



Date Created: 06-06-2023



Australian Government



**Workplace
Gender Equality
Agency**





Date Created: 06-06-2023

2022 - 23 Gender Equality Reporting

Submitted By:

Santos Limited 80007550923

#Workplace Overview

Policies and Strategies

1. Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

Recruitment: Yes

Policy; Strategy

Retention: Yes

Strategy

Performance management processes: Yes

Policy; Strategy

Promotions: Yes.

Strategy

Talent identification/identification of high potentials: YesPolicy; Strategy

Succession planning: Yes

Strategy

Training and development: Yes

Policy; Strategy

Key performance indicators for managers relating to gender equality: YesStrategy

2. Do you have a formal policy and/or formal strategy in place that supports gender equality overall?

YesPolicy; Strategy

4. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Santos is committed to embracing a diverse workforce and an inclusive work environment. The Diversity and Inclusion Policy outlines our commitment to an inclusive workplace culture. We strive to create an environment where all our people can be themselves, feel supported, respected and have a sense of belonging. The People, Remuneration and Culture Committee is responsible for monitoring our policy, setting, and monitoring our measurable objectives for achieving diversity. Additionally, the Santos Executive Committee monitors people demographics, including key diversity and inclusion indicators, through quarterly reporting. Our Diversity and Inclusion initiatives are built around the following pillars:

1. Diversity of Thought: Leverage different backgrounds, perspectives and the unique viewpoints that will enable us to think differently and be more innovative.
2. Local Workforce: Build a workforce that is representative of the communities in which we operate.
3. Inclusive Workplace: Create a 'One Santos' work environment where all our people can be themselves, feel supported, respected, and have a sense of belonging.

Governing Bodies

Organisation: Santos Limited

1.Name of the governing body: Board, EPRCC, Excom, all whom monitor the performance of our gender policies and initiatives

2.Type of the governing body: Board of Directors

Number of governing body chair and member by gender:

| Chair | Female (F) | Male (M) | Non-Binary |
|--------|------------|----------|------------|
| | 0 | 1 | 0 |
| Member | Female (F) | Male (M) | Non-Binary |
| | 4 | 4 | 0 |

4.Formal section policy and/or strategy: Yes

Selected value: Policy

6. Target set to increase the representation of women: Yes

6.1 Percentage (%) of target: 30

6.2 Year of target to be reached: 31/12/2023

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Strategy

2. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

#Action on gender equality

Gender Pay Gaps

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

Yes

Policy; Strategy

1.1 Are specific pay equality objectives included in your formal policy and/or formal strategy?

Yes

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 reviews); To ensure managers are held accountable for pay equity outcomes; To implement and/or maintain a transparent and rigorous performance assessment process; Other (provide details)

Other:To ensure no gender bias occurs when determining performance ratings and annual short term incentive outcomes

2. What was the snapshot date used for your Workplace Profile?

31/03/2023

4. If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

We conduct a gender pay equity audit on an annual basis

Employer action on pay equality

1. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes

1.1 When was the most recent gender remuneration gap analysis undertaken?

Within the last 12 months

1.2 Did you take any actions as a result of your gender remuneration gap analysis?

Yes

Identified cause/s of the gaps; Analysed commencement salaries by gender to ensure there are no pay gaps; Analysed performance pay to ensure there is no gender bias (including unconscious bias); Analysed performance ratings to ensure there is no gender bias (including unconscious bias); Trained people-managers in addressing gender bias (including unconscious bias)

1.3 What type of gender remuneration gap analysis has been undertaken?

A like-for-like gap analysis; A by-level gap analysis

3. If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

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To ensure graduate salaries and job grades are progressing in line with technical competency and work being performed, we conducted a review of graduate job grades and salaries. The results of this review will be implemented in the next reporting period.

Employee Consultation

1. **Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?**

Yes

- 1.1 **How did you consult employees?**

Focus groups; Exit interviews

- 1.2 **Who did you consult?**

Management; Other

Other: Throughout the year, we conducted a series of gender diversity focus groups with leaders to gain insights into our strengths and areas for improvement

2. **Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?**

Yes

Strategy

3. **On what date did your organisation share your last year's public reports with employees and shareholders?**

Employees:

Yes

Date:06/06/2022

Shareholder:

Yes

Date:06/06/2022

4. **Have you shared previous Executive Summary and IndustryBenchmark reports with the governing body?**

Yes

5. **If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.**

#Flexible Work

Flexible Working

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

Yes

Policy; Strategy

1.1. Please indicate which of the following are included in your flexible working arrangements strategy or policy:

A business case for flexibility has been established and endorsed at the leadership level

Yes

The organisation's approach to flexibility is integrated into client conversations

No

Other

Other: We are currently trialling a compressed working arrangement, for office based employees

Employees are surveyed on whether they have sufficient flexibility

No

Other

Other:

Employee training is provided throughout the organisation

Yes

The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)

Yes

Flexible working is promoted throughout the organisation

Yes

Targets have been set for engagement in flexible work

No

Other

Other:

Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

Yes

Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel

Yes

Leaders are held accountable for improving workplace flexibility

Yes

Leaders are visible role models of flexible working

Yes

Manager training on flexible working is provided throughout the organisation

Yes

Targets have been set for men's engagement in flexible work

No

Other

Other:

Team-based training is provided throughout the organisation

Yes

Other: No

2. Do you offer any of the following flexible working options to MANAGERS in your workplace?

Carer's leave: Yes

SAME options for women and men Formal options are available

Compressed working weeks: Yes

SAME options for women and men

Flexible hours of work: Yes

SAME options for women and men Formal options are available

Job sharing: Yes

SAME options for women and men

Part-time work: Yes

SAME options for women and men

Purchased leave: Yes

SAME options for women and men Formal options are available

Remote working/working from home: Yes

SAME options for women and men Formal options are available

Time-in-lieu: Yes

SAME options for women and men

Informal options are available

Unpaid leave: Yes

SAME options for women and men Formal options are available

3. **Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?**

Yes

5. **Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce between the 2021-22 and the 2022-23 reporting periods?**

Yes, women and men

7. **If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.**

A flexible work policy is available on the Santos intranet to raise awareness of workplace support options available to all employees.

There has been a significant increase in the number of formal arrangements in place since the last reporting period for both women and men, from 415 (186 female & 229 male) previous ongoing arrangements to now 660 total (323 female & 337 male).

#Employee Support

Paid Parental leave

1. **Do you provide employer-funded paid parental leave in addition to any government-funded parental leave scheme?**

Yes, we offer employer funded parental leave to all genders without using the primary/secondary carer definition

- 1.1. **Please indicate whether your employer-funded paid parental leave covers:**

Birth; Adoption; Surrogacy; Stillbirth

- 1.2. **How do you pay employer-funded paid parental leave to your carers, regardless of primary/secondary status?**
Paying the employee's full salary
- 1.3. **Do you pay superannuation contribution to your carers while they are on parental leave?**
Yes, on employer funded parental leave; Yes, on unpaid parental leave
- 1.4. **How many weeks of employer-funded paid parental leave for carers is provided?**
18
- 1.5. **What proportion of your total workforce has access to employer-funded paid parental leave, including casuals?**
91-100%
- 1.6. **Do you require carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer-funded parental leave?**
Yes
 - 1.6.1 **How long is the qualifying period (in months)?**
12
- 1.7. **Do you require carers to take employer-funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?**
Yes
within 12 months

2. If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

Support for carers

1. **Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?**
Yes
Policy
2. **Do you offer any of the following support mechanisms for employees with family or caring responsibilities?**
 - 2.1. **Employer subsidised childcare**
Yes
Available at ALL worksites
 - 2.2. **Return to work bonus (only select if this bonus is not the balance of paid parental leave)**
No

2.3. Breastfeeding facilities

Yes

2.4. Childcare referral services

No

Insufficient resources/expertise

2.5. Coaching for employees on returning to work from parental leave

Yes

Available at ALL worksites

2.6. Targeted communication mechanisms (e.g. intranet/forums)

Yes

Available at ALL worksites

2.7. Internal support networks for parents

Yes

Available at ALL worksites

2.8. Information packs for new parents and/or those with elder care responsibilities

Yes

Available at ALL worksites

2.9. Parenting workshops targeting fathers

No

2.10. Parenting workshops targeting mothers

No

2.11. Referral services to support employees with family and/or caring responsibilities

Yes

Available at ALL worksites

2.12. Support in securing school holiday care

No

2.13. On-site childcare

No

2.14. Other details: No

3. If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

Sexual harassment, harassment on the grounds of sex or discrimination

1. Do you have a formal policy and/or formal strategy on the prevention and response to sexual harassment, harassment on the grounds of sex or discrimination?

Yes

Policy

- 1.3 Do you provide a grievance process in your sexual harassment policy and/or strategy?

Yes

2. Do you provide training on the prevention of sexual harassment, harassment on the ground of sex or discrimination to the following groups?

All Managers:

Yes

Voluntary question: All Non-Managers

9. If your organisation would like to provide additional information relating to measures to prevent and response to sexual harassment, harassment on the grounds of sex or discrimination, please do so below.

Family or domestic violence

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

Yes

Policy

2. Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing

family or domestic violence?

A domestic violence clause is in an enterprise agreement or workplace agreement

No

Confidentiality of matters disclosed

Yes

Protection from any adverse action or discrimination based on the disclosure of domestic violence

Yes

Employee assistance program (including access to psychologist, chaplain or counsellor)

Yes

Emergency accommodation assistance

No

Provision of financial support (e.g. advance bonus payment or advanced pay)

Yes

Flexible working arrangements

Yes

Offer change of office location

Yes

Access to medical services (e.g. doctor or nurse)

Yes

Training of key personnel

Yes

Referral of employees to appropriate domestic violence support services for expert advice

Yes

Workplace safety planning

Yes

Access to paid domestic violence leave (contained in an enterprise/workplace agreement)

No

Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)

Yes

Is the leave period unlimited?

No

How many days are provided? 10

Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)

No

Access to unpaid leave

Yes

Is the leave period unlimited?

Yes

Other:

Provide Details:

- 1. If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below**

Santos have expanded our family and domestic violence to offer impacted employees with paid leave entitlements to further support employees.



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