

People and Culture

Santos

We aspire to be a high performing meritocracy with a diverse, inclusive and highly competent workforce.

A leading and diverse workforce in the natural gas industry

We want to encourage Australia's smartest and most creative minds to choose a career with Santos.

We recognise the value of our workforce and offer a diverse range of inclusive learning and development options to suit each individual's needs.



43 graduates recruited over the last three years, with female intake increasing from 33% to **almost half in 2020**



Over **20,000 hours** of professional development and technical training **every year** since 2018, and increasing year on year



More than **\$3.1 million** spent on professional development and technical training since 2018

Our targets



Attract top talent and retain our best people



Grow an organisational learning culture



View diversity and inclusion as the norm



Harness talent to sustain our disciplined Operating Model

Further information:

[Santos Careers](#)

Attract top talent and retain our best people



Our aim is to attract and retain people who are innovative, diverse and highly competent, and see them develop their careers with us. We also value our role in building STEM careers in the oil and gas industry.

“Choose geoscience, geology and engineering. Choose oil and gas. Choose Santos.”

Leah Donovan | Head of Organisation and Capability Development

We run a number of dedicated STEM programs to encourage young people at school and university to consider mathematics and computer science.

Shark Tank eSchool with the University of Adelaide and MIE Lab

Santos invests in the Shark Tank eSchool program for secondary school students. The program sees students develop entrepreneurial skills such as problem solving, creativity, innovation, critical thinking, teamwork, leadership, and communication by working on real-world challenges presented by Santos.



We want to foster a love of STEM in our young people, so they can channel this into exciting, fulfilling careers in geoscience and engineering. Our graduate program is the key entry point for young STEM enthusiasts at Santos.



43 graduates recruited over the last three years, with female intake increasing from 33% to **almost half in 2020**



We are committed to **increasing our Graduate intake by 20% by 2025**

Grow an organisational learning culture



We have industry leading development programs in place that support our people to create a career at Santos.

From STEM to Santos Leadership | Alicia Nielsen

Choosing STEM subjects in school led Alicia Nielsen to a chemical engineering degree and the Santos Graduate Program, starting in the GLNG business unit working as a process engineer. 9 years later, Alicia is now one of our female engineering professionals in an operational leadership role as the Area Manager for Roma, Queensland.

“Seeing so much of Santos has made me a better leader – I know first-hand what goes on, so I know how to manage it”.

There are no ‘one size fits all’ leadership pathways at Santos. We offer opportunities for career advancement for all our people, whether they are engineers, system operators, supervisors or environmental analysts.

Our LEAP program guides our learning and development at all levels, and supports tailored pathways for our high potential managers and technical experts.

Leadership, Expertship and Professional Development (LEAP)

Contributing
Individual contributors

Advancing
Specialist individual contributors and front-line supervisors

Guiding
Managers and technical experts

Leading
Senior leaders and technical experts

Leadership Team
Our Executive Committee and senior reports to the CEO

We invest in our people, as evidenced by the growing hours of training and development committed in the last two years.



Over **20,000 hours** of professional development and technical training **every year** since 2018, and increasing year on year



More than **\$3.1 million** spent on professional development and technical training since 2018

We have no plans to slow down. Instead, we plan to continue to grow our investment in our people.

View diversity and inclusion as the norm



At Santos, diversity and inclusion is not about targets or tokenism. We strive to ensure that our teams and our functions encourage diversity of thought.

Our aim is for Santos to be a high performing meritocracy: an empowered, trusted, inclusive and diverse thinking workforce.



Child care subsidy

We pay 50% of the out of pocket childcare expenses for returning primary carers.



Paid carer leave

Industry leading 18 week paid primary carer, and 2 weeks paid secondary carer. This includes equal access for still birth and LGBTQI parents.

We are proud of the programs that we offer to support a diverse workforce and ensure working at Santos is possible for everyone.

We want to be a leader in supporting women in our workplace. We regularly review our gender diversity programs and are committed to expanding the ways in which we support our women.



33% female Directors on the Board



47% female graduates in 2020

Harness talent to sustain our disciplined Operating Model



Talent attraction and development require us to make critical decisions to ensure we are always guided by our disciplined Operating Model. Through continuing to optimize the quality and quantity of our talent pools, we help achieve our strategic targets and address employee needs of today and those of future generations.

