Acknowledging Country

Woodside’s head office in Perth, Western Australia, is located on Whadjuk Noongar country.

We maintain representative offices in Karratha and Roebourne, on Ngarluma country in the Pilbara region of Western Australia, as well as on Yawuru country in the Kimberley town of Broome.

We acknowledge the unique and continuing connections of Whadjuk, Ngarluma and Yawuru people to land, waters and community.

We pay our respects to their cultures, and to their Elders – past, present and future.

We extend recognition and respect to all other Aboriginal and Torres Strait Islander nations in Australia, and indigenous nations around the world.

Front cover artwork

*Birlin Birlin*, by Allery Sandy

“Long ago, Law Ceremony started on the top end of Fortescue (river). It’s a place called Birlin Birlin. Today, the Yindjibarndi tribe go to (the) law ground every year and still carry the Birdarra ceremony, sharing with other tribes.

At the Birlin Birlin, where it all began, you can see where the dance began, the morning star and the footprints in the rock. Many have seen this place. The Elders that tell the story have walked in this country with their families. Passing on these stories keeps us strong and our culture alive.”

About Allery Sandy

Allery Sandy is the daughter of Sandy Andrews and Lila King. She was born in Roebourne, the fourth of eleven children. She has a family of two daughters and a son – Joanne, Donna and Bobby Willis.

Allery started painting in February 2006, enrolling in short courses. She has a natural talent that has progressed very quickly. Allery loves to paint the landscape of her country: the bush seeds, its creeks and rivers, wildflowers in season and trees. Allery loves to tell stories that were told to her by her father and grandfather.

In 2014, Allery was both a performer and Yindjibarndi language and cultural adviser for the play, *Hipbone Sticking Out*. This production was created by the residents from Roebourne, with support from the Woodside-funded Conservation Agreement. *Hipbone Sticking Out* played to critical acclaim in Roebourne, Perth, Canberra and Melbourne.

Building stronger communities

Woodside’s social performance relies on building and maintaining genuine long-term relationships, and implementing programs that create capacity and capability in our host communities.

We acknowledge Indigenous people’s unique rights and interests in land and sea, and recognise the importance of supporting communities to care for Country.

To read more about our social performance, visit woodside.com.au/working-sustainably
About this report

About Woodside

Woodside is Australia’s largest independent oil and gas company with a global portfolio, recognised for our world-class capabilities – as an explorer, a developer, a producer and supplier of energy.

Our mission is to deliver superior shareholder returns through realising our vision of becoming a global leader in upstream oil and gas.

Our assets are renowned for their safety, reliability and efficiency, and we are Australia’s most experienced liquefied natural gas (LNG) operator. We operate 8% of global LNG supply.

Our producing assets in Australia include the landmark North West Shelf (NWS) Project, which has been operating since 1984. In 2012, we commenced production from the Pluto LNG Plant and will add additional volumes from our non-operated Wheatstone LNG interests in mid-2017.

Today, we continue to be at the forefront of our industry by seeking to grow new markets for LNG. To achieve this we are planning for Australia’s first LNG fuel hub to capture growing land and marine LNG fuel markets.

We also operate a fleet of floating production storage and offloading (FPSO) facilities. From mid-2019, we will add additional oil production from the Greater Enfield Project via our existing Ngujima-Yin FPSO facility.

We continue to expand our capabilities in marketing, trading and shipping and have enduring relationships that span more than 25 years with foundation customers throughout the Asia-Pacific region.

As a low-cost energy supplier with a sustainable business model, we are pursuing opportunities to deliver affordable energy to the world’s growing markets.

Our global exploration portfolio includes emerging and frontier provinces in Australia and the Asia-Pacific region, the Atlantic margins and sub-Saharan Africa.

We have significant equity interests in high-quality development opportunities in Australia, Senegal, Myanmar and North America and are pursuing new concepts, technology and contracting strategies to enable the earliest commercialisation of these resources in line with global demand.

We believe that technology and innovation are essential to bringing down costs and unlocking future growth. Today, we are pioneering remote support and the application of artificial intelligence and advanced analytics across our operations.

We recognise that long-term meaningful relationships with communities are fundamental to maintaining our licence to operate, and we work to build mutually beneficial relationships.

Woodside is characterised by strong safety and environmental performance in all locations where we are active and we are committed to upholding our values of integrity, respect, working sustainably, discipline, excellence and working together.

Our success is driven by our people and we aim to attract, develop and retain a diverse high-performing workforce. Our proven track record, distinctive capabilities and ability to manage risk and volatility are underpinned by more than 60 years of experience, making us a partner of choice.

Stronger communities

Woodside seeks to build long-term and meaningful relationships with the communities in which we are active. We do this by understanding and managing our impacts and by developing and implementing programs that deliver meaningful benefits.

We believe there is shared value for our business and our communities by co-creating opportunities in education, employment and enterprise.

To do this, we take the time to improve our knowledge of what’s needed, to understand the environments we work in, to minimise our impacts and to maximise the opportunities to work with and support both community and government.

This approach helps to build resilience in our communities so they can take advantage of the opportunities we create.

We understand that, by building shared value with community, government and industry, we’re helping to build stronger communities.

Woodside is committed to working with other organisations and our key partners to change the way people approach community collaboration and to focus on what matters.

Reconciliation Action Plan Approach

Woodside is demonstrating its commitment to reconciliation outcomes by publishing a multi-year strategy (2016-2020 Reconciliation Action Plan – RAP). This document outlines the outcomes Woodside is committed to achieving over the next five years. The 2016–2020 RAP will be supplemented by a yearly report that measures achievements made in that year.

Terminology

When communicating with a wide audience, Woodside uses the term ‘indigenous’, in keeping with accepted international practice.

In our RAP, ‘Indigenous’ is intended to be inclusive of Aboriginal and Torres Strait Islander Australians.

When communicating within a specific region, we defer to the protocols advised by local Traditional Owner groups. Throughout Western Australia, the preferred term is ‘Aboriginal’.

In essence, the oil and gas business is a relationships business. Strong relationships with our stakeholders form the basis of our social licence to operate.

Our relationships with Indigenous people of Western Australia have developed over almost 40 years. We have learned valuable lessons through this engagement – lessons that we will take with us around the world as Woodside grows its global business.

Our goal, to become a global leader in upstream oil and gas, is underpinned by a culture of strong values that are defined in the Woodside Compass: integrity, respect, discipline, excellence, working together, and working sustainably.

The Respect, Relationships and Opportunities framework of the Reconciliation Action Plan (RAP) offers a way for us to translate improvements in our culture into meaningful results for Indigenous people, and for our business.

I’m proud of our third RAP, which has been given Reconciliation Australia’s highest rating of Elevate.

We have committed to measuring and understanding the outcomes of our activities, and improving the way we work. We are giving more consideration to what we are like to work for, and do business with.

My expectations for this RAP are higher, and so is my confidence in the abilities of Woodside staff, contractors, community partners, and other contributors to deliver.

Our annual progress reports under this RAP will tell our story with integrity and transparency, because we want our results to reflect our values.

Peter Coleman
Woodside
Reconciliation Australia congratulates Woodside on its past successes and ongoing commitment to reconciliation as it implements its third Reconciliation Action Plan (RAP), an Elevate RAP.

In adopting an Elevate RAP, Woodside joins an elite group of organisations that have taken reconciliation beyond ‘business as usual’ and embedded it in the delivery of core business practices and decision-making at the highest level.

This is Woodside’s third RAP and they have shown a strong track record of following through with their RAP commitments and building meaningful partnerships with Aboriginal and Torres Strait Islander peoples and communities. Great progress has been made across the key domains of reconciliation—relationships, respect and opportunities.

Woodside first established a presence in remote areas of Western Australia over 40 years ago, and were the first oil and gas company with a RAP.

Woodside’s vision for this Elevate RAP centres on the idea of exchange: ‘Yinjal’ in the language of the Ngarluma people from the Pilbara where Woodside’s gas plants are located. This vision communicates Woodside’s intent to show greater recognition of the contributions of Aboriginal and Torres Strait Islander people to their business.

I will also congratulate Woodside in the development of an outcomes based approach which measures the impact of reconciliation based activities. Woodside’s is forging new territory with this approach and is creating a step change for RAPs in Australia.

Also, the Woodside Development Fund has a ten-year mandate, and is already acting within and beyond Woodside’s host communities to improve collaboration, coordination and outcomes in the early childhood sector – a critical area for change if we are to close the gap.

Reconciliation Australia’s RAP program inspires social change in workplaces around the country. The actions in this Elevate RAP signifies Woodside’s continued and accelerated commitment to meaningful and sustainable outcomes for Aboriginal and Torres Strait Islander people and their communities. Raising the bar of its reconciliation ambitions sets a fine example to others within its sphere of influence.

On behalf of Reconciliation Australia, I commend Woodside on its Elevate RAP and look forward to following its impressive reconciliation journey.

Justin Mohamed

Reconciliation Australia
Every story has a beginning.

Allery Sandy’s painting, on the cover of Woodside’s third RAP, shows the place where it began for Yindjibarndi people. At that place, story, song and dance are shared. Through the activities that happen at Birlin Birlin, and many other places around Australia, the longest continuous living culture on earth is held safe and strong.

Woodside’s story began much later. We listed on the stock exchange in 1954 and discovered oil at the Legendre field in North West Western Australia in 1968.

Subsequent gas discoveries nearby throughout the 1970s led to construction of the North West Shelf Project's Karratha Gas Plant (KGP) and supply infrastructure on the Burrup Peninsula (Murujuga) in 1980.

It was at this point that Woodside’s story arrived in the place of the Ngarluma, Yindjibarndi, Wong-Goo-Tt-Oo, Yaburara and Coastal Mardhudhunera people - the Traditional Custodians of the Burrup Peninsula.

The Murujuga National Park, established in 2013, contains some of the highest concentrations of rock engravings in Australia, as well as shell middens, stone artifact scatters and arrangements, quarries, ceremonial and mythological sites, and final resting places.

During construction in the early 1980s, the Woodside-operated North West Shelf Project and Western Australian Museum worked together to relocate approximately 1,800 engraved boulders to a temporary holding area, known as the Hearson Cove Compound.

Activities under this process reflected best practice at the time, but we do things differently today. We work alongside Traditional Custodians at the outset, factoring the location of significant sites into our facility designs, and seeking acceptable ways to minimise any disturbance.

Ngarluma and Yindjibarndi Foundation Limited Agreement signed in 1998.

Working together was an important part of Woodside’s success in taking Pluto LNG from discovery in 2005 to operations in 2012 - a near record timeframe for an LNG facility.

During this time, Pluto LNG signed the Conservation Agreement to preserve the heritage values of the area, and became party to the Burrup and Maitland Industrial Estate Agreement.

From 2008-13, we worked closely with Indigenous people in the Kimberley region of Western Australia as we evaluated a concept to process gas from the remote Browse Basin through an onshore gas plant.

Some Traditional Owner groups supported the proposal, while others did not.

Although the onshore concept did not meet our commercial requirements to proceed to the next phase, learnings from this project have been embedded in our stakeholder engagement framework.
In the process of forming our first RAP, Woodside formally acknowledged that our Perth headquarters stood on the banks of the Swan River, known to the Whadjuk Noongar people as the Derbarl Yerrigan (“the estuary rises up”).

For many years, the principal mechanism for making commitments specific to Indigenous people was land use agreements. We gained an additional tool when we joined the RAP community in 2010.

In 2014, Woodside reached a landmark moment in our reconciliation journey, with the conclusion of a long-term remediation project for the Hearson Cove Compound. More than 1,700 boulders were successfully repositioned in more culturally appropriate locations, under direction from senior Law Men.

By the time our second RAP concluded in 2015, we had doubled our Indigenous workforce from the 2010 base and issued 177 contracts to Indigenous-owned businesses. More importantly, we generated the momentum to keep improving.

2016: Woodside’s third RAP launched, marking the formal opening of the next chapter in our story, focused on outcomes.
Our vision and approach
This 2016–2020 RAP reflects a key step in our journey to creating tangible Indigenous outcomes in Australia. It is a key component of our approach to sustainable and culturally aware operations.

In order to successfully transition our focus from activities to outcomes, we have set a new vision for our reconciliation work in Australia that emphasises mutual exchange.

Just as Woodside is committed to improved outcomes for Indigenous people, we recognise that Indigenous people have knowledge, skills and connections that can help us achieve our company vision of becoming a global leader in upstream oil and gas.

While our vision is global, a core focus remains in Australia. We will continue to strengthen our relationships with local Elders and other community leaders, while building connections with young people – the next generation of traditional owners and custodians.

Focusing on outcomes also allows us to evolve our approach to one that embodies the principles of continuous improvement. By using these principles, we follow an annual cycle to review and adjust our activities in the Elevate template, based on what we learn, in order to achieve collaborative outcomes.

2010 RAP
Getting started
- Our first RAP gave business-wide visibility to our work and relationships with Indigenous people.
- We launched the Reconciliation Interest Group and Indigenous Staff Collegiate, and provided 128 Indigenous employment and training opportunities directly and through contractors.

2011–15 RAP
Long-term commitments, steady action
- We adopted a five-year term for the second RAP to allow for deeper commitments.
- Ownership of RAP activities increased to include primary functions, such as People and Global Capability, and Contracting and Procurement.
- We increased our directly-employed Indigenous workforce by 80%, awarded more than triple the number of expected contracts to Indigenous businesses and launched a new tertiary scholarships program.

2016–20 Elevate RAP
Measuring outcomes, continuous improvement
- RAP commitments are expressed as long-term targets, with 12 indicators of success that are measured annually.
- Activity-level goal setting, planning and reporting occurs annually and involves a greater range of functions.
- Continuous Improvement cycle of ‘Learn, Plan, Do, Measure’.

Vision
The respective journeys of Woodside and Indigenous people are enhanced through a mutual exchange of respect, relationships and opportunities.

This concept of exchange is known as ‘Yinjal’, in the language of the Ngarluma people, traditional owners of the land where our facilities are located.

- RAP commitments are expressed as long-term targets, with 12 indicators of success that are measured annually.
- Activity-level goal setting, planning and reporting occurs annually and involves a greater range of functions.
- Continuous Improvement cycle of ‘Learn, Plan, Do, Measure’.
Continuous improvement model

Woodside has applied the company-wide principle of continuous improvement to our approach to reconciliation.

Learn
Across the six years of our first two RAPs, we pursued goals and measured results for over 100 separate activities.
This approach increased business-wide visibility of our RAP.
It also highlighted the need to connect our activities to a wider strategy and narrative, and to prioritise work to create the most meaningful outcomes for Indigenous people and for our business.
This resulted in the creation of our outcomes based approach.

Plan
In alignment with Reconciliation Australia, we have identified four pillars of our RAP, and defined the long-term, aspirational outcomes we will work towards:
1. Respect;
2. Relationships;
3. Opportunities; and
4. National Leadership

See page 8 for more information

Do
Our approach is based on collaborative outcomes with our host communities.
Taking learnings from the past to improve subsequent outcomes will enable our employees, host communities and other RAP partners to readily engage and contribute.
Achieving outcomes requires steadily embedding the right activities into existing business process.
Empowering the business to define what they will do to support the RAP is an important step in this journey.

Measure
By measuring our impact, we shift our focus to understanding flow-on consequences from an activity or engagement, giving ourselves the flexibility to stop, start, and continue activities.
We also place greater emphasis on our impact and relationships with the wider community – what others (suppliers, community partners, stakeholders) do in Indigenous Affairs as a result of their relationship with Woodside.
This approach relies on balancing quantitative and qualitative results.
A balanced approach to gathering data will enhance the next learning phase.

Our new approach
This RAP is structured differently to previous years and it is aimed at communicating intended outcomes rather than activities. We have made this change because although we have been undertaking many activities, finding ways to improve results, ensure compliance and obtain regular qualitative feedback, we have been unable to say with sufficient certainty if our reconciliation-related activities are making a real difference to the lives of indigenous people or our business. This lack of hard data prevents us from seeking the most effective ways to continue improving our performance.

Reconciliation Australia’s Elevate template is a useful tool for Woodside as we seek to contribute to the reconciliation vision that aims to make Australia a just and equitable place for everyone. The Elevate requirements align with our company values of integrity, respect, working sustainably, working together, discipline and excellence, but we wanted to take our activities (as framed by the Elevate template) to the next level.

We wanted to understand what is working well and not working well, and how we can make a positive difference in our communities. This approach is encapsulated in our outcomes measurement framework, which is explained and referenced throughout this RAP report. It is also a work-in-progress, a framework that we continue to develop in consultation with our host communities, internal and external experts, other interested RAP organisations and with Reconciliation Australia.

We envisage that the outcomes approach will generate tools that can be used by other organisations, as well as the wider community. We are pleased that Reconciliation Australia is supporting the outcomes work as is illustrated by CEO, Justin Mohammad, “RA supports and is excited about Woodside’s new outcomes approach. We encourage other organisations to consider how they can contribute towards long-lasting reconciliation outcomes”.

7
Outcomes measurement is frequently used in community and international development to understand mid and long-term consequences of specific programs or interventions. This enables effective evaluation of activities that occur within complex social challenges.

Outcomes measurement is about being able to understand the wider influence of individual activities, as well as their collective impact. Those insights and understandings then help drive improvement at the activity level.

**RAP commitments**

Our 2016–2020 RAP sets out ‘RAP Commitments’ under the pillars of Respect, Relationships, Opportunities and National Leadership. These are the long-term commitments we are working towards through our Australian business.

**Outcomes measurement approach**

In consultation with Ernst & Young (EY), Woodside has developed an Outcomes measurement framework, a rigorous and transparent approach that enables us to measure our progress objectively against the RAP commitments of Respect, Relationships, Opportunities and National Leadership.

The framework will allow a tangible measure as to how we are contributing towards sustainable change and impacts.

Woodside has been part of Reconciliation Australia’s RAP program since 2009. Our 2016–2020 RAP builds on previous years’ progress to create a new platform for demonstrating Woodside’s Indigenous achievements.

Woodside’s previous RAPs have been plans of actions. However, focusing on a list of activities every year gave limited insight as to whether these activities were meaningful for Indigenous people, and for our business. The outcomes framework provides a step-change that will allow Woodside to go beyond activities to create social change and ensure our RAP commitments align with community needs and are having the intended impact.

A key aim of the outcomes approach is to develop tools that can be used by other organisations as well as the wider community so that we can work towards creating stronger communities.

**Outcomes measurement framework**

The measurement framework, developed in consultation with Indigenous communities, defines 12 progress indicators (‘indicators of success’) that signal whether or not we are progressing towards these outcomes.

The 12 indicators of success cover the full range of our work with Indigenous people and communities. Under the framework, each indicator of success is assessed quantitatively and qualitatively each year.

**Quantitative measurement**

Quantitatively, we assess a range of measurement criteria under each of the 12 indicators of success. For each measurement criterion, we assess the level of influence on the outcome and assign a weighting. We then assign a score by comparing evidence against a predetermined scoring matrix. Using the scores and weightings from measurement criteria, we derive the overall score for each indicator of success.

In 2016, all measurement indicators and the 12 indicators of success were assigned a numerical score of two, representing a baseline. Each year, through the aggregated scores of the measurement criteria, we will assess progress from the baseline.

In some cases, measures were in existence prior to the 2016–2020 RAP framework, e.g. Woodside Employee Survey. This means the link between criteria (what we are aiming to achieve) and the baseline may not directly link. These links will be refined over time to better reflect the intent of the outcomes approach.

**Qualitative measurements**

Qualitatively, we conduct a range of internal and external perception surveys, and through our relationships, gather stories of the most significant changes that have taken place, sharing these in our reports.

We recognise the value that regular independent evaluation brings to our framework. Accordingly, we are planning for both mid-term and end-term evaluations to cover progress towards our outcomes, reviews and recommendations on our methodology.

An updated version of our 2016 RAP that incorporates more details regarding our measurement framework has been published in conjunction with this report.

Our priority in 2017 is to ensure this framework operates effectively for our Australian activities, with a secondary area of focus to adapt it to international settings.

**RAP Elevate template**

To maintain a clear connection to the RAP program, we use the Elevate template to record specific activity commitments each year. A report against activity commitments makes up the final section of this document and has undergone limited assurance conducted by EY.

The Elevate template is a useful tool to initiate change and Woodside supports its use. In line with our company values (respect, integrity, accountability, excellence, working together and working sustainably) we also wanted to do more to support building stronger communities.

Woodside’s outcomes measurement framework is designed to enable the value of individual activities to be measured and adjusted to ensure we are achieving our overall objectives. A key input into this process will be the progress measured towards outcomes. As a national leader in the outcomes approach, Woodside is raising the bar of its reconciliation ambitions, which sets a fine example to others within its sphere of influence.
RAP pillar | RAP commitments (the outcomes)
---|---
**Respect** | Woodside will be a better place for Indigenous people to work and conduct business.
We will cultivate a greater workforce and stakeholder appreciation of Indigenous cultures.

**Relationships** | Woodside will build and maintain excellent relationships in line with our values, at all times and in all environments.
We will respect the unique character of the Indigenous communities where we have a presence, and progress the things that we mutually agree are the most important and have the greatest potential for advancement.

**Opportunities** | Woodside will increase the return to Indigenous people and communities arising from our business activity.
We will offer development opportunities to Indigenous people.

**National Leadership** | Woodside will contribute to improved early childhood outcomes for Indigenous Australian children and families through the Woodside Development Fund (WDF).

**12 indicators of success**

1. Measurable improvement in levels of workforce cultural competency.
3. Indigenous people inform our approach to our business.
4. Greater uptake of RAP activities across the company and wider collaboration with other organisations.
5. Positive feedback from partners and participants about the relevance and benefits to their organisation of Woodside-supported programs.
6. Year-on-year improvement in aggregate employment totals across Woodside, suppliers, community partners and other contributors.
7. Year-on-year improvement in contract totals across Woodside, suppliers, community partners and other contributors.
8. Growth and development of directly-employed Indigenous staff.
9. Year-on-year improvement in social outcomes tied to social contribution and social investment programs.
11. Measurable improvement in data-gathering, capacity and collaboration among community, corporate and government organisations participating in the WDF.
12. Contributions by WDF participants and projects to state and national-level early childhood dialogue and policy.

**INDICATORS OF SUCCESS**

1. Workforce cultural competency
2. Indigenous peoples’ perceptions
3. Indigenous peoples’ input
4. Engagement and collaboration
5. Contributions aligned with community priorities
6. Indigenous employment
7. Indigenous business participation
8. Indigenous employee growth and development
9. Social contribution outcomes
10. Early childhood outcomes
11. Partner capability build
12. Advocacy for early childhood dialogue and policy

**FIVE-POINT SCORING**

Baseline score in 2016 | Where we expect to be in 2020
**Understanding the value of what we do**

This framework has been developed to enable the value of individual activities to be determined. That is, by comparing the cost of activities against the contribution they deliver towards an outcome we can:

- Focus upon activities that have the largest impact on achieving an outcome.
- Identify the most effective and efficient way to achieve an outcome.
- Identify activities that are not contributing to the desired outcome.

Cost benefit analysis is commonly applied in industry. What is innovative about this approach is that it enables the collective impact of activities to be assessed relative to their contribution towards a desired outcome.

For each indicator of success and activity, the cost of each item (money + resources) as well as the contribution towards the overall outcome must be considered.
Woodside’s RAP process

Internally, areas of the business with specific responsibilities associated with the RAP will tailor specific activities, outputs and measurements that relate to the agreed RAP commitments (the outcomes) as well as the 12 indicators of success. Woodside used an independent consultant in assisting to set key performance indicators (KPIs) to measure if intended outcomes are being achieved.

In this way, the data captured in our outcomes framework enables Woodside to measure the performance of initiatives.

It is important to note that the methods and tools for gathering the data to measure progress against the baseline will be refined over time. This is regarded as a continuous improvement process.
Respect

Respect is the foundation for improvement.

RAP commitments (the outcome)

Woodside will be a better place for Indigenous people to work and conduct business. We will cultivate a greater workforce and stakeholder appreciation of Indigenous cultures.

Quantitative results

**INDICATOR OF SUCCESS 1:** Measurable improvement in levels of workforce cultural competency

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Measurement examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved non-Indigenous workforce commitment to awareness and understanding</td>
<td>Cultural learning attendance, membership of the Woodside Reconciliation Community (WRC).</td>
</tr>
<tr>
<td>Improved non-Indigenous workforce cultural competence</td>
<td>Reconciliation Australia’s Workplace Reconciliation Barometer, Woodside Employee Engagement Survey. Both surveys are currently biennial, occurring in alternate years.</td>
</tr>
<tr>
<td>Indigenous employees feel their culture and identity are respected at work</td>
<td>These surveys provide direct insight into workforce and employee views. The surveys are both independent and anonymous. They provide a tangible measure of cultural change.</td>
</tr>
</tbody>
</table>

**INDICATOR OF SUCCESS 2:** Measurable improvement in Indigenous peoples’ perceptions of Woodside

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Measurement examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indigenous people and communities feel their culture (including cultural heritage) is secure in their dealings with Woodside</td>
<td>Heritage benchmarking studies, survey responses from Traditional Owners and custodians.</td>
</tr>
<tr>
<td>Indigenous people in host communities feel that Woodside is meeting Land Use Agreement obligations</td>
<td>Compliance with Land Use Agreement obligations. Survey responses from Traditional Owners and custodians.</td>
</tr>
<tr>
<td>Indigenous people and communities feel that Woodside’s presence is a net positive</td>
<td>Indigenous responses to local community surveys. Surveys provide direct insight into Indigenous views and are completed every two years.</td>
</tr>
</tbody>
</table>

**‘Kia yeye ngulla Woodside yoorl koorliny buranging quop weirn nyinniny Noongar boodjar’**

Woodside comes with the good spirit to sit here on Noongar country.
From Respect, our Relationships can deepen.

**INDICATOR OF SUCCESS 3:** Indigenous people inform our approach to our business

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Measurement examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Indigenous peoples input</td>
<td>Access to, and satisfaction with, Indigenous community engagement forums, based on feedback and grievances received by Woodside.</td>
</tr>
<tr>
<td>Indigenous employee input</td>
<td>Access to, and quality of engagement with Woodside’s Executive, active participation by Indigenous employees in the Indigenous Affairs Leadership Team (IALT) and working groups.</td>
</tr>
</tbody>
</table>

**INDICATOR OF SUCCESS 4:** Greater uptake of RAP activities across the company and wider collaboration with other organisations

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Measurement examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woodside Reconciliation Community</td>
<td>Frequency of WRC events, activity levels on WRC chat forums, creation and distribution of educational material and resources, member perceptions, connection of the WRC to formal company activities, such as cultural learning and skilled volunteering.</td>
</tr>
<tr>
<td>Internal governance</td>
<td>Internal forums’ compliance with established Terms of Reference (ToR).</td>
</tr>
<tr>
<td>Engagement with business functions outside those with core RAP responsibilities</td>
<td>Number of inclusion and diversity focal points, RAP-related activity plans, employee responses on leadership commitment in the Woodside Employee Engagement Survey. These surveys provide direct insight into workforce and employee views. The surveys are both independent and anonymous. They provide a tangible measure of cultural change.</td>
</tr>
<tr>
<td>Collaboration with other organisations</td>
<td>Support for reconciliation initiatives fostering collaboration between sectors and with community and government.</td>
</tr>
</tbody>
</table>

**INDICATOR OF SUCCESS 5:** Positive feedback from partners and participants about the relevance and benefits to their organisation of Woodside-supported programs

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Measurement examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woodside understands the needs and priorities articulated by the community</td>
<td>Indigenous peoples’ responses to local community surveys run by Woodside or third parties. Surveys provide direct insight into community views and are a key component of Woodside engagement. Surveys are completed every two years.</td>
</tr>
<tr>
<td>Host Indigenous communities perceive Woodside-funded programs to be appropriate to priorities and culture</td>
<td>Compare Woodside program areas with stated community priorities.</td>
</tr>
<tr>
<td>Woodside supports initiatives designed and led by members of local Indigenous communities where we have a relationship</td>
<td>Support of programs designed and led by local community.</td>
</tr>
</tbody>
</table>

**Shared values**

We are on the same team. We build long-term partnerships.

‘Kia yeye nyuny Noongar yourl koorliny buranging quop weirn nyinniny nguny boodjar’

We Noongar come with the good spirit to sit here with Woodside.
Relationships, based on Respect, create Opportunities.

**RAP commitments (the outcome)**

Woodside will increase the return to Indigenous people and communities arising from our business activity.

We will offer development opportunities to Indigenous people, making sure to include men and women, and young and old.

### Quantitative results

<table>
<thead>
<tr>
<th><strong>INDICATOR OF SUCCESS 6:</strong> Year-on-year improvement in aggregate employment totals across Woodside, suppliers, community partners and other contributors</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criteria</strong></td>
<td><strong>Measurement examples</strong></td>
</tr>
<tr>
<td>Direct employment</td>
<td>Number of Indigenous people employed and proportion of total Australia-based workforce.</td>
</tr>
<tr>
<td>Talent pipeline</td>
<td>Participation in Woodside’s pathways to employment programs, conversion to employment rate.</td>
</tr>
<tr>
<td>Indirect employment</td>
<td>Number of Indigenous people employed on Woodside scopes of work with suppliers, and on Woodside-funded community programs.</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th><strong>INDICATOR OF SUCCESS 7:</strong> Year-on-year improvement in contract totals across Woodside, suppliers, community partners and other contributors</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criteria</strong></td>
<td><strong>Measurement examples</strong></td>
</tr>
<tr>
<td>Supplier engagement and collaboration</td>
<td>Number of suppliers with Australian Indigenous Engagement Plans.</td>
</tr>
<tr>
<td>Increased spend with Indigenous businesses</td>
<td>Woodside and supplier contracts with Indigenous businesses. Number of new contract awards over A$1 million or 12 months.</td>
</tr>
<tr>
<td>Support for Indigenous business capability and capacity build</td>
<td>Number of initiatives to build Indigenous business capability and capacity supported.</td>
</tr>
</tbody>
</table>

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<tr>
<th><strong>INDICATOR OF SUCCESS 8:</strong> Growth and development of directly-employed indigenous staff</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criteria</strong></td>
<td><strong>Measurement examples</strong></td>
</tr>
<tr>
<td>Indigenous employees have fair, culturally appropriate opportunities for progression.</td>
<td>Distribution of Indigenous employees across job levels. Indigenous employee perceptions of opportunities ascertained from Woodside Employee Engagement Survey. These surveys provide direct insight into workforce and employee views. The surveys are both independent and anonymous. They provide a tangible measure of cultural change.</td>
</tr>
<tr>
<td>Indigenous employees access development opportunities.</td>
<td>Indigenous employees undertaking professional and cultural development opportunities identified on their career development plans.</td>
</tr>
</tbody>
</table>

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<tr>
<th><strong>INDICATOR OF SUCCESS 9:</strong> Year-on-year improvement in social outcomes tied to social contribution and social investment programs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criteria</strong></td>
<td><strong>Measurement examples</strong></td>
</tr>
<tr>
<td>Performance of Indigenous partnerships</td>
<td>Progress against KPIs and implementation plans, community feedback.</td>
</tr>
<tr>
<td>Strengthen capacity and capability of partner organisations to deliver programs to indigenous participants</td>
<td>Resourcing and governance. Participation and delivery rates.</td>
</tr>
</tbody>
</table>

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**Excellence**

We achieve great results. We learn. We get better.

‘Boordawan ngullluckiny woort koorliny buranginy ngullluckiny quop weirn’

We will carry away our mutual good spirit.
Change demands innovation.

RAP commitment (the outcome)

Woodside will contribute to improved early childhood outcomes for Indigenous Australian children and families through the Woodside Development Fund (WDF).

About the Woodside Development Fund

Woodside believes we can have a positive impact on the lives of Indigenous children by partnering in early childhood development. In 2014, we launched the WDF: a ten-year $A20 million fund to pioneer a new approach to community development.

The WDF is inspired by a global movement known as “Collective Impact”, which recognises communities are facing increasingly complex social issues. In this environment, no single individual, program, organisation, institution, company or government can bring about large-scale social improvement alone – we need to work together. As such, the WDF dedicates resources to initiatives that improve capability, coordination and collaboration among contributors in the early childhood sector.

Taking a cross-sector (business, government and community) approach, and focusing on a specific social outcome is a step-change for Woodside and for our oil and gas sector more broadly.

At the time of publication, the WDF supports ten initiatives that reach vulnerable children in 46 Western Australian communities, 14 communities in other parts of Australia and one community in Myanmar.

In 2016, through the WDF there were 52 Indigenous early childhood professionals supported through employment and training.

Quantitative results

| INDICATOR OF SUCCESS 10: Measurable improvement in early childhood outcomes in target communities |
|--------------------------------------------------|--------------------------------------------------|
| Criteria                                         | Measurement examples                               |
| Social outcomes for children (zero to eight years)| Australian Early Development Census data where available.
|                                                  | WDF programs will also be measured by an evaluation framework developed in conjunction with Social Ventures Australia. |

| INDICATOR OF SUCCESS 11: Measurable improvement in data-gathering, capacity and collaboration among community, corporate and government organisations participating in the WDF |
|--------------------------------------------------|--------------------------------------------------|
| Criteria                                         | Measurement examples                               |
| Increased capability and knowledge               | Training opportunities provided to funding partner staff and stakeholders to strengthen data collection and reporting into shared measurement framework. Improvements and outcomes measurement to create knowledge and capability. |
| Effective collaboration and coordination with community partners | Key Australian relationships developed amongst WDF-funded partners to foster community based programs and initiatives. |
| Indigenous community engagement                  | Community engagement processes to ensure Indigenous community specific and unique needs. |

| INDICATOR OF SUCCESS 12: Contributions by Woodside Development Fund participants and projects to state and national level early childhood dialogue and policy |
|--------------------------------------------------|--------------------------------------------------|
| Criteria                                         | Measurement examples                               |
| Enabling conditions and political environment to improve childhood outcomes. | Advocacy partner policy submissions, key-note speeches and participation at other public forums to influence policy and create industry dialogue. New relationships and partnerships developed. |

1. WDF measurement examples are from existing data and will be refined in future to better reflect criteria.
Governance

We recognise the need to be accountable over the short-to-medium term (completing our planned activities), as well as the longer term (our outcomes).

We will ensure accountability through effective internal governance and a structured approach to reporting.

Our internal governance combines working-level collaboration with regular Executive and Board-level visibility:

**INTERNAL GOVERNANCE**

**Oversight:**
Woodside Board Sustainability Committee

**Decision-making:**
Woodside Executive

**Advice:**
Indigenous Affairs Working Group

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Reporting

We plan to take a two-fold approach to our reporting:

1. An annual review of progress against committed activities and a snapshot of progress toward outcomes;
Woodside would like to acknowledge the individuals and organisations that have provided input and guidance for the next, outcomes-based, chapter in our reconciliation journey.

Staff, contractors, community partners and Traditional Owners and Custodians shared direct and thoughtful insights and suggestions through an independent process facilitated by PriceWaterhouse Coopers Indigenous Consulting Pty Ltd (PIC).

As well as continuing to progress their respective commitments in the final year of Woodside’s second RAP, the business worked to synthesise inputs and recommendations to create this RAP.

Executive levels of Woodside remain engaged in the RAP. The CEO and Indigenous Affairs Leadership Team (IALT) provided strategic guidance at regular intervals, with the Sustainability Committee of the Woodside Board formally reviewing the document.

Developing this RAP was a welcome opportunity to continue talking with Traditional Owners and custodians from the South West Aboriginal Land and Sea Council and Ngarluma and Yindjibarndi people of the Pilbara region.

We would like to thank Professor Len Collard at The University of Western Australia for the Noongar language, and Mr Tyson Mowarin for the Ngarluma language in this RAP.

An important milestone in the development process was bringing together functional staff, Indigenous employees, Traditional Owners and Custodians as well as members of the IALT together at a dedicated panel session.

Throughout all of the above activity, Reconciliation Australia and Reconciliation WA have provided a constant connection to developments and views in the wider RAP community.

This RAP was prepared over an 18-month period, but we remain conscious that the work that counts most – implementing the plan and getting the results – is only just starting. We look forward to continuing and building on our relationships with our partners as our reconciliation story grows.
2016–2020 Reconciliation Action Plan
Updated in Q1 2017

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