



# ANNUAL REPORT

# 2025

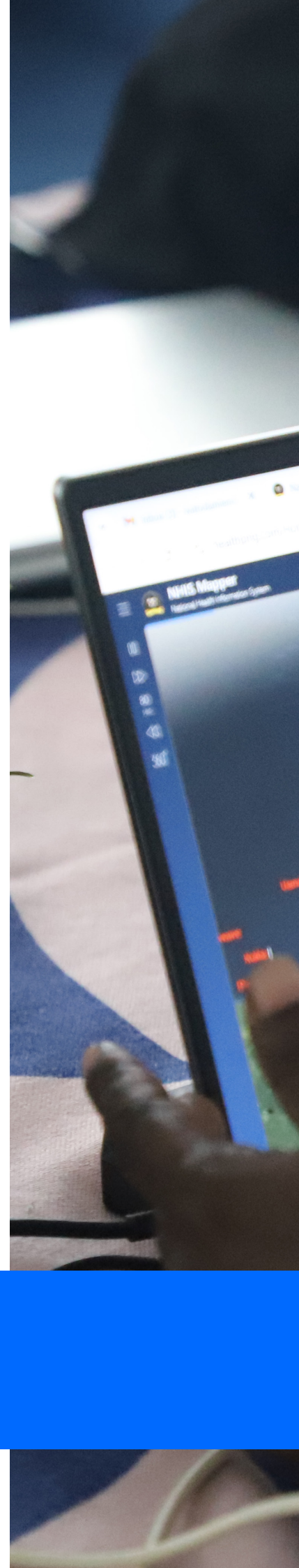
BUILDING RESILIENT COMMUNITIES  
ADVANCING ECONOMIC PATHWAYS

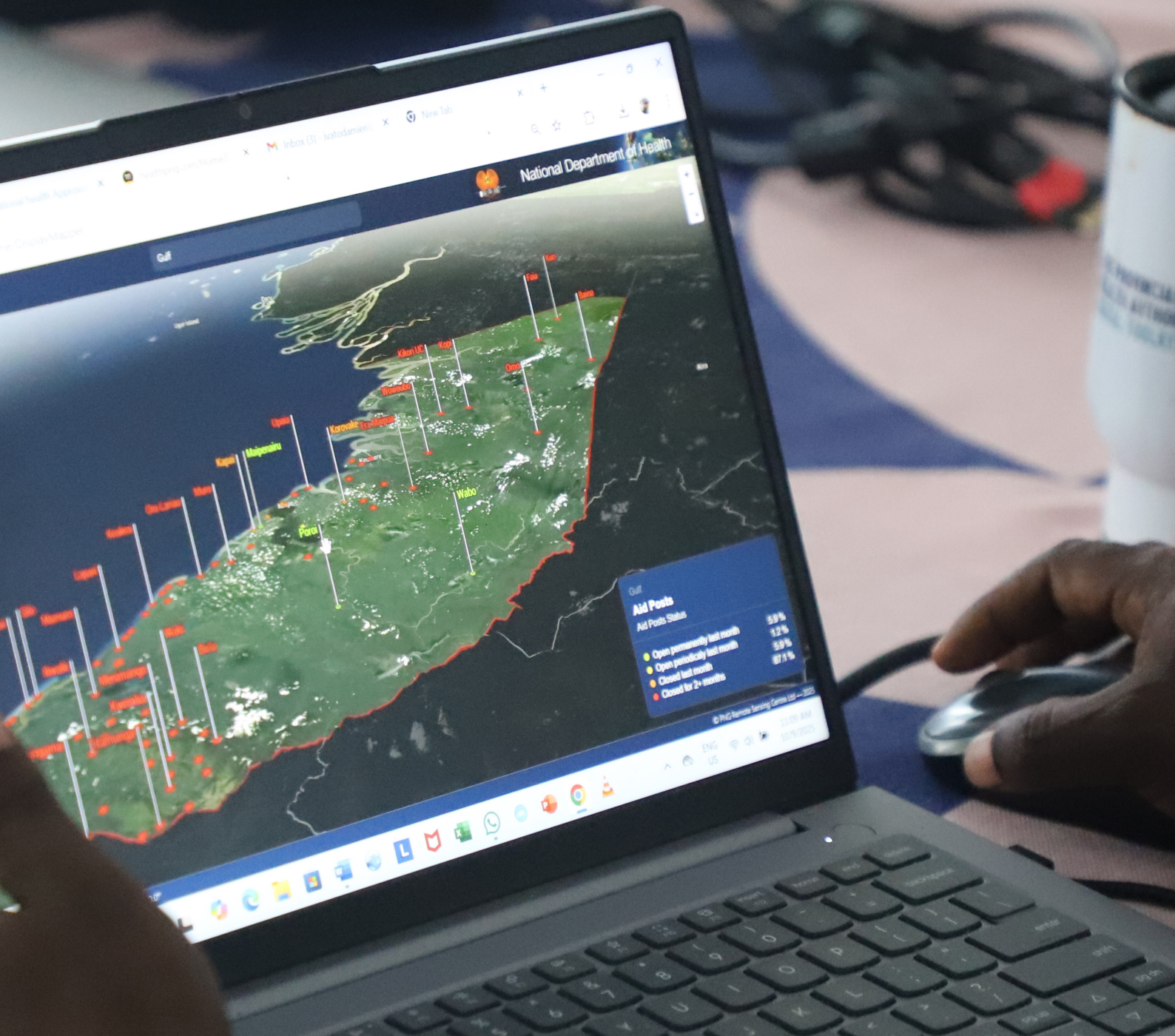
# Contents

Who we are	4
Our Mission	4
Our Objectives	4
Our Values	5
Our Guiding Principles	5
Santos Limited Support	6
Operational Footprint 2025	7
Chair and CEO Message	8
Our Board of Directors	9
Partner Acknowledgement	11
Our Program Approach	12
2025 Highlights	14
<b>Papua New Guinea</b>	
<b>Health</b>	<b>16</b>
<b>Youth Opportunities</b>	<b>28</b>
<b>Community Development</b>	<b>37</b>
<b>Family and Sexual Violence</b>	<b>44</b>
<b>Australia</b>	
<b>Youth Opportunities</b>	<b>52</b>
Governance	59
Financial Statements	60
Abbreviations and Acronyms	62

## Cover photo:

Cervical cancer screening across Mendi and Tari, reaching 7,324 women since 2024 with an 89% same-day treatment uptake for HPV-positive women.





## 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 aims to respect 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 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 seek to align 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, aiming to ensure goals are achievable and sustainable over the long term.



# Our values



**Work as one team**



**Always safe**



**Act with integrity**



**Be accountable**



**Pursue exceptional results**



**Build a better future**

# 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.**

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## About Santos

Santos is a global energy company with operations across Australia, Papua New Guinea (PNG), Timor-Leste and the United States of America (USA).

Santos is an important Australian domestic gas supplier and liquefied natural gas (LNG) supplier in Asia. It is committed to supplying critical fuels, such as oil and gas, and abating emissions through carbon capture and storage (CCS), energy efficiency projects, use of renewables in its operations and high integrity emissions reduction units.

At Santos, the strategy is to provide the critical fuels the world needs by leveraging existing infrastructure to sustain and grow profitable gas, LNG and liquids production for domestic and Asian growth markets.

Santos will seek to provide lower carbon fuels by decarbonising its own operations, establishing a potential commercial third-party carbon management services business and developing new 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 more than 70 years, Santos has been working in partnership with local communities, providing jobs and business opportunities, 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 comprises regional business units and a Midstream Energy Solutions business unit focused on executing corporate strategy.

Santos is committed to delivering superior value for shareholders.

# Operational Footprint 2025



The Santos Foundation will continue to assess opportunities to help communities thrive where Santos operates.

# Chair and CEO message

Dear Stakeholders,

On behalf of the Santos Foundation, we are pleased to present our 2025 Annual Report, reflecting another year of meaningful impact across the communities where Santos operates in Hela, Southern Highlands and Gulf Provinces in Papua New Guinea and the Northern Territory, Australia.

At the Santos Foundation, we remain committed to our mission to invest in partnerships and local initiatives that help communities thrive. Through targeted investments across our four strategic pillars, Health, Youth Opportunities, Community Development and Family and Sexual Violence, we work to build resilient communities and advance sustainable economic pathways.

Throughout 2025, we continued to prioritise programs that strengthen local capacity and systems, aiming to ensure our investments deliver lasting outcomes well beyond our direct involvement and respond to community-identified needs.

Under our Health pillar, we supported the Gulf Provincial Health Authority to deliver over 71,000 vaccinations improving access to essential immunisation services. In Southern Highlands and Hela Provinces, more than 4,700 women were screened for cervical cancer, with same-day treatment provided where possible. In partnership with Provincial Health Authorities and community organisations, we also supported 10 hard-to-reach patrols, delivering critical health services to remote communities that would otherwise face significant barriers to health care.

Our Youth Opportunities pillar continued to strengthen education-to-employment pathways for young people. In Papua New Guinea, 300 students are now enrolled at the Pimaga Vocational Education and Training Centre in the Southern Highlands, working towards nationally recognised qualifications in mechanical, carpentry and electrical trades, and office administration. In the Northern Territory, a continued focus on further education and employment opportunities delivered an important milestone, with the first cohort of Aboriginal Health Practitioners

graduating and securing ongoing employment with Danila Dilba Health Services in Darwin. These young people represent emerging leaders within their communities, and we are proud to support them on their journey.

Community Development remains at the heart of our work. In 2025, we supported 68 community projects across Papua New Guinea, with a strong focus on initiatives benefitting women and girls. These projects highlight the value of local knowledge and leadership, with the Foundation as a catalyst to support community-driven solutions. A key milestone has been the construction of the new Paua Literacy Library in Moran, on the border of Southern Highlands and Hela Provinces, expanding access to early childhood education and strengthening school readiness in a remote region.

Addressing Family and Sexual Violence continues to be a critical area of our work. In Port Moresby, our partnership with Bel isi PNG supported safe house services, case management and counselling programs, with more than 477 clients receiving support in 2025. We recognise that creating safer communities requires sustained commitment, collaboration, and evidence-based approaches and we look forward to extending this work to the Northern Territory in 2026.

We acknowledge that our impact is only possible through the dedication of our community partners, donors, our staff and the ongoing support of Santos. The trust placed in us by communities across Papua New Guinea and the Northern Territory in Australia continues to guide our focus on partnership, accountability and continuous improvement.

Looking ahead to 2026, we remain committed to evolving our programs based on community feedback and emerging needs and to advancing economic pathways and building strong, resilient communities that create lasting benefit for the future.

Yours sincerely,  
**Kevin Gallagher**  
Chair of the Santos  
Foundation Board

**Jodie Hatherly**  
Chief Executive Officer  
Santos Foundation

# Our Board of Directors



**Kevin Gallagher**  
Chair

Kevin joined the Santos Foundation (PNG) Board in June 2022 and was appointed Chair in March 2023. He was also appointed Chair of the Santos Foundation Board (Australia) following its establishment in July 2023.

He has served as Santos Managing Director and Chief Executive Officer since February 2016, bringing more than 25 years' international experience in the oil and gas industry. Under his leadership, Santos has focused on delivering energy security through the energy transition, with a net-zero Scope 1 and 2 emissions target by 2040 and a clear decarbonisation strategy, including carbon capture and storage and clean fuels.

Kevin began his career as a drilling engineer in the North Sea with Mobil, before moving into senior roles at Woodside in Australia and later serving as Chief Executive Officer of Clough Limited, prior to joining Santos.



**Jodie Hatherly**  
CEO and Director

Jodie was appointed CEO of the Santos Foundation and a director of Santos Foundation (Australia) upon its establishment in July 2023. Jodie was appointed director of the Santos Foundation (PNG) Board in April 2024.

Prior to this, Jodie joined Santos Ltd in 2019 as General Counsel and Company Secretary of the Santos Group.

Jodie joined Santos from INPEX Australia, where she was General Counsel and General Manager Legal for the Ichthys LNG project and INPEX's Australia business.

Jodie commenced her career in the private sector, working in the UK and Australia and has served on the advisory board of the Curtin University Law School as well as Muscular Dystrophy WA.



**Leon Buskens**  
Director

Leon joined Santos Foundation (PNG) Board, formerly the Oil Search Foundation, in September 2020.

Leon is the Country Chair PNG for Santos Limited. He joined Oil Search in 2012 and has held several senior positions, most recently Senior Vice President for External Affairs - Community. As PNG Country Manager, Leon oversees all Social Responsibility, Community Affairs, Communications and Biomass-related activities within PNG.

Leon sits on several prominent PNG Boards across not-for-profit, commercial and government sectors and currently serves as the Commissioner of the PNG Sports Foundation.



**Peter Hearl**  
Non-Executive  
Director

Peter is an Independent Non-Executive Director of the Santos Foundation, appointed in May 2024 following his retirement from the Santos Board, where he served as Chair of the Safety and Sustainability Committee and a member of the Nomination and People, Remuneration and Culture Committees.

He brings extensive global leadership experience from the energy and consumer sectors, including an 18-year career with Exxon in Australia and the USA in senior marketing, operations and strategic roles.

Peter later held senior international executive roles with YUM Brands, including Global Chief People Officer and Chief Operations and Development Officer. Since returning to Australia, Peter has served on the boards of Goodman Fielder, Treasury Wine Estates, Telstra, Santos and the Endeavour Group, where he was Chair until March 2024. He is currently a Trustee of the Stepping Stone Foundation.



### **Nicole Manison**

Non-Executive  
Director

Nicole is a proud Territorian, gas industry executive and former Deputy Chief Minister of the Northern Territory. She joined the Santos Foundation Board as an Independent Non-Executive Director in November 2024, following 11 years in the Northern Territory Legislative Assembly.

During her parliamentary career, Nicole held senior ministerial portfolios including Treasurer, Mining, Industry, Trade and Infrastructure, where she focused on strengthening the economy and creating jobs and opportunities for Territorians. Her achievements include major mining and gas reforms that drove record investment, delivery of significant health, roads and housing infrastructure, and strengthening trade relations.

In 2024, Nicole joined Tamboran Resources as Vice President of Government Relations and Public Affairs.



### **Tracey Winters**

Director

Tracey joined Santos in 2017 and is Chief Strategy Officer, responsible for corporate and ESG strategy.

Tracey has held diverse roles in the resources and energy sector including government and regulatory affairs, media and communications, environment, land access, project commercialisation, construction and asset management.

She has also held senior roles in federal resources and energy policy and politics and built a successful government approvals and environmental management consultancy.

Tracey was appointed as director to the Santos Foundation (PNG) Board and Santos Foundation (Australia) Board in January 2026.



### **Donisha Duff**

Non-Executive  
Director

Donisha Duff OAM is a highly respected senior executive with more than 20 years' experience in health and Indigenous affairs. She joined the Foundation as an Independent Non-Executive Director in June 2025, bringing deep expertise, cultural insight and a strong commitment to Indigenous advancement.

Her career spans Federal and State governments, the non-government sector, and the Aboriginal and Torres Strait Islander community-controlled sector, where she has consistently championed equity and improved outcomes for Indigenous communities.

Donisha is an Adjunct Associate Professor at Kurungkurl Katitjin at Edith Cowan University and holds several significant board appointments, including with the Queensland Government, the Lowitja Institute and the Stars Foundation.

An Aboriginal and Torres Strait Islander woman from Thursday Island, Donisha is a Wuthathi traditional owner of Eastern Cape York with strong family connections to Badu, Moa and Mabuiaig Islands.

# Partner Acknowledgement

The Santos Foundation acknowledges and thanks the government, private sector, donor and implementing partners, civil society and community organisations who work alongside us. Together, this collaboration has helped deliver strong results across Papua New Guinea and Australia, supporting our shared commitment to help communities thrive.

# Santos



# Our Program Approach

Our approach is grounded in collaboration with local leaders, governments, donors and community organisations aiming to ensure our initiatives reflect national development priorities and community aspirations. Through this partnership-driven approach, the Santos Foundation delivers meaningful impact across four strategic pillars, Health, Youth Opportunities, Community Development, and Family and Sexual Violence, supporting immediate community needs while strengthening long-term resilience and sustainable futures in the communities where Santos operates.



# 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
- Public health emergencies and natural disasters



## Youth Opportunities



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



## Community Development



- Early childhood literacy libraries
- Community small grants
- Water, sanitation and hygiene initiatives
- Rural electrification projects



## Family and Sexual Violence (FSV)



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

# 2025 highlights

## Health



Supporting Provincial Health Authorities in PNG to achieve sustainable change and improve health outcomes.

### Immunisation



#### Hard-to-Reach Patrols

**10**  
patrols undertaken

**↑ 67%**  
year-on-year change



#### Outreach Clinics (Gulf Province)

**153**  
outreach clinics conducted

**↑ 28%**  
year-on-year change



#### Immunisations (Gulf Province)

**71,011**  
vaccinations administered

**↑ 34%**  
year-on-year change

### Cervical Cancer Screening and Treatment



#### Mendi General Hospital's Well Women's Clinic (Southern Highlands Province)

**3,438**  
women screened

**↑ 33%**  
year-on-year change

**92%** of women who tested HPV+ received same-day treatment



#### Tari Provincial Hospital's Wali Anda Klinik (Hela Province)

**1,295**  
women screened

Opened August  
**2025**

**80%** of women who tested HPV+ received same-day treatment

## Youth Opportunities



Providing Youth Opportunities in PNG and Australia.

### Education and employment pathways Australia



#### Aboriginal Health Practitioner (AHP) Accreditation and Employment

**3**  
students graduated and employed as AHPs

**3**  
students progressing to final year of studies



#### Apprenticeships

**6**  
apprentices supported

### Education and employment pathways PNG



#### Vocational Education and Training (VET)

**300**  
students enrolled

**↑ 13%**  
year-on-year change



#### Flexible Open Distance Education (FODE)

**46**  
students sat grade 12 exams

**100%**  
pass rate

**23**  
students sat grade 10 exams

**91%**  
pass rate

## Community Development



Supporting targeted  
Community Development  
in PNG.

### Literacy Libraries



Early childhood education

**161**

students assessed as  
'school-ready'

**↑ 46%**

year-on-year  
change



Infrastructure

**1**

new literacy library  
constructed

Paua, Hela  
Province

### Small Grants



Small grants

**68**

communities  
supported

**↑ 21%**

year-on-year  
change



Beneficiaries

**20,000**

people reached

**16**

provinces impacted

## Family and Sexual Violence



Addressing Family and  
Sexual Violence in PNG

### Access to services



Case management

**477**

clients provided case  
management services

**↑ 10%**

year-on-year  
change



Safe house accommodation

**271**

women and children supported  
into safe house accommodation

### Awareness and prevention



Santos PNG staff training

**351**

staff and contractors  
attended domestic  
violence awareness  
training

**↑ 42%**

year-on-year  
change



Workplace Awareness

**22**

workplace education  
sessions provided to  
third-party corporate  
subscribers of  
Bel isi PNG

**↑ 16%**

year-on-year  
change

**600**

employees reached

**↑ 32%**

year-on-year change

# Health

## Our Approach

Good health is foundational to resilient communities and long-term social and economic participation. When health systems function effectively, children are better able to learn, adults can engage in livelihoods, and families can plan for the future.

Health outcomes in our partner communities are impacted by challenging terrain, geographic isolation, periods of escalating social tension, limited access to services, poor infrastructure, and health system capacity.

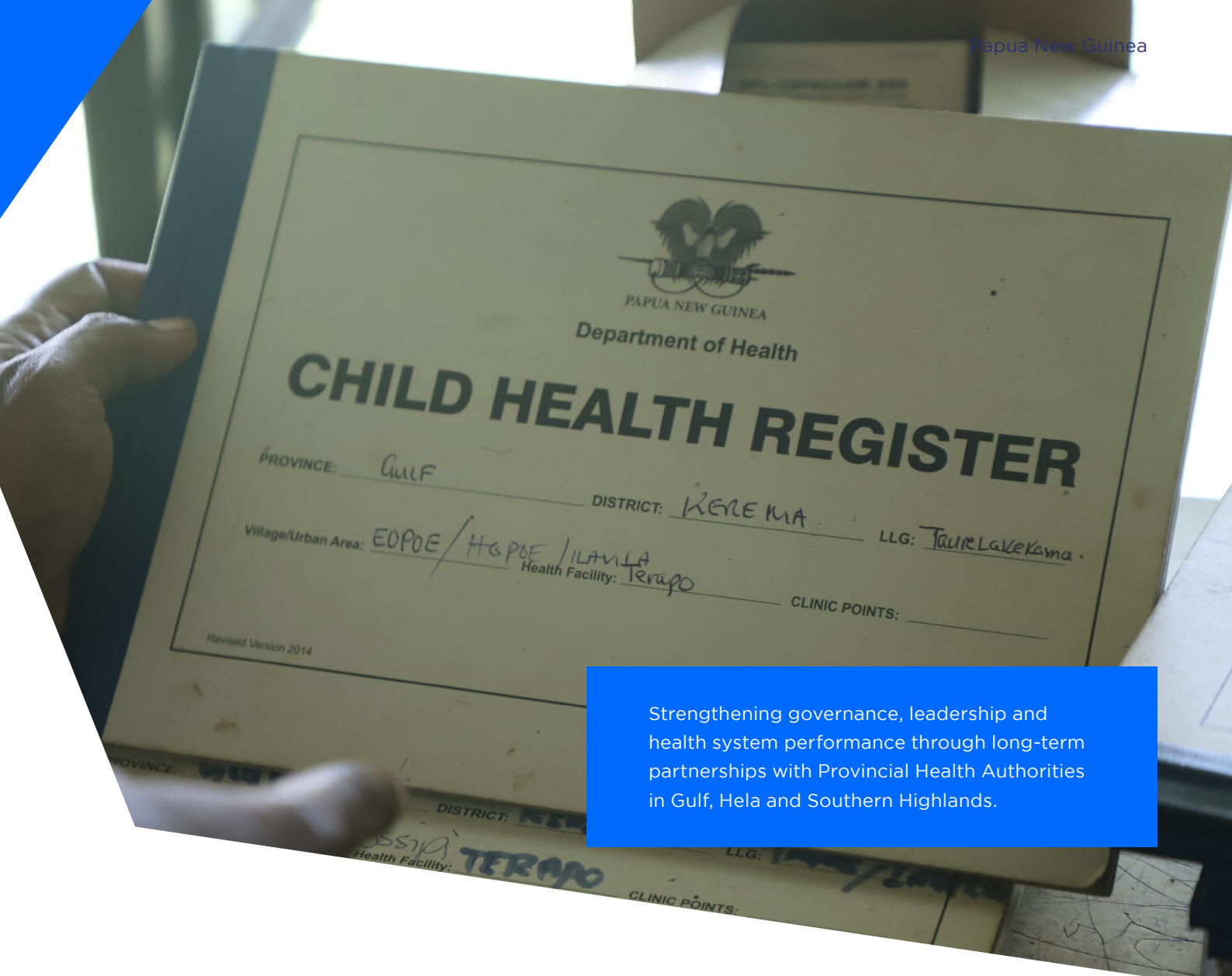
The Santos Foundation's health approach is grounded in partnership, alignment and systems strengthening. In Papua New Guinea, a formal Memorandum of Understanding with the National Department of Health

guides the Foundation's support, ensuring it reinforces national priorities and complements government-led health strategies.

Through long-term partnerships with provincial health authorities (PHA) in Gulf, Hela and Southern Highlands, the Foundation focuses on strengthening governance, leadership, and health system performance, alongside province-identified priority programs.

Santos Foundation supports a sustainable, outcomes focused systems strengthening approach with the PHAs.





Strengthening governance, leadership and health system performance through long-term partnerships with Provincial Health Authorities in Gulf, Hela and Southern Highlands.

## Key focus areas

A sustainable, outcomes-focused systems-strengthening approach assists the three Provincial Health Authorities to address health priorities, meet performance indicators, and strengthen organisational capacity for independent operation.



### Leadership and governance

Technical advisory support for PHA Boards and senior management to strengthen governance, financial, and human resource management.



### Operational Support

Supporting efficient PHA operations through assistance with energy supply, security, and internet connectivity.



### Capacity Development & Resourcing

Strengthening PHA capacity to deliver health services through facility management, data management, medical supplies and equipment, and health workforce development.



### Program Delivery Support

Supporting priority curative and public health programs, including cervical cancer screening, tuberculosis, family planning, immunisation, and malaria prevention.



Hela PHA CEO addresses staff

## Program Spotlight

# Enhancing Provincial Health Delivery to Improve Community Care

Annual partnership agreements with the Provincial Health Authorities (PHAs) of Gulf, Hela and Southern Highlands enable the Santos Foundation to provide targeted technical and financial support to strengthen provincial health systems and improve health outcomes for communities. These long-term partnerships focus on strengthening governance, leadership, health system capability and operational effectiveness, aligned with priorities identified by each province.

Provincial health performance is measured through the National Department of Health's Sector Performance Annual Report (SPAR),

which assesses progress against the National Health Plan 2021-2030 priority areas, through 37 national indicators. The results contribute to progress toward 2030 national targets. The Santos Foundation reviews SPAR results annually to assess progress and guide ongoing support. Improvements in SPAR rankings across the three PHAs reflect stronger systems, improved management capability and closer alignment with national health priorities. These results demonstrate how sustained, partnership-based support contributes to more effective provincial health service delivery and improved access to essential care for communities, including those in hard-to-reach areas.

## 2025 Lookback

### Delivering Strong Health Outcomes Through Partnerships

In a strong national result, two PHAs supported by the Santos Foundation ranked among Papua New Guinea's top performers in the 2024 SPAR. Released in October 2025, the results placed Southern Highlands PHA second and Hela PHA third out of 22 PHAs, reflecting significant

progress in service delivery and system performance.

In 2025, the Foundation supported 8 PHA Board meetings across Gulf, Southern Highlands and Hela provinces.

Southern Highlands and Hela PHAs maintained CEO appointments with three-year terms, and Gulf PHA appointed a permanent CEO in November after four years of provisional engagements at this level, signalling leadership stability essential for long-term reform. Financial accountability also remained strong, with annual financial reports tabled and Performance Management Committees active across all PHAs.

Data quality continued to improve, with over 95% of health facilities in Hela providing accurate and verified reporting into the Electronic National Health Information System. Timely and accurate reporting is essential to support the PHAs and PNG Government to identify disease trends and outbreaks, allocate funding where the need is greatest, plan workforce deployment, prioritise infrastructure upgrades and forecast medicine and vaccine requirements.

SPAR results highlighted strong performance in outreach access, essential medicines, and immunisation indicators, supported by the Foundation's helicopter-enabled support to reach remote communities.

Together, these achievements demonstrate sustained system strengthening and reinforce Southern Highlands' and Hela's consistent position among PNG's top-performing PHAs.

## Key Highlights



### 8 PHA Board meetings supported

across Gulf, Southern Highlands and Hela, with Boards sworn in and CEOs appointed to new 3-year terms.



### 3 PHA Annual Financial Reports

tabled and submitted by each PHA at their respective PHA Board meetings.



### 100% of Health Facility data reported

by Hela PHA to the National Health Information System.



## Why It Matters

*“The National Health Plan 2021–2030 highlights how important strong partnerships are, and in Hela we’re grateful for the support of the Santos Foundation, the Provincial Government, and our District Development Authorities. Through our Provincial Partnership Agreement with Santos Foundation, we’re closing key gaps in primary, secondary and population health services and reaching remote communities more effectively. This work has helped lift Hela to third nationally and first as the most improved province in 2024. Thank you to all our partners for standing with us.”*

**Dr James Kintwa, Chief Executive Officer, Hela Provincial Health Authority**



Sr Natha Takuna says every woman who walks through these doors is met with care, dignity, and hope.

## Program Spotlight

# Transforming Women's Health in Hela and the Southern Highlands

Papua New Guinea has the highest cervical cancer incidence and mortality rates in the Asia Pacific, with incidence five times higher than Australia and mortality 12 times higher. This results in around 1,500 preventable deaths each year. While cervical cancer is highly preventable, many women, particularly those in remote areas, continue to face barriers to early detection and treatment.

In response, the Hela and Southern Highlands Provincial Health Authorities prioritised Human Papillomavirus (HPV) based screening in 2023. This approach aligns with the World Health Organisation's global cervical cancer elimination strategy, which calls on all countries to meet the targets by 2030 to place cervical cancer on a path towards elimination within the next century.

Through partnership agreements, the Santos Foundation supported the expansion of these services, including access to same-day treatment for precancerous lesions. Working with the Kirby Institute at University New South Wales (UNSW),

the Foundation helped establish HPV based screening and treatment clinics at Mendi General Hospital in June 2024 and at Tari Provincial Hospital's Wali Anda Klinik in August 2025. These clinics are delivered entirely by trained local health workers, strengthening provincial health systems and ensuring culturally safe and sustainable care for women.



Same-day treatment and testing is enabling more women to be protected from cervical cancer.

## 2025 Lookback

### Rising Demand and Access

Community demand for cervical cancer screening is accelerating, with 7,324 women screened across Mendi and Tari since 2024. Same-day treatment for HPV-positive women remains exceptionally strong at 89%, and insights from service variations are driving continuous quality improvements.

In the Southern Highlands, screening surged in 2025, with 3,438 women reached, a 33% increase from 2024 that reflects growing community confidence in early detection and care. In Hela, the Wali Anda clinic opened in August 2025 and has already reached 1,295 women, rapidly expanding access for remote communities and strengthening the province's preventative health system.

These clinics are shifting health-seeking behaviour and strengthening trust in preventative health services. As Senior Nurse Sr Natha Takuna at the Mendi Women's Clinic says, "Every woman who walks through these doors is met with care, dignity, and hope. Because when women are healthy and supported, they become the driving force behind thriving, resilient communities."

Together, these results mark a meaningful transformation in how women access and experience cervical cancer prevention services—building confidence, saving lives, and setting a new standard for community-led health outcomes.



### Why It Matters

*"Every woman who walks through these doors is met with care, dignity, and hope. Because when women are healthy and supported, they become the driving force behind thriving, resilient communities."*

**Sr Natha Takuna (Senior Nurse and Master Trainer, Mendi Well Women's Clinic)**

## Key Highlights



### 33% increase in Southern Highlands

cervical cancer screening from 2024 to 2025



### 1,295 women screened in Hela

within months of the Wali Anda clinic opening in August 2025



### 89% same-day treatment uptake

for HPV-positive women aligned with WHO's 90-70-90 cervical cancer elimination targets by 2030.



# Program Spotlight

## Improving Immunisation for Papua New Guinea's Children

The Accelerated Immunisation and Health System Strengthening (AIHSS) initiative is funded by the Australian Government through the Papua New Guinea–Australia Transition to Health (PATH) program, with financial partnership from the New Zealand Government and Gavi, the Vaccine Alliance. The initiative is implemented in close collaboration with the Government of Papua New Guinea and provincial health authorities. AIHSS commenced in 2020 in Gulf and Southern Highlands provinces, with the Santos Foundation supporting delivery at the provincial level.

With Foundation support, the Southern Highlands Provincial Health Authority strengthened its health systems, financial management and governance. These improvements enabled the province to transition to a direct grant recipient in 2025, reflecting stronger leadership, planning and accountability within the provincial health system. In Gulf Province, the Foundation continues to support the implementation of AIHSS, working alongside provincial teams to expand immunisation outreach and strengthen routine service delivery.

The Foundation also directly supports Hela Province, which sits outside the current scope of AIHSS, to help ensure children continue to access routine immunisations. This support focuses on strengthening outreach activities, maintaining cold chain systems and enabling health patrols to reach remote communities, in line with provincial priorities.

Across Gulf, Hela and Southern Highlands, the Foundation's partnership approach supports locally led efforts to increase immunisation coverage, reduce drop-out rates and protect more children from vaccine preventable diseases, contributing to a healthier future for Papua New Guinea.



A hard-to-reach patrol team from the Southern Highlands Provincial Health Authority ready for dispatch to some of the province's remotest communities.

## Key Highlights



### 10 Hard-to-Reach patrols

across 3 provinces – a 67% increase year-on-year



### 153 outreach clinics

conducted through 54 outreach patrols across 17 health facilities in Gulf province - a 28% increase



### 71,011 immunisations

administered across Gulf Province - a 34% increase



## 2025 Lookback

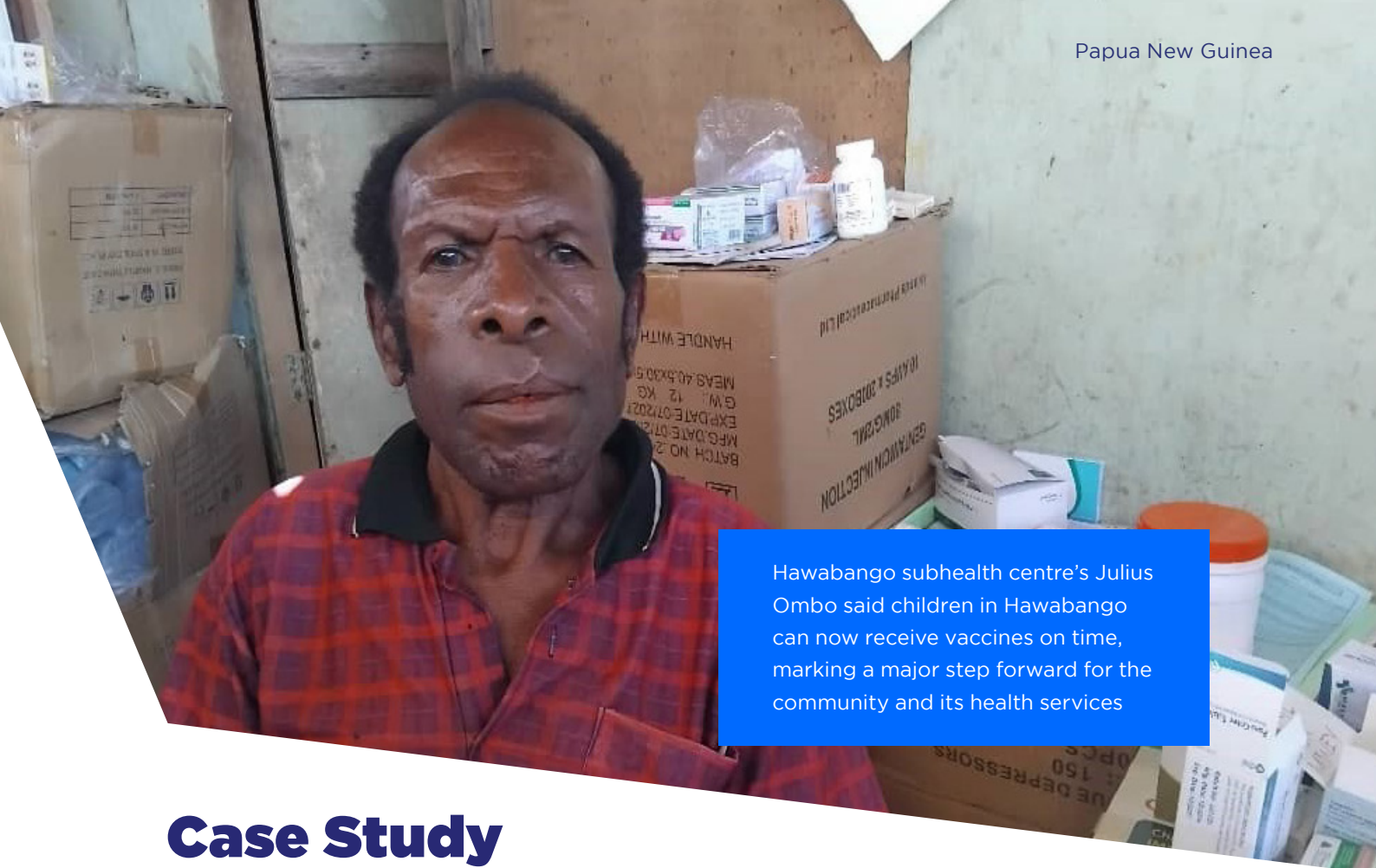
### A Year of Stronger Systems and Healthier Children

Looking back on 2025, the Santos Foundation Immunisation Program celebrates a year of meaningful progress in strengthening immunisation systems and improving child health across Gulf, Hela, Southern Highlands Provinces. Our partnership-driven approach continued to expand the reach and reliability of essential services, even in some of PNG's most remote communities.

A major highlight was the continued rollout of the Accelerated Immunisation and Health System Strengthening (AIHSS) project. In Southern Highlands Province, sustained Foundation support helped the province achieve direct grant recipient status in 2025, reflecting strengthened governance and accountability. In Gulf, co-funding expanded outreach and reinforced cold-chain systems.

In 2025, 10 Hard-to-Reach patrols across three provinces were completed, marking a 67% increase year-on-year, while in Gulf Province alone 153 outreach clinics were delivered through 54 patrols across 17 health facilities—a 28% increase from 2024. These efforts contributed to 71,011 immunisations administered in Gulf, a 34% rise, demonstrating stronger systems and improved community access. Since 2016, the Santos Foundation has supported more than 2 million childhood vaccinations across Gulf, Hela and Southern Highlands provinces.

The Foundation also supported the nationwide polio response, helping boost campaign coverage across all three provinces. Collectively, these efforts delivered over 495,000 childhood vaccinations administered and marked 2025 as a year of real, measurable impact.



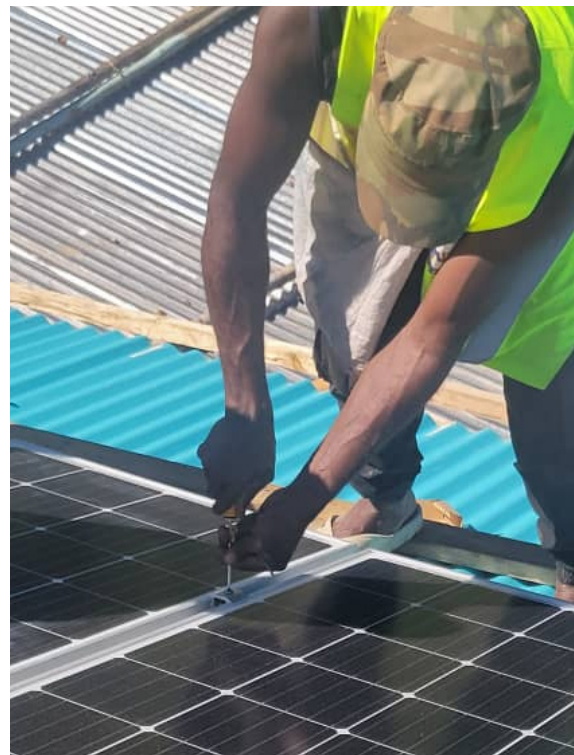
Hawabango subhealth centre's Julius Ombo said children in Hawabango can now receive vaccines on time, marking a major step forward for the community and its health services

## Case Study

# Restoring Lifesaving Immunisation in Hawabango, Gulf province

For years, three key health facilities in Gulf Province operated without functioning vaccine fridges, forcing “runners” to trek for hours conducting the ‘last mile distribution’, by collecting vaccines in Kerema that often arrived expired or heat-damaged. In Hawabango—a mountainous, isolated community accessible only by helicopter—routine immunisation had stopped entirely for four years. Families walked for days just to access basic health services and when medicines ran out, Acting Officer in Charge Julius Ombo and his team could only turn patients away.

A turning point began in 2024 when Gavi funding enabled UNICEF to supply seven solar-powered fridges to Kerema, designed specifically for hard-to-reach areas. But high transport costs left the units stranded in a warehouse for a year. The breakthrough came when Gulf PHA, Catholic Church Health Services, the National Department of Health, and the Santos Foundation joined forces.



Installation of solar panels for cold chain facility (vaccine fridges).

By aligning delivery with Santos-supported Hard-to-Reach patrols, the fridges were finally airlifted into Hawabango, Kamina, and Kaintiba villages.

The impact was immediate. Within six months, childhood vaccinations surged to 4,114, compared to just 250 the previous year. Across Gulf Province, pentavalent-3 coverage rose from 34% to 40%, while dropout rates fell from 34% to 31%. In July 2025, Hawabango received additional medical supplies and its first-ever vaccine fridge—a milestone that now enables reliable, quarterly immunisation.

Mr Ombo said, “For the first time, children in Hawabango will be vaccinated on time and protected from preventable diseases. Our community is very happy, and we won’t be turning anyone away anymore.”

The restored cold chain in Hawabango enhances the delivery of routine immunisation, improving access for families and reinforcing the community’s connection to essential health services.



Runners carrying the new vaccine fridge vital to vaccine storage for the Hawabango community.





Local volunteers helped build trust and connect families with Gulf PHA outreach teams using reliable household-level data.

## Case Study

# Local Volunteers Closing the Child-Immunisation Gap in Remote Kikori

In the remote Kikori District of Gulf Province—where dense rainforest, vast rivers and canoe-only access isolate many communities—families have long struggled to access basic health services. Routine childhood vaccinations were often missed as a single follow-up dose required long, costly travel and overcoming social barriers that discouraged many mothers from seeking care. As a result, large numbers of children remained unvaccinated for long periods.

In 2025, this began to change. Through the Community Immunisation Profiling (CIP) pilot, the Gulf Provincial Health Authority and the Santos Foundation collaborated to transform how immunisation services reached isolated families. By mobilising trusted local volunteers

to move door to door—registering every child and pregnant mothers—they brought health services directly into homes, breaking down distance, cost and social barriers that had long prevented women and children from accessing care.

These volunteers listened to parents, answered concerns, addressed misinformation and helped shift long-held beliefs that had prevented many women from accessing services. Their work built trust—connecting families directly with Gulf PHA's health outreach teams who could now plan visits using reliable, household-level data. For the first time, health workers knew exactly which children needed essential vaccines, where they lived and what challenges they faced.

The impact was remarkable. Kikori's pentavalent vaccine drop-out rate fell to -0.2%, meaning more children completed the full schedule than those who started it. Province-wide, the drop-out rate improved to 18%, moving Gulf closer to national targets and proving that geography does not have to determine a child's health outcomes.

The success of the CIP model is now shaping future planning. From 2026, Gulf PHA will integrate its lessons into routine immunisation programs, with strong potential for national expansion. Through community-led mobilisation and effective partnerships, results have shown that even in the hardest-to-reach places, every child can be reached and protected.

Through the CIP pilot, the Gulf PHA and the Santos Foundation transformed how immunisation services reached isolated families. By involving community members directly in the process, the pilot created a practical link between households and the health system. This local ownership helped reduce missed vaccinations and made follow-up easier for both families and outreach teams.



## Why It Matters

*“Kikori’s -0.2% immunisation dropout rate marks a major health achievement for our District and province, with even more children completing their full vaccination schedule than anticipated. This reflects the trust families place in immunisation, the cooperation of community leaders, and the hardworking health workers who continue serving in challenging conditions. These achievements were supported by dependable cold-chain systems, improved planning, thanks to vital support from our partners including the Governments of Australia and New Zealand, Gavi, and Santos Foundation.”*

**Timothy Ananias (Health Coordinator, Kikori District Health, Gulf PHA)**

In remote Kikori District dense rainforest, vast rivers and canoe-only access isolate many communities and families to access basic health services.

# PNG Youth Opportunities

## Our Approach

Young people in the Southern Highlands Province, including the Nipa-Kutubu District, often encounter barriers to employment, training and economic participation.

The Santos Foundation's Youth Opportunities pillar responds by supporting locally designed initiatives that focus on improving pathways to education and vocational training, entrepreneurship, agribusiness and leadership. Developed in partnership with youth,

community leaders and government stakeholders, the program strengthens practical skills, business capability and access to markets.

With a strong emphasis on inclusion, the program creates opportunities for both young women and men to participate and progress, contributing to improved livelihoods and stronger community-led economic outcomes.





Our support empowers local teachers to deliver high-quality programs that open pathways to further learning and employment.

## Program Spotlight

### Local Training to National Recognition: Strengthening Employment Pathways

The success of the Pimaga Vocational Education and Training (VET) and Flexible Open and Distance Education (FODE) Centre depends not only on the courses offered, but on the capability of local trainers to deliver nationally aligned, high-quality training that meets industry and community needs. While Pimaga's trainers brought strong trade skills and deep local knowledge, many had limited experience with competency-based training and assessment, National Certificate (NC) frameworks and industry employer expectations.

The Santos Foundation's commitment to teacher capacity building is central to this project, with the overall aim of equipping local trainers to deliver high-quality, nationally aligned programs that open pathways to further learning and employment.

## 2025 Lookback

### Strengthening the Curriculum for Sustainable Growth

Since 2023, more than 1,700 young people in Pimaga have accessed Santos Foundation-supported learning through three pathways.

**Adult Literacy** targets learners with limited reading, writing and numeracy skills, providing the foundation for further study. In 2025, over 600 students enrolled across six sites, with 41% completing the program. Female participation remained strong at 82%, and this early engagement is now reflected in more women progressing into higher education pathways.

**Flexible Open and Distance Education (FODE)** supports students to attain Grade 10 and Grade 12 certificates. Enrolments doubled to 200 in 2025. Of the 69 students who sat national exams, 46 achieved Grade 12

certificates (100% pass rate) and 21 achieved Grade 10 certificates (91% pass rate). Adjusted class schedules helped improve retention, particularly for learners balancing mobility and household responsibilities

**Vocational Education and Training (VET)** provides practical skills in Mechanical, Carpentry, Electrical and Office Administration. In 2025, 300 students (234 male; 66 female) prepared to transition into National Certificate programs. Teachers worked with partners to unpack the National Certificate curriculum into weekly lessons and assessments, ensuring students enter 2026 with structured programs leading to recognised qualifications and future employment.

### Key achievements



**1,700+ young people**

reached through Santos Foundation learning pathways since 2023



**69 students**

sat FODE national exams: 46 Grade 12 passes (100%) and 21 Grade 10 passes (91%)



**284 Adult Literacy**

students across six sites, completed the program; 82% female participation



**300 VET students**

enrolled (234 male; 66 female) across four trade and administration streams



**200 FODE students enrolled**

more than twice the 2024 intake



**4 National Certificate programs**

unpacked into weekly lessons and assessments, enabling recognised qualifications from 2026



Adult Literacy supported over 600 learners across six sites since November 2024, with 41% completing and strong female participation (81%) helping more women progress into further education.



## Why it Matters?

Transitioning to the national curriculum is vital, as it ensures students are trained to national standards and graduate with qualifications recognised across PNG. This alignment opens pathways to trade licences, accredited training and formal employment, while making skills gained in remote centres fully portable and valued nationwide.

*“This partnership is helping take vocational training out of policy documents and into real workshops and classrooms. When the curriculum is unpacked properly, students don’t just pass modules – they build the skills and confidence to contribute to their communities and the wider economy.”*

**Steven Tandale, National Department of Education,  
First Assistant Secretary – Curriculum**



Santos Foundation is supporting building capacity of local trainers to deliver nationally aligned, high-quality training that meets industry and community needs.

## Case Study

# Building Local Capacity – Pimaga VET Teacher Development

### Equipping local trainers to lead high-quality, nationally aligned VET delivery.

When the Pimaga Vocational Education and Training (VET) and Flexible Open and Distance Education (FODE) Centre was established, its success depended not only on the courses offered, but on the capacity of local trainers to deliver nationally aligned, high-quality training. While Pimaga's trainers brought strong trade skills and community knowledge, many had limited exposure to competency-based training and assessment, National Certificate (NC) frameworks and industry employer expectations. To address

this, the Santos Foundation convened a six-day Teacher Development Workshop in Port Moresby in mid-2025, bringing together Pimaga's core VET trainers for intensive, practical capability building.

The workshop focused on unpacking NC1 curricula, strengthening assessment design, and aligning professional standards with workplace and industry expectations. Trainers worked unit by unit to sequence content and develop draft delivery plans for Office

Administration, Electrical, Mechanical and Carpentry trades.

Sessions explored what competency looks like in practice, how to design workplace-relevant assessments, and how to record evidence in resource-constrained environments. The program also established shared expectations around professionalism, preparation and modelling workplace behaviours.

As a result, trainers returned with increased confidence, practical tools and draft delivery plans now guiding procurement, classroom preparation and academic planning. Most importantly, trainers are increasingly leading Pimaga's academic planning and centre initiatives, strengthening local ownership and long-term sustainability. By investing in people, not just infrastructure, the Santos Foundation helped ensure Pimaga's VET programs are locally led, nationally aligned and built to last.



## Why it Matters?

*“The Teacher Development Workshop was a turning point for our team. Our trainers came back not just with lesson plans and assessment tools, but with the confidence to lead. They now understand what it means to deliver National Certificate training—and more importantly, they believe they can do it to a high standard. That confidence is what will sustain this Centre long after any external support ends.”*

**Ira Masahimu, Pimaga VET Centre Manager**

Southern Highlands Province VET teachers



# Case Study

## Two Journeys, One Opportunity

### How Pimaga VET & FODE Is Reopening Doors for Youth and Women in Kutubu

In remote Papua New Guinea, education pathways are rarely linear. Schooling is interrupted by financial hardship, limited access, or family responsibilities. What determines the future is not where learning stopped—but whether there is a pathway to return.

At the Pimaga Vocational Education and Training (VET) & Flexible Open and Distance Education (FODE) Centre, that pathway exists.

#### **Stroukey Bob: Returning After 13 Years**

Stroukey completed Grade 10 in 2011. For the next 13 years, he remained at home, unable to continue due to financial constraints. His schooling ended not from lack of ability, but lack of opportunity.

In 2025, he re-entered education through FODE at Pimaga, enrolling in Grade 11 while drawing on prior vocational experience from Electrical trade training completed at Pimaga VET between 2018 and 2021.

Today, Stroukey works as a genset operator, applying his electrical skills while completing academic studies. His goal: finish Grade 12 alongside NC1 and NC2 Electrical, obtain his trade licence, and secure stable employment.

“It is a stepping stone,” he says—a bridge back into education, employment, and dignity. His motivation is clear: supporting his family and creating financial stability after years of uncertainty.



Stroukey is one of many empowered by Pimaga VET and FODE to complete Grade 12 and achieve higher qualification for better employment opportunities.

#### **Lena Buri: Rewriting the Narrative for Girls**

Lena’s journey highlights female participation in education and trades. After completing Grade 10 in 2015, her education stalled like many girls in the region.

In 2018, she joined Pimaga VET’s early cohorts. In 2025, she returned through FODE Grade 11 while pursuing NC1 and NC2 Electrical certifications. Her aspiration: study engineering after completing Grade 12—a pathway rarely pursued by women in her community.

More importantly, Lena recognizes her wider impact as a role model. “Many girls in my community are now going back to study,” she explains. Through her presence in a male-dominated trade, she’s reshaping expectations—proving girls belong in technical professions.

#### **One Centre, Multiple Futures**

Stroukey and Lena’s stories reflect Pimaga VET and FODE’s broader impact: re-engaging youth who left school years earlier, supporting

working students, creating pathways for women into technical fields, and aligning education with employment outcomes.

In regions where dropout rates are high and opportunities limited, Pimaga proves

education doesn't have to stop because of circumstances. With the right systems, students can return, rebuild, and rise. Two journeys. Two futures reclaimed. One Centre making it possible.

## Program Spotlight

# From Capacity to Leadership

Strategic investment in youth governance is delivering real results, with young leaders now mobilising their own resources and driving their own development agenda.

When the Santos Foundation partnered with the National Youth Development Authority (NYDA) and Nipa-Kutubu District Development Authority in 2023 to establish the Kutubu Local Level Youth Development Council (KLLYDC), the aim was to create a legitimate and capable youth-led institution that could contribute to sustainable development without relying on external actors to lead every initiative.

By 2025, that vision had become reality.

### **Building strong foundations, 2023 to 2024.**

In 2023, NYDA supported the election and swearing-in of KLLYDC's executive members, followed by leadership training for executives and ward representatives. This process established clear governance structures and strengthened institutional legitimacy.

The work continued in 2024, when 39 participants, including nine executives and 30 ward representatives from 18 wards, came together for a week-long consultation workshop. With technical guidance from NYDA, the Department of National Planning and Monitoring and other partners, participants developed KLLYDC's constitution and five-year development plan.

These early investments provided the council with strong governance systems, strategic planning capability and links to government processes. The real test was whether KLLYDC could move beyond capacity building and begin leading independently.

### **2025: youth taking the lead**

In 2025, KLLYDC demonstrated its independence by securing funding from the Department of Community Development and Religion without prompting or direct involvement from the Santos Foundation. The council identified the opportunity, prepared the proposal and engaged government officials independently.

The funding supported office infrastructure, youth data collection and administrative staffing, strengthening coordination and service delivery across Kutubu LLG. These outcomes have reinforced KLLYDC's credibility and positioned the council as a development partner in its own right, rather than a project beneficiary.

## Looking Ahead 2026 and Beyond

Building on this foundation, KLLYDC is now planning youth-led community projects for 2026, aligned to the Kutubu Local Level Youth Development Plan 2023-2027. These projects will be designed, coordinated, and delivered by the council, with the Foundation providing mentoring and strategic support, but not direct implementation.

This is what sustainable youth development looks like. Young people aren't sitting back waiting for external actors to create opportunities, they're taking initiative, mobilising resources, and building systems that will outlast any single project cycle. For the Santos Foundation, KLLYDC's

progress validates a core principle of the Youth Opportunities Program: invest in institutions and people, not just activities. When young leaders are equipped with the right structures, skills, and networks, they don't need to be led, they become the leaders their communities need.



### Why it Matters?

*For the first time, we are seeing youth in Kutubu organised, engaged, and working together with a shared purpose. The support from the Santos Foundation has helped us move from vision to action.”*

**David William, Chairman – Kutubu Local Level Youth Development Council**

# Community Development Our Approach

Strong, inclusive communities are critical to long-term wellbeing. Across many regions, communities continue to navigate development challenges related to early learning, gender equality and essential services, highlighting the need for partnership-driven initiatives that strengthen local capacity.

The Santos Foundation's Community Development approach is grounded in inclusion, partnership and community leadership. Key initiatives include enhancing early childhood education through Literacy Libraries supporting grassroots, community-led action with a strong focus on women and girls through the Small Grants Program; and supporting foundational efforts to improve water, sanitation and hygiene in partnership with the Nipa-Kutubu District Development Authority and World Vision International.



Parents like Bill Jiara—pictured here with his daughter Matilda—say the Pimaga Literacy Library is boosting children's learning and confidence.

## Program Spotlight Advancing School Readiness Through Literacy Libraries

Since 2016, the Santos Foundation has partnered with Buk bilong Pikinini (BbP) to expand access to early childhood education through the establishment of Literacy Libraries. The Literacy Libraries equip children aged 5–8 with essential early literacy and numeracy skills, ensuring they are “school-ready” and able to transition successfully into primary education—particularly in remote and underserved communities.

Across Gulf, Hela and Southern Highlands, Santos Foundation support has enabled 1,876 children to enrol since 2016. Of these, 73% have graduated with the foundational skills needed for Grade 1, reflecting the program's strong impact on early learning outcomes.

Operating in Papua New Guinea since 2007, Buk bilong Pikinini now manages 22 Literacy Libraries nationwide, including four directly funded by the Santos Foundation.

As the Santos Foundation's implementing partner, BbP oversees all aspects of delivery, from set-up and enrolment to teacher training and reporting. Through sustained financial and technical support, the Santos Foundation aims to ensure high-quality learning environments that give children the best possible start in life.

## 2025 Lookback

### Expanding Literacy Access and School Readiness

Building on its long-standing commitment to early childhood education, the Santos Foundation in 2025 delivered strong community impact through its Literacy Libraries, driving school readiness in priority communities and, in Papua New Guinea's 50th year of Independence, proudly investing in the nation's youngest learners.

The Foundation supported three established Libraries—Kikori (Gulf), Habare (Hela), and Pimaga (Southern Highlands)—and initiated a fourth Literacy Library in Paua, Moran (Hela) in August. The Paua Literacy Library broadens access to early learning opportunities and is expected to strengthen long-term community stability, with enrolments beginning in January 2026.

Across the program, 1,876 children aged 5–8 have enrolled since the program's inception in 2016, with 73% graduating with foundational reading, writing, and numeracy skills, ready for primary school. Within the three established Literacy Libraries, 202 children enrolled, and 161 (75 female, 86 male) successfully graduated in 2025.

Despite operational challenges, Kikori and Pimaga ranked first and second nationally among 22 BbP-operated Libraries—demonstrating the strength of targeted learning support, community partnership, and collaboration between Santos Foundation and Buk bilong Pikinini.

## Key Highlights



**1,876 children**

(aged 5–8) enrolled in Literacy Libraries since inception in 2016



**73% graduated**

school-ready with basic literacy and numeracy skills since inception



**161 graduates**

across Kikori, Pimaga & Habare LLs (75 female, 86 male) in 2025

Top national results for BbP: Kikori (95%) and Pimaga (94%) in 2025



**PNG 50th Independence Milestone**

SF proudly investing in future generations



## Case Study

# Delivering Impact in Remote Communities: The Paua Literacy Library

The Paua Literacy Library is in the Moran area on the border of Southern Highlands and Hela provinces. Establishing the Literacy Library expands early childhood education to children in a remote region that has long faced barriers to services. By creating a safe, inclusive place for young learners, the initiative supports community aspirations for education and strengthens social cohesion.

From scoping to construction, the Santos Foundation and Buk bilong Pikinini (BbP) worked carefully and respectfully within the local context. Planning remained flexible, and engagement was maintained through close collaboration with Santos Security, Community Affairs, and Village Liaison Officers who ensured continuous dialogue with families when travel was limited. Construction was completed in June 2025 through a local contractor, supporting local participation. Teacher recruitment also required adaptive approaches: interviews were held in Moro when travel to Paua was temporarily restricted, and local candidates made the journey to attend. Three teachers were selected and trained at the Santos Foundation's camp in Pimaga. Even when access remained challenging, they led

awareness sessions and collected enrolments — a strong demonstration of local leadership.

By August, the Paua Literacy Library had pre-enrolled 119 children — the highest recorded for any new Literacy Library and well above the benchmark of 80. Families travelled from multiple surrounding villages, reflecting strong demand and confidence in the program.

As Paua parent Ako Embelape shared, “We have never had early childhood education here before. Now I can enrol my child early. This is a first for our community, and many parents feel the same pride and hope.”

Head Teacher Agiru Igibe added, “As a local teacher, I understand our children and community. Supporting early learning in a culturally grounded way helps us build a stronger future.”

Paua now joins three other Literacy Libraries supported by the Santos Foundation and BbP across Gulf, Hela and Southern Highlands province, demonstrating what is possible through partnership, adaptability and strong community leadership.



## Why It Matters

*“I am deeply grateful to the Santos Foundation for bringing a Literacy Library to Paua. We have never had early childhood education here before. Now, for the first time, I can enrol my child early instead of waiting until they are older. This is a first for our community, and I know many parents and community members feel the same pride and hope.”*

**Ako Embelape (Paua Literacy Library Parent, Ali Tribe)**

*“As a locally hired teacher at the Paua Literacy Library, I understand our children, families, and community. This role allows me to support early learning in a way that is culturally grounded and meaningful. By nurturing young children, I hope to help build a stronger future for our community. I am grateful to Santos Foundation and Buk bilong Pikinini for this opportunity.”*

**Agiru Igibe (Paua Literacy Library Head Teacher)**

*“The children who were enrolled at the Pimaga Literacy Library have shown us something truly new, a clear difference between early childhood education and elementary school learning. I have seen this firsthand through my daughter Matilda. She can follow and understand spoken English, write neatly in her exercise book, and she performs very well in her year-end school tests.”*

**Bill Hanex Jiara (Parent of Matilda, Pimaga Literacy Library)**

Paua Literacy Library in the Moran, Hela is the latest established literacy library.



# Program Spotlight

## Small Grants, Community Impact

Focused on addressing community challenges impacting women and girls, the Santos Foundation Small Grants Program empowers communities to develop locally led solutions that achieve positive community impact and long-term wellbeing. Open to all Santos employees and contractors in PNG, the program supports practical initiatives that respond directly to community-identified needs.

The Small Grants Program plays a unique role in enabling community impact across PNG, including beyond Santos' footprint areas. Projects range from solar lighting that

improves women's safety to nutrition gardens that strengthen household food security. Through the program, grantees build skills in problem identification, co-design and sustainable project delivery.

A distinctive feature of the Small Grants Program is its focus on leadership development. Employees and contractors apply workplace skills while strengthening capabilities in grant and project management, supported by the Santos Foundation. This emphasis on individual leadership aligns with Santos' values and commitment to leaving a positive legacy.

## 2025 Lookback

### Strengthening Systems, Growing Community Impact

In 2025, the Santos Foundation Small Grants Program strengthened its governance, improved compliance, and expanded community impact—upholding Santos' value of accountability, particularly as all grantees are staff or contractors. The phased rollout of the new Standard Operating Procedure, supported by awareness sessions across six sites, improved staff understanding of the full grants lifecycle.

A total of 68 grants were delivered across 16 provinces, contributing to an 82% increase in applications as more staff stepped forward as community changemakers. Santos disbursed K371,352, complemented by K28,396 in community contributions—a 14% increase

#### Key Highlights



**68 grants**

delivered across 16 provinces, with an 82% increase in applications year-on-year



**PGK28,396**

in community contributions—a 14% increase from 2024

from 2024, reflecting growing community confidence in the program's transparency and effectiveness. Ten staff champions progressed to higher funding tiers and projects aiming to reach more than 20,000 beneficiaries.

Since 2016, the program has supported 393 community projects nationwide. A highlight in 2025 was Santos PNG Finance Adviser Jetta Caleb's Chickens for Learning initiative, which raised funds for school fees for 80 children and delivered 60 new school chairs—demonstrating strong community collaboration to meet local needs.

Another grantee, Benjamin Haralu, a Rebuild Mechanic at Santos, said, "Across three Small Grants projects I've done, I've seen how small, practical solutions can create real change. What once required long and unsafe journeys for water is now a reliable, clean supply within the community. These projects show what's possible when communities are supported to lead their own development."



**Over 20,000**

beneficiaries reached, with ten staff champions progressing to higher tiers



**393 community projects**

since 2016



## Why It Matters

*"Across three Small Grants projects, I've seen how small, practical solutions can create real change. What once required long and unsafe journeys for water is now a reliable, clean supply within the community. Through the program, I grew as a leader and involved young people at every stage, building skills, confidence, and shared responsibility. While challenges remain, these projects show what's possible when communities are supported to lead their own development."*

**Benjamin Haralu (Rebuild Mechanic, Santos Maintenance)**

Since 2016, the program has supported 393 community projects.





## Case Study

# Empowering Education Through Community Action

Among the 2025 Small Grants Program's standout initiatives was the Chickens for Learning project led by grantee Jetta Caleb in Zifasing Village, Morobe province. Growing up in a rural community, Jetta understood how financial barriers often prevent children from continuing their education. Through a Small Grant, Jetta launched the project with seed capital to raise and sell chickens, mobilising families to collectively address school fee challenges affecting local students.

The community's response was strong. By working together to raise and sell chickens, families generated enough income to support school fees for 80 children—ensuring they remained in class throughout the year. The project also funded 60 new school chairs, easing long-standing shortages and improving classroom comfort for 45 students. Community members contributed their labour, time, and

local resources, demonstrating how shared ownership can turn a simple idea into lasting impact.

A Grade 8 student captured the significance of the initiative, saying, “It shows I have lovely people in my village that care for my education.” Jetta's project reflects how the Santos Foundation Small Grants Program empowers staff and contractors to drive practical, locally led solutions that create meaningful, sustainable change across Papua New Guinea.

# Family and Sexual Violence

## Our Approach

Family and Sexual Violence (FSV) is a complex and deeply rooted issue that challenges individual wellbeing, family stability and community resilience. Women, children and other vulnerable groups are often disproportionately affected and may face barriers to accessing timely, appropriate and safe support services.

The Santos Foundation's approach to FSV is grounded in partnership, prevention and systems strengthening. Through long-term collaboration with Provincial Health Authorities in Papua New Guinea, the Foundation supports Family Support Centres to deliver integrated medical, psychosocial and referral services aligned with national

frameworks and locally identified needs. Alongside service delivery, the Foundation works with partners, communities and its workforce to promote awareness, shared responsibility and respectful relationships. Internal initiatives, such as Thursdays in Black, reinforce a culture that does not tolerate violence and supports positive change.

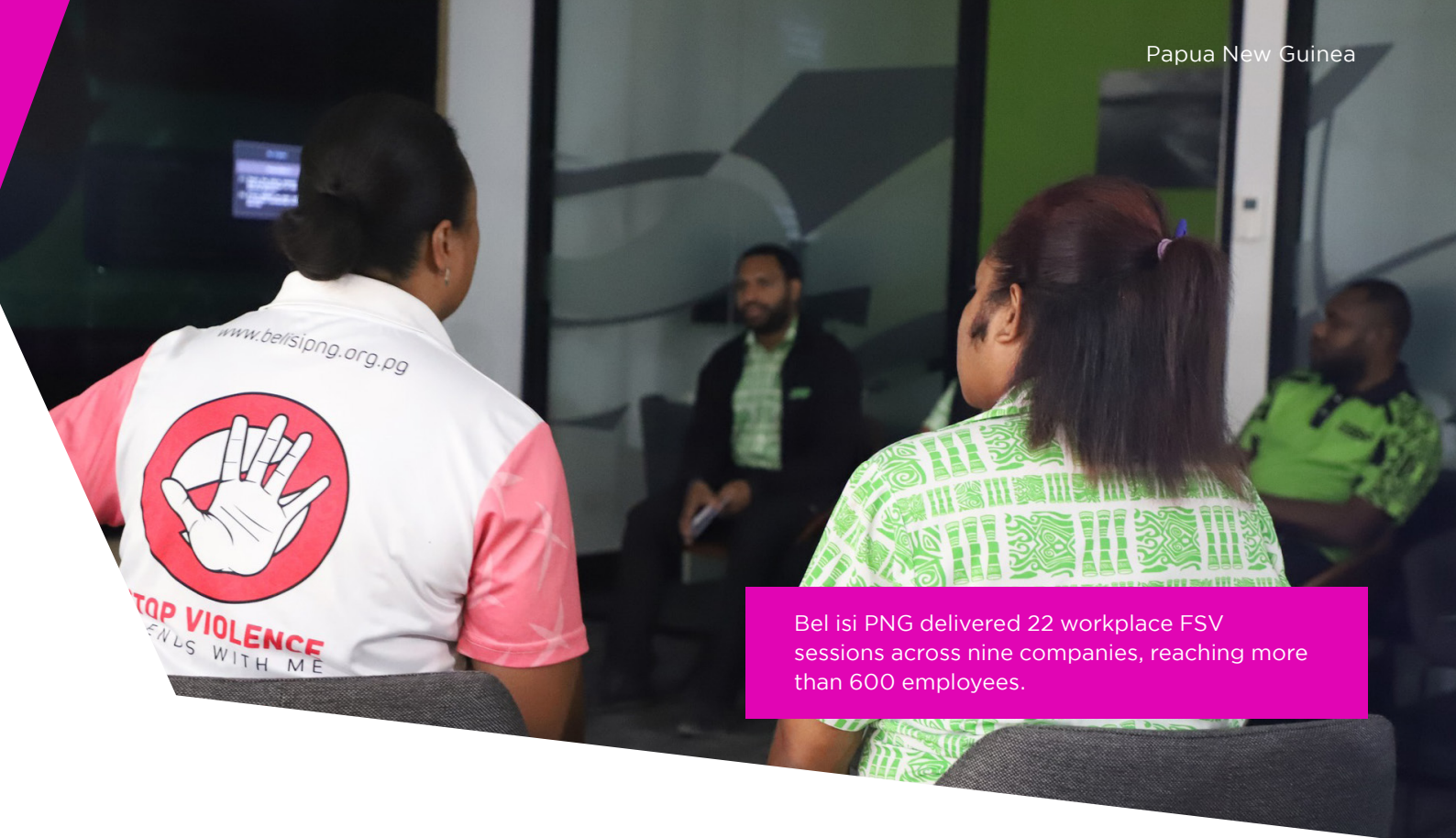
Through these partnerships, Santos Foundation seeks to strengthen support systems and contribute to safer, more resilient communities over time.

## Program Spotlight

### Strengthening Bel isi PNG for Sustainable, Long-Term Impact

Bel isi PNG is an innovative family and sexual violence service funded by the private sector in partnership with government and civil society organisations that help survivors of family and sexual violence access quality support. The service provides quality case management, counselling, safe accommodation and helps survivors access health care, police assistance, legal services and other essential help.

Since 2018, the Santos Foundation has supported Bel isi PNG by managing donor and subscription funding and helping guide the program toward becoming a self-sustaining, standalone organisation. The Foundation works closely with key service partners to provide support for survivors that is ethical, coordinated and high-quality.



Bel isi PNG delivered 22 workplace FSV sessions across nine companies, reaching more than 600 employees.

Femili PNG manages the case management centre and safe house, offering confidential, survivor-centred support. The Business Coalition for Women works with companies to strengthen workplace policies on FSV and delivers practical training to help businesses support staff affected by violence.

Bel isi PNG continues to operate through the commitment of its partners and donors, including the Australian Government through the PNG–Australia Partnership, Santos, Bank South Pacific Ltd and Steamships Trading Company. Their ongoing collaboration is vital to ensuring survivors receive quality support and to strengthening workplace and community responses to violence in PNG.

## 2025 Lookback

### Transition and Consolidation

In 2025, the Santos Foundation continued to provide core support to Bel isi PNG—a leading public–private–civil society partnership delivering integrated case management, safe accommodation, and workplace FSV support in Port Moresby. As the program transitioned toward establishing Bel isi PNG Inc. as an

independent entity, this support strengthened it throughout a year of change and enabled completion of the first phase of its multi-year program funded through the PNG–Australia Partnership, reinforcing program credibility and advancing its move toward national leadership.

Leadership continuity was maintained through an Acting Executive Director seconded from the Foundation, who also represented the program at the Pacific Update in Suva, Fiji, where Bel isi PNG’s partnership model was profiled as an effective response to FSV. Workplace engagement expanded through 22 FSV education sessions reaching more than 600 employees of Bel isi PNG–subscribing companies and partners, while major advocacy initiatives—including the Annual Leadership Forum and the End Violence Against Women (EVAW) Walk—continued strengthening public dialogue on ending violence.

Another key milestone was the refurbishment of the Bel isi PNG safe house children’s playground, improving safety and creating a secure, nurturing environment where children can play, cope, and regain a sense of normalcy while their families seek protection.

## Key Achievements



**477 clients**  
accessed case  
management services



**271 individuals**  
provided safe house  
accommodation



**22 workplace**  
FSV education sessions  
delivered across 19  
companies reaching 600+  
employees



**Supported  
refurbishment**  
of a safe house children's  
playground

The refurbished Bel isi PNG safe house playground provides a safer, secure space for children to play and heal.



## Why It Matters

The Bel isi PNG slogan of “*Safe at Work, Safe at Home*” reflects a commitment subscribing partners to Bel isi PNG actively uphold.

*“Family & Sexual Violence does not stop at the door of our homes, and it does not disappear when our people walk into our workplaces. As employers, businesses in the private sector, we have the power—and the obligation—to create environments where safety is non-negotiable. This means zero tolerance for abuse, harassment, and discrimination. It means policies that protect, cultures that respect, and actions that speak louder than words.”*

**Abdul Malik, Acting Managing Director TotalEnergies, a subscriber to Bel isi PNG**



Santos



STEAMSHIPS



**FemiliPNG**  
care. support. change.



## Case Study

### Access to justice – Mary’s story

For many survivors of family and sexual violence, the path to safety, healing and justice is long and complex. Delays in legal processes, especially for cases first reported in childhood, often mean survivors must navigate years of uncertainty before a matter is resolved. Throughout these challenges, Bel isi PNG continues to provide essential, survivor-centred support to ensure individuals remain safe, informed and empowered.

Through trauma-informed case management, counselling, legal referrals and safe accommodation, Bel isi PNG walks alongside survivors at every stage of their journey. Our Case Management Centre works closely with law and justice partners to help survivors understand their rights, follow the progress of their case and stay engaged with support systems that prioritise their wellbeing. In 2025, one young survivor supported by

Bel isi PNG shared how the service helped her regain confidence and stability as her case progressed through the courts. With assistance to access essential documents, reconnect safely with family and plan for her education, she is now preparing to return to school and build an independent future. “I appreciate all the support from Bel isi PNG for helping me understand the importance of life and to be free from violence. I will gladly talk about how I was assisted so others too can get the help they need.” – Mary \*not her real name

Stories like Mary’s reflect the impact of Bel isi PNG’s holistic approach: providing survivors not only with immediate safety and support, but also with the resources and confidence to rebuild their lives with dignity and hope.



## Why it Matters?

*“The care I received at the Bel isi PNG safe house made a real difference at a very difficult time in my life. My needs were met with care, respect and professionalism, and I was supported in ways that helped me regain hope, perspective and strength. The team runs the safe house with dedication and compassion, and their support goes beyond providing food, clothing and shelter. The understanding and warmth shown helped me feel safe, respected and begin to heal.”*

**Bel isi PNG safe house client \*name withheld for confidentiality\***

## Program Spotlight

### Santos Corporate support

Santos takes an active and responsible leadership role through the Santos Foundation to promote safe, respectful and inclusive workplaces, positioning the company as a leading corporate partner in addressing family and sexual violence.

This support is delivered in PNG through the United in Courage campaign, Santos’ flagship internal initiative that aims to prevent domestic violence. The United in Courage campaign includes the Thursdays in Black initiative—an international movement where people wear black to stand against gender-based violence—alongside targeted

domestic violence awareness sessions that strengthen understanding of FSV and encourage staff to speak up against violence.

These initiatives focus on challenging harmful social and cultural norms, strengthening organisational culture and increasing workforce awareness. By embedding prevention and advocacy within its business operations, Santos demonstrates how sustained, values-driven corporate action can contribute to broader efforts to prevent family and sexual violence and support positive social change.



Santos, through the Santos Foundation, takes active leadership in creating safe, respectful and inclusive workplaces.

## 2025 Lookback

### Leading the charge in addressing FSV

In 2025, the Santos Foundation continued to build awareness and capacity to address family and sexual violence through its United in Courage campaign. Through 21 weekly messages, the campaign reinforced Santos' values, encouraged staff to call out harmful behaviours for Santos PNG staff and highlighted internal and Bel isi PNG support services—helping embed a sustained culture of accountability, care, and help-seeking.

Across Santos PNG field sites, 16 domestic violence awareness sessions were delivered in Gulf, Hela, Southern Highlands and Morobe, reaching 351 staff and contractors. These sessions strengthened understanding of domestic violence, promoted early help-seeking, and—for the first time—included the Kumul Marine Terminal team with support from the Medical and Wellbeing team.

Through the Thursdays in Black initiative, 15 lunch-and-learn sessions equipped Santos PNG staff with practical knowledge on counselling, child protection, case management and national gender-based violence systems. An interactive basic sign-language session further reinforced inclusion and accessibility. These sessions were designed to build confidence, support positive behaviour change, and empower staff to help create safer, more inclusive communities. Together, these efforts enhanced staff capability to prevent violence, promote respectful workplaces, and champion inclusion, health, and children's rights across all Santos PNG operations.



## Key Achievements



### 21 messages delivered

to Santos PNG staff and contractors, providing practical guidance on respectful behaviour, calling out harm and accessing support.



### 16 awareness sessions delivered

to Santos staff and contractors across PNG, building safe-response skills for 351 people, including the Kumul Marine Terminal team.



### 15 learning sessions

strengthened capability in counselling basics, child protection and gender-based violence systems, with a sign-language workshop promoting inclusion.

## Case Study Impact of the United in Courage Campaign

In 2025, the United in Courage campaign continued to support meaningful behaviour and mindset change among Santos staff in Papua New Guinea. The campaign responded to the ongoing challenge of family and gender-based violence by strengthening understanding, encouraging people to speak up, and ensuring staff were aware of available support.

Through Thursdays in Black lunch-and-learn sessions, domestic violence awareness sessions, and weekly email advocacy messages, United in Courage built knowledge and confidence across the workforce. These activities created safe space for discussion and reflection, helping staff better understand the impacts of violence and their role in prevention.

Across PNG operations, staff described how United in Courage translated learning into action. Many reported greater respect for women within their workplaces, families, and communities, as well as increased confidence to challenge harmful attitudes and behaviours. Staff also highlighted a stronger willingness to



Awareness session enhanced staff capability to prevent violence, promote respectful workplaces, and champion inclusion, health, and children’s rights across all Santos operations.

support colleagues and to advocate against violence, reflecting the campaign’s focus on shifting social norms and promoting positive behaviour beyond the workplace.

The campaign also highlighted the importance of positively engaging men as part of prevention efforts. In 2026, United in Courage will build on this momentum through a male advocacy program, supporting interested male staff to use their influence and everyday spaces to act as advocates for change within the workforce, families, and communities.

An educational and referral toolkit will also be developed to make support pathways clearer and more accessible. The toolkit will provide practical guidance on recognising signs of violence, responding appropriately, and connecting people with trusted services.

Together, these initiatives demonstrate the potential of United in Courage to position Santos and the Santos Foundation as leaders in workplace gender-based violence prevention in Papua New Guinea, contributing to safer, more respectful, and more inclusive communities.



The Santos’ United in Courage highlights its commitment to safer, more respectful and inclusive workplaces.

## “ Why it Matters?

*“For several years, I lived with domestic violence. It was not physical, but the emotional abuse had a profound impact on me. After attending the Thursdays in Black learning sessions, I realised I needed professional support. The assistance I received—both internally through Santos and the Santos Foundation, and externally through Bel isi PNG—has completely changed my outlook on life. It is reassuring to work for an organisation that not only advocates against domestic violence but also provides meaningful support for staff experiencing it.”*

**Bel isi PNG safe house client \*name withheld for confidentiality\***

# Australia Youth Opportunities

## Our Approach

In 2025, the Santos Foundation continued to strengthen opportunities for young people by supporting education and training initiatives providing pathways to sustainable employment. Through deepening our partnerships across the NT and engaging closely with community-controlled organisations, we focused on creating supportive, culturally grounded environments where young people can build the skills and confidence needed for their future careers.

By investing in youth development in the Territory we are helping create stronger foundations that support young people to achieve their goals, both now and for future generations.



## Program Spotlight

### Building a Stronger First Nations Health Workforce

Santos Foundation strengthened its partnership with Danila Dilba Health Service to support the growth and impact of Aboriginal Health Practitioners (AHPs) in the Greater Darwin region. The initiative is focused on strengthening culturally informed primary healthcare through community-led training, clinical supervision, and professional development pathways, with participants completing their Certificate IV in Aboriginal and/or Torres Strait Islander Primary Health Care at the Batchelor Institute.

By supporting AHPs to strengthen skills in chronic disease management, preventative health, and family-centred care, the partnership helped ensure families receive trusted, culturally safe care. The



Together with Danila Dilba Health Service, we are supporting the growth and impact of Aboriginal Health Practitioners in the Greater Darwin region.

program contributed to stronger local health systems and employment opportunities for Aboriginal practitioners to lead change within their own communities.

Building on the achievements of this partnership, Santos Foundation looks forward to continuing its collaboration with Danila

Dilba beyond 2025, with a shared focus on strengthening Aboriginal workforce development across Indigenous primary health care. Future activities will continue to be guided by Danila Dilba and community priorities, with a focus on expanding pathways into Aboriginal health careers.



## 2025 Lookback

### Empowering the Next Generation of First Nations Health Leaders

In 2025, the partnership with Danila Dilba Health Services (DDHS) continued to demonstrate the transformative role Aboriginal Health Practitioners (AHPs) play in improving health outcomes for First Nations communities. Trained AHPs have been vital in bridging the gap between families and the healthcare system—delivering preventative services, managing chronic illnesses, and supporting early intervention for at-risk community members. Their culturally informed approach fosters trust, reduces barriers to care, and strengthens identity, connection, and belonging across the community.

This year marked an important milestone for the workforce: three AHP trainees successfully graduated with their Certificate IV AHP accreditation through the Batchelor Institute. A further three AHP trainees commenced their studies, continuing the momentum toward building a strong, community-embedded workforce. Once employed across DDHS's eight primary health clinics, these graduates are expected to collectively contribute to the more than 13,000 client contacts DDHS deliver each year.

Building on these achievements, in 2026 the Foundation will launch the Aboriginal Workforce Traineeship Program, designed to expand career pathways for Aboriginal and First Nations trainees. The program will offer education and training opportunities including Aboriginal Health Practitioner, Allied Health Services, Community Services and Business Administration. By strengthening multidisciplinary care and developing a pipeline of locally trained talent, this initiative will help to ensure teams are equipped to meet the evolving health needs of First Nations patients—now and into the future.

### Key Highlights



#### 3 graduates

employed by Danila Dilba Health Services.



#### 3 new trainees

commenced studies to strengthen a steady pipeline of culturally informed Aboriginal Health Practitioners.



### Why It Matters

*“The best part of our mob looking after mob is that when I walk in, I know they are going to understand — we work holistically. Support from the Santos Foundation has made it possible for me to do this training and follow this path, strengthening the way we care for our community.”*

**Kamika Pollard (Aboriginal Health Practitioners Program, Trainee)**



Kamika is part of a growing workforce that collectively supports more than 13,000 client contacts each year.

## Case Study

# Kamika's Journey Strengthening Community Care

For Kamika Pollard, becoming an Aboriginal Health Practitioner (AHP) is a meaningful way to support her community and strengthen how families receive care. As one of the trainees supported through the Santos Foundation and Danila Dilba Health Service (DDHS) partnership, she recently completed her Certificate IV in Aboriginal and Torres Strait Islander Primary Health Care through the Batchelor Institute.

Growing up in the Greater Darwin region, Kamika saw firsthand how culturally informed care helps families feel safe, respected and understood. "The best part of our mob looking after mob is that when I walk in, I know they are going to understand — we work holistically. Support from the Santos Foundation has made it possible for me to do this training and follow this path, strengthening the way we care for our

community," she shared. Program support enabled her to pursue training while staying connected to the people she hopes to serve. Recognising her resilience, leadership and commitment to culturally safe health care, DDHS and the Aboriginal Medical Services Alliance Northern Territory nominated Kamika for the Rising Star category in the Northern Territory Primary Health Network Health Professional of the Year Awards 2025 — an honour she proudly received.

Now transitioning into her role within one of DDHS's eight primary health clinics, Kamika joins a workforce supporting more than 13,000 client contacts each year. Her journey reflects the broader impact of this partnership: building skilled practitioners who lead positive change within their own communities.

# Program Spotlight

## Shaping Skilled Futures with GTNT Apprenticeship Pathways

In 2025, the Santos Foundation Youth Opportunities Program deepened its commitment to strengthening education and employment pathways for young people in the NT through its partnership with GTNT Group.

The school-based apprenticeship initiative supported Year 12 retention while helping address local skills shortages across priority industries. Through the program, selected Darwin high school students gained hands-on experience in fields such as carpentry, engineering, hospitality, and business, all while

completing their Northern Territory Certificate of Education and Training. With mentoring, wellbeing support, and coordinated training provided by GTNT Group, students built practical skills, confidence, and clearer pathways into further study or employment.

### 2025 Lookback

#### Evolving Apprenticeship Pathways in Darwin

Launched in 2025, the Apprenticeship Program sought to create opportunities for young Territorians through a school-based apprenticeship model. While the approach showed promise, early implementation highlighted age-related barriers that affected student readiness and limited progress. Many younger students needed more time to build confidence, meet workplace expectations and commit to the structure of an apprenticeship.

Host business feedback provided further insight. Employers were willing to support young people but needed more work-ready candidates and clearer, more flexible pathways into full-time roles. This feedback guided a shift in the program's design.

In late 2025, the program expanded beyond school-based apprenticeships to include full-time apprenticeship and employment pathways. This adjustment better aligned the model with employer needs and created



opportunities for more job-ready participants, increasing engagement from both employers and students.

Despite early challenges, the program secured six school-based apprenticeships across four key NT industries—Business Services, Building and Construction, Manufacturing and Engineering, and Hospitality—demonstrating strong employer interest.

Strengthened by the lessons and partnerships of 2025, the program moves into 2026 with a more resilient foundation and a clear ambition to support more students.

## Key Highlights



### 6 school-based apprenticeships

secured across 4 industries



## Why It Matters

*“Through our ongoing partnership with the Santos Foundation, we are seeing our local youth gain skills, knowledge and confidence through apprenticeships. This program facilitates for young people in Darwin to contribute to the workforce, in a safe and supportive environment. GTNT Group is proud to be part of an initiative that creates quality training opportunities for new apprentices and contributes towards building the Territories workforce.”*

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



Melanie is already combining school and paid work as she trains in Commercial Cookery.

## Case Study

# Empowering Territorians through real world skills

Across the NT, many young people face barriers to accessing meaningful employment while still at school. Limited exposure to real workplaces, accredited training, and professional networks makes the transition from education to employment challenging. In 2025, the Santos Foundation's partnership with GTNT Group continued creating practical, supported pathways into work for young Territorians.

The program connects students with hands-on training and employment through local NT businesses, helping them build skills, confidence, and direction—while staying engaged at school.

Ruby, a Year 11 student completing a Certificate III in Business within the Business Services industry, has shown exceptional initiative since joining the program in July 2025. She has mastered internal systems, led training tasks, contributed to annual awards preparations, and communicated confidently across multiple projects—even during a cyclone response. With three units completed, Ruby's progress shows how real responsibility accelerates growth.

Robert, a Year 10 student undertaking a Certificate III in Carpentry in the Construction industry, is thriving through hands-on learning. Since August 2025, he has helped cut and

construct structural components, install rails and brackets, and safely operate new tools. His engagement and reliability supported his successful probation, and he will begin trade school in 2026 while continuing Year 11.

Melanie, in Year 11, has found a clear pathway in the Hospitality and Tourism industry. After excelling in work experience, she began paid employment in October 2025 and is now progressing through her Certificate III in Commercial Cookery. She leads her class academically and will soon begin off-the-job TAFE training.

We acknowledge and thank all host businesses who have supported students like Ruby, Robert and Melanie by opening their kitchens, workshops and workplaces to provide meaningful, skills-building opportunities.

Together, these students show what happens when young people are trusted early and given real opportunities: they gain qualifications, confidence, and direction—and they start building Territory futures long before they leave school.

# 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 2025

PNG
  Australia



\* For Australia programs, Santos in-kind contribution was USD\$ 1.39 million for 2025.

NOTE: For Papua New Guinea, in addition to the above, Santos Foundation implemented program activities to the value of USD\$3.33 million on behalf of the PNG LNG Joint Venture Partners in Southern Highlands Province.

# Santos Foundation Combined Financials

for the year ended 31 December 2025

	PAPUA NEW GUINEA* USD \$	AUSTRALIA** USD \$	TOTAL COMBINED*** USD \$
<b>REVENUE</b>			
Donations	11,424,352	3,067,902	14,492,254
Interest Income	3,102	-	3,102
Total Income	11,427,454	3,067,902	14,495,356
<b>OPERATING EXPENSES</b>			
<b>Health Pillar</b>			
Public Health Authority Support	(5,412,564)	-	(5,412,564)
Global Alliance on Vaccines and Immunisation	(401,339)	-	(401,339)
<b>Youth Opportunities Pillar</b>			
Youth	(3,995,506)	(441,644)	(4,437,150)
<b>Community Development Pillar</b>			
Leadership and Education	(910,847)	-	(910,847)
USAID PNG Electrification Partnership	(542,285)	-	(542,285)
<b>Family &amp; Sexual Violence Pillar</b>			
Family & Sexual Violence	(731,404)	(138,898)	(870,302)
Bel isi PNG	(694,247)	-	(694,247)
<b>Organisational Costs</b>			
Business Development Unit	(272,079)	(453,310)	(725,389)
Accountability and Administration	(562,108)	(535,752)	(1,097,860)
Monitoring and Evaluation	(354,920)	(457,992)	(812,912)
Foreign currency loss	(526,750)	(175,471)	(702,221)
Total expenses	<b>(14,404,049)</b>	<b>(2,203,067)</b>	<b>(16,607,116)</b>
Net (deficit)/surplus for the year	<b>(2,976,595)</b>	<b>864,835</b>	<b>(2,111,760)</b>
Other Comprehensive Income	-	-	-
<b>Total Comprehensive (deficit)/surplus</b>	<b>(2,976,595)</b>	<b>864,835</b>	<b>(2,111,760)</b>

\* For Papua New Guinea, in addition to the above, Santos Foundation implemented program activities to the value of USD\$ 3.33 million on behalf of the PNG LNG Joint Venture Partners in Southern Highlands Province.

\*\* For Australia programs, Santos in-kind contribution was USD\$ 1.39 million for 2025.

\*\*\* Full audited financial statements for each jurisdictions are provided separately on the Foundation website santosfoundation.org

# Abbreviations and acronyms

**ACNC**

Australian Charities and Not-for-profits Commission

**AHP**

Aboriginal Health Practitioner

**AIHSS**

Accelerated Immunisation and Health System Strengthening

**BbP**

Buk bilong Pikinini

**DDHS**

Danila Dilba Health Service

**DFAT**

Department of Foreign Affairs and Trade

**DV**

Domestic Violence

**EVAW**

Elimination of Violence Against Women

**FODE**

Flexible Open and Distance Education

**FSV**

Family and Sexual Violence

**GBV**

Gender-Based Violence

**GEDSI**

Gender Equality, Disability and Social Inclusion

**GPHA**

Gulf Provincial Health Authority

**GTNT**

Group Training Northern Territory

**HPV**

Human Papillomavirus

**HPHA**

Hela Provincial Health Authority

**HTR**

Hard-to-Reach

**NC**

National Certificate

**NC1 / NC2**

National Certificate Level 1 / Level 2

**NT**

Northern Territory

**NTCET**

Northern Territory Certificate of Education and Training

**NYDA**

National Youth Development Authority

**PHA**

Provincial Health Authority

**PNG LNG**

Papua New Guinea Liquefied Natural Gas

**Santos**

Santos Limited and its subsidiaries

**SHPHA**

Southern Highlands Provincial Health Authority

**SPAR**

Sector Performance Annual Report

**UNSW**

University of New South Wales

**USAID**

United States Agency for International Development

**VET**

Vocational Education and Training

**WaSH**

Water, Sanitation and Hygiene

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# PARTNER WITH US

Are you seeking a trusted partner to help deliver lasting community outcomes across PNG and Australia? Want your investment to drive real change on the ground? Santos Foundation works with experienced partners seeking to ensure every contribution creates meaningful, long-term impact.

Contact us via: [contact@santosfoundation.org](mailto:contact@santosfoundation.org)

