

A photograph of two Santos employees in a construction setting. On the left, a man in a white hard hat, safety glasses, and yellow earplugs is looking towards a woman on the right. The woman is wearing a white hard hat with the Santos logo, safety glasses, and a blue long-sleeved shirt with the Santos logo on the chest. She is gesturing with her hands as if in conversation. The background is a blurred construction site with rebar and concrete.

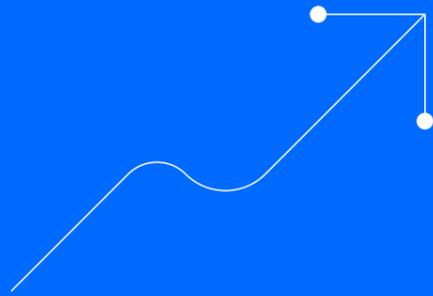
Santos

SANTOS EMPLOYER STATEMENT 2025

This statement relates to the gender pay gap as reported by WGEA.

Our ongoing commitment

At Santos, we are driven by a single unifying purpose to provide reliable and affordable energy to help create a better world for everyone. As we strive to achieve our Purpose & Vision 2040, we remain committed to creating an inclusive work environment and continuing to invest in a diverse, highly capable workforce as well as a culture of high-performance and care - one that is focused, entrepreneurial, energised and disciplined to leave a positive legacy.



The importance of measures

Setting ambitious goals, measuring progress, and taking meaningful action regarding gender equity in Australia is strongly aligned to Santos' core values - Work as one team, Always safe, Act with integrity, Be accountable, Pursue exceptional results, and Build a better future.

In Australia, there are two key measures of pay disparity between females and males:



Equal pay

When females and males are paid the same for the same or comparable job. This has been a legislated requirement in Australia since 1969 and is monitored and reported annually by Fair Work Australia. We are confident in our position of equal pay for the same role for females and males. We have proactive practices and targeted processes and audits in place to ensure this is sustained. Any findings and required adjustments are made regularly as part of the performance cycle.



Gender pay gap

Is the difference in average pay between females and males in the workforce, expressed as a percentage of male's average earnings. In Australia, WGEA reports both average and median pay gap figures.

Contributing Factors

There are two key factors that further influence the gender pay gap:

- The underrepresentation of women in technical, specialist and field based roles. The majority of Santos' operations (and therefore most of our technical workforce) are based in remote, fly in and fly out locations such as the Cooper Basin, Varanus Island, the Surat Basin and Bayu-Undan.
- Technical roles performed in these locations typically attract higher salaries across the industry. This gender imbalance within higher paid technical and field based roles is a direct contributor to the overall gender pay gap.

Our actions take these important contributing factors into consideration, and we acknowledge the complex and systemic challenges that need to be worked through to further unlock gender equity more broadly.

The gender pay gap at Santos isn't about men and women in the same roles being paid differently. Instead, it reflects the overall gender representation across all roles, together with broader workforce and industry dynamics that influence the gap.



Progress on our gender pay gap

We are committed to fostering gender diversity. Throughout 2025 we continued to make progress:

Female representation in field roles has had a strong improvement, with **new female hires in field positions, reaching 24.7 per cent**. This has progressed overall female field representation to 13.7 per cent up from 8.8 per cent in 2021



Female representation in Senior Leadership roles who lead the business has increased to 35.8 per cent, up from 18.7 per cent in 2021



Achieved **49 per cent female representation** across our 3-year graduate program



Maintained a **16 per cent relative increase in the inclusion index metric** that measures inclusion within our workforce



Board gender diversity remains strong at 44.4 per cent, whilst **Executive leadership female representation has increased to 46.2 per cent** up from 31.3 per cent since 2021



An increase in female representation within the general workforce to 29.6 per cent up from 24.0 per cent in 2021, with **female representation in non-field roles at 42 per cent**



At Santos, our focus is on creating an environment where women not only join Santos, but thrive, lead and shape the betterment and future of our industry. We are taking year-round action to further increase and advance female representation across all levels of our organisation, and we understand and appreciate the value that gender diversity brings to our people, our performance and our culture.

While we are proud of the progress we're making, we know there is still more work to do, and we remain firmly committed to delivering meaningful, lasting change.

Kim Lee, Executive Vice President, People & Culture, Santos



In 2025, we saw a 29.4 per cent increase in males taking primary carers leave in Australia. A total of **88 males** and **78 females** accessed our primary carer's leave entitlement of 18 weeks paid parental leave, and we also offer superannuation contributions during unpaid parental leave periods. We continue to support our working parents through a childcare subsidy of up to 50% of out-of-pocket expenses for returning primary carers and ten 'Keeping in Touch days' to help people who want to stay connected to the workplace while they are on parental leave.



Building our inclusive workplaces and practices for gender equity

At Santos, we remain focused on building a workplace where gender equity is embedded in both our culture and our practices. We continue to listen, learn and make data-based decisions to ensure our actions are informed, meaningful and sustainable. We also recognise that the work we do internally is influenced by broader industry dynamics and the complex environments in which we operate.

Achieving balanced gender representation in field based roles is a known challenge across the resources sector. Remote operational locations whether offshore or in isolated

onshore areas often come with lifestyle considerations, including limited community infrastructure and rosters that are less family friendly. While some of these factors are inherent to the nature of our industry, we are committed to making these environments as welcoming, inclusive and attractive as possible. This includes a new FIFO mind-ready program, FIFO life check in sessions, enhanced recreational facilities, improved accommodation standards, and a broader range of meal and wellbeing options to support a more diverse workforce.



Taking sustained and targeted action

With a focus on long term, systemic progress, we are advancing female representation through targeted and practical initiatives:



Embedding an inclusive culture

Strengthening the policies, systems and everyday practices that create an equitable and supportive environment for women.



Using data to drive development and progression

Applying insights to identify and support emerging female talent, build strong leadership pipelines and remove barriers to career advancement.



Ensuring equitable remuneration outcomes

Conducting annual remuneration reviews to monitor and address gender pay gaps and ensure fairness across roles and levels.



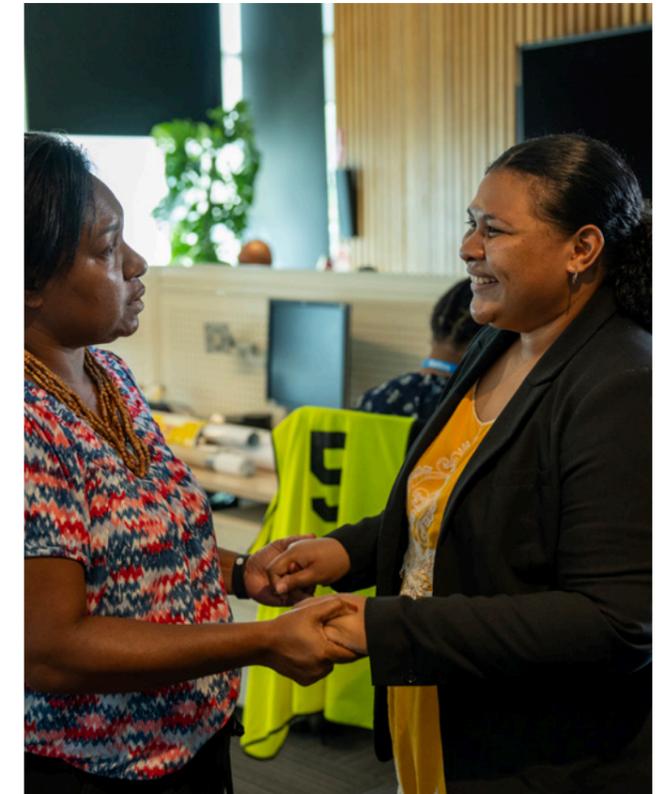
Targeted recruitment strategies

Increasing female representation particularly in field based and operational roles where women have historically been underrepresented.



Building leadership capability

Delivering psychological safety, respectful behaviours, and psychosocial risk leadership training to equip leaders to recognise and mitigate bias, role model inclusive leadership and help foster a culture where everyone feels respected and valued.



IWD in Adelaide with **Amanda Bald** (VP - People Experience), **Annette Edmondson** (Olympian, 3 x World Champion Cyclist and Santos Tour Down Under Assistant Race Director), **Emily Petricola OAM** (2 x Paralympic Gold Medallist - Cycling, 11 x Para World Champion and current World Record Holder), **Carlee Taylor** (Australian cyclist, Santos Tour Down Under Assistant Race Director) and **Kim Lee** (Executive Vice President, People & Culture)

As we continue to build a more inclusive and equitable workplace, our commitment remains firmly on actions that drive real progress. We recognise that achieving meaningful change requires sustained focus and leadership at every level of our organisation. This is why Santos' executive team and our people across all sites are

united in driving this work forward. Our commitment is championed from the top and reflected in how we set priorities, make decisions and hold ourselves accountable. As our CEO shares below, Diversity and Inclusion is not just an aspiration for Santos it is a core part of who we are and the future we are committed to building.

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Diversity and inclusion isn't just something we talk about or plan for, it's something we are taking real and practical action on to make a real difference. We want our people, our business and communities to thrive and we all have a role to play in that. We know there are challenges, but the rewards to unlocking the potential of our people and our business are far greater.

**Kevin Gallagher, Managing Director
and Chief Executive Officer, Santos**

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