

Diversity and Inclusion



At Wood, our focus on diversity, equity and inclusion (DE&I) is central to our working environment and culture. This is supported by driving personal ownership and a focus on educating ourselves and each other, empathising with our colleagues and engaging in activities and conversations relating to diversity, equity and inclusion.

We are designing and engineering the transition to a cleaner and safer future. The rich diversity of experience, expertise, backgrounds and beliefs we bring together globally, differentiates our business, powers our progress and enables our success.

Being inclusive of diversity enables us to offer different skills, ideas, approaches and expertise to the business and our customers. We believe that by embracing this diversity and the richness of contribution all our people can give, everyone working for Wood has the opportunity to reach their maximum potential.

Our aim is to create an inspired culture with a more inclusive working environment where our remarkable people feel valued, are highly engaged and are supported and developed by the company and their manager.

Purpose:

This policy sets out how Wood aims to ensure we create a working environment through DE&I in our business.

Scope:

This policy applies to all Wood people (and potential people) across our global organisation and is reviewed annually.

Policy Requirements:

This policy provides key commitments for the various activities of DE&I. It addresses key expectations, key methods, and governance.

Leadership and allies:

We create leadership champions who embed Wood's DE&I ambitions through the organisation and advocate for DE&I activities. We have allies at all levels of Wood who champion those in underrepresented groups.

Inspired culture and inclusion:

We foster a work environment and inspired culture where equity, equality and inclusion are delivered structurally and behaviourally, through policies, behaviours, programmes, and communication plans.

Employee life cycle:

We aim to attract, retain and progress remarkable people from a full spectrum of global talent, matching people to the best opportunities for their growth within Wood whilst aligned to representation ambitions.

Employee networks:

We empower our employee network structures which facilitates employee voice and feedback loop. We continuously evolve our approach based on internal and external inputs.

Measurement and evaluation:

We have effective and reliable methods in place to monitor and measure progress on DE&I activities, including key demographic data, setting ambitions to recruit and progress diverse talent across all markets and measuring employee engagement outcomes.

Unlocking barriers for diverse talent:

We measure our progress of resourcing and progressing our diverse talent on a quarterly basis through the ELT reporting process, with additional reviews of progress monitored through succession planning. We continue to benchmark ourselves externally. Success is measured through statistical analysis, informal feedback and via our employee engagement survey.

A handwritten signature in black ink, appearing to read "Catherine Liebnitz".

Name Catherine Liebnitz
Position Chief Human Resources Officer
Date 08 January 2026