



WorleyParsons
resources & energy

Delivering profitable
sustainability **EcoNomics**[™]

Corporate **Responsibility** Performance Report

2017



Chief Executive Officer statement G4 1

As I look back on the 2017 financial year (FY2017), I reflect on the many outstanding outcomes delivered by our people in one of the toughest periods in our history. This commitment to performance is what makes me proud and gives me confidence in the future of our Company. In FY2017, over 6,800 Group personnel participated in over 350 corporate responsibility activities across 22 countries. I would like to outline some of our achievements:

Safety performance. Our safety performance continues to deliver industry leading results. We are one of few companies in our industry that has been able to deliver an improved safety performance during this period of disruption. You will read examples of our performance in health, safety and environment (HSE) within this report. [Page 48](#)

Diversity performance. During the period WorleyParsons exceeded its FY2020 target for women senior executives with 26% of senior executives being women. We commit to realize this target at all levels of the organization. We also measure broader diversity across our leadership teams and have seen an improvement this year, although there is still more to do in some parts of the business. [Page 49](#)

Volunteering performance. Empowering our people to participate in skilled volunteering has resulted in positive impacts both in the communities where we operate and in our workplace. This financial year, the WorleyParsons Foundation has delivered the largest number of supported projects with opportunities for our people to volunteer their skills. Our people have completed over 115,000 volunteering hours since 2012 and over 15,000 hours in FY2017. This is an admirable achievement and I am proud of all our people who have given their time and skills to help their communities. [Page 59](#)

Environmental performance. This year we exceeded our FY2016 energy target for carbon emissions and continue to report for the Carbon Disclosure Project. We have started working with customers to understand the implications of the Paris Climate Agreement, including the impact on climate related financial and risk disclosures. For the first time Engineering News Record (ENR) ranked WorleyParsons in the top 200 environmental firms globally. [Page 38](#)

Transparency and disclosure with our people. We have introduced a number of innovations supporting employee engagement, effectiveness and customer satisfaction. Our global engagement surveys are one tool we use to track employee engagement and we have a number of programs in place to support our people. Over the past year, opportunities for our people to interact with our leaders (and each other) were available and we have embraced social media and the Yammer platform to further increase the transparency within our business. [Page 19](#)

Recognition. Our efforts to continuously improve our corporate responsibility performance have been recognized through industry awards for: our performance in community social impact; philanthropy; volunteering; non-financial disclosure; health and safety; and corporate responsibility reporting all showcased throughout this report and our [2017 Annual Report](#).

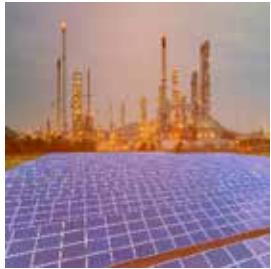
WorleyParsons is committed to making the United Nations Global Compact and its principles part of our strategy, culture and day-to-day operations. It is our intent to continue our engagement in collaborative projects that advance the broader development goals of the United Nations and aid the communities in which we work.



Andrew Wood
Chief Executive Officer
WorleyParsons

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*“To be a partner in
delivering **sustained
economic and social**
progress, creating
opportunities for
individuals, companies
and communities to find
and realize their own
futures.”*

Extract from the WorleyParsons Purpose Statement



About us

WorleyParsons in 2017...

22,800

Employees 

42 

Countries where
WorleyParsons
operates

11 

Projects achieving between 1 and 22 million
man-hours without a lost time incident

\$1.7 Million

Community
contributions by
operations, our people
and fundraising 


15,000

Volunteer
hours by
personnel 


10 

Awards and
endorsements

67 Million

Worked
man-hours
(employees,
contractors,
joint ventures) 

500,000+

Social media
followers 

10% 

Increase in response
rate to engagement
survey

110 

Leadership
blogs produced

26% 

Senior
Executives are
Women

81 

Nationalities

44% 

Leaders with
at least one
diversity flag

... and since 2012

2,500+

Corporate
responsibility
themed activities,
tracked and reported 


30+ 

Active
WorleyParsons
Foundation
projects

48% 

Carbon emissions
reductions (tonnes CO2-e)

1,000+

Women of
WorleyParsons
members 

\$22 Million

Community
contributions by
operations, our people
and fundraising 

115,000

Volunteer
hours by
personnel 

Contributions are measured in Australian Dollars

About us



WorleyParsons

resources & energy

We help our customers meet the world's changing resources and energy needs.

WorleyParsons is a professional services business, a partner in delivering sustained economic and social progress, creating opportunities for individuals, companies and communities to find and realize their futures. This report covers all WorleyParsons locations as listed on the map of offices on page 7 of this report, unless otherwise stated.

Information on our business focus and financial performance can be found in the [2017 Annual Report](#).

The heartland of our heritage is in the resources and energy industries. We are leading players in the hydrocarbons and power, infrastructure, minerals & metals and chemicals sectors

Our Values

Performance

- § Industry leadership in health, safety and environmental performance
- § Consistent results for our customers, delivering on our promises
- § People accountable and rewarded for performance
- § Innovation delivering value for our customers
- § Creating wealth for our shareholders

Relationships

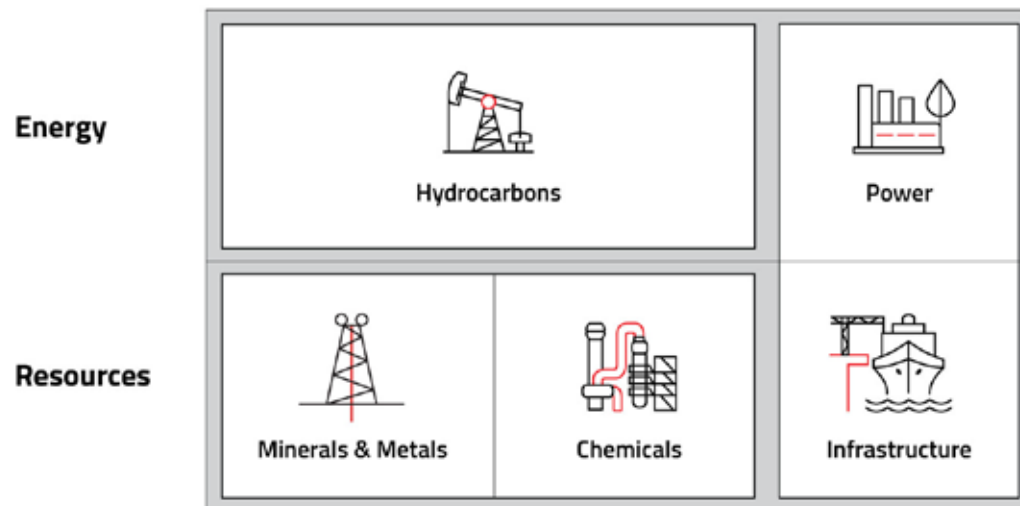
- § Open and respectful
- § A trusted supplier, partner and customer
- § Collaborative approach to business
- § Enduring customer relationships

Agility

- § Smallest assignment to world-scale developments
- § Comprehensive geographic presence
- § Global expertise delivered locally
- § Responsive to customer preferences
- § Optimum customized solutions
- § Advice to action

Leadership

- § Energy and excitement
- § Integrity in all aspects of business
- § Minimum bureaucracy
- § Committed, empowered and technically capable people
- § Delivering profitable sustainability
- § Innovation delivering value for our customers



About us



WorleyParsons Limited is listed on the Australian Securities Exchange (ASX). It is subject to Australian disclosure requirements and standards, including the requirements of the Corporations Act 2001 and the ASX Listing Rules. WorleyParsons' corporate headquarters is located in Sydney, Australia.

We are a leading global provider of professional services to the resources and energy sectors and complex process industries. WorleyParsons employs 22,800 people globally. WorleyParsons has 106 offices in 42 countries. 14 offices were closed or divested and two offices opened in Germany and Azerbaijan in FY2017.



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About this report



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

We use a variety of channels for corporate responsibility reporting this year (1 July 2016 to 30 June 2017, unless otherwise stated) including this report, the Corporate Responsibility section in the [2017 Annual Report](#) and corporate responsibility information on our [Company website](#). Information in this report is aligned to the United Nations Global Compact Communication on Progress and the GRI sustainability reporting guidelines.

Our 2017 Corporate Responsibility Performance Report is prepared in accordance with the GRI 4.0 Framework and the content is rated as 'Comprehensive'. This report contains all the generic disclosures on management approach and indicators of each identified material aspect. The full GRI 4.0 Content Index is provided from [page 64](#).

WorleyParsons releases its sustainability reports annually according to the financial year (1 July to 30 June). Last year's [Corporate Responsibility Performance Report](#) for the period from 1 July 2015 to 30 June 2016 was released in October 2016.

References to dollars (\$) in this report are Australian dollars.

The Corporate Responsibility Performance Report is approved by the CEO.

WorleyParsons comprises more than 200 entities. A list of significant entities can be found in the 2017 Annual Report.

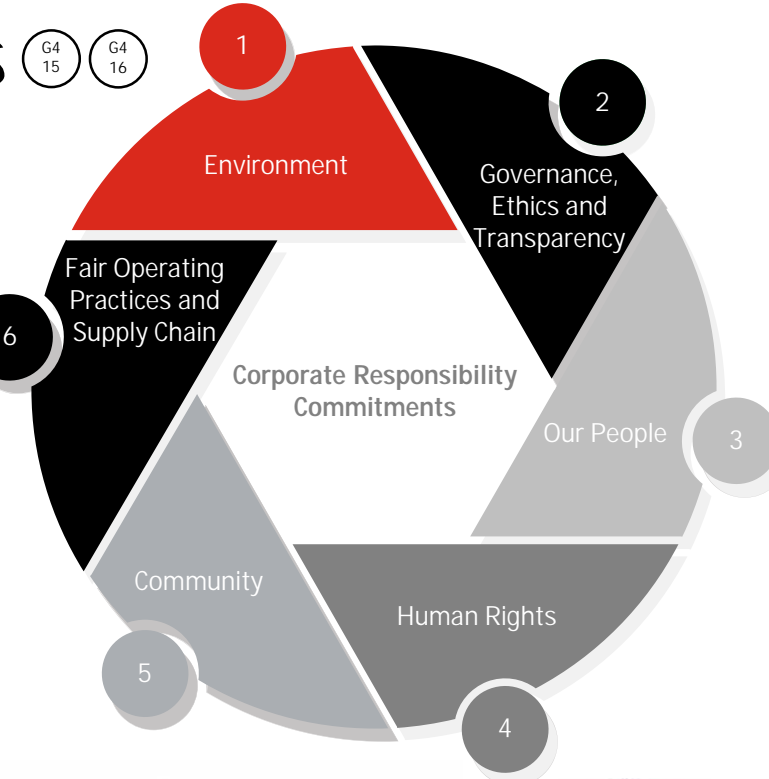
Selected corporate responsibility performance data in our 2015 Annual Report and 2015 Corporate Responsibility Performance Report was provided limited assurance by Ernst & Young. During the assurance process, a number of recommendations were incorporated to improve the reporting process with embedded controls and other enhancements. The extent of this assurance activity is described in the [Independent Limited Assurance Report](#). We continued to apply the reviewed reporting processes for this 2017 report.

All references in this report to 'WorleyParsons', 'Group', 'we', 'our', 'us' or 'Company' are references to WorleyParsons Limited and each of its controlled entities.



Lake Turkana Wind Farm, Kenya appears in the background of this image.

Commitments, endorsements & memberships



Corporate responsibility commitments

WorleyParsons is committed to working with our customers and suppliers to achieve results that grow our company, reward our shareholders and our people and contribute to our communities. We acknowledge our responsibilities to the communities in which we operate. Our Corporate Responsibility Policy outlines our commitments to: Environment, Governance, Ethics and Transparency, Our People, Human Rights, Community and Fair Operating Practices and Supply Chain.

Global endorsements and memberships

5 th year reporting	United Nations Global Compact	WorleyParsons supports the 10 principles of the Global Compact (GC) with respect to human rights, labor, environment and anti-corruption. We are committed to making the GC and its principles part of the strategy, culture and day-to-day operations of our company and to engage in collaborative projects which advance the broader development goals of the United Nations (UN).
1 st year reporting	United Nations Sustainable Development Goals	The UN developed 17 Sustainable Development Goals with the aim to eradicate all forms of poverty by 2030. This is the first year we see WorleyParsons' teams align the goals into our customers' and our own activities, to measure impact.
5 th year reporting	Global Reporting Initiative (GRI)	We align our corporate responsibility reporting process with the internationally-recognized GRI sustainability reporting framework.
	Australian Securities Exchange (ASX)	As an Australian incorporated company, WorleyParsons Limited must comply with the Corporations Act 2001. In addition, as an entity listed on the ASX, WorleyParsons Limited must comply with the ASX Listing Rules. Those rules require listed entities to publish a corporate governance statement on an annual basis.
8 th year reporting	Carbon Disclosure Project (CDP)	We have participated in the CDP since 2009. CDP is an international not-for-profit organization providing a global system for companies and cities to measure, disclose, manage and share vital environmental information.
5 th year reporting	Workplace Gender Equality Report	WorleyParsons complies with all mandatory diversity reporting requirements. In accordance with the Australian Workplace Gender Equality Act 2012, relevant entities within WorleyParsons have submitted Workplace Gender Equality Reports for the reporting period. These reports are available on our Company website.
2 nd year reporting	Dow Jones Sustainability Index (DJSI)	WorleyParsons was listed as a member of the DJSI in 2015 and participated in the Corporate Sustainability Assessment for the first time this year.



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“We review emerging economic, environmental and social trends and issues that have the potential to become significant in the medium term through our corporate responsibility materiality assessment.”

Corporate
responsibility
materiality

Corporate responsibility materiality G4 18 G4 19 G4 23 G4 24 G4 25 G4 26

Corporate responsibility materiality definition

WorleyParsons has defined corporate responsibility materiality as the process involved in determining relevant (or material) topics for an organization that have a direct or indirect impact on the ability to create, preserve or erode economic, environmental and social value for the organization, its stakeholders, the environment and society at large.

We developed a corporate responsibility materiality process and materiality matrix in FY2016 (1 July 2015 to 30 June 2016) to determine corporate responsibility-related material aspects. This process aligns with the GRI reporting framework.

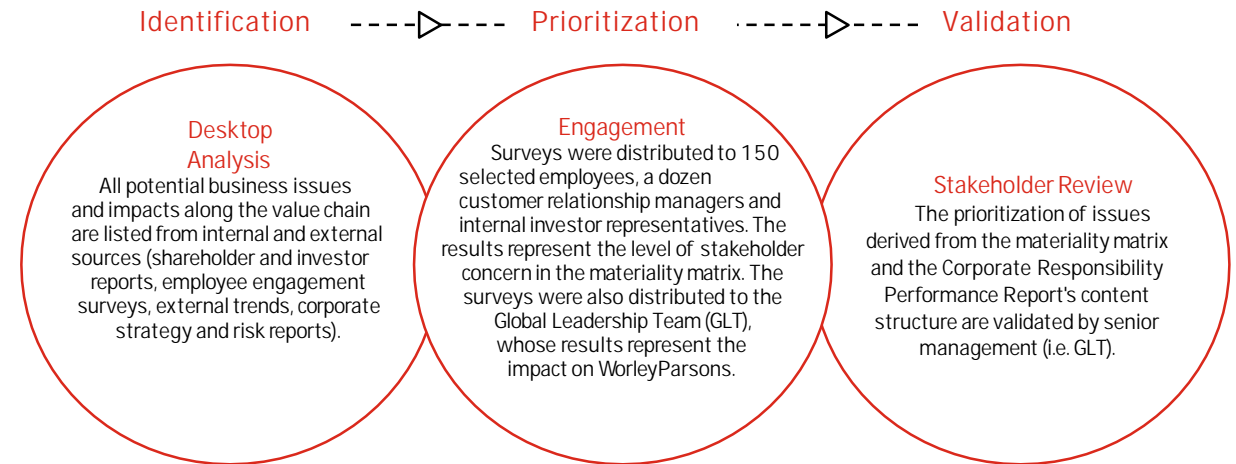
Corporate responsibility materiality assessment

The materiality assessment was conducted to understand the current material issues affecting our stakeholders. A comprehensive analysis was performed with shareholder and investor reports, employee engagement surveys and corporate strategy and risk reports. Three main stakeholder engagement groups were identified: our people, customer representatives and investor representatives.

Applying a materiality assessment to determine what economic, environmental and social issues are most important to our business and stakeholders, enables us to:

- § inform where sustainability strategy and operational programs are to develop targeted programs to improve business sustainability;
- § identify emerging sustainability trends and issues;
- § improve internal decision-making with tangible tools to assist prioritization of resources; and
- § respond to expectations of, build trust with, and promote transparency with customers, employees and investors.

The materiality assessment covers three major phases: identification, prioritization and validation:



Since last year's assessment, insights that would likely influence the materiality results, were identified as being:

- § employee engagement, deriving from the headcount changes across the business in 2017; and
- § environmental reporting, deriving from increased interest from investor and society groups in disclosures in 2017.

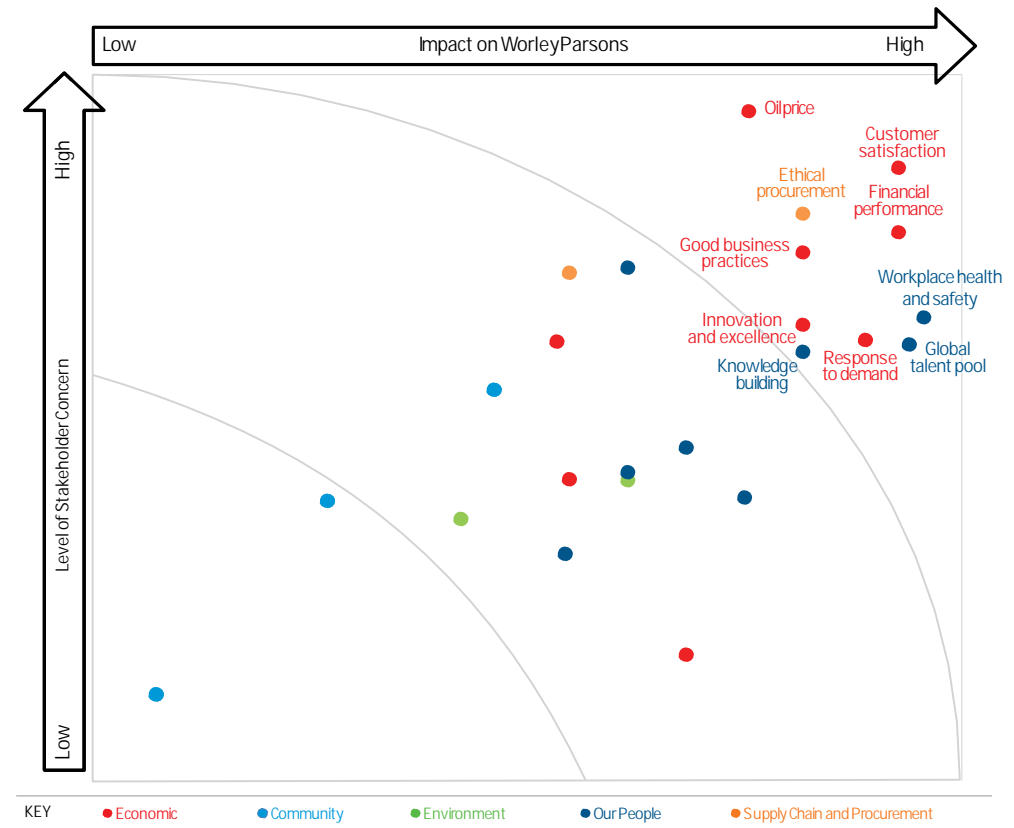
Corporate responsibility materiality matrix G4 19 G4 27

Materiality matrix

The identification phase resulted in a consolidated list of 24 economic, environmental and social issues. The prioritization phase sought feedback through surveys from our people, customer representatives and investor representatives, which were quantified and plotted on a materiality matrix. The top issues have been ranked as highly important to both stakeholders and WorleyParsons.

The issues are categorized by aspects such as: economic; community; environment; our people and supply chain and procurement. These issues were rated using the results from our stakeholder surveys along the two axes: 'Impact on WorleyParsons' (senior leadership feedback) and 'Level of Stakeholder Concern' (customer, employee, and investor feedback).

Issues located in the top right hand corner of the matrix are of high materiality or importance to our stakeholders and the organization, the middle section of the matrix represents issues with moderate materiality and finally, the bottom left hand corner represents issues of low importance to both stakeholders and the organization.



The United Nations Sustainable Development Goals

This year, we have taken the results of our FY2016 materiality assessment and assessed its correlation to the UN Sustainable Development Goals (SDG's) <http://www.globalgoals.org/>

We are using this assessment as an input for developing a set of social impact key performance indicators for our projects in line with the SDGs. The assessment on page 13 shows how we are addressing some of the SDGs already by addressing the issues that are important to our stakeholders and WorleyParsons.

Mapping corporate responsibility material issues to the Sustainable Development Goals G4 20 G4 21

RANK	CORPORATE RESPONSIBILITY MATERIAL ISSUES	UN SDGS
1	Customer satisfaction	7, 8, 9, 11, 12, 13, 17
2	Financial performance	7, 8, 9, 12
3	Workplace health and safety	1, 2, 3, 5, 10, 11, 13
4	Challenging market conditions	7, 8, 9, 12, 13
5	Global talent pool to enrich capabilities	4, 5, 10, 17
6	Ethical procurement and supplier management	8, 9, 10, 11, 12, 13, 14, 15
7	Good business practices and ethics	1, 2, 5, 8, 10, 11, 12, 16, 17
8	Response to demand and competitiveness	7, 8, 9, 11, 12, 13
9	Innovation and excellence	7, 8, 9, 17
10	Expertise and knowledge building of our employees	4, 5, 8, 10

To align to the GRI framework, WorleyParsons' boundaries are defined for material aspects both inside and outside 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 diagram above provides a summary of internal and external boundaries for each material aspect based on the significance to our Company.



The WorleyParsons Foundation sponsors candidates to join Fellowship Programs in India.

Nearly 400 million people in India are living in energy poverty, relying on kerosene for lighting. When kerosene burns, it releases carbon monoxide, sulphur dioxide and various nitrogen oxides, all of which can have a detrimental effect on health. Pollinate Energy is working to supply affordable solar-powered lighting systems to those living without electricity. 15 WorleyParsons colleagues, selected and supported by the WorleyParsons Foundation, are helping Pollinate Energy to overcome the challenge of getting renewable energy those living in poverty. We train local people – called Pollinators – to sell solar lights in their neighborhood. WorleyParsons colleagues work with Pollinators, explaining the benefits of solar power. Families can save by not buying kerosene and the new solar lamps mean students can spend 18 per cent more time doing homework. The most common benefits reported by communities in India are the bright light, financial savings, cooking easier after dark, fewer snakes and rats in the home, extended working hours for local businesses and children can study at night.



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

John Grill, Chairman and Non-Executive Director, WorleyParsons

Governance,
ethics and
transparency

Governance



Governance structure

The Board of WorleyParsons Limited (Board) has ultimate authority over the company and regards corporate governance as a critical element in achieving the company's objectives. Accordingly, the Board has adopted appropriate charters, codes and policies and established a number of committees to discharge its duties. The Group's governance systems meet the requirements of the Corporations Act 2001 and the ASX Listing Rules.

The CEO reports directly to the Board. The Group Leadership Team (GLT) is the senior leadership team for WorleyParsons. The GLT advises the CEO with regard to the effective and efficient functioning of the global organization.

Delegation of authority

Our process for delegating authority for economic, environmental and social topics involves a series of written delegations. The Board provides written delegation to the CEO. This authority for economic, environmental and social topics includes authority to manage the company's operations and to establish and maintain an appropriate framework for good governance. The CEO has provided the GLT with written delegations of authority corresponding to their areas of responsibility.

While the particular scope of authority varies between members of the GLT, all have been delegated authority for managing aspects of economic, environmental and social topics. For example, the Regional Managing Directors of our services business line have authority to manage social topics such as health and safety, employee training and anti-corruption. In turn, the GLT has delegated authority to their direct reports for activities within their areas of responsibility.

Given WorleyParsons' size and geographic spread, it is not practical for members of the Board to consult directly with our stakeholders or identify and manage economic, environmental and social impacts, risks and opportunities.

"The Company fulfils its corporate responsibilities across all the parts of the world where we do business."

John Grill, Chairman and Non-Executive Director, WorleyParsons



However, the Board delegates authority to identify and manage such impacts, risks and opportunities and receives regular reporting in relation to matters including: health and safety, diversity and inclusion, unethical practices and other matters. This enables the Board to monitor both management and company performance in relation to those topics.

Material risks and internal controls

WorleyParsons has processes to systematically identify, assess and report on both financial and non-financial business risks. Details of the management of business risks can be found in the [Corporate Governance Statement](#).

A strategic and operational Corporate Risk Management Report is prepared and analyzed by both management and the Audit and Risk Committee of the Board twice a year in relation to the company's material business risks. The report addresses impacts, risks and opportunities with respect to health and safety, reputation, business practices and ethics.

In addition, the Board's Health, Safety and Environment (HSE) Committee meets at least six times a year to review health and safety impacts, risks and opportunities.

This section summarizes our approach to governance, ethics and transparency. Further detail regarding our corporate governance practices are set out in our [Corporate Governance Statement 2017](#).

Ethics



Good business practices and ethics

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.

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

The Code of Conduct specifies that the Company expects our people will:

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

Expectations around the receiving and giving of gifts is outlined in our Code of Conduct. To ensure transparency, WorleyParsons maintains gift registers.

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.

The Code of Conduct is available in 16 local languages in addition to English. All our people:

- § receive a copy of the Code of Conduct and training 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.

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

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.

Our Ethics Helpline, an online and telephone breach reporting system, is available to our people to enable them to report breaches or potential breaches of the Code of Conduct. The helpline is available 24 hours a day, seven days a week. In addition, our people may also contact a member of our Ethics Committee, GLT, management and people teams 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.

In FY2017, allegations of breaches of the Code of Conduct were reported to our People Group or using the Ethics Helpline. The Ethics Helpline is available across the whole business.

Our policy 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.).

Ethics



Bribery

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 Code of Conduct and Supply Chain Code of Conduct.

Our Code of Conduct is aligned with the expectations of international compliance regulations and provides a benchmark for ethical conduct in all aspects of our global business.

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. WorleyParsons also provides access to the Ethics Helpline, which is accessible online and telephone for all our people.

Our Code of Conduct prohibits any activity in relation to bribery and corruption.

We provide all relevant employees with training in anti-bribery and anti-corruption via online prevention of bribery training courses.

Transparency International

Various international and domestic developments have put the spotlight on corporate governance, transparency and accountability. Our corporate membership with Transparency International Australia gives WorleyParsons a means of committing publicly to support Transparency International's work in Australia and the region.

Over the past five years of membership, our teams have participated in a number of events organized by Transparency International Australia and coalition partners. We have also contributed to Transparency International on global developments related to our industry sector. We believe we are showing industry leadership in relation to the core principles we uphold and campaign with others to advance.

Law and regulation compliance

No significant fines or non-monetary sanctions for non-compliance with laws and regulations were 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.

Public policy

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

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 where we perform work, we are subject to laws that encourage competitive and fair business markets.

When our customers engage us to conduct procurement activities on their behalf, we comply with WorleyParsons' or our customers' rules, whichever are the more stringent.



**TRANSPARENCY
INTERNATIONAL
AUSTRALIA**

Affiliate of Transparency International,
the coalition against corruption

Transparency G4 49

Board communications

The Board receive regular reports including: risk; corporate responsibility; health and safety; diversity and inclusion; unethical practices and other matters that may affect our reputation. In addition, Board members attend site visits aimed at increasing Board members' understanding of the HSE risks faced by the Company and its people and to further raise the profile of HSE risk management with our people on site and, in particular, with site management.

Critical concerns are communicated to the Board through:

- § Internal Audit reports 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, corporate responsibility and diversity and inclusion).

The GLT is involved in updating our values, strategies, policies and goals related to many aspects of our economic, environmental and social topics.

WorleyParsons adopts voluntary tax transparency code

Our first Tax Contribution Report was released on our Company website in July 2017 for the 2016 reporting period. It followed the recommendations of the Australian Board of Taxation's Tax Transparency Code. We welcomed the opportunity to provide stakeholders with an outline of our tax activities and our tax contributions across the globe. The report provided information about our approach to tax governance and strategy, details of our international-related party dealings, information about our effective tax rate and an overview of our tax contributions for FY2016. Whilst not required by the Code, we also provided commentary to allow a better understanding of the tax information recently published by the Australian Taxation Office in relation to WorleyParsons Limited's tax return for the year ended 30 June 2015. We were proud to present this report and are committed to providing transparency of our tax profile and to illustrate that our tax contributions and activities benefit the many countries in which we operate. See [page 30](#) for more details of our indirect contribution to national economies via taxes paid.

Transparency and disclosure with our people and the community

Effective communication and collaboration assist the organization to deal with change.

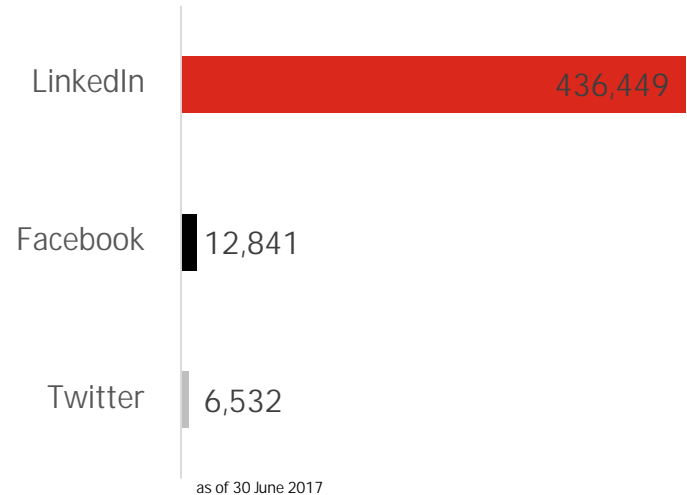
We use our internal communication website, Yammer and emails to deliver important messages. In addition, 'town-hall' sessions are presented by senior management on 'big-picture' issues. Local office information sessions inform our people and location-specific updates. Sessions usually include a segment where our people are encouraged to voice their concerns and queries.

In 2017, WorleyParsons implemented a second independently-managed global employee engagement survey. The results were shared with our people and programs have been implemented to manage any shortcomings.

To create a comfortable and motivated work environment, senior leadership has been encouraged to cascade key messages on strategy and vision to all employees and contractors.

Social media

We actively manage social media and have a significant following (number of followers):





Supporting expanded accommodation at an HIV/AIDS shelter, India

Jeevadaan is a palliative care center providing care and support for HIV/AIDS infected abandoned women and children. Jeevadaan's aim is to provide medical care and education with the hope that those they have supported will have their own career and be able to look after themselves. Residents are provided with nutritious food, medical expenses, clothing, school fees and books. The WorleyParsons Foundation donated funds to build additional rooms so Jeevadaan can welcome more women and children in similar situations.

- 1 NO POVERTY
- 2 ZERO HUNGER
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES

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*“Enterprise and supplier development programs are crucial to the Company’s corporate and social responsibility agenda, which calls for not only **active participation** in addressing socio-economic challenges in South Africa, but also much-needed transformation in the engineering sector.”*

Denver Dreyer, Location Director, WorleyParsons South Africa

Supply chain

Supply chain

Supply chain policies

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

WorleyParsons favors suppliers and contractors who share our commitment to:

- § supporting corporate responsibility;
- § supporting human rights and fair employment practices;
- § maintaining and improving the work environment so that it is safe and healthy for all staff and visitors;
- § conducting their business operations in a way that protects and sustains the environment;
- § adopting similar principles and practices to those in the code in selecting, monitoring and managing their own suppliers and contractors; and
- § understanding their 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 from the guidance provided in our policies and standards for procurement and contracts, by which goods and services are acquired by WorleyParsons.

WorleyParsons' Code of Conduct and ethics in practice are described [here](#).

Supply chain outcomes

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

- § consolidated key corporate procurement contracts into one centrally governed platform;
- § applied sustainable procurement and contractor management processes to key projects; and
- § maintained tools and processes for assessing and selecting suppliers and contractors.

Risk management is an integral aspect of our day-to-day business practice and project delivery services. Refer to the [Governance, Ethics and Transparency section](#) for what applies to our supply chain.

Trading surplus supplies

WorleyParsons has launched a digital solution to trade excess surplus equipment and materials, improving the efficiency and environmental performance of its industry partners. The online trading platform, Requis, enables industrial operators to buy and sell surplus industrial equipment such as cables, valves, pumps, transformers and switchgear. Requis is owned and managed by WorleyParsons Inc.

The platform draws upon the extensive industry experiences gained from successfully delivering projects across 42 countries of operation, mainly in the energy and resources sectors.

WorleyParsons' digital capability within its advisory services group Advisian has developed the platform. It reduces storage and handling costs, improves warehousing efficiency and eliminates equipment waste through enhanced visibility and intelligent use/reuse of project surplus equipment.



Supply chain

Sustainable project delivery

Procurement of equipment, supplies and contractors can have a significant impact on the sustainability of a project.

Supporting local suppliers, contractors and workers aids the development of skills and capabilities, and provides economic benefits to the local community.

During the contracting stage, integrating the economic, environmental and social development objectives into tender documents and contracts ensures that contractors and suppliers understand all project constraints and goals. These proactive actions minimize the risk of unnecessary schedule delays and change orders as work progresses.

We have developed sustainable procurement procedures to support our customers with a wide range of projects including greenfield mine developments, offshore oil platforms, and fabrication shops.

Economic development of our supply chain

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

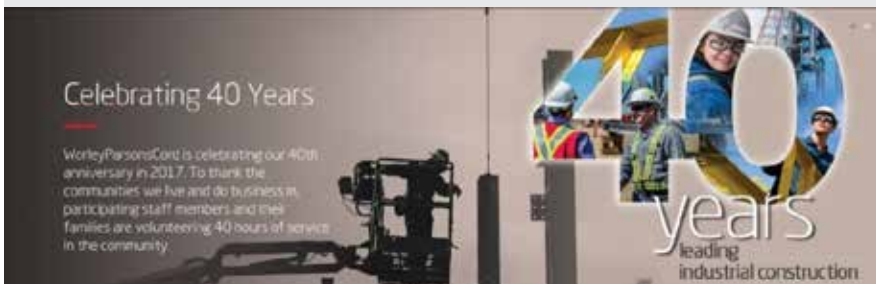
- § providing training and delivering supplier information sessions for small local companies that may not have the required experience and skills to work on large engineering, procurement and construction management projects but are interested in opportunities;
- § creating small bid packages to allow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

The WorleyParsonsCord: supply chain and community contributions

The WorleyParsonsCord, based in Western Canada, is a family of companies that collectively deliver the project-management expertise and skilled-trades personnel for fabrication, module assembly and field construction of heavy-industrial projects. The module assembly concept and processes have many social, environmental and economic benefits by introducing greater control and transparency of more of our supply chain, as well as local skills development and employment.

Red Deer College, Montana First Nation and WorleyParsonsCord launched The Next Generation Program. The program offers Canadian aboriginal students the opportunity to develop the skills and experience needed for careers in welding. The program is funded in part by the Government of Canada's Flexibility and Innovation in Apprenticeship Technical Training program and comprises two groups of 25 students.

"It's awesome. Everyday just get up ready, go to class and use the virtual welders. It's good hands-on skills that it teaches you," said Eric Crier, a welding student from the Montana First Nation.



Supplier selection



Assessing and selecting suppliers

In 2012, 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 which we use during supplier selection processes at both the corporate and individual project level.

Across our industries and operations, there are opportunities to lead suppliers to better ethical, social and environmental performance. There are increasing expectations to be transparent on selection processes, expose breaches and encourage ethical conduct where we have influence within our own and customers' supply chains. Recently, we have been asked to provide further information on our approach to ethical and sustainable procurement and respond to the UK Modern Slavery Act 2015 ([page 35](#)).

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

Sometimes, it is our customers who are the contracting party, and we manage or support their purchases and/or subcontracts in circumstances where they do not have their own equivalent contract provisions. Where this occurs, WorleyParsons offers its own [Code of Conduct](#) and Supply Chain Code of Conduct and associated sustainable procurement processes.

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.

Supplier assessment

No reported impacts from labor practices, human rights, community and environment in the supply chain were identified in this reporting period.

Supplier grievance mechanisms

Suppliers are able to lodge grievances direct with their procurement contract owner or via WorleyParsons' website.

Supply chain: enterprise development in South Africa

WorleyParsons South Africa hosted the Supplier Grow Conference, attended by 200 people, providing the opportunity for emerging businesses to play pivotal roles in the successful delivery of large projects. Selected suppliers and locally owned businesses attend monthly meetings where pursuits are tracked and new opportunities are brought to the table. At the Supplier Grow Conference at WorleyParsons' offices in Melrose Arch, Johannesburg, suppliers were given an opportunity to interact openly with the procurement executives of blue-chip companies including Glencore, Exxaro, Anglo American Platinum, De Beers and South32.

Suppliers were given 90 seconds to 'speed date', which involved telling their story, selling their services and raising their challenges. On offer from the emerging, previously disadvantaged entities were skills in the fields of infrastructure, roads, water, construction, health, safety, environment and quality, supplemented by the backing of WorleyParsons. When tenders are daunting, suppliers are helped through the vendor application process and made aware of the commercial risks. Customer organizations have the desire to transform but they cannot compromise on quality, systems and standards, which is where WorleyParsons comes in to help them achieve their transformation objectives and at the same time deliver quality projects.



"I'm a patriot at heart, so my thinking is about developing a more inclusive, diverse engineering industry."

**Denver Dreyer, Location Director,
WorleyParsons South Africa**

Corporate procurement and supplier assessment G4 13

Corporate procurement

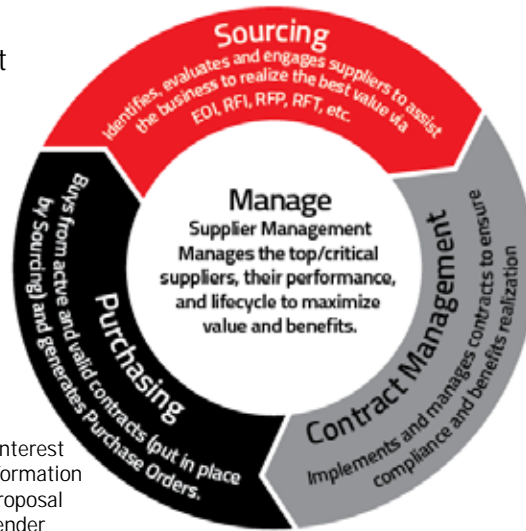
In addition to the billions of dollars of products and services we purchase for our customers for their projects and operations, we have over AUD200 million of corporate overhead procurement annually, covering over 140+ contracts relating to leasing arrangements, professional services fees and running our offices.

We provide global governance on strategic procurement initiatives and support our internal sourcing needs whilst driving innovation through supplier management and the streamlining of systems and tools to achieve cost efficiencies.

All new suppliers agree to our Supply Chain Code of Conduct, which includes minimum expectations of labor practices, impacts on society and environmental practices.

Our local participation programs ensure a proportion of spending on local suppliers. Examples include our Alaskan operations where 100% of local discretion suppliers are locally owned.

The key aspects of corporate procurement are illustrated by the diagram:



EOI – Expression of Interest
RFI – Request for Information
RFP – Request for Proposal
RFT – Request for Tender

Supplier registration

WorleyParsons has a supplier portal, accessed from its Company website, which tracks key information (such as supplier performance and key metrics) on our suppliers and contractors, including some information on their sustainable practices.

Suppliers self-register and provide information on their performance in corporate governance and ethics, labor/workplace management, occupational health and safety, environment, suppliers and community engagement.

Top 14 Supplier Registrations per country (July 2017):





Saving Lipuko Beach, Papua New Guinea

A WorleyParsons customer was undertaking several community obligation projects in Lihir, Papua New Guinea. One such project was to seal a road between two villages located near their site operations on the island. WorleyParsons' site team reconsidered the initial (typical) design for corrosion prevention along a section of road on the coastline and brainstormed a better solution, utilizing concrete and expired mine truck tyres. In further consultation with the local villagers, they also realigned the road in another section to recover access to an historic cemetery that had become inaccessible via the old road. What appeared to be a picturesque Papua New Guinea coastline disappearing to erosion is now an area to be enjoyed by the local community.



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*“We have reshaped the Company during one of the **largest resource industry transitions** in 40 years.”*

Andrew Wood, CEO, WorleyParsons

Economic

Economic sustainability

Economic sustainability

"We believe we are in one of the biggest energy and resource industry transitions in 40 years. This has required significant adjustments to our Company to ensure we remain a viable and sustainable business and return to growth." CEO Andrew Wood, 2017 Annual Report

WorleyParsons makes an important contribution to local communities and regional economies by delivering solid financial returns to our shareholders, working with local businesses in our supply chain and investing in community organizations. Taxes paid disclosures have increased in FY2017, with the release of The Tax Contribution Report 2016 and more on [page 30](#).

Challenging market conditions

WorleyParsons is on a journey to fully realize the benefits from reshaping and resizing the business over the past few years. We have been taking strategic steps to reposition the business for future success, reducing internal costs, improving customer productivity, optimizing the portfolio of offices and strengthening our balance sheet. To learn more about our strategic priorities and strategic architecture, refer to the [Annual Report 2017 microsite](#).

Customer satisfaction

WorleyParsons is dedicated to delivering what we promise. Customer satisfaction stems from the need to be sensitive to both quantitative performance and our customer business drivers in addition to building strong relationships at all levels. Our focus is to deliver enhanced value for our customers through targeted offerings including asset productivity improvement, supply chain optimization, China sourcing and modularization.

FY2017 financial results summary



Group net profit after tax (NPAT)

We are a much leaner and more agile business able to take advantage of current market conditions. We have reshaped our business to maximise opportunities as they arise while at the same time ensuring we can translate those opportunities into solid margins and returns.



Margins improved

- \$ \$500m annualized overhead savings delivered
- \$ Gross margin improved with better customer delivery



Balance sheet strengthening

- \$ Cash flow of \$79m (\$164m in second half)
- \$ Net debt reduced by \$154m in second half
- \$ Gearing 29.1%



Backlog increased

- \$ Across all sectors
- \$ Global Sales and Marketing group established



New strategic architecture implemented

Economic sustainability

Responding to markets

During the year we developed a new strategic architecture. The architecture integrates all the strategic processes at WorleyParsons, describing how they interact over the course of the financial year. It defines how to improve our collective performance, accelerate our revenue growth and address the dramatic change in our industry in a systematic way.

The objective is to balance strategic thinking with a bias for action by translating strategic conversations into real practical actions in the field. This will create a scheduled regular set of actions over the year for both strategic conversations and the review of strategic initiatives. The intent is that this will increase our ability to spot market and customer shifts early and to seize the opportunity or take corrective action in a timely manner. The architecture is built around the following three pillars:

1. Operational excellence ensuring that we always maintain a **viable and competitive business**;
2. Grow the business in the near term by offering **all of our value to all of our customers**; and
3. Position the business to grow as a **key player in the new world**.

Strategic priorities

We have distilled our strategy into a number of priority areas, which will be reviewed on a regular basis as part of the cadence of strategy review. This diagram explains the strategic priorities:



"The reshaped WorleyParsons is responding to feedback from our markets, investors, our people and community stakeholders. In return, we enjoy a positive reputation for our Social License to Operate. Our teams are genuinely excited to be contributing to our operations and delivering customer projects that are making a significant positive impact on nation building and the communities where we operate. This aligns to our purpose: we are a partner in delivering sustained economic and social progress. This is the collective power of many smart, connected and community-engaged professionals who have a passion about what they do and the positive impact we make."

Marni Oaten, Director Corporate Responsibility, WorleyParsons

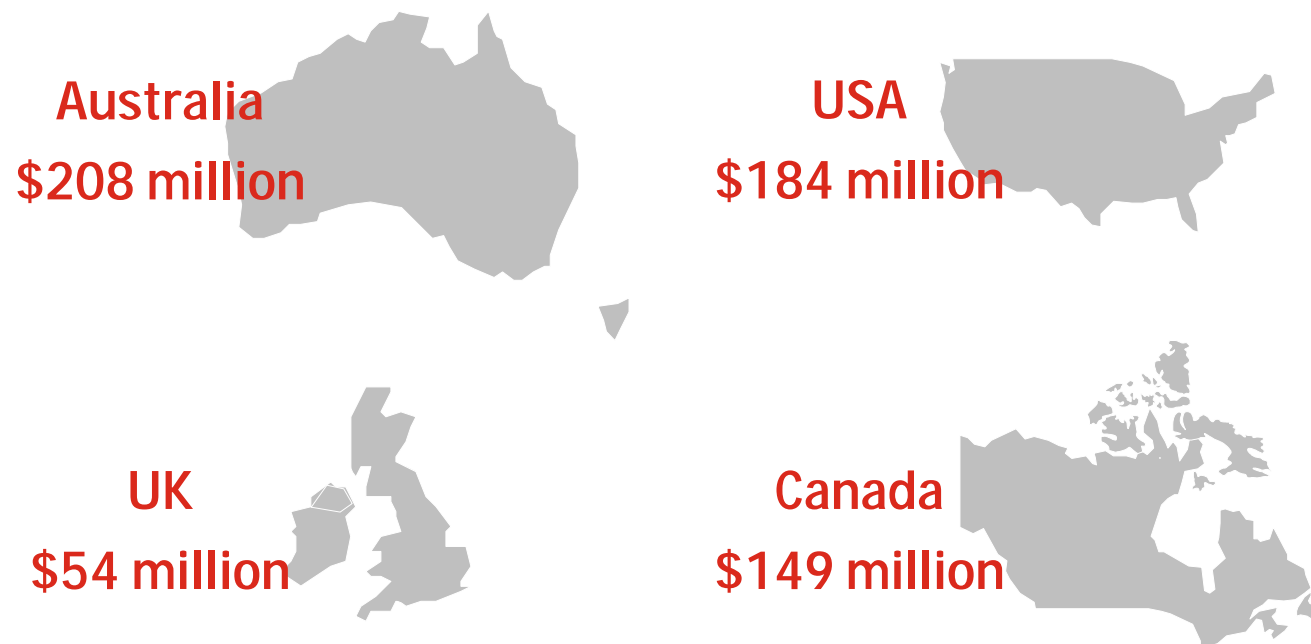
Tax contributions G4 EC8

Indirectly contributing to national economies

Disclosing our 2016 corporate tax contributions in our first Tax Contribution Report aligns with our Corporate Responsibility commitments. We are committed to making a positive impact in the communities and environments in which we operate.

With almost \$600 million paid in effective tax contributions, there is a significant indirect economic contribution made in economies where we operate. As our employees spend their wages locally on diverse goods and services, there is a further, indirect economic contribution. We do not measure this indirect economic benefit globally, but it is an important component of our contribution in the 42 countries where we operate.

Total tax contribution in four key operating countries in FY2016



"Market conditions have had a significant impact on the type and amount of taxes paid by WorleyParsons. While amounts of corporate income taxes paid have fallen in FY2016 as a result of our decrease in profits, we continue to make significant tax contributions in the areas of employee related taxes and indirect taxes across the countries in which we operate."



Tom Honan, Group Managing Director Finance – Chief Financial Officer, WorleyParsons

The table below provides a more detailed analysis of our total tax contribution across the four of our key operating jurisdictions during FY2016:

Tax type	Total
	AUD\$ '000
Corporate income tax ¹	23,385
Fringe benefit tax ²	1,456
Payroll taxes	42,869
Net goods and services tax ³	41,962
Employee taxes remitted ⁴	485,470
Total	595,142

¹ Refers to amounts of corporate income tax paid during FY2016.

² Refers to the fringe benefit tax liability for the year ended 31 March 2016.

³ Refers to the goods and services tax collected on sales by WorleyParsons less goods and services tax paid on business purchases by WorleyParsons.

⁴ Refers to salary withholding tax collected by WorleyParsons.



Making a sustainable difference to the safety and economy of Angolan communities

UN estimates cite the number of fatalities in Angola as a result of landmines at over 1,000 while Angolan amputees resulting from landmines are over 70,000. The estimated Angolan landmine count is 10 to 20 million.

With support from the WorleyParsons Foundation, land was cleared of suspected mines in Moxico, Angola's worst affected province; returning arable land back to sustainable agriculture and in doing so increased the safety to the community who live among landmines.



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*“The responsibility to **respect human rights** is a global standard of expected conduct **for all** business enterprises wherever they operate.”*

UN Human Rights Council's Guiding Principles for Business and Human Rights



Human rights

Human rights



Human rights policies

WorleyParsons' [Human Rights Policy](#) outlines 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 in which we operate.

The objectives noted in 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 Business and 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 has been translated into Arabic, Bulgarian, French, Hindi, Indonesian, Kazakh, Malay, Mandarin, Norwegian, Polish, Portuguese, Russian, Spanish, Tagalog, Thai and Vietnamese.

Indigenous people engagement policy

Our Canadian, Australian, South African, Alaskan and other operations have local commitments and long-standing practices to engage our local communities, with specific focus on indigenous people.

We are developing a Group policy that refers to our commitment to meaningful engagement with indigenous communities and to support the aspirations of indigenous people. We are committed to understand indigenous peoples' priorities, build relationships with local communities, engage local resources and support client-community values and commitments.

Key human rights outcomes

Our key human rights outcomes in this reporting period include:

- § commenced consolidation of the various policies for indigenous people engagement into a new draft Group policy;
- § commenced an assessment of salient human rights issues across our operations, projects, contractors and suppliers;
- § continued the practice of conducting corruption risk assessments at several high risk locations;
- § implemented project delivery processes that incorporate human rights on key projects;
- § conducted ethical business practice assessments;
- § reviewed our business exposure and impact of human rights as part of our annual global risk assessment;
- § participated in the discussion on the proposed Australian Modern Slavery Act with the United Nations Global Compact Network Australia in Melbourne and Sydney; and
- § provided ongoing support to community minority groups via business forums, mentoring and internship job opportunities.



Indigenous student interns: Australia West, Canada West

Human rights



Non-discrimination

WorleyParsons' Code of Conduct indicates it is vital 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 within our company.

WorleyParsons' policies and business practices are compliant with the applicable national and local labor standards of the countries in which we operate. Our People Policy and [Diversity and Inclusion Policy](#) underline our commitment as an equal opportunity employer and do not discriminate on grounds of race, gender, marital status, creed or disability.

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

Freedom of association and collective bargaining

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

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

Security practices

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

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

Child, forced or compulsory labor

WorleyParsons does not engage in nor condone any form of child, forced or compulsory labor. WorleyParsons' Human Rights Policy, Code of Conduct and 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 Code of Conduct clearly states: "We respect the basic rights of the people we deal with and will not engage in activities that encourage human rights abuses. We do not employ or condone forced, bonded or child labor."

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

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 confirmed incidents related to violations of Indigenous people rights were reported during the reporting period.



Human rights in the supply chain

Human rights in the supply chain

Progress updates on related programs and performance of our supply chain is reported annually on the company website and in this report. Programs include our ethics helpline, gift registers, due diligence processes, training, investigations etc. We aim to operate responsibly wherever we work in the world and commit to engaging with our stakeholders to manage the social, economic and environmental impacts of our activities.

Australian legislation is expected to be passed on the Australian Modern Slavery Act in 2018. The expectation is that we will be reporting as a minimum on the four criteria including modern slavery risks and due diligence processes.



Responding to the UK Modern Slavery Act 2015: ethical and sustainable supply chain

Across our industries and operations, WorleyParsons is seeing an opportunity to lead suppliers to better ethical, social and environmental performance. There are increasing expectations to be transparent on selection processes, expose breaches and encourage ethical conduct where we have influence within our own and customers' supply chains. Recently, we were asked to provide further information on our approach to ethical and sustainable procurement and respond to the UK Modern Slavery Act 2015.

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

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

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

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

365 turbines
installed in 362
days



Developing local people in Africa

WorleyParsons was contracted by the Lake Turkana Wind Power consortium to provide overall project management, engineering review and construction management services for the project. As part of the Company's localization philosophy, 43% of the 33-strong team is from WorleyParsons' South Africa office, 33% from the Nairobi office, and the balance comprises support staff from Kenya.

The project contributed skills development and local employment resulting in local economic growth, making a difference to the lives of Kenyans and specifically local tribes. The local workforce had previously not been exposed to the level of health and safety practices seen on this project.



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*“We help our
customers meet the
world’s changing
resources and energy
needs.”*



Environment

Environment

Environmental policies

WorleyParsons is committed to our vision of zero harm to people and assets and zero environmental incidents. Our company-wide HSE Policy highlights our environmental commitment to:

- § comply with all applicable laws, regulations and standards and customer requirements and applying company standards where laws do not exist;
- § consult and seek contributions from our people on issues that have the potential to affect the environment and their health and safety;
- § identify, assess and manage risks that impact HSE prior to commencing activities and when circumstances change;
- § foster a culture that empowers and supports anyone intervening to safeguard people and to protect the environment;
- § require our suppliers and contractors to manage HSE using relevant international standards and practices that align with our own;
- § drive continual improvement in HSE performance through open reporting, effective assessment; and
- § analyze our performance, leadership and engagement with our stakeholders.

Climate-related financial disclosures

We have a continued commitment to environmental sustainability and improving the transparency of our own environment performance via robust reporting and disclosure practices.

Key environmental outcomes

Our key environmental outcomes for this reporting period include:

- § assessed and reported that we exceeded our FY2016 energy target of a 2.5% reduction of total carbon dioxide equivalents (tCO₂-e) against the base year FY2014;
- § participated voluntarily and on an ongoing basis in the CDP, monitoring and measuring our environmental performance since 2009, with consistent improvement in energy and water management under the CDP;
- § concluded the process to deregister under the Australian National Greenhouse and Energy Reporting Act 2007 from the sale of Exmouth Power station in July 2015;
- § 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;
- § reduced the carbon footprint across a number of offices by reducing approximately 65,000sqm of office space and encouraging LED lighting, recycling and smart printing;
- § continued a global energy reduction program, working with the locations with the largest energy footprint by setting targets and selecting high impact changes to implement in the next reporting period; and
- § maintained active ISO 14001 Environmental Management System certification in a number of locations.

Environmental contributions

WorleyParsons' operations and people have contributed to environmental protection programs and local community environmental activities including:

- § environmental protection, biodiversity and restoration of habitat (Great Barrier Reef Foundation, Great Canadian Shoreline and Trail Clean-ups in Canada);
- § landmine clearing for reinstating agricultural land in Angola;
- § community education on good environmental behaviors in Brunei;
- § climate change mitigation and adaption (World Environment Day, Oman and Singapore); and
- § energy efficiency, paper and electronic waste recycling initiatives across many offices.

Top 200 Environmental Firm

WorleyParsons was listed at 56 in the 2017 Top 200 Environmental Firms by Engineering News Record: <http://www.enr.com/toplists/2017-Top-200-Environmental-Firms-1>



Climate change

Integration of climate change in business strategy

Our teams respond to opportunities from emerging climate change related expectations from our customers, investors and employees and regulation in the geographies in which we operate. As a result, over the past five years, our energy performance has been tracked by a global energy and greenhouse data collection system using our network of HSE and sustainability professionals to collect and upload the required data.

Our business has also recognized that regulatory requirements and technology cost curves will increase demand for low carbon solutions now and increasingly in the coming years, and have ensured that we remain at the forefront of developments in renewable energy, carbon capture, energy efficiency and alternative fuels.

The resulting short term strategy is influenced by climate related regulation and our customers. Our customers demand services that cost effectively reduce their emissions. We are working with customers on technologies that are commercially viable today, such as waste heat energy recovery, wind and solar energy, and solutions for the next few years such as solar thermal energy and energy storage.

Our long term strategy is influenced by how climate change will impact our customers' businesses. We recognize the need for different solutions in the future for mitigation of emissions and appropriate risk assessment approaches to ensure that assets being developed will be designed to suit likely future market and climatic conditions.

We have a continued commitment to environmental sustainability and improving the transparency of our own environment performance via robust reporting and disclosure practices.

For the second year in a row, the Australian Council of Superannuation Investors awarded WorleyParsons the rating of "Leading" in corporate responsibility reporting practices (for disclosure of sustainability risks among S&P/ASX 200 companies).

We are aware of the growing expectations for climate related financial disclosures as a result of the Paris Climate Agreement.

We note that in June 2017 the Financial Stability Board's Task Force on Climate-related Financial Disclosures released its final recommendations for reporting climate-related financial information. We will be working with industry to review its impact, what disclosures are appropriate and how we can help our customers address climate risk.

We will continue to disclose our work on climate related governance strategy, risk management and metrics/targets. A focus will be assessing the business opportunities and impacts from climate related scenarios ready for FY2018 and FY2019 reporting by aligning our Carbon Disclosure Report with the recommendations from the Financial Stability Board's Task Force on Climate-related Financial Disclosures.

Recommendations from the Financial Stability Board's Task Force on Climate-related Financial Disclosures



Renewable energy G4 EN27

Investing in new energy

The world is in transition as new technologies and business models challenge traditional energy sectors. Whilst we expect our core hydrocarbons markets to continue to grow, we are already participating in this new energy market. This includes renewable electricity generation, new technology enablers such as battery energy storage, and the rise of data management as a core integration tool.

Our progress to date shows that we are well placed to leverage our deep technical expertise in the power and energy markets to support our existing and new customers as they embrace new energy. We have developed centers of excellence in Brazil, Spain, Australia and the United States, which in turn support new energy projects across the globe.

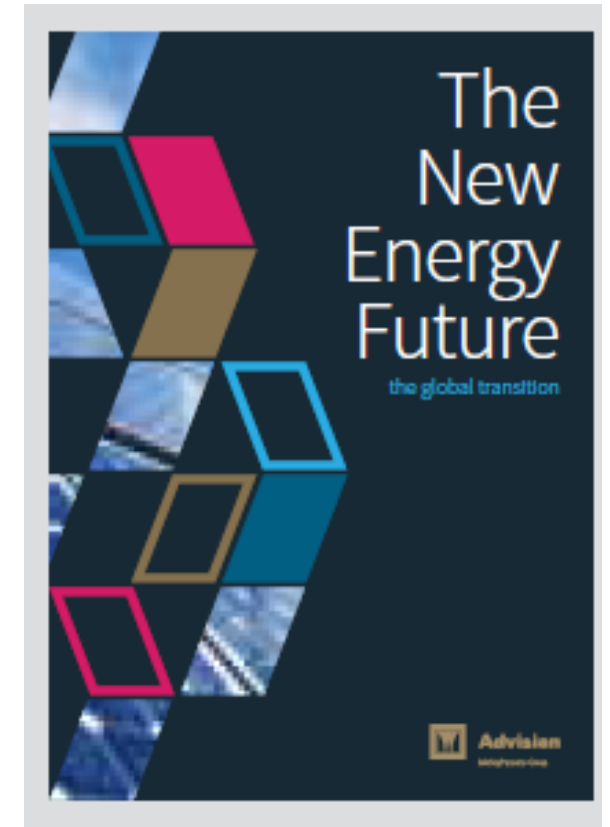


"With renewables becoming more affordable and reliable, we are seeing an unstoppable expansion of sustainable energy solutions."

Tony Frencham, Global Director, New Energy, Advisian.

Projects and services

- § Lake Turkana Wind Power Project in northern Kenya delivered 365 wind turbines with a combined generating capacity of 300MW. WorleyParsons provided the complete project management and owner's engineer services.
- § The soon-to-be-completed Shagaya Renewable Energy Project in Kuwait includes a 50MW concentrated solar power plant with molten salt energy storage, a 10MW photovoltaic solar plant, and a 10MW wind farm. WorleyParsons and Advisian have combined to provide overall precinct project management, as well as engineering specialists to ensure the project meets the demanding specification and operational performance required.
- § Advisian is a consortium partner for the Energy Storage for the Commercial Renewable Integration Project in South Australia. This project aims to prove that large-scale battery storage can assist with the integration of large quantities of renewable energy into electricity markets. Advisian has provided technical and procurement specialists, and will monitor the asset's performance post project completion.
- § Our teams published The New Energy Future series of thought leadership white papers with a detailed assessment of electric vehicles and their impact on the energy mix. We are expanding our efforts in new energy as a strategic priority for the Company. Investments will see us broadening our capabilities in response to the markets we seek to address in the global transition.



Energy inclusions

Energy consumption within WorleyParsons involves two categories, being direct energy consumption (Scope 1) and indirect energy consumption (Scope 2). Energy consumption outside WorleyParsons is captured under other 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.

Our Scope 1 energy consumption can be divided into two: stationary consumption from our offices and company owned vehicles. For Scope 2, the energy consumption can be divided into direct cooling and heating and electricity consumption from the grid. In the future, we will identify Scope 3 emissions upstream or downstream of our supply chain.

Each of our global offices consumes fuel for cooling and/or heating purposes and is a focal point for transportation of our employees to project sites and customer offices.

Energy saving efforts:

In addition to reducing our office footprint, these examples show how we are further implementing energy efficiency programs:

Norway – removed use of heating oil (Scope 1 emissions) and replaced with hydro electric generated grid power with significant cost savings;

Nigeria – purchased smaller generators to reduce oil consumption in off peak usage periods with significant cost savings (524 metric tonnes of emissions as an estimated saving);

Canada – replaced an aged heating system boiler for a more efficient boiler for significant energy and cost savings; and

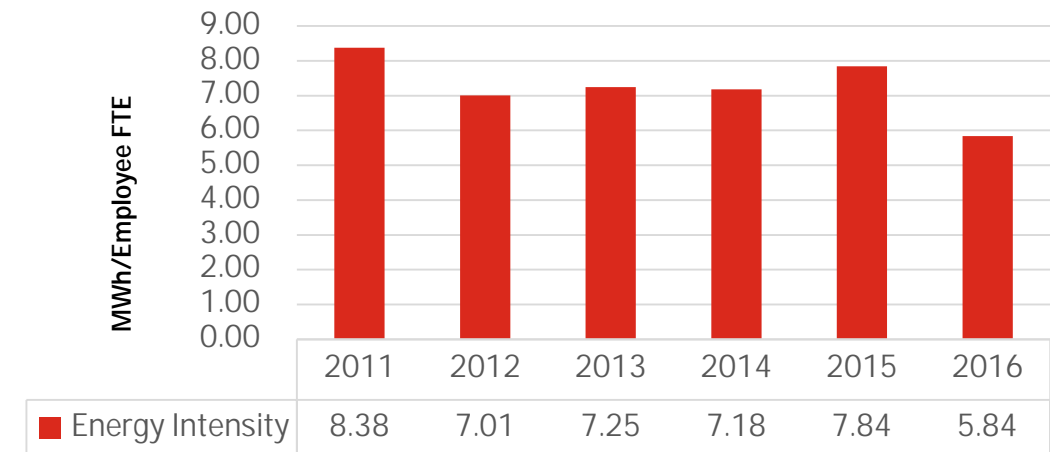
Malaysia – moved to a new office that is expected to shift from 60% to 114% occupancy (includes afterhours shift operations).

Energy intensity

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. Additionally, to ensure our energy intensity measurements are meaningful to a range of stakeholders, we provide our energy intensity ratio to revenue. Energy intensity is calculated including both our direct energy consumption (Scope 1) and indirect energy consumption (Scope 2).

Total of Scope 1 and Scope 2 MWh per employee (full-time equivalent (FTE)) for the last six years are shown below. Energy intensity per employee (including petrol, diesel, LPG, electricity use etc.) has decreased in the past reporting period.

Energy intensity (Scope 1 and Scope 2) by employee



Energy performance

The Group completed a response for the Carbon Disclosure Project (CDP) for FY2016 which was reported in June 2017.

The Group's energy consumption and greenhouse gas emissions were recorded to assist the Group to measure and reduce its energy consumption and reduce its greenhouse gas emissions. The data collection and analysis stimulated energy and carbon reduction measures in the global energy efficiency program in selected offices. The Company also completed a CDP response in respect of its water use for FY2016.

Refer to the chart on this page for energy consumption trends for the years ended 30 June 2012 through to the year ended 30 June 2016.

The Group is now deregistered under the Australian National Greenhouse and Energy Reporting Act 2007 as the corporate threshold was not exceeded in FY2016 due to the sale of Exmouth Power Station in July 2015.

Targets

A new energy target for FY2020 has been set at 5% reduction of total carbon dioxide equivalents (tCO₂-e) against base year FY2016.

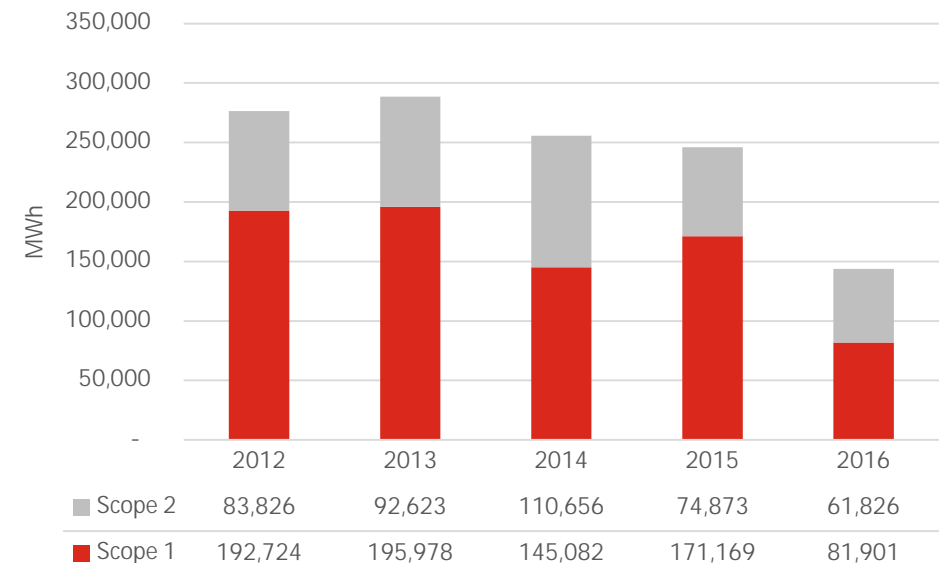
Our energy target for FY2016 was set at 2.5% reduction of total carbon dioxide equivalents (tCO₂-e) against base year FY2014. As reported in our CDP response in June 2017, an emission reduction of 31% was achieved for FY2016, well above the two year target. Business downsizing and subsequent consolidation of office space have contributed to this reduction.

Emissions have reduced 48% since 2012 (scope 1 and scope 2).

Environmental compliance

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

Energy consumption



Greenhouse gas emissions



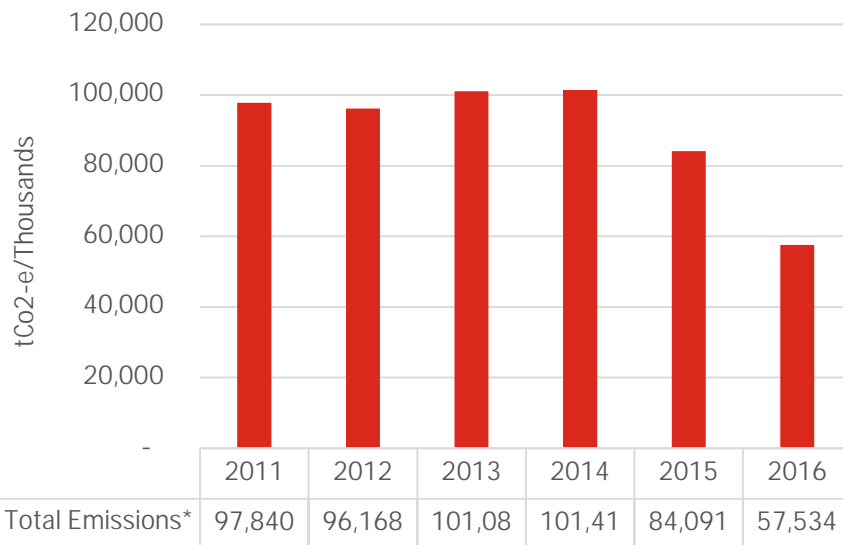
Greenhouse gas emissions

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

Overall

The total greenhouse gas emissions (tCO₂-e) are shown in the charts on this page.

Total greenhouse gas emissions

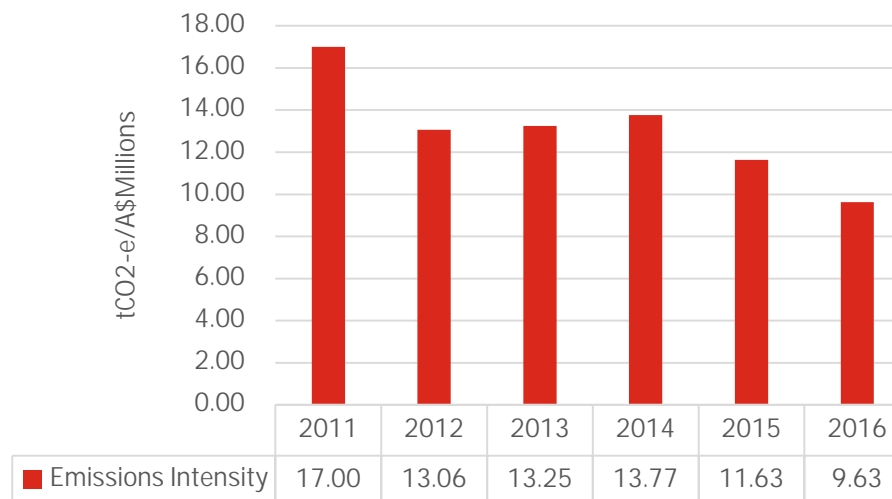


*Total Scope 1 and 2 emissions.

Emissions intensity by employee FTE



Emissions intensity by revenue



Our office footprint

Reducing our office footprint by approximately 65,000sqm has a direct impact on emissions generated. Some highlights from the past year include:

- § 14 office closures (partially offset by 2 new offices opened);
- § non-renewal of expired leases;
- § handing back under-utilised space; and
- § subletting unused offices spaces.

New standards established for new leases include:

- § 100% occupancy target;
- § improved density guideline
- § new leases set up with flexible commitments; and
- § a requirement for all new leases to take into consideration the relevant building energy efficiency rating

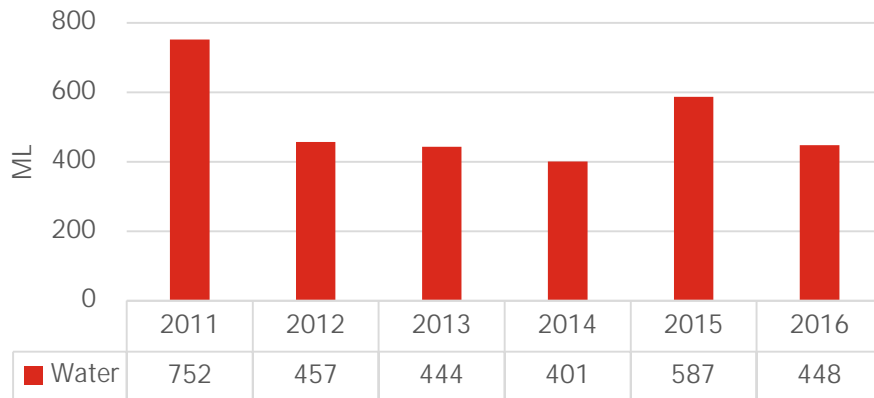


Water G4 EN8 G4 EN10

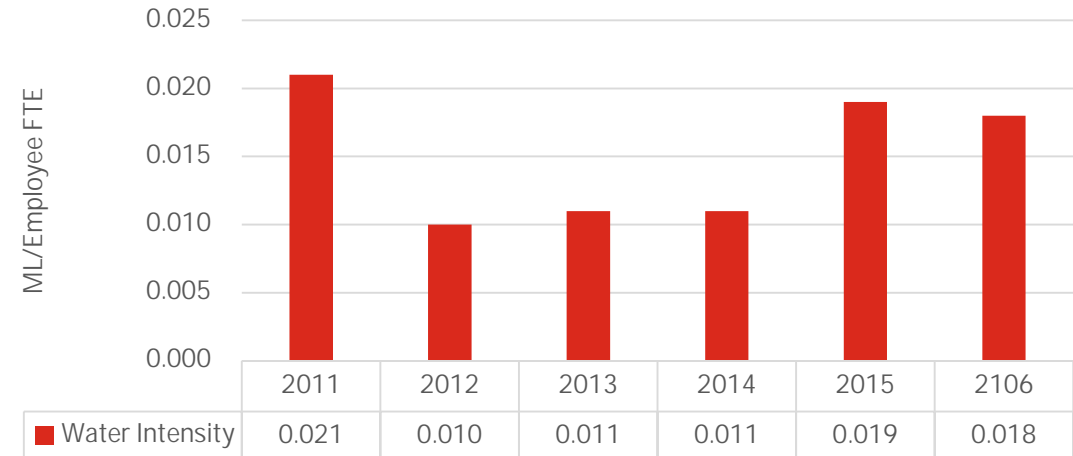
Water

As predominantly an office based business, our water consumption is measured either through water bills or average water consumption assumptions. The water is source surface water harvested and distributed by local municipal water suppliers.

Water consumption



Water intensity per employee FTE



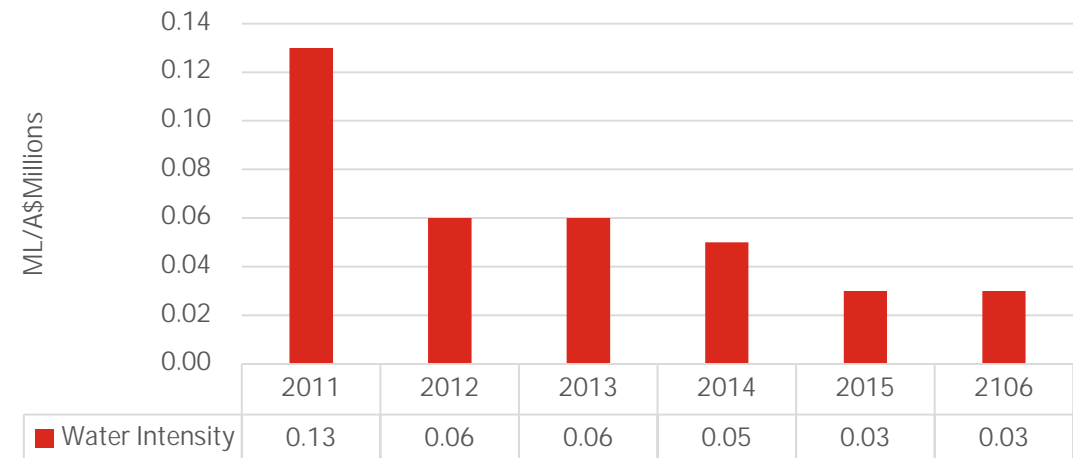
Water and sanitation efforts:

These examples show how we are implementing water programs:

- § **Saudi Arabia** Our office building in Al Khobar has an efficient water system. It collects used water from bathrooms in a septic tank which connects to a water treatment plant. The treated water from that septic tank pumps to the toilet flushing system. This means that we do not use fresh water for toilets. Part of this water is also used for the building outdoor water irrigation system;
- § **Colombia:** Water and sanitation technology education for domestic applications with government and community groups; and
- § **Singapore:** Water Day support, and pro bono activities in Papua New Guinea supporting community sanitation.



Water intensity by revenue





Sponsoring community sanitation workshops, Colombia

The WorleyParsons Foundation supported the Centre for Affordable Water and Sanitation Technology (CAWST) to deliver water and sanitation themed workshops in Colombia. WorleyParsons Canada has been working with CAWST for many years, teaching people how to access safe drinking water, sanitation and hygiene in their homes using simple, affordable technologies. The workshops demonstrated household water treatment and safe storage with participants from local Colombian civil society organizations, universities, government departments, private companies and community water suppliers. The impact from appropriate water and sanitation solutions will ensure sustainable cities and communities across Colombia.



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*“In one of the biggest energy and resource industry transitions for 40 years, we are one of the few companies in our industry that has been able to **deliver improved safety performance** during this period of disruption.”*

Marian McLean, Group Managing Director People and Assurance, WorleyParsons



Our people

Our people



People policies

Our People Policy outlines commitments to the development, safety and support of our people. Some of our commitments are to:

- § promote a safe and healthy working environment for our people. We provide our people with access to protective equipment and training to perform their tasks safely;
- § support our people to achieve their choices in work and life balance;
- § provide a work environment that is free of any form of harassment or discrimination, including physical, verbal, sexual or psychological harassment, abuse or threats; and
- § 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.

Employment

During the reporting period, our workforce decreased by 1,700 people to 22,800 people, as of 30 June 2017. WorleyParsons' voluntary employee turnover rate was 7.4% for this reporting period, an improvement from 8% for the previous reporting period.

Top 25 most attractive employer

WorleyParsons was recognized as the third most attractive company in our sector and Australia's 24th most attractive employer at this year's 2017 Randstad Awards. Out of the 150 of Australia's largest companies surveyed, WorleyParsons was also one of the leading contenders for offering stimulating and challenging work.



Employee benefits

Each location within WorleyParsons has its own locally defined employee benefit schemes. Full benefits are provided to full-time and part-time employees. Support from the Employee Assistance Program and ongoing contributions to retirement funds are provided to our casual employees depending on national regulations.

The organization benefits for full-time and part-time employees can vary by location, and include:

- § insurance (e.g. life, long term disability, accidental death and dismemberment);
- § salary continuance insurance;
- § contributions to retirement fund;
- § health and dental coverage;
- § parental leave; and
- § paid time off for illness.

The number of employees who ceased employment during or at the end of parental leave was measured for our Australian operations. This is aligned to the reporting requirements for the [2017 Workplace Gender Equality Agency report](#).

Labor and management relations

WorleyParsons' locations comply with local employment laws with regards to minimum notice periods.

Employee engagement

The April 2017 global engagement survey was completed by over 19,000 people across the organization providing a platform for our people to outline the key factors that keep them motivated as well as areas for improvement. A number of initiatives resulted, including career development, risk and innovation, and leadership and change management.

Health, safety and environment

Workplace health and safety

WorleyParsons' [Health, Safety and Environment \(HSE\) 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.

Safety

WorleyParsons' unyielding stand on safety continues to deliver industry leading results. We are one of the few companies in our industry that has been able to deliver improved safety performance during this period of disruption. This year, for our employees we had few recordable incidents maintaining a low Total Recordable Case Frequency Rate (TRCFR) and Lost Workday Case Frequency Rate (LWCFR) for this year.

	2014	2015	2016	2017
TRCFR ¹	0.10	0.12	0.07	0.08
LWCFR ¹	0.03	0.01	0.03	0.02

¹ Employees only

The Group uses the United States Occupational Safety and Health Administration reporting requirements for TRCFR and LWCFR

For the broader coverage of employees and contractors, we demonstrated continued improvement of our TRCFR, reducing from 0.17 to 0.14 during the period.

New emergency notification system

An emergency notification system was implemented during the period which is used to contact our people during critical incidents. The mass communication system is designed to contact our people by email, SMS text or text to speech message on their phone, helping us account for our people and quickly identify who is safe, who is injured or who may need assistance

The Group's HSE Committee focus areas for FY2018

- § HSE leadership and dialogue at all levels of the organization;
- § Field risk management practices;
- § Serious injury and fatal risk safeguards;
- § Greenhouse gas emissions; and
- § OneWay™ framework

All levels of leadership continue to drive our safety expectations and look for opportunities to redesign our processes and systems to address human factor risks.

Employee Assistance Program (EAP)

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



"This year, we have further analyzed our most significant serious injury and fatal risks and a set of associated safeguards to protect personnel from these have been developed. Our HSE strategies are ensuring that our employees, contractors, joint venture partners and clients (both in the office and in the field) are working with safety at the forefront. In one of the biggest energy and resource industry transitions for 40 years, we are one of the few companies in our industry that has been able to deliver improved safety performance during this period of disruption."

Marian McLean, Group Managing Director People and Assurance, WorleyParsons

During FY2017, 11 projects achieved between 1 and 22 million hours worked without Lost Time Injury. These were projects from energy, mining, food and chemicals sectors in China, Canada, Australia, Singapore and Trinidad & Tobago.

Diversity and inclusion G4 EC6 G4 LA12

How we measure diversity

Ethnic diversity varies where our people live and work. A few years ago, we set out to define a practical, simple method to track diversity that would resonate with our people.

We have a Diversity Scorecard that includes a range of leading and lagging indicators for tracking diversity. One of the key metrics is measuring leadership diversity using diversity flags (refer diagram to right).

Tracking diversity using our 'diversity flags' is a method we have used for over three years which has proven to be a useful tool to track our progress across the Group, included in Board level reporting.

We have been tracking diversity in our leadership teams and the teams that report to a member of the Group Leadership Team (GLT). In FY2017 this represented 96 leaders.

We are only now starting to share our method and process to broader audiences as other global organizations seek meaningful methods to measure diversity.



"Every day, we see our organization and people embrace diversity because of the inherent benefits it brings, not only to us and our clients and customers, but to society as a whole. Diversity, not only of thought, but of the people who bring such creativity and new ways of thinking, is core to innovation and the growth of our business."

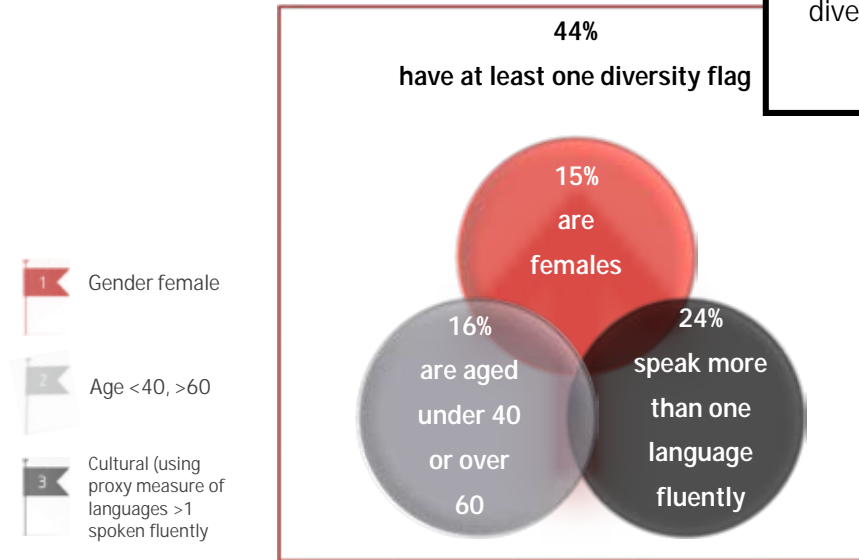
Andrew Wood, CEO, WorleyParsons

Diversity assessment: 96 WorleyParsons leaders (June 2017)

GLT members and direct reports to GLT members

Covering 18 nationalities:

TARGET:
66% of leaders with at least one diversity flag by 2020



The diversity flag method of measuring diversity in our leadership teams

A diverse leader will have at least one diversity flag that we have defined as:

- § gender flag; where diverse is female (or self-identified as female);
- § age flag; below 40 or above 60 where it is desired to have a mix of ages in our leadership teams; and
- § cultural flag; where we use a proxy measure of more than one language spoken fluently to represent those who come from culturally diverse backgrounds or have lived and worked across cultures.

We also track the number of nationalities and in-country leaders as part of our Diversity Scorecard.

Diversity and inclusion G4 LA12

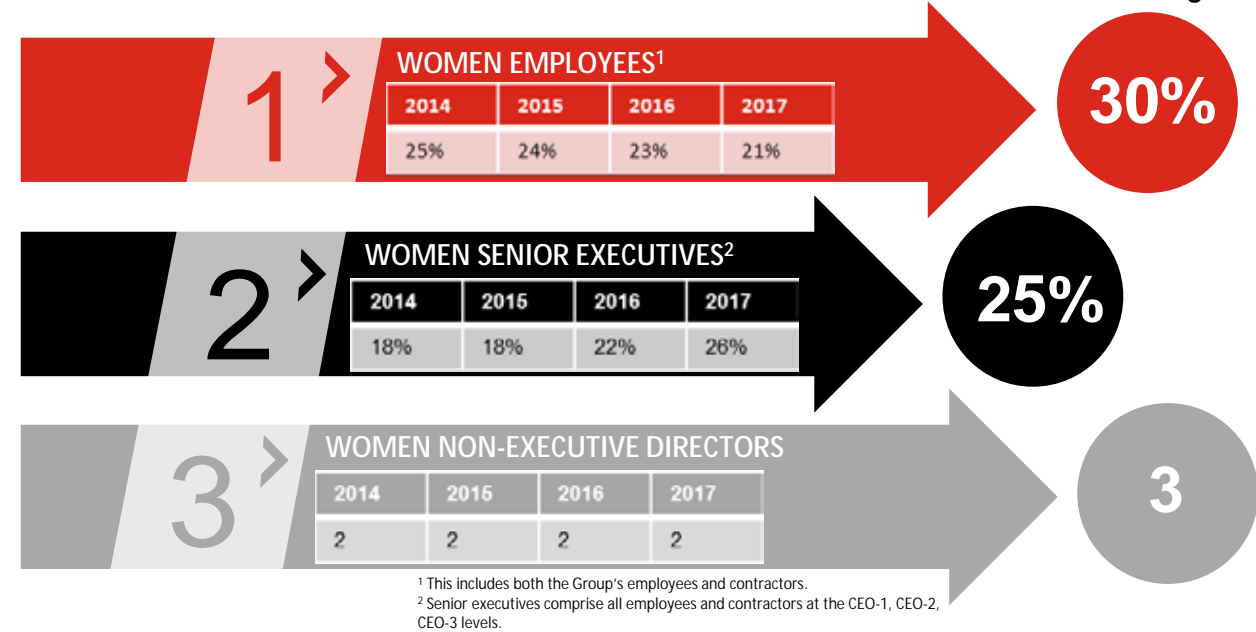
Diversity and inclusion highlights

The Group undertook various diversity and inclusion activities in FY2017:

- § continued to implement the Diversity and Inclusion Expectations and support for locations to achieve visible traction for local priorities with a leadership statement and videos;
- § continued the global Diversity and Inclusion Working Group champion forums to provide guidance and support for diversity and inclusion initiatives and promote engagement with local networks;
- § developed and maintained an internal diversity scorecard to monitor and review progress across the expectations for discussion and action by leaders;
- § cascaded delivery of 'Check Yourself, Bias Awareness' workshops and developed diversity-related training for WorleyParsons Academy informal discussions targeted at middle management across a number of offices;
- § launched a global 'Be Bold for Change' campaign for International Women's Day 2017, which engaged 890 of our people across 20 countries and 40 locations;
- § addressed gender pay gaps through annual pay reviews and conducted analysis of global gender pay gaps;
- § supported diversity and Women of WorleyParsons networks across 20 regions, prompting local activities and progress; and
- § offered, in the context of the UN World Day for Cultural Diversity, practical training to all employees and managers via CultureWizard, providing feedback across cultural contexts.



2020 targets



¹ This includes both the Group's employees and contractors.

² Senior executives comprise all employees and contractors at the CEO-1, CEO-2, CEO-3 levels.

Global diversity campaign for International Women's Day 2017

A global campaign was held for International Women's Day 2017 where our people were invited to participate in a local challenge to 'Be Bold for Change'. Participants were invited to submit a photo of their local challenges and initiatives. The competition attracted a large response of inspiring and powerful photos from 28 locations.

Initiatives included yoga challenges, panel discussions, walking and fitness challenges, diversity and inclusion themed events, raising of funds for local causes and other team activities. Over 3,000 people in our organization shared their support for this campaign via internal newsfeeds.



Diversity and inclusion G4 LA12

Diversity and equal opportunity policy

WorleyParsons believes in the inherent benefits of a diverse and inclusive workplace, to maximize our business results and attract, recruit, engage and retain a talented workforce.

We are committed to providing an environment free of discrimination and bias, where everyone has an opportunity to fully participate in creating business success and where each person is valued, respected and supported for his or her different attributes, skills and experience.

1

Our Malaysian location has our highest participation of female employees at 67%. Central Asia has 44% and China has 41%.

2

Our % of female senior executives increased from 22% to 26% over the last year.

3

In FY2017 we hired 1,283 women to our various locations.

4

Leadership teams increased their diversity flags to 44%.

Women are key to future success of the operations in Saudi Arabia

With strong female designers and engineers being key to the success of our operations in the Kingdom of Saudi Arabia, the location has invested in the capabilities of women. The efforts of the People team in WorleyParsons Saudi Arabia to attract new female talent to the location was successful with the arrival of 41 new female engineering designers. The new recruits started their induction program with the WorleyParsons Academy in November 2016. The new recruits represent a mix of graduates from Saudi universities such as Prince Mohammad Fahd University in the Eastern province of Saudi Arabia as well as USA, UK and Canadian universities, and cover an even more diverse range of disciplines including computer science, chemical engineering, architecture, interior design as well as CAD.



21 female engineers attend their induction at the WorleyParsons Academy in Saudi Arabia.

Diversity and inclusion G4 LA12 G4 LA13

Diversity and inclusion expectations

WorleyParsons' commitment to diversity and inclusion is supported by the Diversity and Inclusion Expectations that apply to all our people, in all our locations, contracts and projects. The Diversity and Inclusion Expectations are:

- § our diverse and inclusive workplace is representative of the countries and communities in which we operate;
- § our recruitment and promotion practices are transparent, consistent and fair;
- § we are committed to equal access to and equivalent remuneration parameters for roles of comparable value at all levels of our organization;
- § our workplaces promote flexible work practices to support the needs and responsibilities of our people;
- § we are all accountable and engaged to create an inclusive work environment where individual difference is understood, respected and fully valued; and
- § we are a diversity and inclusion leader in our industry and community.

The Diversity and Inclusion Expectations provide the framework for our goal to develop and maintain a diverse and inclusive workplace, and the implementation of all diversity-related initiatives and guidelines within our businesses. All of our leaders are accountable to monitor the effectiveness of the Diversity and Inclusion Expectations and provide visible leadership for our [Diversity and Inclusion Policy](#).

Closing gender pay gaps

Over the past two years, our gender pay gap between male and female remuneration has reduced approximately 10% (varying by office). A focus on gender analysis in the annual pay review process has contributed to the positive result.



"Jwajalapa (Hello) I was born in Kathmandu, Nepal and brought up in Thailand and New Zealand. My family belongs to the Newar ethnic group of Nepal. The greeting above is in Newari which is one of the 123 languages spoken in Nepal. I enjoyed being able to celebrate my heritage as part of New Zealand's Celebrating Cultural Diversity Series."

Ijma Pradhan, Structural Engineer, WorleyParsons New Zealand

Celebrating cultural differences

To celebrate the ethnic diversity of our people and our customers, a number of WorleyParsons' offices organized cultural celebrations.

One customer in Los Angeles, was keen to celebrate their Arabian culture and hosted one of the cultural awareness days providing home cooked Arabian dishes and a coffee bar, and gave a presentation about their culture as well as demonstrations of local customs. Over 300 people attended the event.

In New Zealand, our people volunteered to share their culturally rich history in a series of profile pieces with 10 different countries celebrated over three months.

In Kazakhstan, WorleyParsons participated in annual Nauryz celebrations with videos of the event shared on Yammer for all our employees.

These events have provided a channel for relationship building among WorleyParsons teams and customers. Further cultural awareness events are scheduled with volunteers from a diverse range of cultural backgrounds.



Above: Arabian culture day in Los Angeles

Left: Nauryz celebrations in Kazakhstan

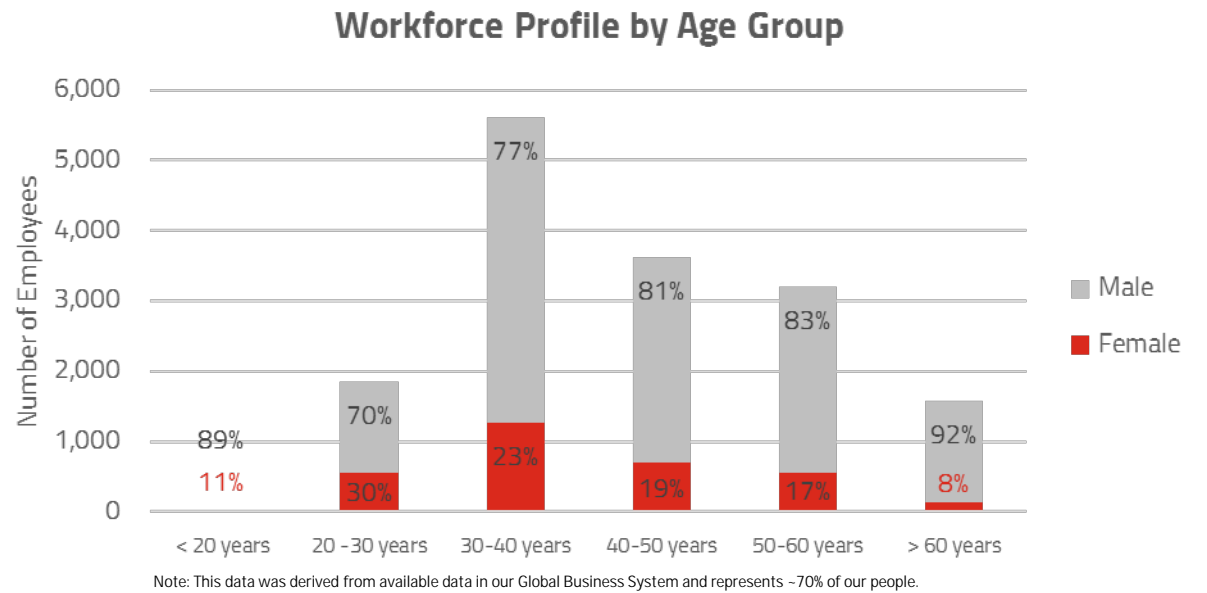
Diversity and inclusion G4 10 G4 LA12

Flexible work

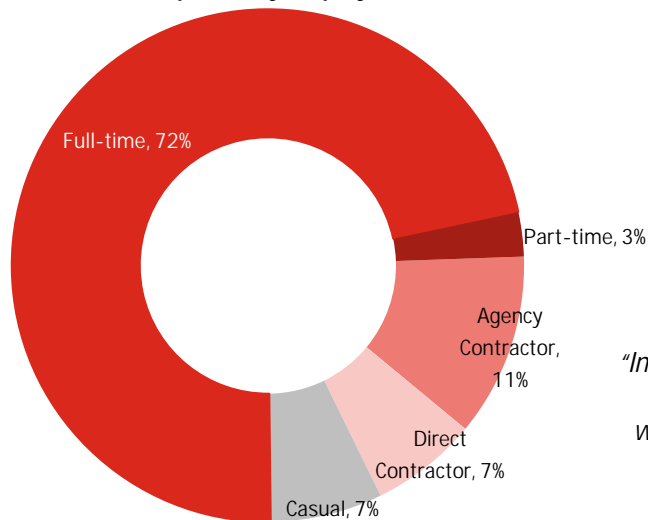
WorleyParsons is committed to considering, developing and implementing flexible work practices that are practical for both the organization and the individual, supporting employees to balance their work and personal life at different stages of their life. Our Flexible Work Campaign was launched in 2014. We have seen practical, everyday examples from across the globe that demonstrate workplace flexibility to assist our employees balance their study, family and carer responsibilities, as well as other personal interests outside the workplace.

Remote working, part-time work arrangements, compressed working weeks and flexible leave arrangements are just some of the formal and informal arrangements in place. Workplace flexibility is valued highly by our employees, as measured in the recent employee engagement survey (April 2017).

69% of our employees believe that WorleyParsons provides sufficient flexibility to help them balance the demands of their work and personal life (slightly higher than the Global Professional Services benchmark of 67%).



Workforce profile by employment status



"Flexibility in the WorleyParsons Academy means achieving career advancement and skills improvement while still balancing work-training and family. We use technology that enables people from anywhere in the world to participate in the programs through an online portal accessible outside the WorleyParsons' network. With access given to all materials; a mix of readings, videos, questionnaires and online virtual classes." Heather (USA)

"I have moved to a four day working week so I can have a day a week for my community volunteering commitments." Susannah (UK)

"In consultation with my management, I worked part-time and was able to complete a post-graduate masters of business degree at full-time study speed. The one day a week was leave without pay and the study was at my own expense; but it was a win for me to get it completed quickly and a win for the Company in terms of the knowledge and experiences I brought back with me to the workplace." John (Canada)



WorleyParsons Canada was named in the Forbes top 100 employers in Canada for 2017. 8,000 employees of Canada's largest employers were surveyed anonymously to determine the rankings.

WorleyParsons was also in the top 5 within its industry, representing yet further evidence of our commitment and support to our people.

Talent development G4 LA10 G4 LA11

Talent management global talent pool

The intent of the Global Delivery Center (GDC) is to leverage our global talent pool for cost effective project delivery services. The resulting transfer of work and activities into the GDC drives a greater level of standardization in the way we operate by simplifying our processes, driving consistent use of standard systems and configurations. It also reflects the changing attitudes of our customers and their willingness to undertake significant proportions of their engineering and design work in remote sites.

Performance reviews

WorleyParsons is committed to identifying, developing and retaining our talent. Using our global performance review tool, PeopleSuccess, managers and their teams hold regular discussions throughout the year to establish performance criteria, and give performance feedback. Key to this tool's success is the discussion of employees' development action plans.

Knowledge building of our employees

WorleyParsons has a talent management and development program that provides internal technical and non-technical training resources for our people. We offer a number of blended learning programs and activities for training and development through the WorleyParsons Academy including instructor-led and virtual options for local in-country talent development programs. Capabilities are enhanced in leadership, technical, commercial acumen, graduate development and WorleyParsons' expectations related to the Code of Conduct and OneWay™ integrity management framework.

Examples of our key talent management and development programs are:

- § **Graduate Development Program (GDP)** The GDP is a holistic approach to building excellence in early-career technical and managerial skills while focusing on professional development. The GDP 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; and
- § **Transformation Leadership Learning (TLL)** Our TLL program has been a well-received addition to our leadership development initiatives. As a staged program involving 360 degree feedback, working groups, networking and mentoring, it focuses on leaders who have a direct impact on improving business performance through effective leadership. Some participants are high performers identified as potential successors to take on influential leadership roles, offering an opportunity to set future leaders up for success.

The WorleyParsons Academy in Saudi Arabia was launched in 2017, providing a center for owners, government entities, educational institutions, suppliers and contractors to achieve their skills in project delivery and business management. Each year, the Academy hosts international experts to provide insight for future leaders in the fields of people leadership, delivering value and winning work.



Talent development

Developing local expertise

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.

This year's focus was on developing local expertise in Kazakhstan, Kenya, Oman, Saudi Arabia, Australia and Canada.

Developing local expertise and indigenous programs: [Page 23](#) and [page 33](#) offer some more examples.

WorleyParsons Academy

The WorleyParsons Academy, a global learning environment with a Houston based campus, provides learning solutions that develop and enhance our people's core workplace skills and capabilities. The Academy is organized into three schools:

- § Leading People - learning that addresses business management and leadership skills;
- § Winning Work - learning that supports business development, sales and marketing skills; and
- § Delivering Value - learning that focuses on the development of capability to more effectively deliver projects with predictable outcomes.

Within each of the schools, our people have access to online learning to information on formal learning courses. In FY2017, over 21,000 employees accessed over 55,800 hours of our online training material in our online academy.

Global Sales and Marketing (GSM) Future Leaders

141 applicants across 19 locations pitched their talents in the selection process for the Future Leaders program. Each applicant had to submit a short video answering one of the four questions below:

- § what would you do to wow our customers?
- § what would you do to frighten our competitors?
- § what would you do to energize and excite our organization?
- § what one thing, if we did it today, would be a game changer for our industry?

The final shortlisted applicants were assessed on four criteria:

- § creativity and innovation in problem-solving;
- § energy and passion;
- § willingness to challenge and inquire; and
- § communication and collaboration.

14 successful candidates were selected. Their mission is to inject fresh new thinking to address the goals of the GSM and the rest of the organization in helping drive revenue and growth.



Improving beach safety with pro bono project management services, New Zealand

Pro bono skilled services were provided in the design and construction of a life guard tower in New Zealand. The design allowed for the tower to remain behind the erosion line but also maintain visibility across the 4km of beach. The local community project was delivered utilizing our HSE management framework, supplier and contractor pre-qualifications and civil engineering design capabilities from outside New Zealand.

The life-saving team is now able to better monitor the health and safety of the public using the beach. The tower is built considering the effects of the climate (coastal weather) and the construction was completed with zero impact to the local flora and fauna. The sustainable design and construction materials of the tower mean it has long term benefits and reduced maintenance costs to the local community.



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*“The Company fulfils its corporate responsibilities across all the parts of the world where we do business. We ensure that our programs are as effective and efficient as possible in **delivering value** to the communities we support.”*

John Grill, Chairman and Non-Executive Director, WorleyParsons

Community

Community G4 S01

Community policy

Our Corporate Responsibility Policy and guidance to our local leadership teams are adopted by committees and champions. Selected corporate responsibility activities are expected to align to our company values and beliefs, strategic goals and commitments. 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; and
- § an opportunity for our people to get involved through volunteered hours or donations.

Key community outcomes

In addition to supporting our customers on their sustainability programs through our project delivery and consulting services, the Group undertook various corporate responsibility activities across our operations in FY2017, which included:

- § participating directly in and reporting over 350 corporate responsibility activities across 22 countries, involving over 6,800 Group personnel;
- § supporting local communities through the network of corporate responsibility champions across 65 offices as well as ongoing participation in the Group's own programs such as DeltaAfrik Foundation in Nigeria and UnitedWay program in North America;
- § launching a tool to quickly and easily connect volunteering opportunities with our employees;
- § reducing carbon emissions across a number of offices through office consolidation, LED lighting replacement, behavioral change programs, encouraging the use of public transport, flexible work options from home, recycling and smart printing;
- § demonstrating responsible attitudes to water and sanitation including a recognized stewardship program in Singapore and rainwater recycling in South Africa;
- § participating in and contributing to various workshops and forums on diversity, anti-corruption, indigenous issues, ethical supply chain and human rights issues; and
- § supporting local employment and enterprise development initiatives.



Blood Donations in Abu Dhabi

Abu Dhabi Blood Bank organized a ceremony honoring their valuable donors, leading establishments and companies on 14 June 2017, World Blood Donor Day. Abu Dhabi Blood Bank acknowledged the efforts of WorleyParsons and during the ceremony WorleyParsons received an award from the blood bank.



Our corporate responsibility journey to date G4 S02

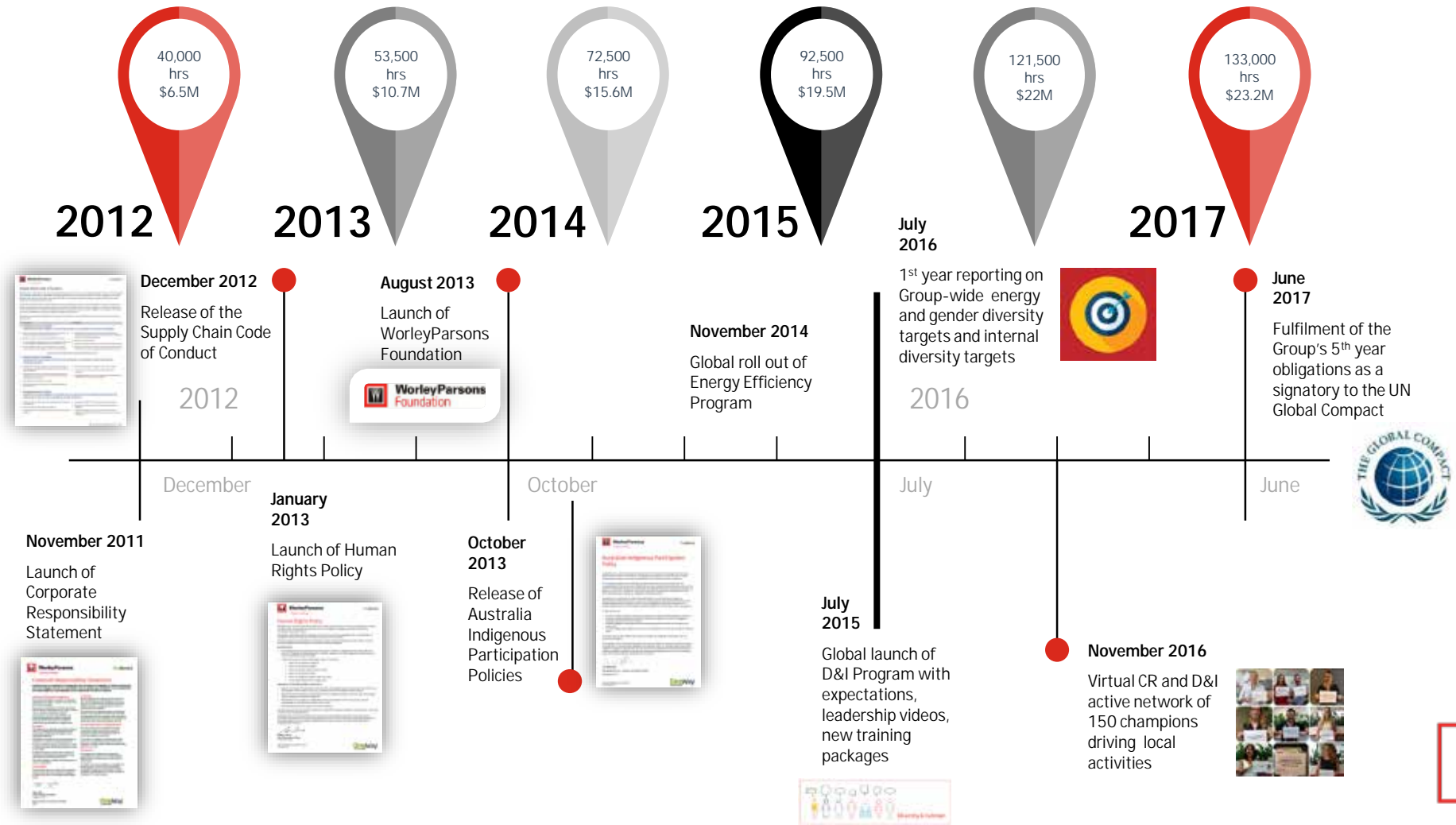
WorleyParsons measures and focuses on those areas that are important to the long term success of its business and are desirable to all of its stakeholders. Contributions by WorleyParsons' people and operations are measured in terms of Australian dollar contributions and volunteer time contributions. There were no confirmed incidents related to potential or actual negative impacts on local communities for this reporting period.

Outstanding Workplace Campaign

WorleyParsons was awarded with the 2016 United Way Campaign - Outstanding Workplace Campaign Award for the Engineering Sector. For this award, we were recognized for our strong management support, increase in employee involvement, and taking fresh and innovative approaches to our United Way campaign. Through joint collaboration in supporting the local community, our Calgary and Edmonton offices collectively raised over \$300,000 for local agencies and programs.



Cumulative contributions and volunteering hours



Social impact G4 S01

In FY2017, over 6,800 Group personnel participated in over 350 corporate responsibility activities across 22 countries.

Our leadership teams and volunteer corporate responsibility champions select and deliver local initiatives. Selection criteria encourages maximizing sustained positive social impact as well as business benefits such as employee engagement and skills development..

"In my role as an analyst of corporate responsibility data, I review, assess and calculate the contributions and hours we have volunteered towards communities. The numbers by themselves are impressive but delving deeper into the activities you begin to understand the real value in the initiatives that our team of Corporate Responsibility and Diversity Champions contribute internally and externally. An individual event or initiative can involve hundreds, sometimes thousands, of employees, directly affecting positive engagement and our sense of global unity. Over 90% of our operations have been involved in implementing local community programs improving engagement of our staff."

Paul Morris, Corporate Responsibility Manager/Analyst, WorleyParsons



In 2013 WorleyParsons established the WorleyParsons Foundation Council which provides governance to the WorleyParsons Foundation. The WorleyParsons Foundation Council comprises a member from the Group Leadership Team, the business line leaders and a corporate responsibility community champion. The WorleyParsons Foundation Council meets every quarter to assess new WorleyParsons Foundation funding proposals, reviews progress of funded projects and nominates activities for awards.

The WorleyParsons Foundation 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 Group personnel to be directly or indirectly involved in Foundation activities; and
- § raise awareness of WorleyParsons' corporate responsibility credentials with its stakeholders.

The WorleyParsons Foundation recognizes and acknowledges employees for their personal contribution in activities that help promote our key corporate responsibility themes.



Pollinate Energy Fellowship

Many of our people want to make a social impact. Opportunities for skilled volunteering have been made available with Pollinate Energy, a not-for-profit social business which through its network of micro distributors, supplies solar powered home lighting systems to India's poor living without electricity. The aim of the Pollinate Energy Fellowship is to bring together professionals with diverse skill-sets, ideas and perspectives to resolve challenging hurdles.

The program runs in India, delivering sustainable micro-financed renewable energy solutions. A significant number of applications were received from our passionate volunteers across 20 countries of operation in a competitive selection process. The 15 successful candidates have shared their journeys via their photo blogs on our internal communications channels contributing to broader employee engagement.



The Foundation continues to grow with nine projects granted funding in FY2017:

- § expanding accommodation at Jeevadaan HIV/AIDS housing shelter for abandoned women and children, India;
- § supporting water and sanitation workshops with the Centre of Affordable Waste and Sanitation Technology, Colombia;
- § collaborating with the Red Cross for disaster recovery and sanitation projects, the Philippines;
- § sponsoring 15 WorleyParsons employees to attend the Pollinate Energy Fellowship Program, India;
- § contributing towards mine clearing activities with the Mines Advisory Group, Angola;
- § supporting the Cystic Fibrosis Foundation via the 20th Annual Breath of Life Golf Tournament, Houston;
- § developing and growing local and indigenous businesses in our Enterprise Development Program, South Africa;
- § supporting STEM engagement in high schools through Power of Engineering across Australia and other selected offices;
- § supporting Five Acres children's programs and facilities in the Los Angeles areas, USA; and
- § partnering with World Vision and Asia P3 Hub to improve sanitation, Papua New Guinea.

A further two projects continued to progress during FY2017:

- § selection and provision of Kangaroo Mother Care support chairs for the National Hospital, Timor Leste; and
- § installation of water facilities and solar power and refurbishment of school facilities across a number of villages, India.



School refurbishment before and after as part of Project VISHWAS

Australian Red Cross Community Partner

WorleyParsons retained the status of a National Community Partner with Australian Red Cross. This collaboration demonstrates commitment to our communities and support for skilled volunteering. It also showcases our global reach of knowledge, and should position WorleyParsons as an industry leader among our peers in large-scale pro bono services, focusing on disaster recovery.





WorleyParsons

resources & energy



Supporting our communities, worldwide.

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Statement](#)

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*“The value of the sustainability **reporting** process is that it ensures organizations consider their impacts on these sustainability issues, and enables them to be transparent about the **risks and opportunities** they face.”*

GRI website – Importance of Trust

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GRI Indicators

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

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL	DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL	DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
STRATEGY AND ANALYSIS				ORGANIZATIONAL PROFILE				IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-1	Statement from the most senior decision maker of the organization	Chief Executive Officer statement	Included	G4-10	Size of the organization workforce	About us	Partially included	G4-21	Report the aspect boundary outside the organization for each material aspect	Mapping corporate responsibility material issues to the S...	Included
G4-2	Description of key impacts, risks and opportunities	Annual Report Corporate Governance Statement	Included	G4-11	Percentage of total employees covered by collective bargaining agreements	Diversity and inclusion WGEA Report	Information unavailable	G4-22	Explanation of the effect of any restatements of information provided in previous reports, and the reasons for such restatements		Not applicable
ORGANIZATIONAL PROFILE				G4-12	Organization supply chain	Supply Chain	Included	G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	Corporate responsibility materiality	Included
G4-3	Name of the organization	About us	Included	G4-13	Significant changes during the reporting period regarding organization size, structure, ownership, or its supply chain	About us Annual Report	Included	STAKEHOLDER ENGAGEMENT			
G4-4	Primary brands, products and/or services	About us	Included	G4-14	Organization precautionary approach or principle	Corporate procurement and supplier assessment	Included	G4-24	List of stakeholder groups engaged by the organization	Corporate responsibility materiality	Included
G4-5	Location of organization's headquarters	About us	Included	G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	Corporate Governance Statement Commitments, endorsements & memberships	Included	G4-25	Basis for identification and selection of stakeholders	Corporate responsibility materiality	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	About us	Included	G4-16	Membership of associations (such as industry associations) and national or international advocacy organizations	Commitments, endorsements & memberships	Included	G4-26	Organization approach to stakeholder engagement, including frequency of engagement	Corporate responsibility materiality	Included
G4-7	Nature of ownership and legal form	About us	Included	IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES				G4-27	Key topics and concerns that have been raised through stakeholder engagement	Corporate responsibility materiality matrix	Included
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Annual Report	Included	G4-17	List of all entities included in the organization's consolidated financial statements or equivalent documents	Annual Report	Included	REPORT PROFILE			
G4-9	Scale of the organization	About us Economic sustainability Annual Report	Included	G4-18	Process for defining report content and the aspect boundaries	Corporate responsibility materiality	Included	G4-28	Reporting period (e.g. fiscal/calendar year) for information provided	About this report	Included
				G4-19	List of all material aspects in the process for defining report content	Corporate responsibility materiality matrix	Included	G4-29	Date of most recent previous report (if any)	About this report	Included
				G4-20	Report the aspect boundary within the organization for each material aspect	Corporate responsibility materiality matrix Mapping corporate responsibility material issues to the S...	Included	G4-30	Reporting cycle (annual, biennial)	About this report	Included
								G4-31	Contact point for questions regarding the report or its contents	Keep in touch	Included
								G4-32	Table identifying the table of the Standard Disclosures in the report	About this report GRI 4.0 Content Index Tables	Included
								G4-33	External assurance for report	About this report	Included

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

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL	DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL	DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
GOVERNANCE				GOVERNANCE				GOVERNANCE			
G4-34	Governance structure of the organization, including committees	Governance	Included	G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics	Corporate Governance Statement	Included	G4-53	Stakeholders' views sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable	Annual Report	Included
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	Governance	Included	G4-45	Highest governance body's role in the identification and management of economic, environmental and social impact, risks and opportunities	Corporate Governance Statement	Included	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	WGEA Report	Partially 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	Governance	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	Corporate Governance Statement	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		Information unavailable
G4-37	Consultation process between stakeholders and the highest governance body on economic, environmental and social topics	Governance	Included	G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities	Corporate Governance Statement	Included	ETHICS AND INTEGRITY			
G4-38	Composition of the highest governance body and its committees	Corporate Governance Statement	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	About this report	Included	G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Ethics	Included
G4-39	Indicate whether Chair of the highest governance body is also an executive officer	Corporate Governance Statement	Included	G4-49	Process for communicating critical concerns to the highest governance body	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	Ethics	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	Corporate Governance Statement	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	Corporate Governance Statement	Partially 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	Ethics	Included
G4-41	Processes for highest governance body to ensure conflicts of interest are avoided and managed	Corporate Governance Statement	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	Annual Report	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	Corporate Governance Statement	Included	G4-52	Process for determining remuneration	Annual Report	Included				
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	Corporate Governance Statement	Included								

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

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
ECONOMIC			
Community			
G4-DMA EC	Material aspects and how the organization manages 'Economic Performance'	Economic sustainability	Included
Economic Performance			
G4-EC1	Direct economic value generated and distributed	Economic sustainability	Included
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Annual Report Economic sustainability	Included
G4-EC3	Coverage of the organization's defined benefit plan obligations	Annual Report Our people	Included
G4-EC4	Financial assistance received from government	Annual Report	Included
Market Presence			
G4-EC5	Ratios of standard entry level wage compared to local minimum wage at significant locations of operation		Information unavailable
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	Diversity and inclusion	Partially included
Indirect Economic Impacts			
G4-EC7	Development and impact of infrastructure investments and services supported		Information unavailable
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Tax contributions	Included
Procurement Practices			
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Supplier selection	Partially included

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
LABOR PRACTICES AND DECENT WORK			
Our People			
G4-DMA LA	Material aspects and how the organization manages Labor Practices and Decent Work Performance	Our people Ethics	Included
Employment			
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	Our people	Partially included
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Our people	Included
G4-LA3	Return to work and retention rates after parental leave by gender	WGEA Report	Partially available
Labor/Management Relations			
G4-LA4	Minimum notice period regarding operational changes including whether these are specified in collective agreements	Our people	Partially 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	Health, safety and environment	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	Health, safety and environment	Partially included
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation		Information unavailable
G4-LA8	Health and safety topics covered in formal agreements with trade unions		Information unavailable

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
Training and Education			
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Talent development	Partially included
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Talent development	Partially included
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Talent development	Partially 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	Diversity and inclusion Diversity and inclusion	Partially 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	Diversity and inclusion	Partially included
Supplier Practices and Labor Practices			
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Supplier selection	Included
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	Supplier selection	Included
Labor Practices Grievance Mechanisms			
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	Ethics	Partially included

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

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL	DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL	DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
Supplier Assessment for Impacts on Society				Water				Effluents and Waste			
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	Supplier selection	Included	G4-EN8	Total water withdrawal by source	Water	Included	G4-EN22	Total water discharge by quality and destination		Information unavailable
Grievance Mechanisms for Impacts on Society				G4-EN9	Water sources significantly affected by withdrawal of water		Not applicable	G4-EN23	Total weight of waste by type and disposal method		Information unavailable
G4-SO11	Number of grievances about impacts on society field, addressed, and resolved through formal grievance mechanisms	Supplier selection	Included	G4-EN10	Percentage and total volume of water recycled and reused	Water	Partially included	G4-EN24	Total number and volume of significant spills		Not applicable
ENVIRONMENTAL				Biodiversity				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		Information unavailable
Environment				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-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		Information unavailable
G4-DMA EN	Material aspects and how the organization manages 'Environment'	Environment	Included	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	Products and Services			
Materials				G4-EN13	Habitats protected or restored		Not applicable	G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Climate change	Included
G4-EN1	Material used by weight or volume		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		Renewable energy		Not applicable
G4-EN2	Percentage of materials used that are recycled input materials	Environment	Partially included	G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Greenhouse Gas Emissions	Included	G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category		Not applicable
Energy				G4-EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)	Greenhouse Gas Emissions	Included	Compliance			
G4-EN3	Energy consumption within the organization	Energy	Included	G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)		Information unavailable	G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Energy	Included
G4-EN4	Energy consumption outside of the organization	Energy	Included	G4-EN18	Greenhouse gas (GHG) emissions intensity	Greenhouse Gas Emissions	Included	Transport			
G4-EN5	Energy intensity	Energy	Included	G4-EN19	Reduction of greenhouse gas (GHG) emissions	Energy	Included	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	Energy	Partially included
G4-EN6	Reduction of energy consumption	Energy	Included	G4-EN20	Emissions of ozone-depleting substances (ODS)		Not applicable				
G4-EN7	Reduction in energy requirements of products and services	Greenhouse gas emissions	Included	G4-EN21	NOx, SOx, and other significant air emissions		Not applicable				

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

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
Overall			
G4-EN31	Total environmental protection expenditures and investments by type		Included
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Supplier selection	Included
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	Supplier selection	Included
Environmental Grievance Mechanisms			
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms		Confidentiality constraints

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
PRODUCT RESPONSIBILITY			
Not applicable			
G4-DMA PR	Material aspects and how the organization manages 'Product Responsibility'	Governance	Partially included
Customer Health and Safety			
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Health, safety and environment	Partially included
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	Health, safety and environment	Partially included
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

DISCLOSURES	DESCRIPTION	LOCATION	REPORTING LEVEL
Product and Service Labeling			
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		Confidentiality constraints
Product and Service Labeling			
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		Confidentiality constraints
Product and Service Labeling			
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		Confidentiality constraints
Product and Service Labeling			
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services		Confidentiality constraints



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

Keep in touch

We welcome your feedback and suggestions.

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