

**NOTES OF MEETING – Perdaman Urea Liaison Stakeholder Committee (PULSC)
Meeting #4**

Date:	Tuesday 20 January 2026	Time:	4.30pm – 6.00pm	Location:	KDCCI Meeting Room – Karratha
Distribution:	Members of the PULSC and project webpage				
Facilitator:	Jamie Robertson	361 Degrees, Impact Consultant	Damon Carter	Perdaman - General Manager HSE & Heritage	
Attendees:	Jai Lovett	Community Member	Sarah Whelan	KDCCI - CEO	
	Jemma Martin	Community Member	Danny Van Niekerk	SCJV - Construction Manager	
	Jerom Hurley	City of Karratha	Chelsea Hilton	SCJV - Indigenous Engagement & Heritage Principal Advisor	
Guests	Faime Chappell	Pilbara Heart Horses	Phoebe Smith	Pegs Creek Primary School P&C	
Apologies:	Ben Breheny	Community Member	Chad Hillier	Community Member	
	Nathan Hudson	Business Member	Richard Hancock	Pilbara Development Commission	
	Reegan Smith	Business Member			

NO.	ITEM / DETAILS
1 1	INTRODUCTIONS AND ACKNOWLEDGEMENT OF COUNTRY
	The Traditional Owners of the land were acknowledged by the facilitator Participants were invited to introduce themselves and an overview of the sessions was provided.
2	COMMUNITY INVESTMENT FUND DONATION RECIPIENT
	<p>Peg’s Creek Primary School and Pilbara Heart Horses - <i>Energy Is Our Superpower</i> Program - Learning with Horses</p> <ul style="list-style-type: none"> • Pegs Creek’s diverse student base requires further support with emotional regulation, self-awareness, confidence, empathy, and communication. • Trauma-impacted and neurodiverse learners can struggle with traditional classroom environments and may learn better through hands-on, movement-based activities. • Students with leadership potential were identified as requiring support in these areas. • The Pilot Program was delivered in Term 3, 2025. 30 participants in the program from Year 3 to Year 6. • The funding received will enable the program to be delivered in 2026.

NO.	ITEM / DETAILS
3	ACTIONS ARISING
	<ul style="list-style-type: none"> Charter flights Update – The project continues to explore charter flights to and from Brisbane and is planning to have this in place in the next 3 months. Virgin Australia has imposed a contract restriction that it will not sell tickets to members of the public on the first charter flight but will consider selling to the public on any subsequent charter flight. Action: Provide the PULSC with more information on why Virgin Australia has imposed this restriction. A tour of the Best Western Ranges Village will be arranged in February for interested PULSC members. Action: Arrange tour of the Village accommodation and facilities. The scheduled PULSC meeting frequency will remain at 6 monthly however the project will commit to sending monthly email updates to PULSC members to keep them informed of developments and provide the opportunity for feedback between meetings. Action: Project to produce monthly email updates. Feedback from the community is that project debris on the Burrup Road and driver behaviour is posing a community safety risk. Action: The project will arrange more frequent road cleaning and review the safety of site entry and exits. Temporary speedhumps on Burrup Road are in place to protect underground services during the movements of modules from the port to site. These will be removed after the last modules have been transported to site in July 2026.
4	PROJECT CONSTRUCTION PROGRESS
	<p>Danny Van Niekerk provided the below project update:</p> <ul style="list-style-type: none"> Project is 67% complete overall 95% of the procurement has been completed 40% of construction has been completed There are 10 more sea voyages scheduled to deliver modules to the project – these are expected to conclude in July 2026 Total of 7.0 million LTI-free work hours have been recorded across all JV operating centres, including Chennai, Perth, and Karratha The project is in its 33rd month and is tracking on schedule All critical equipment, packages and materials have been procured and are being delivered 55 of 108 large pre-fabricated modules have arrived and been installed with an additional 7 that just arrived as part of RFLO14 Rock crushing has been completed and subcontractor demobilised 72,000+ M3 Concrete has been poured to date equating to 90% complete. Conveyor galleries are being placed on foundations from main site through multi-user corridor and down to the Port Large mechanical packages are in advanced stages such as Ammonia Tank, Cooling Tower, Air Separation Unit, Urea Shed and Power Generation Rock Stabilisation and Weiler beam installation ongoing at Port

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	<ul style="list-style-type: none"> • Current average of 1050+ project personnel onsite every day • Planned peak of 1,500+ personnel in Q3 2026
5	<p>PERDAMAN UPDATE</p>
	<p>Damon Carter provided the below update:</p> <p>Perdaman Housing</p> <ul style="list-style-type: none"> • Target completion Phase 1 (31 houses) October 2025 – 31 houses have been completed to date • Target completion all 130 houses May 2027 – Target expanded to 136 houses <p>Perdaman Solar Power Plant</p> <ul style="list-style-type: none"> • 30MW solar project has commenced engineering and completion of the project will be end of May 2027 • Maitland solar project still in development • FEED to commence Q1 2027 <p>Potential for Future Community Investment*</p> <ul style="list-style-type: none"> • Hotel & short-stay accom, F&B, wellness center – government discussions underway, architectural drawings to commence. • New childcare facility * Subject to FID and approval <p>Rock Art Protection</p> <p>Management Objective: <i>Implementation of policies, procedures and actions that accord with the Burra Charter and harmonise with the West Australian government’s Murujuga Rock Art Strategy.</i></p> <ul style="list-style-type: none"> • Protection of the Rock Art was identified as a Tier 1 and 2 Salient Human Rights Risk in the project’s Human Rights Risk Assessment Report requiring the project to report its actions to manage the risk in its accountability reports and to the PULSC • MAC confirmed Free, Prior and Informed Consent (FPIC) was achieved and the project was an exemplar for other projects on the Burrup. <p>Commitment:</p> <ul style="list-style-type: none"> • Integration of best available technology to minimize emissions • Supporting the application for World Heritage listing • Enforcing management controls with the Cultural Heritage Management Plan (MAC endorsed).

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	<ul style="list-style-type: none"> • Protection and exclusion from the project footprint of heritage listed areas. • Use of a fully enclosed conveyor to transport the product to avoid urea dust issues. <p>Impact Management and Mitigation</p> <ul style="list-style-type: none"> • Undertake ongoing assessment and reporting of air quality consistent with the Murujuga Rock Art Monitoring Program. • Compliance reporting to regulators • Heritage areas located adjacent to the project are identified, signed and barriers installed with access restricted. • Regular Heritage Liaison Committee meetings between MAC, SCJV and Perdaman. <p>Competency based (assessed) cultural awareness training for all project workers.</p>										
6	WORKFORCE MANAGEMENT										
	<p>Danny Van Niekerk provided the below overview:</p> <table border="1" data-bbox="259 730 1993 1222"> <thead> <tr> <th data-bbox="259 730 922 810">Target</th> <th data-bbox="931 730 1993 810">Progress</th> </tr> </thead> <tbody> <tr> <td data-bbox="259 817 922 922">All indigenous employees to have a career development plan</td> <td data-bbox="931 817 1993 922">Upskilling in terms of training has taken place however formal development plans are yet to be implemented</td> </tr> <tr> <td data-bbox="259 928 922 1034">Indigenous employees to make up 3% of total workforce</td> <td data-bbox="931 928 1993 1034">Over-all Project is at 2.5%</td> </tr> <tr> <td data-bbox="259 1040 922 1129">Indigenous employees to have access to on-site mentor support</td> <td data-bbox="931 1040 1993 1129">Principal Advisor – Indigenous Engagement and Heritage</td> </tr> <tr> <td data-bbox="259 1136 922 1222">Project to initiate traineeship and apprentice scheme</td> <td data-bbox="931 1136 1993 1222">Partnered with Skill Hire, master agreement in place for 12 x trainees and 8 x apprentices</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Workforce behaviour in the community - The Project has demobilised four employees over the Christmas period for disorderly behaviour in the community. All site employees have been reminded of the Project Rules as they relate to community standards of behaviour and the Project's zero tolerance approach. • Workforce accessing project-based health services rather than local services - All site-based employees have access to on-site medical facility. Wherever possible treatment will be confined to the site clinic. 	Target	Progress	All indigenous employees to have a career development plan	Upskilling in terms of training has taken place however formal development plans are yet to be implemented	Indigenous employees to make up 3% of total workforce	Over-all Project is at 2.5%	Indigenous employees to have access to on-site mentor support	Principal Advisor – Indigenous Engagement and Heritage	Project to initiate traineeship and apprentice scheme	Partnered with Skill Hire, master agreement in place for 12 x trainees and 8 x apprentices
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	<ul style="list-style-type: none"> • Provision of family and couple accommodation (include expansion of The Ranges) - Couple room share been made available • Use of busing the workforce to limit LV use - The Project continues to strictly enforce rules for all employees, except local employees, to use Company provided bussing. A bus is available for Dampier based employees. • Use of airline charters to manage impact of general travelling public - Charter flights will continue to be utilised to minimise demands on commercial flights.
7	LOCAL PROCUREMENT
	<p>Current Procurement Status:</p> <ul style="list-style-type: none"> • Approximately 95% of all major project contracts have now been awarded - \$220 million + awarded to Karratha based companies, with \$38 million + of that awarded to local Indigenous owned companies • The majority of the large, complex scopes are already under delivery • Even with most contracts awarded, new needs can arise unexpectedly • Procurement focus is shifting toward smaller, targeted requirements in line with Project needs • Remaining work packages will be smaller in scale and may include: <ul style="list-style-type: none"> ○ Minor works ○ Specialist services ○ Short-duration support packages ○ Supply-only items <p>Staying Ready for Emerging Opportunities - Local suppliers are encouraged to:</p> <ul style="list-style-type: none"> • Keep capability statements up to date • Attend briefings and stay engaged with procurement updates • Monitor ICNWA
8	SOCIAL IMPACT MANAGEMENT PLAN (SIMP) UPDATE
	<ul style="list-style-type: none"> • On target for Accountability Report #4 to be published on the project’s website in February 2026. • The Communications, Community & Stakeholder Engagement Manager role has been advertised, and candidates are currently being shortlisted ahead of interviews. A late February start date is anticipated. • SCJV will work in collaboration with Perdaman to transition the Construction SIMP to the Operational SIMP, including identifying opportunities to transition successful initiatives. • To action the recommendations in the Human Rights Risk Review, the drafting of external grievance procedures / processes for the SCJV partners and Perdaman is continuing and Perdaman continues to refine its Human Rights Policy.

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9	QUESTION AND ANSWERS
Q1	When will the project finish?
A1	Construction and commissioning is due to end in June 2027.
Q2	What is causing debris on the Burrup Road?
A2	Larger truck movements will come to end in the next few months and this will reduce the level of debris coming from the site via the truck movements.
Q3	With Bechtel's project coming to an end, will workers from this project transfer to Project Ceres?
A3	The two projects meet regularly and have an agreement not to poach each other's workforce. Unfortunately, the timeframes don't align for Bechtel's workforce to transition to our project.
Q4	Are all the houses being constructed by Perdaman in Madigan?
A4	Many of the houses are located in Madigan due to the availability of land, however they are also spread throughout Karratha.
Q5	Does Perdaman have a commitment to carbon capture and storage?
A5	Perdaman is committed to limiting its carbon emissions as fast as possible using several initiatives including solar power.
Q6	Will the new mandatory carbon emission reporting requirements impact Perdaman's ability to engage local contractors?
A6	We don't believe there will be an impact.
Q7	How does the monitoring of air quality (related to protection of the rock art) work with multiple tenants on the Burrup?
A7	The air quality monitoring requirements have considered the cumulative impact of the current tenants and Perdaman's operations when creating the Air Quality Management Plan. The Air Quality Management Plan can be downloaded from the internet.
Q8	How much of the current workforce is accommodated at the Ranges?
A8	6% of the workforce is local and 94% of the workforce is accommodated in camps. The majority are now at the Ranges with a smaller number of beds used at Civeo and Sea Ripple Camps. The workforce will continue to transition to the Ranges as more accommodation becomes available.
Q9	Is the project attempting to reduce the number of light vehicles on local roads?
A9	Yes, this is a project priority and we are looking to implement a requirement that light vehicles must remain onsite at the end of each day with workers using buses to travel to and from site. This should help to reduce congestion on the Burrup Road.

NO.	ITEM / DETAILS
Q10	What is the contribution the local workforce is making to the local economy?
A10	3 buses transport workers from the camps to the city centre on Thursday nights for 2 hours of shopping. Action: Collect statistics on the number of workers traveling into town.
Q11	How are the recipients for the Community Investment Fund selected and what is the application process?
Q11	Due to time constraints at the meeting, the project will email a detailed overview of the process and recipients. Action: Email the PULSC members the details of the application process, previous recipients and funding opportunities for 2026.
Q12	Will the current PULSC members have a role to play in Perdaman’s update of the Social Impact Management Plan for the operational phase of the project?
A12	Preliminary conversations have started within Perdaman however no decisions have been made regarding the drafting process or stakeholder participation at this early stage.