

Culture and Inclusion Policy

OBJECTIVE

Woodside recognises that a talented and diverse workforce is a key competitive advantage. We strive to create a workplace culture where people feel included, respected and valued for their unique perspective and attributes. An inclusive culture drives organisational performance, enabling innovation, engagement, collaboration and high-quality decision making.

Inclusion centres on all employees creating a climate of trust and belonging, where people feel comfortable to bring their whole self to work. Our diversity encompasses differences in age, nationality, race, ethnicity, national origin, religious beliefs, sex, sexual orientation, intersex status, gender identity or expression, relationship status, disability, neurodiversity, cultural background, thinking styles, experience, family background, including caregiving commitments, and education.

By leveraging inclusion in our workforce and creating an organisational culture which values trust, speaking up, and accountability, we drive the collaboration and innovation needed to deliver affordable energy solutions and superior outcomes for stakeholders.

This commitment to culture and inclusion is embedded in our corporate strategy and supported by our company values.

STRATEGY

Woodside's key priority is to drive inclusive leadership and create an inclusive culture for all employees.

We are committed to improving the representation of our workforce to reflect the communities in which we operate. We recognise the different social and legislative frameworks in our different global locations and apply our culture and inclusion and people management practices in accordance with this. Woodside is committed to providing equal employment opportunities and ensuring people management practices prevent or stop any form of discrimination. We endeavour to create a work environment and culture which attracts and enables people of all abilities and backgrounds to be successful. Our diversity focus areas, as applicable in each of our jurisdictions, may include the following:

- Cultural background and faith
- Ethnicity and race
- Enable all abilities
- Indigenous Peoples in Australia and Globally
- Gender
- Gender identity and sexual orientation

Woodside seeks to achieve the objectives of this strategy by:

- Reviewing on an annual basis, Woodside's progress toward achieving the established measurable objectives for improved culture and inclusion, to the extent they pertain to the various jurisdictions in which Woodside operates.
- Providing a clear and compelling vision for inclusion that is well understood by all employees.
- Defining the responsibilities of Board, senior leaders and other key roles.
- Ensuring behaviours are aligned with the [Values](#), [Working Respectfully Policy](#) and [Code of Conduct](#) and there are clear reporting procedures in place to prevent and stop discrimination, bullying and harassment, including sex-based and sexual harassment.

- Building leaders' capability and empowering them to take ownership of inclusion.
- Rewarding and recognising leaders who promote an inclusive one-team culture.
- Providing employees with education and experiences to drive inclusive behaviours.
- Supporting employee impact groups and corporate initiatives to drive culture and inclusion, and measuring their effectiveness.
- Recruiting, developing and managing employees in line with individual competence and our commitment to culture and inclusion.
- Identifying any barriers to equal employment opportunities and improving access and inclusion during recruitment and employment.
- Providing avenues for feedback and consultation with employees on culture, inclusion and diversity matters via employee impact groups, team forums, direct conversations and surveys.
- Actively monitoring recruitment, promotions, training and turnover statistics for fair representation, including monitoring for gender globally and cultural/racial diversity where locally appropriate.
- Maintaining fair remuneration practices which include monitoring and controlling for risk of bias.
- Providing flexible work practices which enable greater participation of diverse talent, while maintaining our commitment to enabling collaborative work and valued connection with colleagues.
- Communicating openly and transparently to stakeholders on our performance against culture and inclusion measurable objectives (including external reporting such as our Annual Report, Sustainability Report, etc.).
- Having a global strategy with implementation applied in different locations in a culturally sensitive way in accordance with relevant local context and legislation.

BOARD COMMITMENTS

The Woodside Energy Group Ltd Board (Board) recognises that having people with a range of backgrounds and experience who are able to fully contribute is a critical requirement of an effective Board and its Committees.

We are committed to managing our Board and its Committees with a focus on ensuring diversity of thought (including those outlined above in the objectives of this Policy) is available and leveraged.

The Board will:

- Continue to improve the level of diversity on the Board, with a key focus on:
 - gender equality reaching 40% male / 40% female / 20% any gender, including having at least one female in a key role (including Chair or CEO or Chair of a Committee); and
 - having a minimum of one Board member who identifies as being from a minority ethnic background.
- Ensure a rigorous, fair and equitable search and placement process for all new Board members through succession planning and appointment.
- Commit to creating a climate of trust and belonging, where all Board members feel valued for their different backgrounds and views.
- Monitor Woodside twice yearly to achieve culture and inclusion strategic objectives in accordance with local legislative requirements.

APPLICABILITY

- The Chief Executive Officer of Woodside is accountable to the Board for ensuring this Policy is effectively implemented in compliance with the laws applicable in each jurisdiction Woodside operates. The Board will review Woodside's culture and inclusion strategy at least annually and will monitor progress toward the achievement of measurable objectives.
- The Chair of the Board is accountable for ensuring that the Board commitments set out in this Policy are effectively implemented.
- Everyone who works for Woodside, including directors, officers, executives, managers, supervisors, employees, contractors and service providers, wherever they are located, must comply with this Policy.
- We apply this Policy in all joint operations where Woodside is the operator. Where Woodside is not the operator, we encourage the adoption of a similar policy requirement.

This Policy will be reviewed regularly and updated as required.

Revised by the Woodside Energy Group Ltd Board in December 2025.