



Modern Slavery Statement 2026

Our commitment to delivering a more sustainable world, in respect of the protection of **human rights**.



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Modern Slavery

is a hidden crime and a serious violation of human rights. It exists at the extreme end of a continuum of exploitation and includes, but is not limited to, human trafficking, forced labor, child labor, debt bondage, deceptive recruitment, and domestic servitude.

About this statement

This statement outlines our Group's modern slavery prevention program for the FY2026 financial period (1 July 2025–30 June 2026). It describes the actions undertaken across the Group to identify, manage, and mitigate modern slavery risks in our operations and supply chain.

This is Worley's seventh Group Modern Slavery Statement and is prepared in accordance with the Australian Modern Slavery Act 2018 (Cth), the United Kingdom Modern Slavery Act 2015, and the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023.

All Worley Group entities over which Worley Limited has operational control, and which meet the reporting thresholds under the relevant legislation are reported under Worley Limited in this joint statement. Further detail on the Worley Group entities covered by this statement is provided in Appendix 1.

Worley Rosenberg, our business in Norway, is subject to additional reporting requirements under the Norwegian Transparency Act (2022). These requirements are addressed in a separate report.

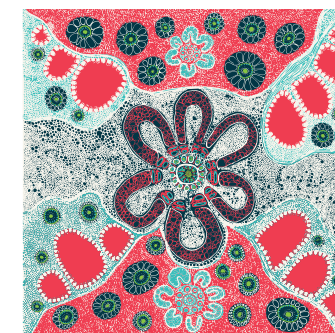
Information in this statement applies to all reporting entities unless otherwise stated. Entities that are wholly owned by Worley Limited are referred to as 'Worley' throughout this document. Entities that are not wholly owned are referred to as joint ventures.

Modern slavery prevention programs like this only succeed with support from across our business. It takes commitment, collaboration, and action from our people to make meaningful progress. This statement and program of initiatives are led by our Sustainability team and supported by teams across the business, including Ethics & Compliance, Company Secretary, Enterprise Risk, Health & Safety, Internal Audit, Legal, People (human resources), Project Delivery, Quality, and Supply Chain Management.

We deliver this statement through a controlled review process, including internal verification with senior leadership. It is formally approved by the Board of Directors of Worley Limited.

Acknowledgement of Country

We acknowledge and pay respect to the past, present and future Traditional Custodians of Country throughout Australia, and extend this acknowledgement and respect to First Peoples in all countries in which we operate. In Australia, it is Aboriginal and Torres Strait Islander Peoples who have cared for and sustained the land, its animals, plants, and water for more than 65,000 years. We recognize the continuation and importance of cultural, spiritual, and educational practices of Aboriginal and Torres Strait Islander Peoples.



"Tracks We Share" Artwork by Indigenous Artist Lauren Rogers.

Land Acknowledgement

We recognize that the lands where we operate in Canada are the ancestral homelands of diverse First Nations, Métis, and Inuit people. In the spirit of respect, reciprocity, and truth, we honour and acknowledge the land on which we are guests. We are committed to respecting the histories, languages, and cultures of First Nations, Métis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our vibrant country.



Artwork by Elaine Landry, Deh Cho Dene First Nation from Treaty 11, born and raised in the Northwest Territories.

CEO message



Our purpose, delivering a more sustainable world, guides how we operate, the decisions we make, and the standards we set for ourselves and those we work with. Respecting, protecting, and promoting human rights is fundamental to that purpose, and preventing modern slavery remains a responsibility across all our operations, supply chains and business relationships.

Standard, which consolidates our expectations for ethical labor practices and worker welfare across operations, projects, suppliers, and partners.

The Standard is designed to support consistent application in complex operating environments and strengthen alignment with internationally recognized frameworks that underpin our approach.

We continue to strengthen our approach to managing modern slavery risks, with ongoing enhancements to governance and controls informed by internal reviews and independent assurance. Our Modern Slavery Working Group has played an important role in guiding program delivery, supporting the annual modern slavery risk reviews, and monitoring progress against agreed actions. Our cross-functional governance structure helps ensure that modern slavery considerations are factored across the group, rather than addressed in isolation.

Building capability remains central to our efforts. During FY2026, we commenced rolling out our modern slavery prevention training to new starters and key regions, refreshed Code of Conduct content, and used targeted engagement through Sustainability Week and Human Rights Day to raise awareness across the business of the role we each play. These activities are key in equipping our people to recognize risk, ask the right questions, and raise concerns early.

We've also continued to engage externally, recognizing that no organization can address modern slavery alone.

Our ongoing participation in initiatives such as the United Nations Global Compact and Building Responsibly enables us to learn from peers, contribute to industry-wide improvements, and strengthen collective responses to worker welfare challenges across global projects and supply chains.

While we are encouraged by the progress made, we are realistic about the challenge of modern slavery and the work ahead.

In the coming year, our focus will continue to be on embedding the Worker Welfare and Modern Slavery Prevention Standard into day-to-day practice, improving due diligence and risk assessment processes, and strengthening how we use worker voice to inform our understanding of risk and impact.

I want to acknowledge the commitment of our people across the business who continue to contribute to this work. Their engagement is essential to ensuring that our approach to modern slavery prevention remains practical, credible, and responsive to the environments in which we operate.

Signed by:

C9E31A115FEF4B2...

Chris Ashton

Chief Executive Officer
Worley Limited

August 2026

In accordance with the requirements of the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Act), I have the authority to bind Worley Canada Services Limited and Chemetics Inc. and in particular section 11 thereof, I, in the capacity of Chief Executive Officer, attest that I have reviewed the information contained in the report on behalf of the governing body of the entities listed within. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed within this report.

Modern slavery is a serious violation of human dignity and fundamental human rights. While it is often hidden, its risks are real and present across global industries and supply chains. As a global company operating in diverse geographies and sectors, we recognize that we have a responsibility and an opportunity to use our capability to help prevent harm and improve conditions for people.

This year's Modern Slavery Statement reflects a further step in our efforts to embed respect for human rights into how we govern our business, manage risk, and deliver work. This Statement focuses on how our approach has continued to mature during FY2026 and the areas of focus that now shape our efforts.

Over the past year, we have placed greater emphasis on translating expectations into practical guidance for our people and those we work with. A key development in FY2026 was the introduction of our Worker Welfare and Modern Slavery Prevention

WHAT DRIVES US?

Purpose Delivering a more sustainable world



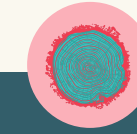
Ambition

To be recognized globally as the partner delivering projects that matter to the world. Built on the pillars of:



People

We focus on energizing and empowering our people to drive positive outcomes for customers, communities and the environment. This builds competitive advantage to strengthen business resilience and accelerate growth.



Portfolio

We focus on building a high-quality portfolio that supports our customers to deliver affordable, secure and sustainable energy, chemicals and resources. This positions us to grow with purpose, deliver consistent returns and expand the value we create and share.



Planet

We focus on partnering with customers as stewards of a more sustainable world by supporting the decarbonization of industries and applying our standards to protect the natural environment in our work. This reinforces our leadership in sustainability and our commitment to a net-zero future.

Strategy

Strengthen

leadership in core markets.

Expand

into growth markets and along the value chain.

Innovate

to differentiate delivery and unlock growth.

Values



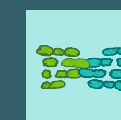
Life

We believe in the safety, health and wellbeing of our people, communities and the environment. Without it, nothing else matters.



Rise to the challenge

We love a challenge. We go the extra mile, delivering new and better solutions to complex problems.



Stronger Together

We thrive in real relationships and partnerships. We nurture networks and collaboration. We recognize that our differences make us stronger.



Unlock brilliance

We are passionate about innovating and learning. We value, share and grow our expertise.

Structure, activities and supply chain

Our brands

Worley Limited (ACN 096 090 158) has its registered office at Level 19, 420 George Street, Sydney, New South Wales, Australia, and its shares are publicly listed on the Australian Securities Exchange (WOR). Further details of our reporting entities are provided in Appendix 1.



Our structure

The structure of our organization reflects our operational regions and our global corporate functions.

We streamlined our organizational structure to strengthen global project and program delivery and support growth in large, complex energy, chemicals and resources projects.

This included the establishment of a dedicated Major Projects and Programs group to oversee the pursuit and delivery of our largest projects, alongside the consolidation of regional operations into a single Global Operations

group, providing clearer accountability and more consistent oversight across our global operations.

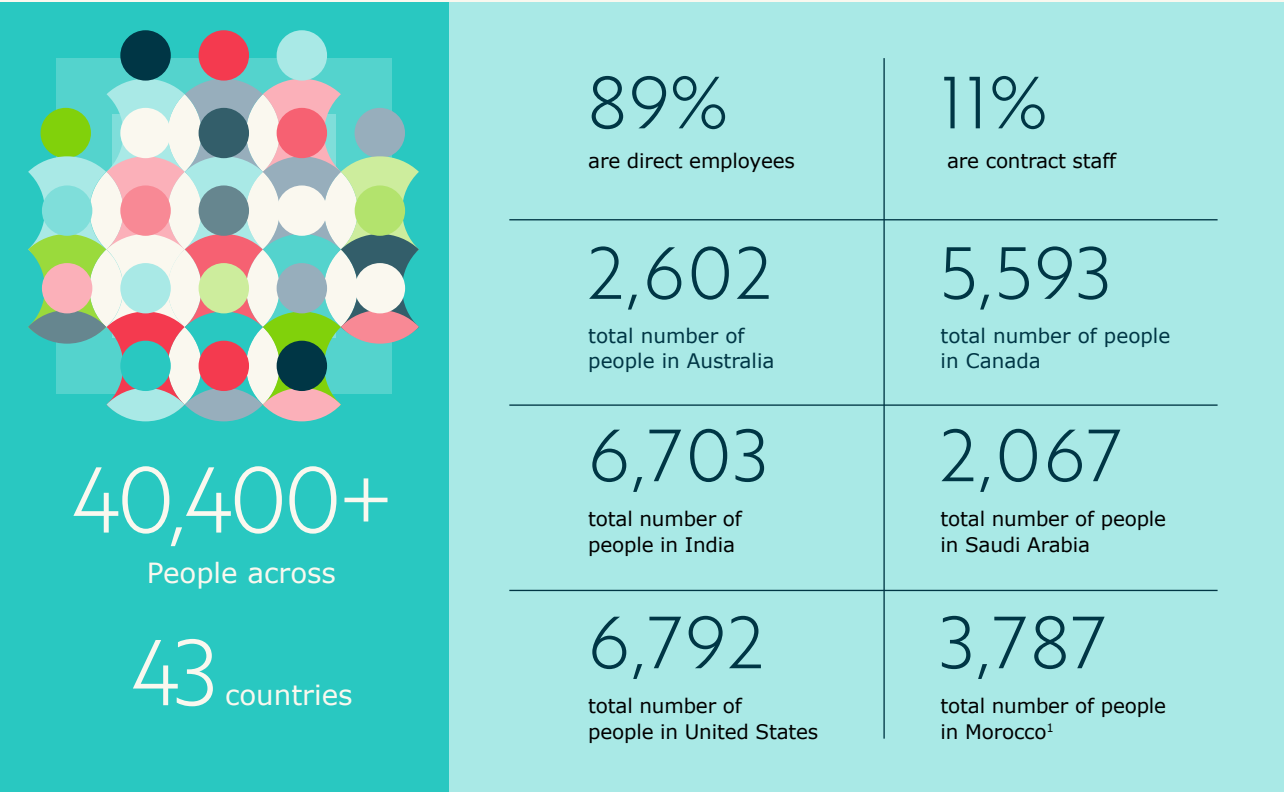
While this operating model supports consistent delivery, capability sharing and collaboration across the Group, management continues to manage and monitor the business on a regional basis. We manage and report our operations across three regions: the Americas (comprising the United States, Canada and Latin America), Europe, Middle East and Africa (EMEA), and Asia Pacific, Australia and China (APAC).



1. Reporting lines for Canadian entities meeting their obligations to Canada Fighting Against Forced Labour and Child Labour in Supply Chains Act (2023) through this group statement.
2. Technology solutions includes Worley Chemetics and Worley Comprimo.
3. Risk includes Ethics & Compliance, Enterprise Risk and Internal Audit.

Our people

We’re committed to respecting people’s fundamental human rights and maintaining the highest standards of business conduct, ensuring our people are treated with dignity, respect, and fairness.



Our workforce comprises 84% professional services employees, and 16% craft workers. While most of our people are based in our major operating centers and offices, a significant number are deployed on customer and project sites around the world.

The countries where we have the highest number of people are: United States, India, Canada, Morocco, Australia and Saudi Arabia.

PEOPLE BY REGION

Americas	38%
EMEA	34%
APAC	28%

1. Morocco employees form part of our JESA joint venture



Our activities

We are a global company of energy, chemicals and resources experts. We partner with our customers to deliver projects and create value across the life of their assets.

For information on our entities' activities, please refer to Appendix 2.

Our sectors



ENERGY

Traditional and low carbon energy and power, including oil, gas, LNG, electricity generation and emerging fuels such as hydrogen. Encompasses a broad range of activities across conventional supply, power systems and evolving energy technologies, reflecting the increasing diversity of global energy.

CHEMICALS

Refining, petrochemical and broader chemical industries, including renewable fuels, polymers, direct air capture (DAC) and specialty chemicals. Spans a wide range of manufacturing and processing activities, from large-scale commodity production through to more specialized and performance-driven applications.

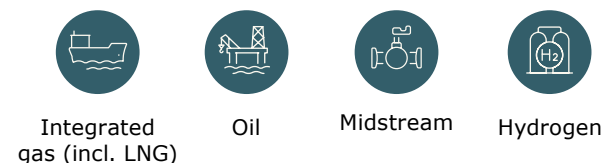
RESOURCES

Minerals, metals and natural resources, including commodities critical to global growth and the energy transition. Encompasses mining, processing, fertilizers and water systems, including associated infrastructure and water use, treatment and re-use. Covers both established resource basins and emerging materials aligned to electrification and decarbonization.

Our portfolio

PORTFOLIO

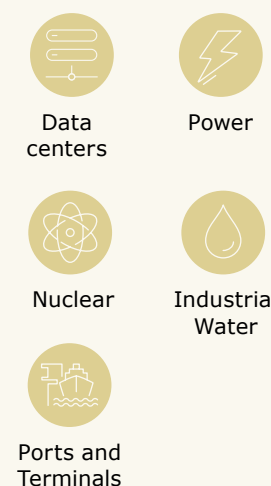
Energy



Chemicals



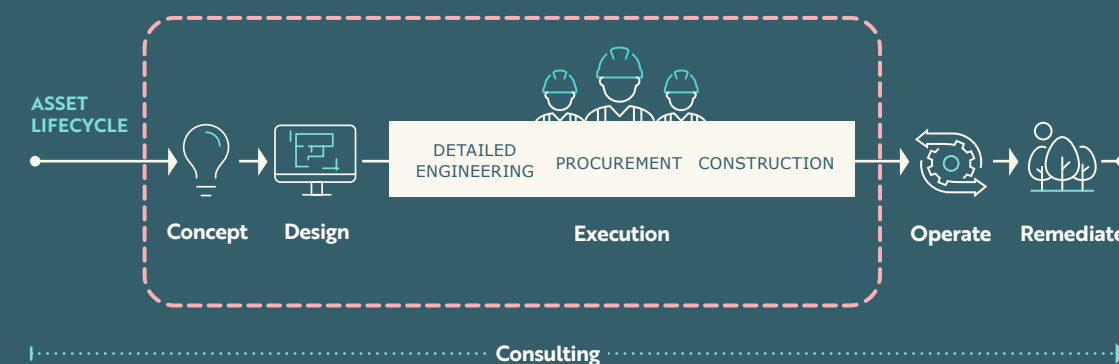
Resources



Complex Critical Infrastructure

HOW WE DELIVER PROJECTS

Worley participates across each phase of the assets lifecycle

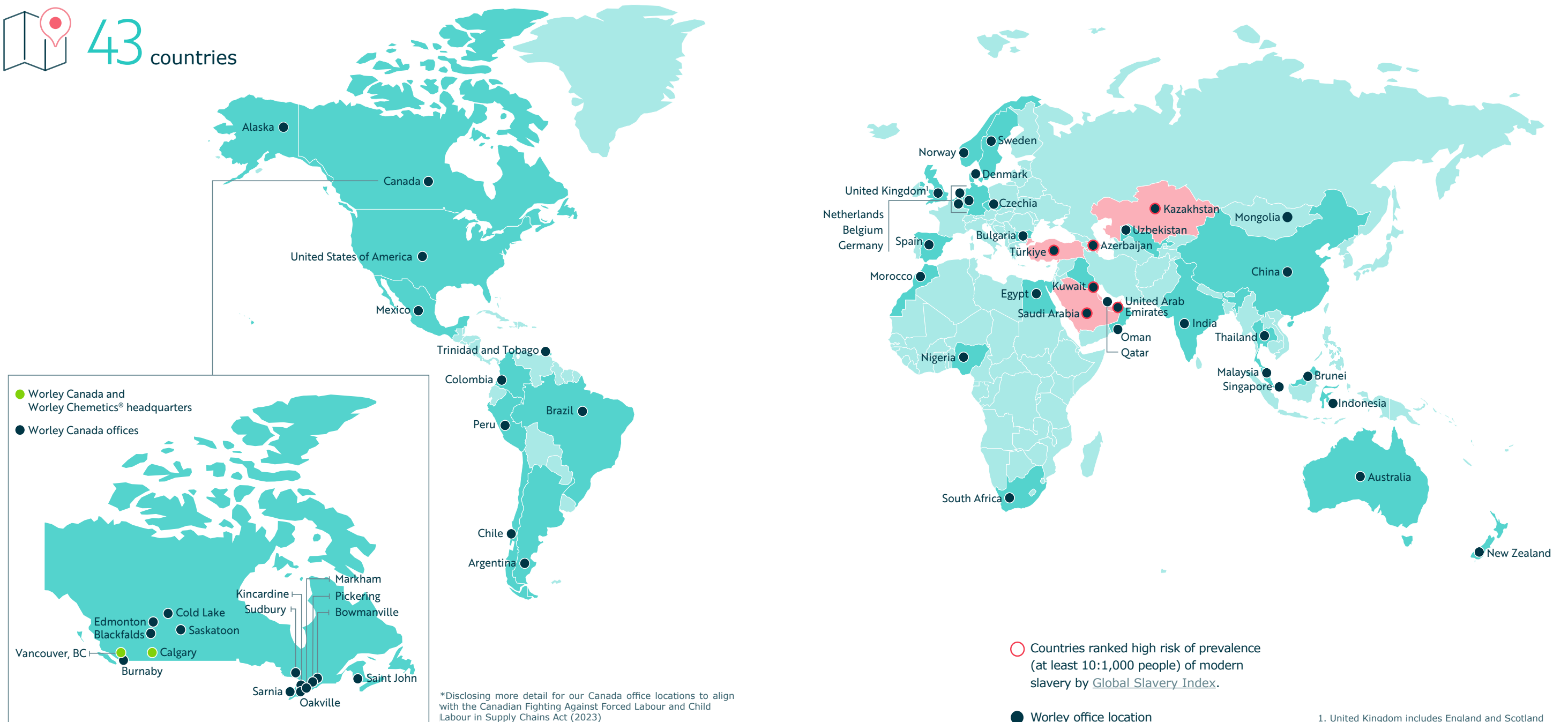


Our locations

We're a global company, headquartered in Australia.

We have mapped our office locations to show the geographical risk profile of where our people are located.

 **43** countries



Our supply chain

Supply chain team

We have a global team of supply chain professionals supporting a complex supply chain of direct suppliers across the globe, facilitating corporate procurement and project procurement.

Supply chain activities

Our Supply Chain team partners with local and global customers. We manage the full scope of procurement, from everyday materials to long-term assets and complex services. This includes logistics, contracting, and modular construction.

We source materials and equipment from local and global suppliers and import them worldwide. We also fabricate and manufacture equipment and modules, which are sold both in domestic and international markets.

Supply chain capabilities

We offer full-service supply chain management capabilities including:

- **Procurement management**
- **Contract management**
- **Supplier quality surveillance**
- **Logistics**
- **Materials management**

Supply chain governance

Our [Supply Chain Code of Conduct](#) guides how we implement socially responsible supply chain and anti-corruption practices.

This includes working closely with our customers and suppliers as partners. Our Supply Chain team considers current issues such as modern slavery provisions, privacy laws, supplier diversity, and Indigenous supplier engagement as part of standard processes.

In FY2026, we updated our [Supply Chain Code of Conduct](#) to strengthen and clarify expectations for suppliers and contractors working with Worley. The revised Code aligns with our commitments to human rights and modern slavery prevention and requires compliance with our worker welfare principles, sustainability expectations, and information security requirements. The updated Supply Chain Code of Conduct also supports onboarding by consolidating these minimum requirements into one document that suppliers and contractors are required to accept as part of the onboarding process.

Supplier onboarding

During FY2026, we progressed enhancements to our global supplier onboarding approach through the strategic reset of our OneSource program. Centralized supplier onboarding is being implemented to establish a single, more reliable global supplier list across corporate, digital and capital project procurement. This strengthens governance, consistency and data quality across our supply chain while making onboarding for suppliers more practical and scalable.

The onboarding approach is risk-based, enabling earlier visibility of supplier risk indicators and supporting due diligence activities. A supplier data cleanse and validation effort is completed to reduce duplication and improve the quality and reliability of supplier information. OneSource is not positioned as a standalone modern slavery risk control. Rather, it operates as an enabling platform that improves data visibility and consistency to support our existing due diligence processes.

To support these changes, we further updated our [Supplier Support Hub](#) to provide additional guidance for suppliers and contractors engaging with Worley. The refreshed hub is aligned with OneSource onboarding workflows to ensure suppliers receive consistent messaging and expectations, including improved access to onboarding guidance, relevant policies and resources.

Supply chain spend

For this report, ‘supply chain’ refers to our direct procurement activities of goods and services. For the financial reporting period (FY2026), our global total spend was \$5bn AUD across 5,331 suppliers, representing 99% of our spend. Our project procurement, direct project spend, represents 83% of our supply chain spend. Our corporate procurement, which supports running the company, is 17%.

Our Canada operations’ spend was \$788m CAD. We imported \$18m CAD of material and equipment from 20 countries.

In FY2026, we revised our methodology for reporting supply chain spend, using data from a single financial management system. This approach reflects actual expenditure incurred by Worley during the financial year through our accounts payable system and provides a more consistent basis for reporting supply chain activity.

As a result, reported total spend and supplier numbers decreased compared with FY2025, reflecting both the revised methodology and lower levels of project-related expenditure, influenced by geopolitical tensions, trade uncertainty, supply chain pressures and customer investment decisions. Spend managed on customer paper, where invoices are paid directly by customers, is excluded.

We utilize the United Nations Standard Products and Procurement Code (UNSPC) to guide the categorization of our spend. In FY2026, our top spend categories included construction services (9%), mechanical equipment (9%), electrical equipment (9%) and IT equipment, programs and services (9%). 86% of our spend is from 10 countries including the United States, Canada, Australia, United Kingdom, Germany, Saudi Arabia, China, Netherlands, Oman, and Italy.

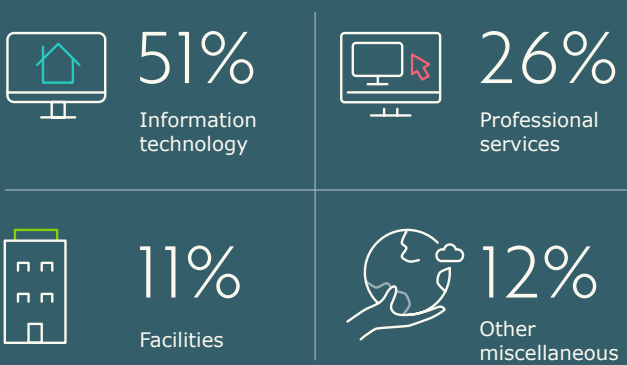
Our spend



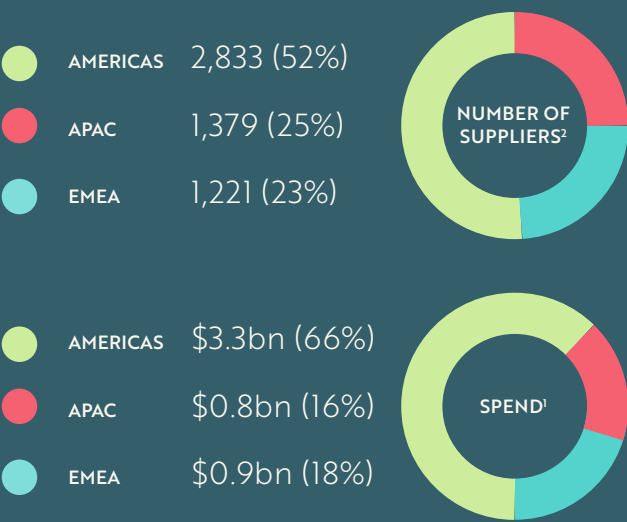
PROJECT PROCUREMENT



CORPORATE PROCUREMENT



Regional spend



1. Annual total spend from project and corporate systems; excludes spend on customer paper. Dollar figures are presented in Australian dollars, unless otherwise specified.
2. Supplier count is based on supplier activity within each region and reflects regional spend attribution.

We use the UNSPC taxonomy to classify procurement spend for our business and geographies.

By standardizing the categorization of materials and services we purchase across all systems, we enhance our visibility over which commodities we procure and which suppliers we choose to

partner with. We have not yet classified all our total procurement spend against the UNSPC taxonomy. In FY2026, we have classified 89% of our top sourcing categories.

Top sourcing category snapshot

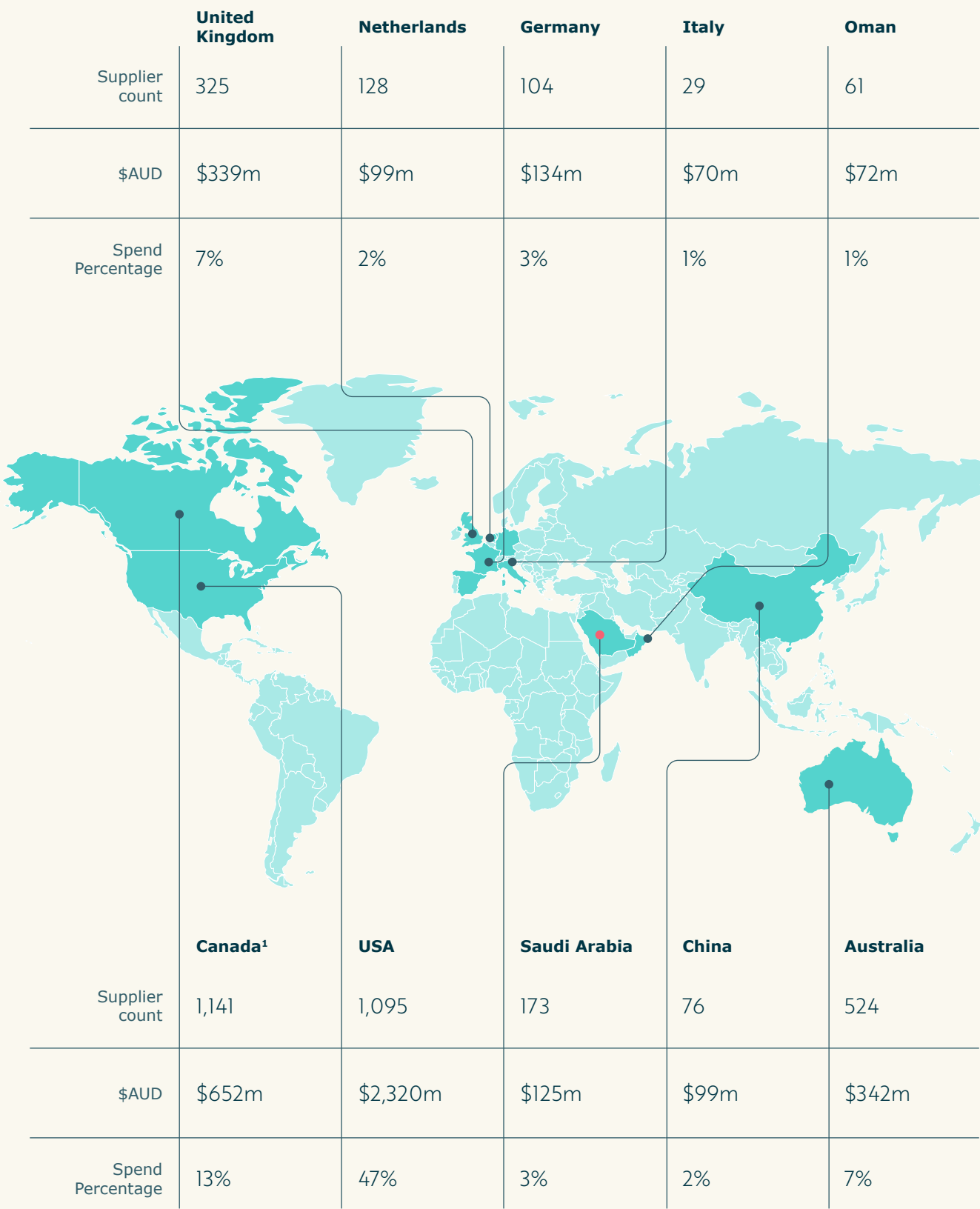
This represents 89% of procurement spend that has been classified using the UNSPC taxonomy.

CATEGORY		PERCENTAGE OF PROCUREMENT SPEND	
Construction services	General construction, earthwork services, surface treatment and coating services, specialty insulation and pipelines	9%	
Mechanical equipment	Material handling equipment, conditioning systems, equipment and components, heating and ventilation and air circulation equipment, containers and storage and pumps	9%	
IT equipment, programs and services	Operating software, business and corporate management consultation services and computer equipment and accessories	9%	
Electrical equipment	Electrical regulators, electrical material and electrical cable and accessories	9%	
Construction equipment and supplies	Structural steel, heavy construction machinery and equipment, structural components and basic shapes, material handling machinery and equipment, concrete, cement and plaster	8%	
Site services	Engineering consulting and professional services, commissioning and startup services and civil engineering services	7%	
Business services	Logistics, management, business professionals, and administrative services	7%	
Piping and fabricated assemblies	Pipe fittings, stainless steel pipes and carbon steel pipes	5%	
Facilities	Safety services, real estate services and environmental services	5%	
Human resources services	Human resources services, staff recruiting services, insurance and retirement services	4%	
Other categories	Distribution and conditioning systems, instrumentation, professional Services, manufacturing components, financial and insurance services, banking and investment, travel, meetings & events, structures, fleet, drilling, well assemblies subsea production, HSE, renewables, industrial services	17%	

Top sourcing snapshot by country

We have 5,331 Tier 1 suppliers in 70 countries.
The top 10 countries below account for more than 86% of our spend.

SUPPLIER COUNTRY	TOP CATEGORY
United States of America	- Electrical equipment - Construction services - Construction equipment and supplies
Canada	- Construction services - Construction equipment and supplies - Piping and fabricated assemblies
Australia	- Human resources services - IT equipment, programs and services - Business services
United Kingdom	- IT equipment, programs and services - Mechanical equipment - Professional services
Germany	- Site services - Electrical equipment - Mechanical equipment
Saudi Arabia	- Facilities - Financial and insurance services - Site services
China	- Business services - Mechanical equipment - Site services
Netherlands	- Business services - Mechanical equipment - Human resources services
Oman	- Construction services - Drilling, well assemblies and subsea production - Human resources services
Italy	- Distribution and conditioning systems and equipment and components - Mechanical equipment - Piping and fabricated assemblies



Country ranked high risk of prevalence (at least 10:1,000 people) of modern slavery by [Global Slavery Index](#). For more information on risk in our supply chain refer to page 42.

1. The types of materials and equipment we have imported into Canada include: Piping materials (valves, fittings, gaskets), Process equipment (vessels, regulators, meters, sensors, instruments), Electrode chemical materials (anodes), Electrical equipment (communication equipment, motors, cable), IT equipment, Chemicals, and Steel.

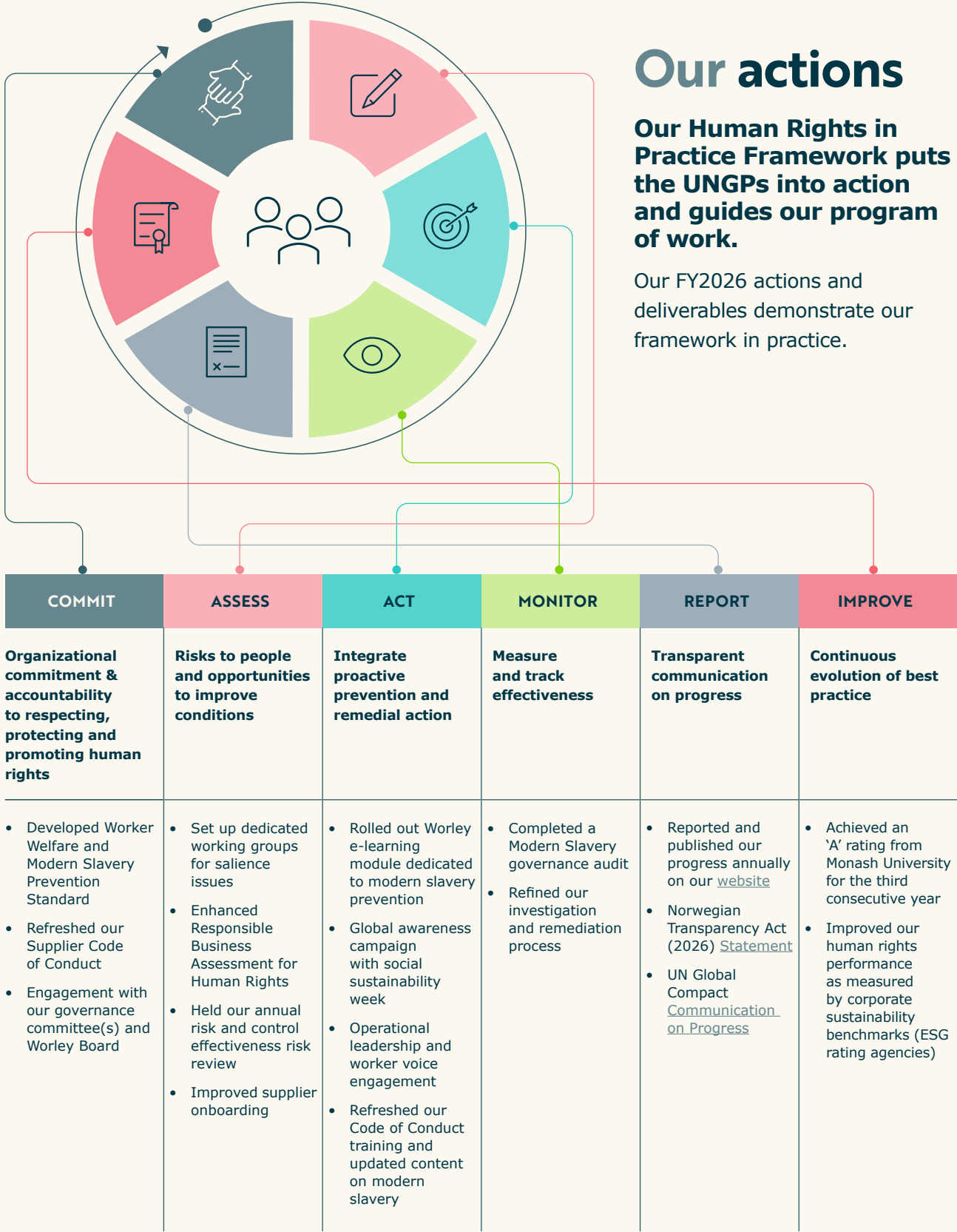
Our approach, and actions

Our approach

Respecting, protecting, and promoting human rights is fundamental to delivering a more sustainable world.

Freedom from all forms of slavery is a basic human right and our approach is guided by internationally recognized human rights standards, including the UN Guiding Principles on Business and Human Rights (UNGPs), the core International Labor Organization (ILO) conventions and the United Nations Sustainable Development Goals (SDGs).

Our commitment to human rights includes identifying and mitigating risks related to modern slavery. This encompasses our people, the companies we partner with, our supply chain, and the communities in which we operate. We manage our modern slavery-related risks by taking a human rights risk approach guided by the UNGPs. This helps to prioritize, identify and detect potential human rights issues to reduce the risk of exploitation and modern slavery.



We're active participants in the [UN Global Compact Modern Slavery Community of Practice \(MSCoP\)](#). The MSCoP 'optimize stream' connects leading Australian organizations to share opportunities and challenges to further improve modern slavery risk management and prepare for regulatory changes, with a key focus on due diligence.

Further details on these actions are outlined throughout this statement.



Our training and awareness raising

We’re improving capability and deepening our people’s understanding of modern slavery to strengthen how we identify risks and uphold human rights across our business. Our people continue to have access to dedicated intranet pages with key information and resources on human rights and modern slavery prevention. We provide targeted briefings and guidance to key groups and raise awareness with our people by sharing updates through our internal communication channels.

In FY2026, we focused on further raising awareness and strengthening our approach to modern slavery prevention and worker welfare. We launched our new Worker Welfare and Modern Slavery Standard (read more on page 32), reinforcing our expectations of all our people and those we partner with.

This year, we marked Human Rights Day (December 10) as a key moment to reinforce our commitment and as another opportunity to promote our new Standard, encourage completion of our eLearning module, and remind our people of their role in helping prevent modern slavery.

We continued to build capability through our updated Code of Conduct induction training and mandatory Code of Conduct refresher training and we advanced capability building by enrolling all new starters in our modern slavery prevention eLearning module. We also commenced rollout of the module across various regions. Read more on our modern slavery prevention eLearning on page 25.

Groupwide training

Our Code of Conduct is grounded in our values and sets the standard for how we work. It guides our everyday decisions and reinforces our commitment to ethical, respectful, and responsible behavior.

Code of conduct induction

All new starters, with access to online learning, receive online Code of Conduct induction training upon joining Worley.

This training includes our commitment to human rights and makes it clear that we do not tolerate any activity linked to human rights abuses, including modern slavery. It outlines key indicators of modern slavery and how to report concerns.

Code of conduct refresher

Our people must complete an annual Code of Conduct refresher training to stay informed and aware.

In FY2026, the refresher training module was updated to include content related to modern slavery prevention. This section of the training module examines risks that may be associated with third parties, including anti-bribery and corruption, sanctions, and modern slavery. The training covered the different forms of modern slavery, our expectations of our people, indicators of heightened risk, reporting mechanisms, and access to further resources.

For our people without access to online systems, we provide offline training via toolbox talks. The FY2026 content covered the types of modern slavery, working conditions that may give rise to it, potential indicators and how to report concerns.

FY26 training at a glance



Online code of conduct induction

- Audience: Worley new starters¹
- Global completion: 1,300+²
- Source: Third party provider
- Course length: Approx. 30-40 mins
- Languages: 12 (including English)



Modern slavery prevention eLearning module

- Audience: Worley new starters⁵, key regions and/or functions & self-enrollment
- Source: Internal design
- Global No. of completions: 10,000+⁵
- Course lengths: 30 mins
- Languages: 3 (including English)



Annual code of conduct refresher

TOOLBOX TALK	ONLINE COURSE
• Audience: Our people without access to online Learning Management system • Global No.: 5,100+³ • Source: Internal design • Toolbox topic length: approx. 5-10 mins • Languages: Resources provided in English and translated as required	• Audience: Our people with access to online Learning Management System • Global No.: 27,000+⁴ • Source: Third party provider • Course length: Approx. 20-25 mins • Languages: 13 (including English)

1. With access to online learning.
2. No. of Online Code of Conduct Induction in Canada 170+.
3. No. of Toolbox annual Code of Conduct refresher in Canada 1,900+.
4. No. of Online annual Code of Conduct refresher in Canada 2,700+.
5. No. of Online modern slavery training in Canada 200+.

Worley Modern Slavery Prevention eLearning

In FY2026, we strengthened our global approach to capability building through the rollout of our dedicated Modern Slavery Prevention eLearning training module. The training explains what modern slavery is, why it matters, and the risks it presents. It outlines how we identify and mitigate these risks across our operations and supply chain, and highlights the important role employees play in preventing exploitation and protecting people.

All new employees are required to complete the training, with automatic alerts, reminders and escalations issued to support timely completion. We have also commenced rolling the training out in separate regional programs, specifically in the Middle East and Europe, with rollout to other regions and functions planned for FY2027, ensuring consistent global adoption.

To support accessibility and inclusion, we commenced translating the module into additional languages, helping increase engagement and enabling our people to learn in the language most relevant to them.

Across the business 10,000+ employees have completed the module in FY2026.



Worley Sustainability Week

Sustainability Week September 2025, is a time to reconnect with our purpose, our values, and the people and places our work touches every day. FY2026 provided an important opportunity to strengthen awareness of social sustainability across our business, including the role each of us plays in preventing modern slavery. The week focused on three connected themes – climate resilience, modern slavery prevention, and community – reinforcing how our decisions and actions support safe, fair, and inclusive outcomes for people and the places we work.

Throughout the week, we encouraged our people to explore dedicated resources, stories, and learning activities designed to deepen understanding of modern slavery risks. Employees were directed to our internal modern slavery resources and encouraged to complete the modern slavery prevention eLearning training module.

A featured webinar – Turning UN Global Compact principles into action – brought together insights from our leaders and the UN Global Compact Network Australia (UNGCA), supporting greater understanding of how global standards translate into our everyday work. Read more about our partnership with the UNGC on page 29.

Sustainability week helped reconnect our people with our purpose while reinforcing the collective responsibility we share in protecting human rights across our operations.



Our engagement and consultation

Internal consultation, suppliers, business partners

We expect and encourage our people, suppliers, and business partners to speak up about any concerns or breaches of our Code of Conduct via our Ethics Helpline, which supports multiple languages and is available 24 hours, seven days a week. For more details on our helpline, visit our grievance and remediation section page 48 which provides more details on our Ethics Helpline.

All policies and procedures are accessible to our people via our intranet. We actively encourage our people to suggest improvements through our knowledge and management systems. When we introduce new, updated and approved policies and procedures, we share the changes on the intranet and include them in a quarterly summary for key stakeholders. These regular updates help us keep improving and ensure our knowledge and management systems remain current and effective.

External partners

We have internal processes in place to manage joint ventures and screen potential partners. We expect our partners to meet or exceed the standards set out in our policies, including our Code of Conduct. We carry out ethical due diligence on business partners to align with our values. For more details, see our due diligence section on page 45.

Corporate Sustainability benchmarks

We actively engage with ESG ratings agencies, including MSCI, Sustainalytics, S&P Global CSA (DJBIC), and EcoVadis, to benchmark our performance on human rights, labor standards and modern slavery. This ongoing engagement helps us improve our disclosures. In FY2026, we continued to maintain and progress our human rights scores across several assessments. We stay alert to emerging practices and rising expectations in our sector, helping to ensure our approach remains transparent, informed, and future focused.



Business engagement and worker voice

We recognize that effective prevention of modern slavery requires visible senior leadership engagement and a direct connection with our operational projects. To support this, during FY2026 our Director of Human Rights undertook a program of senior leadership engagement across multiple regions, combining leadership discussions, customer engagement, project site visits and direct worker discussions to strengthen awareness and implementation of our human rights in practice program.

Our Director engaged with senior regional leaders across Europe, the Middle East and Asia Pacific, as well as functional leaders, through leadership forums, offsites and targeted meetings. These engagements reinforced leadership accountability for proactively managing worker welfare and for identifying, assessing and addressing modern slavery risks within their areas of responsibility. Discussions focused on leadership obligations in operationalizing our policy commitments, embedding the new Worker Welfare and Modern Slavery Prevention Standard, and fostering a

culture that prioritizes worker welfare across operations.

Project level engagement formed a central component of the visits. Key projects across the Middle East, Africa, South Africa and the United States provided opportunities for direct observation of worker welfare practices and in-depth discussions with project teams as well as customers. These engagements focused on labor standards, subcontractor oversight and supporting more consistent application of worker welfare requirements, especially when operating in higher risk circumstances.

Direct engagement with workers, including migrant workers, was undertaken during selected site visits. Conversations with workers and welfare representatives provided insight into worker experiences, helped elevate worker voice, and strengthened leadership understanding of how our policies and standards are experienced in practice.

Partnering with industry groups

Collaboration is essential in addressing modern slavery. We engage with industry and international organizations, including the United Nations Global Compact (UNGC) and Building Responsibly to support and strengthen our human rights and modern slavery prevention program. In FY2026, we continued to engage with an external network of risk leaders to share insights and learn from others tackling similar challenges.

United Nations Global Compact (UNGC)

We are a signatory to the UNGC framework, based on 10 universally accepted principles in the areas of human rights, labor standards, environment, and anti-corruption. The UNGC supports the implementation of the UN’s Sustainable Development Goals to drive change across multiple sectors and geographies. Our commitment to the human rights and labor principles are reflected in our Human Rights, Modern Slavery Policies and new Worker Welfare and Modern Slavery Prevention Standard.



United Nations
Global Compact

Each year, we publish a [Communication on Progress \(COP\)](#) report to show how we’re delivering on our sustainability commitments. We participated in the UNGC Business & Human Rights Accelerator program and are active members of the UNGC Modern Slavery Community of Practice.



Building Responsibly

We’re an active board member of Building Responsibly, a global business-led coalition of leading engineering and construction companies that has developed a set of [worker welfare principles](#) to establish a global baseline for the treatment of workers and to improve workers’ rights, safety and dignity across the industry.

We’ve been actively embedding the Building Responsibly Worker Welfare Principles across our governance, operations, and culture to strengthen worker protections and prevent modern slavery. The principles are reflected in our Modern Slavery Policy and supporting Worker Welfare and Modern Slavery Prevention Standard, ensuring clear expectations for ethical labor practices across our operations and supply chain.

We have also integrated them into our Modern Slavery Prevention training module to build understanding and capability and raised awareness through communication and engagement sessions.

We utilize the principles and Building Responsibly tools by undertaking supplier due diligence and project-level self-assessments, enabling risks and opportunities for improvement to be identified. This approach helps ensure ongoing alignment with the principles while promoting consistent, responsible labor practices across projects.

WORKER WELFARE PRINCIPLES

	Workers are treated with dignity, respect and fairness
	Workers are free from forced, trafficked and child labor
	Recruitment practices are ethical, legal, voluntary, and free from discrimination
	Freedom to change employment is respected
	Working conditions are safe and healthy
	Living conditions are safe, clean and habitable
	Access to documentation is unrestricted
	Wage and benefit agreements are respected
	Worker representation is respected
	Grievance mechanisms and access to remedy are available

Industry collaboration to strengthen worker welfare

We play an active role in industry collaboration to strengthen worker welfare practices and reduce the risk of modern slavery across global projects. A key component of this approach is participation in the Building Responsibly biannual member meetings, which bring together organizations from the engineering and construction sector to share practical approaches to improving labor standards and preventing modern slavery.

In November 2025, Worley hosted the Global Building Responsibly members' meeting in Houston, Texas, bringing together industry peers to engage in open dialogue on shared challenges and opportunities. Discussions focused on the exchange of lessons learned and the identification of practical areas for collaboration to improve labor standards and enhance worker welfare across operations and supply chains.

This engagement reinforced the value of collective action and continuous improvement, supporting the consistent application of worker welfare standards and principles across complex operating environments.



Government Engagement

As an Australian ASX-listed company, we recognize the importance of working closely with the Australian Government to help strengthen the national response to modern slavery. Our engagement during FY2026 includes attending the launch of the Australian Anti-Slavery Commissioner's 2025–2028 Strategic Plan, participating in the Building Freedom Together Anti-Slavery 2025 Forum, and contributing to consultations on the Modern Slavery Act 2018 (Cth), both directly and in collaboration with the UNGC.



New Worker Welfare and Modern Slavery Prevention Standard

In FY2026, we introduced our new Worker Welfare and Modern Slavery Prevention Standard, which sets clear expectations for protecting worker welfare and preventing modern slavery across our operations, suppliers, subcontractors, and partners. The standard aligns with international frameworks, including the UN Guiding Principles, ILO conventions, and the Building Responsibly Worker Welfare Principles.

To support practical adoption, we developed implementation tools, designed to help project teams assess compliance, identify gaps, and apply the standard consistently across different work environments. Through FY2027 we will continue embedding the standard across our operations, with ongoing focus on practical application at a project level and into our internal systems and processes, ensuring teams have clear guidance on worker welfare expectations and modern slavery prevention requirements.



Governance

Our governance

Our Board has ultimate accountability to ensure we meet our applicable safety, performance, and governance standards. Our focus on human rights and response to modern slavery is governed at the Board level through the Audit and Risk Committee.

Our Executive Human Rights and Diversity, Equity & Inclusion Committee supports the Board with strategic guidance on human rights-related matters.

Our Modern Slavery Working Group (MSWG) purpose is to:

- Provide group-wide oversight and advocacy for modern slavery prevention and the protection of human rights
- Oversee the delivery of the modern slavery program, including the annual modern slavery statement, and implementation of prevention initiatives
- Support the integration of modern slavery prevention and human rights considerations into our culture, ensuring these commitments are clearly defined, measurable, consistently reported, embedded in strategy and reflected in both our business decisions and practices.

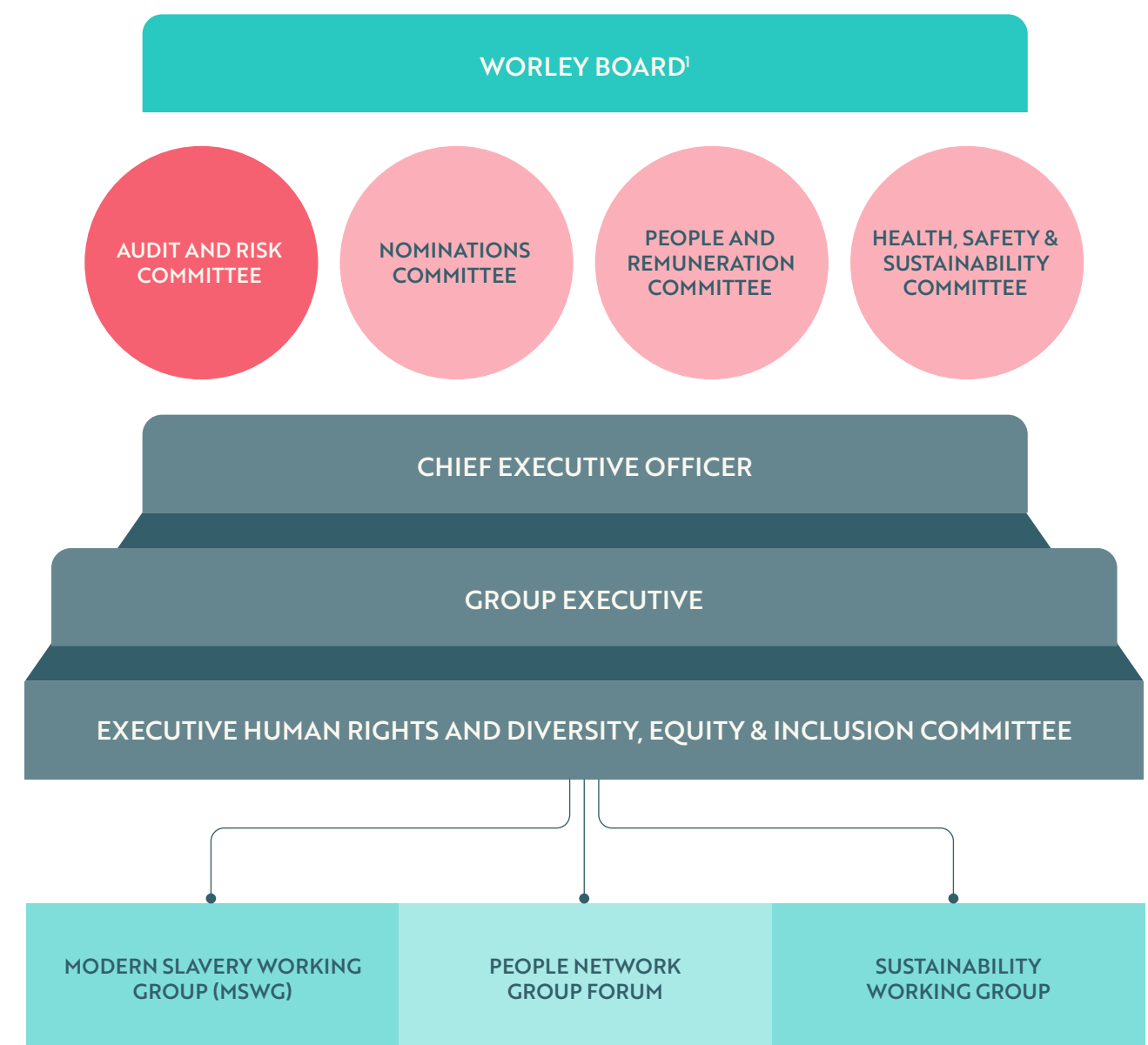
We apply a formal project management approach to our prevention program, including the use of an agile scrum board to track initiatives. Progress is reported to the MSWG through a Modern Slavery Scorecard which monitors implementation of initiatives and performance against key indicators.

In FY2026, we further refined our governance processes by updating the meeting cadence, moving to four combined global MSWG meetings per financial year, with each meeting extended to 1.5 hours to support deeper cross functional collaboration and discussion. During FY2026, the MSWG provided input into the program plan, contributed to the development of the Worker Welfare and Modern Slavery Prevention Standard, and participated in the annual enterprise risk review, providing insight into areas of risk and the effectiveness of existing controls.

Leadership and management

Our Human Rights in practice program includes our modern slavery prevention program. Our Human Rights team is part of our global Sustainability team and leads the delivery of this work. They track progress, report on key performance indicators, and keep our governance committees informed and aligned.

Across the Group, all leaders are responsible for promoting our policy, commitments, clearly communicating our principles, and ensuring they are upheld in practice.

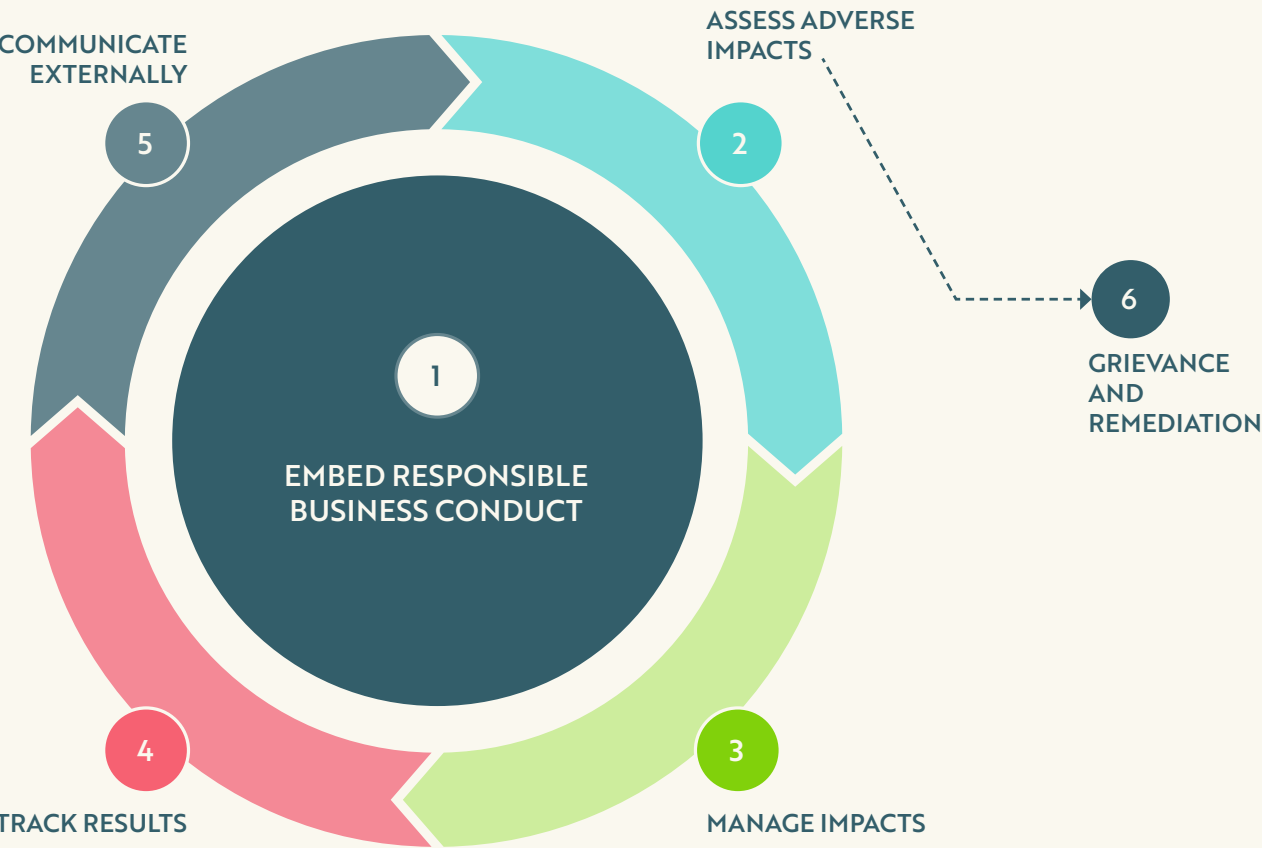


10. The board of directors for Worley Limited.

Due diligence

Human rights due diligence

Our approach to conducting human rights due diligence is guided by the UNGPs, as shown in the figure below.



Source: [OECD Due Diligence Guidance for Responsible Business Conduct](#)

Embed responsible conduct

1 STEP ONE: Embed responsible business conduct into policies and management systems.

[Our Code of Conduct](#) sets out what we must do, our responsibilities, and the ethical standards we uphold. It includes our commitment to respecting human rights and preventing human rights abuses such as modern slavery.

Our Human Rights and Modern Slavery policies are aligned with international standards and outline our commitment to maintaining the highest standard of business conduct and ensuring people are treated with dignity, respect, and fairness.

Our policies, which are reviewed periodically and updated at minimum every two years, set out our standards for professional behavior, ethical conduct, and compliance with all laws and regulations.

Our Code of Conduct is available in 16 languages, including English. We communicate and make our policies available to our people via our knowledge management system and internal intranet. Select policies are available for external stakeholders on our [corporate governance website](#) and our Ethics Helpline website.

OUR POLICIES	WHAT'S INCLUDED?
Human Rights Policy	Our commitment to respecting and protecting the fundamental human rights of the people we engage and interact with.
Modern Slavery Policy	Our commitment to the prevention of modern slavery and ensuring people are treated with dignity, respect and fairness.
Safety, Health, and Wellbeing Policy	Our commitment and application of laws related to providing a physically and psychologically safe, healthy, and respectful environment.
Diversity, Equity, and Inclusion Policy	Our commitment to a diverse, equitable and inclusive workplace where everyone can fully participate and maximize their potential and affirms our stance against discrimination of any kind.
Respectful Workplace Behavior Policy	Our commitment to creating a safe and respectful workplace where harmful and disrespectful behaviors are not tolerated.
Sustainability Policy	Our commitment to support progress towards achieving the United Nations Sustainable Development Goals and upholding the principles of the UNGC.
Whistleblower Policy	Our commitment to ethical business practices and investigating and reporting any unethical conduct, including assurance that a reporter will be protected against adverse actions.
Anti-Bribery and Corruption Policy	Our commitment to honest and ethical conduct in compliance with all applicable anti-bribery and corruption laws.
Supply Chain Code of Conduct	Our expectations of ethical conduct of suppliers and contractors aligned with our Code of Conduct and policy commitments.

Assess adverse impacts

2

STEP TWO: Identify and assess adverse impacts in operations, supply chains, and business relationships or stakeholders.

Risk management and internal controls framework

Our ability to identify and assess adverse impacts in operations, supply chains, and business relationships or stakeholders is underpinned by our approach to risk management and our culture of encouraging transparent communication.

Our risk management and internal controls framework empowers our people to effectively manage business risks, including modern slavery. We align with the ISO 31000:2018 Risk Management - Guidelines Principles and Framework, and our roles and responsibilities around the Institute of Internal Auditors’ Three-lines Model.

Our enterprise risk taxonomy includes human rights and modern slavery as a category which allows us to track, group and review these risks across the business.

Our Sustainability team manage our human rights and modern slavery prevention program. Together with the Modern Slavery Working Group, they help educate our people and provide independent challenge to proactively identify and manage risks across the business.

Internal audit

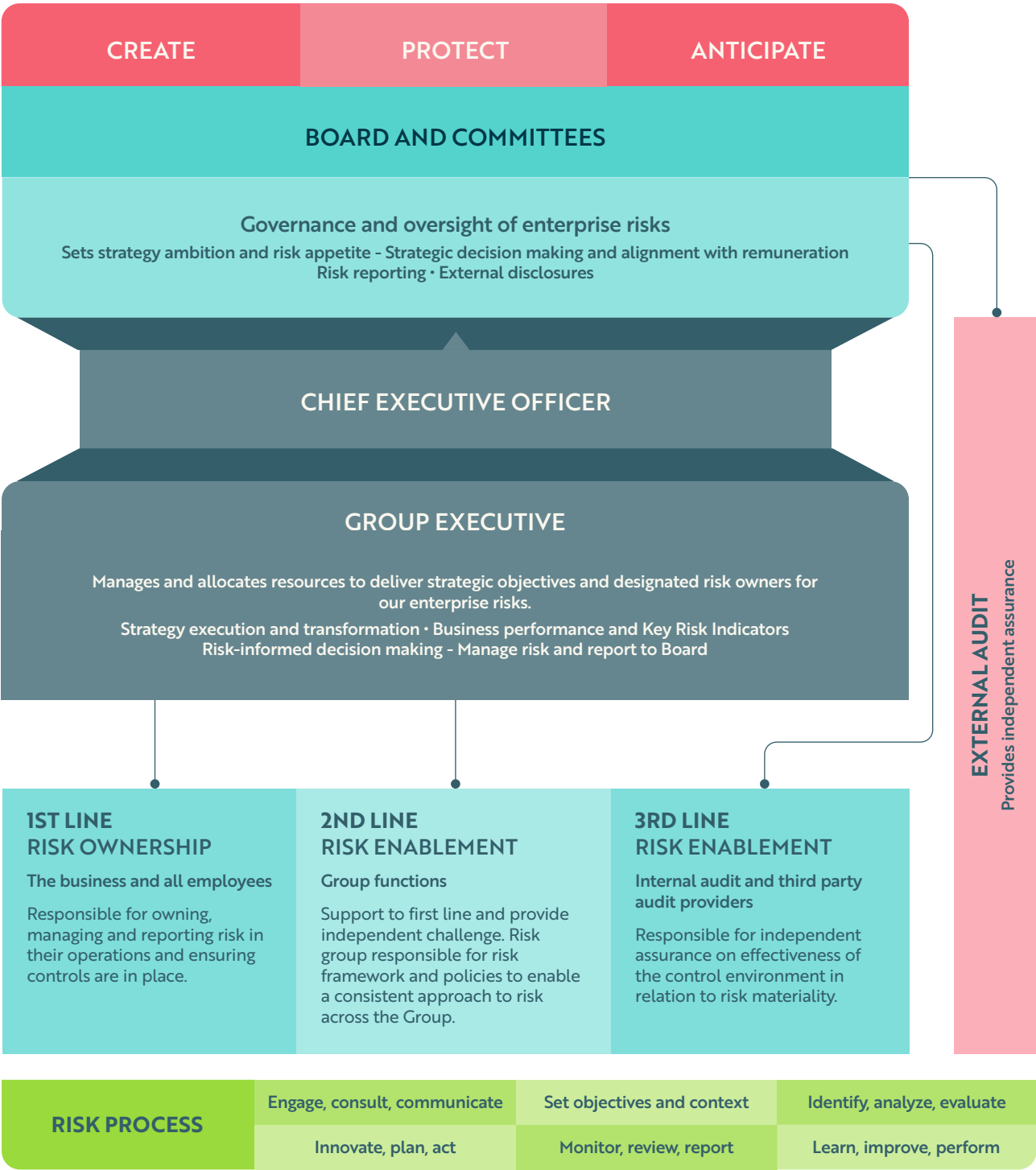
Our Internal Audit function operates independently to provide objective assurance and advisory services that support the enhancement of business operations. Using a risk-based methodology aligned with our strategic objectives and policy framework, the Internal Audit team evaluates the effectiveness of risk management, internal controls, and governance practices. The audit program includes regular reviews of the implementation of key policies, including those addressing third party risk and modern slavery, to help ensure compliance and drive continuous improvement.

Our internal audit program also evaluates the effectiveness of our modern slavery policy, controls, and practices. This supports preventing and detecting poor labor practices and modern slavery risks in our operations and supply chain.

In FY2026, our Internal Audit team conducted a global¹ governance audit to assess the effectiveness of our modern slavery governance framework. Where opportunities for improvement were identified, actions were assigned to relevant functions and are being progressed through our modern slavery prevention program of work.

1. Excludes Middle East.

Our risk management and internal controls framework



Modern Slavery risks

Modern slavery exploitation includes slavery practices, human trafficking, forced labor, child labor, debt bondage, deceptive recruitment, and domestic servitude.

Modern slavery practices that we are most exposed to across our operations, supply chain, and stakeholder partnerships include:

- human trafficking
- forced labor
- child labor
- deceptive recruitment
- bonded labor.

Given the nature of our work and the industries we work in, the most vulnerable groups include construction workforces, minority groups, migrant workers, and young workers.

When assessing risk to people, especially vulnerable groups, we consider a range of

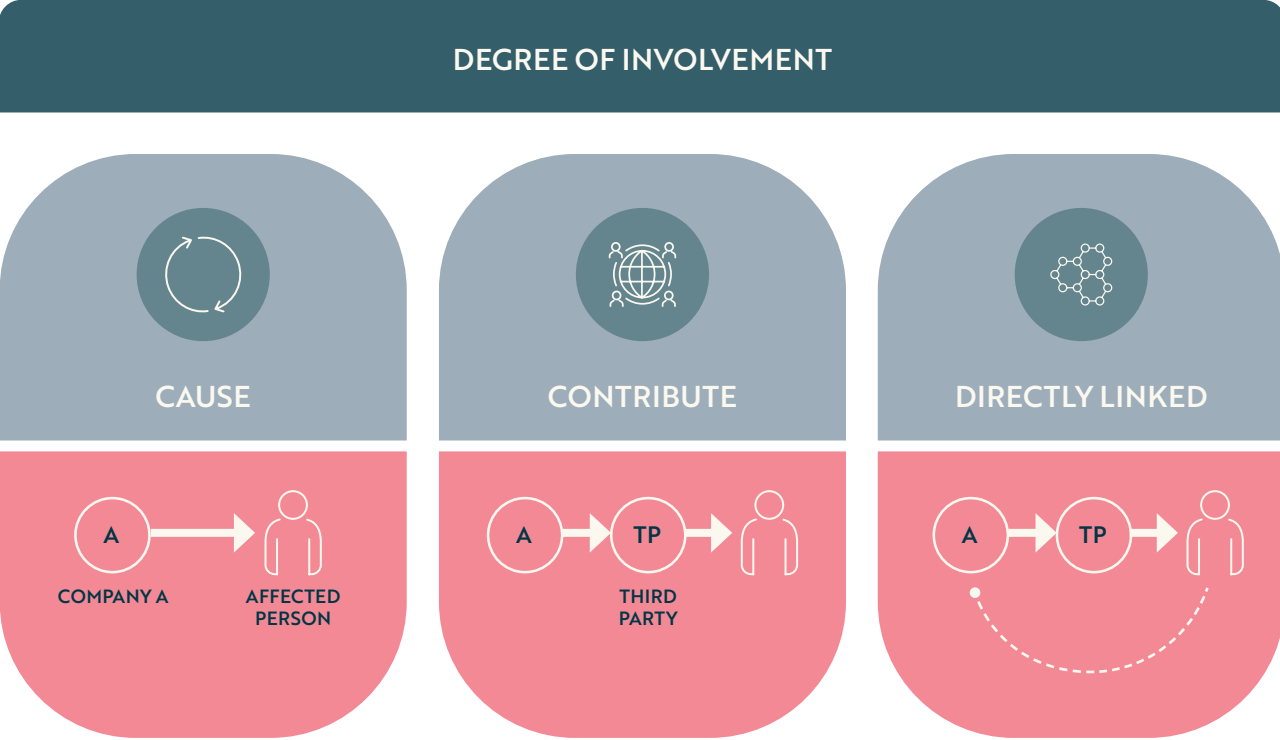
interconnected factors: the sector, geography, project scope, products and services, and the partner, suppliers, and stakeholders.

We apply a risk-based approach to identifying higher-risk areas, which continues to be refined to support more targeted prioritization of modern slavery risks.

Our MSWG conducts a formal annual review of our salient modern slavery risks, their treatments, and control effectiveness. It uses our company risk classification matrix, guided by the UNGPs on Business and Human Rights, to prioritize and understand risks where we may cause, contribute to, or be directly linked to modern slavery in our operations, supply chain, or stakeholder relationships. In FY2026, the working group reviewed our risks, degree of involvement, and the effectiveness of our controls.

Degree of involvement

We know that the greater our involvement, the greater our responsibility to act, by addressing impacts, remediating and preventing harm.



DESCRIPTION

A company directly uses modern slavery through its own actions.	A company contributes to the use of modern slavery in collaboration with a third party.	A company can be directly linked to modern slavery through its relationships with other entities such as suppliers, contractors or business partners.
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EXAMPLE

A project is under pressure to deliver for the customer and chooses to directly use exploitative labor practices such as forced labor to increase productivity and reduce costs.	A project engages a labor hire company without appropriate due diligence and finds they are deceptively recruiting people by making them pay upfront costs for their employment and deducting repayments for debts.	A project engages a supplier not realizing that deep within the supplier's supply chain they are sourcing raw materials that use child labor.
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ACTION AND REMEDIATION

Take immediate action to cease the activity causing the harm, prevent its recurrence and provide for remediation.	Take steps to cease or prevent its contribution and provide or cooperate in remediation efforts as appropriate to its share of responsibility.	Where possible companies can use leverage to influence and or prevent impacts however, is not required to remediate.
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Risks in our operations, our supply chains and with our stakeholders

Our exposure to modern slavery risk is shaped by a range of interconnected factors across our operations, supply chain, and stakeholder relationships. Within our operations, risk is shaped by the sectors in which we operate, the nature and geographic location of our projects, and how we engage our workforce. Our strategic focus on expanding Engineering, Procurement and Construction (EPC), Engineering, Procurement and Construction Management (EPCM), and project delivery

capability increases risk exposure across both our operations and supply chain.

In our supply chain, complexity is a key driver – affected by the number and location of suppliers, particularly beyond Tier 1¹, and the type of goods and services we procure.

Our modern slavery risk relating to stakeholders is influenced by our role in business relationships with customers, joint ventures, and community organizations we partner with.

OUR OPERATIONS		
RISK	DOI	TYPE
Sector – The energy, chemicals and resources sectors can carry a higher risk due to use of lower skilled labor in energy manufacturing, outsourcing of labor in the resources sector and through procurement of raw material for the chemicals sector.		●
Geographic location – Countries in which we operate that have weaker rule of law, higher levels of corruption or conflict, and/or a higher presence of vulnerable populations or modern slavery prevalence increases risk.		●
Project scope – Different project scopes and phases can carry varying degrees of risk due to differences in workforce demands, reliance on complex supply chains and use of subcontractor or migrant workforces, particularly during procurement and construction phases which are areas of strategic growth.	 	●
Commercial arrangements – Different contracting models may result in a higher risk profile based on our responsibilities for managing third party workforces, such as contractors and suppliers.		●
Workforce engagement – Contingent, temporary work or third party agency engagements can carry higher risk due to engagement with migrant workforces.		    
Operational accommodation and camp services – Remote workforces with camp accommodation can carry an increased risk of exploitation due to a combination of isolation, oversight, and/or management of the camp.	 	   

OUR SUPPLY CHAIN		
RISK	DOI	TYPE
Supply chain complexity – The potential for lack of full visibility and control over all suppliers and subcontractors in multi-tier global supply chains can increase risks of modern slavery.		●
Customer supply chain and systems – Our customers can stipulate that we use their suppliers, which can increase our risk of modern slavery as we are not directly responsible for due diligence checks.		●
Products and services – Certain products and services we use including electronics and IT equipment, industrial equipment and materials, facilities management and security services, logistics and transport and garment or PPE equipment, can carry higher risks due to being sourced or manufactured in higher risk geographies or exposure to vulnerable workforces.	 	●

OUR STAKEHOLDERS		
RISK	DOI	TYPE
Customer-controlled operations – Customer-controlled projects can carry higher risk as the customer stipulates the location, site standards and subcontractor arrangements.	 	●
Non-controlling joint venture partner – Joint venture arrangements where we do not have control can increase our risk as the joint venture may not implement our systems and processes governing projects.		●
Country sponsor relationships – Where there is a country legal requirement to work with local partners and or sponsors, this can increase our risk through the actions and or practices of the partner.		●
Charitable volunteering and donations – Risks can be present in charitable activities, including financial donations and skilled volunteering, posing a potential risk via the Worley Foundation and country Corporate Social Responsibility (CSR) committees that support local not-for-profit community organizations.		◆

KEY	Modern slavery type						Degree of involvement (DOI)		
									
	Child labor	Debt bondage	Forced labor	Deceptive recruitment	Human trafficking	All	Cause	Contribute	Directly linked

CONTROLS	Our governance	Our locations	Our risk management and controls framework	Our policies	Our due diligence	Our grievance and remediation	Our training and awareness
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1. Tier 1 supplier meaning direct supplier to reporting entity



Deceptive recruitment due diligence

In FY2025, we conducted an operational human rights salience assessment¹ to strengthen our proactive due diligence and better understand the most salient human rights risks across our operations. Through this assessment, deceptive recruitment – the risk that third party labor hire agencies may use non-transparent recruitment practices that could result in modern slavery – was identified as a priority issue for action.

In response, we established a cross functional deceptive recruitment working group to deepen our understanding of this risk and identify opportunities to strengthen governance, due diligence, and worker protections. In FY2026, the working group undertook a baseline review of labor hire agency engagement, including analysis of supplier information and spend trends, and progressed the use of our targeted supplier questionnaire.

The questionnaire includes specific questions on suppliers' commitments to human rights and worker welfare, with a particular focus on ethical recruitment practices, including the prohibition of recruitment fees charged to workers.

Acknowledging that the risk remains, we have also implemented a worker welfare checklist for use at the commencement of employment, which includes targeted questions designed to identify indicators of deceptive recruitment at an early stage.



1. Refer to [FY2025 Modern Slavery Statement Pg 25](#)

Manage impacts

3

STEP THREE: Cease, prevent, and mitigate adverse impacts

Due diligence assists in identifying and managing risks related to modern slavery in our supply chains and operations.

When we perform due diligence on our third parties, we look for indicators of historical or current issues related to corruption, bribery, sanctions, human rights, and modern slavery.

The level of due diligence depends on the risk categorization of the third party, i.e. low, moderate, or high. Where a higher level of risk is identified, a higher level of due diligence is applied. All aspects of our due diligence program are supported by our Ethics & Compliance team. We use a third party due diligence platform and research tools for performing due diligence and, in certain cases, engage with external due diligence providers for additional expertise.

Customer due diligence

We expect our customers to have high ethical standards. Customers are evaluated through our due diligence process, and findings are logged into our sales system.

Our Ethics & Compliance and Sales teams work together to evaluate any 'red flags' discovered during the due diligence process and determine the appropriate mitigation strategy. High risk red flags require further consideration, and the related mitigation strategy requires approval in line with our procedures.

Our sales system includes an alert for higher risk geographies, which directs the user to online resources to help understand the modern slavery risks at the proposal stage, and how to contact our Ethics & Compliance team for advice on working with the customer.

Supplier due diligence

Our Supply Chain and relevant business teams partner to manage supplier due diligence requests through various channels, including our due diligence platform. Once the assessment is complete, our Ethics & Compliance team advises the relevant teams of the due diligence results and proposed mitigations for moderate and higher risk suppliers.

We also perform due diligence on our landlords and recruitment providers. Our landlords must answer additional questions to assess their modern slavery risk, such as hiring cleaning, and/or maintenance staff, and modern slavery policy details.

We will continue to focus on strengthening supplier due diligence processes, to ensure consistent application across suppliers and subcontractors.

Partner due diligence

Our due diligence procedures for other partners, such as agents, joint ventures, and local sponsors, include completion of a questionnaire by a potential partner to understand their program. We take a risk-based approach to assess the level of due diligence required for our partners.

The due diligence procedures for agents and joint venture partners consider their compliance program, as well as performing checks on their shareholders, senior management, and ultimate beneficial owners, to identify the level of risk and potential red flags.

After the initial internal due diligence is performed, we also engage external service providers in certain cases where there are indicators of higher risk.

The scope of our due diligence also extends to partners of the Worley Foundation. These charities and organizations undergo enhanced due diligence, including screening the board of trustees of charities and their senior management. We also monitor third parties on an ongoing basis to identify and manage any new red flags that may arise.

Track results

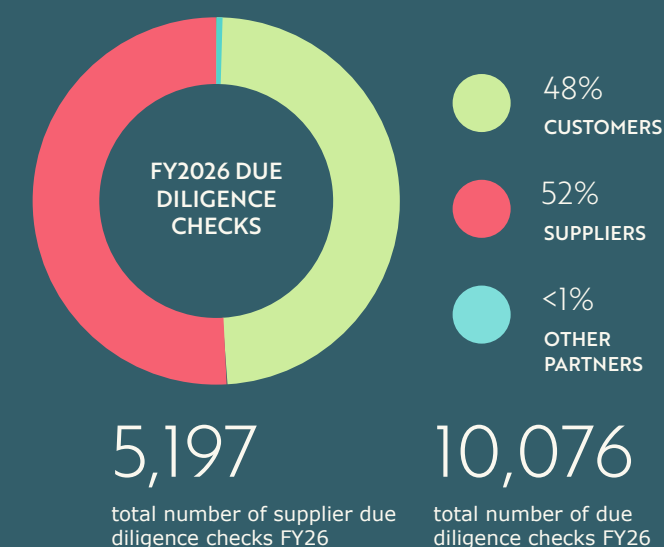
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STEP FOUR: Track implementation and results

We regularly track and report the number of due diligence checks completed on third parties, including customers, suppliers, and other partners. These checks are performed periodically by the Ethics & Compliance team to monitor risk exposure. When risks are identified, mitigation plans are developed, as applicable. The Ethics & Compliance team tracks the implementation of these plans in consultation with the responsible team member(s) to help ensure follow-through and accountability.

Using formal internal audit processes, our Internal Audit team also monitors the effectiveness of our due diligence process, recommends and tracks actions to drive continuous improvement.

At a program level, progress is tracked by the Sustainability team and MSWG, using our modern slavery scorecard and program KPIs. Refer to our [Effectiveness section](#) for more information.



Communicate externally

5 STEP FIVE: Communicate how impacts are addressed

We report our Group's progress in our Annual Report, Group Modern Slavery Statement, and the UNGC Communication on Progress reporting. We also report to various corporate sustainability benchmarks and ESG rating agencies. In FY2026, we continued to improve our human rights performance ratings with some of these organizations. Read more about our sustainability performance in our [ESG Databook](#).

We support transparently disclosing findings of modern slavery, sharing learnings, and remediation efforts. For example, in FY2022, we disclosed a finding of modern slavery in our operations and responded with remediation actions. You can read more in our [FY2022](#) and [FY2023](#) statements.

In FY2026 we were not aware of any substantiated findings of modern slavery including forced labor and/or child labor and no requirements for any remediation. We remain committed to remediating findings and continue to investigate allegations relating to poor labor practices.



Grievance and remediation

6 STEP SIX: Provide access to grievance mechanisms and remedy

A core aspect of any modern slavery prevention program is creating robust systems through which people inside and outside of Worley can raise concerns. Our confidential Ethics Helpline, worleyethics.com, operates 24 hours a day, every day of the year and was created in line with the UNGPs and our Whistleblower Policy. Users can report via the website, scanning a QR code, or telephone. Eight languages are available on the website, while telephone users can also request translation services for their local language.



Our confidential Ethics Helpline is promoted to our people via our intranet, in our Code of Conduct training, and on posters that describe how to report a breach or concern, and information on modern slavery indicators. The poster includes a QR code, providing easy access to the Ethics Helpline webpage for people with smartphones. These posters have been translated into 17 languages.

A third party provider supplies our confidential and secure Ethics Helpline and reports from within and outside our company can be made anonymously. All reports received are triaged and managed by trained specialists within our Ethics & Compliance team. To ensure confidentiality is maintained we do not reveal whistleblowers' identities without their permission, and we protect reporters from retaliation. We include this information when promoting our helpline to reduce fear of detrimental treatment that may prevent people from speaking out.

We investigate reports using qualified investigators who apply a confidential and consistent approach using subject matter experts when required, and actions are tracked through to completion to ensure any identified remediation is implemented. We monitor helpline data trends and use them to plan our future actions. To ensure we capture incidents, cases reported to the People team, management or other personnel can also be recorded, investigated and tracked in the confidential helpline by reports being submitted confidentially on the reporter's behalf. In FY2026, we further refined our investigation and remediation approach by clarifying roles and responsibilities across Legal, Sustainability, and Ethics & Compliance to strengthen investigations where indicators of modern slavery are identified.

In FY2026, we responded to our Ethics Helpline reports which related to a range of issues. Zero cases of modern slavery were confirmed through the Ethics Helpline.

Refer to our ESG performance Pg 19 in our Annual Report for more information on our Ethics Helpline.

Effectiveness



Assessing our effectiveness

Our goals and KPIs

To drive progress and measure outcomes, we’ve established clear goals and defined key performance indicators (KPI). We regularly track our performance against these indicators and report progress through our Modern Slavery Scorecard to our MSWG.

GOAL	KPI FULL LIST	FY2022	FY2023	FY2024	FY2025	FY2026	REFER TO SECTION
Increase awareness of ethical business practices and standards	% of our people who completed Code of Conduct	80%	98%	98%	99%	96% ¹	Our approach and actions: Training and awareness
Active strategic collaborations, and/or memberships	No. of active collaborations and memberships	2	2	2	2	2	Our approach and actions: Partnering with industry groups
Maintain quarterly governance committee meetings	No. of MSWG meetings	N/A	5	6	5	4	Governance
Mature due diligence conducted on third parties	No. of due diligence checks	11,078	9,923	9,603	11,701	10,076	Due diligence: Track results
	No. of supplier due diligence checks	6,660	5,498	5,746	7,722	5,197	Due diligence: Track results
Enhance the accessibility of grievance mechanisms	No. of helpline languages ² available	1	7	8	8	8	Due diligence: Grievance and remediation
	No. of reports confirmed as modern slavery	1	0	0	0	0	Due diligence: Grievance and remediation
	No. of helpline reports (total)	180	200	246	365	450	Due diligence: Grievance and remediation

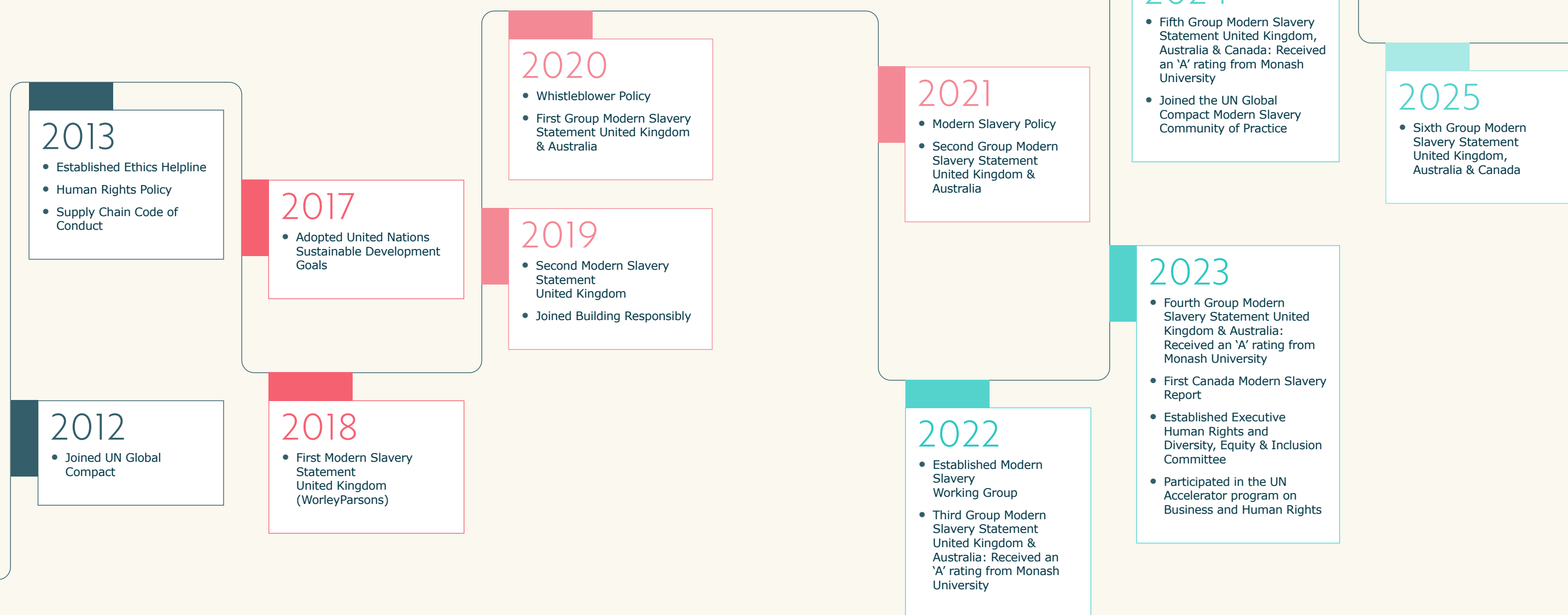
1. % completion excludes our people in non-participating joint ventures that have alternate Code of Conduct training (JESA and NANA) and excludes workforce on extended leave or inactive at time of launch.
2. Number of languages available for online intake form, translation available on request for telephone.

Our journey and progress

Our commitment to respecting human rights and proactively managing modern slavery risks continues to evolve through a focus on ongoing improvement. We know there is always more work to do.

We are committed to continuous improvement, including addressing areas identified through internal reviews and independent assurance to strengthen governance, due diligence and operational implementation.

In FY2027, our focus will be on continuing to embed the Worker Welfare and Modern Slavery Prevention Standard into day to day practice, continuing to improve due diligence and risk assessment processes, and strengthening how we can use worker voice to inform our understanding of risk and impact.



Note: Years represent financial years

Appendices

Appendix 1

Reporting entities

Under the Australian Modern Slavery Act 2018 (Cth), entities based or operating in Australia with an annual consolidated revenue exceeding \$100 million. Under the United Kingdom Modern Slavery Act 2015 entities based or operating in the UK with an annual turnover of £36 million.

The Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023, defines a reporting entity as a corporation or a trust, partnership or other unincorporated organization that either:

- a. is listed on a stock exchange in Canada; or
- b. has a place of business in Canada, does business in Canada or has assets in Canada and that, based on its consolidated financial statements, meets at least two of the following conditions for at least one of its two most recent financial years:
 - i. it has at least \$20 million in assets,
 - ii. it has generated at least \$40 million in revenue, and
 - iii. it employs an average of at least 250 employees.

LEGAL NAME	STRUCTURE	BUSINESS NUMBER	LOCATION
Worley Limited	Public Company	ACN 096 090 158	Australia
Worley Services Pty Ltd	Private Company	ACN 001 279 812	Australia
Worley Power Services Pty Ltd	Private Company	ACN 112 723 181	Australia
Worley Engineering Pty Limited	Private Company	ACN 008 876 284	Australia
Worley Financial Services Pty Limited	Private Company	ACN 099 425 831	Australia
Worley Consulting Pty Ltd	Private Company	ACN 098 008 818	Australia
Worley EA Holdings Pty Ltd	Private Company	ACN 111 237 462	Australia
Worley Europe Limited	Private Company	04334425	United Kingdom
Worley Services UK Limited	Private Company	04334425	United Kingdom
Worley Canada Services Ltd.	Corporation	121393789	Alberta, Canada
Worley Fabricators Ltd.	Corporation	732250741	Alberta, Canada
WorleyCord Energy Solutions Ltd.	Corporation	858071442	Alberta, Canada
WorleyCord LP	Corporation	763631884	Alberta, Canada
WorleyCord TeamCo Ltd.	Corporation	121396741	Alberta, Canada
Chemetics Inc.	Corporation	896981-7	British Columbia, Canada

Appendix 2

Reporting entities activities

Details of our reporting entities activities.

LEGAL ENTITY NAME	LEGISLATION ¹	ENGINEERING SERVICES	PROFESSIONAL CONSULTING SERVICES	EQUIPMENT FABRICATION
Worley Limited ²	Australia	✓	✓	✓
Worley Services Pty Ltd	Australia	✓	✓	
Worley Engineering Pty Limited	Australia	✓	✓	
Worley Financial Services Pty Limited ³	Australia			
Worley Consulting Pty Ltd	Australia	✓	✓	
Worley EA Holdings Pty Ltd	Australia			
Worley Europe Limited	United Kingdom	✓	✓	
Worley Services UK Limited	United Kingdom	✓	✓	
Worley Field Services UK Limited	United Kingdom			✓
Worley Canada Services Ltd.	Canada	✓	✓	
Worley Fabricators Ltd.	Canada			✓
WorleyCord Energy Solutions Ltd.	Canada			
WorleyCord LP	Canada			
WorleyCord TeamCo Ltd.	Canada			
Chemetics Inc.	Canada	✓	✓	✓

LEGAL ENTITY NAME	CONSTRUCTION MANAGEMENT	SKILLED LABOR	IMPORT INTO CANADA ⁴	PRODUCTION AND DISTRIBUTION ⁵
Worley Limited	✓	✓	–	–
Worley Services Pty Ltd	✓		–	–
Worley Engineering Pty Limited	✓		–	–
Worley Financial Services Pty Limited			–	–
Worley Consulting Pty Ltd	✓		–	–
Worley EA Holdings Pty Ltd				
Worley Europe Limited	✓		–	–
Worley Services UK Limited	✓		–	–
Worley Field Services UK Limited				
Worley Canada Services Ltd.			I	
Worley Fabricators Ltd.		✓	I	P S D
WorleyCord Energy Solutions Ltd.		✓		
WorleyCord LP	✓		I	S
WorleyCord TeamCo Ltd.		✓		
Chemetics Inc.		✓	I	P S D M

1. Applicable legislation: Australia Modern Slavery Act 2018 (Cth); United Kingdom (UK) Modern Slavery Act 2015; Canada Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023.
2. Worley Limited is the group parent company.
3. Internal corporate services entity.
4. Includes importing materials and equipment produced outside Canada.
5. Includes producing, manufacturing, selling or distributing fabricated equipment in Canada or outside Canada.

Note: Worley Power Services a Worley entity was sold during the reporting period.
Its activities included equipment fabrication, construction management and skilled labor.

I = Import | P = Produce | S = Sell | D = Distribute | M = Manufacturer

Appendix 3

Summary of reporting requirements

AUSTRALIA STATEMENT REQUIREMENTS	UNITED KINGDOM STATEMENT REQUIREMENTS	CANADA REPORT REQUIREMENTS	WHERE IN THIS DOCUMENT
Identify the reporting entities		Entity information	Appendix 1: Reporting entities
Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls	Describe the organization's structure, business, and supply chains	Describe company's structure, activities and supply chains	Structure, activities and supply chain
			Appendix 2: Reporting entities activities
Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls	Describe the parts of the business and supply chains where there is a risk of slavery and human trafficking taking place	Describe parts of the business and supply chains that carry a risk of forced labor or child labor being used and steps it has taken to assess and manage that risk	Due diligence: Modern slavery risks
Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes	Describe steps taken to assess and manage risks of slavery and human trafficking	Describe the steps the entity has taken during its previous financial year to prevent and reduce the risk that forced labor or child labor is used at any step of the production of goods in Canada or elsewhere	Human rights due diligence
	Describe the organizations policies in relation to slavery and human trafficking	Describe policies and due diligence processes in relation to forced labor and child labor	
	Describe the due diligence processes in relation to slavery and human trafficking in its business and supply chains		
	Describe the training and capacity building about slavery and human trafficking available to staff	Describe training provided to employees on forced labor and child labor	Our approach and actions: Training and awareness
	Describe all the steps taken to address and remedy modern slavery	Describe measures taken to remediate any forced labor or child labor	Due diligence: Grievance and remediation
		Describe measures taken to remediate the loss of income to the most vulnerable families that results from any measure taken to eliminate the use of forced labor or child labor in its activities and supply chains	
Describe how reporting entity assesses effectiveness of these actions	Describe effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains, measured against such appropriate performance indicators	Describe how the entity assesses effectiveness in ensuring that forced labor and child labor are not being used in its business and supply chain	Effectiveness
	Describe effectiveness of steps taken to address and remedy modern slavery		
Describe process consultation with any entities reporting entity owns/ controls (not just statement must also describe consultation with giving statement)			About this report Governance

