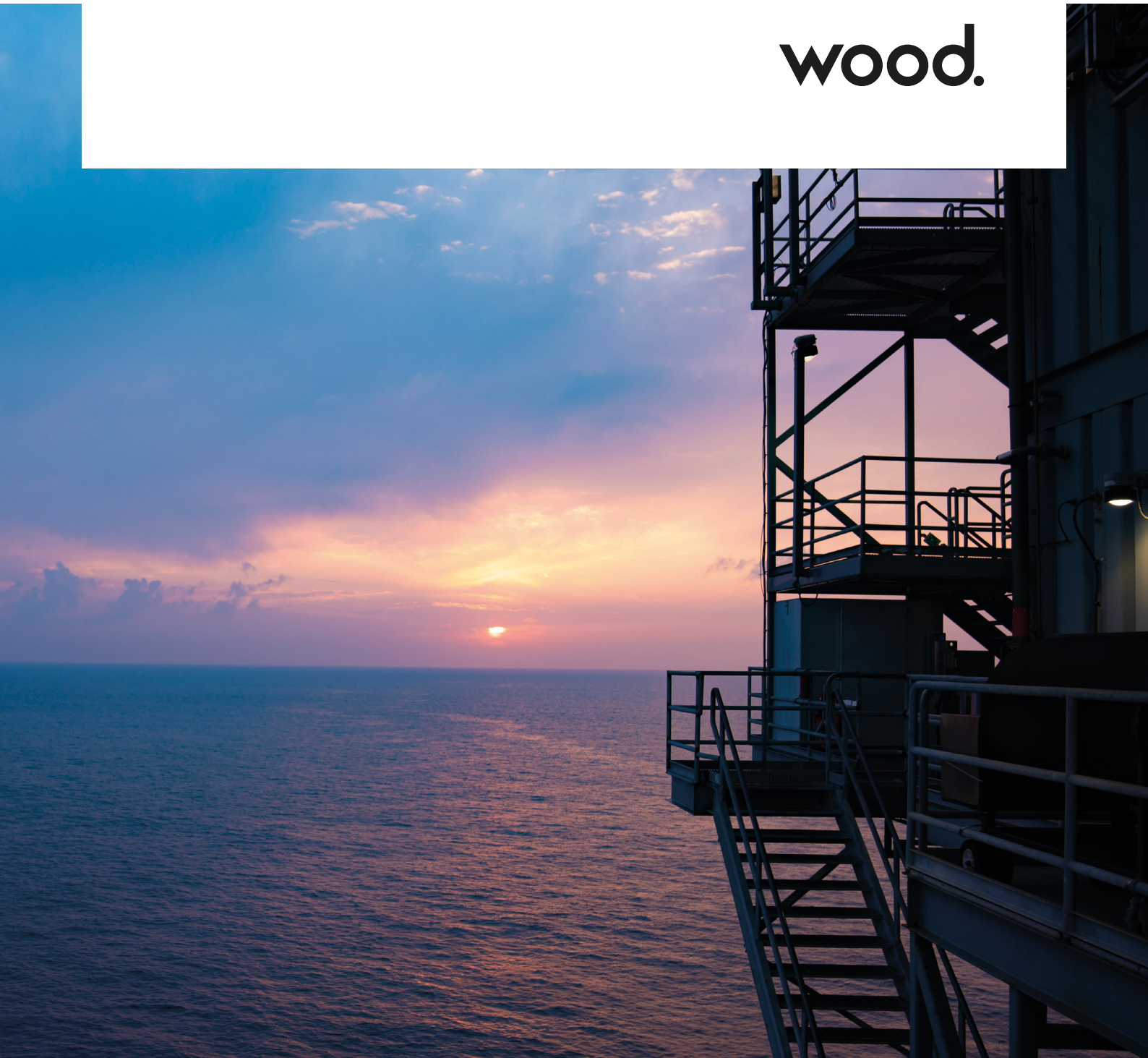


# Modern slavery and human trafficking statement 2025.

wood.



**Wood is a global leader in consulting, engineering and operations for the energy and materials sectors. With 33,000 people in around 50 countries, Wood supports clients across the full asset lifecycle, delivering safe, predictable outcomes while enabling resilient operations and a lower-carbon future. Wood forms the Energy & Materials pillar of Sidara - a global partnership uniting leading multidisciplinary engineering, design, and project management companies.**

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This statement is made by John Wood Group Limited and relates to the financial year ended 31 December 2025. It is made pursuant to the Australian Modern Slavery Act 2018, the United Kingdom (UK) Modern Slavery Act 2015, and the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023<sup>1</sup>, setting out the steps the company has taken to prevent modern slavery across the business and supply chain. Details of the John Wood Group Limited entities covered are set out in Appendix 1 and are collectively referred to as 'Wood' throughout this statement.

1. This statement is filed pursuant to the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act on behalf of Wood Canada Limited and its Canadian subsidiaries listed in Appendix 1. In Canada, Wood operates through several entities, including Wood Canada Limited, with principal operations based in Calgary, Alberta. Wood Canada Limited provides engineering, consulting, and operational services across the energy and materials sectors.

The information in this statement applies to Wood Canada Limited and its activities and supply chains, except where otherwise indicated.

# Our commitment

**Wood's long-term vision is to deliver solutions that transform the world. We are a people business with a mission to be recognised as remarkable people, trusted by clients to design, build and advance the world. Sustainability is a fundamental business priority that underpins these ambitions.**

Our approach to sustainability influences our business and our interactions with all of our stakeholders as we seek to contribute to a sustainable future for a world that is safer and more secure, ethical, and equitable. Sustainability is a core element of our corporate strategy and the actions we take to deliver against our sustainability aims contribute towards the key pillars of our strategy of Inspired Culture, Performance Excellence and Profitable Growth.

Our sustainability approach is founded on the United Nations (UN) Global Compact Principles and Sustainable Development Goals and sets out our aims and targets to ensure that sustainability is embedded in all key decision making. Important elements of our approach are our aims to:

- protect, respect and enhance human rights
- ensure that we remain ethical in all that we do by promoting fairness and transparency in business practice
- partner with our supply chain to deliver sustainable growth and development



Our commitment to upholding and promoting the highest standards of human rights goes beyond observance of the Universal Declaration of Human Rights (UDHR). As a member of the UN Global Compact, Wood commits to applying the Compact's Ten Principles including principles 1, 2, 4 and 5 that specifically address human rights as follows:

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: Make sure that they are not complicit in human rights abuses
- Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour
- Principle 5: Businesses should uphold the effective abolition of child labour

Human rights abuse has no place in modern society. We continue to look for ways not only to make sure that we address this directly within our sphere of influence but work with our peers and industry bodies to improve standards, drive down risk and raise awareness across our industry.

**Neil Bruce<sup>2</sup>**  
Chief Executive Officer  
16 June 2026<sup>3</sup>



2. For the purposes of the Canadian Fighting Against Forced and Child Labour in Supply Chains Act 2023, I attest that this report has been approved by the governing body of John Wood Group Limited, pursuant to section 11 (4)(b)(ii) of that Act. Should instances of forced labour or child labour be identified, Wood is committed to taking appropriate remediation measures in line with international standards, including the UN Guiding Principles on Business and Human Rights. This would include consideration of the potential unintended consequences of remediation actions, such as the loss of income to vulnerable workers and their families. Where appropriate, Wood will work with suppliers, partners, and other stakeholders to mitigate such impacts and support responsible and sustainable remediation outcomes. During the reporting period, Wood did not identify any substantiated instances of forced labour or child labour in its operations or supply chains requiring remediation.

3. This statement was approved by John Wood Group Limited on 16 June 2026.

# Our organisational structure

Wood is an engineering and consultancy business providing solutions to clients across the lifecycle of their projects.

## Key markets

### Energy.

We are leaders in energy, ensuring safe, reliable and affordable energy while enabling a lower-carbon energy future.

#### Oil & Gas | Hydrogen | Carbon Capture

Energy security: Delivering safe, reliable and affordable energy

Energy transition: Enabling a low-carbon energy future

### Materials.

Materials processing and production, applying circular economy practices to deliver critical materials sustainably and responsibly as we strive for net-zero.

#### Minerals | Chemicals | Life Sciences

Raw materials demand: Sustainably deliver key energy transition minerals and chemicals

Life science growth: Advanced, scalable manufacturing post-pandemic

#### Cross cutting growth drivers:

Decarbonisation and Digitalisation across all markets

## Operating model

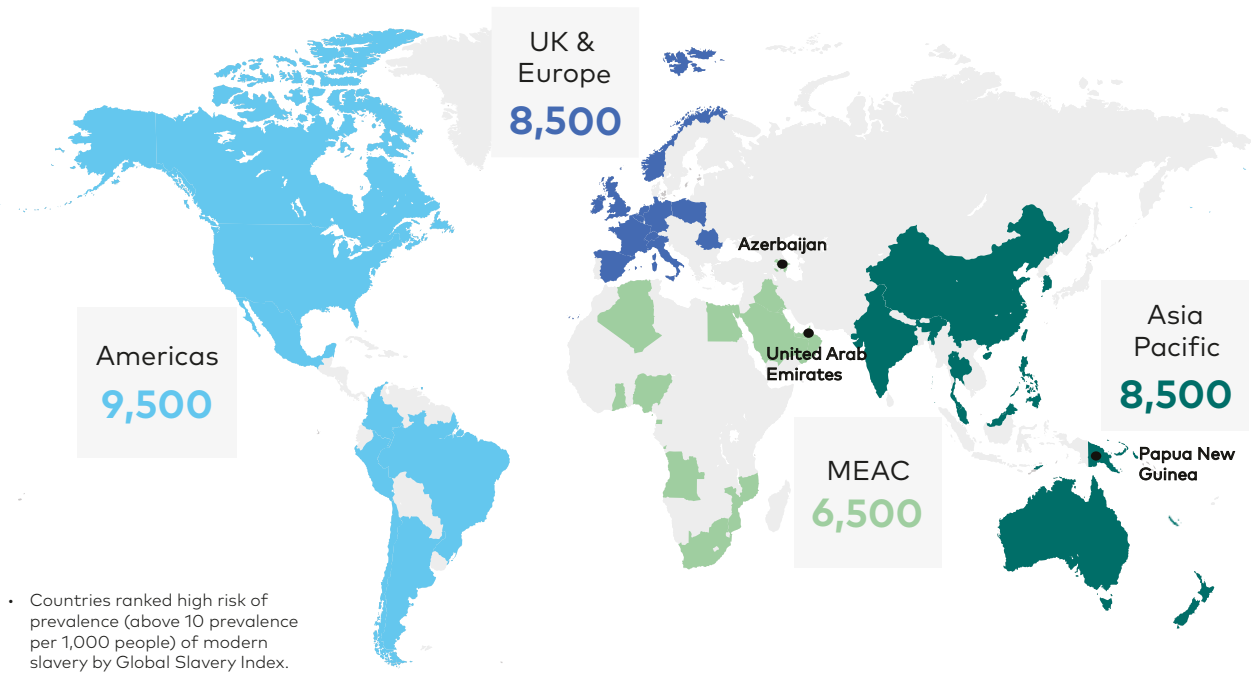
Our operating model is service defined to deliver consulting, projects and operations solutions to clients across the lifecycle of their projects. We operate three global business units across those areas.



# Our locations

Wood is headquartered in the United Kingdom and has a presence in approximately 50 countries. Our workforce comprises over 33,000 employees with diverse skills and experience, operating across multiple global regions. Employees are based in office locations and deployed to customer and project sites throughout our global operations.

We have mapped our locations to present the geographic risk profile of where our people are concentrated, highlighting those with a high risk of prevalence (at least 10:1,000) of modern slavery according to the [Global Slavery Index](#).



Note: Six-month average headcount figures at January 2026

# Our supply chains

As a global business of breadth and scale, we work across a wide variety of client partnerships and contracts globally, from initial concept and design to engineering, procurement and construction management. Our supply chain is vital to the delivery of our solutions globally and due to the nature of our work, we rely on a supply chain that is broad, geographically diverse, and covers a wide range of supplies including consumables, equipment, labour, professional services and specialist subcontractors. Our supply chain is also complex with many layers as our suppliers have sub-contractors and supply chains of their own.

Ensuring our supply chain relationships are equitable, fair, and manage the risk of human rights abuses such as modern slavery and human trafficking, is critical to our success, risk management and reputation. Respectful, fair and honest treatment of everyone we work with is a priority for Wood. Our business is based on relationships and our values reflect the qualities we embody and our underlying approach to doing business. Everything we do is with an unwavering commitment to what we believe in and how we behave, demonstrating our values of:

**Care | Commitment | Courage**

# Governance and leadership

**Human Rights, inclusive of modern slavery and human trafficking are of material importance to the Company and therefore, during 2025<sup>4</sup>, were subject to oversight by both the Board and Executive Leadership Team (ELT).**

The Board has overall accountability for sustainability matters, including our approach to human rights.

A Board appointed Safety & Sustainability Committee operated during 2025 to oversee safety and sustainability issues affecting the Company, reviewing them with management, and to assist the Board in its oversight to ensure the Company maintains an effective safety and sustainability framework.

<b>Safety and Sustainability Committee of the Board</b>	The Safety and Sustainability Committee was comprised of independent non-executive directors. During 2025, the committee provided oversight of Wood's management of material sustainability matters, including modern slavery and human trafficking matters, and also oversaw Wood's sustainability programme and performance against targets.
<b>Executive Leadership Team (ELT)</b>	For most of 2025 <sup>5</sup> , the Chief Strategy Officer, as a member of the ELT ensured that material sustainability matters including modern slavery were given effective oversight through Wood's sustainability programme. Regular engagements with the wider ELT were used to monitor sustainability matters inclusive of modern slavery and human trafficking and related regulatory requirements.
<b>Health, Safety, Security, Environment &amp; Sustainability (HSSE&amp;S) function</b>	The President of Sustainability, reporting to the HSSE&S function <sup>6</sup> , has oversight for the execution of Wood's sustainability programme. This role works closely with the wider HSSE&S team and other internal functions, including Supply Chain, Human Resources and Ethics & Compliance, as well the Company's stakeholders to manage Wood's approach to human rights matters including modern slavery and human trafficking.

4. The information related to the Safety & Sustainability Committee and ELT describes the structure in place during the period covered by this statement. Following the completion of Sidara's acquisition of Wood on 10 March 2026, these structures will be revised and disclosed in our statement for the year ending 31 December 2026.

5. Following the decision of the Chief Strategy Officer to step down in August 2025, oversight for sustainability matters was temporarily moved to the Finance Function until being transferred to the HSSE&S Function at the end of Q1 2026.

6. For most of 2025, the President of Sustainability reported to the Chief Strategy Officer.

# Organisational policies

## Embedding responsible business conduct into policies

Modern slavery and human trafficking risks are governed through the principles embedded across our corporate policies and standards. To support our programme of compliance, we continue to develop and evolve our policies with input from our in-house experts and taking into consideration stakeholder perspectives and international standards, to ensure they remain aligned with evolving best practice.

All policies and standards are subject to periodic review, to maintain their effectiveness. These policies are made accessible to all employees through our Business Management System (BMS) and internal intranet and are available to external stakeholders via our [Sustainability Hub](#).

<b>Code of Conduct</b>	<p>Our Code of Conduct, available in multiple languages, sets out fundamental expectations for all employees on upholding human rights and the Universal Declaration of Human Rights. It codifies our zero tolerance for abuses of human rights, inclusive of modern slavery and human trafficking.</p> <p>To underline the importance of our Code of Conduct and its applicability to everyone at Wood and how we go about our business, it includes leadership introductions from the Chief Executive Officer and General Counsel.</p> <p><a href="#">Our Code of Conduct Doing the right thing (woodgroup.com)</a></p>
<b>Supply Chain Code of Conduct</b>	<p>The Supply Chain Code of Conduct, now available in five languages, is aligned to Wood's Code of Conduct and together these documents set out our expectations of suppliers. These expectations include upholding human rights and zero tolerance of abuses of human rights, inclusive of modern slavery and human trafficking. The Supply Chain Code of Conduct not only requires Wood's suppliers to adhere to its principles but also requires them to reflect the same principles into their own supply chain.</p> <p>Our Supply Chain Code of Conduct also contains our expectation for our suppliers to comply with and promote the Building Responsibly Principles which aspire to be the leading standard on worker welfare in the engineering and construction industry.</p> <p><a href="#">Supply Chain Code of Conduct (woodgroup.com)</a></p>
<b>Human Rights Policy</b>	<p>Our Human Rights policy, available in multiple languages, states our requirement for our worldwide operations to be carried out in accordance with internationally recognised human rights principles, i.e., the Universal Declaration of Human Right and the guidance contained in the UN Guiding Principles on Human Rights. The policy, which is published both internally in our business management system and externally on our website, sets out our commitment to ensure:</p> <ul style="list-style-type: none"> <li>• no forced, bonded or involuntary labour is used in the production of Wood products or services</li> <li>• overall terms of employment with Wood are voluntary</li> <li>• compliance with all applicable wage and working-time laws and other local laws or regulations affecting the employer-employee relationship and the workplace</li> <li>• freedom of association and recognising the right of employees to join a trade union and to ensure everyone has the right to freedom of peaceful assembly and association whilst ensuring that no one can be compelled to belong to any association</li> <li>• no employment of child labour, forced labour, or condoning child labour, or forced overtime</li> <li>• the development of a working environment which is free from harassment, including discrimination, victimisation and bullying</li> </ul> <p><a href="#">Human Rights (woodgroup.com)</a></p>
<b>Business Ethics Reporting and Anti-Retaliation Policy</b>	<p>This policy aims to strengthen our Speak Up culture, to identify Wood's Speak Up resources, and provide reassurance that all Wood personnel and any third party can raise any concerns in good faith without fear of retaliation. It also includes Wood's commitment to investigate all reports in a consistent manner.</p> <p><a href="#">Business Ethics Reporting and Anti-Retaliation Policy (woodgroup.com)</a></p>

### Organisational policies - continuous improvement

In 2025, we enhanced the accessibility of our Supply Chain Code of Conduct translating it into four additional languages and making these available via our [Supplier Support Hub](#) on our website. We believe that this is an important step in helping our suppliers, whose primary language is not English, to understand and comply with Wood's expectations of them.

# Assessing our risk

**Human rights risks extend across the value chain requiring all parts of Wood to work together to eliminate risk. We acknowledge that addressing the risk of human rights is complex, requiring an interconnected, collaborative approach to ensure we deliver the standards set by our Code of Conduct.**

## Risk management and internal control

Operating in approximately 50 countries and with an extensive supply chain, we must remain vigilant to the potential risks of modern slavery and human trafficking in all our interactions. Wood has a well-embedded Group risk management framework to identify, manage and mitigate risk across the business. We apply a global approach to managing our human rights risk register with our Sustainability function having oversight for the register.

## Risks in our operations and our supply chain

Through our assessment of human rights risks across our value chain we have identified two main areas where there is potential for risks to workers from modern slavery and human trafficking issues in our own business or our supply chain:

1. In our direct employer/employee relationships, if our human resources policies and practices do not adequately safeguard against potential violations of modern slavery and human trafficking principles.
2. In our supply chain, particularly in the case of third-party labour suppliers where there is the potential for different standards in relation to working conditions and compensation and in the case of sub-contractors who may utilise recruitment agencies and labour brokers to employ low-skilled and/or migrant personnel. In addition, we recognise the potential for risk in our wider supply network where we procure goods, materials and services for use in the provision of our services. As a service provider, in many instances, Wood is contractually obliged to work with a client's choice of supplier, with variable influence on procurement decisions. Where we can select suppliers, this can often come with restrictions including, but not limited to, ensuring certain levels of local spend/content as part of contractual and legal requirements.

In our direct employer/employee relationships we have a large degree of influence to mitigate the risks through the operation of robust and effective processes and therefore consider this area as representing a lower level of risk to Wood. Our Human Resources function carry out annual reviews to identify our employee populations at highest risk. We have determined highest risk populations to be migrant workers, in trade and craft roles, working in countries where there is higher prevalence of human rights issues.

In contrast, we do not have a direct nexus with workers in our supply chain and therefore our ability to influence is indirect, as such we regard our supply chain as being the area with the most significant potential for risk of human rights violations.

As a result, we apply increased focus to our third-party relationships taking a risk-based approach that considers factors such as:

- The type of supply, focusing on third party labour or services that our experience and research indicate rely on low-skilled and/or migrant workers often employed through recruitment agencies and labour brokers.
- The location of the supplier and where the supply will take place. Whilst modern slavery and human trafficking can happen anywhere, it is a particular risk in countries where human rights are not well enshrined into domestic legal frameworks or are applied less vigorously to migrant worker populations.

Wood is committed to ensuring that suppliers falling into these areas of heightened risk are identified, assessed and monitored as part of our routine supply chain governance and approach to managing the risk from modern slavery and human trafficking.

Much of our work is carried out at client sites or projects, as such, we also recognise our obligation to take steps to ensure that we do not indirectly facilitate human rights violations by contributing to those projects where human rights violations may be present. We have tender governance processes in place, to enable us to assess the potential risks associated with a project prior to tender submission.

## Engaging with industry groups

Managing migrant workers not in the direct employment of Wood continues to be the area we consider as carrying the most significant risk. Effectively managing worker welfare, particularly the issues of a migrant workforce, is a cross-industry challenge. We support the Building Responsibly initiative and its 10 Principles for worker welfare, as it seeks to harness the power of cross-industry collaboration to set recognised standards for worker welfare in the built environment and energy sector. Embedding the Building Responsibly Principles into our organisation and business interactions forms part of Wood's approach to upholding fundamental human rights and the interest of those who work for, or on our behalf. We continued to support this throughout 2025 as a member of the Building Responsibly Steering Committee. Wood has set firm goals for compliance with the Building Responsibly Principles for us and our supply chain, measured as part of our sustainability targets.

Read more about our work with Building Responsibly [here](#).

# Due diligence processes

**Wood has a number of due diligence processes designed to identify, manage and mitigate human rights risks in our business and supply chain. These processes support the policies described above and operate continuously in our business.**

## Supplier due diligence

Our Supplier Selection, Evaluation and Management Standard is a core element of our supply chain management approach. The standard defines the minimum requirements to evaluate and onboard new suppliers and manage existing suppliers to ensure the third parties we work with are safe, ethical, meet required health, safety, security, environment, sustainability and quality standards and align to our Supply Chain Code of Conduct. The standard includes a provision that all suppliers, other than certain excepted categories, should be subject to a re-evaluation at least every three years to ensure that suppliers re-affirm their commitments to Wood and uphold our expectations of them.

Prior to engaging with new suppliers, we apply a risk-based approach to conducting due diligence activities across a range of areas, including modern slavery. A suite of training and questionnaires are issued to the highest risk suppliers to allow us to better understand the risk profile they may bring to Wood and how we might work with them to close any gaps and implement improvements.

Wood maintains a modern slavery watchlist of suppliers to identify any potentially 'high risk suppliers' during the evaluation stage of the onboarding process. The supplier's risk from a modern slavery perspective is determined by a combination of the type of supply, focusing on higher risk services such as provision of labour or those that are typically dependent on a low skilled/low paid workforce (e.g. cleaning or other ancillary services) and geographic location, focusing on those identified in the Global Slavery Index as having high vulnerability to modern slavery. Any suppliers scored as high risk from this review are required to provide further information covering areas such as the composition of their workforce and policies and practices related to workers. Wood's sustainability function uses this information to perform a more detailed assessment to inform its approval decision on whether or not the supplier can be engaged.

## Client due diligence

Wood's tender governance policy provides a framework for a consistent approach to reviewing and approving tenders across the Company. The key aims of the policy are the management of risk, the delivery of expected returns in line with budget requirements and the protection of the business.

Each business unit has established their own tender governance review procedures in line with Group policy requirements and within delegated authority limits. The tender governance review process in each Business Unit includes a requirement, at a minimum for larger projects / frame agreements, to complete an online tender governance review and approval process that includes consideration the potential for the scope to impact on human rights, and assesses areas that may give rise to modern slavery and human trafficking risks such as the engagement of migrant workers and utilisation of labour brokers.

## Human resources processes

Our Code of Conduct and Human Rights Policy are supported by a number of human resources policies, procedures and standards. Wood's recruitment and hiring procedure seeks to ensure fair and equitable treatment of all employees across the company. Our standards related to the management of employees seek to ensure the company remains free from modern slavery and human trafficking risks, in particular dealing with approved and competent third parties and upholding the principle of 'the employer pays' in terms of recruitment and hiring.

Our Human Resources Function also undertakes an annual assurance review to ensure our global and local induction processes include details of where to access "Speak Up" and grievance/complaints resources, focusing on the populations identified as high risk.

## Internal audit

Our Group Audit function provides independent and objective assurance over Wood's risks, governance and risk management processes. The function regularly undertakes internal audits focusing on aspects of modern slavery and human trafficking, reviewing the adequacy of the processes and controls in place to mitigate against those risks.

## Site-based engagement

Our Sustainability Code of Practice (SCoP) is a tool designed complement our governance and due diligence processes by raising awareness amongst our site-based teams, of matters such as modern slavery risk and providing guidance on actions that can be taken to address them. The completion of an assessment using the SCoP is mandatory for certain projects, in particular, those located in countries that have a higher potential risk of modern slavery.

## Due diligence processes – continuous improvement

During 2025, our internal audit team undertook a review of certain aspects of our approach to addressing modern slavery risks. This review identified two areas for improvement to our due diligence processes:

- The development of a process to carry out audits on suppliers with potentially higher exposure to modern slavery risks. In response, our ongoing supplier management procedures were updated in early 2026 to include a process whereby areas identified for the supplier to improve policies and practices related to human rights during supplier onboarding are documented. A review of the supplier is then scheduled to be undertaken six months after onboarding to ensure that appropriate actions have been taken. This process enables us to engage with our suppliers and collaborate to drive improvements.
- Increasing consistency across our business units in the approach to considering human rights risks in our tender governance processes.

# Grievance and remediation



## **A key component of our modern slavery risk management approach is maintaining strong, accessible mechanisms for internal and external parties to report concerns.**

Wood has established mechanisms for stakeholders to raise concerns through our "Speak Up" resources. We encourage employees to use their line manager as a first point of contact to report concerns with additional resources available as needed, including other managers, business leaders, Human Resources, or Legal. However, employees may also contact Ethics & Compliance directly or use the Ethics Helpline to raise a concern or report a suspected violation of our policies, procedures or the law. Our Ethics Helpline, operated by an independent third party, is available 24 hours a day and seven days a week, in many languages and allows reports to be made anonymously. The Helpline is also available to third parties including workers in our supply chain, customers and the wider public.

It is vital that everyone working on behalf of Wood knows how to raise a concern, but particularly so for those employee populations identified as high risk. Our 'Speak Up' resources are included in our global onboarding process and, where possible, we also implement local grievance/complaints procedures and ensure the details of those are included in local induction processes.

All concerns raised with our Ethics & Compliance team are reviewed, investigated as needed, and necessary disciplinary action and/or remedial action is taken as appropriate. In 2025, our Ethics & Compliance team received a total of 163 concerns through the Ethics Helpline and various internal channels. Of the 47 allegations that were substantiated after review or investigation, there were 3 terminations of employment for violations of Company policy. We are not aware of any substantiated findings of modern slavery in our operations or our supply chain during the period covered by this report and therefore, there were no requirements for remediation.

Should instances of forced labour or child labour be identified, Wood is committed to taking appropriate remediation measures in line with international standards, including the UN Guiding Principles on Business and Human Rights.

This would include consideration of the potential unintended consequences of remediation actions, such as the loss of income to vulnerable workers and their families. Where appropriate, Wood will work with suppliers, partners, and other stakeholders to mitigate such impacts and support responsible and sustainable remediation outcomes.

Wood's Ethics Helpline: [EthicsPoint - Wood](#)

# Training and raising awareness

**We continue to build understanding across our employee networks, taking an integrated approach to human rights awareness. Building awareness enables our employees to recognise potential modern slavery risks and helps to strengthen our approach to managing them.**

The following operated during 2025 to raise awareness amongst our internal stakeholders:

## Code of Conduct certification

Keeping our people up to date with their obligations to Wood as part of our Code of Conduct is imperative. Ensuring we remain vigilant, with a duty to report wrong-doing, or suspicion of wrong-doing, helps to reinforce a strong ethical culture and stays true to our commitment to always do the right thing.

For all participants in Wood's Annual Bonus Plan, the outcomes of which are linked to company performance, there is a mandatory requirement to complete a Code of Conduct certification. For all other employees, there is an expectation to complete the certification. In addition, new hires are sent the Code of Conduct to sign their commitment as part of the onboarding process.

## Code of Conduct training for new employees

All new employees are required to complete mandatory Code of Conduct computer based training, which is assigned through the Oracle People onboarding system.

## Sustainability training

General awareness training course, developed internally, outlining key material impacts inclusive of human rights and how they affect Wood.

## Human Rights Awareness Training

This internally developed training ensures our employees know what we mean by human rights and what that means within our organisation. It also provides insight into Building Responsibly, its worker welfare principles and how we embed these principles in Wood.

## Sustainability Code of Practice (SCoP)

A key aim of the SCoP is to raise awareness and build capacity to take action at a project site level on a range of sustainability matters including human rights and worker welfare matters.



## Engaging with external stakeholders to raise awareness

We seek to manage human rights-based risks in our supply chain through the application of our Supply Chain Code of Conduct and the due diligence processes for supplier selection and ongoing supplier re-evaluation, as described above. However, we believe that the most effective way to drive positive change is through collaboration and education. We provide training modules to support our labour suppliers to understand the importance of worker welfare to Wood and to consider practical steps they can take to embed the principles within their own operations. As part of our supplier onboarding process, labour suppliers are required to confirm that they have completed the training.

This human rights training is also available to our wider supplier base through our Supplier Support Hub on our website. The Supplier Support Hub is intended to enable all of our suppliers to learn more about Wood's approach to sustainability more generally, our key policies and our expectations of suppliers in support of our sustainability objectives.

Explore our supplier support hub at: <https://www.woodgroup.com/sustainability/profit/supplier-support-hub>

## Raising awareness - continuous improvement

In 2025, we took steps to improve our supplier focused human rights training materials. This included evolving the content from general education to focus on Wood's human rights and worker welfare commitments and our expectations of our suppliers. The training now also signposts external resources, such as the United Nations and International Labour Organisation, to support our supply chain partners in developing their approach to human rights. We also made the training materials available in multiple languages for the first time, in line with also translating our Supply Chain Code of Conduct into the same languages.

The internal audit review in 2025 identified the provision of internal awareness training as an area for improvement. As a result, we reviewed the existing human rights awareness training for employees and concluded that it should be updated to increase the relevance of the training to our business and to help our employees to recognise human rights issues and understand their role in helping to address them. The updated training was rolled out in Q1 2026.

In 2025 we wrote into our new harmonised operational subcontracts procedures, requirements for personnel involved in the supervision and administration of subcontracted work, to propagate awareness and knowledge of Building Responsibly Principles with our subcontractors.

# Assessing our effectiveness

**We continually assess the effectiveness of our approach and seek to identify areas for continuous improvement through our risk management and internal audit processes. We take a cross-functional approach to identifying and implementing improvements, engaging our Sustainability, Supply Chain, Human Resources, Ethics & Compliance and Commercial teams as appropriate.**

In addition, we have set certain goals to measure and monitor our progress. During 2025, the Safety & Sustainability Committee of the Board had oversight for these targets, receiving quarterly updates on progress against them.

## Our targets

### Building Responsibly targets

Protecting, respecting and enhancing human rights is one of the core aims of Wood's sustainability approach. We are committed to stamping out all forms of modern slavery and human trafficking in our business and supply chain and upholding the UDHR. In line with our engagement with Building Responsibly and our focus on addressing risks in our supply chain, we have set targets to embed Building Responsibly's worker welfare principles into our supply chain relationships.

Our targets are to:

- Ensure 100% of our labour suppliers sign up and comply with the Building Responsibly Principles by 2025
- Ensure 100% of our total suppliers sign up and comply with the Building Responsibly Principles by 2030

Our Supply Chain and Sustainability functions collaborate closely to ensure delivery against these targets and we report our progress annually through our Annual Report and Financial Statements.

By the end of the year, we had achieved our target for 100% of our labour suppliers to sign up to the Building Responsibly Principles by 2025. We will continue to maintain this standard in recognition of the importance of human rights to our business.



### Leadership targets

Leadership is fundamental to ensuring Wood's governance processes are embedded across our operations. We place a high value on visible, genuine leadership and set an annual target for the number of engagements to be undertaken by our leadership team with our workforce on health & safety, sustainability and ethics & compliance topics which can include human rights matters. These engagements, whether in the office, on-site or virtual, are key to raising awareness of the issues and our governance processes in place, as well as reaffirming our commitments and guiding our people on our expectations of them.

# Appendix 1 - Reporting entities

This statement applies to all John Wood Group Limited UK, Australian and Canadian subsidiaries:

Company name	Location
Amec Foster Wheeler Energy Limited	United Kingdom
Amec Foster Wheeler Group Limited	United Kingdom
Amec Foster Wheeler International Limited	United Kingdom
AMEC Services Limited	United Kingdom
East Mediterranean Energy Services Limited	United Kingdom
Mustang Engineering Limited	United Kingdom
Foster Wheeler (G.B.) Limited	United Kingdom
Production Services Network (UK) Limited	United Kingdom
PSJ Fabrications Ltd	United Kingdom
Rider Hunt International Limited	United Kingdom
The Automated Technology Group Limited	United Kingdom
Wood (Indonesia) Ltd	United Kingdom
Wood Group Kenny Limited	United Kingdom
Wood Group Kenny UK Limited	United Kingdom
Wood Group UK Limited	United Kingdom
Amec Foster Wheeler Australia Pty Ltd	Australia
Aus-Ops Pty Ltd	Australia
Innofield Services Pty Ltd	Australia
Rider Hunt International (Australia) Pty Ltd	Australia
SVT Holdings Pty Ltd	Australia
Wood Australia Pty Ltd	Australia
Wood Field Services Pty Ltd	Australia
Wood Group Australia PTY Ltd	Australia
Wood Australia Architecture Pty Ltd	Australia
Amec Foster Wheeler Canada Ltd.	Alberta, Canada
Rider Hunt International (Alberta) Inc.	Calgary, Canada
Wood Canada Limited	Calgary, Canada
Wood Group Asset Integrity Solutions, Inc.	Calgary, Canada
Wood Group Canada, Inc.	Calgary, Canada
Wood Solar Canada Ltd.	Calgary, Canada
Wood Wind Canada Ltd.	Calgary, Canada

All entities listed above are wholly owned by John Wood Group Limited. The information contained in this statement applies to all reporting entities and the reporting entities operate in accordance with the global policies and processes described in this document to manage modern slavery risks.

This year's statement was led by the Sustainability function in consultation with relevant internal stakeholders including Supply Chain, Human Resources, Ethics & Compliance and Commercial teams. Our Australian and Canadian reporting entities were consulted in the development of this statement.

## Appendix 2 - Reporting requirements

United Kingdom	Australia	Canada	Section in this statement
	Identify the reporting entities	Entity information	<a href="#">Appendix 1 Reporting entities</a>
Organisation's structure, business and supply chains	Describe the structure, operations and supply chains of the reporting entity	Describe company's structure, activities and supply chains	<a href="#">Our organisation</a> <a href="#">Governance &amp; leadership</a> <a href="#">Appendix 1 Reporting entities</a>
Policies in relation to slavery and human trafficking		Describe policies and due diligence processes in relation to forced labour and child labour	<a href="#">Organisational policies</a>
Due diligence processes in relation to slavery and human trafficking in the organisation's business and supply chains	Describe the actions taken to assess and address the risks, including due diligence and remediation processes	Describe parts of the business and supply chains that carry a risk of forced labour or child labour being used and steps it has taken to assess and manage that risk  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 labour or child labour in its activities and supply chains  Describe measures taken to remediate any forced labour or child labour	<a href="#">Due diligence processes</a> <a href="#">Grievance &amp; remediation</a>
Parts of the business and supply chains where there is a risk of slavery and human trafficking taking place, and the steps taken to assess and manage that risk	Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity	Describe parts of its business and supply chains that carry a risk of forced labour or child labour being used and the steps it has taken to assess and manage that risk	<a href="#">Assessing our risk</a> <a href="#">Due diligence processes</a> <a href="#">Grievance &amp; remediation</a>
Effectiveness in ensuring that slavery and human trafficking is not taking place in the business or supply chains, measured against such performance indicators as it considers appropriate	Describe how the entity assesses the effectiveness of actions taken to assess and address the risks	Describe how the entity assesses effectiveness in ensuring that forced labour and child labour are not being used in its business and supply	<a href="#">Assessing our effectiveness</a>
Training about slavery and human trafficking available to the organisation's staff		Describe training provided to employees on forced labour and child labour	<a href="#">Training &amp; awareness</a>
	Describe the process of consultation with any entities that the reporting entity owns or controls		<a href="#">Appendix 1 Reporting entities</a>



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