

Stakeholder Engagement Plan


Ballyrogan Wind Farm

11 July 2025



Final

Revision Control

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Document Review

Document to be reviewed and updated every 12 months or as required by the project team.

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1 Overview

Squadron Energy (SQE) is committed to genuine, proactive and meaningful engagement with the community, developing long-term relationships and maintaining open lines of communication.

1.1 About Squadron Energy

SQE is the leading renewable energy company that develops, operates and owns renewable energy assets in Australia. It will be the biggest single contributor to helping Australia meet its 2030 target of 82% renewable energy.

We are 100% Australian owned and have 1.1 gigawatts (GW) of renewable energy in operation and 900MW under construction.

We work with local communities and our customers to lead the transition to Australia's clean energy future, using our proven experience and expertise across the project lifecycle.

1.2 Purpose of this plan

This Stakeholder Engagement Plan (SEP) has been developed for the Ballyrogan Wind Farm (BLWF). It outlines SQE's understanding of the communities surrounding the project and our approach to community and stakeholder engagement.

The plan also outlines the potential impacts and provides examples of opportunities that could be developed in consultation with local partners and communities depending on need.

Table 1: Key terminology

Term	Description
AEMO	Australian Energy Market Operator
BLWF	Ballyrogan Wind Farm
BOM	Bureau of Meteorology
CASA	Civil Aviation Safety Authority
CEC	Clean Energy Council
CCMA	Corangamite Catchment Management Authority
CFA	Country Fire Authority
DAWE	Department of Agriculture, Water and Environment
DTP	Department of Transport and Planning
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DEECA	Department of Energy, Environment and Climate Action
EES	Environmental Effects Statement
EPA	Environment Protection Authority
ER	Environment Report
IAP2	International Association for Public Participation
LGA	Local Government Area
SEP	Stakeholder Engagement Plan
SIA	Social Impact Assessment
SQE	Squadron Energy
WRL	Western Renewables Link
WTG	Wind Turbine Generator

1.3 Our approach to stakeholder engagement

Stakeholders vary and can include host and neighbouring landowners, local communities, community interest groups, First Nations groups, government representatives, industry groups, and media among others. Our approach is multi-faceted, to ensure comprehensive engagement across all groups, utilising the skills of our various teams. Landowners and hosts will most likely be engaging directly with project teams, including with our development partners, RE Future. Broader stakeholder groups may be engaging with a wider group of staff with expertise, including First Nations engagement, government relations, media and communications and community engagement.

We begin our engagement process by undertaking robust stakeholder mapping and analysis to understand the needs of the community and begin to build relationships from project inception.

This allows us to work collaboratively with communities and stakeholders to identify impacts, mitigate these, and identify mutually beneficial legacy opportunities in areas where we locate our projects.

1.4 Our values

SQE's values underpin and guide our work.

Table 2: Squadron Energy's values

Value
Humility
Courage and Determination
Empowerment
Enthusiasm
Family
Frugality
Generating Ideas
Integrity
Safety
Stretch Targets

1.5 Enquiries and complaints

Throughout the project lifecycle, stakeholders and members of the community can contact SQE via the project specific email address and phone number listed below.

Email: ballyroganwind@squadronenergy.com

Phone: 0483 902 584

The project team will respond to and resolve all complaints and enquiries as soon as possible. SQE tracks complaints, enquiries and action items. Our [complaints management procedure](#) outlines how we will manage any complaints.

1.6 Government and industry guidelines

This plan has been prepared considering the following:

- International Association for Public Participation (IAP2), (2018), Spectrum of Engagement (currently under review)
- United Nations Declaration on the Rights of Indigenous People (UNDRIP), (September 2007)
- DELWP Community Engagement and Benefit Sharing in Renewable Energy Development (2021)
- Clean Energy Council Best Practice Charter for Renewable Energy Development and Community Engagement Guidelines for the Australian Wind Industry (2018)
- CEC A guide to benefit sharing options for renewable energy projects (2019)
- Planning Guidelines for Development of Wind Energy Facilities, Department of Transport and Planning (2023)

The focus of our engagement adheres to guidelines from two key organisations, the Clean Energy Council, and the International Association for Public Participation.

1.6.1 Clean Energy Council

The Clean Energy Council has prepared Community Engagement Guidelines (CEC, 2018) which outline four principles that underpin best practice community engagement. In addition to incorporating our company values in our engagement with the community, SQE is committed to these best practice principles of openness, inclusiveness, responsiveness, and accountability.

We also reference CEC's document, *A Guide to Benefit Sharing Options for Renewable Energy Projects*. SQE is also a signatory to the CEC's Best Practice Charter for Renewable Energy Developments. The Best Practice Charter is a set of voluntary commitments by Clean Energy Council members to engage respectfully with the communities in which they plan and operate projects, to be sensitive to environmental and cultural values and to make a positive contribution to the regions in which they operate.

The Clean Energy Council has published annual reports which disclose how signatories are engaging respectfully with the communities they operate in. SQE's annual report for 2024 is available [here](#).

1.6.2 International Association for Public Participation

Our approach to engagement is also informed by the Public Participation Spectrum developed by the International Association for Public Participation (IAP2). The IAP2 Spectrum outlines levels of engagement to suit varying degrees of impacts in the community.



Increasing impact on the decision					
	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Figure 1: IAP2 Spectrum for Public Participation (currently under review)

1.7 Stakeholder engagement objectives

Squadron Energy is committed to undertaking genuine and meaningful community and stakeholder engagement and consultation for the project. Success is critical to earning and maintaining social licence within the community. The communication and engagement objectives for the project are to:

- seek feedback from the local community regarding the proposed project and integrate this feedback into the project planning and design as far as possible

- keep the community informed about the project, its likely impacts, and likely benefits, through the provision of early, accurate and timely information
- understand the potential social impact of the project to inform and implement mitigation measures
- provide multiple opportunities and mechanisms for meaningful engagement with all stakeholders
- ensure that the team developing the project fully understands the local context, including any local impacts that it may have or opportunities that it could provide; and
- enable a smooth transition from the development to delivery and operational phases, maintaining community links and information.

2 The Project

2.1 Project overview

The Ballyrogan Wind Farm (the Project) is a proposed wind farm development, comprising of up to 164 wind turbine generators (WTGs), a battery energy storage system (BESS) and approximately 45 km of overhead transmission line.

BLWF includes the following key components:

- up to 164 WTGs, each capable of generating up to 8.0 megawatts (MW)
- each WTG will have a maximum tip height of up to 252 metres (m) and a blade length of up to 91m
- hardstands at the base of each turbine
- battery energy storage system (BESS)
- underground reticulation cabling between turbines
- four onsite electrical substations
- a double circuit 220 kV overhead transmission line, connecting the Project at the north-eastern onsite substation to the Western Renewables Link in the vicinity of Ararat Terminal Station.
- internal site access tracks
- permanent and temporary meteorological monitoring masts
- operations and maintenance facilities (office compound, laydown areas)
- other permanent ancillary works, including road upgrades
- temporary infrastructure, including construction compounds, temporary laydown areas and three concrete batching plants

2.2 Project location

BLWF is in the Grampians' Central Highlands Region in Western Victoria, within the Shire of Ararat, approximately 180 km northwest of Melbourne. The nearest townships to the project are Maroona, Ararat and Buangor, approximately 5 km to the west, 9km to the north, and 9km to the northeast of the project site respectively.

The wind farm site is generally bound by Logan Road to the north, Dyers Road to the east, Grange Road to the south and Coopers Road to the west. Land within and adjacent to the project is predominantly associated with agricultural practices, such as for pastures and cropping.

The overhead transmission line extends from the project's north-eastern onsite substation to a new terminal station on the Western Renewables Link north of Elmhurst.

A map of the project's location and preliminary wind turbine layout is shown in Figure 2 and Figure 3 respectively.

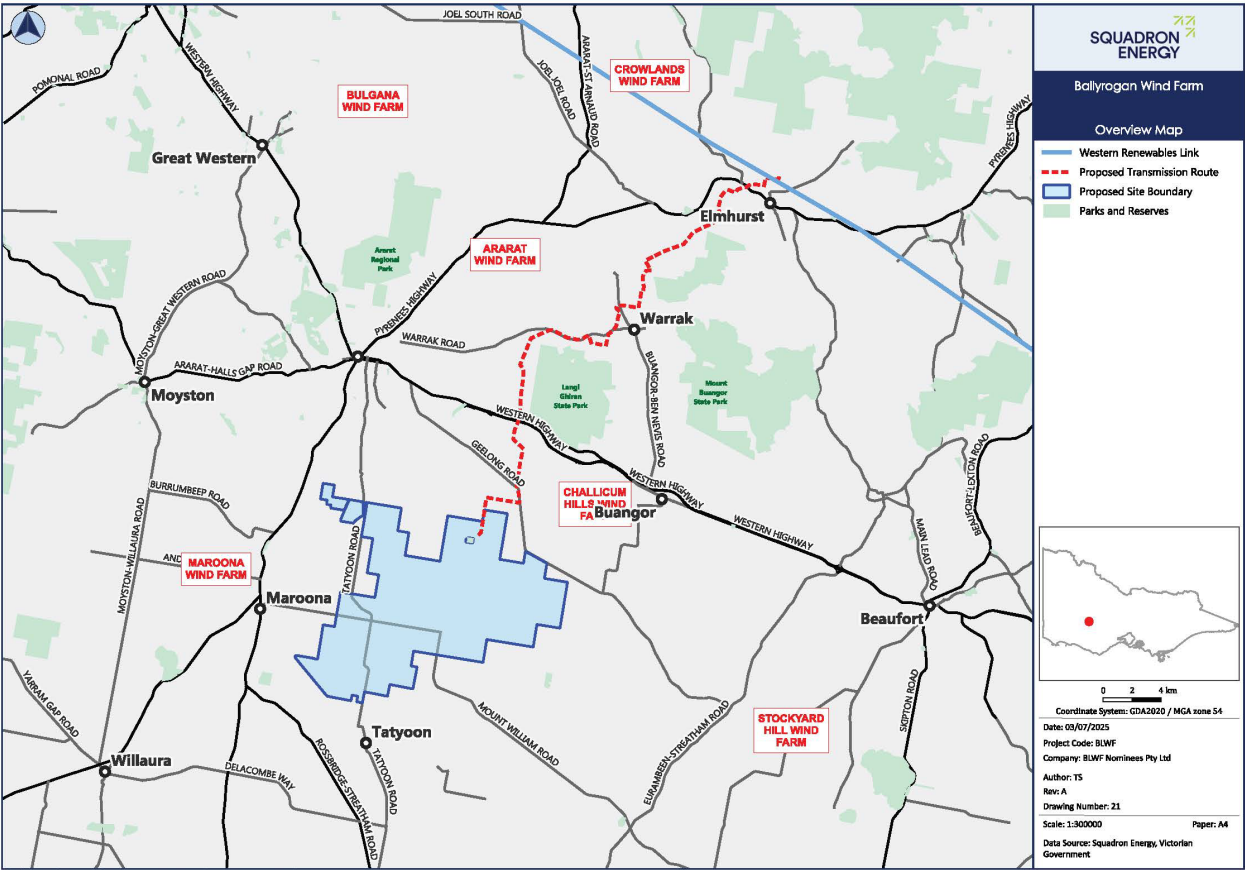


Figure 2: Project location

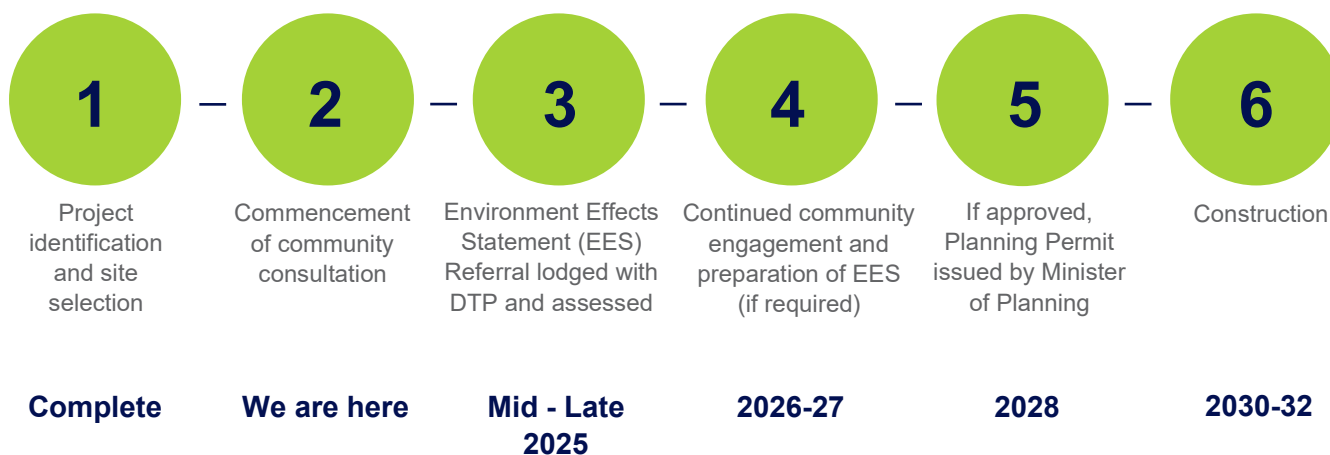


In Victoria, where a new or amended project could reasonably be expected to have the potential for a significant effect on the environment, the proponent or a decision-maker needs to ask the Minister whether an Environmental Effects Statement (EES) assessment is required, or an Environmental Report. This process is planned to commence mid to late 2025.

Planning application documents will be made available for public viewing at the Ararat Rural City Council office and will be accessible via a dedicated website. We will also notify our stakeholders when the public exhibition period begins.

2.3.1 Indicative project timeline

Indicative project milestones as the project moves through development are outlined below. This is a guide only and is subject to change as the project progresses.



2.4 Community overview

BLWF is situated within the Ararat Rural City local government area, located in the western part of Victoria. It covers an area of 4,211 square kilometres (1,626 sq mi) and in 2021 had a population of 11,880. It includes the towns of Ararat, Armstrong, Dunneworthy, Lake Bolac, Maroona, Moyston, Pomonal, Streatham, Tatyhoon, Wickliffe and Willaura.

Ararat Rural City was formed in 1994 from the amalgamation of the City of Ararat, Shire of Ararat and parts of the Shire of Mortlake and Shire of Stawell.

The Rural City is governed and administered by the Ararat Rural City Council. Ararat Rural City is named after the main urban settlement located in the north of the LGA, which is also the LGA's most populous urban centre with a population of 8,076.

The community surrounding the proposed wind farm is familiar with wind energy with three constructed wind farms within the Ararat Rural City Local Government Area. These include the Ararat Wind Farm about 13km to the north, Maroona Wind Farm approximately 8.5km to the west, and Challicum Hills Wind Farm about 1km to the northwest.

Other operational wind farms in the vicinity include Bulgana Wind Farm, 23km to the north, and Stockyard Hill Wind Farm, 10km to the east.

Several sporting club facilities are located within 10km of the site, namely the Tatyhoon Football and Netball Club, Tatyoon Tennis Club and Buangor Tennis Club.

3 Stakeholder Identification and Analysis

3.1 Stakeholder identification process

At the outset of the project, we identify all stakeholders who would be impacted and gather demographic insights about the local community. This approach allows us to develop a thorough understanding of the stakeholders, and the communities involved in our projects. To achieve this, we utilise census data and may also conduct local community research to enhance our knowledge of the community's characteristics.

During this process, we also identify the following stakeholder types:

- relevant political representatives at all three levels of government
- local businesses and the types of industries in the area
- First Nations groups in the area and the broader region
- local print media publications
- other local publications, such as community newsletters
- local radio and television media
- council list of community groups
- Government offices present in the area
- emergency services nearest to the project
- sensitive receivers
- any significant historical or recurring events in the area.

SQE team members also frequently visit the area to understand the local community and confirm and expand on the information found in the project feasibility stage.

3.2 Stakeholder Overview

The key stakeholder groups identified for the BLWF include:

Table 3: Identified stakeholders

Stakeholder group	Stakeholders
Host landholders	Landholders with the potential to host WTGs and/or project infrastructure
Neighbouring landholders	Neighbouring dwellings within 4km of the potential WTG locations
Communities within the social locality	<ul style="list-style-type: none"> • Local community: <ul style="list-style-type: none"> – Ararat – Tatyoon
Government – State	<ul style="list-style-type: none"> • Department of Transport and Planning, DTP (VIC) • Crown Lands • Corangamite Catchment Management Authority • VicRoads • Environment Protection Authority (EPA) • Country Fire Authority (CFA)
Government - Federal	<ul style="list-style-type: none"> • Department of Climate Change, Energy, the Environment and Water (DCCEEW) • Airservices Australia • Bureau of Meteorology (BOM) • Civil Aviation Safety Authority (CASA) • Department of Agriculture, Water and Environment (DAWE) • Department of Defence • Australian Energy Market Operator (AEMO)
Local Council	<ul style="list-style-type: none"> • Ararat Rural City Council – Mayor Cr Jo Armstrong, six (6) Councillors, CEO.

Stakeholder group	Stakeholders
Government elected representatives (refer National Stakeholder Engagement Plan)	<ul style="list-style-type: none"> Federal Member for Wannon, Shadow Minister for Energy and Emissions Reduction – Dan Tehan Federal Minister for Environment and Water – The Hon Tanya Plibersek MP Federal Minister for Climate Change and Energy – The Hon Chris Bowen MP Victorian Minister for Planning – Minister Sonya Kilkenny Minister for Climate Action and Energy and Resources – The Hon Lily D'Ambrosio MP Minister for Regional Development – Minister Harriet Shing Member for Ripon – Martha Haylett
Community interest groups and community services	<ul style="list-style-type: none"> Ararat Mens' Sheds Ararat Probus Ararat Cricket Club Ararat Tennis Club Ararat Golf Club Ararat Lions Club Ararat District Historical Society Ararat Bowling Club Tatyoan Football Netball Club
Schools	<ul style="list-style-type: none"> Ararat Primary School Ararat College St Mary Primary School
First Nations organisations	<ul style="list-style-type: none"> Victorian Aboriginal Heritage Council Eastern Maar Aboriginal Corporation
Industry and local business	<ul style="list-style-type: none"> East Grampians Heath Service
Other Stakeholders	<ul style="list-style-type: none"> Local media: Ararat Advertiser, Ararat Advocate, ABC, ACE radio

3.3 First Nations engagement

SQE has a dedicated First Nations engagement team. The First Nations engagement team members work with project teams to provide guidance on culturally sensitive engagement and to develop a tailored approach to engaging with First Nations stakeholders and developing the Cultural Heritage Management Plan for the project

SQE takes a place-based approach to engagement, understanding that different communities and regions have diverse cultural practices, histories and stories. We collaborate with First Nations stakeholders to identify opportunities and challenges during project planning and development.

SQE:

- carries out detailed stakeholder mapping to understand all representative groups in the region
- seeks to build relationships as early as possible with First Nations stakeholders prior to any formal engagement and consultation process
- is informed about cultural practices and protocols which may impact engagement methods and timelines
- engages comprehensively with indigenous communities as early as possible, in a way that is meaningful, suits the ways in which they want to be engaged and the frequency of that engagement

SQE works with First Nations stakeholders to:

- apply relevant protocols for Aboriginal knowledge
- acknowledge and assess both tangible and intangible forms of cultural heritage
- engage traditional owners or custodians who can speak for Country
- allow Aboriginal decision-making processes to function effectively
- avoid conflict between engagement activities and cultural practices
- ensure that engagement is undertaken by people with appropriate skills and experience.

The SQE team released their Reflect Reconciliation Action Plan in April 2024. The plan includes multiple items that will review and measure SQE's engagement with First Nations stakeholders. It is available here: <https://www.squadronenergy.com/about/our-rap>. SQE is currently working on the next RAP stage, Innovate, which is expected to be released later in 2025.

3.4 Stakeholder engagement activities

Table 4 provides a snapshot of the key stakeholder engagement activities planned for BLWF.

SQE has a dedicated Stakeholder Engagement and Community Relations team. These team members work with project teams to provide guidance on community and stakeholder engagement and to develop a tailored approach to engaging with communities and stakeholders.

Stakeholder engagement is ongoing during the lifecycle of the project and the project team will continue to engage with the community, regularly through face-to-face meetings, phone calls and emails.

Table 4: Stakeholder engagement activities

Action	When	Activity
On-site presence	Ongoing	Increased on-site presence through further technical studies
Website	Q2 2025	Launch Website
Project launch	Q2 2025	Neighbour engagement, community newsletter, media release, website go live, Community Drop-In Sessions
Local Government	Q2 2025	Engagement with Ararat Rural City Council. Proposed biannual presentations or meeting with council representatives
Wind Farm Commissioner	Q2 2025	Update Wind Farm and Renewable Infrastructure commissioner
Key stakeholders	Q2 2025	Briefings to key stakeholder groups/organisations including First Nations
Community newsletter	Q2 2025 & Ongoing from launch	Q2 2025 – mail out to all dwellings to 4km Community newsletters every quarter once project is public.
Neighbour communication	Q2 2025 & Ongoing from launch	Targeted engagement of neighbours following visual impact assessments. Round 1: Meet with neighbours to the project with 4km – ongoing activity.
SQE site visits	Ongoing from launch	Site visits every 6 weeks or as required
Broader community engagement	Ongoing from launch	Broader community engagement by phone and in person, as required.
Host landowner communication	Ongoing from launch	Project updates for host landowners in person or by phone, as required and at a minimum every three months.

Action	When	Activity
Sponsorship program	Ongoing from launch	Identify opportunities & invite proposals for sponsorship
Drop-in sessions	Q2 2025	Community drop-in sessions, annually, or as required.
Community meetings	Q3 2025	Meetings to discuss social licence issues and opportunities.

3.5 Stakeholder engagement by development stage

Table 5: Stakeholder engagement during development for key project stages

Project Stage	Engagement Objective	Engagement Activities	Target Stakeholders
Site selection	<ul style="list-style-type: none"> identify local landholders within the potential project area introduce the project concept and obtain initial feedback about the prospect of a wind farm development seek agreements regarding access for further project feasibility investigations 	<ul style="list-style-type: none"> phone calls face-to-face visits introductory letters gather contact details for future communications 	<ul style="list-style-type: none"> potential host landowners potential neighbouring landowners
Project feasibility	<ul style="list-style-type: none"> engage with landholders about the proposed project area introduce the wind farm development process identify community values, potential constraints and opportunities in the project area and inform the design process identify and appropriately respond to community concerns 	<ul style="list-style-type: none"> face-to-face visits one-on-one meetings and visuals tools to help inform discussions email or letter updates 	<ul style="list-style-type: none"> potential host landowners potential neighbouring landowners local councils government elected representatives
Planning and Approvals (EES phase)	<ul style="list-style-type: none"> maintain communication channels for enquiries and information continue to proactively gather feedback to inform the project design identify and appropriately respond to community concerns identify social and community benefit opportunities in consultation with communities and collaborate on implementation where possible keep communications flowing to update the community inform community of a formal opportunity to express their views on the proposed project 	<p>as above for project feasibility phase, plus:</p> <ul style="list-style-type: none"> establish and maintain project website community information sessions community surveys project briefings for local councils and government agencies exploration of community partnerships and collaborations utilise sponsorship and community benefits program as opportunities for engagement Community meetings 	all stakeholder groups

Project Stage	Engagement Objective	Engagement Activities	Target Stakeholders
	<ul style="list-style-type: none"> educate community regarding outcomes of the EES and technical studies inform the community of the progress of the approvals process and outcomes educate community regarding the project-specific benefit sharing process 		
Construction	<ul style="list-style-type: none"> reduce community concerns through open dialogue and continuing to acknowledge and respond to issues in a timely manner demonstrate commitment to the wellbeing of the community avoid, minimise, and remediate impacts 	as above for project feasibility phase, plus: <ul style="list-style-type: none"> maintain and update website complaints management mechanism developed or implemented community partnerships community/stakeholder workshops to identify opportunities for community benefit. 	all stakeholder groups
Commissioning and operation	<ul style="list-style-type: none"> be an active member of the community strengthen collaboration through partnerships build a sense of community pride in a well-run wind farm 	<ul style="list-style-type: none"> operational Community Engagement Plan evaluation of engagement and improvements as required 	all stakeholder groups
Decommissioning	<ul style="list-style-type: none"> communicate decommissioning and rehabilitation process 	<ul style="list-style-type: none"> host landholder and neighbour briefings 	<ul style="list-style-type: none"> host landowners neighbours local councils State and Commonwealth government agencies community interest groups

4 Potential issues and opportunities

4.1 Potential Social Impacts

Table 6 summarises the potential impacts to people near to the project. Table 6 also includes typical project issues that may be identified during consultation that are considered in the Environment Effects Statement as part of other technical assessments (e.g. noise, air quality).

The list of potential social issues is not exhaustive and may be modified and enhanced as the project progresses through the development process.

Table 6: Potential social impacts

Impact	Stakeholder	Mitigation measures
Noise	neighbours and general community	project design
Visual	neighbours and general community	project design and screening
Construction	neighbours, road users and general community	communication and engagement with potential impacted landowners/community
Traffic and transport	neighbours, road users and general community	communication and engagement with potential impacted landowners/community
Shadow flicker	neighbours and general community	project design

5 Community benefit sharing

As the owner and operator of our projects, SQE is committed to being a positive contributor to the communities where we work. We share the benefits of our projects by supporting communities over the long-term.

We recognise that each community is different and through partnerships with Councils, First Nations groups (most of the project resides in Eastern Maar Registered Aboriginal Party land) and local groups, and consultation and engagement with the community, we tailor benefits at each project to make a positive lasting contribution to each region.

As part of our stakeholder engagement process, we identify potential community benefit sharing opportunities based on community need. We understand that each community is different, and not all community benefit sharing initiatives will be suitable. By engaging early, we can develop benefit sharing offerings alongside the community, resulting in better uptake and more community buy-in.

SQE strives to be an active participant in building community capacity at the local level and across our full project portfolio. We do this in many ways, as outlined in Table 7 with examples of SQE community benefits sharing across our projects. These examples are a starting point for engagement, allowing communities to understand what has been possible in other areas. We use the examples to prompt discussions and provide confidence that SQE is the right partner. They have been developed with communities to meet specific, localised, community needs, and some are used on more than one project if appropriate. They may be replicated, or they may be prompts for communities to identify their own opportunities and approaches for collaboration and long-term benefit.

Table 7: Community Benefit Sharing – examples

Benefit type	Description
Community sponsorship program	Each of our projects has a community sponsorship program which provides funds or in-kind support to community organisations and events in the local project area. Additional information regarding this program can be found on our website: https://www.squadronenergy.com/ . Local community groups are encouraged to apply for sponsorship via SQE's website: https://www.squadronenergy.com/communitysponsorship
Community Benefit funds	Community Benefit Funds have been established for several SQE's operational sites. These funds may be managed by local councils or in some cases, an elected group of local community members who make decisions on how and where the funding is spent each year.
Telecommunications	Reliable connectivity is a challenge for many rural and regional communities across Australia. We recently completed a trial program to improve internet connectivity at one of our wind farm development sites in NSW. Following its success, we are now

Benefit type	Description
	rolling out a connectivity improvement program for residents near our Uungula Wind Farm project. The program will boost network coverage through a fixed wireless network for landowners and neighbours, making stronger network coverage accessible at city-based prices. We are also piloting ag-tech grants as part of the program to enhance landowner's access to innovative agricultural technology to support their farming operations. We are looking at how we can roll out the program to our other wind farm projects where it's feasible, in consultation with nearby landowners and communities.
Employment and business opportunities	Early engagement in the development process can identify economic and employment opportunities. We operate and own firming, solar and wind energy assets in local communities, creating jobs for 30+ years. For example, workforces during construction can peak as high as 500 in civil works, structural works, electrical works, wind turbine generation, battery and commissioning. Our Regional Economic Development team helps us to reach economic development and workforce targets and generate local content. For example, mandating of local content targets on the Bango and Crudine Ridge wind farms. Our tender assessment and contractor selection criteria include weighting to favour local suppliers and businesses.
Training and skills development	Engaging with local communities allows us to identify opportunities for skills development. For example, Squadron Energy is collaborating with TAFE NSW to create and deliver a digital Microskill course: "Introduction to the wind energy industry." We are providing subject matter experts to create the lessons, and the course will be available to people interested in upskilling or cross skilling into the renewable energy sector. This course is available online and can be completed outside of NSW.
First Nations employment	SQE is leading the industry on First Nations employment, with a First Nations engagement team focusing on creating pathways to employment and business opportunities. At the Uungula Wind Farm, we are working with an industry partner to fund and deliver two trainee wind turbine technicians, providing them with more than 30 years of employment opportunity. Engagement with local First Nations communities can help us to identify opportunities for First Nations economic development, skills and employment.

6 Review

SQE is committed to continually reviewing and updating our engagement approach to ensure we build long-term and meaningful relationships with the communities that host our wind farms. This plan will be reviewed and updated annually to reflect the progress of the project, and stakeholder engagement activity completed throughout the year. It is not intended for this document to be static, as engagement activity is ongoing.

SQE is committed to continually reviewing and updating our engagement approach to ensure we build long-term and meaningful relationships with the communities that host our wind farms.