SAIPEM clough SCJV

Perdaman

PROJECT CERES

Social Impact Performance Report

Building connections, creating opportunities

JUNE 2026



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PROJECT OVERVIEW

This report is the fifth Social Impact Performance Report tracking the performance of the Saipem Clough Joint Venture (SCJV) in meeting its management and mitigation commitments to limit the social impact associated with the construction of Project Ceres.

Project Ceres involves the construction of Perdaman's urea plant, which will be the first urea plant in in Western Australia and once completed, the largest modularised urea plant in Australia.

The urea plant is being constructed within the Burrup Strategic Industrial Area, approximately 10km from Dampier and 20km northwest of Karratha on the north-west coastline of Western Australia. The project's construction and operation workforce is primarily accommodated in the Karratha township, with a smaller percentage sourced from nearby communities.

The Burrup Strategic Industrial Area is adjacent to the Murujuga National Park, which covers approximately 4,913ha of the Burrup Peninsula and hosts one of the largest concentrations of ancient Aboriginal rock art in the world. The Project has implemented effective management strategies that minimise actual and potential impacts on the environment, heritage, and cultural values of the area.

Once completed, Perdaman will operate alongside existing major industrial developments in the region, including the Woodside operated North West Shelf Venture, Woodside's Pluto LNG Plant, Yara Fertilisers (Ammonia) Plant, Yara Pilbara Nitrates and supporting infrastructure including the Dampier Port and Toll Logistics Hub.

Project infrastructure includes the main production facility (urea plant), administration, maintenance and storage infrastructure, as well as conveyor systems, port storage, and ship loading facilities, all located within the Burrup Strategic Industrial Area. The estate's proximity to gas supply, port infrastructure and established industrial services makes it an ideal location for the project.

Once operational, the urea plant will receive natural gas via pipeline from the nearby Woodside operated LNG facility, where it will be converted into urea. The final granulated product will be transported by a closed conveyor system to the Dampier Port for export. New port infrastructure includes an enclosed storage shed and ship loading facilities to support the export of urea.

PROJECT STATUS

In June 2026, Project Ceres entered its 38th month and continued to track on schedule. Throughout the first half of 2026, the project achieved several important milestones as construction activities continued to progress at scale. More than 98% of major project scopes have now been awarded, with all large and complex scopes progressing through their delivery phases.

Of the 110 pre-fabricated modules required for the project, 95 have arrived in Karratha, with 86 already installed on site. The installation of these modules, together with construction of the urea storage shed, continues to demonstrate the significant scale of the facility, which will be one of the largest urea production plants in the world.

The project workforce reached approximately 1,216 personnel during the period, with further workforce growth anticipated as construction activities continue to ramp up.

Looking ahead to the second half of 2026, momentum is expected to continue with the completion of module deliveries and installation. This will represent another significant milestone for the project and support the transition towards pre-commissioning activities.

Local procurement continued to deliver strong economic benefits, with more than $315 million in procurement contracts awarded to Pilbara-based companies for goods and services including accommodation, vehicle and plant hire, stationery, scaffolding, security services, worker transport, waste management, fencing, and general civil works and hauling. Of this amount, $49 million was spent with Indigenous-owned businesses. Consistent with the project's commitment to minimising pressure on the local workforce, 94% of the project workforce are FIFO.

The expansion of The Ranges Village is approaching its final stages, with the remaining modules constructed and on route to Karratha. A total of 1,060 rooms have now been delivered, with the village operating at 100% occupancy. While the development continues to support the project's FIFO workforce during construction, the owner of The Ranges Village is actively exploring opportunities to deliver long-term benefits for the region beyond project completion.

Community investment also continued through the Saipem Clough Joint Venture Community Investment Fund, supporting local organisations and initiatives across the Pilbara. The Fund continues to provide opportunities for community organisations to deliver projects that contribute to areas such as education, Indigenous partnerships, health and wellbeing, and sustainability and the environment.





The project value is AUD

$6.4bn

Over

$315m

in contracts have been awarded to Pilbara based companies.

Over

9.2m

project work hours have been delivered.

The project has reached the

79%

completion mark.

POTENTIAL SOCIAL IMPACT AREAS OVERVIEW

Forty-two social impacts were identified in the project's Social Impact Assessment and classified under one of the following eight impact areas. In the pages that follow, the project performance in managing these potential impacts have been summarised under the following headings:

In some instances, potential impacts and human rights risks have been summarised to improve accessibility and readability. Care has been taken to ensure the intent of the impact or risk has been captured in the summary.



Way of Life

Including how people live, how they get around, how they work, how they play, and how they interact each day.



Community

Including composition, cohesion, character, how the community functions, resilience, and people's sense of place.



Accessibility

Including how people access and use infrastructure, services, and facilities, whether provided by a public, private, or not-for-profit organisation.



Culture

Both Aboriginal and non-Aboriginal, including shared beliefs, customs, practices, obligations, values and stories, and connections to Country, land, waterways, places, and buildings.



Decision-making system

Including the extent to which people can have a say in decisions that affect their lives, and have access to complain.



Livelihoods

Including people's capacity to sustain themselves through employment or business.



Surroundings

Including ecosystem services such as shade, pollution control, erosion control, public safety and security, access to and use of the natural and built environment, and aesthetic value and amenity.



Health and Wellbeing

Including physical and mental health especially for people vulnerable to social exclusion or substantial change, psychological stress resulting from financial or other pressures, access to open space and effects on public health.

COMMUNITY

Composition, cohesion, character, how the community functions, resilience, and people's sense of place.

POTENTIAL IMPACTS

- Social and racial tolerance is undermined by conflict over inequitable distribution of the economic benefits of the project.
- Conflict between supporters of the project and those opposed to it creates division within the local community.
- Workforce does not respect multicultural elements of the local community.
- Exploitative sexual relationships develop within the workers' camp and between construction workers and members of the local community.
- Workforce creates concerns in the town in relation to public intoxication, sexual assault, and harassment.
- Demand generated by project workforce results in an increase in illicit drug availability and use in the community.

Management & Mitigation

PROJECT RESPONSE

- A Community and Stakeholder Engagement Manager actively engages with the community and project stakeholders and remains committed to proactively maintaining its positive relationships with local stakeholders.
- The project aims to be transparent and accountable to local stakeholders and has published online drone footage of the project's progress, a summary of the project's Social Impact Assessment, notes from the Perdaman Urea Liaison Stakeholder Committee meetings and a six-monthly Social Impact Performance Report.
- All project personnel are required to complete two heritage online inductions including the Murujuga Aboriginal Corporation's online cultural awareness training program. Furthermore, every staff member has signed the code of conduct/ethics and completed mandatory cultural awareness training before commencing work on-site.
- To address gender disparities in the traditionally male-dominated construction industry the project tracks gender diversity. In the last 6 months to June 2026, women continued to have a prominent place in the project's white-collar workforce but have declined as an overall proportion of the workforce following the significant increase in the blue-collar workforce. Women accounted for 14% of the overall project workforce in the first half of 2026, which is consistent with the industry benchmark of 14% to 15%.
- The project continues its work to raise the Indigenous component of its workforce above 3% and has spent $49.5m procuring goods and services from Indigenous owned companies. This is 99% of the project's target spend with Indigenous owned businesses.
- Reflecting its commitment to reconciliation, in the last 6 months the project participated in several KDCCI sponsored events to connect with local and Indigenous businesses. This included the KDCCI Business After Hours events and hosting a Harmony Week luncheon, where countries that are represented in the project's workforce supplied traditional dishes to share.
- Anti-sexual harassment and behaviour requirements have been integrated into the induction process and a supplementary online training course has been identified for implementation. All project personnel will be required to complete the additional module.
- All project personnel participate in mandatory drug and alcohol screening during their induction and sign codes of conduct that include the project's requirements regarding the consumption of drugs and alcohol. Alcohol and drug testing has increased 300% and occurs randomly and at daily pre-start meetings, complemented by a self-testing alcohol unit installed in worker camps.

LIVELIHOODS

People's capacity to sustain themselves through employment or business.

POTENTIAL IMPACTS

- The project fails to deliver indirect local employment opportunities through the purchasing of local services and goods or workforce spending on local goods and services.
- Modern slavery in the international supply chain.
- Local employment opportunities on the project add to an overheated local labour market and local business are unable to compete for staff.
- Adverse mental health impacts on fly-in-fly-out (FIFO) workers and their families.

Management & Mitigation



Stars Foundation Trainee on site for work experience.

PROJECT RESPONSE

- Approximately 98% percent of the project's identified procurement needs are being met through supplier agreements. The project team continues to engage with local companies to explore existing and future supply opportunities and actively participate in KDCCI sponsored events.
- Indigenous and local business supply chain case studies have been developed and published on Linkedin to highlight the project's commitment to local procurement and indigenous businesses.
- Local businesses responding to tenders receive priority in the assessment process, including pricing adjustments to ensure equity between local and non-local businesses. Unsuccessful tenderers are given feedback on their proposals. Common reasons for local businesses not securing work include financial and resource constraints, a lack of experience and absence of required certifications and accreditations.
- The project aims to allocate 8% of its Pilbara-based expenditure to purchasing goods and services from Indigenous-owned companies. At June 2026, the project had already awarded $315 million in contracts to Pilbara-based companies, including $49.5 million to Indigenous-owned businesses, representing 99% of the project's total Indigenous spend target. The project also attended Karratha Blak Coffee to strengthen relationships with local Indigenous owned businesses.
- The project's workforce in mid-2026 reached a peak of 1,216 workers, (63% sub-contractors). Approximately 94% of the project's workforce has been sourced from outside the Pilbara region, with Indigenous employees constituting a portion of the locally sourced personnel. $315 million worth of work packages have been allocated to Pilbara based businesses for goods and services, including accommodation, earthworks, construction consumables, plant hire, batching, and waste management.
- All potential and current domestic and international suppliers must provide documentation to uphold the project's commitment to preventing modern slavery in the supply chain. Furthermore, all procurement and supply chain staff have completed online training in modern slavery awareness.
- Changes to rosters aimed at enhancing workforce wellbeing eliminated the Karratha-based RDO for the white-collar workforce in late 2025 and negotiations are underway to provide additional home-based recreation and family time for the FIFO workforce by removing the mid shift rostered RDO for the blue-collar workforce.
- Additionally, site-based personnel have completed Mates in Construction training, with further mental health training provided to site-based mental health ambassadors. Safety and HR representatives have also received advanced training in mental health first aid.

WAY OF LIFE

How people live, how they get around, how they work, how they play, and how they interact each day.

POTENTIAL IMPACTS

- Indigenous employees are over-represented in roles that are low in status and relatively low in pay.
- Insufficient Indigenous workers to meet project employment targets due to competition and work readiness results in project not meeting employment targets.
- The project's employment conditions have the unintended effect of precluding the employment of Indigenous people.
- Construction workforce increases the recreational fishing effort leading to a reduction in the local catch.

Management & Mitigation



Murujuga Commercial Transport, a diversified Aboriginal business.

PROJECT RESPONSE

- The project's procurement personnel have engaged local Indigenous-owned businesses for various services, including Traditional Owner engagement, fencing, security, and transport. Additionally a large civil works package was recently awarded to an Indigenous owned company with opportunities for upskilling on mobile plant and equipment.
- An advisor has been appointed and is focused on working with local service providers to support meaningful employment opportunities for Indigenous workers. The project's Indigenous workers also have cultural leave provisions over and above the provision in the project's enterprise bargaining agreement. The Joint Venture's total project Indigenous workforce in the six months prior to June 2026 was 2.5%, including subcontractors. The project aims for a target of 3%.
- The project has approved the Aboriginal & Torres Strait Islander Traineeship and Apprenticeship Program and engaged Skill Hire to manage the program. The target is 12 traineeships and 8 apprenticeships in 2026.
- Responding to the increase in workforce numbers at the Best Western Plus Ranges, a Camp Manager has been appointed and is focused on growing the recreation offerings at the Ranges. The roster is also being reviewed to remove the RDO during the work cycle and this will further limit workforce interaction with the local community.

CULTURE

Aboriginal and non-Aboriginal, including shared beliefs, customs, practices, obligations, values and stories, and connections to Country, land, waterways, places, and buildings.

POTENTIAL IMPACTS

- Loss of habitats and species of ethno-biological significance.
- Introduction of weed species adversely impacts habitats and species of cultural significance.
- Significant aspects of Indigenous and natural heritage are lost in the Burrup Strategic Industrial Area.
- Impacts to areas of known Indigenous heritage including the song line that extends down the coast and includes Deep Gorge. Cultural practices in relation to maintaining the song line are affected.
- Damage to cultural and environmental heritage sites by construction workers during time off.

Management & Mitigation

PROJECT RESPONSE

- Vegetation removal remains within the area specified in the Environmental Approvals MS1180. During early engagement with Traditional Owners, several medium and high-risk heritage areas were identified. Traditional Owners were invited to observe clearing and grubbing activities to ensure compliance with agreements and cultural practices.
- Although monitoring activities by Traditional Owners have scaled back, access arrangements remain in place for them to visit heritage areas on-site. The site has been fenced and cleared, with weed surveys conducted yearly. Early studies indicated that the site was impacted by weeds, and all vegetation was managed accordingly.
- A dedicated contractor has been appointed to manage invasive weeds and pests on-site and all in-bound materials (aggregate and sand) are verified by the supplier to be weed free. Incoming mobile plant requires weed and seed free certification prior to arrival.
- Planning for the rehabilitation of disturbance areas in the conveyor corridor are well advanced, with Murujuga Aboriginal Corporation (MAC) engaged to collect seeds to support revegetation activities. Rehabilitation is scheduled to commence after construction activities are completed.
- The project's Air Quality Management Plan has been updated to align with the recent conclusions of the Murujuga Rock Art Monitoring Program and is currently being reviewed by the regulator.
- Regular meetings with Traditional Owners, senior project personnel, and Perdaman representatives are scheduled, including quarterly Aboriginal Heritage and Liaison Dispute Resolution Meetings and a monthly Liaison Meeting. The project maintains a register of engagement activities with Traditional Owners.
- The Light Management Plan, which includes light modelling, has been updated to incorporate best practice and dark sky principles.
- Proactive engagement with Murujuga Aboriginal Corporation on the implementation of the Cultural Heritage Management Plan continues to ensure the ongoing protection of Aboriginal heritage sites. The project's compliance with the Cultural Heritage Management Plan is reported annually in accordance with the project's approval requirements. The project attended the official opening of the Murujuga Aboriginal Corporation Perth office and the world heritage rock art announcement celebration at Hearson Cove.



SURROUNDINGS

Ecosystem services such as shade, pollution control, erosion control, public safety and security, access to and use of the natural and built environment, and aesthetic value and amenity.

POTENTIAL IMPACTS

- Additional carbon emissions have a cumulative impact towards higher temperatures and more frequent and extreme weather events impacting the liveability of Karratha and Dampier.
- The project's carbon footprint adversely impacts State and Australia wide carbon reduction efforts.
- Land transport results in increased roadkill detracting from the tourist experience and local amenity.
- Dust plumes result from land clearing, vegetation disturbance, and vehicle movements impacting health and heritage.

Management & Mitigation

PROJECT RESPONSE

- Investigations into further reductions in carbon emissions are underway, alongside a commitment to include 5MW solar power (increased from 3.5MW) to decrease gas consumption during operations.
- The management of roadkill is tracked using the online Fauna Interaction Register, with no recorded fauna fatalities on local roads associated with the project. Project-based fauna handlers conduct regular inspections of local roads used by the project.
- Land disturbance activities have largely been completed and crushing activities (a major source of dust) ceased in mid-2025.
- The project has managed limited water availability to effectively manage potential dust from construction activities. Water trucks operate continuously during construction hours and the project has several dust monitors on site that report live data to enable immediate investigations of any exceedances.
- The first Environmental Performance Report for the project is due in December 2027 and will encompass emissions and environmental impact management.
- The Project undertakes annual environmental compliance reporting to State and Commonwealth Government agencies and is also subject to independent statutory audits. Reporting and auditing of the project's performance has identified minor administrative non-conformance which have been addressed by the project.

HEALTH AND WELLBEING

Physical and mental health especially for people vulnerable to social exclusion or substantial change, psychological stress resulting from financial or other pressures, access to open space and effects on public health.

POTENTIAL IMPACTS

- Project use of health infrastructure crowds out other users exacerbating existing capacity constraints.
- The project leads to an increased risk of the spread of communicable pathogens in the community.
- Project traffic on local roads and routes increases vehicle accidents, including those involving heavy project vehicles.
- High levels of Indigenous disadvantage are exacerbated by increased wealth disparity between indigenous and non-indigenous communities.

Management & Mitigation



Project Ceres team on World Day for Safety and Health at Work

PROJECT RESPONSE

- The project has two fully equipped ambulances, a fire truck and treatment room. The emergency response crew has been increased to seven emergency response personnel including Paramedics and Emergency Officers and extended to operate 24/7
- A 24/7 telehealth service and associated medical facilities support the site-based workforce.
- The project continually reviews infection control requirements based on guidelines from the World Health Organisation and the WA Department of Health, with an internal audit of infection control procedures to be carried out in Q3 2026.
- The project has reduced the availability of light vehicles during RDOs and during shifts. Workers are transported using buses supplied by a local Indigenous-owned bus charter company, and the project has also employed its own drivers and purchased its own buses.
- Traffic management and signage have been implemented to manage the new Hearson Cove Road and Causeway intersection, with priority given to local road users.

ACCESSIBILITY

How people access and use infrastructure, services, and facilities whether provided by a public, private, or not-for-profit organisation.

POTENTIAL IMPACTS

- Waste from the workers' camp, construction site and operating plant adversely impacts on the health of the local population and environment.
- The design of the project's emergency facilities and services prevent or discourage a coordinated response being mounted with local emergency service providers.
- Local emergency resources are diverted from protecting community assets to protecting project assets.
- Use of the roads, airport, taxi. and port facilities degrade the standard of existing infrastructure and service provision to the point where it negatively impacts other users.
- The project's road transport generates unsustainable demand on existing local car parking facilities.
- Project demand for airline seats (with no corresponding increase in flights) raises ticket costs to a level that impacts the local industry and tourism sector.
- Construction works interfere with the movement of local and tourist traffic to Hearson Cove for Stairway-to-the-Moon events.

Management & Mitigation

PROJECT RESPONSE

- All subcontractors, including waste management subcontractors, are required to comply with applicable state regulations and local by-laws. A waste management contract has been established with North West Alliance for the removal and management of waste to appropriately licenced facilities. Where feasible, materials are reused or recycled.
- The project participates in the Burrup Industry Emergency Management Committee and has engaged in emergency response exercises with the Local Emergency Management Committee. An evacuation plan and emergency response procedure are in place and included in the site induction for all personnel. The project facilitated a site visit by the Department of Fire and Emergency Services in April and May 2026. Fully resourced ambulances and fire truck are available to support project-related incidents.
- Modifications to common-use infrastructure by Main Roads WA, including Burrup Road at the corner of King Bay Road and Mof Road, have been completed.
- Workers bus transportation has been increased in response to workforce growth and additional bus and project vehicle parking constructed to reduce competition for parking at the Best Western Plus Ranges. Buses are supplied by a local Indigenous-owned bus charter company and the project also employs its own drivers and has purchased its own buses.
- The first charter flight for the project was utilised in December 2024 and charters are a key element in our workforce management. Block bookings on commercial flights have been capped, to ensure they increase the commercial viability of each flight while delivering seat availability to the traveling public.
- The causeway crossing on Hearson Cove Road, was opened in August 2024 to limit heavy vehicle interactions with local traffic. To ensure continued safe passage for large trucks, traffic management measures have been implemented and will remain in place for the duration of the project.

ACCESSIBILITY

How people access and use infrastructure, services, and facilities whether provided by a public, private, or not-for-profit organisation.

POTENTIAL IMPACTS

- Construction traffic leads to congestion that requires road modification and temporary traffic management.
- Closure and redirection of local roads and paths creates inconvenience and confusion for local road and path users.
- Transport movements are not communicated to residents, commercial tenants, and other road users.
- Competition for workers' camp accommodation and housing crowds out local population.
- Additional pressure is applied to sporting and recreational facilities in Karratha and Dampier.
- Workers and project related visitors place additional demands on tourism accommodation particularly during the tourism season.

Management & Mitigation

PROJECT RESPONSE

- The delivery of plant modules to the site via Dampier Port commenced in 2025 and approximately 87% of the prefabricated modules have been delivered. Consultations with Burrup tenants to manage local traffic impacts during the module deliveries are ongoing, with modules transported at night to reduce disruption.
- The project has not significantly impacted road users, and communication has been limited to temporary signage in accordance with approved traffic management plans. There has been an increase in surveillance and sweeping of public roads adjacent to the site to address concerns raised by road users.
- Existing accommodation arrangements with Civeo, Sea Ripple, and Velocity worker camps are being transition to the expanded Best Western Plus Ranges as the additional 1,280 rooms become available. Approximately 70% of the workforce is accommodated at the Ranges, a new permanent facility made possible by the project's demand for accommodation. All accommodation facilities offer in-house gym and pool amenities, along with accommodation options for couples working on the project.
- Currently, the project utilises a limited number of private rentals in Karratha, with most of the workforce housed in local worker camps. During the off-peak tourist season the project has accessed the Karratha Caravan Park and Velocity Villas for temporary overflow accommodation.
- Changes to rosters to enhance workforce wellbeing are removing the Karratha-based RDO which will further limit workforce engagement with local facilities, with each worker camp providing private recreational facilities for the exclusive use of workers.

DECISION MAKING

The extent to which people can have a say in decisions that affect their lives and have access to complain.



Clontarf Foundation West Pilbara Shield Basketball Competition in 2026.

POTENTIAL IMPACTS

- Management of environmental, heritage, and health incidents is not open, transparent, or accountable to the community and government authorities results in loss of trust and social licence.
- Failure to adequately engage Traditional Owners on heritage and cultural related issues and incidents results in loss of trust and social licence.

Management & Mitigation

PROJECT RESPONSE

- A Community and Stakeholder Engagement Manager actively engages with the community and project stakeholders and remains committed to proactively maintaining its positive relationships with local stakeholders.
- Reflecting its commitment to engagement, in the last 6 months the project participated in regional community and industry events including Stars Foundation Dolly's Day Community Breakfast, hosting two Indigenous work experience students and coordination and hosting of the June KDCCI Business After Hours at Ranges Village.
- The project team continues to engage local business owners and create opportunities for local businesses to learn about the potential to supply goods and services, as well as the vendor onboarding and prequalification process.
- Meetings of the Perdaman Urea Liaison Stakeholder Committee were held in July and December 2024, July and December 2025 and July 2026. These meetings provide a formal feedback process for local community feedback into the project's management of social impacts. The notes of these meetings are published on the project's website.
- Engagement with the Murujuga Aboriginal Corporation (MAC) has continued, including regular monthly meetings and site visits with MAC representatives. These visits have provided valuable assurance that construction activities are not impacting heritage values.

HUMAN RIGHTS

Five recommendations were included in the project's Human Rights Risk Review. These recommendations are summarised below.

RECOMMENDATIONS	PROJECT RESPONSE
RECOMMENDATION 1: Review of internal policy inventory to identify policy and procedural gaps related to the salient human rights risks.	**RECOMMENDATION 1:** Webuild/Clough and Saipem have existing Human Rights Policies that are available for viewing on their website. These policies are consistent with the project's salient human rights risks. Perdaman is currently developing its Human Rights Policy.
RECOMMENDATION 2: All significant entities associated with the project to assess if they meet the mandatory modern slavery reporting requirements.	**RECOMMENDATION 2:** All procurement and supply chain staff have completed online training in Modern Slavery Awareness. Webuild/ Clough and Saipem have Modern Slavery Statements available on their websites and Clough has previously lodged statements on the Modern Slavery Statements Register. Perdaman does not meet the mandatory reporting threshold and will prepare a statement prior to the commencement of operations.
RECOMMENDATION 3: Update the Community Engagement and Indigenous Participation Plan to reflect the International Association of Public Participation Quality Assurance Standards for Community and Stakeholder Engagement and commitment to managing Human Rights Risks and Social Impacts.	**RECOMMENDATION 3:** The project's Community Engagement and Indigenous Participation Plan has been updated to reflect international engagement standards and independently audited.
RECOMMENDATION 4: The monitoring and reporting of the Project's human rights performance be integrated into the reporting and accountability mechanisms outlined in the Project's Social Impact Management Plan.	**RECOMMENDATION 4:** The project's response to its human rights recommendations is captured in the Social Impact Performance Report (this document).
RECOMMENDATION 5: Perdaman and the SCJV undertake a review of its internal and external grievance policies.	**RECOMMENDATION 5:** A review of external grievance policies is currently underway by the joint venture partners to check alignment with the United National Guiding Principles on Business and Human Rights. Perdaman has drafted a policy that is currently being reviewed internally.



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