

Diversity and Inclusion Policy

Oil Search is committed to promoting diversity and inclusion across the Company, in recognition that a diverse and engaged workforce will contribute to improved operating performance and achievement of strategic objectives. Oil Search is focused on training and developing its employees from all cultures to equip them for leadership positions.

Diversity at Oil Search encompasses employees at all levels across the organisation and includes the composition of the Company's Board. The Company's diversity initiatives target, but are not limited to, diversity of ethnicity, gender, age and culture. Inclusion is the active, intentional, and ongoing engagement with diversity across the Company.

The Company is committed to:

- Developing and enhancing the skills, capabilities, experience and other attributes of all employees within Oil Search;
- Complying with all applicable equal opportunity and anti-discrimination laws and other relevant employment obligations and requirements;
- Adopting and applying recruitment, promotion and retention standards and processes that reflect and reinforce the Company's commitment to diversity and inclusion;
- Where possible, addressing barriers that may impede the merit-based recruitment and advancement of national staff and women within the Company;
- Establishing measurable objectives to increase the diversity mix of the workforce and the Board, with particular emphasis given to the representation of diverse nationalities and women in management roles and on the Board;
- Assessing the measurable diversity and inclusion objectives and progress against achievement of those objectives at least annually;
- Communicating openly and transparently to the Company's stakeholders on diversity and inclusion objectives and performance against those objectives and;
- Ensuring Oil Search's culture and operating ethos are aligned with and support the successful delivery of diversity and inclusion outcomes.

The Oil Search Board retains ultimate ownership of the Diversity & Inclusion Policy and is responsible for its implementation at Board level. The Board has delegated responsibility for the implementation of the Diversity Policy below Board level to the Managing Director, including reporting to the Board and the People and Nominations Committee on performance against the Diversity Policy objectives.

Every employee and contractor working for the Company has a responsibility to promote a culture whereby their actions and those of their colleagues are consistent with this Policy.



Richard Lee
Chairman



Peter Botten
Managing Director