



# ANNUAL REPORT 2024

BUILDING RESILIENT COMMUNITIES  
ADVANCING ECONOMIC PATHWAYS







Cover photo: Santos Foundation supported  
Aboriginal Health Practitioner students,  
Darwin, Northern Territory, Australia





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## Acknowledgement

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

# Who we are

The Santos Foundation's mission is to invest in partnerships and local initiatives that help communities thrive. We do this by focusing on activities that support our twin objectives to advance economic pathways and build resilient communities in the regions where Santos operates.

We work with communities, local partners and donors to address societal trends and local needs across the four strategic pillars of Health, Youth Opportunities, Community Development and Family and Sexual Violence.

Our approach respects the political, cultural, social and legislative systems and frameworks of the countries in which we operate. We work to engage local leaders, align to national development priorities and foster opportunities for local businesses.

## Our mission

To invest in partnerships and local initiatives that help communities thrive.

## Our objectives

### Building Resilient Communities

Supporting access to social infrastructure, systems and services that help build healthy communities.

### Advancing Economic Pathways

Advancing skills, systems and infrastructure for communities to create economic opportunities.



## Our values



**Work as one team**



**Always safe**



**Act with integrity**



**Be accountable**



**Pursue exceptional results**



**Build a better future**





## Our guiding principles

At the Santos Foundation, we are guided by four fundamental principles. These principles underpin our approach and serve as the cornerstone of our work, shaping our strategies and actions as we strive to make a positive and lasting impact.

### **Community engagement**

We work closely with local communities to build programs that respond to their needs. Where applicable, these programs are aligned with each country's national development frameworks and priorities.

### **Partnership driven**

We recognise the power of partnerships in driving sustainable change. We actively seek collaborations with both local and global non-profit organisations, as well as governments and aid development agencies to address both broader societal trends and local needs.

### **Local and global Impact**

We want to leave a lasting positive legacy in the communities we serve. We also aim to contribute to addressing national and global development challenges and make a difference on a broader scale.

### **Realistic ambition**

We work with communities to strengthen and build on existing systems. Our approach takes into account the unique challenges each community faces, ensuring goals are achievable and sustainable over the long term.

# Santos Limited Support

**Santos Limited is the largest donor to the Santos Foundation providing essential resources and technical expertise so that our activities are impactful in our four strategic pillars of Health, Youth Opportunities, Community Development and Family and Sexual Violence.**

## About Santos

Santos' purpose is to provide reliable and affordable energy to help create a better world for everyone.

As a global energy company, Santos operates across Australia, Papua New Guinea (PNG), Timor-Leste and the United States of America (USA). Santos is an important supplier of domestic gas in Australia and liquefied natural gas (LNG) in Asia. It is committed to supplying critical fuels such as oil and gas, while also abating emissions through carbon capture and storage (CCS), energy efficiency projects, the use of renewables in its operations and high integrity emissions reduction units.

Santos' goal is to backfill and sustainably grow its oil and gas portfolio to meet growing energy demand and provide the reliable, affordable energy that the world needs for modern life and human progress.

LNG growth will be supported by demand growth in Asia, decarbonisation through CCS, and the development of low carbon fuels as energy markets and customer demand evolves.

There is customer and third-party interest in carbon management services through CCS, which gives Santos confidence in the potential to build a commercial carbon management business both reducing emissions and providing an economic return.

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

The Santos portfolio is resilient across a range of decarbonisation scenarios. Santos has a Climate Transition Action Plan (CTAP) that will continue to evolve with time.

Santos has a regional operating model. The Company's operating structure is composed of three regional business units focused on executing corporate strategy and a Midstream Energy Solutions business unit.

Santos is committed to delivering superior value for shareholders.



# Our reach



● Santos Office Locations

# Chair and CEO message

2024 marked a significant milestone for the Santos Foundation as we launched our first program activity outside of Papua New Guinea. To support our growth into Australia, we were pleased to appoint our first Australian Program Coordinator in Darwin in the Northern Territory.

This role is focused on establishing and growing our program activity in the Northern Territory and strengthening community and stakeholder relationships. Focusing on education and employment pathways, a new Youth Opportunities program in Darwin marks the beginning of our expansion across all the regions in which Santos operates.

In Papua New Guinea, we continued to deliver on our mission to invest in partnerships and local initiatives to help communities thrive across our four strategic pillars of Health, Youth Opportunities, Community Development and Family and Sexual Violence. Often working in complex and remote locations, we would like to acknowledge and thank the Foundation team who have continued to support communities in the Hela, Southern Highlands and Gulf Provinces in the face of many challenges during 2024.

In addition to our new Youth Opportunities program in Australia, we were pleased in 2024 to also announce the launch of two new initiatives in PNG.

The first new initiative, under our Health pillar, was the launch of a Cervical Cancer Screening and Treatment program at Mendi Hospital in the Southern Highlands in partnership with the Kirby Institute at the University New South Wales (UNSW). The program commenced in July and by year-end had already screened more than 2,600 women and treated 417 women who had tested positive for the human papillomavirus. The second new initiative, under our Youth Opportunities pillar, was the launch of a solar mini grid, battery and back-up generator in partnership with SLB and United States Agency for International Development (USAID) to support more than 250 students in gaining mechanical, electrical and carpentry trade qualifications at the Pimaga Vocational and Educational Training

centre in the Southern Highlands.

These programs and all the work we undertake would not be possible without the support of our partners and donors. We would like to thank our key partners including Santos, the PNG national, provincial and local-level governments, the Australian Department of Foreign Affairs and Trade (DFAT), the US Agency for International Development (USAID), Gavi, PNG LNG joint venture partners, Danila Dilba Health Services, third-party donors including SLB and all private sector and non-government organisations that support the communities in the regions where we operate.

The power of strong partnerships was recognised in December with Bel isi PNG, a public/private partnership, receiving the 'Corporate Impact Award-Targeted Program' at the Platts Global Energy Awards in New York - significant recognition on the global stage. Bel isi PNG is a unique model seeking to address family and sexual violence through case management and safe house services, and transformational tools for corporates to support change in the workplace and community. We'd like to thank the partners and donors of this initiative without whose support the provision of services to survivors of family and sexual violence in Port Moresby would not be possible.

We'd also like to thank the Santos Ltd Board for their ongoing support of the Foundation as we continue to grow our program activity across communities in regions aligned to Santos' operations in PNG, Australia, Timor-Leste and Alaska. We look forward to 2025 with optimism and excitement as we build on our existing partnerships and expand into new jurisdictions.



**Kevin Gallagher**  
Chair of the Santos Foundation Board

**Jodie Hatherly**  
Santos Foundation Chief Executive Officer



# Our Program Approach

Santos Foundation works collaboratively with government, donors, and local partners to drive positive change and empower communities. The Foundation's activities align with our four key strategic pillars of Health, Youth Opportunities, Community Development, and Family and Sexual Violence. By engaging local leaders and communities, the Foundation seeks to align our initiatives with national development priorities, fostering lasting impacts that help communities thrive. This collaborative approach not only addresses immediate needs, but also builds a sustainable foundation for future growth and resilience.

Building on the passion, knowledge and experience of our team in PNG, the Santos Foundation announced its first program activity in Australia and commenced a comprehensive stakeholder engagement program in Timor-Leste in 2024. In 2025 we will continue to build out our activity where Santos operates in Australia and seek to expand our operations across Timor-Leste and Alaska.

## Strategic pillars

The Santos Foundation seeks to support meaningful impact in communities where Santos operates across four strategic pillars.

### Health

- Health system and governance strengthening
- Health service delivery support
- Facility improvements (infrastructure)
- Technical capacity building
- Pandemic and natural disaster response



### Youth Opportunities

- Education
- Pathways to employment
- Leadership
- Sustainable agri-business
- Community engagement

### Community Development

- Early childhood literacy libraries
- Community small grants
- Rural electrification projects
- Water, sanitation and hygiene initiatives
- Empowerment and leadership roles for women



### Family and Sexual Violence (FSV)

- Family Support Centre strengthening
- Case management and safe house services through Bel isi PNG
- Domestic violence awareness and education services

# 2024 highlights

## Supporting Provincial Health Authorities in PNG

### Health systems strengthening



5 Provincial Health Authority (PHA) Board meetings for Gulf and Southern Highlands Provinces supported



116 Southern Highlands PHA staff completed Health Facility Based Budget training

### Childhood immunisations



5,018 outreach clinics conducted in Southern Highlands Province and Gulf Province



197,821 childhood vaccinations administered in Southern Highlands Province and Gulf Province

### Cervical cancer screening and treatment



2,680 women screened at Mendi Hospital



92% of women that tested positive to human papillomavirus received same day treatment

## Supporting Youth Opportunities in PNG and Australia

### Pimaga vocational and education training



265 students (31 female, 234 male) enrolled in carpentry, electrical and mechanical trade courses



55 students passed grade 10 and 11 exams (16 female, 39 male) through Flexible Open Distance Education



1 solar mini-grid, battery and three-phase power generator installed



10 teacher training workshops conducted

### Aboriginal health practitioner training accreditation



4 students enrolled in first year Cert IV Aboriginal Health Practitioner (AHP) accreditation program



3-month clinical rotation schedule introduced for AHP students



## Supporting targeted community development in PNG

### Early childhood education



110 children assessed as school-ready (47 girls, 63 boys)



13 local teachers received early childhood education mentoring

### Small grants supporting community-led projects



56 Santos staff and contractors awarded small grants across 17 provinces



PKG300,000 invested in small grant projects

### Access to more reliable power



Over 30,000 PNG Power Ltd customers registered across 9 provinces supporting improved services and equitable access to more reliable power

## Supporting Family and Sexual Violence (FSV) awareness and services in PNG

### Access to FSV services-Bel isi PNG



432 new clients accessed case management services



508 participants (325 female, 183 male) from 10 companies provided FSV education awareness sessions

### Hela family support centre services



1,995 patients seen at Tari Family Support Centre



229 participants (45 female, 184 male) provided psychosocial and mindset behaviour training

### FSV awareness across Santos PNG workforce



248 staff and contractors (78 female, 170 male) across 8 company sites participated in domestic violence awareness sessions



Thursday in Black: United in Courage campaign to ignite transformative change launched in Port Moresby office

# Health

## Our Approach

Papua New Guinea faces critical health challenges including higher rates of maternal and infant mortality, low family planning rates, very low childhood immunisation rates, communicable diseases like tuberculosis and malaria, and inadequate access to clean water, sanitation and hygiene.

Santos Foundation supports Provincial Health Authorities (PHAs) in Hela, Southern Highlands, and Gulf, as part of a strategic approach to achieving sustainable change and improved health outcomes.

Our support addresses health system strengthening, improved service delivery, facility enhancements, capacity building, and pandemic and disaster response, aligning with the National Health Plan 2021 - 2030.

Through these efforts, the Foundation enhances access to basic health services and improves key public health indicators by focusing on sustainable improvements in leadership, workforce capacity, infrastructure and medical resources.

## Key focus areas

	<b>Health leadership and governance</b>	Strengthening PHA boards, financial management and performance oversight.
	<b>Health facility infrastructure</b>	Strengthening management and facility improvements.
	<b>Health workforce development</b>	Training and capacity building for health care workers.
	<b>Maternal and child health</b>	Expanding programs to improve maternal and neonatal care.
	<b>Disease control programs</b>	Enhancing prevention and response efforts for priority diseases.
	<b>Medical supplies and equipment</b>	Improving access to essential medical resources.



# Program Spotlight

## Strengthening systems for effective health service delivery

Strengthening health systems is crucial for delivering reliable health services. Our partnership with the Southern Highlands, Hela, and Gulf PHAs supports their dedication to enhancing health service delivery, so that services reach those in need more efficiently and effectively.

Through technical advisory support, we focus on building capacity in leadership, human resources, financing, medical equipment, infrastructure and health information management. The expected outcome is a more robust health system capable of reliably meeting the needs of the communities.

The Santos Foundation acknowledges our partners at the Gulf, Hela and Southern Highlands Provincial Health Authority for their commitment in working with us to strengthen health systems for effective service delivery.



Santos Foundation CEO, Jodie Hatherly, Hela PHA CEO Dr James Kintwa and Santos Foundation CFO/COO David O'Farrell.

# Health Systems Strengthening

## Partnering to support Provincial Health Authorities

Santos Foundation Strengthens Health systems by supporting Gulf, Hela and Southern Highlands Provincial Health Authorities



Technical Advisory Support



CEO and Board Support



Governance, Management and Leadership Support



Financial Management Support



Health Information Management Support

### National Health Plan 2021 - 2030

KRA.1	Healthier communities through effective engagement	KRA.4	Address disease burdens and targeted health priorities
KRA.2	Working together in partnership	KRA.5	Strengthen health systems
KRA.3	Increase access to quality and affordable health services		



# Program Spotlight

## Accelerated Immunisation Health System Strengthening (AIHSS) Project

Launched in 2019, the AIHSS Project aims to reduce mortality and morbidity rates among children under five by enhancing routine immunisation services.

The Foundation provides crucial technical assistance and funding to facilitate integrated

health patrols ensuring vital health services, including expanded immunisation coverage for children under five, effectively reaches even the most isolated communities in rugged terrains with minimal infrastructure.

### Delivering vital health care to remote communities

The Santos Foundation recognises that routine immunisation reduces childhood mortality and prevents life-threatening diseases such as measles and polio. With immunisation rates stagnating in PNG, rural communities remain vulnerable to disease outbreaks due to geographical barriers and limited health care access. AIHSS provides essential support to extend health care services including immunisation, antenatal care, family planning and emergency referrals, through quarterly hard-to-reach patrols. By supporting this initiative, the Santos Foundation helps remote communities receive lifesaving health care, reducing preventable diseases and improving health outcomes.

The Santos Foundation appreciates the support provided by governments of Papua New Guinea, Australia, New Zealand and Gavi, as well as the Gulf and Southern Highlands Provincial Health Authorities.



## 2024 Lookback

In 2024, the AIHSS program significantly contributed to improved health care in remote communities. Through six hard-to-reach patrols across Southern Highlands and Gulf provinces, AIHSS-supported teams reached 14 isolated communities, providing care to over 2,300 people and vaccinating more than 1000 children under five.

A major success was the response to a tuberculosis outbreak in Waposale, Southern Highlands Province, where over 742 people received access to health services.

Immunisation efforts saw 144,675 childhood vaccinations administered through static, mobile outreach clinics and hard to reach patrols in Southern Highlands Province, a 2.6 per cent increase from 2023, and 53,146 vaccinations in Gulf Province.

In addition, the AIHSS program was recognised as contributing to stronger financial management at the Southern Highlands PHA, as well as supporting a landmark gender equity, disability and social inclusion mapping exercise to boost immunisation coverage in zero dose districts.

### Key achievements



#### 6 hard-to-reach patrols

supported in Southern Highlands and Gulf Provinces:

- 14 isolated communities
- 2,337 people provided care
- 1,087 children under 5 received vaccinations



#### 144,675 childhood vaccinations

4 hard to reach patrols and 1,791 immunisation outreach clinics across 48 health facilities in Southern Highlands Province



#### 53,146 vaccinations

2 hard to reach patrols and 120 outreach clinics conducted across 21 health facilities



*“Since the outbreak of tuberculosis (TB) in late 2023, about 30 lives were lost within three months, with more deaths expected. However, thanks to the tremendous support from the Santos Foundation, the Southern Highlands PHA was able to implement the Waposale Hard-To-Reach TB intervention in a timely manner, saving many lives.”*

**Dr. Petronella Walando, Physician, Mendi General Hospital**

# AIHSS Case Study

## Tackling the TB outbreak in remote Waposale, Southern Highlands

In December 2023, a tuberculosis (TB) outbreak was detected in the remote Waposale area, located in Kagua Erave District, Southern Highlands. In collaboration with the Southern Highlands PHA, the Santos Foundation launched a targeted TB intervention as part of a health initiative to address this critical public health issue.

The intervention focused on reaching isolated communities with limited access to health care through a series of Hard-to-Reach (HTR) patrols. These patrols, conducted in December 2023 and repeated in January, May, August and December 2024, played a pivotal role in identifying the outbreak and providing essential health care services to the affected population.

This intervention not only saved lives, but also helped to dispel misconceptions about the cause of deaths. Many in the community believed the deaths were due to sorcery. Thanks to the awareness efforts of the patrols, the community was able to understand the true cause of the outbreak and the importance of seeking treatment for TB.



Dr Walando from health patrol combating TB at the Waposale Health Centre, Southern Highlands Province.



*"I am very happy that Southern Highlands PHA team came to save a lot of people in Waposale. Many have died over the years, as I could not save them due to lack of drugs and access to a hospital. People in the village have been thinking that sorcery was killing them. More than 26 people including children have died before the patrol was conducted in Waposale."*

**Rural Health worker, Waposale, SHP**



# Program Spotlight

## Cervical cancer screening clinic at Mendi General Hospital

Papua New Guinea has the highest cervical cancer incidence and mortality rates in the Asia Pacific region with incidences five times that of Australia, and mortality 12 times greater. Cervical cancer is the most common cancer among women in PNG and leads to around 1,500 preventable deaths each year.<sup>1</sup>

The Cervical Cancer Screening Clinic aims to support the early detection and treatment of cervical cancer, raise awareness, and empower women to take control of their health in a culturally safe setting. The clinic offers screening for the Human Papillomavirus

(HPV-1) and provides same-day treatment using thermal ablation (heat) technology as a first-line defence against precancerous lesions.

The Cervical Cancer Screening Clinic is supported by the PNG Government and the Kirby Institute at UNSW.



## 2024 Lookback

In 2023, the Santos Foundation partnered with the Southern Highlands PHA and the Kirby Institute at UNSW to set up a Well Women's Clinic focused on the early detection and treatment of cervical cancer. The clinic, located at Mendi Provincial Hospital, opened on 21 June 2024.

The Well Women's Clinic at Mendi General Hospital provides cervical cancer screening services to support early detection, raise awareness, and empower women in a culturally safe setting. The clinic has seen 2,680 women with 417 positive cases identified and treated with thermal ablation.

### Key Achievements



**3 nurses trained**

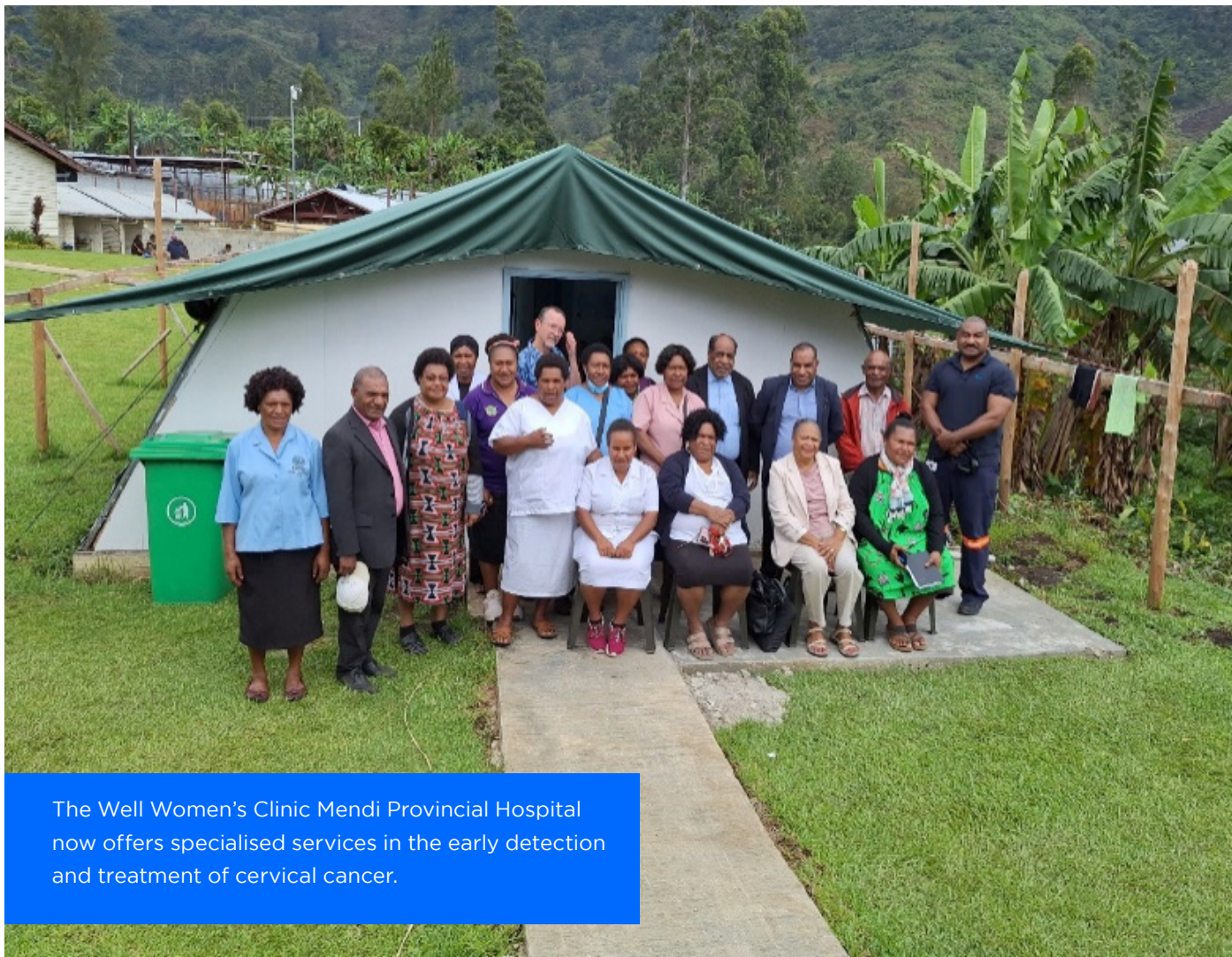


**2,680 women screened**

June-December 2024



**417 HPV-1 positive cases detected and treated**



The Well Women's Clinic Mendi Provincial Hospital now offers specialised services in the early detection and treatment of cervical cancer.



Trained Southern Highlands PHA Nurses for Cervical Cancer Screening



# Special Feature

## Pimaga Rural Hospital solar mini grid

### Transforming health: The solar mini grid impact

At Pimaga Rural Hospital (PRH) in Kutubu, Southern Highlands Province, staff once relied on diesel generators to power essential medical equipment and run hospital services. Fuel shortages often disrupted emergency procedures, forcing staff to work in dimly lit rooms and risking safety while compromising essential medical equipment and cold storage of blood and medicines.

In 2023, the Santos Foundation, in partnership with USAID's Papua New Guinea Electrification Partnership (PEP), tackled energy poverty at PRH by installing a solar mini grid. This initiative aimed to revolutionise health care services for patients and the

community, and improve living conditions for staff and their families.

PRH Administrator Jackson Firman describes the solar mini grid installation as a game-changer. "Before the solar mini grid, we couldn't operate at night, even for emergencies," Jackson explained. "Our genset was unreliable, with frequent mechanical issues and high fuel costs. The mini grid has transformed life—not just for our patients, but also for our staff and their families."

The solar mini grid has greatly improved health care. Senior Nurse Sister Freda recalls a critical night when 24-hour electricity enabled the successful delivery of a premature baby boy. The reliable power allowed the use of essential phototherapy equipment, crucial for treating newborn jaundice. Without it, the hospital would have faced the risky task of transferring the fragile newborn to a provincial hospital 3-4 hours away.







An aerial view of the Pimaga Rural Hospital's solar mini grid, which provides 24-hour power to the hospital that serves a catchment population of 8,600 people.

Dr. Marome Kopa leads the dedicated medical team at PRH. He says the solar mini grid symbolises hope, enabling refrigeration of vital vaccines and medicines. PRH has immunised a record 228 babies since its installation, reflecting growing community trust in the facility. Reliable power now supports a GenXpert machine for cervical cancer diagnosis, crucial for effective treatment and supporting women's health at Pimaga. With dependable power, the hospital remains operational around the clock, ready

to serve those in need. “Lait on, dokta stap” (Lights are on, the doctor is there), Dr. Kopa emphasises. The well-lit hospital fosters community trust and reassures reliable health services. Clinical procedures have become more efficient, with clinical staff hours now improved to ensure 24/7 operations.

The solar mini grid's influence extends beyond health care, empowering individuals and demonstrating how reliable energy can create positive change in community life.



Reliable power has transformed PRH, addressing long-standing challenges since its transition to a modern facility in 2014.

# Youth Opportunities

## Our Approach

Papua New Guinea's youth population poses significant challenges, particularly in the Southern Highlands Province (SHP), where young people face limited employment and educational opportunities, low literacy rates and high unemployment.

The Santos Foundation's Youth Opportunities pillar aims to turn these challenges into opportunities by creating pathways to employment and economic independence for young people in the Nipa-Kutubu District. Developed with local leaders, youth and government stakeholders, the program offers vocational training, small business development, agribusiness and leadership programs. This equips participants with the

skills and resources needed to thrive.

By fostering entrepreneurship and market access, the program aims to enhance livelihoods and strengthen local economies. It also tackles barriers such as limited infrastructure and financial constraints, seeking to ensure young people can achieve lasting success. Inclusivity is central, providing equal opportunities for both young men and women.

Through practical training and strategic support, the program builds resilience, enabling participants to shape their future and drive positive change in their communities.



Launched in October 2024, the 99KW solar system at Pimaga VET now provides reliable electricity, supporting over 250 students.

*"Thanks to Santos Foundation, USAID and SLB, a solar mini grid has transformed Pimaga Vocational Educational Training (VET) Centre, providing equal learning opportunities, ensuring inclusivity is at the heart of our courses, with both males and females using industry-qualified tools to enhance their skills and prepare for the job market."*

Mr. Warubi Masahimu, Pimaga VET Centre Manager



# Program Spotlight

## Pimaga vocational education training centre solar mini grid

The Pimaga solar mini grid initiative has transformed vocational education in Kutubu by providing renewable energy to the Pimaga Vocational Education and Training (VET) Centre. This cutting-edge infrastructure provides uninterrupted power, enabling high-quality, industry-aligned training. By equipping aspiring tradespeople with essential skills and qualifications, this initiative exemplifies the Santos Foundation's commitment to sustainable development and empowering future generations to drive lasting progress.

The Santos Foundation would like to thank United States Agency for International Development - PNG Electrification Partnership (USAID-PEP) and SLB without whose support the development and installation of the mini grid would not have been possible.



### Access to reliable energy empowering future generations

Access to reliable energy is critical for delivering quality education and vocational training, especially in remote areas. The solar mini grid addresses this gap by powering professional-grade tools and infrastructure, ensuring students are prepared for industry demands. By leveraging partnerships and renewable energy, the initiative fosters economic resilience, builds in-demand skills and supports long-term community development. It aligns with the Santos Foundation's mission to empower youth and create sustainable pathways for economic advancement.

### 2024 Lookback

The Pimaga Vocational Education Training (VET) Centre launched a 99KW solar system, 149KWh Battery Energy Storage System with a 110KVA back up generator. This was thanks to a collaboration with USAID through the PNG Electrification Partnership, SLB and the local Pimaga community. The initiative is designed to provide reliable renewable electricity to over 250 students, enhancing their training in carpentry, mechanics and electrical work, as well as boosting their employability.

Students actively participated in installing the mini grid, gaining hands-on experience with renewable energy systems. The solar mini grid additionally powers the community church, pastor's residence and six teachers' houses, attracting and retaining high-quality teachers.

This project's success, driven by strong partnerships and comprehensive training, highlights the impact of renewable energy on education and the importance of community-driven initiatives in sustainable development.



*"USAID has partnered with Santos Foundation to develop mini grids that not only improve health, education and overall quality of life for the Pimaga community, but also serve as models for other companies. This initiative demonstrates how businesses can profitably deliver green power to rural communities."*

**Ms Nino Nadiradze, USAID Country Representative**



## Key Achievements



### 99KW

Solar 149KWH battery storage installed.



### Over 250 students

benefiting from powered training facilities.



### 3 trades courses

electrical, carpentry and mechanical trades.



Collaboration drives our projects- Santos, USAID, SLB and officials from Provincial and Local Government launched the solar mini grid together.



Equal opportunities for young men and women drive our Youth Opportunities pillar.



# Solar Mini Grid Case Study

## Empowering education and skills training with solar energy at Pimaga vocational education and training centre

The installation of a solar mini grid at Pimaga VET has demonstrated how sustainable energy can drive youth development, enhance skills training, and create pathways to employment in Kutubu, Southern Highlands Province, PNG.

Before the mini grid, students and teachers faced significant challenges. Students relied on theoretical lessons with minimal hands-on training. Today, they use tools and equipment powered by renewable energy, gaining practical skills essential for employment. Teachers can now prepare lessons using digital resources, reducing reliance on handwritten materials and enhancing curriculum delivery.

The benefits extend beyond the classroom. Night-time lighting improves safety and allows students to study after dark. Carpentry students now use power tools, and reliable internet connectivity has introduced opportunities for research and e-learning. The centre has reduced fuel consumption significantly, as the grid eliminates the need for daily generator use.

The Pimaga solar mini grid exemplifies how renewable energy can create sustainable educational environments that equip young people with the skills needed to shape their futures and contribute to local economies.

“

*“The facilities development and the solar mini grid make it easy for teachers to use and set the standards of learning meeting national education and VET sector training standards in Papua New Guinea.”*

**Obobanawe Elizah, Teacher at VET Centre**

“

*“The use of the classroom facilities, desktop computers, the mini grid and the teachers’ houses have made it easier to perform as a teacher to deliver a program for students to learn, and proper certifications are obtained. This creates a brighter future for the young people for now and for the future.”*

**Mr Paul Ali, Teacher at VET Centre**



Pimaga VET FODE Centre provides a vital second chance to students in the area.

# Program Spotlight

## Flexible Open Distance Education (FODE)

FODE provides an alternative pathway for students who missed out on further educational opportunities and cannot attend traditional schools by offering targeted interventions and courses, enabling them to reach grade 12. Vital for PNG's youth, FODE makes education accessible to those in remote areas, offers flexibility for students and provides them with the opportunity to achieve academic success, paving the way for a brighter future.

### Bridging the gap to further education

Through our Youth Opportunities pillar, we support the FODE program at Pimaga VET. Our goal is to help students enhance their technical skills and improve their educational grades. This will create economic pathways, promote social stability by engaging more youth in education, and support economic development by preparing educated individuals to contribute to the local economy.



*"Our transformative progress in education and community empowerment is a testament to the unwavering support of the Santos Foundation. I want to take this opportunity to express our heartfelt gratitude for their pivotal role in the FODE initiative. Their invaluable support has empowered youth and laid the foundation for sustainable growth in Papua New Guinea. We are honoured to be part of this impactful journey, creating lasting change together."*

**Mrs Pushpa Srinivas, Digikesen General Manager**





## 2024 Lookback

In 2024, the Pimaga FODE Centre achieved remarkable milestones with 55 students successfully passing their exams. A testament to our shared commitment to ensuring enhanced operational efficiency and professional development provided to our teachers. This support led to well-organised assessments, streamlined processes and a successful graduation ceremony with outstanding results.

The academic success rates were exceptional, with a 91 per cent pass rate for both Grade 10 and Grade 11. Strong retention strategies resulted in an 90 per cent retention rate for Grade 10, and an impressive 90 per cent for Grade 11, with zero female dropouts in Grade 11.

Additionally, 10 teacher workshops significantly enhanced our capacity in curriculum delivery and digital teaching methods. We also made significant strides towards registering the Pimaga VET-FODE Centre as a VET Trade Testing Centre, paving the way for National Certificate Levels 1 and 2 in 2025.

FODE Graduation



## Key Achievements



### 55 students passed

in the first year of the Flexible Open Distance Education (FODE) program being offered (16 female, 39 male).



### 91% pass rate

for both Grade 10 and Grade 11 students.



### 90% retention rate

for Grade 11 with zero female dropouts.



### 10 teacher training workshops

conducted to improve teaching standards, organisational management and coordination.

# Case Study

## Transforming lives through FODE

Peter Himson's educational journey was abruptly halted in 2018 when a 7.5 magnitude earthquake forced his school to close, leaving him without formal education for four years. His dream of completing his education seemed unattainable until he discovered the FODE program at Pimaga VET, supported by the Santos Foundation.

In January 2024, Peter enrolled in the FODE program, determined to rewrite his future. The Santos Foundation provided essential learning materials, reigniting Peter's passion for education. He set ambitious goals, aiming to study medicine or engineering at Divine Word University.

Peter's story is a testament to resilience and the power of second chances. In 2024, he was among 45 Grade 11 graduates from Pimaga VET FODE. Additionally, 10 Grade 10 upgrading students passed the 2024 National Examinations, highlighting the program's success.

Peter's success is just one example of the transformative impact of the FODE program. With the unwavering support of the Santos Foundation, education continues to change lives in remote communities. Through FODE, young people like Peter are reclaiming their futures and building a brighter tomorrow. The FODE program at Pimaga VET, supported by the Santos Foundation, demonstrates the powerful impact of providing educational opportunities to those in remote areas. By offering a second chance at education, the program is fostering resilience, enhancing employability, and contributing to the sustainable development of communities.



FODE empowers many young people like Peter to reclaim their future.



*"Pimaga VET in partnership with Santos Foundation introduced FODE program in 2023. Santos Foundation has been instrumental in providing learning materials and wifi, internet and communications through the solar mini grid."*

**Richard Hahudi, Teacher at Pimaga VET FODE Centre**



# Community Development

## Our Approach

The Santos Foundation remains dedicated to creating lasting change through its Community Development pillar, aimed at fostering social inclusion, creating social value and driving positive outcomes in local communities. The program is delivered through three flagship initiatives that address critical gaps in education, infrastructure and community development.

- The **Literacy libraries program** focuses on early childhood education by establishing literacy libraries and providing ongoing teacher training. This initiative equips children with essential literacy skills, laying a strong foundation for lifelong learning and future success.
- The **Small grants program** addresses grassroots issues affecting women and girls, empowering communities to find local solutions. Open to all Santos employees and contractors in PNG,

this program supports initiatives that can create lasting change, particularly in areas that enhance gender equality and empowerment.

- The **PNG Electrification Partnership (PEP)**, supported by the Governments of Papua New Guinea, the United States, Australia, New Zealand and Japan, aims to connect at least 70 per cent of the population to electricity by 2030. Under this initiative, the Santos Foundation focuses on community engagement and addressing gender-specific issues working with key partners including the National Energy Authority (NEA), PNG Power Limited (PPL), and local organisations to deliver electricity to rural areas.

Through these targeted initiatives, the Santos Foundation empowers communities to thrive by fostering local solutions and building sustainable partnerships.



Our community development program promotes social inclusion, value and positive change.



# Program Spotlight

## Literacy libraries program

Since 2016, the Literacy Libraries program has been helping young children (ages 4 to 6) develop essential reading, writing and maths skills before they start primary school. The goal is to ensure every child is prepared for formal education, giving them the best start for lifelong learning.

The Santos Foundation, together with Buk bilong Pikinini, supports teacher training, employment and the daily running of literacy libraries in Hela, Southern Highlands and Gulf Provinces. The Foundation also helps build and maintain classrooms, ensuring children

and teachers have safe, well-equipped spaces for learning.

The program aligns with PNG education system by introducing a structured early childhood learning year before primary school. This smooth transition helps young learners build confidence and develop a love for reading from an early age.

More than just teaching kids to read, the Literacy Libraries program is unlocking their potential and shaping the future of PNG.



### Setting kids up for success

Access to quality education remains a major challenge in PNG particularly in rural locations. With less than half of young people aged 20-24 having the foundational skills (basic literacy and numeracy skills) needed to succeed in work and life, supporting today's children is critical to PNG's future development aspirations<sup>1</sup>.

The provision of inclusive, high-quality early childhood education establishes the essential building blocks for future success, setting them up for lifelong learning, including cognitive and social development.

Basic inputs such as textbooks, reading books, teacher guides, teacher housing and toilets are still missing in the vast majority of classrooms across the country. The Literacy

Libraries program works to provide these basic needs, and the teaching staff are also supported to provide structured lessons and the opportunity to undertake further capacity building and training.

The Jolly Phonics program employed in the classrooms is a systematic and progressive approach to teaching children essential literacy skills. It embeds phonics, spelling, punctuation and grammar through teaching that is multi-sensory and active with fun actions, stories and songs.

Providing strong foundations on which to build, this initiative plays a vital role in giving more children the opportunity for a strong educational start.

## 2024 Lookback

In 2024, the Santos Foundation continued to make a lasting impact through its literacy libraries, shaping the next generation of readers and learners.

Despite a mid-year closure of the Fugwa literacy library in Hela Province due to safety concerns, the Literacy Libraries program made significant progress in 2024. It focused on capacity building for sustainable early childhood education.

In collaboration with Buk Bilong Pikinini, local church groups and the provincial education division, 13 teachers continued to receive training to facilitate early childhood education, underpinning the program's sustainability and cultural relevance.

The Foundation remains committed to local partnerships and appreciates the ongoing support from local partners. These efforts equip children with essential literacy skills, laying a strong foundation for lifelong learning and future success.

## Key Achievements



### 131 children enrolled in 3 libraries

59 girls and 72 boys.



### 110 children assessed a school ready

47 girls, 63 boys



### 13 local teachers

received early childhood education training.



“

*“To be a teacher was my dream at an early age because I wanted to make a difference in children’s lives. I thank Santos Foundation for turning this dream into reality and giving me the opportunity to empower young minds through education.”*

**Ruthy Kenny, Head Librarian, Pimaga Literacy Library**



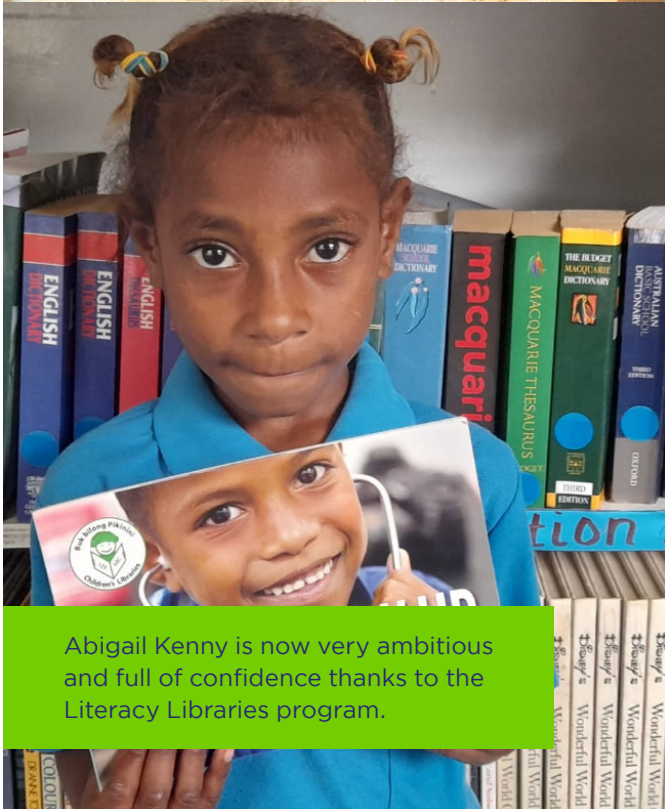
# Literacy Library Case Study

## Ambitious Abigail: A transformation beyond academics

Abigail Kenny, a six-year-old girl from a humble, faith-centred home faced early challenges in both social and academic areas. With limited access to early childhood education and a primary language of Tok Pisin, Abigail struggled to engage with others and faced difficulties in school, where English was the main language.

When Abigail enrolled in the Pimaga Literacy Library in 2023, her development began to transform. Her initial struggles with reading, writing and phonics became areas of focus in the Literacy Libraries program. The support she received helped bridge the gaps in her literacy skills, boosting her confidence and social interaction.

Today, Abigail is thriving. No longer shy, she dreams of becoming a nurse, a goal that reflects her growing self-awareness and newfound ambition. At home, she often role plays as a nurse, embodying the qualities of care and service she sees in her community. This transformation showcases the power of the Literacy Library in helping children like Abigail find their voice, build their confidence and realise their potential.



Abigail Kenny is now very ambitious and full of confidence thanks to the Literacy Libraries program.



# Program Spotlight

## Small Grants

### Local solution to local challenges

The Small Grants Program, available only to Santos staff and contractors, enables them to deliver community projects that address local needs.

The program focuses on delivering long-term benefits such as enhanced safety for women and girls, skills development and improved access to essential resources like clean water and education.

By equipping our staff and contractors with the skills to design and implement transformative projects, we foster sustainable, community-driven solutions that create meaningful change.

Grants of up to PGK10,000 are awarded based on criteria including, sweat equity, underpinning community ownership and a sense of responsibility. This approach helps build stronger, more self-reliant communities.



The Small Grants program supports grassroots efforts that have positive impact.



## 2024 Lookback

In 2024, the Santos Foundation empowered 56 staff and contractors to be change-makers inspiring hope and resilience to communities across PNG. These grants are more than just financial support, they are lifelines for families, children and entire villages driving real and lasting change.

In 2024, 39 per cent of grants supported Water, Satiation and Hygiene (WaSH) initiatives providing access to clean water and healthier lives, and 27 per cent of grants focused on education, opening doors for children and adults to learn and thrive. Other grants addressed disaster preparedness, health and nutrition, men's behaviour change and women's empowerment—tackling some of the most pressing challenges that our communities, our people, face every day.

Since its inception in 2016, the Small Grants Program has invested PGK1,539,232 across 325 projects, directly benefiting an estimated 167,442 people through transformative initiatives. In 2024 alone, over PGK300,000 was awarded to 56 projects, supporting grassroots efforts that make a tangible difference.

From remote villages to bustling towns, these projects are reaching 16 provinces across all four regions of PNG, reinforcing the Santos Foundation's commitment to building more resilient communities. Every grant represents a step toward a brighter future—one where people have the resources, skills, and opportunities to thrive.

### Key Achievements



**56 projects**

supporting communities in 16 provinces.



**PGK300,000**

invested.



**39% of projects**

were for WaSH initiatives (Water, Sanitation and Hygiene).



**27% of projects**

were education focused.



The Small Grants Program is providing people with resources, skills and opportunities to thrive.



# Small Grants Case Study

## Empowering communities

### A pathway to safety, resilience, and empowerment in PNG

In PNG, where safety, food security, and resilience are constant challenges, the Santos Foundation's Small Grants program drives transformative change. This program empowers staff and contractors to lead community-driven projects that foster empowerment and sustainability. Two stories that stand out are those of Erick Topi and Tau Geno Hoire, who are creating solutions and inspiring communities to embrace change.

In Raburua village, East New Britain, safety for women and girls had long been a concern. With limited lighting, residents, especially women and girls, faced the risk of travelling in the dark to markets and water sources.



Raburua village youth participate in installing solar lights in their community.

Erick Topi, a Senior Industrial Relations and Lands Officer, recognised their challenge and applied for funding over three years. His efforts resulted in the installation of solar lights for communal spaces and homes, giving women and girls the freedom to move around more safely at night. Local youth were trained to install the lights, gaining valuable skills and the community's support bringing unity and positive change.

In Central Province, Tau Geno Hoire's grant support is enhancing food security in the Wairavanua and Vuru villages of Abau District, Central Province. As the Ward Women's Council Treasurer and Santos Foundation's GEDSI Adviser, she saw how the loss of arable land and limited access to agricultural tools affected the community.

Through the Small Grants program, Tau provided gardening tools, seeds and training on climate-resilient raised-bed gardening. This initiative reached 118 women in the community, helping them learn how to grow their own food.

Both stories highlight the power of leadership, community involvement and the lasting impact of the Santos Foundation's Small Grants Program in creating meaningful change.

*"Tau's support isn't just addressing a basic need-it offers hope for a sustainable future."*

**Michelle Vanua, Wairavanua Women Ward Council President**



Tau is leading 118 women in her community to address food security through her small grant.

# Program Spotlight

## USAID PEP project–amnesty campaign

In partnership with the USAID-PNG Electrification Partnership, the Santos Foundation supported the Amnesty Campaign to enhance PNG Power Limited's (PPL) financial sustainability and operational efficiency.

The initiative aims to expand access to reliable electricity while strengthening PPL's ability

to meet growing energy demands. As PNG key energy provider, PPL plays a vital role in the nation's infrastructure, with USAID contributing crucial expertise and resources to advance sustainable energy solutions.



## Safe, fair and reliable access to energy

PNG has one of the Asia Pacific region's lowest electrification rates, with only an estimated 13 per cent of the population connected to the national power grid in 2020.

The Amnesty Campaign aligns with PPL's Revenue Protection Strategy to combat illegal power theft. Its goals include reducing revenue leakages, increasing revenue, safely connecting users to the grid and expanding

the customer base, all supporting the government's target of 70 per cent electricity access by 2030. By improving billing and monitoring, the initiative seeks to provide more reliable electricity access, promotes fairness and strengthens service delivery, reinvesting revenue to support infrastructure, maintenance and increased energy access for communities.

### Key Achievements



**32,261**

customers registered



**PGK360,000**

collected in bill payments across 9 provinces.

## 2024 Lookback

In 2024, the Amnesty Program achieved significant results, registering over 30,000 new individuals, increasing PPL's income by PGK360,000. The campaign identified illegal connections and recovered unpaid bills, helping to convert non-paying consumers into paying customers, therefore positively impacting PPL's revenue streams. The initiative also enhanced PPL's financial

stability by addressing past revenue losses caused by power theft and illegal connections. The additional revenue gained supports infrastructure maintenance and improvements, contributing to the broader goal of expanding electricity access and improving service reliability.



# Power Amnesty Case Study

## Empowering communities and local capacity through the PNG power amnesty campaign

The PNG Power Amnesty Campaign represents a unique collaboration between the Santos Foundation, PNG Power Ltd. (PPL) and USAID-PEP strategically engaging local NGOs to combat electricity theft and encourage a culture of service payment.

This innovative approach not only addressed PPL's financial challenges, but also empowered local communities by creating employment opportunities and building local capacity.

Electricity theft, which accounts for 30 per cent of PPL's losses, is deeply rooted in poverty, limited awareness and cultural practices. Recognising that local NGOs possess vital cultural knowledge and community relationships, Santos Foundation engaged seven NGOs across nine provincial towns. These NGOs played a pivotal role in advocating for awareness, fostering trust and transforming non-paying electricity users into active customers.

From 2021 to 2024, the campaign registered 34,580 illegal users, generating PGK741,264 in bill payments.

This success was achieved through a grassroots strategy involving local volunteers and young leaders, including women, who received training in technical and social engagement skills.

The campaign also championed gender inclusion by involving female-led NGOs.



*“When women are actively involved, we unlock potential and achieve sustainable outcomes. Their contributions drive innovation in development.”*

**Young Leaders Alliance. Sophia Teio**

This initiative not only helped improve PPL's financial viability, but also empowered communities, contributing to a sustainable and inclusive energy future for PNG.



USAID-PEP Amnesty Phase 4 workshop in Kokopo, East New Britain Province



Amnesty Female customer interview in Lae.

# Family and Sexual Violence

## Our Approach

Family and Sexual Violence (FSV) is a serious issue affecting families and communities across PNG. With one of the highest rates of FSV in the Pacific, many individuals—particularly women and children—experience physical, sexual and emotional abuse, often within their own homes. Nearly 60 per cent of women and girls aged 15-49 in Papua New Guinea have experienced some form of physical sexual violence, almost twice the global average.<sup>1</sup>

At Santos Foundation, we are committed to addressing this issue by supporting survivors and working towards prevention. Through the Bel isi PNG program, we help provide safe houses, case management and counselling services to those in need. In addition, we work with Family Support Centres in Hela, Southern

Highlands and Gulf provinces, strengthening essential medical and counselling services to ensure survivors receive the care and protection they require.

We also recognise the importance of fostering a safe and supportive workplace. That is why we have introduced initiatives such as the Thursdays in Black 'United in Courage' campaign, which encourages Santos staff to take a stand against violence and advocate for change.

By working with partners, communities and our own workforce, Santos Foundation is dedicated to reducing the impact of violence, supporting survivors and creating lasting change for a safer PNG.

## Program Spotlight

### Bel isi PNG initiative

Bel isi PNG is an innovative public-private partnership dedicated to addressing FSV in PNG. This pioneering program gives survivors access to quality case management and safe house services, providing a secure pathway to safety and recovery.

Beyond direct support, Bel Isi PNG drives private sector leadership and investment in the FSV response, fostering corporate responsibility in creating safer communities. The program also plays a critical role in developing workplace domestic violence policies and training, empowering organisations to support affected employees

and contribute to broader social change. Through Bel isi PNG, The Santos Foundation reaffirms its commitment to strengthening community resilience and advocating for a future free from violence.

Bel isi PNG is supported by the following key donors and partners:



<sup>1</sup> <https://news.un.org/en/story/2022/05/1117642>





Bel isi PNG thrives on the collaboration of subscribing partners, like the EVAW walk, to support survivors of gender-based violence.

*“Bel isi PNG is a beacon of care, offering hope and relief through safe houses, case management and counselling-ensuring every client feels supported and valued.”*

## Corporate sector support

The corporate sector, like any other sector is prone to the impacts of FSV. Subscribing to Bel isi PNG ensures that companies not only have access to a professionally managed case management service and access to safe accommodation options, it also assists

companies to have governance structure and awareness campaigns in place to address FSV. This includes implementing FSV policies, conducting training for nominated staff and access to additional resources and learning opportunities.

## Key Achievements



### 432 new clients

accessed case management services. Of these, 236 were provided with safe accommodation options.



### 5 companies

received FSV workplace contact team training, with 42 staff trained (35 women and 7 men).



### 508 staff

325 women and 183 men were reached through 19 education sessions across 10 companies

## 2024 Lookback

Bel isi PNG remains at the forefront of addressing FSV in PNG. In 2024, the program provided critical support to 432 new clients (377 women, 24 girls, 20 men and 11 boys) through its Case Management Centre (CMC) in Port Moresby. Clients accessed safe accommodation, counselling and legal assistance, ensuring they received the help they needed.

Workplace education was another key focus, with 19 sessions conducted for 10 subscribing companies, reaching 479 staff. An additional 29 staff from a non-subscribing company also participated. These sessions covered the PNG Family Protection Act 2015, workplace FSV response, and Bel isi PNG services, with

interactive Q&A discussions on FSV referral pathways and Interim Protection Orders.

Bel isi PNG's impact was recognised through two major awards in 2024. The program received the Santos EHSS Award under the Santos Foundation Program/Project of the Year category. It also won the Platts Global Energy Award for Corporate Impact – Targeted Program, reinforcing its leadership in addressing FSV in the workplace.

These achievements highlight Bel isi PNG's continued commitment to supporting survivors and driving change in PNG.



Bel isi PNG Chair Jean Martin receives the 'Corporate Impact Award – Targeted Program' at the Platts Global Energy Awards.

Bel isi PNG received the Corporate Impact Award – Targeted Program at the prestigious 2024 Platts Global Energy Awards in New York City. This award honours organisations demonstrating exceptional global citizenship through targeted community programs. The Platts Global Energy Awards recognise innovation, leadership, and exemplary performance across 19 categories. The 2024 finalists were selected from 33 countries by S&P Global Commodity Insights.

The Santos Foundation's contribution to the Bel isi PNG initiative—a collaborative effort to combat FSV impacting the workplace—was honoured for managing a unique partnership between private, public and civil society organisations aimed at addressing FSV impacting the workplace.



# Program Spotlight

## Support to Family Support Centres (FSC)

FSC provide crucial medical services under the National Department of Health. These services include medical first aid for injuries, treatment for sexually transmitted diseases, prevention of hepatitis B and tetanus, emergency contraceptive medication, prophylaxis and psychosocial first aid.

The Santos Foundation supports FSCs across Hela, Southern Highlands, and Gulf provinces—through partnership agreements with the respective Provincial Health Authorities (PHAs). FSCs are located at all major provincial hospitals.

In 2024, the Foundation supported the Hela FSC by funding mental health training and nurse attachment training. Family Support

Centres also provide specific services for gender-based violence (GBV), as part of the National Department of Health's response to GBV. Supporting FSCs ensures that essential services are available to those in need while also resourcing activities aimed at preventing GBV. This includes behaviour change training on mental health for communities with further support to FSCs includes training clinical staff to respond to GBV cases in remote areas.



## 2024 Lookback

In 2024, our collaboration with the Hela PHA Family Support Centre greatly improved access to FSV services, supporting 1,412 patients of physical violence, 369 of sexual violence, and 142 of psychological violence.

Apart from emergency medical and psychosocial support, the Foundation supported the Tari FSC to conduct mental health training for clinical staff in rural centres. It also delivered seven mental health and behaviour change trainings to 229 participants (45 women and 184 men). Training enabled participants to understand harmful behaviour which included abuse of drugs and alcohol, and participating in armed conflict. At the completion of this training, participants continued to seek help to change the direction their lives were taking.

In its endeavour to achieve the goal 'no one is left behind in receiving quality health care, the Hela FSC also integrated FSC and mental health services into rural health facilities. This was conducted through five clinical staff, each assigned to a rural aid post or health centre, seeking to ensure FSC services reached rural areas.

Through partnerships with a local church, four women were provided with safe accommodation. These women were survivors of sorcery accusation-related violence and had received FSC support and referral to the church for safe accommodation.



Santos Foundation partners with Provincial Health Authorities to improve FSCs in our footprint locations, ensuring better access to services.

## Key Achievements



**3,292 patients**

supported through 16 FSC facilities.



**229 participants**

in 7 mental health trainings.



**5 clinical staff**

supported in rural aid posts and health centres.



# Program Spotlight

## Strengthening gender smart safety and support at Santos

In 2024, the Santos Foundation reinforced its commitment to supporting Santos' core business through a series of impactful initiatives. The Foundation facilitated Gender Smart Safety (GSS) training and audits across eight sites, ensuring a safer and more inclusive workplace. In addition, domestic violence awareness sessions were delivered to help employees understand the profound impact of FSV on individuals, workplaces and communities.

These efforts culminated in the launch of the Thursdays in Black 'United in Courage' campaign in Port Moresby, a powerful initiative promoting solidarity and action against FSV. Through these programs, the Foundation is strengthening Santos' response to FSV as a workplace issue, integrating

company values into meaningful action, and fostering a culture of safety and support for employees and their families.

As PNG faces rising rates of violence, a collective effort from all sectors of society is essential to address the crisis. This includes the private sector's involvement. Santos and the Santos Foundation are committed to responding to the increasing rates of FSV by implementing three key initiatives. These initiatives are designed to raise awareness about FSV, improve access to support services for staff, and serve as critical prevention mechanisms. By taking proactive steps, we aim to not only address the immediate needs, but also contribute to long-term change in the fight against FSV.

## 2024 Lookback

In 2024, the Business Coalition for Women trained 39 Santos and Santos Foundation employees (31 women and 8 men) as Gender Smart Safety auditors to improve women's safety in the workplace.

In addition, domestic violence awareness sessions were delivered across eight Santos sites to 248 staff and contractors (78 women and 170 men). The sessions inform participants of the definition of gender-based violence under the Family Protection Act 2015, and where those impacted can access support services.

Santos and the Santos Foundation also launched a transformative initiative aimed at addressing violence in the workplace that will consequently have an impact on staff, their families and their wider communities. The 'Thursdays in Black: United in Courage' campaign is part of a larger global movement designed to raise awareness and advocate against violence in all its forms. For Santos and Santos Foundation, the campaign calls on staff and contractors in Port Moresby to unite in courage through promoting key actions that challenge harmful behaviours and foster a safer, more supportive environment.



Through Santos Thursdays in Black: United in Courage, staff promote solidarity and action against FSV.

## Key Achievements



### 39 trained auditors

Gender Smart Safety – 39 trained auditors (31 women and 8 men) across 8 sites



### 248 staff

DV Awareness – 248 staff (78 women and 170 men)



### Thursdays in Black

weekly messaging, increased awareness, leadership accountability





## Thursdays in Black: United in Courage

Santos and the Santos Foundation launched a transformative initiative aimed at addressing violence in the workplace that will consequently have an impact for staff, their families and their wider communities.

The 'Thursdays in Black: United in Courage' campaign is part of a larger global movement designed to raise awareness and advocate against violence in all its forms.

Santos joins a number of private and public sector organisations in PNG to increase awareness in advocating against all forms of violence through the Thursdays in Black campaign.

Santos' 'Thursdays in Black: United in Courage' campaign represents a powerful, comprehensive effort to address violence in all its forms. By taking a stand and fostering a culture of accountability, prevention and support, Santos has made significant strides toward creating a safer, more respectful workplace. While the campaign is in its initial stages, years of Domestic Violence (DV) awareness across the company highlights the importance of collective action, leadership commitment and individual responsibility in tackling complex social issues like violence. Through ongoing education, clear policies and a visible commitment to solidarity, Santos is setting an example for other organisations to follow in creating environments free from violence and harm.



*"Over our time in PNG, Santos has become a leader in the industry playing an active role in contributing towards addressing violence, especially violence against women. Key to this role is our medical service, which offers referrals for confidential and professional counselling and support, the Bel isi PNG initiative which provides case management and safe house options, and provisions of paid leave for staff who are affected by violence. Our employees and contractors are also champions of change in their communities and strive to do better every day. This is in line with our values to be accountable and to build a better future."*

**Leon Buskens, County Chair PNG, Santos Foundation Director**

*"Thursdays in Black helps me to promote and demonstrate my protest against all forms of violence. This has also helped me to gain more knowledge and confidence on how to battle this domestic violence within my community and in my family"*

**Akup, Santos employee**

# Youth Opportunities

## Our Approach

Recognising the important contribution the Santos Foundation makes to helping communities thrive in PNG, in 2023, the Santos Limited Board endorsed the Foundation to expand its activities to all regions where Santos operates.

In 2024, we were pleased to announce our first initiatives outside of PNG with the launch

of a Youth Opportunities program in the greater Darwin region to support education and employment pathways for young people. To support this initial activity, we also appointed a Darwin-based Australian Program Coordinator in November to undertake further community stakeholder engagement as well as identify and deliver new program activity.



## Program Spotlight

### Aboriginal health practitioner training

Together with the Darwin-based Aboriginal Community Controlled Organisation, Danila Dilba Health Services (DDHS), the Santos Foundation's Youth Opportunities program is supporting 8 students to achieve their Cert IV Aboriginal Health Practitioner (AHP) accreditation. Once accredited, the graduates will be offered ongoing permanent roles with DDHS across a range of health services.

The first cohort of 4 students to enrol in the 2-year course at the Batchelor Institute commenced their studies in February 2024.

The second cohort of 4 students will commence their studies February 2025.

Established in 1991, DDHS provides culturally appropriate, comprehensive primary health care and community services to Biluru Aboriginal and Torres Strait Islander people in the Yilli Rreung (greater Darwin) region of the Northern Territory.





## Culturally safe and trusted health care

The life expectancy for first Nations people in the Northern Territory remains significantly lower than that of non-Indigenous Australians. For males, the gap is approximately 13.5 years, and for females, it's about 13.8 years-the highest disparity of any Australian State or Territory.<sup>1</sup>

Health challenges are often exacerbated by social disadvantages, limited access to health care, and cultural barriers. With approximately 30 fewer AHPs in the Northern Territory than there were a decade ago,<sup>2</sup> supporting the training of new AHPs into the workforce will increase the provision of high quality and

culturally appropriate primary health care to First Nations people.

Employing AHPs creates job opportunities and local role models, inspiring younger generations to pursue careers in health care.



*When First Nations people access community-controlled safe services with First Nations health workers, they tend to have better health outcomes because the care is culturally safe, trusted and high-quality.*

## 2024 Lookback

Following the selection of four aspiring AHPs to commence the 2-year program in February, a student induction was held which included site visits to all DDHS clinical locations and an overview of key programs such as Chronic Disease Management, Elders Support, Social and Emotional Wellbeing, Maternal Health, Health Promotion, Child Health and the Australian Family Partnership Program.

A Student Support Coordinator was also appointed during the year to provide support mechanisms for the trainees including monitoring the overall success of the initiative, liaising with internal and external stakeholders, and providing focused training and study sessions. The Student Support Coordinator also introduced a 3-month clinical rotation schedule to ensure that trainees gained exposure to a wide variety of patient cases. Exposure to community clinics offered valuable insights into local health care needs, while the personalised support in smaller clinics allowed for one-on-one learning and mentoring opportunities.

We look forward to continuing our partnership with Danila Dilba, supporting the existing students to complete their second year of studies at the Batchelor Institute and also

welcoming a cohort of 4 new students to begin their accreditation in early 2025.



*“This partnership has been instrumental in strengthening our ability to recruit and train Aboriginal Health Practitioners—key professionals who play a vital role in delivering culturally safe, high-quality primary health care in the Northern Territory. By investing in trainees, we are not only addressing this critical workforce gap, but also fostering a sustainable pipeline of skilled First Nations professionals. Thanks to Santos Foundation, Danila Dilba can provide meaningful employment and education opportunities for First Nations people across the Greater Darwin region, ensuring long-term, community-driven health care solutions.”*

**Rob McPhee, CEO, Danila Dilba**

<sup>1</sup> <https://www.indigenoushpf.gov.au/measures/1-19-life-expectancy-at-birth>

<sup>2</sup> [healthinfonet.ecu.edu.au](https://healthinfonet.ecu.edu.au)

<sup>3</sup> [https://healthinfonet.ecu.edu.au/healthinfonet/getContent.php?linkid=720659&title=Closing+the+Gap%3A+Commonwealth+2024+annual+report+and+Commonwealth+2025+implementation+plan&contentid=50567\\_1](https://healthinfonet.ecu.edu.au/healthinfonet/getContent.php?linkid=720659&title=Closing+the+Gap%3A+Commonwealth+2024+annual+report+and+Commonwealth+2025+implementation+plan&contentid=50567_1)

# Program Spotlight

## Schools based apprenticeships

Together with GTNT Group, the Santos Foundation is supporting 25 high school students to gain practical industry experience through a school based apprenticeship pathway. Students will have the opportunity to gain a nationally recognised qualification alongside completing their secondary education.

Commencing in 2025, this initiative involves a structured combination of part-time work, school studies, and vocational training, providing a pathway to future employment or further education.



## Supporting school retention rates

The Northern Territory continues to face challenges to keep students in school. The Year 7/8 to 12 full-time apparent retention rate in the NT was 55.1 per cent in 2024, the lowest among Australian states and territories, indicating that only just over half of all students who began secondary education continued through to year 12. The national Year 7/8 to 12 full-time retention rate was 79.9 per cent.

Low school retention rates can have significant implications for both individuals and the broader community. Early school leavers may face limited job prospects or lower wages leading to a lifetime of economic instability and a reliance on social welfare. Young people may also experience social isolation and lack access to supportive networks leading to poor physical and mental health outcomes. A school based apprenticeship pathway enables students to gain practical industry experience, earn an income, and work towards

a nationally recognised qualification, all while completing their Northern Territory Certificate of Education and Training (NTCET).



*Our partnership with Santos Foundation will set up our youth with the necessary tools to pursue a career in industries they might not have considered, or an industry they are excited to gain practical skills in. GTNT Group is excited to work with Santos Foundation on this program and see our community benefit from its outcomes over the next two years.*

**Kathryn Stenson, Chief Executive Officer, GTNT Group**



# Governance

## Our Compliance

Santos Foundation is a not-for-profit organisation comprised of two trusts: one based in Australia and another in Papua New Guinea. This structure allows effective management and implementation of community initiatives across both countries, and in Australia, Santos Foundation is a registered member of the Australian Charities and Not-for-profits Commission (ACNC).

Committed to the highest standards of corporate governance, the Board and Management of Santos Foundation support exemplary practices. Effective corporate governance is critical to the long-term success and sustainability of the Foundation. The Board and all levels of management are dedicated to maintaining and enhancing a strong corporate governance framework.

Ultimate responsibility for the approval and oversight of strategy lies with the Santos Foundation Board. The CEO reports to the Board and is responsible for delivering the strategy and goals approved by the Board, supported by the Executive Leadership Team and their teams.

Promoting a culture of ethical and responsible conduct in line with our values and legal obligations supports long-term success. Our corporate governance framework underpins effective decision-making and operational integrity. Adherence to the Santos Management System sets the mandatory requirements for managing and operating the business, including company policies, code of conduct, and delegation of authority.

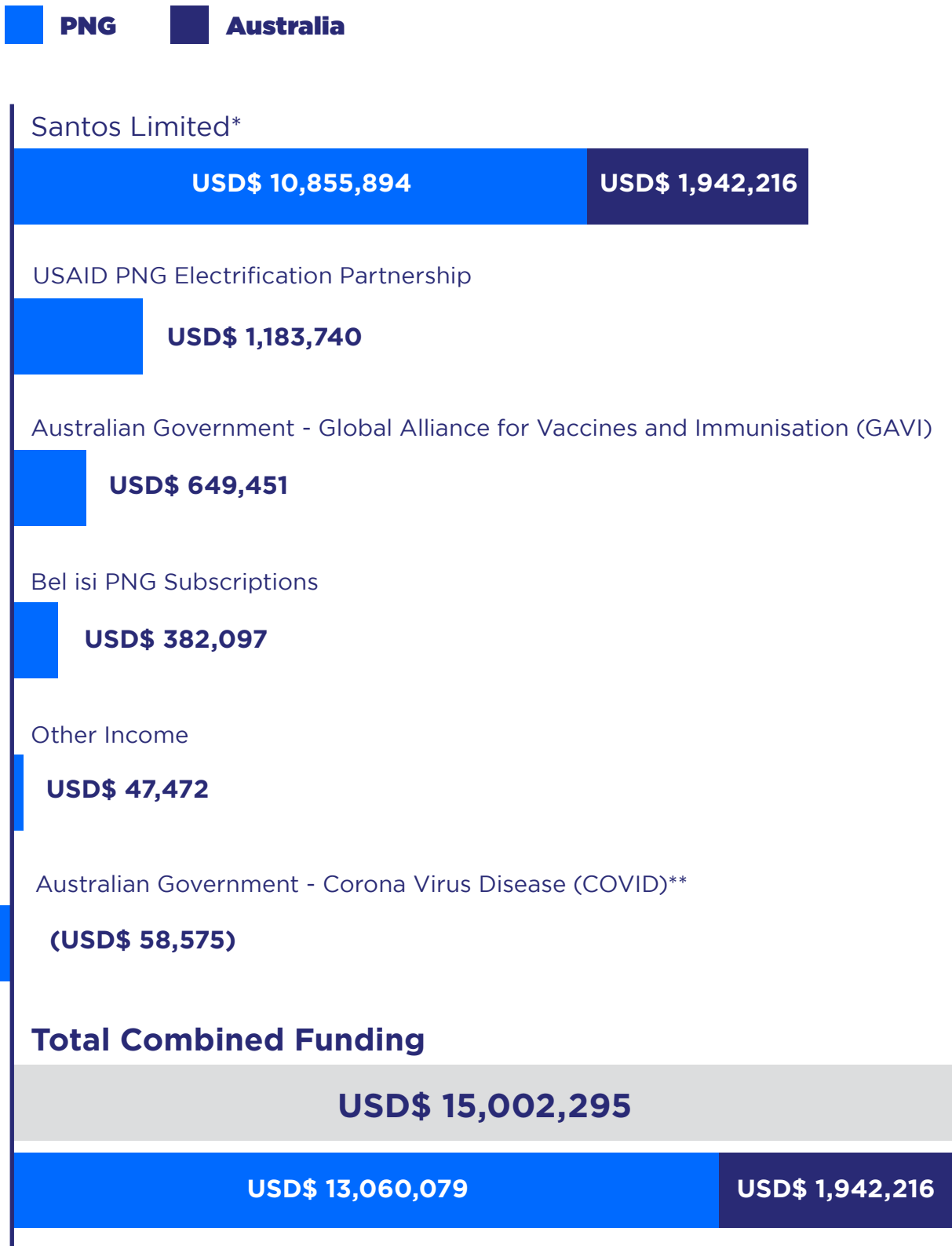
We adhere to Santos' Code of Conduct, which sets clear expectations for ethical behaviour, guiding how we interact, make decisions, and perform daily work. All employees and

contractors are required to adhere to these standards, and we offer mandatory training across all locations. Breaches related to our Code of Conduct are reported.

Additionally, Santos Foundation adheres to policies such as the Child Protection Policy and the Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy. These policies guide our work and seek to safeguard vulnerable groups from harm or risk where we operate.

To find out more about our Board and what we do, please visit [www.santosfoundation.org](http://www.santosfoundation.org)

# Santos Foundation Combined Funding in 2024



\* For Australia programs, Santos in-kind contribution was USD\$ 0.94 million for 2024. The Australia financials are for the 17-month period ended 31 December 2024.

\*\* In 2024, the Foundation returned excess funds from the Australia Government upon completion of the program.

NOTE: For Papua New Guinea, in addition to the above, Santos Foundation implemented program activities to the value of USD\$3.14 million on behalf of the PNG LNG Joint Venture Partners in Southern Highlands Province.



# Santos Foundation Combined Financials

for the year ended 31 December 2024

	PAPUA NEW GUINEA* USD \$	AUSTRALIA** USD \$	TOTAL COMBINED** USD \$
<b>REVENUE</b>			
Donations	13,057,573	1,942,216	14,999,789
Interest Income	2,506	-	2,506
Total Income	13,060,079	1,942,216	15,002,295
<b>OPERATING EXPENSES</b>			
<b>Health Pillar</b>			
Public Health Authority Support	3,935,811	-	3,935,811
COVID Response	571,784	-	571,784
Global Alliance on Vaccines and Immunisation	1,267,271	-	1,267,271
<b>Youth Opportunities Pillar</b>			
Youth	3,053,561	286,265	3,339,826
<b>Community Development Pillar</b>			
Leadership and Education	792,942	-	792,942
USAID PNG Electrification Partnership	1,684,151	-	1,684,151
<b>Family &amp; Sexual Violence Pillar</b>			
Family & Sexual Violence	556,399	-	556,399
Bel isi PNG	1,030,216	-	1,030,216
<b>Organisational Costs</b>			
Business Development Unit	230,783	213,853	444,636
Accountability and Administration	515,395	212,646	728,041
Monitoring and Evaluation	308,811	260,837	569,648
Foreign currency loss	(100,919)		(100,919)
Total expenses	13,846,205	973,601	14,819,806
Net (loss) surplus for the year	(786,126)	968,615	182,489
Other Comprehensive Income	-	-	-
<b>Total Comprehensive (loss)/surplus</b>	<b>(786,126)</b>	<b>968,615</b>	<b>182,489</b>

\* For Papua New Guinea, in addition to the above, Santos Foundation implemented program activities to the value of USD\$ 3.14 million on behalf of the PNG LNG Joint Venture Partners in Southern Highlands Province.

\*\* For Australia programs, Santos in-kind contribution was USD\$ 0.94 million for 2024. The Australia financials are for the 17-month period ended 31 December 2024.

Full audited financial statements for each jurisdictions are provided separately on the Foundation website [santosfoundation.org](https://santosfoundation.org)

# Abbreviations and acronyms

**ACNC**

Australian Charities and Not-for-profits Commission

**AHP**

Allied Health Practitioners

**AIHSS**

Accelerated Immunisation and Health System Strengthening

**AUD**

Australian Dollar

**BESS**

Battery Energy Storage System

**Board**

Board of Directors

**CCS**

Carbon Capture and Storage

**CEO**

Chief Executive Officer

**CMC**

Case Management Centre

**CTAP**

Climate Transition Action Plan

**DDHS**

Danila Dilba Health Service

**DFAT**

Department Foreign Affairs and Trade

**DV**

Domestic Violence

**EVAW**

Elimination of Violence Against Women

**Emissions Reduction Units**

An emissions reduction unit represents one tonne of carbon dioxide equivalent (tCO<sub>2</sub>e) emissions reduction or removal

**Foundation**

Santos Foundation

**FSC**

Family Support Centre

**FSV**

Family Sexual Violence

**FODE**

Flexible Open Distance Education

**GBV**

Gender Base Violence

**GEDSI**

Gender Equality, Disability and Social Inclusion

**GPHA**

Gulf Provincial Health Authority

**GSS**

Gender Smart Safety

**GTNT**

Group Training Northern Territory Group

**HPV-1**

Human papillomavirus

**HPHA**

Hela Provincial Health Authority

**HTR**

Hard-to-reach

**KRA**

Key Results Area

**KW**

kilowatt

**KWh**

kilowatt-hours



**Low Carbon Fuels**

Fuels that Santos may seek to develop with materially lower net greenhouse gas emissions in their production, processing and use (including through reduction and / or equivalent emissions reduction units) compared to traditional fossil fuels. This term may encompass a range of fuels such as hydrogen, ammonia or synthetic gas

**NEA**

National Energy Authority

**NGO**

Non-Government Organisation

**NT**

Northern Territory

**NTCET**

Northern Territory Certificate of Education and Training

**PEP**

PNG Electrification Partnership

**PGK**

Papua New Guinea Kina

**PHA**

Provincial Health Authority

**PNG**

Papua New Guinea

**PPL**

Papua New Guinea Power Limited

**PRH**

Pimaga Rural Hospital

**Santos**

Santos Limited and its subsidiaries

**SLB**

Formerly Schlumberger

**SHPHA**

Southern Highlands' Provincial Health Authority

**TB**

Tuberculosis

**UNSW**

University of New South Wales

**USA**

United States of America

**USAID**

United States Agency for International Development

**VET**

Vocational Education Training

**WaSH**

Water Sanitation and Hygiene







## Corporate directory

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