Sustainability Report 2020

Creating a sustainable future for energy and the built environment.
Advancing sustainable development

Serving as our annual communication on progress (COP), this report provides an overview of Wood’s approach to sustainability; evolving strategy, challenges and progress throughout 2020.

Reporting scope and approach

Produced by John Wood Group PLC (operating as Wood), this report covers all companies and subsidiaries, including joint ventures over which Wood has management control as operator, but not those deemed as independently managed. Written in collaboration with internal and external stakeholders, the report has been reviewed and approved by our Executive Leadership Team and Board for publication as an accurate overview of our progress in 2020.

As a member of the United Nations Global Compact this report serves as Wood’s annual COP and developed in line with our member commitment. Our approach and disclosure is guided by the framework of the Global Reporting Initiative (GRI) Standards, Task Force for Climate Related Financial Disclosures (TCFD) and our contribution towards the 17 UN Sustainable Development Goals (SDGs).

Although this report has not been independently verified, various disclosures have been reviewed by an independent third party as part of disclosure in Wood’s Annual Report and Accounts, or as part of functional or operational audits. We recognise the importance of independent validation and will work towards this in future reporting.

To view the report online visit: woodplc.com/company/sustainability
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Creating a better tomorrow

The world we inhabit tomorrow will be born from the steps we take today.

2020 presented a unique challenge to both Wood and our people with the continuing pandemic. It presented new challenges but also new learning on how we work as we move into the future.

As the world wakes up to the challenges of a changing climate, growing population and an ever-increasing social imbalance, sustainability has become an imperative to success, playing an integral role in a company’s competitive agility, growth and reputation.

Achieving a sustainable future will take both personal and business commitments to adopt the ways we live and work, unlocking progress against global sustainability goals through a shared accountability for action and sustained change.

Wood is committed to ensuring sustainability remains embedded in our strategy and purpose. We believe real change will come from our efforts to challenge the norm, address unsustainable behaviours and drive accountability for the sustainability goals we set. Creating the roadmap to our long-term strategy through achieving short term milestones, we will deliver impact on our most material matters and engage everyone on our journey to a better tomorrow.

Our sustainability strategy is founded on the three pillars of social, environmental and economic impact; more simply referred to as people, planet and profit. Our approach applies a broad perspective to the opportunities and risks focused on delivering Wood’s contribution to global sustainable development and a future-ready business that enables the global transition to a fairer, cleaner world.
We are standing and speaking up. Influencing positive change for our:

People
Respecting, nurturing and empowering the people and places we impact.

Planet
Reducing environmental impact in the locations we operate in.

Profit
Realising enduring value for our people, investors and communities.

Setting Goals
Growing upon the solid foundations of our sustainability programme, in 2020 we committed to 9 sustainability goals, aligned to the United Nations Sustainable Development Goals (SDGs) that will deliver Wood's contribution to global sustainable development. Spanning across our people, planet and profit framework, each goal seeks to create positive change on the topics material to Wood and our scope of influence on the 2030 agenda.

Harnest the power of partnership
As a member of the United Nations Global Compact, we are committed to embedding the principles of the global compact within our business strategy and advancing support for the broader Sustainable Development Goals through the actions of our people and business. In solving the challenges of tomorrow, we recognise the need for business, government and society as a whole to work together in partnership to achieve these goals. Through the power of partnership, we believe we can deliver impact across the sustainability agenda and the changes needed to meet the global ambition.

Committed to continuous improvement
Sustainability at Wood is a journey, to continually do better, creating a business that is fair, respectful and proactive to the evolving challenges of our changing world. Our people make it possible; through collective passion, drive and ingenuity we continue to seek new and innovative ways to advance our impact on the planet and society. As we move through 2021, we will continue to strengthen business strategy in achieving our sustainability goals to create accountability across Wood to achieve and exceed our ambition. On our roadmap to a better tomorrow, we will continue to adapt and evolve our goals, linking our efforts to global ambition and challenging our people, business and clients to continually do better. Looking back with confidence in 2020, Team Wood did all we possibly could for the next generation.

Robin Watson
Chief Executive
Our decade of change

Aligning Wood’s contribution to the global sustainability agenda, we commit to:

Ensure 100% of Wood suppliers have Building Responsibly Principles embedded into their supply chains by 2030.

Enable 100% of Wood labour suppliers sign up and comply with the Building Responsibly Principles by 2025.

Give our time, resources and funding to contribute $10 million to our global causes by 2030.

Improve gender balance with 40% female representation in senior leadership roles by 2030.

Double client support aligned to the energy transition and more sustainable infrastructure, by 2030.

Give our time, resources and funding to contribute $10 million to our global causes by 2030.

Consistently rank in the Top Quartile ESG investment ratings within our peer group by 2025.
Reduce Wood’s carbon emissions by 40% by 2030 on our pledge to ‘net zero’.

Educate and inspire 100% of our colleagues to be inclusive every day by 2021.

Ensure all Wood offices are single use plastic free by 2025.

Our contribution to: SUSTAINABLE DEVELOPMENT GOALS
Wood is a global leader in consulting and engineering across energy and the built environment.

Our service defined operating model
We have an optimised operating model that is service defined. We deliver three principal services:
• Consulting
• Projects
• Operations

Across two broad end markets:
• Energy
• Built environment

We believe this service defined operating model is highly efficient, aligns to our clients’ requirements and provides significant opportunities for pullthrough sales and cross selling.

Internally we are aligned into two broad reporting business groupings. Our projects and operations service lines are managed in Asset Solutions and our consulting offering is managed in Technical Consulting Solutions.

A global business of significant breadth and scale

39k people
60+ countries
160+ year history
$8bn revenue

Find out more about our business at:
woodplc.com/our-business

Three service lines:
Consulting
Projects
Operations

Two end markets:
Energy
Built environment

End market breakdown:
Energy: 80%
- Renewables & other energy: 25%
- Process & chemicals: 20%
- Conventional energy: 35%

Built environment:
- Sustainable infrastructure: 20%

Find out more about our markets at:
woodplc.com/solutions/key-markets
We provide consulting, projects and operations that unlock solutions to some of the world’s most critical challenges.

Our organisational structure

**Asset Solutions (AS)**
Provides projects and operations services across the life cycle ranging from initial feasibility and design, through construction, operation, maintenance and decommissioning. AS is split into two regional business groupings; Americas (ASA) and Europe, Africa, Asia & Australia (ASEAAA).

Read more on pages 24 and 25 in our 2020 Annual Report

**Technical Consulting Solutions (TCS)**
Providing the innovative thinking and the delivery excellence needed to maximise value at every stage of the asset life cycle, utilising high value, consulting capabilities aimed at solving complex technological challenges.

Read more on page 26 in our 2020 Annual Report

**Revenue**
- **$5.4bn**
- **$2.1bn**

**End market breakdown**
- **Energy**: c95%
  - Renewables & other energy c25%
  - Process & chemicals c30%
  - Conventional energy c40%
- **Built environment**: c5%
  - Sustainable infrastructure c5%

**Key services**
- **Projects**
  - Project management & delivery
  - Engineering design
  - Construction
- **Operations**
  - Asset optimisation
  - Modifications
  - Maintenance

**Service breakdown**
- **ASA**
  - Revenue: **$2.9bn**
  - c25%
- **ASEAAA**
  - Revenue: **$2.5bn**
  - c55%
- **TCS**
  - Revenue: **$2.1bn**
  - c45%

**Optimising our operating model in 2021**
In 2021 our operational focus is on ensuring our business is fit for accelerating the pace of the energy transition and the drive towards more sustainable infrastructure. We are optimising our operating model and further digitalising the way we work to accelerate our strategy and to unlock stronger medium-term growth.

As part of this we have simplified our organisational structure to align to our service defined operational model, moving to three global business units: Consulting, Projects and Operations. This organisational change will be reflected in our business unit reporting for 2021.
Our business model

We create value by delivering differentiated consultancy and engineering solutions throughout the asset life cycle across energy and the built environment markets.

Inputs
- Performance driven and innovative solutions
- Capabilities levered to structural growth in energy transition and sustainable infrastructure
  - See pages 06 and 07 in our 2020 Annual Report
- Talented, flexible and motivated workforce
  - See page 48 in our 2020 Annual Report
- Operating structure optimised for sustainability, cross-service line opportunities and future growth
  - See page 02 in our 2020 Annual Report
- Efficient capital structure and allocation
- Flexible commercial model with a balanced risk appetite
- Robust risk governance and operations assurance policies and processes
- Sustainability strategy aligned with UN goals
  - See page 18 in our 2020 Annual Report

Our purpose:
Unlocking solutions to the world’s most critical challenges.

Four primary trends shape our markets and drive our strategy:

Energy transition
Engineering solutions for a net-zero future

Sustainable infrastructure
Capabilities to enable more sustainable and resilient living, including the planning, design, build and operation of connected and resilient infrastructure

Creating value through our differentiated model

Our strategic enablers:

Agile teams
We deploy our most talented people with agility to deliver the right solutions now and in the future. Our ability to adapt keeps us relevant and offers great opportunities for our people.

Exceptional execution
We are differentiated by our shared commitment to consistently delivering exceptional outcomes that add value and build trust. We have around 90% repeat business and have developed leading market positions from our long track record of delivering safe and best-in-class projects.

Our five medium-term priorities:

- Targeting margin improvement to accelerate growth
- Optimise and standardise service delivery model to achieve exceptional execution
- Rationalisation and positioning of portfolio to optimise our service and market mix aligned to our strategic objectives

Our culture:

Our vision
Inspire with ingenuity, partner with agility, create new possibilities...

Our values
Care
Commitment
Courage
Our clearly defined purpose and strategy, underpinned by our culture, is fundamental to sustaining value over the longer-term.

**Our strategic objective:**
To be a premium, differentiated high margin consulting and engineering business delivering exceptional results for our clients, our team, the communities in which we work and our investors.

**Future skills**
Developing inclusive, agile and high-performing teams to accelerate value for Wood and our clients

**Technology & digitisation**
Utilising technology to create future-ready industry through optimising asset performance and digital innovation

**Commercial acumen**
We employ an asset light, flexible model allowing us to respond quickly to changes in market conditions and allocate capital where it impacts most. Our contracting structures are largely reimbursable with a range of specific contracting structures to align with client needs within our measured risk appetite. We have a broad client base with a wide mix across sectors giving us low individual client dependency.

**Technological advantage**
We deliver greater efficiencies and create new solutions through combining our unique know-how with leading-edge, enabling technology. We provide solutions to some of the world’s most complex projects and draw on our extensive expertise and know-how to bring new perspectives on the challenges these projects present.

**Technology differentiation**
through internal R&D, strategic partnerships and scalable solutions

**Improved risk/reward**
on contracts in line with balanced risk appetite

**Value outputs**

**For investors**
- Share price appreciation
- Reduced cyclical through broad industry exposure

**For our people**
- Rewarding careers and focus on retention
- Creating a workplace where the different backgrounds, experience and expertise are welcomed and celebrated

**People**
39,000+

Read more on page 48 in our 2020 Annual Report

**For clients**
- Best-in-class delivery, consistently
- Global reach with balanced portfolio of long-term partner relationships with clients
- Leading technical services and smarter, more sustainable solutions
- Track record on industry-leading projects

**For communities**
Significant contribution to local employment and communities

**Employee matched funding & community support**
c£160,000

Read more on page 60

c£218,000

seed funding awarded

**Our behaviours**
Listen up  Lift others up  Stand up  Team up  Speak up  Don’t give up

To find out more visit: woodplc.com/values
Embedding sustainability

Sustainability is not just an imperative, but an opportunity for Wood to deliver on our vision to inspire with ingenuity, partner with agility, and create new possibilities through today, into tomorrow.

Sustainability presents an opportunity for Wood to deliver on our purpose, commitment and ambition to contribute to sustainable development. Embedding sustainable practices in all that we do will ensure accountability in the actions of our people and the part we all play on our journey to enable a more sustainable world.

Understanding our role in sustainability

As Team Wood and as individuals, we all play a part in contributing to sustainable development. Recognising that journey starts with awareness and understanding on sustainability issues, Wood’s approach to sustainability seeks to deliver our goals through the actions of our people and education on the changes needed to ensure we each play our role in creating a better tomorrow.

Informed by our stakeholder relationships, sustainability provides a holistic lens to view our stakeholder needs; creating balance between stakeholder priorities and our ability to deliver sustainable growth.
Our approach

Adapting our business to meet the evolving challenge sustainability presents, Wood is committed to ensuring sustainability remains core to everything we do. Embedding sustainability in Wood’s business strategy and reflecting this within our key governance structures, we aim to empower our people to take ownership of sustainability and help meet the needs of tomorrow, through the actions we take today.

We strive for an entire organisation engaged in maintaining and strengthening Wood’s position as a sustainable organisation, attaining ambitious sustainability goals as well as helping to deliver the sustainability solutions that the world needs.

Our approach is simple, focussing on three factors: People (social), Planet (Environmental) and Profit (Economic). Aligned to global priorities as a member of the United Nations Global Compact since 2009, we embed sustainable practices that seek to uphold the ten global principles across labour, human rights, environment and anti-corruption and deliver Wood’s contribution to the seventeen Sustainable Development Goals (SDGs).

Wood’s sustainability framework

From our shared ambition towards creating a better tomorrow, Wood’s approach across the pillars of People, Planet and Profit is supported by solid foundations and goals that challenge our business to unlocking solutions to the world’s most critical challenges.

Our purpose

Unlocking solutions to the world’s most critical challenges

Our 3 Pillars

People. Improve lives
- Human Rights
- Health and Safety
- Inclusion and Diversity
- Community Investment

Planet. Reduce impact
- Climate Action
- Reducing Environmental Risk
- Minimising Resource

Profit. Sustain growth
- Delivering Sustainability Services
- Ethical Business Practice
- Sustainable Value Chain Practices

Our 9 Goals

Wood’s target contribution towards global sustainability goals.

Our Solid foundations

Good Governance

Shared Values

How we work

What we deliver

How we measure success

Our Global Commitment
Delivering sustainability

We believe the power to create a better tomorrow starts with us. Ensuring we are sustainable in all that we achieve as Wood, our vision of a better tomorrow is driven by our shared purpose and the goals we set ourselves in delivering Wood’s contribution to global sustainable development.

Since launching Wood’s sustainability programme in 2018, we have been on a journey in building awareness and understanding on sustainability issues. In 2020, working to identify strategic goals on our roadmap to deliver sustainable impact, through in-depth discussions with leaders and stakeholders from across Wood, we laid out our sustainability agenda against the issues most material to our business.

Read about our material issues on page 18

Set against our decade of change, Wood’s sustainability programme and 9 sustainability goals aim to influence positive change. Aligned to the United Nations Sustainable Development Goals, they are our commitment to power progress and form the evolving basis of our strategic focus to deliver Wood’s contribution to global sustainable development.
As Team Wood, Together we will:

- Reduce Wood’s carbon emissions by 40% by 2030 on our pledge to ‘net zero’.
- Ensure 100% of Wood suppliers have Building Responsibly Principles embedded into their supply chains by 2030.
- Ensure 100% of Wood labour suppliers sign up and comply with the Building Responsibly Principles by 2025.
- Improve gender balance with 40% female representation in senior leadership roles by 2030.
- Give our time, resources and funding to contribute $10 million to our global causes by 2030.
- Educate and inspire 100% of our colleagues to be inclusive every day by 2021.
- Double client support aligned to the energy transition and more sustainable infrastructure, by 2030.
- Consistently rank in the Top Quartile ESG investment ratings within our peer group by 2025.
- Ensure all Wood offices are single use plastic free by 2025.

Measuring our performance

Wood's leadership set key performance indicators (KPIs) that help to monitor and assess our performance, which is reviewed on a regular basis in line with our governance process. In addition to existing KPIs, our new sustainability goals are now fully integrated into group wide target reviews and form the basis of how we run our business.

We will report progress annually in Wood's Annual Report and Accounts as we deliver our strategy to meet our goals.

As our sustainability strategy evolves, so too will our goals and ambition towards increasing our contribution to sustainable development.

We will seek to increase transparency on reporting our progress against the goals, through publicly disclosing in Wood’s Annual Report and Accounts as well as our annual Sustainability Report.

Read more about Wood’s carbon target, our methodology and plans for delivery on pages 76-77.
Delivering sustainability

Contributing to global sustainability

As a member of the United Nations Global Compact, Wood is connected to the global conversation on sustainable development. Using the framework set out by the United Nations (UN) and the principles of the UN Global Compact, Wood’s sustainability programme is aligned to delivering our contribution to the UN Sustainable Development Goals (SDGs) which seek to transform the world, as the roadmap to delivering sustainability. Launched in 2015, the UN SDGs are a call to action to promote prosperity across all countries whilst protecting the planet we share.

Focused on our contribution to the 17 SDGs and the 2030 agenda, Wood’s contribution to the SDGs touches on each of the 17 goals in some form; however, our contribution is more easily demonstrated through the lens of the services we choose to provide, and how we choose to deliver our solutions.

Contributing to the SDGs through the services we choose to provide

Supporting the world’s transition to greener future, our work to support the energy transition ranges from decarbonising conventional energy as we bridge the gap to low carbon energy, to delivering renewable energy solutions that will support our journey to a net zero world.

Delivering climate action through targeting a reduction in our own carbon footprint, we deliver much wider carbon reduction through the support we deliver to our clients and the solutions we provide that deliver our wider contribution to tackling climate change.

Our focus on sustainable infrastructure across the energy and built environment seeks to support critical infrastructure, deliver cleaner, protected environments and support thriving cities as the world’s population continues to grow and we adapt to the challenge of a changing climate. Through industry collaboration and partnership, we are helping to unlock innovation that delivers smarter, more connected solutions to the evolving challenge of our changing world.

Delivering a range of consultancy services and technical expertise to clients across a range of environmental issues, we deliver projects that support our clients focus on biodiversity, remediation and responsible land use.

Placing a focus on natural resource and its protection, we embed sustainable practice in both our own operations and through our ingenuity and influence on client led projects.

Supporting vulnerable communities and delivering critical infrastructure that supports clean water and sanitation, we take a partnering approach to solving the challenges of water scarcity and the solutions needed to deliver sustainable impact.

See page 18 and 105 for case examples that span the spectrum of our focus on energy transition solutions.

See page 79 and 102-105 for case examples that support our focus on sustainable infrastructure.

See pages 102 and 103 for case examples that deliver critical support for communities in need.

See page 75 on our approach to climate action, our own carbon reduction efforts and our focus on supporting our clients in tackling climate change and reducing their impact.

See pages 82 and 83 for case examples that deliver sustainable impact to life on land and below water.
Our efforts to manage our consumption of natural resource and materials, as well as our influence on clients to responsibly manage their own consumption is a key part of our strategy in reducing our impact on the environment. Focus topics with our workforce on issues such as single use plastics, waste management and circular economy all contribute to our responsible management of resource.

Chosen by our people, Wood’s current global cause places a focus on our support for education. Led by our employee and business efforts to donate of our time, money and resource our annual global cause challenge best showcases the widespread activity we undertake to support quality education. To date, our global challenge has provided over £300,000 in seed funding to support employee activities across over 10 countries.

Wood’s employee matched funding programme and global cause deliver employee led activities that impact a range of the SDGs as part of our commitment as a community partner.

Recognising future skills as a vital component in delivering our group strategy, we remain focused on developing a diverse and inclusive approach to recruitment that will help to attract and retain talent. Returning sustainable value to the economies we impact we place a focus on delivering fair and decent work for all.

Our focus on inclusion and diversity in creating a culture that welcomes, celebrates and empowers our people to be the best they can be helps to differentiate our business, powers our progress and enables sustainable development that shines a spotlight on the importance of equality.

Our values underpin our approach to business and our commitment to always ‘do the right thing’. Ensuring we remain a trusted and respected partner of choice for all our stakeholders is vital to delivering a sustainable business.

Delivering Impact through partnership for the goals is a strategic focus for Wood in recognition of the need for business, government and society to work together in achieving sustainable development and measurable impact.

Focusing on the health and wellbeing of our people and communities, we seek to continually advance safety in the workplace, and deliver health initiatives that focus on all aspects of life that make up our overall wellbeing.

Highlighting our focus on the power of partnership across the sustainability agenda, throughout this report we highlight SDG 17 and our efforts to collaborate in partnership for the goals; delivering our purpose to unlock solutions to the world’s most critical challenges.
Materiality

The success of our business relies upon our ability to remain focused on the issues most material to our near and long-term strategy. Effective engagement with all of Wood’s stakeholders will ensure we remain balanced in our decision-making as we strive to deliver a sustainable business and contribute to global sustainable development.

Informed by the UN Sustainable Development Goals (SDGs) and our commitment to uphold the principles of the UN Global Compact, we align our business strategy to evolving environmental, social and governance (ESG) risk standards and material business issues that ensure we effectively assess our aspects and impacts across the people, planet and profit agenda.

Continually assessing our ambition and contribution to global sustainable development goals ensures Wood remains connected to the global conversation on sustainability and aware of the part we play in society. Through the lens of the services we choose to provide and how we choose to deliver our solutions, we are best able to prioritise our contribution and reflect this in our materiality assessment.
**Understanding our risk**

In order to achieve our vision of a better tomorrow we must understand the key risks impacting our business today and in the future. Focusing our efforts on the issues most material to our success, our sustainability programme offers the opportunity to demonstrate strong management of ESG risks and opportunities, and effective communication to all Wood’s stakeholders on our strategic roadmap that will deliver on our purpose and vision.

Our materiality assessment process is informed by:
- Our corporate strategy
- Our vision and values
- Stakeholder engagement
- Our principal risks
- Global mega trends

Our sustainability programme provides the opportunity for Wood to communicate strong management of ESG risks and opportunities to our investors and analysts. Our sustainability approach, measurement and reporting enables effective communication to our key stakeholders and in particular further detail our impact across the sustainable infrastructure and energy transition markets, which remain critical to Wood’s business strategy.

**Our approach to materiality**

Taking a 7-step approach to determining the issues most material to Wood, through internal and external engagement we deliver a consistent approach to assessing the evolving needs of our business and stakeholder base. Through periodic review in line with our governance processes, our materiality assessment helps to prioritise Wood’s material matters to ensure we remain focused on the right issues now, and as they evolve over time.

**Our 7-step materiality process**

1. **Define scope and purpose**
   Defining what materiality means to Wood, the objectives of the process and the key stakeholders involved

2. **Identify potential topics**
   Creating a list of all potential material risks to Wood’s success

3. **Categorise topics**
   Refining the list of potential material topics by grouping into categories

4. **Research impact and importance**
   Research and explore each topic to fully understand its relevance to Wood and importance to our stakeholder audience

5. **Prioritise topics**
   Prioritise material topics based on strategic importance, stakeholder importance and value chain impact

6. **Leadership engagement**
   Engage leadership to test the results of the materiality assessment and validate the outcome

7. **Stakeholder feedback**
   Seek stakeholder feedback on material topics reported
Our materiality mapping

Through annual periodic review of the results of our materiality assessment in 2020 remained similar to our review in 2019. Aligned to Wood’s strategic framework and ESG risks and opportunities, we prioritise 12 material issues across the people, planet and profit model that represents the priority focus of our sustainability programme over the coming 12 months. In addition to the 12 material issues, our mapping diagram also illustrates some of the material risks considered as part of our 7-step process.
As a people organisation, creating a healthy, safe and secure environment is paramount to ensuring we reduce the risk of harm to our people, the environment and Wood. Through respecting and upholding human rights in all that we do, we protect all stakeholders involved in the delivery of our business. Taking an inclusive approach to how we run our business and celebrating the value in diversity will make Wood an employer of choice. We must ensure we continue to attract, develop and retain talent through a focus on labour investment and relations which will return an engaged, capable and agile workforce that fosters an environment that empowers leadership and ingenuity. Through inclusive growth and as part of a community, we create shared value in contributing to local economies and the social fabric of the locations where we live and work.

Taking responsibility for our operations and creating a strong, consistent approach to environmental management is essential to ensuring we manage and protect the environment around us. Retaining our license to operate and ensuring we prevent pollution events is vital to the sustainability of our business and our ability to successfully deliver to all Wood’s stakeholders. Ensuring we preserve and protect natural resource and focus on being efficient in all that we do contributes to the climate action needed in tackling the climate challenge. In meeting increased stakeholder demands, Wood must demonstrate strong management of the risks and opportunities of climate change to continue playing our part in reducing our impact on the planet; unlocking solutions that advance the race to net zero and align to our strategy focused on global sustainability goals will directly affect many of Wood’s operating markets.

Ensuring we operate with ethics and integrity in all that we do, will allow us to remain a trusted and respected partner of choice for all our stakeholders. Empowering our people to always do the right thing in line with our moral and legal obligations is vital to maintaining, protecting and strengthening the reputation of Wood. Addressing human rights and in particular modern slavery within our value chain is crucial to ensuring we address our areas of evolving risk, where in our third-party relationships our value chain extends beyond our immediate contractor base. With sustainability transforming business, we must remain curious, innovative and bold in our approach to sustainable development, embracing technology and digitisation to enable our purpose and remain relevant in our contribution to society and the world we share.
Governance and management

Wood’s governance structures and processes are designed to ensure accountability, transparency, responsiveness, equity and inclusiveness. They provide core structure from which we operate our company, facilitating empowerment and broad-based participation across the business. Our sustainability programme is informed, and in turn, informs our governance system.

Wood’s Annual Report and Accounts sets out a comprehensive overview of Wood’s governance processes.

Read more about corporate governance on pages 76-120 in Wood’s Annual Report and Accounts.

Sustainability and Governance

We are committed to putting sustainability at the heart of Wood, meaning that sustainability is a thread that runs throughout our organisation. We are using our approach to sustainability to effect organisational and behavioural change. Our governance approach helps us to implement our sustainability strategy across the business, manage goal setting and reporting processes, strengthen relationships with external stakeholders and ensure overall accountability.

Good governance ultimately fosters sustainability and is built on three precedents — economic progress, social development and environmental improvements. As the focus on environmental, social and governance (ESG) satisfaction increases across all of our stakeholder groups, our governance processes support the company’s efforts to develop effective control mechanisms and increase value.
Oversight for sustainability matters is provided at Board level. Wood’s Executive Leadership Team (ELT) oversees the strategic delivery of the programme, which is owned by the newly appointed President of Sustainability (Dec 2020). The appointment was made as part of Wood’s Future Fit programme, reflecting the importance of sustainability to Wood’s long-term future.

Read more on our future fit programme on pages 87

Safety and Business Ethics Committee of the Board (SABE)

In line with Wood’s approach to embedding sustainability, the SABE Committee terms of reference have been updated to include oversight for sustainability. The committee is chaired and comprised of non-executive Board members, a copy of the SABE charter is available on Wood’s external web pages and you can read more in our Annual Report and Accounts.

Read more about our SABE committee on pages 87-88 of Wood’s Annual Report and Accounts.

Naturally, a key focus of the Committee during 2020 was oversight of the business’s response to COVID-19. However, time was also dedicated and substantive discussion given to the development of Wood’s sustainability targets, ensuring that they remain sufficiently ambitious and focused on material issues providing value to shareholders and clients alike. SABE endorsed Wood’s climate change target which was recommended to the Board for ratification and published in April 2020. The Committee work continued to support the development of our people, planet and profit sustainability targets which were ratified in early 2021. SABE members provided challenge to Wood on a variety of sustainability matters from circular economy issues to green hand-printing bringing a diverse, broad perspective.

As the ESG and sustainability agenda has matured in 2021, the SABE Committee will be renamed to the Safety, Sustainability and Business Ethics (SSABE) acknowledging the importance of Board oversight for sustainability matters.

Executive Leadership Team (ELT) Safety Day

Each bi-annual Executive Leadership Team (ELT) Safety Day includes the full Wood Executive team and these sessions have been critical to the development of Wood’s sustainability programme. During the 2020 sessions, there was focus on the development of a structured sustainability programme to include target setting aligned to material focus areas and risk.

The ELT have been keen to ensure that Wood remain ahead of key trends in the ESG space, given the increasing focus by analysts in investment decision making, a trend that Wood experienced throughout 2020. The role of the ELT has been to support critical thinking underpinning the programme, challenge the basis of decision making and assure alignment of the programme with business strategy.

Ensuring that there is robust planning and effective roadmaps in place for Wood to achieve the targets we set, the ELT are responsible for making resources available to support their achievement, including the appointment of roles and focal points across the business.

President of Sustainability

Wood’s Future Fit programme initiated a wide-ranging review of the organisation’s business model that will complement the business strategy. Given the growing importance of ESG amongst Wood’s investment community, the decarbonisation agenda and the priority sustainability has with a number of Wood’s significant stakeholders Wood appointed a President of Sustainability (a role also known as a Chief Sustainability Officer). Previously the sustainability programme was supported by the Group Head of Health, Safety and Environment.

The role will be responsible for the organisation’s objectives and initiatives relating to sustainability, the development and implementation of Wood’s sustainability programme and to collaborate with Wood’s business development community to enhance the company’s ability to compete and win work. This role is also responsible for embedding the principles of sustainability in the governance and management systems and reports into the Executive President HSSE&S.
Governance and management

Sustainability and risk
The ability to integrate sustainability into our risk management processes ensures that the business is able to identify and mitigate the full range of risks applicable to Wood. Risk management is imperative to a healthy business, to identify material matters and tune into the most significant risks, enabling resources to be focused on appropriate risk mitigation measures. Key material risks and risk management processes are discussed in Wood’s Annual Report and Accounts.

For more information on managing risk and a breakdown of Wood’s Principal risks see pages 58-64 of Wood’s Annual Report and Accounts.

In 2020, we looked at climate change, human rights and diversity in-depth related to risk issues which continue to be of significant interest to both internal and external stakeholders. The risk assessment process provided important intelligence which informs the sustainability programme, identifying relative strengths and weaknesses in our management processes, identifying areas to target action.

Key risk issues are discussed in the People, Planet and Profit sections of this report.

Stakeholder engagement
Our business is built on relationships, and our stakeholder voices matter to us and inform the strategic direction of the business, including our sustainability programme. Our key stakeholders remain our employee base, clients and shareholders – these three stakeholders are imperative to our continuity.

Our People section covers the work we have been doing throughout the year to engage, listen and act on the areas of concern that our employees identify with.

Engagement with clients continued throughout 2020 with a wider focus on the climate agenda, in particular decarbonisation – not only from a solutions point of view, but also how Wood is reducing our own operational footprint. Increasingly we are responding to bids and tenders that include more sophisticated questions on Wood’s emissions inventory and plans to reduce carbon-based emissions.

Throughout 2020 we have seen a significant upick in ESG analyst activity with engagements not only with investor analysts, but from the banking and insurance sectors, predominantly focused on the climate change risk agenda. We expect this to continue to grow over the coming years so, we have reflected this in our sustainability programme, by creating education and awareness of Wood’s position on climate change, emission reduction and practical guidance on reducing greenhouse gas.

Throughout the year we took part in on-line forums, podcasts and events with our regulatory, industrial, United Nations and local communities, but clearly the advent of Covid-19 impacted our engagement schedule. In addition, we developed messages around our sustainability goals for social awareness that we will continue to campaign on throughout 2021.
Setting our ambition and goals

No sustainability programme is complete without clear and continuous improvement goals aligned to the strategic business model. During 2020 we extensively reviewed our continuous improvement structure aligned to the sustainability programme. A number of areas, such as health and safety and human resources, already have defined target setting mechanisms. However, we wanted to challenge ourselves by looking at a long-term timing horizon, using the next 10 years as our decade of change.

Using our materiality assessment, risk registers, ESG indices and stakeholder engagement we identified key areas to target that are aligned to the People, Plant and Profit Agenda.

Our final goals were derived from discussions with our ELT and tested on a senior manager review group with representation from across Wood; in addition, the goals proposed were discussed with our Board. With climate change identified as a key material risk area for Wood, pivotal to our future and a key area of focus to our stakeholders, this prompted an acceleration in our goal development. The development, test and sign off of our goal on carbon reduction, gave the blueprint for us to follow with the rest of our goals.

The Board signed off the climate change goal in April 2020 and the rest of the year was spent developing 8 additional sustainability goals, which were then launched in March 2021.

Work fairly, transparently and ethically through the trusted partnerships we create:

• Ensure 100% of Wood labour suppliers sign up and comply with the Building Responsibly Principles by 2025
• Ensure 100% of Wood suppliers have the Building Responsibly Principles embedded into their supply chains by 2030

Recognise, welcome and celebrate diversity in thought, experience and background to find the boldest solutions and nurture talent:

• Improve gender balance with 40% female representation in senior leadership roles by 2030
• Educate and inspire 100% of our people to be inclusive every day by 2021

Take responsibility for the impact of the work we do and how we deliver it on the planet we share:

• Reduce Wood’s carbon emissions by 40% by 2030 on our pledge to ‘net zero’
• Ensure all Wood offices are single use plastic free by 2025

Trusted to solve the challenges of our changing climate and developing populations:

• Consistently rank in the Top Quartile ESG investment ratings within our peer group by 2025
• Double client support aligned to the energy transition and more sustainable infrastructure by 2030

Lift up the communities around us using our energy and expertise to improve lives:

• Give our time, resources and funding to contribute $10 million to our global causes by 2030
People

We are committed to respecting, nurturing and developing our people and the places we impact.

Human rights
Respecting human rights is fundamental to the sustainability of our business. Wood is committed to the protection and enhancement of internationally proclaimed human rights.

Read more on page 28

People and culture
Our people are the heart of our organisation. Creating an inclusive environment where our people feel they belong and share in our success, helps to build the diverse culture needed to attract, retain and develop the top talent of tomorrow.

Read more on page 32

Health, safety and security
The success of our business relies upon our ability to protect and enhance the health, safety and welfare of our people. As a people business, our employees are our most valued resource and rightly sit at the heart of everything we do.

Read more on page 48

Investing in our communities
Wood takes pride in the communities where we live and work and value the strong and lasting relationships we create. As a community partner, we share a responsibility to ensure we respect, nurture and empower the people and places we impact to improve lives and reduce our impact on the environment.

Read more on page 60
In this section:
- Human rights 28
- People and culture 32
- Health, safety and security 48
- Investing in our communities 60
Human rights

As a global operator we work in locations with both well-developed and developing human rights protection laws. Wood is committed to upholding internationally recognised human rights regardless of the maturity of legal frameworks as this is inherent in the way we do business.

Successful companies enhance and develop their people, not exploit them. A mark of a great and sustainable company is one that attracts and retains talent. We are working towards achieving this by enhancing and developing our approaches to protect all stakeholders involved in the delivery of Wood’s projects. This is a vital part of our business and protecting human rights is essential to living up to our principles and values.
Business case for human rights

Having strong and effective management processes in place not only mitigates potential litigation and reputational risk, but provides significant opportunities and benefits for Wood including:

Risk management

Widening the scope of our risk management process, improving our ability to spot potential issues and reducing the potential for business disruptions, public campaigns and criticism, litigation, reputational damage, and harm to employee retention and recruitment.

Business opportunities

Many of our significant stakeholders including clients, banks, and governments recognise the importance of companies with effective human rights management processes which in turn minimises risk to themselves.

Positive recognition

Positive recognition, including from socially responsible investors and civil society organisations, of the company’s improving human rights performance and its efforts to address challenges.

Stakeholder relationships

Improved relationships with employees, communities and other stakeholders in societies, resulting in greater trust and a stronger social licence to operate.

Reputational management

Improved ability to preserve reputation when negative impacts occur, given better public understanding of their overall efforts to avoid such incidents.

Recruitment and retention

Improved ability to retain talent as well as recruit the next generation of young leaders, who are increasingly focused on companies’ performance in this area.

Access to socially responsible investment

A comparative advantage with a growing number of stock exchanges and public and private financial institutions scrutinizing companies’ non-financial performance, including human rights.

Having a well-structured, embedded approach across all areas of human rights helps to enhance Wood’s excellent execution for our clients and stakeholders and is a material element of our management processes.

Human rights impacts in Wood

The issue of human rights touches Wood in a multitude of ways, both directly and indirectly. Wood has complex relationships with multiple stakeholders which involves both individuals and communities of people, recognising and upholding human rights is fundamental to those relationships.

As those relationships move further away from our direct sphere of influence it becomes even more important to ensure that we have robust management and due diligence processes. Our human rights management approach adapts to ensure that we protect the business from risk and have a strong response to principle 2 of the UN Global Compact, protecting Wood from complicity in the abuse of human rights.

Understanding Wood’s sphere of influence

Human Rights impacts can be categorised into 4 distinctive areas:

1. How we treat our people, refers to relationships which fall directly under Wood’s own defined governance and the incorporation of human rights into those direct employment relationships.
2. Who we choose to work for, relates to our clients and how we consider the impact of a client on human rights in our decision to tender and undertake work.
3. What we choose to do in the services we provide relates to the considerations we take of the potential human rights impact that this service may have and how we consider them effectively.
4. Who we choose to work with us relates to the impact of our direct and indirect contractor, supplier and partner impacts on human rights and how we manage those relationships.

The greater our sphere of influence the easier these issues are to manage, because they are within our ability to govern and effect change.
Human Rights

Managing Human Rights impacts in Wood

In line with Wood’s vision of putting sustainability at the heart of our business, we have created a governance approach which draws human rights into the mainstay of the way we manage our business every day. We have deliberately committed to upholding the Universal Declaration of Human Rights in our Human Rights Policy.

Choosing our clients

Our client relationships are central to the company’s wellbeing and are of utmost importance. We undertake due diligence on our clients to make sure that these relationships offer value for our stakeholders. We identified that we could do more to highlight our position on human rights in this process and with our relationships with clients, in particular, in our stance on worker welfare through our membership of Building Responsibly.

Our projects

All tenders are subject to review and approval in accordance with our Tender Governance procedure. With new relationships or contracts where the value exceeds $5M, Wood conducts formal reviews which include screening for human rights. We will be reviewing our processes to ensure that we continue to have a comprehensive approach to considering the impact all projects may have on human rights and update our tender team’s awareness.

Our supply chain partners

All Wood suppliers are subject to prequalification’s and as part of this process must sign up to Wood’s Supplier Code of Conduct. The Supplier Code of Conduct sets out Wood’s comprehensive requirements and expectations for human rights. We will be reviewing this document in line with Wood’s commitment to Building Responsibly.

Raising the flag on Human Rights

In line with the Wood Code of Conduct and the Supplier Code of Conduct we encourage all stakeholders to challenge situations which ‘feel’ outside of the Wood values, this includes human rights related issues. We urge employees, contractors, clients and the community to raise issues either directly or, if they feel more comfortable, through our Ethics Hotline. The Ethics’ Hotline is managed by a third party and all calls are carefully managed to protect the privacy of the caller.

In October 2020 we were contacted about concerns over the subcontractor’s treatment of their itinerant workforce on a project site in Europe. The allegations included unfair treatment in payment of wages, holidays and welfare. Due to Covid-19 we engaged a 3rd party specialist, with staff resident in-country, to investigate allegations made, going further to benchmark worker welfare against the Building Responsibly Principles. In this instance no material issues were identified.

Read more on ethics at Wood in our responsible business practice section from page 92 or visit: woodplc.com/ethics

Employment

Treating people with dignity and fairness is at the heart of our values, defined in the company Code of Conduct and codified in our mandatory People & Organisational policies. All Wood employees irrespective of local jurisdictional laws and norms, are subject to Wood’s people policies and procedures covering Human Rights, Equal Opportunities, Diversity and Inclusions. Anti-harassment, training, recruitment and hiring.


Our Human Rights Policy can be found at: woodplc.com/__data/assets/pdf_file/0023/52655/HRM-POL-100016-external.pdf

Our supplier code of conduct can be found on our website: woodplc.com/__data/assets/pdf_file/0020/135551/SCM-POL-100001.pdf
Our commitment

Aligned to our prioritised material issues, Wood’s goals on human rights are focused on our supply chain partners and where we see the greatest risk to our business around human rights issues.

Primarily targeting our labour suppliers in the short term, Wood will ensure 100% of our labour suppliers comply with the Building Responsibly Principles by 2025; in addition we have a set a goal to ensure 100% of all Wood suppliers have the principles embedded within their supply chains by 2030.

Learning from others and collaborating on shared challenges has been an important vehicle for Wood in driving forward the Human Rights agenda.

Building Responsibly

Working together with our industry peers and partners through the Building Responsibly organisation we developed comprehensive guidance underpinning each worker welfare principle. We developed and updated the Worker Welfare Assessment tool which was adapted from a Wood HSE tool, and working with the Building Responsibly team were able to launch this through the Group as Wood’s contribution to driving the principles forward.

We will be using the updated assessment tool in our risk based assure process to make sure that workers are fairly treated, to identify areas where we can engage better with our suppliers and target improvement within the industry. Our collaboration with Building Responsibly has always been about improving the lives of the most vulnerable and often quietest voices in our industry, our frontline migrant workforce. It has also been about ensuring that there is a level playing field in worker welfare standards.

Shell & Contractor Safety Leadership

We have worked closely with and as part of the Shell-Contractor Safety Leadership Forum to spotlight worker welfare rights and the work we have been doing with Building Responsibly. This has been a hugely important step-change in the adoption of the principles. Gaining the support of such a major client and industry heavy weight has helped hugely in the awareness, adoption and overall momentum of our work through Building Responsibly.

Case Study: Impact through partnership for the goals

Find out more at: building-responsibly.org
People and culture

Our people are our unique fingerprint. The rich diversity of experience, expertise, backgrounds and beliefs we bring together globally, differentiates our business, powers our progress and enables our success. As Team Wood, we are a global community unified by our vision, values and behaviours that support how we work together.

Making Wood a great place to work, we want our people to feel they belong, feel empowered to achieve and supported to be the best that they can be. Creating a sustainable work environment embodies a culture where we create a sense of community, where everyone has a place and part to play in our shared success.

Our commitment

We aim to recognise, welcome and celebrate diversity in thought, experience and background to find our boldest solutions and nurture our talent. We want to educate and inspire all of Team Wood to be inclusive every day. This means being comfortable to share differing perspectives, seeking to understand and learning from one another – this is key to unlocking our full potential.

Wood is committed to educate and inspire 100% of our colleagues to be inclusive everyday by 2021.

In our decade of change, we are looking for our leadership to set a strong example and for this reason we have reflected this in our variable remuneration targets an ESG framework that will support our long term sustainability goals.
Inclusion across Wood

Creating that sense of community, in 2020 we continued to connect our people through a variety of forums to help us unite, learn and develop a more inclusive culture:

Conscious inclusion webinars
Helping raise awareness of what conscious inclusion is, and the impact of non-inclusion in the workplace. In 2020 97% of our senior leaders attended the learning which is now being rolled out to the entire organisation. Training and education will continue to be a fundamental principal in our inclusion and diversity agenda into 2021 and beyond.

Inclusion & Diversity

We believe inclusion is key to creating a culture and environment that is diverse. For this reason, we have been purposeful in stating our approach as inclusion and diversity (I&D). Creating a truly inclusive environment benefits not only our people, but all of Wood’s stakeholders as we seek to harness a reputation for attracting, retaining and developing diverse talent to achieving our vision and purpose.

Employee Networks
Our eight Wood employee-initiated and led networks are inclusive of all and celebrate the diversity we bring together. In 2020, our employee networks grew by over 30% to 27,000 network participants globally.

As we work towards our goal, we will measure elements such as attendance at webinars, other digital learning mechanisms and how this impacts our culture through our employee engagement survey and scores on key areas of belonging and inclusion.

Learn more on our employee networks on page 36

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In 2020 we continued to develop our I&D strategy into 5 ‘levers’ that will further establish a culture where employees are highly engaged and feel supported by the company and their line manager.

Leadership & Allies
We will create leadership champions across Wood to drive our I&D activities and enable allies at all levels of our organisation to champion those in underrepresented groups.

Culture & Inclusion
We will foster a work environment and culture where inclusion is delivered structurally and behaviourally, through policies, training and communication plans.

Employee Lifecycle
We will attract and retain key talent from the full spectrum of the global talent pool, unlocking diverse talent and matching people to best opportunities for their growth within Wood, aligned to representation targets.

Measurement and Evaluation
Assessing our progress, we will monitor and measure our activities, assessing key demographic data, setting targets to improve representation in key areas and measuring engagement outcomes. In 2020, we placed a focus on developing the personal data we collect to help us better measure and improve performance.

As part of our holistic approach towards inclusion and diversity, in 2020 we developed an enterprise level project encompassing workstreams that will grow into specific action plans for all business areas underpinned by the ‘5 levers’ of our strategy.
Employee engagement

Effective engagement with our people is critical to our continued success. Employee engagement gives an insight into the culture of our organisation, the experiences of our people and the activities that shape our progress. As a strategic priority of Wood’s board and leadership, we engage across a variety of communication channels ranging from our global networks, Team Wood Yammer, Employee Surveys and our “Life at Wood” initiatives, all of which seek to embed our culture and enable our people to connect with the business and each other.

Read more about our engagement activities on page 49 of Wood’s Annual Report and Accounts 2020.

Creating equal opportunity

Wood is committed to ensure we remain an equal opportunity employer. We are building a global Wood community with more balance, because inclusive leadership leads to greater engagement, higher retention of people, more innovation and better financial results. Diverse teams are simply smarter together.

2020 Highlights:

13,000+ employees took part in our global engagement survey

47 countries represented

30% growth in employee networks

27,000 employee network participants

16,000+ Wood users visited our new ‘Living Well at Wood’ resource site.
Our commitment

Steps to reward equality

At Wood, we believe in fair, competitive and transparent reward. Our reward policy aids attraction and retention of individuals with the qualities, skills, behaviours and experience required to deliver our strategic objectives, whilst providing equitable pay, benefits, and retirement plans to a diverse workforce. Our global reward frameworks help Wood to reward fairly and competitively, ensuring our values are maintained.

Results from our employee survey indicated that our people want to understand how we ensure reward is fair. As a result we have implemented standardised variable remuneration frameworks, core benefits offering and global processes and procedures which remain fair and free from bias, and we have developed, and will continue to develop, salary bands on a country by country basis. Further organisation wide education and engagement is planned for 2021.

To ensure the application of fair pay within our frameworks, we are expanding pay equity reporting through further roll out of our Oracle People system. Pay equity reporting will empower line managers to ensure the application of base pay (or salary) is in line with our philosophy, inclusion and diversity agenda, and sustainable distribution of reward for our people. Pay equity reporting measures individual base pay against the salary band for jobs of equivalent size, in the same job family, in the same country; highlighting any variation from our frameworks and enabling us to take steps to address any inequity identified in how we pay our people.

Wood complies with the reporting requirements covered under The UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Since 2019, we have significantly reduced our number of employing entities as a result of entity rationalisation and divestment; in our latest gender pay gap report 2020, we continue to expand our reporting to include both mandatory and voluntary disclosure and remain confident that our gender pay gap does not reflect an equal pay issue nor is it related to paying males and females differently. It is a result of gender distribution across occupations and job levels, consistent across all our UK entities and our industry peers.

Learn more on fair reward on page 45

Gender split at 31 December 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Overall</th>
<th>Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>78%</td>
<td>67%</td>
</tr>
<tr>
<td>Female</td>
<td>22%</td>
<td>33%</td>
</tr>
</tbody>
</table>

Key: Male | Female

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Our goal to improve gender balance in senior leadership roles by 2030 will create more balance across our leadership and enable better diversity in our decision making.

Improve gender balance with 40% female representation in senior leadership roles by 2030.

Read more on gender balance on page 53 of Wood’s Annual Report and Accounts 2020.

Read more in our Gender Pay Gap Report 2020: woodplc.com/?a=187809

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People and culture

Our employee networks

Our employee networks continue to grow, with a 30% increase in engagement in 2020. Forming a central part of our strategy on inclusion and diversity, our networks provide a platform for employees to connect, educate, share experience and help shape the culture at Wood.

Wood now have several established employee networks, with structured terms of reference and strategic plans of action to support their respective ambitions. Employee-led and driven by volunteer members, each network is an open and inclusive space for everyone at Wood to get involved and join the evolving conversations that tackle the most meaningful issues to our people.

In 2020, following the murder of George Floyd and subsequent social unrest connected to the fight for racial justice, there was significant interest from our employees to create a network for employees from ethnic minority backgrounds.

Through continued dialogue and partnering with various stakeholders the Wood Race and Ethnicity Network (WREN) was created. Giving our employees a voice, the creation of WREN is an example of our continuing efforts to ensure inclusion and diversity sits at the forefront of our business agenda.

Wood Race and Ethnicity Network (WREN)

The purpose of WREN is to create a community that celebrates and embraces ethnic diversity, inclusiveness and cultural awareness across all of our communities. Our vision is to build a more equal and inclusive world that pushes us to explore new ways to improve ethnic diversity at Wood and help our colleagues thrive, advance and be their best self in and out of the workplace.

Objectives

- Raise the profile of diverse voices
- Increase awareness of the lived experience of others
- Speak up against racism and discrimination
- Create a safe space to connect and learn to strengthen the visibility of people of colour and advance ethnic diversity

Listening Group Network

Open to all employees, the Listening Group Network (LGN) is our most important direct communication and feedback channel between employees and leadership. It meets virtually every two months and is hosted by a member of the Executive Leadership Team.

Twice a year, a non-executive director chairs the forum, strengthening the “employee voice” in the boardroom and enabling the board to better understand, monitor and assess the culture across the organisation. The LGN now has over 2,500 active employees, representing 48 countries.

Read more on the actions of our Listening Group Network on page 50 of Wood’s Annual Report and Accounts 2020.
Developing Professionals Network (DPN)
The Developing Professionals Network is the official Wood community designed to provide a platform for employees starting out in their careers to learn more about Wood, their colleagues and themselves. The network is run by Wood’s developing professionals and delivers sessions, events and initiatives at local, regional and global levels. The DPN is constantly exploring new ways to pursue its goals, deliver for its members and to help shape the future of the business.

Objectives
- Connect: For members of the network to get to know their colleagues from around the globe and give them exposure to leaders within Wood.
- Learn: To improve each individual’s knowledge of Wood’s service offerings, external trends and where the business is heading.
- Grow: To support member’s professional and personal development. For members to develop increased self-awareness and to gain better insight into their strengths and areas for development.

The DPN is heavily involved in STEM events globally and work is being undertaken currently that will result in a separate and specifically focused global STEM employee network for 2021 and beyond. This will become the eighth employee network at Wood.

Pride Network
The Pride Network provides a safe and inclusive space for our LGBT+ community to connect and support one another as well as providing advice and information for our straight colleagues / allies who may have questions regarding the LGBT+ community. It raises awareness of challenges faced and promotes LGBT+ inclusion through regular communication, resources and participating in local events, including Pride events. Pride also works with other companies to champion LGBT+ inclusion in the sectors within which we operate.

Objectives
- Support: Pride provides a safe and supportive space for LGBT+ employees and their colleagues to network and provide peer support to one another. This can be facilitated virtually however it is important for Pride to also hold face to face events to develop an informal cross Business Unit/Function support framework.
- Promote: Pride promotes a culture of respect, equality, and inclusion for everyone regardless of their sexual orientation or gender identity. Pride acts as a representative for this both within the organisation as well as on behalf of Wood in the wider community.
- Create: Pride raises awareness of issues that may affect LGBT+ employees within Wood (including leadership) and develops resources and tools to support this.

The Pride Network has grown over the years to become not just a place where LGBT+ employees and allies can meet and find support, but an important advisory group helping Wood to develop policies and practices to be more inclusive of LGBT+.

Equal Footing Network
Our Equal Footing network aims to help achieve a gender balanced workforce. Fully inclusive and open for anyone to join, Equal Footing particularly encourages men to get involved and join the network to act as allies for improving gender balance in Wood, as well as gain knowledge in how everyone is negatively affected by gender imbalance in society. We are determined to create an inclusive gender culture within Wood, which includes women, men and minority genders.

Objectives
- Focus on community and intersectionality: Bringing men into the conversation to support their responsibility, for women to recognize their role as allies for each other, minority genders and men, and the overarching theme of intersectionality to work together collaboratively with other networks and groups.

We see women’s inequality, as everyone’s issue. This is a forum and a space that welcomes men and other genders into these conversations. Our purpose is to focus on equality for women, recognising that men have a role to play, and that they too benefit from workplaces and society when there is improved gender equality. Additionally, we want to raise the profile and discussion of minority genders. When people feel heard and included, we can achieve more as a workforce.

The Equal Footing Network will play a significant role in supporting delivery of Wood’s Goal on gender balance and the evolving the conversation on gender balance.
People and culture

Embracing our global identities

There are an estimated 476 million indigenous peoples in the world today. Developing inclusive approaches to work in partnership with indigenous peoples is vital to ensuring Wood continues to deliver sustainable solutions and impact in the communities we share.

In 2020, we continued to observe the International Day of the World’s Indigenous Peoples to recognise their contributions, achievements, and resiliency in an ever-changing world. By creating inclusion of indigenous knowledge and celebrating diversity of thought, we aim to develop holistic and sustainable solutions. Placing a focus in our global communications around the topic of water management; from policy and infrastructure development, to operation, maintenance and quality monitoring, we sought to illustrate the associations with and importance of water to indigenous peoples and the impact of our work in this area through the voices of Team Wood and their personal accounts.

In 2020, our colleagues in Australia celebrated the first anniversary of our second Innovate Reconciliation Action Plan. Sharing the achievements and progress of the plan, the team have trained over 100 leaders to date in Cultural Awareness, grown engagement and relationships within the indigenous procurement areas and worked diligently in the indigenous employment space. Whilst impacted by the restrictions imposed by the global COVID-19 pandemic, Wood remains focused on our journey to reconciliation.

Armed Forces Network
The Wood Armed Forces Network brings together colleagues who are members of the Armed Forces community, including serving and reservist personnel, cadet volunteers, veterans and their families. The network is open to anyone to join even if they do not have a military connection but want to support the Armed Forces and its community. The network is global but particularly active with our employees in the UK, USA, Canada, Australia, and Norway.

Objectives
• Promote Wood as an Armed Forces-friendly organisation.
• Provide opportunities for members of the Armed Forces community to connect and network.
• Support the employment of veterans and military spouses.
• Support employees who choose to be members of the Reserve forces.
• Actively participate in supporting Armed Forces events and charities.

The Armed Forces Network is currently partnering with our global People and Organisation teams in agreeing a leave entitlement policy for our armed forces community. This will enable those colleagues who may be, or may wish to become, reservists or adult cadet volunteers with up to 10 days’ leave in addition to their contractual annual leave entitlement to specifically enable them to complete their annual armed forces commitments. We expect this to be implemented in 2021.

We Care Network
We recognise that our people who have care responsibilities are a diverse and important part of our workforce. Recognising that at some point in a career, it is likely that you or someone you know will need to care for someone else. A partner, relative or friend who requires care and support because they are elderly, have a long-term illness or disability, many people are managing multiple care responsibilities.

We recognise each caring situation is unique and what it involves is wide ranging. The impact of caring can be physical, emotional, economic and social. We recognise that integrating and balancing work and care responsibilities can sometimes be challenging however we want all our people to feel comfortable and included at work.

Objectives
• Provide a platform and voice for employees who provide caring for others.
• Raise awareness of the unique caring responsibilities undertaken by our people.

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We recognise each caring situation is unique and what it involves is wide ranging. The impact of caring can be physical, emotional, economic and social. We recognise that integrating and balancing work and care responsibilities can sometimes be challenging however we want all our people to feel comfortable and included at work.

Objectives
• Provide a platform and voice for employees who provide caring for others.
• Raise awareness of the unique caring responsibilities undertaken by our people.

Read more on International Day of the World’s Indigenous Peoples and the experience of our people at: woodplc.com/news/blog/international-day-of-the-worlds-indigenous-peoples

See page 102 to learn about our work on clean water and wastewater facilities that enable economic development for the Navajo Nation in Arizona, New Mexico and Utah.

In 2020, our colleagues in Australia celebrated the first anniversary of our second Innovate Reconciliation Action Plan. Sharing the achievements and progress of the plan, the team have trained over 100 leaders to date in Cultural Awareness, grown engagement and relationships within the indigenous procurement areas and worked diligently in the indigenous employment space. Whilst impacted by the restrictions imposed by the global COVID-19 pandemic, Wood remains focused on our journey to reconciliation.

Armed Forces Network
The Wood Armed Forces Network brings together colleagues who are members of the Armed Forces community, including serving and reservist personnel, cadet volunteers, veterans and their families. The network is open to anyone to join even if they do not have a military connection but want to support the Armed Forces and its community. The network is global but particularly active with our employees in the UK, USA, Canada, Australia, and Norway.

Objectives
• Promote Wood as an Armed Forces-friendly organisation.
• Provide opportunities for members of the Armed Forces community to connect and network.
• Support the employment of veterans and military spouses.
• Support employees who choose to be members of the Reserve forces.
• Actively participate in supporting Armed Forces events and charities.

The Armed Forces Network is currently partnering with our global People and Organisation teams in agreeing a leave entitlement policy for our armed forces community. This will enable those colleagues who may be, or may wish to become, reservists or adult cadet volunteers with up to 10 days’ leave in addition to their contractual annual leave entitlement to specifically enable them to complete their annual armed forces commitments. We expect this to be implemented in 2021.

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2019-2021 plan
Wood’s 2019–2021 Reconciliation Action Plan is about turning good intentions into positive actions and opportunities that are truly integrated with our business objectives, following Reconciliation Australia pillars of:

Year 1:
Establishment: Raising awareness and establishing partnerships.

Year 2:
Delivery and consolidation: Delivering on our actions and expanding our goal.

Year 3:
Consolidation: Consolidating our achievements, reviewing the journey and determining the next steps.

Reconciliation Action Plan governance structure
- Executive sponsors (Asia Pacific Presidents)
- Western Australia & Mining & Minerals business line
- Eastern Australia & TCS business line
- External Indigenous Advisor (external indigenous community members)
- Regional Committee
- Regional Committee

Case Study:
Remembering and celebrating reconciliation
National Reconciliation Week (NRW), an annual event recognised by our Wood colleagues runs between 27 May and 3 June and is a time to build better relationships between Aboriginal and Torres Strait Islander peoples and other Australians.

These dates mark two milestones in Australia’s reconciliation journey: The 1967 referendum which first provided Aboriginal and Torres Strait Islanders with constitutional recognition and the historic Mabo decision, relating to land rights respectively.

The theme for NRW 2020 was ‘In this together’ and while it now resonates in ways that could not have been foreseen when it was announced in 2019, it was a real reminder that whether we are in a crisis or in reconciliation we all have a role to play. In playing our part we collectively build relationships and communities that value Aboriginal and Torres Strait Islander peoples, histories, cultures and futures.

During the course of the week, our passionate colleagues announced the outcome of an annual Cycling Challenge fundraiser in support of Red Dust, a non-profit organisation dedicated to enriching lives, improving health and strengthening the future of indigenous youth and families in remote communities. During an online event, Wood presented a donation of A$20,000 to Red Dust which included employee match funding of A$5,000.
People and culture

Case Study:

Impact through partnership for the goals

Strengthening our indigenous partnerships in Western Canada, Wood and Goodfish Lake Business Corporation, a Whitefish Lake First Nation #128 community-owned business, announced the signing of a Memorandum of Understanding (MoU) in 2020 to develop a strategic alliance for partnering towards shared benefit.

As Wood’s indigenous partner for Western Canada, Goodfish Lake Business Corporation will provide civil and general construction services, environmental services, indigenous liaison services, safety services, industrial garment supply and associated cleaning services. Goodfish Lake recently outfitted Wood’s Alberta offices with masks for the staff’s safe return to the office and currently supply PPE garments for field work during the pandemic.

This alliance is an opportunity to grow and promote prospects for both firms, while supporting the traditional, petrochemical and renewable energy sector that is vital to the community.

Celebrating our people

We take pride in celebrating our people. Celebrating our success and our people helps to create a sense of belonging, where everyone feels valued and recognised for their contribution to our organisation. Taking the time to recognise those that go above and beyond to embody our values and behaviours helps us not just to say thank you to those individuals, but instils a sense of pride in working at Wood, and the positive impacts we make every day, across our global employee community.
Inspire Awards 2020

Our global Inspire Awards serve as Wood’s annual platform to formally recognise and celebrate our people, their passion and inspiring actions that support not just Wood, but our colleagues, communities and sustainability journey.

Despite the global pandemic, our Inspire Awards continued in 2020, truly testing our ability to connect virtually. Together we celebrated the achievements of over 1,500 of our employees, from across 29 countries with award winners chosen over nine categories linked to our sustainability approach and deliberated by our internal panel of judges.

Nomination categories:

People
• Safety Shield
• Inspiring Teamwork
• Marvellous Mentor
• Driving Inclusion and Diversity

Planet
• Championing Sustainability
• Impactful Innovation

Profit
• Exceptional Customer Service
• Excellent Financial Performance
• Outstanding Ethical Conduct

In addition to Wood’s global Inspire Awards, our business teams operate a number of regional and business wide award schemes that shine a light on our exceptional people, their actions and teamwork across Wood.

Read more about our Inspire Awards and other recognition schemes on page 51 of Wood's Annual Report and Accounts.

Case Study:
Inspire Awards: People’s Choice

Chosen from our nine Inspire Award category winners, our ‘People’s Choice Award’ gives all of Team Wood the opportunity to vote for one global winner that inspires them the most. In 2020, our people chose Bindu Satheesh as the winner of our Marvellous Mentor award and overall People’s Choice Award.

Bindu Satheesh has grown the Abu Dhabi engineering office from zero to a strong team of 130+ employees. The team have grown their reputation among clients as a preferred partner, in the most turbulent market conditions, and much of this made possible by Bindu’s continual inspiration, guidance and skilled mentorship.

What the judges said:
“Bindu is a shining example of a mentor who commits herself to developing others. There were so many testimonials from her mentees highlighting her ability to provide constructive feedback; to listen and inspire people to achieve their ambitions and develop their potential to be the best they can be.”
Our people development

Investing in our people means investing in our future. Demonstrating our contribution towards global sustainability challenges and delivering measurable impact helps not only attract and retain the right people, but it also helps in developing the future skills needed to deliver on sustainability.

Our approach to achieving this investment centres around four key areas of focus:

**One Wood:**
Align the way we do business through embedded shared services, harmonised terms and conditions and common systems, ensuring efficiencies are optimised. Maximise our ability to manage and analyse data to make strategic recommendations to the business that will strengthen organisational effectiveness.

**Develop our people:**
Enhance the career journey of our people and develop a high performing workplace where our employees are supported to be their best and are fully engaged in driving their careers. Ensure we understand and develop our people and their capabilities, and actively support career progression and opportunity.

**Resource for growth:**
Deliver the workforce required today and in the future through targeted workforce planning, continuous improvement of end to end recruitment processes, driving globally standardised KPIs through our resourcing capability, and facilitating critical and early talent moves.

**Working @ Wood:**
Work in partnership with the business to embed the Wood values and behaviours to create the best working environment for our people. Create an excellent employee experience to attract and retain the best people, strengthen engagement, maximise productivity and embed the Wood culture.

**Placing people first**
We continue to build a culture at Wood that centres around our people. Living our values and creating a workplace where our people feel listened to, valued, encouraged and challenged will help us deliver inclusive growth and the environment needed to nurture and embrace the talent, passion and ingenuity of all our people.

Showcasing #Life@Wood through our external website, we offer a window into our organisation through the voice of our employees, their unique experiences and contribution to Wood and the communities where we live and work.

In 2020, our people faced unprecedented challenge both personal and professional. As Team Wood, we rose to the challenge by supporting each other, our clients, and communities during a time of immense uncertainty, demonstrating our value and commitment to helping others around the world.

Visit our careers website to learn more: careers.woodplc.com

Read more on our people activities in 2020 on pages 48-51 of Wood’s Annual Report and Accounts.
Creating balance and agility

We believe it is important to ensure everyone at Wood maintains a fulfilling work-life balance. The health and social benefits of creating a flexible working environment not only benefit the individual’s wellbeing, but helps reduce potential absence, increases productivity and supports employee retention and attraction.

Demonstrating agility in response to the pandemic, in early 2020 Wood introduced a global remote working policy. Reflecting the diverse nature of our business, the policy balances the needs, circumstances and safety of our people with the needs of our clients and key stakeholder expectations all the while embracing future ways of working.

Our ability to deploy talent across the business and create agile teams is a key strength at Wood. It also allows our people to take advantage of opportunities to grow their careers and experience our diverse organization.

Wood’s global mobility strategy ensures we deliver the right solutions at the right time and to any location across our global business. International assignments help us to transfer skills, knowledge and experience, supporting business growth, nationalisation and the training, development and career aspirations of our people. Ensuring we support mobility with clear governance, toolkits and partnered support achieves the best outcome for Wood, our clients and our people.

All internal vacancies are advertised in a central location and database to ensure we provide a fair and transparent recruitment process for all. Our global recruitment system supports and prioritises our internal redeployment register, helping recruiters source alternative roles for employees seeking new opportunities within Wood. In addition, our global job framework uses common language to identify global job families and generic job titles, supporting career development and succession planning, global mobility, organisational design, enhanced people reporting and the application of internally fair and externally competitive reward.
Attracting the next generation

The next generation holds the key to unlock the solutions which will enable a brighter future. Embracing change to ensure we harness the power of early talent and evolve our recruitment methods to be increasingly authentic, digital and proactive.

Against a backdrop of challenges arising from the pandemic and contraction of our business, our 2020 recruitment drive for early career hires saw a total of 206 people join team Wood from across 16 countries and multiple functional disciplines.

In 2020, a team of early career employees from Wood were crowned winners in the Association for Project Management (APM) Thames Valley branch Project Management Challenge 2019/2020.

The APM challenge is an annual competition held in the UK for project management professionals who are aiming to develop and improve their skills in a real-life environment. The competition is run over several months with the support of a mentor from within their organisation. The theme for this year’s competition was ‘projects for good’, encouraging teams to consider how their projects can benefit others and the world around us in a sustainable manner.

In addition to our work on early careers, our focus to ensure we continue to attract and retain top talent is captured as part of Wood’s analysis of principal risks and uncertainties under the risk ‘Failure to attract and retain critical staff’.

See our data appendix on page 106 to see a full breakdown of our early career hires.

In 2020, a team of early career employees from Wood were crowned winners in the Association for Project Management (APM) Thames Valley branch Project Management Challenge 2019/2020.

Read more on this principal risk on page 62 of Wood’s Annual Report and Accounts.
Joining Team Wood
Inclusion is a fundamental pillar to how we recruit, onboard and develop people at Wood. In 2020, we worked with a variety of stakeholders from across Wood to create and implement one global way of onboarding new employees to Wood. Placing inclusion and belonging at the heart of what we do, all content and imagery reflects the aim to deliver a global, inclusive process where all new employees receive consistent onboarding communications over their first 3 weeks of joining Team Wood.

Day one: Welcoming email from our CEO, links to our internal yammer platform, Wood Solutions, our brand, key safety and sustainability introductions.

Week two: Focused email on wellbeing at Wood, key information on employee benefits and our Employee Assistance Programme (EAP) and our IT support.

Week three: Introducing the 'This is me' virtual wall that celebrates our people, their individuality and personal story, links to internal news, social media channels and a survey to ask for feedback on our onboarding experience.

Refreshing our onboarding process has brought consistency to the early stages of our employee life cycle, aligned how our managers enable an inclusive onboarding process and ensures we embrace new talent whilst creating a sense of belonging from day one as part of Team Wood.

Providing fair reward
Our reward policy and philosophy is to have fair and externally competitive reward frameworks which align to business strategy at group and local levels. We ensure our values are maintained, and a balance is achieved between short and long-term reward and recognition.

Reward principles
Our key principles considered in reward decisions are:

- **Individual contribution:** the ability to reward people for their ability and performance, managed consistently within our reward frameworks, with flexibility to recognise exceptional performance, skills, competencies, experience and potential supporting consistency in decisions.

- **Externally competitive:** market analysis and benchmarking of reward frameworks and plans will ensure Wood remains competitive in the markets in which we operate.

- **Ability to pay:** company and client affordability linked to business performance.

- **Internally fair and legally compliant:** ensuring minimum legislative requirements are met and we are ensuring compliance within our equal opportunities policy.

Focused on modernising our business and as part of our reward roadmap launched internally in 2020, we continued to direct our efforts on increasing engagement and the employee voice to ensure decisions are people-led and that we keep our people informed. For the first time in November, the Remuneration Committee chaired our Listening Group Network call focused on reward, including an overview of executive pay alongside the launch of our reward roadmap to our people.

Our reward roadmap includes stages towards greater transparency from overarching strategy, policy and frameworks, through engagement, application and reporting, training, visibility and conversation. In 2020, a key step in that journey saw the implementation and pilot of global pay equity reporting which we will expand upon in 2021. Pay equity reporting will enhance our leaders’ understanding of the impact of our pay practices across our global workforce, address any potential issues and support the development of a longer term transparent and open culture around reward.
Supporting our people
The impact of COVID-19 in 2020 helped to demonstrate the importance and responsibility Wood has to ensure we support and care for our employees. Our focus on wellbeing was already a strategic priority for our business, which served us well in supporting our employees at the beginning of the pandemic. Whether at work or at home, we all at some point experience situations that affect our general wellbeing; how we support our people at a time of need reflects the values of our business and shapes the culture we wish to create.

Employee Assistance Programme
Our Employee Assistance Programme (EAP) is available to all employees. Through our EAP portal. We give our people and those close to them access to practical information and counselling on a variety of topics including:

• Improving relationships
• Parenting
• Couples’ support
• Managing stress
• Managing life changes
• Career success
• Surviving the loss of a loved one
• Managing workplace pressure
• Improving esteem and confidence
• Referrals to local financial or legal resources
• Pursuing personal interests
• Maintaining physical health

Developing today to prepare for tomorrow
Everyone at Wood has the opportunity to grow their own career; through the principle of career partnership, we believe development is facilitated through regular conversations with employees to ensure their aspirations are aligned with business needs and opportunities for growth.

Our approach to learning supports the development of individuals to reach their full potential, be it now or for the future. Individuals are encouraged to take a blended approach to learning, where much of their development takes place on-the-job. Development requires commitment and effort from individuals, managers and Wood. The company provides tools and resources to assist employees in understanding potential roles at Wood and what can be done to achieve job progression and upskilling.

At Wood we apply a 70/20/10 model approach to learning and development:

70% on the job:
• Deputise for a team member or manager.
• Get involved in a business project.
• Site visits
• Seek a secondment/rotation.

20% interaction with others:
• Coaching & Mentoring
• Ask for feedback.
• Work with stakeholders
• Interaction with peers
• Employee forums and communities of practices

Encouragement and feedback is vital between team members and managers.

10% formal learning:
• Internal workshops
• Reading books/articles
• Qualifications
• Formal training (online, classroom)

Read more on our efforts to support health and wellbeing in 2020 on page 54
Performance development
Providing space and opportunity for our managers and employees to connect with one another creates the opportunity for discussion, exchange of ideas and individual growth and development, as well as setting clear role expectations. At Wood, we believe performance must be future focused and underpinned by a coaching approach to learning. Employees and managers are encouraged to meet regularly to discuss overall work performance, career goals and development needs. Wood operates a no ratings philosophy and encourages continuous feedback and engagement. We set the expectation of all employees to have performance development conversations and an accountability of all managers to support and facilitate this as a mandatory requirement.

Helping our focus on future skills, Wood has a number of global partnerships with engineering and technology vendors who provide access to online training, free at the point of use. These high-quality resources are free for employees in technical functions to develop knowledge and skills that will support future growth for Wood and the individual. Through our internal developing careers intranet site, we provide all employees with access to materials and resources to encourage and inspire skills development regardless of level.

Leading by example
Focused on a simple three step process of future, engage and deliver, Wood’s Frontline Leadership Development Programme (FLDP) is designed to create the right learning environment for our leaders to participate, collaborate and raise self-awareness. Providing the opportunity for self-reflection, with no presentation slides and plenty of time for organic discussion, FLDP provides a unique experience for participants to understand and shape their own leadership style.

The Frontline leadership programme is about creating a culture where:
• Our workforce gets home safely every day, everywhere.
• People care, bringing out the best in each other.
• Coaching sustains our efficiency to deliver a valuable service to our clients.

The full programme is facilitator led and classroom based over 3 days. In 2020, with restricted ability to conduct in-person engagement FLDP was delivered virtually to over 109 leaders across Wood.

Case Study:
Impact through partnership for the goals
Established through a partnering relationship with Basrah University, Wood’s Iraq graduate programme has gone from strength to strength. In 2020, we saw two enthusiastic graduates celebrate the completion of their four-year graduate development programme – the first of its kind for our Basra office in Iraq.

Established in 2016, the graduate process incorporates an immersive training programme centred on technical training, on-the-job learning and people skills development. So far, two graduates have completed the programme, and eight are still currently on the scheme.

“A person’s first job is the most important, because it sets the direction of their career. My first job with Wood is a key milestone in my career path.” Said one of the graduates. “Wood provided a very practical training plan which included a mentor to support our development and ensure we are on the right track to achieve our goals. I am proud and grateful for successfully completing the graduate programme and to have been promoted as an engineer in January 2020. I am excited about my new role and feel very confident having worked so hard in preparing for it over the past four years.”

Visit our Wood Careers page for more information on #LifeatWood: careers.woodplc.com
Health, safety and security

Wood works in some of the most hostile environments in the world. From tundras to deserts, over and under the seas, in remote and isolated locations, and countries suffering political instability. Include in that mix, the global COVID-19 pandemic, our business had to find ways to deliver our work safely, protect our people and live up to our Health, Safety, Security and Environment (HSSE) policy promises.

2020 was a tough year for Wood where we lost six colleagues due to COVID-19, a tragedy for their families and for us. We also lost two of our team members in work related incidents. Our thoughts remain with the families of our lost colleagues and those affected by these tragic events. In response, we have worked tirelessly to support our teams across Wood, to both learn from these incidents and prevent them from ever happening again, as well as cascading this into our management approach and evolving conversation on health and safety.
HSSEA Management

Wood’s Health, Safety, Security, Environment and Assurance (HSSEA) management system is informed by two primary sources, our Code of Conduct and our HSSE Policy. They set out the company’s primary expectation for HSE and ethical conduct applicable to all Wood locations and operations supporting Wood’s vision and values. The HSSEA management system provides the framework through which Wood delivers sustainable excellence against our promises. The HSSE Policy is underpinned by our HSSEA Management Framework, known as the Blue Book.

Wood’s HSSEA management system structure
The Blue Book provides the framework for how we must lead, plan and organise ourselves as a business to ensure HSSEA risks are controlled and to deliver continuous improvement in our HSSEA performance. The Blue Book standard consists of 15 elements that are the essential components of an effective management system. The elements align with recognised international HSSEA management standards and the continuous improvement cycle of ‘plan-do-check-act’. Each element is comprised of a number of clauses which state the standard to be achieved.

The Wood business must implement the requirements of the Blue Book, the Code of Conduct and supporting standards and procedures through their management system. Many of the requirements are goal setting which provides flexibility for businesses to develop processes, procedures and tools that meet local business needs, jurisdictional requirements and operating environments.

The business must measure compliance against the Blue Book, its supporting standards and procedures, and ensure that steps are taken to secure compliance.

Our goal Sustaining a “Zero” Adverse incident

Our Culture defines behaviour. Wood’s vision and Values are our foundation

Our approach to HSSEA management is underpinned by 5 Strategic Principles which we believe are the foundations to our approach and those which will have the greatest impact on our performance.

These five strategic areas are:

Operating discipline
Rigorous focus on managing critical risks through absolute deployment of processes.

Quality management
Continue to connect, align and streamline quality function as central to delivery excellence.

Risk based assurance
Establishing an unbroken chain of accountability across the organisation for operational delivery.

Accountability
Establishing strong, visible leadership accountability for compliance with mandatory expectations.

Sustainability
Building on Wood’s sustainability principles to enable a solid foundation for the future.

Read more on our 2020 improvement plan on page 37 of Wood’s Annual Report and Account 2020.
Management system certification

Our management systems conform to ISO standards that are certified through Lloyds Registry where there is a clear business case for doing so. ISO certifications have been consolidated from 17 service providers to a single global provider and work completed to transition all Wood ISO 14001, 9001 and 45001 to the new global provider. This has enabled Wood to benefit from a >55% reduction in assessment days and $2m savings across the management system assessment cycle.

As of the end of 2020, formal certification through Lloyds Registry coverage was as follows:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Headcount</th>
<th>Locations</th>
<th>% Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISO 14001</td>
<td>11872</td>
<td>66</td>
<td>30</td>
</tr>
<tr>
<td>ISO 45001</td>
<td>12978</td>
<td>67</td>
<td>33</td>
</tr>
</tbody>
</table>

Digitising the HSSEA Management System

Our management system is essential to safe and efficient delivery. Through 2020 we continued our work on the digitisation of the system – digitised deployment has been central to the ability to disseminate Covid-19 risk controls systematically across the business including remote areas through the HSSEA App. We linked multiple streams of data using PowerBI replacing manumatic dashboards and learning to harness its predictive functionality. Work continues into 2021 on real-time predictive capability, delivering information to the user quickly enabling action to head off potential injury. For the first time we deployed our cultural maturity survey to frontline staff entirely through digital means.

Case Study:

Impact through partnership for the goals

Wood partners with Honeywell to equip our frontline workforce with some of the most advanced technologies available today, helping to provide instant access to crucial knowledge and information needed to streamline operations and ensure productivity. Our work to partner on technology solutions helps keep our people informed, connected and safe.

In 2020, Wood announced the adoption of the Honeywell Forge Workforce Productivity connected worker solution; Honeywell is working with Wood to equip its frontline workforce in the energy industry with instant access to the crucial knowledge and information needed to streamline operations, ensure uptime and enable business continuity.

To date, the technology has been successfully deployed on offshore rigs in the UK North Sea, the Gulf of Mexico, and on Alaska’s North Slope as well as at onshore processing facilities in the U.K., U.S., Canada.

Read more on our work with Honeywell at: woodplc.com/?a=177970
Cultural Maturity Survey
Understanding how our frontline workers perceive our approach to safety is hugely important managing risk at the point where our people are exposed to risk. The Cultural Maturity Survey is based on rigorous research undertaken by the Keil Centre, Hudson and others. 2020 saw the first targeted deployment of the survey on an entirely digital platform, with almost 5,000 of our field-based workforce taking part. At the macro level the survey described the business as calculative; where safety is still primarily driven by management and imposed, rather than looked for by the workforce. The insights gained from the survey have been used to inform our continuous improvement plans across the business. We have now established a benchmark for cultural maturity, we will implement the yearly HSSE Improvement Plan and look to rerun the maturity assessment towards the end of 2020 as to establish whether our interventions have shifted the dial on workforce perceptions.

COVID-19 Pandemic Management
Crisis and Emergency Management
Wood’s occupational health threat monitoring process identified the early warning signs of a new variant coronavirus in December 2019, by January 2020 we were already warning our projects in the region of a potential epidemic. By mid-February we had developed a Covid-19 plan for a potential pandemic. Important to managing this evolving pandemic was the establishment of a “one source of truth” in an environment where there were often conflicting sources of information around the globe.

Standard approaches to the management of COVID-19 were developed using the Crisis and Emergency Management process to manage the implementation and monitoring the effectiveness of the approach. All our COVID-19 guidance, briefing notes, training and tools were uploaded to our publicly accessible HSSEA App enabling our contractors, peers and clients to gain access to guidance. The use of digital deployment meant we were able to disseminate and update news in real-time. By the end of 2020 around 4% of Wood’s employee base had reported positive for COVID-19.

Technical Safety
Our approach to technical safety aims to prevent major incidents through the proper control of hazards, risks and environmental impacts related to systems, equipment and facilities serviced by the Wood business. These services included studies, surveys, design, procurement, construction, commissioning, operations, maintenance and decommissioning at any stage of a facility’s lifecycle from concept to decommissioning.

We have set out this approach in a Technical Safety Standard which places a focus on 4 safety focus areas (SFAs):

- Safety through Management
- Safety by Design
- Safety at Site
- Safety through Assurance

Each SFA comprises a number of elements in which requirements for major incident prevention are outlined.
Health, safety and security

2020 Health and Safety Performance

<table>
<thead>
<tr>
<th></th>
<th>Employees</th>
<th>Contractors</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace Fatalities</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Lost Time Incident Frequency</td>
<td>0.04</td>
<td>0.02</td>
<td>0.04</td>
</tr>
<tr>
<td>Total Recordable Incident Rate</td>
<td>0.17</td>
<td>0.18</td>
<td>0.17</td>
</tr>
<tr>
<td>All Injury Rate</td>
<td>1.06</td>
<td>0.92</td>
<td>1.02</td>
</tr>
<tr>
<td>Occupational Health Frequency Rate</td>
<td>0.04</td>
<td>0.00</td>
<td>0.03</td>
</tr>
</tbody>
</table>

Rates are per 200,000 hours worked.

Fatal incidents

Sadly we lost a member of a project delivery team in South Africa in June; the individual was a sub-contractor to one of our contractors we were working with to undertake a lifting operation. The person was struck by a steel hatch cover which was dropped from the floor above. The cause of the incident lay in lack of competency, poor communication and failure to include removal of access covers effectively in the work planning process.

A direct employee was killed in a trenching operation in the USA in November, the employee was struck by a boulder of earth which fell from the leading edge of a trench. Although the employee was within a trench box, a piece of equipment designed to protect from falling earth, the boulder bounced under the bars of the trench box trapping the employee against a plastic pipe causing fatal internal injuries.

Contractor performance

During 2020, contractor performance was marginally better than Wood employee performance in both lost time incident rates and all injury rates, and slightly under performing in total recordable rates in comparison to Wood.

Contractors form an important part of Wood’s delivery strategy, we treat contractors as part of our project team sharing training and awareness opportunities, as well as our infield tools such as the HSSEA App. Our contractor management standard sets out a 7-step process to manage contractors:

1. Planning
   We must ensure we understand the skills needed in the geographical locations we will be working and the skills pool that is likely to exist in the locality. In addition, we have to consider contractual relationships that our clients may already have brokered or stipulate in our contract.

2. Pre-qualification
   This screening stage helps us to manage risk in our supply chain by being clear what standards Wood requires as well as getting a feel for safety maturity of the contractor through basic key performance measures.

3. Selection
   Wood always attempts to match the right contractor to the project given the complexity, geography and other risk factors.

4. Pre-mobilisation
   This phase deals with making sure that the contractor is prepared, resourced and aware of their obligations to Wood and its customer.

5. Mobilisation
   The key objective is transitioning plans into action through communication, induction and verification.

6. Performance Management
   As with any Wood project performance is monitored throughout the lifetime of the project, Wood’s contractors are expected to contribute to both leading and lagging performance measures.

7. Demobilisation and close out
   Making sure we learn and share lessons post project is the last phase in Wood’s contractor management standard, this aims to identify continuous improvement areas which can feed back into our management processes.

Read more on these incidents on page 35 of Woods Annual Report and Account 2020.
Health and Safety Trending Performance for all workers

<table>
<thead>
<tr>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace Fatalities</td>
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<td>0</td>
</tr>
<tr>
<td>Lost Time Incident Frequency</td>
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<td>0.04</td>
</tr>
<tr>
<td>Total Recordable Incident Rate</td>
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<td>0.18</td>
</tr>
<tr>
<td>All Injury Rate</td>
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<td>1.10</td>
</tr>
<tr>
<td>Occupational Health Frequency Rate</td>
<td>0.02</td>
<td>0.05</td>
</tr>
</tbody>
</table>

Total Recordable Incidents

![Graph showing total recordable incidents from January 2019 to December 2020.](Image)

Lost Time Incidents

![Graph showing lost time incidents from January 2019 to December 2020.](Image)

Health and Safety Targets

Targeting improved performance is essential in helping us achieve our goal on zero harm to people or the environment. Furthermore, it helps us to engage with leaders through working towards shared goals and harnessing safety leadership accountabilities to reach a common goal. This is further reinforced by considering safety-based targets into the company’s annual bonus programme.

<table>
<thead>
<tr>
<th>2020 HSSEA Improvement Objectives</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>10% Improvement in TRIR</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivery against Leadership Engagement Plan</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Assurance Actions</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Meets target</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below Target</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Wood’s Total Recordable Injury Rate (TRIR) at the end of 2020 was 0.17, this was better than the previous year (0.18) but failed to achieve the 10% TRIR target reduction of 0.16. In real terms, there was a 31% reduction in the total number of recordable injuries compared to 2019 but translated to an improvement of 7% in TRIR as work hours were reduced because of the pandemic.

COVID-19 impacted leadership’s ability to engage directly with project sites resulting in developing and trialling of new ways of engagements through virtual townhalls through on-site tours via FaceTime, Go Pro and video calls. Overall, despite falling behind schedule early in the year, our leaders were able to meet their engagement targets through rethinking and reengineering around COVID-19 restrictions.
Health, safety and security

Health and Wellbeing at Wood

The health and wellbeing of Wood employees is at the heart of our values and is driven by our HSSE policy which commits to both caring for our people, as well as preventing ill-health and injury.

Our HSSE policy is supported by Wood’s Global Occupational Health Standards, which drives continuous improvement in our occupational health and wellbeing performance and is aligned to internationally recognised standards of practise with ISO 18001 and 45001 certifications in place across the business.

The COVID-19 pandemic highlighted the importance of why this is necessary, furthering us to ensure our focus on the welfare and care of employees remained at the forefront of all our activities.

From employees working onsite to those adjusting to working from home, we remained focused on ensuring Wood provided adequate support throughout the pandemic. Rapidly developing a library of guidance, we shared all communications across the business, including making resources available through Wood’s external facing HSSEA app. Resources included regularly updated travel advice, specific health advice on the symptoms of COVID-19, through to ways of successfully working at home — the key importance was providing our people with guidance on ways of maintaining physical and mental health, and wellbeing whilst we dealt with global restrictions and regional lockdowns.

Further supporting mental health and emotional wellbeing, Wood’s global Employee Assistance Programme, rolled out in early 2020 ensured that all Wood employees and their families were able to obtain support 24 hours per day, 365 days per year. The programme not only provides counselling support but offers advice and support on a range of life events including bereavement, financial concerns, divorce as well as specific health concerns.

See page 50 for detail on our management system certification and coverage.

Learn more about Wood’s global Employee Assistance Programme on page 46.
Living well at Wood

The creation of the ‘Living Well at Wood’ programme in 2020, further reflects the ongoing commitment to support all aspects of life that make up wellbeing including physical, emotional, financial, social, and environmental health, as well career development.

This global programme offers resources, training, fact sheets, as well as access to webinar and videos to support Wood’s wellbeing journey for employees to be their best self both in, and out of the workplace.

The programme has been further supported by our expanding Wellbeing Champions Network, who form an important part of the commitment to drive the wellbeing programme though Wood’s global business by supporting the promotion and coordination of the Living Well at Wood activities.

Unfortunately, our annual Occupational Health Week in April, focussed around World Health Day, was cancelled in 2020 in light of the evolving pandemic; however, plans are in place to ensure the event takes place in 2021 as we continue to mark this event annually.

Focused on mental health

Mental health and wellbeing is a high priority at Wood, with senior leaders actively encouraging conversations around mental health to reduce the stigma and make it easier for employees to ask for help. This was further supported in 2020 with a series of webinars aimed at line managers and supervisors on stress management, and creating mentally healthy workplaces to have the knowledge, skills and confidence to discuss mental health within their teams. These webinars were run by our global Wellbeing Champions to further raise the profile of the issues across the business.

Mental health and emotional wellbeing was given further focus through our global Strong Finish campaign at the end of 2020 which detailed the impact COVID-19 had on our employees and reinforcing the support available to all.

The Strong Finish campaign used the Wood Safety Shield’s three key elements of prepare, engage and intervene in delivering the message of supporting and protecting all of our emotional health in a year that we’ve all experienced challenge and change.

More than 13,400 individuals across the business used these resources to help support their mental health and emotional wellbeing in 2020.

Case Study:
World Heart Day

Though ensuring clear messaging on how to protect overall health as a consequence of COVID, we placed a key focus in 2020 on reminding employees not to neglect any underlying health conditions.

Heart disease is the number one cause of death in the world. It has many causes from smoking, diabetes, high blood pressure and obesity, to air pollution, and rare and neglected conditions such as Chagas Disease and cardiac amyloidosis. Throughout 2020 heart disease sadly continued to have a considerable impact on Wood employees too.

The ongoing COVID-19 pandemic highlighted that caring for our hearts is even more important since 75% of all those who passed from the disease, also suffering from underlying heart disease.

We campaigned on World Heart Day, on 29th September, reminding everyone the importance to show care and compassion for ourselves and our colleagues, friends, and families by:

**Using our head** to understand what it takes to have a healthy heart life and using this knowledge to change our behaviours for a better quality of life, now and for the future.

**Using our influence** to lead by example for family and friends, encouraging them to make positive changes to their heart health.

**Using our compassion** to look beyond ourselves and act in ways that supports and protects those with underlying heart conditions, particularly at this time, which places them at greater risk from COVID-19.

Supporting the Sustainable Development Goals (SDGs)
The SDGs supported in this section are shown below. For more information on the targets being addressed, see our SDG mapping index in our report index.
Health, safety and security

Focused on security
The security and safety of all Wood operations is a primary focus enabled by Wood’s security function. Our security team supports business leaders, projects, and individuals with the knowledge, skills and support required to safeguard people, assets, projects and our reputation.

Remaining Future Fit
As part of the internal transformation strategy, called Future Fit, our security function restructured in late 2020. Security risk management continued to be led by the President of Security and is represented on the Executive Leadership Team (ELT) by the Executive President of Health, Safety, Security, Environment and Sustainable Development (HSSE&S). Delivering support across both Eastern and Western hemispheres, a dedicated Vice President of Security for each has been assigned to provide support across the business, further supported by regional Security Managers as subject matter experts within their regions.

As a primary focus, the security function delivers oversight of Wood’s Crisis & Emergency and Business Continuity Management (C&EM); providing the governance frameworks by which the business prepares for and responds to emergencies through to crises.

Progress in 2020
Despite the disruption invoked by COVID-19, the pandemic helped to prove the effectiveness of Wood’s C&EM programme. The crisis management team (CMT) and three incident management teams (IMT) convened in March of 2020, as the mechanism to respond to, and subsequently manage, the effects of the pandemic. Despite 90% of the workforce working remotely at the height of the pandemic, the team managed to maintain a consistently high degree of operational effectiveness and successful delivery to our clients. The CMT remains convened as we navigate the next phases of the pandemic which sees the complex introduction of vaccines, return to workplaces and potentially travel.
Looking forward
Wood’s functional strategy for 2021 will be focused on building and promoting resilience. The key tenets of the programme include:

• **Operational Excellence:** Continue to ensure high functioning, consistent and cost-effective delivery of security across our operations globally, with an emphasis on Client Relationship Management (CRM) integration and support to bids, travel security, and compliance with the Group Security Standard.

• **Crisis & Emergency Management:** To build on the resilience Wood demonstrated in responding to and mitigating the challenges presented by COVID-19, in 2021 the focus will be to embed within the business the new emergency management programme, maintain crisis management preparedness at business unit and executive leadership team levels, while also developing a best-in-class group-wide approach towards liaising.

• **Business Continuity:** As we continue to respond to the impacts of the pandemic and plan for potential crises in the future, we will leverage the opportunity to understand the lessons learned from COVID-19 by supporting the businesses in utilizing and implementing all the components of the new Group Business Continuity Management system.

• **Automation:** Harness technology to increase efficiency and consistency across the function, identifying and using digital security risk management software and crisis communications platforms. Utilisation of performance metrics and dashboards to enable a demonstrable return on investment.

• **Risk:** Develop the risk process and drive risk for the HSSE &S function to ensure better consideration and understanding, as well as earlier identification of emerging risks.
Supporting the Sustainable Development Goals (SDGs)
The SDGs supported in this section are shown below. For more information on the targets being addressed, see our SDG mapping index in our report index.

Case Study: Increasing consistency in North America
A significant proportion of Wood’s revenues and footprint centre on North America. Throughout 2020 the Group Security team focused on identifying areas to improve on both the security and resilience of Wood’s business within the region, particularly around the impact of hurricane season. The security function provided direct support for a USA Emergency Management Team that monitored impending storms, tracked and supported Wood travellers in affected areas; in addition the team also helped offices and sites prepare for incoming storms and manage the impending aftermath. Other work included reducing vulnerabilities to petty crime such as theft of equipment from vehicles, advice to offices and colleagues regarding social unrest; and the research and writing of workplace violence prevention policy providing guidance, e-learning, and tools ready for launch in 2021.

As a result of the work done in 2020 to re-structure the organisation, the security function has been able to drive greater consistency in security standards and practices across Wood.
Supporting the Sustainable Development Goals (SDGs)

The SDGs supported in this section are shown below. For more information on the targets being addressed, see our SDG mapping index in our report index.

Case Study: Trusted community partner in Iraq

Iraq is a significant area of growth for Wood, and the business is committed to a long-term future in the country. Essential to our vision for Iraq is creating sustainable operations that reflect the values of Wood and the company’s contribution to sustainable development. Our goal is to ensure that this vision permeates into all our business activity in country. This is especially relevant for the security and safety of our people.

Given the prevailing security situation in Iraq, it is necessary for Wood to contract a third-party security provider. Our supplier review process ensures only providers who demonstrate a strong commitment to human rights and the ethical provision of private security are considered as suitable candidates. All third party providers must be members of the International Code of Conduct Association (ICoCA - a multi-stakeholder initiative formed in 2013 to ensure that providers of private security services respect human rights and humanitarian law), are certified to ISO 18788 (Management system for private security operations) standard and have an auditable trail to the VPSHR (Voluntary Principles on Security and Human Rights).

In addition to the requirements consistent with international best practice, all security companies must comply with Iraqi Law. A key aspect of Wood security oversight is the consideration of the human rights of all stakeholders.

All supplier requirements are audited by Wood’s Iraq Operations Manager and by the Regional Security Manager in the Middle East.

An essential part of Wood’s success in Iraq is our commitment to “localization” providing decent work and supporting the local economy (goal 8). This is achieved through programmes, such as our Iraqi Graduate Program, and is an approach adopted within our security subcontracts.

In 2020, the Iraq Operations and Regional Security Manager revised the Minimum-Security Standard to allow local nationals to provide more roles within security support. The same high level of international training and qualifications remains necessary, but that training is now provided in country by internationally certified trainers, working with the security companies to bring local employees to an international standard. This means more opportunities for local employment and adds to up-skilling and increased capacity within the local community. All Wood security providers are periodically audited for compliance with Iraqi Labour Law and employment practices that are consistent with international law, as well as their impact towards providing decent work and economic growth for the local community.

Supporting the Sustainable Development Goals (SDGs)

The SDGs supported in this section are shown below. For more information on the targets being addressed, see our SDG mapping index in our report index.
Investing in our communities

The communities we share gives us a sense of belonging in an ever-challenging world. Through inclusive growth and as part of a community, we have the opportunity to improve lives and reduce our impact on the environment.

Wood aspires to be a trusted community partner in all that we do and recognise our responsibility to use our energy and expertise to lift the communities up around us. By building strong and lasting relationships, we play an important role in contributing to local economies and the social fabric of our shared communities.

Value in community

Setting the expectation within our code of conduct, we welcome the opportunity to partner with our communities whilst ensuring our commitments are transparent, ethical and always in alignment with our values. Done successfully, community investment will establish mutually beneficial relationships between a company and its local stakeholders, delivering long-term improvements to both people and sustainable development.

The United Nations Global Compact’s (UNGC) ten principles set fundamental operational responsibilities in the areas of human rights, labour, environment and anti-corruption; referring specifically to a business’s responsibility to enact the same values and principles wherever they have a presence, and know that good practices in one area, do not offset harm in another. Community investment should not be confused with a company’s obligation to mitigate or compensate local communities for environmental or social impacts from their operations, but rather provide value-added investment, focused on sustainable development and community resilience.
As a community partner we commit to:

Understand >
• Our community impact and opportunities
• Our key stakeholders
• Local heritage and context around human rights

Engage >
• With key stakeholders and develop, where possible, local procurement plans
• With clear communication, including methods of reporting
• On local development and investment plans

Evolve
• The effectiveness of plans and community perception
• How we review and respond to community incidents
• How we benchmark our performance, monitor and evaluate

Our commitment

Give our time, resources and funding to contribute $10 million to our global causes by 2030.

Giving back through our energy, expertise, and funding creates possibilities that support the growth and sustainability of the communities where we live and work.

Based not only on charitable giving, our goal will deliver greater transparency on Wood’s true impact to our global causes by including the monetary equivalent of our time and resource contributions, on both a voluntary and contractual basis. Our efforts will be tracked from a 2020 baseline, as we seek to improve transparency and reporting across Wood.

Wood’s community investment programme is governed by our Community Investment Committee, this includes management of corporate charitable donations on behalf of Wood and stewardship and communication of our community investment target. The committee is administered by the Sustainability Team and includes cross-business representation. A key action of the committee in 2021 will be to develop a further group strategy in meeting our commitment on community investment, whilst seeking to develop additional business unit plans to compliment the group strategy.

Our strategic approach

With growing stakeholder expectation, companies are increasingly moving away from ad-hoc philanthropic activities to strategic community investment plans that emphasise the ‘shared value’ of aligning business goals with local stakeholder needs. With ten years left in meeting the UN Global 2030 agenda, companies face increasing pressure to set ambitious corporate targets that accelerate integration of the 17 Sustainable Development Goals (SDGs) into core business management; unlocking business value, building business resilience and enabling long-term inclusive growth.

We recognise our role extends beyond our philanthropic donations. We also value the time and energy we give to support our shared communities where we live and work. Wood’s community investment programme consists of three strategic pillars: matching our employee fundraising efforts, strategically uniting our business around a single global cause and volunteering our time.

Employee matched funding

Wood’s central charitable fund matches employee fundraising efforts for personal choice charities.

Our Global Cause

Chosen by our employees and aligned to UN SDG 4 on Quality Education, our global cause unites our people.

Volunteering

Volunteering our time, knowledge and expertise to show up in our communities.
Investing in our communities

Our Impact in 2020
Our people continue to inspire daily with passion and dedication towards supporting their communities and those less fortunate. The global pandemic in 2020 resulted in a real challenge to our communities, charities and many of our people’s regular fundraising activities. Unfortunately, social distancing measures affected many of our employees’ planned activities, with the majority being cancelled or postponed. Recognising the challenges posed by the pandemic and a reduction in employee applications for funding, our community investment committee sought to offer greater flexibility in distributing our community fund. Asking through global communication channels, we sought to support community projects most in need and asked our people to nominate and share the decision on how we evenly distributed funding across Wood. Wood’s impact in 2020 can be broken down by our support for Wood’s employee matched funding programme and central funding for our global cause challenge on education equality.

Demonstrating our care for communities
Our people have gone above and beyond to demonstrate care, commitment and passion to support communities where we live and work throughout a challenging year. From delivering relief efforts in the wake of devastating bush fires in Australia and severe storms in the U.S., to the global impact of COVID-19, our people’s strength, determination and kindness remain ever present in our shared communities.

<table>
<thead>
<tr>
<th>Employee matched funding</th>
<th>Our Global Cause</th>
</tr>
</thead>
<tbody>
<tr>
<td>63 matched funding applications</td>
<td>31 applications supported through our 2020 annual challenge across 8 countries</td>
</tr>
<tr>
<td>£116,385 employee fund raising efforts matched with £64,696 by Wood</td>
<td>£218,366 seed funding awarded</td>
</tr>
<tr>
<td>56 charitable organisations supported across 7 countries</td>
<td>10 countries</td>
</tr>
<tr>
<td>20,230 charitable organisations supported across 7 countries</td>
<td>£95,705 additional community support donations across 8 countries</td>
</tr>
</tbody>
</table>

63 matched funding applications
£116,385 employee fund raising efforts matched with £64,696 by Wood
56 charitable organisations supported across 7 countries
£95,705 additional community support donations across 8 countries

62 John Wood Group PLC Sustainability Report 2020
Exactly three years after Hurricane Harvey struck the U.S. Gulf Coast as a devastating Category 4 storm, residents of Texas and Louisiana were preparing for another powerful tropical cyclone. Hurricane Laura made landfall on the Louisiana coast in the early morning hours of August 27th 2020, also packing a Category 4 strength and leaving a path of destruction, affecting hundreds of thousands of people, including some of our Wood employees.

Case Study: Impact through partnership for the goals

As with every natural disaster – whether a hurricane, earthquake, wildfires, tsunami, flooding, or tornadoes – it can take years for communities to fully recover from the impact and devastation. Houston, the fourth largest city in the U.S. and most populous in Texas, is one of them.

Partnering with the city of Houston on their ongoing relief program, Team Wood helped deliver much needed support to some of the hardest-hit neighbourhoods in the city. Assisting with damage assessments and hazard inspection services, the team also provided confirmation on home repair or rebuild to help homeowners access much needed support from the government’s homeowner assistance programme.

Case Study: Rapid fire response

Enduring it’s hottest and driest year on record in 2019, the Australian bush fires accelerated into 2020 with a devasting trail of destruction. Burning an estimated 18.6 million hectares and destroying over 5,900 buildings, the cost to the environment, people and communities reached unprecedented levels.

With over 2,000 of our colleagues based in Australia, and despite none of our worksites or people facing direct impact from the fires, many faced indirect impact through friends and family. Launching an appeal with the Australian Red Cross, Team Wood pledged to match all employee donations and fundraising efforts up to A$10,000; in addition to this, Wood’s community fund donated an additional A$10,000 which was divided between the Australian Red Cross appeal and various employee chosen organisations helping to deliver disaster relief.

From hosting countless bake sales and coffee mornings, to auctioning a custom-built surfboard and head shaving, our people led with their hearts to help care, repair and rebuild their cherished communities.
Investing in our communities

Supporting our Global Cause

Working together as Team Wood, we can help address both local and global community challenges through our combined focus on the issues where we can provide meaningful impact.

Demonstrating our contribution to the United Nations Sustainable Development Goals (SDGs), in 2018 our people chose education as Wood’s Global Cause, in support of SDG 4 and quality education. Choosing to support a cause, as oppose to a singular cause, we offer our people the flexibility to create impactful change against prioritised issues in their local community, whilst staying connected to the wider Wood collective efforts.

Wood’s focus on education as our global cause will be subject to periodic review and validation by our employees over time, for this reason our target of $10 million by 2030 does not intentionally reference education, with the view that this may change over the target period.

Delivering our contribution in 2020

Providing central focus on activities that support education, Wood’s annual Challenge on Education delivers support to employee led activities that look to tackle local educational needs. Embracing the passion and enthusiasm of our people, the annual challenge gives every employee at Wood the opportunity to apply for seed funding.

Running the first challenge in 2019, linked into our annual Sustainability Week celebrations, we looked to our employees to shape how we engage on Wood’s global cause and distribute central community investment funds. As a result of the pandemic, many of the projects awarded seed funding in 2019 with planned delivery in 2020 were postponed or limited in their outreach. In most cases, we continued to support these organisations through fundraising or virtual support.

Value in education

The business case to invest in education can range from improving brand leadership to developing the capacity of future employees and building a more diverse employee pipeline. A focus on education can help fill the gap between available skills and role vacancies, provide focus on future skills and gain the company’s access to a more talented pool of future employees.

Placing a business lens over education, our global cause framework is aimed at helping communicate our efforts and help our people understand their potential impact across a number of educational issues.

Global Cause framework

- **Building Professional Relations**
  Establishing mutually beneficial relations with government entities or educational institutions to align the curriculum to our current and future industry needs.

- **Investing in our Own**
  Investing in the development of our people, providing our employees with continuous opportunities to improve job skills for current and future employment.

- **Helping to Provide a Safe and Healthy Learning Environment**
  Providing a safe, clean and healthy environment for education, to ensure this does not become a barrier to everyone’s fundamental right to an education.

- **Supporting Youth Education**
  Creating programmes that give students early access to the corporate environment, through activities such as STEM, Mentor or Internships etc.

- **Improving Access to Quality Education**
  Providing equal opportunity to quality education for all and providing an inclusive approach that champions everyone’s fundamental right to an education.
Wood became a patron of the Prince’s Trust in 2019, committing to a £100,000 funding partnership to support the work of the trust over the next four years. In 2020, in light of the global pandemic, efforts focused on delivering fundraising support for the Prince’s Trust with employees across the UK taking part in the virtual ‘Palace to Palace’ walk/cycle challenge. Wood colleagues fundraised £7,866.25 in support of the trust and its cause, allowing The Prince’s Trust the ability to give 94 unemployed young people access to support so they can re-engage in the community and develop critical employability skills for the future.

Through an internal committee setup to support the partnership, our focus in 2021 will seek to support many of the Prince’s Trust’s well-established outreach programmes, as we recover from the pandemic and see greater opportunity to volunteer our skills and resource.

Read more about the Prince’s Trust partnership and other activities on page 56 of Wood’s Annual Report and Accounts 2020.

Supporting the Sustainable Development Goals (SDGs)

The SDGs supported in this section are shown below. For more information on the targets being addressed, see our SDG mapping index in our report index.

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**Scotland’s first Young People’s Forest**

An innovative new project to create Scotland’s first Young People’s Forest co-designed and governed by young Scots was awarded seed funding through our challenge to become a founding partner of this ambitious project. Scotland’s Young People’s Forest will be one of Scotland’s flagship projects as it prepares to host the United Nation’s Climate Change Conference (COP 26) in Glasgow in 2021. It will help to inspire young people from communities across Scotland to contribute towards the nation’s climate ambitions through the creation of one or more forest areas designed and delivered by young people.

Supported by Young Scot, the National Youth Information and Citizenship charity, and working with national youth work agency YouthLink Scotland, the project will be led and governed by a panel of diverse young people – from the initial ideas phase through to sustainable planting strategies, land ownership and management structures.

In addition, our consultancy business has offered voluntary support as part of an expert advisory group to support the young people as the project evolves.

**Partnering to achieve in India**

Supporting the Salaam Baalak Trust for the second year through our annual challenge, our colleagues in Gurgaon, India continue to partner with the Trust to deliver a focus on education and provide basic amenities to underprivileged students. The goals around this project are expanding and improving comprehensive early childhood care and providing access to basic infrastructure in schools in terms of drinking water, sanitation and hygiene.

Looking at the future, the team’s commitment doesn’t stop there as the team aims to develop a women centric network and launch a mentorship platform to foster sustainable growth and values that support inclusive education.
We commit to preserve and protect the natural environment for future generations.

Managing environmental risk, competence and awareness
We have a responsibility to manage our operations safely, to avoid harm to people and the environment around us. Wood is committed to ensuring we take accountability for our actions and its impact on the planet.

Maintaining competence and awareness on environmental issues is vital to the responsible management of our operations. Managing environment risks and the opportunity to deliver positive impact requires us to continually inform, educate and empower our employees to demonstrate our commitment to the environment.

Read more on page 68

Reducing our environmental impact
Protecting the environment around us and minimising our impact is a strategic priority for Wood. We commit to sustainably manage our operations in a way that helps to protect the locations and communities we impact that will preserve the world we share for generations to come.

Read more on page 74
In this section:
Managing environmental risk and awareness  68
Reducing our environmental impact  74
Managing environmental risk, competence and awareness

Our goal to reduce the impact on the environment means we are committed to investing in our planet.

We take responsibility for how our operations impact the world around us and understand our responsibility to protect and preserve the environment both in how we operate our business and how we deliver our solutions.

Strong, consistent environmental management is not only essential to protect our business, but also our people and the communities and locations in which we live and operate. Identifying and mitigating environmental risks effectively is fundamental to the sustainability and resilience of our business.

Our approach

Our HSSE Policy states our commitment to the environment and is supported by our global HSSEA management system. The management system provides the framework for how we manage our global environmental risks and is aligned to ISO14001:2015 ensuring our processes are effective in delivering continuous improvement in our environmental performance. Our certification covers over 11,000 employees globally and is externally verified by Lloyds Registered.

Read more about our management system certification and coverage on page 50
Those areas not covered by our certification must comply with our minimum environmental standards, which although not certified, have been developed to meet the requirements of the standard. The standards are an integral part of the global Wood HSSEA management system, supporting our Blue Book (HSSEA Management System Standard). Business units must ensure the requirements of the standards are embedded into their local management system. A web-based gap analysis tool is used to assess compliance with the standards and aid improvement against a maturity scale.

The standards were developed following a comprehensive review of Wood’s environmental commitments and performance, as well as environmental best practice (including ISO 14001:2015), regulatory performance and environmental incident investigations. Compliance with the standards is mandatory wherever we have operational control, thus creating a consistent approach to environmental management.

The standards are split into two sections: managing environmental risks and reducing our impact on the environment, with each further sub-divided into key elements:

**Managing environmental risks**
- Environment in project design
- Site set up
- Protected and sensitive environments
- Environmental due diligence
- Emergency preparedness
- Permissions and licences
- Environmental aspects and impacts
- Polluting material storage
- Site vehicles and equipment

**Reducing our impact on the environment**
- Carbon management
- Waste management
- Water preservation and protection
- Air pollution
- Spill response

Our environmental strategy identifies actions which will enhance our approach to environmental management. It is deliberately simple, focusing on three key areas:

**Managing environmental risk**
Managing our environmental risks appropriately ensures the business can retain its social licence to operate and preserve our reputation as a responsible, sustainable business.

**Reducing our impact on the environment**
We care about the legacy we leave behind as a result of our operations and strive to eliminate and/or reduce any negative environmental impacts likely to result from our operations.

**Raising environmental awareness and competence**
It is vital that our employees are aligned and understand why we care about the environment and why it is important to our business.
Environmental incidents overview

All environmental incidents are reported globally into our in-house incident management and analysis tool, CAIRS, in line with our ‘Reporting, Recording and Investigation of Incidents’ procedure. Incidents are assigned an actual and potential impact rating based on the table below.

Incidents deemed as having high level potential consequences are notified to the management team through a first alert process and subject to an in-depth investigation. Monthly and quarterly reports are provided to senior leadership and the Board, providing visibility of environmental performance and ensuring environmental management is addressed at the highest level in the organisation.

Seventy-one environmental incidents were reported in 2020, all rated as having a low actual impact and all but two were recorded as having a low potential impact. We saw a 42% reduction in environmental incidents reported in 2020 compared to 2019, and a 72% reduction since the formation of Wood in 2017.

Similarly, our chosen incident frequency rate by 200,000 worked hours has reduced by 29% since 2019 and 78% since 2017.

See our data appendix on page 107 to see a full breakdown of environmental incidents and frequency rates.

<table>
<thead>
<tr>
<th>Environmental</th>
<th>Actual severity ratings of reported environmental incidents</th>
<th>Potential severity ratings of reported environmental incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimal reversible environmental impact</td>
<td>Low 94% (69)</td>
<td>Low 94% (69)</td>
</tr>
<tr>
<td>Minor pollution with short term impact (1 month)</td>
<td>Medium 6% (2)</td>
<td>Medium 3% (1)</td>
</tr>
<tr>
<td>Moderate pollution with medium term localised impact (1 year)</td>
<td></td>
<td>High 3% (1)</td>
</tr>
<tr>
<td>Severe pollution with long term localised impact (+1 year)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Severe pollution with long term environmental change</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environmental</th>
<th>Actual Number of people</th>
<th>Potential Number of people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimal reversible environmental impact</td>
<td>0 1 2-3 4-10 11+</td>
<td>A1 B1 C1 D1 E1</td>
</tr>
<tr>
<td>Minor pollution with short term impact (1 month)</td>
<td>0 1 2-3 4-10 11+</td>
<td>A2 B2 C2 D2 E2</td>
</tr>
<tr>
<td>Moderate pollution with medium term localised impact (1 year)</td>
<td>0 1 2-3 4-10 11+</td>
<td>A3 B3 C3 D3 E3</td>
</tr>
<tr>
<td>Severe pollution with long term localised impact (+1 year)</td>
<td>0 1 2-3 4-10 11+</td>
<td>A4 B4 C4 D4 E4</td>
</tr>
<tr>
<td>Severe pollution with long term environmental change</td>
<td>0 1 2-3 4-10 11+</td>
<td>A5 B5 C5 D5 E5</td>
</tr>
<tr>
<td>A B C D E</td>
<td>A B C D E</td>
<td>A B C D E</td>
</tr>
</tbody>
</table>
Accidental releases
During 2020, 86% of the environmental incidents reported related to small releases. In total, 2,038 litres of various substances were released into the environment. Whilst most of these releases were of hydraulic oil, caused by hydraulic hose failures on plant and equipment at our projects, the proportion of incidents related to hydraulic hose failures has fallen by 29%. The proportion of hydrocarbons released has risen significantly. This is predominantly down to one incident at a project site in our US operations, where a spillage of approximately 1192 litres occurred from a frack tank being overfilled during operations undertaken at a client terminal. The spill was quickly contained, and the appropriate response taken in line with our management process to determine cause, remediation and lessons learned.

Compliance reporting
Of the seventy one incidents reported in 2020, only ten were required to be reported to the regulatory authorities. Wood did not receive any enforcement undertakings related to the environment. An enforcement notice was received by our UK Transmission and Distribution Business relating to the disturbance of a flood embankment. An agreement was reached between Wood and the Environment Agency that Wood will reinstate the embankment when weather conditions allow.

Wood was not subject to any prosecutions in 2020 related to environmental offences.

Prosecutions for environmental related offences

<table>
<thead>
<tr>
<th>Year</th>
<th>Prosecutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>0</td>
</tr>
<tr>
<td>2018</td>
<td>0</td>
</tr>
<tr>
<td>2019</td>
<td>0</td>
</tr>
<tr>
<td>2020</td>
<td>0</td>
</tr>
</tbody>
</table>

Types of substance released

- Hydraulic oil 68%
- Other 14%
- Fuel 8%
- Hydrocarbon 6%
- Grey water 4%

Percentage of incidents reported to the regulator

- Not required to be reported 88%
- Reported 12%
Managing environmental risk, competence and awareness

Awareness and competence
We seek to empower our people with the knowledge to deliver sustainable environmental stewardship that connects to our goals to reduce the impact on the planet we share.

Everyone at Wood has a responsibility to protect the environment. Providing our people with the knowledge, support and tools to make informed decisions day to day, will ensure we retain a competent workforce aligned to our vision of a better tomorrow and a future we seek to protect.

Solid foundations
Our environmental standards ensure our employees understand our expectations on environmental management and form the foundation of support given to employees to both raise awareness and competence on the environmental issues most relevant to the work we deliver.

Supporting the environmental standards, our combined HSSEA assessment tool GTRAC is designed to assess compliance with the standards and aid continued improvement towards recognised best practice. In 2020, we focused efforts on embedding the standards through the roll out of the web based GTRAC assurance assessment tool to provide a streamline mechanism for our business units and sub-levels of our organisation (i.e. service lines, contracts/projects) to conduct gap assessments against the applicable HSSEA Standards – this includes the Environmental Standards and quickly identify potential areas for improvement. The data gathered during the gap assessments can be used to drive improvements and close any potential gaps against the relevant standard(s).

In addition, environmental awareness training is made available to all Wood projects. Published in two modules, one for our offshore operations and another for our onshore operations, the training is designed to be modified by project personnel to reflect the unique environmental aspects they face, allowing customisation of the content to ensure it’s relevance to the diverse operations we undertake.

Raising awareness on global environmental issues
We want everyone at Wood to feel empowered and engaged on global environmental issues. Delivering our vision of a better tomorrow and meeting our planet goals will take commitment and courage to challenge the norm; embracing our collective passion for the environment and connecting the conversation on environmental issues will help us to deliver a shared contribution to global sustainable development.

We aim to raise awareness of environmental issues through advocating annual recognised days for environmental movements: primarily Earth Day and World Environment Day. Supporting internationally recognised days allows us to promote global issues of interest and entice action across Wood both internally and externally.

In 2020, as part of our celebration of Earth Day and World Environment Day, we launched our annual photography competition to mark the occasion. Living in a time of the pandemic, we chose a theme that harnessed the reality that most of us found ourselves in living and working at home; ‘The World from Your Window’. Using an engaging and fun competition allowed us to bring the two recognition days together, opening entries on Earth Day in April and closing the competition on World Environment Day in June. We had one simple rule that photography must be from your view: a reminder to our employees of the beauty of nature at our doorstep. The prize was a donation to a charity of the winner’s choice, which this year was St Jude Children Research Hospital in Canada.

Chris Hawkins Wanaka, New Zealand

Without doubt, emissions of greenhouse gases from the day to day operations of our business has the largest impact on the environment. With this in mind, we chose to focus our campaigns for both Earth Day and World Environment Day on climate change. We marked Earth Day with a campaign focused around creating awareness of our carbon footprint and what that looks like across our business.

For World Environment Day, we changed our focus to taking action by announcing our pledge to set a science-based target to reduce our greenhouse gas emissions by 40% by 2030 on our journey to net zero. We centred the launch around how our employees could get involved in the journey, helping them to assess, manage and reduce their impact on the environment both at work and at home. We encouraged employees to make a personal commitment to reduce their emissions and play their part on our sustainability journey.

Read more about our carbon reduction target on page 76.
**Sustainability week**

Adding our own recognition date to the calendar, Wood’s annual sustainability week focuses on our sustainability journey, and provides an opportunity to reflect on our actions to support people, planet and profit.

Taking place at the end of September, the week marks the launch anniversary of the United Nations Sustainability Goals and seeks to connect local action across Wood, with our contribution and accountability to drive global sustainable development.

In 2020, as we worked towards the development and launch of Wood’s 9 sustainability goals, we focused the conversation around 9 Sustainability Commitments. Under the mantra ‘Think global. Act local’, the commitments were introduced in 2018 at the inception of Wood’s sustainability programme and first annual sustainability week to retain focus on local action, and the key themes of Wood’s strategy whilst we evolved towards setting group wide goals.

### The commitments asked our people to:

**People**
- Support Wood’s Safety Shield
- Support our Global Cause: Education
- Support our employee networks

**Planet**
- Reduce your own and Wood’s carbon footprint
- Reduce your own and Wood’s use of disposable plastic
- Reduce the environmental impact of your commute and business travel

**Profit**
- Promote ethical behaviour
- Create sustainable profit and better use of our resources
- Connect and work better together

Using a variety of communication channels to share resources, discussions and best practices, the week was led by our senior leadership and supported by our employee networks.

In 2021, we will retire these commitments and evolve our focus on sustainability week to how our people can contribute to our 9 sustainability goals and help us achieve our ambitions.

Wood’s evolving sustainability network, led by our passionate employees, is a vital component to the success of our sustainability week and year-round actions on sustainability. We understand the power that passionate employees have in generating actions, with the network aiming to harness that passion to create true, meaningful impact our employees can feel proud of.

Our network began in 2018 and has continually evolved. In 2020, our business units appointed dedicated sustainability representation, who will be responsible for driving business led actions, down to the local level. Our network will be refreshed in 2021 to reflect the teams and stakeholders required to deliver on our sustainability goals.

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**Tracking our actions**

Launched in 2019, Wood’s Sustainability Action Tracker is our global mechanism to communicate and report local action in support of our group strategy. The web-based application is designed to highlight individual actions contributing to our goals and will be refreshed in 2021 to reflect our evolving strategy and reporting maturity.
Reducing our environmental impact

Wood is committed to reducing the impact of our operations on the environment. Protecting the planet we share and the communities we live in, forms the foundation of our approach in delivering a sustainable future for all.

Working across the energy and built environment, our contribution to the energy transition and sustainable infrastructure seeks to make the global challenge of sustainability, a reality at Wood. Through responsibly managing our own impact, to supporting our clients with their sustainability journey, as well as creating impactful partnerships, Wood can deliver the solutions needed for a sustainable future.

Climate action

As the world continues to wake up to the scale of human impact on our planet, the challenge of a changing climate and a growing population has made the focus on climate action an imperative to the present day business agenda.

Wood supports the current scientific understanding of climate change, the effects of carbon and other greenhouse gas emissions and their effect on the environment. Our approach on climate action is guided by the International Panel on Climate Change (IPCC) and follows recognised global standards in delivering sustainable impact that are in-step with current global methods of delivery.
Our approach

The risks and opportunities climate change presents to Wood falls into the governance process of managing our principal risks and uncertainties. Using a bottom up and top down approach to identifying risk, our risk management framework explains our approach and is supported by the Group Risk Management Standard.

In 2020, the output from a climate change workshop run by our Group Risk team led to our Group Risk Committee to complete a risk amplification exercise and understand the impact of climate change on the Group Principal Risks. Evolving through the course of the year, ongoing discussions from the climate change workshop and continued output from the risk management framework has led to climate change being represented across two of Wood’s principal risks:

- Strategic Agility
- ESG Strategy and performance

Read more on principal risks and uncertainties on pages 58-64 of ‘Woods Annual Report and Account 2020’.
Climate change mitigation

A brighter tomorrow for future generations - that is what a lower carbon tomorrow will secure, and we believe we have an important role to play in making it possible.

Focused on reducing our impact, our primary focus is to reduce emission sources where possible and mitigate the effects of climate change. Through a focus on our own impact, Wood is also helping our clients achieve their goals on carbon reduction and wider sustainable development aspirations.

Reducing our carbon footprint

Adopted by 196 parties at COP 21 in Paris, in December 2018, the Paris Agreement is a legally binding international treaty on climate change. Wood is committed to playing our part in making an absolute reduction in our carbon emissions and delivering our contribution towards meeting the aims of the Paris Climate Agreement.

Delivering our three-year carbon strategy to align our heritage organisation’s carbon reporting a year early, in 2020 we announced our commitment to carbon reduction with a science based target, aligned to global ambition to limit global temperature rise to well-below 2 degrees.

Set across a decade of change for Wood, our milestone goal will put Wood on a trajectory beyond the well below 2°C goal identified by the Paris Agreement, and will be achieved without the use of carbon offsets, focusing on behavioural changes and absolute reductions in the short-term.

In 2020, we commissioned an independent materiality assessment of our scope 3 emissions and review of our scope 1 & 2 target baseline; resulting from this review, we aim to adopt an additional target on our scope 3 emissions. Including a scope 3 emissions target in our science-based target approach, Wood will seek approval of our targets through the Science Based Target Initiative (SBTi). The SBTi is a collaboration between CDP, the United Nations Global Compact (UNGC), World Resources Institute (WRI), and the Worldwide Fund for Nature (WWF) that independently assesses and approves companies’ targets.

Wood will reduce our global scope 1 & 2 emissions by 40% by 2030.

Wood has formally signed up to the ‘Pledge to Net Zero’ in recognition of our wider ambition to reach net zero emissions by 2050 or sooner.

Pledge to Net Zero is the first industry commitment in the UK, supporting the UK’s 2050 net zero target, requiring science-based targets from its signatories to tackle greenhouse gas emissions within their organisations.

Read more about our methodology on page 43-44 of Wood’s Annual Report and Accounts 2020.
Carbon performance overview
The emissions stated for 2019 have been restated to reflect the findings of the independent review of our 2019 data set. This included a comprehensive review of the contract for the operations of the Martinez Power Plant which concluded that Wood does not have operational control of the site for the purposes of emissions reporting, and as such emissions from the plant have been reclassified from scope 1 to scope 3 ‘downstream leased asset’.

As Wood’s carbon reduction goal is based on a market based approach, all emissions reported are market based. Location based emissions are reported on page 44 of Wood’s Annual Report and Accounts 2020, as well as in our annual submission to CDP Climate Change available at: woodplc.com/company/sustainability

Total scope 1 & 2 global greenhouse gas (GHG) emissions for Wood for the period 01 October to 30 September annually:

<table>
<thead>
<tr>
<th>Year</th>
<th>Emissions (tCO₂e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>159,276</td>
</tr>
<tr>
<td>2018/19</td>
<td>173,585</td>
</tr>
</tbody>
</table>

We reported an 8% reduction in scope 1 & 2 emissions (market based) in 2020. The Covid-19 pandemic has undoubtedly impacted our emissions in a number of ways:

- Office closures
- Reduced staffing in those offices that remained open
- Temporary project closures reducing fuel usage on site

We did, however, see an increase in our chosen revenue-based intensity metric; this was a result of the fall in revenue due to market conditions across the period.

Total scope 3 global greenhouse gas (GHG) emissions for Wood for the period 01 October to 30 September annually:

<table>
<thead>
<tr>
<th>Year</th>
<th>Emissions (tCO₂e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>2,587,481</td>
</tr>
<tr>
<td>2018/19</td>
<td>457,742</td>
</tr>
</tbody>
</table>

Following the independent third-party materiality assessment of our scope 3 indirect emissions in 2020, we expect our scope 3 emissions to increase based on improving our reporting. The emissions for 2020 are higher as a result of this materiality assessment and widen scope.

See our data appendix on page 107 to see a full breakdown of our global emissions for scope 1, 2 and 3.

Helping reduce our client’s emissions
Increasing our impact on carbon reduction through the services we provide and the solutions we deliver to our clients is part of Wood’s strategic action to reduce global emissions. Our decarbonisation SCORE methodology is designed to assist our clients with this by providing a roadmap to setting and delivering emissions reduction targets.

Wood used the framework of SCORE to assist on our own carbon footprint, using our internal expertise to road test our ability to advise, assess and deliver decarbonisation.

See more on Wood’s SCORE methodology on page 47 of Wood’s Annual Report and Accounts 2020

Case Study: Impact through partnership for the goals
Wood is collaborating with Microsoft to accelerate sustainability for their clients. We want to create a future where every person, and every organisation, no matter where they are in the world, can achieve more. That’s why we’ve joined forces with Microsoft who have committed to be carbon negative by 2030 and remove the company’s historical carbon emissions by 2050.

Wood is helping clients navigate toward a sustainable energy future through optimized operations, low-carbon production systems and pioneering renewable projects.

The first created solution, ENVision, focuses directly on the Internet of Things (IoT) and sensor-driven real-time carbons/emissions monitoring by standardizing diverse types of data to provide a clear, auditable, and accurate view of an asset, organisation, or city.
Reduction of environmental impact

**Climate change adaption**

Adapting to a changing climate and evolving challenges resulting from global warming, the focus on the energy transition and resilience needed to withstand the worsening effects of climate change is at the forefront of Wood’s strategic purpose. Our work to increase the pace of the energy transition through diversifying the world’s energy portfolio through wind, solar, hydrogen and carbon capture, utilisation and storage (CCUS) , as well as enabling sustainable infrastructure will help deliver the solutions needed for a sustainable future.

**120+** hydrogen units licensed and designed

**35GW+** of Solar PV Projects

**145+** Carbon capture and storage (CCS) studies

**120GW+** total wind power capacity supported

**Our commitment**

Trusted to solve the challenges of our changing climate and developing populations:

**Double client support** aligned to the energy transition and more sustainable infrastructure, by 2030.

**Consistently rank in the Top Quartile ESG investment ratings within our peer group by 2025.**

Wood will double client support aligned to the energy transition and more sustainable infrastructure by 2030 and, seek to consistently rank in the Top Quartile ESG investment ratings within our peer group by 2025. Wood’s decade of action supports our strategic focus on sustainable development, continually diversifying our business model as the world transitions to a cleaner, fairer and healthier world.

As we guide our clients, so too must we retain absolute clarity and focus on our own response to, and management of, climate change issues. Scenario analysis on the energy transition and sustainable infrastructure helps to inform our group strategy. Complementing our work on scenario analysis in 2019 using globally recognised models, in 2020 we continued to expand our focus from qualitative to quantitative analysis.

**Case Study:**

**Supporting conventional energy through the energy transition**

In the era of energy transition, and with the spotlight on increased use of renewable energy technologies, Wood’s support to traditional Oil & Gas clients in reducing emissions is an important aspect of the services we deliver. For many conventional energy clients, the reduction of flaring is a key focus, which according to the World Bank, flaring continues to release more than 400 Million tons of carbon dioxide (CO2) into the atmosphere each year.

In 2020, Wood partnered with a North African operator to end routine flaring on its facility. With the offshore field in question responsible for around 1% of global flaring, and the release of up to 4 million tonnes of CO2 annually, this complex project required significant modifications and upgrades to offshore facilities that are now over 30 years old.

Together, with a collective passion for creating new and sustainable approaches to reduce flaring, the partnership has realised real benefits to client and the environment, with the equivalent decarbonisation savings to 850 wind turbines, making this collaboration one of the world’s largest CO2 flare reduction projects.
Enabling sustainable and resilient infrastructure

Enabling a more sustainable, resilient and liveable world, Wood’s work in the built environment is helping communities adapt to a changing climate and evolving demands. As world populations continue to grow, the need to protect the environment and create a connected, fairer and future-ready global society is crucial to delivering a better tomorrow.

5,000+ remediation projects managed every year.

250,000 miles of river modelled and mapped for flood hazards in the US.

3,000km+ overhead conductor replaced for the UK electricity grid in the last 5 years.

10,000 weather sensors monitored and 13,000 unique forecast products delivered daily for industrial operations.

Case Study: Supporting air quality monitoring

Since 1987, Wood has played a crucial and ongoing role in monitoring air quality through its support of the US Environmental Protection Agency’s (EPA) Clean Air Status and Trends Network (CASTNET). The project, which includes more than 90 monitoring stations across the US and Canada, assesses the effectiveness of emission reduction efforts by reporting trends in pollutant concentrations and acidic deposition.

CASTNET is managed and operated by the EPA in cooperation with dozens of federal, tribal, state, and local partners, including academic professors, graduate students, retired teachers, and farmers, who help maintain the stations for 24/7 data collection.

All of the data gathered at the monitoring stations supports the assessment of primary and secondary National Ambient Air Quality Standards (NAAQS) for ozone, nitrogen dioxide, sulfur dioxide, and fine particulate matter. Measurements are also used to assess air pollution impacts to sensitive ecosystems, and applications related to environmental assessments and permitting.

Read more about this project and our ongoing support to monitor air quality at: woodplc.com/solutions/expertise/case-studies/ensuring-significant-data-collection-to-monitor-air-quality

Case Study: Impact through partnership for the goals

Wood has agreed to a new two-year partnership with Resilient Cities Network, a global city-led non-profit organization that brings together knowledge, practice, partnerships, and funding to empower cities to build a safe, equitable, and sustainable future. Continuing a partnership that has been ongoing since 2015, through the organisation’s predecessor 100 Resilient Cities, examples of work to date include advising the city of Houston on integrating the energy transition into the city’s resilience planning.

Climate change disclosure

Wood is committed to being transparent in reporting our progress on climate issues. We believe remaining clear on how we manage the risks and opportunities of climate change is not only important to our own understanding of climate issues, but to also ensure we manage stakeholder expectations and work collaboratively towards solutions that drive positive change.

2020 Disclosure

Results from CDP are publicly available through the CDP registry and Wood’s sustainability website. Scored on a management scale from basic disclosure (D) to leadership (A), in 2020 Wood’s submission moved from a ‘C’ score to a ‘B’.

Our improved score can be attributed to a number of factors, including:
- Introduction of our target to reduce our emissions by 40% by 2030 and intent to seek SBTi validation
- Work on climate related scenario analysis in influencing group strategy
- Increased engagement on climate issues and energy transition focus areas

In addition, Wood supports the principles of the Task Force on Climate Related Financial Disclosures (TCFD), which the CDP Climate Change questionnaire. As the largest registry of corporate GHG emissions in the world, CDP disclosure allows investors & cities to better understand risk, capitalise on opportunities and make investment decisions that drive action toward a more sustainable world. Wood has been submitting to the voluntary questionnaire since 2011, helping us to:
- Identify the key risks and opportunities associated with climate change
- Increase transparency to our shareholders, clients, and the general public
- Benchmark our organisation against our peer and industry groups

Wood’s formal support through the ‘Pledge to Net Zero’ initiative is another public declaration of our wider ambition to reach net zero emissions by 2050 or sooner and support global decarbonisation.

Supporting the Sustainable Development Goals (SDGs)

The SDGs supported in this section are shown below. For more information on the targets being addressed, see our SDG mapping index in our report index.

View Wood’s current CDP submission at: woodplc.com/company/sustainability
Protecting & conserving natural resource

The world population increases by about 83 million people every year. The impact of humankind and our consumption of the earth’s natural resources, such as organic materials, water, energy and fertile land is also rapidly growing. Protecting natural resource and our planet’s fragile ecosystem is vital to sustaining life on earth.

Wood is committed to ensuring we responsibly manage our consumption of natural resource, our impact on the natural world and the protection of the planet we share.

Energy consumption

How we consume and manage energy consumption has a direct impact on the carbon emissions we emit and its contribution to global warming. Ensuring we focus our efforts on reducing our energy consumption and improving energy efficiency, helps to reduce Wood’s carbon footprint and adapt our collective behaviours towards energy consumption on a personal and professional capacity.

Wood’s direct energy consumption is associated mainly with our office and site locations through utility consumption of electricity, natural gas, heating oil, steam and generator fuel.

Total energy consumption:

2019/20:
408,158 MWh

2018/19:
582,771 MWh

In 2020, as part of our carbon reduction strategy, we began a project to switch our offices to energy generated by renewable sources. Our offices throughout the UK already procure green energy and in late 2020 as the first action delivered from the project, 12 of our Houston offices also moved to a similar contract. Early efforts are being focused on our largest energy users globally. This project will continue throughout 2021. As a global service provider, many of Wood’s operations are conducted through client contracted terms, meaning we have often limited operational control over resource consumption. Our approach is often driven in partnership with our client and made part of our contract obligations or by our ISO 14001 certified management systems.

Where we retain operational control, Wood’s mandatory environmental standards ensure consistent delivery of environmental management across all our operations, complimented by our environment standards self-assessment tool and periodic assurance on our activities.

Wood’s technical expertise and client services on environment and infrastructure solutions spans across the spectrum of environmental protection, enhancement and resilience. Our support to client operations, often through partnership and collaboration, demonstrates our impact towards many areas of resource conservation and protection, showcasing our contribution towards sustainable development through partnership for the goals.

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Trusted partner on water preservation and protection

Improving the sustainability of freshwater resources is an area of focus for Wood. Quite simply, it’s about managing rainwater where it falls – by capturing, absorbing or storing it – so that nature can do the rest of the work. One of the ways we’re doing this for our clients is through the design and construction of green infrastructure from small towns to major metropolitan areas.

In a recent pilot project involving re-directing the runoff from paved surfaces into green stormwater planters with native plants and trees, we were able to intercept and infiltrate an estimated 4.5 million litres of surface runoff in two city blocks before it reached the combined sewer system. Natural solutions are increasingly important to creating resilient infrastructure as the impact and frequency of extreme weather events increases.

In 2020, Wood secured a second three-year contract extension to our work with Melbourne Water in Australia; showcasing our work on large scale water maintenance and infrastructure. With more than 20 years’ experience advising the water and wastewater sector in Australia, Wood is committed to maintaining and improving local infrastructure to meet the demands on a modern water network amid growing populations.

Trusted partner on waste management

Supporting the government of Guernsey to reduce household waste going to landfill, as waste experts, Wood became involved in a consortium project in 2012, to provide the facilities and services needed to deliver the government’s ambitious waste strategy.

Our long and trusted background in this sector – for permitting, regulatory support, design, and construction – enabled us to provide our client with complete one-stop comprehensive solution. This was a major factor in securing planning permission for construction of a new 32.5K TPY waste transfer station, to handle non-hazardous municipal, commercial and industrial waste. This was necessary to deliver the objectives of Guernsey’s approved waste strategy – namely to divert waste from landfill and treat it as a resource.

Continuing to support the project since 2012, Guernsey has since exceeded their original goal of achieving 70% of household waste recycled by 2030 and now has one of the highest recycling rates in the world.

Ensure all Wood offices are single use plastic free by 2025.

Taking responsibility for the choices we make and the impact these have on the environment we share, Wood’s goal to be single use plastic free by 2025 will reduce the amount of plastic waste we generate from our projects and offices over the next four years starting with a group of plastics termed as ‘single use’, as defined by the European Union Directive 2019/904.

As a service provider, the management of waste is often subject to various local, client and contractual challenges; our goal on single use plastic aims to connect a global conversation on the issue with a groundswell of employee support that we believe will help us deliver measurable change across Wood.

Learn more on this project at: woodplc.com/solutions/expertise/case-studies/planning-clean-sustainable-solutions-for-drinking-water-impacted-by-pfas

Read more on this project through our website: woodplc.com/solutions/expertise/case-studies/guernsey-solid-waste
Life’s a beach in San Diego, California

Advising on a collaborative project between the U.S. Navy and Coast Guard, Wood helped deliver a variety of environmental tasks to enable a long-term concept for beach restoration and habitat enhancement.

In 2018, whilst in the early stages of planning critical dredging off the U.S. Coast Guard’s mooring ballast point, the U.S. Navy approached the Coast Guard with an opportunity to collaborate on an artificial reef and eelgrass restoration project directly adjacent to the dredging site. The restoration plan included utilizing recycled materials from a former Navy pier to build a rocky reef structure and using sediment from the U.S. Coast Guard mooring area to fill in the eroding beach area.

Wood’s work on the project included obtaining the necessary regulatory permits, sediment sampling and analysis, survey and design support, as well as coordination and consultation with Native American Tribes and completion of Archaeological Reports.

Working closely with both the U.S. Coast Guard and Navy against a backdrop of government shutdowns as a result of the pandemic, the project was able to obtain the necessary permits to begin construction prior to the California Least Tern nesting season. Once completed, this truly collaborative project will deliver a range of environmental benefits including a reduction in:

• Impacts to marine mammals by eliminating the need for use of dredge vessels.
• Total project emissions by eliminating the need for additional vessels and/or trucks during dredge disposal.
• Noise levels from minimization of construction operations/equipment.

In addition, the project will recycle marine construction materials from a former pier that was dismantled by the Navy and create new recreation areas for military members and their families.

Supporting the Sustainable Development Goals (SDGs)
The SDGs supported in this section are shown below. For more information on the targets being addressed, see our SDG mapping index in our report index.

Case Study:
Impact through partnership for the goals

Against the backdrop of a challenging year for the oil and gas industry, Wood and Imperial Oil partnered to further their progressive reclamation sustainability goals by reducing reclamation expenditure for oil sands exploration sites using leading-edge digital technologies.

Oil sands closure activities are held to some of the most stringent environmental standards in the world. In fact, the Government of Alberta, Canada requires that companies remediate and reclaim 100% of the land disturbed during exploration.

Wood improved the program by creating a remote sensing model to achieve rapid, safe, and reliable closure of environmental liabilities.

Read more on this project through our website: woodplc.com/news/2021/rapid-reclamation
Profit

We commit to deliver sustainable value to our people, clients, investors and communities.

Delivering a sustainable business
Creating sustainable value that meets the needs of all our stakeholders, whilst delivering solutions to the world’s most critical challenges ensures Wood remains focused on the issues most material to our business, society and the environment we share.

Read more on page 86

Responsible business practice
Ensuring we operate with ethics and integrity in all that we do, will deliver a responsible approach to how we conduct our business. Creating a workplace culture, underpinned by our values and where our people choose to always ‘do the right thing’.

Read more on page 92

Unlocking innovation
Sustainable innovation holds the key to a cleaner, fairer and healthier world. Harnessing our passion, ingenuity and expertise to unlock solutions that will achieve our own and global sustainability goals.

Read more on page 96

Sustainability on projects
Demonstrating our focus and commitment to delivering sustainable value, our work on projects offers a unique window into our organisation. From plan and design, to operate and decommissioning, we partner with our clients and stakeholders to deliver sustainable solutions that contribute to the people and places we impact.

Read more on page 100
In this section:
Delivering a sustainable business 86
Responsible business practice 92
Unlocking innovation 96
Sustainability on projects 100
Delivering a sustainable business

Our vision of a better tomorrow relies upon our ability to harness the opportunity sustainability presents today. Ensuring we are sustainable in all that we do at Wood, contributes to the future of our business and the world we are creating for tomorrow.

We are committed to delivering sustainable value that meets the needs of all Wood’s stakeholders and contributes to the sustained value of the industries we work in, the societies we belong to and the environments we share. Through the key decisions we make and performance indicators we set ourselves, we seek to grow our business through the lens of sustainability with our vision for enabling more sustainable, resilient and livable world.

Read more on stakeholder engagement and our principal decisions on page 8-15 of Wood’s Annual Report and Accounts.
Future Fit

The world around us is changing at an exponential rate. Our purpose centres on unlocking solutions to some of the world’s most critical challenges, and as we continue our strategic journey to become a premium, differentiated, high margin business, we recognise the need to mobilise our entire organisation to achieve its full potential. Thinking big, moving fast and exceeding expectations will advance our ambitions and help achieve our vision. We aim to accomplish this through our Future Fit strategy.

Future Fit is about transforming our delivery, stimulating organic growth in the markets of tomorrow, digitalising our business and creating an empowered community culture embracing bold ideas, new ways of working and harnessing skills of the future.

Our new organisational model is the first step in our Future Fit programme and that started with the move to three global business units – Consulting, Projects and Operations.

See page 8 for to read more about our service defined operating model.
Delivering a sustainable business

**Strategic focus**
Our purpose and strategy is shaped by the four key trends we see across the markets where we operate; each are fundamental to sustaining value over the long term and delivering our contribution to global sustainable development.

**Our purpose:**
Unlocking solutions to the world’s most critical challenges.

**Four primary trends shape our markets and drive our strategy:**

- **Energy transition**
  Engineering solutions for a net-zero future

- **Sustainable infrastructure**
  Capabilities to enable more sustainable and resilient living, including the planning, design, build and operation of connected and resilient infrastructure

- **Future skills**
  Developing inclusive, agile and high-performing teams to accelerate value for Wood and our clients

- **Technology & digitisation**
  Utilising technology to create future-ready industry through optimising asset performance and digital innovation

**Our strategic objective:**
To be a premium, differentiated high margin consulting and engineering business delivering exceptional results for our clients, our team, the communities in which we work and our investors.

**Our strategic enablers:**

- **Agile Teams**
- **Exceptional execution**
- **Commercial acumen**
- **Technological advantage**
Solutions focused:

Engineering for a Net-zero future
Our strategy to support a net-zero future seeks to drive sustainability in conventional energy, future fuels and low carbon solutions as the drivers in delivering a healthier, cleaner planet.

Read more about our approach at: woodplc.com/solutions/engineering-solutions-for-a-net-zero-future

Enabling a more Sustainable, Resilient and Liveable world
Against the backdrop of rapid population growth, urbanisation and increasing climate risk our work to deliver sustainable infrastructure is helping to build greater levels of sustainability and resilience in the cities and communities where we live, work and visit.

Read more about our approach at: woodplc.com/solutions/enabling-a-more-sustainable,-resilient-and-liveable-world

Creating a future-ready industry
Meeting the demand for connected technology and solutions needed to drive sustainable development, our strategy looks to partner Wood’s ingenuity, skills and industry knowledge in helping our clients across a range of industry sectors.

Read more about our approach at: woodplc.com/solutions/creating-future-ready-industry
Contributing sustainable impact

Ensuring our business remains profitable means we continue to contribute to global economies. How we choose to make that profit will determine the long-term sustainability of our business, and the sustainable impact we deliver to society and the future we hand over to tomorrow’s generation.

Wood continues to strategically broaden our business model across energy and the built environment markets. In 2020, this produced continued performance resilience through our actions to reduce cost, protect the balance sheet, generate strong cashflow enabled margin protection and net debt reduction.

By segmenting our end market revenue, we have seen a further reduction in conventional energy markets representing c.35% of Wood’s total annual revenue, against a like for like comparison with 2019 (c.40%) and 2012 (c.90%).

Our commitment

We recognise the importance of Environment, Social and Governance (ESG) rating indexes in helping Wood to benchmark our performance. How we identify, manage and improve our non-financial environmental, social and governance risks and aiming for top quartile performance will increase confidence in Wood’s investor proposition, supporting our growth now and in the future.

Case Study:

Impact through partnership for the goals

A small business is an integral part of any local community. Investing in small business helps to support the local economy through job creation, reduce impact on the environment through local sourcing and distribution and create sustainable development that ultimately helps to improve lives.

We recognise that positive working relationships between small and large businesses are critical to community development. Establishing strategic partnerships with small businesses helps us achieve our vision by enhancing our solutions, better serving our clients and meeting, or exceeding our contractual obligations.

Wood’s small business program, running within our resilient environments business, illustrates our approach to helping give small businesses the opportunity to partner with Wood in the supply of goods and services, focusing across six key areas of priority:

- Small business
- Small, disadvantaged business
- Female-owned small business
- Historically underutilized business zone small business (HUBZone)
- Veteran owned small business
- Service-disabled veteran owned small business

In 2020, a focus on our HUBZone procurement saw five identified suppliers provide virtual presentations to our project and supply chain teams, giving each business a large platform to present on their capabilities. Proving the success of these events which enabled us to partner with the suppliers, our US Federal HUBZone spend has increased from $1,388,900 (2.72%) in 2019 to $4,341,631 (8.17%) in 2020. Applying this approach to other key areas of focus within our small business program, we conducted a similar initiative in 2020 called ‘Vet for Vets’ focused on Veteran owned small businesses.

Other activities as part of our focus on small business, include hosting semi-annual small business networking events and annual recognition awards for small business advocate and small business subcontractor of the year.

Consistently rank in the Top Quartile ESG investment ratings within our peer group by 2025.

Read more highlights on Wood’s performance can be found on page 01 and 22-23 of Wood’s Annual Report and Accounts 2020.
Supporting local development
Wood contributes to economies and society, both directly and indirectly, through the taxes we contribute, the jobs we create and the part we play in delivering sustainable development and supporting the communities we share.

As a global solutions provider with over $6.3bn in supply chain spend annually, our operations rely upon flexible, reliable supply chain partners to help deliver to our clients. Increasing local capacity to support operational demand is vital to ensuring we continue to deliver our services, whilst working with local communities and suppliers to deliver sustainable value in the regions where we live and work.

As a service provider, in many instances, Wood’s contracted terms means we operate with varied control over contractor selection and procurement spend, often subject to final client approval. Taking a partnership approach, we seek to work with all stakeholders to identify sustainability issues and exert positive influence where we believe sustainable value can be realised.

Global procurement spend USD %M procurement expenditure by country

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<tr>
<th>Americas</th>
<th>USD $ Million</th>
<th>Europe</th>
<th>USD $ Million</th>
<th>Africa</th>
<th>USD $ Million</th>
<th>Middle East</th>
<th>USD $ Million</th>
<th>Australia &amp; Asia Pacific</th>
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<td>23.63</td>
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</table>

Our tax strategy is available at: woodplc.com/taxstrategy
Responsible business practice

Wood is committed to operating with ethics and integrity in all that we do. Our values of Care, Courage and Commitment underpin our culture and approach. We strive to create a workplace where our people choose to do the right thing and have the courage to speak up without fear of retaliation in situations when something doesn’t feel right. Ensuring we remain a trusted and respected partner of choice for all our stakeholders is vital to delivering a sustainable business.

Doing the right thing

Our Code of Conduct is our guide to doing the right thing as we conduct our business throughout the world. It sets out our values and behavioural expectations, as well as the requirements and guidance on key ethical areas. Our Code applies to everyone working for, or on behalf of Wood, wherever they are in the world and is available internally and externally in 11 languages. We set the expectation of all our business partners to follow the principles set out in our Code and we flow these down to our suppliers in our Supply Chain Code of Conduct.

Access our code of conduct at: woodplc.com/ethics
Access our supply chain code of conduct at: woodplc.com/scm
A culture of speaking up is crucial for our success with ‘Speak Up’ as one of our six core behaviours. We encourage our employees, business partners and stakeholders alike to share ways to improve, as well as report (anonymously if preferred) things they believe are wrong through one of our Speak Up resources as published on our external and internal website. In addition, open avenues are also available in speaking with a manager or an appropriate Group function, contacting the Wood Ethics Helpline and in relation to data protection, our privacy mailbox or IT Security reporting line are available.

Visit our ethics website at: woodplc.com/ethics

The Ethics Helpline is available 24 hours, 7 days a week, 365 days a year and allows anyone to raise a concern or ask a question confidentially and anonymously (should they wish to do so) in multiple languages. All concerns are reviewed by a member of the Wood Ethics & Compliance Team and are appropriately investigated to the extent possible in accordance with our procedures. Any person raising a concern, whether via the Helpline or otherwise, is protected by our Ethics Reporting and Anti-Retaliation Policy.

The IT Security helpline is also available 24 hours, 7 days a week, 365 days a year for the reporting of personal data breaches and notifies any breach reports to the Data Protection Team. The privacy mailbox operates during UK business hours. All potential data incidents are appropriately investigated by a member of the Data Protection Team where there is a focus on learning lessons and identifying training opportunities. In 2020, 73 personal data incidents were recorded globally and only one was of sufficient seriousness to be reported to a regulatory authority. No regulatory sanctions were applied.

Failure to comply with the Code and our policies can result in disciplinary actions up to and including dismissal. In 2020, 147 concerns were raised through the Ethics Helpline. Of these, 26% were substantiated and 25% resulted in dismissals.
Our ethics and compliance programme

Wood has a dedicated global Ethics & Compliance function ("E&C") led by the Chief Ethics & Compliance Officer ("CECO"). The E&C programme is independent and risk-based. It is overseen by the Safety Assurance and Business Ethics Committee of the Board ("SABE"), with the CECO reporting into the Executive President Health, Safety, Security, Environment & Sustainability (HSSE&S) supplemented by direct access to the CEO, Chairman of the Board and Chairman of SABE. Implementation of the E&C programme is supported by our network of senior leaders (known as Ethics Responsible Officers) who meet as part of our Business Ethics Forum.

Ethics & Compliance maintains its own risk register, which directs the strategic priorities of the programme. The risk register is reviewed monthly and is supported by our E&C risk assessment activities.

In addition to our Code, Wood has a suite of E&C policies reflecting its risk profile:
- Anti-Bribery & Anti-Corruption ("ABAC") Policy, including in relation to political and charitable donations
- Competition Law Policy
- Commercial Intermediary Policy
- Conflict of Interest Policy
- Data Protection Policy
- Gifts & Hospitality Policy
- Ethics Reporting and Anti-Retaliation Policy
- Sanctions, Export Control and Anti-Boycotts Policy

E&C requirements and controls are also embedded in policies and processes owned by other functions within Wood. Wood operates a global data protection programme with the required local variations. The Data Protection Officer works with our People & Organisation function to ensure all subject access requests, which to date have been made by Wood employees, are properly fulfilled. Wood operates a privacy assessment system, One Trust, for the assessment of systems and ways of working which involve personal data processing. Focus is on regions which legally require assessments; however, this is expanding to include the use of more sensitive and higher volumes of personal data.

Our E&C policies and processes are brought to life through our multi-layered approach to E&C Training and Communications:
- Bespoke risk-based training (including mandatory training) is directed at either specific business units or certain categories of high-risk employees. In 2020, this included delivery of mandatory computer-based training on conflicts of interest and working with third parties to over 4,100 employees, Code of Conduct training to all new hires and a number of E&C facilitated training sessions. In addition, approximately 1,700 employees attended in-person data protection training.
- Training and communications resources are delivered at regular intervals that are designed to promote cultural change. These includes Ethics Moments, Privacy Moments, Yammer posts, microlearning offerings and promotional infographics.
- Wider training or communications are designed to ensure maximum coverage of our E&C requirements. For example, a prospective employee must read and agree to comply with our Code and other E&C policies prior to receiving their offer of employment, and employees are asked to certify continued compliance with the Code annually. New employees in areas covered by the ongoing deployment of our Oracle People system, including key functional personnel, must complete online privacy training. All new employees receive the Data Protection Policy and a one page “Privacy at Wood” document which refers to our policies, worker privacy notices and other key data protection information.

Our E&C Training and Communication plan is supported by a strong tone from the Executive Leadership Team, our Ethics Responsible Officers, and individuals in other relevant functions. Wood also operates a global network of data protection ambassadors who provide varying levels of data protection support to our global employee base.

Our E&C training on page 41 of Wood’s Annual Report and Accounts 2020.
Tackling bribery and corruption

Our Code and Anti-Bribery and Corruption (ABAC) policy sets out our zero-tolerance approach to bribery and corruption, including our definition of bribery and corruption and a prohibition on facilitation payments. The ABAC policy is supplemented by our Conflict of Interest, Gifts & Hospitality and Commercial Intermediary policies and procedures.

As publicly disclosed by Wood, we have a number of ongoing investigations by the U.S. Department of Justice (DOJ) and Securities and Exchange Commission (SEC), the Serious Fraud Office (SFO) in England and in Brazil that are focused on bribery and corruption and the use of third parties in our legacy Amec Foster Wheeler business; we anticipate resolving these in Q2 2021. In addition, Wood recently entered a civil settlement with Scottish authorities in relation to bribery and corruption at a legacy joint venture in relation to the use of a third party in Kazakhstan.

The actions that led to these investigations are unacceptable and do not reflect the values of Wood, past or present, or of our people. Wood has used the investigations as a catalyst to further enhance our E& C programme via an ABAC Improvement Plan (our “ABAC IP”) which will see us develop and refine our ABAC programme over the next three years.

The ABAC IP will build on the steps already taken in this area. Recognising that relationships with certain third parties pose a greater corruption risk, Wood prohibits the use of sales agents (unless required by law) and has further developed our onboarding and monitoring procedures for third parties interacting with government officials (“Commercial Intermediaries”) on our behalf. Wood remains committed to reducing the number of Commercial Intermediaries we engage with and seeks to appoint Global Commercial Intermediaries wherever possible.
Unlocking innovation

Sustainable innovation holds the key to a cleaner, fairer and healthier world. Research suggests innovation positively impacts sustainability, with the pace of change accelerated by the sustainability agenda. Connecting environmental and social factors into smart design and operations has the power to help companies achieve greater, more sustainable economic performance as well as the opportunity to contribute to global sustainable development.

With our view on the power of partnership and drive to continually explore, unlock and deploy the latest innovations, we are enabling sustainable growth for Wood and helping our clients achieve their own sustainability goals. Through harnessing the passion, expertise and ingenuity of our people we continue to adapt the way we work and the solutions we make possible, to meet the challenges of tomorrow.

Listen to our thoughts on the power of partnership and its ability to transform the world we live in.

#PowerOfPartnership
Wood’s business structure follows the lifecycle of solutions where our consulting practice leverages our expertise in designing, planning and optimising facilities, asset or infrastructure through to our rich experience in building, operating and re-purposing. From concept to design and delivery, our digital and technology expertise is structured to develop improvements across the entire asset life cycle, exploring solutions for connected design, connected build and connected operations.

In the design stage, embracing technology and tackling design challenges that enhance performance can deliver efficiencies and reduce cost to deliver sustainable outcomes.

**Partnering on the development of Artificial Intelligence (AI) technology**

In 2020, Wood announced a partnership with National Energy Resources Australia (NERA) to develop and deliver a solution for the inspection of critical industrial equipment, particularly for subsea oil and gas infrastructure. The solution has the potential to revolutionise the way asset inspections are conducted in challenging and high-risk environments across a range of industries while also increasing the speed and accuracy of issue detection, response and resolution.

Enabling the efficient and safe operation of existing assets as the world transitions to a greener energy mix is just one of many ways Wood is aiding the energy transition. Applying our learnings across the services we provide, and the lifecycle of solutions means we continually understand and develop our use of technology to enable sustainable development.

Unlocking innovation

At the build-level, enhancements to project management and construction support capitalise on the efficiencies created at the design stage to deliver innovative solutions that enable sustainable development.

Mapping a sustainable future for paper and textile production

Through innovative design and engineering, Wood is helping deliver two of the most modern operating pulp mills of the 21st century. Helping to increase the production of a more sustainably derived product that meets the growing demand of the world’s largest paper and textile markets, our design and engineering expertise is enabling our client to continue to not only increase production, but also generating clean and renewable energy from forest biomass that is supplying energy to the mill, as well as contributing to the national electrical grid.

Advising the MAPA project, as it is known, a Spanish acronym for the modernization and extension of the ARAUCO Mill in Los Horcones, VIII Region of Chile, Wood is delivering the engineering for the Balance of Plant design, including the structural designs for all engineering, procurement and services (EPS). Performing all engineering and design in 3D to deliver a model that directly feeds into the construction work scope ensures a seamless integration between all phases of the project, including the ability for all project contractors to account for critical components. This approach enabled construction to begin within eight months of engineering design and drives effective management of the project schedule due for completion in late 2021. The project is anticipated to increase annual pulp production by an estimated 2.1 million tons, two times its existing capacity, and will see ARAUCO become the second largest producer of eucalyptus pulp in the world.

The MAPA project follows Wood’s involvement at ARAUCO’s Valdivia pulp mill located in the Los Ríos region of Chile. Delivering engineering for both the Balance of Plant design and the EPS packages for ARAUCO’s dissolving pulp project; a $185 million dollar investment by ARAUCO to upgrade the existing mill to manufacture dissolving pulp, an environmentally friendly alternative for the cotton and textile fibers. With an annual production capacity of 502,000 tons, the mill produced its first pulp bale successfully in June 2020.

Connected operate

Connected operations help leverage our outstanding automation knowledge. Control systems allow us to operate remotely, gathering and processing data, not just across assets, but across entire infrastructure, connected facilities and networked ecosystems. This allows us to predict and respond accordingly, optimising schedules through machine learning and monitoring equipment to maximise operations and prevent failure.

Partnering to deliver optimised Asset Performance Management Solutions (APM)

In 2020, Wood announced our partnership with the Aspen Technology, Inc. to offer our clients Aspen Mtell® asset performance management (APM) technology for predictive and prescriptive maintenance. This partnership enables global enterprises to improve the performance of their manufacturing and facility assets through a maintenance solution built upon industrial artificial intelligence and machine learning. Aspen Mtell analyzes historical and real-time operational and maintenance data to discover the precise failure signatures that precede asset degradation and breakdowns, predict future failures and prescribe detailed actions to mitigate problems.

Through valued partnerships such as this, we are helping to drive innovation across the industries we operate to enable optimised asset performance, monitoring, and control.

Case Study: Impact through partnership for the goals

Supported by a research grant from Lloyd’s Register Foundation, Wood is working with the Health & Safety Executive (HSE) UK on a five-year programme of work to explore new ways of accessing and using routine safety and health data to improve safety performance. The Discovering Safety programme (DSP) being led by the HSE (UK), places emphasis on leveraging novel data science, artificial intelligence and machine learning techniques in a health and safety context.

Providing advisory on phase 2 of the programme, Wood is helping to identify and model leading indicators for health and safety performance. Helping to advance our own understanding and use of predictive analytics in safety data analysis and performance, Wood’s work with the HSE (UK) seeks to deliver leading indicator technology that will have cross industry benefit in delivering safe, sustainable operations.

Supporting the Sustainable Development Goals (SDGs)

The SDGs supported in this section are shown below. For more information on the targets being addressed, see our SDG mapping index in our report index.
Sustainability on projects

Through the window of our work on projects, Wood’s contribution and commitment to sustainability is showcased through the work we choose, how we deliver our services and the impact of the solutions we create.

Following the project lifecycle from inception and design, to operate and decommissioning, we embed sustainable practice into every aspect of our business to ensure we deliver a sustainable approach to the evolving challenge sustainability presents. Playing our part in delivering a sustainable future, we leverage the power of partnership as we transition to a better world.

Applying our sustainability framework and continually embedding sustainability in all our policies and procedures, we remain focused on the topics most material to our business and the services we provide. Through our commitment to better understand the risks and opportunities associated with each unique project we undertake, we continue to evolve and strengthen our approach to sustainability and the value we deliver each time.

Supporting our strategic focus on energy transition and sustainable infrastructure development, we provide end to end services that help deliver a roadmap to decarbonisation and building sustainable infrastructure for resiliency that can adapt to the future, today. Wood’s SCORE methodology on decarbonisation and our Resilience Lens digital tool showcase the services we provide that deliver solutions across the project lifecycle in enabling sustainable development, in particular our focus on SDGs 7 and 11 on affordable and clean energy and sustainable cities and communities.

Learn more about Wood’s work towards building climate-smart cities by visiting woodplc.com/insights/infographics/building-climate-smart-cities
Sustainability framework

Transition to a better world.

Playing our part in delivering a sustainable future.

Early engagement and smart design

We recognise the importance of early engagement in delivering sustainable solutions to all our stakeholders. Taking time to fully understand the risks and opportunities of any project we undertake is vital to ensuring we deliver sustainable value across social, environmental and economic impacts. With our industry expertise and proven capability in the early assessment and planning of projects, we enable a smoother transition from design to the build and operation of solutions.

Sustainability framework

Building sustainability in projects

Social impact
• Health, safety & security
• Human rights
• Diversity & inclusion
• Community / stakeholder engagement & investment

Environmental impact
• Environmental management
• Carbon management
• Resource efficiency
• Biodiversity

Economic impact
• Supply chain
• Business conduct & ethics
• Anti-bribery & corruption
• Innovation

Case Study:

Impact through partnership for the goals

Through key strategic partnerships, we believe we can deliver scalable, sustainable solutions that support the 17 Sustainable Development Goals, advance the energy transition and help build resilience in cities and communities worldwide.

Wood has supported The Resilience Shift since 2017 with a range of sustainability and resilience projects across a number of sectors, including in 2019 the publication of an industry guide to enhancing resilience in the electric utilities sector. Entering a formal strategic partnership with The Resilience Shift to begin in 2021, under a multi-year partnership, Wood and The Resilience Shift aim to stimulate and profile the best and most pioneering work in resilience through a global annual showcase that will inspire those working within and for critical infrastructure systems to embed resiliency thinking and practice into their day-to-day work.

Wood has been a partner of Resilient Cities Network (and its predecessor organisation 100 Resilient Cities) since 2015, a global city-led non-profit organization that brings together knowledge, practice, partnerships, and funding to empower cities to build a safe, equitable, and sustainable future. Agreeing an extended two-year partnership in late 2020, our work with the Resilient Cities Network underscores the value of the public and private sectors coming together to shape impactful solutions.


Case Study: Enabling a better future for the Navajo Nation with clean and accessible water

The Navajo Nation is a Native American tribe with a reservation covering about 17,544,500 acres in northeastern Arizona, southeastern Utah, and northwestern New Mexico in the United States. This is the largest land area retained by an indigenous tribe in the United States with an estimated population of 200,000 people. Today, the Navajo Nation is striving to sustain a viable economy for an increasing population, but clean water simply isn’t available for a large portion – 30% to 40% of reservation households don’t have running water.

Wood has provided water and wastewater advisory and delivery for the Navajo Nation for more than 15 years, with several projects currently in transit. Work in 2020 included installing a fresh water supply well that both provided a reliable drinking water source to the local community and enabled a new health clinic that was awaiting a water source to open. Without a reliable drinking water source, this new clinic, and other health clinics cannot operate. With the future in mind, in 2020, the Navajo Nation awarded Wood with an $8M contract to design and provide construction observation for four wastewater treatment plants, protecting public health for an estimated 5,300 households, 37 schools, and 7 clinics and hospitals, preserving the quality of precious surface and groundwater resources in four of the largest Navajo communities.

Additional solutions delivered include the initial master planning on integrated water projects which sustainable water use plans were developed. These projects assessed community need and tapped into an array of funding from grants, as well as understanding legalities connected to water rights. This work, with wide stakeholder management, has been continual, always looking at the need, the potential impact and funding for the Navajo people. Wood continues to unlock water solutions that touch the full water lifecycle from source to tap and back again which enable a sustainable, resilient and livable future for the Navajo Nation.

Read more on this vital work to support the Navajo Nation at: woodplc.com/solutions/expertise/case-studies/enabling-a-better-future-for-the-navajo-nation-with-clean-and-accessible-water
Case Study: 
Teaming up to Improve water resilience

The diverse chain of islands that make up the Caribbean all have one challenge in common: climate change. Despite their small carbon footprints – in comparison to more developed countries – Caribbean island states are among the most vulnerable to the impacts of climate risk, including rising sea levels, extreme weather events and changing rainfall patterns.

The mounting pressure of climate change is threatening the sustainable development of many island nations that strongly depend on tourism for economic growth. Reliable access to a safe supply of water is critical to keeping the tourism sector alive – a cornerstone of Grenada’s economic resilience.

Stretching only 21 miles long, Grenada heavily depends on rainwater catchment and surface water for its freshwater supply. With recent predictions that rainfall in Grenada will continue to reduce, lowering to between 25 to 30% of current values by the end of the century, the need for a sustainable solution has never been greater. The demand for water is also expected to increase across many sectors – most notably tourism – further intensifying the strain on accessible water supplies across the island.

In alignment with the United Nations Sustainable Development Goals 6 and 13, the National Water and Sewerage Authority (NAWASA) in Grenada is taking action to strengthen their resilience to the threat of climate change and ensure the future availability of high-quality, clean drinking water.

Through funding provided by the United Nations Industrial Development Organization/Climate Change Technology Network programme, Wood has worked in partnership with NAWASA to pioneer an open-source geographical information system (GIS) capability with a specific focus on driving future monitoring and management of clean water resources across the island. Our local digital partner, GISCAD Limited, supported Wood in these efforts.

By improving data accessibility and information flows, the GIS structure and capacity building will enable NAWASA to target immediate leakage issues and provide reliable water supplies for residents and tourists alike. The outputs of the project will also advise NAWASA’s considerations on future infrastructure investment options, which fully align with the strategic objectives outlined in Grenada’s National Climate Change Adaptation Plan.

By improving data accessibility and information flows, the GIS structure and capacity building will enable NAWASA to target immediate leakage issues and provide reliable water supplies for residents and tourists alike. The outputs of the project will also advise NAWASA’s considerations on future infrastructure investment options, which fully align with the strategic objectives outlined in Grenada’s National Climate Change Adaptation Plan.

Read more on this project to support the island of Grenada at: woodplc.com/news/latest-news-articles/2021/environment-program-to-improve-water-resilience-in-grenada
Sustainability on projects

**Case Study: Bringing an electric vision to life**

Transport accounts for around one-fifth of global carbon dioxide (CO2) emissions. Transport demand is expected to grow across the world in the coming decades as the global population increases, incomes rise, and more people can afford cars, trains and flights.

Technological innovations can help offset this rise in demand and as the world shifts towards lower-carbon electricity sources, the rise of electric vehicles offers a viable option to reduce emissions from passenger vehicles. Advancements in technology, a more environmentally conscious public and cheaper running costs are bringing goals by governments for all new public and municipal vehicles to be powered by electricity within reach.

Alongside the growing demand for electric vehicles is the need for more charging locations and addressing ‘range anxiety,’ especially where suitable infrastructure is unavailable. Electric vehicles still tend to have shorter ranges than petrol or diesel vehicles, and charging takes longer than filling up with traditional fuels, from 30 minutes to up to 12 hours.

New forecasts estimate that if the UK government is to meet its target of cutting greenhouse gas emissions to ‘net zero’ by 2050, it will have to spend £240 billion installing an average of 4,000 electric vehicle charging points a day. With budget constraints, how can local councils make the best use of resources, available space and existing infrastructure, ensuring drivers have access to charging locations where they need them the most?

Partnering with the PTV Group with support from the Cambridgeshire County Council, beginning in 2019 and continuing in 2020, Wood carried out a pilot study to establish the optimal location for additional electric vehicle rapid charging points that provide the best return on investment and value to electric vehicle drivers by servicing the highest volume of trips.

Applying PTV’s VISUM traffic planning software to the Council’s existing Strategic Transport Model, a new specialist tool was unleashed, allowing the isolation of existing data for long-distance trips and maximising the number of trips serviced by a set of potential locations. Factoring assumptions for potential battery ranges and forecasts for electric vehicle uptake, the tool also rated possible locations for charging locations based not only on traffic volumes, but also the origin, destination and route of every passing car, and assessment of other charging stations along the route where people could recharge during longer trips.

A clear picture of options combined with our expert transportation planning insight determined that five strategically positioned charging point hubs would increase the number of trips covered by 130%, achieving maximum value and return and providing a solid foundation for future decisions.

By unlocking optimal electric vehicle charging locations, Wood innovations are providing practical outcomes supporting a transformative journey to net zero.

Read more on our work to support the electrification of transport at woodplc.com/solutions/expertise/case-studies/bringing-the-electric-vehicle-vision-to-life-in-cambridgeshire
Supporting the Sustainable Development Goals (SDGs)

The SDGs supported in this section are shown below. For more information on the targets being addressed, see our SDG mapping index in our report index.

Case Study: Bringing an electric vision to life

Wood and gas distribution network company SGN are working together on an important project to evaluate and deliver short, medium and long-term solutions for the cross-sectoral decarbonisation of the north east and east coast of Scotland. Complementing our ongoing work to support SGN with domestic heating networks, as highlighted in our previous sustainability report, this industry focused project seeks to support SGN in their commitment to reaching net-zero carbon emissions by 2045, providing heat and warmth to ¼ million people in homes and businesses across Scotland and southern England.

The North East Network & Industrial Cluster development project will deliver a comprehensive and practical roadmap that enables existing and future gas networks to help meet national net-zero 2045 decarbonisation targets, and the goal of providing 100% hydrogen from renewable sources.

The multi-disciplinary team from across Wood’s global business, including renewables, carbon capture, hydrogen production and pipeline distribution experts, are helping to investigate re-purposing and further developing SGN’s existing distribution gas networks on the east coast and central belt of Scotland as a viable alternative to natural gas, using hydrogen and carbon capture and storage (CCS) technologies. The feasibility of this will be investigated alongside a carbon collection network to sequester CO2 from difficult to decarbonise sectors and possible negative emissions.

This holistic technical assessment includes investigating the potential for other cross-sectoral uses for hydrogen such as road freight, rail, and maritime transport and, in the long term, aviation. The study is also assessing the feasibility of the development of an offshore hydrogen super grid linking offshore hydrogen production and potential storage locations with onshore industrial facilities in the UK, Germany, Netherlands, and Belgium.

Using existing and future gas networks to help meet net-zero targets

Existing Industrial Emitters
Existing Natural Gas Transmission Pipelines
Re-purposed SGN & New Hydrogen Pipelines
Existing Industrial Emitters
Future Green Hydrogen Pipelines
Offshore Green Hydrogen Production
Strategic Blue Hydrogen Production Locations
Potential Onshore Hydrogen Storage
Potential Offshore Hydrogen Storage
Hydrogen Transport Hubs

## 2020 Additional Data

Expanding upon the data reported through each section of this report, the additional data contained in this section aims to increase insight and transparency in our reporting in line with global standards of disclosure.

### People Data

Breakdown of early career full time equivalent (FTE) hires in 2020

<table>
<thead>
<tr>
<th>Country of employment</th>
<th>Apprentices</th>
<th>Graduates</th>
<th>Other</th>
<th>Total FTE Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>0</td>
<td>18</td>
<td>20</td>
<td>38</td>
</tr>
<tr>
<td>Azerbaijan</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Brunei Darussalam</td>
<td>0</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Canada</td>
<td>0</td>
<td>9</td>
<td>44</td>
<td>53</td>
</tr>
<tr>
<td>Chile</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Germany</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Ireland</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Italy</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>New Zealand</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Peru</td>
<td>0</td>
<td>1</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Singapore</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>South Africa</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>United Arab Emirates</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>5</td>
<td>33</td>
<td>11</td>
<td>49</td>
</tr>
<tr>
<td>United States</td>
<td>1</td>
<td>5</td>
<td>18</td>
<td>24</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>6</td>
<td>79</td>
<td>121</td>
<td>206</td>
</tr>
</tbody>
</table>

Overview of annual headcount movement by full time equivalent (FTE)

<table>
<thead>
<tr>
<th>Headcount Type</th>
<th>Employees</th>
<th>Contractors</th>
<th>Total FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opening Balance</strong></td>
<td>49,600</td>
<td>5,959</td>
<td>55,559</td>
</tr>
<tr>
<td><strong>Additions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New hires/Re-hired</td>
<td>9344</td>
<td>5377</td>
<td>14,721</td>
</tr>
<tr>
<td>Transfers/Corrections</td>
<td>17414</td>
<td>2760</td>
<td>20,174</td>
</tr>
<tr>
<td><strong>Deductions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voluntary Leavers</td>
<td>4158</td>
<td>1707</td>
<td>5,865</td>
</tr>
<tr>
<td>Involuntary Leavers</td>
<td>17290</td>
<td>6501</td>
<td>23,791</td>
</tr>
<tr>
<td>Death/Retirements</td>
<td>306</td>
<td>54</td>
<td>360</td>
</tr>
<tr>
<td>Transfers/Corrections</td>
<td>19927</td>
<td>1372</td>
<td>21,299</td>
</tr>
<tr>
<td><strong>Closing Balance</strong></td>
<td>34677</td>
<td>4,462</td>
<td>39,139</td>
</tr>
</tbody>
</table>
### Planet Data

#### Additional Data Explanation
- **Breakdown of emissions sources by Scope 1, 2 & 3 (tCO2e)**
- **Note:** Scope 2 emissions are stated as market based (MB). Location based emissions are stated on page 44 of Wood Annual Report and Accounts 2020.

#### Emissions source

<table>
<thead>
<tr>
<th>Source</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural gas</td>
<td>6,064</td>
<td>8,354</td>
</tr>
<tr>
<td>Onsite fuel</td>
<td>9,914</td>
<td>20,209</td>
</tr>
<tr>
<td>Company vehicle</td>
<td>70,048</td>
<td>49,521</td>
</tr>
<tr>
<td><strong>Scope 2 (MB)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased electricity</td>
<td>73,249</td>
<td>93,084</td>
</tr>
<tr>
<td>Steam</td>
<td>0</td>
<td>2,417</td>
</tr>
<tr>
<td><strong>Scope 3</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased Goods and Services</td>
<td>1,010,125</td>
<td>1,001,124</td>
</tr>
<tr>
<td>Capital Goods</td>
<td>421,442</td>
<td>425,323</td>
</tr>
<tr>
<td>Fuel-and-energy related activities</td>
<td>3,683</td>
<td>8,215</td>
</tr>
<tr>
<td>Upstream transportation and distribution</td>
<td>20,310</td>
<td>20,498</td>
</tr>
<tr>
<td>Waste generated in operations</td>
<td>59,124</td>
<td>0</td>
</tr>
<tr>
<td>Business travel</td>
<td>30,858</td>
<td>64,149</td>
</tr>
<tr>
<td>Employee commuting</td>
<td>683,861</td>
<td>200,844</td>
</tr>
<tr>
<td>Downstream leased assets</td>
<td>358,078</td>
<td>385,378</td>
</tr>
</tbody>
</table>

#### Intensity metric

<table>
<thead>
<tr>
<th>Metric</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>tCO2e (scope 1&amp;2, location based) /$100,000 revenue</td>
<td>2.14</td>
<td>1.82</td>
</tr>
<tr>
<td>tCO2e (scope 1&amp;2, market based) /$100,000 revenue</td>
<td>2.11</td>
<td>1.76</td>
</tr>
<tr>
<td>MWh per $100,000 revenue</td>
<td>53.96</td>
<td>58.9</td>
</tr>
<tr>
<td>MWh per Full Time Equivalent (FTE)</td>
<td>10.46</td>
<td>10.49</td>
</tr>
</tbody>
</table>

#### Energy Fuel Source

<table>
<thead>
<tr>
<th>Fuel source</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel</td>
<td>73,398</td>
<td>51,736</td>
</tr>
<tr>
<td>Biogasoline</td>
<td>470</td>
<td>487,011</td>
</tr>
<tr>
<td>Motor gasoline</td>
<td>133,571</td>
<td>198,228</td>
</tr>
<tr>
<td>Liquefied Petroleum Gas (LPG)</td>
<td>54</td>
<td>1,414</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>32,844</td>
<td>43,745</td>
</tr>
<tr>
<td>Propane Gas</td>
<td>177</td>
<td>402,81</td>
</tr>
<tr>
<td>Purchased electricity (from renewable sources)</td>
<td>9,443.06</td>
<td>23,480</td>
</tr>
<tr>
<td>Purchased electricity (from non-renewable sources)</td>
<td>158,201</td>
<td>263,279</td>
</tr>
</tbody>
</table>

#### Environmental incidents by severity rating

<table>
<thead>
<tr>
<th>Severity</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>69</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Medium</td>
<td>2</td>
<td>1</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>High</td>
<td>0</td>
<td>0</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

#### Environmental incident frequency rate

<table>
<thead>
<tr>
<th>Environmental incident frequency rate</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental incidents/ 200,000 man hours</td>
<td>0.10</td>
<td>0.14</td>
<td>0.20</td>
<td>0.29</td>
</tr>
</tbody>
</table>
Wood supports the principles of the TCFD recommended disclosures through the information we publish in our Annual Report and Accounts, Sustainability Report and voluntary CDP Climate Change reporting. The below index is intended to guide our stakeholders to where we disclose information against each of the recommendations, where this is held in the public domain.

**Task Force on Climate Related Financial Disclosures (TCFD)**

<table>
<thead>
<tr>
<th>TCFD recommended disclosures</th>
<th>Where to find more information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance Disclose the organization’s governance around climate-related issues and opportunities.</td>
<td>CDP (sections C1.1b, C2), SR (pg 72-73), AR (pg 58-64)</td>
</tr>
<tr>
<td>a) Describe the board’s oversight of climate-related risks and opportunities.</td>
<td>CDP (sections C1.1b, C2), SR (pg 72-73), AR (pg 58-64)</td>
</tr>
<tr>
<td>b) Describe the management’s role in assessing and managing climate-related risks and opportunities.</td>
<td>CDP (sections C1.2, C1.2a, C2), SR (pg 72-73), AR (pg 58-64)</td>
</tr>
<tr>
<td>Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s business, strategy and financial planning where such information is material.</td>
<td></td>
</tr>
<tr>
<td>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</td>
<td>CDP (section C2.1, C2.1a)</td>
</tr>
<tr>
<td>b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.</td>
<td>CDP (section C2, C2.1b, C3, C3.3, C3.4), SR (pg 72-78, pg 84-88), AR (pg 58-64)</td>
</tr>
<tr>
<td>c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</td>
<td>CDP (section C3.2, C3.2a, C3.4, C4), SR (pg 72-78, pg 86-88), AR (pg 15, pg 43-47, pg 58-64)</td>
</tr>
<tr>
<td>Risk management Disclose how the organization identifies, assesses and manages climate-related risks.</td>
<td></td>
</tr>
<tr>
<td>a) Describe the organization’s processes for identifying and assessing climate-related risks</td>
<td>CDP (section C2, C2.2), SR (pg 72-73), AR (pg 58-64)</td>
</tr>
<tr>
<td>b) Describe the organization’s processes for managing climate-related risks.</td>
<td>CDP (section C2, C2.2), SR (pg 72-73), AR (pg 58-64)</td>
</tr>
<tr>
<td>c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.</td>
<td>CDP (section C2, C2.2), SR (pg 72-73), AR (pg 58-64)</td>
</tr>
<tr>
<td>Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</td>
<td></td>
</tr>
<tr>
<td>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</td>
<td>CDP (section C1.3a, C4.5a, C9.1), SR (pg 72-78), AR (pg 15, pg 43-46)</td>
</tr>
<tr>
<td>b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.</td>
<td>CDP (section C2.3a, C5.1, C6.1, C6.2, C6.3, C6.5, C6.10, C7.1, C7.5), SR (pg 74-78), AR (pg 18, pg 43-46)</td>
</tr>
<tr>
<td>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</td>
<td>CDP (section C4.1, C4.1a, C7.9, C7.9a), SR (pg 74-79), AR (pg 18, pg 43-47)</td>
</tr>
</tbody>
</table>

SR: Sustainability Report  
AR: 2020 Annual Report and Accounts  
CDP: CDP Climate Change
SDG mapping

We aim to demonstrate our contribution to the UN Sustainable Development Goals (SDGs), through the services we provide, the work we choose and how we deliver. Reference to our impact on all 17 SDGs is woven throughout the relevant sections of this report, as indicated by this SDG mapping index.

<table>
<thead>
<tr>
<th>SDG</th>
<th>Sectional reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 No Poverty</td>
<td>SR (pg 58-63), AR (pg 54-57)</td>
</tr>
<tr>
<td>1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</td>
<td>SR (pg 58-63), AR (pg 54-57)</td>
</tr>
<tr>
<td>1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</td>
<td>SR (pg 58-63, pg 100-101), AR (pg 54-57)</td>
</tr>
<tr>
<td>2 Zero Hunger</td>
<td>SR (pg 58-63), AR (pg 54-57)</td>
</tr>
<tr>
<td>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</td>
<td>SR (pg 58-63), AR (pg 54-57)</td>
</tr>
<tr>
<td>3 Good Health and Well-Being</td>
<td>SR (pg 52-53, pg 58-63), AR (pg 50, pg 54-57)</td>
</tr>
<tr>
<td>3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</td>
<td>SR (pg 66-69, pg 77, pg 80-81, pg 100-101), AR (pg 42-43)</td>
</tr>
<tr>
<td>3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination</td>
<td>SR (pg 52-53, pg 58-63), AR (pg 50, pg 54-57)</td>
</tr>
<tr>
<td>4 Quality Education</td>
<td>SR (pg 42, pg 45, pg 62-63), AR (pg 56-57)</td>
</tr>
<tr>
<td>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</td>
<td>SR (pg 30-45, pg 62-63), AR (pg 56-57)</td>
</tr>
<tr>
<td>5 Gender Equality</td>
<td>SR (pg 30-45, pg 62-63), AR (pg 56-57)</td>
</tr>
<tr>
<td>5.1 End all forms of discrimination against all women and girls everywhere</td>
<td>SR (pg 30-45, pg 62-63), AR (pg 56-57)</td>
</tr>
<tr>
<td>5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate</td>
<td>SR (pg 30-39)</td>
</tr>
<tr>
<td>5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</td>
<td>SR (pg 13, pg 30-45, pg 62-63), AR (pg 52-53)</td>
</tr>
<tr>
<td>6 Clean Water and Sanitation</td>
<td>SR (pg 56, pg 63, pg 80, pg 10-101), AR (pg 42, pg 57)</td>
</tr>
<tr>
<td>6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</td>
<td>SR (pg 76, pg 79, pg 94-97), AR (pg 45), CDP (section C6)</td>
</tr>
<tr>
<td>7 Affordable and Clean Energy</td>
<td>SR (pg 76-77, pg 94-97, pg 102-103), AR (pg 45)</td>
</tr>
<tr>
<td>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</td>
<td>SR (pg 76-77, pg 94-97, pg 102-103), AR (pg 45), CDP (section C12)</td>
</tr>
</tbody>
</table>

SR: Sustainability Report
AR: 2020 Annual Report and Accounts
CDP: CDP Climate Change
## SDG mapping (continued)

<table>
<thead>
<tr>
<th>SDG</th>
<th>Sectional reference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8 Decent Work and Economic Growth</strong></td>
<td></td>
</tr>
<tr>
<td>8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</td>
<td>SR (pg 13, pg 26-29, pg 90-93), AR (pg 40-41, pg 52)</td>
</tr>
<tr>
<td>8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</td>
<td>SR (pg 13, pg 26-29, pg 46-57, pg 90-93), AR (pg 34-41, pg 48-53)</td>
</tr>
<tr>
<td>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</td>
<td>SR (pg 13, pg 30-45, pg 88-93), AR (pg 48-53)</td>
</tr>
<tr>
<td>8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training</td>
<td>SR (pg 13, pg 40-45, pg 62-63), AR (pg 48-53, pg 56-57)</td>
</tr>
<tr>
<td><strong>9 Industry, Innovation and Infrastructure</strong></td>
<td></td>
</tr>
<tr>
<td>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending</td>
<td>SR (pg 77-78, pg 94-97, pg 98-103), AR (pg 74, pg 145), CDP (Sections C3.3 and C12)</td>
</tr>
<tr>
<td>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</td>
<td>SR (pg 77-78, pg 94-97, pg 98-103), AR (pg 6-12, pg 18, pg 46-47), CDP (Sections C3.3 and C12)</td>
</tr>
<tr>
<td><strong>10 Reduced Inequalities</strong></td>
<td></td>
</tr>
<tr>
<td>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</td>
<td>SR (pg 30-45, pg 58-63, pg 98-100), AR (pg 48-53, pg 56)</td>
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<tr>
<td>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</td>
<td>SR (pg 30-45, pg 58-63, pg 90-93), AR (pg 40-41, pg 48-53)</td>
</tr>
<tr>
<td><strong>11 Sustainable Cities and Communities</strong></td>
<td></td>
</tr>
<tr>
<td>11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</td>
<td>SR (pg 13, pg 77, pg 86-87, pg 102), AR (pg 07)</td>
</tr>
<tr>
<td>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management</td>
<td>SR (pg 66-69, pg 76-81)</td>
</tr>
<tr>
<td>11.5 By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels</td>
<td>SR (pg 13, pg 76-81, pg 86-87, pg 94-97, pg 99-103), AR (pg 06-07, pg 43-57)</td>
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</table>

**SR:** Sustainability Report  
**AR:** 2020 Annual Report and Accounts  
**CDP:** CDP Climate Change
### SDG mapping (continued)

<table>
<thead>
<tr>
<th>SDG</th>
<th>Sectional reference</th>
</tr>
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<tbody>
<tr>
<td><strong>12 Responsible Production and Consumption</strong></td>
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</tr>
<tr>
<td>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</td>
<td>SR (pg 66-69, pg 80)</td>
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<tr>
<td>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</td>
<td>SR (pg 66-69, pg 79-81)</td>
</tr>
<tr>
<td>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</td>
<td>SR (pg 10-11, pg 13, pg 66-71)</td>
</tr>
<tr>
<td><strong>13 Climate Action</strong></td>
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<tr>
<td>13.2 Integrate climate change measures into national policies, strategies and planning</td>
<td>SR (pg 13, pg 56, pg 72-81, pg 86-87, pg 98-103), AR (pg 04-15, pg 18, pg 42-47), CDP (sections C3, C11)</td>
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<tr>
<td>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</td>
<td>SR (pg 13, pg 56, pg 72-81, pg 86-87, pg 98-103), AR (pg 04-15, pg 18, pg 42-47), CDP (sections C3, C11)</td>
</tr>
<tr>
<td>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</td>
<td>SR (pg 13, pg 56, pg 70-81, pg 86-87, pg 94-97, pg 98-103), AR (pg 04-15, pg 18, pg 42-47), CDP (sections C3, C11)</td>
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<tr>
<td><strong>14 Life Below Water</strong></td>
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<tr>
<td>14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution</td>
<td>SR (pg 13, pg 71, pg 80), AR (pg 18, pg 43)</td>
</tr>
<tr>
<td>14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans</td>
<td>SR (pg 77, pg 81)</td>
</tr>
<tr>
<td><strong>15 Life On Land</strong></td>
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</tr>
<tr>
<td>15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</td>
<td>SR (pg 63, pg 81)</td>
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<tr>
<td><strong>16 Peace, Justice and Strong Institutions</strong></td>
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<tr>
<td>16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children</td>
<td>SR (pg 26-29, pg 90-93), AR (pg 40-41, pg 52-53)</td>
</tr>
<tr>
<td>16.5 Substantially reduce corruption and bribery in all their forms</td>
<td>SR (pg 26-29, pg 90-93), AR (pg 40-41)</td>
</tr>
<tr>
<td>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</td>
<td>SR (pg 26-39, pg 90-93), AR (pg 40-41, pg 52-53)</td>
</tr>
<tr>
<td>16.b Promote and enforce non-discriminatory laws and policies for sustainable development</td>
<td>SR (pg 26-39, pg 90-93), AR (pg 40-41, pg 52-53)</td>
</tr>
<tr>
<td><strong>17 Partnerships For The Goals</strong></td>
<td></td>
</tr>
<tr>
<td>17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology</td>
<td>SR (pg 48, pg 94-99), AR (pg 04-05)</td>
</tr>
<tr>
<td>17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries</td>
<td>SR (pg 13-15, pg 29, pg 38, pg 45, pg 48, pg 61, pg 63, pg 75, pg 77, pg 81, pg 88, pg 97, pg 99-103), AR (pg 09-12, pg 18)</td>
</tr>
</tbody>
</table>

SR: Sustainability Report  
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# GRI standards content index

The content shown throughout this report has been compiled using the Global Reporting Initiative (GRI) Sustainability Reporting Standards (Core option) as a guide towards sustainability reporting and disclosure. Mapping our progress against the GRI standards, this index is intended to provide transparency on our programme evolution and will act as our reference towards future disclosure and reporting goals. To this effect, a partial or full response is indicted against each disclosure reference to provide oversight and direction for future reporting.

Beyond our material topics, where information has been available we have included additional disclosure reference. Source information can be found in the reference column, where in some instances a direct response has been included.

## GRI 101: Foundation

<table>
<thead>
<tr>
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<th>Reference</th>
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<td>1.1</td>
<td>Stakeholder inclusiveness</td>
<td>AR (pg 08-15), SR (pg 10-23)</td>
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<td>1.2</td>
<td>Sustainability context</td>
<td>AR (pg 18, pg 34-57), SR (pg 10-23)</td>
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<td>1.3</td>
<td>Materiality</td>
<td>SR (pg 16-19)</td>
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<td>1.4</td>
<td>Completeness</td>
<td>SR (pg 10-23)</td>
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<td>Accuracy</td>
<td>SR: (pg 02) and Throughout</td>
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<td>1.6</td>
<td>Balance</td>
<td>SR: Throughout</td>
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<td>1.7</td>
<td>Clarity</td>
<td>SR: Throughout</td>
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<td>1.8</td>
<td>Comparability</td>
<td>SR: Throughout</td>
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<td>1.9</td>
<td>Reliability</td>
<td>SR: (pg 02) and Throughout</td>
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<tr>
<td>1.10</td>
<td>Timeliness</td>
<td>Calendar year reporting. Report published on 25th August</td>
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## GRI 102: General Disclosures

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<tr>
<td>102-1</td>
<td>Name of organisation</td>
<td>John Wood Group PLC - Trading as Wood</td>
<td>●</td>
<td>●</td>
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<tr>
<td>102-2</td>
<td>Activities, brands, products and services</td>
<td>SR (pg 06-09)</td>
<td>●</td>
<td>●</td>
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<tr>
<td>102-3</td>
<td>Location of headquarters</td>
<td>Aberdeen, United Kingdom</td>
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<td>●</td>
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<tr>
<td>102-4</td>
<td>Location of operations</td>
<td>SR (pg 06-07), AR (pg 194-206)</td>
<td>●</td>
<td>●</td>
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<tr>
<td>102-5</td>
<td>Ownership and legal form</td>
<td>AR (pg 196-206)</td>
<td>●</td>
<td>●</td>
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<tr>
<td>102-6</td>
<td>Markets served</td>
<td>SR (pg 06-09), AR (pg 02-05)</td>
<td>●</td>
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<tr>
<td>102-7</td>
<td>Scale of the organisation</td>
<td>SR (pg 06-09, 104), AR (pg 02-05)</td>
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<td>102-8</td>
<td>Information on employee and other workers</td>
<td>SR (pg 104)</td>
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<td>●</td>
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<td>102-9</td>
<td>Supply Chain</td>
<td>SR (pg 28, 50, 89, 90, 99), AR (pg 10, 34-57, 69)</td>
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<tr>
<td>102-10</td>
<td>Significant changes to the organisation and it’s supply chain</td>
<td>No significant changes</td>
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<td>102-11</td>
<td>Precautionary principle or approach</td>
<td>SR (pg 64-72, 90-97)</td>
<td>●</td>
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<tr>
<td>102-12</td>
<td>External initiatives</td>
<td>Wood does not currently hold a group wide listing of external initiatives, other than those referenced throughout this report</td>
<td>●</td>
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<tr>
<td>102-13</td>
<td>Membership of associations</td>
<td>Wood does not currently hold a group wide listing of association memberships, other than those referenced throughout this report or CDP Climate Change Report available at: woodplc.com/company/sustainability</td>
<td>●</td>
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<tr>
<td>102-14</td>
<td>Statement from senior decision-maker</td>
<td>SR (pg 04-05)</td>
<td>●</td>
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<tr>
<td>102-15</td>
<td>Values, principles, standards, and norms of behavior</td>
<td>SR (pg 08-09, 20-23, 30-39, 90-93)</td>
<td>●</td>
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<tr>
<td>102-16</td>
<td>Governance structure</td>
<td>SR (pg 20-23), AR (pg 65-120)</td>
<td>●</td>
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<tr>
<td>102-40</td>
<td>List of stakeholder groups</td>
<td>SR (pg 10-11, 22), AR (pg 08-15)</td>
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<td>102-41</td>
<td>Collective bargaining agreements</td>
<td>Wood does not currently have the ability to report on collective bargaining globally</td>
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<tr>
<td>102-42</td>
<td>Identifying and selecting stakeholders</td>
<td>SR (pg 10-11, 16-19, 22), AR (pg 08-15)</td>
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<tr>
<td>102-43</td>
<td>Approach to stakeholder engagement</td>
<td>SR (pg 10-11, 16-19, 22), AR (pg 08-15)</td>
<td>●</td>
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<tr>
<td>102-44</td>
<td>Key topics and concerns raised</td>
<td>SR (pg 16-19), AR (pg 08-15, 58-64)</td>
<td>●</td>
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<tr>
<td>102-45</td>
<td>Entities included in the consolidated financial statements</td>
<td>AR (pg 196-206)</td>
<td>●</td>
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<tr>
<td>102-46</td>
<td>Defining report content and topic Boundaries</td>
<td>SR (pg 02-03, 10-19)</td>
<td>●</td>
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<tr>
<td>102-47</td>
<td>List of material topics</td>
<td>SR (pg 16-19)</td>
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<tr>
<td>102-48</td>
<td>Restatements of information</td>
<td>SR: Throughout, where applicable</td>
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<td>102-49</td>
<td>Changes in reporting</td>
<td>SR (pg 02, 16-19 )</td>
<td>●</td>
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<td>102-50</td>
<td>Reporting period</td>
<td>1 January – 31 December 2020</td>
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<td>102-51</td>
<td>Date of most recent report</td>
<td>25 August 2020</td>
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<td>102-52</td>
<td>Reporting cycle</td>
<td>Annual</td>
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<td>102-53</td>
<td>Contact point for questions regarding the report</td>
<td>woodplc.com/contact-us</td>
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<td>102-54</td>
<td>Claims of reporting in accordance with the GRI Standards</td>
<td>SR (pg 02-23)</td>
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<td>102-55</td>
<td>GRI content index</td>
<td>SR ( pg 110-113)</td>
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<td>102-56</td>
<td>External assurance</td>
<td>SR (pg 02), external assurance is not currently conducted</td>
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### GRI 201: Economic performance

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<th>Indicator</th>
<th>Description</th>
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<td>SR (pg 06-07, pg 30-45, pg 84-89), AR (pg 16-18)</td>
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<tr>
<td>201-1</td>
<td>Direct economic value generated and distributed</td>
<td>SR (pg 06-07, pg 88-89)</td>
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<tr>
<td>201-2</td>
<td>Financial implications and other risks and opportunities due to climate change</td>
<td>SR (pg 72-81, pg 98-103, pg 104), AR (pg 08-15, pg 58-64), CDP (section C2)</td>
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<tr>
<td>201-3</td>
<td>Defined benefit plan obligations and other retirement plans</td>
<td>SR (pg 33, 43-44), AR (pg 08-12, 28-32, 101-105)</td>
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<tr>
<td>201-4</td>
<td>Financial assistance received from government</td>
<td>AR (pg 13, 107, 137, 145)</td>
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### GRI 202: Market presence

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### GRI 203: Indirect economic impacts

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<td>SR (pg 10-15, 58-63, 88-89, 98-103)</td>
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### GRI 204: Procurement practices

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<td>SR (pg 22-23, 28-29, 88-89), AR (pg 18, 37, 40, 52)</td>
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<tr>
<td>204-1</td>
<td>Proportion of spending on local suppliers</td>
<td>SR (pg 88-89)</td>
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### GRI 205: Anti-corruption

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<td>Management approach disclosures</td>
<td>Code of conduct available at woodplc.com/ethics, SR (pg 90-93), AR (pg 40-41)</td>
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<td>205-1</td>
<td>Operations assessed for risks related to corruption</td>
<td>Code of conduct available at woodplc.com/ethics, SR (pg 90-93), AR (pg 40-41)</td>
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<td>205-2</td>
<td>Communication and training about anti-corruption policies and procedures</td>
<td>Code of conduct available at woodplc.com/ethics, SR (pg 90-93), AR (pg 40-41)</td>
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<td>205-3</td>
<td>Confirmed incidents of corruption and actions taken</td>
<td>Code of conduct available at woodplc.com/ethics, SR (pg 90-93), AR (pg 40-41)</td>
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### GRI 206: Anti-competitive behavior

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<td>Management approach disclosures</td>
<td>Code of conduct (pg 25) available at woodplc.com/ethics</td>
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### GRI 207: Tax

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<td>1.1</td>
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<td>TS (pg 1-2) - woodplc.com/taxstrategy, AR (pg 65-120), SR (pg 89), Code of conduct available at woodplc.com/ethics</td>
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<td>207-1</td>
<td>Approach to tax</td>
<td>TS (pg 1-2) - woodplc.com/taxstrategy, AR (pg 65-120), SR (pg 89), Code of conduct available at woodplc.com/ethics</td>
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<td>207-2</td>
<td>Tax governance, control, and risk management</td>
<td>TS (pg 1-2) - woodplc.com/taxstrategy, AR (pg 65-120), SR (pg 89), Code of conduct available at woodplc.com/ethics</td>
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<td>207-3</td>
<td>Stakeholder engagement and management of concerns related to tax</td>
<td>AR (pg 8-15, 92-95, T54), SR (pg 10-11, pg 22-23)</td>
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### GRI 302: Energy

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<td>103-1</td>
<td>Explanation and reporting boundary</td>
<td>SR (pg 74-75, 79), AR (42-47)</td>
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<td>103-2</td>
<td>Management approach and components</td>
<td>SR (pg 74-75, 79), AR (42-47)</td>
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<td>302-1</td>
<td>Energy consumption within the organization</td>
<td>SR (pg 74-75, 79, 104), AR (42-47), CDP (sections C8, C9)</td>
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<td>302-2</td>
<td>Energy intensity</td>
<td>SR (pg 74-75, 79, 104), AR (42-47), CDP (sections C8, C9)</td>
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<td>302-3</td>
<td>Reduction of energy consumption</td>
<td>SR (pg 74-75, 79, 104), AR (42-47), CDP (sections C4, C8, C9)</td>
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### GRI 303: Water and Effluents

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### GRI 304: Biodiversity

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### GRI 305: Emissions

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<td>SR (pg 74-81), AR (pg 42-47), CDP (sections C4, C5, C6, C7)</td>
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<td>105-1</td>
<td>Direct (Scope 1) GHG emissions</td>
<td>SR (pg 74-81, 104), AR (42-47), CDP (sections C4, C5, C6, C7)</td>
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<td>105-2</td>
<td>Energy indirect (Scope 2) GHG emissions</td>
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<td>105-3</td>
<td>Other indirect (Scope 3) GHG emissions</td>
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<td>105-4</td>
<td>GHG emissions intensity</td>
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<td>Reduction of GHG emissions</td>
<td>SR (pg 74-81, 104), AR (42-47), CDP (sections C4, C5, C6, C7)</td>
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### GRI 307: Environmental Compliance

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### GRI 401: Employment

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<td>401-2</td>
<td>Benefits provided to full-time employees that are not provided to temporary or part-time employees</td>
<td>AR (pg 101-105)</td>
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<td>Occupational health and safety management system</td>
<td>SR (pg 66-71), AR (pg 42-47)</td>
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<td>403-2</td>
<td>Hazard identification, risk assessment, and incident investigation</td>
<td>SR (pg 46-57), AR (pg 34-39)</td>
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<td>403-3</td>
<td>Occupational health services</td>
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<td>403-4</td>
<td>Worker participation, consultation, and communication on occupational health and safety</td>
<td>SR (pg 44, pg 46-57), AR (pg 34-39)</td>
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<td>403-5</td>
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<td>403-6</td>
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<td>SR (pg 44, 46-57), AR (pg 34-39)</td>
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<td>403-8</td>
<td>Workers covered by an occupational health and safety management system</td>
<td>SR (pg 44, 46-57), AR (pg 34-39)</td>
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<td>Work-related injuries</td>
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<td>403-10</td>
<td>Work-related ill health</td>
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### GRI 404: Training and Education

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<td>SR (pg 30-45), AR (pg 48-53)</td>
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<td>404-2</td>
<td>Programs for upgrading employee skills and transition assistance programs</td>
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### GRI 405: Diversity and Equal Opportunity

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<td>SR (pg 30-45), AR (pg 18, 48-53)</td>
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<td>405-1</td>
<td>Diversity of governance bodies and employees</td>
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<td>405-2</td>
<td>Ratio of basic salary and remuneration of women to men</td>
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### GRI 406: Non-discrimination

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<td>GRI 409: Forced or Compulsory Labor</td>
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<td>SR (pg 26-45, 90-93), AR (pg 18, 40-41, 48-43)</td>
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<td>409-1</td>
<td>Operations and suppliers at significant risk for incidents of forced or compulsory labor</td>
<td>SR (pg 26-29, 90-93)</td>
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<td>GRI 410: Security Practices</td>
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<td>GRI 411: Rights of Indigenous Peoples</td>
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<td>GRI 412: Human Rights Assessment</td>
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<td>SR (pg 10-13, 58-63, pg 88-89)</td>
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<td>419-1</td>
<td>Non-compliance with laws and regulations in the social and economic area</td>
<td>SR (pg 90-93), AR (pg 40-41)</td>
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