

Diversity and Inclusion

Policy



Our Commitment

A safe, diverse, and inclusive work environment is critical to achieving our Purpose and Vision 2040. Aligned to our strategic imperatives and Santos values, we will create an inclusive work environment to harness our local workforce and the diversity of thought which enables the creativity and innovation to achieve our Purpose and Vision.

We are committed to embracing a diverse workforce. Diversity refers to the characteristics that make each of our people unique; valuing the different abilities, qualities, skills, and perspectives people bring to the work environment.

We are committed to an inclusive work environment where everyone feels respected, connected, and valued and can fully contribute their unique abilities, qualities, skills, and perspectives.

We will not discriminate based on race, colour, physical features, gender, sexual preference, gender identity, lawful sexual activity, age, physical or cognitive disability, marital status, family responsibilities, pregnancy, carer responsibilities, religion, political opinion, national extraction, or social origin.

Our Actions

We will:

1. Attract and select diverse talent that is based on fair and objective decision-making.
2. Provide development opportunities and career progression for our employees based on competence, skill, experience, performance, and potential.
3. Foster and leverage diversity of thought, experience, and skills.
4. Attract and retain a workforce that reflects the diversity of our customers, stakeholders, and the communities in which we operate.
5. Value and recognise Aboriginal and Torres Strait Islander peoples, local workforces in Papua New Guinea, Timor Leste and Native Alaskans creating equal opportunity for employment and supply chain participation.
6. Commit to a work environment free from harassment, discrimination, and bullying.
7. Commit to business practices, systems, and processes being fair and objective.
8. Create a work environment that helps support our people to achieve the balance they may need at all life stages.
9. Measure and monitor performance and outcomes against our focus areas (diversity of thought, local workforce, and inclusive work environment) through regular reporting and analysis.

Governance

Santos' People and Remuneration Committee is responsible for ensuring the effectiveness of this policy and related key performance indicators.

This policy will be reviewed at appropriate intervals and revised when necessary to keep it current.

Kevin Gallagher
Managing Director & CEO

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Approved by:	The Board	Version:	2