



WorleyParsons

resources & energy

Corporate Responsibility
Performance Report

2018



EcoNomics™

Chief Executive Officer statement

The past financial year has no doubt been one of the most dynamic in recent years for WorleyParsons. To that end, I would like to start by acknowledging the amazing people of WorleyParsons for their relentless commitment to helping our success. Their work, passion, innovation and resilience has delivered and helped reinforce our position as one of the most future-ready players in our industry.

Safety performance

Our focus on safety is at the core of everything we do, and our people continued to deliver industry leading results. This year we initiated a review of our integrity management framework, OneWay™. It will undergo a revamp to further cement our intense focus on caring for the safety and wellbeing of our people by incorporating human performance factors as a more holistic approach to safety and to the way we undertake all our work. [Page 60](#)

Diversity performance

During the period WorleyParsons achieved and exceeded its FY2020 targets for female board participation and women senior executives. 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 55](#)

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 delivered the largest number of supported projects providing opportunities for our people to volunteer their skills. Our people have completed over 139,000 volunteering hours since 2012 and over 25,500 hours in FY2018. 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 66](#)

Environmental performance

This year we formalized our climate change position statement and established a climate change working group. We again achieved our energy target for carbon emissions and continue to report for the Carbon Disclosure Project. We have started work to better understand the impact of climate related financial and environmental risks on our business. Engineering News Record (ENR) again ranked WorleyParsons in the top 200 environmental firms globally. [Page 44](#)

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. Over the past year, opportunities for our people to interact with our leaders (and each other) were available and we have social media and the Yammer platform to further the transparency within our business. [Page 22](#)

Influence and recognition

This year we revisited our corporate responsibility materiality review, receiving and reflecting on the direct feedback from over 500 stakeholders. The results showed where we can significantly influence and support some important issues our world faces that our stakeholders care about. 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 [2018 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 Sustainable Development Goals of the United Nations and aid the communities in which we work. We are already communicating how and where we are supporting the Sustainable Development Goals, as highlighted throughout this report.

The resources and energy industry is an exciting place to be today. There's so much change and so much opportunity. It should make for an exciting FY2019.



Andrew Wood

**Chief Executive Officer
WorleyParsons**



I believe the enormous impact we make in our communities is made possible by the special mix of very passionate and skilled people, coupled with carefully designed enabling processes. Add to this the values-based culture and support from leadership, and it is easy for our people to take action with minimal bureaucracy and appropriate risk management. The collective impact that results from the hundreds of activities benefiting the many communities where we operate, is breathtaking.

Marni Oaten, Director Corporate Responsibility



1. ABOUT US

We are 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 own futures.



Environmental Social Governance metrics in 2018...



[Definitions and clarifications](#)

Who we are



WorleyParsons

resources & energy

WorleyParsons delivers projects, provides expertise in engineering, procurement and construction and offers a wide range of consulting and advisory services. We cover the full lifecycle, from creating new assets to sustaining and enhancing operating assets, in the hydrocarbons and power, infrastructure, minerals, metals and chemicals sectors. Our resources and energy are focused on responding to and meeting the needs of our customers over the long term and thereby creating value for our shareholders.

This report covers all WorleyParsons' locations as listed on the map (next page), unless otherwise stated. Information on our business focus and financial performance can be found in the 2018 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 business

We have a business framework which embeds Environmental, Social and Governance (ESG) objectives into the way we do business.

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

About us

We are a partner in delivering sustained economic and social progress, creating opportunities for individuals, companies and communities to find and realize their own futures. We can only do this with the support of our shareholders, earned by delivering earnings growth and a satisfactory return on their investment in a responsible manner.



Our people represent many nationalities, cultures and speak many languages. Their energy and resources are directed to deliver projects, provide expertise in engineering, procurement and construction and offer a wide range of consulting and advisory services.

We cover the full lifecycle, from creating new assets to sustaining and enhancing operating assets, in the hydrocarbons, mineral, metals, chemicals and infrastructure sectors.

Our resources and energy are focused on responding to and meeting the needs of our customers over the long term and thereby creating value for our shareholders.

Values

Our values are approved by the Board and are communicated through the business. We exhibit these through:

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 innovative people
- Delivering profitable sustainability
- Innovation delivering value for our customers

Corporate governance

The Board provides oversight and leadership for our business. The Board regards good corporate governance as critical in achieving our objectives and high standards of safety and performance.

The Board has adopted appropriate charters codes and policies to achieve this. We recognize that we have responsibilities to our shareholders, customers, employees and suppliers as well as to the environment and the communities in which we operate.

Leadership and culture

Our approach to a responsible business

- Our reputation for honesty, integrity and ethical practices is our most important asset.
- We are committed to complying with the law and conducting our business to the highest standards.
- We expect all our people and partners (including suppliers and agents) to uphold this commitment and live up to our reputation every day.

Embedding our approach

- Our Enterprise Management System (EMS) establishes a globally consistent approach for how we do business.
- Our Code of Conduct sets the standard for ethical and professional behavior we expect our people and partners to uphold.
- OneWay™ is the integrity framework guiding the way we work.
- EcoNomics™ describes the philosophy of providing profitable sustainability to our customers.
- The WorleyParsons Foundation is one of the ways we deliver sustained economic and social progress.
- We set targets, monitor and report progress across a number of nonfinancial metrics that define good business practices specific to our business.

Where we are

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 26,050 people globally. WorleyParsons has 116 offices in 42 countries.



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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 2017 to 30 June 2018, unless otherwise stated) including this report, the Corporate Responsibility section in the 2018 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 2018 Corporate Responsibility Performance Report is prepared in accordance with the Global Reporting Initiative Standards 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 Content Index is provided from [page 73](#).

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 2016 to 30 June 2017 was released in October 2017.

[Definitions and clarifications](#) are provided for the corporate responsibility indicators. References to dollars (\$) in this report are Australian dollars unless stated otherwise.

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 2018 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 2018 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.



Villages in India have been supported with power, schools and water via WorleyParsons CR activities.

Commitments, endorsements and awards

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: **Governance, Ethics and Transparency, Our People, Human Rights, Community, Fair Operating Practices and Supply Chain, and the Environment.**

Global reporting commitments

Since 2012, we have led corporate disclosure with an integrated reporting process aligned to leading international reporting standards. This year we succeeded in delivering ESG related reporting for:

6 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).
2 ND 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 year, we see WorleyParsons' teams continue to embrace the goals into our customers' and our own activities, to measure impact.
6 TH YEAR REPORTING	Global Reporting Initiative (GRI)	We align our corporate responsibility reporting process with the internationally-recognized GRI sustainability reporting framework.
9 TH YEAR REPORTING	Carbon Disclosure Project	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.
6 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.

Commitments, endorsements and awards



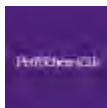
WorleyParsons was awarded a silver recognition level by EcoVadis for our CSR Scorecard. This result places our Company among the top 30% of performers evaluated by EcoVadis.



WorleyParsons was recognized as a 2017 Top 100 Global Energy Leader and a Top 25 Oil & Gas Related Equipment and Services Global Leader by Thomson Reuters. The study, the first holistic assessment of its kind, objectively identifies today's leading energy companies with the fortitude to excel in a complex business environment.



WorleyParsons was awarded the Global Mobility Team of the Year (large program) award at the FEM EMEA EMMA's (Expatriate Management & Mobility Awards). The awards celebrate the best and brightest of the global mobility industry and the supporting suppliers and vendors.



WorleyParsons was named in the top 15 EPC contractors in the Middle East by Refining & Petrochemicals Middle East.



WorleyParsons was named the fifth best International Design Firm by Engineering News Record, for the second consecutive year WorleyParsons has been named in the top five.

WorleyParsons was named in the Top 200 Environmental Firms by Engineering News Record. ENR's list of the Top 200 Environmental Firms.



WorleyParsons was awarded the EPC Contractor of the Year Award at the second LNG Solutions Global Summit. WorleyParsons has also been shortlisted in the same category for 2018.



WorleyParsons was named the 27th most innovative company in Australia according to The Australian Financial Review.

2. CORPORATE RESPONSIBILITY MATERIALITY

We developed a corporate responsibility materiality process that embraces the Sustainable Development Goals, as they are adopted by our business and are becoming universally recognized, across all industries.



Corporate responsibility materiality

Corporate responsibility materiality definition

WorleyParsons has defined corporate responsibility materiality as the process involved in determining relevant (or material) topics for an organization that has 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.



This year, we developed a corporate responsibility materiality process that embraces the 17 UN SDGs. This process aligns with the GRI reporting framework.

Corporate responsibility materiality review

The materiality review was conducted to understand the current material issues affecting our key stakeholders. Our key stakeholder groups were classified as:

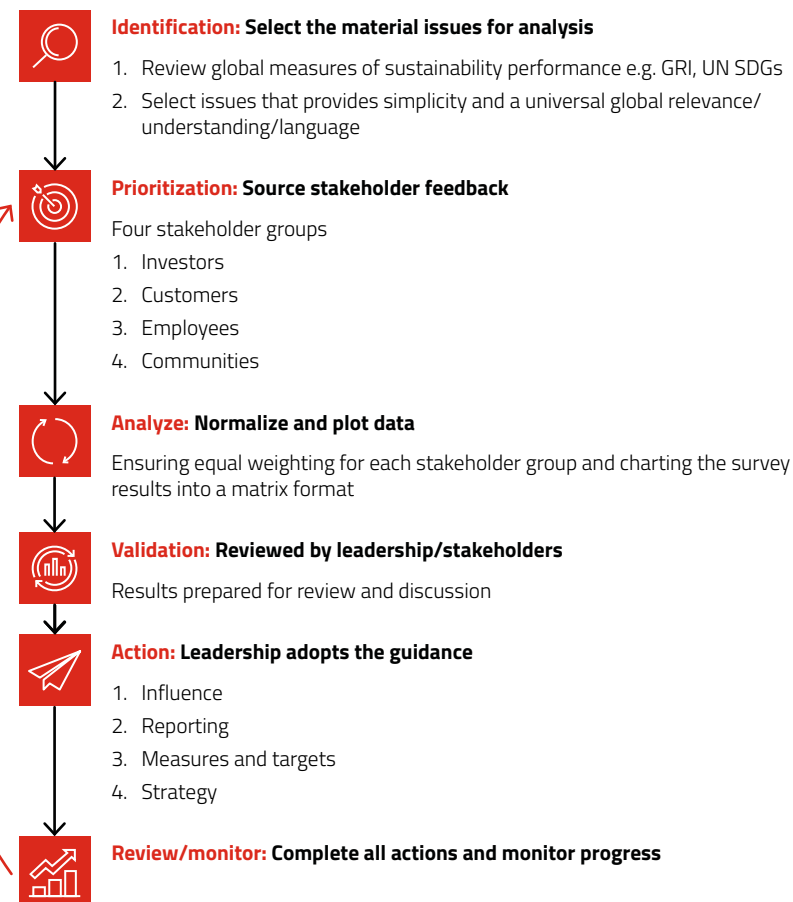
- investors;
- customers;
- employees; and
- communities.

We updated our process this year to engage each of our stakeholder groups directly (via survey), seeking their views on three aspects of materiality:

- what SDGs are important to you?;
- what SDGs will have the biggest impact on WorleyParsons in terms of creating risks and opportunities?; and
- what SDGs do WorleyParsons have the most influence over to improve global civilization?

We received over 500 responses to our survey, capturing the views of 35% of our top 50 shareholders and 60 of our community partners, across all of our global locations.

Materiality study process



Corporate responsibility materiality review

Materiality matrix

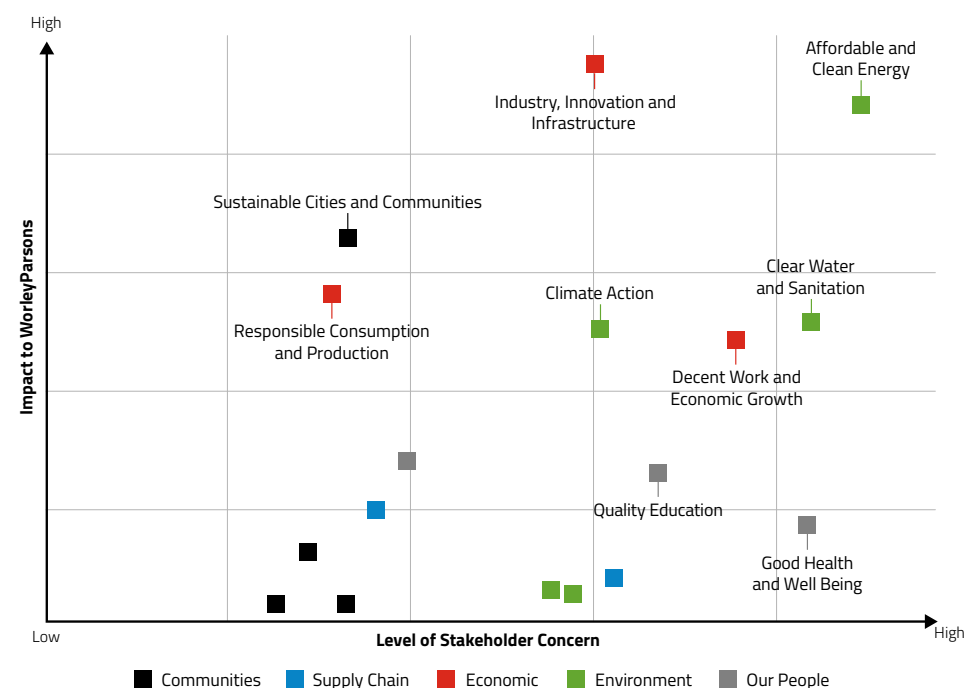
Our 2018 corporate responsibility materiality review is represented in the matrix opposite. The vertical axis represents our stakeholders' views on which issues will have the most impact to WorleyParsons. The horizontal axis represents our stakeholders' views on which issues are most important to them.

We analyzed the data and reviewed the top material issues to determine if we are sufficiently addressing them within our processes, policies and overall strategy. The table below shows how we are progressing the SDGs by linking to some of the key actions we are taking:

Top material issues	Examples of progress in FY2018
Affordable and Clean Energy	Climate change program (p44) , New Energy (p46)
Good Health and Wellbeing	Health and safety (p60)
Quality Education	Education with a diversity and inclusion lens (p69)
Climate Action	Climate change strategic actions (p45) , Greenhouse gas emissions (p49)
Clean Water and Sanitation	Our water expertise (p47) , Sanitation solutions in Papua New Guinea (p51)
Decent Work and Economic Growth	Social and economic benefits of a megaproject (p36) , Development of sustainable supply chain partners (p27)
Industry, Innovation and Infrastructure	Nurturing a culture of innovation (p35) , Supply chain innovation (p28)
Responsible Consumption and Production	Energy performance (p48) , Requis – trading surplus supplies (p28)
Sustainable Cities and Communities	Socio-environmental project in the Brazilian Amazon (p73) , Improving social infrastructure (p70) , WorleyParsons Foundation projects (p71)

WorleyParsons 2018 materiality matrix – impact vs concern

Mapping the issues that are most important (across all of our stakeholders including our people) against the issues with the most impact to our business (as determined by our people).



Influencing economic, social and environmental issues

Where can WorleyParsons influence?

We asked our stakeholder groups which SDGs they felt WorleyParsons had the most opportunity to positively improve by 2030. The results are shown on the graph on the right. The top five SDGs were:

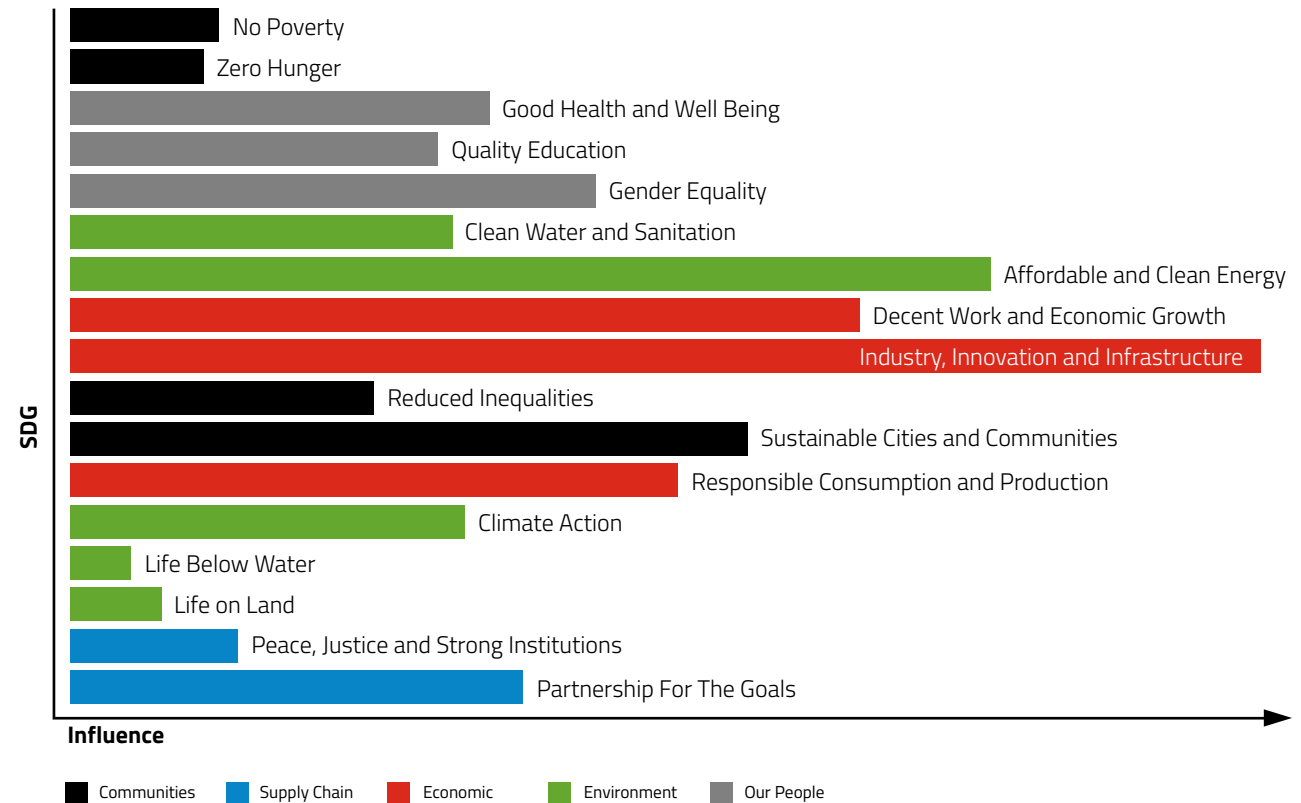
- Industry, Innovation and Infrastructure;
- Affordable and Clean Energy;
- Decent Work and Economic Growth;
- Sustainable Cities and Communities; and
- Responsible Consumption and Production.

Comparing 2018 to 2016

We completed our first materiality study in 2016. A desktop analysis identified 24 key material issues affecting our business. We then surveyed key stakeholders to determine which issues were highest priority.

In 2017, we started our transition to using the UN SDGs in the way we monitor, measure and direct our CR performance. We mapped the top issues from our 2016 materiality study against those SDGs that were applicable to them. We identified a shift from 2016 to 2018 in an increased priority for environmental and people issues.

Which SDGs can WorleyParsons influence the most?





WorleyParsons joins war on waste in Western Australia

WorleyParsons has become an active participant in the war on waste by helping design Western Australia's (WA) first plastics recycling plant after our people were "surprised and disappointed" to learn the state was sending used plastic abroad. GreenBatch, a 'for purpose' company, intends to turn plastic bottles into filament for 3D printers, aims to have WA's first plastics reprocessing plant up and running by July 2019 after approaching WorleyParsons for pro bono design and engineering advice late last year.

Some two dozen engineers from WorleyParsons' offices in Perth and London have been working on the project in their spare time. *"When I put a plastic bottle into a bin, my belief was that that was being recycled. I didn't realise that Australia was shipping its waste overseas. We shared some of the material that had come from GreenBatch with our staff and most people were surprised and disappointed, and that's partially I think what has generated the interest within the organisation."* said Michael Dunn, Western Australia (WA) Location Director.

GreenBatch initially estimated that it would cost \$150,000 to build a plant that could process 300 kilograms of plastic bottles a week, but found that its budget would actually allow it to process 300 kilograms an hour. If the plant runs 24 hours a day, it could process 131 million plastic bottles annually. The filament made at the recycling plant will be donated to schools.

"Giving WorleyParsons staff an opportunity to be involved in community projects helped the engineering group remain an employer of choice," Mr Dunn said. *"It's not a feel good project only for WorleyParsons, this is about satisfying the community requirements and the staff requirements to be involved in projects that ultimately add value to the communities in which we work and live."*

GreenBatch is the first pro-bono environmental project for WorleyParsons in WA.



Image courtesy of Engineers Australia

Together we have progressed some of the Sustainable Development Goals

- 1 No Poverty** Living above the breadline
 - provided food to those who have limited access for food
 - assisted in accessing resources
 - provided minimum wage
 - reduced the number of people in labour or at risk of becoming homeless
- 3 Good Health and Well-being** Health and wellbeing
 - reduced the number of child and/or maternal deaths
- 4 Quality Education** Education and employment
 - improved the standard of education in an established school

- 2 Zero Hunger**
 - provided food to those who have limited access for food
 - assisted in accessing resources
 - provided minimum wage
 - reduced the number of people in labour or at risk of becoming homeless

- 5 Gender Equality** Equality
 - supported in accessing resources
 - reduced discrimination
 - provided equal pay for same job
 - supported domestic violence victims
 - supported discrimination including employees
 - provided equal project status for disabled?

- 9 Industry, Innovation and Infrastructure** Infrastructure
 - helped transport including infrastructure
 - increased technology
 - improved community
 - improved community
 - actively upgraded



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Sustainable Future

Corporate Responsibility

Dear customer,

This project we worked on together has progressed some of the Sustainable Development Goals.

We are proud of this work and wanted to share this with you so you can tell others!

Best regards,
The WorleyParsons team

Sustainable Development Goal Postcard for:

Project name

Customer name

Date

WorleyParsons creates a Social Impact Postcard to send to customers to celebrate their SDG performance

Monitoring social impact can be a challenge.

There are many schools of thought and numerous quantitative and qualitative methods to measure an organization's impact on society.

At WorleyParsons, we have chosen to integrate the United Nations' Sustainable Development Goals as a framework for tracking positive progress.

Selected projects, upon completion, produce a 'postcard' styled report for our customers, linking the successes of the project to progressing the SDGs.

The postcard is then issued to the customer as part of a project review. Our team at WorleyParsons is in the process of digitizing this assessment to allow SDG progress monitoring to be completed anywhere, at any time, on any device.

3. GOVERNANCE, ETHICS AND TRANSPARENCY

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.



Governance highlights

Below are some key highlights of the work we have been doing in governance, ethics and transparency:

Governance and responsible business

WorleyParsons is committed to working responsibly. We have a business framework which embeds Environmental, Social and Governance (ESG) objectives and our corporate responsibility program, as the way we do business. We are committed to improving our tools and processes to maintain our social license credentials and meet developments in our stakeholder expectations. WorleyParsons is positioned to help customers meet their own ESG objectives. [Page 4](#)

Ethics

WorleyParsons is committed to honest and ethical conduct and complying with the law across its global business. In accordance with our Code of Conduct, we internally investigate all matters that raise concerns. WorleyParsons has policies and processes in place in relation to expected standards of ethical conduct from our people, including in relation to gifts, entertainment and hospitality. There are consequences if our policies and processes are breached. [Page 20](#)

Data protection

Protecting the personal data of our employees, customers and suppliers is a critical component in maintaining WorleyParsons' reputation. [Page 19](#)

Transparency

We continue to provide periodic and continuous disclosure to the market applying ASX Listing Rules. This year, we updated our Company website and reached out to over 500,000 followers of our social media platforms to communicate to our broader community. Our internal communication intranet sites, online discussion groups and emails deliver important messages. Our people are encouraged to openly share their opinions, subject matter expertise and voice their concerns. [Page 22](#)

2018 at a glance



26,000+

Staff, contractors and business partners have completed our online Code of Conduct training



18

Different languages available for our Code of Conduct



42

Countries where the ethics helpline is available



40

Number of times our ethics helpline was accessed by our people



200+

Ethical background checks on our business partners completed

Governance: our approach to working responsibly

WorleyParsons is committed to working responsibly

WorleyParsons must comply with the Corporations Act 2001 and with the ASX Listing Rules. A Governance 2020 Program has commenced, to review and design an implementation program to adopt the 4th Edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.

We have a business framework which embeds Environmental, Social and Governance (ESG) objectives and our corporate responsibility program as the way we do business.

We are committed to improving our tools and processes to maintain our social license credentials and meet developments in our stakeholder expectations. WorleyParsons is positioned to help customers meet their own ESG objectives. [Page 4](#) shows how the relationships between our Company purpose, values, culture, leadership and strategy are embedded across the business.

Our approach to be a responsible business is part of our culture

Our reputation for honesty, integrity, lawful practices, transparency and ethical dealings is our most important asset. We expect all our people and partners to uphold this commitment and safeguard our reputation every day.

We have a globally consistent approach that is updated regularly to industry leading standards, that prompts improvement and drives innovation.

Our Code of Conduct sets the standards for the ethical and professional behavior we expect our people and partners to uphold in seeking to ensure our reputation is protected. All people receive Code of Conduct training and are encouraged to act in accordance with it.

OneWay™ is the integrity framework guiding the way we work throughout WorleyParsons. It encompasses the tools and processes that we follow to ensure the wellbeing of people, assets and the environment. It supports us in achieving extraordinary outcomes with care and integrity.

EcoNomics™ describes the philosophy embedded within our processes that provides profitable sustainability to our customers.

Our Enterprise Management System is supported by our leadership with training that explains the link between policies, processes and practical guidelines.

We set targets, monitor and report progress across a number of non-financial metrics that define good business practices specific to our business, including our improved responsible business assessments ([see page 19](#)) and social impact postcard ([see page 14](#)).

Corporate Responsibility Champions volunteer to provide and drive local activities that demonstrate our commitment, as described in the Our Community section.



WorleyParsons

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Celebrating success with Amazing People campaign

As an organization made up of lots of individuals, we encourage everyone to be a partner in delivering sustained economic progress. We do this through our customer projects, WorleyParsons Foundation projects and hundreds of local corporate responsibility themed activities. Refer to the examples throughout this report and our social media pages.

In 2018, we have celebrated the success of the individual as well as the Group, through our Amazing People campaign.



Amazing people doing amazing things.

365 wind turbines in 362 days

What makes a person amazing?

At WorleyParsons, we define it by the work we do and the communities we help.

Our team on the ground in northern Kenya built lasting relationships with all stakeholders to guarantee a wonderful outcome for the surrounding communities.

“ Thank you to the entire project team for your tireless devotion to the upliftment of the region and instilling the importance of health and safety practices into the local workforce.

We know you're doing amazing work and we want you to tell us about it. Nominate your project on the **Amazing People** site.

Let's celebrate the amazing things our people do.

Responsible business assessments and data protection

Strengthening our customer and project due diligence

The responsible business assessments we perform strengthen customer and project due diligence. We want to know that our customers and other business partners take a responsible approach to business as seriously as we do, before we agree to proceed to work with them.

Responsible business assessments were introduced in 2018. They are now embedded across our business within our sales processes and risk assessments for new projects and contracts. We assess the risk profile of customers and projects in five areas:

- Trade sanctions
- Ethical business practices
- Social license
- Credit worthiness
- Carbon emissions

The purpose of the responsible business assessments is to strengthen customer and project due diligence activities.

We make decisions to proceed with bids and work with customers after we have considered the possibility of business disputations and referred reputation damage, and have an appropriate level of risk management in place. This protects the interests of all of our stakeholders: investors, customers, employees and communities.

Databases and tools provide information regarding confirmed legal judgments or equivalent for:

- bribery and corruption;
- human rights violations;
- environmental damages;
- labor management issues; and
- safety.

Data protection

Protecting the personal data of our employees, customers and suppliers is a critical data component in maintaining WorleyParsons' reputation.

With increasing risks and regulatory expectations, such as the European Union's General Data Protection Regulation, we now have a dedicated team who manage the exposure with a number of solutions such as:

- multiple intrusion blocking;
- virus detecting/cleaning;
- data encryption; and
- system monitoring software systems.

These are in place to prevent and/or stop unauthorized system activity.

Our obligations in **protecting personal data** are increasing with more risks, the enactment of new laws and data protection regulation. Our Code of Conduct demands that we meet both the letter and intent of these laws.

CEO, Andrew Wood

Ethical behavior from top to bottom

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 avoid 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 support community values.
- The Code of Conduct is available in 17 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 location people leader.

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

Seeking advice. 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. Issues are escalated to the Ethics Committee for advice or action.

Reporting potential breaches to the Code of Conduct. 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 people leader.

Ethics Helpline. Our Ethics Helpline was used to log issues 40 times this year. It is an online and telephone breach reporting system, and 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, Group Leadership Team, 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.

Protection to whistle blowers. We have a policy that protects 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.).

Fraud and bribery

Fraud and 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.

Working to achieve SDG aims: 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 six 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.



SDG16 – Peace, Justice and Strong Institutions.

Keeps us on the right side of the law and educates every individual of their obligations



SDG17 – Partnerships For The Goals.

Working with companies who share our values and support of the SDGs



Code of Conduct Training

This year, our online Code of Conduct training was delivered to more than 26,000 staff, contractors and business partners.

Our Code of Conduct applies to:

Our People

All directors, employees and contractors of WorleyParsons.

Whenever they are:

- on company business;
- acting as our representative; and
- identifiable as our people.

Our Partners

All agents, subcontractors, consultants, representatives, intermediaries, suppliers and other parties who act for WorleyParsons.

Whenever they are acting for WorleyParsons.

Transparency

Transparency

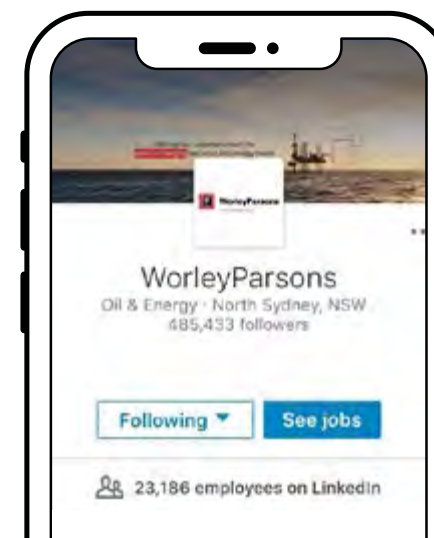
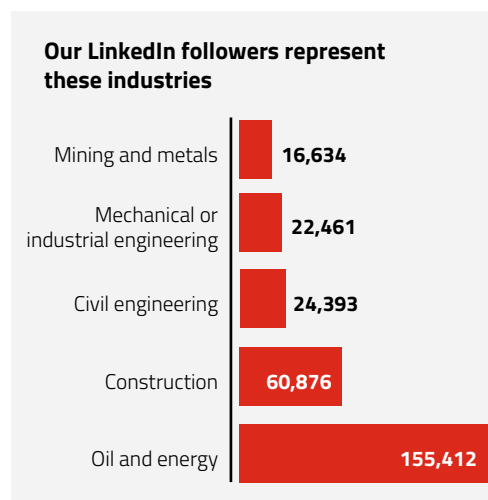
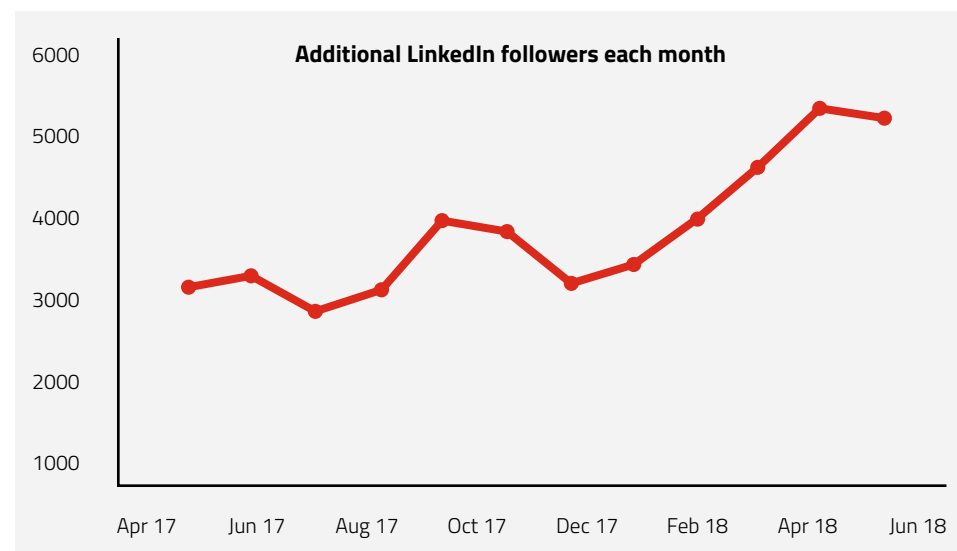
We continue to provide periodic and continuous disclosure to the market applying ASX Listing Rules.

This year we updated our company website and reached out to over 500,000 followers of our social media platforms to communicate to our broader community.

Our internal communication intranet sites, online discussion groups and emails deliver important messages. Our people are encouraged to openly share their opinions, subject matter expertise and voice their concerns.

Social media

Our social media following is steadily growing and is larger than our industry peers. The social media platform LinkedIn accounted for the highest follower growth with approximately 485,000 followers, with approximately 39,000 new followers in the past year. These followers have interacted via comments and likes on the 391 posts we've made, across a number of interest topics.





Changing lives in India with the Pollinate Energy Fellowship Program

Over the past three years, 24 WorleyParsons colleagues from 11 countries, across five continents, have joined Pollinate Energy in India for two weeks on a fellowship program, helping to provide life-changing products to the people who need them most.

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. The light from a kerosene lamp is not bright enough to read or study by, affecting people's education. It is an environmental issue, too – for every liter of kerosene burnt, around 2.5 kilograms of carbon dioxide is produced.

The WorleyParsons Foundation, together with Pollinate Energy, is working to supply affordable solar-powered lighting systems to those living without electricity. The WorleyParsons Foundation supports volunteering opportunities for colleagues, allowing them to be directly or indirectly involved with its activities. The Pollinate Energy Professionals Fellowship aims to bring professionals with diverse skill sets, ideas and perspectives together to resolve challenging hurdles. To overcome the challenge of getting renewable energy into the slums, Pollinate Energy train local people – called Pollinators – to sell solar lights in their neighborhood.

The hope is that affordable lighting will lead to economic growth through education. *“One of the Pollinators told us that her 11-year-old son studies with a Pollinate Energy solar lantern and hopes to be a doctor,”* recounts Elizabeth Subramaniam from Advisian in Melbourne. WorleyParsons colleagues work with Pollinators, explaining the benefits of solar power. *“Communities we visited had a diverse understanding of solar power,”* explains Monica Roulston, Procurement Administrator in Edmonton, who visited in 2017. *“Some had little or no familiarity and others had already purchased and set up their own in-home systems to meet their energy needs.”*



4. SUPPLY CHAIN

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, but also much-needed transformation in the engineering sector.



Supply chain highlights

WorleyParsons understands the responsibilities we have to our customers when selecting suppliers, as well as the opportunity to develop local supply chains where we operate. We also acknowledge the potential risks introduced by our suppliers and contractors that can impact our operations and projects. Some key development this year were:

Sustainable supply chain. We value suppliers and contractors with high ethical standards and set strict expectations on them as stated in our supply chain policies and codes of conduct. This year we addressed the changing nature of how business is conducted, especially around the area of ethics and data privacy. [Page 26](#)

Enterprise development. We develop, mentor and support supply chain partners in our local communities, with examples from South Africa and Canada. [Page 27](#)

Supply chain innovation. We have developed industry leading systems to manage end-to-end supply chain solutions for our customers and our own internal procurement. We continue to innovate to maximize commercial and environmental benefits for our customers with the development of a spare parts trading platform to reduce consumption and waste. [Page 28](#)

2018 at a glance



100%

Of suppliers agree to our Supply Chain Code of Conduct



5,000+

suppliers self-registered in our online Supplier Portal



\$500 million

of operational (overhead) procurement spend will be managed in one central system



USD\$8.6billion

Of 'total installed costs' on one of our projects where we managed procurement on behalf of our customer

Values are measured in Australian dollars.

Sustainable 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.

This year, we updated the Supply Chain Code of Conduct, addressing the Global Data Protection Requirements.

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.

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.

Assessing and selecting suppliers

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.

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 for project delivery services.



Supplier Portal

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, and community engagement.

Development of sustainable supply chain partners

Sustainable project delivery

Our procurement teams can play a very influential role on projects, managing the supply of materials, equipment and contractors for projects.

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:

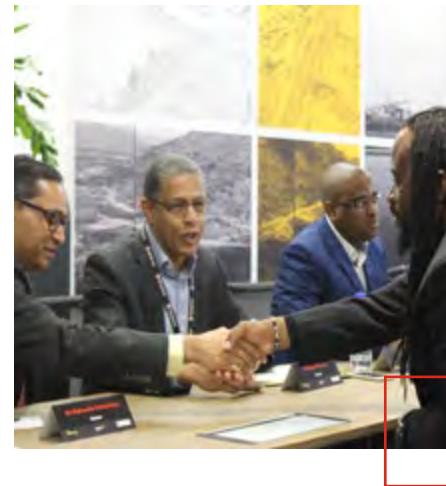
- providing training and delivering supplier information sessions for small local companies that may not have the required experience and skills to work on large engineering, procurement and construction management projects but are interested in opportunities;
- creating small bid packages to allow local 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.

WorleyParsons South Africa's enterprise and supplier development continues into its sixth year

Now in its sixth year, the WorleyParsons Enterprise and Supplier Development (ESD) Program provides mentoring, support, skills transfer, knowledge transfer, multinational brand leverage and partnership for a number of young local businesses throughout the region, across three levels of the ESD Program. WorleyParsons South Africa has and continues to provide skills and knowledge transfer on an ongoing basis through the availability of its technical experts within South Africa and globally where possible.

The program assists ESD partner companies with capability and capacity building, with special focus on value-added activities within the South African industry through service-related functions. Through the program, WorleyParsons helps the ESD companies with their branding, marketing documents, legal compliance, financial compliance, governance, positioning in the market and introduction to potential clients that WorleyParsons is already servicing.

As the program matures, we expect to see more and more joint delivery of services whilst exposing our partner SMEs to world-class delivery systems and transferring skills and capabilities to help the industry as a whole grow.



Supply chain innovation

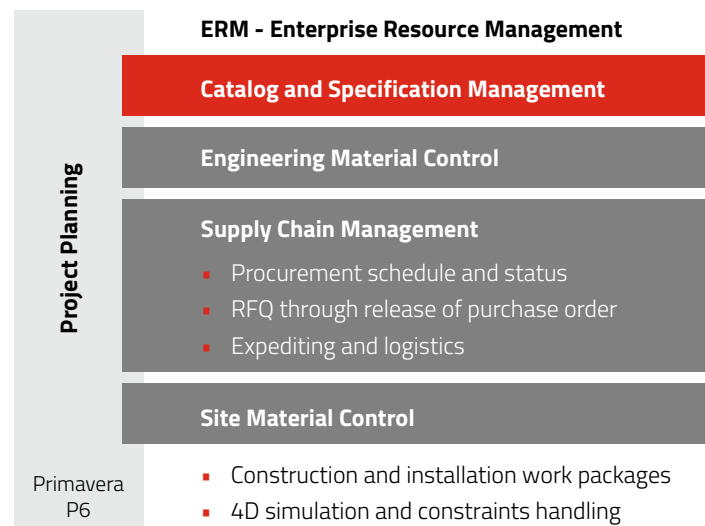
Consolidation of supply chain management systems

WorleyParsons has developed industry leading end-to-end supply chain solutions for our own operations and are able to offer custom solutions to our customers in order to improve project delivery outcomes and reduce execution risks.

We manage more than \$500million of goods and services from suppliers to support our internal operations. This year, we have identified and commenced the rollout of an enterprise system to centrally manage our corporate procurement, consolidating a number of previously managed systems. The benefits will be significant, including greater transparency and administration savings.

Industry leading project procurement

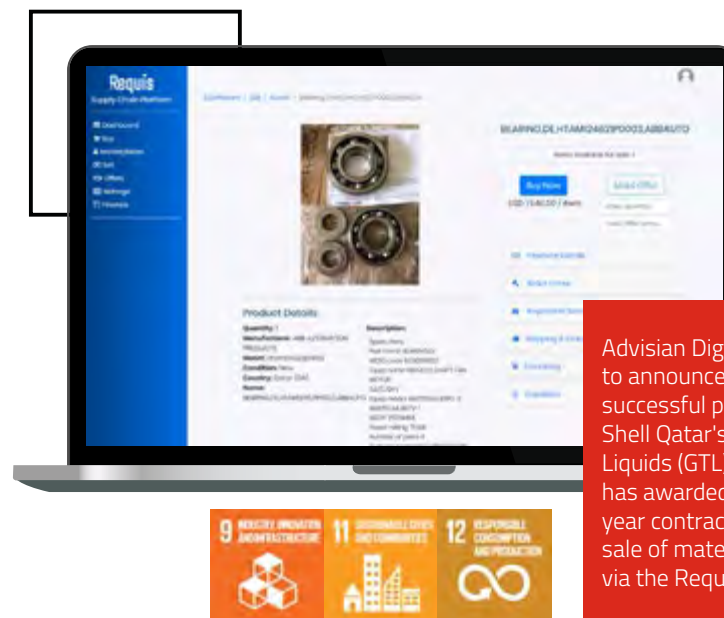
Partnering with global software provider AVEVA, WorleyParsons is providing industry leading solutions for engineering, procurement and construction materials management excellence. The combined systems and service offering of an enterprise resource management solution is cost and time efficient along with many other features.



Requis – trading surplus supplies

In a move into digital services, 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.

WorleyParsons has a long history with supplying spare parts to the power industry sector, having owned the John Thompson Engineering business in Australia for over 20 years, serving the local power sector. The Requis platform draws upon the extensive industry experience gained from successfully delivering projects across 42 countries of operation, mainly in the resources and energy sectors. A number of customers are using the platform as awareness grows.



Advisian Digital is pleased to announce that after a successful pilot program, Shell Qatar's Gas -to-Liquids (GTL) Operations has awarded them a five-year contract, managing the sale of materials and goods via the Requis Marketplace



Leading industrial construction

WorleyParsonsCord is an example of the economic and social contributions our operations make in the local community through Engineering, Procurement and Construction (EPC) solutions.

For the past 40 years, WorleyParsonsCord has grown to become a leader in industrial construction. Members of the WorleyParsonsCord group of companies are proud to be regularly recognized as top employers in both Alberta and Canada.

WorleyParsonsCord provides EPC, module fabrication and assembly and field-construction services across western Canada. Each year, we produce around 600 transportable modules for major oil and gas companies and other industrial companies in western Canada. This takes place at our modularization assembly yards in Edmonton and Blackfalds as well as our fabrication shop in Edmonton. Our work often involves the construction of heavy oil facilities, oil sands development, gas plants, power stations and a host of other heavy-industrial projects.

WorleyParsonsCord supports Indigenous apprentices in Alberta. In 2017, thanks to a partnership between Red Deer College, Montana First Nation and WorleyParsonsCord, Red Deer College launched the Virtual Reality and Co-operative Trades – The Next Generation Program. The program offered 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. The program included two groups of 25 students.



5. ECONOMIC

We are positioned well geographically and with the right capabilities to be able to support our customers in their development plans to ensure they meet the world's energy needs.



Economic highlights

Financial stability and improved economic performance underpin WorleyParsons' future success. Opposite are some highlights of the key achievements and economic contributions we have made to the communities where we operate in FY2018:

Strategic positioning and financial performance

We have strong operating and financial metrics reflecting our performance, as described in the Annual Report. [Page 32](#)

Broad economic development and tax transparency

We make significant direct and indirect economic contributions to the economies where we operate through taxes paid and employment. Through our work, we create training, development and employment opportunities to many, across our communities. [Page 33](#)

Innovation and digital disruption

Digital disruption is putting a premium on innovative people with real world experience and our people are well placed to deliver. As we nurture a culture of innovation and respect for digital disruption, our teams frequently launch commercial offerings, while our Innovation Incubator generated eight new ideas that were innovation seed funded. 460 further ideas were submitted to our Engineering Improvement Ideas Challenge. [Page 35](#)

2018 at a glance



\$450m

Approximate total paid in effective tax payments (2017)



460

Engineering performance improvement ideas generated



8

Ideas and concepts, submitted through the incubator, received innovation seed funding, supporting breakthrough thinking by our colleagues

Values are measured in Australian dollars.

Strategic positioning and financial performance

FY19 Strategic Priorities

Acting concurrently on priorities across three horizons



Strategic priorities for FY2019

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. The diagram above explains the strategic priorities. A number of our strategic priorities will have a direct impact towards achieving the aims of the SDGs such as playing a part in providing solutions to climate change and affordable clean energy.

In 2018, we launched a climate change strategy

In 2018, we have chosen to disclose a climate change position statement and strategic actions that form the focus of our climate change program. We will continue to analyze our physical and transitional exposures to climate change and disclose our progress in FY2019.

[For more detail read our Environment section.](#)

Economic sustainability

"We are positioned well geographically and with the right capabilities to be able to support our customers in their development plans to ensure they meet the world's energy needs."

CEO Andrew Wood

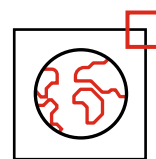
WorleyParsons makes an important contribution to local communities and regional economies by delivering solid financial returns to our shareholders, working with local businesses in our supply chain, investing in community organizations and employing local people. Taxes paid disclosures for FY2018 are in the Tax Contribution Report 2017 found on our company website.

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 2018 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 customers' business drivers, in addition to building strong relationships at all levels.



Our globally diverse, deep technical knowledge and engineering expertise provides our customers with the **best technical solutions.**

Tax transparency

Indirectly contributing to national economies

Disclosing our FY2017 corporate tax contributions in the 2017 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. We recognize that transparency is crucial to the value of our social license to operate.

With approximately \$450 million paid in effective tax contributions, there is a significant indirect economic contribution made to countries 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.

Supporting the following SDGs:



SDG8 – Decent Work and Economic Growth; and

"giving people the opportunity to indirectly contribute through their own tax contributions"



SDG16 – Peace, Justice and Strong Institutions.

"meeting all of our tax obligations to financially support the governments that run the countries we operate in"

Total tax contribution in four key operating countries in FY2017



Australia

\$157 million

United Kingdom
\$50 million



United States of America

\$125 million

Canada
\$123 million



This table provides a more detailed analysis of our total tax contribution across our key operating jurisdictions during FY2017:

Tax type	Total AUD\$ 000	
Corporate income tax ¹	3,656	
Fringe benefit tax ²	963	1 Refers to amounts of corporate income tax paid during FY2017.
Payroll taxes	20,403	2 Refers to the fringe benefit tax liability for the year ended 31 March 2017.
Net goods and services tax ³	40,427	3 Refers to the goods and services tax collected on sales by WorleyParsons less goods and services tax paid on business purchases by WorleyParsons.
Employee taxes remitted ⁴	388,937	4 Refers to salary withholding tax collected by WorleyParsons.
Total	454,386	

Innovation and our digital offering

Respecting the benefits of digital disruption

With digital disruption revolutionizing the resources and energy sector, we identify great opportunities for improving our industry. We are committed to staying abreast of the technological trends and embracing a better, more efficient future for the investors, customers and communities we serve.

We want to integrate digital technology seamlessly into our customers' existing and new assets. This technology can interact and suggest ways to improve performance, enhancing both the operation of those assets and the results they produce.

We use data to drive efficiencies, reduce costs, and allow our customers to make informed decisions using proprietary technology.

Examples of our new digital solutions on offer to our customers this year

Evolve – This is our proprietary asset data remediation platform; a field-tested product that creates a reliable digital copy of critical assets in a facility and keeps the digital and physical in sync.

Evolve is able to process millions of data records from multiple disparate sources to determine missing, incomplete and duplicate data.

Fugitive Emission Control – We are currently in the field-testing phase of an advanced technology configuration that can detect leakage remotely using drones equipped with advanced sensors. Using the sensor data, our proprietary machine learning platform then quantifies the volume and velocity of emission leak. Confidential customers in the USA and Canada are participating in field pilot programs with the expectation that the solution will prioritize asset repairs, minimize product loss, drastically reduce monitoring costs and assist in meeting environmental regulations.

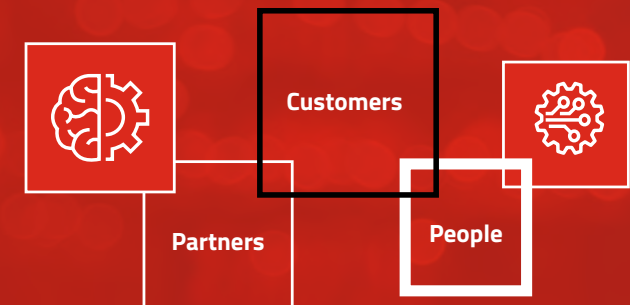
SaltGrid HSE – This technology combines powerful data analytics with automation concepts of artificial intelligence and machine learning. Deploying this new platform allows an organization to break new ground by moving away from HSE data analysis as a means of reporting past events, towards creating a meaningful and granular forecast about future state risks so that those safety risks can be targeted and mitigated.

Digital disruption

Digital disruption of engineering is putting a premium on innovative people with real world know how, skills and experience - core capabilities within our WorleyParsons teams.

Digital ecosystem

Using the premise that the market will out-innovate an individual and that industrial domain knowledge is key to finding a fit-for-purpose solution...



...we connect known problems to known solutions faster than any individual component

Nurturing a culture of innovation

This year, we have restructured the way that we facilitate innovation across the business, aligned to our global innovation strategy. Our teams have been prompted towards innovative thinking. Some of the new integrated, intelligent design platforms this year were:

- **Innovation Sector Strategies and Plans**, generated eight ideas that were awarded innovation seed funding and a further three ideas were progressed and awarded further funding.
- **Engineering Performance Improvement Challenge**, generated 460 ideas across themes of automation, engineering design, standardisation, information access and human factors.

Our profile on CoVentured (a platform that connects startups with corporate companies) is live and active and we are already receiving some interest from various local startups. We will continue to utilize this platform to generate ideas and partnerships that will benefit WorleyParsons and help us achieve our strategy. Currently, we are seeking interested parties in the areas of:

- innovative business and commercial models;
- plastics and waste; and
- digital solutions.



Our innovative digital solutions

There are currently five digital projects that are being worked on across WorleyParsons:

- **Chatbots** – Our Hyderabad office is exploring how project design can link up with Chatbot technologies using internal engineering project databases, allowing users to access project information instantly using voice commands;
- **Machine Learning Project Controls** – Our Perth office is working on an idea to use machine learning technology on project controls data in an effort to better understand our project performance. The first phase of this idea was a Hackathon held in Perth with students from The University of Western Australia;
- **A.I. Pipeline Integrity** – Our Edmonton office is focused on developing a machine learning algorithm to apply to pipeline integrity engineering;
- **Machine Learning HSE** – We are using machine learning technology to identify personnel on site who are inadequately equipped with PPE. Applying this technology to real time site video streams, allows the user to identify personnel who are not wearing the appropriate PPE and to correct this in a timely manner; and
- **Engineering Delivery Input Status Finder** – Our Mumbai office is working on a tool that integrates data from various software used for planning and progress tracking of a project and presenting it in a tabular format, showing current input availability status for deliverables or activities listed in a project's Master Deliverable Register.

Hackathon University challenge a smart idea

Tiara Dick, Senior Business Intelligence Specialist, from Perth was awarded seed funding to develop a prototype around using machine learning on project controls data. Tiara decided to use the funding to conduct a hackathon with students from The University of Western Australia, awarding the winning team \$4,000 and the opportunity to build their prototype with the support of WorleyParsons.

This was one of the most innovative uses of seed funding that the Innovation Group has seen so far.





Social and economic benefits of a natural gas pipeline mega-project

The 1,850 kilometers Trans-Anatolian Natural Gas Pipeline (TANAP) was opened this year at a ceremony held in Eskişehir, northwestern Turkey, attended by Turkish President, Recep Tayyip Erdoğan; Azerbaijan President, Ilham Aliyev; Turkish Republic of Northern Cyprus President, Mustafa Akıncı; Serbian President, Aleksandar Vučić; Ukrainian President, Petro Poroshenko as well as WorleyParsons CEO Andrew Wood.

John Milford, WorleyParsons Major Projects Director said: *“As the largest diameter pipeline ever built and the ninth longest in the world, this project has been challenging but incredibly rewarding, too. More than 700 WorleyParsons employees have been involved in the project from every corner of the world, including China, India, Australia, America, South Africa, Canada and the UK – it was this global operation that made it quite unique.”*

The four-year project involved an integrated team from WorleyParsons, working with TANAP, and it is the largest pipeline project ever delivered by WorleyParsons. *“The biggest challenge working on a project of this scale was meeting the world-class safety, environmental, timescale and budget targets...We proudly met these targets”* says Milford.

Engineering and Design Group Manager for TANAP and Package Director for WorleyParsons, Alper Tasdemir, said: *“This project is the gas bridge between the Caspian Sea and Europe – it’s incredibly important, not just from a gas supply safety point of view, but because it will create more options in the market and open many jobs to people in Turkey, Greece, Italy, Albania, Georgia and Azerbaijan. The figures are impressive, too. At 56 inches (1.4 meters), which is about the height of a 10-year-old child, it’s the biggest diameter pipe ever and can pump 31 billion cubic meters per annum.”*



21,000

detailed design deliverable documents produced by WorleyParsons



1,850km

covered by TANAP



700

global WorleyParsons colleagues involved in the project

6. HUMAN RIGHTS

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



Human rights policies

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 we 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, compulsory 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 Canada, Australia, South Africa and the United States.

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

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.

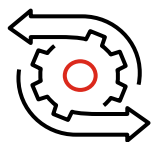
This year we introduced a Group policy that refers to our commitment to meaningful engagement with Indigenous communities and to support the aspirations of Indigenous people. We are committed to understanding Indigenous peoples' priorities, build relationships with local communities, engage local resources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

We have adopted the term Indigenous consistent with United Nations nomenclature, however local preferences are respected and utilized across our business for Aboriginal, First Nations, traditional owners etc.

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 our 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.



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.

Supporting Indigenous people across the world

WorleyParsons is committed to meaningful engagement with Indigenous communities. We recognize that our success in doing this depends on our demonstrated understanding of and respect for cultural values and the social, environmental and economic issues that affect Indigenous people.



Australia – Indigenous internships

For the past five years, WorleyParsons' Australia West business has welcomed Year 11 and 12 students into our workplace from Governor Stirling Senior High School.

Canada – design influence, consideration of traditional knowledge and Aboriginal apprenticeships

The Pond Inlet Small Craft Harbour is part of Advisian's current Nunavut Marine Infrastructure Project with the Government of Nunavut. The input received resulted in design modifications to meet the needs of the community. Incorporation of Inuit traditional knowledge improved the team's plan and design.

Also, WorleyParsonsCord supports Indigenous apprentices in Alberta, Canada with a partnership between Red Deer College, Montana First Nation and WorleyParsonsCord.

United States – investing and partnering with Indigenous owned businesses

NANA WorleyParsons is a project delivery company focused on multidiscipline engineering and design, procurement and construction management services. Based in Alaska, NANA's owners, or shareholders, are Iñupiat, meaning "real people", who have inhabited northwest Alaska for more than 10,000 years. Iñupiat are part of the Inuit, or circumpolar Indigenous people of the world.



7. ENVIRONMENT

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



Environment at a glance in 2018



50+

Concentrating solar thermal power projects globally



13%

Reduction in total carbon dioxide equivalent emissions



100+

Wind power projects globally



51%

Carbon emissions reductions (tonnes CO2-e) since 2014



9th

Year reporting to CDP



480,480

Photovoltaic modules were installed at the PV Solar Plant Pozo Almonte, Chile



4

Number of WorleyParsons Foundation projects supporting clean water and sanitation



365

Turbines installed in 362 days in the largest wind farm in Africa



18

Number of environment themed CR activities

Environment highlights

The influence of our projects and customers to shape the future of climate-related issues has been recognized by industry, investors and our broader community stakeholders. This year, we have seen progress across these environment themed activities:

Climate change

Established a working group to review and design an implementation program for the Task Force on Climate-related Financial Disclosure ("TCFD") to assist organizations take account of climate-related issues and disclose the financial impact that climate risks have on their businesses. Released a climate change position statement confirming our commitment to being part of the solution.

New energy and renewables performance

As our customers adopt to a more diverse energy future, we are well placed to support them. [Page 46](#)

Water expertise

Our water experts apply their expert knowledge to customer and pro bono projects that are influencing communities on a large scale with examples from Bangladesh and Papua New Guinea. [Page 47](#)

Emissions performance

We assessed and reported that we exceeded our FY2017 energy target of a 5% reduction of total carbon dioxide equivalents against the base year FY2016. [Page 49](#)



The "Do Good - Plant a Tree!" campaign led by volunteers from WorleyParsons planted 150 young trees along one of the central streets of Atyrau, Kazakhstan.

Climate change program

Our climate change working group has been established to review and design the climate change program. So far, the program has embedded climate change considerations with our core risk and strategy processes and has started to assess climate-related risks and opportunities. This program takes account of the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD). The TCFD followed the 2016 Paris Climate Agreement and aims to assist organizations like ours to take account of climate-related issues and disclose the financial impact that climate risks have on business.

Governance

Disclose the organization's governance around climate-related risks and opportunities.

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.



We will **continue to analyze** our physical and transitional exposures to climate change and the risk and opportunities it presents to our business.

Risk management

Disclose how the organization identifies, assesses and manages climate-related risks.

Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

WorleyParsons has a climate change position statement underpinned with strategic actions that forms the focus of our climate change program.

Climate change position statement

We recognize that climate change will have significant implications for the industries we serve. Together with our customers and industry partners, we use the principles of EcoNomics™ and the UN Sustainable Development Goals to help drive solutions for a lower carbon world. We are committed to being part of the solution, to reducing our own emissions intensity and protecting our people and assets from the physical impact of climate change.

Climate change strategic actions

WorleyParsons climate change strategic actions

Minimising our own carbon emissions

We will:

- Maintain company-wide energy targets, clearly stating we commit to reduce our emissions intensity in absolute terms, even as we grow the business;
- We will continue to complete a response for the Carbon Disclosure Project. The data collection and analysis stimulates energy and carbon emission reduction measures across the business.

Responding to our industry's and customers' climate change needs

Using the principles of EcoNomics™ we help our industry and customers meet the world's changing resource and energy needs by:

- Applying our world-class engineering skills to develop and implement solutions that accelerate the energy transition;
- Supporting customers to improve the energy efficiency of their existing operations;
- Helping customers to transition to lower emissions intensity outcomes.

Protecting our people and assets from the physical impact of climate change

We prepare for various scenarios and manage the impact of any critical incident situations that arise from climate change, which potentially can compromise the:

- viability of our operations;
- wellbeing of our people;
- interruption of our business.

Demonstrating our corporate commitment to climate change as we educate, measure and report progress on our climate related disclosures

We are committed to act responsibly, using the UN Sustainable Development Goals (*) and the Task Force for Climate-related Financial Disclosure as a guide.

We champion the implementation of Sustainable Development Goal #7: Affordable and Clean Energy which aims to ensure universal access to affordable, reliable and modern energy services.

* = The SDGs, adopted by all the world's nations, cover nearly every aspect of our future. They concern all people, all countries, and all parts of society. There are 17 goals in total, <https://sustainabledevelopment.un.org/sdgs>

New Energy

Investing in New Energy

WorleyParsons has comprehensive expertise in the renewable energy sector. We have delivered projects in solar, wind, hydro, biomass and geothermal power, and we support customers in developing and realizing their emissions reduction strategies.

We work with customers from all over the world including utilities, governments and energy companies. We help them make smart decisions about their emissions reduction strategies and investments in renewables. Our focus is on staying relevant to our customers' needs in a rapidly changing sector.

We have developed centers of excellence in Brazil, Spain, Australia and the United States which in turn support New Energy projects across the globe. We are expanding our efforts in New Energy as a strategic priority for us. Investments will see us broadening our capabilities in response to the markets we seek to address.

The future brings a growing portfolio of renewables working alongside traditional sources, sometimes integrated in hybrid form. Enablers, such as energy storage and smart energy systems, will play an important role in this transition.

WorleyParsons' expertise in renewable energy spans from concept decision making to hands-on operations. These global services utilize a broad experience base and cover diverse roles, such as engineering of North Sea offshore wind farm structures, operations of biogas plants in Australia, evaluation of biomass facilities in Chile, a study of a solar/gas hybrid plant in Kuwait, and planning of energy storage systems for renewables in the US.

Green hydrogen

The expertise of WorleyParsons and Advisian ensured their Green Hydrogen Feasibility Study was a complete success and contributed positively to the Southern Australia Hydrogen Road Map. Through the project, we were able to provide a robust fact base, which in turn enabled a clear pathway for the role of green hydrogen in securing South Australia's future energy needs.

The impact of these projects would have a positive impact on employment, local development, manufacturing industries and skills development and would drive the implementation of more renewables.

During the completion of the study, South Korea announced its commitment to run 26,000 buses on hydrogen and has been in dialogue with the South Australian Government about providing the hydrogen fuel. To do this, South Australia would require the construction of around 17 plants, with an estimated capital requirement of more than AUD\$14 billion. In order to provide the electricity needed to produce hydrogen, the development of approximately 8,700MW of renewable energy projects will also be necessary.



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 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.



Our water expertise

Managing water risks

Competing demands for limited available water resources and uncertainties associated with climate change, mean the provision of water security and flood resilience is an ever-increasing challenge faced by our clients.

Advisian’s hydrology and hydrogeology consultants have the expertise needed to help clients make accurate, reliable, and informed water resources decisions that provide long term water security to projects and communities, as well as a greater resilience to flood risk and uncertainties. The service offering is underpinned by expert knowledge in engineering sciences, water valuation, risk management, stakeholder consultation, and integrated technical solutions.

Our water resource specialists are supported by a multidisciplinary team comprised of civil engineers and designers, structural engineers, railway engineers, hydrogeologists, geologists, geotechnical engineers, environmental scientists, process engineers, water treatment and chemical engineers, project managers, risk managers, and safety specialists.

Our breadth of experience solving complex water resource problem for clients around the world allows us to provide clients with an integrated service that ranges from initial desktop studies, through to detailed design services and project management of water resource investigations.

Finding clean water for nearly 60,000 refugees in Bangladesh

A WorleyParsons team performed a critical geophysical exploration for drinking water in the Kutupalong, Leda and Nayapara refugee camps, which were facing acute water shortages due to the lack of rain. A team of five WorleyParsons hydro-physicists, under a consulting agreement for the United Nations High Commission for Refugees, headed to Bangladesh to help find deeper wells. They used state-of-the-art, mining and geophysical industry technology, such as: high resolution unmanned aerial vehicle imagery, daily mapping and 3D interactive, cloud-based visualization technology. Our team have been long term supporters of water exploration for refugee camps. Over the course of 2016 and 2017, their water exploration resulted in clean water for 60,000 of the 185,000 refugees in Kakuma; and for 8,000 ‘returnees’ to 22 villages and health clinics in Northern Uganda. The WorleyParsons Foundation is supporting the drilling and hand pump installation of 10 wells in the most recent Uganda project. “We were able to save the United Nations High Commission for Refugees months of drilling and exploration when our mapped area revealed big differences to theirs. We also found new possibilities for excavating and expanding existing surface reservoirs,” explains Paul Bauman, a expert Geophysicist, based in Calgary.



Energy performance

Energy performance

The Group completed a response for the CDP for FY2017 which was reported in June 2018.

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 FY2017.

Refer to the chart on this page for energy consumption trends for the years ended 30 June 2014 through to 30 June 2017.

Targets

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

As reported in our CDP response in 2018, an emission reduction of 13%, from reported last year, was achieved for FY2017, well above the four-year target. Business downsizing and subsequent consolidation of office space have contributed to this reduction.

Emissions have reduced 51% since 2014 (scope 1 and scope 2).

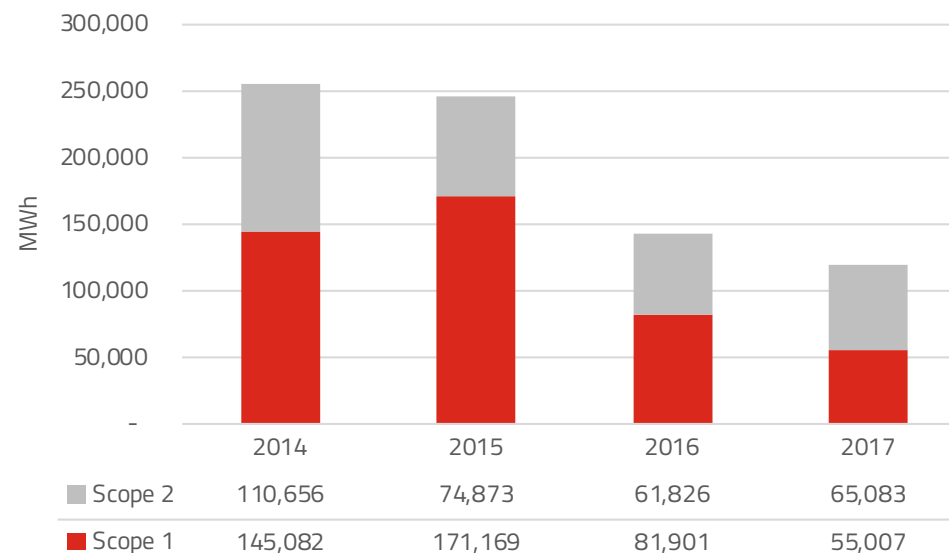
Energy data integrity

Over the past year, we focussed on improving the accuracy and completeness of our energy consumption data. Our focus next year will be on further enhancing or replacing our current environmental data collection system, which has inherent limitations around some aspects of data recording and integrity checking.

Environmental compliance

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

Energy consumption



Activities driving energy efficiency:

- reduced the carbon footprint across a number of offices by reducing office space and encouraging LED lighting, recycling and building-wide smart energy planning;
- continued a global energy reduction program, working with the locations with the largest energy footprint by 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.

Greenhouse gas emissions

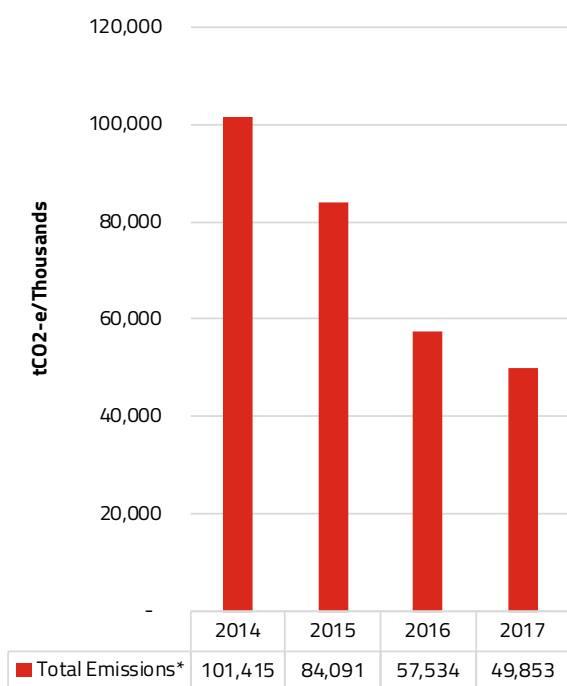
Greenhouse gas emissions

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.

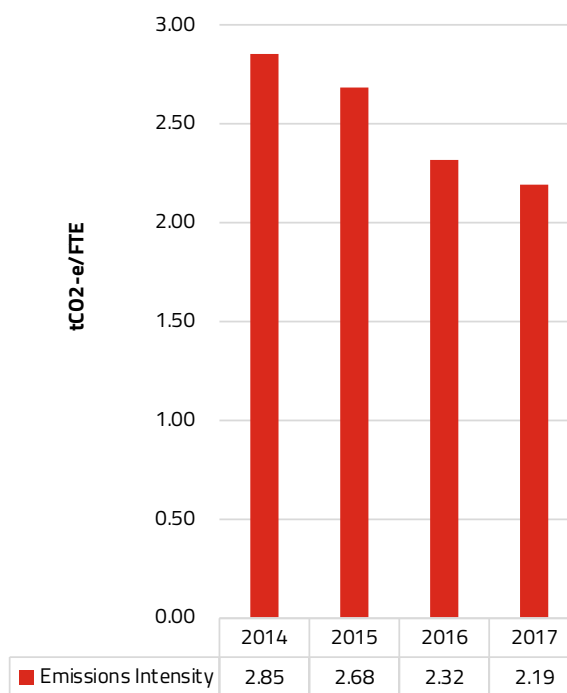
Overall

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

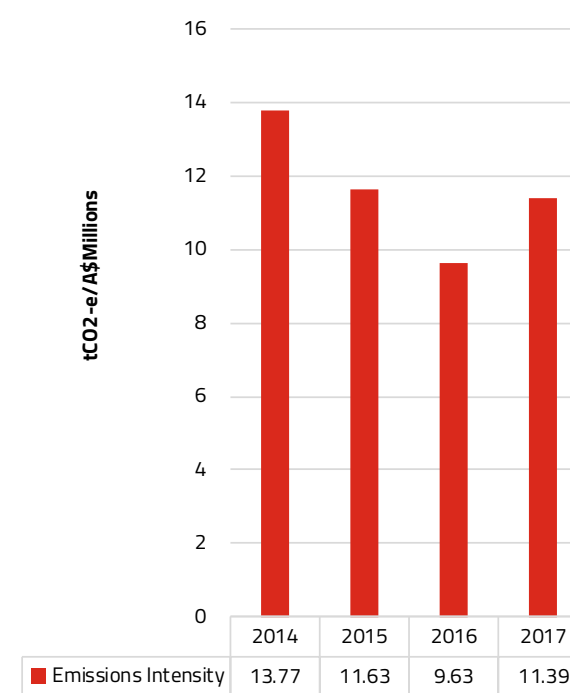
Total greenhouse gas emissions



Emissions intensity by employee



Emissions intensity by revenue

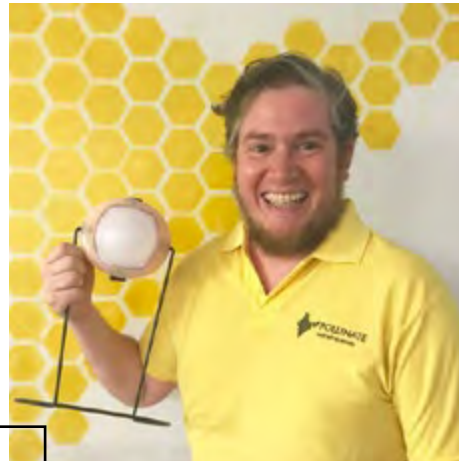


*Total Scope 1 and 2 emissions.



Our people reduce carbon emissions by reducing waste

As takeaway coffee cups are not recyclable, the world's population are throwing away an estimated 50,000 disposable cups every hour globally, which adds up to one billion annually. The war on coffee cup waste is well underway and around the world there are examples of companies and even cities making it easier for people to have a takeaway coffee without contributing to landfill. Our Melbourne office is committed to minimizing waste and reducing its impact on the environment, which is why we have introduced KeepCups. An office survey in December 2017 said the use of KeepCups will stop at least 12,800 takeaway cups from our Melbourne office going to landfill each year and 5.2 tonnes of CO2 from polluting our atmosphere.



Caring for the environment

WorleyParsons operations and people continue to contribute to environmental protection programs and local community environmental activities including:

- promoting large scale adoption of renewable energy solutions in communities (in India with Pollinate Energy fellowships, Easter Island etc)
- environmental protection, biodiversity and restoration of habitat (Great Barrier Reef Foundation, tree planting in Kazakhstan);
- landmine clearing for reinstating agricultural land in Angola;
- community education on water and sanitation in Colombia and Papua New Guinea;
- climate change mitigation and adaption (World Environment Day, Oman and Singapore); and
- energy efficiency and paper and electronic waste recycling initiatives across many offices.



Working to find sanitation solutions in Papua New Guinea

Colleagues from WorleyParsons and Advisian headed to the seaside community of Hanuabada to show how remote skills can be brought together to make a big difference to projects such as World Vision's Water, Sanitation and Hygiene (WASH) program in Papua New Guinea.

In February 2018, three volunteers visited the coastal community of Hanuabada with three other volunteers providing expert technical input into the study from their respective offices. Under an arrangement with World Vision for provision of pro bono services, the volunteers led a feasibility study for the investigation and design of options for toilet systems to improve local sanitation conditions for the 12,000 people of Hanuabada. The WorleyParsons Foundation supported the non-labor costs and provided a donation to support the project execution. The team worked with World Vision and Asia P3 Hub to speak with various stakeholders in the community. *"We were able to interview residents and meet and consult government representatives to gather insights while visiting existing toilet facilities,"* says Rajiv Venkatraman, from Advisian in Melbourne. Our WASH experts have been invited to participate in the next phase of this project as well as other projects with World Vision in other countries.



8. OUR PEOPLE

More than 26,000 people and 80 nationalities make up the WorleyParsons family. A global industry leader, we offer Engineering, Project Management and consulting professionals, as well those in Finance, IT, Legal, Assurance, HSE and People functions, the chance to make a difference in an ever-changing world while developing their skills and careers.



Our people 2018 at a glance



3

Non-executive Directors
are women



21%

Women employees¹



22%

Senior executives are
women²



40%

Of leaders have one or
more diversity flags



38,900

Hours of online training



26,050

Employees globally



80

Different nationalities



50%

Of services locations globally
have a total recordable frequency
rate of 0.00

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

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

Our people highlights

Many programs were directed for the benefit of our people; some of the resulting achievements were:

Gender equality performance. This year, we formalized our Diversity and Inclusion Plan (D&I), with a focus on increasing gender representation at all levels. Each regional and business line leadership team agreed and implemented their local D&I Plans aligned to these global objectives.

- Implemented our inaugural Talent Sponsorship Program, aimed at proactive support and advocacy of our identified female top talent by members of our Global Leadership Team.
- Conducted gender pay gap assessments across comparable roles, tiers and regions. During FY2018, our global gender pay gap between male and female remuneration has reduced approximately 1% (varying by office). At the manager and senior manager roles, the salary gap reduced by approximately 1% and 3% respectively.

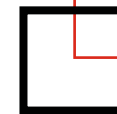
[More on page 55](#)

Diversity performance. We delivered training for inclusive recruitment and promotion and bias awareness workshops in some locations. We also continued our global diversity and inclusion champion forums to provide guidance and support for diversity and inclusion initiatives and promote engagement with local networks. Our leaders continued to monitor and review progress of an internal diversity scorecard. [Page 56](#)

Engagement survey. Actions resulting from the 2017 employee engagement survey were implemented across the business. [Page 57](#)

Training and development performance. The WorleyParsons Academy continued to offer a wide range of online training options. [Page 59](#)

Safety performance. Our industry-leading performance in recordable incidents continued. [Page 60](#)



Gender equality

At WorleyParsons, we believe in the benefits of a diverse and inclusive workplace. Indeed, **diversity of backgrounds**, skills, thinking and expertise is what **helps us thrive** and develop our business to meet future needs.

Our vision for women at WorleyParsons is to be a company where talented professional women choose to join and stay, by creating a culture and environment where people want to work. We want to inspire women at WorleyParsons to advance the Company's business success and to achieve their career potential. We promote opportunities for talented women to succeed and establish a strong global network of women professionals to share leadership experience and knowledge.

Our goals are:

- create an accessible, informative and current forum for discussion by some WorleyParsons women and foster a global community. Initiate an online discussion for all women to engage on key work issues facing female professionals in a services company like WorleyParsons;
- raise the visibility of women in leadership roles by highlighting and recognizing achievements of women within the organization; and
- provide a framework for development of career planning, leadership, flexible work arrangements and mentorship initiatives for women professionals.

We recognize that change begins at the top and we have already achieved our gender targets for non-executive directors and senior executive leadership, but we have work to do with our overall female representation.

Diversity in STEM education is a **collective passion** across WorleyParsons offices. Our people have been involved in many STEM related community engagement activities.

[Examples on page 68](#)

Working to achieve the SDG aims

SDG5 – Gender Equality climbed into the top 10 most important SDGs for all of our stakeholders. At WorleyParsons, we recognize the immense benefits a balanced gender representation can have on our business success. That is why we have set ourselves specific targets to ensure we are meeting the aims of the UN SDGs. On [page 69](#) you will see how we are preparing for the future of female engineers through our extensive STEM programs and initiatives.

We are avid supporters of International Women's Day ([refer to page 62](#)) and our female leaders lead by example, engaging with a number of industry organizations providing mentorship and advocacy towards accelerating the progress of gender equality.

In New Zealand, this year's engineering scholarship winners were an entirely female cohort.



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.

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

For the first year, WorleyParsons reported on their gender pay gap for our UK operations. The information regarding our gender pay gap can be viewed on our UK Government website.

Our Women of WorleyParsons (WoW) group in Houston recently launched a new initiative – Women's Mentoring Circles.

Both mentors and mentees come together monthly to give women an opportunity to engage in peer mentoring led by several of our senior leaders, and discuss building their personal brands and internal networks.

Our WoW network is active in over 21 locations globally, with active Yammer groups to ensure collaboration.



Celebrating diversity

Celebrating cultural differences

To celebrate the cultural diversity of our people and our customers, a number of WorleyParsons offices organized local celebrations. These were organized by our virtual network of hundreds of diversity and inclusion champions. Some examples are:

- our Los Angeles employees celebrated the Lunar New Year and Diwali together, sharing food, laughs, and reflecting on the depth of LA diversity;
- Brazil held celebrations for their local Children's Day (12 October) at EPCM Rio Grande Project's site, as well as in Río de Janeiro and Altamira; and
- in Kazakhstan, WorleyParsons participated in annual Nauryz celebrations.

For International Women's Day, most of our offices celebrated in diverse approaches showing the cultural differences in how the day was chosen to be celebrated.

In Saudi Arabia and Bahrain, some of the WorleyParsons female employees participated in a Walkathon.

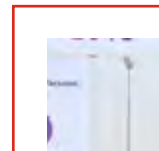
Our Thailand, Brunei and Singapore offices came together to donate necessary supplies (underwear, sanitary items and powdered milk for babies) to female prisoners and their children (approximately 5,000 people) residing at the Central Women Correctional Institution, Chatuchak, Thailand.

In Reading, USA a generational diversity session was held with participants from each generation group. In many organizations, there are four generations working together: baby boomers; generation X; millennials; and Generation Z. As these various generations work side-by-side, it's imperative for managers to understand each groups' motivations and address issues related to generational differences that may have an impact on the success of WorleyParsons.



Progressing towards a **diverse and inclusive** workplace is a key success factor in driving our strategy. It is the right thing to do and we know that diversity of thought, ideas and experiences **contribute to innovation** and encourage new ideas to solve our customers' challenges.

Marian McLean, Group Managing Director People and Assurance, WorleyParsons



Listening to our people

Employee engagement survey highlights

In 2018, actions resulting from the 2017 employee engagement survey were implemented across the business. The purpose of the survey is to help us understand the level of engagement of our people and determine where to put our efforts in improving WorleyParsons as a work place. The high response rate (80%) indicated our people are interested in being heard.

The results showed we are above the industry average benchmark. However, we have some work to do to achieve our aim of being in the top 10th percentile for the professional services industry. In 2018, pulse surveys were issued to continue our engagement with employees.



Measure	Overall 2017	Global professional services benchmark
Engagement index	73%	69%
Intent to stay	75%	76%
Champions	52%	46%

Inclusion and flexible work

WorleyParsons has 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.

Our Flexible Work Standard ensures we are 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.

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, and we share examples through our *Flexible Work Stories* series (see comments from our people on the next page).

Working to achieve the SDG aims

Three of the top six most important SDGs, as identified by the materiality study 2018, were:



SDG3 – Good Health and Wellbeing;

How our employees feel at work



SDG4 – Quality Education; and

The investment we make in training and development



SDG8 – Decent Work and Economic Growth.

How we identify and support talent development

In addition to understanding engagement, we can identify the issues that our people feel are preventing them from enjoying their work. Via adapting or introducing new policies, we can improve wellbeing (e.g. flexible working arrangements), improve training and development (e.g. WorleyParsons Academy) and improve career progression (e.g. Future Leaders Program). All of this leads to achieving the aims of the SDGs.

Our business benefits from flexible work as we see enhanced productivity and engagement from our people.



I sought a flexible work arrangement to allow my wife to return to work after having children. This is the second time I've sought a flexible arrangement. After our first child, I worked four days per week for a few months (before we put her into childcare). This time, I'm working three days per week until my son starts childcare next year. Both part time work and childcare places are difficult to come by so it has been great that I've been able to help fill the gap.

Adam, Australia



Leaving work at 2pm every day allows me to pick up my kids from school just before it closes and I have the chance to spend the rest of the afternoon with them... my working arrangement allows me to fulfil my family requirements.

Yalina, Oman



With flexible working arrangements including working from home and flexibility in the hours that I work, I am able to successfully juggle work, part time studies, family time and child care responsibilities. For me this is a benefit with immeasurable value.

Sharmila, UK

Training and development

Talent management

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
- Transformation Leadership Learning
- Leadership, Engagement and Performance
- Strategic Dialogue Conversations (between highly talented staff and Board members)
- Women Talent Sponsorship

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.

Global Sales and Marketing (GSM) Future Leaders FY2019

149 applicants across 25 countries 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.

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. The mission of the Future Leaders group will be to inject fresh new thinking to address the goals of the GSM and the rest of the organization, in helping drive revenue and growth.



WorleyParsons Academy

The WorleyParsons Academy supports the success of the business through the development of employee capability. It helps employees drive their professional development by providing resources for effective ongoing learning.

The Academy consists of an online presence and physical campuses located in Houston, Texas and Al Khobar, Saudi Arabia. Local classrooms feature state-of-the-art audio/video functionality with the ability to provide courses locally or "at a distance".

An online presence provides access to self-directed learning resources with top-quality course materials. Via on-demand eLearning solutions and managed content, ensures easy access and up-to-date resources and use of an integrated Yammer group for knowledge sharing.

Academy programs support:

- management and leadership skills;
- business development, sales and marketing skills; and
- technical knowledge and skills.



Health and safety

Workplace health and safety

WorleyParsons' Health, Safety and Environment Policy articulates our commitment to people and assets. It expands on WorleyParsons' HSE values and the control framework that applies to our operations.

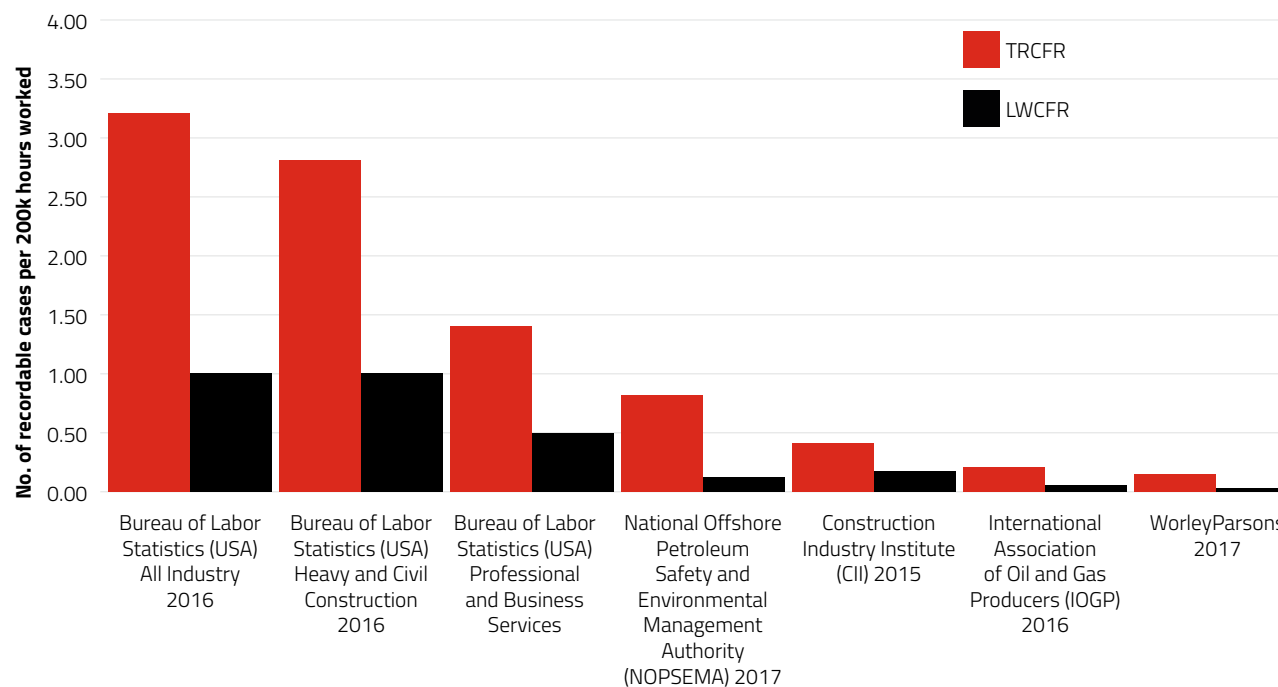
Over the past 10 years, OneWay™ has been the integrity framework guiding the way we work throughout WorleyParsons. It encompasses the tools and processes that we follow to ensure the wellbeing of people, assets and the environment. Recently we have been updating it to incorporate the principles of human performance. OneWay™ will evolve to reflect these changes.

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, as shown in the chart opposite.



Industry comparison of total recordable and lost workday case frequency rates



The Group uses the United States Occupational Safety and Health Administration reporting requirements for TRCFR and LWCFR. Figures represent personnel working directly for the Company (permanent staff, casual staff, contracted staff, secondees and agency personnel).

We demonstrated continued industry leading performance of our TRCFR against industry standards and our peers.

Health and safety

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:

- HSE leadership and dialogue at all levels of the organization;
- field risk management practices;
- serious injury and fatal risk safeguards moving towards incorporating International Oil & Gas Producers (IOGP) life saving rules;
- 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 counseling. 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.

Over the years, safety across industry has become bound by too many rules, checklists and bureaucracy. We believe it is important to strike a balance between bureaucratically controlled safety and worker managed safety; between deference to protocol and procedure on the one hand and practical expertise on the other.

We have been thinking deeply about human performance, how we pragmatically introduce this into our organization and how we adapt and fine tune our foundational processes. At a high level, and in the context of our people, we believe the words empower, enable and ethical describe the 'why' of what we need to do in relation to human performance.

We need to trust our people to make the right decisions based on their competence, expertise and buy-in to our values. We need to empower our people regardless of title or tenure, to contribute equally to safety and the operational excellence of our organization. We need to do all this because it is absolutely the right thing to do.

Marian McLean, Group Managing Director People and Assurance, WorleyParsons



Women of WorleyParsons and International Women's Day, March 2018

International Women's Day (IWD) is a much celebrated event at WorleyParsons and no more so than in our Al Khobar office in Saudi Arabia. International Women's Day is a great way to raise awareness of the importance of localization. Days like IWD help highlight WorleyParsons as a prospective employer to many more Saudi Arabian women. Breakfast was then followed by a Ladies Walkathon – attended by 40 colleagues – along the local corniche where we marked the occasion and raised awareness of the day with a banner and sashes. It was a great opportunity to celebrate our female employees in the public arena and we are proud to be one of the first companies in Saudi Arabia to do this.

Our other locations also rose to the challenge, hosting a series of events, charity drives, competitions, pledges, panels and speakers to celebrate. From Brunei to Moscow and Canada to Nigeria, there was great enthusiasm and creativity shown. Our new office in Germany also participated for the first time.

Our Women of WorleyParsons network group in India organized a voluntary activity at Nanhi Kali's V.P.S Municipal School. They talked to the girls about the importance of education, and conducted career counseling conversations to motivate them to pursue their education and dream of a future of financial independence. As role models, they narrated stories about their own success.

Our Yammer feed showcasing our IWD activities was read over 42,000 times, demonstrating the interest and commitment our 42 offices have for this diversity and inclusion event.

"We are seeing signs of the success of this already – with 103 women in the Al Khobar office, we have the highest number of female employees across all disciplines compared to our peers," says Michael Ryan, Project Manager. "We hope to grow that number over the coming years."



The Women of WorleyParsons in DeltaAfrik celebrated 2018 International Women's Day by visiting Top Goodness School at Jakande in Lagos State, Nigeria to encourage secondary school girls to #PressforProgress in their education and life goals.

9. COMMUNITY

Once again our people's willingness to support WorleyParsons Foundation projects continues to be a driving factor behind delivering on our local corporate responsibility activities within the communities we operate.



Community 2018 at a glance



11,500+

Employees involved in corporate responsibility and diversity and inclusion activities



12

Active WorleyParsons Foundation projects



\$1.86m

Community contributions by operations, our people and fundraising



42

Countries where WorleyParsons supports their local communities



715

Foundation Awards issued to employees



390

Corporate responsibility themed activities, tracked and reported



25,500

Volunteer hours by personnel

and since 2012



2,900+

Corporate responsibility themed activities, tracked and reported



40+

WorleyParsons Foundation Projects funded



\$23.5 million

Community contributions by operations, our people and fundraising



1,300+

Foundation Awards issued to employees (since 2014)



141,600

Volunteer hours by personnel

Values are measured in Australian dollars.

Community highlights

A corporate responsibility champions network of over 300 volunteers continues to deliver support to the communities where we operate. Over 11,500 of our employees actively participated in local activities supporting our key themes, volunteering their time and raising funds. There is passion, dedication and generosity to celebrate in our colleagues. Below are just some key highlights of the various community-related initiatives WorleyParsons executed during FY2018:

Contributions and volunteering performance

The willingness of our personnel to volunteer their time and make donations in support of their local corporate responsibility activities drives the success of our corporate responsibility achievements for the year. Contributions to developing our local communities via skills transfer, education, local employment and enterprise development are providing support to our aims of long term positive social impact and hence helping the achievement of the UN Sustainable Development Goals. This year, we saw an increase in volunteering hours, contributions by our people and active champions throughout our virtual corporate responsibility network. [Page 66](#)

Supporting Science, Technology, Engineering and Mathematics (STEM)

This year, our people created and embraced opportunities to support school and university students find their passion for STEM. [Page 68](#)

WorleyParsons Foundation

The WorleyParsons Foundation continues to grow, supporting an even more diverse range of activities and projects across the globe, providing the Group with larger-scale opportunities to deliver tangible positive outcomes and enhance the Group's social impact. The WorleyParsons Foundation recognizes and acknowledges employees for their personal contribution in activities that help promote our key corporate responsibility themes. In FY2018, Foundation awards were given to over 700 individuals in 48 offices in 31 countries. They were responsible for championing social impact by taking the lead in local volunteering activities. [Page 70](#)

Improving social infrastructure

Our commercial offering in social infrastructure, social consulting and other community-linked services, broadly touches many of the communities where we operate, often at a large scale. [Page 69](#)



Contributing and volunteering in our communities

In FY2018, over 11,500 Group personnel participated in over 390 corporate responsibility activities across 42 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. 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.



Inputs

- Local corporate responsibility champions
- Local diversity and inclusion champions
- Contributions from local operations
- Contributions from personnel
- Contributions from fundraising activities
- Targeted financial support from the WorleyParsons Foundation
- Pro bono skilled volunteering time
- Unpaid volunteering time
- Paid volunteering time
- Donations of food, clothing, blood, IT equipment, toys and stationery

Company supported activities

- Long term partnerships with not-for-profit organizations
- Scholarships, mentoring and educational event sponsorships
- Disaster recovery and humanitarian relief
- Recycling and waste reduction
- Energy efficiency and emission reductions
- Water, sanitation and hygiene
- Building upgrades and refurbishments
- Enterprise development and ethical supply chain
- Indigenous and native employment and training
- Health, wellbeing and medical support
- Safety workshops
- Poverty and hunger support
- Blood donations
- Pro bono assignments
- Hack-a-thons

Social impact (outputs) FY2018

- ~25,500 volunteer hours
- ~ \$1.1 million contributed by operations
- ~ \$0.76 million contributed by staff
- ~260 employees donated blood and plasma
- ~1,700kg of food donated
- ~\$80,000 of scholarships granted
- ~19,000 people and 30 villages saved from the dangers of mines
- ~160 activities supporting school or university aged young people
- ~15 toy collections in nine countries
- Sanitation improvements for 100,000+ people in Brazil
- Clean water for 450,000+ refugees in Bangladesh
- 34,000+ students with improved school facilities in Brazil

Sustained social and economic impact

- Support for the UN Sustainable development Goals
- Long term community partnerships and relationships
- Provision of pro bono services under national or international agreements for large scale support

"I believe the enormous impact we make in our communities is made possible by the special mix of very passionate and skilled people, coupled with carefully designed enabling processes. Add to this the values-based culture and support from leadership, and it is easy for our people to take action with minimal bureaucracy and appropriate risk management. The collective impact that results from the hundreds of activities benefiting the many communities where we operate, is breathtaking."

Marni Oaten,
Director Corporate Responsibility

For CR Definitions and clarifications, refer to:
www.worleyparsons.com/~media/Files/W/WorleyParsons/documents/cr/cr-definitions.pdf



You have gone to so much trouble to show your appreciation for our contributions. Whereas it is WorleyParsons who are humbled by the work you do and very proud to be a small part of it. Thank you so much for the report on our past donations and congratulations on the clearance of more than 108,000,000m² in Moxico province. And your table capturing the direct beneficiaries of the WorleyParsons' sponsored NTS in Moxico province of 19,237 people and 30 villages. Brilliant!!!

Feedback from Mines Advisory Group, Angola



On the one hand, despite working in many refugee and disaster situations, I have never seen so many people suffering so much and under such dreadful circumstances. It was incredibly tough to witness. But on the other hand, the work we had gone there to do went very smoothly and we were able to solve seemingly unsurmountable challenges on a daily basis (to map safe water for the 450,000+ refugees to access)!"

Paul Bauman, Advisian geophysicist on a humanitarian water project in Bangladesh



Wow... Massive night! And yet another fantastic night with the team from WorleyParsons... (our longest running corporate team partners) Thank you for your support year after year... Its because of amazing partnerships like this that charities like us can give soooooooooo much to our local community.

Feedback from The Big Umbrella, Australia



The work done by WorleyParsons in the area of CSR is appreciable and it is long lasting. It has created great impact on the welfare of the community."

Feedback from an anonymous community partner

Education with a diversity and inclusion lens

STEM education – encouraging the engineers, designers and creative thinkers of the future

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. One of these is our commitment to be a diversity and inclusion leader in our industry and community.

Through our STEM education program and with the support of our partnership with the Power of Engineering and relationships with Robogals, many of our locations have been actively involved in their local school communities, running workshops and events to encourage the next generation of future engineers, designers and creative thinkers.

STEM education events have been hosted by our volunteers across Australia, the US, the UK, New Zealand, Nigeria and India, with more locations gearing up to participate.

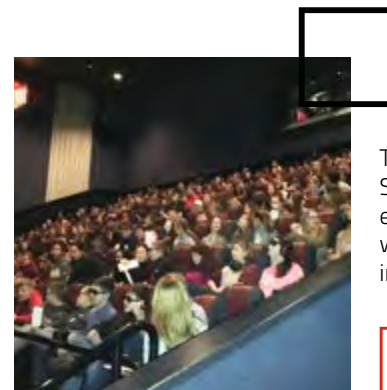
In FY2018, we granted over \$80,000 in scholarships and supported education via 89 corporate responsibility activities with over 7,000 volunteer hours.



Our Women of WorleyParsons network group in India organized a voluntary activity at Nanhi Kali's V.P.S Municipal School. They talked to the girls about importance of education, and conducted career counseling conversations to motivate them to pursue their education and dream of a future of financial independence. As role models, they narrated stories about their own success.

A Hackathon, at the University of Western Australia Young Engineers sponsored by WorleyParsons, was designed to expose students to real-world engineering problems with experienced professionals on hand to lend support in solving them. The winning team will win a 12-week internship with WorleyParsons.

Katelinel, Engineering student and WorleyParsons intern in Brisbane, Australia: *"I attended a Power of Engineering event as a school student. I remember coming away from that day thinking engineering was pretty cool and it was something I could do as a career,"* she says. *"I definitely think that if I hadn't already been exposed to what engineering was through Power of Engineering, I would not have selected the subjects which ultimately helped me choose to study it at a university level!"*



The WorleyParsons Reading office, United States, sponsored a Big Dream IMAX movie event for about 1,000 students. This aligned with Engineers Week, inspiring youngsters' interest in engineering and STEM.

WorleyParsons is a proud supporter of the Australian government's new Colombo Plan scholarship program, providing opportunities for Australian undergraduate students to undertake semester-based study and internships or mentorships in 40 participating Indo-Pacific locations. We have a number of internship starting soon in our China and South East Asia offices.

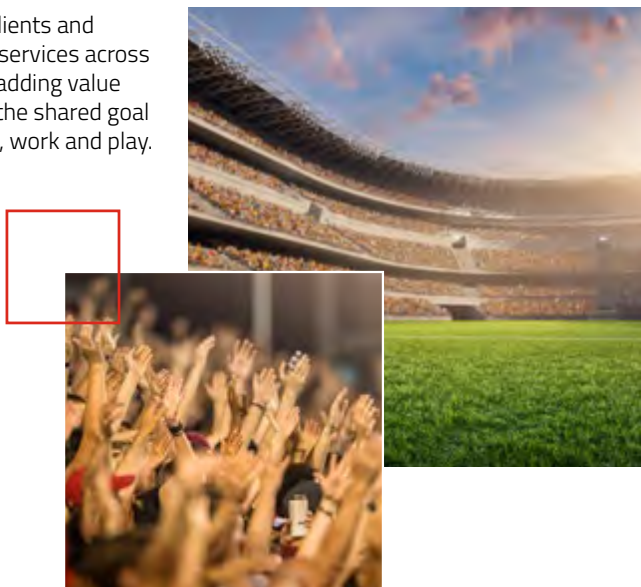
Improving social infrastructure

Social infrastructure consulting

Making communities and cities more livable by promoting positive social and economic outcomes and delivering lasting improvements to create great places for people to live, work and play. We deliver projects focused on the advancement of healthcare, the availability of social housing, the enhanced education of students and the public benefit of community-focused precincts and infrastructure.

Our people bring a wide range of experience to projects from strategic planning, project management and sensitive community consultation, through to undertaking detailed transaction management and financial advisory roles on major Public Private Partnerships.

We work collaboratively with clients and stakeholders to offer advisory services across the complete project lifecycle, adding value and working smarter towards the shared goal of improving where people live, work and play. This is how we deliver.



Advisian wins 'game-changing' social infrastructure advisory project in Indonesia

With more than 261 million people living across 13,000 islands, Indonesia is the world's fourth most populous country. Their increasing demand for infrastructure saw the Indonesian Government take a proactive approach to attract investment in the country, offering fiscal support through a Public Private Partnership (PPP) model. In 2009, the Ministry of Finance established the Indonesia Infrastructure Guarantee Fund to provide government guarantees for well-structured infrastructure projects under a PPP model. To date, they have guaranteed transport, power, and communications projects – but social infrastructure has not been considered, until now.

Not only did we have all the right people for each role, they also have direct experience in the delivery of social infrastructure projects. This was a key consideration for the client who appreciated the high-quality expertise our consultants had, with many years of international experience in strategic planning and delivery of various prestigious social infrastructure projects in Hong Kong, New Zealand and Australia. We have also included local Indonesian personnel in our team to provide 'on the ground' knowledge of social infrastructure developments in Indonesia.



WorleyParsons Foundation projects

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 Foundation continues to support communities across the globe with 12 projects progressing in FY2018:

- sponsoring another 16 WorleyParsons employees to attend the Pollinate Energy Fellowship Program, India;
- supporting water extraction and donating water management equipment to the refugee communities in Kakuma, Uganda;
- enhancing community projects with technical studies prompting solutions for water and sanitation in small communities, Papua New Guinea;
- installing water solutions to community schools in the Lake Turkana region working with Winds of Change, Kenya;
- supporting engagement in high schools through Power of Engineering across Australia and other selected offices;
- supporting micro-finance and education programs with Opportunity International, India;
- expanding accommodation and activities for disadvantaged children at Five Acres, USA;
- supporting Houston Hurricane recovery efforts with United Way, USA;
- supporting the Cystic Fibrosis Foundation via the 21st Annual Breath of Life Golf Tournament, Houston;
- installing water facilities and solar power and refurbishing school facilities across a number of villages, India;
- supporting water and sanitation workshops with the Centre of Affordable Waste and Sanitation Technology, Colombia; and
- sponsoring film production celebrating local culture, Timor Leste;

Supporting disadvantaged children at Five Acres, USA

Five Acres in Los Angeles cares for vulnerable children and their families in our community by addressing the mental and emotional health of children, ages seven through 14, affected by trauma within their families and removed from their homes. With financial support from the WorleyParsons Foundation, four cottages were sponsored. Additional volunteer opportunities existed for tutoring/mentoring the children and helping with maintenance/improvement projects at the facility. A number of events have been held with the children including bowling and pizza nights, dinner and shopping, Halloween, birthdays celebrations and Christmas dinners.



WorleyParsons Foundation Awards 2018

The sixth annual WorleyParsons Foundation Awards recognized and acknowledged employees for their personal contribution in activities that help promote our key corporate responsibility themes.



715

Foundation Awards issued to employees





WorleyParsons is deploying our largest socio-environmental project in the Brazilian Amazon

Aimed at improving the lives of people in and around Altamira in the Brazilian Amazon, the USD\$2 billion project includes constructing new housing, schools, sanitation and infrastructure as well as shipyards, a fish market and beaches.

The sanitation efforts alone supply water and sewage for 100,000 people. Education activities have improved schools for 34,000 students and created classrooms for 15,000 additional children.

"Using our expertise to benefit communities is the greatest reward of our profession," said Neil Robertson, regional managing director and Group Leadership Team representative. *"I had the opportunity to see the education, infrastructure and economic benefits of this project on the local community first hand."*

The local economy, heavily dependent upon the fishing industry, has been strengthened with the construction of two shipyards, formation of 60 workers' organizations, 13 occupational health and safety courses, an artisanal fishing center and a fish market. Infrastructure improvements are vast, including the development of nine bridges, 32 kilometres of roads, six berths, the Natural Park of Altamira and three beaches. Extensive social monitoring and small business support has also bolstered this community.

"This successful project is another way we are meeting the world's changing resourcing and energy needs," Neil said.



10. GRI CONTENT INDEX TABLES

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 content index

GRI Indicators

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

GRI No	Description	Location	Reporting Level
GRI102 - GENERAL DISCLOSURES			
Organizational Profile			
102-1	Name of the organization	Page 4	Included
102-2	Activities, brands, products, and services	Annual Report	Included
102-3	Location of headquarters	Page 5	Included
102-4	Location of operations	Page 5	Included
102-5	Ownership and legal form	Page 5	Included
102-6	Markets served	Annual Report	Included
102-7	Scale of the organization	Page 5 Annual Report	Included
102-8	Information on employees and other workers	Page 5 WGEA Report	Partially included
102-9	Supply chain	Page 26	Included
102-10	Significant changes to the organization and its supply chain	Page 5 Page 27 Annual Report	Included
102-11	Precautionary Principle or approach	Corporate Governance Statement	Included
102-12	External initiatives	Page 7	Included
102-13	Membership of associations	Page 7	Included
Strategy			
102-14	Statement from senior decision-maker	Page 11	Included
102-15	Key impacts, risks, and opportunities	Annual Report Corporate Governance Statement	Included
Ethics and integrity			
102-16	Values, principles, standards, and norms of behavior	Page 20	Included
102-17	Mechanisms for advice and concerns about ethics	Page 20	Included

GRI content index

GRI Indicators

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

GRI No	Description	Location	Reporting Level
Governance			
102-18	Governance structure of the organization, including committees	Corporate Governance Statement	Included
102-19	Delegating authority	Corporate Governance Statement	Included
102-20	Executive-level responsibility for economic, environmental, and social topics	Corporate Governance Statement	Included
102-21	Consulting stakeholders on economic, environmental, and social topics	Corporate Governance Statement	Included
102-22	Composition of the highest governance body and its committees	Corporate Governance Statement	Included
102-23	Chair of the highest governance body	Corporate Governance Statement	Included
102-24	Nominating and selecting the highest governance body	Corporate Governance Statement	Included
102-25	Conflicts of interest	Corporate Governance Statement	Included
102-26	Role of highest governance body in setting purpose, values, and strategy	Corporate Governance Statement	Included
102-27	Collective knowledge of highest governance body	Corporate Governance Statement	Included
102-28	Evaluating the highest governance body's performance	Corporate Governance Statement	Included
102-29	Identifying and managing economic, environmental, and social impacts	Corporate Governance Statement	Included
102-30	Effectiveness of risk management processes	Corporate Governance Statement	Included
102-31	Review of economic, environmental, and social topics	Corporate Governance Statement	Included
102-32	Highest governance body's role in sustainability reporting	Page 6	Included
		Critical concerns are communicated to the Board through:	
		<ul style="list-style-type: none"> ▪ 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). 	Included
102-33	Communicating critical concerns		
102-34	Nature and total number of critical concerns	Corporate Governance Statement	Partially included
102-35	Remuneration policies	Annual Report	Included
102-36	Process for determining remuneration	Annual Report	Included
102-37	Stakeholders' involvement in remuneration	Annual Report	Included
102-38	Annual total compensation ratio	WGEA Report	Partially included
102-39	Percentage increase in annual total compensation ratio		Information unavailable

GRI content index

GRI Indicators

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

GRI No	Description	Location	Reporting Level
Stakeholder engagement			
102-40	List of stakeholder groups	Page 10	Included
102-41	Collective bargaining agreements		Information unavailable
102-42	Identifying and selecting stakeholders	Page 10	Included
102-43	Approach to stakeholder engagement	Page 10	Included
102-44	Key topics and concerns raised	Page 11	Included
		Page 12	
Reporting practice			
102-45	Entities included in the consolidated financial statements	Annual Report	Included
102-46	Defining report content and topic boundaries	Page 10	Included
102-47	List of material topics	Page 10	Included
102-48	Restatements of information		Not applicable
102-49	Changes in reporting	Page 10	Included
102-50	Reporting period	Page 6	Included
102-51	Date of most recent report	Page 6	Included
102-52	Reporting cycle	Page 6	Included
102-53	Contact point for questions regarding the report or its contents	Page 84	Included
102-54	Claims of reporting in accordance with GRI Standards	Page 6	
102-55	GRI Content Index	GRI Content Index Tables	Included
102-56	External assurance	Page 6	Included
GRI103 - MANAGEMENT APPROACH			
103-1	Explanation of the material topics and their boundaries	Page 10	Included
103-2	Grievances about labor practices, impacts on society, environment and human rights filed, addressed, and resolved through formal grievance mechanisms	Page 20	Partially included
		Page 26	

GRI content index

GRI Indicators

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

GRI No	Description	Location	Reporting Level
		Page 20	
		Page 26	
		Page 32	
		Page 38	
		Page 45	
103-3	Evaluation of the management approach	<p>Our People Policy outlines commitments to the development, safety and support of our people. Some of our commitments are to:</p> <ul style="list-style-type: none"> 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. <p>Corporate Governance Statement</p>	Included
GRI200 - ECONOMIC STANDARDS			
GRI201 - ECONOMIC PERFORMANCE			
201-1	Direct economic value generated and distributed	Page 32 Annual Report	Included
201-2	Financial implications and other risks and opportunities due to climate change	Page 32 Page 44 Page 45 Annual Report	Included

GRI content index

GRI Indicators

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

GRI No	Description	Location	Reporting Level
201-3	Defined benefit plan obligations and other retirement plans	<p>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.</p> <p>The organization benefits for full-time and part-time employees can vary by location, and include:</p> <ul style="list-style-type: none"> 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. 	Included
201-4	Financial assistance received from government	Annual Report	Included
GRI202 - MARKET PRESENCE			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage		Information unavailable
202-2	Proportion of senior management hired from the local community	<p>Page 53</p> <p>The diversity flag method of measuring diversity in our leadership teams means a diverse leader will have at least one diversity flag that we have defined as:</p> <ul style="list-style-type: none"> a gender flag; where diverse is female (or self-identified as female); an age flag; below 40 or above 60 where it is desired to have a mix of ages in our leadership teams; and a 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. <p>We also track the number of nationalities and in-country leaders as part of our Diversity Scorecard.</p>	Partially included

GRI content index

GRI Indicators

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

GRI No	Description	Location	Reporting Level
GRI203 - INDIRECT ECONOMIC IMPACTS			
203-1	Infrastructure investments and services supported	Page 66 Page 69 Page 70	Partially included
203-2	Significant indirect economic impacts	Page 33	Included
GRI204 - PROCUREMENT PRACTICES			
204-1	Proportion of spending on local suppliers	Page 28	Partially included
GRI205 - ANTI-CORRUPTION			
205-1	Operations assessed for risks related to corruption	Corporate Governance Statement	Included
205-2	Communication and training about anti-corruption policies and procedures	Page 21	Included
205-3	Confirmed incidents of corruption and actions taken	Page 21	Included
GRI206 - ANTI-COMPETITIVE BEHAVIOR			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No legal action has been taken against WorleyParsons for anti-competitive behavior or anti-trust or monopolistic practices.	Included
GRI300 - ENVIRONMENTAL STANDARDS			
GRI301 - MATERIALS			
301-1	Materials used by weight or volume		Not applicable
301-2	Recycled input materials used	Page 50	Partially included
301-3	Reclaimed products and their packaging materials		Not applicable
GRI302 - ENERGY			
302-1	Energy consumption within the organization	Page 48	Included
302-2	Energy consumption outside of the organization	Page 48	Included
302-3	Energy intensity	CDP Submission	Included
302-4	Reduction of energy consumption	Page 48	Included
302-5	Reductions in energy requirements of products and services	Page 48	Included
GRI303 - WATER			
303-1	Water withdrawal by source	CDP Submission	Partially included

GRI content index

GRI Indicators

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

GRI No	Description	Location	Reporting Level
303-2	Water sources significantly affected by withdrawal of water		Not applicable
303-3	Water recycled and reused	CDP Submission	Partially included
GRI304 - BIODIVERSITY			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Not applicable
304-2	Significant impacts of activities, products, and services on biodiversity		Not applicable
304-3	Habitats protected or restored		Not applicable
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		Not applicable
GRI305 - EMISSIONS			
305-1	Direct (Scope 1) GHG emissions	Page 49	Included
305-2	Energy indirect (Scope 2) GHG emissions	Page 49	Included
305-3	Other indirect (Scope 3) GHG emissions		Information unavailable
305-4	GHG emissions intensity	Page 49	Included
305-5	Reduction of GHG emissions	Page 48	Included
305-6	Emissions of ozone-depleting substances (ODS)		Not applicable
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		Not applicable
GRI306 - EFFLUENTS AND WASTE			
306-1	Water discharge by quality and destination		Information unavailable
306-2	Waste by type and disposal method		Information unavailable
306-3	Significant spills		Not applicable
306-4	Transport of hazardous waste		Information unavailable
306-5	Water bodies affected by water discharges and/or runoff		Information unavailable
GRI307 - ENVIRONMENTAL COMPLIANCE			
307-1	Non-compliance with environmental laws and regulations	Page 48	Included
GRI308 - SUPPLIER ENVIRONMENTAL ASSESSMENT			
308-1	New suppliers that were screened using environmental criteria	Page 26	Included
308-2	Negative environmental impacts in the supply chain and actions taken	Page 26	Included

GRI content index

GRI Indicators

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

GRI No	Description	Location	Reporting Level
GRI400 - SOCIAL STANDARDS			
GRI401 - EMPLOYMENT			
401-1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	During the reporting period, our workforce increased by 3,480 people to 26,050 people, as of 30 June 2018	Partially included
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	<p>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.</p> <p>The organization benefits for full-time and part-time employees can vary by location, and include:</p> <ul style="list-style-type: none"> ▪ 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. 	Included
401-3	Return to work and retention rates after parental leave by gender	WGEA Report	Partially available
GRI402 - LABOR/MANAGEMENT RELATIONS			
402-1	Minimum notice periods regarding operational changes	WorleyParsons' locations comply with local employment laws with regards to minimum notice periods.	Partially included
GRI403 - OCCUPATIONAL HEALTH AND SAFETY			
403-1	Workers representation in formal joint management-worker health and safety committees	Page 60 Page 61	Included
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Page 60	Partially included
403-3	Workers with high incidence or high risk of diseases related to their occupation		Information unavailable
403-4	Health and safety topics covered in formal agreements with trade unions		Information unavailable
GRI404 - TRAINING AND EDUCATION			
404-1	Average hours of training per year per employee	Page 59	Partially included
404-2	Programs for upgrading employee skills and transition assistance programs	Page 59	Partially included

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GRI Indicators

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

GRI No	Description	Location	Reporting Level
404-3	Percentage of employees receiving regular performance and career development reviews	Page 59	Partially included
GRI405 - DIVERSITY AND EQUAL OPPORTUNITY			
405-1	Diversity of governance bodies and employees	Page 53	Partially included
405-2	Ratio of basic salary and remuneration of women to men	Page 54	Partially included
GRI406 - NON-DISCRIMINATION			
406-1	Incidents of discrimination and corrective actions taken	Page 38	Included
GRI407 - FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 38	Included
GRI408 - CHILD LABOR			
408-1	Operations and suppliers at significant risk for incidents of child labor	Page 38	Included
GRI409 - FORCED OR COMPULSORY LABOR			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 38	Included
GRI410 - SECURITY PRACTICES			
410-1	Security personnel trained in human rights policies or procedures	Page 38	Included
GRI411 - RIGHTS OF INDIGENOUS PEOPLES			
411-1	Incidents of violations involving rights of indigenous peoples	Page 38	Included
GRI412 - HUMAN RIGHTS ASSESSMENT			
412-1	Operations that have been subject to human rights reviews or impact assessments	Page 38	Included
412-2	Employee training on human rights policies or procedures	Page 20 Page 38	Partially included
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 38 Page 39	Partially included

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GRI Indicators

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

GRI No	Description	Location	Reporting Level
GRI413 - LOCAL COMMUNITIES			
413-1	Operations with local community engagement, impact assessments, and development programs	Page 66	Included
413-2	Operations with significant actual and potential negative impacts on local communities	Page 66	Included
GRI414 - SUPPLIER SOCIAL ASSESSMENT			
414-1	New suppliers that were screened using social criteria	Page 26 Page 39	Included
414-2	Negative social impacts in the supply chain and actions taken	Page 26	Included
GRI415 - PUBLIC POLICY			
415-1	Political contributions	Page 20	Included
GRI416 - CUSTOMER HEALTH AND SAFETY			
416-1	Assessment of the health and safety impacts of product and service categories	Page 60	Partially included
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page 60	Partially included
GRI417 - MARKETING AND LABELING			
417-1	Requirements for product and service information and labeling		Not applicable
417-2	Incidents of non-compliance concerning product and service information and labeling		Not applicable
417-3	Incidents of non-compliance concerning marketing communications		Confidentiality constraints
GRI418 - CUSTOMER PRIVACY			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		Confidentiality constraints
GRI419 - SOCIOECONOMIC COMPLIANCE			
419-1	Non-compliance with laws and regulations in the social and economic area	Page 20	Partially included



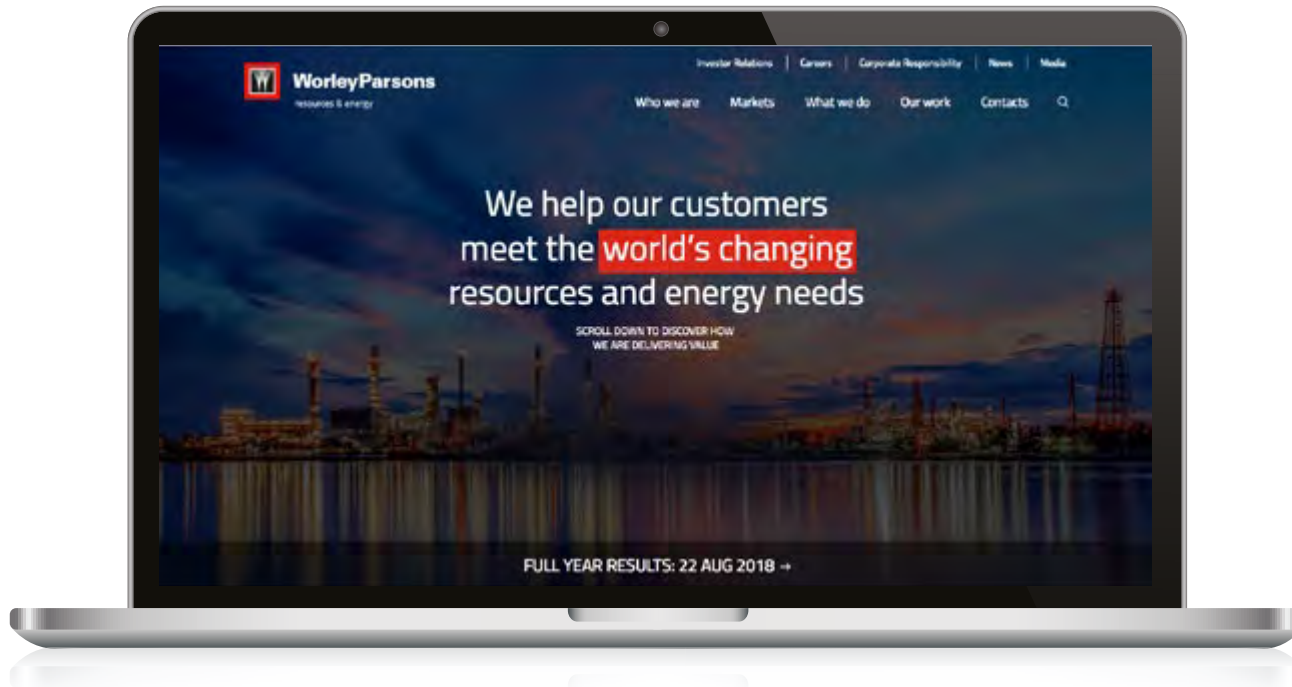
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