

2021-2025 RECONCILIATION ACTION PLAN

Jul 2021 - Dec 2025

PART OF
A BETTER
FUTURE



Acknowledging Country

Woodside has operated on Murujuga (the Burrup Peninsula) in the Pilbara region of Western Australia for more than 30 years. Over this time, we have built and maintained relationships with the five Murujuga Traditional Custodian groups; the Ngarluma, the Mardudhunera, the Yaburara, the Yindjibarndi, and the Wong -Goo-Tt-Oo.

Woodside’s headquarters are located in Boorloo (Perth), Western Australia, on Whadjuk Noongar Country. We maintain offices in Karratha and Roebourne, on Ngarluma Country, as well as on Ngunnawal Country in Canberra in the Australian Capital Territory.

Woodside recognises Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples.

We acknowledge Aboriginal and Torres Strait Islander peoples’ connection to land, water and the environment and pay our respects to ancestors and Elders – past, present and emerging.

We recognise that Aboriginal and Torres Strait Islander cultures are inseparable from Australia’s collective culture, something that all Australians should be proud of and celebrate.

We extend recognition and respect to all other Aboriginal and Torres Strait Islander nations in Australia, and Indigenous nations around the world.

Aboriginal and Torres Strait Islander people should be aware that this publication may contain images, voices and names of deceased persons.

Terminology

When communicating with a wide audience, Woodside uses the term ‘Indigenous’, in keeping with accepted international practice. In our Reconciliation Action Plan, ‘Indigenous’ is intended to be inclusive of Aboriginal and Torres Strait Islander Australians. Woodside uses the term Indigenous Collegiate in reference to our Indigenous employee cohort.



RAP Artwork title: Jenaalup Bidi (*Place of Footprints*)

Artwork story: This artwork shows the location of Woodside, Mia Yellagonga in relation to two important places for Nyungar (Noongar) people. One being Kaarta Koomba (Kings Park) and the other Derbal Yerrigan Beel (Estuary of the Swan River). Kaarta Koomba was a significant Maandanup (gathering and meeting place). People would travel along the river and cross it to come together at Kaarta Koomba. (Artwork story developed with Professor Len Collard, Moodjar Consultancy).

About the artist

Jade Dolman is a Whadjuk/Ballardong Noongar, Eastern Arrernte yorga (woman) from Boorloo. She is a visual artist who creates through murals, public art and digital canvases. She has been painting murals since 2016 and focuses on themes of Country, family and waterways.



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CEO message



Woodside is a proud Australian company. We are honoured to have the opportunity to engage with the oldest continuing culture in the world, and value the long-lasting relationships we have with our Indigenous host communities.

We have been on our reconciliation journey with Reconciliation Australia since 2009, as the first oil and gas company to join the Reconciliation Action Plan (RAP) program. In 2016 we were the first in our industry to achieve an Elevate RAP and are proud to continue our journey as an Stretch RAP partner.

As a national leader in reconciliation, Woodside remains committed to the RAP program. Our outcomes and assured activities during our 2016 – 2020 RAP clearly demonstrated the extent to which Woodside has matured over the five-year period. We are motivated by the opportunities ahead and look forward to continuing our reconciliation journey in this 2021 – 2025 RAP.

As our fourth RAP, we continue to build on our consistent and passionate efforts towards advancing reconciliation. Our annual progress reports under this RAP will tell our story with integrity and transparency, because we want our results to reflect our values.

My vision for this RAP is to raise the bar on our expectations and bring a stronger clarity and focus to our reconciliation commitments. We have once again committed to measuring and understanding the impacts of our activities, ensuring that we remain focused on fostering tangible outcomes for our Indigenous employees and communities.

Events of 2020 highlighted that as an industry we must move beyond meeting legislative or regulatory requirements and strive to meet expectations for increased competency, awareness and improved outcomes by our workforce and communities.

We look forward to continuing to partner with Reconciliation Australia and the RAP cohort to influence corporate Australia and the public to support and advance reconciliation efforts.

Meg O'Neill

Chief Executive Officer & Managing Director
Woodside Energy

Reconciliation Australia CEO message



strong, two-way partnerships with the Aboriginal and Torres Strait Islander communities it works alongside, as well as making issues affecting First Nations peoples a priority in its work. This is evident in its rigorous approach to protecting cultural heritage, supporting the World Heritage listing of Murujuga, as well as bringing its Indigenous Communities Policy in line with the UN Declaration on the Rights of Indigenous Peoples. Internally, it has worked alongside Noongar Elders and its Indigenous Collegiate to make Noongar culture not just visible, but an integral part of its headquarters in Boorloo (Perth). At every step, Woodside has made relationships with Aboriginal and Torres Strait Islander peoples and communities a priority, and this has set a strong precedent for this RAP.

Taking on past learnings, this RAP sees Woodside further embedding its commitments in innovative and brave ways. This includes escalating the role of Aboriginal and Torres Strait Islander perspectives in its every day and establishing an Indigenous Advisory Group to give recommendations and advice on matters affecting First Nations peoples. Further, Woodside is supporting public education on substantive topics, including Black Lives Matter, Aboriginal and Torres Strait Islander deaths in custody, and the Australia Day debate. It continues to lead in agency-building economic opportunities for Aboriginal and Torres Strait Islander peoples, with significant focus on Caring for Country. Projects including the Murujuga Land and Sea Unit Ranger Program put crucial decision-making and stewardship of Country back into the hands of First Nations knowledge-holders. These initiatives show Woodside pushing its own boundaries with this RAP and deepening the role it can play in driving reconciliation.

On behalf of Reconciliation Australia, I applaud Woodside on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Woodside on its continuing commitment to reconciliation, as it implements its fourth Reconciliation Action Plan (RAP).

Formed around the pillars of *relationships*, *respect*, and *opportunities*, the RAP program assists organisations to realise the critical role they can play in driving the reconciliation movement. With over 2.3 million people either working or studying in a RAP organisation, the program’s potential for impact is greater than ever.

Organisations in our leadership cohort are encouraged to critically reflect on the RAP type that is most appropriate for their organisational context and Woodside have demonstrated maturity and transparency in their engagement with Reconciliation Australia in developing this latest RAP. With this Stretch RAP, Woodside continues to be an exemplary and aspirational leader in this ever-growing network.

With over a decade in the reconciliation space, Woodside has gained the crucial experience necessary to implement the bold commitments in this Stretch RAP. This includes establishing

About Woodside

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

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

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

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

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

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

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

We are committed to upholding our values of integrity, respect, ownership, courage, sustainability and working together. Our success is driven by our people, and we aim to attract, develop and retain a diverse, high-performing workforce who are socially-aware and active.

We recognise that enduring, meaningful relationships with communities are fundamental to maintaining our licence to operate. We actively seek to build relationships with stakeholders who are interested in, and affected by our activities. We help create stronger communities through programs that improve knowledge, build resilience and create shared opportunities.

Woodside has 14 office locations in Australia and Internationally. We have a workforce of approximately 3,800, including more than 190 Aboriginal and Torres Strait Islander people.



Our vision for reconciliation

Woodside’s vision for reconciliation is to partner with Indigenous communities to create positive economic, social and cultural outcomes. It is also to reflect on our shared history, empower Indigenous Voices to speak and be heard so all Australians can learn, and work together towards a better, shared future.

We do this through building respectful relationships with Indigenous communities where we are active. Woodside is committed to increasing the economic benefit and return to Indigenous people and communities arising from Woodside business activity, investments and employment.

Woodside has operated on Murujuga (the Burrup Peninsula) for more than 30 years. We acknowledge the importance of cultural heritage within Murujuga, including its magnificent Rock Art. Our support for the World Heritage listing of Murujuga reflects this successful coexistence of industry and heritage, which is embedded in our processes and procedures and the commitment of our people.

We maintain relationships with Indigenous communities where we have a presence, including in the Pilbara, by taking the time to improve our knowledge of what the community needs and to understand the environments we work in.

We believe there is shared value in co-creating opportunities in education, employment and social enterprise. We understand that by building shared value with community, government and industry, we’re contributing to building stronger communities. We are also keenly aware of the connection many Indigenous people hold with the land, waters and environment on which we operate, and that community consultation and involvement are essential in the protection and management of cultural heritage and the environment.

At Woodside, we believe that our future as a provider of clean and reliable energy relies on partnering with our host communities through initiatives under this RAP, including our Caring for Country National Leadership project (see page 31).



Our reconciliation journey

During construction in the early 1980s, the Woodside operated North West Shelf Project and WA Museum worked together to relocate approximately 1,800 engraved boulders to a temporary holding area, known as the Hearson Cove Compound.

In 2006, Woodside formally acknowledged that our Perth headquarters stood on the banks of the Swan River as known to the Whadjuk Noongar people as the Derbarl Yerrigan (*"the estuary rises up"*).

From 2008 – 2013, when evaluating a concept to process gas from the remote Browse Basin through an onshore gas plant, we worked closely with Indigenous people in the Kimberley region of WA. The onshore concept did not proceed to the next phase.

In 2014, Woodside reached a landmark moment in our reconciliation journey with the conclusion of the long-term remediation project of the Hearson Cove Compound.

Boulders previously moved in the 1980s, were relocated to culturally appropriate locations, under direct supervision by senior Law men.

Perth headquarters, Mia Yellagonga (*"place of Yellagonga"*), officially opened in 2018 with a Traditional Owner led Smoking Ceremony. Whadjuk Noongar representatives were consulted throughout the process and Noongar culture is embedded and recognised throughout the campus.

In 2020, Woodside signed an agreement with Greening Australia to provide seed collection training in the south-west WA region, creating employment and business development opportunities for five Noongar ranger programs.

In 1998, Woodside signed an agreement with Ngarluma and Yindjibarndi Foundation Limited (NYFL).

In 2007, Woodside signed the Conservation Agreement to protect, manage and research the National Heritage values of the Dampier Archipelago. In the same year, Woodside undertook the Burrup and Maitland Industrial Estates Agreement (BMIEA) commitments.

Woodside changed its approach from measuring reconciliation activities to measuring outcomes and impacts, formally opening the next chapter in our reconciliation journey. The 2016 – 2020 RAP was recognised as an Elevate RAP.

Woodside expanded its community, heritage and economic participation arrangements on the Burrup Peninsula in 2019, under two new agreements signed with NYFL and the Murujuga Aboriginal Corporation (MAC).

Past RAP reflections

Woodside is privileged to have the opportunity to commence our new Reconciliation Action Plan. It is just over a decade since we joined the RAP program, and we are proud that we have been able, with the support of our business and community partners, to have made a contribution to economic and social outcomes for Indigenous Australians during the course of our three previous RAPs. The impact of joining the reconciliation journey for Woodside and our people has been significant.

Working to advance the five dimensions of reconciliation of equality and equity, historical acceptance, institutional integrity, unity and improved race relations at our company and where we operate has contributed to greater understanding, connection and respect among Woodside’s Indigenous and non-Indigenous staff. When an organisation begins its reconciliation journey this is often driven by a growing awareness that it is the right thing to do, and at Woodside we are no different. What has become apparent as the journey progressed in the spirit of “two-way” learning and growth, is the benefit reconciliation continues to bring our company as a whole. A more connected Woodside, where diversity and inclusion is valued, contributes to better business decisions.

During the course of our first RAP we launched the Reconciliation Interest Group and recognised that our Indigenous employees would benefit from the support of their own dedicated Collegiate network. We also started growing the number of opportunities for Indigenous businesses and employment pathways programs which have continued to develop through all of our RAPs that followed. Under our second RAP we supported the return of more than 1,700 pieces of Rock Art to culturally appropriate locations from a compound at Hearson Cove on the Burrup, where they were placed when the Karratha Gas Plant (KGP) was built in the 1980s. The return of the Rock Art was supervised by the Traditional Custodians, an integral part of the process having not been involved in their removal three decades earlier.

Our third RAP oversaw the preparation and design of our new headquarters in Boorloo (Perth) on the banks of the Derbal Yerrigan (Swan River) with the involvement of the Indigenous Collegiate and Noongar leaders and Elders. Recognition of

Noongar culture runs through the sites naming, layout, and artistic and design features. We also reached two new agreements with the Ngarluma Yindjibarndi Foundation Limited (NYFL) and the Murujuga Aboriginal Corporation (MAC) on the Burrup, providing enhanced benefits and support for economic participation, cultural heritage and safer and healthier communities.

In our 2016-2020 RAP we achieved good results. We strengthened relationships with key Traditional Custodian organisations, continued building respect through cultural awareness training, promoted greater cultural recognition at Woodside and increased Indigenous economic participation via employment and contracting opportunities. One of the principal learnings we have taken from the previous RAP is to ensure that our targets and measures are designed in a way that reflects commitments where Woodside has the ability to deliver and report the outcomes. In the previous RAP, we designed measures that relied on data against early childhood indicators from our host communities that proved to be too distant from our sphere of influence. Another key learning was to acknowledge that our approach to growth and development of our Indigenous employees had not achieved the desired outcomes as set out in the 2016-2020 RAP, and we have included targeted measures to ensure focus is maintained on enabling progress in this area. In the development of this RAP the focus has been on designing national leadership projects that align with our particular areas of competence and strength.

As we enter our fourth RAP it is notable that our Reconciliation Interest Group, started under our first RAP, has now become the employee-led Woodside Reconciliation Community (WRC).

Approaching 1,000 members, the WRC drives the recognition and celebration of Indigenous cultures through knowledge sharing and organising activities and events such as marking National Reconciliation Week. Our CEO is the executive sponsor of the WRC, and in the spirit of reconciliation, the WRC is co-chaired by an Indigenous and a non-Indigenous employee. The growth and evolution of the WRC reflects how far Woodside has come in this time.

We look forward to where our next chapter will take us.

Our RAP journey



Case studies

Management of Cultural Heritage

Woodside ensures Traditional Owners and Custodians are central to cultural heritage management, so that cultural values are understood and remain protected.

We strive to manage cultural heritage obligations beyond minimum regulatory compliance. We have Cultural Heritage Management Plans (CHMPs) for our onshore facilities. We facilitate annual heritage audits led by Traditional Custodians and an external consultant and also facilitate Traditional Custodians' access to sites at their request. We fund consultants to assist full and informed input on environmental approvals that may impact cultural heritage and engage regularly with Indigenous stakeholders on cultural heritage management.

Our approach to managing and protecting cultural heritage has improved over time. Global cultural heritage standards were much less developed in the 1980s when the WA Government, through the WA Museum, performed a heritage assessment and site clearances on behalf of the North West Shelf Project for the design and construction of the Karratha Gas Plant. Traditional Custodians were not involved in this process, an approach that does not meet today's standards or community expectations.

In 2014, Woodside as operator of the North West Shelf Project worked with Traditional Custodians and government stakeholders to complete the [Hearson Cove Compound Remediation Project](#). The project repatriated more than 1,700 pieces of rock art safely from a secure holding compound, used during KGP construction, to culturally appropriate positions within the local landscape advised by senior Traditional Custodians. The project marked an important step forward on our reconciliation journey.

This improved approach to cultural heritage management influenced the design and construction of Pluto LNG in the mid-2000s where Traditional Custodians were central to the cultural heritage management process. An important outcome of this project was an engineering redesign of the Pluto LNG plant to avoid and protect significant cultural heritage sites.

We are continuing to apply leading practice and seek ways to improve our approach as we progress our proposed growth

projects, which will take place within existing leases and have been designed to avoid cultural heritage sites.

In August 2020, Woodside made a [submission](#) to the Australian Government's Inquiry into the destruction of 46,000 year old caves at Juukan Gorge in the Pilbara region of Western Australia. On 21 September, Woodside participated in the Juukan Gorge Inquiry ([Joint Standing Committee Hearing Transcript, 21 September 2020](#)) and provided input into the review of state and federal heritage legislation.

While Woodside was not involved in the incident at Juukan Gorge, the destruction prompted us to review our cultural heritage management processes to ensure they remain thorough, transparent and underpinned by close engagement with Indigenous stakeholders and communities. Juukan Gorge reminded us of the value of robust management systems and processes, the importance of consultation with Traditional Custodians and that legal compliance alone is not sufficient to ensure that cultural heritage is adequately protected.

In 2020, we refreshed our [Indigenous Communities Policy \(August 2020\)](#) to align with the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) that is also reflected in Woodside's [Human Rights Policy](#). We also established cultural heritage as a global material risk, highlighting the importance of thorough management and the potential risks if not closely and consistently monitored.

A publication of the discovery of Australia's first known sub-sea Indigenous heritage site, in the Pilbara region of Western Australia, was released in 2020. Woodside collaborated with experts and Traditional Custodians to understand the potential for tangible and intangible cultural heritage in the submerged landscape. This included consultation with Indigenous groups, ethnographic surveys, and collaboration with academics to reconstruct the submerged landscape and identify the archaeological potential of proposed development envelopes. Woodside will continue to work in partnership with the Traditional Custodians to build on this project that is the first of its kind in the Australian context, and has the potential to set the standard for sub-sea Indigenous cultural heritage management. Woodside will report on its progress through the course of this RAP.



Case studies

Driving cultural safety where and how we work

Appropriate cultural recognition and acknowledgment is of paramount importance to Woodside wherever we are working.

In 2018 Woodside relocated its headquarters to a site overlooking the Derbarl Yerigan (Swan River). Our headquarters were named Mia Yellagonga, meaning '*Place of Yellagonga*'. Yellagonga was a leader of the Whadjuk and Mooro people and was among the first to meet Captain Stirling when Western Australia was colonised.

Indigenous cultural knowledges are incorporated across our facilities, providing opportunities for staff to learn and contribute. Traditional Noongar names – including Karlak '*campfire*', Cara '*spider*', Boolah Daa Moort '*many tongues and family*', Kooya '*frog*', and Karda '*goanna*' – have been adopted across the entire business and are incorporated into daily conversation. So too, are the six seasons of the Noongar people, that are reflected in the interior spaces.

The cultural safety of our workforce, particularly our Indigenous Collegiate, is integral to our vision for reconciliation at Woodside. Woodside's Indigenous Affairs team and Indigenous Collegiate in Boorloo (Perth) and Murujuga (the Burrup) work with community leaders to ensure appropriate cultural authorities are engaged for events held at or near our places of work, such as Smoking Ceremonies and calls to Country. This extensive cultural engagement has created a sense of protection, place and belonging for our Indigenous Collegiate and broader workforce.

On Murujuga, paying respect and acknowledging the Ngarda Ngarli peoples is driven not only by holding Welcomes to Country and acknowledgments during National Reconciliation Week and NAIDOC, but through regular ongoing engagements with Traditional Custodians. Such examples of our engagements include: cultural training; visiting the magnificent Murujuga National Park, which is adjacent to our facilities; acknowledgments in pre-start meetings; and visiting Country together to meet and inspect cultural heritage sites.



Traditional Custodian-led Smoking Ceremonies are a way Woodside respects traditional cultural practices at Mia Yellagonga, our Boorloo (Perth) headquarters.

Case studies

COVID-19 Community Fund

In response to the onset of COVID-19 and the restrictions that followed, including the closing of access to remote Aboriginal communities for non-residents, Woodside established the COVID-19 Community Fund ('the Fund') to support the additional needs of community organisations in Western Australia.

The Fund distributed a total of A\$4.7M in donations to a range of organisations assisting children, families, the elderly and medically vulnerable. Amongst the organisations funded, immediate support was provided to our host communities, particularly targeting initiatives addressing critical need including Indigenous health, and providing food and grocery emergency relief packages through Food Bank WA funding.

In the Pilbara, the Fund helped Mawarnkarra Health Service to support Elders and vulnerable people with health and wellbeing information, outreach programs and telehealth consultations, and the Yaandina Community Services to support outreach to children and young people at risk.

In the Kimberley, assistance was provided to several organisations including Yawuru Jarndu Aboriginal Corporation to diversify its

operations and skillsets to deliver a soap making initiative that educated community on the increased importance of hygiene practices during COVID-19 and beyond.

Eunice Yu, Yawuru Jarndu Aboriginal Corporation co-coordinator commented, "Through Woodside's support we educated vulnerable people in Broome on hygiene practices that can assist in keeping them and their families safe during the COVID period and into the future."

The Fund not only played an important part in keeping communities safe through the supply of soap for handwashing, during the worst of COVID-19 in 2020, but the seed funding has contributed to sustainable revenue for Yawuru Jarndu Aboriginal Corporation who operate under the name Nagula Jarndu.

Nagula Jarndu's main enterprise is their renowned silk and cotton screen printing and they have now expanded to commercially manufacture and sell soap that incorporates bush medicine and other essential oils.



Reconciliation Action Plan

Woodside is demonstrating our commitment to reconciliation outcomes through this five-year Reconciliation Action Plan. Our RAP outlines the reconciliation outcomes Woodside is committed to achieving over the next five years.

Our 2021 – 2025 RAP is the next step in our journey to create positive and tangible Indigenous outcomes in Australia. It is a key component of our approach to sustainable and culturally aware operations.

In order to support our continued focus on meaningful action, we have revised and refreshed our RAP commitments.

Focusing on outcomes also allows us to evolve our approach to one that embodies the principles of continuous improvement. By using these principles, we follow an annual cycle to review and adjust our activities based on what we learn, in order to achieve positive results.

Woodside’s annual reporting is subject to limited assurance from an independent auditor. This audit is reported publicly every year.

At the three-year mid-point during this five-year RAP we will undergo a review with Reconciliation Australia and internally. This will ensure that we continue to deliver meaningful outcomes against out our RAP measures, activities and commitments.

The design of the 2021 – 2025 Reconciliation Action Plan began early in 2020 and the process has been the most collaborative of all our four RAPs. We developed the objectives, commitments, and measures under the coordination of the Indigenous Affairs team with the support of focal points in contracting and procurement, human resources and social investment. A RAP Working Group and Steering Committee was established with the dual role of overseeing the close out of the previous RAP and the transition and design of our 2021 – 2025 plan.

The foundation of this RAP is the input provided by Indigenous communities both at Woodside and externally from stakeholders. We understand that if this RAP is to be a success, it must be aligned with community priorities which needed to be heard from community directly. We held workshops with our Indigenous Collegiate in Perth (Boorloo on Noongar Boodja) and on the Burrup (Murujuga). We consulted with our Traditional Owners and Custodians and Indigenous leaders to ensure their perspectives and views were heard and shaped our commitments. We also consulted more broadly within Woodside, including the Woodside Reconciliation Community, alumni of the Jawun program, our senior leadership team, and key business units and functions.

The RAP structure and its indicators have been reviewed and benchmarked against other RAP organisations.

An improvement identified in the design process was the need for the commitments and the tracking of outcomes to be owned and delivered by everyone at Woodside. A cohort of over 70 members of Woodside’s graduate program were set a challenge in October 2020 to create an implementation plan for the 2021 – 2025 RAP, encompassing all divisions, functions, teams, and employees. Key learnings from all the teams who took part in the project have been incorporated into our plans.



Measuring outcomes

Outcomes measurement is used to understand the mid-term and long-term consequences of specific programs and interventions. This enables effective evaluation of activities that occur within complex social contexts.

Outcomes measurement is about being able to understand the broader influence of individual activities, as well as their collective impact. Those insights and understandings then help drive improvement at the activity level.

RAP outcomes

Woodside is continuing to utilise the Outcomes Measurement Framework (OMF) approach developed in consultation with Ernst & Young for our 2016 – 2020 RAP. Our OMF is a rigorous and transparent approach that enables us to measure our progress objectively against our commitments.

Our 2021 – 2025 RAP sets out our outcomes under the Pillars of **Respect for Culture and Heritage, Capability and Capacity, Economic Participation** and **Stronger Communities**. These are the long-term commitments we are working towards through our Australian business.

The approach provides a tangible measure as to how we are contributing towards sustainable change and impacts. It ensures that Woodside goes beyond tracking activities to creating positive social change aligned with community needs and that we are having the intended impact.

Pillars	Outcomes
Repect for Culture and Heritage	Support social outcomes through protection, recognition and respect for Indigenous Culture and Heritage.
Capability and Capacity	Support corporate governance, leadership development and education initiatives to increase Indigenous capability and capacity.
Economic Participation	Increase the economic benefit and return to Indigenous people and communities arising from our business activity, investments and employment.
Stronger Communities	Partner with organisations to support stronger Indigenous community outcomes.

Outcomes measurement framework

The Outcomes Measurement Framework defines nine indicators that signal whether we are progressing towards these outcomes.

The nine indicators cover various ways we can contribute to positive outcomes for Indigenous people and communities. Under the OMF, each Indicator is assessed quantitatively and qualitatively each year.

Indicators	
1	Measurable improvement in levels of workforce cultural learning.
2	Support cultural heritage management initiatives proposed by Traditional Custodians through engagement and consultation.
3	Influence across the company to promote the five dimensions of reconciliation.
4	Growth and development of directly employed Indigenous staff.
5	Contribute to increasing Indigenous capability and capacity.
6	Year-on-year improvement in aggregate employment totals across Woodside, suppliers, community partners, and contributors.
7	Year-on-year improvement in contract totals across Woodside and its suppliers.
8	Improvement in outcomes tied to social contribution.
9	Contributions by program participants and projects towards self-determination.

Business as usual activities

Woodside understands the important leadership role we play in the reconciliation effort. We remain committed to delivering activities which advance relationships and respect, and to support opportunities meeting core requirements as set out by Reconciliation Australia. These underlying commitments and activities can be viewed at: <https://files.woodside/docs/default-source/sustainability-documents/indigenous-peoples/reconciliation-action-plans/2021-2025-bau-activities.pdf>

Tracking measurements

We assess a range of quantitative and qualitative measurement criteria under each of the nine indicators.

For each measurement criterion, we assess the level of influence on the outcome and assign a weighting. We then assign a score by comparing evidence against a pre-determined five-point scoring system. Using the overall scores and weightings from measurement criteria, we derive the overall score for each indicator.

In 2021, all measurements and the nine indicators were assigned a numerical score of two, representing baseline. Each year, through the aggregated scores of the measurement criteria (what we are aiming to achieve), we will assess progress from the baseline. These scores are subject to limited assurance and reported in our yearly progress reports.

In some cases our quantitative measurement criteria were not in existence prior to the 2021 – 2025 RAP framework, and therefore we do not have robust baseline data to inform measurement targets. This means that some measurement criteria and scoring descriptions will be refined over time, including in the mid-point RAP review, to better reflect the intent of the outcomes approach.

Qualitatively, we conduct a range of internal and external perception surveys, and through our relationships, gather stories of the most significant changes that have taken place, sharing these in our yearly progress reports as case studies.

Five point scoring

In order to track progress over the five-year period of this RAP, we use a five-point scoring system. The scoring system ranges from one to five, with one measuring a decline from baseline (score of two) and five corresponding to outstanding.

During the development of our RAP we set out expectations for each of the five points within the scoring system and track our progress yearly against them. This methodology ensures that we remain focused on our RAP goals and commitments.

1	2	3	4	5
Decline	Baseline	Good	Great <i>(where we expect to be in 2025)</i>	Outstanding

Our RAP commitments

Respect for Culture & Heritage

Woodside is committed to supporting positive social outcomes through the protection, recognition and respect for Indigenous Australian cultures and heritage.

Indicator	Commitment	Timing	Responsibility
1. Measurable improvement in levels of workforce cultural awareness.	90% of Woodside employees complete cultural learning annually.	<i>Reported annually May-Jun 2022-2025</i>	Senior Leadership Team; People & Global Capability
	Feedback from Indigenous Australian employees that their cultural safety is supported at work.	<i>Reported annually May-Jun 2022-2025</i>	Senior Leader-ship Team; People & Global Capability
	90% of partner organisations report that they experienced an increase or recognition of Aboriginal and Torres Strait Islander culture (as a direct result of Woodside’s partnership) during the RAP period.	<i>Reported annually May-Jun 2022-2025</i>	Woodside Communities Team
2. Support cultural heritage management initiatives proposed by Australian Traditional Custodians through engagement and consultation.	Two proposals raised by Australian Traditional Custodians implemented.	<i>Progress reported annually May-Jun 2022-2025</i>	Indigenous Affairs
	Four programs that Woodside has supported which facilitate the transmission of cultural knowledge and values.	<i>Progress reported annually May-Jun 2022-2025</i>	Indigenous Affairs
	At least two Ranger Programs are supported, and the programs are achieving 80% or above of KPIs which include: • Professional development of rangers is provided by Cultural Leaders and/or Registered Training Organisations and sustainable business plans are activated. • Supported programs contribute to recognised National (or International) Indigenous Australian ranger networks and forums.	<i>Progress reported annually May-Jun 2022-2025</i>	Indigenous Affairs

Indicator	Commitment	Timing	Responsibility
3. Influence across the company to promote the five dimensions of reconciliation.	100% of Key Performance Indicators (KPIs) progressed against the Woodside Reconciliation Community (WRC) Action Plan.	<i>Reported annually May-Jun 2022-2025</i>	WRC Governance Committee
	100% of engagements progressed against Woodside’s CEO and Executive Committee Indigenous Engagement Plan.	<i>Reported annually May-Jun 2022-2025</i>	Indigenous Affairs
	Senior Leaders role model and visibly demonstrate commitment to reconciliation with 75% of Functions completing at least one non-mandatory reconciliation-themed action led by a senior leader (for example hosting reconciliation-themed events and delivering reconciliation-themed briefings to their Function).	<i>Reported annually May-Jun 2022-2025</i>	Senior Leadership Team; People & Global Capability

Our RAP commitments

Capability and Capacity

Woodside will support corporate governance, leadership development and education initiatives to increase Indigenous Australian capability and capacity.

Indicator	Commitment	Timing	Responsibility
4. Growth and development of directly employed Indigenous Australian employees.	2% of employees at Job Level 9 or above identify as Indigenous Australians by 2025 (baseline: 0.7%).	Annual targets set and progress reported each year Jan 2022-2025	Senior Leadership Team; People & Global Capability
	Feedback from Indigenous employees that they feel supported to learn and improve their skills.	Reported annually May-Jun 2022-2025	Senior Leadership Team; People & Global Capability
	2% of line managers identify as Indigenous Australians by 2025 (baseline: 0.7%).	Annual targets set and progress reported each year Jan 2022-2025	Senior Leadership Team; People & Global Capability
	Percentage of employees promoted in the calendar year who identify as Indigenous Australians is equal to overall Woodside workforce Indigenous participation rate.	Reported annually May-Jun 2022-2025	Senior Leadership Team; People & Global Capability
	Develop Indigenous development program and establish participation targets over the period of the RAP.	Develop by Dec 2022. Reported annually May-Jun 2023-2025	Senior Leadership Team; People & Global Capability

Indicator	Commitment	Timing	Responsibility
5. Contribute to increasing Indigenous capability and capacity.	Number of Woodside secondees enlisted through secondment programs to Indigenous Australian organisations to improve on baseline by 6.	Reported annually May-Jun 2022-2025	Woodside Communities Team
	Warragammugardi Yirdiyabura (WY) program assessment to include: - a study supported by Woodside to collect longitudinal data measuring impacts and benefits to participants of the program; and - Study data is reported publicly. The WY program provides full-time and part-time training and employment to disadvantaged Aboriginal people living within Roebourne and the surrounding communities.	Study established in 2022 and reported against annually Jan 2023-2025	Indigenous Affairs
	Increased capability & capacity of Indigenous partner organisations or Non-Indigenous partner organisations to deliver programs to Indigenous participants demonstrated through: 90% of community partners provide affirmative feedback 90% of Traditional Custodian organisations and businesses provide affirmative feedback.	Reported annually May-Jun 2022-2025	Social Investment Opportunity Owners; Indigenous Affairs
	15 contracting opportunities advertised on a publicly available platform (e.g. ICN Gateway) not required by law, by Woodside and its contractors by 2025.	Progress reported annually May-Jun 2022-2025	Contracting & Procurement
	At least 75 Indigenous Australian people participating in Woodside-funded social investment programs (including scholarship recipients) in the previous 12 months.	Reported annually May-Jun 2022-2025	Woodside Communities Team

Our RAP commitments

Economic Participation

Woodside is committed to increasing the economic benefit and return to Indigenous people and communities arising from Woodside business activity, investments and employment.

Indicator	Commitment	Timing	Responsibility
6. Year-on-year improvement in aggregate employment totals across Woodside, our suppliers, community partners, and contributors	6.6% of Woodside workforce identify as Indigenous Australians by 2025 (cumulatively, including pathways participants).	<i>Progress reported annually May-Jun 2022-2025</i>	Senior Leadership Team; People & Global Capability
	13% of Pilbara-based workforce identify as Indigenous Australians by 2025 (cumulatively, including pathways participants).	<i>Progress reported annually May-Jun 2022-2025</i>	Senior Leadership Team; People & Global Capability
	50 Indigenous people from the Wong-Goo-Tt-Oo, Ngarluma, Yindjibarndi, Yaburara and Madudhunera named groups under the BIMEA directly or indirectly employed by Woodside by 2025. (cumulatively)	<i>Progress reported annually May-Jun 2022-2025</i>	Senior Leadership Team; People & Global Capability
	75% of eligible pathways participants convert to direct or indirect employment with Woodside or Woodside contractors annually.	<i>Reported annually May-Jun 2022-2025</i>	Senior Leadership Team; People & Global Capability
	225 Indigenous people engaged by Contractors on or supporting Woodside scopes of work by 2025.	<i>Progress reported annually May-Jun 2022-2025</i>	Contracting & Procurement
	Increase percentage of Traditional Owners and Custodians in areas where we operate engaged by Woodside contractors by 10% annually.	<i>Reported annually May-Jun 2022-2025</i>	Contracting & Procurement
	50% of non-Tertiary Pathways programs participants identify as Indigenous Australians. (baseline: 39%).	<i>Reported annually May-Jun 2022-2025</i>	Senior Leadership Team; People & Global Capability
	12.5% of Tertiary Pathways programs participants identify as Indigenous Australians (baseline: 9%).	<i>Reported annually May-Jun 2022-2025</i>	Senior Leadership Team; People & Global Capability

Indicator	Commitment	Timing	Responsibility
	At least 80 Indigenous Australian people employed by partner organisations relevant to Woodside-funded community programs.	<i>Reported annually May-Jun 2022-2025</i>	Woodside Communities Team
	75% of Indigenous Australian participants of Woodside-funded social investment programs transitioned into employment as a result of Woodside's investment in the program.	<i>Reported annually May-Jun 2022-2025</i>	Woodside Communities Team
	90% of contractors with an Indigenous Engagement Plan (IEP) actively report against it.	<i>Reported annually May-Jun 2022-2025</i>	Contracting & Procurement
7. Year-on-year improvement in Indigenous contract totals across Woodside and our suppliers.	Increase in contract totals by 10% for: - Cumulative total awards to Indigenous Australian businesses. - Total spend with Indigenous Australian businesses and Traditional Owner and/or Traditional Custodian businesses.	<i>Reported annually May-Jun 2022-2025</i>	Contracting & Procurement
	Four material contracts awarded to Indigenous Australian businesses by 2025.	<i>Progress reported annually May-Jun 2022-2025</i>	Contracting & Procurement
	32 Traditional Owner and/or Traditional Custodian suppliers engaged by Woodside and Contractors by 2025.	<i>Progress reported annually May-Jun 2022-2025</i>	Contracting & Procurement

Our RAP commitments

Stronger Communities

Woodside is committed to partnering with organisations to enable stronger Indigenous Australian community outcomes.

Indicator	Commitment	Timing	Responsi- bility
8. Improvement in outcomes linked to social contribution.	90% of partner organisations report that Woodside's investment improved the organisation's capacity and capability to deliver programs to Indigenous Australian people.	<i>Reported annually May-Jun 2022-2025</i>	Woodside Communities Team
	Woodside delivers against its obligations under agreements with host communities (evidenced by public statements from our Indigenous partners on outcomes achieved).	<i>Reported annually May-Jun 2022-2025</i>	Indigenous Affairs
9. Contributions by program participants and projects towards self-determination.	90% of partner organisations report that they increased efforts towards reconciliation as a result of Woodside's influence or support.	<i>Reported annually May-Jun 2022-2025</i>	Woodside Communities Team
	Woodside support of initiatives promoting self-determination in connection to an Indigenous Voice annually including: • Hosting at least one public forum discussing Voice, Treaty, Truth; and • At least one internal awareness-raising event led by Woodside's Indigenous Collegiate, addressing contemporary issues (such as racism and cultural safety).	<i>Reported annually May-Jun 2022-2025</i>	Indigenous Affairs
	Evidence of ongoing membership, financial and in-kind support of programs and forums dedicated to advancing Indigenous self-determination.	<i>Reported annually May-Jun 2022-2025</i>	Indigenous Affairs
	An Indigenous Advisory Group (IAG) is established and is engaging as per its terms of reference with Senior Management, the Indigenous Collegiate and Woodside's host communities where agreements are in place.	<i>IAG established by 2022 and progress reported annually May-Jun 2023-2025</i>	Indigenous Affairs
	Collaboration is demonstrated between government, stakeholders and partner organisations to support community-led initiatives in our host communities.	<i>Reported annually May-Jun 2022-2025</i>	Woodside Communities Team



National leadership projects

Caring for Country

Woodside recognises the vital role that Indigenous rangers play in protecting Country, managing heritage and providing meaningful and culturally appropriate employment, training and career pathways. The Caring for Country National Leadership Project initiative extends the way that Woodside supports Indigenous peoples knowledges and continued cultural practices on land and sea.

Woodside has and will work directly with communities to support the design, management and operation of their ranger programs and Caring for Country activities. These initiatives reflect our vision for reconciliation to partner with, and empower Indigenous voices. We are listening and responding to community priorities and their aspirations to maintain connection, protection and management of Country.

Our involvement in Caring for Country initiatives began with the Murujuga Land and Sea Unit Ranger Program on the Burrup in 2010. We have expanded support for Caring for Country through our developing interests relating to carbon and renewable energy projects. Having been a principal funder for the nationally-acclaimed Murujuga Land and Sea Unit Ranger Program since 2011, we have unique, firsthand experience in the support, delivery and positive outcomes these programs can have for the Indigenous community and broader communities.

The economic and social benefits for the community have been verified by independent research and reviews through the likes of the Pew Foundation. According to the Pew Foundation 'Working for Country' report from November 2015, there is a flow-on of benefit to the Indigenous community. The systemic benefits range from increased labour productivity and workforce participation, improved health statistics, better educational outcomes, to the facilitation of intergenerational cultural knowledge transmission. Positive return on investment works out to approximately 65%. To date Woodside has invested approximately \$13.5million in the past 10 years in two regional areas of WA alone.

Recognising the significant cultural, environmental and economic benefits, we have expanded support for Caring for Country through our developing interest relating to carbon and renewable energy projects. Woodside's key objective for our future funding is to build

on these benefits by supporting female ranger teams to ensure the transmission of women's cultural knowledge and values, and support the ongoing professional development of the rangers through training and collaboration with recognised Indigenous ranger networks. Throughout our RAP we will include reporting on the number of Caring for Country initiatives that are funded, as well as the professional and cultural development of rangers and Caring for Country sustainability plans.

Building upon our support and experience with the Murujuga Ranger Program, Woodside will continue to work directly with communities to support the design, management and operation of their current and prospective ranger programs and Caring for Country activities.

In 2020 Woodside partnered with Greening Australia to provide seed collection training in the south-west WA region, creating employment and business development opportunities for five Noongar ranger programs, which resulted in native trees being planted across more than 3000 hectares over 2020 and 2021. Woodside intends to embark on nationally significant projects with ranger groups that have intergenerational impacts and benefit (25-year crediting period, 100-year permanency). Each project requires substantial investment, which pays for materials and labour – which is often directly linked to Aboriginal-owned land.

These partnerships are key to Woodside's future approach to climate change and are central to our carbon offset strategy. Importantly, the support of ranger programs has involved native vegetation planting on properties by Woodside in the South-west of WA and extends our relationships with the Noongar community.

Our Caring for Country project is an important step for Woodside towards greater unity and improved inter-cultural relations. At Woodside we have grown to understand the unique knowledge and connection Indigenous communities have to land and sea and this informs and guides our approach to heritage management in our operations. Reaching our objectives will continue to bind us in a relationship with Indigenous rangers and their connection to Country that are fundamental to Woodside's future (more information is available at <https://www.woodside.com.au/sustainability/climate-change>).



National leadership projects

Supporting Indigenous Voices

Empowering Indigenous voices to speak and be heard so all Australians can learn and work together for a better, shared future is part of Woodside’s vision for reconciliation. We are committed to the principle of self-determination and we recognise the enduring rights of our host communities.

Woodside has set the industry standard regarding supporting Indigenous voices. We have led from the front in supporting the Uluru Statement from the Heart, being the first organisation to engage the Uluru Working Group to present to our staff in December 2017. In May 2019 Woodside was one of 14 RAP Partners to formally and publicly support the Uluru Statement from the Heart. In January 2021 Woodside hosted an external

panel event and invited our stakeholders to explore the options presented by the Co-design Process. The WRC held follow-up sessions to inform staff how to make their own submissions to the Co-design Process (see case study below).

Under this National Leadership project, Woodside commits to supporting, no less than once a year, public forums involving Indigenous thought leaders to discuss key issues connected to Voice, Treaty and Truth. We will collaborate with a range of stakeholders including RAP partners, prominent groups and think tanks who are dedicated to advancing these issues. We will continue to inform and educate our workforce and key stakeholders with the aim of creating a platform of influence for sustained systemic change. Connecting eminent Indigenous leaders driving the public dialogue, with Woodside and our partners and stakeholders on an ongoing basis, provides momentum for the discussion to lead to action.

We will strengthen our support for initiatives that promote truth-telling and creating culturally safe and inclusive environments. We will give audience to Indigenous voices on a range of topics with a focus on the principles of Voice, Treaty and Truth, recognising that over the life of this RAP these issues are likely to remain dynamic. Woodside will continue to set the industry standard, being the first oil and gas company to establish an Indigenous Advisory Group (IAG), which will engage with Senior Management, the Indigenous Collegiate and Woodside’s host communities. The IAG will provide expert knowledge, advice and recommendations on matters affecting Indigenous Peoples and communities that are of regional and national significance. Biannual meetings between the IAG and senior executives will be held to discuss issues, initiatives and challenges for management to consider. Outcomes from these formal consultations and interactions will be tracked in our annual RAP progress report.

The principles of Voice, Treaty and Truth are embedded in the way Woodside does business. We ensure the voices of our Traditional Custodians are heard each quarter at the cultural heritage update meetings, enabling them to provide feedback about heritage management at our operations. Within Woodside the unique employee-led WRC, has grown through Woodside’s involvement in the RAP program to become a self-sustaining

driver of reconciliation in its own right, and maintains a calendar of activities and events. These enable employees, including the Indigenous Collegiate, to engage on the topics of Voice, Treaty and Truth. Members of the WRC also share stories of practical actions, both within Woodside and the broader community, to advance reconciliation.

Beyond Woodside’s business as usual community engagement practices, this leadership project advances all five dimensions of reconciliation, particularly historical acceptance and institutional integrity, by helping to bring Australia closer to reconciliation at the heart of national government. It further elevates our

approach to informed agreement-making with Traditional Owners and Custodians, that spans more than two decades since Woodside signed its first agreement with the Ngarluma and Yindjibarndi peoples in 1998. Woodside considers that alongside the partnerships we have formed with our host communities, the inclusion and support provided to our Indigenous Collegiate and the strength of our WRC has us uniquely placed to advance Indigenous voices.



Leadership Project case study

A panel discussion was held in March 2021 to build awareness and facilitate discussion among our staff and external partners on the proposed models released for comment by the Indigenous Voice Co-design group.

Over 150 attendees from Woodside, WA-based RAP organisations, our community partners and contractors participated in the panel discussion and interactive session.

The panel discussion commenced with an overview of the history of an 'Indigenous Voice', followed by a discussion on how the current process can advance recognition and the issue of constitutional recognition. The session was moderated by Curtin University Noongar Cultural Adviser Ingrid Cumming, who was joined by Indigenous leaders Nolan Hunter, David Collard and Adam Lees.

In the weeks following the panel, the Woodside Reconciliation Community held several sessions to provide additional information to our employees including how to make a personal submission to the Co-design Process.



Reconciliation Action Plan governance

We recognise that for our RAP to be successful, we must have a fit-for-purpose governance structure to target different levels of the business with clear objectives, measures and accountability.

Our governance structure ensures we engage the right people at the right time to develop and implement our RAP objectives and contribute towards meaningful and positive outcomes for our host communities and Indigenous stakeholders.

RAP Steering Committee

Our RAP Steering Committee (RSC) meet quarterly and discuss matters including the strategic direction of the RAP. They are leaders from across the business and RAP Champions in their own right. The RSC is chaired by the most senior Indigenous employee in Indigenous Affairs.

The RSC Members are:

- Indigenous Affairs (Chair)
- Vice President Corporate Affairs
- Senior Vice President Contracting and Procurement
- Senior Vice President Corporate and Legal
- Executive Vice President Operations
- Vice President People and Global Capability



Members of the 2021 RAP Steering Committee from left, Jill Hoffmann, Courtney Kelly, Fiona Hick, Daniel Kalms, Jacky Connolly and Sandra McInnes.

RAP Working Group

Our RAP Working Group (RWG) is chaired by the Indigenous Affairs team and consists of employees from a range of teams across the business, including focal points who are responsible for driving the delivery of our RAP commitments.

Members meet once every 6 weeks, sharing challenges and highlights and collaborating to deliver RAP outcomes and related activities.

Areas of the business represented in the RWG are listed below. These are flexible and may change depending on business focus, however Indigenous Affairs, WRC and the Indigenous Collegiate will always be represented.

- Indigenous Affairs (Chair)
- Operations
- Social Investment
- Contracting and Procurement
- Organisational Development
- Inclusion and Diversity
- Local Content
- Development Projects
- Indigenous Collegiate
- Woodside Reconciliation Community



Members of the 2021 RAP Working Group.

Woodside Reconciliation Community

The Woodside Reconciliation Community (WRC) is a unique, employee-led group which advocates for greater awareness and understanding of reconciliation and its broader issues, enabling and supporting Woodside's RAP commitments in the process. The WRC aims to create a safe space to discuss reconciliation issues, coordinate events and communications and drive personal advocacy among its members.

The WRC Governance committee is formed from nominated volunteer members from throughout the business. In the spirit of reconciliation, the WRC is co-chaired by an Indigenous and non-Indigenous member and is overseen by an Executive sponsor.



The 2021 Woodside Reconciliation Community Governance Committee with Executive sponsor Meg O'Neill.

Reporting

The below table outlines our RAP reporting strategy in addition to repsonding to Reconciliation Australia's RAP Impact Measurement Questionnaire and Workplace RAP Barometer.

Deliverable	Timeline	Responsibility
RAP Steering Committee	Quarterly	Indigenous Affairs
RAP Working Group	Every 6 weeks	Indigenous Affairs
Mid-year reporting	Annually, July/August	RAP Focal Points (RWG members)
End of year (EOY) reporting	Annually, commencing January with report released in Q2	RAP Focal Points (RWG members)
Reporting to Sustainability Committee	Annually, Q2	Indigenous Affairs
Mid-point RAP review	December 2023	Indigenous Affairs
Reconciliation Australia Engagement	Quarterly	Indigenous Affairs



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