

2022 - 2023

ESG Report



Contents

Welcome	-----	4
About us	-----	8
Environment	-----	15
Our people	-----	21
Community	-----	28
Governance	-----	35

Acknowledgment of Country

Squadron Energy acknowledges the Traditional Custodians of the lands and waters where we work and live. We pay our respects to Elders past and present and emerging, and acknowledge their ongoing cultural and spiritual connection to Country.



Bulbul Parai - Heart for Country, Saretta Fielding 2021

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This 2023 ESG Report is provided for general information only. The intention is to communicate environmental, social and governance goals, impacts and progress. All content and data include in this report was accurate at the time of publishing (November 2023).



“As Squadron Energy pursues its vision, the creation of positive outcomes for the environment and our communities underpins everything we do.”

A message from our Chair

This year, Squadron Energy, a wholly owned company of the Tattarang group, successfully pursued the opportunity to acquire CWP Renewables.

CWP Renewables was renowned for its experience and commitment to excellence in renewable energy, and its acquisition created a formidable team that we know will be instrumental in enabling Australia to contribute to the global climate challenge.

The focus this year has been on the integration of the Squadron Energy and CWP teams to align and maximise their combined skills, capabilities and experience. This unified team is now working together to deliver on its huge pipeline of wind, battery and firming projects.

Yet with this united powerful team, comes enormous responsibility. We understand the importance of transitioning Australia’s energy sector away from fossil fuels. We also understand that this should not come at the expense of other areas of sustainable development.

As Squadron Energy pursues its vision, the creation of positive outcomes for the environment and our communities underpins everything we do.

I have challenged the team to further capture the sustainability-related risks and opportunities that arise from how Squadron interacts with its stakeholders, society, the economy and the natural environment across its entire value chain. We are working together on this and our progress will be reflected in our report next year.

For now, as we present this ESG report, I want to express my thanks to the dedicated Squadron Energy team, our partners, and our communities. Together, we are making a real and tangible difference in providing clean energy, reducing emissions and building a more sustainable future.

John Hartman
Tattarang CEO,
Squadron Energy Chair

A message from our CEO

I’m pleased to introduce our FY23 ESG report for Squadron Energy and share the extraordinary journey we’ve been on. Our business has experienced growth and change, whilst keeping focused on our mission to transform Australia’s energy landscape.

This year has been nothing short of remarkable. The integration of two organisations in March 2023, solidified Squadron Energy’s position as the leading renewable energy company in Australia.

Throughout this time of transition, the commitment of our people and their dedication to our vision and values never wavered.

Our project pipeline continues to pick up pace, with the opening of Bango Wind Farm, and a strong pipeline of projects in development or construction as we progress into 2024. This further reinforces our dedication to Australia’s transition to clean energy over the next decade.

We recognise we have a responsibility to lead the way in demonstrating how we can create positive social and environmental outcomes, in addition to commercial outcomes, to create value for all our stakeholders and our shareholders.

We are maturing a comprehensive sustainability framework that will further embed sustainability into our business to enable us to preserve and create value for the economy, society and our environment.

Sustainability is about the inclusion and diversity of our people and empowering them to be the best they can be. It’s about developing a legacy in the communities where we operate. We can’t achieve our extraordinary targets without new ideas, adaptability, determination and strong values.

In the year ahead, we will continue to build upon this strong foundation and push the boundaries of what’s possible. It’s a huge challenge, but it’s a once in a generation chance for Australia, and it needs to happen now.

I want to express my gratitude to our dedicated teams, communities and partners that support us. Together, we can set new benchmarks for sustainability, pioneer innovation, and continue to lead the charge toward a cleaner, brighter future. Thank you for your enduring commitment to our shared vision.

Jason Willoughby
Squadron Energy CEO



“Sustainability is about the inclusion and diversity of our people and empowering them to be the best they can be. It’s about developing a legacy in the communities where we operate.”

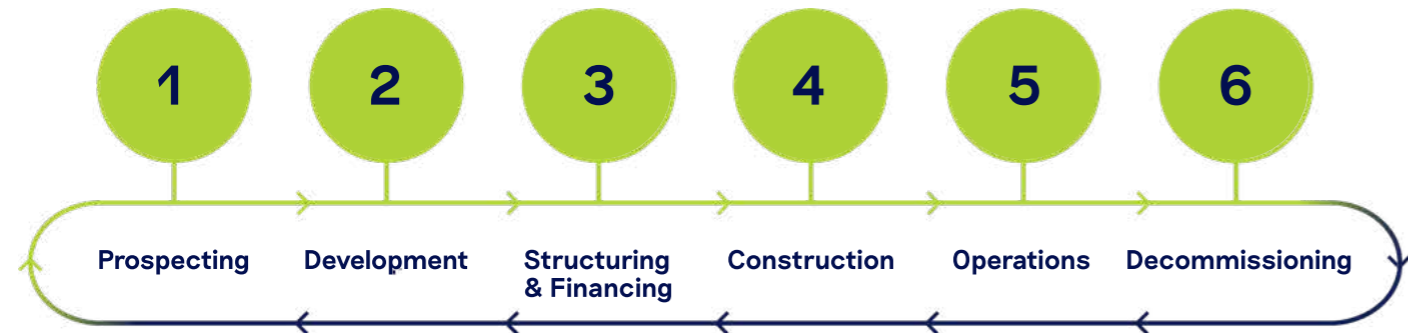
We are Squadron Energy

Squadron Energy is Australia's leading renewable energy company that develops, operates and owns renewable energy assets in Australia. We are 100% Australian owned.

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.

We have 1.1 gigawatts (GW) of renewable energy in operation and an Australian development pipeline of 20GW.

Australia has a once-in-a-generation opportunity to position itself as a global leader in green energy. Squadron Energy is working hard to make this a reality by developing the high impact projects that will support rapid decarbonisation.



Our values drive everything that we do

Humility
Be vulnerable, take risks to trust others.

Courage and Determination
NEGU - we never ever give up.

Empowerment
Go to your leader for advice, not permission.

Enthusiasm
Be the most positive person in the room.

Family
Support each other, always be kind.

Frugality
Think of ways we can do things better, faster, cheaper, safer.

Generating Ideas
Always be on the lookout for breakthroughs.

Integrity
Do what you say you're going to do.

Safety
Look out for your mates and yourself.

Stretch Targets
Always be uncomfortable with your level of challenge.

Our vision

Squadron Energy is on a mission to transform Australia's energy landscape.

We aim to improve the environment for current and future generations by leading Australia's transition to renewable energy.

For communities, corporate businesses, and governments ready to reduce their environmental footprint, we provide cost-effective, clean renewable energy.

With unrivalled experience through the entire project lifecycle, Squadron Energy is the trusted partner of choice for renewable projects.



Our climate policy

Human-made climate change is real. But we can do something about it. We want Australia to transition to a zero-carbon economy. Quickly.

Squadron Energy is focused on enabling more rapid decarbonisation. We invest in renewable generation and firming such as batteries, power stations and Australia's first energy terminal. These firming assets will complement renewable power generation when solar or wind power generation isn't available or sufficient.

We won't invest in coal, oil sands, crude oil, or in any developments in sensitive marine environments. But we will invest in energy transition projects such as dual fuel (gas and green hydrogen) power generation that has a pathway to 100 per cent green hydrogen.

Energy transition projects are needed to provide a reliable and secure energy system in the short term, without creating a longer-term dependence on fossil fuels.





About us

Our projects	-----	9
Our impact	-----	9
At a glance	-----	11
Our wind farms	-----	11
Timeline 2022 - 2023	-----	12
Power purchase agreements	-----	14
Bango Wind Farm opening	-----	14

Our projects



Our impact*

1.35m homes powered

6m tonnes of emissions

1,900 direct jobs created

\$200m regional investment

*to date

Current status

Operational

1.1GW **5** wind farms

In the pipeline

20GW of renewable energy developments in Australia

Our projects span New South Wales, Victoria and Queensland. We have generation sites at:

- **Bango Wind Farm** near Yass on Ngunnawal Nation
- **Crudine Ridge Wind Farm** near Mudgee on Wiradjuri Nation
- **Murra Warra Wind Farm** near Horsham on Jardwadjali Nation
- **Sapphire Wind Farm** near Glen Innes on Ngarabal Nation.

We also have projects in construction at:

- **Clarke Creek** on Barada Kabalbara Yetimarala Country
- **Port Kembla** on Dharawal Country.

Our corporate offices are located in:

- **Sydney** - Eora Nation
- **Newcastle** - Awabakal Nation
- **Canberra** - Ngunnawal Nation
- **Wollongong** - Dharawal Nation
- **Melbourne** - Woiworung Nation
- **Dubbo** - Wiradjuri Nation
- **Brisbane** - Yuggera Nation

Our Tattarang group head office is in **Perth** on Nyoongar nation.

At a glance



Renewable electricity generated (MWh/year)



Tonnes of Carbon emissions avoided (tCO₂e)



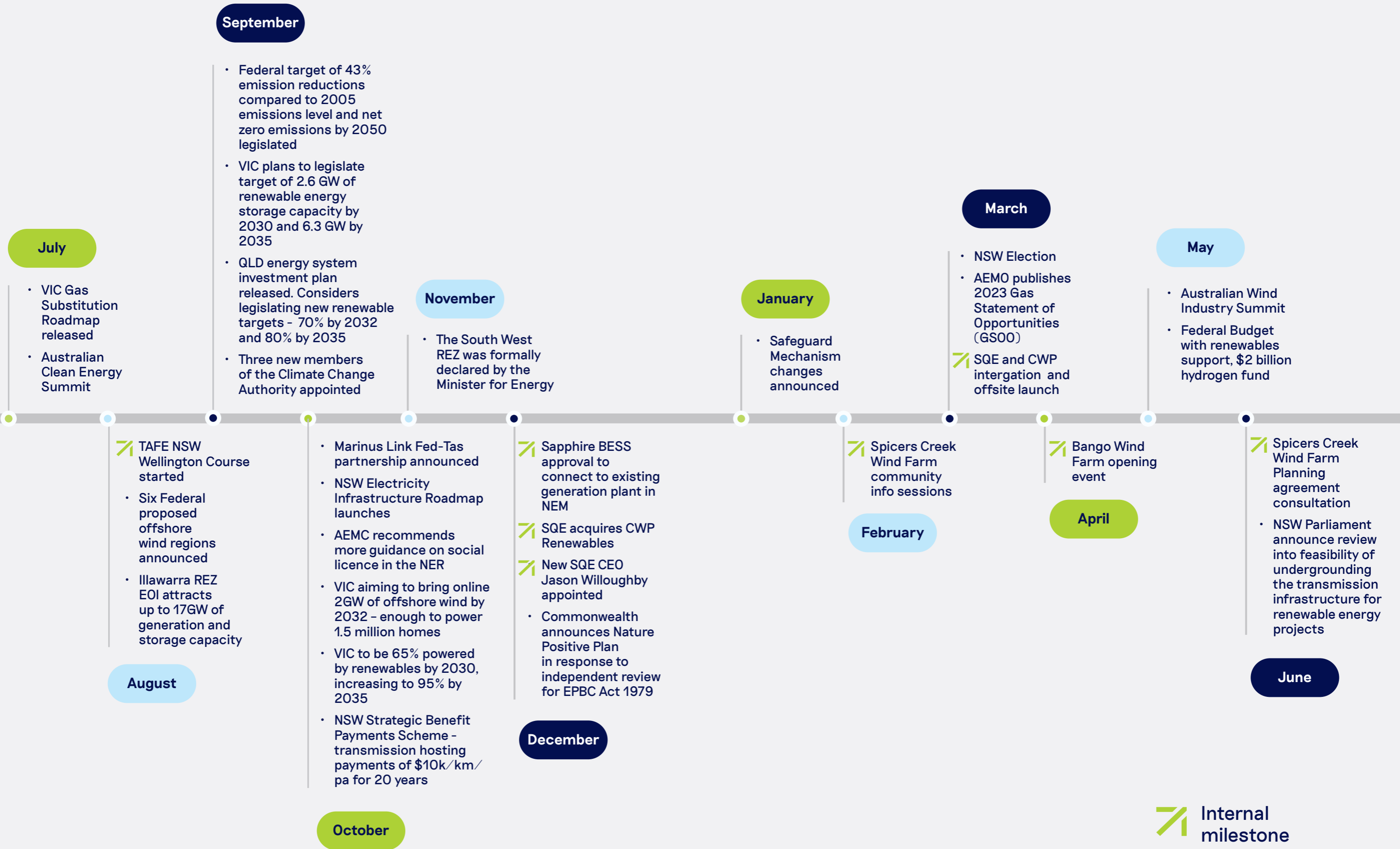
Turbines operating

Our wind farms

Wind Farm	Status	Capacity(MW)	Wind Turbine Generators
Sapphire Wind Farm	Operational	270	75
Crudine Ridge Wind Farm	Operational	134	37
Bango Wind Farm	Operational	244	46
Murra Warra Wind Farm 1	Operational	226	61
Murra Warra Wind Farm 2	Operational	209	38
Clarke Creek Wind Farm 1	Under construction	-	100 when complete



Timeline 2022 - 2023



Power purchase agreements

A power purchase agreement (PPA) is an arrangement in which a developer installs, owns, and operates an energy system, and organisations are then able to purchase the system's electric output for a predetermined period. PPAs enable developers and organisations to obtain stable and calculable electricity prices and are an effective way to reduce electricity price risk, especially for operators of wind assets.

Through PPAs, we are able to assist organisations to achieve their own sustainability goals. As we expand our portfolio, we continue to offer renewable energy to corporate customers.

Our diverse portfolio of operating, under construction and development assets across wind, solar and storage technologies means we can offer certainty of supply. Our customers include Nestlé Australia, Woolworths Group, the ACT Government, Meridian Energy, Sydney Airport, Commonwealth Bank, Snowy Hydro and Transurban.

We also indirectly supply City of Sydney, Sydney Opera House, City of Newcastle, Molycop and Tweed Heads Council through our relationship with retailer Flow Power.



Bango Wind Farm opening



In April, Squadron Energy officially opened Bango Wind Farm, producing 244MW of energy at maximum capacity. Bango Wind Farm is located on Ngunnawal Country, 14km south of Boorowa and 30km north of Yass.

Its opening represents another step forward for our organisation, as we deliver on our 20GW development pipeline of wind, solar and battery projects across Australia. Bango Wind Farm's 46 turbines are now fully operational and generating clean, renewable electricity to power 144,000 homes. The use of this electricity over coal-generated electricity offsets 543,000 tonnes

CO₂-e of greenhouse gas emissions per year. It will also play a crucial role in making groceries greener, after Woolworths agreed to purchase electricity from Bango for around 30 per cent of its NSW energy needs, the equivalent to 108 supermarkets.

Bango Wind Farm is located about 30 kilometres north of Yass in the South Western Slopes region of NSW, and in addition to making progress towards climate targets, it has also brought economic benefits to the local community. During construction, the project supported more than 320 jobs and injected \$14 million into the regional economy.

Along with the operating Sapphire Wind Farm, the opening of Bango Wind Farm means Squadron Energy is now supplying 80% of the combined electricity needs of Sydney's Eastern Distributor, Cross City Tunnel, Hills M2, Lane Cove Tunnel and WestConnex toll roads. Snowy Hydro and Transurban have also signed power purchase agreements to buy electricity from Bango Wind Farm.



Environment

Our emissions	-----	16
Our environmental footprint	-----	17
Biodiversity	-----	18
Case study: Port Kembla Energy Terminal	-----	19
People profile: Rosa Thomson	-----	20

Our emissions

Scope 1 emissions are those direct emissions owned or controlled by Squadron Energy. Scope 2 emissions are indirect emissions from the generation of purchased electricity. Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in Squadron's value chain, including both upstream and downstream emissions. The construction phase is generally higher in emissions than any other project phase.

Scope 3 emissions are in the process of being tracked and will be measured by financial year 2024.

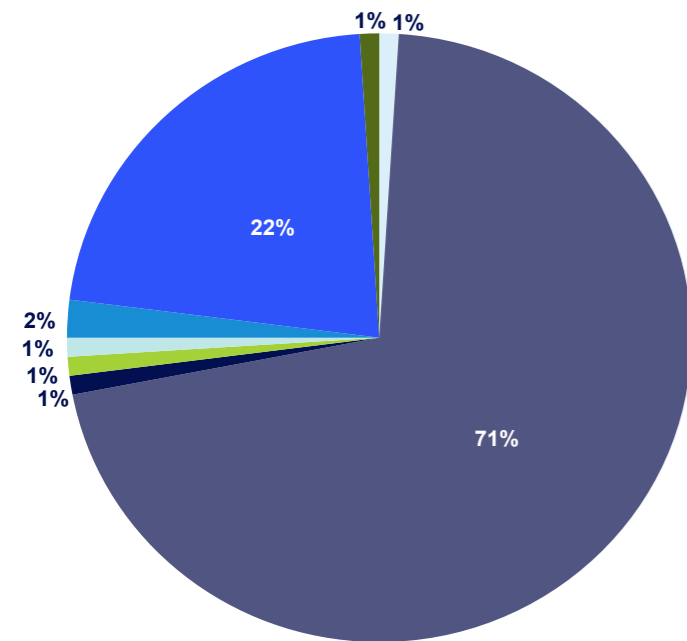


Scope 1 emissions (tCO₂e)



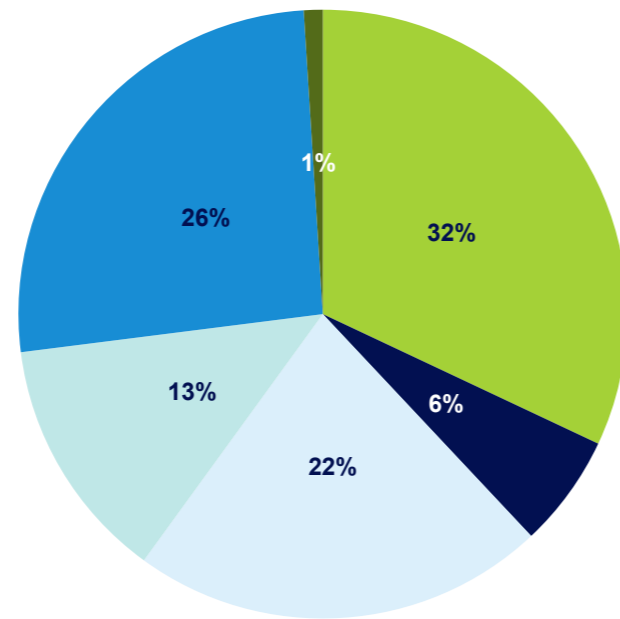
Scope 2 emissions (tCO₂e)

Scope 1 emissions



- Sapphire Wind Farm
- Bango Wind Farm
- Murra Warra Wind Farm 1
- Port Kembla Energy Terminal
- Crudine Ridge Wind Farm
- Clarke Creek Wind Farm 1
- Murra Warra Wind Farm 2
- Offices

Scope 2 emissions



- Sapphire Wind Farm
- Bango Wind Farm
- Murra Warra Wind Farm 1
- Port Kembla Energy Terminal
- Crudine Ridge Wind Farm
- Clarke Creek Wind Farm 1
- Murra Warra Wind Farm 2
- Offices

Facility	Scope 1 Emissions (tCO ₂ e)	Scope 2 Emissions (tCO ₂ e)	Total Emissions (tCO ₂ e)
Sapphire Wind Farm	166	1,363	1,529
Crudine Ridge Wind Farm	73	285	358
Bango Wind Farm	95	954	1,049
Clarke Creek Wind Farm 1	7,376	-	7,376
Murra Warra Wind Farm 1	171	562	733
Murra Warra Wind Farm 2	184	1,112	1,296
Port Kembla Energy Terminal	2,252	-	2,252
Offices	119	34	153
Total	10,436	4,310	14,746

Our environmental footprint



ISO 14001 Certified Environmental Management System



3,045 ha land secured



30,182 threatened species credits

This year we completed five Environmental Protection Licence annual returns, six Environment Protection and Biodiversity Conservation Approval annual compliance reports, two independent audits, and updated five pollution incident response plans.

We maintained our ISO 14001 certified environmental management system having completed monthly compliance tracking and bi-annual internal desktop audits for five projects, annual site inspections for three operational projects and monthly construction site inspections for one project. We also delivered practical incident response training exercises as part of our incident response and spill response management obligations.



Biodiversity

We are committed to carefully minimising any biodiversity impacts of our projects in both construction and operation. We consider biodiversity early in the development process, at the planning stage, to understand how we can best mitigate biodiversity impacts through design.

In NSW, we are regulated by the Biodiversity Offsets Scheme, to ensure we offset any unavoidable biodiversity impacts. We proactively participate in this scheme to identify and establish conservation opportunities that contribute to environmental sustainability outcomes.

As part of our biodiversity commitments, we have 3,045 hectares of land secured as well as 24,067 threatened ecosystem credits and 30,182 species credits. This land is protected in perpetuity.

We are in our fifth year of supporting a five-year Superb Parrot research program. This research includes installing specialist GPS tracking to the birds to track their seasonal migratory movements. The findings will help inform conservation activities for the Superb Parrot, which is listed as Vulnerable under Commonwealth and State legislation.



People profile: Rosa Thomson

Senior Environmental Advisor, Port Kembla Energy Terminal



What inspired you to pursue a career in environmental management, and how does it align with your personal values?

Growing up in a region dominated by coal mining and cattle farming industries, I witnessed firsthand the environmental challenges and impacts of these sectors, which fuelled my determination to pursue a career in environmental management. This decision aligns with my personal values of safeguarding the environment while striving for more sustainable and responsible resource management practices.

In your role, what key responsibilities do you have in contributing to the company's environmental efforts?

As an environmental advisor at Port Kembla Energy Terminal (PKET), my primary responsibilities include ensuring compliance with environmental regulations, and promoting sustainability measures. Additionally, I work to protect local ecosystems, engage with stakeholders, and oversee environmental monitoring, all in an effort to contribute to the company's environmental goals and minimise the project's ecological footprint.

Can you share a memorable achievement or moment in your career (or the project's lifespan) that made you particularly proud of your contribution to environmental management/renewable energy?

A career highlight that made me particularly proud of the PKET's contribution to environmental management, was the reuse and containment of site-won materials. Site won materials include spoil that was on site before we arrived. This initiative reduced the need for offsite disposal, minimising environmental impact and demonstrating the principles of sustainability in action.

What do you believe are the most pressing environmental challenges that the renewable energy industry faces today, and how do you see your role contributing to addressing these challenges?

The renewable energy sector is currently confronted with environmental challenges, such as habitat disruption, land use conflicts, and material/resource limitations. The role of an environmental advisor in the renewables sector is to address these challenges by formulating tailored management plans, promoting sustainable construction practices, advocating responsible material sourcing, and actively engaging stakeholders to reduce the industry's environmental impact and advance sustainability.

Beyond your work, how do you incorporate eco-friendly practices and renewable energy awareness into your daily life?

At home, we harness the power of solar energy to generate electricity, reducing our reliance on non-renewable sources. Living on a farm, we are committed to sustainability through innovative practices such as trialling a seaweed blend in our livestock feed to reduce methane emissions, promoting a paddock-to-plate approach that ensures our livestock are only harvested when needed for food, and relying on rainwater for the majority of our water needs. Additionally, we have our own vegetable garden with seasonal produce, further exemplifying our dedication to environmentally responsible living.



Our people

In December 2022, Squadron Energy made a major acquisition of the large renewable energy company, CWP Renewables. Squadron Energy's workforce has seen significant growth since the integration in March 2023, increasing by 25% by June 2023. Our people now work across eight offices and six sites.

Squadron Energy has an enormous task to support Australia's transition to a low carbon energy future. As the renewables industry grows and develops, there is increasing pressure to attract and retain experienced professionals and focus on skills-transference from other comparable sectors. Squadron Energy is also focused on developing a sustainable and resilient workforce for the future by establishing opportunities for regional employment and ensuring our local communities benefit from our projects.

We recognise the importance of investing in people to drive the energy transition forward. Our workforce is our greatest asset, and we're committed to creating a supportive and inclusive environment that values diversity and promotes professional growth and development.

We actively seek gender diverse candidates for all roles across our business and are continually identifying succession opportunities for our people exhibiting leadership capabilities. Since the integration in March, we have reviewed and implemented our workplace policies. We continue comprehensive training across our business on respect in the workplace and have no tolerance for sexual harassment or other forms of harassment or discrimination in our workplace. Workplace statistics and surveys provide feedback on emerging issues and workplace improvements.

Our people

Employee benefits and wellbeing initiatives	-----	21
Chloe Munro scholarship	-----	23
Modern slavery	-----	24
Health and safety	-----	24
Safety spotlight: Scott Batey	-----	26

Employee benefits and wellbeing initiatives

We continue to offer our people a wide range of initiatives to support their health and wellbeing.



Wellbeing leave (an extra week of leave if employees utilise four weeks of leave in a 12 month period)

Wellbeing activities organised and promoted throughout the year

Tellus Health Employee Assistance Program available to employees and their families at no cost

Physical health initiatives including annual flu vaccination program

Fitness wellbeing incentive where eligible employees can access \$250 towards wellbeing items each financial year



A generous employer paid parental leave policy

Salary packaging opportunities available to all employees

Online corporate clothing portal to ensure efficiency and ease of access to all employees

Generous phone allowance or corporate phone provided to all employees

Part of a larger group of Tattarang companies providing exclusive employee discounts



Annual performance reviews with a focus on professional and personal development

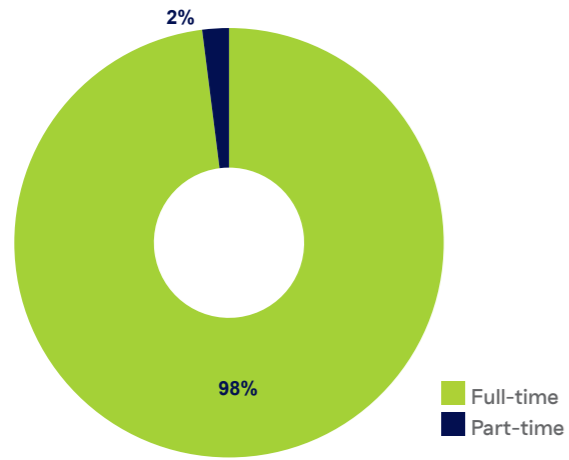
Leadership programs for executive and emerging leaders, and training opportunities

Offsite team building days and internal networking opportunities

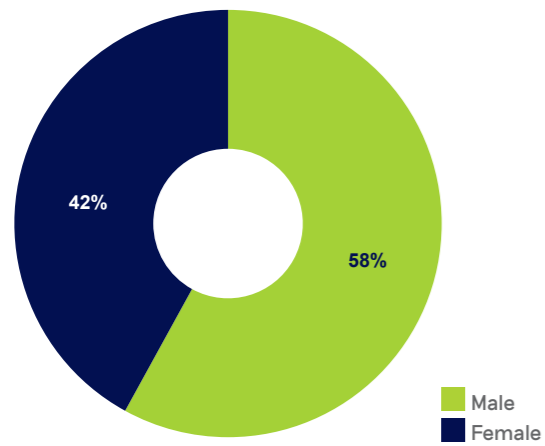
Commitment to an agile and flexible workforce

Short Term Incentive scheme including the ability to earn a bonus

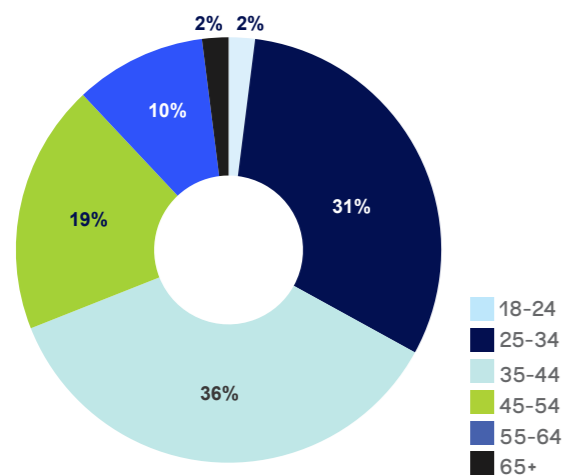
Employment type



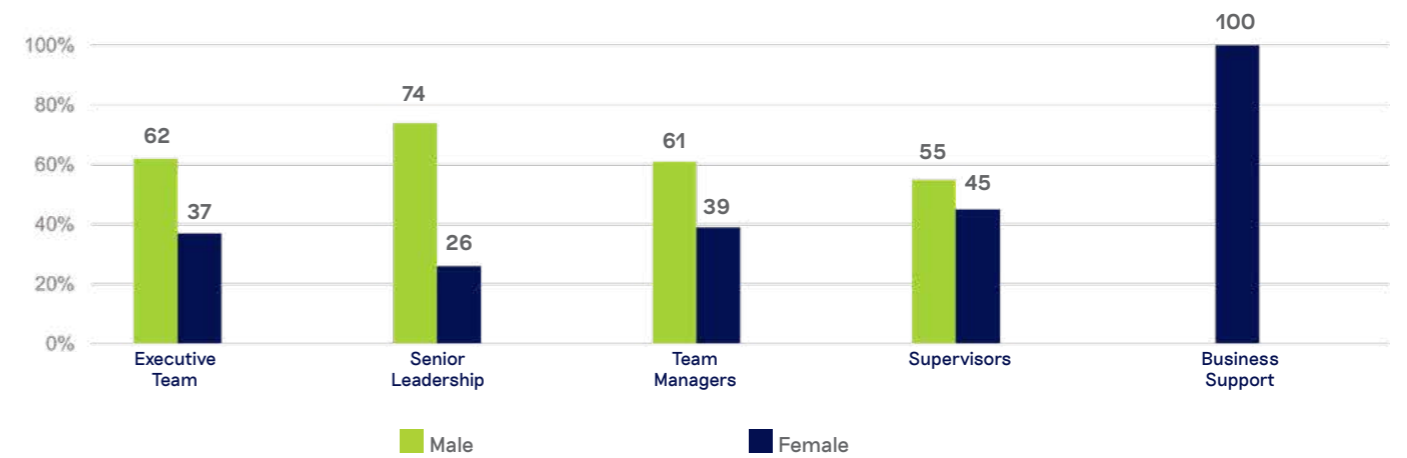
Gender breakdown



Age brackets

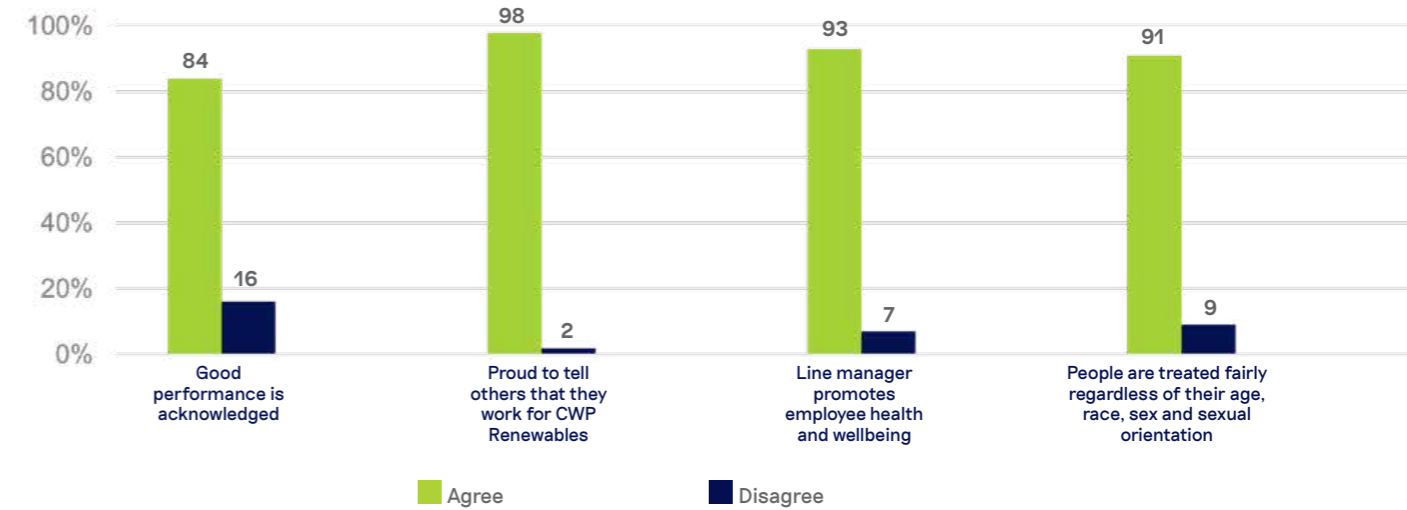


Role distribution by gender



Employee survey results FY22-23

undertaken with previous CWP employees only (prior to integration)



Chloe Munro scholarship

Quality Manager Tegan Dobliger, was announced a recipient of the Clean Energy Council's Chloe Munro Scholarship for Transformational Leadership, providing the opportunity to undertake the Women & Leadership Australia's 'Leading Edge' course.

The scholarship, which was awarded to 10 recipients, supports emerging and mid-level leaders who show a continued support of women in the renewables sector and encouragement of young women and girls to consider a career in STEM.



Modern slavery

Squadron Energy stands firmly against modern slavery, which includes forced labour, child labour, bonded labour, and human trafficking, within our operations or supply chain.

Our commitment to upholding human rights and combating modern slavery is underscored by our policy, which draws its inspiration from the UN Guiding Principles on Business and Human Rights and the core rights outlined in the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work. We work with our suppliers, consultants and contractors to uphold the following principles:

No forced or bonded labour – Work should be freely chosen without threat of penalty or abuse.

No worker should pay for a job – Fees and costs associated with recruitment and employment should be paid by the employer.

Workers should be treated and paid fairly for the work they do – Workers should be treated and paid fairly without any kind of discrimination and in accordance with all local laws, including those relating to minimum wage, leave entitlements and other benefits.

No child labour – No workers under the age of 15 or under the local legal minimum age for work or mandatory schooling age, whichever is the higher. Work should not interfere with children's schooling, or their ability to benefit from it.

Respect rights of workers to freedom of association – Respect the right of all workers to form and join trade unions of their own choosing, to bargain collectively and peaceful assembly.

Workers should be able to raise grievances safely – Workers should have access to a mechanism to raise concerns which allows for confidential and anonymous reporting and protects workers from reprisal.

Health and safety

Our Health and Safety performance has seen both challenges and notable progress.

This year we reported a Total Recordable Injury Frequency Rate (TRIFR) of 7.64, an increase from FY22, due to an increase in workforce exposure hours in the construction phase of our developments.

We have maintained our focus on lead safety indicators, which play a pivotal role in our safety management. Our lead indicators include hazard identification, near miss events, internal and external audits, safety interactions, and leadership inspections. Together, these contribute to a strong safety culture and provide insights into the effectiveness and implementation of our safety management system and leadership commitment.

Implementation of our lead indicators increased by 30%, with hazard identification increasing by 25%, safety interactions and observations increasing by 20%, internal and external audits increasing by 20% for the year and near miss events increasing by 10% year on year.



Following Squadron Energy's acquisition of CWP Renewables in December 2022 and the ongoing effort to integrate and streamline our systems, we are currently in the process of revising our work health and safety strategy. Our fundamental objective remains consistent: driving the continuous enhancement of our safety systems while maintaining a strong safety culture.

Our commitment to prioritising health and safety across all facets of our operations remains unwavering. We are firmly dedicated to establishing a cohesive and consistent approach to managing work, health and safety to ensure the wellbeing of our employees, communities, and customers.

Our health and safety strategy covers six key areas:

- Safety culture
- Risk management
- Contractor management
- Auditing and compliance
- Safety reporting
- Governance

In late 2021, we conducted our first Safety Culture Maturity Survey to gain insights into the perspectives and experiences of our team members, our safety processes, attitudes, and leadership commitment to safety. The survey helped us identify our position on the safety culture maturity curve, guiding our path towards becoming leaders in safety culture within the renewables sector.



As we continue to expand, we are dedicated to integrating our culture improvement efforts into our growing systems to ensure long-term sustainability.

We plan to carry out another Safety Culture Maturity Survey in early 2024 to track our progress and make further advancements in fostering a robust safety culture. This commitment underscores our ongoing journey toward ensuring the well-being of our workforce and maintaining our leadership position in safety within the renewables industry.



10 online safety training sessions – 917 participants

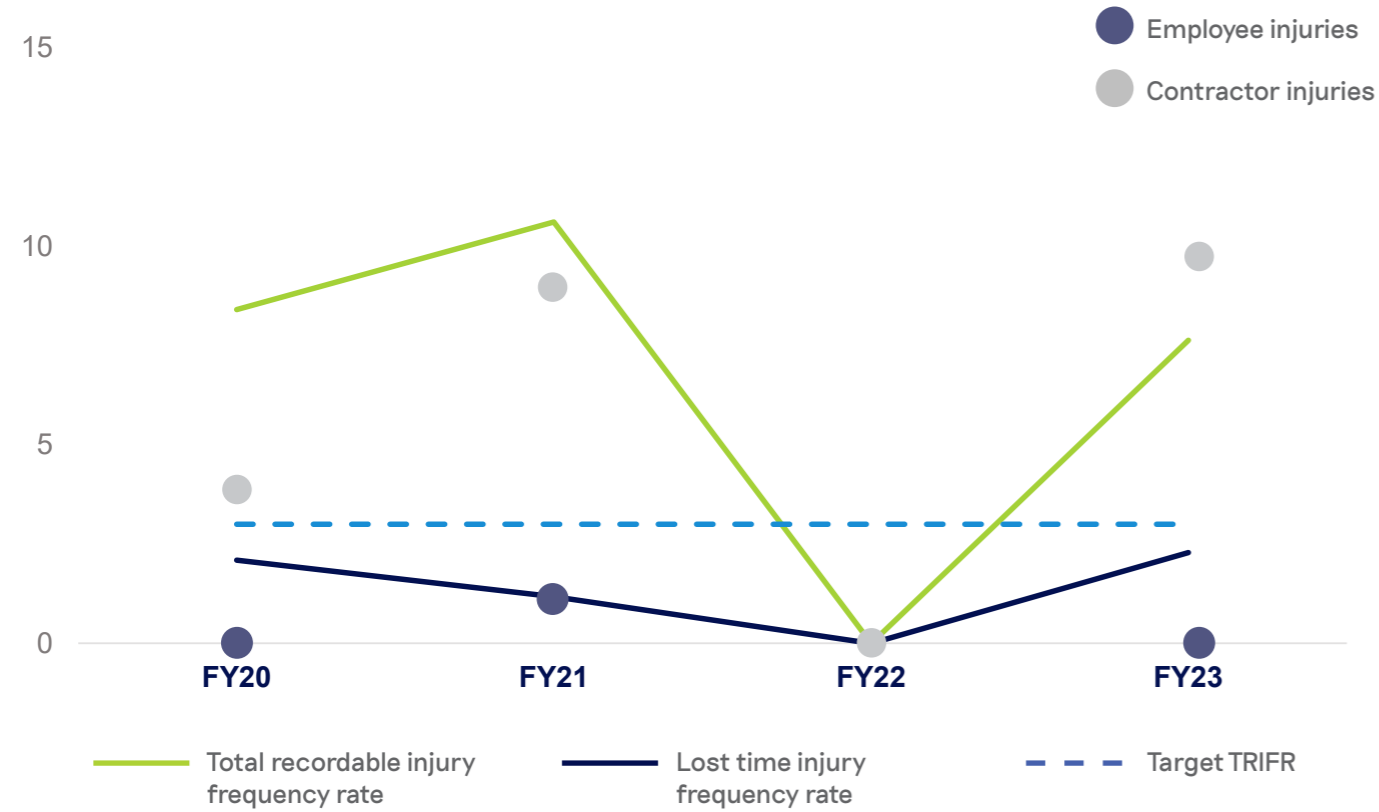


2,262 hours of WHS training completed



1,308,277 total hours worked across the business

Injury frequency rate



	2020/2021	2021/2022	2022/2023
First Aid injuries	39	12	24
Recordable injuries	9	0	10
Near Miss	47	24	30
Lead indicators	311	776	1056



Community

Safety spotlight: Scott Batey

Safety Manager



Squadron Energy Health and Safety Manager Scott Batey said making the transition from mining was smooth as much of his skills and experience was transferrable.

"I've transitioned from mining to renewables and have gone from a workplace below the surface to one that's often at heights but the basics remain the same - everyone has the right to a safe working environment," Mr Batey said.

"It's been an exciting change as the industry is growing rapidly, and there's also the sense that you're contributing to the greater good, I'd encourage anyone that is considering a move into the renewables space to reach out, as I believe that everyone can contribute their skillset to an evolving industry."

Regional economic development	-----	28
Powering communities	-----	29
- Community-wide benefits at Sapphire Wind Farm	-----	30
- Local school kids' artwork shines in new book	-----	30
- Christmas call out	-----	31
- Global Leaders Development Program	-----	31
- Reconciliation Action Plan	-----	31
- TAFE Health and Safety training for communities	-----	32
- Crudine Ridge Wind Farm opens its gates	-----	32
Profile: Wal Archer	-----	33

As we work to address how we will manage supply chains, resourcing and the speed of our required execution, we have the chance to create a lasting legacy in regional communities nationwide. Designated Renewable Energy Zones (REZ) will not

only bring together transmission, generation and firming projects to support increased renewable generation. They will create regional hubs which will enable skills expansion, career progression and local supply chain development.

Regional economic development

Renewable energy will be a major source of employment as Australia transitions away from coal.

To date, Squadron Energy has created 1,900 direct jobs. Many of these in remote and regional locations across Australia's eastern seaboard, while injecting more than \$200 million into these regional communities.

What is forming now is a combination of levers which can offer us a once in generation chance to deliver regional economic development at scale. Where there is established ongoing skilled employment, schools flourish, businesses prosper and major infrastructure support follows.

The first designated REZ in NSW is the Central-West Orana REZ. The 20,000 square kilometre zone includes the towns of Dubbo, Dunedoo, Wellington and Mudgee. It's expected to support 3GW of new network capacity in the coming years. The Central-West Orana REZ will support an expected 3,900 construction jobs at its peak and 500 jobs during operation. We really do have a once in generation opportunity to facilitate regional rejuvenation and economic development, whilst also meeting our 43% carbon emissions target by 2030.

This year we welcomed a new Regional Economic Development Facilitator to the Squadron team, based in a new Dubbo office, to ensure our team is local to the region. Our presence and collaboration with the local community, industry and Traditional Owners has flourished, and we are currently developing a larger team in the coming year to reflect our commitment to regional economic development.

We encourage people with valuable transferrable skills in REZs, to consider a transition to renewables. Many of our own people have successfully moved from industries such as mining, to apply their project management, environment or safety skills to our renewable projects.

As Australia transitions from fossil fuel generation to renewable generation, it's imperative we support and transition these workers across to harness their skills and experience.

At the same time, the requirement for learning workers and apprentices on REZ projects will ensure we develop the next generation of renewable workers. Requirements for First Nations participation and the employment of underrepresented groups will ensure we include the entire community on the renewable journey.



Powering communities

Squadron Energy is committed to sharing the value and benefits of our projects by supporting communities over the long term. We do this through opportunities such as co-investment, planning agreements with local councils, community sponsorships and grant initiatives, and other regional benefit initiatives. We recognise each community is different and through consultation and partnerships with councils, communities and local groups, we tailor benefits at each project to make positive lasting local contributions.

Each of our projects has a community sponsorship program, which provides funds or in-kind support to local community initiatives, groups and events. This sponsorship program runs throughout the lifecycle of the project through to the end of operations.

We also enter into planning agreements for our projects with local councils. A planning agreement can help deliver or fund public infrastructure, amenities, and services for the benefit of the public within the council areas in which we operate. It may include a community benefit fund component.

We work closely with councils to develop the terms of the planning agreements, which include a contribution of 1.5% of the Capital Investment Value (CIV) of the project to be constructed (as committed in the final investment decision), paid over the operational period of the project.

If the project is within multiple Local Government Areas (LGAs), the funds are divided on an agreed proportion, such as the number of turbines within each LGA.

\$200k+
Community sponsorships

\$650k+
Community benefit fund



Community-wide benefits at Sapphire Wind Farm

Hosting a renewable energy project doesn't just contribute to cleaner energy. It provides an additional income stream for the host, often creating dual income from agricultural land, and it provides further benefits across the local community.

Our Sapphire Wind Farm, located 18km west of Glen Innes, has 75 turbines hosted mostly on farming and grazing land. Operational since 2018, the wind farm and its site manager David Williamson are well-established in the community.



Farmer Patrick O'Brien, Sapphire Wind Farm

Local farmer and shearer Patrick O'Brien lives nearby to Sapphire Wind Farm and said he has seen the benefits flow on to the community.

"I am a huge supporter of Sapphire Wind Farm. It has given life and money back to the surrounding communities. It has provided a large number of jobs during the construction phase, giving a huge financial boost to many in our country towns," he said.

"Sapphire Wind Farm has also provided ongoing financial support to many local community groups, sports groups and community events, also continually supporting many local businesses, services and farmers in the area. It's also providing long-term employment, allowing people to stay in the district and support our rural community. Even my daughter has enjoyed a full-time career in a thriving and interesting industry that she loves and can make a difference in."

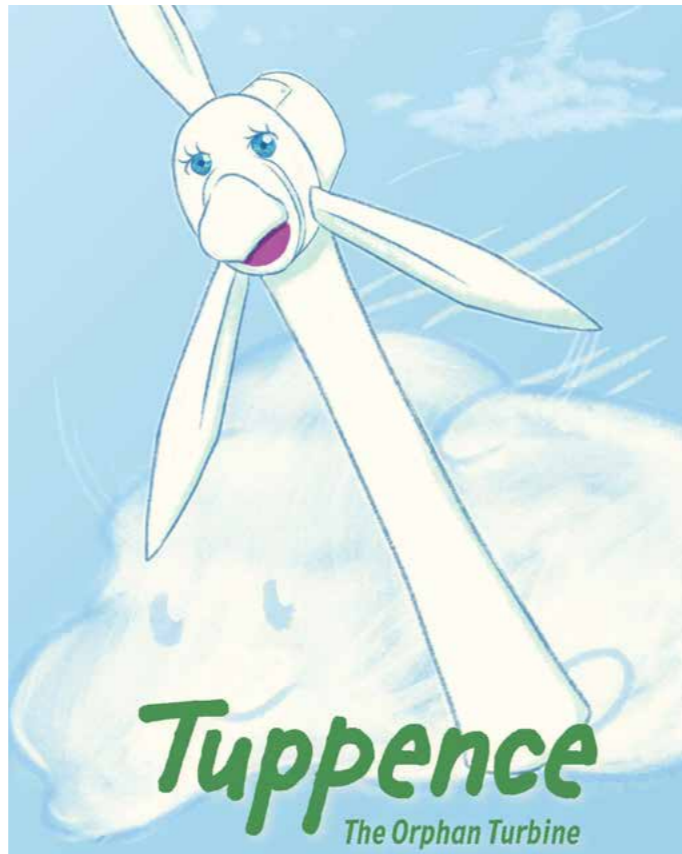
Community Co-investment is common for large-scale renewables globally, and Sapphire Wind Farm was one of the first in Australia to offer the local community the opportunity to directly invest into the wind farm.

Local school kids' artwork shines in new book

Squadron Energy collaborated with primary school students from six schools surrounding Bango Wind Farm to write the children's book *Tuppence the Orphan Turbine*.

Bango Wind Farm's Community Engagement Coordinator Lyn Diskon authored the book, with students from grades four and five designing and creating the illustrations.

Tuppence the Orphan Turbine was debuted at a Boorowa book launch and art exhibition at Boorowa Recreation Club auditorium, where community members were welcome to watch a book reading by students and afternoon tea.



Christmas call out

CWP Renewables (now Squadron Energy) continued its annual Christmas initiative in 2022, offering an additional \$40,000 in sponsorship to community groups alongside already established community sponsorship funds.

The initiative recognises that the festive season can offer financial challenges, especially with the rising cost of living, and is our way of giving some Christmas cheer to those who are struggling. The sponsorship initiative provides LGAs surrounding Squadron Energy's projects the opportunity to apply for funding and celebrate the holidays with their communities with less financial stress.



Global Leaders Development Program



In 2022, Squadron Energy partnered with the University of Wollongong to provide students the opportunity for practical work placement alongside their studies.

The Global Leaders Development Program offers high-achieving secondary school leavers the choice of two degrees across the disciplines of Business and Law.

In September, Squadron sponsored Jelena Zeljkovic to join the team for a year during the completion of her studies. We hope the partnership will no doubt encourage future leaders like Jelena to build a career within the renewable energy sector.

Reconciliation Action Plan

Our Reconciliation Action Plan (RAP) is an extension of our values of integrity, empowerment, and family, which are core to the way we operate and collaborate. True reconciliation requires tangible actions, and through our RAP, we hope to contribute to meaningful change and benefits for First Nations peoples.

CWP Renewables had implemented a previous Reflect RAP in 2021. It was decided through consultation with Reconciliation Australia that we would undertake a review of this stage as Squadron Energy. This has allowed us the opportunity to apply learnings from our Reflect RAP journey and revisit the applicability of commitments across the new, integrated organisation. As an organisation, we are early on in our reconciliation journey, but our RAP will foster a culture of understanding, determination, united by our vision for reconciliation.



TAFE Health and Safety training for communities

Squadron Energy partnered with TAFE NSW last year to roll out a Work Health and Safety course in the Central West Orana Renewable Energy Zone (REZ).

The partnership gave locals an opportunity to build in-demand work health and safety skills, giving participants a broad range of practical skills and knowledge, allowing them to provide accurate WHS advice and assistance in improving workplace safety in the region.

The full course was available in the Central West for the first time, allowing people to complete a Certificate IV in Work Health and Safety at TAFE NSW Wellington.

We are now exploring further opportunities to partner again with TAFE NSW Wellington, as Squadron recognises that the renewables industry has an important role in training and developing both individuals and local suppliers.



Crudine Ridge Wind Farm opens its gates

Community members and primary students from Lue Public School and infant students from Sofala Public School were granted tours of Crudine Ridge Farm as part of its opening in September.

It was an opportunity to provide insight into how the local wind farm is contributing to the bigger picture as Australia transitions to renewable energy.

Students marvelled at the size and scale of the turbines when they were treated to a tour after lessons on wind energy. Primary students who were researching different forms of energy in science were able to witness wind energy in action.



Profile: Wal Archer Landowner, Bango Wind Farm



Not only does hosting a renewable energy project contribute to cleaner energy, it can also provide benefits to the local community. Squadron Energy's Bango Wind Farm, one of the largest wind farms in New South Wales, opened in April this year, bringing benefits to landowners and the broader community.

Wal Archer is one of nine host landowners for Bango Wind Farm, whose farm now houses wind turbines that are helping prevent 543,000 tonnes of carbon emissions being released into the atmosphere annually.

Mr Archer says the opportunity to host renewable energy on his property was unexpected but one he saw as an opportunity for his family and the broader district.

"The clear financial benefits provide stable cash flow for a traditionally fluctuating business. Hosting renewable energy on our property has also allowed us to provide good, reliable jobs for the local community.

It feels good that playing a part in Australia's transition to a cleaner future has a positive benefit for us and has a positive effect on the wider economy and community. The turbines have no impact on our daily life. It is just really fascinating to watch them."

Bango Wind Farm is located on Ngunnawal Country, 14km south of Boorowa and 30km north of Yass. The 244MW project is the third largest operational wind farm in NSW, producing enough electricity to power 144,000 homes and prevent 543,000 tonnes of carbon emissions annually. During construction it created 320 jobs and injected \$110 million into the regional economy.

At Squadron Energy, we see our landowner and neighbour relationships as key. One of the great benefits of hosting or neighbouring a wind farm is that it provides additional income independent of weather and market conditions, which can help diversify income streams.

"It feels good that playing a part in Australia's transition to a cleaner future has a positive benefit for us and has a positive effect on the wider economy and community."



Governance

Governance in action	-----	35
Integrity in action	-----	35
Risk management	-----	36
- Sustainability and environmental risks	-----	37
- Effective oversight (Board and management committees)	-----	38
Our executive team	-----	39

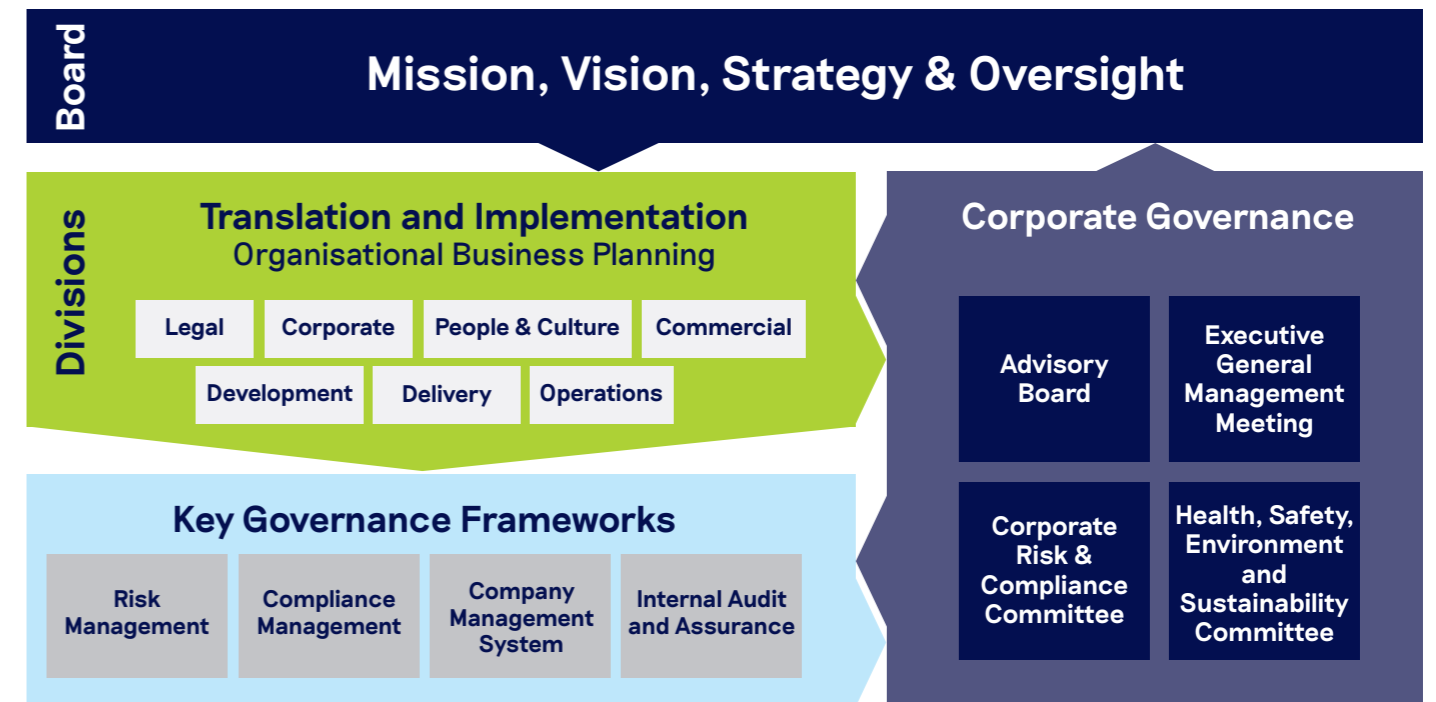
Governance in action

Squadron Energy is on a mission to transform Australia’s energy landscape. Strong governance is essential to enable this transformation.

Our Board has adopted a principled approach to corporate governance, emphasising effective oversight, leadership, and accountability across the business. Integrity is one of our core values, and is essential to our decision making and

effective corporate governance and a healthy organisational culture.

The governance structures within Squadron Energy are designed to ensure effective communication and reporting by staff to management, and effective decision making and leadership by the management in order to ensure sound governance, and accountability.



Integrity in action

Our Code of Conduct (the Code) serves as the tool through which we translate our Values into the organisational culture. The Code establishes the high standard to which we hold ourselves and one another to account, outlining our commitment to:

- Ethical Business Practices
- Our People and Culture
- Our Communities
- Our Environment

To give effect to our commitments in the Code of Conduct, Squadron Energy has established a suite of corporate policies, including:

- Anti-Bribery and Corruption and Anti-Money Laundering
- Compliance Management
- Conflicts of Interest
- Cyber Security
- Environmental Policy
- Human Rights and Modern Slavery
- Privacy
- Quality
- Risk Management
- Whistleblower Policy
- Workplace Behaviours
- Workplace Health and Safety.

Risk management

Squadron Energy maintains a comprehensive, integrated strategy for recognising and addressing risks throughout our business operations.

This multifaceted risk management approach encompasses our entire organisation, managing risk across different levels. This framework provides the Board, CEO and Executive General Management team a unified and integrated perspective on risks and opportunities across the organisation.

Squadron Energy operates in a rapidly evolving and changing risk environment across our

regulatory landscapes, asset operations, workforce management, environmental and climate factors, as well as projects under construction.

We recognise it is not possible, or necessarily desirable, to eliminate all risks inherent in our work. Accepting some degree of risk in our business practices promotes efficiency and innovation.

Therefore, fostering a culture that embraces and engages with risk is essential for our successful operations.



Sustainability and environmental risks

Participating in the national efforts to confront climate change is an essential part of our strategy. Within our enterprise-level strategic risks, we have identified risks associated with:

- the potential influence of climate change on our core business and strategic initiatives
- our capacity to safely conduct our operations
- our ability to preserve and improve the environment in which we operate.

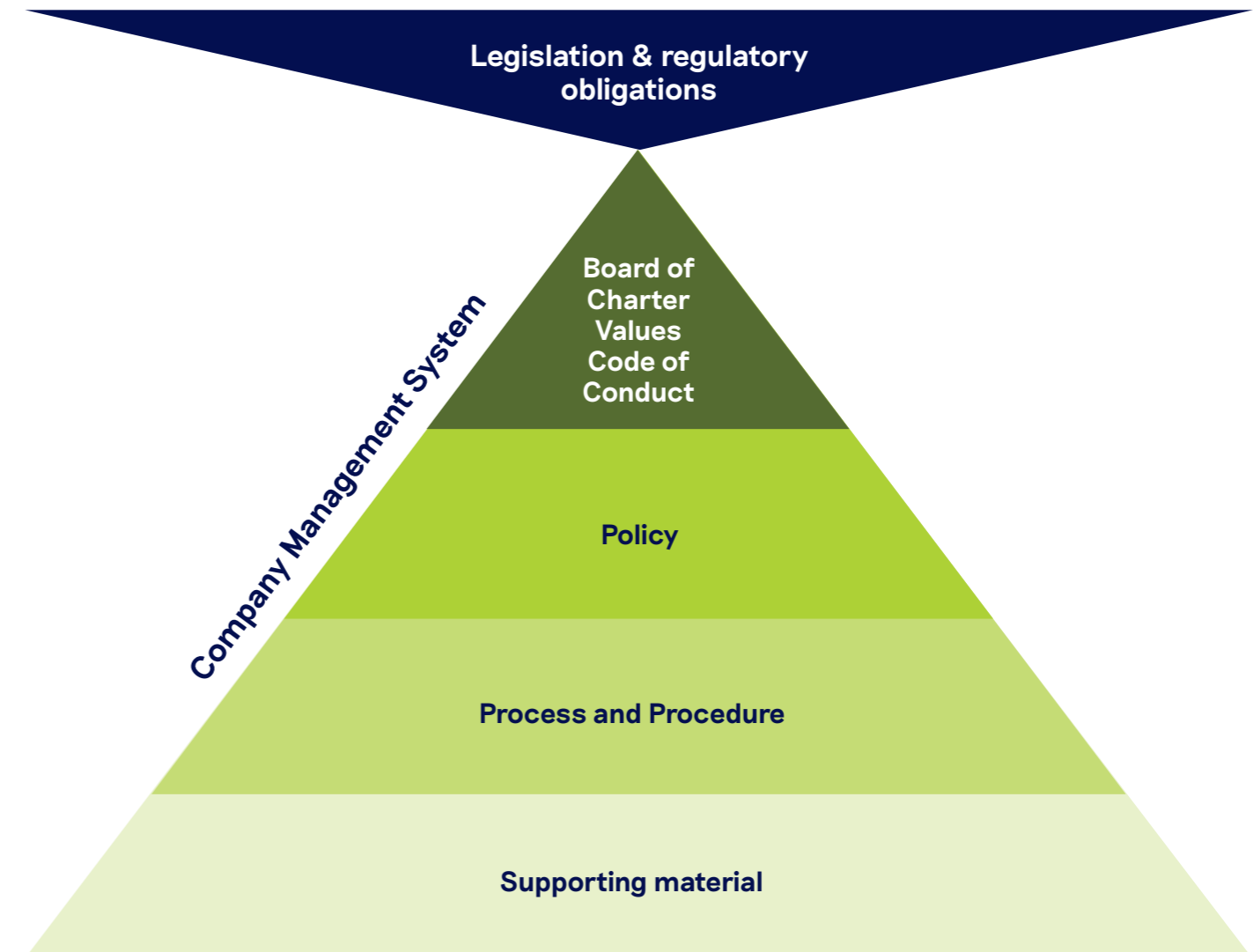
Our Board, CEO and Executive General Management team is regularly updated on these environmental risks, in the Health, Safety, Environment, and Sustainability Committee, and in Board reports.

Demonstrating our commitment to quality, consistency and continuously improving our governance practices, Squadron Energy is certified in the latest standards set by the International Standards Organisation (ISO)

Quality Management System - ISO 9001:2015

Environmental Management System - ISO 14001:2015

Occupational Health and Safety Management system - ISO 45001:2018



Effective Oversight (Board and management committees)

The governance structures for Squadron Energy guide effective decision-making and sustainable operations. We have established the following key committees:

Board Committees

Advisory Committee: Provides expert insights and advice to the Board regarding our strategic direction, market analysis and evolution, risks and opportunities in the industry in which we operate.

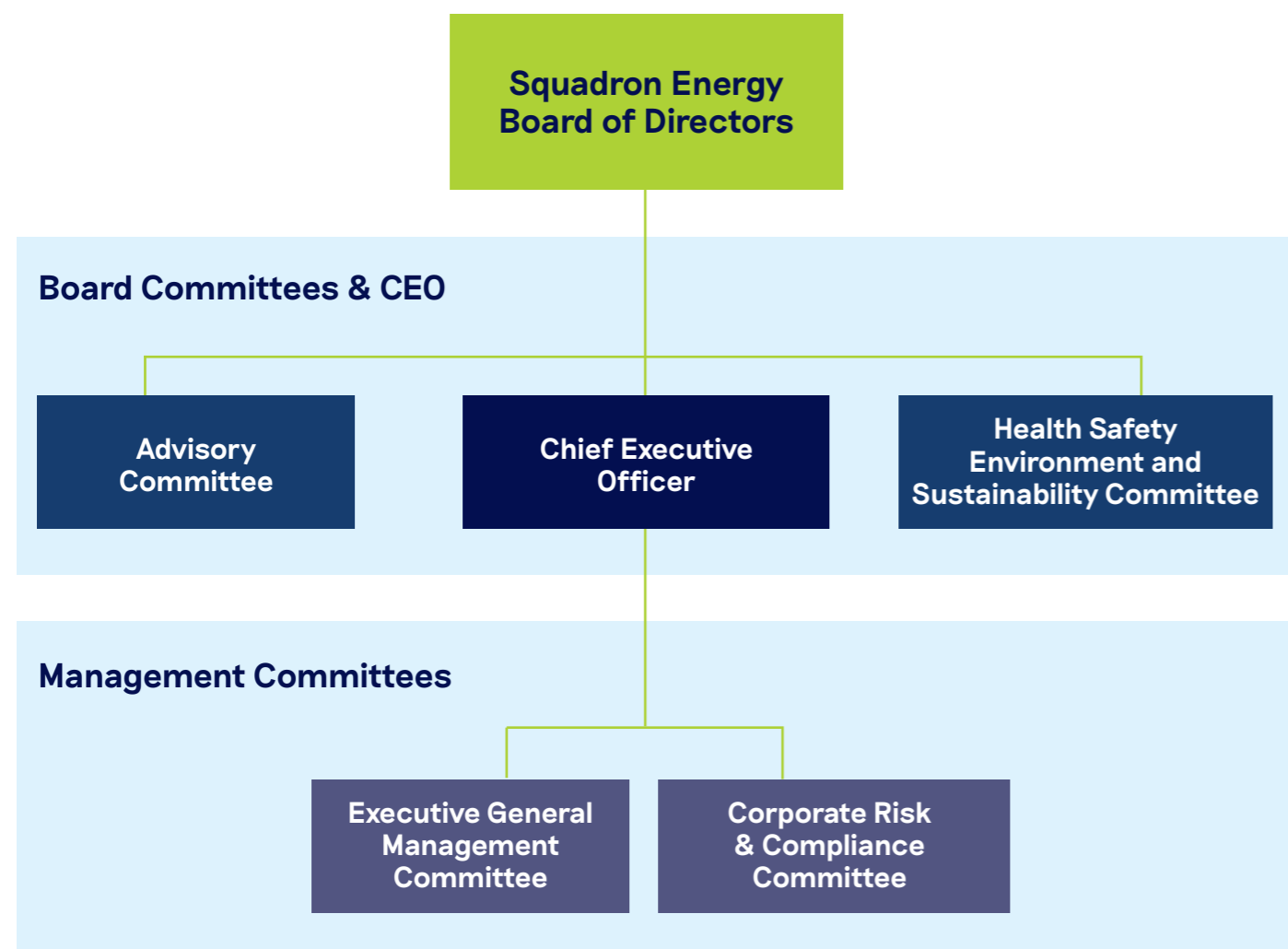
Health, Safety, Environment and Sustainability Committee: Assists the board to govern the business operations and meet its responsibilities in relation to environment, health and safety, and sustainability policies, and procedures.

Management Committees

Executive General Management Committee: provides forum for the management to discuss key issues across the business, respond to requirements of the Board and progress key organisational issues.

Corporate Risk and Compliance Committee: provides reports and information to the CEO and management on corporate governance, risk and compliance issues and initiatives across the business.

Together these committees provide the Board and Executive General Management with assurance that the company is operating in accordance with the regulatory framework, progressing in line with our strategy and Values and Code of Conduct.



Our executive team



Jason Willoughby
Chief Executive Officer



Barbara Doan
Chief Financial Officer



Alexander Jury
Executive GM,
Commercial



Brendan McAvoy
Executive GM,
Delivery



Ed Mounsey
Executive GM,
Development



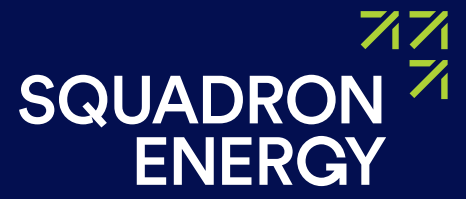
Kate Sykes
Executive GM,
People & Culture



Rochelle Macdonald
Executive GM,
Operations



Stephen Bird
General Counsel



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