

27 April 2018

Attn: Closing the Gap Refresh
Department of the Prime Minister and Cabinet

By email: closingthegaprefresh@pmc.gov.au

Woodside welcomes the opportunity to make this submission in response to the Council of Australian Governments' "*Closing the Gap Refresh - The Next Phase Public Discussion Paper*" and consultation process (the Review).

Woodside has significant experience with engaging Indigenous communities. This submission focuses on learnings from the outcomes based approach (Outcomes Framework) adopted in our 2016 - 2020 Reconciliation Action Plan (RAP) (Attachment 1), which may be of particular interest to the Review, and which Reconciliation Australia awarded its highest rating of Elevate.

Woodside's values include respect, integrity and working together. This supports an environment where internal and external cultural identities are respected and valued. Reconciliation activities have become integral to the way we do business.

Our Outcomes Framework is tailored to business needs and guided by host community expectations. As a result of these drivers, the Framework measures outcomes based upon the premise that; *relationships, based on respect, create opportunities*. We will publish Woodside's 2017 Reconciliation Action Plan Report on our website and have provided an advanced copy to provide a fuller picture of outcomes and improvements (Attachment 2).

We note the Review is to consider indicators for a strengths-based approach. As part of our RAP, Woodside has focused on improving cultural respect across the company. In 2017, we achieved a 12 month increase of 300% in cultural competency training, bringing the total number of annual participations to 811. This increase in voluntary training was supported by a greater diversity and depth of cultural training options, especially on-country experiences.

Anecdotal evidence indicates that cultural respect helps to strengthen relationships and create new opportunities. For example, in 2017 new contract awards with Indigenous businesses increased by 34% from 2016, and 33 Indigenous trainees and apprentices were recruited in 2017, up from 17 in 2016. We are scheduled to conduct employee and community perception surveys later in 2018 to confirm changes in levels of respect and relationship from our 2016 baseline data.

Whilst we are proud of the highlighted achievements, our Outcomes Framework also shows areas where we need to improve, and where, despite our efforts, we are having little impact. Being able to identify and measure tangible impacts is a key aspect of our Outcomes Framework. In summary:

- 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 the intended outcome or target.

- 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.
- 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.
- The final results (a combination of the weighting and impact of each measurement criterion) enable us to regularly review progress. Most importantly, this approach identifies indicators and activities that have the largest impact on a given outcome, and which activities require significant effort for little benefit.

Another key aspect of our Outcomes Framework is clearly defined responsibilities and accountabilities. Woodside's approach to the Outcomes Framework is to acknowledge and focus on the unique situations of our host communities and identify the specific things that Woodside, as an energy company, is best positioned to deliver.

Woodside's engagement experience with Indigenous Peoples, has primarily been concentrated in the Pilbara region of Western Australia. Aboriginal people in the Pilbara share many experiences with Indigenous Peoples from across the nation, but are also defined by their unique historical, social and cultural circumstances. In our experience the complexity of regional differences makes a local community-controlled approach the most effective option where improving outcomes is the goal. As challenging as such an approach may be for governments, corporations and NGOs, especially those operating at a national level, Woodside's observation is that initiatives where our host community is empowered to deliver on their own priorities is most effective.

A Murujuga Rangers case study, originally published in our 2016 RAP report, further illustrates the benefit of community empowerment:

Woodside has continued to mature its relationship with the Murujuga Aboriginal Corporation in recent years. In mid-2011, Woodside was invited to be part of a discussion in which the Murujuga Board set out its vision of looking after Murujuga (the Burrup Peninsula) with a Ranger team of local young men and women, guided and kept safe in their work by the Elders. This discussion was the start of Woodside's support for what was soon to become the Murujuga Land and Sea Unit (MLSU), locally known as the Rangers.

One of the early initiatives of the Murujuga Aboriginal Corporation in seeking to equip the Rangers to do their work was the development of the Murujuga Cultural Management Plan, an essential tool to assist with its work managing the place. Woodside funded the work on the plan from 2013 until it was completed in 2016.

The plan established protocols and set out management strategies to protect current values and provide a future vision for the land and waters located within and near the Dampier Archipelago National Heritage Listed Area. The plan also adds significantly to the known information about the area and informs the management of the Murujuga National Park and the surrounding area.

Through this process, Woodside has developed collaborative relationships not only with the Murujuga Aboriginal Corporation and the Rangers, but also with numerous other stakeholders. In particular we have continued to develop our working relationship with the Commonwealth Department of Environment, with whom we are party to the Dampier Archipelago Conservation Agreement and co-members of the Rock Art Foundation Committee. Together we have seen our trust in the capabilities of the local Roebourne community rewarded with stronger relationships and a front-row seat in witnessing and appreciating the benefits that can flow to all Australians when traditional authority is exercised.

In the Plan's welcome statement, the Murujuga Aboriginal Corporation Board write: "[Woodside] held the view that the only people who could really manage their Country were Traditional Owners ... This was a gamble by Woodside and the Rock Art Foundation." We appreciate the Murujuga Aboriginal Corporation Board's acknowledgement of our role, but rather than seeing it as a gamble, we saw it as an opportunity. Almost all the studies of Indigenous peoples' programs and initiatives show that community empowerment leads to the best outcomes. And so this was an ideal opportunity for us to support an initiative where the local community was in control.

In 2016, the Ranger team is still going strong, even though the work is often tough and difficult. Woodside's financial support is in its fifth year and our respect for the Rangers and the Elders involved in the work is enormous. (Woodside RAP Report, 2016).

In summary:

- We have observed that cultural respect and understanding help to develop relationships and create new opportunities.
- Activities must contribute towards a measurable outcome and the responsibility and accountability of each activity should be defined.
- Long term reporting where the success of each activity to contribute towards an outcome should be monitored and reviewed to support continual improvement.
- Outcomes are best defined and prioritised by local communities, with tailored approaches for each community.

We commend the Review team for considering how this can be done holistically and trust our submission is of assistance to this process.

Yours Sincerely,



Sandra McInnes

Vice President Corporate Affairs

Attachment 1 – Woodside's 2016-2020 Reconciliation Action Plan
Attachment 2 – Woodside's 2017 Reconciliation Action Plan Report

2016–2020 RECONCILIATION ACTION PLAN



RECONCILIATION
ACTION PLAN

ELEVATE



woodside

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

**REAL CONVERSATIONS
GENUINE RELATIONSHIPS
STRONGER COMMUNITIES**

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.¹

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.

1. Source: Wood Mackenzie LNG Tool, Q4 2016

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'.

CEO Messages

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.



A handwritten signature in black ink, appearing to read 'P. Coleman', written in a cursive style.

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.



A handwritten signature in black ink, appearing to read 'Justin Mohamed'.

Justin Mohamed
Reconciliation Australia

Our 40-year Journey

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.



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 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”).

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.

The next chapter

Our vision and approach

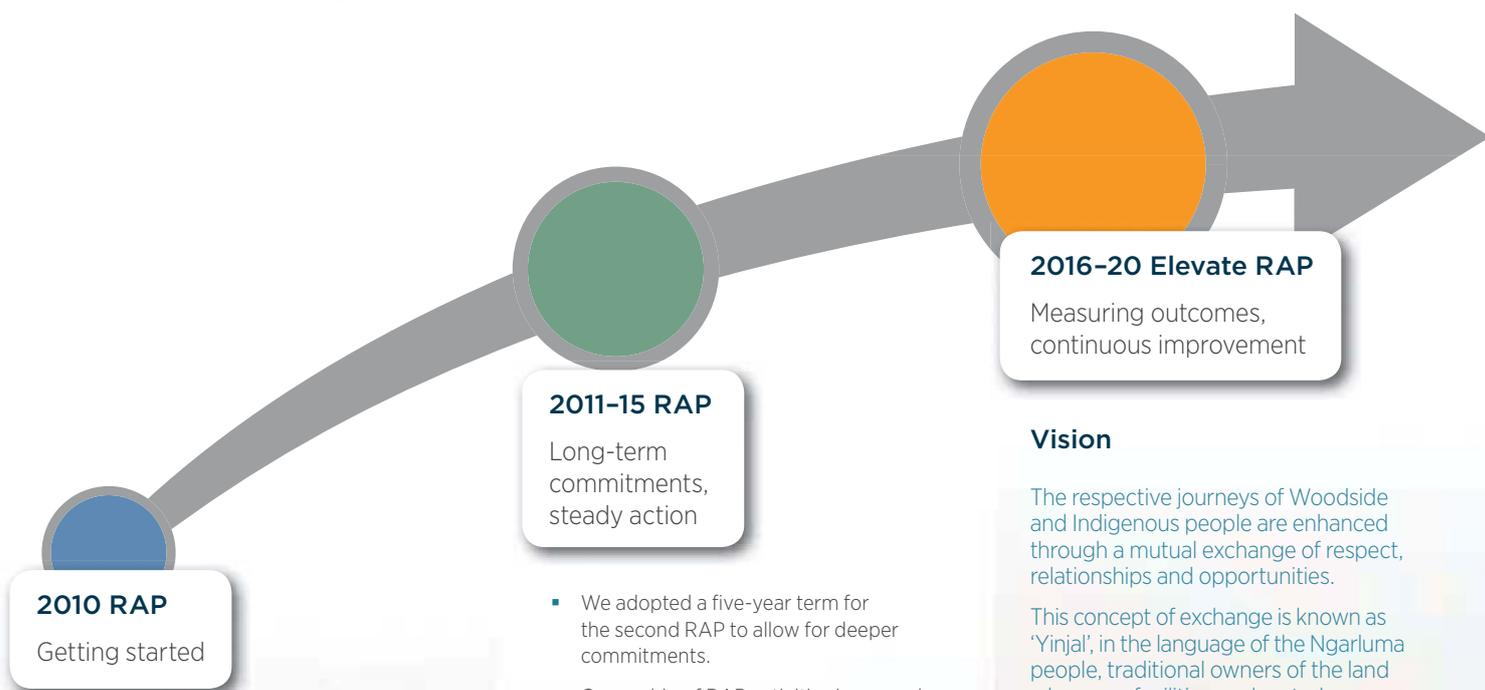
This 2016–2020 RAP reflects a key step in our journey to creating tangible Indigenous outcomes in Australia. It is a key component of our approach to sustainable and culturally aware operations.

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

Vision

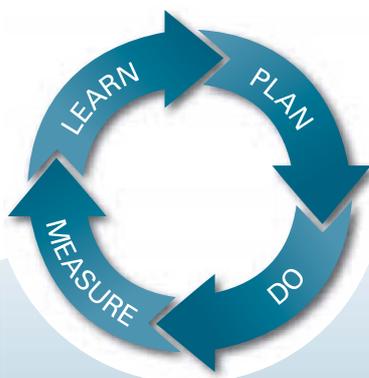
The respective journeys of Woodside and Indigenous people are enhanced through a mutual exchange of respect, relationships and opportunities.

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".

Measuring outcomes

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.

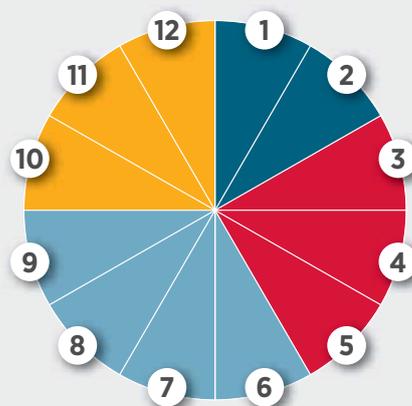
Woodside's outcomes measurement framework is designed to enable the value of individual activities to be measured and adjusted to ensure we are achieving our overall objectives. A key input into this process will be the progress measured towards outcomes. As a national leader in the outcomes approach, 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).

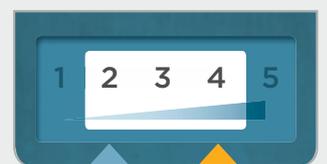
12 indicators of success	
1	Measurable improvement in levels of workforce cultural competency.
2	Measurable improvement in Indigenous peoples' perceptions of Woodside.
3	Indigenous people inform our approach to our business.
4	Greater uptake of RAP activities across the company and wider collaboration 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.
10	Measurable improvement in early childhood outcomes in target communities.
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

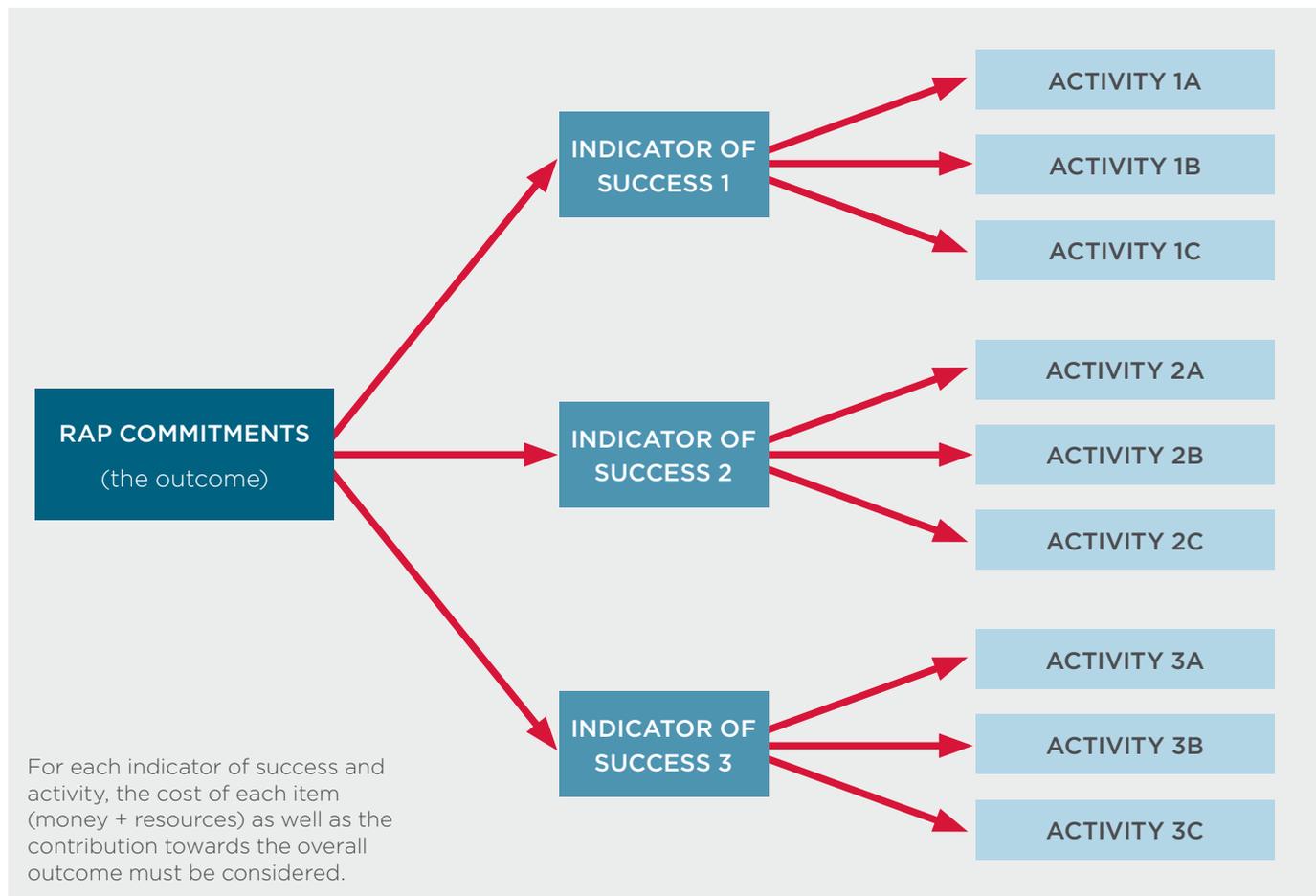
Where we expect to be in 2020

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.

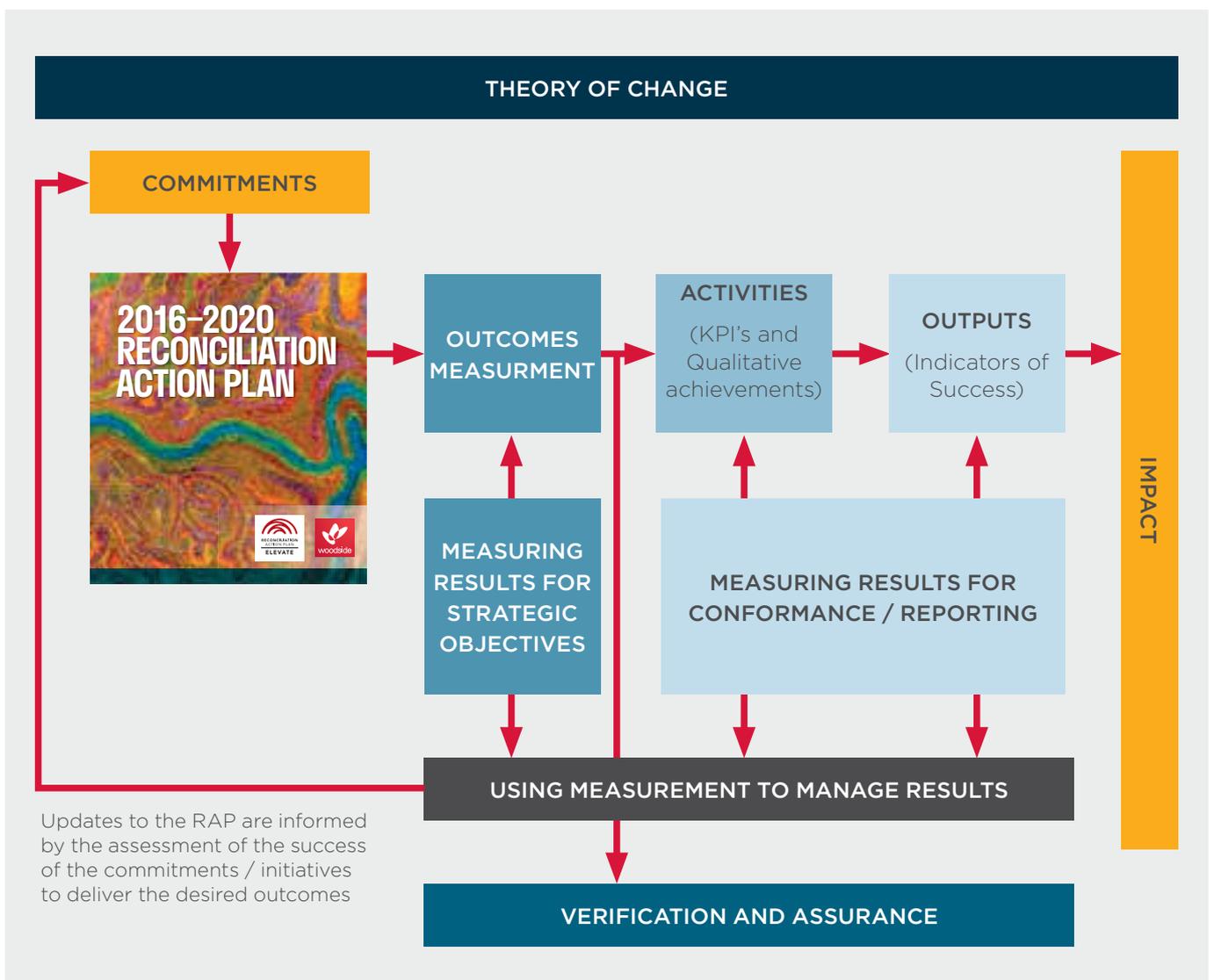


Woodside's RAP process

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.

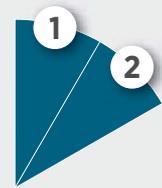
RAP commitments (the outcome)

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.

Indicators of success

Workforce cultural competency



Indigenous peoples' perceptions

Quantitative results

INDICATOR OF SUCCESS 1: Measurable improvement in levels of workforce cultural competency	
Criteria	Measurement examples
Improved non-Indigenous workforce commitment to awareness and understanding	Cultural learning attendance, membership of the Woodside Reconciliation Community (WRC).
Improved non-Indigenous workforce cultural competence	Reconciliation Australia's Workplace Reconciliation Barometer, Woodside Employee Engagement Survey. Both surveys are currently biennial, occurring in alternate years.
Indigenous employees feel their culture and identity are respected at work	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.

INDICATOR OF SUCCESS 2: Measurable improvement in Indigenous peoples' perceptions of Woodside	
Criteria	Measurement examples
Indigenous people and communities feel their culture (including cultural heritage) is secure in their dealings with Woodside	Heritage benchmarking studies, survey responses from Traditional Owners and custodians.
Indigenous people in host communities feel that Woodside is meeting Land Use Agreement obligations	Compliance with Land Use Agreement obligations. Survey responses from Traditional Owners and custodians.
Indigenous people and communities feel that Woodside's presence is a net positive	Indigenous responses to local community surveys. Surveys provide direct insight into Indigenous views and are completed every two years.

<h3>Shared values</h3>	<h3>Respect</h3> <p>We give everyone a fair go. We listen and seek to understand the position of others. We encourage other points of view to achieve better outcomes.</p>	<h3>'Kia yeye ngulla Woodside yoorl koorliny buranging quop weirn nyinningy Noongar boodjar'</h3> <p>Woodside comes with the good spirit to sit here on Noongar country.</p>
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Relationships

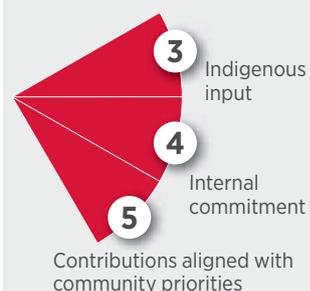
From Respect, our Relationships can deepen.

RAP commitments (the outcome)

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.

Indicators of success



Quantitative results

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

Criteria	Measurement examples
External Indigenous peoples input	Access to, and satisfaction with, Indigenous community engagement forums, based on feedback and grievances received by Woodside.
Indigenous employee input	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.

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

Criteria	Measurement examples
Woodside Reconciliation Community	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.
Internal governance	Internal forums' compliance with established Terms of Reference (ToR).
Engagement with business functions outside those with core RAP responsibilities	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.
Collaboration with other organisations	Support for reconciliation initiatives fostering collaboration between sectors and with community and government.

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

Criteria	Measurement examples
Woodside understands the needs and priorities articulated by the community	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.
Host Indigenous communities perceive Woodside-funded programs to be appropriate to priorities and culture	Compare Woodside program areas with stated community priorities.
Woodside supports initiatives designed and led by members of local Indigenous communities where we have a relationship	Support of programs designed and led by local community.

Shared values

Working together

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

'Kia yeye nyuny Noongar yoorl koorliny buranging quop weirn nyinniny nguny boodjar'

We Noongar come with the good spirit to sit here with Woodside.

Opportunities

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

INDICATOR OF SUCCESS 6: Year-on-year improvement in aggregate employment totals across Woodside, suppliers, community partners and other contributors

Criteria	Measurement examples
Direct employment	Number of Indigenous people employed and proportion of total Australia-based workforce.
Talent pipeline	Participation in Woodside's pathways to employment programs, conversion to employment rate.
Indirect employment	Number of Indigenous people employed on Woodside scopes of work with suppliers, and on Woodside-funded community programs.

INDICATOR OF SUCCESS 7: Year-on-year improvement in contract totals across Woodside, suppliers, community partners and other contributors

Criteria	Measurement examples
Supplier engagement and collaboration	Number of suppliers with Australian Indigenous Engagement Plans.
Increased spend with Indigenous businesses	Woodside and supplier contracts with Indigenous businesses. Number of new contract awards over A\$1 million or 12 months.
Support for Indigenous business capability and capacity build	Number of initiatives to build Indigenous business capability and capacity supported.

INDICATOR OF SUCCESS 8: Growth and development of directly-employed indigenous staff

Criteria	Measurement examples
Indigenous employees have fair, culturally appropriate opportunities for progression.	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.
Indigenous employees access development opportunities.	Indigenous employees undertaking professional and cultural development opportunities identified on their career development plans.

INDICATOR OF SUCCESS 9: Year-on-year improvement in social outcomes tied to social contribution and social investment programs

Criteria	Measurement examples
Performance of Indigenous partnerships	Progress against KPIs and implementation plans, community feedback.
Strengthen capacity and capability of partner organisations to deliver programs to indigenous participants	Resourcing and governance. Participation and delivery rates.

Shared values

Excellence

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

'Boordawan ngulluckiny woort koorliny buranginy ngulluckiny quop weirn'

We will carry away our mutual good spirit.

National Leadership

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.

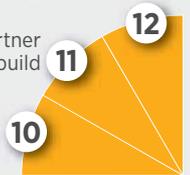
In 2016, through the WDF there were 52 Indigenous early childhood professionals supported through employment and training.

Indicators of success

Advocacy for early childhood dialogue and policy

Partner capability build

Early childhood outcomes



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: Measureable 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. ¹
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.

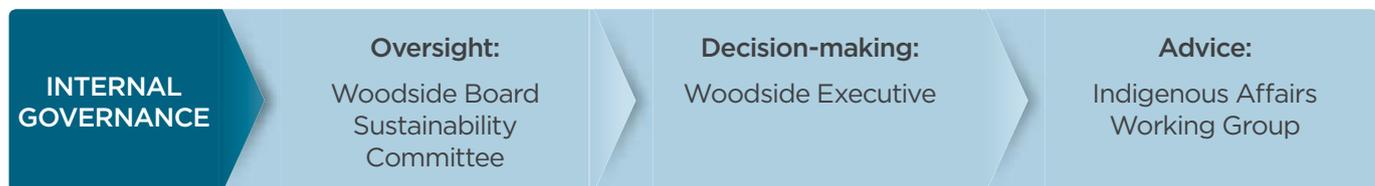
Governance and Reporting

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:



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;
2. Mid-term (2018) and end-term (2020) reviews and evaluations.

Partners and Acknowledgements

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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CASE STUDY: RESPECT

Broadening our cultural learning

Our RAP commitment is that all our Australia based workforce will take part in at least one cultural learning activity between 2016 and 2020.

We know that increased cultural competency has a multiplier effect beyond the individual. Cultural competency helps to grow a culture of inclusion which fosters more meaningful relationships. Strong relationships lead to higher retention, progression of Indigenous employees and the development of Indigenous contracts.

In line with our RAP's emphasis on outcomes, we want to understand how participants' knowledge and perspectives are changing, and what they do differently as a result.

Getting clear on what we want learning to achieve was the first step in revising our approach. Classroom training has been an important way to develop competency, but we recognise it is not the only way.

In 2017, we:

- + Adjusted our on country learning offerings, making it suitable as a team building activity and moving from a fixed schedule to on demand. Consequently increasing the demand for cultural learning activities.
- + Improved visibility and our ability to capture data around learning experiences run by others eg. Jawun program.
- + Introduced complementary workshops for supervisors to support them in the significant roles they play in terms of enabling and engaging employees.
- + Collected feedback from our participants of cultural learning programs on the value of first hand learning experiences: meeting employees and community members, hearing their experiences and knowledge and talking together.

In 2018, we plan to:

- + Work closely with our 1000 strong Production workforce, many of which are in remote locations, to deliver the next increase in participation with a format that supports their particular needs.
- + Include some of the themes and content from our supervisor activities in the wider on country experience.
- + Consolidate our Perth and Pilbara on country learning offerings to become the primary way we deliver learning.
- + Develop an online cultural learning component.

"I found the term 'culturally safe', simple and very enlightening... it opened my eyes to the load that people may be carrying that is not visible... applies to anyone from a different culture."

- Woodside employee

CEO and Managing Director Peter Coleman undertaking a cultural induction on country.



Woodside's 2017 Reconciliation Action Plan Report allows us to reflect on our progress against the commitments of Respect, Relationships, Opportunities and National Leadership as outlined in our 2016-2020 Reconciliation Action Plan.



Michael Abbott (centre) Woodside's Senior Vice President Corporate and Legal, with David Williams (left), Assistant Secretary Department for the Environment and Energy, and Linda Dawson (right) General Manager Communities for Rio Tinto.

CASE STUDY: RELATIONSHIPS

Following the vision of our communities

Ten years of successful protection and management of National Heritage values on the Burrup ('Murujuga') has been achieved through developing the right partnerships, and supporting national and international award winning Conservation Agreement projects.

Increased collaboration between all of the stakeholders within Murujuga would not have occurred without Woodside's commitment to developing strong relationships with local Ngarda-Ngarli people and ensuring their input into and direct involvement with Conservation Agreement projects. Our collaboration is not just limited to the Conservation Agreement project partners, which includes Woodside, Rio Tinto and the Australian Government. It exists across the community and extends to a variety of stakeholders, such as City of Karratha and the Pilbara Ports Authority, who are also committed to successful outcomes.

"Initiatives have already begun delivering benefits to the Aboriginal community, particularly towards fulfilling their vision for all of Murujuga to be cared for under the leadership of Ngarda-Ngarli, just as it has been for thousands of earlier generations."

- Craig Bonney, CEO Murujuga Aboriginal Corporation

This initiative paved the way forward for the Deep Gorge Joint Statement (DGJS) led by Woodside. The DGJS is a statement setting out Woodside, Rio Tinto and the Australian Government's commitment to supporting the on going protection, conservation and management of the National Heritage Listed values of Murujuga and the wider Dampier Archipelago. The DGJS was signed on 25 July 2017. It is the first time that two industry bodies have signed a joint statement with the Australian Government to carry out the objectives of what had previously been two separate bilateral Conservation Agreements.

Assurance statement

EY has provided limited assurance of our 2017 RAP performance report. Specifically, they assured Measurement indicators (used in the calculation to determine the performance of the indicators of success) that we advised have moved significantly from the 2016 baseline (increased or decreased). You can find the full report online.

All contracting and procurement data has been collected between Jan and Nov 2017.

1) Figure includes participation in expanded range of on country learning offerings in 2017.



Woodside

Reconciliation Action Plan Report 2017

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RECONCILIATION ACTION PLAN REPORT

2017



Woodside



RECONCILIATION ACTION PLAN
ELEVATE

CASE STUDY: NATIONAL LEADERSHIP

Dampier Peninsula family empowerment partnership

Woodside is partnering with Save the Children Australia on a collaborative impact initiative, across four local communities on the Dampier Peninsula.

A good beginning to life is recognised world-wide as the foundation for future development, health and wellbeing. The physical, social, emotional and cultural dimensions of childhood, directly impact a person's ability to achieve their potential throughout their life.

Recognising this, we launched the Woodside Development Fund in late 2014 and committed A\$20 million over 10 years to improve outcomes for children aged zero to eight in communities in which we operate.

The Dampier Peninsula Family Empowerment Partnership, forms part of the Woodside Development Fund and is a collaboration between Aboriginal elders, community members, school principals, and local and federal government agencies to create a supportive educational environment for children.

Local community representatives work with their respective councils and community to raise awareness of the program's goals and to show how it aligns with strengthening the development of community governance structures, such as family empowerment committees, reference groups and social plans.

In 2017, the representatives started the process of bringing services together with community to encourage more effective collaboration that is better targeted at enhancing child and family wellbeing.

Together, Save the Children, the Australian Government (Department of Prime Minister and Cabinet), the WA Government (Regional Services Reform Unit) and Aarnja Ltd (Empowered Communities) have formed a strategic alliance to design a more advanced data analysis, monitoring and evaluation framework. This initiative aims to bring services and community together in an effort to encourage more effectively targeted efforts to improve child and family wellbeing. This partnership has the potential to be a demonstrative model for other communities in supporting effective and integrated service provision in order to achieve better life outcomes for children.

"Dampier Peninsula Family Empowerment Partnership is now a key platform and pilot strategy that is informing the WA Government's regional reform agenda as well as the Commonwealth Government's approach to building the capacity and capability of Aboriginal community controlled organisations"

- Paul Ronalds, CEO, Save the Children Australia

Children playing at the Djarindjin Early Learning Centre in the Kimberley.



Woodside staff and contractors during the demolition of Gap Ridge Village.

CASE STUDY: OPPORTUNITIES

Gap Ridge Village provides employment outcomes

In 2017, Woodside successfully decommissioned its Gap Ridge Village (GRV) accommodation facility in Karratha, working closely with head contractor Ertech to deliver significant Indigenous participation outcomes. Success depended on the re-thinking of conventional contracting practices and most importantly, the willingness by all parties, to find solutions to make it work.

Construction of GRV, to house construction workers for the Pluto LNG Project, started in 2007. At its peak, there were more than 4000 people working to construct Pluto, of whom 2100 were accommodated at GRV.

The lease from the WA Government expired in May 2017, and before it expired the Pluto Joint Venture was obliged to restore the 37ha site to its original condition.

That meant not only removing the 675 buildings, but also removing all the underground services and rehabilitating the site.

"Woodside's corporate and social priorities were spelt out clearly to the main contractor and they were eagerly adopted. The result was the significant exceedance of the initial Indigenous participation targets."

- Marlon Cooray, Infrastructure Project Manager

A number of Indigenous businesses were engaged as part of the project, for the majority of businesses it was their first encounter with Ertech and their first time working on a Woodside project.

These include a joint venture between a Karratha-based 100% Indigenous-owned waste management company and a local earthmoving and cartage contractor, who joined forces to deliver a concrete recycling service as part of the project. As a result of all parties working together, the project delivered strong environmental performance, recycling 99% of concrete from the village.

The waste management company was also engaged separately to provide skip bins, and another Karratha-based 100% Indigenous-owned company was engaged to deliver a range of services including air-conditioning de-gassing and security as part of the project.

The GRV project was delivered on time, on budget and with no recordable HSE incidents. Total Indigenous contractor content accounted for 25% with total Indigenous man-hours at 37%.

Subsequently, Ertech was awarded the decommissioning of the Bay Village camp and were able to engage the same subcontractors and people as were involved on the GRV project.

RAP Pillar 4

NATIONAL LEADERSHIP

Indicators 11 and 12 relate to building capability in, and advocacy of, the early childhood sector nationally. They have moved from a baseline of 2 to 2.6 and 3.5 respectively. This is due to our partners reporting an increase of knowledge and applied skills via attendance at educational or support programs. There was also an increase in partners reporting they have become more responsive to community needs. An example of this was the signing of a Memorandum of Understanding (MOU) and collaboration agreement between Save the Children and Aarnja in the Kimberley.

Australian Early Development Census (AEDC) data is used to measure some of the early childhood outcomes, with data collected by the Australian Government every three years. Indicator 10, therefore remained at the baseline figure of 2, with the next data collection planned for 2018.

Please refer to Woodside's 2016-2020 Reconciliation Action Plan for full details on leadership focus areas in Woodside's outcomes based approach.

Commitments

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

RAP Pillar 3

OPPORTUNITIES

We recognise the significance of enabling our suppliers and in 2017 sought to help them facilitate opportunities. Dedicated forums were held to assist those suppliers who were motivated and positioned to support Indigenous business capability and capacity build, through contract award and/or employment. This focused engagement has created a substantial and sustainable number of new contract awards as suppliers engage existing Indigenous businesses for the first time. Indirect employment results have also been boosted by one-off projects such as Gap Ridge Village decommissioning.

Another highlight was the award of a multi-year contract to an Indigenous business for civil services for the operating assets in Karratha. Woodside worked collaboratively with Indigenous businesses by providing support during the tender and post award process.

This increased activity with suppliers has led to the Indigenous employment and business participation outcomes achieving increased scores from the baseline of 2 to 3.3 and 3.2 respectively.

In 2018 our focus will be on strengthening relationships with our Indigenous community partners to improve social contribution outcomes reflected by indicator 9. And to assess the growth of our Indigenous employees in the biennial employee survey.

Commitments

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

Woodside Development Fund partners made contributions to submissions advocating for early childhood dialogue and policy

29

Since 2016

1185

stakeholders attended training education and support programs

Reconciliation Action Plan Progress



Indicators of success

- Baseline (2016)
- End 2017
- Target (2020)

* Indicators 3 and 10 include data from biennial and 3-year surveys not collected in 2017.

Woodside Reconciliation Community grew to over

500 ↑

33 Indigenous trainees or apprentices. Up from 17 in 2016

RAP Pillar 1

RESPECT

Woodside exceeded cultural learning targets, with 28% of our Australian based workforce having completed cultural learning since 2016. In 2017 we worked with providers to adjust our on country learning offering, making it suitable as a team building activity and moving from a fixed schedule to on demand.

Strong engagement with our host communities have ensured positive Indigenous perceptions of Woodside are increasing. Direct positive feedback was given by traditional owners during and immediately following the 2017 heritage survey at Mt Wongama. They felt Woodside had responded to their long standing request to access restricted lease areas and provided the opportunity for them to inspect and speak for country. Both Respect indicators have increased from the baseline score of 2 to 2.7 and 2.4.

Results of biennial community perception surveys in the Pilbara and Kimberley will be collected in 2018. These results will inform our future outcomes for indicator 3.

Commitments

- + 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.

RAP Pillar 2

RELATIONSHIPS

Overall our Relationships outcomes remain at a baseline score of 2. However, strong Woodside Reconciliation Community membership, RAP governance and a more formalised Inclusion and Diversity focal point structure have demonstrated strong engagement and collaboration within the business and resulted in that specific indicator increasing from 2 to 2.3.

In 2018, biennial community perception surveys to be conducted in the Pilbara and Kimberley should provide greater insights into the Relationship outcomes. Initial success has already been obtained with local communities such as the Deep Gorge Joint Statement.

Commitments

- + Woodside will build and maintain excellent relationships in line with our values, at all times and in all environments.
- + We will respect the unique culture 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.