TULLOW OIL PLC 2015 CORPORATE RESPONSIBILITY REPORT

CREATING SHARED PROSPERITY

AFRICA'S LEADING INDEPENDENT OIL COMPANY

Tullow Oil is a leading independent oil and gas exploration and production company. Our focus is on finding and monetising oil in Africa and the Atlantic Margins. Our key activities include targeted exploration and appraisal, selective development projects and growing our low cost oil production base. We maintain access to diverse sources of funding for our activities and adopt a prudent hedging strategy to mitigate the oil price risk.

Our portfolio of over 120 licences spans 22 countries and is organised into three Business Delivery Teams. We are headquartered in London and our shares are listed on the London, Irish and Ghanaian Stock Exchanges.

ABOUT THE REPORT

Our annual Corporate Responsibility Report covers the issues that we managed and our performance in relation to these key issues for the period 1 January – 31 December 2015. We use the IPIECA oil and gas industry guidance on voluntary sustainability reporting and the Global Reporting Initiative's G4 reporting framework as a guide for our reporting. Our 2015 Annual Report & Accounts includes a summary of the issues covered in this report. Both reports can be found on our website: **www.tullowoil.com**.

Please give us your feedback: **csp@tullowoil.com**

Winfred Okpoti, Offshore Facilities Engineer on the Jubilee FPSO, Ghana

"We have reset the business so that we can not only sustain but prosper at these low oil prices. We have some of the best assets and best people in the business, so there is no reason why we cannot achieve this."

Aidan Heavey
Chief Executive Officer

> Read the Chairman & Chief Executive Officer's interview on page 4

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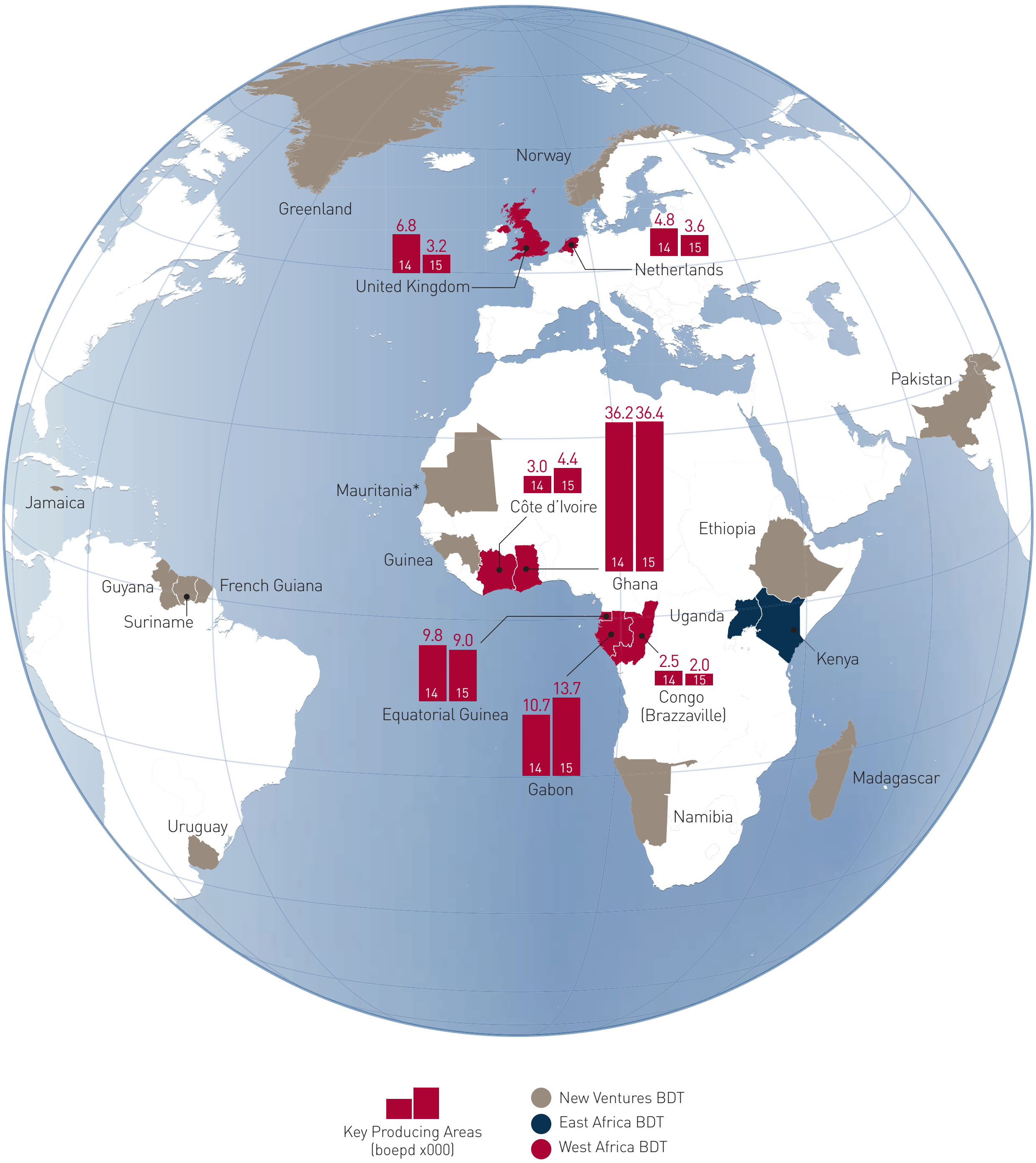
HIGH-QUALITY OIL ASSETS AND OPERATIONS

Tullow has a balanced portfolio of high-quality producing fields, areas for future development and exciting exploration acreage.



* West African BDT manages Mauritanian production.

KEY FACTS

OPERATING COUNTRIES
22

Tullow has operations in countries across Africa, Europe, South America, the Caribbean and Asia.

LICENCES
122

Tullow's portfolio of licences is balanced between exploration, development and production activities.

ACREAGE (SQ KM)
307,971

The majority of Tullow's acreage is in Africa, in particular offshore West Africa and onshore East Africa.

TOTAL WORKFORCE
1,403

Tullow's workforce includes full time employees and contractors who work in our corporate offices and Business Delivery Teams.

WHERE WE OPERATE

West Africa

The West Africa Business Delivery Team focuses on Tullow's production and development projects in West Africa. Our European production is also managed by this team.

2015 key activities
- TEN Project on track and on budget; project progress over 85%; six first oil wells completed, successful conversion of FPSO
- Strong West Africa production averaged 66,600 bopd, in line with guidance
- Europe production averaged 6,800 boepd, in line with guidance
- Greater Jubilee Full Field Development Plan submitted to the Government of Ghana
- Resolved Onal licence dispute with the Government of Gabon
- Completed sale of selected Netherlands production and exploration licences

East Africa

The East Africa Business Delivery Team is focused on commercialising the significant potential of the region through its onshore exploration campaigns and progressing developments.

2015 key activities
- Nine successful appraisal wells in South Lokichar Basin in Kenya underpin estimated 600 mmboe gross recoverable resources
- Etom-2 discovery indicates significant potential in the northern part of the South Lokichar Basin
- Extended well tests in South Lokichar Basin show good connectivity for production
- Draft field development plan submitted to Government of Kenya
- Memorandum of Understanding signed by the Governments of Uganda and Kenya on pipeline routing

New Ventures

The New Ventures Business Delivery Team is responsible for Tullow's frontier exploration and appraisal activity largely across Africa and Latin America.

2015 key activities
- Prospecting of new countries and new licences in core areas, with a number of options in the pipeline
- Prospect inventory enhanced with new offshore licence awarded in Guyana
- Successful farm down of licences to reduce equity and gain carries in Suriname and Norway
- 4,000 sq km 3D seismic programme completed over Block 54, offshore Suriname
- Completed bathymetry and drop core surveys in Jamaica, ahead of a 2D seismic survey planned for 2016

2015 Group financial results summary	2015	2014
Sales revenue ($m)	**1,607**	2,213
Pre-tax operating cash flow ($m)	**967**	1,545
Operating loss ($m)	**(1,094)**	(1,965)
Net loss after tax ($m)	**(1,037)**	(1,640)
Basic loss per share (cents)	**(113.6)**	(170.9)
Dividend per share (pence)	**–**	4.0

FOCUSED ON MEETING MARKET CHALLENGES

Our Chairman, Simon Thompson, and Chief Executive Officer, Aidan Heavey, share their perspectives on how the business has managed to sustain its performance, refocus the organisation and continue to deliver on its strategy amidst challenges faced during a tough year for the global oil and gas industry.

Q It has been a tough year for the industry following the fall in global oil prices. How has the business been able to uphold its high Environment, Health & Safety (EHS) standards and maintain its commitment to achieving shared prosperity while refocusing the business for the current environment?

Aidan: The tough market has meant we have had to focus on the things that are essential to help us meet the current market challenges, and to position ourselves to thrive in the future. Adapting the business for a lower oil price, simplifying the organisation and strong project delivery have been our clear priorities. Our efforts to fundamentally change the structure of Tullow have resulted in greater accountability and improved efficiency. We have eliminated unnecessary bureaucracy and focused our resources where they will have the biggest impact. But, importantly, we have managed to achieve this whilst maintaining our focus on the safety of our people, surrounding communities and the environment, which is at the core of how we operate. We also remain committed to sharing the prosperity created by the oil industry through the taxes we pay to our host governments, local job creation, local capacity-building and working with local businesses within our supply chain.

Q The business took some tough decisions in response to the low oil price, including the first major restructuring programme in Tullow's 30-year history. How necessary was this and what has it achieved?

Aidan: The business had gone through a period of huge growth driven by exploration success and acquisition. This growth period was fuelled by a period of optimism in the oil industry when oil prices were rising. We witnessed exploration success across the globe and capital was easily available. When the oil price started to fall, we didn't wait to see if this was a temporary downturn. We moved quickly to reset the business and are now in good shape to weather

"The tough market has meant we have had to focus on the things that are essential to help us meet the current market challenges, and to position ourselves to thrive in the future."

the storm. We are also better positioned than many of our competitors and ready to capitalise on new opportunities such as buying equity in new licences or assets.

Simon: The reorganisation was a painful but necessary process and importantly it was well managed. We retained the core skills we need to succeed and ensured that the business was not disrupted. As a result, we created a more focused, efficient, empowered organisation, which in 2015 delivered against the majority of our strategic, operational, development and EHS performance targets. While the major restructuring is now complete, we need to maintain a relentless focus on continuous improvement across the business.

Q What has changed since the reorganisation – how has the culture altered and what does Tullow do differently or better? Was upholding Tullow's localisation and diversity commitments a priority in the headcount reductions and was this achieved?

Aidan: We now have a clearer picture of where responsibility within the business lies by separating the corporate centre and support services teams from our business delivery teams. A lot of people left the Company and we wanted to be fair to everyone, while streamlining the business according to our needs and the current environment. Tullow has a unique brand, particularly in our heartland of Africa, which must be preserved and enhanced. A key part of that is finding and keeping top talent and building diversity throughout the organisation, to ensure our staff base reflects the local populations in the countries where we operate, across all management levels. This helps maintain the trust our host governments have in us and delivers on our commitment to shared prosperity.

Simon: The business is now leaner, with clear responsibilities and accountabilities. While we have made huge progress this year, there is still more work to be done to embed an efficient, cost-conscious culture in all our activities. We have more work to do to build a truly diverse pipeline of talent, but I'm pleased that the reorganisation has not set back the progress we have made in this area.

Q The Executive team has been driving change throughout the business to improve efficiency, and the reorganisation set out to achieve this. What aspects of this efficiency drive are you most proud of?

Aidan: I am proud of the commitment of our teams to reducing costs and becoming more efficient. The results are already evident. We have also had a renewed focus on performance management this year, which is creating better levels of challenge and scrutiny across the business. We are building on these strong foundations with the roll out of a new Integrated Management System, which provides greater clarity on the mandatory requirements that Tullow expects everyone in the business to meet. It also allows more responsibility and accountability to be delegated to our people on the front line, all within a clear management framework.

Q The United Nations Climate Change Conference took place in December 2015. Greenpeace said oil companies had spent years lobbying to undermine effective climate action and that their business plans lead to dangerous global temperature rises. What is Tullow's position on climate change?

Aidan: Tullow acknowledges the global threat posed by climate change and recognises the need to reduce greenhouse gas (GHG) emissions. Given the established fossil fuel asset base and the ever-increasing demand for secure, low cost energy, we expect oil and gas to continue to play a vital role in meeting the world's energy requirements for decades to come. But we recognise that evolving legislation aimed at reducing GHG emissions may, over time, have an impact on demand for our products and we will actively seek to anticipate and respond to this change.

Simon: As an African-focused oil company, we also recognise the importance of resource-led economic growth in helping to alleviate poverty. The countries where we operate have contributed little to man-made climate change and understandably want to develop their natural resources, as they seek to drive economic development. We need to play our part in trying to ensure that resource revenues help these countries to diversify their economies and to promote sustainable and inclusive economic growth.

Q The International Energy Agency forecast $300 billion of fossil fuel investment could be left stranded. How likely is it that Tullow's East Africa project will be a stranded asset given the shift away from fossil fuels, and within what timeframe does the Company start thinking about the sustainability of being an oil company?

Aidan: Tullow owns some of the best, low cost oil projects in the world and our East Africa asset is one of the best undeveloped assets we have. This is a low cost asset that is commercially attractive even in the current environment, as Maersk's recent investment into the acreage demonstrates. Our projects in Uganda and Kenya have robust economics and form an important part of our host countries' economic plans. The shift away from fossil fuels will happen but we do not believe it will be material in the timeframe in which our major development projects will come on stream. For the foreseeable future, there is a vital job for us to do to help meet the world's energy demand and to create shared prosperity for our shareholders and our host countries.

Q The Board has taken a decision not to explore or operate in World Heritage sites. What are the implications of this for future exploration opportunities and what is Tullow's approach to operating in other Protected Areas?

Simon: This was one of the easier decisions the Board took this year. Tullow never has, and never will, undertake exploration activities in a World Heritage Site. However, we do operate in a number of areas with landscape, biodiversity or cultural value. In each case, we adopt a rigorous risk-based analysis to determine whether we can operate in accordance with our Safe and Sustainable Operations Policy and, if so, what mitigation measures will be required. In line with this commitment, we have established a mandatory Protected Areas Assessment Procedure to evaluate our potential impacts and to ensure that any decision to proceed is taken with a full understanding of the risks and costs of mitigation.

> "As a small, agile company, we are better able to adapt than many of our competitors. I believe that we have done the first and hardest part of adapting to current market conditions."

Q The Board this year created a sub committee to oversee Ethics and Compliance. What is the driver behind this, and is there any reason for the timing?

Aidan: A strong commitment to ethics and compliance has always been part of the way we do business. Forming an Ethics & Compliance sub Committee underlines our zero-tolerance approach to bribery, corruption and fraud. We have recently reviewed and are in the process of updating a number of our procedures as part of an ongoing effort to improve and monitor our compliance efforts and culture. We have also recently updated and reissued our Code of Ethical Conduct so that all employees and contractors remain up to date and absolutely clear about our high expectations on ethical behaviour.

Q Over the years, the oil industry has seen several periods of highs and lows and the past year was challenging for oil companies. Looking ahead, do you anticipate a change in the fortunes of the industry and Tullow as a company?

Simon: The oil industry has been around for over 100 years and has managed innumerable challenges. As a small, agile company, we are better able to adapt than many of our competitors. I believe that we have undertaken the first and hardest part of adapting to current market conditions, by resetting the cost base, improving performance management, and focusing our staff and financial resources on investments that will generate strong cash flow in the short to medium term. The next task is to become profitable and add value at these low prices and to rebuild a compelling investment case for our shareholders, while continuing to uphold the highest standards of EHS and social performance.

Aidan: By 2017, we expect to be producing around 100,000 bopd in West Africa, have made progress on project sanction in East Africa and to have started to deleverage the business. Oil is a cyclical industry and higher prices will return. But we're not going to wait for that to happen. We have reset the business so that we can not only sustain but prosper at these low oil prices. We have some of the best assets and some of the best people in the business, so there is no reason why we cannot achieve this. We will focus on maintaining that discipline, even when higher prices eventually return.

Simon R Thompson
Chairman

Aidan Heavey
Chief Executive Officer

OUR APPROACH TO SUSTAINABILITY

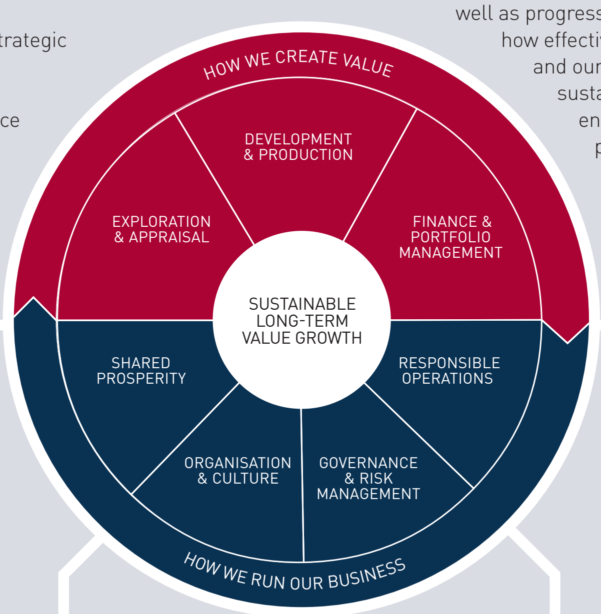
Our strategy is focused on building sustainable long-term value. Tullow's sustainability approach focuses on our commitment to managing the impacts of our operations while creating shared prosperity for shareholders, governments, citizens of host countries, employees, communities, and industry partners alike.

Our approach to sustainability is aligned with the section of our business model that describes 'How we run our business'. It is comprised of four key areas: Shared Prosperity, Organisation & Culture, Governance & Risk Management and Responsible Operations. To manage and mitigate our key risks, we track 13 principal risks at Board level across the business. Our principal risks are our most material issues. The principal risks most relevant to 'How we run our business' are highlighted in the opening pages of the four key areas mentioned above.

The Board monitors the Company's strategic objectives against a scorecard of key performance indicators (KPIs) every month to assess business performance and delivery of our strategy. The scorecard includes financial, strategic and operational objectives, and Tullow's Total Shareholder Return relative to peer group companies.

The 2015 scorecard included two KPIs related to 'How we run our business'. One monitored progress of the Major Simplification Project (MSP). The MSP target was to achieve cost saving targets, which will contribute to lower general and administrative costs across the Company over the next three years. For further detail on our performance against this KPI go to p.18.

The second monitored our Safe and Sustainable Operations and tracked our Lost Time Injury Frequency Rate (LTIF), as well as progress against 14 metrics which indicate how effectively we managed non-technical risk and our overall performance in safety, sustainability, security and human rights, environmental management and social performance. For further detail on our performance against this KPI go to p.26.



SHARED PROSPERITY

We work to share the industry's prosperity with our host nations by:

- Ensuring we pay a fair amount of tax in our host countries
- Employing nationals of our host countries
- Providing opportunities for local businesses to supply goods and services
- Building local business capacity

See page 10

ORGANISATION & CULTURE

Retaining and motivating our people involves:

- Maintaining a strong culture and values
- Ensuring our people understand and are committed to delivering our business strategy
- Providing career development and training opportunities
- Rewarding our people for their performance

See page 16

GOVERNANCE & RISK MANAGEMENT

We uphold the highest standards of governance and manage risk by:

- Ensuring our Board and Executive are accountable for governance and risk management
- Upholding the highest business ethics
- Transparency in our contracting processes
- Setting clear standards which are mandatory for all employees and contractors

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RESPONSIBLE OPERATIONS

As a responsible operator, we are committed to:

- Managing our environmental and social impacts
- Keeping our people and our assets safe and secure
- Maintaining our asset integrity and being prepared for major emergencies
- Ensuring our high standards are upheld throughout our supply chain

See page 24

CREATING VALUE ACROSS THE OIL LIFE CYCLE

This diagram describes the capital investment that oil companies make throughout the life of a project, as well as the production sharing that takes place between oil companies and host governments to allow for up front investment to be recouped. It also shows the added value from jobs and businesses opportunities that are typically created through a project.

2-10 YEAR PERIOD

Exploration and Appraisal

Geological studies and evaluation of risks
Capital is invested by oil companies through licence acquisitions, acquiring seismic data and the drilling of exploration and appraisal wells.

Initial opportunities for local jobs and suppliers
In the early stages of a project, Tullow invests in community projects and employs local sub-contractors in exploration and appraisal programmes, where possible.

Value shared

Governments
Improved infrastructure

Local community investment
Social investment

Spend with local suppliers
General trades and services
Support services

3-10 YEAR PERIOD

Development of discovery

Complex projects and significant investment
During this capital intensive period, an oil company will drill further wells and invest in the necessary infrastructure to extract and produce resources. For onshore projects, this includes transport infrastructure, amenities, processing facilities and pipelines. For offshore projects, this includes production platforms, floating production, storage and offtake vessels (FPSO) and sub-sea equipment.

Increased opportunities for local jobs and suppliers
This phase represents the greatest opportunities for local businesses and individuals. Opportunities in the supply chain range from providing engineering expertise and construction, to logistics and catering.

Value shared

Employment
Training

Governments
Taxes
Infrastructure improvements

Local community investment
Capacity building
Social investment

Spend with local suppliers
Specialist and non-specialist trades
Skills and knowledge transfer
Increase in local jobs

INVESTMENT AND RETURNS

Tullow aims to create sustainable long-term value across the oil life cycle for our shareholders and also a wider group of beneficiaries including employees, governments, local suppliers and communities.

20-50 YEAR PERIOD

Production

Maintaining and extending the life of producing fields
Once a field is producing, investment will focus on sustaining and extending plateau production in the most cost-effective way. This involves general maintenance, steps to protect the integrity of the field and additional infill or near-field exploration drilling.

Cost-effective production for high-margin cash flow
Once producing, the oil can be marketed and sold to international buyers. Maintaining low operating costs allows the oil company to make greater margins on each barrel sold. The oil company's take is dependent on the oil price, levels of expenditure and agreed licence terms.

Monetary value from production tax and royalties
The main economic value to host countries is from production revenues and income taxes on the oil company's profits. Goods and services from local businesses and expertise from the local workforce are needed to run operations, maintain production and work on potential further development.

International oil company investment

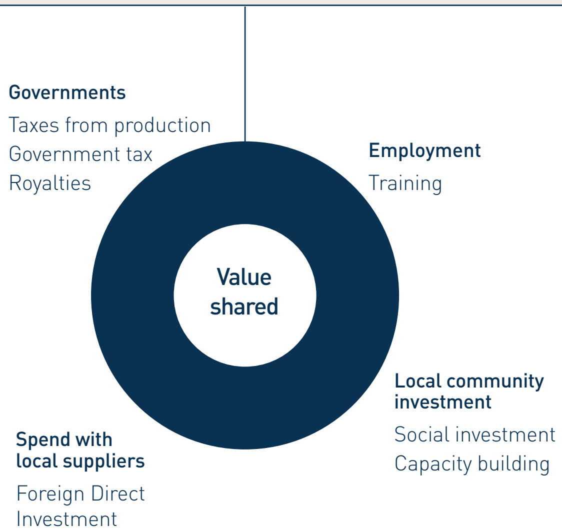
An oil company will often carry the host government's share of costs through to first oil. In addition to the capital invested, the oil company pays the host government a number of taxes as well as land rentals, training and ongoing licence costs. The oil company also undertakes capacity building programmes including skills, knowledge and technology transfer to maximise local business and workforce participation in the industry.

International oil company take

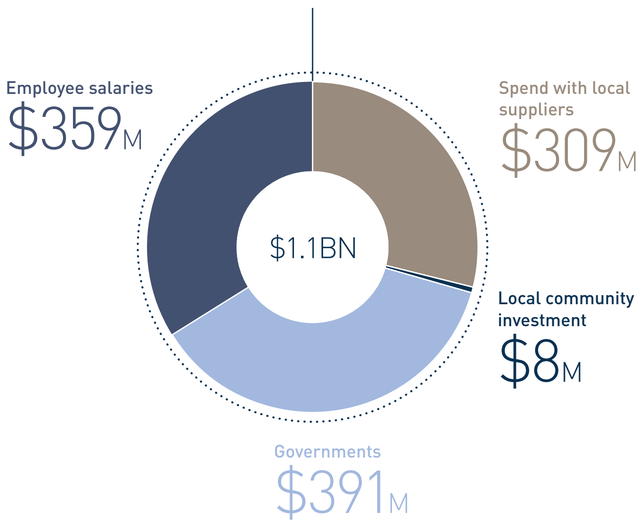
An agreement between the oil company and government determines how and when costs can be recovered and how production and revenues are shared. Typically the oil company's share of production or revenue is higher in the earlier years of production as costs are recovered in the form of allowable deductions against income tax or as an allocation of production, commonly known as 'cost oil'.

In-country value creation

Creating shared prosperity is the key pillar of Tullow's sustainability strategy. The area where we can create the most discretionary value is through foreign direct investment, local procurement, local employment and capacity building through skills, knowledge and technology transfer. The scale of the opportunity for local business contracts and jobs increases as a project moves from the exploration phase through to production.



2015 TOTAL SOCIO-ECONOMIC CONTRIBUTION



SHARED PROSPERITY

Shared Prosperity is our commitment to making a meaningful social and economic contribution in communities and countries where we operate. We aim to establish strong long-term relationships with local governments and all stakeholders by ensuring transparency across our operations, payment of taxes, encouraging local participation through the creation of jobs and business opportunities, and providing discretionary social investments that benefit host communities.

PRINCIPAL RISKS

Our top principal risks are reviewed by the Board of Directors and Executive Committee on a quarterly basis. These risks have been drawn from a broad risk universe, which encompasses operational, compliance, financial and strategic risks, as well as risks associated with our project, business delivery and enterprise. The principal risk associated with the 'Shared Prosperity' and 'Responsible Operations' components of our business model is 'failure to adequately manage stakeholder relationships' and the mitigation of this risk is discussed in detail in this section. Further information on the mitigation of all the Group's principal risks can be found in this section, online and in our Annual Report & Accounts.

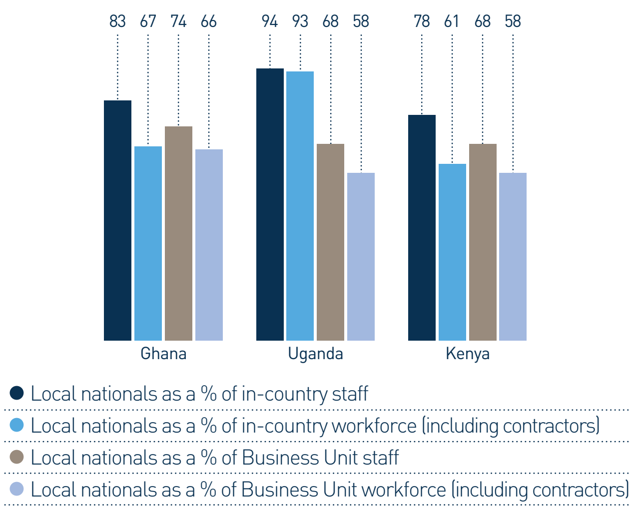
"Working with Tullow has enabled our company to grow since we began in 2004. We have increased our fleet, diversified the business and established an office that employs up to 100 employees at optimum operation."

Samuel Ekaale
Kapese Transporters Manager

NATIONALS WORKING IN OUR KEY COUNTRIES OF OPERATION

Creating local employment in our host countries is an important issue for our stakeholders and one of the ways in which we work to create Shared Prosperity.

NATIONALS IN COUNTRY AND BUSINESS UNIT (%)



CREATING SHARED VALUE

We work to ensure that our business creates a positive long-term legacy by contributing to social and economic development in the communities and countries in which we operate.

Strategy and management approach
As Africa's leading independent oil company, Tullow has a role to play in creating Shared Prosperity and leaving a legacy of sustainable social and economic benefits.

We aim to do this by paying fair and appropriate amounts of tax, being transparent in the payments we make to governments, creating local employment, and building capacity to enable local businesses to successfully bid for contracts. Our contracts are structured to optimise the amount of goods and services that can be sourced locally.

We know that the best results are achieved when we work in partnership with others. We aim to design capacity-building programmes in conjunction with host governments, joint venture partners, international agencies, other international businesses, universities and development organisations.

We invest in education and training programmes to support the future pipeline of expertise required by the oil and gas industry in the medium and long term. We try to ensure that our technical and vocational skills training programmes provide both relevant and transferable skills that will enhance long-term socio-economic stability and boost growth in our host countries and communities.

HOW WE MEASURE SUCCESS

$1.1 BILLION
total economic impact across our 22 countries of operation in 2015

68%
of our in-country workforce in Ghana, Kenya and Uganda are nationals

$309 MILLION
spent with local suppliers across Ghana, Uganda and Kenya in 2015 (2014: $225 million)

"Local content expenditure has increased significantly in 2015, largely driven by activity to support the TEN Project in Ghana."

Paul McDade
Chief Operational Officer

Risks and opportunities
The discovery of oil and gas has the potential to help deliver sustainable and inclusive economic growth for our host countries and communities.

Tullow believes that revenues from natural resources can and should have a transformative effect on the future of emerging economies, and strong governance and transparency by both the industry and governments play a vital role in highlighting the full range of benefits that can be brought to a country.

Tullow is committed to paying its fair share of taxes in the countries where it operates in a fully transparent manner. It is also committed to working with governments in emerging oil and gas producing regions to develop legal and fiscal regimes that are equitable, stable and predictable, in order to encourage the long-term investment that the industry requires. Tax disputes in countries where the fiscal codes do not meet these criteria represent a major risk for the Company.

Our operations have the potential to create jobs and local business opportunities. This is best accomplished in partnership with governments and other stakeholders, including our key international contractors.

Expectations regarding the size and scale of this opportunity need to be carefully managed. One of our principal risks is failure to adequately manage stakeholder relationships. Tullow works to manage this risk through proactive dialogue with governments, businesses and communities so they have clear information about the likely scale of local business and job creation opportunities.

Transparency of payments

Our payments to governments, including payments in kind, amounted to $391 million in 2015 (2014: $518 million). Total payments to all major stakeholder groups including employees, suppliers and communities, as well as governments, brought our total socio-economic contribution to $1.1 billion (2014: $1.4 billion). This included $309 million spent with local suppliers, $359 million in payroll globally and $8 million in discretionary spend on social projects.

Not included in this summary is the value of local employment or goods and services secured through our supply chain, or investments in social projects as part of our contractual obligations. For full disclosure of our 2015 payments to governments, go to page 32.

Our total tax payments to the Government of Ghana in 2015 were $237 million (2014: $314 million), made up of payments in kind, PAYE and national insurance, withholding tax, VAT and infrastructure improvement payments. The reduction in income taxes, due to lower oil prices and tax relief for our investment in the TEN project, was partly offset by an increase in our carried interest of approximately $30 million and increased withholding tax. Other tax payments were broadly consistent with 2014. Lower oil prices and ongoing investment in TEN will continue to have an impact on our likely payment of taxes to the Government of Ghana in 2016.

Tullow's tax strategy, which covers both our approach to dealing with taxation authorities and tax governance, is approved by our Board. It is focused on ensuring that taxes, and tax risks, are managed to provide sustainable outcomes that are in line with our strategic and commercial objectives. Tullow's objective is to ensure that we pay our taxes in the jurisdictions in which our activities are undertaken in accordance with the domestic tax law and applicable production-sharing agreements. Within this framework we seek to benefit from incentives and reliefs offered by host governments, enhancing our ability to generate value for all our stakeholders. We do not take an aggressive approach to the interpretation of tax legislation for tax planning purposes, nor do we use artificial tax avoidance schemes or tax havens to reduce the tax liabilities of the Group.

Local job creation

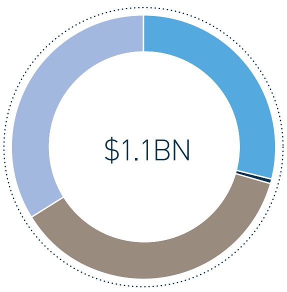
Our local hiring policies aim to align with our host governments' priorities, and we work to ensure that local staff make up the majority of our skilled workforce. In addition to helping us to deliver our business goals, a local workforce helps us deliver on our commitment to Shared Prosperity. Our localisation programmes focus on training and skills transfer through mentoring and job shadowing.

In Ghana, Tullow meets the requirements of the Local Content and Local Participation Bill (2013) and we have a target of employing local nationals in 90 per cent of positions in the Jubilee Field Phase I Development.

This year, in our Ghana Business Unit, the proportion of our expatriate staff marginally increased, reflecting the need to secure expertise for the TEN and the Jubilee Full Field Development Projects that was not available in Ghana. Once all operational phases of the fields are under way, the proportion of expatriates will decrease.

Although we have made progress in employing more local staff across all functions in Ghana, they remain under-represented in technical and engineering roles. Overall, permanent staff who are Ghanaian nationals make up 83 per cent of our Ghana-based employees, however, the number of nationals as a proportion of our technical staff lags behind our target.

TOTAL SOCIO-ECONOMIC CONTRIBUTION



Spend with local suppliers	$309m	Governments	$391m
Local community investment	$8m	Employee salaries	$359m

Trainer with technicians onboard the Jubilee FPSO, Ghana

In Kenya, as the Government prepares for the development of its oil and gas resources, its draft national content legislation is expected to come before parliament in 2016. This will build on the Petroleum Act that already requires Tullow to prioritise the employment and development of Kenyan nationals. Currently, Tullow Kenya has over 194 permanent employees and contractors working in our Nairobi offices and in the field, 61% of whom are Kenyan nationals. Permanent staff who are nationals working in Tullow Kenya represent 78% of our employee base.

While we are committed to improving the representation of local staff, developing some of the sector-specific skills required takes time and a coordinated effort by industry, government and development organisations. Improving this performance will be an area of focus for the Company in 2016.

The Turkana county, where we operate in north-west Kenya, had not experienced modern employment until Tullow began operations there in 2011. At the peak of our activities early in 2015, Tullow provided 3,500 contractor and sub-contractor jobs in our supply chain. Kenyan nationals represented 95 per cent of this workforce, with 67 per cent being from the local Turkana communities. However, our work programme scaled back as the year progressed, and by year end we employed just over 1,800 sub-contractor staff.

The majority of sub-contractor roles in the field have been semi- or low-skilled, and therefore more easily sourced locally. This, combined with our focus on identifying specific parts of the project that can be managed by local suppliers, has helped us increase the representation of Kenyans and Turkana people in our workforce.

The approach taken at the start of our operations in 2012 allowed for suppliers to manage their own labour practices autonomously, as long as they adhered to local legal requirements and Tullow's standards. This led to varied levels of pay and contract terms, which then, in some cases, resulted in industrial action.

In response to this, Tullow worked with county and national political leaders, employee representatives, and the Kenya Ministries of Energy and of Labour to define consistent terms and conditions that would allow for the project to progress smoothly. These interventions resulted in more equitable employment conditions and significantly reduced industrial action despite the challenging operating environment.

The lessons learnt from these issues will be used by Tullow in other start-up operations in future projects to make improvements in how we manage labour and our contractor and sub-contractor workforce.

Supporting local businesses

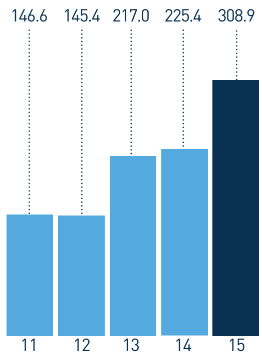
Local content expenditure in 2015 grew as a result of a significant increase in spend in Ghana on the TEN Project. This is largely due to the ongoing concerted effort of the government, Tullow and our joint venture partners' work to identify contracts where local businesses can successfully tender for the supply of goods and services. In 2015, we spent $309 million (2014: $225 million) with local businesses. This expenditure does not include the significant sums that our international suppliers spent and invested in local businesses as a direct result of our contracting strategy. It requires our international suppliers to maximise opportunities for local businesses within their contract with Tullow.

As with local job creation opportunities, we work to meet the expectations of our host governments regarding opportunities for local businesses' participation in our supply chain. Our strategy is to create a business environment that optimises opportunities to develop and deliver local content.

We engage with host governments to agree realistic targets for local business participation and conduct baseline studies to understand current local business capacity. We also encourage joint ventures between international and national companies to encourage foreign direct investment in our host countries and to provide skills and technology transfer.

Operationally, our contracting and procurement processes are critical to delivering local content. We ensure that local companies are given the opportunity to prequalify for contracts and that our international suppliers submit Local Content Development Plans as part of contract tenders. These plans are part of our selection and award process and are continually reviewed throughout the life of the contract to ensure commitments are met.

LOCAL CONTENT EXPENDITURE ($ MILLION)



Driver with the Light Vehicle Scheme, Kenya

In Ghana, the TEN Project has built on the delivery of the Jubilee development project and has increased the amount of work undertaken in Ghana. A local Ghanaian firm, Belmet 7, in a joint venture with the international firm Subsea 7, has been fabricating manifold equipment for the TEN Project. A manifold is a critical piece of equipment that enables the export of gas to shore, and on to the Ghana National Gas Corporation's Atuabo Gas Processing Plant in Ghana's Western Region. This business is located in a new fabrication yard in Takoradi. The yard enables high-specification fabrication work to be managed in Ghana and currently employs 90 people, 90 per cent of whom are Ghanaian. Throughout the 6-9 month fabrication period, skills and knowledge transfer took place, building capacity in Ghana for future projects.

Our Kenyan operations have created a number of local supply chain opportunities for businesses in Turkana. Kapese Transporters specialises in providing light and heavy vehicles to transport personnel and materials to drill locations. Over the last five years, Kapese has increased the number of vehicles in its fleet and has been able to strategically diversify its business to include the supply of spare parts.

Invest in Africa

Invest in Africa (IIA) was founded in 2012 by Tullow Oil with the vision of partnering with companies across sectors to create thriving African economies. In Ghana, IIA is working to empower local enterprise and increase links to international companies with West Africa's first online business platform – the African Partner Pool (APP).

TEN PROJECT SECONDEE PROGRAMME

As part of the development phase of the TEN Project, six Ghanaian nationals have been sent to work with Tullow Oil in technical positions on the FPSO construction project in Singapore.

This secondment programme was part of the skills and knowledge transfer element outlined in the TEN Development Plan, which was approved by the Government of Ghana in 2013.

The external secondees and Tullow staff on assignment received on-the-job and classroom training with increasing responsibilities in various disciplines including project controls, subsurface, facility engineering, supply chain management, logistics, EHS and finance. Some have also acquired industry-wide qualifications including the NVQ and National Examination Board of Occupational Safety and Health (NEBOSH). With the new skills acquired from the programme, secondees and Tullow assignees will be prepared to support the operation of the TEN field when it comes onstream.

The APP allows Ghanaian small-to-medium-sized enterprises to better promote their services and helps investors choose the best local businesses to partner with.

For example, prior to joining the APP, one of the major challenges faced by Adentiti, a Ghanaian IT supply company, was identifying and responding to tenders from larger companies in a quick and easy way. According to Business Development Manager Kafui Bokor: "The decision to join the APP was the solution that completely simplified Adentiti's search for tenders."

Adentiti now has access to opportunities from some of the biggest buyers in Ghana such as General Electric, Newmont Mining and Ecobank. After winning a tender posted on the APP, Adentiti has established a profitable business relationship with UT Bank. Adentiti is just one of over 1,000 companies registered on the APP and Kafui concluded: "Adentiti has received so many benefits from being a member. I urge my fellow local SMEs to register to enjoy the many benefits it offers."

Capacity development projects

Our capacity development programmes are focused on providing academic, technical and vocational skills and qualifications to the local workforce, equipping them with expertise both relevant to our industry but also transferable to other sectors. In Ghana, we continued to invest in the Jubilee Technical Training Centre (JTTC), based in Takoradi, and together with our joint venture partners have now invested $12 million since it opened in 2013. Managed by the Takoradi Polytechnic with support from the joint venture partnership, the centre provides internationally accredited vocational courses in oil and gas related fields to build local capabilities and a workforce talent pool to support the industry. To date, the JTTC has certified 77 Ghanaian technicians in NVQ Level 2 and 25 trainees received the National Examination Board in Occupational Safety & Health certification.

The JTTC continues to be challenged with low student enrolment numbers due to the cost of courses, as well as students unable to find employment after graduating. Options are being considered with the intent of transforming the facility into a more sustainable part of Ghana's overall vocational training sector. Additionally, options are being considered which would broaden the offerings to other industries and alternative structures to interest other potential partners.

Tullow's approach to social investment

Tullow took time in 2015 to review its overall approach to social investment. As part of this, we assessed the successes and challenges of managing these investments over the past couple of years, as well as looking to other models inside and outside our industry. Our conclusion was that improvements could be made.

We considered the value drivers for each of our businesses and the risks to success. In doing this, we were able to develop a short list of criteria we will consider in deciding upon future social investment. Over the next couple of years, Tullow aims to transition its social investment portfolio to projects focused on local education and training, shared infrastructure and logistics such as roads, water provision, and other amenities that could more efficiently be built for multiple purposes, and enhancing the strength of the local economies in our host countries.

TULLOW'S SCHOLARSHIP SCHEME

Tullow's flagship social investment project remains the Tullow Group Scholarship Scheme. It is administered by the British Council to build capacity in our host countries. A total of $24 million has been invested in the project over five years.

Students have been sponsored to take academic and vocational courses at leading institutions. Over 400 students have benefited from the programme to date and almost 230 students have completed their courses. Participants have a 93 per cent employment rate following their studies.

ORGANISATION & CULTURE

In 2015, we worked to create a leaner business, with clear responsibilities and accountabilities, however we recognise there is still more work to be done to embed an efficient, cost-conscious culture. A key part of our unique brand is finding and keeping top talent and building diversity throughout the organisation, to ensure our staff base reflects the local populations in the countries where we operate, across all management levels. This helps maintain the trust our host governments have in us and delivers on our commitment to Shared Prosperity.

TULLOW VALUES

- Focus on results
- Act with integrity and respect
- Commitment to Tullow and each other
- Entrepreneurial spirit and initiative

PRINCIPAL RISKS

Our top principal risks are reviewed by the Board of Directors and Executive Committee on a quarterly basis. These risks have been drawn from a broad risk universe, which encompasses operational, compliance, financial and strategic risks, as well as risks associated with our project, business delivery and enterprise. The principal risk associated with the 'Organisation & Culture' component of our business model is 'failure to retain or develop key staff' and the mitigation of this risk is discussed in detail in this section. Further information on the mitigation of all the Group's principal risks can be found in this section, online and in our Annual Report & Accounts.

CREATING A FIT FOR PURPOSE TULLOW

Despite the challenges of the downturn for Tullow and the industry, we ended 2015 with a new organisational structure that makes us more efficient, providing clearer lines of responsibility and accountability inside the business.

Strategy and management approach
Everything we do is underpinned by our values, which sets the framework for our organisational culture. Required behaviour is set out in our Code of Ethical Conduct, which is available online at www.tullowoil.com. The Code further defines the commitment Tullow makes to employees and what the business expects in return.

We operate in over 22 countries across the world. Our staff are therefore from a diverse range of backgrounds and cultures, which we both respect and work to harness the diversity of and integrate into Tullow's ethos and ways of working together.

Our main focus in 2015 was executing a Major Simplification Programme (MSP), which redefined how we are organised and how we work – and where accountabilities and responsibilities lie. The project was initiated in 2014 and culminated in the implementation of a new three-pillar organisational operating model.

This new model comprises three business delivery teams, a corporate centre and an agreed group services organisation. The new structure has created more clarity around the accountabilities of staff in each of the respective pillars and provides better definition of how Tullow's organisational matrix structure should work. Collaborative working relationships are being forged between the pillars to ensure the successful delivery of our organisational strategy.

HOW WE MEASURE SUCCESS

NEW
organisational structure in place, with greater clarity on responsibilities and accountabilities

100%
senior leadership roles have succession plans in place

NEW
focus on performance management, with weekly Executive-led Operational Committee and monthly and quarterly performance management meetings

"The reorganisation was a painful but necessary process and, importantly, it was well managed."
Simon Thompson
Chairman

Key risks and opportunities
Tullow and the entire oil industry faced a year of significant challenge during 2015, and work continues to embed a programme of change that came about following the MSP. The project has resulted in greater efficiency and a culture focused on better cost management and more regular and rigorous review and challenge of performance.

The opportunity that the restructuring has provided is a more empowered workforce with individuals clear on their role and what is expected of them. With more overall accountability and responsibility residing in the business delivery teams, the corporate centre is now positioned to provide advice, governance and assurance.

Change of this scope and scale introduces risks that need to be managed. Expectations have changed, which has triggered a need for behaviour to change. Only with the collective change in behaviour will we meet the goals of the simplification project and shift our culture to meet the demands of all stakeholders in a low commodity price world. We need to continue to provide interesting and challenging work for all our employees, provide for career progression to retain key talent, and position ourselves to thrive when the business cycle shifts again.

Corporate scorecard performance

During recent years when our exploration activity was very successful, the Company grew rapidly to meet the demands of an expanding portfolio. As a result, however, we became less agile and our annual employee surveys in 2013 and 2014 showed that inefficiency in business processes was a major area of concern for staff. To address these matters and respond to the challenges of the external market and the fall in oil price, the Company embarked upon the MSP to streamline our business and processes, cut costs and re-focus the Group on key priorities and activities. This was one of our three strategic targets that made up 20 per cent of our Executive remuneration in 2015.

The MSP had an ultimate aim of both enhancing shareholder value and bolstering our value proposition for employees. $500 million in cost savings is expected from the project over a three-year period. Implementation of an Integrated Management System has better defined key accountabilities and responsibilities.

Ongoing performance management reviews have evolved to improve discussions around value creation on a more regular basis, with the Company's ongoing delivery against our key objectives regularly communicated to staff. A shift to a more cost-conscious culture has occurred as a result of regular expenditure reviews and improved cross business challenge. Engagement with the Executive, in-country management and peers has been stepped up to help motivate, engage and focus staff on the Company's targets during this period of change and challenging market conditions.

Three-pillar organisational model

The MSP identified three pillars at the centre of our activity. The first pillar encompasses the business delivery teams, of which there are three, focused on West Africa, East Africa and New Ventures. They are accountable for delivering the Group's strategy, running operations, creating value, and managing their respective costs. The second pillar is the corporate centre, which sets the strategy, the Company's standards, and provides assurance against these expectations. It also holds the business to account for managing performance and costs, provides functional expertise and advice, and overall governance. The third pillar is the agreed group services organisation, which provides capability for delivering specific programmes and projects to the business on a demand basis.

The new operating model helped create a more streamlined organisation that is appropriate for the level of work in our exploration, development and production portfolio. In addition to managed headcount reduction, there was a natural turnover of 6 per cent across the Group.

Total workforce in 2015 was 1,403 (2014: 2,042) with 1,156 permanent staff (2014: 1,595) and 247 contractors (2014: 447). While Tullow's workforce has been reduced, we have focused on engaging, reinvigorating and motivating our staff to help them focus on delivering our business objectives.

Employee engagement

Our 2014 annual employee survey, 'engageTullow', also highlighted communication as an area that needed to improve. During the simplification project, engagement with staff was a high priority and listening and acting on feedback became strengths of the dialogue. A series of focus groups with a cross-section of staff on why major simplification was needed and how it could have positive outcomes for the Company was effective and well received.

An internal confidential email address was set up to hear ideas and suggestions for organisational effectiveness from staff, and this platform became a critical feedback tool and received several hundred comments from employees.

After the reorganisation, we focused on providing clear, open, honest and consistent staff communications, using a variety of channels, providing staff with the opportunity to make their views known and for business leaders to address questions and concerns which helped reduce anxiety in the organisation.

With the amount of changes in the organisation and the frequency with which employees have given their feedback this year, we decided to postpone the annual employee survey until 2016.

Reward

Tullow's integrated reward strategy is designed to attract, retain and motivate the best talent in our industry. We aim to offer a transparent, competitive reward package of base salary, incentives and benefits that reflects market practice and is fully compliant with the regulations in each of the countries where we operate. Our incentive plans are linked to the Company's financial and operational performance, as well as to individual achievement measured through Tullow's annual employee performance management process.

All permanent employees have the opportunity to earn an annual bonus and a share award based on how well they perform against their set objectives for the year. Our employee share award plans are intended to provide employees with a longer-term stake in the success of our business.

In recognition of the challenging environment we operated in during the year and employees' commitment to the Company, a one-off Exceptional Share Award was granted to permanent employees in 2015.

People plan

Our approach to attracting, developing and retaining people to meet the organisation's needs starts by identifying our requirements through business plans and resource planning activities. We then assess performance and potential and aim to develop our people to maintain and strengthen the skills to deliver our business objectives.

Although it has been a challenging year with the reduction in headcount and the pressures in the industry, we worked to ensure that talent management and any recruitment were aligned with current business needs and anticipated future requirements. We also continued to develop a succession pipeline for executive leaders, senior managers and other critical roles. We have made significant progress in ensuring we have a strong succession pipeline for senior roles, and 100 per cent of senior roles have identified successors. During 2016, a robust assessment and development programme will be introduced to support Tullow in developing future leaders. We have also looked at other critical roles and will ensure that we put succession plans in place.

An inclusive workforce that enables employees to reach their full potential is crucial to our business success, and we strive to create an environment where all employees are treated fairly, equally and with respect.

We have 57 nationalities working within Tullow across 22 countries of operation. Women made up 28 per cent (396/1,403) of our total workforce in 2015, 22 per cent (76/338) of our managers and 17 per cent (2/12) of our Board of Directors.

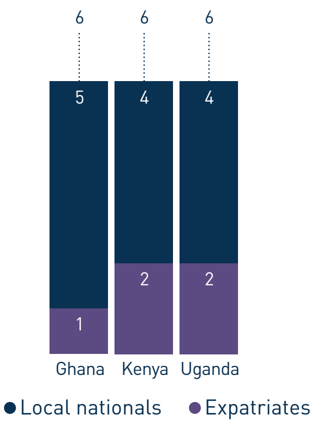
Each of our key African business units is headed by African nationals, and 83 per cent of our Ghanaian Leadership Team is now represented by African nationals. Kenyan and Ugandan nationals make up 67 per cent of those respective business unit's leadership teams.

In 2014, we reported on our plans to develop and meet clear diversity targets but, in the light of the focus on the change programme and the reduction in headcount during the year, we deferred this work.

Our 2016 Diversity Plan, which is on the Board's agenda, will focus on setting nationality and gender targets with proactive monitoring and reporting against these goals.

The plan is aimed at being proportionate and with a nationality mix representative of our asset areas, as well as seeking gender diversity particularly in senior leadership teams. Our local offices will primarily employ local nationals, and expatriate employees will have personal objectives committing them to the training and development of local staff to support the Group's localisation strategies, succession targets and our commitment to Shared Prosperity.

IN-COUNTRY LEADERSHIP TEAMS



Our recruitment practices will change and broaden to proactively seek out stronger nationality and gender diversity in our workforce to deliver our Diversity Plan.

Training & development

There was a decrease in the amount of staff training that took place during 2015 as a direct result of the change programme. Some notable initiatives were introduced including the in-house Passport to Manage course for new and inexperienced managers and team leaders, and the launch of Fundamentals of the Oil and Gas Industry – an interactive training and e-learning tool available on Tullow's intranet.

We continued our support of the Chartered Engineering Council-accredited Well Engineering Development Programme, achieving an 88 per cent retention rate of those who participated since the programme started in 2012.

REVISED TRAVEL POLICY

In 2015 we updated our 'Business Critical' Travel Policy and centralised travel management through a single supplier. This allowed us to reduce our travel bill by almost $24 million during the year.

A single travel supplier provides us with data previously unavailable from multiple agencies, and helps us to take advantage of global airline deals and improved hotel rates. The bulk of these savings were due to the fact that we had fewer staff, and therefore fewer trips were being made. However, an additional $7.5 million was achieved through the consolidation of the global travel programme.

GOVERNANCE & RISK MANAGEMENT

Our strengthened approach to risk management involves more robust processes for identifying and assessing risk from Board level to field operations and vice versa. The new Board sub Committee for Ethics & Compliance further underlines our zero-tolerance approach to bribery, corruption and fraud and provides further assurance on the adequacy of our procedures.

PRINCIPAL RISKS

Our top principal risks are reviewed by the Board of Directors and Executive Committee on a quarterly basis. These risks have been drawn from a broad risk universe, which encompasses operational, compliance, financial and strategic risks, as well as risks associated with our project, business delivery and enterprise. While appropriate governance and risk management applies to all of our principal risks, the principal risk associated with the 'Governance & Risk Management' component of our business model is 'major breach of business conduct standards' and the mitigation of this risk is discussed in detail in this section. Further information on the mitigation of all the Group's principal risks can be found in this section, online and in our Annual Report & Accounts.

ENFORCING OUR CODE OF ETHICAL CONDUCT

In line with best practice and to ensure Tullow works to the highest ethical standards, an independent whistleblowing procedure was in operation throughout 2015 to allow staff to confidentially raise any breaches of our Code. This procedure complements established internal reporting processes.

Nineteen members of our workforce and sub-contractors left the organisation due to breaches of the Code in 2015.

GOOD GOVERNANCE

This year, we have built upon our approach to governance and risk management by establishing a new Board sub Committee on Ethics & Compliance and introducing a new approach to managing risk across the Group.

Strategy and management approach
Tullow is committed to the highest standards of corporate governance and complies with the UK Corporate Governance Code.

The Tullow Board of Directors leads this work and has a duty to promote the long-term success of the Company for its shareholders. The Board's role includes the establishment, review and monitoring of strategic objectives, approval of capital expenditure, and overseeing the Group's systems of internal control, governance and risk management.

The Board delegates certain responsibilities to a number of standing committees – Remuneration, Nominations, Audit, Environment, Health & Safety, and the newly formed Board sub Committee on Ethics & Compliance. These committees are made up of a majority of non-executive Directors who contribute an independent, external perspective and who make recommendations to the wider Board.

The day-to-day management of our business is governed by a set of business principles, policies and Code of Ethical Conduct, which form part of our Integrated Management System (IMS), covering the entire breadth of our business. The IMS is a practical and systematic way of putting in practice the organisation's values and a framework to set expectations and define controls against which we can assure ourselves that all activities, and associated risks, are being effectively managed.

HOW WE MEASURE SUCCESS

NEW
The latest edition of our Code of Ethical Conduct brings it up to date with the changes since the last issue in 2011

27
FRAUD AWARENESS
training sessions involving almost 600 staff across the business

NEW
Board sub Committee overseeing Ethics & Compliance

"Strong ethics have always been fundamental to Tullow's culture. We actively talk with partners, governments and suppliers so they know about our way of doing business."
Ann Grant
Non Executive Board Director

Risks and opportunities
Effectively managing opportunities and risks across the Group is fundamental to creating and maintaining shareholder value. It is also essential to maintaining our relationships and reputation with host governments, neighbouring communities, suppliers and employees, and protecting the environments in which we work.

Over the past year, Tullow has adopted a more rigorous and consistent approach to managing risks. We conducted a Board-led review of our risk management approach, resulting in an updated Risk Management Policy and Risk Management Standard, which are key elements of the IMS. The revised 'top-down and bottom-up' approach to risk management ensures we have a fully integrated risk management process that allows strategic, financial, operational and compliance risks to be considered and monitored in a consistent way.

All inherent risks are identified, assessed for probability and consequences, managed, and regularly monitored across all our operating entities. These inherent risks are managed through controls, mitigation measures, or both. Senior leaders are accountable, making risk management an integral part of how they run the day-to-day business. Importantly, if we are not able to manage any given risk to an acceptable level, we will not take that risk.

The Integrated Management System

In 2015, we launched an Integrated Management System (IMS), which allows all the expectations and requirements of the business to be articulated in one common system. The Tullow Board has collective responsibility for managing the IMS. It includes 50 mandatory standards that define how we expect everyone to work and five policies that set out our commitments to employees, contractors, host governments and other stakeholders.

The five policies are: Risk Management; Safe and Sustainable Operations; Human Rights; External Audit; and the Code of Ethical Conduct. Additionally, the Executive members of the Board are, as a group, responsible for six overarching standards covering risk management, planning and performance management, assurance, management of change and decision making along our business life cycle value chain.

Fundamentally, the IMS sets requirements and expectations that we mandate everyone in Tullow to meet for all our activities across the entirety of our business activities.

The system is owned by the corporate centre and any changes and deviations must be approved at that level. Business units are expected to align their local management systems to both the Tullow IMS and to the requirements set out in national and local laws and regulations.

The IMS will be embedded in each business unit and at the corporate centre during 2016. Each part of the business will conduct gap analysis of existing practices against IMS requirements. Plans to close any gaps will be developed and actioned during the year. Senior management will provide regular support and oversight of this process. The business units will assess progress in the latter part of 2016. The Company aims to be fully compliant with the new IMS by the end of 2016.

Managing risk

Risk owners in the business consider and identify risks for their particular area, which are separated into four broad categories: strategic, financial, operational and compliance. These different categories of risks are all managed by the same set of processes. The identified risks are collated in a Group risk register and analysed on two scales: their likelihood and their potential impact on the Group, not just financially, but also in terms of safety, reputation and regulatory impact.

This process helps Tullow to rank all its risks and identify the most material potential issues. These risks are monitored on a quarterly basis by the Executive Committee and the top 10-20 principal risks, which present the greatest impact and likelihood of events, are reviewed at Board level.

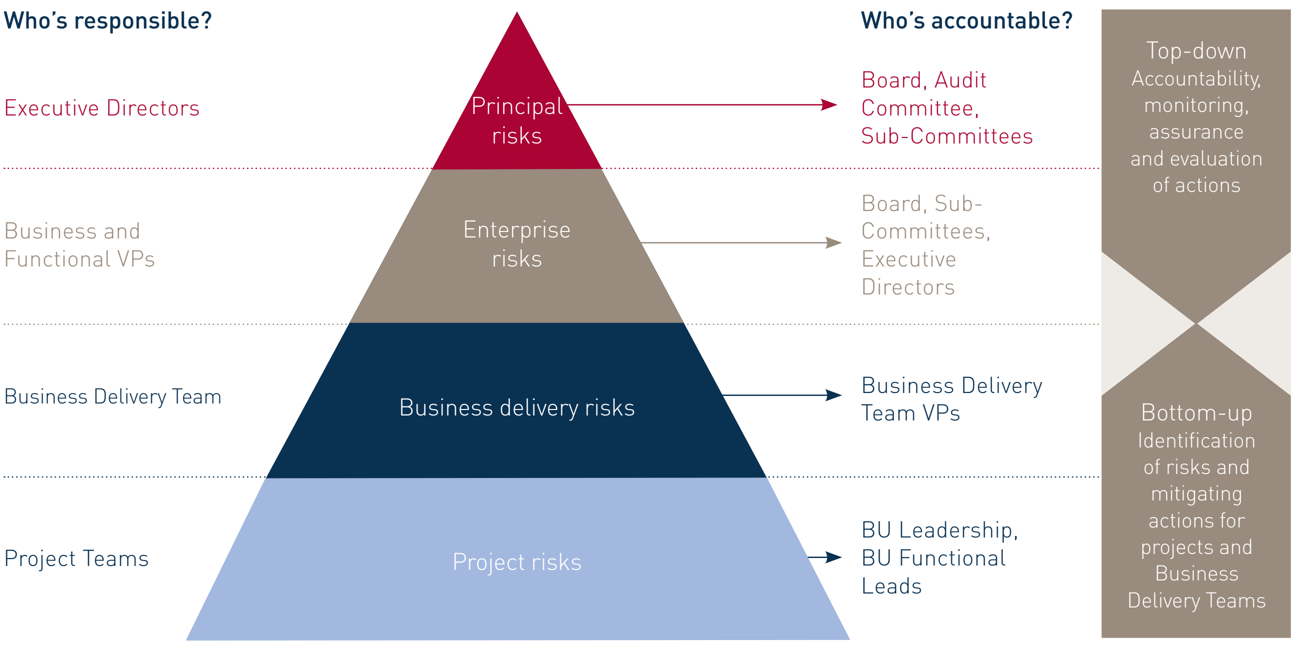
This has become an integral part of the annual business planning process and ongoing business performance management. A key component of the process is not just risk identification, but also the discussions to agree mitigation plans and evaluate actions.

Tullow's principal risks are outlined in our 2015 Annual Report with details of the Group's mitigation plans and ownership by the Executive. Non-technical risks associated with people, communities, safety and health, environment, security, human rights, compliance and stakeholders are also covered in this report.

High ethical standards

In 2015, we reviewed our compliance programme and, following consultation with senior management, we adopted a revised ethics and compliance strategy with the aim of moving towards more balanced principles and a rules-based compliance programme. By placing an equal emphasis on both ethics and compliance, the revised strategy underlines

RISK HIERARCHY



the importance of both ethical behaviour and our commitment to complying with applicable laws and regulations.

During 2015, the Ethics & Compliance function saw a change in leadership and a new reporting line into the Chief Financial Officer. As part of our commitment to keeping ethics and compliance and continuous improvement at the top of our agenda, a number of initiatives were also introduced during the course of 2015.

These included, among others: replacing the former compliance committee with a new Board sub Committee for Ethics & Compliance; reviewing and updating a number of our IMS standards, as part of an ongoing effort to monitor and improve our compliance efforts and culture; and updating and reissuing our Code of Ethical Conduct so that all employees and contractors remain up to date and absolutely clear about our high expectations on ethical behaviour.

Further actions, including training and monitoring, are planned for 2016 as part of our efforts to seek continuous improvements in the Group's ethics and compliance culture.

Code of Ethical Conduct

In 2015, we updated and launched the Code of Ethical Conduct, which has been revised to reflect the new Company structure. As in previous years, we conducted the Company-wide annual Code Certification process where we obtain a disclosure from staff about their compliance with the Code and its accompanying requirements.

Any concerns or non-compliance identified from this process are investigated. All staff successfully completed the process, and Ian Springett, Chief Financial Officer, who has executive management responsibility for governance and ethics, signed off the certification on behalf of the Group.

Ongoing commitment

Tullow remains committed to maintaining a strong compliance programme and managing risk. The actions we have taken in 2015 to support this commitment include:

- A review of our standards and their application, including expenditure related to public officials;
- The development of guidelines on conflicts of interest;
- An independent review of our revised ethics and compliance structure;
- Raising awareness of compliance topics through Company-wide communications;
- A reconciliation audit of staff expenses against entries in the gifts and hospitality register;
- Monitoring of the gifts and hospitality and conflict of interest registers;
- Internal audit review of the status and effectiveness of actions taken by the Group and Ghana Business Unit to address the findings and recommendations of the key fraud investigations conducted in Ghana throughout 2013 and 2014; and
- Screening of third parties against international sanctions and watch lists.

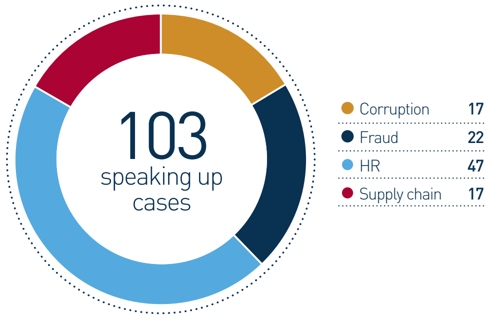
Fraud risk management

Tullow has in previous years been affected by actual and attempted fraud and, as a result, we work to continually improve our internal controls. As part of our commitment to tackling fraud, we worked with both operational and functional colleagues to develop a clear position on fraud governance. This involved business leaders across the Company carrying out fraud risk assessments, implementing remedial measures where necessary and working to ensure our programmes are closely aligned with the level of risk within each area. In total, six workshops were held with business leaders and key functional managers. In addition, we delivered a further 21 workshops and a Company-wide communication and training campaign to raise awareness about anti-fraud measures and to enable staff to understand:

- What fraud is and how to identify it;
- The consequences of fraudulent behaviour;
- The elements of Tullow's fraud risk management framework that are relevant to them and their responsibilities; and
- The importance of reporting actual or potential fraud or suspicious incidents.

SPEAKING UP

We are committed to fostering an open working environment where anyone can speak up if they have a concern. We have observed that most concerns are raised through internal reporting channels, i.e. via managers or directly to compliance staff. Whilst this is a good indication that staff trust the internal reporting channel, we also continue to promote our confidential external independent reporting option, Safecall. In 2015, we had 103 'speaking up' cases, of which 15 were submitted via Safecall. Following investigations, 19 members of our workforce and sub-contractors did not have their contracts renewed due to breaches of our Code.



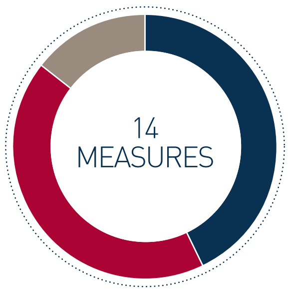
RESPONSIBLE OPERATIONS

Resetting the business, simplifying the organisation, and focusing on strong project delivery have been our clear priorities in 2015. We have eliminated unnecessary bureaucracy and focused our resources where they will have the biggest impact. Importantly, we have achieved this whilst maintaining our unrelenting focus on the safety of our people, surrounding communities and the environment, which is at the core of how we operate.

PRINCIPAL RISKS

Our top principal risks are reviewed by the Board of Directors and Executive Committee on a quarterly basis. These risks have been drawn from a broad risk universe, which encompasses operational, compliance, financial and strategic risks, as well as risks associated with our project, business delivery and enterprise. The principal risks associated with the 'Responsible Operations' component of our business model are 'failure to adequately manage stakeholder relationships' and 'major operational incident' and the mitigation of these risks is discussed in detail in this section. Further information on the mitigation of all the Group's principal risks can be found in this section, online and in our Annual Report & Accounts.

SAFE AND SUSTAINABLE OPERATIONS



Fully achieved	6
Partially achieved	6
Not achieved	2

PRIORITISING SUSTAINABILITY

2015 was the first year the non-technical risk scorecard was used to drive and track performance across areas that encompass all our non-technical risks including: occupational safety, process safety, social investment, health, security & human rights, social performance, environmental performance and regulatory compliance.

Strategy and management approach
As a responsible operator, Tullow manages above ground risks with the same rigour and focus as below ground. We drive continuous improvement in occupational and technical safety, environmental and social performance, health management, security and the protection of human rights, and social performance through clear expectations that are outlined in our Integrated Management System (IMS). These are reinforced by structured assurance activities and ongoing performance management through key performance indicators (KPIs).

Through our simplified organisational model, improvements in sustainability are increasingly owned and delivered by operational line management, supported by the expertise of Safety, Sustainability and External Affairs (SSEA) staff in the business delivery teams (BDTs).

The corporate centre SSEA organisation sets expectations for delivering responsible operations, provides advice to the BDTs, and provides assurance to the Board of Directors. This assurance is given through a suite of regularly-reviewed and robust KPIs, a programme of structured audits, and independent assurance reviews at key business decision points.

Performance trends are continuously monitored and major incidents identified. Any potentially adverse outcomes are investigated thoroughly, with corrective actions identified and implemented, and lessons shared across the Company.

HOW WE MEASURE SUCCESS

7.3%

We achieved an overall performance of 7.3 per cent out of a possible 10 per cent for our scorecard in 2015

48%

For a second year in a row, we achieved a significant reduction in our Lost Time Injury Frequency Rate

"Despite the challenges presented by the oil price and the Company reorganisation, our sustainability performance improved in 2015, driven by a more focused approach."

Simon Thompson
Chairman

Risks and opportunities
Effective management of non-technical risks and opportunities is integral to the delivery of responsible and sustainable operations. Failure to achieve this may result in delays, increased costs and the inability to deliver the full value of our investments. Conversely, delivering a safe and sustainable business model can enhance shareholder returns by managing risks and creating the potential to generate new business opportunities for Tullow.

The safety and health risks that we manage include: technical safety, covering the manner in which we design, construct, maintain and operate our facilities; and occupational safety and health, including protection of our staff and contractors from workplace hazards and exposures to workplace chemicals.

The environmental risks we manage include: control of waste and emissions; oil spill prevention and preparedness; water use and conservation; operating in environmentally sensitive areas; and gas flaring and venting.

The social risks we manage include: adequately managing stakeholder relationships; human rights in security arrangements and in our general operations; potential impacts of our operations on traditional community livelihoods; land access, resettlement and compensation; and grievances triggered by our activities.

Corporate scorecard performance

Our Company performance in Safe and Sustainable Operations is measured by a KPI comprised of our Lost Time Injury Frequency Rate and demonstrating measurable improvements to performance based on a scorecard of 14 measures covering occupational and process safety, environmental performance and regulatory compliance. Further information on the 14 measures can be found online at tullowoil.com. This KPI accounts for 10 per cent of Tullow's Incentive Plan (TIP) for Executive remuneration. In 2015, we achieved an overall performance of 7.3 per cent out of a possible 10 per cent.

Performance measures in 2015 showed improvements across the majority of categories. Improvements were notably in the safer management of Motor Vehicle Collisions (MVC) with significantly fewer incidents (75 per cent reduction). The number of private and public security forces trained in compliance with Tullow's Voluntary Principles on Security and Human Rights requirements has also increased significantly during the year. Areas of declining performance included volume of gas flared and GHG emissions due to a compressor issue on the Jubilee FPSO.

Progress in Occupational Safety

For the second year in a row, we reduced our Lost Time Injury Frequency (LTIF). In 2014, we achieved a 28 per cent reduction in LTIF, exceeding our target of 20 per cent, bringing the total to 0.58. Tullow had the same target in 2015, and we achieved a 48 per cent reduction and an end of year LTIF of 0.30. The improvements in our Occupational Safety performance were made through a greater focus on the organisation of land operations and control of work at these locations, in particular in our drilling, completions and extended well testing activities.

During 2015, two contracted drilling rigs – one operating in Ghana and the other in Kenya – achieved two years without a Lost Time Injury (LTI). This is a good achievement given that both rigs are in challenging operating environments. This performance reflects the combined efforts of Tullow, our rig contractor, and all service providers.

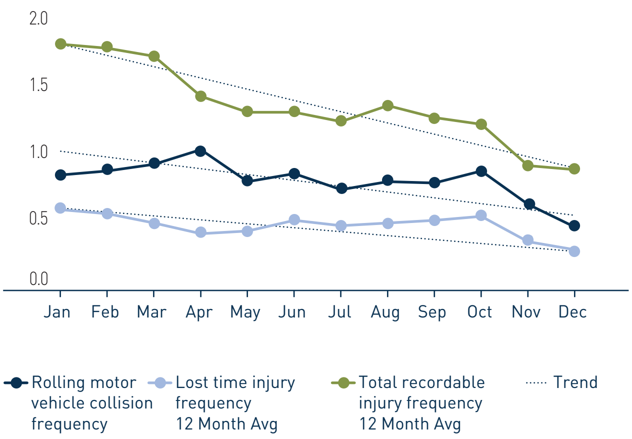
A second key measure, the Total Recordable Injury Frequency (TRIF), improved in 2015 from 1.83 to 0.90. Our 2015 LTIF performance puts Tullow in the second quartile for Occupational Safety performance compared to peer companies in the International Association of Oil and Gas Producers 2014 annual benchmark. Several key elements were identified in 2015 requiring focus, attention and improvement across our well engineering operations, and efforts in these areas served to continue to improve key Occupational Safety performance indicators.

Notwithstanding these improvements, we regret to report the tragic death of two sub-contractors at the year end and start of 2016. The first involved a sub-contractor temporarily working on the Jubilee FPSO who had contracted malaria. The second involved a TEN FPSO sub-contractor working for the main contractor responsible for the construction and commissioning of the TEN FPSO in the shipyard in Singapore. In-depth investigations into both fatalities have been carried out and specific actions have been identified and implemented to further improve the accurate diagnosis and effective management of malaria symptoms and our oversight of control of work.

Operating in sensitive and protected areas

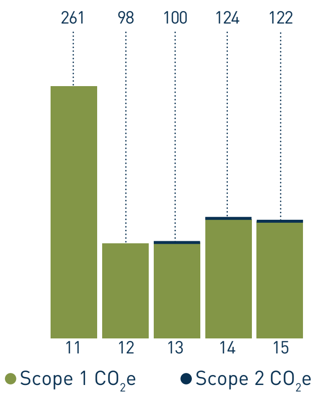
The Board's decision not to explore for nor exploit hydrocarbon resources in UNESCO World Heritage Sites was formalised in 2015 in a letter to the UNESCO World Heritage Committee. This commitment is captured in the Company's new Safe and Sustainable Operations Policy. Our no-go commitment is operationalised through a mandatory Non-Technical Risk Standard and associated Protected Area Procedure. The Protected Area Procedure goes beyond World Heritage Sites and ensures that we would only work in other ecologically or culturally protected areas after a full assessment of the risks has been made and adequate mitigation actions put in place to minimise our impacts as far as possible. Activity in the most important protected areas would only commence with the approval of our Board of Directors.

LTI, TRI, MVC 12 MONTH TREND*



* Incident frequency per million man hours

CO_2E EMISSIONS PER 1,000 TONNES OF HYDROCARBON PRODUCED



WATER USE IN EAST AFRICA

Securing the water we need for development in East Africa will be a challenge for Tullow, especially in the Turkana region of Kenya. The design figure for the maximum amount of water needed for full field development is 24,000 m^3/day. As part of pre-development planning for our projects in Turkana, we are considering a number of options for water sourcing and management with more detailed planning due to take place in 2016. These options include both underground and surface possibilities. We are committed to working with national, county and local government, communities and all stakeholders in coming up with the best sourcing option for the development.

Climate change

Tullow acknowledges the global threat posed by climate change and recognises the need to reduce greenhouse gas (GHG) emissions. Our activities and products contribute to climate change and we accept our responsibility to comply with emerging climate change legislation and regulation, and to reduce our GHG emissions as far as is reasonably practical through appropriate voluntary initiatives.

Demand for energy is forecast to grow, and we expect fossil fuels to continue to play a role in the global energy mix over the coming decades. We also expect new policies, laws and regulations aimed at reducing emissions of GHGs, and we will adopt a business strategy that is responsive to this. As an Africa-focused company, we will continue to support our host governments and communities as they seek to use oil revenues to fight poverty and to promote sustainable, inclusive economic development.

Tullow's Safe and Sustainable Operations Policy involves:

- Aiming to minimise GHG emissions in project design and in our operations;
- Adopting a business strategy that is responsive to legal and regulatory developments designed to address climate change;
- Maintaining transparency in our performance reporting and openness in our engagement about climate change;
- Supporting our host governments to convert their natural resource wealth into sustainable and inclusive economic growth; and
- Aligning with the actions that our host governments take to manage climate change.

Tullow's GHG emissions

Tullow's Group total scope 1 emissions, which in 2015 included gas and diesel from our offices as well as emissions from our operations, were 752,539 tonnes CO_2e (2014: 799,551[1] tonnes CO_2e) and 122.07 tonnes of CO_2e per 1,000 tonnes of hydrocarbon produced (2014: 123.84[1] tonnes CO_2e). Total scope 2 emissions were 4,631 tonnes of CO_2e (2014: 4,173 tonnes of CO_2e) and 0.75 tonnes of CO_2e per 1,000 tonnes of hydrocarbon produced (2014: 0.64). Full details of our Basis of Reporting can be found online.

Jubilee FPSO flaring challenges and improvement plans

Releasing gas to the atmosphere by flaring and venting is an essential operational practice in oil and gas production and is primarily used for safety reasons. However, flaring results in the release of GHGs that contribute to climate change and other gaseous pollutants that can affect local ambient air quality. As the Jubilee FPSO is offshore, the prevailing atmospheric conditions facilitate rapid dispersion of pollutants and measurements conducted in the vicinity of the FPSO have confirmed no detectable ambient air quality impacts exist at current flaring rates.

For Tullow operations world wide, over 80 per cent of GHG emissions come from FPSO operations, with flaring accounting for a significant portion of those emissions. The table on page 28 gives a summary of gas flared volumes in 2015. In Ghana, the Environmental Protection Agency (EPA) has established a regulatory guideline of 3 per cent gas flared in comparison to total gas produced to monitor flaring levels. If the regulatory guideline of 3 per cent is exceeded, Tullow has to submit a report to the EPA justifying the need to flare in excess of the target. To date, all the justification reports have been accepted by the regulator.

1. Group CO_2e and emissions breakdown between 2012-2014 have been restated because of a previously overstated proportion of methane in vented gas from the Jubilee FPSO.

The main FPSO flaring challenges, and our plans to address them, are as follows:

- Operational constraints: The equipment used in our gas conditioning process currently constrains the gas production capacity of the facility. This can cause problems in the gas compression system that then lead to the need for flaring. We will address this issue in early 2016 through a project to increase the capacity of the gas conditioning process and so reduce the risk of operational problems that result in flaring.
- Operational reliability: Faults in the gas process train (gas compressors and power generation turbines) have led to unplanned shutdowns and the requirement to flare. In one such shutdown in July 2015, the primary high-pressure compressor suffered a failure causing us to flare more gas. This incident was the main contributor to 2015 flaring. We have taken a number of steps to improve the operational reliability of the FPSO including addressing power supply issues and starting a project to ensure all back-up units within the gas process train are fully functional. This work is scheduled for completion in early 2016. Once complete, this project will provide the back-up systems required to ensure uninterrupted production operations and reduce the likelihood of flaring due to problems in processing.
- Onshore gas plant limitations to export gas: The FPSO is connected to an onshore gas processing plant via a subsea pipeline. There are periods when the gas plant is shut down for extended periods for maintenance, compelling the FPSO to suspend gas export operations and flare associated gas that would have otherwise been exported. In July 2015, the plant was shut down for two weeks for major maintenance and this resulted in increased flaring. The availability of the gas plant is largely out of the control of Tullow. However, the Government of Ghana is considering the development of a new gas plant at the same location. If completed, there would be two onshore plants reducing the likelihood of flaring if a gas plant were to be shut down for extended periods.

Process safety – asset integrity on the Jubilee FPSO

In 2015, Tullow carried out improvements to the management of asset integrity on the Jubilee FPSO to ensure we were operating the facility in line with our commitment to the standard of the UK safety case regulatory regime. We reviewed the physical facility, the processes and procedures we use to run the FPSO, the organisational structure and the professional competencies of staff, and our approach to maintenance planning.

We had a particular focus on the identification and operation of Safety Critical Elements (SCEs) on the FPSO. Early in 2015, we were taking too long to formally assure compliance with operating specifications for a number of these SCEs, creating a backlog. In response, we improved planning and accelerated work to manage the backlog.

An audit of our asset integrity, which had Board EHS Committee oversight, found that many of the areas requiring improvement had been identified within the business unit and that plans were already being developed to rectify those weaknesses. There were, however, areas requiring additional focus, including how we manage change on the facility and SCE critical document management. There are now action plans in place, which are monitored monthly by senior management.

Improvements in operational readiness assessments due to lessons learnt

Tullow began Extended Well Test (EWT) operations in Kenya in 2015 as part of the process to prove the productivity and commerciality of reserves in the South Lokichar Basin. This process involves flowing oil to the surface at rates similar to those in full production, rather than the restricted rates used during drilling and completion activities.

During the initial well clean-up flow period of the Amosing 2a well in the first quarter of 2015, Tullow Kenya experienced a release of approximately five barrels of hydrocarbon through small burner nozzles on a flare system. This had a minor environmental impact on surface soil in the 200 metre area outside the site perimeter fence which was subsequently cleaned up. The environmental damage was remediated; the incident was fully investigated and the issues raised have been addressed.

2015 Flare rates in comparison with the EPA regulatory limit

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Flare gas (%)	5.30	14.10	4.51	2.27	1.40	7.40	79.84	9.80	5.80	3.00	2.70	3.96
Ghana EPA Flaring Limit	2.50	2.50	2.50	2.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

EMERGENCY AND CRISIS MANAGEMENT

In 2015, we tested our three-tier Crisis Management System. The system was also tested in real time in Ghana when our Accra offices were flooded during some extreme weather.

Despite challenges across the city, Tullow was able to stabilise the situation within 12 hours and resume full operations within 24 hours.

A number of lessons were learned from this emergency and our approach to business continuity planning will be a focus area for 2016.

Tullow also used the lessons from this incident to improve our Group-wide approach to surface operations during well construction activities. The Company now requires Operational Readiness Assessments (ORAs), which are structured and independent reviews verifying that an activity is safe to go ahead, to include a cross-functional team of production and process safety experts to review and approve surface equipment, procedures and competencies prior to work starting. Prior to these changes, well testing ORAs were seen as the responsibility of drilling and completion staff only.

Land access in our Uganda operations

We made good progress in 2015 on the management of legacy land access issues in our Uganda operations. Since 2013, we have been working with the office of the Chief Government Valuer to define a compensation methodology for the use of land for oil and gas exploration in the Albertine Graben.

Having agreed an approach, we have now successfully delivered the majority of the compensation, targeting more than 200 Project Affected Persons (PAPs) in 15 well pad sites. As part of the compensation package, voluntary financial management and assistance training was offered to PAPs and their spouses. Remaining grievances have been monitored and addressed via a newly established grievance management procedure that has been drafted in partnership with our joint venture partners: Total E&P Uganda and CNOOC Uganda Ltd.

In preparation for the development phase of the Lake Albert project, the joint venture has prepared a Land Acquisition and Resettlement Framework, which includes the establishment of an inter-ministerial Resettlement Advisory Committee (RAC). The RAC will be chaired by the Ministry of Energy and Mineral Development and will act as an overarching body to ensure that the development activities comply with Ugandan legislation and IFC performance standards.

Voluntary Principles on Security and Human Rights – audit of Kenya operations

At the end of 2015, an external review of our performance in Kenya against the requirements of the Voluntary Principles on Security and Human Rights (VPSHRs), which Tullow works to meet across our global operations, was conducted. The audit considered arrangements with private security providers, who do not carry firearms, and the Kenya National Police Service (KNPS).

The audit found there had been good progress in efforts to train both private security providers and KNPS staff on the requirements of the VPSHRs and concluded that the training was delivering results. Several opportunities for improvement were noted in the review including the reporting of security-related community grievances. While we have been working towards a formal Memorandum of Understanding covering how Tullow and the Kenyan Government will jointly implement the VPSHR for some years, we have not yet achieved this. Getting this in place remains a priority and would greatly assist the project as it approaches the development phase.

CORPORATE RESPONSIBILITY ASSURANCE & BASIS OF REPORTING

For our independent assurance statement regarding our CR data as well as the Basis of Reporting for CR and transparency data, please go online to www.tullowoil.com.

ENVIRONMENT

	2011	2012	2013	2014	**2015**
Atmospherics					
Total air emissions (tonnes of CO_2e)	1,376,590	537,040	693,170	803,724	**758,790**[1]
Scope 1 total air emissions (tonnes of CO_2e)			686,996	799,551	**752,539**
Scope 2 total air emissions (tonnes of CO_2e)			6,174	4,173	**4,631**
Scope 3 total air emissions (tonnes of CO_2e)					**1,620**
Total air emissions by production (tonnes of CO_2e) per thousand tonnes hydrocarbon produced	260.93	98.21	99.78	123.84	**122.07**
CH_4 emissions (tonnes)	7,267	1,931	2,578	2,191	**2,073**
N_2O emissions (tonnes)		33.76	43.75	41.84	**29.85**
CO_2 emissions (tonnes) per thousand tonnes of HC produced	232	85	85	106	**106**
Flaring					
Total hydrocarbon flared (tonnes)	911,665	30,246	80,695	117,516	**110,638**
Total hydrocarbon flared by production (tonnes per thousand tonnes hydrocarbon produced)	172.91	5.53	11.62	18.11	**17.84**
Water usage					
Metered water (m^3)			13,013	59,220	**70,466**
Seawater (m^3)		11,430,092	7,295,571	9,885,133	**8,004,940**
Ground water (m^3)		143,569	180,337	129,956	**113,847**
Fresh water (m^3)		42,342	35,900	11,695	**–**
Other water (m^3)		58,291	31,740	3,643	**10**
Total water usage (m^3) – all operational sites	10,408,240	11,674,294	7,556,562	10,089,647	**8,189,263**
Recycled water (m^3)			21,567	11,250	**5,451**
Total water from sustainable sources (m^3)			21,567	11,250	**5,451**
Waste					
Total waste disposed (tonnes)	32,707	54,692	34,157	75,799	**72,380**
Waste Recycled / Re-used / Treated (%)	84.29	72.15	83.38	63.82	**70.93**
Hazardous waste Recycled / Re-used / Treated (%)			87.00	97.85	**99.49**
Non-hazardous waste Recycled / Re-used / Treated (%)			51.75	3.68	**3.44**
Uncontrolled releases					
Oil & Chemical spills (number)	14	5	10	15	**7**
Oil & Chemical spills (tonnes)	311	38.86	23.29	715.85	**24.71**
Energy use					
Total operations indirect and direct energy use (GJ)			5,757,479	5,345,475	**5,104,423**
Total indirect and direct energy use (GJ)		5,685,961	5,798,539	5,375,436	**5,158,200**
Total indirect and direct energy use by production (GJ per thousand tonnes hydrocarbon produced)		1,040	829	828	**832**
Fines and sanctions		0	–	80,000	**–**

1. Indicates data reviewed by Deloitte as part of their assurance work. Go online to tullowoil.com for the independent assurance report.
2. Group CO_2e and emissions breakdown between 2012-2014 have been restated because of a previously overstated proportion of methane in vented gas from the Jubilee FPSO.

HEALTH & SAFETY

	2011	2012	2013	2014	**2015**
Hours worked (million)	13.3	18.6	21.1	22.4	**13.3**
Number of employee fatalities	–	–	–	–	**–**
Number of contractor fatalities	1	–	–	–	**–**
Number of third-party fatalities involving members of the public	–	2	1	1	**–**
Lost Time Injuries (LTIs)	5	13	17	13	**4**
Lost Time Injuries Frequency Rate (LTIF)	0.38	0.70	0.81	0.58	**0.30**[1]
OGP LTIF	0.43	0.48	0.45	0.36	**n/a**
Total Recordable Injuries (TRI)	36	42	67	41	**12**
Total Recordable Injuries Frequency Rate (TRIF)	2.71	2.26	3.18	1.83	**0.90**
OGP TRIF	1.76	1.74	1.60	1.54	**n/a**
High Potential Incidents (HiPos)	12	44	39	25	**15**
High Potential Incident Frequency Rate (HiPoF)	0.9	2.37	1.85	1.11	**1.13**
Malaria frequency rate	0.34	0.06	0.01	0.03	**0.30**
Kilometres driven ('000,000)	8.2	12.2	12.7	15.5	**6.5**
Vehicle Accident Frequency Rate (VAFR)	1.46	1.31	0.71	0.77	**0.47**

SOCIAL PERFORMANCE

	2011	2012	2013	2014	**2015**
Discretionary social investment ($000s)	11,569	19,914	17,402	10,639	**7,537**

LOCAL CONTENT

	2012	2013	2014	**2015**
Local supplier spend ($ million)	145.4	217.0	225.4	**308.9**

By Country	2012	2013	2014	**2015**
Ethiopia		14.4		
Ghana	69.2	128.0	123.6	**226.0**
Kenya	28.7	48.0	81.5	**75.0**
Mauritania		7.0		
Uganda	47.5	19.6	20.3	**7.9**
Total	**145.4**	**217.0**	**225.4**	**308.9**

OUR PEOPLE

	2011	2012	2013	2014	**2015**
Number of employees	1,207	1,415	1,553	1,595	**1,156**
Number of contractors	341	363	481	447	**247**
Number of expatriates in the workforce	329	347	446	448	**268**
Number of people on local contract terms	1,219	1,431	1,588	1,594	**1,135**
Total workforce	1,548	1,778	2,034	2,042	**1,403**
Number of females in the workforce	412	511	582	583	**396**
Number of female managers	46	73	85	90	**76**
Number of managers	273	379	433	442	**338**
Number of female senior managers			6	4	**14**
Number of senior managers			49	53	**115**
Number of female Board members			2	2	**2**
Number of Board members			12	12	**12**

TRANSPARENCY DISCLOSURE 2015 (UNAUDITED)

	UK Regulations							
	Production entitlements	Production entitlements	Income taxes	Royalties (cash only)	Dividends	Bonus payments	Licence fees	Infrastructure improvement payments
Licence / Company level	bbls (000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)
M'Boundi	226	–	–	–	–	–	–	–
Total Congo	226	–	–	–	–	–	–	–
CI-26 Espoir	–	274	–	–	–	–	–	–
Corporate	–	–	–	–	–	–	–	–
Total Côte d'Ivoire	–	274	–	–	–	–	–	–
Ceiba	149	–	–	–	–	–	–	–
Okume Complex	346	–	–	–	–	–	–	–
Corporate	–	–	37,381	–	–	–	–	–
Total Equatorial Guinea	495	–	37,381	–	–	–	–	–
Echira	–	–	–	1,304	–	–	–	–
Etame	–	–	–	3,124	–	–	–	–
Ezanga	–	–	–	706	–	20,000	–	–
Limande	–	–	–	3,236	–	–	–	–
M'Oba	–	–	–	157	–	–	–	–
Niungo	–	–	–	3,013	–	–	–	–
Tchatamba	–	–	–	9,413	–	–	–	–
Turnix	–	–	–	1,088	–	–	–	–
Corporate – Tullow Oil Gabon SA	–	–	15,775	94	–	–	–	–
Oba	–	–	–	1,106	–	–	–	–
Corporate – Tulipe Oil SA	–	–	2,122	–	–	–	–	–
Total Gabon	–	–	17,897	23,241	–	20,000	–	–
Jubilee	664	–	–	–	–	–	–	915
TEN	–	–	–	–	–	–	–	237
Company level	–	–	–	–	–	–	60	3,190
Total Ghana	664	–	–	–	–	–	60	4,342
Company level	–	–	–	–	–	–	75	60
Total Guinea	–	–	–	–	–	–	75	60
PSC B (Chinguetti EEA)	47	–	–	–	–	–	258	–
Corporate	–	–	–	–	–	–	70	–
Total Mauritania	47	–	–	–	–	–	328	–
South Omo	–	–	–	–	–	–	441	197
Corporate	–	–	–	–	–	–	–	–
Total Ethiopia	–	–	–	–	–	–	441	197
Corporate	–	–	9	–	–	–	486	–
Total Kenya	–	–	9	–	–	–	486	–
Block 3111	–	–	–	–	–	–	300	–
Corporate	–	–	–	–	–	–	300	–
Total Madagascar	–	–	–	–	–	–	600	–
Corporate	–	–	1	–	–	–	–	–
Total Mozambique	–	–	1	–	–	–	–	–
Company level	–	–	–	–	–	–	127	–
Total Namibia	–	–	–	–	–	–	127	–

Voluntary disclosure								
VAT	Stamp duty	Withholding tax	PAYE & national insurance	Carried interests	Customs duties	Training allowances	TOTAL	TOTAL
US$(000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)	US$(000)	US$ (000)	bbls (000)
–	–	–	–	–	–	–	–	226
–	–	–	–	–	–	–	–	226
–	–	–	–	–	–	–	274	–
–	–	–	59	–	–	–	59	–
–	–	–	59	–	–	–	333	–
–	–	–	–	–	–	–	–	149
–	–	–	–	–	–	–	–	346
–	–	–	–	–	–	–	37,381	–
–	–	–	–	–	–	–	37,381	495
–	–	–	–	–	–	–	1,304	–
–	–	–	–	–	–	–	3,124	–
–	–	–	–	–	–	–	20,706	–
–	–	–	–	–	–	–	3,236	–
–	–	–	–	–	–	–	157	–
–	–	–	–	–	–	–	3,013	–
–	–	–	–	–	–	–	9,413	–
–	–	–	–	–	–	–	1,088	–
344	–	69	588	–	–	–	16,870	–
–	–	–	–	–	–	–	1,106	–
–	–	–	2	–	–	–	2,124	–
344	–	69	590	–	–	–	62,141	–
–	–	–	–	–	–	–	915	664
–	–	–	–	–	–	–	237	–
3,709	–	63,321	16,597	94,114	10,215	250	191,456	–
3,709	–	63,321	16,597	94,114	10,215	250	192,608	664
–	–	–	25	–	–	–	160	–
–	–	–	25	–	–	–	160	–
–	–	–	–	–	–	–	258	47
–	–	1,270	61	–	–	700	2,101	–
–	–	1,270	61	–	–	700	2,359	47
–	–	–	–	–	–	–	638	–
(1,780)	–	49	160	–	–	150	(1,421)	–
(1,780)	–	49	160	–	–	150	(783)	–
157	–	9,003	21,634	–	993	958	33,240	–
157	–	9,003	21,634	–	993	958	33,240	–
–	–	–	–	–	–	–	300	–
–	–	–	3	–	–	–	303	–
–	–	–	3	–	–	–	603	–
–	–	–	–	–	–	–	1	–
–	–	–	–	–	–	–	1	–
–	–	–	188	–	–	55	370	–
–	–	–	188	–	–	55	370	–

TRANSPARENCY DISCLOSURE 2015 (UNAUDITED) CONTINUED

	UK Regulations							
	Production entitlements	Production entitlements	Income taxes	Royalties (cash only)	Dividends	Bonus payments	Licence fees	Infrastructure improvement payments
Licence / Company level	bbls (000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)
Corporate	–	–	505	–	–	–	–	–
Total South Africa	–	–	505	–	–	–	–	–
Corporate	–	–	36,059	–	–	–	11	–
Total Uganda	–	–	36,059	–	–	–	11	–
Corporate	–	–	(2,919)	–	–	–	–	–
Total Ireland	–	–	(2,919)	–	–	–	–	–
Walton Morant	–	–	–	–	–	–	128	–
Corporate	–	–	–	–	–	–	–	–
Total Jamaica	–	–	–	–	–	–	128	–
Corporate	–	–	(5,755)	–	–	–	259	–
Total Netherlands	–	–	(5,755)	–	–	–	259	–
PL 405B	–	–	–	–	–	–	263	–
PL 406	–	–	–	–	–	–	391	–
PL 438	–	–	–	–	–	–	1,002	–
PL 519	–	–	–	–	–	–	186	–
PL 550	–	–	–	–	–	–	1,370	–
Corporate	–	–	(144,867)	–	–	–	71	–
Total Norway	–	–	(144,867)	–	–	–	3,283	–
Corporate	–	–	–	–	–	–	10	14
Total Pakistan	–	–	–	–	–	–	10	14
Block 47	–	–	–	–	–	–	–	258
Block 54	–	–	–	–	–	–	–	258
Corporate	–	–	–	–	–	–	–	–
Total Suriname	–	–	–	–	–	–	–	516
Murdoch	–	–	–	–	–	–	260	–
Ketch	–	–	–	–	–	–	299	–
Schooner	–	–	–	–	–	–	434	–
Corporate	–	–	7,080	–	–	–	634	238
Total UK	–	–	7,080	–	–	–	1,627	238
Corporate	–	–	–	–	–	–	–	–
Total Uruguay	–	–	–	–	–	–	–	–
TOTAL	**1,432**	**274**	**(54,609)**	**23,241**	**–**	**20,000**	**7,435**	**5,367**

		Voluntary disclosure						
VAT	Stamp duty	Withholding tax	PAYE & national insurance	Carried interests	Customs duties	Training allowances	TOTAL	TOTAL
US$(000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)	US$ (000)	US$(000)	US$ (000)	bbls (000)
472	–	–	5,428	–	–	–	6,405	–
472	–	–	5,428	–	–	–	6,405	–
907	–	6,286	6,121	–	–	276	49,660	–
907	–	6,286	6,121	–	–	276	49,660	–
(2,593)	–	–	8,910	–	–	–	3,398	–
(2,593)	–	–	8,910	–	–	–	3,398	–
–	–	–	–	–	–	–	128	–
–	–	–	–	–	–	102	102	–
–	–	–	–	–	–	102	230	–
400	–	–	490	–	–	–	(4,606)	–
400	–	–	490	–	–	–	(4,606)	–
–	–	–	–	–	–	–	263	–
–	–	–	–	–	–	–	391	–
–	–	–	–	–	–	–	1,002	–
–	–	–	–	–	–	–	186	–
–	–	–	–	–	–	–	1,370	–
(3,797)	–	–	10,597	–	135	–	(137,861)	–
(3,797)	–	–	10,597	–	135	–	(134,649)	–
–	–	270	–	–	–	7	301	–
–	–	270	–	–	–	7	301	–
–	–	–	–	–	–	–	258	–
–	–	–	–	–	–	–	258	–
–	–	–	242	–	–	–	242	–
–	–	–	242	–	–	–	758	–
–	–	–	–	–	–	–	260	–
–	–	–	–	–	–	–	299	–
–	–	–	–	–	–	–	434	–
(26,589)	–	–	63,015	–	–	–	44,378	–
(26,589)	–	–	63,015	–	–	–	45,371	–
(33)	–	–	153	–	–	100	220	–
(33)	–	–	153	–	–	100	220	–
(28,803)	**–**	**80,268**	**134,273**	**94,114**	**11,343**	**2,598**	**295,501**	**1,432**
							Payments in kind in US$ (000)	95,928
							TOTAL US$ (000)	**391,429**

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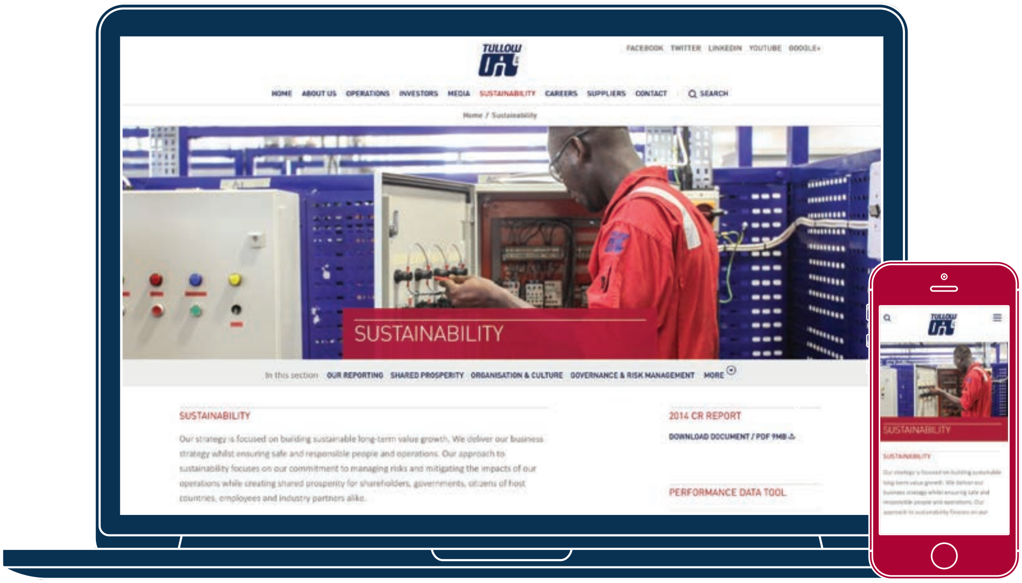

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