

wood.

Materiality

2022 Assessment Report



3 Key Stakeholder Groups

Wood has many stakeholders, each with a unique relationship to the company; whether as an employee, client, investor or an activist, each stakeholder comes with differing needs and areas of focus.

Covering all Wood's activities, our materiality assessment focuses on 3 key stakeholder groups and formed the basis of our stakeholder outreach and research.



Employees

Clients

Investors

Determining material topics

Using GRI 3 and the KPMG 7 steps to materiality model to determine a list of topics material to Wood's operations.

Step 1

Understand the organization's context

Step 1

Identify actual and potential impacts

Step 1

Assess the significance of the impacts

Step 1

Prioritize the most significant impacts for reporting

Links:

- [GRI 3 Material Topics 2021](#)
- [KPMG 7 Steps to Materiality](#)



The Global Reporting Initiative (known as GRI) is an international independent standards organization that helps businesses, governments and other organizations understand and communicate their impacts on issues such as climate change, human rights and corruption.

Wood utilises the framework provided by the GRI standards to guide our reporting on sustainability.



Using the 7 steps to materiality framework by KPMG, one of the Big Four accounting organisations globally, we seek to assure the process we follow for materiality is clearly documented and stands up to third party scrutiny.

Key inputs to determine the landscape of material topics

Sustainability encompasses a huge range of issues which needs to be focused on material impacts to Wood. We look for common elements across a range of ESG / sustainability sources to focus on 14 key issues impacting Wood and its stakeholders.



1. Climate Action
2. Resource Consumption and Circular
3. Preserving and Enhancing Natural Capital and Biodiversity
4. Supply Chain Partnerships
5. Decent Work and Opportunity
6. Health, Safety and Wellbeing
7. Inclusion, Diversity and Equality
8. Human Rights
9. Conflict and Security
10. Local Communities
11. Fair and Transparent Disclosures
12. Public Policy
13. Ethical Business Practice
14. Sustainable Innovation and Partnership

* To view more detail on the material topics considered, see Appendix 1

Our materiality process:

Following our process for materiality aligned to the GRI and the 7 Steps to materiality framework, we consider 4 key influences on the topics we shortlist as priorities for Wood. This includes our evolving company strategy, principal risks to our business and in particular those on our ESG risk register, as well as stakeholder outreach and research on our employees, clients and investors.

Company strategy

Our latest strategy as published in Wood's Annual Report and Accounts.

ESG Risk Register

Factoring in the topics included in our current ESG risk register, alongside the topics in our current materiality assessment.

Wood's principal & emerging risks

Alignment to the group's current and emerging principal risks and uncertainties.

Stakeholder engagement & Research

Obtaining feedback from internal and external stakeholders, including employees, leadership, key clients, investors and insurers.

The following slides go on to detail what's included in each of the 4 key influences affecting our material topics

Company strategy

Our purpose:

Unlocking solutions to the world's most critical challenges.

Four primary trends shape our markets and drive our strategy:



Energy transition
Engineering solutions for a net-zero future



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



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



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

Wood's ESG Risk Register



Environmental Risk Headlines:

1. Major pollution incident
2. New 'dirty energy' projects
3. Damage to high value environmental resources (e.g. Amazonian basin, Arctic)
4. Greenwash
5. Poor environmental performance from suppliers / contractors
6. Poor CDP rating
7. Ineffective environmental management system
8. Energy Transition / Sustainable Infrastructure business
9. Climate Change Strategy
10. Failure to meet environmental targets
11. Environmental disclosures poor
12. Carbon emissions footprint data incorrect



Social Risk Headlines:

1. None application of UDHR in employment & contracting policy/procedure
2. Weak Human Capital Development strategy
3. Lack of diversity
4. Poor Health, Safety and Wellbeing performance
5. Community engagement
6. Modern slavery & Human Trafficking in the supply chain
7. Projects which impact Human Rights
8. Lack of transparency in socially related ESG aspects
9. Stakeholder Engagement
10. Clients with poor Human Rights record



Governance Risk Headlines:

1. Major data breach
2. Fail to comply with national / international sanctions
3. Commercial Intermediaries activity breaches Wood policy
4. Ethics hotline does not work
5. Lack of application of Code of Conduct (incl. Suppliers)
6. Major ABAC incident
7. Lack of transparency in tax policy
8. Incorrect and/or lack of governance disclosure data
9. Failure to keep ahead of governance trends in corporate governance (e.g. Hamton-Alexandra & Parker Review)

Wood's current and emerging Principal risks & uncertainties






The principal risks identified that face the Group are set out below.

Each year Wood's Board carries out a robust assessment of these principal risks as well as emerging risks, monitoring the Group's risk management and internal control systems.

Strategic

-   Strategic Agility
-  ESG Strategy and Performance
-   Leverage Position
-  Enduring impact of COVID-19

Commercial and Operations

-   Contracting
-   Project Execution
-  Failure to Attract, Engage and Retain Critical Staff





Health, Safety, Security & Environment (HSSE)

-   Major Incident




Technology



-   Cyber Security

Compliance & Litigation

-   Major Investigations
-   Major Litigation

Board assessment of change in risk from 2020:

 Risk has increased since 2020  No change in risk since 2020  Risk has decreased since 2020

 Considered as part of viability assessment  New

* More details on our principal risks can be found in Wood's Annual Report and Accounts

Stakeholder engagement

Surveying our stakeholder base, we distributed 3 surveys designed to gain feedback on a range of topics identified as material to our business through internal horizon scanning, research and stakeholder discussion.

For each of the 14 material topics identified, we asked each stakeholder two similar questions:

Internal Engagement

External Engagement

Employee Survey

Issued to all employees we asked:

Q1: How important is the topic to you personally?

Q2: How important do you think this topic should be to Wood

Leadership Survey

Issued to 39 key internal stakeholders we asked:

Q1: How important is the topic to your area of business?

Q2: How much business value does the topic bring to the wider wood?

External Survey

Issued to investor, clients and other key stakeholders we asked:

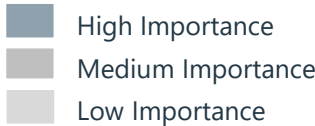
Q1: How important is the topic to your business/clients/investor community?

Q2: How important is the topic to your investment decision with Wood?

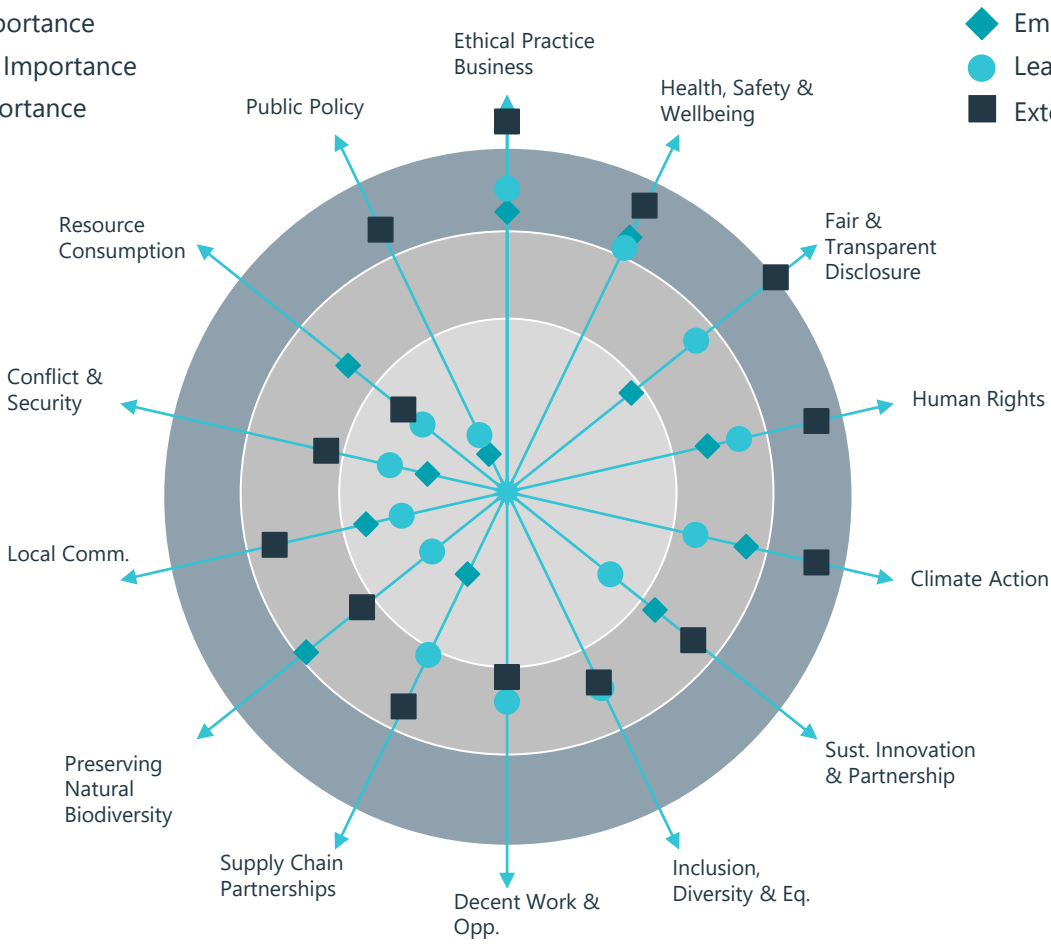
Results: value of each topic to our stakeholders

Summary of results:

Top 5 topics



EMPLOYEE SURVEY	LEADERS SURVEY	EXTERNAL SURVEY
1. Ethical business practice	1. Ethical business practice	1. Ethical business practice
2. Fair and transparent disclosures	2. Health, safety and well-being	2. Fair and transparent disclosures
3. Health, safety and well-being	3. Fair and transparent disclosures	3. Health, safety and well-being
4. Climate Action	4. Human Rights	4. Human Rights
5. Preserving natural biodiversity	5. Decent work & opportunity	5. Climate Action



Question 1 Value to each stakeholder

*To view the results of this question in a bar chart style, see Appendix 2

What does the results of Question 1 tell us?

There are clear differences between our leadership and our external stakeholders on a range of topics, but in particular:

- We see a clear priority around climate action from our external stakeholders, with climate action surprisingly lower down on our leadership agenda.
- Sustainable innovation and partnership was increasingly important to external stakeholders but relatively low on our leadership agenda.
- Local communities were lower on our leadership priorities but remained relatively high importance to external stakeholders.

We see differences between our leadership and employees on:

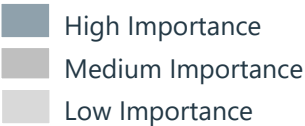
- Biodiversity and natural capital scored high on the employee agenda, just above our external stakeholders but low on our leadership priorities.
- Conversely, Supply chain partnerships scored lowest on our employee priorities but high on both leadership and external stakeholder priorities.

We did however see relative alignment on key topics including:

- Ethical business practice, suggesting our work to address legacy business issues in this area has landed with both internal and external audiences.
- Health, safety and wellbeing, confirming this as a priority for all parties.
- Inclusion, diversity and equality and it's link to decent work and opportunity, a key enabler to our strategy and future skills.

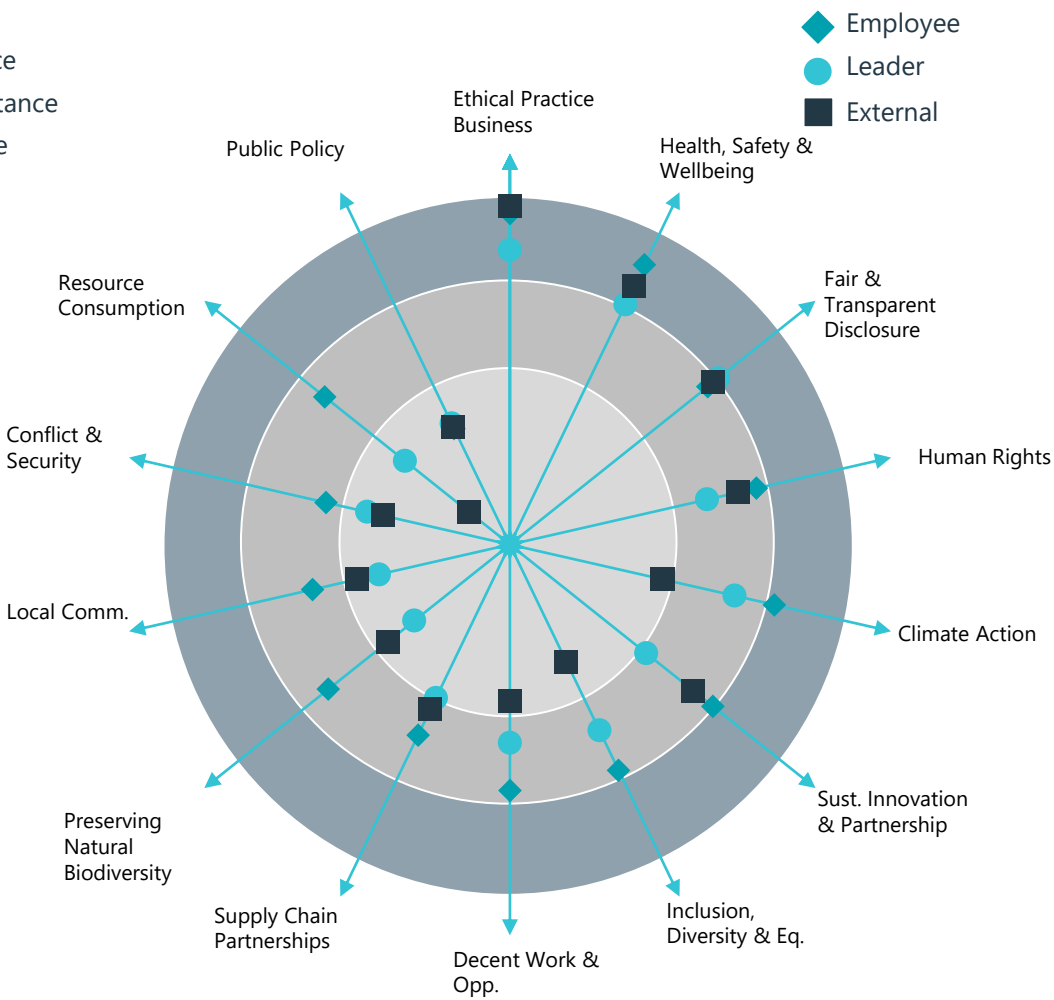
Results: value of each topic to Wood

Summary of results:



Top 5 topics

EMPLOYEE SURVEY	LEADERS SURVEY	EXTERNAL SURVEY
1. Ethical business practice	1. Ethical business practice	1. Ethical business practice
2. Health, safety and well-being	2. Health, safety and well-being	2. Health, safety and well-being
3. Climate Action	3. Fair and transparent disclosures	3. Fair and transparent disclosures
4. Human Rights	4. Climate Action	4. Human Rights
5. Sustainable Innovation and partnership	5. Inclusion and Diversity	5. Sustainable Innovation and partnership



Question 2 Value to Wood

*To view the results of this question in a bar chart style, see Appendix 2

What does the results of Question 2 tell us?

There are clear differences between our leadership and our external stakeholders on a range of topics, but in particular:

- Sustainable innovation and partnership, where our external stakeholders place a higher priority
- Inclusion, diversity and equality is low on our external stakeholder agenda but high on our leadership and employee agenda.
- Resource consumption is lower on our external stakeholder priorities, where as biodiversity and natural capital is higher on our external stakeholder agenda than our leadership.

We see differences between our leadership and employees on:

- Biodiversity and natural capital scored high on the employee agenda, higher than our external stakeholder and leadership priorities; suggesting our employees recognise the environmental emergency, and remain conscious of our impact on the planet.
- Climate Action was also higher than both leadership and external stakeholders
- Sustainable innovation and partnership was relatively aligned between employees and external stakeholders, however low on the leadership agenda.

We did however see relative alignment on key topics including:

- Ethical business practice, suggesting our work to address legacy business issues in this area has landed with both internal and external audiences.
- Health, safety and wellbeing, confirming this as a priority for all parties.
- Human rights and supply chain partnerships, re-affirming our goals in this area, already focused on human rights risk in our supply chain.

Strategic client research

Researching our top clients ambitions on sustainability and material issues.

BP

Net Zero – Climate change, renewables.

Improve Lives – Human rights, Inclusion & Diversity, Health, Safety and Well being.

Care for Planet – Biodiversity, resource consumption and circularity, sustainable supply chains.

Saudi Aramco

Climate Change – GHG emissions, energy transition, technology.

Minimizing Environmental Impact – Protection of natural resource, biodiversity and land use.

Responsible Business – Ethics and human rights, workforce engagement, supporting communities, governance and oversight.

Honeywell

Environment and safety commitments – Net Zero, energy efficiency, water conservation, reducing waste, safety and eco-efficient products

Responsible Remediation – Environmental remediation, open and transparent communications

ExxonMobil

Environment – Climate Change, biodiversity, water stewardship.

Social – Safety, security and well-being, local communities, supply chains, human rights.

Governance – Ethics, leadership, public policy, shareholder relations.

Shell

Net Zero – GHG emissions, energy transition.

Respecting Nature – Resource consumption (plastic, water), circularity, biodiversity

Power Lives – Energy security, Inclusion, diversity and equality.

Safety / Ethics and transparency

EXTERNAL RESEARCH SUMMARY

- **Climate action** and net zero ambition remains a top priority across most of Wood's client base, reaffirming the importance of strong action on climate change.
- **Resource management** is a key priority, with an increasing focus on **biodiversity** and sustainable use of resource; this may be an area for Wood to improve.
- **Ethics** and **health and safety** remain a top focus across Wood's client base, suggesting we are well aligned

Combining our analysis: Benchmarking topic importance

Combining each element of our research and feedback, to illustrate the importance of each material topic.

- High importance
- ◐ Medium importance
- Low importance

	Employees	Leaders	Clients	Banks	Insures	ESG Risks	Group Strategy
Climate Action	●	◐	●	●	○	●	●
Ethical Business Practice	●	●	●	◐	●	◐	●
Health, Safety & Wellbeing	●	●	●	●	◐	○	◐
Sustainable Innovation & Partnership	◐	◐	◐	◐	◐	◐	●
Human Rights	◐	●	◐	●	●	◐	
Fair & Transparent Disclosures	○	●	●	◐	●	◐	
Decent Work & Opportunity	◐	◐	○	●	○	◐	●
Inclusion, Diversity & Equality	●	●	◐	○	○	◐	◐
Supply Chain Partnerships	○	◐	●	○	●	◐	
Preserving & Enhancing Natural Capital & Biodiversity	●	○	○	○	◐	●	
Public Policy	○	○	○	○	●	●	
Local Communities	○	○	◐	◐	○	○	◐
Conflict & Security	○	○	○	●	◐	○	
Resource Consumption & Circular	◐	○	○	○	○	○	

Addressing key trends and common trends

Wood's ESG risk register

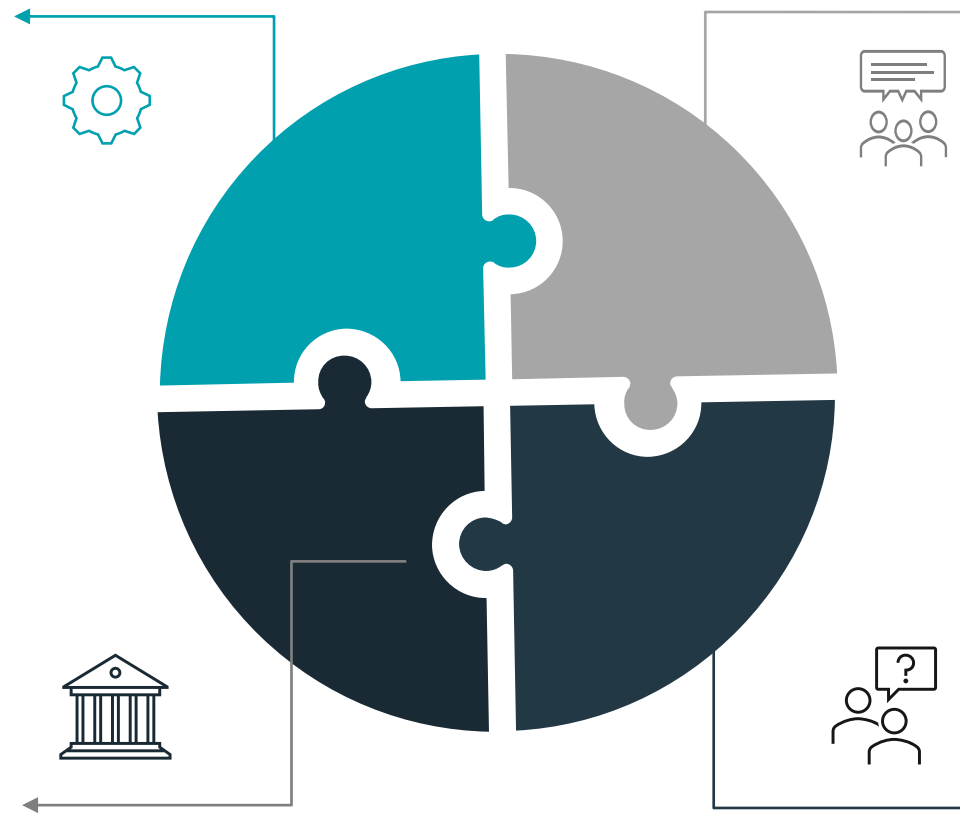
Key themes and current highest risks:

- Ethical behaviours
- Transparency
- Climate change strategy
- Human rights (incl. health and well-being)
- Environmental stewardship.

Investor disclosures

Key disclosure areas requested by investors and our analyst community:

- Expected aligned on climate change disclosures to recognised standard disclosures (TCFD, CDP)
- Increasing demand for nature related disclosures and biodiversity – upcoming TNFD recommendations
- Focus on stakeholder outreach and supply chain engagement.



Client profile

Key or common themes coming through Wood's strategic client groups:

- Expectation to address emissions reduction, increasing expectations to commit to a net zero ambition.
- Continued focus on Health, safety and well-being
- Demonstrating care for the Environment and strong governance
- Increasing demand for innovative solutions on decarbonisation

Stakeholder engagements

Key themes in engagements with peers, cross industry forums and others:

- Increasing ambition on climate change strategy and ambition (UN Global Compact)
- Transparency around human rights issues (client discussions through our work with Building Responsibly)
- Increasing focus on health, safety and the wellbeing agenda (IPIECA)

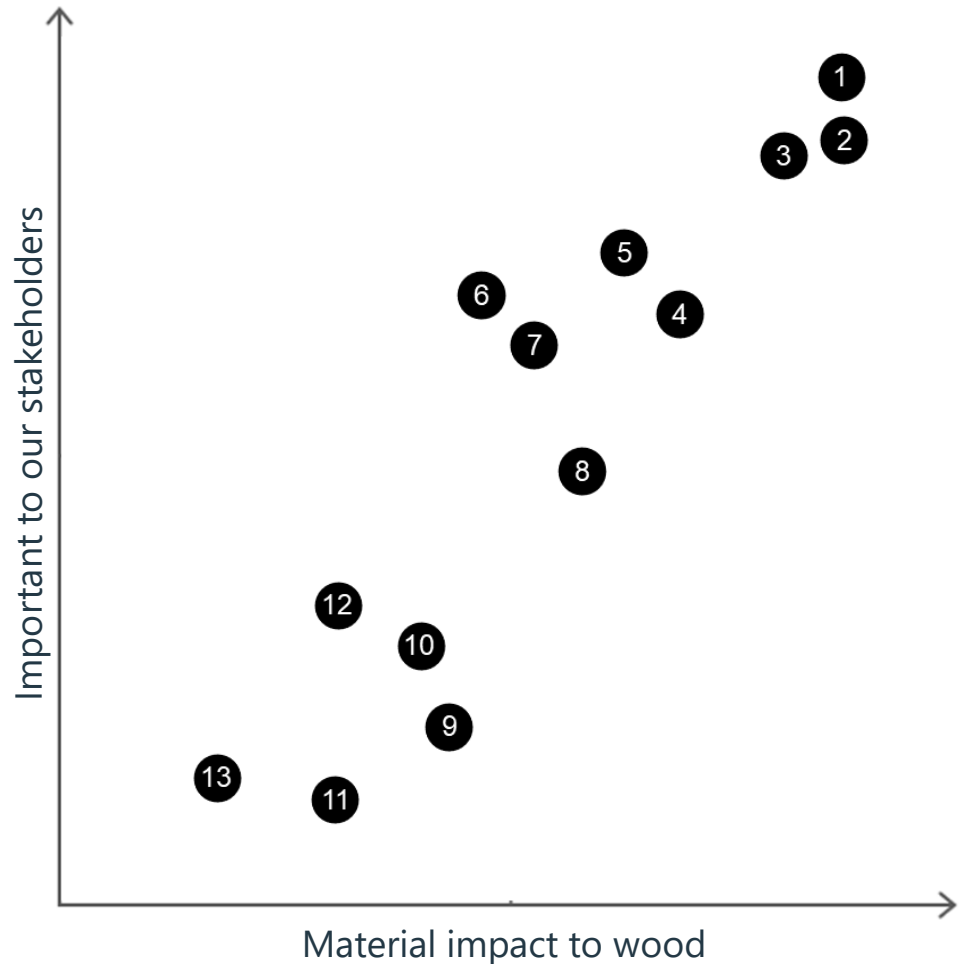
Combining our analysis

Key Decisions in Prioritising our Material Topics:

- Combining ethical business practice with fair and transparent disclosures to become **ethical business practice and transparency**. In addition, shortening Preserving and enhancing natural capital and biodiversity to **biodiversity and natural capital**.
- Prioritising **climate action** and **sustainable innovation and partnership** based on stakeholder feedback, in addition to align to group strategy on energy transition and technology and digitisation. Climate action is a targeted priority for Wood's top client base.
- Promoting **biodiversity and natural capital** to a more prioritised issue in line with an increasing global focus on natural resource and Biodiversity. Biodiversity is also a priority for Wood's top client base.
- **Ethical business practice and disclosure**, as well as **Health, safety and well-being** came out top in stakeholder engagement but remain critical to addressing the group's principle risks and strategy as a people business.
- **Decent work and opportunity** and **Human rights**, speak to our strategic focus on future skills and efforts to reduce risks on human rights, in particular within our supply chain.

Mapping our prioritised material topics

- ① Ethical Business Practice and Transparency
- ② Health, Safety and Wellbeing
- ③ Climate Action
- ④ Sustainable Innovation and Partnership
- ⑤ Human Rights
- ⑥ Supply Chain Partnerships
- ⑦ Biodiversity and Natural Capital
- ⑧ Decent Work and Opportunity
- ⑨ Inclusion, Diversity and Equality
- ⑩ Local Communities
- ⑪ Resource Consumption and Circular
- ⑫ Conflict and Security
- ⑬ Public Policy



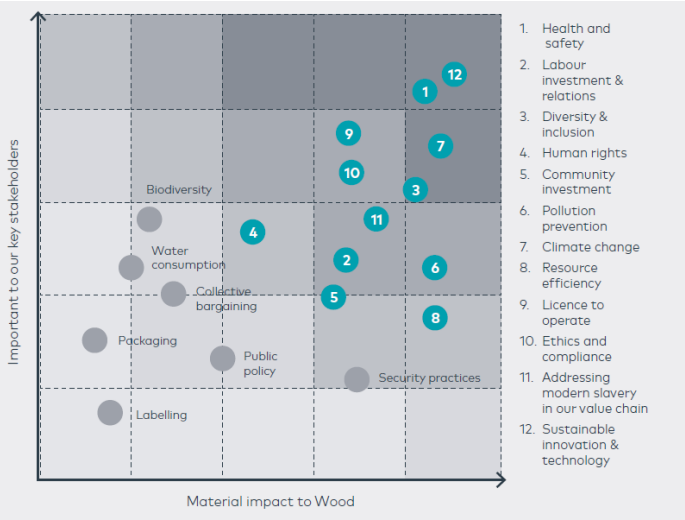
Evolving Materiality

How has the landscape changed in the last 4 years?

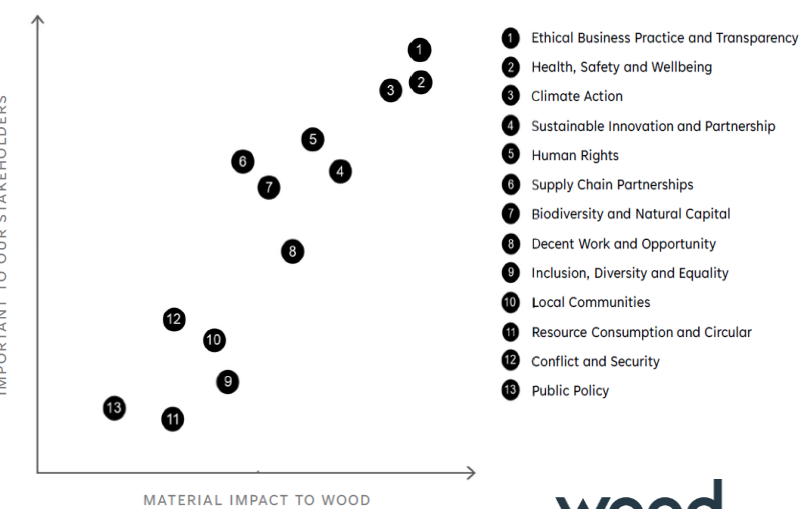
The sustainability universe has matured in terms of the elements common to stakeholders with consolidation of areas. Geopolitical influences in terms of security, public policy and biodiversity have become much more of a focus in stakeholder agendas. In general there have been modest changes in materiality which align with Wood’s programme evolution.

2018		2022		Change
1	Sustainable innovation	1	Ethics	+4
2	Health & Safety	2	Health & Safety and wellbeing	-1
3	Licence to Operate	3	Climate Action	+1
4	Climate Change	4	Sustainable Innovation	-3
5	Ethics	5	Human Rights	+3
6	Diversity & Inclusion	6	Supply Chain Partner	+1
7	Modern Slavery	7	Biodiversity	NEW
8	Human Rights	8	Decent Work	+1
9	Labour	9	Inclusion & Diversity	-3
10	Pollution prevention	10	Local Communities	+1
11	Community investment	11	Resource consumption and circular economy	+2
12	Resource efficiency	12	Conflict & Security	NEW
		13	Public policy	NEW

2018



2022



Reflecting where we are and next steps

People: Improve Lives

- Health, safety and wellbeing remains a priority
- Our messaging on ethical business conduct and transparency is getting through and must remain a priority
- Inclusion and Diversity has clearly resonated internally but is perhaps less of a priority overall.
- Culture of inclusion resonates with the human rights agenda but further work to ensure Building Responsibly Standards are healthy at the project level needs greater priority.

Profit: Deliver Sustainable Growth

- Ethical business practice and transparency remains a priority.
- Increased focus on human rights and supply chain partnerships shows greater stakeholder awareness on risk and the need for collaboration and action.
- Sustainable innovation and partnership remains a high priority for both internal and external stakeholders.
- Increasing focus on supply chain response to 'Net Zero' in the project cycle.

Planet: Preserve the Environment

- Climate Action has increased in priority. Highlighting the importance of keeping in step with stakeholder expectations.
- Net Zero agenda very strong with clients and banks.
- Biodiversity and natural capital has become a prioritised topic. Reflecting an increased focus externally on nature related risk (TNFD*)
- Increased priority of resource consumption and circular economy reflects a shifting focus towards more responsible consumption and behaviours.

REFLECTING AGAINST OUR CURRENT GOALS

- Wood's focus on GHG emissions reduction remains aligned with stakeholder expectations but must evolve at pace to respond to the journey to 'Net Zero'.
- Continued focus on ethical business conduct is a high priority.
- Targeting our supply chain on human rights remains aligned with stakeholder concerns and will continue to evolve.
- Our response to the circular economy needs to evolve beyond single use plastic as this is an increasing area of focus for stakeholders.
- Our approach to biodiversity will need to evolve.

* Task Force on Nature Related Financial Disclosures (TNFD)

Appendices

Materiality Assessment Supporting Detail

Appendix 1

Initial topics identified

- Decarbonisation
- Waste
- Biodiversity
- Water stewardship
- Resource consumption
- Supply chain management
- Future skills, employee attraction and retention
- Occupational health and safety
- Diversity and inclusion
- Forced labour and modern slavery
- Conflict and security
- Local communities
- Marketing of products and services
- Customer privacy
- Public policy
- Climate change
- Economic impacts
- Anti-corruption and bribery
- Tax management
- Anti-competitive behavior
- Sustainable innovation and technology
- Pollution prevention
- Decommission and rehabilitation
- Rights of indigenous peoples
- Human rights

Through horizon scanning and Aligning our thinking to GRI standards and the UN Sustainable Development Goals, our initial list of topics help shape the conversation internally before engaging a wider audience.

Appendix 1

Material topics identified

Climate Action

Taking climate action to manage and reduce our own GHG emissions, as well as supporting our clients to reduce their own footprints. Recognising the risks and opportunities climate change presents to our business, wider industry and society.

Resource Consumption and Circular

Responsible consumption of resource, relating to sustainable procurement practices, use of materials and management of waste streams. Recognising the opportunity circular economy presents in helping tackle climate change, prevent environmental degradation and more sustainably meet societal needs.

Preserving and Enhancing Natural Capital and Biodiversity

Ensuring we protect and enhance the planets natural resources such as freshwater, soils, minerals and air; Through assessing our operations so we create a balance with nature that does not erode nature's ability to regenerate, protects the planets finite resources and viability of species growth.

Biodiversity is the variability among living organisms. Biodiversity not only has intrinsic value, but is also vital to human health, food security, economic prosperity, and mitigation of climate change and adaptation to its impacts.

From our initial research and horizon scanning, we distilled our larger list to 14 topics material to Wood's operations.

Again, taking guidance from GRI standards and the global UN SDGs.

Appendix 1

Material topics identified

Supply Chain Partnerships

As a global solutions provider, our operations rely upon flexible, reliable supply chain partners to help deliver to our clients. Using third-party providers, an organisation imports risk to the business across the sustainability agenda; ensuring strong partnerships through assessing the impacts in the supply chain is vital to both control the risk, but also realise opportunities to better support sustainable development on key topics such as climate change, human rights and economic growth.

Decent Work and Opportunity

Decent work and opportunity talks to our contribution to providing decent work for all, whilst seeking to enhance the work opportunity available to employees to attract, retain and develop the current and future workforce in delivery of Wood's vision and future strategy. This topic is about creating inclusive and sustainable economic growth through decent employment opportunities that support Wood and wider society.

Health, Safety and Wellbeing

Healthy and safe work conditions are recognized as a human right. Occupational health and safety involves the prevention of physical and mental harm to workers and promotion of workers' health; ensuring we create a safe and health workplace that promotes the wellbeing of our employee is vital to the long-term sustainability of our business.

From our initial research and horizon scanning, we distilled our larger list to 14 topics material to Wood's operations.

Again, taking guidance from GRI standards and the global UN SDGs.

Appendix 1

Material topics identified

Inclusion, Diversity and Equality

Ensuring we create an equal, inclusive and diverse organisation means we tap into a rich tapestry of experience, expertise, backgrounds and beliefs, which differentiates our business, powers our progress and enables our success.

Freedom from discrimination is a human right and a fundamental right at work. Discrimination can impose unequal burdens on individuals or deny fair opportunities based on individual merit.

Human Rights

All human beings are born free and equal in dignity and rights. Working in locations with both well-developed and developing human rights protection laws, making sure our commitment to support and respect the protection of internationally proclaimed human rights means making sure we are not complicit in human rights abuses. Issues include forced and compulsory labour, child labour, discrimination and rights of indigenous peoples, freedom of association and right to collective bargaining.

Conflict and Security

An organization's activities may trigger conflict or, in cases of existing conflict, intensify it. The use of security personnel to manage conflict can play an essential role in allowing an organization to operate safely and productively but also has the potential to impact on people's human rights. Conversely, the impact of conflict and global security threats on an organisation can create a complex operating environment; threats may include regional coercion and interference, transnational terrorism, health insecurity, use of chemical and other unconventional weapons, substantial displacement of peoples and populations, and overwhelming humanitarian crises.

Organisations working in energy and in particular the oil & gas sector, operate in locations and situations of conflict, for example. countries characterised by political and social instability.

From our initial research and horizon scanning, we distilled our larger list to 14 topics material to Wood's operations.

Again, taking guidance from GRI standards and the global UN SDGs.

Appendix 1

Material topics identified

Local Communities

Local communities comprise individuals living or working in areas that are affected or that could be affected by an organization's activities.

An organization is expected to conduct community engagement to understand the vulnerabilities of local communities and how they may be affected by the organization's activities. This topic covers socioeconomic, cultural, health, and human rights impacts on local communities.

Fair and Transparent Disclosures

Fair and transparent disclosures includes transparency on key issues such as taxation, payments to governments, as well as the risk of reputational damage through perceived greenwashing.

Ensuring fair and transparent disclosures on sustainability topics enables effective stakeholder communication, access to capital that will support future growth and helps to build business reputation.

Public Policy

Public policy covers an organisation's approach to public policy advocacy, and the impacts that can result from the influence an organisation exerts.

An organisation can participate in public policy development, directly or through an intermediary organisation, by means of lobbying or making financial or in-kind contributions to political parties, politicians, or causes. While an organisation can encourage the development of public policy that benefits society, participation can also be associated with corruption, bribery, undue influence or an imbalanced representation of the organisation's interests.

From our initial research and horizon scanning, we distilled our larger list to 14 topics material to Wood's operations.

Again, taking guidance from GRI standards and the global UN SDGs.

Appendix 1

Material topics identified

Ethical Business Practice

Ethical business practice covers topics such as anti-corruption and bribery, anti-competitive behavior and ethical decision making across the organisation and operations. This topic also includes the right to privacy and in particular customer privacy.

Ensuring we remain a trusted and respected partner of choice for all our stakeholders is vital to delivering a sustainable business.

Sustainable Innovation and Partnership

Ensuring we create an equal, inclusive and diverse organisation means we tap into a rich.

From our initial research and horizon scanning, we distilled our larger list to 14 topics material to Wood's operations.

Again, taking guidance from GRI standards and the global UN SDGs.

Appendix 2: Survey Results

INTERNAL SURVEYS

Employees	Leaders
Ethical business practice	Ethical business practice
Health, safety and well-being	Health, safety and well-being
Climate action	Fair and transparent disclosures
Preserving and enhancing natural capital and biodiversity	Human Rights
Inclusion, diversity and equality	Inclusion, diversity and equality
Human Rights	Climate action
Decent work and opportunity	Decent work and opportunity
Sustainable innovation and partnership	Supply chain partnerships
Resource consumption and circle economy	Sustainable innovation and partnership
Fair and transparent disclosures	Conflict and security
Local communities	Resource consumption and circle economy
Supply chain partnerships	Local communities
Conflict and security	Preserving and enhancing natural capital and biodiversity
Public policy	Public policy

Combined Averages	SCORES
Ethical business practice	19.5
Health, safety and well-being	18.4
Climate action	16.0
Fair and transparent disclosures	15.7
Human Rights	15.4
Inclusion, diversity and equality	15.3
Decent work and opportunity	15.0
Sustainable innovation and partnership	13.7
Preserving and enhancing natural capital and biodiversity	13.3
Resource consumption and circle economy	12.9
Supply chain partnerships	12.5
Local communities	11.8
Conflict and security	11.2
Public policy	9.5

EXTERNAL SURVEY

Clients	Insurers	Bank
Ethical business practice	Fair and transparent disclosures	Climate action
Health, safety and well-being	Ethical business practice	Decent work and opportunity
Fair and transparent disclosures	Human Rights	Health, safety and well-being
Supply chain partnerships	Public policy	Human Rights
Climate action	Supply chain partnerships	Conflict and security
Inclusion, diversity and equality	Sustainable innovation and partnership	Local communities
Human Rights	Health, safety and well-being	Sustainable innovation and partnership
Local communities	Conflict and security	Fair and transparent disclosures
Sustainable innovation and partnership	Preserving and enhancing natural capital and biodiversity	Ethical business practice
Public policy	Decent work and opportunity	Preserving and enhancing natural capital and biodiversity
Preserving and enhancing natural capital and biodiversity	Climate action	Inclusion, diversity and equality
Decent work and opportunity	Resource consumption and circle economy	Public policy
Resource consumption and circle economy	Local communities	Resource consumption and circle economy
Conflict and security	Inclusion, diversity and equality	Supply chain partnerships

Combined Averages	SCORES
Ethical business practice	22.6
Health, safety and well-being	19.5
Fair and transparent disclosures	19.4
Human Rights	18.0
Sustainable innovation and partnership	16.0
Climate action	15.8
Supply chain partnerships	14.7
Public policy	14.4
Local communities	14.0
Preserving and enhancing natural capital and biodiversity	12.8
Decent work and opportunity	12.8
Inclusion, diversity and equality	12.8
Conflict and security	12.2
Resource consumption and circle economy	9.4

Appendix 2: value of each topic to our stakeholders

Analysing each survey response on the perceived impact of each topic to each stakeholder, we see some clear disparity and areas of alignment in our approach.

Question 1 - Value to each Stakeholder



Summary of results:

Clear differences between leadership and external/employees on:

- Fair and transparent disclosures
- Climate action
- Innovation and partnership
- Biodiversity and natural capital
- Local communities
- Conflict and security

Differences between leadership and employees on:

- Supply chain partnerships
- Resource consumption

And external stakeholders on human rights and public policy

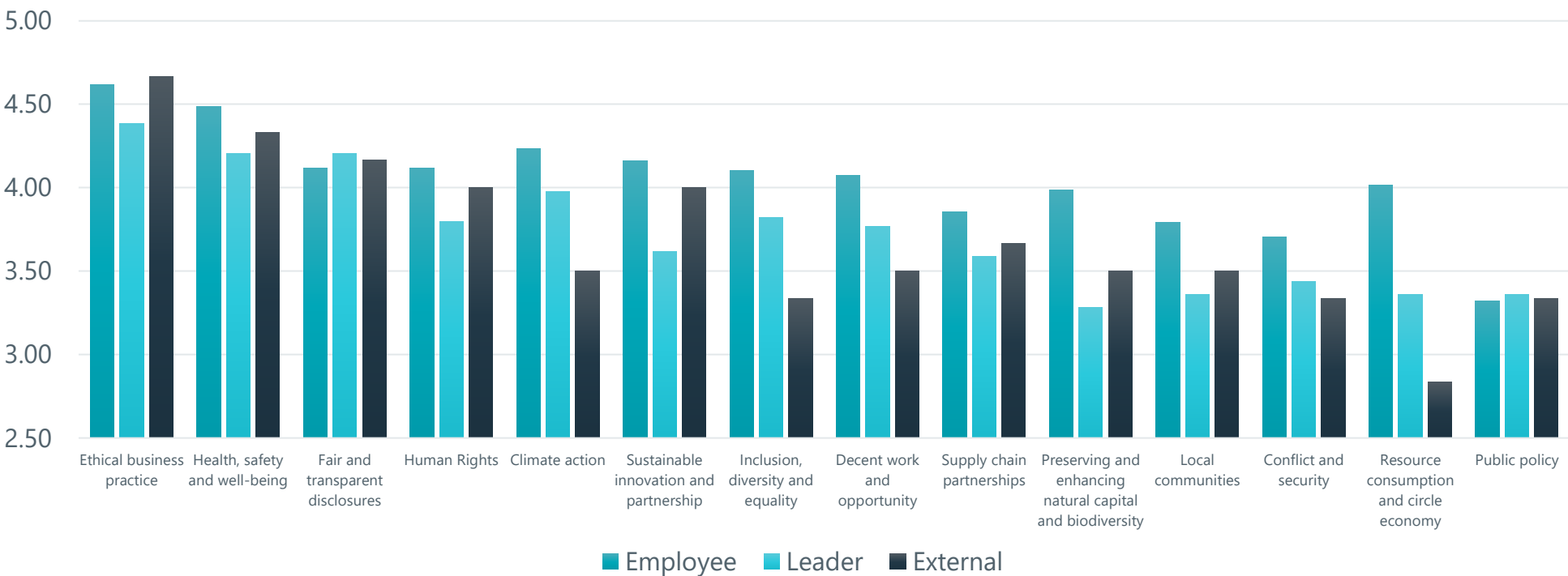
Relative Alignment on:

- Inclusion, diversity and equality
- Decent work and opportunity

Appendix 2: value of each topic to Wood

Analysing each survey response on the perceived impact of each topic on Wood, we see some clear disparity and areas of alignment in our approach.

Question 2 - Value to Wood



Summary of results:

Clear difference between leadership and external/employees on:

- Climate Action
- Innovation and partnership
- Inclusion, diversity and equality
- Biodiversity and natural capital
- Resource consumption
- Local communities

Differences between leadership and employees on:

- Local communities

Relative Alignment on:

- Ethics
- Health, safety and well-being
- Fair and transparent disclosures
- Supply chain partnerships
- Public policy

wood.