

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 the diversity in our workforce, we drive the collaboration and innovation needed to deliver affordable energy solutions and superior outcomes for stakeholders.

This commitment to inclusion and diversity 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 diversity mix 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 inclusion and diversity 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
- First Nations and Indigenous Peoples
- 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 inclusion and diversity, 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.

Title:

- 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.
- Rewarding and recognising leaders who promote a culture of inclusion and belonging.
- Building leaders' capability to demonstrate inclusive leadership.
- Enabling leader autonomy and empowerment to drive action that supports inclusion and diversity.
- Providing employees with education and experiences to drive inclusive behaviours.
- Supporting employee groups and corporate initiatives to drive inclusion and diversity, and measuring their effectiveness.
- Recruiting, developing and managing employees in line with individual competence and our commitment to inclusion and diversity.
- 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 diversity and inclusion matters via employee groups, inclusion and diversity working groups, 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 inclusion and diversity measurable objectives.
- 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 to achieve inclusion and diversity strategic objectives in accordance with local legislative requirements.

Title:

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 inclusion and diversity 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 2023.