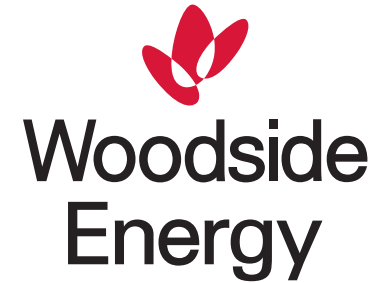


Reconciliation Action Plan Report 2025



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Acknowledgement of Country

Woodside recognises and respects the rights, cultures, histories and aspirations of Aboriginal and Torres Strait Islander peoples, and their continuing connection to land, waters and the environment.

Consistent with our Indigenous Communities Policy, we do this through building respectful relationships and partnerships with Indigenous communities where we are active, in the areas where they are most interested.

We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples across Australia and Indigenous Peoples and communities globally.

About the Artwork

Ngalpuru (All of Us – Ngadju language)

Ngalpuru, meaning “all of us”, represents the coming together of people, community and Country through Woodside’s Reconciliation efforts.

At the centre is a meeting place representing Woodside, connected to additional meeting places symbolising employees and community. These elements reflect collaboration, shared responsibility and the collective effort required to strengthen relationships.

Waterholes reference local waterways and acknowledge Whadjuk Noongar Country in Boorloo (Perth), symbolising life and the flow of knowledge. Handprints, animal tracks and native species represent people, Country and the ongoing connection between them.

Together, the artwork reflects inclusiveness, connection and the strength of working together.

About the Artist

Sara Riches

Sara Riches is an Aboriginal artist and muralist based on Whadjuk Noongar Country in Perth, Western Australia. She has cultural connections to Wangkatja, Esperance Nyungar, Ngadju, Gubrun and Mirning peoples.

Her work is grounded in connection to Country, community and culture. Drawing on knowledge shared by her Elders, Sara’s practice reflects themes of identity, belonging and storytelling.

Through her art, she aims to create spaces for connection, reflection and shared understanding.

Visit: www.juran.com.au



Sara Riches

CEO and Managing Director Introduction

As Chief Executive Officer and Managing Director, I am pleased to present this report marking the completion of Woodside’s 2021–2025 Reconciliation Action Plan (RAP).

Since beginning our Reconciliation journey in 2009, Woodside has continued to learn, adapt and strengthen its approach. This milestone marks the latest five years of progress and reflection and signals a transition to the next phase of our Reconciliation work.

Over this RAP, Woodside has strengthened relationships with Indigenous Peoples, continued to embed cultural understanding, and expanded opportunities for participation and partnership. Our progress reflects a commitment to delivering meaningful, measurable outcomes and stems from partners, and our people.

We have made solid progress across all pillars of our RAP, including workforce cultural competency, Indigenous business participation, increasing the number of Indigenous employees and deeper engagement with community-led initiatives. We also recognise that Reconciliation is complex and that more work remains to be done.

While our progress is ongoing and not without challenges, we remain committed to learning and achieving better outcomes.

The broader context highlights this work’s importance. Recent national conversations including research by the University of Technology Sydney on the workplace experiences of Aboriginal and Torres Strait Islander employees with regards to racism and cultural safety, highlights the need for sustained effort and leadership.

Looking ahead, our focus is clear. We will continue to build on this RAP’s foundations, embedding Reconciliation in how we operate, partner and make decisions. We aim to continue protecting cultural heritage, investing in capability and leadership, supporting economic participation for Indigenous businesses, and helping shape stronger, self-determined communities.

Reconciliation is a long-term responsibility for Woodside. It demands continuous learning, listening to Indigenous voices, and acting for a better, shared future.

Woodside’s current RAP will move into a transition period while we develop a new RAP and begin implementing our global Indigenous Peoples Strategy 2026–2030. I look forward to leading Woodside into this next phase and continuing to partner with Indigenous Peoples and our partners to build trust and deliver meaningful outcomes.



Liz Westcott
CEO and Managing Director

2025 in Review

This report reviews Woodside's achievements in the final year of our 2021–2025 RAP.

Over the past five years, Woodside has taken a more integrated approach to Reconciliation, strengthening relationships with Indigenous Peoples, improving cultural awareness across our workforce, and expanding opportunities for participation through employment, business partnerships and community programs.



As the RAP progressed, our work evolved. We increased workforce participation in cultural learning, strengthened cultural heritage management practices, and expanded the role of the Woodside Reconciliation Community in driving awareness and engagement across the organisation.

In 2025, we focused on consolidating progress and delivering more consistent outcomes. We have continued to develop employment pathways, increased engagement with Indigenous businesses, and supported community-led initiatives focused on delivering long-term impacts.

We continue to refine how we measure progress, helping us focus our efforts.



Our Vision for Reconciliation

Woodside's vision for Reconciliation is building respectful, long-term relationships with Indigenous Peoples in Australia and beyond.

Since 2009, we have worked to embed Reconciliation into our operations. Our approach has evolved over time, moving from a focus on activities to a stronger emphasis on outcomes and impact.

Our RAP provides a framework for this work across four pillars:

- Respect for Culture and Heritage.
- Capability and Capacity.
- Economic Participation.
- Stronger Communities.

These pillars reflect where we can contribute to meaningful change and support positive outcomes for Indigenous peoples and communities.

We are guided by the principle that Reconciliation must be shaped by the voices and priorities of Indigenous Peoples. This means listening, engaging early, and supporting community-led, locally relevant initiatives.

Through our work, we aim to:

- build respectful relationships with Traditional Owners and Custodians and communities.
- protect and promote cultural heritage and knowledge.
- create opportunities for employment, business development and capability building.
- contribute to stronger, self-determined communities.

As we complete this 2021–2025 RAP, it will carry forward into a transition period while we develop our new RAP, informed by the progress made and lessons learned over the past five years.



Outcomes Measurement Framework

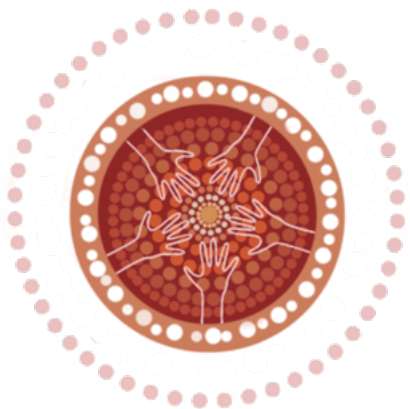
Woodside's Outcomes Measurement Framework tracks progress across nine indicators aligned to the four pillars of our RAP.

Each indicator is assessed annually using a five-point scoring system. A score of two represents the baseline, while higher scores reflect progress towards our 2025 targets.

This framework allows us to:

- measure progress in a consistent and transparent way.
- assess both quantitative and qualitative outcomes.
- identify areas of strength and areas requiring further focus.

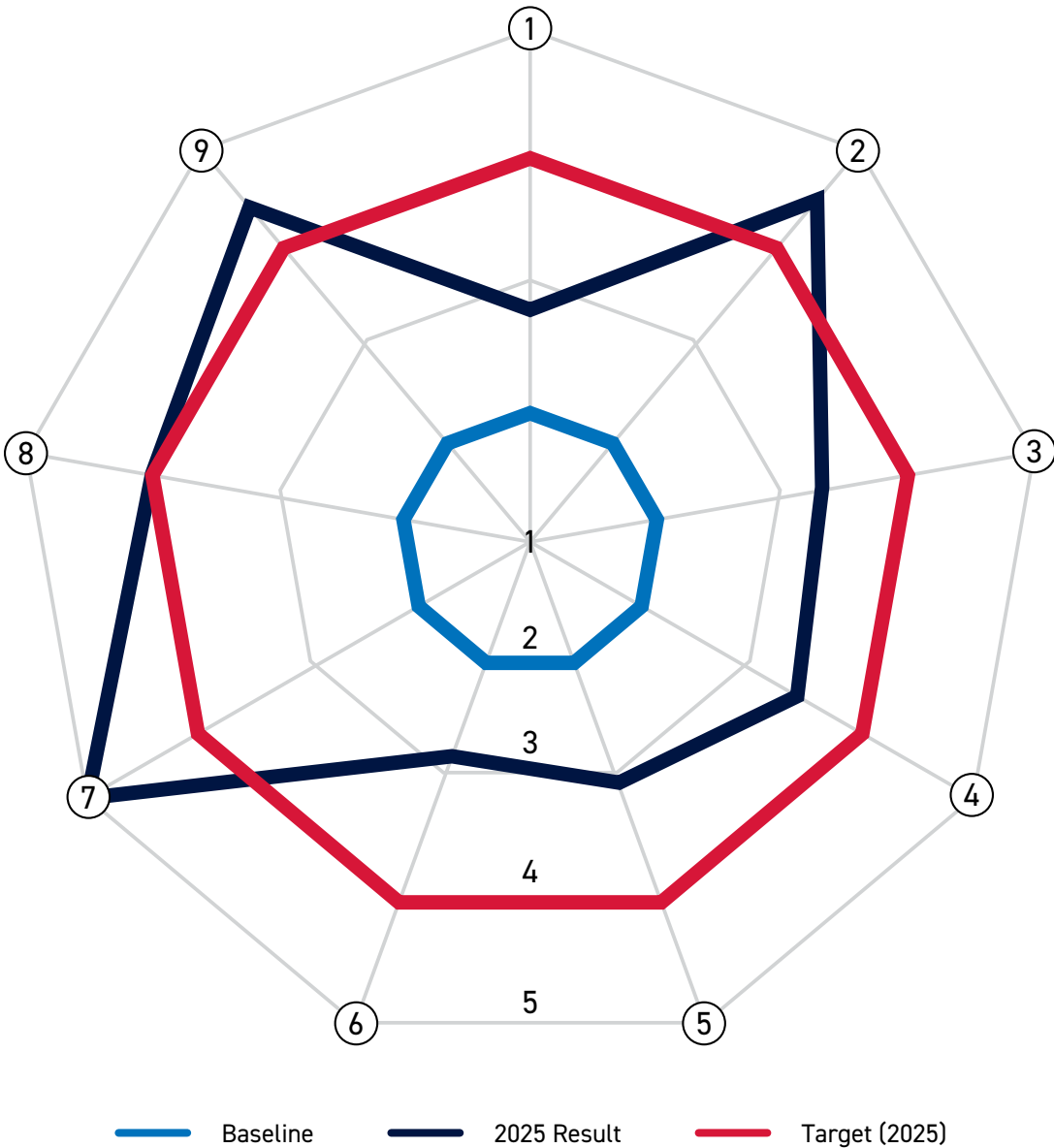
Over the course of this RAP, we have continued to refine our measurement approach to better reflect year-on-year progress and long-term impact.



How to Read the Diagram

Each axis represents a RAP indicator scored from 1 (decline) to 5 (outstanding). The diagram compares baseline (2020), current performance (2025) and target (2025). Results closer to the outer edge indicate stronger performance.

RAP Indicator	Baseline	Target (2025)	2025 Result
① Workforce Cultural Competency	2	4	2.8
② Cultural Heritage Management	2	4	4.5
③ Promoting Reconciliation	2	4	3.3
④ Indigenous Employee Growth and Development	2	4	3.4
⑤ Contribution to Increasing Capability and Capacity	2	4	3.0
⑥ Indigenous Employment	2	4	2.8
⑦ Indigenous Business Participation	2	4	5.0
⑧ Social Contribution Outcomes	2	4	4.0
⑨ Contribution to Self-determination	2	4	4.4



RAP Performance Summary

In the final year of Woodside's 2021–2025 RAP, performance remained strong in key areas, particularly Cultural Heritage Management, Indigenous Business Participation and Stronger Communities.

4.5 score achieved for Cultural Heritage Management

recognising the focus on listening to community and supporting the transmission of cultural knowledge and values.

4.0 score achieved for Social Contribution to Outcomes

showing the consistent support for community-led programs and partnerships that are delivering stronger outcomes.

4.4 score achieved for Contribution to Self-Determination

reflecting the active role of the Indigenous advisory group and ongoing support for initiatives that advance self-determination.

5.0 score achieved for Indigenous Business Participation

highlighting the strength of procurement strategies in building enduring commercial relationships with Indigenous suppliers.

These results reflect the consistency of Woodside's work over time, from how we engage with Traditional Owners and Custodians to the way we have backed Indigenous businesses and stayed committed to long-term community-led partnerships.

Over the course of the RAP, our approach has shifted. What started as building the right foundations has moved into something more embedded, with cultural awareness becoming part of how we work day-to-day and a clearer focus on outcomes, not just activity.

That said, progress has not been even. Some areas have moved faster than others, and the results point to where more focus is needed, including workforce cultural competency and Indigenous employment outcomes. These are not new challenges, but they will require sustained attention.

2.8 score achieved for Workforce Cultural Competency

recognising the need for measuring the cultural safety of Indigenous employees.

2.8 score achieved for Indigenous Employment

noting Indigenous employment did not meet expectations, with the exception of tertiary pathways participation.

3.0 score achieved for Contribution to Increasing Capability and Capacity

reflecting that Woodside fell short of its targets through the programs we support.

4.0 score achieved for Promoting Reconciliation

recognising Woodside is progressing well but there is still opportunity to influence more, with most scores of good (3) across the measures including CEO and Executive Committee engagement, leadership demonstrating commitment and accountability and leader-led Reconciliation activities.

Overall, the results show how far Woodside has come over this RAP but also sets a clear direction for what comes next.

Pillar Performance

Pillar 1: Respect for Culture and Heritage

Woodside remains committed to supporting positive social outcomes through the protection, recognition and respect of Indigenous cultures and heritage.

During this RAP, we have focused on strengthening cultural awareness across our workforce and supporting cultural heritage management in partnership with Traditional Owners and Custodians.

In 2025, Cultural Heritage Management remained a strong area of performance (score of 4.5), supported by ongoing engagement, and the delivery of programs that facilitate the transmission of cultural knowledge and values.

Key areas of progress include:

- sustained participation in cultural learning across the organisation, exceeding 90% annually.
- strong and consistent engagement with Traditional Custodians, with multiple community-led proposals implemented and programs supported.
- continued delivery of cultural knowledge programs, reflecting the importance of keeping culture strong.

At the same time, overall workforce cultural competency remained below the aspirational target (score of 2.8), and partner feedback indicates further opportunity to strengthen the broader recognition of Indigenous culture.

This includes strengthening how Woodside understands and measures the cultural safety experience of Indigenous employees, so we can better identify where our workplace is experienced as respectful, inclusive and culturally safe, and where further action is needed.

This insight will support our continued focus on embedding cultural understanding and cultural literacy into everyday decision-making, while ensuring cultural heritage is respected, protected and led by Indigenous voices.



Pillar 2: Capability and Capacity

Woodside supports initiatives that build Indigenous employee capability and capacity through professional development and learning.

Over the course of this RAP, we have expanded development opportunities and strengthened programs that support Indigenous employees and partner organisations.

In 2025, Indigenous employee growth and development achieved a score of 3.4, reflecting continued progress, particularly in promotion outcomes and participation in development programs.

We have:

- expanded leadership and development initiatives, with strong participation in Indigenous development programs.
- delivered promotion outcomes, with Indigenous employees achieving a high proportion of promotions relative to representation.
- strengthened partnerships that support capability-building in Indigenous organisations, with 100% reporting increased capability and capacity.

While we have made significant progress representation at senior leadership and line management levels has not yet met the 2025 targets. This underscores the ongoing need for a sustained focus on enhancing progression pathways and strengthening leadership pipelines. We plan to create opportunities for career development and leadership by focusing on building capability from within and supporting long-term workforce outcomes.



Pillar 3: Economic Participation

Woodside aims to increase economic opportunities for Indigenous Peoples and communities through employment, procurement and business partnerships.

Performance in 2025 was mixed, reflecting strong outcomes in procurement alongside more moderate progress in employment. Indigenous business participation remained a standout, achieving an overall score of 5, driven by significant growth in spending, contracts and supplier engagement.

Key areas of progress include:

- substantial increases in spending with Indigenous businesses and Traditional Owner suppliers, exceeding 2025 targets.
- growth in the number of Indigenous suppliers and contract awards across the supply chain.
- strong outcomes in contractor employment and eligible participants converting to direct or indirect employment with Woodside or Woodside contractors, with conversion rates above target at 82%.

At the same time, direct Indigenous workforce representation and participation in some pathways programs did not meet targets and outcomes. This includes Traditional Owner employees within contractor scopes.

These results highlight the complexity of achieving sustained employment outcomes, while reinforcing the effectiveness of procurement and supplier strategy in driving economic participation.

Pillar 4: Stronger Communities

Woodside is committed to partnering with organisations and communities to support positive outcomes for Indigenous Peoples.

Across the RAP period, this has remained a core strength. In 2025, social contribution outcomes (score of 4.0) and contribution to self-determination (score of 4.4) reflect the impact of long-term, community-led partnerships.

During this RAP, we have:

- supported a wide range of community-led programs focused on education, employment, cultural preservation and wellbeing.
- engaged thousands of Indigenous participants through social investment programs.
- strengthened partnerships with community organisations and Traditional Owners and Custodians.
- contributed to initiatives that support self-determination and Indigenous leadership.

Partner feedback indicates that Woodside's investment continues to strengthen organisational capacity and contribute to meaningful outcomes, with strong participation and positive responses from partner organisations.

We recognise that strong, long-term partnerships are critical to achieving meaningful and lasting outcomes and supporting self-determined futures.



Looking Ahead

As we complete our 2021–2025 RAP, it will enter a transition period while we develop our new RAP, reflecting that Reconciliation is an ongoing responsibility.

Over the past five years, we have built strong foundations, particularly in cultural heritage, Indigenous business participation and community partnerships. At the same time, we acknowledge areas requiring continued focus, including workforce representation, leadership pathways and cultural safety.

At the same time, Woodside's Indigenous Peoples Strategy 2026–2030 aims to extend this approach across our global operations, guiding how we build respectful relationships, strengthen partnerships and support meaningful outcomes with Indigenous Peoples and communities wherever we operate.

Respect for Culture and Heritage

Murujuga World Heritage Listing

In 2025, the Murujuga Cultural Landscape was successfully inscribed on the UNESCO World Heritage List. Woodside supported the Indigenous-led World Heritage nomination and assessment process with the Western Australian and Australian Governments. Woodside support included funding to assist with the development of nomination documentation, provision of technical and operational information, funding support for Murujuga Aboriginal Corporation (MAC) participation at the International Council of Monuments and Sites (ICOMOS) General Assembly, hosting an ICOMOS site visit to Pluto LNG Park, and supporting heritage initiatives such as the Murujuga Rock Art Monitoring Program.

This milestone recognises the global cultural significance of Murujuga and reflects an Indigenous-led nomination process.

Woodside has operated on Murujuga for more than 40 years and recognises its cultural and spiritual significance to Ngarda-Ngarli Traditional Custodians. The nomination noted that Murujuga is “a living cultural landscape that is testament to cultural traditions, creativity, spirituality and ecological knowledge spanning tens of thousands of years”.

The World Heritage listing provides greater certainty around heritage values and will inform Woodside’s approach to cultural heritage management, community engagement and future development. Woodside will continue to collaborate with MAC and Traditional Custodians to support the coexistence of Woodside’s operations with the Murujuga’s Outstanding Universal Values¹.

For further information, refer to the **Woodside Energy Annual Report 2025** (page 55).

¹ The Outstanding Universal Values of the Murujuga Cultural Landscape are set out in the UNESCO World Heritage Committee’s Decision 47 COM 8B.13 which inscribed the Murujuga Cultural Landscape on the World Heritage List.



Economic Participation

Cherratta Lodge and Traditional Owner ownership transition (Western Australia)

Woodside worked with long-standing accommodation provider Cherratta Lodge on a landmark A\$35 million contract that enabled their transition to an Indigenous owned village. The partnership is expected to create local employment pathways in catering, cleaning, gardening, trades and apprenticeships, while ensuring culturally safe operations on Ngarluma Country. Traditional Owner and Elder Harry Mowarin was invited to become a joint owner after years of relationship-building, marking a significant step toward economic self-determination.



Pictured (left to right): Cherratta Lodge owner Harry Mowarin, Malcolm Wylie, Julie Attwood from Procurement, and Woodside Villages Coordinator Rebecca Scroop.



Capability and Capacity

A global opportunity for career growth

Jenayah Elliott, a Jaru woman from the Kimberley, began her career with Woodside as a Summer Vacation Student in 2017, later joining as a Human Resources (HR) Graduate. Most recently, she took on a two-year international assignment in Houston as an HR Specialist – Americas Merger Integration Project – an experience she describes as “enriching, rewarding, and wonderful”.

“I met so many people from all walks of life. Houston is such a multicultural city and so diversely rich, which made the experience even more special,” Jenayah said.

Beyond work, Jenayah embraced the opportunity to explore the US, including visiting Navajo Nation. “Just like I want people visiting Australia to learn about First Nations people here, it was important for me to do the same in the US.”

Professionally, the experience was transformative. “My time in Houston absolutely catapulted me to another level of growth. I worked in roles I’d never done before, with people and systems I hadn’t worked in before. It changed the way I think about business and how we operate as a company.”

Now back in Perth as a Senior HR Business Partner, Jenayah carries a renewed appreciation for home. “If you’re thinking about doing an international assignment, I say 100% go for it. There’s no better opportunity to become a global citizen, learn about other cultures, and gain a new perspective on Australia.”

Stronger Communities

Roebourne District High School Redevelopment

Woodside is contributing A\$20 million over five years to the A\$94 million redevelopment of Roebourne District High School through the Resources Community Investment Initiative, in partnership with the Western Australian Government.

The redevelopment plans to deliver modern learning facilities, including new classrooms, a cultural hub and community spaces designed in consultation with local stakeholders and Traditional Owner and Custodians groups.

This investment supports improved access to education in the Pilbara and reflects Woodside’s commitment to long-term community partnerships that strengthen regional communities and support future opportunities for young people.



Assurance Statement

Woodside Energy Group Ltd (ABN 55 004 898 962) is the ultimate holding company of the Woodside group of companies. In this report, unless otherwise stated, references to ‘Woodside’, ‘we’, ‘us’, and ‘our’ refer to Woodside Energy Group Ltd and its controlled entities as a whole. The text does not distinguish between the activities of the ultimate holding company and those of its controlled entities.

GHD has provided limited assurance over a selection of measurement indicators that contribute to the nine Indicators of Success present in our 2021-2025 RAP. This assurance engagement covered the 12-month period from 1 January 2025 to 31 December 2025. The assurance statement for the 2025 RAP Report can be found on our website at: www.woodside.com

