

# Karratha and Roebourne SOCIAL IMPACT MANAGEMENT PLAN SUMMARY



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# Acknowledgement of Country



Umwelt would like to acknowledge the traditional custodians of the country on which we work and pay respect to their cultural heritage, beliefs, and continuing relationship with the land. We pay our respect to the Elders – past, present, and future.

# 1.0 Introduction

In 2022, Woodside Energy (Woodside) commissioned Umwelt (Australia) Pty Ltd (Umwelt) to prepare an updated and consolidated social impact assessment (SIA) for its Karratha-based activities. The purpose of the SIA was to assess potential impacts and opportunities associated with two proposed future operating scenarios to inform future business strategies and decision making.

The growth scenario assumes the continuation of Woodside's existing activities while the decline scenario assumes Woodside has not secured long-term third-party gas for processing at the Karratha Gas Plant during that period, and consequently a significant reduction in the utilisation of existing infrastructure at the Karratha Gas Plant will likely occur.

A high-level summary of these scenarios is provided at Figure 1.1.

**Figure 1.1 Woodside's Proposed Business Scenarios**

The assessment was structured to meet Woodside's Impact Assessment Procedure and supporting Social Impact Management Guideline and Social Impact Significance Tool, which establishes minimum requirements for Woodside in the undertaking of its impact assessments.

Further details in the process undertaken for the SIA and its outcomes are documented in a separate report while the following provides a summary version of the Social Impact Management Plan (SIMP) also prepared by Umwelt at the time of preparation of the SIA.

## GROWTH



- Continuing operations at the Woodside Energy-operated Karratha Gas Plant and Pluto LNG Plant
- Operation of the Pluto and Karratha Gas Plant Interconnector pipeline
- Pluto Train 2 Project construction complete, operational and processing offshore Scarborough gas
- North West Shelf Project attracting and processing third-party gas at a modified Karratha Gas Plant
- Carbon capture and storage underway
- Completion of the Woodside Power Project (100MW solar facility)
- Development of additional new energy projects in the Pilbara e.g. hydrogen / ammonia at Maitland Industrial Estate
- At least 4 trains at KGP by 2030, potentially 5
- Potential for Angel offshore platform to be used for carbon capture and storage

## DECLINE \*



- Assumes Woodside has not secured long-term third-party gas for processing at Karratha Gas Plant during the next 10 years
- Significant reduction in utilisation of infrastructure at Karratha Gas Plant
- Only two trains at KGP
- Operations at Karratha Gas Plant and Pluto LNG Plant (including Pluto Train 2) expected to cease in the mid-2040s
- Decommissioning of North West Shelf Project offshore facilities has commenced
- No new energy projects have been developed
- Significant reduction of Woodside employees residing in Karratha.
- Bay Village Camp lease complete (currently a 15 year lease)

\* Please note that the SIA is being informed by potential scenarios which have been defined for what Woodside's operations and projects may look like in the future. The 'Decline' scenario is not what is anticipated but has been defined to inform the SIA. The NWS Project Participants are actively pursuing opportunities from their own reserves and third-party gas to utilise ullage at the KGP.

# 1.1 Purpose and Scope



The purpose of the SIMP is to guide the management of Woodside's social impacts associated with the proposed growth and decline scenarios on the Karratha and Roebourne communities as identified through the SIA process. It addresses the potential social impacts and opportunities associated with growth and decline scenarios that are relevant to Woodside's existing Karratha-based activities and to demonstrate how it is proposed these will be managed.

A number of management strategies (mitigation and enhancement strategies) are proposed to manage and / or enhance the social impacts and opportunities that have been identified in relation to Woodside's Karratha-based activities. These strategies have been developed

through a review of Woodside's existing and proposed management plans and stakeholder identified strategies (as identified throughout the SIA engagement program; relevant projects and studies relevant to social impact management; and Umwelt's social team experience across other projects). The strategies also build on existing Woodside commitments with regards to its growth projects within in the City of Karratha, including the Pluto Train 2 and Scarborough Projects.

It is important to note that the SIMP is a dynamic document, designed to be reviewed and updated during the life of Woodside's Karratha-based activities, particularly if there are significant or substantive changes to the company's future operating scenarios.

# 2.0 Engagement Activities

Engagement was undertaken at key phases of the SIA, to afford a participatory approach and to involve local and regional stakeholders in the scoping of issues and identification of strategies to address and enhance identified impacts and opportunities.

As noted in the Woodside Social Impact Management Guideline, identified management measures should apply the mitigation hierarchy to understand residual impact rankings to determine priority mitigations and seek opportunity enhancement strategies. It is important that key leaders are engaged in the development and endorsement of mitigation and management strategies. Stakeholders should also be engaged to verify acceptance of strategies.

Two rounds of engagement were undertaken with external stakeholders during preparation of the SIA and hence SIMP:

Round  
01

Scoping and validation of potential impacts and opportunities and stakeholder identified suggestions for management and enhancement measures.

Round  
02

Seeking stakeholder input on proposed management and enhancement measures and identifying additional stakeholder suggested engagement measures.



### Personal interviews (phone and face to face)

One-on-one meetings with identified key stakeholders took place in Round 1 (June 2022) and again in Round 2 (October 2022). These meetings were semi-structured discussions using an interview guide to listen to individual concerns, interests, issues and gather preliminary feedback, scope potential impacts and opportunities and to inform the development of mitigation / enhancement strategies.



### Backcasting Workshop

Workshop with Woodside's Karratha community liaison group (CLG) members during Round 1 (June 2022) to identify their vision for Karratha.

Brainstorming of barriers and opportunities to reach this future state, that may be associated with Woodside's growth and decline scenarios.



### City of Karratha Executive Meeting

Workshop with City of Karratha executives during Round 1 (June 2022) to identify issues and opportunities relating to Woodside's existing operations, and specifically growth and decline scenarios.



### Small group meetings / focus groups

Small group discussions with stakeholders to view proposed mitigation and enhancement strategies and provide feedback on the impacts being addressed.



### Project information sheet

Distribution of a Project information sheet summarising the outcomes of Round 1 consultation activities to participants.

The information sheet included a link to an online survey to collect further information with regards to proposed strategies and preferences for future engagement. Distributed in October 2022.

External stakeholders who participated in engagement activities are presented at **Figure 2.1** below.



**Figure 2.1 Consulted Stakeholders**

# 3.0 Managing and Monitoring Social Impacts



Impacts associated with potential future growth scenarios were assessed against Woodside's specific impact rating framework (Woodside's Social Impact Assessment Tool). The social impacts and opportunities that are specifically addressed in the SIMP are those that were ranked in the SIA as of being of very high or high impact along with those that were identified as being of significant stakeholder concern during engagement activities.

The SIMP then identifies:



specific adaptive management and mitigation measures that will assist in avoiding, minimising and/or mitigating negative social impacts; and



opportunities to secure and enhance positive social impacts of Woodside's activities, including opportunities to assist in improving way of life, community sustainability and social cohesion within the local community.

Based on the outcomes of the SIA, a number of key strategic focus areas were identified to assist in mitigating the negative social impacts of Woodside's activities in a Growth and Decline scenario and enhancing opportunities and building on existing commitments at an operational and project level. These focus areas include:



Stakeholder Engagement (including opportunities for industry collaboration)



Local Participation, Content and Employment Strategy



Social Investment



Housing and Accommodation

The SIMP is supported by a series of commitments and action plans that seek to address and enhance social impacts of Woodside's Karratha based activities along with indicators to track and measure the implementation of the individual actions and their performance.

A summary of the commitments made within each of these strategic focus areas is provided under the relevant theme below.

# 3.1 Stakeholder Engagement

It is acknowledged that Woodside currently has a communications and engagement plan in place, however engagement activities undertaken to support the preparation of the SIA revealed that a refresh of the current approach to engagement would be beneficial to ensure greater company information sharing with regards to Woodside's existing and future operations:



is structured around the issues of greatest concern/prominence from a stakeholder/community perspective; and



communicates Woodside's progress and performance against current impact management strategies with stakeholders and host communities.

It is intended that a revised engagement approach is developed to:



place a greater emphasis on transparency and information provision relating to Woodside's operational activities and social performance.



enhance community access to key decision makers, and empower Woodside community engagement personnel to make decision on matters of relevance to the communities structured around the issues of greatest concern/prominence from a stakeholder/community perspective.



provide host-communities with plain-language and community friendly reporting on the company's social and environmental performance and impact management and enhancement strategies.



maximise stakeholder input to harness shared value opportunities and mitigate any negative social impacts.



prioritise early engagement to enable Woodside to avoid or minimize potential impacts (as opposed to mitigating or offsetting impacts after they have occurred).



effectively communicate and leverage Woodside's positive contributions to its host communities.

A refreshed strategy will therefore consider a revisited approach to the following key elements:

- Stakeholder identification
- Timing of engagement activities and key relationship holders
- Management of stakeholder expectations
- Engagement methods
- Grievance communications
- Planning, reporting and documentation
- Evaluation and independent review of the success of strategy against community / stakeholder satisfaction.

A key component of the SIMP commitments relevant to stakeholder engagement is a need for greater collaboration with other industries within the City of Karratha to address key community issues.

Examples of the commitments included within the SIMP Stakeholder Engagement Action Plan include but are not limited to:

- Increased involvement of Corporate Affairs personnel in all operational decision-making activities / associated planning to ensure community needs and aspirations are reflected in company decisions.
- Increased collaboration with other industries and the City of Karratha.
- Ongoing targeted engagement with local service providers to assess potential impacts on local services and infrastructure associated with Woodside future plans.
- Review of membership, implementation approach and operation of CLG.
- Regular information provision including through a regular calendar of key stakeholder meetings, distribution of bi-annual newsletters, hosting of annual community open days and the established complaints and grievances mechanism.
- Participation in regional Cumulative Impact Assessment forum.



# 3.2 Local Participation, Content and Employment

There was a particular focus during engagement activities undertaken to support the SIA with regards to the opportunities for local businesses that could be presented by either a Growth or Decline scenario for Woodside activities in the future, however it was felt that these opportunities may not always be realised. Stakeholders expressed their desire for greater opportunities to increase Aboriginal employment.

Engaged stakeholders see significant opportunity for Woodside to enhance its current local procurement practices and suggested that it was very difficult for small businesses to engage with Woodside and felt that a local team to act as a conduit between Woodside and Pilbara-based businesses and service providers would be beneficial.

The following actions are examples of recommended measures included within the SIMP to ensure local content and employment opportunities are maximised where possible:



Implementation of a revised local employment and procurement strategy informed by outcomes of a Woodside-led Local Content Review with the aim of maximising local opportunities throughout the key phases of Woodside's future activities.



Support Traditional Owner Groups in understanding their members employment aspirations (sector interest, roles); existing skills and capacity and education, training, and capacity development needs.



Explore further opportunities to support projects and programs that build capacity and capability of small, local and Indigenous businesses.



Development of a preferred / pre-qualified supplier panel for local and Indigenous owned businesses.



Identify opportunities to partner with key organisations to develop relevant career pathways for the local workforce in priority community sectors.



Ongoing engagement of a dedicated local content officer to actively work with major contractors to identify opportunities for local businesses.



City of Karratha community members to be preferred, where suitably qualified and experienced, for operational roles associated with growth in respect of Woodside's Karratha-based activities (and, to the extent possible, with this local employment preference expectation placed on all Woodside lead contractors in respect of Karratha-based activities).



Seek to include, to the extent possible, in all new contracts with Woodside lead contractors in respect of Woodside's Karratha-based activities to include Indigenous employment targets to factor in local Indigenous employment, and account for all employment contracts - i.e. casual, FTE, contract-based.



City of Karratha community members to be preferred for construction related employment in respect of Woodside's Karratha-based activities where suitably qualified and experienced expertise exists.



Establish processes and selection criteria that prioritise Indigenous employment and procurement and require the same of contractors, e.g. use of Certified and Registered Indigenous businesses, or are owned, managed or staffed by Indigenous people.



Implement a Workplace Literacy Program that provides increased support for people to access services and facilities to encourage employment.



Investigate the option of a dedicated bus service from Karratha to Roebourne to enhance Indigenous access to employment.

# 3.3 Social Investment



Best practice social investment can create lasting improvements in the quality of life for local communities and generates business value through greater community support, reputational benefits, risk reduction, productivity gains, and/or competitive advantage.

Social investment also needs a broad focus and should be considered alongside other related business activities including employment and procurement strategies, workforce housing and accommodation strategies and broader corporate investment programs.

The following activities have been recommended as a means to complement Woodside's existing investment activities and to address impacts that may be associated with either a growth or decline scenario:



Improved communication of Woodside's social investment strategy.



Undertake a community needs assessment to select selection of focus areas for investment.



Greater focus on social investment projects that address community need and reduce dependency on the company.



Investigate the development of a Woodside Communities Futures Fund or Woodside Legacy Fund.



Continued implementation of commitments through Woodside's Reconciliation Action Plan.



Continued investment in funding for civic and community initiatives that support community sense of place and community cohesion.



Increased focus of capacity building programs for community participation.

# 3.4 Housing and Accommodation

The issue of housing and accommodation has been identified by both Woodside and key stakeholders as a key issue for the City of Karratha and for the region.

Woodside is cognisant that housing, and a lack of availability of affordable housing, are key contributors to a range of other social impacts that are being experienced locally; notably access to service provision due to an inability of key service providers and local businesses to attract and retain service workers across key sectors. These are also factors which can impact on employee attraction and retention.

Examples of actions included within the SIMP to address impact of Woodside's activities on housing and accommodation in the City of Karratha include:



Provide Woodside housing on a short-term basis to house service workers.



Provide City of Karratha, industry, business associations and service providers timely and transparent updates on operational and project-related accommodation needs.



Regular review of existing Woodside housing strategy throughout development planning in consultation with key stakeholders.



Work in collaboration with City of Karratha, other industry and housing providers / developers to encourage construction of permanent housing.



Open, transparent and regular sharing of residential footprint and anticipated future ongoing housing / accommodation requirements associated both with Woodside's Karratha-based operations and also growth projects.



Ensure contractor housing and accommodation demand is identified and integrated into Woodside's total housing and accommodation demand profile.



Strategic release of Woodside housing stock through sale or gifting commensurate to community need and demand.

This is addition to the construction and utilisation of the temporary construction accommodation village to accommodate fly-in fly-out workers during the construction of Pluto Train 2 Project.

# 3.5 Additional Strategy Areas

In addition to the above, Woodside and its contractors also have made a number of commitments to address impacts on the City of Karratha as result of Woodside's projects that are of relevance to the impacts identified via the SIA and therefore ongoing impact management associated growth. These include:

## 3.5.1 Workforce Management

Woodside and its lead contractors have in place workforce management arrangements in place to manage workforce behaviour and to manage and mitigate the impacts of the project workforce and to ensure that workforce behaviour does not disrupt or disturb the local community. Measures within the Workforce Management Plan include:



Workforce inductions for local community expectations.



An Employee Code of Conduct.



Drug and Alcohol Policy and a requirement for pre-employment drug and alcohol screening daily random and for cause drug and alcohol testing.



A zero tolerance policy for inappropriate and antisocial behaviour in the local community.



Management measures around noise, dust, litter and traffic.



Provision of workforce uniforms that identify and distinguish workforces from other construction and operational workforces.



Continued integration of FIFO accommodation facilities within the community to increase flow on benefits e.g. potential for greater participation.

## 3.5.2 Traffic and Logistics Management

Woodside has made the following commitments with regards to better managing traffic and vehicle movements associated with its growth activities, to be implemented by their relevant contractors (e.g., Bechtel):



Proactive engagement with relevant stakeholders (including other industry) to understand emerging issues, including those related to traffic.



During construction, all contractor employees are required to travel to worksites in authorised company vehicles, with a bus to run from the Project accommodation facility to the Project sites.



No individual vehicles will be allowed except for supervisors and management.



Coordination of FIFO schedules to avoid cumulative impact on commercial flight availability at key tourist periods.



Integrated personnel accommodation to site travel plan to limit impacts on public roads.

# 4.0 Roles and Responsibilities



The Woodside Social Impact Management Guideline requires implementation of the SIMP, including identified management measures, to be monitored and the implementation effectiveness to be evaluated with relevant internal teams. For those actions in the SIMP for which Woodside's contractors are primarily responsible, Woodside will be responsible for Contractor accountability.

Woodside will also monitor key social baseline statistics, status of implementation of key management strategies and ongoing stakeholder and community sentiment to ensure evolving stakeholder expectations are identified and plans put in place to reduce any potential impacts on community.