

**Santos**

# **2030 INDIGENOUS PARTICIPATION PLAN**

---





### About the Artwork

Isaac Mundraby  
Field Landholder Liaison, Roma, Queensland  
**Ngawayu Bama**

Isaac Mundraby, Field Landholder Adviser and proud Yidinji man, won Santos' 2025 Indigenous employee and contractor artwork competition.

With his artwork, *Ngawayu Bama* - Turtle person - Isaac's piece shows the nest with some of the turtles hatched and making their way across the ocean with its currents, representing life's obstacles.

Using the sea turtles to symbolise his own journey, the sun and moon represent the many days and nights experienced along the way.

It was hand painted on canvas in his donga at Scotia field. Isaac said the opportunity to have his artwork selected for use was something he never expected.

"I normally don't have the patience for art but by spending 30 minutes or so one evening to pull it together in my donga, and then winning the competition and having it displayed throughout Santos, makes me incredibly proud of my story and my heritage," Isaac said.

"Being able to participate and win this competition really reiterated to me that Santos is a place that fosters inclusion and promotes the individuality and talents of its Aboriginal and Torres Strait Islander workforce.

"Santos understands that we all have come on unique and individual journeys to get to where we are today."

### About Santos

Santos is a global energy company with operations across Australia, Papua New Guinea, Timor-Leste and the United States of America.

For more than 70 years, Santos has been working in partnership with local communities, providing jobs and business opportunities, developing natural gas resources to power industries and households.

As part of this, Santos aims to make meaningful, positive, long-term contributions to the economy, our stakeholders and the areas and the communities where we operate. This includes seeking to develop respectful relationships with landowners, local communities, Traditional Owners/clans and Indigenous communities.

### Acknowledgement

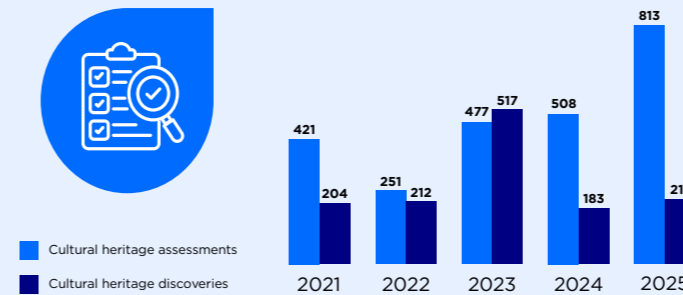
Santos acknowledges the Traditional Custodians of the areas where we work and pays respect to Elders past and present.



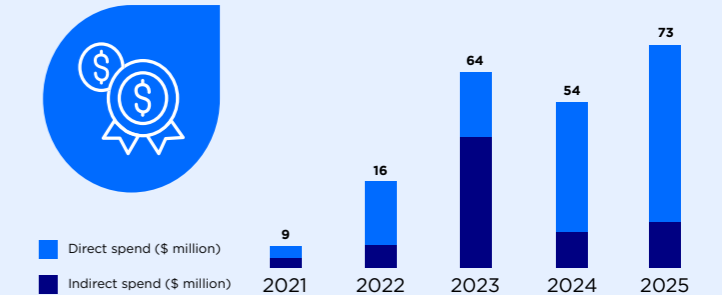
## The Indigenous Participation Plan is making a difference

Since the IPP commenced, we continue to see strong indicators of improvements across Santos.

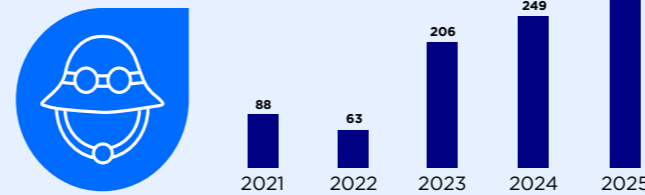
### Cultural Heritage



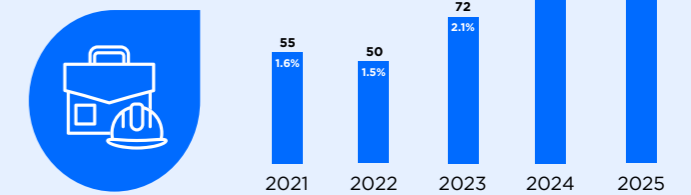
### Indigenous Procurement Spend (AUD)



### Cultural Heritage Officers



### Indigenous Employment



# Santos 2030 Indigenous Participation Plan

Santos has been building relationships with Indigenous communities where we operate for over 30 years, working to protect the cultural heritage and custodianship of the land.

In 2021, Santos developed an Indigenous Participation Plan (IPP) to embed Indigenous partnership opportunities throughout the Australian business. The Plan sought to standardise performance requirements, accountabilities and reporting, embed Indigenous participation within the business and maintain a continuous improvement focus.

Since the IPP was developed, Santos has made significant inroads in Indigenous participation, including having met many of our original 2030 commitments, particularly in the areas of employment and cultural heritage.

In addition, the expansion of the Santos Foundation into Australia with a significant presence in the Northern Territory (2023), and establishment of the Barossa Aboriginal Future Fund (2024), has strengthened Santos' Indigenous commitments.

**This revised 2030 Indigenous Participation Plan aims to build on our previous success to further drive Indigenous participation across Santos.**

A key element supporting its delivery is Santos' Indigenous Advisory Panel (IAP). During a Yarning Circle in 2022, Australian Traditional Owner representatives emphasised the importance of genuine, long-term engagement and dialogue that leads to outcomes.

The IAP was subsequently established in response to this feedback. Chaired by Santos Managing Director and CEO Kevin Gallagher, it brings together six Traditional Owners from across Australia with representatives from the Santos executive leadership team to work together and deliver meaningful and sustainable outcomes.

Among other initiatives, the IAP provides a formal mechanism for Traditional Owners to support the design, delivery and direction of the IPP.



# Santos 2030 Indigenous Participation Plan

Our plan is built on pillars that span the business, to provide a focus on Indigenous participation opportunities across Santos.

## 2030 Indigenous Participation Plan

Governance and Assurance

Participation Pillars



Attraction and Employment



Retention and Career Pathways



Supplier Spend and Employment



Culture, Communities and Relationships

### Achievements

As part of the original plan, we outlined ambitious commitments to improve our Indigenous participation. Most of our key indicators have improved year-on-year.

This revised framework aims to build on this previous success to further drive Indigenous participation across Santos.

## 2030 Goals

### Attraction and Employment

**Santos will aim to maximise Indigenous employment, year-on-year.**

We will do this through a combination of:

- Increasing employment brand awareness
- Pre-employment programs
- Inclusive recruitment practices
- Strong relationships with Indigenous communities and Traditional Owners to identify and source Aboriginal and Torres Strait Islander hires.

### Retention and Career Pathways

**Santos will focus on the retention of Indigenous people with the aim to limit turnover of Indigenous employees to no more than the company average, annually, building long-lasting, prosperous careers.**

We will do this through a combination of:

- Building a culturally safe workplace
- Ensuring leaders are equipped with cultural competence to foster inclusion
- Developing targeted career development and progression opportunities.

### Supplier Spend and Employment

**Santos will aim to maintain industry-leading\* total procurement spend with Indigenous suppliers.**

We will do this by:

- Implementing flexible payment terms for small Indigenous suppliers
- Encouraging sub-contractors to engage Indigenous suppliers
- Supporting capacity-building programs for Indigenous businesses.

**Support Santos suppliers to develop Indigenous targets and improve third-party capacity building.**

We will facilitate this by:

- Encouraging suppliers to adopt their own Indigenous employment strategies
- Prioritising suppliers from local Indigenous communities
- Supporting supplier development workshops and capacity building.

### Culture, Communities and Relationships

**Santos will aspire to engage with communities in a culturally respectful and responsive manner, supporting local priorities through meaningful social impact initiatives.**

We will do this through:

- Facilitating respectful partnerships that honour Indigenous culture and knowledge
- Emphasising social wellbeing by investing in projects that prioritise community connection, health and community infrastructure.

\*As defined by internal industry procurement spend benchmarking.

# Attraction and Employment

## Our Commitment

Santos is committed to identifying opportunities to attract, employ and upskill Indigenous people.

## Progress

Since 2021, Santos has:

- Increased the total of Australian-based Indigenous employees by more than 130 per cent
- Increased our Australian Indigenous workforce to three per cent (as of 31 December 2025)
- Increased the number of Australian Indigenous cultural heritage officers by over 300 per cent.

In addition, Santos has:

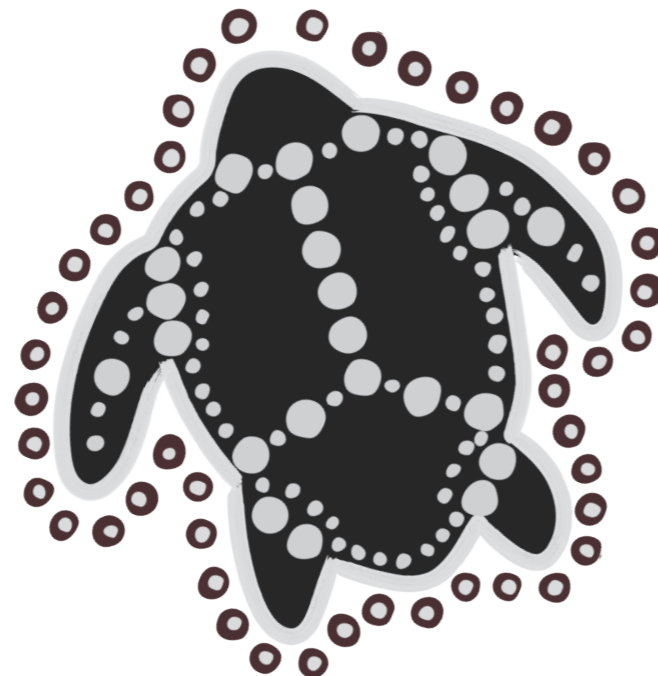
- Implemented a pre-employment program for Aboriginal and Torres Strait Islander people with the aim of providing ongoing employment opportunities within Santos and our contractors
- Provided skilled, well-paying jobs and training opportunities for Northern Territory-based Indigenous people, through a multi-million, award-winning partnership with KAEFER Integrated Services.

### Santos 2030 Target:

We will aim to maximise Indigenous employment, year-on-year

## Supporting Enablers for 2030 Target

- Develop a range of education to employment pathways, including with a focus on pathways to senior representation
- Identify and pursue recruitment opportunities through local Indigenous communities
- Embed cultural awareness training for all recruiters
- Continue to develop and deliver Indigenous pre-employment programs
- Work with partners to attract, source and select Indigenous candidates into permanent roles
- Promote Santos as an employer of choice in a culturally engaging manner
- Build and maintain an Indigenous talent database.



# Retention and Career Pathways

## Our Commitment

Santos is committed to attracting, retaining, and developing Indigenous talent across our workforce.

## Progress

Since 2021, Santos has:

- Introduced a dedicated Aboriginal and Torres Strait Islander employee mentoring program, designed to support onboarding, development and career progression
- Fully implemented an Aboriginal and Torres Strait Islander Employee Resource Group to build a network of awareness and engagement with access to resources and support
- Embedded a process to encourage Aboriginal and Torres Strait Islander employees to self-identify, in a bid to strengthen our reporting
- Expanded Australian-specific cultural competency training to leaders with Indigenous employees in their teams
- Monitored and reported Indigenous employee career progression through the company.

### Santos 2030 Target:

We will focus on retaining Indigenous employees, with the aim to limit turnover to no more than the company average, annually, building long-lasting careers

## Supporting Enablers for 2030 Target

- Implement a range of pastoral support measures and strengthen culturally-safe workplace policies
- Promote and celebrate Indigenous languages, art, and stories
- Develop and implement a dedicated leadership accelerator program, for high-potential Indigenous employees
- Look at opportunities to strengthen internal support systems for recruitment, coaching, development, and progression of Indigenous staff.

## External Recognition

We are proud that Santos apprentices won the Aboriginal and Torres Strait Islander Student of the Year Award at the Northern Territory Training Awards in both 2024 and 2025.

**Vanessa Williams:** 2024 recipient

**Nick Yarran:** 2025 recipient



# Supplier Spend and Employment

## Our Commitment

Santos is committed to providing meaningful procurement opportunities for Indigenous businesses.

**Santos 2030 Target:** We will aim to maintain industry-leading\* total procurement spend with Indigenous suppliers

## Progress

Since 2021, Santos has:

- Increased direct and indirect Indigenous procurement spend from AUD\$9 million in 2021 to AUD\$73 million in 2025
- Reviewed all contractor registration and accreditation processes and streamlined the process
- Improved data accuracy and verification controls to ensure the reliability of Indigenous data within our supply chain.

**Santos 2030 Target:** We will support our suppliers to develop Indigenous targets and improve third-party capacity building

## Supporting Enablers for 2030 Target

- Pursue equity partnerships and joint ventures between Santos' Tier 1 suppliers and Indigenous enterprises
- Fund and facilitate capacity-building programs for Indigenous businesses
- Provide a range of supports to Indigenous businesses, including assistance with tendering, bid-writing, capacity building
- Push major contractors to adopt Indigenous procurement strategies
- Consider implementing Indigenous procurement targets in tender criteria.

\*As defined by internal industry procurement spend benchmarking.



# Culture, Communities and Relationships

## Our Commitment

Santos is committed to building respectful and collaborative relationships with Traditional Owners and local communities.

## Progress

Since 2021, Santos has:

- Established the Indigenous Advisory Panel, to provide advice and insight about Aboriginal and Torres Strait Islander participation
- Implemented an annual CEO Yarning Circle forum to listen to Traditional Owner representative views first-hand
- Coordinated and participated in cultural immersion activities
- Celebrated weeks of significance, including NAIDOC Week
- Developed and implemented a leading ranger program, the Cooper Basin Ranger Program
- Established successful land-management biodiversity partnerships
- Expanded the Santos Foundation into Australia with a significant presence in the Northern Territory
- Implemented the Barossa Aboriginal Future Fund, supported by the Barossa Joint Venture partners Santos, Prism Energy and JERA
- Increased Indigenous community investment spend with Indigenous programs across Australia.

**Santos 2030 Target:** We will aspire to engage with communities in a culturally respectful and responsive manner, supporting local priorities through meaningful social impact initiatives

## Supporting Enablers for 2030 Target

- Deepening awareness of Indigenous connection to land, culture, and kinship systems
- Embedding cultural protocols (Welcome to Country, Acknowledgement of Country) authentically
- Digital dashboard for real-time tracking of Indigenous engagement metrics
- Facilitate two-way learning exchanges between Santos and Indigenous organisations (e.g. knowledge sharing, cultural immersions, community visits)
- Linking economic opportunities with cultural and community development.

**Santos**