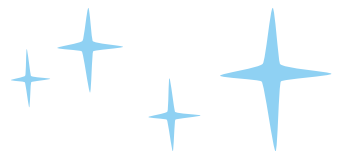


Indigenous Peoples Strategy 2026-2030



Woodside
Energy



**The Tlingit story of the
Box of Daylight tells of
Raven bringing light into
a world that once existed
in complete darkness.**

By releasing the sun, moon and stars, Raven made it possible for people to see and for life to flourish, a story interpreted in the cover artwork by Alaskan Tlingit and Athabascan artist Crystal Worl.

Acknowledgement

Woodside acknowledges Indigenous Peoples as the Traditional Custodians of lands and waters across the world. We recognise their enduring cultures, knowledge and connections to Country. We pay our respects to Elders past and present.

We believe that good relationships, built on respect, listening, and shared decision-making, lead to better outcomes for both people and our business. We are committed to partnerships that protect cultural heritage, strengthen communities, and create opportunities identified in collaboration with Indigenous Peoples.

As part of our Indigenous Communities Policy and broader human rights commitments, Woodside supports Indigenous self-determination consistent with its Indigenous Communities Policy, truth-telling, economic empowerment, strong corporate governance, leadership, and cultural heritage protection. We recognise that meaningful partnerships grounded in mutual respect can improve environmental and social outcomes, strengthen business performance, and leave a positive and lasting legacy.

Contents

Acknowledgement	2
CEO's foreword	4
About Woodside	5
A global portfolio: a global approach	6
Woodside's Indigenous Peoples Strategy vision	8
Stakeholder consultation insights	9
Strategy principles	11
Focus areas	11
Strategic priorities and pillars	12
Indigenous Peoples Strategy 2026–2030 framework	13
Reconciliation in practice – case studies	15
Hearson Cove cultural heritage repatriation project	16
Indigenous career growth	18
Ngāi Tahu delegation visits Woodside	19
Cultural learnings and exchanges	20
Construction scope awarded to Winyama Contracting Group	22
Co-existence with Murujuga World Heritage inscription	23
Global leadership project: our ambition	25
Regional implementation plans	25
Indigenous Peoples Strategy outcomes	26
Measuring progress	27
Governance and assurance	27
Abbreviations, acronyms and glossary	28
Contacts	Back Cover

Terminology

Woodside uses “Indigenous Peoples” in line with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Locally, we are guided by community preference, including terms such as Aboriginal and Torres Strait Islander Peoples, First Nations, Traditional Custodians, Native American and Alaska Native Tribes, Tangata Whenua and Māori, and other region-specific names.

Regional plans will include agreed local terminology.

CEO's foreword

I acknowledge the Indigenous Peoples as the Traditional Custodians of the many lands and waters where we live and work. I pay my respects to Elders past and present.

Woodside was the first oil and gas company to develop a Reconciliation Action Plan with Reconciliation Australia and to begin our first public Reconciliation commitments in 2009. We have learned a great deal from our Reconciliation journey in Australia. We have not always got it right, but we have developed our understanding and now firmly believe that strong relationships and open conversations must guide our work.

We are now applying that experience internationally, guided by the voices of Indigenous Peoples wherever we operate. This Indigenous Peoples Strategy for 2026–2030 outlines how we will work in partnership, listen with respect, and focus on outcomes that matter most to local Indigenous communities and stakeholders.

Our approach is global in principle and local in practice. In Australia, we can build on decades of Reconciliation frameworks. In other regions, our first steps may be raising awareness and building relationships.

Each region is different, but the goals are the same: to respect cultural heritage, support strong communities, create opportunity, and support opportunities for Indigenous Peoples to contribute their perspectives to decisions that may affect them.

This strategy is built on four pillars:

- Culture and cultural heritage
- Thriving and resilient communities
- Economic participation
- Self-determination

Progress will vary across locations, but accountability and direction will remain consistent.

We are committed to making positive outcomes for Indigenous Peoples a global priority for Woodside, and to ensuring our contribution is recognised through stronger partnerships, lasting opportunities, and communities that continue to build capability beyond the duration of our operations, where applicable.

Liz Westcott

Chief Executive Officer
and Managing Director,
Woodside Energy



About Woodside

We are a global energy company headquartered in Australia and operating across three continents, providing the energy to help people lead better lives. Our strategy is to thrive through the energy transition by developing a low-cost, lower-carbon, profitable, resilient and diversified portfolio. This is underpinned by three priorities: providing energy; creating and returning value to shareholders; and conducting our business sustainably.

We have delivered natural gas to Australian households and businesses for more than 40 years, supporting vital sectors like mining, manufacturing and electricity generation. As the pioneer of Australia's liquefied natural gas (LNG) industry in the 1980s, we continue to be a leading global supplier to major regional partners.

We are proud of the relationships we have built with the communities, our role in regional development and our efforts to manage biodiversity and protect natural environments.

Our values are:

 **One team**

 **We care**

 **Innovate every day**

 **Results matter**

 **Build and maintain trust**

They underpin our continued focus on safety, environment and social performance, and guide how we work with communities and partners.

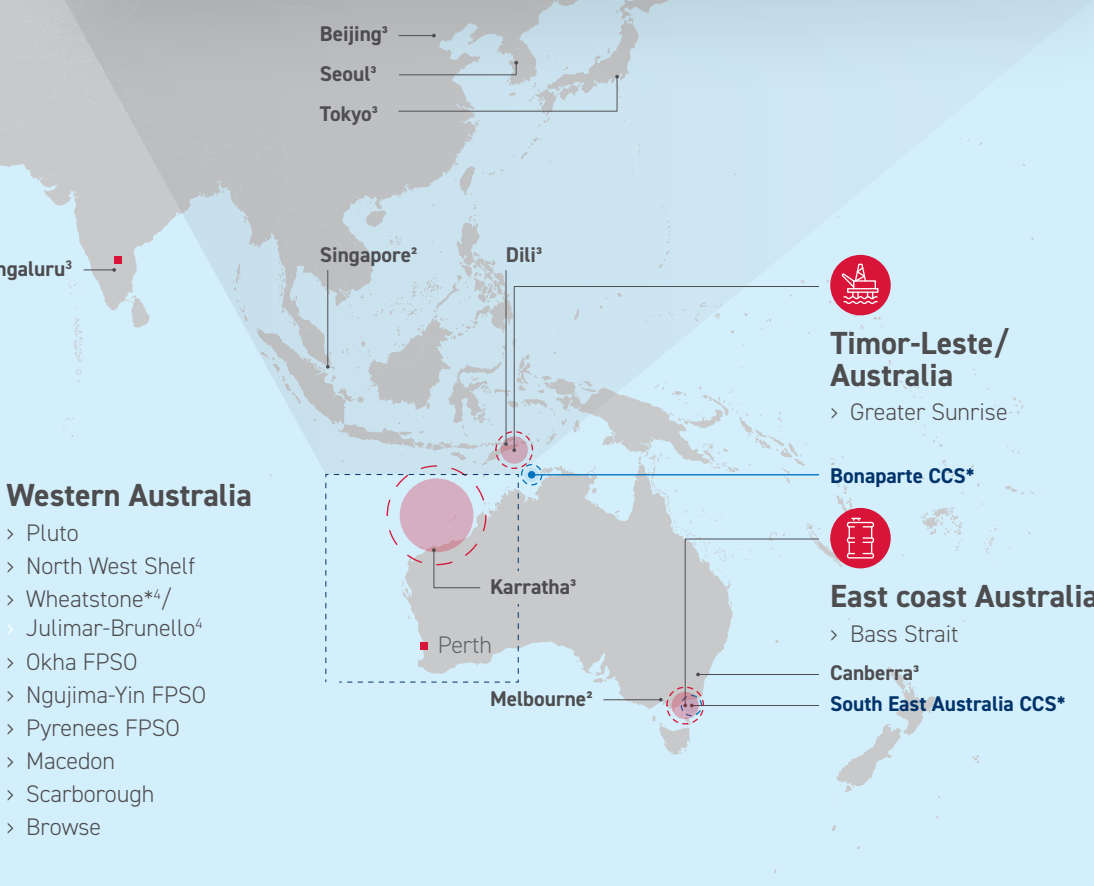
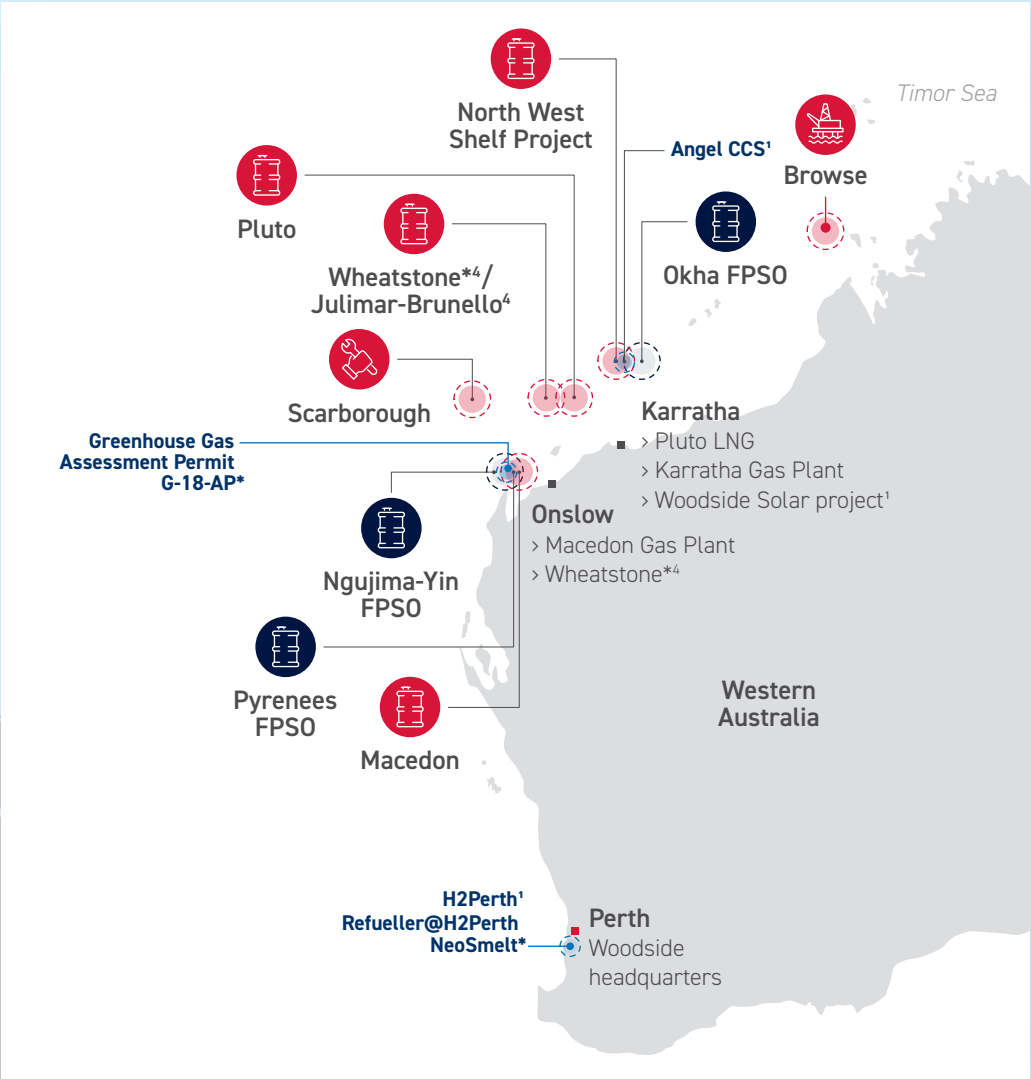
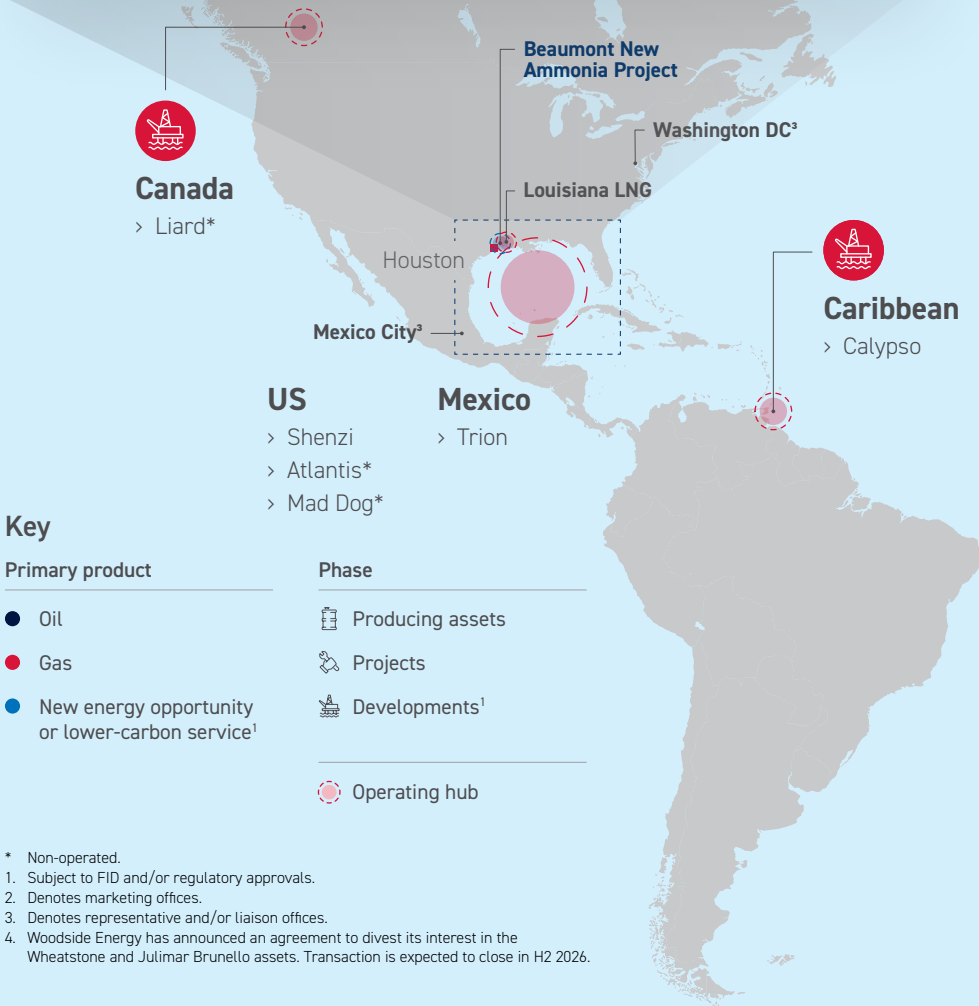
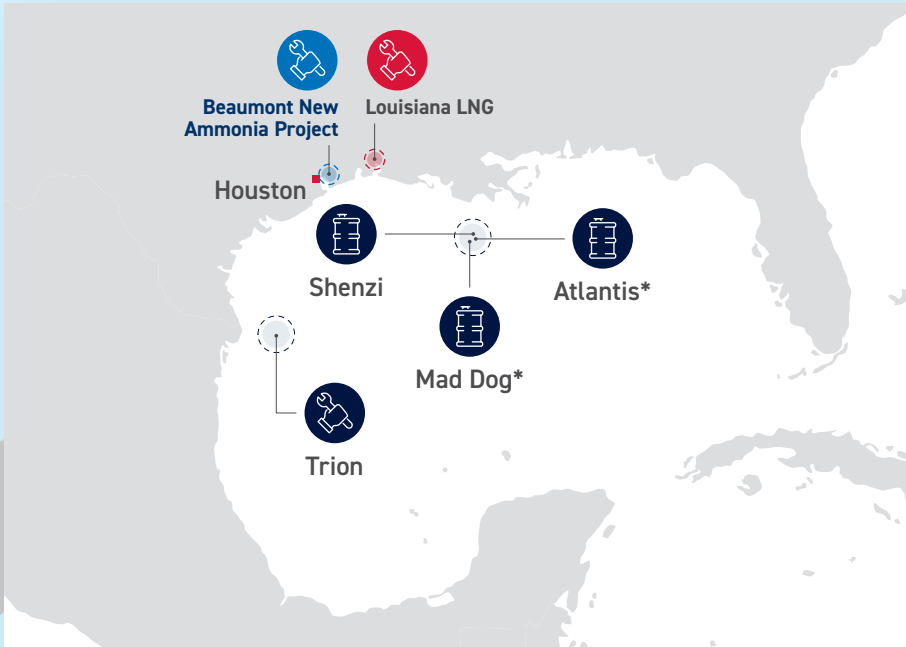
We believe our skilled and dedicated people are the foundation for delivering these outcomes.



A global portfolio: a global approach

Woodside has operations and offices in Australia; North America (US, Canada and Mexico); Africa (Senegal); Europe (United Kingdom); and Asia (Japan, Korea, China, Singapore, Timor-Leste and India).

Our approach to Indigenous engagement is global in principle and local in practice. Each region sets commitments that reflect local context, history and expectations.



Key	
Primary product	Phase
● Oil	🏠 Producing assets
● Gas	🏠 Projects
● New energy opportunity or lower-carbon service ¹	🏠 Developments ¹
	🏠 Operating hub

* Non-operated.
 1. Subject to FID and/or regulatory approvals.
 2. Denotes marketing offices.
 3. Denotes representative and/or liaison offices.
 4. Woodside Energy has announced an agreement to divest its interest in the Wheatstone and Julimar Brunello assets. Transaction is expected to close in H2 2026.

Woodside's Indigenous Peoples Strategy vision

Our vision is to build meaningful partnerships with Indigenous Peoples everywhere we operate.

By working together, we seek to safeguard cultural heritage, strengthen communities, and create economic opportunities guided by self-determination that aim to ensure a positive legacy for future generations.

Woodside will achieve this by listening, building trust, and supporting locally-led initiatives. Our role is to facilitate opportunities for Indigenous voices in decision-making processes and to work alongside communities so that both Woodside and Indigenous Peoples may benefit.

Our vision commits us to working in ways that ensure Indigenous Peoples are respected, valued, and safe to share their knowledge and perspectives. We will invest in building understanding across our workforce, so our people recognise and respect Indigenous cultures and histories wherever we operate.

This Strategy is embedded within Woodside's governance framework and guided by internal policies and international standards:



Together, these frameworks ensure our Strategy is integrated with our wider approach to sustainability. They also focus our commitments on where Woodside can make the most meaningful contribution – employment, enterprise, cultural heritage protection, and partnerships that respect Indigenous leadership.

¹ Woodside uses this term to describe the characteristics of having lower levels of associated potential greenhouse gas (GHG) emissions when compared to historical and/or current conventions or analogues, such as an otherwise similar resource, process, production facility, product, service or activity.



Stakeholder consultation insights

As part of shaping this global Strategy, we engaged with our employees, the business units within the company, and external stakeholders.

Their insights reinforced the importance of building a strategy that is ambitious but practical, and one that recognises the different stages of engagement with Indigenous Peoples across our regions.

KEY REFLECTIONS

Strong support for the four pillars

Culture and cultural heritage, Thriving and resilient communities, Economic participation, and Self-determination.

Respectful language and clear roles

A call to use plain words, reflect honestly on our journey, and be clear about Woodside's role.

Local tailoring

Commitments must reflect regional context and history, rather than a one-size-fits-all approach.

Employee input

Staff emphasised the value of focusing on credible areas such as education, skills training, opportunities for young people, and partnerships that build community strength. They asked for visible progress but supported a staged approach, recognising that in new regions it is better to walk before we run, ensuring relationships are strong first.

Meaningful, timebound commitments

Community organisations identified the benefit of medium and long-term commitments via five-year planning cycles.

These reflections confirm that our Strategy must be global in principle but local in practice – providing a consistent direction while adapting to the unique histories and aspirations of Indigenous Peoples in each region.

ARTIST SHOWCASE



About the artist

Crystal Kaakeeyáa Rose Demientieff Worl is Athabascan, Filipino, and Tlingit from Raven moiety, Sockeye Clan, from the Raven House. She is Deg Hit'an Athabascan from Fairbanks Alaska. A talented multidisciplinary artist based in Juneau, Alaska, she draws inspiration from her cultural roots and the natural world around her.



About the artwork

The Tlingit story of the Box of Daylight tells of Raven bringing light into a world that once existed in complete darkness. By releasing the sun, moon and stars, Raven made it possible for people to see and for life to flourish, a story interpreted in this artwork by Alaskan Tlingit and Athabascan artist Crystal Worl.

Strategy principles

Our guiding principle is that we must continue to move beyond transactional relationships to genuine collaboration informed by Indigenous perspectives and leadership. In the past, commitments were often compliance focused. Today, with the Indigenous Peoples Strategy for 2026–2030, we commit to embedding Indigenous voices in governance, creating economic opportunities led by communities, protecting cultural heritage with Indigenous guidance, and supporting Indigenous Peoples to contribute to decisions that may affect them.

By 2030, our aim is to be recognised as a leader in Indigenous engagement in the energy sector – measured not only by our progress but by Indigenous communities thriving on their own terms, with Woodside as a supportive partner.

STRATEGY COMMITMENTS

Relationships first

We prioritise long-term relationships over transactions. We show up, listen and follow through.

Indigenous leadership

We involve Indigenous Peoples in decisions that affect them and support co-design where appropriate.

Culture and heritage at the centre

We use Indigenous-led processes, including traditional knowledge, to identify, protect and manage cultural values.

Local choice, global consistency

Regions set locally relevant commitments within a common framework and report progress annually.

Measure what matters

We use data and community perspectives to track outcomes and improve over time.

Focus areas

Our Indigenous Peoples Strategy is global in principle and local in practice. We recognise that engagement with Indigenous Peoples looks different across regions. Some countries have treaties or established frameworks for rights; others do not. In Australia, decades of Reconciliation efforts have provided a strong foundation. In other regions, the first step may be building awareness and trust.

This Strategy provides a consistent framework built on respect, partnership and accountability, while allowing each region to set commitments that reflect its context and stage of maturity. It is not about one-size-fits-all commitments. Instead, it sets a clear direction through four pillars that are globally consistent and locally adaptable.

The four pillars that guide this work are:

- Culture and cultural heritage
- Thriving and resilient communities
- Economic participation
- Self-determination



Strategic priorities and pillars

PILLAR

1

Culture and cultural heritage

Cultural heritage is irreplaceable and must be respected. We work with Indigenous custodians to embed Indigenous-led processes from the start of planning.

This includes avoiding or minimising impacts, sharing information openly, and maintaining access to records in a culturally appropriate manner. We also support cultural knowledge, language and caring for Country activities identified by communities.

PILLAR

2

Thriving and resilient communities

Where we operate, Woodside seeks to support Indigenous communities' priorities and resilience. We partner on initiatives that strengthen capability and resilience beyond the life of our projects and support Indigenous-defined priorities in area such as education, youth leadership, and health.

This includes working with communities on broader wellbeing goals such as cultural revitalisation, intergenerational knowledge – through programs co-designed with Indigenous Peoples where applicable.

PILLAR

3

Economic participation

Economic inclusion creates pathways to independence, prosperity and equity. Indigenous people are part of our workforce, and Indigenous businesses are part of our supply chain. We continue to expand opportunities for employment, training and enterprise across our operations and supply chains.

This includes mentoring, procurement with Indigenous businesses, and building capability that will last across generations.

PILLAR

4

Self-determination

Woodside seeks to support meaningful participation by Indigenous Peoples in matters that may affect them. We engage in ways that are consistent with the principles of seeking Free, Prior and Informed Consent (FPIC), ensure Indigenous voices are part of agreements and planning, and co-design initiatives where appropriate.

A genuine partnership recognises Indigenous Peoples' aspirations, priorities and decision-making structures, and Woodside's role is to listen, support, and facilitate opportunities for that leadership.

Indigenous Peoples Strategy 2026–2030 framework

Vision

To build meaningful partnerships with Indigenous Peoples everywhere we operate and work in ways that ensure Indigenous Peoples are respected, valued, and safe to share their knowledge and perspectives.

Strategic priorities and pillars

1

Culture and cultural heritage

Protecting heritage with Indigenous-led processes.

2

Thriving and resilient communities

Supporting community priorities that strengthen wellbeing beyond our presence.

3

Economic participation

Creating pathways for Indigenous employment, training and business development.

4

Self-determination

Indigenous voices shape decisions and outcomes.

Global leadership projects

Support Indigenous-led or co-led initiatives with international relevance that amplify Indigenous leadership and create lasting value for communities.

Governance and assurance

- Board and Executive oversight
- Indigenous Advisory Group guidance
- Annual independent reporting
- Local Indigenous advisory input in applicable regions

guided by

INTERNAL

- Corporate Strategy
- Climate Policy
- Human Rights Policy

EXTERNAL

- UNDRIP
- Sustainable Development Goals
- International Labour Organization 169
- Closing The Gap
- Equator Principles

2030 ambition

Recognised as a global leader in Indigenous engagement in the energy sector, with Indigenous Peoples meaningfully contributing to decisions and initiatives that may affect them.

Outcome

By working together, we seek to safeguard cultural heritage, strengthen communities, and create economic opportunities guided by self-determination that aim to ensure a positive legacy for future generations.

ARTIST SHOWCASE



About the artist

Aaron Nannup is an Indigenous Australian artist whose work creates a striking conversation between traditional and contemporary forms. A Wadandi Wadjak Noongar and Kariyarra Malba man, Aaron produces mixed-media art that incorporates the natural hues and textures of his homeland. His wood carvings and acrylic paintings on natural surfaces manifest a deep and lasting connection with country and heritage.



About the artwork

Maarbakoort Bilya reflects the meeting of river and sea on Wadandi Country, a place of deep cultural significance where freshwater and saltwater sustain life. Through natural tones and textures, Wadandi Wadjak Noongar and Kariyarra Malba artist Aaron Nannup honours the enduring connection between people, water and Country.

Reconciliation in practice

CASE STUDIES

Real progress is best seen in practice. The following case studies share examples of how Woodside and Indigenous Peoples have worked together. Sometimes celebrating success, and at other times reflecting on lessons learned.

Each story shows one or more of our four strategic priorities and pillars in action: protecting culture and heritage, supporting strong and resilient communities, creating opportunities for economic participation, and strengthening Indigenous voices in decision-making.

They remind us that outcomes come from listening, adapting, and building trust over time. They also show that when relationships are genuine, the benefits can extend well beyond our operations.



Hearson Cove cultural heritage repatriation project

In the early 1980s, during the construction of the Karratha Gas Plant (KGP), significant amounts of rock art were destroyed or displaced.

The Western Australian Museum undertook heritage assessments for KGP, and Traditional Custodians were largely excluded from the cultural heritage survey and management processes at that time. These actions caused deep hurt, particularly for the Traditional Custodians who had responsibilities to care for this part of their Country.

More than 1,700 pieces of displaced rock art were stored in a fenced compound in a manner that did not acknowledge or respect Indigenous cultural protocols. For example, some coastal rock art was relocated inland away from the ocean. Men's only and Women's only rock art were combined with unrestricted motifs, and several pieces of rock art were placed facedown within the compound.

The compound storage at Hearson Cove was intended to be temporary, and in 2011, the Traditional Custodians, Western Australian Government, WA Museum, and Woodside came together to work on relocating the rock art back into more appropriate parts of the cultural landscape. This time, the relocations occurred under the instruction, guidance, and supervision of Senior Indigenous Men. It started with the removal of the compounding fencing, which the Indigenous community said was akin to a "jail" for their cultural heritage.

The process included extensive community meetings and the establishment of a Senior Men's Working Group, which acknowledged the cultural and genderspecific nature of the rock art relocations. The Senior Men's Working Group members comprised representatives from five Indigenous groups: Yaburara, Ngarluma, Wong-Goo-tt-oo, Yindjibarndi, and Mardudhunera.

Decisions were informed or made by the community, and Woodside's actions were supervised by the Senior Men, including the location and orientation of the repatriated boulders and the designation of restricted motifs.

Archaeologists undertook a detailed review of the rock art and boulders within the compound, cross-referencing them with historical records and compound inventories.

The process of returning the rock art to a more appropriate setting began with the hand removal of identification numbers painted on each boulder by the WA Museum. After this, the rock art was moved by crane to a temporary inspection area for consideration and advice by the Senior Men's Working Group. Based on this advice, the rock art was then moved into its final position with a high-accuracy Differential Global Positioning System recording each boulder's location.

The process acknowledged earlier impacts of development and reflected Woodside's evolving respect and appreciation of cultural heritage, informed by Traditional Custodians who consistently emphasised the significance of the rock art not only as physical artefacts, but as part of the stories, law and spiritual landscape.

Open and honest communication has helped build deeper and more meaningful relationships between Woodside and Traditional Custodians.

Our experiences at KGP and Hearson Cove compound inform Woodside's evolved approach to managing heritage. We have since embedded commitments to avoiding future damage or disturbance to cultural heritage in Woodside's Indigenous Communities Policy. By working together, we have heard how our activities may have consequences for Indigenous communities beyond the immediate physical disruption to heritage sites.

Open and honest communication has helped build deeper and more meaningful relationships between Woodside and Traditional Custodians. Some of these conversations have not been easy, but they have been necessary.

This case study highlights the value of good relationships. The result is a greater appreciation of the value of Indigenous cultural heritage to Indigenous and non-Indigenous people alike. It has informed our processes and procedures, including internal senior decision-making that incorporates Indigenous input, mechanisms for managing disputes when disagreement arises, and ensuring Traditional Custodians are afforded the opportunity to contribute to decisions that affect them and their cultural heritage. We all have a role to play in respecting, protecting, and managing the unique cultural heritage values, and in supporting knowledge transfer for current and future generations.

Indigenous 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 HR Graduate.

Jenayah Elliott

Senior Human Resources (HR) Business Partner



In 2022, she took on a two-year international assignment in Houston as a 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.

“Joining the Houston team following the merger was particularly meaningful. It had synergies to Australia’s Reconciliation journey – coming together as one team and moving forward.”

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 an Indigenous employee is 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.”

“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.”

Ngāi Tahu delegation visits Woodside

In October 2023, a senior delegation from Ngāi Tahu, the principal iwi of Te Waipounamu (South Island, New Zealand), visited Woodside in Perth, Western Australia.

The purpose of the visit was to deepen strategic relationships, explore shared values, and ensure cultural alignment regarding the previously proposed development opportunity of a Southern Green Hydrogen project near Awarua.

The delegation included Tā Tipene O'Regan (Upoko o Awarua), Terry Nicholas (Upoko o Hokonui Rūnanga), Dr. Michael Stevens (Historian and Adviser), and Miria O'Regan. During the visit, the delegation toured Woodside's facilities and engaged in high-level discussions focused on environmental stewardship, cultural values, and long-term regional benefits. A key component of the visit was participation in an Indigenous Advisory Roundtable, held shortly after the unsuccessful Australian Indigenous Voice Referendum, which was an initiative of the Uluru Statement from

the Heart. Despite the referendum's outcome, the roundtable fostered meaningful dialogue on Indigenous engagement, Reconciliation, and corporate responsibility.

The visit also emphasised the importance of cultural exchange and relationship building. Woodside's hospitality was acknowledged by Ngāi Tahu for its warmth and respect, reflecting key Māori values of manaakitanga (hospitality), whanaungatanga (relationships), and kaitiakitanga (guardianship). The outcomes of the visit included affirmation of Ngāi Tahu's role as a strategic partner, and a commitment to future hui (discussions) and reciprocal visits. The visit reinforced Woodside's dedication to Indigenous-led development and sustainability.

Dr. Michael Stevens described the visit as constructive and forward-looking, highlighting Woodside's openness to listen to Indigenous perspectives.

Ngāi Tahu's 2023 visit to Woodside demonstrates how Indigenous leadership and corporate collaboration can shape sustainable futures. It serves as a model for co-governance, cultural integrity, and economic empowerment in the global energy transition.



Tā Tipene O'Regan (Upoko o Awarua) addressing Woodside's Indigenous Advisory Group meeting in October 2023.



Catherine Rawsthorne (Woodside Project Lead, SGH), Tā Tipene O'Regan (Upoko o Awarua), Terry Nicholas (Upoko o Hokonui Rūnanga), Dr. Michael Stevens (Historian and Adviser) in Mia Yellagonga headquarters, Perth, Western Australia.

Cultural learnings and exchanges

Woodside's Indigenous Affairs and Human Rights team proudly joined hundreds of people at two powerful Indigenous festivals held in Canada and Australia in August 2025.

In British Columbia, the Fort Nelson First Nation cultural celebration marked 115 years since the signing of Treaty 8 and honoured the vibrant traditions, community spirit and cultural strength of the Dene and Cree peoples.

Members of the Indigenous Affairs and Human Rights team attended on behalf of Woodside.

The two-day event brought together families, youth and Elders with traditional games, dancing, drumming, children's activities and shared meals with community members.

"I was especially inspired by the youth, how proudly and respectfully they embraced their heritage through traditional games, dance, storytelling and ceremony," Dewayne Ball, Indigenous Engagement Senior Advisor, reflects. "It was a moving reminder of the strength that comes from cultural connection and community-led celebration."



I was especially inspired by the youth, how proudly and respectfully they embraced their heritage through traditional games, dance, storytelling and ceremony.

Dewayne Ball
Indigenous Engagement Senior Adviser

In Western Australia, Woodside employees had the privilege of joining the 40th anniversary of the Kimberley Aboriginal Land and Culture Centre (KALACC) Festival.

Held in the Aboriginal community of Ngumpan, an hour outside of Fitzroy Crossing, the five-day event drew people from across the Kimberley to celebrate culture and community through dance, song and story.

Vice President Browse Kimberly Walpot was part of Woodside's delegation and describes the experience as "unique and humbling".

"It was a time to reflect on the strength of Indigenous leaders, celebrate their achievements and empower the next generation of leaders to continue carrying forward their important work," Kimberly notes.

"For me, it was a genuine immersion in the leadership, knowledge and shared responsibility that stems from the continuous connection between Indigenous culture, language and the land on which Australians live and work today."

The community warmly welcomed local Kimberley members as well as visiting partners and cultural groups. Highlights included performances by a Pacific Islander dance group and the Red Flags dance group from Arnhem Land, Aboriginal and Torres Strait Islander stories at the Magabala Bookstore and stalls showcasing Indigenous creativity and knowledge.

The gathering brought together groups from across the Kimberley to discuss critical community issues, alongside local members of parliament, police and business representatives. A defining moment was the announcement of the Kimberley Aboriginal Regional Body, comprising elected representatives to advocate on key issues affecting the region and its people.

Beyond the festival grounds, the team was fortunate to explore the local landscape and history, touring caves that held stories of survival and resilience, and visiting Fitzroy Crossing.

Woodside employees report both festivals provided an unforgettable experience – one that brought together culture, community and the collective voice of First Nations people.



Winyama Contracting Group

Construction scope awarded to Winyama Contracting Group

In November 2024, Woodside (Woodside Burrup Pty Ltd.) awarded its largest Traditional Owner construction contract to Karratha company, Winyama Contracting Group, for the delivery of civil works for the Pluto Train 1 modifications project.

Winyama Contracting Group is working alongside KBR (formerly known as Kellogg Brown & Root Pty Ltd), Woodside's engineering procurement and construction management contractor for the project. The decision to award to Winyama Contracting Group followed a commercially competitive bid process based on criteria including experience, local content and HSE performance.

The award will support the continued growth of Winyama Contracting Group's business capability and deliver additional opportunities for Indigenous participation through employment and training.

Woodside Pluto Expansion Project Manager, Paul Baker, said Woodside was pleased to be partnering with Winyama Contracting Group for the delivery of the civil works for the Pluto Train 1 modifications and supporting the delivery of local business and employment outcomes for the Pilbara.

"By engaging a local Indigenous led and owned contractor, we're securing the delivery of an important service while contributing to the local economy. The contract will also support the growth of Winyama Contracting Group, increasing the company's capacity to deliver services to other industries across the Pilbara," he said.

Woodside recognises the critical role local content plays in maximising the benefits of the project to the community. The Scarborough Energy Project is estimated to spend over A\$5.4 billion in Western Australia (WA) throughout the development phase of the project. Together with our contractor, we've invested more than A\$260 million with 200 Pilbara-based businesses. A\$149 million of that figure has been invested with Pilbara-based businesses engaged on the Pluto Train 2 Project.² Across the Pluto Train 2 and Pluto Train 1 modifications projects, we've awarded over A\$142 million in contracts to 74 Indigenous businesses across Australia since project inception.²

² Figures current as of 31 December 2025.

Co-existence with Murujuga World Heritage inscription

Woodside has operated on Murujuga in the Pilbara region of Western Australia for more than 40 years. Murujuga is a landscape that is culturally and spiritually significant to the Ngarda-Ngarli Traditional Custodians, and is famous for its rock art which attests to tens of thousands of years of continuous law and culture. This rock art underpinned Murujuga's inclusion on Australia's National Heritage List in 2007. We have matured our approach to heritage management considerably over our time operating within this landscape and are proud of the relationships we have built with Traditional Custodians.

In August 2018, Murujuga Aboriginal Corporation (MAC) and the Western Australian Government agreed to seek World Heritage listing for the Murujuga Cultural Landscape. In August 2020 the area was added to Australia's World Heritage Tentative List, a necessary precursor to World Heritage listing.

Woodside proudly supported the Indigenous-led World Heritage nomination and assessment process, including through:

- funding the drafting of the World Heritage nomination documents through our Forward Plan Agreement with MAC
- provision of information to support the nomination
- supporting MAC to attend the International Council on Monuments and Sites (ICOMOS) General Assembly
- hosting a United Nations Educational, Scientific and Cultural Organisation (UNESCO) inspector's visit to Pluto LNG Park
- support for heritage management initiatives, including the Murujuga Rock Art Monitoring Program, to inform and demonstrate the coexistence of industry and heritage.

On 11 July 2025, the Murujuga Cultural Landscape was successfully inscribed on the World Heritage List. Woodside looks forward to continuing our collaboration with MAC and Traditional Custodians to ensure our operations continue to coexist with the area's Outstanding Universal Values.³

³ 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.

ARTIST SHOWCASE



About the artist

Cuauhtémoc Wetzka is a Nahua illustrator from Veracruz, Mexico whose work draws on Indigenous stories, symbolism and cultural traditions. Through illustration, he celebrates Nahua identity and shares cultural knowledge with new generations. His work has been commissioned by organisations including Apple, Google and Mexico's Secretaría de Educación Pública, and exhibited internationally.

About the artwork

Inspired by a Nahua origin story from Mexico, this artwork tells of two children who bring light into the world after escaping with the sacred fire guarded by a serpent. The serpent symbolises wisdom and Mother Earth, while the children represent hope and future generations. The flowers woven throughout the artwork are sacred symbols in Nahua culture, reflecting ceremony, poetry and the connection between people and nature.



Global leadership project: our ambition

Woodside will support a small number of initiatives with international relevance that amplify Indigenous leadership and create lasting value for communities. These projects will be community-led or co-led, ensuring Indigenous voices shape the direction and outcomes.

Areas of focus may include expanding Indigenous communities' access to affordable and reliable energy, building partnerships for landscape conservation that bring together traditional knowledge and science, or investing in cultural revitalisation, such as the resurgence and preservation of Indigenous languages and practices. We are also interested in opportunities that strengthen Indigenous youth leadership and innovation during the energy transition.

These initiatives must align with the strategic principles and pillars of our Indigenous Peoples Strategy and will share lessons across regions. Our role is to support, enable and partner by contributing resources and platforms that help amplify Indigenous voices on issues that matter globally.

Regional implementation plans

Each of the regions where we operate, within one year of this strategy taking effect, will prepare its own implementation plan to turn the four global pillars into locally relevant commitments and activities.

These plans set clear objectives, identify accountable teams, and reflect the stage of engagement in each geography. This ensures consistency of purpose while leaving room for flexibility in delivery and recognition of the local context.

Plans will be underpinned by outcome measurement, allowing us to see how programs are making a real difference on the ground – not just in the short term, but across communities over time. Insights gained from this process will guide continuous improvement, enabling each region to learn, adapt, and evolve.

Woodside has experience in this area through our Outcomes Measurement Framework (OMF), first developed for the 2016 to 2020 Reconciliation Action Plan (RAP). This approach combines data and community perspectives, including stories of significant change, to show how activities translate into lasting outcomes.

Regional and local plans will apply the same method, giving us both verifiable data and lived experience to track progress. Through this structure, Woodside will maintain global consistency while respecting cultural differences. Each applicable region will own its plan, developed in collaboration with local Indigenous communities, to translate global principles into on-the-ground action. A transparent global framework, tailored local delivery, and a focus on measurement will ensure our commitments are credible, our progress is visible, and our impact is lasting.



Indigenous Peoples Strategy outcomes

The Indigenous Peoples Strategy outlines long-term objectives across four key pillars: **Culture and cultural heritage**, **Thriving and resilient communities**, **Economic participation**, and **Self-determination**. These are commitments we are acting on now and will continue to build through to 2030.

We aim to show not just what we do, but what difference it makes. This means measuring change in ways that matter to Indigenous Peoples, whether that is protecting cultural heritage, creating opportunities for young people, strengthening community resilience, or ensuring Indigenous voices shape decisions that affect them.

We will track progress through both data and stories. Quantitative data will help us understand scale and reach, while community feedback and reports of significant change will show how our work is experienced on the ground. We will report both, because listening to communities is just as important as measuring statistics.

PILARS

Culture and cultural heritage

OUTCOMES

- Cultural heritage values are identified, understood, and protected.
- Culture remains strong through community-led initiatives to preserve and strengthen traditional knowledge, language and caring for Country.

Thriving and resilient communities

- Indigenous priorities in areas such as education, youth leadership and health are supported.
- Co-designed initiatives strengthen capability and resilience beyond the life of Woodside projects or operations.

Economic participation

- Indigenous employment, training and business outcomes increase each year across Woodside operations and supply chains.

Self-determination

- Partnerships initiated and led by Indigenous Peoples are supported with their guidance.

Measuring progress

We will track our progress using both numbers and community perspectives. This means measuring outcomes that matter to Indigenous Peoples, not just reporting activities. Just as important as the data are the voices of communities – we will listen to their feedback, capture stories of change, and use those insights to refine and improve our approach over time.

Each region where Woodside operates will use the same global framework to show how its commitments are being delivered in practice. Progress will be reviewed and published as part of Woodside's wider reporting.

Governance and assurance

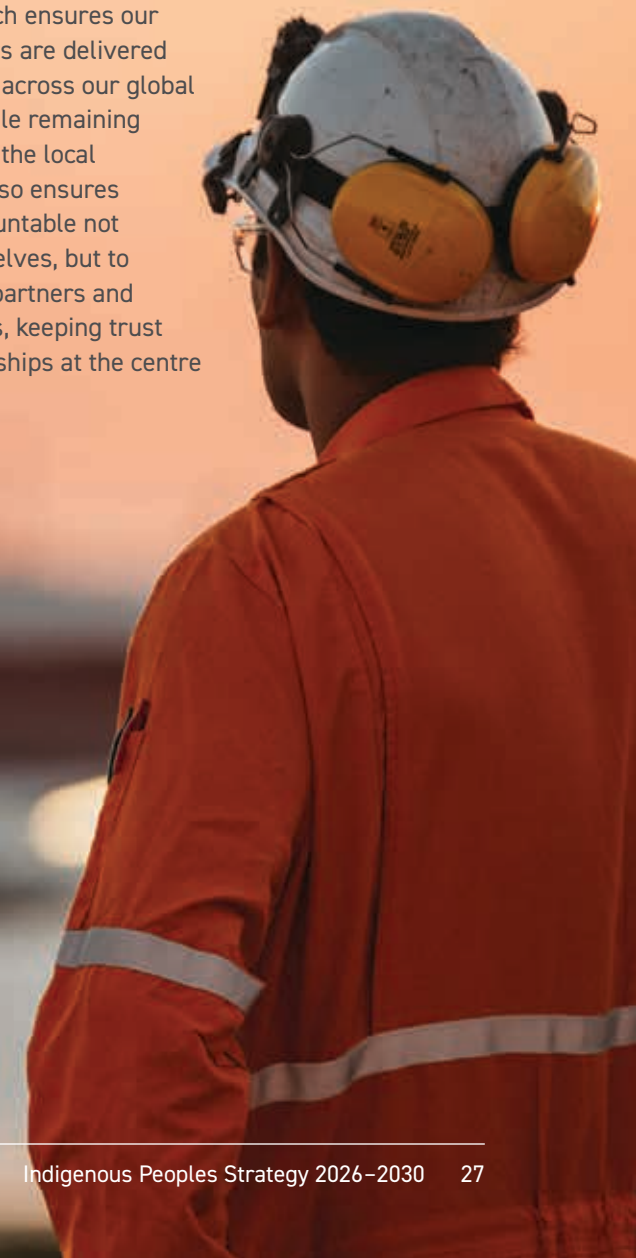
Strong governance is essential to credible delivery. Oversight of this Strategy will be provided by the Woodside Board's Sustainability Committee and the Executive Leadership Team, with guidance from an Indigenous Advisory Group (IAG) to ensure that Indigenous perspectives remain at the forefront.

Day-to-day coordination will be led by the Indigenous Affairs and Human Rights teams, with support from regional focal points and relevant parts of our business. They will work closely with the Global Culture, Inclusion and Leadership team and regional teams, ensuring

that both internal leadership and external Indigenous advice inform the implementation. Each region will also be supported in establishing local Indigenous advisory arrangements or feedback loops, where appropriate, to ensure delivery remains culturally appropriate and informed by community voices.

Progress will be assessed annually through the OMF, combining data with community perspectives. Results will be independently assured, reported publicly, and used to refine implementation plans. Woodside commits to publishing progress updates each year, aligned with broader sustainability reporting, and to adjusting the Strategy in response to lessons learned, stakeholder feedback, and evolving global standards.

This approach ensures our commitments are delivered consistently across our global portfolio while remaining grounded in the local context. It also ensures we are accountable not only to ourselves, but to Indigenous partners and communities, keeping trust and relationships at the centre of our work.

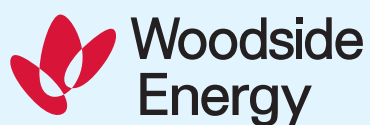


| Abbreviations, acronyms and glossary

This glossary defines terms as they are used throughout this document. Use of similar terms in other Woodside documents may not reflect the definitions provided here.

Community	Includes Country, family ties and shared experiences. Indigenous Peoples may belong to more than one community.
Country	Lands, waters and seas to which Indigenous Peoples belong. It is also their place of Dreaming.
Countries	Area of land with fixed borders and its own government and laws.
Culture	The customs, practices, beliefs and values that connect Indigenous Peoples across generations.
Cultural Heritage	Tangible and intangible aspects of Indigenous culture, including sites, stories, objects, knowledge and traditions that hold ongoing significance.
Elder	A highly respected person and knowledge holder, consulted due to experience, wisdom and cultural insight. Being an Elder does not necessarily mean being older in age.
First Nations	The original inhabitants of a place, region or country.
FPIC	Free, Prior and Informed Consent.
Indigenous	Originating from and characterising a place, area, region or country.
IAG	Indigenous Advisory Group.
ICOMOS	International Council on Monuments and Sites.
Indigenous Peoples	Groups descended from the original inhabitants of a region, maintaining historical continuity, distinct cultural traditions, and strong ties to their ancestral territories.
KGP	Karratha Gas Plant produces LNG, domestic gas, condensate and LPG. KGP is located 1260 kilometres north of Perth, Western Australia within Murujuga.
LNG	Liquefied Natural Gas.
LPG	Liquefied Petroleum Gas.
Murujuga	Meaning 'hip bone sticking out', it refers to the shape of the Burrup Peninsula and Dampier Archipelago in the Pilbara region of Western Australia.
MAC	Murujuga Aboriginal Corporation (MAC) has members from five Traditional Custodian groups from the Pilbara region of Western Australia. MAC is responsible for protecting and guiding the future direction of the corporation on behalf of its members, providing cultural advice and oversight, supporting current and future wellbeing of MAC's landholdings, providing member support.
NWS	North West Shelf.
OMF	Outcomes Measurement Framework.
Reconciliation	The ongoing effort to acknowledge past harms, respect the rights and cultures of Indigenous Peoples, and create relationships built on trust, fairness and shared opportunity.
RA	Reconciliation Australia.
RAP	Reconciliation Action Plan.
Respect	Having due regard for someone's feelings, wishes, or rights.
Self-determination	The right of Indigenous Peoples to manage their own affairs and pursue their own economic, social, and cultural development.
Stakeholder	A person or group with a right, interest or concern in Woodside's business and activities.
Traditional Custodian	A person or group responsible for maintaining and passing on cultural knowledge and practices.
Traditional Owner	An Indigenous person or group directly descended from the original inhabitants of a culturally defined area of land or sea.
Uluru Statement from the Heart	A 2017 invitation from Aboriginal and Torres Strait Islander Peoples to all Australians to support constitutional reform, an Indigenous Voice to Parliament, and a Makarrata Commission for truth-telling and treaty-making.
UN	United Nations.
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples. A non-legally binding UN resolution that sets international standards for the individual and collective rights of Indigenous Peoples.
UNESCO	United Nations Educational, Scientific and Cultural Organisation. Part of its key goals include protecting and preserving cultural and natural heritage sites of outstanding value to humanity, promoting the equal dignity of all cultures, and protecting diversity.

Together, Indigenous communities and Woodside Energy demonstrate that connection is a guiding light that strengthens relationships through mutual respect and a commitment to helping people lead better lives.



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Document feedback

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