

John Wood Group PLC

Sustainability Report 2020

Creating a sustainable future for
energy and the built environment.



Committed to sustainable development.

Serving as our annual communication on progress (COP), this report provides an overview of Wood's approach to sustainability; our strategy, challenges and progress made throughout 2019.

Scope of the report

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 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.

Approach

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 and our contribution towards the 17 UN Sustainable Development Goals (SDGs). As we evolve and embed our strategy, we will work towards external verification of the report. At present, the majority of content reported in this report is already subject to third party review. We recognise the importance of future independent validation.



To view the report online visit:
woodplc.com/sustainability

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Creating a better tomorrow

Our vision of a better tomorrow is born from the opportunity sustainability presents today.



Wood's commitment to sustainability is at the heart of everything we do, grounded in our values and inspired by our passion for creating sustainable value for our people, our clients, investors and the communities where we live and work.

As the world rapidly transitions to cleaner, more resilient, sustainable way of living, we recognise the world's most critical challenges as our own.

That's why we are committed to delivering sustainable development through the work we do, the solutions and opportunities we create for our clients. As one of the world's leading engineering and consultancy companies operating in energy and the built environment today, we are uniquely placed to help achieve the energy transition and the drive towards sustainable infrastructure.

Our sustainability strategy centres around the internationally recognised 'triple bottom line' approach; focused on our social, environmental and economic impact. We refer to this as people, planet and profit, ensuring our framework allows a broader perspective towards delivering greater business value.

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.



Our year in focus

In 2019 safety continued to be one of our key focuses. I'm proud to report our safety performance continue to improve, with our global teams achieving an 18% reduction in our all injury frequency and a 50% reduction in working at height incidents as part of our strategic focus on high potential incidents and the success of our safety staircase focusing on Wood's critical safety risk areas.

Our efforts to reduce complexity in our business, saw 70% of our employees moving to harmonised terms and conditions, a 60% reduction in our number of legal entities, that has helped remove internal barriers to collaboration and upgrading the IT platform of over a third of our workforce, as part of upgrading our company wide IT infrastructure.

Reducing our impact

Announcing our own ambition to reduce our global carbon scope 1 & 2 emissions by 40% by 2030 is only the beginning for Wood, coupled with our potential to create much greater impact through the work we deliver to our customers in our collective goal to reduce global carbon emissions.

Sustainable innovation and technology will be a key driver over the short to medium term in enabling the energy transition and delivering the sustainable development agenda; prioritised as one of Wood's top material aspects, we recognise the need to be future ready and able to adapt to the changing world around us, combining our passion for unlocking innovation with enabling technology that will support sustainable development.

Our ambition to reduce our global carbon scope 1 & 2 emissions by 40% by 2030 is only the beginning for Wood.

Partnership for the goals

As a member of the United Nations Global Compact, we are committed to making the UN Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals. Through key partnerships and industry wide collaboration, we believe we can deliver scalable, sustainable solutions that supports the 17 Sustainable Development Goals, build global resilience and improve lives.

Committed to sustainability

Our commitment is that Wood is a place where people are treated fairly, respected, connected and cared for; from how we recruit, to the employee networks we create, and our industry partnerships, we believe we are stronger together and recognise, encourage and celebrate the unique contribution each individual brings to Team Wood. As we move into 2020, sustainability will remain at the heart of Wood. As we continue to evolve our strategy, we aim to set our selves targets that will continue to challenge our business, our people and our customers to do better, to create a better tomorrow.

Robin Watson
Chief Executive

Global leader in consulting, projects and operations solutions in energy and the built environment.

Our consultancy offering provides innovative solutions needed to solve our clients' biggest challenges. Our value-added projects and operations offerings help unlock and de-risk client projects, increase production, improve efficiency, reduce costs and extend asset life. All data presented below is from Wood's 2019 annual report and accounts.

60+
countries

400+
offices

160+
year history

c\$10_{bn}
revenue

55,000+
employees

Our solutions defined operating model

We have an optimised operating model that is solution sdefined. We deliver three principal services:

- Consulting
- Projects
- Operations

Across two broad end markets:

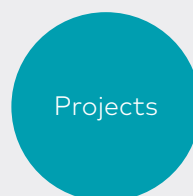
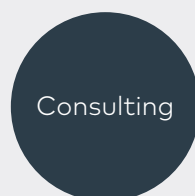
- Energy
- Built environment

We believe this solutions defined operating model is highly efficient, aligns to our clients' requirements and provides significant opportunities for pull-through 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**.

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

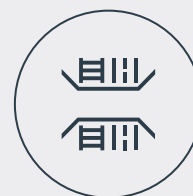
Three service lines:



Two end markets:

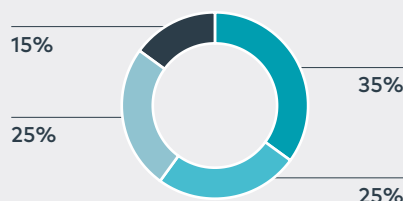


Energy



Built environment

End market breakdown:



Energy: c85%

- Upstream/midstream c35%
- Downstream & chemicals c25%
- Other energy c25%

Built environment: c15%

Find out more about our markets at:
woodplc.com/sectors

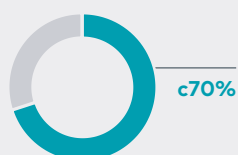
Our organisational structure

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).

Revenue:

\$7.0 bn



Key services:

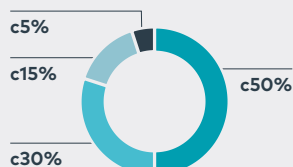
Projects

Project management & delivery
Engineering design
Construction

Operations

Asset optimisation
Modifications
Maintenance

End market breakdown:



Energy: c95%

- Upstream/midstream c50%
- Downstream & chemicals c30%
- Other energy c15%

Built environment: c5%

ASA

Revenue

\$3.9 bn

Service breakdown



● Projects ● Operations

ASEAAA

Revenue

\$3.1 bn

Service breakdown

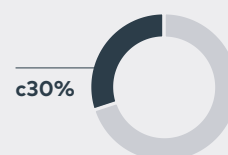


Technical Consulting Solutions (TCS)

Providing the innovative thinking and delivery excellence needed to maximise value at every stage of the asset life cycle. In Q4 2019 our Specialist Technical Solutions (STS) and Environment & Infrastructure Solutions (E&IS) business units were combined to create TCS.

Revenue:

\$2.8 bn

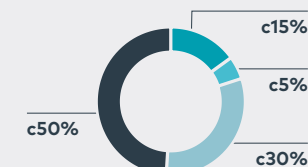


Key services:

Consulting

Specialist engineering
Infrastructure development
Environmental consulting

End market breakdown:



Energy: c50%

- Upstream/midstream c15%
- Downstream & chemicals c5%
- Other energy c30%

Built environment: c50%

TCS

Revenue

\$2.8 bn

Service breakdown



● Consulting

We create value by delivering differentiated consulting, projects and operations solutions throughout the asset life cycle in energy and the built environment.

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

Inputs

Performance driven and innovative solutions

Talented, flexible and motivated workforce

 See pages 30-47


Operating structure optimised for sustainability, cross-service line opportunities and future growth

 See pages 96-103


Efficient capital structure and allocation

Flexible commercial model with a balanced risk appetite

Robust risk governance and operations assurance policies and processes

 See pages 20-23

Sustainability strategy aligned with UN goals

 See pages 14-15

Our strategy is to create a premium, differentiated, higher margin consulting, projects and operations solutions business

Four primary trends shape our markets and drive our strategy. Our capabilities are levered to structural growth in energy transition and sustainable infrastructure and aligned to the increasing role of digital & technology and the requirement to develop the necessary future skills.



Energy transition

Services aligned to the transition to alternative energy sources and decarbonisation



Sustainable infrastructure development

Capabilities to solve the challenges of rapid urbanisation

Digital & technology

Utilising the increased role of technology to enhance the delivery of our technical capabilities

Future skills

Investing in agile and digitally connected teams to accelerate value for Wood and our clients

Our purpose
To create a sustainable future for energy and the built environment



Our five medium-term priorities:

1

Targeting margin improvement to accelerate growth

2

Optimise and standardise service delivery model to achieve exceptional execution

3

Rationalisation and positioning of portfolio to optimise our service and market mix aligned to our strategic objectives

4

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

5

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

Our culture

Our vision

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

Our values

Care
Commitment
Courage

Our behaviours

Listen up
Lift others up
Stand up
Team up
Don't give up
Speak up



To find out more visit:
[woodplc.com/values](https://www.woodplc.com/values)

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.



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 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.

Value outputs

For investors

- Share price appreciation and progressive dividend policy
- Reduced cyclical exposure through broad industry exposure

Total dividend

35.3 cents per share

For employees

Rewarding careers and focus on retention

Employees

55,000+

 Read more on pages 30-47

For clients

- Delivery of predictable project outcomes
- 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 fundraising matched

c£200,000

 Read more on page 60-67

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.



The world is facing unprecedented challenges in sustainable development, driven by the effects of climate change and increasing demand for resources. Wood has the technological skills and capabilities to meet these challenges, in delivering sustainable solutions to market that creates valuable change to society and world we share. Success means sustainability runs like a thread throughout our business, from the innovations we make, through to the partners we work with and the individuals making our projects happen. Creating a new and sustainable future is our enduring goal.

Value of sustainability

Our approach to sustainability is informed by our stakeholder relationships and understanding what they want and need from Wood. Our key stakeholder groups have strong sustainability drivers which Wood are well placed to support to achieve sustainable growth. Sustainability offers a holistic lens through which to view our stakeholder needs:

Customers want us to deliver innovative services supporting their sustainability aspirations. We must ensure we bring the right mix of services to market.

Employees want a great place to work and we want to attract and retain talented individuals.

Shareholders want us to manage our environmental, social and governance risks to enable sustainable growth and we want to access capital to support future growth

Partners want a good company to work and innovate with, to deliver long-term sustainable solutions. We want to be attractive to the right opportunities

Suppliers want a platform to sell their product/services and we want reliable, ethical supply chains

Communities want fair and ethical companies that they trust, and we want to show them that we are a trusted and caring company

Our approach

Understanding what makes a business sustainable is vital to Wood's success. Transforming our business to meet the needs of tomorrow, we see the importance of adapting our business to meet societal needs and evolving global challenges. By making sustainability core to everything we do, we remain competitive in our industries and create sustainable value for the people and places we touch.

At Wood, we are constantly working to ensure sustainability remains, simply how we do business. Empowering our people to take ownership of our collective future and their actions, we are working towards a more sustainable future, ensuring everyone plays their part and feels connected to our sustainability journey.

Our approach is simple, focussing on three factors, People (social), Planet (Environmental) and Profit (Economic). Our strategy embeds sustainable practice into every aspect of our business; ensuring our approach aligns to global priorities and the part Wood plays in a sustainable future for us all. From the services we provide, to the work we deliver our aim is to create sustainable value for our customers, employees, society and the environment around us.


The solutions we provide

We deliver three principal services:

- Consulting
- Projects
- Operations

Across two broad end markets:

- Energy
- Built environment

 See pages 96-103

The work we choose

Energy transition

Sustainable infrastructure development

Digital & technology

Future skills

 See pages 86-89 and 108-119

How we choose to deliver

Inspire with innovation

Values driven


Creating value partnerships

Supporting local

Empowering people

Improving health and wellbeing

Reducing environmental impact


 Throughout report

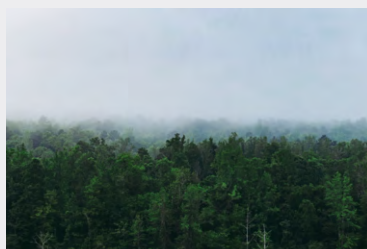
The value we create



People


Respect, nurture and develop the people and places we impact

 See page 24



Planet


Preserve and protect the natural environment for future generations

 See page 68



Profit

Deliver sustainable value to our people, clients, investors and communities

 See page 94

Delivering sustainability

Sustainability forms the core of our governance systems; part of our licence to operate. However, Wood's Sustainability strategy goes beyond our core governance to focus on our lead to transform issues.



We seek to achieve transformational change that will lead to greater sustainability; from building the foundations of our programme, to setting targets and objectives, our sustainability strategy operates at a strategic and business level to ensure we remain focused on the issues where Wood can deliver greatest impact towards global sustainability.

Our progress

At the end of 2019, we continued to operate in phase two of our programme development, working with our leadership and Board to set targets and objectives for Wood that will support the global sustainability agenda and set our trajectory across the people, planet and profit agenda. Defining our strategy, in late 2019, we focused discussions with our Board and Executive Leadership Team (ELT) on setting targets and objectives for Wood across a number of key priority issues. Key material aspects under discussion include:

- Carbon Footprint
- Consumption of single use plastics
- Gender balance
- Diversity and inclusiveness of our business
- Modern slavery and human rights
- Energy Transition and Sustainable Infrastructure Development

 See our material matters on pages 16-19

As discussions progress through 2020, we hope to set both hard and soft targets that will set Wood's strategic direction on sustainability, aligned with the UN Sustainable Development Goals and our contribution to the global 2030 target roadmap.

Reducing our impact

A priority of our sustainability programme has been defining our carbon footprint and setting emissions target for Wood that aligns to global carbon ambitions and limiting global temperature rise. In 2019, we were able to report a combined data set for the business, producing our first ever scope 1 & 2 baseline, allowing us to target group wide emissions reduction; a commitment to reduce our global scope 1 & 2 emissions by 40% by 2030.

Set for implementation in 2020, we will work with a third party to validate our emissions data, including work to conduct a more thorough scope 3 materiality assessment, with our intent to seek validation of our target set through the Science Based Target Initiative (SBTi).

Committed to reduce our global scope 1 & 2 emissions by 40% by 2030.

 Read more about Wood's carbon target, our methodology and plans for delivery on pages 78-79



Our sustainability journey



Aligning to Global Sustainability Goals

To support our sustainability aims Wood is connected into a wider global sustainability conversation through our relationship with the United Nations Global Compact (UNGC).

We use the structures and frameworks produced by the UNGC and its associated partners to help structure and focus our sustainability strategy, in particular around the UN Sustainable Development Goals. Agreed by all UN Member states and launched in September 2015, the sustainable development goals focus on 17 key areas with 169 underlying global targets that seek to create a sustainable world. Tackling a broad range of social environment and economic development issues, the global goals promote a socially fair, economically secure, prosperous and inclusive planet, which our Wood sustainability strategy supports and aims to contribute towards.

Our core business in the energy sector means through the work we do, we contribute directly towards SDGs 6,7,8,13,11 and 15, however how we choose to operate touches on each of the 17 goals in some way. Woven throughout this report and other Wood publications, we aim to create a continual narrative around the goals, linking Wood's contribution to advancing the global sustainable development goals and 2030 agenda.

Our SDG contribution through **the services we provide**



Seeking to lead the energy transition, reducing the cost of tidal power is one area Wood is helping to increase the mix of renewable energy in the global energy mix.

See pages 110 and 117 of this report on our collaboration on the ELEMENT and TiPA Projects, as well as our role in the Advancing the energy transition on pages 86-89.



Focused on future skills, attracting and nurturing future talent, we place a focus on developing a diverse and inclusive approach to recruitment and decent work for all.

Read about our work to support Indigenous Peoples on pages 34-35, as well as our wider People and Culture section, to see our focus on early careers and creating a diverse and inclusive culture at Wood.



Through our focus on sustainable infrastructure development and our work on global infrastructure projects and key partnerships, we believe we can make cities more inclusive, safe and resilient today, for tomorrow.

Read about our key partnerships in advancing global resilience on pages 114-116, including our work on major infrastructure projects on pages 118-119 and page 37 of our 2019 Annual Report and Accounts.



Alongside our ambition to reduce our own carbon emissions, working with our customers, we believe we have the potential to contribute much greater reductions to global greenhouse gas emissions.

Read about Wood's own carbon commitments on pages 78-79, as well as our focus on climate action in our wider Reducing our environmental impact section.



Our work for clients across the water sector is helping to address water security, in providing sustainable water infrastructure solutions for communities impacted by the global water crisis.

Read about our work to improve aging water infrastructure in Barbados on page 84, as well as our employees going above and beyond, to provide a struggling community in Ecuador with access to a safe, clean water supply on page 67.



From breakthrough remediation projects to applying innovative technology to conventional waste management solutions, our technical expertise are applied to over 1000 remediation projects annually, as just one example of our expertise as a leader in integrated environmental and infrastructure solutions.

Read about Wood's recent work to protect habitat in Canada on page 83, or read more about our portfolio of work at: woodplc.com/capabilities/environment-and-infrastructure-solutions

Our SDG contribution through **the work we choose and how we choose to deliver**



Supporting our communities, in particular helping those experiencing extreme poverty or hunger is a focus across our global business in our commitment to understand, engage and review our impact as a community partner.

- Examples of our community efforts to tackle issues of poverty, hunger and nutrition refer to pages 60-67 of this report or visit: woodplc.com/sustainable-recovery/caring-for-our-communities.



Focused on the health and wellbeing of our people and communities, providing a safe, secure and healthy working environment ensures we contribute to global health and well-being.

- Read about Wood's focus on driver safety and reducing driving incidents across our business on pages 54-55, as well as our support to raising awareness and management of epidemics such as AIDS and Tuberculosis on page 57.



Aligned to SDG 4 and quality education for all, Wood's Global Cause helps unite our people behind a singular cause and demonstrate our collective impact towards improving education for all.

- Read about our global cause and in particular our annual challenge on education on pages 60-67.



Building a diverse and inclusive culture is important for Wood, our colleagues and our clients. Our focus on equality across our business is a strategic priority for Wood towards our aim to provide an environment that promotes a sense of belonging in our community.

- Read more about our efforts on culture, inclusion and equality on pages 30-35, as well as our focus on employee networks to help us grow, understanding and support our people and communities, on pages 37-40.



Through industry collaboration and our strategic focus on digital and technology, we are unlocking innovation to support sustainable development to be future ready, now.

- Read more about our approach to unlocking innovation on pages 108-116 or learn more about our partners at: woodplc.com/digital-and-technology/our-partners.



As part of our strategy to reduce our impact on the environment, we place a focus on managing natural resource across our operations as well as joining global action on topics such as single use plastic.

- Read more about our approach to waste management on page 85, as well as our action on reducing single use plastics across our business on page 93.



Our values underpin our approach to business and our commitment to always 'do the right thing'. We aim to be a partner of choice for our people, customers and investors, operating with ethics and integrity in all that we do.

- Read about our ongoing collaboration on worker welfare, with the business led coalition Building Responsibly on page 29, as well as our approach to ensuring Wood remains a responsible business on pages 104-107.

Material matters

The success of Wood's sustainability programme relies on our ability to focus on the matters most material to our near- and long-term business activities. Engaging with our stakeholders, we must remain balanced in our decision making on topic's material to the success of our business.



Understanding stakeholder perspectives and effectively assessing the evolving risks towards our operations will ensure we make informed decisions that help support strategic delivery and Wood's sustainable development.

Informed by the UN Sustainable Development Goals and aligned to environmental, social and governance (ESG) risk standards, Wood's strategic approach incorporates our material aspects to ensure we remain focused on the right issues and effectively assess our impacts across the people, planet and profit agenda.

United Nations Sustainable Development Goals (SDGs)

Committed to the principles of the UN Global Compact, assessing our contribution towards the 17 global sustainable development goals (SDGs) is a vital element of our approach to materiality that ensures Wood's activities reflect global ambition and the sustainable development targets. Splitting our contribution to the goals through the lens of work we do and the solutions we provide and the goals we impact through how we choose to operate, we are best able to prioritise our contribution and reflect this in our materiality assessment.

Understanding our risks

Key to achieving our sustainability ambitions is understanding the key issues that present risk to our business. Our materiality assessment is informed by:

- Our corporate strategy
- Our vision and values
- Stakeholder engagement
- Wood's principle 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.

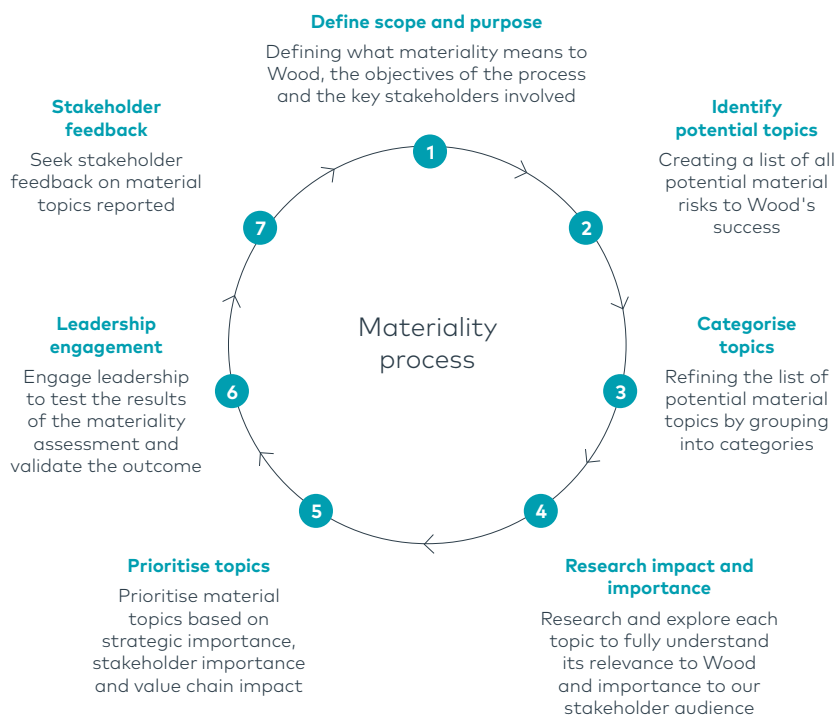


Our materiality process

Wood's approach to materiality focuses on defining key stakeholder and ESG materiality priorities, taking a 7-step approach to determining what we deem material to Wood's success through internal and external engagement. Conducting an annual review of our material matters, our materiality process creates a consistent approach to help capture all fundamental changes as our business and stakeholder needs evolve.

Our 7-step process:

- Define scope and purpose
- Identify potential topics
- Categorise topics
- Research impact and importance
- Prioritise topics
- Leadership engagement
- Stakeholder Feedback

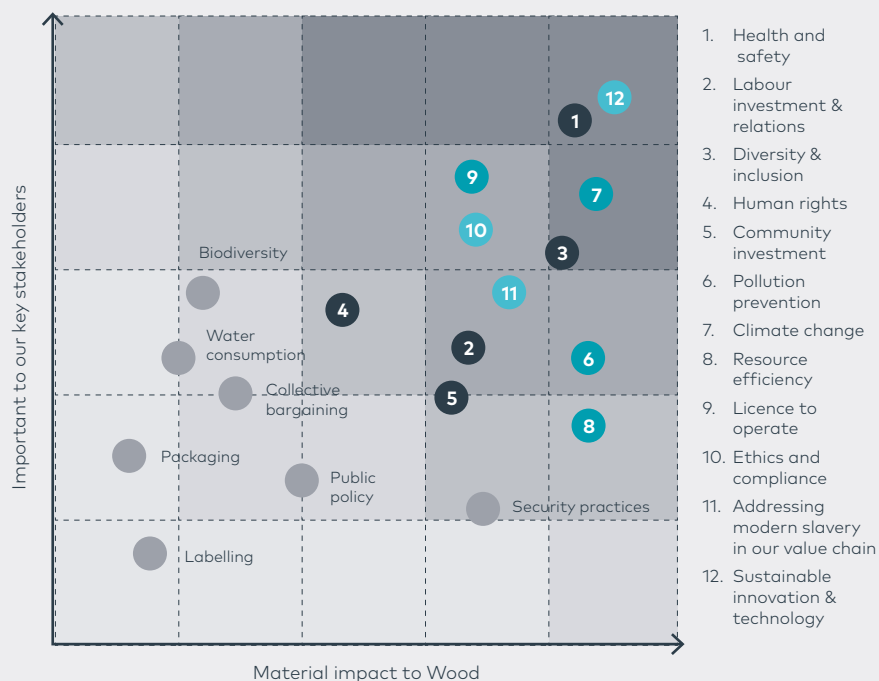


Our progress and materiality mapping

Addressing our material matters in line with our evolving sustainability strategy, in 2019 we refreshed our materiality assessment to better align to Wood's principle risks and our approach to sustainability. Categorising our material aspects against our people, planet and profit model, each material topic includes a variety of sustainability issues that have been grouped to provide priority focus for our business.

Our material aspects align to Wood's strategic approach on sustainability and are reviewed annually to ensure these remain relevant. Some of the additional topics covered in our materiality process have been included on our materiality map, to illustrate some of the material risks considered alongside our prioritised 12 material aspects.

Prioritised material matters



Outlining our strategic focus

The triple bottom line is an internationally recognised accounting framework with three parts: social, environmental (or ecological) and financial, or in its simple terms People, Planet, Profit. We have adopted this framework to evaluate our performance in a broader perspective to create greater business value. Additionally, it helps us to simplify and structure our approach, especially in communicating our materials aspects.

Our framework elements include:

- Diversity and inclusion
- Human rights
- Community engagement
- Climate change
- Pollution prevention
- Efficiency
- Modern slavery
- Ethics and compliance
- Innovation

Strategic framework





People

Our social Impact

Our material matters include:

1. Health and safety
2. Labour investment & relations
3. Diversity & inclusion
4. Human rights
5. Community investment

Safety is our top priority. As well as being a moral and legal obligation, ensuring we promote a zero harm and healthy working environment helps reduce the risk of any significant HSSE event, which may lead to harm to people, damage to the environment and damage to Wood's reputation. We rely on a capable and engaged workforce to ensure delivery of our strategic business objectives. Creating a diverse and inclusive approach to business makes Wood an employer of choice and agile in responding to evolving community and generational needs. Creating a future ready workforce ensures we continue to attract, develop and retain talented people within our organisation, fostering an environment that empowers leadership and ingenuity, through an organisational structure that is fit for purpose and connected to the voice of our people and communities.

Read more:

Respecting human rights	26
Our people and culture	30
Health, safety and security	48
Investing in our communities	60



Planet

Our environmental impacts

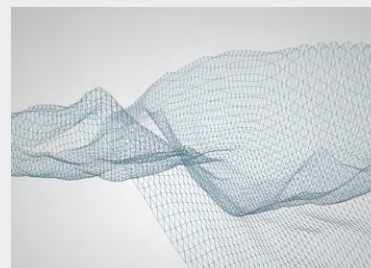
Our material matters include:

6. Pollution prevention
7. Climate change
8. Resource efficiency
9. Licence to operate

Reducing our impact on the environment and our contribution to the global efforts on tackling climate change are a strategic priority for Wood. Ensuring we manage, protect and enhance our environment is fundamental to the sustainability of our business. The services we provide, the standards we set and how we execute our projects help shape the performance, profitability and reputation. Through excellence in execution we assure our effective understanding, mitigation and management of environmental issues protecting Wood's licence to operate and our ability to successfully deliver to our stakeholders on our obligation to protect the environment. Ensuring we protect natural resource and remain focused on unlocking efficiencies we reduce our impacts on the environment and align to global sustainability goals that will directly affect many of wood's operating markets.

Read more:

Managing environmental risk	70
Reducing our environmental impact	74
Raising environmental awareness and competence	90



Profit

Our economic impact

Our material matters include:

10. Ethics and compliance
11. Addressing modern slavery in our value chain
12. Sustainable innovation & technology

Operating with ethics and integrity in all that we do is fundamental to ensuring we maintain, protect and strengthen the reputation of Wood. Ensuring we embed and sustain a strong ethical culture across our global operations is vital to ensure we act responsibly, and in line with all legal and moral obligations. Addressing modern slavery and human rights risk in our value chain is crucial to ensuring Wood remains focused on addressing our evolving areas of risk. Third party relationships, where our value chain extends beyond our principle contractor creates opportunity for the potential manifestation of human rights issues, in particular issues around modern slavery. Sustainability is transforming the competitive landscape we see today, for Wood to remain relevant future ready, we must adapt through combining our passion for unlocking innovation with enabling technology that will support sustainable development.

Read more:

Delivering a sustainable business	96
Responsible business practice	104
Unlocking innovation	108
Sustainability on projects	114

Governance and management

Strong leadership and high standards of governance are vital to embedding sustainability at the heart of Wood. Driving the delivery of our strategy and continued sustainable development, our approach to managing sustainability sets the parameters for our decision-making to deliver our commitment to remain accountable, transparent, responsible, and ethical in all that we do.



True to our vision and values, the governance structures we set help translate the culture we aim to create through the collective actions of our people and the focus we place on delivering sustainable value.

Sustainability is woven throughout Wood's governance framework to ensure sustainability is not stand-alone, but embedded across our governance structure, as simply how we do business.

Leadership structure and accountability

Wood's Board of Directors are responsible for the stewardship of Wood, including our sustainability programme and strategic direction. At the board level, sustainability is overseen by our Safety, Assurance and Business Ethics (SABE) Committee and ensures the groups activities remain in line with group policies and value commitment. The SABE committee is chaired by a non-executive of the Board and attended by Wood's Chief Executive Officer (CEO). At the Executive Leadership level, the CEO has appointed the Executive President for HSSEA as the Executive Leader for sustainability. The Executive Leadership Team provides oversight, support and approval for the Wood sustainability programme, which is presented to the SABE committee on a quarterly basis.



Read more about Wood's Board and Committees on pages 58-74 of our 2019 Annual Report and Accounts.

Managing risk


We take a bottom up and top down approach to identifying risks across Wood. Detailed in the group's risk management framework, risk registers are developed at an individual contract or project level and escalated upwards through Business Unit (BU) risk registers towards quarterly Executive Leadership review. Complimented by group functional risk registers, emerging risks are identified throughout the year and escalated to the ELT as part of their monthly meetings, discussed during the Group Risk Committee and further escalated to the Board as required. This process follows the group risk management framework, which applies to all risks. Each of the non-executive directors provides their perception of emerging risks, and a crosscheck against the principal and emerging risks identified by Wood's peer group is also undertaken, both of which inform the mid-year Board discussion on risk.


A Group risk management standard was developed in 2018 and fully rolled out in 2019 detailing the Wood risk management framework and process, which codifies existing practice.

The risk management standard is the formal overarching risk management process within Wood that complements current policies and processes across the Group. The purpose of the standard is to:

- Ensure there is a formal, structured and consistent risk management process across Wood
- Identify, mitigate, and manage risks that occur
- Provide visibility over business risks to inform leadership

During the second half of 2019, work has also been ongoing to develop a project risk management standard to align existing practices across the Group. This development has been carried out as part of an overall initiative on execution excellence, which sets out a more consistent approach to overall project governance. The project risk management standard is a subsidiary document to the Group risk management standard and will be rolled out in early 2020.

 Read more about Wood's principle risks and uncertainties on pages 45-49 of our 2019 Annual Report and Accounts.

 Read an example of Wood's principle risk: failure to meet our ESG responsibilities on page 75



Role of the Board and Committees

Board

The Board focuses its time and energy on strategy, significant acquisitions and disposals, deleveraging, the annual budget and performance against it, monitoring and assessment of culture, monitoring the performance of the management team and risk management, specifically focusing on principal risks and the overall system of internal control. The Board has delegated some of its responsibilities to the Executive Leadership Team (ELT) and the Board Committees – the Safety, Assurance & Business Ethics Committee, the Nomination Committee, the Audit Committee and the Remuneration Committee.

Safety, Assurance & Business Ethics Committee

Responsible for overseeing the Group's safety and sustainability strategy, performance and compliance with laws and regulations and business ethics.

Nomination Committee

Monitors and reviews the structure, size and composition of the Board, makes recommendations with regard to any changes and ensures Board succession plans are in place.

Audit Committee

Responsible for compliance with financial reporting standards, consideration of the internal financial and IT control environment and the relationship with the external auditor.

Remuneration Committee

Advises the Board on executive remuneration and sets the packages of each of the executive directors within the approved remuneration policy.

Executive Leadership Team

The ELT operates under the authority of the Chief Executive and comprises the Group CFO plus the CEOs of our three business units and the leaders of our key functional areas: HSSEA; People & Organisation; Strategy & Development. They are responsible for delivering against the strategy approved by the Board.



Find out more about the ELT at:
woodplc.com/leaders



Management system & assurance

Everyone in Wood works within our group wide management system, whether it is managing projects, undertaking a risk assessment, producing an engineering deliverable, recruiting a new hire or completing a timesheet. The way we work has been designed to be repeatable and ensure our operations are effectively managed and controlled to act a baseline for our assurance activities. Sustainability issues are addressed throughout the content of our management system and our document hierarchy which sets high level policy down to guidance, forms and templates for the business to follow.

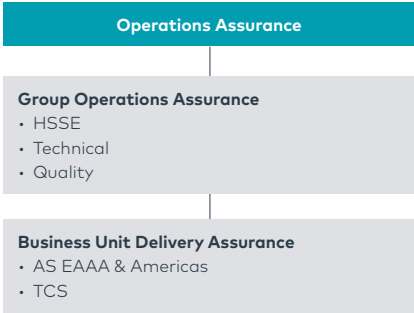
Wood deploys a structured approach to assuring our financial compliance, management systems and business controls are effectively deployed. The outputs from these assurance activities are reported as part of senior management review structure and assurance at a group level is defined into two defined areas, Business assurance and operations assurance.

Woods ATRAC system is our global system in which all assurance activities are planned and monitored to completion. It also facilitates the capture and management of all Non-Conformities and Improvement Actions arising from both planned assurance and operational delivery. This system enables full transparency of assurance and action status across our global operations and provides real time reporting. Assurance outputs from internal audit are reported through the Audit Committee, whilst output from Operations Assurance is reported through the Safety, Assurance and Business Ethics Committee back to the Board.

Management document hierarchy



Corporate Assurance in Wood




Driving sustainable action

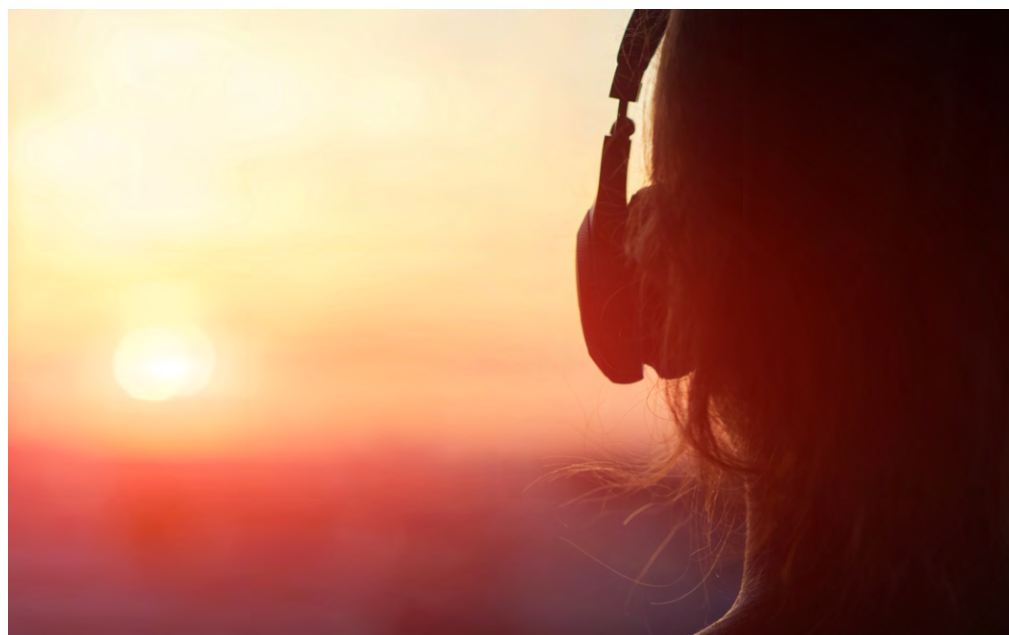
We recognise the need to embed our approach across our employee base and drive local and business unit level action that will advance our sustainability strategy and vision to deliver our contribution to global sustainable development goals. Creating a sense of pride in delivering a sustainable approach to business, we firmly believe action must be led by our business and owned by our employees. Our global sustainability champions network, supported by business unit global champions seeks to communicate and embed our global strategy across Wood, creating business unit level strategies that support our global direction and driving local level action around our motto 'Think Globally, Act Locally'.

 Read more on Wood's champion network on page 91

Stakeholder engagement

To deliver our strategy and create sustainable value, we must fully understand our stakeholders, what matters to them and the value Wood can bring to our shared journey on sustainable development. Understanding our stakeholders will only be achieved by building strong, constructive relationships and through regular engagement. We welcome the different perspectives our diverse stakeholders, who often represent competing interests, bring to our decision making at both executive and Board level. We see power in creating value partnerships that help achieve our own, and global sustainability goals. Through effective stakeholder engagement, we are able to partner with the right people, the right customers, investors and suppliers to contribute sustainable impact to the local economy, society and environment we share.

 Read more on stakeholder engagement on pages 08-10 of our 2019 Annual Report and Accounts



Managing our impact

We believe our impact as a global business provides opportunity for Wood to deliver sustainable impact, not just through our own actions but that of our customers and value chain partners. Our influence as a global leader in the industries we operate, creates new possibilities for even greater sustainable impact to the people and places we touch, beyond our own footprint and control. Similar to our approach on carbon reduction, we believe we can help our customers to achieve greater sustainability by partnering on sustainable development through the services we offer, that differentiate Wood in the industries we operate. Influencing our supply chain partners, we recognise our responsibility to set standards of delivery that align to Wood's approach on sustainability and our expectations of conduct, beyond our direct control.


26,000+

Suppliers

\$3.6 bn

Annual spend on third party materials and services

As a member of the UN Global Compact our sustainability programme is guided by the principles set and the 2030 agenda to achieving the 17 sustainable development goals. Communicating our sustainability impacts through annual publication of this report, our Annual Report and Accounts and voluntary reporting such as our CDP Climate Change submission, we are able to disclose our social, environmental, and economic performance and the progress of our sustainability strategy.

 Read more on Wood's CDP Climate Change submission on page 77 or visit: www.cdp.net/en/climate

People

We commit to respect, nurture and develop the people and places we impact.

Respecting human rights

Wood is committed to the protection and enhancement of internationally proclaimed human rights. Respecting human rights is fundamental to the sustainability of our business and we take our obligations in this area extremely seriously, reflecting this in the culture of our organisation, our values and code of conduct.

 [Read more on page 26](#)

Our people and culture

Our success as a sustainable business lies in our people. We connect, share and understand one another, valuing and celebrating the individual backgrounds, experiences and expertise we bring together.

 [Read more on page 30](#)

Health, safety & security

We place our people at the heart of everything we do. Everyone has the right to expect a healthy, safe and secure working environment and our goal is to ensure our people return home safe at the end of every day, better for having worked at Wood.

 [Read more on page 48](#)

Investing in our communities

We aim to build strong and lasting relationships in the communities we share. Wood aspires to be a trusted community partner and we recognise our responsibility to respect, nurture and empower the people and locations we impact.

 [Read more on page 60](#)



In this section:

Respecting human rights	26
Our people and culture	30
Health, safety & security	48
Investing in our communities	60



Respecting human rights

Wood is committed to the protection and enhancement of internationally proclaimed human rights. Respecting human rights is fundamental to the sustainability of our business and we take our obligations in this area extremely seriously, reflecting this in the culture of our organisation, our values and code of conduct.

As a global organisation, we recognise our accountability to mitigate the human rights risks related to our activities; as well as the opportunity for our business to have a positive impact on the communities we work with and the lives we touch. Embedded in our values and behaviours, we set the expectation of our people and those working on our behalf, to maintain high standards of ethical conduct and integrity, demanding collective accountability to promote a fair, respectful and dignified working culture at Wood.

Foundations

Our approach to human rights is aligned to the United Nations (UN) Declaration of Human Rights, the UN Guiding principles on Business and Human Rights and the UN Global Compact Principles. Wood is committed to operating our business in a transparent manner that aligns to global standards on human rights issues and the expectations of governments, investors and civil society. Our Code of Conduct outlines the expectations of our people on human rights commitments. Setting the minimum standards in how Wood operates, we demonstrate our values and behaviours through the actions of our people. Combined with our Supply Chain Code of Conduct, our approach is applicable to our people, as well as our contractors and suppliers to promote dignity, respect and fairness for how we treat people and those we interact with, in all that we do.

Our Human Rights policy documents and affirms Wood's commitment to upholding human rights. Supported by global policies that address key human rights issues, each policy provides clarity on our approach and management of human rights risk; supporting documents include:

- Equal Opportunities Policy
- Harassment Policy
- Diversity and Inclusion Policy
- Modern Slavery & Human Trafficking Statement

 Read more on our Code of Conduct, our 24/7 ethics hotline and general approach to responsible practice on pages 104-107

 Our Human Rights Policy can be found at: woodplc.com/humanrights



Governance

How we manage human rights risks, both direct and in-direct to our operations, will determine the success of our business and our social license to operate. We recognise the importance of strong leadership on human rights issues and communication at all levels of the organisation to ensure we manage and enhance our approach. Human rights is a key element of Wood's sustainability programme and a focus for multiple stakeholders within Wood as part of our governance structure, it is therefore imperative that we reflect these matters effectively in our management processes to ensure we deliver on our commitments.

Our Human Rights and Modern Slavery Oversight Committee helps connect our Supply Chain, Commercial, People & Organisation and Sustainability teams in our commitment to prevent, detect and remedy human rights issues within Wood and our supply chain. Activities to evolve and advance our approach on human rights are communicated through monthly sustainability, as well as functional reporting to provide ELT and Board oversight. In 2019, the committee remained focused on the management and development of Wood's annual Modern Slavery and Human Trafficking Statement, whilst efforts continued to advance our sustainability strategy towards setting human rights targets that will become the future focus of the Committee's agenda.


Assessing Human Rights Risk

The evolving nature of our global business brings significant challenge in managing human rights issues and we recognise the need for continual identification and mitigation of human rights risks. Annually, we assess our global operations to ensure we continually evaluate our principle risks and the areas of our business with potential for the manifestation of human rights issues. In many locations, our operations are conducted on behalf of a client where we operate with varied degree of management control. In this light we determine our greatest risks come from Wood's third-party relationships, in particular third-party labour where our contractors utilise recruitment agencies and labour brokers for the employment of low skilled personnel.

 Our Modern Slavery Statement can be found at: woodplc.com/modernslavery

Modern slavery and human trafficking

We accept our responsibility to ensure our people, as well as those in our value chain are not subject to any form of modern slavery, whether this is human trafficking or forced and bonded labour. Wood publishes an annual statement on modern slavery, which complies with the Modern Slavery Act 2015 (UK) and the Australian Modern Slavery Act 2018. Aligned to our approach to respect human rights, the annual review of our modern slavery statement forms the basis of our annual assessment of human rights risks and provides a transparent overview of how we assess, manage and mitigate the risk of modern slavery and human trafficking across our business. Our annual modern slavery statement details our performance and efforts to build capacity on human rights issues, to help protect against our involvement in modern slavery.

 Read more about our code of conduct training on page 107

Governance structure





Raising awareness

Training and raising awareness amongst our employees to identify human rights issues and potential violations, is crucial to ensuring we effectively assess, manage and mitigate human rights risks to our business. In 2019, we delivered our annual mandatory code of conduct training to over 43,000 office-based employees and 14,000 site-based employees globally. As part of our focus on modern slavery, we delivered targeted awareness training on modern slavery and human trafficking to all new supply chain recruits in 2019. In addition, we conducted a global ethical culture survey, issued to a sample of our global employee base to help develop our approach and inform future training and communications.


Annual mandatory code of conduct training to:

43,000+

office-based employees

14,000

site-based employees

 Read more about our code of conduct training on page 107

Our supply chain partners

Wood is committed to remaining an ethical value chain partner, in the services we deliver to our customers and those we procure through our supply chain partners. Our supply chain code of business conduct ensures we remain committed to high ethical standards and delivery of our services, engaging with our supply chain in the following ways:

Direct influence

The requirements set in our Supply Chain Code of standards are mandated where we contract directly with our suppliers, subcontractors and their sub-tiers.

Shared influence

Where we manage contractors and other third parties who are contracted by our customers, on their behalf, necessitating a collaborative approach.

Procurement services


Where we procure on behalf of our customers, requires the need to work closely with our customers to build upon their controls and processes.

In 2019, we continued to focus efforts on our category management approach, rationalising our supply base & develop stronger strategic partnerships with core vendors. These include those in high risk categories such as employment agency providers; this process has allowed for cross business unit agreements to be put in place and more robust pre-contract assessments prior to commencement.

Engaging with our stakeholders

We take every opportunity to engage with all relevant stakeholders, including NGOs and community interest groups; incorporating all key stakeholder perspectives at an early stage of any project ensures we deliver sustainable solutions that return value to the locations and people we impact.

We work to build value partnerships that are based on trust and mutual benefit across Wood. Strong business and community relations are vital to the success of our operations, as well as our contribution to sustainable development through partnership in achieving the global sustainability goals. Wood's focus on areas such as respect for Indigenous Peoples and support for local communities is crucial to ensuring our relationships continue to contribute and empower social and economic development.

 Read about work with Indigenous Peoples on pages 34-35

Building Responsibly

We recognise the importance of sector and cross sector collaboration on human rights issues. Through value partnerships and open discussion, we believe we can create meaningful impact on the common challenges faced in our own and other industries, particularly on material topics that widely impact global sustainability.

Wood is a founding member of the industry led, business financed initiative Building Responsibly. Launched in 2017, Building Responsibly committed to promoting the rights and welfare of workers, specifically for those in the engineering and construction industry. Our involvement with the initiative has given us a platform to strengthen our approach to assuring basic human rights and welfare of those that work for, or on behalf of Wood.

The initiative rests on the belief that pre-competitive collaboration is essential for companies to improve standards, policies, and practices to accelerate impact across the industry, focusing on advancing programs by:

- Adopting common principles and practices
- Developing tools
- Engaging workers, clients, governments, civil society, and international organizations
- Driving innovation and continuous improvement

 Access the Building Responsibly Principles at: www.building-responsibly.org/worker-welfare-principles

Embedding the Worker Welfare Principles


Launched in 2018, the Worker Welfare Principles establish a common, global baseline for companies on the treatment of workers and help provide a framework for the initiatives ongoing development. By collectively committing to and promoting these Principles, we believe we can foster a business environment that advances the safety, security, and welfare of all people. Supporting the implementation of each principle, in 2019 Wood helped co-develop a series of guidance notes, aimed at helping outline some of the key challenges around each Principle, providing a list of good practice options for companies to consider when addressing the challenges in embedding the principles.



Developed through multiple consultations with external stakeholders, the guidance notes formed the basis of the initiatives bi-annual members day and stakeholder roundtables events in April and October of 2019. With the April event in Paris used to inform initial drafting, the guidance notes were launched in October in London to a range of attendees ranging from national and international organizations, clients, peers, civil society organizations, and service providers.

Assuring against the principles

Wood has consistently been an active participant in the initiatives work and in late 2019, we shared a version of our own HSE self-assessment tool, re-purposed to align with the 10 worker welfare principles; the tool has since been adopted and published as a Building Responsibly tool, to help fellow member companies assess compliance with the principles. In 2020, Wood aims to promote the use of the gap analysis tool and begin assessing our operations on a risk-based approach, as well as building capacity within our operations and group assurance to recognise issues as they conduct their work.

 Access the guidance notes at: www.building-responsibly.org/guidance-notes

Look ahead

Stepping into 2020, Building Responsibly remains focused on future growth, with a series of strategic priorities aimed to:

- Promote the Principles and Guidance Notes as the sector's reference framework in terms of worker welfare
- Increase visibility of the initiative and its members
- Strengthen the membership base and increase the collaboration's global presence and influence on worker welfare issues
- Build strategic partnerships to engage relevant stakeholders
- Develop new tools to aid implementation of the Principles and Guidance Notes

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.



Our people and culture

Our success as a sustainable business lies in our people. We connect, share and understand one another, valuing and celebrating the individual backgrounds, experiences and expertise we bring together. This powerful combination is what makes us Team Wood. Our vision, values and behaviours unite us to set the tone, give us one common set of principles and help create our culture.




Focused on culture

We are focused on building a culture at Wood where our people experience Wood as a great place to work. Our culture is the driving force behind delivering safe and productive operations, we aim to create an environment that promotes a sense of belonging in our community and allows our talented people to flourish and reach their full potential.

Connecting our business

Helping to connect our business on all things culture related 'The culture club' is a multi-disciplinary, global working team from across Wood, set up to act as a regular governance mechanism, with a purpose to embed our values and behaviours in all that we do; the working group meets on a monthly basis and oversee all key projects relating to culture across the business.

Informing the direction of working group, our group-wide Listening group network creates dialogue between senior leaders and our employee base on topical issues material to the continual development of culture.

 Read more about our listening group network on page 37

Diversity and inclusion

Simply having diverse teams is not enough, we must complement our efforts to increase and support diversity in Wood with a commitment to creating a culture of inclusiveness - a great working environment where we each feel that we are treated fairly, respected, involved, connected, cared for and that the unique contribution we bring to Wood is recognised, encouraged and welcomed. This not only benefits our people, but all of our stakeholders. By embracing diversity and creating an inclusive working environment, we ensure we have the broadest possible talent pool, providing development opportunity for all in the future skills race and delivering greater value to our clients.

To ensure our commitment to diversity and inclusion is clear and understood by all our people, in 2019 we created an action plan to drive sustainable change and accelerate our progress across Wood. Focusing on process, engagement, measurement, and communication our work in 2019 included:

Process

Implementing meaningful changes to key people processes by prioritising reviews on:

- Flexible working
- Talent identification, selection and development
- Family leave

We also placed a focus on diversity data collection to increase our capability collect (on a voluntary basis) personal information on our people, aligning this to our ongoing Oracle People deployment through 2020. Complying with all legal requirements, we hope developing our collection of diversity data will help us improve our overall understanding of Wood's diversity profile and how representative that is.

Engagement

- Expanded and embedded our employee networks globally, ensuring each is sponsored by a member of our ELT
- Developed awareness on Wood's expectations around diversity and inclusion, including unconscious bias; launching resources via our intranet site. We will further expand this training for leaders in 2020



For our
colleagues

For
Wood

For our
clients

Measurement and communication

We established a global diversity and inclusion community of practice which will report progress and provide feedback to our Culture Club; our internal governance team on culture development at Wood. We monitored success via employee engagement, Pulse Surveys, promoted events linked to diversity and inclusion and celebrated communities and local traditions.

Committed to equal opportunity

Wood is committed to improving the parity of our organisation and increasing transparency on key issues such as fair compensation and reward. We continue to conduct quarterly reviews of gender balance across our leadership and management teams to ensure we remain focused on gender issues.

Focusing on equal opportunities for all, we are able to achieve a diverse succession plan, particularly in the technical and operational areas of our business, that reflects our desire to unlock wider expertise through a broad range of backgrounds, experience and diversity of thought.

We are looking to set targets in 2020, as part of our sustainability strategy to improve conscious inclusion and gender balance across Wood with additional local targets in place, where appropriate, to support the enhancement of diversity within our business.



Our Diversity Policy is available at:
woodplc.com/diversitypolicy



Gender pay

At Wood we have policies and practices which are fair and free from bias. We are committed to equality across our organisation, in each country we operate.

We comply with gender pay gap reporting requirements in the United Kingdom covered under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. To improve pay transparency, and supported by ongoing systems integration, we continued to rationalize our employing entities in 2019 and in the UK we increased the number of entities voluntarily reported, from four to seven.

 Read more in our Gender Pay Gap Report: [woodplc.com/genderpay](https://www.woodplc.com/genderpay)

Employees at snapshot date:

7,698

Gender balance:

Male	Female
77%	23%

Mean gap/median gap pay

Mean	Median
23.3%	28.9%

Mean gap/median gap bonus

Mean	Median
8.8%	0.0%

Unlocking the global talent pool

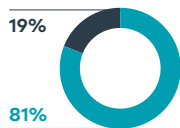
We embrace the unique perspectives of our people, and value the breadth of expertise and knowledge employees bring from different backgrounds and viewpoints. We want to reach the widest possible talent pool across society; enabling and supporting people with disabilities as part of our global Wood team. As an inclusive and equal opportunities employer, Wood gives full consideration to applications for employment from all levels of ability where the requirements of the job can be adequately fulfilled by a person with impairment.

Where existing employees become disabled, it is the company policy wherever practicable to provide continuing employment under normal terms and conditions and to provide training, career development and promotion to disabled employees wherever appropriate, as we would for any other employee.

Wood gender split at 31 December 2019

Overall

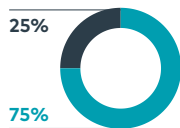
19%



81%

Board

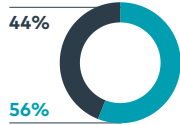
25%



75%

ELT

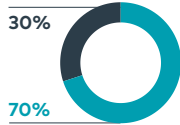
44%



56%

Leadership teams (incl. ELT)

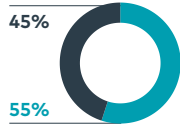
30%



70%

Functions leadership

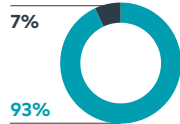
45%



55%

Operations leadership

7%



93%

Key: ● Male ● Female

Note:

Chief Executive and Group CFO are included in the ELT gender split.

Functions leadership includes the three levels of leadership below ELT in Finance & Administration, Strategy & Development, People & Organisation and HSSEA.

Operations leadership consists of the three levels of leadership below ELT not included in functions leadership.

Following the resignation of Jann Brown and Linda Adamany during 2019, the Board composition at 31 December 2019 was 75% male and 25% female compared to 60% male and 40% in 2018. We continue to proactively review the composition of the Board to ensure diversity together with the appropriate blend of skills and experience and are delighted that Birgitte Brinch Madsen joined the Board on 1 March 2020, taking our Board level percentage to 33% female.

Global headcount at 31 December 2019

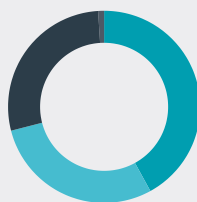
Total headcount

55,559

Employee / contractor ratio:

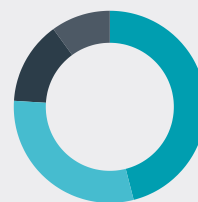
89%/11%

Headcount by business unit



- AS EAAA 42% (23,078)
- AS Americas 29% (16,301)
- TCS 28% (15,401)
- Group 1% (779)

Headcount by region



- Americas 46% (25,273)
- Europe & Africa 30% (16,768)
- Australia & Asia Pac 14% (7,950)
- ME & RC 10% (5,568)

Overview of annual headcount movement

	Employees	Contractors	Total
Opening Balance (Dec 2018)	50,537	6,256	56,793
Additions			
New hires / Rehired	946	130	1076
Transfers / Corrections	128	32	160
Deductions			
Voluntary Leavers	607	109	716
Involuntary Leavers	1277	320	1597
Death / Retirements	18	0	18
Transfers / Corrections	109	30	139
Closing Balance (Dec 2019)	49,600	5,959	55,559



Embracing our global identities

There are an estimated 370 million indigenous people in the world, living across 90 countries. They make up less than 5% of the world's population, but account for 15% of the poorest. Indigenous peoples today, are arguably among the most disadvantaged and vulnerable groups of people in the world.

On 9 August 2019, Wood teams joined in celebration around the world to mark International Day of the World's Indigenous Peoples, chosen in recognition of the first meeting of the UN Working Group on Indigenous Populations held in Geneva in 1982. Wood has a long history of working with indigenous groups and we recognise the importance of growing relationships, addressing indigenous concerns and providing opportunities for meaningful participation in projects. Through international days, we are able to shine a light on the important work Wood does to support indigenous populations around the world.

Demonstrating care for Canada's communities

Indigenous peoples in Canada are the country's fastest-growing population segment and represent three distinct groups: First Nations, Inuit and Métis. There are more than 630 First Nation communities across Canada, representing more than 50 nations and 50 Indigenous languages. Wood is a member of the Canadian Council for Aboriginal Business (CCAB), an organization focused on driving business opportunities and advancing corporate social responsibility for the Indigenous community.

Speaking about some of our activities and partnerships, one of Wood's focal points for indigenous groups in Canada said "Indigenous peoples continue to face barriers to employment and Wood is helping to address this issue through its partnership with Indspire, a national indigenous registered charity that invests in the education of indigenous people for the long-term benefit of these individuals, their families and communities, and Canada. We are also providing two scholarships in 2019 and 2020 to support education and remove financial barriers through this programme. We value and respect the contribution indigenous peoples bring to our company and country to deliver more informed project solutions."

Committed to reconciliation in Australia

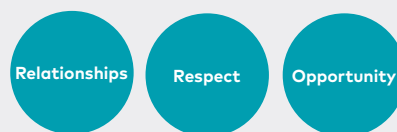
Australia's first people—known as Aboriginal Australians—have lived on the continent for over 50,000 years. Today, about three percent of Australia's population has Aboriginal heritage, with over 250 distinct language groups spread throughout Australia.

Celebrating National Reconciliation Week in May 2019 and supporting the independent not-for-profit organisation, Reconciliation Australia, Wood announced its continuing contribution to Australia's reconciliation journey through our second Reconciliation Action Plan (RAP). Reconciliation Australia helps promote and facilitate reconciliation by building relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples. The 2019 – 2021 RAP builds upon the foundations and progress of our 2015 RAP and further defines our vision and commitment for reconciliation.

Wood's vision for reconciliation is to realise Aboriginal and Torres Strait Islander peoples' aspirations through real understanding, real partnerships and real opportunities. We have partnered with key Aboriginal and Torres Strait Islander community-based businesses and initiatives to support and grow our understanding of how we can help close the gap.

2019-2021 plan

Wood's 2019–2021 RAP 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.

RAP governance structure





Our existing partnerships in Australia:

Clontarf

Now in our sixth year of partnership, Wood is a proud supporter of the Clontarf Foundation, a charitable organisation committed to improving the education, discipline, self-esteem, life skills and employment prospects of young Aboriginal and Torres Strait Islander men, and by doing so equipping them to participate more meaningfully in society. They do this through the creation and running of football academies in secondary schools across Australia. In addition to providing financial support for Clontarf programs, Wood has been committed to engaging staff whenever possible with the organisation and its students. This involvement has included participation in their major events such as exhibition cricket and football matches and award celebrations and hosting students for career advice and work experience placements.

RMLA Girls Academy

In early 2016 Wood entered into a partnership with Role Models and Leaders Australia to support their Girls Academy program across 12 sites Australia wide. The Girls Academy offers a rich and holistic program to support school aged Aboriginal and Torres Strait Islander girls including mentoring support, cultural connections, health and wellbeing, physical activity, career development and community engagement/ leadership. One of the key outcomes of the partnership is our sponsorship of an annual Values award to recognise and honour the student that best embodies the Wood values of Care, Commitment and Courage.

Red Dust

Red Dust is a charity that delivers innovative health promotion programs in remote communities to encourage Aboriginal and Torres Strait Islander young people to learn more about health and inspire them to live a healthy lifestyle. Their programs help reduce chronic disease amongst Aboriginal and Torres Strait Islander Australian children through the promotion of nutrition, hygiene and physical activity. Since 2013 Wood staff and families have been supporting Red Dust through the organisation and participation in an annual fundraising event: The Lake Mountain Challenge. To date the team has raised over \$52,000 to support the Red Dust Healthy Living Program. Additionally, Wood also supports the organisation by providing ambassadors to travel to remote Northern Territory communities to assist in delivery of the Red Dust programs.

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.



Engaging our employees

As a strategic focus for Wood's Board and Executive Leadership Team (ELT), employee engagement remains at the heart of our people activities, playing an important role in embedding and promoting our Values and inclusive approach to developing our culture. We want our people to be informed, engaged and inspired as part of our team, to understand the direction of travel in the business and to be on board with our journey both in terms of our performance and our culture.

Engaged employees mean we are a better business as a result. It is proven that people who are more engaged are less likely to have safety incidents, are more productive and make organisations more profitable too.

Employee engagement is not about just one thing, it is the sum of many parts and all of the drivers are a factor in how engaged our people feel at Wood. Our internal culture intranet site provides our people with links and resources to support engagement across a range of engagement drivers, that detail our approach to inform, engage and inspire.

Checking our pulse on culture

Speaking and listening up is at the heart of how we create change and develop our shared culture. Through engaging our people in open dialogue on a range of topics that shape our strategic focus, we are able to foster a working environment where people want to come to work. Sponsored by Thomas Botts (non-executive director), our first global employee survey in 2018 provided board level insight to Wood's culture, what we do well and what could be done better. Our work in 2019 actioned the top recommendations coming from the survey:

Invest more in:

- Leadership development
- Simplifying processes and removing internal competition
- Education about our business and capabilities
- Technology and equipment


And create:

- Visible career paths
- Increased employee involvement and recognition
- Transparency on terms and conditions, including flexible working

Continuing to act on the outcomes of the global survey, in 2019 we conducted smaller quarterly pulse surveys to regularly monitor the collective sentiment in Wood, communicating progress to Wood's board.

Each pulse survey involved more than 1,700 employees, randomly selected to answer the same questions over the course of four surveys. The key engagement question "How likely are you to recommend Wood as a place to work" is always asked in each survey.

In 2019, we saw our overall engagement score raise from 7.1 to 7.2, as we continue to act on the recommendations of our 2018 survey and continue to conduct global pulse surveys of employees again in 2020.

 Read more detail about our actions in response to the employee survey results in our Annual Report and Accounts 2019 (pages 38-40)



Highlights from our action in 2019:

70%

of employees on harmonised terms and conditions

Global

roll out of our Job Framework to support functions, with technical roles to follow in 2020

60%+

reduction in number of legal entities, to remove internal barriers to collaboration

21,000

People upgraded to Office 365 and Windows 10

22,000

new laptops/desktops deployed as part of upgrading our IT Infrastructure

Our networks

Our networks provide a platform for our employees to connect, learn, share views, tell us what we're doing well and recommend improvements to make Wood an even better place to work. They have clear terms of reference and an action plan for the year, which is aligned to our culture and inclusion ambitions. Our employee networks are an open and inclusive space for everyone at Wood to get involved in the conversation and shape our future.

4,500+

employees actively engaged in our established employee networks on specific topic areas

"Building the best working environment is about all of us committing to making things even better. It's learning from our colleagues, listening to each other, and taking action, so that we're always moving forward. Our employee networks help us achieve this. They help us build our culture. One conversation at a time."

Listening Group Network

Open to all employees, the Listening Group Network is our most important direct engagement channel between employees and leadership. It meets virtually every two months and is hosted by a member of the ELT. Twice a year, a non-executive director chairs the forum.

Topics discussed by the network in 2019 included business strategy, employee networks, IT service provision and wellbeing. The role of the network is to enable an informal communication channel between employees and the ELT and Board, where healthy discussion about life at Wood is encouraged and action is taken from that. As an example, feedback from the calls led to a deep-dive review of the quality of IT services across the business and the IT infrastructure upgrades that were also driven from the employee survey actions.

Through sharing information, really listening to feedback, and asking opinions on key issues; real, tangible actions have been taken and changes have been made. Network members also facilitate the exchange of information to, from and on behalf of their local teams, offices and sites helping making sure everyone can be involved and have their voice heard.

Spotlight on our other global networks:

Armed Forces

The Armed Forces Network brings together employees who are members of the Armed Forces community, from regular and reservist personnel to volunteers, veterans and their families. Since its inception in 2017, the network has gone from strength to strength and it now has more than 200 members, in over 20 countries that Wood operates in.

The gold standard

In August 2019, Wood received the Gold Award from the Armed Forces covenant Employer Recognition Scheme (ERS) for our commitment to supporting Armed Forces personnel, and are finalists in six categories in the Ex-forces in Business Scottish Awards.

The MOD's Employer Recognition Scheme Gold Awards represent the highest badge of honour available to those that employ and support those who serve, veterans, and their families. We received this in recognition for our long-term commitment to the Armed Forces, our Career Transition Partnership (CTP) and our exemplar position within our market sector to advocate support to the armed forces community to partner organisations, suppliers and customers.

Wood's Chief Information Security Officer, a veteran and key member of our Armed Forces Network, said he was delighted Wood had been recognised in this way: "Securing the Gold Award is kudos to the team and fantastic recognition of our commitment to the armed forces community. That along with being shortlisted in six categories in the Ex-forces in Business Scottish Awards is testament to our commitment to the armed forces and to helping Wood be a forces friendly employer at the forefront of defence engagement."



Developing Professionals

Our Developing Professionals Network (DPN) is a community that provides a platform for employees to learn more about Wood, their colleagues and themselves. The network promotes the development and connectivity of tomorrow's leaders, while positively contributing to community programs and Wood's culture.

In 2019, the network expanded its reach establishing new regional groups in Brazil and Saudi Arabia; held four global calls on current themes within our industries; and matched 150 DPN members with buddies. The network has also been integral for Wood-wide initiatives, submitting 17 applications to the global challenge for education and having a representative on each regional judging panel for Our internal, global Inspire Awards.

Finding the perfect career match

In the spirit of valentines day, in 2019 our team in Calgary hosted a fun speed dating career round table event with employees in the early stages of their careers at Wood and local senior leadership, aimed at connected the conversation on professional career development.

The early careers group, known locally as the Thoroughbreds, are part of Wood's Developing Professionals Network (DPN). The group meets regularly to learn about different areas of the business, and network with management and their peers.

The speed dating event saw 14 senior leadership members from the downstream and chemicals business unit participate. The activity consisted of small groups of Thoroughbreds engaging in a five-minute professional conversation with each leader. After five minutes, the bell rang to signal a rotation. One of the early career group had this to say about the event:

"A career round table session is a great chance to meet leaders in our business and understand more about where they came from and learn from their experience. Not only did we receive some great one on one advice, but the level of interest in this event by senior leadership says a lot about how important it is to them in developing the next generation."

Project Engineer, Wood

Minerva

The Minerva Network welcomes everyone with an interest in diversity, inclusion and gender balance. Supporting our commitment to embracing and promoting gender diversity among our talented employee community. As well as raising awareness of the business case for greater diversity in Wood, the Minerva network also focuses on activities to attract and retain more women in Wood and encourage more women to pursue STEM careers in the industries we work in.

In 2019, the network grew to almost 600 members and the group's Yammer activity ramped up for International Women's Day in March, where employees hosted a day-long Yam-Jam, and the conversation continues to spark interesting and progressive discussion.

Transforming the future

Celebrating International Women in Engineering Day on June 23, Wood's annual recognition of this global awareness campaign seeks to raise the profile of women in engineering and focus attention on the career opportunities available to women in this exciting industry. Hosting a variety of activities throughout our office locations, our employees conducted speed mentoring sessions with senior school pupils, panel discussions with employees, science, technology, engineering and mathematics (STEM) activities with schools and collaborating with our customers on joint events.

Our teams in Chennai and Kolkata, India joined in the celebrations by participating in engineering quiz competitions along with a variety of technical events throughout the day.

"Throughout the day, teams were rewarded for their involvement and all women engineers were given a small Wood engineering memento to mark the day. Women were also showcased throughout our offices on screens to give recognition to those who are paving the way for future women in engineering."

P&O Senior manager, Wood



We Care

Our We Care Network connects our people currently balancing work with caring or caregiving responsibilities, those have done so in the past, or want to be prepared should they need to do so in the future; providing carer information and a space for support, advice and sharing experiences. During 2019, the network expanded into new countries, shared its members' personal stories of working and caring in Wood and celebrated Carers Week in Canada, Australia and the UK. The network is gearing up to support the launch of a global carers policy in 2020, which will help increase the visibility of the range of caring circumstances employees may face at some point during their career and to raise awareness of the support that may be available to employees with care responsibilities in Wood.

Caring for those that care

A growing number of us will care for someone else at some point in our life. A partner, relative or friend who requires care and support because they are elderly, have a long-term illness or disability. Recognising national and international awareness dates in Wood's annual calendar helps bring much-needed attention to employees with caring responsibilities – the contribution made, the impact that this can have on lives and the support needed. In 2019, our We Care Network recognised Carers Week in both the UK, Australia and Canada, to shine a light on the contribution unpaid carers make to those they care for, as well as our families, communities and businesses.

Talking about the importance of creating a culture supportive of carers, Wood's president operations services Asia Pacific says:

"Anyone can become a carer at any time. Sometimes we get time to plan and prepare for future care responsibilities, but sometimes we don't. This is why it is so important to be proactive in identifying and promoting ways in which employees who are carers can be supported within Wood. I'm delighted to confirm that Wood has signed Carers Australia Work & Care Charter and will be using the self-assessment questionnaire to help develop a plan of action to help shape our continued efforts to be a carer-friendly workplace."



Pride

Pride is a network for LGBT+ employees and their allies, which aims to help Wood create a great working environment that encourages a culture of respect, equality and inclusion for everyone, regardless of their sexual orientation, gender identity or gender expression. Throughout 2019, the network provided a safe and supportive space for LGBT+ employees and their colleagues to connect, it also organised several events, including participation at several Pride events and marking International Coming Out Day.

Supporting Rock the Ribbon

Co-ordinating support for the UK National Aids Trust (NAT) 'Rock the Ribbon' campaign, our Pride Network has helped raised funds for the charity year on year.

As the UK's leading charity dedicated to transforming society's response to HIV, NAT champions the rights of people living with HIV and campaigns for change – shaping attitudes, challenging injustice, and changing lives. Through the Rock the Ribbon Together campaign, the charity urges people to stand in solidarity with people living with HIV, raise awareness and donations, challenge stigma, and end loneliness and isolation.


In 2019, Wood's offices in London, Darlington, Glasgow and Aberdeen sold cakes and ribbons to raise a total of £616 for the charity, helped by Wood's employee matched funding programme. All proceeds contribute to NAT's vital work in championing the rights of people living with and affected by HIV and campaigning for change.



Celebrating our people

We take pride in celebrating and sharing the achievements of our people at Wood; recognition is about feeling valued in the organisation through feedback and appreciation. 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.

Our global Inspire Awards, launched in 2019 and based on our vision, values and behaviours, celebrate the incredible efforts of all our employees. Conducted over a nine-month period, the Inspire Awards is our annual platform for formally recognising those around the business who are making great things possible and inspire others. Judged by 5 regional, independent panels and receiving over 1,700 nominations from over 40 countries, our inaugural awards were structured around eight nomination categories, linked to our sustainability approach.

 Read more about each of our Inspire Awards winners throughout this report:

Safety Shield	50
Inspiring Teamwork	47
Marvellous Mentor	44
Impactful Innovation	111
Exceptional Customer Service	103
Excellent Financial Performance	103
Outstanding Conduct	106

Nomination categories

People

- Safety Shield
- Inspiring Teamwork
- Marvelous Mentor

Planet

- Championing Sustainability
- Impactful Innovation

Profit

- Exceptional Customer Service
- Excellent Financial Performance
- Outstanding Conduct

1,700

nominations received across 40 countries as part of our annual Inspire Awards employee recognition programme

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.



Inspire Awards: People's Choice

In addition to our eight global winners, everyone at Wood then had the chance to vote for who they felt should be our People's Choice overall award winner. Our employees chose our Championing Sustainability winner Gagandeep Singh, who works tirelessly to help less privileged children and students have access to books and a career-ready education.

Gagandeep launched 'Connecting the Dots' in September 2012, along with a book bank that collects and distributes educational books to school children in North India. Gagandeep spends around 10 hours of his own time each week teaching English and communication skills in a local university, and over the past six years, has supplied 20,000 books, which have benefitted 6,000 underprivileged children in 70 schools and universities across 23 cities in India and China.

20,000

books supplied

6,000

underprivileged children



Future ready employer

Shaping the workplace of tomorrow, it is predicted millennials will make up 75% of the global workforce by 2025; the employee of tomorrow, wants to work for a company that delivers social good, is transparent in living up to their values and provides a workplace they can be proud of. We are building a culture at Wood that is driven by clear social purpose, ensuring we attract, recruit and retain a sustainable workforce, that demands more from business for the better of society.

A flexible approach to working

We aim to ensure all our employees reach a fulfilling work-life balance, recognising that this not only helps reduce stress for the individual, but also improves motivation, reduces potential absence and helps to increase employee retention and attract new talent to our organisation. We enable our strategy through agile teams, we see flexible working as something that supports a more engaged and inclusive working culture to cope with the ever-changing demands of business. We see the use of technology, flexible work locations and different ways of communicating helping to shape our business for the better and providing a more sustainable approach to business delivery - for Wood and our people.

Matching opportunity with global mobility

iCIMS – global portal

As an international organisation, Wood offers numerous exciting career development opportunities for employees to support our growing portfolio of international projects. Our mobility strategy ensures we have the right tools, processes and governance in place to ensure we match and move the right people quickly and compliantly with best practice relocation support, whilst ensuring our compensation is internally fair and externally competitive.

All internal global vacancies within Wood are advertised in a central location to provide a fair recruitment process for all. Facilitated through a single recruitment platform, we launched our global recruitment and hiring procedure in 2019, to ensure all vacancies (in line with the procedure) are advertised internally. Our global recruitment system also supports our internal redeployment register, helping facilitate recruiters in sourcing alternative roles for employees seeking new opportunities within Wood.



A winning combination

At Wood, we believe in providing an environment where our people can achieve a balance between work and life outside work, whether that's family responsibilities, study commitments or community involvement. Empowering individuals to manage how, when and where they work to suit their needs means we can attract a more diverse range of candidates for roles, boost productivity and retain our top talent.

Nikki Walters and Julie Matthew have been working in a shared role for the past 19 years, starting in 2001 when they applied to job share following both of their returns from maternity leave. Fast forward to today, and the pair have been promoted several times into high profile positions and have supported around 50 acquisitions and several major disposals.

In their current role as treasury director, Julie and Nikki look after our global treasury function, managing a team of experts, providing specialist management and advice to the business. Testament to their success, Nikki and Julie have recently been recognised by the Timewise Power 50 awards in the category of Power Job Sharers, for their strong, successful and seamless partnership that as managed the treasury function through Wood's significant growth. Celebrating people and places who make a success of flexible working, the Timewise Power 50 awards showcase the positive impact of flexible working, by highlighting the people and places who do it best. Congratulations to Julie and Nikki on this well-deserved win!

Global mobility framework

Host	Home	International (GEC)
Local hire New hires or existing employee. Local employment terms and conditions are suitable and aligned to business commercial drivers.	Home seconded Existing employee assigned for defined period of time. Intention to return home on completion of assignment.	Globally mobile Globally mobile employees expected to go on multiple, sequential assignments. Externally hired for a specific project.
		International project hire New hires for a project and/or existing contractor required to work overseas on a specific project and local employment is not possible and/or appropriate.

Providing fair reward


At Wood, we understand that our people are what make us a truly successful company. Ensuring fair, competitive and transparent reward is key to aligning our employees needs with our business objectives and strategy and enabling us to attract, retain, engage and mobilise the right people to the right place at the right time at the right cost.

Wood provides a comprehensive, flexible, competitive benefit program for our employees. Our benefit program is shaped by our values and linked to regional and market norms. Benefits are provided in a fair manner and are compliant with local legislation and regulations. In our areas of significant operations, we provide the following benefits:

UK

Applicable to all employees regardless of full-time/part-time or temporary employment, benefits include:

- Protection: Benefits include life insurance, income protection and critical illness
- Health and wellbeing: Benefits include medical insurance and health cash plan
- Wealth: Pension plan
- Parental leave
- Various lifestyle benefits (optional): Holiday trading, dental insurance, give as you earn, bike to work and technology options

 Read more about our commitment to retirement plans on page 10 of our 2019 Annual Report and Accounts

In line with external benchmarks, we offer a slightly reduced benefits package to offshore and site-based employees that excludes income protection, medical & dental insurance (but including our health cash plan) and selected optional lifestyle benefits.

US

Applicable to all employees regardless of full-time/part-time or temporary employment, benefits include:

- Protection: Benefits include life and accidental death and dismemberment (AD&D) insurance
- Health and wellbeing: Benefits include medical, prescription, dental and vision plans
- Wealth: 401k retirement plan
- Various voluntary benefits include: Critical illness, accident, identity theft and hospital indemnity insurance, as well as various optional lifestyle benefits

Canada

Applicable to all employees regardless of full-time/part-time or temporary employment, benefits include:

- Protection: Benefits include life, long-term disability and AD&D insurance
- Health and wellbeing: Benefits include medical and dental plans

Australia

- Wealth & protection: Superannuation (retirement) plan, which includes life insurance

 Access our Reward Policy available at: woodplc.com/rewardpolicy

Employee share plan

We provide our employees with the opportunity to share in the success of our business through the Wood Employee Share Plan. From 2019, for every two shares a participant purchases, Wood awarded one additional share. The plan is available to the majority of Wood employees based in Australia, Azerbaijan, Brazil, Canada, Chile, France, India, Italy, Malaysia, Norway, Republic of Ireland, Singapore, Spain, Thailand, UAE, UK and US (excluding California & Oregon.), bound by legal and tax parameters. Since our employee share plan was introduced in 2015, employee share ownership was circa 2.7% globally, which has now risen to 10% by employee share ownership by the end of 2019.

 Read about our Employee Share Plan at: woodplc.com/employee-share-plan

Employee Assistance Programme

From time to time, everyone experiences situations that affect their general wellbeing. Our Employee Assistance Programme (EAP) is available to give our people and those close to them access to practical information and counselling on a variety of topics. Examples include:

- 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



Development and future skills

Our ability to identify, promote and mobilise our people is important to the long-term health of our organisation. We believe everyone at Wood has the opportunity to grow their own career and build future skills that will prepare not just the employee, but also Wood, for the workplace of tomorrow.

We take a blended approach to learning and work on the principle of career partnership, encouraging ongoing development through regular conversations that align employee aspirations with business needs and opportunities for development. Through a coaching method of learning, we built trust and support through regular feedback and communication to develop our people to reach their full potential, at their own pace. Conversations connect and align employees and their line managers, build on our healthy workplace culture and benefitting both employees and the business.

Through our internal developing careers intranet site, we provide all employees with access to materials and resources to encourage and inspire skills development, whether as an employee or leader at Wood.



Visit our Wood Careers page for more information on #LifeatWood: careers.woodplc.com



Flexible learning

Embracing technology to deliver learning flexibly, in 2019 the talent management team at Wood designed and promoted a series of global webinars to help develop employee awareness, skills and knowledge on key personal development topics. Including a mix of webinars relevant to all employees and to those with people management responsibilities, some of the topics delivered over the course of the year included:

- Individual resilience for effective performance
- Leading through uncertainty and change
- Networking skills
- Empowering teams through trust
- Back to the workplace: development support

Monthly webinar sessions will continue to roll out in 2020, to further add to our toolkit of skills development material. To support ongoing development, Wood also provides employees with access to the online learning platform MindTools, a resource library with more than 2,000 bite-sized learning items to help improve skills in the workplace. In partnership with MindTools, and recognising Learning at Work week in 2019, we focused on a different area of development each day to explore and develop skills including time management, decision making, career and communication skills.

Inspiring leadership

Our leaders play a vital role in empowering our employees to be the best they can be in achieving their career aspirations. We believe that by instilling the fundamentals of quality leadership in our leaders at Wood, we improve working relationships for our people and sustain a successful, future ready business.

As a Wood leader...

Know your people

Have great **conversations**.

Have regular conversations. Understand their objectives, how they're tracking, their development opportunities, future aspirations and your role within that.

Provide regular coaching and constructive feedback. Have the challenging conversations.

Make sure you're on the same page. Ask, don't guess.

Let others know too

Share what you know.

Be proactive in letting others who can enable their performance and development know about your people's aspirations, needs and potential. Promote their wins, fly the flag for them and celebrate their successes so they are known to others also.

Use the Wood community. Don't trap them in their current job.

Make it Possible

Be **proactive** and skilled.

Be present and aware of the options for ongoing development and do what is possible to make it possible for them at Wood.

Use other leaders, intranet sites and P&O to facilitate learning and career moves. Help them get the next project, the next job.

Take care of those in your charge. Be the leader you wish you had.



Leading by example

The visibility and awareness of our leaders and high potential employees at senior levels of our organisation, ensures that we listen and reflect on the views and issues faced by our teams in decision making. Our board holds regular events throughout the year to engage with members of the wider Wood team, beyond ELT level, as well as with employees who may become our future leaders; this includes employees deemed as high potential through group wide career development discussions. These sessions provide the board with an opportunity to engage with employees on the issues that matter to them, whilst also introducing them to potential future leaders of our business when it comes to senior management succession planning.

Mentoring

Although mentoring is only one element of the career development process, a mentoring relationship can be a great way to support career growth. Wood's approach to mentoring relationships is a non-line manager partnership offering a safe environment to support ongoing development by exploring a wide range of topics including:

- Personal development planning to maximise learning opportunities
- Long-term career aspirations and goals
- Organisational navigation
- Insights into the broader internal business view
- Solutions to complex work-related situations

In 2019, we released a global mentoring resource guide to help steer mentors and mentees on the topic, as well as finalising the development of a mentoring application tool to match mentors with those seeking support in the wider business. Our mentoring application is currently being piloted in Asia Pacific business wider roll out consideration.

Inspire Awards: Marvellous Mentor

Recognising those who go above and beyond to support people development at Wood, our 2019 Marvellous Mentor Inspire Award went to Gavin Taylor in our United Arab Emirates business. Gavin's mentoring skills were considered far more than supportive by his mentee. Following a one-to-one mentor/mentee session on the way forward, Gavin set up a comprehensive training and shadowing plan, regular discussions and training worksheets to track progress with his mentee. Gavin's plan included tasks that stretched the skills of his mentee as well as many opportunities to observe and learn. The plan was so comprehensive and successful that Gavin's mentee commended his ability saying that:

"In my thirteen years of professional career, no-one else has given me so much support towards my career aspirations through formal mentoring."

Frontline Leader

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 delegates to understand and shape their own leadership style.

Focused on a simple three step process, of future, engage and deliver, the full program is facilitator led and classroom based over a three-day duration. The programme encourages our leaders to take time out, to fully engage in the process and conversation. The content is a series of modules reflecting on how we lead ourselves, lead other and lead the business; the course delivers an emphasis on learner participation and involvement with the opportunity to embed the learning on-the-job.

Summarising what Frontline delivers

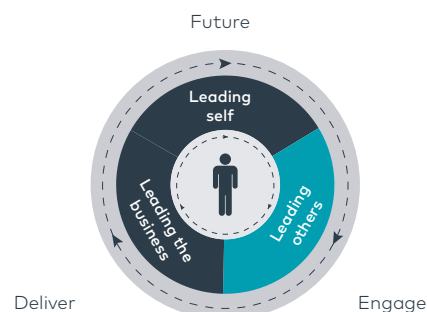
If your culture is strong it will predict your operating success. For that culture to form, mindsets must change. Frontline Leadership is about changing mindsets and behaviours.

Mindset > Behaviour > Results > Culture > **Operating Success**

In 2019, we delivered the Frontline Leadership Development Programme to over 3,000 leaders across Wood.

3,000

Leaders trained through our Frontline Leaders Programme



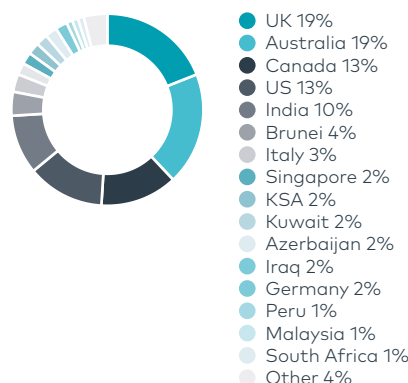
Supporting early careers

We aim to create a nurturing and rewarding environment for employees who are early in their careers; whether part of a structured development programme or a new joiner to the business, we are committed to ensuring that there are opportunities to learn and network across Wood.

Global early careers recruitment

Our 2019 recruitment drive for early career hires saw a total of 670 people join team Wood from across each of our business units, multiple countries and 17 functional disciplines.

Percentage of total hires by country



Percentage of total hires by Business Unit



Function	Total
Engineering & Technical	585
Construction	16
Project Services	13
Project Management	11
Finance & Accounting	10
Supply Chain	8
Administration	5
Commercial & Risk Management	4
Operations & Maintenance	3
Information Systems	3
Technology	3
Business & Quality Assurance	2
HSSE	2
Human Resources	2
Training & Competence	1
Business Development	1
Cost, Risks & Contingency	1
Total	670

A flying start

Welcoming all new employees, we place a focus on those first steps in building a career at Wood. Delivering the best possible start through our global induction to life at Wood, we help to train and integrate employees as quickly and efficiently as possible, particularly those just starting out in the world of work.

Delivering a series of two-day global induction events in 2019, 150 of our early careers' employees gathered from across the business, to get a better understanding of Wood and to learn how to take ownership of their own development and careers. Helping to co-design and facilitate each session, the employees were joined by a number of senior leaders in each location, where the events aimed to help our employees better understand Wood's portfolio of services and the part our early careers employees play.

Commenting on one of the events Wood's President Operations services, Europe and Africa said: "Our new early career colleagues bring a fresh perspective and diversity of thought to our business which we need to stay current and ahead of competition.

They are curious, see things from a different perspective and can challenge our current ways of doing, helping us to think big and be bold in our problem solving. I encourage all our new trainees and graduates to speak up, share their ideas and challenge our way of thinking. Investing in the next generation is fundamentally about the sustainability of our business and our industry."

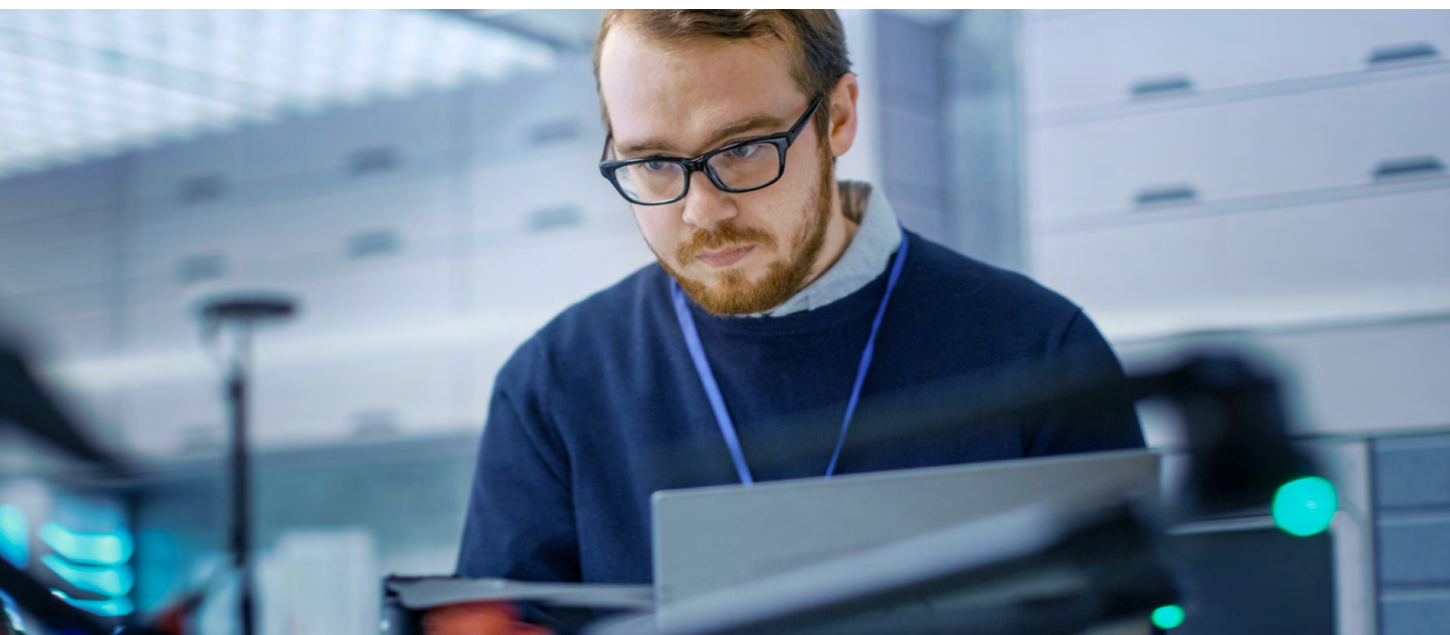
Endorsing the value in these facilitated group sessions, one attendee said about their introduction to life at Wood:

"Whether you are coming from school, college, university or a previous workplace, joining a global company such as Wood can be a daunting experience. Having the opportunity to meet and develop relationships with peers going through a similar transition has proven invaluable and has helped me settle into the company."

"Meeting our new colleagues and learning about different areas of the business has outlined the number of opportunities that may be available throughout our careers, showing that we have joined Wood at a very exciting time."

Once completing their inductions, each early career employee becomes part of our Developing Professionals Network to continue their journey and development.





Nurturing talent

Wood's talent strategy focuses on identifying, attracting and nurturing talent across the business. We understand to grow our business we need our people to grow with it. Enhancing the career journey of our people supports the creation of a high performing workplace where our employees are supported to be their best and are fully engaged in driving their careers.

Utilising the outcome of our employee engagement survey, in 2019 we engaged our functional teams on the need to prioritise people development in addressing employee concerns and improving our approach to nurturing talent.

Picking up the challenge to innovate

Inspiring our people to connect on the key challenges our business faces, is vital to unlocking the talent and ingenuity that will deliver a sustainable future for Wood. Supporting our strategic focus on Digital and Technology our inaugural TCS President's Challenge in 2019, is just one example of how our teams internally connect to bring talent into focus and drive Wood's technological advantage. Based on the premises that our pipeline of digital and technology talent is fundamental to delivering Woods connected design/build/operate solutions, the President's Challenge recognises that we don't stop at recruiting talent, but focus on how we nurture, network and unearth ingenuity across the business.

The challenge

Submissions were invited focusing on the digital skills perceived to be most important to our future; the most effective ways to find, recruit, train and deploy those skills; and priority actions to accelerate the development of our digital and technology talent. Four teams were shortlisted, each with an executive sponsor, and drawing on talent from across the TCS business. Judged by a panel of senior business leaders and a guest client judge, each team presented their ideas to the panel in 30-minute slots, which were then scored and debated before the winner was selected.

Recognising differences in digital knowledge across the business, the winning team proposed a digital skills base for everyone, with training modules and skills built on that foundation. Our judges commended the team for focusing strongly on external market demand and aligning their submission to specific business needs and producing a credible roadmap of actions.

Another recommendation relating to a centralised body of digital enablers in the business is now in place through our Digital and Technology emerging solutions leaders. Development of an effective sandbox environment was also delivered through Wood's new CoLab process.

 Read more about our CoLab process on page 112

"Unearthing, nurturing and focusing our digital and technology talent is the key to transforming Wood into a business capable of meeting our customers' future challenges. It's inspiring to see our talented people sharing their ideas like this, and I hope this proves the start of even greater engagement in transforming the way we work."

Wood's Chief Technology Officer



Focus on finance

Working with our Finance and Administration (F&A) function, through the course of the year we focused on three key areas:

- Creation of the F&A learning hub containing learning content to support technical development and career skills development
- Investment in Early Careers pipeline
- Development days for high potentials

The F&A Early Careers Programme supports the transition of employees joining Wood from education. The three year programme includes a blend of on career skills development, technical development and coaching and mentoring to ensure our early career employees start their career successfully at Wood. During the programme, employees rotate through departmental functions to give them a broader understanding of the function and support their leadership development. Supported by 25 leaders from across Wood, in the role of feedback coaches, in 2019, we delivered three development days across our Europe, Americas and MERC business, with additional days planned for Australia and Asia Pacific and other regions in 2021.

The development day workshops support our long-term commitment for individuals to gain a deeper understanding of their strengths and areas of development.

Aligned to our vision, values and behaviours the day provides a safe environment for individuals to test their leadership skills, while receiving detailed feedback and coaching support from management.

Before the day

- Conversation between line manager and participants
- Personal psychometric questionnaire
- Pre-reading with useful tips and presentation preparation

During the day

- Development session using your personal psychometric
- Individual presentation on a pre-advised topic
- Group case study and presentation
- Networking

Following the day

- Individual coaching session with feedback coach
- Create personal development plan with mentor & line manager
- Assigned mentors and involved in strategic projects for the function

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.



Inspire Awards: Inspiring Teamwork

Shining a light on our people, our global annual inspire award for Inspiring Teamwork recognises the combined efforts of a team who have achieved remarkable results. Seeking to celebrate great team achievements, we asked what they achieved through their performance that would inspire other teams across Wood.

Our team working on the ExxonMobil and Basra Oil Company contracts for Iraq projects are committed to transferring engineering knowledge and experiences to Iraq nationals. Establishing the Basra engineering office, the team overcame project and operational challenges to ensure the success of the Basra office, best positioning Wood in the Iraq market and developing knowledge and skills in local nationals that continues to contribute back to our host country.

What the judges said:

"We thought that the Basra team showed truly inspiring teamwork and are worthy winners of the global inspiring teamwork award. There is an incredible story of lifting others up and never giving up. The nominees teamed up to embrace diversity and encourage contributions by quickly filling their ranks with local and national talent. By working together, they overcame the complexities of working in Iraq and its unique challenges, such as skills gaps and inexperience, language barriers, and cultural differences."

"There were clear tangible outcomes that their teamwork has changed people's lives and left a positive legacy in a country that has gone through major turmoil for many years. In doing so, the team have not only enhanced Wood's reputation in the market but also created a memorable story that resonates with our customers. For us as judges, this was a fantastic example of a team embodying care, courage and commitment through their teamwork to overcome whatever challenges they face; something we should strive to repeat wherever we do business."

Health, safety and security

We place our people at the heart of everything we do. Everyone has the right to expect a healthy, safe and secure working environment and our goal is to ensure our people return home safe at the end of every day, better for having worked at Wood.




Leading with the safety, health and wellbeing of our people and communities ensures we create a culture of care at Wood, which relies upon strong leadership, personal accountability and a commitment to achieving our goal of zero harm. This is fundamental to executing our operations in a responsible and sustainable manner.

Commitment

Wood's Health, Safety, Security and Environment (HSSE) policy sets our commitment to HSSE, the value we will deliver to our stakeholders and the actions we will take to protect our people, communities and the environment.

Our Safety, Assurance and Business Ethics Committee (SABE) is responsible for overseeing the Group's management of HSSE, regulatory compliance & Business Ethics matters, in line with Group policies and our values commitment. Providing Board level oversight and management of HSSE matters, in 2020, the committee will also assume responsibility in overseeing Wood's Sustainability programme.

 Read about our SABE committee on page 20, or page 58-65 of our 2019 Annual Report and Accounts

Strategy

Our HSSE strategy forms a roadmap for continuous improvement and development against our HSSE commitments and goals. Applicable to all Wood operations, our strategy supports the implementation of our policy, delivery of our performance goals and development of our HSSE culture.

Setting standards

Underpinning our HSSE strategy, Wood's HSSE management system is defined by our HSSE Management System Standard – the Blue Book. Consisting of fifteen core elements, each topic section sets the mandatory minimum standards for the management of HSSE across Wood.

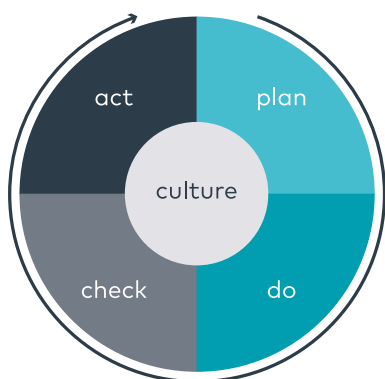
Our Blue Book standard defines our approach to HSSE, develops our understanding on material matters and sets the standard for our people to lead, plan and organise our operations in a way that ensures we control HSSE risks and deliver continuous improvement on HSSE performance. The Blue Book is supported by a wider suite of group wide HSSE standards, procedures and policies which provide the framework for Business Unit management teams to empower group-wide learning and best practice. The Blue Book aligns with recognised international HSSE management standards and the continuous improvement cycle of Plan-Do-Check-Act.



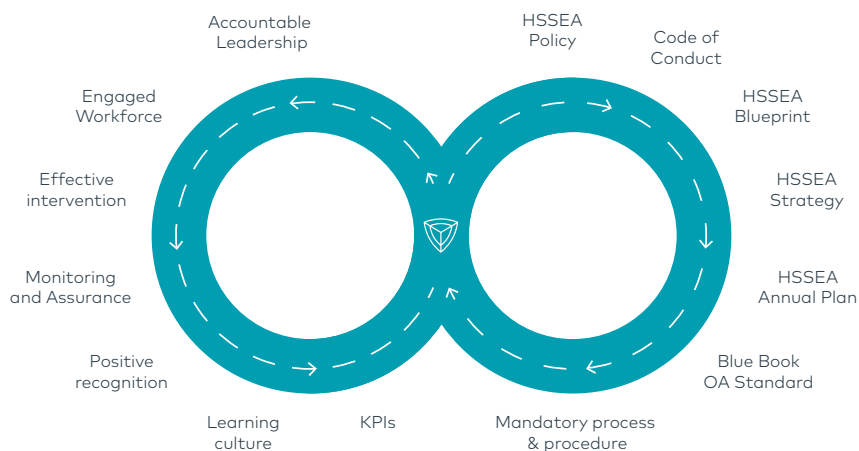
Wood deploy mature management systems across all our operations to ensure that we consistently deliver to our customer requirements and comply with international, national and industry specific laws, regulations and standards. Our management systems are routinely assessed both through our own internal assurance framework and externally via customer, regulatory body and management system certification audit and assessment.

Wood hold international management system certifications to ISO 9001 for Quality management systems, ISO 14001 for Environmental systems and ISO 45001 for occupational health and safety systems across a number of our locations. These are managed under a global agreement with our nominated certification service provider (Lloyds Register) and in December 2019 we successfully completed recertification of all our applicable businesses. In addition to these main management system standards Wood PLC are also certified to a number of other standards for example ISO 27001 information security standard.

continuous improvement



Continuous improvement roadmap



Wood's Safety Shield

Continued learning and effective communication is vital to ensure key the success of our business and continued sustainability. Created to help simplify and communicate our management system process more simply, the Safety Shield builds up on our values of care, courage and commitment and asks our employees to have the commitment to prepare correctly, the care to engage with the safety requirements of a task and the courage to intervene if they see something unsafe.

Unique to Wood, our Safety Shield – a metaphor for protection – combines our HSSE processes and procedures into one standard that is simple, understandable across countries and cultures and provides consistent messaging to our workforce around HSSE.



wood.
Safety Shield

Prepare. Engage. Intervene.

In 2019, we continued to embed the Safety Shield across the business. Beginning with our global annual 'Safe Start' in January, we welcomed our people back to work with a fresh focus on safety and the opportunity to reinforce our life saving rules and key areas of risk. Developing and deploying our 'Safety Shield for Supervisors' programme in early 2019, we focused our efforts on training our frontline staff to use the tools within the Safety Shield. Through six train-the-trainer events held across the globe, we now have over 100 'Safety Shield for Supervisors' programme trainers leading courses within their business unit and geographical areas, helping to build on the toolbox talks and town hall events held throughout the year to communicate Wood's Safety Shield.

6

train-the-trainer events held across the globe

100

Safety Shield for Supervisors programme trainers leading courses within their business unit



Read more about the Safety Shield on page 27 of our 2019 Annual Report and Accounts, or visit: woodplc.com/safetyshield

Inspire awards: Safety Shield

Demonstrating our values in action our annual Inspire award for the Safety Shield recognises individuals or teams who have shown extraordinary courage to speak up and take action to enhance the safety and welfare of their own team and that of our customers, suppliers or wider community.

Daniel Frakes demonstrated true courage in taking quick action to save a contractor's life while observing some trench work in the United States. Daniel spoke up and convinced the contractor to move its worker out of the area when he spotted cracks indicating an impending collapse. Just moments later, a large section of concrete fell into the trench. Had it not been for Daniel's intervention, that person could have been seriously injured or killed.

What the judges said

As a field technician, this demonstrates courage to intervene and in doing so, saving a life. We were looking for a real Wood hero and in the nominations we found many; however, Daniel stood out as a real Wood superhero and unanimous winner! Daniel's conduct demonstrated both our Safety Shield and values in action, seeing a contractor in a trench and thinking it looked wrong, the trench was about to collapse, and the contractor was oblivious to the danger. It takes courage to step up and intervene when things look wrong and that is an essential safety behaviour, we know makes Wood projects safe – everyone looking out for each other. Daniel raised the shield to protect others.



HSE performance

Employees and subcontractors

Wood saw a marked improvement in our safety performance in 2019, reporting an 18% decrease in our all injury frequency rate, set against an increase of 9% in man exposure hours throughout the year. Whilst overall safety performance rates generally flattened in 2019 compared to the previous year, we also saw an 11% drop in the number of recorded incidents throughout the year.

Availability of accurate, company-wide safety performance data is key to understanding emerging trends and risk hotspots. Wood has continued to develop the CAIRS reporting tool that is used to record all incidents, and allows interrogation of data at all levels, including analysis of root causes of incidents.

Key findings

11%

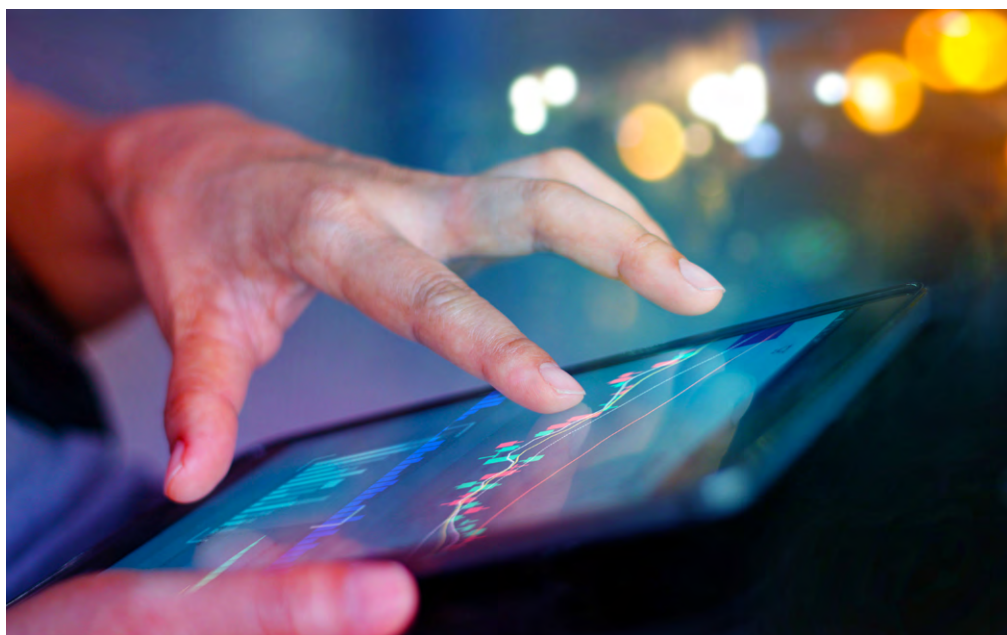
reduction in all incidents

Reports raised for work-related incidents in 2019 reduced 11% (2752) when compared to 2018 (3088).

18%

reduction in all injury frequency

Although recordable injury rates remained flat in 2019, despite a 21% increase in lost time injuries.

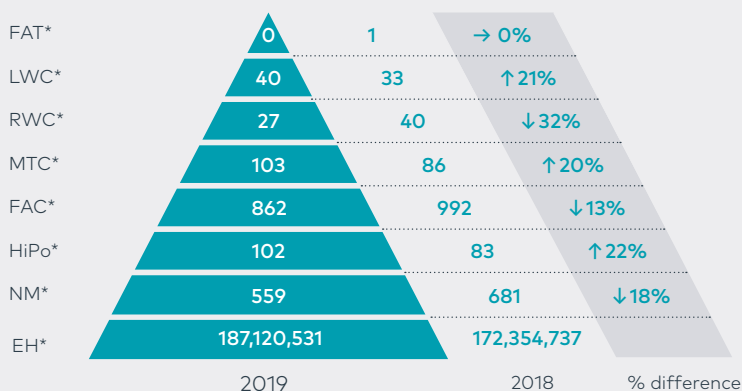


Key performance indicators

		LTIF	TRIR	AIFR	Hours
2019	Combined	0.04	0.18	1.10	187,120,531
	Employee	0.04	0.20	1.23	134,909,372
	Subcontractor	0.04	0.15	0.79	52,211,159
2018	Combined	0.04	0.18	1.34	172,354,737
	Employee	0.05	0.21	1.46	127,260,687
	Subcontractor	0.02	0.11	0.99	45,094,050
+/- 2019/18	Combined	▶	▶	18% ▼	9% ▼

Reporting Overview & Incident Classification

Reports raised 2019	Harm to People	Asset Damage	Environmental	Security	
Combined	2752	1490 54%	1044 38%	146 5%	72 3%
Employee	2084	1150 55%	793 38%	75 4%	66 3%
Subcontractor	668	340 51%	251 38%	71 10%	6 1%



Lost Work Case Frequency (LWCF*)
Total Recordable Case Frequency (TRCF*)
All Injury Frequency Rate (AIFR*)
Fatality (FAT*)
Restricted Work Case (RWC*)
Medical Treatment Case (MTC*)
First Aid Case (FAC*)

High Potential Incident (HiPo*)
Near Miss (NM*)
Exposure Hours (EH*)

All frequency rates are calculated per 200,000 man hours



Benchmarking Performance

Benchmarking our safety performance against that of our clients, competitors and industry, allows us to compare our safety record against those facing similar challenges, as well as guide performance target setting, to improve performance.

The International Association of Oil & Gas Producers (IOGP)

The Global Oil and Gas Industry trade association (IOGP) is the voice to the global upstream oil and gas industry. Members of IOGP, represent 40% of the world's oil and gas production and serve industry regulators as a global partner for improving safety, environmental and social performance. Working closely with IOGP, Wood looks to the industry body to help share knowledge and best practice, as well as benchmark our performance through the association's annual reporting on industry safety performance. Annual safety performance data, detailing member performance, allows us to compare overall statistics, as well as those specific to contractor and company.

Total Recordable Incident Rate Comparison

TRIR Comparison	2016	2017	2018	2019
Wood	0.28	0.25	0.18	0.18
IOGP Overall	0.21	0.19	0.20	-
IOGP Contractor	0.22	0.20	0.21	-
IOGP Company	0.16	0.15	0.14	-

Lost Time Injury Frequency Comparison

LTIF Comparison	2016	2017	2018	2019
Wood	0.06	0.05	0.04	0.04
IOGP Overall	0.05	0.05	0.05	-
IOGP Contractor	0.06	0.05	0.05	-
IOGP Company	0.05	0.06	0.05	-

Note: 2019 safety performance data from IOGP was not released at the time of publication for inclusion

Safety Essentials

Effective safe systems of work rely on more than safety standards to make them work effectively. Behaviours directly influence the way we work; the way we do things and the way we follow processes. The Wood Safety Essentials raise awareness of how the right Behaviours can help prevent incidents and improve our safety performance. They are designed to complement our Life Saving Rules and apply to all office and site personnel.

- Always take care
- Follow the rules
- Do a risk assessment
- You must intervene
- Manage any change
- Wear the correct PPE

Life Saving Rules

Wood's Life Saving Rules (LSRs) have been adopted from the globally recognised International Association of Oil & Gas Producers (IOGP), ensuring that our workforce have a common message no matter where they work. The LSRs help us plan and control work safely providing a minimum standard to which everyone is expected to comply with. They raise awareness of safety critical activities that have been shown to be those with the greatest potential to cause fatalities. The LSRs detail the actions that individuals must take to protect themselves and others. The adoption and mandatory enforcement of the rules helps us ensure the safety of everyone that works with Wood.



Bypassing Safety Controls



Confined Space



Driving



Energy Isolation



Hot Work



Line of Fire



Safe Mechanical Lifting



Work Authorisation



Working at Height

High Potential Incidents

High potential incidents are those events that could, in slightly different circumstances, realistically result in serious injuries or one or more fatalities. Rigorous investigation leading to full understanding of high potential incidents allows us to evaluate the effectiveness of our management systems and ensure that our energy is targeted on our highest risk activities. Unfortunately, we saw an increase from 83 high potential incidents in 2018 to 101 incidents in 2019, representing a 10% uplift in our High Potential Frequency.

Critical safety risk areas

Learning from our high potential incidents, we continue to focus on the four risk areas that contributed to our most severe incidents in 2019:

- Driving
- Working at Height
- Dropped objects
- Energy isolations

50%

reduction in working at height incidents was achieved in 2019

Targeting our critical safety risks – the safety staircase

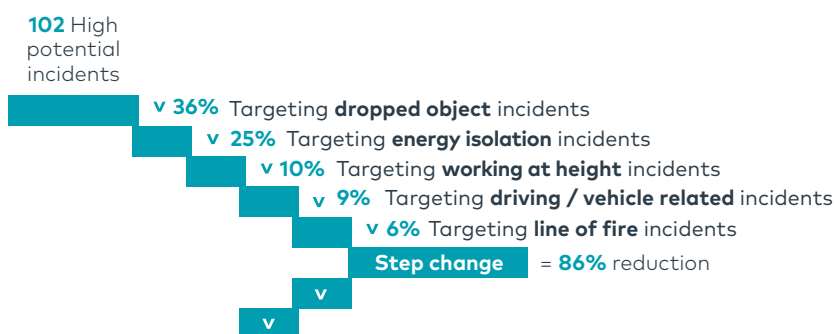
The safety staircase is designed to provide simple communication around critical risks and to demonstrate where particular focus of energy could reduce reoccurrence. The top five high potential incident types are identified over a 24-month period, resulting in a raised focus on what incident types can cause the most serious events. This also included Line of Fire incidents, that were considered a worthwhile area to focus our safety energy.

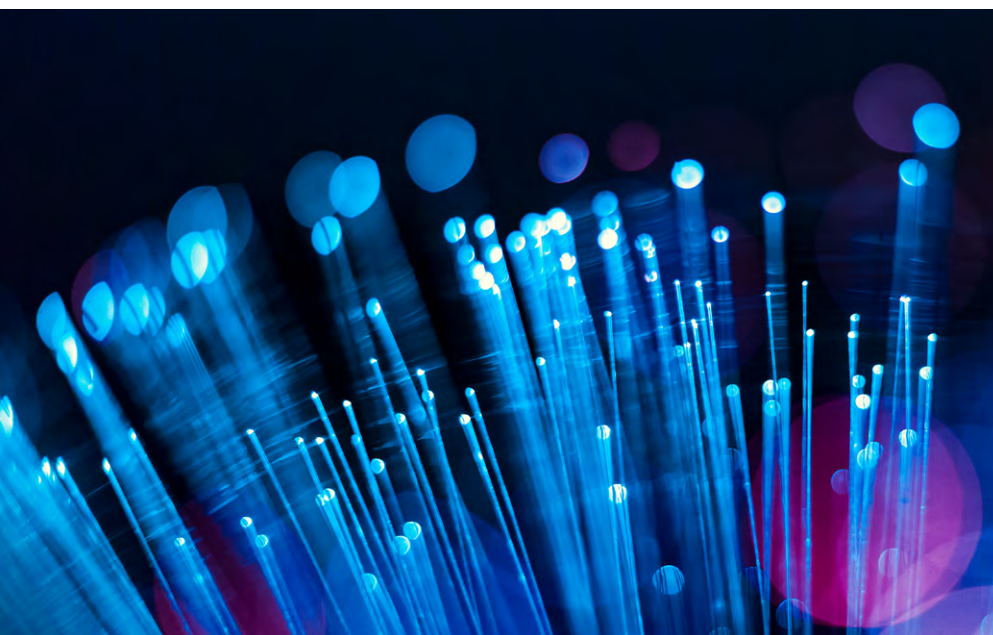
The staircase illustrates the following:

- A focus on Dropped Objects and Energy Isolation incidents would address 61% of high potential incidents.
- A further focus on Working at Height & Driving / vehicle related incidents would address an additional 19% of high potential incidents.

Throughout 2019 our Stand up For Safety campaign delivered materials across the business to provide support to leaders as they highlighted these key areas for focus.

Safety staircase





Predictive Safety

Could technology help to predict future safety incidents? That was the very question we asked, working with Wood's digital and technology team throughout 2019 to understand how we use safety data and the potential impact of technology in advancing safety reporting and incident mitigation.

What is predictive safety?

Automated collation of leading safety risk data from a variety of sources and continual calculation of a combined incident likelihood scores for key global construction and operations contracts.

Why is predictive safety important?


Industry approaches to minimizing future incidents tend to focus on analysis of lagging incident & near-miss data. Data sources are often analysed in isolation and insight extraction can be time consuming, inefficient & ineffective. Automatically combining data sources and using trained algorithms to extract insight from leading indicator data removes these inefficiencies and improves effectiveness. These approaches have the potential to significantly reduce incident/injury rates, lost (worker) time and ultimately save more lives on site.

Our solution

Using advanced analytics and cloud computing, we were able to develop a system able to continually calculate incident likelihood scores for key global construction and operations contracts. With insights presented in an interactive incident risk dashboard, this can then be used by HSE senior management to continually identify contracts that may require intervention.

Next steps

At present, safety data comes in a variety of manual and digital forms from across Wood, deploying the Predictive Safety Solution will require our business to adapt to a more digital based method of reporting safety data and collaboration with our wider safety teams. We intend to take the predictive safety solution into our CoLab environment, to further develop the software and potential deployment across Wood.

 Read more about our CoLab environment on page 112

Driving

Wood recognises driving to be one of our four critical safety risk areas. Supporting SDG 3 in seeking to halve the number of global deaths and injuries from road traffic accidents, Wood continues to strive for utmost safety in all of our driving activities. The following table breaks down the outcome of driving incidents in the last 3 years, with the following map detailing the distribution of driving incidents and severity across our regional footprint.

▼ **34%**

reduction in the number of driving incidents from 2018 (379) to 2019 (249)

Driving continues to be recognised as one of the key critical risk areas in regions such as the Middle East and the Americas.

Middle East

Driving is recognised as a major focus area in the Middle East, our team in Iraq are a good example of how our operations in the region approach tackling this safety critical area.

Again, the programme is designed alongside the Safety Shield approach:

- Prepare – training/information
- Engage – communication
- Intervene – efficiency and compliance

The programme is supported by:

- Comprehensive reporting
- Driver Feedback Proforma implemented to give drivers a voice
- Passenger Feedback allows our staff to give regular updates on safety, driver and vehicle standards
- Monthly driving safety campaigns
- Monthly Fleet Newsletter
- Regular safety updates and alerts across the Iraq business

Americas

A high-profile focus on driving was driven through 2019 in the Americas, themed around the principles of the Safety Shield – Prepare, Engage and Intervene, supported by a further educate element:

Prepare - At-Risk Driving: Promotion of our Driving Procedure and Driver Handbook with built-in Journey Management Plan and Risk Assessment Scorecard, both available on Wood's online HSSEA app. Over 5,000 handbooks printed and placed in the hands of our drivers and shared across the Wood business.

Engage - Driving Risk Management: Geotab telematics, enforcing accountability by monitoring driving behavior data and benchmarking trends with the Driver Safety Scorecards. Geotab is accessed by both the web and mobile app. The devices are installed and recording real-time driver data. Geotab's full deployment plan is in progress for the purchase and installation of approx. 1,000 more devices across all fleet by the end of 2020.

Intervene - Driving Risk Reduction

Guidance: Global Just and Fair Culture Standard: A safety procedure that supports our Wood HSSE Safety Management System Standard.

- A consistent and systematic approach that ensures personal accountability
- Sets necessary consequential actions to be taken in the event of an incident
- Serves as the guide for managing a driver's behavior
- Reward, Recognize, Coach/Train and Discipline

Educate - Driving Risk Reduction

Education: Wood-National Safety Council (NSC) Online Training Center

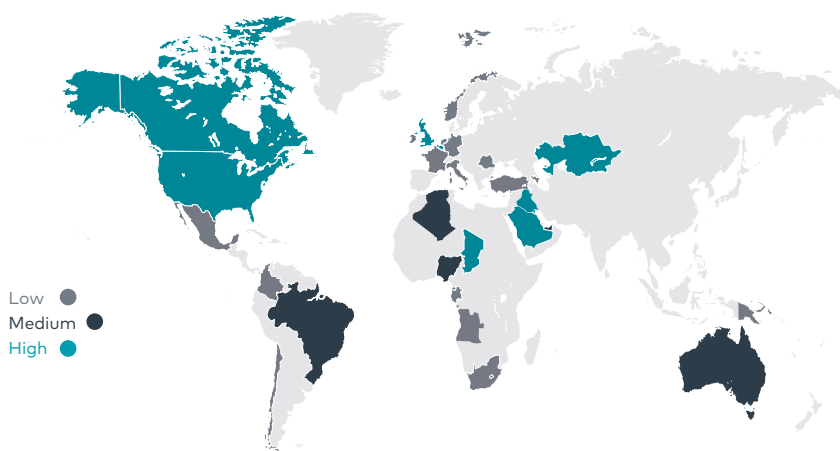
- Introducing enhanced online defensive driver training
- Available in several languages, self-paced and accessible to our remote personnel.



Outcome of driving incidents

	2017	2018	2019
Lost Time Incidents	1	1	3
Restricted Work Cases	1	0	1
Medical Treatment Cases	3	1	0
First Aid Cases	7	9	10
Top 3 Injury Types	Sprain/strain	Bruise/contusion	Bruise/contusion
	Fracture/dislocation	Fracture/dislocation	Sprain/strain
	Bruise/contusion	Cuts/Laceration	Fracture/dislocation
Top 3 root causes	Behaviour	Behaviour	Risk management
	Mental capability	Mental capability	Behaviour
	Risk management	Risk management	Planning

Driving incidents by location and severity (2017-2019)



Health and wellbeing at Wood

Supporting health and wellbeing reflects the commitment of Wood to positive and sustainable working environments and aligns strongly to our values. Having good health in the workplace is a key enabler to Wood operating effectively and safely in addition to creating an inclusive Wood community.

Our approach

Health and wellbeing at Wood is driven by our HSSE policy, which commits to both caring for our people, as well as preventing ill-health and injury. Supported by our mandatory Global Occupational Health Standards, we drive continuous improvement in our occupational health performance, and align to internationally recognised standards of practice, with ISO 18001 and 45001 certifications in place across the business.

Our standards were developed following a comprehensive review of our occupational health related performance including Incident investigations, Insurance related claims, Long term occupational illnesses, and Health related best practice and regulatory requirements.

Topics include:

- Noise
- Ergonomic and Manual Handling
- Hygiene/Cleanliness at Work
- Workplace Monitoring
- Vibration
- Travel Health
- Thermal Hazards
- Hazardous Substances
- Fatigue
- Rehabilitation
- Medical Screening and Surveillance
- Emergency Medical and First Aid Management
- Wellbeing

Our occupational health strategy focuses on both health and wellbeing by:

- Reducing the impact of work through effective management of occupational health hazards.
- Understanding the employee, to reduce the impact work may have on declared underlying health conditions
- Encouraging and supporting general wellbeing

Together, this means we apply a more holistic approach to preventing workplace ill health and supporting employee wellbeing. Through provision of training and awareness, we place a focus on the early identification of health hazards.

Through meeting the requirements of our occupational health standards, we ensure appropriate measures are in place to provide our people with the skills and knowledge to create a healthy working environment and to help Wood to deliver sustainable impact on the health and wellbeing of our workforce.

Wellbeing champions network

During 2019, we saw further expansion of our wellbeing champions network across Wood. Focusing on expanding our network of occupational health champions has allowed key information to be cascaded effectively, creating the employee engagement necessary to achieve our desired improvement in occupational health.

We recognise and support World Health Organisation Awareness Day's, particularly those that focus on topics applicable to our operations, such as malaria, hepatitis, tuberculosis, and HIV. Our wellbeing champions network helps to promote awareness days throughout the business and allow effective communication on key messages, particularly conveying vital information around the risk of employees acquiring and spreading illnesses, and how this can be minimised. Helping Wood ensure employee good health and wellbeing remains at the forefront of what we do.



Occupational Health Week

Supporting our strategy, proactive and preventive health and wellbeing activities were the focus of our first Global Occupational Health Week in 2019. Kicking off the week with a group wide communication from our Executive president HSSEA, we placed a focus on individual health and wellbeing, summed up by our opening remarks.

"Occupational Health Week is not just what you do this week, it's about steps you take that will make a difference over a lifetime. Small changes can make a big difference. It's amazing what you can achieve"

The week targeted relevant topics such as mental health, travel health (including infectious illnesses), heart health, lung health (from exposure to hazardous materials) as well as smoking and musculoskeletal health.

Emphasising the importance of how good physical and mental health are fundamentally linked, guidance materials and fact sheets were developed to raise understanding and awareness across the business on these core topics.

Offices around the globe took up the opportunity to participate in the week and delivered numerous employee-led events. In our America's business events were held daily in Colombia, Brazil, Lafayette, Louisiana, and Houston, among others. Sessions included relaxation therapy and yoga classes, blood drives, skin cancer awareness workshops, bio-metric screenings, CPR, and mental health awareness to name a few. In 2020 we plan to expand the week further, with a particular focus on proactively managing psychosocial hazards which our Global Occupational Health Standards require us to identify and reduce.

World Mental Health Day

World Mental Health day provides an important opportunity to focus on mental health not simply being the absence of a diagnosable mental health problem but an opportunity to learn, feel, express and manage emotions, build good relationships and cope with change and uncertainty.

In October 2019, our employees supported World Mental Health Day by taking part in activities around the globe, to not only raise awareness on the importance of mental health, but reduce the stigma associated to such issues and encourage open conversations.

In Melbourne, our employees took part in the Mental Health Foundation Australia 5km walk, recognising the importance good mental health has for employees, clients and the whole community. Talking about the day, Wood's business director in Melbourne said: "Mental health challenges affect all of us in some way, at some time in our lives. We are encouraging our people to learn more about mental health and to start conversations to reduce the stigma. It is important for all of us to remember it is okay to not be okay and to check on those around us who may be struggling at work, or at home."

Disbanding the stigma associated to mental health issues remains a challenge. As an area of continued focus for Wood, it is also an issue close to the heart of our Group Director of Occupational Health: "Stigma is the barrier that we need to break down so that people seek the support they need, whether at the beginning of a challenging period or when experiencing mental ill health or illness. This means they can recover quicker and continue to contribute positively to not only our workplaces but also our communities. Lack of mental health awareness is one of the biggest factors in people being unfairly treated or isolated but is also one that we have the power to remedy and address"

Supporting these activities which both comply with Wood's Wellbeing Standard and our values is helping to ensure that mental health is valued in the same way as our physical wellbeing.



Raising awareness of Tuberculosis (TB)

Every year, 10 million people fall ill with TB, despite being a preventable and curable disease. It remains the top infectious killer worldwide, claiming over 1.5 million lives in 2018. The global response to TB is faltering, with the World Health Organisation reporting that it was not on track to reach the 2020 targets of the 'End TB Strategy'. Some positives have been reported, with a fall in death rate, however there is an urgent need to accelerate progress and enable access to lifesaving treatment.

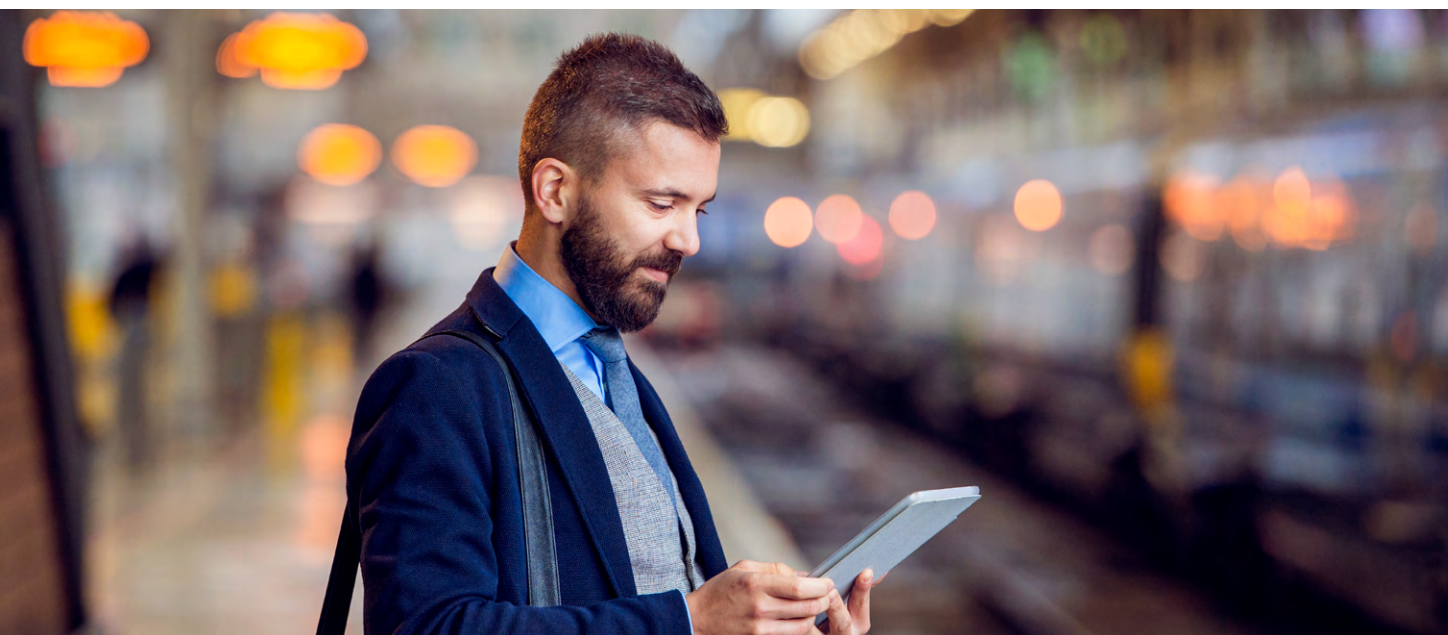
About half of all people with TB can be found in 8 countries: Bangladesh, China, India, Indonesia, Nigeria, Pakistan, Philippines, and South Africa. Wood operates in all these countries, with TB representing a serious health risk to the business. Cases of our employees being infected with TB at Wood, are sadly reported on a regular basis. In March 2019, we raised awareness on the topic by marking World TB Day and the theme (It's time for action) to encourage employees to take simple steps to both prevent and reduce the risk of the disease spreading.

TB is caused by bacteria (mycobacterium tuberculosis) which most often affects the lungs. TB is spread through the air when people with lung TB cough, sneeze or spit.

We shared some simple, clear advice to all our employee to help prevent and reduce the risk of TB:

If you are diagnosed with active TB take all your medicines as they're prescribed, until your doctor takes you to stop. Multi-drug resistant TB is much more difficult to treat and occurs because people do not complete adequate treatment.

- Keep all your doctor appointments.
- Always cover your mouth with a tissue when you cough or sneeze. Seal the tissue in a plastic bag, then throw it away.
- Wash your hands after coughing or sneezing.
- Don't visit other people and don't invite them to visit you.
- Stay home from work, school, or other public places.
- Use a fan or open windows to move around fresh air.
- Don't use public transportation.
- Consider getting vaccinated if working or travelling to these high-risk countries going to live and work with local people for more than three months in an area where the incidence of tuberculosis is high.



Security of our people

Wood's security function exists to enable the delivery of Wood's global business operations. The security team supports business leaders, projects, and individuals with the knowledge, skills, and support structures required to safeguard people, assets, projects and reputation.

Our approach

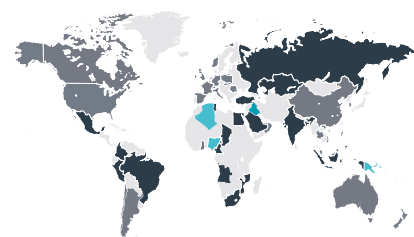
Security risk management in Wood is led by the Group Head of Security and represented on the Executive Leadership Team (ELT) by the Executive President HSSEA. Each Business Unit is partnered with a Security Director as their primary point of contact, and in turn, the Directors are supported by Security Managers, who are the regional SMEs for their region. Group Security also has oversight of Crisis & Emergency and Business Continuity Management; providing the overarching standards and frameworks by which Wood prepares for and responds to emergencies through to crises.

Look forward

Building on our progress in 2019, key areas of focus for Group Security in 2020 will be:

- **Operating discipline:** Rigorous focus on managing key security risks through absolute compliance with the Group Security Standard across the business globally. This encompasses business travel, the bid process, and new and existing operations including Joint Ventures.
- **Crisis & Emergency Management:** Support the development and implementation of a Group-wide approach to Emergency Management as part of the Crisis & Emergency Management framework, to include a review of the Crisis & Emergency Standard and development of new Emergency Management related guidance and templates. Review of the Group Crisis Management team and Business Unit Incident Management teams
- **Business Continuity:** Support the development and implementation of a Business Continuity Standard and toolkit to achieve consistency whilst allowing for local diversity and individual requirements.
- **Accountability:** Develop further strong, visible, leadership accountability for security across all Business Units.
- **Continual Improvement:** Further improve and make more efficient all internal data and processes, leveraging technology.

Country risk map



Low

Argentina
Australia
Azerbaijan
Belgium
Brunei
Canada
Chile
China
Equatorial Guinea
France
Germany
Ghana
Italy
Ireland
Kuwait
Malaysia
Norway
Netherlands
New Zealand
Oman
Poland
Qatar
Romania
Singapore
Slovakia
South Korea
Spain
Switzerland
Thailand
UAE
UK
US
Vietnam

Medium

Angola
Brazil
Bangladesh
Chad
Cameroon
Colombia
Egypt
India
Indonesia
Israel
Kazakhstan
Mozambique
Mexico
Peru
Philippines
Russia
Saudi Arabia
South Africa
Tunisia
Turkey

High

Algeria
Nigeria
Papua New Guinea

Extreme

Iraq

Governance and Human Rights

Case Study 1: Iraq

Wood has extensive operations in Iraq which continues to be an area of growth, not only for business operations but for advancing local development and nationalisation, with over 60% of staff being from the local Basrah province. Wood is heavily involved in several sustainability projects, such as flare gas capture for environmental improvement leading to power generation for Iraqi provinces and export sales opportunities and supporting development of oil and gas fields enhancing infrastructure to support Iraq's economy and social needs.

Within this context of growth and expansion, the health, safety, and security of our people, in this complex operating environment, remains Wood's number one priority. Sustainability, Human Rights and Host Nation compliance and partnership are the fundamental principles of all our operations. The strategic planning conducted by senior regional operational leadership, supported by regional and local security management, ensures these principles are embedded into all our operational activities in Iraq. The highest standard of human rights compliance is implemented for all Wood's organic security staff and all contracted third-party security providers, ensuring 100% sustainable coverage.

Case Study 2: Kuwait

Wood provides PMC services for two major client projects in Kuwait, the Clean Fuels Project (CFP) and Al-Zour Refinery. Both these projects involve complex operations with thousands of personnel on each site. Wood has an organic security function on both projects to manage and oversee the overall conduct of safety, security, and sub-contractor security provision.

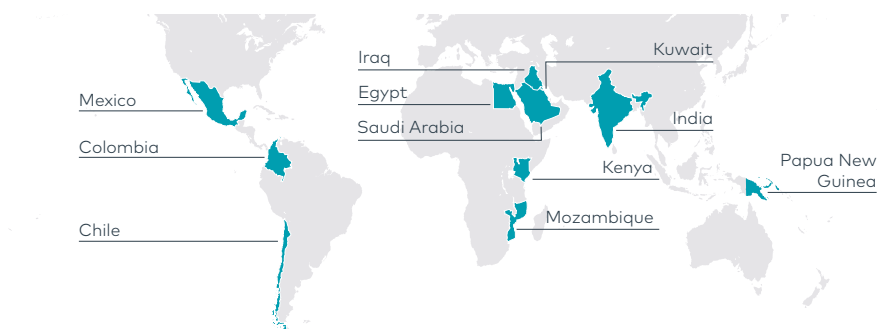
Sustainability, human rights with host nation and projects sponsor requirements are the core operating principles for Wood in Kuwait. Compliance on both requires all operations adhere to International Finance Corporation Performance Standard 4 (IFC PS4), which ensures that "security service providers, when discharging of their duties, must ensure that the safeguarding of personnel and property is carried out in accordance

with applicable human rights best practice principles and in a manner that avoids or minimises risks to the Affected Communities in which they operate".

In addition, all security sub-contractors have their own Human Rights Standards that are consistent at a base level with the principles of GRI 401. Security sub-contractors are audited to ensure that coverage for all staff is achieved.

Wood's integrated core principles have ensured that both projects run efficiently, and in accordance with government and project requirements and due regard to human rights. Both CFP and Al Zour Refinery projects have exceptional operational records and achievement of client goals.

Countries in focus for 2019:



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

We aim to build strong and lasting relationships in the communities we share. Wood aspires to be a trusted community partner and we recognise our responsibility to respect, nurture and empower the people and locations we impact.



We play an important role in contributing to local economies and the social fabric of our shared communities. We aim to drive sustainable development through the opportunities our activities present to address local and global challenges and improve lives.

Our approach

Wherever we operate, we are part of the community. We share in the success and challenges of the people and places we connect with. Wood needs strong community relations to make sure we recruit the best people, work with the right suppliers and seize every opportunity to grow together.

Sustainability is not a function within Wood but simply how we do business. How we partner with our communities and the standards we set are embedded within our management system and the policies and procedures across our global teams. Embedded within our code of conduct, we continually seek opportunities to work together with our communities and ensure our commitments are transparent, ethical and always in alignment with our values.

Wood is predominantly an asset light organisation and our operations are often project based and transient in nature. Where we operate more permanently in locations and regions, we seek to establish long-term partnerships that sustain our contribution to the local economy and people, to improve lives, develop in-country capacity, resilience and sustainability.

Our role extends beyond our monetary contributions. It's how we show up in the communities we are a part of and demonstrate care for the people and places we impact.

Our strategy

Wood's community investment strategy focuses on a 'think local' approach that targets individual and team accountability to sustainability towards local action that supports meaningful sustainable development in the locations we operate. Driven by our group wide sustainability commitments, we drive a focus on community engagement and actions that complement our Wood sustainability strategy.

Our colleagues continue to demonstrate daily, the difference we make to our shared communities through the compassion and care of our people, the culture we actively promote, and the unwavering commitment we show to create positive impact through our actions. The strategic pillars of our community investment strategy centre around matching our employee fundraising efforts, strategically uniting our business around a single global cause and placing a focus on the actions we take through volunteering our time, skills and expertise.

 Read more about our sustainability commitments on page 92

Employee matched funding

Wood's central charitable fund aimed at matching employee fundraising efforts for personal choice charities.

Our Global Cause

Chosen by our employees and aligned to UN SDG 4 and Quality Education, Our Global unites our people around a single cause.

Volunteering

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

As a community partner we commit to:

Understand >

- Assess social impacts and opportunities
- Assess environmental impacts and opportunities
- Identify key stakeholders
- Understand local context on human rights and heritage

Drive sustainable development.

Engage >

- Manage Stakeholder engagement plans
- Manage Local procurement plans
- Develop communication and awareness building, including methods of reporting
- Manage local development & investment plans

Improve lives.

Review

- Monitor effectiveness of plans and community perception
- Review and respond to community incidents
- Benchmark performance and consistently monitor and evaluate

Create new possibilities.



Supporting employee fundraising

Focused on supporting employee actions, Wood's employee matched funding programme matches up to 100 of the amounts raised by our people in support of personal choice charities, up to a specified limit. Forming the basis of our core charitable giving, employee matched funding is open to all employees and seeks to engage the maximum number of people across Wood on the causes close to their hearts.

Supporting a range of charitable and non-profit organisations, our employee efforts help to tackle a variety of issues in addressing a number of the UN Sustainable Development Goals and contributes to Wood's support towards global sustainability goals.

Now in its second year, our employee matched funding programme continues to grow. With over 257 applications for funding supported in 2019, Wood matched a total of £204,459 against an employee fundraising total of £254,432. Combined, our annual fundraising efforts totalled over £450,000 in support of 146 worthy charitable causes.

257

matched funding applications

£254,432

employee fund raising efforts matched with **£204,459** by Wood

146

charitable organisations supported

Pie in the sky

Supporting the British Columbia (BC) Children's Hospital Foundation in Vancouver, Wood's team in Vancouver join fellow mining community members in the city's annual Celebrity Pie Throw. Participating in the event since 2014, our support for the Mining for Minerals fundraising campaign is testament to true community spirit and the real impact of business coming together to raise vital funds for a very worthy cause.

Mining for Miracles has raised over \$33 million since 1988 to help improve the quality of health care for children in British Columbia. Through its support of the construction of facilities and acquisition of specialized medical equipment at the hospital, Mining for Miracles is helping to keep BC Children's Hospital at the forefront of paediatric care excellence.

Representing Wood in the engineering firm showdown, our vice president of mining and minerals in North America, talked about his motivation in taking part in support of this long-standing fundraising campaign:

"Supporting BC Children's Hospital is part of the B.C. mining industry's long history of working to strengthen communities across the province. Each year, this friendly engineering battle is a testament to the importance of community in the mining industry. Representatives from nine engineering firms participated in this year's Pie Throw and raised over \$150,000" adding "Since 2014, Wood has raised over \$100,000 for this foundation by participating in this and other events, which has included funds matched by the company. It is a testament to the care and generosity of the community in which we live, work, and play."

Giving back in Baku

As a shining example of a partnership that works well, our team in Baku have been providing incredible support for the local community for over two years through donating time, money and resource to local causes.

Working together, the Baku team made up of 198 national and 47 expatriate employees have raised over £12,000 for local causes through activities such as a football sweep, bake sale, Christmas raffle, charity boxes in the office, quiz nights and a charity fair, which included the sale of handicrafts made by children from the orphanage.

Organised by the contracts social committee, funds raised to date have been used to benefit a number of community projects, including a shelter which supports 60 children who are either orphans or from underprivileged families, purchasing hygiene products, meat, fruits and non-perishable foods.

In addition to supporting the local orphanage, in 2019 the team helped provide school supplies for children from underprivileged families, supported a nursing home for the elderly and donated funds for the medical treatment of a nine-year-old local girl. The team also donated office furniture to a summer camp in Shamakhi city where children spend three months of the summer. This donation allowed them to set up two classrooms with desks and drawers for their studies.

When asked what's next for social committee, Woods Quality Manager said: "Our next campaign is to support the local state agency, which is gathering wish letters from children living in far regions and villages. For this, we expect to receive 60 letters from children which we are committed to supporting. There are other new ideas for local charities coming to the table all the time, and we are excited to continue with our commitment to the local community".

The team in Baku are a great example of Wood's commitment to understand, engage and continually review our impact in our local communities.



Building hope one brick at a time

In 2019, a number of our employee matched funding applicants chose to support Sue Ryder's appeal to extend their neurological care centre in Aberdeen. Sue Ryder provides 24/7 care for people with life-limiting neurological conditions. During 2019, Wood began a year-long campaign to support the charity and set an ambitious target to raise £100,000.

Helping to build a brighter future for people living with neurological conditions, our people rallied to organise and take part in countless events, from a summer ceilidh attended by 300 people and raising a massive £30,000, to fire walks, bike rides, runs, raffles, auctions, walks, bungee jumps, abseils, volunteering, visiting, and many, many bake sales.

Wood has been proud to support these individual and group efforts through our matched funding programme, seeing the annual total reach a massive £106,000.

£106,000

raised in total

Speaking about the year's events, one of the organisers had this to say:

"We chose to support Sue Ryder Neurological Care Centre Dee View Court because we know first-hand about their amazing work. The unexpected bonus from our fundraising efforts has been the positive effect it has had amongst staff. The campaign has brought so many different teams together, creating a wonderful buzz around the office"

Our Global Cause

Understanding the needs and challenges of our communities ensures we create meaningful impact that delivers sustainable value to the locations we share. Uniting our business behind a single cause, demonstrates our strength together, whilst retaining flexibility towards local need and matching our efforts to best support the people and places we impact.

Supporting our commitment to the UN Global Compact and aligned to the Sustainable Development Goals, in 2018 our people chose SDG 4 and quality education as Wood's global cause. By supporting a collective cause, as opposed to a singular charity we are able to show the wider impact Team Wood can have on global sustainability issues.

In 2019, we developed our educational framework to better communicate our efforts to support education, aimed at helping our local teams determine their potential impact, as well as provide a means to standardise how we report our global activities through Wood's Sustainability Action Tracker.

Our educational framework

As part of our annual sustainability week celebration, during the last week of September, we launched our first annual 'Challenge on Education'. Open to all employees, the challenge looked to our employees to shape how we engage on Wood's global cause and pitch for support towards an educational issue in their locality, with seed financial support from the Wood community fund.

Each proposal submitted included a plan of activity over the coming year to enable the community investment committee to fairly judge each project based on the merit of their impact and advancement of the cause.

Awarding a total of £110,184 in funding, we received applications from across our operating locations. Supporting as many applications as possible, our central fund awarded funding to 17 projects in 8 countries, helping to tackle a variety of educational needs.

£110,184

awarded

17

projects

8

countries

2018

Survey conducted across Wood's Global Employee Base to select a Wood Global cause, resulting in a majority support for SDG 4 and Quality education

2019

Introduced our Educational Framework to help communicate our efforts to support education our key areas of potential impact

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.

Some of the projects being supported in 2020 include:

Australia

Wood will become a Major Sponsor of the organisation Teach Learn Grow (TLG). TLG addresses educational disparity by providing primary school students in rural and remote schools with free one-on-one tutoring and mentoring from inspiring and engaging volunteers

UK

Wood will become a Patron of the Prince's Trust (PT) with a four-year partnership. The Prince's Trust is the UK's leading youth charity supporting disadvantaged 11 to 30-year-olds who are unemployed or struggling at school and at risk of exclusion.

Wood will renew its membership to Scottish Council for Development and Industry (SCDI). Already a Principle partner of SCDI's Young Engineer's in Science Clubs (YESC) programme, we will provide ongoing support for STEM activities linked to our work on renewable energy.

Africa: Liberia

Wood will partner with Power of Nutrition (PoN) and their work in Liberia. PoN is an independent charitable foundation, targeting maternal and child nutrition in Africa and Asia. In Liberia, stunted growth from malnutrition affects over 40% of children under 5 years old, impacting health, to education, to future income earnings.

Russia: Yuzhno-Sakhalinsk

Partnering with a local University to help improve a local skills shortage, relevant to Wood's business in the region. Partnering with Sakhalin State University and Oracle Academy to prepare and deliver free of charge training on Primavera P6, to help produce qualified personnel with knowledge of project management software.

India: Gurgaon

Partnering with the Salaam Baalak Trust (SBT) to provide educational support to under privileged students. A team of employees from our P&O Global Shared Services Team, will facilitate visits to the local NGO SBT and help students and teachers with their various educational needs.

Philippines: Manila

Partnering with SOS Children's Villages to help support the educational needs of disadvantaged children. Our Wood Alabang office aim to mentor and/or guide up to 41 disadvantaged children being cared for by SOS Children's Villages

North America: Orlando

Supporting various activities that help provide basic needs to vulnerable groups, coupled with STEM education and outreach. The Wood Orlando office will help the following organisations as part of their volunteering outreach plan: Second Harvest Food Bank of Central Florida – Non-profit organisation that collects, stores and distributes donated food to more than 550 feeding partners in six Central Florida

The Mustard Seed – Local non-profit that serves as the only furniture and clothing bank in Central Florida

Orlando Children's Church – In partnership with the Geneva School, the Wood team will donate materials to design & build raised garden beds and a solar powered irrigation system that will help provide a sustainable food source for low income families. This will be coupled with a calendar of STEM activities.





Volunteering our time

Showing up in our communities through the time, skills and resources we donate forms the foundation of Wood's approach to community investment. We aim to be a trusted member of society and a partner of choice for the people and communities we impact.

In 2019, our people continued to go above and beyond to demonstrate care for their communities. With over 9,150 employees volunteering over 13,800 hours towards local activities and causes, we continued to develop how we track and report our efforts through Wood's sustainability action tracker.

Starting the school year off right

For many families living in poverty, the cost of sending a child to school can be overwhelming. The added cost of uniforms, supplies and books can mean children arrive on the first day of school without the supplies they need to learn.

Supporting our global cause, Wood's leadership team in Colorado are just one example of our colleagues donating their time to tackling a worthy cause and barrier to education. Partnering with Denver Human Services (DHS) in Colorado, US the team filled backpacks with school supplies for the Adopt-a-Student School Supply Drive.

Running through the end of July, the annual drive pairs children served by DHS programs with volunteers who help ensure each child starts the school year with the resources they need to succeed in the classroom. From pencils and notebooks to calculators and rulers, the goal is to provide 1,800 Denver students with a backpack full of hope.

But school supplies were just the beginning. Powered by the spirit of giving back, the team also sorted and packed personal hygiene items for the Spring Showers Hygiene Drive and sorted clothes that were donated for homeless and families in need.

One of the senior leaders volunteering said:

"We are proud to have the opportunity to give back to the community and support families in need. Education is our global cause and we all have a part to play in ensuring that every child everywhere receives a quality education. By making an effort to show up in our local communities and working together to make a difference, we can produce positive change."

Inspiring Girls in Iraq

Today, an estimated 130 million girls worldwide remain out of school and face multiple barriers in accessing education compared to their male counterparts. Keeping girls in school and ensuring they can learn in a safe and supportive environment leads to many benefits for girls themselves, their families, their communities and societies.

A team of female employees in our Iraq business, across a number of internal functions, joined forces in to promote career opportunities for local girls in the oil and gas industry, working together to raise the profile of women in the industry & supporting a government initiative to keep girls in education. The Wood community of Iraqi women, began discussions on volunteering their time with meeting the Iraq-British Council to discuss areas of potential collaboration. During a visit to Al-Kifah Primary School for Girls in Basra in early 2019, the team hosted an interactive session talking to pupils about their future after school, what subjects they could study and sharing experiences of their careers in oil and gas. The team also donated children's books to the school library and worked with pupils on a safety poster project.

Following the successful visit, the team were invited back to the local girl's school in Basra for International Water Day, arranged by UNICEF. World Water day is held annually to focus attention on the importance of the sustainable management of freshwater resources. Globally, an estimated 2,000 children under the age of five die every day from diseases ingested through dirty water. By 2021, UNICEF is aiming for 60 million more people worldwide to have access to clean drinking water.

Speaking about this most recent visit, one of the teams organisers said: "In Iraq, there is often issues with water quality and last year some of our own employees were unfortunately sick because of this. We were delighted to take part in UNICEF's programme to highlight to local girls and the wider community the importance of good water quality. Our young ladies are making a difference and engaging our local community here with the long-term aspirations for Iraq in our minds and hearts."



Every drop counts

Today, more than 785 million people lack access to safe water. Adding to the global water crisis, water demand is set to grow by 55% by 2050.

Helping to tackle the issue, Environmental engineers from our Portland, Maine office are working with Engineers Without Borders to design and implement a water distribution system in El Progreso, Ecuador. El Progreso is a farming community with 110 residents, approximately 50 houses and a single main road surrounded by ridges and deep ravines. Access to a safe water supply is a critical issue for the community. With the current water system, water is collected in a small concrete catchment at a nearby spring and piped first to a 200-gallon tank, then downhill to a community center. To fulfill daily water needs, residents must haul water from the community center or a neighbor's house or use roof water collected from gutters.

Our dedicated engineers helped drive efforts to construct a new water distribution system for the community, through detailed piping design, project reporting and three planned implementation trips to bring these plans to action. The new water system will reduce the risk of water-borne illness and time that residents spend obtaining water for their homes and will pipe clean water to each household that is registered with the Water Board in Ecuador.

"I am proud to have the opportunity to help lead a project that is providing the community with access to clean, readily available water. I believe everyone, everywhere deserves access to clean, safe water and I hope our efforts will build the foundation for a more resilient future,"

Wood volunteer

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.



55%

increase in water demand by 2050

Planet

We commit to preserve and protect the natural environment for future generations.

Managing environmental risk

We care about the environment and understand we have a responsibility to all our stakeholders to protect and minimise the impact of our operations, both in how we deliver our solutions, and in how we operate our business. Society, rightly, demands transparency and accountability on environmental issues, and never more so than today.

 [Read more on page 70](#)

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, to preserve the world we share for generations to come.

 [Read more on page 74](#)

Raising environmental awareness and competence

Effective communication and understanding on environment issues, is crucial to inform, educate and empower our employees. Raising environmental awareness on the key issues that impact our business and wider society, ensures we continue to demonstrate our commitment to protect and preserve the world around us.

 [Read more on page 90](#)

In this section:

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Raising environmental awareness and competence	90

Managing environmental risk

We care about the environment and understand we have a responsibility to all our stakeholders to protect and minimise the impact of our operations, both in how we deliver our solutions, and in how we operate our business. Society, rightly, demands transparency and accountability on environmental issues, and never more so than today.

The way we manage and control our environmental risks is crucial to protect not only our business, but also our people and the environments in which we operate. Failing to recognise and effectively manage these risks undermines our ability to create a sustainable, responsible and resilient business in the long term.

Our approach

Our HSSE policy states our commitment to protect the environment and underpins our approach to environmental management. We hold a groupwide environmental risk register which identifies our significant risks and details the relevant mitigation which must be in place. Our integrated HSSEA management system provides the framework for how we manage environmental risks, ensuring our processes are effective and driving continuous improvement in our environmental performance. Wood's environmental management aligns to internationally recognised standards of practice and our ISO 14001:2015 certification for the business covers over 14,000 employees and is externally verified globally by Lloyds Register.



Setting minimum standards

A key element of our environmental management is our Environmental Standards, applicable to all our locations globally. The standards are an integral part of the global Wood HSSE management system, supporting our Blue Book (HSSE Management System Standard). Business units must ensure the requirements of the standards are embedded into their local management system. Businesses must assess their compliance with the standards on a periodic basis, a self-assessment tool is available for use by the businesses to facilitate this.

The standards detail the minimum requirements for managing environmental risks and ensure a consistent approach to environmental management, supporting the framework of our HSSE management system.

The standards detail the minimum requirements for managing environmental risks and ensure a consistent approach to environmental management, supporting the framework of our HSSE management system. Developed following a comprehensive review of Wood's environmental commitments and performance, the standards consider environmental best practice (including ISO 14001:2015), regulatory performance and environmental incident investigations. The standards are split into two sections: Managing environmental risks and Reducing our impact on the environment. They cover a variety of issues such as Environment in Design, Pollution Prevention, Carbon Management, Protected and Sensitive Environments and Water Preservation and Protection.

Our environmental strategy focuses on three key areas, addressing the key environmental risks associated with our operations. This includes but is not limited to pollution control and remediation management, legal compliance, impact assessment and preservation and protection.



Managing environmental risk

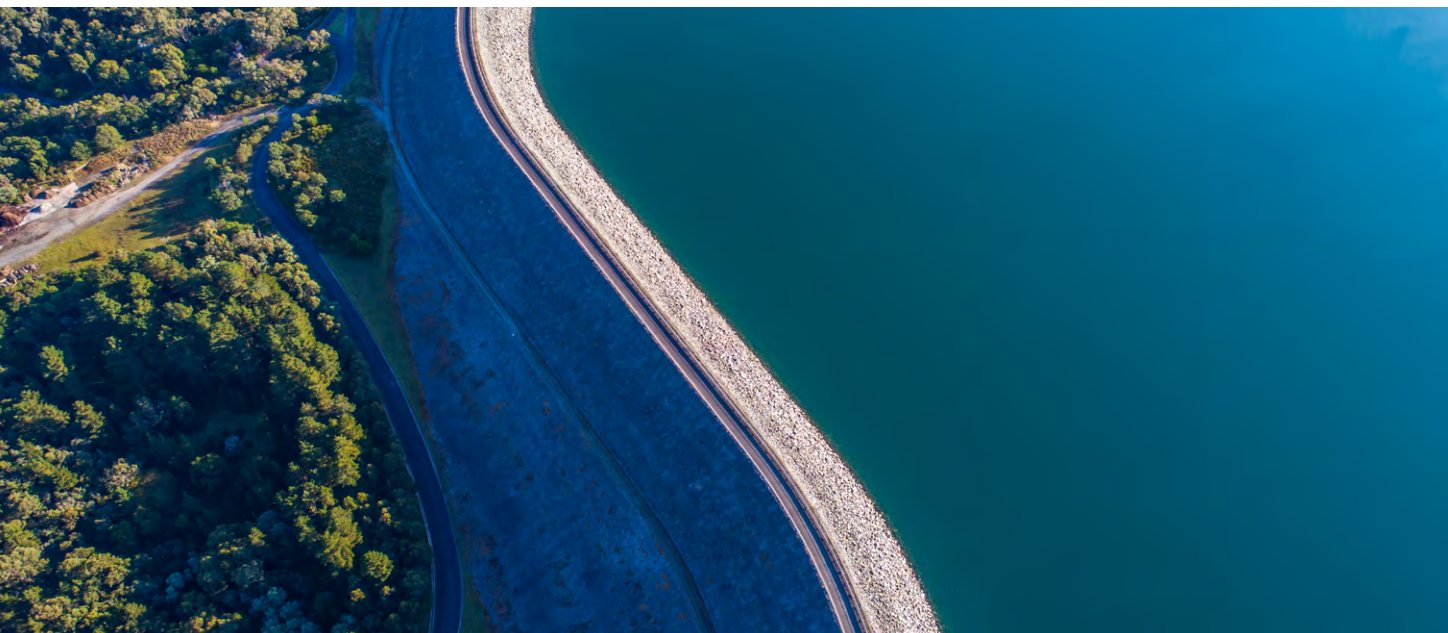
We recognise that understanding what our risks are is the first step in protecting the environment. Having a thorough understanding of the environmental risks posed by our operations is critical. This allows for clear expectations and minimum standards to be developed which ensure effective mitigation and management.

Reducing our impact on the environment

We care about the legacy we leave behind as a result of our operations. As a responsible business, Wood strives to eliminate or reduce as far as possible any negative environmental impacts likely to result from our operations.

Raising environmental awareness and competence

It is vital that our employees understand why we care about the environment and why it is important to our business. Employees who have specific environmental responsibilities associated to their roles must be equipped with the competence and tools to discharge these requirements appropriately.



Our performance

Environmental incidents

As part of our mandatory procedure, 'Reporting, recording and investigating', environmental incidents are captured in our bespoke incident management and analysis tool CAIRS. Incidents are assigned an actual and potential impact rating based on the table below.

Incidents deemed as having high level consequences are notified to the management team through a first alert process and all high potential consequence incidents subject to an in-depth investigation. Most incidents reported in 2018 were recorded as having a low actual and potential impact rating.

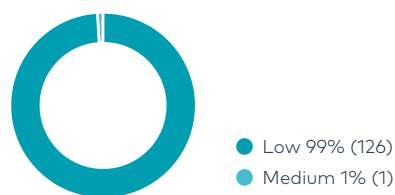
Number of environmental incidents



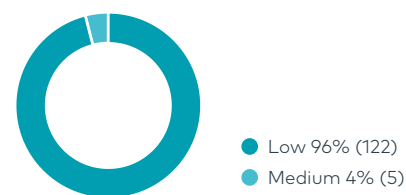
Environmental incident frequency rate per 200,000 hours worked



Actual severity ratings of reported environmental incidents



Potential severity ratings of reported environmental incidents



Environmental	Actual				
	Number of people				
	0	1	2-3	4-10	11+
Minimal reversible environmental impact	A1	B1	C1	D1	E1
Minor pollution with short term impact (1 month)	A2	B2	C2	D2	E2
Moderate pollution with medium term localised impact (1 year)	A3	B3	C3	D3	E3
Severe pollution with long term localised impact (+1 year)	A4	B4	C4	D4	E4
Severe pollution with long term environmental change	A5	B5	C5	D5	E5
	A	B	C	D	E

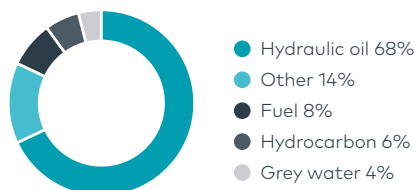
Potential	Number of people				
	Number of people				
	0	1	2-3	4-10	11+
Minimal reversible environmental impact	A1	B1	C1	D1	E1
Minor pollution with short term impact (1 month)	A2	B2	C2	D2	E2
Moderate pollution with medium term localised impact (1 year)	A3	B3	C3	D3	E3
Severe pollution with long term localised impact (+1 year)	A4	B4	C4	D4	E4
Severe pollution with long term environmental change	A5	B5	C5	D5	E5
	A	B	C	D	E

Spillages

During 2019, 69% of the environmental incidents reported related to accidental releases. In total 1716 litres of various substances were released into the environment. Most of these releases were of hydraulic oil, caused by hydraulic hose failures on plant and equipment at our projects. As a result, we took steps to educate our employees on how to spot that a hose may be about to fail; issuing a guidance document and an employee briefing note to the global business on this topic.

In 2020, we will begin to record additional information in our incident reporting tool, CAIRS, when a spillage is reported. The employee will be required to provide information such as the type of plant and equipment being used, the brand, supplier and hours / miles on the clock. This will allow for trending analysis to take place and for us to engage with our suppliers and take proactive steps to address any issues identified.

Potential severity ratings of reported environmental incidents



Environmental compliance

Of the 123 incidents reported, 14 were reported to the relevant regulating authority.

In early 2019 our business in Abu Dhabi received a small fine for failing to register as a producer of waste, relating to waste generated in our offices. We were issued a non-compliance under the EU Emissions Trading Scheme in August due to our failure to report an issue with a BOC meter on one of our UK projects.

We did not face any prosecutions for environmental related offences in 2019.

Prosecutions for environmental related offences

	Prosecutions
2017	0
2018	0
2019	0

Percentage of incidents reported to the regulator




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.



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, to preserve the world we share for generations to come.



As a responsible business, we recognise our impact on the environment goes beyond simply managing our own footprint. As one of the world's leading consulting and engineering companies working across energy and the built environment, we are uniquely placed to help drive the energy transition, and the shift to more sustainable infrastructure. We do this through the solutions we offer, as well as how we choose to operate our business.

Climate action

Climate change represents the single biggest challenge to the future of humanity and the life-support systems that make our world habitable. CO₂ concentrations in the atmosphere are at their highest levels in over 800,000 years, as a result, our planet is warmer now than at any point in the past 120,000 years.

At Wood, we support the current scientific understanding of how carbon and other greenhouse gas emissions effect the global climate, and the longer-term impacts that climate change will have on society, economy, and the planet we share. We recognise the role we play in driving a low carbon economy and believe that through innovative thinking and proactive challenge, we can realise a low carbon future that works towards global sustainability goals, and targets on global temperature rise.

Managing climate change


With our active role in helping our clients achieve the transition to a secure, sustainable energy future, climate change informs our strategic direction and the solutions we provide across the energy and built environment markets. As we guide our clients, so too must we retain absolute clarity and focus our response to, and management of, climate change issues.

Our approach

Oversight of Wood's strategic direction and performance sits ultimately with our Board, informed by our Board Committees, and delivered by our Executive Leadership Team.

Climate governance falls into Wood's principle risks and uncertainties, summarised primarily in our latest Annual Report and Accounts as "a Failure to meet our ESG responsibilities". With a bottom up and top down approach to managing risk, our risk management framework ensures we continually manage our principle risks and identify emerging risks through our corporate governance structure. Completion of risk registers at a project/contract level, to a Business Unit (BU) and functional level, ensures we have a base foundation for effective risk management. Quarterly BU and bi-annual functional risk profile reviews are conducted by respective leadership teams, with additional review by Wood's Chief Executive and Group CFO.

Emerging risks are identified through regular business review and escalated through our monthly leadership reporting and governance framework. Twice annual board and board committee reviews ensure all principle and emerging risks are captured before disclosure in Wood's Annual Report and Accounts.

 Read more on our governance structure and principle risks on page 21, or pages 45-49 of our Annual Report and Accounts 2019



Mitigation

Wood is already advising several clients on reducing carbon emissions from their projects and assets. Solutions range from modifying offshore installations to connect to floating wind farms, developing a masterplan for carbon capture and storage (CCS) from industrial sites, assessing the feasibility of hydrogen-powered passenger ferries and providing software to monitor emissions from petrochemicals facilities.

Adaptation


Complementing our work on energy transition, to support the decarbonisation commitments of companies and governments in a range of industries, Wood's strategic focus and capabilities on sustainable infrastructure development, is helping to solve the challenges of rapid urbanisation and address the social, economic and environmental impacts of climate change to strengthen global resilience.

Guided by our company wide standards of operation, as well as our sustainability on projects framework (see page 114), building sustainability factors into Woods operational requirements, ensures we align to evolving climate risk factors and our sustainability strategy.

Wood's ongoing work on scenario modelling and analysis in 2019, has helped to inform our strategic direction, as well as helping to:

- Ensure our business is financially resilient and growing in the low-carbon energy transition
- Support our clients with understanding and supporting their growing needs to deliver on climate-related and net zero targets
- Align our business to best support future climate scenarios

 Read more on our work to address climate resilience on pages 114-119

 Learn more about our work to advance the energy transition on pages 86-89

Principle risk: Failure to meet our ESG responsibilities

Risk profile: Not meeting our environmental, social and governance (ESG) responsibilities leads to the business becoming an unattractive investment proposition.

Risk management:

Risk registers completed at:

- Business Unit
- Business Grouping
- Individual contract/project
- Function

Review & adaption:

- Quarterly BU and bi-annual group function risk profile reviews
- Bi-annual risk committee review
- Bi-annual Board, Audit and Safety, Assurance & Business Ethics Committee reviews

Annual disclosure:

Annual Report and Accounts

Reducing our environmental impact

We have identified two significant, strategic drivers impacting our world, our industry and our business in the years ahead.



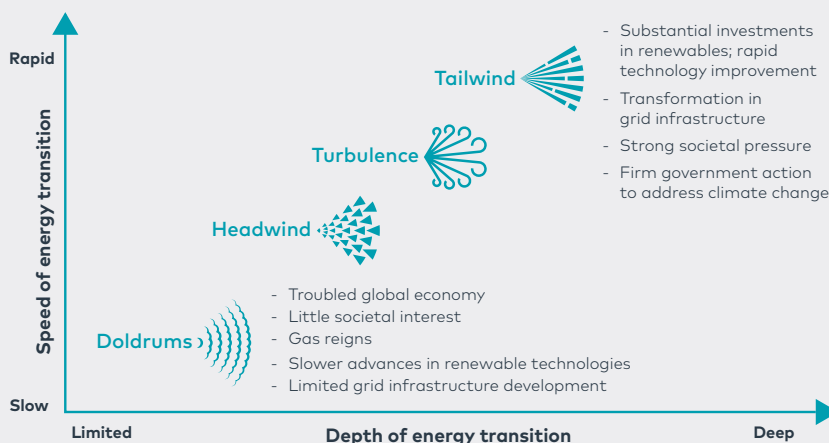
Energy transition

The first is energy transition, specifically **"How will energy source, distribution and demand change over the next 15 years?"** In early 2019, a team of experts from across Wood took part in a two-day scenario planning workshop to develop, to answer that question. The result was Wood's energy transition scenarios, four real world possible futures, informing our strategic direction in relation to the world's rapid evolution to a cleaner planet. These scenarios helped us articulate real world solutions for achieving the transition to lower carbon energy sources, and a sustainable built environment.

Our two major uncertainties create four scenarios:

A. Degree of alignment across key stakeholders, i.e. social, government, investors and businesses
B. Rate of innovation and the adoption of renewable and low carbon energy

	A1	A2
B1	Tailwind (A1) Aligned social, economic & political world (B1) Rapid technological innovation & deployment	Turbulence (A2) Polarised social, economic & political spectrum (B1) Rapid technological innovation & deployment
B2	Headwind (A1) Aligned social, economic & political world (B2) Incremental technology development & adoption	Doldrums (A2) Polarised social, economic & political spectrum (B2) Incremental technology development & adoption



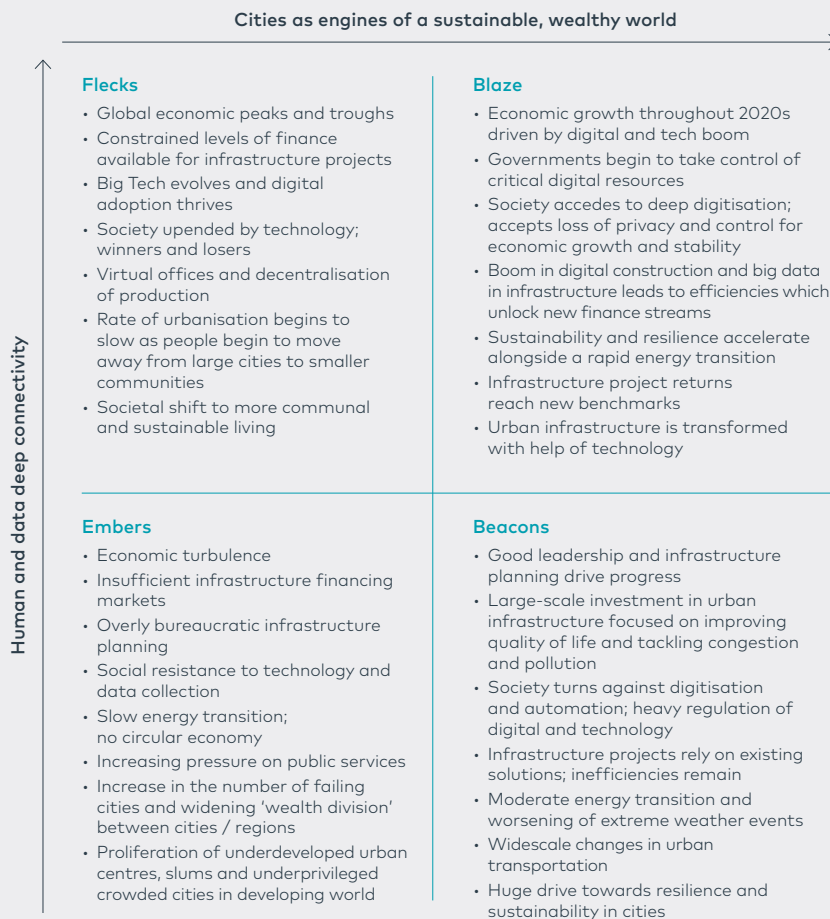
Sustainable infrastructure

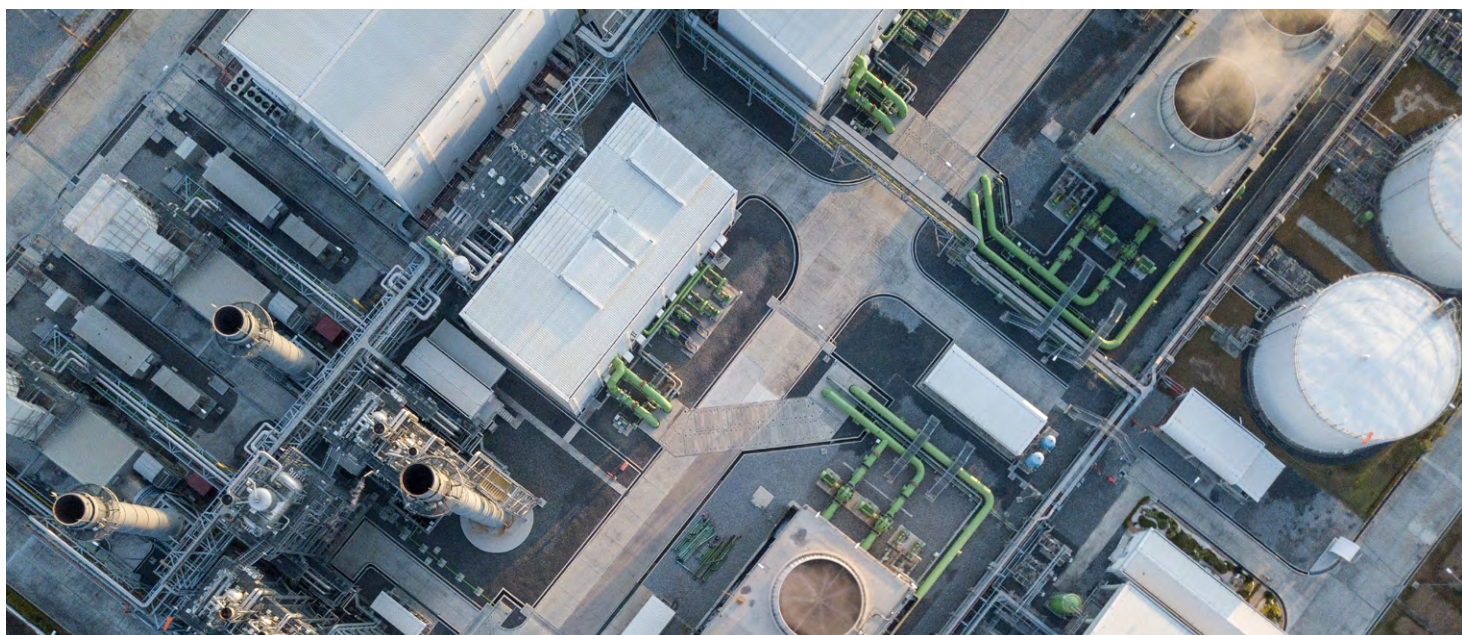
The second mega trends links to the drive in demand for a more sustainable world, economically, socially and environmentally and the infrastructure that supports it.

In late 2019, a team of infrastructure practitioners from across Wood came together in a scenario planning workshop to ask the question; **"How will urban infrastructure evolve over the next 15 years?"** Through using the intuitive logics scenario planning methodology, the scenarios focused primarily on cities as the main driver of urban infrastructure transformation.

The result was four potential futures, again giving the opportunity to identify services and solutions required for each.

Sustainable infrastructure development scenarios





Disclosure

We recognise the importance of providing transparency in reporting our efforts to tackle climate change. As a business seeking to lead transformative change on climate related issues, we believe reporting our progress helps us to continue to evolve our approach and demonstrate our impact towards global sustainability goals.

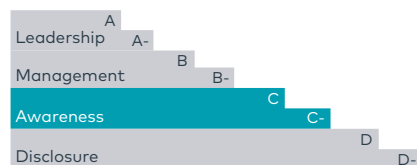
CDP climate change

Our primary method of disclosure on climate change is our annual response to CDP Climate Change. 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
- Allow us to benchmark our organisation against our peer and industry groups

2019 submission

Our 2019 CDP Climate Change submission retained our annual disclosure score of a 'C', which we aim to improve over the next two years, in particular with the introduction of our 2030 target to reduce scope 1&2 emissions by 40% and expanding our scope of reporting from a European reporting boundary to Global.



Average performance:

Industrial support services
Awareness: **C**

Europe
Awareness: **C**

Global average
Awareness: **C**



Find our latest CDP Climate Change submission at:
www.cdp.net/en/climate

Taskforce on Climate-related Financial Disclosures (TCFD)

Supporting the goals of the Paris climate agreement, TCFD was created by the Financial Stability Board (FSB) to provide a framework for companies and other organisations to improve the reporting of climate-related risks and opportunities.

Wood's submission to the CDP Climate Change question set, which is fully aligned to the recommendations of TCFD, helps us to disclose our key risks and opportunities on climate change issues, alongside additional disclosure in our Annual Report and Accounts and Annual Sustainability Report.



Find out more on Wood's alignment to TCFD recommended disclosures on page 120

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.





Our commitment:

**40% carbon
reduction
by 2030**

Our carbon footprint

The Paris agreement in 2015 saw 195 of the world's governments commit to prevent dangerous climate change by limiting global warming to well below 2 degrees Celsius. The Paris Agreement marks a significant positive step in global action to tackle climate change.

As a member of the United Nations Global Compact, we manage our business to reflect the principles of the UN Global Compact and in support of the 17 UN Sustainable Development Goals, this includes goal 13 on climate action. Alongside our ambition to reduce our own carbon emissions, working with our customers, we believe we have the potential to contribute much greater reductions to global greenhouse gas emissions.

Our carbon journey

How we implement and communicate our carbon footprint across our business, is vital to realising our own as well as global carbon reduction ambitions. Our Wood Carbon Reporting and Accounting Standard, released in 2018, and prepared in line with the principles of the Greenhouse Gas Protocol, provides a standardised approach to reporting our carbon footprint and helps to communicate exactly what we report and how.

Committing to a science based target

In line with the Paris climate accord, Wood has committed to setting a Science Based Target aligned to global ambitions to limit global temperature rise to well below 2-degrees or 1.5-degrees. Achieving early alignment of our data collection and reporting in 2019, has enabled early approval from Wood's Board and Executive Leadership to commit to setting a Science Based Target, from a 2019 base line year.

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

Using our Wood Lifecycle delivery model SCORE (Substitute, Capture, Offset, Reduce, Evaluate) methodology to guide our journey so far, we will utilise our range of internal capabilities and the SCORE roadmap to further assess and deliver our emissions target.

Supporting Sustainable Development Goal 13 and guidelines and protocols established by the Intergovernmental Panel on Climate Change and Global Reporting Initiative, Wood's benchmarked reduction target, set for implementation in 2020, is aligned to a science-based methodology to seek an absolute carbon reduction in emissions. We firmly believe our commitment extends beyond the minimum contribution towards global goals; our passion to succeed and over deliver where possible, runs to the heart of the way we run our business and we commit to deliver on any target set, then seek to stretch beyond.

*excludes direct emissions from the Martinez Power Plant.

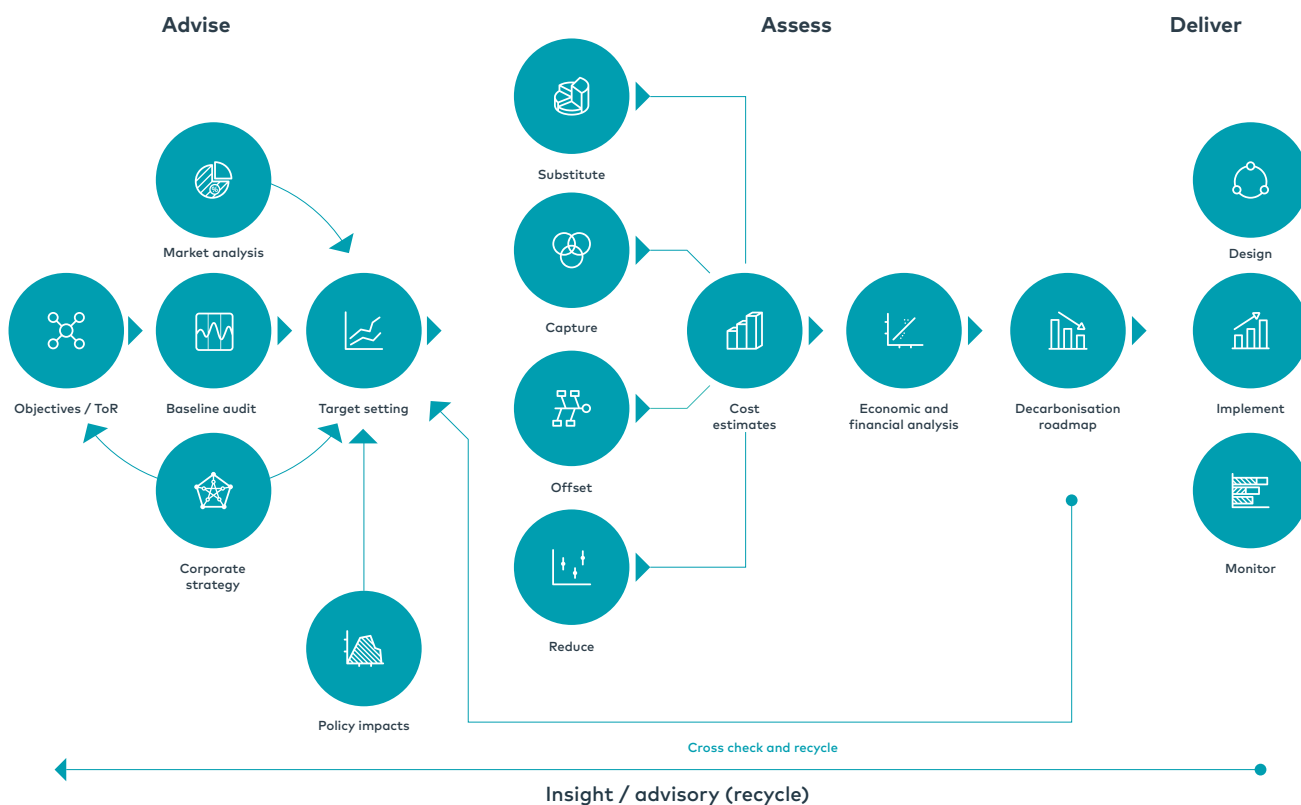
Our three-year strategy

Our three-year strategy to align our global business on carbon data reporting, on both scope and boundary, began in October 2017 towards full alignment by September 2020. In 2019, we expedited our strategy to complete alignment of our reporting by September of that year; this followed a successful migration of our business onto a single, global reporting system.

Target setting timeline



Score methodology



Carbon performance overview

For the first time, since the formation of Wood, we are able to report a combined Wood carbon footprint for 2019; this has meant our legacy WG business moving to an operational scope, from a previous financial boundary and both legacy companies becoming aligned on scope 1, 2 and 3 reporting.

As a result of the reporting change towards an aligned scope and operational boundary, our emissions comparison between 2018/19 and 2017/18 shows an expected increase of 24% in our scope 1&2 emissions, as well as an 83% increase in scope 3 emissions; we expect our 2020 reporting period to be more comparable, with two full years of emissions data reported, from our 2019 baseline.

Our emissions calculations are based on the globally recognised Greenhouse Gas Protocol and recognised national conversion factor guidelines (e.g. Environmental Protection Agency, Environment Canada, DEFRA).

Note: Data is for a full carbon year on an operational boundaries basis

Total GHG emissions from all scopes

A total split of emissions is shown in the table to follow. The emissions stated include one owned power plant in Martinez, California, which makes up 68% of our total 2018/19 emissions.

2018/19:

637,329 tCO₂e

2017/18:

496,862 tCO₂e

▲ 28%

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.



Scope 1:**Direct GHG emissions**

- Natural gas
- Fuel used in plant and equipment (e.g. generators, lighting towers, etc.)
- Company vehicle mileage

2018/19:

463,462 tCO₂e

2017/18:

415,613 tCO₂e**▲ 12%**

Scope one emissions increased by 12% in 2019 compared to 2018. This is mainly attributed to the change from financial to operational boundary across our legacy Wood Group business, including a wider reporting of company vehicle fuel consumption. We attribute a reduction in onsite fuel to ongoing efficiency measures and portfolio rationalisation.

	2019	2018	
Natural gas	8,354	7,024	9% ▲
Onsite fuel	20,209	21,223	5% ▼
Company vehicle	49,521	8,780	464% ▲
Direct emissions	385,378	378,611	2% ▲

Scope 2:**Indirect GHG emissions**

- Purchased electricity
- Steam

2018/19:

101,503 tCO₂e

2017/18:

41,769 tCO₂e**▲ 143%**

Scope two emissions increased by 143% in 2019 compared to 2018. This is mainly attributed to the change from financial to operational boundary across our legacy Wood Group business.

	2019	2018	
Purchased electricity	101,077	41,629	143% ▲
Steam	425	140	204% ▲

Scope 3:**Indirect GHG emissions**

- Air travel
- Rail travel
- Non-company vehicle (hire care and mileage from employee's vehicles used for business journeys)
- Transmission and distribution of purchased electricity

2018/19:

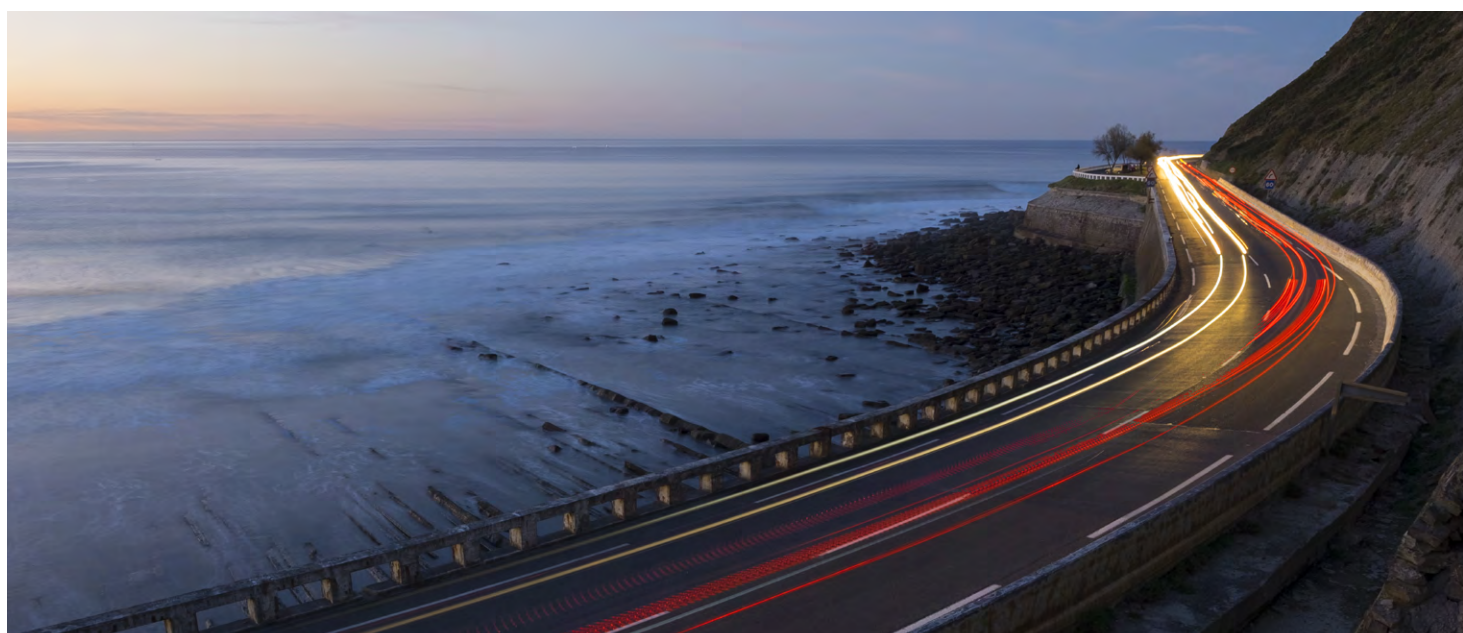
72,364 tCO₂e

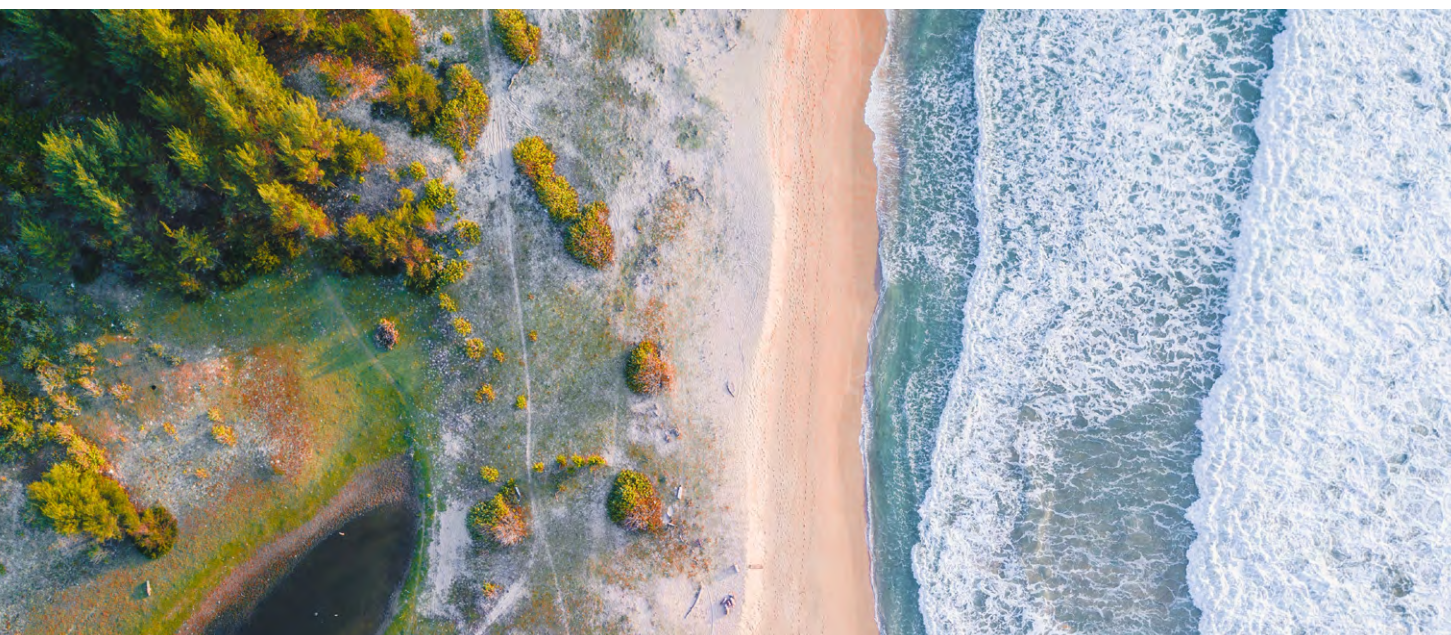
2017/18:

39,455 tCO₂e**▲ 83%**

Scope three emissions increased by 83% in 2019 compared to 2018. This is mainly attributable to an increase in reporting scope for our legacy Wood Group business and an increase in reporting boundary to reflect global emissions.

	2019	2018	
Air travel	53,740	26,663	102% ▲
Rail travel	52	165	68% ▼
Non-company vehicle	10,357	9,074	14% ▲
Transmission & distribution	8,215	3,553	131% ▲





Protecting & conserving natural resource

The natural resources our planet provides, such as organic materials, water, energy, and fertile land are vital to sustaining life on earth. However, mankind's rapidly growing consumption of these resources is causing severe damage to the natural world and our planet's fragile eco-system. Increasing demand from a growing global population of over 7 billion people means approximately 60 billion tons of renewable and non-renewable resources are now extracted globally every year – having nearly doubled since 1980. How we manage and conserve resources is core to how we all, reduce our carbon footprint and our impact on the natural world.

Energy management

Two thirds of global greenhouse gas emissions come from the energy we use for heating, electricity, transport, and industry; as the world works towards more sustainable energy solutions, how we consume energy and ultimately conserve resource, has never been more important. We recognise the importance of continually improving energy efficiency, through the efficiency measures we drive across our business and the sustainable culture we promote. Our direct energy consumption is associated mainly with our office and site locations utility consumption of electricity, natural gas, heating oil, steam, and generator fuel.

Energy consumption

2019:

582,771 MWh

▲ 65%

Energy consumption increased by 65% in 2019 compared to 2018. This is mainly attributed to the change from financial to operational boundary across our legacy Wood Group business. 2018 reported figures have been restated to account for an error in reporting energy consumption for our Martinez location; this correction only relates to energy consumption figures (excluding direct emissions) and emissions reported remain accurate. Total MWhs for 2019 are correct in this report, however MWhs differ from the total MWhs stated in Wood's 2019 Annual Report and Accounts, due to an oversight in reporting related to scope 1 emissions. Updated figures will be re-stated in Wood's 2020 Annual Report and Accounts.

2018:

249,674 MWh

	2019	2018	
Natural gas	43,745	50,105	13% ▼
Electricity	284,342	111,934	154% ▲
Onsite fuel	78,999	86,300	8% ▼
Heat & steam	2,417	1,335	81% ▲
Mobile fuel	173,267	Not reported	-

Energy intensity

We measure energy intensity against two key metrics; per number of employees (average full time equivalent) and per unit of revenue (\$1million).

2019:

10.49 MWh per Employee

2018:

4.84 MWh per Employee

2019:

58.9 MWh per \$1m Revenue

2018:

22.62 MWh per \$1m Revenue

Note: Data is for a full carbon year on an operational boundaries' basis. We have excluded direct emissions from our Power Generation Plant in Martinez, California due to the scale of consumption, to better provide comparison of our global consumption.

Land and biodiversity

Urban areas have more than doubled since the early nineties and three-quarters of the land-based environment and about 66% of the marine environment have been significantly altered by human actions.

We work with our customers to optimise operations, reduce environmental liabilities, and maximise efficiencies across operational life cycles. In addition to our broad environmental and infrastructure consultancy services, our physical operations are conducted primarily on behalf of our clients, where we responsibly meet customer expectations and our own minimum standards of operation.

Wood's Environmental Standards set the minimum requirements for our business in areas we deem to have environmental responsibility. Making sure that we protect and enhance the environment is an essential element of Wood's Values and HSSEA policy commitments. We mandate all our operational assets to meet group-wide minimum requirements that include our approach to:

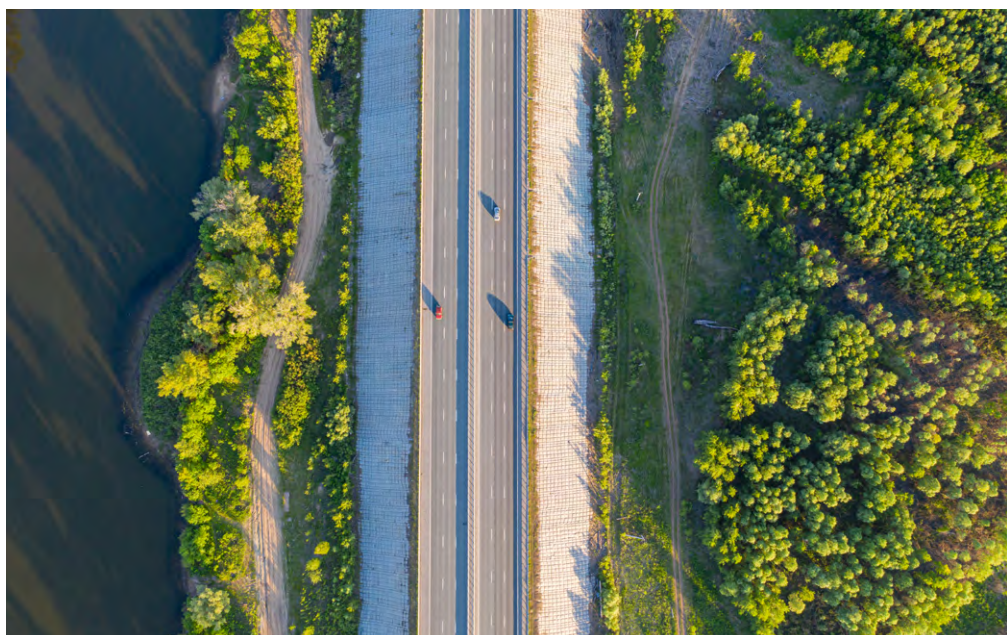
- Habitat Protection
- Environmental Studies
- Protected/Sensitive Environments
- Invasive Species
- Mitigation Plans

Our project sites are required to include land and biodiversity aspects and impacts, as part of environmental assessments in compliance with our mandatory standards. To support implementation, Wood's Environmental Standards Self-Assessment Tool is designed to aid compliance with the group wide standards, assessing against a maturity scale designed to drive continuous improvement.

Focused training on all aspects of our standards are also made available to the business.



Read more on our approach to environmental training and awareness building on pages 90-93



Innovative habitat protection

Wood is proud to have been part of the Rt. Hon. Herb Gray Parkway project in Ontario, Canada, managing the Species at Risk (SAR) program delivery. Situated in the Canadian municipalities of Windsor, LaSalle, and Tecumseh, the 11-kilometre, \$1.4 billion highway infrastructure project is focused on improving the movement of people and goods through Canada's busiest trade corridor with the US.

One of the unique aspects of the project is its three large eco passages, allowing wildlife to cross between two natural areas that had been separated by road development since the 1920s. In addition, the project included the creation of more than 17 kilometres of trails set within more than 120 hectares (300 acres) of green space situated alongside the two highway extensions and across the 11 tunnel tops.

Wood managed all environmental aspects of the parkway project, including: SAR salvage of more than 200,000 plants; snake tracking with radio telemetry; monitoring during construction; site restoration management; baseline and construction monitoring under SAR permitting compliance; and sustainability planning.

Innovative techniques used to increase habitat diversity include the demolition of a housing development to create a new tallgrass prairie that repurposed house foundations to create overwintering areas for snakes.

Currently, Wood is providing environmental management for the operations maintenance and repair phase of the project. In 2020, we will complete a decade of permit-based wildlife monitoring, with final reporting set for 2021.



Find out more at:
woodplc.com/parkway

Water preservation and protection

97% of the water on earth resides as saltwater in our oceans, unfit for human consumption. With two thirds of the remaining water, frozen in our polar ice caps and glaciers, leaving only 1% of the fresh water available worldwide, for human consumption. It is predicted that by 2030, global demand for water will outstrip supply by 40%, leaving over half of the population living in water stressed areas.


We recognise our duty to ensure we take all reasonable precautions to preserve water and ensure that our activities do not contribute to degradation of global water resources. Water is an essential ingredient to the operations of our business and that of our customers, and we acknowledge our responsibility to enable more sustainable stewardship of the world's shared freshwater resources.

Wood provides engineering and environmental service expertise to a broad range of clients across every aspect of the water sector from upstream water resource management to addressing water scarcity and climate change. We work with government, industrial, energy, mining and oil & gas sector customers across the globe to provide sustainable solutions to this vital and complex challenge.

Wood's operations are conducted primarily on behalf of our clients, where we responsibly meet customer expectations and our own minimum standards.

Our Environmental Standards set the minimum requirements for our global operations to preserve and protect water resource. Water related aspects and impacts often vary by location, due to the variable nature of physical landscape, climate and social factors at play; as a result, we seek to assess and manage water risk at a regional level in line with our global standards.

Our project sites are required to include water preservation and protection aspects and impacts, as part of environmental assessments in compliance with our mandatory standards. To support implementation, Wood's Environmental Standards Self-Assessment Tool is designed to aid compliance with the group wide standards, assessing against a maturity scale designed to drive continuous improvement. Focused training on all aspects of our standards are also made available to the business.

 Read more on our approach to environmental training and awareness building on pages 90-93

Improving aging water infrastructure

Barbados is one of the most water-scarce countries in the world, depending primarily on groundwater sources for supply and supplemented with one desalination plant. With a population of 280,000+, the islands distribution system comprises of 3,200 kilometres of water mains, 27 reservoirs, 22 pump stations and 14 booster pump stations, with parts of the aging infrastructure prone to leakage and failure.

Wood is a key contractor to the Barbados Water Authority, providing engineering design and construction management services, helping to replace 49 kilometres of water main, repair ten inground reservoirs, and replacing seven new glass lined steel, above ground water reservoirs, ranging in capacity from 33,000 to 1.5 million gallons.

With a challenging 23 month schedule, our work will ensure the fast track design and construction needed to minimise service disruption to a water scarce region and vulnerable community dependent on the supply of clean, safe water.




Waste management

Fuelled by rapid population growth and urbanisation, global waste generation is expected to increase by 70% in 2050, from 2016 levels. Our operations primarily focus on client delivery of engineering and consultancy solutions, which meet our customer expectations and the standards we set ourselves on delivering these services. We take appropriate steps to reduce the amount of waste we produce. Where waste generation is unavoidable, we mandate the appropriate management, in line with global standards and local regulations.

Our project sites are required to include waste management aspects and impacts, as part of environmental assessments, in compliance with our mandatory standards. Focused training is available to the business on all aspects of our standards. To support implementation, Wood's Environmental Standards Self-Assessment Tool is designed to aid compliance with the group wide standards, assessing against a maturity scale designed to drive continuous improvement.

Woods own impact on waste generation, predominantly comes from our office locations, where the methods of waste management and disposal can vary by region. As a global organisation, we recognise the importance of raising awareness on issues such as waste management; in particular, sharing best practice on the challenges faced and the solutions to resolve.

 Read more on our approach to environmental training and awareness building on pages 90-93

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.



Joining the conversation on single use plastic

At Wood, we recognise the negative impact disposable plastic use has on the environment and as a responsible business we want to play our part in reducing our reliance on single use plastic and work towards more environmentally friendly and sustainable solutions.

In early 2018, we set about establishing a global working group of passionate employees to help us tackle single use plastic in our business and in late 2019, we widened the conversation with the addition of two regional teams to target our action our eastern and western hemisphere. Volunteers in our two regional groups focus on creating local action, whilst our central team work to generate strategic change across the business.

 Read more about our plastic working group on page 93

Plastic working group Central

Focus on creating global action:

- Set and monitor targets
- Develop strategy
- Collaborate with key stakeholders e.g. real estate, supply chain



Plastic working group West



Plastic working group East

Focus on creating local action:

- Education and awareness
- Develop and roll out initiatives
- Creating case studies to share with the wider Wood.



Advancing the energy transition

From 1850 to 2019, 2,400 gigatons of CO₂ have been emitted by human activity, with only 75% of our current energy demand being met by renewable sources. In order to reduce global greenhouse gas emissions and meet the goals of the Paris Agreement, the world must transition from an energy system dominated by fossil fuels to more sustainable, low carbon solutions.

At Wood, we are committed to helping our customers meet the goals of energy transition and climate change, through the services we provide, the solutions we bring to market and the contribution we add to the global conversation on renewable energy solutions.

Bridging the gap towards a greener future

High on the energy transition agenda is the need to reduce the environmental impact of fossil fuels. Society must move away from coal, reduce the carbon intensity of oil and gas, and apply more resource and investment to mitigating solutions like carbon capture and offset options.

Bridge solutions create the opportunity to step away from the more carbon intensive systems, and carbon capture offers the prospect of recovering harmful emissions and storing them permanently so they cannot affect our environment.

Delivering modifications for wind-powered North Sea platforms

Helping to deliver more sustainable solutions to existing energy assets, is just one area Wood is able to demonstrate support for adopting clean energy solutions. In 2019, Wood was awarded a three-year contract to deliver modifications to two offshore installations in the Norwegian North Sea, to connect electric power from floating wind turbines that form part of the Hywind Tampen development.

Replacing energy currently generated by gas turbines, successful completion of this work will reduce the client's operational footprint by more than 200,000 tCO₂e per year.

Advancing renewable energy solutions

Beyond mitigation we have to develop alternative solutions at a scale that allows us to move into clean, fully sustainable energy systems. We are helping to deliver projects that advance the development and adoption of renewable energy sources, helping to increase efficiency, decrease operational cost and open up potential for larger scale deployment.

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.



Find out more at:
[woodplc.com/wpnspl](https://www.woodplc.com/wpnspl)

Wind power

Harnessing the power of onshore and offshore wind, we are helping to advance and realise the full potential of wind power towards global energy generation. Some example wind projects include:

- The world's largest commercial wind turbine
- The world's largest offshore wind farm
- The world's first commercial floating wind project
- Europe's largest wind farm
- Optimised the performance and delivery of over 50 wind farms

116GW+

total capacity supported

10%

of global wind power

740+

projects (150+offshore)

Advising on the world's first utility-scale wind farm

Awarded in 2019 as technical advisor to the Vineyard Wind Project, located on the coast of Martha's Vineyard, Massachusetts, US, Wood will provide support over a four year contract on design, construction and operational strategies, as well as commercial arrangements to support the debt financing and tax equity funding process for the project. Once complete the 800MW offshore wind farm, which consists of 84 9.5MW wind turbine generators (WTGs), will be able to meet the energy needs of over 400,000 homes and businesses, while reducing carbon emissions by over 1.6 million tonnes per year.



For more information visit:
woodplc.com/rovwp

Solar power

Helping deliver medium to large scale solar farms, Wood has provided engineering, design, and installation services for over 35GW of solar energy projects to date and continue to provide expertise and advice to support solar projects worldwide. We have worked on:

- Largest single-site PV plant
- UK's largest solar PV project refinancing
- Egypt's largest solar PV plant
- World leading guidelines for renewables, including IFC solar guidebook

500+

projects

13

 years

of advisory work

35GW+

of solar PV projects

Reducing carbon intensity of chemical production

Acting as owner's engineers, Wood Supported Shell's first solar PV plant, located at the Shell Nederland Chemie Moerdijk Chemical Facility in the Netherlands. Consisting of 76,000 solar photovoltaic panels, the plant is one of the largest facilities of its kind in the Netherlands, generating power for the onsite chemical facility.

This project is an example of Wood's capabilities to support our client's objectives to improve utilisation, energy efficiency and reduce the carbon intensity of their operations.

76,000

solar photovoltaic panels



For more information visit:
woodplc.com/ssppn



Carbon capture

Carbon capture will play a crucial role in emissions mitigation. We are helping to reduce the carbon intensity of operations through capture, storage and alternative uses. In the International Energy Agency (IEA) Sustainable Development Scenario (SDS), which outlines requirements for meeting the Paris agreement targets, Carbon Capture and Storage accounts for 7% of the cumulative emissions reductions needed globally to 2040. This implies a rapid scale-up of CCUS deployment, from around 30 million tonnes (Mt) of CO₂ currently captured each year, to 2,300 Mt per year by 2040.

60+

CCS studies

30+

years experience

Net zero

Teesside Pre-FEED 700 MWe
CCGT 95% carbon capture total
CO₂ capacity of 6 MTPA

1.1 GW

Benchmarked CCGT with
post combustion CCS

Supporting UK industrial decarbonisation

Unlocking the capacity of carbon capture technology to aid industrial decarbonisation, has the potential to advance the energy transition and help governments and business alike, to win the global race to net zero by 2050.

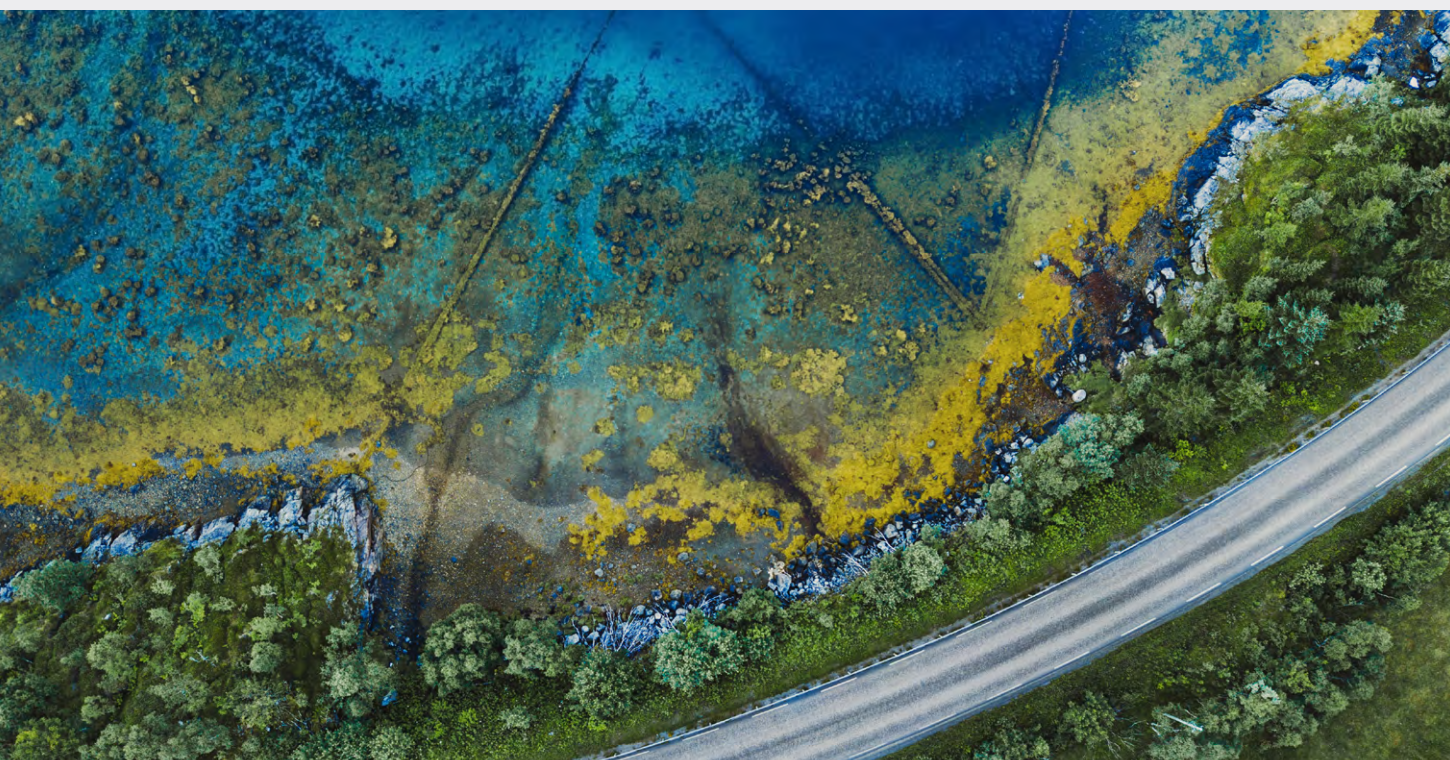
Awarded a contract by VPI Immingham, Wood's expertise in the area of carbon capture is helping support concept delivery and early design for the Humber Zero project in the UK, which aims to create a zero-carbon industrial cluster. Integrating established industrial sites with state-of-the-art technology to carbon capture, the concept will help reduce carbon emissions from power and petrochemical facilities, as well as create a sustainable platform for industrial growth and economic development, whilst meeting decarbonisation targets.

The innovative concept includes three phases of development over the next decade to capture, treat, and compress up to 8 million tonnes per annum of carbon dioxide for permanent storage in the geological formations below the UK North Sea.

Evaluating the specific needs of different industrial processes on three operating sites has led to a plan involving several complementary technologies, including use of renewable power to generate green hydrogen through electrolysis, generation of blue hydrogen with integrated carbon capture, and post-combustion carbon capture from existing stacks.

The Humber Zero project will form a significant element of the UK's industrial decarbonisation strategy, making up one third of the Humberside industrial cluster. It is one of five locations – along with Teesside, Merseyside, South Wales and North East Scotland – identified as well-suited to early carbon capture, usage and storage (CCUS) deployment by the Committee of Climate Change (CCC).

 For more information visit:
[woodplc.com/wsuki](https://www.woodplc.com/wsuki)



Hydrogen

The use of hydrogen as a global source of renewable energy, is expected to grow ten-fold by 2050 and predicted to deliver up to a quarter of global CO₂e reduction in that same period. With large capital projects emerging, governments are increasingly investing in hydrogen studies to capture the potential of hydrogen power on new and existing infrastructure.

10+

hydrogen units licensed and designed

Pioneering:

- Blue hydrogen innovation >90% CO₂ reduction
- Bio-hydrogen development
- Modular hydrogen units for a range of capacities

Supporting a world-first hydrogen project

In the UK 30% of total carbon emissions come from domestic heating and cooking; Providing renewable heat from a UK-wide conversion to hydrogen gas, as a potential reduction solution, would reduce emissions in the domestic heating sector by a minimum of 73%. When powered by renewable energy, the generation and burning of hydrogen produces no carbon, making it the most effective, scalable way of providing heating while fighting climate change.

Supporting our client SGN, in collaboration with the Machrihanish Airbase Community Company Business Park and Airport, Wood successfully delivered engineering design services for a proposed development in Argyll, on the west coast of Scotland, which will form part of the world's first 100% hydrogen gas distribution network.

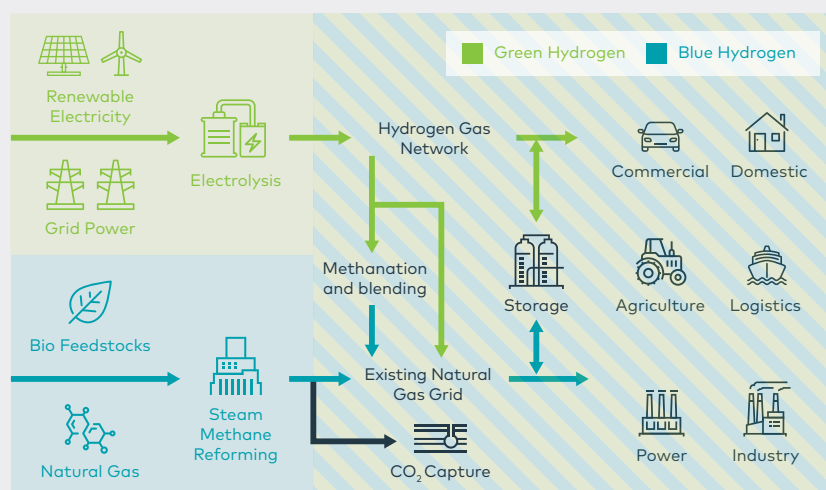
Wood's scope of work focused on the practicality of constructing and demonstrating a 100% hydrogen distribution network capable of serving homes and small businesses at SGN's Hydrogen 100 (H100) trial project at Machrihanish, Argyll. SGN manages the network that distributes gas to 5.9 million homes and businesses across Scotland and parts of southern England; H100 Fife is part of Gas Goes Green, the industry blueprint for cutting out carbon emissions, playing a key role in helping the UK reach net zero carbon output and greenhouse gas emissions by 2050.



Hydrogen production and potential

Green Hydrogen – Hydrogen produced from renewable energy sources

Blue Hydrogen - Hydrogen produced from non-renewable energy sources



Raising environmental awareness and competence

Effective communication and understanding on environment issues, is crucial to inform, educate and empower our employees. Raising environmental awareness on the key issues that impact our business and wider society ensures we continue to demonstrate our commitment to protect and preserve the world around us.



Our people form the foundations of our sustainability programme. We must provide them with the knowledge and ability to make daily informed decisions, ensuring environmental issues remain an integral part of Wood's day to day operations and how we demonstrate care for the environment.

Environmental responsibility

Everyone at Wood has a responsibility to protect the environment. Ensuring we equip our employees with the necessary competence and tools to deliver against their roles, particularly those with specific environmental responsibilities, is vital to safeguarding our people and the sustainability of our business.

Supporting the launch of Wood's environmental standards in 2018, our efforts in 2019 focused on further development of our suite of materials to support the implementation of the standards, and continuous business improvement on environmental issues. This includes:

Foundation material

Introduction to the standards:

Explaining the purpose, importance, and approach of the standards.

Environmental standards self-assessment tool:

A gap analysis tool is used to assess compliance with the standards and aid improvement against a maturity scale. A web-based version is also in the early stages of development.

Supporting awareness and training material


Onshore/offshore environmental awareness:

We run two environmental awareness training modules created for onshore and offshore projects, designed to allow projects to customise the content to reflect their specific environmental issues and the accommodate the varied project work Wood undertakes. All materials created in 2019, aim to ultimately raise the profile of environmental project management and ensure our employees are given the information they need to undertake their roles without compromising the environment

Connecting our business

To connect our people, projects and functions on environmental and wider sustainability issues, we require a method of communication that cuts through the levels of our organisation to drive sustainable action and awareness on key sustainability topics.

Through our employee networks and working groups, we engage through a variety of communication methods, both formal and social, across Wood.

 Read more on our employee networks on pages 37-39, or pages 38-41 of our 2019 Annual Report and Accounts

Wood's Sustainability Action Tracker

Launched in early 2019, our internally designed web-based Sustainability Action Tracker (SAT) is available to all employees and accessible through both desktop and mobile applications.

Aligned to our people, planet and profit strategy, the SAT is a global repository to allow our people to report and track individual and team actions, that contribute to Wood's sustainability strategy. With an initial launch in early 2019, the tracker has evolved with a second revision released in December 2019, to include the ability to browse activities by name, business line or theme, as well as add additional information to existing records.

Sustainability champions network

Our sustainability champions network helps to connect the direction of our global strategy on sustainability with local level action, around our motto 'Think Globally, Act Locally'. We recognise that for any network to be truly impactful, action must be led by our business and owned by our employees. Our approach centres around engaging our people in a way that helps to harness their passion and enthusiasm, to drive action that is born from inclusion and engagement.

Our network began in 2018, with the CEO nomination of a global sustainability champion in each of our internal business units. The purpose of this role, to grow a wider network of sustainability champions within Wood and cascade the evolution of our sustainability programme towards driving local and business level action to support our overarching strategy.

Through monthly engagement sessions, led by our Global Sustainability Manager, the network continued in 2019 towards our goal of having a sustainability champion in each location we operate, supported where possible by a local sustainability team.

To support our network and aid two-way communication, our sustainability action tracker provides the mechanism to communicate and report local action in support of our group strategy.

We recognise that for any network to be truly impactful, action must be led by our business and owned by our employees.

Communicating and reporting our actions:

Available for all our employees to report any actions taken to support our sustainability strategy. The information held within the SAT will help us to have greater visibility of the actions being taken across Wood and aid reporting.

CEO nominated champions:

Lead and drive actions designed to advance and embed our sustainability strategy within their BU.



Local champions:

Passionate, self-nominated, employees who help facilitate meaningful local action, aligned to our sustainability strategy.

Communication points of contact

Identified points of contact within a specific region or service line in place to help facilitate communication between the Global Sustainability Champions and the Local Champions.

Our sustainability commitments

Aligned to our sustainability strategy, our sustainability commitments provide a common set of global objectives for our business to drive local action in support of Wood's sustainability programme.

Each commitment talks to the key elements of our people, planet and profit agenda. Intentionally set as high-level objectives, the commitments form the foundational approach for our local sustainability teams to follow, complementing our business strategy and connecting local employee action with Wood's wider sustainability journey.

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

Sustainability week

Aligned to the launch anniversary of the United Nations Sustainable Development Goals (SDG's), Wood's annual Sustainability Week has become a key date in the group's calendar of events and a catalyst to driving year-round actions, in support of our sustainability strategy.

Occurring the last week in September, Sustainability Week provides the global platform to raise awareness on sustainability issues, our progress to date, as we evolve our strategy, and a call to action for our business to set renewed sustainability commitments for the year ahead. In 2019, we refreshed our sustainability commitments, to better align each of our nine global objectives on local action, to the key aspects of our sustainability strategy and global programmes.

Through our sustainability commitments homepage, employees were able to access multiple resources, aimed at supporting activities throughout the week and beyond, including:

- A series of sound bite videos presented by subject matter experts and leaders from across Wood on key areas of focus across the people, planet, profit agenda
- A series of fact sheets supporting our sustainability commitments
- Launch of Woods 'A guide to reducing single use plastics'

Launch of our internal UN SDG homepage, providing simple guidance on each of the 17 SDG's, as well as a series of one-page case studies to link Wood's actions to the global targets sitting under each goal.

As we progress with our sustainability programme, sustainability week will continue to develop as a platform to communicate our year-round actions to support sustainability and promote these in line with the UN SDGs and our collective impact on advancing global sustainability goals.

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.



Supporting global awareness campaigns

We recognise the importance of supporting internationally recognised days that help promote issues of global interest and concern. Raising awareness on environmental issues, through the medium of global awareness days, gives us the platform to explain the issues at play, help our employees understand the 'call to action' and promote individual responsibility to drive forward action.

We observe two main dates in our global calendar of events dedicated to environmental awareness, Earth day in April and World Environment Day in June. In addition to these dates, our annual Sustainability Week at the end of September, provides additional opportunity to shine a light on environmental issues and action to support the UN Sustainable Development Goals.

Global awareness days: 2019 highlights

Wood's support for Earth Day 2019, centred around the theme 'Protect our Species', helping highlight the rapid extinction of species in the world today, largely impacted by human activity.

Supported by a variety of awareness material to communicate the facts on species decline, our global campaign focused on bees, trees, birds and fish, explaining the issues at play and linking each topic back to our environmental standards.

In 2019, we ran our very first, group wide photo competition to connect our people and promote year-round awareness on environmental issues. Opening on Earth Day and concluding on Environment Day, aligned to the 'Protect our Species' theme, the competition attracted over 300 entries from across the group, with the winner receiving £250 for the charity of their choice.


Our support for World Environment Day in 2019, focused on the theme 'Beat Air Pollution', chosen by the annual host country, China. Supported by a variety of materials to raise awareness, including posters, toolbox talks and fun quizzes, we culminated the event with the call to action for employees to pledge their individual commitment to help combat air pollution, sharing this on our internal Yammer space, using the #BeatAirPollution.



Reducing single use plastics

With over 50% of consumer plastic being single use, our obsession with the convenience of single use plastic has seen over 8 million tonnes of plastic waste seep into our oceans every year. To change the tide on plastic, we need to adapt our behaviours and begin not only the task to remedy the damage already done, but reduce our overall consumption, accelerated by today's throwaway society.

In response to the global focus and challenge on single use plastics, Wood's Single Use Plastic Working Group, set up in 2018, extended in 2019 to include an eastern and western hemisphere team, to further drive group wide focus on single use plastic use.

 See page 85 for further details on the working group structure

As a global business, we recognise the varying regional challenges on reducing single use plastic; a key focus of the working group in 2019, was on sharing best practice to tackle these local challenges, using our dedicated internal webpage as the mechanism to share material and our annual sustainability week, at the end of September, as the group wide communication platform to promote the team's efforts.

A guide to reducing single use plastics

Published during Sustainability Week in September, our guide to reducing single use plastics was a collaborative effort by the global working group.

Structured around the 4-R's principle, Reduce, Reuse, Replace and Recycle, the guide is intended to educate the reader on the issue and provide handy hints and tips to help reduce our use of plastic.

Created primarily as an internal awareness tool for employees, the guide has been drafted with the intent to be more widely shared with our customers, friends, and family, with guidance as applicable for home, as it is the workplace.

50%

of consumer plastic is single use

8 million

tonnes of plastic waste seep into our oceans every year

Profit

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

Delivering a sustainable business

Wood is committed to meeting the needs of our stakeholders, industry and society. Creating sustainable value through the services and solutions we provide to market; our business strategy, seeks to increase our contribution to global sustainability goals and continue to deliver sustainable profit.

 [Read more on page 96](#)

Responsible business practice

Wood is committed to operating with ethics and integrity in all that we do. Our values underpin our approach to business and our passion to always 'do the right thing' drives how we choose to live and work, across our locations.

 [Read more on page 104](#)

Unlocking innovation

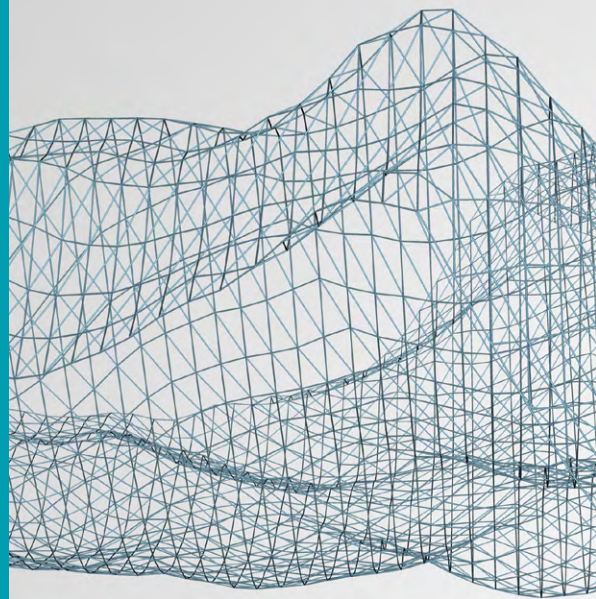
Every new solution starts with a journey into the unknown and the courage to challenge the norm. Sustainability is transforming the competitive landscape we see today, with companies increasingly forced to adapt their thinking to support sustainability development.

 [Read more on page 108](#)

Sustainability on projects

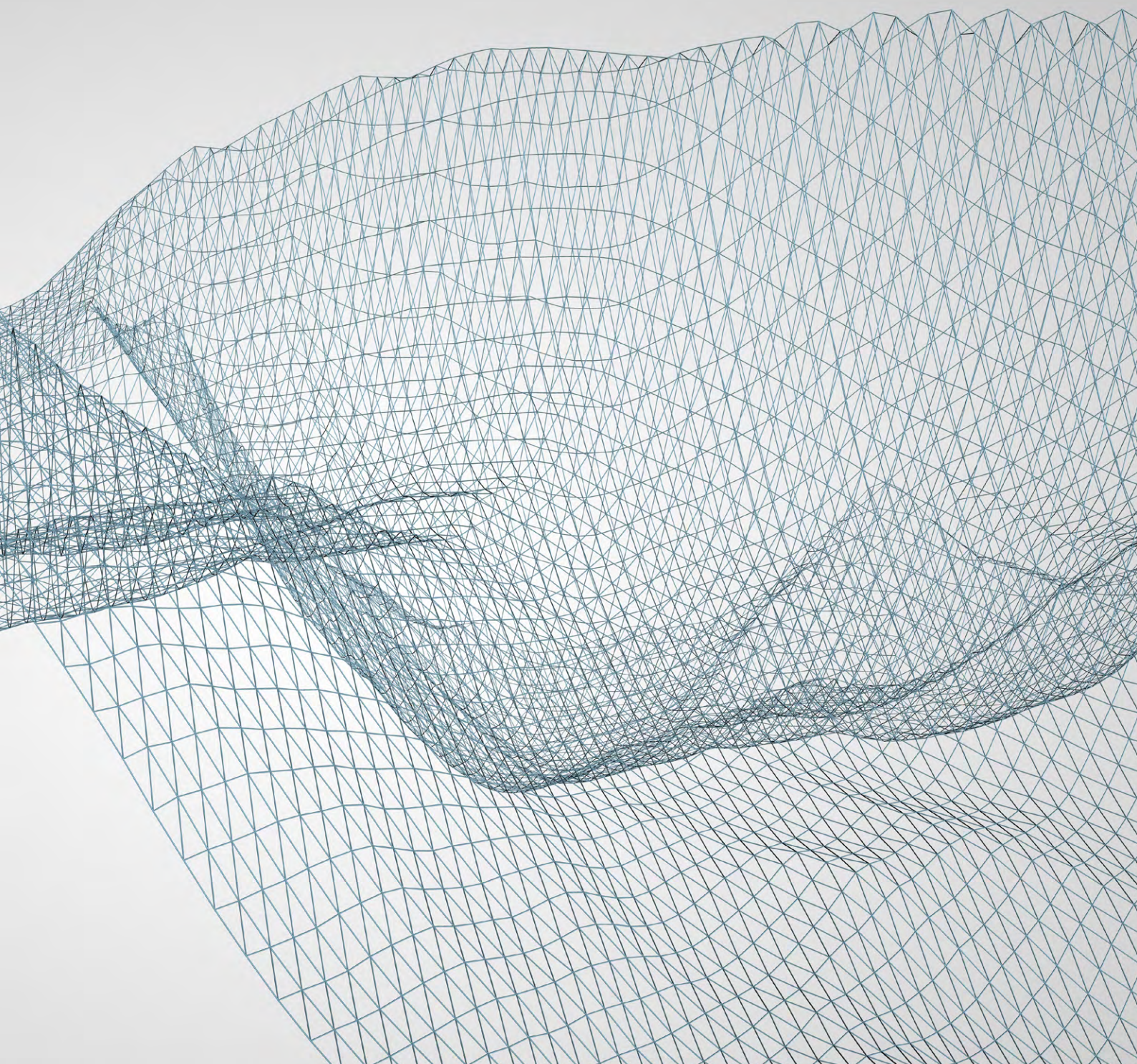
Our commitment to care for our people, communities and environment is a vital component of how we plan, design and operate our projects and sites.

 [Read more on page 114](#)



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Delivering a sustainable business

Wood is committed to meeting the needs of our stakeholders, industry and society. Creating sustainable value through the services and solutions we provide to market; our business strategy, seeks to increase our contribution to global sustainability goals and continue to deliver sustainable profit.



At Wood, we believe sustainability as not just imperative to how we run our business, but an opportunity for Wood to deliver on our vision to inspire with ingenuity, partner with agility and create new possibilities, through today and into tomorrow. Our clearly defined purpose and strategy, underpinned by our culture, is fundamental to sustaining value over the longer-term.

We recognise the importance of internal and external relations, to better understand the sustainability drivers of our multiple stakeholder groups. We are an organisation that openly welcomes diverse perspective, to better shape our decision making both on a day to day operational level, executive and board level.

 For more information on our approach to effective stakeholder engagement, see page 08-10 of our Annual Report and Accounts.

Measuring our economic impact

During 2019 we retained our strong strategic and financial focus. Delivering earnings growth, EBITDA margin improvement and strong cash flow generation. We have an enduring and differentiated investment platform based on an asset light, cash generative model which is supported by a commercially versatile approach and a measured risk appetite. The flexibility in our operating model enables us to react quickly to changing market conditions, strategically positioning ourselves in 2019, to better support opportunities to advance emerging trends in energy transition and deliver sustainable infrastructure solutions.

In the last five years, Wood has diversified our end markets such that upstream/midstream oil and gas represents only 35% of current revenue streams. In achieving a more versatile portfolio, across a breadth of markets and range of capabilities, since 2012 we have taken a number of measures that included:

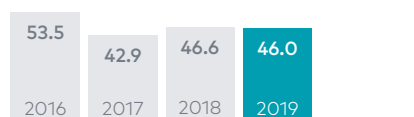
- Acquiring US shale capability, petrochemicals and automation
- Simplifying our operating structure
- Broadening our end markets through AFW acquisition and subsequent integration and revenue synergies
- Optimising our portfolio, most recently disposing of our nuclear and infrastructure assets

Wood contributes both directly and indirectly to economies and society, through the taxes we contribute, the jobs we create, and the support we provide to communities to drive sustainable development.

Adjusted EBITDA margin %



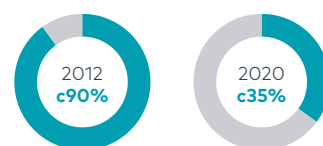
Adjusted diluted EPS (AEPS) cents



Dividend per ordinary share cents



Upstream/midstream oil and gas revenue



 Our tax strategy is available at: [woodplc.com/taxstrategy](https://www.woodplc.com/taxstrategy)

Supporting local

Wood is committed to the communities where we live and work, reflecting an inclusive and fair approach to procurement practice and supporting local supply chains. As a global business, operating in over 60 countries worldwide, our operations rely on flexible and responsive supply chain partners to help deliver to our customers. Locally sourced suppliers, are often crucial to meeting operational demand and through working with local suppliers, we create sustainable value that helps to support the communities we impact, and strengthen the local economy.

In many of the countries Wood operates, our contracting terms often mean varied control over contractor selection and procurement spend; in a number of situations, the ultimate decision sits with our client, however we do exert influence on sustainable procurement decisions where possible. Many of our clients are bound by local recruitment legislation and many of Wood's clients set target procurement targets that deliver sustainable value back to local communities.

A current example of our approach to meeting country and client requirements is our work in Saudi Arabia, working for the national oil company, Wood activities are bound by the In Kingdom Total Value Add programme (IKTVA). The requirements of IKTVA are all encompassing and also includes non-supply chain aspects such as supporting early careers and graduate intake. The IKTVA requires Wood as a company, with an In Kingdom permanent office, to incrementally increase our IKTVA score year on year, to drive support for local manufacturers and consider local supply beyond just project materials and services.

Local Procurement

USD \$m procurement expenditure by country

Europe	\$m	Americas	\$m	Australia & Asia Pacific	\$m	Middle East	\$m
Belgium	12.6	Americas	1613.39	Australia	147.12	Abu Dhabi	12.84
Europe	0.75	Argentina	0.08	Brunei	33.68	Kuwait	107.66
France	4.42	Canada	60.02	China	0.39	Oman	1.74
Germany	68.21	Chile	0.76	India	12.1	Qatar	8.14
Holland	0.23	Mexico	0.37	Malaysia	144.7	Saudi Arabia	33.88
Italy	41.54	Peru	3.34	New Zealand	0.01	Turkey	6.9
Kazakhstan	182.36			South Korea	0.23	United Arab Emirates	56.86
Norway	39.14	Africa	\$m	Thailand	7.86		
Romania	10.95	Cameroon	0.26			Undefined location	\$m
Russia	17.5	Congo	0.23			Undefined location	217.04
Spain	26.8	South Africa	3.5				
Switzerland	0.54						
UK	739.12						
						Wood total:	3617.26

Future Ready Now

As a global engineering and consultancy business, working across the energy and built environment markets, our impact on sustainability is widespread. Our potential to lead transformative change sits at the heart of our business strategy. We continue to diversify our business to best position Wood to support the global energy transition journey and advance climate resilience, through our focus on sustainable infrastructure development.

Strategic focus

Alongside meeting the needs of our stakeholders, Wood's strategy is impacted by the global megatrends that shape our continually evolving world. Wood is not sheltered from the positive and negative impacts these megatrends have on every companies' business strategy; incorporating the material trends that impact our operations helps inform our decision making, retain competitive edge and enable our long-term business success. Wood's strategy is shaped by four primary trends we see across the service lines and markets we operate. Our capabilities are levered to structural growth in energy transition and sustainable infrastructure and aligned to the increasing role of digital & technology and the requirement to develop the necessary future skills.



Energy transition

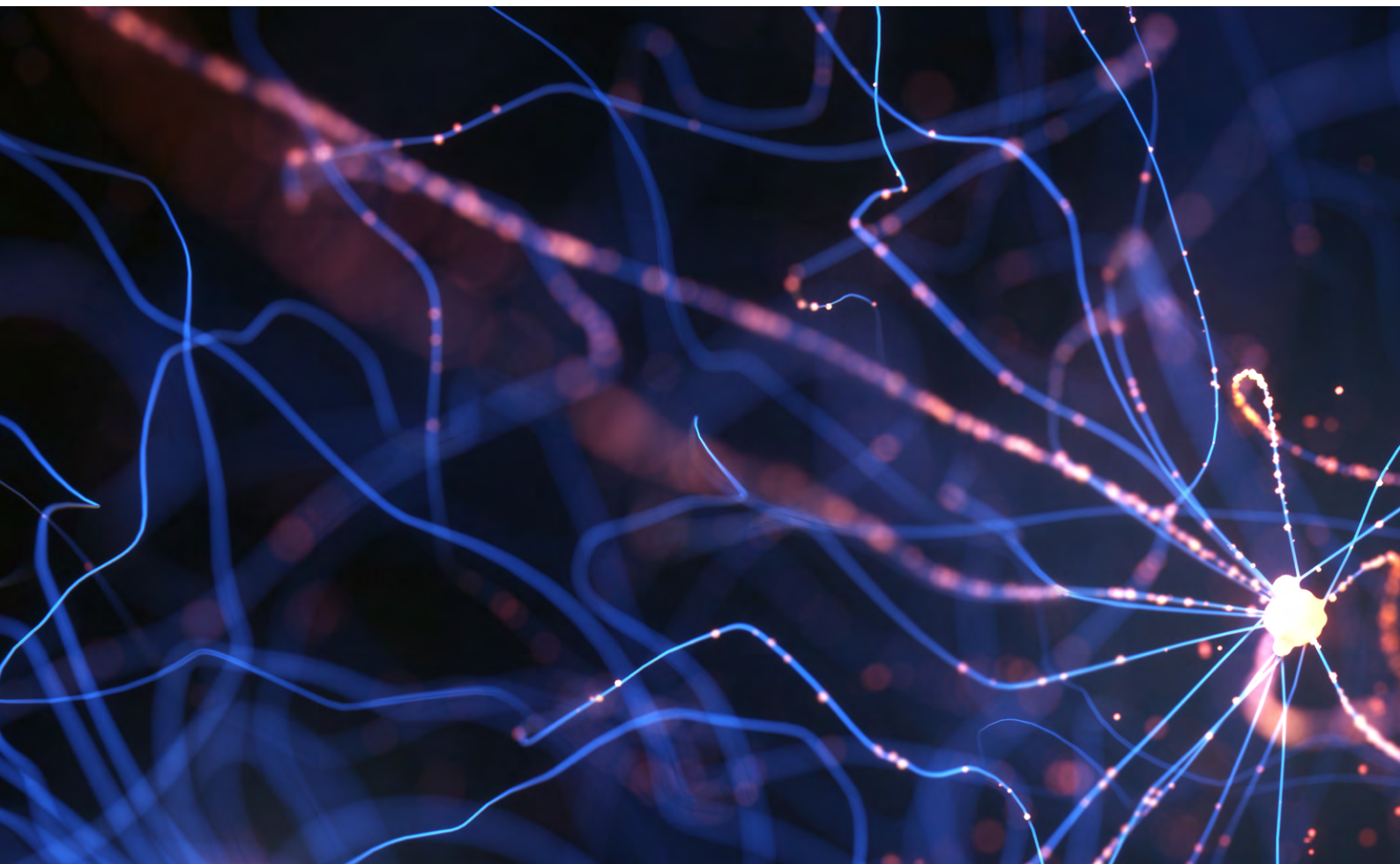
The energy transition is about providing secure and reliable access to energy that's more sustainable, affordable, safe, and available in the right product and in the right places. The energy transition will impact all parties within the wider energy industry and society as a whole – there's no silver bullet and it will require changes across the board as part of a long-term and shared commitment to create the energy systems of the future. The challenges are complex and interlinked (society, government, and industry), but the longer we defer them, the harder they will be to address. Wood already has a strong track record of delivering projects that reflect the Energy Transition, aligned to our four-fold framework to support global sustainability issues.



Read more about our framework on page 115




Read about work to advance the energy transition on pages 86-89, or page 06 of our 2019 Annual Report and Accounts





Sustainable infrastructure development

More than half of the world's population now live in urban areas, expected to grow to over two thirds by 2050. Rapid urbanisation is a modern-day phenomenon that is transforming how we live, work, travel and connect as society; bringing more urgent challenge to sustainable infrastructure development to future protect and improve communities, business and industry. At Wood, our technical consultancy services aid infrastructure development that is built to improve daily life, ensure survival and safety of citizens, and support continued growth in the face of increasingly disruptive climate events.

 Read more on our work to support sustainable infrastructure development on pages 114-119, or page 07 of our 2019 Annual Report and Accounts



Digital and technology


Over the last 50 years, technology has advanced at an exceptional rate. Continually evolving, for better or worse, technology is reshaping our future and helping tackle modern day challenges with ever increasing speed, ease and sophistication. Our digital and technology capability is structured to develop improvements across the asset life cycle, exploring solutions for connected design, connected build and connected operations. In each area we look at near-term solutions and far future technologies. Strategic partnerships are a key component for us, making the best use of our abilities and leveraging the experience of others where appropriate.

 Read more on our work to embrace digital and technology on pages 108-113, or page 60 of our 2019 Annual Report and Accounts



Future skills

Increasing demand for the skills of tomorrow means employers are seeking more from their people than ever before to stay relevant and competitive. The world of work is undergoing unprecedented levels of change, brought on by advancing technology, demographics, globalisation and climate change; skills development is crucial to enabling people to thrive in the workplace of tomorrow.

 Read more on our work to support future skills on pages 41-47, or page 43 of our 2019 Annual Report and Accounts



Our strategy is to create a premium, differentiated, higher margin consulting, projects and operations solutions business



Energy transition

Services aligned to the transition to alternative energy sources and decarbonisation

Future skills

Investing in agile and digitally connected teams to accelerate value for Wood and our clients



Sustainable infrastructure development

Capabilities to solve the challenges of rapid urbanisation

Digital & technology

Utilising the increased role of technology to enhance the delivery of our technical capabilities



Our purpose
To create a sustainable future for energy and the built environment

Powering our strategy

Four strategic enablers help to drive our strategy and define our company priorities when it comes to achieving success. We are committed to focusing on delivery and fully unlocking our potential to achieve superior outcomes.

Our business unit strategies align with and support our overall Wood strategy, ensuring we are all working towards the same goals at every level of the business.

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.

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 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.



Agile teams

Our people play a pivotal role in the success of our business. We invest in internal resource to help develop awareness, skills and knowledge on key personal development topics; assisted by our global job framework, which helps to apply common language to job structures and profiles, we focus on employee development. We believe this approach demonstrates care for our people, creates a culture of pride in working at Wood and helps to attract the talent of tomorrow to a challenging and rewarding career.



Read more on our developing culture and commitment to future skills on pages 30-47, or pages 38-41 of our 2019 Annual Report and Accounts



Exceptional execution

Delivering outcomes that are consistent, predictable and superior, builds trust in Wood's service offering. Robust operational assurance activities ensures our business meets Wood's standards of delivery, aligning to our 12 delivery assurance absolutes, which are typically delivered through Wood policies, standards and procedures, and when regularly assured at all levels in the business, enable Wood to achieve execution excellence.



Read more on our approach to responsible business practice on pages 104-107 and our focus on health and safety on pages 48-59





Commercial acumen

Ensuring we focus on delivering and retaining value for our customers and Wood, we continue to be commercially astute in how we deliver our services to market. Our financial management framework outlines our employee' individual responsibility and commitment to financial responsibility, from maintaining healthy cash flow to delivery of anticipated returns, as key nutrients to allowing our business to grow. Supporting this, our customer management framework helps us to understand our customers, greater meet their business needs and nurture lasting business relationships.



Technological advantage

We create new possibilities through harnessing the opportunities of digital and technology to solve the evolving challenges of industry. We promote a culture of innovation at Wood, that takes advantage of digital technologies at every stage of our work; providing our people with the freedom to apply fresh thinking and creative challenge, helps us to create more efficient and effective solutions in delivering our services.

Our in-house magazine, Inspired, showcases some of our latest developments. Our improvements take many forms, from cutting edge technologies, to progressive thinking and new behaviours.



Download the latest copy of Inspired at:
woodplc.com/who-we-are/our-advantage

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.



Art of the possible

Demonstrating exactly what Wood does is an ever-evolving challenge. Our ambitious strategy and direction has seen our business transform over the last decade and being able to communicate and market our services effectively is an important part of our strategy and focus.

In 2019, Wood exhibited at Offshore Europe 2019 from 3-6 September, where we showcased the Art of the Possible. With over 38,000 people visiting the event over the course of the four-day show, delegates from over 119 countries travelled to attend this important industry showcase.

Our Art of the Possible campaign centred around an art gallery theme – showcasing our expertise on the stand through engaging and interactive artwork, illustrating the history of innovation at Wood and across the energy industry.

Every individual piece of art highlighted a specific aspect of the great work we do and some of the ingenious things we have made possible in conjunction with our customers. Developed by a truly collaborative in-house mix of teams, the exhibition looked to the future and shared some of our thinking on what will come next.

Many of our leadership and technical experts attended the show, with some taking part in organised panel discussions:

- CEO Asset Solutions EAAA chaired a panel session on the benefits of strengthening standardisation in the oil & gas sector
- Executive president of People & Organisation, spoke on a panel discussion around securing generation 2035, sharing thoughts on retaining existing talent in an organisation
- Group head of strategy & analysis delivered engaging presentations focusing on scenario planning for 2035 in our Energy Transition Zone
- Senior vice president digital & technology operations, shared her insight on the energy transition and the collective approach needed for success at an Oil & Gas UK breakfast session
- Technical director subsea and export systems, chaired two sessions on field development and subsea flow assurance

Energise our future

Wood also hosted OPITO's 'Energise Your Future' event where groups of school children, between the ages of 15-18, interested in a STEM career visited the stand. Wood's skills pool advisor was on hand to answer the children's questions in careers and talk through post-school options such as apprenticeships.

"We're a business that has evolved significantly since the last Offshore Europe event in 2017, so it was important that we gave a clear signal to the market that we've changed – that we're more diverse, more pioneering and more innovative than ever before. By presenting ourselves very differently, we really stood out from the crowd and prompted questions with visitors that allowed us to tell our story and reposition our brand perception."

Wood Creative Services Director



Inspire Awards: Excellent financial performance

Celebrating our people across Wood, our annual Inspire award for Excellent Financial Performance recognises individuals and teams that have shown innovative thinking to come up with an original solution for a positive impact, which could be repeated and applied across Wood.

Winning the award in 2019, Stephen Hope and Carolina Castro demonstrated true team spirit in delivering an outstanding financial return for the business. When an overseas client experienced financial issues on their contract, Stephen Hope took the lead in addressing the recovery required. Over ten months, Stephen identified improvements and changes that will lead to a significant recovery of the contract financials. Stephen worked between the overseas location and his home in the UK but physically changed his working day to the local time zone to ensure progress was maintained.

To support this, Carolina Castro covered Stephen's role in addition to her own while he was assigned to the project. Their commitment and flexibility truly demonstrated Wood's Stand Up, Team Up and Don't Give Up behaviours and resulted in a major turnaround in financial performance across the project in 2018 and beyond.

What the judges said

We all agreed Stephen and Carolina were worthy winners. Their submissions stood out for a number of reasons: the material financial turnaround achieved and their inspiring commitment and dedication to achieve this, the demonstration of excellent team working across geographic areas and different parts of the group, and the great teamwork in backfilling roles to make this happen.



Inspire Awards: Exceptional customer service

Demonstrating exceptional execution through the actions of our people, our annual Inspire award for Exceptional Customer Service recognises individuals or teams who have overcome significant barriers to deliver challenging objectives, consistently and repeatedly delivering exceptional work to stakeholders, and actively promoting collaboration within Wood to find a better solution for our customers.

Demonstrating technological advantage, Michael Greenshields embraced innovation and worked closely with our customer. The customer was interested in using electronic tablets with relevant software to increase efficiency by reducing offsite reporting. Michael came up with a solution that used tablets with drop-down menus, instead of traditional pen and paper methods to allow automatic production of significant sections of reports and defect databases.

This allowed us to build forecast timesaving into our bid, giving us a competitive advantage, while maintaining strong margins. This was all supported by Michael's positive customer relationship and has resulted in Wood being awarded several contracts in this key market.

What the judges said

This is a great example of how listening to and understanding our customers' needs and putting them at the centre of creating a Wood solution can be extremely successful and will grow our business. Positioning and evolving a solution with the customer, in direct response to customer needs, enabled mutual investment and commitment to its success through a partnership approach to working.

The impact of this has been a strong customer relationship and trust upon which we have won more work and gained competitive advance in a key market with an important global customer.

Responsible business practice

Wood is committed to operating with ethics and integrity in all that we do. Our values underpin our approach to business and our passion to always 'do the right thing' drives how we choose to live and work, across our locations. Delivering our services in a safe, ethical and responsible manner, ensures we remain a trusted partner of choice for our people, our clients and investors.



Bringing our values to life

We share the expectation that to be successful, we must all act with honesty, openness and fairness. Through consistent programmes, continuous improvement measures and reinforced messaging, we maintain a global conversation on how we conduct our business activities and set the clear expectation to all Wood's employees and business partners to meet our standards of conduct. Guided by our values of Care, Courage and Commitment, we share the collective responsibility to maintain, protect and strengthen Wood, and ensure we embed and sustain a strong ethical culture across our global operations.

Care

Courage

Commitment



Read more about our vision, values and behaviours on page 09, or visit: woodplc.com/values

Setting standards of business conduct

Reinforcing the importance of doing the right thing, Wood's Code of Conduct (Our Code) demonstrates the application of our values and behaviours, and sets the standards expected by everyone working for, or on behalf of Wood. Our Code is mandatory, as a condition of employment to ensure we maintain standards of ethical behaviour and safeguard our individual and Wood's reputation and integrity across our operations. Constructed around four key elements:

- Protecting our vision and values
- Doing the right thing
- Caring for each other and our communities
- Protecting information and assets

Our Code guides employees on how to react when faced with ethical decisions and provides several 'Speak up resources' to encourage reporting of anything employees feel does not reflect our values, our policies or the law. Supporting Our Code, a suite of global policies and procedures, available in multiple languages cover a number of specific topics, including:

- Anti-bribery and anti-corruption
- Commercial intermediaries
- Competition law
- Conflicts of interest
- Data protection, including breach response
- Ethics reporting and anti-retaliation
- Ethics investigations
- Gifts and hospitality
- Sanctions, export controls and anti-boycotts

Our partners

As a global engineering and consultancy business, we recognise the active role our supply chain partners play in reaching our sustainability goals and the importance of a shared commitment and understanding of our approach to business conduct. Aligned to our Code of Conduct, Wood's Supply Chain Code of Conduct sets the expectation of anyone working on behalf of Wood to comply with all laws, and to act ethically and with integrity at all times.

Our subcontractor award and administration policy further helps to define how we identify and select subcontractors, how we administer these subcontracts and engage with contracting companies. Our internal methods of monitoring and reporting ensures we continually assess our supply base to ensure compliance with our standards and continual improvement.

Through any third-party engagement we import an element of risk into the business. In 2019, we reviewed our management of third parties, such as commercial intermediaries, suppliers and joint ventures, focusing primarily on the risk posed to Wood by commercial intermediaries. Taking the policy decision not to engage with any new sales agents other than those required by law, we reviewed our global register of commercial intermediaries reducing the total number of those actively engaged by 50% by the end of 2019.

Investigations into Wood's historical use of agents and other matters has led to a greater focus on third party engagement and the risk this poses to our business. To minimise the risk from interactions with third parties, we have due diligence requirements in place for onboarding employees, evaluating merger & acquisition targets, appointing resellers, and engaging outside legal counsel in addition to the processes for commercial intermediaries. Further guidance for other third-party relationships will be developed in 2020.



Our Supply Chain Code of Conduct is available at: woodplc.com/scm



Read more on governance on pages 20-23



Find out more on our third parties and current investigations on pages 30-31 of our 2019 Annual Report and Accounts

Reporting in confidence

Providing our employees and stakeholders with a mechanism to report any misconduct is crucial to fostering an ethical culture at Wood. Internally our employees and contractors can report misconduct through their line management, as well as contacting our People and Organisation function; externally, at a local level we ensure processes exist to capture community and other stakeholder concerns through active engagement and consultation.

Available to all employees and stakeholders, our Ethics Helpline allows for confidential reporting on any activities or interactions that potentially breach our Code of Conduct. Operated by an independent third party, the helpline allows concerns to be reported confidentially 24 hours a day, 7 days a week in many languages; anyone making contact through the helpline has the option to remain anonymous, with no calls recorded.

In 2019, a total of 139 concerns were raised through the helpline and internal channels. All concerns raised are fully investigated and where necessary disciplinary or remedial actions taken as appropriate.

The majority of concerns received in 2019 originated from internal channels; we believe this indicates trust amongst our employee base towards our internal governance and a measure on the open and honest ethical culture we seek to continually promote.

Upon review of all concerns, 33 allegations were substantiated, resulting in 13 cases where termination of employment was deemed necessary, for serious violation of company policy.



Our Code of Conduct and information on our helpline is available at: woodplc.com/ethics

Combatting bribery and corruption

Wood is committed to playing our part in the global fight against bribery and corruption. We recognise the wide-reaching impacts of corruption on society, politics, the environment and economy. Corruption erodes the social fabric of society and breeds mistrust in political systems, institutions, and leadership.


In addition to our commitment to carry out our business dealings ethically and following all anti-corruption laws, our Code of Conduct states 'We support initiatives that are designed to eliminate corruption, protect global markets and ensure that money is exchanged lawfully.'

Our business ethics and compliance program and Anti-Bribery and Anti-Corruption programme (ABAC) is built on the essential elements of an effective compliance program as defined by the Official Guidance – UK Bribery Act, US DOJ / FCPA Compliance Program Hallmarks, and the Good Practice program guidelines endorsed by the Organization for Economic Co-operation and Development.

Wood's Chief Ethics and Compliance Officer (CECO), with direct access to our Executive Leadership Team (ELT) and board of directors is responsible for implementing an ethical culture throughout the business and ensuring the continuous enhancement and development of the global Ethics and Compliance program. Our ethics and compliance team provide guidance and support to the wider business to help determine areas of risk and implement methods of mitigation; where we determine areas of heightened risk to bribery and corruption, we strengthen internal controls to manage the risk. In addition, we monitor all of Wood's principal risks and uncertainties, as part of the Group risk management process and internal audit processes.

Our code of conduct and related policies include guidance on avoiding and declaring potential conflicts of interest, as well as guidance on the offer and acceptance of gifts and hospitality. We ensure that our anti-corruption policies, standards and procedures are communicated to all directors, officers, employees, and, where necessary and appropriate, to our commercial intermediaries and business partners.

Ensuring the continued adequacy of Wood's Anti-Bribery and Anti-Corruption programme (ABAC), in 2019 we partnered with Deloitte to assess our programme and related controls, and to benchmark against those of similar organisations. The programme, which is ongoing, included a survey in 2019 to gather insight into leadership perceptions followed by several interviews with leaders in the UK and US. Ongoing into 2020, work will continue with site visits to areas where heightened risks of bribery and corruption may be present, in order to evaluate application of the programme controls at a local level.

 Read more on our principle risks and uncertainties on page 45-49 of our 2019 Annual Report and Accounts



Inspire Awards: Outstanding conduct

Placing a spotlight on our people, our global annual inspire award for Inspiring Teamwork recognises the role models who have helped to champion Wood's Code of Conduct by going the extra mile to ensure that our company and business partners always do the right thing.

Marco Guadagnini and Roberto Schnarndorf Filho from our Brazil operations demonstrated sustained commitment to environmental compliance, throughout a period of continually evolving legislation. Working with local authorities to ensure our operations complied with the latest local authority regulations, their collective persistence and tenacity ensured they overcame multiple roadblocks and challenges to improve environmental performance on site.

What the judges said

Marco Guadagnini and Roberto Schnarndorf Filho were chosen as the global winners in recognition of their determined efforts, over several years, to improve the environmental performance of an operating base that Wood acquired in Brazil.

Working collaboratively with the Wood team, expert advisors and the local authorities, Marco and Roberto skilfully oversaw a programme of improvements that allowed the base to continue operations until its environmental licence could be renewed. The judges considered their collective tenacity in securing key stakeholder cooperation was essential to the success of the programme and the eventual licence renewal.

Training and awareness building

To maintain and develop a transparent culture towards ethics and integrity, regular training and awareness building is crucial to ensuring our employees and partners remain informed and best equipped to tackling the business conduct challenges in our day to day operations.

In 2019, our annual mandatory code of conduct computer-based training launched to approximately 43,000 office-based employees. Training employees on our code of conduct, this year's training module included specific focus on IT security, our IT Acceptable Use Policy, and anti-bribery and corruption. In addition to office-based personnel, approximately 14,000 site-based employees were required to receive face-to-face ethics training facilitated through group discussions. Site-based personnel sessions included particular focus on "Own your signature" on record integrity, avoiding conflicts of interest and protecting client assets.

Our annual training is supplemented with risk-based training, webinars and communication campaigns to targeted populations on data privacy, managing confidential information and leadership accountability on ethics and compliance. In 2019, approximately 9,000 US-based employees received anti-harassment training, with a wider roll out planned for 2020 across other geographies.

Our commitment to ethics and compliance is a key element of our wider Sustainability Commitments and annual sustainability week celebrations.



Read more about our sustainability commitments and annual sustainability week on pages 90-93

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.



Respecting data privacy and protection

We live in a continually evolving digital world, where data protection and advancement is a critical asset for any business to remain sustainable in an increasingly connected global economy. By 2025, it is predicted that 75% of the world's population will interact with data on a daily basis, how we use and protect that data is more important than ever. With less than 60 percent of countries enforcing laws to secure the protection of data and privacy, as a global business, Wood is committed to ensuring the privacy and integrity of all data that we hold.

Led by our Group Data Protection Officer and reporting direct to our Executive Leadership Team (ELT) through the Ethics and Compliance function, our data privacy and protection team deliver on Wood's strategic commitment to securely manage and improve our use of personal data at Wood. As part of our evolving data privacy and protection programme, in 2019 we introduced a new data privacy impact assessment and mapping tool, to help the business more efficiently assess privacy implications across the various Wood systems that contain personal data. Accompanied by training and policy amendments, the tool will help proactively mitigate data privacy risks in the early stages of projects or implementation of systems.

We continue to record and investigate all data incidents at Wood; the majority of those reported in 2019 continue to be low-level in nature and attributable in the most part to an inadequate data handling process.

Learnings from all incidents are widely shared through the circulation of privacy moments, process improvements and training delivered on a risk-based approach to employees in areas of the business where recurrence is most likely.

Training and awareness

As part of targeted training on data privacy, in 2019, more than 450 employees responsible for handling personal data attended a series of training and awareness sessions related to privacy matters. In addition, we launched an online IT security training module to all employees to increase awareness and understanding on data security and help our people spot and report potential threats to Wood's IT infrastructure and data privacy.


Wood operates a network of Data Protection Ambassadors (DPAs) to help support our data privacy and protection programme and raise awareness of privacy principles across the business. With a growing network of almost 100 employees globally, our DPAs receive regular communications to help promote our evolving data privacy requirements and in 2019, we conducted a group survey to identify actions that will enhance the network's effectiveness to better connect through bi-monthly training and information sessions. We will continue to develop our data privacy and protection programme and DPA network in 2020, as well as integrate new laws coming into force in California and Brazil, that will help strengthen and develop our approach to data privacy and protection.



Read more on our approach to data privacy, including our Global Worker Privacy Notice at: [woodplc.com/ethics](https://www.woodplc.com/ethics)

Unlocking innovation

Every new solution starts with a journey into the unknown and the courage to challenge the norm. Sustainability is transforming the competitive landscape we see today, with companies increasingly forced to adapt their thinking to support sustainability development.

An abstract digital graphic featuring a dark blue background with vibrant, flowing trails of red and blue particles. The particles form a sense of motion and depth, resembling a digital landscape or data flow. The trails are composed of many small, bright dots that create a shimmering effect as they move across the frame.

In times of crisis, innovation holds the key to progress and the inspiration to do better, for the sake of tomorrow. At Wood, we believe that by working together we can be future ready, now. In an ever-changing world, we recognise that to remain sustainable, we must continue to adapt to the needs of tomorrow, through inspiring change in the way we work today. Harnessing the ingenuity and expertise of our people is a strategic focus for Wood, helping enable our people to turn ideas into action and realise our vision to create new possibilities.

Technology enabling sustainability

Technology has revolutionised the world we live in today, influencing every aspect of society and connecting our lives in smarter, more efficient ways than ever before. In meeting the UN's Sustainable Development Goals, technology will play a vital role in driving sustainable economic growth. Led by our Chief Technology Officer and digital and technology team, Wood takes a strategic approach to how we help our clients grow through the transformation of people and processes by continually exploring, unlocking and deploying the latest innovations across energy and the built environment. From concept to design and delivery, our digital and technology capability is structured to develop improvements across the asset life cycle, exploring solutions for connected design, connected build and connected operations.



Our diverse global portfolio, across a broad range of industrial sectors gives Wood a unique platform to spot innovative solutions where applying ideas, innovation and business transformation from one sector to another can be a major differentiator.



Connected design

In the design stage, there is tremendous potential to enhance our performance and reduce costs for our customers. Collaborative technologies will help us share and review solutions with a much wider audience, refining our concepts and targeting design challenges before they reach the later stages of development.



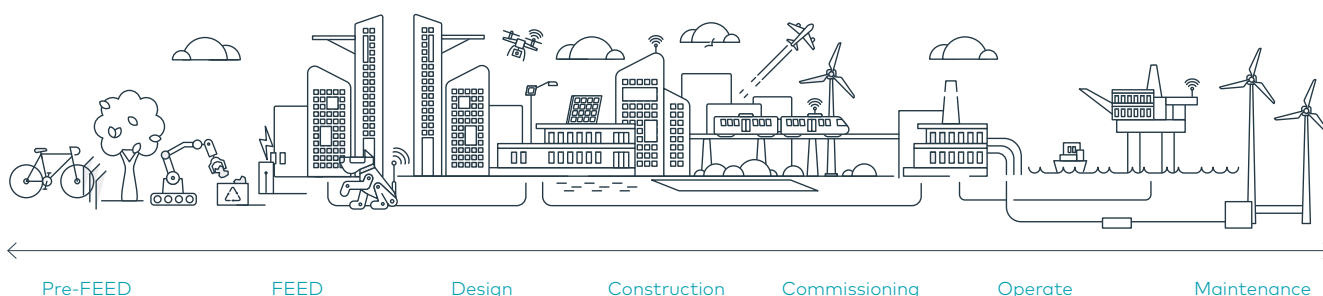
Connected build

At build-level, enhancements to project management and construction support will capitalise on the efficiencies created at design stage. New software and hardware solutions will transform workflow through construction and into commissioning.



Connected operate

Connected operations will leverage our outstanding automation knowledge. Control systems allow us to operate remotely, gathering and processing data, not just across assets but across entire infrastructures, 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.





Future of tidal energy

Generating energy from the natural surge of our ocean waters is one of the oldest types of energy harnessed by man and a reliable source of renewable energy; with over 70% of our planet covered by oceans, the stored energy potential of tidal power is enormous. As with other sources of renewable energy, cost is a major factor in proving tidal energy to be a viable alternative to fossil fuel consumption, however advancements in technology is helping to realise operational efficiency and commercial viability.

In early 2019, a consortium, led by Nova Innovation in collaboration with 11 other organisations including Wood, won a major new European project that will use artificial intelligence (AI) to improve tidal turbine performance and accelerate the commercialisation of tidal energy. The €5 million ELEMENT project will incorporate state-of-the-art AI technology from wind energy into tidal turbines to deliver an adaptive control system that improves turbine performance; slashing the lifetime cost of energy by 17% and driving the tidal energy sector to commercial reality.

The control technology will be demonstrated on a floating tidal device in the Étrel estuary in Brittany in France and on a seabed-mounted Nova M100 turbine in the Shetland Tidal Array in Scotland. Starting in June 2019, the project will run until May 2022. It was won as a competitive contract awarded by the European Union's Horizon 2020 research and innovation programme. The 100% funded project will help to maintain Europe's global leadership in marine energy while driving down the cost of this emerging technology sector.



Read more about our success with the ELEMENT project partnership at: woodplc.com/ecatp



Delivering remote working solutions

Technology is revolutionising the way we engineer and build, from creating more efficient design, to software and hardware solutions that transform the workflow from build through to commissioning. Wood is focused on leveraging technology to deliver at the build-level, first time, safely and with increased efficiency. With engineering data driving the build stage, our remote worker solutions can monitor progress of build, test the fit of the design and provide a platform for a remote and collaborative build at the front line.

Wood's ongoing collaboration with the global engineering company Honeywell, is helping to equip our frontline workforce with some of the most advanced technologies available today, providing instant access to crucial knowledge and information needed to streamline operations and ensure productivity. Solutions transforming our operations include:

Expert on call, connecting workers in real time to colleagues in central control rooms or remote offices and other sites when they need advice or support.

Video assist, enabling workers to call up video tutorials guiding them step-by-step through complex tasks when they encounter them.

Real time visualization of plant and industrial internet of things (IIoT) data, as well as schematics, manuals and procedures to be called up, on-demand.

Forge inspection rounds - digitizing both simple and complex inspection rounds workflows, end-to-end device and OS agnostic solution with full offline mode.

Geo-location, navigation and asset visualization to locate field workers and provide them with directions to equipment and work orders.

Through partnerships, we are embracing the industry opportunity to deliver new solutions and services that improve operational efficiencies, advance digital capabilities and build innovative ecosystems.



Read more about our partners in advancing digital technology at: woodplc.com/digital-and-technology/our-partners



Read more about our connected worker solutions at: woodplc.com/dtecw



Optimising performance

In a rapidly changing business landscape, the traditional view of digital technology as an opportunity or choice, has become more an imperative to a company's long-term sustainability. Through our connected worker packaged solutions we blur the lines between field and office, to fully integrate operations and provide the front-line support when and where it is needed.

Deploying digital technology solutions to enhance connected operations, allows us to operate remotely, gather and process data, across not just assets, but entire infrastructures; helping to connect, predict and respond more efficiently, through machine learning, monitoring equipment and materials that maximise operations and help prevent failure.

Wood's use of Galion Lidar technology is one exclusive partner solution that pioneers cutting edge wind speed measurement technology, to allow visualisation of wind speed and directional data to provide wind farm developers powerful options for assessing the wind resource at proposed or operational wind farm sites.

In 2019, Wood installed its Galion Lidar system alongside a 120 m tall meteorological (met) mast at the Unika 1 wind farm site near Katete in Eastern Province, Zambia. The met mast was constructed by Wood's subcontractor and commissioned by Wood's engineers on site. The Galion Lidar is powered by an off-grid solar power supply, provided by our subcontractor. Wood is responsible for ongoing operation and maintenance of the wind measurement equipment, and will deliver at least 12 months of high quality wind data from the met mast and Galion Lidar for a bankable energy yield assessment, required for project permitting and financing.

The Unika 1 wind farm will have a generation capacity of approximately 150 MW and will be Zambia's first utility-scale grid-connected wind power project, being developed by Mphepo Power. Wood has also provided Mphepo Power's shareholder, Buffalo Energy, with the Feasibility Assessment Report, Environmental and Social Impact Assessment (ESIA) Scoping Report, Terms of Reference (ToR), Environmental Project Brief (EPB) and Environmental and Social Management System (ESMS) for two 20 MW solar power plants near Sesheke, Zambia.

Each of these projects build on Wood Renewables' extensive project experience in Southern and Eastern Africa, including: Wood constructed, commissioned, operated and maintained four met masts in Malawi between 2016 and 2018. Wood acted as Lender's Technical Advisor on the ground breaking International Finance Corporation (IFC) Scaling Solar project in Zambia, and acted as Owner's Engineer for two solar projects in Kenya. Wood project managed the feasibility, development and construction of a micro-hydro and mini-grid scheme in Malawi, supported and completed multiple ESIA studies for solar and wind farms in Kenya and Uganda and project managed geotechnical and hydrological studies for solar power plants in Kenya, Mozambique and Malawi.



Read more about our recent success with Galion Lidar at:
woodplc.com/orfct



Read more about our wider operate solutions at:
woodplc.com/dtsco

Inspire Awards: Impactful Innovation

Celebrating the ingenuity of our people, our annual Inspire award for Impactful Innovation recognises individuals or teams who have made a positive impact on our business, our customers, wider industry, environment or society through their impactful innovation.

Winning the global award in 2019, Wood's Augmented Machine Learning team created and delivered an innovative solution to a major LNG operator for Augmented Machine Learning (AML), applied to predictive analytics, embodying the complete Wood vision for how we aspire to operate. The team used subject matter expertise in the field of predictive maintenance and reliability improvement to take a novel and innovative approach to the machine learning, predictive analytics challenge we knew the customer was working on. They collaborated with the customer's data science and IT teams to ensure the application could function in the customer's cloud computing and data science environment. This solution opens new possibilities for both Wood and our customer. It showcases how it is possible to enhance machine learning with subject matter expertise and contextual data analytics.

What the judges said

This entry was chosen as the global winner as it exemplifies our values: Inspire with ingenuity, partner with agility and create new possibilities. It leverages Wood's traditional engineering domain knowledge and augments it with enabling digital technologies such as artificial intelligence and predictive data analytics in order to enable ways for us to create more value for our clients (a global operator). The Wood team demonstrated strong leadership in the face of many emergent challenges within a very tight project schedule. This solution lays a digital foundation for productivity, reliability and availability improvement for the client, ensuring that their assets work at optimal effectiveness. This type of solution has wide applicability across our customer base.

CoLab

CoLab is Wood's revolutionary approach to turn the impossible into possible. Turning ideas into actions, through CoLab we solve our clients' biggest challenges – together.

Combining the collective ingenuity of our industry experts with our industry-leading data, digital and technology capabilities, CoLab fuels innovation. It is aimed at facilitating collaboration amongst the right people in order to co-create the right solution to a defined challenge. Be it with our peers, our clients, or our partners. CoLab is our way to harness people expertise and technology capabilities to ensure Wood and our clients are future ready.

CoLab - Physical innovation hubs:

A dedicated space in Houston and Aberdeen to collaborate and innovate using latest technologies. The space is home to latest technologies from our partners and is designed in a way to facilitate creative thinking and creation of solutions for our client's biggest problems.

CoLab - Online:

Acting as our innovation management platform, the online CoLab experience, allows our employees to tap into the collective ingenuity of employees, partners and customers to find the best ideas based around specific "challenges", which are issued on CoLab Online and Wood personnel submit ideas on how to best solve.

Virtual CoLab

Virtual CoLab allows us to bring peers, clients and partners from across the globe together in a way we couldn't have imagined previously. CoLab engagements are hosted using an interactive online platform mirroring the process, practices and engagements supported through physical locations. We are currently planning CoLab sessions with a number of our clients located in UK, Australia, United States and China, to understand their issues so we can unlock solutions to their critical challenges together. Based on a three-phased approach, our CoLab process utilises our People, Practices and Places to co-create solutions to our client's biggest challenges.

 Read more on our CoLab environment at: woodplc.com/digital-and-technology/colab

Co-creating solutions to our client's biggest challenges

- Bringing together expertise from Wood and our partner network
- We source the best combination of expertise and tailor this to your challenge
- In a facilitated manner using our CoLab process
- We provide a facilitated guide from defining the challenge statement, brainstorming ideas, solution development and benefits realisation
- Using dedicated innovation spaces built to stimulate innovation and creative thinking
- We create CoLab environments including access to relevant technologies and resources



Connecting the conversation

We match our passion for innovation with our appetite to create sustainable change that brings positive impact, not just for Wood, but the industries we operate in and the communities we impact. We recognise the value in business collaboration to tackle common industry challenges; embracing the power of collective ingenuity, expertise and best practice to harness the opportunity today to create a better tomorrow.

Designing success

Key to our strategic focus on digital and technology, Wood's ongoing collaboration with Microsoft helps combine shared expertise and knowledge, with the latest technology and industry innovation to help solve some of our biggest challenges. Together, we focus on opportunities around Artificial Intelligence (AI) and machine learning, as well as the control of robotics and drone technology. Harnessing the advancements in technology today in helping deliver cutting edge solutions to our clients, we also look to the future trends of technology to best prepare and remain future ready, now.

Our partnership with Microsoft empowers our technicians to collaborate more efficiently by working together from different locations and solving problems in real time with Dynamic 365 remote assist on HoloLens, Android or IOS devices. Enabling greater accuracy in the design stage, a great example is HoloLens, which allows a digital overlay of the design over the current build, helping determine the correct specification and build and potentially avoiding costly re-work, before heading to the construction site.

In addition, Wood is also working with Microsoft to develop technology that will increase the efficiency of renewable solutions through Digital Twin solutions; as well as exploring the potential to create a global industry standard for emissions monitoring, to help our clients track their carbon footprint. Working together, we believe we can not only deliver solutions that benefit our customers but also advance the global Sustainable Development Goals through partnership and knowledge sharing.

 Read more about our partners at: [woodplc.com/digital-and-technology/our-partners](https://www.woodplc.com/digital-and-technology/our-partners)



Power of prediction

Embracing the opportunities of a digital future, Wood's partnership with Aspen Technology, a global leader in asset optimization software, is helping advance the use of Artificial Intelligence (AI) across industrial manufacturing to improve performance, increase safety and create more sustainable solutions today whilst preparing for tomorrow.

As part of our connected operations and maintenance programmes, using Aspen Mtell technology, which analyses historical and real-time operational and maintenance data to discover precise failure signatures, we are able to detect patterns in operating data, allowing our customers to take prescriptive action and avoid unplanned downtime. Using predictive technology to ensure first time delivery, we enable a safer, more efficient, and sustainable solution to current industry challenges.

Mtell is part of our connected operations and maintenance programmes that will allow our clients to detect patterns in operating data allowing them to take prescriptive action and avoid unplanned downtime. Together, our vision is to drive value through digital twin across the full asset lifecycle, working to optimise asset performance, monitoring and control across any environment.

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

Our commitment to care for our people, communities and environment is a vital component of how we plan, design and operate our projects and sites. Our strategic approach to sustainability, extends to every aspect of Wood's operations; embedding sustainable practice into our projects is vital to achieving our own sustainable development goals and demonstrating our contribution to global sustainability.



Project lifecycle

Our global service offering is diverse in nature, across energy and built environment. We assess our social, environmental and economic impacts across the project lifecycle, from initial design to execution, operation and decommission/restoration. We believe every project is unique, and our teams at Wood, take time to understand the opportunities and risks each project presents, to ensure we deliver a successful project that brings sustainable value every time.

Planning and engagement

We understand the importance and value of early engagement with communities and stakeholders potentially impacted by our operations. Inclusive stakeholder engagement ensures we respect the locations and communities we work alongside, better design our projects from day one and align to all relevant regulations and international standards. Our mandatory standards, policies and procedures guide each of our projects on the minimum requirements, to ensure we respect, nurture and empower the people, communities and locations we impact.

Design to operate

Our sustainability framework applies our sustainability lens to the key social, environmental and economic impacts of our project operations. Intended to provide focus across the lifecycle of any project, the framework complements our existing standards, policies and procedures to ensure we evenly assess sustainability issues from initial engagement and design to operation, across all our projects and sites. We believe our projects provide a unique window into our organisation, allowing us to demonstrate sustainable practice and ensure we maximise the contribution by Wood to support global sustainable development.

Partnership with Global Resilient Cities Network (GRCN)

Wood has been a partner of Global Resilient Cities Network (GRCN) (and its predecessor organization 100 Resilient Cities) since 2015. GRCN, along with its supporting partners, has a goal to empower, pilot and amplify resilience work in cities around the world.

The Global Resilient Cities Network (GRCN) is a city-led organization that is driving urban resilience action to protect vulnerable communities from climate change and other physical, social and economic urban adversities and challenges. GRCN is comprised of 98 member cities of the former 100RC program in 40 countries. Collectively representing 220 million city dwellers and 79 endorsed resilience strategies, containing over 4,000 city-led and impact-oriented resilience initiatives aimed at building safer and healthier cities.

Working in partnership to share resources, experience and expertise, Wood is able to demonstrate support for cities in the network, helping to shape the global resilience movement, develop innovative technologies and create smart infrastructure solutions. Examples of our work to date include helping the city of Houston integrate energy transition into city resilience and our work applying a resilience screen to GRCN cities to advance bankable sustainable and resilient projects for impact.

"Collaboration with Wood enables cities to translate their resilience strategies to action and prioritize investments in sustainable and resilient infrastructure, delivering for today and generations to come."

GRCN, Acting Executive Director

Contributing to Global Sustainable Development

Through our consultancy, project and operation service lines, we are able to demonstrate our impact towards global sustainability and the UN Sustainable Development Goals.

Aligned to our focus on Energy and the Built Environment, and shaped by the four primary global trends most impactful to Wood's operations, our strategic purpose seeks to deliver a sustainable future that contributes to our part in society and our shared ambition towards achieving the global sustainability goals through the work we undertake and how we operate our business.

Central to advancing the global agenda on energy transition and sustainable development, our four fold framework approach bases the sustainable development goals at the centre of Wood's focus, ensuring we leverage partnerships and wise investment to deliver sustainable infrastructure and future energy solutions.

Working in partnership

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

Read about our partnership with GRCN at: www.resilientcitiesnetwork.org/recovery



Sustainability framework

Social impact	Environmental impact	Economic impact
Health, safety & security	Environmental management	Supply chain
Human rights	Carbon management	Business conduct & ethics
Diversity & inclusion	Resource efficiency	Anti-bribery & corruption
Community / stakeholder engagement & investment	Biodiversity	Innovation

Building sustainability in projects



Resilience shift

Created to inspire and empower a global community to make the world safer through resilient infrastructure, the Resilience Shift aims to ensure infrastructure systems are able to withstand, adapt to, and recover quickly from anticipated or unexpected shocks and stresses - now and in the future. Supported by Lloyd's Register Foundation and Arup, The Resilience Shift provides knowledge and tools for those responsible for planning, financing, designing, delivering, operating and maintaining critical infrastructure systems.

Wood has supported The Resilience Shift since 2017 with a range of sustainability and resilience projects across a number of sectors, as well being an ambassador for the organization and ally in advancing global resilience. Through our partnership with Resilience Shift, we help to develop resilience tools, guide on access to financing and industry best practices for energy resilience; in 2019 we supported the publication of an industry guide to enhancing resilience in the electric utilities sector:

Banking on investment

As the world wakes up to the opportunity of sustainability, companies that actively contribute to sustainable development are increasingly favoured by investors looking to ethically balance economic performance with positive social and environmental impact. Socially Responsible Investing (SRI) is an investment strategy that has grown to an estimated \$31 trillion globally, with sustainable investment seen as increasingly good for business, as it is for social conscience.

We recognise the growing pace, and importance of Environment, Social and Governance (ESG) factors in financial management and investment, and the current and future implications for Wood in both attracting and retaining sustainable investment.

It is estimated that, in the next two decades, the worldwide funding gap for infrastructure could reach well over US \$10 trillion. Availability of financing is identified as a key uncertainty in Wood's scenario planning on sustainable urban infrastructure; working together with the financial sector we are partnering with a number of organisations, to provide technical guidance and accelerate the uptake of sustainable and resilient infrastructure in the market.

In 2019, Wood continued a variety of partnerships, including those within the finance sector to collaborate and combine our strengths to better support our clients in meeting their own sustainability targets. As discussions progress in 2020, we hope to identify and combine activities on common development objectives and demonstrate the power in collaboration towards advancing global sustainable development.



Download the document 'Resilience Shift Primer: Electric Utilities. An industry guide to enhancing resilience' at: www.resilienceshift.org/publication/primer-electric-utilities/



Find out more about The Resilience Shift at: www.resilienceshift.org

Reducing the production cost of tidal power by 30%

More predictable than other renewable energy sources, wave and tidal power holds the potential to provide unlimited renewable energy to contribute; advancements in technology and intensive industry research, has seen marine renewable energy emerge as one of top renewable energy solutions to replace fossil fuel generation and reduce the commercial barriers to wider adoption. In 2016, a European tidal energy consortium of 7 partners, including Wood, led by Nova Innovation in Scotland, secured funding from the European Commission to demonstrate and validate an innovative direct drive power take-off (PTO) subsystem for tidal turbines.

Running for 36 months and completing in 2019, The Tidal turbine Power take-off Accelerator (TiPA) project set out with the goal of reducing the cost of tidal power production by 20 per cent. Delivered through an integrated research and development approach, the TiPA project brought together world leading partners with a wide range of expertise, to develop an innovative PTO solution for the tidal energy sector.

A large number of project deliverables were produced throughout the three-year duration of the project. These were used to raise market confidence in the maturing tidal energy industry and to maximise the benefit of the project to the ocean energy sector as a whole.

Edinburgh University analysis concluded that the new generator reduced production cost by 29 per cent, unlocking a global market worth €1.3 billion and exceeding the project's original objective.

"This project really shows how a range of industry and academic partners working collaboratively can substantially reduce the cost of renewable energy. Tidal power shows great promise in many parts of the globe and this work will accelerate its deployment at scale."

Director of innovation within renewables at Wood



Energy

Making noise in wind farm technology with AI technology

Noise pollution, particularly in densely populated areas can be a major factor in operations, in particular in the advancing field of renewable energy. As we move towards a more sustainable energy future and the more common use of renewable sources, decreasing the effect of environmental impacts such as noise is crucial in maximising operational efficiencies and expanding the pace of deployment. In the wind energy sector, Woods expertise in machine learning for management of environmental noise, seeks to help increase turbine energy production, without exceeding noise limits and industry regulations.

The challenge

Industrial operations often use noise monitoring as a method to manage neighbourhood noise and remain within regulated noise limits. However, the presence of extraneous environmental noise makes it difficult to assess the contribution of the operational noise to the total, making the filtration process time consuming and manual. This unreliability in data, often results in operators limiting production more than is necessary or failing to achieve noise compliance.

The solution

Gaining APO Innovation Seed Funding in 2019, Wood teams developed a machine learning model that will enable effective wind farm noise classification from the presence of extraneous environmental noise, to within a 98% accuracy, to provide accurate and automated feedback of wind farm noise. Using Noise AI to assess the filtrated data with noise limits allows for adaptive controlling of the turbines and increased efficiency.

The development team at Wood used noise data from a current wind farm, routinely limited for noise compliance, to test our Noise AI solution. Noise AI identified that power output of the wind farm could be increased by at least 31%, increase a potential annual revenue return to the client of 250,000 USD.

Next steps

Wood's Noise AI solution machine learning technology has potential for wider industry application, particularly in the mining and refinery sectors, based on our understanding and expertise in these areas. Whilst we look for opportunities to apply our Noise AI technology to the wind farm industry, Wood has agreed a collaboration with a mining industry client to develop and implement Noise.AI in the field and help remove constraints on production and improve compliance with regulations.



Forecasting the future

Over 1.35 million road deaths occur globally each year, with over half of those killed being pedestrians, motorcyclists, and cyclists. The unpredictability of weather patterns and their exacerbation by the effects of climate change and extreme weather events, make road safety an increasing concern and a focus on the sustainable development agenda.

Wood's weather forecasting experts have supported the Ministry of Transportation of Ontario (MTO), since 2016 with analysis of their highly developed Road Weather Information System (RWIS), which monitors road weather conditions across the Province of Ontario. The system includes 150 roadside weather stations, placed at strategic locations along the provincial highways. These weather stations monitor atmospheric weather conditions, pavement temperatures and road conditions through the winter; providing critical input for the creation of pavement temperature forecasts; which are used by the winter road maintenance teams when treating and clearing the roads during each winter storm. Polling the roadside RWIS stations through cellular modems in real time all year round, the data is then sent to a weather database hosted in the Internet Cloud.

Developing the network

Challenged with the need to expand the RWIS station network, particularly in areas where weather conditions vary significantly as a result of the differing geography and infrastructure, the introduction of mobile and virtual RWIS created the opportunity to densify and more efficiently operate the network.

In the winter of 2019, the virtual RWIS, created using in-house algorithms and using data from nearby RWIS stations and mobile RWIS, identified significant differences in weather and road forecasts between RWIS stations. Findings from Wood's data analysis helped better identify freezing rain and snow, the early onset of freezing rain conditions and precipitation timings, as well as identify road temperature variations, particularly around the freezing mark, where road safety is most crucial.

Real time support

Helping to communicate forecasts, the Wood Weather Web Portal displays real time field data readings and camera images on the internet, as well as weather and road forecast information and historical data; our team of meteorologists are also available for consultation on a 24/7 basis through provision of a toll-free number. Wood is also responsible for the maintenance and repairs of the network; subcontracting this field work to Complete Systems Installations (CSI) based out of Arnprior, Ontario.

In addition, we provide a weather data feed to Ontario 511, a traveller information app, containing driving condition forecasts for highways across the province. Wood also provides Quarterly Outlook Reports with forecasts of the coming seasons, as well as pre-storm Severe Weather Reports before severe storms.

Hazard prediction

In response to the global demand from weather-sensitive industries that forecasts become more "impact-based" and focused on thresholds that impact operations, Wood has developed a Hazard Dashboard product that revolutionizes the way forecast data is presented, emphasizing not the forecast parameters themselves but the likelihood of crossing thresholds that impact operational decisions. Wood's Hazard Dashboard supports industry resilience and road safety in an ever-evolving climate.



**Built
environment**





Runway success

Globally, over 4.54 billion people travelled by air in 2019. In an era where the world is waking up to the threat from global warming, the airline industry and the infrastructure that supports, is facing increasing pressure to become more environmentally friendly and adapt to more sustainable solutions that will minimise the industries impact on the environment.

As one of the largest environmental projects in the UK, Wood has provided environmental consultancy solutions relating to the proposed expansion of Heathrow Airport. One of the world's busiest airports, expanding the facility at Heathrow is a major undertaking and our services are focused on ensuring that the design, build and operation of the airport is as environmentally sensitive and sustainable as possible.

Woods scope on the project includes assessing the environmental impacts of the expansion on noise pollution, air quality, waste generation and groundwater, whilst also improving the operational efficiency of the airport. Over the course of the project, we will deliver engineering surveys that will assess more than 1,000 individual locations, as well as provide river and flood engineering and airfield drainage.

Providing a range of technical environmental support dating back to 2012, in 2019 we gained an extension to the consultation programme Wood is managing for the airport expansion programme. The consultation aspect of the project is one of the largest ever undertaken in the UK for an infrastructure project and included delivery of over 100 consultation events, the issue of consultation material to 2.7 million addresses and over 40,000 pieces of consultation feedback recorded and analysed. Our detailed understanding of public consultation and engagement, at any scale, gave stakeholders many opportunities to get involved and provide their feedback. It also ensured that consultation met or exceeded best practice, while complying with the requirements of the Planning Act 2008 and the Civil Aviation Authority's CAP1616 Airspace Change process.

Heathrow Airport's expansion is estimated to bring £211bn of economic impact to the UK; our work as part of an integrated design team on the expansion project is sustainability-focused on the ensuring the planning and design of the new runway supports the UK's commitment to carbon reduction and creates lasting infrastructure that delivers social value back to its surrounding community and the city of London.

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.



Task Force on Climate Related Financial Disclosures (TCFD)

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.

TCFD recommended disclosures	Where to find more information
Governance <i>Disclose the organization's governance around climate-related issues and opportunities.</i>	
a) Describe the board's oversight of climate-related risks and opportunities.	SR (pg 20-23, pg 74-77)
b) Describe the management's role in assessing and managing climate-related risks and opportunities.	SR (pg 20-23, pg 74-77)
Strategy <i>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.</i>	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	CDP (Section 2.1)
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	SR (pg 20-23, pg 74-77) AR (pg 34)
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	SR (pg 20-23, pg 38-39, pg 74-81 & pg 96-99) AR (pg 34) CDP (Section 3)
Risk management <i>Disclose how the organization identifies, assesses and manages climate-related risks.</i>	
a) Describe the organization's processes for identifying and assessing climate-related risks.	SR (pg 20-23, pg 74-77) AR (pg 45-49) CDP (section 2.2)
b) Describe the organization's processes for managing climate-related risks.	SR (pg 20-23, pg 74-77) AR (pg 45-49) CDP (Section 2.2)
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	SR (pg 20-23, pg 74-77) AR (pg 45-49) CDP (Section 2)
Metrics and targets <i>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</i>	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	SR (pg 20-23, pg, 40-42, pg 74-77)
b) Disclose Scope 1, Scope 2 and, if appropriate Scope 3 GHG emissions, and the related risks.	SR (pg 38-39, pg 78-82) AR (pg 33-34)
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	SR (pg 78-82) CDP (section 4)

SR: Sustainability Report

AR: 2019 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.

SDG	Sectional reference
1 No Poverty	
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	Our people and culture (pg 34-35) Investing in our communities (pg 62-67)
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	Investing in our communities (pg 62-67)
2 Zero Hunger	
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	Investing in our communities (pg 62-67)
3 Good Health and Well-Being	
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	Health, safety and security (pg 56-57) Investing in our communities (pg 63-65)
3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents	Health, safety and security (pg 53-55) Sustainability on projects (pg 118)
3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases	Health, safety and security (pg 56-57) Investing in our communities (pg 66-67)
3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	Investing in our communities (pg 66-67) Managing environmental risk (pg 70-73)
4 Quality Education	
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	Our people and culture (pg 30-35, 38, 45-47) Delivering a sustainable business (pg 98-103)
4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	Our people and culture (pg 30-35, 40)
5 Gender Equality	
5.1 End all forms of discrimination against all women and girls everywhere	Our people and culture (pg 30-35, 38) Investing in our communities (pg 64-66)
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	Our people and culture (pg 37-39)
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	Our people and culture (pg 30-35, 37-39)
6 Clean Water and Sanitation	
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	Investing in our communities (pg 66-67)
7 Affordable and Clean Energy	
7.1 By 2030, ensure universal access to affordable, reliable and modern energy services	Reducing our environmental impact (pg 74-77, 82-89) Delivering a sustainable business (pg 98-103) Unlocking innovation (pg 108-113) Sustainability on projects (pg 114 - 119)
7.2 By 2030, increase substantially the share of renewable energy in the global energy mix	Reducing our environmental impact (pg 74-77, 86-89) Delivering a sustainable business (pg 98-103) Unlocking innovation (pg 108-113) Sustainability on projects (pg 114 - 119)
7.3 By 2030, double the global rate of improvement in energy efficiency	Managing environmental risk (pg 70-73) Reducing our environmental impact (pg 74-77, 86-89) Delivering a sustainable business (pg 98-103) Unlocking innovation (pg 110-111) Sustainability on projects (pg 114-119)

SDG mapping (continued)

SDG	Sectional reference
8 Decent Work and Economic Growth	
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	Respecting human rights (pg 28-29) Responsible business practice (pg 104-107)
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	Respecting human rights (pg 28-29) Health, safety and security (pg 48-59) Responsible business practice (pg 104-107) Unlocking innovation (pg 108-113)
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	Our people and culture (pg 30-35, 37-39, 45-47) Delivering a sustainable business (pg 96-103)
8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training	Our people and culture (pg 34-35, 45-47) Investing in our communities (pg 64-67)
8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors	Our people and culture (pg 46) Health, safety and security (pg 54) Delivering a sustainable business (pg 98-103) Unlocking innovation (pg 108-113)
9 Industry, Innovation and Infrastructure	
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	Our people and culture (pg 46) Health, safety and security (pg 54) Delivering a sustainable business (pg 96-103) Unlocking innovation (pg 108-113) Sustainability on projects (pg 114-119)
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	Unlocking innovation (pg 108-113) Sustainability on projects (pg 114-119)
10 Reduced Inequalities	
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	Respecting human rights (pg 28-29) Our people and culture (pg 30-35, 36-39, 41-47)
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	Respecting human rights (pg 28-29) Our people and culture (pg 41-47)
11 Sustainable Cities and Communities	
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	Managing environmental risk (pg 70-73) Raising environmental awareness and competence (pg 90-93)
11.b 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	Reducing our environmental impact (pg 74-77, 83-89) Delivering a sustainable business (pg 98-103) Sustainability on projects (pg 114-119)
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	Reducing our environmental impact (pg 74-77) Sustainability on projects (pg 118-119)
11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage	Our people and culture (pg 34-35)

SDG mapping (continued)

SDG	Sectional reference
12 Responsible Production and Consumption	
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	Managing environmental risk (pg 70-73) Raising environmental awareness and competence (pg 90-93)
12.2 By 2030, achieve the sustainable management and efficient use of natural resources	Managing environmental risk (pg 70-73) Raising environmental awareness and competence (pg 90-93)
12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	Raising environmental awareness and competence (pg 90-93)
13 Climate Action	
13.2 Integrate climate change measures into national policies, strategies and planning	Reducing our environmental impact (pg 74-79, 86-89) Delivering a sustainable business (pg 96 -103) Unlocking innovation (pg 108-113) Sustainability on projects (pg 114-119)
13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Reducing our environmental impact (pg 74-77, 83-89) Delivering a sustainable business (pg 98 -103) Unlocking innovation (pg 108-113) Sustainability on projects (pg 114-119)
13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	Reducing our environmental impact (pg 74-79, 86-89) Raising environmental awareness and competence (pg 90-93) Unlocking innovation (pg 108-113)
14 Life Below Water	
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	Raising environmental awareness and competence (pg 90-93) Reducing our environmental impact (pg 85)
15 Life On Land	
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	Reducing our environmental impact (pg 83)
16 Peace, Justice and Strong Institutions	
16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children	Respecting human rights (pg 28-29) Responsible business practice (pg 104-107)
16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	Respecting human rights (pg 28-29) Responsible business practice (pg 104-107)
16.b Promote and enforce non-discriminatory laws and policies for sustainable development	Respecting human rights (pg 28-29) Responsible business practice (pg 104-107)
16.5 Substantially reduce corruption and bribery in all their forms	Responsible business practice (pg 104-107)
17 Partnerships For The Goals	
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	Respecting human rights (pg 28-29) Our people and culture (pg 34-35, 37-39) Unlocking innovation (pg 108-113) Sustainability on projects (pg 114-119)
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	Unlocking innovation (pg 110-113) Sustainability on projects (pg 114-119)

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 for the first time in this report, 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 indicated 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

Indicator	Disclosure	Reference	Partial	Full
1.1	Stakeholder inclusiveness	AR (pg 08-10), SR (pg 10-19, 23)		●
1.2	Sustainability context	AR (pg 26-44), SR (pg 10-19, 23)		●
1.3	Materiality	SR (pg 16-19)		●
1.4	Completeness	SR (pg 10-23)		●
1.5	Accuracy	SR: (pg 02) and Throughout		●
1.6	Balance	SR: Throughout		●
1.7	Clarity	SR: Throughout		●
1.8	Comparability	SR: Throughout		●
1.9	Reliability	SR: (pg 02) and Throughout	●	
1.10'	Timeliness	Calendar year reporting. Report published on 13th August		●

GRI 102: General Disclosures

Indicator	Disclosure	Reference	Partial	Full
102-1	Name of organisation	John Wood Group plc - Trading as Wood plc.		●
102-2	Activities, brands, products and services	SR (pg 06-09)		●
102-3	Location of headquarters	Aberdeen, United Kingdom		●
102-4	Location of operations	SR (pg 06-07)		●
102-5	Ownership and legal form	AR (pg 172-184)		●
102-6	Markets served	SR (pg 06-09), AR (pg 02-05)		●
102-7	Scale of the organisation	SR (pg 06-09, 33), AR (pg 02-05)		●
102-8	Information on employee and other workers	SR (pg 33)	●	
102-9	Supply Chain	SR (pg 23, 28, 97, 104-107), AR (pg 26-44)		●
102-10	Significant changes to the organisation and its supply chain	No significant changes		●
102-11	Precautionary principle or approach	SR (pg 68-93, 104-113)		●
102-12	External initiatives	Wood does not currently hold a group wide listing of external initiatives, other than those referenced throughout this report	●	
102-13	Membership of associations	Wood does not currently hold a group wide listing of association memberships, other than those referenced throughout this report	●	
102-14	Statement from senior decision-maker	SR (pg 04-05)		●
102-16	Values, principles, standards, and norms of behavior	SR (pg 08-09, 20-23, 30-31, 104-107)		●
102-18	Governance structure	SR (pg 20-23, 27), AR (pg 50-100)		●
102-40	List of stakeholder groups	SR (pg 10-11, 23), AR (pg 08-10)		●
102-41	Collective bargaining agreements	Wood does not currently have the ability to report on collective bargaining globally		●
102-42	Identifying and selecting stakeholders	SR (pg 10-11, 16-19, 23), AR (pg 08-10)		●
102-43	Approach to stakeholder engagement	SR (pg 10-11, 16-19, 23), AR (pg 08-10)		●
102-44	Key topics and concerns raised	SR (pg 16-19), AR (pg 08-10)		●
102-45	Entities included in the consolidated financial statements	AR (pg 172-184)		●
102-46	Defining report content and topic boundaries	SR (pg 02-03, 10-19)		●
102-47	List of material topics	SR (pg 16-19)		●
102-48	Restatements of information	SR: Throughout, where applicable		●
102-49	Changes in reporting	SR (pg 16-19)		●
102-50	Reporting period	1 January — 31 December 2019		●
102-51	Date of most recent report	Thursday, August 13, 2020		●
102-52	Reporting cycle	Annual		●
102-53	Contact point for questions regarding the report	woodplc.com/contact-us		●
102-54	Claims of reporting in accordance with the GRI Standards	SR (pg 02-23)		●
102-55	GRI content index	SR (pg 124-126)		●
102-56	External assurance	SR (pg 02), external assurance is not currently conducted		●

SR: Sustainability Report

AR: 2019 Annual Report and Accounts

CDP: CDP Climate Change

GRI 201: Economic performance

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 06-07, pg 30-47, pg 96-97), AR (pg 12-44)		●
201-1	Direct economic value generated and distributed			
201-2	Financial implications and other risks and opportunities due to climate change	SR (pg 74-89, pg 114-119, pg 120), AR (pg 34, pg 45-49)		●
201-3	Defined benefit plan obligations and other retirement plans	SR (pg 42), AR (21-25, 164-169)		●
201-4	Financial assistance received from government	None received		●

GRI 202: Market presence

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 23, pg 26-29, pg 33, pg 45, pg 96-97)		●

GRI 203: Indirect economic impacts

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 10-15, pg 60-67, pg 96-97, pg 114-119)		●
1.2	Management approach disclosures	SR (pg 10-15, pg 60-67, pg 96-97, pg 114-119)		●

GRI 204: Procurement practices

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 23, pg 26-29, pg 96-97)	●	
204-1	Proportion of spending on local suppliers	SR (pg 96-97)	●	

GRI 205: Anti-corruption

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	Code of conduct available at woodplc.com/ethics, AR (pg 30-31), SR (104-107)		●
205-1	Operations assessed for risks related to corruption	Code of conduct available at woodplc.com/ethics, AR (pg 30-31), SR (104-107)	●	
205-2	Communication and training about anti-corruption policies and procedures	Code of conduct available at woodplc.com/ethics, AR (pg 30-31), SR (104-107)	●	
205-3	Confirmed incidents of corruption and actions taken	Code of conduct available at woodplc.com/ethics, AR (pg 30-31), SR (104-107)	●	

GRI 206: Anti-competitive behavior

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	Code of conduct (pg 25) available at woodplc.com/ethics		●

GRI 207: Tax

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	TS (pg 1-2) - woodplc.com/taxstrategy, AR (pg 58-100), SR (pg 97)Code of conduct available at woodplc.com/ethics		●
207-1	Approach to tax	TS (pg 1-2) - woodplc.com/taxstrategy, AR (pg 58-100), SR (pg 97)Code of conduct available at woodplc.com/ethics		●
207-2	Tax governance, control, and risk management	TS (pg 1-2) - woodplc.com/taxstrategy, AR (pg 58-100), SR (pg 97)Code of conduct available at woodplc.com/ethics		●
207-3	Stakeholder engagement and management of concerns related to tax	AR (pg 8-10), SR (pg 10-11, pg 20-23)		●

GRI 302: Energy

Indicator	Disclosure	Reference	Partial	Full
103-1	Explanation and reporting boundary	SR (pg 80-82)		●
103-2	Management approach and components	SR (pg 80-82)		●
302-1	Energy consumption within the organization	SR (pg 80-82)	●	
302-3	Energy intensity	SR (pg 80-82)		●
302-4	Reduction of energy consumption	SR (pg 80-82)	●	

GRI 303: Water and Effluents

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 84)		●

GRI 304: Biodiversity

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 83)		●

GRI 305: Emissions

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 78-82)		●
1.2	Management approach disclosures	SR (pg 78-82)		●
305-1	Direct (Scope 1) GHG emissions	SR (pg 80-82), AR (pg 33)		●
305-2	Energy indirect (Scope 2) GHG emissions	SR (pg 80-82), AR (pg 33)		●
305-3	Other indirect (Scope 3) GHG emissions	SR (pg 80-82), AR (pg 33)		●
305-4	GHG emissions intensity	AR (pg 33)		●
305-5	Reduction of GHG emissions	SR (pg 80-82), AR (pg 33)		●

GRI 307: Environmental Compliance

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 70-73), AR (pg 32-34)		●
307-1	Non-compliance with environmental laws and regulations	SR (pg 70-73), AR (pg 32-34)		●

GRI 401: Employment

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 30-33, pg 41-47 & pg 104-107), AR (pg 38-41)		●
401-1	New employee hires and employee turnover	SR (pg 33, pg 45)	●	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR (pg 42)	●	

GRI 403: Occupational Health and Safety

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 48-59)		●
1.2	Management approach disclosures	SR (pg 48-59)		●
403-1	Occupational health and safety management system	SR (pg 48-57)		●
403-2	Hazard identification, risk assessment, and incident investigation	SR (pg 48-57)		●
403-3	Occupational health services	SR (pg 48-57, pg 107)	●	
403-4	Worker participation, consultation, and communication on occupational health and safety	SR (pg 48-57)	●	
403-5	Worker training on occupational health and safety	SR (pg 48-57)		●
403-6	Promotion of worker health	SR (pg 48-57, pg 42)	●	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR (pg 48-57)		●
403-8	Workers covered by an occupational health and safety management system	SR (pg 48-57)		●
403-9	Work-related injuries	SR (pg 48-57)		●
403-10	Work-related ill health	SR (pg 48-57)	●	

GRI 404: Training and Education

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 30-47)		●
404-2	Programs for upgrading employee skills and transition assistance programs	SR (pg 30-47)	●	

GRI 405: Diversity and Equal Opportunity

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 30-47)		●
405-1	Diversity of governance bodies and employees	SR (pg 30-33), AR (pg 41)	●	
405-2	Ratio of basic salary and remuneration of women to men	SR (pg 30-33), AR (pg 41)	●	

GRI 406: Non-discrimination

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 26-47, pg 104-107), AR (pg 30-31, pg 40-41)		●

GRI 407: Freedom of Association and Collective Bargaining

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 26-47, pg 104-107), AR (pg 30-31, pg 40-41)		●

GRI 409: Forced or Compulsory Labor

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 26-29, pg 104-107)		●
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	SR (pg 26-29, pg 104-107)	●	

GRI 410: Security Practices

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 58-59)		●

GRI 411: Rights of Indigenous Peoples

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 34-35)		

GRI 412: Human Rights Assessment

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 26-29, pg 104-107)		●

GRI 413: Local Communities

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 23, pg 60-67, pg 96-97)		●

GRI 418: Socioeconomic Compliance

Indicator	Disclosure	Reference	Partial	Full
1.1	Management approach disclosures	SR (pg 104-107)		●
419-1	Non-compliance with laws and regulations in the social and economic area	SR (pg 104-107), AR (pg 30-31)		●

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