

Stakeholder Engagement Plan



Clarke Creek Wind Farm – Stage 2

17 October 2024



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

Squadron Energy is Australia's leading renewable energy company that develops, operates and owns renewable energy assets in Australia. We are 100% Australian owned and have 1.1 gigawatts (GW) of renewable energy in operation and 900MW under construction. We are committed to delivering a 14GW development pipeline by 2030, powering the equivalent of six million homes.

This will deliver about one third of the renewable energy required for Australia to meet its 2030 renewable energy target of 82%. With proven experience and expertise across the project lifecycle, we work with local communities and our customers to lead the transition to Australia's clean energy future.

1.2 Purpose of this plan

This Stakeholder Engagement Plan (SEP) has been developed for the Clarke Creek 2 Wind Farm. 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
CCC	Community Consultative Committee
CEC	Clean Energy Council
DATSIP	QLD Department of Aboriginal and Torres Strait Islander Partnerships
DES	QLD Department of Environmental Science
DCCEW	Commonwealth Department of Climate Change Energy the Environment and Water
DTMR	QLD Department of Transport and Main Roads
DNRME	QLD Department of Natural Resources, Mines and Energy
DSDILGP	QLD Department of State Development, Infrastructure, Local Government and Planning
EPA	Environmental Protection Agency
EPBC	Environmental Protection and Biodiversity Conservation Act
IAP2	International Association of Public Participation
REZ	Renewable Energy Zone
SEP	Stakeholder Engagement Plan
SQE	Squadron Energy

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. 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 and manage these, and also identify mutually beneficial legacy opportunities in areas where we locate our projects.

1.4 Our values

SQE's values underpin and guide our work and are imbedded in our operations and engagement style.

Table 2: Squadron Energy Values

Value	Description
Humility	Be vulnerable, take risks to trust others.
Family	Support each other, always be kind.
Safety	Look out for your mates and yourself.
Courage and Determination	We never ever give up.
Frugality	Think of ways we can do things better, faster, cheaper, safer.
Stretch Targets	Always be uncomfortable with your level of challenge.
Empowerment	Go to your leader for advice, not permission.
Generating Ideas	Always be on the lookout for breakthroughs.
Enthusiasm	Be the most positive person in the room.
Integrity	Do what you say you are going to do.

1.5 Enquiries and complaints

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

The project team will respond to and resolve all complaints and enquiries as soon as possible. SQE tracks complaints, enquiries, and action items.

Project team details are:

Project Manager: Robert Beattie

Email: clarkecreek2@squadronenergy.com

Phone: 1800 170 450

1.6 Government and industry guidelines

This plan has been prepared considering the following:

- International Association for Public Participation (IAP2), (2018), *Spectrum of Engagement*
- United Nations Declaration on the Rights of Indigenous People (UNDRIP), (September 2007)
- The Energy Charter - Better Practice Social Licence Guideline (2023)
- Department of Energy and Climate - Standard Best Practice Industry Conditions – Building Construction Projects (2023).

The focus of our engagement adheres to two key organisational guidelines, the Clean Energy Council, and the International Association of Public Participation (IAP2).

The Clean Energy Council has prepared Community Engagement Guidelines (CEC, 2018) which outline four principles underpinning best practice community engagement. These are: Openness, Inclusiveness, Responsiveness, 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.

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

Figure 1: IAP2 Spectrum of Public Participation

		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.

1.7 Stakeholder Engagement objectives

Squadron Energy is committed to undertaking genuine and meaningful community and stakeholder engagement and consultation for the project. The engagement and consultation objectives for the project are:

- seek feedback from the local community regarding the proposed project and integrate this feedback into the project planning and design
- 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 and implement adequate 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 Context

The Queensland Government has identified Central Queensland as the energy powerhouse of the state for more than a century, and the region is now on the frontline of the state's renewable energy transformation. The Queensland Energy and Jobs Plan (Department of Energy and Public Works, 2022) outlines commitments of 70% renewable energy by 2032, and 80% by 2035. To coordinate the planning and development of this clean energy transition, the Queensland Government has worked with Powerlink to identify renewable energy zones (REZs). REZs will connect multiple clean energy generators, like wind and solar projects to provide electricity to end users. This will lower costs and deliver better outcomes for regional communities and industries. These will also help to attract investment to areas in Central Queensland (Department of Energy and Public Works). For further information, please refer to the [Department of Energy and Climate's Renewable Energy Zone Roadmap](#).

The Isaac region in Central Queensland has been identified by the Department of Energy and Climate and Powerlink as a potential Renewable Energy Zone (REZ), as it is an area with high renewable potential (Powerlink Queensland, n.d.). The 564 MW Clarke Creek Stage 2 project represents a significant investment in renewable energy infrastructure in the Isaac REZ. It will contribute to the state's energy transition to a more sustainable and low-carbon sources of electricity generation. The project is the second stage of the Clarke Creek Wind farm, with the first stage currently under construction.

2.2 Community overview

Clarke Creek is a rural locality situated in the Isaac Region of Queensland, approximately 150km north-west of Rockhampton and 150km south of Mackay. The population of Clarke Creek is small, typically comprising of a scattered community of residents on rural properties and farms.

Clarke Creek is reflective of many rural communities in Queensland, with a mix of socioeconomic backgrounds among its residents. Information from the 2021 Census indicates that the community often relies on nearby towns or larger centres for services and amenities due to its remote location. Access to education, healthcare, and other essential services are limited compared to urban areas. The small Isaac township of Clarke Creek has a school, community hall and a camp-draft ground.

The economy of Clarke Creek is primarily driven by agriculture, with farming and livestock rearing being the main sources of income for many residents.

Figure 2 provides further insight into the demographics of the area. Additionally, there are opportunities for employment in sectors such as mining, given the region's proximity to mining developments in the Isaac Region. There is a transmission line that intercepts the project boundary, meaning there is little anticipated impact proposed to connect the project to the grid. The local community is familiar with both planning and construction stages of renewable projects, due to there being multiple projects in the construction and development stages in the area. Table 3 illustrates the limited number of dwellings located near the wind farm, with only a few host and neighbour dwellings situated within a 5-kilometre radius of the nearest wind turbine.

Table 3: Nearby Dwellings to Wind Farm

Distance from nearest wind turbine	Host Dwellings	Neighbour Dwellings
0 to 2 kilometres	0	0
2 to 3 kilometres	0	0
3 to 4 kilometres	1	2
4 to 5 kilometres	1	0

*Subject to completion of consultation and assessments**



People

32

Male	54.8%
Female	45.2%
Median age	46



Families

8

Average number of children per family	
for families with children	1.7
for all households (a)	0.5



All private dwellings

16

Average number of people per household	2.3
Median weekly household income	\$2,624
Median monthly mortgage repayments	\$1,506
Median weekly rent (b)	\$75
Average number of motor vehicles per dwelling	2.9

Figure 1: Clarke Creek Census Data (2021)

2.3 Project overview and location

Clarke Creek Wind Farm Stage Two is located next to Squadron Energy’s Clarke Creek Wind Farm Stage 1, which is currently under construction. Clarke Creek Wind Farm was acquired by Squadron Energy in late 2022 and will consist of 94 turbines with an expected capacity of 564MW. It is expected to produce enough electricity to power about 350,000 homes and avoid 625,000 tonnes of carbon emissions each year.

It is in the Isaac Shire near the small rural township of Clarke Creek, about halfway between Mackay and Rockhampton along the Marlborough Sarina Road. It is located on the traditional lands of the Barada Kabalbara Yetimarala (BKY) peoples. The Stage Two development is situated across six freehold lots, which lie directly to the north of the Clarke Creek Wind Farm Stage One. The site is bounded by Marlborough-Sarina Road to the west, and freehold, largely agricultural properties to the north and east. The location will connect to the three existing 275kV transmission lines which run through the project site from the nearby Broadsound Substation.

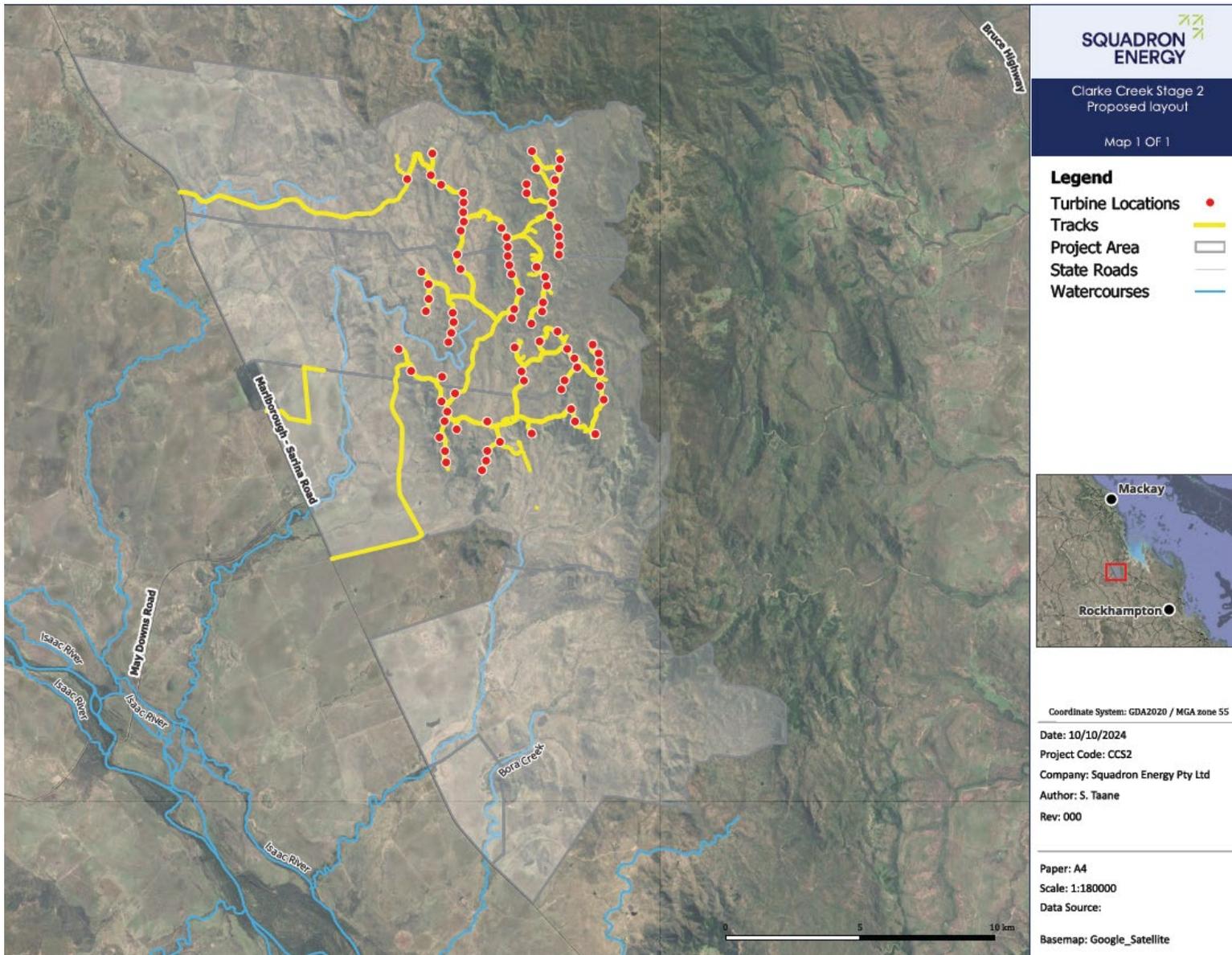
The proposed wind farm is in the advanced planning stage, with the primary approvals (State Development Application, and the Federal Environmental Protection and Biodiversity Conservation Act) secured. Figure 3 illustrates the indicative project timeframe, outlining key phases from planning to completion. Clarke Creek represents an excellent combination of strong and predominantly night-time wind energy generation to complement Queensland solar production. This area hosts several renewable energy projects including Clarke Creek Stage 1 and Lotus Creek Wind Farm.

Figure 2 indicative project timeline

Proposed timeline



Figure 4: Project Site Map



The project site map (Figure 4) for Clarke Creek Stage 2 Wind Farm provides a detailed layout of the proposed turbine locations, access tracks, watercourses, and the overall project area. Each turbine location has been strategically placed to optimise wind capture while minimising environmental impact. The map also highlights the network of access tracks that will be used for construction and maintenance, ensuring efficient site navigation. Watercourses running through the area are clearly marked, allowing for proper environmental management and mitigation of any potential disruptions.

3 Stakeholder identification and analysis

3.1 Stakeholder identification process

At the beginning of the project, we identify all stakeholders who would be affected by the project and compile demographic insights about the local community. This enables us to gain a comprehensive understanding of the stakeholders and communities surrounding our projects. To gain this understanding, we research using census data, and may undertake local community research to inform our understanding of local community characteristics. During this process, we also identify the following:

- relevant political representatives at all three levels of government
- local businesses and the type of industry in the area
- local print media organisations
- census data
- First Nations groups in the area and the broader region
- Council list of community groups
- Government offices present in the region
- emergency services nearest to the project
- any significant historical or recurring events in the area.

Other considerations

- 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 during the project feasibility stage.

3.2 Stakeholder overview

The key stakeholder groups identified for the Clarke Creek Stage 2 Wind Farm include:

Table 4: Identified stakeholders

Stakeholder Group	Stakeholders
Host Landholders	Landholders with the potential to host WTGs and/or project infrastructure
Neighbouring Landholders	Neighbouring dwellings within 6 km of the potential turbine locations
Communities within the Social Locality	<ul style="list-style-type: none"> • Local community: <ul style="list-style-type: none"> - Clarke Creek - Lotus Creek - Mackay - Sarina - Moranbah - Rockhampton
Government – State	<ul style="list-style-type: none"> • Department of Transport and Main Roads (DTMR) • Department of Natural Resources, Mines and Energy (DNRME) • Department of Environment and Science (DES) • Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) • Crown Lands • Powerlink • Environment Protection Authority (EPA)
Government – Federal	<ul style="list-style-type: none"> • Airservices Australia

Stakeholder Group	Stakeholders
	<ul style="list-style-type: none"> • 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"> • Isaac Regional Council
Government - Elected Representatives (refer National Stakeholder Engagement Plan)	<ul style="list-style-type: none"> • Federal Member for Capricornia - Michelle Landry MP (LNP) • Federal Member for Environment and Water – The Hon Tanya Plibersek MP • Federal Minister for Climate Change and Energy – The Hon Chris Bowen MP • Qld Minister Energy, Renewables and Hydrogen - Mick de Brenni MP • Qld Minister for Regional Development and Manufacturing – Glenn Butcher MP • Mayor Kelly Ve a Ve a • Local councillor (Division 8) Viv Coleman
Community Interest Groups and Community Services	<ul style="list-style-type: none"> • Clarke Creek Camp Draft • Clarke Creek Community Centre • Community Consultative Committee (CCC)
Schools	<ul style="list-style-type: none"> • Clark Creek Primary School
Aboriginal Groups	<ul style="list-style-type: none"> • BKY Applicants
Industry and Local Business	<ul style="list-style-type: none"> • Jimarndy Station (Cattle farm) • Euroka Homestead (cattle farm) • Wahroonga Belmont Reds (cattle farm)
Other Stakeholders	<ul style="list-style-type: none"> • Local media: <ul style="list-style-type: none"> - Daily Mercury (Mackay) - The Morning Bulletin (Rockhampton) - Clarke Creek 1 Wind farm project team - Lotus Creek Wind farm project team

3.3 First Nations engagement

SQE has a dedicated First Nations engagement team, who work with project teams to provide guidance on culturally sensitive engagement and to develop a tailored approach to engaging with First Nations Stakeholders.

SQE will engage with First Nations stakeholders considering the relevant guidelines from:

- Queensland Cultural Heritage Act 2003
- Queensland Government Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP)
- Queensland Department of Environment and Science (DES)

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; and
- 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
- engage in places, at times, and in ways that encourage participation; and ensure that engagement is undertaken by people with appropriate skills and experience.

Squadron Energy's 2024 Reflect Reconciliation Action Plan (RAP) outlines steps to strengthen ties with First Nations communities, amplifying voices, fostering shared growth and ensuring our initiatives are impactful and relevant. The RAP also includes multiple items that will review and measure SQE's engagement with First Nations stakeholders. Read more in our [Reconciliation Action Plan](#).

3.4 Stakeholder engagement activities

Table 5 provides a snapshot of the key stakeholder engagement activity completed since SQE acquired this project in late 2022.

Stakeholder engagement is ongoing during the development of the wind farm. In addition to the activities in Table 5, the CCS2 team engage with the community regularly through face-to-face meetings, phone calls and emails.

Table 5: Stakeholder engagement activities

Date	Engagement Activities
October - 2023	Meetings with host landowners to discuss design changes
October - 2023	Neighbour meeting to introduce project team and provide project update
October - 2023	Project meeting with Isaac council
November - 2023	Project meeting with DTMR
February - 2024	Attended Community Consultation Committee (CCC)
February - 2024	Ground truthing
March - 2024	Property surveys
August - 2024	Clarke Creek Camp Draft – Squadron Energy Community Sponsorship.

3.5 Stakeholder engagement by development stage

Table 6: Stakeholder engagement during key project stages

Project Stage	Engagement Objective	Engagement Activities	Target Stakeholders
Planning and Approvals –	<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 keep communications flowing to update the community collect data and insights inform community of a formal opportunity to express their views on the proposed project educate community regarding outcomes of technical studies inform the community of the progress of the approvals process and outcomes educate community regarding the project-specific benefit sharing process 	<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. establish and maintain Project website community information sessions community surveys project briefings for Local Councils and government agencies exploration of community partnerships 	<ul style="list-style-type: none"> All stakeholder groups
Construction	<ul style="list-style-type: none"> reduce community concerns by 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 	<ul style="list-style-type: none"> as above, plus: revised Stakeholder Engagement Plan (SEP) that specifically addresses construction elements of the project will be implemented. maintain and update website complaints management mechanism community partnerships 	<ul style="list-style-type: none"> 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"> as above for Construction Phase, plus: Operational Community Engagement Plan evaluation of engagement and improvements as required 	<ul style="list-style-type: none"> All stakeholder groups

Project Stage	Engagement Objective	Engagement Activities	Target Stakeholders
Decommissioning	<ul style="list-style-type: none"> communicate decommissioning and rehabilitation process 	<ul style="list-style-type: none"> As above for commissioning and operation, plus: Host landholder and neighbour briefings 	<ul style="list-style-type: none"> host landowners neighbours local Councils State and Commonwealth government agencies Community interest groups Aboriginal Groups

3.6 Frequency of contact

SQE keeps in regular contact with key stakeholders and the wider community. We provide regular newsletters (more frequently during periods of high activity on the project) as well as regular phone calls and emails to hosts and neighbours. The project website [SQE – Clarke Creek 2](#) is also reviewed and updated as new information is available.

The frequency of engagement with stakeholders will vary depending on the project stage, but our aim is to tailor the frequency of engagement to the needs of stakeholders to ensure we are actively listening and responding, questions and concerns are addressed as they arise, and key activities are communicated as they occur.

4 Benefit sharing opportunities

As the ultimate 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, local groups, and consultation 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 needs. 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.

Squadron Energy 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 Squadron Energy 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 Squadron Energy 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

Community sponsorship program	<p>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. For Clarke Creek 2 we have sponsored the following community organisations thus far in 2024:</p> <ul style="list-style-type: none"> • Lotus Creek Breast Cancer Fundraiser • The Emu Park Festival of the Wind • Clarke Creek State School • St Lawrence Wetlands Weekend • Valkyrie State School 50 Year Anniversary • Little Wings rural children’s flying service • Clarke Creek Campdraft • Healthy Harold – Touring Show for CQ Schools <p>Further sponsorships will be considered as applications are received.</p>
Community Co investment	<p>We rolled out Australia’s first, large-scale, public, community investment into a utility-scale wind farm, via our Sapphire Wind Farm Community Co-Investment scheme. We are planning to extend the program to the other regions where we are developing projects over time. Community co-investment offers residents in the region the opportunity to participate in and benefit from investing in Australia’s transition to renewable energy.</p>
Telecommunications	<p>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 rolling out a connectivity improvement program for residents near our Uungula Wind Farm (east of Wellington in NSW). 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.</p>
Employment and business opportunities	<p>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 includes weighting to favour local suppliers and businesses.</p>
Training and skills development	<p>Squadron Energy has collaborated with NSW TAFE to create and deliver a digital Micro-skill course: “Introduction to the wind energy industry.” We provided subject matter experts to create the lessons and the course is now available to people interested in upskilling or cross skilling into the renewable energy sector. The course is available to be completed online.</p>
First Nations employment	<p>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 to provide long term employment opportunities.</p>

5 Review

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.