Santos

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 and underpins our Employee Value Proposition, Real Thrives Here.

We are committed to embracing a diverse workforce. Diversity refers to the visible and invisible characteristics that make each of our people unique. We define diversity as the differences we bring to work. It includes diversity of thinking, diversity of background - such as gender, cultural background/identity, sexual orientation, gender identity, disability, age, religious beliefs, education, professional discipline, industry experience.

We are committed to an inclusive work environment where everyone feels respected, trusted, valued, and psychologically safe to fully contribute the diversity of their unique abilities, qualities, skills, and perspectives.

We will not discriminate based on cultural background and identity, physical features, gender, sexual orientation, gender identity, lawful sexual activity, age, disability, marital status, family responsibilities, pregnancy, carer responsibilities, religion, political opinion, national extraction, or social origin.

A safe, diverse and inclusive work environment is encompassed in our Leader, Expert and Professional behavioural framework that reflects how we work, how we treat each other and how we interact with the people and communities around us.

Our Actions

We will:

1. Attract, select and retain diverse talent based on fair and objective decision-making, that reflects the diversity of our customers, stakeholders, and the communities in which we operate.
2. Provide development opportunities and career progression for our employees based on competence, skill, experience, performance, and potential.
3. Build inclusive leadership capability to foster and leverage diversity of thought and create a One Santos work environment where people can speak up and be themselves.
4. 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.
5. Take proactive steps to prevent workplace sexual harassment, sex-based harassment, sex discrimination, a hostile work environment based on sex and victimization relating to these issues.
6. Have a zero tolerance of discrimination, harassment, vilification, victimization and racism.
7. Continue to transparently share our progress towards reducing our gender pay gap.
8. Strengthen our systems, practices and processes to mitigate bias and enable fair and objective decision making.
9. Create a work environment that helps support our people to achieve a blend across different life stages.
10. Measure and monitor performance and outcomes against our Diversity and Inclusion strategy pillars (Build Diversity, Foster Inclusion, Enhance Potential)

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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.

This policy applies to the entire workforce (including contractors, students and service suppliers) and it covers all work-related activities, including events, training, and digital communications.

Kevin Gallagher

Managing Director and CEO

Approved by:	The Board		
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