

# PROJECT CERES

Social Impact Performance Report

Building connections,  
creating opportunities

JULY 2025





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## Project Overview

This is the third in a series of Social Impact Performance Reports that tracks 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 is the construction of Perdaman's urea plant which will be the first in Western Australia and once built, it will be the biggest modularised urea plant in Australia.

The urea plant will be constructed and operated in 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 will primarily be accommodated in the Karratha township, with a smaller percentage sourced from nearby communities.

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

Once completed, Perdaman will join the Woodside operated North West Shelf Venture Project, Woodside's Pluto LNG Plant, Yara Fertilisers (Ammonia) Plant, Yara Pilbara Nitrates and supporting services including the Dampier Port and Toll Logistics Hub.

The project infrastructure, including the main production facility (urea plant), administration, maintenance and storage infrastructure, conveyor and port storage, and ship loading facilities, are situated within the Burrup Strategic Industrial Area. The estate's proximity to gas, port and other key infrastructure makes it an ideal location for the project.

Once operational, the urea plant will pipe natural gas from the nearby Woodside operated LNG facility into the urea processing facility. Natural gas will be converted to urea and the final granulated product will be transported by closed conveyor to the Dampier Port. New port facilities to support the export of urea include an enclosed storage shed and ship loading facilities.



## PROJECT STATUS

The first half of 2025 achieved a major milestone with the first modules received from the Larsen and Toubro's fabrication yard in Chennai, along with large pieces of pipe, equipment, steel, and vessels. The size and weight of these modules required several days to transport each module the 2.6 kms from the Dampier Port to the project site.

The true scale of the future plant has started to emerge over the past six months with the construction of the ammonia tank and cooling tower well advanced. With the support of our project partners and sub-contractors, the project has demonstrated its commitment to safety with 5 million project work hours completed with no lost time Injury, a major safety achievement. Rock crushing activities will be completed in July, with the project processing 2.2 million tonnes of crushed material without incident. These milestones reflect the project's commitment to safety, precision and collaboration. The project's workforce continues to grow, with an average of 900 personnel working onsite each day. The project is approximately 53% complete and is on schedule.

Over \$200m in procurement contracts have been awarded to Karratha based companies for goods and services including accommodation, vehicle and plant hire, stationary, scaffolding, security services, worker transport, waste management, fencing, and general civil works and hauling. Of this \$200m, \$30m has been spent with Indigenous owned businesses. Consistent with our commitment to not worsen local workforce shortages, 93% of the project's workforce is FIFO.

Clough and Saipem's strategic investment in the major extension of the Best Western Plus Ranges, expanding the site by 1,280 rooms, is well advanced.

The first rooms have already been constructed and are occupied by the project's workforce. The feedback regarding the quality of the facilities has been positive. Whilst the development will accommodate FIFO workforces during construction of Project Ceres, it also allows for multiple future uses. Local businesses, visitors and the community will continue to benefit from this legacy project long after the construction has been completed.

Looking ahead, we anticipate works on the conveyor route, from the site to the port will commence in coming months. This will include stabilisation and piling works at the Dampier Port.

Independent of the Saipem Clough Joint Venture's commitment to managing its social impact, the project also secured \$200,000 of funding from the joint venture partners to fund local community initiatives. This funding is in addition to the project's existing resourcing and leadership commitments to manage its social and environmental impact. The details of funding recipients will be included in future reports.

In the previous six months the joint venture partners also met the Development requirements to clear the social impact management conditions imposed by the City of Karratha under its Town Planning Scheme No.8 Local Planning Policy DP20 Social Impact Assessment Policy. This included minor changes to the project's Social Impact Management Plan to more closely align with the City's expectations. An independent assessment of the changes deemed them consistent with the existing commitments and a formal review process was not required.







The Project Ceres team has reached an incredible milestone, five million work hours Lost Time Injury (LTI) free.

The project value is AUD

**\$6.4bn**

Approximately

**\$200m**

in contracts have been awarded to Pilbara based companies.

Over

**5.0m**

project work hours have been delivered with no Lost Time Injury.

The project has reached the

**53%**

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.





## 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



### 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, work shirts featuring Indigenous-designed artwork have been purchased to foster an inclusive workplace for Indigenous employees.
  - The replacement of key project staff to support Indigenous employees is well advanced with an appointment expected in late 2025. Following this appointment, the project's focus will return to supporting Indigenous employee career mapping linked to an annual professional development plan. The Joint Venture's total project Indigenous workforce in the six months prior to July 2025 was 2.3%, including subcontractors.
- The project aims for a target of 3%, and efforts continue to improve record-keeping and reporting of Indigenous employees engaged by sub-contractors on the project.
- Support services for Indigenous employees are provided by Ashburton Aboriginal Corporation, Clontarf Academy and the Stars Foundation.
  - Currently, there is insufficient demand for fishing charters among project personnel. Adjustments to rosters for workforce wellbeing have removed the Karratha-based RDO for white-collar staff and there is insufficient interest in fishing charters from the blue-collar workforce.



## 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. The project closed its shop front in the Karratha's CBD in response to a lower than anticipated public interest. The project remains committed to proactively maintaining its positive relationships with local stakeholders.
  - All project personnel (100%) have completed the Murujuga Aboriginal Corporation's online cultural awareness training program, and the project has secured a three-year license to maintain ongoing access to this training. 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 2025, women comprised 11.6% of the project workforce.
  - The project continues its work to raise the Indigenous component of its workforce above 2% and has spent \$30m procuring goods and services from Indigenous owned companies.
- This is 62% of the project's target spend with Indigenous owned businesses.
- Reflecting its commitment to reconciliation, the project hosted a traditional lunch in partnership with Murujuga Aboriginal Corporation. Cultural learning was delivered through daily prestart presentations with a local Yindjibarndi man. This was accompanied by a cultural walk and education on traditional bush medicines and bush tucker.
  - Anti-sexual harassment and behaviour requirements have been integrated into the induction process and a supplementary online training course has been approved for rollout across the entire workforce in the second half of 2025. 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 occurs randomly and at daily pre-start meetings, complemented by a self-testing alcohol unit installed in worker camps.





## 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 Hearsons 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. Where feasible, materials are reused or recycled, including crushing excess concrete on-site for use as fill and recycling steel from the demolished Dampier Port shed.
- 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.
- A fully resourced ambulance and fire service 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 are transported using buses supplied by a local Indigenous-owned bus charter company. The project also employs its drivers and has purchased its own buses.
- The first charter flight for the project was utilised in December 2024. Spare capacity on these charter flights can be shared with regular fare-paying passengers and is managed by the airline directly. As the project workforce expands the number of seats available for the public will be reduced.
- The causeway crossing Hearsons Cove Road, was opened in August 2024. To ensure 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 early 2025 and will continue during the year. Consultations with Burrup tenants are ongoing to manage local traffic impacts during module deliveries.
- The project has not significantly impacted road users, and communication has been limited to temporary signage in accordance with approved traffic management plans.
- Existing accommodation contracts with Civeo, Searipple, and Velocity worker camps will transition to the expanded Best Western Plus Ranges as the additional 1,280 rooms become available. 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 the majority of the workforce housed in local worker camps. The project does not utilise short-stay accommodation options or camping facilities in Karratha.
- Changes to rosters for workforce wellbeing have eliminated the Karratha-based RDO for the white-collar workforce. Community based activities during the blue-collar workforce RDO are focused on accessing local businesses, via project supplied transport. There is very limited workforce demand to access local sporting and recreational facilities.





## 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

- The project is expected to clear less than 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 concluded, access arrangements remain in place for them to visit heritage areas on-site. The site has been fenced and cleared, with weed surveys conducted every two years. Early studies indicated that the site was impacted by weeds, and all vegetation was managed accordingly. There have been no reports of new introduced weeds or declared pests on-site to date.
- The Murujuga Rock Art Monitoring Program concluded that current industrial emissions are not negatively impacting the rock art and modelling of the plant's operating emissions are below the interim criteria set by the Monitoring Program.
- 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 (MAC) 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.



## DECISION MAKING

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

### 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. The project closed its shop front in the Karratha's CBD in response to a lower than anticipated public interest. The project remains committed to proactively maintaining its positive relationships with local stakeholders.
- The project continues to host "meet the buyer" events and participate in local business events hosted by the KDCCI. The project team has provided local business owners with opportunities to learn about potential goods and services supply opportunities, as well as the vendor onboarding and prequalification process. It has also provided feedback on barriers to local procurement to the Perdaman Urea Liaison Stakeholder Committee (PULSC).
- The project hosted a morning tea to highlight the upcoming business opportunities for the endorsed MAC list of Indigenous-owned companies. Project procurement specialists also attended the Pilbara Indigenous Business Tradeshow in July 2025.
- Meetings of the Perdaman Urea Liaison Stakeholder Committee were held in July and December 2024 and most recently in July 2025. These meetings provide a formal feedback process for local community feedback into the project's management of social impacts. The minutes of these meetings are published on the project's website.





## 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

### PROJECT RESPONSE

- Eighty percent of the project's identified procurement needs are being met through supplier agreements. Following the first "meet the buyer" events held in 2024, the project team continues to engage with local companies to explore existing and future supply opportunities, most recently presenting at the KDCCI Diamond Round Table Breakfast.
- 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 and at the recent Perdaman Urea Liaison Stakeholder Committee meeting the project identified financial and resource constraints, a lack of experience, certification and accreditation as key reasons for local businesses not securing project contracts.
- The project aims to allocate 8% of its Pilbara-based expenditure to purchasing goods and services from Indigenous-owned companies. At mid 2025, the project had already awarded \$200 million in contracts to Pilbara-based companies, including \$30 million to Indigenous-owned businesses, representing 62% of the project's total Indigenous spend target.
- The project's workforce in mid 2025 was 965 workers, (65% sub-contractors). Approximately 93% of the project's workforce has been sourced from outside the Pilbara region, with Indigenous employees constituting a portion of the locally sourced personnel. \$200 million worth of work packages have been allocated to local 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 have eliminated the Karratha-based RDO for the white-collar workforce, further reducing local facility demand while providing additional home-based recreation and family time for the FIFO workforce. An RDO is rostered for the blue-collar workforce and transport is provided by the project for these workers to access local goods and services.
- Additionally, 100% of site-based personnel have completed Mates in Construction training, with further mental health training provided to site-based mental health connectors. Safety and HR representatives have also received advanced training in mental health first aid. Additional Mates in Construction training has been scheduled for September 2025.



Construction Director, Danny Van Niekerk at the recent Karratha & Districts Chamber of Commerce & Industry Breakfast



## 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



Hearson's Cove, Burrup Peninsula

### 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 daily inspections of local roads used by the project.
- The project has managed limited water availability to effectively manage potential dust from construction activities. Several water carts are in operation and the moisture content of material crushed on site was managed to assist with dust control. The project has strategically positioned PM2.5 and PM10 dust monitors to track dust levels, with no exceedance of local ambient air quality targets reported and no complaints received.
- 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.

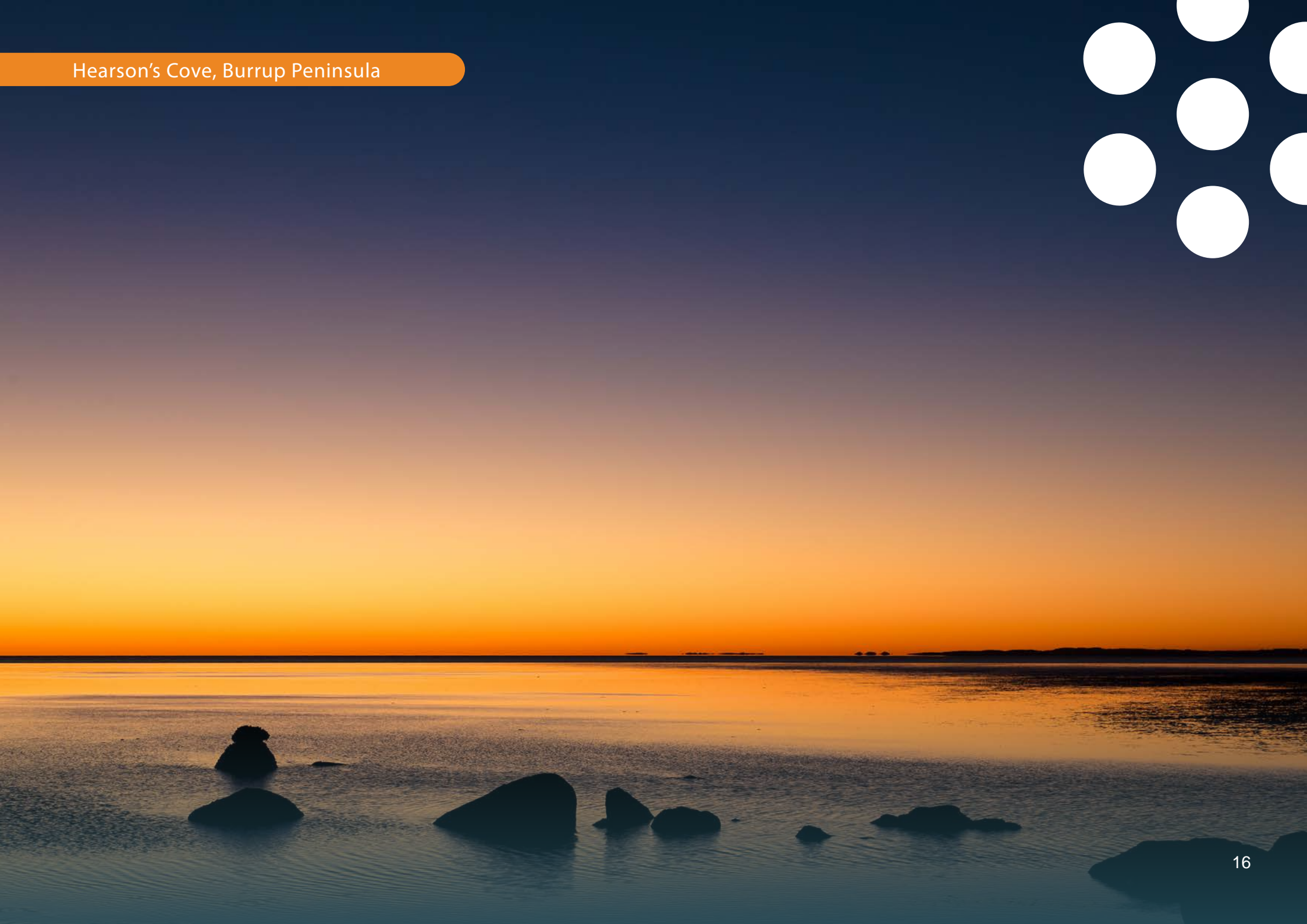
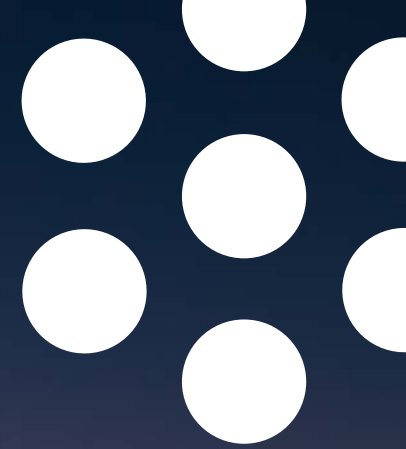
Management  
& Mitigation



Project Ceres team, Perth

### PROJECT RESPONSE

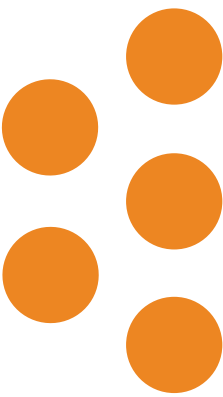
- A paramedic, fully equipped ambulance, and treatment room are now operational. An additional Emergency Officer was recruited in early 2025, increasing health staffing to one Paramedic and two Emergency Officers.
- A 24/7 telehealth service and associated medical facilities support the site-based workforce.
- The project continually reviews infection control requirements based on guidelines from the World Health Organisation and the WA Department of Health, with an audit of infection control procedures scheduled for late 2025.
- To reduce the number of light vehicles on local roads 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.
- Ashburton Aboriginal Corporation provides support services for Indigenous employees, supplemented by an informal mentoring program led by senior Aboriginal staff and a yarning circle aimed at fostering Indigenous employment and retention.





# 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 3: 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 internal and external grievance policies is currently underway to check alignment with the United National Guiding Principles on Business and Human Rights.

