



# 2020

## SUSTAINABLE DEVELOPMENT REPORT





## Acknowledging country

Woodside recognises Aboriginal and Torres Strait Islander peoples as Australia's first peoples. We also acknowledge the unique connection that Indigenous communities 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 local Murujuga Ranger and Woodside employee sharing knowledge of the Burrup Peninsula in Western Australia (WA), traditionally known as Murujuga.

We continue to support the Murujuga Ranger program and its important work to enrich the ongoing research, protection and management of Murujuga.

## About this report

This report provides an overview of Woodside's sustainability approach and performance for the 12-month period from 1 January 2020 to 31 December 2020. The report was approved by Woodside's Board of Directors.

## 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", "our", "us" or "we" refer to Woodside Petroleum Ltd and its controlled entities. The 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.

## Our Annual Report 2020

Our Annual Report 2020 provides a summary of Woodside's operations, activities and financial position as at 31 December 2020, which should be read in conjunction with this

Sustainable Development Report 2020 to give a full overview of Woodside's business. Copies of the Annual Report 2020 are available on request or may be downloaded from our website.

## Reporting frameworks

This report 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. IPIECA is the global oil and gas industry association for environmental and social issues.



Refer to our website for our GRI and IPIECA content indices.



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

## Report feedback

We welcome your feedback on our report via [Communities@woodside.com.au](mailto:Communities@woodside.com.au)

## External assurance

A copy of Deloitte Touche Tohmatsu's assurance statement is available on our website. Deloitte has conducted limited assurance over selected information in this report and the associated data tables. Our Scope 1 and 2 greenhouse gas emissions data is assured by GHD and our social investment contribution is verified by Business for Societal Impact (formerly London Benchmarking Group).



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# ABOUT US

Woodside led the development of the liquefied natural gas (LNG) industry in Australia and is applying this same pioneering spirit to solving energy challenges.

We have a focused portfolio and are recognised for our world-class capabilities as an integrated upstream supplier of energy.

As Australia's leading LNG operator, we operated 6% of global LNG supply in 2020. LNG is a lower-emissions, competitive fuel ideally suited to supporting decarbonisation and improving air quality.

In WA, we are building on more than 30 years of experience and progressing development of the Scarborough gas resource through the world-class Pluto LNG facility. We are also connecting Pluto LNG with the landmark North West Shelf (NWS) Project to create an integrated LNG production hub on the Burrup Peninsula.

Offshore, we operate two floating production storage and offloading (FPSO) facilities, the Okha and Ngujima-Yin. Our operated assets are renowned for their safety, reliability, efficiency and environmental performance.

Internationally, we are executing the Sangomar Field Development in Senegal and are also progressing the A-6 Development in Myanmar.

We are working to improve our energy efficiency, offset our emissions, and develop options for lower-carbon energy. We have set clear targets to reduce our net emissions in line with our aspiration to achieve net zero by 2050.

Technology and innovation are essential to our long-term sustainability. We are pioneering remote support and the application of artificial intelligence, embedding advanced analytics across our operations.

Our success is driven by our people, and we aim to attract, develop and retain a diverse, high-performing workforce.

We recognise that enduring, meaningful relationships with communities are fundamental to maintaining our licence to operate. We actively seek to build relationships with stakeholders who are interested in or affected by our activities.

## Focus areas



<b>Product type</b>	<span style="color: red;">●</span> Gas	<span style="color: green;">●</span> Oil	<b>Phase</b>	<span style="border: 1px solid black; padding: 2px;"> </span> Producing assets	<span style="color: blue;">🔑</span> Developments	<span style="color: blue;">🔍</span> Appraisal and exploration
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Refer to the Asset Facts section on page 134 of the Annual Report 2020 for full details of Woodside's global interests.

\*Denotes marketing office



# 2020 HIGHLIGHTS

## BEST-EVER PERSONAL SAFETY PERFORMANCE

# 0.88

TOTAL RECORDABLE INJURY RATE (TRIR) PER MILLION WORK HOURS

## ENERGY EFFICIENCY

# 8%

IMPROVEMENT IN ENERGY EFFICIENCY AGAINST BASELINE, 2016-2020

## TAX AND ROYALTIES CONTRIBUTION

# A\$707 MILLION

PAID IN 2020 TO AUSTRALIAN FEDERAL AND STATE GOVERNMENTS

## SOCIAL CONTRIBUTION

# A\$23.5 MILLION

OUR TOTAL SOCIAL CONTRIBUTION

## OUR ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) RATINGS PERFORMANCE

### CORPORATE SUSTAINABILITY ASSESSMENT RESULTS

## TOP 5% OF INDUSTRY PEERS

We scored 77/100 in the 2020 assessment, placing us in the top 5% of 59 industry peers, and resulting in selection in the Dow Jones Sustainability Indices.

Member of  
**Dow Jones Sustainability Indices**

Powered by the S&P Global CSA

### MORGAN STANLEY CAPITAL INTERNATIONAL

## MAINTAINED AAA LEADER RATING

MSCI ESG RATINGS  
**AAA**

CCC | B | BB | BB+ | A | AA | AAA

### SUSTAINALYTICS

## TOP 2% OF INDUSTRY PEERS

Our ESG risk rating improved to 23.4, placing us in the top 2% of 271 industry peers and maintaining our medium risk rating.

SUSTAINALYTICS  
a Morgan Stanley company  
**RATED**





# MESSAGE FROM OUR SUSTAINABILITY COMMITTEE CHAIR

Woodside's commitment to sustainability is at the heart of our business today and drives our thinking about what we will become in the decades ahead.

The health crisis that has engulfed the world has brought with it social and economic disruption, but it has also heightened our sense of shared responsibility for creating a better future.

In 2020, perhaps more than any other year, external conditions have influenced Woodside's people, operations and growth plans. But equally those factors have sharpened, not shaken, our long-term commitment to our core values, relationships and business strategy.

They have reinforced the crucial importance of protecting our environment and the cultural heritage of our Traditional Owners and Custodians.

They have prompted us to intensify our response to climate change to achieve our aspiration of carbon neutrality by 2050.

They have strengthened our resolve to remain a resilient supplier of affordable, lower-carbon gas to a world that needs it, and to be at the forefront of developing new energy technologies, such as hydrogen.

And under difficult conditions, we achieved the majority of the 2020 sustainability targets associated with our material topics. This included maintaining our outstanding personal safety record, because we want every person who works directly or indirectly for Woodside to go home safely to their families every day.

In April 2020, Woodside's Board agreed on our next steps in climate risk management, leading to the development of our new emissions targets, and the publication of a report concerning our industry association memberships and their alignment with our own positions.

We also reviewed our Sustainable Development Goals (SDGs) strategy, expanding our focus to a broader suite of SDGs to more clearly demonstrate where our contribution is the greatest. The key deliverables for each have been identified and progress against these will be published in this report each year.

We are assisting industry efforts to reduce emissions across the LNG value chain and working with our customers to develop an approach to address Scope 3 emissions: for example, through our technology partnership with JERA Inc, Marubeni Corporation and IHI Corporation to supply low-carbon ammonia for power generation in Japan.

Some of Woodside's most important relationships are with the Indigenous communities who are the Traditional Custodians of the land where we operate. In 2020, we reviewed the cultural heritage risks associated with our current and future activities, to ensure that our management is thorough, transparent and underpinned by close engagement with Traditional Owners and Custodians.

In Woodside's view, Traditional Owners and Custodians must be central to heritage management to ensure that cultural values are understood and remain protected, and that our operations can continue to coexist sustainably with those values.

In a year that has been characterised by social upheaval and in which everyone in the company, including the Board, has had to be flexible in their work practices, our people have again proven to be Woodside's greatest asset. The adaptability, ingenuity and resilience they have demonstrated in 2020 is being reflected in our ongoing commitment to being part of a sustainable future.

**Ann Pickard**

*Chair of the Sustainability Committee*

## BOARD SUSTAINABILITY COMMITTEE

Ann Pickard

Ian Macfarlane

Sarah Ryan

Christopher Haynes, OBE

Larry Archibald

Swee Chen Goh



# MESSAGE FROM OUR CEO

When we issued our Sustainable Development Report this time last year, few could have predicted what was to unfold over the course of 2020. The emergence and spread of COVID-19 challenged us all in both our personal and work lives.

Woodside's priority throughout the pandemic has been to protect the health and safety of our people, contractors and communities. We ensured continued reliable energy supply to customers while maintaining the operational integrity and resilience of our business in a lower commodity price environment.

In 2020, we further improved on the personal safety record achieved in 2019, demonstrating sustained performance despite the COVID-related changes required in work practices across our operations.

This year we refined our response to climate change, which is founded on our strategy of building and maintaining a carbon-resilient portfolio of LNG and new technology fuels to help reduce global emissions. The strategy is now being overseen by a Senior Vice President Climate who is part of our executive committee and reports directly to me.

We also continued to provide enhanced transparency into our business, publishing a review of industry association memberships for alignment with Woodside's climate change policy positions.

Having achieved the 5% improvement in energy efficiency against baseline we set for ourselves in 2016, we established new targets toward our aspiration of carbon neutrality by 2050.

We are now targeting reductions in our equity share of Scope 1 and 2 greenhouse gas emissions against the average of the last five years of 15% by 2025 and 30% by 2030<sup>1</sup>.

To achieve these targets, and ensure our business is resilient for the long term, we will accelerate our efforts across multiple fronts. We will continue avoiding and reducing emissions in the way we design and operate our facilities, as well as originating and acquiring quality offsets.

We are pursuing carbon capture and storage opportunities, and we have the building blocks in place for a hydrogen business that can scale at the pace of the world's energy transition.

As part of our agreement with Greening Australia, we planted 3.6 million native trees on three properties acquired for that purpose in WA.

Other partnerships have also progressed in 2020: the HyNet consortium of which we are part opened its first seven hydrogen vehicle-fuelling stations in Korea; and our H2TAS renewable hydrogen joint venture with Countrywide Renewable Energy was one of seven shortlisted for funding by the Australian Renewable Energy Agency.

This year it was more important than ever that we looked after each other, both inside and outside our organisation.

We focused on supporting the mental, physical and social health of our people and their families, maturing our wellbeing framework to a point that it was adopted early in the pandemic by the national industry body.

In our communities, we provided extra support for organisations that were assisting those most vulnerable due to homelessness or isolation, family breakdown and health issues. Our employees also showed their commitment through record giving to our community partners.

The events of 2020 have been a stark reminder that the world we live in is fragile, dynamic and uncertain. I'm proud of how Woodside and its people have responded by redoubling our commitment to a sustainable future.

**Peter Coleman**

*Chief Executive Officer and Managing Director*

1. Baseline is set as the average gross equity Scope 1 and 2 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.

# MATERIALITY

We conduct a comprehensive materiality assessment each year to determine which sustainability topics are important to our business and our stakeholders.

Our annual materiality assessment involves an in-depth study of a range of internal and external inputs, interviews with key stakeholders and an online stakeholder survey to identify and prioritise relevant topics. This is followed by a verification process with our senior leaders.

The resulting topics are then classified as material, significant or important and monitored throughout the year to ensure our management plans align with stakeholder expectations.

In 2020, our material topics remained unchanged from 2019. The driver for social and cultural impacts on communities

being a material topic in 2020 changed from a focus on potential social impacts of our developments on the Burrup Peninsula to cultural heritage management.

Two new topics emerged in the assessment: business resilience and business continuity. Business resilience relates to our role in the energy transition as the world looks for cleaner sources of energy. Business continuity is the ability to operate our critical business functions and meet commitments to our employees, customers and other stakeholders during the COVID-19 pandemic.

## FOUR-STEP PROCESS FOR MATERIALITY



### MATERIAL TOPICS

- Climate change and greenhouse gas emissions
- Health, safety and wellbeing
- Social and cultural impacts on communities

### SIGNIFICANT TOPICS

- Business resilience\*
- Corporate governance
- Cybersecurity
- Environment
- Major incident preparedness
- People and culture

### IMPORTANT TOPICS






- Business continuity\*
- Fraud, anti-bribery and corruption
- Human rights
- Innovation and technology
- Regulatory compliance
- Supply chain and local content
- Transparency

\* represents new topic identified in the 2020 materiality assessment.



# SUSTAINABILITY TARGETS

Our sustainability targets help us to remain motivated and focused in achieving our goals and to strive to be better. The targets are included in our corporate scorecard, Executive Committee reporting and divisional and functional performance agreements.

MATERIAL TOPIC	2020 TARGET	2020 PERFORMANCE		2021 TARGET
<b>Climate change and greenhouse gas emissions</b>	Achieve 5% energy efficiency improvement against baseline <sup>1</sup>	8% improvement in energy efficiency against baseline, 2016–2020		Commence delivery of new 2025 and 2030 emissions reduction targets
<b>Health and safety performance</b>	Total recordable injuries rate per million work hours (TRIR) at or below 1.10, which is below our three-year rolling average	0.88 TRIR		TRIR at or below 1, which is below our three-year rolling average
	One or fewer Tier 1 or Tier 2 loss of primary containment process safety events	One Tier 1 and two Tier 2 loss of primary containment process safety events		One or fewer Tier 1 or Tier 2 loss of primary containment process safety events
<b>Social and cultural impacts on communities</b>	Effectively implement social impact and opportunity management plans for communities where we are active	Social impact management plans have been embedded and are supporting social performance in the communities where we operate		Embed social performance framework across the business - communities assessments completed and social performance plans in place for our operations and projects
	Deliver the 2016–2020 Reconciliation Action Plan	Achieved positive outcomes against the three key pillars of respect, relationships and opportunities in the 2016–2020 Reconciliation Action Plan		Implement the new 2021–2025 Reconciliation Action Plan

1. The efficiency improvement target against baseline performance (%) is measured relative to product energy efficiency prior to 2016. This aligns with Woodside's aim to improve energy efficiency by 5% by 2020. Refer to pages 29–30 for more information.

# OUR STAKEHOLDERS

We are committed to engaging our stakeholders in a transparent and meaningful way. This helps us to understand and manage our impacts and enhance mutually beneficial outcomes.

The table below outlines how we engage with our key stakeholder groups, what matters to them and how we respond. As part of compiling this report we consulted representatives from each group to understand topics of importance to them, as outlined on page 8.

STAKEHOLDER	HOW WE LISTEN	WHAT MATTERS	HOW WE RESPOND
<b>CUSTOMERS</b>	<ul style="list-style-type: none"> <li>Regular engagements to manage delivery of liquids, LNG and domestic gas</li> <li>Proactive engagements to understand short-, medium- and long-term needs</li> <li>In-country representatives with marketing offices in four locations</li> </ul>	<ul style="list-style-type: none"> <li>Reliable and safe product delivery</li> <li>Production and operational risk management</li> <li>Production quality and cost</li> <li>Health and safety performance including shipping operations</li> <li>Working sustainably</li> </ul>	<ul style="list-style-type: none"> <li>Focus on safe and reliable operations</li> <li>Develop projects to meet customers' energy needs</li> <li>Deliver supply arrangements tailored to customer requirements</li> <li>Site visits and staff exchanges</li> </ul>
<b>EMPLOYEES</b>	<ul style="list-style-type: none"> <li>Regular feedback sessions, performance reviews and personal development plans</li> <li>Employee surveys</li> <li>Regular CEO and Executive Committee employee lunches</li> <li>Divisional and functional townhalls and team meetings</li> </ul>	<ul style="list-style-type: none"> <li>Feeling engaged and being enabled to do their job</li> <li>Regular performance feedback</li> <li>Career development opportunities</li> <li>Fostering a values-led organisational culture that optimises performance</li> <li>Health and safety performance, including mental health and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Promote our Compass values</li> <li>Ongoing safety, health and wellbeing initiatives</li> <li>Annual staff briefing with the CEO and senior executives</li> <li>Annual Woodside Awards, recognising outstanding employee achievement and contribution</li> <li>Regular virtual Ask the CEO engagement sessions with the entire workforce</li> </ul>
<b>INVESTORS AND FINANCE PROVIDERS</b>	<ul style="list-style-type: none"> <li>Regular meetings with investor representatives and financiers</li> </ul>	<ul style="list-style-type: none"> <li>Superior shareholder returns</li> <li>Management of financial and non-financial risks</li> <li>High-quality corporate governance</li> <li>Climate change risk management</li> <li>Health and safety performance</li> </ul>	<ul style="list-style-type: none"> <li>Investor briefings</li> <li>Full-year and half-year results briefings</li> <li>Annual General Meeting</li> <li>Australian Securities Exchange announcements</li> <li>Commitment to international climate reporting frameworks</li> </ul>
<b>JOINT VENTURE PARTICIPANTS</b>	<ul style="list-style-type: none"> <li>Regular meetings and videoconferences with joint venture committees</li> <li>Participation in business reviews and audits</li> </ul>	<ul style="list-style-type: none"> <li>Health and safety management</li> <li>Reliability of supply, product quality, cost and delivery</li> <li>Environment and social impact management</li> <li>Growth opportunities</li> <li>Governance and transparency</li> </ul>	<p>Work collaboratively:</p> <ul style="list-style-type: none"> <li>To safely deliver operations and growth</li> <li>To manage COVID-19 impacts and risk</li> <li>To identify and engage with stakeholders</li> </ul>



STAKEHOLDER	HOW WE LISTEN	WHAT MATTERS	HOW WE RESPOND
<b>LOCAL AND INDIGENOUS COMMUNITIES</b>	<ul style="list-style-type: none"> <li>• Regular community and cultural heritage meetings</li> <li>• Community perception surveys</li> <li>• Community grievance mechanism</li> <li>• Community events and information sessions</li> <li>• Local social media channels</li> </ul>	<ul style="list-style-type: none"> <li>• Local employment and contracting opportunities</li> <li>• Economic benefits</li> <li>• Cultural heritage management</li> <li>• Cost of living and potential impacts on local services</li> <li>• Cultural safety</li> </ul>	<ul style="list-style-type: none"> <li>• Regular community consultations</li> <li>• Local jobs portal and suppliers' forums</li> <li>• Targeted social investment programs</li> <li>• Develop, implement and maintain Indigenous agreements</li> <li>• Monitor community social indicators</li> </ul>
<b>LOCAL, STATE AND FEDERAL GOVERNMENTS</b>	<ul style="list-style-type: none"> <li>• Ongoing dialogue with regulators, government agencies and broad range of political stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Economic benefits</li> <li>• Responsible oil and gas resource development</li> <li>• Environmental, cultural heritage, social and financial performance</li> <li>• Climate change and greenhouse gas emissions</li> <li>• Regulatory compliance</li> <li>• Transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Regular engagement with all levels of government</li> <li>• Direct submissions to state and federal governments' consultation processes</li> <li>• Contribute to domestic and international industry and business associations</li> </ul>
<b>NON-GOVERNMENT ORGANISATIONS</b>	<ul style="list-style-type: none"> <li>• Input into social and environmental impact assessments</li> <li>• Regular participation in industry forums and associations</li> </ul>	<ul style="list-style-type: none"> <li>• Climate change and greenhouse gas emissions</li> <li>• Environmental impacts</li> <li>• Anti-bribery and corruption</li> <li>• Transparency</li> <li>• Human rights</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement on growth projects</li> <li>• Commitment to international climate initiatives and reporting frameworks</li> <li>• Partnerships for environmental research</li> <li>• Participation in the Extractive Industries Transparency Initiative (EITI)</li> <li>• Actively engage in the Voluntary Principles on Security and Human Rights</li> </ul>
<b>SUPPLIERS AND CONTRACTORS</b>	<ul style="list-style-type: none"> <li>• Supplier networking events</li> <li>• Workshops with local business networks</li> <li>• Regular reciprocal supplier performance reviews</li> <li>• Embedded supplier relationship management with our Tier 1 suppliers</li> <li>• Supplier feedback survey</li> </ul>	<ul style="list-style-type: none"> <li>• Supply opportunities for growth projects</li> <li>• Health and safety</li> <li>• Supporting Indigenous and local contractors</li> <li>• Technology and innovation</li> <li>• Capable and effective employees</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate to deliver tangible safety improvements</li> <li>• Provide supplier forums for growth projects</li> <li>• Collaborate to improve Indigenous engagement outcomes</li> <li>• Support programs to develop local business capacity and capability</li> </ul>

# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) aim to address some of the world's most urgent economic, social and environmental challenges. Each goal is measured by underlying targets. The SDGs call for action from governments, business and society worldwide.


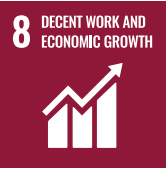

Business has an important role to play in contributing to the SDGs and in supporting sustainable development, through influence in businesses operations, supply chains, infrastructure and employment opportunities.

For the past three years, we have measured our progress against five key SDGs. In 2020, we finalised a review of our SDGs strategy to assess whether these five SDGs still best represent our contribution and align with the underlying SDG targets.

The review considered our value chain, our risks and opportunities, our materiality assessment, views of key internal stakeholders and the approaches of our peers.

The resulting revised strategy expands our focus to a broader suite of SDGs that better reflect our contribution to the global sustainability agenda. We classified these SDGs into tiers, to more clearly demonstrate where we are making the most significant contribution, acknowledging that SDG17: Partnerships for the Goals underpins our strategy.

Key deliverables for each goal have been identified and progress against these will be published annually in our Sustainable Development Report.

PRIMARY GOALS		
	<p><b>OUR ASPIRATION</b></p> <p>Continue to provide LNG as a cleaner source of fuel for global markets and pursue the development of lower- and zero-carbon energy sources.</p>	<p><b>RELATED TARGETS</b></p> <p>7.1, 7.2, 7.3, 7.a</p>
	<p><b>OUR DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>Continue to provide cost-competitive LNG through our existing facilities and growth projects</li> <li>Develop new markets for LNG as a lower-emissions fuel in trucking and shipping</li> <li>Diversify our business into supplying lower- and zero-carbon energy sources for the future, particularly investigating the potential for hydrogen and exploring technologies that use carbon dioxide at scale</li> <li>Develop a business to originate and acquire quality carbon offsets</li> </ul>	
	<p><b>OUR ASPIRATION</b></p> <p>Continue to support economic growth as a supportive and responsible employer.</p>	<p><b>RELATED TARGETS</b></p> <p>8.5, 8.6, 8.7</p>
	<p><b>OUR DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>Continue to provide and support apprenticeships, traineeships and Indigenous participation in education pathway programs</li> <li>Conduct human rights due-diligence activities, including country risk assessments and human rights assessments</li> <li>Develop local capabilities, support training initiatives and offer employment opportunities with a focus on oil and gas disciplines in Senegal</li> <li>Continue to ensure controls and monitoring are in place to achieve equitable pay for all employees</li> <li>Provide business capacity and capability development opportunities for local and Indigenous businesses in communities neighbouring our Australian operations</li> <li>Collaborate with Yangon Technological University in Myanmar to build in-country capacity and knowledge.</li> </ul>	
	<p><b>OUR ASPIRATION</b></p> <p>Set short- and medium-term climate change targets, underpinned by action to minimise climate change and its impacts.</p>	<p><b>RELATED TARGETS</b></p> <p>13.1, 13.3</p>
	<p><b>OUR DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>Reduce emissions to 15% below baseline by 2025<sup>1</sup></li> <li>Reduce emissions to 30% below baseline by 2030<sup>1</sup></li> <li>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</li> </ul>	

1. Baseline is set as the average gross equity Scope 1 and 2 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.



## SECONDARY GOALS



### OUR ASPIRATION

Support quality education and lifelong learning opportunities.

### RELATED TARGETS

4.2, 4.4, 4.5

### OUR DELIVERABLES

- Work collaboratively through the Woodside Development Fund to reduce developmental vulnerability and improve early childhood outcomes in communities where we are active
- Support the Karratha and Roebourne Education Initiatives – through the NWS Joint Venture (JV) – to provide high-quality educational opportunities for students and professional development opportunities for their teachers
- 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 WA
- Support science, technology, engineering and maths initiatives through partnerships with Scitech, Monash University and University of Western Australia (UWA)



### OUR ASPIRATION

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

### RELATED TARGETS

9.4, 9.5

### OUR DELIVERABLES

- 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
- Invest A\$40 million in facilities and research to progress Australia's transition to a lower-carbon economy through the Woodside Monash Energy Partnership
- Improve our operations and processes through adoption of more efficient technologies and ways of working to reduce emissions improvements in industrial processes to meet our energy efficiency target



### OUR ASPIRATION

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

### RELATED TARGET

11.4

### OUR DELIVERABLES

- 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
- Fund Indigenous ranger programs that protect cultural and natural heritage and regenerate country
- Support credible and robust scientific research to further understand our potential environmental impacts on Indigenous cultural heritage



### 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 TARGET

14.1, 14.2

### OUR DELIVERABLES

- Maintain high levels of oil spill preparedness and response capability through our testing and simulation program
- Develop our in-country hydrocarbon spill response capability in Senegal including planning, ensuring essential equipment and provision of training to local responders
- Continue to collect and share scientific information on coastal and offshore biodiversity with key research organisations to support effective marine planning and management



### OUR ASPIRATION

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

### RELATED TARGET

15.3

### OUR DELIVERABLES

- Undertake quality carbon offset projects that deliver co-benefits including land restoration and biodiversity outcomes

## UNDERPINNING GOAL



### OUR ASPIRATION

We work with our key stakeholder groups to enhance our contribution across our primary and secondary SDGs.



# OUR PEOPLE



# HEALTH, SAFETY AND WELLBEING

Woodside is committed to providing workplaces where our people and our contractors are physically and psychologically safe, healthy and well.

## 2020 HIGHLIGHTS

- Sustained improvement in health and safety performance achieving our best-ever TRIR
- Implemented controls and provided support to keep our people healthy and safe during COVID-19
- Introduced a wellbeing framework encompassing multifaceted training, tools and support for our people and their families

## OPPORTUNITIES

- Analyse feedback from biennial safety perception survey to identify ways to further mature our safety culture
- Embed wellbeing framework across our management system and develop organisational-wide focus on psychological safety
- Maintain focus on learning from significant events to ensure actions are effective to prevent reoccurrence

## RISKS

- Failure to maintain safe, healthy and wellbeing focused workplaces
- Loss of focus and leadership of technical integrity and process safety
- Ability to support global project execution in challenging locations and support new energy opportunities

## Our approach

To sustain strong outcomes we expect our people and our contractor partners to demonstrate unwavering commitment to their own health, safety and wellbeing, and the care of others. Our expectations are underpinned in our foundational Safety Culture Framework, Golden Safety Rules and Perfect HSE Day initiative and tools.

Perfect HSE Day concept aims to make a positive change to our health, safety and environment (HSE) culture and performance by creating a common language about risks and outcomes tailored to individual working teams. This provides a consistent structure across the company that everyone can relate to.

Our Golden Safety Rules are designed to address high-consequence injury risk by clearly communicating the mandatory requirements for safety in our workplaces. They were first introduced in 2005 and apply to all of our employees and contractors.



More information can be found on our website.

We are implementing a three-year program of targeted HSE campaigns to maintain and improve our HSE performance and culture. In 2019, we focused on "Our Foundations: We Support Each Other". In 2020 our theme was "Taking Action: Our Behaviours Matter" and in 2021 we will promote "Sustaining Focus: We Learn and Improve".

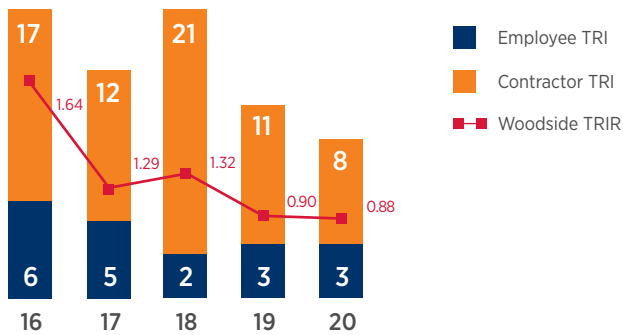


## Our personal safety performance

In 2020, we achieved our best-ever personal safety performance, with a TRIR of 0.88, just below our 2019 result of 0.90. This achievement demonstrates sustained performance despite the impact of the COVID-19 pandemic. A positive reporting culture is key to performance. In 2020, our personal safety performance metrics have trended well, demonstrating an engaged workforce.

We continually seek to learn and improve how we create safe and healthy workplaces with an emerging focus on the use of technology to reduce risk. We are exploring robotic solutions to aid in facility inspections, which can be done while the facility is still operational or in high-risk situations.

Total recordable injuries (TRI) and TRIR



## Our process safety performance

In 2020, we had 11 high potential incidents, compared with 19 in 2019, and continued proactive reporting of safety hazards.

We experienced one Tier 1 and two Tier 2 loss of primary containment process safety events (LOPC PSEs), compared to zero in 2019. These events caused no significant environmental impact. To help us learn and improve, in 2021 our assets will also focus on Tier 3 LOPC PSEs, in addition to Tier 1 and Tier 2. The Tier 3 LOPC PSEs are of lesser consequence, but can help us to identify trends and take corrective actions to prevent higher consequence incidents occurring.

## Our safety culture

To assess our safety culture journey, a biennial safety perception survey was conducted in 2018 and 2020 with both employees and contractors participating. The survey is designed to measure safety culture maturity against global data and in comparison to best-practice organisations.

The 2018 results instigated seven company-wide focus areas, all of which have been actioned. An example of one initiative was the introduction of a bi-annual CEO HSE Recognition Award. This award recognises consistent and visible health, safety, wellbeing and environmental leadership across every level of the organisation. Each executive committee member nominates a finalist and the CEO selects the overall winner.

Feedback from the 2020 survey will be used to support 2021 HSE activity plans, which are brought to life by our Woodside Workplaces, Wellness and Wellbeing network of more than 150 volunteers across our business.



Nominees for the inaugural bi-annual CEO HSE Recognition Award with their business leaders

## Wellbeing

Workplaces that promote mental health and psychological safety are vital to building trust and respect. By investing in mental health and wellbeing programs, we aim to improve health, safety and business outcomes.

Our 2020 plan to enhance awareness, understanding and support for holistic wellbeing was accelerated by the COVID-19 pandemic. We engaged and supported our people and their families using a wellbeing wheel that encourages positive preventative practices across six areas: physical health, exercise, psychological skills, social connection, meaning and purpose, and positive relationships.

The wellbeing wheel is complemented by our wellbeing framework and mental health support framework, which equip our people and their families with knowledge to proactively manage their own wellbeing and provides access to tools and support for early intervention and recovery.

In 2021, we will work to embed the wellbeing framework across our management system, develop organisational-wide focus on psychological safety and introduce leading indicators to monitor and track the trend of the wellbeing of our workforce.

In addition to promoting a mentally healthy workforce, we also achieved our allocated target for fitness for work in 2020 of 95% compliance with periodic medicals.

## COVID-19 response

Central to our pandemic response has been making risk-based decisions to implement preventative controls and our preparedness to respond to protect the welfare of our people in every workplace. The risk of the COVID-19 pandemic negatively impacting the health, safety and wellbeing of our people remains substantive.

Business continuity in 2020 was supported by a specific and tailored focus on fatigue, distraction, stress, uncertainty, physical health, exercise and mental wellbeing. A range of support was established for our people and their families, with extraordinary focus on our asset-based teams who adjusted to extended working rosters and quarantine requirements.

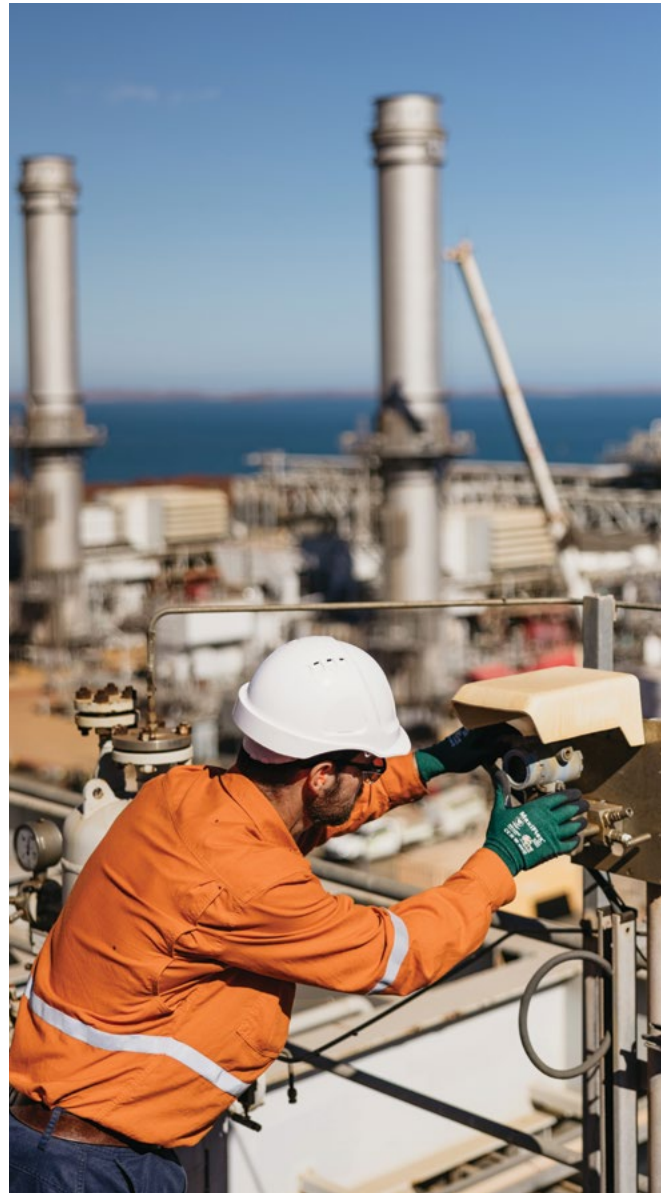
Our Employee Assistance Program provider held focus sessions with supervisors and managers, providing advice on proactive personal wellbeing management and how to identify and support employees showing signs of stress.

In the early stages of the pandemic, our COVID-19 Wellbeing Framework was shared nationally by Safer Together and Australian Petroleum Production and Exploration Association (APPEA) industry collaborations. We continue to work closely with Safer Together, APPEA and the Chamber of Minerals and Energy WA on advocacy and collaborative support for the people in our industry.

## Our contract partners

Historical performance demonstrates that our contractors are more likely to be injured at our facilities than our people. This is linked to the complexity and intrinsically higher-risk nature of the work that our contractors perform.

Through audit feedback and engagement with our contract partners at the Karratha Gas Plant (KGP), we identified several areas for improvement in our HSE contracting process, both pre- and post-award. During 2020, we fundamentally improved our management system, and our contracting and procurement processes, tools and training. The improvements simplified risk assessments, clarified accountabilities and redefined contracting assurance processes, improving HSE risks management throughout our contract management lifecycle.





# SOCIAL AND CULTURAL IMPACTS ON COMMUNITIES

We recognise the importance of our role to manage the impacts of our activities on communities to deliver mutual and sustainable social outcomes in the areas where we operate.

## 2020 HIGHLIGHTS

- Matured our framework for social performance
- Established the COVID-19 Community Fund providing direct support to local community organisations
- Completion of the 2016–2020 RAP with positive outcomes

## OPPORTUNITIES

- Embed the social performance framework across the business, with a focus on operations and projects
- Enhance local employment and contracting opportunities
- Measure progress by reporting on community dashboard indicators

## RISKS

- Adverse impacts on cultural heritage
- Inadequate consultation with community stakeholders
- Failure to manage adverse social impacts of our activities
- Suboptimal outcomes from our social contributions

## Our approach

Woodside’s interactions with the communities where we are active are guided by our Sustainable Communities Policy and our Indigenous Communities Policy. During the year, we refreshed our Indigenous Communities Policy to reflect current stakeholder expectations and better demonstrate support for Indigenous-led solutions.

We also reviewed our social performance framework to better identify and understand community and stakeholder risks and impacts. We piloted the refreshed framework for our Pilbara operations, including an assessment for our neighbouring communities. This will inform forward priorities and a monitoring framework to measure the effectiveness of our implementation.

## Meaningful engagement

We seek to understand the expectations of the communities where we are active and share information about our activities. During the year, we hosted four meetings with our Karratha Community Liaison Group.

Key topics discussed at the meetings included housing and accommodation, local contracting, employment and training opportunities, approvals for our growth projects, the environment and pressure on local medical services. We also participated in three joint-operator Exmouth Oil and Gas Community Reference Group meetings.

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 NWS Project and Pluto LNG sites, and other matters including Indigenous contracting and employment, and social investment.

We participated in more than 250 engagements with Traditional Owners and Custodians about our growth projects and related environment approvals.

During the year, we met regularly with Indigenous community partner organisations, the Ngarluma Yindjibarndi Foundation Limited (NYFL) and the Murujuga Aboriginal Corporation (MAC) to discuss the implementation of our agreements and key concerns and issues.

In support of our Sangomar Field Development offshore from Senegal, we continued to engage with coastal communities in the Dakar, Thiès and Fatick regions. COVID-19 restrictions limited our face-to-face meetings to March and November, but our reduced in-person contact was supplemented by fact sheets, quarterly community newsletters and social media updates.

In Myanmar, we held six engagements with coastal communities about our 2020–2021 offshore exploration drilling campaign. These communities are familiar with the nature and scale of our deep-water exploration activities and no significant concerns or objections were raised.



Since 2017, through our community partnership with Save the Children, the Woodside Development Fund has supported teacher professional development and early childhood education in Dakar

### Effectively addressing community concerns

Our Community Grievance Procedure provides a framework to effectively respond to community concerns. We received eight community grievances during the year from our Pilbara community. These related to a variety of topics including concerns about social distancing, housing maintenance affecting neighbouring properties and apprentices parking in an unauthorised area before being transported to site. These concerns were addressed and discussed with relevant community members.

During the year, we developed a localised community grievance mechanism for Karratha and Roebourne and for our activities in Senegal.

### Understanding and managing our impacts

We work with local communities to understand and manage potential impacts related to our activities. Focus areas we monitor with our communities include potential impacts on cultural heritage, housing and accommodation, and local services and infrastructure.

After the completion of several social impact assessments in 2019, we implemented management plans to enhance social opportunities and minimise adverse impacts related to our Australian operations. In response to the deferral of our developments on the Burrup Peninsula in March, we reviewed social impact management plans for our existing operations. We continue to implement social impact management plans for our Senegal activities.

During the year, we progressed social impact management plan commitments for our Bay Village temporary worker accommodation facility in Karratha. We worked closely with the City of Karratha and facility operator Compass Group to engage local businesses and services, as well as provide a trial bus service to recreational and business venues for workers to be a part of the local community.

In early 2020, we shared the findings of our social impact assessments and previous community perception surveys for Karratha, Roebourne and Exmouth with key community stakeholders.

To minimise stakeholder fatigue, we combined reputation and perception surveys for Karratha and Roebourne in late 2020 and engagement is planned with Exmouth stakeholders in early 2021. The survey results will inform our future interactions with these communities.

Internationally, we continue to plan for the commencement of project activities, including an offshore drilling campaign in mid-2021 for the Sangomar Field Development. The Environmental and Social Management Plan (ESMP) for the development provides a framework for implementing and monitoring mitigation and management measures for key environmental and social impacts. We will continue to ensure compliance with the ESMP as project activities progress.

### Enhancing local opportunities

In 2020, we maintained our focus on supporting local training and employment outcomes in the communities where we are active. Sixty new Karratha-based apprentices and trainees commenced at our Karratha Production Training Academy. Of these, 49% were of Aboriginal and Torres Strait Islander descent and 49% were women, supporting increased diversity in our workforce.

Through dedicated effort by the Academy we were able to adapt or defer training and apprentice programs in response to COVID-19; 14 operations trainees from our 2018 intake successfully transitioned to our workforce.

In Senegal, we remain committed to ensuring supply, contracting and employment opportunities are created for local people, including increasing the number of local employees in our Dakar office.

### Reconciliation Action Plan (RAP)

In the final year of our Elevate 2016–2020 RAP, we continued to progress our commitments under the three key pillars of respect, relationships and opportunities.

The RAP Report and 2021–2025 RAP will be published during National Reconciliation Week in May 2021.



## Cultural heritage

We have worked with Indigenous partners for more than three decades on the Burrup Peninsula, also known as Murujuga. We recognise the importance of the cultural heritage of the region and believe that industry and heritage can coexist. On this basis, we support the World Heritage Listing of the Burrup Peninsula and continue to work with Indigenous stakeholders to minimise our impacts.

We believe that heritage management should be based in agreement making and collaboration, with Traditional Owners and Custodians given a central role and voice.

With input from Traditional Owners and Custodians, we have developed and implemented comprehensive cultural heritage management plans to monitor and manage our environmental impacts on cultural heritage, including rock art. In September, we conducted an annual audit of cultural heritage places on our lease areas, which found no disturbances of heritage sites.

We recognise the intangible values of the rock art, including stories, meanings and ceremonies, and facilitate Traditional Owners and Custodians' requests to maintain access to heritage sites on our lease areas.

In 2020, we commenced a review of the Pluto cultural heritage procedure and management plan through stakeholder engagement and a benchmarking review of our heritage practices.

We also developed separate management plans for our development projects on the Burrup Peninsula, working with heritage experts and Traditional Owners and Custodians to understand the cultural values of recently discovered submerged cultural heritage.

We will consult with Traditional Owners and Custodians and other relevant stakeholders to finalise these plans in 2021. Through our Burrup Conservation Agreement with the Australian Government, we continue to support the Murujuga Land and Sea Unit and the important work of its rangers to enhance the ongoing management and conservation of Murujuga.

Peer-reviewed research conducted to date has not identified any impacts on the region's rock art from industrial emissions. Despite this, we recognise the need for greater scientific certainty and are funding several programs to verify this.

We actively participate in the Murujuga Rock Art Stakeholder Reference Group with MAC and other industry, government and academic stakeholders. The Group oversees the implementation of the Murujuga Rock Art Management Program, which is planning additional studies on this topic.



MAC Rangers sharing knowledge on Murujuga



## TOTAL SOCIAL CONTRIBUTION SPEND

A\$ **15.4** MILLION

### Strategic partnerships

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

A\$ **1.2** MILLION

### Woodside Development Fund

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

A\$ **5.7** MILLION

### Philanthropy

Provided more than A\$4.7 million in social welfare through our COVID-19 community fund, along with A\$1 million through donations and small grants in our regional communities

A\$ **1.1** MILLION

### Volunteering

More than 1,000 of our employees volunteered with corporate partners during 2020 with many supporting organisations and schools remotely during the COVID-19 pandemic

## Social contribution

In 2020, we contributed A\$23.5 million to communities through strategic partnerships, the Woodside Development Fund, value of staff time spent volunteering and our COVID-19 Community Fund. This was in addition to the leveraged spend of A\$12 million contributed through our joint ventures, employees, government funding partnerships and other co-funded initiatives we are involved in.

To support communities facing tough times in response to COVID-19, we established the COVID-19 Community Fund, which helped more than 70 WA not-for-profit organisations respond to the immense social challenges of the pandemic. We contributed more than A\$4.7 million to support initiatives that met critical humanitarian needs, including food security, emergency accommodation and health services.

In the final year of our 2016–2020 social investment strategy, we launched an online community partner interface to support an outcomes measurement approach across our social investment portfolio to streamline partner reporting and support data aggregation.

An independent mid-term review of our ten-year commitment to improve early childhood development outcomes under the Woodside Development Fund was completed. The review found the Fund has created material positive change in service provider capability and support for early childhood development, but there was room for improvement in impact measurement.

Looking forward, our new 2021–2025 strategy continues to focus on enhancing long-term community capacity and capability, with a focus on three social outcome areas:

1. Improve knowledge and understanding of the environment, climate change, energy and cultural heritage
2. Improve early childhood development, quality education and lifelong learning opportunities, increased community participation in employment and economic diversification
3. Support safe, vibrant and sustainable communities

These focus areas are aligned to our broader strategy to contribute to the UN SDGs on pages 12 and 13 and provide a framework for investment in our global communities of interest.



Our COVID-19 Community Fund supported organisations including Foodbank WA to respond to increased demand for humanitarian services

# PEOPLE AND CULTURE

Our ability to maximise our base business and build the value of our portfolio is underpinned by an engaged and enabled workforce. An inclusive culture that values employee wellbeing is key to our success.

## 2020 HIGHLIGHTS

- Increased Indigenous participation in our directly employed workforce to 3.9%
- Increased female representation across all levels of management at or above targets
- Updated our approach to performance management with an increased focus on regular feedback, coaching and development

## 2021 PRIORITIES

- Introduce mandatory annual training for all employees on Indigenous cultural competency
- Implement 2021–2025 Inclusion and Diversity strategy with a focus on inclusive leadership and an inclusive culture for all employees
- Deliver a step-change in leadership capability through a new approach to leadership onboarding, development and assessment

## Our approach

Woodside's people strategy focuses on growing outstanding leaders, building diverse capability and driving an inclusive culture that optimises workforce performance. In line with our aspiration to foster a culture that fuels our growth goals, we maintain competitive global remuneration and focus on employee wellbeing.

Our human resources and compensation policies are overseen by the Board's Human Resources & Compensation Committee.

## Our performance

We recognise that an inclusive culture is a high-performing culture. This year, we consulted extensively with our workforce to shape the development of our 2021–2025 inclusion and diversity strategy. We also made strong progress against all key inclusion and diversity metrics.

We enhanced digital capability to enable our people to better use technology in their roles through COVID-19, with 1,444 employees participating in our Digital Academy.

In response to the dual challenges of COVID-19 and the oil price decrease in 2020, we reduced our workforce by about 300 positions in October to 3,670 people. Our voluntary turnover rate reduced to a historic low of 2.9%.

## COVID-19 response

Our highest priority is the health and safety of our people. In response to hard border closures between states and territories in Australia, we supported our people through several measures. Fly-in fly-out workers residing outside WA were offered options to maintain their employment, through flexible working arrangements, leave without pay, paid leave (long-service leave and annual leave) and relocation to WA to support our operations.

We updated our relocation policies to provide additional benefits and more flexibility to help our employees and their families make timely decisions to relocate to WA. Of our 200 interstate employees, 87 relocated to WA: 80 temporarily and 7 permanently. At our international locations, we also supported our people and their families, working flexibly to keep them safe during the pandemic.

We supported our leaders by providing them with tools and technology to optimise their teams' performance through new ways of working. We also migrated our classroom resilience and leadership courses to an online platform to ensure continued access.

We continued our commitment to the recruitment of graduates for our 2021 intake through the quick adoption of virtual sourcing and interviews, with all candidates reporting a positive experience.



## Leadership and capability

We take a holistic approach to leadership and technical development by evolving the skills and capabilities of our people through high-quality learning experiences and growth opportunities.

Our leadership learning pathways support our leaders in areas of feedback, coaching and career development conversations. In 2020, we refreshed our leadership development approach to focus on practical development to equip our leaders and technical professionals with the skills to deliver our company purpose of being society's trusted energy partner.

In response to 2019 employee survey results, we established a dedicated project team to enhance our performance management process and reduce complexity in the way we work. In 2020, we introduced key changes to our performance management process and received overwhelming positive feedback from our workforce. In 2021, we will continue to embed the changes and deliver further improvements to increase engagement and enablement across the organisation.



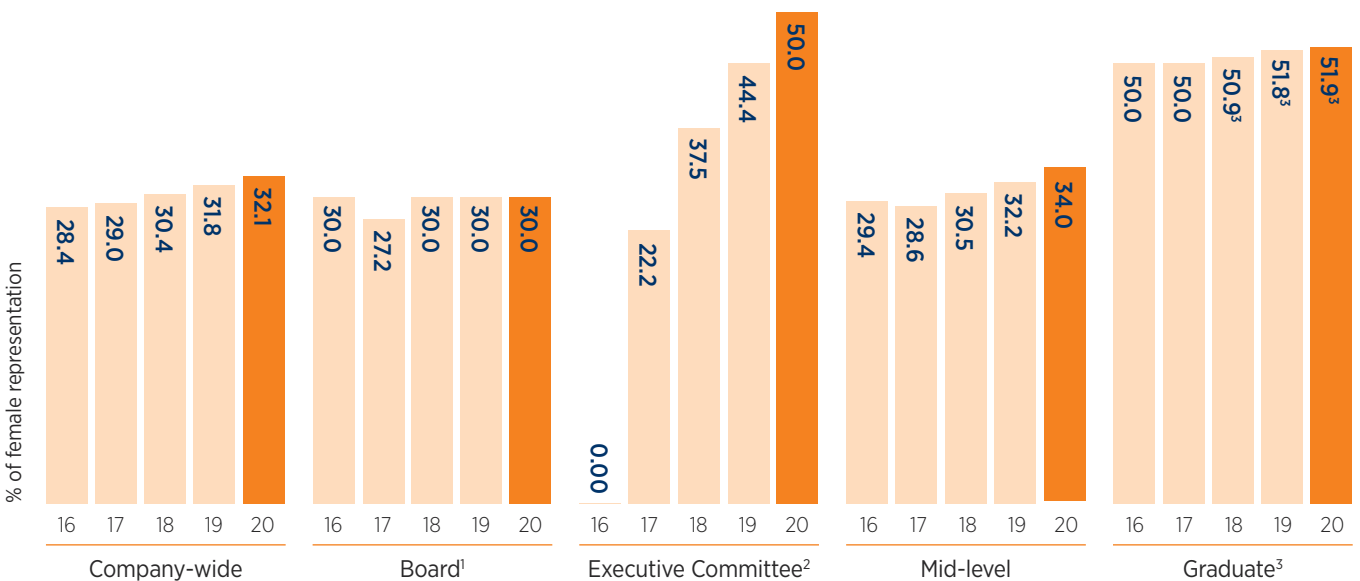
Refer to our website for more information on our approach to training and development.

## Gender balance

In the final year of our three-year inclusion and gender diversity strategy, we achieved growth in female representation across all metrics. Female representation increased from 31.8% in 2019 to 32.1% in 2020, higher than the industry average of 23.1%.

Return from parental leave increased from 97% in 2019 to 99%. We met or exceeded female representation targets at all levels of management including an increased proportion of women in mid-level roles from 32.2% to 34.0%. Women in senior roles also increased from 21.1% in 2019 to 22.6%.

Female representation



1. Includes the CEO.
2. Includes the CEO and CEO direct reports.
3. Recalculated to nearest 0.1 of a percentage.

Women in executive roles increased from 23.4% to 26.1%. Pathway programs secured 49% female trainees and apprentices in the 2020 intake across Karratha and Perth. In 2020, 51.9% of the Graduate Development Program hires were women.

## Indigenous participation

Our directly employed Indigenous workforce increased from 140 to 144 people, representing 3.9% of our workforce. This growth is attributed to the continued success of our pathway programs, which create training and employment opportunities for local people. In 2020, 55% of our externally hired trainees and apprentices were Indigenous, of whom 14% were Traditional Owners and Custodians of the areas where we are active.

Our summer vacation program achieved a record high result of 9% Indigenous students. Indigenous candidates represented 6% of the experienced hires and our graduate intake consisted of 4% Indigenous representation.

We continued to focus on growing a pipeline of Indigenous candidates, proactively identifying experienced external talent with the skillsets needed by the organisation. We also developed a Woodside-branded scholarship program to be launched in 2021, with a focus on Indigenous students. The program offers a suite of benefits including annual vacation work and scholarship support for the duration of participants' degrees to establish a strong, long-term relationship with us.

## Karratha workforce

We remain committed to a predominantly residential operational workforce in Karratha and continue to work with our people on their preferences in line with this plan. Recruitment for our development projects on the Burrup Peninsula continued to deliver on this strategy whilst also providing licence to operate capability. The 2020 intake of externally hired trainees and apprentices in Karratha was 100% residential.





Representatives from the Spectrum employee network

## Inclusion and diversity

To maintain our focus on delivering our business priorities, despite the challenging market conditions, we continued to build a culture where people feel a sense of belonging.

Highlights from the year included:

- Making significant progress towards the development of our new 2021–2025 Reconciliation Action Plan (RAP) through direct engagement with our Indigenous employees and Traditional Owners and Custodians. In the most collaborative RAP process to date, the voices of our Indigenous employees directly shaped our commitments.
- Implementing additional support measures for employees experiencing family and domestic violence. This included training 61 employees across the business to support our people experiencing domestic violence and the provision of emergency accommodation, specialist counselling and safety and security planning.
- Piloting Active Bystander Training in Karratha and Perth to help our people use inclusive behaviours to combat harassment and bullying in the workplace.

- Growing engagement in our employee community groups with the Woodside Reconciliation Community and LGBTI+ network Spectrum exceeding their membership growth goals. Our Gender Equality Matters network also achieved its highest participation rate with 34% of our workforce involved.
- Exceeding our RAP target of 60% of the workforce completing cultural competency with 66% of the workforce completing cultural learning since 2016.
- Implementing a non-tertiary career pathways framework showcasing 45 entry-level roles across the business in response to feedback from our Indigenous workforce on career progression barriers.
- Piloting the Authentic LGBTI+ Leaders Program to maximise potential of LGBTI+ people in our workplaces. Participants reported that the program was a positive experience.



Refer to our website for more information on policies and procedures that promote inclusion and diversity including non-discrimination.

# BUSINESS CONTINUITY

Woodside's highest priority during the COVID-19 pandemic is the health and safety of our people, contractors, their families and the communities where we are active.

## 2020 HIGHLIGHTS

- Timely implementation of effective measures to keep our people safe and healthy
- Outstanding asset performance, delivering safe and reliable production despite challenges posed by COVID-19
- Effective management of COVID-19 response costs to support an expected prolonged recovery in 2021

## 2021 PRIORITIES

- Maintain safe, reliable and efficient operations, including the execution of a significant maintenance and turnaround program
- Support the safe mobilisation of our people into international locations in line with the expected increase in activity from our growth projects
- Incorporate learnings from the COVID-19 response to remain prepared for potential further outbreaks

## Our approach

Woodside's success is contingent on our ability to remain agile to changing external circumstances and disruptive events, while maintaining safe and reliable operations. These events could include systems failure, network outages, natural disaster or a pandemic, as was experienced in 2020.

Throughout 2020, our response to the COVID-19 pandemic focused on protecting our people and the facilities where they work, ensuring business continuity and the uninterrupted supply of energy to domestic and export markets.

We activated our corporate incident management coordination team in January to address potential risks of COVID-19 to our people, assets and offices across our operating locations.

Government guidance and expert health advice informed comprehensive risk assessments and the identification and implementation of preventative and mitigative risk controls, which continue to be assured to confirm their effectiveness.

## Our response actions

Across all locations, a range of measures was implemented to minimise the risk of COVID-19 transmission, including increased health and hygiene measures, site access controls and physical distancing.

We implemented a flexible work-from-home roster for our Australian office-based staff, designed to keep our workforce safe and healthy, while protecting business integrity.

Complying with government guidance, we reduced activities and the number of people on our operating facilities. We established a temporary COVID-19 operating model that included adjusted rosters and additional travel and site controls, enabling us to continue safe and reliable operations throughout this challenging period. Where possible, we have normalised roster patterns and site activities, while remaining resilient to COVID-19 risks.

Additional controls implemented on our facilities include health and temperature screenings, restricted site access and segregation controls, and the introduction of polymerase chain reaction screening, including participation in the Western Australian Government's Detect program. With the support of mental health specialists and professionals, we also introduced a dedicated mental health plan to support our people and their families.

Given the uncertainty about the extent and duration of restrictions on entry to WA and to support the ongoing safe operation of our facilities, we introduced measures to encourage our eastern states-based employees to consider relocating to WA, including updating our relocation policies to provide additional benefits with more flexibility.

Recognising the impacts of COVID-19 on the communities where we operate, we established a COVID-19 Community Fund that provided more than A\$4.7 million in grants to not-for-profit organisations responding to challenges of the pandemic.



Refer to page 21 for more information about the COVID-19 Community Fund and page 39 for how we supported our suppliers during the pandemic.

# HUMAN RIGHTS

Protecting and managing human rights in line with best practice remained as important as ever in 2020.

## 2020 HIGHLIGHTS

- Developed our first Modern Slavery Statement
- Online human rights awareness training completed by more than 1,600 people
- Delivered our Voluntary Principles verification presentation to the initiative's implementation working group

## 2021 PRIORITIES

- Publish our first Modern Slavery Statement
- Launch online security and human rights training for security personnel
- Conduct supply chain modern slavery audits

In response to COVID-19 restrictions, the scope was amended to a remote assessment. It will identify risks associated with our offshore exploration activities in the north and development activities in the south. The assessment will be completed in early 2021, with stakeholder verification planned for later in the year if pandemic conditions allow.

Subsequent to the reporting period, we continue to monitor the evolving situation regarding the Myanmar Government. Our highest priority remains the safety of our people, their families and contractors in the country.

We have been active in Myanmar since 2013 and our aim is to be a constructive investor in the country.



Refer to our website for more information on our approach to human rights.

## Our approach

We continued to mature our approach to the management of human rights in line with our Human Rights Policy. Key activities undertaken during the year included launching online human rights awareness training across the company, which was completed by more than 1,600 of our people. We also formalised our community-specific grievance mechanisms and conducted human rights due diligence on exploration interests and activities, contract tenderers and potential joint venture partners.

In late 2020, a specialist advisory organisation commenced a human rights assessment for our activities in Myanmar.

## Modern Slavery Statement

Our inaugural Modern Slavery Statement, for calendar year 2020, will be submitted to the Australian Government in the first half of 2021 in line with the requirements of the *Australian Modern Slavery Act 2018*. Its development was advanced during the year by engagements with Australian Border Force and the WA Modern Slavery Collaborative.

We also actively participated in the oil and gas industry association for advancing environmental and social performance, IPIECA's social responsibility, human rights and supply chain working groups.







### Corporate Human Rights Benchmark (CHRB)

CHRB assesses the human rights disclosures of the world's largest companies across five key sectors including extractives. Woodside's assessment in the benchmark improved significantly from 2019 to 2020 following the publication of *Our Approach to Human Rights*, which details our salient human rights risks and existing management approach.

### Managing security

Our approach to managing security is underpinned by our values and aimed at supporting our global presence. This ensures respect for human rights and humanitarian law where we are active. Risk analysis, assurance and controls are all embedded in our management system.

We provide a range of security training for our people, in addition to inductions for specific roles and regular security briefings for specific travel, events, operational activities and deployments.

We have been a signatory to the Voluntary Principles on Security and Human Rights (VPSHR) since 2015. We continued to actively engage with the Voluntary Principles Initiative, providing our verification presentation in July, where we demonstrated our approach to managing security and human rights in line with the VPSHR framework.

During the year, we reviewed security and human rights risks for Congo, Bulgaria and China, created VPSHR implementation plans for Senegal and Myanmar, and developed online security and human rights training for security personnel, which will be launched in 2021.

There were no reported security-related human rights incidents in 2020.

### Managing our supply chain

In 2020, we continued to develop our framework of controls relating to managing human rights and modern slavery risks in our supply chain. Activities included publishing a guideline on worker access to personal documents (including passports) for suppliers and continuing to embed modern slavery contract requirements on key contracts assessed as having a high modern slavery risk.

We also commenced a refresh of our framework for managing the risk of modern slavery in our supply chain to confirm high-risk supplier categories. Those categories identified as high-risk trigger a Contract Delivery Requirement, requiring suppliers to complete a modern slavery due-diligence questionnaire and develop a modern slavery risk management plan.

Our ability to implement a suppliers' worker grievance mechanism and conduct our first independent modern slavery audit was restricted due to the impact of COVID-19. Both activities have been postponed to 2021.





# OUR ENVIRONMENT

# CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS

As a proud Australian company and leading natural gas producer, we need to play our part in reducing net emissions.

## 2020 HIGHLIGHTS

- Commitment to clear near- and medium-term emissions reduction targets
- Published a summary of the alignment of industry association memberships with our climate change positions

## OPPORTUNITIES

- Reduce cost and emissions, and increase sales gas volumes, through increased energy efficiency
- Accelerate deployment of new energy technologies through government and customer partnerships

## RISKS

- Failure to achieve Woodside's Scope 1 and 2 emissions reduction targets
- Cost of abatement increases e.g. through inefficient regulation
- Market for LNG and new energy products develops differently to range of expectation

Woodside expects LNG demand in the Asia-Pacific region to remain strong, as countries seek to reduce net emissions whilst supplying their growing populations with the energy required to sustain and improve living standards. To compete in these markets, LNG producers will have to remain cost competitive and continually reduce their net carbon emissions.

## Our approach

The foundation of our climate strategy is to build and maintain a carbon-resilient portfolio, including LNG and new energy technologies, to help reduce global emissions. In doing this, we are committed to limit our greenhouse gas emissions through efficient design and operations together with carbon offsets.

Our climate strategy is overseen by a Senior Vice President Climate who is part of our executive committee and reports directly to the CEO.

We report on our approach to climate change consistent with the recommendations of the Task Force on Climate-related Financial Disclosures. These disclosures are primarily included in the Annual Report 2020, and the material here is supplementary.



Refer to the Business resilience section on pages 42-43 and our website for more information on our approach to climate change and our response to the energy transition.

## Our performance

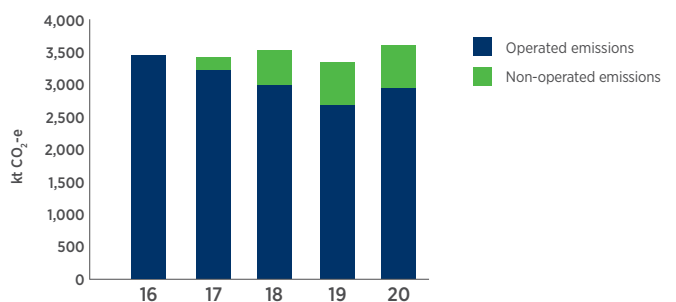
In 2020, Woodside's equity share of greenhouse gas emissions totalled 3.6 million tonnes (CO<sub>2</sub>-e). This was up from 3.3 million tonnes in 2019 due to fewer planned maintenance activities and increased operational hours.

Our energy efficiency improvement was consistent with 2019 as a result of strong performance at our facilities, coupled with the adoption of improvement opportunities including:

- optimisation of the KGP fuel operation mode to improve fuel intensity
- KGP fin-fan cleaning to reduce LNG emission intensity
- operation of dual boil-off gas compressors at Pluto to reduce flaring associated with ship loading.

As part of our energy efficiency opportunity planning process we are considering future flare-reduction activities.

Scope 1 equity emissions<sup>1</sup>

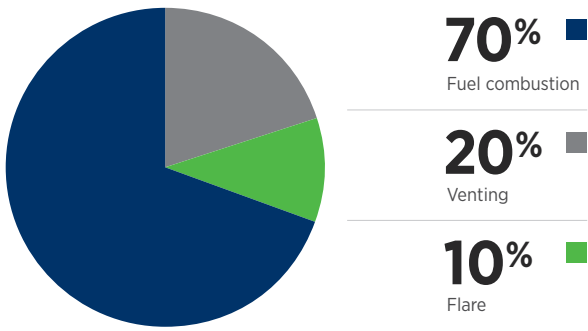


In 2020, our total operated Scope 1 and 2 emissions were 9.2 million tonnes, an increase from 8.8 million tonnes in 2019, primarily due to fewer planned maintenance activities and increased operational hours. The graph above reflects the focus of our new targets, showing our equity share of emissions.

1. Scope 1 and flared emissions calculation methodology excludes 113 ktCO<sub>2</sub>-e of inert compounds that do not contribute to greenhouse gas emissions as defined in NGERs.

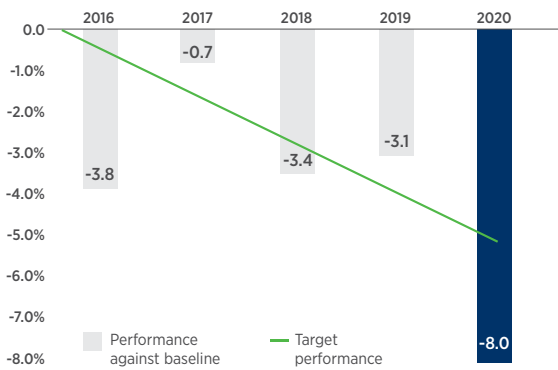


### Scope 1 equity emissions by source



2020 was the fifth and final year of our initial 5% energy efficiency improvement target, which was established in 2016. Over this period, we surpassed the target and achieved a 8% improvement in energy efficiency against baseline.

### Energy efficiency performance



### Our targets and plan

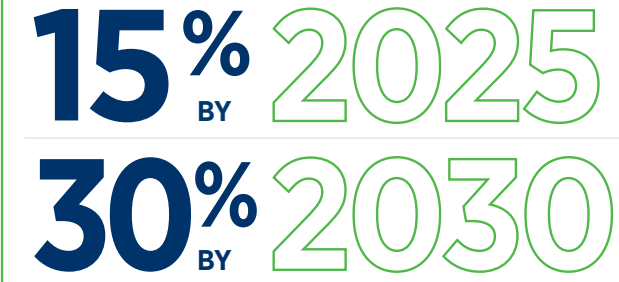
In 2020, we established clear near- and medium-term targets to reduce our equity share of net Scope 1 and 2 greenhouse gas emissions by 15% by 2025 and 30% by 2030 relative to the annual average for the period 2016–2020<sup>1</sup>. These goals support our aspiration of net zero direct emissions by 2050.

The reference point for these targets may be adjusted for the acquisition or disposal of producing assets or developments sanctioned before 2021.

We will meet these targets by continuing our plan of:

- Avoiding emissions through the way we design our facilities
- Reducing emissions through the way we operate our facilities
- Offsetting emissions, by both originating and acquiring quality offsets.

### Emissions reduction targets<sup>1</sup>



### Methane

Carbon dioxide is the largest component of our greenhouse gas emissions. Our methane emissions constitute less than 0.1% by volume of total production from our LNG facilities, well below the Oil and Gas Climate Initiative methane intensity target of 0.2%. Our conventional offshore gas production has lower fugitive emissions than unconventional gas production, such as from shale gas or coal seams.

As a signatory to the Methane Guiding Principles, we are committed to pursuing methane emissions reductions across the value chain. As part of our commitment to measure methane emissions from our operations, we participated in an independent study by UK-based National Physical Laboratory, to enable us to deliver targeted maintenance and changes to our operations. To pursue action across the value chain, we participated in a Methane Guiding Principles workshop hosted by the Beijing Gas Company at the 23<sup>rd</sup> China Gas and Heating Supply Conference.



Further information about the Methane Guiding Principles is available at [methaneguidingprinciples.org](https://methaneguidingprinciples.org)

### Policy advocacy

In 2020, we continued to advocate for policy measures that achieve emissions reduction whilst enhancing competitiveness and economic prosperity. In particular we made submissions to the development of the Australian Government's Technology Investment Roadmap and its Expert Panel on additional sources of low-cost abatement. In addition to pursuing advocacy aligned with our climate principles, we published a summary review of our industry association memberships to ensure they are also aligned.



Refer to our website for government submissions relating to climate change.

### Task Force on Climate-related Financial Disclosures

For further information on our approach to climate risk management, refer to pages 42-47 of the Annual Report 2020.

1. Baseline is set as the average gross equity Scope 1 and 2 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.

# ENVIRONMENT

Strong environmental performance is essential to our success and continued growth.

## 2020 HIGHLIGHTS

- Received the 2019 National APPEA award for environmental leadership and performance
- Progressed delivery of timely primary environment approvals for our developments on the Burrup Peninsula
- Strengthened science partnerships and developed new research programs to support our operations, growth aspirations and decommissioning

## 2021 PRIORITIES

- Secure primary environment approvals for our developments on the Burrup Peninsula and new energy opportunities
- Expand Burrup air-monitoring program to drive improved understanding of our ongoing operations
- Deliver a roadmap for our decommissioning strategy, supported by science

## Our approach

We strive to reduce our environmental footprint across all phases of our operating life cycle with a key emphasis on learning and continuous improvement. Our investment in contemporary science, monitoring programs and research underpins our data-driven, industry-leading approach to the way we operate, grow and assess new opportunities.

Our science strategy strives to strengthen our environmental leadership and capability, and support regulatory approvals for our activities. The strategy outlines our approach to decommissioning across our portfolio, building a robust science knowledge base to support “equal or better” outcomes.

We were proud to receive the 2019 National APPEA award for environmental leadership and performance. The award reaffirms our approach to environmental management.

## Biodiversity

We rely on evidence-based scientific knowledge to support our understanding of the environments where we operate. This informs our risk evaluations of our potential impacts on biodiversity.

In accordance with our Health, Safety, Quality and Environment Policy, we are committed to minimising adverse impacts related to our activities to as low as reasonably practicable and incorporating biodiversity management in our business planning and decision-making processes.

We undertake environmental impact assessments for our activities that consider the nature and scale of the activity, the regulatory context, stakeholder interests and the applicable framework of standards and practices. The impact assessments are an iterative process designed to prevent, mitigate and manage impacts on an ongoing basis using an agreed set of embedded controls and mitigation measures.

None of our facilities are located in World Heritage Areas. Many of our facilities successfully coexist near nature conservation zones and priority sites for biodiversity conservation.

## Waste management

We implemented a waste management hierarchy, which considers eliminating, reducing, reusing and recycling waste, across all our activities from design phase through to decommissioning. Our emissions and discharges are tracked to inform how we can improve. We continually strive to reduce waste and improve resource efficiency.

## Our relationships

We are proactive and transparent in sharing information about our environmental performance and management plans with our stakeholders in support of our exploration, development and operational activities.

These engagements enable us to listen and understand community needs and expectations, which fulfil a key part of the social impact assessment work that supports our primary environmental approvals.



Refer to page 18 of this report for more information about stakeholder engagement activities.



Our research shows that our offshore facilities support diverse and important marine habitats



The Burrup Peninsula where our Karratha Gas Plant and Pluto LNG facilities are located

## Our partnerships

Strong science partnerships with institutions including the Australian Institute of Marine Science (AIMS), the Western Australian Museum, and the University of Western Australia (UWA) for more than two decades have positioned us as an industry leader in our investment and approach to science.

The published research resulting from these partnerships informs business decisions, supports approval documentation and allows meaningful engagement with stakeholders. Industry-wide adoption of our approach to use science to underpin and inform environmental and social impact assessments and risk management recognises our leadership in this area.

## Investing in air monitoring

We have been instrumental in the growth of air monitoring on the Burrup for more than a decade, investing in credible and robust science to measure the emissions from Pluto LNG and KGP on the Burrup Peninsula.

In 2021, our existing air-monitoring program measuring NO<sub>x</sub> and SO<sub>x</sub> emissions will be expanded to monitor nitrogen deposition and include additional monitoring stations. This will enhance our understanding of the potential impact of emissions on the surrounding environment, with particular consideration of Indigenous rock art.



Refer to page 20 of this report for more information about cultural heritage management.

## Efficient onshore water management

Our two operated onshore LNG facilities, Pluto LNG and KGP, are located in an environment characterised by dry winters and relatively wet summers. The sites use a combination of scheme water and recycled facility water. Our approach to water management is driven by our water efficiency management plan, which has been implemented across these sites to improve performance through monitoring of water use and intensity.

The success of our water efficiency management plan relies on ongoing maintenance planning, including leak identification and repair, and inspections of tanks, vessels, exchangers and critical pumps. This resulted in activities in 2019–2020 that contributed to almost 20% reduction in water use at KGP over the reporting period.

## Understanding our marine ecosystems

Subsea infrastructure is known to form artificial reefs that attract fish and larger marine mammals. To better understand the potential value of these habitats at our existing offshore infrastructure in the north-west of Australia, we have undertaken numerous scientific studies with UWA and AIMS.

We co-funded a postgraduate student to complete a doctorate on the fisheries values of offshore infrastructure. The research observed marine circle structures produced by a male pufferfish near our offshore infrastructure, which have previously only been observed off the coast of Japan. This important scientific discovery resulted in the student receiving the 2020 WA Premier's Science (Best Student) Award.

Our research partners at UWA also explored interactions of whale sharks with our subsea infrastructure, as part of the AIMS's North West Shoals to Shore Research Program. The study tracked two whale sharks, finding that our Pluto platform was far more frequently visited than other offshore facilities. These results suggest a probable link between increased light at the Pluto platform and increased plankton populations, which attract the whale sharks.

These studies highlight the importance of partnerships between industry and science to improve understanding of biodiversity and ecological function in marine ecosystems and will help inform decision making about management of subsea infrastructure at its end of life.





# OUR APPROACH

# CORPORATE GOVERNANCE

**We believe that operating in accordance with high standards of governance and transparency is essential for business resilience, value creation and sustained long-term performance.**

## Our approach

Woodside is committed to a high level of corporate governance and fosters a culture that values integrity, respect and working sustainably. Our approach to sustainability is incorporated into our management system, including our policies, procedures, Compass and Code of Conduct.

Our Compass is core to our governance framework. It defines what is important to us and the way employees and contractors work by setting out our mission, vision, strategic direction and core values.

Our company policies set out the principles for our operating structure. They are embedded in our business through the Woodside Management System, which provides a framework for our day-to-day activities.



Refer to our website for Our Compass and policies.

Our Board has oversight of our management and business activities. The Sustainability Committee reviews and makes recommendations to the Board on our policies and performance on sustainability-related topics. These include health, safety and wellbeing, environment, climate change, human rights, Indigenous affairs, local content, major incident preparedness and business continuity.

In 2020, the Committee oversaw changes to the Indigenous Communities Policy and approved our approach to our 2021–2025 Reconciliation Action Plan, 2021–2025 social investment strategy and updated focus areas for the United Nations Sustainable Development Goals.

As at 31 December 2020, the Committee comprised six independent, non-executive directors. Ms Swee Chen Goh joined the Board on 1 January 2020 and was a member of the Sustainability Committee from that date.



Refer to our Corporate Governance Statement for further information on the Board, executives and management, and how strategic performance and goals are monitored.

## Business ethics

Our Code of Conduct (the Code) sets out the ways we commit to conducting our business in an ethical manner. In 2020, we updated our expectations in the Code regarding giving and receiving gifts and entertainment.

It is the responsibility of all directors, employees and contractors to familiarise themselves with the Code, and to comply with it, in addition to complying with all laws.

All new starters undertake mandatory induction training on the Code, and all of our people are required to complete annual refresher training. The 2020 completion rate for the refresher training was 100% of eligible employees. Woodside's General Counsel maintains records of this training.

Our people are required to report any suspected or potential violations of the Code. Reporting options include a whistleblowing helpline should anonymity be preferred. There were 11 reports to the helpline in 2020.

Allegations of misconduct are assessed by a cross-functional steering group. That steering group oversees internal investigations under a documented investigation process. The outcomes of investigations are reported to the Board's Audit & Risk Committee. Where allegations are substantiated, disciplinary action may range from warnings to termination of employment.

In 2020, there were 31 new investigations, covering 53 allegations of breaches of the Code. Of the 74 allegations closed during 2020 (including investigations in progress at the end of 2019), 38 allegations were substantiated and 36 were unsubstantiated. Where allegations were substantiated, this resulted in the removal of four service provider personnel, and the termination of four employees. One termination was fraud-related.



# 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.

## 2020 HIGHLIGHTS

- Hosted a successful pan-industry exercise to test the deployment of the Subsea First Response Toolkit
- Effective response to an active cyclone season
- Effective response to COVID-19 including implementing spill response assurance over licence to operate commitments

## 2021 PRIORITIES

- Maintain high levels of preparedness and response through our testing and exercising program
- Implement updated emergency management process for operating facilities
- Develop international emergency management and hydrocarbon spill response capability and competency for our activities in Senegal and Myanmar

## Our approach

As operator of two LNG facilities, four offshore platforms and two FPSO facilities we are committed to understanding our major incident risks and developing robust incident response capabilities. Our global incident and crisis management framework aligns with industry best practice and an all-hazards approach of “prevent, prepare, respond and recover”.

We understand that the development of incident and crisis management leaders is the key to effective incident response. Our proprietary training program reflects the importance of good leadership during critical incidents but is also applicable to our day-to-day business. We embed these capabilities through a comprehensive, structured program of testing and incident simulations.

## Our performance

During 2020, we stood up our incident and crisis arrangements on several occasions. We responded to six significant weather events in the first half of the year, including a severe tropical cyclone, which impacted our operations and the Karratha community.

Our incident and crisis arrangements were also activated in response to the COVID-19 pandemic, which facilitated an effective response during an unprecedented period of uncertainty and risk.

Despite these periods of activation, we were able to maintain our program of training to test our capabilities through exercises, incorporating learnings along the way.

## Incident response

We have comprehensive incident and crisis management arrangements in place to respond to any disruptive event. We use our core principles of planning, competency, capability, compliance and accountability to ensure we are prepared:

- Planning – we have an easy-to-follow suite of oil spill response documents
- Competency – we maintain access to trained personnel to perform key incident response roles during an incident
- Capability – we have access to the resources required to effectively manage incidents, including personnel, equipment and support organisations
- Compliance – we ensure all activities are compliant with regulatory requirements both in Australia and internationally
- Accountability – we have clear roles and responsibilities setting out our expectations for incident response.

We test our response arrangements on a priority-based rolling schedule to ensure we can meet our licence to operate and social licence to operate commitments. In relation to hydrocarbon spill response, we test the integration and inter-operability of our spill response plans, involving our peers, support organisations and relevant government agencies in our crisis drills and exercises.

In 2020, we conducted:

- 20 hydrocarbon spill operational site-based drills
- eight hydrocarbon spill exercises involving operational sites and corporate support teams
- one hydrocarbon spill exercise focused on strategic response arrangements that included participation from state government response agencies.

Additionally, during COVID-19 we implemented real-time, continuous assurance of our spill response regulatory commitments for our drilling and production operations. This assurance is ongoing and will remain in place for the foreseeable future.



# TRANSPARENCY

Transparency is an important aspect of being a good corporate citizen especially in relation to our financial payments to governments.

## Our approach

We are a significant taxpayer with a recognised transparent approach to tax. Our tax policy stipulates that we will comply with all tax laws applicable to our business. We are committed to comply with not just the letter of the law but also the spirit in which it was legislated. We recognise that our ability to pursue our growth projects is underpinned by stable, sustainable and competitive tax and fiscal regimes.

We believe that taxes should be paid where value is created. We do not support the use of artificial arrangements, including those intended for tax avoidance or which transfer value to low-tax jurisdictions or so-called “tax havens”.

Our engagement with tax-policy setters and administrators is based on openness and trust, ensuring our relationships are constructive.

We continue to work proactively with the Australian Taxation Office (ATO) under a voluntary arrangement known as an Annual Compliance Arrangement (ACA). The ACA is a co-operative tax compliance arrangement that is only available to taxpayers with a robust tax governance framework who are trusted, transparent and compliant. The ACA facilitates real-time interaction with the ATO where we openly disclose our tax matters and changes to our business.

As a Top 100 Australian taxpayer we are also part of the ATO’s Justified Trust program that seeks to assure large corporates are paying the “right” amount of tax. We are proud to have obtained the highest assurance rating under the program, achieved by only 30% of the largest Australian taxpayers.

We recognise the need to be open, transparent and accountable to maintain the trust of our stakeholders including employees, contractors, suppliers and customers. In Australia, we continue to voluntarily participate in the Board of Taxation’s Tax Transparency Code. We publish Part A of the recommended disclosures in our Annual Report 2020 and Part B in this report, supported by further information on our website.

We have been recognised as a leader for our approach to tax in the Corporate Sustainability Assessment (CSA). The CSA is a global sustainability benchmark that tracks the performance of leading companies across a range of criteria for inclusion in the Dow Jones Sustainability Indices.

## Our contribution: We pay our taxes

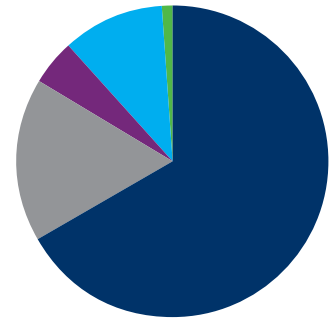
In Australia, where our core producing assets are located, we are a significant taxpayer.

We have paid more than A\$10 billion in Australian taxes and royalties over the past decade to 2020, which includes A\$707 million paid in 2020 to the Australian federal and state governments.

We generate most of our revenue in Australia and as a result pay more than 95% of our taxes here.

2020 Australian tax contribution (A\$m)

Corporate income tax	<b>473</b>
Federal royalties	<b>120</b>
Federal excise	<b>33</b>
Payroll tax	<b>75</b>
Fringe benefits tax	<b>6</b>



In addition to corporate income tax, our hydrocarbon production is subject to a range of Australian taxes, such as federal royalties, federal excise and petroleum resource rent tax (PRRT). Woodside’s liabilities and payment obligations under these taxes are affected by a number of 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 effective income tax rate on our Australian profits (Australian ETR) continues to be near to (and is sometimes greater than) the Australian corporate tax rate for large businesses of 30%. Our Australian ETR was 29.6% in 2020, compared with 29.3% in 2019, as outlined in our Annual Report 2020.



Refer to our website for more information about our approach to tax including government submissions and reports, and our tax contribution.



We remain a significant Australian taxpayer with more than **95%** of our taxes paid in Australia



More than **A\$10 BILLION** in Australian taxes and royalties paid over the past decade to 2020



## Our related-party dealings: We apply arm's-length principles

We conduct business activities within Australia and in various foreign jurisdictions. In dealing with our international related parties, we apply the "arm's length" principle. This ensures value is not artificially transferred outside Australia.

The majority of Woodside's international related-party dealings are support services. The services include those provided by personnel located in the jurisdictions providing business support activities. These locations include our corporate headquarters in Australia and our offices in Canada, 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.

Our Singapore office sources new buyers and uses real-time LNG trading markets to sell our uncommitted Australian LNG cargoes. The profits from these cargoes are subject to tax in Australia.

Other support functions, including representative offices, are located across the globe in proximity to important assets and or markets.



Refer to our Annual Report 2020 for a full list of Woodside's Group of Companies, their country of incorporation and our ownership interest.

## Extractive Industries Transparency Initiative

The Extractives Industries Transparency Initiative (EITI) is a global multi-stakeholder group that promotes the open and accountable management of extractive resources of which we have been a member of for more than a decade.

We are committed to reporting our petroleum tax and fee payments in respect of operations in implementing countries where we have an interest. The company is actively involved in the EITI implementation process where it operates. Woodside Energy (Senegal) B.V. has been an EITI supporting member since its creation and has reported on an annual basis to the EITI regarding our activities in Senegal since 2017.

## Industry association memberships

We join industry associations to be better informed on issues that are important to business and the community.

Industry associations help set technical standards, share best practice, facilitate stakeholder engagement and give members a forum to discuss and learn more about a range of topics. We maintain memberships that support our business priorities, align with our objectives, and provide value to the company and our shareholders.

Acknowledging our shareholders' growing interest in how we are navigating the energy transition, we undertook a review of our industry association memberships, focusing on climate alignment. The review assessed the positions of 12 associations active in climate advocacy and identified no material misalignments.



Refer to our website for more information on our industry association memberships.

## Payments to political parties

We regularly engage with governments of countries where we are active in support of our strategy, to exchange information and inform policy development and decision making.

In 2020, the COVID-19 pandemic necessitated increased government engagement to maintain safe operations that deliver significant benefits to the Western Australian and Australian economies.

We do not donate to campaign funds for any political party, politician or candidate for public office in any country. Each year, our Board considers its approach to political contributions, being annual subscriptions and attendance at business events associated with political parties that are only made in Australia.

In 2020, our Board agreed to renew our membership to the two major federal political party business engagement forums in Australia, the Federal Liberal Party's Australian Business Network and the Australian Labor Party's Federal Labor Business Forum. We also renewed our membership to the Federal National Party's National Policy Forum and the state-based business forums of the Labor, Liberal and National parties in WA.

Our political contributions for the financial year 2019/20, as published by the Australian Electoral Commission, totalled A\$335,415.

# FRAUD, ANTI-BRIBERY AND CORRUPTION

We seek to avoid all acts of fraud or corruption by, against, within or in connection with Woodside, by maintaining a robust anti-fraud and corruption compliance program embedded across our business.

## 2020 HIGHLIGHTS

- Achieved a 100% completion rate for our Code of Conduct and anti-bribery and corruption training
- Completed our anti-fraud and corruption compliance program review and audit
- Strengthened our gifts and entertainment declaration and approval processes

## 2021 PRIORITIES

- Implement a new whistleblower hotline service, improving language and technological elements
- Continue to enhance data analytics and internal monitoring capability
- Manage emerging anti-bribery and corruption compliance activities across growth projects

## Our approach

Corruption undermines fair competition and deprives local communities of benefits that flow from business activities. Consequently, we seek to contribute to global anti-corruption efforts by avoiding corruption across our business, and seek to influence the actions of our business partners and third parties.

We maintain a formal fraud and corruption control program, with an annual plan of prevention and detection activities including annual training programs for our people. Our approach is guided by our Anti-Bribery and Corruption Policy, and the Board's Audit and Risk Committee receives six-monthly progress reports.

## Our performance

We recorded zero violations of anti-bribery and corruption laws within or in connection with our operations during 2020. There was one instance of low-value internal fraud detected and investigated in 2020 – resulting in an employee separation and remediation of relevant processes and controls.

A comprehensive review and audit of the design and implementation of our anti-fraud and corruption compliance program was completed in 2020. This confirmed the program is well designed and embedded in our business. We will further strengthen our existing detection activities in 2021.

## Managing the threat

We seek to prevent fraud and corruption by simultaneously addressing four themes: the actions of our people, the actions of our business partners, the actions of external threat actors, and our corporate decisions. Obligations concerning the actions of third parties and business partners are clearly established in contracting arrangements, and reiterated via direct engagement or compliance audit on a risk-based priority.

All suspicions or allegations of improper conduct are triaged and investigated under oversight of a cross-functional investigation steering group.



## Supporting technical development

In 2020, we supported the development of the Bribery Prevention Network, a public-private partnership that brings together business, civil society, academia and government. The Network has a shared goal of supporting Australian business to prevent, detect and combat bribery and corruption and promote a culture of compliance. We are also a member of Transparency International and other business integrity forums.



# SUPPLY CHAIN AND LOCAL CONTENT

Woodside continues to work in partnership with our supply chain to continuously improve our approach, develop sustainable practices and deliver value to our business and communities.

## 2020 HIGHLIGHTS

- Exceeded our expectations for 2016–2020 RAP
- Implemented process changes to support small and Indigenous businesses through expediting payment terms during COVID-19
- Significant support of the WA government’s LNG Jobs Task Force and the publication of Forward Work Plans on the Industry Capability Network Gateway

## 2021 PRIORITIES

- Further improve our Indigenous contracting approach to support our commitment to Reconciliation
- Improve global business alignment to drive local content outcomes in the communities where we are active
- Improve processes and systems for local content and supply chain reporting

## Our approach

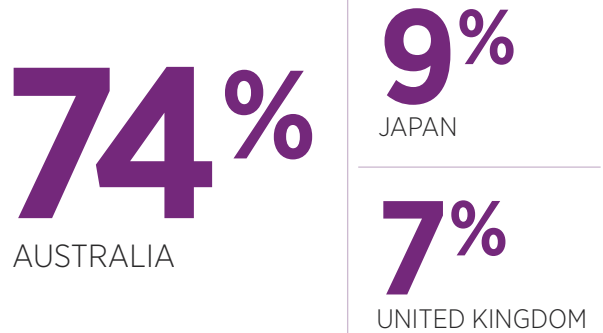
In 2020, we reviewed our internal processes and commenced implementation of improvements to ensure a fit-for-purpose approach to our contracting and procurement governance and decision making. We also enhanced automation of our contracting workflows and implemented internal training to support contract owners.

Recognising that small businesses can be particularly sensitive to cashflow issues, we are a signatory to the Business Council of Australia’s Australian Supplier Payment Code, which commits signatories to paying small-size enterprises within 30 days.

## Our performance

In 2020, we spent more than A\$5 billion<sup>1</sup> globally, with the majority of spend with Australian-based suppliers. The dollar value of our Australian-based spend is consistent with 2019, but, increased international spend for the Sangomar development reduced it as a percentage of global spend.

## GLOBAL SPEND BY COUNTRY



In response to COVID-19, we worked with our contractors and service providers to develop and implement COVID-19 management plans, consistent with the requirements of the WA Department of Health and the World Health Organization.

To support our Australian supply chain, we expedited payments of all outstanding invoices for small, local and Indigenous businesses generating less than A\$10 million in annual revenue. We also reduced payment terms for new invoices received from small Australian businesses, expediting payment from 30 days, targeting 14 days.

We continued to support initiatives to help small businesses better understand how to effectively engage in our supply chain and build their capability, particularly in the communities where we are active. We participated in supplier networking events and held information sessions about future opportunities in Australia and Senegal.

In 2020, we exceeded our initial RAP Indigenous contracting expectations driven by sustained commitment across our entire supply chain. We co-hosted a workshop with NYFL, one of our Indigenous partners, for our key contractors and Pilbara Aboriginal businesses to gain greater understanding of their aspirations.

We continue to support our regional communities in Australia to develop local business capability. The Grow Local Program with the Karratha and Districts Chamber of Commerce and Industry and the newly established Business Accelerator Program in Exmouth quickly adapted during COVID-19 by delivering virtual learning resources and support for businesses.

1. Converted from USD at the average 2020 exchange rate.

# REGULATORY COMPLIANCE

We set global expectations for our business activities to ensure we meet our regulatory obligations, manage risk and meet stakeholder expectations.

## 2020 HIGHLIGHTS

- No significant regulatory fines or sanctions
- Implemented a centralised process for monitoring regulatory change across global jurisdictions

## 2021 PRIORITIES

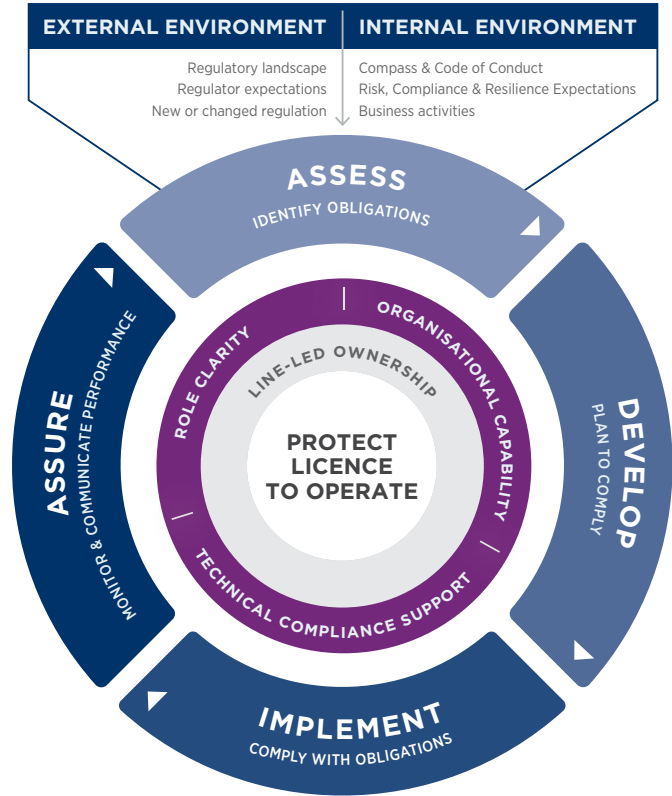
- Support timely regulatory approvals for our growth projects
- Implement improvements to the regulatory compliance management process, focusing on building compliance capability and enhancing reporting tools
- Implement an initiative to mature privacy capability and management

## Our approach

The Woodside Management System describes our way of working. It provides a framework for our key business activities to help our people achieve our objectives and deliver quality outcomes, while meeting our obligations and effectively managing risk.

Our regulatory compliance management process ensures accountabilities for compliance are clear and understood, obligations are identified and met, and compliance performance is monitored and communicated to relevant stakeholders.

In 2021, we will deliver training to further build the compliance capability of our people and enhance reporting tools to more easily demonstrate compliance both within the business and to regulators and other external stakeholders. We will also implement improvements to our privacy management and capability.



Regulatory Compliance Management Process

## Our performance

In 2020, we carried out business activities in 35 global jurisdictions, requiring compliance with 777 applicable legislative titles and 541 active regulatory authorisations where we hold an interest.

Four regulatory infringement notices were received in relation to our activities and no significant monetary or non-monetary sanctions or fines were issued.

**35**

Jurisdictions in which our business activities take place

**777**

Legislative titles applicable to our business activities

**541**

Active regulatory authorisations\* for assets where we hold an interest

**4**

Regulatory infringement notices received, with no significant sanctions or fines

\* Regulatory authorisations include petroleum titles, permits and approvals, licences, land titles, certificates and other forms, exemptions and dispensations.



# OUR FUTURE



# BUSINESS RESILIENCE

The global response to climate change is changing the way that the world produces and consumes energy. As nations progress and increase their efforts to make contributions towards achieving the goals of the Paris Agreement, the energy transition is expected to accelerate.

## 2020 HIGHLIGHTS

- Boosted our carbon portfolio by planting 3.6 million native trees in partnership with Greening Australia
- Two renewable hydrogen projects shortlisted for funding by the Australian Renewable Energy Agency (ARENA)
- The first seven hydrogen refuelling stations in South Korea opened through our HyNet partnership

## 2021 PRIORITIES

- Targeting final investment decision on H2TAS hydrogen project
- Diversify our carbon portfolio and screen carbon capture and storage potential

## Our approach

Woodside's strategy responds to the global energy transition by ensuring we have a resilient hydrocarbon business that provides affordable, clean energy to meet growing demand.

To help achieve this, in November we launched the Operations Transformation initiative targeting a 30% reduction in operational expenditure over three years.

We have outlined clear near- and medium- term targets to reduce our net emissions, and a plan to achieve them through avoiding emissions in design, reducing them in operations, and developing large-scale carbon offsets. This activity supports a resilient LNG-based hydrocarbon business that meets our climate change commitments.

Finally, we have put the building blocks in place for a new energy business that can scale at the pace of the energy transition with a focus on low- and zero-carbon energy sources, including hydrogen.

Over the past three years, we have rebalanced our opportunity development expenditure so that hydrogen, our carbon business and technology make up around 50% of our portfolio.

This investment is tailored to understand the market potential, and the required technology and capability, so that our new energy business is scalable to match the pace of the energy transition.

## Sustained role for natural gas

We expect future demand for LNG will vary from region to region, and from sector to sector. In the Asia-Pacific region, where 1.5 billion people are expected to increase their living standards and join the middle class by 2030, energy use, including LNG, is expected to increase.

This is because LNG is relatively lower carbon than other fossil fuels on a lifecycle basis, so enables countries to take immediate action on emissions reduction whilst delivering energy supplies. It has other benefits too: it is lower in local air-quality pollutants than other fossil fuels; it can be diverted between destinations to match fluctuating demand; and it can provide "firming" capacity with renewables to accelerate their roll-out. Gas is used in many sectors – such as industrial, commercial, residential and transport applications – where emissions can be hard to abate through electrification.

To compete for its place in the energy transition, LNG will have to be cost-competitive, but also increasingly lower net carbon. And its role will vary from country to country and between end-use sectors, depending on the starting points, alternatives and policies adopted in them.



Refer to pages 38-41 of the Annual Report 2020 for more information on corporate risks.

## Positioning to succeed in a hydrogen market

Hydrogen is a zero-carbon fuel that we see as a natural evolution of our energy export business. It has the potential for use in heavy vehicle transportation, power generation, and industrial and chemical applications in regions that do not have adequate renewable resources of their own.

The process of shipping hydrogen as ammonia has many similarities to our current LNG business model. We believe that the pathway will start with 'blue' hydrogen produced from natural gas with related carbon management and progress to 'green' hydrogen where Australia is strategically advantaged due to its renewable energy resources.

Governments across the world are offering unprecedented policy support. In Australia, we have been shortlisted by ARENA for funding for two potential renewable hydrogen projects. One of these is our 'H2TAS' concept, which involves a 10 MW production facility to be located in Tasmania's Bell Bay Industrial Zone.

Electrolysers would use zero-emission hydro power to produce green hydrogen initially targeted at the local transportation sector.



Preparation for tree planting at Woodside's Native Reforestation Project at Sukey Hill in the Great Southern region of Western Australia

In Korea, we have invested in hydrogen refuelling stations alongside our partners in HyNet, with the first seven stations coming online in 2020. In Japan we have partnered with JERA Inc, Marubeni Corporation and IHI Corporation to investigate the potential for an ammonia export pilot.

### A carbon offsets portfolio

In 2018, we created a business to both generate and acquire offsets through a variety of methods. Initially, our objective is to build a resilient portfolio of offsets for our base business and growth projects.

We are targeting a carbon portfolio cost around US\$15/tonne<sup>1</sup>. In future, this carbon offsets business may develop as part of our product portfolio in its own right.

In Australia, tree planting has significant potential to deliver carbon offsets due to the availability of suitable land, and the biodiversity and regional economic development co-benefits that it can bring.

In 2020, we planted about 3.6 million native trees on three properties we acquired in WA, in partnership with Greening Australia. We also contributed to a training program to build native seed collection skills across Indigenous Noongar communities in south-west WA. The program is expected to improve future seed availability for restoration works and support the development of Noongar seed-supply enterprises.

### Carbon capture and storage

Carbon capture and storage (CCS) has the potential, particularly as technology improves, to offer storage solutions in suitable sub-surface reservoirs. As an explorer and producer of oil and gas, we have the capability to identify and participate in potential opportunities to deploy CCS.

CCS is rapidly becoming more prevalent with 19 projects operating globally and many more in planning. The costs of CCS are reducing, especially in advantaged locations and applications. But technical challenges still exist. We are continuing to assess CCS opportunities for our operated facilities.

1. This report does not include any express or implied prices at which Woodside will buy or sell financial products.

# CYBERSECURITY

We faced several cybersecurity challenges in 2020 including an increase in overall cyber-attacks and the sophistication and prevalence of targeted attacks, and adapting to new ways of working in response to COVID-19.

## 2020 HIGHLIGHTS

- All known cyber risks are under active management
- Promptly enabled our workforce to securely work from home in response to COVID-19
- Identification of Crown Jewel assets complete, allowing for a prioritised approach to addressing cybersecurity threats

## 2021 PRIORITIES

- Complete the IT cyber uplift program and the adoption of a zero-trust operating model and control set
- Complete the secure-by-design delivery of key operational transformation projects
- Understand and comply with incoming changes to critical infrastructure legislation

## Our approach

Our cyber scorecard, now in its third year, continues to drive a focus on core and fundamental cyber hygiene controls across the organisation. Building on this in 2020, our internal targets have been increased and a “Crown Jewels” assurance program implemented. The Crown Jewels program aims to identify and establish detailed assurance over our most business-critical roles and systems. Central to this approach has been a simplification of technologies and tools to drive integration, visibility and cost efficiency.

## Our performance

Despite a challenging external environment and a significant increase in attacks, we met our 2020 cybersecurity targets for all known cyber risks to be under active management and reducing the time to detect cyber incidents. We suffered one cyber breach (unauthorised access to a device on our network perimeter) in 2020 but the incident was quickly detected and contained with no business impact.

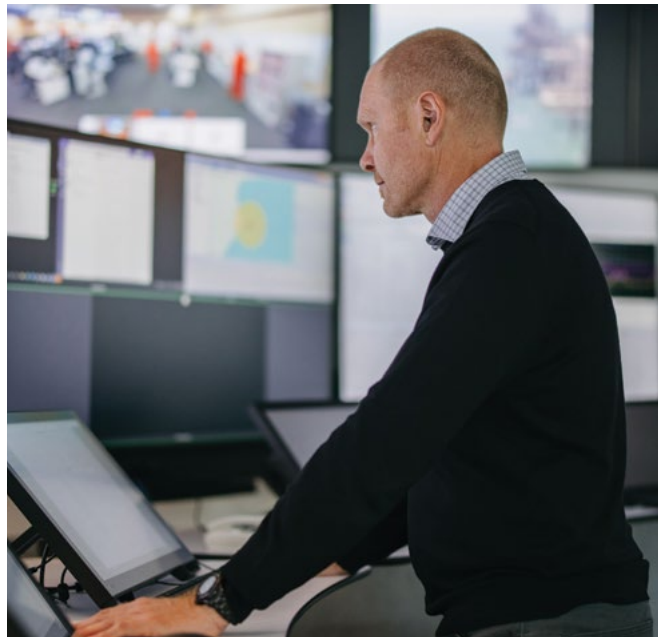
To keep our workforce safe and to ensure business continuity, we rapidly adapted to allow the majority of our people to work from home.

A change of this magnitude would normally take months to plan and execute but it was implemented successfully in a number of days. This included a significant communication program to ensure our staff were aware of the additional risks posed by working from home. As always, cyber attackers wasted no time in taking advantage and we detected and responded to a significant uptick in cyber-attacks – particularly incidents like COVID-19-themed phishing attacks.

To optimise our workforce and build technical capability, the cybersecurity team awarded four traineeships to existing staff members from outside the team. These individuals will spend three years developing their skills and knowledge while bolstering the team’s capacity.

## Responding to a malware attack

Over the course of a week in September, more than 14,000 malicious emails containing malware were sent to our people. The emails contained a variant of malware called “Emotet”, which can be used to steal credentials or deploy further malicious software such as ransomware. The scale of this malware campaign was ten times larger than anything seen previously. While this incident did not result in a material business impact, the sophistication and duration were higher and longer than any previously experienced incidents.





# INNOVATION AND TECHNOLOGY

Woodside has a long history of early and successful adoption of industry technologies in our business.

## 2020 HIGHLIGHTS

- Became the first energy company to execute a high-performance cloud computing task across 1 million virtual central processing units (CPUs) with Amazon Web Services
- Completed construction of new tertiary learning facilities at UWA and Monash to enhance technology learning outcomes

## 2021 PRIORITIES

- Support high-priority and high-value opportunities identified for our Operations Transformation initiative
- Progress commercialisation of FUSE, our digital twin platform

## Our approach

Our innovation and technology work is guided by a business problem or opportunity. We continue to investigate opportunities to improve unit production costs in our base business and support our growth projects.

Over the past few years, we have increased collaboration outside our industry, working with universities, start-up enterprises, governments and business enterprises to uncover new opportunities to reduce costs, lift production and enhance the way we work.

Technology applications that help our gas processing facilities run more efficiently will play an important role in our efforts to reach the emissions reduction targets we announced in 2020 of 15% by 2025 and 30% by 2030<sup>1</sup>.



Refer to pages 42–43 for more information about our new energy projects.

## Our performance

Our 2020 achievements underlined the importance of moving quickly to test big ideas in close collaboration with our workforce and innovation partners. In September, we installed a second probe to an LNG processing train propane kettle at KGP that allows our operators to determine propane levels more reliably and accurately, meaning we can optimise the gas cooling process. This will enable us to adapt to changes in field characteristics in the future.

In November, we became the first energy company to successfully execute a large-scale computing workload on Amazon Web Services (AWS) infrastructure. We used more than 1 million virtual CPUs simultaneously across three AWS regions in the United States.

The virtual CPUs performed full waveform inversion analysis on 3,200 km<sup>2</sup> of seismic data from the Sunrise field, located offshore Timor-Leste. We achieved this result in less than two hours, instead of the industry-standard weeks.

## Making our facilities work harder

In late 2020, we launched our Operations Transformation initiative, targeting operational expenditure reduction of 30% in the next three years. Our vision is for intelligent LNG facilities that strike the right balance between automation, and human judgement and decision making.

Supporting this vision, we expanded our wireless sensor coverage to the fin fan heat exchangers at our Pluto LNG facility, connected to our FUSE digital twin platform. FUSE brings facility performance data from multiple sources together, aggregating the data into insights and displaying them in a four dimensional experience. The wireless sensors enable condition-based monitoring to automate fault prediction and maintenance work orders, saving operator time.

We deployed permanent and continuous robotic surveillance at the Pluto LNG facility to improve situational awareness and reduce workforce exposure. We also introduced two new robots for trial. The ExRobotics ExR-1 robot can operate safely in environments that carry a risk of ignitable substances in the air, and the Boston Dynamics Spot robot offers rapid mobility across uneven terrain.



In 2020, we trialled a number of robotics solutions, including the Boston Dynamics Spot

1. Baseline is set as the average gross equity Scope 1 and 2 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.

## Investing in research

In April, we announced an agreement with Japanese companies JERA Inc, Marubeni Corporation and IHI Corporation to undertake a joint study examining the large-scale export of hydrogen as ammonia for decarbonising coal-fired power generation in Japan. The consortium received approval from Japan's New Energy and Industrial Technology Development Organization for a feasibility study covering the entire hydrogen-as-ammonia value chain.

## Developing skills and curiosity in our communities

We continued the company-wide roll-out of our Digital Academy learning platform that was launched at the end of 2019. The general shift to online ways of working in the first half of 2020 during COVID-19 saw a spike in the uptake. Exceeding industry adoption benchmarks, 31% of the workforce are actively using the platform.

During 2020, we contributed more than A\$11.8 million towards science, technology, engineering and mathematics initiatives in the community.

Two tertiary learning facilities we have supported – the Woodside Building for Technology and Design at Monash University and E-ZONE at UWA – were successfully completed and opened for teaching and learning in 2020.



In 2020, our data science and operations teams worked together to install wireless sensors to fin fans at our Pluto LNG facility, expanding our monitoring capabilities



# DATA TABLES

HEALTH AND SAFETY PERFORMANCE	2020	2019	2018	2017	2016
<b>Workforce exposure hours<sup>1</sup></b>					
Employees	7,187,170	6,830,811	7,089,138	7,172,434	7,258,871
Contractors <sup>2,3</sup>	5,271,462	8,746,294	10,315,447	6,016,084	6,778,640
<b>Total</b>	<b>12,458,632</b>	<b>15,577,105</b>	<b>17,404,585</b>	<b>13,188,518</b>	<b>14,037,511</b>
<b>Number of incidents<sup>3</sup></b>					
Fatalities – employees	0	0	0	0	0
Fatalities – contractor	0	0	0	0	0
<b>Total fatalities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recordable injuries – employees	3	3	2	5	6
Recordable injuries – contractors	8	11	21	12	17
<b>Total recordable injuries<sup>4</sup></b>	<b>11</b>	<b>14</b>	<b>23</b>	<b>17</b>	<b>23</b>
Lost time injury events – employees	1	1	1	0	1
Lost time injury events – contractors	0	2	4	8	3
<b>Total lost time injury events</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>8</b>	<b>4</b>
<b>High potential incidents<sup>5</sup></b>	<b>11</b>	<b>19</b>	<b>7</b>	<b>13</b>	<b>10</b>
Recordable occupational illnesses – employees	1	3	3	5	2
Recordable occupational illnesses – contractors	1	4	5	1	10
<b>Total recordable occupational illnesses</b>	<b>2</b>	<b>7</b>	<b>8</b>	<b>6</b>	<b>12</b>
<b>Number of process safety events<sup>6</sup></b>					
Tier 1	1	0	1	0	1
Tier 2	2	0	1	0	1
<b>Total</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b>Frequency rates<sup>3,7</sup></b>					
Total recordable injury rate – employees	0.42	0.44	0.28	0.70	0.83
Total recordable injury rate – contractors	1.52	1.26	2.04	1.99	2.51
<b>Total recordable injury rate<sup>7</sup></b>	<b>0.88</b>	<b>0.90</b>	<b>1.32</b>	<b>1.29</b>	<b>1.64</b>
Lost time injury frequency – employees	0.14	0.15	0.14	0.00	0.14
Lost time injury frequency – contractors	0.00	0.23	0.39	1.33	0.44
<b>Lost time injury frequency<sup>7</sup></b>	<b>0.08</b>	<b>0.19</b>	<b>0.29</b>	<b>0.61</b>	<b>0.28</b>
<b>High potential incident frequency<sup>7</sup></b>	<b>0.88</b>	<b>1.22</b>	<b>0.40</b>	<b>0.99</b>	<b>0.71</b>
Total recordable occupational illness frequency – employees	0.14	0.44	0.42	0.70	1.38
Total recordable occupational illness frequency – contractors	0.19	0.46	0.48	0.17	0.30
<b>Total recordable occupational illness frequency<sup>7</sup></b>	<b>0.16</b>	<b>0.45</b>	<b>0.46</b>	<b>0.45</b>	<b>0.85</b>
<b>Total recordable injury rate by region<sup>7</sup></b>					
Australia	0.89	1.00	1.61	1.29	1.74
Asia	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	22.05	0.00
<b>Overall frequency</b>	<b>0.88</b>	<b>0.90</b>	<b>1.32</b>	<b>1.29</b>	<b>1.64</b>
<b>Total recordable occupational illness frequency by region<sup>7</sup></b>					
Australia	0.16	0.50	0.56	0.48	0.83
Asia	0.00	0.00	0.00	0.00	2.18
Other	0.00	0.00	0.00	0.00	n/a
<b>Overall frequency</b>	<b>0.16</b>	<b>0.45</b>	<b>0.46</b>	<b>0.45</b>	<b>0.85</b>
<b>Number of lost days by region</b>					
Australia	28	113	312	167	23
Asia	0	0	0	0	0
Other	0	0	0	29	0
<b>Overall frequency</b>	<b>28</b>	<b>113</b>	<b>312</b>	<b>196</b>	<b>23</b>
<b>Number of lost days by gender</b>					
Male employees	28	41	53	0	10
Female employees	0	0	0	0	0
Male contractors	0	72	259	196	13
Female contractors	0	0	0	0	0
<b>Total</b>	<b>28</b>	<b>113</b>	<b>312</b>	<b>196</b>	<b>23</b>
<b>Number of recordable injuries by gender</b>					
Male employees	2	3	2	3	5
Female employees	1	0	0	2	1
Male contractors	7	11	21	11	17
Female contractors	1	0	0	1	0
<b>Total</b>	<b>11</b>	<b>14</b>	<b>23</b>	<b>17</b>	<b>23</b>
<b>Number of recordable occupational illnesses by gender</b>					
Male employees	1	2	3	5	9
Female employees	0	1	0	0	1
Male contractors	1	4	5	1	2
Female contractors	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>7</b>	<b>8</b>	<b>6</b>	<b>12</b>
<b>Training time spent on health and safety by region (hours)</b>					
Australia	54,014	58,976	31,795	25,505	33,445
Asia	397	96	605	0	0
Africa	19	25	13	-	-
Europe	33	291	53	-	-
North America	21	150	2	-	-
<b>Total</b>	<b>54,483</b>	<b>59,538</b>	<b>32,468</b>	<b>25,505</b>	<b>33,445</b>

- 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) without the exclusion of leave periods.
- Decrease in exposure hours in 2020 due to decrease in activities.
- 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.
- Total recordable injuries – no high-consequence injuries occurred in 2020 and there were no significant trends in the type of injuries recorded.
- 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 take
- Classified in accordance with American Petroleum Institute Recommended Practice 754 (API RP 754).
- Frequency rates are calculated per million work hours.



ENVIRONMENT PERFORMANCE <sup>1</sup>	2020	2019	2018	2017	2016
<b>Hydrocarbon production<sup>2</sup></b>					
Total – equity (kt) <sup>3</sup>	11,552	10,293	10,389	9,518	10,890
Total (kt) <sup>4</sup>	29,834	28,618	30,283	29,639	34,520
<b>Revenue</b>					
Revenue - equity (\$US m) <sup>5</sup>	3,600	4,873	5,240	3,975	4,075
<b>Greenhouse gas emissions<sup>6</sup></b>					
Scope 1 emissions – equity (kt CO <sub>2</sub> -e) <sup>3,7,8</sup>	3,598	3,302	3,535	3,337	3,494
Scope 1 emissions (kt CO <sub>2</sub> -e) <sup>4,7</sup>	9,170	8,840	9,767	9,883	10,084
Scope 2 emissions (kt CO <sub>2</sub> -e)	10	7	8	8	14
Scope 3 emissions – equity (kt CO <sub>2</sub> -e) <sup>9</sup>	32,935	27,888	-	-	-
Scope 3 emissions (kt CO <sub>2</sub> -e) <sup>9</sup>	84,923	74,017	-	-	-
Scope 1 emissions intensity – equity (kt CO <sub>2</sub> -e/kt)	0.31	0.32	0.34	0.35	0.32
Scope 1 emissions intensity (kt CO <sub>2</sub> -e/kt)	0.31	0.31	0.32	0.33	0.29
Scope 1 emissions intensity – equity (kt CO <sub>2</sub> -e/revenue-equity \$USm) <sup>5</sup>	1.00	0.68	0.67	0.84	0.86
<b>Greenhouse gas emissions by gas</b>					
CO <sub>2</sub>	8,860	8,506	9,356	9,439	-
CH <sub>4</sub> (kt CO <sub>2</sub> -e)	300	325	400	428	-
Methane intensity – volume percentage (Sm <sup>3</sup> /Sm <sup>3</sup> ) <sup>10</sup>	0.051	-	-	-	-
<b>Greenhouse gas emissions by source</b>					
Fuel combustion (kt CO <sub>2</sub> -e)	6,839	6,496	7,048	7,037	7,495
Flare (kt CO <sub>2</sub> -e) <sup>7</sup>	559	608	696	817	654
Venting (kt CO <sub>2</sub> -e)	1,771	1,736	2,021	1,990	1,861
Other (kt CO <sub>2</sub> -e)	0	1	1	46	88
<b>Flared gas<sup>7</sup></b>					
Total flaring – equity (tonnes)	121,740	111,666	138,610	158,739	90,652
Total flaring (tonnes)	177,384	201,368	234,801	280,517	210,045
Flaring intensity – equity (t/kt)	10.5	10.8	13.3	16.7	8.3
Flaring intensity (t/kt)	5.9	7.0	7.8	9.5	6.1
<b>Non-greenhouse gas emissions</b>					
Nitrogen oxides (NOx) (tonnes)	13,023	11,713	12,652	20,620	19,908
Sulphur oxides (SOx) (tonnes)	52	49	53	52	41
Volatile Organic Compounds (VOCs) (tonnes)	17,665	13,223	18,759	19,138	18,508
<b>Refrigerants</b>					
CFC-11 (tonnes)	0	0.01	0.01	0.02	0.14
<b>Resource use<sup>6</sup></b>					
<b>Fuel consumption<sup>11</sup></b>					
Total fuel consumption – equity (TJ)	49,731	45,490	48,936	42,021	49,800
Total fuel consumption (TJ)	136,480	126,412	140,433	139,786	145,356
Fuel intensity – equity (TJ/kt)	4.3	4.4	4.7	4.4	4.6
Fuel intensity (TJ/kt)	4.6	4.5	4.6	4.7	4.2
<b>Electricity consumption</b>					
Grid electricity consumption (TJ) <sup>12</sup>	52	37	43	40	68
<b>Water</b>					
Fresh water use (m <sup>3</sup> ) <sup>12,13</sup>	368,017	311,129	345,576	364,667	381,919
Fresh water intensity (m <sup>3</sup> /kt)	12	11	11	12	11
Produced formation water – reinjection (m <sup>3</sup> )	4,812,942	1,888,731	4,743,523	9,575,269	8,187,635
Produced formation water – open marine (m <sup>3</sup> )	3,155,704	2,547,335	3,039,701	3,022,350	5,107,834
Produced formation water – oil load open marine (kg)	30,836	17,687	18,173	26,237	44,119
<b>Waste</b>					
Non-hazardous (tonnes)	2,940	2,548	2,768	2,956	1,426
Hazardous (tonnes)	9,913	7,634	8,220	6,645	8,085
Total waste (tonnes)	12,853	10,182	10,987	9,601	9,511
<b>Waste disposal</b>					
Incineration (tonnes)	0	n/a	n/a	n/a	7
Evaporation (tonnes)	6,198	5,030	5,511	3,115	5,663
Landfill (tonnes)	3,314	2,256	2,316	2,418	1,596
Reused / recycled (tonnes)	3,173	2,767	3,018	3,991	2,174
Other (tonnes)	168	130	142	77	71
<b>Environmental incidents<sup>14</sup></b>					
Total number of hydrocarbon spills >1 bbl	0	2	2	n/a	2
Total – Quantity of hydrocarbon spilled for spills >1 bbl (m <sup>3</sup> )	0	65.05	82.44	n/a	0.51
Total number of non-hydrocarbon spills >1 bbl	2	6.00	1.00	2.00	3.00
Total – Quantity of non-hydrocarbon spilled for spills >1 bbl (m <sup>3</sup> )	27.62	12.58	1.00	4.40	19.80

1. Performance data is reported on an operated basis unless stated as Woodside equity share.

2. Hydrocarbon production includes exportable hydrocarbons only.

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, flare fuel and production values are for Woodside operated production assets only.

5. Please see Annual Report 2020 for more information on Total Operating Revenue.

6. Greenhouse gas emissions, energy values and global warming potentials are estimated in accordance with the National Greenhouse and Energy Reporting Reporting methodology.

7. Scope 1 and flared emissions calculation methodology excludes 113 ktCO<sub>2</sub>-e of inert compounds that do not contribute to greenhouse gas emissions as defined in NGERs.

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

9. Scope 3 emissions are based on use of sold product only and are calculated using combustion factors in accordance with NGERs.

10. Aligned methane intensity calculation to Oil and Gas Climate Initiative (OGCI) methodology by volume (Sm<sup>3</sup> methane / Sm<sup>3</sup> marketed natural gas).

11. Fuel sources primarily include fuel gas and diesel.

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

13. Includes Corporate, KGP and KBSB municipal water use and freshwater use at PGP.

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

<b>AUSTRALIAN TAX CONTRIBUTION (A\$M)<sup>1,2</sup></b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Corporate income tax	473	447	555	537	236
Petroleum Resource Rent Tax <sup>3</sup>	0	0	-3	-8	-16
Federal royalties	120	189	217	153	174
Federal excise	33	39	62	59	72
Payroll tax	75	57	58	53	51
Fringe benefits tax	6	5	5	3	8
<b>Total</b>	<b>707</b>	<b>737</b>	<b>894</b>	<b>797</b>	<b>525</b>

- Figures are reported on a cash basis (net of any refunds received) and are rounded to the nearest million.
- Woodside's Australian tax contribution for 2016 to 2020 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.
- Includes refunds of tax overpaid in respect of prior years.

<b>PEOPLE<sup>1</sup></b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Employment gender (number of staff by gender)</b>					
Male	2,546	2,676	2,537	2,531	2,499
Female	1,231	1,286	1,125	1,066	1,012
<b>Total</b>	<b>3,777</b>	<b>3,962</b>	<b>3,662</b>	<b>3,597</b>	<b>3,511</b>
<b>Employment contract (number of staff by employment type and by gender)<sup>2</sup></b>					
Permanent - Male	2,315	-	-	-	-
Permanent - Female	819	-	-	-	-
Permanent Total	3,134	3,276	3,112	3,068	3,010
Fixed term - Male	179	-	-	-	-
Fixed term - Female	155	-	-	-	-
Fixed term total	334	337	237	253	251
Part-time - Male	52	-	-	-	-
Part-time - Female	257	-	-	-	-
Part-time Total	309	349	313	276	250
<b>Total</b>	<b>3,777</b>	<b>3,962</b>	<b>3,662</b>	<b>3,597</b>	<b>3,511</b>
<b>Number of staff by employment category<sup>3</sup></b>					
Administration - Male	105	107	109	105	90
Administration - Female	145	158	149	146	138
Technical - Male	1,021	1,040	992	1,004	1,013
Technical - Female	470	516	453	453	411
Supervisory/Professional - Male	900	978	900	878	863
Supervisory/Professional - Female	464	465	395	351	360
Middle Management - Male	486	515	502	509	496
Middle Management - Female	140	136	117	105	94
Senior Management - Male	34	36	34	35	37
Senior Management - Female	12	11	11	11	9
<b>Total</b>	<b>3,777</b>	<b>3,962</b>	<b>3,662</b>	<b>3,597</b>	<b>3,511</b>
Board Members - Male	7	7	7	8	7
Board Members - Female	3	3	3	3	3
<b>Employees in Graduate Program (number)</b>					
Male employees	144	143	139	154	143
Female employees	151	150	143	136	127
<b>Total</b>	<b>295</b>	<b>293</b>	<b>282</b>	<b>290</b>	<b>270</b>
<b>Employment region (number of staff by region)</b>					
Australia	3,705	3,874	3,567	3,537	3,468
Africa/Middle East	9	8	5	4	0
Asia	49	23	68	34	21
Europe	7	42	17	16	11
USA and Canada	7	15	5	6	11
<b>Total</b>	<b>3,777</b>	<b>3,962</b>	<b>3,662</b>	<b>3,597</b>	<b>3,511</b>
<b>Total number of contractors</b>	<b>235</b>	<b>337</b>	<b>241</b>	<b>185</b>	<b>192</b>
<b>Woodside staff age distribution (years)</b>					
≤30 Male	376	386	356	350	348
≤30 Female	363	388	333	319	289
31-50 Male	1,503	1,547	1,487	1,518	1,514
31-50 Female	748	764	665	636	624
51+ Male	667	743	694	663	637
51+ Female	120	134	127	111	99
<b>Total</b>	<b>3,777</b>	<b>3,962</b>	<b>3,662</b>	<b>3,597</b>	<b>3,511</b>
<b>Breakdown of employees per category according to Indigenous workforce (number)</b>					
Employees	144	140	130	117	103
Pathways	32	47	37	41	33
<b>Total</b>	<b>176</b>	<b>189</b>	<b>167</b>	<b>158</b>	<b>136</b>
<b>Traineeship and apprenticeship program (number)</b>	<b>135</b>	<b>135</b>	<b>107</b>	<b>109</b>	<b>109</b>
<b>Employee turnover (number)</b>					
Male employees	288	74	101	80	87
Female employees	136	44	41	50	38
<b>Total</b>	<b>424</b>	<b>118</b>	<b>142</b>	<b>130</b>	<b>125</b>
Voluntary turnover (number)	112	112	123	112	113
Voluntary turnover (percentage)	2.9	3.0	3.5	3.2	3.3
<b>Turnover by region (number)</b>					
Australia	418	117	137	128	123
Africa/Middle East	-	0	0	0	0
Asia	1	0	3	0	0
Europe	4	1	2	1	0
USA and Canada	1	0	0	1	2
<b>Total</b>	<b>424</b>	<b>118</b>	<b>142</b>	<b>130</b>	<b>125</b>
Returning from parental leave (percentage)	99	97	97	95	86

- Vacation students are included in relevant metrics, where appropriate.
- Employment contract now includes gender to align with GRI 102-8.
- Woodside determines employment category based on job level.

PEOPLE	2020	2019	2018	2017	2016
<b>Employee turnover by age group (number)</b>					
≤30 (years)	32	27	23	19	22
31-50 (years)	200	50	66	70	58
51+ (years)	192	41	53	41	45
<b>Total</b>	<b>424</b>	<b>118</b>	<b>142</b>	<b>130</b>	<b>125</b>
<b>Total hours of training by gender</b>					
Male employees	57,647	70,626	64,105	70,050	79,827 (62,471)
Female employees	21,941	33,742	25,742	26,325	17,428 (15,752)
<b>Total</b>	<b>79,588</b>	<b>104,368</b>	<b>89,847</b>	<b>96,375</b>	<b>97,255 (78,223)</b>
<b>Average per person hours of training by gender</b>					
Male	23	26	25	28	32 (25)
Female	18	26	23	25	17 (16)
<b>Total</b>	<b>21</b>	<b>26</b>	<b>25</b>	<b>27</b>	<b>28 (22)</b>
<b>Average per person hours of training by gender - professional/management</b>					
Male	17	20	22	25	25 (16)
Female	17	23	22	24	16 (13)
<b>Total</b>	<b>17</b>	<b>21</b>	<b>22</b>	<b>25</b>	<b>23 (16)</b>
<b>Total hours of training by employee type</b>					
Permanent	70,364	91,000	81,041	86,928	91,006 (72,734)
Fixed term	5,832	7,533	4,499	5,350	3,719 (3,427)
Part-time	3,392	5,835	4,307	4,097	2,530 (2,062)
<b>Total</b>	<b>79,589</b>	<b>104,368</b>	<b>89,847</b>	<b>96,375</b>	<b>97,255 (78,223)</b>
<b>Average per person hours of training by employee type</b>					
Permanent	22	28	26	28	30 (24)
Fixed term	17	22	19	21	15 (14)
Part-time	11	17	14	15	10 (8)
<b>Total</b>	<b>21</b>	<b>26</b>	<b>25</b>	<b>27</b>	<b>28 (22)</b>
<b>Percentage of employees receiving regular performance and career development reviews, by gender (%)<sup>1</sup></b>					
Male	94	98	96	97	99
Female	95	95	93	95	97
<b>Total</b>	<b>95</b>	<b>97</b>	<b>95</b>	<b>97</b>	<b>98</b>

1. Includes performance and career development reviews 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.



## Notes and definitions

### Health and safety

Frequency rates	Frequency rates are calculated per million work hours.
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.
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.
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 <sub>2</sub> or compressed air).
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.

### People

Total employees	Total number of employees including permanent, fixed term and part-time. Does not include secondees or contractors.
Contractors	Non-Woodside employees, working within Woodside to support specific activities.
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.

## Glossary

### Terms

AIMS	Australian Institute of Marine Science	IOGP	International Association of Oil & Gas Producers
API	American Petroleum Institute	IPIECA	International Petroleum Industry Environmental Conservation Association: the global oil and gas industry association for environmental and social issues
APPEA	Australian Petroleum Production & Exploration Association	KGP	Karratha Gas Plant
ATO	Australian Taxation Office	LNG	Liquefied natural gas
Board	Woodside's governing body – the Board of Directors	MAC	Murujuga Aboriginal Corporation
CCS	Carbon capture and storage	NYFL	Ngarluma Yindjibarndi Foundation Limited
CEO	Chief Executive Officer	RAP	Reconciliation Action Plan
Code	Woodside's Code of Conduct	SDG	United Nations Sustainable Development Goals
EITI	Extractive Industries Transparency Initiative	TCFD	Task Force on Climate-related Financial Disclosures
ESG	Environment, social and governance	TRIR	Total recordable injury rate
Flaring	The controlled burning of gas found in oil and gas reservoirs	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.
FPSO	Floating, production, storage and offloading	VPSHR	Voluntary Principles on Security and Human Rights
Greenhouse gases	Gases that absorb infra-red radiation, including carbon dioxide, hydrofluorocarbons, methane, nitrous oxides, ozone, perfluorocarbons, vapour and water	UWA	The University of Western Australia
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 economic, environmental and social performance.	WA	Western Australia
HSE	Health, safety and environment		

### Units

A\$	Australian dollars	kt	kilotonne
bn	billion	t	tonne
boe	barrel of oil equivalent	tCO <sub>2</sub> -e	tonnes of carbon dioxide equivalent
CO <sub>2</sub> -e	carbon dioxide equivalent	USD	US dollars

## **Sustainable Development Report 2020**

### **Head Office:**

Woodside Petroleum Ltd  
Mia Yellagonga  
11 Mount Street  
Perth WA 6000

### **Postal Address:**

GPO Box D188  
Perth WA 6840  
Australia

**T:** +61 8 9348 4000

**F:** +61 8 9214 2777

**E:** [companyinfo@woodside.com.au](mailto:companyinfo@woodside.com.au)

**Woodside Petroleum Ltd**

ABN 55 004 898 962

[woodside.com.au](http://woodside.com.au)

