

**Wood is a global leader in consulting, engineering and project delivery across energy and materials markets.**

**High quality delivery is at the heart of this achievement; demanded by our strategy, required by our clients, and enabled by our people.**

This policy sets out our commitments which enable sustained, high-quality delivery. We structure this around Wood's three pillars of Quality:

- **Robust Governance**
- **Assured Delivery**
- **Focussed Improvement**

**We commit to ensuring:**

- The requirements of our clients and key stakeholders are understood, always respected, and are defined through our management system.

This enables predictable delivery protects Wood's reputation and supports growth.

- We have appropriate assurance established to ensure that our ways of working are effectively implemented, and that client and stakeholder needs are being met.

This enables us to verify compliance, share successes and best practices, or and drive continuous improvement.

- We create a culture of learning and improvement to maximise the efficiency and effectiveness of our ways of working.

This eliminates unnecessary cost and waste, enhancing our reputation, and increasing profitability.

**We do this through:**

**Robust Governance**

- Ensuring we have the necessary plans established, to deliver applicable client and key stakeholder requirements.
- Establishing, maintaining and consistently applying an effective, efficient management system, defining how we work.
- Ensuring our people understand their accountabilities and responsibilities for how they must work.

**Assured Delivery**

- Regularly reviewing performance and risks to the quality of our delivery, ensuring effective controls are established, and mitigating actions are implemented, where required.
- Continually assuring for successful delivery through an agreed risk-based assurance process.

**Focused Improvement**

- Establishing clear quality objectives underpinned by appropriate programmes to ensure their attainment.
- Acting upon outcomes from assurance to drive systemic improvement.
- Gathering, reviewing, capturing, and sharing lessons distilled from past activities which can positively influence the outcome of future projects or activities.
- Gathering and acting upon feedback to enhance our reputation, creating value for our stakeholders.

Name     Iain Torrens

Position   Chief Executive Officer

Date        21 November 2025