

Trunkline

PART OF
A BETTER
FUTURE



THE MAGAZINE FOR WOODSIDE PEOPLE | Q2 2021



Contents



Subsea success points way forward	4-5 >>	Reel success for Julimar	8 >>	Ten years at the top	14-15 >>
Condensate cargo marks carbon progress	6 >>	Seizing opportunities in Senegal Rust buster	9 >> 10 >>	Guiding the way/Feedback to grow/Time for timely decisions	16-17 >>
Targets raised to lower emissions	7 >>	Let the XForce be with you Technology teamwork	11 >> 12-13 >>	A day in the life of . . . a metocean engineer	18-19 >>



On the cover

Executive Vice President Operations Fiona Hick, Chris Eastwell of Fugro and IMR Technology Lead Yating Zhao inspect the Fugro Maali uncrewed support vessel at King Bay Supply Base (KBSB). On the back cover, Fugro's Paul Mullins, KBSB Asset Manager Wayne Watson and Pilbara Port Authority Harbour Master Mike Minogue.

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Working flexibly	20-21 >>	Graduates take on country road	26 >>	Fine-tuning partnerships	30-31 >>
Enabling all abilities	22 >>	Big RAP for local engagement	27 >>	Hats off to helping hands	32 >>
We are one but we are many	23 >>	Woodsiders walk down		Random Discoveries	33-34 >>
Conversations help create change	24 >>	Memory Lane	28 >>	Final Frame	35 >>
Protecting rights	25 >>	Gas gamechanger	29 >>		

The gas discovery at North Rankin in June 1971 set our company on a journey to become the pioneer of the LNG industry in Australia.

Fifty years later, that pioneering spirit is still strong as Woodside works to progress new developments, with a focus on being low cost and low carbon.

This edition of Trunkline includes examples of innovation that range from a new way of conducting subsea inspections to reduce cost, risk and emissions to new approaches to marketing our product, complete with carbon offsets.

On a very practical level, small changes can make a big difference, like the use of an adapted hand scanner to detect any moisture beneath layers of insulation.

Acting CEO Meg O'Neill calls it a "find and fix" culture. At our

employee forum in May, she challenged all Woodsiders to adopt this pragmatic and determined approach to problem-solving and apply it across the business.

Meg reflected that our achievements today are built on the hard work of those who have gone before, acknowledging the efforts of those behind the North Rankin discovery and thanking outgoing CEO Peter Coleman for his leadership in the past decade.

This Trunkline issue also shows how our company has developed deep and lasting partnerships that enrich our community, across groups spanning education, sporting and cultural endeavours, as well as philanthropic ventures.

We've come a long way since that gas discovery 50 years ago. Read on for more insight into how we are applying lessons from our past as we progress into a new phase.

Some photographs in this edition were taken before physical distancing measures were introduced to manage the risk of exposure to COVID-19.

Notes on Petroleum Resource Estimates: All petroleum resource estimates in this publication are to be read in conjunction with the Reserves Statement in Woodside's most recent annual report, as updated by subsequent ASX announcements available at <http://www.woodside.com.au/Investors-Media/Announcements>. This publication may contain forward-looking statements that are subject to risk factors associated with oil and gas businesses.

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Subsea success points way forward

Woodside's subsea team, in collaboration with vessel contractor Fugro, has demonstrated innovation and a willingness to embrace change, successfully trialling an uncrewed surface vessel (USV) to inspect subsea equipment.

The Fugro Maali USV conducted an inspection in early May of pipelines near Dampier, off the north western coast of Western Australia.

The campaign was the culmination of a three-year program conducted by

the Woodside and Fugro inspection, maintenance and repair (IMR) teams.

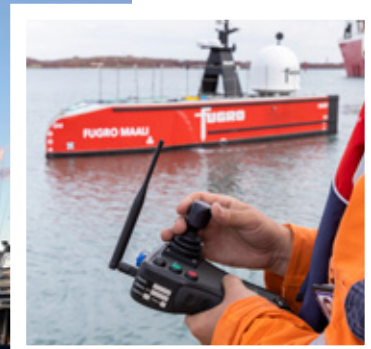
The program required development of reliable and secure Remote Operations Architecture, construction of the Fugro Maali in the UK and mobilisation of the vessel to the King Bay Supply Base (KBSB) on the Burrup Peninsula.

IMR Technology Lead Yating Zhao noted the extensive collaboration the program has required.

"Internally, many functions and teams have assisted; externally, key stakeholders within the Australian Maritime Safety Authority and the Pilbara Port Authority were engaged early and accompanied us along the journey," Yating reports.

The successful campaign was another step along the roadmap for fully remote IMR inspections by 2022.





Opposite page top: Representatives of the various Woodside functions, teams and external stakeholders that supported the uncrewed surface vessel program; below, Fiona Hick with Fugro's Chris Eastwell; above, the Fugro Maali at King Bay Supply Base and, right, under remote control.

And it opens the door for an expansion of remote operations, including the go-ahead for a fleet of USVs and applying lessons learned to broader remote capabilities across operations.

"It's a solution which generates significant savings but most importantly it also reduces risk exposure by removing people from high-risk environments," notes Executive Vice President Operations Fiona Hick.

"Plus, vessel emissions are significantly reduced compared with a traditional IMR vessel."

Another benefit was that by bringing the offshore scopes onshore, a significant barrier to entry to the sector was removed, enabling a more diverse workforce.

Paul Ulyett, Subsea and Pipelines (SS&PL) Production Delivery Manager, explains that subsea inspection is part of the safety case requirements of Woodside's licence to operate.

"We are responsible for managing the integrity of our subsea and pipeline assets over their lifecycle," Paul says.

On average, Woodside undertakes 60 days of such subsea inspection scopes off an offshore vessel, and these constitute a significant cost to the business.

Currently, Woodside utilises a traditional offshore support vessel, the Fugro Etive, which boasts two full-sized remotely operated vehicles (ROVs) and requires 60 people offshore on average to operate.

"The future of remote inspections is the Fugro Maali, which requires less than a third of the personnel – all located onshore in various remote operations centres," says Paul, adding this reduces risk by removing the exposure of personnel to offshore activities.

"The effect is amplified, because of the associated reduction in fixed wing and helicopter flights to transport these personnel."

Paul adds there is also potential to expand Fugro Maali's capability to complete small intervention scopes, such as valve operations and cleaning.

"Starting in the second half of this year, the USV will begin offshore inspection scopes," he says.

"The target is to transition about 80% of the annual IMR scope, including some light intervention work, to the uncrewed platform."

The Fugro Maali (which means Black Swan) is a 12-metre USV which can be fitted with either a dedicated electric remotely operated vehicle (ROV) or

an autonomous underwater vehicle (AUV).

"It operates in crewed, local 'line of sight' and also fully remotely 'over the horizon' modes," Paul explains.

The May campaign comprised Fugro Maali's uncrewed inspection of the NWS and Pluto trunklines up to 50 km from shore, with control switching between KBSB and Perth operation centres.

Fiona says the Fugro Maali is a prime example of how Woodside must manage its business to ensure it remains competitive into the future.

"This work started many years ago and is a credit to everyone involved that has taken the concept from a highly innovative idea into reality," she notes.

"The Operations Transformation program needs more great ideas like this, collaborating in different ways with our contractors, presenting them with a risk to solve rather than a scope of work.

"This is a great example of collaboration and innovation where the team has delivered a lower health and safety risk, lower cost and lower carbon solution – directly in line with our updated Compass".

"The Fugro Maali and what it represents ticks all the boxes."

Condensate cargo marks carbon progress

Pluto LNG broke new ground in Q1 with the delivery of its first-ever carbon-offset condensate cargo.

This is a significant milestone for Woodside and its joint venture participants, demonstrating tangible progress towards offering carbon-differentiated products to the Asian market.

Carbon dioxide equivalent emissions associated with the extraction, storage and shipping of the cargo have been offset through a combination of efficiency measures to reduce actual emissions, and the surrender of high-quality carbon offsets sourced from nature-based projects in the Asia-Pacific region.

“There are two halves of the market unfolding,” explains Carbon Adviser Joel Hernaman.

“One is around the transparency and accountability of emissions and the other is reducing the net emissions associated with the transaction. We’ve captured the good parts about both of those in this transaction.”

Commodity trader Trafigura worked with the vessel owner to minimise emissions associated with transporting the cargo.

The cargo was delivered to customers in the Asia Pacific region on the vessel SKS Duoro. Carbon dioxide equivalent emissions have been calculated jointly by Woodside and Trafigura, specific to the cargo and its voyage.

“Feedback from the liquids trading and carbon market has been positive, particularly in relation to the rigour of calculating actual carbon emissions and use of high quality and meaningful

carbon offsets,” says Elise Marciano, Oil Trader.

The transaction was delivered by a team comprising members of marketing, carbon and legal, with broad support from many functions.

The team conceived the idea after noticing carbon offset LNG and crude transactions executed globally. “The drive came from within, and that’s a testament to the way the team worked,” says Steve Parks, Liquids Trading Manager.

Strong support was received from joint venture participants Kansai Electric and Tokyo Gas to turn the concept into reality.

“The transaction brought all the participants in the joint venture responsible for producing the condensate together with the customer, a global trading company, in support of our recently announced emissions reduction targets,” says Mark Abbottsford, Vice President Marketing Trading and Shipping.

Senior Legal Counsel Prue Taylor says: “The buy-in from all parties and their desire to work together, build capability and work through various legal, regulatory and commercial complexities was impressive.”

The motivation was to build market understanding and capability to position Woodside for the future, when carbon differentiated products are expected to become increasingly sought after by buyers as a means of achieving decarbonisation targets.

Many Asian countries have already established carbon reduction targets and are interested in the purchase of low carbon, or carbon offset products.

A memorandum of understanding has been signed with Trafigura and the team is investigating opportunities for further cooperation in the marketing of carbon offset condensate, crude oil and liquefied petroleum gas.



Above: Rob Lillingston, Prue Taylor, Elise Marciano, Joel Hernaman and Rob Pala were some of the team that made possible the historic carbon-offset condensate cargo; below, the SKS Duoro delivered the milestone cargo to our customers.



Ashley Olsson, Cameron Sudintas, Peter Metcalfe and Marelize Roets discuss the company's new emissions targets for Pluto LNG.

Targets raised to lower emissions

Woodside has agreed new emissions targets at Pluto LNG, consistent with the company's aspiration of achieving net zero greenhouse gas emissions by 2050.

The targets, approved by Western Australian Minister for Environment Amber-Jade Sanderson in June, are part of Woodside's updated Pluto Greenhouse Gas Abatement Program (GGAP).

Pluto Vice President Mike Price says work to update the program began in 2019 with a multi-disciplinary team drawn from several functions.

"Woodside worked closely with the State Government and the WA Environmental Protection Agency to update the GGAP to reflect a shared aspiration to reach net zero emission by 2050," Mike says.

"The GGAP targets emissions 30% lower than approved levels by 2030 and 100% by 2050."

Woodside's plans to meet these targets include adopting technology considered to be best practice for LNG developments, operational improvements and offsetting all reservoir carbon dioxide.

The GGAP was updated to include the planned expansion of the Pluto LNG gas facility on the Burrup Peninsula in WA's north west.

Woodside is proposing to develop the Scarborough gas resource through new offshore facilities connected by a pipeline of about 430 km to a proposed expansion of the existing Pluto LNG onshore facility.

Expansion includes modifications to the existing Train 1, a second gas processing train (Pluto Train 2) where Scarborough gas primarily would be processed and additional domestic gas infrastructure.

Emissions associated with the expansion are factored into the new targets.

Woodside Environment Manager Cameron Sudintas says analysis by Wood Mackenzie, a global energy research and consultancy group, highlights the success of Woodside's approach.

"It shows that our Scarborough and Pluto Train 2 developments will be amongst the lowest-carbon LNG sources globally for our north Asian customers," Cameron notes.

The Scarborough reservoir contains

negligible carbon dioxide and the proposed design of Pluto Train 2 adopts the best available proven technology to improve efficiency.

Where greenhouse gas emissions cannot be avoided, Woodside will use eligible carbon offsets to meet its targets.

Woodside Carbon Markets Adviser Marelize Roets says over the past 10 years, Woodside has invested more than \$100 million in native tree planting.

"In meeting our commitments Woodside is looking to both further expand our carbon business while also acquiring eligible offsets," Marelize states.

Woodside is also investigating the concept of large-scale solar energy production to supply approximately 50 MW to Pluto LNG.

Woodside Climate Engagement General Manager Peter Metcalfe says reducing emissions requires an ongoing effort across the business.

"Through efficient operations and design, together with carbon offsets, Woodside has clear targets that we are determined to meet," Peter points out.





Above: The Seven Oceans pipelay vessel being loaded in Bintan, Indonesia, with pipe destined for the Julimar project off the north west of Western Australia; right, it is believed the 18 inch diameter corrosion-resistant alloy pipe is the biggest diameter ever reeled.



Reel success for Julimar

Woodside has worked closely with EPCI contractor Subsea 7 to deliver what might well be the biggest diameter of corrosion-resistant alloy (CRA) pipeline ever reeled.

The installation commenced in Q2 for the Julimar Development Phase 2 (JDP2) Project.

Spooling massive lengths of pipe around a reel on the deck of a pipelay vessel might seem to defy physics but Pipeline Engineer Stewart Allen says it is a well-established method of pipelay that has the benefit of lower cost.

And though it's not new, Stewart says the system hasn't been used by Woodside since the Echo Yodel project in the early 2000s.

"Reel-lay enables the potential for cost savings by pre-fabricating the majority of the pipeline onshore," Stewart explains, adding there are also many health and safety benefits accrued by moving offshore exposure hours to onshore.

"This required a newly constructed purpose-built and dedicated spoolbase in Bintan Indonesia, with sufficient space to store long lengths of pipeline, called 'stalks'.

"The trade-off, however, is that the vessel must transit back and forth between the field and the spoolbase to collect the pipe. This has always proved a challenge due to the remoteness of our assets."

In 2019, Woodside awarded contractor Subsea 7 a contract to deliver 22 km of 18 inch CRA-clad gas transmission flowline and an umbilical system.

Reeling CRA pipe of such large diameter is thought to be a world first.

"The previous largest was 16 inch diameter CRA pipe," notes Stewart.

"Following extensive engineering and testing, the project gained confidence that the larger diameter pipe is technically acceptable."

Ben Witton of Subsea and Pipelines has been responsible for managing delivery of the contract with Subsea 7 and notes there were many technical challenges.

"But through close collaboration with Subsea 7, the appropriate risk mitigations have been identified, tested and implemented," he says.

The first reeling was undertaken at the Bintan spoolbase in May, reeling the first of three 7 km lengths of pipe on to the Seven Oceans pipelay vessel.

Laying on the seabed then followed and is expected to be completed in Q3.

Located some 200 km off the north west of WA, the Julimar project will supply gas and condensate from the Julimar reserve (via existing Phase 1 infrastructure) to the Chevron-operated Wheatstone Platform, and then onshore to Wheatstone's LNG plant.

The Bintan facilities offer opportunities for future projects along the north west coast.



Seizing opportunities in Senegal

Sangomar Phase 1 Development moved a step forward in Q2 with the proposed drilling campaign reviewed and given the green light.

As Acting Chief Executive Officer Meg O'Neill has said, bringing Sangomar into production in 2023 is one of Woodside's four strategic priorities.

And with the first of two drilling rigs arriving in Senegal, it's an exciting time for Woodside's first international subsea development in more than a decade.

In fact, it's a development that brings a number of firsts.

Sangomar is Senegal's first offshore oil development and for Woodside, Senegal represents a new country entry.

New facilities have been built in Dakar from the ground up for all drilling and completions (D&C), subsea and logistics contractors.

Well Delivery Manager Tony Quinn says 23 horizontal wells will be drilled during the drilling campaign, which will last about three years.

"This campaign will be supported by 24 well construction team members based

onshore in Dakar – some of the 58 FTE Woodsiders working on the campaign – together with about 1200 employees of our contractors," Tony reports.

Andrew Currie has been the Contracting and Procurement (C&P) focal point for the drilling and completions scope for more than three years.

During that time, Andrew has led a C&P team to ensure compliance with the Production Sharing Contract (PSC) Woodside has with the Senegal Government.

Tendering activity led to the awarding of more than 30 drilling and completions contracts, and Andrew notes the new challenges faced by those C&P members unfamiliar with PSCs.

"Collaboration between C&P, Drilling & Completions and other support functions and teams – including Legal, customs, Tax, Health Safety and Environment, and Quality – was the key to the successful delivery of these contracts," he reports.

"We're now into post-award contract management and with the Rig number 1 Ocean BlackRhino due to arrive in Senegal imminently, it is now 'go' time."

Craig Petersen has also overcome challenges as Rig Stream Lead of the Subsea Wells Group, which is responsible for the installation of subsea hardware during well construction.

"Many of the challenges my team has encountered have been due to the nature of the development in a developing country which has no existing oil and gas infrastructure or supporting infrastructure and where English is a second language," Craig points out.

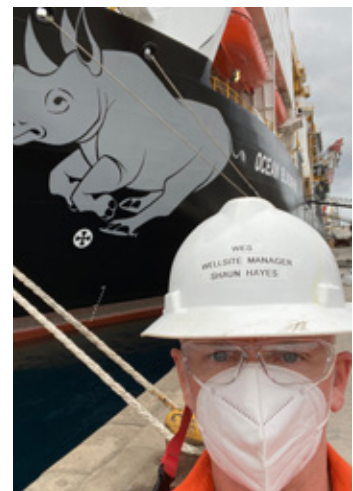
But opportunities have also presented themselves.

Five of Craig's operations team, some with families, are relocating to Dakar for the project's execution phase.

Besides those families learning about the culture, languages and making new friends and connections in a new country for three years, it's also a great opportunity to build local capability in Senegal, with local graduate engineers working alongside Woodsiders in our Dakar office.

"We have a lot to progress in the next few months but we've also done our best to rise to the challenge of Sangomar and make this project a success for Woodside and the country of Senegal," Craig concludes.

Below: some of the Ocean BlackRhino drilling rig crew; right, Well Site Manager Shaun Hayes with the vessel.



Rust buster

A hand-held x-ray machine previously used for detecting smuggled contraband has been adapted by Woodside to locate moisture in insulation and help prevent rust.

Already being used by non-destructive testing (NDT) technicians at Karratha Gas Plant (KGP), it's helping in the "war on rust", reducing both costs and exposure to risks along the way.

"This equipment has enjoyed a long history in the security industry; scanning vehicles, meat carcasses and electronic products but this innovative adaptation forms an important part of our risk-based inspection program," explains Rory O'Keeffe, Corrosion Technology Portfolio Lead.

The machine is a Mini-Z (more correctly, a Rapiscan Systems AS&E Mini Z Compton Backscatter), and there are substantial potential savings, Rory says.

Corrosion under insulation (CUI) is a significant issue in the oil and gas sector, where pipes and other equipment are commonly insulated for heat preservation and personnel protection.

But insulation means locating and treating corrosion becomes a time-consuming and expensive business.

Scaffolding often has to be erected, and cladding and insulation removed, for rust to be located – and then treated.

In late 2019, Ty Chapman, in his role then as Brownfields General Manager, tasked the production technology team with investigating a rapid and cost-effective way to combat this integrity threat.

The Rapiscan machines were quickly identified as having great potential for identifying wet insulation – a likely pointer to CUI.

Woodside's production technology team worked with Rapiscan Systems AS&E to develop and adopt it for a novel application.

But the teamwork stretched far wider.

"Three specialists from Applus – our inspection and testing services contractor – were seconded into Production Technology and there was exceptional collaboration between them, our assets and our leadership to make this happen very quickly," Rory reports.

"And Rapiscan Systems AS&E agreed to provide training online – a world first for this equipment – to overcome the challenges posed by COVID-19.

"The result was that in less than a year, we've located the original equipment manufacturer, imported it into Australia, achieved the necessary qualification and mobilised it to KGP where it was trialled last October."

Warren Streeter, Senior Director Business Development of Rapiscan Systems AS&E, notes that the Mini-Z was designed for security applications.

"We're proud that Woodside and Rapiscan Systems AS&E have achieved this successful outcome and are leading the world in this application of technology for NDT," Warren says

Jason Crusan, Vice President Technology, says: "The ability to enable the rapid transition of technology to use by operations is the core of being technology enabled for Woodside.

"This is an excellent example of working together for better outcomes between Technology, brownfields, and our key services contractor."



Top: A hand-held scanner used for searching for contraband has been adapted to search for moisture under corrosion at Woodside assets; below, Applus contractors Justin Badenhope, Jason Griffin and Rory Finlay worked with Woodside's production technology team to adapt the scanner for this novel application.





Left to right, Travis Baensch, holding a battery-powered XForce Sprayer, Rory O’Keeffe with the pneumatic version and Matrix contractor and coating application specialist Alistair Lees. Right, the battery-powered sprayer.



Let the XForce be with you

The two-part epoxy coating Humidur has revolutionised the way Woodside combats rust at its assets.

Metals suffering corrosion may require only minimal surface preparation before Humidur is applied. And because it’s a one-coat system, savings in application time are significant.

But our continuous improvement mindset drove the need for a more efficient application method.

Humidur was typically applied by brush, roller or a spray using a Plural pump – which is very large, expensive and not very mobile.

“We wanted something that was portable, didn’t need supporting equipment like compressors and generators, and was made for the product,” explains Corrosion Technology Specialist Travis Baensch.

“There was a strong push to have simple and highly mobile solutions available to prioritise the fix as opposed to accepting remediation delays.”

The result?

A hand-held battery-powered spray gun to apply the Humidur range of coatings was developed and successfully deployed for trial at Karratha Gas Plant in 2020.

But the innovation was further developed and a pneumatic (air-driven) version developed, patented and deployed at the North Rankin Complex, where the North West Shelf Gas Fabric Maintenance Team was coating critical supporting structures.

This “over the side” location was the type of scope that would typically cost a lot of planning, effort, scaffolding, a large support team – and a lot of expense.

But by using the small-scale spray solution, called the XForce Sprayer, the team was able to dispense 1L of product in just over seven minutes.

The XForce Sprayer was manufactured by Graco – a leading manufacturer of fluid-handling equipment.

Ben Allen, NRC Fabric Maintenance Supervisor, says: “Simply put, the XForce Sprayer can cut normal application time in half, and with a better quality finish.”

Travis notes: “Framework Agreement partners Matrix Composites & Engineering and Remsense have helped us enormously in getting to this stage.”

Matrix Composites & Engineering Chief Executive Officer Aaron Begley said Matrix was delighted to work with the Woodside team in developing the XForce Sprayer technology and the process methodology.

“It created a real paradigm shift in maintenance productivity and quality,” Aaron said.

Thomas Gerlach, Remsense Engineering Manager, noted his company’s experience in rapid technology development and additive manufacturing helped enable Woodside to design, test and manufacture the pneumatic version of the tool within a year.



Technology teamwork



Woodsiders now have access to purpose-built facilities just a short distance from Mia Yellagonga to accelerate the company's drive for technology-based solutions that make our operations safer and more effective.

TechWorks, with a laboratory and professional spaces for Woodsiders to use, was opened in late May at the University of Western Australia (UWA).

It was launched by Woodside's Executive Vice President for Sustainability Shaun Gregory and UWA's Deputy Vice Chancellor Simon Biggs, together with the Dean and Head of the School of Engineering Tim Sercombe.

Shaun Sadler, Open Innovation Lead in Technology, reports that TechWorks is Woodside's second "collaborative hub" at UWA and is a welcome addition to the FutureLab network.

"FutureLab is Woodside's innovation flagship and it's all about fostering new ways of working with our external innovation partners, whether in research collaborations or using the power of the crowd to identify and accelerate novel solutions," explains Shaun.

"Our relationship with UWA is one of the foundations of FutureLab."

"It's a partnership that has successfully delivered a wide range of value-adding

research activities for technical functions across the business."

UWA is also home to Woodside's first collaborative hub in the form of OceanWorks (see Trunkline Q1 2021).

"OceanWorks has been a standout in offering both an agile and adaptive prototyping programme and a much-used collaboration space," Shaun enthuses.

"So it's particularly exciting to witness the start of the next phase of this partnership with the launch of TechWorks."

Shaun notes that Woodside is realising its intention for FutureLab to grow and flourish.



Opposite page: In the TechWorks laboratory, Production Technology Projects Manager Stephen Standley explains to Production Program Manager Darren Shanahan how the direct injection NOVEC fire suppression system for critical electrical cabinet will be activated; above, the launch of TechWorks was a chance for Woodsiders and UWA personnel to catch up, including Emily Quinn, Andrew Youssef, Menno Weustink, Tim Sercombe, Shaun Sadler and Nicole Austin.

This achievement is testament to the ingenuity and determination of the Production Technology team, looking to make the most of the capability and strong technical partnerships that have developed here over the last few years.

“I am really excited about this extension to the long-term collaboration between Woodside and UWA,” says Professor Sercombe.

“Building on the success of OceanWorks, TechWorks will provide an additional platform on which success of the two entities can thrive.”

Stephen Standley, Project Manager in Production Technology, is enthusiastic about TechWorks’ potential.

Stephen is leading a number of innovation projects aimed at improving production, maintenance and operations outcomes.

He believes there are great advantages in having a working laboratory so close (5 km) to Mia Yellagonga.

“We’re hoping to take advantage of an on-site open-door approach to the new professional space and laboratory facilities in the university campus, where students can pop in and interact with our project teams,” Stephen explains.

“These simple interactions could lead to a multitude of collaborative opportunities.”

“I am really excited about this extension to the long-term collaboration between Woodside and UWA” - Professor Tim Sercombe





Ten years at the top

Ten years ago, Woodside's newly appointed Chief Executive Officer Peter Coleman told Trunkline that he wanted to deliver, and to deliver with safety, quality and integrity front of mind.

As he bids Woodside farewell a decade later, Peter can look back with pride on a record of achieving what he set out to do and achieving it with the attributes that others acknowledge: vision and leadership.

One of the first changes Peter brought to Woodside was to establish the Woodside Compass, which he rates among the most significant reforms of his tenure, because it helped shape the company culture with a focus on doing the right thing.

"I was surprised and overwhelmed with how the organisation grabbed the Compass ... how important it is to have that sense of self and understanding and have something that we can reflect back to each and every day, with

each and every decision," he told an employee forum in May.

Peter's strong personal compass compelled him to change Woodside's way of thinking on gender equality, diversity and inclusion.

Because of his influence, our graduate intake has improved from 16% female to where it should be (at 50%) and our Indigenous workforce has grown from 58 in 2010 to 144 in 2020.

Vice President Government Relations Graham Dodds, who was Peter's boss soon after he joined Exxon some 37 years ago, has always admired Peter's work ethic, discipline and ability to "tune out the white noise" to focus on the things he can control.

"Discipline has been a hallmark of Peter's tenure – it's what helped him drive Woodside's outstanding safety, operational and project delivery performance," Graham notes.

"It's also kept the company financially strong through all the cycles of the last 10 years."

Executive Vice President Sustainability Shaun Gregory, as the longest-serving member of the Executive Committee, delivered the vote of thanks to Peter at the employee forum.

"The core strength that Peter has given us over this decade is vision and leadership," Shaun said, explaining that Peter had backed a visionary "all in" approach to adopting cutting-edge technologies – with one proviso.

"He took a leadership position in driving it forward, saying 'five years is too long, do it in three,'" Shaun said.

Those qualities were on show in Peter's landmark speech to the Melbourne Mining Club in November 2018 when he called out our industry's responsibility to tackle climate change and positioned Woodside to contribute



Clockwise from opposite page: Nearing the end of his tenure as Woodside's Chief Executive Officer, Peter Coleman paid a visit to North Rankin B platform; as the new CEO in 2011, Peter made the cover of that year's Q2 issue of Trunkline; in conversation with former executive Robert Edwardes at the employee forum in May; Peter visited the new Fugro Maali vessel at Henderson, south of Perth, as one of his last commitments as CEO.



not only by supplying the world with cleaner natural gas, but also through meaningful investment in new energies like hydrogen and ammonia.

It was particularly through the COVID-19 pandemic that Woodsiders got to see another side of Peter, as he connected from his home with all staff in regular broadcasts, answering questions and providing reassurance and leadership during challenging times.

The greatest legacy any CEO can leave a company is a bright future. Thanks to Peter's ability to act decisively and courageously when needed, and his

unwavering commitment to our people, our growth projects and our role in the energy transition, Woodside is ready for its next chapter.

And what next for Peter?

It seems, for now, it's an open book. He told the employee forum that he was enjoying recapturing the feeling he had at the start of his career – of not really knowing what the world had in store for him.

In his final engagement on behalf of Woodside, Peter spoke at the virtual launch of the Woodside Building for

Technology and Design at Monash University. It's a project he has championed so the next generation is afforded the opportunity to apply their talents to solving the big problems and so Woodside can work with some of the brightest brains.

"I am now at the end of my decade at Woodside," Peter said. "During that time, we have seen a growing sense of urgency globally about the change that is needed to ensure a sustainable future for the next generation."

And our industry, he declared, can drive that change.



As he bids Woodside farewell a decade later, Peter can look back with pride on a record of achieving what he set out to do and achieving it with the attributes that others acknowledge: vision and leadership.



Guiding the way



The Woodside Compass has provided wise guidance ever since it was introduced in 2012.

This trusted guide has helped shape our culture and expectations of ourselves and others.

“You’ll often hear people questioning whether a decision or behaviour is consistent with our Compass,” says Agility Leader Thrym Kristoffersen.

“Around our sites and in our offices, it’s something people use every day.”

Last year, the Woodside strategy update provided a springboard for a further refresh of our focus areas and values.

The Compass refresh was led by the Agility team, which was mindful when it embarked on the refresh of the

strong connection between the staff and Compass and the need to maintain and strengthen the bond.

“The case for change was continuously challenged, with input sought from Woodsiders throughout the process,” explains Agility Leader Rebecca Murphy.

“Feedback was critical in the process, sessions were held with focus groups, senior leaders and executives throughout the process to test changes and approach.”

The refreshed Compass was launched by Acting Chief Executive Officer Meg O’Neill at the employee forum in May.

“We are now at a critical juncture and the Compass has never been more important,” Meg said.

Feedback to grow



Telling someone what you think of what they’ve done might provide a cathartic moment, but it might not be productive.

Delivering effective feedback, on the other hand, goes a long way to solving issues and improving performance.

Since updating Woodside’s performance management approach last year, the Agility team has been delivering Effective Feedback training to our people leaders.

“More than 80% of our leaders have attended the training and they’re now cascading this to their teams,” says Jennifer Barnes, Agility Leader.

“Moreover, after we acquire new skills, we need to regularly practice them to develop an ability to openly request and provide feedback.”

As Senior Vice President Agility, Niall Myles is continuing the work started by his predecessor, Richard van Lent, and Niall emphasises feedback sits at the heart of performance – and performance drives results.

“It may make us feel uncomfortable at first, but we all need the courage to speak up, listen and own delivering great results,” Niall says.

To supplement training, Agility has collated a range of resources on its

SharePoint page to help Woodsiders prepare for feedback conversations.

And to encourage people to demonstrate these skills, Agility is running a Woodside AFL – Ask for Feedback and Listen.

“The idea is anyone can nominate another employee who provides them with effective feedback,” Jennifer explains.

“We want to hear what made the feedback useful so we can share these stories and learn from each other.”

Nominations via the SharePoint page will be reviewed each quarter for recognition and reward.





Clockwise from opposite page: Top, Acting Chief Executive Officer Meg O'Neill launches the refreshed Compass at the employee forum; some of the team responsible for formulating Compass feedback from across the business; an Immersion Room has been created at Mia Yellagonga to accelerate improved decision-making; people leaders are being trained to deliver effective feedback training – and prepare Woodsiders for feedback conversations.

“It is time for us to make it clear what we need to do to deliver – and how we should go about it.”

She continued: “We need to be focused on being low-cost, lower carbon and embracing technology to ensure Woodside succeeds in an increasingly competitive environment.”

The refreshed Compass includes two new values, courage and ownership, which are considered critical to delivering on our business priorities.

“We would not be here without the courage of those people who saw an opportunity with the North West Shelf Joint Venture and had the courage to pursue it, nor those who realised the vision of Pluto – and we need to continue this mindset into the future and we need to take ownership in our delivery,” said Meg.

Daniel Kalms, Senior Vice President Corporate and Legal, says the new Compass values of courage and ownership will be critical to our success.

“Existing values and associated behaviours have evolved, with the likes of feedback, trust, empathy, transparency, inclusion and diversity now included,” Daniel adds.



Time for timely decisions

Timely and effective decisions are essential for any organisation’s success and a renewed focus at Woodside will empower staff to deliver our business priorities.

“Woodside is a decision-driven organisation and we are business focused in everything we do,” notes Agility Leader Rainda Ribeiro.

“Making effective decisions in a timely manner is essential in order to drive business outcomes and deliver on our strategies.”

Rainda says feedback from Woodsiders demonstrates an appetite for change.

“So we’ve formed a cross-functional team to create an ‘Immersion Room’ at Mia Yellagonga which aims to accelerate improved decision-making practices across the organisation,” she continues.

The Immersion Room will take leaders on a journey from the root cause of ineffective decisions, through to recommended next steps and finally issue a call to action to hold each other accountable.

The room focuses on three key themes: culture, tools and process.

Senior Vice President Agility Niall Myles explains: “More than 40 Agility agents, Executive Advisers and subject matter experts will be taken through the one-hour immersion journey prior to Senior Leader Team and Excom sessions.

“This will ensure our senior leaders are best prepared to make meaningful change.”

The next step involves training and refresh sessions that will aim to build a collective understanding of decision-making culture.



A day in the life of ... a metocean engineer

We're all interested in the weather, not least so we can plan our recreational activities.

But for Karina Tarbath, weather is work.

"My job is about supporting our colleagues to make the best possible decisions," says Karina, a Metocean Engineer in Engineering.

"That philosophy extends across the entire geometocean team. Our focuses are our asset Offshore Installation Managers (OIM) and decision-makers responding to real-time weather scenarios."

So, what exactly does a metocean engineer do?

Pretty much the same as a meteorologist, but for Woodside the critical need is determining how weather patterns (short and long term) affect our operations and assets around the world.

Karina says the best part of her job is interacting with internal stakeholders.

"I enjoy most getting to speak with our pilots at Mermaid Sound,

Floating Production Storage and Offloading (FPSO) facility Masters and OIMs, platforms OIMs, Drilling and Completions (D&C) leaders, and Offtake Coordinators to understand how the weather disrupts operations," she explains.

Decisions and procedures in the context of the "big weather picture" help contribute to effective, coordinated, and safe responses to tropical cyclones and other weather hazards while aiming to maximise production.

Karina works closely with the Bureau of Meteorology (BOM).

It's an organisation she knows well, having worked there as a forecaster before joining Woodside. Nowadays, she helps lead two BOM meteorologists who provide specialised support and advice to our assets.

Other key tasks include developing and delivering training on tropical cyclones and forecast interpretation.

"Cyclone season is a busy time, and the 2020-21 season was especially busy," she says.

Outside work, Karina is completing a Master of Environmental Engineering at the University of Western Australia.

"I see a lot of potential in understanding both perspectives of metocean," she says.

"Weather forecasting tends to be short-term focused, while engineering considers design lives in the order of 50 years. Having skills in both areas means tackling problems from both sides."

Karina's interest in the wind and waves extends to her hobbies, sailing and windsurfing.

She's also the meteorologist to the Australian Olympic Sailing Team and hopefully, will be joining the team in July for the Tokyo Games.

Below is Karina's typical workday during the cyclone season (November 1 to April 30).

5.30am: I wake up, take Jib, my kelpie, for a run to burn off some steam, and then enjoy a coffee while gearing up for the day ahead. I ride along the river to work and get a first-hand taste of the elements. It turns out that deciding to





Predicting the weather – and how it’s likely to affect our people and assets – is what keeps Karina Tarbath busy at Woodside. Above, Karina discusses her work with Chief Geotechnical and Metocean Engineer Jan Flynn and with colleagues Michael Garvey and Matthew Zed. Right, in her spare time, Karina is meteorologist to the Australian Olympic Sailing Team and is accompanying the team to the Olympic Games in Japan. Opposite page, Michael, Karina, Jan and Matthew.

live south of the river wasn’t a great choice for a weather forecaster to make as I now I spend a lot of time cycling into a headwind.

8am: I reach out to various assets and check in on different campaigns. Then discuss the latest weather updates with the duty Embedded Meteorologist at the BOM, and we do a deep dive into what the evolving scenario means.

10am: I attend Cyclone Watch Group (CWG), a daily meeting led by Security and Emergency Management (S&EM) that connects all Woodside assets with People, Logistics and Technical support as they monitor and respond to tropical cyclones. We then hear the forward-plan from each asset, as well as other factors they’re juggling like crew-changes and offtakes, helicopter availability and COVID protocols.

11am: I’ll dial in to the Burrup Cyclone Coordination Meeting alongside BOM to hear leaders prepare for potential cyclone impacts, including the most likely forecast and alternative

scenarios. I provide weather input and advice. You appreciate just how much goes on at the Burrup, with a strong, collaborated response across all our teams.

12noon: Get a bite to eat and recharge. Hopefully bump into the engineers from the floating structures team and dissect the latest from the America’s Cup races.

1pm: I connect with Okha and Ngujima Yin OIMs, Masters and Perth-based FPSO leaders. We discuss the likelihood and timing of gale force winds, large waves at each asset, and their triggers for stopping production, disconnecting and evading the cyclone. If evasion looks likely, I review weather conditions along the evasion route and try to identify calmer weather windows when the FPSOs can aim to return to the riser, reconnect and recommence production.

1.30pm: I enjoy a technical presentation from Matthew Kuo and Steve Tyler on the Earthquake

Alert System (EAS) which is being developed in-house in a partnership between geotechnical operations and geo-metoccean. EAS will provide near-real-time earthquake alerts to support our assets globally.

2pm: Time to give Drilling Superintendent Ken Chapman a call about the upcoming Ocean Apex campaign on the Northwest Shelf. I talk through D&C’s requirements with my teammate Michael Garvey and prepare forecasts and specialised wave modelling.

3.30pm: I catch up with Matthew Zed and Jack Lee-Kopij to hear updates on the Vessel Operability Planning Software (VOPS) which will allow us to determine the motion of a vessel directly from a full description of the ocean wave environment.

4pm: A ride home into the sea-breeze. After some time to relax, a round of frisbee with Jib and then dinner. Afterwards I put on some music and knuckle down to study.





Working flexibly helps enable an inclusive workspace for everyone. Above, Adnan Syed and Laura Allen found a family-friendly work space at Mia Yellagonga to catch up. Below, David Hewetson says he appreciates the opportunity flexible work provides to become more involved in home life. Opposite page, Frances Kernot is experiencing yet another flexible work arrangement at Woodside with her transition to retirement.

Working flexibly

In the US comedy movie “Nine to Five”, three employees had to kidnap their boss and hold him hostage to introduce flexible work hours.

It’s been a little easier at Woodside where working flexibly has been an

accepted practice for some years, and been fully supported by management.

Now it’s developed a stage further.

Flexible work arrangements are seen as enabling an inclusive workplace

for everyone and form a key plank of Woodside’s revised Inclusion and Diversity Strategy, 2021-25.

“Research from across Australia and internationally shows that flexible working improves engagement, wellbeing and performance – the workforce and the business are both winners,” explains Inclusion and Diversity Manager Kathryn Daws.

“Our new guideline puts trust in Woodsiders to make good decisions about working flexibly to help them be successful.”

The new approach was rolled out in Q2 and Executive Vice President and Chief Financial Officer Sherry Duhe told senior leaders: “We fully expect everyone here to think about how you



can flexibly work and how you can help your teams to do that.”

The key changes to flexible work encompass:

Where we work: There is increased clarification and support for employees to work from home, when their role can be performed equally well away from their primary work location.

Ensuring a safe workplace at home: Woodside is committed to ensuring people remain safe, wherever they work – including home. In order to help Woodsiders assess their home-based work environment, the Health and Safety team released an online assessment tool.

When we work: A “central” shared working time between 10am to 2pm has been introduced for non-rostered employees, with more flexibility for people to adjust start and finish times of their working day.

A scaled approach to flexible work: In some instances, an employee will be empowered to decide themselves about using flexibility. In others, informal arrangements need to be agreed between an employee and line

manager; in some, a formal change should be documented.

Application: Flexible work is now more accessible to more people. The focus has shifted from accommodating people who might have a specific need, such as parenting, caring, illness or injury, to recognising the value flexibility can provide to individuals and to the business, regardless of the reason for it. Rostered roles are typically more difficult to conduct flexibly. Our guideline gives further clarity on eligibility considerations for these roles.

Senior Vice President Agility Niall Myles has used flexibility in many ways over the past nine years or so.

“The key factors to successfully working flexibly are clear communication and solid early planning,” he advises.

“Also, I realised that a strong and capable second in charge would be needed to replace me for some lengthy periods away from work.

“Far from being a negative, it created an early career development opportunity for someone else to step up, and it benefitted Woodside by

creating a stronger ‘bench’ support and resilience in the team.”

Subsea and Pipelines (SS&PL) Engineer David Hewetson greatly appreciates the freedom flexible work provides to be more involved in home life.

“I remember broaching the subject of flexible working with some trepidation but was pleasantly surprised by the encouragement and support I received from my manager and the SS&PL Engineering Team,” he relates.

“Today, I started at 6am and will be leaving at 2pm.

“I’ll pick up my boys from school and head to karate training for the youngest, then organise uniforms for footy.

“My partner works in health care and has very limited flexibility, so I really appreciate the opportunity at Woodside to come up with a solution that works for everyone.”

People and Global Capability (P&GC) Vice President Jacky Connolly said over the next few years Woodside would continue to explore more ways to apply flexibility, such as considering more choices for rostered workers.

Transition time

Frances Kernot is a flexible work veteran.

“In fact, there hasn’t been a time at Woodside when I’ve not had a flexible work arrangement,” she recounts.

She’s exploring another aspect with a transition to retirement arrangement, comprising two days a week as Government and Planning Manager in Internal Audit.

“I had been looking at getting more time for family, friends, the community and for myself but not quite ready to plunge into full-time retirement,” Frances explains.

“This solution, which became a reality with the support of People & Global Capability and my functional manager, was very attractive.”

Since joining Woodside in 2004 as



assistant company secretary (four days a week), she has enjoyed various roles in various functions and teams.

In all positions she’s worked flexible hours and a variety of hours, finding the right balance between role requirements and phases of life.

“My requests have always been

received very positively by my immediate line managers,” Frances reports.

For those considering a similar move, Frances advises inquiring what options might be available, and thinking creatively about how their role could be managed differently or what different role they might take.



Enabling all abilities

Three supported employees were welcomed into People and Global Capability (P&GC) in Q1 on a program that's delivered benefits for all.

People and Capability (P&C) Services Manager Emily Walker says the aim of the short-term program was twofold: to establish how the company could deliver the right level of support to provide more opportunity for people with varying abilities; and to help us understand how we can adapt our work scopes.

"Through an introduction from P&GC Vice President Jacky Connolly, we engaged three people from Workpower," Emily reports.

"Workpower offers a diverse range of employment programs for people with disability and provides the right level of support to provide more opportunity in future for people with varying abilities."

The trio were Zachary Chisari, Caidee Butler and Connor Read.

They shared the workload in the payroll section for eight weeks.

They were aided by a support worker for the program, either assisting them in their physical journey to work through to supporting them complete the work itself.

The scope involved assisting our P&GC Benefits team with filing payroll transactions on to employee files, and Emily says their work was completed very accurately and efficiently within the time provided.

"It was a wonderful opportunity to take the time to do things differently and provide a work placement for three very motivated and competent people," she notes.

Emily adds their parents have expressed how proud they were of their children working at Woodside, noting the positive impact on their confidence.

As for the employees themselves, Caidee says: "I liked doing the filing and the people I worked with were really nice and caring."

Zac says: "I liked being treated like an adult, working on my own and at my own pace after being shown what to do."

Workpower's Executive Manager Employment Support Mairead Connolly says: "We are proud to have developed an alliance with Woodside to provide valuable employment opportunities for people with a disability."

"This opportunity has enabled Caidee, Zac and Connor to gain paid work experience, develop administration skills and make a contribution to the team at Woodside."

"We hope to continue our relationship with Woodside providing services that add value to the business."

Jacky says expanding our focus is a key pillar of the company's Inclusion and Diversity Strategy.

"We look forward to creating opportunities to enable all abilities at Woodside," she says.



Above, Catherine Sergeant of Workpower with Connor Read, P&C Services Manager Emily Walker, Caidee Butler, Workpower's Lisa James and Ben McGinty, Team Lead Experienced Hires.





Promoting a better understanding and appreciation of all cultures in our community is one of the aims of Woodside's newest employee group, Cultural and Linguistic Diversity.

We are one but we are many

Woodsiders come from all around the world and now there's a new employee group celebrating this rich tapestry of cultures and languages.

"We were inspired by the great work and results achieved by other community and interest groups in Woodside and the company's growing ambitions to make itself a leader in inclusion and diversity," reports Brendan Augustin, one of the founders of the Cultural and Linguistic Diversity (CALD) group.

"We were also motivated by the important conversation taking place across the country as many leaders from all sectors of society were increasingly questioning whether Australia was really accessing the full value of the incredible cultural diversity of its population."

Brendan, General Manager International Relations in Marketing, Trading and Shipping, was supported by Woodside to attend the Asian Australian Leadership Summit in 2019 and spurred to action by what he heard.

He concluded Australia had a leadership cohort that did not reflect the cultural diversity of its population; was not accessing the diversity of thought to make better decisions; experienced high

levels of unconscious bias; and did not appear to be effectively using the skills of its culturally diverse workforce to engage with the world.

Development Engineer Kay-Lyn Tan agrees.

Kay-Lyn, CALD's co-chair, believes cultural diversity is critical to Woodside's success because diverse organisations deliver better economic outcomes.

"I think there's an issue with representation in Australian organisations: 24% of the Australian population are people of colour, but this is only reflected in 5% of our senior leaders and 3% of our chief executive officers," she reports.

"I hope we can develop a greater understanding and appreciation of all cultures in our community and raise awareness of unconscious bias."

Brownfields Performance Manager Usha Patel believes the culture in Australia is far more sexist and racist than New

Zealand, where she grew up.

"If we truly want to transform our business, we need to embrace and value the full talent pool," Usha says.

"I hope CALD will lead the change for a better business outcome and a fairer Australia."

Chief Naval Architect Dmitry Sadovnikov holds cultural diversity so close to his heart that a couple of years ago he took it upon himself to organise 30 cultural diversity presentations for Engineering where Woodsiders presented the cultures of their home countries.

Brendan notes that CALD's emergence has aligned with the company's revised Inclusion and Diversity Strategy, which includes an emphasis on culture and faith.

"We're excited to be working to maximise the business value to Woodside through cultural diversity and inclusion at the same time as addressing a desire in the business to celebrate this diversity," he says.



Conversations help create change

This year's Men's Health Week (MHW) saw Woodside leaders opening up the conversation on mental and physical health experiences.

MHW this year ran from 14 to 20 June with the theme Connecting for Men's Health.

Wellness Manager Karen Turner said MHW presented an opportunity to make a positive difference in the lives of males by bringing the community together for open and honest dialogue about an important issue.

So why the focus on men's health?

Put bluntly, it's the cold, hard statistics.

A boy born in Australia in 2010 has a life expectancy of 78 years while a girl could expect to live 82-plus years.

Over their lives, men suffer more illness, more accidents and die earlier than women.

Accidents, cancer and heart disease all account for the majority of male deaths. Moreover, men take their own lives at four times the rate of women - an average of five men every day.

MHW included a panel discussion, which included Simon Eastaugh, an ex-AFL player and Head of Community Engagement for the Fremantle Dockers; Glenn Mitchell, a sports commentator and writer for the ABC; Professor Archie Clements, Pro Vice Chancellor in the Faculty of Health Sciences at Curtin University; and Shelley Kalms, Chief Digital Officer.

Health, Safety and Environment Vice President Phil Reid led the conversation on sharing personal stories about courage, strength and that it is "ok to not be ok", while Shelley talked of her experiences of supporting men and boys.

"Throughout my working career, I've seen a positive shift in attitudes

towards men's health," said Phil.

"In the early days it was common to hear people dismiss health concerns with an 'I'm fine' or 'she'll be right.'

"These days I'm hearing more and more stories of men that have proactively taken steps for their own and each other's physical and mental health."

The week also included yoga sessions and team meetings to celebrate how men and boys contribute to our community, and to raise public awareness of their unique health concerns in Australia.

The Push Up Challenge was also held during MHW, and the challenge was met most impressively by the Woodside community.

Our employees led Western Australia for push ups banked and funds raised for large organisations; nationwide, we ranked 7th and 8th respectively.

Discussing men's health at a panel discussion at Mia Yellagonga were, left to right, Phil Reid, Glenn Mitchell, former ABC sports commentator, Shelley Kalms, Archie Clements, Pro Vice Chancellor in the Faculty of Health Sciences at Curtin University and Simon Eastaugh, former AFL player and Head of Community Engagement at the Fremantle Dockers.





Senior Contracting and Procurement Adviser Frances Sheridan and Human Rights Manager Laura Lunt have been involved in Woodside's first Modern Slavery Statement so the company can report transparently on how it is addressing the issue.

Protecting rights

While the prevalence of slavery is relatively low today in Australia, Woodside still has a role to play in combatting it.

“Modern slavery is an abuse of human rights and can have serious consequences for victims, perpetrators and business,” says Human Rights Manager Laura Lunt.

“Woodside has been on a journey to mature our human rights management approach since we introduced our Human Rights Policy in 2017, and tackling modern slavery is an important part of this.”

In addition, the company has been a signatory to the Voluntary Principles on Security and Human Rights (VPSHR) since 2015.

Laura explains that modern slavery includes eight types of serious exploitation: trafficking in persons; slavery; servitude; forced marriage; forced labour; debt bondage; deceptive recruiting for labour or services; and

the worst forms of child labour.

Woodside submitted its first Modern Slavery Statement to the Australian Government in May to report transparently on how we are addressing the issue.

It has been approved by the Board and can be found on the Woodside website.

“The statement is a requirement of the Australian Modern Slavery Act 2018 and outlines modern slavery risks in our operations and supply chain, what we are doing to assess and manage these risks and assessing the effectiveness of our actions,” Laura says.

“It explains that we conduct human rights risk assessments for our activities in countries considered to have high human rights risk.

“A significant exposure is in our supply chain, where we have developed a framework to assess risk and implemented contractual controls for high-risk suppliers.”

Woodside is also working with its peers in the extractives sector as part of the WA Modern Slavery Collaborative to share knowledge and experience on topics like seafarer welfare and modern slavery audits to better tackle the issue.

The WA Modern Slavery Collaborative was established in 2018, providing a forum for WA companies in the resources and extractive industries to network and share knowledge to effectively implement the Federal Government's Modern Slavery Act of 2018.

Vice President Corporate Affairs Sandra McInnes says Woodside has a responsibility to respect human rights and help ensure modern slavery plays no part in the company's business operations or supply chain.

“We have matured our approach to human rights since the introduction of Woodside's Human Rights Policy and our first Modern Slavery Statement represents the start of ongoing efforts across the business to combat modern slavery,” she says.





For the first time, Woodside's new graduate employees are going "on Country" this year to increase their cultural awareness of the communities in which the company operates.

Graduates take on country road

The Pilbara induction for Woodside's first year graduates took a different path this year – one that took them to Ngajarli Gorge to appreciate the rich Indigenous culture.

For the first couple of months of their training, the company's graduates normally visit our assets, including the gas-processing trains, understanding our operations to provide a visual perspective to assist with their learning.

They also pay a visit to our office in Karratha and tour the city to understand the community and Woodside's impact.

But this year, the program was restructured. Murujuga traditional custodians led graduates on an "on Country" cultural tour that included the petroglyphs at Ngajarli Gorge.

"An essential component of our graduate program is to ensure all our grads understand what it is to be a Woodsider, and cultural awareness is a key part of that," Scott explains.

"What better way to connect the words with the meaning to help ensure each graduate has a lived learning experience to build on as they develop their understanding of our company culture and the communities in which we operate?"

In total, 94 first and second year graduates completed the on-country tour on three different days, and 87 are scheduled for later this year.

The program is a collaborative effort by Scott's Leadership Development team and Karratha Corporate Affairs.

The feedback from those who took part was overwhelmingly positive.

Graduate Quality Adviser Sharra Lozaga says both graduates and non-graduates should be culturally aware and learn about the history of the land and waterways in which our operations exist.

"We must ensure we continue to foster our relationship with traditional custodian groups – not just to maintain our personal connection with place, but also to ensure the sustainability of our business," Sharra adds.

Graduate Digital Analyst Claudia De Los Rios says she learnt about the significance of native plants and the rock art.

Claudia reflects: "The cultural tours lead made a great point having us think and reflect about the significance and value of rock art, tools, and shells on the path."

It's hoped the cultural learning will be included in all future graduate inductions in the Pilbara.



Leadership Development and Capability Manager Scott Marshall says cultural awareness is very important.

Big RAP for local engagement

A big increase in opportunities for Indigenous-owned businesses is one of the most positive outcomes of Woodside's 2016-2020 Reconciliation Action Plan (RAP).

Woodside participated in 10 separate initiatives to improve capability and capacity of Indigenous businesses, including the Pilbara Indigenous Business Forum co-hosted in Karratha last year by Woodside and the Ngarluma Yindjibarndi Foundation (NYFL).

The final progress report of the RAP, released in Q2, showed an increase of more than 120% in contracts awarded to Indigenous businesses by Woodside and its contractors.

"We are proud of our achievements under the 2016-2020 RAP, but acknowledged there is still work to be done," said Senior Vice President Corporate and Legal Daniel Kalms.

Woodside's third RAP was endorsed at the Elevate level by the national governing body, Reconciliation Australia.

Elevate is the highest of four levels RAPs can attain, and it recognises an organisation as a national leader in reconciliation.

Audited reports have been released every year under the 2016 - 2020 RAP.

Highlights for the last year of Woodside's 2016-2020 RAP include:

- 66% of the workforce completed cultural learning, up from 50% at the end of 2019
- internally, strong engagement with our Indigenous Collegiate and
- externally building capacity with events such as the Pilbara Indigenous Business Forum co-hosted with NYFL in Roebourne last October.

Woodside and its contractors continued to provide opportunities for Aboriginal and Torres Strait Islander businesses with awards to Indigenous contractors increasing 124% from 2016 to the end of 2020.

Woodside also sponsored Yirra Yaakin Theatre Company's Next Step program, which trains and mentors the next generation of Indigenous artistic talent.

"Woodside supported more than 20 participants in the program during 2020, leading to future opportunities, with more ongoing and substantial employment in the performing arts," says Yirra Yaakin's General Manager Peter Kift.

Woodside and Yirra Yaakin have recently signed a new three-year development partnership, the first year of which marks 10 years of the company's support.

Daniel says Woodside is in the final stages of progressing its 2021-2025 RAP with the oversight of Reconciliation Australia.

"This RAP will be released later this year, with the aim of building on and enhancing our commitments to advancing reconciliation," he says.

Every year, as part of National Reconciliation Week, Woodside participates in the Walk for Reconciliation. This year, our workforce was joined by Murujuga Aboriginal Corporation representatives in May for the walk from Ngajarli Gorge to Hearson's Cove. Photo: Claro Calingasan.



Woodsiders walk down Memory Lane



More than 40 former Woodsiders and their partners commemorated the 25th anniversary of the closure of Woodside's head office in Melbourne in April; former managing director Charles Allen discusses old times with one of the reunion's organisers, Matt Pollard.

Memories came thick and fast in April when former employees commemorated the 25th anniversary of the closure of our head office in Melbourne.

Some 42 Woodsiders and partners seized the chance for a walk down Memory Lane to reminisce with former colleagues at a Richmond hotel.

They included former chairman of the board Charles Goode and former managing director Charles Allen.

The event comprised lunch, speeches and two short videos, and a congratulatory letter from past managing director and chief executive officer Peter Coleman.

"As a born and bred Victorian, I am delighted that distinguished alumni over east continue to gather and reflect on the origins of our company," Peter wrote.

He added: "The fact that we are now recognised as a world leader in the LNG industry is thanks in no small part to those who were bold in our early years and had a vision for our company and the discipline to deliver it."

"Catching up at the 25-year reunion was like seeing my family again, sharing fond memories and laughing over old photos and memorabilia," she enthused.

James reports the turnout was only a little smaller than a similar reunion 15 years ago.

Woodside moved its head office to Perth in 1996 – part of an emerging pattern of resources companies heading west.

"Chevron had already done so, and we had discussions with Alcoa who had moved to Perth only a year earlier and they found it had worked out well," Charles Goode noted.

"Charles Allen and the Board insisted that all personnel in Melbourne be offered a position in the proposed Perth office."

For Woodside, the specific reasons for moving included that our operations were in Western Australia; Japanese buyers of LNG wished to visit our

assets in Karratha; our most important government relationship was with the WA Government; and that (to some extent) the Melbourne office was duplicating management supervision in Perth.

Charles Allen noted that Woodside changed the face of Australian construction and operations by setting a new standard in safety, thanks in no small part to Shell secondee Frans Mittertreiner.

Another Woodside "hero", he said, was Bill Rogers.

"Woodside could never have had a better, more constructive and influential chairman than Bill," Charles said.

"Everyone there had made a contribution to Woodside's survival and growth and all seemed to enjoy renewing old acquaintances," said Matt Pollard, the former manager corporate affairs.

Matt added that plans are in train for another catch-up at Christmas.



Michelle Kavenagh thanked James Pullar, Matt Pollard and John Knowles for organising "a fantastic event".

"The fact that we are now recognised as a world leader in the LNG industry is thanks in no small part to those who were bold in our early years and had a vision for our company and the discipline to deliver it." - Peter Coleman

Gas gamechanger

Fifty years ago this June, the North Rankin gas and condensate field was discovered off Western Australia's North West coast and the benefits generated continue to this day.

North Rankin not only set Woodside on the path from small explorer to Australia's largest independent oil and gas company; it also shaped the nation itself by providing the foundation to a brand new LNG industry.

That industry has spawned revenue streams in exports and taxes totalling many billions of dollars and created countless jobs and opportunities for Australians.

"In 1971, there were only two LNG plants in the world," notes former Woodsider Stan Stroud.

"Of course, we weren't looking for gas in 1971 – we were searching for oil."

But gas is what was found, and the discoveries that year were momentous – at Scott Reef, North Rankin, Goodwyn and then Angel in 1972.

"It was an unbelievably spectacular time – you never saw people so motivated," Stan tells Trunkline.

In 1971, as a 28-year-old, he was made acting senior petroleum engineer for the Operator BOCAL (Burmah Oil Company of Australia Ltd), one of Woodside's then partners in its North West explorations, while his boss, Terry Stevens, was on holiday in the UK.

North Rankin's resources were unearthed one night in June when Stan was aboard the Ocean Digger drilling rig.

"A 2,200ft section had been drilled and found some 1,100ft of gas," he recalls, adding the gas was three times thicker than the thickest then known in the world.

When a formation interval tester had been recovered, Stan heard the hiss of gas (becoming the first person to hear North West Shelf gas) and knew immediately this enormous discovery would change the history of WA.

Burmah's plan to make him its chief

petroleum engineer in Ecuador also became history.

Stan remained in WA and enjoyed three separate stints with Woodside totalling almost 30 years. He was technology champion one year and won the inaugural Chairman's Award in the annual Woodside Awards for his applied metocean research.

He still lives in Perth and works as a metocean consultant.

Executive Vice President Sustainability Shaun Gregory, whose responsibilities include technology, new energies and exploration, describes the North Rankin well as a gamechanger.

"The North Rankin well was company-defining for Woodside and the start of a whole new industry for Australia," Shaun says.

"We hope that our efforts in new energy can deliver breakthroughs in the energy transition just as North Rankin did for the domestic gas and LNG business."

Fifty years ago, onboard the Ocean Digger, petroleum engineer Stan Stroud was the first person to hear North West Shelf gas; right, drillers on the Ocean Digger drilling rig.





Fine-tuning partnerships

Woodside prizes its partnerships with organisations that support communities where we work.

Their efforts are invaluable in helping make a big difference to people's lives, and last year Woodside showed its support with contributions totalling more than \$15 million.

Ben Burgess knows the importance of such support and partnerships.

Ben is the Executive Director at Western Australian Youth Orchestras (WAYO), which this year celebrates 30 years of its partnership with Woodside.

Though he has been leading WAYO since 2005, Ben's time with the orchestra dates back to 1982 – the first of 13 years of playing the violin and oboe in its ranks.

Indeed, the entire management team is proud to call themselves WAYO alumni.

Ben well remembers the start of the Woodside partnership.

"In 1991, WAYO was a small-scale concert presenter that had yet to take on the world's best," he recalls.

"WAYO has been able to grow alongside Woodside into a world-class mentoring, training, performing organisation, with annual live audiences in the many tens of thousands."

Over the past three decades, Woodside has supported WAYO in initiatives not typically available to youth orchestras.

For example, the partnership enabled WAYO to become the only youth orchestra in the world to perform with Oscar-winning film composer Ennio Morricone.

WAYO was also the first youth orchestra to perform in Singapore's Esplanade Theatre.

Closer to home, the partnership facilitates unique training opportunities in Perth for WAYO's young musicians.

They now receive mentoring from West Australian Symphony Orchestra's

musical maestros at collaborative sessions.

WAYO flute player, Joshua McMahon, recently participated in the woodwind workshop.

"I'm really grateful for the opportunity to learn and get inspired," Joshua mentioned.

Ben says WAYO has come a long way since Woodside came onboard.

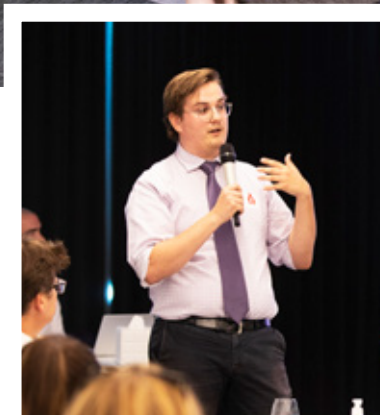
"When the partnership with Woodside began it would have been unimaginable to think what achievements, collaborations, concerts and tours lay ahead," he recalls.

Ben and some members of WAYO were among more than 70 stakeholders and partners who attended our recent community event, held in April at Mia Yellagonga in Perth.

Our leaders discussed with local and international guests, both physically and online, business activities and strategies.



Opposite page: More than 70 stakeholders and partners attended a community event at Mia Yellagonga in April; above, Western Australian Youth Orchestras' Ben Burgess with Vice President Corporate Affairs Sandra McInnes, left, and Corporate Affairs Manager Social Investment Gemma Rapson; our leaders discussed business activities and strategies.



Topics included climate change, our Reconciliation Action Plan (RAP), inclusion and diversity, and social contribution.

Guests then selected from various workshops including social impact reporting and effective data collection, climate change and RAPs, before the event concluded with a well-attended sundowner.

Partners and stakeholders praised the event.

"Excellent," one noted.

"A great balance of informing partners

about Woodside's current and future plans across several key areas.

"A great opportunity to network with the Woodside team and other partners and a really informative workshop."

Daniel Kalms, Senior Vice President Corporate and Legal, was one of our leaders who participated in the event, and he emphasises the importance Woodside places on its relationships.

"We pride ourselves on the open and transparent relationships we hold with our community partners and the positive impact the programs and partnership collaborations have on our

communities," Daniel says.

Daniel is proud of how we support those who support others.

"It was humbling to be involved in an event attended by organisations that enrich our community across so many areas, from education, to those who work with our most vulnerable in society, as well as organisations working across culture and the arts," he notes.

Woodside's Communities team looks forward to hosting future events that will provide opportunities for partners and the business the opportunity to get to know each other better.

"We pride ourselves on the open and transparent relationships we hold with our community partners and the positive impact the programs and partnership collaborations have on our communities." - Daniel Kalms





Woodsiders' generosity has helped the company become Western Australia's 2021 Corporate Volunteer, the second time it has won the award; right, P&GC's Vice President Jacky Connolly, left, at the award presentation.

Hats off to helping hands

Woodside has been named Western Australia's 2021 Corporate Volunteer of the Year.

The award acknowledges Woodside's significant impact as an employer which leads the way in giving back to the community.

"Volunteering is part of the fabric and culture of our organisation," says Jacky Connolly, Vice President People & Global Capability.

Jacky, as the Corporate Volunteering Program Sponsor, accepted the award on behalf of the business at the WA Volunteer of the Year Awards presentation.

Held during National Volunteer Week in May, this event recognises and celebrates our state's most committed contributors.

"It reflects the exceptional commitment of our people and the program would not exist without Woodsiders willing to give back to the community," Jacky notes.

"Society is such a better place when we contribute and support each other."

And now more than ever.

Throughout 2020, the COVID-19 pandemic led two-out-of-three Australian volunteers to stop participating, culminating in the loss of an estimated 12 million hours a week in Australia.

Many of these volunteers are aged over 65, meaning they are amongst the most vulnerable to the coronavirus.

Our employees are playing a significant role in the recovery of the volunteering industry and Jo Watkins, Chief Executive Officer of Australian Earth Science

Education (AESE), commends Woodside on its approach to volunteering and the value staff place on it.

Woodside has a partnership with AESE, and Jo complimented the company for prioritising volunteering.

"It allows staff to make the most of the opportunity to provide expertise to not-for-profit organisations," Jo reflects.

Woodside's volunteering journey over the past decade has been extraordinary.

The sustained success of the company's volunteering program is demonstrated by the strong partnerships held with peak volunteering organisations such as Volunteering WA and Conservation Volunteers Australia.

Participation has increased to include half the workforce, donating more than 80,000 hours of their time.



This is the second time Woodside has taken out the award – the first, back in 2014.

This is where Woodsiders discover a little bit more about their colleagues – and what they’ve been getting up to outside work hours. Think of it as Trunkline’s version of the water cooler.

Because whether it’s satisfying a passion for a sport, an unusual hobby or doing good deeds in the community, Woodside’s employees and contractors tend to live life to the full. As a result, they often have interesting stories or experiences to recount.

If that sounds like you or a colleague and you think it should be shared with the Woodside community, give us a call or drop us a line.

Nipper becomes lifesaver

Local hero Josh is a shining example of what Woodside Nippers is all about.

The 12-year-old surf lifesaver (pictured with mum Ginny and dad Mark) was enjoying fishing in Wannanup, south of Mandurah in Western Australia, last June when his friend fell into the cold canal waters below them.

Josh’s friend was fully clothed, struggling to stay afloat and in urgent need of help.

Josh needed no encouragement.

He jumped into the strong current and, using skills gained through Nippers, he rescued his friend.

His valour prevented a potential tragedy.

Josh says Woodside Nippers prepared him for the rescue, explaining:

“I knew that through my years of weekly training with Nippers, I was strong and confident swimming in the ocean.

“I was able to deal with the conditions I was about to jump into.”

For his efforts, Josh received a Bronze Medallion for Courage at the Coastal Bravery Awards presented in April by Surf Life Saving WA (SLSWA).

It was the second award Josh has received this year. He was also recognised as Port Bouvard Surf Life Saving Club’s Nipper Club Achiever at SLSWA’s 2021 Nipper & Youth Awards.

In 2019, Woodside extended its support for (SLSWA) to include the Woodside Nippers. The popular program continues to boost the confidence of the young lifesavers on our coasts.



Let’s dance

Lakshmi Muthiah has danced ever since growing up as a child in India and is a trained Classical dancer.

“It’s my passion – I just love dancing,” says Lakshmi, far right in the picture below.

“There are many shortcuts to happiness and dance has always been one of them and I’ve tried to keep that passion going.”

Lakshmi, Digital and Asset Service Manager, has reactivated that passion by staging Indian dance classes in Perth for women and children.

During the COVID-19 pandemic, the group had practiced through online dance classes.

Apart from making videos for social media, her group has also been

performing at private and public events in Perth such as a friend’s wedding and Indian festivals.

“Mums tend to take a back seat and these classes are about bringing these mums together to do something for ourselves,” she explains.

“Dancing also generates a lot of positive energy.

“And for some members of the group, dancing in public is a very big achievement. It’s the first time some have been on stage and now they’ve ticked something off the list.”

Their most recent performance was at a friend’s wedding reception, and Lakshmi reports it was received very well.

For the immediate future, she intends taking a short break from teaching, and plans to come back “bigger and better” with ambitions for an established commercial dance studio.



RANDOM DISCOVERIES

Having a good yarn

A desire to socialise with friends, enjoy some knitting and do some good at the same time has led to a group of Woodsiders and friends donating a range of knitted goods to worthy causes.

“It’s been going for seven or eight years now,” reports Development Manager Sophie van der Linden-Dhont.

“We’ve made blankets for parents of children at Perth Children’s Hospital, beanies for neonatal ward at King Edward Memorial Hospital and this year we’re knitting beanies for the homeless again.”

There’s eight in the group and Lesley Smart, Vice President Commercial, is one – pictured on the left, next to Travel Logistics Coordinator Margot Meadows and Sophie.

“It’s our version of the men’s shed,” Lesley says.

“We share stories, knit or crochet, drink the odd glass of wine and laugh a lot.

“Most importantly, we are there to support one another through the trials of life and in parallel we support others in need, often when they are at their most vulnerable. No matter how tired or busy I am, I make every effort to get there as the emotional nourishment is priceless.”

Says another group member: “It gives me the total freedom to be myself amongst the safety of friendship,

humour and empathy while making and giving to those who have lost their safety nets.

“None of us is above ridicule. We laugh loudest at ourselves and each other’s foibles – all while helping others!”

The group says good use is made of any unwanted yarns people may have, and such donations are always warmly appreciated.



Rising to the challenge

Woodside was the largest national fundraiser for the 2021 Biggest Morning Tea’s cancer support campaign.

Employee fundraising at numerous teas across the business totalled \$17,054 and with a corporate donation of \$15,000, the total reached a very impressive \$32,054.

Corporate Affairs Adviser Catherine Cregan said she was thrilled with the success of this year’s event, adding:

“2021 has been our biggest year yet with more volunteers, bakers, cake eaters and fundraisers than ever before.

“Cancer is a leading cause of death in Western Australia, accounting for more than three in every 10 deaths. Our employees have made a significant contribution that goes directly towards local people affected by cancer.”

And Cancer Council Chief Executive Officer Ashley Reid said the Council was

thrilled that Woodside once again had committed to championing the event as its Corporate Ambassador.

Woodsiders celebrated the fundraiser simultaneously at 9am on 27 May. Our London office also got involved, at the appropriate hour.

The Okha floating production and storage offtake (FPSO) facility, pictured, a regular supporter of the Biggest Morning Tea, was a standout fundraiser, with crews running two morning teas to cater for both shifts and Health, Safety and Environment Coordinator Doug Martin put in another big effort.

Someone is diagnosed with cancer every five minutes – the time of a tea break. We want to change that, and these donations help.

“By supporting the cause, you will be making a difference in the lives of the 12,000 people in Western Australia diagnosed with cancer each year,” said Vice President Corporate Affairs Sandra McInnes.





Drones take some pretty spectacular photos but they bring a lot more than the “wow” factor. For a while now, Woodside has been taking advantage of this new technology to reduce risk – including on the North Rankin B Platform, off the north west coast of Western Australia. “Drones are used to complete flare inspections, which reduces the risk of having specialist rope access vendors accessing such hard-to-reach places,” explains North Rankin Complex Offshore Installation Manager Tom Walsh. Oh yes, drones also take a pretty good team photo, Tom adds.



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