

Diversity, Equity and Inclusion Policy

At Worley, creating a diverse, equitable and inclusive workplace aligns with our values and defines who we are and what we do. We are committed to creating a work environment where our people are treated with respect, feel included and can reach their full potential.

We value and leverage the diversity of our people to help achieve our purpose. We will not discriminate on grounds of race, ethnicity, culture, language, sex, sexual orientation, gender or gender identity, age, religion or belief, socio-economic status, pregnancy, parental or marital status, disability, neurodiversity, political beliefs, or other personal characteristics, status, attributes or uniqueness, even if not specifically addressed in applicable legal requirements.

We support diversity, equity and inclusion by:

- Building a diverse workforce that is representative of the countries, cultures and communities in which we operate.
- Embedding diversity, equity and inclusion into our leadership principles, practices and behaviors.
- Developing recruitment and promotion practices that are transparent, fair and free from discrimination and bias.
- Implementing a remuneration framework that supports our commitment to pay equity.
- Encouraging flexible work practices that support the needs of our people and those of our customers.
- Understanding, valuing and embracing diverse perspectives.
- Listening to our people to better understand and improve their experiences of inclusion.
- Ensuring our people understand this Policy and how to role model inclusion through everyday behaviors and actions.
- Creating an environment where our people and stakeholders feel safe and supported to speak up.
- Contributing to positive, sustainable change in our communities, with our customers and across our industry.

The Board establish measurable objectives for achieving gender diversity at Worley. The Board assess annually both the measurable objectives for achieving gender diversity and the progress in achieving them.



Everyone who works for Worley, including directors, officers, executives, managers, supervisors, employees, contractors and service providers, wherever they are located, must comply with this policy. We apply this policy in all joint operations where Worley is the operator. Where Worley is not the operator, we encourage the adoption of a similar policy requirement.

This Policy is to be read in conjunction with the Code of Conduct and Respectful Workplace Behavior Policy. Any breach of this Policy is to be reported the [Ethics Helpline](#).

The responsibility for application of this policy rests with us all of us at Worley.

DocuSigned by:

A handwritten signature in black ink, appearing to read "Chris Ashton", enclosed within a blue rounded rectangular border.

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Chris Ashton
Chief Executive Officer

June 2024