments by type		Not included
Supplier Environmental Assessment			
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	8.3.1 Supplier Portal	Included
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	8.3.2 Supplier Assessment	Included
Environmental Grievance Mechanisms			
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	8.3.3 Supplier Grievance Mechanisms	Not included

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
PRODUCT RESPONSIBILITY			
N/A			
G4-DMA PR	Material aspects and how the organization manages Product Responsibility		Not applicable
Customer Health and Safety			
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement		Not applicable
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes		Not applicable
Product and Service Labeling			
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements		Not applicable
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes		Not applicable
G4-PR5	Results of surveys measuring customer satisfaction		Not applicable
Marketing Communications			
G4-PR6	Sale of banned or disputed products		Not applicable
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes		Not applicable
Customer Privacy			
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		Not applicable
Compliance			
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services		Not applicable

