

## 2015-16 public report form submitted by Santos Limited to the Workplace Gender Equality Agency

### Organisation and contact details

<b>Organisation registration</b>	<b>Legal name</b> <b>ABN</b> <b>ANZSIC</b>	<b>Santos Limited</b> <b>80007550923</b> <b>0700 Oil and Gas Extraction</b>
<b>Organisation details</b>	<b>Trading name/s</b> <b>ASX code (if relevant)</b> <b>Postal address</b>  <b>Organisation phone number</b>	<b>STO</b>  <b>GPO Box 2455</b> <b>ADELAIDE SA 5001</b> <b>Australia</b> <b>(08) 8116 5000</b>
<b>Reporting structure</b>	<b>Ultimate parent</b> <b>Number of employees covered in this report submission</b> <b>Other organisations reported on in this report</b>	<b>Santos Limited</b> <b>2,747</b>  <b>Santos Petroleum Management Pty Ltd</b> <b>Santos Toga Pty Ltd</b>

# Workplace profile

## Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	1	7	8
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-2	Full-time permanent	11	54	65
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-3	Full-time permanent	49	243	292
		Full-time contract	0	5	5
		Part-time permanent	11	3	14
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			73	313	386

## Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	236	757	41	62	0	0	1,096
	Full-time contract	17	42	0	0	0	0	59
	Part-time permanent	86	14	0	0	0	0	100
	Part-time contract	3	0	0	0	0	0	3
	Casual	0	0	0	0	0	0	0
Technicians and trade	Full-time permanent	17	683	0	0	0	0	700
	Full-time contract	1	62	0	0	0	0	63
	Part-time permanent	0	4	0	0	0	0	4
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	160	112	0	0	0	0	272
	Full-time contract	25	4	0	0	0	0	29
	Part-time permanent	33	1	0	0	0	0	34
	Part-time contract	1	0	0	0	0	0	1
	Casual	0	0	0	0	0	0	0
Sales	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Labourers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		579	1,679	41	62	0	0	2,361

# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

1 Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?

- Yes (you can select policy and/or strategy options)
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.2 Retention?

- Yes (you can select policy and/or strategy options)
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.3 Performance management processes?

- Yes (you can select policy and/or strategy options)
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.4 Promotions?

- Yes (you can select policy and/or strategy options)
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.5 Talent identification/identification of high potentials?

- Yes (you can select policy and/or strategy options)

- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority

1.6 Succession planning?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.7 Training and development?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.8 Resignations?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.10 Gender equality overall?

- Yes (you can select policy and/or strategy options)

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

Equal Opportunity policy: protecting employees from sexual harassment, discrimination and bullying.

Diversity policy: promoting the importance of women in leadership positions.

Flexible Work policy: providing employees with a number of options when considering flexible work.

Career Break policy: providing employees extended periods of time off from work to pursue other interests while maintaining continuity of employment.

Recruitment & Selection policy: ensuring that hiring managers consider flexible work options when hiring, and preventing discrimination.

Parental Leave policy: providing eligible employees with up to 16 weeks of paid parental leave in addition to the government paid parental leave benefits.

Purchased Annual Leave policy: providing employees with an option to extend leave.

Remuneration, Superannuation and Benefits policy: extending the payment of superannuation to women and men during any portion of unpaid parental leave.

Tailored training programs run to address the skills gap and difficulties associated with bias and unconscious bias.

1.12 In the table below, please provide the NUMBER of new appointments made during the reporting period (by gender and manager/non-manager categories). This should include appointments from both external and internal sources such that if an existing employee is appointed to another role within the organisation (promotion or not), they would need to be included.

All appointments need to be included regardless of how they were made, for example through recruitment exercises, cold canvassing, previously-submitted resumes.

	Managers		Non-managers	
	Female	Male	Female	Male
NUMBER of appointments made	8	44	74	187

1.13 In the table below, please provide the NUMBER of employees who were awarded promotions during the reporting period (by gender, employment status and manager/non-manager categories).

(‘Promotion’ means where a person has advanced or been raised to a higher office or rank on an ongoing basis. Temporary higher duties are not considered a promotion. This does not typically include movement within a salary band unless it involves a move to higher office or rank.)

No cell should be left blank, please enter ‘0’ (zero) where there is no data.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	2	13	24	99
Permanent/ongoing part-time employees	0	0	2	0
Fixed-term contract full-time employees	0	0	2	5

	Managers		Non-managers	
	Female	Male	Female	Male
Fixed-term contract part-time employees	0	0	2	0
Casual employees	0	0	0	0

1.14 In the table below, please provide the NUMBER of employees who have resigned during the reporting period (by gender, employment status, and manager/non-manager categories).

(‘Resigned’ refers to employees who have given up their employment voluntarily, not those who are subject to employer-initiated terminations or redundancies.)

No cell should be left blank, please enter ‘0’ (zero) where there is no data.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	2	9	33	76
Permanent/ongoing part-time employees	0	0	5	1
Fixed-term contract full-time employees	0	0	10	12
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

1.15 Should you wish to provide additional information on any of your responses under gender equality indicator 1, please do so below:

- The Female workforce has increased over the last 5 years from 22% to 25%
- Since 2011, the percentage of females in technical roles has grown from 18% to 25%
- The Santos Graduate Program continues to drive Gender balance in engineering and geoscience with 42% of graduates employed being female (compared to an average female percentage of graduate intake of 26% in 2011).
- 7.3% of field-based roles are now filled by females) compared with 3.6% in 2011)
- 55% of females in the technical community have been sourced through the graduate program.
- Santos is actively addressing gender diversity through programs to increase the number of women in senior roles. 18% of senior roles are filled by females (compared with 10.5% in 2011)
- Since the implementation of the Next Gen Program there has been good progress on development and movement/rotations of the Next Gen group. 70% of the group moved into new roles in 2015 as part of the plan and the rest are moving or will likely move into their next developmental role this year.

#### Gender equality indicator 2: Gender composition of governing bodies

2 Your organisation, or organisations you are reporting on, will have a governing body/board as defined in the Workplace Gender Equality Act 2012 (Act). (In the Act, a governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”.) For the purposes of reporting under the Act, this question relates to the ultimate or ‘highest’ governing body for your organisation. NB: if your governing body/board is located overseas, it still needs to be included.

o For private or publicly listed companies, you will have one or more directors or a board of directors.



- o For trusts, the trustee is the governing body/board.
- o For partnerships, the governing body/board is likely to comprise all or some (if elected) partners.
- o For organisations whose governing body/board is the same as their parent entity's governing body/board, it is still deemed to have a governing body/board.
- o For religious structures, you may have a canonical advisor, bishop or archbishop.
- o For other structures that do not fall into any of the above categories, your committee of management would be considered your governing body/board.

2.1 Please complete the table below, ensuring data entered is based on the instructions in each column header. For each organisation, enter the number of women and men on that governing body/board (not percentage). If a target has been set to increase the representation of women on any of the governing bodies listed, please indicate the % target and the year it is to be reached.

If your organisation's governing body/board is the same as your parent entity's governing body/board, you will need to enter your organisation's name but the details of your parent entity's governing body/board in the table below.

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board  (enter 0 if no target has been set, or enter a % between 1-100)	Year to be reached  (in YYYY format; if no target has been set, leave blank)
		F (Chair)	M (Chair)	F	M		
01	Santos Limited	0	1	2	5	0	
02							
03							
04							
05							
06							
07							
08							
09							
10							
11							
12							

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board  (enter 0 if no target has been set, or enter a % between 1-100)	Year to be reached  (in YYYY format; if no target has been set, leave blank)
		F (Chair)	M (Chair)	F	M		
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							
27							
28							
29							
30							

2.2 If a target relating to the representation of women has not been set for any of the governing bodies listed above, you may specify why below:

- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Do not have control over governing body/board appointments (provide details why):

- Not a priority
- Other (provide details):

- Appointments to the Board are based on skills, experience and other factors including diversity.
- The Board has a unitary structure with an independent Chair, and 25% female representation.

2.3 Do you have a formal selection policy and/or formal selection strategy for governing body/board members for ALL organisations covered in this report?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, in place for some governing bodies/boards
- No, currently under development
- No, insufficient human resources staff
- No, do not have control over governing body/board appointments (provide details why):
- No, don't have expertise
- No, not a priority
- No, other (provide details):

2.4 Partnership structures only: (only answer this question if your organisation operates under a partnership structure, ie is NOT an incorporated entity (ie Pty Ltd, Ltd or Inc), or an unincorporated entity).

Please enter the total number of female and male equity partners (excluding the managing partner) in the following table against the relevant WGEA standardised manager definitions. Non-equity (salaried) partners need to be included in your workplace profile.

Details of your managing partner should be included separately in the CEO row of your workplace profile.

NB: Please ensure that the composition of your governing body/board (which may include all or some of your equity partners below) is also entered in question 2.1.

	Full-time females	Part-time females	Full-time males	Part-time males
Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)				
Equity partners who are "Other executives/General managers"				
Equity partners who are "Senior managers"				
Equity partners who are "Other managers"				

2.5 Should you wish to provide additional information on any of your responses under gender equality indicator 2, please do so below:

- As per Page 41 of the Annual Report, David Knox stepped down as Managing Director and CEO on 12 November 2015 and continued to assist the Company in handover and transitional duties until he ceased employment on 31 December 2015. During the transition period from August 2015 until the commencement of a new CEO on February 1 2016, the Chair of the Board, Mr Peter Coates held the temporary position of Executive Chairman.

- Sponsorship of Women on Boards and the Australian Institute of Company Directors programs reinforced the development of women to be Board ready.

### Gender equality indicator 3: Equal remuneration between women and men

3 Do you have a formal policy and/or formal strategy on remuneration generally?

- Yes (you can select policy and/or strategy options)
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, included in workplace agreement
  - No, don't have expertise
  - No, salaries set by awards or industrial agreements
  - No, non-award employees paid market rate
  - No, not a priority
  - No, other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?

- Yes (provide details in questions 3.2 and/or 3.3 below)
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, salaries set by awards or industrial agreements
  - No, non-award employees are paid market rate
  - No, not a priority
  - No, other (provide details):

3.2 You have answered yes to question 3.1. Please indicate whether your formal policy or formal strategy includes the following gender pay equity objectives (more than one option can be selected):

- To achieve gender pay equity
- To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)
- To be transparent about pay scales and/or salary bands
- To ensure managers are held accountable for pay equity outcomes
- To implement and/or maintain a transparent and rigorous performance assessment process
- Other (Please provide details in question 3.3 below)

3.3 Provide details of other gender pay equity objectives that are included in your formal policy or formal strategy including timeframes for achieving these objectives:

- To review, at least annually, any gender remuneration gaps across pay grades and roles and address these gaps as required.
- Address any apparent inequities in promotions, add a further 'governance' check in the technical ladder review process
- The 2015 pay equity audit identified the following 3 areas for review; Compa-ratio gap, starting salary and superannuation.

4 Has a gender remuneration gap analysis been undertaken? (This is a payroll analysis to determine whether there are any gaps between what women and men are paid.)

- Yes. When was the most recent gender remuneration gap analysis undertaken?
- Within last 12 months
  - Within last 1-2 years
  - More than 2 years ago but less than 4 years ago
  - Other (provide details):
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
  - No, salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
  - No, non-award employees are paid market rate
  - No, not a priority
  - No, other (provide details):

4.01 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below: Our gender remuneration gap analysis is done organisation wide at the time of salary and bonus review.

The remuneration team conducted a review of bonuses paid to women that have been on parental leave or career break leave during 2015. This ensured that no negative discretion had been applied to women due to being on unpaid leave and all bonuses were paid according to performance.

At our request, our Superannuation provider has been conducting "Women and Superannuation" sessions since late 2014 and our analysis shows that since that time, the percentage of females contributing to superannuation has increased from 8.5% to 11.4%.

- 4.1 Were any actions taken as a result of your gender remuneration gap analysis?
- Yes - please indicate what actions were taken (more than one option can be selected):
- Created a pay equity strategy or action plan
  - Identified cause/s of the gaps
  - Reviewed remuneration decision-making processes
  - Analysed commencement salaries by gender to ensure there are no pay gaps
  - Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
  - Analysed performance pay to ensure there is no gender bias (including unconscious bias)
  - Trained people-managers in addressing gender bias (including unconscious bias)
  - Set targets to reduce any like-for-like gaps
  - Set targets to reduce any organisation-wide gaps
  - Reported pay equity metrics (including gender pay gaps) to the governing body/board
  - Reported pay equity metrics (including gender pay gaps) to the executive
  - Reported pay equity metrics (including gender pay gaps) to all employees
  - Reported pay equity metrics (including gender pay gaps) externally
  - Corrected like-for-like gaps
  - Conducted a gender-based job evaluation process
  - Implemented other changes (provide details):
- No
- No unexplainable or unjustifiable gaps identified

- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries set by awards or industrial agreements
- No, non-award employees are paid market rate
- No, unable to address cause/s of gaps (provide details why):
  
- No, not a priority
- No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under gender equality indicator 3, please do so below:

- As a result of a company decision to implement a Superannuation Top Up scheme to enable the superannuation guarantee to continue to be paid during periods of unpaid parental leave, it is estimated that in the year 2015, there was a total of \$378,000 in additional superannuation paid by Santos into Superannuation accounts belonging to 82 staff (65 females, 17 males).

Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?

Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):

By paying the gap between the employee's salary and the government's paid parental leave scheme

By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks

As a lump sum payment (paid pre- or post- parental leave, or a combination)

- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

5.1 Please indicate the MINIMUM number of weeks of EMPLOYER FUNDED paid parental leave that is provided for primary carers.

16

Optional: If you wish to provide additional details on the eligibility period/s and the maximum number of paid parental leave offered to primary carers, please do so below:

5.1a What is the eligibility period for employees to access the MINIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MINIMUM amount - in months)?

12

5.1b If you offer different amounts of employer funded paid parental leave, what is the MAXIMUM number of weeks of employer funded paid parental leave that is provided for primary carers (in weeks)?

16

5.1c What is the eligibility period for employees to access the MAXIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MAXIMUM amount – in months)?

12

5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS? In your calculation, you must include casuals when working out the proportion. For example, if ALL employees have access to employer funded paid parental leave for PRIMARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

You may enter a number that represents the actual percentage of employees, or round the number to the nearest 10th percentile, e.g. if 23.4% enter 20; if 45.7% enter 50).

Primary carer's leave	
Percentage:	100

6 Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

- Yes, one week or greater (please go to 6.1)
- Yes, less than one week (please go to 6.2)
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

6.1 Please indicate the number of weeks of employer funded paid parental leave that is provided for secondary carers.

1

6.3 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS? In your calculation, you must include casuals when working out the proportion. For example, if ALL employees have access to employer funded paid parental leave for SECONDARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

Please enter a whole number that represents the percentage of employees to the nearest 10th percentile, (e.g. if 23.4% enter 20; if 45.7% enter 50).

Secondary carer's leave	
Percentage:	100

7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period (this is to include employees still on parental leave who commenced this leave in another reporting period)?

No cell should be left blank, please enter '0' (zero) where there is no data.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	7	0	0	8
Non-managers	107	0	0	93

8 Provide the NUMBER of employees who, during the reporting period, ceased employment during, or at the end of, parental leave (by gender and manager/non-manager categories).

This includes employees on parental leave that had commenced in another reporting period. Include situations where the parental leave was taken continuously with any other leave type. For example, a person may have utilised paid/unpaid parental leave, annual leave or other unpaid leave during a single block of 'parental leave'.

'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

No cell should be left blank, please enter '0' (zero) where there is no data.

	Female	Male
Managers	0	0
Non-managers	18	5

9 Do you have a formal policy and/or formal strategy on flexible working arrangements?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, don't offer flexible arrangements
- No, not a priority
- No, other (provide details):

10 Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, not a priority
- No, other (provide details):

11 Do you have any non-leave based measures to support employees with family or caring responsibilities (e.g. employer-subsidised childcare, breastfeeding facilities, referral services)?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority



No, other (provide details):

11.1 Please indicate what measures are in place and if they are available at all worksites (where only one worksite exists, for example a head-office, please select "Available at all worksites"):

- Employer subsidised childcare
  - Available at some worksites only
  - Available at all worksites
- On-site childcare
  - Available at some worksites only
  - Available at all worksites
- Breastfeeding facilities
  - Available at some worksites only
  - Available at all worksites
- Childcare referral services
  - Available at some worksites only
  - Available at all worksites
- Internal support networks for parents
  - Available at some worksites only
  - Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave).
  - Available at some worksites only
  - Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities
  - Available at some worksites only
  - Available at all worksites
- Referral services to support employees with family and/or caring responsibilities
  - Available at some worksites only
  - Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums
  - Available at some worksites only
  - Available at all worksites
- Support in securing school holiday care
  - Available at some worksites only
  - Available at all worksites
- Coaching for employees on returning to work from parental leave
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting mothers
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting fathers
  - Available at some worksites only
  - Available at all worksites
- None of the above, please complete question 11.2 below

11.2 Please provide details of any other non-leave based measures that are in place and whether they are available at all worksites.

12 Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No

- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, not aware of the need
- No, don't have expertise
- No, not a priority
- No, other (please provide details):

13 Other than a policy and/or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

Yes - please indicate the type of measures in place (more than one option can be selected):

- Employee assistance program (including access to a psychologist, chaplain or counsellor)
- Training of key personnel
- A domestic violence clause is in an enterprise agreement or workplace agreement
- Workplace safety planning
- Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
- Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
- Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
- Access to unpaid leave
- Confidentiality of matters disclosed
- Referral of employees to appropriate domestic violence support services for expert advice
- Protection from any adverse action or discrimination based on the disclosure of domestic violence
- Flexible working arrangements
- Provide financial support (e.g. advance bonus payment or advanced pay)
- Offer change of office location
- Emergency accommodation assistance
- Access to medical services (e.g. doctor or nurse)
- Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, not aware of the need
- No, don't have expertise
- No, not a priority
- No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

- A Flexible Work Guide is available on our intranet to raise awareness of Workplace Support options available to all employees.
- Santos is a member of the Chiefs for Gender Equity group and is working to look at ways we can build on our support of employees in the workplace who may be experiencing domestic violence.

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:

- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Not a priority
- Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under gender equality indicator 4, please do so below:

- 7% of the permanent workforce have formal part time and flexible work arrangements
- Females make up 80% of all formal flexible work arrangements
- Santos had a return rate of 89% of employees from parental leave in 2015
- The Santos Parental Leave Policy affords employees the option to have either the first 16 weeks' leave of parental leave paid at full pay, or alternatively, the first 32 weeks paid at half pay

Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

15 Have you consulted with employees on issues concerning gender equality in your workplace?

- Yes
- No
- No, not needed (provide details why):
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace (more than one option can be selected)?

- Survey
- Consultative committee or group
- Focus groups
- Exit interviews
- Performance discussions
- Other (provide details):

15.2 Please indicate what categories of employees you consulted.

- All staff
- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)
- Diversity committee or equivalent
- Women and men who have resigned while on parental leave
- Other (provide details):

15.3 Should you wish to provide additional information on any of your responses under gender equality indicator 5, please do so below:

Gender equality indicator 6: Sex-based harassment and discrimination

16 Do you have a formal policy and/ or formal strategy on sex-based harassment and discrimination prevention?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, not a priority
- No, other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy and/or strategy?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):

- At induction
- At least annually
- Every one-to-two years
- Every three years or more
- Varies across business units
- Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under gender equality indicator 6, please do so below:

- The Santos Code of Conduct is currently in review to assess it is meeting current and emerging needs.

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)

- In 2016, Santos were announced as a finalist for the Exceptional woman in South Australian resources category of the South Australian Women in Resources Award. This award recognises and celebrates the contributions and achievements of women and those supporting women in South Australia. The 2016 award will be presented later in May.

- In September 2015, Santos had two wins at the National Women in Resources Awards highlighting our commitment to ongoing gender diversity. After winning the South Australian Chamber of Mines & Energy (SACOME) State award for Exceptional Young Woman in South Australian Resources, Santos went on to win the National award also. Santos also took home the award for first place in the category of Company Excellence in Diversity and Performance.

- Santos provides ongoing support of university scholarships for talented women and support to industry bodies to advocate for and raise the profile of women in the resources sector.

- Increase focus on the development of mid-career professional women to ensure that Santos maximises our leadership pipeline for the future

- Each year, the AAGE recognises outstanding examples of excellence in the Australian graduate recruitment and development industry through the annual AAGE Graduate Recruitment Industry Awards (AGRIAs). Santos were joint winners of the Will Spensley Memorial Award for Innovation in the Graduate Market. Santos also received the AAGE Top 70 Graduate Employer 2016, Top 70 Intern Program 2015 and the Australian Top 100 Graduate Employer 2016.

# Gender composition proportions in your workplace

## Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes **after** you have pressed **Re-submit** at step 6 on the reporting page.

## Based upon your workplace profile and reporting questionnaire responses:

### Gender composition of workforce

1. the gender composition of your workforce overall is 25.2% females and 74.8% males.

### Promotions

2. 21.5% of employees awarded promotions were women and 78.5% were men
  - i. 13.3% of all manager promotions were awarded to women
  - ii. 22.4% of all non-manager promotions were awarded to women.
3. 5.7% of your workforce was part-time and 2.7% of promotions were awarded to part-time employees.

### Resignations

4. 33.8% of employees who resigned were women and 66.2% were men
  - i. 18.2% of all managers who resigned were women
  - ii. 35.0% of all non-managers who resigned were women.
5. 5.7% of your workforce was part-time and 4.1% of resignations were part-time employees.

### Employees who ceased employment before returning to work from parental leave

- i. 15.8% of all women who utilised parental leave and ceased employment before returning to work
- ii. 5.0% of all men who utilised parental leave and ceased employment before returning to work
- iii. 0.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 9.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

## Notification and access

---

List of employee organisations	Australian Workers Union Australian Manufacturing Workers Union
--------------------------------	--

---

## CEO sign off confirmation

---

Name of CEO or equivalent	Kevin Gallagher
Confirmation CEO has signed the report	Yes

CEO Signature:



Date 30/5/16