Woodside

2021

SUSTAINABLE DEVELOPMENT REPORT

Woodside employees at Mia Yellagonga.

Acknowledging Country

Woodside recognises Aboriginal and Torres Strait Islander peoples as Australia's first peoples. We acknowledge the unique connection that Indigenous people have to land, waters and the environment. We extend this recognition and respect to Indigenous peoples and communities around the world.

On the cover

The cover features a coastal landscape of the Burrup Peninsula in Western Australia (WA), traditionally known as Murujuga.

About this report

This report provides an overview of Woodside's sustainability approach and performance for the 12-month reporting period from 1 January 2021 to 31 December 2021. This report was approved by Woodside's Board of Directors. Woodside recognises that Environmental, Social and Governance (ESG) performance is integral to our success. The Sustainability Committee of the Woodside Board endorsed the ESG topics included within this report as those that are most relevant to our business activities at this point in time. The topics were identified after considering our global presence and feedback from stakeholders.

Scope

Woodside Petroleum Ltd (ABN 55 004 898 962) is the ultimate holding company of the Woodside group of companies. In this report, unless otherwise stated, references to 'Woodside', the 'Group', the 'company', 'we', 'us' and 'our' refer to Woodside Petroleum Ltd and its controlled entities, as a whole.

The text does not distinguish between the activities of the ultimate holding company and those of its controlled entities.

This information in this report covers all sites and production facilities wholly owned and operated by Woodside, and/or operated by Woodside in a joint venture, with the exception of environmental performance data, which is also reported on an equity basis that includes our non-operated assets.

Health and safety, and people performance data is reported on a total operated basis. Health and safety data includes international exploration activity. Social contributions are Woodside equity only. Climate-related data should be read in conjunction with the Climate Report 2021.

In August 2021 Woodside and BHP announced their intention to merge BHP's oil and gas business with Woodside. The merger is targeted to be completed in early June 2022, and is therefore outside the reporting period for this Sustainable Development Report.

Disclaimer

Forward-looking statements

This report contains forward-looking statements, including statements of current intention, statements of opinion and expectations regarding Woodside's present and future operations, possible future events and future financial prospects. Such statements are not statements of fact and may be affected by a variety of known and unknown risks, variables and changes in underlying assumptions or strategy that could cause Woodside's actual results or performance to differ materially from the results or performance expressed or implied by such statements. There can be no certainty of outcome in relation to the matters to which the statements relate, and the outcomes are not all within the control of Woodside. Further information on some important factors that could cause actual results or performance to differ materially from those projected in such statements is contained in the Annual Report 2021.

Woodside makes no representation, assurance or guarantee as to the accuracy or likelihood of fulfilment of any forward-looking statement or any outcomes expressed or implied in any forward-looking statement. The forward-looking statements in this report reflect expectations held at the date of this report. Except as required by applicable law or the Australian Securities Exchange (ASX) Listing Rules, Woodside disclaims any obligation or undertaking to publicly update any forward-looking statements, or discussion of future financial prospects, whether as a result of new information or of future events.

Emissions data

All greenhouse gas emissions data in this report are estimates, due to the inherent uncertainty and limitations in measuring or quantifying greenhouse gas emissions, including those uncertainties set out in the GHD Assurance Statement. Woodside "greenhouse gas" or "emissions" information reported are Scope 1 greenhouse gas emissions, Scope 2 greenhouse gas emissions and Scope 3 greenhouse gas emissions. NOTE: Data in the Environment table on page 36-37 has been prepared in accordance with the Global Reporting Initiative (GRI) Standards core option and with reference to the IPIECA API and IOGP (2020) Sustainability Reporting Guidance for the oil and gas industry. The climate-related data table that appears in the Climate Report 2021 includes some consistent data points and additional data points structured to align with the TCFD recommendations framework and with reference to relevant metrics from the Sustainable Accounting Standards Board (SASB) Oil and Gas Upstream Standard.

Other important information

This report also contains references to the proposed combination of Woodside and BHP Group Limited's oil and gas business (Proposed Transaction). The Proposed Transaction remains subject to satisfaction of certain conditions precedent including shareholder and regulatory approvals. Completion is targeted in early June 2022, with an effective date of 1 July 2021. There is no certainty or assurance that the Proposed Transaction will complete on the intended schedule or at all. Information in this report regarding the Proposed Transaction must be read subject to that uncertainty.

Annual Report 2021

Our Annual Report 2021 provides a summary of Woodside's operations, activities and financial position as at 31 December 2021.

A summary of Woodside's climate change approach for the 12-month period ended 31 December 2021 is included in our Climate Report 2021.

Climate Report 2021

This Climate Report 2021 summarises Woodside's climate-related plans, activities, progress and climate-related data for the period 1 January 2021 to 31 December 2021.

Woodside will put its climate reporting to a non-binding, advisory vote of shareholders at its 2022 Annual General Meeting.

The report has been structured to align with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations framework.

The Annual Report 2021, Sustainable Development Report 2021 and Climate Report 2021 together provide a complementary review of Woodside's business.

Reporting frameworks

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards core option and with reference to the IPIECA, American Petroleum Institute (API) and International Association of Oil and Gas Producers (IOGP) (4th edition 2020) Sustainability Reporting Guidance for the oil and gas industry. IPIECA is the global oil and gas association dedicated to advancing environmental and social performance across the energy transition.

ⓘ   Refer to pages 102–107 for our GRI and IPIECA indices.

External assurance

A copy of Deloitte Touche Tohmatsu's assurance statement is available on page 109. Deloitte has conducted limited assurance over selected information in this report and the associated data tables. Our selected greenhouse gas emissions data is assured by GHD and our social investment contribution is verified by Business for Societal Impact.

Report feedback

We welcome feedback on our report via companyinfo@woodside.com.au

FSC
www.fsc.org
MIX
Paper from responsible sources
FSC® C113956

greenreports

We are working with Green Reports™ on an initiative ensuring that communications minimise environmental impact and create a more sustainable future for the community.

Woodside employees at the
Karratha Gas Plant (KGP).

Sustainable Development Report 2021

CONTENTS

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OVERVIEW

ABOUT WOODSIDE

We provide energy which Australia and the world needs to heat homes, keep lights on and enable industry. We have a reputation for safe and reliable operations. Our liquefied natural gas (LNG) in particular supports the decarbonisation goals of our customers, and we are progressing opportunities to commercialise new energy products and lower-carbon services as part of our broader product mix.

Our proven capabilities as a reliable, low-cost energy provider combined with a focus on technology to enable efficiency will drive our long-term success.

We have a portfolio of quality oil and gas assets and more than 30 years of operating experience. Through our North West Shelf and Pluto LNG projects we operated 5% of global LNG supply in 2021. Offshore Australia we operate two floating production storage and offloading (FPSO) facilities, the Okha FPSO and Ngujima-Yin FPSO.

Our operations are focused on safety, reliability, efficiency and environmental performance.

We also have a non-operated participating interest in the Wheatstone project, which started production in 2017.

In November 2021, we reached agreement with BHP Group (BHP) for the merger of BHP's petroleum business with Woodside. The merger will deliver increased scale, diversity and resilience. Completion of the merger is targeted for early June 2022, following receipt of approvals.

The Scarborough and Pluto Train 2 projects have been approved, with first LNG cargo expected in 2026.

In Senegal, the Sangomar Field Development Phase 1 remains on track targeting first oil in 2023.

Our marketing, trading and shipping activities enable us to supply a growing base of customers primarily in the Asia-Pacific region.

We are evolving our business to develop a low-cost, lower-carbon, profitable, resilient and diversified portfolio to help us thrive through the global energy transition.

Our climate strategy is to reduce our net equity Scope 1 and 2 greenhouse gas emissions, while investing in the products and services that our customers need as they reduce their emissions.

We have set targets to reduce our net equity Scope 1 and 2 greenhouse gas emissions, including a 15% reduction by 2025 and 30% by 2030, towards our aspiration to achieve net zero by 2050 or sooner.[1]

Our hydrocarbon business is complemented by a growing portfolio of hydrogen, ammonia and solar opportunities in Australia and internationally.

Our new energy opportunities include the proposed hydrogen and ammonia projects H2Perth and H2TAS in Australia and the proposed hydrogen project H2OK in North America.

We take a disciplined and prudent approach to investment through our capital management framework, ensuring we manage financial risks and maintain a resilient financial position. This allows us to optimise the value delivered from our portfolio of opportunities.

Environmental, social and governance (ESG) performance is integral to our success. Our approach to sustainability is outlined in this report.

Enduring, meaningful relationships with communities are fundamental to our social performance. Woodside is committed to managing our activities in a sustainable way that is fundamental to the wellbeing of our workforce, our communities and our environment.

We recognise that our success is driven by our people and our culture. We are committed to upholding our values of respect, ownership, sustainability, working together, integrity and courage, and we aim to attract, develop and retain a diverse, high performing workforce.

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[1] Target is for net equity Scope 1 and 2 greenhouse gas emissions, relative to a starting base of the gross annual average equity Scope 1 and 2 greenhouse gas emissions over 2016-2020 and may be adjusted (up or down) for potential equity changes in producing or sanctioned assets with an FID prior to 2021. Post-completion of the Woodside and BHP petroleum merger (which remains subject to conditions including regulatory approvals), the starting base will be adjusted for the then combined Woodside and BHP petroleum portfolio.

FOCUS AREAS

Senegal

Canada

Beijing[2]

Seoul[2]

Tokyo[2]

Myanmar[3]

Houston

Singapore[1]

H2OK

Heliogen

Timor-Leste/Australia

Perth

Carbon
origination
projects

H2Perth

H2TAS

Australia
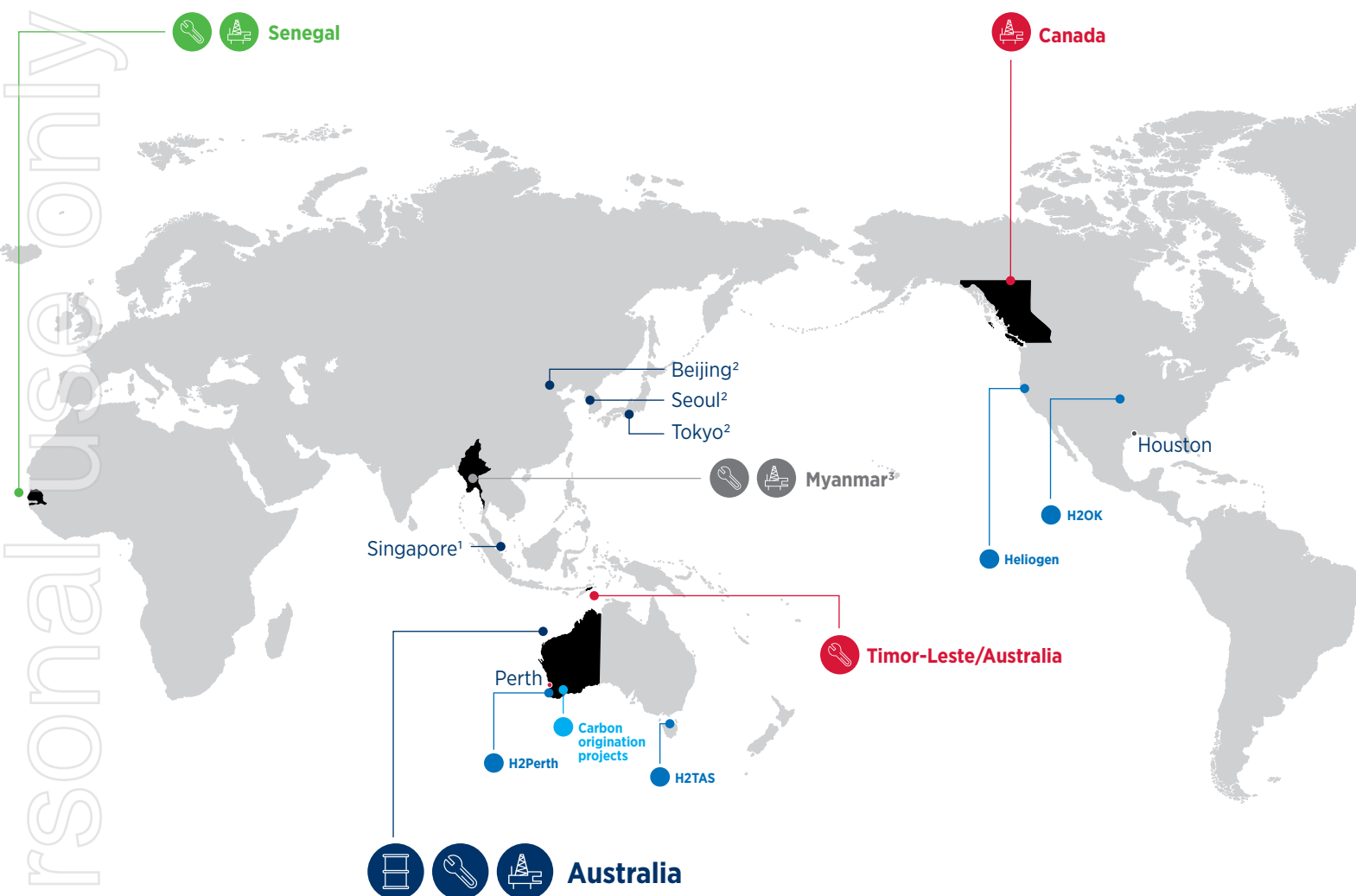
Product type

- ● Gas
- ● Oil
- ● Gas or oil
- ● New energies
- ● Carbon origination projects

Phase

- Producing assets
- Developments
- Appraisal and exploration

Refer to the Annual Report 2021 Asset Facts section on page 155 for full details of Woodside's global interests.

[1] Denotes marketing office.
[2] Denotes representative and liaison offices.
[3] Woodside announced its decision to withdraw from its interests in Myanmar on 27 January 2022.

Browse

Okha FPSO

North West
Shelf Project

Pluto

Scarborough

Wheatstone

Ngujima-Yin FPSO

Karratha
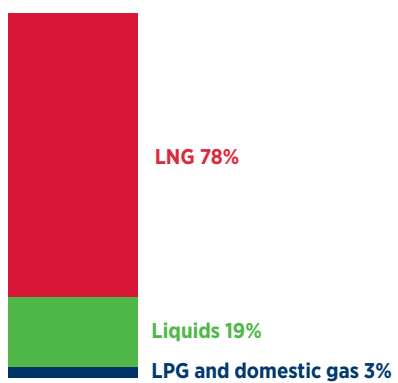Pluto LNG

North West
Shelf Project

Onslow
Wheatstone

**Western
Australia**

Carbon
origination
projects

Perth
Woodside
headquarters

H2Perth

**Product share of
2021 annual production**

LNG 78%

Liquids 19%

LPG and domestic gas 3%

2021 SUMMARY

NET EQUITY SCOPE 1 AND 2 GREENHOUSE GAS EMISSIONS

10%

BELOW 2016-2020 GROSS ANNUAL AVERAGE[1]

TIER 1 OR TIER 2 LOSS OF PRIMARY CONTAINMENT

0

PROCESS SAFETY EVENTS

TOTAL RECORDABLE INJURY RATE (TRIR)

1.74

PER MILLION WORK HOURS[2]

OUR TOTAL SOCIAL CONTRIBUTION GLOBALLY

A$20.3

MILLION

AUSTRALIAN TAX AND ROYALTIES CONTRIBUTION

A$658

MILLION

AUSTRALIAN EFFECTIVE INCOME TAX RATE

30.6%

1 Target is for net equity Scope 1 and 2 greenhouse gas emissions, relative to a starting base of the gross annual average equity Scope 1 and 2 greenhouse gas emissions over 2016-2020 and may be adjusted (up or down) for potential equity changes in producing or sanctioned assets with an FID prior to 2021. Post-completion of the Woodside and BHP petroleum merger (which remains subject to conditions including regulatory approvals), the starting base will be adjusted for the then combined Woodside and BHP petroleum portfolio.
2 Refer to page 73 for TRI and TRIR five year data graph.

2021 ESG TOPICS

MATERIAL TOPICS

» **Climate change resilience and transition**
(Environmental)

» **Health, safety and wellbeing**
(Governance)

» **Social and cultural impacts on communities**
(Social)

SIGNIFICANT TOPICS

» **Corporate governance**
(Governance)

» **Environment and biodiversity**
(Environmental)

» **People and culture**
(Social)

IMPORTANT TOPICS

» **Decommissioning**
(Environmental)

» **Human rights**
(Social)

» **Major incident preparedness**
(Governance)

» **Supply chain and local content**
(Social)

2021 ESG RATINGS PERFORMANCE

CORPORATE SUSTAINABILITY ASSESSMENT

TOP QUARTILE

As of 13 November 2021, our company scored 75 out of 100 in the 2021 S&P Global Corporate Sustainability Assessment. Our company performed in the top quartile in the OGX Oil and Gas Upstream and Integrated Industry.

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

Sustainability Award
Bronze Class 2022

S&P Global

MORGAN STANLEY CAPITAL INTERNATIONAL

AAA RATING

As of 2021, Woodside received an Morgan Stanley Capital International ESG Rating of AAA.

MSCI
ESG RATINGS
AAA

| CCC | B | BB | BBB | A | AA | AAA |

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SUSTAINALYTICS

TOP RATED

In December 2021, Woodside Petroleum Ltd received an ESG Risk Rating of 26.7 and was assessed by Sustainalytics to be at medium risk of experiencing material financial impacts from ESG factors.

In 2021, Woodside was recognised by Sustainalytics as an ESG Industry Top Rated company.

SUSTAINALYTICS
a Morningstar company
ESG INDUSTRY TOP RATED
2021

SUSTAINALYTICS
a Morningstar company
RATED
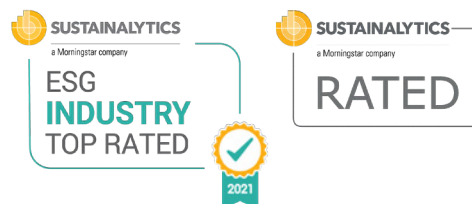
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MESSAGE FROM OUR SUSTAINABILITY COMMITTEE CHAIR

In 2021, the ongoing global health crisis continued to present obstacles for the world, the energy industry and our people. Our business successfully adapted to changing demands and new ways of working, to not only allow for the continuation of reliable operations but also the pursuit of opportunities to commercialise new energy products and lower-carbon services.

—
Ann Pickard.

The year also saw energy companies around the world coming under increased scrutiny to not only ensure the clear communication of their future strategy but also the role of environmental, social and governance (ESG) factors within their business. As Chair of the Sustainability Committee of the Woodside Board, I am pleased to say that we recognise that ESG performance is integral to our ongoing success and the business continues to apply an ESG mindset to decision making at all levels.

The Sustainability Committee endorsed the ESG topics included within this report as those that are most relevant to our business activities at this point in time, recognising our global presence.

The content of this report provides a holistic description of our activities, reinforced by clear data and case studies to support the information provided. For our material topics, we have clearly identified achieved 2021 highlights, possible opportunities and risks for 2022, as well as the plans to address these items.

Impressively, during a year of continued challenges, we achieved the majority of our sustainability targets. We successfully implemented a social performance framework in our operations while embedding active monitoring of indicators within our communities

where we are active. However, it is disappointing that our total recordable injury rate increased in 2021 and we will work in a focused way in 2022 to deliver improvements.

We released our new stretch five-year Reconciliation Action Plan with Reconciliation Australia, focused on achieving positive outcomes for our Indigenous communities through consultation and engagement.

We recorded zero Tier 1 or Tier 2 loss of primary containment process safety events with a continued commitment to protecting the health and safety of our workforce. We made good progress towards our 2025 target of 15% reduction in net equity emissions with a reduction in our Scope 1 and 2 greenhouse gas emissions in 2021 by 10%.[1]

We also made good progress in relation to our defined United Nations Sustainable Development Goals strategy, with most deliverables set for 2021 being achieved, delivering meaningful outcomes for our people and the communities where we are active.

Our 2021 ESG ratings performance, as assessed by a range of independent international rating indices, were also highly positive in relation to our global industry peers and are indicative of our continued quality performance and level of disclosure relevant to our activities.

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[1] Target is for net equity Scope 1 and 2 greenhouse gas emissions, relative to a starting base of the gross annual average equity Scope 1 and 2 greenhouse gas emissions over 2016-2020 and may be adjusted (up or down) for potential equity changes in producing or sanctioned assets with an FID prior to 2021. Post-completion of the Woodside and BHP petroleum merger (which remains subject to conditions including regulatory approvals), the starting base will be adjusted for the then combined Woodside and BHP petroleum portfolio.

[2] Investment target assumes completion of the proposed merger with BHP's petroleum business. Individual investment decisions are subject to Woodside's investment hurdles. Not guidance.

In 2021, Woodside set a target to invest US$5 billion in new energy products and lower-carbon services by 2030.[2] This material investment in new energy will position Woodside well in the new energy market to be able to continue to support the decarbonisation goals of our customers. Our new energy opportunities announced in 2021 include the proposed hydrogen and ammonia projects H2Perth and H2TAS in Australia and the proposed hydrogen project H2OK in North America.

Our culture is underpinned by our Compass Values and Code of Conduct that define the expected behaviours of everyone working at and with Woodside. Sexual harassment is a serious violation of these principles. Woodside has a long-standing commitment to building a work environment that is safe and free from all forms of discrimination and inappropriate behaviour including sexual harassment. Our culture is aligned to our values, with a key focus on respect, abiding by the law and looking out for each other.

In parallel with the release of this report, Woodside also released its first Climate Report, which outlines a plan to meet Woodside's near- and medium-term targets to reduce our net equity Scope 1 and Scope 2 greenhouse gas emissions by 15% in 2025 and 30% in 2030, in support of our aspiration of net zero emissions by 2050 or sooner.[1] This Climate Report will be put to a non-binding advisory vote of shareholders at Woodside's 2022 Annual General Meeting.

The progression of these announced targets and plans will be transformative for Woodside, and we recognise that it is through our people that we will succeed in this transition. We remain focused on furthering an inclusive culture with a values-based approach to ensure we maintain an engaged and enabled workforce. We are also cognisant of the power of inclusion and diversity in all levels of our business and value the varied perspectives and experiences of all our people.

As we look further into 2022, the proposed merger with BHP's petroleum business has the ability to elevate Woodside into a top ten independent energy company by production and the largest energy company on the ASX.[2] This is an exciting time for Woodside and as our business grows, we recognise that we will also need to continue to evolve our approach to sustainability and ESG and we remain ready for the next steps.

Ann Pickard
Chair of the Sustainability Committee
17 February 2022

BOARD SUSTAINABILITY COMMITTEE

Ann Pickard; Chair
Larry Archibald
Swee Chen Goh
Christopher Haynes, OBE
Ian Macfarlane
Sarah Ryan
Ben Wyatt

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[1] Target is for net equity Scope 1 and 2 greenhouse gas emissions, relative to a starting base of the gross annual average equity Scope 1 and 2 greenhouse gas emissions over 2016-2020 and may be adjusted (up or down) for potential equity changes in producing or sanctioned assets with an FID prior to 2021. Post-completion of the Woodside and BHP petroleum merger (which remains subject to conditions including regulatory approvals), the starting base will be adjusted for the then combined Woodside and BHP petroleum portfolio.

[2] On a pro forma basis for the 12 months ended 30 June 2021.

MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

I am proud of the remarkable achievements summarised in the first Sustainable Development Report that I have overseen as Woodside CEO. In 2021 we have made some transformative decisions, setting us on a path to become a much larger company with competitive growth opportunities, and a more significant supplier of energy on the world stage.

Meg O'Neill.

We announced our proposed merger with BHP's petroleum business in August, which once completed, would result in a top ten independent energy company by production and the largest energy company on the ASX with the scale, diversity and cash flow to thrive through the energy transition.[1]

In November, we took final investment decisions for our Scarborough and Pluto Train 2 growth projects, which will deliver additional LNG into Asia and support its decarbonisation.

As a supplier of energy worldwide, we have achieved these impressive outcomes, while being aware of our role in broader society, applying an ESG mindset to guide responsible decision making at all levels of the business.

Like the rest of the world, we continued to grapple with the impacts of COVID-19 on our business and our people. Our number one priority throughout the pandemic has remained the health and safety of our people and the communities where we are active.

This focus enabled us to continue to supply reliable energy to the world, while delivering our largest ever planned maintenance campaign.

I am disappointed that our total recordable injury rate increased in 2021. The safety of our workforce is our top priority, and we are working with our employees and contractors to deliver improvements by addressing key contributing factors, including COVID-19 impacts.

We continue to work closely with external stakeholders and collaborate with industry peers to learn from each other.

We proactively participated in the Western Australian Government's Parliamentary inquiry into sexual harassment in the fly-in fly-out mining industry. Providing both a physically and psychologically safe working environment is a priority for Woodside and we recognise the important focus being brought to this issue. Within Woodside, our mental health and wellbeing framework is focused on creating healthy workplaces by protecting and supporting our people through challenges.

We launched a new Working Respectfully Policy, building on Woodside's existing strong standards regarding ethical and values-driven behaviour, and further demonstrating the importance we place on maintaining a safe and respectful workplace for all.

We participated actively in discussions at COP-26 in Glasgow, the annual global climate change conference, and our climate strategy has been reinforced by its outcomes. Our strategy has two simple elements – we are reducing our net equity emissions and investing in the products and services that the world needs as it decarbonises.

[1] On a pro forma basis for the 12 months ended 30 June 2021.

We reduced net equity Scope 1 and 2 greenhouse gas emissions by 10% in 2021.[1] This represents good progress towards our net equity emissions reduction targets are to achieve a 15% reduction by 2025 and a 30% reduction by 2030, with a net zero aspiration by 2050.[1]

In 2021, we set ourselves a target to invest US$5 billion in new energy products and lower-carbon services by 2030.[2] These products include hydrogen and ammonia, which produce lower greenhouse gas emissions at the point of use and will help our customers decarbonise, and lower-carbon services such as carbon capture utilisation and storage (CCUS), which Woodside could offer as a service to third parties to sequester their emissions for a fee.

We are already securing land in attractive areas, preferably close to available renewables or close to markets, for development opportunities which leverage our existing capabilities. Recently announced hydrogen and ammonia opportunities include H2Perth, near the Kwinana industrial hub south of Perth, H2TAS, located in the Bell Bay area of northern Tasmania and H2OK in Oklahoma.

This significant investment in new energy will position Woodside as an early mover in the new energy market and support the decarbonisation goals of our customers. It forms part of our newly announced approach to Scope 3 greenhouse gas emissions, which include the emissions that arise when customers use the energy we supply.

In 2021, we announced we are assessing an opportunity to develop a large-scale, multi-user carbon capture and storage (CCS) project near Karratha, Western Australia. We will continue to scale up our carbon offset projects to ensure we deliver on our emissions reduction targets. In 2021, we purchased an additional two properties in the Wheatbelt region of Western Australia, with planting targeted for 2022 as part of the Woodside Native Reforestation Project.

We have released our first ever Climate Report, which articulates how our business will thrive in the energy transition. The report will be put to a non-binding advisory vote at our 2022 Annual General Meeting.

In 2021, we progressed decommissioning scopes across our Australian assets, including for the Echo Yodel field west of Dampier in Western Australia, with the plugging and abandoning of the Yodel Wells. We undertake comprehensive assessments to inform our planning and decision-making process and we continue to work with governments, regulators and industry peers as the decommissioning landscape continues to evolve.

Woodside's strategy has evolved in these pivotal times, but as always, we remain focused on contributing to the wellbeing and sustainability of communities.

To this end, we have embedded a social performance framework in our operations with active monitoring in place for key community indicators and launched a new five-year social investment strategy. We have continued working to build long-lasting relationships with Indigenous communities, implementing a new five-year Reconciliation Action Plan with endorsement from Reconciliation Australia, outlining how we are creating positive economic and cultural outcomes.

I am proud of the way Woodside and its people have responded to another dynamic and challenging year, demonstrating resilience and ingenuity, to help secure a more sustainable future.

Meg O'Neill

Meg O'Neill
Chief Executive Officer and Managing Director
17 February 2022

[1] Target is for net equity Scope 1 and 2 greenhouse gas emissions, relative to a starting base of the gross annual average equity Scope 1 and 2 greenhouse gas emissions over 2016-2020 and may be adjusted (up or down) for potential equity changes in producing or sanctioned assets with an FID prior to 2021. Post-completion of the Woodside and BHP petroleum merger (which remains subject to conditions including regulatory approvals), the starting base will be adjusted for the then combined Woodside and BHP petroleum portfolio.

[2] Investment target assumes completion of the proposed merger with BHP's petroleum business. Individual investment decisions are subject to Woodside's investment hurdles. Not guidance.

SUSTAINABILITY TARGETS

The sustainability targets are set each year and approved by our Executive Committee and the Board Sustainability Committee to track our performance.

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Material topic	2021 target	2021 performance		2022 target
Climate change resilience and transition	Commence delivery of new 2025 and 2030 emissions reduction targets.[1]	Reduced net equity Scope 1 and 2 greenhouse gas emissions by 10% in 2021.[1]	✓	Progress towards 2025 target of 15% reduction in net emissions.
Health and safety performance	Total recordable injury rate (TRIR) at or below 1, which is below our three-year rolling average.	1.74	✕	TRIR is below 1.0.
	One or fewer Tier 1 or Tier 2 loss of primary containment process safety events.	0	✓	One or fewer Tier 1 or Tier 2 loss of primary containment process safety events.
Social and cultural impacts on communities	Embed social performance framework across the business – communities assessments completed and social performance plans in place for our operations and projects.	Social performance framework implemented and communities assessments completed, with social performance plans in place for operations and projects.	✓	Implement social performance plans for communities where we are active including a fit for purpose approach for new business activities.
	Implement the new 2021–2025 Reconciliation Action Plan.	2021–2025 Reconciliation Action Plan in place.	✓	Deliver 2022 commitments as set out within the 2021–2025 Reconciliation Action Plan.

[1] Target is for net equity Scope 1 and 2 greenhouse gas emissions, relative to a starting base of the gross annual average equity Scope 1 and 2 greenhouse gas emissions over 2016-2020 and may be adjusted (up or down) for potential equity changes in producing or sanctioned assets with an FID prior to 2021. Post-completion of the Woodside and BHP petroleum merger (which remains subject to conditions including regulatory approvals), the starting base will be adjusted for the then combined Woodside and BHP petroleum portfolio.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) intend to address the world's most pressing economic, social and environmental issues. The SDGs require businesses, government, and society to contribute to relevant target deliverables.

Our SDG strategy reflects our efforts to support the global sustainability agenda throughout our operations, supply chain, infrastructure, and employment opportunities.

We categorise our SDGs into tiers, including primary goals, secondary goals and our underpinning goal. With primary and secondary goals are where we make the most significant contribution. Progress against the deliverables in our Sustainable Development Report 2020 is outlined below.

Key:
- Completed
- On track
- Off track/partially complete
- Not achieved

PRIMARY GOALS

7 AFFORDABLE AND CLEAN ENERGY

Our aspiration

Continue to provide LNG as a cleaner source of fuel for global markets and pursue the development of lower-carbon energy sources.

Related targets

7.1, 7.2, 7.3, 7.a

Our deliverables		Our progress
Continue to provide cost-competitive LNG through our existing facilities and growth projects.	●	Achieved final investment decisions for Scarborough and Pluto Train 2 projects.
Develop new markets for LNG as a lower-emissions fuel in trucking and shipping.	●	Sales and purchase agreements were signed to sell trucked LNG for customers to use for power generation.
Diversify our business into supplying new energy products and lower-carbon services, particularly proposed hydrogen projects.[1]	●	Secured land for H2Perth, a world scale hydrogen and ammonia production facility, and secured land in Tasmania for the H2TAS development. Secured a lease and option to purchase 94 acres (38 hectares) of vacant land in Ardmore, Oklahoma, to underpin future development of the proposed H2OK project.
Develop a business to originate and acquire quality carbon offsets.	●	Continue to grow our Carbon business with an aim to develop a diversified domestic and international carbon offsets portfolio.

[1] This wording has been updated to reflect the content of the Woodside Climate Strategy included within the Climate Report 2021.

8 DECENT WORK AND ECONOMIC GROWTH
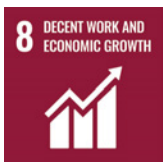
Our aspiration

Continue to support economic growth as a supportive and responsible employer.

Related targets

8.5, 8.6, 8.7

Our deliverables		Our progress
Continue to provide and support apprenticeships, traineeships and Indigenous participation in education pathway programs.	🟢	Launched the Woodside scholarship program, with 20 inaugural recipients and we continue to support 54 Indigenous apprentices and traineeships in Karratha and Perth.
Conduct human rights due diligence activities, including country risk assessments and human rights assessments.	🟢	Undertook a salient human rights impact assessment across our business and a Myanmar human rights risk assessment. Completed annual refresher training of the Code of Conduct for all employees and contractors with system access, which is a mandatory requirement.[1]
Develop local capabilities, support training initiatives and offer employment opportunities with a focus on oil and gas disciplines in Senegal.	🟢	Trained government agencies to aid in environmental monitoring and regulation, and provided financial support to the National Oil and Gas Institute to build capability in Senegal's oil and gas industry.
Continue to ensure controls and monitoring are in place to achieve equitable pay for all employees.	🟢	Undertook our annual remuneration review to monitor and assess equitable pay for all employees, in addition to adjusting our external recruiting practices to address any potential bias in remuneration on hire.
Provide business capacity and capability development opportunities for local and Indigenous businesses in communities neighbouring our Australian operations.	🟢	Through the Karratha and Districts Chamber of Commerce and Industry, we continued to support the Pilbara Indigenous Business Network and Grow Local programs.
Collaborate with Yangon Technological University in Myanmar to build in-country capacity and knowledge.	🟡	Ceased activities with the Yangon Technological University.[1]

[1] Subsequent to the period, on 27 January 2022, Woodside decided to withdraw from its interest in Myanmar.

PRIMARY GOALS

13 CLIMATE ACTION

Our aspiration

Set short- and medium-term climate change targets, underpinned by action to minimise climate change and its impacts.

Related targets

13.1, 13.3

Our deliverables		Our progress
Reduce net equity Scope 1 and 2 greenhouse gas emissions to 15% below gross annual average by 2025.[1]	●	In 2021, Woodside's net equity Scope 1 and 2 greenhouse gas emissions totalled 3,235 kt CO_2-e, 10% below the 2016–2020 gross annual average and on course to achieve Woodside's 2025 target of a 15% reduction.[1,2]
Reduce net equity Scope 1 and 2 greenhouse gas emissions to 30% below gross annual average by 2030.[1]	●	Achieved efficiencies in the design and operation of our assets, please see pages 24-27 of this report and the Climate Report 2021 for more information.
Support international efforts including the World Bank's Zero Routine Flaring by 2030 initiative, the Methane Guiding Principles and the International Energy Trading Association's Markets for Natural Climate Solutions initiative.	●	Reported initiatives taken to address methane emissions to the methane guiding principles organisation. See Climate Report 2021 for more information. Woodside was a founding member of the International Emissions Trading Association (IETA) Markets for Natural Climate Solutions Initiative. In 2021 IETA and Carbon Market Institute (CMI) established an Australian group focused on expanding the role of private sector engagement in the expansion of natural climate solutions in Australia and the region.

[1] Target is for net equity Scope 1 and 2 greenhouse gas emissions, relative to a starting base of the gross annual average equity Scope 1 and 2 greenhouse gas emissions over 2016-2020 and may be adjusted (up or down) for potential equity changes in producing or sanctioned assets with an FID prior to 2021. Post-completion of the Woodside and BHP petroleum merger (which remains subject to conditions including regulatory approvals), the starting base will be adjusted for the then combined Woodside and BHP petroleum portfolio.

[2] See glossary for definition of equity and net equity Scope 1 and 2 greenhouse gas emissions.

4 QUALITY EDUCATION

Our aspiration	**Related targets**
Support quality education and lifelong learning opportunities.	**4.2, 4.4, 4.5**

Our deliverables		**Our progress**
Work collaboratively through the Woodside Development Fund to reduce developmental vulnerability and improve early childhood outcomes in communities where we are active.	🟢	The Woodside Development Fund portfolio of partnerships continued to deliver the core investment themes of community-led collaboration, capacity and capability build and advocacy through programs delivered in Australia, Myanmar and Senegal.[1] Engagement that commenced with the Roebourne community and local 6718 Yandi for Change initiative helped to mature a new partnership opportunity that we believe meets the needs and aspirations of the community.
Support the Karratha and Roebourne Education Initiatives through the North West Shelf (NWS) Project Joint Venture (JV) to provide high-quality educational opportunities for students and professional development opportunities for their teachers.	🟢	More than 1,600 Karratha students participated in programs supported by the NWS Project's Karratha Education Initiative. Programs included digital technologies, exam revision seminars, career counselling, employment pathway and leadership development programs. The NWS Project also continued to support the Roebourne Education Initiative for students at Roebourne District High School.
Continue to partner with Earth Science Western Australia to deliver the STEM (Science, Technology, Engineering and Maths) in Schools program to primary and high school students in Western Australia.	🟢	Established in 2016, the employee-led STEM in Schools Program has reached over 10,000 students in Perth and Karratha. A review of the program sought to shift the future strategic focus due to the plethora of STEM initiatives now available in schools. Delivery of the program wound down in Perth in 2H 2021 yet continued in Karratha. New collaborative partnerships were identified where employees can volunteer their technical expertise to advance STEM outcomes from 2022.
Support science, technology, engineering and maths initiatives through partnerships with Scitech, Monash University and the University of Western Australia (UWA).	🟢	The Woodside Building for Technology and Design officially opened at Monash University to support new solutions in sustainable energy technology. A partnership with Scitech was renewed for the STEM After Schools Program and co-investment was made into the implementation of the Digital Technologies Curriculum Initiative facilitated by the Western Australia (WA) Chamber of Commerce and Industry.

[1] Subsequent to the period, on 27 January 2022, Woodside decided to withdraw from its interest in Myanmar.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Our aspiration

Continue to improve productivity and energy efficiency by embracing technology and innovation.

Related targets

9.4, 9.5

Our deliverables		Our progress
Leverage Woodside's FutureLab program hubs at Australian universities to work with researchers, entrepreneurs, subject-matter experts and parallel leading industries to solve industry challenges and create shared opportunities.	●	Through the innovations at the University of Western Australia's TechWorks, we have begun 3D printing replacement parts for our offshore operations and delivered them on demand. With the Top Code program, we are engaging data scientists to augment the company's digital capabilities.
Invest A$40 million in facilities and research to progress Australia's transition to a lower-carbon economy through the Woodside Monash Energy Partnership.	●	Research underway includes acetic acid production by CO_2 conversion, liquid hydrogen storage, and gas phase CO_2 conversion.
Improve our operations and processes through adoption of more efficient technologies in industrial processes to meet our energy efficiency target and reduce emissions.	●	Please refer to the Climate Report 2021 for details of 2021 abatement activities.

11 SUSTAINABLE CITIES AND COMMUNITIES

Our aspiration

We will support social outcomes through protection, recognition and respect for Indigenous culture and heritage.

Related targets

11.4

Our deliverables		Our progress
Support cultural heritage management initiatives proposed by Traditional Owners and Custodians through engagement and consultation, including programs to facilitate the transfer of cultural knowledge and values.	●	Committed to an ethnobotanical survey of Indigenous plant use within the perimeter of the Karratha Gas Plant, in addition to supporting the World Heritage listing of the Murujuga Cultural Landscape.
Fund Indigenous ranger programs that protect cultural and natural heritage and regenerate Country.	●	Multi-year sponsorship agreement with the Murujuga Rangers and funding support for the publication of a book of traditional knowledge about native plants on Murujuga.
Support credible and robust scientific research to further understand our potential environmental impacts on Indigenous cultural heritage.	●	Provided funding to the Burrup Air Monitoring Program in support of the WA Government's Murujuga Rock Art strategy.

14 LIFE BELOW WATER

Our aspiration

Uphold robust environmental management and process safety practices to minimise our impact on marine environments and partner with research institutions to contribute to knowledge of these areas.

Related targets

14.1, 14.2

Our deliverables		Our progress
Maintain high levels of oil spill preparedness and response capability through our testing and simulation program.	●	All employees who have a role in the Corporate Incident Command Centre undertake specific hydrocarbon spill awareness training. Twenty hydrocarbon spill exercises and 16 hydrocarbon spill drills completed in 2021 testing oil spill arrangements across all Woodside Australian assets, as outlined in our five-year rolling schedule.
Develop our in-country hydrocarbon spill response capability in Senegal including planning, ensuring the supply of essential equipment and providing training to local responders.	●	Established a comprehensive spill mitigation equipment stockpile in Senegal and completed spill response training with contractors and relevant in-country government agencies.
Continue to collect and share scientific information on coastal and offshore biodiversity with key research organisations to support effective marine planning and management.	●	Funded research into marine mammals and turtles, with nine studies published in international peer-reviewed science journals.

15 LIFE ON LAND

Our aspiration

Improve air quality and degraded habitats through restoration and sustainable use of land.

Related targets

15.3

Our deliverables		Our progress
Undertake quality carbon offset projects that deliver co-benefits including land restoration and biodiversity outcomes.	●	Woodside in partnership with Greening Australia planted trees on 3,000 hectares during 2020 and 2021 on three Woodside properties in Western Australia: Cowcher, Sukey Hill and Manalling Springs.

UNDERPINNING GOAL

17 PARTNERSHIPS FOR THE GOALS

Our aspiration

This goal underpins our SDG strategy and informs our approach to our primary and secondary goals. Our strategy is supported by working with our key stakeholder groups to enhance our contribution across our primary and secondary SDGs.

ENVIRONMENT

CLIMATE CHANGE RESILIENCE AND TRANSITION

Woodside today is an oil and gas company. We expect these products to remain important to the world's energy system for decades to come as the energy transition progresses. We are developing new energy products and lower-carbon services in our portfolio.

2021 HIGHLIGHTS

» **Woodside's net equity Scope 1 and 2 greenhouse gas emissions totalled 3,235 kt CO_2-e[1]**

» **This is 10% below the 2016–2020 gross annual average on course to achieve Woodside's 2025 target of a 15% reduction[2]**

» **Published our approach to address Scope 3 greenhouse gas emissions including a US$5 billion investment target by 2030 for new energy products and lower-carbon services[3]**

» **Announced New Energy and lower-carbon opportunities including H2Perth, H2OK, H2TAS, Heliogen, Woodside Solar Project, and possible multi-user Carbon Capture and Storage (CCS) project**

OPPORTUNITIES

» **Investing in a diversified portfolio of products and services**

» **Continue to identify and pursue efficiencies in the design and operation of our facilities, such as introducing renewable electricity to our facilities**

» **Continue to grow a carbon offset business**

» **Take steps towards the development of one of Australia's first multi-user CCS projects**

RISKS

» **Unexpected rate of change in demand for hydrocarbon and new energy products**

» **Increased pricing or other regulatory control of emissions**

» **Increased severity of extreme weather events impacting operations**

[1] See glossary for definition of equity and net equity Scope 1 and 2 greenhouse gas emissions.
[2] Target is for net equity Scope 1 and 2 greenhouse gas emissions, relative to a starting base of the gross annual average equity Scope 1 and 2 greenhouse gas emissions over 2016-2020 and may be adjusted (up or down) for potential equity changes in producing or sanctioned assets with an FID prior to 2021. Post-completion of the Woodside and BHP petroleum merger (which remains subject to conditions including regulatory approvals), the starting base will be adjusted for the then combined Woodside and BHP petroleum portfolio.
[3] Investment target assumes completion of the proposed merger with BHP's petroleum business. Individual investment decisions are subject to Woodside's investment hurdles. Not guidance.

Our approach

Woodside aims to thrive through the energy transition by building a low-cost, lower-carbon, profitable, resilient and diversified portfolio. Our climate strategy is an integral part of our company strategy. It has two key elements: reducing our net equity Scope 1 and 2 greenhouse gas emissions, and investing in the products and services that our customers need as they reduce their emissions.

This includes new energy products and services, as well as further investment in our oil and gas business. The International Energy Agency estimates that some US$365 billion needs to be invested in upstream oil and gas supply every year to 2030, even in its Net Zero Scenario which is the most ambitious of its suite of scenarios.[1] Other scenarios include higher estimates.

Woodside's climate strategy is overseen by our Senior Vice President Climate, who is a member of the Executive Committee and a direct report to the CEO.

Our climate reporting has been structured to align with the Task Force on Climate-related Financial Disclosures (TCFD) recommendation framework. These disclosures are primarily included in the Climate Report 2021, the information included here should be read in conjunction with this report.

Our performance

In 2021, Woodside's net equity Scope 1 and 2 greenhouse gas emissions totalled 3,235 kt CO_2-e, 10% below the 2016–2020 gross annual average and on course to achieve Woodside's 2025 target of a 15% reduction. Reductions were from operational improvements and the surrender of offsets.[2,3]

Examples of energy efficiency initiatives are given in the Climate Report 2021 and include installation of high efficiency filters on gas turbines at the Karratha Gas Plant, prioritising the use our more efficient turbines, and installing piping and new controls to allow safe compressor sealing while enabling routing of the seal vent methane stream to flare at Pluto LNG.

In 2021, our total operated Scope 1 and 2 greenhouse gas emissions were 8.9 million tonnes, a decrease from 9.2 million tonnes in 2020.[4]

ℹ Refer to the Climate-related data table in the Climate Report 2021 for more information.
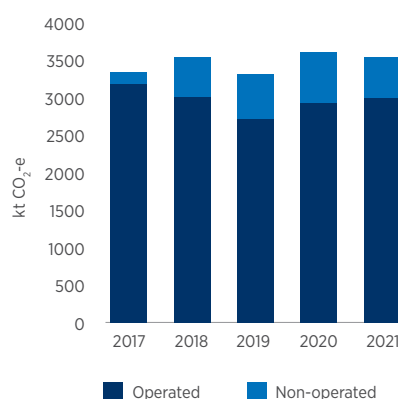
Sources of emissions

In 2021, 68% of Woodside's equity Scope 1 greenhouse gas emissions were from fuel combustion to power our assets, 19% came from venting of which the majority is associated with removal of reservoir CO_2 as part of the LNG process and 13% from flaring. Woodside aims to minimise the impact of flaring by pursuing high plant reliability and improving flare combustion efficiency to reduce methane slip.

A total of 85% of greenhouse gas emissions arise at assets that are operated by Woodside, and the remainder from assets in which Woodside has ownership but not direct operational control.

ℹ Refer to the Climate Report 2021 for more information.

SCOPE 1 EQUITY GREENHOUSE GAS EMISSIONS[5,6,7]

SCOPE 1 EQUITY GREENHOUSE GAS EMISSIONS BY SOURCE (%)

13% Flare
19% Venting
68% Fuel combustion

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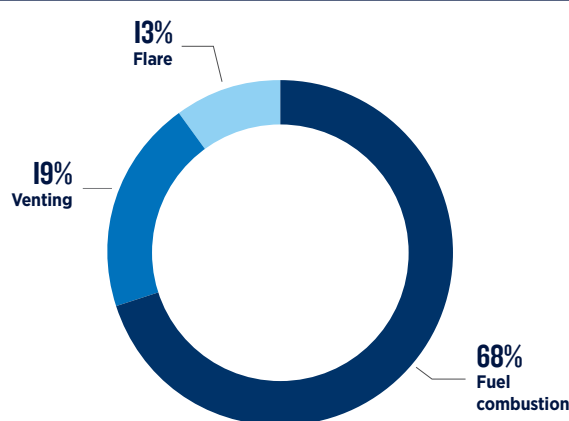
[1] IEA World Energy Outlook 2021 and IEA Net Zero by 2050: a roadmap for the global energy sector. All rights reserved.

[2] See glossary for definition of equity and net equity Scope 1 and 2 greenhouse gas emissions.

[3] Target is for net equity Scope 1 and 2 greenhouse gas emissions, relative to a starting base of the gross annual average equity Scope 1 and 2 greenhouse gas emissions over 2016-2020 and may be adjusted (up or down) for potential equity changes in producing or sanctioned assets with an FID prior to 2021. Post-completion of the Woodside and BHP petroleum merger (which remains subject to conditions including regulatory approvals), the starting base will be adjusted for the then combined Woodside and BHP petroleum portfolio.

[4] See glossary for definition of operated and non-operated.

[5] The equity portion of greenhouse gas emissions, flare, fuel and production values include data from non-operated ventures where Woodside owns an equity portion, where data has been made available.

[6] Equity emissions from non-hydrocarbon producing subsidiary companies e.g. shipping companies are excluded.

[7] This graph utilises Scope 1 greenhouse gas emissions data, excluding inerts for 2017-2020. In addition please note, a similar graph is used in the Climate Report 2021 which includes inerts from 2016-2021.

Our targets and plan

Woodside targets net equity Scope 1 and 2 greenhouse gas emissions reductions of 15% by 2025, and 30% by 2030, below the 2016–2020 gross annual average level, with an aspiration of net zero by 2050 or sooner.[1] Our plan to achieve this is to avoid emissions in the way we design our assets, reduce emissions in the way we operate our assets, and originating and acquiring offsets for the remainder.

Woodside established a carbon business in 2018 to develop a sustainable offset portfolio in support of our base business and new energy projects. We acquire offsets on carbon markets and also originate our own, managing them on a portfolio basis to optimise the cost of meeting both regulatory and corporate targets.

Recognising the importance of methane as a greenhouse gas, methane emissions are included in our net equity Scope 1 and 2 greenhouse gas emissions reduction targets and are reported separately for clarity. Woodside is signatory to the Methane Guiding Principles.

Woodside has also published its approach to Scope 3 greenhouse gas emissions including a new investment target of US$5 billion by 2030 in new energy products and lower-carbon services.[3]

Climate advocacy

Woodside regularly engages with governments of countries where we are active in support of our business strategy to exchange information and to inform policy development and decision making. This engagement is undertaken both directly with governments and by working with industry associations. During 2021, Woodside also engaged with a range of State and Commonwealth Members of Parliament to understand their interests and to communicate information about our activities.

When these engagements are on climate-related topics, we are committed to ensuring our own advocacy, and the advocacy of our industry associations is aligned with the principles of Woodside's Climate Policy.

Woodside also engages with various climate-related associations including the Australian Energy Transition Initiative which researches the pathways to net zero for Australia's 'hard to abate' industrial sectors.

ⓘ   Refer to our website for Woodside's Climate Policy.

New energy products and lower-carbon services

As part of Woodside's decarbonisation efforts, we are progressing options for producing lower-carbon, new energy products, like hydrogen and ammonia.

Since 2018, Woodside has been making investments along the full new energy value chain, from collaborative research projects to customer collaboration and investment in downstream market development initiatives. Our production opportunity portfolio includes hydrogen made from natural gas with process emissions abated, and hydrogen produced using electrolysis.

In 2021, we made significant progress on three proposed production projects:

- We secured land for H2Perth, a proposed world-scale liquid hydrogen and ammonia production facility to be located on 130 hectares of prime industrial land in southern metropolitan Perth

- We secured land for H2TAS, to deliver a proposed 100% renewable ammonia product for export as well as renewable hydrogen for domestic use, located in Tasmania's Bell Bay region, allowing us to expand our previous concept.

- We secured land and commenced front end engineering and design for H2OK, a 290 megawatt (MW) liquid hydrogen project in the Westport Industrial Park, Ardmore, Oklahoma.

Customer collaboration highlights announced in 2021 include:

- A new export customer consortium with Japanese companies IHI Corporation and Marubeni Corporation in connection with H2TAS

- A joint feasibility study to establish a clean fuel ammonia supply chain from Australia to Japan with Japan Oil, Gas and Metals National Corporation, Marubeni Corporation, Hokuriku Electric Power Company and The Kansai Electric Power Co., Inc

- Formation of the HyStation company alongside five other parties in September 2021 to promote hydrogen bus adoption in South Korea

- A Memorandum of Understanding (MOU) with Hyzon Motor Company to explore collaboration opportunities in the US and Australia

- A MOU with Keppel Data Centres, City Energy, Osaka Gas Singapore and City-OG Gas Energy Services to study the feasibility of liquid hydrogen supply to Singapore from H2Perth.

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[1] Target is for net equity Scope 1 and 2 greenhouse gas emissions, relative to a starting base of the gross annual average equity Scope 1 and 2 greenhouse gas emissions over 2016-2020 and may be adjusted (up or down) for potential equity changes in producing or sanctioned assets with an FID prior to 2021. Post-completion of the Woodside and BHP petroleum merger (which remains subject to conditions including regulatory approvals), the starting base will be adjusted for the then combined Woodside and BHP petroleum portfolio.

[2] Investment target assumes completion of the proposed merger with BHP's petroleum business. Individual investment decisions are subject to Woodside's investment hurdles. Not guidance.

In October 2021, we announced a collaboration with Heliogen Inc, a leading provider of Artificial Intelligence-enabled concentrated solar technology, including a proposed commercial-scale pilot facility in California.

Woodside is evaluating a solar photovoltaic (PV) power facility, approximately 15 km south-west of Karratha in Western Australia. This will generate electricity from a large-scale solar PV farm, complemented by a battery energy storage system and other associated infrastructure. Initially, the proposed facility could supply 100 MW of solar energy to Pluto LNG and other customers located near Karratha, with potential expansion to a maximum capacity of 500 MW.

In 2021, Woodside continued to assess carbon abatement opportunities including carbon capture and storage (CCS) and carbon offsets. In September, we entered an agreement with the Northern Territory (NT) Government, CSIRO and industry to develop a business case assessing the viability of a large-scale Low Emission Carbon Capture Utilisation and Storage Hub based in the NT. The aim of the hub will be to significantly reduce existing emissions, acting as a catalyst to new net zero industries that can continue throughout the energy transition.

In November, Woodside, bp and Japan Australia LNG (MIMI) Pty Ltd, agreed to form a consortium to progress feasibility studies for a large-scale, multi-user CCS project near Karratha in Western Australia.

The consortium aims to assess the technical, regulatory and commercial feasibility of capturing carbon emitted by multiple industries located near Karratha on the Burrup Peninsula and storing it in offshore reservoirs in the Northern Carnarvon Basin.

—
Illustration of H2Perth.

ENVIRONMENT AND BIODIVERSITY

SIGNIFICANT TOPIC

We recognise that strong environmental performance is essential to our success and continued growth.

2021 HIGHLIGHTS

» Maintained strong environmental performance with no significant environmental incidents[1]

» Secured primary environmental approval of the Scarborough Project – Nearshore Component

» Successful delivery of the Burrup Air Monitoring Program

» Approval of the updated Pluto LNG Facility Greenhouse Gas Abatement Program with progressive targets to net zero emissions by 2050

» Completion of capacity building workshops with members of Senegal's National Technical Committee to improve understanding of risk management in the oil and gas industry

2022 PRIORITIES

» In consultation with key stakeholders progress secondary environmental approvals for the Scarborough and Pluto Train 2 projects in Western Australia

» Progress primary environmental approval of the Browse Development

» Continue to support the Murujuga Rock Art Strategy

» Continue to support biodiversity knowledge and capacity building through environmental partnerships with key research organisations to support effective marine planning and management

» Progress environmental approvals for new energy opportunities[2]

Our approach

We recognise our responsibility to help protect the planet. Our strong environmental performance reflects our sensitivity towards the natural environment where we operate. We are committed to continuous improvement in the performance of our operations by minimising the impact our activities has on the environment. Our environmental approach complies with all applicable environmental laws and regulations, follows best practice and is underpinned by robust science based decisions. We work to minimise our environmental impacts by integrating world-class environmental management into our activities and the design, construction, operation and decommissioning of our facilities.

We continue to deliver sound and transparent environmental regulatory approvals for our activities, with the successful delivery of the primary environmental approvals for the Scarborough project. Our focus is on achieving better environmental outcomes by building our credible scientific knowledge, robust environmental impact assessment and effective risk management. We rely on having evidence based scientific knowledge to support our understanding of the local environment to inform environmental risk evaluation of our potential impacts upon it.

To ensure leading environmental management and mitigation strategies has allowed us to minimise our environmental impacts. We have maintained over a 30 year record of oil and gas operations without any major environmental incidents.

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[1] A significant environmental incident is considered to be an incident that has moderate, medium-term impact on ecosystems, species, habitat or physical or biological attributes.
[2] Refer to the glossary for definition.

Our performance

We have delivered strong environmental performance in 2021, with no significant environmental incidents. We continue to design out, operate out and offset our impacts, and are actively diversifying our portfolio. We continue to support international capacity building through our environmental partnerships and locally through partnering with Indigenous organisations to further understand the environmental and cultural sensitivities of our active operating environments.

Environmental risk management

Woodside's environmental management process is aligned with the International Standard ISO31000 for risk management.

The process to identify impacts and risks and assess the potential consequence of an activity mandates that a risk hierarchy of controls be applied to management measures that are identified. This approach means we identify ways to eliminate or avoid an impact before we consider ways of reducing or minimising it. The management measures include, at a minimum, those that are considered good international industry practice. The end result of this risk-based process is that the residual impacts of an activity are at a level we consider to be acceptable, and that any residual risk has been reduced to a level that is considered as low as reasonably practicable (ALARP).

We regularly reassess environmental impacts and risks of operations across our portfolio at the activity level. To incorporate emerging scientific understanding and best practices, ultimately resulting in more robust environmental outcomes.

Our Environment Risk Management Procedure includes the use of a decision support framework based on principles set out in the Guidance on Risk Related Decision Making (Oil and Gas UK 2014). This framework guides us to appropriately understand a risk, determine if the risk or impact is acceptable and can be demonstrated to be ALARP. Identified significant environmental risks that involve greater complexity and uncertainty requires adoption of the precautionary principle approach and consideration of the company and societal values by performing broader internal and external stakeholder consultation.

Investment in science

Our science strategy underpins and enables us to deliver strong environmental performance, strengthening our environmental leadership and innovation. Our continued investment in science allows us to collaborate to build shared capability and knowledge through partnerships with some of the world's leading experts and research organisations.

Our commitment to shared scientific understanding of biodiversity in the regions in which we operate is demonstrated through our significant and meaningful partnerships. We partner with industry experts and research institutions to understand the environments in which we operate and inform decision making. This applies to the entire life cycle of our operations, from exploration and development to production and decommissioning.

We have established a number of research projects in order to understand the marine environments in which we operate. Where scientific data does not exist, we assume that a pristine natural environment exists and, therefore, implement all practicable steps to eliminate, avoid, reduce or minimise impacts to follow the precautionary principle approach.

i Refer to page 91 for further information about Major incident preparedness.

Biodiversity

We recognise the importance of biodiversity and minimising our possible impact to the variety of plant and animal life (flora and fauna) within habitats in and surrounding the areas where we are active. We are taking action to help restore landscapes and support biodiversity, both in Australia and overseas.

Our exploration and operations are not within World Heritage Listed properties. Where our projects are adjacent to World Heritage areas, these activities are not incompatible with their values. Furthermore, any exploration or operations in International Union for Conservation of Nature (IUCN) Protected Areas Categories I to IV is only undertaken with an appropriate plan that meets regulatory requirements and adheres to stakeholder expectations. Additionally, none of our facilities are within IUCN locations.

Image courtesy of BirdLife Australia. Photo of Great Knot, Red Knot, Crested Tern, Caspian Tern, Bar-tailed and Godwit in the north of Western Australia.

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CASE STUDY: WOODSIDE AND BIRDLIFE AUSTRALIA

Our three-year funding agreement between Woodside and BirdLife Australia supports annual fieldwork to monitor and tag migratory shorebirds in the Exmouth Gulf, a Key Biodiversity Area and recognised habitat for shorebird populations that are part of the East Asian Australasian Flyway. Threatened migratory shorebird species spend the Australian summer feeding and resting on coastal and wetland habitats including areas in proximity to our activities in Western Australia.

Strong partnerships, sound research and transparency are key elements of our approach to minimising our environmental impact on biodiversity. We partner with science focused organisations to further our understanding of the existing environment in which we operate. A key focus of the risk-based process undertaken for environmental impacts is defined under the relevant environmental regulations and legislation. This includes threatened and migratory species and a key component of robust impact assessment is to evaluate activities against the relevant actions of recovery plans and conservation advice for protected species.

Sustainable Development Report 2021

Marine turtles

Western Australia contains some of the largest and most active marine turtle nesting beaches for five of the seven species of threatened marine turtle species globally. Our activities are adjacent to some of these coastal locations and understanding the timing, distribution and behaviour of marine turtles is important for sustainable development approaches. We have supported the Government of Western Australia's Department of Biodiversity, Conservation and Attractions Ningaloo Turtle Program since 2012. The aim of the program is to support the conservation and long-term survival of marine turtle populations through the identification of key nesting beaches; long-term monitoring of nesting and hatchling success; and assessment of trends along the Ningaloo Coast.

This knowledge addresses current gaps in the understanding of key threatened and migratory species status and provides new information on specific nesting behaviours and trends for nesting marine turtle species.

Importantly, this supports evidence-based effective on-ground management and conservation activities such as public outreach and marine turtles nesting code of conduct for visitors within Ningaloo Marine Park and the Ningaloo Coast World Heritage Area.

The current Ningaloo Turtle Program support provides for a co-funded PhD research program with Edith Cowan University and Department of Biodiversity, Conservation and Attractions on ghost crabs predation on turtle hatchlings along the Ningaloo coastline. The study tracked hatchling emergence over two nesting seasons at two loggerhead nesting beaches to assess the likelihood of predation on turtle hatchlings by ghost crabs. It is recognised that ghost crabs are a major predator for marine turtle eggs and hatchlings globally. This research supports the long-term ecological understanding of these threatened and migratory marine turtle species and allows for better environmental management at key nesting locations in Western Australia.

CASE STUDY: THE NINGALOO TURTLE PROGRAM

The Ningaloo Turtle Program as established by the Department of Biodiversity, Conservation and Attractions and partners in 2002 and is a flagship community volunteer turtle-monitoring program. It is the longest running volunteer-based marine turtle-monitoring program in the southern hemisphere.

Woodside has supported the program since 2002 and has extended support until 2024.

The program tracks marine turtle nesting activity on an annual basis providing long-term trends for species such as green, loggerhead and hawksbill turtles which feed, rest and nest within the Ningaloo Marine Park and Ningaloo Coast UNESCO World Heritage Area.

Over the past three years the program monitoring has expanded to more remote parts of the Ningaloo coast with support from traditional owners, and the Ningaloo Turtle Program has developed the turtle watching code of conduct and operates marine turtle education tours and patrols during the key turtle nesting season.

—
A loggerhead turtle.

Pygmy blue whale

The offshore waters of Western Australia are important habitat for threatened and migratory blue whale species including foraging areas for the pygmy blue whale. Understanding blue whale migratory timing, distribution and behaviour is critical to managing interactions with our activities. In 2021, we partnered with Australian Institute of Marine Science to explore innovative satellite tracking technology to understand the migratory movements and diving behaviours in pygmy blue whales, expanding the spatial understanding of foraging and migration. Using the data collected in this study, we were able to model pygmy blue whale behaviours to better represent animal movements due to sound exposure. This supports impact assessment across all stakeholders and enables Woodside to undertake more informed decisions around management and mitigation of risks.

Furthermore, we are working with JASCO Applied Sciences, a consulting and research company on assessing and mitigating underwater noise. We have deployed seabed acoustic listening systems to record vocalising whales off the North West Shelf for a period of five months. This data is expected to help guide policy makers, scientists, industry and the broader public on key knowledge that is the basis of developing relevant management and mitigation strategies to help the recovery of this threatened species.

—
Image of a potato cod.

CASE STUDY: MANAGING AND MITIGATING UNDERWATER NOISE IMPACTS AND RISKS TO PYGMY BLUE WHALE

Environmental science underpins our approach to impact assessment and risk management. In 2021, we continued to focus on eliminating or minimising any impacts of underwater noise on pygmy blue whales by better understanding: 1) pygmy blue whale seasonal movements and behaviours off Western Australia, 2) the noise associated with our activities, 3) developing novel impact assessment approaches and 4) implementing new management and mitigation controls to our offshore activities.

In 2021, we documented the seasonal presence of migratory pygmy blue whales in our operational areas off Western Australia using an underwater acoustic detection system that records the presence of vocalising whales like pygmy blue whales. In addition, we tracked the migration pathways and behaviours of pygmy blue whales in Western Australian waters via small satellite tags attached to individual whales, in a collaboration with the Australian Institute of Marine Science (AIMS). In conjunction with JASCO Applied Sciences, we developed new and novel methods to model the interaction of pygmy blue whales with predicted noise footprints in our operational areas to inform our ongoing noise management. Using these (and other) data, we developed a range of new management controls including avoiding time periods when whales are present and implementing vessel speed limits and activity shutdowns when whales are detected by trained observers.

—
Image of a whale shark
in North West Australia.

Whale sharks

Whale sharks are the world's largest fish and annually migrate through the waters of Western Australia's North West to feed in the waters off Ningaloo. For many years whale sharks have regularly been seen near our offshore platforms. In recent years, University of Western Australia researchers have placed acoustic receivers adjacent to four of our offshore platforms for between 12 and 90 days. The receivers can listen for any of the 40 whale sharks that have been previously tagged with acoustic transmitters. This study has shown that whale sharks can visit our offshore platforms for extended periods, presumably to forage for food.

This research was recently published in the scientific journal, *Frontiers in Marine Science*.

Understanding offshore reef systems

We have been supporting leading research institutions such as the Australian Institute of Marine Science (AIMS) since 1993. Over the past 25 years we have worked with and co-funded research undertaken by AIMS at Scott Reef, a remote reef system adjacent to the proposed Browse Project. This partnership has offered scientists a unique opportunity to study this remote atoll and has led to the establishment of one of the longest and most comprehensive investigations of a coral reef system in Australia. This research has identified ways in which corals and fishes depend on each other for survival; how corals can adapt to extreme changes in depth; the effect of water movements on the flow of nutrients; and the importance of the reef to migratory turtles and whales.

In 2021, Woodside and the Browse Joint Venture supported AIMS in continuing the long-term monitoring program at Scott Reef. The latest round of survey activities by AIMS has extended the time-series data on corals and fish, and undertaken eDNA analyses of water samples from the reef for detection of invasive marine species. This research program allows AIMS to better understand the exposure and resilience of Scott Reef's coral and fish communities to global pressures.

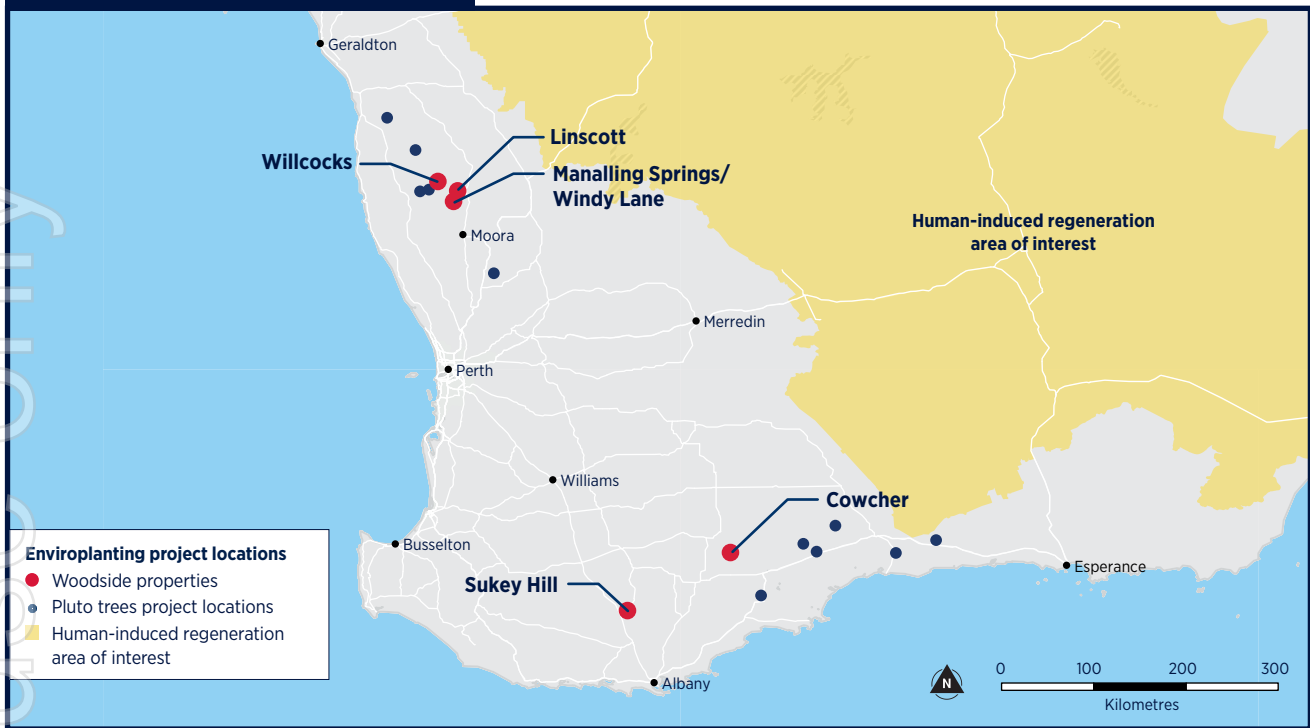### CASE STUDY: RESIDENT WHALE SHARKS AT PLUTO

Research has shown that whale sharks can visit Woodside's offshore platforms for extended periods, presumably to forage for food. For example, at the Pluto platform one whale shark remained resident over 24 days being detected 4,894 times. A whale shark at North Rankin Complex was detected 15 times over a 90-day period.

CARBON ORIGINATION PROJECT AREAS

Map showing: Geraldton, Willcocks, Linscott, Manalling Springs/Windy Lane, Moora, Merredin, Perth, Williams, Busselton, Cowcher, Sukey Hill, Albany, Esperance. Human-induced regeneration area of interest.

Enviroplanting project locations
- 🔴 Woodside properties
- • Pluto trees project locations
- ▨ Human-induced regeneration area of interest

Native Reforestation Project

In 2021, Woodside established a program aimed at directly leasing portions of land in Western Australia for biodiverse carbon plantings.

Woodside continue to undertake carbon origination projects in regional Western Australia. Woodside in partnership with Greening Australia planted native trees on 3,000 hectares during 2020 and 2021 on three Woodside properties in Western Australia: Cowcher, Sukey Hill and Manalling Springs. More recently, Woodside purchased an additional two properties, Willcocks and Linscott in Western Australia's Wheatbelt region for planting in 2022.

Woodside's carbon projects involve the reforestation of cleared low-productivity agricultural landscapes and increased habitat connectivity through restored landscape linkages. These project sites are drawing on a range of local native tree and shrub species typically represented in remnant vegetation.

Woodside is also evaluating other potential carbon projects in the rangelands region utilising the human-induced regeneration (HIR) method which are anticipated to provide similar biodiversity benefits.

Primary environmental approvals

All key primary and environmental approvals for the Scarborough (offshore) and Pluto Train 2 (onshore) to support the final investment decisions are in place, with secondary environmental approvals progressing to support project execution activities.

In 2022, North West Shelf Project Extension and Browse primary approvals will continue to be progressed. Woodside's Pluto Greenhouse Gas Abatement Program (GGAP) was approved by the Western Australian Minister for Environment. The GGAP includes interim and long-term targets to achieve a 30% emissions reduction from approved levels by 2030 and net zero by 2050 across the entire project.[1] The targets incorporate emissions associated with Pluto Train 2.

Scarborough

Scarborough gas will play an important role in the energy transition. With only about 0.1% carbon dioxide in the reservoir and processed through an efficient onshore LNG train, Scarborough will support meeting our customer's energy needs.

We received the final primary environmental approval for the Scarborough nearshore pipeline crossing through the state waters section to the onshore facility.

The discovery of Australia's first sub-tidal Indigenous archaeological finds at two locations in the waters of Burrup Peninsula (Murujuga) in July 2020 has confirmed that Indigenous artefacts may persist in the submerged landscape.

[1] Pluto LNG Development Public Environmental Review (2006) emissions estimate of 4.1 Mtpa CO_2-e for two LNG trains.

Woodside has proactively collaborated with Murujuga Aboriginal Corporation (MAC) and heritage experts from the University of Western Australia, who made ground-breaking discoveries in Murujuga's waters, to design a research project to assess areas of archaeological prospectivity along the Scarborough pipeline route within the proposed development area to understand the submerged cultural landscape of Murujuga.

This research project concluded that the Scarborough project is likely to have nil to low impact on archaeological heritage values and that the proposed pipeline route is the preferred option within Mermaid Sound. In particular, the planned Scarborough project will have nil to low impact on any submerged heritage sites.

This research provides Woodside with much greater certainty that the proposed Scarborough project has considered impacts to cultural heritage and facilitates continuing work with Traditional Custodians to understand and protect cultural values.

Burrup Air Monitoring Program

The Burrup Peninsula (Murujuga) is unique worldwide for its collection of petroglyphs, engravings that have been etched, rubbed or scratched into the rocks. The presence of industry on the Burrup Peninsula has generated concerns from some stakeholders that these emissions may lead to an accelerated weathering or deterioration of rock art. In 2021, Woodside continued to support the WA Government's Murujuga Rock Art Strategy both financially and through the provision of historical and contemporary data.

Woodside has undertaken or contributed to air monitoring studies of the Burrup Peninsula since 2008 with the objective of measuring our emissions and understanding any potential impacts in the region. In 2021, we expanded our Burrup Air Monitoring Program to include monitoring dry and wet nitrogen deposition that may be associated with emissions from Pluto LNG and Karratha Gas Plant at five monitoring stations. This is enhancing our understanding of our potential interactions on the surrounding environment. In addition, Woodside continues to support the World Heritage listing of the Murujuga and the associated programs that seek to ensure industrial air emissions are not impacting on this unique cultural area.

New Energy

Our new energy opportunities continue to demonstrate Woodside's focus on developing innovative technologies to meet customer demands for low-cost, lower-carbon energy. Studies and planning to initiate environmental approvals for these opportunities has commenced.

Waste management

We strive to reduce our environmental footprint and promote the efficient use and sustainable recovery and regeneration of waste through implementing our waste management hierarchy. Our approach considers avoid, reduce, recycle and re-use as the standard and disposal last. This is tracked to identify opportunities for improvement as we continuously strive for more sustainable outcomes.

The waste management hierarchy has been applied across our supply chain, including all locations and activities throughout the life cycle from the design phase through to decommissioning. This hierarchy of control is consistent with good international industry practice, and our Corporate Environment Performance Procedure. We prepare Waste Management Plans to document our waste management activities globally and to manage waste in an environmentally responsible manner. Waste from our international projects is disposed of in line with international standards or where applicable with Australian standards.

CASE STUDY: SANGOMAR WASTE MANAGEMENT

Woodside is committed to not placing increased pressure on waste management facilities in Dakar. We have worked with a local company to build a waste management sorting, storage and treatment facility to increase in-country capability to treat key waste streams, while leveraging existing local re-use and recycling capability where available. This minimises waste disposal impacts and contributes to building local capacity. In anticipation of commissioning of the waste treatment facility in Q1 2022, a number of waste streams are currently being securely stored until this facility is fully operational.

NOTE:
Data in the proceeding table (page 36-37) has been prepared in accordance with the Global Reporting Initiative (GRI) Standards core option and with reference to the IPIECA API and IOGP (2020) Sustainability Reporting Guidance for the oil and gas industry. The climate-related data table that appears in the Climate Report 2021 includes some consistent data points and additional data points prepared in alignment with the recommendations of TCFD and with reference to relevant metrics from the Sustainable Accounting Standards Board (SASB) Oil and Gas Upstream Standard.

ENVIRONMENT PERFORMANCE[1]

	2021	2020	2019	2018	2017
Hydrocarbon production[2]					
Total – equity (kt)[3]	10,522	11,552	10,293	10,389	9,518
Total (kt)[4]	25,807	29,834	28,618	30,283	29,639
Revenue					
Revenue - equity (US$ M)[5]	6,962	3,600	4,873	5,240	3,975
Greenhouse gas emissions[6]					
Scope 1 emissions – equity (kt CO_2-e)[3,7]	3,541	3,598	3,302	3,535	3,337
Scope 1 emissions (kt CO_2-e)[4,8]	8,901	9,170	8,840	9,767	9,883
Scope 2 emissions (kt CO_2-e)	8	10	7	8	8
Scope 3 emissions (use of sold product) – equity (kt CO_2-e)[9]	27,906	32,935	27,888	NPR*	NPR*
Scope 3 emissions (use of sold product – Traded LNG) – equity (kt CO_2-e)[9]	6,886	NPR*	NPR*	NPR*	NPR*
Scope 3 emissions (use of sold product) (kt CO_2-e)[9]	72,969	84,923	74,017	NPR*	NPR*
Scope 1 emissions intensity – equity (kt CO_2-e/kt)	0.34	0.31	0.32	0.34	0.35
Scope 1 emissions intensity (kt CO_2-e/kt)	0.34	0.31	0.31	0.32	0.33
Scope 1 emissions intensity – equity (kt CO_2-e/ revenue-equity US$ M)[5]	0.51	1.00	0.68	0.67	0.84
Greenhouse gas emissions by gas - operational					
CO_2	8,564	8,860	8,506	9,356	9,439
CH_4 (kt CO_2-e)[6,10]	326	300	325	400	428
Methane intensity - volume percentage (Sm^3/Sm^3)[6,10]	0.064	0.051	NPR*	NPR*	NPR*
Greenhouse gas emissions by source					
Fuel combustion (kt CO_2-e)	6,527	6,839	6,496	7,048	7,037
Flare (kt CO_2-e)[8]	759	559	608	696	817
Venting (kt CO_2-e)	1,614	1,771	1,736	2,021	1,990
Other (kt CO_2-e)	1	0	1	1	46
Flared gas[11]					
Total flaring – equity (tonnes)[11]	154,546 [97,909]	121,740	111,666	138,610	158,739
Total flaring (tonnes)[11]	250,562 [172,307]	177,384	201,368	234,801	280,517
Flaring intensity – equity (t/kt)[11]	14.7 [9.3]	10.5	10.8	13.3	16.7
Flaring intensity (t/kt)[11]	9.7 [6.7]	5.9	7.0	7.8	9.5
Non-greenhouse gas emissions[12]					
Nitrogen oxides (NOx) (tonnes)	12,973	13,023	11,713	12,652	20,620
Sulphur oxides (SOx) (tonnes)	50	52	49	53	52
Volatile Organic Compounds (VOCs) (tonnes)	16,445	17,665	13,223	18,759	19,138
Refrigerants[13]					
CFC-11 (tonnes)	0.00	0.00	0.01	0.01	0.02
Resource use[14]					
Fuel consumption[15]					
Total fuel consumption – equity (TJ)	47,834	49,731	45,490	48,936	42,021
Total fuel consumption (TJ)	129,855	136,480	126,412	140,433	139,786
Fuel intensity – equity (TJ/kt)	4.5	4.3	4.4	4.7	4.4
Fuel intensity (TJ/kt)	5.0	4.6	4.5	4.6	4.7

	2021	**2020**	**2019**	**2018**	**2017**
Electricity consumption					
Grid electricity consumption (TJ)[14]	41	52	37	43	40
Water					
Fresh water use (m³)[14,16]	399,443	368,017	311,129	345,576	364,667
Fresh water intensity (m³/kt)[17]	15	12	11	11	12
Produced formation water – reinjection (m³)	7,941,229	4,812,942	1,888,731	4,743,523	9,575,269
Produced formation water – open marine (m³)	3,076,324	3,155,704	2,547,335	3,039,701	3,022,350
Produced formation water – oil load open marine (kg)	28,673	30,836	17,687	18,173	26,237
Waste[18]					
Non-hazardous (tonnes)	2,600	2,940	2,548	2,768	2,956
Hazardous (tonnes)	12,967	9,913	7,634	8,220	6,645
Total waste (tonnes)	**15,566**	**12,853**	**10,182**	**10,987**	**9,601**
Waste disposal					
Incineration (tonnes)	0	0	n/a	n/a	n/a
Evaporation (tonnes)	7,082	6,198	5,030	5,511	3,115
Landfill (tonnes)	2,218	3,314	2,256	2,316	2,418
Re-used/recycled (tonnes)	5,064	3,173	2,767	3,018	3,991
Other (tonnes)	1,202	168	130	142	77
Environmental incidents[19]					
Total number of hydrocarbon spills >1 bbl	0	0	2	2	n/a
Total – Quantity of hydrocarbon spilt for spills >1 bbl (m³)	0	0	65.05	82.44	n/a
Total number of non-hydrocarbon spills >1 bbl	0	2	6	1	2
Total – Quantity of non-hydrocarbon spilt for spills >1 bbl (m³)	0	27.62	12.58	1.00	4.40

1 Performance data is reported on a total and Woodside equity share basis as appropriate.

2 Hydrocarbon production includes exportable hydrocarbons only. Exportable means Woodside produced and sold hydrocarbons, including domestic gas, LNG, condensate, oil and liquefied petroleum gas. This excludes Traded LNG.

3 The equity portion of greenhouse gas emissions, flare, fuel and production values include data from non-operated ventures where Woodside owns an equity portion, where data has been made available.

4 Operated greenhouse gas emissions, flare, fuel and production values are for Woodside operated production assets only.

5 Please see Annual Report 2021 for more information on Total Operating Revenue.

6 Greenhouse gas emissions, energy values and global warming potentials are estimated in accordance with the Australian National Greenhouse and Energy Reporting (NGER) methodology as applicable in FY20-21. Calculated using a 100 year Global Warming Potential in accordance with the Australian NGER regulations.

7 Equity emissions from non-hydrocarbon producing subsidiary companies e.g. shipping companies are excluded.

8 Total inerts flared in CY2021 was 223.7 kt CO_2-e.

9 Scope 3 greenhouse gas emissions are based on use of sold product only and are calculated using combustion factors in accordance with National Greenhouse and Energy Reporting (NGER). Traded LNG means the purchase and/or sale of spot and/or strip of LNG cargoes.

10 Increased reported Methane emissions in 2021 includes the impact of the updated flared emissions methodology (updated in 2020-2021 reported figures). Methane intensity includes production related to marketed natural gas specifically LNG, domestic gas, propane and butane production.

11 Flared emissions calculation methodology updated in 2020 to align with NGER. Includes inert compounds which have a global warming potential of zero. The majority of the difference between 2020 and 2021 flaring is due to inclusion of inerts in 2021 calculations as defined in Australian reporting standards. For comparison, 2021 figures are shown in square brackets excluding flared inerts.

12 NOx, SOx and VOC emissions estimated in accordance with NPI techniques using a combination of direct measurement, engineering calculation and emission factors. Emissions are aggregated for all facilities and are irrespective of NPI reporting thresholds.

13 Woodside no longer acquires Ozone Depleting Substances (ODS), in line with applicable legislation and protocols. Woodside has phased out most ODS and has an active project to replace equipment still using ODS.

14 Grid electricity consumption and municipal water use has been partially estimated where data was not available.

15 Fuel sources primarily include fuel gas and Diesel.

16 Includes Corporate, KGP, PGP and KBSF municipal water use.

17 The water intensity denominator is based on production figures on an operational control basis.

18 Increased reported waste in 2021 is associated with inclusion of additional waste sources not previously reported.

19 Reportable spills include spill greater than 1 bbl which have been released to the environment.

* NPR refers to Not Previously Reported.

n/a Not applicable.

DECOMMISSIONING

IMPORTANT TOPIC

Decommissioning involves the management, removal or repurposing of infrastructure that is no longer in use in the areas where we are active. As the decommissioning landscape continues to evolve we remain committed to working with governments, regulators and industry peers.

2021 HIGHLIGHTS

» **Completed the plugging and abandonment of the Echo Yodel and Capella wells**

» **Awarded contracts for 2022-2023 decommissioning program**

» **Collaboration via the Centre of Decommissioning Australia and National Decommissioning Research Initiative**

2022 PRIORITIES

» **Execute plug and abandonment of 22 wells in Enfield and Balnaves fields**

» **Planning contract awards for work scheduled for decommissioning activities in 2023, 2024 and 2025**

» **Continue review of options to re-use, repurpose and recycle decommissioned infrastructure**

Our approach

Woodside remains committed to a robust process to deliver decommissioning outcomes aligned with regulatory and societal expectations.

We see science and marine research outcomes as a critical input into making informed and balanced decommissioning decisions. We partner with local and international research organisations to increase our understanding of environmental impacts, risks and benefits associated with different decommissioning options for our infrastructure.

Comprehensive assessments to inform our planning and decision-making process. We use relevant regulations, international best practice and consultation with stakeholders to inform our understanding of the proposed options for decommissioning.

We are committed to the re-use, repurposing and recycling of as much of our decommissioned infrastructure as practicable.

In 2021 we partnered with industry specialists to improve re-use pathways, initiated a crowd-sourcing challenge with prizes for ideas to repurpose flexible pipelines, and collaborated with industry to understand and expand the recycling capability in the Western Australian market. We will continue to seek innovative solutions for decommissioned infrastructure.

Woodside has the capability and resources to deliver on our responsibilities across the decommissioning portfolio. We maintain a multidisciplinary decommissioning team including environment, social and technical experts to manage the portfolio and deliver safe, timely and environmentally responsible outcomes.

Woodside's decommissioning estimate is calculated in accordance with relevant accounting standards. Our balance sheet is audited annually as part of financial reporting.

ⓘ Further information on decommissioning estimates is available on page 129 of the Annual Report 2021, in Note D.5 Provisions: Key Estimates and judgments (Restoration Obligations).

We are committed to working with governments, regulators and our industry peers to collaboratively develop and improve the decommissioning regulatory framework as the decommissioning landscape continues to evolve. In 2021, we provided submissions individually and through the Australian Petroleum Production and Exploration Association (APPEA) on proposed updates to regulations and guidelines.

We also continue to participate in the ongoing consultation with government and industry regarding the Northern Endeavour Floating Production Storage and Offtake facility.

Our performance

We listen and learn from our stakeholders. Woodside recognises that there are varying stakeholder views on how we decommission. We remain committed to proactively planning and maintaining our infrastructure for decommissioning throughout the life cycle of an asset.

Our knowledge and understanding has progressed and improved over the past three years of decommissioning activities. Feedback received from undertaking assessment of options and stakeholder engagement has informed our approach to decommissioning going forward. We seek the appropriate balance across technical feasibility, costs, environment and social impacts and opportunities.

In 2021 we contracted decommissioning scopes across multiple Australian assets. We commenced the decommissioning of Echo Yodel field, around 140 km north-west of Dampier in Western Australia, with the successful plugging and abandoning of the Yodel wells. Woodside has also committed funding to establish innovative approaches to decommissioning challenges such as the management of waste and how we deliver our activities.

Enfield

In 2021 we received a general direction from National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) requiring the removal of infrastructure at Enfield, around 38 km north of North West Cape off the coast of Western Australia, by the end of 2024. Environmental approvals are in progress for the removal of Enfield subsea infrastructure such as christmas trees and wellheads. We are committed to completing these activities in accordance with the requirements of the regulatory direction.

One of the future options for decommissioned infrastructure is to repurpose it and create artificial reefs. Artificial reefs can support a range of local and regional social, economic and environmental benefits. The structure can provide a habitat for different species and increase local productivity to support high fish abundances. In 2021, we proposed to create an integrated artificial reef using the Enfield riser turret mooring.

This complex habitat would have supported a diverse range of species and provided important fishing grounds to recreational fishers. However, during the approvals process we recognised the need to demonstrate the long-term acceptability of degradation of infrastructure in the marine environment. We are now pursuing the removal of the riser turret mooring. Woodside will continue to assess decommissioning options, including artificial reef options, on a case by case basis informed by science and stakeholder engagement.

In 2022, we plan to commence the Enfield subsea plug and abandon campaign involving 18 wells over 12 months of activity.

Collaboration

A collaborative approach is essential to better understand the impacts, risks and benefits of different decommissioning options for Australia's offshore oil and gas infrastructure in coming decades.

In 2021, Woodside participated in APPEA and Centre of Decommissioning Australia working groups. These forums enable industry peers to share learnings and contribute to harnessing decommissioning challenges as economic, social and environmental opportunities.

In addition, Woodside is a founding member of the National Decommissioning Research Initiative (NDRI), which seeks to collect environmental scientific knowledge to support internal decisions, regulatory approval processes and stakeholder understanding. Importantly, the research program is overseen by an independent scientific advisory group and the outcomes will be shared openly and transparently with all stakeholders. Two research streams are being progressed:

- Understanding the biodiversity on offshore infrastructure across Australia
- Better understanding of the impacts and risks of contaminants associated with offshore infrastructure

Research outcomes are expected throughout 2022.

Look ahead

In 2022, we will continue to collaborate with our peers to equip industry for increased decommissioning activities. The removal of four wells from the Balnaves field is also planned to commence in 2022. We will also continue studies to inform our key decisions and progress with our decommissioning commitments.

CASE STUDY: ECHO YODEL PIPELINE REMOVAL

The 23 km Echo Yodel pipeline connects to the Goodwyn A platform and is comprised of a stainless-steel inner pipeline coated by a four-layer polypropylene outer for protection and insulation.

Woodside, in collaboration with the University of Western Australia, undertook a series of studies to better understand and assess fish diversity and abundance on the Echo Yodel pipeline. The key findings showed infrastructure offers significant habitat that supports diverse and important commercially important fish species, with higher fish abundance found on the subsea infrastructure than expected. The relative biomass of commercially important fish species was on average 7.5 times higher on the pipeline than in adjacent natural habitats. This research has been published in 13 peer-reviewed papers to enable the knowledge to be shared.

We looked to balance the near-term benefits of the infrastructure to fisheries with the risk of longer-term degradation of infrastructure. Our options assessment, including stakeholder engagement, led to the initial proposal to leave the pipeline, umbilical and associated subsea infrastructure in place. This decision was informed by science on the current ecological benefit and commercial fishery value provided by the infrastructure and in consultation with stakeholders.

Following the commencement of the environmental approval process our approach changed to address the concerns over the degradation of plastic and long-term presence of the pipeline and umbilical if left in place. Scientific research and engagement indicated the potential benefits of the infrastructure remaining in place. However, subsequent engagement with the regulator and stakeholders raised concerns leading to the decision to remove the infrastructure.
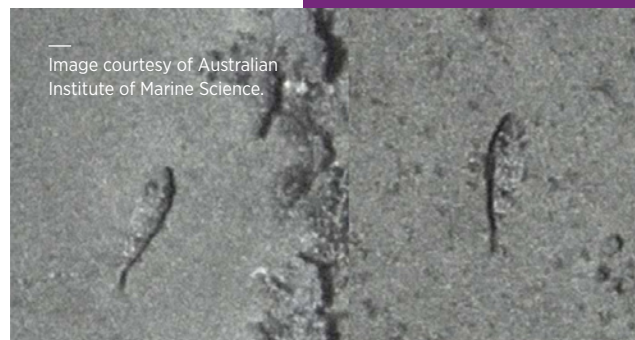
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Image courtesy of Australian Institute of Marine Science.

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Image courtesy of Australian Institute of Marine Science.
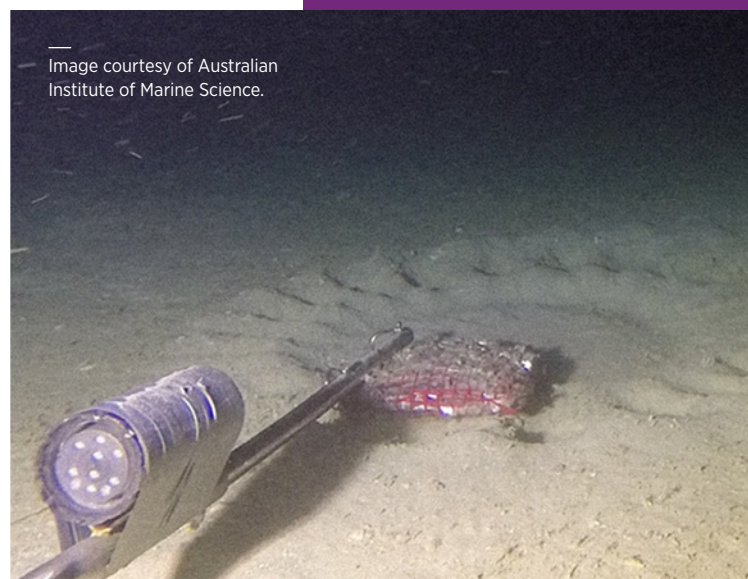
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Image courtesy of Dr Todd Bond.

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Mystery circles providing evidence of a potential new species of pufferfish spotted on video footage collected by Fugro during an inspection of the Echo Yodel subsea infrastructure – operated by Woodside on behalf of the North West Shelf Project participants.

SOCIAL

SOCIAL AND CULTURAL IMPACTS ON COMMUNITIES

MATERIAL TOPIC

Woodside is committed to managing our activities in a sustainable way and delivering positive outcomes in the areas where we are active.

2021 HIGHLIGHTS

» **Launched a new five-year social investment strategy**

» **Embedded Social Performance Framework in our operations and active monitoring in place for key community indicators**

» **Released a new five-year stretch Reconciliation Action Plan (RAP) with Reconciliation Australia**

OPPORTUNITIES

» **Continue our approach to social performance and management of social licence to operate (SLTO) risks**

» **Review social impact assessment and management plans for our active communities**

RISKS

» **Unintended adverse social and cultural impacts associated with projects and new business activities**

» **Failure to meet expectations of stakeholders to deliver localised economic outcomes**

» **Failing to engage with Traditional Owners and Custodians to understand community concerns regarding cultural heritage**

Our approach

Woodside is committed to managing our activities in a sustainable way that is fundamental to the wellbeing of our workforce, our communities and our environment.

We are guided by our Compass Values as well as our Sustainable Communities Policy, Human Rights Policy and Indigenous Communities Policy that set the expectations to foster respectful relationships with communities where we are active, manage adverse impacts and create sustainable opportunities for our communities to share in our success.

Our priorities for 2022 include: embedding social investment impact measurement reporting; implementing a fit for purpose approach to social performance for new business activities; and progressing further improvements to our complaints and grievances management.

Our performance

The three Social Performance principles that guide our global approach for our communities include:

- Fostering relationships
- Managing our impacts
- Creating opportunities.

Our approach to social performance is executed through a localised model for communities where we are active and is 'fit for purpose' to reflect the nature and scale of our activities. For our host communities adjacent to our operations, we have completed communities assessments and associated social performance priorities that highlight key social risks and emerging trends, and propose management strategies that are actively tracked by our asset leadership teams.

SOCIAL PERFORMANCE PRINCIPLES

MANAGING OUR IMPACTS

FOSTERING RELATIONSHIPS

CREATING OPPORTUNITIES

SOCIAL PERFORMANCE

Fostering relationships

Principles:

- Woodside aims to build trust with stakeholders and communities through transparent, timely and respectful engagement
- We acknowledge the unique connection that Indigenous communities have to land, waters and the environment
- We build respectful relationships with Indigenous communities where we are active and ensure the voices, views and aspirations of Indigenous communities and leaders are heard and understood within Woodside
- We seek to understand the interests and concerns of communities and stakeholders in our ongoing and planned activities.

Respectful engagement

We seek to understand the expectations of the communities where we are active and share timely information about our activities.

During 2021, we continued to host quarterly Karratha Community Liaison Group meetings. Key topics discussed at the meetings included housing, local participation, regulatory approvals, new energy, climate and the environment. In addition, we engaged a variety of local stakeholders including Traditional Owners and Custodians, government representatives, community partners, industry and local suppliers and contractors and participated in forums hosted by community and non-government organisations.

Engagements included business round table events, participating in the City of Karratha Safer Communities Partnership, Roebourne community discussions, senior leader meetings with the City of Karratha, school and community presentations and social investment partnership meetings. These engagements aimed to inform stakeholders of our activities and understand community expectations, issues of importance and emerging trends.

We also participated in three joint operator Exmouth Oil and Gas Community Reference Group meetings, providing a forum for local community, industry and government stakeholders and our oil and gas peers to discuss operations and community issues. Key topics discussed at the meetings include operator updates, environment plans and community partnerships.

In response to Roebourne community organisations highlighting the value of positive role modelling for the community, Woodside worked with Roebourne community based organisations to connect aspiring community members with our Indigenous workforce.

In 2021, we worked with the groups to enable conversations between our workforce, Roebourne regional prison work camp, Warrgamugardi Yirdiyabura trainees and the Roebourne After School Learning Club students. The conversations with the prison and trainee groups centred on balancing careers, family and culture and overcoming barriers to re-entering the workplace. The school students wanted to learn more about the work and life of Woodside's Indigenous employees.

Feedback from Ngarluma Yindjibarndi Foundation Limited and the Roebourne After School Learning Club and Woodside participants was overwhelmingly positive and contributed to meaningful role modelling and relationship strengthening with the Roebourne community.

We continued to meet with Traditional Owners and Custodians in Karratha and Roebourne on a quarterly basis to discuss cultural heritage management on the Burrup Peninsula, adjacent to our onshore North West Shelf Project and Pluto LNG sites, and other matters including Indigenous contracting, employment and social investment.

Woodside has participated in robust discussions with Traditional Owners and Custodians about our development opportunities and related environment approvals. This has included ensuring the Ngarluma Yindjibarndi Foundation Limited, Murujuga Aboriginal Corporation and Ngarluma Aboriginal Corporation are supported to engage independent advisers to appropriately understand these environmental approvals and have resources to make submissions to the relevant regulator.

During the year, we continued to meet regularly with Indigenous community partner organisations including Ngarluma Yindjibarndi Foundation Limited and Murujuga Aboriginal Corporation to discuss the implementation of our land access and benefits agreements and understand key concerns and issues.

Senegal

In support of our Sangomar Field Development offshore Senegal, we continued to engage with coastal communities in the Dakar, Thiès and Fatick regions. Woodside undertook an extensive community awareness campaign to support commencement of the development drilling campaign in July 2021. In addition to face to face engagement, Woodside continues to engage with the community through radio, fact sheets, quarterly community newsletters and social media updates. During community engagements, matters of local content and potential impacts to fisheries were raised by stakeholders. We continued to engage with stakeholders to address these matters and provided additional information on our management approach.

Outcomes from engagements and data from our perception surveys enable us to understand the expectations of our communities which is reflected in our communities assessments to inform business decisions.

—
Engaging with coastal communities on the Sangomar Field Development drilling activities, offshore Senegal.

Addressing community concerns

Woodside's community grievance framework enables prompt and respectful receipt, investigation and response to community concerns from stakeholders in our operational areas. The associated mechanisms are available to community members who feel Woodside's activities have impacted them.

In 2021, we received 10 community grievances from our operational areas. Concerns received related to contracting and job opportunities, vacant housing, land management and road safety. All grievances were addressed and discussed with relevant community members.

Our recorded grievances have increased over the past few years, as a result of implementing a localised grievance mechanism into each of our operational areas, making communication more accessible for relevant stakeholders.

We have also put in place a new grievance process for our carbon based activities, providing relevant communities with a number of channels to convey their thoughts and concerns to the business.

In 2022, we expect to further develop our grievance mechanisms for our carbon and new energy activities. Community members can lodge grievances via the Community Concerns page on our website or they may contact their closest Woodside office.

TOTAL RECORDED GRIEVANCES

Bar chart showing total recorded grievances by year: 2018, 2019, 2020, 2021 with values approximately 3, 5, 8, 10. Legend: Closed grievances (dark blue), Unresolved grievances (orange).
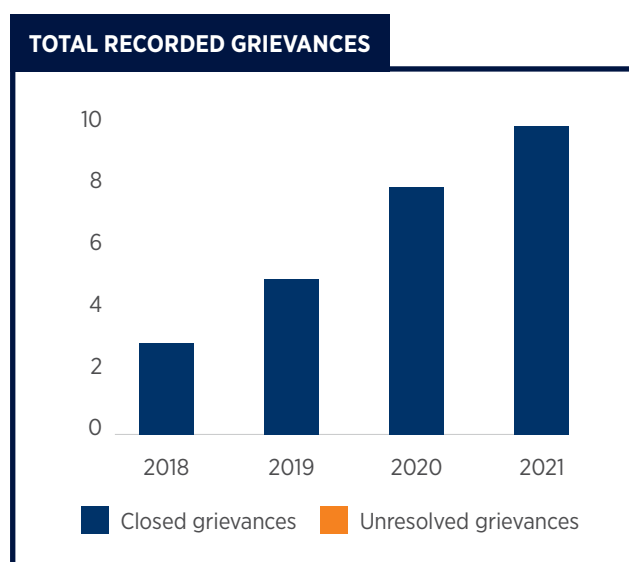
Managing our impacts

Principles:

- Woodside aims to identify and understand the potential impacts and opportunities of our activities
- We seek to identify, manage and monitor impacts associated with our activities
- We communicate progress and performance to stakeholders and communities where we are active on our impact management
- We ensure our management of cultural heritage is thorough, transparent and underpinned by consultation. We aim to avoid damage or disturbance to cultural heritage and, if avoidance is not possible, we minimise and mitigate the impacts, in close consultation with Indigenous communities and Traditional Owners and Custodians.

Social impact management

In 2021, Woodside reviewed our internal processes associated with social impact assessment and management to ensure alignment with good industry practice. Across the business we have integrated our approach with respect to the environment and human rights recognising that adverse impacts associated with our activities may have environmental, social, cultural or human rights elements that need active management.

Recognising the changes in our communities where we are active and our business priorities, we have started a process to reassess social impacts associated with our activities for our communities of Karratha and Roebourne. This is to ensure we continue to focus on managing the impacts and identifying opportunities that matter most to our neighbouring communities. This process involves ongoing engagement with communities and key stakeholders and is anticipated to be completed by mid-2022.

To support monitoring of the effectiveness of current social impact management measures in place for our Karratha operations, the business has established a social performance dashboard that is shared with the leadership team on a quarterly basis. The frequent review of emerging trends, key community indicators and stakeholder sentiment ensures the business is not creating adverse impacts. Key indicators currently being monitored include housing and accommodation, essential service provision, regional flight availability and local content efforts.

The social impact management measures proposed in 2019 for Pluto Train 2 have been integrated into the engineering, procurement and construction (EPC) contract for the project. The management plan implementation will be actively monitored to ensure we are managing our construction related impacts in line with expectations of communities where we are active.

Cultural heritage management

Woodside's approach to understanding and managing cultural heritage has continued to evolve in 2021. We undertook an Australian first and precedent setting research in collaboration with Traditional Custodians to understand the cultural heritage values of Murujuga's Sea Country. This work included the analysis of existing bathymetric and geophysical data to identify features of the submerged landscape, radiometric dating to understand how this landscape had developed over time and the creation of a predictive model based on onshore heritage locations to identify where heritage may persist on the seabed. Woodside has also commissioned a leading practice ethnographic survey of Sea Country to ensure this archaeological analysis is supplemented by an understanding of the cultural and spiritual values of this submerged land.

Woodside has consulted extensively with Traditional Custodian representatives on heritage and environment management plans for our operational and development activities. We develop Cultural Heritage Management Plans to mitigate any impacts to cultural heritage. In 2021 we have engaged with Traditional Custodians on the Scarborough Cultural Heritage Management Plan, Pluto Expansion Cultural Heritage Management Plan, Scarborough Dredging and Spoil Disposal Management Plan and North West Shelf Extension Project Environmental Referral Document. The information gathered through consultation on these management plans has informed revisions to the management plans.

We continued to undertake on Country visits with Traditional Custodians to inspect heritage site condition, discuss appropriate management measures, preserve connection to heritage sites and facilitate intergenerational knowledge transfer. Our annual heritage audits of Karratha Gas Plant and Pluto LNG were conducted with Traditional Custodians and the recommendations of this work with regards to ongoing maintenance and land management are being implemented. No new concerns regarding any heritage sites were raised. Additionally, at the request of Traditional Custodians, a visit to the Pluto Conservation Zone was undertaken to inspect heritage sites not subject to regular heritage audits and to facilitate the ongoing connection of stakeholders with these sites.

TOTAL SOCIAL CONTRIBUTION SPEND GLOBALLY

STRATEGIC PARTNERSHIPS

A$15.4 MILLION

Established across communities where Woodside has both a presence and impact, these seek to build the capacity and capability of local organisations

PHILANTHROPY

A$800 THOUSAND

Provided through small grants in our regional locations and donations

WOODSIDE DEVELOPMENT FUND

A$1.4 MILLION

Focused on improving outcomes for children from birth to eight years through sector capability, advocacy and trialling collaboration between multiple organisations to increase impact

VOLUNTEERING

A$2.7 MILLION

More than 1,700 of our employees participated in a record 14,700 hours of corporate volunteering during 2021

TOTAL SOCIAL CONTRIBUTION SPEND GLOBALLY

A$20.3 MILLION

ⓘ Refer to page 118 of this report for our Business for Societal Impact verification statement.

Creating opportunities

Principles:

- We support communities where we are active to build sustainable outcomes that align with the needs and aspirations of communities
- We partner with Indigenous communities and empower Indigenous voices to enable stronger economic, social and cultural outcomes
- We aim to pursue opportunities that contribute towards the United Nations Sustainable Development Goals that best align with our operations, value chain and impacts.

ⓘ Refer to pages 17-22 for our United Nations Sustainable Development Goals.

Social contribution

Throughout 2021, we invested globally A$20.3 million in communities through strategic partnerships, the Woodside Development Fund, our philanthropy program and the value of time our employees spent volunteering.

This was in addition to the leveraged A$15.4 million contributed through our joint venture partners and other co-funded initiatives we are involved in or our employees' support.

Implementation of the new 2021–2025 Social Contribution Strategy commenced during the year with a focus on improving knowledge outcomes relating to the environment and climate resilience. Three new partnerships were established with BirdLife Australia in the Exmouth Gulf, Badgebup Aboriginal Corporation in the South West of Western Australia and Wetlands International Afrique in the Saloum Delta, Senegal.

For personal use only

Since establishment of the Woodside Development Fund in 2014, there has been an aspiration to work with the Roebourne community on opportunities that improve early childhood outcomes. Since early 2021 we have been working together with community and the local 6718 Yandi for Change initiative to mature an opportunity that we believe meets the needs and aspirations of the community.

Building community partner capacity and capability is the underlying aim of our social investment approach. This capacity building extended to workshops hosted by Woodside for partners during the year aimed at increasing their understanding about aspects of the Woodside business, social impact measurement, establishing reconciliation action plans and the social media landscape.

Woodside's leadership in corporate volunteering and our employees' passion to help community was recognised in both local and national awards. Woodside was named Corporate Volunteer of the Year at the Volunteering WA Awards of Excellence and a finalist in Workplace Giving Australia's awards for Best Workplace Volunteering.

In 2021, Woodside employees gave back to the community with a record contribution, volunteering more than 14,700 hours, valued at A$2.7 million.

Woodside partners with local Indigenous community organisations to deliver programs supporting their local communities. This included partnering with the Ngarluma Yindjibarndi Foundation Limited and Murujuga Aboriginal Corporation on a range of programs that provide training and employment opportunities, improve educational outcomes, support the transmission of cultural knowledge and create an environment in which people aspire and desire to live in Roebourne and its surrounds.

Based on survey responses from our community partner organisations,[1] as a result of partnering with Woodside:

- All advised that they had improved their capacity or were able to deliver new programs
- All advised they were able to reach more participants or spend more time with existing participants
- 71% advised that they were able to employ more staff or received additional support from volunteers
- More than half provided Woodside employees with the opportunity to volunteer within their organisations.

CASE STUDY: PLAN INTERNATIONAL - EARLY CHILDHOOD CARE AND DEVELOPMENT

As part of an existing 2019–2022 commitment,[2] via the Woodside Development Fund, we supported Plan International's Early Childhood Care and Development Program which helps children in the Ayeyarwady Region of Myanmar to have the best possible start to life.

The program also empowers community volunteers to assist in the delivery of educational sessions and knowledge sharing through their roles as Parenting Educator Facilitators.

Following the completion of the Parenting Educator Facilitator training, a Ka Nyin Kone Village reported they have been able to build stronger connections and facilitate learning opportunities within their local community.

"After becoming a community leader my social relationships with the mothers' group have improved. We are now getting closer to each other and have a lot of fun through educational conversations."
– Parenting Education Facilitator

89%
of parents who participated in the program indicated they have increased their capacity to support their children's learning

More than
100
parents reported increased confidence in their parenting skills

[1] Surveyed community partner organisations included those from Woodside's corporate portfolio, accounting for more than a quarter of our total social contribution spend in 2021.
[2] Subsequent to the period, on 27 January 2022, Woodside decided to withdraw from its interest in Myanmar. The existing 2019-2022 commitment will continue to be honoured by Woodside in 2022.

CASE STUDY: WESTERN AUSTRALIAN YOUTH ORCHESTRAS AND WEST AUSTRALIAN SYMPHONY ORCHESTRA

Since 1991, Woodside has been a committed supporter of our state's talented young musicians. Our 30-year relationship with the Western Australian Youth Orchestras (WAYO) reached new heights with the addition of a new partnership, connecting WAYO with the West Australian Symphony Orchestra (WASO).

Through the partnership, WAYO musicians are provided with unique opportunities to learn from Western Australia's professional state orchestra.

A complete program of interactive workshops and rehearsals culminating in annual side-by-side performances is helping develop our local talent, creating pathways for the next generation of gifted musicians.

"Being able to sit in a professional setting has helped me realise what makes the difference between professional and amateur musicians and has really motivated me to become a professional!"
– WAYO musician and program participant

Western Australian Youth Orchestra member at program rehearsal – Perth Concert Hall, Western Australia.

100%

WAYO and WASO program participants developed new skills or improved existing skills

85%

of WAYO program participants developed valuable professional connections

CASE STUDY: WARRGAMUGARDI YIRDIYABURA PROGRAM

Woodside's partnership with the Ngarluma Yindjibarndi Foundation Ltd through the North West Shelf Project includes support for the delivery of the Warrgamugardi Yirdiyabura Program.

The WY Program provides training and education opportunities for local people in Roebourne to gain accreditation in an area of their choice and provide a pathway to permanent employment.

In 2021, 35 people in Roebourne took part in the program, including Charlotte who is undertaking a Certificate III in Business Administration.

"The WY program has helped me learn new skills. I feel more confident now. I feel like I can go to any job and have a chance. It makes me feel proud, and it makes my family proud."
– Charlotte, Warrgamugardi Yirdiyabura Program participant

Warrgamugardi Yirdiyabura Program participant – Roebourne, Western Australia.

155

Roebourne people have been supported through the Warrgamugardi Yirdiyabura program since 1998

100%

of current program participants are completing Gaining Access to Training and Employment training, enabling further education opportunities

CASE STUDY: PERTH INNER CITY YOUTH SERVICE

Volunteering plays an integral role in the way Woodside gives back to the communities in which we operate. In 2021 Woodside employees volunteered a record 14,700 hours across 83 organisations.

Perth Inner City Youth Service was one of the many not-for-profit organisations Woodside employees assisted throughout the year. The service helps to improve the quality of life of Perth's youth experiencing homelessness.

Thirteen Woodside employees spent time getting to know the young people at the centre while assisting with gardening activities at the organisation's office.

"The Woodside people were excellent. They were willing to do preparation work and reflect on themselves as much as learn about contemporary issues young people experience, such as homelessness, mental health challenges and discrimination and stigma related to being LGBTIQA+.
– Andrew, Perth Inner City Youth Service
Executive Officer

—
Woodside volunteers at Perth Inner City Youth Service.

95%
of Woodside employees that participated in volunteering at PICYS reported a better understanding of others and increased empathy

92%
of surveyed Woodside employees reported a greater awareness of wider social issues after volunteering in 2021

Commitment to reconciliation

This is the first year of Woodside's Stretch 2021–2025 Reconciliation Action Plan (RAP), with the first report to be released in Q2 2022. It represents a continuation of our efforts towards reconciliation beyond meeting legislative or regulatory requirements and a deliberate shift away from measuring activities in favour of longer-term impactful outcomes.

Development of the 2021–2025 RAP has been the most collaborative of our four RAPs to date. It is the result of extensive engagement with Traditional Owners and Custodians in Perth and the Pilbara to determine key objectives under the four pillars of Stronger Communities, Respect for Culture and Heritage, Capability and Capacity and Economic Participation. Under the RAP and throughout our business, Woodside has committed to partnering with Indigenous communities and empowering Indigenous voices to enable stronger economic, social and cultural outcomes. This includes supporting protection, recognition and respect for Indigenous Australian cultures and heritage; supporting Indigenous Australian corporate governance, leadership development and education initiatives to increase Indigenous Australian capability and capacity; and increasing the economic benefit and return to Indigenous people and communities arising from Woodside business activity, investments and employment.

An improvement identified in the design process was the need for commitments and the tracking of outcomes to be owned and delivered by everyone at Woodside. Implementation has focused on the visibility and accessibility of the RAP to ensure all divisions, functions, teams and employees understand their accountability for driving outcomes. This included numerous briefing sessions, including for senior leadership teams; development of communications materials, such as team discussion guides to support implementation at the team level; and creation of an internal intranet site to facilitate access to RAP and related supporting materials.

—
Members of Woodside's Reconciliation Community.

Supporting local capability

Woodside continues to support programs in communities where we are active that build the capacity and capability of our communities to participate in employment opportunities and our supply chain.

In Karratha, Woodside together with other resource companies and the Karratha and Districts Chamber of Commerce and Industry (KDCCI) continues to support the Grow Local Partnership. The program supports local business capability development and enables enhanced local participation in our current operations and future growth projects. Our partnership with KDCCI also includes support for an Indigenous business capability development program that provides specific content to support local Indigenous businesses in Karratha.

Woodside is committed to maximising contracting opportunities for Indigenous businesses. In early 2021 Woodside co-hosted a follow up forum with Ngarluma Yindjibarndi Foundation Limited in Roebourne that brought together our major contractors, contracting division representatives and local Aboriginal businesses from the Roebourne region to discuss opportunities to maximise outcomes.

By working closely with local and state governments as well as the Exmouth Chamber of Commerce and Industry the Exmouth Business Accelerator Program continued to deliver workshops and training that supports local business viability and development and increases employment opportunities in Exmouth. In surveys of participants in the program, over 94% of respondents believe Woodside's sponsorship of the Exmouth Business Accelerator program has had a positive impact on the local Exmouth business community.

In Senegal, Woodside and the Rufisque Offshore, Sangomar Offshore and Sangomar Deep Offshore (RSSD) Joint Venture are supporting Senegal's National Institute of Oil and Gas (INPG) to achieve its strategy to develop a centre of excellence at a national level in terms of specialised training of engineers, technicians and operators in oil and gas trades. The centre of excellence is planned to take a leadership role in the administration of the Senegalese oil and gas industry, as well as promote educational and technological research and strengthen the capacity of relevant local stakeholders to improve the management of oil and gas resources in Senegal. In support of the strategy Woodside, on behalf of the RSSD Joint Venture, signed a non-binding letter of intent that sets out the basis on which Woodside will cooperate with INPG to deliver the funding program for the implementation of INPG's strategy.

CASE STUDY: BUILDING IN-COUNTRY OIL SPILL RESPONSE CAPABILITY

Woodside has oil spill response equipment commissioned and response ready at the Senegal supply base. In 2021 our hydrocarbon spill adviser led several activities in country to enhance local oil spill response awareness and commissioned the necessary equipment and supplies. A three day training course was completed by 35 nominated personnel from local government agencies and affiliated organisations. This involved exercises with oil spill equipment and classroom training. Our local contractor will continue this learning by sending Dakar-based first responders to France for further training at a world renowned oil spill response facility to further bolster capability.

ⓘ Refer to page 91-95 for further information about Major incident preparedness.

PEOPLE AND CULTURE

To achieve Woodside's strategy of developing a low-cost, lower-carbon and diversified portfolio, our people strategy has required transformational change. This has been demonstrated through our new ways of building diverse capability, embracing cultural change and shaping clear leadership pathways, all of which will result in delivering optimised performance.

2021 HIGHLIGHTS

» **Launched the 2021–2025 Inclusion and Diversity strategy which focuses on continuing to build an inclusive workplace culture, growing leadership capability, and driving diverse representation at all levels**

» **Launched the new Navigator Leadership Development Program, which combines an immersion program with ongoing skills development in readiness for future progression**

» **Introduced Indigenous cultural competency annual training for all employees**

2022 PRIORITIES

» **Broader roll out of the Navigator Leadership Development Programs, including accessibility for international locations**

» **Demonstrate deep understanding and communicate examples of role models for respectful behaviours across all teams and locations of the company**

» **Maintain focus on gender and Indigenous employment and expand diversity focus in hiring to embrace all abilities**

Our approach

Woodside recognise that we have a highly capable workforce who we continue to develop and provide growth opportunities to. In addition to this we require new and evolving skills which may not currently exist within our workforce. This required us to attract people from outside of the oil and gas sector, whose expertise and knowledge is expected to complement our existing capability. This will continue to be an area of focus for us. Further we are adapting our work structures and practices to challenge how we deliver solutions in the changing environment. This has been demonstrated through simplification of processes, increased use of digital capability and technology to unlock human capital and adopting agile processes to problem solve and empower teams.

The corporate strategy is underpinned by the Woodside Compass which was refreshed in 2021, recognising our need for change. The language better reflects the culture we are building, which embraces the courage to speak up, learning from our mistakes and holding ourselves to account to achieve our goals. It also reiterates our focus areas; to make every dollar count, deliver a lower-carbon future and embrace technology to successfully deliver on our goals.

Our performance

2021 has seen significant progress in relation to our focus on people and culture. The launch of the Inclusion and Diversity strategy and new five-year RAP set out goals. These goals position the business well to achieve a more inclusive environment, where differences are recognised and celebrated, and our workforce continues to engage in meaningful activities to drive our reconciliation agenda. Importantly, our keen focus on ensuring we role-model inclusive behaviours resulted in 905 employees participating in the Working Better Together – Respectful Behaviours immersive training program in 2021. This will remain an ongoing focus.

The launch of the Navigator Leadership Development Program sees a step-change in how we approach leadership development at all stages of an employee's career at Woodside. Whether an informal or executive leader, there is a common structure to the development pathway, building skills, application, and preparation for future progression.

Woodside employees at Mia Yellagonga.

Underpinning this work has been a refresh to the Woodside Compass. The Compass outlines Woodside's mission and vision, focus areas and values which guide how we work.

These important activities in 2021 have created a strong platform from which we will continue to deliver positive cultural change across Woodside.

Working respectfully

Woodside is committed to a safe, inclusive, and respectful working environment and in November 2021, we launched Woodside's Working Respectfully Policy. The expectation is that everyone working for Woodside, whether employees, contractors, or customers, treat others with respect. Our focus remains on creating an environment where ideas can be discussed and challenged in such a way that all parties feel respected.

The new policy supports our existing Inclusion and Diversity Policy, the Health, Safety and Environment Policy and our Code of Conduct. It sets expectations on behaviour, creating safe pathways for people to speak up, respond to allegations and take appropriate action. The policy is clear that sexual harassment, or any type of bullying, discrimination or victimisation has no place at Woodside and will be addressed accordingly.

A critical success factor to the understanding of these expectations is through education of our employees. The Working Better Together – Respectful Behaviours program addresses appropriate behaviours in the workplace and provides employees with the confidence and skills to intervene and speak up where required.

Inclusion and diversity strategy

The new Inclusion and Diversity strategy 2021–2025 focuses on building the workplace culture and capability required to achieve diverse representation throughout Woodside. We remain focused on furthering an inclusive culture with a values-based approach to ensure we maintain an engaged and enabled workforce. We are also cognisant of the value of inclusion and diversity in all levels of our business and value the varied perspectives and experiences of all our people. This includes the composition of our Board, which represents diversity in gender, cultural backgrounds and experience.

Our previous priorities of gender equality, Indigenous representation in the workforce and creating an environment where our people feel safe to be who they are remain key to our strategy. Ensuring we create a climate of trust and belonging with our LGBTI+ employees has remained a focus and 2021 saw 10 employees participate in the six-month Authentic LGBTI+ Leaders Program which was run for the second consecutive year.

In 2021, we expanded our focus to recognise people with diverse ancestry, ethnicity and faiths through the creation of the Cultural and Linguistic Diversity (CALD) network group.

INCLUSION AND DIVERSITY STRATEGY

Our unique backgrounds, knowledge and experience make us better together

INCLUSIVE LEADERSHIP

EDUCATION AND CAPABILITY	VISIBLE ACTION	DECISION-MAKING

DRIVES INCLUSION FOR ALL

OUR BEHAVIOURS	DIVERSITY OF THOUGHT	WORKING FLEXIBLY

EMBED OUR PRIORITIES	Gender equality	Indigenous Australians	Gender identity and sexual orientation
EXPAND OUR FOCUS	Cultural background and faith	Local people globally	Enable all abilities

We established the Advocates for Different Abilities and Personal Traits (ADAPT) network and completed a benchmarking review of the level of support currently provided to employees with disabilities and neurodiverse employees. This will direct our focus in 2022 to improve inclusion.

To demonstrate our keen intent on creating an inclusive work environment, Woodside hosted an inclusion event at Mia Yellagonga in November 2021.

This extended further to ensure engagement in Karratha, our offshore facilities and across our international locations. The event included a discussion with Woodside's CEO who shared stories from her own career and her vision

for inclusion. An *Inclusion Fair* enabled employees to engage with the multiple Woodside diversity networks and information was provided about training and resources to help our people further build their inclusion and diversity IQ.

The impact of COVID-19 has required Woodside to think differently about how, where and when people perform their work. A new approach to flexible working was launched in April 2021. This includes an option to work from home for half of regular working hours and to have flexible start and end times outside of the new core hours. Results from our Inclusive Workplace Survey conducted in Q4 2021 found that 78% of employees are utilising these options.

Woodside employees at Mia Yellagonga.

Indigenous participation

In 2020, we reported overall representation of Indigenous Australians in the workforce as 3.9%. When including all trainees, apprentices and scholarship students, that figure increases to 5.2%. While we were unable to increase representation during 2021, we have been able to maintain an entire workforce representation of 5.2%. Indigenous Australian representation in leadership roles increased from 0.7% to 0.8% while representation in mid-career and senior roles fell from 0.7% to 0.6%. Turnover of our Indigenous employees remains higher than overall turnover and a revised approach is under review.

However, there has been positive hiring indicators with 4.6% of new experienced hires identifying as Indigenous Australians, compared to a target of 2%. Our tertiary pathway programs have achieved 7% of the new graduate cohort and 12% of the 2021–2022 Summer Vacation Program participants identifying as Indigenous Australians. We have also seen 70.4% of our new externally hired apprentices and trainees in 2021 identifying as Indigenous Australians, and 27.8% of those converting from apprenticeship or traineeship to Woodside employment also identifying as Indigenous.[1]

Ongoing engagement with our Indigenous collegiate has identified the need for improved education to our workforce on cultural competency. This is now being driven under Woodside's new RAP requiring mandatory annual cultural training for all employees.

Gender balance

Although there has been some positive movement in the representation of women during 2021, with an increase from 32.1% in 2020, annual targets have not been achieved. Overall representation of women sits at 32.7%, below our annual 33.1% target. The number of females in leadership roles fell short of our 25.5% target at 25.2% although this was an increase from 24% in the previous year. Greater success has been achieved in our women in trades and technician roles at 9%, exceeding our annual target of 8%. A contributing factor to this was the successful recruitment campaign which resulted in three female Offshore Service Technicians being hired.

While we celebrate the success of hiring women into our trades and technician roles, we recognise this is just the beginning. The actual female representation level remains low and there is more to do to create a more gender balanced environment. To ensure focus on this, a 'Women in Operations Working Group' was formed in May 2021, with the objective of driving increased recruitment, progression and retention of women in the operations workforce.

During 2021, 43% of our vacancies were filled by women. For the annual graduate intake, we achieved 51% female representation. The graduate development program continues to deliver gender parity with high quality, capable candidates of all genders. While we continue to attract women to Woodside, it is noted that the turnover rate of females remains consistently higher than for males and this remains an area of focus for us.

[1] Non-tertiary pathway data is based on third party program information.

Women in Resources Awards 2021

The high calibre of female employees at Woodside has been recognised in 2021 through the Minerals Council of Australia National Women in Resources Awards. In November 2021, two employees were recognised for their contribution, skill and inspirational stories which raise awareness of the diverse careers available in the resource sector, and particularly at Woodside.

Alison van Lent, Commercialisation Manager, won the Women in Resources Technological Innovation Award, recognising her applying industry-leading innovative technology to improve safety and quality. Alison has guided the Operations and Projects teams to take advantage of Intelligent and Autonomous Systems, and in doing so has co-developed software which is now used to leverage robots on the Woodside assets.

Laura Allen, previously Process Owner and now Operations Team Leader at Pluto Onshore, was awarded the Outstanding Operator/Technician/Trade Woman in Resources Award. Having spent 17 years in the industry and approximately ten years of those working offshore, Laura often found herself to be the only woman on site and typically the youngest. Working in this environment has built Laura's resilience and drive to inspire others to work in this sector. This is keenly demonstrated through her active participation in Woodside's Gender Equality Matters diversity network group and her recruitment and mentorship of women within the resource sector, including mining and oil and gas in both onshore and offshore roles.

—
Women in Resource Awards finalists:
Yvette Manolas, General Manager Climate Solutions,
Alison van Lent, Commercialisation Manager
and Laura Allen, Operations Team Leader at Pluto Onshore.

SHAMILA VIJAYAMANOHAR

Australia's 2021 Corporate Accountant of the Year in the Australian Accounting Awards.

In June 2021, Shamila Vijayamanohar was named Australia's 2021 Corporate Accountant of the Year in the Australian Accounting Awards. The awards are currently in their eighth year, are independent of any professional accountancy body and aim to acknowledge and reward high-achieving professionals. Shamila is currently a Senior Finance Analyst in the developments team focusing on Browse and Sangomar and she has worked across various business units at Woodside.

NAOMI ELBROW

Joint winner of the 2021 Department of Mines, Industry Regulation and Safety (DMIRS) safety and health representative of the year. Naomi's proactive participation and commitment to supporting and elevating Health, Safety and Environment issues is an example of the significant safety contribution of our Health, Safety and Environment Representatives (HSER).

Scholarships and Future Pathways Programs

The Woodside Scholarship program provides financial support for students studying at university, coupled with annual paid work experience and early consideration to our Graduate Program. The program targets roles with specialist skills which are in high demand and follows a full recruitment process before awarding the scholarships.

In 2021, we had 20 students in the program, 17 of whom are undertaking the 12-week summer vacation program and one who will be undertaking a shorter winter program. Two of the long-term university scholarships were awarded to local people in Karratha. Of these 20 students, 60% are female and 40% Indigenous. Two of the students are graduating this year and have already been confirmed onto the 2022 Woodside Graduate Development Program.

The 'Better Future Pathways Program' was launched in 2021. This program allows us to reach students early in their degree, in the first or second year. Engaging with students earlier and having them undertake the summer vacation program builds early connection with Woodside and provides an additional pathway to the Graduate Development Program when they have completed their studies.

Karratha workforce

Of our local Pilbara-based apprentices and trainees, 8% identified as Traditional Owners and Custodians of the areas where we are active, 36% Indigenous Australians and 42% females. We had 34 apprentices and trainees who successfully converted to permanent Woodside employment during 2021.[1] This includes three existing employees who undertook apprenticeship programs to expand their skills. Woodside's commitment to employment of Indigenous people in the Pilbara and Traditional Owners and Custodians was formalised in the 2021–2025 Reconciliation Action Plan with set targets.

[1] Non-tertiary pathway data is based on third party program information.

The second highest number of Woodside employees ever, 14, completed a Jawun six-week secondment in 2021. Jawun have recently announced they are expanding to the Pilbara region in 2022, and we are proud to be a founding partner which includes the opportunity to place Woodside secondees to help support capacity and capability building to enable improved local content outcomes.

International approach

Part of our production license in each country contains a local content requirement. We are proud to contribute to the communities in which we operate, and part of that is through engaging a local workforce and building capability in-country.

Specific roles for locals are identified, advertised and sourced from in-country. In 2021 in Senegal, we directly hired 11 local employees and 10 third party contractors for roles including Finance, People and Global Capability, Logistics and Office Administration.

Local employment agencies have been engaged to help source talent. Where appropriate, we identify pathway programs and opportunities to develop competency in-country. In Senegal we have three University (Institut National Du Pétrole et du Gaz or INPG) students working as interns in our Drilling and Subsea divisions. We are looking to expand this to the Reservoir Management part of the business as we move closer to operations.

We operate a professional development program in Australia for students from countries in which we operate for them to gain practical experience that they can take back to their home country at the completion of their studies. Two students joined us in 2021 further to the six students who joined us in 2020 from Timor-Leste and Myanmar. Intake numbers in 2021 were reduced due to the impact of COVID-19.

—
Woodside employees at Mia Yellagonga.

NAVIGATOR LEADERSHIP DEVELOPMENT PROGRAM

PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
INDIVIDUAL CONTRIBUTIONS	**TEAM LEADS**	**MANAGERS**	**SENIOR MANAGERS**	**EXECUTIVE**
Introduce the Woodside way	*Skill development and practice*	*Leading and enabling*	*Integrating and aligning*	*Strategic and visionary*
FOR Foundational leadership principles **AND** Non-managers with core discipline expertise	**FOR** Leaders of individual contributors and teams **AND** Senior discipline professionals	**FOR** Leaders of leaders **AND** Discipline authorities	**FOR** Leaders of the business activity **AND** Non-managers with core discipline expertise	**FOR** Leaders of corporate strategy **AND** Global discipline experts
INFORMAL LEADERS	**FRONTLINE LEADERS**	**FUNCTIONAL LEADERS**	**BUSINESS LEADERS**	**CORPORATE LEADERS**

DELIVERS RESULTS	COMMUNICATES OPENLY	BUILDS RESILIENCE
MAXIMISES PERFORMANCE	BUSINESS ACUMEN	INSPIRES PEOPLE
LEADS WITH CONVICTION	DRIVES STRATEGIC ALLIANCES	THINKS LONG-TERM AND GLOBALLY

Leadership and development

Leadership development is identified as a key enabler for our corporate strategy. A dedicated team have worked in partnership with the Australian Graduate School of Management to progress the concept for the new Navigator Leadership Development Program through design to implementation in Q4 2021.

The Navigator Leadership Development Program is built around five distinct phases, aligned to where someone is in relation to their leadership development. Each phase encompasses an immersive learning experience with application of skills before providing an opportunity to extend those skills in preparation of the next step in the leadership journey.

To deliver on our inclusion and diversity goals, a phased curriculum on inclusive leadership has been incorporated into all phases of the Navigator program. Each phase has a tailored approach, from building appreciation for the business case for inclusion, developing capability to demonstrate inclusive behaviours to completing an inclusive leadership assessment and group coaching. This ensures we maintain focus on the key skills required in our workforce to drive our culture.

The Navigator program provides holistic leadership development from strengthening and growing skills, communicating expectations, and enabling leaders to deliver better business outcomes. The concept provides a shift in focus to 'license to lead' requiring commitment from all parts of the business.

The Navigator program name was chosen due to its connection to our well-established and embedded Woodside Compass as well as providing the power to promote curiosity, tell a story and create an enduring connection.

Since the launch in October 2021, 13 programs across three phases have been delivered in Perth with 267 participants. A further 126 people have commenced masterclasses and group coaching at phases 4 and 5. All programs have involved our senior leaders giving their time to attend and connect with participants to set the scene for the development focus ahead. All previous leadership programs continued to run while Navigator program was developed in 2021. These saw more than 950 employees attend and engage in developing their leadership skills.

Feedback culture

To support changes to our approach to performance management in 2020 and 2021, Woodside leaders have focused on further improving the feedback culture. This has involved a significant effort to roll out a simple and consistent framework across the whole organisation, making it safe and possible to provide constructive feedback across all levels of the organisation.

A dedicated project team kicked off training to leaders in January 2021, followed with a cascade from leaders to their teams in all geographic locations. This collaborative approach to sharing the feedback message not only demonstrates an openness for all to give and receive feedback but has resulted in almost 2,700 employees across all locations having attended at a training session this year.

Engagement and enablement

For many years, Woodside has undertaken a whole of company Engagement and Enablement Survey which is conducted every two years. The results allow us to understand the sentiment of our workforce and intent to remain with the company. While the survey is a useful measure and drives tailored workstreams to improve overall engagement and enablement, a more effective approach to measuring feedback and addressing concerns has been implemented in 2021. A new pulse survey approach commenced focused on measuring culture along with a second survey to understand levels of inclusion. The results of these surveys have formed the baseline from which we will focus work activities in the future. The pulse survey approach demonstrates our true intent to listen and learn from our workforce and embed the desired culture at Woodside. As outlined in our inclusion and diversity strategy on page 54.

WOODSIDE COMPASS

⊘ **OUR MISSION AND VISION**

Deliver affordable energy solutions and superior outcomes for stakeholders.

⊕ **OUR FOCUS**

We must work as an enabled team to profitably deliver lower carbon energy.

Low cost by making every dollar count.

Design out, operate out, offset and diversify for **lower carbon.**

Embrace **technology** to improve business outcomes.

⊘ **OUR VALUES**

RESPECT
We give everyone a fair go.
We give and receive feedback and grow.
We listen with empathy.

OWNERSHIP
We set goals and achieve great results.
We hold ourselves and others to account.
We learn, including from mistakes.

SUSTAINABILITY
We keep each other safe and well.
We look after the environment.
We support our communities.

WORKING TOGETHER
We embrace inclusion and value diversity.
We are one team.
We build long-term relationships.

INTEGRITY
We are transparent, honest and fair.
We do what we say we will do.
We build trust by doing the right thing.

COURAGE
We speak up.
We act decisively.
We embrace change.

PART OF A BETTER FUTURE

Compass values

The updated Woodside strategy provided an opportunity to refresh the language in our longstanding Woodside Compass. The Compass is an overarching guide that is used by Woodside employees, contractors and external stakeholders and has served us well over almost a decade.

With broad engagement across the organisation and a dedicated cross-organisational working group, a revised version with redefined focus areas and two new values were launched in July 2021.

The renewed Compass focuses attention on delivering improved business outcomes through enabled teams, low-cost, lower-carbon, and technology. The approach by which we achieve this has grown with recognition that transparency and communication is integral to building trust with our stakeholders, contractors, and employees. A safe and trusting environment enables us to work with empathy and a growth mindset to deliver effective outcomes.

There are two new values which have been included in the Compass: Ownership and Courage. We recognise that these are to be delivered through our trusted and transparent approach. These reflect the change in behaviours required to drive organisational effectiveness and deliver our business priorities to reach our strategic goals. The value of Ownership is underpinned by courage, having the confidence to back yourself, learn from mistakes and act as one team. Courageous behaviours include speaking up, acting decisively, and embracing change.

The implemented changes add to our existing and ongoing critical behaviours which remain essential in our delivery, namely safety, risk, compliance, and inclusion.

PEOPLE[1]

	2021	2020	2019	2018	2017
Number of staff by gender					
Male	2,525	2,546	2,676	2,537	2,531
Female	1,239	1,231	1,286	1,125	1,066
Total	**3,764**	**3,777**	**3,962**	**3,662**	**3,597**
Employment contract (number of staff by employment type and by gender)[2]					
Permanent – Male	2,302	2,315	NPR*	NPR*	NPR*
Permanent – Female	827	819	NPR*	NPR*	NPR*
Permanent total	3,129	3,134	3,276	3,112	3,068
Fixed term – Male	168	179	NPR*	NPR*	NPR*
Fixed term – Female	150	155	NPR*	NPR*	NPR*
Fixed term total	318	334	337	237	253
Part-time – Male	55	52	NPR*	NPR*	NPR*
Part-time – Female	262	257	NPR*	NPR*	NPR*
Part-time total	317	309	349	313	276
Total	**3,764**	**3,777**	**3,962**	**3,662**	**3,597**
Number of staff by employment category[3]					
Administration – Male	117	105	107	109	105
Administration – Female	146	145	158	149	146
Technical – Male	986	1,021	1,040	992	1,004
Technical – Female	453	470	516	453	453
Supervisory/Professional – Male	935	900	978	900	878
Supervisory/Professional – Female	486	464	465	395	351
Middle Management – Male	462	486	515	502	509
Middle Management – Female	143	140	136	117	105
Senior Management – Male	25	34	36	34	35
Senior Management – Female	11	12	11	11	11
Total	**3,764**	**3,777**	**3,962**	**3,662**	**3,597**
Board Members – Male[4]	7	7	7	7	8
Board Members – Female[4]	4	3	3	3	3
Employees in Graduate Program (numbers)					
Male – employees	154	144	143	139	154
Female – employees	168	151	150	143	136
Total	**322**	**295**	**293**	**282**	**290**
Employment region (number of staff by region)					
Australia	3,660	3,705	3,874	3,567	3,537
Africa and Middle East	35	9	8	5	4
Asia	48	49	23	68	34
Europe	8	7	42	17	16
USA and Canada	13	7	15	5	6
Total	**3,764**	**3,777**	**3,962**	**3,662**	**3,597**
Total number of contractors	**267**	**235**	**337**	**241**	**185**

	2021	**2020**	**2019**	**2018**	**2017**
Woodside staff age distribution (years)					
≤30 Male	368	376	386	356	350
≤30 Female	349	363	388	333	319
31–50 Male	1,485	1,503	1,547	1,487	1,518
31–50 Female	757	748	764	665	636
51+ Male	672	667	743	694	663
51+ Female	133	120	134	127	111
Total	**3,764**	**3,777**	**3,962**	**3,662**	**3,597**
Breakdown of employees per category according to Indigenous workforce (number)					
Employees	156	144	140	130	117
Pathways	44	32	47	37	41
Total	**200**	**176**	**189**	**167**	**158**
Traineeship and apprenticeship program (number)	**118**	**135**	**135**	**107**	**109**
Employee turnover (number)					
Male – employees	147	288	74	101	80
Female – employees	101	136	44	41	50
Total	**248**	**424**	**118**	**142**	**130**
Voluntary turnover (number)	173	112	112	123	112
Voluntary turnover (percentage)	4.5	2.9	3.0	3.5	3.2
Turnover by region (number)					
Australia	247	418	117	137	128
Africa and Middle East	0	0	0	0	0
Asia	1	1	0	3	0
Europe	0	4	1	2	1
USA and Canada	0	1	0	0	1
Total	**248**	**424**	**118**	**142**	**130**
Returning from parental leave (percentage)	**99**	**99**	**97**	**97**	**95**
Employee turnover by age group (number)					
≤30 (years)	55	32	27	23	19
31–50 (years)	113	200	50	66	70
51+ (years)	80	192	41	53	41
Total	**248**	**424**	**118**	**142**	**130**
Total hours of training by gender					
Male – employees	64,170	57,647	70,626	64,105	70,050
Female – employees	26,331	21,941	33,742	25,742	26,325
Total	**90,501**	**79,588**	**104,368**	**89,847**	**96,375**
Average per person hours of training by gender					
Male	25	23	26	25	28
Female	21	18	26	23	25
Total	**24**	**21**	**26**	**25**	**27**

	2021	2020	2019	2018	2017
Average per person hours of training by gender – professional/management					
Male	19	17	20	22	25
Female	20	17	23	22	24
Total	**20**	**17**	**21**	**22**	**25**
Total hours of training by employee type					
Permanent	80,308	70,364	91,000	81,041	86,928
Fixed term	5,692	5,832	7,533	4,499	5,350
Part-time	4,501	3,392	5,835	4,307	4,097
Total	**90,501**	**79,589**	**104,368**	**89,847**	**96,375**
Average per person hours of training by employee type					
Permanent	26	22	28	26	28
Fixed term	18	17	22	19	21
Part-time	14	11	17	14	15
Total	**24**	**21**	**26**	**25**	**27**
Percentage of employees receiving regular performance and career development reviews, by gender (%)[5]					
Male	96	94	98	96	97
Female	97	95	95	93	95
Total	**97**	**95**	**97**	**95**	**97**
Percentage of employees receiving regular performance and career development reviews, by employee type (%)[6]					
Permanent	97	NPR*	NPR*	NPR*	NPR*
Fixed term	97	NPR*	NPR*	NPR*	NPR*
Part-time	96	NPR*	NPR*	NPR*	NPR*
Total	**97**	**NPR***	**NPR***	**NPR***	**NPR***

[1] Vacation students are included in relevant metrics, where appropriate.

[2] Employment contract now includes gender to align with GRI 102-8.

[3] Woodside determines employment category based on job level.

[4] Diversity categories have been provided where appropriate. However, some information has not been included due to privacy reasons.

[5] Includes performance review completed for permanent and fixed term employees who have worked at Woodside for more than 3 months during the period. The performance review completion rate metric excludes vacation students and cadets.

[6] Percentage of employees receiving regular performance and career development reviews, by employee type align with GRI 405-3.

* NPR refers to Not Previously Reported

Woodside employees at the Karratha Gas Plant.

SUPPLY CHAIN AND LOCAL CONTENT

IMPORTANT TOPIC

Woodside continues to work in partnership with our suppliers across the supply chain to continuously improve our approach, streamline our processes to make opportunities more accessible and deliver sustainable opportunities to our communities.

2021 HIGHLIGHTS

» Actively engaged with local stakeholders through dedicated forums to understand challenges and opportunities throughout our supply chain

» Implemented improvements to local content processes which facilitated deeper engagement with the senior executive to drive local content outcomes

» Completed a review of contestable spend in Karratha, identifying a pipeline of sustainable future opportunities. This is now being extended to all our Australian operations to develop a 2-5 year plan

2022 PRIORITIES

» Deliver localised economic outcomes across our international asset portfolio to improve our local content performance

» Adjust processes and procedures to meet evolving legislation in our local and international operating locations

» Leverage the portfolio of emerging growth projects to identify targeted opportunities to build sustainable outcomes that can be incubated through project development

Our approach

We recognise local content contracting outcomes are delivered via direct and indirect modes of contracting. Our stakeholders have advised of the requirement to expand and simplify the pathways for entry into our supply chain, and the equal importance of strengthening outcomes delivered through our Tier 1 vendors.

We recognise the need to further develop our local content reporting mechanisms to ensure we understand the impact we are having in our local communities and are currently reviewing existing portals to see how we can best capture this information. Our approach to local content and supply chain supports the delivery of the Sustainable Communities Policy, Human Rights Policy, Indigenous Communities Policy and our commitment to Indigenous reconciliation.

Our performance

In 2021, Woodside spent more than A$5.5 billion globally on goods and services, with 62% (A$3.5 billion) of spend with Australian-based suppliers. The 2021 spend was comparable with that of 2020. Global spend has increased to reflect the number of global projects now underway. Spend in Australia has slightly decreased due to a significant focus on cost reduction and the ongoing impact of the global pandemic.

Divisional level metrics were set for the first time in 2021, aimed at providing greater internal visibility and focus regarding local content performance. Our inability to meet some of the internal targets in 2021 has led to a concerted effort to identify a forward-looking pipeline of sustainable procurement outcomes. Acknowledging the feedback from local stakeholders regarding visibility of contracting opportunities, we increased advertisements of scopes of work outside of our legislative requirements. This activity was in addition to the information available in our Forward Work Plans.

Australian local content

To create a steady and sustainable demand profile for Traditional Owners and Custodians and regional Karratha businesses, and to support Woodside achieving its 2021–2025 Reconciliation Action Plan targets, a review of Karratha contestable spend was undertaken in Q1 2021. This review provided a basis to identify work scope carve-outs that underpin a pipeline of contracting opportunities expected to deliver material and sustainable benefits to Traditional Owners and Custodians and regional Karratha businesses in 2022 and beyond. The intent is to grow and broaden the work scopes over time to provide upskilling opportunities to the local workforce. The success of this review has led to a broader review of contestable spend across the organisation.

Scarborough and Pluto Train 2 will provide a significant contribution to the Australian economy across the life of the project. The majority of direct opportunities for Pluto Train 2 will be realised in Western Australia, with firm commitments in place will contractors to deliver skills development and training, employment, contracting and Indigenous participation opportunities during the four-year construction phase. The projects will continue to support local operations and communities for decades to come.

Senegal local content

Woodside and key contractors in Senegal continue to actively support local content development while clarifying aspects of the developing local content legislation. Consultation is ongoing with the appointed Technical Secretariat of the National Committee for the monitoring of local content to support compliance and seek timely approvals and exemptions so that any schedule impact on the Sangomar Field Development Phase 1 would be limited. Woodside continues to progress its local content strategy and framework including continuous engagement with the Senegalese Government.

Supporting small business

The Australian Government Payment Times Reporting Regulator published the first Payment Times Reporting Scheme reports on its public register in November 2021. Woodside has actively supported the Australian Government Payment Times Reporting Scheme (PTRS) to improve payment times for Australian small businesses. We submitted our first PTRS report in September 2021. By Q2 2022 we will reduce payment times for suppliers to Woodside's Australian-based operations and projects to 20 business days, supporting prompt payment of suppliers and compliance with the new legislative requirements in the Building and Construction Industry (Security of Payment) Act 2021 (WA).

GLOBAL SPEND BY COUNTRY

62%	12%	8%	5%
Australia	Japan	United Kingdom	Senegal

Woodside employee at Pluto LNG.

CASE STUDY: ONSHORE FACILITIES MANAGEMENT SERVICES

In 2021, Woodside issued a tender for Onshore Facilities Management Services. Some 23 Karratha businesses were identified, with some preferring direct contracting opportunities and others a subcontracting model. For those wanting to be considered as a subcontractor, their details were passed on to the potential direct bidders to maximise their opportunities to be awarded scopes of work.

Following feedback received from the 2021 Pilbara Summit, an attempt was made to carve out a number of smaller scopes to assist local businesses in their ability to tender. Briefings and training sessions were provided to assist suppliers in the compilation of tender packages along with an overview of the Industry Capability Network (ICN) advertising platform. Additionally, an external generic provider, Wirra Hub, were available to support all tenderers if needed. This support was free for all Indigenous businesses.

Two direct awards were made to two separate Indigenous businesses for smaller scopes of work for bike maintenance, laundry and courier services. Feedback from tenderers stated that the remaining scope packages were still too large which, combined with economic competition and competing priorities, made it challenging to tender with Woodside. Moving forward, we continue to work on achieving indirect outcomes for local and Indigenous businesses.

HUMAN RIGHTS

IMPORTANT TOPIC

Woodside continues to mature its approach to respect human rights and manage modern slavery risks across our value chain.

2021 HIGHLIGHTS

» **Published our first Modern Slavery Statement**

» **Completed a salient human rights impact assessment across Woodside's value chain**

» **Commenced a pilot audit program by conducting two independent supplier modern slavery assessments**

2022 PRIORITIES

» **Implement recommendations from the salient human rights impact assessment**

» **Embed our process of managing human rights in the supply chain, including implementing training on modern slavery risk management**

» **Expand our supplier audits and conducting on the ground audits in high-risk locations or supplier categories**

Our approach

Our Human Rights Policy guides our approach to respecting the rights of our employees, the communities where we operate, and people in our supply chain in line with the UN Guiding Principles on Business and Human Rights.

In 2021, an internal audit was conducted on Woodside's Human Rights Policy commitments. The audit identified actions to strengthen our human rights approach, including a formal assessment of the risk of modern slavery in our supply chain, which was completed late in the year.

To embed an integrated management approach to human rights across the business we developed and implemented a new Human Rights Procedure.

Our Human Rights Procedure mandates that we conduct human rights diligence for our operated activities in countries considered to have high human rights risk every two years or when there is a significant change in our activity or the operating context. This country risk is determined through an annual review of all countries we have interests in through an analysis of independent data sources.

Our Human Rights Working Group, comprising representatives from across the business, continued to meet monthly to mature our human rights risk mitigation and management approach.

We also continued to collaborate with the Human Rights Resources and Energy Collaborative (formerly the Western Australian Modern Slavery Collaborative) and the IPIECA Human Rights Working Group. These engagements enabled us to contribute towards joint projects, engagements with civil society and academic stakeholders on human rights topics and better understand best practice through knowledge sharing.

Modern Slavery Statement

Woodside's Modern Slavery Statement 2021 will be submitted to the Australian Government in the first half of 2022, in line with the requirements of the Australian *Modern Slavery Act 2018*.

Human rights due diligence

Human rights due diligence was undertaken for new opportunities and partnerships being considered by the business during the year.

In 2021, an expert business and human rights advisory firm conducted a company-wide salient human rights risk assessment for Woodside.

The views of key investor, academic and civil society stakeholders were sought to inform the assessment.

Myanmar

We have watched the political unrest in Myanmar with concern since the declaration of the state of emergency in February 2021. Our offshore exploration activities have since ceased, and with no producing assets in country, we have reduced our presence.

In late 2020, a specialist advisory organisation commenced a human rights assessment for our activities in Myanmar. In response to COVID-19 restrictions and the political unrest in country, the scope was amended to a remote assessment. The resulting report, delivered in early 2021, identified human rights risks associated with offshore exploration activities in the north and development activities in the south. The recommendations from the report have been considered for integration into our management approach should we resume activities in Myanmar.

In 2021 we provided humanitarian assistance through the Myanmar Red Cross Society, to support the country's COVID-19 Emergency Action Plan.

In February 2021, we signed the Statement by Concerned Businesses Operating in Myanmar issued by the Myanmar Centre for Responsible Business and continue to work with industry partners and stakeholders to foster a business environment that respects human rights.

Subsequent to the period, on 27 January 2022, Woodside decided to withdraw from its interest in Myanmar.

Managing our supply chain

In line with our own policy commitment, we expect our suppliers to also respect human rights and not tolerate the occurrence of modern slavery. We help to ensure this by implementing a range of risk-based management control activities for all suppliers including:

- **Supplier Code of Business Conduct:** sets out our expectations for suppliers in relation to human rights and modern slavery. All Woodside suppliers are required to actively agree to abide by the Code when a contact is awarded
- **Contractual terms and conditions:** Modern slavery provisions in our standard supplier terms and conditions prohibit suppliers and any of their subcontractors from engaging in modern slavery practices and provides Woodside with audit and termination rights
- **Guideline on Worker Access to Identity Documents:** prohibits our suppliers from withholding any identity documents from migrant workers.

We assess supplier human rights related risks through our supply chain modern slavery risk management framework, which was introduced in 2018. The framework assesses all new suppliers based on location, nature of the work and specificity to the oil and gas industry.

This risk management framework and associated controls were reviewed in late 2021 by a consultant with human rights expertise to test its validity, noting significant global changes since its implementation.

Any new suppliers assessed as having moderate to high risk are required to complete a human rights self-assessment questionnaire. Survey responses are assessed to identify risk areas and implement appropriate controls throughout the contracting life cycle. We also utilise a third party ESG reporting platform to identify if a potential supplier has previously been involved in any human rights incidents. To embed this approach into our business practices, we have developed a guideline to manage modern slavery risks across the contract life cycle, which will be implemented in early 2022 and be supported by training.

In late 2021, an expert consultant undertook our first modern slavery supplier assessments, auditing the contract controls of two high-risk suppliers based in Senegal. While the assessment did not find any instances of modern slavery, it found procedural issues which we will work with the audited suppliers to implement corrective action plans in 2022. We also collaborated with a Tier 1 supplier by shadowing the implementation of an independent human rights program at a shipyard fabrication site in China. The initial assessment conducted as part of the program identified some labour rights issues, particularly around excessive working hours and overtime. We are working with the Tier 1 supplier to address these issues.

Managing security

Woodside has been an active member of the Voluntary Principles on Security and Human Rights (VPSHR) since 2015. During 2021, there were no reported or suspected security related human rights incidents in connection with our activities. Woodside maintains a VPSHR framework, focused on risk assessment, training, management of arrangements with private security providers, and if applicable, arrangements with public security.

Security risk is managed in a coordinated manner with site or project based Business Resilience Managers. No new country risk assessments were required during 2021, and existing VPSHR risk assessments have been aligned with overarching security risk assessments conducted for offices and facilities across Woodside.

A Senegal VPSHR strategy has been developed and communicated to local stakeholders in Senegal, to ensure security-related human rights are managed as our Sangomar project activities increase. In Senegal, in accordance with local legislation, foreign vessels undertaking oil and gas activities are required to embark an unarmed navy officer (chief of mission) as part of the vessels operating authorisation who liaise with vessel command and other Senegalese authorities. Since mid-2021, a chief of mission has been present aboard the Diamond Offshore's Ocean BlackRhino drillship.

Key contracts, including those with private security providers, contain provisions with specific security obligations that include managing security arrangements consistent with the VPSHR. Woodside developed online training for VPSHR has been implemented in English for private security provider personnel, complementing their own training programs, and a French language version is under development.

GOVERNANCE

HEALTH, SAFETY AND WELLBEING

Woodside is committed to protecting the health and safety of our workforce and ensuring the ongoing integrity of our operations.

2021 HIGHLIGHTS

- » **Zero Tier 1 or 2 Loss of Primary Containment Process Safety Events**
- » **Matured our approach to psychological risk management and established our Working Respectfully Policy**
- » **Engaged our workforce to mature our safety culture using perception survey insights**

OPPORTUNITIES

- » **Deliver improvements in safety performance**
- » **Strengthen our focus on prevention of occupational illnesses and life-altering events**
- » **Embed psychological health and safety, and human factors, into our safety culture and leadership training**
- » **Build a shared culture to improve industry-wide safety outcomes**

RISKS

- » **Failure to maintain major hazard controls in line with our Golden Safety Rules**
- » **Failure to maintain key COVID-19 health controls**
- » **Failure to effectively manage psychological risks including bullying and harassment and sexual discrimination**
- » **Failure to complete planned priority activities to maintain the integrity of our facilities**

Our approach

We engage all levels of our workforce to maintain a culture in which everybody is aware of their health and safety obligations and feels empowered to speak up and intervene on health and safety issues. This approach is guided by our Compass and Code of Conduct. Our Safety Culture Framework outlines the positive behaviours that promote a strong safety culture, as well as the negative behaviours that undermine our efforts, and is applicable to all employees and contractors at Woodside controlled worksites. Physical safety is well established in our safety culture and we are working to leverage Our Safety Culture Framework to embed psychological health and safety, including a zero-tolerance approach to sexual discrimination, bullying and harassment, in-line with our Working Respectfully Policy.

To deliver safe and healthy workplaces we implement systems to identify, assess and control health and safety risks to as low as reasonably practicable (ALARP), complying with relevant laws and regulations and applying responsible standards where laws do not exist.

Our Golden Safety Rules summarise mandatory requirements for managing our high-risk work activities as part of our safe work control process, to prevent high-consequence injuries and fatalities. These rules sets out minimum requirements for high-risk work activities including obligations to stop unsafe work. We monitor personal exposure to health hazards to ensure the ongoing effectiveness of controls. Our risk-based fitness for work medical assessments, health surveillance, injury and illness management and return to work processes support the ongoing health of our workforce.

All employees, contractors and joint venturers engaged in activities under Woodside operational control are covered by our management system and are responsible for application of our approach. Woodside managers are also responsible for promotion of our approach in non-operated joint ventures.

Workforce consultation and participation in health and safety is enabled through our site-based Health, Safety and Environment (HSE) Representatives and office-based HSE working groups. HSE Representatives meet each swing (at least once a month) at operational sites to discuss workplace health and safety risks and raise priority issues with site management. Our office based HSE working groups meet monthly to review progress of activity plans and discuss HSE-related issues. These office-based groups established monthly forums in 2021 to share insights across business areas and consult with building management to discuss HSE issues and strengthen office safety culture.

Inductions are provided to familiarise workers with key HSE hazards and procedures for the relevant work location. Targeted training builds capability to manage HSE risks in line with our HSE management system and competency frameworks.

Training focuses on application of Our Safety Culture, Golden Safety Rules, process safety management framework, emergency response preparedness and management of occupational health, including support for mental health and wellbeing.

In 2021, we rationalised our production inductions to focus on specific information for workers accessing Australian sites, building on the fundamentals established through a common industry induction through the Safer Together industry collaboration network.

Our COVID-19 response

Our highest priority during the COVID-19 pandemic has been maintaining the health and safety of our workforce. Our COVID Resilience Team is focused on preparing for the changing risk profile across business locations, considering response arrangements including appropriate preventative and mitigative controls, and strategies for business continuity.

In Western Australia, we responded to COVID-19 challenges including lockdowns and interstate border restrictions throughout 2021. We focused on ensuring sufficient personnel for critical operational and maintenance roles and continued to support the health and wellbeing of our workforce using existing frameworks.

The Government of Western Australia announced public health directions, restricting facility access for Exposed Port Workers and Resources Industry Workers (Vaccination Directions), in September and October 2021 respectively. Under the Vaccination Directions full vaccination was required by 12 November 2021 for Exposed Port workers, and 1 January 2022 for Resources Industry Workers.

Following a workforce survey, in October 2021, we announced we were working towards a proposal to require COVID-19 vaccination to enter Australian offices to keep our people safe and maintain business continuity.

—
Woodside employees at Karratha Gas Plant.

After completion of our workforce consultation, Woodside decided to introduce the COVID-19 vaccination procedure from 5 February 2022, it will be a condition of entry to be fully vaccinated against COVID-19 to enter a Woodside Australian office or to provide a valid medical or other exemption.

Workforce consultation on the proposed procedure was undertaken to respectfully consider diverse health, cultural and other concerns, while maintaining focus on the core objective. Internationally our projects and offices managed the ongoing impact of lockdowns and travel restrictions across various countries, with some requiring extended rotations with limited ability to return to Australia.

Our Senegal-based team operated predominantly in lockdown mode in 2021 as we commenced drilling operations, with triggers to consider adjustment of onshore activities based on community transmission rates and local health system response capacity. Requirements for personnel mobilising offshore to quarantine and complete polymerase chain reaction (PCR) testing prior to travel were adjusted in November 2021, when the quarantine requirement was replaced with confirmation of COVID-19 vaccination and negative PCR tests. Safety of personnel on-board is maintained through PCR testing and case management, medical evacuation options and isolation rooms for cases remaining on-board.

We recognise that ongoing COVID-19 constraints and controls have impacted our people and how we conduct our business. Our risk assessments have allowed us to improve controls and implement a proactive approach, for example, to fatigue monitoring and management of workforce wellbeing.

We continue to learn and adjust our response plans as the COVID-19 situation evolves, both in Australia and internationally.

Our safety performance

In 2021, we had zero Tier 1 or Tier 2 loss of primary containment process safety events. Our total recordable injury rate (TRIR) increased to 1.74 per million work hours with 27 recordable injuries compared to 11 in 2020. The main injury types were lacerations, soft tissue injuries and fractures. Seven injuries resulted in lost work time compared to one in 2020. Workforce exposure hours increased by 24% from 2020 with similar activity levels to 2019. High Potential Incidents (HPIs) increased to 14 from 11 in 2020.

TOTAL RECORDABLE INJURIES (TRI) AND TOTAL RECORDABLE INJURY RATE (TRIR)

Year	Employee TRI	Contractor TRI	Woodside TRIR
2017	5	12	1.29
2018	2	21	1.32
2019	3	11	0.90
2020	3	8	0.88
2021	8	19	1.74
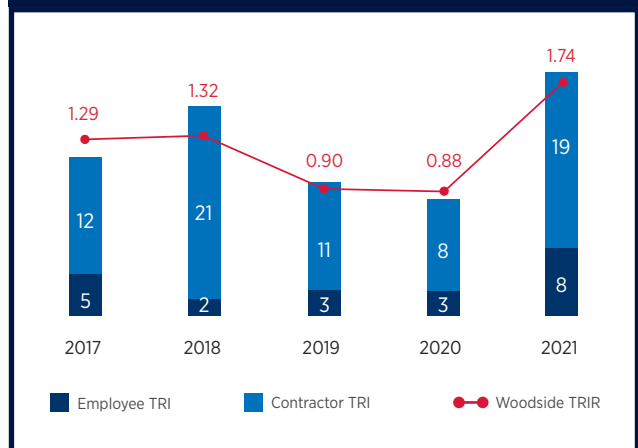
— Woodside employees at Mia Yellagonga

Personal safety and culture

Our 2020 safety perception survey identified HSE skill development, workforce involvement including connecting office workers to site safety, and recognition of strong performance as focus areas to further mature our safety culture. Divisional leaders developed 2021 HSE activity plans in consultation with work groups aligned to these areas. Leveraging our Perfect HSE Day concept, leading indicators were identified by teams and monitored regularly as part of their HSE activity plans. Our HSE recognition program continued across all divisions through 2021 with our twice a year CEO HSE Recognition Award formally recognising outstanding HSE leadership and contributions to safety culture.

Process safety management

During 2021, we focused on building the process safety competency of senior personnel in safety critical roles. We trained and subsequently implemented formal assessments of more than 50 senior process safety leaders across our operations and development projects. This program was implemented following an internal review and gap analysis to focus on the senior personnel who have strategic influence on positive process safety outcomes. This increased competency profile supports the embedding of process safety management and will continue across all the relevant areas of our business.

Application of our process safety management framework supports the ongoing integrity of our operations. We identify process safety risks through design and operation to proactively manage the integrity of our facilities to prevent and mitigate a major accident event. We work to understand key risks and act to ensure work scopes are completed to maintain integrity. An example of this risk-based approach is evident through our analysis of lower consequence events (i.e. Tier 3 loss of primary containment process safety events), which proactively identified valve stems as a risk area. Corrective actions implemented across sites helped to prevent similar or higher consequence events occurring through 2021.

Connecting office workers with safety

In response to 2020 Safety Culture Survey results, our Finance and Commercial team implemented a plan during 2021 to manage their own HSE risks, enrich wellbeing and improve their understanding of site-based HSE risks.

A key objective was to understand their role in the prevention of major accident events. Activities involved office personnel visiting an operational site, discussing business HSE risks at Divisional meetings and attending major accident hazard awareness training delivered by Safer Together (i.e. Contain IT training). These interactive and practical engagements provided first-hand experience of the effects of hydrocarbon releases and subsequent fires in a safe and controlled environment. The outcome was an improved understanding of major process safety hazards for a section of our workforce who influence business decisions, but are not normally physically exposed to these hazards. In recognition of the effort to mature safety culture, the executive sponsor of the Finance and Commercial team was nominated for the CEO HSE Recognition award for outstanding safety leadership.

Demonstrating strong safety engagement

Our Health, Safety and Environment Representatives make a significant contribution to improving workplace safety performance and culture. Naomi Elbrow, an Operations Technician at the Karratha Gas Plant, was named as the joint winner of the Department of Mines, Industry Regulation and Safety (DMIRS) safety and health representative of the year for 2021, for her work rebuilding Karratha Gas Plant's Top 10 HSE risks. This work helped to raise issues identified by the workforce to the attention of leaders and required collaboration with different teams across Karratha Gas Plant to implement solutions.

Contractor safety and industry partnerships

We work to enable our contractors and industry partners to deliver strong health and safety performance outcomes. During 2021, we focused on application of fit for purpose assurance processes for our contractors, and implemented updates to our competency screening process, to align with International Standards for Occupational Health and Safety (i.e. ISO 45001) and acknowledge those contractors who have current certification.

As a member of Safer Together, we are contributing to a shared mission to build a culture of safe behaviours, learning, simplification, and standardisation to improve industry wide safety outcomes. Our team actively guides the assessment, prioritisation, and implementation of Safer Together activities within our company.

We are implementing several initiatives in line with the Safer Together mission, including common industry inductions, frontline HSER engagement and Contain IT process safety training. Another example of successful collaboration is our participation in the industry-wide risk assessment of offshore lifeboat testing processes. We have revised our testing practices to implement lessons learned and remove people from the line of fire when undertaking testing operations.

—
Woodside employees
at the Karratha Gas Plant.

Learning from events

All HSE events occurring at Woodside controlled sites or involving contractors where Woodside is responsible for verifying the effectiveness of HSE controls, trigger reporting and investigations to drive learning. We communicate lessons learned across our business to help identify emerging risks and improve implementation of key controls. Our investigation approach is proportionate to risk, to focus attention on potentially significant HSE issues. We share lessons through our industry partnerships and apply processes to learn from events that occur external to Woodside, implementing relevant actions to help us improve.

An increase in personal safety events during planned maintenance at KGP during mid-2021 triggered a more holistic review of event trends. Key improvement areas identified included dropped objects, engaging contractors in work planning and enabling teams through effective communication.

Planning for the changed business context of ongoing COVID-19 restrictions and high labour demand across industries were also identified as focus areas. Actions supported improved performance during subsequent 2021 maintenance activities and lessons were incorporated into future work planning.

Our health performance

Our total recordable occupational illness frequency (TROIF) increased to 0.51 per million hours worked from 0.08 in 2020. The eight recordable occupational illnesses comprised four musculoskeletal conditions, one Noise Induced Hearing Loss (NIHL), one psychological impairment, one minor wound infection, and one adverse skin reaction. A historical psychological impairment case was reclassified and backdated to an event that occurred in 2018.

Health hazards and exposure monitoring

Our projects eliminate health hazards at the design stage or control them to ALARP. In situations where health hazards remain in the workplace and there is a risk of exposure, we ensure that worker exposure does not exceed legal limits through implementation of the hierarchy of control. As a final layer of protection, we perform health surveillance, to detect the early signs of occupational illness so intervention and if necessary, rehabilitation, can be initiated.

Potentially harmful workplace health hazards include uncontrolled exposure to noise, hazardous substances (e.g., benzene, toluene, ethylbenzene, and xylene (BTEX), and mercury), naturally occurring radioactive material (NORM), infectious disease (e.g., COVID-19), hazardous manual tasks and psychological hazards. Noise, hazardous manual tasks, infection, and psychological hazards contributed to recordable occupational illnesses in 2021.

From 2022 a more stringent criteria for the classification noise induced hearing loss (NIHL) is being adopted. The updated criteria help to identify NIHL cases at the earliest opportunity so intervention can be initiated, and more debilitating illness prevented. Increased monitoring of indicators of potential mental health concerns and psychological risk factors has also been developed to support earlier interventions and implementation of controls.

Mental health and wellbeing

Our mental health and wellbeing framework aims to create mentally healthy workplaces by promoting wellbeing, protecting mental health, and supporting people through challenges. Our framework was developed in response to our 2018 safety perception survey, which indicated support for mental wellbeing as an area for improvement. Our 2020 company-wide survey showed significant improvement, with a 23% increase in perceived support for mental wellbeing across our business.

In October 2021, we held our annual Stand Together for a Perfect HSE Day campaign focusing on adapting to challenges and change. In a company-wide activity, all teams stopped work to discuss uncertainty, change and the potential impacts on HSE outcomes. Leaders applied our wellbeing framework and discussed business challenges and changes with their teams, focusing on what is within their control. Feedback was positive, with the workforce appreciating the opportunity to raise and discuss work-related issues with leaders in a supportive environment conducive to speaking up.

We continued to promote the wellbeing wheel, launched in 2020, to encourage positive preventative practices across six areas: physical health and nutrition, exercise, psychological skills, social connection, meaning and purpose, and positive relationships. Through 2021, led by our leaders, we further embedded the wellbeing wheel through our campaigns, promoted our employee assistance program (EAP) and participated in events including RUOK? Day, Men's and Women's Health Week, World Suicide Prevention Day, and Movember, to help reduce stigma around mental health in our workplaces. Our risk management approach to protecting mental health involves identification and control of workplace psychological hazards. In 2021, our Working Respectfully Policy was established to demonstrate our commitment to a safe, inclusive, and respectful working environment. Underpinned by our Compass Values and Code of Conduct the policy highlights that sexual discrimination, bullying and harassment are serious violations of those principles and will not be tolerated.

We provide training that outlines our HSE expectations and aims to improve psychological health and safety in our workplaces. Our annual Code of Conduct training was refreshed in 2021 to include specific guidance on sexual harassment. This training is mandatory for all employees, third party contractors and service providers with access to our systems. In 2021 we implemented half-day Working Better Together – Respectful Behaviours training workshops, with 901 employees completing the training.

Woodside employees at Mia Yellagonga.

In 2021, we also established our mental health support framework training programs. Our initial focus was on building competency of People and Global Capability and HSE professionals who act as escalation points for higher-risk welfare concerns or during emergency response scenarios. These programs also equip leaders to effectively identify and respond to potential mental health concerns in the workplace and to understand when to escalate issues. During 2021, 251 employees attended support framework training programs with their feedback used to improve delivery of future programs.

Our active network of 200 trained peer supporters provide first responder support at worksites in-line with our framework. Through the Chamber of Minerals and Energy (CME) 28 members of our workforce also participated in the successful Resourceful Minds peer support pilot program run by Lifeline WA. This program is designed to support mental health and wellbeing across the resources industry. Our involvement through CME is ongoing.

Occupational health

Our medical assessment process ensures personnel demonstrate a capacity for work and that their ongoing health and fitness is assessed at regular intervals. It also ensures that systems and processes are in place to assist individuals with a temporary or permanent incapacity. Risk assessments are conducted for specific job areas to inform required medical assessments. We also ensure the ongoing security and management of all personal information collected in accordance with our Code of Conduct and applicable legal requirements through our privacy management process.

Operating sites maintain medical emergency response plans and the capability to implement them. These plans consider factors that influence medical emergency risk and describe the processes by which on-site medical treatment is commenced and escalation to higher level emergency medical support is activated. Plans are practiced through routine exercises, drills, and activities to ensure preparedness and support process improvements. All sites have risk-based response plans in place to manage COVID-19.

Health promotion and resources

We provide employees with financial assistance and take steps to facilitate access to non-occupational medical and healthcare services. Our Health Insurance Allowance assists employees to obtain health insurance cover for themselves and their dependents. Gym membership subsidies are available, including at our Mia Yellagonga office in Perth where the Wellness centre also provides onsite access to allied health services.

Our fully subsidised EAP provides voluntary access to professional, confidential coaching and support for employees and eligible family members to promote wellbeing. All reporting from our EAP provider is aggregated and de-identified to maintain confidentiality. Alcohol education is also provided for some sites, based on anonymised survey insights, to address alcohol use frequency and binge drinking as a potential non-occupational health risk area.

HEALTH AND SAFETY PERFORMANCE

	2021	2020	2019	2018	2017
Workforce exposure hours[1]					
Employees	6,424,477	7,187,170	6,830,811	7,089,138	7,172,434
Contractors[2,3]	9,076,377	5,271,462	8,746,294	10,315,447	6,016,084
Total	**15,500,854**	**12,458,632**	**15,577,105**	**17,404,585**	**13,188,518**
Number of incidents[3]					
Fatalities – employees	0	0	0	0	0
Fatalities – contractor	0	0	0	0	0
Total fatalities	**0**	**0**	**0**	**0**	**0**
Recordable injuries – employees	8	3	3	2	5
Recordable injuries – contractors	19	8	11	21	12
Total recordable injuries[4]	**27**	**11**	**14**	**23**	**17**
Lost time injury events – employees	3	1	1	1	0
Lost time injury events – contractors	4	0	2	4	8
Total lost time injury events	**7**	**1**	**3**	**5**	**8**
High potential incidents[5]	14	11	19	7	13
Recordable occupational illnesses – employees	5	1	3	3	5
Recordable occupational illnesses – contractors	3	1	4	5	1
Total recordable occupational illnesses[6]	**8**	**2**	**7**	**8**	**6**
Number of process safety events[7]					
Tier 1	0	1	0	1	0
Tier 2	0	2	0	1	0
Total	**0**	**3**	**0**	**2**	**0**
Frequency rates[3,8]					
Total recordable injury rate – employees	1.25	0.42	0.44	0.28	0.70
Total recordable injury rate – contractors	2.09	1.52	1.26	2.04	1.99
Total recordable injury rate[8]	**1.74**	**0.88**	**0.90**	**1.32**	**1.29**
Lost time injury frequency – employees	0.47	0.14	0.15	0.14	0.00
Lost time injury frequency – contractors	0.44	0.00	0.23	0.39	1.33
Lost time injury frequency[8]	**0.45**	**0.08**	**0.19**	**0.29**	**0.61**
High potential incident frequency	**0.90**	**0.88**	**1.22**	**0.40**	**0.99**
Total recordable occupational illness frequency – employees	0.78	0.14	0.44	0.42	0.70
Total recordable occupational illness frequency – contractors	0.33	0.19	0.46	0.48	0.17
Total recordable occupational illness frequency[9]	**0.52**	**0.16**	**0.45**	**0.46**	**0.45**
Total recordable injury rate by region[8]					
Australia	1.77	0.89	1.00	1.61	1.29
Asia	0.00	0.00	0.00	0.00	0.00
Africa	2.02	0.00	0.00	n/a	n/a
Other	0.00	0.00	0.00	0.00	22.05
Overall frequency	**1.74**	**0.88**	**0.90**	**1.32**	**1.29**
Total recordable occupational illness frequency by region[8]					
Australia	0.48	0.16	0.50	0.56	0.48
Asia	4.02	0.00	0.00	0.00	0.00
Africa	0.00	0.00	0.00	n/a	n/a
Other	0.00	0.00	0.00	0.00	0.00
Overall frequency	**0.52**	**0.16**	**0.45**	**0.46**	**0.45**

	2021	2020	2019	2018	2017
Number of lost days by region[9]					
Australia	454	28	113	312	167
Asia	0	0	0	0	0
Africa	3	0	0	n/a	n/a
Other	0	0	0	0	29
Total	457	28	113	312	196
Number of lost days by gender[9]					
Male – employees	94	28	41	53	0
Female – employees	0	0	0	0	0
Male – contractors	363	0	72	259	196
Female – contractors	0	0	0	0	0
Total	457	28	113	312	196
Number of recordable injuries by gender					
Male – employees	6	2	3	2	3
Female – employees	2	1	0	0	2
Male – contractors	18	7	11	21	11
Female – contractors	1	1	0	0	1
Total	27	11	14	23	17
Number of recordable occupational illnesses by gender					
Male – employees	3	1	2	3	5
Female – employees	2	0	1	0	0
Male – contractors	3	1	4	5	1
Female – contractors	0	0	0	0	0
Total	8	2	7	8	6
Training time spent on health and safety by region (hours)					
Australia[3]	60,676	54,014	58,976	31,795	25,505
Asia	102	397	96	605	0
Africa	241	19	25	13	NPR*
Europe	54	33	291	53	NPR*
North America	48	21	150	2	NPR*
Total	61,121	54,483	59,538	32,468	25,505

[1] Wherever possible, hours are recorded on the basis of actual hours worked. If actual hours cannot be determined, hours are calculated based on headcount and nominal working hours per person, using the number of hours for an average working day (ranging from 8 hours for office-based work to 12 hours for shift-work).
[2] Increase in exposure hours in 2021 due to an increase in activities.
[3] Contractor exposure hours, incidents and frequency rates exclude contractors operating within their own health, safety and environment (HSE) management system that has no interfaces with the Woodside HSE management system.
[4] Trends in the type of injuries recorded for employees and contractors were lacerations, soft tissue injuries and fractures.
[5] High Potential Incidents (HPIs) consider the consequence of a fatality and/or high-consequence injury, and the likelihood of that consequence occurring. All HPIs are formally investigated and corrective action taken.
[6] Trends in the type of illnesses recorded for employees and contractors were musculoskeletal conditions and psychological impairment. Please note a historical psychological impairment case was reclassified and back dated to an event that occurred in 2018. This is not included in the data table but included in the narrative and noted here for completeness.
[7] Classified in accordance with American Petroleum Institute Recommended Practice 754 (API RP 754).
[8] Frequency rates are calculated per million work hours.
[9] As a result of lost time injury LTI. Refer to definitions and glossary page.
* NPR refers to Not Previously Reported.
n/a Not applicable.

CORPORATE GOVERNANCE

Woodside believes that adopting and operating in accordance with high standards of corporate governance is essential for sustainable long-term performance and value creation.

Our approach

Our approach to sustainability is incorporated in our Woodside Management System including our policies, procedures, Compass and Code of Conduct.

Woodside's Compass is core to our governance framework and sets out our mission, vision, strategic direction and core values. Woodside is committed to a high level of corporate governance and fostering a culture that values ethical behaviour, integrity and respect.

Our performance

Our Board has oversight of our management and business activities. The Board has four standing committees to assist in the discharge of its responsibilities. These include:

- Audit and Risk Committee
- Human Resources and Compensation Committee
- Nominations and Governance Committee
- Sustainability Committee

The committees operate principally in a review or advisory capacity, except in cases where powers are specifically conferred on a committee by the Board.

The Sustainability Committee assists the Board to meet its responsibilities in relation to our sustainability policies, expectations and procedures. It reviews and makes recommendations to the Board on our policies and performance on sustainability related topics. In 2021, the Committee oversaw changes to the Health, Safety and Environment Policy, Quality Policy, Climate Change Policy and Sustainable Communities Policy. It also endorsed for Board approval Woodside's Modern Slavery Statement, the 2021–2025 Reconciliation Action Plan (RAP), and including the approval of the establishment of an Indigenous Advisory Group during the course of the five year RAP.

The Committee, as at 31 December 2021, comprised seven independent, non-executive directors. Mr Ben Wyatt joined the Woodside Board as a non-executive director on 2 June 2021 and has been a member of the Sustainability Committee since then.

The Nominations and Governance Committee assists the Board in discharging its responsibilities on matters relating to the company's corporate governance policies and practices. These principles and practices are reviewed regularly and revised as appropriate to reflect changes in law and developments in corporate governance. The Chairman also chairs the Committee and all non-executive directors are currently members.

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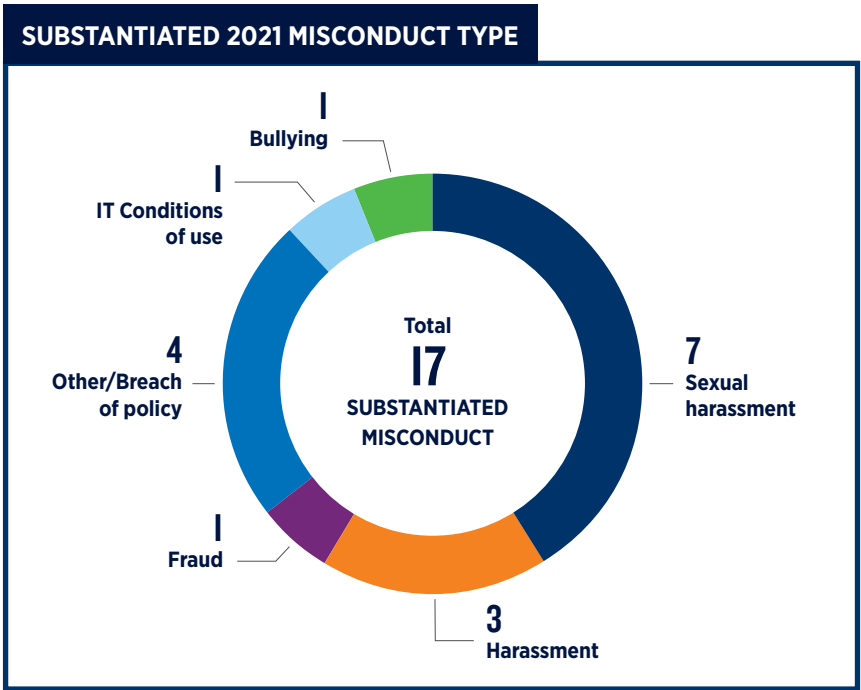Woodside employees at Mia Yellagonga.

We are committed to conducting our business and activities in an ethical manner. Woodside's Compass and Code of Conduct are key components of who we are, what we do and how we behave. As well as complying with all applicable laws, all directors, employees and contractors are required to conform to the Code of Conduct, adopting the expected principles, practices and standards of behaviour set out in the Code of Conduct.

Annual refresher training on the Code of Conduct is mandatory for all employees, and contractors with systems access. All new starters must complete the training as part of their onboarding. The 2021 completion rate for the Code of Conduct refresher training was 100% of eligible employees.

Business ethics

Employees, contractors, and individuals external to Woodside have a variety of ways they can speak up and raise concerns about the conduct of Woodside and its people. All allegations of misconduct are assessed and investigated in line with established internal investigation processes and outcomes are reported to the Board's Audit and Risk Committee. Disciplinary actions, which range from warnings to termination of employment, are taken when allegations are substantiated. Where substantiated conduct relates to contractor personnel, those personnel may also be removed from Woodside sites where necessary.

There were 30 investigations concluded in 2021, which addressed a total of 63 allegations against 24 employees and 23 service providers. Seventeen investigations resulted in substantiated allegations, concerning the conduct of eight employees and 15 service providers. This resulted in six employee terminations, and the removal of ten service providers. The types of substantiated misconduct during 2021 are set out in the below chart.

SUBSTANTIATED 2021 MISCONDUCT TYPE

Bullying 1
IT Conditions of use 1
Other/Breach of policy 4
Fraud 1
Harassment 3
Sexual harassment 7

Total 17 SUBSTANTIATED MISCONDUCT

TRANSPARENCY

Woodside recognises the interests of our stakeholders in maintaining transparency of our tax and other payments to governments.

Our approach to tax

In Australia, where we are headquartered and our producing assets located, we are a significant and transparent taxpayer.

Compliance with the letter and spirit of the law

As set out in our publicly available Tax Policy, we comply with tax laws and regulations applicable to our business, having particular regard to the spirit in which it was legislated.

We believe in paying taxes on time and where value is created. Aligned with Woodside's commitment to compliance with the law, the jurisdictions in which we do business is underpinned by genuine commercial substance. We do not support the use of artificial arrangements, that is, those intended for tax avoidance or which transfer value to low tax or so-called 'tax haven' jurisdictions.

Woodside has an established tax governance framework approved by the Woodside Board. Woodside's Audit and Risk Committee (A&RC) supports the Board to meet its oversight responsibilities in relation to the company's tax matters. It does this through engagement with and regular attendance by the Vice President Tax and by reviewing the company's policies and practices for managing compliance with tax laws.

The Woodside tax function is subject to periodic internal audit which test the compliance, governance and control frameworks that exist.

Transparent engagement with our stakeholders

Woodside is committed to engage with policy setters and administrators in a trusted and transparent manner.

- **Annual Compliance Arrangement.** In Australia we continue to voluntarily participate under our longstanding tax compliance arrangement with the Australian Taxation Office (ATO) known as an Annual Compliance Arrangement (ACA). The ACA is only available to taxpayers that are transparent, trusted, and have robust tax governance practices. The ACA currently extends to both corporate income tax and Petroleum Resource Rent Tax (PRRT) and Woodside is a 'Key Taxpayer' for these taxes.

- **Justified Trust.** In addition to the ACA, as one of Australia's Top 100 taxpayers Woodside is also part of the ATO's justified trust program. Based on similar co-operative principles as the ACA, the ATO's justified trust program seeks to assure that large corporates are paying the right amount of tax. Woodside has received some of the highest assurance ratings awarded by the ATO.

- **Trusted Trader.** We have also been recognised as an Australian Trusted Trader by the Australian Border Force, an accreditation awarded to businesses that possess supply chain and trade compliance consistent with world customs organisation standards.

Woodside contributes submissions to government, and regularly reports on business activities outside of statutory reporting requirements.

Transparent reporting of our approach and contribution

We continue to have close regard to the level of tax transparency our stakeholders require. We actively participate in several global ESG rating indices and our approach to tax is included within the leading group, relative to our industry peers.

Woodside was an early adopter of the Board of Taxation's voluntary Tax Transparency Code. We continue to report under this Code, publishing Part A of the recommended disclosures in our Annual Report 2021 and Part B in this report, supported by additional information on our website.

We remain a significant Australian taxpayer with more than

95%

of our taxes paid in Australia

More than

A$11 BILLION

in Australian taxes and royalties paid since 2011

Our Australian tax contribution

We pay our taxes, as and when due, in compliance with the law.

Woodside receives more than 95% of our revenues from the sale of hydrocarbons from our producing assets located in Australia, and as a result, pays more than 95% of its taxes in Australia.

Our Australian taxes are paid by a number of entities, namely Woodside Petroleum Ltd, Woodside Energy Ltd and our 90% owned Burrup entities, Burrup Facilities Company Pty Ltd and Burrup Train 1 Pty Ltd.

2021 AUSTRALIAN TAX CONTRIBUTION (A$ M)

- **60** Payroll Tax
- **5** Fringe Benefits Tax
- **48** Federal Excise
- **333** Corporate Income Tax
- **212** Federal Royalties
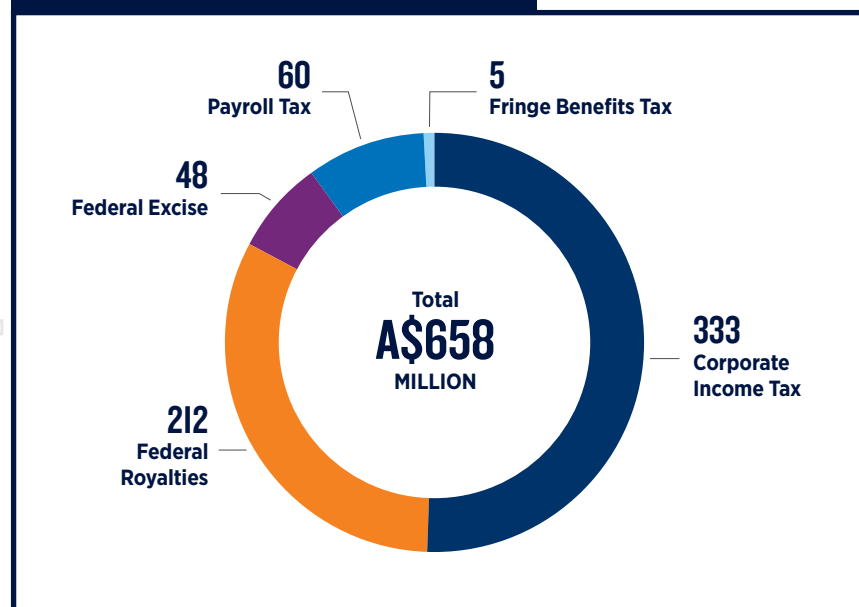
Total A$658 MILLION

Through these entities Woodside has paid more than A$11 billion in Australian taxes and royalties since 2011. In the current year Woodside paid A$658 million to the Australian Commonwealth and State governments. Refer to the 2021 Australian Tax Contribution, and Woodside's five-year Australian Tax Contribution in the data table below, which has been assured by Deloitte.

As an energy producer in Australia, we are subject to, report under and pay a number of taxes, such as Corporate Income Tax, Federal Royalties, Federal Excise and Petroleum Resource Rent Tax (PRRT). Woodside's tax payments are affected by several factors, such as changes to production, operating fields and commodity prices affecting revenues, as well as cost of sales and capital investment impacting expenditures.

Our Australian corporate income tax payments were lower in 2021 principally as a result of Woodside's tax losses incurred during the COVID-19 pandemic and associated market conditions.

As a large business, Woodside's profits are subject to corporate income tax at a statutory rate of 30%. However, its effective income tax rate (EITR) is an accounting measure. The presentation of EITR factors in differences between tax and accounting rules. The key variances between that statutory rate and EITR are explained in this presentation. As detailed in Woodside's Annual Report 2021, Woodside's EITR on its Australian profits (Australian EITR) was near to this – 30.6% in 2021, compared with 29.6% in 2020.

Our foreign presence and related-party dealings

Woodside also conducts business outside of Australia and as a result pays foreign taxes.

Our Annual Report 2021 contains a list of Woodside's companies, their country of incorporation and our ownership interest. All entities incorporated in Australia are tax residents of Australia. Woodside also maintains offices in foreign jurisdictions. These are not specified in the Annual Report 2021 (as it only details body corporates). In total Woodside has a taxable presence in more than 20 foreign jurisdictions.

In line with our commitment to pay taxes according to where value is created, we apply arm's length principles to our international related-party dealings. This ensures value is not artificially transferred outside of Australia.

Our Australian entities regularly have related-party dealings with our foreign subsidiaries. These are typically in the nature of support services provided either from Australia (our headquarters) or from various foreign locations in which personnel are located. These locations include our offices in China, Singapore, the United Kingdom, and the USA, amongst others. The total value of these services is not significant when compared to the revenue from our production activities.

Through its close proximity to the LNG customer market, our Singapore office provides integrated marketing, trading and shipping services to optimise the returns received for our uncommitted Australian LNG cargoes. The profits from these cargoes are subject to tax in Australia.

Other support functions are located across the globe in proximity to important assets or markets.

AUSTRALIAN TAX CONTRIBUTION (A$ M)[1,2]

	2021	2020	2019	2018	2017
Corporate Income Tax	333	473	447	555	537
Petroleum Resource Rent Tax[3]	0	0	0	-3	-8
Federal Royalties	212	120	189	217	153
Federal Excise	48	33	39	62	59
Payroll Tax	60	75	57	58	53
Fringe Benefits Tax	5	6	5	5	3
Total	**658**	**707**	**737**	**894**	**797**

[1] Figures are reported on a cash basis (net of any refunds received) and are rounded to the nearest million.
[2] Woodside's Australian tax contribution for 2017–2021 has been assured by Deloitte in accordance with Australian Auditing Standard on Review Engagements ASRE 2405 Review of Historical Financial Information Other than a Financial Report. Deloitte's assurance inspects evidence to ensure the figures in the table above accurately reflect Woodside's cash paid to settle Australian tax obligations in 2021.
[3] Includes refunds of tax overpaid in respect of prior years.

EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE

Woodside is a signatory to the Extractive Industries Transparency Initiative (EITI), a coalition of governments, companies and civil society groups committed to promoting the accountable management of the resources sector globally.

Our approach

Woodside joined the EITI in 2005 and became an EITI Supporting Company in 2008. We actively participate in the implementation of country level EITI work plans, as our host countries work towards the implementation of the EITI Standard. As part of this process, we report the taxes and fees we pay in implementing countries where we are active.

Our performance

Woodside also supports decisions by our host countries to publish contracts and licences, in line with the EITI Standard and to the extent that these contracts are not subject to confidentiality restrictions.

INDUSTRY ASSOCIATIONS

Woodside maintains membership to a range of industry associations both in Australia and globally.

Our approach

These memberships deliver value to the company and our shareholders by providing a platform to share industry lessons, global best practice, and technical standards and to develop and constructively debate public policy positions.

Our performance

To ensure each membership we hold continues to deliver value, we undertake an annual review of our industry association memberships. As part of this process, we look to assure that those industry associations we belong to continue to advocate positions that broadly reflect our own, particularly with regards to climate.

We also assess whether our memberships continue to contribute positively to achieving our business priorities. If a membership no longer supports our business priorities or a material misalignment is identified that cannot be addressed through constructive engagement, the membership is reconsidered.

Woodside's 2021 industry association review identified no cases of material misalignment.

POLITICAL CONTRIBUTIONS

Woodside engages with political stakeholders to constructively inform policy development and decision making, in support of our business priorities.

Our approach

We do not donate to campaign funds for any political party, politician or candidate for public office in any country. In Australia, Woodside makes payments to attend ad-hoc business engagement events arranged by political stakeholders.

Decisions to attend these events are subject to robust governance processes. Our Board considers and approves our approach to political contributions each year. We also disclose all payments we make to the Australian Electoral Commission.

Our performance

Woodside's political payments for the financial year 2020–2021, as reported to the AEC, totalled A$232,350.

This comprised A$193,250 for business forum memberships and A$39,100 for participation in other state and federal political workshops and networking.

Following a decision by the Woodside Board in 2021, Woodside will not be renewing or seeking new memberships to political party business engagement forums moving forward.

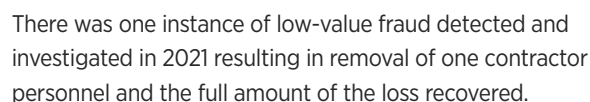This decision reflects our cross business effort to maintain a disciplined approach to transparency.

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Woodside employees at Mia Yellagonga.

FRAUD, ANTI-BRIBERY AND CORRUPTION

Our zero-tolerance approach to fraud, bribery and corruption supports Woodside's commitment to ethical conduct and transparency across our business activities around the world.

Our approach

Guided by our Compass and Code of Conduct, we commit to global anti-bribery and corruption efforts and support the communities where we are active. Wherever possible, we seek to influence positive actions by our business partners and third parties, including comprehensive business ethics obligations contained in joint venture and supplier contracts. Woodside is a corporate member of Transparency International.

Our prohibition on bribery and corruption anywhere in the world is underpinned by our Anti-Bribery and Corruption Policy which applies to all directors, officers, employees and contractors providing a service for or on behalf of Woodside. This Policy is supported by a comprehensive fraud and corruption control program, which is implemented through an annual fraud and corruption control plan.

An externally led independent review of Woodside's fraud and corruption control program will be conducted in 2022 to identity any further improvements to the management of this risk.

Our performance

The 2021 fraud and corruption control plan has been successfully delivered, with highlights including:

- Delivery of annual advanced anti-bribery and corruption (ABC) training
- Continued communication and training across the company in relation to conflicts of interest and gifts and entertainment
- Completion of fraud data analytics
- Review of internal investigation processes, tools and training
- Completion of six ABC compliance audits on selected contractors.

During 2021, no violations of applicable anti-bribery and corruption laws were recorded in connection with our operations.

There was one instance of low-value fraud detected and investigated in 2021 resulting in removal of one contractor personnel and the full amount of the loss recovered.

An ABC compliance plan of activities was implemented for the Sangomar Field Development Phase 1 to manage fraud and corruption risks on this project. Key activities included:

- Travel briefings, resulting in nine separate instances of personnel successfully resisting facilitation payment requests
- Enhanced ABC due diligence and engagement with contractors on high-ABC risk contracts
- Face-to-face training for Senegal-based staff on identification and escalation of ABC red flags.

Supporting transparency: speak up

Encouraging and supporting all stakeholders to speak up about misconduct was a focus during 2021. We implemented a new external whistleblower hotline (EthicsPoint) with multi-language and multi-jurisdiction capability and online functionality. A campaign was undertaken in the second half of the year to raise awareness of the service and to encourage personnel to speak up.

All matters reported through EthicsPoint are assessed and investigated in accordance with the internal investigations process, overseen by a multi-discipline Investigations Steering Group.

REGULATORY COMPLIANCE

We set expectations to ensure we meet the regulatory obligations applicable to our business activities.

Our approach

The Woodside Compass is the foundation of our approach to regulatory compliance, enabling us to do the right thing, at the right time, in the right way. Our Risk and Compliance Behaviours complement the Compass to outline specific expectations that support our way of working without compromising the fundamentals of keeping each other safe, complying with the law and maintaining our social licence to operate.

Our process is embedded in the Woodside Management System, a framework that defines all our key business activities to ensure a unified way of working. With the collective feedback of internal and external stakeholders, in 2021, we revised our process to ensure it is fit-for-purpose and aligned with internationally recognised compliance standards. Our improvements are designed to:

- reinforce fundamental compliance principles
- clarify roles and accountabilities
- monitor implementation
- support non-compliance event management and reporting.

We launched the Governance, Risk and Compliance (GRC) capability training program to build organisational clarity on how an integrated GRC approach supports effective decision-making and sustainable long-term performance. The program utilises an interactive social learning platform focused on competency development through industry case studies and learnings with peer engagement.

We also implemented multiple enhancements to our compliance management system to improve data quality, enable efficient assessment and reporting, and support the management of corrective actions. We continuously seek to learn and develop how we can draw from compliance data and the use of technology to analyse trends in compliance performance and prevent non-compliance events from occurring.

In 2022, we will continue to focus our efforts on building organisational compliance capability and on providing technical compliance support for our base business and growth projects.

Our performance

We operate in a complex regulatory landscape, carrying out business activities in 38 jurisdictions globally. In 2021, we commenced a comprehensive review of all applicable legislative titles and associated regulatory obligations, which will be completed in 2022.

In 2021, 18 occurrences were assessed against our non-compliance event classification framework. Eight regulator notifications were received in relation to a potential or actual regulatory compliance breach. No significant financial penalties or sanctions with a detrimental impact to our activities have been incurred.

REGULATORY COMPLIANCE PERFORMANCE

38
jurisdictions globally

18
occurrences assessed against non-compliance events

8
regulator notifications received for a potential or actual compliance breach

0
significant financial penalties or sanctions incurred

CYBERSECURITY

Sustained improvements in our cyber resilience enabled Woodside to confront increased cybersecurity threats and attacks in 2021.

Our approach

The cyber threats that organisations face worldwide continue to increase in diversity and frequency, driven by organised crime and the ready availability of ransomware-as-a-service and similar extortion techniques. Our implementation of the zero-trust operating model is key in protecting our identities, systems, data, applications, and infrastructure from these cyber threats. Following our secure-by-design principles, to ensure security is embedded natively into our IT and Operational Technology (OT) projects, helps prevent security flaws that can impact the confidentiality, integrity and availability of our data and systems. We expanded our security monitoring from IT to OT, providing an enterprise-wide threat detection, response and containment capability.

This sustained approach to continuous improvement in cybersecurity management remains essential to protecting Woodside's people, facilities and reputation.

Our performance

Woodside's cyber scorecard measures continue to demonstrate how our cybersecurity management is aligned with the threats and risks that would have the most impact on our organisation. We completed the Australian Energy Sector Cyber Security Framework assessment, reporting results in line with other critical gas sector participants to the Australian Energy Market Operator (AEMO). We continue to engage with the critical infrastructure reforms process led by the Australian Government's Department of Home Affairs.

Woodside responded to 1,585 cyber incidents in 2021 with active intervention by our security analysts. A targeted distributed denial of service attack, which attempted to make our external-facing IT systems inaccessible, initially degraded performance on a small number of our systems but was quickly mitigated. All incidents were contained and resolved without materially affecting our business or production facilities.

Using trust to control access to data and systems

Zero-trust is a set of cybersecurity controls and threat models that no longer assume people, systems or services operating in an organisation's digital environment should be automatically trusted. Instead, we apply a continuous risk-based verification process to determine what level of access to IT systems we allow, based on the context of the access request. Context includes identity (who is seeking access), location (where the request originates), device (what machine they are using to gain access) and the system they are trying to connect to. Where this context represents an elevated level of risk, access is more closely managed including higher levels of authentication, monitoring and response.

For example, monitoring the location of access requests can expose impossible travel. Woodside's security operations team is alerted when a single individual has logged in from Perth and then again from overseas within a timeframe too short to have travelled to that location, indicating fraudulent activity.

Moving from a traditional perimeter-based security construct to this zero-trust approach allows us to focus on the vital few systems and provides a 'fail-safe' environment for our systems and data ensuring the exploitation of one system is less to likely result in the loss of other systems or data.

—
Woodside employees at Mia Yellagonga.

Alignment to threats

The potential for a major cyber incident is recognised as a key risk on the corporate risk register and the underlying threats addressed using a combination of reactive response processes and strategic transformation programs such as the two year zero-trust initiative commenced in 2020.

The first annual Cyber Security Operational Threat Landscape report was published to an internal audience in 2021 with the objective of raising threat awareness and identifying the behavioural changes needed to avoid security incidents. It provides a summary of external threat activity that could potentially impact Woodside, actual incidents at Woodside and the factors that contributed to incidents not being prevented.

Woodside actively monitors for changes in the threat environment using threat intelligence services, industry peers and government bodies such as the Australian Cyber Security Centre.

When a significant threat to Woodside is identified, we take action to identify the specific threats actors and their tradecraft. Where necessary, our analysis informs our actions which may include increased monitoring and refinement of ongoing searches for indicators of threat activity.

When significant security incidents do occur, an independent root cause analysis is conducted to identify the underlying causes that enabled the incident and to recommend actions to prevent recurrence.

—
Woodside employee at the Karratha Gas Plant.

Sustainable Development Report 2021

MAJOR INCIDENT PREPAREDNESS

The oil and gas industry is inherently hazardous. The ability to effectively respond and recover in the unlikely event of a major incident is a key priority for Woodside.

2021 HIGHLIGHTS

» **Enhanced our incident and crisis management arrangements and structure**

» **Developed hydrocarbon spill response capabilities in Senegal**

» **Executed the Australian phase of the Woodside Global Security Contracting Strategy, with a competitive tender consolidating a number of scopes and delivery efficiencies and value through reduced contract management requirements and greater contract scale**

2022 PRIORITIES

» **Broaden our crisis leadership capability development program through extension into the Navigator Leadership Development Program**

» **Maintain high levels of major incident and hydrocarbon spill preparedness and response through our training, testing and exercising program**

» **Ensure major incident preparedness arrangements are fit for purpose and scalable**

» **Finalise the Woodside Global Security Contracting Strategy with consolidation and rationalisation of security contracts to ensure enhanced service capability and delivery standards, while reducing contract management requirements**

Our approach

Woodside maintains a comprehensive and integrated all-hazards approach to Major Incident Preparedness by applying the emergency risk management philosophy to prevent, prepare for, respond to and recover from major incident events.

Focused on the protection of our People, the Environment, our Assets, Reputation and Livelihood (PEARL), Woodside maintains a tiered response framework, providing scalability and measured escalation to incidents or crises. These arrangements enable the organisation to act swiftly, proportionately, and safely to incidents, aiming to preserve business continuity and return impacted assets to normal or near-normal conditions as soon as possible following the event.

Our performance

During 2021, our incident management arrangements were activated on several occasions. An extended response to Myanmar political unrest, following the State of Emergency declared in early 2021, enabled effective de-mobilisation of our offshore exploration drilling team, with all in-country personnel kept safe. Woodside's Corporate Incident Coordination Centre was activated in support of our in-country team in Myanmar. Subsequent to the period, on 27 January 2022, Woodside decided to withdraw from its interest in Myanmar.

Arrangements were activated to prepare for impacts from severe tropical cyclone Seroja, and in response to protestor activity. We continued our response to the COVID-19 pandemic, providing scenario planning and response to changing pandemic related conditions and impacts to our business.

We also reviewed and refined our incident and crisis management arrangements, providing a more integrated and fit-for-purpose response structure, and streamlining leadership accountabilities for major incidents.

Incident and crisis management

As part of our incident and crisis management arrangements, Woodside maintains 24 hours per day, seven days a week response capability, inclusive of trained on-call incident management teams, prepared to swiftly activate and respond to major incidents across our global business. Woodside also continues to work in partnership with government hazard management and support agencies in response to major incidents.

Our systematic training, exercising, and testing of arrangements program is aligned with meeting regulatory obligations and existing or emerging risks associated with Woodside's Australian and international operations. These programs include weekly training and exercising for rostered incident management teams and fortnightly emergency response exercises on all operational onshore and offshore assets.

To ensure site-based emergency response readiness is maintained and incidents are responded to in a safe and sustainable way, Woodside performs independent assurance reviews on our operational assets to assess the effectiveness of site-based emergency management capabilities, identifying opportunities for continuous improvement.

Further to the 2022 priorities outlined at the beginning of this section, additional focus areas for 2022 include the following:

- Continued development of our global preparedness and response capabilities within each region (i.e. Australasia, Africa, Europe and North America)
- Continuing to build major incident preparedness and response capability through succession planning, training, exercising, and use of technology
- Maturation of our crisis leadership development program
- Competency and capability (training and testing of arrangements)
- Compliance and assurance (meet local, national, and international regulations).

INCIDENT AND CRISIS MANAGEMENT STRUCTURE
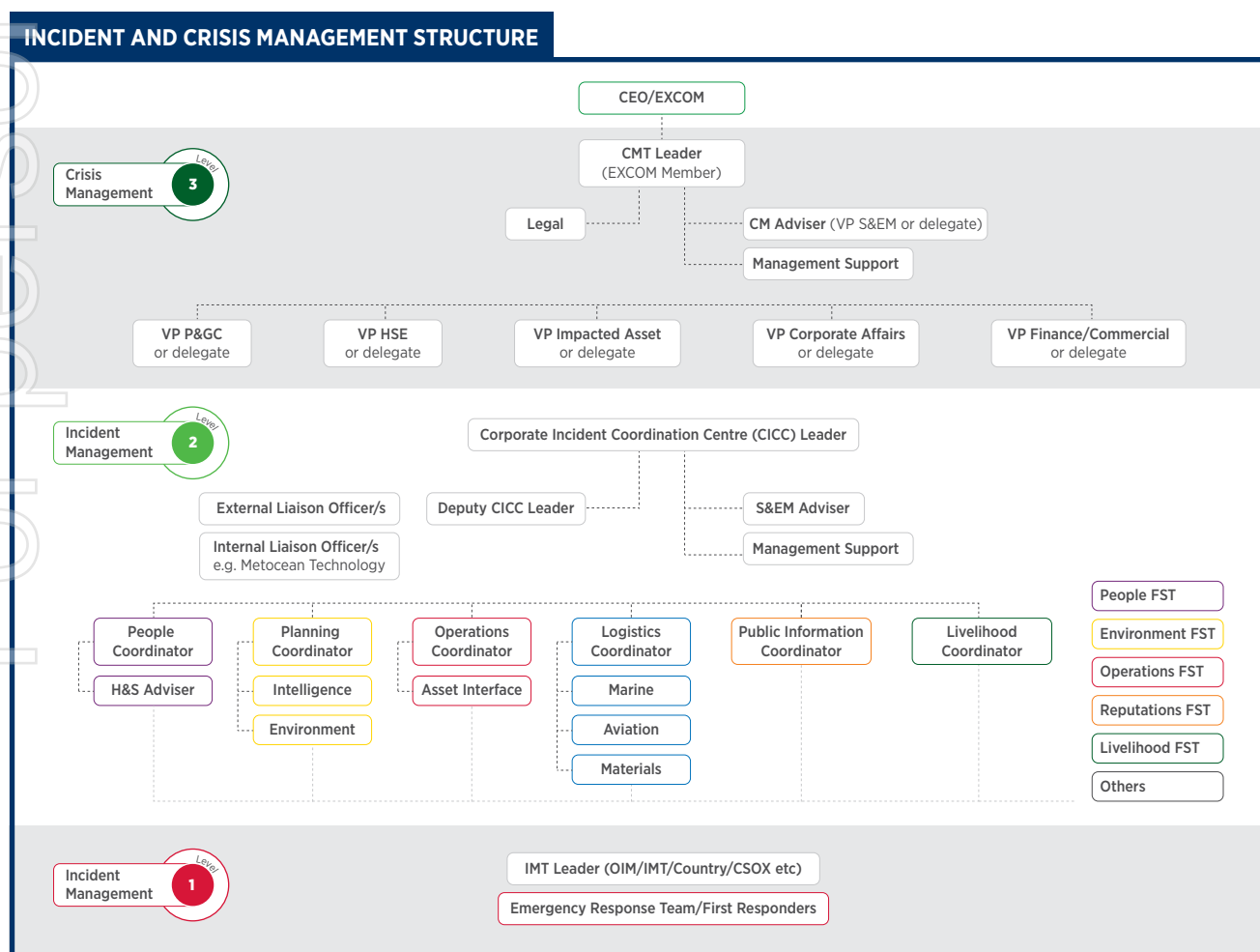
Hydrocarbon spill preparedness

As part of our ongoing hydrocarbon spill preparedness, Woodside maintains a hydrocarbon spill response capability. This capability is regularly tested. The testing of our arrangements is aligned to global best practise and tests the integration and inter-operability of our response plans, involving our peers, support organisations and relevant government agencies.

In 2021, we conducted:

- 17 hydrocarbon spill operational site-based drills
- Four hydrocarbon spill exercises involving operational sites and corporate support teams
- Eight hydrocarbon spill exercises involving corporate support teams only.

Woodside also began establishing a local hydrocarbon spill preparedness and response capability in Senegal, in support of the Sangomar Field Development Phase 1. This included the provision of specialised hydrocarbon spill response equipment, resources, and training to local organisations. As part of a drive to build local capability, Woodside partnered with a local response entity to deliver a bespoke responder course for 35 attendees from other local agencies, including Senegal's first dedicated government spill response team. This initiative has enabled the beginning of a sustainable, long-term capability that is expected to help local stakeholders and promote Dakar as a regional response hub for future hydrocarbon operations.

Security risk management

The Woodside Security Risk Management Framework is set out in the Woodside Security Management Procedure and associated guidelines. The procedure supports the implementation of the Security Management process through relevant controls.

Woodside takes a risk-based approach to security management consistent with HB 167:2006 Security Risk Management. This includes an ongoing process of information and intelligence collection and monitoring, structured analysis and assessment of security threats, risk assessment aligned with ISO 31000:2018 Risk Management Principles and Guidelines, and development and implementation of associated security plans.

Security operations include plan and control implementation, contract management, stakeholder engagement, and security investigations.

In order to meet relevant domestic and international security legislation and regulatory requirements and manage the security risk to Woodside's personnel and operations, Woodside conducts regular engagement with a range of government stakeholders, contracted security providers, and industry groups and associations

For High Security Risk operational locations and high activity operations, designated company security personnel will be assigned, in addition to contracted security services.

On operating assets, both regulatory mandated and non-regulated roles are specifically assigned security risk management responsibilities.

Measures across corporate offices, operating assets and facilities include:

- Personnel screening
- Security infrastructure augmented by technology
- Visible security through signage, physical barriers, and contracted security services
- Security inductions, briefings, and training programs
- Security exercises and drills to test security management arrangements and personnel
- Stakeholder engagement
- Security intelligence reporting
- Security risk assessments and plans
- Security incident response capability
- Security investigations
- After action reviews and debriefs
- Security reporting.

Woodside Corporate Security are responsible for stakeholder management in relation to Woodside's security regulated assets, global security risk management, and interactions and engagement with associated regulators, government agencies, industry groups, industry peers, and contracted security support services.

Woodside undertakes a number of initiatives to engage with stakeholders via industry forums and events, cooperation on formal security drills and exercises and engagement on security risk regarding legislation, compliance and incident response.

Woodside employees participating in an incident exercise.
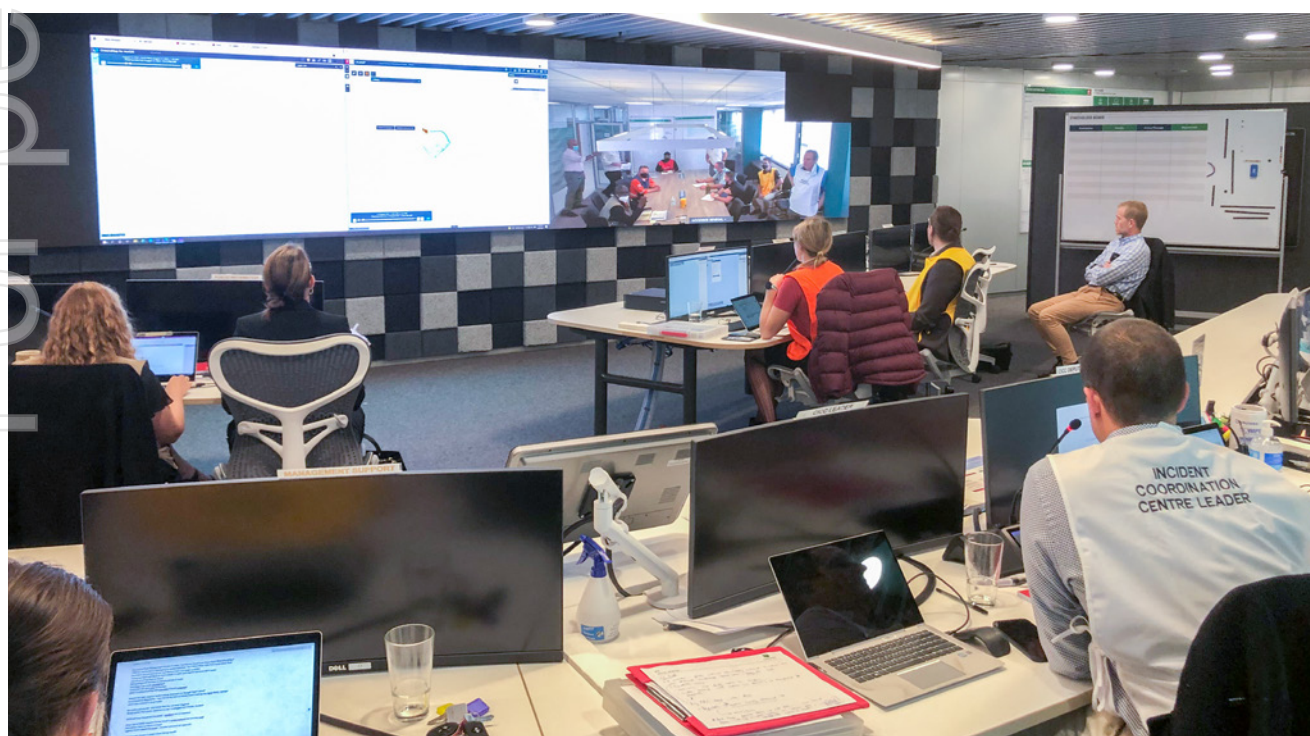
Woodside is an active participant in the following security industry forums:

- Voluntary Principles on Security and Human Rights
- Forum of Australian Security Executives
- Trusted Information Sharing Network
- Oil and Gas Security Forum
- Oil Companies International Marine Forum (Maritime Security Committee)
- Critical Infrastructure Centre – Communities of Interest
- Energy Sector Group, Department of Industry, Science, Energy and Resources
- International Association of Oil and Gas Producers, Security Committee.

Our comprehensive Security Risk Management Process is underpinned by relevant procedures and guidelines that set out relevant controls and requirements.

Woodside has the following roles to support the implementation and management of this process, including building and maintaining security culture, and maintaining vigilance over security risks:

- Vice President of Property, Security and Business Resilience has oversight on the delivery of the security process and risk management under a Key Business Activity
- An appointed Company Security Officer / Head Security Officer who manages the security process
- Facility Security Officers
- Corporate Security team
- Security and Emergency Management Business Resilience Managers in designated High Security Risk operational locations and areas of high operational activity.

Asset Managers and other leaders have requirements under the security management processes, relevant security management plans, and legislative obligations where relevant.

Woodside offers a range of security training requirements for personnel, which includes formal training that is required by legislation, company delivered training relevant to the role, and inductions and briefings. Corporate Security coordinate personal security training courses and briefings to prepare personnel for specific travel, events, operational activities, and deployments.

Training for personnel in management of security incidents in accordance with this process is outlined within Woodside's Management System. Woodside has a comprehensive, tiered crisis and emergency management framework in place to manage emergency incidents, should they occur. These processes align to nationally adopted emergency management principles and philosophies and are applicable to response and management of security incidents.

Security drills and exercises are conducted by the asset, facility or office in accordance with the requirements set out in the Security Management Plan or the Woodside Security Management Procedure.

Prior to engaging security contractors or public security forces to protect company assets or operations all necessary due diligence and risks associated with security and human rights are identified and accurately assessed and control measures to minimise the risk of human rights violations are agreed and implemented.

Woodside ensures local content key performance indicators are included in security contracts across Australian domestic and international locations and requires contractors to report on progress.

Contractors completing work on Woodside sites must comply with company processes, including security risk management. Contractor personnel receive the same company inductions, training, briefings, and courses, when operating under Woodside systems.

All Woodside contracts must be assessed for security risks. Where security risks are a factor that potentially impact on a contracted scope and the security and safety of Woodside personnel or operations, appropriate security contracting delivery requirements will be included and applied.

Corporate Security will ensure contract conformance is conducted for assessment against scope deliverables, security standards, capabilities, security and human rights obligations, anti-bribery and corruption, and health, safety and environment requirements. Woodside carries out conformity assessments on private security providers to assess their conformance and compliance with the provisions of their contract with Woodside's requirements. This includes the efficiency and the effectiveness of the contractor's management system, including risk management and governance processes.

Where Woodside engages a contractor to provide security, the contractor will be required to act in accordance with the Voluntary Principles on Security and Human Rights, the International Code of Conduct for Private Security Service Providers, and International Finance Corporation (IFC) Performance Standard 4, clauses 12 – 14.

i Refer to pages 68-69 for further information on Human rights.

APPENDICES

MATERIALITY

We conduct a broad-based materiality process each year to inform our understanding of which ESG topics are relevant to our business activities.

Our approach

This annual process involves an in-depth desktop study from a broad range of internal and external inputs, followed by engagement with stakeholders via an online survey and interviews to identify and prioritise relevant topics. Our topics are then endorsed by our Executive Committee and the Board's Sustainability Committee.

We then classify the topics into material, significant or important categories. The topics are then monitored throughout the year to ensure we understand developments, trends and stakeholder expectations.

Our 2021 material topics are similar to the 2020 topics, with some changes to reflect the evolving priorities of the business. The move from 'Climate change and greenhouse gas emissions' in 2020 as a material topic to 'Climate change resilience and transition' in 2021 indicates our expanded approach to the topic, which now captures new energy, carbon origination projects and business resilience.

'Health, safety and wellbeing' also includes our continued ability to operate our critical business functions and meet commitments to our employees, customers and other stakeholders during the COVID-19 pandemic.

The determination for 'Social and cultural impacts on communities' being a material topic in 2020 remains unchanged in 2021, with our focus remaining on potential social and cultural impacts of our activities.

In 2021 a new topic emerged, with 'Decommissioning' being added to the important topics list.

i Refer to page 10 for our 2021 ESG topics.

FOUR-STEP PROCESS FOR MATERIALITY

STEP 1
IDENTIFY
A desktop study is undertaken to determine relevant ESG topics.

STEP 2
PRIORITISE
Topics are ranked based on their importance to the business and external stakeholders using a range of inputs, before being classified as material, significant or important.

STEP 3
VALIDATE
The classification of topics is validated by our Executive Committee and the Board's Sustainability Committee.

STEP 4
REVIEW
The materiality process is reviewed to identify areas for improvement and tracking emerging trends and topics.

OUR STAKEHOLDERS

We apply a consistent approach to stakeholder engagement focused on transparent and meaningful dialogue. Insights from these engagements inform our approach, help to manage potential impacts as well as understand stakeholder interests and expectations and realise opportunities for shared outcomes.

Stakeholder	How we listen	What matters	What we do
Customers	• Regular engagements to manage delivery of liquids, LNG and domestic gas. • Proactive engagements to understand short-, medium- and long-term needs. • In-country representatives with marketing offices in four locations.	• Reliable and safe product delivery. • Production and operational risks management. • Production quality and cost. • Health and safety performance including shipping operations. • Working sustainably.	• Focus on safe and reliable operations. • Develop projects to meet customers' energy needs, including new energy opportunities. • Deliver supply arrangements tailored to customer requirements.
Employees	• Regular feedback sessions, performance reviews and personal development plans. • Employee pulse surveys. • Regular CEO and Executive Committee employee lunches. • Divisional and functional townhalls and team meetings.	• Feeling engaged and being enabled to do their job. • Being able to bring their whole self to work, embracing diversity and demonstrating inclusion. • Regular performance feedback. • Career development opportunities. • Fostering a values-led organisational culture that optimises performance. • Health and safety performance, including mental health and wellbeing.	• Promote our refreshed Compass values. • Ongoing employees' safety, health and wellbeing initiatives. • Annual staff briefing with the CEO and senior executives. • Annual Woodside Awards, recognising outstanding employee achievement and contribution. • Regular virtual Ask the CEO engagement sessions with the entire workforce.
Investors, banks and finance providers	• Regular meetings with investor representatives and financiers.	• Optimise value and shareholder returns. • Management of financial and non-financial risks. • High-quality corporate governance. • Climate change risk management. • Health and safety performance.	• Investor briefings. • Full-year and half-year results briefings. • Annual General Meeting. • Australian Securities Exchange announcements.

Stakeholder	How we listen	What matters	What we do
Joint venture participants	• Regular meetings with joint venture committees. • Participation in business reviews and audits.	• Health and safety management. • Reliability of supply, product quality, cost and delivery. • Environment and social impact management Including greenhouse gas management; engagement with Traditional Custodians. • Growth opportunities. • Governance and transparency.	Work collaboratively to: • Safely deliver operations and growth. • Manage COVID-19 impacts and risk. • Identify and engage with stakeholders.
Indigenous Communities	• Maintaining a presence in Roebourne and Karratha. • Formal and informal engagements with Indigenous representative groups. • Quarterly cultural heritage meetings. • Input into social impact assessments and community perception surveys. • Community grievance mechanism. • Participation and engagement at community events. • Local social media channels. • Detailed consultation on projects and activities. • Heritage surveys and on-country fieldwork. • Engagement with representative bodies. • Community forums on specific issues.	• Local employment and contracting opportunities. • Economic benefits. • Cultural heritage management. • Cost of living and potential impacts on local services. • Cultural safety. • Climate change risk management. • Environmental impacts. • Social investment.	• Cultural heritage management is thorough, transparent and underpinned by consultation and continued engagement. • Commit to avoiding damage or disturbance to cultural heritage and, if avoidance not possible, minimising and mitigating the impacts, in close consultation with Indigenous communities and Traditional Custodians. • Implement Reconciliation Action Plan commitments. • Develop and implement Indigenous agreements. • Partner and engage with Indigenous communities to create positive economic, social and cultural outcomes. • Ensure the voices, views and aspirations of Indigenous communities are heard and understood within Woodside. • Organise cultural awareness training. • Support training and education and career pathways.

Stakeholder	How we listen	What matters	What we do
Local communities	• Regular community meetings. • Community perception surveys. • Social Impact Assessments. • Community grievance mechanism. • Community events and information sessions. • Local social media channels.	• Local employment and contracting opportunities. • Economic benefits. • Social Investment. • Cost of living and potential impacts on local services. • Construction impacts.	• Regular community consultations. • Local jobs portal and suppliers' forums. • Targeted social investment programs. • Monitor community and stakeholder sentiment. • Monitor community social indicators.
Local, state and national governments	• Ongoing dialogue with regulators, government agencies and a broad range of political stakeholders.	• Economic benefits. • Responsible oil and gas resource and new energy development. • Environmental, cultural heritage, social and financial performance. • Response to climate change and greenhouse gas emissions management. • Regulatory compliance. • Transparency.	• Regular engagement with all levels of government in support of operations, new developments, and decommissioning. • Direct submissions to state and national governments' consultation processes. • Contribute to domestic and international industry association activities and advocacy. • Ad-hoc engagement with political parties in support of our business strategy to exchange information and to constructively inform policy development and decision making.
Non-government organisations	• Input into social and environmental impact assessments. • Consultation as part of environmental approvals. • Regular participation in industry forums and associations.	• Climate change and greenhouse gas emissions. • Environmental impacts. • Anti-bribery and corruption. • Transparency. • Human rights.	• Engagement on growth projects. • Commitment to international climate initiatives and reporting frameworks. • Participation for environmental research. • Participation in the Extractive Industries Transparency Initiative (EITI). • Actively engage in the Voluntary Principles on Security and Human Rights.

Stakeholder	How we listen	What matters	What we do
Suppliers and contractors	• Supplier networking events and Contractor Forums. • Workshops with local business networks. • Regular reciprocal supplier performance reviews. • Tender debrief and feedback sessions. • Embedded supplier relationship management with our Tier 1 suppliers.	• Supply opportunities for growth projects. • Sustainable long-term opportunities beyond Construction phase into Operations. • Health and safety. • On time payment of invoices. • Visibility of work plans and look ahead. • Supporting Indigenous and local contractors.	• Collaborate to deliver tangible safety improvements. • Provide supplier forums for growth projects. • Implementation of invoice payment cycle time improvements. • Increased visibility and sharing of forward work plans. • Collaborate to improve Indigenous engagement outcomes. • Support programs to develop local business capacity and capability.

—
Woodside employees at Karratha Gas Plant.

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413-2	Operations with significant actual and potential negative impact on communities	43-52		

[1] Woodside discloses Scope 3 greenhouse gas emissions use of sold products emissions value rather than energy consumption. For further information on Woodside's approach to Scope 3 greenhouse gas emissions. Please see pages 24-27 of this report.
[2] Woodside discloses total greenhouse gas emissions reductions rather than energy reductions. For further information, please see page 24-27 of this report and page 26-27 of the Climate Report 2021.
[3] This indicator is not relevant to Woodside's energy products.
[4] Diversity categories have been provided where appropriate. However, information regarding the age distribution of the Board has not been included due to privacy reasons.

Woodside employees at Mia Yellagonga.

IPIECA SUSTAINABILITY REPORTING GUIDANCE (4TH EDITION, 2020) INDEX

Indicators	Sustainable Development Report 2021 page	Annual Report 2021	Climate Report 2021	Other Sources	Omissions
MODULE 2: GOVERNANCE AND BUSINESS ETHICS					
GOV-1: Governance and management systems - Governance approach					
C1		Annual Report		Corporate Governance Statement	
C2	80-81			Website	
C3	97			Corporate Governance Statement	
C4				Website	
C5		Annual Report		Corporate Governance Statement	
GOV-2: Governance and management systems - Management systems					
C1	80-81				
C2	88				
C3	88			Website	
C4	80-81, 88				
GOV-3: Business ethics and transparency - Preventing corruption					
C1, C2, C3, C4	80-81				
A1, A2, A4	80-81, 87				
A3	87				
GOV-4: Business ethics and transparency - Transparency of payments to host governments					
C1, C2, C4, A4	82-86				
C3	82-85				
A1				Website	
A2, A3	85				
GOV-5: Business ethics and transparency - Public advocacy and lobbying					
C1, C2	81-87				
MODULE 3: CLIMATE CHANGE AND ENERGY					
CCE-1: Climate strategy and risk - Climate governance and strategy					
C1	85				
C2, C3, C4	24-27		Climate Report		
CCE-2: Climate strategy and risk - Climate risk and opportunities					
C1, C2, C3, C4	24-27, 36-37	Annual Report	Climate Report		
CCE-3: Technology - Lower-carbon technology					
C1, C2	24-27, 36-37		Climate Report		
CCE-4: Emissions - Greenhouse gas emissions					
C1, C2, C3, C4, A1, A2, A3	24-27, 36-37		Climate Report		
CCE-5: Emissions - Methane emissions					
C1, C2, A2, A3	24-27, 36-37		Climate Report		

Indicators	Sustainable Development Report 2021 page	Annual Report 2021	Climate Report 2021	Other Sources	Omissions
CCE-6: Energy Use					
C1, A2	24-27, 36-37		Climate Report		
C2	24-27, 36-37		Climate Report		
CCE-7: Flaring - Flared gas					
C1, C2, C4, A1	24-27, 36-37		Climate Report		
C3	19		Climate Report		
C5	24-27, 36-37		Climate Report		
MODULE 4: ENVIRONMENT					
ENV-1: Water - Freshwater					
C1, C2	36-37				
C3, C4, C5					Not reported
ENV-2: Water - Discharge to water					
C1	36-37				
C2					Not applicable
ENV-3: Biodiversity - Biodiversity policy and strategy					
C1, C2, C3, A4	28-35				
ENV-4: Biodiversity - Protected and priority areas for biodiversity conservation					
C1, C2	28-35				
ENV-5: Air emissions - Emissions to air					
C1	28-37				
C2	28-35				
ENV-6: Spills to the environment					
C1, C3, C4	91-95				
C2	36-37				
ENV-7: Material Management					
C1, C2	28-37				
C3	36-41				
ENV-8: Decommissioning					
C1, C2, A1, A2	36-37, 38-41	Annual Report	Climate Report		
MODULE 5: SAFETY, HEALTH AND SECURITY					
SHS-1: Workforce protection - Safety, health and security engagement					
C1, C2, C3	71-79, 91-95				
A1, A2, A3	71-79, 91-95				
SHS-2: Workforce protection - Workforce and community health					
C1, C2, C3	71-79				
SHS-3: Workforce protection - Occupational injury and illness incidents					
C1, C2, C3, C4, A1, A2, A3, A4	71-79				
SHS-4: Workforce protection - Transport safety					
C1, C2, C3					Not applicable
SHS-5: Product health, safety and environmental risk - Product stewardship					
C1, C2, C3					Not applicable
SHS-6: Process safety					
C1, C2, C3, A1, A4, A5, A6	71-79				
SHS-7: Security - Security risk management					
C1, C2	91-95				
C3	89-90				

Indicators	Sustainable Development Report 2021 page	Annual Report 2021	Climate Report 2021	Other Sources	Omissions
MODULE 6: SOCIAL					
SOC-1: Human rights management - Human rights due diligence					
C1, C3, C5, A3	68-69				
C2	43-52				
C4					Not reported
SOC-2: Human rights management - Suppliers and human rights management					
C1, C2, A1, A3	68-69				
SOC-3: Human rights management - Security and human rights					
C1, C2, C3	68-69				
SOC-4: Labour practices - Site-based labour practices and worker accommodation					
C1, C2, C3				Website	
SOC-5: Labour practices - Workforce diversity and inclusion					
C1, C3	53-61				
C2	62-64				
SOC-6: Labour practices - Workforce engagement					
C1, C2	53-62, 87				
SOC-7: Labour practices - Workforce training and development					
C1, C2	53-61				
SOC-8: Labour practices - Workforce non-retaliation and grievance mechanisms					
C1	53-61				
SOC-9: Community engagement - Local community impacts and engagement					
C1, C2, C3, A1, A2	43-52				
SOC-10: Community engagement - Engagement with Indigenous peoples					
C1, A1, A2	43-52				
SOC-11: Community engagement - Land acquisition and involuntary resettlement					
C1, C2					Not applicable
SOC-12: Community engagement - Community grievance mechanisms					
C1, C2	43-52				
SOC-13: Community engagement - Social investment					
C1, C2, A1, A5	43-52				
SOC-14: Local content - Local procurement and supplier development					
C1	65-67				
SOC-15: Local content - Local hiring practices					
C1	53-61				

2021 SUSTAINABILITY TOPIC BOUNDARIES

This table has been prepared in accordance with GRI 102-46 and GRI 103-1.

Materiality classification	Topic	Boundary (Relevant stakeholders and locations)	Sustainable Development Report 2021 pages
Material topics	Climate change resilience and transition	Woodside / Areas of activity / Customers / Suppliers	24-27, 36-37
	Health, safety, and wellbeing	Woodside / Areas of activity / Employees / Contractors / Customers	71-79
	Social and cultural impacts on communities	Woodside / Areas of activity / Communities / Non-government organisations	43-52
Significant topics	Corporate Governance	Woodside / Areas of activity / Employees / Contractors / Non-government organisations	80-90
	Environment and biodiversity	Woodside / Areas of activity / Non-government organisations / Communities	28-37
	People and culture	Employees	53-64
Important topics	Decommissioning	Woodside / Areas of activity / Non-government organisations	38-41
	Human rights	Woodside / Areas of activity / Suppliers / Communities / Contractors	68-69
	Major incident preparedness	Woodside / Areas of activity / Employees / Contractors / Non-government organisations / Communities	91–95
	Supply chain and local content	Woodside / Areas of activity / Suppliers / Employees / Communities	65–67

Categories	
Woodside	Corporate entities
Areas of activity	Includes locations where we have a presence in Australia and globally and covers exploration, developments, operations and shipping, marketing and trading
Customers	Our customers globally
Suppliers	Includes all the products or services to Woodside
Contractors	A person or an organisation undertakes a contract to provide a specific skill or service to Woodside
Employees	Woodside employees including permanent, fixed term and part time
Non-government organisations	Research organisations and other non-government organisations
Communities	Locations in Australia and globally where we are active

EXTERNAL ASSURANCE STATEMENTS

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Independent Limited Assurance Report to the Directors and Management of Woodside Energy Ltd

Conclusion

We have undertaken a limited assurance engagement on Woodside Energy Ltd's ('Woodside') Selected Performance Indicators in the Sustainable Development Report ('Subject Matter Information') disclosed in the 2021 Woodside Sustainable Development Report detailed below for the reporting period 1 January 2021 to 31 December 2021 or as stated otherwise in the table below.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that, the Subject Matter Information is not prepared, in all material respects, in accordance with the Reporting Criteria detailed below for the reporting period 1 January 2021 to 31 December 2021.

Subject Matter Information and Reporting Criteria

The Subject Matter Information and Reporting Criteria for our limited assurance engagement for the reporting period 1 January 2021 to 31 December 2021 is as follows:

Subject Matter Information	Reporting Criteria
Health and Safety Performance Data in the 2021 Woodside Sustainable Development Report: - Workforce exposure hours - Number of incidents (fatalities, recordable injuries, lost time injury events, high potential incidents, recordable occupational illnesses) - Frequency rates (Total recordable injury rate, Lost time injury rate, High potential incident frequency, Total recordable occupational illness frequency) - Total recordable injury rate by region - Total recordable occupational illness frequency by region - Number of lost days by region and gender - Number of recordable injuries by gender - Number of recordable occupational illnesses by gender - Training time spent on health and safety by region (hours) - Number of process safety events	GRI 403-9 and GRI 403-10 (2018)
Environmental performance data in the 2021 Woodside Sustainable Development Report: - Non-greenhouse gas emissions - Refrigerants - Water (fresh water use and intensity, Produced formation water) - Waste and waste disposal - Environmental incidents (Total number of hydrocarbon and non-hydrocarbon spills >1 bbl, Total quantity of hydrocarbon and non-hydrocarbon spills >1 bbl)	GRI 305-7 (2016), GRI 305-6 (2016), GRI 303-4, 303-5 (2018), GRI 306-3, 306-4 (2020)

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Subject Matter Information	Reporting Criteria
People data in the 2021 Woodside Sustainable Development Report: - Number of staff by gender, employment type, employment category, region, age - Employees in graduate program (number) - Number of contractors - Number of employees per category according to Indigenous workforce - Employee turnover by gender, region, age group (number) - Total hours and average per person hours of training by gender (including professional/ management) - Total hours and average per person hours of training by employee type - Percentage of employees receiving regular performance and career development reviews, by gender (%) - Returning from parental leave (%)	GRI 405-1 (2016), GRI 404-1, 404-3 (2016)
The following material topics, as defined, in the GRI Reporting Principles, as disclosed in the 2021 Woodside Sustainable Development Report: - 'Climate change resilience and transition' on pages 24-27; - 'Social and cultural impacts on communities' on pages 43-52; - 'Health, safety and wellbeing' on pages 71-77.	GRI's Reporting Principles for defining report content and quality

Basis for Conclusion

We conducted our limited assurance engagement in accordance with Australian Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* ("ASAE 3000"), issued by the Australian Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Management's Responsibilities

Management is responsible for:

a) Ensuring that the Subject Matter Information is prepared in accordance with the Reporting Criteria;

b) Confirming the measurement or evaluation of the underlying Subject Matter Information against the Reporting Criteria, including that all relevant matters are reflected in the Subject Matter Information;

c) Designing, establishing and maintaining an effective system of internal control over its operations and financial reporting, including, without limitation, systems designed to assure achievement of its control objectives and its compliance with applicable laws and regulations; and

d) The electronic presentation of the Subject Matter Information and our limited assurance report on the website.

Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Services Engagements* in undertaking this assurance engagement.

Assurance Practitioner's Responsibilities

Our responsibility is to express a limited assurance conclusion on Woodside Energy Ltd's Subject Matter Information as evaluated against the Reporting Criteria based on the procedures we have performed and the evidence we have obtained. ASAE 3000 requires that we plan and perform our procedures to obtain limited assurance about whether, anything has come to our attention that causes us to believe that the Subject Matter Information is not properly prepared, in all material respects, in accordance with the Reporting Criteria.

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A limited assurance engagement in accordance with ASAE 3000 involves identifying areas where a material misstatement of the Subject Matter Information is likely to arise, addressing the areas identified and considering the process used to prepare the Subject Matter Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether the Subject Matter Information has been properly prepared, in all material respects, in accordance with the Reporting Criteria.

Our procedures included:

- Inquiries with Subject Matter data owners and management responsible for the Sustainable Development Report to understand and assess the approach for collating, calculating and reporting the respective Subject Matter Information across the reporting period ended 31 December 2021

- Inspection of documents as part of the walk throughs of key systems and processes for collating, calculating and reporting the respective Subject Matter Information for the 2021 Woodside Sustainable Development Report

- Selection on a sample basis of items to test from the selected performance indicators and agree to relevant supporting documentation

- Analytical reviews over material data streams to identify any material anomalies for the Subject Matter Information and investigate further where required

- Agreeing overall data sets for the Subject Matter Information to the final data contained in the 2021 Woodside Sustainable Development Report.

Other Information

Management is responsible for the other information. The other information comprises Woodside's 2021 Climate Report for the reporting period 1 January 2021 to 31 December 2021, but does not include the Sustainable Development Report Performance Indicators listed above.

Our opinion on the Subject Matter Information does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our engagement, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the knowledge obtained during the engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Inherent Limitations

Because of the inherent limitations of an assurance engagement, together with the inherent limitations of any system of internal control there is an unavoidable risk that it is possible that fraud, error, or non-compliance with laws and regulations, where there has been concealment through collusion, forgery and other illegal acts may occur and not be detected, even though the engagement is properly planned and performed in accordance with Standards on Assurance Engagements.

Restricted use

The applicable criteria used for this engagement was designed for a specific purpose of assisting the directors and management in reporting the Subject Matter Information presented in the 2021 Woodside Sustainable Development Report, as a result, the Subject Matter Information may not be suitable for another purpose.

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This report has been prepared for use by directors and management for the purpose of reporting on the subject matter information presented in the 2021 Woodside Sustainable Development Report.

We disclaim any assumption of responsibility for any reliance on this report to any person other than the directors and management or for any purpose other than that for which it was prepared.

It is our understanding that the Entity intends to electronically present the assured Sustainable Development Report and Assurance Report on its internet website. Responsibility for the electronic presentation of the Sustainable Development Report on the Entity's website is that of management of the Entity. The security and controls over information on the website should be addressed by the Entity to maintain the integrity of the data presented. The examination of the controls over the electronic presentation of the assured Sustainable Development Report on the Entity's website is beyond the scope of the assurance of the Sustainable Development Report.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Chi Mun Woo

Partner

Sydney, 16 February 2022

Deloitte.

Independent Assurance Practitioner's Review Report to the Directors and Management of Woodside Energy Ltd

We have reviewed the attached selected financial information of Woodside Energy Ltd ("Woodside") which comprises the Financial Information listed in the table below for the period 1 January 2021 to 31 December 2021 ("selected financial information").

SD Report Performance Indicators ('Selected Financial Information')	Reporting Criteria
Tax paid - Corporate Income Tax - Petroleum Resource Rent Tax - Federal Royalties - Federal Excise - Payroll Tax - Fringe Benefits Tax	Woodside's 2021 Sustainable Development Reporting Basis of Preparation

Management's Responsibility for the Selected Financial Information

Management is responsible for the preparation of the Selected Financial Information and has determined that the basis of accounting described in Woodside's 2021 Sustainable Development Reporting Basis of Preparation is appropriate to meet the needs of the directors and management. Management's responsibility also includes such internal control as management determines necessary to enable the preparation of the Selected Financial Information that is free from material misstatement whether due to fraud or error.

Assurance Practitioner's Responsibility

Our responsibility is to express a conclusion on the Selected Financial Information based on our review. We have conducted our review in accordance with Auditing Standard on Review Engagements ASRE 2405 *Review of Historical Information Other than a Financial Report.* ASRE 2405 requires us to conclude whether anything has come to our attention that causes us to believe that the 2021 Sustainable Development Report is not prepared, in all material respects, in accordance with Woodside's 2021 Sustainable Development Reporting Basis of Preparation. This Standard also requires us to comply with relevant ethical requirements.

A review in accordance with ASRE 2405 is a limited assurance engagement. The assurance practitioner performs procedures, primarily consisting of making enquiries of management and others within the entity, as appropriate, and applying analytical procedures and evaluates the evidence obtained.

The procedures performed in a review are substantially less than those performed in an audit conducted in accordance with Australian Auditing Standards. Accordingly, we do not express an audit opinion on the Statement.

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Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the Selected Financial Information for the period 1 January 2021 to 31 December 2021 is not prepared, in all material respects, in accordance with Woodside's 2021 Sustainable Development Reporting Basis of Preparation.

Basis of Accounting and Restriction on Distribution and Use

Without modifying our conclusion, we draw attention to Page 84 of the 2021 Sustainable Development report to the Selected Financial Information for the reporting period 1 January 2021 to 31 December 2021, which describes the basis of accounting. The Selected Financial Information for the reporting period 1 January 2021 to 31 December 2021 has been prepared for use by the directors and management of Woodside Energy Ltd for the purpose of enabling Woodside to include the review report in their 2021 Sustainable Development Report. As a result, the Selected Financial Information for the reporting period 1 January 2021 to 31 December 2021 may not be suitable for another purpose. Our report is intended solely for the directors and management and should not be distributed to or used by parties other than the directors and management.

It is our understanding that Woodside intends to electronically present the assured Sustainable Development Report and Assurance Report on its internet website. Responsibility for the electronic presentation of the Sustainable Development Report on Woodside's website is that of management of Woodside. The security and controls over information on the web site should be addressed by Woodside to maintain the integrity of the data presented. The examination of the controls over the electronic presentation of the assured Sustainable Development Report on Woodside's website is beyond the scope of the assurance of the Sustainable Development Report.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Chi Mun Woo

Partner

Sydney, 16 February 2022

Independent Assurance Statement on Woodside Petroleum Ltd's Greenhouse Gas (GHG) Statement – Sustainable Development Report 2021

To the Management of Woodside Petroleum Ltd (Woodside)

We have undertaken a reasonable assurance engagement of Woodside's:

– Greenhouse gas emissions: total amount of scope 1 and scope 2 greenhouse gas emissions (kt CO_2-e) under Woodside's operational control, total amount of scope 1 greenhouse gas emissions (kt CO_2-e) under Woodside's equity ownership, total scope 3 greenhouse gas emissions (kt CO_2-e) under Woodside's equity ownership and operational control, Scope 1 emissions intensity (kt CO_2-e/kt) under Woodside's operational control, and Scope 1 emissions intensity (in kt CO_2-e/kt and in kt CO_2-e/revenue) under Woodside's equity ownership

– Greenhouse gas emissions by gas for carbon dioxide and methane (kt CO_2-e), and methane intensity – volume percentage (Sm^3/Sm^3)

– Greenhouse gas emissions by source for fuel combustion, flare, venting and other sources, in kt CO_2-e

– Flared gas (including and excluding inerts): Total flaring amounts (tonnes) under Woodside's operational control, total flaring amounts (tonnes) under Woodside's equity ownership, flaring intensity (t/kt) under Woodside's operational control, and flaring intensity (t/kt) under Woodside's equity ownership

– Fuel Consumption: total fuel consumption (TJ) and fuel intensity (TJ/kt) under Woodside's equity control, and total fuel consumption (TJ) and fuel intensity (TJ/kt) under Woodside's operational control

– Grid electricity consumption (TJ)

– Hydrocarbon production: total hydrocarbon production (kt), under Woodside's operational control, and total hydrocarbon production (kt), under Woodside's equity ownership

– Revenue ($USm), under Woodside's equity ownership (Noting that assurance over any metrics including the revenue figure were limited to confirming that the revenue values reported in the SDR, match those reported in the annual report. No assurance was provided over the derivation of the revenue value).

for the year ending 31 December 2021, comprising the totals shown graphically on pages 24-27 of Woodside's Sustainable Development Report and numerically in the supporting data tables (the subject matter referred to hereafter as Woodside's greenhouse gas (GHG) statement). A multidisciplinary team including assurance practitioners and engineers conducted this engagement.

Woodside's responsibility for subject matter

Woodside is responsible for preparing the GHG Statement in accordance with the applicable criteria, as explained on pages 24-27 of the 2021 Sustainable Development Report. This includes the design, implementation and maintenance of internal control relevant to the preparation of a GHG Statement that is free from material misstatement, whether due to fraud or error.

Our independence and quality control

We have complied with the relevant ethical requirements relating to assurance engagements, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. The firm applied Auditing Standard ASQC 1 Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements, and accordingly GHD maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility

Our responsibility is to express an opinion on the GHG Statement based on evidence obtained. We conducted the reasonable assurance engagement in accordance with Australian Standard on Assurance Engagements ASAE 3410 Assurance Engagements on Greenhouse Gas Statements (ASAE 3410). This requires that we plan and perform the engagement to obtain reasonable assurance about whether the GHG Statement is free from material misstatement.

A reasonable assurance engagement in accordance with ASAE 3410 involves performing procedures to obtain evidence about the quantification of emissions. The nature, timing and extent of procedures selected depend on the assurance practitioner's judgement, including the assessment of the risks of material misstatement, whether due to fraud or error, in the GHG Statement. In making those risk assessments, GHD considered internal control relevant to Woodside's preparation of the subject matter. A reasonable assurance engagement also includes:

→ **The Power of Commitment**   1

– Assessing the suitability of Woodside's use of the reporting criteria for the GHG Statement, as the basis for preparing the GHG statement.

– Evaluating the appropriateness of quantification methods and reporting policies used, and the reasonableness of estimates made by Woodside.

– Evaluating the completeness and accuracy of recording, aggregation and transcription of source data.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Use of our statement

This statement has been prepared for Woodside in accordance with our engagement terms dated 21 December 2021. GHD disclaim any assumption of responsibility for any reliance on this statement for any purpose other than that for which it was prepared being the reporting on our reasonable assurance audit.

Our agreed engagement only included the metrics described in this assurance for the year ended 31 December 2021. Accordingly, we have not provided assurance over any other GHG data or statements presented elsewhere or any other data or statements contained within Woodside's Sustainable Development Report 2021.

Whilst our assurance procedures included reviewing information contained on Woodside's website at the date of this assurance statement, our opinion does not extend to statements, data or information presented therein. It is noted that greenhouse gas emissions quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Inherent limitations

There are inherent limitations in performing assurance—for example, assurance engagements are based on selective testing of the information being examined—and because of this, it is possible that fraud or error may occur and not be detected. An assurance engagement is not designed to detect all misstatements, as an assurance engagement is not performed continuously throughout the period that is the subject of the engagement and the procedures are performed on a test basis. The opinion expressed in our Independent Assurance Statement has been formed on the above basis.

Further Limitations

This report has been prepared by GHD for Woodside Petroleum Ltd and may only be used and relied on by Woodside Petroleum Ltd for the purpose of reporting on the GHG Statement presented in Woodside's 2021 Sustainable Development Report.

GHD otherwise disclaims responsibility to any person other than Woodside Petroleum Ltd arising in connection with this report. GHD also excludes implied warranties and conditions, to the extent legally permissible.

The services undertaken by GHD in connection with preparing this report were limited to those specifically detailed in the report and are subject to the scope limitations set out in the report.

The opinions, conclusions and any recommendations in this report are based on conditions encountered and information reviewed at the date of preparation of the report. GHD has no responsibility or obligation to update this report to account for events or changes occurring subsequent to the date that the report was prepared.

Our opinion

In our opinion, Woodside's GHG Statement for the year ended 31 December 2021 on pages 24-27 of Woodside's Sustainable Development Report 2021 and in the supporting data tables has been prepared in accordance with the criteria outlined in the statement's explanatory notes, in all material respects.

Tom Young
Lead Greenhouse Gas Auditor, RGEA Category 2, GHD Pty Ltd
7 February 2022

| Independent Assurance Statement on Woodside Petroleum Ltd's Greenhouse Gas Statement – Sustainable Development Report 2021

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**BUSINESS FOR
SOCIETAL IMPACT**
CORPORATE CITIZENSHIP
VERIFIED
2022

Verification Statement from Business for Societal Impact (formerly LBG) – 2022

Business for Societal Impact (formerly LBG) helps businesses improve the measurement, management and reporting of their corporate community investment programs. It covers the full range of contributions (cash, time and in-kind donations) made to community causes.

As managers of Business for Societal Impact, we can confirm that we have worked with Woodside Energy to verify its understanding and application of the model with regards to the wide range of community investment programs supported.

Our aim has been to ensure that the evaluation principles have been correctly and consistently applied and we are satisfied that this has been achieved. It is important to note that our work has not extended to an independent audit of the data.

We can confirm that Woodside Energy has invested the following amounts in AUD to the community in this 2022 Business for Societal Impact reporting year as defined by the methodology.

Cash	$	17,566,736
Time	$	2,663,291
In-kind	$	100,950
Management costs	$	1,694,252
TOTAL	$	22,025,229

In addition to verified figures, Woodside Energy also reported the following outputs in their submission:

Leverage**	$	15,397,319
Revenue foregone^	$	0

***leverage refers to additional third-party contributions facilitated by the company*
^*the revenue foregone for community benefit on fees, products and services provided free or discounted*

Please refer to Business for Societal Impact for detailed definitions as required

**BUSINESS FOR
SOCIETAL IMPACT**
CORPORATE CITIZENSHIP

**Verified by Simon J. Robinson
On behalf of Business for Societal Impact
January 2022**

DEFINITIONS AND GLOSSARY

DEFINITIONS AND GLOSSARY	
Climate	
CO_2-e	CO_2 equivalent. The universal unit of measurement to indicate the global warming potential of each of the seven greenhouse gases, expressed in terms of the global warming potential of one unit of carbon dioxide for 100 years. It is used to evaluate releasing (or avoiding releasing) any greenhouse gas against a common basis.[1]
COP-26	The 26th Conference of the Parties to the United Nations Framework Convention on Climate Change, meeting in Glasgow, November 2021.
Equity greenhouse gas emissions	Woodside sets its Scope 1 and 2 greenhouse gas emissions reduction targets on an equity basis. This ensures that the scope of its emissions reduction targets is aligned with its economic interest in its investments. Equity emissions reflect the greenhouse gas emissions from operations according to Woodside's share of equity in the operation. Its equity share of an operation reflects its economic interest in the operation, which is the extent of rights it has to the risks and rewards flowing from the operation.[2]
Equity (and Net equity) Scope 1 and 2 greenhouse gas emissions	Woodside sets its Scope 1 and 2 greenhouse gas emissions reduction targets on a net equity basis. This ensures that the scope of its emissions reduction targets is aligned with the actual footprint of its investments and its expected use of offsets. Equity emissions reflect the greenhouse gas emissions from operations according to Woodside's share of equity in the operation. Its equity share of an operation reflects its economic interest in the operation, which is the extent of rights it has to the risks and rewards flowing from the operation.[2] Woodside has also set its Scope 1 and 2 greenhouse gas emissions reduction targets on a net basis, allowing for both direct emissions reductions from its operations and emissions reductions achieved from the use of offsets.
FID	Final investment decision
GHG or Greenhouse gas	The seven greenhouse gases listed in the Kyoto Protocol are: carbon dioxide (CO_2); methane (CH_4); nitrous oxide (N_2O); hydrofluorocarbons (HFCs); nitrogen trifluoride (NF_3); perfluorocarbons (PFCs); and sulphur hexafluoride (SF_6).[1]
IFRS Foundation	International Financial Reporting Standards Foundation. For more information see www.ifrs.org
Lower-carbon services	Woodside uses this term to describe technologies, such as CCUS or offsets, that may be capable of reducing the net greenhouse gas emissions of our customers.
Net greenhouse gas emissions	Woodside has set its Scope 1 and 2 greenhouse gas emissions reduction targets on a net basis, allowing for both direct emissions reductions from its operations and emissions reductions achieved from the use of offsets. Net greenhouse gas emissions are equal to an entity's gross greenhouse gas emissions reduced by the number of retired offsets.
Net equity greenhouse gas emissions	Woodside's equity share of net greenhouse gas emissions.
Net Zero	Net zero emissions are achieved when anthropogenic emissions of greenhouse gases to the atmosphere are balanced by anthropogenic removals over a specified period. Where multiple greenhouse gases are involved, the quantification of net zero emissions depends on the climate metric chosen to compare emissions of different gases (such as global warming potential, global temperature change potential, and others, as well as the chosen time horizon).[3]
New energy	Woodside uses this term to describe energy technologies, such as hydrogen or ammonia, that are emerging in scale but which are expected to grow during the energy transition due to having lower greenhouse gas emissions at the point of use than conventional fossil fuels.
Offsets	Carbon offsets. Avoided greenhouse gas emission, greenhouse gas emission reduction or greenhouse gas removal and sequestration made available to another organization in the form of a carbon credit to counterbalance unabated/ residual greenhouse gas emissions. • Avoidance offsets: Offsets which result in the avoidance of greenhouse gas emissions that would otherwise occur without the protective actions implemented to generate the offset, for example, the avoidance of deforestation. • Reduction offsets: Offsets that result in a reduction of greenhouse gas emissions from an activity that is additional, for example, CO_2 capture and geological storage. • Removal offsets: Offsets based on the withdrawal of greenhouse gas emissions from the atmosphere, for example through the use of greenhouse gas sinks or greenhouse gas removal technologies. Removal offsets are important in achieving net-zero emissions as they help remove and store residual emissions.[4]
OGCI	Oil and Gas Climate Initiative. For more information see www.ogci.com

Operated and non-operated	Oil and Gas joint venture participants will typically appoint one company as the Operator, which will hold the contractual authority to manage joint venture activities on behalf of the joint venture participants. Where Woodside is the Operator of a joint venture in which it holds an equity share, this report refers to that joint venture as being operated. Where another company is the Operator of a joint venture in which Woodside holds an equity share, this report refers to that joint venture as being non-operated.
Scope 1 greenhouse gas emissions	Direct greenhouse gas emissions. These occur from sources that are owned or controlled by the company, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.; emissions from chemical production in owned or controlled process equipment.[2] Woodside estimates greenhouse gas emissions, energy values and global warming potentials in accordance with the National Greenhouse and Energy Reporting (NGER) methodology as applicable in FY20-21.
Scope 2 greenhouse gas emissions	Electricity indirect greenhouse gas emissions. Scope 2 accounts for greenhouse gas emissions from the generation of purchased electricity consumed by the company. Purchased electricity is defined as electricity that is purchased or otherwise brought into the organisational boundary of the company. Scope 2 emissions physically occur at the facility where electricity is generated.[2] Woodside estimates greenhouse gas emissions, energy values and global warming potentials in accordance with the National Greenhouse and Energy Reporting (NGER) methodology as applicable in FY20-21.
Scope 3 greenhouse gas emissions	Other indirect greenhouse gas emissions. Scope 3 is an optional reporting category that allows for the treatment of all other indirect emissions. Scope 3 emissions are a consequence of the activities of the company, but occur from sources not owned or controlled by the company. Some examples of scope 3 activities are extraction and production of purchased materials; transportation of purchased fuels; and use of sold products and services.[2]

Please refer to the data table on page 40 of the Climate Report for further information on the Scope 3 emissions categories reported by Woodside. |
| **TCFD** | Task Force on Climate-related Financial Disclosures. For more information see www.fsb-tcfd.org/about |

Environment

Biodiversity	'Biological diversity' means the variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are a part; this includes diversity within species, between species and of ecosystems.[5]
Significant environmental incidents	A significant environmental incident is considered to be an incident that has moderate, medium-term impact on ecosystems, species, habitat or physical or biological attributes.

Health and Safety

Frequency rates	Frequency rates are calculated per million work hours.
Human factors	Using what is known about people, organisations and work design to influence performance.
Incident	Is one, or more, of the following: an unplanned release of energy that actually resulted in injury, occupational illness, environmental harm or damage to assets, a near miss, damage or potential damage to company reputation, breach of regulatory compliance and/or legislation, security breach.
Loss of primary containment (LOPC)	An unplanned or uncontrolled release of any material from primary containment, including non-toxic and non-flammable materials (e.g. steam, hot condensate, nitrogen, compressed CO_2 or compressed air).
Lost time injury (LTI)	An LTI is an incident that results in a fatality, disability or time lost from work. The number of LTIs is the sum of these.
Process safety event (PSE) (Tier 1 and Tier 2)	An unplanned or uncontrolled loss of primary containment (LOPC) of any material including non-toxic and non-flammable materials from a process, or an undesired event or condition. Process safety events are classified as Tier 1 – LOPC of greatest consequence or Tier 2 – LOPC of lesser consequence. As defined by American Petroleum Institute (API) recommended practice 754.
Total recordable injury rate (TRIR)	The number of recordable injuries (fatalities + lost work day cases + restricted workday cases + medical treatment cases + permanent partial disability) per million work hours.

People	
Contractors	Non-Woodside employees, working within Woodside to support specific activities.
Total employees	Total number of employees including permanent, fixed-term and part-time. Does not include secondees or contractors.
Total turnover	Permanent and fixed-term employees who left Woodside voluntarily or involuntarily.
Voluntary turnover	Permanent and fixed-term employees who left Woodside voluntarily for reasons not initiated by the company.

Social	
Leverage	The measure of any additional resources contributed to a community organisation or activity that come from sources other than the company i.e. joint ventures, employees, government or another corporate organisation.
Philanthropy	The cash contributions the company pays in support of a community organisation or projects (i.e. small grants and donations) and in-kind contributions of the company's corporate resources (i.e. IT equipment, used furniture or housing).
Salient	Salient human rights risks, are those human rights that are at risk of the most severe negative impacts through a company's activities or business relationships.[6]
Strategic partnerships	Strategic partnerships are more proactive and strategic than philanthropic donations. They centre on a smaller number of larger-scale, longer-term partnerships, rather than a donation to a community organisation. These partnerships address the social issue(s) that the company has identified as being relevant to both the company and the community in which it operates. They are linked to a corporate strategy, are measured, and expected to help protect the long-term corporate interests and reputation of the business.
Total social contribution spend globally	Sum of strategic partnerships, philanthropy, volunteering and the Woodside Development Fund.
Woodside Development Fund	A 10 year A$20m commitment (launched 2014) in support of strategic partnerships that aim to decrease developmental vulnerability and improve outcomes for children aged birth to eight years.
Volunteering	The cost to the company of the paid working hours contributed by employees to a community organisation or activity during paid working time (i.e. team-based volunteering, skills-based volunteering and secondments).

[1] See IFRS Foundation 2021: Climate Related Disclosures Prototype. Appendix A.

[2] World Resources Institute and World Business Council for Sustainable Development 2004. "GHG Protocol: a corporate accounting and reporting standard".

[3] IPCC, 2018: Annex I: Glossary [Matthews, J.B.R. (ed.)]. In: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty [Masson-Delmotte, V., P. Zhai, H.-O. Pörtner, D. Roberts, J. Skea, P.R. Shukla, A. Pirani, W. Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J.B.R. Matthews, Y. Chen, X. Zhou, M.I. Gomis, E. Lonnoy, T. Maycock, M. Tignor, and T. Waterfield (eds.)]. In Press. Page 555.

[4]   IPIECA 2022. "Net zero emissions: glossary of terms". https://www.ipieca.org/resources/awareness-briefing/net-zero-emissions-glossary-of-terms/, page 5.

[5] Convention on Biological Diversity 1992

[6] The Corporate Responsibility To Human Rights: An Interpretive Guide. https://www.ohchr.org/Documents/Publications/HR.PUB.12.2_En.pdf

TERMS

AIMS	Australian Institute of Marine Science
ALARP	As low as reasonably practicable
API	American Petroleum Institute
APPEA	Australian Petroleum Production and Exploration Association
ASX	Australian Stock Exchange
ATO	Australian Taxation Office
Board	Woodside's governing body – the Board of Directors
CCS	Carbon capture and storage
CEO	Chief Executive Officer
CMI	Carbon Market Institute
Code	Woodside's Code of Conduct
CY	Calendar Year
eDNA	Environmental DNA
EITI	Extractive Industries Transparency Initiative
ESG	Environmental, Social and Governance
Flaring	The controlled burning of gas found in oil and gas reservoirs
FPSO	Floating, production, storage and offloading
FST	Functional support team
FY	Financial Year
GRI	The Global Reporting Initiative is a network-based organisation that promotes sustainability reporting worldwide. The GRI reporting framework sets out principles and indicators that organisations can use to measure and report their environmental, social and governance performance.
HB	Handbook Security Risk Management (HB 167:2006)
HSE	Health, safety and environment
IETA	International Emissions Trading Association
IOGP	International Association of Oil and Gas Producers
IPIECA	International Petroleum Industry Environmental Conservation Association: the global oil and gas industry association for environmental and social issues.
ISO	International Organization for Standardization.
KBSF	King Bay Supply Facility
KGP	Karratha Gas Plant
LNG	Liquefied natural gas
MAC	Murujuga Aboriginal Corporation
NGER	National Greenhouse and Energy Reporting
NPI	National Pollutant Inventory
NYFL	Ngarluma Yindjibarndi Foundation Limited
P&GC	People and global capability
PGP	Pluto Gas Plant
RAP	Reconciliation Action Plan
SDG	United Nations Sustainable Development Goals
S&EM	Security and Emergency Management
TRI	Total recordable injury
TRIR	Total recordable injury rate
Upstream	Industry term for operations relating to exploring for, developing and producing as well as marketing crude oil and natural gas. This includes transporting crude oil, natural gas and petroleum products by pipeline or marine vessel.
VP	Vice President
VPSHR	Voluntary Principles on Security and Human Rights
UWA	The University of Western Australia
WA	Western Australia

UNITS

A$	Australian dollars
bbl	barrel
CO_2-e	carbon dioxide equivalent
kt	kilotonne
m^3	cubic metre
mmboe	million barrels of oil equivalent
mt	million tonne
Mtpa	million tonne per annum
MW	megawatt
MWh	megawatt-hours
Sm^3	standard cubic metre
t	tonne
t CO_2-e	tonnes of carbon dioxide equivalent
TJ	terajoule
US$	US dollars

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Landscape near Karratha.

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Sustainable Development Report 2021

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