NOTES OF MEETING – Perdaman Urea Liaison Stakeholder Committee (PULSC)
Meeting #5

Date:	Tuesday 21 July 2026		**Time:**	4.30pm – 6.30pm	**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:	Carmelo Giudice	SCVJ – Construction Director	Jerom Hurley	City of Karratha	
	Jai Lovett	Community Member	Sarah Whelan	KDCCI - CEO	
	Jemma Martin	Community Member	Chelsea Hilton	SCJV – Community & Stakeholder Engagement Manager	
	Nathan Hudson	Business Member	Reegan Smith	Business Member	
Guests					
Apologies:	Ben Breheny	Community Member	Kim Wood	Murujuga Aboriginal Corporation - CEO	
	Trish Barron	Pilbara Development Commission	Danny Van Niekerk	SCJV - Construction Manager	
	Richard Hancock	Pilbara Development Commission	Chad Hillier	Community 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	**ACTIONS ARISING**
	• Charter flights Update – The project is no longer pursuing charter flights to and from Brisbane as its workforce needs are being met via Perth. • Larger debris on roads and driver behaviour surrounding the site has improved but small stones / debris remain an issue and windscreen damage is common. **Action: Carmello will increase monitoring and road sweeping if required.**

NO.	ITEM / DETAILS
	• The temporary protections / speed humps are necessary until the last module arrives – end of August – early September. Once the all the modules are on site, the protections will be removed. • Chelsea will arrange a site tour for members of the PULSC for later in the year. **Action: Chelsea to send an email to determine level of interest in site tour and book date.** • The Best Western Ranges will be complete at the end of September – the last rooms are being shipped now. 24 Hour access control is also being implemented. The project's workforce is nearing peak numbers, and the Ranges, Velocity, Civeo, and Bayview are all at capacity. As the workforce reduces, the project's accommodation requirements will increasingly be met by the Ranges.
	PROJECT CONSTRUCTION PROGRESS UPDATE
	Overview: • The project is in its 39th month and is tracking on schedule • All critical equipment, packages and materials have been procured and are being delivered • 95 of 108 of large Pre-fabricated modules have arrived and 86/95 installed • 76,000+ M3 Concrete has been poured to date equating to 86.5% 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 Stabilization and Weiler beam installation ongoing at Port • Current average of 1600+ project personnel onsite every day • Planned peak of 1,900+ personnel in Q3 2026
4	**CLIENT UPDATE (PERDAMAN)**
	Perdaman Housing • Target completion Phase 1 (31 houses) October 2025 – 46 houses have been completed to date • Target completion all 130 houses May 2027 – Target expanded to 136 houses **Perdaman Solar Power Plant** • Engineering for the 30MW solar project is advanced. Planned commencement of construction is August 2026 with completion of the project expected in May 2027 • 1GW solar project still in development – Perdaman has been shortlisted for Hydrogen Headstart Round 2 with a final decision by Arena in December

- FEED to commence for the project in Q1 2027

Potential for Future Community Investment*

- Hotel & Apartments, F&B, wellness center – Preliminary level layout has been designed with architectural drawings and renders to be commenced as well.
- New childcare facility * Subject to FID and approval

5 WORKFORCE UPDATE

Target	Status
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 – Heritage and Indigenous Engagement
Project to initiate traineeship and apprentice scheme	Partnered with Skill Hire, master agreement in place for 12 x trainees and 8 x apprentices
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

- Total workforce of 1,216 SCJV employees / Total subcontractors of 774 employees
- SCJV plan to have a peak workforce of circa 1,900 employees by late August 2026. 6% of workforce is local
- With 14% female employees, the project is at industry benchmark, where women account for approximately **14–15%** of the construction workforce statewide, with an even smaller representation in on-site and leadership roles. The Project continues to proactively identify and select females to address gender disparities in a traditionally male-dominated field.
- **Workforce behaviour in the community -** The Project is looking to eliminate all mid-swing RDOs and make everyday a workday, significantly reducing potential for employees' to create social issues on days off. 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.

	• **Provision of family and couple accommodation (include expansion of The Ranges) -** Couple room shave been made available as well as at Civeo's facility • **Use of bussing 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 whilst capped block bookings will provide Virgin incentive to introduce additional flights
6	**PROJECT PROCUREMENT**

	Current Procurement Status:
	• $315 million + in procurement contracts awarded to Karratha based companies
	• $49 million + with local Indigenous owned companies. Currently on target at 98% of the Project's total target Indigenous spend.
	• Approximately 98% of all major project contracts have now been awarded
	• The majority of the large, complex scopes are already under delivery
	• Procurement focus is shifting toward smaller, targeted requirements in line with Project needs
	• Remaining work packages will be smaller in scale and may include:
	  • Minor works
	  • Specialist services
	  • Short-duration support packages
	  • Supply-only items

7	**COMMUNITY INVESTMENT FUND (CIF)**

	• Just over $100,000 in donation requests have been received so far this year for initiatives that deliver positive local outcomes and are at varying stages in the process:
	  • Safety, Health and Wellbeing – five applications received for this pillar
	  • Innovation and Education – two applications received for this pillar
	  • Indigenous Partnerships – one application received for this pillar
	  • Sustainability and Environment – nil applications received for this pillar
	• In addition to the already identified beneficiaries, there is still an opportunity for other groups and organisations to express their interest

	• Donations are administered by the KDCCI again in 2026 • Applications are open until October 2026 to ensure donations are processed prior to the end of the year
8	**SOCIAL IMPACT MANAGEMENT PLAN (SIMP) UPDATE**
	• On target for Accountability Report #5 to be published on the project's website in August 2026. There is one additional report due in January and a final report due in mid 2026 to close the construction phase of the project. • 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. • SCJV has advised Perdaman that implementation of the Construction SIMP will come to end in mid 2026. • The PULSC has served its 2 years, having first met on 15 July 2024. Today is the last meeting of the PULSC. • Over the last two years the group held the project's senior leadership group to account on the delivery of the project's social impact commitments. • PULSC members bought the local community perspective into the room, particularly on issues related to roads, traffic congestion, accommodation, and workforce management. • Dialogue was always respectful and constructive.
9	**QUESTION AND ANSWERS**
Q1	How many rooms does the project occupy at the Ranges?
A1	The Ranges is at 100% occupancy, with 1060 rooms occupied. The simultaneous shutdowns and maintenance by other projects has placed a significant strain on local accommodation providers.
Q2	When will the project's workforce numbers peak and how much?
A2	We expect the number to peak at 1,900 in Sept/Oct 2026
Q3	How much of local expenditure is accommodation costs?
A3	This data is commercial in confidence so is unable to be shared
Q4	How do local businesses access the remaining work packages?
A4	Existing procurement arrangements are now in place however if it is new, the standard procurement process of going to market will be used
Q5	How many Indigenous employees does 2.5% equal?
A5	We have 38 Indigenous employees
Q6	Why has the gender performance – industry leading employment of women declined?

A6	As the project transitions into the Structural, Mechanical and Piping (SMP) and Electrical & Instrumentation (E&I) phases, the majority of new starters are male due to the traditionally male-dominated trade occupations, including welders, boilermakers, electricians and mechanical fitters. This has resulted in an increase in the overall male participation rate, rather than a decline in the actual number of women engaged on the project.
Q7	How are apprentices going to be catered for with the project due to end in 2027?
A7	Due to project requirements, the project could only recruit 3rd and 4th year apprentices. Skill Hire has provided a pool of 3/4 year apprentices to the project. We currently have 5 apprentices and 4 trainees.
Q8	What is the take up of family/couple accommodation?
A8	35 couples work onsite and are accommodated in couple accommodations
Q9	How do local groups apply for funding from the Community Investment Fund?
A9	Contact Chelsea directly on Chelsea.Hilton@cloughgroup.com or 0407 003 078
Q10	How much has already been spent on the Community Investment Fund?
A10	Over $145,000 committed to date
Q11	What is the relationship with Clontaff Super Training?
Q11	Clough/Webuild have an existing relationship that they have leveraged
Q12	Is Perdaman aware issues / adverse impacts related to the availability of trades caused by its building of houses for its workforce?
A12	No one has raised issues with Perdaman, but they are interested to understand what the issue is to inform how best to respond.
Q13	Does Perdaman have a hotline that local people can call to raise their concerns about Perdaman activities?
A13	Not at this stage. Damon agreed to share his contact details to enable discussion of issues arising from housing separately to the meeting.
Q14	The City has identified damage to its infrastructure by Perdaman contractors is wishes to discuss.
A14	Send the details to the Perdaman contact the City has. They will follow-up.
Q15	When will Perdaman be more active in the community?
A15	This will increase as the plant nears completion. Perdaman is already active in the community and will expand communications in the future
Q16	Where is Project Helios located?
A16	Site F