

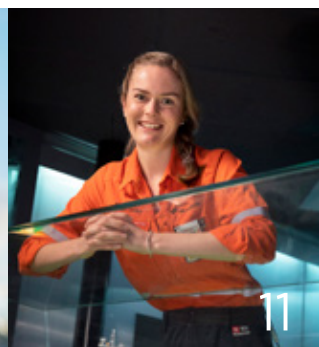
Trunkline

The magazine for Woodside people | Q3 2020



Woodside

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Pride of place: Karratha Gas Plant (KGP) Asset Manager Breyden Lonnie and Health and Safety Adviser Nicole Green are two of the KGP record-breaking team.

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When Woodside released its financial results for the first half of 2020, our Chief Executive Officer reflected that external conditions were the most difficult he'd experienced in almost four decades in the oil and gas industry.

During a turbulent six months, the company has been buffeted by the twin forces of COVID-19 and a volatile oil price, while also dealing with a challenging operational environment.

But it's not all gloom and doom. Many positives emerged from the first two quarters of 2020, giving rise to optimism if we can stay focused on delivering outstanding outcomes for the things we control.

For instance, operational performance was a stand-out, despite the restrictions on our workforce movements imposed by the pandemic, and the strongest cyclone to hit

the Dampier Peninsula in three decades.

Also impressive was our safety record, and both are addressed in this edition of Trunkline.

So, too, are some of the practices developed during the first months of this year: a successful pilot for the remote operations of Goodwyn and North Rankin, and better managing turbines to save gas and reduce emissions.

Plus, our partnership with Greening Australia to offset emissions, and new alliances with two robotics companies aimed at making operations work safer and more interesting.

Read on for more on how Woodsiders are remaining connected and determined so the company can overcome the external challenges and set ourselves up for a bright future.

Notes on Petroleum Resource Estimates: All petroleum resource estimates in this publication are to be read in conjunction with the Reserves Statement in Woodside's most recent annual report, as updated by subsequent ASX announcements available at <https://www.woodside.com.au/resource-estimates>. This publication may contain forward-looking statements that are subject to risk factors associated with oil and gas businesses.

Some photographs in this edition were taken before physical distancing measures were introduced to manage the risk of exposure to COVID-19.

Trunkline is printed on New Life Recycled coated paper, which is sourced from a sustainably managed forest and uses manufacturing processes of the highest environmental standards. Trunkline is printed by a Level 2 Environmental Accredited printer. The magazine is 100% recyclable.



Walking the talk: Breyden Lonnie and Nicole Green discuss the excellent safety and production results delivered in 1H 2020.

Triumph over adversity

Woodside delivered outstanding results in the first half of 2020 in the face of unforeseen and unprecedented challenges including the COVID-19 pandemic, oil price volatility and Tropical Cyclone Damien.

Those results included the Karratha Gas Plant (KGP) achieving a substantial improvement in our total recordable injury rate (TRIR) over the past two years combined with our best LNG production and reliability in recorded history.

“Delivering record production and an outstanding safety result during this period is a credit to our people who performed extraordinary work during extraordinary times,” says Senior Vice President Operations Fiona Hick.

“The challenge now is to build on the great work in the first half, reflect on the lessons learnt through the crisis and set up for the future by responding to the oil price challenge and North West Shelf coming off plateau.”

The health and safety statistics across the business are truly impressive, with only four recordable injuries (the figure was 11 for the same time last year) and two occupational illnesses (five last year).

But Health and Safety Manager Adam Ferguson warns there is no room for complacency.

“Our goal is to ensure each person goes home safe every day,” Adam says.

“That’s something we must continue to reinforce.”

He continues: “Consistency is key, and we achieve this by focusing on our behaviours, values and using the tools we have available to plan and safely execute our work, this has been central to our success.

“There is no silver bullet to strong safety performance.

“If we stay focused on the Woodside Compass values and utilise our proven tools, such as our process safety framework and ‘Our Safety Culture’ behaviours, we can achieve a perfect HSE day, every day.” Adam explains that pre-start meetings start and end with a perfect HSE day discussion.

KGP’s reliability achievement was another stellar result.

KGP Asset Manager Breyden Lonnie describes the asset’s performance as outstanding, delivering the best first-half reliability on record of about 98%.

“Working together across disciplines and as a team has been a big focus for the asset over the past few years,” says Breyden.

“The excellent results seen in safety, production and reliability has not come through good fortune. It is due to the hard work of teams and also our ability to respond to the changing risk and restrictions imposed by COVID-19.

“The continued focus on base business, a structured day, control of work, planning and campaign governance, surveillance and system oversight have been critical, and can’t change as we enter the second half and the challenges that lie ahead.”

He thanked everyone for their teamwork, dedication and combined contributions.

“I’ve never been prouder to work at Woodside and I especially want to thank those who have made the commitment to relocate from interstate to Perth or Karratha,” he says.

“The rest of 2020 and beyond still presents uncertainty, due to the continuing impact of the coronavirus and oil price volatility, but our job is to manage through that and gain certainty wherever we can.”

Fresh challenges for leaders

Woodside refreshed its executive leadership team in Q3, promoting home-grown talent to lead the company into our next phase. Three Woodsiders, with almost 60 years' company experience between them, now have new roles.

Fiona Hick was appointed Senior Vice President (SVP) Operations.

Fiona says she was delighted to be confirmed as head of Operations after holding the position on an acting basis for nine months.

Operations has faced serious challenges this year, including Tropical Cyclone Damien, COVID-19 and the drop in the oil price.

Yet despite all this, Woodside's production in H1 achieved record levels.

"It's been incredible to see what people are capable of when things are thrown at them – and inspiring because Woodsiders have shown what we're capable of by focusing on the essentials like safe, reliable, efficient operations," Fiona says.

"I've been surprised and impressed at the pace we can make decisions and how people have adapted.

"The challenge now is how we learn from what worked well during this period and use that to further improve."

Like Fiona, Daniel Kalms joined Woodside in 2001. He becomes SVP Corporate and Legal after leading the Scarborough project these past two years.

Daniel said he could see benefits for himself and Woodside in taking a role different to any other he's held.

"I have a perspective on what the business needs and I'll bring the perspective from having spent time in line operations and interfacing with the corporate functions," he explains.

"I know what enabled me and hopefully, I can support the business achieve its objectives from this side."

Daniel says Woodside needs to adjust

its strategy in challenging economic conditions.

"At the same time, stakeholder expectations of Woodside never go lower, they always go higher. We have to make a clear case externally for what we are doing and why we are part of the solution."

Tom Ridsdill-Smith has been appointed SVP Climate – a newly created position which demonstrates Woodside's commitment to addressing climate change.

Tom will lead the efforts of the company to help build a national economy that includes a focus on reducing emissions.

"The changes we have to make are going to be difficult, but Woodside is good at doing difficult things," he says.

"There's no one silver bullet. We need to reduce our current emissions, as well as

building new assets and potentially new products that reduce our emissions in the future."

He continues: "We're in such a privileged position working at Woodside because we really can make a contribution to global action on climate change."

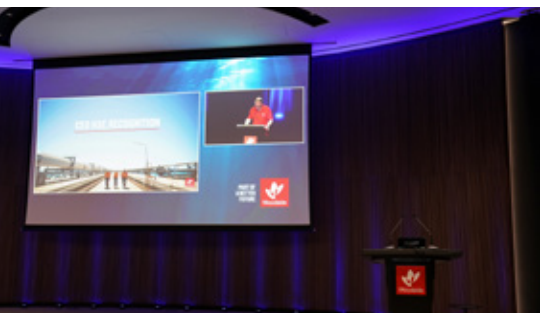
Tom says Woodsiders should feel proud about their company, adding: "Like many others, I need to know working here is making a positive difference and that I'm going to be proud to tell my kids and grandkids that I worked at Woodside."

And making a difference is what all three senior leaders aim to achieve in their new roles.

In other changes among the senior leadership team, Paul Sullivan was appointed SVP Sangomar, with Jill Hoffman appointed SVP Contracting & Procurement, while Niall Myles became SVP Power and New Energy.



New opportunities: Daniel Kalms, Fiona Hick and Tom Ridsdill-Smith have new roles in the company's senior leadership team to take Woodside into the next phase of its journey.



Open house: Staff in Karratha, above, and Mia Yellagonga, below, attended this year's Employee Forum – our first virtual forum and one which was watched by thousands.

Forum **first**

It's always been an eye-opener, full of information and insights, but this year the Woodside Employee Forum was also a virtual hit.

As Pluto Asset Manager Yvette Manolas noted when she opened the proceedings, it was our first-ever virtually connected Employee Forum.

Held in late August, the company demonstrated it could find new ways of working by employing video technology to link simultaneous events in Karratha and Perth with Woodsiders near and far.

Early feedback suggested it was more than adequate as a replacement to the usual "live" forums, with some Woodsiders reporting they felt even more included than usual. As a bonus,

it was a highly cost-effective exercise, too.

At the Red Earth Arts Precinct in Karratha, Chief Executive Officer Peter Coleman and Executive Vice President Sustainability and Technology Shaun Gregory presented to an audience of around 200.

At the Mia Yellagonga campus in Perth, some 230 attended the Cara Auditorium where EVP Development and Marketing Meg O'Neill and EVP and Chief Financial Officer Finance Sherry Duhe took centre stage.

Hundreds more tuned in from meeting rooms in Karalak, from offshore assets, in overseas offices and from their home studies.

The number of "log ins" finished around the 1900 mark, but with many teams watching together from meeting rooms, it is fair to say that the proceedings reached most of our 4000-strong workforce.

And they heard senior leaders discuss the turbulent environment caused by a volatile oil price and the coronavirus pandemic and how we are responding to these challenges.

"We can overcome the challenges by adapting our behaviours," was one message.

Another was: "We can forge our company's future by focusing on value."

Vice President Corporate Affairs Sandra McInnes notes the virtual Employee Forum was a great success and that lessons learned will be carried forward to future forums.

"It's not clear yet how coronavirus will affect large gatherings such as the forum next year but it's good to know that Woodside has the capacity to stage events on a large scale," Sandra notes.

She points out the forum demonstrated the company was connected through teamwork – across all our assets and offices.

"At a time like this it's vitally important for the staff to hear from our leaders and to connect the workforce around the world, despite distance and COVID-19," she says.



Remote control brings benefits home

If a cyclone forced the shutdown and evacuation of our assets, whether offshore platforms or onshore facilities, the impact on production would be significant.

There might also be serious consequences for production and the health and safety of a crew should a contagious illness require them to be quarantined in isolation and the asset de-mobilised for sanitisation.

Enter the operations transformation project called PACE (Trunkline, Q1 2020 edition), a program to ensure Woodside's operations not only keep up with competitors but outpace them – in part with remote operations.

Leon Burgin, Integrated Remote Operations Centre Project Manager, was overseeing the remote operations pilot for Pluto LNG plant and Woodside's growth projects when COVID-19 set in.

What emerged was an unforeseen opportunity to leverage work on remote operations already completed.

The benefit of remote operations became clear when Tropical Cyclone Veronica hit WA's North West in March 2019.

Eight offshore operators moved to Karratha Gas Plant (KGP), and Goodwyn Alpha's (GWA's) Train 100 and Angel kept producing.

It had already been planned to extend remote operation during cyclones to

GWA Train 200 and the three North Rankin Complex (NRC) trains. Could that be achieved during COVID-19?

A small team began investigating how to maintain business continuity during a pandemic or adverse weather event.

Project Engineer Soon Khoo led the team.

"The key challenge for the NWS Project was delivering on an aggressive timeline in an environment that was rapidly changing and presenting new challenges daily," Soon explains.

"We had to challenge our normal work practices and develop different ways of working."

The team delivered the ability to de-staff and operate remotely GWA, NRC and Angel for up to seven days from Perth should it be required.

Moreover, they achieved it in just six weeks between March and May – at the height of the coronavirus pandemic.

To illustrate the acceleration achieved, the project to remotely operate GWA Train 100 from KGP took more than 18 months.

"It's a fantastic result," says Leon.

"The team set about adopting new work practices when working from home was the new norm, while still managing risk and delivering a quality outcome by changing our mentality and the conventional way we did things."

For example, factory acceptance testing was completed remotely and from different locations.

"Everyone had to work virtually, including our vendors – it was a big change to the way we were used to working," says Soon.

And vendors couldn't travel to site as normal; so instrument electricians did the implementation with remote support from Perth.

Leon says the extra trains that can now be operated remotely provide greater flexibility and diversity of supply in the event of de-staffing of NRC or GWA.

"Now, we have to take advantage of this crisis and capture and embed these work practices that enabled us to deliver a quality outcome in record time," he adds.

Senior Vice President Operations Fiona Hick says congratulations are due to all involved.

"The remote operations work is a fantastic example of creating opportunity from a time of crisis," Fiona says.

"The entire team was resourceful and showed great resilience.

"Despite a number of challenges, they persisted and implemented a solution that keeps people safe and protects production during cyclones."



Keeping connected: Project Engineer Soon Khoo leads a discussion between the remote operations team in Mia Yellagonga and instrument electricians offshore on the North Rankin Complex.



Green fingers: Clockwise from above, Barry Heydenrych, Program Specialist at Great Southern Landscapes, Greening Australia, chats with Chief Executive Officer Peter Coleman; Woodside and Greening Australia representatives at Sukey Hill – one of two sites earmarked for the program in the Great Southern region of Western Australia.

Right climate for more trees

Woodside has begun an ambitious tree-planting program in Western Australia's Great Southern region, with the first seeds sown in May.

As part of the company's far-reaching strategy to counter climate change, this program comprises the planting of more than 3.6 million native trees and shrubs between now and July 2021.

"Effectively addressing climate change is a global effort and Woodside needs to do its part," declares the company's new Senior Vice President Climate Tom Ridsdill-Smith.

"Reforestation projects are an important element of our approach as they directly remove CO₂ from the atmosphere."

The tree-planting program is part of an agreement between Woodside and Greening Australia, an environmental enterprise with more than 37 years' experience in conservation and restoration.

Under the first phase of the agreement, trees will be planted on up to 5000ha of farm land in WA, in a sustainable and ecologically responsible manner.

Woodside and Greening Australia will also assess the environmental and economic viability of large-scale opportunities to create carbon offsets, improve biodiversity and diversify land-sector revenues across Australia.

Two sites have been earmarked for planting in the Great Southern region of WA: a 1600ha site about 100km south of Lake Grace called Cowcher; and a 400ha site called Sukey Hill just east of Cranbrook.

Chief Executive Officer (CEO) Peter Coleman visited Sukey Hill in September to see the program's progress.

Woodside recently purchased an additional two properties in the Wheatbelt – properties called Manalling Springs and Windy Lane totalling 3694ha.

Gareth Parry, Origination Adviser Carbon, says a mixture of native trees and shrubs will be planted.

"It has been calculated that the program will sequester approximately 700,000 tonnes of carbon dioxide over the next 25 years," Gareth notes.

Brendan Foran, CEO of Greening Australia, says: "Everything we do is underpinned by science, with a focus on restoring Australian landscapes to achieve carbon sequestration and positive biodiversity outcomes.

"In collaboration with Woodside, we're able to deliver these landscape-scale native tree planting projects to help maximise the benefits that flow to communities, the economy and the environment."

The reforestation of cleared landscapes will increase the biology and ecology through restored landscape linkages and promote habitat creation and protection of fauna.

Woodside's strategy to combat climate change includes limiting the company's net emissions; managing physical climate change impacts; advocating for a competitive lower carbon economy; and maintaining and building a carbon-resilient portfolio.

Gareth points out: "This partnership with Greening Australia provides us with an opportunity to generate carbon offsets in Australia and support growth in the



capacity and capability of Australia's carbon farming industry.

"Employment opportunities will also be created, and the program will stimulate the purchase of local goods and services."

In addition to our projects with Greening Australia, we are also looking at other opportunities including land-based solutions for carbon sequestration through savanna fire management and human-induced land restoration – both in Australia and internationally.

Savanna fire management, which incorporates customary indigenous practices, is an avoidance method which credits activities that reduce the emission of greenhouse gases from fire in savannas in northern Australia, through a reduction in the frequency and extent of late dry season fires.

Human-induced regeneration and environmental planting aim to restore forest cover to degraded landscapes by encouraging regrowth and planting Australian native tree species indigenous to that landscape.

Jayne Baird, Vice President Carbon, joined Gareth on a site visit in July to see Greening Australia in action as they were completing the tree-planting program at Sukey Hill.

"Woodside is serious about decarbonisation and about achieving decarbonisation efficiently," says Jayne.

"Offsets like tree planting not only achieve this, but also create short- and



long-term economic opportunities in regional areas."

Woodside already enjoys a strong record in offsetting emissions associated with reservoir gas from the Pluto Project, with more than \$100 million invested in tree planting since 2000.

And in 2018 an internal group was established at Woodside, dedicated to generating and acquiring quality offsets.

Tom says: "This is a great example of what can be achieved by working with organisations with expertise and experience."

Action for net zero

Woodside is supporting a new initiative that sees industry heavyweights come together to forge pathways towards a decarbonised future.

As global efforts to reduce emissions to net zero by 2050 continue, there is an increasing awareness that companies must understand their broader supply chains and help shape the decarbonisation approach across them.

The Australian Industry Energy Transitions Initiative (Australian Industry ETI), launched in July this year, aims to set industry up for success in reaching a decarbonised global economy.

The initiative will see companies focus on decarbonisation opportunities across the steel, aluminium, LNG, other metals and chemicals sector, which collectively generate exports worth around \$160 billion but also contribute significantly to Australia's annual greenhouse gas emissions.

Woodside Climate Change Manager

Marc Senders says that by joining the Australian Industry ETI and working together with some of Australia's most reputable companies, we will better understand the pathways to achieving net zero emissions in supply chains.

At a time when economic activity has declined due to COVID-19, extra emphasis will be focused on how to achieve this cost-effectively.

"In order to take climate action, you need partnership, so the initiative fits perfectly with our commitment to enable us to achieve those goals," says Marc.

The Australian Industry ETI has been promoted within Woodside with the support of Executive Vice President (EVP) Sustainability and Technology Shaun Gregory and Senior Vice President (SVP) Operations Fiona Hick. The Climate Change team, led by SVP Climate Tom Ridsdill-Smith, will be driving it forward.

A spokesman for the Australian Industry

ETI says collaboration, experimentation and shared knowledge will sit at the heart of the initiative's work.

"We know that we can find solutions more quickly, and start implementing them, if we're encouraging collaborative learning and knowledge sharing, especially when it comes to new technology," he said.

"This initiative provides a platform to generate knowledge and test action through on-the-ground projects that support industry to realise the opportunities of a decarbonising global economy."

Woodside will be represented on the initiative's quarterly steering committee and our subject matter experts will liaise with other company's specialists.

"By getting on board with Australian Industry ETI we are trying to help the broader industry tackle a realistic pathway rather than an idealistic pathway," Marc explains.

Woodside already has the experience to undertake projects that would fit within the remit of the initiative.

In January this year, a methane audit was carried out at Karratha Gas Plant (KGP) and Pluto LNG plant by the UK-based National Physical Laboratory (NPL).

The NPL study involved NPL researching and taking measurements at both assets over six weeks, and its findings are already helping to decrease our methane emissions.

Woodside is a signatory to the Methane Guiding Principles (MGP) which supports value chain emissions reductions and contributes to getting our base business emissions lower, as well as working with external parties.

One of the key MGP principles is that companies should aim to get better measurements of methane levels.

"A number of companies in the global energy industry have committed to ensure that natural gas continues to play a critical role in helping meet future energy demand while tackling climate change and improving air quality," says Process Engineer Kristiane Fox.



Truck stop: NPL's remote sensing truck was shipped to Karratha from the UK in January to conduct surveys. Pictured at Karratha Gas Plant are NPL's Rod Robinson and Woodside's Allie Convery and Kristiane Fox.



Waves save: Optimisation Engineer Caitlin Jordan made the best of adverse ocean conditions by helping devise a way that reduces both fuel gas usage and emissions.

Swell time to chase savings

The big swells of the ocean that periodically appear off Western Australia are few and far between – but when they do arrive, they can prove costly for our industry.

“Long period swells” occur when intervals between waves are around 20 seconds.

From Woodside’s perspective, one of the biggest impacts of long period swell is a delay in loading LNG carriers off Dampier, which results in having to proactively reduce LNG production to ensure we don’t run out of space to store LNG in the tanks.

Karratha Gas Plant (KGP) usually loads a vessel every 24-36 hours, but recently, when a long period swell event occurred (thanks to a storm off southern Africa and a low pressure system off the Great Australian Bight) it was impossible to load an LNG ship for a week, meaning LNG production had to be ramped back.

Now, Woodsiders have devised a way to reduce the costly impact of these delays by challenging the normal way of doing business.

“We’re trying to adapt to the new world we’re in and make savings wherever we can and that might involve turning off the turbines in the LNG trains more than we used to,” explains Ryan Taylor, LNG Lead Surveillance Engineering, KGP.

Turbines are needed in LNG trains to provide cooling to turn the gas into LNG. Across all five trains at Karratha Gas Plant (KGP), there are 19.

During the recent long period swell event, it was decided to turn off seven turbines on Trains 1 and 5.

Caitlin Jordan is an Optimisation Engineer at KGP.

“Caitlin calculated we wouldn’t need LNG from those two trains for four or five days at least because the long period swell meant we wouldn’t be bringing a ship in to load with LNG,” explains Ryan.

The MetOcean team gave good certainty as to how long the long swell period would continue.

Caitlin says: “It’s quite a bit of work to shut down a turbine and then restart them, and you have to carefully monitor temperatures inside the LNG train.

“But because it was a reasonably long window, we decided it was worth the effort.”

As well as reducing our fuel gas usage, switching off turbines reduces our CO² emissions, too.

“More than 11,000 tonnes of CO²-e was saved by switching off these turbines,” says Caitlin.

And it also opens up the possibility of conducting maintenance by taking advantage of the temporary shutdown.

“Operations and maintenance did an outstanding job to remove reliability vulnerabilities by completing 17 opportunity shutdown scopes in Trains 1 and 5,” reports Ryan.

Operations Manager Sean Bruyns says: “It was great to see the level of collaboration across the organisation with people working together to deliver the safest possible outcomes, while minimising emissions and resolving a number of future vulnerabilities.

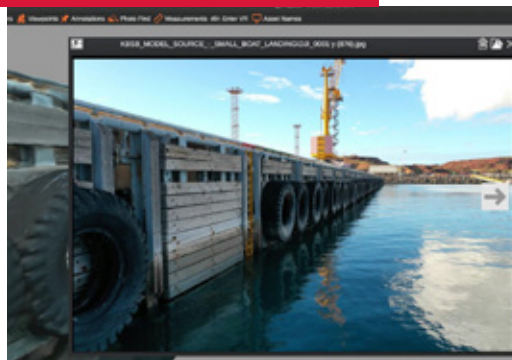
“This was another example of Woodside’s people demonstrating excellence in the face of a difficult scenario.”

Offtake Coordination Manager Geoff Wake notes the recent long period swell event was the second largest on record.

“It inhibited our ability to safely conduct shipping over a sustained period,” Geoff notes.

“However, the proactive and collaborative nature of engagement across multiple disciplines ensured value was both created – by reducing CO²-e – and protected – by removing vulnerabilities to maintain reliable operations.

“It is a fantastic result.”



Wharf check: Clockwise from top, King Bay Supply Facility Asset Manager Aaron Porteous and Engineering Team Lead Geoff Drage inspect the King Bay wharf; remotely operated vessel vision of the wharf; System Engineer Intiaza Maroef joins Aaron and Geoff.

Safely through challenges

Conducting a routine inshore maintenance survey of King Bay Supply Facility (KBSF) this year was anything but routine, thanks to the restrictions imposed by COVID-19.

But close teamwork with a contractor and an innovative mindset enabled the survey to be completed on time and on budget.

The four-yearly survey of the main wharf, tug pens, small boat landing and rock armouring was due to begin in March.

The timing meant the survey team was presented with a host of COVID-imposed challenges: performing the inspection while adhering to COVID-19 social distancing rules, site personnel limits and adhering to the KBSF Phase 1 COVID-19 operating model of a 4-days on, 4-days off roster pattern.

Woodside has a long-standing contract with Applus, which works to enhance the quality and safety of Woodside's KBSF assets and infrastructure while safeguarding operations.

To overcome the COVID-19 challenges, the Woodside maintenance and engineering teams and Applus collaborated to develop an inspection strategy which allowed the offsite remote analysis of data captured by a small number of personnel on site for a limited period.

"Working with Applus we were able to steer through the obstacles that the COVID-19 regulations put in front of us, and get this project done on time and within budget," says Geoff Drage, KBSF Engineering Team Lead.

Most of the survey was carried out with a variety of unmanned aerial vehicles (UAV) to capture more than 30,000 close-up images of the various supply base structures. Below the waterline, the inspection was conducted by a remotely operated vessel (ROV) instead of divers.

Through a technique known as 3D photogrammetry, the images were then used to reconstruct a 3D model of the facility so that a desktop inspection could be performed remotely on the "digital twin".

"Despite the challenges set by COVID-19, it's been encouraging to work with Woodside to use this period to innovate and work through solutions not previously implemented on the facilities," says Nick Ferguson, Applus Burrup Manager.

Throughout the underwater inspection scope of work, a live feed of the ROV footage was set up, allowing real-time results of some of the underwater wharf structure scheduled for refurbishment to be shared with Woodside engineering personnel in Mia Yellagonga.

An unmanned aquatic vehicle was also trialled in addition to using UAV and ROV to successfully complete inspections, without negatively impacting routine operations such as loading and unloading offshore supply vessels and tug and pilot boat movements.

Due to its success, the underwater inspection method developed to counter the challenges set by COVID-19 is being investigated as a future template for onshore and offshore close visual inspections.

Making a difference

Woodside has created a new framework to acknowledge the many health, safety and environment (HSE) success stories across the company.

The aim is to ensure HSE recognition is consistent and visible, and the change addresses an area for improvement identified in a company-wide safety perception survey.

“We had some really valuable feedback in 2018, which led to the introduction of a company-wide HSE recognition framework to better connect our people, create consistency and continue to strengthen our safety culture,” says Vice President HSE Debbie Morrow.

Every six months, divisional leadership teams will put forward a nomination which ExCom will review before selecting the recipient of each half-yearly Chief Executive Officer (CEO) Recognition.

Debbie continues: “Every HSE contribution is valuable and it’s important we recognise the great work being done. No matter what role you are in, you can make a difference.”

And she notes Woodsiders should be proud of the varied and engaging ways they show HSE leadership, as demonstrated by the inaugural nominees for the CEO HSE Recognition.

While divisional nominations are the penultimate step in the new framework,

recognition ascends from teams up through functions. In the first half of 2020 the richness of contributions made the selection process difficult for leadership teams.

Meg O’Neill, Executive Vice President Development and Marketing, reflects: “In our division, we had great diversity in the nominations – from technical improvement to profound individual leadership which supported our people through COVID-19.

“It was difficult to select our divisional nomination and it was even more challenging to place my vote for the CEO recognition – celebrating all of our nominees and sharing their stories is key to our new framework.”

The nominees and their outstanding contributions to HSE in H1 2020 were announced in early August.

In Operations, John Trend from HSE was nominated for developing an organisation-wide approach to physical and mental wellbeing for Woodsiders and their families. The framework, commended as best-in-class, was adopted nationally by the Australian Petroleum Production and Exploration Association (APPEA) and Safer Together.

In Finance and Commercial, graduate Tia Nguyen was nominated for motivating her division’s involvement in the 30-day wellbeing challenge to encourage positive action at a time many were working remotely.

In Corporate and Legal, Bruce Towie was nominated for his role in leadership and coordination of people and activities in support of the COVID Temporary Operating Model.

In the former Marketing, Trading and Shipping Division, Verity Wilson worked with various stakeholders to improve processes and controls to address an issue of depressurisation of domgas system that had been identified in previous turnarounds.

In Development, Neil Maxfield engaged the Project function with motivational messages – every day for two months.

Technology’s Darren Shanahan and Lionel Pierson implemented a novel fire deluge nozzle strainer to prevent blockage by pipe contaminants.

And in People and Global Capability, the global mobility team was nominated for successfully mobilising international assignees in response to COVID-19.

During the virtual Employee Forum, CEO Peter Coleman commended John for his contribution within and outside Woodside by awarding him the 1H 2020 HSE recognition.

“I felt humbled and surprised,” John says. “Delivering the wellbeing framework was a massive team effort.”

Debbie says she hopes the recognition framework will become a valuable addition to Woodside’s endeavours to achieve a Perfect HSE Day, every day.



Safe hands: Wellbeing Manager John Trend, next to CEO Peter Coleman, was the recipient of the inaugural half-yearly CEO HSE Recognition. Standing are the other nominees and their function leaders.



People power: Ben Tampubolon, Arul Marialouis Adaikalam, Erin Commijs, Anthony Teo and Brian Stuart are helping Woodsiders design apps to make life easier in the workplace.

Powering up the apps

No smartphone these days is complete without an impressive collection of apps.

Apps make life easier and more enjoyable – whether it's finding the quickest route, checking the weather forecast or measuring the number of steps taken each day.

Using them should be easy but being able to build an app seems out of reach to most of us.

But Digital's power platform team is making building apps a reality for all Woodsiders – and in turn making lives easier in the workplace.

"Apps can be built to capture data and allow a wide variety of information, tasks and communications to be available at the touch of a button," explains Technology Lead Anthony Teo, who launched Woodside's power app platform team last year.

The team not only develops apps for the company and governs their use; it also trains Woodsiders to build apps from scratch – in just one day.

"A recent 10-week 'Build an App' bootcamp allowed staff to join weekly online training sessions and engage with the team to upskill in app building," reports Arul Marialouis Adaikalam, Willow and Workflow Lead.

"The result is dozens of Woodsiders

are now enabled to utilise apps to support their day-to-day roles, ranging from conference bookings to cyclone response planning."

Digital Lead Ben Tampubolon says apps have played an important role in supporting our COVID-19 response.

"Working with Woodside's incident response team, our power app platform developers quickly implemented apps for a variety of areas – from helping with case tracking to helping site-based staff order groceries and essential supplies," explains Ben.

"A really useful function enabled our offshore workers to return home to their families by providing a quarantine declaration to the WA Police."

Digital has worked with teams in various functions to create apps, leading to new ways of working and efficiency gains.

For example, Digital helped Operations create a "swing feedback" app to enable frontline operations team to easily manage and track data from their performance feedback conversations held during their rostered swing rotation on site.

"The app integrates online business intelligence tools and was built quickly to support the specific needs of the team," notes Senior Technology Consultant Brian Stuart.

"Complying with Woodside's Secure-by-design principles, and accessibility on the user's personal devices outside the Woodside network has enabled connection and collaboration where there wasn't any before."

Operations Process Owner Erin Commijs in Production notes: "We are thrilled with the outcome, and the app's success is clearly demonstrated in its wide usage."

"The swing feedback app has been so successful, and the development process so simple that the operations support team recently worked with Maintenance to enhance and replicate the app to enable the maintenance teams on the facilities to adopt the same process."

Erin adds: "We've received positive feedback at all role levels that it's simple, intuitive and fit for purpose, and that it saves time and effort in our high-paced work environments."

Digital Manager of Productivity Services James Baxter points out the power platform is tightly aligned with Digital's strategy house. "It's business led, transformative and all about data," James says.

"It offers many advantages, not least reducing the time taken before testing the first iteration of the app, often saving months of rework."

"And it gets data out of spreadsheets, making data more accessible."

Spot the potential

Woodside's ambitions to deploy robots in its assets is moving forward at pace, aided by two exciting new alliances.

One is with Boston Dynamics, a US pioneer in capable mobile robots; the other with Netherlands company ExRobotics, which has supplied Woodside with three ExR-1 robots.

Woodside's interest in robotics centres on freeing operations employees from mundane and repetitive tasks, allowing more time for creative, higher value work; and reducing the safety risks to which the workforce is exposed.

Robotics Manager Mark Micire says Woodside is looking for useful solutions for robotics to assist with operations, maintenance and engineering problems.

"The ExRobotics equipment is one of the most mature robotic solutions we've integrated into our operations," says Mark.

Shaped like small tanks, they carry cameras, microphones, and gas sensors which enable operators to investigate hazardous environments where undetected gas may be present with minimal risk to human life.

Woodside received one ExR-1 robot at the start of the year and ordered two more units during the onset of COVID-19.

"We wanted to make sure that we were ready to help in emergency response due to travel restrictions and reduced personnel on site," Mark explains.

Two of the robots are in Karratha and one in Perth, ready to provide eyes and ears in any emergency response. Along with the Boston Dynamics robots, they can be controlled on site or from anywhere in the world.

With Boston Dynamics, Woodside has joined an early adopter program and leased three of its Spot robots for testing in the Karda robotics laboratory at Mia Yellagonga and on various Woodside assets.

Known for their advanced mobility, the Spot quadruped robots easily navigate tough terrain that traditional mobile robots struggle to traverse

"We are investigating various robotics platforms for use on our sites, but the

mobility of Spot stands out," Mark reports.

"Wheeled platforms can only get us so far; to have a quadruped robot which can tackle stairs and uneven surfaces – and we have a lot of both at Woodside – is a huge benefit."

He suggests Spot's versatility and agility could help it play several roles at Woodside, including checking gauges, collecting and reporting back, being a first responder in hazardous environments or situations, and photographing or videoing operating equipment and relaying back to engineers.

Spot features in a number of funky videos which have garnered millions of hits on YouTube.

Mark was in a team which accompanied a Spot robot to Karratha in Q1.

Surveillance Engineer Shreya Shree reports she was excited the first time she saw it in action at Pluto LNG plant.

"For me, it was about how easy it was for Spot to navigate across some fairly tough terrain – steps, concrete, bitumen, gravel and even rock piles," Shreya recounts.

"Spot was quite impressive and very easy to use.

"I can see Spot having potential in a variety of day-to-day work areas at Woodside."

Shreya adds: "With the current oil price climate and the need to be cost conscious, it's about releasing our people from low-value activities.

"This is where I see Spot coming to the forefront – not in replacing people but freeing them to drive performance on site by concentrating on high-value activities."



Spot check: One of three Spot quadruped robots leased by Woodside from Boston Dynamics was put through its paces in Karratha earlier this year.



A day in the life of a ... Karratha Laboratory Shift Lead

On the job and ongoing training is an integral part of the success of our Burrup Material Facility Laboratory in Karratha, and Kristine Strohfeldt is one of the leads keeping training on track.

Affectionately known as “the lab”, the facility provides a wide range of analytical support to all Woodside assets across the Burrup Peninsula and offshore.

This includes analysis of in-process samples to assist Operations and Engineering, finished product testing on LNG, LPG and condensate cargoes, as well as Licence to Operate environmental sampling and analysis.

Situated next to the King Bay Supply Base, there is continual movement of people working in various capacities such as permanents, part-time, permanent casuals, graduates and trainees.

“We cover a lot of sampling and analysis, so having a fully competent team is the ideal aim,” Kristine explains.

“But the reality is, training will never

stop. It’s a crucial part of growing the lab.

“We have an organised training plan in which the analysts and trainees will rotate through six functions, ideally spending three months in each area.

“There is a trainer on hand for the initial start of each function and as they progressively increase in competency, supervision is decreased.”

Kristine began her working life in the sugar industry near Mackay, Queensland.

“It was in this environment that I discovered my passion – quality,” she reveals.

Throughout her career Kristine has seen the improvements in workplaces when the quality system is applied correctly, and it’s what she strives for.

She has also enjoyed the opportunity to engage with a diverse range of people, and that’s been a key component of her success since joining Woodside in 2008 as a laboratory analyst.

“The recruitment drive then was in preparation for the start-up of Pluto LNG and the number of people in the lab doubled in a short time,” she recalls.

“Training was key to having everyone competent for the commissioning phase of Pluto and to continue supporting Karratha Gas Plant (KGP) requirements.”

By 2010, Kristine had become the lab’s quality focal point.

“It was around this time I was also required to do analytical work and training around the new methods used at Pluto,” she recounts.

Kristine says with the demands of Pluto, KGP and the offshore facilities, it was soon obvious the lab’s support needed to be extended to a seven-day operation.

And in 2012 she took on her current role as a fly-in, fly-out Laboratory Shift Lead with two others.

Outside work, Kristine has developed a passion for music and says she’s always



Lab time: Clockwise, from opposite page, Kristine Strohfeldt in the Burrup Material Facility Laboratory in Karratha checks in with one of her trainees; running a training session with laboratory trainees; and Kristine on one of her more adventurous days flying in a Tiger Moth over Mackay, Queensland.

looking for that unexpected song to pop up and surprise her.

Below is a typical work day.

5:30am: On the drive to work I like to reflect on what worked well the day before and what lies ahead. Given shift team leads work two weeks doing 12-hour days, each day is routinely packed with different challenges.

6am: I meet with the shift team to collect and log in samples picked up from the onshore facilities each morning or delivered from offshore. My job is to ensure the plans for the day and the week are up to date and priorities are known.

7am: Everyone at the lab attends the pre-start to discuss the day's workload, risks and priorities. We have our core routine work, but on top of that are the requests for extra work that needs to be factored into the schedule.

7:30am: After the pre-start, I'll hold one-on-one discussions with focal points, analysts and trainees if there's any information to pass on specifically for their area. Emails are checked and addressed throughout the day as time permits or delegated to the appropriate person.

9am: I often need to share the load with the focal point of each area to address any troubleshooting or queries from analysts and customers. Given my role is customer based and driven by the

assets, there are no set times when I will do a certain task.

10am: A meeting with Senior Laboratory Analyst Ronald Janssen to discuss a priority request from one of the assets. While I plan tasks for the day – including analysis, sampling, solution prep, instrument troubleshooting, calibrations, audits and procedures – each analyst is ultimately responsible for how they achieve their tasks. Usually the plan for the day and the week changes and evolves.

11am: The half-hour break for lunch is a good time to catch up with my trainees and find out what they are doing in their down time. Fishing and boating activities seem to be high on the after-work schedule.

12 noon: A training session with laboratory trainees, including Eden Willcocks and Ashleigh Day. I often ensure an experienced analyst works alongside the trainees. I find the trainees' biggest challenge after they become competent in the analysis process is deciding the most efficient way of completing their tasks. That's why it's helpful to have input from an experienced analyst.

1pm: The lab is accredited by the National Association of Testing Authorities (NATA) in the condensate, LNG and LPG analysis for our customers' requirements and this is part of our commitment to be recognised as best in industry. Through this system, we are regularly audited



by NATA and continuously improve the way we work. I'm also able to bring my quality passion to the role through the monitoring of our processes and identifying inconsistencies within our procedures.

2pm: I meet with an analyst to discuss what went well and what work is a priority. We also routinely review our systems and look for more effective ways of completing our work.

4pm: Most of the analytical work has been completed for the day and the analysts finish work. Now is a good, quiet time for me to focus on authorising and reporting all the samples completed during the day.

6pm: Time to head to Karratha for dinner and some R&R. But before we leave, the lab is checked and left clean, ready to start the process all over again the next day.

7pm: After work I like to wind down by reading or fitting in a swim or gym visit. Karratha is always nice and warm so outdoor TV – for watching a sporting event like football with friends – and a BBQ is always popular. I like to choose the music during those events.

Signing up for change

COVID-19 has demonstrated that Woodsiders are not shy to use a crisis as an opportunity.

When Usha Patel, Brownfields Performance Manager, started in her role almost three years ago, she noticed a consistent problem with documents that required signatures.

Brownfields had hundreds of documents that needed to be distributed, printed, signed and scanned, numerous times.

"The print-sign-scan, print-sign-scan repeat left us with documents that were often illegible," Usha says.

So Usha worked with Andrew Watt, Digital Strategic Technology Consultant, and devised a solution – an electronic signing system.

Most documents are now signed using e-signatures – a simple and cost-effective solution that has been standardised so everyone can work effectively.

First, barriers to the implementation of that solution had to be overcome.

"The technical solution was actually the easy part; it was understanding the legal aspects around e-signatures that vary around the world and setting up the governance required for ultimate success that took some time," Andrew says.

It was early on in the coronavirus crisis when Woodsiders worked from home that the document signing issue became more acute.

Usha saw an opportunity to improve efficiency and get an electronic signature implemented within Woodside and not just for the brownfields team – a corporate solution that everyone could use.

"The COVID-19 crisis is something we have never seen before but look how we have responded – we pulled together and we responded well," Usha says.

Working with Andrew, Usha pushed for the implementation of the E-sign project.

"Three key supporters – Shelley Kalms, Chief Digital Officer, Pippa Marando, Legal Counsel, and Ehab Zabaneh, Brownfields General Manager – were instrumental in allowing the team to make this important change to the way we work despite the difficult times," Usha says.

E-sign kicked off in early April and by mid-May was in a sprint, with the brownfields team participating in an acceptance test that has shown 90% improvement in efficiency.

"It was a great project to work on and we had a capable team working in harmony and focussed on delivering a

sustainable outcome for Woodside," Andrew says.

Today E-sign is available across the organisation. It was initially championed by Danielle Gilkison, who led the Content and Productivity Service line during the project, and it is now fully supported by the Digital Service Line as part of the Office 365 suite.

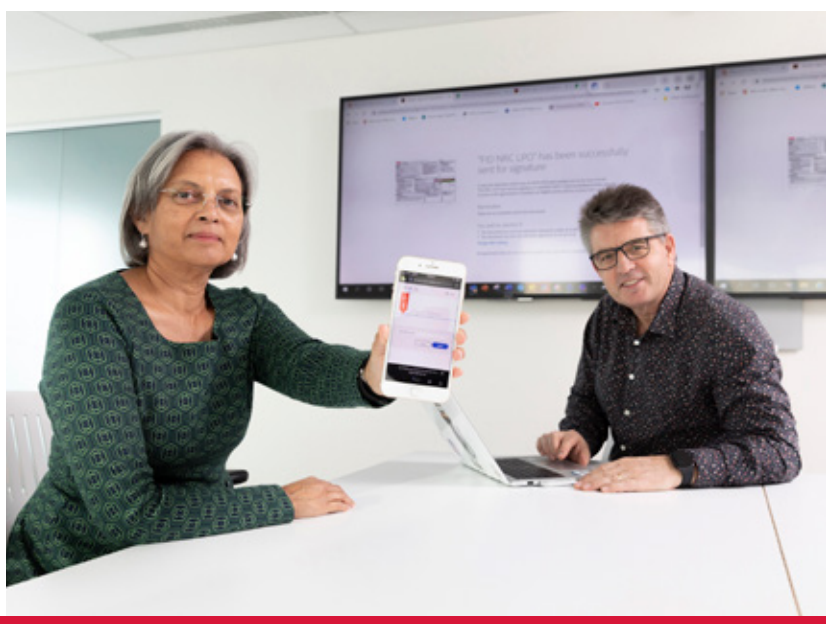
"We had to confirm we had it right, so we piloted the solution on the Sangomar and brownfields projects covering off both internal and external third-party approvals," Danielle says.

"Both were very successful and well received so we have just scaled the solution from there."

"The reduction in 'effort to obtain approval' times for a document has gone from an average of three hours to around 15 minutes, and once fully implemented we expect similar results across the business," Usha reports.

She believes this one small project is an example of how Woodsiders have learned about momentum and "unfreezing" the organisation over the past few months.

"So now I put this challenge out to all of you: let's continue to do things differently by putting this momentum into our DNA at Woodside," she urges.



Sign up: Digital's Danielle Gilkison who championed the E-sign project; Brownfields Performance Manager Usha Patel, with Digital Strategic Technology Consultant Andrew Watt, holds up the finished product.



Taking aim: Operations Technicians Ray Tanner and Jerome Caspersz and Lead Production Technician Justin Crabbe get to grips with the firefighting capabilities of Woodside's new fire truck.

Fire-fighting boosted

It's not every day you get to help design your own fire truck – or drive it 1600km from Perth to Karratha.

But Karratha Gas Plant (KGP) Operations Team Lead Tony Aleckson did both this year.

Tony has been working to replace two ageing fire trucks at KGP with a superior single vehicle – one better suited to modern-day safety culture and better prepared to deal with site-based emergencies.

"The two fire trucks we currently have are 16 years old and have spent all their lives in harsh weather conditions," relates Tony.

"As a result, they've suffered damage from the salty air and strong sun, and they're reaching the end of their lives."

It was decided only one fire truck was needed to replace the two existing trucks because support is now available from a fire truck that's stationed at Pluto.

Similarly, KGP's new truck will be able to provide mutual aid support for Pluto's fire truck.

The starting point for designing the

new fire truck was reviewing KGP's Emergency Response Plan with the Security and Emergency Management team, emergency response team (ERT) members, incident controllers, operators, systems engineers and the Contracts and Procurement function.

The result is a purpose-built 4WD off-road vehicle that will allow better access across KGP – not just along access roads. The vehicle will also be able to respond to bush fires in the vicinity of the plant, significantly bolstering capability in that area.

The new truck will carry 2500 litres of a new type of foam that is better for the environment, as well as 1000 litres of water.

"Its water tank means the truck doesn't require an initial connection to a water hydrant, like our current two fire trucks, and so enables a faster response to a fire," Tony explains.

Dave Howell, Manager Security and Emergency Management Burrup, says: "KGP's new fire truck will deliver a marked improvement in emergency response capabilities for KGP and the wider Burrup Hub for years to come.

"Design principles included alignment with defined emergency response

strategies and tactics, while minimising risks to emergency responders.

"The team should be congratulated on the acquisition of a high-quality, cost-effective emergency response solution."

The new vehicle was commissioned in Perth and Tony and several KGP ERT sector commanders came down for the handover in August, before driving it back to Karratha.

"That drive was necessary because the engine needed to be broken in," explains Tony.

"The gearbox also drives the trucks water pump through a power take off so it was important to break in the engine with a good drive as the fire truck won't generally be going above 20 km/h at KGP.

"It will also be required to sustain high engine revs when pumping water/foam through the two in-cabin joystick-operated water monitors mounted on the vehicle front bumper and roof."

Before the two existing fire trucks can be decommissioned, around 200 operators at KGP will need to be trained and demonstrate proficiency in how to operate the new fire truck.

Capital asset

Woodside's office in Canberra, established in 2019, is only small but has quickly become a busy and valuable asset.

"It connects the company – directly and in real time – with our stakeholders in the east coast of the country," explains Graham Dodds, who heads the office team as Vice President Government Relations.

"Having the Canberra office means the company can quickly and easily be represented at significant meetings and functions in the capital without having to send people from the other side of the country.

"During this period of restricted travel it's very difficult for our Perth-based people to travel so it's even more useful to have people based in the nation's capital."

Graham, an engineer by training, is a veteran oil and gas professional.

He has garnered more than 40 years'

experience with an oil major, the last 25 spent outside Australia in the US, UK, China, Indonesia and Korea.

But this is not his first stint in working in the nation's capital.

In the early 1990s, he was seconded from his company to be an adviser to then Prime Minister Bob Hawke.

Graham joined Woodside in 2019 and moved straight to Canberra.

"John Prowse did all the early hard work to set the Woodside office up," Graham says.

"Its interior was designed with Woodside visitors from Perth in mind and it looks and feels like you are working in Mia Yellagonga."

John, a Senior Government Relations Adviser and now based in Perth, maintains teamwork successfully established the new office.

"I received exceptional support from

Global Property and Facility Services as well as Digital and on-call IT support," he says.

The Canberra office is located north of Lake Burley Griffin, close to the Australian National University campus and comprises Graham, Andrew Decet and Andrea Galt.

Andrea is our New Energy Partnership Program Manager and divides her time between Canberra and Melbourne.

"I provide New Energy subject matter expertise to support federal government engagements, academic conversations, and many more government agency interactions," she explains.

"I'm able to hold conversations in Canberra, as well as conversations with key stakeholders abroad such as those in the Korean and European Union markets, on areas like hydrogen development."

Andrew, a Senior Adviser Policy and Government Relations, relocated to the Canberra office in June.

He says there are numerous opportunities to engage with key stakeholders, many of which we have developed long, well-established relationships with.

"For example, there are more than 200 Members of Parliament, over 70 ongoing parliamentary committees and numerous government departments and agencies in Canberra – many of which Woodside has an interest in, and needs to engage with, on a daily basis," he notes.

"We are also in the middle of finalising Federal regulatory approvals and agreements with the Commonwealth to deliver our growth projects.

"So Graham and I get to represent the company on behalf of all divisions of the business – and importantly are held to account to build relationships and get results."

One of their roles is to ensure Woodside's business priorities and views on policy are put forward to Federal Government representatives.

It's a goal sure to keep the office busy for years to come.



Canberra connections: Andrew Decet, Andrea Galt and Graham Dodds are building valuable relationships in Australia's capital.



Village people: Top, Yvette Manolas and Breyden Lonnie, asset managers of Pluto LNG plant and Karratha Gas Plant respectively, cut the ribbon on the new Bay Village accommodation on the outskirts of Karratha; below, the Bay Village gym.

Village living in style

A new accommodation facility for Woodside's Karratha fly-in, fly-out (FIFO) workforce has officially been opened – only 13 months after building commenced.

Bay Village, on the edge of Karratha and some 25km south of Karratha Gas Plant (KGP) and Pluto LNG, can accommodate 604 residents.

Its first residents moved in during August.

"A lot of work has gone into completing this impressive facility – on budget and on time," said KGP Asset Manager Breyden Lonnie at the official opening in July.

"It's an achievement made all the more impressive considering the challenges posed by both Tropical Cyclone Damien in February and the COVID-19 pandemic.

"This is an achievement that everyone who has worked on this project over the past 13 months should be proud of."

Breyden said congratulations and thanks were due to Woodside's contractors for the project – DIF, Multiplex and Compass Group – as well as the Woodside team led by Project Manager Tom O'Neill.

"They all worked together to overcome the challenges to deliver a high-quality product – a very impressive modern facility," Breyden said

Tom said: "For those of you who stayed in the old Bay Village, which was constructed in the early 2000s on this same site, I am sure you'll agree that this facility is a huge improvement."

Over the next 15 years, Bay Village represents an investment of more than \$500 million and will provide accommodation critical to Woodside's operations at KGP and Pluto LNG Plant, as well as the company's future growth projects.

A second proposed accommodation village is required for the construction phase of the proposed Pluto Train 2 project, for which Bechtel is the preferred contractor.

Bay Village gives residents easy access to a number of amenities including a 24/7 gym, several recreational areas, indoor and outdoor dining, BBQ areas, multi-use sports courts, a swimming pool and high-speed internet.

"It will bring together most of our FIFO workforce in Karratha under one roof," says Pluto Asset Manager Yvette Manolas.

"This is important as we move towards becoming a single team and it also provides more options to support health and wellbeing of our people."

Importantly, it's been designed with input from our workforce and other key stakeholders including the City of Karratha.

"Informed by feedback from these stakeholders, mental health, wellbeing and community integration were a particular focus during design," Yvette explains.

As well as a Community Services Coordinator, services such as the town shuttle bus are being trialled to encourage our workforce to engage

in cultural and sporting activities and support local shops and service providers during their down time.

"Ensuring our investment benefits local businesses and local people has been a key focus during the construction phase and will continue to be a key focus as we commence operations," says Senior Vice President Operations Fiona Hick.

Over the course of construction, more than 90% of Bay Village procurement spend was with local Western Australian businesses, exceeding our initial targets.

Furthermore, construction of Bay Village has provided a strong source of employment for local people, with more than 600 Karratha residents employed over the duration of construction.

"The result is a facility we expect to promote the health, productivity and performance of our workforce for many years to come," Fiona says.



Learning in action

Every year, Woodside graduates are put to the test with an Action Learning Program (ALP) to drive strategic thinking for the future.

The ALP is a two-week intensive training course that sees a diverse group of second-year graduates coming together in groups to work on a business case.

It includes training and workshops external to Woodside and a chance to research a topic that broadens the graduate's current role.

ALP also provides the opportunity for graduates to develop key skills and understand how Woodside as well as other companies operate in the current environment.

And it allows other Woodsiders to volunteer as mentors for the graduates, which leverages their experience and expertise to guide the graduates through the program.

The program closes out with the groups presenting their ideas to the sponsors and a panel.

Learning and Development Adviser Eleisha Ozies organised this year's program.

"For the graduates, the ALP is designed to provide them with insights into other areas of the business and to work on things that they would have not been exposed to otherwise," Eleisha says.

The program was co-sponsored by Brian Haggerty, Vice President Innovation Capability, who drew valuable insights from the graduate cohort.

"They came with new perspectives that were unconstrained by our traditional thinking and experience," Brian notes.

"This diversity of approach added new ideas and challenged the strategies that have been conceived to date.

"The diverse ideas to transition Woodside to its future self that have been put forward by the ALPs may be used by functions and leaders who have the responsibility to chart that course."

Brian also recognises that the program gives graduates the space and opportunity to test their broader thinking.

"It's fantastic to see what a graduate team may develop if you give them a bit of time and freedom from day-to-day worries," he remarks.

"These teams were creative, innovative and brave. They've provided us with inspiration, energy and motivation."

The ALP is sponsored by our executive committee (ExCom), and the most recent iteration was supported by Shaun Gregory, Executive Vice President Sustainability and Technology.

People and Global Capability graduate Danielle Shim says she thoroughly enjoyed the program and the connections made.

"Having the opportunity to deep dive into a business case and be part of shaping the future of the organisation as a graduate is invaluable," says Danielle.

"It also allows us to draw connections to the graduates in other areas of the business and be mentored by leaders."



Team work: Second-year graduates at this year's Action Learning Program before they presented their business case.



High ten: Top, current and former members of the Karratha Production Academy celebrated the Academy's 10th birthday in September. Below, the first trainers at the Academy pictured in 2010 - Graeme Snary, Rob Loney, Roger Gray, Les Clayton, Geoff MacDonald and John Wells.

Decade of teaching

The Karratha Production Academy turned 10 in Q3, marking the occasion with a morning tea at Karratha Gas Plant (KGP).

Since its launch on 16 September 2010, hundreds of apprentices and trainees (502, to be precise) have passed through its doors – and an impressive 73% of them still work for Woodside.

"It's a great testament to the training delivered and the opportunities Woodside can offer that so many trainees have decided to stay with the company," says KGP Asset Manager Breyden Lonnie.

"It's also important to note that 30% – almost one in three – of all trainees and apprentices have been female. That highlights Woodside's commitment to inclusion and diversity and our success in increasing female workforce representation well beyond the industry average."

Scores more have taken shorter courses for pre-Pathways and school-based trainees at the Academy, whose aims include developing a pipeline of competent operations and maintenance personnel for the company's current and future operations.

Today, Woodside is proud to recruit a large number of its trainees and apprentices from Karratha and the Pilbara region.

"Opportunities for training and employment are the most tangible

benefits we can offer the local community," explains Tanya Vautier, Operations Capability Manager.

"Our trainee and apprentice programs are highly visible and sought after. And they also help us deliver on State Government and Indigenous agreement and Reconciliation Action Plan commitments."

Operations Trainer John Wells has worked at the Academy since day one when it was known as the Operations Training Centre of Excellence.

"What gives me satisfaction nowadays is when I meet some of the former trainees around the business," John says.

"You can see a huge transformation from when they were a student with very little knowledge of the oil and gas industry."

The Academy comprises trainers from

Maintenance and Operations, plus Competency Assurance Analysts, working in partnership with the inclusion and diversity team and Programmed – a Perth-based skills hire company that employs and deploys recruits and coordinates their training programs.

Production Academy Team Leader Donna Walker recognises the evolution that has occurred since she started as a trainee back in 2007.

"Not only has the Academy provided invaluable training to enable locals to set themselves up for life in their chosen careers, but it's delivered value to the business by ensuring its employees are appropriately skilled and prepared for the oil and gas sector," notes Donna.

"Further testament to the success of the Academy is that many of those who have graduated from training have gone on to become leaders in the company and are now training and mentoring recruits."



Reinhardt signs off

As a young civil engineer working in remote sites and sleeping in dongas, Reinhardt Matisons could never have dreamed that one day he'd sign a multi-billion-dollar LNG sales contract in the presence of Australia's prime minister.

"You'd be cutting bags of cement with a shovel or changing O-rings on cement truck pumps," Reinhardt says of his first job out of university with an oil field services company.

"You worked hard and got really dirty, but you got to see the pointy end of the business."

It was the beginning of a 40-year journey in the oil and gas industry for the West Australian and it ended in July when he retired as Woodside's Executive Vice President Marketing, Trading and Shipping.

His second job was with SECWA (the State Energy Commission of Western Australia) where his task was to encourage prospective commercial customers which were using oil and coal to convert to gas in preparation for the start-up of North West Shelf (NWS) gas supplies.

In 1996 he joined Woodside as LNG Marketing Manager.

Reinhardt cites former Chairman Bill Rogers as one of the most important figures in Woodside's history for his role in building the strong relationships in Japan on which our company prospered.

And he lists Ando-san from Tokyo Gas, Ryoki-san of Osaka Gas and Mike Rowe, Woodside's representative in Japan for more than 25 years from the 1980s, as friends he's made.

"Mike had unbelievable connections and together we developed really good relationships with Japanese customers independent of our NWS partners," he recounts.

Reinhardt led detailed contract negotiations with Tokyo Gas and Osaka Gas that underpinned the NWS Project's Train 4 expansion.

The strength of relationships was crucial when Woodside was forced by rising costs to re-open sales contracts for Pluto's LNG.

Fortunately, the level of trust at the negotiating table was very high.

"The Japanese companies worked with us to resolve issues and to facilitate a final investment decision for the project," Reinhardt explains.

Indeed, such was the strength of those relationships that Tokyo Gas and Kansai Electric ended up taking equity in the Pluto LNG Project.

Reinhardt left Woodside in 2003 to work in New York City in LNG and ship brokerage.

When he returned to Woodside, he brought a list of new contacts which proved invaluable when the company decided to contract a fleet of LNG tankers.

Under his leadership, Woodside established a Singapore office, with responsibility for trading LNG when Woodside took responsibility for its own sales rather than as a joint venture.

"Woodside is unique: we sit between the super majors in the business and the wannabes," he declares.

"We're the only ones with a portfolio of our size and fully integrated marketing service, including shipping.

"I believe mine was the best marketing job in the world in the LNG business."

For the future, Reinhardt intends spending more time with his family and the surfing hobby he took up later in life by seeking out waves in Margaret River and beyond.



From ship to shore: Reinhardt Matisons reckons he's retiring from the best marketing job in the LNG business. Right, enjoying more waves on a surfboard is his next job.



Fishy affair: Todd Bond's passion for marine life has helped Woodside learn more about the amazing array of fish that reside on our offshore infrastructure – and helped earn him a PhD. Top, Todd onboard a boat with Goodwyn Alpha in the background.

Underwater whets Todd's appetite

For 33-year-old marine scientist Todd Bond, swimming with the fishes constitutes enjoyment as well as work.

And Woodside's subsea infrastructure off the Pilbara coast has provided the perfect environment for Todd to pursue his passion, earn a PhD and help us prepare for future offshore decommissioning activities.

"The COVID-19 environment meant I was submitting my PhD while feeling quite isolated, but I just passed my final defence and now it feels really good," he reports.

"I'll take a deep breath and get ready for the next adventure."

Prior to undertaking his doctorate, Todd was a research assistant at the University of Western Australia's (UWA) School of Biological Sciences where he worked on research projects throughout the world, focusing on fish ecology and stereo-video technology.

He came to Woodside's attention in 2016 when the company commissioned his UWA laboratory to assess fish and habitat on two of our pipelines.

Chief Environment Scientist Luke Smith explains: "To understand the appropriate approach to decommissioning offshore infrastructure, either full or partial

removal, we need to understand any future environmental risks, impacts and benefits.

"Todd was keen to further understand what fish reside upon our offshore infrastructure and how important these fish are to our commercial fisheries. Subsequently, Woodside supported Todd's PhD and provided him with hundreds of hours of underwater video taken remotely."

Todd says: "Undertaking a PhD can be immensely overwhelming – financially, emotionally, and intellectually. Having financial support from Woodside gave me one less thing to worry about."

He visited our offshore assets virtually, watching hours of historical underwater video footage collected during routine inspections.

It was productive work which identified rare and vulnerable species of fish, sharks and rays on our assets.

"We have made important scientific discoveries of rare species and animal behaviour using inspection footage alone, and turned these into scientific knowledge in the form of published papers," Todd says.

A stunning example was the discovery of a potential new species of pufferfish when 21 mystery circles were spotted

on video footage collected during an inspection of the Echo Yodel subsea infrastructure, operated by Woodside on behalf of the North West Shelf (NWS) Project.

The only previous discovery was in waters off southern Japan, and Todd was lead researcher in an article detailing the find in the *Journal of Fish Biology*.

Todd says higher fish abundance and biomass was discovered on pipelines throughout the NWS compared to areas off the pipeline.

"It unlocked key behavioural movements of important commercial species," he adds.

"Regardless of when the fish were there, it is clear these pipelines play an important role in the life of valuable commercial fish species."

Todd has published several articles on the decommissioning of Woodside's subsea assets, and his research culminated in a PhD. He graduates in December.

Luke says: "His research has opened our eyes to the amazing array of fish that reside on our offshore infrastructure and has highlighted the importance of some of it to commercial fisheries of the Pilbara."

Everybody needs a home

Every night in Western Australia, more than 9000 people experience homelessness, around 1000 of whom sleep rough.

Homelessness is a confronting and complex issue.

Aligned to national homelessness awareness week in Australia, the Health, Safety, Environment (HSE) function sought to raise awareness of the extent of homelessness in WA.

Graduate Health and Safety Adviser Milan Mathew was a co-organiser of the event, together with HSE graduates Ashleigh Haddon, Chinonye Uba and Chloe Anderson.

"We offered a range of activities to help our people to learn more about homelessness and the ways they can help," Milan says.

One way was donating foodstuffs, and collection boxes for dry goods were placed on Level 2 of Karlak.

The donations went directly to Foodbank WA, an organisation that provides food relief to some 45,000 Western Australians every month and

one that was supported by Woodside's COVID-19 Community Fund.

In fact, the fund provided much-needed help to many organisations, including Foodbank WA, Lifeline WA and St Barts.

Representatives of these organisations visited Mia Yellagonga at the start of the week, sharing insights on their work and how corporate support helps.

"They also delivered information on what we as individuals can do, ranging from volunteering to different types of donations," reports Milan.

Tuesday offered the opportunity for some of the HSE team to volunteer at Taste Budds Cooking Studio - a competitive cooking challenge which involved preparing food for the Tranby Homelessness Centre.

Health and Safety Analyst Misty Cosnett was one participant.

"I absolutely loved volunteering for such an amazing cause," Misty enthuses.

"We had fun while helping those in need, reflecting on their reality and on

what we are grateful for."

Saturday night offered a unique opportunity for members of the HSE function and their families. Nearly 40 people, including many children, came together with no more than a sleeping bag to spend the night in the car park at Mia Yellagonga.

Woodside's partnership with Orange Sky, whose vans provide clothes washing facilities and a mobile shower for people living on the street, was explained by Lisa Sprlyan, Community Impact Manager for Orange Sky.

Lisa's presentation included the sleepout attendees heading to the loading dock under Karlak to inspect Orange Sky's new van, made possible by Woodside's partnership.

Health and Safety Manager Mark Watters attended with his family.

"My girls, Ava and Lia, had a great time viewing the van and learning about the work Orange Sky does for the homeless," Mark says.

"Our family now has a much better appreciation of homelessness and we talk more about being grateful for what we have."

HSE Vice President Debbie Morrow emphasises that the sleepout was not intended to replicate the experience of homelessness.

"Rather it was to create a sense of discomfort to remind us how lucky we are and for us to consider what more needs to be done to ensure everyone has a home," Debbie explains.

Attendees of the sleepout fund-raised more than \$10,000 for St Bart's.

Milan reports that the efforts during homelessness awareness week delivered a great result.

"In addition to raising more than \$10,000 for St Bart's, we filled donation boxes for Foodbank and cooked more than 240 meals for Tranby Homelessness Centre," he says.



Essential serves: Kate Barnett, Jenna Frzop, Misty Cosnett and Chloe Anderson help prepare food relief for the homeless.



Your Toolkit: Clockwise from left, standing, Woodside's Gemma Rapson meets with Elisa Fear, Trisha Lee and Lyn Beazley of Financial Toolbox, which has been supported by Woodside's COVID-19 Community Fund.

Supporting communities

While COVID-19 is causing disruption to how we currently operate, it has also highlighted the need to support those experiencing hardships.

Woodside's \$10 million COVID-19 Community Fund makes such support available for not-for-profit organisations responding to the challenges the community is facing due to the pandemic.

The fund focuses on three main areas – humanitarian relief, health provision and education, and Woodside has been able to grant funding to 71 organisations.

Over the past two years, Woodside has stood alongside the community and industry partners to help make a stand against family and domestic violence.

This includes \$1.9 million donated from the COVID-19 Community Fund to organisations that support women and children facing domestic violence as well as the homeless.

One of the organisations Woodside supports is Your Toolkit - a free web-based resource that assists women and children facing domestic violence.

This is driven by the statistic that 80-90% of women who are seeking support nominate lack of financial security and

resources as the main reason they return to abusive relationships.

Your Toolkit also estimates that around 15% of women in Australia have experienced financial abuse, in particular women over the age of 50.

The website steps through and supports those experiencing domestic violence or find themselves in an abusive relationship by providing resources such as making a safety plan and financial planning.

The aim of the toolkit is to empower those struggling to be independent and safe as a result of violence, by connecting them with the correct and updated resources to professionals that can provide this. The need for this toolkit during the pandemic is illustrated by the fact the website had more than 4800 visitors in just one day in March.

"With the COVID-19 pandemic and social restrictions placing thousands of Western Australian families under additional stress, it's more important than ever that women and children are supported to be free of violence and financial abuse in the home," says Elisa Fear from Your Toolkit.

"Woodside's support, along with an earlier grant from Lotterywest, will

allow us to undertake marketing and development, improve our website content and develop a plan to evaluate user outcomes.

"It will also enable us to employ a part-time staff member which, for a wholly volunteer-based organisation, is invaluable."

The fund supports local communities in Perth and Karratha.

Corporate Affairs Manager Kate Gauntlett expresses her appreciation for the impact not-for-profit organisations have had on supporting communities.

"Woodside's priority is the health and safety of our people and the Karratha and Roebourne communities where we are fortunate to live and work," Kate says.

"One of the important ways we can achieve this is by supporting the grassroots organisations that are assisting us all to pull together to get through this challenging period."

The organisations include the Mawarnkarra Health Service, Reach Us – Pilbara Inc and Salvation Army Karratha.

To find out more, or if domestic violence is affecting your life, please visit www.yourtoolkit.com.au.

Promoting cultural safety

An ancient and time-honoured Indigenous smoking ceremony was held at Mia Yellagonga in July to support the safe return of employees to the office following working from home arrangements during COVID-19.

Indigenous Affairs Adviser Courtney Kelly, the ceremony organiser, says smoking ceremonies hold a special and sacred significance for the local Noongar Whadjuk community and for Indigenous people everywhere, including Native Americans and Canadian First Nations peoples.

"We held such a ceremony in 2018 when Woodside moved on to the site and we thought it was time to reconnect again," Courtney explains.

The ceremony was performed by local Noongar representatives Barry McGuire, Josh (Vaughan) McGuire and Carol

Innes, and it attracted more than 300 Woodsiders.

"Everyone, including our Chief Executive Officer Peter Coleman, was eager to participate in this moving cultural activity," Courtney notes.

"Our Indigenous collegiate hoped that the ceremony would create a culturally

safe working environment, particularly following COVID-19 and the intense public debates around the Black Lives Matter movement and Aboriginal Deaths in Custody. Barry is a great educator and cultural ambassador.

"These types of special cultural engagements also serve as a learning opportunity for our staff."



Sharing stories

Woodside has renewed its long-running partnership with flagship Indigenous theatre company Yirra Yaakin, paving the way for more exciting productions in Perth and beyond.

Peter Kift, the General Manager of Yirra Yaakin Theatre Company, says he is

delighted the alliance with Woodside has been extended.

"Over the term of this partnership, Yirra Yaakin will look to develop new initiatives to extend their outreach to regional and remote areas, in addition to the Kaatijin series, which are school

shows that tour for two weeks each year regionally," Peter said.

One of Yirra Yaakin's key initiatives is the Next Step program, which supports the development of Indigenous and First Nations artists and artworkers.

The program has almost doubled in its impact through the period of Woodside's sponsorship, with 24 students participating in 2019, 15 of whom were female.

"Many participants in the 2019 Next Step program progressed from being performers and actors to writing, producing and staging performances," Peter points out.

"For example, Zac James progressed from performer and writer to workshop facilitator and dramaturg and he is now employed as an associate artist with the company."

Next year will mark the tenth year of Yirra Yaakin's partnership with Woodside - an important milestone representing the incredible journey to share Aboriginal stories with the world.



Cultural engagements: Top, smoking ceremonies are a time-honoured Indigenous tradition, and another was held at Mia Yellagonga in July. Below, facilitating workshops is just one part of the mission of flagship Indigenous theatre company Yirra Yaakin.

This is where Woodsiders discover a little bit more about their colleagues – and what they’ve been getting up to outside work hours. Think of it as Trunkline’s version of the water cooler.

Because whether it’s satisfying a passion for a sport, an unusual hobby or doing good deeds in the community, Woodside’s employees and contractors tend to live life to the full. As a result, they often have interesting stories or experiences to recount.

If that sounds like you or a colleague and you think it should be shared with the Woodside community, give us a call or drop us a line.

Wish comes true

Perth boy Charlie Mone now has his very own robot, thanks to volunteers from Woodside and other companies and Make-A-Wish Australia.

The robot was built by a team of Woodsiders over 18 months and delivered on Charlie’s 11th birthday earlier this year.

“He wanted a robot to protect his bedroom from his younger sister,

Khloe,” explains Data Scientist Mary Hewitt (pictured, far right).

The project dates back to May 2018, when Mary was asked to get involved in the project to build Charlie – who has a rare, incurable muscle disorder – his dream robot.

Mary sought volunteers and ended up with a team of about 10 – Woodsiders with engineering, mechanical and data

science experience, but (apart from Mary) very little knowledge of robots.

They learnt as they went along.

“Over the next 18 months we worked in the robotics lab every second weekend to get this robot working,” Mary recounts.

“It was not just about making a robot but keeping Charlie distracted from his woes.

“We visited him at his home and he visited us at work – every couple of months or so – because part of his wish was to come into the lab and work with us on a robot.

“He was very exacting with his requests – very smart.”

Mary says the project was one of the biggest Make-A-Wish has become involved with, adding: “It was a huge undertaking.

“I reckon I must have spent about 300 hours on the project, but lots of people at Woodside helped out and it was very satisfying.”



Family story

When Adam Lees, Senior Manager Indigenous Affairs, was a boy his mother often talked about her childhood memories and shared family stories.

Adam could not have imagined that these stories would one day lead to a collaborative memoir that would be published and sold in bookstores all around Australia.

“I am excited to announce the release of my first book ‘A Question of Colour’ that I co-authored with my mother, Pattie Lees AM, before joining Woodside,” says Adam.

Adam is thrilled to have been able to write the memoir in partnership with his mum and that they are now able to

share the story with all Australians.

“We were truly honoured that former Prime Minister Kevin Rudd provided the foreword for our book given his role in leading the national apology to the Stolen Generations in 2008,” says Adam.

Published by Magabala Books, the memoir provides a first-hand account of Pattie’s experiences during Australia’s assimilationist policy era.

Born in Queensland, Pattie was only 10 years old when she was taken from her mother and sent to live on Palm Island – the island once dubbed “Australia’s Alcatraz”.

Pattie believes sharing her story is

important because as she says: “I lost my voice on Palm Island, but now I’ve got it back and no one can shut me up again.

“What happened to my family is still happening and these stories need to be told in order for Australia to have a sense of history and why reconciliation is so hard.”



Tea takes time

Even a once-in-a-century pandemic won't stop Woodsiders from fundraising for Cancer Council WA's annual Biggest Morning Tea.



To allow maximum participation across COVID-19 rosters and shifts, Woodside decided this year's fundraiser would be hosted throughout the month of June rather than on just one date.

"Our employees feel passionate about this cause," Woodside's Chief Executive Officer (CEO) Peter Coleman says.

"Their generosity and willingness to help during this difficult time makes me proud to lead our Woodside team."

Our theme, "reconnection with your team", saw many events held both virtually and in person, while maintaining physical distancing as government restrictions eased throughout the month.

Woodsiders held quizzes, bake-offs, Mad Hatters tea parties, blind date with baking, auctions, raffles, and guess-which-cup-contains-the-tea games to raise \$13,840.

With workplace giving matching in

place, a total of \$35,000 was raised for Western Australians affected by cancer.

The brownfields team's Blind Date with Baking (pictured) was an ingenious pandemic-inspired idea to minimise interaction with food and utensils, with some diligent helpers packing baking into paper bags. Brownfields was then able to select a sweet, savoury or gluten-free option.

The baby photo competition, where brownfields tried to identify the baby photos of their leadership team, led to some great fun facts being discovered about our leaders.

Cancer Council WA CEO Ashley Reid says Woodside has shown Cancer Council WA tremendous support during COVID-19.

"The challenges of being diagnosed with cancer have dramatically increased due to COVID-19, so we thank CEO Peter Coleman and the Woodside staff for their support during this critical time," Mr Reid says.

From couch to 5km

COVID-19 has changed the lives of many, but for Callum Burnett it has ushered in a healthy, daily routine change.

"On the first day of August I randomly decided to run 5km every day for that month and while for some this might not seem much, for me it's been a challenge," reports Callum, a Talent Acquisition Specialist in People and Global Capability (P&GC).

"I felt inspired to do this after recently going for a few runs and noticing how positive it made me feel afterwards.

"And with the weird times we're all currently living in, I think anything that can help us feel more positive should be championed."

Recognising the pandemic is presenting challenges to wellbeing, Callum decided to set up a fundraising page to promote exercise as a way of improving mental health while having fun along the way.

"A few of my friends and family are doing it tough, particularly in the UK, so this is a small gesture to try and highlight the benefits of regular exercise," he explains.

Callum's fundraising supported two

mental health charities: UK-based Mind and Australia's LIVIN.

By squeezing a 5km outing in every day – rain, hail, shine or darkness – he totalled 155km.

The challenge finished with some P&GC teammates joining him for the final leg in Kings Park, including Ben McGinty (pictured, right, celebrating at the finish with Callum), and his fundraising passed more than \$1000 for LIVIN and £200 (almost \$400) for Mind.

Vice President P&GC Jacky Connolly was inspired to bring her two sons to Kings Park for Callum's last run.

"P&GC are very proud of Callum for sticking to his goal of running 5km every day while also supporting two great causes for charity," says Jacky.

Contribute to Callum's fundraising pages at Mind <https://www.justgiving.com/fundraising/callum-burnett1> or LIVIN <https://give.everydayhero.com/au/5k-a-day-in-august>.



Projects Control Lead and keen photographer Liz Barker made the most of her COVID-19 quarantine when she returned to Australia from an international assignment at the end of June. Liz set herself a challenge: to take an image looking through the full-length windows of her Perth hotel room on every one

of the 14 days' quarantine. "It was the perfect distraction and made the quarantine so much easier," Liz reports. "It's amazing what you see when you really look and apply some imagination." Yammer users had the chance to view all 14 photos. "Me and My Shadow" is one of Liz's favourites.





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